



City of Bayard Comprehensive Plan

ADOPTED FEBRUARY 13, 2012



CONSENSUS

PLANNING

PREPARED BY:
Consensus Planning, Inc.
In Association with:
Engineers Inc.

City of Bayard

RESOLUTION 5-2012

A RESOLUTION ADOPTING THE COMPREHENSIVE PLAN/TRAILS FEASIBILITY STUDY FOR THE CITY OF BAYARD

WHEREAS, a Comprehensive Plan is an action-oriented tool that is designed to be a living and flexible document which is designed to cover the future 5 year time horizon; and

WHEREAS, Consensus Planning of Albuquerque has developed the Comprehensive Plan/Trails Feasibility Study for the City of Bayard; and

WHEREAS, the residents and interested parties, provided valuable input into the development of the plan; and

WHEREAS, public hearings were conducted to solicit input from the residents, as well as to review; and

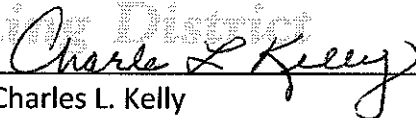
WHEREAS, the City of Bayard Comprehensive Plan contains a vision, as well as goals and objectives as well as implementation to reach that vision; and

WHEREAS, the City of Bayard Comprehensive Plan serves as a planning tool for the elected officials and staff to carry out the goals and objectives set forth in the plan dependent upon available funding and resources; and

NOW THEREFORE, BE IT RESOLVED, by the Governing Body of the City of Bayard, that the Bayard Comprehensive Plan and Trails Feasibility Study be adopted by the City of Bayard.

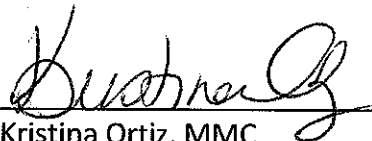
Done this 27th day of February, 2012.

Hub of the Minor District



Charles L. Kelly
Mayor

ATTEST:



Kristina Ortiz, MMC
Clerk Treasurer

CITY OF BAYARD COMPREHENSIVE PLAN

ACKNOWLEDGEMENTS

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CITY OF BAYARD COMPREHENSIVE PLAN

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PLAN OVERVIEW

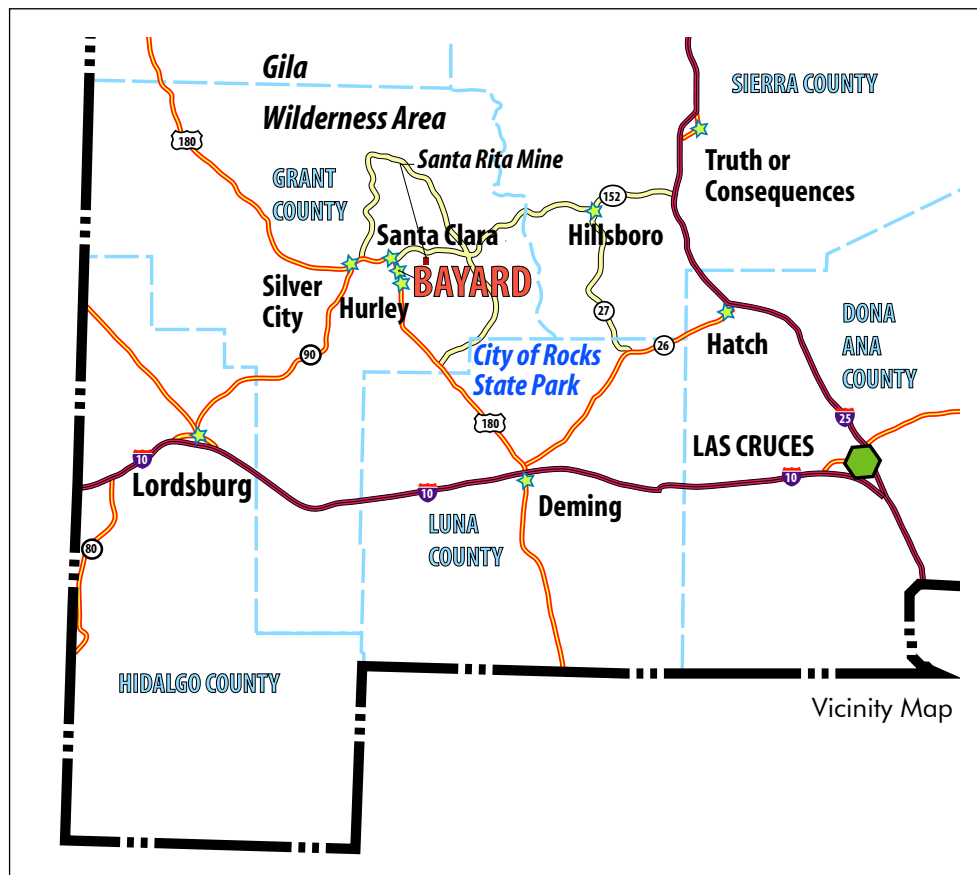
1. INTRODUCTION

The Comprehensive Plan is an official public document adopted by the City of Bayard to provide guidance in decision-making regarding the physical development of the community. The Comprehensive Plan illustrates, in words and graphics, how the community wants to develop over the next 10-20 years. It is an organized way of determining community needs and establishing goals and strategies to address those needs. The Comprehensive Plan helps bridge the gap from where the community is today and where it wants to go in the future, while helping to preserve the common interests of the community.



2. EVOLUTION OF THE CITY OF BAYARD'S COMPREHENSIVE PLAN

The City of Bayard is located in southwestern New Mexico, at the foot of the mountains of the Black Range, in an area commonly referred to as the "Mining District". Bayard is referred to as the "Hub of the Mining District". The map below illustrates Bayard's location within southwestern New Mexico and Grant County.



PLAN OVERVIEW

Drawing on the strengths and opportunities present in Bayard, the City adopted its first Comprehensive Plan in 1997. The 1997 Comprehensive Plan focused on economic development and land use issues as high priorities. In 2006, the City updated the Comprehensive Plan and included a wide range of implementation strategies. The 2006 Comprehensive Plan utilized three avenues to gather community input, including a steering committee, interviews, and community workshops. The input received during the planning process formed the basis for the community vision, goals, and implementation strategies. The community vision developed during the 2006 Comprehensive Plan is as follows:



2006 Community Workshop

"Bayard's future lies in our ability to thrive as a small town that serves as the business hub of the Mining District. Bayard is the home of the Kneeling Nun, and is a special place to Native Americans, Spaniards, miners and ranchers. We will preserve our history while we create a place that is peaceful and family-oriented. We are a community that supports our youth and seniors, where you know your neighbors and have a sense of belonging. We will strive to sustain a high quality of life through respecting our historical roots, creating vibrant multi-generational neighborhoods, and promoting locally-based economic development while we maintain the special quality of our small town character."

The 2012 update was initiated to keep the Comprehensive Plan relevant and useful in providing guidance to the elected officials and the community at large. It includes new sections regarding hazard mitigation and trails, and provides updates to demographics and implementation strategies that have been accomplished.

3. 2012 COMPREHENSIVE PLAN UPDATE

The planning process for the 2012 City of Bayard Comprehensive Plan Update included an issues meeting with the City Council, two public meetings, and follow up interviews with key stakeholders. The goal of the public input process was to ascertain what issues are of most concern to the City, determine the assets and strengths of the community, whether the goals from the 2006 Comprehensive Plan were still valid, and areas of the Comprehensive Plan the community would like to see addressed. The 2012 update also includes new elements in the Comprehensive Plan including Hazard Mitigation and Trail Feasibility for Highway 180. The intent of the 2012 Comprehensive Plan update is to promote development principles that:

- Directs new development toward existing utilities and promotes the efficient use of water resources;
- Encourages more compact development and emphasizes rehabilitation and reuse of vacant structures;

PLAN OVERVIEW

- Creates a range of housing choices and opportunities, including workforce housing;
- Provides a variety of transportation choices;
- Creates a walkable and accessible community;
- Fosters distinctive, attractive development with a strong sense of place that reinforces the Mining District identity;
- Encourages economic development and employment opportunities to help keep Bayard youth in the community; and
- Promotes activities that will improve community spirit and pride, and will help to grow and retain local businesses.

Under each Plan element, there are goals, followed by a set of implementation strategies that will help the City meet the general intent of the goal. The intent is for the City Council and Administration to implement the strategies via Council ordinances, resolutions, and directives, as appropriate.

4. HISTORY and CULTURE

Historic settlement of the area of the Cameron and Twin Sisters creeks area was by the Mimbres-Mogollon people, who lived in the area from around 200 to 1140 AD, and known today for their pottery designs. They were followed by the Warm Springs Apache, who collected copper from the surface for ceremonial and trade purposes.

The first activities by the Europeans in the area was in 1801 when Spaniards were introduced to the native copper deposits by the Warm Springs Apaches. Conflicts between miners and the Apaches continued until approximately 1886. In 1891, the Atchison, Topeka and Santa Fe railroad constructed a railroad spur to what was called Hall's Station to provide freight service to Fort Bayard. In 1902, the name was changed to Bayard Station.

The City of Bayard grew up around the Bayard Station. In 1910, open pit mining of copper ore commenced at Santa Rita. The primary use of the railroad line then became the haulage of ore from the Santa Rita copper mine to the Hurley concentrator. Many of the first houses in Bayard were relocated from the established communities of Santa Rita and Hurley, and remain in Bayard today. The Village of Bayard was incorporated on August 20, 1938. The 1940 census showed that the population of Bayard was 764 persons. The mining townsite of Santa Rita was razed in 1970 to allow for the expansion of the open pit mines, causing a large number of those residents to relocate to Bayard. On May 17, 1982, the Village of Bayard became the City of Bayard.

Grant County has been the most important metal-producing county in the State of New Mexico, and the City Bayard remains the 'Hub of the Mining District' through its history and culture. The only operating mines in Grant County are the two open pit copper mines at Santa Rita and Tyrone, owned by Freeport-McMoRan Copper and Gold Inc. Expanding community and economic development activities, especially to attract and keep youth involved and interested, will be key to Bayard's future success.

5. SWOT ANALYSIS

As part of the 2012 update process, a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was conducted. This analysis helps to identify those areas that need the most attention, which are reflected in the Plan's goals and implementation strategies.

City of Bayard's Strengths

- **Cobre Consolidated Schools:** Quality schools are a key ingredient for retaining current residents with families and for drawing newcomers with children to the area. Continued investment in the three local schools, Bayard Elementary School, C.C. Snell Middle School, and Cobre High School, puts the City of Bayard ahead of many similarly-sized towns.
- **Ballfield Complex:** The ballfield complex is a tremendous asset to school children and the community as a whole. It continues to have potential to attract tournament play, bringing new revenue to the community.
- **Police, Fire, and Emergency Services:** These departments are well-staffed and committed to the health, safety, and welfare of the community. Public perception of these departments is very positive.
- **Grant County Airport:** The airport is a strong asset to the City and a component to furthering economic development efforts.
- **Infrastructure:** Bayard has made great strides in improving utility systems, including water and sanitary sewer, in the past several years.



Ballfield Complex

City of Bayard's Weaknesses

- **Fluctuations in the Mining Industry:** Bayard has been dependent on the copper mining industry to provide the vast majority of the job opportunities to its residents and is particularly hard hit when there are fluctuations. Creating a more robust and well-rounded economy would ensure that Bayard does not suffer through another major downturn.
- **Lack of Community Pride and Code Enforcement:** There are many vacant structures, both residential and commercial, that are scattered throughout the community and are not being adequately maintained. Residents are very concerned about the image these conditions project about the community.



Vacant commercial building

PLAN OVERVIEW

- **Transportation and Drainage:** On-going road maintenance, lack of paved sidewalks and roads, and drainage problems are issues that can negatively impact economic development and sustainability of the community.
- **Lack of Hotel/Motel Accommodations:** Bayard has no hotel or motel accommodations. As a result, visitors are forced to stay in Silver City and Bayard loses out on tax revenue.
- **Land Locked:** Bayard is generally land-locked by the mining companies land holdings and private landowners, and has little potential for annexation of additional property to grow outwards.

City of Bayard's Opportunities

- **Better Communications With Residents:** The City has an opportunity to use its website to reach out to residents and inform them about meetings and hearings, as well as fielding questions, comments, and suggestions. Interest generated by the Comprehensive Plan Update and Trails Plan can be channeled towards community pride and improvement, and grant applications for various projects.
- **Multi-Modal Transportation System:** The planned multi-use trail along Highway 180 will help promote healthy lifestyles and outdoor activities.
- **Wastewater Treatment Plant:** Treated effluent from the wastewater treatment plant can be used for irrigation, thus conserving resources and providing an important step towards the City becoming a sustainable community.
- **New Business:** There are a number of new business categories that are needed in Bayard, whose presence would benefit residents and contribute to a stronger local economy.
 - Pharmacy
 - Hotel/Motel and/or bed and breakfast accommodations
 - Additional and greater variety of restaurants
 - Small specialty grocery stores
- **City Leadership:** There is momentum building for elected officials to undertake implementation actions identified in this Comprehensive Plan.

City of Bayard's Threats

- **Aging Housing Stock:** The housing stock in Bayard is aging, with a significant amount of structures in need of rehabilitation. Funding for rehabilitation is limited.
- **Flat Growth and Aging Population:** Growth in Bayard has been generally flat and the population is aging more than other similarly-sized communities. Job opportunities are limited.

The strengths, weaknesses, opportunities, and threats identified above are addressed in the goals and implementation strategies in the Plan elements that follow.

COMMUNITY PROFILE

1. INTRODUCTION

The community profile provides an overall view of population, income, and employment trends for the City of Bayard and Grant County as a whole.

2. POPULATION

The population of the City of Bayard has been declining for the past several decades as shown in Figure 1 below. In 1980, the population hit a high population of 3,036 and by 2010, the population was at 2,328, a decrease of 708 persons (-23.3%). By comparison, Grant County has gained population over time, with a high population of 31,002 in 2000, and then a leveling off by 2010 with a population of 29,514 (see Figure 2). Between 1980 and 2010, the County's population experienced an increase of 3,310 persons (12.6%).

Figure 1: Bayard Population Change, 1970-2010

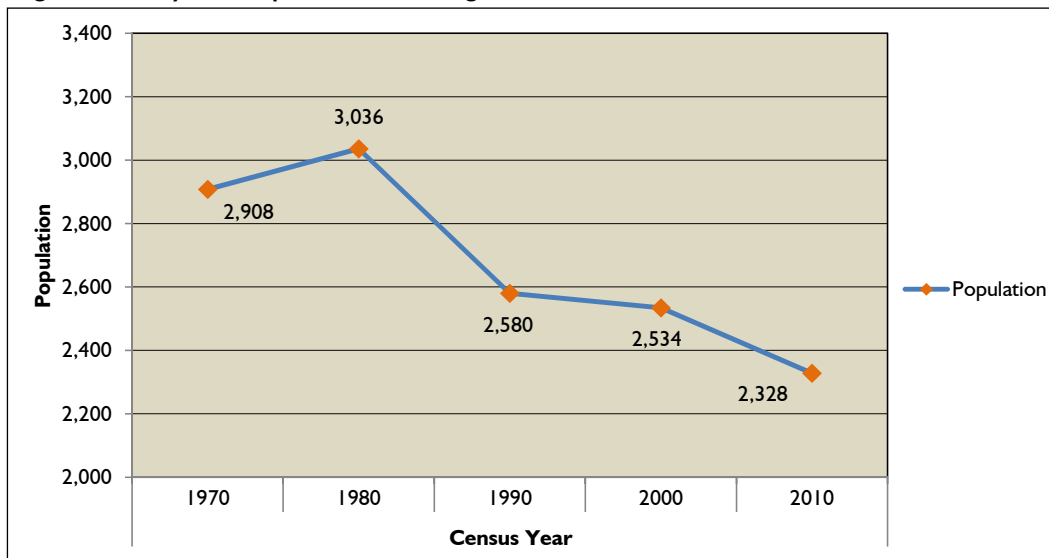
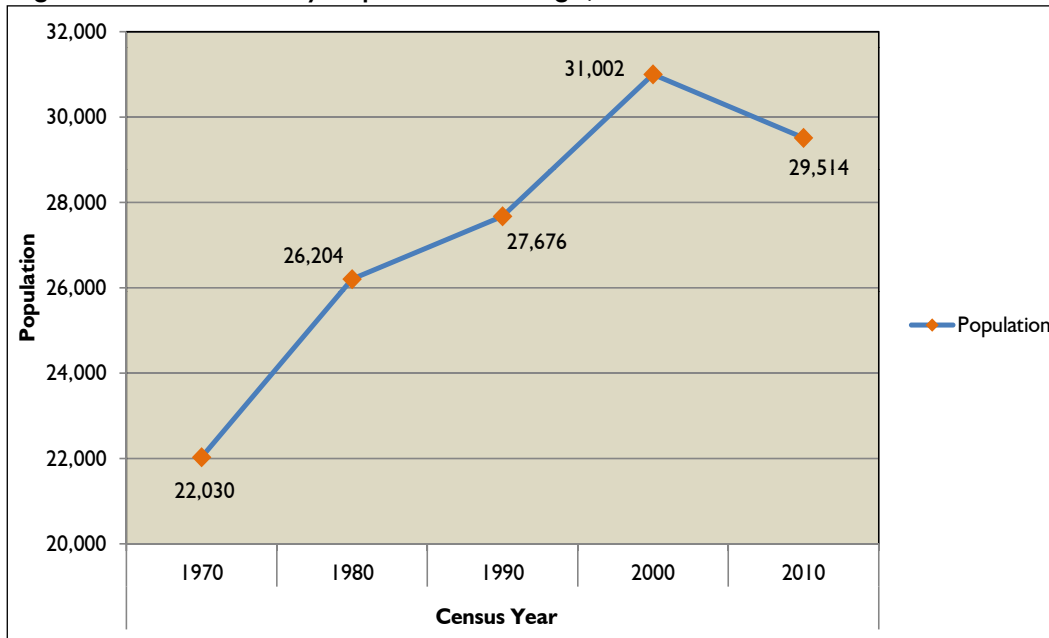


Figure 2: Grant County Population Change, 1970-2010



Source: U.S. Census Bureau.

COMMUNITY PROFILE

TABLE 1: BAYARD AGE DISTRIBUTION 2000-2010

Age Cohorts	2000	2010	% Change 00-10
Under 5	175	169	-3.4%
5 to 9 years	194	169	-12.9%
10 to 14 years	217	172	-20.7%
15 to 19 years	220	165	-25.0%
20 to 24 years	148	143	-3.4%
25 to 34 years	257	247	-3.9%
35 to 44 years	304	224	-26.3%
45 to 54 years	324	304	-6.2%
55 to 64 years	266	298	12.0%
65 to 74 years	251	220	-12.3%
75 to 84 years	139	164	18.0%
85 years and over	39	53	35.9%
Total population	2,534	2,328	-8.2%
Male	1,182	1,111	-6.0%
Female	1,352	1,217	-10.0%
Median Age	36.8	40.1	9.0%
18 years and over	1,795	1,720	-4.2%
65 years and over	429	437	1.9%

Source: US Census Bureau.

As shown in Table 1, age distribution in Bayard has changed considerably between 2000 and 2010. The median age in 2000 was 36.8 years of age and was 40.1 years of age in 2010, a 9% increase. The 2010 median age in Bayard was significantly older than the median age for the state as a whole, which in 2010 was 36.7 years of age. Young people, families, and working age residents have declined in Bayard over time, resulting in a community that is aging.

The age cohorts with the greatest rate of growth were 85 years and over at 35.9%; 75 to 84 years of age at 18.0%; and 55 to 64 years of age at 12.0%. Conversely, the age cohort with the greatest decrease was 35 to 44 years of age at -26.3%. Combining the age cohorts from 19 and under, the decline between 2000 and 2010 was significant at -16.3%.

TABLE 2: BAYARD HOUSEHOLDS BY RELATIONSHIP

Age Cohorts	2000	2010	% Change 00-10
Total Population in Households	2,534	2,328	-8.2%
Householder	970	928	-4.3%
Spouse	496	385	-22.4%
Child	851	700	-17.7%
Own child under 18 years	629	484	-23.1%
Other Relatives	144	205	42.4%
Under 18 years	99	119	20.2%
65 years and over	NR*	13	-
Non-Relatives	73	110	50.7%
Under 18 years	NR*	4	-
65 years and over	NR*	7	-
Unmarried Partner	42	76	81.0%

Source: US Census Bureau. NR* means not reported.

Table 2 provides more detail regarding household make-up and the changes that have occurred since 2000. Most notable between 2000 and 2010 was the significant changes in the number of 'Other Relatives' and 'Non-Relatives' living in households, 42.4% and 50.7%, respectively.

COMMUNITY PROFILE

3. EDUCATION

Educational Attainment

Bayard has a higher percentage of householders that have attained a high school diploma than Grant County or the state as a whole. However, Bayard lags behind in householders that have earned a bachelor's degree or higher, 7.5% for Bayard versus 26.7% and 27.8% for Grant County and New Mexico, respectively. This has implications for the type of potential new employers that can be attracted to the community and the associated pay scale. Raising the educational attainment for all Bayard residents and promoting higher education would be excellent goals for the community to strive toward.

TABLE 3: EDUCATIONAL ATTAINMENT OF HOUSEHOLDER			
Education Level	BAYARD	Grant County	New Mexico
Less than High School Graduate	31.1%	13.8%	15.7%
High School Graduate (including GED)	34.8%	24.3%	24.2%
Some College or Associates Degree	26.5%	35.1%	32.3%
Bachelor's Degree or Higher	7.5%	26.7%	27.8%

Source: US Census, 2006-2010 American Community Survey 5-Year Estimates.

Cobre Consolidated School District

Cobre Consolidated Schools Administrative Offices are located in Bayard at 900 N. Central Avenue. The Cobre Maintenance Facility is located along Highway 180. The school district contains four elementary schools, one middle school, and one high school. According to the New Mexico Public Education Department, total enrollment in 2009-2010 for Cobre Consolidated Schools was 1,377 students. As indicated in Table 4, graduation rate for the 2009-2010 school year was relatively high at 88.8% as compared to other school districts in the region including Deming Public Schools (73.8%), Lordsburg Public Schools (59.3%), Quemado Independent Schools (87.2%), and Silver Consolidated Schools (72.4%). Cobre's 2010 graduation rate was an increase of 4.8% from the 2008-2009 school year.

TABLE 4: SCHOOL ENROLLMENT & GRADUATION RATES		
School District	Total Enrollment 2009-2010	Graduation Rates 2009-2010
COBRE CONSOLIDATED SCHOOLS	1,377	88.8%
Animas Public Schools	243	98.0%
Deming Public Schools	5,321	73.8%
Lordsburg Public Schools	601	59.3%
Quemado Independent Schools	165	87.2%
Reserve Independent Schools	169	95.2%
Silver Consolidated Schools	3,123	72.4%

Source: New Mexico Public Education Department.

Bayard Elementary School, C.C. Snell Middle School, and Cobre High School are located in Bayard. In the 2009-2010 school year, Bayard Elementary School had an enrollment of 232 students; Snell Middle School had an enrollment of 198 students; and Cobre High School had an enrollment of 367 students.

1. INTRODUCTION

The City of Bayard was established in 1920 and land uses have not changed significantly since that time. The City is relatively land-locked and has limited opportunities for annexation given the land holdings of Phelps Dodge and other large land owners who are not interested in being annexed by the City. As a result, Bayard needs to focus its land use strategies and activities in redevelopment of abandoned and substandard structures and development of vacant land on properties already within the City limits.

2. EXISTING LAND USE

The existing land use pattern in Bayard is primarily comprised of single family residential neighborhoods comprised of site built homes, modular homes, and single and double wide mobile homes. There are also some multi-family units scattered throughout the neighborhoods and commercial development along Central Avenue (see *Existing Land Use graphic on page 13*). Although there are a few new commercial buildings in Bayard, several older businesses have closed including the lumber yard located along Central Avenue and the hardware store. Many of these vacant commercial structures are in disrepair and are boarded up. Existing land uses within specific areas of the City are described below:

Northwest

An older, medium-density residential neighborhood is located north of Grant Street and west of Central Avenue. This neighborhood contains a mix of site-built, modular houses, houses relocated from Santa Rita during the mid-1960s, and single-wide and double-wide mobile homes. There are a substantial number of vacant, dilapidated, boarded-up, and substandard dwelling units. Vacant parcels are interspersed throughout the neighborhood. This area would be a good candidate for infill development and redevelopment.



Attractive house for sale in northwest area of Bayard

The Bayard Housing Authority has two multi-family complexes that are well designed and well maintained. A trailer court is located in the northern part of the neighborhood north of one of the Housing Authority properties. Lee Terrace is a newer subdivision located north of the other Housing Authority property. This newer subdivision has several houses and several vacant parcels, but not all of the streets are paved. It appears there is a rural subdivision with gravel roads outside the City limits adjacent to and north of Lee Terrace. The City annexed vacant land on the northeastern edge of this area. A vacant historic theater (Bayard Theater) is located on the northwest side of Ruby Street and Davis Street. An arroyo runs north and south through the area. East Street Park is a small park adjacent to one of the Housing Authority properties. City-owned light industrial properties are located along the west side of East Street.

The neighborhood's eastern edge along Central Avenue has a mix of single-family, light industrial, and public facilities. The Cobre School District's administrative offices, a U.S. Post

LAND USE ELEMENT

Office, and City Hall are located on the southeastern corner of the neighborhood. A new fire station, police station/public safety, municipal court complex is located on the other side of Central Avenue and abuts the railroad. A strip of commercial properties are along the west side of Central Avenue between Henry Street and North Street. There are a number of commercial lots in this area that are vacant.

East of the Railroad

This medium-density single-family neighborhood east of the Southwestern Railroad is a mix of site-built, modular houses, and single-wide and double-wide mobile homes on small lots. Some of the streets are unpaved, and access to some lots are through alleyways or easements on private property. Much of the housing stock appears to be substandard and dilapidated, and vacant structures are scattered throughout the neighborhood.

An RV park is located at the northern-most end of Orchard Street. Two churches are located in the neighborhood. An open air Mining Equipment Museum and an auto repair shop are located adjacent to the railroad. The historic train depot between the railroad tracks and Central Avenue was recently donated to the City. This structure could be a candidate for adaptive reuse and should be maintained as an important historic building.



Neighborhood east of the Railroad - Mining Equipment Museum (left) and site-built homes (right)

Whitewater Creek runs north and south providing greenspace for the neighborhood. A subdivision platted on the northeast corner of the neighborhood is partially built. Some of the vacant parcels are located on steep slopes. Other vacant buildable parcels are available in this neighborhood.

South of Central Avenue

A mixed-use neighborhood with commercial and residential structures is located south of Central Avenue, east of Hurley Avenue, west of the railroad, and north of Bayard Elementary School and the Bayard Community Center. Grant County Magistrate Court is located on the southeast corner of Central Avenue and S. Foy Street. This area includes a physical therapy and fitness center. Two vacant commercial properties are located on the southeast corner of



LAND USE ELEMENT

Central Avenue and Hurley Avenue. One of these properties has a vacant building. There appears to be nine vacant residential parcels, four of which have vacant structures, and two additional vacant commercial properties, both of which have vacant structures. This centrally-located medium density neighborhood has the potential for redevelopment as a vibrant mixed-use area.



Restaurant located on Hurley Avenue

Triangle Addition on Highway 180

A triangular-shaped, mixed-use neighborhood is centrally located between Highway 180 on the west and south, Central Avenue on the north, and Hurley Avenue on the east. This area has one church, single-family dwellings, two multi-family complexes, vacant parcels, some of which are unbuildable due to steep slopes, and several commercial structures including a fast food restaurant, a gas station, a bank, two health care centers, and an antique store.

North Central on Highway 180

North of the Triangle Addition is a mixed-use area bordered by Grant Street on the north, Highway 180 and Central Avenue on the south. With the exception of two residential parcels, commercial properties front the highway and include a retail store, a construction company, and a vacant grocery store. The lots fronting on Grant Street between Rosemary and Elm Streets are single-family residential, with the exception of the corner lot owned by the retail store.

West Highway 180

A strip on the north side of Highway 180 is a mix of commercial, public use, and single-family residential. A strip of unbuildable vacant land on a steep slope is located behind this mixed-use corridor. This corridor is across the highway from Cobre High School. A new bank branch has been built on the far west end of the City and is located near the Cobre School District's Purchasing and Receiving property. Commercial and single-family residential lots comprise the remainder of the block. A shopping center with a restaurant, hair salon, and grocery store is located on the corner of Rosemary Street across from a retail store.



New bank branch on Highway 180

LAND USE ELEMENT

Southwest of Highway 180

Residential Development - The newest residential area is located south of Highway 180 between Cobre High School on the west and Hurley Avenue the Elementary School / Middle School complex on the east. This medium density neighborhood is a mix of site-built houses, manufactured homes, and later model double-wide mobile homes. Seven single-wide mobile homes are scattered throughout the neighborhood. There are a few vacant



Neighborhood southwest of Highway 180

lots in this area, some of which can be attributed to unbuildable sites located in arroyos or on steep slopes. Vacant lots on the east side of Joan Street appear to belong to the school.

Non-Residential Development - An Odd Fellow's Hall is located in this residential area on Erie Drive between Steyskal and Bard Streets. A church is located on the far southeastern corner of the neighborhood adjacent to the City's boundary line. Vacant property across from the church may be owned by the church. The neighborhood's edges defined by Highway 180 on the north and Hurley Avenue on the east have a mixed-use land use pattern. Blocks of commercial development including two gas stations are interspersed among blocks of vacant land, public uses (church, Lion's Club building, farmer's market, union hall), and single-family residential. Some blocks are mixed use.

Schools

Cobre Consolidated School District owns several properties in the City. Cobre High School sits on a large parcel on the west end of town with frontage on Highway 180. The high school building has recently undergone renovation. The tennis courts are in disrepair. The Bayard Elementary / C.C. Snell Middle School Complex is on a large parcel sandwiched between Highway 180 and the Southwestern Railroad. Bayard's Community Center and Park are located on the northwest corner of this area. The Middle School has recently undergone renovations. The school's athletic fields provide green space that is enhanced by the scenic views of the surrounding mountainous terrain. The school district also has an administrative office and equipment yard on Central Avenue.

3. VACANT and ABANDONED PROPERTIES

As noted in the previous section, there are abandoned and vacant commercial and residential properties scattered throughout the community. These properties can attract illegal activity and threaten public safety, and can cause blight to spread within neighborhoods. In addition to public safety issues, vacant properties indirectly put a strain on the City's budget because they represent lost tax revenue, can drag down the value of nearby properties, and can destabilize neighborhoods. Returning these vacant and/or abandoned properties to productive use would be a strategy that would have far-reaching impacts to the City of Bayard and its residents. A multi-pronged approach, endorsed by the US Conference of Mayors, recommends developing policies aimed at preventing abandonment, gaining control of abandoned properties, and promoting the reuse of abandoned properties.



Vacant Bayard Theatre at Ruby and Davis Streets

4. EXISTING ZONING

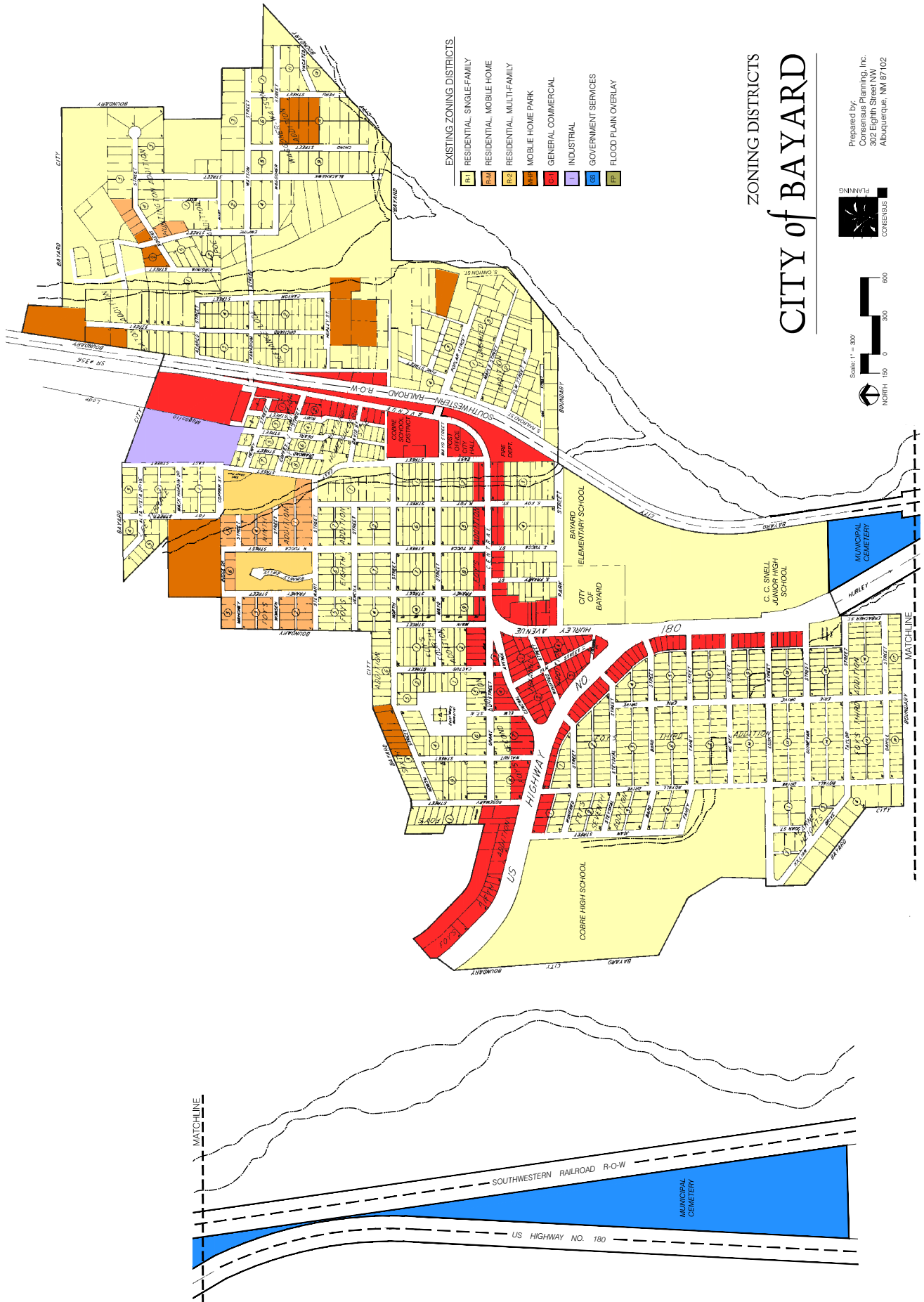
City of Bayard Zoning Ordinance, 2009

The Bayard Zoning Ordinance was first developed in 1997 based on the goals and objectives contained in the original 1997 Comprehensive Plan (see *Existing Zoning Map on page 18*). It most recently was updated in 2009 to address cemeteries as a permissive use. The Code contains sections addressing administration, amendments, conditional and special use permits, variances, appeals, penalties, fees, home occupation permits, general provisions, Planning and Zoning Commission, and eight zoning districts. Within each zoning district, the Zoning Code lists permissive and conditional uses, and contains specific development standards addressing minimum lot size, setbacks, parking, accessory structures, etc. The eight zoning districts are as follows:

- R1 - Residential, Single Family: 5,000 square foot minimum lot size
- RM - Residential, Mobile Home: 5,000 square foot minimum lot size
- R2 - Residential, Multi-family: 5,000 square foot minimum lot size; maximum density of 20 dwelling units per acre
- MHP - Mobile Home Park: 2 acre minimum lot size; maximum density is 8 mobile homes per acre; existing mobile home parks requires owners to request a Certificate of Legal Non-Conforming Use from the Zoning Officer and requires mobile home parks to maintain a City business license with failure to do so being grounds for revocation of the legal non-conforming status

LAND USE ELEMENT

- C-1 - General Commercial: 5,000 square foot minimum lot size; requires frontage on a collector or arterial road; allows R-2 uses, except detached single family units; requires all commercial uses with gross floor area greater than 10,000 square feet to secure a Special Use Permit
- GS - Government Service: restricts uses to the 40-acre cemetery tract addition and requires a Special Use Permit
- I - Industrial: 5,000 square foot minimum lot size; allows retail stores and manufacturing and assembling operations up to 15,000 square feet, in addition to other uses
- FP - Flood Plain Overlay: zone is intended to reduce flood losses; all uses are conditional and require a development permit by the City Council



5. BAYARD and ADJACENT AREA

As previously mentioned, the City of Bayard is generally land-locked and surrounded by privately held property, with little opportunity for annexation. The five largest landowners are as follows:

- Chino Mines Company
- Foy Inc.
- Ernesto Gavaldon
- Dodson Oliver
- Cobre Mining

There are three corridors leading out of Bayard that have the potential for development in the area. Their potential and related issues are described below:

State Highway 356 to the Northeast

Highway 356 is a secondary road that is in relatively good condition. There is a fresh water line installed along the west right-of-way all the way to Hanover. The terrain along this side is rough and rocky. The Southwest Railway, Whitewater Creek and its flood plain are on the east side of the highway. There is a significant amount of heavy vehicle traffic in and out of the Chino and Cobre Mines on Highway 356. This area would not be appropriate for commercial or residential development.

US Highway 180 to the South

Highway 180 is a primary road in good condition. The highway is the primary connector for the population of southwest New Mexico with the I-10 corridor. The terrain along the west side of Highway 180 has a relatively gentle slope and would be amenable to development. The new Bayard Cemetery, the Southwest Railway, additional Chino Mines parcels, and Whitewater Creek and its flood plain are on the east side. A fresh water line could be extended to this area of development along the west ROW of Highway 180 from Erbacker Street. The volume and pressure of flow may be limited by the distance from the distribution tanks. The Regional Wastewater Treatment plant is located east of the highway. It may be possible to develop gravity sewer collection from this area to the plant. This area is wholly owned by FMI Chino Mines Company as part of its reclamation trust. This area could be appropriate for commercial or residential development.

US Highway 180 to the Northwest

Highway 180 to the northwest is the primary connector for the population of southwest New Mexico with the I-10 corridor. Local traffic between Bayard and Silver City is heavy. The terrain along the east side of the Highway has a relatively gentle slope and would be amenable to development. The Manhattan Park subdivision would form the north limit of development. Cameron Creek and its flood plain are on the west side of the Highway. The fresh water distribution tank for the City of Bayard is located overlooking this area of potential development. Fresh water main lines could be constructed along the east ROW of the Highway from where the primary transmission line crosses the road from west to east. The volume and pressure of flow would be anticipated to be excellent. The gravity main sewer line from Fort Bayard and Santa Clara to Bayard and the Regional Wastewater Treatment plant is located near the east ROW of the highway. It would be straight forward to develop gravity sewer collection from this area to the existing sewer main. Foy Inc. is

the primary landowner in this area. This area could be appropriate for commercial or residential development.

As previously noted, there is tremendous opportunity to focus growth within the existing City limits through redevelopment and infill of vacant or underutilized properties.

6. HISTORIC PRESERVATION

National Heritage Area

The 2006 Comprehensive Plan recommended that the City of Bayard join with Santa Clara, Silver City, Hurley, and Santa Rita to form a National Heritage Area (see *Appendix C for more information regarding the National Park Service procedures*). A “National Heritage Area” is a place designated by the United States Congress where natural, cultural, historic, and recreational resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. Designation of a National Heritage Area is a strategy that encourages residents, government agencies, non-profit groups and private partners to collaboratively plan and implement programs and projects that recognize, preserve, and celebrate America’s defining landscapes. Heritage Areas seek short and long-term solutions to their conservation and development challenges by fostering relationships among regional stakeholders and encouraging them to work together to achieve shared goals. Southwestern New Mexico has an extensive history of mining industries that were the main motivation for the settlement and development of the area. Bayard is a small community with important history, but somewhat limited resources. By joining with the surrounding communities, resources would be combined and multiplied and the history of these communities would take on added significance.

Individual Buildings of Significance

There are a number of buildings in Bayard that have what is typically referred to as “local significance”. Depending on the extent of renovations, it is likely that they would be eligible for the New Mexico Register of Cultural Resources or the National Register of Historic Places (see *Appendix C for information regarding historic preservation*) and related tax incentives would be available. This section provides a brief description of each of these buildings and their relative potential for listing on one or both of the registers.

Lion’s Club Building

The Lion’s Club Building dates back to 1942, appears to be in near pristine condition, and has played a significant role in Bayard. The exterior stone appears to be all original and of local origin. The windows all appear to be original and the only apparent addition to the building is a small cement front porch. This building has a strong case to be listed on both the State and National Registers.



Lion’s Club Building

LAND USE ELEMENT

Bayard Railroad Depot, Central Avenue

The Bayard Railroad Depot was recently donated to the City, however, the property in which it sits upon is still owned by the Railroad. The building is in fairly good condition and is a significant resource in the history of the community. The building fronts Central Avenue. Relating more to the history of Fort Bayard than to mining activities in the area, the Depot is currently being used as a storage facility by the owner, Porter Oil Company. The exterior is in good condition, although there is some roof deterioration. A raised floor was added at some point in the last 20 years, but it simply covers the original floor of the Depot, and the majority of the original floor plan remains. It would be in the best interest of the community to restore and maintain this building in some fashion, and potentially make this building a headquarters for heritage tourism activities.



Bayard Railroad Depot

Original Bayard Library, 1120 Central Avenue

Community lore tells the story of how the building was originally built in Columbus, New Mexico and then moved to Bayard in 1936. While it is possible that bricks from a previous building were used in construction as well as the pressed tin ceiling, it seems unlikely that the original building itself was moved as a whole or even recreated. With a move date of 1936, it is likely that building materials may be from the previous building in Columbus, but the actual construction is not. The sides of the building have a 7-1 American bond brick pattern, while the front has a 6-1 American Bond pattern in a lighter brick. There is decorative brick detailing on the front façade of the building as well as a series of glass decorative patterns underneath. This building should be considered for nomination to the State and National Registers.



Original Bayard Library during expansion project

Shroeder House, Tom Foy Boulevard

This multi-style bungalow appears to be in good condition. A wood-frame building, this private residence is a combination of brickwork, stucco, and decorative stick work, as well as a decorative "S" on the exterior fireplace. Interviews also yielded the information that this house was built by Ted Shroeder, Sr. and then passed on to his son, Ted Shroeder, Jr. and was then sold to another family. Although this building is a private residence, it deserves preservation and nomination to the State Register.

7. LAND USE GOALS and IMPLEMENTATION STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Land Use Goal 1. Increase the utilization of the City's existing land base for development by encouraging and participating in redevelopment, rehabilitation, and/or adaptive reuse of vacant buildings and properties, and substandard infrastructure systems.

Land Use Strategy 1. Designate a Metropolitan Redevelopment Area (NMSA 3-60A-1 to 3-60A-48) in blighted areas that have been determined to substantially inflict or arrest the sound and orderly development of the community.

Land Use Strategy 2. Develop a Metropolitan Redevelopment Area Plan in order to provide for tax incentives and funding mechanisms for improvements, rehabilitation, and/or redevelopment of vacant, deteriorated, or abandoned residential and commercial structures, and infrastructure improvements.

Land Use Strategy 3. Develop an inventory of existing vacant and abandoned properties, and adopt a vacant property registration ordinance for properties that have been vacant for more than six months. Identify specific properties that would be best suited for new residential single family and multi-family development and new commercial development.

Land Use Strategy 4. Provide incentives for the redevelopment of underutilized or deteriorated properties through permit fee waivers, water/wastewater connection fee waivers, and an expedited plan/permit review and approval process.

Land Use Strategy 5. Work with the New Mexico Economic Development Department to identify tax incentives for commercial building rehabilitation.

Land Use Strategy 6. Work with the NMEDD to develop enabling legislation for non-Enterprise Communities that would allow a rural commercial building rehabilitation tax credit up to \$50,000, to encourage reuse and rehabilitation.

Land Use Goal 2. Revitalize Central Avenue by promoting a mix of land uses and enhancements.

Land Use Strategy 7. Create a zoning overlay district that promotes redevelopment of Central Avenue through incentives such as density bonuses, reduced parking requirements, and property tax abatements.

Land Use Strategy 8. Apply to New Mexico MainStreet as a start-up community in order to receive revitalization technical services and capital outlay funding from the state.

LAND USE ELEMENT

Land Use Strategy 9. Apply for grants to fund storefront, building facade, and streetscape improvements for properties fronting on Central Avenue.

Land Use Goal 3: Promote the preservation and rehabilitation of historic structures.

Land Use Strategy 10. Pursue, in collaboration with the surrounding communities, the designation as a "National Heritage Area" for the Mining District.

Land Use Strategy 11. Encourage and promote the nomination of the community's historic buildings to the New Mexico Register of Cultural Properties and/or the National Register of Historic Places.

Land Use Strategy 12. Renovate the Railroad Depot as a historic building for heritage tourism purposes.

Land Use Strategy 13. Promote the use of the Cultural Property Preservation tax credit through the New Mexico State Historic Preservation Office to encourage historical building rehabilitation.

Land Use Goal 3. Promote community pride and beautification to enhance the appearance of Bayard's neighborhoods and streetscapes.

Land Use Strategy 14. Adopt a litter and anti-blight ordinance that addresses the prevention and elimination of litter, junk, or trash on public and private property, and enhance code enforcement activities.

Land Use Strategy 15. Work with the New Mexico State Forestry Division and other community beautification grant programs to provide low cost plants and seedlings on municipal land, school property, and to private property owners who meet the Conservation Seedling Program requirements.

Land Use Strategy 16. Promote an annual community clean up day sponsored by local businesses and the City that mobilizes community volunteers, including youth, to participate in clean-up activities, tree plantings, or minor building rehabilitation projects.

Land Use Strategy 17. Promote youth involvement in community art projects such as building an entry feature and small art and landscape area near the main Highway 180 entrance to Bayard.

Land Use Strategy 18. Develop a campaign utilizing local media and a motto to promote a positive community image and vision such as "Beautify Bayard!"

Land Use Strategy 19. Foster neighborhood pride by hosting an annual friendly competition for "most beautiful street" (or yard, business front, neighborhood).

HOUSING ELEMENT

1. INTRODUCTION

One of the primary functions of local government is to ensure that safe and affordable housing is available to all of its residents. All communities should contain a diversified housing stock in order to accommodate current residents and attract new people to the community. In addition to being a basic human need, a range of housing for people of all income levels is critical for attracting economic development and business retention.



Single family home in Bayard

The Housing Element contains goals and strategies related to attracting new and diverse housing opportunities to Bayard, rehabilitation of the housing stock where needed, and the preservation of existing neighborhoods. Affordable housing, which does not necessarily mean government subsidized housing, is also contained in this section to address the need for low to moderate income households being able to afford rent or a mortgage without it being a strain on their monthly budget.

2. HOUSING OCCUPANCY and TENURE

In 2010, there were a total of 1,087 housing units in Bayard. Of that total, 928 units were occupied and 159 units (14.6%) were vacant. Overall, there was a slight reduction on total housing units and a significant increase in the number of vacant units from 2000. This is consistent with the decline in population. Table 5 provides data on housing occupancy and tenure for Bayard in 2000 and 2010.

TABLE 5: BAYARD HOUSING OCCUPANCY & TENURE			
Housing Units by Type	2000	2010	% Change 00-10
Total Housing Units	1,100	1,087	-1.2%
Occupied Units	970	928	-4.3%
Vacant Units	130	159	22.3%
Owner-Occupied Units	719	623	-13.4%
Population in Owner-Occupied	1,891	1,524	-19.4%
Average Household Size	2.63	2.45	-6.8%
Renter-Occupied Units	251	305	21.5%
Population in Renter-Occupied	640	804	25.6%
Average Household Size	2.55	2.64	3.5%
Vacant Units	130	159	22.3%

Source: US Census Bureau.

HOUSING ELEMENT

Owner-Occupied Units - Of the occupied units, 67.1% were owner-occupied in 2010. The population living in owner-occupied housing units was 1,524, which calculates to an average household size of 2.45 persons. Comparing this to 2000, there was a significant downward shift from owner-occupied units to an increased number of renter-occupied units.

Renter-Occupied Units - Of the occupied units, 32.9% were renter-occupied in 2010. The population living in renter-occupied housing units was 804, which calculates to a higher average household size of 2.64 persons. As stated above, renter-occupied units increased significantly from 2000.

Vacant Units - There were 159 vacant units in 2010. This is an increase of 22.3% from 2000.

3. AGE and CONDITION OF HOUSING STOCK and AFFORDABLE HOUSING

Bayard faces some unique housing challenges due to the fact the housing stock is aging and a significant number of housing structures were relocated from Santa Rita and have substantial rehabilitation needs. The US Census Bureau estimated in 2010 that 76.1% of housing structures in Bayard were 30 years old or greater and only 5.4% of the housing structures were 10 years old or less (see Table 6). The median year housing structures were built in Bayard was 1965. This is in contrast to the state as a whole where the median year housing structures were built was 1980. The time period that experienced the greatest rate of construction in Bayard was 1960 to 1969, and for New Mexico, it was 1970 to 1979 (see Figure 3).



Existing housing in need of rehabilitation

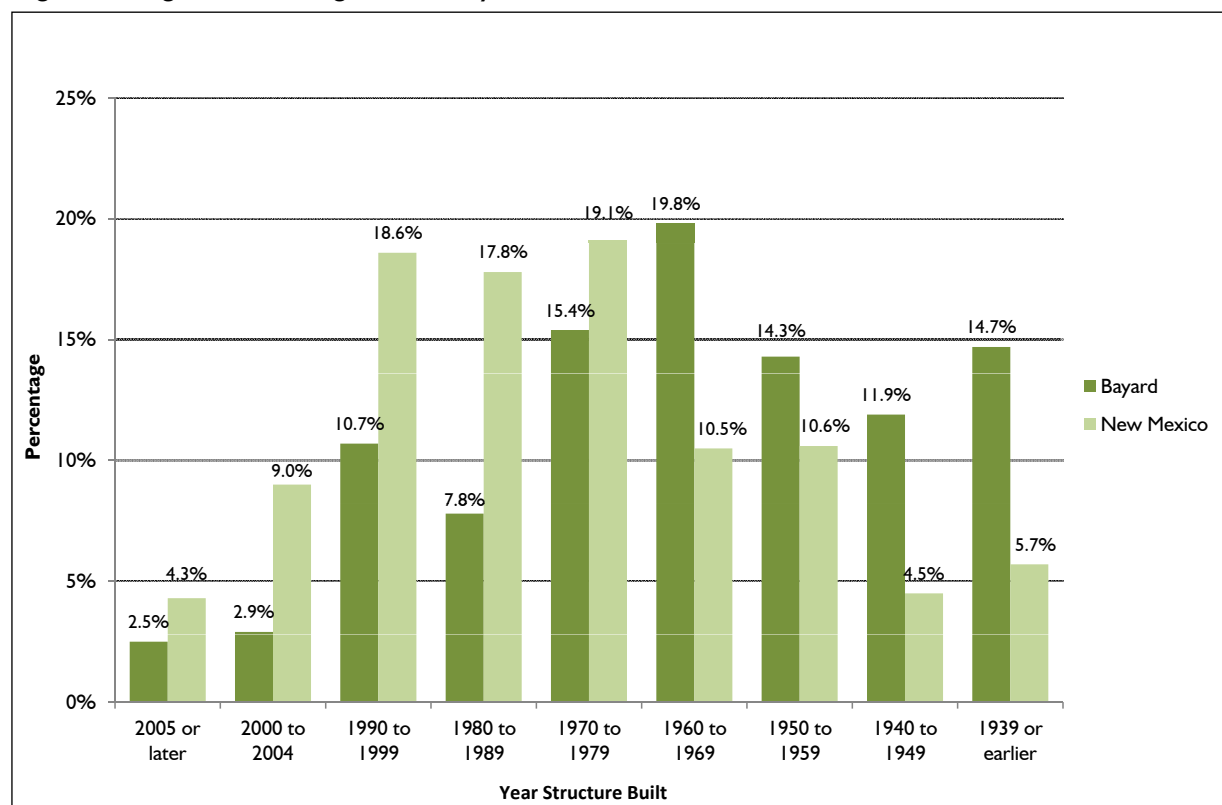
TABLE 6: AGE OF HOUSING STOCK

Years	Bayard	% of Total	New Mexico	% of Total
Built 2005 or later	33	2.5%	38,159	4.3%
Built 2000 to 2004	38	2.9%	80,122	9.0%
Built 1990 to 1999	140	10.7%	165,001	18.6%
Built 1980 to 1989	103	7.8%	157,660	17.8%
Built 1970 to 1979	202	15.4%	169,485	19.1%
Built 1960 to 1969	260	19.8%	93,026	10.5%
Built 1950 to 1959	187	14.3%	94,079	10.6%
Built 1940 to 1949	156	11.9%	39,860	4.5%
Built 1939 or earlier	193	14.7%	50,498	5.7%
Total	1,312	100.0%	887,890	100.0%

Source: US Census Bureau.

HOUSING ELEMENT

Figure 3: Age of Housing Stock, Bayard Versus New Mexico



Source: US Census Bureau.

Colonias

In 1991, due to substandard housing conditions and inadequate infrastructure systems, Grant County designated Bayard a colonia community. Colonias are rural communities with a population of less than 25,000 located within 150 miles of the US/Mexican border that were designated by the municipality or county in which it is located because of a lack of potable water supply; lack of adequate sewage systems; or lack of decent, safe, and sanitary housing. In 2011, the New Mexico State Legislature established the Colonias Infrastructure Act to:

- 1) Ensure adequate financial resources for infrastructure development for colonia recognized communities;
- 2) Provide for the planning and development of infrastructure in an efficient and cost effective manner; and
- 3) Develop infrastructure projects to improve quality of life and encourage economic development.

The Colonias Infrastructure Act created the Colonias Infrastructure Board to evaluate applications for financial assistance for planning, designing, constructing, improving, or expanding a qualified project; engineering feasibility reports; project inspections; professional services; environmental assessments or archaeological clearances; acquiring land, water rights, easements, or rights-of-way; or paying legal costs and fiscal agent fees associated with development of qualified projects. The legislation also created the Colonias Infrastructure Trust Fund, with distributions from the Trust Fund

HOUSING ELEMENT

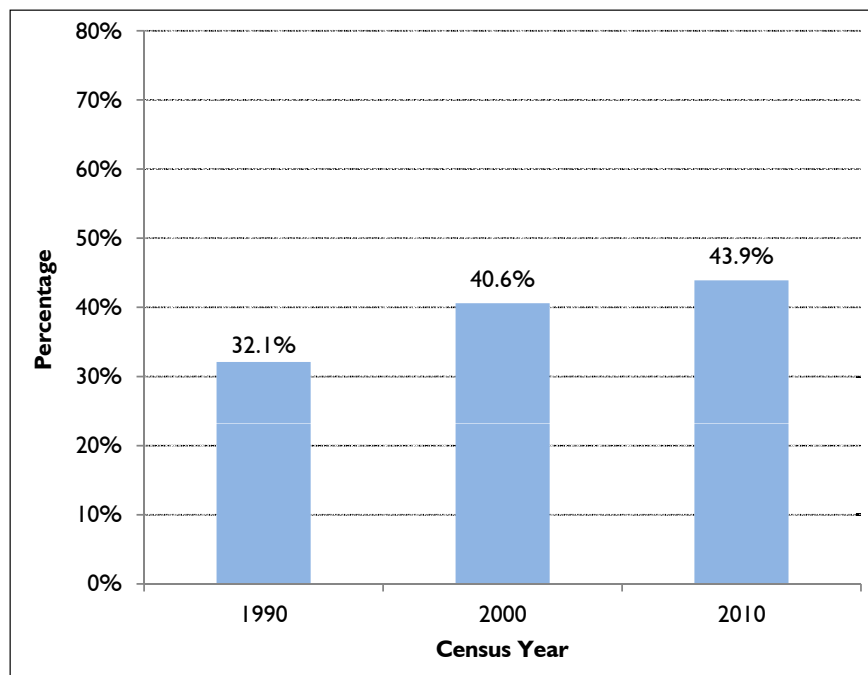
made to the Colonias Infrastructure Project Fund annually on July 1st for the purpose of providing funding for qualified projects. Bayard should take advantage of this opportunity by coordinating with the SWNMCOG and pursuing funding from the Colonias Infrastructure Project Fund for qualified housing and infrastructure projects.

Affordable Housing

Housing affordability is defined by the US Department of Housing and Urban Development (HUD) as a household paying no greater than 30% percent of its annual income on housing. Families who pay more than 30% of their income for housing are considered cost-burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care.

The number of households in Bayard with a mortgage continues to increase (see *Figure 4*). In 1990, the number of households with a mortgage, contract to purchase, or similar debt was 32.1%. In 2000, the number increased to 40.6% and in 2010, the number increased again by 3.3% to 43.9%.

Figure 4: Bayard Households with a Mortgage



Source: US Census Bureau

Affordable Housing Programs and Agencies

There are a number of organizations that provide rental assistance to low and very low income residents. Assistance for housing rehabilitation is available but limited depending on how well these housing organizations are funded. See Appendix C for a list of housing resources and contact information.

Western Regional Housing Authority - The Western Regional Housing Authority covers a broad swath of New Mexico including Grant, Catron, Hidalgo, Luna, Sierra, Socorro, Valencia, and Torrance counties. Rental assistance is provided to low and very-low income families under the Housing Choice Voucher and Low Rent Public Housing programs through HUD.

HOUSING ELEMENT

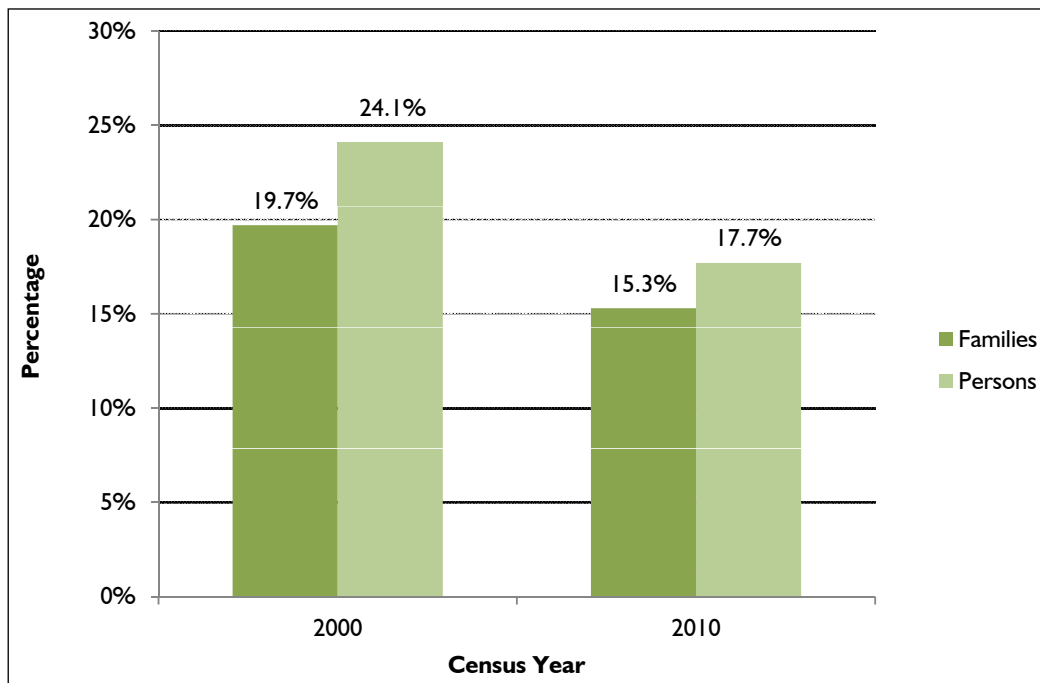
Southwestern Regional Housing Authority - The Southwestern Regional Housing Authority is based in Deming and provides assistance for rehabilitation.

Bayard Housing Authority - The Bayard Housing Authority manages 70 units within the City limits. Occupancy rate is 100% and there is currently a waiting list.

4. POVERTY STATUS

The number of people in Bayard whose income is estimated to be below the poverty level decreased from 24.1% in 2000 to 17.7% in 2010 (see Figure 5 below). There was also a decrease in the number of families in Bayard below the poverty level from 19.7% in 2000 to 15.3% in 2010.

Figure 5: Families and People Below the Poverty Level in Past 12 Months



Source: US Census Bureau

5. HOUSING GOALS and IMPLEMENTATION STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Housing Goal 1. Increase opportunities for new affordable housing developments.

Strategy 1. Encourage the construction of affordable multi-family apartments through an affordable housing tax credit program with technical assistance from organizations such as the New Mexico Mortgage Finance Authority and the Enterprise Foundation.

HOUSING ELEMENT

Strategy 2. Acquire vacant property within a City-designated Metropolitan Redevelopment Area and issue a Request for Proposal for a developer to build multi-family and/or single family units.

Strategy 3. Form a partnership with an existing affordable housing community housing development organization such as the Southwestern Regional Housing Authority that is focused on home rehabilitation, homeownership, and housing development.

Strategy 4. Develop a density bonus program to provide developers or homeowners an incentive that allows additional units on the same lot if the developer/homeowner is willing to designate at least one of the units to be affordable.

Housing Goal 2. Promote the rehabilitation of existing housing units.

Strategy 5. Increase participation with the Southwest New Mexico Council of Governments (SWNMCOG) to receive rehabilitation money through the USDA Rural Housing Assistance Program, New Mexico Mortgage Finance Authority, and Community Development Block Grants.

Strategy 6. Coordinate with the New Mexico Mortgage Finance Authority to apply for HOME Investment Partnership Program funds, which provides funding for rehabilitation of housing for low income homeowners.

Strategy 7. Collaborate with organizations with experience and capacity in dealing with colonias, including the New Mexico Finance Authority, and pursue funding for qualified projects from the Colonias Infrastructure Fund.

Strategy 8. Educate Bayard citizens through workshops, brochures, or individual counseling about the New Mexico State Historic Preservation Office Cultural Property Preservation tax credit for housing rehabilitation.

Strategy 9. Continue to work with the local “Habitat for Humanity” program to purchase and rehabilitate a house annually in Bayard for affordable housing.

Housing Goal 3. Promote the development of multi-generational residential neighborhoods.

Strategy 10. Create incentives and develop education materials for first-time homebuyers on low-interest home mortgage programs.

Strategy 11. Provide education on home maintenance assistance programs and property tax education materials for senior citizen homeowners.

ECONOMIC DEVELOPMENT ELEMENT

1. INTRODUCTION

The Economic Development Element analyzes current economic conditions, identifies economic strengths and challenges, and seeks out opportunities that the City can pursue to expand the tax revenues of the community, diversify the economy, and retain existing businesses. While the copper mining industry has historically played a very strong role in Bayard's economy, it continues to fluctuate and experience "boom and bust" cycles. Therefore, it is critical to the health and well being of the community that the City does its part to encourage and attract new industries, and to retain and expand existing local businesses.

2. INCOME

As indicated by the American Community Survey, the median household income for Bayard in 2010 was \$29,241 and the per capita income was \$14,188.

Table 7 shows the average annual wages for jobs in Grant County in 2009 was \$33,436, significantly lower (13.2%) than the state-wide average of \$38,532. While Grant County ranked higher in average annual wages than most of its surrounding counties, the rate of positive change between 2009 and 2010 was considerably less than surrounding counties at .6%.

TABLE 7: AVERAGE ANNUAL WAGES, 2009 & 2010			
County / 2010 Rank	2009	2010	% Change
GRANT COUNTY / 14	\$33,436	\$33,644	.6%
Catron County / 27	\$29,016	\$29,588	2.0%
Sierra County / 30	\$26,988	\$28,340	5.0%
Luna County / 15	\$29,328	\$32,604	11.2%
Hidalgo County / 8	\$32,812	\$37,336	13.8%
New Mexico	\$38,532	\$42,484	10.3%

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

The next two tables illustrate annual median household income (see Table 8) and annual per capita income (see Table 9) for Grant County, its surrounding counties, and the state. Across the board, all of the counties experienced an increase in the annual median household income and the annual per capita income. While all of these counties fall behind the state as a whole, Grant County comes out on top as compared to the other counties in both measures.

TABLE 8: ANNUAL MEDIAN HOUSEHOLD INCOME, 2005-2009						
County	2005	2006	2007	2008	2009	% Change
GRANT COUNTY	\$31,041	\$33,013	\$33,841	\$36,239	\$34,890	12.4%
Catron County	\$25,917	\$27,481	\$29,559	\$29,127	\$29,853	15.2%
Sierra County	\$23,902	\$25,013	\$23,387	\$27,580	\$26,864	12.4%
Luna County	\$23,130	\$23,677	\$25,880	\$27,957	\$25,833	11.7%
Hidalgo County	\$25,039	\$27,484	\$28,703	\$34,236	\$30,153	20.4%
New Mexico	\$38,947	\$40,028	\$44,356	\$42,102	\$42,830	10.0%

Source: US Census Bureau

ECONOMIC DEVELOPMENT ELEMENT

TABLE 9: ANNUAL PER CAPITA INCOME, 2005-2008

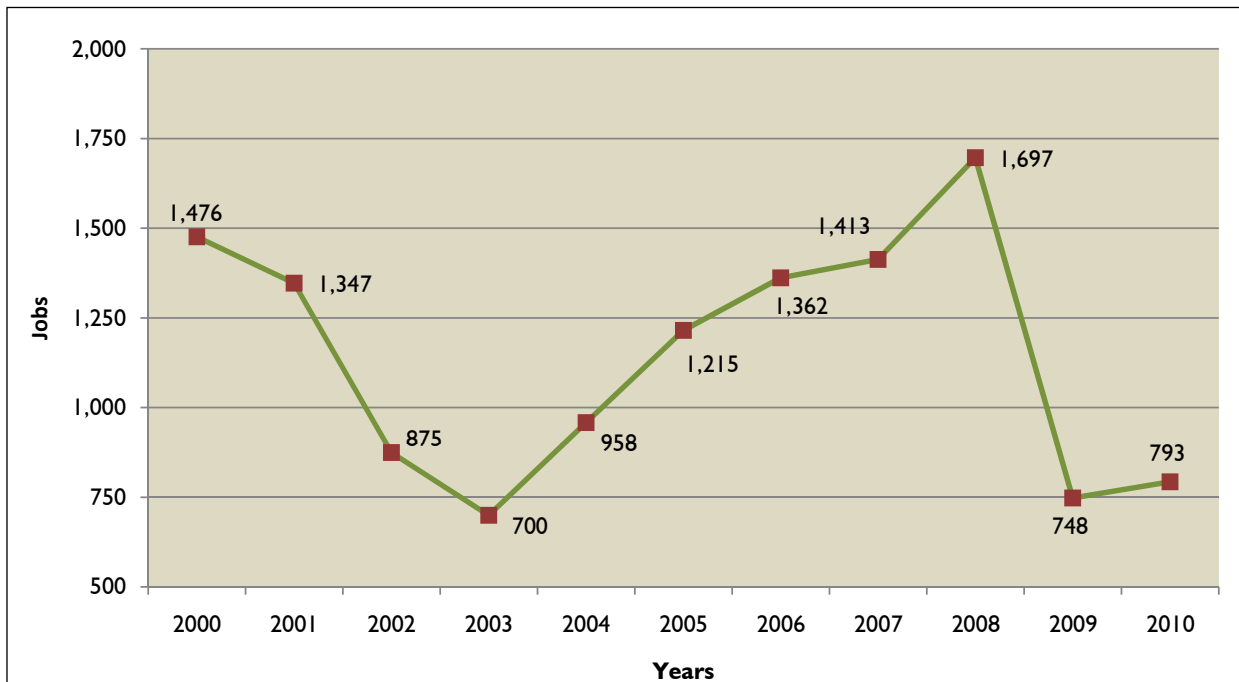
County	2005	2006	2007	2008	2009	% Change
GRANT COUNTY	\$23,470	\$24,732	\$26,007	\$29,974	*	27.7%
Catron County	\$18,529	\$18,417	\$19,257	\$24,276	*	31.0%
Sierra County	\$20,488	\$21,866	\$23,508	\$26,594	*	29.8%
Luna County	\$19,311	\$19,936	\$20,933	\$23,682	*	22.6%
Hidalgo County	\$20,396	\$22,071	\$23,967	\$27,182	*	33.3%
New Mexico	\$28,876	\$30,513	\$32,022	\$33,584	\$33,212	15.0%

Source: US Bureau of Economic Analysis, Survey of Current Business. * Data not available

3. EMPLOYMENT

The copper mining industry has a long history in Bayard, as well as the entire Mining District of Silver City, Hurley, and Santa Clara. Figure 6 provides a snapshot of the employment trends in the mining industry for Grant County. Since 2000, the number of jobs has experienced deep fluctuations, with a low point of 700 jobs in 2003 up to 1,697 jobs in 2008. By 2009, the number of jobs appears to have leveled off.

Figure 6: Employment Trends in Mining Industry, Grant County



Source: US Census Bureau, Local Employment Dynamics

As shown in Table 10, the unemployment rate in Grant County as of July 2011 was 7.7%, which was higher than the state-wide unemployment rate of 7.2%, but lower than the top ten highest unemployment rates for New Mexico counties. Of the 33 counties in New Mexico, Grant County was ranked with the 13th highest unemployment rate (see Table 3: Unemployment Rates, 2010 and July 2011). The county with the highest rate of unemployment is Luna County at 15.8%. Overall, there was a significant decrease in the rate of unemployment both in the counties and state-wide between 2010 and 2011. Grant County's unemployment rate declined by 29.4% between 2010 and July 2011.

ECONOMIC DEVELOPMENT ELEMENT

**TABLE 10: COUNTY UNEMPLOYMENT RATES,
2010 & JULY 2011**

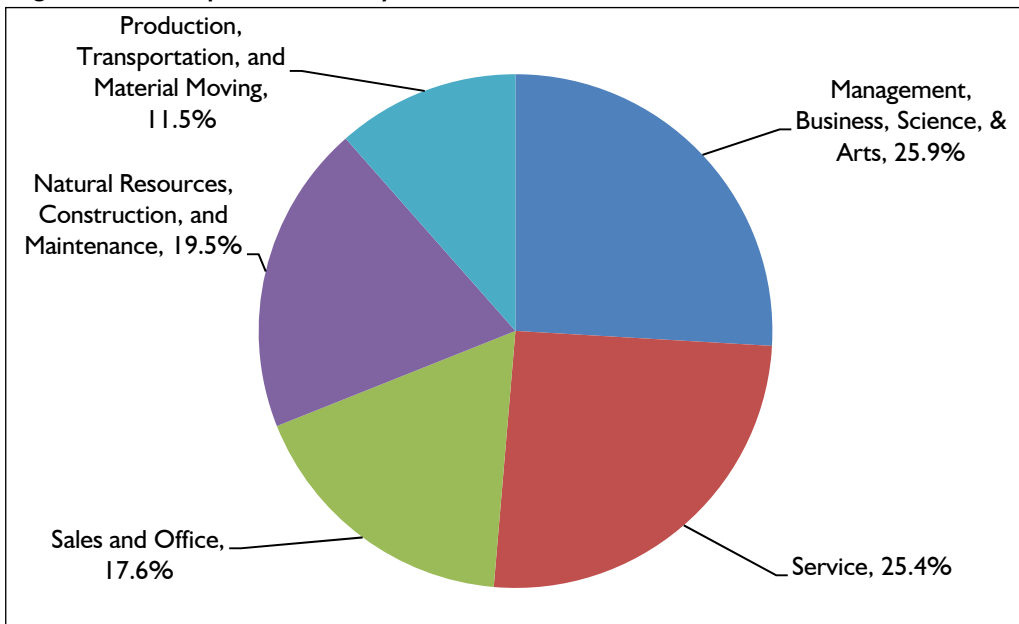
Counties / 2011 Rank	2010	2011	% Change
GRANT COUNTY / 13	10.9%	7.7%	-29.4%
Catron County / 18	9.5%	6.7%	-29.5%
Sierra County / 22	6.8%	5.7%	-16.2%
Luna County / 1	18.7%	15.8%	-15.5%
Hidalgo County / 24	7.9%	5.7%	-27.8%
New Mexico	8.2%	7.2%	-12.2%

Source: NMDWS LAUS unit in conjunction with US Bureau of Labor Statistics

4. OCCUPATION and INDUSTRY TYPE

The US Census Bureau determines the occupation of the civilian employed population 16 years old and over. Occupation is divided into five categories, including Management, Business, Science, and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. In Bayard, occupations are relatively evenly distributed with Management, Business, Science, and Arts occupations with the most jobs at 25.9%, followed closely behind by Service occupations at 25.4%, and Natural Resources, Construction, and Maintenance occupations at 19.5%. Sales and Office occupations are at 17.6% and Production, Transportation, and Material Moving occupations are last at 11.5%. This is a significant shift from 2000, where Service occupations were at the top at 31% and Management, Business, Science, and Arts occupations followed at 20%. Figure 7 shows the breakdown of these occupations in 2010.

Figure 7: Occupations in Bayard, 2010

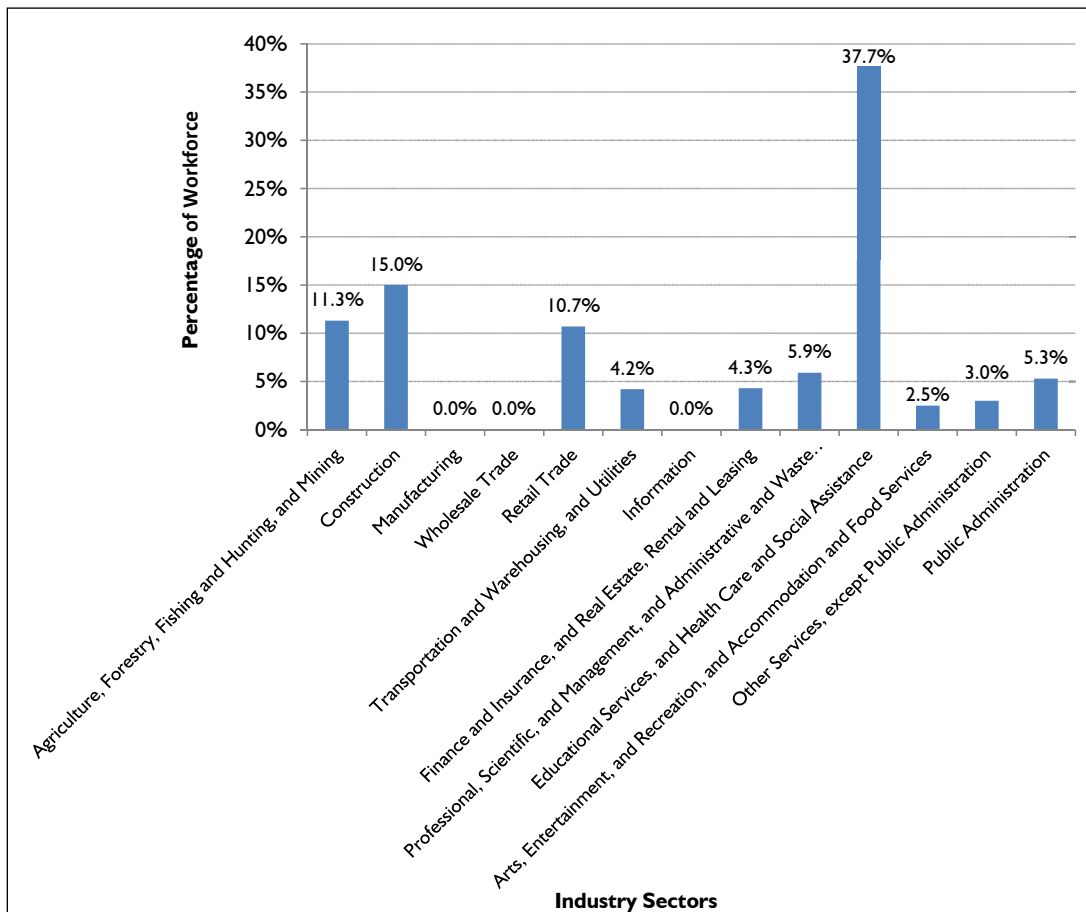


Source: US Census Bureau, American Community Survey 5-Year Estimates

ECONOMIC DEVELOPMENT ELEMENT

Industry type is divided into 13 separate sectors. Figure 8 shows how these industry sectors are distributed in Bayard. Not surprisingly, Educational Services, and Health Care and Social Assistance is far ahead of any other sectors in Bayard due to the presence of Cobre Consolidated Schools. Construction comes in a distant second with 15%, followed by Agriculture, Forestry, Fishing and Hunting, and Mining at 11.3%, reflecting the loss of jobs in the mining industry. Several sectors are completely absent in Bayard, including Manufacturing, Wholesale Trade, and Information.

Figure 8: Industry Sectors in Bayard, 2010



Source: US Census Bureau, American Community Survey 5-Year Estimates

5. TAX REVENUES

Gross Receipts

Table 11 provides the taxable gross receipts collected for Bayard, surrounding communities, and the state as a whole. Bayard experienced a 4% decline between fourth quarter 2009 and 2010. Based on the 2010 population, per capita taxable gross receipts was \$1,457, which is significantly lower than the surrounding communities, with the exception of the Town of Hurley. Hurley experienced a tremendous decline in taxable gross receipts of 55.2% between 2009 and 2010. Since Silver City's tax revenues increased during this same period, some level of tax leakage to Silver City can be assumed (meaning Bayard residents are spending taxable dollars in Silver City).

ECONOMIC DEVELOPMENT ELEMENT

TABLE 11: TAXABLE GROSS RECEIPTS

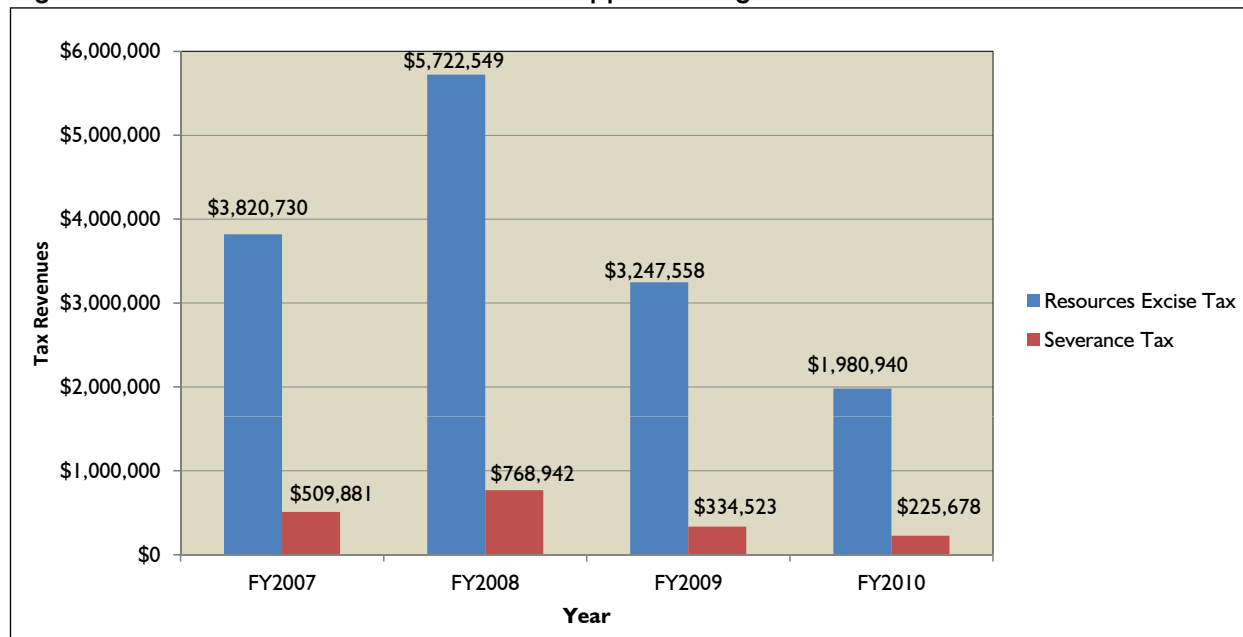
City	2009 Q4	2010 Q4	% Change 09-00	Population 2010	Per Capita 2010 Q4
BAYARD	\$3,533,849	\$3,390,747	-4.0%	2,328	\$1,457
Silver City	\$61,793,108	\$65,796,393	6.5%	10,315	\$6,379
Hurley	\$1,918,493	\$858,602	-55.2%	1,297	\$662
Deming	\$52,403,075	\$51,063,129	-2.6%	14,855	\$3,437
Hatch	\$5,666,891	\$5,636,723	-.5%	1,648	\$3,420
New Mexico	\$11,337,344,768	\$11,834,084,340	4.4%	2,059,179	\$5,747

Source: New Mexico Department of Taxation and Revenue.

Hard Minerals

The State of New Mexico imposes two taxes on activities related to natural resources, including a severance tax and resources excise tax. This includes timber and mineral products, but does not include oil, natural gas, liquid hydrocarbons, carbon dioxide, helium, or non-hydrocarbon gas. The severance tax to copper extraction is applied at a rate of one half of one percent (0.5%) to the taxable value. The resources excise tax rate is applied at a rate of three quarters of one percent (0.75%). Figure 9 illustrates the collection of both the severance tax and resources excise tax revenues for copper in the state.

Figure 9: State Wide Tax Revenues from Copper Mining



Source: New Mexico Department of Taxation and Revenue.

ECONOMIC DEVELOPMENT ELEMENT

6. MUNICIPAL GENERAL OBLIGATION BONDING CAPACITY

Municipal general obligation bonding capacity indicates a community's ability to repay the debt created by issuing bonds for capital outlay projects. Bonding capacity is equal to 4% of the net taxable value. Table 12 provides the general obligation bonding capacity for Bayard and other surrounding communities within Grant County. As of June 30, 2010, Bayard had a net taxable value of \$19,444,547 and a bonding capacity of \$777,902.

TABLE 12: MUNICIPAL GENERAL OBLIGATION BONDING CAPACITY, JUNE 30, 2010		
City	Net Taxable Value	Bonding Capacity
BAYARD	\$19,444,547	\$777,902
Silver City	\$195,933,219	\$7,837,329
Hurley	\$10,055,059	\$402,202
Deming	\$226,484,581	\$9,059,383
Santa Clara	\$12,919,811	\$516,792

Source: New Mexico Department of Finance & Administration, Budget & Finance Bureau.

7. REGIONAL ECONOMIC DEVELOPMENT INITIATIVES

A regional initiative to attract economic development to southwest New Mexico has resulted in the establishment of the Southwest Regional Economic Development Partnership and the Southwest New Mexico Energy and Green Jobs Task Force.

Southwest Regional Economic Development Partnership

The Southwest Regional Economic Development Partnership was established in 2010 by the Southwest New Mexico Council of Governments (SWNMCOG) for the purpose of collaborating on regional economic development initiatives. The Partnership coordinates the Stronger Economies Together (SET) program and the Southwest New Mexico Energy and Green Jobs Task Force, and is in the process of completing a strategic plan. Grant County is one of the 22 Phase 1 SET regions. The SET program was launched in 2010 by USDA Rural Development and Regional Rural Development Centers and their land-grant university partners. The intent of SET is to enable rural communities and counties to work together on a multi-county regional basis that builds upon the unique economic strengths and assets of the region. Phase 1 of SET includes a nine-module training program.

A Memorandum of Understanding (MOU) was signed in 2011 by the counties of Grant, Catron, Hidalgo, and Luna; the cities of Bayard, Deming, and Lordsburg; the towns of Hurley and Silver City; the villages of Columbus, Reserve, Santa Clara, and Virden; and the SWNMCOG. The MOU provided that the various commissions, councils, and boards would work together to "plan and support regional economic development opportunities and projects to include efforts to form public and private partnerships." The MOU was designed to support the creation of new jobs and to facilitate economic, educational, and general community development with the goal of enhancing the quality of life in the southwest region of New Mexico.

ECONOMIC DEVELOPMENT ELEMENT

Southwest New Mexico Energy and Green Jobs Task Force

The goal of the Southwest New Mexico Energy and Green Jobs Task Force is to address renewable energy, energy efficiency, and creating new jobs in the counties of Grant, Catron, Hidalgo, and Luna. The Task Force was created in 2010 to support the \$6 million “Green Jobs” grant secured by Senators Jeff Bingaman and Tom Udall. The funding was provided through the US Department of Labor’s State Energy Sector Partnership and Training Grants program, and is intended to support job training programs in New Mexico aimed at helping dislocated workers find jobs in expanding green industries and related occupations.

8. MINING DISTRICT TOURISM

Promoting tourism in the Mining District has been identified as an important element of economic development for Bayard and the Mining District as a whole. Two new tours have been developed, including the Historic Mining District Tour, which starts in Bayard, and the Historic Fort Bayard Tour. The Historic Mining District Tour is a bus tour run by the Historical and Mining District Committee. The tour is guided by local historian, Terry Humble, author of Santa Rita Del Cobre, a book about the copper mining community. The tour is held on the second Tuesday of each month. The tour starts at Bayard City Hall, runs from 10:00 a.m. to 11:30 a.m., and costs \$5. The tour stops at the lookout point in Santa Rita and allows riders to get off the bus and read the history of the area on informational kiosks. Special tours are also available by request.

The Historic Fort Bayard Tour is held every Saturday during May, June, July, August, and September; on the second and fourth Saturday during January, February, March, April, October, and November; and on December 11th. The tour of this military fort and hospital starts at 9:30 a.m.



Fort Bayard, a National Historic Landmark

9. ECONOMIC DEVELOPMENT GOALS and IMPLEMENTATION STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Economic Development Goal 1: Develop and diversify the local economic base through business recruitment.

Strategy 1. Through the City Council and as part of the Local Economic Development Ordinance, create a Business Incentives Committee responsible for developing, reviewing, and analyzing business recruitment opportunities and developing an incentive package that will be based on objective criteria and guarantee the City a return on investments.

ECONOMIC DEVELOPMENT ELEMENT

Strategy 2. Create a list of targeted and desired businesses such as a motel, pharmacy, etc. and work collaboratively with Silver City/Grant County Economic Development (SIGRED) or another business recruitment organization to initiate contact, promotion, and negotiations for desired businesses.

Strategy 3. Identify land and building sites available from both public and private owners for business development to increase general commercial activity and for the target industry list. Update quarterly and share with the business recruitment organization.

Strategy 4. Identify brownfield sites available for potential reuse for commercial purposes and submit an application to the Environmental Protection Agency Brownfields Program for funding support.

Strategy 5. Develop a marketing package for business recruitment that includes a Bayard community profile, contacts, available business sites, desired businesses, and incentives.

Strategy 6. Promote high speed internet access at the Bayard Library and for home-based and co-work space business opportunities to grow small businesses and telecommuter jobs.

Economic Development Goal 2: Encourage and support local small business development, retention, and expansion.

Strategy 7. Encourage local businesses to join the Silver City/Grant County Chamber of Commerce and identify the types of assistance local businesses would like to receive and communicate needs to the Entrepreneurial Network comprised of business support organizations in Grant County (CODC, SEED, SBDC, Chamber, SIGRED, and NM MainStreet) on how to effectively provide support.

Strategy 8. Through the Grant County Economic Development Coalition for Progress initiative, work with the Entrepreneurial Network to create and provide support services opportunities in the City, including business counseling, mentoring, networking, referrals, support groups, and information distribution.

Strategy 9. Designate a person in the City government, an organization, or an appointed person in the City to be the local resource for small business development who can refer interested individuals to appropriate support services located in the County.

Strategy 10. On an annual basis, formally recognize a local business for their contribution to the community.

Strategy 11. Ensure that City regulations and internet and wireless telephone service providers are encouraging the formation of home-based businesses and that telecommuter workers are able to work from Bayard.

ECONOMIC DEVELOPMENT ELEMENT

Economic Development Goal 3: Promote partnerships for vocational and job training opportunities.

Strategy 12. Work with the Department of Labor to connect Bayard citizens to workforce development and training opportunities and provide business owners with information on incentives regarding mentorship and training assistance for employees such as development workshops on customer service, computer skills, etc.

Strategy 13. Create a computer technology training center at the Bayard Library that can be used for either on-site training programs by existing Grant County workforce development organizations or linked to web and video-cast educational opportunities from state universities and vocational schools.

Strategy 14. Support a youth internship program with the Cobre School District and the Children, Youth, and Families Department YES program and local businesses and organizations to provide workforce development opportunities for youth.

Economic Development Goal 4: Promote and expand a tourism program based on local Mining District attractions and assets.

Strategy 15. Support regional tourism initiatives, including the existing Historic Mining District Tour and the Historic Fort Bayard Tour, development of a future trail from the old railroad depot to Fort Bayard, and a "Welcome Center" near Taylor Street/Highway 180, etc. as identified in the 2003 Bayard Economic Development Plan.

Strategy 16. Work with the Chamber Tourism Committee to implement a regional effort to access tourism technical assistance and grant funds through REDTT, RDRC, and the New Mexico Department of Tourism to build local capacity and assets and create an aggressive funding campaign to implement identified projects.

Strategy 17. Identify opportunities for local entrepreneurship related to tourism such as B&B's, RV parks, etc. and promote those opportunities by helping identify land and connect entrepreneurs to technical and financial assistance provided by non-profit organizations in Grant County and throughout the state.

Strategy 18. Promote public art installations and landscaped entries to Bayard, along with informational maps to attract visitors.

Economic Development Goal 5: Increase the collaborative partnerships in a regional economic development effort.

Strategy 19. Support a local economic development corporation non-profit in collaboration with Hurley and Santa Clara, focused on the Mining District, that builds the local capacity of the City and integrates the various efforts of Bayard's economic development efforts including micro-enterprise development, Main Street, business recruitment, and tourism development.

ECONOMIC DEVELOPMENT ELEMENT

Strategy 20. Continue active participation with the Southwest Regional Economic Development Partnership, Southwest New Mexico Energy and Green Jobs Task Force, and other organizations in regional efforts to facilitate creation of new job opportunities.

Strategy 21. Collaborate with utility providers to ensure that internet and wireless telephone services are available in the region in order to grow new economy jobs.

COMMUNITY SERVICES ELEMENT

1. INTRODUCTION

The Community Services Element covers a wide range of facility types and services, from police, fire, and emergency services to the Bayard Public Library and Community Center. They are critical to ensuring public safety, as well as adding to the quality of life in Bayard. Several of the goals and strategies associated with community services that were identified in the 2006 Comprehensive Plan have been accomplished and noted as such in this section.

2. COMMUNITY FACILITIES

The City's Cultural and Recreation Division includes Bayard Public Library, Bayard Community Center, and municipal parks. This section includes a description of Bayard community facilities.

Bayard Community Center and Park

The Bayard Community Center, located at 209 Hurley Avenue, opened in 1995 and is a well-used facility. It includes a 250 seat auditorium, a 35 seat conference room, two small classrooms, and a kitchen. The Community Center is co-located with Bayard Community Park, Bayard Elementary School, and C.C. Snell Middle School, with ballfields situated between the facilities.



Bayard Community Center

The Community Center is currently slated for improvements, which will include the replacement of the evaporative cooling units with high efficiency evaporative coolers; upgrades to the main electrical system; replacement of all exterior windows with energy efficient windows; repair or replacement to roof drains and gutters; repair and refinish exterior stucco; interior painting; and

a new display cabinet in the main meeting room. This project is combined with improvements for the old fire station adjacent to City Hall. The combined budget for both projects is \$171,000, and it is anticipated that the improvements to both buildings will be completed by the end of 2012.

COMMUNITY SERVICES ELEMENT

Bayard Community Park is an excellent community asset, which has been improved in recent years. In 2008, students from Bayard Elementary School worked with local artists under the Youth Mural Program on a tile mosaic project depicting life in the Mining District. The tile mural also commemorates the town of Santa Rita, which no longer exists.



Bayard Community Park (left) and "Growing Up in the Mining District" - Tile Mural at Bayard Community Park (right)

Bayard Public Library

The original Bayard Library is in a historic building located at 1120 Central Avenue. The 2006 Comprehensive Plan included recommendations regarding purchasing adjacent property in order to expand the Bayard Public Library. The City moved forward with the recommendations and was awarded a federal grant of \$148,750 and a low interest loan of \$221,250 through the American Recovery and Re-investment Act, a CDBG Facilities Grant of \$500,000, and a legislative appropriation of \$299,743 to fund the 3,500 square foot expansion. The adjacent buildings were demolished and the site cleared to make way for the addition. The addition includes a new main entry, reception counter and librarian's office, reading areas, a children's room, public computer access room, a general meeting/multi-purpose room, new public restrooms, an outdoor reading area, and site improvements including new public and employee parking, access stairs, and ramps. In addition to the expansion, the project also included interior and exterior repairs including a new roof, new HVAC system, a staff break room and restroom, new front entry doors and windows, interior paint and floor finishes, and repair and replacement of the existing foundation at the northwest corner of the existing building to prevent further cracking and separation.



Expanded Bayard Library under construction

Community Cemetery

The 2006 Comprehensive Plan identified the need for and goals regarding acquiring land for a community cemetery. In 2010, FMI Chino Mines Company granted a 40-acre parcel to the City of Bayard for the purpose of constructing a municipal cemetery. The parcel is located to the south of the City, bounded on the east by the Southwest Railway, on the west by Highway 180 and on the north by Cobre Schools property. The parcel is wedge shaped, approximately 520 feet wide east-west at its south end and 2600 feet long north to south.

COMMUNITY SERVICES ELEMENT

The total number of available 5' x 10' plots within the 40-acre parcel is approximately 4,000. The final number of plots developed will depend on the layout of access roads and the arrangement and distribution of different size plots. The area of the initial phase of construction has been cleared of brush. The City is gaining funding for the construction of required facilities to put the cemetery into service.

Future Community Garden

The 2006 Comprehensive Plan identified the desire for a community garden in Bayard. A temporary community garden was established on Central Avenue on a City-owned, commercially-zoned parcel across from City Hall. The Bayard City Council recently made the determination that this site is not an appropriate permanent location and has asked that the community garden be removed. A group of WNMU students and volunteers are currently working with the City Council and the Bayard Beautification Committee to find a permanent site or sites for this use. The future site or sites must be approved by the City Council.

Community Art/Landscape Improvements

Citizens interested in pursuing community landscaping improvements could be recruited to assist in designing and building a landscaped public art space at the City's entry. This would also be a good opportunity for engaging the area youth in a community pride-building activity. The Youth Mural Program managed by the Mimbres Region Arts Council would be an excellent resource for collaboration purposes.

3. PUBLIC SAFETY

The City's Public Safety Division includes the Municipal Court, Police Department, and Volunteer Fire Department/EMS Services. The Bayard Public Safety Building is located at 800 Central Avenue, and houses the Police Department, Volunteer Fire Department, and the Municipal Court. Gila EMS Service is located in the old fire station adjacent to City Hall.



Bayard Public Safety Building

As previously mentioned, the old fire station building is slated for improvements, including construction of an ADA compliant co-ed toilet, a staff break room, replacement of exterior doors and windows; electrical, mechanical, and communications upgrades; and new interior finishes. Construction is anticipated to be completed by the end of 2012.

Bayard Police Department - The 24-hour manned Police Department has six officers including the Police Chief, one lieutenant, one corporal, one senior patrol officer, and two patrol officers; two secretaries/dispatchers; and one animal control officer. All of the officers are certified and trained. Bayard Central Dispatch takes calls for police, fire, and rescue from Bayard, Santa

COMMUNITY SERVICES ELEMENT

Clara, and Hurley. The Department's goals are to provide on-going education and training for the officers, reduce the debt burden incurred for four new vehicles purchased last year, and to purchase new tasers for each of the officers.

Bayard Volunteer Fire Department/EMS Services - The Bayard Fire Department is all-volunteer with 12 to 20 firefighters. The Fire Department and the Police Department are co-located.

Ambulance Services - Ambulance services are provided through Gila Regional Medical Center on a 12-hour standby basis out of the old Fire Station adjacent to City Hall. This has reduced the response time on emergency calls significantly down to 3-4 minutes.

4. HEALTH and MEDICAL SERVICES

Health services are provided by Hidalgo Medical Services and the Gila Regional Medical Center, which is located in Silver City. Hidalgo Medical Services (HMS) provides comprehensive primary health care services within Grant and Hidalgo counties including comprehensive community preventive, medical, dental primary care services, as well as inpatient services including deliveries. Services are provided in two locations including HMS Cobre School Health Clinic and HMS Bayard Community Health Center, both located on Tom Foy Boulevard. HMS Bayard Community Health Center provides primary care, family medicine, and OB care. HMS Cobre School Health Clinic provides primary care and school based clinical services.



Bayard Community Health Center

Gila Regional Medical Center (GRMC) is a full-service hospital, surgical services, cancer treatment, maternity care, womens' health, homecare, hospice, rehabilitation, pharmacy, diagnostics, emergency medicine, behavioral health services. In 2006, GRMC's Surgical Center of the Southwest expanded with a 8,000 square foot addition. Surgical services now contains six state-of-the-art operating rooms, six pre-op rooms, a Cysto room, and a separate admitting area for surgical patients. GRMC operates nine ambulances and provides 911 and non-emergency transport services.

5. COMMUNITY HEALTH

The communities within Grant County, including the City of Bayard, face some unique challenges when it comes to ensuring community health due to the relatively high unemployment and poverty rates, limited infrastructure, and rural isolation. Bayard and Silver City are the only communities in Grant County with full service grocery stores. Fresh produce is expensive and as a result, child obesity rates are high in Grant County. To respond to these challenges, the Grant County Community Health Council has received funding from the Robert Wood Foundation Healthy Kids, Healthy Communities to promote healthier, more active lifestyles for all ages, and to increase the supply of fresh produce to families. The Grant County Community Health Council is spearhead-

COMMUNITY SERVICES ELEMENT

ing this project in partnership with the Volunteer Center of Grant County, Southwest New Mexico Council of Governments, Hidalgo Medical Services, Grant County Cooperative Extension Service, Grant County Public Health Office, and Farm to Table. In addition to promoting healthy diets, the partnership advocates for street improvements to increase pedestrian and bicycle use, development of trails, safer parks and playgrounds, and shared use of school, city, and County facilities. The City of Bayard has been participating in projects that promote community health such as the community garden, multi-use trail along Highway 180, and street and pedestrian improvements.

6. COPPER TRAIL SYSTEM

Due to the significant amount of non-vehicle foot traffic along Highway 180, and the fact that there have been vehicle and pedestrian accidents along the Highway, the Bayard Trails Committee and Grant County Trails Group along with the Healthy Kids, Healthy Communities Partnership including The Wellness Coalition, Walkability Accessibility Advocacy Group (WAAG), and Bicycle Advocacy Group (BAG) have put forth a proposal to construct multi-modal transportation paths along the Trail of the Mountain Spirits National Scenic Byway called the “Copper Trail System”. The proposal consists of three “spokes” with the hub centered in the City of Bayard.

A trail feasibility plan for “Spoke One” was completed in conjunction with this update to the Comprehensive Plan (*for more information regarding the Trail Feasibility Plan, contact the City of Bayard*). “Spoke One” would commence at the Historical Marker at the north end of Bayard on Highway 180 and terminate at Fellner Street at the south end of Santa Clara. The trail would be approximately 3,100 feet long, would be separated from and would generally be below the level of Highway 180. Specific design details of the trail would need to be coordinated with NMDOT and meet the prototypical AASHTO standards for trails. It would then travel through the Village of Santa Clara and then north along Fort Bayard Road to the entrance of Fort Bayard. This would be a favorable route for recreational access from Bayard and Santa Clara to the ball fields at the Bataan Memorial Park and the outdoor recreational areas of Fort Bayard and the Gila National Forest. The corridor is established and there is room for trail development along the roadways from the City of Bayard to Fort Bayard.

Construction of the Copper Trail System would complement on-going economic development efforts, bring more tourism visibility to the Mining District, and help promote community health. Completion of this first phase of the Copper Trail System would help the City of Bayard to achieve several of its important community-driven goals as expressed in the Comprehensive Plan.

7. COBRE CONSOLIDATED SCHOOL DISTRICT

While public schools do not fall under the City’s jurisdiction, this subsection is intended to provide a brief overview of the type and relative condition of school facilities located within the City of Bayard. As previously mentioned, public schools in Bayard fall under the Cobre Consolidated School District (*see page 9 for information regarding graduation rates*). These schools include Bayard Elementary School, C.C. Snell Middle School, Cobre High School, and Cobre Alternative School. Cobre Consolidated School District Administrative Office and Maintenance Facility are also located in Bayard. The School District is currently in the process of updating its Facilities Master Plan, which will provide detail regarding the capital needs and priorities, and estimated costs

COMMUNITY SERVICES ELEMENT

for the buildings within its jurisdiction. Improvements to Cobre High School are considered to be a high priority. There may be opportunities for the City of Bayard and the Cobre Consolidated School District to collaborate on areas of mutual concern (*contact the School District for more detailed information*).

Bayard Elementary School

Bayard Elementary School, located at 100 Park, was built in 1964 on a 6.5-acre parcel. The school includes pre-kindergarten through 6th grade, and is one of four elementary schools within the School District.

C.C. Snell Middle School

C.C. Snell Middle School, located at 501 Tom Foy Boulevard, was constructed in 1964 on a 10-acre parcel. The school includes 7th and 8th grades, and is the only middle school within the District. The school grounds contain several ballfields and a track located between C.C. Snell Middle School and Bayard Elementary School.



C.C. Snell Middle School

Cobre High School

Cobre High School, located at 321 School Drive, was constructed in 1956 on a 26-acre parcel. The school includes 9th through 12th grades, and is the only high school within the District.

8. COMMUNITY SERVICES GOALS and IMPLEMENTATION STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Community Services Goal 1: Continue to support existing community health organizations and work to improve and expand health care services in Bayard.

Strategy 1. Coordinate and participate with the Grant County Community Health Council to expand behavioral health programs and treatment options and to promote fitness and nutrition to Bayard residents.

COMMUNITY SERVICES ELEMENT

Strategy 2. Work with the US Department of Health and Human Services, Office of Rural Health Policy, the Rural Assistance Center, and the New Mexico Department of Health to apply for Rural Health Grants to help establish a pharmacy in Bayard.

Community Services Goal 2: Promote healthier and more active lifestyles for all residents in Bayard.

Strategy 3. Pursue additional funding for the development of the Copper Trail multi-use trail system, starting with "Spoke One" to be located along Highway 180.

Strategy 4. Participate with the Grant County Community Health Council in promoting healthier, more active lifestyles.

Strategy 5. Support the establishment of a community garden and explore the feasibility of a growers market in Bayard in order to increase community access to fresh produce.

Community Services Goal 3: Enhance public safety and reduce crime in Bayard.

Strategy 6. Support on-going training and education for the Police Department, and ensure equipment is in top notch condition.

Strategy 7. Complete the municipal addressing program to ensure that police, fire, and emergency service personnel are able to locate people calling for service.

Strategy 8. Develop an anti-drug campaign through public announcements, advertising, and other efforts.

Community Services Goal 4: Encourage community pride-building activities, especially those that involve youth.

Strategy 9. Form an advocacy committee for the creation of a landscaped public art space that serves as an entry to the community.

Strategy 10. Work with the Beautification Committee to identify appropriate locations for landscape improvements within the City. Encourage design and development of those sites and recruit public/private partnerships for funding and construction, including the Mimbres Region Arts Council.

1. INTRODUCTION

The Transportation Element provides an overview of the transportation systems in and around Bayard, including state and federal highways, local streets, air transportation, and transit. Using a comprehensive approach to creating and maintaining a multi-modal transportation system is an important step in sustaining the community for future generations. A Trail Feasibility Plan, done in conjunction with this update to the Comprehensive Plan, provides additional information regarding the regional trail network (*contact the City of Bayard for more information*).

2. ROADWAYS

Highways

Bayard is served by two highways, US Highway 180 and NM Highway 356. Highway 180 connects Bayard to Deming to the south and Silver City to the west. Highway 356 begins in Bayard and terminates at its intersection with NM Highway 152 in the settlement of Hanover, approximately five miles to the north.

According to the 2008 Annual Average Daily Traffic (AADT) counts from NMDOT, there were an average of 9,679 daily trips entering and exiting Bayard from the north and 6,635 daily trips entering and exiting Bayard from the south on Highway 180. In the early 2000's, the New Mexico Department of Transportation (NMDOT) performed a construction project on Highway 180 within Bayard that included drainage enhancements, curb and gutter, sidewalks, realignment of intersections, and repaving.

Both Cobre High School and C.C. Snell Middle School are located along Highway 180. Due to the large number of school age children that cross the highway on a daily basis, the City has requested the marking of additional crosswalks and the construction of traffic control for pedestrian crossing at the Cobre High School.

According to the 2008 AADT counts from NMDOT, there were an average of 6,743 daily trips entering and exiting Bayard on Highway 356. Highway 356 through Bayard carries a significant quantity of truck traffic carrying supplies into the mines and copper out of the mines to the rod mills in El Paso and Amarillo. Highway 356 is also the route that commercial truck traffic follows through the City. Two recent projects have constructed curb and gutter and ADA accessible sidewalks along Highway 356 from its intersection with Highway 180 north and east to its intersection with Vanadium Street. The NMDOT followed that work with a mill and overlay of the asphalt roadway.

City Streets

The City of Bayard has pursued funding, as available, to design and construct improvements to local streets (see pages 52-53 for recent pavement improvements and pavement under design). Due to the steep natural slopes that the City was built upon, much of the street work emphasizes storm water capacity and routing. In the past 12 years, approximately 15,000 linear feet of roadway assembly, including curb, gutter, sidewalk, accessible ramps and pavement, has been constructed throughout the City. Construction performed in 2011 included curb and gutter, pavement, and sidewalks along New Mexico Highway 356 from Foy Street to Vanadium Street. This work was designed and constructed using a combination of local, NMDOT COOP, and Federal ARRA and STP funds.

TRANSPORTATION ELEMENT

Construction performed in 2010 as part of the City of Bayard GRIP2 roadway and drainage improvements project included improvements along Main, N. Franey, S. Franey, S. Yucca, and Chino Streets. Project funding for these improvements also consisted of NMDOT COOP, NM Legislative appropriations, and a cash match from the City of Bayard.



Sidewalks and ADA ramps installed along N. Franey Street, 2010

In 2011, the City of Bayard obtained roadway easements in a number of the neighborhoods as part of a program to assign street addresses to all of the residences within the city limits. The goal of this exercise to assign valid addresses was to enhance the functionality of emergency response within the City.

During the fall of 2011, the City entered into an agreement with Grant County to perform maintenance activities (chip seal) on many of the streets within the City. Funding of these maintenance activities consisted of local match and NMDOT COOP. The City is planning a Phase 2 Chip Seal project for 2012 utilizing the balance of funds from the Phase 1 project and recently awarded 2012 NMDOT funding.

The City has commissioned the planning and design of additional street improvements. The primary area of planned improvements is the north part of the City, including work on the streets listed below. The planning and design of these improvements will be paid for by existing funds, including local, COOP, and STB. However, the construction of these improvements has not yet been funded.

- Rosemary Street
- North Yucca Street
- Maple Street
- Orchard Street
- North Street
- South Elm Street
- Vanadium Street

North Yucca Street has been identified as the project area for the City's 2012 Community Development Block Grant (CDBG). An application requesting approximately \$500,000 for funding will be submitted in January 2012 for construction improvements within this project area. Notification of funding should occur in April 2012.

Street and drainage improvements are listed as the second priority in the City's Infrastructure Capital Improvement Plan (ICIP) for FY 2013-2017. The City of Bayard's ICIP Capital Budget for street and drainage improvements for the years 2013 through 2017 is shown in Table 13.

TRANSPORTATION ELEMENT

TABLE 13: ICIP BUDGET FOR STREET and DRAINAGE IMPROVEMENTS

	2013	2014	2015	2016	2017	Total
Planning/Design	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Construction	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

The primary area of planned improvements is the north part of the City, generally north and west of New Mexico Highway 356 / Central Avenue. The terrain in the north-most part of the City is steep with high velocity storm water runoff. N. Foy Street, Alta Vista Drive, and Cuca Drive carry large quantities of sediment during storms.

Due to the lack of drainage planning during the development of the City, there are significant storm water drainage issues in the neighborhoods. The two most significant areas of concern are on McKee Street in the southwest and Elm Street in the east.

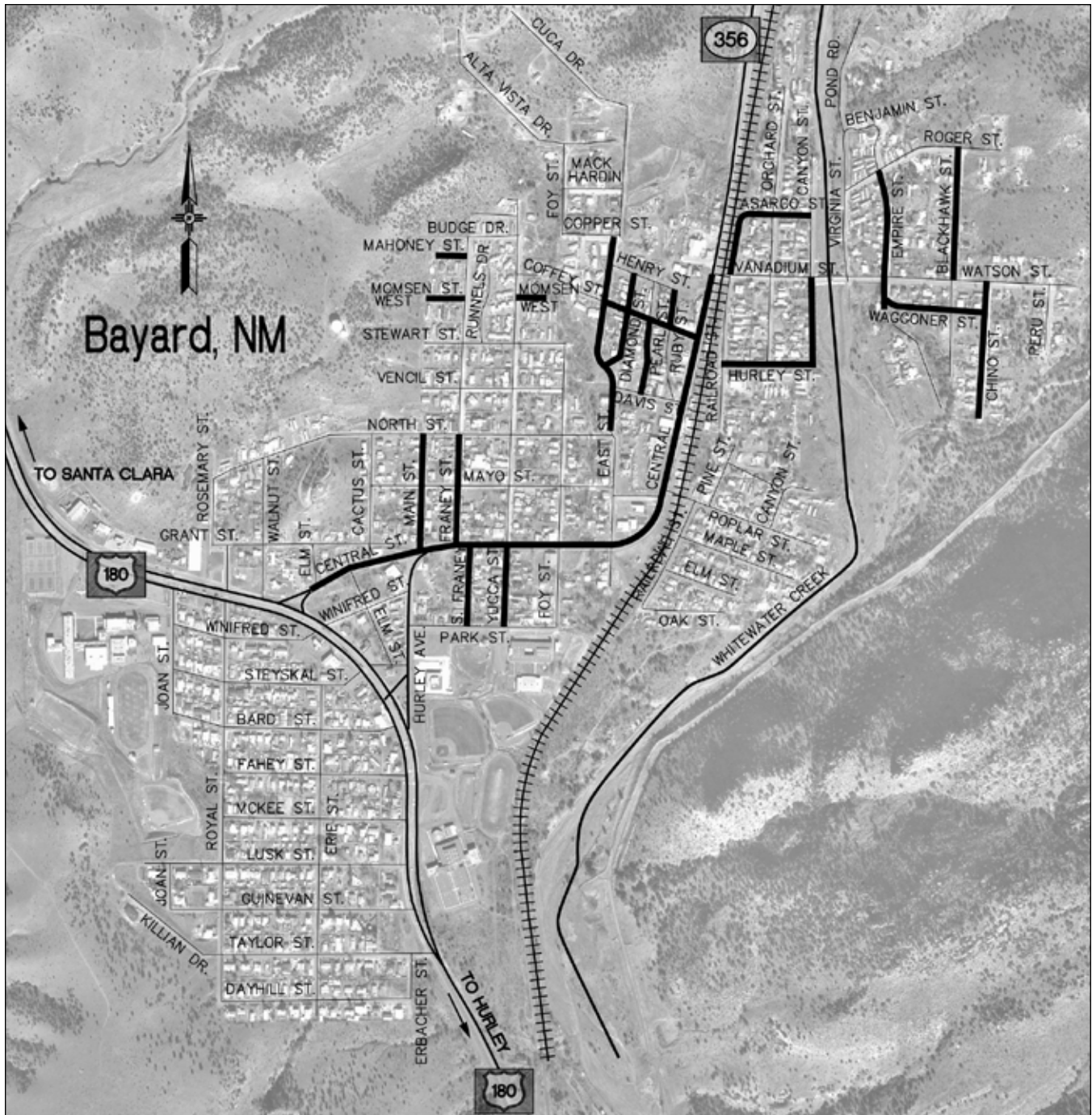
The southwest corner of Bayard is constructed on a northeast facing hillside. The toe of the hillside is defined by an arroyo that starts at the Cobre High School and runs southeast in crossing Royal, McKee, Erie, and Lusk Streets. Residential construction at the edges of the arroyo on McKee Street has restricted the arroyo channel, causing flooding of neighboring residences.

Elm Street is a dead end street located in the southeast corner of Bayard. Elm Street slopes to the east, toward Whitewater Creek. There is a drop inlet for storm water at the dead end of the street that discharges into the sanitary sewer system. This discharge into the sewer system increases plant operating costs and could lead to plant upsets and possible discharges during storm events.

The construction of an arroyo crossing on Stewart Street between Foy and East streets is listed as the third priority in the City's Infrastructure Capital Improvement Plan (ICIP) for FY 2013-2017. The construction of this improvement would provide improved emergency response to the residents living in the area of N. Franey and Yucca Streets. The Stewart Street extension would also increase residential accessibility into the neighborhoods.

The City of Bayard's ICIP Capital Budget for the Stewart Street crossing by expenditure class is \$360,000. This includes \$5,000 for land acquisition, \$15,000 for planning and design, \$15,000 for engineering, and \$325,000 for construction. The planning and design of the project have been completed. That work was paid for by NMDOT LGRF funds. Construction and construction management have not been funded to date.

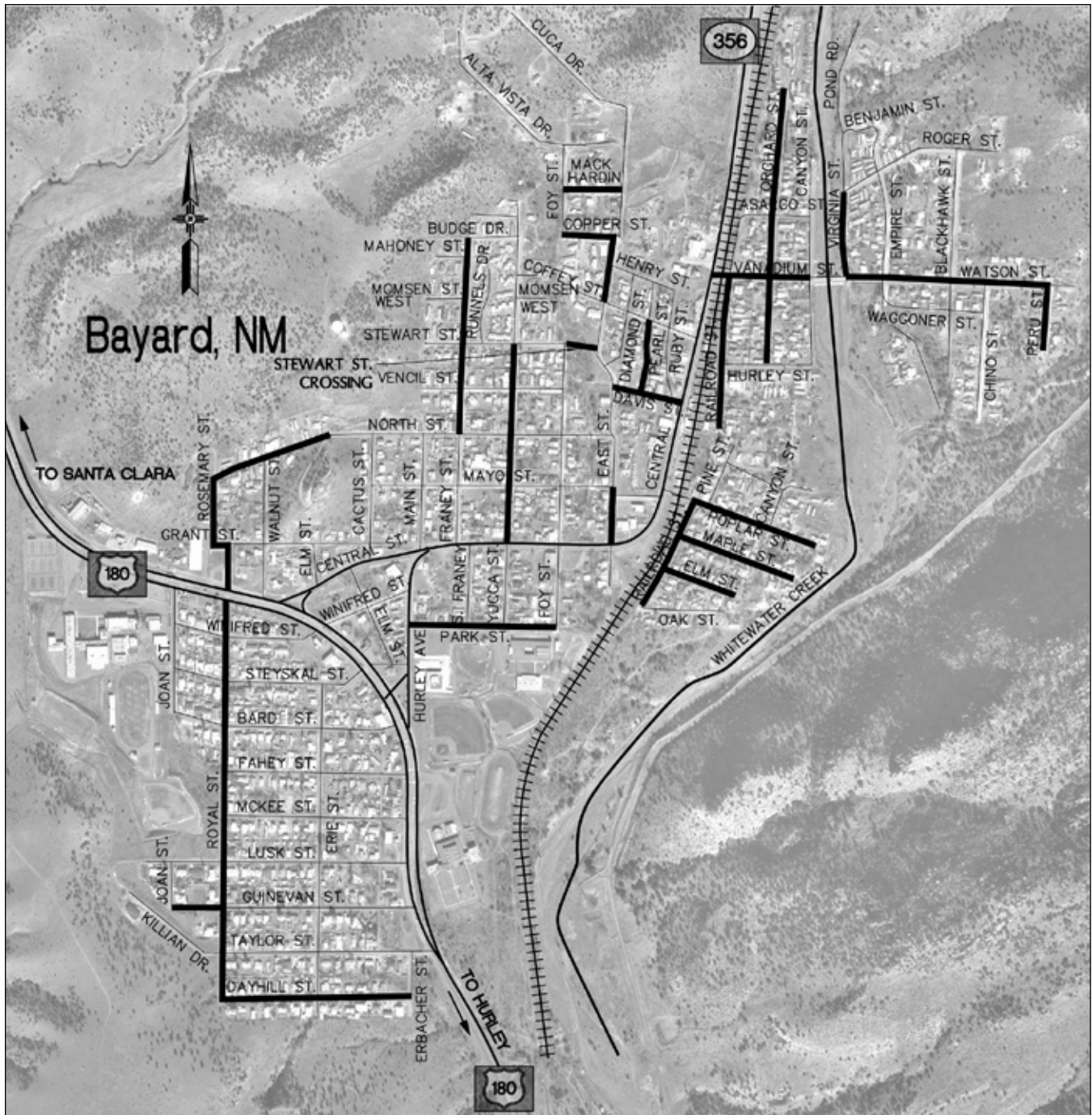
TRANSPORTATION ELEMENT



PAVEMENT
RECENT IMPROVEMENTS



TRANSPORTATION ELEMENT



PAVEMENT
UNDER DESIGN



TRANSPORTATION ELEMENT

Public Transportation: Southwest Regional Transit District - Corre Caminos Transit

The City of Bayard falls within the Southwest Regional Transit District (SWRTD), which provides fixed route service, modified fixed and demand response in Grant and Luna Counties, and demand response only in Hidalgo County. As of 2011, Corre Caminos operated four fixed routes and demand response service, with 18 vehicles in the fleet. Hours of operation are Monday through Saturday, 6:00 a.m. to 6:00 p.m. Transit service for Bayard runs every two hours and includes six stops. It is primarily used by low income residents and seniors for access to shopping, health care, and commuting to work.

3. AIRPORTS

Grant County Regional Airport

The Grant County Airport is located south and west of Hurley, approximately 10 miles south of Bayard. The airport is owned and operated by the Grant County Commission. Commercial service is presently provided by Great Lakes Airlines and consists of two flights daily to and from Albuquerque, primarily for business travel, access to the advanced medical care available at Presbyterian, Lovelace, and UNM Hospital facilities, and for connection to the Albuquerque International Airport. The Grant County Airport is also the home of the Gila National Forest Aerial Fire base and Fire Cache. Forest fire fighting throughout the southwest is supported from this base.

Whiskey Creek Airport

Whiskey Creek Airport, located between Silver City and Santa Clara on Highway 180, is a small paved lighted airstrip on 69 acres which provides general aviation services to the local area. There is no commercial service, but fuel and repairs are available through the on-site fixed base operator.

4. RAILROAD

The Southwestern Railroad provides heavy freight service through Bayard and into the Cobre, Chino, and Tyrone Mines. At the time that copper prices fell in the early 2000's, a number of rail facilities were abandoned or became unserviceable from lack of repair. As a result of the recent recovery in metals prices, a rehabilitation project has recently commenced along the section of rail between Bayard and Hanover and marshalling tracks have been reconstructed at the concentrate filter plant in Hurley. There is no passenger service available.

5. TRANSPORTATION GOALS and STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Transportation Goal 1: Improve street conditions and connectivity within the City.

Strategy 1. Increase funding and/or personnel for street maintenance.

Strategy 2. Develop a rotating preventative street maintenance schedule to ensure streets are properly maintained and to increase the lifespan of the asphalt through regular crack sealing, seal coating, patching, etc. Repair and upgrade streets in a timely manner according to level of service and condition.

Strategy 3. Develop a cohesive streetscape and site furnishing plan for main arterials.

Strategy 4. Develop a hierarchy of City streets and define their access to the regional transportation system (Highway 180 and Highway 356 corridors) to ensure they support the existing and anticipated development of the area and serve both short trips and trips to adjacent communities.

Strategy 5. Include transit planning in the construction or upgrading of local streets and highways.

Transportation Goal 2: Continue support for the regional transportation system.

Strategy 6. Pursue and coordinate funding requests with other neighboring communities for improvements to the regional transportation system (Highway 180 and Highway 356).

Strategy 7. Coordinate with NMDOT to assure adequate roadway conditions and operating efficiency.

Transportation Goal 3: Increase pedestrian safety through sidewalks and street improvements.

Strategy 8. Require sidewalk construction with any new development or renovation, and retrofit streets without sidewalks as funding is available.

Strategy 9. Improve pedestrian safety by adding street furnishings to enhance the walking environment; exploring traffic calming measures; adopting standards that address street clutter and line of sight issues; adding crosswalks; improving roadway lighting; and revitalizing the Safe Routes to School (SR2S) program developed for Bayard.

TRANSPORTATION ELEMENT

Strategy 10. Provide pedestrian crossings in high pedestrian areas, including the commercial district along Central Avenue, areas with transit access, and in school areas.

Transportation Goal 4: Create an interconnected pedestrian/bikeway trail system in and around Bayard.

Strategy 11. Develop a community multi-use trail within and outside of the City to connect to neighborhoods, schools, commercial areas, Village of Santa Clara, and other points of interest.

Strategy 12. Engage the NMDOT, Southwest Regional Planning Organization (SWRPO), and the National Park Service Rivers, Trails and Conservation Assistance Program for assistance in developing a regional and local trail network.

1. INTRODUCTION

Infrastructure is a critical component of the basic services that local government provides to the community. Providing continued maintenance and upgrades to infrastructure systems is and must continue to be a top priority for the City. Adequate infrastructure is directly tied to the City's ability to grow and attract economic development. The Infrastructure Element addresses issues related to water, wastewater, gas, electric, and solid waste.

2. WET UTILITIES

Water

It is important for the long-term viability of the community that the City of Bayard plan, design, and construct improvements that will improve the water security of the City. Recognizing this, Bayard's elected officials have placed equal, if not greater, emphasis upon improvements to the fresh water production and distribution system. Through the City's efforts, five construction projects in the fresh water system have been designed, funded, and constructed in the last 10 years. The first of the projects purchased and brought into production a well with 75 acre-feet per year of fresh water, providing a bit of a cushion into the production system that had occasionally been required to pump up to 96% of the City's water rights.

Additional projects have installed approximately 20,000 feet of 6-inch water main in critical areas throughout the City, constructed a new booster pump station with disinfection system at the well field and constructed a SCADA control system onto the fresh water production system to allow unsupervised operation of the wells and booster pumps during off-peak power periods and to reduce the incidence of water loss from overfilling of tanks.

Fresh water system improvements are listed as the first priority in the City's Infrastructure Capital Improvement Plan (ICIP) for FY 2013-2017. There are two primary components of the ICIP; first, the design and construction of a new portion of fresh water transmission line and the abandonment of the existing, flood water damaged section; and second, the design and construction of improvements to increase the productivity of the well field.



Bayard's 2009 improvements to the fresh water system: (Top) new fresh water booster building; (Bottom) fresh water booster pumps.

INFRASTRUCTURE ELEMENT

The transmission line from wells #10 and 11 was constructed with a buried crossing of Cameron Creek. This crossing was damaged during the 2006 flooding. A patch was made at that time to put the line back into service and this was repeated in 2011. A route for the new transmission line has been determined and an archaeological survey of the corridor has been performed. Prior to the construction of the new portion of the transmission line, a utility easement from the owner, FMI Chino Mines Company, must be obtained. The total cost of surveys, design and construction for this project may be approximately \$170,000.

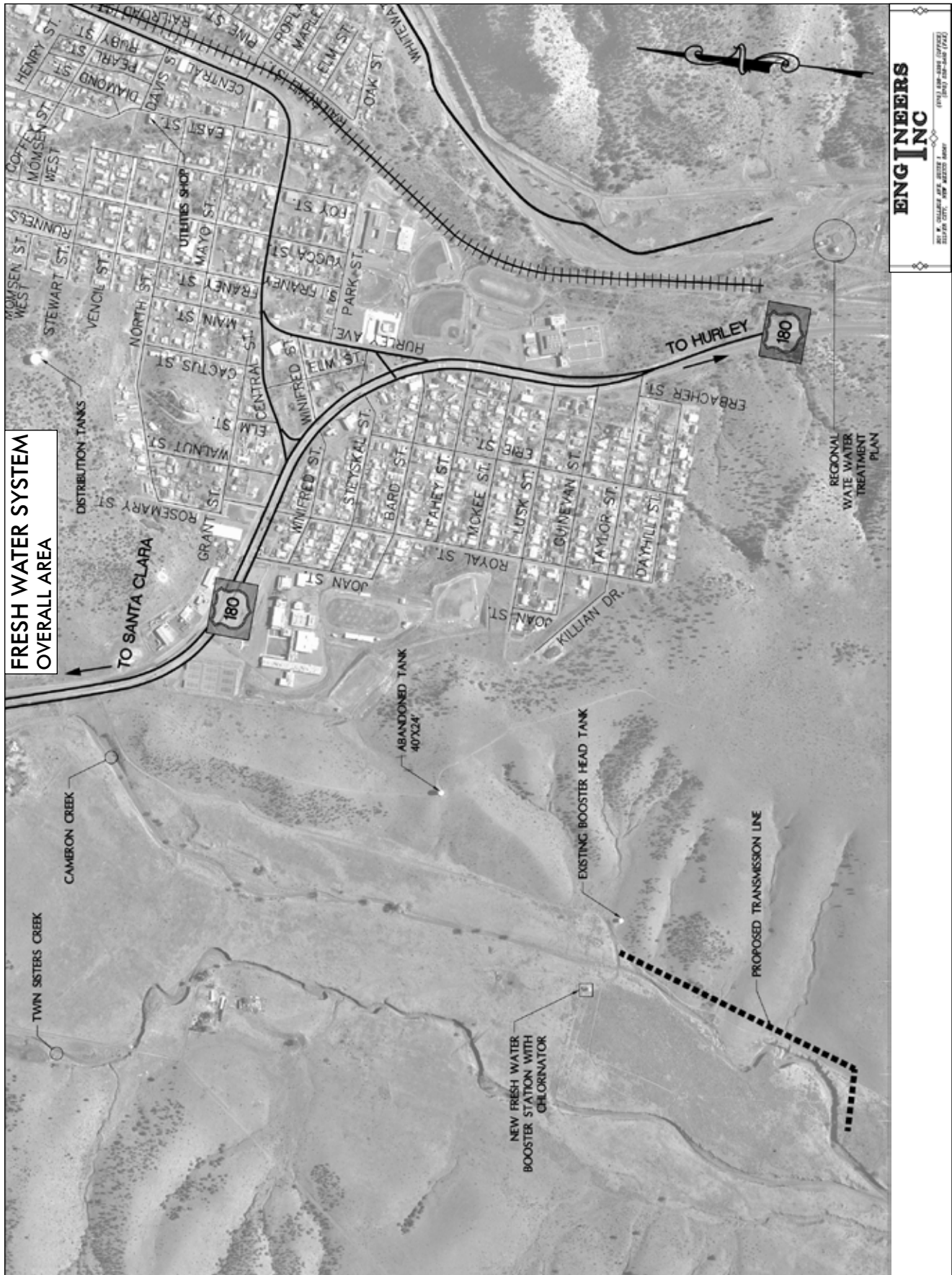
The aquifer at the location of the well field is shallow, making the well field subject to drought and other near-surface interferences. The configuration of the producing wells in the original well field was a line of wells across the flood plain of Cameron and Twin Sisters Creeks at the north boundary of the property. During the operating life of the well field, old wells have been abandoned while new wells have been developed, creating a situation where six of the seven wells are paired.

The second component of the ICIP for fresh water improvements will study the performance limitations of the existing components of the well field and recommend improvements. Those recommendations will then be evaluated relative to the needs and funding capacity of the community with design and construction of the priority improvements to follow. The City is submitting an application for a planning grant which will be used to fund a well field capacity assessment to investigate and develop options to improve the production from the well field. A hydrologic study of the aquifer may be included in the well field capacity assessment in order to maximize the performance of any improvements constructed within the well field. The work budgeted in the ICIP has not yet been funded. The City of Bayard has planned for any additional operating expenses that may result from construction of the budgeted improvements.

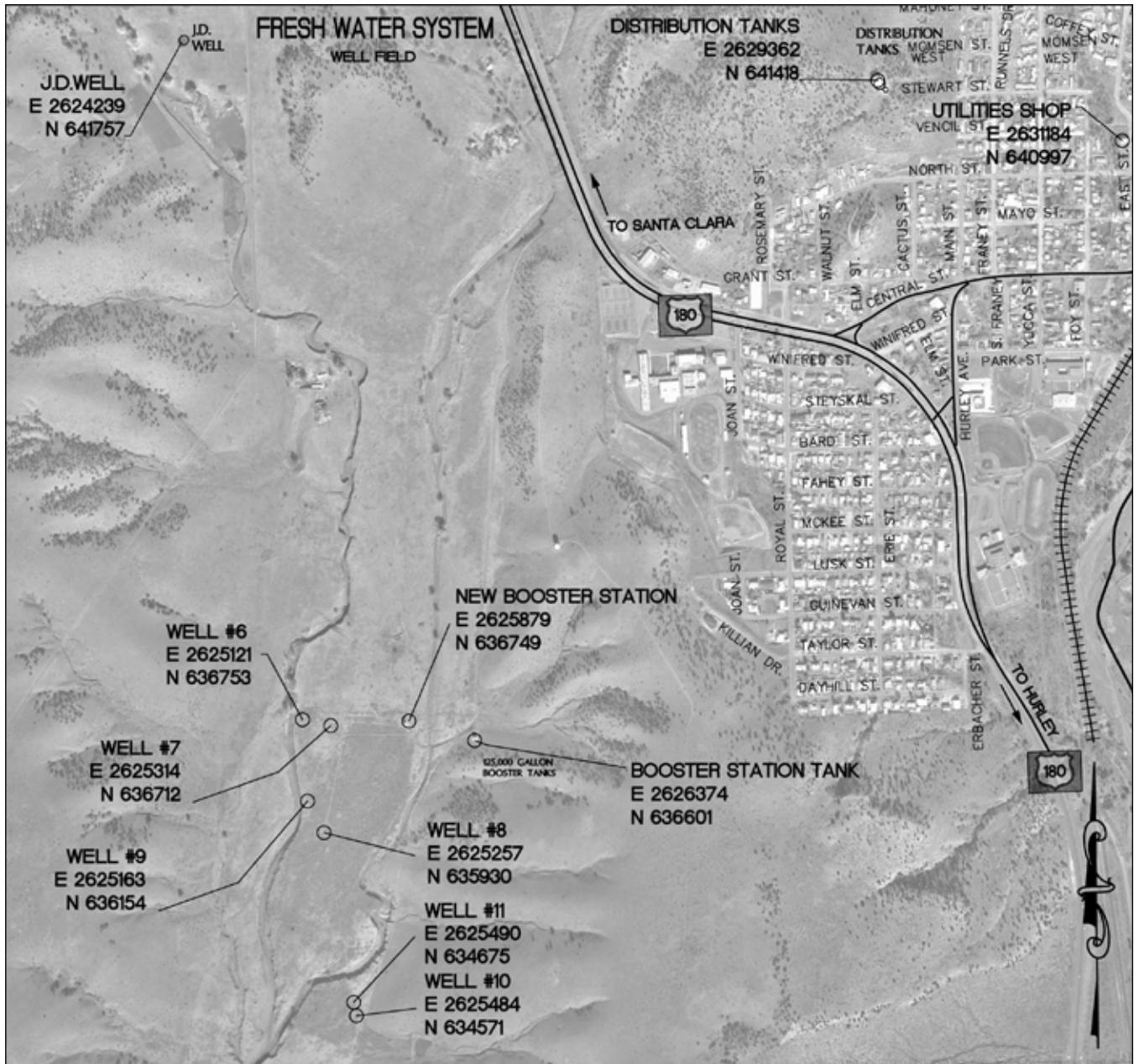
The City of Bayard's ICIP Capital Budget for the years 2013 through 2017, by expenditure class, is presented below in Table 14.

TABLE 14: ICIP BUDGET FOR WATER and WASTEWATER IMPROVEMENTS						
	2013	2014	2015	2016	2017	Total
Planning/Design	\$75,000	-	-	\$75,000	-	\$150,000
Engineering	\$75,000	-	-	\$75,000	-	\$150,000
Construction	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
TOTAL	\$550,000	\$400,000	\$500,000	\$550,000	\$400,000	\$2,300,000

INFRASTRUCTURE ELEMENT



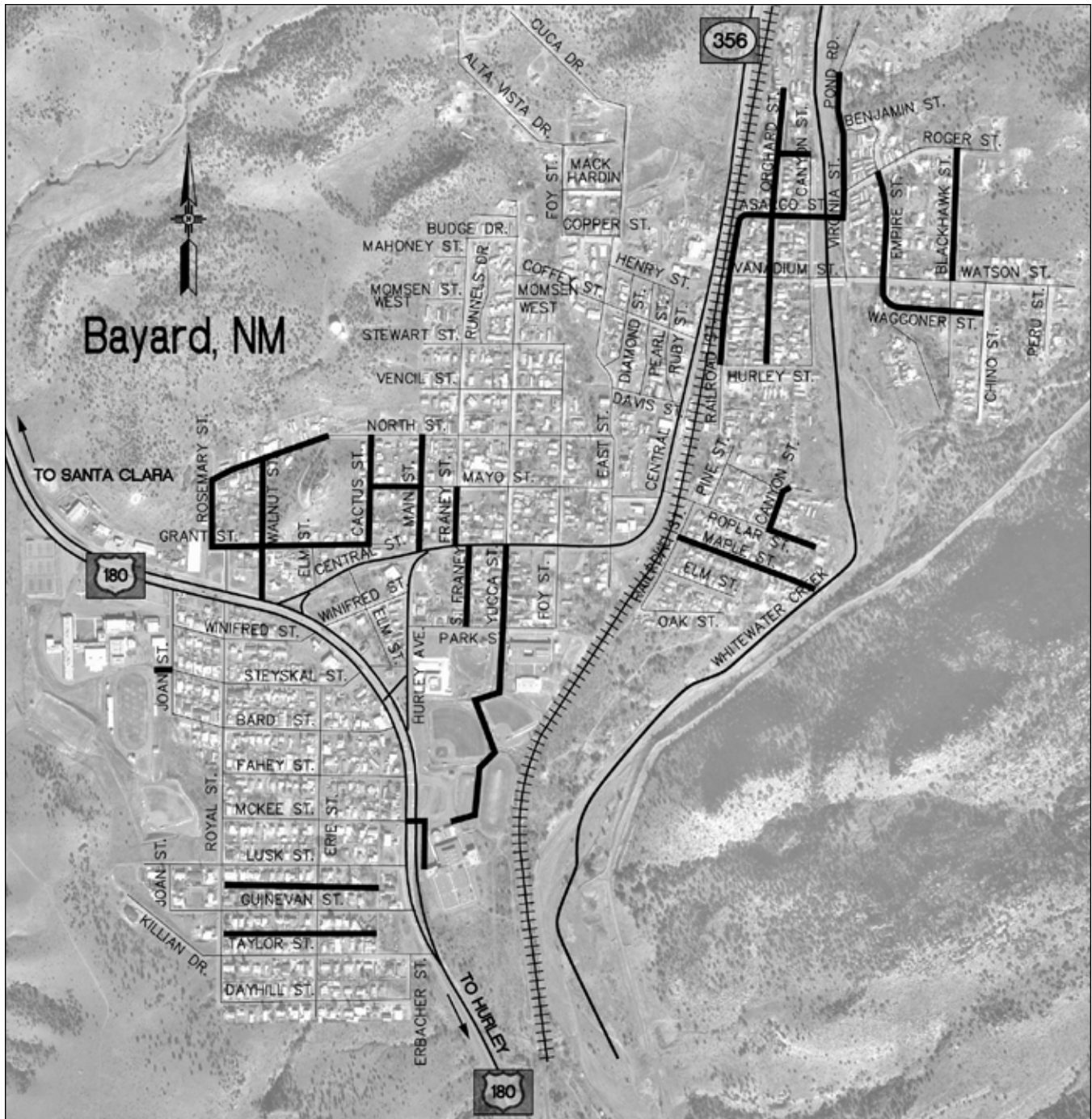
INFRASTRUCTURE ELEMENT



FRESH WATER SYSTEM
WELL FIELD



INFRASTRUCTURE ELEMENT



WATER RECENT WATER IMPROVEMENTS

NOTE: ALL WATER MAIN
IMPROVEMENTS ARE 6" PVC PIPE



INFRASTRUCTURE ELEMENT

Wastewater

In 2008, the Regional Wastewater Treatment Plant was started, treating wastewater from the City of Bayard, Village of Santa Clara, and Fort Bayard Medical Facility. Since that time, the Town of Hurley has joined the system, there are plans for the settlement of North Hurley to join, and there is now a discussion to include the Hanover Water Association's residential wastewater stream.

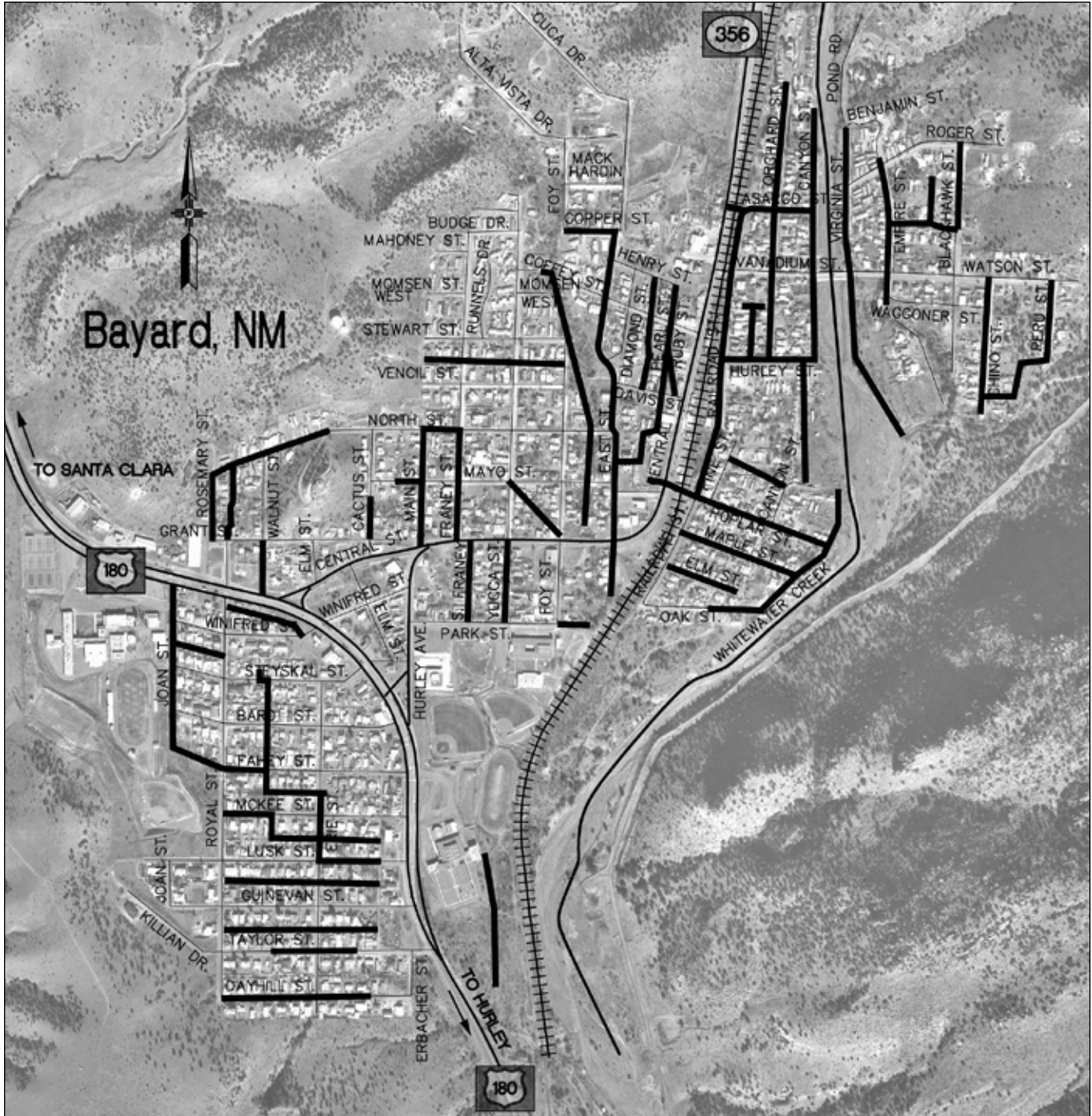
The effluent from the plant continues to be discharged into the industrial facilities of the Freeport McMoRan Chino Mining Company plant. The design of an effluent reuse system has been completed and the City is pursuing funding for its construction. The goal of the effluent reuse project is to offset the use of fresh water for landscape irrigation with treated and reused water.

In the last 12 years, the City Council and Mayor have led a concerted effort to design, fund, and construct significant improvements to the wastewater system. As a result of that effort, three construction projects have installed approximately 41,000 feet of 8-inch gravity sewer main and approximately 2,500 feet of cast-in-place lining of inaccessible clay tile pipe gravity sewer main. Mr. Eddie Sedillos, Public Works Director, estimates that 80% of the clay tile sewer line has been removed from service. Recent improvements to the sewer gravity system are illustrated on the following page.



Crews at work installing a new wastewater collection line

INFRASTRUCTURE ELEMENT



SEWER RECENT GRAVITY SEWER IMPROVEMENTS

NOTE: ESTIMATED 80% OF CLAY TILE
REPLACED.

GRAVITY SEWER MAIN QUANTITIES

8"	40,800 L.F.
6" REHAB W/CIPP	2,500 L.F.



3. DRY UTILITIES

Gas Service: New Mexico Gas Company

New Mexico Gas Company is the operator of the natural gas distribution system within Bayard. There are three gas supply main lines that pass into the City that form an approximate loop with residential feed lines within. The first supply main enters from the south from the old North Hurley road corridor into the area of the Snell School. The second comes from Santa Clara along the west side of Highway 180 and around the west edge of the Cobre High. The third main runs to the north of the City toward the Hanover area.

In the last ten years, there has been a significant effort to improve the natural gas supply and distribution infrastructure within Bayard. There have been three construction projects that have installed approximately 40,000 feet of new polyethylene main and distribution lines within the City, replacing a large percentage of the buried steel and copper lines.

Electrical Service: Public Service Company of New Mexico (PNM)

PNM is the electric utility that services the City. The 24,000 volt 3-Phase power for the City is delivered from the substation located at the south edge of the Village of Santa Clara. The 24,000 volt lines are constructed as a perimeter loop around the City, with three smaller loops constructed within. The reliability of the power supply is good.

PNM is planning to upgrade the substation that serves Bayard and the Mining District. PNM will install an additional transformer to the substation that is of sufficient capacity to support the entire load, an addition that will increase the system reliability by separating circuits that are now combined.

4. SOLID WASTE and RECYCLABLES

The City uses a bin collection system with pickup by a private contractor. Southwest Disposal continues to be the contractor who performs the solid waste collection throughout Bayard. Landfill operations are managed by the Southwest Solid Waste Authority (SWSWA) with landfill operations south of Silver City. There is a solid waste transfer station in operation at the location of the old Tri-City landfill, between Hurley and Bayard.

Residential pick up of recyclables has been terminated. There is a recycle bin located in the yard at the City Utilities shop and is serviced by SWSWA. SWSWA also picks up cardboard from commercial establishments in Bayard once a week.

5. INFRASTRUCTURE GOALS and STRATEGIES

The following goals and implementation strategies were developed to guide the City in future decision making. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

Infrastructure Goal 1: Improve the water security of the City.

Strategy 1. Continue to rehabilitate existing wells and develop new water wells.

Strategy 2. Pursue the recharge of the aquifer with treated effluent from the Regional Wastewater Treatment Plan.

Strategy 3. Explore the sharing of limited water resources with other communities in the Mining District.

Strategy 4. Design and fund service extensions as needed to address inadequacies and provide for future growth. Consider requiring developer participation in project-specific extensions.

Strategy 5. Institute distribution and collection system monitoring as needed to ensure problems are caught early, possibly including the use of flow meters as appropriate to track where the water goes and how much is lost in the system.

Infrastructure Goal 2: Promote the efficient management of water resources through conservation and replacement of new water with treated effluent for irrigation.

Strategy 6. Develop educational materials to educate the community on water conservation and reuse techniques through brochures that can be inserted in City utility bills, the annual water quality report, and community events such as festivals or workshops.

Strategy 7. Institute rebate incentives for water conservation measures (low flow fixtures, front loading washing machines, xeriscape conversions, etc.).

Strategy 8. Institute a graduated rate structure for exorbitant users and fines for water waste.

Strategy 9. Develop voluntary water conservation programs or ordinances related to landscape design, water features, the timing of irrigation application, car-washing restrictions, etc.

Strategy 10. Utilize available resources such as those available through the Office of the State Engineer to fund conservation and drought management projects. These include opportunities such as the Western Water Initiative Challenge Grant Program.

INFRASTRUCTURE ELEMENT

Strategy 11. Participate in the state drought planning activities and research community assistance opportunities related to sustainable water supply as available through the New Mexico Drought Task Force and the Water Trust Board.

Strategy 12. Develop an internal utility review program that includes annual or semi-annual review of water rates, water availability, and use.

Infrastructure Goal 3: Maintain and improve the wastewater collection system for the City.

Strategy 13. Identify, repair and/or replace damaged sections of the gravity collection system in order to reduce exfiltration/infiltration of the buried lines. Exfiltration of damaged lines can cause near-surface leakage of untreated wastewater and the contamination of soil and possible related health hazards. Infiltration allows the entry of storm water into the system, increasing direct operating costs through increased flow and increasing the chance of a plant overload and possible unintended release of untreated wastewater.

Strategy 14. Identify and replace undersized lines within the gravity collection system to ensure there is reliable flow away from the points of generation.

Infrastructure Goal 4: Continue to emphasize the utility of the Regional Wastewater Treatment system.

Strategy 15. Identify and recruit additional partners for the Regional Wastewater Treatment system in order to continue the reduction of regional near surface pollution from untreated domestic wastewater and to reduce the unit treatment costs for all of the residents within the system.

Strategy 16. Through the consolidation of the Regional Wastewater Treatment system, leverage resources to develop a point of aquifer recharge that provides the greatest benefit for all of the partners.

HAZARD MITIGATION ELEMENT

1. INTRODUCTION

The Hazard Mitigation element is a new section in the Comprehensive Plan. It references the multi-jurisdictional Grant County Local Hazard Mitigation Plan adopted in 2008. The intent of this section is to identify the potential natural hazards in the City of Bayard that may result in the loss of life, property loss, economic hardship, and threats to public health and safety. Strategies to reduce or eliminate the hazards are provided.

The Federal Emergency Management Agency (FEMA) requires that all municipalities and counties have a pre-disaster mitigation plan in place. The adoption of these plans are required in order to receive funding from the Hazard Mitigation Grant Program. The Grant County All-Hazard Mitigation Plan was prepared in accordance with FEMA requirements and is required to be updated every five years. The City of Bayard participated in the development of the Grant County All-Hazard Mitigation Plan.

2. HAZARD RATING

FEMA rates hazards relative to the severity of damage to life and property, and frequency of occurrence. As part of the planning process under the Grant County Local Hazard Mitigation Plan, identification of hazards and vulnerability assessments were made for each participating municipality, including Bayard, and Grant County. The hazard rating system is summarized in Table 15, followed by the City of Bayard's hazard rating in Table 16.

TABLE 15: HAZARD RATING SUMMARY			
Severity		Frequency	
4	<i>Substantial:</i> Multiple deaths/injuries. Complete shutdown of critical facilities for 30 days or more. More than 50% property damage.	4	<i>Highly Likely:</i> Event probable in next year.
3	<i>Major:</i> Injuries and/or illnesses result in permanent disability. Shutdown of critical facilities for 8-30 days. 25-50% property damage.	3	<i>Likely:</i> Event probable in next three years.
2	<i>Minor:</i> Injuries and illnesses do not result in permanent disability. Shutdown of critical facilities for 7 days. 10-25% property damage.	2	<i>Occasional:</i> Event possible in next five years.
1	<i>Limited:</i> Injuries are treatable with first aid. Minor quality of life lost. Shutdown of critical facilities for less than 24 hours. Less than 10% property damage.	1	<i>Unlikely:</i> Event possible in next 10 years.

HAZARD MITIGATION ELEMENT

TABLE 16: BAYARD HAZARD RATING

Hazard	Ranking
Drought	2
Extreme Heat	2
Flood	2
Hail	3
High Wind	2
Lightning	3
Tornado	2
Wildland Urban Interface (WUI) Fire	4

The values assigned to severity and frequency were added together to determine the total relative risk value for a specific hazard. The Plan established a cut-off point of 2; anything below that value was not profiled in the Plan. The total relative risk value for each type of hazard is summarized in Table 17.

TABLE 17: TOTAL RELATIVE RISK VALUE

Hazard	Ranking
Wildland Urban Interface (WUI) Fire	4
Lightning	3.5
Hail	3
High Wind	2.5
Drought	2
Extreme Heat	2
Flood	2
Tornado	2

3. HAZARD SUMMARY

The following section is a summary of the findings contained in the Grant County Local Hazard Mitigation Plan.

Wildland Urban Interface Fires

Wildland Urban Interface (WUI) is the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels. A wildland fire is defined as any fire occurring in an area where development is virtually non-existent, with the exception of roadways, railways, power lines, and other similar transportation facilities, regardless of ignition source, damage, or benefits.

The New Mexico Energy, Minerals, and Natural Resources Department ranked Grant County at high risk for Wildland Urban Interface fires in the Wildland Urban Interface Risk Analysis. Probability of wildland fires occurring in Grant County is highly likely, and the potential for a more severe fire season is above normal due to the long term drought in New Mexico, topography, and

HAZARD MITIGATION ELEMENT

the limited roadway access to many areas. The WUI areas within Grant County are primarily the northern boundaries of the incorporated areas, including the City of Bayard. However, the entire area around each of these communities is a concern. Fire season is typically from May to August.

There are a number of resources available to assist communities in addressing wildfires. Some of these include the following:

National Fire Plan Community Assistance Programs - In New Mexico, National Fire Plan Community Assistance Programs provide incentives for communities to address their wildfire threat through five grant programs, including:

- 1) 20 Communities Cost-Share Program - supports thinning on private land;
- 2) Economic Action Programs - develops economic opportunities related to traditionally underutilized wood products;
- 3) Volunteer/Rural Fire Assistance - improves firefighting capabilities of rural fire departments;
- 4) Four Corners Sustainable Forest Partnerships - promotes community development through forest restoration; and
- 5) Collaborative Forest Restoration Program - supports projects to restore forests on public lands.

While Bayard has not pursued funding through these programs, the Town of Silver City has been successful in getting funding in 2001 and 2002.

Firewise Communities - An excellent resource for the City in working towards good fire management practices is the national Firewise Communities program. This program is a multi-agency effort designed to protect people, property, and natural resources from the risk of wildland fires by building and maintaining communities in a way that is compatible with natural surroundings. The program emphasizes community responsibility and addresses home construction, design, landscaping, and maintenance. Courses and training are available to communities, homeowners, and firefighters. Firewise Communities is part of the National Wildland/Urban Interface Fire Program, which is directed and sponsored by the Wildland/Urban Interface Coordinating Group, a consortium of national, state, and local wildland fire management agencies in the United States.

As of January 2012, there were 775 recognized Firewise Communities within 40 states, including nine in New Mexico. These include subdivisions and communities such as Elk Ridge and Taos Pines Ranch (Angel Fire), Village of Ruidoso, Ute Park, Quemado Lake Estates, Paa-Ko and Fox Hills (Bernalillo County), Greater Eastern Jemez WUI Corridor (Jemez Springs), and Hidden Lake (Ocate). Communities in the adjacent states of Arizona, Colorado, and Texas have far greater membership than New Mexico.

HAZARD MITIGATION ELEMENT

Lightning

Lightning is the most constant and widespread threat to people and property during thunderstorms. Lightning is a major cause of wildfires within Grant County and is considered highly likely to occur. According to the US Forest Service, the Gila Wilderness area experiences some of the highest recorded lightning strikes in the country. Most of the County's communication sites and other critical facilities are located on top of forested mountains. As a result, a severe fire could cause loss of communications, mass evacuations, loss of property, and loss of lives.

Hail Storms

All areas of Grant County can experience hail storms during the monsoon season, which is generally from July to the end of August. Hailstorms can result in significant property damage. Grant County has experienced hail up to 2 inches in diameter and the probability of future occurrence is highly likely.

High Winds

All areas of Grant County experience high winds of up to 40 miles per hour, with gusts up to 60 miles per hour. High winds typically occur during the spring and early winter. Property damage and loss of life from windstorms have been increasing due a variety of factors, including: the increased use of manufactured housing, which provides less resistance to wind than stick-built construction; uniform building codes for wind-resistant construction not being adopted by all jurisdictions; the deteriorating condition of older homes; and the increased use of aluminum clad mobile homes. These events are considered highly likely to occur in the future.

4. HAZARD MITIGATION GOALS and IMPLEMENTATION STRATEGIES

The following goals and implementation strategies are based upon the goals and strategies presented in the Grant County All Hazard Mitigation Plan. They are intended to reduce or eliminate the damage potential posed by hazards summarized in this section. While most of the goals and strategies in the Hazard Mitigation Plan are directed at local government, the goals and strategies in this section have been modified to include private property owners, where appropriate. The Implementation Element, starting on page 73, summarizes the implementation strategies presented below and provides a projected timeframe for completion, which will depend on available funding, staff time, and the ability of the City of Bayard to enter in and sustain partnerships.

This section covers the four primary hazards that Bayard faces: wildland fire, lightning, high wind, and hail. In most cases, the agency that should take the lead on these strategies is Bayard Public Works. For more detailed information, see the Grant County All Hazard Mitigation Plan.

Hazard Mitigation Goal 1: Make Bayard less vulnerable to hazards, and reduce the number of injuries and damages from hazards.

Wildland Fire

Strategy 1: Promote the creation of defensible spaces or buffer zones around critical facilities and commercial and residential structures. Coordinate with prevention specialists at the Gila National Forest and the comprehensive community assistance program.

HAZARD MITIGATION ELEMENT

Strategy 2: Remove invasive species around critical facilities. Bayard Public Works should take the lead on this effort.

Strategy 3: Apply for grants from the Wildfire Reduction Grant Program, US Forestry Service, and FEMA to perform controlled burns around Wildfire Urban Interface areas. Bayard Volunteer Fire Department should coordinate with the State Department of Forestry and the Gila National Forest.

Lightning

Strategy 4: Install lightning rods on the roofs and surge protectors on electrical equipment at critical facilities.

Strategy 5: Work with Cobre Consolidated Schools to provide grounding for metal bleachers at sports complexes.

Hail

Strategy 6: Install overhead cover at government parking lots.

Strategy 7: Replace current tar paper roofing materials with metal roofing and existing window materials within ballistic laminate material on windows at government critical facilities as replacement becomes necessary.

High Wind

Strategy 9: Develop public education materials and work with PNM to provide tree management around power lines.

Strategy 10: Construct enclosed storage areas at government facilities.

Strategy 11: Work with the Southwest Solid Waste Authority and private property owners on proper disposal and storage of debris.

IMPLEMENTATION ELEMENT

1. INTRODUCTION

The Comprehensive Plan outlines a multitude of implementation strategies that the City of Bayard should follow to provide for effective and efficient community development. A formal update of the Comprehensive Plan should be undertaken every five years to ensure the Plan stays relevant and useful to the community. In addition to formal updates, a recommendation would be to establish an annual review schedule of the Comprehensive Plan for the City Council and the Planning and Zoning Commission.

2. IMPLEMENTATION PROCESS and OBJECTIVES

Each planning element in the Comprehensive Plan contains goals and implementation strategies. The Implementation Element contains an Action Agenda, which is a summary of the implementation strategies, and includes responsibility and projected time frames. The goals from the 2006 Comprehensive Plan were confirmed in community meetings and new goals have been included as well. Objectives for implementing the City of Bayard Comprehensive Plan include:

- Determining the short and long-term time frames for implementing the recommendations of the Plan.
- Delegating responsibility for implementing the Plan (most of the responsibility for plan implementation falls to the City, but the Plan also recommends partnerships with other entities to carry out the recommendations).
- Linking the City's ICIP to implementation strategies contained in the Comprehensive Plan.
- Basing future grant applications on implementation strategies contained in the Comprehensive Plan.
- Appointing either a steering committee or the Planning and Zoning Commission to oversee implementation of the Comprehensive Plan. Specific tasks in overseeing implementation include:
 - ◇ Development of benchmark criteria for determining whether implementation strategies are being met;
 - ◇ Preparation of progress reports made to the City Council on how implementation is going, including project milestones and needs for revisions;
 - ◇ Monitoring of changed conditions in the community, which could impact the Plan and/or require revisions to the text and/or maps;
 - ◇ Recommendations for revisions and amendments to the Plan as needed;
 - ◇ Monitoring funding sources and programs that could be utilized for implementation;

IMPLEMENTATION ELEMENT

- ◇ Monitoring state legislation and plans in order to ensure consistency with state policy and programs; and
- ◇ Representation of the City of Bayard in regional planning efforts.

3. UPDATING THE COMPREHENSIVE PLAN

The following items should be reviewed and updated periodically within the Comprehensive Plan.

- **Changes to Demographics/Existing Conditions** - The Community Profile section is one of the areas where change always occurs. New Census data comes out every 10 years and estimates are prepared regularly. Data that should be reviewed and revised includes, but is not limited to:
 - ◇ Population
 - ◇ Employment and unemployment
 - ◇ Housing
- **Implementation Review** - As implementation strategies are accomplished, the City should keep track of what has occurred and/or what is planned. A regular report on implementation is a good way to discuss what has been implemented. The review should also focus on those items that have not been implemented, especially those whose time frames are close to being due per the action agenda.
- **Review of What is Working/What is Not Working** - It is also important to review what is working in the Plan and what is not. The Comprehensive Plan should not hold a community back, but rather, should provide a relevant current framework for the future. The pace of change is increasing and thriving communities will strive to stay current with the needs of new economies as they emerge.
- **Review of Maps** - The maps within the Comprehensive Plan should also be reviewed and revised if necessary, particularly those maps related to land use and zoning.

4. IMPLEMENTATION TABLES

A list of implementation strategies, corresponding with community goals, are provided for each Plan element within the main body of the Comprehensive Plan. The implementation strategies are then summarized in the implementation tables and are supplemented by projected timeframes for completion. The intent of the implementation strategies is to provide the City of Bayard with guidance towards accomplishing the goals contained in the Plan. For more detail on each of the implementation strategies, refer back to the specific Plan element in the Comprehensive Plan. Ultimately, implementation of the strategies depends on available funding, staff time, and the ability of the City to enter into and sustain partnerships. Potential funding sources are identified in Appendix C: Community Development and Funding Sources. Certain implementation programs do not necessarily involve funding, but merely action taken by the community.

IMPLEMENTATION ELEMENT

LAND USE IMPLEMENTATION STRATEGIES - PAGES 22-23*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Designate a Metropolitan Redevelopment Area.		✓		
Strategy 2. Develop a Metropolitan Redevelopment Area Plan.			✓	
Strategy 3. Develop an inventory of existing vacant and abandoned properties, and adopt a vacant property registration ordinance.		✓		
Strategy 4. Provide incentives for the redevelopment of underutilized or deteriorated properties.			✓	
Strategy 5. Work with NM Economic Development Dept. to identify tax incentives for commercial building rehabilitation.			✓	
Strategy 6. Work with the NMEDD to develop enabling legislation for non-Enterprise Communities.			✓	
Strategy 7. Create a zoning overlay district that promotes redevelopment of Central Avenue.			✓	
Strategy 8. Apply to NM MainStreet as a start-up community.			✓	
Strategy 9. Apply for grants to fund storefront, building facade, and streetscape improvements for properties fronting on Central Avenue.			✓	
Strategy 10. Pursue designation as a "National Heritage Area" for the Mining District.			✓	
Strategy 11. Encourage and promote the nomination of the community's historic buildings to State and National Registers.			✓	
Strategy 12. Renovate the Railroad Depot.			✓	
Strategy 14. Promote the use of the Cultural Property Preservation tax credit.				✓
Strategy 15. Adopt a litter and anti-blight ordinance.		✓		
Strategy 16. Distribute low cost plants and seeds.		✓		
Strategy 17. Promote an annual community clean-up day.	✓			
Strategy 18. Promote youth involvement in community art projects.	✓			
Strategy 19. Develop a beautification campaign to promote a positive community image and vision.		✓		
Strategy 20. Foster neighborhood pride by hosting an annual friendly competition for "most beautiful street".	✓			

*Refer to the Land Use Element for goals and more detail on the implementation strategies.

IMPLEMENTATION ELEMENT

HOUSING IMPLEMENTATION STRATEGIES - PAGES 29-30*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Encourage the construction of affordable multi-family apartments through an affordable housing tax credit program with technical assistance from organizations such as the New Mexico Mortgage Finance Authority and the Enterprise Foundation.			✓	
Strategy 2. Acquire vacant property within a City-designated Metropolitan Redevelopment Area and issue a Request for Proposal for a developer to build multi-family and/or single family units.			✓	
Strategy 3. Form a partnership with an existing affordable housing community housing development organization such as the Southwestern Regional Housing Authority that is focused on home rehabilitation, homeownership, and housing development.			✓	
Strategy 4. Develop a density bonus program to provide developers or homeowners an incentive that allows additional units on the same lot if the developer/homeowner is willing to designate at least one of the units to be affordable.		✓		
Strategy 5. Increase participation with the Southwest New Mexico Council of Governments to receive rehabilitation money through the USDA Rural Housing Assistance Program, New Mexico Mortgage Finance Authority, and Community Development Block Grants.	✓			
Strategy 6. Coordinate with the New Mexico Mortgage Finance Authority to apply for HOME Investment Partnership Program funds, which provides funding for rehabilitation of housing for low income homeowners.		✓		
Strategy 7. Collaborate with organizations that have experience and capacity in dealing with colonias, including the New Mexico Finance Authority, and pursue funding for qualified projects from the Colonias Infrastructure Fund.	✓			
Strategy 8. Educate Bayard citizens through workshops, brochures, or individual counseling about the New Mexico State Historic Preservation Office Cultural Property Preservation tax credit for housing rehabilitation.	✓			
Strategy 9. Continue to work with the local "Habitat for Humanity" program to purchase and rehabilitate a house annually in Bayard for affordable housing.	✓			
Strategy 10. Create incentives and develop education materials for first-time homebuyers on low-interest home mortgage programs.		✓		
Strategy 12. Provide education on home maintenance assistance programs and property tax education materials for senior citizen homeowners.		✓		

*Refer to the Housing Element for goals and more detail on the implementation strategies.

IMPLEMENTATION ELEMENT

ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES - PAGES 37-40*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Create a Business Incentives Committee responsible for developing, reviewing, and analyzing business recruitment opportunities and developing an incentive package.			✓	
Strategy 2. Create a list of targeted and desired businesses such as a motel, pharmacy, etc. and work collaboratively with Silver City/Grant County Economic Development or another business recruitment organization to initiate contact, promotion, and negotiations for desired businesses.		✓		
Strategy 3. Identify land and building sites available from both public and private owners for business development to increase general commercial activity and for the target industry list.		✓		
Strategy 4. Identify brownfield sites available for potential reuse for commercial purposes and submit an application to the EPA Brownfields Program for funding support.			✓	
Strategy 5. Develop a marketing package for business recruitment.			✓	
Strategy 6. Promote high speed internet access at the Bayard Library and for home-based and co-work space business opportunities to grow small businesses and telecommuter jobs.		✓		
Strategy 7. Encourage local businesses to join the Silver City/Grant County Chamber of Commerce and identify the types of assistance local businesses would like to receive and communicate needs to the Entrepreneurial Network.		✓		
Strategy 8. Work with the Entrepreneurial Network to create and provide support services opportunities in the City.			✓	
Strategy 9. Designate a person to be the local resource for small business development who can refer interested individuals to appropriate support services located in the County.		✓		
Strategy 10. On an annual basis, formally recognize a local business for their contribution to the community.	✓			
Strategy 11. Ensure City regulations and internet and wireless telephone service providers are encouraging the formation of home-based businesses and that telecommuter workers are able to work from Bayard.			✓	
Strategy 12. Work with the Dept. of Labor to connect Bayard citizens to workforce development and training opportunities and provide business owners with information on incentives regarding mentorship and training assistance for employees.		✓		
Strategy 13. Create a computer technology training center at the Bayard Library.		✓		
Strategy 14. Support a youth internship program with the Cobre School District and the Children, Youth, and Families Department YES program and local businesses and organizations to provide workforce development opportunities for youth.				✓
Strategy 15. Support regional tourism initiatives, including the existing Historic Mining District Tour and the Historic Fort Bayard Tour, development of a trail from the old railroad depot to Fort Bayard, and a "Welcome Center" near Taylor Street/Highway 180.	✓	✓		
Strategy 16. Work with the Chamber Tourism Committee to implement a regional effort to access tourism technical assistance and grant funds.		✓		

IMPLEMENTATION ELEMENT

Strategy 17. Identify opportunities for local entrepreneurship related to tourism.		✓		
Strategy 18. Promote public art installations and landscaped entries to Bayard, along with informational maps to attract visitors.		✓		
Strategy 19. Support a local economic development corporation non-profit focused on the Mining District.				✓
Strategy 20. Continue active participation with the Southwest Regional Economic Development Partnership, Southwest New Mexico Energy and Green Jobs Task Force, and other organizations in regional efforts to facilitate creation of new job opportunities.	✓			
Strategy 21. Collaborate with utility providers to ensure that internet and wireless telephone services are available in the region in order to grow new economy jobs.		✓		

**Refer to the Economic Development Element for goals and more detail on the implementation strategies.*

COMMUNITY SERVICES IMPLEMENTATION STRATEGIES - PAGE 46-47*

Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Coordinate and participate with the Grant County Community Health Council to expand behavioral health programs and treatment options and to promote fitness and nutrition to Bayard residents.	✓			
Strategy 2. Work with the US Department of Health and Human Service, Office of Rural Health Policy, the Rural Assistance Center, and the New Mexico Department of Health to apply for Rural Health Grants to help establish a pharmacy in Bayard.			✓	
Strategy 3. Pursue funding for the development of a multi-use trail system, starting with "Spoke One" of the Copper Trail System to be located along Highway 180.		✓		
Strategy 4. Participate with the Grant County Community Health Council in promoting healthier, more active lifestyles.	✓			
Strategy 5. Support the establishment of a permanent community garden and explore the feasibility of a growers market in Bayard in order to increase community access to fresh produce.		✓		
Strategy 6. Support on-going training and education for the Police Department, and ensure equipment is in top notch condition.	✓			
Strategy 7. Complete the municipal addressing program to ensure that police, fire, and emergency service personnel are able to locate people calling for service.		✓		
Strategy 8. Develop an anti-drug campaign through public announcements, advertising, and other efforts.			✓	
Strategy 9. Form an advocacy committee for the creation of a landscaped public art space that serves as an entry to the community.			✓	
Strategy 10. Work with the Beautification Committee to identify appropriate locations for landscape improvements within the City. Encourage design and development of those sites and recruit public/private partnerships for funding and construction, including the Mimbres Region Arts Council.		✓		

**Refer to the Community Services Element for goals and more detail on the implementation strategies.*

IMPLEMENTATION ELEMENT

TRANSPORTATION IMPLEMENTATION STRATEGIES - PAGES 55-56*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Increase funding and/or personnel for street maintenance.			✓	
Strategy 2. Develop a rotating preventative street maintenance schedule to ensure streets are properly maintained and to increase the lifespan of the asphalt through regular crack sealing, seal coating, patching, etc. Repair and upgrade streets in a timely manner according to level of service and condition.		✓		
Strategy 3. Develop a cohesive streetscape and site furnishing plan for main arterials.			✓	
Strategy 4. Develop a hierarchy of City streets and define their access to the regional transportation system (Highway 180 and Highway 356 corridors) to ensure they support the existing and anticipated development of the area and serve both short trips and trips to adjacent communities.			✓	
Strategy 5. Include transit planning in the construction or upgrading of local streets and highways.	✓			
Strategy 6. Pursue and coordinate funding requests with other neighboring communities for improvements to the regional transportation system (Highway 180 and Highway 356).			✓	
Strategy 7. Coordinate with NMDOT to assure adequate roadway conditions and operating efficiency.	✓			
Strategy 8. Require sidewalk construction with any new development or renovation, and retrofit streets without sidewalks as funding is available.		✓		
Strategy 9. Improve pedestrian safety by adding street furnishings to enhance the walking environment; exploring traffic calming measures; adopting standards that address street clutter and line of sight issues; adding crosswalks; improving roadway lighting; and revitalizing the Safe Routes to School (SR2S) program developed for Bayard.			✓	
Strategy 10. Provide pedestrian crossings in high pedestrian areas, including the commercial district along Central Avenue, areas with transit access, and in school areas.		✓		
Strategy 11. Develop a community multi-use trail within and outside of the City to connect to neighborhoods, schools, commercial areas, Village of Santa Clara, and other points of interest.			✓	
Strategy 12. Engage the NMDOT, Southwest Regional Planning Organization (SWRPO), and the National Park Service Rivers, Trails and Conservation Assistance Program for assistance in developing a regional and local trail network.	✓			

*Refer to the Transportation Element for goals and more detail on the implementation strategies.

IMPLEMENTATION ELEMENT

INFRASTRUCTURE IMPLEMENTATION STRATEGIES - PAGES 65-66*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1. Continue to rehabilitate existing wells and develop new water wells.		✓		
Strategy 2. Pursue the recharge of the aquifer with treated effluent from the Regional Wastewater Treatment Plant.			✓	
Strategy 3. Explore the sharing of limited water resources with other communities in the Mining District.		✓		
Strategy 4. Design and fund service extensions as needed to address inadequacies and provide for future growth.		✓		
Strategy 5. Institute distribution and collection system monitoring as needed to ensure problems are caught early.			✓	
Strategy 6. Develop educational materials to educate the community on water conservation and reuse techniques.			✓	
Strategy 7. Institute rebate incentives for water conservation measures.				✓
Strategy 8. Institute a graduated rate structure for exorbitant users and fines for water waste.		✓		
Strategy 9. Develop voluntary water conservation programs or ordinances.			✓	
Strategy 10. Utilize available resources such as those available through the Office of the State Engineer to fund conservation and drought management projects.			✓	
Strategy 11. Participate in the state drought planning activities and research community assistance opportunities related to sustainable water supply.	✓			
Strategy 12. Develop an internal utility review program that includes annual or semi-annual review of water rates, water availability, and use.		✓		
Strategy 13. Identify, repair and/or replace damaged sections of the gravity collection system in order to reduce exfiltration/infiltration of the buried lines.		✓		
Strategy 14. Identify and replace undersized lines within the gravity collection system to ensure there is reliable flow away from the points of generation.		✓		
Strategy 15. Identify and recruit additional partners for the Regional Wastewater Treatment system.		✓		
Strategy 16. Leverage resources to develop a point of aquifer recharge that provides the greatest benefit for all of the partners.			✓	

*Refer to the Infrastructure Element for goals and more detail on the implementation strategies.

IMPLEMENTATION ELEMENT

HAZARD MITIGATION IMPLEMENTATION STRATEGIES - PAGES 70-71*				
Implementation Strategy	On-going	2012-2013	2014-2018	2019 & Beyond
Strategy 1: Promote the creation of defensible spaces or buffer zones around critical facilities and commercial and residential structures.	✓			
Strategy 2: Remove invasive species around critical facilities.		✓		
Strategy 3: Apply for grants from the Wildfire Reduction Grant Program, US Forestry Service, and FEMA to perform controlled burns around Wildfire Urban Interface areas.			✓	
Strategy 4: Install lightning rods on the roofs and surge protectors on electrical equipment at critical facilities.		✓		
Strategy 5: Work with Cobre Consolidated Schools to provide grounding for metal bleachers at sports complexes.			✓	
Strategy 6: Install overhead cover at government parking lots.				✓
Strategy 7: Replace current tar paper roofing materials with metal roofing and existing window materials within ballistic laminate material on windows at government critical facilities as replacement becomes necessary.				✓
Strategy 9: Develop public education materials and work with PNM to provide tree management around power lines.		✓		
Strategy 10: Construct enclosed storage areas at government facilities.			✓	
Strategy 11: Work with the Southwest Solid Waste Authority and private property owners on proper disposal and storage of debris.			✓	

*Refer to the Hazard Mitigation Element for goals and more detail on the implementation strategies.

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

This section provides a summary of the community open house held on 10/17/2011. The results of the open house helped form the basis of the recommendations contained in the Comprehensive Plan.

City of Bayard Comprehensive Plan Update Public Open House – 10/17/2011

A public open house, hosted by Consensus Planning, was held at the Bayard Community Center on October 17, 2011 from 3:00pm to 7:00pm. The purpose of the open house was to gauge the community's support for the goals contained in the 2006 Comprehensive Plan and to ascertain whether there were new issues that should be addressed in the Plan update process. Participants were asked to fill out a survey with the questions listed below. Their responses are provided below each question. Several additional surveys were returned to Consensus Planning over a time period of a month following the public open house by people who were unable to come to the open house. Following the survey are the results from the goal statements and general comments.

1. What do you like about Bayard? What should be kept?

- Small town – very friendly
- The City itself – everything that is feasible to keep and reuse.
- Most everything, the community building, etc..
- Small town atmosphere –friendly town. I love our baseball fields.
- Community gardens, new library, parks
- We like the people, the schools, and the great sports enthusiast
- Bayard needs revitalization; everything should be kept and improved for better looks. We need to grow.
- The people and the amount of service for a small town.
- The community garden! The way it involves and focuses on the area youth, also that it is a small community with a lot of potential.
- Small community – family oriented, open spaces should be kept open and not developed. City should not sell anymore of city owned property.
- Community pride helps keep folks headed toward problem solving and progress. Community understands that progress is needed.
- People are incredible, no traffic, weather, overall slow pace, culture. All of the above.
- The people, everyone is friendly and they care for each other.
- Like the people. Library, small businesses, good small grocery store. The views.
- The friendly people. Beautiful scenery. Great weather. Diversity of population. Decent city services – police, fire, streets, etc.
- I like there is parks in various areas, including the community garden. Community center needs upgrade.
- Familiarity; it is a great small town.
- Bayard is the central location of the Mining District. I like the slogan “Hub of the Mining District”.
- A small, friendly town. Keep it as is.
- Community center available for local government, social and civic events. Promote sports for youth. Promote, maintain and support of businesses. New library. Areas provided for walking, programs dedicated to health and physical exercise. Keep all. Excellent police and fire dept. personnel.
- Bayard is relatively quiet except the highway area. Bayard city employees live among the people they serve. If Bayard does not have a residency requirement, it should! I like the strong police presence. I like the new community park and the mining park very much!
- That it has the feel of a nice quiet rural community.
- New library; antique street lights, park along railroad tracks with old mining equipment, new sidewalks on 356/Central, Bayard Community Center, Christmas star on the hill and holiday street light banners, murals on buildings.

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

2. What don't you like about Bayard? What should be changed?

- Need more business.
- The lack of cooperation in our beautification program. Lack of facilities for youth on N. Railroad area. Police patrolling.
- Car wash needs to be updated to look nicer. Maybe add some trees etc., here at Hurley Ave next to Community Center.
- Control graffiti.
- Enforce dirty yards. The old buildings in town. The baseball field - street running through fields should be closed off. Need crosswalks by Main Street and Cobre High.
- More attention to keeping litter cleaned up, yards kept clean, barking tied up dogs.
- Some yards and houses need to either be torn down or improved (cleaned).
- Old abandoned buildings and lots. Need land for expansion.
- That our community is afraid to get involved to make a positive change.
- Old leadership does not have vision for the children of today nor do they invest in youth. Leadership should be changed as well as ideas about economic development. Out with the old and in with the new!
- Need to better view the value of clear property. Eliminate the eyesores and provide a clean slate for development.
- Slow pace in getting things done – local government city council to be more progressive. Still living in the 60s-70s-80s.
- The drug houses. Drug dealers are using their homes to deal drugs. Have the police to close the drug houses.
- The traffic, the litter, fireworks, too much ambient light.
- Lack of code enforcement – weeds, trash, etc., especially in commercial buildings: Lotta Burger, Dollar Store, Food Basket. Also institutions: schools, churches, city buildings and city right-of-ways – alleys.
- I think from about the post office to about the end of town by Porters Oil seriously needs upgrading and remodeling like the library!
- Not enough pride in our community. Instill pride for our community in the citizens.
- There are many locations in Bayard that are not kept up, as far as keeping the property clean.
- Favoritism in politics and employment. Many times the person with biggest family gets the position.
- Some of the areas where businesses have happened to leave are not maintained and run down. Fire Dept and esp Police Dept available 24/7 not just 8 hours daily.
- I believe the garbage and wastewater treatment bills are too high. A grant should be obtained to relieve those living below poverty limit of paying full amount. That, or the garbage contract should be renegotiated. Giving the contract to a resident would be cheaper and keep the money here. Bayard garbage pick-up used to be done by an individual. There is no reason not to return to that. Paying big city garbage pick-up prices to a big company is not needed in a town the size of Bayard with dwindling population.
- The lack of pride by business owners. Buildings on main street of town look awful. Too much of the good old boy system and cronyism. Not enough enforcement or dogs running loose on neighborhood streets.
- Abandoned buildings and boarded-up places; old railway station, Snappy Mart Store, former bars to name a few...

3. What would you like Bayard to look like or be like in 20 years?

- More business, a nice youth center.
- Inviting to tourist, more business, to continue improvements.
- So what nicer to keep up with the future and always up grade.
- Cleaner, more businesses even if it's small businesses.

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

- More businesses, activities for kids, A cemetery, a Bayard Pride Committee, Neighborhood watch groups.
- More public art work, more planting in the medians, trails for walking and biking
- More like a tourist town, need to make it more lively and homely.
- Growing and clean.
- More green, irrigation. This would be attractive to passer bys and may bring more business, economic development to our area.
- A green place with more bike trails for a more localized centralized, community. I see food being produced locally on small lots. Cooperative businesses and a more educated work force.
- Street front properties cleaned up and consolidated. Additional recreation and facilities. Viable small businesses along the streets.
- A more progressive town. A city theme and build around it. Expansion of city limits. No abandoned homes or businesses. A thriving business community. More social. Resident activities.
- Clean neighborhoods. Get rid of abandoned cars and clean yards.
- I would like to see more family-owned small businesses. No big corporation, franchises. Solar and wind power.
- Diverse city. Properly zoned with neat city streets and lots. Well maintained homes and public spaces.
- Clean, nice and neat! Drug free community – no meth!
- I would like Bayard to be an attractive small town which will attract new people.
- I would like to see our community take “pride” and have a proactive stance in community affairs.
- Hopefully the same with better streets and sidewalks.
- More businesses and more senior programs. More hours opened for business with Police and Fire Depts available 24/7.
- I would like to see more murals in Bayard. It would be a less expensive and long lasting way to beautify the town. I like the mining park idea, more city parks with benches and green areas look very nice (turf green is ok). Murals and historic markers remind residents and show tourists the significance of our town and its importance to history. It also builds community pride. A cemetery would be a good addition and look nice if it had landscaping, trees, and benches.
- A town with a good sense of community. A main street with interesting and attractive businesses. Less domestic abuse – throwing out the gangs – a no nonsense policy on drugs. Less prejudice. Having a “Hurley Pride” type of organization.
- A trail/walkway connecting Bayard with Hurley, Fort Bayard, and Santa Clara and into Silver City would be ideal. It doesn't have to be paved either, just a dirt path would be a good start! Other recreation facilities – bowling alley, roller skating rink, putt-putt golf, etc.

4. What actions should the City of Bayard take to achieve its best future?

- More interest in kids and helping our youth stay busy and out of trouble.
- Co-operation from Administration staff citizens, tourists, and businesses.
- Enforce clean up code. Think the city does a good job. Bayard has come a long way and is looking great.
- No Answer
- Have owners fix up buildings in town. Try to get more businesses. Try to get Youth center for kids.
- Use funding for public art projects (kids want to be involved).
- Promote more businesses, increase activities, promote and improve our parks and streets. Remodel and improve our old buildings.
- Keep working toward growing and have employment for some of the residents.
- Make more of an effort to get the community involved and have functions where input can be gathered, example: comm. potlucks, street gatherings, dances, etc.

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

- Retire. It is time for the City of Bayard to realize we need younger leadership with a bigger, more creative vision. Doing things like we have for the last 70 years isn't working anymore. Keep the garden and promote health and wellness!
- Continue to maximize infrastructure improvements, continue to work forward in consolidation / fixing land use problems that were never addressed by easements.
- Be more progressive. Have a vision for Bayard. Council to be more involved in all community activities. Join in with some of Silver City organizations to promote Bayard. Ask residents to help build a vibrant community.
- Get rid of the abandoned homes.
- Recycling! Keep listening to the people. Save power by installing solar lights in all municipal buildings and street lights.
- Improve efficiency in city work force. Pursue grant money to improve blighted areas. Pay a good wage to attract best workers.
- More community activities for youth. Police officers need better attitude. Smile.
- Continue to look for funding or apply for grants to improve Bayard.
- Get more interaction from the community.
- Continue with obtaining grants for improvements.
- More revenue by attracting more businesses to promote more community necessities.
- Can the city attract businesses with discounts? Neighborhood markets selling food and school supplies might do well here. If the city could attract another doctor or dentist or pharmacist might do well. Also a (small) feed store might appeal to pet and livestock owners in the Mining District and the Mimbres area.
- Don't know – most problems start in the home. We need a more educated community. I don't see much changing here because you cannot legislate family values, pride, responsibility, and respect. I would like to see testing of air quality in NE section of town. We need to find a way to bring more people to town to promote local business – but we have to have a reason for people to come here.
- Promote sense of pride, community spirit and economic development.

General Comments – The following are general comments received at the open house in regard to other issues that the Comprehensive Plan should address.

- Community garden (keep it and make it better); access to affordable, healthy foods
- Multi-use trails
- Indoor recreation opportunities (YMCA, etc.)
- Support the farmers' market
- Youth center – more activities for youth! Keep community garden! City support!
- Enforce clean yards and abandoned buildings!
- Preserve commercial land for businesses and actively recruit businesses for it
- Promote a nice lounge
- Clean up north railroad area
- Preserve commercial land for open space to beautify Bayard which will attract real economic development
- More open green spaces!
- Farmers market needs more vendors
- Bayard needs a nice lounge – nice place to go have a mixed drink and take out of town guests with enjoyable music
- Bayard needs more youth activities
- Youth center, more trails
- Add 40 acre property acquired for cemetery to maps
- Stormwater flooding – wastes rainwater – runs through streets
- Youth and senior centers

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

- Collaborate with school district
- Youth and senior spaces
- More green spaces – parks – gardens – promotes healthier community and attracts business
- Encourage re-use of vacant commercial buildings before considering to sell city-owned properties

LAND USE GOALS

Goal 1. Increase utilization of the existing land base for development.

Agree 14	Disagree 2
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Goal 2. Promote the development of multi-generational neighborhoods.

Agree 17	Disagree 0
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Goal 3. Revitalize Central Avenue (Hwy 356) by promoting a mix of land uses and enhancements.

Agree 15	Disagree 0
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Goal 4. Promote the preservation and rehabilitation of historic structures.

Agree 15	Disagree 1
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HOUSING GOALS

Goal 1. Increase opportunities for new affordable housing developments.

Agree 18	Disagree 0
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Goal 2. Promote the rehabilitation of existing housing units.

Agree 19	Disagree 0
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Goal 3. Promote community pride and beautification to enhance the appearance of Bayard's neighborhoods and streetscapes.

Agree 20	Disagree 0
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APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

COMMUNITY SERVICES GOALS

Goal 1. Expand the Bayard Library building and services.

Agree 15

Disagree 0

Goal 2. Continue to support existing health organizations and improve/expand services related to dental and pharmacy provision.

Agree 18

Disagree 2

Goal 3. Acquire land to develop a community cemetery.

Agree 15

Disagree 4

TRANSPORTATION GOALS

Goal 1. Improve street conditions and connectivity within the city.

Agree 20

Disagree 0

Goal 2. Create an interconnected pedestrian/bikeway system in and around Bayard.

Agree 19

Disagree 0

Goal 3. Increase pedestrian safety through sidewalks and street improvements.

Agree 21

Disagree 0

Goal 4. Promote the Scenic By-way designations for Hwys 180 and 356.

Agree 17

Disagree 3

INFRASTRUCTURE GOALS

Goal 1. Promote the efficient management of water resources through conservation and reuse.

Agree 18

Disagree 0

Goal 2. Develop water conservation measures and drought management (effluent reuse system).

Agree 17

Disagree 0

Goal 3. Continue to develop the water and sewer collection systems.

Agree 14

Disagree 2

APPENDIX A: COMMUNITY OPEN HOUSE and SURVEY RESULTS

ECONOMIC DEVELOPMENT GOALS

Goal 1. Develop and diversify the local economic base through business recruitment.

Agree 19

Disagree 0

Goal 2. Encourage and support local small business development and expansion.

Agree 20

Disagree 0

Goal 3. Promote partnerships for vocational and job training opportunities.

Agree 19

Disagree 1

Goal 4. Provide incentives for the adaptive reuse and rehabilitation of existing buildings.

Agree 21

Disagree 0

Goal 5. Promote and expand a tourism program based on local attractions and assets.

Agree 19

Disagree 1

Goal 6. Increase the collaborative partnerships in a regional economic development effort.

Agree 16

Disagree 2

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

This section includes a comprehensive list of federal and state economic, infrastructure development, housing, and rural health resources available to both local governments and people interested in starting a new business, in need of a small business loan, or engaging in historic preservation. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

Catalog of Federal Domestic Assistance

This is a resource which includes extensive listings of federal assistance programs for municipalities, contacts, and grant application procedures. The catalog is available on-line at the following web address: www.cfda.gov.

Programs are grouped into the following basic categories:

- Agriculture
- Business and Commerce
- Community Development
- Consumer Protection
- Cultural Affairs
- Disaster Prevention and Relief
- Education
- Employment, Labor, and Training
- Energy
- Environmental Quality
- Food and Nutrition
- Health
- Housing
- Income Security and Social Services
- Information and Statistics
- Law, Justice, and Legal Services
- Natural Resources
- Regional Development
- Science and Technology
- Transportation

Community Development Revolving Loan Fund

The purpose of this loan program is to assist local governments in attracting industry and economic development through acquisition of real property, construction, and improvement of necessary infrastructure, and other real property investments. The funds are intended to create jobs, stimulate private investment, and promote community revitalization. All incorporated municipalities and counties are eligible. Loans are limited to \$250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can obtain a request forms and technical assistance from the New Mexico Economic Development Department.

Contact: New Mexico Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0382
Website: www.gonm.biz/businessassistance/Financial_Assistance.aspx

Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us/

Local Government Planning Fund

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to “forgive” the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling \$737,900 and has approved an additional 14 projects totaling \$304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards but the State share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section
New Mexico Department of Transportation
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

Public Project Revolving Fund (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed 'AAA' - insured interest rates. As of June 30, 2005, the NMFA had made 451 loans totaling \$628 million.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Colonias Infrastructure Project Fund

The Colonias Infrastructure Project Fund provides grants and loans for qualified projects in colonias communities in New Mexico. Funding is available for infrastructure planning and development in order to improve the quality of life and encourage economic development in colonias such as Bayard. A qualified project may include water and wastewater systems, solid waste disposal facilities, flood and drainage control, roads or housing infrastructure. It does not include general operation and maintenance, equipment, housing allowance payments or mortgage subsidies.

Contact: Southwest New Mexico Council of Governments
P.O. Box 2157
Silver City, NM 88061
Phone: (575) 388-1509
Email: info@swnmcog.org

New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
Phone: (505) 984-1454
Website: www.nmfa.net/NMFAInternet/

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

Small Cities Community Development Block Grant Program (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required. Applicants may apply for funding assistance under the following categories:

- community infrastructure
- public facility capital outlay
- emergency
- planning
- housing
- economic development
- colonias

Contact: State of New Mexico
Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

USDA Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. Provides loan programs such as the B&I Loan (similar to an SBA 7A but can be made for higher amounts) and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available in the following areas.

Rural Business and Cooperative Services provides the following assistance programs:

- Business and Industry Direct Loans (B&I Direct)
- Business and Industry Guaranteed Loans (B&I Guar)
- Intermediary Relending Program (IRP)
- Rural Business Enterprise Grants (RBEG)
- Rural Business Opportunity Grants (RBOG)
- Rural Economic Development Loans (REDL)
- Rural Economic Development Grants (REDG)

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The Rural Housing Service/Community Services provides the following assistance programs:

- Guaranteed Home Ownership Loan
- Home Improvement Loans and Grants
- Self-Help Housing
- Rural Rental Housing Loans (RRH)
- Guaranteed Rural Rental Housing Program (538 GRRHP)
- Farm Labor Housing
- Housing Preservation Grant (HPG)
- Community Facility Loans and Grants
- Fire and Rescue Loans

The Rural Utilities Service provides the following assistance programs:

- Community Facility Program
- Telecommunications Loan Program
- Distance Learning and Telemedicine Loan and Grant Program
- Electric Loan Program
- Solid Waste Management Grants
- Technical Assistance and Training Grants

Information on these assistance programs is available through the State USDA Rural Development office:

Contact: USDA Rural Development New Mexico Office
 6200 Jefferson NE
 Albuquerque, NM 87109
 Phone: (505) 761-4950
 TTY: (505) 761-4938
 Website: <http://www.rurdev.usda.gov/nm/>

Rural Housing Services
Phone: (505) 761-4944

Rural Business Services
Phone: (505) 761-4953

Rural Utility Services
Phone: (505) 761-4955

Office of Community Development
Phone: (505) 761-4951

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

HEALTH CARE

Office of Rural Health Policy Grants

The Office of Rural Health Policy Grants falls under the Department of Health and Human Services (HHS). There are 14 grant programs, whose availability is contingent upon federal funding each fiscal year. For more than 20 years, HHS has had an Office of Rural Health Policy in the Health Resources and Services Administration (HRSA) to focus on key rural health policy issues and administer targeted rural grant programs. In FY 2010, HRSA invested \$185 million to improve health care in rural America, where access to medical services is often limited. HRSA's rural health grant programs help fund rural hospitals, health centers and local clinics.

Contacts: Office of Rural Health Policy, Health Resources and Services Administration
5600 Fishers Lane, 5A-05
Rockville, MD 20857
Phone: (301) 443-0835
orhpwebsite@hrsa.gov

Division of Border Health
1301 Young Street, Suite 1014
Dallas, TX 75202
Phone: (214) 767-3171

HISTORIC PRESERVATION

National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost \$17 million in financial assistance and direct investment in cities, towns, and rural areas all over the United States.

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

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Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service, Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: www.nps.gov/hps/tps/tax/incentives/

State Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is \$50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs, New Mexico Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

NM Historic Preservation Loan Fund

Below market rate loans are made by New Mexico Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to: repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the State sufficient collateral security interest in the property.

Contact: New Mexico Historic Preservation Division
Department of Cultural Affairs
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: hpdplanning.program@state.nm.us
Website: www.nmhistoricpreservation.org/index.php

MainStreet Revolving Loan Fund

This fund is administered on behalf of New Mexico MainStreet by the Historic Preservation Division of the Department of Cultural Affairs. A low cost, revolving loan fund available to property owners within a MainStreet District that meet certain income eligibility criteria and that were previously denied a loan in the same amount and for the same purpose by two financial lenders. Financial assistance is available for the restoration, rehabilitation, and repair of properties, and can be tapped to upgrade buildings to meet contemporary building and fire codes. The work must be completed within one year from the date of project loan and the loan be repaid within five years. Property owners must maintain the property as restored, rehabilitated, or repaired in no case less five years.

Contact: New Mexico MainStreet Program
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0168
Website: <http://nmmainstreet.org/>

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

U.S. Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters. There are some new grant programs available in 2012.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htm

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

Contact: NMDOT General Office
1120 Cerrillos Road
Santa Fe, NM, 87504-1149
Phone: (505) 827-5100
Website: www.nmshtd.state.nm.us

BUSINESS DEVELOPMENT RESOURCES

Job Training Incentive Program (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70 percent of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: New Mexico Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: http://nmed.sks.com/businessassistance/Job_Training_Incentive_Program.aspx

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

SMART Money Loan Participation Program

The SMART Money Loan Participation Program is a program administered by the New Mexico Finance Authority intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: www.nmfa.net/NMFAInternet/NMFA_Web.aspx?ContentID=12

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified Development Company
625 Silver Avenue SW, Suite 195
Albuquerque, NM 87102
Phone: (505) 843-9232
Website: www.elcdc.com

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term. Some banks make SBA loans and some choose not to.

Contacts: U.S. Small Business Administration
New Mexico District Office
625 Silver Avenue SW, Suite 320
Albuquerque, NM 87102
Phone: (505) 248-8225
Website: www.sba.gov/nm

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Southwest Small Business Development Center
Western New Mexico University
Besse-Forward Global Resource Center
817 West 12th Street
P.O. Box 680, Silver City, NM 88062
Phone: (575) 538-6320
Website: www.nmsbdc.org/silvercity/

The Loan Fund

The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state's small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

APPENDIX B: COMMUNITY DEVELOPMENT and FUNDING SOURCES

HOUSING ASSISTANCE

New Mexico Mortgage Finance Authority (MFA)

The MFA is a quasi-public entity that provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects.

Contact: New Mexico Mortgage Finance Authority
344 Fourth St. SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: www.nmmfa.org/

HOME Investment Partnership Program Funds

The homeowner rehabilitation program administered by the MFA provides assistance to low-income homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, which includes the following: applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections.

MFA relies on non-profits, housing authorities, and local governments to administer the homeowner rehabilitation program. Funds are awarded through an RFP/Application process and proposals are reviewed and evaluated by several committees, and approved by the MFA Board. MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

Contact: Southwestern Regional Housing and Community Development Corporation
109 E. Pine, Suite 5 (Morgan Hall)
Deming, NM 88030
Phone: (575) 546-4181
Website: www.swnm.org/