



Southern Torrance County ECONOMIC DEVELOPMENT PLAN

2020



Prepared by:



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Community Members and Stakeholders

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Disclaimer

The Southern Torrance County Economic Development Plan 2020 serves as a plan to guide economic development in southern Torrance County. It is not a contract binding Torrance County or any other agency to pursue the goals and projects identified herein. Torrance County intends to use this plan to guide economic development efforts and identify projects and collaborations to improve the county. Communities, other entities, and individuals are encouraged to use this plan to customize their own plans to match their goals and needs. While Torrance County does not plan to update or revise this plan itself, it desires to develop and continually improve upon a dynamic economic development strategy using this plan and other tools available to it.

FOREWORD

To actively and successfully redevelop the economy of the southern portion of Torrance County will be nothing short of a daunting challenge. I say redevelop, for at one time this was the economic hub of the county, with the exception of the towns along the edge of the Manzano range....which are unique in history, culture, and expectations for their lives, their towns, their land, and their families. Changes in transportation arteries (highways), railroads, and water availability have been prime factors behind what we see today. Where at one time there was an expanding population of families on small pieces of land, lending to the development of several small village/towns, the properties have been gradually assimilated into larger acreages under fewer owners, [which has led to] larger farms and expanded grazing land ranches. This assimilation phenomena is still in process today.

Do these land holders feel they have a need to redevelop? I am not so sure. The existing towns desire to come to new life and this is where I think the energy has to originate. Is this energy present? No.....unless there are trusted persons with the vitality and vision to organize, lead, and inspire. Talent must be hunted out among the residents and brought to the table. Discouragement and disappointment that has come to these people over the years must be recognized and overcome. Bringing in an outsider might help, but only if that person or persons can build leaders to replace them when they leave. It has been my experience over the years that unless someone has roots in family or land in this region, their stay here is of varying lengths of temporary.

Marketing of any products of the region must reach beyond the county boundaries which are geographically locked by mountains and distances from larger population areas. Success, I think requires cooperation between producers of the south and market opportunities of the north. The thought and effort must be regional, not exclusively local. Disconnecting ourselves from the entirety of the county's variations, limits, and opportunities has historically been the downfall of economic growth efforts of this region.

*Peggy Schwebach
Long-time Resident*

PREFACE

Empowerment is the process of taking control over one's destiny. In working with community groups to achieve empowerment many times the process is more important than the results. Where that is true, "how" we address the issues becomes critically important. This is especially true of rural communities that have been the subject of countless studies and programs, but who are often left to "fend for themselves"; temporarily motivated to act but never really being empowered to reach results they seek.

This plan represents a first step towards empowerment taken with the communities it regards. It is a critical step in the consensus building process; a necessary step that had to be taken to build trust and confidence as well as build upon recent positive developments in the land grants that can be attributed to solid leadership at the local level and progressive policy changes at the state level. Everyone understands that empowerment requires working together and that all of us, in one way or another, will be affected by the outcome. The plan provides the community with a guide for future action and articulates the goals and projects the communities themselves identify as being of importance.

By implementing the recommendations in the plan, community leaders will deal squarely with the issues facing them and will strengthen their communities' ability to sustain themselves over the long term.

This plan is intended to be a living document that communities can change and revise as needed. The intention is for the plan to be reviewed by each of the respective communities on a yearly basis in order to check progress and propose revisions. Although Torrance County has facilitated the creation of the plan, the plan belongs to the communities it regards, and they are free to modify it by executive decision of governing body as circumstances require.

Torrance County Land Grant Advisory Board

Executive Summary

The Southern Torrance County Economic Development Plan addresses how culture, history, geography, natural resources, and infrastructure create unique economic opportunities and challenges for the region. The planning process has been a collaborative effort of the municipalities, land grant communities, and unincorporated communities in the southern part of Torrance County.

This Plan integrates what the communities and stakeholders believe to be the region's strengths, weaknesses, opportunities and threats, their economic development goals for southern Torrance County, specific projects that help achieve those goals, and the resources available to support the projects.

WHAT IS THE PURPOSE OF THE SOUTHERN TORRANCE COUNTY ECONOMIC DEVELOPMENT PLAN?

The purpose of this Plan is to create a vision for the economies of communities in southern Torrance County. The reason to focus on the southern part of the county is because the opportunities in this area are very different from the communities along Interstate 40. The Plan identifies projects and implementation steps so County and community leaders can make a positive difference in the county.

WHAT IS ECONOMIC DEVELOPMENT?

Economic development is the process of improving a region or community's economic well-being and quality of life. There are two approaches to economic development, each of which has its place.

Traditional economic development in New Mexico focuses on recruiting businesses, taking advantage of economic incentives offered by the State of New Mexico and through the County's Local Economic Development Act. This type of economic development seeks to attract economic base jobs that build local wealth by marketing goods and services outside of the county. Such a business demonstrates its value through the number of jobs provided, the salaries offered, along with the ability to eventually repay the value of the subsidies provided through an increase in local tax revenues. In Torrance County, the Estancia Valley Economic Development Association (EVEDA) has traditional economic development covered.

Pursuing an economic development home run is a good thing, but successful economic development is not about just one thing. Realistically most small places in Torrance County are not seeking to attract a major employer, and this approach may be contrary to the local culture and the capacity of the community to support a larger business.

Much of the recruiting effort leverages the opportunities associated with I-40 and the county's natural resources to attract economic base businesses from outside the county. While recognizing the value that traditional economic development contributes throughout the county, this plan addresses "the power of small"—how the County, working with traditional economic developers and other business resources, can help local entrepreneurs thrive and contribute to their local economies.

This can include more and better job opportunities for residents, opportunities for area youth to remain in the county to work and raise their families, success of local businesses, and in some cases, recruiting new businesses. Successful economic development is different for every community.

WHY DOES IT MATTER?

A healthy local economy makes a community a great place to live and do business. The economies of Torrance County are based in the distinct culture, history, and resources unique to Estancia Valley. The Plan has been developed with the help of communities who identified what success looks like in the southern portion of the county. The County's success in implementing this Plan is dependent on how each community helps carry out the goals and projects.

Introduction

A community's economic development goals can drive planning of all facets of a community—land use and zoning, infrastructure development, community services, and natural and cultural resources are all related and contribute to economic vitality of a community and region. Therefore, this Economic Development Plan keeps the big picture in mind.

This Economic Development Plan meets the State's requirements for economic development plans and can feed into the County's Comprehensive Plan and individual community comprehensive plans as they are updated in the future.

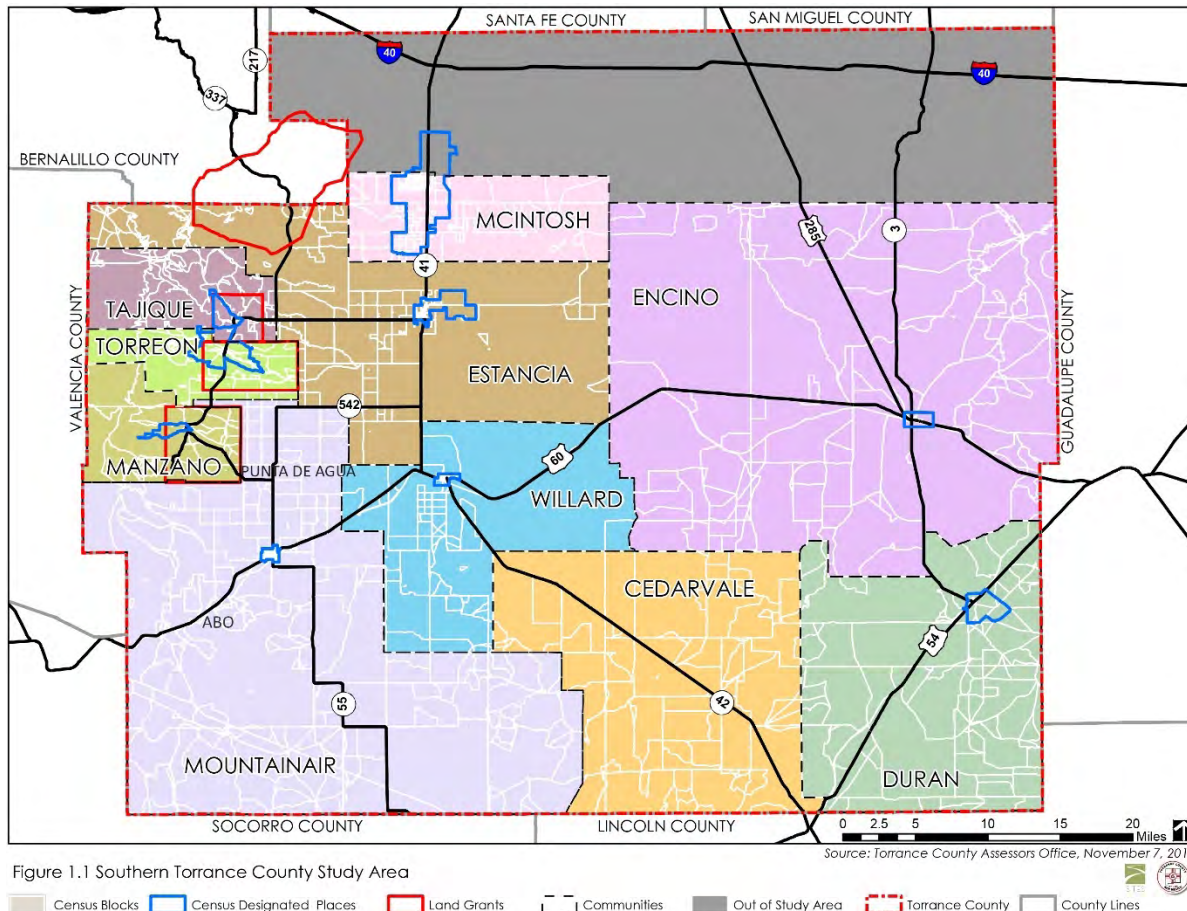
The Plan is organized into four chapters:

1. **Introduction**—This chapter includes an overview of the study area, including countywide demographics, a summary of the community process and SWOT analysis, the economic development goals, and an introduction to the target industries that are important to the economy of southern Torrance County.
2. **Community Profiles and Projects**—This chapter provides an overview of the housing, population, and employment statistics in the ten community areas in southern Torrance County and the towns and unincorporated communities within them where data was available. It identifies the potential projects that each community area can pursue.
3. **Torrance County Fairgrounds**—This chapter includes the vision, goals, and use program for the County Fairgrounds, including phasing and cost estimates.
4. **Resources for Economic Development**—This chapter identifies technical assistance providers and resources that the County and communities can use to implement the projects identified in the plan.

STUDY AREA OVERVIEW

The study area for the Southern Torrance County Economic Development Plan includes the areas of the county not directly served by Interstate 40. The reason for the focus on the southern part of the county is to analyze and plan for economic opportunities for communities without direct access to Interstate 40. As shown in Figure 1-1, the study area includes 10 communities that are the focus of this plan; the gray area of the map is the small portion of the county not included.

FIGURE 1-1. SOUTHERN TORRANCE COUNTY STUDY AREA



WATER RESOURCES

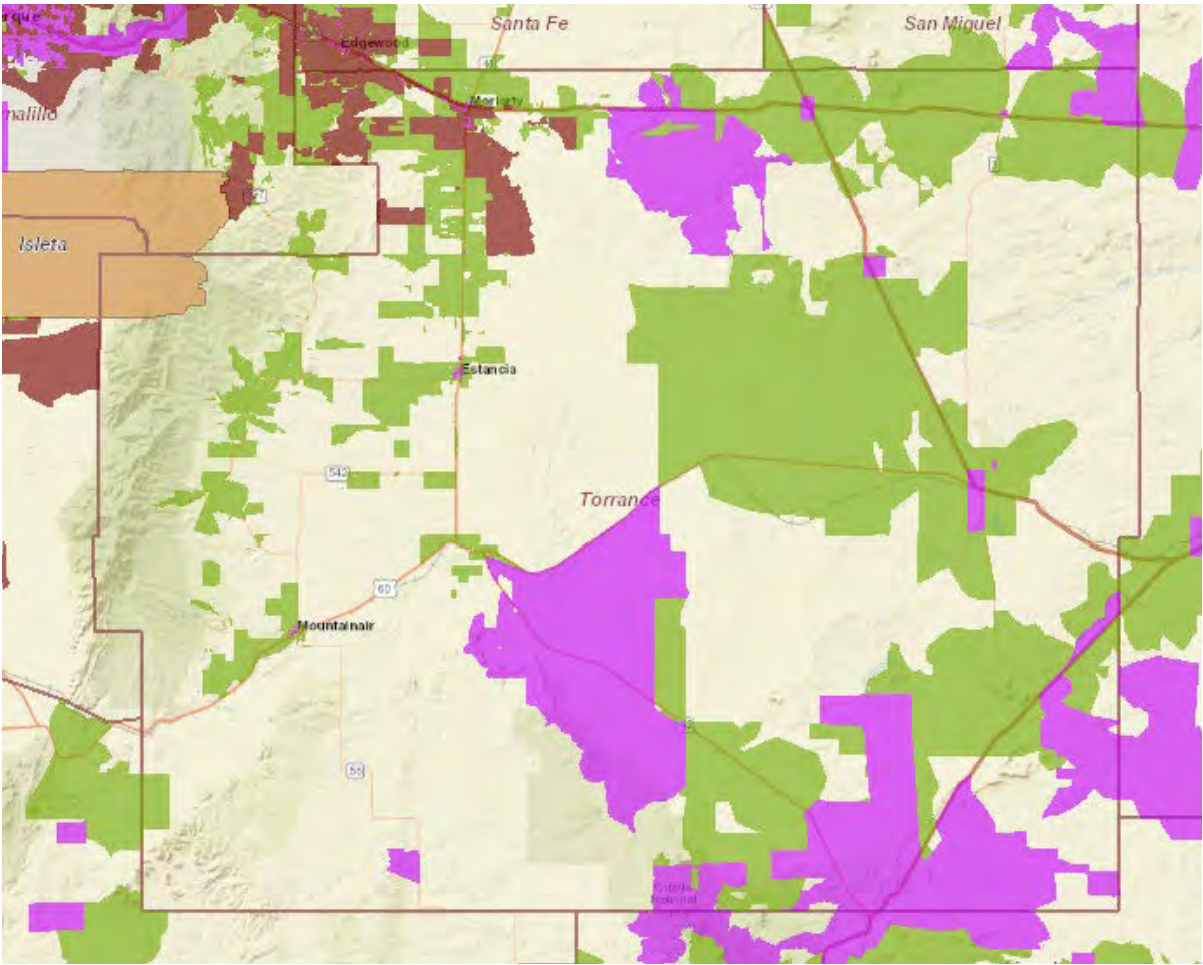
The elephant in the room for Torrance County is water. The county is in the Estancia Basin, which has no significant fresh water sources aside from the ground water in the Valley Fill Aquifer. This closed system makes water even more precious a resource than elsewhere in arid New Mexico. Drinking water and agricultural water are pumped from the aquifer. According to the Torrance County Comprehensive Land Use Plan adopted in 2003, 95 percent of the annual water demand was due to agriculture use. The Manzano Mountains on the west edge of the county offer some recharge zones for the basin where water enters the aquifer. The water limitations have shaped growth and politics in the county for generations. Water rights and the need for low water uses, sustainable economic development strategies cannot be overstated.

Some of the small, individual communities in southern Torrance County are not served with water. There is a potential of addressing them regionally with a unified management structure developed with the interested communities and Torrance County. Additional improvements specific to each community are addressed within each community's section in Chapter 2.

TELECOMMUNICATIONS AND BROADBAND SERVICE

According to the New Mexico Department of Information Technology, Torrance County has satellite coverage countywide. As shown in Figure 1-2, fiber is located in the areas shaded in purple, cable service is available in the dark brown areas, and DSL service is provided in the green areas, leaving much of the county without these services.

FIGURE 1-2. TELECOMMUNICATIONS AND BROADBAND COVERAGE MAP



Source: New Mexico Department of Information Technology, 2020



TRANSPORTATION

The southern Torrance County study area is bisected by two US highways and several state highways. These routes provide north/south connections to northern and southeastern New Mexico and east/west connections across the state.

US ROUTES

US Route 285

Running north-south in the eastern side of the county, US Route 285 connects to Interstate-40 (I-40) in Clines Corners (outside the study area) and to US Route 60 in Encino. It continues east outside the county linking to Vaughn and Roswell, a frequent destination for many southern county residents. US 285 is an important link between the oil and gas fields in southeastern New Mexico and I-40 and from southeastern New Mexico to Santa Fe. This is also the transportation route for transporting hazardous waste to the Waste Isolation Pilot Plant (WIPP) site.

US Route 60

US Route 60 (Route 60) runs east-west through the center of Torrance County connecting Encino, Lucy, Silio, Willard, Mountainair, and Abo. The route is concurrent with US Route 285 between Encino and Vaughn. This historic route once stretched from Los Angeles, California in the west to Virginia Beach, Virginia and carried cross-country travelers. From a cultural perspective, Route 60 and the communities along it evoke the spirit of Route 66 before Route 66 was replaced by interstate highways.

STATE ROUTES

NM 3

This two-lane state route runs north-south along the eastern edge of the county connecting Duran and Encino to I-40 and beyond to Interstate-25.

NM 41 (Old and New)

NM 41 runs north-south linking Moriarty, McIntosh, and Estancia. It intersects Interstate-40 in Moriarty and US 60 just west of Willard. Old NM 41 runs parallel to NM 41 between Moriarty and Estancia; it is a narrow, partially paved path that is part of the Salt Mission Trail. The land between the two highways is an opportunity for recreation allowing people to bike, walk, and ride horses to and from Moriarty, McIntosh, and Estancia. This is an opportunity to pursue Rails to Trails funding and would require collaboration with Moriarty, McIntosh, and Estancia as the system could eventually connect all the communities. The cooperation of each community and the County is needed to develop a viable plan that would have the potential to be considered for grant funding.

NM 42

This two-lane route runs southeast-northeast between Willard, Progresso, Cedarvale, and Corona; it connects to US 60 in Willard and US 54 and NM 247 in Corona. Residents in the southern part of the county often use this route to get to Roswell via US 285.

NM 55

This route zigzags through eastern Torrance County beginning in Estancia. It is initially an east-west route linking directly to Tajique; then it winds south through the land grant communities of Torreón, Manzano, Punta de Agua, and makes a 90-degree turn south of Mountainair where it continues to zigzag south to Gran Quivira.

NM 337

NM 337 is a north-south route that tees into NM 55 just east of Tajique and connects to Interstate-40 via Chilili and Tijeras.

NM 542

This route just north of Manzano provides a direct east-west connection between NM 55 and NM 41.

DEMOGRAPHICS

Torrance County is sparsely populated; the study area is even less populated. The southern Torrance County study area had a population of 8,811 in 2010, compared to 16,383 in Torrance County as a whole, as shown in Table 1-1. In 2010, there were 3,392 households within the study area and 6,264 households in the entire county. Despite the study area comprising well over two-thirds of the county's geographic area, its population and number of households comprise just over half that of the county.

TABLE 1-1. STUDY AREA DEMOGRAPHICS COMPARED TO TORRANCE COUNTY

	Study Area	Percent of County Total	Torrance County Total
2010 Population	8,811	53.78%	16,383
2010 Total Households	3,392	54.15%	6,264

Source: US Census

COMMUNITY ENGAGEMENT PROCESS

The community engagement planning process included two rounds of meetings. The three meetings in the first round were general community meetings that were held in Torreón, Estancia, and Encino. The purpose of the first round of meetings was to gauge the strengths and opportunities in each community in the study area. The second round of meetings included stakeholders familiar with general economic development, tourism, agriculture, and infrastructure. These topics were identified as key issues in the first round of community meetings, and the intent of the second round was to discuss opportunities and resources associated with these topics.

COMMUNITY SWOT ANALYSIS

During the first round, community participants contributed to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise.

Strengths are the assets in Torrance County that form the foundation of a healthy economy and make the county a competitive place to do business. These things will be the foundation for a healthy economy. Examples include: Established high quality producers of grass-fed beef; Salt Mission Trail; established economic development organizations. The participants were asked to think about the following questions:

- What are specific and internal strengths or competitive advantages of the region that can be built upon that set you apart from other communities in New Mexico?
- What physical, infrastructure, cultural, economic, and environmental assets do your communities have that are the foundation for economic growth?
- What assets do your people have—special knowledge or skills that could be the foundations for new or expanded businesses?
- What are your most successful businesses? Is there potential for expansion or spin-offs?

Weaknesses are the local challenges that limit or constrain economic growth. The economic development strategy will look for ways to minimize or eliminate these. Examples include: Limited water supply; unreliable broadband. The participants were asked to think about the following questions:

- What are specific, local, and internal disadvantages that challenge the economic development of the region?
- What local issues or characteristics are constraining economic growth?
- What characteristics make you less competitive than other communities?

Opportunities are trends or conditions outside of the county that you can take advantage of to reach your economic goals. Examples include: National trend of young families moving to rural communities; a federally designated Opportunity Zone that includes Estancia area; an increase in statewide tourism and interest in outdoor recreation; a preference for locally grown food. The participants were asked to think about the following questions:

- What are specific prospects for regional improvement?
- What local, regional, state, and national conditions could you capitalize on to improve the local economy?

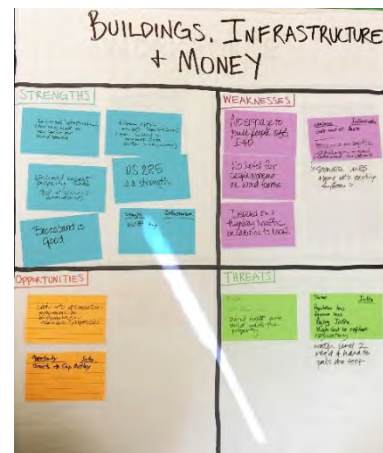
Threats are local, national, or global trends or factors that you cannot control that could threaten the county's economic success. Examples include: National economic downturn; bad weather or other natural disasters; changing consumer preferences; the loss of a major employer. The participants were asked to think about the following questions:

- What are possible events or outside forces that threaten economic development or contribute to decline, either internal or external to the region?
- What could happen that would threaten economic growth?

Participants shared their ideas about the strengths, weaknesses, opportunities, and threats they see in the region and/or their specific communities within four overarching categories:

- Land and Natural Resources
- Capital: Buildings, Infrastructure, and Money
- Workforce
- Businesses and Entrepreneurship

These topics were then discussed with all participants. Potential economic development goals and projects were then identified in the discussion. The community meeting summaries including the SWOT analysis are in Appendix A. The specific strengths and opportunities identified in each community are addressed in Chapter 2, Community Profiles and Projects.



TOPIC MEETINGS

Following the community meetings, four meetings were held in Estancia that brought together local experts and community representatives interested in general economic development, tourism, agriculture, and infrastructure. These stakeholders were selected from Community Meetings and nominated by community leaders throughout southern Torrance County.

The general economic development group discussed workforce development, small business support, and other resources available in the county for business formation, retention, and recruitment. The tourism group discussed how the communities in the county might take advantage of existing cultural and recreational assets to support their local economies. The agriculture group discussed the potential for expanding local agriculture related businesses to include more value-added enterprises, including better branding and marketing of local products. The infrastructure group discussed the potential to improve infrastructure in the southern part of the county and infrastructure issues identified during the community meetings, such as road conditions, the need for better broadband service, concern about water supply, alternative energy, and access to healthcare.

The information gathered at the four topic meetings is incorporated into the descriptions of target industries, specific projects, and resources available to support these projects. The notes from these meetings are in Appendix B.

ECONOMIC DEVELOPMENT GOALS

Economic development in Torrance County must be in balance with its communities' preservation goals and cultural values. The following goals were identified in the community meetings in southern Torrance County:

GOAL 1. Honor and protect our natural resources, including land, water, and views.

GOAL 2. Embrace our history.

GOAL 3. Retain the spaciousness and natural rural character of southern Torrance County communities.

GOAL 4. Recognize sovereignty of land grants and treaties.

GOAL 5. Retain youth through local jobs. Improve education, skills, and training (e.g., offer workforce training with Forest Service for locals). Prioritize full-time, livable wage jobs with benefits. Improve funding for all area schools with renewable energy revenue.

GOAL 6. Support local businesses, especially businesses that are giving back to the community. Prioritize local grocers, ranchers, farmers, entrepreneurs, and home-based businesses.

GOAL 7. Grow the County's tax base through an emphasis on business expansion and retention, with recruitment of new businesses in target industries that are compatible with the resources, culture, and assets of southern Torrance County.

GOAL 8. Improve basic utilities, infrastructure, emergency services, and quality of life.

GOAL 9. Strengthen enforcement and accountability.



All projects identified in this plan are in alignment with these overarching goals.

TARGET INDUSTRIES

Five target industries were identified as priorities through the community and stakeholder engagement process. The target industries are summarized below. The specific goals and actions to support these industries are listed as they pertain to each community in Chapter 2, Community Profiles and Projects.

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

Southern Torrance County is abundant with natural, cultural, and historical assets: the Salinas Pueblo Missions National Monument, the Salt Missions Trail Scenic Byway, Abo Pass Scenic Byway, the salt lakes, Route 60, and the railroad. Strategies that attract visitors interested in cultural and recreational tourism can help improve the economies in surrounding communities and bring awareness and protection of these resources. The recreational opportunities given the county's scenic byways, open space, vistas, sunrises/sunsets, and mountains include:

- Equestrian activities, such as trail riding, rodeo, games on horseback
- Hiking
- Biking
- Classic car tours
- Motorcycle tours
- Photographic, plein air, and arts tours
- Hunting
- Gliders and aircraft

The land between NM 41 and Old NM 41 (the Salt Missions Trail Scenic Byway) could be promoted for walking/hiking, biking, and an equestrian path. NM 41 is already used for classic car and motorcycle tours.



The Mountainair area has the largest concentration of lodging and short-term rentals and the Salinas Pueblo Missions National Monument visitor center, but other communities along the scenic byways and US 60 have restaurants, coffee shops, retail stores and other businesses that could serve visitors.

Community members and stakeholders pointed out the desire for local job opportunities in the tourism industry and the need for coordinated marketing of the tourism-related assets in Torrance County. The overarching idea is to increase visitors to key attractions and keep visitors in the area longer by building well-known day and weekend trips organized around each cluster of attractions. Each community has its own focus whether it be increasing business at local restaurants, stores, or lodges or creating a market for locally produced goods.

A complete marketing effort would:

- Let potential visitors know of the local cultural and recreational assets and events. This could be through printed brochures, a County tourism website, New Mexico True, TripAdvisor, and other similar marketing tools. Torrance County, local communities and local businesses would be responsible for initiating this effort.
- Identify food and lodging, including names, contact information, and hours of operation. It will be important for participating businesses to have consistent, reliable hours of operation and provide goods and services as advertised.
- Make trip planning and reservations easy through online services. Online information must be current and accurate, and ongoing maintenance of this information is essential.
- Highlight local products that could be sold through local retail businesses. Local products might include food that can be sold commercially and the work of local artisans.



Source: Shaffer Hotel

Job opportunities and related training could include:

- Full-time and part-time employment at tourism-oriented businesses.
- Individual opportunities for guides and outfitters and short-term lodging.
- Entrepreneurial opportunities to start a related business or purchase a local business seeking a new owner.
- Internships at local attractions, such as the Salinas Pueblo Missions National Monument.
- Tourism and economic development training through the State Department of Tourism and Economic Development Department.

The New Mexico Department of Tourism offers technical assistance to communities seeking to boost local tourism. Torrance County, with its amazing cultural, historic, and natural resources, is not yet benefitting from the State's many tourism resources. State staff can help get the County started with a workshop for community officials and businesses.

The New Mexico Economic Development Department has a variety of resources for businesses located in New Mexico. The new Outdoor Recreation Division is committed to supporting a thriving outdoor recreation economy and is developing several resources to support outdoor related business development, assistance to business incubators that assist new outdoor businesses and youth employment through the Youth Conservation Corps.¹ Torrance County has an opportunity to become part of this statewide effort from its beginning.

¹ <https://www.nmoutside.com/resources>

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

Build upon the centuries-old agricultural heritage of Estancia Valley by supporting traditional crop production, such as the Three Sisters — corn, squash, and beans; historic agriculture practices using the acequias in the land grant communities — water-sharing systems that distribute water to crops and allows water to return to ground water; introduction of low-water crops; greenhouse agriculture that takes advantage of the sun; and value-added products² that have high market demand, such as native New Mexican barley and hops for local microbreweries or organic produce, for example.

New Mexico branding services are available to local farmers and producers, and like the tourism initiative, each community and the County can use these state resources to promote local goods. New Mexico True promotes products ranging from beer and wine, salsa, and chocolate to jewelry, artisanal crafts, and musical instruments. New Mexico Taste the Tradition[®] and New Mexico Grown with Tradition[®] are programs available through the New Mexico Department of Agriculture that promote agritourism and New Mexico grown products and offer funding assistance and grants.³ The New Mexico Environment Department has a Hemp Program that supports hemp facilities involved in the manufacturing of hemp products.⁴ With all new business development, the County follows State regulations; hemp fields that are tested as “hot” are destroyed. USDA Agricultural Marketing Resource Center (AgMRC) is a national resource that supports value-added producers with grants.⁵



Source: New Mexico Taste the Tradition[®]

Value-added agriculture that could be promoted in southern Torrance County include:

- Farmers markets and roadside stands
- Agritourism farm stays, farm dinners, and events, such as harvesting
- Marketing and selling locally grown produce such as hemp, apples, beans, experimental growth of barley for the craft brewery business, organic produce, spices, etc. and locally made products including salsa, beef jerky, jam, etc. at local and regional stores and restaurants.

² USDA defines “value-added agriculture” as an agricultural commodity or product that has changed physically or was produced, marketed or segregated (for example, identity preserved, eco labeling, etc.) in a manner that enhances its value or expands its customer base.

³ <http://www.nmda.nmsu.edu/nmda-homepage/divisions/marketing/new-mexico-taste-the-tradition-and-new-mexico-grown-with-tradition/> and <http://tradition.nmda.nmsu.edu/>

⁴ <https://www.env.nm.gov/hempprogram/>

⁵ agmrc.org

MARKETING TORRANCE COUNTY NATURAL MEAT

Supporting Torrance County's ranchers by increasing the local market for grass- and range-fed beef, lamb, goats, and Natural Meats is desired in eastern parts of the county. Currently most animals are trucked out of state into Texas or Arizona to be processed and then lose their status as "local." The goal is to add value to local grass- and range-fed beef by shifting away from the commodity market to higher quality products for the consumer. By improving access to meat production facilities and promoting local Torrance County-raised beef, lamb, and goats could improve rancher's livelihood and associated industries.

Local ranchers have explored this idea and discovered the potential to process meats in New Mexico, with the eventual possibility of having a meat processing facility in Torrance County. There are a limited number of local USDA inspected meat processing facilities in and near Torrance County, but these do not currently operate at a commercial scale. A study completed by NMSU in 2008 concluded that the feasibility of a slaughter facility was unlikely because of a lack of sufficient slaughter animals and competition from larger facilities in Texas. However, the study also concluded that a grass-fed program was feasible and that the option with the most potential was a cooperative branding program promoting locally grown, fresh beef to consumers willing to support local producers.⁶ Discussions at community and topic meetings arrived at a similar conclusion, with the exception that USA Beef Packing in Roswell might have the capacity to process beef at a commercial scale for Torrance County ranchers.

The New Mexico Department of Agriculture Marketing and Development Division supports agribusiness through several marketing and economic development efforts, including the Grown with Tradition® program.⁷ Several independent resources are available for New Mexican ranchers:

- New Mexico Beef Council is an industry-led group of cattle ranchers that helps promote local ranches and link ranchers with resources to support their businesses.⁸
- Eatwild helps New Mexico's ranchers promote their grass-fed animals and lists all the stores, restaurants, farmers markets, and buying clubs selling grass-fed animals in New Mexico; currently they promote Mesteño Draw Cattle Co in Mountainair and L6 Cattle Ranches between Duran and Corona in Torrance County.⁹



Source: Mesteño Draw Cattle Co.

⁶ "Adding Value to the New Mexico Beef Industry," New Mexico State University, 2008.

⁷ <http://www.nmda.nmsu.edu/nmda-homepage/divisions/marketing/>

⁸ <https://www.nmbeef.com/>

⁹ <http://www.eatwild.com/products/newmexico.html>

ALTERNATIVE ENERGY

Wind and solar energy are emerging industries in Southern Torrance County given the prevalent winds (particularly in the eastern county), expansive plains, and sunshine combined with a low population. Four have been constructed or approved thus far in the county. These projects and the transmission lines associated with them have generated construction and maintenance jobs and will continue to generate more as the Western Spirit and SunZia transmission lines connecting the most recent wind farm is anticipated to begin mid-2020. It is anticipated that hundreds of jobs with Pattern Development will be associated with construction over the next four years; at the time this plan was written, there were more than 250 construction jobs in Torrance County resulting from wind energy projects. The tax revenue generated by these alternative energy projects is also significant.

Mesalands Community College in Tucumcari has been training wind technicians and operators and is expanding its Wind Energy Technology program to Torrance County. As of November 2019, half of Mesalands graduates were placed in Pattern Development jobs. In addition to construction jobs, there are ongoing maintenance jobs that pay better than average jobs in the region. The goal of local training is to enable wind and solar energy companies to hire locally for both construction and permanent jobs. Communities with interest in alternative energy training should be in touch with Mesalands Community College leadership to assess how residents can access the college's courses. There are opportunities for distance learning and the college is developing a mobile training facility.



Source: Mesalands Community College

These energy projects are very visible on the landscape and will become more so as approved projects are constructed. It is important to continue to explore how alternative energy generated in southern Torrance County can be used to support its communities and their goals. Land prices have risen on ranchland making it unaffordable for ranching without the added income from wind turbines. The revenue from these industries should benefit the communities throughout the study area and help fund emergency services, such as fire and EMS, and community services, such as schools throughout the county.



FILM

Areas of Torrance County, including Mountainair and Estancia, are becoming increasingly popular filming locations for the film industry and like other small communities in New Mexico, communities here are interested in expanding that industry. The New Mexico Film Office can help Mountainair and other communities interested in expanding their film industry and offer training for residents who are interested in jobs in film and related technologies. The interested communities in southern Torrance County should work with the New Mexico Film Office to make their filming locations known and designate a film liaison to represent the County or individual communities. There are currently no liaisons identified for Torrance County; however, the nearby communities of Edgewood and Corona, as well as the whole of Bernalillo County, have designated liaisons to work with interested parties and share local knowledge and filming locations. There is an opportunity for area businesses to develop catering service for the film industry.

Along with filming comes film-related tourism attracting visitors to film locations. Communities can benefit from connecting with the State Tourism Department and promoting themselves as destinations with walking or diving tours, promotional materials, lodging, and even film-themed restaurants or retail establishments. The industry can support the place-based cultural and recreational tourism industry—not only will film professionals need places to stay and eat, but they will be interested in tourism attractions in the area to explore during their down time, so will fans of television and film productions filmed in the area. These fans come to see the sites showcased in their favorite productions, such as the Blue Ribbon Bar in Estancia (pictured below), which was featured in the movie *Hell or Highwater* in 2016.



Source: ASaavedra32 via Wikimedia Commons

INDUSTRY SUPPORT NEEDS

Participants in community meetings and topic discussions identified areas of support that could help communities make the most of their economic development opportunities. Resources for local business support and workforce training exist in the county or nearby (these resources are described in Chapter 4), and coordination of these resources is important for small business retention and the formation of new businesses.

COUNTY ECONOMIC DEVELOPMENT MANAGER

It is recommended that Torrance County direct its residents and communities to these resources and to do so, the County should have an Economic Development Manager that can provide this service, help match all the resources with recipients, and help prioritize and implement economic development projects throughout the county.

GOAL 1. Provide economic development support countywide.

Project 1. **Hire a County Economic Development Manager to coordinate, direct, and match residents, businesses, and municipalities with available economic development resources.**

- Action 1. To ensure that the communities and residents are aware of the local, regional, state, and federal resources available to them, the County Economic Development Manager will develop an accessible database and make it available virtually and in person.
- Action 2. The County Economic Development Manager will prepare a public awareness campaign to share the resources and invite communities to participate in an economic development project prioritization process.
- Action 3. The Manager will work with New Mexico True, TripAdvisor, Torrance County, local communities, local businesses, and KXNM, the local radio station, to train youth in radio media, promote area businesses, and bring communities together for events and projects.
- Action 4. The Manager will work with the State's Outdoor Recreation Division to assist Torrance County with outdoor related business development, business incubators that assist new outdoor businesses, and youth employment through the Youth Conservation Corps.

Project 2. **Develop a project prioritization plan for countywide economic development projects identified below.**

- Action 1. Work with the leaders of each community, area youth, and the School Board to address their priorities for economic development, job training, and career opportunities.
- Action 2. Formalize a clear action plan for the County Economic Development Manager and communities to follow to complete economic development projects.

Project 3. **Educate county residents and businesses and disseminate information about resources, laws, and procedures.**

- Action 1. Provide guidance to local establishments that provide live entertainment (musicians) regarding licensing fees associated with music rights.
- Action 2. Create a campaign on social media and County's website that clearly explains the County's rules regarding property maintenance, what property owners are responsible for, how the enforcement process works, and how to find available properties.

INFRASTRUCTURE REVITALIZATION

For many of the communities in southern Torrance County, community development is the key to economic development. Improvement of infrastructure—roads, broadband, water/wastewater, and other services necessary to support a community and retain businesses is critical. Each community's infrastructure needs and goals are addressed in Chapter 2, as they vary per community.

LOCAL BUSINESS SUPPORT

Local businesses in Torrance County could be better supported with marketing training, internet training, social media training for selling, promoting, and developing business opportunities, online sales, and website maintenance. Online sales and a web presence can be particularly helpful for remote communities and land grants as they wish to promote understanding of their history, sell their arts and crafts, products, or produce. It can give them ability to market what they want of themselves in the way they wish to with minimum intrusion into their communities. This will require shipping services and reliable internet. Assistance with business loans, expansion, and succession planning for retiring business owners is also needed. Local businesses should be prioritized when qualified for State and County contracts.

GOAL 2. Support agricultural businesses.

Project 4. **Develop promotion strategy for the county's farmers and ranchers.**

- Action 1. Meet with EVEDA, the County, and the Department of Agriculture's New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources available and strategize.
- Action 2. Identify farmers and ranchers to promote to increase their market and sales with available resources.
- Action 3. Meet with farmers and ranchers to determine what resources they need to process and promote their product and match them with available resources.

Project 5. **Convene a taskforce to discuss the long-term impact on water and the economy in Torrance County of various types of agriculture, value-added crops, and other types of business and determine which the County should support.**

- Action 1. Determine the ideal types of agriculture and businesses in Torrance County.
- Action 2. Identify funding for small, family farms to support prospective and existing farmers establish the ideal crops (the funding resources are described in Chapter 4). Follow Senator Haaland's Small Farm Bill that aims to support small farmers.
- Action 3. Promote the ideal types of agriculture and businesses and update the County's Comprehensive Plan's goals to attract and encourage those uses.

GOAL 3. Identify local infrastructure improvements and needed job skills that can enable businesses to work more efficiently and serve their clients effectively.

Project 6. **Meet with businesses to understand their needs and assets.**

- Action 1. Work with local businesses to: 1) identify gaps in infrastructure (e.g., broadband, power, etc.) that businesses need; 2) identify needed job training assistance (e.g., trainings on website maintenance, marketing, etc.); and 3) identify mentors and needed interns.
- Action 2. Work with Youth Development, Inc. to establish mentorship and internship matches with local businesses and local schools so students can prepare job skills (see Workforce and Jobs projects below).

GOAL 4. Support local businesses that are giving back to the community.

Project 7. **Connect local businesses with the resources they need.**

- Action 1. Match local businesses interested in expansion and or new start-ups with available funding and support.
- Action 2. Consider establishing an economic incubator to train and enable local businesses starting up This could potentially be part of the renovated County Fairgrounds.
- Action 3. Enact policy at the State level to encourage State agencies to contract with local, in-state businesses.

WORKFORCE TRAINING AND JOBS

Increase living wage jobs with benefits and improve education, skills, and training for Torrance County residents by teaming with area schools, government entities, businesses, and local professionals to connect communities to available training programs and internships. The subjects and skills that should be prioritized are renewable energy, arts and culture, business and marketing, technology and film, and forestry and environmental science.

GOAL 5. Increase living wage jobs with benefits and improve education, skills, and training for Torrance County residents.

Project 8. **Work with area schools, including Mesalands in Tucumcari, Central New Mexico Community College, Santa Fe Community College, and University of New Mexico Valencia County Campus to identify available technical training for alternative energy jobs (e.g., turbine maintenance), education in the arts, conversational Spanish, medical professions, and apprenticeship programs.**

- Action 1. Promote the available trainings and apprenticeship programs to Torrance County residents.
- Action 2. Identify locations where these trainings and apprenticeships can take place.

Project 9. **Promote opportunities for area youth to participate in the US Forest Service's Youth Conservation Corps and National Park Service trainings, internships, and summer jobs.**

- Action 1. Outreach to youth online, in schools and at public facilities, such as libraries.

Action 2. Match interested students with NPS and USFS's programs.

LOCAL HIRING AND OPPORTUNITIES FOR SKILLED TRADES

Take advantage of local skilled, licensed or otherwise credentialed tradespeople to educate others and provide local hiring preference for local, County and State contracts. Connect these tradespeople with Mesalands Community College as there are opportunities to offer classes in southern Torrance County. Established businesses in southern Torrance County would benefit from a local business preference.

BUSINESS DEVELOPMENT AND JOB OPPORTUNITIES FOR AGING AND RETIRED POPULATION

It is notable that in 2010 most of the population in every community in the study area except Encino, was aged 60 – 69. If these residents continue to live in the study area in 2020, they are now aged 70-79.

BUSINESS DEVELOPMENT OPPORTUNITIES

The prevalence of this population opens opportunities for business development in service-sectors serving older people, including transportation, home care, home delivery of groceries, and assistance with property maintenance.

JOB OPPORTUNITIES FOR AGING AND RETIRED POPULATION

Aging or retired residents of Torrance County could fill specific roles in the county job market. This population may be interested in part-time work to supplement Social Security income and could serve as mentors, volunteers, or part-time employees.

To support the wellness of this population, the County could share information about the health centers and Senior Nutrition Centers in Estancia and Mountainair and promote the importance of preventive care.

GOAL 6. Promote local hiring.

Project 10. Establish a local training program by local tradespeople.

Action 1. Identify local, licensed tradespeople who are interested in teaching.

Action 2. Coordinate with Community Colleges to hire local tradespeople.

Project 11. Adopt a Local Hiring Preference Ordinance for Torrance County.

Action 1. Draft a Local Hiring Preference Ordinance for Torrance County for adoption by Commission.

Action 2. As new businesses locate in Torrance County, enforce local hiring preference.

VACANT AND ABANDONED PROPERTY REHABILITATION

Vacant and abandoned properties are prevalent throughout southern Torrance County. Some communities, such as Encino, wish to rehabilitate these properties to provide residents with more housing options, offer prospective businesses with more building options, and improve the overall

health and look of the community. This rehabilitation can take different approaches and the efforts must be in sync with each community's goals and priorities. The County can take the lead on a countywide property rehabilitation initiative.

GOAL 7. Rehabilitate vacant and abandoned property to provide residents with more housing options, businesses with more building options, and improve the overall health and look of the community.

Project 12. Coordinate a multi-faceted solution to address abandoned property.

- Action 1. Convene Taskforce with government entities, lawyers and title professionals to assess the local and state laws regarding abandoned property, tax foreclosure statutes, and the feasibility of developing a land bank for abandoned property such that they can be returned to productive use. Consider taking part in a Center for Community Progress training, which helps communities address vacant and abandoned properties and get them back into productive use.
- Action 2. Update laws at State and local levels to address vacant and abandoned property:
 - a. Amend State Law to clarify that properly conducted tax foreclosure sales eliminate any and all junior debts/liens associated with the property upon completion of the sale (or transfer to the local government in absence of bids).
 - b. Amend state law to expedite the delinquent tax enforcement process for vacant, abandoned, and substandard properties: or for vacant, abandoned, and substandard properties subject to outstanding municipal liens.
- Action 3. Establish fees/fines for property owners not in compliance.
- Action 4. Make process clear and understandable to public through campaign and website that provides property owners with assistance to maintain, sell, or buy properties.
- Action 5. Initiate a countywide cleanup. Consider hiring residents to clean up blight.
- Action 6. Aid property owners struggling to pay taxes through installment payment plan.
- Action 7. Develop an Abandoned Property List for each interested municipality or jurisdiction.
- Action 8. Register all vacant/abandoned buildings and charge fee until property is brought to code. Ordinance should specify that collection of these fees is combined with annual taxes if not paid and they become maintenance liens requiring fees be paid before sale of property is final.
- Action 9. Increase code enforcement. Prioritize funding for new positions at the County level.
- Action 10. Identify property owners and hold them accountable. For example, give 30 days to clean up their abandoned/ unmaintained properties and register vacant property. If they do not, impose fines.
- Action 11. Begin foreclosure on properties that have not had property taxes paid for 3 years.
- Action 12. Market and sell buildings once they have been foreclosed; work with community stakeholders to identify priority sites.
- Action 13. Consider providing incentives for younger working people by offering tax breaks to renovate abandoned property or selling vacant properties below market in exchange for a commitment from the buyer to complete renovation (a type of Homesteading). The incentives will be more successful when the area has reliable internet and mobile phone service.
- Action 14. Leverage private and public funding for properties beyond repair to assist with demolition or deconstruction costs. Deconstruction is a more sustainable form of demolition that allows materials to be recycled and sold, which provides income to owners and jobs for locals.

Action 15. For vacant lots, use CDBG grants and EPA financial assistance and consider programs that allow adjacent property owners the opportunity to care for and acquire the property for nominal fee.

Action 16. Establish a greenlining fund to help prospective homebuyers get mortgage loans.

TORRANCE COUNTY FAIRGROUNDS RENOVATION

The County wishes to upgrade and make more productive use of the County Fairgrounds. The improvements to the Fairgrounds will support the County and Estancia community's economic development goals by becoming a community gathering space that is open year-round with indoor and outdoor programming, training facilities, and cultural heritage education. Chapter 3 of this plan describes the renovation in more detail.

Community Profiles and Potential Projects

This chapter looks closely at southern Torrance County's ten communities' demographics, housing status, assets, opportunities, economic development preferences, and potential projects. Each project is supported by resources described later in Chapter 4.

The community boundaries were defined by the County Assessor. Each community has been assessed using a combination of data from the US Census Bureau (census) and American Community Survey (ACS) and input from community members and leaders. Census demographics for each of the communities were compiled by aggregating census block data. Data available at the census block level include 2010 population and housing counts. More recent ACS population, housing, workforce characteristics, and income estimates were used for incorporated municipalities and census-designated places (CDPs). Unincorporated areas do not have as detailed data available and are addressed at the community level.

The communities, towns, villages, CDPs, and unincorporated areas include:

1. Land Grant Communities Overview
2. Manzano Community: Manzano Land Grant, Punta de Agua, and Abó
3. Torreón Community: Torreón Land Grant and CDP
4. Tajique Community: Tajique Land Grant and CDP
5. Mountainair Community: Town of Mountainair
6. Estancia Community: Town of Estancia
7. McIntosh Community: McIntosh CDP
8. Encino Community: Village of Encino
9. Duran Community: Duran CDP
10. Cedarvale Community
11. Willard Community: Village of Willard

LAND GRANT COMMUNITIES OVERVIEW

The Torrance County Land Grant Advisory Board has identified four goals for the land grant communities in Torrance County and the need for these communities' empowerment to implement the projects and actions associated with each goal, as described in the Preface of this Plan.

GOALS AND PROJECTS

REPRESENTATION

Background

For many decades, land grants have been regarded as backwaters and communities in decline, but recent developments, both within the land grants themselves and regarding state-level policy, have resulted in a resurgence of local interest and re-organization, as well as state recognition of land grants as political subdivisions. For land grants to achieve the level of self-determination and empowerment that state recognition implies, a full measure of participation in local government is essential and meaningful participation requires representation. Therefore, just as other political subdivisions are afforded the opportunity to act as part of decision-making bodies across the entire spectrum of county organizations, land grants should seek to have official representative members appointed to such boards so that maximum opportunity is given for diverse perspectives to be expressed with regards to issues including but not limited to land use, water rights, infrastructure revitalization, and business development.

In order for land grants to have the representation they deserve as political subdivisions, it is imperative that they have representatives on governing boards of entities across the spectrum of county organizations, including: Torrance County Planning & Zoning, Solid Waste (EVSWA), Soil & Water Conservation Districts, and local USDA/Farm Service Agency.

GOAL 1. Increase land grant representation.

Project 1. **Make governing bodies aware of current developments in the land grants.**

Action 1. Use the Torrance County Land Grant Advisory Board to communicate with and arrange presentations at local meetings to increase awareness.

Project 2. **Use the Torrance County Land Grant Advisory Board to initiate the process of expanding membership on boards.**

Action 1. Garner support for board expansion by using the Torrance County Land Grant Advisory Board to issue communication to neighboring governing bodies soliciting their support for full-fledged membership on boards on which the neighboring political subdivisions already have membership.

Action 2. Issue formal requests through the Torrance County Land Grant Advisory Board to concerned governing bodies for expanded membership on whichever board membership is desired.

EDUCATION, SKILLS, AND TRAINING FOR YOUTH

Background

For many decades, land grants heirs have left in search of economic opportunity. It is the intention of heirs today to not only offer their youth opportunities to live and work in their community of origin, but to decrease levels of gentrification, and promote cultural patterns of value and importance to them. Heirs perceive the current progress being made by land grants with regards to political recognition as an opportunity to make simultaneous gains with regards to engendering local heir youth leadership and participation in the revitalization of their communities. It is worth noting that although few young people live in the land grants, the number of heirs that live throughout the county ranges is significant. Therefore, the level of potential participation in programs is high and increases the likelihood of creating robust programs.

Therefore, the governing bodies of the land grants are interested in fostering relationships with local school districts as well as regional youth leadership organizations in order to provide young heirs of school-age an opportunity to participate in a possible four-tiered program that would seek to: (1) educate youth about their history and culture, (2), teach agricultural work skills, (3) provide vocational and educational support, and (4) revitalize land grant infrastructure.

GOAL 2. Improve education, skills, and training for youth.

Project 3. Develop an introductory scope of work for program.

- Action 1. Create subcommittee of the Torrance County Land Grant Advisory Board to develop a basic introductory scope of work regarding program structure and curriculum.
- Action 2. Garner support for scope of work by using the Torrance County Land Grant Advisory Board to issue communication and perhaps make presentations to neighboring governing bodies, from which a declaration of support may be solicited.

Project 4. Use the subcommittee of the Torrance County Land Grant Advisory Board to initiate communication with school boards regarding potential collaboration.

- Action 1. Garner support for program by using the subcommittee of the Torrance County Land Grant Advisory Board to issue communication and make presentations of draft scope of work to school districts.
- Action 2. Issue formal requests through the subcommittee of the Torrance County Land Grant Advisory Board to school boards soliciting their participation in the development of a program.

COMPATIBLE DEVELOPMENT

Background

A major challenge facing land grants is gentrification and the development of intrusive projects that are perceived by heirs as endangering community quality of life. In the past, following the community disorganization that withered away at internal structures of land grants during the intense socio-economic pressures of the mid-20th century, most land grants were unable to prevent the privatization of communal lands and their sale to non-heirs. Because of the co-mingled existence of communal and privately held lands in their polity, land grants face a challenge influencing levels and types of development within their borders. Communal lands fall under land grant jurisdiction, while private lands are zoned and administered by the County. To prevent conflict and foster better working

relations, it is essential that land grants be a part of the decision-making process within the County Planning & Zoning Board. Apart from participation in meetings, it is essential that land grants have representation on the decision-making board. The exact form of such representation must be determined by the County and the land grants. The bottom line is that contentious development that does not have community buy-in results in delayed progress, expensive legal action, and worsening relations amongst stakeholders.

GOAL 3. Limit intrusive development and foster cooperation between the County's Planning & Zoning Board and land grants.

Project 5. **Make Torrance County Planning & Zoning Board and County Commission aware of need for land grant representation on Planning & Zoning Board and use the Torrance County Land Grant Advisory Board to communicate and work with Torrance County local government in developing policy changes.**

- Action 1. Use the Torrance County Land Grant Advisory Board to communicate with the County Commission requesting opportunity to explain the issue and thereafter partner with the Torrance County Manager's Office to develop policy reflective of land grant inclusivity on Planning & Zoning Board.
- Action 2. Garner support for board expansion by partnering with the Torrance County Manager's Office to develop policy that would be inclusive of land grant membership on Planning & Zoning Board.
- Action 3. Issue formal communication through the Torrance County Land Grant Advisory Board to the Torrance County Commission requesting expanded membership on the Planning & Zoning Board.

INFRASTRUCTURE REVITALIZATION

Background

As a result of the historical trends already mentioned above, much land grant infrastructure requires modification and revitalization. Due to recent developments also mentioned above, land grant leaders perceive an opportunity to acquire the tools with which to go about revitalizing land grant infrastructure, including buildings, roadways, common lands, and acequias.

GOAL 4. Revitalize land grant infrastructure.

Individual projects are identified within each land grant community section that follows.

MANZANO COMMUNITY

The community of Manzano is on the western edge of Torrance (see area outlined in red on the map) located south of Torreón and north of Mountainair along NM 55 at the foothills of the Manzano Mountains. The area is said to have gotten its name from the apple orchards planted there centuries ago. The community is home to Manzano, a census-designated place (CDP) historically known as Merced del Manzano and Manzano Land Grant.

The unincorporated community of Punta de Agua is located 6 miles south of Manzano on NM 55. Quarai Pueblo of the Salinas Pueblo Missions National Monument is accessible from Punta de Agua.

The unincorporated community of Abó is located within the geographic boundaries of the Mountainair community according to the County Assessor's map but was settled in the 1870s with the understanding that the community is within the boundaries of the Manzano Land Grant. Abó was settled by families that were heirs of Manzano because of the availability of water. All the families that were allowed to settle there were settled under the terms of the Manzano Land Grant.

Participants in community and stakeholder meetings indicated that Manzano is interested in ways to train youth in a variety of trades, iron work, carpentry, electrical, etc. so young people can stay local. The Manzano community has some small businesses and farms. Products made locally in the community could possibly be sold in Mountainair, which attracts more outside visitors, if the community prefers less direct exposure. The sale of locally made products can benefit small and home-based businesses in the entire area. The census data is not considered an accurate representation of the community.

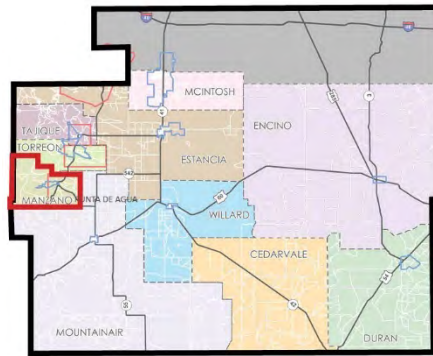
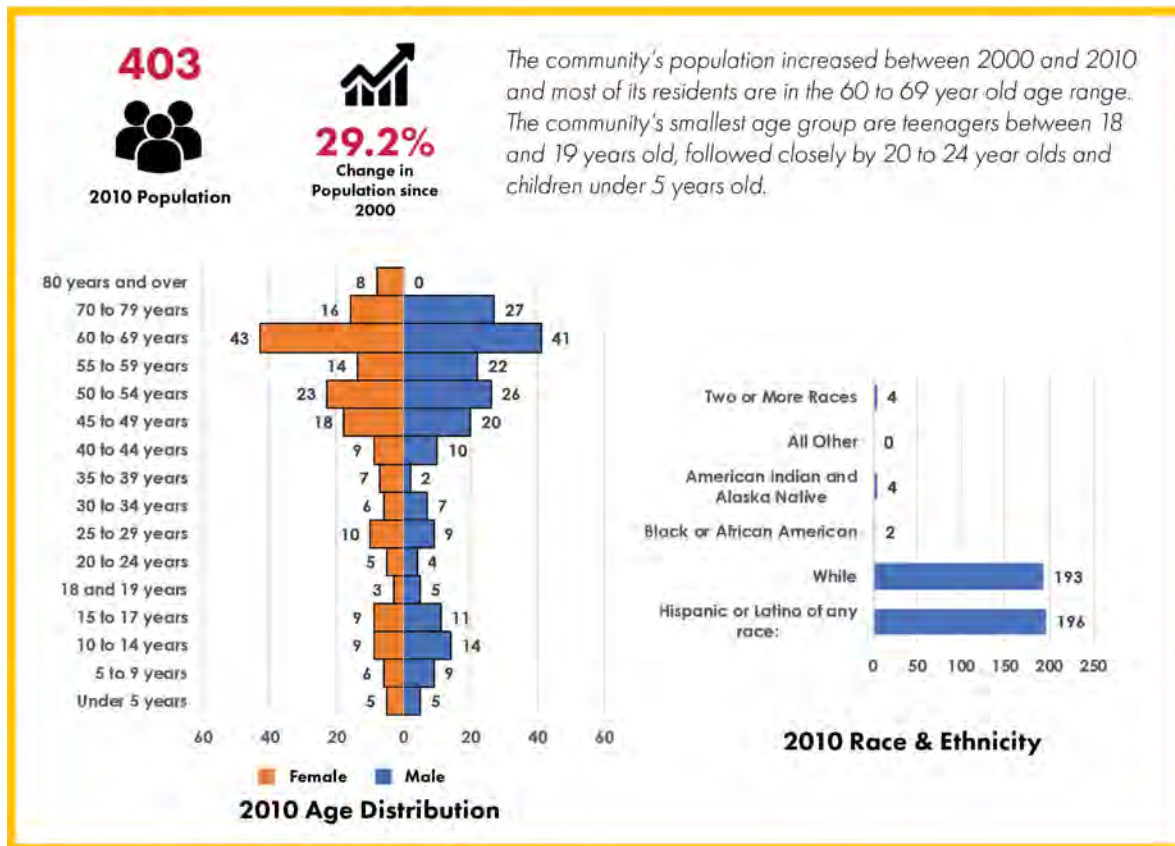
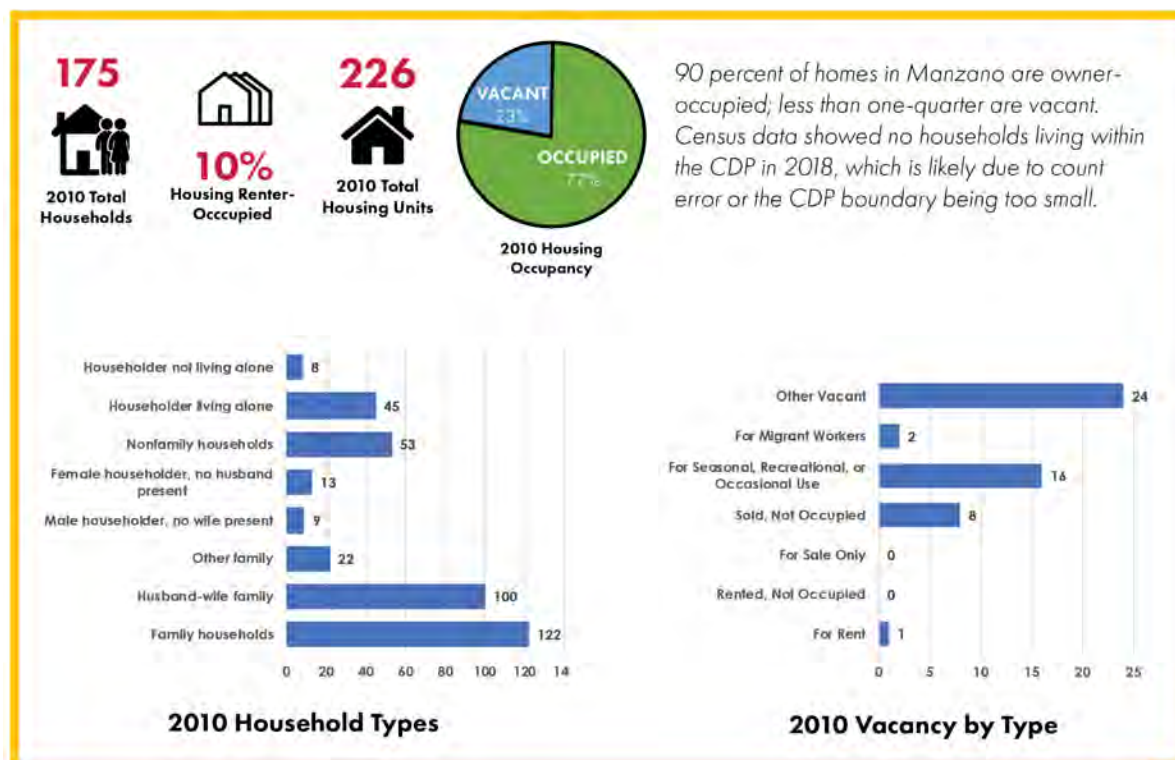


FIGURE 2-5. MANZANO COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Traditional Forest Use

The land grant communities that surround the Manzano Mountains are agriculturally based with strong ties to the land, culture, and heritage. This includes strong, historic ties to the mountains. Grazing, gathering firewood and herbs, logging, recreating, and appreciation of the local scenery are traditional uses of the forest in the land grant communities. Grazing allotments and firewood permits for personal use are issued seasonally. The Mountainair District of the Cibola National Forest hosts an active collaborative forest restoration project with the Manzano Land Grant. Residents of the land grants expressed a desire for more commercial opportunities in the National Forest, a return to the historical traditional uses of the land that enabled a sustainable, traditional local economy.

Culture and Local Heritage

Residents place a high value on their culture and heritage. Residents identified opportunities in the arts, storytelling, and related aspects of conveying the importance of history and culture. The National Park Service and the National Forest are existing institutions that could provide a forum for residents to share their knowledge of the heritage of Torrance County through seasonal work or volunteer experience. A focus on cultural tourism in the county could create further opportunities to educate visitors on the culture and heritage of the Manzano Mountains.

Arts

The Manzano Mountain Art Council and the Mountain Art Gift Shop are a source of arts education and an outlet for locally produced arts and crafts. The community plans to have locally made products displayed in a new La Merced de Manzano building and market the goods..

Outdoor Recreation

Manzano Mountains State Park, located 3.5 miles southwest of Manzano, offers hiking and camping and is an excellent destination for wildlife viewing, birding, and photography. The park is open from March to November. Red Canyon Campground is a short distance from the state park. Manzano Lake is a man-made lake with historic importance to the community. Quarai Mission is 1 mile west of Punta de Agua.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

NM 55 and NM 131

NM 55 connects Manzano to the other land grants to the north and takes a sharp turn due east into Estancia. South of Manzano the route winds south past Manzano Lake, connecting to Quarai Mission, and then zigzags to Mountainair and further south to Gran Quivira. NM 131 branches off NM 55 south of Manzano and provides access into the Manzano Mountains State Park.

Utilities

The Manzano community is served by the Manzano Mutual Domestic Water Consumers Association with 24 connections. The Association is a member of the New Mexico Rural Water Association non-

profit. Individual liquid waste systems serve parcels within Manzano's limits. A community water system and individual liquid waste systems serve parcels within the Punta de Agua's limits.

LOCAL ECONOMY, WORKFORCE, AND JOBS

The local economy is built on small scale agriculture, including grazing and ranching. The local workforce primarily commutes elsewhere for jobs. Historically, sawmills in the Manzano Mountains produced lumber for the railroads and nearby towns and provided jobs.

Much of the local workforce commutes to larger towns in Torrance County or to Albuquerque to work. Workforce training, especially training for local youth, is important to allow young people to remain in Manzano even if they commute elsewhere for work.

Trades Education

Land grant residents have a variety of specialized skills that could support an expansion of skills in the trades. The goal is to provide local young adults with a skill that enables them to remain in their communities while earning a living wage. Adults with specialized skills and licenses or certifications could teach trades classes, potentially through Mesalands Community College or other post-secondary institution in the region.

Home-Based Businesses

Land grant residents produce a variety of agricultural and crafts products at a small scale that can be accomplished in the community. While land grant communities are not necessarily interested in increasing visitor traffic to their communities, they would benefit from developing a market for these goods.

POTENTIAL PROJECTS

INFRASTRUCTURE REVITALIZATION

GOAL 4. Revitalize land grant infrastructure.

Project 6. **Re-equip and modify the Manzano Tiendita, a building to be purchased in 2020 by the land grant for use as a public gathering space.**

Action 1. Use capital outlay awarded during FY2020-FY2021 to complete the project.

Project 7. **Acquire equipment and materials to improve common lands and public ingress/egress routes by the Manzano Land Grant.**

Action 1. Add this project to the Land Grant ICIP in 2020.

Action 2. Lobby for capital outlay in 2021 and apply for funding through USDA grant opportunities.

Project 8. **Acquire agricultural equipment for use in educational program mentioned above by the Manzano Land Grant.**

Action 1. Add this project to the Land Grant ICIP in 2020.

Action 2. Lobby for capital outlay in 2021 and apply for funding through USDA grant opportunities.

Project 9. **Revitalize the acequia.**

Action 1. Manzano Spring & Ditch Association will work on revitalizing the land grant's acequia.

Project 10. **Modify and improve the domestic water network.**

Action 1. Manzano Spring & Ditch Association will work on improving the domestic water network.

Project 11. **Modify and improve domestic water system by the Punta de Agua MDWCA.**

Action 1. Use capital outlay awarded during FY2020-FY2021 to complete the project.

Project 12. **Construct a building in the community for use as a gathering space by the Punta de Agua MDWCA**

Action 1. Use capital outlay awarded during FY2020-FY2021 to complete the project.

Project 13. **Revitalize Punta de Agua Acequia Network.**

Action 1. Form a sub-committee of the Punta de Agua MDWCA to research the feasibility of organizing an Acequia Association in the community and developing a system scope of work.

Project 14. **Create a community MDWCA for potential water users in the Abó community.**

Action 1. Form a sub-committee of the Torrance County Land Grant Advisory Board to research the feasibility of organizing an MDWCA in the Abó community and developing a system scope of work.

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM**GOAL 5. Recognize Manzano's cultural and historical assets.***Project 15.* **Establish an oral history program with Manzano community members to share the history of the land grant with younger community members, schools throughout Torrance County, and at visitor centers.**

- Action 1. Identify interested community members.
- Action 2. Determine program and materials.
- Action 3. Coordinate with area schools and tourist destinations.
- Action 4. Identify a location and funding source to house the community's historic assets.

Project 16. **Promote Manzano's local products.**

Action 1. Identify local products and promote them through businesses, the Manzano Tiendita, and visitor centers along the Scenic Byways (e.g., produce, crafts).

WORKFORCE TRAINING AND JOBS**GOAL 6. Increase living wage jobs with benefits and improve education, skills, and training for residents in the land grant communities.**

Project 17. **Establish a program where skilled workers in the land grant communities teach vocational training to young adults to retain youth in the communities and prepare youth for living wage jobs.**

- Action 1. Work with the County Economic Development Manager and area schools, including Mesalands in Tucumcari, Central New Mexico Community College, Santa Fe Community College, and University of New Mexico Valencia County Campus to determine which technical trainings (e.g., alternative energy jobs, cattlemen, electricians, iron workers, carpenters, education in the arts) and apprenticeship programs are needed and promote them to Manzano residents.
- Action 2. Identify local, licensed tradespeople who are interested in teaching.

Project 18. **Identify Manzano community residents who want to work with National Park Service and US Forest Service as tour guides or employees.**

- Action 1. Connect Manzano community residents with NPS and USFS to determine what positions are available and what skills are needed.
- Action 2. Assist residents in identifying available training if needed.

Project 19. **Promote opportunities for area youth to participate in the US Forest Service's Youth Conservation Corps, and National Park Service trainings, internships, and summer jobs.**

- Action 1. Outreach to youth online, in schools and through word of mouth.
- Action 2. Match interested students with NPS and USFS's programs.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 7. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 20. **Support and promote local farmers growing heritage crops and the historic water-sharing approach of the acequia system.**

- Action 1. Promote the use the water-sharing approach of the acequia system with Parcientos (Owners/Participants) in La Merced de Manzano for local use.
- Action 2. Work with the County's Economic Development Manager and NM Department of Agriculture to fund marketing and development programming and acequia fund divisions.
- Action 3. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

TORREÓN COMMUNITY

The community of Torreón is on the western edge of Torrance (see area outlined in red on the map) located south of Tajique and north of Manzano along NM 55 at the foothills of the Manzano Mountains. The community is home to Torreón CDP (also known as the Torreón Land Grant); it has the main concentration of the community's population.

As a historic land grant and farming community, participants in community and stakeholder meetings indicated that preserving the natural and cultural resources, including water, views, and land, are top priorities, and reintroducing the staple crops of corn, beans and squash—known as the Three Sisters—should be a goal. Like Manzano, community members are interested in jobs to keep youth in the area and specifically work with the US Forest Service to be able to integrate the area's farming and forest heritage in the Manzano Mountains.

Torreón has some small businesses and farms. Products made locally could possibly be sold in the stores or in Mountainair, which attracts more outside visitors if the community prefers less direct exposure. The sale of locally made products can benefit small and home-based businesses in the entire area.

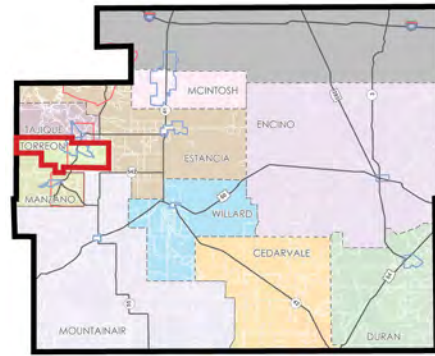
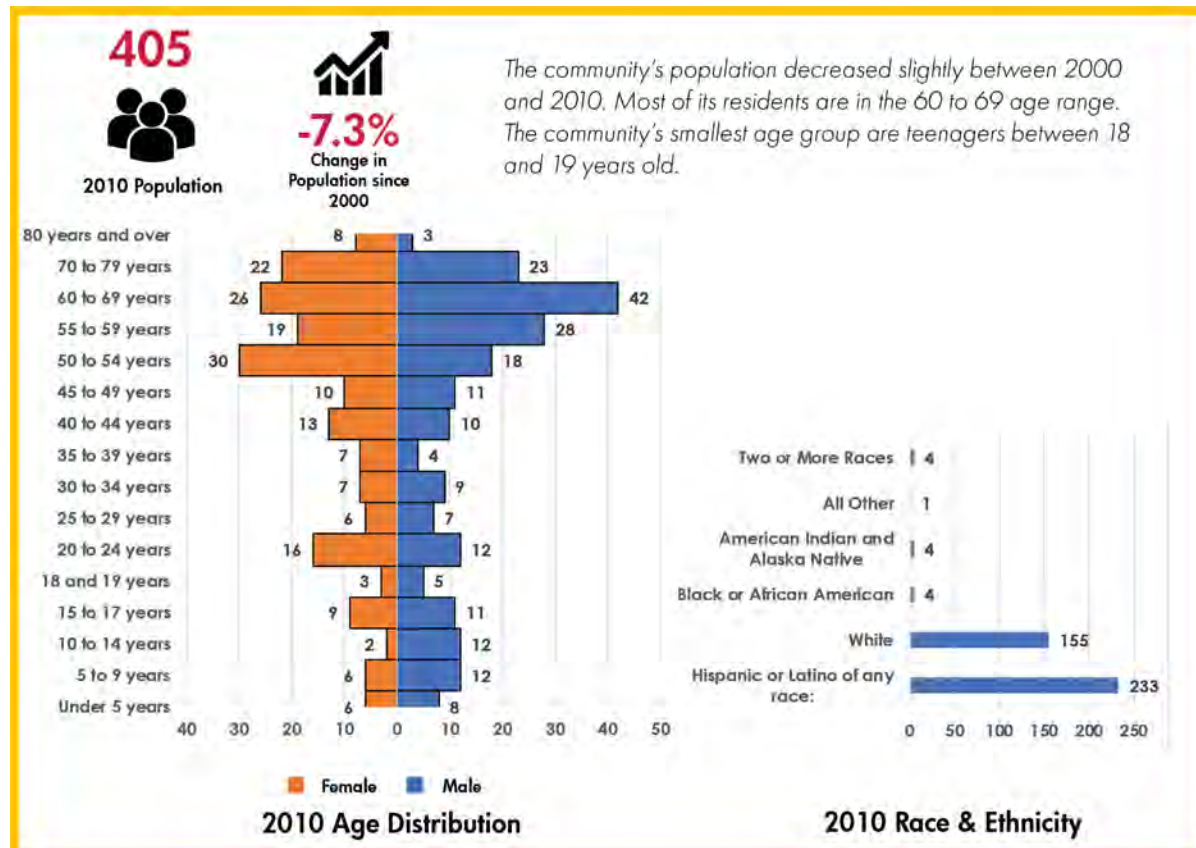
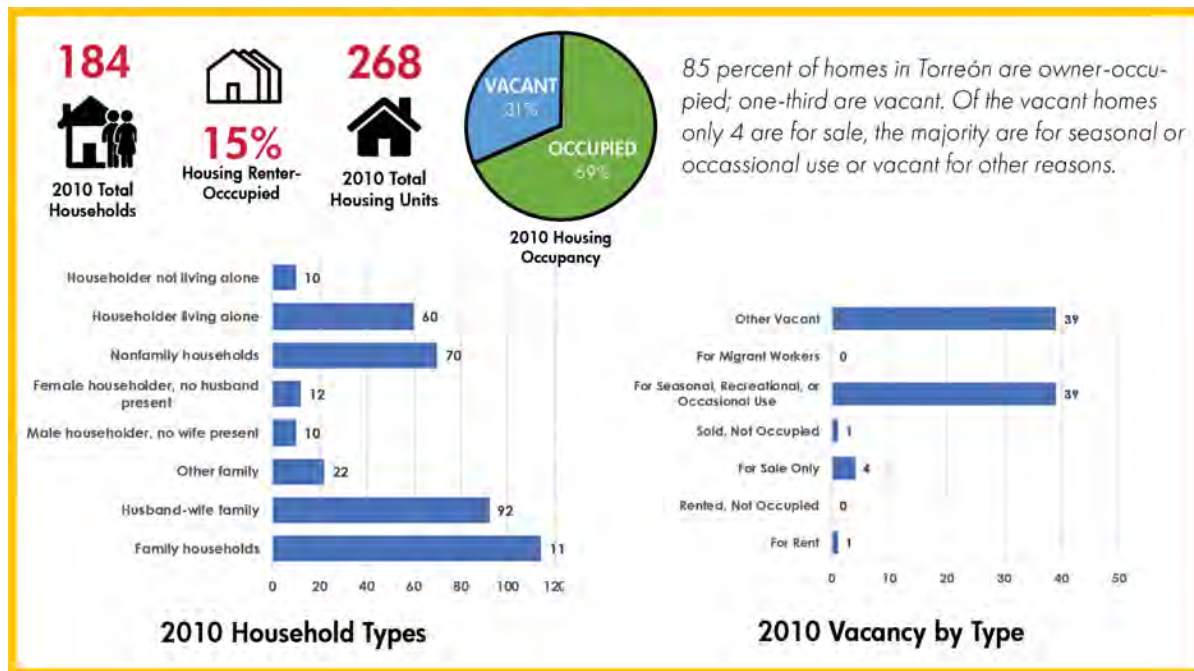


FIGURE 2-6 TORREÓN COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Traditional Forest Use

The Manzano Mountains in the Cibola National Forest have attracted settlers for thousands of years and remain one of the greatest resources in the county. The land grant communities that surround the Manzano Mountains are agriculturally based with strong ties to the land, culture, and heritage. This includes strong, historic ties to the mountains. Grazing, gathering firewood and herbs, logging, recreating, and appreciation of the local scenery are traditional uses of the forest in the land grant communities. Grazing allotments and firewood permits for personal use are issued seasonally. The Mountainair District of the Cibola National Forest hosts an active collaborative forest restoration project with the Torreón Land Grant. Residents of the land grants expressed a desire for more commercial opportunities in the National Forest, a return to the historical traditional use of the land that enabled a sustainable, traditional local economy.

Culture and Local Heritage

Residents place a high value on their culture and heritage. Residents identified opportunities in the arts, storytelling, and related aspects of conveying the importance of history and culture. The National Park Service and the National Forest are existing institutions that could provide a forum for residents to share their knowledge of the heritage of Torrance County through seasonal work or volunteer experience. A focus on cultural tourism in the county could create further opportunities to educate visitors on the culture and heritage of the Manzano Mountains.

Arts

The Manzano Mountain Art Council and the Mountain Art Gift Shop are a source of arts education and an outlet for locally produced arts and crafts. As part of a county-wide emphasis on increased tourism and a focus on tourism services in Mountainair, the Torreón community could participate in and contribute to locally made products that are marketed through retail outlets in neighboring communities.

Outdoor Recreation

The Manzano Mountains offer hiking and camping and are an excellent destination for wildlife viewing, birding, and photography. Fourth of July Campground is accessible from Torreón via Robin Hood Road which connects to Fourth of July Road.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL**NM 55**

NM 55 connects Torreón to the other land grants north and south and takes a sharp turn due east into Estancia.

Utilities

The Torreón community is served by the Torreón Mutual Domestic Water Consumers Association with 60 connections. Individual liquid waste systems serve parcels within the village limits.

Torreón Community Center

The Mutual Domestic Water Consumers Association owns and operates the community center, which is a well-located community gathering space.

LOCAL ECONOMY, WORKFORCE AND JOBS

The local economy is built on small scale agriculture, including grazing and ranching. The local workforce primarily commutes elsewhere for jobs. Much of the local workforce commutes to larger towns in Torrance County or to Albuquerque to work. Workforce training, especially training for local youth, is important to allow young people to remain in Torreón even if they commute elsewhere for work.

Trades Education

Land grant residents have a variety of specialized skills that could support an expansion of skills in the trades. The goal is to provide local young adults with a skill that enables them to remain in their communities while earning a living wage. Adults with specialized skills and licenses or certifications could teach trades classes, potentially through Mesalands Community College or other post-secondary institution in the region.

Home-Based Businesses

Land grant residents produce a variety of agricultural and crafts products at a small scale that can be accomplished in the community. While land grant communities are not necessarily interested in increasing visitor traffic to their communities, they would benefit from developing a market for these goods.

TORREÓN CDP

The town of Torreón is a census-designated place (CDP) located on NM 55 (see red star on the map) with an identified population of 231 in 2018. More than half the population of the community lives in the CDP. More homes are vacant in the outlying community than in the CDP where no homes are reported vacant. Residents are employed exclusively within two census categories: 1) Construction; and 2) Education, health care, and social services. However, more than half the population is not in the labor force.

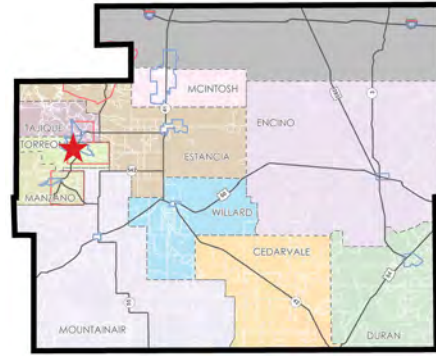
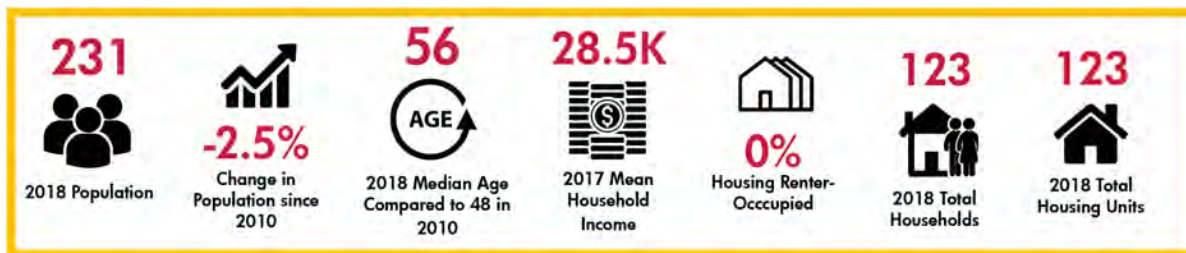
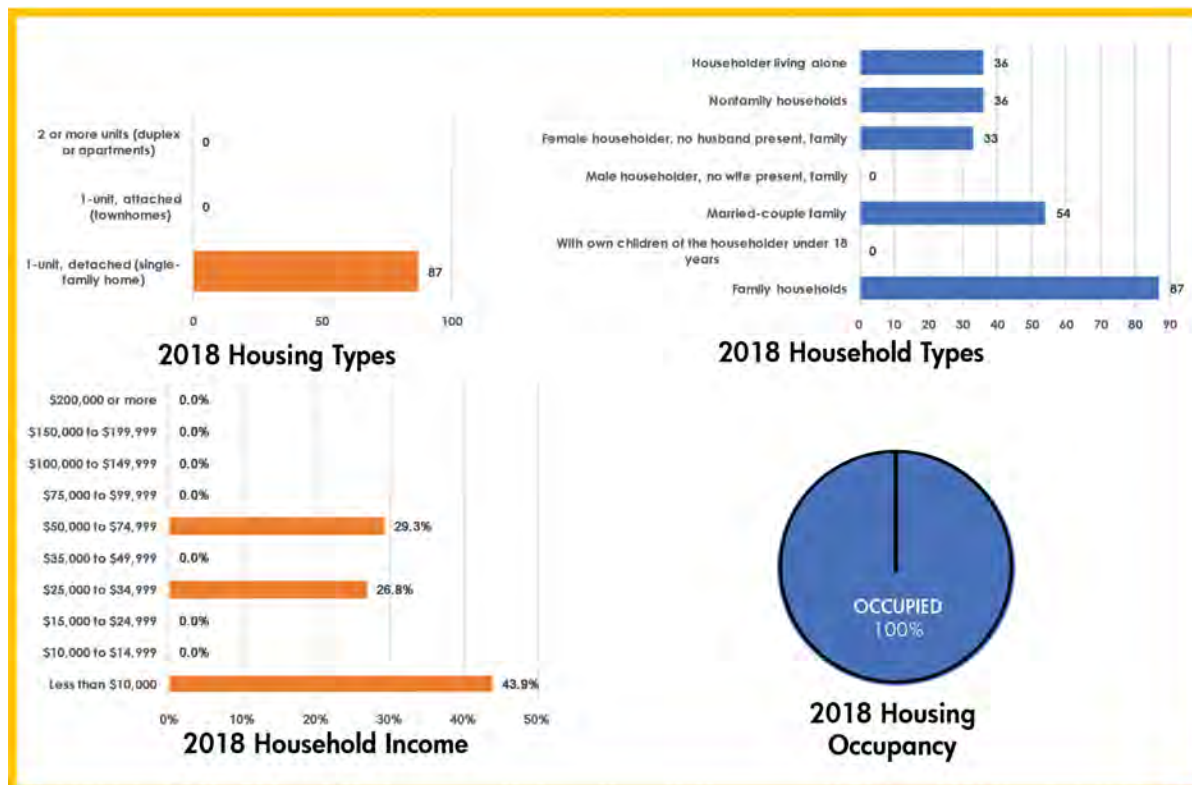


FIGURE 2-7 TORREÓN CDP CONTEXT MAP

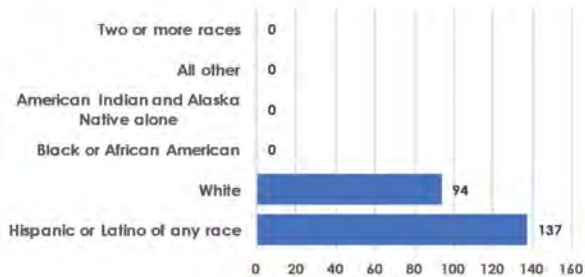
DEMOGRAPHIC HIGHLIGHTS



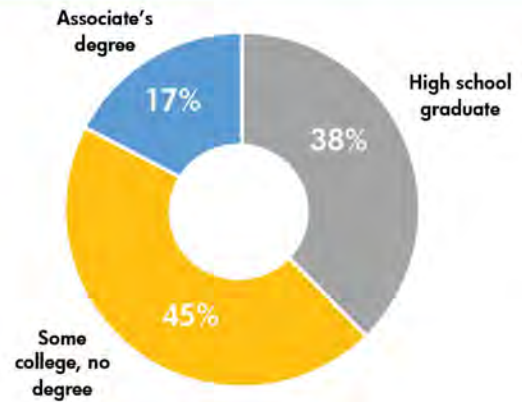
HOUSING



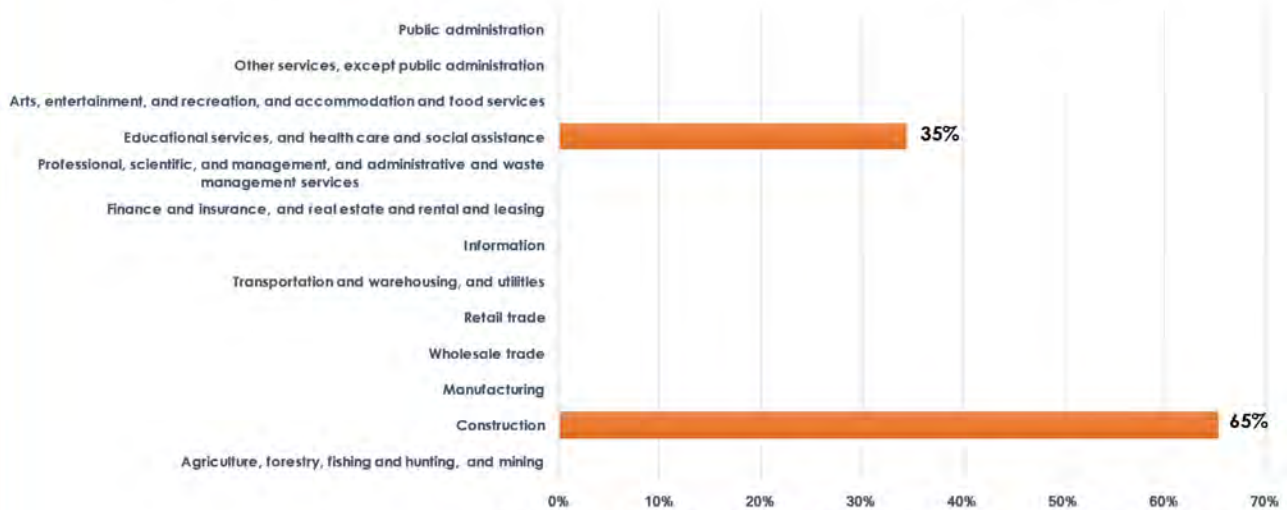
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



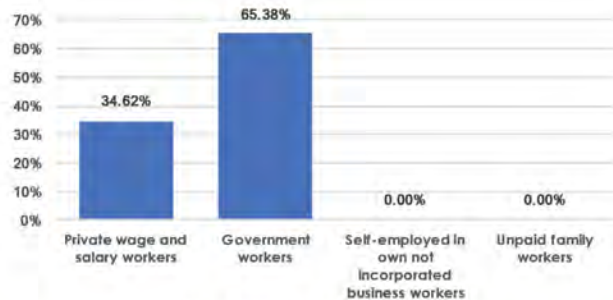
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

INFRASTRUCTURE REVITALIZATION

GOAL 4. Revitalize land grant infrastructure.

Project 6. Re-equip and remodel Torreón Community Center by the Torreón MDWCA

Action 1. Use capital outlay awarded during FY2020-FY2021 to complete the project.

Project 7. Project 2: Deepen well and improve well equipment by the Torreón MDWCA.

Action 1. Use capital outlay awarded during FY2020-FY2021 to complete the project.

Project 8. Complete Final Phase of Acequia revitalization by the Torreón Acequia Association.

Action 1. Use capital outlay and interstate stream commission funding awarded during FY2020-FY2021 to complete the project.

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 5. Recognize Torreón's cultural and historical assets.

Project 9. Establish an oral history program with Torreón community members to share the history of the land grant with younger community members, schools throughout Torrance County, and at visitor centers.

Action 1. Identify interested community members.

Action 2. Determine program and materials.

Action 3. Coordinate with area schools and tourist destinations.

Action 4. Identify a location and funding source to house the community's historic assets.

Project 10. Promote Torreón's local products.

Action 1. Identify local products and promote them through businesses, and visitor centers along the Scenic Byways (e.g., produce, crafts).

WORKFORCE TRAINING AND JOBS

GOAL 6. Increase living wage jobs with benefits and improve education, skills, and training for residents in the land grant communities.

Project 11. Establish a program where skilled workers in the land grant communities teach vocational training to young adults to retain youth in the communities and prepare youth for living wage jobs.

Action 1. Work with the County Economic Development Manager and area schools, including Mesalands in Tucumcari, Central New Mexico Community College, Santa Fe Community College, and University of New Mexico Valencia County Campus to determine which technical trainings (e.g., alternative energy jobs, cattlemen, electricians, iron workers, carpenters, education in the arts) and apprenticeship programs are needed and promote them to Torreón residents.

Action 2. Identify local, licensed tradespeople who are interested in teaching.

Project 12. **Identify Torreón residents who want to work with National Park Service and US Forest Service as tour guides or employees.**

- Action 1. Connect Torreón residents with NPS and USFS to determine what positions are available and what skills are needed.
- Action 2. Assist residents in identifying available training if needed.

Project 13. **Promote opportunities for area youth to participate in the US Forest Service's Youth Conservation Corps, and National Park Service trainings, internships, and summer jobs.**

- Action 1. Outreach to youth online, in schools and through word of mouth.
- Action 2. Match interested students with NPS and USFS's programs.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 7. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 14. **Support and promote local farmers growing heritage crops and the historic water-sharing approach of the acequia system.**

- Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming and acequia fund divisions.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

TAJIQUE COMMUNITY

The community of Tajique is on the western edge of Torrance (see area outlined in red on the map) located north of Torreón along NM 55 at the foothills of the Manzano Mountains. The community is home to the town of Tajique, which is a historic land grant and identified as a CDP; it has the main concentration of the community's population. Tajique is the gateway to the Fourth of July Campground and Trailhead and is just 7.4 miles from the stunning Fourth of July Trail. Tajique is home to some small businesses and farms. Products made locally in Tajique could possibly be sold in Mountainair that attracts more outside visitors if the community prefers less direct exposure. The sale of locally made products can benefit small and home-based businesses in the entire area.

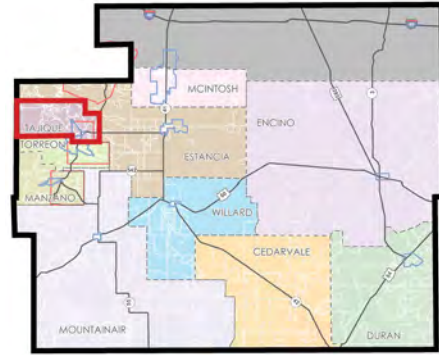
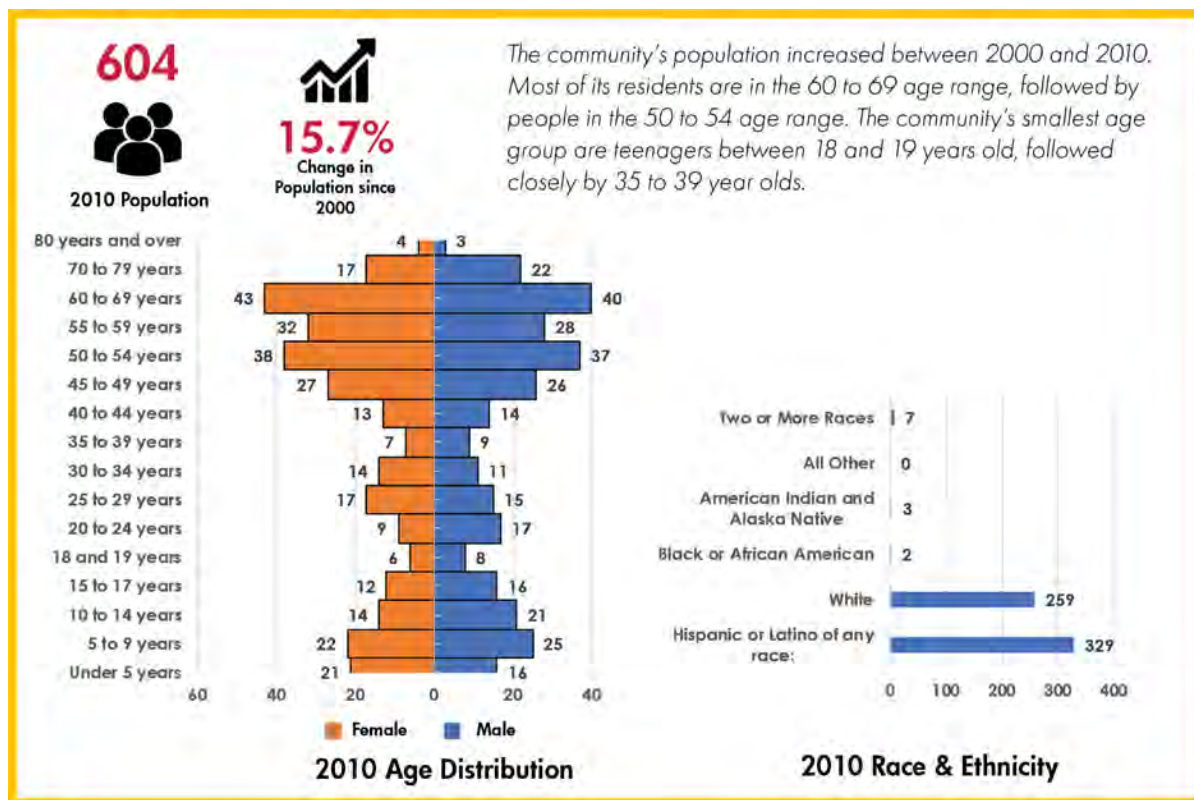
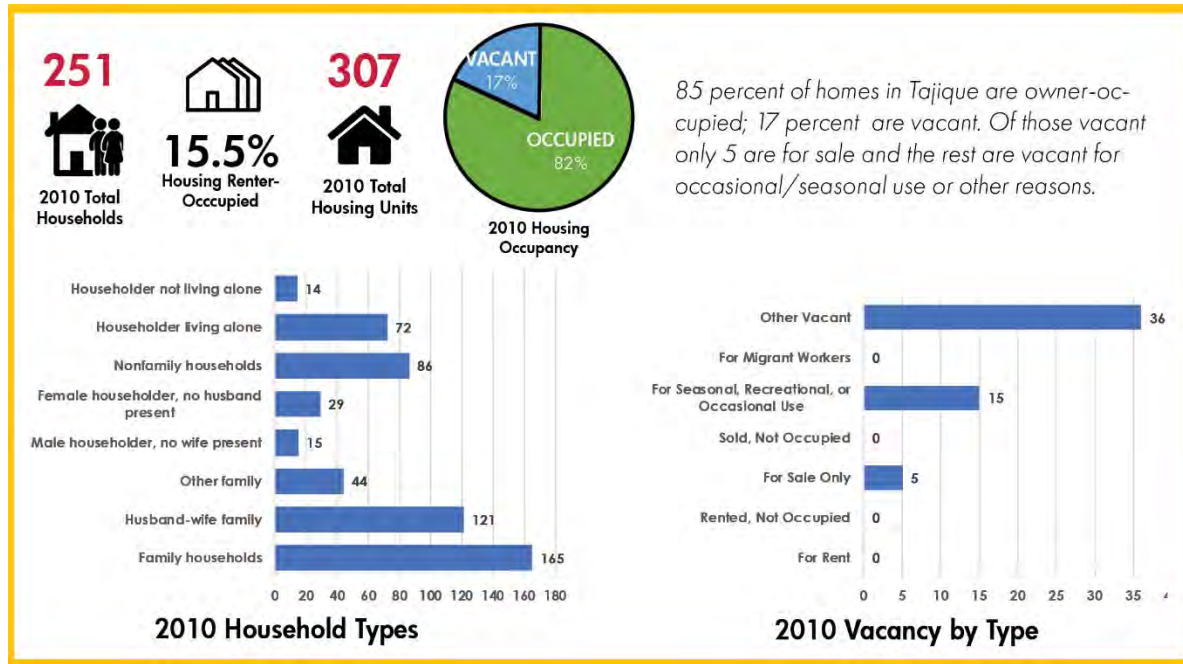


FIGURE 2-8. TAJIQUE COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Traditional Forest Use

The Manzano Mountains in the Cibola National Forest have attracted settlers for thousands of years and remain one of the greatest resources in the county. The land grant communities that surround the Manzano Mountains are agriculturally based with strong ties to the land, culture, and heritage. This includes strong, historic ties to the mountains. Grazing, gathering firewood and herbs, logging, recreating, and appreciation of the local scenery are traditional uses of the forest in the land grant communities. Grazing allotments and firewood permits for personal use are issued seasonally. Residents of the land grants expressed a desire for more commercial opportunities in the National Forest, a return to the historical traditional use of the land that enabled a sustainable, traditional local economy.

Culture and Local Heritage

Residents place a high value on their culture and heritage. Residents identified opportunities in the arts, storytelling, and related aspects of conveying the importance of history and culture. The National Park Service and the National Forest are existing institutions that could provide a forum for residents to share their knowledge of the heritage of Torrance County through seasonal work or volunteer experience. A focus on cultural tourism in the county could create further opportunities to educate visitors on the culture and heritage of the Manzano Mountains.

Arts

The Manzano Mountain Art Council and the Mountain Art Gift Shop are a source of arts education and an outlet for locally produced arts and crafts. As part of a county-wide emphasis on increased tourism and a focus on tourism services in Mountainair, the Tajique community could participate in and contribute to locally made products that are marketed through retail outlets in neighboring communities.

Outdoor Recreation

The Tajique Land Grant is 7.3 miles from the Fourth of July Trailhead and Campground, a destination for outdoor enthusiasts and New Mexicans seeking fall foliage. The Fourth of July Trailhead and Campground offer hiking and camping and are an excellent destination for wildlife viewing, birding, and photography.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL**NM 55**

NM 55 connects Tajique to Estancia and Manzano and Torreón to the south.

Utilities

The Tajique community is served by the Tajique Mutual Domestic Water Consumers Association. Individual liquid waste systems serve parcels within the village limits.

LOCAL ECONOMY, WORKFORCE, AND JOBS

The local economy is built on small scale agriculture, including grazing and ranching. The local workforce primarily commutes elsewhere for jobs. Much of the local workforce commutes to larger towns in Torrance County or to Albuquerque to work. Workforce training, especially training for local youth, is important to allow young people to remain in Tajique even if they commute elsewhere for work.

Trades Education

Land grant residents have a variety of specialized skills that could support an expansion of skills in the trades. The goal is to provide local young adults with a skill that enables them to remain in their communities while earning a living wage. Adults with specialized skills and licenses or certifications could teach trades classes, potentially through Mesalands Community College or other post-secondary institution in the region.

Home-Based Businesses

Land grant residents produce a variety of agricultural and crafts products at a small scale that can be accomplished in the community. While land grant communities are not necessarily interested in increasing visitor traffic to their communities, they would benefit from developing a market for these goods.

TAJIQUE CDP

The Tajique CDP is located on NM 55 (see red star on the map) and is home to less than half the community's population. Tajique has a much lower median age than any community in southern Torrance County, which could result from the CDP boundary not accurately including populated areas. No homes are reported vacant in the CDP. Most residents who work are employed in construction or professional, scientific, and management services; however, 82 percent of the population is not in the labor force.

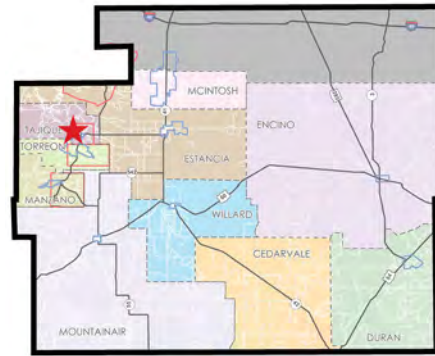
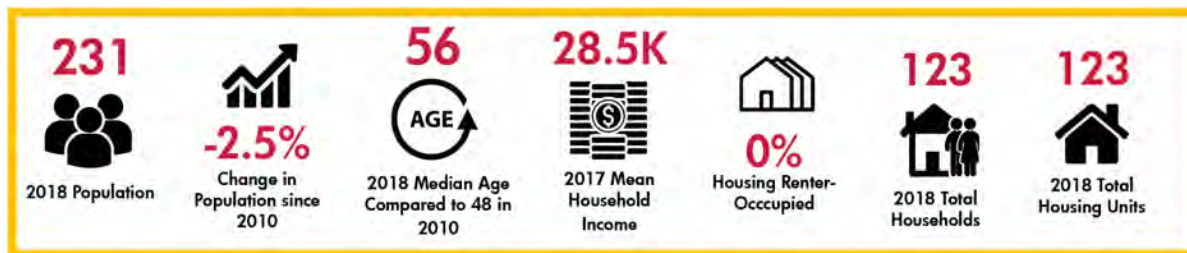
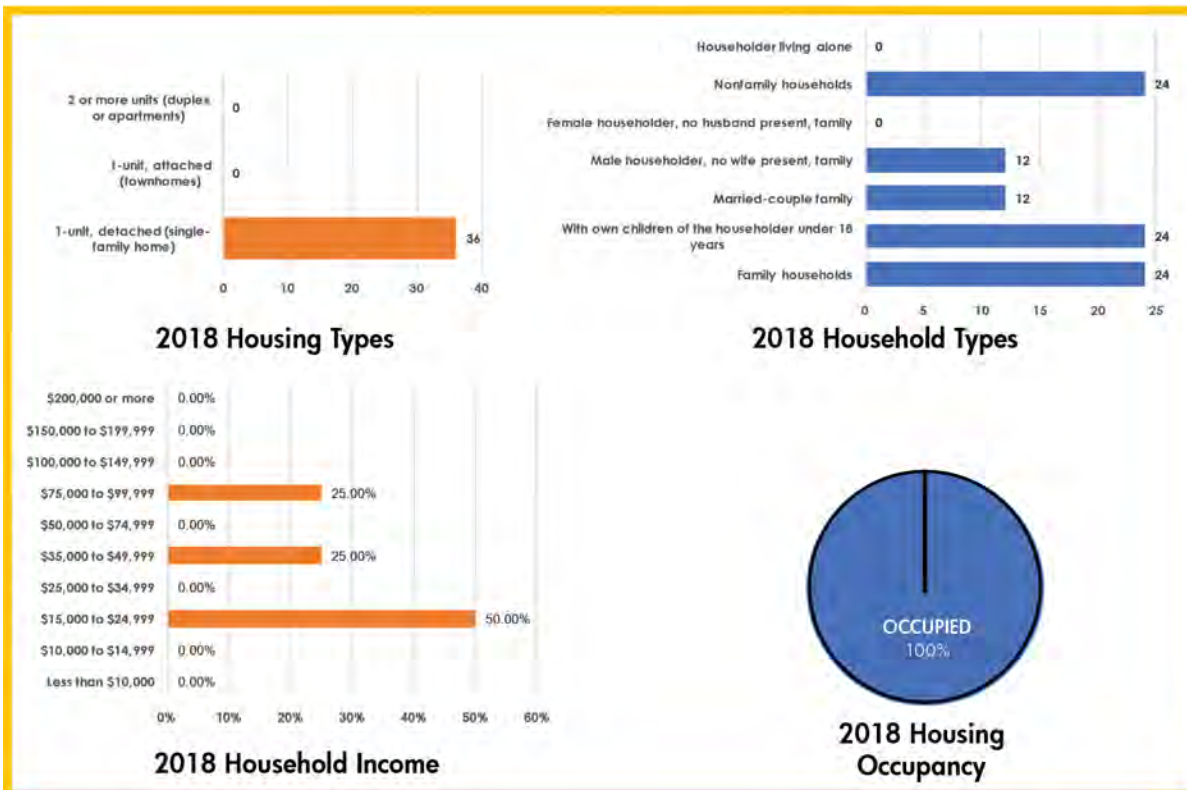


FIGURE 2-9 TAJIQUE CDP CONTEXT MAP

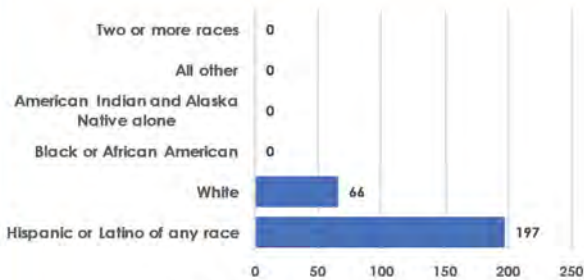
DEMOGRAPHIC HIGHLIGHTS



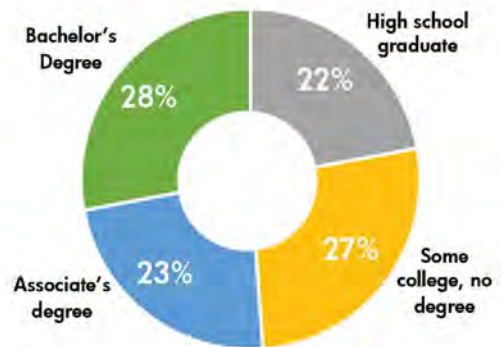
HOUSING



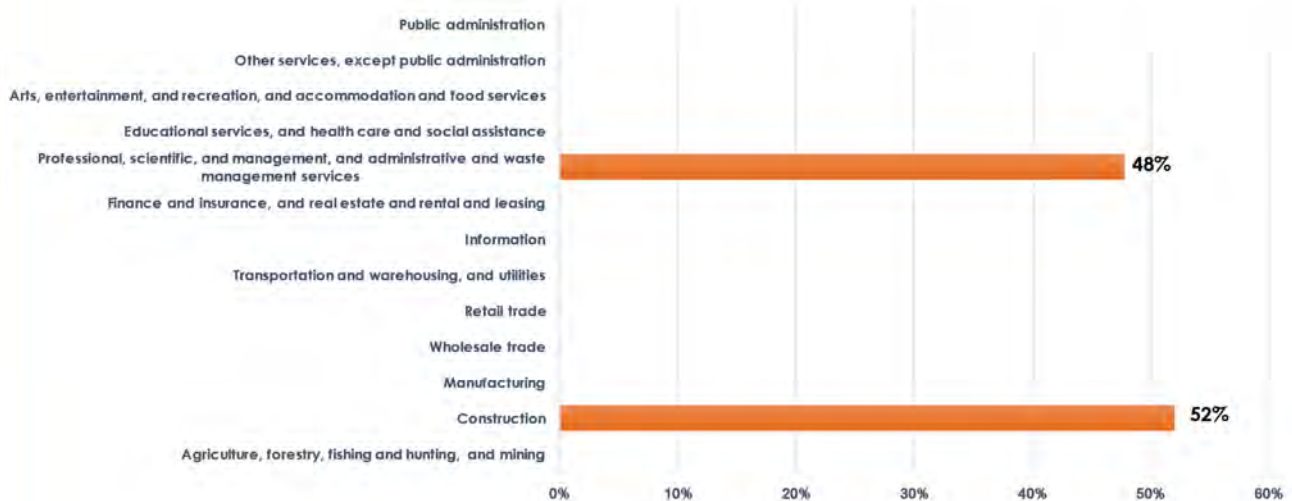
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



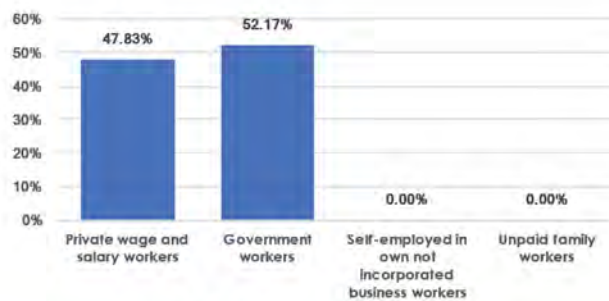
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 5. Recognize Tajique’s cultural and historical assets.

Project 6. **Establish an oral history program with Tajique community members to share the history of the land grant with younger community members, schools throughout Torrance County, and at visitor centers.**

- Action 1. Identify interested community members.
- Action 2. Determine program and materials.
- Action 3. Coordinate with area schools and tourist destinations.
- Action 4. Identify a location and funding source to house the community’s historic assets.

Project 7. **Promote Tajique’s local products.**

- Action 1. Identify local products and promote them through businesses and visitor centers along the Scenic Byways (e.g., produce, crafts).

WORKFORCE TRAINING AND JOBS

GOAL 6. Increase living wage jobs with benefits and improve education, skills, and training for residents in the land grant communities.

Project 8. **Establish a program where skilled workers in the land grant communities teach vocational training to young adults as a way to retain youth in the communities and prepare youth for living wage jobs.**

- Action 1. Work with the County Economic Development Manager and area schools, including Mesalands in Tucumcari, Central New Mexico Community College, Santa Fe Community College, and University of New Mexico Valencia County Campus to determine which technical trainings (e.g., alternative energy jobs, cattlemen, electricians, iron workers, carpenters, education in the arts) and apprenticeship programs are needed and promote them to Tajique residents.
- Action 2. Identify local, licensed tradespeople who are interested in teaching.

Project 9. **Identify Tajique residents who want to work with National Park Service and US Forest Service as tour guides or employees.**

- Action 1. Connect Tajique residents with NPS and USFS to determine what positions are available and what skills are needed.
- Action 2. Assist residents in identifying available training if needed.

Project 10. **Promote opportunities for area youth to participate in the US Forest Service’s Youth Conservation Corps, and National Park Service trainings, internships, and summer jobs.**

- Action 1. Outreach to youth online, in schools and through word of mouth.
- Action 2. Match interested students with NPS and USFS’s programs.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 7. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

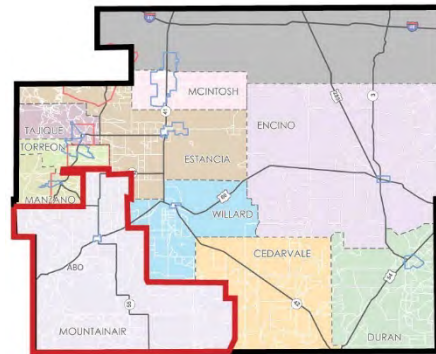
Project 11. **Support and promote local farmers growing heritage crops and the historic water-sharing approach of the acequia system.**

Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming and acequia fund divisions.

Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

MOUNTAINAIR COMMUNITY

The Mountainair community is in the southwest part of the county (see area outlined in red in Figure 2-1) at the junction of the community's two major routes: US 60 and NM 55 and has the largest concentration of tourist-serving amenities in Southern Torrance County. The Mountainair community includes the Town of Mountainair, Abó and Gran Quivira (two of the three Salinas Pueblo Missions National Monument), and Abó, an unincorporated community located on US 60 near Abó Pueblo (although the community of Abó is considered part of the Manzano community and addressed in that section of the Plan).



**FIGURE 2-1. MOUNTAINAIR
COMMUNITY CONTEXT MAP**

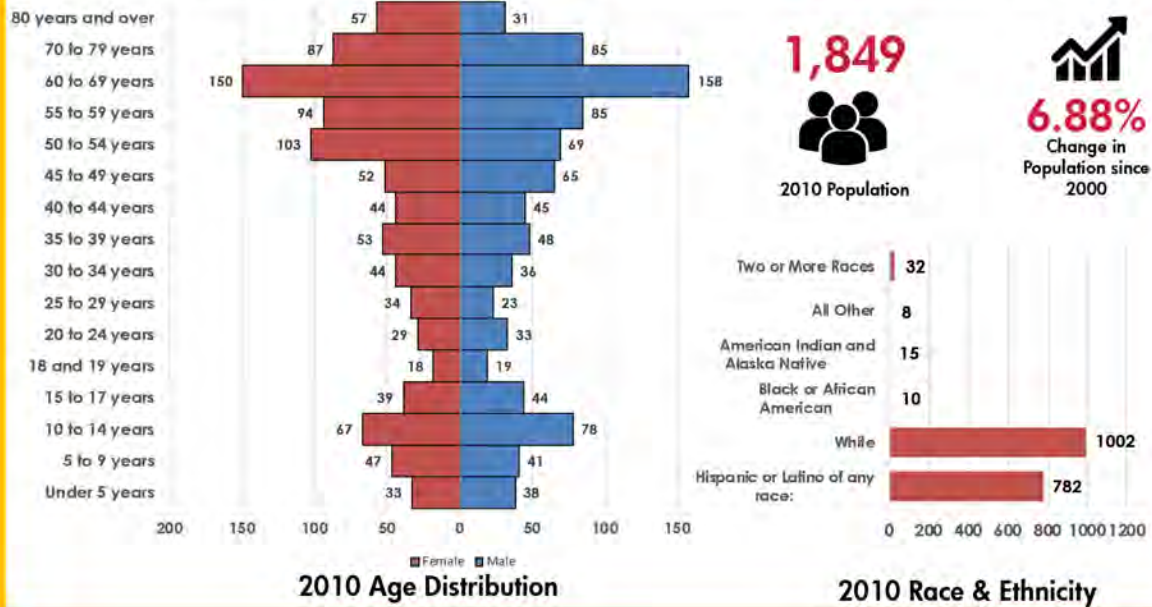
In addition to an active artist community, lodging, short-term rentals and restaurants, Mountainair is home to the National Park Service headquarters for the Salinas Pueblo Missions National Monument and the headquarters of the Mountainair Ranger District of the Cibola National Forest. These headquarters are existing facilities that serve as centralized information centers for the national monument, national forest, and related assets. The Salt Missions Trail Scenic Byway and Abó Canyon Trail connect in Mountainair.

Participants in community and stakeholder meetings indicated that Mountainair is interested in serving as a central point for visitor information and visitor services in the western part of the county. Mountainair community stakeholders also pointed out the potential to develop tourist routes along the Salt Missions Trail Scenic Byway and along US 60, which represents what US automobile travel was like prior to the construction of the interstate highway system. As one meeting participant put it, US 60 is what Route 66 would have been like if it had not been destroyed by freeways.

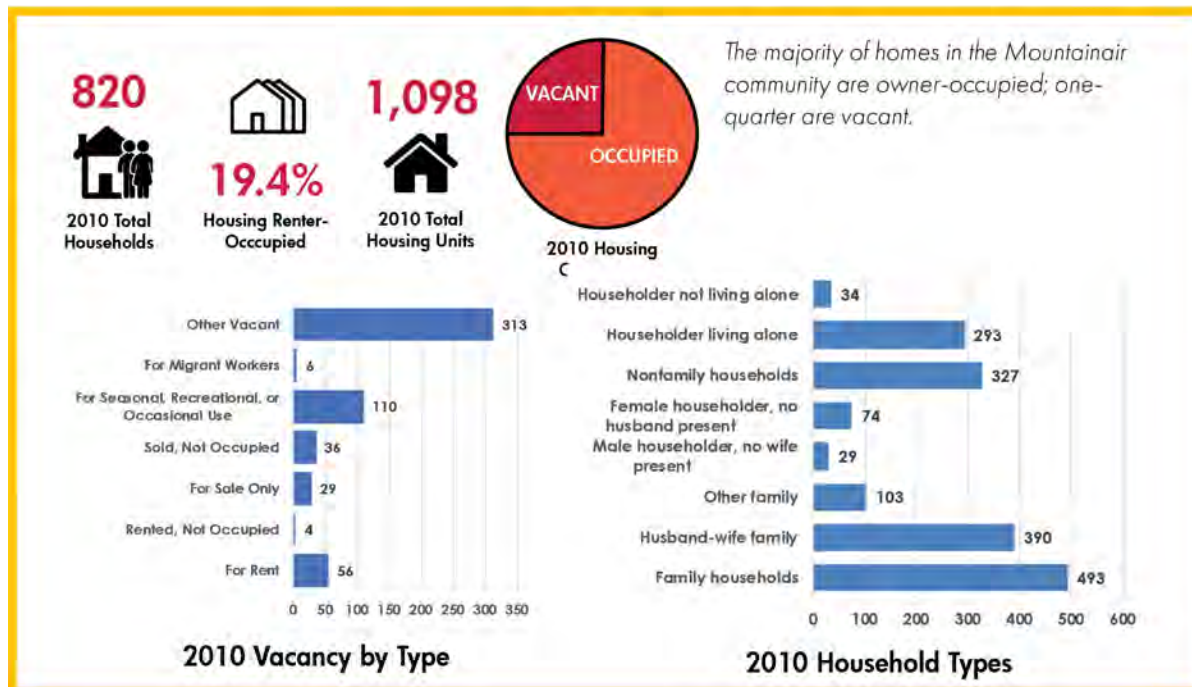
As a retail center for its region, Mountainair also presents an opportunity to market locally made products from surrounding communities' businesses and artisans that may prefer less direct exposure to outside visitors. The sale of locally made products can benefit small and home-based businesses in the entire Mountainair community. Further, local small businesses expressed a desire for intentional support of local businesses through local preference in government contracting. While a policy that prioritizes local businesses would help businesses in all communities, Mountainair businesses expressed an interest in promoting this policy.

DEMOGRAPHICS

The Mountainair community's population has increased in the last twenty years. The majority of the community's population are 60 to 69 years old, with the next largest number of people in the 55 to 59 and 50 to 54 age ranges.



HOUSING



ASSET INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

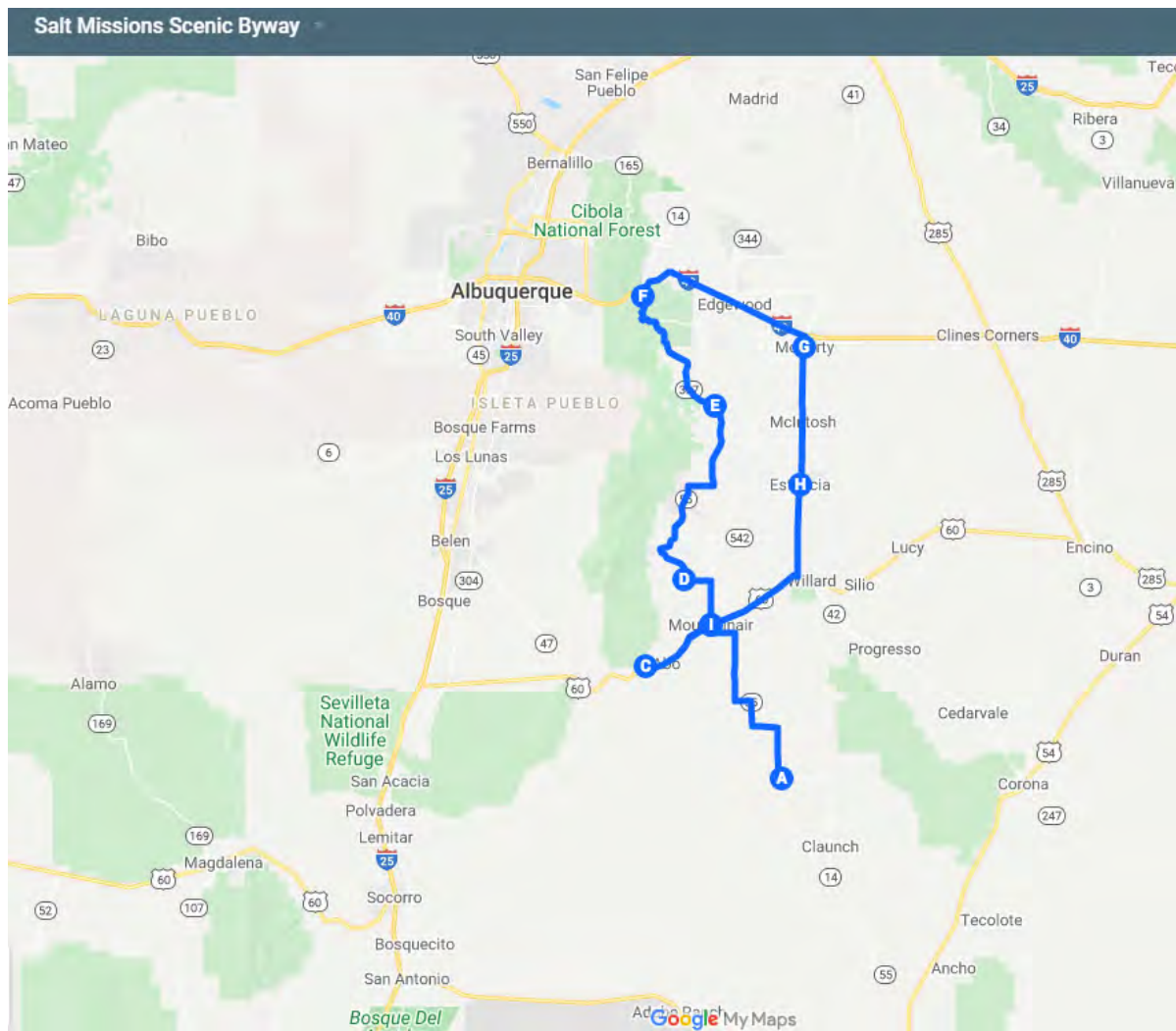
Salinas Pueblo Missions National Monument Headquarters

The Salinas Pueblo Missions National Monument Headquarters is in Mountainair and receives approximately 30,000 visitors annually. It supports 29 jobs and is estimated to have a residual impact on the Mountainair community valuing \$2.2 Million.

Salt Missions Trail Scenic Byway

The Salt Missions Trail Scenic Byway loops through the heart of Torrance County following the historic trade routes and connecting Moriarty, McIntosh, Estancia, and Willard (along NM 41), Mountainair and Abó Pueblo (along US-60), Gran Quivira, Manzano, Torreón, and Tajique (on NM 55), Chilili, Yrisarri, and Tijeras (on NM 337), and Edgewood and Moriarty (on I-40) as shown in Figure 2-2. In between these communities, the trail passes through mountains and plains.

FIGURE 2-2. SALT MISSIONS TRAIL SCENIC BYWAY MAP

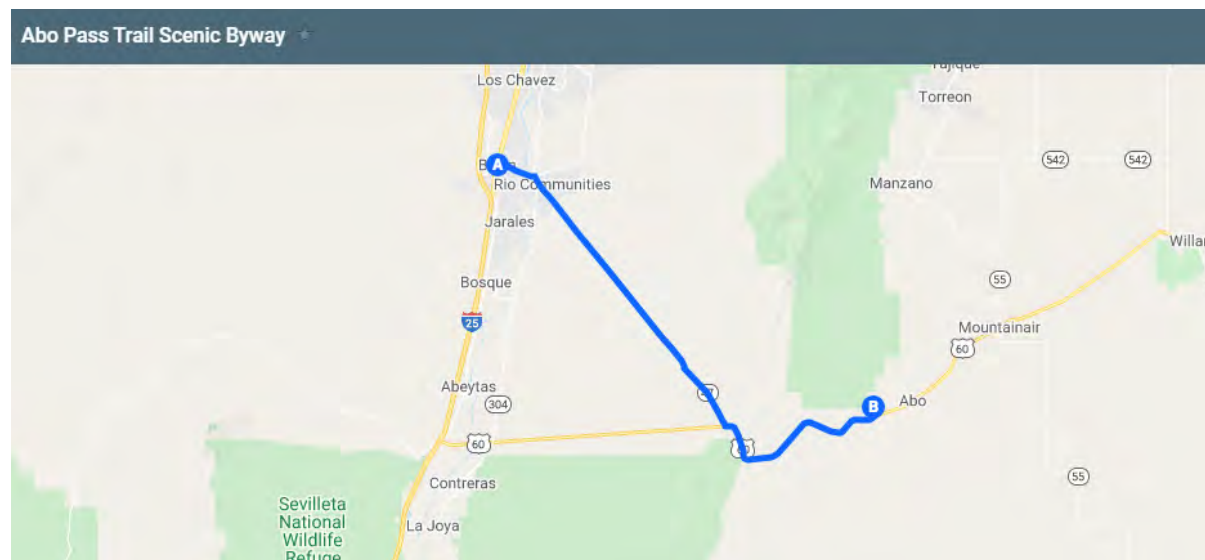


Source: New Mexico Tourism Department, 2020

Abó Canyon and Abó Pass Trail Scenic Byway

Abó Canyon is located at the south end of Manzano Mountains and is also referred to as Abó Pass. It was a historic trade route. The Abó Pass Trail Scenic Byway connects Belen to Abó Pueblo and is the connection between El Camino Real Scenic Byway and the Salt Missions Trail Scenic Byway (see Figure 2-3).

FIGURE 2-3. ABÓ PASS TRAIL SCENIC BYWAY MAP



Source: New Mexico Tourism Department, 2020

Outdoor Recreation

The Mountainair area is a popular place for many types of outdoor recreation, including horseback riding, fishing, camping, and hiking. The Mountainair Ranger District of the Cibola National Forest is headquartered in Mountainair. The ranger district encompasses the Gallinas and Manzano Mountains, which extend along the western edge of Torrance County and into Valencia and Lincoln Counties. Outdoor recreation assets of the Cibola National Forest include the Manzano Mountain Wilderness, camp sites, and trails. Proximity to outdoor recreation provides opportunities for local outfitters and guides.

Arts

The Manzano Mountain Art Council, based in Mountainair, provides art programs and projects for regional residents. The Mountain Art Gift Shop is an outlet for locally produced arts and crafts and could potentially expand the market for locally made items as part of the broader emphasis on increased tourism.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

US 60 and NM 55

The Mountainair community is connected to the east-west by US 60 and to the north-south with NM 55.

Burlington Northern and Santa Fe Railway

The Burlington Northern and Santa Fe Railway (BNSF Railway) is the largest rail company in the US and goes through the Town of Mountainair. The former Atchison, Topeka and Santa Fe Railway and Burlington Northern Railroad merged in 1996 to form BNSF Railway. BNSF Railway has been operating in the Mountainair community for decades and constructed a double track through Abó Canyon in 2011. The Railway's 35,000 miles of track connect 28 states: east of Torrance County it goes through Vaughn, Clovis and into Texas; to the west it connects to Belen, Gallup, and into Arizona. It no longer stops in the Town of Mountainair.

Utilities

Parcels within the Town of Mountainair limits are served by municipal water and sewer facilities.

Community Facilities

Mountainair is home to many public and private community facilities, including:

1. Mountainair Municipal Airport
2. Library
3. Community Center
4. Senior Center
5. Family Health Center—Presbyterian Medical Services
6. Mountainair School District with low teacher/student ratios and extracurricular activities, such as agriculture and art
7. Head Start Early Childhood Development Center for working parents of young children

LOCAL ECONOMY, WORKFORCE, AND JOBS

Successful Local Businesses

Mountainair is home to many successful local businesses, including B Street Market, which sells fresh produce, groceries and offers Deli food; P & M Signs, which contracts with the State's Tourism Department to build its NM True signs (among other clients); an active arts community, which includes artist studios and the annual Sunflower Arts Festival; restaurants including Alpine Alley, Mustang Diner, Shaffer Hotel and Diner; and lodging, including the historic Shaffer Hotel, the Rock Motel motor lodge, the Turner Inn and RV Park, and short-term rentals.

Workforce

The Mountainair community is a knowledgeable, deep-rooted community. It prides itself on having good schools that offer students a practical education, including trades classes. There are opportunities for youth in Mountainair as well as surrounding communities that are related to the area's natural and cultural assets. The National Park Service offers student internships.

Many residents commute to Albuquerque or Los Lunas for work. The area is attracting new industries, including film and wind farms. Mountainair has established a location that accommodates distance learning from various post-secondary institutions in the state. This facility could be a model for other communities that want to provide access to classes and training for high school students and adults locally without requiring them to leave the community.

Jobs

The top five sources of employment in Mountainair are public administration (28%), retail trade (20%), educational, healthcare, and social assistance (12%), arts, entertainment, recreation, accommodation and food services (9%) and other services (13%). Agriculture and related industries are important to the local economy, accounting for 7% of employment. However, Mountainair has a higher percentage of retail and visitor related services than other communities in the study area.

TOWN OF MOUNTAINAIR

The Town of Mountainair is located at the junction of US 60 and NM 55 (see red star on the map). It is home to most of the community's population and has a lower median age than that throughout the outlying community. Residents are employed primarily within the census categories of public administration and retail. More homes are vacant in the Town of Mountainair than the outlying community, and more than half the total housing units of the community are within the town.

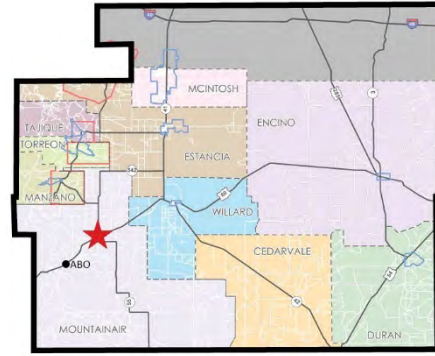
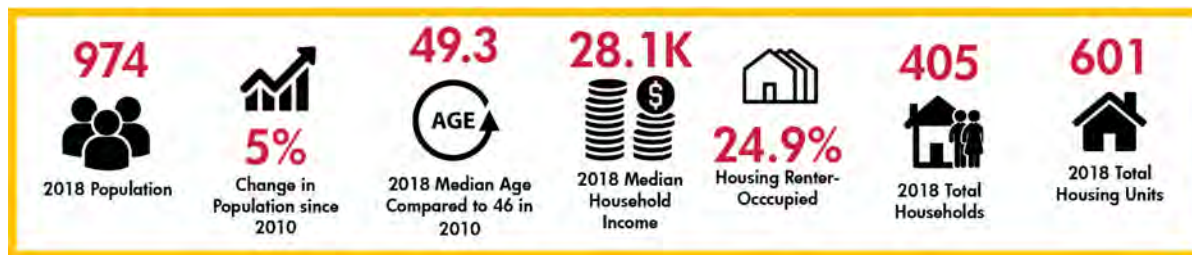
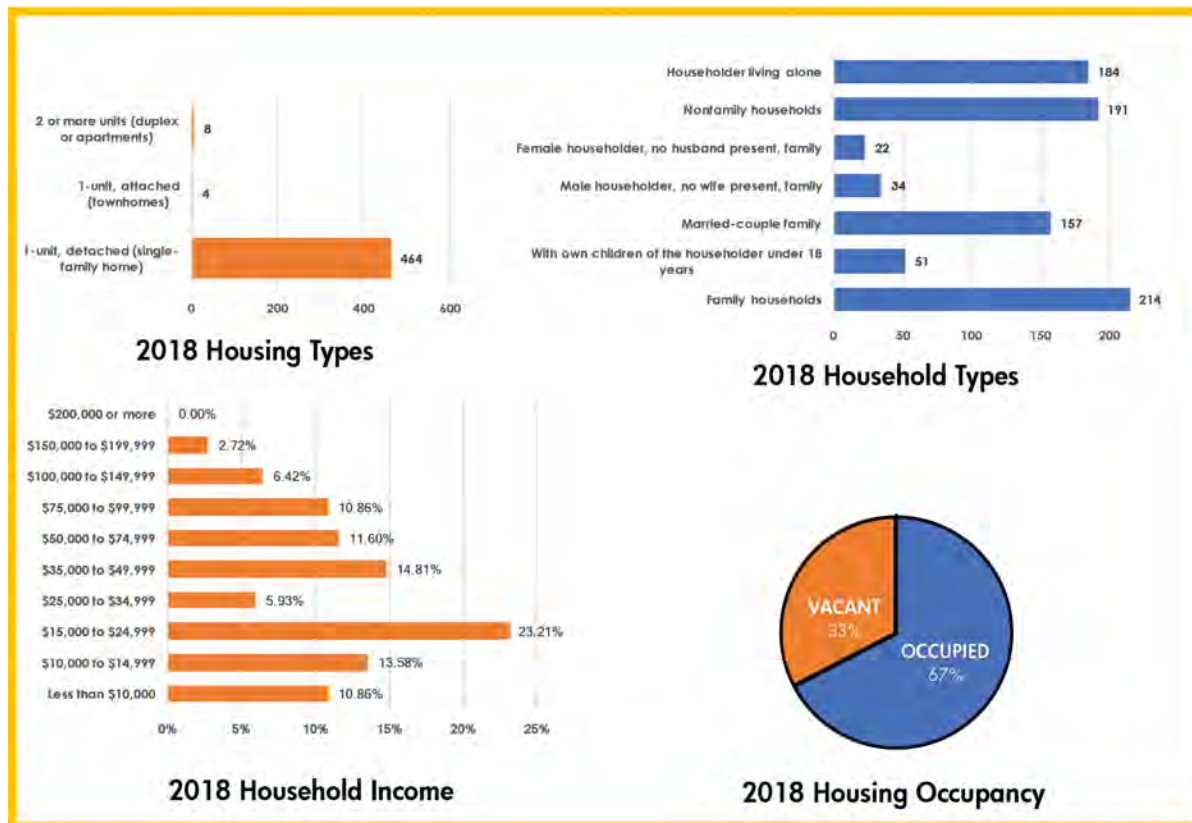


FIGURE 2-4. TOWN OF MOUNTAINAIR CONTEXT MAP

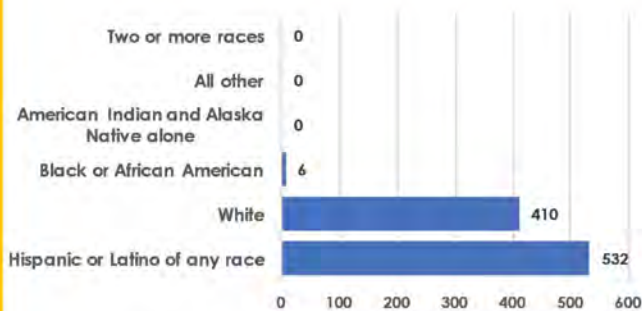
DEMOGRAPHIC HIGHLIGHTS



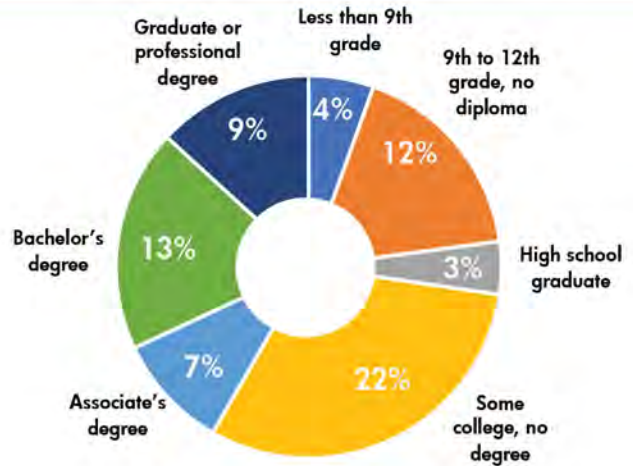
HOUSING



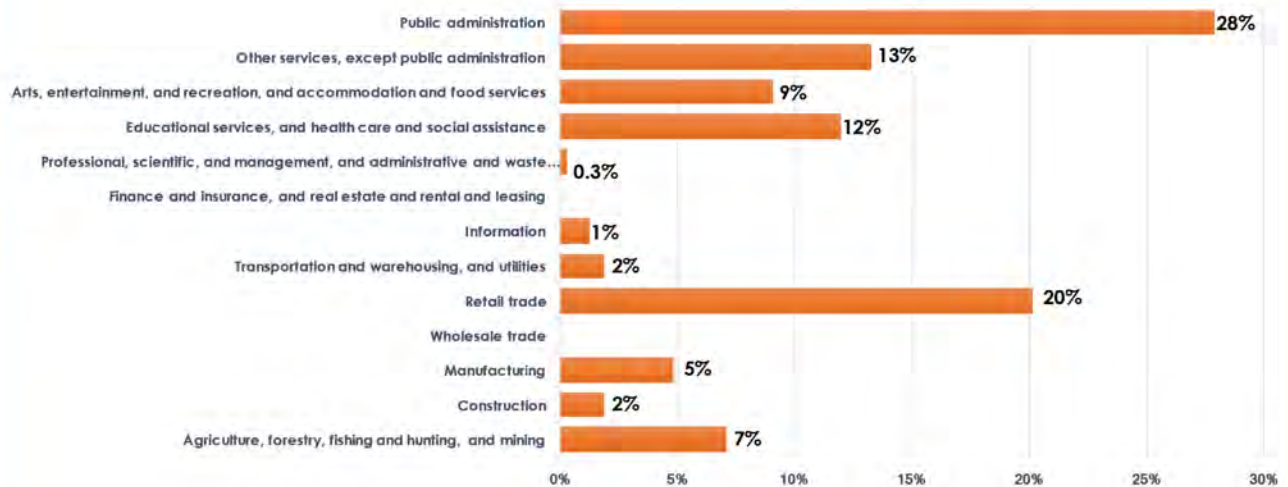
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



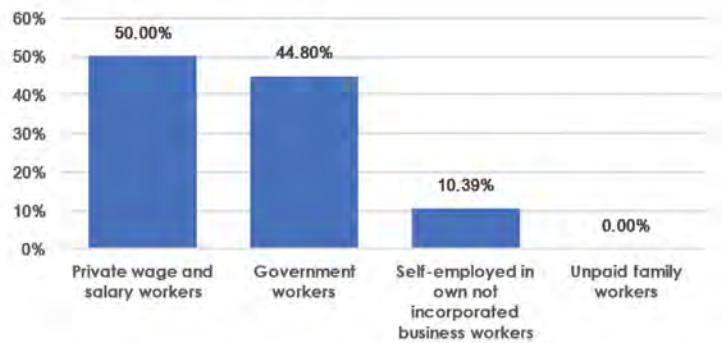
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Increase visibility of key attractions along the Salt Missions Trail Scenic Byway and US 60 as “The Other 66” highlighting connections to Salt Missions Trail Scenic Byway, Abó Pass Trail Scenic Byway, Abó Canyon, and the BNSF railway.

Project 1. Develop an online guide to the Salt Missions Trail Scenic Byway in conjunction with Estancia, McIntosh, and Willard.

- Action 1. Build on Torrance County’s cultural and historic assets and the Salt Missions Trail Scenic Byway by working with New Mexico True and the County.
- Action 2. Package a day trip and weekend trip organized around the Salt Missions Trail Scenic Byway and Salinas Pueblo Missions National Monument that includes routes and destinations.
- Action 3. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 4. Encourage additional short-term rentals in Mountainair and surrounding area.
- Action 5. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism, Torrance County, and Town of Mountainair, and Discover Mountainair websites.
- Action 6. Maintain updated information on all related websites.

Project 2. Develop an online guide to “The Other 66” in conjunction with Encino and Willard.

- Action 1. Build on Torrance County’s cultural and historic assets and “The Other 66” by working with New Mexico True and the County.
- Action 2. Package a day trip and weekend trip organized along “The Other 66” that includes routes and destinations.
- Action 3. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 4. Encourage short-term rentals in Mountainair and surrounding area.
- Action 5. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism and Torrance County websites.
- Action 6. Maintain updated information on all related websites.

MARKETING TORRANCE COUNTY NATURAL MEAT

GOAL 2. Support local ranchers in promoting their locally raised, grass-fed animals.

Project 3. Develop promotion strategy.

- Action 1. Meet with EVEDA, the County, and the Department of Agriculture’s New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources and strategize.
- Action 2. Identify New Mexico grass-fed beef ranchers, such as Mesteño Draw Cattle Company to promote to increase their market and sales with available resources.
- Action 3. Meet with ranchers to determine what resources they need to process and promote their product and match them with available resources.

ESTANCIA COMMUNITY

The community of Estancia stretches from the center to the western edge of Torrance County (see brown area outlined in red on the map). Within its boundaries are the County Seat — the Town of Estancia — a portion of the Chilili Land Grant, and some of the Manzano Mountains and Cibola National Forest. NM 41, NM 55, NM 377, and NM 542 cross through the community. Historically, the community has been a ranching and farming area, primarily raising sheep and cattle, and growing pinto beans.

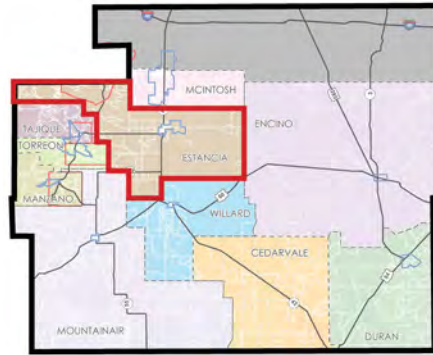
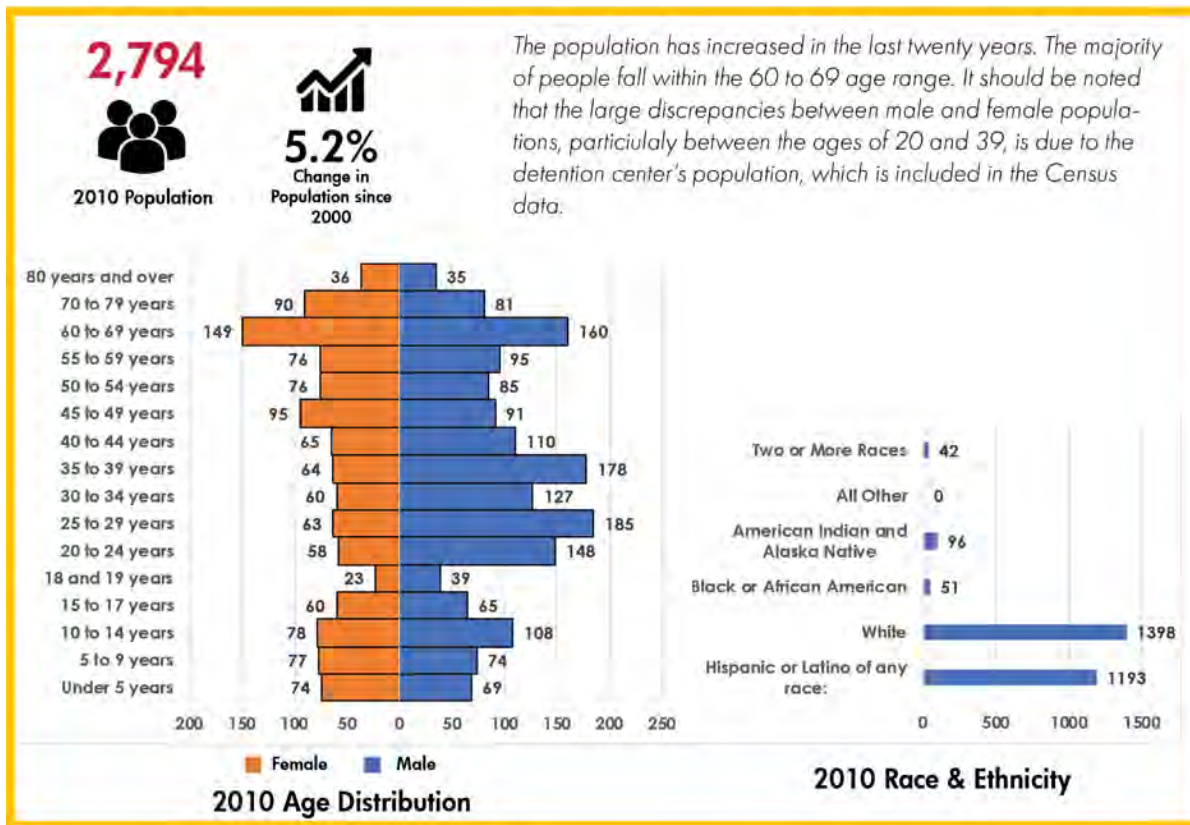
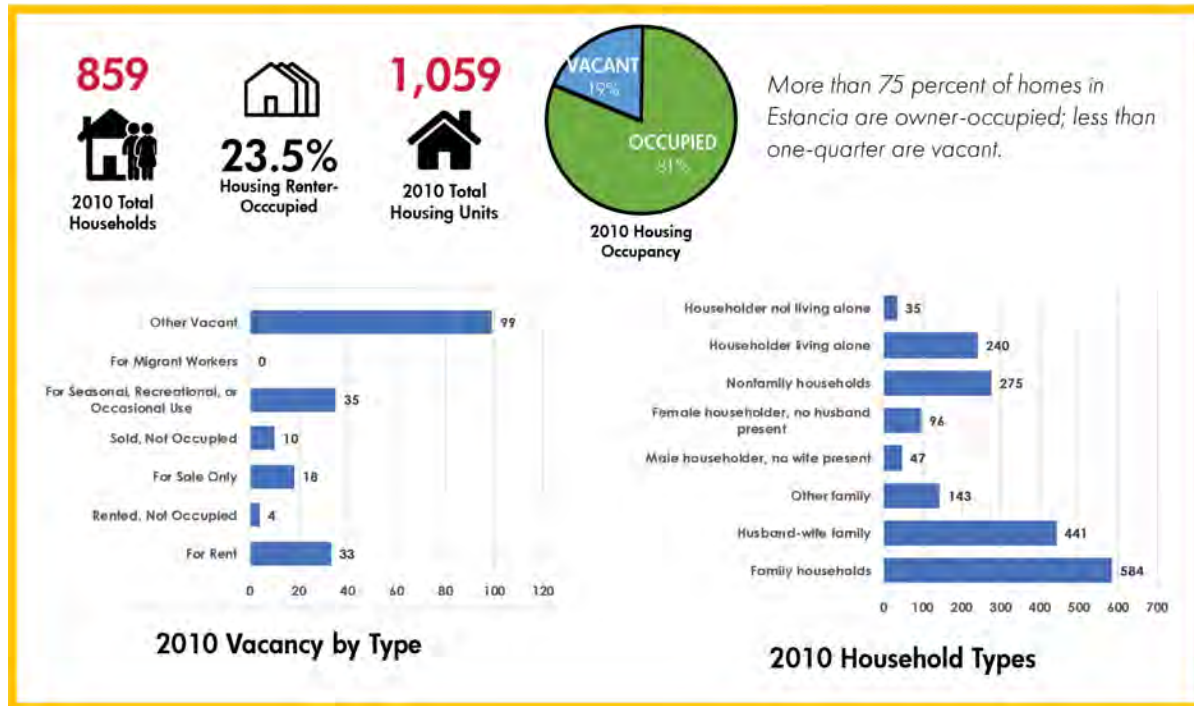


FIGURE 2-10. ESTANCIA COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Las Salinas and Laguna del Perro

The Salt Lakes of Estancia Basin known as Las Salinas are now lakebeds and are the remains of the salt lakes that attracted settlers to the area for centuries. Salt harvesting and trade resulted in the area's development as pueblo and Spanish missions. Laguna del Perro is the largest of these lakes and stretches 12 miles north-south east of the Town of Estancia.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

Torrance County Fairgrounds

Estancia is home to the Torrance County Fairgrounds, which hosts an annual fair drawing people from across the county. The Fairgrounds has a chapter dedicated to it following this chapter.

NM 41, NM 55, and NM 377

Two New Mexico state routes, NM 41 and NM 55 connect in the Town of Estancia. NM 377 serves the Estancia Community and connects to NM 55 east of the Town near the Tajique community.

Community Facilities

1. Arthur Park and Arthur Lake
2. Estancia Police Department
3. Estancia Public Library
4. Estancia Aquatic Center

5. Torrance County Head Start Early Childhood Development Center for working parents of young children
6. East Torrance Soil and Water Conservation District

Utilities

The Town of Estancia is served by municipal water and sewer facilities.

LOCAL ECONOMY, WORKFORCE, AND JOBS

County Government

As the County Seat, Estancia is home to Torrance County Administrative Offices, which is one of the largest employers in the area.

Torrance County Detention Facility—CoreCivic

The Torrance County Detention Facility is a multi-security facility that serves the County and US Immigration and Customs Enforcement. The facility is owned and operated by CoreCivic.

Agriculture

Estancia is a center for the surrounding agricultural communities. The importance of agriculture to the local economy is demonstrated by the large percentage of local workers who are employed in that industry.

Workforce

Eighty-six percent of adults 25 or older have a high school diploma, and 32 percent have some college or a higher degree.

Jobs

Jobs in Estancia reflect its importance as a government and service center for the surrounding community. Forty-three percent of the Town of Estancia's workforce holds jobs in the agriculture, forestry, fishing and hunting and mining industry classification. Other major employment categories include public administration (10 percent), educational services, healthcare, and social assistance (13 percent), construction (11 percent) and other services (13 percent).

TOWN OF ESTANCIA

The Town of Estancia is located at the junction of NM 41 and NM 55 (see red star on the map) and is home to more than half the community's population. Estancia has a lower median age than that Mountainair, which could result from the detention center's younger population. Less than one-quarter of housing is vacant, which is less than other towns in southern Torrance County. Most residents who work are employed in agriculture, forestry, fishing and hunting, and mining; however, 72 percent of the population is not in the labor force.

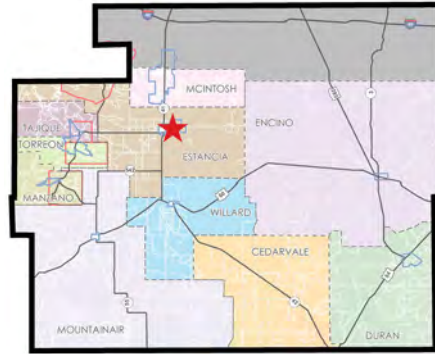
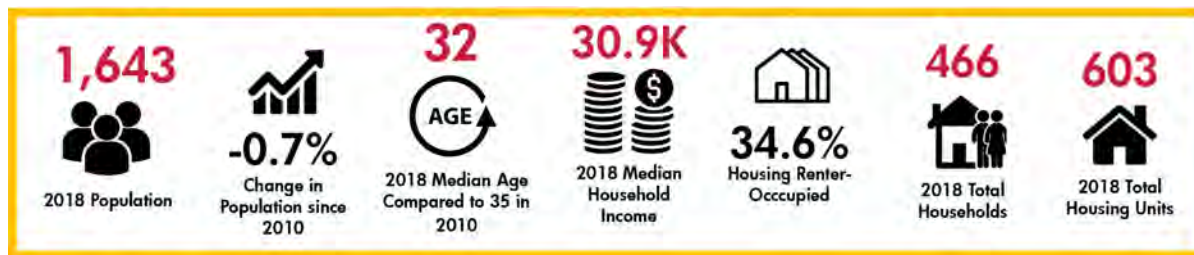
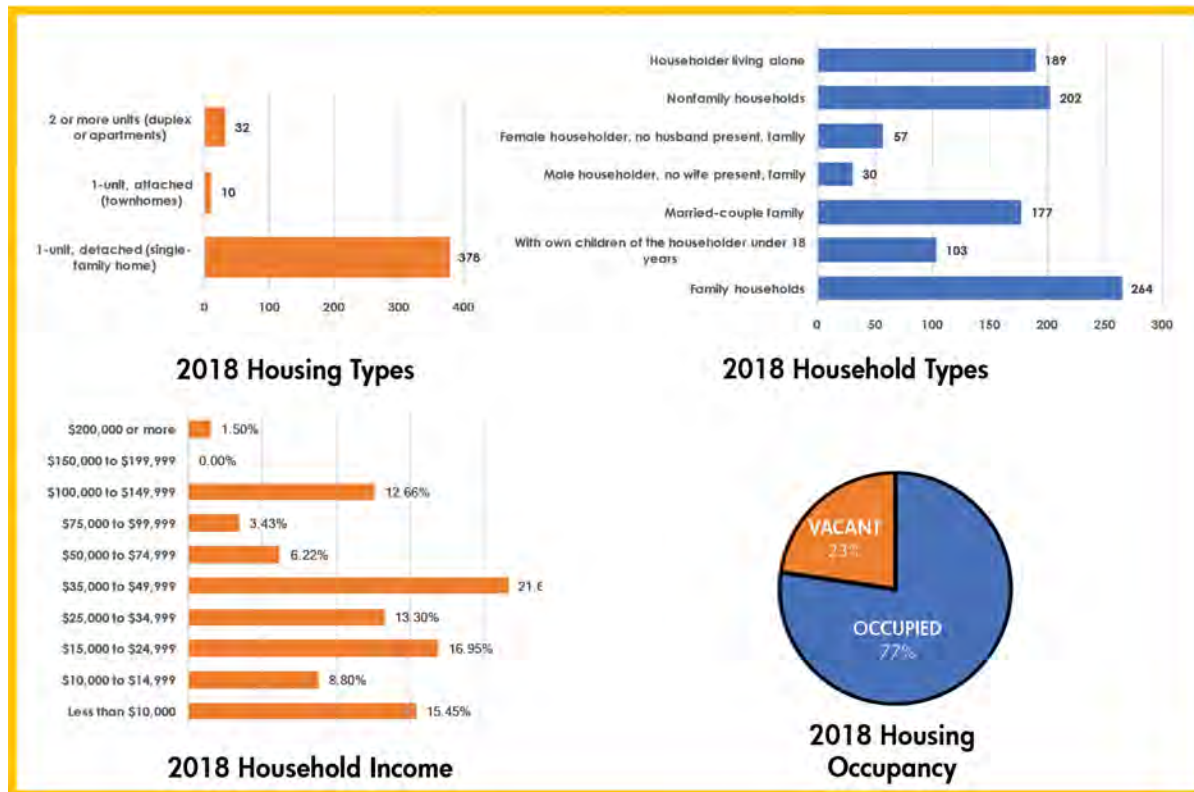


FIGURE 2-11. TOWN OF ESTANCIA
CONTEXT MAP

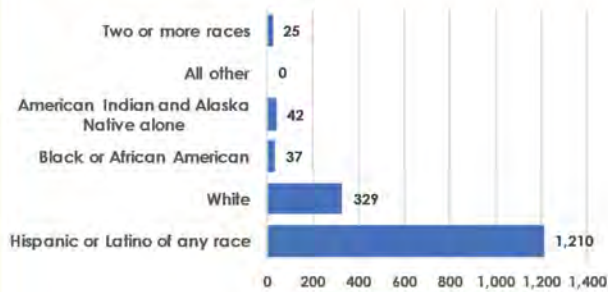
DEMOGRAPHIC HIGHLIGHTS



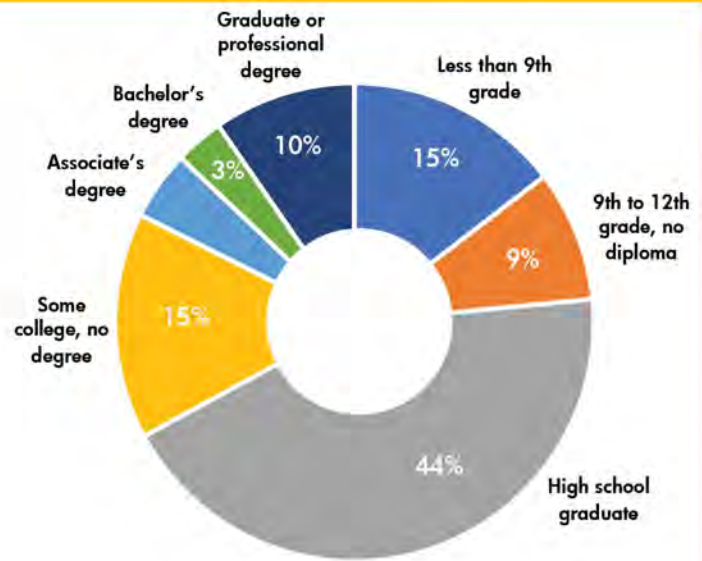
HOUSING



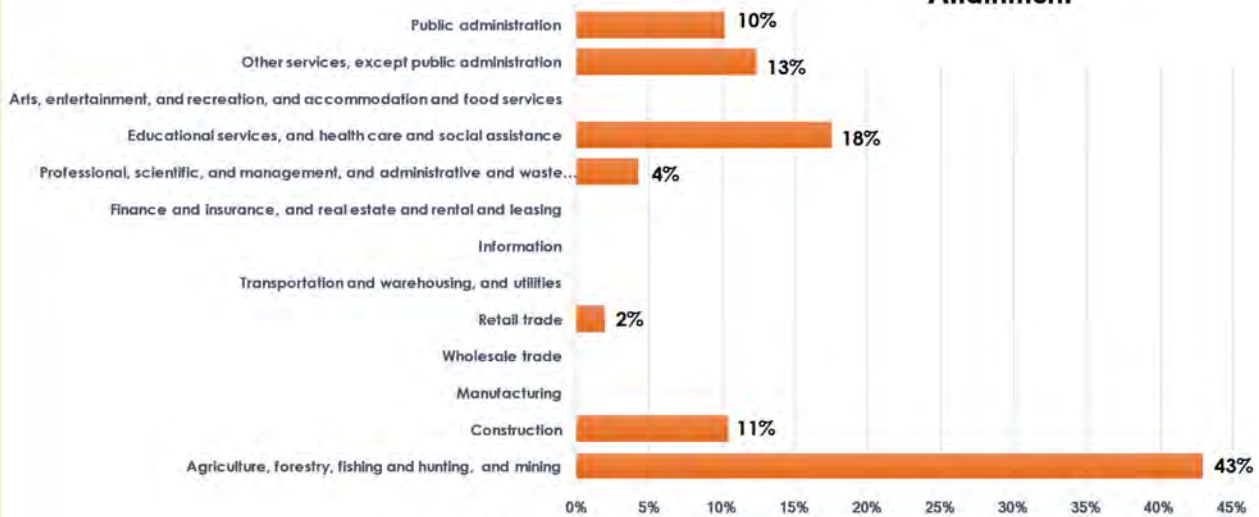
RACE, EDUCATION & EMPLOYMENT



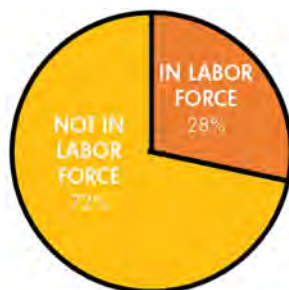
2018 Race & Ethnicity



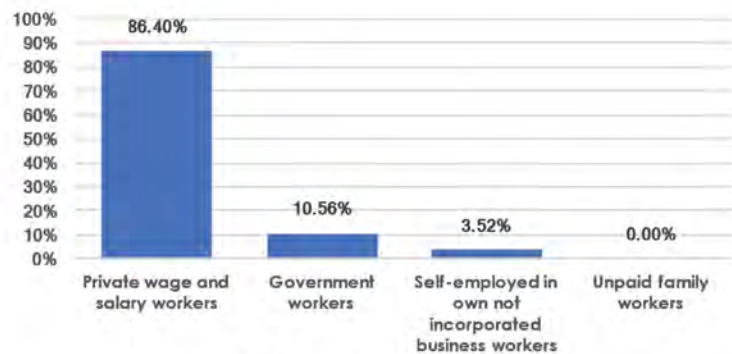
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Increase visibility of key attractions along the Salt Missions Trail Scenic Byway highlighting connections to Salt Missions Trail Scenic Byway.

Project 1. Develop an online guide to the Salt Missions Trail Scenic Byway in conjunction with McIntosh, Willard, and Mountainair.

- Action 1. Build on Torrance County's cultural and historic assets and the Salt Missions Trail Scenic Byway by working with New Mexico True and the County.
- Action 2. Package a day trip and weekend trip organized around the Salt Missions Trail Scenic Byway and Salinas Pueblo Missions National Monument that includes routes and destinations.
- Action 3. Collaborate with Moriarty and McIntosh to pursue Rails to Trails funding along old and new NM 41 and Salt Mission Trail Scenic Byway to allow people to bike, walk, and ride horses to and from Moriarty and McIntosh. The cooperation of each community and the County is needed to develop a viable plan that would have the potential to be considered for grant funding.
- Action 4. Boost the salt lakes as a geologic attraction with wayfinding, viewing platforms, and marketing.
- Action 5. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 6. Encourage additional short-term rentals in Estancia and surrounding area.
- Action 7. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism, Torrance County, and Estancia's websites.
- Action 8. Maintain updated information on all related websites.

GOAL 2. Promote the history of Estancia and Estancia Valley Basin.

Project 2. Showcase the area's heritage year-round at the Torrance County Fairgrounds.

- Action 1. Work with the County as renovations to the Fairgrounds are being planned to integrate displays and signage about the area's heritage.
- Action 2. Promote the heritage displays in the online guide (project 1 above).

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 3. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 3. Support and promote local farmers.

- Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

Project 4. Promote the Fairgrounds as a year-round destination that showcases the area's agricultural heritage and offers training and resources on native landscaping and sustainable practices.

MCINTOSH COMMUNITY

The community of McIntosh is the smallest, northernmost area included in the study area for the southern Torrance County Economic Development Plan (see pink area outlined in red on the map). McIntosh is located south of Moriarty and north of Estancia along NM 41 and is a center for farming in Torrance County. The McIntosh census-designated place (CDP) has the main concentration of the community's population.

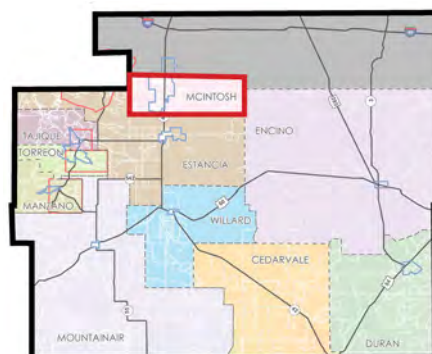
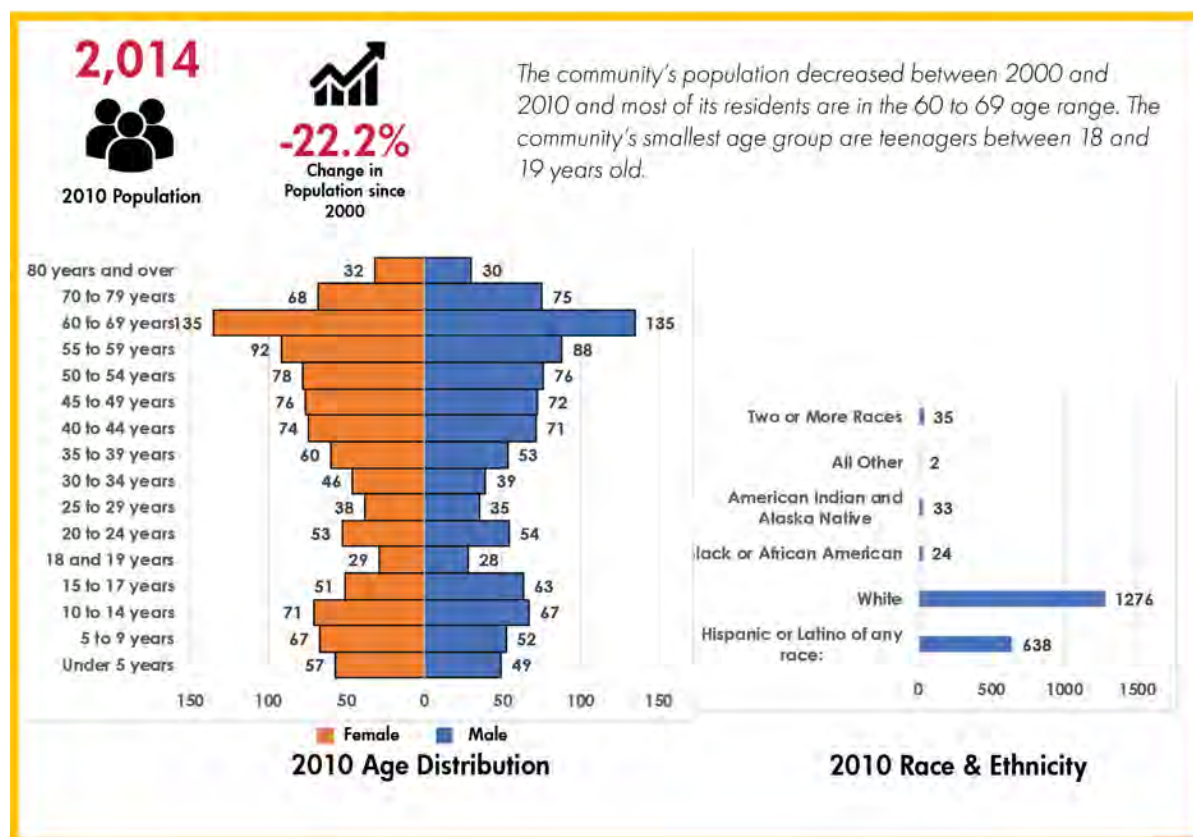
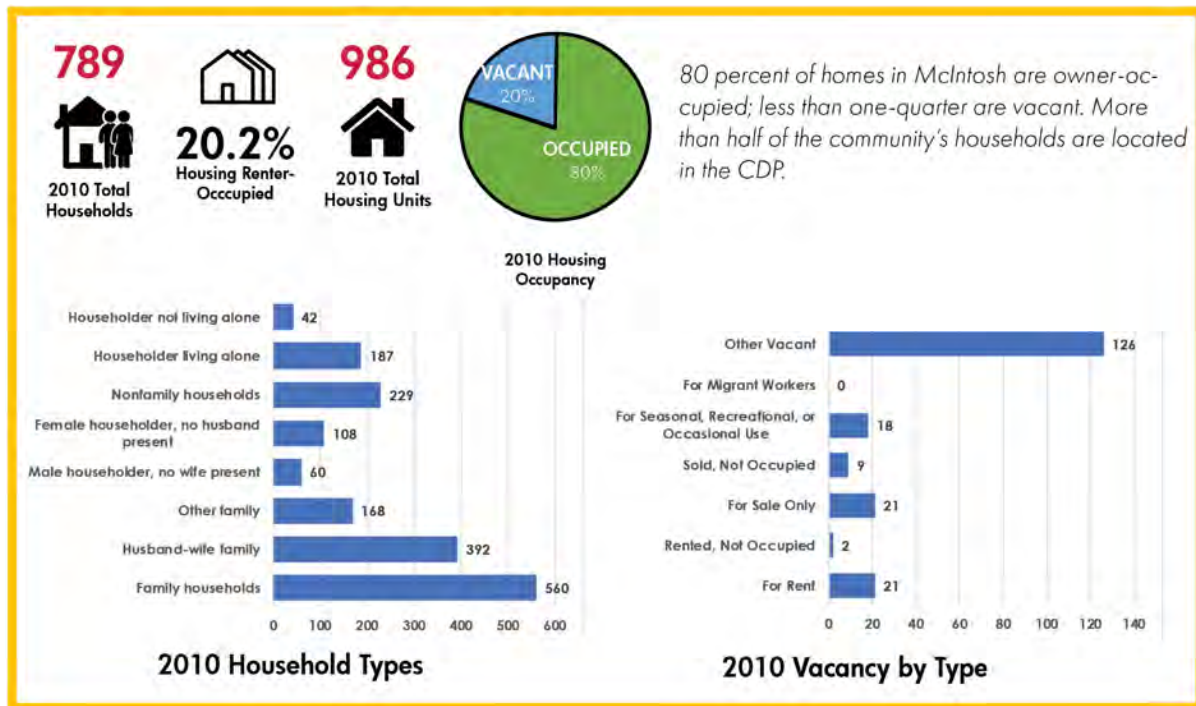


FIGURE 2-12. MCINTOSH
COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Irrigated Agricultural Land

Irrigation is a resource for farming in the area but identifying a sustainable water supply is still an issue. There may be an opportunity for more water conserving irrigation techniques.

Alternative Energy

A solar farm was constructed just west of NM 41.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

NM 41

NM 41 runs north-south linking McIntosh to Moriarty (north) and Estancia (south). Old NM 41 runs parallel to NM 41 between Moriarty and Estancia; it is a narrow, partially paved path that is part of the Salt Mission Trail.

Utilities

Individual water wells and individual liquid waste systems serve parcels in the McIntosh community and surrounding area.

LOCAL ECONOMY, WORKFORCE, AND JOBS

Agriculture—Farming

Much of the Schwebach Farm is in McIntosh.

McIntosh's proximity to the interstate, makes commuting to Albuquerque and Santa Fe more convenient and closer than other communities in our study area.

MCINTOSH CDP

At the core of the McIntosh Community is McIntosh CDP located along Old New Mexico 41 and NM 41 (see red star on the map). The CDP is home to more than half the community's population. The population decreased between 2000 and 2010 and the median age increased. More than one-third of housing is vacant, which is less than other towns in southern Tarrant County. Most working residents are employed in educational services, healthcare, and social assistance.

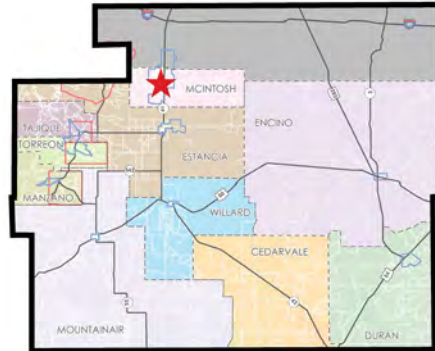
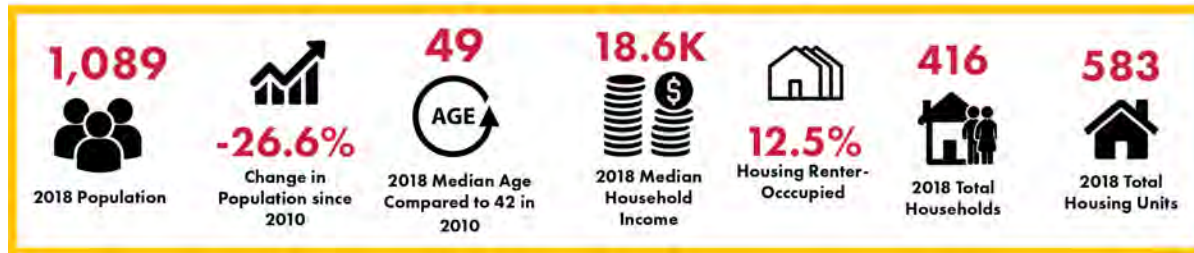
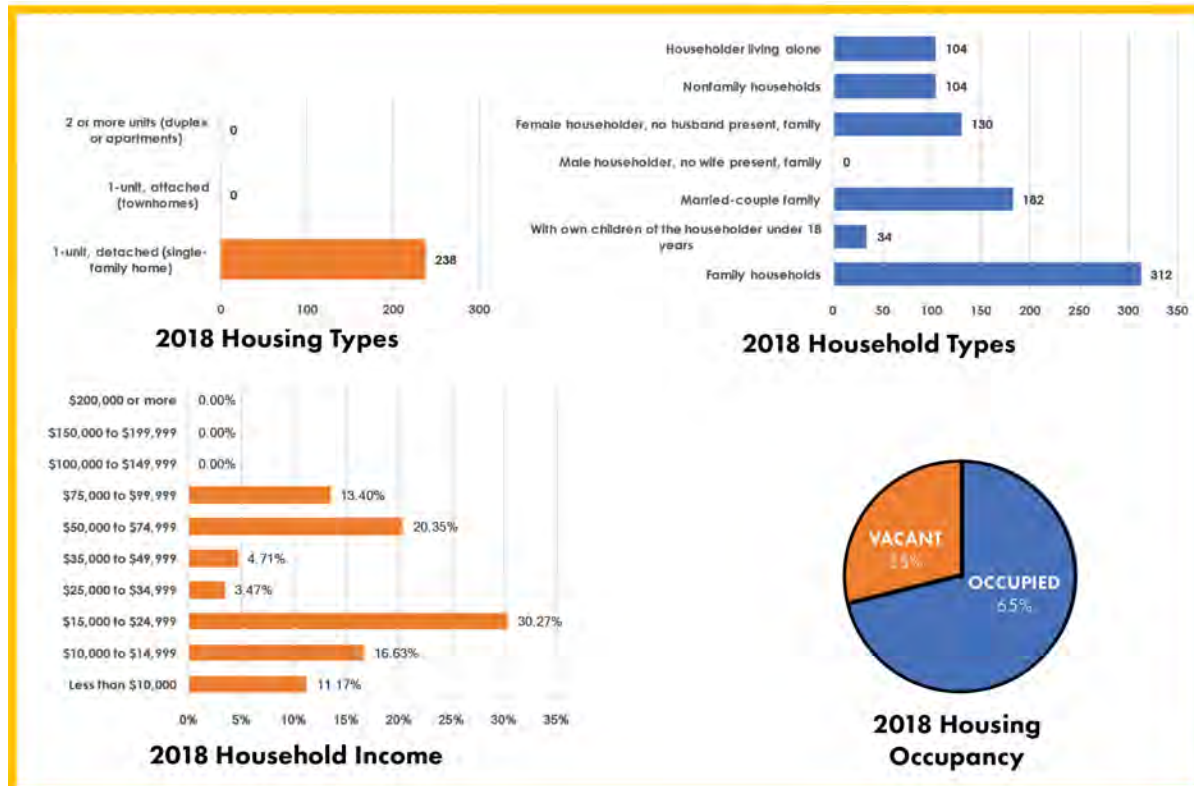


FIGURE 2-13. MCINTOSH CDP
CONTEXT MAP

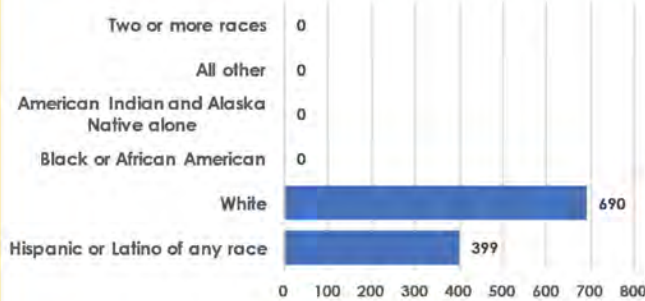
DEMOGRAPHIC HIGHLIGHTS



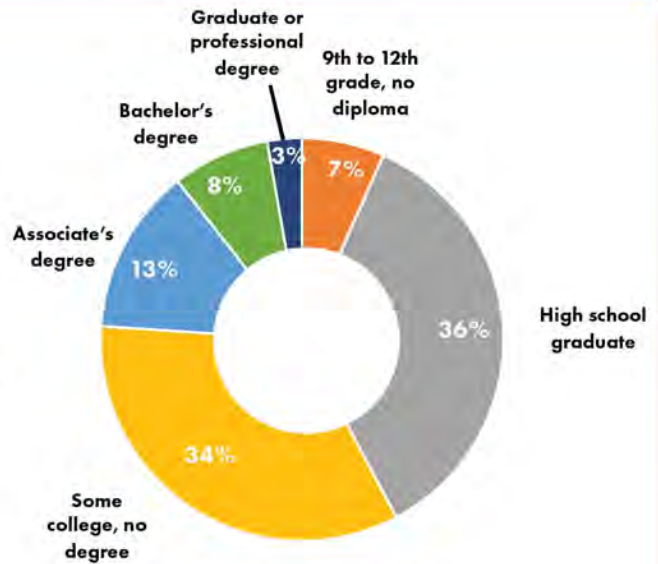
HOUSING



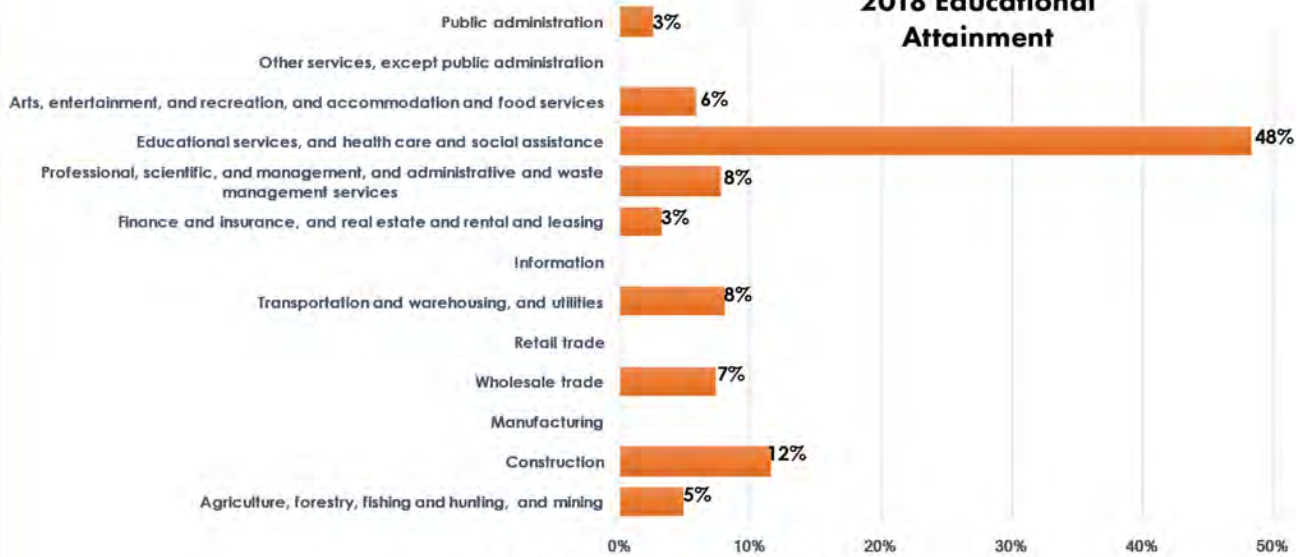
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



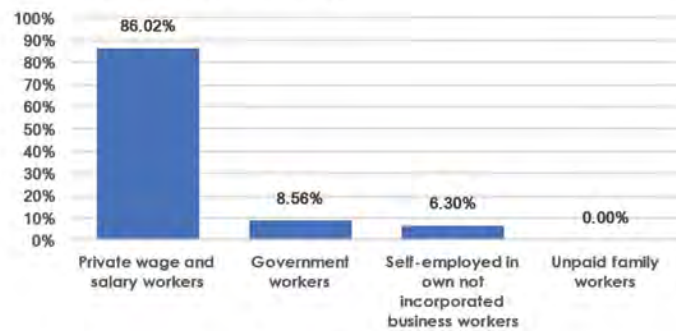
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Increase visibility of key attractions along the Salt Missions Trail Scenic Byway highlighting connections to Salt Missions Trail Scenic Byway.

Project 1. Develop an online guide to the Salt Missions Trail Scenic Byway in conjunction with Estancia, Willard, and Mountainair.

- Action 1. Build on Torrance County's cultural and historic assets and the Salt Missions Trail Scenic Byway by working with New Mexico True and the County.
- Action 2. Package a day trip and weekend trip organized around the Salt Missions Trail Scenic Byway and Salinas Pueblo Missions National Monument that includes routes and destinations.
- Action 3. Collaborate with Moriarty and Estancia to pursue Rails to Trails funding along old and new NM 41 and Salt Mission Trail Scenic Byway to allow people to bike, walk, and ride horses to and from Moriarty and Estancia. The cooperation of each community and the County is needed to develop a viable plan that would have the potential to be considered for grant funding.
- Action 4. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 5. Encourage additional short-term rentals in McIntosh and surrounding area.
- Action 6. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism, Torrance County, and Estancia's websites.
- Action 7. Maintain updated information on all related websites.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 2. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 2. Support and promote local farmers.

- Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming divisions.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

ALTERNATIVE ENERGY

GOAL 3. Attract solar farms to the McIntosh area.

Project 3. Market McIntosh as ideal for solar farms due to the proximity to other farms and the transmissions lines.

- Action 1. Work with EVEDA to prepare marketing materials that identify the ideal locations and the steps needed to develop.
- Action 2. Distribute to alternative energy networks.

ENCINO COMMUNITY

The community of Encino makes up the east central part of Torrance County (see purple area outlined in red on the map). Within its boundaries are the Village of Encino and El Cabo Wind Farm. Three highways converge in the Village of Encino: US 60, US-285, and NM 3. These highways, the Burlington Northern and Santa Fe Railway, and ranching are what have put Encino on the map.

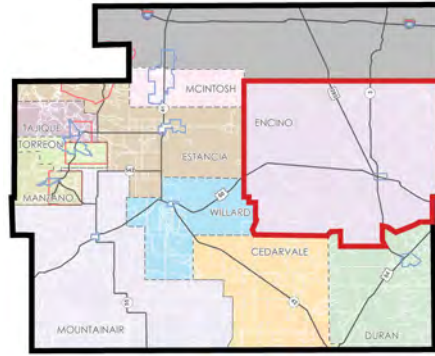
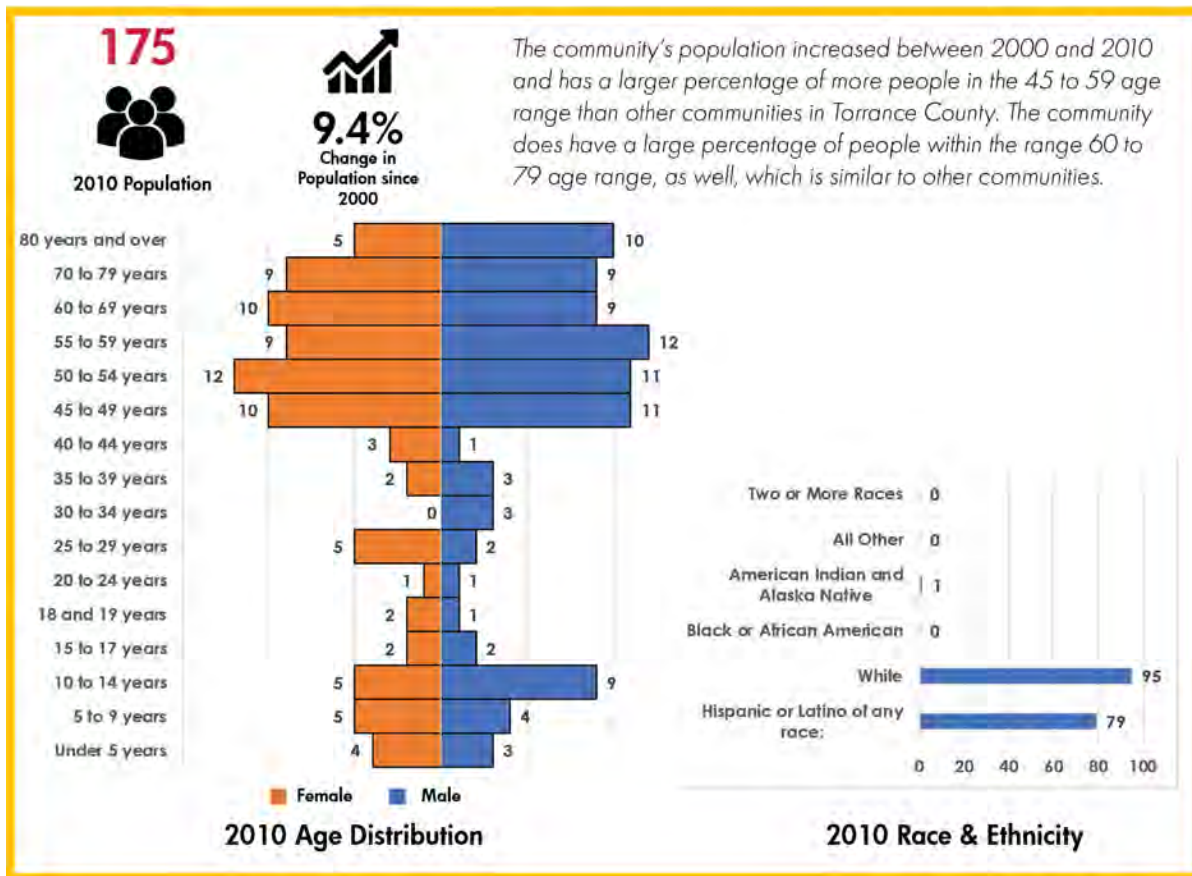
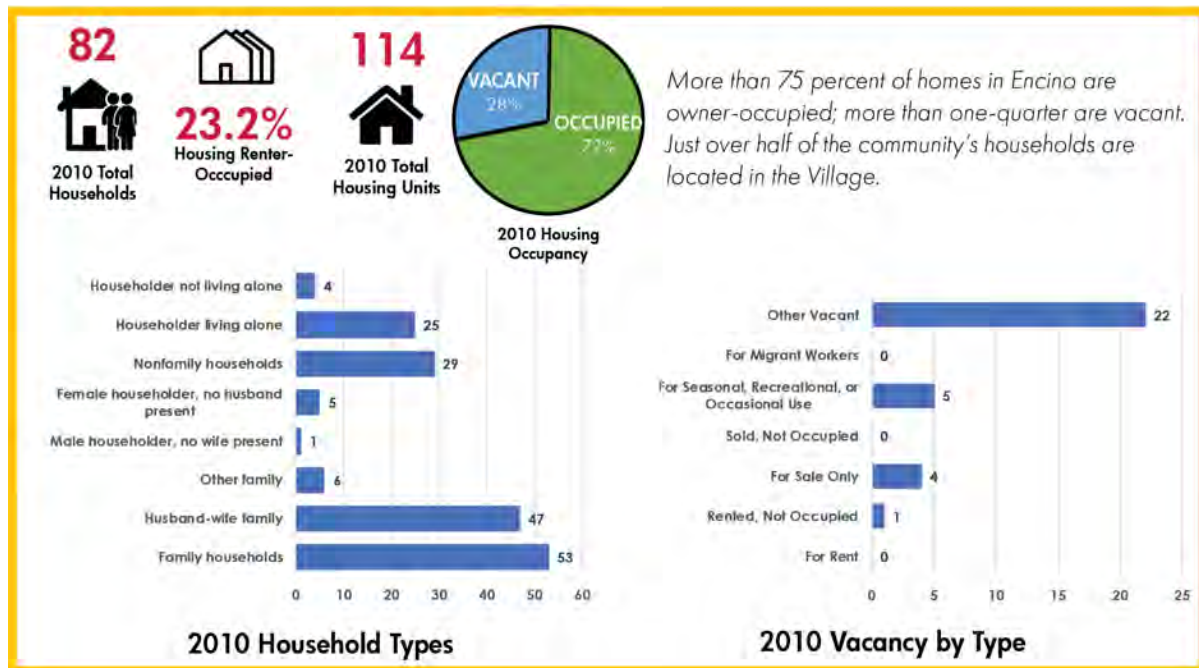


FIGURE 2-14. ENCINO COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Ranchland

Historically, the Encino landscape was ideal for raising cattle and sheep; more recently water levels have made such uses challenging.

Wind

Encino and areas east are the ideal location for wind farms.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

US 285 and US 60

Running north-south in the eastern side of the county, US 285 connects Encino to Interstate-40 in Clines Corners (outside the study area). US 285 is an important link between the oil and gas fields in southeastern New Mexico and I-40 and from southeastern New Mexico to Santa Fe. It intersects US Route 60 in Encino. Culturally, Encino and the communities along Route 60 evoke what the more well-known Route 66 might have been if Route 66 had not been replaced by interstate highways.

Burlington Northern and Santa Fe Railway

The Burlington Northern and Santa Fe Railway (BNSF Railway) is the largest rail company in the US and goes through the Village of Encino but does not stop (Clovis is the closest stop). The former Atchison, Topeka and Santa Fe Railway and Burlington Northern Railroad merged in 1996 to form BNSF Railway. Its 35,000 miles of track connect 28 states.

LOCAL ECONOMY, WORKFORCE, AND JOBS

Agriculture—Ranching

Much of the workforce are ranchers or ranch hands.

Rock Quarry

The Torrance Quarry operated by Vulcan Materials Company employs both permanent and temporary employees.

VILLAGE OF ENCINO

The Village of Encino is located at the junction of US 54, US 285, and NM 3 (see red star on the map) and is home to less than one-third the community's population. Encino has the highest median age of all the communities in southern Torrance County, which suggests it has a larger aging population than neighboring communities. More than half of the Village's housing is vacant, and more than 80 percent of the Village's population is not in the labor market. Fifty percent of those employed have jobs in Public Administration.

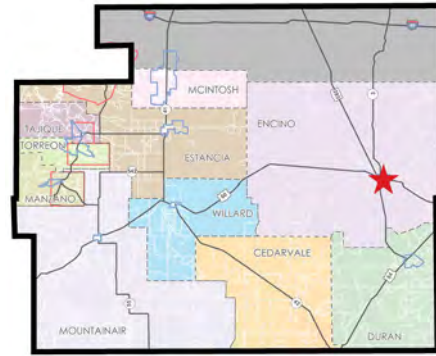
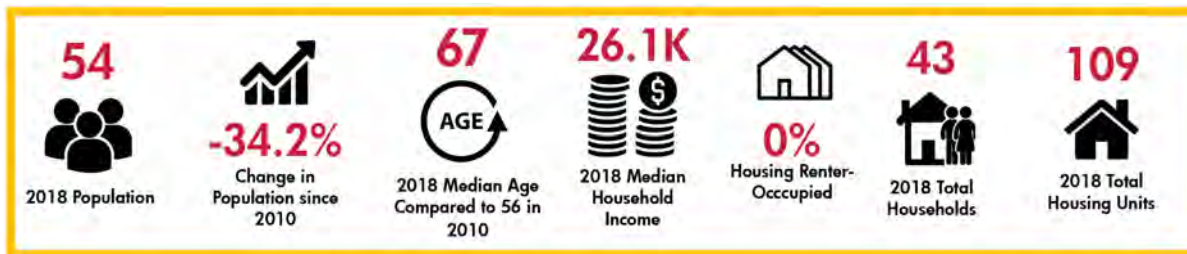
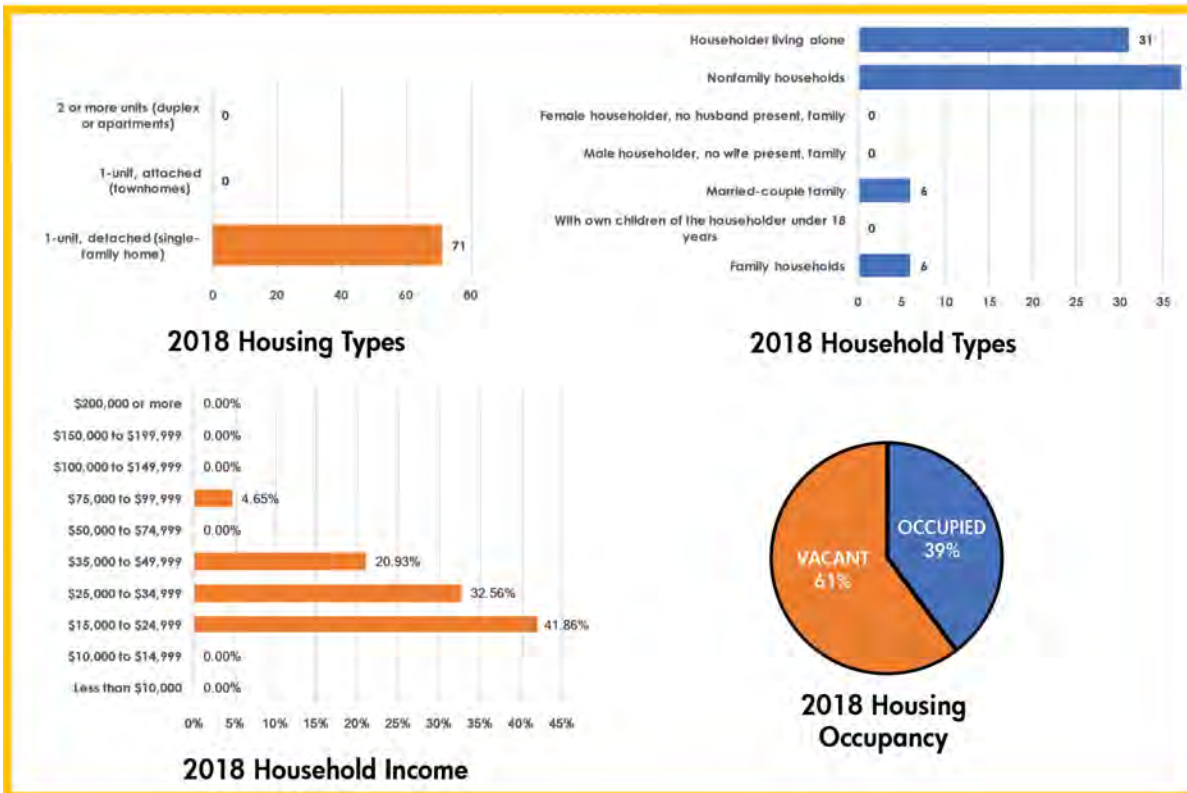


FIGURE 2-15. VILLAGE OF ENCINO
CONTEXT MAP

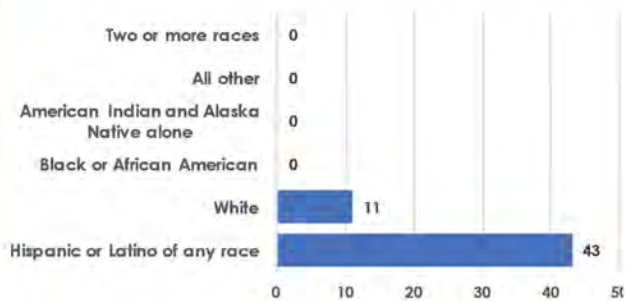
DEMOGRAPHIC HIGHLIGHTS



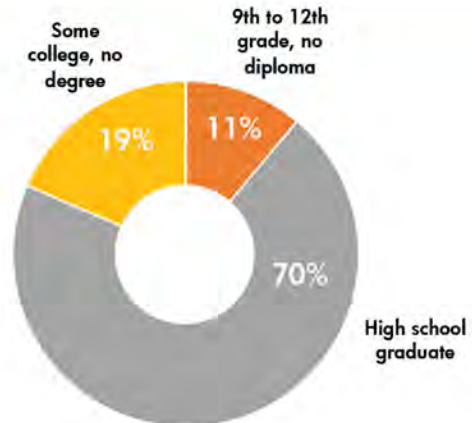
HOUSING



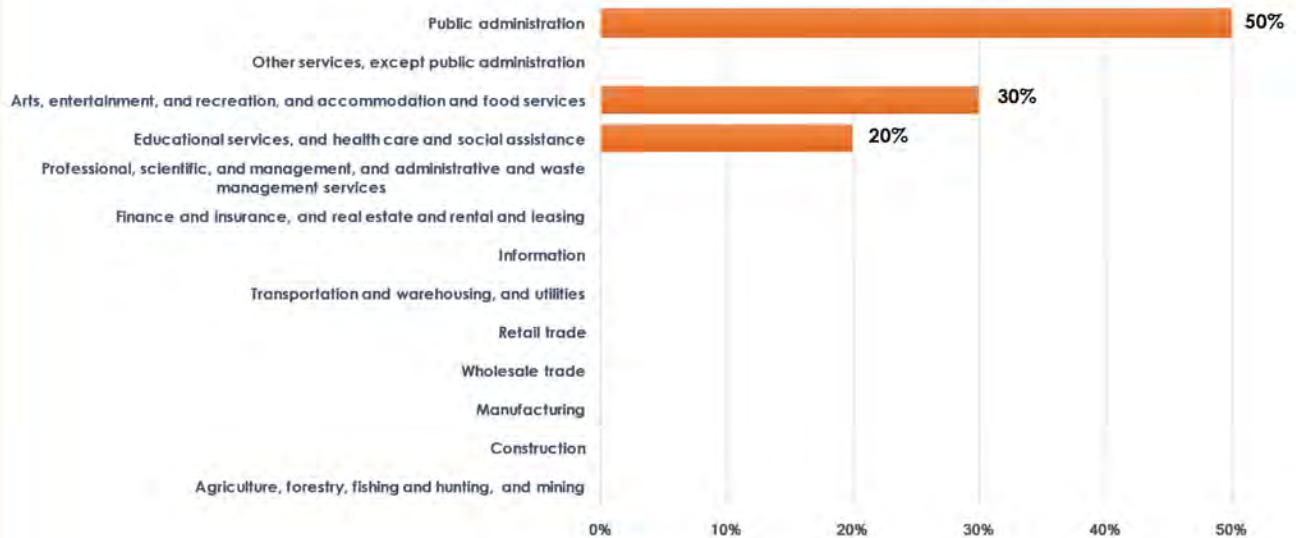
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



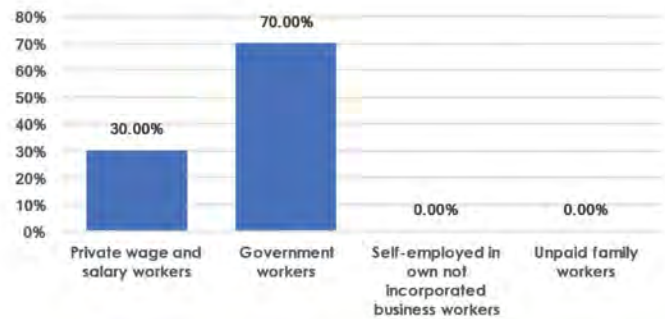
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Promote US 60 as “The Other 66” highlighting connections to the salt lakes, Salt Missions Trail Scenic Byway and Abó Pass Trail Scenic Byway.

Project 1. Develop an online guide to “The Other 66” in conjunction with Mountainair and Willard.

- Action 1. Build on Torrance County’s cultural and historic assets and “The Other 66” by working with New Mexico True and the County.
- Action 2. Package a day trip and weekend trip organized around “The Other 66” that includes routes and destinations.
- Action 3. Boost the salt lakes as a geologic attraction with wayfinding, viewing platforms, and marketing.
- Action 4. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 5. Encourage short-term rentals in Encino and surrounding area.
- Action 6. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism and Torrance County websites.
- Action 7. Maintain updated information on all related websites.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 2. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 2. Support and promote local farmers.

- Action 1. Work with the County’s Economic Development Manager and NM Department of Agriculture’s marketing and development programming divisions.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

MARKETING TORRANCE COUNTY NATURAL MEAT

GOAL 3. Support local ranchers in local, grass-fed meat production and promotion.

Project 3. Develop promotion strategy.

- Action 1. Meet with EVEDA, the County, and the Department of Agriculture’s New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources and strategize.
- Action 2. Identify New Mexico grass-fed beef ranchers, such as Ernest Perez & Sons and Ranch Encino to promote to increase their market and sales with available resources.
- Action 3. Meet with ranchers to determine what resources they need to process and promote their product and match them with available resources.

ALTERNATIVE ENERGY

GOAL 4. Attract wind and solar farms to the Encino area.

Project 4. **Market Encino as ideal for wind and solar farms due to the proximity to other farms and the transmissions lines.**

- Action 1. Work with EVEDA to prepare marketing materials that identify the ideal locations and the steps needed to develop.
- Action 2. Distribute to alternative energy networks.
- Action 3. Work with area landowners to establish guidelines for new farms and transmission lines.

INFRASTRUCTURE REVITALIZATION

Like other former railroad villages, parcel sizes in Encino are too small for conventional liquid waste systems requiring more expensive closed systems to develop existing parcels under current NMED liquid waste regulations.

GOAL 1. Provide NMED compliant community water system.

- Action 1. Consolidate the non-conforming lots into larger parcels by means of legal surveys capable of sustaining both a well and conventional liquid waste systems that conform with NMED Liquid Waste Program regulations.

DURAN COMMUNITY

The Duran community is in the far southeastern corner of Torrance County (see green area outlined in red on the map). Within its boundaries is the unincorporated village and CDP of Duran at the junction of US 54 and NM 3. Duran was once a bustling town and stop along the El Paso & Northeastern Railroad. When the railroad moved south, Duran was accessed by US 54, built in the 1930s. Later, I-25 was constructed and attracted commerce north. Many of its historic properties are vacant including once prominent commercial destinations and residential buildings.

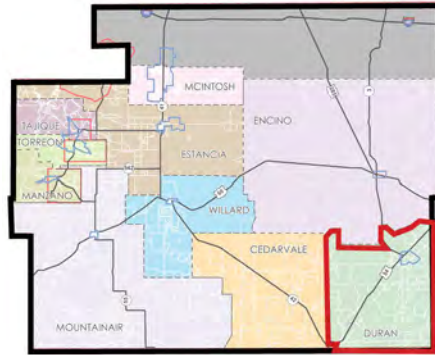
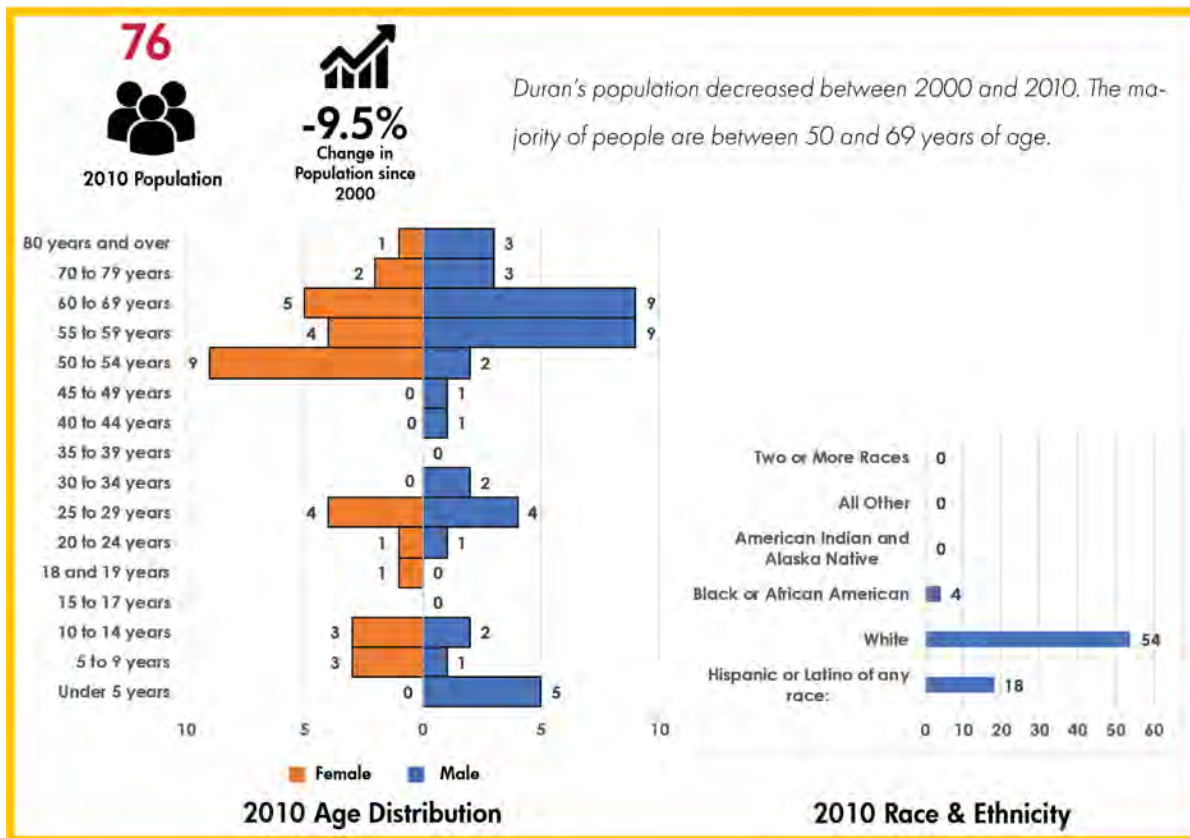
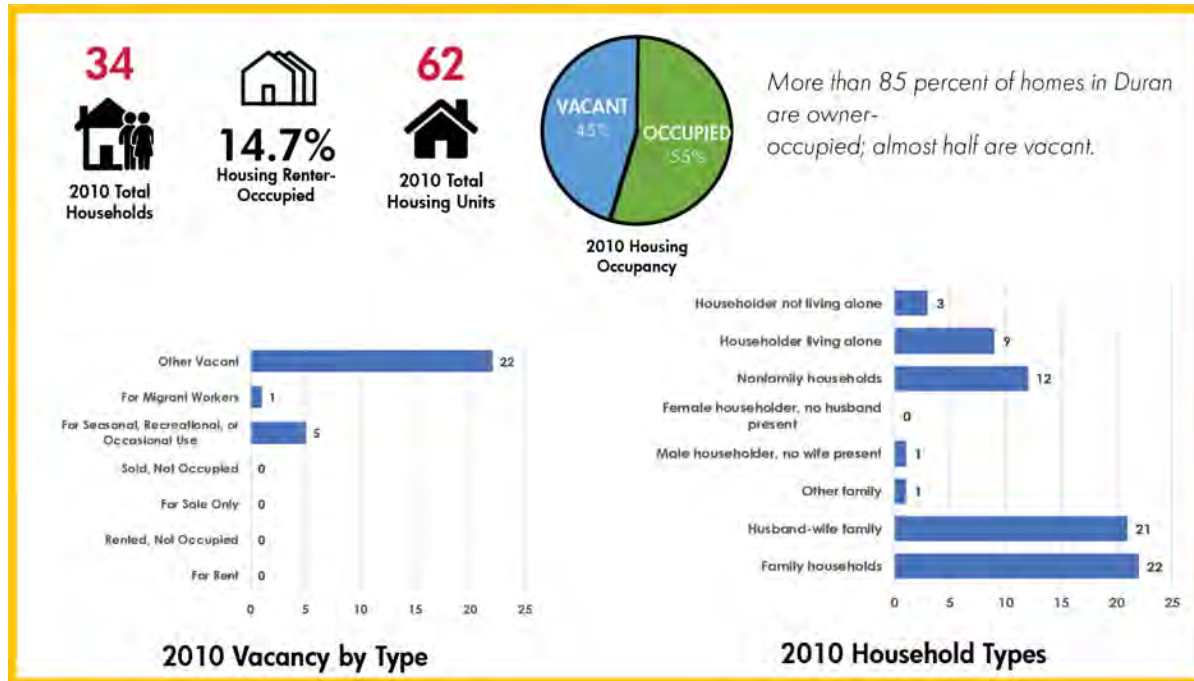


FIGURE 2-16. DURAN COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Salt Lakes

West of Duran and northeast of Cedarvale are two salt lakebeds.

Wind

The wind and high plains in the Duran area are ideal for wind farms.

Duran and Trinchera Mesas

The Duran area has several mesas with elevations of 7,000 feet. The Duran Mesa Wind Farm is operated by Pattern Development on Duran Mesa.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

US 54 and NM 3

NM 3 tees into US 54 in Duran CDP.

Available Buildings and Property

The CDP has many abandoned historic buildings, including the community's general store and hotel.

Utilities

Duran village has a community water system provided by Vaughn. The system needs repairs to keep it operational. State appropriations were approved to expand water storage capacity.

LOCAL ECONOMY, WORKFORCE, AND JOBS

Agriculture—Ranching and Farming

Duran has several ranches and farms, including Brahim Hindi & Sons. The area has Mule Deer population that could be an attraction for hunting and bring additional income for ranchers/farmers.

DURAN CDP

Duran CDP is located at the junction of US 54 and NM 3 (see red star on the map) with an identified population of 11 in 2018. Less than 15 percent of households in Duran Community are in Duran CDP. More homes are vacant in the outlying community than in the CDP, yet the CDP's population is estimated to have significantly decreased since 2010. Residents work within the census categories of 1) Construction; and 2) Agriculture, forestry, fishing and hunting, and mining.

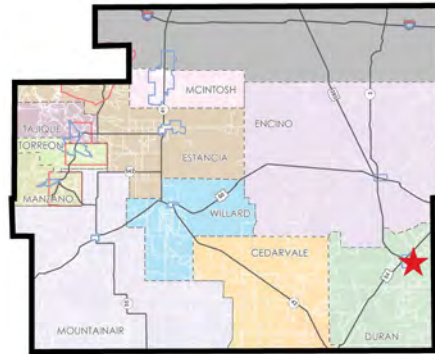
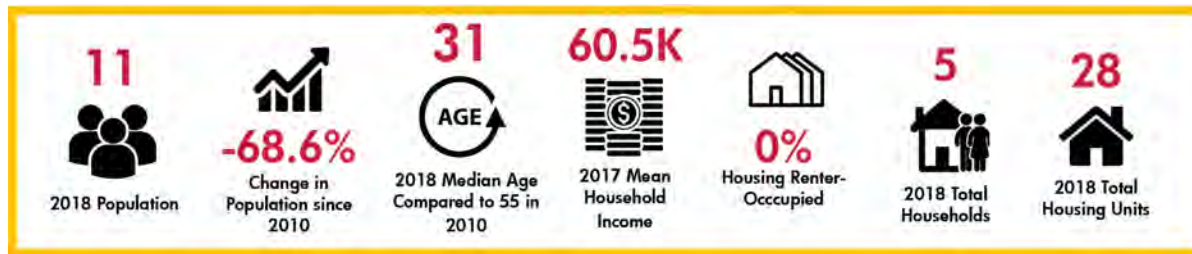
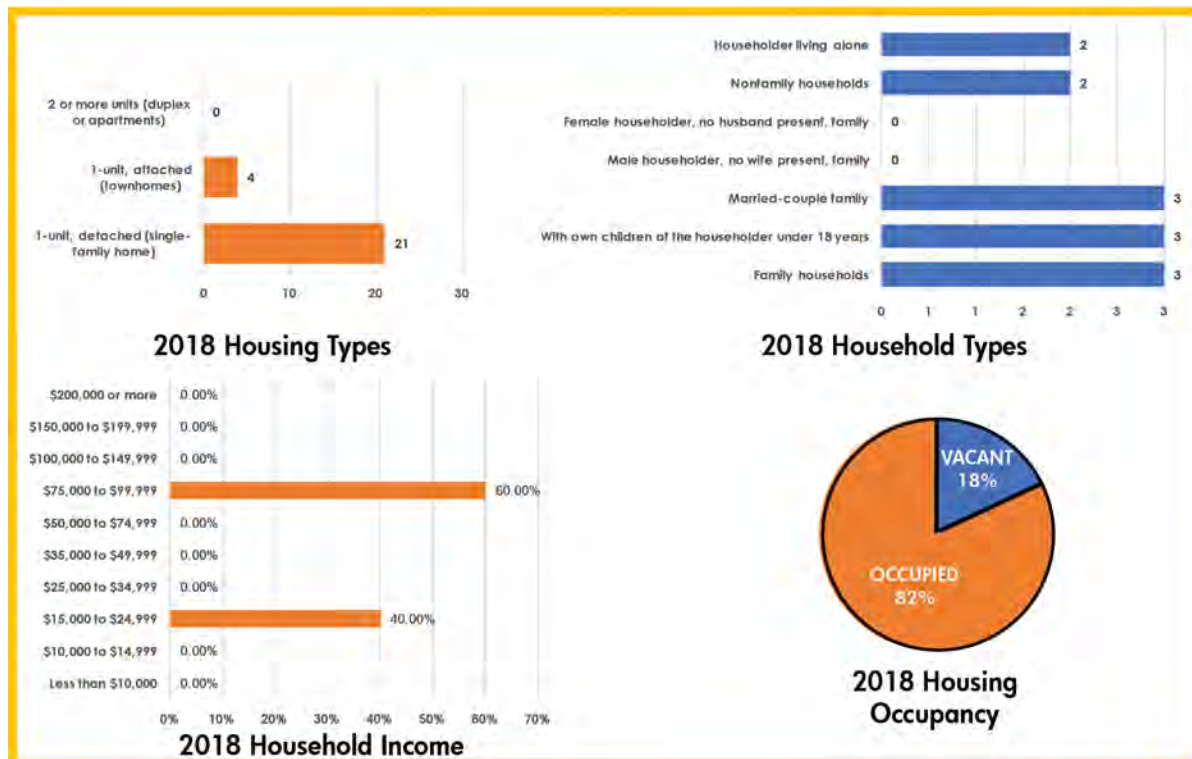


FIGURE 2-17. DURAN CDP CONTEXT MAP

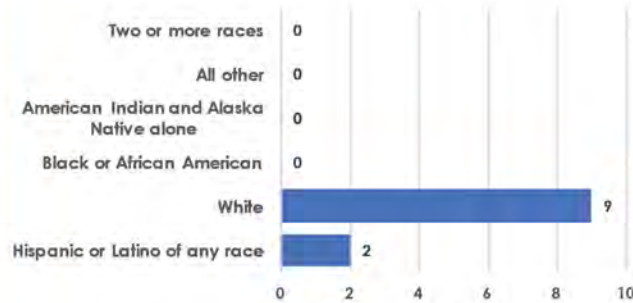
DEMOGRAPHIC HIGHLIGHTS



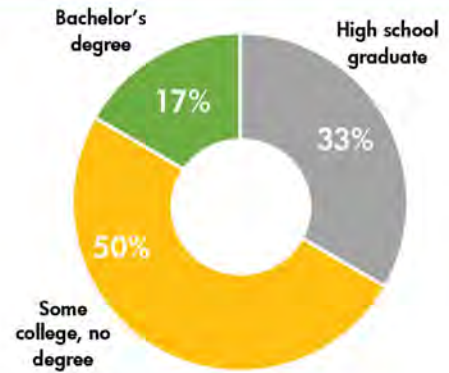
HOUSING



RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



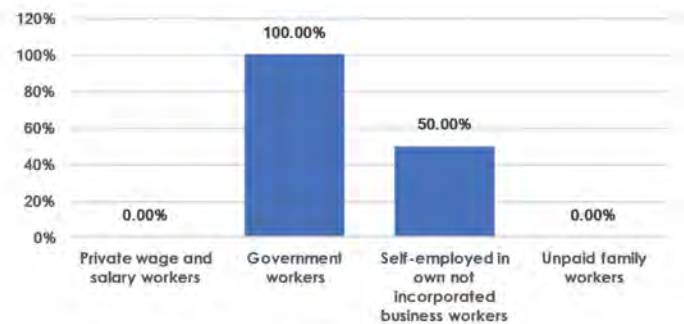
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Promote the salt lakes east of Duran as a geological attraction.

Project 1. Develop an online guide of the salt lakes in conjunction with Cedarvale.

- Action 1. Build on Torrance County's cultural and historic assets and the salt lakes by working with New Mexico True and the County.
- Action 2. Boost the salt lakes as a geologic attraction with wayfinding, viewing platforms, and marketing.
- Action 3. Organize local businesses to coordinate hours of operation to increase business at local restaurants, stores, lodging.
- Action 4. Encourage short-term rentals in Duran and surrounding area.
- Action 5. Promote local restaurants, lodging, other businesses, events, and visitor center using social media and New Mexico Department of Tourism and Torrance County websites.
- Action 6. Maintain updated information on all related websites.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 2. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 2. Support and promote local farmers.

- Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming divisions.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

MARKETING TORRANCE COUNTY NATURAL MEAT

GOAL 3. Support local ranchers in local, grass-fed meat production and promotion.

Project 3. Develop promotion strategy.

- Action 1. Meet with EVEDA, the County, and the Department of Agriculture's New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources and strategize.
- Action 2. Identify New Mexico grass-fed beef ranchers, such as Brahim Hindi & Sons to promote to increase their market and sales with available resources.
- Action 3. Meet with ranchers to determine what resources they need to process and promote their product and match them with available resources.

INFRASTRUCTURE REVITALIZATION

The village is served by an antiquated community water system operated by the Town of Vaughn in Guadalupe County. The pipeline serving the system is undersized and does not meet the New Mexico Office of the State Engineer minimum standards. Constant maintenance of the system is required. Torrance County has investigated funding improvements to serve the community's needs. Parcel sizes within the village are very small and the community water system is not sufficient to serve all the

existing parcels. Village parcels are too small under NMED and County standards to allow conventional liquid waste systems to be used thus requiring more expensive enclosed liquid waste systems if the community is to grow.

GOAL 4. Provide water communitywide.

Project 4. **Update water system to be NMED compliant.**

- Action 1. Consolidate the non-conforming lots into larger parcels by means of legal surveys capable of sustaining both a well and conventional liquid waste systems that conform with NMED Liquid Waste Program regulations.
- Action 2. Expand storage capacity of the existing community water system with the appropriations awarded to Torrance County.
- Action 3. Replace existing piping.

CEDARVALE COMMUNITY

The community of Cedarvale is along the southern boundary of Torrance County between Mountainair and Duran (see peach area outlined in red on the map). Within its boundaries are the small unincorporated communities of Cedarvale and Progresso (the first County Seat), and the High Lonesome Wind Farm. NM 42 connects Cedarvale to Corona to the south and Willard to the north. The community is sparsely populated and primarily ranch and farmland.

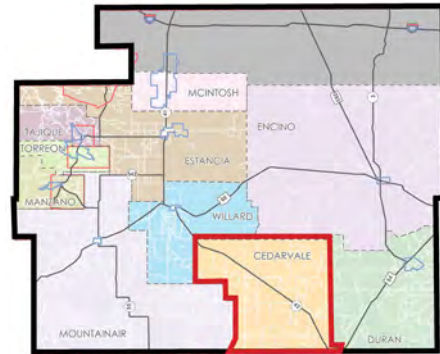
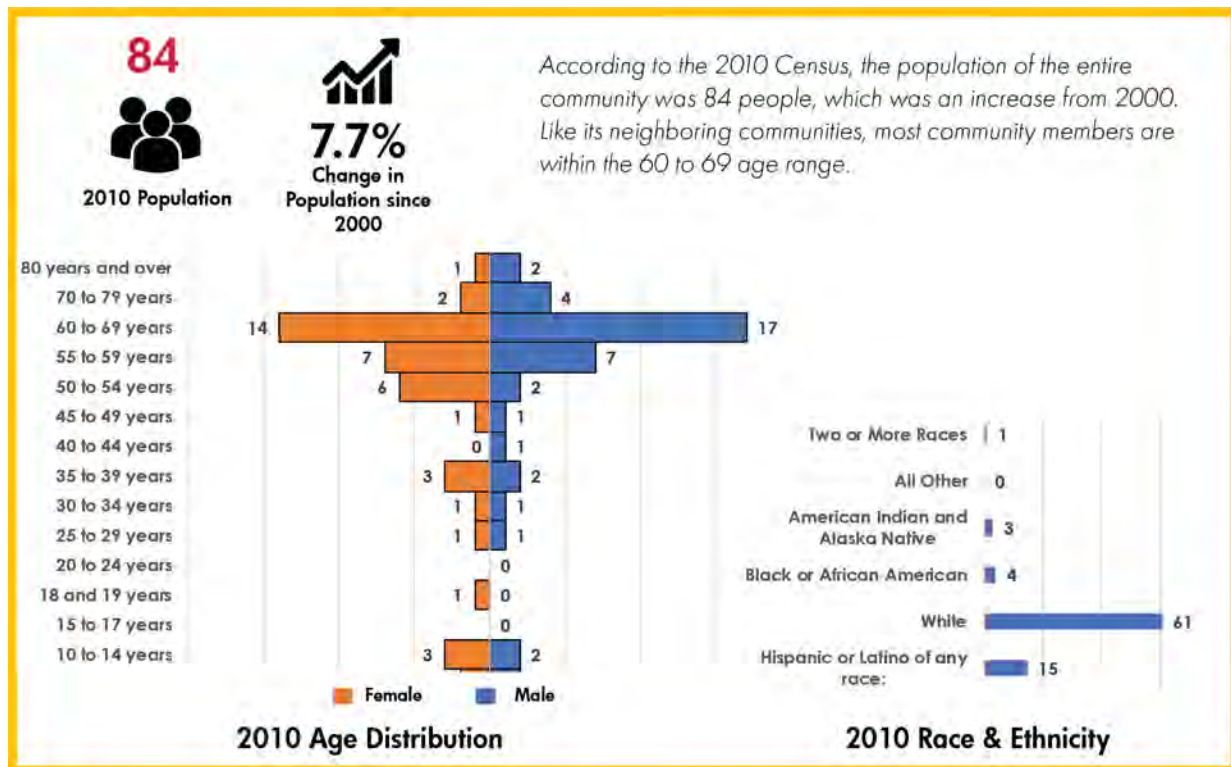
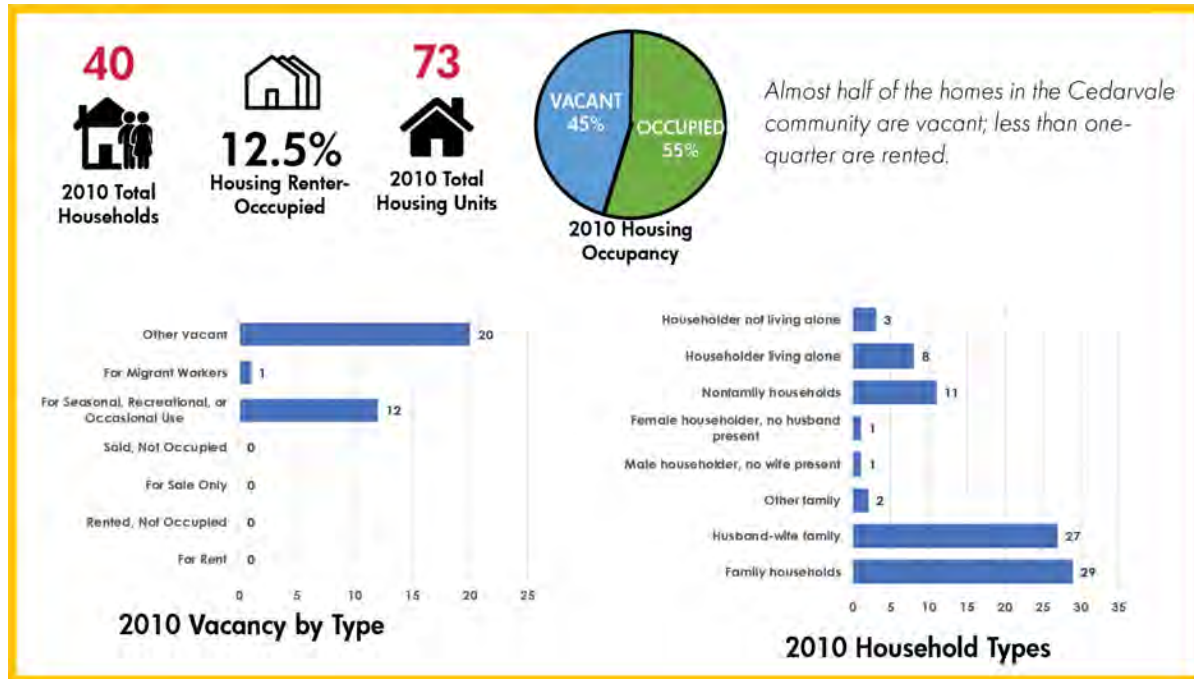


FIGURE 2-18. CEDARVALE
COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

Cibola National Forest

The southernmost section of Cibola National Forest (part of the Mountainair Ranger District) is in the southwestern side of the Cedarvale community and known for Gallinas Peak. Gallinas Peak is just south of the Torrance County line and has an elevation of 8,667 feet. It is heavily forested and considered ideal for hiking or mountaineering with a primitive campground.

Wind

The high plains between the Willard and Cedarvale communities are ideal for wind harvesting.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

NM 42

This two-lane state route runs southeast-northwest connecting Cedarvale to Corona and US 54 in the south and Willard and US 60 in the north.

Utilities

The Village of Cedarvale is an unincorporated community and does not have a community water system available to parcels within the village limit. A community water system is essential to economic/population growth in this community. Individual liquid waste systems serve the residential and commercial parcels within the village.

LOCAL ECONOMY, WORKFORCE, AND JOBS

High Lonesome Wind Farm

High Lonesome Wind Farm is due west of Progreso along the northern edge of the Cibola National Forest and has 40 turbines owned by Edison Mission Energy. Wind turbine maintenance is an ongoing need for wind farms and currently 15 Torrance County residents are employed to maintain the farm.

Ranching and Farming

Cedarvale's semi-arid landscape has attracted some ranches and farms.

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Promote the salt lakes northeast of Cedarvale as a geological attraction.

Project 1. Develop an online guide of the salt lakes in conjunction with Duran.

- Action 1. Build on Torrance County's cultural and historic assets and the salt lakes by working with New Mexico True, the County, and interested landowners.
- Action 2. Boost the salt lakes as a geologic attraction with wayfinding, viewing platforms, and marketing.
- Action 3. Organize businesses in nearby Corona to coordinate hours of operation to increase business at local restaurants, stores, and lodging.
- Action 4. Maintain updated information on all related websites.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 2. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 2. Support and promote local farmers.

- Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming divisions.
- Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water, soil, and the economy in Torrance County.

MARKETING TORRANCE COUNTY NATURAL MEAT

GOAL 3. Support local ranchers in local, grass-fed meat production and promotion.

Project 3. Develop promotion strategy.

- Action 1. Meet with EVEDA, the County, and the Department of Agriculture's New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources and strategize.
- Action 2. Identify New Mexico grass-fed beef ranchers, such as L6 Cattle Ranches to promote to increase their market and sales with available resources.
- Action 3. Meet with ranchers to determine what resources they need to process and promote their product and match them with available resources.

INFRASTRUCTURE REVITALIZATION

Village parcels are too small under New Mexico Environment Department (NMED) and County standards to allow conventional liquid waste systems to be used thus requiring more expensive enclosed liquid waste systems. Due to the lack of water resources in the vicinity, an NMED compliant community water system would best serve the needs of future residents in the village.

GOAL 4. Provide NMED compliant community water system.

- Action 1. Consolidate the non-conforming lots into larger parcels by means of legal surveys capable of sustaining both a well and conventional liquid waste systems that conform with NMED Liquid Waste Program regulations.

WILLARD COMMUNITY

The community of Willard is in the center of the county (see area outlined in red on the map). It includes the Village of Willard and the junction of US 60, NM 41, and NM 42. The Village of Willard was home to the junction of two historic railroads, New Mexico Central Railroad (which later became Santa Fe Central) running north-south and Atchison, Topeka & Santa Fe (AT&SF) Railway running east-west. As a result, in 1902 Willard became a boomtown with hotels, restaurants, stores, dance halls, saloons, and a newspaper and bank. By the mid-1920s, its population and popularity dropped due to drought and less train traffic than expected. The Santa Fe Central tracks were removed in the mid-1970s when the railroad closed.

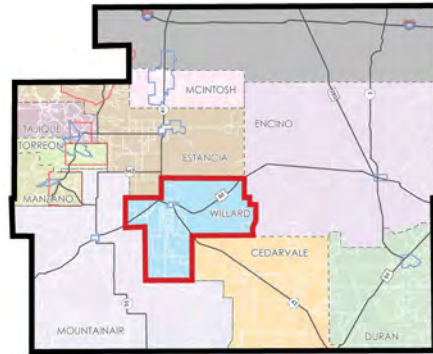
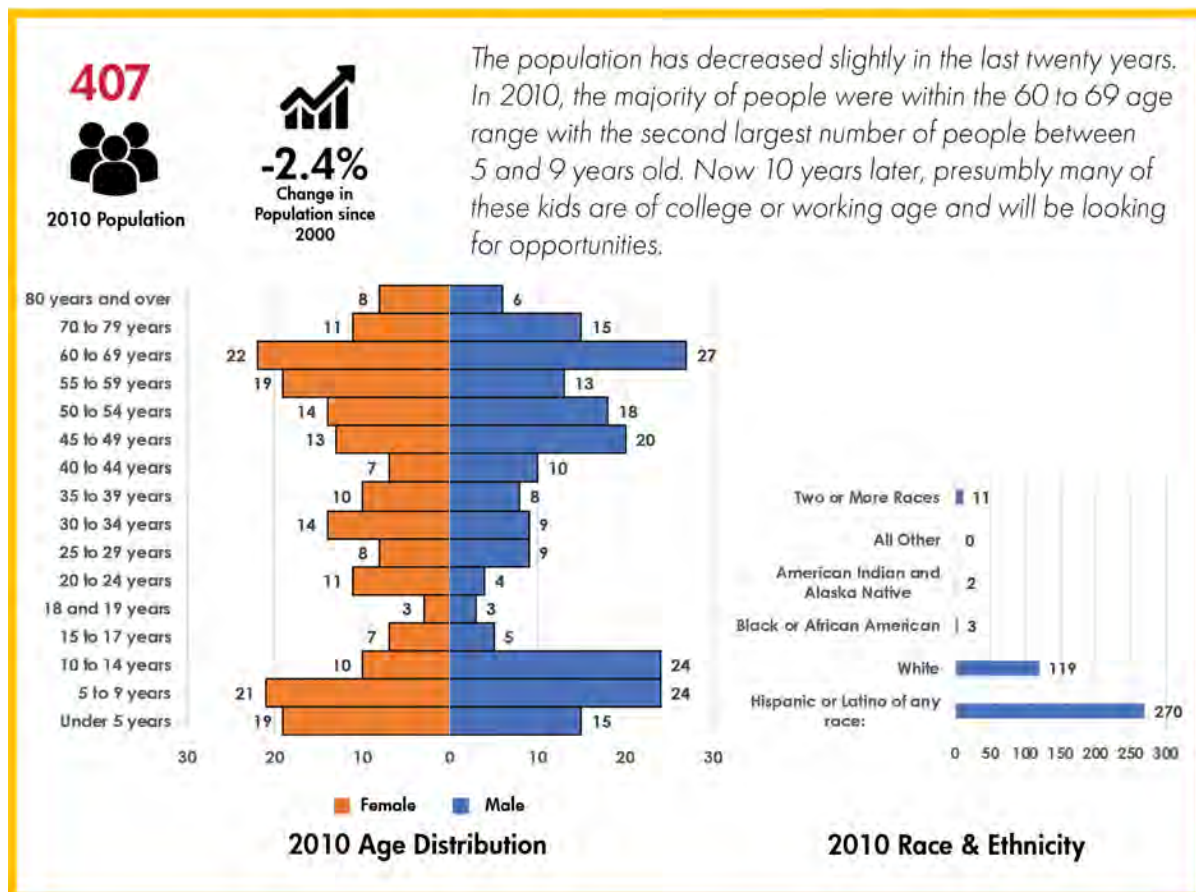
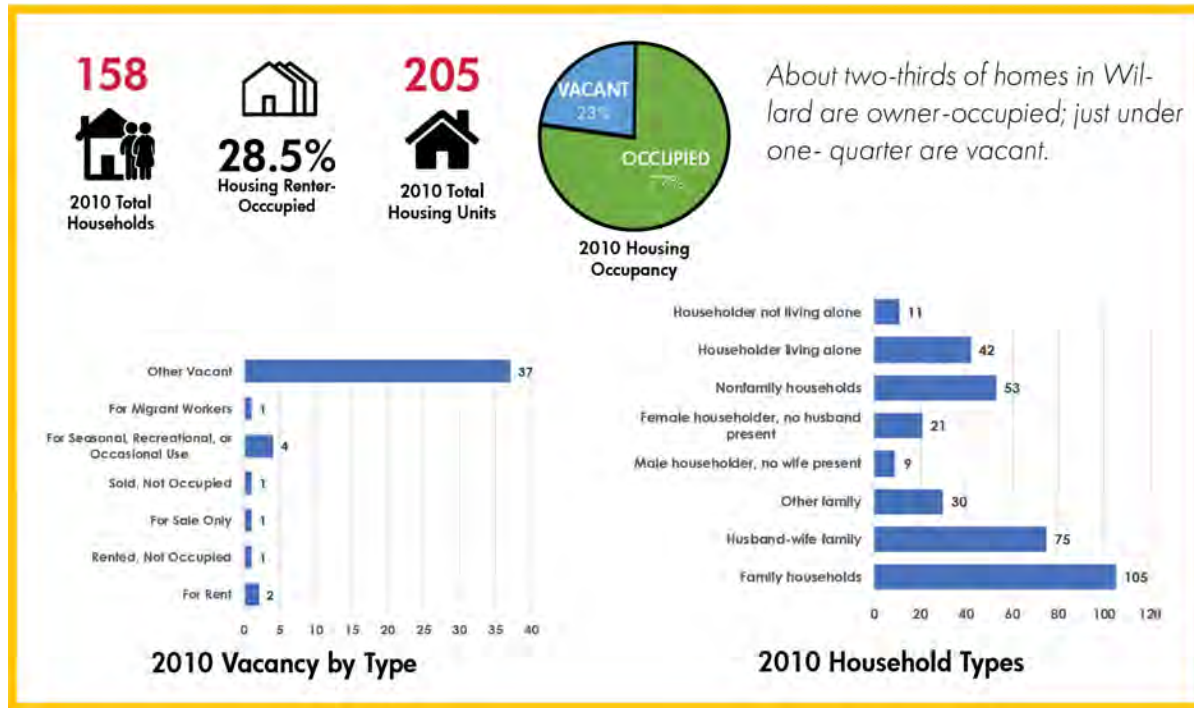


FIGURE 2-19. WILLARD COMMUNITY CONTEXT MAP

DEMOGRAPHICS



HOUSING



ASSETS INVENTORY

LAND, NATURAL, AND CULTURAL RESOURCES

First Railroad Town in Torrance County

The Village of Willard was developed around the railroads and quickly became a hub. However, it was also quick to lose its population. Mountainair became a more popular location for commerce and production.

Cibola National Forest

The southernmost section of Cibola National Forest (part of the Mountainair Ranger District) is in the south end of the Willard.

Salt Lakes—Laguna del Perro

Laguna del Perro is the largest salt lakebed in the county. It runs 12 miles north-south. US 60 crosses the lakebed offering views of the vast beaches east of the Village of Willard.

INFRASTRUCTURE, BUILDINGS, AND ACCESS TO CAPITAL

US 60 and NM 42

NM 42 is a two-lane route running southeast-northeast between Willard, Progresso, Cedarvale, and Corona; it connects to US 60 in Willard. From a cultural perspective, Willard and the communities along Route 60 evoke what the more well-known Route 66 might have been if Route 66 had not been replaced by interstate highways.

Salt Missions Trail Scenic Byway

The Salt Missions Trail Scenic Byway passes through Willard (along NM 41) and turns southwest along toward Mountainair along route 60. There is opportunity to attract more tourists traveling along the byway if amenities were offered in Willard.

Utilities

The Village of Willard is an incorporated municipality and has a community water system available to parcels within the village limit. Individual liquid waste systems serve the residential and commercial parcels within the village.

LOCAL ECONOMY, WORKFORCE, AND JOBS***Willard Cantina***

The Willard Cantina is a local restaurant in the Village of Willard that has its own branding as “Chile with Attitude.” The cantina has become a destination on Fridays for its Friday Fish Fry.

Ranching

This part of the county has had an increase in ranching due to the subdivision of land.

Willard Dairy

The Willard Dairy is in the vicinity of the Village but offers no information about jobs or employment opportunities and declined to participate in the planning effort.

High Lonesome Wind Farm

Although the High Lonesome Wind Farm is along the northern edge of the Cibola National Forest within the Cedarvale Community, it is accessed from Willard. High Lonesome Wind Farm has 40 turbines owned by Edison Mission Energy. Wind turbine maintenance is an ongoing need for wind farms.

VILLAGE OF WILLARD

The Village of Willard is located at the junction of US 60, NM 41, and NM 42 (see red star on the map) and is home to one-third of the Willard Community's population. The Village's population increased slightly between 2010 and 2011 but has decreased since 2011. The Village has a lower median age than other communities in Torrance County. Residents work in the census categories of 1) Educational services, healthcare, and social assistance and 2) Transportation, warehousing, and utilities. More than half the community's housing is in the village and half of those units are vacant.

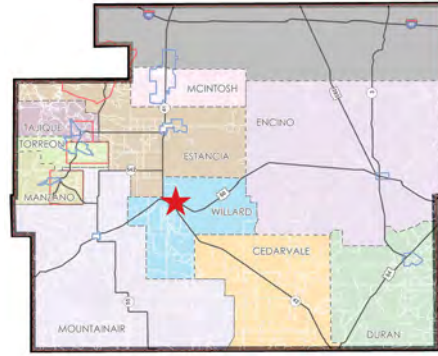
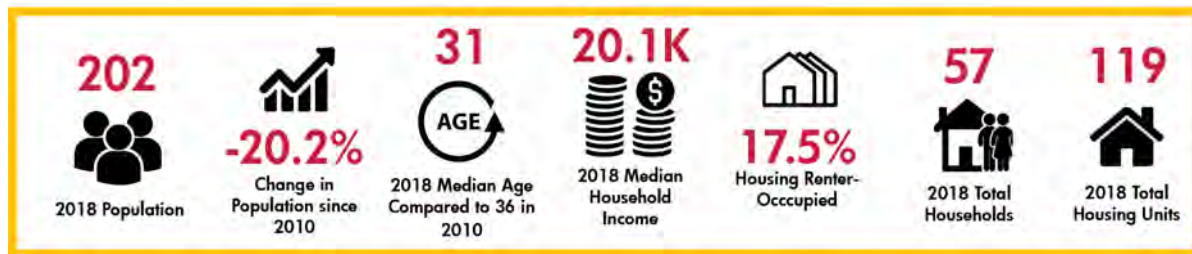
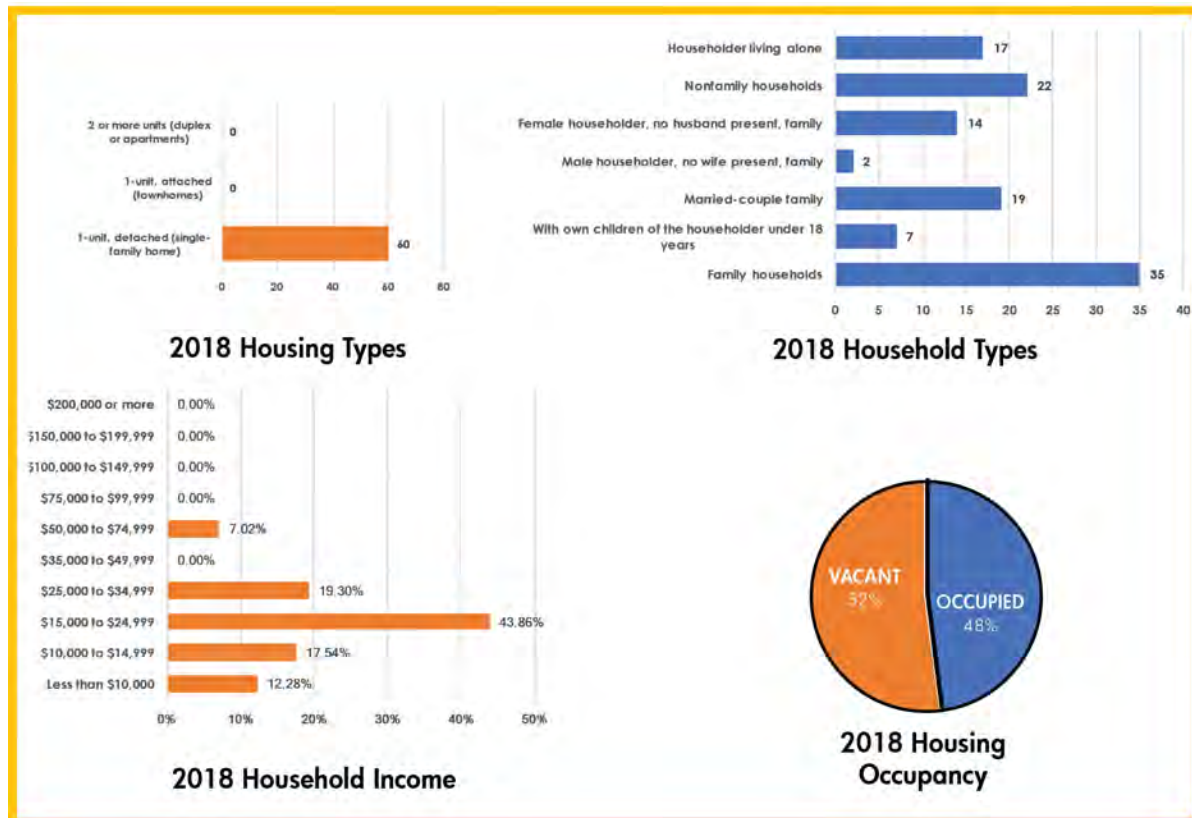


FIGURE 2-20. VILLAGE OF WILLARD CONTEXT MAP

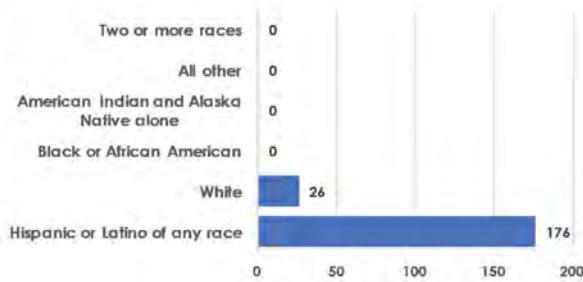
DEMOGRAPHIC HIGHLIGHTS



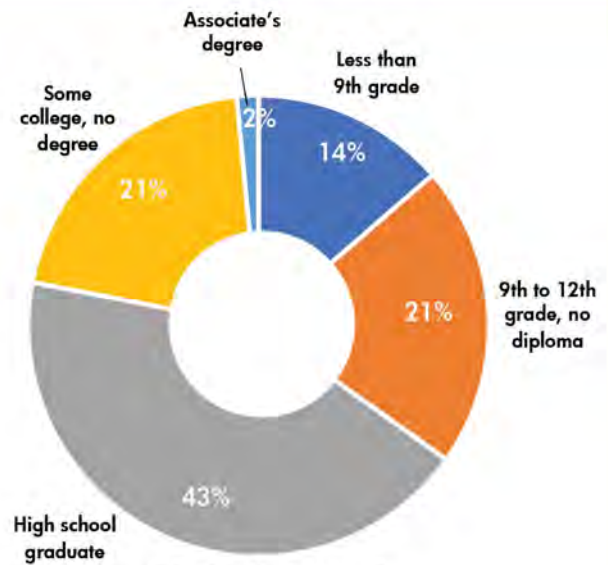
HOUSING



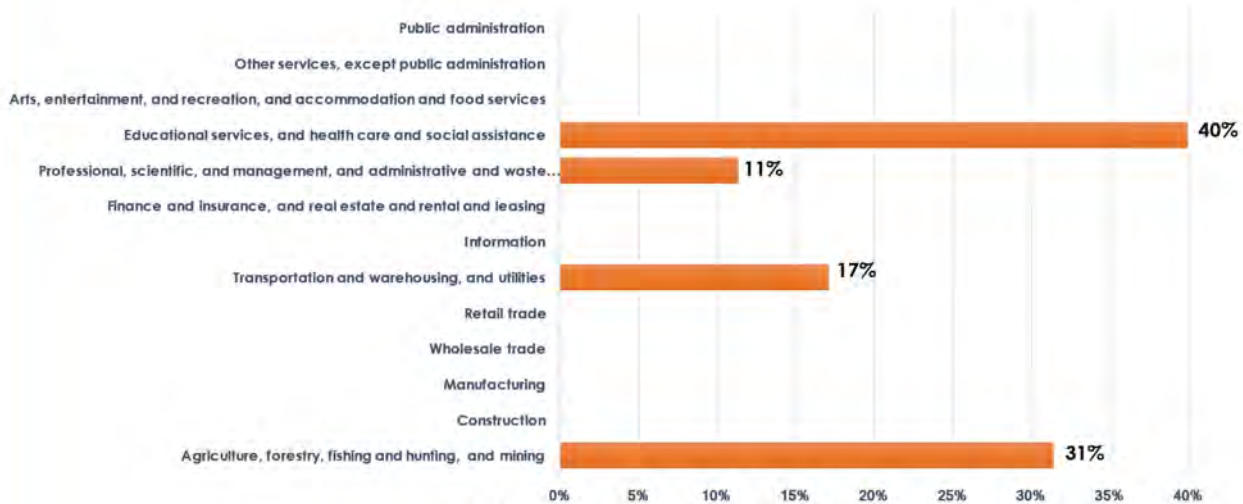
RACE, EDUCATION & EMPLOYMENT



2018 Race & Ethnicity



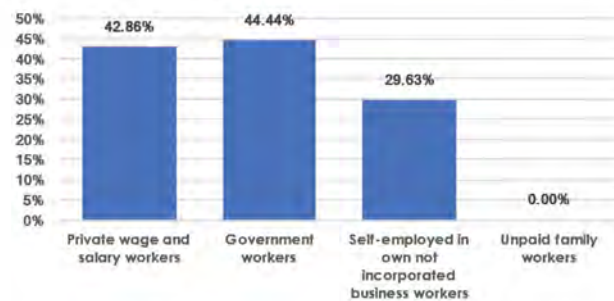
2018 Educational Attainment



2018 Employment by Industry



2018 Labor Force



2018 Types of Workers

POTENTIAL PROJECTS

PLACE-BASED CULTURAL AND RECREATIONAL TOURISM

GOAL 1. Promote US 60 as “The Other 66” highlighting connections to the salt lakes, Salt Missions Trail Scenic Byway, and Abó Pass Trail Scenic Byway.

Project 1. **Develop and revitalize an open space/monument that would interact with main street retail by design so that local businesses and visitors have better access to each other. The open space/monument is roughly conceptualized as a four-tiered facility that would include a public building (learning center), an athletics/entertainment venue, green space, and a monument.**

Action 1. Form a subcommittee of the Torrance County Heritage Center Advisory Board to work with a contractor to develop a plan for open/space monument design.

Action 2. Via the Torrance County Heritage Center Advisory Board, request that Torrance County Grant Coordinator work with the sub-committee to identify grant sources and apply for funding.

Action 3. Once funding is acquired, develop a design for the open space/monument and request funding for project.

Project 2. **Participate in developing public access to the salt lakes.**

Action 1. Become a member and participate in meetings of the Salt Missions Trail Scenic Byway economic development team so that the Town of Willard can have a voice in planning the development of a public access to the salt lakes.

Project 3. **Develop an online guide to “The Other 66” in conjunction with Mountainair and Willard.**

Action 1. Build on Torrance County’s cultural and historic assets and “The Other 66” by working with New Mexico True and the County.

Action 2. Package a day trip and weekend trip organized along “The Other 66” that includes routes and destinations.

Action 3. Promote the local restaurant and future businesses on social media and New Mexico Department of Tourism and Torrance County websites.

Action 4. Maintain coordinated hours of operation and updated information on all related websites.

INFRASTRUCTURE REVITALIZATION

GOAL 2. Modify and improve infrastructure to better the quality of life for residents.

Project 4. **Improve roadways.**

Action 1. Continue Local Government Road Fund (LGRF) Grant through the State of New Mexico.

Action 2. Work with Torrance County Commission to see where there are opportunities to collaborate on projects to speed progress.

Project 5. **Update well.**

Action 1. Assess necessary improvements, locate potential funding source, and submit application,

Project 6. **Increase street lighting.**

Action 1. Create design, locate potential funding source, and submit application.

Project 7. **Work with EVEDA and Torrance County to develop a sustainable energy facility to increase revenue for the Town and diversify income.**

Action 1. Decide whether Willard would like to become a member of EVEDA. If yes, then determine the means to restore membership, If no, then develop a critical path for achieving the development of a sustainable energy facility.

SUSTAINABLE AND VALUE-ADDED AGRICULTURE

GOAL 3. Build upon the centuries-old agricultural heritage of Estancia Valley by supporting cultural agriculture practices on traditional and new crops.

Project 8. **Support and promote local farmers.**

Action 1. Work with the County's Economic Development Manager and NM Department of Agriculture's marketing and development programming divisions.

Action 2. Participate actively in the countywide taskforce to determine the ideal uses that limit negative long-term effects on water and the economy in Torrance County.

MARKETING TORRANCE COUNTY NATURAL MEAT

GOAL 4. Support local ranchers in local, grass-fed meat production and promotion.

Project 9. **Develop promotion strategy.**

Action 1. Meet with EVEDA, the County, and the Department of Agriculture's New Mexico—Taste the Tradition® program, and Agricultural Marketing Resource Center to understand resources and strategize.

Action 2. Identify New Mexico grass-fed beef ranchers to promote to increase their market and sales with available resources.

Action 3. Meet with ranchers to determine what resources they need to process and promote their product and match them with available resources.

County Fairgrounds

The County has a long-term vision to upgrade and make more productive use of the County Fairgrounds. The improvements recommended for the Fairgrounds support the County's community economic development goals.

This chapter includes the vision, goals, components and uses, schematic plan, and general strategy for phasing with preliminary cost estimates for the Fairgrounds. More detailed planning, engineering, and architectural work will be part of a future project.

The Fairgrounds chapter is organized as follows:

- Fairgrounds Vision and Goals
- Overview of Uses and Components
- Schematic Plan
- Phasing and General Cost Estimates

VISION AND GOALS

VISION

The 20-year vision for the Torrance County Fairgrounds is a community gathering space that celebrates Estancia Valley's heritage, provides cutting-edge training facilities and educational space, and offers Estancia residents with a year-round destination for outdoor recreation and events.

GOALS

- GOAL 1.** The Fairgrounds offer space for promoting Estancia Valley's culture and heritage.
- GOAL 2.** Events and activities at the Fairgrounds promote conservation in agricultural practices.
- GOAL 3.** Space for the community to be educated and entertained is provided.
- GOAL 4.** The Fairgrounds offer a cohesive indoor/outdoor facility for community gatherings.

OVERVIEW OF USES AND COMPONENTS

The Fairgrounds are located on the southern end of Estancia and make up part of the block bounded by Highland Avenue, 8th Street, NM 55, and 10th Street. Within the same block are several community services, including Estancia Police and Fire Department, Estancia Aquatic Center, Estancia Public Library, baseball field, Arthur Park, and Lake Arthur. Along the western entrance to the grounds are the Torrance County Head Start preschool and the East Torrance Soil and Water Conservation District offices. The following descriptions and recommendations result from the Fair Board's assessment at their January 2020 meeting. The notes from the Fair Board are in Appendix C.

Currently the Fairgrounds are used annually for the County Fair and for Old Timers Day. Occasionally the grounds are made available for receptions, graduations, or funerals at no charge. The grounds and facilities are not used on a daily or regular basis. This infrequent use may save on management costs, but maintenance becomes an issue when used so infrequently. Torrance County and Fair Board leadership wish to make more use of the Fairgrounds year-round. Based on the site assessment and consultation with the County leadership and Fair Board, the Fairgrounds schematic plan addresses the existing conditions (see Figure 3-1) and includes recommendations for the following components:

1. Circulation and Parking
2. Buildings and Facilities
3. Native Vegetation and Landscaping
4. Programming

FIGURE 3-1. TORRANCE COUNTY EXISTING FAIRGROUNDS



The County Fairgrounds have the potential of becoming a hub for multiple events throughout the year. Rodeos, horse shows, gymkhanas, trail riding base camp, a farmers' market, arts and crafts shows, flea markets, livestock sales and exchanges, and numerous county-wide events. The following pages describe the current conditions of the Fairgrounds and the recommended improvements.

CIRCULATION AND PARKING

CIRCULATION

Currently, circulation within the Fairgrounds is undefined—there are no designated areas for pedestrians or vehicles. The Schematic Plan shows how clearly defined vehicular and pedestrian systems can make access easier and safer.

Vehicular Circulation

The Fairgrounds have two primary entrances: one on 8th Street and one on 10th Street. Aside from those entrances, the circulation pattern inside the Fairgrounds is not intuitive and could be improved to guide visitors directly to parking areas, barns, and rodeo arena. As shown in the Schematic Plan (Figure 3-2), a perimeter drive connecting the two entrances would maximize connectivity to parking areas and the major facilities within the reconfigured site. This new perimeter drive should be surfaced with base course topped with crusher fines or decomposed granite to allow for year-round use and minimize the effects of mud during the rainy season.

Pedestrian Circulation

Currently, pedestrian access into the Fairgrounds is limited to the vehicular gates on 8th and 10th. Two gates in the north boundary fence—one east of the pool, and another behind the fire hydrant on the library site—are kept locked, prohibiting pedestrian connections from the adjacent park. Lake Arthur has a walking path around it which could easily be extended to make a connection into the Fairgrounds property as alternative pedestrian access.

Pedestrian access to the Fairgrounds should be accommodated through the main entrances, as well as along the northside connecting to the existing public amenities as shown in the Schematic Plan. Due to low traffic volumes during much of the year, pedestrian routes could be combined with vehicular use around the perimeter of the Fairgrounds to offer a walking path when the fair or rodeo are not in session. That path could include guided stations with exercise equipment, to provide a designated outdoor exercise area for Estancia residents. Interior circulation between and among the facilities shown on the plan would be accommodated via paved plazas and pathways. See the native vegetation section for more detail about planting adjacent to the path.

Pedestrians, bicyclists, and equestrians could reach the Fairgrounds via the Salt Missions Trail along Old NM 41. This connection should be pursued to promote recreation.

PARKING

Currently the parking areas are not contiguous and are dirt lots. When it rains, the mud makes them difficult to navigate, especially for people in wheelchairs. During the Fair, parking can usually be accommodated on-site, although better parking organization is needed to handle the crowds at large attendance events.

In the short-term, parking must be made ADA compliant. In the medium-term, designated parking areas as shown in the Schematic Plan near the entrances should be finished with permeable paving and drought-tolerant landscaping. The paving and landscaping will help manage stormwater and provide a better parking surface. See the native vegetation section for more detail about planting adjacent to parking areas.

Horse Trailer Parking

Parking for horse trailers is accommodated along the perimeter of the adobe wall surrounding the rodeo arena as shown in the Schematic Plan. In the long-term, more horse trailer parking and amenities could be accommodated if the Fairgrounds are expanded to the south.

RVs and Camper Parking

Parking for RVs and campers is needed as many people come from across the county and stay overnight. Currently they are parked along the fence separating the Fairgrounds from the ballfield. A camper and RV park could be accommodated if the Fairgrounds are expanded.

Other Parking

If the Fairgrounds are to be a destination for recreationists, bicycle parking and a hitching rail or stables for the horse will be needed.

TRANSPORTATION SERVICES

The Fair attracts residents from throughout the county, with travel times of up to an hour. To make activities at the Fairgrounds more accessible, public or on demand transportation could be offered so kids throughout the county can attend.

BUILDINGS AND FACILITIES

BARNES

Six barns are located on the Fairgrounds site. The barns are in varying condition and have varying potential to be used going forward. Some of the barns are not usable in their current state and some could be made usable with portable pens in the short-term as described below. In the long-term, five of the existing barns could be relocated or rebuilt in closer proximity to each other and the rodeo arena in one secured area. Relocating them together will improve flow for people and the livestock, reduce the heat issues by reorienting them to limit wide south-facing walls, and make it easier to secure the buildings year-round. All barns will need ventilation and cooling for animal welfare. The addition of insulation would help stabilize temperatures in the barns, and should improve the efficiency of the ventilation/cooling systems.

Steer Barn

The steer barn is adequate and should stay in its current location. In the short term, new partition panels (portable pens) could be added to make the barn more usable for housing livestock. Ventilation improvements will be needed when the pens are installed. If no pens are added in the short term, a ventilation and cooling system will be needed in the medium-term.

Goat and Sheep Barn

The goat and sheep barn is adequate and should stay in its current location for the short term. New portable pens would make the existing barn usable for pigs, goats, and sheep. In the long-term, the goat and sheep barn should be relocated parallel to the steer barn to improve the Fairgrounds' overall circulation, flow, and security as shown in the Schematic Plan.

Chicken and Rabbit Barn

The chicken and rabbit barn is too small for its intended use and should be enlarged and relocated to improve the Fairgrounds' overall circulation, flow, and security in the long-term.

Red Barn

The red barn is an interactive barn used to display animals for viewing. It should be relocated in the long-term to improve the Fairgrounds' overall circulation, flow, and security.

"Hot" Barn

The so-called hot barn is currently adjacent to the exhibit hall and is south facing. It gets too hot for animal use even with additional fans and should be removed when the exhibit hall is demolished to make way for the new multi-purpose facility.

Pig Barn

The pig barn was recently demolished, but rather than replace it in the short-term, the pigs can be moved into the sheep and goat barn, since their numbers have decreased. In the long-term, a new pig barn could be built near the rest of the relocated barns as shown in the Schematic Plan.

Show Barn

The current show barn is located adjacent to the exhibit hall. In the long-term, the show barn should be located in the center of the new secured barn area in close proximity to the other barns to ease transfers of animals to and from barns as shown in the Schematic Plan.

RODEO ARENA

The rodeo is part of Torrance County's heritage. It has drawn more people to the Fair in recent years. The company that is hired to coordinate the rodeo says it is one of the best in the state. In the short-term, the facility could be improved with hanging gates and improved livestock pens so animals can be housed and moved more easily.

In the long-term, the arena could be covered so it could be used year-round to work horses, host animal shows, or host working dog trainings. It also needs new and expanded bleachers and the stock pens need direct water supply.

Currently, people pull their pickups and watch the rodeo from the backs of the trucks, which could continue in the long-term as shown in the Schematic Plan.

MULTI-PURPOSE FACILITY

The current exhibit hall has foundation and water issues and has been designated for demolition. A new multi-purpose facility that serves as an exhibit hall, heritage center, and learning center year-round should replace the exhibit hall as soon as possible as shown in the Schematic Plan. The facility

should be made available for community events and rented out for private events. It should include a commercial kitchen, multi-stall restrooms, and a shower room. The facility will be more popular as a rental venue if it is connected to an outdoor entertainment area and the park. During demolition of the exhibit hall, it might be feasible to salvage the vinyl-faced insulation for re-use in the barns.

Heritage Center

The new multi-purpose facility could also provide a venue to showcase Torrance County's history and heritage that is integral to the County Fair. A separate feasibility study is underway for the heritage center.

Classrooms

The multi-purpose facility should be designed to accommodate school- or business-based educational trainings and classes. The classrooms should include cutting edge technology and have capacity for 20-30 computers and projection screens. See more about the classroom uses in the programming section.

Disaster Shelter

The Fairgrounds have been the County and area schools' designated disaster shelter and was used as such during the last fire in the mountains. It is also a designated gathering space for bomb scares or other disasters. The facility must continue to serve in this capacity.

ENTERTAINMENT AREA AND STAGE

The Fairgrounds and the Town of Estancia do not currently have a designated area for entertainment and performances. Recent enhancements to the County Fair, and a big draw to the Fair in the evenings, are nightly performances. The success of these performances has contributed to the desire for more community events with performances. Because there is no stage, the Fair rents a large tent and portable stage during the Fair. When the multi-purpose facility is constructed, a plaza with stage should be constructed adjacent to it to accommodate these popular events, as shown in the Schematic Plan.

CAMPING OR BUNK HOUSES

People who are at the Fair for multiple days camp on-site and adjacent to the Fairgrounds. Having more space for camping or rustic lodging would enable more year-round participation in a bigger variety of events. In the long-term, the Fairgrounds could be expanded to accommodate camping and bunk houses for student groups and participants in other multi-day events and trainings. The baseball field property south of the Fairgrounds could be an ideal location as shown in the Schematic Plan.

VEGETATION AND LANDSCAPING

The vegetation and landscaping at the Fairgrounds are not maintained year-round. Aside from a cluster of volunteer trees at the center of the Fairgrounds just west of the steer barn, and a few other isolated plantings, there is little or no vegetation. North of the Fairgrounds, the cottonwoods and vegetation in Arthur Park and around Lake Arthur are attractive and make the park inviting; however, it is inaccessible from the Fairgrounds.

Cohesive Grounds

The fence between the Fairgrounds and park should be removed, or in the short-term gates should be opened during daylight so the north and southside of the property can be connected as they have been in the past. The landscaping plan should integrate the community amenities north and west of the Fairgrounds, including Arthur Park and Lake Arthur, as well as the Estancia Public Library, Aquatic Center, and Soil and Water Conservation District offices improving its viability for year-round use. Arthur Park is the attractive “heart of Estancia” and could be made available for rentals along with the multi-purpose facility. A new greenway connection and smaller plaza can help connect the main entertainment area, multi-purpose facility to the lake, park, and parking lot as shown in the Schematic Plan. However, for safety and security purposes, some degree of access control is desirable. This could take the form more decorative fencing with larger gates, which would be more welcoming when opened, and should be arranged to allow sequential access to the various parts of the fairgrounds, depending on what uses are occurring.

Community Gardens

A community garden could be sited on the grounds in an area that area residents and students can use year-round. This use is consistent with the goal of promoting local agriculture and would attract people throughout many months of the year. An added benefit is that there is an opportunity to highlight the garden and produce grown there during the County Fair.

The gardens could be sited near the multi-purpose facility and East Torrance Soil and Water Conservation District Offices for joint-use as an outdoor classroom by the District in their drought-tolerant planting trainings as shown in the Schematic Plan.

Native Landscaping

Plantings do not have to be designated to just one area; rather, plantings should be located in clusters along the walking path and parking areas to provide physical guidance, visual interest, shade, and educational opportunities to inform fairgoers about what types of native, low-water species can grow in Estancia Valley. Drainage from any impervious surfaces like the perimeter drive and plazas will be water harvested to enhance landscape irrigation.

Interpretive and Educational Signage

The native landscaping and community gardens should include native plants and herbs. Plaques near plants could identify characteristics such as medicinal uses or if the plant is edible (i.e., juniper berries, snakeweed, wax currants). Where applicable, Spanish names of plants should be included on the plaques.

PROGRAMMING

CONSERVATION

As mentioned in the vegetation and native landscaping section, the community garden and native landscaping will serve as models for conservation. The gardens and plantings will double as outdoor classrooms with demonstration areas showing drip-irrigation, water harvesting, hydroponic, and

native plants. These areas should include interpretive signage explaining why the vegetation and irrigations systems are suitable for this climate and how to conserve water.

EDUCATION

The multi-purpose facility should include space for many types of year-round educational classes and trainings desired by the community, including parenting classes and “birth to grave” educational classes, arts classes in traditional crafts, 4H classes, martial arts classes, dance classes, language classes, as well as trainings for CNM, school district teachers, EMT, Fire Department, and Electric Company employees. The educational programming should include elements that preserve the area’s culture. For example, conversational Spanish for all ages, local history, music, and arts that relate to the area like classical guitar and crafts, such as retablos.

EXHIBITS

The county’s heritage should be displayed in permanent displays throughout the facility’s lobby and common spaces. Temporary exhibit space used during the Fair should be accommodated in the classrooms and multi-purpose rooms.

ENTERTAINMENT

The Fair now attracts many participants interested in the entertainment aspect, including live music and bingo. The Fairgrounds should accommodate these types of community events year-round.

SCHEMATIC PLAN

The Schematic Plan (Figure 3-2) illustrates conceptually how the property can serve the community year-round and host the County Fair more effectively. It shows how replacement and relocation of under-performing facilities can improve circulation for pedestrians, vehicles, people, and animals. It shows how the Fairgrounds can be opened up to connect to Arthur Park, Lake Arthur, and the Public Library and Aquatic Center to make better use of the community’s amenities and make the Fairgrounds available for year-round exercise, gardening, trainings, events, and performances.

FIGURE 3-2. SCHEMATIC PLAN



LEGEND

- PRIMARY VEHICULAR CIRCULATION
- PRIMARY PEDESTRIAN ACCESS
- PERIMETER TRAIL
- EXISTING ADOBE WALL
- NEW WALL TO SECURE BARN AREA
- EXISTING FENCE REMOVED FOR PEDESTRIAN ACCESS & FLOW
- NATIVE LANDSCAPING

- ① MULTI-PURPOSE FACILITY
- ② ENTERTAINMENT AREA & STAGE
- ③ ON-SITE PARKING
- ④ GREENWAY CONNECTION & PLAZA WITH ARTHUR PARK
- ⑤ COMMUNITY GARDEN

- ⑥ SECURED BARN AREA
 - A STEER BARN
 - B GOAT & SHEEP BARN
 - C RESTROOMS
 - D SHOW BARN
 - E CHICKEN & RABBIT BARN
 - F RED BARN
 - G PIG BARN
- ⑦ COVERED RODEO ARENA W/ BLEACHERS
- ⑧ HORSE TRAILER PARKING
- ⑨ POTENTIAL AREA FOR FUTURE EXPANSION

PHASING AND COST ESTIMATES

The Fair Board shared the improvements needed in the short- and medium-term, along with the desired improvements in the long-term.

PRELIMINARY PHASING

SHORT-TERM (IMMEDIATE TO 1 YEAR)

1. Upgrade the goat and sheep barn.
 - a. Get County Commission approval to use capital outlay money on portable pens.
 - b. House the pigs in the goat and sheep barn by reconfiguring this barn with portable pens that provide direct access to show ring and put in fans to address ventilation problems.
2. Make parking areas ADA compliant.
 - a. Get County Commission approval to use capital outlay money on disabled parking improvements.
 - b. Resurface, stripe, and sign the minimum number of parking spaces to serve disabled guests prior to the next County Fair.
3. Upgrade the rodeo with hanging gates and improved animal holding pens.
 - a. Get County Commission approval to use capital outlay money on rodeo gates and livestock pen improvements.
 - b. Replace gates and stock pens with new working facilities.
4. Seek additional funding at State Legislature for improvements.

MEDIUM-TERM (2-3 YEARS)

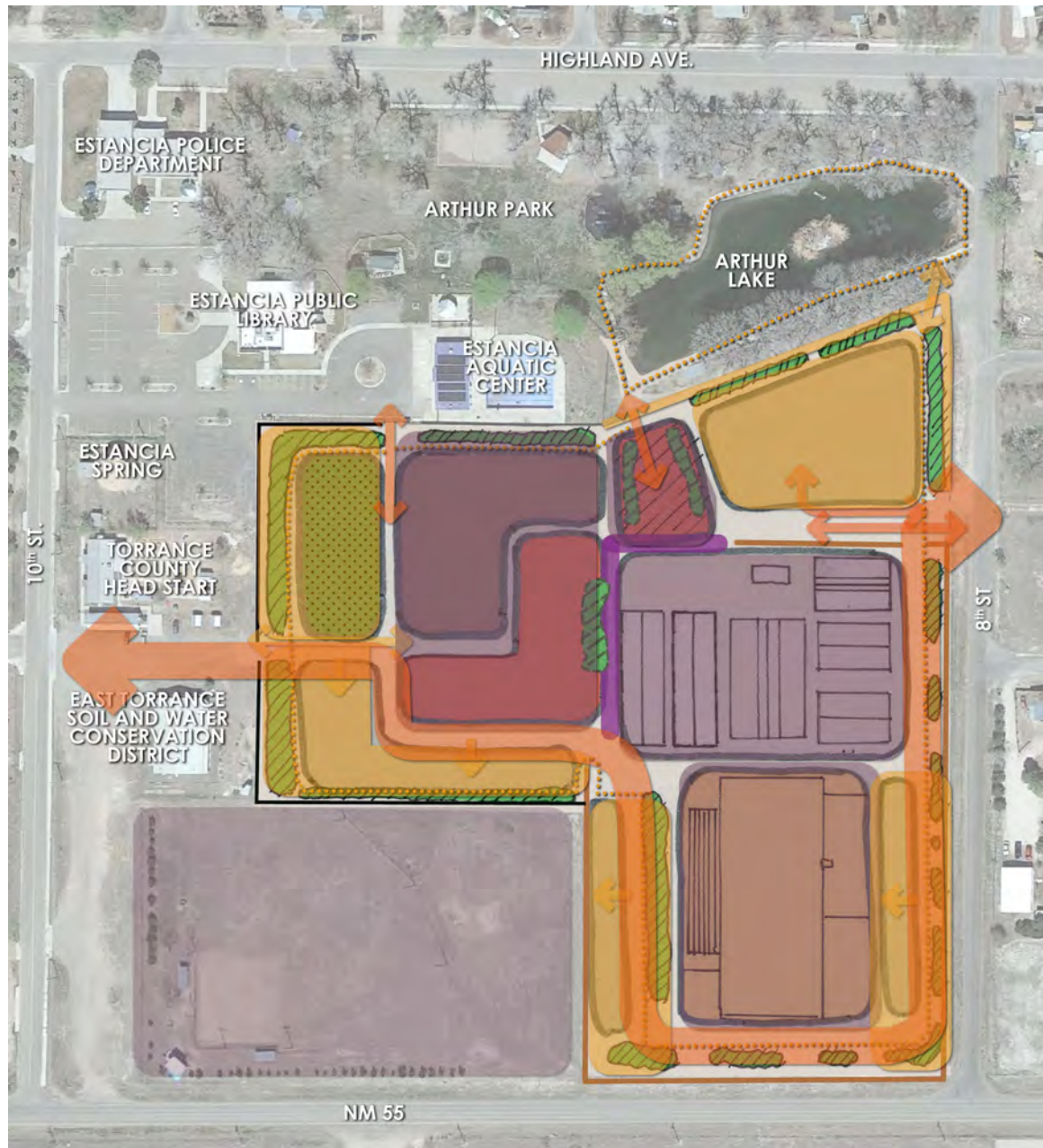
1. Resurface designated parking areas as shown in the Schematic Plan with permeable paving and integrate with storm-water run-off treatment and drought-tolerant landscaping (see Figure 3-3: Phasing Plan).
2. Build community garden and plant native plantings and include wayfinding and interpretive signage. Coordinate with the East Torrance Soil and Water Conservation District.
3. Build vehicular perimeter road and pedestrian perimeter trail for community use. Open gates to Lake Arthur during daylight hours.
4. Upgrade ventilation and cooling system in the steer barn.
5. Upgrade restrooms.

LONG-TERM (3 TO 10 YEARS)

1. Demolish the exhibit hall and replace with new multi-purpose facility and adjacent plazas, and stage (see Phasing Plan).
2. Relocate/rebuild the goat and sheep barn, chicken and rabbit barn, red barn in the secured barn area. Build a new pig barn and show barn. Build new wall to connect to existing adobe wall and secure barn area.
3. Finish landscaping and parking in north quadrant.
4. Construct a roof over the Rodeo Arena and bleachers.

5. Expand Fairgrounds to accommodate horse trailer, RV and Camper parking, bunk houses, and amenities.

FIGURE 3-3. PHASING PLAN



LEGEND

SHORT-TERM (PHASE 1) NOT SHOWN

- MEDIUM-TERM (PHASE 2)
- MEDIUM-TERM: CIRCULATION
- MEDIUM-TERM: EXISTING FENCE REMOVED
- LONG-TERM (PHASE 3)
- LONG-TERM: NEW WALL TO CONNECT TO EXISTING ADOBE WALL AND SECURE BARN AREA

GENERAL COST ESTIMATES

The following table provides a general preliminary estimate of the costs associated with each of the three phases: short-term, medium-term, and long-term. These estimates are conservative for planning purposes and will need to be refined as Torrance County leadership and the Fair Board confirm priorities and improvements.

ITEM #	ITEM DESCRIPTION	UNIT	QTY	UNIT COST	Total
PHASE 1 - SHORT-TERM IMPROVEMENTS					
1	Upgrade goat and sheep barn				
	- 6' side panels (enough for 40 portable pens; 4 rows of 10, back to back)	EA	64	\$150	\$9,600
	- 6' gates for portable pens	EA	40	\$200	\$8,000
	- Insulate and install fans in goat/sheep barn	LS	1	\$5,000	\$5,000
2	ADA Parking Compliance				
	- Surfacing, Striping for 6 spaces (2" asphalt over 6" base course)	SY	170	\$40	\$6,800
3	Rodeo arena improvements	LF	10	\$1,450	\$14,500
	- New gates and pens (allowance)	LS	1	\$15,000	\$15,000
	Subtotal:				\$58,900
PHASE 2 - MEDIUM-TERM IMPROVEMENTS					
4	Pave designated parking areas (approx. 300 spaces)	SY	9,500	\$40	\$380,000
5	15' Perimeter access road/path (4" crusher fines over 4" base course)	SY	2,800	\$25	\$70,000
6	Community Garden and general landscaping w/ drip irrigation	SF	60,000	\$3	\$180,000
7	Insulate and upgrade cooling/ventilation in steer barn	LS	1	\$5,000	\$5,000
8	Upgrade/replace restroom building	LS	1	\$100,000	\$100,000
	Subtotal:				\$735,000
PHASE 3 - LONG-TERM IMPROVEMENTS					
9	New Multi-Purpose Exhibit Hall/Community Center/Training Facility	SF	25,000	\$150	\$3,750,000
10	New/relocated barns	SF	32,500	\$25	\$812,500
11	Roof over rodeo arena	SF	50,000	\$25	\$1,250,000
12	RV parking areas with utility hookups (allowance)	LS	1	\$150,000	\$150,000
	Subtotal:			\$250	\$5,962,500
Definitions					
	EA: each				
	LS: lump sum				
	SF/SY: square foot/square yard				
	LF: linear foot				
				Subtotal	\$6,756,400
				15% Contingency	\$1,013,460
				TOTAL	\$7,769,860

GENERAL ASSUMPTIONS

When calculating these estimates, the following assumptions were made:

Barns will be steel-framed, semi-finished buildings. Their construction cost, including foundation, assembly, insulation, and basic electrical/lighting is \$25 per square foot.

The multi-purpose facility will be steel- or wood-framed. Its construction, including full build-out with finished walls, windows, electrical/lighting, IT infrastructure, plumbing, restrooms, etc. is \$200 per square foot.

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Resources for Economic Development

Torrance County and its communities can draw from many local, state, and federal resources to achieve the goals identified in this plan. These resources are organized by technical assistance providers and grant programs and special incentives by industry.

COUNTY RESOURCES

TORRANCE COUNTY LOCAL ECONOMIC DEVELOPMENT ACT (LEDA) ORDINANCE

The purpose of the County's Local Economic Development Act (LEDA) Ordinance is to allow public support of qualified economic development projects. The ordinance sets criteria for the types of projects that the County is willing to provide donations to accomplish and describes the types of donations it can contribute. The County Commission, with the assistance of the Estancia Valley Economic Development Association (EVEDA), is responsible for reviewing and accepting eligible projects.

ASSISTANCE THAT THE COUNTY CAN PROVIDE

Through the powers granted by the New Mexico Local Economic Development Act and subject to the requirements of the County LEDA Ordinance, the County can provide direct or indirect donations of land, buildings or other infrastructure; public works improvements that are essential to recruiting a qualifying business. Assistance can include the purchase, lease, grant, or construction, reconstruction, improvement or other acquisition or conveyance for the expansion of a qualifying business; and payments for professional services contracts necessary for local or regional governments to implement a plan or project.

TYPES OF PROJECTS THAT ARE ELIGIBLE

An existing or proposed corporation, limited liability company, partnership, joint venture, syndicate, association, or other person that is one or combination of two or more of the following can qualify for assistance through the LEDA Ordinance:

1. An industry for manufacturing, processing, or assembling of any agricultural or manufactured products.
2. A commercial enterprise for storing, warehousing, distributing, or selling products of agriculture, mining, or industry, but other than provided in Paragraph (D) below, not including a retail business or public utility.
3. 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) below, not including a retail business.
4. A telecommunications sales enterprise that makes most of its sales to persons outside of New Mexico.

County Priority Projects and Applicants

Applications for economic development projects requesting economic assistance from the County, which meet the policies and objectives of the County's economic development plan, receive priority. Examples listed in the ordinance include, but are not limited to:

1. Manufacturing firms (including intellectual property such as computer software);
2. Projects that enhance the exporting capacity of companies and or provide goods: and services, which currently must be imported into Torrance;
3. Private companies seeking to build, expand or relocate facilities;
4. Private companies which provide facilities or services which enhance the ability of Torrance businesses to operate;
5. Organizations, which assist 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:
 - a. Business incubator;
 - b. Art incubator or coalition (e.g. a performing arts coalition seeking construction rehearsal or performance facilities);
 - c. Public market for farmers, gardeners, crafts, etc.; and,
 - d. Organizations which foster economic development by promoting work force development efforts such as apprenticeships or other job training programs;
6. 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,
7. Qualifying entities with existing contracts or projects with the County LEDA Ordinance was adopted can propose a restructuring of their projects as an economic development project.

PROJECT SELECTION

The LEDA Ordinance describes the application process and information required of entities that apply for assistance from the County. Applicants for assistance must meet criteria that demonstrate the financial viability of the proposing organization and the benefit of the project to the County relative to cost. The project must allow the County to recoup its costs within ten years. A project must provide

career opportunities for Torrance County residents, including career development and training opportunities, and must consider cultural impacts of the project.

The County Commission assigned the EVEDA Board of Directors with the following responsibilities regarding the economic development plan for the County of Torrance:

1. Reviewing and making recommendations to the governing body on applications for assistance for economic development projects and
2. Reviewing and making recommendations to the governing body on applications for industrial revenue bonds (IRBs).

INDUSTRIAL REVENUE BONDS

Industrial Revenue Bonds (IRBs) are intended to generate business activity that would not occur otherwise, allowing a community to benefit from construction expenditures, wages, local purchases and similar from a property that would go unused without this incentive. IRBs are essentially tax subsidies to a qualifying economic development project. Depending on a variety of factors, the subsidies can include one or a combination of a property tax exemption, a gross receipts tax deduction, an exemption of bond interest from state income tax and in some cases an exemption from Federal income tax.

IRB proceeds can be used to pay for acquiring, constructing, and equipping a project and most issuance costs. IRBs can be the actual financing mechanism for a project, but often a company finances the project elsewhere and bonds are purchased by an affiliate. Self-funded projects are increasingly common.

In an IRB transaction, real and or personal property that makes up the “project” is deeded by a company that benefits from bonds to the entity that issues the bonds. In the case of the study area for this plan, the issuer would be the County or one of the municipalities in the study area. The bond issuer then leases the project back to the company for the term of the bonds, which can be up to 30 years. At the end of the term, the company is obligated to purchase the project, usually for a nominal amount. During the term of the bonds, the project is exempt from property taxes. Any tangible personal property that is part of the project and purchased with bond proceeds is exempt from gross receipts taxes or New Mexico compensating taxes. Costs related to IRBs and debt service is the responsibility of the benefitting company. Traditional farming and housing do not qualify for IRBs, but otherwise a wide variety of projects, including some of the wind energy projects in Torrance County, do qualify for IRBs.

Local governments set the terms of the ordinance and the requirements that will be placed on projects. They may also require Payments In Lieu of Taxes (PILOT payments) that benefit the issuer and other local government entities. For example, an issuer may require that PILOT payments make up all or part of the lost tax revenue to a school district or other local government entity that would be impacted by a project.

Local governments include provisions in IRB transactions to protect against a project that ceases to operate. These may include a lease provision that the property goes back on the tax rolls if the project is closed or a claw-back provision to retroactively collect property taxes.

TECHNICAL ASSISTANCE PROVIDERS

The identified projects can be implemented by Torrance County in conjunction with the following entities' support.

LOCAL BUSINESS SUPPORT AND INCENTIVES

NM ECONOMIC DEVELOPMENT DEPARTMENT - OFFICE OF THE SECRETARY RESOURCES

1. Business Resource Center (BRC): EDD is willing to partner with certified business incubators and other service providers to create a web portal to direct businesses to the services they need across the State.
2. Marketing: The Office of the Secretary has undertaken small marketing efforts to better inform New Mexico businesses of EDD programs and services. Efforts include distributing flyers, placing ads in the New Mexico Small Business Association (SBA) magazine, developing brochures on programs and assets, and providing online marketing through an enhanced website.
3. New Mexico Business Incubator Program: The program includes workshops on business incubation and to mentor five rural communities in starting entrepreneurship programs customized to community needs.

ECONOMIC DEVELOPMENT DIVISION RESOURCES

1. New Mexico MainStreet Program Arts & Cultural District: this program is focused on sustaining and growing the cultural economy in New Mexico by developing creative industries and supporting cultural entrepreneurs with opportunities for business development.
2. Community, Business and Rural Development Team (CBRDT): the mission of the CBRDT is to assist communities in building capacity for development by training local leadership, engaging diverse community stakeholders in planning processes, and helping communities identify strategic opportunities to advance the region's goals for economic growth. The team provided assistance through facilitation and establishment of Economic Development Organizations, providing technical assistance on economic revitalization and community development, and aiding in identifying funding programs. The team also assists with the passage of Local Economic Development Acts (LEDAs) and relation Local Option Gross Receipts Tax.
3. Rural Economic Development Council (REDC): the mission of the REDC is to, "establish a formal platform to identify issues and challenges affecting rural New Mexico, advocate for

sustainable growth in rural communities, support programs, and collaborate on policies which positively impact rural areas.”

4. Finance Development Team (FDT): the FDT assists new and existing business by providing detailed information on tax incentives and financial assistance programs. The council also helps provide training for rural community leaders.
5. Job Training Incentive Program: this program offers wage reimbursements of 50 to 75 percent to businesses that train new employees for newly created jobs within their company. This helps offset training and education costs and may help offset skill upgrades for existing jobs. It is geared toward manufacturers and other large companies.
6. Workforce Innovation & Opportunity Act (WIOA) Services: Under This Act New Mexico set up four regional offices to help match employers with the skilled workers they need, The Central Area Workforce Development Board comprises both the Mid-Regional Council of Governments, which provides planning services for economic growth and workforce development, and the Workforce Connection of Central New Mexico Business and Career Centers, which helps employers and job seekers in Sandoval, Bernalillo, Valencia and Tarrant counties. One component is a job training incentive program for small and medium-size businesses that will reimburse employers for up to 75% of wages (up to \$32 an hour)
7. Office of Science and Technology: the goal of this office is to, “enhance the business climate to encourage the start-up, relocation, development, and growth of technology-based industry in New Mexico.” Currently, the EDD is developing a work plan for the office to grow in the future.

NEW MEXICO ECONOMIC DEVELOPMENT CORPORATION (NMEDC)

The NMEDC is a public-private partnership intended to provide marketing and contract services for businesses development to attract and expand economic base employers in New Mexico. The EDC helps to create economic employment opportunities by business communication and assistance in site selection, leveraging market resources, communicating business success stories, and supporting funding for competitive project closings.

ESTANCIA VALLEY ECONOMIC DEVELOPMENT ASSOCIATION

The Estancia Valley Economic Development Association (EVEDA) is the region’s primary economic development organization. EVEDA’s vision is to generate disposable income and tax revenues to develop community facilities and diverse opportunities through the creation of quality jobs in the region, while reinforcing the unique characteristics of our communities.

With support from its members, EVEDA actively recruits new businesses and assists in the retention and expansion of existing businesses. EVEDA works closely with all economic development organizations at the local, state, and regional level to provide quality jobs to New Mexicans in the Estancia Valley. EVEDA’s staff will work closely with all economic development organizations, providing a coordinated and comprehensive program for the Estancia Valley. To provide the quality of life to all Estancia Valley residents, EVEDA will work with each community and their individual representative to ensure the desired growth and jobs in the communities.

EVEDA provides existing and new businesses in Estancia Valley with assistance with the goal of improving the quality of life for area residents and increasing jobs that keep money in the area, disposable income, and tax revenue. The association identifies incentives to attract new business and provides expansion and retention support with loans and grants with a focus on renewable energy, agriculture, technology, and aviation. It recruits businesses in those areas and builds workforce capacity. EVEDA is a resource that small businesses in the County can tap for information and assistance.

Through its contract with Torrance County, EVEDA is the entity responsible for reviewing and making recommendations to the County Commission economic development projects. The scope of services that EVEDA provides is as follows:

1. Review, Evaluation and Presentation of Economic Development Project Applications.
 - a. Review applications for proposed economic development projects, including applications for industrial revenue bonds, within the County;
 - b. Evaluate proposed economic development projects against the criteria established in the Ordinance and LEDA;
 - c. Present proposed economic development projects to the County;
 - d. Recommend a proposed action to the County Commissioners regarding proposed economic development projects; and
 - e. Not enter into negotiations with any economic development project as a representative or on the behalf of the County without formal consent of the County.
2. Recruitment of Economic Development Projects. Work with the New Mexico Economic Development Department (NMEDD), governmental entities at the local, state, and federal level, elected officials, economic development agencies, business organizations, and educational institutions to identify and recruit:
 - a. Businesses and enterprises to the County and its vicinity which would create new employment opportunities to residents of the County;
 - b. Businesses and enterprises within the County and its vicinity that are candidates for expansion which would increase employment opportunities to residents of the County; and
 - c. Businesses and enterprises within the County and its vicinity that may require economic development assistance to retain existing employment opportunities to residents of the County.

EVEDA proposes, County economic development incentive policies and serves as a resource for economic development information, data, and issues, to the County and the public. EVEDA also provides current information and materials to the public. The County appoints a representative to sit as an ex-officio member to the EVEDA Board of Directors. To assist with quality of life, EVEDA is looking to assist Estancia in attracting a grocery store and a community bank and is working with the County to identify assets that can attract those businesses.

VALUE-ADDED AGRICULTURE

1. Producer Grants for farmers, ranchers, and cooperatives for the purpose of processing, marketing, on-site renewable energy production, and local food through USDA
2. Beer and Wine Producers' Preferential Tax Rate
3. Consumables Gross Receipts Tax Deduction for Manufacturers

NEW MEXICO FILM OFFICE

The New Mexico Film Office focuses on six initiatives to continue to strengthen the film industry and provide jobs in New Mexico:

1. Production Recruitment and Assistance: promote and market refundable film production tax credits.
2. Emerging Media: target businesses in digital technologies that affect multiple industries
3. Film Tourism: develop and promote film tourism initiatives statewide.
4. Outreach Initiatives: determine additional support and resources for local filmmakers.
5. State Film Liaison Network: increase trained liaisons in rural areas to assist the industry.
6. Workforce Development: expand programs that increase chances of being hired and job opportunities for residents in the industry.

MICRO LENDERS

1. Accion: provides loans and support to small business owners around the country.
2. WESST: consults, trains, and lends to small businesses in the state of New Mexico. Their headquarters are in Albuquerque and they serve businesses throughout the region.
3. NM Community Loan Fund: offers microloans, small business loans, and nonprofit loans along with training and consulting services to entrepreneurs, particularly to women, or people who are disabled, native, or minorities. The organization is also referred to as The Loan Fund.
4. La Montañita LaM FUND: supports local food system and provides micro loans to farms, ranches, value-added producers, and related businesses in the foodshed of Albuquerque.

BUSINESS INCENTIVES

GENERAL INCENTIVES

1. High Wage Jobs Tax Credit: Eligible employers may receive a tax credit for each new high-wage economic-base job created equal to 10% of the wages and benefits paid per job.
2. Rural Jobs Tax Credit: This credit can be applied to taxes due on state gross receipts, corporate income, or personal income tax. Rural New Mexico is defined as any part of the state other than Los Alamos County; certain municipalities: Albuquerque, Rio Rancho, Farmington, Las Cruces, Roswell, and Santa Fe; and a 10-mile zone around those select municipalities.
3. New Markets Tax Credits: The New Markets Tax Credit (NMTC) Program was established to provide greater access to financing for new, expanding, or relocating businesses in underserved areas across the country. The New Mexico Finance Authority operates the

NMTC Program for the State. Loans for up to 25 percent of qualifying project costs are available at a low interest rate.

EMERGING AND DIGITAL MEDIA

1. Film Post-Production Services 25 Percent Refundable Tax Credit
2. Rural Software Development Gross Receipts Tax Deduction
3. Technology Jobs and Research and Development Tax Credit
4. Web Hosting Gross Receipts Tax Deduction

ENERGY AND NATURAL RESOURCES

1. Advanced Energy Deduction and Advanced Energy Tax Credit
2. Alternative Energy Product Manufacturer's Tax Credit
3. Renewable Energy Production Tax Credit

AGRICULTURAL AND RURAL COMMUNITY ASSISTANCE

US DEPARTMENT OF AGRICULTURE (USDA)

The Department of Agriculture is comprised of many divisions and resources, including US Forest Service, Rural Development, Farmers.gov, and Agricultural Marketing Resource Center that offer programs and/or grants.

US Forest Service (USFS)

1. Cibola National Forest and National Grasslands: The USFS partners with the Southwest Conservation Corps, Rocky Mountain Youth Corps, Forest Guild Youth Conservation Corps crews, and New Mexico Wilderness Alliance (NMWild) on the Cibola's sustainable recreation program. This program includes positions for local youth to connect to the forest, gain experience working on public land management and wilderness areas, and to build foundations for careers in wilderness stewardship.
2. Mountainair Ranger District: The Ranger District includes the Manzano and Gallinas mountains. Each of Cibola's four mountain districts have a Landscape Team which works with communities and the soil and water conservation districts to hold public workshops, illicit review, and recommendation for wilderness management, and develop alternatives. Together these teams have formed collaboratives. The Cibola Shared Stewardship Collaborative incorporates the western edge of Torrance County, including the Manzano Mountains, and the Mountainair Collaborative encompasses most of the rest of the county overlapping with Cibola's collaborative and the Manzanos. A third collaborative, Sandia Collaborative, encompasses the northern part of the county to Estancia, and overlaps the Mountainair Collaborative. The District recognizes the long history the land grant communities have had with the Manzano Mountains and consider them partners in the management. The Ranger District has 19 grazing allotments, most of which are seasonal and rotated to protect the watershed and habitat.

USDA Rural Development

1. Rural Broadband ReConnect Program provides funds to cover construction costs, service improvements, and facility and equipment acquisition to improve broadband service in rural areas. The program's second round of funding will include \$600 million for grants, loans, and 50/50 grant/loans; applications are required for eligible areas by March 16, 2020. To be eligible, the funds must be used to supply broadband to entities that are required to comply with the Communications Assistance for Law Enforcement Act (CALEA).
2. Rural Cooperative development Grant program helps nonprofits and educational institutions expand or improve rural cooperatives through a competitive nationwide application process.
3. Value-added producer grants to add greater value for agricultural commodities as mentioned previously under "Value-Added Agriculture."
4. Rural Development Energy Programs offer funding to conduct energy audits, install renewable energy systems, and upgrade systems to make them more energy efficient with cleaner technologies.

New Mexico Office of the State Engineer

The Office of the State Engineer (OSE) controls all underground and surface waters in the State. The department oversees well registrations and ownership transfers, collecting water meter reports, assigning water use and allocation amounts, determining available irrigation rights, and approving non-domestic water diversions. The Clean Water Bureau of the OSE oversees testing and inspections of water/water systems used for commercial and municipal water service operations serving the public.

Farmers.gov

Farmers.gov is a resource provided by USDA to assist farmers with funding, management, conservation, and other programs. There are two service centers in southern Tarrant County:

1. Estancia Service Center with Farm Services related to loans and disaster assistance programs
2. Mountainair Service Center with Farm Services related to conservation programs

Farmers.gov offers loans and funding in the following categories:

1. Farm Loans for land purchase, construction, equipment, seed, livestock
2. Youth loans for aspiring farmers
3. Funding for conservation efforts
4. Funding for homeownership
5. Crop insurance for organic crops, pasture rangeland forage, and hemp and whole farm protection

Agricultural Marketing Resource Center (AgMRC)

The AgMRC is an online resource center funded by USDA and promoted by universities across the country. Some economic and marketing resources it offers include:

1. Planning grants for feasibility studies, business plans, marketing plans, and legal review
2. Working capital grants to purchase inventory, equipment
3. Market Maker: a national network that connects farmers to retailers and restaurants. The site lists Mountainair Heritage Meat Processing and Western Way Custom Meat Processing as processors of meat products in Mountainair and seven meat processors in Albuquerque.

NEW MEXICO DEPARTMENT OF AGRICULTURE

Marketing and Development

The Department of Agriculture's Marketing and Development Division helps New Mexican businesses with research and development and offers the following resources:

1. Enhancing product awareness and loyalty through the New Mexico—Taste the Tradition®/Grown with Tradition® Logo Program
2. Facilitating federal and state grant funds to support industry-driven marketing projects, scientific research, and industry or consumer education projects
3. Providing quality inspections for produce and nuts
4. Licensing produce brokers and packers
5. Conducting organic inspections and certifications according to USDA's National Organic Program Standards
6. Providing timely livestock and grain market news data
7. Publishing the annual NM Agriculture Statistics Bulletin
8. Providing oversight and support to industry-led groups such as the New Mexico Dry Onion Commission, New Mexico Chile Commission, New Mexico Sheep & Goat Council, and the New Mexico Beef Council
9. Serving as the fiscal agent for several state-funded initiatives supporting farmers' markets, farm to school, and on-farm education efforts

Hemp

The Department of Agriculture helps prospective and current Hemp businesses register their businesses, understand State hemp laws, regulations, and chemistry and provides industry contacts and helpful resources. The Torrance County Planning and Zoning department guides prospective producers and manufacturers of hemp/hemp products through local ordinance compliance and their questions regarding land use provisions for commercial agricultural/horticultural and medical cannabis operations in the various zoning districts.

Acequia and Community Ditch Fund

The Department administers the Acequia and Community Ditch Fund (ACDF) to assist communities with studies, technical research, and water conservation and protection. More about the fund is available in Chapter 73 – Special Districts Article 2A.

Soil and Water Conservation Districts

Soil and water conservation districts are independent subdivisions of the state with local leadership. Two districts serve southern Torrance County: East Torrance and Claunch-Pinto Soil and Water

Conservation District (CPSWCD) and East Torrance Soil and Water Conservation District (ETSWCD). CPSWCD is in Mountainair and is working to improve forest health through fuel reduction, removal of invasive species, and fostering native species. Work is funded by USDA and “provides a direct financial benefit to private landowners...” ETSWCD is in Estancia next to the County Fairgrounds and provides educational, technical and financial assistance to district residents. The district helps with water conservation and harvesting; it offers Water Trust Board grants for watershed management and serves on the Estancia Basin Water Planning Committee. It also offers cost-share programs in cropland, rangeland and brush/weed management using Mill-Levy funding.

NEW MEXICO ENVIRONMENT DEPARTMENT

Hemp Program

The New Mexico Environment Department provides permits for hemp production and manufacturing of hemp products and oversees requirements for its transportation and labeling. It provides resources to navigate the State permitting process and compliance with the State and federal requirements.

WORKFORCE TRAINING AND EDUCATION

OUTDOOR RECREATION DIVISION

Youth Conservation Corps (YCC)

YCC was created to employ going people between 14 and 25 years of age to work on community-oriented and natural resource improvement projects. In 2019 an Outdoor Equity Grant Fund established to support youth in outdoor recreation, environmental and climate education.

Small Business Grants

The Division has grants for small business start-ups focused related to outdoor recreation.

NATIONAL PARK SERVICE (NPS)

Salinas Pueblo Missions National Monument

NPS offers students internships through a variety of service areas and programs, including Ruins Preservation, Paleontology, Geoscientists in the Parks (GIP), Fire Ecology, and Historic Preservation.

Heritage Document Program and National Heritage Areas Program

In addition to volunteers and paid interns, NPS engages locals to promote heritage, protect culture, and integrate into their programs.

NEW MEXICO DEPARTMENT OF WORKFORCE SOLUTIONS

The Department of Workforce Solutions helps job seekers find jobs, explore career options, help with job preparation, and offers job resources. They have specific programs for ironworkers, electricians, plumbers, and application developers. The Department has Workforce Connection Centers around the state—Moriarty is Torrance County’s location. The center offers job search assistance, job referrals and placement, and help with interview and resume preparation. It also assists businesses with job postings, recruitment, job fairs, and hiring assessments.

YOUTH DEVELOPMENT, INC.

Youth Development, Inc. (YDI) is a youth service organization with a range of services, but particularly relevant to this plan are its alternative education, job training and placement services. With a focus on young people from age 16 to 24, YDI provides young people with barrier get work experience. The organization places kids in a job where they can get 300 to 400 hours of paid work experience. YDI assists with mileage expense, medical issues, and job-appropriate clothing. The organization also offers \$9,000 education scholarships in technology, construction, agriculture, or medical fields.

MESALANDS COMMUNITY COLLEGE

Wind Energy Technology

Mesalands Community College in Tucumcari is considered the center of excellence for wind energy in the state. The college trains wind technicians from all over the US and world. It offers the primary training sites for Field Core, the company that services General Electric wind turbines and Diamond Services Corporation, another company that needs training in blade maintenance. Drone inspection is another component of training. Mesalands has a proposal with the County to develop a mobile training facility that includes mechanical hydraulics, electronic circuit training, and can plug into turbines to diagnose problems. The training program involves a complex set of integrated technologies—computer control, hydraulics, meteorological that all need to integrate. The wind technicians need all these skills and they need to be able to get up on the turbine without cranes. Welding is also a part of the training.

Academic Programs

The college offers classes at its main campus in Tucumcari and online. Degree and/or certificate programs include Agri-business, Allied Health and Pre-Medical Arts, Animal Science, Building Trades, Business Administration, Business Office Technology, Cowboy Arts, Education, Farrier Science, as well as a variety of arts and sciences classes.

Distance education, which can be accomplished without attending classes at the Tucumcari campus, is provided through internet courses, webcasts, podcasts, and digital interactive television.

Adult Education

The college offers adult education courses to help adult learners improve basic education skills, including high school equivalency, and helping transition students to post-secondary education. Their Educational Services Center helps students develop or expand educational skills in several areas.

CENTRAL NEW MEXICO COMMUNITY COLLEGE

Central New Mexico Community College (CNM) has branches throughout Albuquerque. The Montoya Campus in Albuquerque is home to the School of Business and Information Technologies (BIT). The school offers programs in accounting, brewing and beverage management, business, computer information systems, computer science, culinary arts, health services management, hospitality, and tourism. CNM has a Career Technical Education (CTE) that prepare student for work and does not require two or four years of schooling to complete. There are also trades programs including aviation, carpentry, electrical, EMS, film technician, machine tool technology, surveying, unmanned aircraft

systems, and welding. CNM also has a program for cooperative education that gives course credit for paid and un-paid on-the-job learning.

UNIVERSITY OF NEW MEXICO

The University of New Mexico (UNM) main branch in Albuquerque and the Valencia Campus are about an hour away from many areas within Torrance County and offers online courses. UNM's Sustainability Studies Program includes food and farming related courses, internships, and volunteer opportunities for student with an interest in small-scale local farming near Albuquerque. As a comprehensive four-year university, UNM offers Business, Engineering, Arts, and a variety of technology & training programs that address the need for workforce development in Torrance County. These include both traditional four-year degrees and adult and continuing education opportunities.

NEW MEXICO STATE UNIVERSITY (NMSU)

NMSU Programs

The NMSU College of Agricultural, Consumer, and Environmental Sciences provides research, academic programs, and the Cooperative Extension Service to make a positive impact on the economy and community development in New Mexico. Torrance County can request any of the services offered by NMSU Extension Service to aid in rural economic development. The Small Farm and Ranch Task Force maximizes the use of NMSU and other resources to address issues relevant to small scale farmers and ranchers in New Mexico. These include specialized educational programs held throughout the state on various topics of interest to small farmers and ranchers. In collaboration with the Cattlegrowers Foundation, the Raising Ranchers program is intended to help ranchers expand, manage, and keep records for agricultural enterprises during their first 10 years in business.

Torrance County Agricultural Extension

The Torrance County Extension Office is in Estancia and oversees the 4H program and scholarships, provides trainings and local programs in nutrition, health and wellness; and assists in economic development, tourism development and e-commerce.

NEW MEXICO BEEF COUNCIL

The New Mexico Beef Council is a non-profit with the mission of protecting and increasing the demand for beef and beef products in New Mexico through national and state developed marketing programs. The intent is to enhance profit opportunities for New Mexico's beef producers. Activities include legislative advocacy, continuing education, and professional development, and helping to promote ranching related resources such as NMSU's New Mexico Youth Ranch Management Camp.

TOURISM

NEW MEXICO STATE TOURISM DEPARTMENT

State Tourism Department offers a range of services to enhance tourism in localities across the state.

New Mexico True

The New Mexico True program promotes the special places and products in New Mexico. The program has the resources to promote the attractions throughout Torrance County and help municipalities market their attractions and resources with:

1. New Mexico True advertising and branding campaign
2. New Mexico True certification for locally produce products
3. Destination marketing through the New Mexico True website and social media

Cooperative Marketing Program

Cooperative Marketing program supports tourism-related nonprofits, local governments, and tribal governments with dollar-for-dollar matching funds, private investor partnerships, and building their brands through New Mexico True partnerships.

Clean and Beautiful Grants

The department partners with localities, counties, and tribal government staff to leverage state resources to stay socially connected, environmentally healthy, and economically sound. Eligible applicants aim to end littering, improve recycling, beautify their communities, and empower their youth.

VACANT AND ABANDONED PROPERTY REHABILITATION

Communities all over the US are organizing, strategizing, and prioritizing resources to address the vast number of vacant and abandoned properties, including the states of Virginia and New Jersey, and the cities of St. Louis, Detroit, and New Orleans.

The City of Albuquerque recently hired specialists Center for Community Progress who are experts in this field; the firm wrote a Land Bank Feasibility Report, which is a good, local resource. The report identifies recommendations that will help communities throughout the state address vacant and abandoned properties. The recommendations that Torrance County can pursue to reduce the number of properties that are not being used and compromising the beauty of the landscape include:¹

1. Amend state law to eliminate delinquent tax enforcement post-sale rights of redemption; move any appropriate redemption period to the pre-tax foreclosure period.
2. Amend state law to clarify that properly conducted tax foreclosure sales eliminate any and all junior debts/liens associated with the property upon completion of the sale (or transfer to the local government in the absence of bids).
3. Amend state law to expedite the delinquent tax enforcement process for vacant, abandoned, and substandard properties; or for vacant, abandoned, and substandard properties subject to outstanding municipal liens.
4. Amend state law to contemplate a single legal proceeding in which vacant, abandoned, substandard, and tax delinquent property is sold at tax sale in a manner that results in

¹ Land Banking in Albuquerque: Feasibility, Efficacy, and Relationship to Existing Tools for Vacant, Abandoned, and Substandard Properties, 2019

insurable and marketable title, with no post-sale redemption period or surviving junior liens.

5. Amend state law to authorize qualified municipal land banks to acquire properties at tax sale for credit bids, and to acquire such properties at tax sale in front of the speculative market by submitting priority bids.

The report also recommends making the County's rules regarding property maintenance as transparent as possible by creating a campaign on social media and the County's website that clearly describes what property owners are responsible for, how the enforcement process works, how neighbors and community members can report properties that are not abiding by the rules.

Chapter 1 addresses more of the steps that the County can take to reduce the number of abandoned properties, such as reviewing County lien administration and foreclosure laws.

