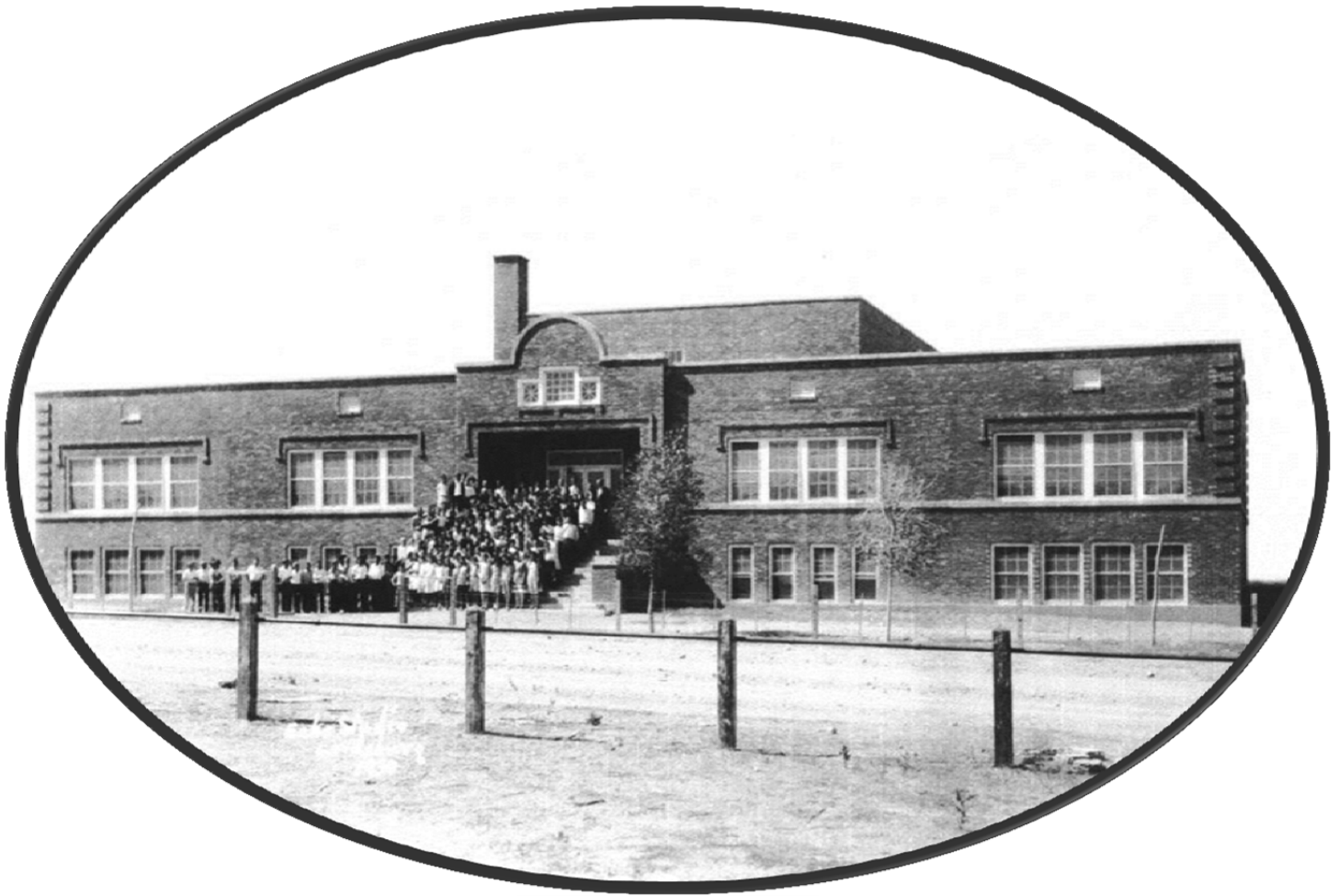


# City of Lordsburg 2011 Comprehensive Plan Update

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Lordsburg, New Mexico  
December, 2011

## ACKNOWLEDGEMENTS

### City of Lordsburg Comprehensive Plan Update

Lordsburg, New Mexico

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Adopted December 6, 2011

Resolution # 2011-19

The City of Lordsburg Comprehensive Plan Update is made possible by a CDBG planning grant from the Local Government Division of the NM Department of Finance and Administration, administered through the Southwest New Mexico Council of Governments.

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## INTRODUCTION

This document updates the 2001 City of Lordsburg Comprehensive Plan to respond to conditions in 2011. The changing needs and conditions in the City have been studied and this update to the City of Lordsburg Comprehensive Plan reflects the current needs and vision of the community residents. The City of Lordsburg Comprehensive Plan is a policy document that establishes what the residents, property owners and other stakeholders would like to see in the future for the City. Through a framework of community values, goals and strategies, the Comprehensive Plan defines the direction in which the Mayor and City Council should guide the City.

The Comprehensive Plan does not change any existing, nor create any new, laws, regulations or requirements, but it does recommend policies that suggest changes to these implementation tools. An approved Comprehensive Plan is an advisory document of the City that establishes a basis for the regulations and programs necessary to manage current and future development within the City. The Plan identifies and analyses growth and development issues and indicates how the local residents and their elected officials envision the community developing in the next 20 years.

The Comprehensive Plan defines a Community Vision and describes the seven Elements of:

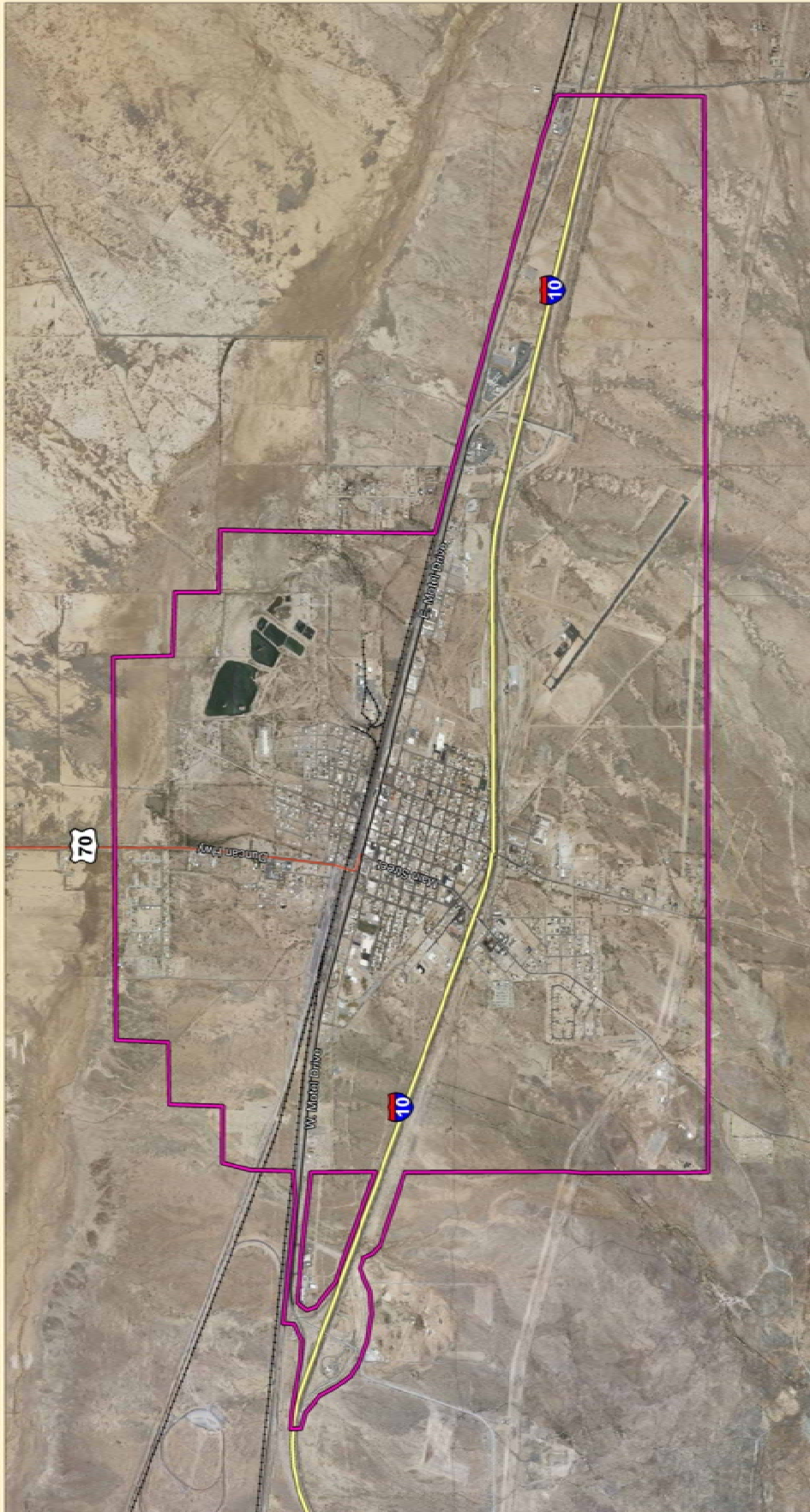
- Land Use
- Economic Development
- Housing
- Transportation
- Infrastructure/Community Facilities'
- Hazards Mitigation
- Implementation

For each Element, there is an overview of the existing conditions, followed by a set of Goals and Implementation Strategies.


- Goals are statements of a desirable state or condition to be achieved in the future;
- Implementation strategies are actions or tasks such as policy statements, new regulations, or the next steps needed to achieve the desired goal. The Implementation Strategies for all the Elements are listed and prioritized in the Implementation Element.

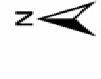
It should be noted that the implementation of some of these strategies, such as for grants, may require a match of monies or in-kind services from the City, or require an increase in City expenditures for maintenance or capital improvements.

The City of Lordsburg Comprehensive Plan Update is a living document that is intended to be updated and amended as programs and regulations are implemented and conditions within the City change and evolve.



# PLAN AREA CITY OF LORDSBURG COMPREHENSIVE PLAN UPDATE

 Lordsburg City Limit



2009 Aerial Imagery  
Map Date 08/26/2011

The majority of the data contained on this map is provided by the San Mateo Regional Geographic Information System Program website. All data is accepted with known and unknown inaccuracies.

Disclaimer: The boundaries of the map are approximate and do not represent a survey.

## VISION STATEMENT

### LORDSBURG VISION STATEMENT

*Lordsburg is a place that is attractive and appealing, where family and community are valued. Education and employment opportunities are available to retain the youth and provide needed services. Lordsburg is the renewable energy hub of the southwest. It's a community that has all its services locally available and meets its basic needs. It's a place to visit, stay, and connect with others as a revitalized community. We ensure the preservation of our culture and history, and hold a deep appreciation for our veterans and others who have served.*



## COMMUNITY PARTICIPATION

### Participation by the Community

A comprehensive and community-based planning process was used in developing the Comprehensive Plan for the City of Lordsburg. This approach involved citizen driven process which had three major components: a Comprehensive Plan Task Force; several interviews with community leaders and stakeholders; community input through a community planning workshop and a community open house held on the draft plan.

The seven-person Comprehensive Plan Task Force included community leaders and residents of Lordsburg representing diverse interests. Their input was integral in the development of this plan, providing insights on community values, process and issues to be addressed during the plan completion. The Task Force met twice monthly from summer 2011 through the end of 2011. They were central in the drafting a long term vision statement for the City and Goals and Strategies for the six plan elements: Land Use, Transportation, Economic Development, Housing, Infrastructure/Community Facilities and Hazard Mitigation and then reviewed implementation strategies for each of the goals.

Three public workshops were conducted in the City during the planning process. The first workshop was held in October, 2011, to develop a City-wide vision and goals for each of the plan elements. The second workshop/open house was held in late November, 2011. In this workshop the participants developed and prioritized the Implementation Strategies created to achieve the goals for each of the Elements. The results of this prioritization are in the Implementation Chapter. The final workshop was held in December, 2011 with the City Council for the adoption of the plan. All of the workshops were highly interactive, structured to engage resident participation in the process.



## COMMUNITY PARTICIPATION

### ISSUES AND OPPORTUNITIES

Based on discussions with the Task Force and the community, the following issues and opportunities were identified. The intent of the Comprehensive Plan will be to minimize or eliminate the issues and weaknesses, and build on and strengthen the opportunities and assets.

#### Lordsburg's Issues/Weaknesses

- lack of affordable/workforce housing
- blight and neglected buildings/poor image/trash
- lack of job opportunities/employment
- city sidewalks/streets in disrepair and alleys are cluttered.
- abundance of substandard housing
- no resources/accessibility to housing rehabilitation assistance
- lack of services: health/hospitals/pharmacy, only one FT Physician and lack of extended hours
- lack of retail to meet needs which causes economic leakage and not enough selection for teens.
- limited car rentals and public transit
- limited higher education and work force training
- no enforcement of zoning ordinance
- lack of workforce motivation to pursue employment
- need for a community conversation on education and a partnership with WNMU on remedial Math and English and with more opportunities for attendance.
- lack of restaurants, recreation and entertainment and community events and fiestas, particularly for teens.
- lack of community involvement at local government and organizations
- lack of civic pride.

#### Lordsburg's Opportunities/Assets

- I-10 access
- good climate/weather
- abundance of inexpensive land
- WNMU Learning Center
- prime location for renewable energy businesses
- multi-modal transportation options (rail, car, transit, airports, bikes)
- people of good will
- low crime
- good health and dental clinic
- opportunities for border highway network (parallels I-10) such as NM Highway 9
- inexpensive auto gas
- potential for growth using existing infrastructure capacity
- strong tourism potential/opportunities, such as proposed Shakespeare State Park, and Stein and Internment/POW camp with original buildings for heritage tourism.
- great sports facility (track/football field)
- small town with slow pace and responsive government.



## COMMUNITY PROFILE

The City of Lordsburg, with an elevation 4,258 feet, is the county seat of Hidalgo County, and is located in the southwest corner of New Mexico, sharing borders with Arizona to the west and Mexico to the south. The 2010 population is 2,797, while the land area is 8.38 square miles, for a population density of 333.8 persons per square mile. Lordsburg is located off Interstate 10, approximately halfway between Tucson, Arizona and Las Cruces, New Mexico.



Lordsburg is a trade center in addition to being the county seat. Many products such as cattle, vegetables, cotton, chilies and alfalfa are traded in Lordsburg. Lordsburg is also close to copper, silver, gold and lead mines. Lordsburg has hotels, motels and restaurants that serve the local community and transient customers.

Lordsburg has a rich human history. It was originally part of a vast high-desert region inhabited by the Mimbres subset of the Mogollon culture from AD 150 to roughly AD 1450. From the decline of the Mogollon culture until the Indian Wars in the late 1800s it was home to several generations of Apache Indians. Because of the natural springs in the area, it was an important stopping point for native people as well as Mexicans and Americans.

Lordsburg was established on October 18, 1880 by the Southern Pacific Railway. The city was either named after Dr. Charles Lord, a prominent merchant from Tucson who established a banking and wholesale business, Lord and Williams, or Delbert Lord, Chief Engineer of the Southern Pacific who oversaw the construction of the railroad. Lordsburg became an important area for settlement of the West because it was the shipping center for mined ores, agricultural products, and general commerce along the southern border of the United States. With the development of Interstate 10, it has become a popular stopping point to serve the east-west movement of truckers and travelers.

### The Strengths of Lordsburg

Despite the fact that the City of Lordsburg and the entire region have faced economic hardship, Lordsburg and its residents have persisted and City leadership has identified ways to ensure a better future such as commissioning an Economic Development Plan that was completed in 1998. The 2001 Comprehensive Plan represented the next logical step in planning for future prosperity and built upon the Economic Development Plan. This Comprehensive Plan Update examines Lordsburg's 21<sup>st</sup> century strengths. The diligence and motivation exhibited by Lordsburg residents and leadership represents the first, true strength possessed



## COMMUNITY PROFILE

by the City. Additionally, the tangible benefits, strengths, and assets of the City complement this hardworking spirit displayed by residents. These benefits include:

***Favorable Climate:*** The Lordsburg area climate is considered to be arid with the mean maximum temperature being 97 degrees and mean minimum temperature being 26 degrees. Approximately 15 days of the year see temperatures rise above 100 degrees. Lordsburg's winters are mild and dry with temperatures averaging 60 degrees during the month of January. On average, only ten days of the year fall below 32 degrees. The average annual snowfall is 4 inches while the average rainfall is 10 inches. The area averages 358 days of sunshine per year.

***Proximity to outdoor recreational opportunities:*** In addition to the excellent climate, the City's close proximity to the Gila and Coronado Wilderness and climate conducive to year round outdoor activities make Lordsburg an excellent staging area for people seeking to go into the Gila and Coronado to take advantage of the recreational advantages they offer. The Gila offers opportunities for camping, fishing, and hiking. The wilderness also contains historic and archeological sites such as the Gila Cliff Dwellings. The area's ghost towns of Stein and Shakespeare provide additional excursions for people wanting outdoor adventure.

***Location:*** The City is situated on Interstate 10, midway between the Las Cruces/El Paso Metropolitan Area and Tucson. Travelers make up a strong market for the City's lodging, restaurant, and convenience/gasoline retailers to capture. The City's tie to Interstate 10 provides another example of how transportation continues to shape the character of Lordsburg. The City also has Amtrak and Union Pacific railways passing through, connecting to the east and west coasts.

***Atmosphere:*** Lordsburg retains its small town atmosphere, which shapes the resident's quality of life. A low crime rate and friendly citizens characterize this small town feel that Lordsburg's citizens want preserved. Lordsburg citizens are cautious about anything that might upset the quality of life but at the same time realize that growth and development is going to take place. They would prefer a type of development that balances economic development with the pace of life.

## Demographics

### Population

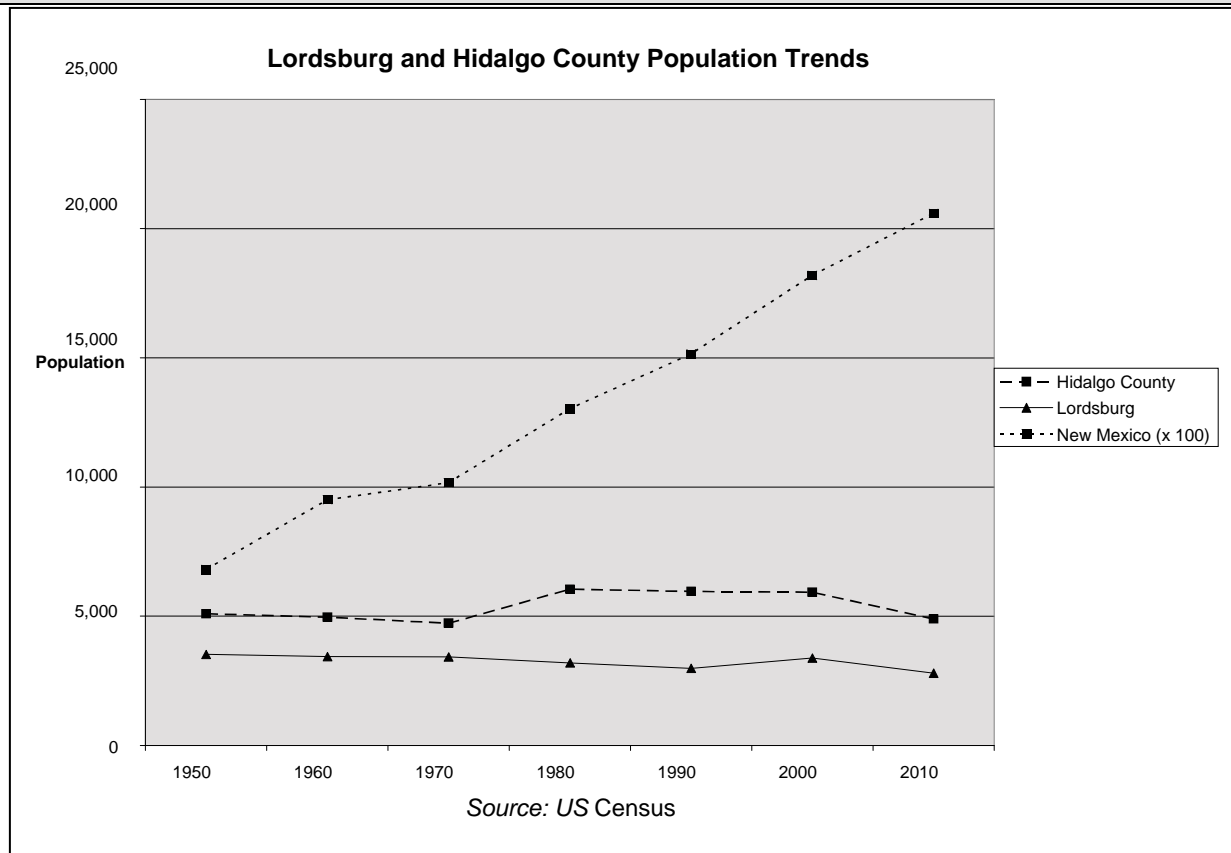
The population trend in Lordsburg and Hidalgo County has been influenced by the closure of the Phelps Dodge Playas smelter in 2000. The 2000 and 2010 Census show that the population has been on a steady decline since the closure of the smelter.

However, it is expected that the increase in border patrol officers operating in the new \$45 million Border Patrol station in Lordsburg (up to 350 personnel, eventually), and the counter terrorism program at the former company town of Playas (Playas Research and Training Center) will bring new opportunities in terms of inward migration and economic growth. Since Lordsburg is the largest city in the county and has access to the Interstate, it could benefit economically by filling the retail, service, and housing needs of the influx of government workers. The following table and graph show population trends for Lordsburg since 1950:

## COMMUNITY PROFILE

POPULATION TRENDS								
	1950	1960	1970	1980	1990	2000	2010	Pop. % Change 2000-2010
Lordsburg	3,525	3,436	3,429	3,195	2,981	3,379	2,797	-17.2%
Hidalgo County	5,095	4,961	4,734	6,049	5,958	5,932	4,894	-17.5%
New Mexico	681,187	951,023	1,017,055	1,303,303	1,515,069	1,819,046	2,059,179	13.2%

Source: US Census



The 2010 U.S. Census found the total population of Lordsburg to be 2,797 inhabitants, a 17.2% decrease compared to the 2000 Census population of 3,379.

**Population Forecast:** Southwest Planning and Marketing forecasted population estimates to 2035 based on two different Bureau of Business and Economic Research (BBER) growth rates for Hidalgo County, as shown in the table below.

## COMMUNITY PROFILE

Lordsburg Population Forecast							
	2005	2010	2015	2020	2025	2030	2035
Hidalgo County							
BBER 2008 Estimate (1)	5,966	6,300	6,667	7,061	7,420	7,739	8,051
Lordsburg							
SWPM January 2011 based on BBER growth rate (2)	2,812	2,797	2,960	3,135	3,294	3,436	3,574
Lordsburg							
SWPM based on two-thirds BBER growth rate (3)	2,812	2,797	2,906	3,020	3,122	3,212	3,298
Source: UNM BBER and Southwest Planning & Marketing							

1. Because population estimates at the city level were not available, both SWPM estimates use Hidalgo County growth rates.

2. The January 2011 estimate uses the BBER 2008 growth rates for each five-year increment applied to the 2010 Lordsburg Census population data.

3. The second estimate uses 2/3 of the BBER growth rates applied to the 2010 Census data.

**Population by Age:** The Census shows that the population of persons under 14 declined from 891 persons in 2000 to 618 in 2010, which was the largest decline (-30.6%) among age cohorts. The age group that represents persons in their prime years of working age, 25 to 44 years, also declined from 866 in 2000 to 630 in 2010 (-27.3%). The proportion of persons 55 and older increased from 23.7% of the population in 2000 to 27.5% of the population in 2010.

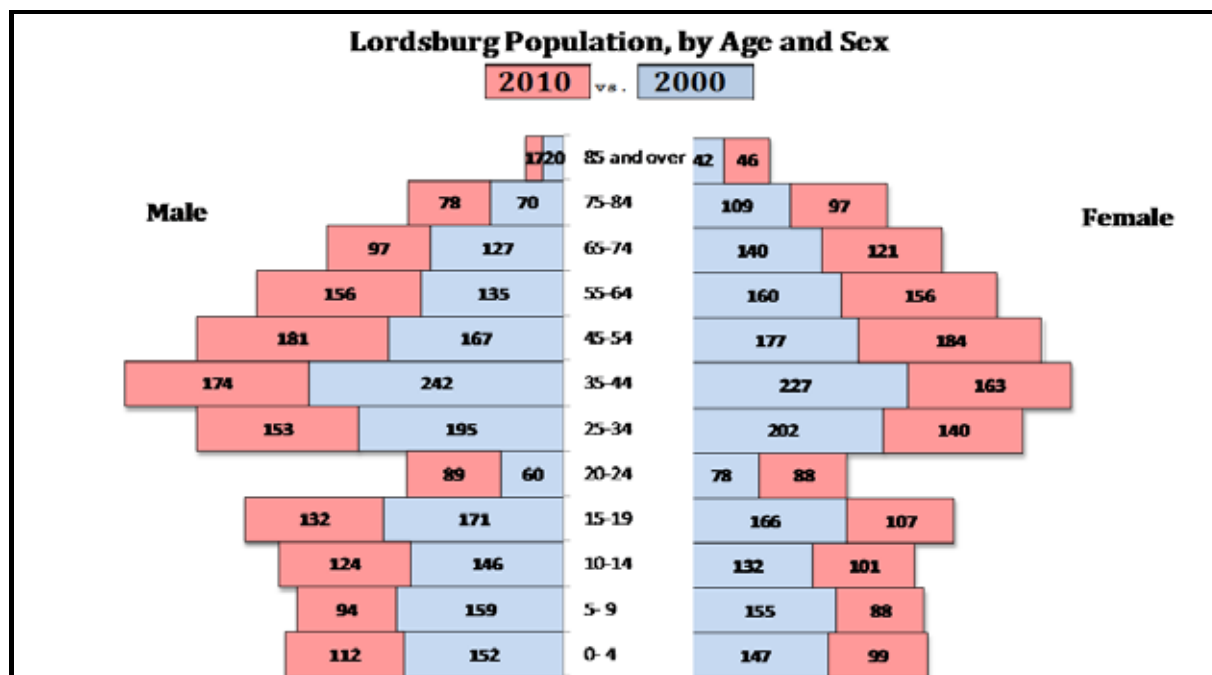
2000 and 2010 Census data are shown in the following table.

LORDSBURG POPULATION BY AGE				
	2000		2010	
Age	Number	Percent of Population	Number	Percent of Population
Under 14 years	891	26.4%	618	22.1%
15 to 24 years	475	14.1%	416	14.9%
25 to 44 years	866	25.6%	630	22.5%
45 to 54 years	344	10.2%	365	13.0%
55 to 64 years	295	8.7%	312	11.2%
65 and over	508	15.0%	456	16.3%
Total	3,379		2,797	
Source: US Census				

## COMMUNITY PROFILE

The median age of Lordsburg residents increased from 33.1 years in 2000 to 37.4 years in 2010. In 2010, the largest groups of Lordsburg residents by age are: between the ages of 25 and 44 years (22.5%), under 14 years (21.5%) and 65 and over (16.3%).

The population pyramid below represents the 2010 and 2000 Census population by age cohort and sex for Lordsburg. The 2010 graph shows a more even distribution among all age brackets, which presents challenges and opportunities for economic development.



Source: US Census

### *Race and Ethnicity*

According to the 2010 Census, out of a total population of 2,797 persons, there were 2,345 White persons (83.8%), 23 Black persons (0.8%), 23 Native American persons (0.8%), 15 Asian persons (0.5%), 348 persons of some other race (12.4%), and 43 persons of two or more races (1.5%). In 2000, out of a total of 3,379 persons, there were 2,727 White persons (80.7%), 19 Black persons (0.6%), 26 Native American persons (0.8%), 17 Asian persons (0.5%), 472 persons of some other race (14.0%), and 118 persons of two or more races (3.5%). From 2000 to 2010, the proportion of White and Black residents increased, the proportion of Native American and Asian residents stayed the same, and the proportions of all other groups declined.

The Hispanic population declined but the Hispanic proportion of the population increased from 2000 to 2010. According to the 2010 Census, there are 2,161 Hispanic residents, a decline of 14% from 2000, when there were 2,515. In 2010, the proportion of Hispanic residents was 77%,

## COMMUNITY PROFILE

compared to 74% in 2000. The population decline of 354 Hispanic residents was most likely due to out-migration.

### *Household Size and Migration*

In the 2010 Census, the number of households and the average household size is 1,070 and 2.6 persons, respectively. Compared to the 2000 Census of 1,220 households and an average household size of 2.7 persons, these are declines of 12.3% and 3.7%, respectively.

Migration patterns in Lordsburg have been influenced by the lack of economic activity within the county amplified by the Phelps Dodge mine closings. Although migration data only exist at the county level, the decrease in Lordsburg's population of working age from 2000 to 2010 indicates that the city experienced similar migration patterns as the County. According to the New Mexico County Profiles study conducted for the New Mexico Mortgage Finance Authority (NMMFA), Hidalgo County migration patterns from 2000 to 2009 show an out-migration of 1,014 persons and a net change of population of -875.

### Other Demographic Indicators

Approximately 43% of Lordsburg residents 25 years and older are high school graduates, with 13% completing some portion of grades 9-12 (with no diploma), and 19% not reaching ninth grade. Approximately 15% have completed some college level courses and 8% have college or graduate degrees. Associate degrees are held by 3% of the population, 5% have bachelor's degrees, and 3% have graduate or professional degrees.

The comparative demographics table below is based on 2000 and 2010 Census data and Claritas estimates of 2010 data.

Comparative Demographics						
	2000 Census			2010*		
	Lordsburg	Hidalgo County	New Mexico	Lordsburg	Hidalgo County	New Mexico
Population (Census)	3,379	5,932	1,819,046	2,797	4,894	2,059,179
% Hispanic or Latino (Census)	74%	56%	42%	77%	59%	45%
Speak Spanish at Home	56%	ND*	29%	54%	42%	28%
Median Age (Census)	35.4	34.7	35.5	37.4	38.7	36.7
% under 18 (Census)	32%	32%	28%	27%	26%	25%
% 65 and over (Census)	15%	14%	12%	16%	17%	13%
% HS Grads or better	63%	69%	79%	43%	73%	82%
% College Grads	6%	10%	23%	8%	11%	25%
Source: Claritas and US Census						



## COMMUNITY PROFILE

"ND" = No data

## Income

Lordsburg traditionally has had a high level of poverty. In 1994 it was designated a "Champion Community", which enabled it to qualify for USDA Community Development Grants. This designation and the results of consequent planning studies will be discussed further in the Economic Development element which follows the Housing element.

The following table shows how incomes and poverty levels in Lordsburg compare with those in Hidalgo County and the state of New Mexico.

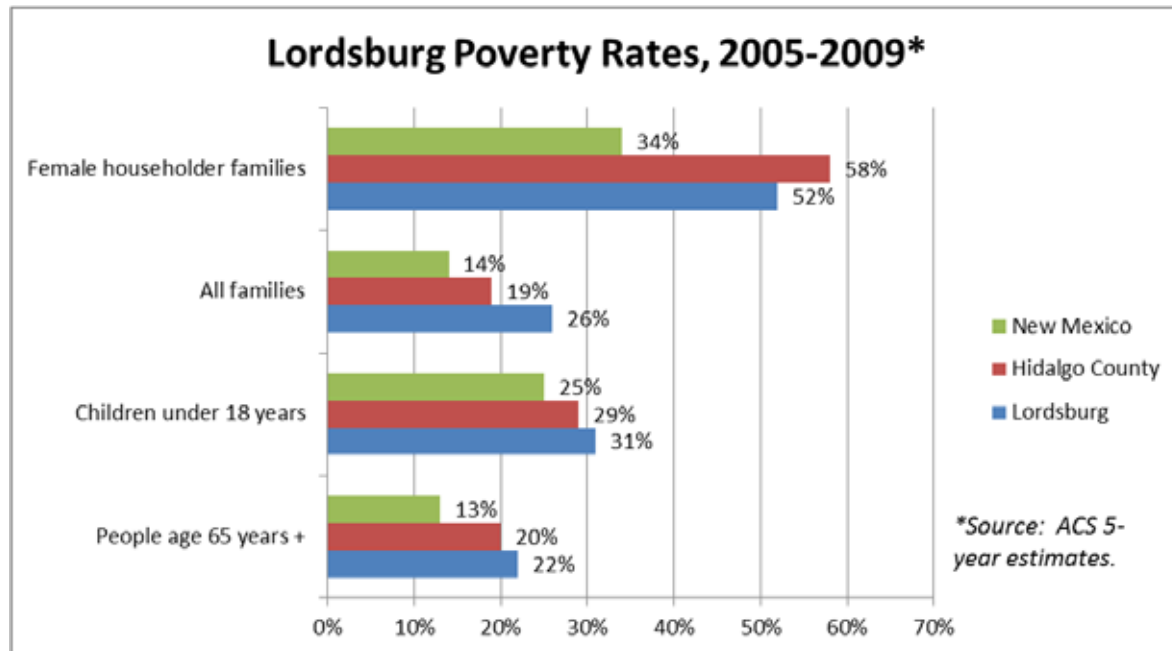
INCOME AND POVERTY LEVELS						
	2000 Census			2010*		
	Lordsburg	Hidalgo County	New Mexico	Lordsburg	Hidalgo County	New Mexico
Families < Poverty Level	5%	6%	3%	24%	21%	13%
Families < Poverty Level + kids	23%	18%	12%	20%	16%	10%
Average Household Income	\$28,968	\$33,713	\$45,589	\$39,560	\$42,244	\$58,684
Median Household Income	\$21,442	\$24,831	\$34,280	\$27,920	\$30,889	\$43,932
Per Capita Income	\$10,884	\$12,431	\$17,261	\$15,181	\$16,163	\$22,546
*Source: Claritas and US Census, "ND" = No data						

According to the 2005-2009 American Community Survey (ACS) 25% percent of Lordsburg residents were below the poverty level, compared to 20% for Hidalgo County, 18% for New Mexico and 14% for the United States.

In 2010, approximately 20% of Lordsburg families with children live below the poverty level, compared to 16% for Hidalgo County and 10% for New Mexico. Although the poverty level for families with children declined from the 2000 rate of 23%, the poverty level for families without children grew from 5% to 24%. One likely explanation for these changes is that persons who migrated out of the area had more children than the persons who remained. The decline in family households with children from 512 in 2000 to 386 in 2010 supports this explanation.

Persons under 18 and families headed by only a single female parent had the highest rates of poverty in Lordsburg and Hidalgo County, as shown in the following chart.

COMMUNITY PROFILE



### Infrastructure/Community Facilities Existing Conditions

Public facilities and services—which includes water and wastewater services, police and fire services, health services, the public library, and parks, recreation and community facilities—pose important questions for Lordsburg’s future growth and development. The growth and development of Lordsburg is dependent upon the City’s ability to create infrastructure and to provide adequate public services. Lordsburg is home to the principal facilities and services of Hidalgo County. Some facilities and services are shared with the County.



#### Water and Waste Water

The City of Lordsburg provides the municipal water supply and wastewater collection and treatment systems for its residents. The average water usage for the City is 490,000 gallons per day. The storage capacity for the water system is 750,000 gallons. The system currently has about 888 residential connections and 134 commercial connections.

The source for Lordsburg’s water supply is groundwater. The City currently has 4 water supply wells. The City’s water is tested regularly and treated with sodium hypochloride. Most of the water system has been updated with PVC pipe, however, about 10% of the system is old pipe that needs to be replaced.

The City operates a wastewater treatment plant (WWTP) located on the north side of the town. The system currently has 888 residential connections and 134 commercial connections. The average flow at the plant is approximately 310,000 gallons per day. The WWTP is currently being rehabilitated with new piping and meters. The WWTP is about 16 years old. The wastewater system contains approximate 50% of newer PVC pipe and 50% of the old vitrified clay pipe that needs to be replaced.

#### Natural Gas

The City maintains and upgrades the gas lines, which consist primarily of PE lines. A project is planned and included on the ICIP for upgrades of these lines to PE pipe. Fiscal year 2010 budget for maintenance and improvements was \$150,000.

The City is served by one natural gas transporter. It may become necessary in the future to add another transporter to increase reliability. The City owns storage tanks that are usually kept full. There are currently 5 tanks for backup in case of an emergency, but at the time of this report, the tanks were not in use. The City plans to inspect the tanks and certify them for storage use.

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## INFRASTRUCTURE/COMMUNITY FACILITIES ELEMENT

The majority of the City uses natural gas and there is also service outside of the City limits. Fees are collected for usage and also for connection. New meters are \$450 for residential and start at \$450 for commercial.

### Other Energy

PNM provides service for the greater Lordsburg area. Hidalgo County is home to PNM's 80-megawatt natural gas-fired Lordsburg Generating Station. It provides power during peak-usage times and enhances power reliability in the region.

Lordsburg area has renewable energy options has renewable energy options such as geothermal power and both large scale and small scale solar which merit further study. Although small scale wind and solar production can save money over time, the initial installation costs can be prohibitive, which has deterred widespread small scale energy production.

### Telecommunications

Hidalgo County is served by two telephone cooperatives: Valley Telecom Group and New Mexico Telephone Cooperative. AZNEX provides high speed internet service. Cell phone service is reliable in Lordsburg, in contrast to much of the county.

### Solid Waste

Hidalgo and Grant counties share solid waste disposal facilities operated by Southwest Solid Waste Authority which opened in 1996 were recently upgraded. Landfills for both have an estimated life of twenty years. Transfer stations around the county offer residents locations to take their waste, but illegal dumping is a perpetual issue. Recently, Hidalgo County began to work with NM Tech to improve the solid waste facility at the Playas Townsite to serve the County needs in that region.

Southwest Solid Waste also accepts hazardous waste and recycling at their Silver City facility. While select recyclables are accepted at the Lordsburg transfer station, overall recycling figures for Southwest Solid Waste Authority are very low. This may be related to the cost and inconvenience of residents needing to transport most recyclables directly to facility in Grant County.

### Parks/Recreational Facilities

There are four parks serving the City with the largest located west of the high school. Short Park is the largest in the City and includes playground equipment, picnic areas, and softball fields. North Park is a smaller park with an open grass field and benches. The City's affordable housing complex, Pyramid Village, has a park to serve the residents of that community that also includes playground equipment. Finally, the City has a park on the southern part of town that functions as a shooting range.



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## INFRASTRUCTURE/COMMUNITY FACILITIES ELEMENT

The City of Lordsburg's Special Events Center, located adjacent to Short Park, is a multi-purpose facility that contains a six lane bowling alley, game room, basketball and volleyball courts. The facility also serves as the City's convention center. The facility was built in 1981. The Hidalgo County Fairgrounds are located in the eastern part of the City, just north of Interstate 10. The County maintains this facility that contains a rodeo arena. The City also has a two decade-old municipal swimming pool funded by Lodgers Tax monies, located next to the Special Events Center.

### Community Buildings

Lordsburg owns and operates many different buildings spread across the City. City Hall has undergone renovations in 1994 and again in 1998. The City's Animal Shelter was constructed in 1981. The Lordsburg/Hidalgo County Museum was constructed in 1953 and offers a glimpse of the region's military, mining, railroad, prisoner of war and western heritage. with renovations occurring in 2001. The Public Safety Building was completed a decade ago and is already experiencing leaking of the roof.



Fairgrounds. The Hidalgo County Fairgrounds, located at the eastern end of the City, is home to the annual County Fair as well as hosting other events, including agricultural programs run by the local extension office of New Mexico State University. Leaders in the community have expressed interest in improving the fairgrounds by adding an indoor roping arena and/or creating a racino, a combined race track and casino, to improve economic activity.

Senior Center. The Ena Mitchell Senior Center, operated by Hidalgo Medical Services, is run for the benefit of seniors in the Lordsburg area and throughout the county. Hot breakfast and lunch are offered at the center on weekdays, with frozen take-home meals available on weekends. Frozen meals are delivered to seniors in Lordsburg and Animas who cannot attend the center. The senior center offers in-town transportation in the Lordsburg area for errands and medical appointments. Elderly Hidalgo residents outside of the Lordsburg area must rely entirely on relatives and neighbors for assistance with food, care and transportation. A new senior center is under construction in Lordsburg, with projected completion in 2012.

Civic Center. Located next door to the Senior Center, Lordsburg's James H. Baxter Civic Center was constructed in 1973 and the interior underwent renovations in 1998. Interior improvements, including fresh paint, were completed in 2011. The Civic Center offers flexible meeting space for city events and for use by community organizations. The facilities include small and large meeting rooms and a kitchen for food preparation.

Enrichment Center. The Enrichment Center is the oldest, largest and most significant historical building in the Lordsburg area. The original school building was completed in 1914, and later remodeled to its present size in 1928. The building then served as the high school until 1951 when the current high school was completed. It was subsequently the community's junior high/middle school for two decades until the new Middle School was completed in 1971. The building was used for special education classes, administrative offices, and miscellaneous storage until its abandonment

## INFRASTRUCTURE/COMMUNITY FACILITIES ELEMENT

around 1976. Discussions on what to do with the shuttered building have been ongoing since its closure in the mid-1970's. Decades of neglect has left the former school with major roof and interior damage. In 2010, a preliminary structural assessment was conducted by NM State University Department of Engineering. The survey determined that the building is structurally sound, but requires immediate intervention to stabilize it and protect the building from further deterioration. Basic repairs to the roof to prevent further water damage are the top priority identified by the assessment. Asbestos remediation is the second priority. The report estimated that \$3,000,000 would be required to fully renovate/rehabilitate the building. \$850,000 is needed to stabilize the structure until a full renovation is possible. In 2011 the School Board transferred the Enrichment Center to the City for restoration efforts, with a condition that the property ownership will revert to LMSD after ten years if restoration has not occurred, and that the LMSD Board should be represented on the planning committee for the restoration. Potential uses discussed have included a judicial center, offices, performing arts center, and/or housing. A decision on the building's use will facilitate the search for funding.

### Education

K-12. The Lordsburg Municipal School District is very large, comprising 3557 square miles, including the City of Lordsburg. Area student enrollment numbers have been on the decline, creating problems for the school systems. During the 2000-2001 school year the District served 839 students, in the 2009-2010 school year enrollment had dropped to 600. Full reports on the school districts are available from the Public Education Department.

Shrinking school enrollment is creating other difficulties for the Lordsburg Municipal Schools. Lower student numbers would normally mean more campus consolidation. Because a building closure would reduce district funding, the funding infrastructure is driving operational priorities and the facilities remain open. The low tax base and aging schools structures, the newest is over 40 years old, will generate more difficulties in the future, with the district unable to afford building maintenance or replacement. A need identified by educators for Hidalgo students is proper technical equipment to facilitate distance learning. Students need to be taught the skills to succeed in the 21<sup>st</sup> century and out-moded, inadequate computer equipment puts them and society at a loss. To secure, maintain and replace equipment is beyond the budget of the local schools.

Recruiting and retaining quality school staff is another obstacle in southwest New Mexico. Lower than average salaries, lack of equipment and technology and aging infrastructure contribute to the problem. Districts suffer when teachers move on to other jobs following investment in staff training and retention.

The Hidalgo Learning Center & WNMU. The Hidalgo Learning Center, a vocational training center which opened in Lordsburg in 2010, partners Western New Mexico State University (WNMU) with local schools to offer dual enrollment high school/university credit courses and basic vocational/career training for student not planning to attend college. The new center also houses instructional television (ITV) and face-to-face classes to the residents of Hidalgo County. A computer lab is available to students who are enrolled in online courses through WNMU. In addition to courses such as in public speaking and computer literacy, they currently offer an Industrial Maintenance degree with courses in electrical technology such as solar hydronics and plan to expand



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the degree program in the future. GED instruction and testing is also offered through the Learning Center.

Child Care and Pre-School. Child care and pre-school are important needs for working families. Local, affordable, quality childcare available to match parents work schedules are identified needs in the County. The greatest need is for after-school programs and care for three to five year olds. Childcare which is available to the community at the Playas Training Center has not been utilized much by neighboring families.

### Public Safety

Multiple agencies within the City provide public safety for Lordsburg citizens. The Lordsburg Police Department provides excellent police protection on a limited budget. The Police Department has a good working relationship with other law enforcement personnel in the area, including Hidalgo County Sheriff's Department, the Border Patrol, the Motor Transportation Division (MTD) of the Department of Public Safety, and State Police Department. The Hidalgo County Sheriff's Department, which serves the unincorporated areas of Hidalgo County, operates out of the County's offices in Lordsburg. The United States Border Patrol also has a strong presence in the area, building a new facility just outside of the city limits in 2011. To facilitate maximum possible cooperation, federal, state and local law enforcement personnel meet on a regular basis to coordinate efforts and share information. The Hidalgo County Dispatch Center provides joint dispatch services for both the City and the County. As with other community facilities, funds are tight and facilities and equipment upgrades are badly needed.

Hidalgo County Emergency Medical Service (EMS) Department provides emergency response and patient care & transportation. CDBG funds were used to build the Department's office nine years ago. The Department needs to update equipment on a routine basis. Unfortunately, budget constraints make this impossible. The full-time staff is supplemented with volunteers and part-time personnel. In addition to the main office in Lordsburg, there are three outlying stations.

The EMS Department has a good working relationship with the Sheriff's Office, the County Volunteer Fire Departments and City of Lordsburg Fire Department, and the City of Lordsburg Police Department. The Department also works closely with neighboring counties in order to make certain that patients will get care. The department enjoys close cooperation with and receives great assistance from the US Border Patrol on ambulance calls and responses.

The Lordsburg Fire Department meets community needs for fire protection. As with all agencies, funding is scarce. The department works cooperatively with other public safety agencies to ensure the safety of residents. Most of the fires that the department responds to are structural fires.

The Hidalgo County Detention Facility, which has met the needs of the county since the mid-1970's, is in the process of being replaced by a new state of the art facility currently under construction in the City. The detention center, a County facility distinct from the Sheriff's office, will replace the current 34 bed detention center with a \$5.6 million, 140 bed facility.

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Health and Wellness

Hidalgo Medical Services (HMS), the only medical services provider in the county, has taken a lead role in caring for the community's health and welfare. Lordsburg and Hidalgo County residents find that medical care, especially for special illnesses and conditions, often requires traveling great distances. From the farthest reaches of Hidalgo County, medical care in Silver City means a round trip of 300 miles, and when health specialists in Las Cruces and Tucson are required, residents can travel 450 to 500 miles. Residents of the area often say they like their remoteness and distance from the problems of metropolitan areas, but the remoteness of the area also means difficulties in accessing benefits of modern health care and other services. Limited services and facilities are a difficulty for residents. Significantly, the lack of an urgent care facility, dialysis facility and a pharmacy are voiced as threats to community welfare and burdens on City and County residents.

*Hidalgo Medical Services (HMS)*

Hidalgo Medical Services (HMS) is the sole healthcare provider in the county. HMS provides a broad range of comprehensive community preventive, medical, dental primary care services, as well as inpatient services including deliveries. Behavioral health assessments and counseling are offered by HMS at three County locations (Lordsburg main clinic, Lordsburg High School and Animas schools). Psychiatric services are also offered via telehealth.

Integrated into medical services is the HMS Family Support Services program. Family support is a critical part HMS overall effort to serve the community with comprehensive assistance. HMS offers services in Lordsburg and Animas, plus services in adjoining Grant County and assists people with low income, many who are un- or underinsured. They are striving to be a national model for sustainable frontier health services and community development. In 2003, HMS open a 22,000 sq. ft. facility in Lordsburg that houses 6 dental exam rooms, 9 medical exams, mental health service space, public health office space, and a expanded Family Support program. HMS services are also provided through the Lordsburg School Health Center and through the Senior Citizen Center.

*THRIVE Community Assessment*

Hidalgo Medical Services, in partnership with the Hidalgo County Health Consortium, the University of New Mexico Center for Health Policy and the Prevention Institute, undertook a community participatory needs assessment between May and August of 2011 using the THRIVE survey. THRIVE (Tool for Health and Resilience in Vulnerable Environments) is a framework and tool designed to engage community members in thinking about what is shaping the health and safety of their community and to identify potential solutions. THRIVE was developed as a systematic way to move from focusing on the problem to focusing on the factors that have created the problem. The tool has been used in community-driven processes across the country aimed at improving health and safety. More than half of the surveys which were collected and analyzed were from Lordsburg.

The THRIVE framework and survey was presented to community leaders who work and/or live in Hidalgo County at a meeting in May 2011. The THRIVE survey was subsequently distributed throughout the county with the help of community leaders and the Hidalgo County Health Consortium and completed by local residents. Completed surveys were returned to Hidalgo Medical Services and then forwarded to the Prevention Institute and the University of New Mexico Center for

## INFRASTRUCTURE/COMMUNITY FACILITIES ELEMENT

Health Policy for analysis. There were a total of 357 surveys collected and analyzed. The THRIVE survey results were presented to community members during two separate meetings held August 15 and 16, 2011. The results of the THRIVE survey reinforce many of the findings, goals and strategies established by this Comprehensive Plan update. Based on the survey results the meeting participants identified the following short and long term strategies:

### Look, Feel & Safety

- Neighborhood Watch programs
- BYA block parties/neighborhood clean up
- Improve High School track and field access (lights, consistent times to enter, etc.)

### Jobs

- "Shop Local" campaign
- Assess business gaps and recruit needed businesses
- Incentives for new businesses
- Promote local businesses

### Housing

- Incentives for housing contractors, including access to state code enforcers
- Ensure infrastructure (water, electric, sewer, etc.) to encourage contractors
- Join Southwest Housing Corporation
- Recruit developers to the county

### Education

- Improve communication flow between school board, administration and parents in Lordsburg school district. (e.g. coordination of homework assignments)
- Improve career development opportunities
- Find employment and career opportunity placements (paid or volunteer).
- Future careers exposure for middle school students
- Job shadowing opportunities
- Find out what current employers are looking for in employees (skills, experience, work ethic, eligibility criteria, etc.)
- Partner with universities and tech schools

### *Hidalgo County Health Consortium*

The Hidalgo County Health Consortium is a community-based organization officially recognized and charged by the Hidalgo County Commission to coordinate the assessment, planning and evaluation of Hidalgo County's health concerns. The Hidalgo County Health Consortium is dedicated to assessment, planning and coordination around prioritized health concerns, and is recognized as the leading advocate for health and well being for Hidalgo families. The Consortium is comprised of representatives of over 35 providers, services agencies, law enforcement, schools, and government, as well as consumers at large. The Consortium's *Community Health Improvement Plan*, completed in fiscal year 2009, lists these issues as top health priorities: 1) family resiliency, including substance abuse and teen pregnancy; 2) suicide prevention; and 3) emergency preparedness.

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1. *Family Resiliency:* Hidalgo County's sparse population makes family an important source of entertainment and also encompasses/plays a major role in how Hidalgo County's residents spend the majority of their time. Hidalgo County's teen and single mother birth rates have risen in the past years, and are currently higher than the average New Mexico rate for birth. Low birth weight is also a problem, given the two previous listings and the fact that drugs, alcohol and low prenatal care play a large part. Teen alcohol consumption in Hidalgo County is thus a problem, with our numbers consistently higher than New Mexico on average. Heart disease, cancer, stroke, and diabetes are all causes of high mortality rates in Hidalgo County, each of them being related in large part to fitness and diet, or the lack thereof. Hidalgo County has a higher average of 'at-risk for overweight' and 'overweight' teens as compared to the New Mexico average. According to the National Health Rankings Report, New Mexico's obesity rate has grown from 9.8% in 1990 to 25.1 in 2008. Obesity being a large factor in many health problems, and in many cases, death, the Health Council feels it is a very important subject to tackle.
2. *Suicide:* Though in recent years, suicide deaths in Hidalgo County have been about average with the state of New Mexico, the New Mexico Epidemiological Profile reports that New Mexico's suicide rate is 1.5 to 2 times the national rate, and has been consistently one of the highest in the U.S.
3. *Emergency Preparedness:* Considering that many residents in Hidalgo County reside outside the city limits with few, if any neighbors, being prepared and informed in an emergency is crucial.

### Infrastructure/Community Facilities Goals and Strategies

GOAL 1: CONTINUE THE REPLACEMENT, REHABILITATION AND EXPANSION OF THE GAS, WATER, AND WASTEWATER INFRASTRUCTURE.

Strategy 1: Rehabilitate and regionalize with adjacent water system provider (Glen Acres) to provide economy of scale in operation of water treatment systems.

Strategy 2: Design and fund service extensions as needed to address inadequacies and provide for future growth. Consider requiring developer participation in project-specific extensions.

Strategy 3: Continue to obtain water rights and associated water supplies to provide water for the future growth of the community through an appropriate water policy that outlines the strategies for increasing both potable and non-potable water supply.

Strategy 4: Pursue funding from NM Water Trust Board, NM Legislature, CDBG, EPA, Border Environment Cooperation Commission, Colonias Trust Fund, USDA Rural Development, the New Mexico Finance Authority, and other sources, for water and wastewater system improvements.

Strategy 5: Review and amend Subdivision and Development regulations to include infrastructure and road improvements and regularly review Design Standards for all infrastructure improvements. Establish performance standards for utilities to ensure they adequately meet the public's needs.

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GOAL 2: MAINTAIN A HIGH QUALITY POTABLE WATER SUPPLY TO MEET PRESENT AND FUTURE DEMANDS.

Strategy 6: Educate the community on water conservation and recycling techniques through community events such as water fairs, free workshops or other means to raise awareness of the issues related to water conservation. Workshop topics might include design and use of gray water systems, low flow fixtures, and proper settings for automated irrigation systems.

Strategy 7: Develop customized educational literature regarding water conservation for insertion in City utility bills or research and use published material available from other sources.

Strategy 8: Institute rebates or other incentives for water conservation measures (low flow fixtures, front loading washing machines, and water conserving xeriscapes).

Strategy 9: Identify opportunities for use of treated effluent for irrigation of public facilities; develop tertiary wastewater treatment facilities and a distribution system. Encourage new development to install "purple pipe", graywater, or distribution systems for non-potable/reuse sources.

GOAL 3: IMPROVE, MAINTAIN AND EXPAND FACILITIES FOR BOTH PASSIVE AND ACTIVE RECREATIONAL AND EDUCATIONAL NEEDS.

Strategy 10: Redevelop the City's existing recreational facilities and expand the existing JPA with the Lordsburg Municipal School District for joint-use recreational facilities, and create a Recreational Facilities Board.

Strategy 11: Prepare a Parks and Recreation Needs Assessment/Master Plan to determine existing deficiencies and future facility needs and funding sources.

Strategy 12: Explore expansion of the Special Events Center for fitness, music, arts, and expanded continuing education.

GOAL 4: MAINTAIN AND IMPROVE THE CONDITION, ACCESSIBILITY AND ENERGY EFFICIENCY OF GOVERNMENTAL BUILDINGS AND FACILITIES.

Strategy 13: Perform assessment of governmental building and facilities to document current condition, ADA conformance, and energy efficiency audit.

Strategy 14: Develop capital improvement plan for the upgrade and rehabilitation of governmental buildings and facilities and the funding plan including bonds, public funding mechanisms, and private lease options.

GOAL 5: SUPPORT THE IMPROVEMENT AND ACCESSIBILITY OF HEALTH CARE FACILITIES AND SERVICES.

Strategy 15: Work with the County through capital improvements plans and grant writing, seek state and federal funding for the Hidalgo County Health facilities to provide extended hour pharmacy and urgent care facilities.

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Strategy 16: Consider privatizing the healthcare facility system.

Strategy 17: Provide City and/or County property as an incentive for the development of healthcare facilities.

GOAL 6: PURSUE RENEWABLE ENERGY SELF-SUFFICIENCY.

Strategy 18: Pursue funding and technical assistance from NM EDD about renewable energy generation.

Strategy 19: Work with WNMU and PNM to educate homeowners on renewable energy benefits, incentives and credits.





## ECONOMIC DEVELOPMENT ELEMENT

## Economic Development Existing Conditions

This section begins with employment data: unemployment rates, composition of workforce, and employment by major industrial sector and earnings by industry. It is followed by a review of previous economic development plans and the status of their recommendations.

## Employment Data

**Unemployment:** In 2000, the unemployment rates for Lordsburg, Hidalgo County, and New Mexico were 6.2%, 5.3%, and 4.4%, respectively. 2010 Census data on employment were not yet available. The table below shows unemployment rates between 2000 and 2010.

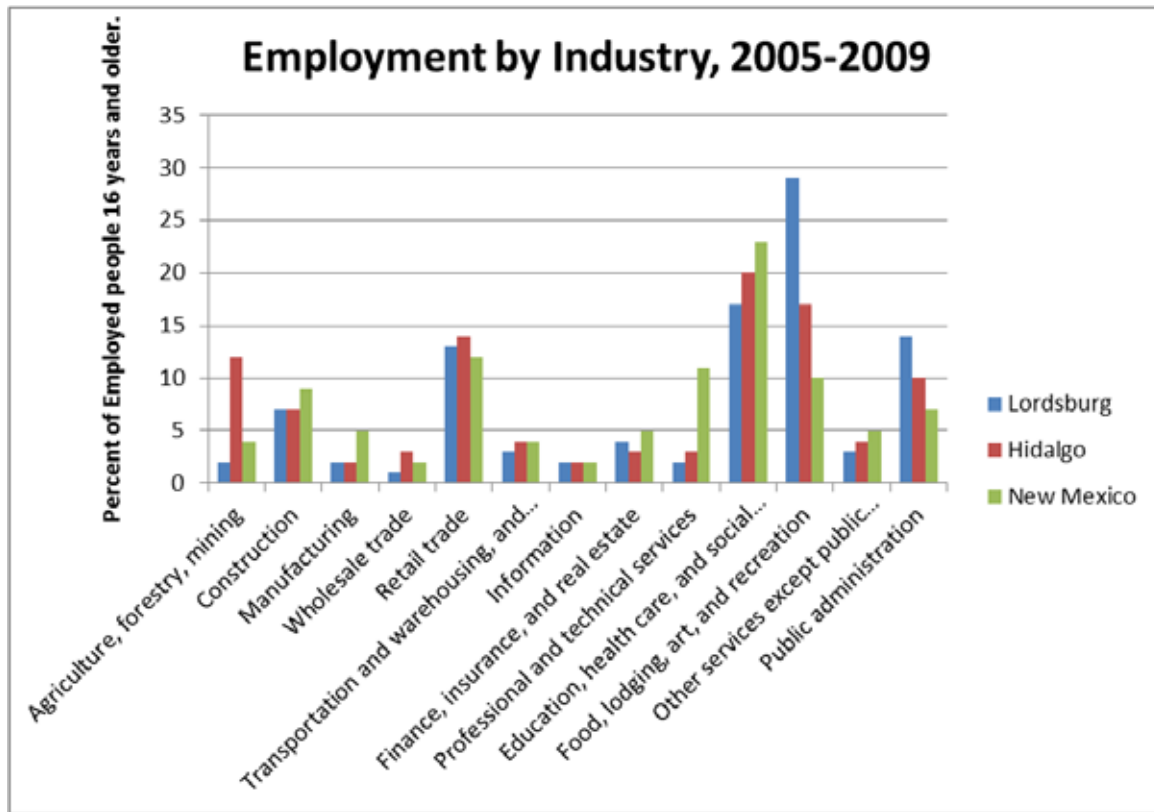
PERCENTAGE OF UNEMPLOYMENT										
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Hidalgo County	6.0	4.4	5.1	6.0	4.8	3.4	2.7	4.2	7.5	7.5
New Mexico	4.9	5.5	5.9	5.8	5.2	4.1	3.5	4.5	7.2	8.4
United States	4.7	5.8	6	5.5	5.1	4.6	4.6	5.8	9.3	9.4
Source: Bureau of Labor Statistics and Business and Economic Research, University of New Mexico										

**Composition of Work Force:** Per the American Community Survey (ACS) 2005-2009 estimate, the working age population of Lordsburg residents (i.e. persons 16 years and older) was estimated at 2,137 and the amount within the labor force was 1,378. The labor force is defined as the number of persons working or actively seeking work, and does not include the number of persons who have expired unemployment benefits or have given up looking for work. About half of the working age population is employed in the civilian labor force (1,186 persons) while the rest is either in the Armed Forces, unemployed or not in the labor force. Local, state and federal government jobs represent 37% of total jobs, while for-profit employment represents 61%. About two percent of those 16 years and older are self-employed.

**Employment by Industrial Sector:** Today the largest sectors of employment in Lordsburg are accommodation and food services (29% of employees); education, health care, and social assistance (17%); public administration (14%) and retail trade (13%). According to the Bureau of Economic Analysis (BEA) data for Hidalgo County, farm employment decreased by 28.1% between 2001 and 2008, while the same period saw an increase of 25.6% increase in government jobs, most of them in local government. Education, government and services are sectors that will see increases in the coming years.

Compared to Hidalgo County and the state of New Mexico, Lordsburg has higher percentages of employees working in food and lodging and public administration, and lower percentages of employees working in education and health care and agriculture and mining sectors. The following graph shows estimated percentages of employees working in various industry sectors.

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Source: 2005-2009 ACS estimates

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**Earnings by Industry and Job:** When it comes to industry earning, government saw a steady rise in revenue in the county, compared to other sectors. While the percent of increase in earning between 2001 and 2008 was 76.7% for government organizations and enterprises, there was a decrease of 20.6% in farm earnings and respective decreases of 5.6% and 3.8% for retail and information. The following table shows that overall earnings increased in the county 29.7% during the 2001-2008 period.

EARNINGS BY INDUSTRY IN THOUSANDS OF DOLLARS				
NAICS Categories	2001	2006	2008	% Change 2001-08
Farm earnings	9,931	10,665	7,882	-20.6
Mining	86	225	ND*	
Retail trade	6,646	6,984	6,274	-5.6
Transportation and warehousing	ND*	2,686	4,124	
Information	643	ND*	618	-3.8
Professional and technical services	946	710	ND*	
Administration and waste services	ND*	ND*	85	
Other services, except public administration	ND*	2,733	ND*	
Government and government enterprises	24,930	27,887	44,039	76.7
TOTAL **	66,222	70,710	85,903	29.7
*ND = not disclosed				
**Total reflects all industries, including those not disclosed				
Source: Bureau of Economic Analysis				

The average earnings per job in Hidalgo County are still below that of New Mexico. In 2008, the average earnings in the city were \$37,463 compared to average earnings of \$43,020 in the State. As per BEA data, the same period saw a 10.3% increase in farm earnings per job (+10.3%) and a sharp increase in government per job earnings (+42.2%), while retail trade, transportation and warehousing, and information saw decreases in earnings per job of 3.8%, 3.8% and 15.4%, respectively.

In 2007, the total number of business establishments in Hidalgo County was 112. The number of business establishments was fairly stable between 1998 and 2007.

The following table shows the demand, supply, and opportunity gap (or surplus, shown in parentheses) for all 2010 retail sales within Lordsburg. Although there is a net overall surplus of over \$59 million dollars, this is due to the over \$79 million surplus of gasoline stations. Retail categories with opportunity gaps of \$1 million or more include motor vehicles, building and garden materials, food and beverage stores, health and personal care stores, clothing stores and general merchandise stores.

## ECONOMIC DEVELOPMENT ELEMENT

Gap Analysis - Retail Retail Stores	2010 Demand Consumer Expenditures	2010 Supply Retail Sales	Opportunity * Gap/ (Surplus)
<b>Total Retail</b>	<b>\$ 30,159,432</b>	<b>\$ 89,344,127</b>	<b>\$ (59,184,695)</b>
Motor Vehicle	\$ 4,767,155	\$ 1,402,951	\$ 3,364,204
Furniture	\$ 563,204	\$ -	\$ 563,204
Electronics/Appliance	\$ 646,467	\$ -	\$ 646,467
Building/Material/Garden	\$ 2,781,783	\$ 761,031	\$ 2,020,752
Food/Beverage Stores	\$ 4,802,284	\$ 1,983,801	\$ 2,818,483
Health/Personal Care Stores	\$ 1,854,127	\$ -	\$ 1,854,127
Gasoline Station	\$ 2,753,257	\$ 82,281,115	\$ (79,527,858)
Clothing/Accessories Stores	\$ 1,317,775	\$ 98,473	\$ 1,219,302
Sporting Goods/Book/Music Stores	\$ 561,100	\$ -	\$ 561,000
General Merchandise Stores	\$ 4,286,555	\$ 121,105	\$ 4,165,450
Foodservice and Drinking Place	\$ 3,023,161	\$ 266,545	\$ 356,616
GAFO**	\$ 7,648,149	\$ 238,603	\$ 7,409,546

\* Positive numbers represent gap opportunities.

\*\* (General merchandise, Apparel, Furniture and Other) represents sales at department stores.

GAFO demand and supply are not included in total retail.

The table above only includes the demand and supply for current residents; the demand for these goods will increase as the city and county begin to provide more suitable housing for federal employees who currently live in Grant or Luna counties.

### Tourism Market:

Scenic Beauty: With a combination of mountains, farmland, ghost towns and historic mine sites, tourism can be developed county-wide to observe the beauty of nature. Lordsburg would be a logical choice to develop and invest more in RV parks and motels geared to this client base. If the county were to reopen the road between Cloverdale to Antelope Wells and the Big Hatchet Wildlife Area, it would benefit tourists and possibly increase tourism, which in turn could provide additional revenue to Lordsburg gas stations, restaurants and hotels.

Hunting and Archery: The Southwest New Mexico Economic Development Partnership has been examining hunting and archery as an economic development cluster for regional economic development. It is estimated that 6,000 permits are issued for bow hunting in southwest New Mexico annually. The Partnership is looking into recruiting archery manufacturers, licensing and fee issues, how and where to provide information to hunters, and branding the region.

History: New Mexico's first airport was in Lordsburg and the original state song was written by a Lordsburg resident. Lordsburg was a popular stopping point for African Americans during the Jim Crowe era because their hotels and restaurants accommodated them. The city and county have



## ECONOMIC DEVELOPMENT ELEMENT

a strong Mexican heritage. Hidalgo County was named after a city in Mexico where the Treaty of Guadalupe Hidalgo was signed, itself named after Miguel Hidalgo y Costilla, the priest known as the "Father of Mexican Independence".

### Existing assets with potential for development:

#### Land for retirement communities:

There are areas of undeveloped land around Lordsburg and unincorporated areas (e.g. Glen Acres and McCants) that could be annexed for development as retirement communities that would bring needed economic activity and tax revenues to the city. The communities of Animas and Rodeo in Hidalgo County have been more successful than Lordsburg in attracting retirees.

#### City assets (buildings, land, utilities):

The city has begun to identify vacant buildings (e.g., the Enrichment Center) and land within the municipal limits to evaluate their redevelopment potential and evaluate the capacity and/or expansion needs of all utilities to ensure the ability to serve existing and future needs. The Amtrak station and surrounding area could be developed to enhance tourism. City officials are working with Amtrak and Senator Bingaman's office to make an enclosed shelter and study service improvements to the Sunset Limited (the tri-weekly service between San Antonio and San Diego that serves the station). Adding shade trees and benches to make the area a park would serve as a welcoming gateway; such improvements could be built relatively quickly and at little cost.

#### Business survey:

The city plans to initiate a business survey to find out from residents the kinds of goods and services they need and to pinpoint where spending occurs outside the city. Their intent is to implement a "Buy Lordsburg" plan to mitigate economic leakage to other cities.

### Improve Capacity to Provide Local Jobs

**Workforce Development:** The local economy has suffered from the lack of a sufficient workforce; this is due to both out-migration of skilled workers and a lack of job readiness skills for persons of working age. Lordsburg leaders have two options to provide a workforce sought by existing and potential new employers. Recruit older, more experienced workers that have the skill sets sought by employers; and, improve the capacity of the existing workforce to meet the demands of existing and future employers.

As shown previously in the population pyramid, there was a sizable reduction in persons of working age (25 to 44 years) from 2000 to 2010, mostly due to the Playas smelter closing in 1999. This presents a challenge to existing and potential businesses seeking experienced workers because that pool is shrinking. The existing workforce in Lordsburg has barriers to employment by virtue of family composition, low graduation rates and limited English proficiency. Single parent families with a female head of household and persons under 18 years of age have the highest rates of poverty in Lordsburg compared to other family and non-family households there. Some single parent candidates for employment at the Playas Training Center did not apply for jobs there because the wages offered did not pay enough to justify the daycare and transportation costs.

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### Infrastructure and Business Recruitment:

The HCEAS provides many physical and organizational recommendations to improve infrastructure and expand business recruitment in Lordsburg. Although the industrial park is an effective long-term strategy it should not be the top near-term strategy; there are other initiatives that can be implemented more easily and provide a bigger economic impact in the near term (0 to 5 years). The HCEAS recommended that business leaders practice responding to business prospects and not market an industrial park until it is ready (readiness includes physical infrastructure as well as a business recruitment and retention strategy).

### Build a "New" Economy:

The Southwest New Mexico Energy and Green Jobs Taskforce is a forum to address renewable energy, energy efficiency, and creating green jobs in Catron, Grant, Luna and Hidalgo Counties in New Mexico. It was created in 2010 to support the \$6 million "green jobs grant" that U.S. Senators Jeff Bingaman and Tom Udall initiated and secured in 2010. The mission of the taskforce is to 1) develop and implement renewable energy and energy efficiency initiatives and 2) create green jobs on a sustained basis.

The City of Lordsburg received a grant from the New Mexico Energy, Minerals, and Natural Resources Department to employ energy efficiency improvements to their civic center.

The Southwestern New Mexico Green Chamber of Commerce, in partnership with the Gila Resources Information Project provide listings of sustainable energy, water, and recycling businesses in Catron, Grant, Hidalgo, and Luna Counties.

Community Action Agency of Southern New Mexico ([www.caasnm.org](http://www.caasnm.org)) is a green builder that provides low income weatherization and a food bank.

Entrepreneurs/ small businesses: The Lordsburg/Hidalgo Chamber of Commerce, City of Lordsburg, Hidalgo Learning Center, Hidalgo Medical Services and other stakeholders should continue and expand efforts to make small business materials and presentations available to Lordsburg residents. The business development center at the Besse-Forward Global Resource Center (Western New Mexico University, Silver City) can help people interested in home-based businesses, small-scale cooperatives, and maintaining and growing their existing businesses.

### Southwest New Mexico Economic Development Partnership

The Southwest New Mexico Economic Development Partnership (Partnership) was formed in the fall of 2010 as a resource group committed to regional economic development in the four counties served by the SWNCOG: Catron, Grant, Hidalgo, and Luna. The Partnership is part of the SWNMCOG and coordinates both the "Stronger Economies Together" (SET) program and the Southwest New Mexico Energy and Green Jobs Taskforce (Taskforce). The Partnership has developed a vision, mission statement, and goals for the SET program. The Partnership began the SET training in November 2010 and has completed all of the SET training modules which are part of USDA Rural Development. They are currently in the process of developing implementation strategies for the goals and a regional economic development plan. The Task force is working on a marketing plan to



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educate consumers and local governments about alternative energy, energy efficiency and green jobs. In the fall of 2011 a Memorandum of Understanding (MOU) was signed by SWNMCOG and the counties, cities, towns and villages they serve, including Lordsburg, agreeing to work together on regional strategies for economic development. The MOU is intended to support new economic opportunities, support the creation of jobs and enhance the quality of life in the region. The stated purpose of the MOU is “to provide for the establishment of an orderly economic development process to facilitate economic, educational and general community development” in the region.

### Economic Development Goals and Strategies

GOAL 1. DIVERSIFY THE ECONOMY BY EXPANDING AND RETAINING EXISTING BUSINESSES AND RECRUITING A VARIETY OF BUSINESS TYPES.

Strategy 1: Develop in conjunction with the Chamber of Commerce an inventory of businesses and related assets that serve as economic drivers and will help in recruiting new businesses.

Strategy 2: Conduct a feasibility and market study to create a small business incubator, such as the Enrichment Center in partnership with a private developer or non-profit organization.

Strategy 3: Develop an action plan with Hidalgo County, SWNMCOG, and the New Mexico Economic Development Department to create opportunities for business recruitment and expansion.

Strategy 4: Prepare marketing and promotional materials that can be distributed in a variety of formats (electronic and hardcopy). Make these materials available on the Hidalgo County, Lordsburg-Hidalgo County Chamber of Commerce and other local public entity websites.

GOAL 2. SUPPORT LOCAL AGRICULTURE AND FOOD PRODUCTION AND PROVIDE OPPORTUNITIES FOR VALUE-ADDED BUSINESSES.

Strategy 5: Create a commercial kitchen for small businesses and entrepreneurs that want to create “Made in Hidalgo/Lordsburg” branding for locally-made products.

Strategy 6: Encourage restaurants and the school district to purchase and promote locally-produced foods in their menus.

GOAL 3. EXPAND AND ENHANCE OPPORTUNITIES FOR QUALITY EDUCATION AND TRAINING FOR CITY'S RESIDENTS.

Strategy 7: Work closely with the County, WNMU, and NM Tech to assess future skills needed that will lead to creating specific education fields of study and programs.

Strategy 8: Develop jointly with the Hidalgo Learning Center and the SWNMCOG a program for long term job creation and workforce development, such as prepare an assessment of available workforce skills in the city.

**ECONOMIC DEVELOPMENT ELEMENT**

**GOAL 4. ENCOURAGE TOURISM THAT FOCUSES ON THE CITY'S CULTURAL HERITAGE AND HISTORICAL RESOURCES.**

Strategy 9: Emphasize mining, ranching and railroad, aviation, and internment camp as cultural heritage elements; create historic road signs and use the Lordsburg Chamber of Commerce and NM Visitor Information Center to promote these elements.

Strategy 10: Work with local hotels and motels to create tourism packages to encourage visitors to extend their overnight stays.

Strategy 11: Promote archery/hunting opportunities and educate archers at community events; also, seek archery/hunting supplies manufacturers that may want to locate in Lordsburg.

Strategy 12: Work with owners of historic places, such as Shakespeare, Steins, and the Lordsburg Internment site, to make these places more attractive for tourists to visit; such as consistent operating hours and improved wayfinding signage to the sites.

Strategy 13: Develop regional programs/events to attract outdoor enthusiasts that complement the assets of the area.

Strategy 14: Develop self-guided promotional materials that identify the City's unique architectural buildings, historic features and Museum.

**GOAL 5. PROMOTE ARTS AND CULTURAL ENTERPRISES AND EVENTS.**

Strategy 15: Support the film industry and promote the city and county as ideal film locations.

Strategy 16: Develop a Performing Arts Theater and support/promote events such as "Discover Hidalgo Days", the former "Tejano Fiesta" and create other cultural events in the downtown area to promote retail businesses.

Strategy 17: Work with the New Mexico Tourism and Cultural Affairs Departments to better promote the city in the state marketing and tourism programs.

**GOAL 6. ENCOURAGE OPPORTUNITIES FOR ENTREPRENEURSHIP AND HOME-BASED BUSINESSES.**

Strategy 18: In conjunction with Hidalgo County, encourage and promote the creation of home-based businesses as well as basic business education.

Strategy 19: Publicize local success stories (e.g. "Featured business" page or link on the city's website) to motivate local citizens to create small businesses.

**GOAL 7. DEVELOP A REGIONAL FRAMEWORK TO COOPERATE EFFICIENTLY WITH LOCAL GOVERNMENTS, NON-PROFIT ORGANIZATIONS, HIGHER EDUCATION INSTITUTIONS AND PRIVATE SECTOR PARTNERS TO CREATE LONG-TERM QUALITY JOBS AND A SKILLED WORKFORCE TO ASSURE ECONOMIC PROSPERITY.**

ECONOMIC DEVELOPMENT ELEMENT

Strategy 20: Participate in, build on, and implement the “Stronger Economies Together” (SET) Strategic Plan as it is developed over the next year.

Strategy 21: Develop in conjunction with Hidalgo County and the Southwest New Mexico Regional Development Partnership an assessment of unfulfilled business needs, and then conduct a market analysis and strategic plan to identify potential opportunities.

Strategy 22: Apply to the New Mexico MainStreet Program to become an Emerging MainStreet Community in association with the “Save the Enrichment Center” Steering Committee.

GOAL 8. EXPAND COMMERCIAL REAL ESTATE OPPORTUNITIES FOR BUSINESS AND ECONOMIC DEVELOPMENT IN THE CITY.

Strategy 23: Develop an inventory of land that may be used for commercial real estate in order to attract potential investors.

Strategy 24: Provide incentives to develop the airport and the land surrounding to developers for a business/light industrial park.

Strategy 25: Prepare and adopt the Local Economic Development Act (LEDA) ordinance with an Economic Development Plan that can provide opportunities for public/private partnerships.

GOAL 9. ATTRACT AND SUPPORT INDUSTRY AND MANUFACTURING USES, SUCH AS RENEWABLE ENERGY PRODUCTION IN WIND, SOLAR AND GEOTHERMAL PRODUCTION/GENERATION.

Strategy 26: Identify light industries that could provide services to the renewable energy industry.

Strategy 27: Work in conjunction with Hidalgo County to identify potential investors and collaborate on land and access opportunities.

GOAL 10. PROMOTE THE INFORMATION/TECHNOLOGY INFRASTRUCTURE ADVANCEMENTS IN THE CITY.

Strategy 28: Create an official City of Lordsburg website that has interactive elements, pages, and links to affiliated websites. Place highlights of community, government, and businesses on home page and create specific pages for these elements.

Strategy 29: Create a “business attraction page” within the City of Lordsburg website (under Business/Economic Development menu bar) to detail the information and infrastructure assets available as a way to attract businesses. Borrow elements such as the “Featured Organization” list on Hidalgo County website and affiliated websites.

Strategy 30: Promote distance learning opportunities available through Western New Mexico University and the available high-speed internet access.

ECONOMIC DEVELOPMENT ELEMENT



## HOUSING ELEMENT

## Housing Existing Conditions

## Overview

Lordsburg, Hidalgo County and regional agencies have been working on housing issues that were addressed in the 2001 Lordsburg Comprehensive Plan and subsequent documents. This overview section contains data about total housing units and housing types and is followed by sections on housing quality, quantity, affordability and opportunities.

The 2010 Census shows that there are 1,269 housing units in Lordsburg, 1,070 (84.3%) of which are occupied. Lordsburg lost 145 housing units from 2000 to 2010, compared to Hidalgo County, which lost 455 housing units. In Lordsburg, the 2000 occupancy rates were comparable to the New Mexico average (86.3% vs. 86.9%, respectively). By comparison, the 2010 occupancy rates for Lordsburg were lower than the New Mexico average; 84.3% vs. 87.8%, respectively. The following table shows housing units and occupancy for 2000 and 2010.

HOUSING TOTALS & TENURE			
	Lordsburg 2000	Lordsburg 2010	New Mexico 2010
Total Units	1,414	1,269	901,388
Occupied Units (%)	1,220 (86.3%)	1,070 (84.3%)	791,395 (87.8%)
Vacant Units (%)	194 (13.7%)	199 (15.7%)	109,993 (12.2%)
Owner-Occupied (%)	808 (66.2%)	673 (62.9%)	542,122 (68.5%)
Renter-Occupied (%)	412 (33.8%)	397 (37.1%)	249,273 (31.5%)
Change in Total Units, 2010 vs. 2000	-	-10.3%	-
Source: Hidalgo County Roadmap 2010, Medius, Inc., December 2010			

Lordsburg has the largest stock of multifamily housing in Hidalgo County. According to the 2000 Census, over 80% of the county's structures with 2 to 4 housing units and 100% of all structures with 5 or more housing units are located in Lordsburg. At the time this document was written, 2010 Census data for housing units per structure were not available. However, one can estimate which housing types were most likely to have been destroyed/removed between 2000 and 2010. It appears that 1 unit attached or detached (i.e. single-family housing) and mobile homes/RVs comprised the majority of housing demolished/removed from 2000 to 2010 because:

1. Hidalgo County, exclusive of Lordsburg, lost 310 housing units between 2000 and 2010 (68% of the total housing units lost).
2. Hidalgo County was mostly comprised of single-family and mobile home housing in 2000, so it is likely that these housing types comprised the majority of the 310 housing units lost.

## HOUSING ELEMENT

The following table shows the makeup of housing in Lordsburg and the portion of each housing type in Hidalgo County.

HOUSING UNITS BY STRUCTURE						
	2000			2010 (1)		
	Lordsburg	Hidalgo County	Lordsburg % of Hidalgo Housing	Lordsburg	Hidalgo County	Lordsburg % of Hidalgo Housing
1 unit attached or detached	877	1,643	53.4%	862	1,786	48.3%
2 units	72	83	86.7%	71	82	86.6%
3 to 19 units	47	49	95.9%	46	49	93.9%
20 or more units	42	42	100.0%	58	58	100.0%
Mobile Home/RV	376	1,031	36.5%	301	901	33.4%
Total Units (1); 2010 values are estimates	1,414	2,848	49.6%	1,338	2,876	46.5%
Total Units; 2000 and 2010 Census	1,414	2,848	49.6%	1,269	2,393	53.0%
Sources: Claritas and US Census						

These data suggest that the supply of single-family and mobile home units have decreased at a greater rate than multi-family units (for both Lordsburg and Hidalgo County) and that the supply of for-sale housing is decreasing.

### Housing Quality

In 2009, Medius, Inc. conducted an inventory of Hidalgo County communities that was included in the Hidalgo County Roadmap 2010 (Roadmap). The survey team conducted a windshield survey of housing units that evaluated the quality of their roofs, doors, windows, and walls. They assigned letter grades A – F (A = excellent; F = failing) to each of these four categories as well as the overall quality of the housing per community.

Both Glen Acres and McCants are proximate to Lordsburg and could be annexed by Lordsburg. The following table shows the physical inventory for Lordsburg and these communities.



## HOUSING ELEMENT

HOUSING IN LORDSBURG AND NEARBY COMMUNITIES								
	Total Units	Site Built	Manufactured	Trailer/RV/ Modified Mobile Home	Other	Vacant Structure	Empty Lots	Overall Housing Grade
Lordsburg	1,658	1,063	73	309	151	62	207	C-
Glen Acres	79	33	11	34	1	0	24	C
McCants	19	8	0	9	2	0	5	D
Source: Hidalgo County Roadmap 2010, Medius Inc., December, 2010								

Although the total units from the Medius inventory differ from the 2010 Census totals (1,658 vs. 1,269, respectively) the data on housing quality, land use, and physical infrastructure provide a baseline that can be updated and used for future land use planning.

### Lack of New Housing

According to the 2010-2015 Comprehensive Economic Development Strategy:

*"Half of the school teachers and more than half of the border patrol officers live in other cities and towns in the region. The lack of quality housing is one of the principal reasons cited by members of the community for Hidalgo County's inability to adequately recruit new residents who can contribute to the area's economic development."*

There has been a lack of new housing construction, especially in the decades since the 1970s. The Census Bureau estimates that the county's total housing units increased by only 1 percent between 2000 and 2009, compared to an estimated 12 percent increase statewide.

The existing stock of housing is old compared to the New Mexico average. Most housing units were built at least forty years ago, and consequently their appearance and functionality decrease the potential for rent and sales. The table below shows the percentages of housing units constructed during the last century, and the median age of the housing stock.



## HOUSING ELEMENT

YEAR STRUCTURE BUILT			
Built Between	Hidalgo County	Lordsburg	New Mexico
1999 to March 2000	1.8%	0.2%	0.3%
1995 to 1998	9.7%	10.3%	11.0%
1990 to 1994	6.8%	4.7%	8.9%
1980 to 1989	12.3%	6.8%	20.0%
1970 to 1979	27.2%	26.3%	21.2%
1960 to 1969	10.6%	12.2%	12.7%
1950 to 1959	7.9%	12.6%	11.6%
1940 to 1949	13.1%	10.7%	5.7%
1939 or earlier	13.1%	14.4%	5.9%
Median year structure built	1973	1970	1977
Source: US Census			

***Vacancies That Are Not for Rent or Sale:*** Although the 2010 vacancy rate in Lordsburg is higher than the New Mexico average (15.7% vs. 12.2%, respectively), these rates do not reflect a surplus of available housing. Many of the vacant housing units in Lordsburg are not available for rent or sale.

Of the vacant units in 2010, 58.3% are listed as “other vacant”, which means that the units are unoccupied, not vacation units, or not for sale or rent. This category covers uninhabitable units or guest houses. The table below shows the 2000 and 2010 distribution of vacant units.

DISTRIBUTION OF VACANT UNITS				
	Lordsburg 2000	Lordsburg 2010	Hidalgo County 2010	New Mexico 2010
Number and % of Housing Stock	194 (14.7%)	199 (15.7%)	457 (19.1%)	109,993 (12.2%)
Distribution of Vacant Units				
For rent	15 (7.6%)	46 (23.1%)	80 (17.5%)	22,150 (20.1%)
For sale only	39 (20.0%)	15 (7.5%)	28 (6.1%)	11,050 (10.0%)
Rented or sold, unoccupied	16 (8.1%)	7 (3.5%)	13 (2.8%)	1,303 (1.2%)
Seasonal/recreational use	66 (34.3%)	15 (7.5%)	88 (19.3%)	36,612 (33.3%)
Other vacant	58 (30.0%)	116 (58.3%)	248 (54.3%)	36,735 (33.4%)
Source: US Census				

From 2000 to 2010, of the vacant units, the for-sale quantity and percentage of housing have declined significantly, while the rental quantity and percentage have increased. Housing stakeholders remark that changes in for-sale and rental housing could be the result of an increased

## HOUSING ELEMENT

demand for purchase housing, especially by new federal employees; and, some homebuyers are fixing up homes for the purpose of rental rather than sales.

### Affordability

Another housing issue in Lordsburg is the affordability of various housing unit configurations.

Although the 2010 median rental rate for a one bedroom unit, \$437 a month was less than the New Mexico median rental rate of \$547, the median incomes in Lordsburg are also much lower than the median New Mexican incomes. According to the Roadmap, almost half of the residents spend more than 30% of their income on rent, which exceeds recommended living expenses.

Fair market rents (FMRs) indicate the rental affordability of housing units for a given area based on the availability of housing, prevailing rents, and family incomes. The U.S. Department of Housing and Urban Development (HUD) requires that FMRs exclude non-market rental housing; this means that FMRs reflect market-based rents and not subsidized rents. HUD uses FMRs to determine rates and amounts for Section 8 vouchers, housing rehabilitation, and other housing programs.

In 2010, FMRs for Lordsburg and Hidalgo County are: \$437 for 1 BR, \$523 for 2 BR, and \$762 for 3 BR. The following table compares Lordsburg FMRs to Hidalgo County and New Mexico.

COMPARISON OF 2010 FAIR MARKET RENTS (FMR)				
Place	One Bedroom	Two Bedrooms	Three Bedrooms	Average Rent to FMR Ratio
Lordsburg	\$437	\$523	\$762	103.5%
Hidalgo County	\$437	\$523	\$762	98.9%
New Mexico	\$547	\$647	\$867	94.0%
%Change 2001-2010	41.4%	32.1%	43.2%	30.6%
Source: U.S. Department of Housing and Urban Development, 2010				

Although the FMR is the same for Lordsburg and Hidalgo County, the data above show that actual market rate rents charged in Lordsburg are higher than their equivalents in the county.

FMR for one bedroom units increased 42.1% between 2000 and 2010. However, during the same period the median household income only grew by 30.2%, from \$21,442 in 2000 to an estimate of \$27,920 in 2010. The following table shows the changes in FMR from 2001 to 2011.

## HOUSING ELEMENT

LORDSBURG & HIDALGO COUNTY FAIR MARKET RENTS					
Year	Studio/ Efficiency	One Bedroom	Two Bedrooms	Three Bedrooms	Four Bedrooms
2001	273	309	396	532	601
2002	285	322	413	555	627
2003	292	330	422	568	641
2004	292	330	422	568	641
2005	320	360	427	621	640
2006	338	381	456	664	684
2007	350	394	472	688	708
2008	355	400	479	698	719
2009	372	419	502	731	754
2010	388	437	523	762	785
%Change 2001-2010	42.1%	41.4%	32.1%	43.2%	30.6%
Source: U.S. Department of Housing and Urban Development, 2010					

The table below shows the proportion of income spent on rent for various housing unit configurations in Hidalgo County (data not broken out for Lordsburg).

UNITS IN STRUCTURE BY GROSS RENT				
AS A PERCENTAGE OF HOUSEHOLD INCOME				
Units in Structure	1, attached or detached	2 to 4 units	5 or more units	Mobile Homes/RVs
Total Units	326	89	54	190
Less than 20 percent	145	51	11	43
20 to 24 percent	6	0	18	10
25 to 29 percent	38	20	6	12
30 to 34 percent	19	0	0	9
35 percent or more	68	14	13	50
Not computed	50	4	6	66
Portion > 30% *	31.5%	16.5%	27.1%	47.6%
Source: Hidalgo County Roadmap 2010, Medius, Inc., December 2010				
* Portion of renters paying 30% or more of income on rent				

## HOUSING ELEMENT

In general, the greater the number of housing units in a structure (i.e., multi-family housing) the more affordable the units are to the residents of Hidalgo County. Persons renting mobile homes and 1 unit detached housing are the most cost-burdened of all Hidalgo County and Lordsburg residents.

### Housing Opportunities

Housing developers have and continue to develop market rate and affordable housing units for rent and sale. A project on the north side of town was aimed at upgrading and converting former rental apartments into for-sale housing. Another project on the south side would have constructed three triplex buildings as rental units. Unfortunately, the housing market downturn prevented the first development from getting off the ground, and caused the second to be stopped at about 2/3 of full build-out.

A development plan for increasing housing capacity will help reverse the current trend of declining population in Lordsburg. Furthermore, a development plan for housing could also bring direct investments for more retail and services. Agencies such as the Lordsburg Housing Authority could be given the authority to take a more active role in providing housing.

One way that Lordsburg could provide more affordable housing to residents would be to implement an Affordable Housing Plan (AHP). The AHP is one mechanism that cities and counties can use to legally donate land or buildings and comply with New Mexico's "anti-donation" clause; the clause requires a local ordinance for such donations. The AHP is a goal noted in the 2010-2015 Comprehensive Economic Development Strategy:

*At this time, a number of the communities in the region have yet to develop housing plans to accompany the aforementioned ordinance. An important goal for the future would be the creation and approval of such plans by the MFA to provide for future needs.*

Silver City (Grant County, New Mexico) recently implemented an AHP. Regional housing stakeholders are generally supportive of affordable housing plans, but recommend that the requirements be easier to understand and comply with and the process become more streamlined.

### Housing Goals and Strategies

GOAL 1. PROVIDE FOR ADEQUATE HOUSING OPPORTUNITIES FOR ALL OF THE CITIZENS.

Strategy 1: Encourage the local bank to make loans to homeowners to refinance or make home improvements or new mortgages.

Strategy 2: Allow accessory dwelling units (i.e., "mother-in-law" units) on appropriate lots as a permitted use in the zoning code.

Strategy 3: Promote and allow greater housing density to encourage in-fill and retain young adults in the community.

## HOUSING ELEMENT

Strategy 4. Consider city-owned buildings for an affordable/work force housing development in partnership with a private developer or non-profit organization.

Strategy 5. Work with the Lordsburg Housing Authority, Playas Training and Research Center, Region V Housing Authority (Silver City), Southwest Regional Housing and Community Development Corporation (Deming), to collaborate on affordable, special needs population (seniors and persons with disabilities) and workforce housing needs. Involve the Lordsburg Hidalgo Senior Citizens group in senior housing and rehab needs assessments.

Strategy 6. Work with the developers/realtors who started but have not completed apartment upgrade and townhome projects in north Lordsburg and south Lordsburg, respectively, to complete these projects. If possible, assist them with marketing these housing units and/or provide them incentives to serve affordable housing needs.

GOAL 2. ENSURE THAT NEW HOUSING UNITS PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE OCCUPANTS AND SUPPORT AND ENCOURAGE REHABILITATION AND REPLACEMENT OF SUBSTANDARD HOUSING.

Strategy 7: Develop an inventory of abandoned buildings and enforce property owners to rehabilitate or demolish abandoned buildings and offer information on rehabilitation assistance programs.

Strategy 8: Seek federal and state funding for rehabilitation activities, e.g. through the New Mexico Mortgage Finance Authority, USDA rural housing and CDBG.

Strategy 9: Work with Southwest Regional Housing and Community Development Corporation (located in Deming) to coordinate rehabilitation assessments.

GOAL 3. WORK COOPERATIVELY WITH THE COUNTY, RURAL COMMUNITIES, NON-PROFIT ORGANIZATIONS, HIGHER EDUCATION INSTITUTIONS, AND PRIVATE SECTOR TO CREATE AFFORDABLE AND WORK FORCE HOUSING.

Strategy 10: Prepare an Affordable Housing Plan and create partnerships between public and non-profit agencies such as the Lordsburg Housing Authority, Region V Housing Authority and the Truth or Consequences Housing Authority and private developers to provide incentives to build affordable housing.

Strategy 11: Provide incentives to developers to promote affordable home ownership.

Strategy 12: Provide financial literacy and homebuyer education classes.

GOAL 4. ENCOURAGE INNOVATIVE AND EFFICIENT BUILDING MATERIALS AND TECHNIQUES IN ALL RESIDENTIAL STRUCTURES THROUGH SUSTAINABLE DEVELOPMENT PRACTICES.

Strategy 13: Conduct classes on energy audits at Hidalgo Learning Center, in partnership with Western New Mexico University.



## HOUSING ELEMENT

Strategy 14: Encourage not-for-profit to salvage usable materials for reuse and recycling in community projects.

Strategy 15: Involve youth organizations (for example, Bootheel Youth Association) in residential weatherization and remodeling activities.

GOAL 5. ENCOURAGE COMMUNITY IMPROVEMENT EVENTS TO INSTILL NEIGHBORHOOD PRIDE AND BEAUTIFICATION.

Strategy 16: Encourage the City and the Chamber of Commerce to promote and recognize "Neighborhood of the Month" after clean-up/rehabilitation to instill pride in community.

Strategy 17: Establish a regular schedule for community cleanups, and involve youth organizations in the cleanup efforts.



## LAND USE ELEMENT

### Land Use Existing Conditions

The City of Lordsburg is located in a setting of striking environmental contrast and vast scenic quality characterized by its high desert environment. Visitors to the area are often struck by the area's natural beauty dominated by the hills, mountains, and desert vegetation, which create several panoramic backdrops to the built environment. There are many points from within the City where the views are very pronounced.

At the northern reaches of the Chihuahuan Desert, Lordsburg ecology is defined by the basin and range geography of the area. Semidesert grassland and Chihuahuan desertscrub characterize the habitat for the area. An important feature of the area is rainfall: annual precipitation at Lordsburg is about 9.9 inches (240 mm) and natural vegetation is sparse. Recent drought conditions have reduced the average rainfall, stressing vegetation and wildlife and reducing surface flow and recharge of groundwater.

In addition to the natural beauty, the City itself has many attractive buildings, including both occupied and abandoned structures. A unique building design and architecture characterize buildings in the Central Business District and along East Motel Drive. The Hidalgo County Courthouse and Lordsburg Hidalgo Library are especially attractive structures.

In 2010, Motel Drive was listed as one of the ten most endangered roadside places in the United States. From the 1930's until the completion of Interstate 10 in the 1970's, Lordsburg was home to a thriving tourist trade, providing food and lodging for travelers on US Highways 70 and 80. The mid-century roadside architecture of the motels, in varying states of decay and abandonment, spread along three miles of Motel Drive is a testament to this heritage. The roadside character is in steep decline, with the interstate directing travelers and their business away from this historic area.

The Union Pacific Railroad and Interstate 10 have generally shaped the City's land use pattern. The majority of the City's built environment lies between these two facilities, although the City has seen some growth to the north and south of both. For the most part the City's street pattern is laid out in a grid, typical of most railroad towns.

### Existing Plans, Ordinances, and Studies

The City has embraced planning to guide its future growth and development and to address the issues listed above. The following section summarizes all relevant plans, ordinances, and studies that this Comprehensive Planning effort will tie together.

***2001 City of Lordsburg Comprehensive Plan:*** The 2001 Plan is an update of the 1969 plan and contains sections dealing with land use, housing, transportation, community facilities, economic development, community character and utilities. It also includes valuable demographic information and analysis.

## LAND USE ELEMENT

**1994 City of Lordsburg 40 Year Water Plan:** The City of Lordsburg 40 Year Water Plan provides a forecast of the City's water system needs for the next 40 years (starting from 1994). The Plan also provides a population projection for the City that indicates that Lordsburg will regain its natural population that it had in 1970 and that population growth will be stable for the next 20 years.

**1997 Subdivision Regulations:** The Subdivision Regulations were adopted to protect the public health, safety and general welfare; guide future growth and development in the city; protect land and improvement values; benefit traffic circulation; provide standards for the design and procedures of subdivisions; prevent pollution; and provide adequate light, air and privacy, safety from flood or fire, and prevent overcrowding and congestion.

**1997 City of Lordsburg Zoning Ordinance:** The 1997 Zoning Ordinance's purpose is to promote the general health, safety, morals, convenience, and welfare of the City's residents by; preserving the City's natural environment; preventing the undue concentration of population; providing security from fire and flood; minimizing congestion on the City's streets and public areas; encouraging the most appropriate use of land; facilitating adequate provisions for City facilities and utilities; stabilizing property values; and controlling and abating urban blight. Although the Zoning Ordinance was adopted in 1997, there has been no mechanism for zoning review and enforcement due to lack of staff and procedures.

The Zoning Ordinance includes seven zoning districts plus a flood plain overlay zone. A procedure for the issuance of Special Use Permits for land uses not permitted by right in any of the Code's zoning districts is outlined as well. The districts are summarized briefly below. Permitted uses and conditional uses are detailed in the Zoning Ordinance.

*Zone A- Rural and Agricultural:* The intent of this zone is to allow agricultural uses, farming, and truck gardening and single family dwelling units and those uses which maintain the predominantly rural character of the district.

*Zone RA – Residential Zone A:* The intent of this zone is to allow only conventional on-site constructed and manufactured single-family dwelling units and those uses which maintain the predominantly residential nature of the district.

*Zone RB – Residential Zone B:* The intent of this zone is to recognize the existing mixed housing types and site development patterns of the City. Single family dwellings may include site build houses, manufactured houses, and mobile homes.

*Zone RM – Residential, Multi-Family:* This zone is intended to allow higher density residential uses and expand the housing options for the City. Uses include, but are not limited to, townhouses, apartment buildings and mobile home parks.

*Zone C1 – Neighborhood Commercial:* The intent of this zone is to provide for a limited variety of commercial retail and service uses. Examples of permitted uses include bakeries, restaurants, grocery convenience stores, and laundromats.

*Zone C2 – General Commercial:* This zone provides for a wide variety of retail, service, and other general commercial service types of uses which must be located along collector and

## LAND USE ELEMENT

arterial streets due to their heavy traffic. Permitted uses include offices, banking, medical, commercial and business services plus eating and drinking establishments.

*Zone I – Industrial:* Industrial, manufacturing, warehousing and wholesaling operations which are environmentally compatible with the community are intended in this district. Residential uses are excluded. Examples of permitted uses include self storage mini-warehouses, auto body paint shops, retail stores, utility distribution structures, vehicle fuel sales, and truck terminal, storage or maintenance facilities.

*Zone FP – Flood Plain Overlay.* This zone provides special regulations designed to reduce flood losses. The requirements of this Overlay Zone are in addition to the requirements of the basic zone district. All uses within this Overlay Zone are conditional uses requiring a Conditional Use Permit. The Ordinance defines the boundaries of the Flood Plain Overlay Zone as substantially the same as the flood-prone areas identified by the Federal Emergency Management Agency (FEMA).



Zoning Map at City Hall

## LAND USE ELEMENT

***1998 City of Lordsburg Economic Development Plan:*** The 1998 City of Lordsburg Economic Development Plan has assisted the City in expanding its economy by targeting new businesses and industries and adding new dollars to the economy. As a result of the Plan being in place, the City has successfully targeted the traveling public. There are now two new truck stops, a Denny's restaurant, and several newer motels in the City.

### ***State Of New Mexico Water Plan***

The State of New Mexico developed a State Water Plan in 2003. The State Water Plan includes an inventory of area water supplies, a projection of future water needs and a water budget. The New Mexico Office of the State Engineer and Interstate Stream Commission are required to undertake a review of the New Mexico State Water Plan (SWP) every five years. An update of the SWP was issued in 2008 and presents a proposed work program. Several years ago, the state also provided funding to the state's 16 regions for the development of regional water plans. These regional water plans will establish the basis for county water plans and for the State Water Plan. Regional Water plans were completed and accepted by the Interstate Stream Commission and several of the regions have begun updating their plans to address changed conditions. The Southwest New Mexico Regional Water Plan was accepted by the Interstate Stream Commission in 2005. One of the reasons for writing a State Water Plan is to show that local jurisdictions have a need for scarce water resources, and thereby to avoid exporting water to neighboring regions. The State also realizes the need for comprehensive plans to deal with drought, to provide information on water conservation and to secure additional water for future needs. The regional plan will encourage conservation and allow for "water banking". Conservation is necessary if the region is to reduce significantly the rate at which aquifers are mined. New Mexicans depend upon surface water for about 50 percent of our needs and ground water for the other 50 percent. In the Southwest Region, municipalities and individual users rely almost exclusively on ground water. Many if not most wells in Hidalgo County show measurable losses in water levels each year. Because aquifers recover from over-mining only over hundreds if not thousands of years, they are essentially non-renewable resources. Therefore, conservation and other measures to reduce consumption can extend the life of the aquifers upon which this region depends.

Continuing efforts at conservation are critical—it can save millions of gallons of precious water in Lordsburg. Conserving water increases available water supply and extends the life of aquifers that the county relies upon for long-term supplies; but for conservation to work, the conservation measures must be fair and equitable among all users.

### ***Current Land Use Pattern***

The City has two main commercial corridors, located along Motel Drive and Main Street respectively. The areas just off each of the City's three 1-10 off-ramps have seen significant commercial growth and development relative to the rest of the City's commercial land uses. Most of the new development at the off-ramps is related to the hospitality industry.

Just off both Main Street and Motel Drive is medium density residential development which forms the majority of the City's residential land use. The area to the west of Main Street also contains

## LAND USE ELEMENT

Lordsburg High School and significant community facilities such as parks and the City of Lordsburg Special Events center. The City's affordable housing, Pyramid Village, is located farther to the south off Main Street. There are also significant amounts of low-density residential land within the City limits located just south of the Interstate and north of the Union Pacific Railroad. Most of this land remains vacant but represents significant areas for future growth.

In addition to the commercial and residential land uses, the City also has large amounts of Industrial land. In 2003 the *City of Lordsburg Industrial Park Master Plan* was developed, establishing the feasibility of industrial development on 160 acres southwest of the airport at that time. In addition, a significant amount of industrial land exists further to the west near the 1-10 off-ramp. The sewer plant has constructed wetlands located north of the railroad tracks

### *Land Use*

Lordsburg has plenty of land to accommodate future growth with infrastructure and access. The majority of the low density and industrial land is vacant. In addition, the commercial corridors along Motel Drive and Main Street also have vacant lots and blighted dilapidated structures that can be revitalized or redeveloped. The area of the City that has seen the most growth is the West Side, particularly near the western Interstate 10 off ramp. The West Side and South Side are experiencing both commercial and residential growth. The industrial areas of the City are located primarily on the fringe areas of the City.

### Land Use Goals and Strategies

GOAL 1. CREATE LAND USE PATTERNS THAT ARE BENEFICIAL TO BOTH THE SOCIAL AND ECONOMIC HEALTH AND WELL-BEING OF THE CITIZENS.

Strategy 1. Enforce the existing zoning code and nuisance ordinances, and update standards as necessary to ensure compliance is enforceable.

Strategy 2. Amend the City's zoning code to include a Mixed Use district that allows retail, residential and office uses to occur within the same parcel/building when meeting appropriate standards for setbacks, building heights, pedestrian access, and parking. .

Strategy 3. Initiate annexation of an area when the fiscal impacts, and health, safety and welfare considerations, are of benefit to the city.

GOAL 2. ENCOURAGE THE DEVELOPMENT OF LAND SERVICED BY EXISTING INFRASTRUCTURE FOR RENEWABLE ENERGY USE, INDUSTRIAL, COMMERCIAL, RESIDENTIAL, AND RECREATIONAL USES.

Strategy 4. Develop a Growth Management Plan that directs development to areas where adequate services and infrastructure exist such as principal arterials, major intersections, community facilities and infrastructure.



## LAND USE ELEMENT

Strategy 5. Establish development impact fees on new developments to finance roads, infrastructure and public safety that are needed as a result of the new development.

GOAL 3. PRESERVE AND ENHANCE THE NATURAL, VISUAL, AND HISTORICAL/CULTURAL RESOURCES PRESENT BY MAINTAINING AND ENFORCING ITS OVERALL COMMUNITY CHARACTER.

Strategy 6. Inventory/survey historic and traditional buildings and features for NM Cultural properties designation. Identify other programs and incentives for owners of historic and cultural properties to apply for preservation and restoration resources and property tax credits available from state and national sources.

Strategy 7. Improve the scenic and visual impression of Lordsburg by organizing scheduled clean and pick-up days and a City-wide beautification effort that removes weeds and litter.

Strategy 8. Establish a façade improvement program to provide grants or low-interest loans to business owners who want to revitalize their building facades.

Strategy 9. Attract residents and tourists to the Downtown area through way-finding signage that reflects the area's character.

GOAL 4. ENCOURAGE INFILL DEVELOPMENT ON VACANT LOTS OR THROUGH REDEVELOPMENT OF ABANDONED OR DILAPIDATED PROPERTIES.

Strategy 10. Adopt a Metropolitan Redevelopment Area (MRA) Plan as per the State's Redevelopment Code that provides municipalities with additional economic development tools for revitalization.

Strategy 11. Create incentives for infill development, such as fee waivers, expedited development review, reducing parking requirements, and providing density bonuses.

Strategy 12. Prepare and adopt a Vacant Building Maintenance ordinance that allows the city to annually inspect and ensure that vacant buildings meet fire and safety codes.



## TRANSPORTATION ELEMENT

### Transportation Existing Conditions

#### Street Network

The City of Lordsburg is located along Interstate 10 in southwestern New Mexico with access through three off-ramps. Lordsburg is also located along a major east-west Union Pacific/Amtrak railroad. US 70 and NM 90 provide access in and out of Lordsburg to Virden and Silver City respectively. I-10 east of Lordsburg is parallel to US 80, which was once the principal commercial district and "main street" of the city. Lordsburg was laid out much like other railroad towns in the west, with the front street parallel to the railroad tracks.

This front street was historically the principal commercial area adjacent to the railroad tracks for the small railroad towns of the western United States. As the country started to replace the train with automobile and trucks as the main mode of transportation, this street began to cater to the motoring public, hence the name Motel Drive. With the coming of the interstate highway system, Motel Drive is no longer a thriving commercial street, but City of Lordsburg continues to cater to lodging, gasoline, restaurants from travelers along I-10.

The City of Lordsburg street network is laid out in a grid pattern. Motel Drive and Main Street are the two major streets within the City. Motel Drive runs east-west and is the City's primary commercial corridor. Main Street runs north-south and is also a commercial corridor. Medium density residential streets are located off these two major streets. All paved roads throughout the City are passable and in fair to good condition. Roadways are functionally classified from highways (highest) to local streets (lowest).

#### Highways

Highways connect communities. Their primary function is mobility—the movement of people and goods through the region. Interstate 10 is a major interstate that provides connections from the east to west. The City of Lordsburg can be accessed by three interchanges along I-10. The easternmost and westernmost exits connect to Motel Drive. The middle exit takes vehicular traffic to Main Street.

#### Arterials

Arterial streets are designed to carry higher traffic volumes through the City. These roadways are frequently access managed, minimizing roadside access to facilitate the highest level of traffic operations.

Major arterials such as Motel Drive and Main Street provide interconnected access for all modes of transportation (vehicular, pedestrian and bicycle) throughout the city and are the commercial corridors.



## TRANSPORTATION ELEMENT

### *Collectors*

Collector streets are the accumulation of local streets and take lower volumes of traffic than arterial streets to local destinations, such as grocery stores and schools. Animas Street and Fourth Street are all examples of collectors in Lordsburg.

### *Local*

Local streets serve properties abutting the public right of way and are low volume streets. Residential neighborhood streets are local streets.

Streets and roadways designated as interstate, state highway or state route are owned and maintained by the New Mexico Department of Transportation (NMDOT). All other streets are owned and maintained by the City of Lordsburg.

### *Funding*

Funding is critical to the development of the City. Funding sources in recent years have dried up, and cities all over the country are seeking alternative funding mechanisms to maintain and construct infrastructure. Some examples of funding are listed below

### *Special Appropriations Project Funds (SAP)*

The Special Appropriations project monies are funded by General Fund (GF), Capital Projects Fund (CP), or by the proceeds generated by the sale of Severance Tax Bonds (STB). For projects funded through the General Fund, the money is available immediately upon enactment of the law, if an emergency clause is present. If the law does not provide an emergency clause, the monies become available on July 1st of the appropriating year, which is the beginning of the state fiscal year. STB monies are not available until the bonds are sold, which can take up to six months from the end of the Legislative session. Municipalities, counties, special districts, Indian tribes, and water and/or wastewater mutual domestic associations are all eligible entities.

### *NMDOT Safety Program*

NMDOT Highway Safety Improvement Program Funds are a reoccurring annual 100% federally and state funded program with projects vetted through the local regional planning organization. Funding request includes costs for multiple phases such as survey, design, right of way, utility relocations and construction, list the estimated costs associated with each phase. The application requires that a brief description of the existing conditions demonstrate a safety problem. This section can be superseded by a formal study or report attached to the application. If no formal study or report exists, a discussion on the safety analysis completed may also be provided. Proposed improvements or counter measures proposed to improve the safety conditions is required.

## TRANSPORTATION ELEMENT

### *Municipal Arterial Program (MAP)*

The MAP assists municipalities to construct and reconstruct streets that are principal extensions of the rural state highway system and other streets which qualify under criteria established by the New Mexico Department of Transportation.

Cooperative Agreements Program (COOP) - The COOP assists public entities to improve, construct, maintain, repair and pave public highways and streets. The funds may also be used for acquisition of rights-of-ways or for materials for the construction and improvement of ROW. The local entities must provide a 25 percent match for the project.

### *Safe Routes to School (SRTS)*

SRTS funding begins with Phase 1 which is development of a SRTS Action Plan that identifies needed infrastructure improvements and other components that will encourage walking and bicycling to school. After Phase 1 has been completed, Phase 2, the implementation phase, can begin. Applicants can apply for funding for infrastructure projects identified in Phase 1. Infrastructure projects can include traffic calming, pedestrian and bicycle crossing improvements and sidewalk improvements.

## Transportation Goals and Strategies

GOAL 1: PROMOTE LORDSBURG AS A MULTI-MODAL TRANSPORTATION HUB THAT INCREASES LIVABILITY.

Strategy 1: Work with NM DOT and FAA to improve the airport terminal, AMTRAK to improve passenger rail facilities, and Corre Caminos Transit District and Greyhound to improve transit and bus facilities. A Multi-modal Center should be developed to consolidate the ground transportation connections.

Strategy 2: Survey residents on transportation needs, including destinations and frequency, and explore creating a ride-share service to supplement transportation availability during the development of full public transportation services.

Strategy 3: Pursue funding sources and partner with other jurisdictions in establishing a shuttle transit system with increased scheduled trips between Lordsburg and adjacent communities.

GOAL 2: MAINTAIN AND IMPROVE THE MULTI-MODAL LEVEL OF SERVICE ON THE INTERSTATE, HIGHWAY, AND NEIGHBORHOOD STREET NETWORK.

Strategy 4: Increase coordination with the SW Regional Planning Organization (RPO), NMDOT and FHWA to ensure public safety and begin implementation of the STIP (State Transportation Improvement Plan) and State and local priorities.

## TRANSPORTATION ELEMENT

Strategy 5: Develop Roadway Management and Maintenance Priorities that evaluate the condition of the streets and pedestrian facilities and develops a maintenance program that addresses safety and air quality.

Strategy 6: Pursue other sources of funding for roadway improvements including improvement districts, assessment districts, state and federal grants, cost-sharing agreements, bonds, and development impact fees. Consider funds for pavement repair with utility grant applications.

**GOAL 3: IMPROVE PEDESTRIAN AND BICYCLE ACCESS AND SAFETY WITH QUALITY SIDEWALKS, BIKE LANES, AND ADA ACCESSIBILITY.**

Strategy 7: Identify locations to place signalization and signage, such as medians, yield signs, stop signs, or children at play signs, to improve safety.

Strategy 8: Evaluate the existing street and pedestrian system, assess needs and safety functions including ADA requirements, and develop a functional system of pathways and trails for pedestrians and bicyclists. Rehabilitate established pedestrian paths along streets as the core of the system, and include bike and pedestrian facilities in street improvement projects.

Strategy 9: Institute options available to improve pedestrian safety, such as street furnishings, to enhance the walking environment; roadway narrowing or other traffic calming techniques; policies that address street clutter and line of sight issues; crosswalks and crossing enhancements; roadway lighting improvements, and creating a Safe Routes to School (SR2S program).

**GOAL 4: ENCOURAGE THE USE OF PUBLIC TRANSIT TO REDUCE GREENHOUSE GAS EMISSIONS.**

Strategy 10: Increase public transit routes, RideShare, Park and Ride, and develop greater accessibility to these routes.

Strategy 11: Develop land-use patterns that support a transportation system that focuses on expanding multi-modal opportunities, connectivity, and decreasing vehicle miles travelled.



## HAZARDS MITIGATION ELEMENT

### Hazards Mitigation Existing Conditions

Hazards Mitigation addresses multiple natural and human-caused emergencies and hazards which may endanger the health, safety, and welfare of the residents of Lordsburg. The terrorist attacks of September 11, 2001 and the subsequent creation of the US Department of Homeland Security focused attention on these threats, resulting in funding for communities to plan for and implement actions for hazard mitigation.

Severe weather, flooding, drought, wildfires, dust storms, earthquakes, and human-caused hazards, such as hazardous materials releases, are potential risks. Of these, the County, and by default the City, is most susceptible to fire, flooding, and drought, according to *Draft Hazard Mitigation Plan for Hidalgo County* dated September 3, 2003.

The Plan assesses and proposes mitigation actions for wildfire; drought; flooding; human-caused hazards, including terrorism and radiological hazardous materials transportation; and other hazards including severe weather and earthquakes. A priority mitigation action in the Plan is establishing a comprehensive communication network which would reduce potential loss of life and damage to community assets from all hazards. The Hazard Mitigation Plan also recommends several mitigation actions aimed at prevention of all hazards, including public education and intra-governmental partnerships, such as between the City and the County.

*2010 New Mexico Hazard Mitigation Plan* by the New Mexico Department of Homeland Security and Emergency Management lists floods, storms, wind or heat as the highest ranking natural hazard risks for Hidalgo County, with drought and wildfire considered medium risks. Social, economic and physical vulnerabilities are also considered in this plan. The “non-hazard” vulnerabilities ranked highest include social vulnerability and structural type vulnerability. The social vulnerability rating took into account the county’s high poverty rate and the high percentage of the population under 18 or over 65; those considered as the most vulnerable populations expected to require greater resources in the event of an emergency. Structure type vulnerability considers that the large number of older structures in the county may be in poor condition, therefore more prone to damage by wind and storms.

Currently Lordsburg is participating in a series of planning meetings of the Local Emergency Planning Committee. The Committee is working to coordinate the emergency response efforts of multiple jurisdictions and agencies to risks and vulnerabilities in the region.

### *Drought*

New Mexico typically experiences drought about every ten (10) years. The decade preceding this plan update has been unusually dry and climate models suggest the trend may continue. Droughts in Lordsburg reduce water supplies used for human consumption, livestock, firefighting, recreation and wildlife, and also affect water quality. Water conservation is a primary tool to protect the City from the impacts of drought.



## HAZARDS MITIGATION ELEMENT

### *Fire*

The Lordsburg fire department provides fire protection for the City. Structure fires pose more of a threat to Lordsburg than wildfires. Wildfire is an uncontrolled fire fueled by vegetation, possibly threatening community assets. Although wildfires may occur anytime, they occur most frequently during extended periods of dry weather, a condition common in Lordsburg. In 2011, forest fires in New Mexico and Arizona burned uncontrolled for weeks, costing millions of dollars to fight and destroying property.

### *Flooding*

Flood vulnerability assessments are typically described in terms of community assets that lie in the path of floods. The impacts of flash flooding are exacerbated by wildfire, drought and development (roads etc.), which reduce vegetative cover and expose the soil further. The topography surrounding Lordsburg reduces its vulnerability to severe flash flooding, which is most likely to occur in drainages that receive runoff from watersheds with steep slopes and narrow stream valleys.

### *Human-Caused Hazards*

Terrorism and hazards created by human error are difficult to predict or prevent because they can occur anywhere. In the case of Lordsburg, potential hazards relate to hazardous materials transportation through the county on Interstate 10 and the rail line.

Human-caused hazards are best mitigated by focusing on key facilities and emergency service providers and by working cooperatively with other local, state and federal agencies in preparation for potential hazards.

### *Other Hazards*

Unlike wildfires and floods, which are typically concentrated in one area, severe wind and weather hazards would likely affect the entire County or region. Dust storms are a frequently recurring hazard, creating exceptional safety concerns along Interstate 10. The risk of tornado and earthquake is considered low in the City. Efforts to protect against severe weather may focus on identifying individual structures and critical facilities that are vulnerable to severe weather, on public education, and on improvements to building regulations.

## HAZARDS MITIGATION ELEMENT

### Hazards Mitigation Goals and Strategies

GOAL 1. REDUCE POTENTIAL LOSS OF LIFE AND DAMAGE TO EXISTING COMMUNITY ASSETS, INCLUDING STRUCTURES, CRITICAL FACILITIES AND INFRASTRUCTURE FROM ALL NATURAL AND HUMAN-CAUSED HAZARDS SUCH AS WILDFIRES, FLOODING, DROUGHT, SEVERE WEATHER, EARTHQUAKES AND CONTAMINANTS.

Strategy 1: Update the Lordsburg Emergency Operations and Hazards Mitigation Plans, including development of an all-hazard emergency notification system and assess the vulnerability of critical infrastructure facilities and structures in hazard-prone areas as coordinated by the Local Emergency Planning Committee.

Strategy 2: Develop a storm water management plan that addresses flood protection and erosion control and leads to implementation of soil stabilization and flood control projects such as dikes and culverts.

Strategy 3: Develop the ICIP (Infrastructure capital improvement plans) to identify and seek local, state and federal funding for priority emergency management and hazard mitigation projects and equipment.

Strategy 4: Implement a public education campaign to inform residents on hazard mitigation topics such as wildfire prevention through defensible space creation, vegetation management and fuel reduction; flood protection through on-site retention and purchase of flood insurance.

GOAL 2. IDENTIFY HAZARD AREAS AND DISCOURAGE FUTURE DEVELOPMENT IN THE HIGH HAZARD AREAS.

Strategy 5: Identify and map hazard-prone areas such as floodplains and infrastructure, as well as structures and critical facilities located in these areas, and implement a review and approval process for new development within the City, considering flooding and other risks.

Strategy 6: Adopt land use regulations that limit development in areas such as airport high noise contours and clear zones, and in floodplains, and incorporate more stringent development standards in high hazard areas, appropriate to the specific type of development proposed.

GOAL 3. DEVELOP A LOCAL AND RAPID RESPONSE TO EMERGENCY AND HAZARDOUS THREATS.

Strategy 7: Create a public information campaign to publicize disaster risks along with the benefits and techniques for mitigation, especially fire and flood hazards.

Strategy 8: Coordinate with New Mexico State Police, the Hidalgo County Sheriff's Department, fire and rescue departments and the Lordsburg School District, to designate "safe buildings" with food and shelter provisions for residents to occupy in response to emergency hazards.

## HAZARDS MITIGATION ELEMENT

Strategy 9: Coordinate with NMDOT on advanced weather warning system, such as Intelligent Transportation Systems (ITS), on state and federal highways.

GOAL 4. REDUCE THE RISKS OF A POSSIBLE HAZMAT INCIDENTS INVOLVING INTERSTATE TRANSPORT OF HAZARDOUS MATERIAL.

Strategy 10: Provide Fire Departments training to obtain HAZMAT Technician Training and secure needed HAZMAT equipment.

Strategy 11: Establish a local hazardous material route in the Lordsburg area to ensure that local residents' exposure to the potential of a hazardous material release is minimized.



## IMPLEMENTATION ELEMENT

### Comprehensive Plan Implementation

#### COMPREHENSIVE PLAN ADMINISTRATION, AMENDMENT AND UPDATE

The City of Lordsburg Comprehensive Plan is intended to be a dynamic document that should be implemented and reviewed on a continuous basis. As priorities and conditions change, so should these changes be reflected in the Plan. There should be a formal update of the City of Lordsburg Comprehensive Plan every five years, using updated information from the Census and other sources of socio-economic and geographic data. The Lordsburg City Councilors will appoint a Comprehensive Plan Task Force for the formal Plan Update process that will include, but is not limited to, representatives from business and real estate interests, ranching/agriculture, water interests and neighborhood residents.

#### IMPLEMENTATION STRATEGY ACTIONS AND PRIORITIES

The Lordsburg City Councilors should appoint an Implementation Committee that will be represented by stakeholders in the community. The role of the Implementation Committee will be to coordinate, facilitate and direct the implementation of the strategies prioritized by the City Councilors and community. The Committee will report directly to the City Councilors on their activities and provide recommendations on the capital improvement plan, and legislative budget requests and initiatives.

#### STRATEGIC ACTIONS

- *Prepare and adopt the Local Economic Development Act (LEDA) ordinance with an Economic Development Plan that can provide opportunities for public/private partnerships.*
- *Apply to the New Mexico MainStreet Program to become an Emerging MainStreet Community in association with the "Save the Enrichment Center" Steering Committee.*
- *Create a City of Lordsburg website that has interactive elements, pages, and links to affiliated websites. Place highlights of community, government, and businesses on home page and create specific pages for these elements.*
- *In collaboration with Hidalgo County, jointly fund an Economic Development coordinator/manager that is responsible for responding to recruiting opportunities and implementing the strategies that have been developed in economic development plans*

The Implementation strategies for each Element were prioritized by the City residents at the community meeting in November, 2011. Following a review and revision of all the strategies within an Element, the residents placed dots (limited to ten dots for the 93 total strategies recommended in the plan) on those strategies most important to them. By having to make a choice in selecting a limited number of strategies, those strategies with the highest number of dots were determined to be of higher priority. Issues of sequencing, funding availability and a coordination of activities were also considered in establishing priorities. The following are the Community's Priority Strategies, listed in order of priority.

IMPLEMENTATION ELEMENT

COMMUNITY'S PRIORITY STRATEGIES:

*1: Develop a Performing Arts Theater and support/promote events such as "Discover Hidalgo Days", the former "Tejano Fiesta" and create other cultural events in the downtown area to promote retail businesses.*

*2: Improve the scenic and visual impression of Lordsburg by organizing scheduled clean and pick-up days and a City-wide beautification effort that removes weeds and litter.*

*3: Work closely with the County, WNMU, and NM Tech to assess future skills needed that will lead to creating specific education fields of study and programs.*

*4: Promote and allow greater housing density to encourage in-fill and retain young adults in the community.*

*5: Develop an inventory of abandoned buildings and enforce property owners to rehabilitate or demolish abandoned buildings and offer information on rehabilitation assistance programs.*

*6: Develop Roadway Management and Maintenance Priorities that evaluate the condition of the streets and pedestrian facilities and develops a maintenance program that addresses safety and air quality.*

*7: Prepare and adopt a Vacant Building Maintenance ordinance that allows the city to annually inspect and ensure that vacant buildings meet fire and safety codes.*

*8: Develop an action plan with Hidalgo County, SWNMCOG, and the New Mexico Economic Development Department to create opportunities for business recruitment and expansion.*

*9: Promote archery/hunting opportunities and educate archers at community events; also, seek archery/hunting supplies manufacturers that may want to locate in Lordsburg.*

*10: Explore expansion of the Special Events Center for fitness, music, arts, and expanded continuing education.*

*11: Seek federal and state funding for rehabilitation activities, e.g. through the New Mexico Mortgage Finance Authority, USDA rural housing and CDBG.*

*12: Develop jointly with the Hidalgo Learning Center and the SWNMCOG a program for long term job creation and workforce development, such as prepare an assessment of available workforce skills in the city.*

*13: Work with the County through capital improvements plans and grant writing, seek state and federal funding for the Hidalgo County Health facilities to provide extended hour pharmacy and urgent care facilities.*

APPENDICES



APPENDICES

ADVERTISEMENT FOR THE FIRST COMMUNITY WORKSHOP, OCTOBER 11, 2011



*What's your vision of Lordsburg's future?*



*Refreshments!*

**Come and provide your  
concerns and aspirations for the  
2011 City of Lordsburg  
Comprehensive Plan Update**

Join us on  
**Tuesday, Oct. 11  
6 - 8 p.m.**

**Lordsburg City Hall  
Council Chambers**  
409 W Wabash St.

For additional information or special needs, contact Charlie Deans @ 505-508-3361, [charlie@communitybydesign.biz](mailto:charlie@communitybydesign.biz) or Belinda Chavez, Lordsburg City Clerk @ 575-542-3421, [cityclerk@lordsburg.org](mailto:cityclerk@lordsburg.org).  
Funding for the City of Lordsburg Comprehensive Plan Update is made possible by a CDBG planning grant through the Southwest New Mexico Council of Governments from the NM Department of Finance and Administration.



APPENDICES

ADVERTISEMENT FOR THE SECOND COMMUNITY WORKSHOP, NOVEMBER 29, 2011

**Drop by anytime between 5:30 - 7:30 p.m.  
Tuesday, November 29 James H. Baxter Civic Center  
313 E 4th St.**



**Come and provide your direction and priorities  
to the City on:**

- **Land Use**
- **Economic Development**
- **Community Facilities**
- **Housing**

Copies of the City Lordsburg Vision and Goals  
are available for review at the Lordsburg City Hall and  
on the [www.lordsburghidalgocounty.net](http://www.lordsburghidalgocounty.net) website.



For additional information or special needs, contact Charlie Deans @ 505-508-3361, [charlie@communitybydesign.biz](mailto:charlie@communitybydesign.biz)  
or Belinda Chavez, Lordsburg City Clerk @ 575-542-3421, [cityclerk@lordsburg.org](mailto:cityclerk@lordsburg.org).  
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## APPENDICES

### *RESULTS OF COMMUNITY PRIORITIZATION OF ALL STRATEGIES*

Number in parentheses represents the total number of votes for that strategy

#### **LAND USE GOALS AND STRATEGIES**

##### **GOAL 1. CREATE LAND USE PATTERNS THAT ARE BENEFICIAL TO BOTH THE SOCIAL AND ECONOMIC HEALTH AND WELL-BEING OF THE CITIZENS.**

*(2) Strategy 1. Enforce the existing zoning code and nuisance ordinances, and update standards as necessary to ensure compliance is enforceable.*

*(1) Strategy 2. Amend the City's zoning code to include a Mixed Use district that allows retail, residential and office uses to occur within the same parcel/building when meeting appropriate standards for setbacks, building heights, pedestrian access, and parking. .*

*Strategy 3. Initiate annexation of an area when the fiscal impacts, and health, safety and welfare considerations, are of benefit to the city.*

##### **GOAL 2. ENCOURAGE THE DEVELOPMENT OF LAND SERVICED BY EXISTING INFRASTRUCTURE FOR RENEWABLE ENERGY USE, INDUSTRIAL, COMMERCIAL, RESIDENTIAL, AND RECREATIONAL USES.**

*Strategy 4. Develop a Growth Management Plan that directs development to areas where adequate services and infrastructure exist such as principal arterials, major intersections, community facilities and infrastructure.*

*Strategy 5. Establish development impact fees on new developments to finance roads, infrastructure and public safety that are needed as a result of the new development.*

##### **GOAL 3. PRESERVE AND ENHANCE THE NATURAL, VISUAL, AND HISTORICAL/CULTURAL RESOURCES PRESENT BY MAINTAINING AND ENFORCING ITS OVERALL COMMUNITY CHARACTER.**

*(2) Strategy 6. Inventory/survey historic and traditional buildings and features for NM Cultural properties designation. Identify other programs and incentives for owners of historic and cultural properties to apply for preservation and restoration resources and property tax credits available from state and national sources.*

*(17) Strategy 7. Improve the scenic and visual impression of Lordsburg by organizing scheduled clean and pick-up days and a City-wide beautification effort that removes weeds and litter.*

*Strategy 8. Establish a façade improvement program to provide grants or low-interest loans to business owners who want to revitalize their building facades.*

*(5) Strategy 9. Attract residents and tourists to the Downtown area through way-finding signage that reflects the area's character.*

##### **GOAL 4. ENCOURAGE INFILL DEVELOPMENT ON VACANT LOTS OR THROUGH REDEVELOPMENT OF ABANDONED OR DILAPIDATED PROPERTIES.**

## APPENDICES

*(3) Strategy 10. Adopt a Metropolitan Redevelopment Area (MRA) Plan as per the State's Redevelopment Code that provides municipalities with additional economic development tools for revitalization.*

*(2) Strategy 11. Create incentives for infill development, such as fee waivers, expedited development review, reducing parking requirements, and providing density bonuses.*

*(12) Strategy 12. Prepare and adopt a Vacant Building Maintenance ordinance that allows the city to annually inspect and ensure that vacant buildings meet fire and safety codes.*

### ECONOMIC DEVELOPMENT GOALS AND STRATEGIES

#### **GOAL 1. DIVERSIFY THE ECONOMY BY EXPANDING AND RETAINING EXISTING BUSINESSES AND RECRUITING A VARIETY OF BUSINESS TYPES.**

*(3) Strategy 1: Develop in conjunction with the Chamber of Commerce an inventory of businesses and related assets that serve as economic drivers and will help in recruiting new businesses.*

*Strategy 2: Conduct a feasibility and market study to create a small business incubator, such as the Enrichment Center in partnership with a private developer or non-profit organization...*

*(10) Strategy 3: Develop an action plan with Hidalgo County, SWNMCOG, and the New Mexico Economic Development Department to create opportunities for business recruitment and expansion.*

*(1) Strategy 4: Prepare marketing and promotional materials that can be distributed in a variety of formats (electronic and hardcopy). Make these materials available on the Hidalgo County, Lordsburg-Hidalgo County Chamber of Commerce and other local public entity websites.*

#### **GOAL 2. SUPPORT LOCAL AGRICULTURE AND PROVIDE OPPORTUNITIES FOR VALUE-ADDED BUSINESSES.**

*(1) Strategy 5: Create a commercial kitchen for small businesses and entrepreneurs that want to create "Made in Hidalgo/Lordsburg" branding for locally-made products.*

*(3) Strategy 6: Encourage restaurants and the school district to purchase and promote locally-produced foods in their menus.*

#### **GOAL 3. EXPAND AND ENHANCE OPPORTUNITIES FOR QUALITY EDUCATION AND TRAINING FOR CITY'S RESIDENTS.**

*(16) Strategy 7: Work closely with the County, WNMU, and NM Tech to assess future skills needed that will lead to creating specific education fields of study and programs.*

*(8) Strategy 8: Develop jointly with the Hidalgo Learning Center and the SWNMCOG a program for long term job creation and workforce development, such as prepare an assessment of available workforce skills in the city.*

## APPENDICES

### **GOAL 4. ENCOURAGE TOURISM THAT FOCUSES ON THE CITY'S CULTURAL HERITAGE AND HISTORICAL RESOURCES.**

*(1) Strategy 9: Emphasize mining, ranching and railroad, aviation, and internment camp as cultural heritage elements; create historic road signs and use the Lordsburg Chamber of Commerce and NM Visitor Information Center to promote these elements.*

*(1) Strategy 10: Work with local hotels and motels to create tourism packages to encourage visitors to extend their overnight stays.*

*(10) Strategy 11: Promote archery/hunting opportunities and educate archers at community events; also, seek archery/hunting supplies manufacturers that may want to locate in Lordsburg.*

*(3) Strategy 12: Work with owners of historic places, such as Shakespeare, Steins, and the Lordsburg Internment site, to make these places more attractive for tourists to visit; such as consistent operating hours and improved wayfinding signage to the sites.*

*(1) Strategy 13: Develop regional programs/events to attract outdoor enthusiasts that complement the assets of the area.*

*Strategy 14. Develop self-guided promotional materials that identify the City's unique architectural buildings, historic features and Museum.*

### **GOAL 5. PROMOTE ARTS AND CULTURAL ENTERPRISES AND EVENTS.**

*(3) Strategy 15: Support the film industry and promote the city and county as ideal film locations.*

*(20) Strategy 16: Develop a Performing Arts Theater and support/promote events such as "Discover Hidalgo Days", the former "Tejano Fiesta" and create other cultural events in the downtown area to promote retail businesses.*

*Strategy 17: Work with the NM Tourism and Cultural Affairs Departments to better promote the city in the state marketing and tourism programs.*

### **GOAL 6. ENCOURAGE OPPORTUNITIES FOR ENTREPRENEURSHIP AND HOME-BASED BUSINESSES.**

*Strategy 18: In conjunction with Hidalgo County, promote the creation of home-based businesses as well as basic business education.*

*(2) Strategy 19: Publicize local success stories to motivate local citizens to create small businesses.*

### **GOAL 7. DEVELOP A REGIONAL FRAMEWORK TO COOPERATE EFFICIENTLY WITH LOCAL GOVERNMENTS, NON-PROFIT ORGANIZATIONS, HIGHER EDUCATION INSTITUTIONS AND PRIVATE SECTOR PARTNERS TO CREATE LONG-TERM QUALITY JOBS AND A SKILLED WORKFORCE.**

## APPENDICES

*(1) Strategy 20: Participate in, build on, and implement the “Stronger Economies Together” (SET) Strategic Plan as it is developed over the next year.*

*Strategy 21: Develop in conjunction with Hidalgo County and the Southwest New Mexico Regional Development Partnership an assessment of unfulfilled business needs, and then conduct a market analysis and strategic plan to identify potential opportunities.*

*Strategy 22: Apply to the NM MainStreet Program to become an Emerging MainStreet Community in association with the “Save the Enrichment Center” Steering Committee.*

### **GOAL 8. EXPAND COMMERCIAL REAL ESTATE OPPORTUNITIES FOR BUSINESS AND ECONOMIC DEVELOPMENT IN THE CITY.**

*(5) Strategy 23: Develop an inventory of land that may be used for commercial real estate in order to attract potential investors.*

*(1) Strategy 24: Provide incentives to develop the airport and the land surrounding to developers for a business/light industrial park.*

*(1) Strategy 25: Prepare and adopt the Local Economic Development Act (LEDA) ordinance with an Economic Development Plan that can provide opportunities for public/private partnerships.*

### **GOAL 9. ATTRACT AND SUPPORT INDUSTRY AND MANUFACTURING USES, SUCH AS RENEWABLE ENERGY PRODUCTION/GENERATION.**

*(5) Strategy 26: Identify light industries that could provide services to the renewable energy industry.*

*(1) Strategy 27: Work in conjunction with Hidalgo County to identify potential investors and collaborate on land and access opportunities.*

### **GOAL 10. PROMOTE THE INFORMATION/TECHNOLOGY INFRASTRUCTURE ADVANCEMENTS IN THE CITY.**

*(2) Strategy 28: Create an official City of Lordsburg website that has interactive elements, pages, and links to affiliated websites. Place highlights of community, government, and businesses on home page and create specific pages for these elements.*

*Strategy 29: Create a “business attraction page” within the City of Lordsburg website to detail the information and infrastructure assets available as a way to attract businesses. Borrow elements such as the “Featured Organization” list on Hidalgo County website and affiliated websites.*

*Strategy 30: Promote distance learning opportunities available through Western New Mexico University and the available high-speed internet access.*



## APPENDICES

### HOUSING GOALS AND STRATEGIES

#### **GOAL 1. PROVIDE FOR ADEQUATE HOUSING OPPORTUNITIES FOR ALL OF THE CITIZENS.**

*(2) Strategy 1: Encourage the local bank to make loans to homeowners to refinance or make home improvements or new mortgages.*

*Strategy 2: Allow accessory dwelling units (i.e., “mother-in-law” units) on appropriate lots as a permitted use in the zoning code.*

*(16) Strategy 3: Promote and allow greater housing density to encourage in-fill and retain young adults in the community.*

*Strategy 4. Consider city-owned buildings for an affordable/work force housing development in partnership with a private developer or non-profit organization.*

*Strategy 5. Work with the Lordsburg Housing Authority, Playas Training and Research Center, Region V Housing Authority (Silver City), Southwest Regional Housing and Community Development Corporation (Deming), to collaborate on affordable, special needs population (seniors and persons with disabilities) and workforce housing needs. Involve the Lordsburg Hidalgo Senior Citizens group in senior housing and rehab needs assessments.*

*Strategy 6. Work with the developers/realtors who started but have not completed apartment upgrade and townhome projects in north Lordsburg and south Lordsburg, respectively, to complete these projects. If possible, assist them with marketing these housing units and/or provide them incentives to serve affordable housing needs.*

#### **GOAL 2. ENSURE THAT NEW HOUSING UNITS PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE OCCUPANTS AND SUPPORT AND ENCOURAGE REHABILITATION AND REPLACEMENT OF SUBSTANDARD HOUSING.**

*(15) Strategy 7: Develop an inventory of abandoned buildings and enforce property owners to rehabilitate or demolish abandoned buildings and offer information on rehabilitation assistance programs.*

*(9) Strategy 8: Seek federal and state funding for rehabilitation activities, e.g. through the New Mexico Mortgage Finance Authority, USDA rural housing and CDBG.*

*(1) Strategy 9: Work with Southwest Regional Housing and Community Development Corporation (located in Deming) to coordinate rehabilitation assessments.*

#### **GOAL 3. WORK COOPERATIVELY WITH THE COUNTY, RURAL COMMUNITIES, NON-PROFIT ORGANIZATIONS, HIGHER EDUCATION INSTITUTIONS, AND PRIVATE SECTOR TO CREATE AFFORDABLE AND WORK FORCE HOUSING.**

*Strategy 10: Prepare an Affordable Housing Plan and create partnerships between public and non-profit agencies such as the Lordsburg Housing Authority, Region V Housing Authority and the Truth or*



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*Consequences Housing Authority and private developers to provide incentives to build affordable housing.*

*Strategy 11: Provide incentives to developers to promote affordable home ownership.*

*Strategy 12: Provide financial literacy and homebuyer education classes.*

### **GOAL 4. ENCOURAGE INNOVATIVE AND EFFICIENT BUILDING MATERIALS AND TECHNIQUES IN ALL RESIDENTIAL STRUCTURES THROUGH SUSTAINABLE DEVELOPMENT PRACTICES.**

*Strategy 13: Conduct classes on energy audits at Hidalgo Learning Center, in partnership with Western New Mexico University.*

*(3) Strategy 14: Encourage not-for-profit to salvage usable materials for reuse and recycling in community projects.*

*(3) Strategy 15: Involve youth organizations (for example, Bootheel Youth Association) in residential weatherization and remodeling activities.*

### **GOAL 5. ENCOURAGE COMMUNITY IMPROVEMENT EVENTS TO INSTILL NEIGHBORHOOD PRIDE AND BEAUTIFICATION.**

*Strategy 16: Encourage the City and the Chamber of Commerce to promote and recognize "Neighborhood of the Month" after clean-up/rehabilitation to instill pride in community.*

*(6) Strategy 17: Establish a regular schedule for community cleanups, and involve youth organizations in the cleanup efforts.*

## **TRANSPORTATION GOALS AND STRATEGIES**

### **GOAL 1: PROMOTE LORDSBURG AS A MULTI-MODAL TRANSPORTATION HUB THAT INCREASES LIVABILITY.**

*(6) Strategy 1: Work with NM DOT and FAA to improve the airport terminal, AMTRAK to improve passenger rail facilities, and Corre Caminos Transit District and Greyhound to improve transit and bus facilities. A Multi-modal Center should be developed to consolidate the ground transportation connections.*

*(1) Strategy 2: Survey residents on transportation needs, including destinations and frequency, and explore creating a ride-share service to supplement transportation availability during the development of full public transportation services.*

*(4) Strategy 3: Pursue funding sources and partner with other jurisdictions in establishing a shuttle transit system with increased scheduled trips between Lordsburg and adjacent communities.*

### **GOAL 2: MAINTAIN AND IMPROVE THE MULTI-MODAL LEVEL OF SERVICE ON THE INTERSTATE, HIGHWAY, AND NEIGHBORHOOD STREET NETWORK.**

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*Strategy 4: Increase coordination with the SW Regional Planning Organization (RPO), NMDOT and FHWA to ensure public safety and begin implementation of the STIP (State Transportation Improvement Plan) and State and local priorities.*

*(14) Strategy 5: Develop Roadway Management and Maintenance Priorities that evaluate the condition of the streets and pedestrian facilities and develops a maintenance program that addresses safety and air quality.*

*Strategy 6: Pursue other sources of funding for roadway improvements including improvement districts, assessment districts, state and federal grants, cost-sharing agreements, bonds, and development impact fees. Consider funds for pavement repair with utility grant applications.*

### **GOAL 3: IMPROVE PEDESTRIAN AND BICYCLE ACCESS AND SAFETY WITH QUALITY SIDEWALKS, BIKE LANES, AND ADA ACCESSIBILITY.**

*(3) Strategy 7: Identify locations to place signalization and signage, such as medians, yield signs, stop signs, or children at play signs, to improve safety.*

*(2) Strategy 8: Evaluate the existing street and pedestrian system, assess needs and safety functions including ADA requirements, and develop a functional system of pathways and trails for pedestrians and bicyclists. Rehabilitate established pedestrian paths along streets as the core of the system, and include bike and pedestrian facilities in street improvement projects.*

*Strategy 9: Institute options available to improve pedestrian safety, such as street furnishings, to enhance the walking environment; roadway narrowing or other traffic calming techniques; policies that address street clutter and line of sight issues; crosswalks and crossing enhancements; roadway lighting improvements, and creating a Safe Routes to School (SR2S program).*

### **GOAL 4: ENCOURAGE THE USE OF PUBLIC TRANSIT TO REDUCE GREENHOUSE GAS EMISSIONS.**

*Strategy 10: Increase public transit routes, RideShare, Park and Ride, and develop greater accessibility to these routes.*

*Strategy 11: Develop land-use patterns that support a transportation system that focuses on expanding multi-modal opportunities, connectivity, and decreasing vehicle miles travelled.*

## **INFRASTRUCTURE/COMMUNITY FACILITIES GOALS AND STRATEGIES**

### **GOAL 1: CONTINUE THE REPLACEMENT, REHABILITATION AND EXPANSION OF THE GAS, WATER, AND WASTEWATER INFRASTRUCTURE.**

*Strategy 1: Rehabilitate and regionalize with adjacent water system provider (Glen Acres) to provide economy of scale in operation of water treatment systems.*

*Strategy 2: Design and fund service extensions as needed to address inadequacies and provide for future growth. Consider requiring developer participation in project-specific extensions.*

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*(1) Strategy 3: Continue to obtain water rights and associated water supplies to provide water for the future growth of the community through an appropriate water policy that outlines the strategies for increasing both potable and non-potable water supply.*

*Strategy 4: Pursue funding from NM Water Trust Board, NM Legislature, CDBG, EPA, Border Environment Cooperation Commission, Colonias Trust Fund, USDA Rural Development, the New Mexico Finance Authority, and other sources, for water and wastewater system improvements.*

*Strategy 5: Review and amend Subdivision and Development regulations to include infrastructure and road improvements and regularly review Design Standards for all infrastructure improvements. Establish performance standards for utilities to ensure they adequately meet the public's needs.*

### **GOAL 2: MAINTAIN A HIGH QUALITY POTABLE WATER SUPPLY TO MEET PRESENT AND FUTURE DEMANDS.**

*(7) Strategy 6: Educate the community on water conservation and recycling techniques through community events such as water fairs, free workshops or other means to raise awareness of the issues related to water conservation. Workshop topics might include design and use of gray water systems, low flow fixtures, and proper settings for automated irrigation systems.*

*Strategy 7: Develop customized educational literature regarding water conservation for insertion in City utility bills or research and use published material available from other sources.*

*Strategy 8: Institute rebates or other incentives for water conservation measures (low flow fixtures, front loading washing machines, and water conserving xeriscapes).*

*(1) Strategy 9: Identify opportunities for use of treated effluent for irrigation of public facilities; develop tertiary wastewater treatment facilities and a distribution system. Encourage new development to install "purple pipe", graywater, or distribution systems for non-potable/reuse sources.*

### **GOAL 3: IMPROVE, MAINTAIN AND EXPAND FACILITIES FOR BOTH PASSIVE AND ACTIVE RECREATIONAL AND EDUCATIONAL NEEDS.**

*(1) Strategy 10: Redevelop the City's existing recreational facilities and expand the existing JPA with the Lordsburg Municipal School District for joint-use recreational facilities, and create a Recreational Facilities Board.*

*Strategy 11: Prepare a Parks and Recreation Needs Assessment/Master Plan to determine existing deficiencies and future facility needs and funding sources.*

*(10) Strategy 12: Explore expansion of the Special Events Center for fitness, music, arts, and expanded continuing education.*

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### **GOAL 4: MAINTAIN AND IMPROVE THE CONDITION, ACCESSIBILITY AND ENERGY EFFICIENCY OF GOVERNMENTAL BUILDINGS AND FACILITIES.**

*Strategy 13: Perform assessment of governmental building and facilities to document current condition, ADA conformance, and energy efficiency audit.*

*Strategy 14: Develop capital improvement plan for the upgrade and rehabilitation of governmental buildings and facilities and the funding plan including bonds, public funding mechanisms, and private lease options.*

### **GOAL 5: SUPPORT THE IMPROVEMENT AND ACCESSIBILITY OF HEALTH CARE FACILITIES AND SERVICES.**

*(8) Strategy 15: Work with the County through capital improvements plans and grant writing, seek state and federal funding for the Hidalgo County Health facilities to provide extended hour pharmacy and urgent care facilities.*

*Strategy 16. Consider privatizing the healthcare facility system.*

*(6) Strategy 17: Provide City and/or County property as an incentive for the development of healthcare facilities.*

### **GOAL 6: PURSUE RENEWABLE ENERGY SELF-SUFFICIENCY.**

*Strategy 18: Pursue funding and technical assistance from NM EDD about renewable energy generation.*

*(1) Strategy 19: Work with WNMU and PNM to educate homeowners on renewable energy benefits, incentives and credits.*

## **HAZARDS MITIGATION GOALS AND STRATEGIES**

### **GOAL 1. REDUCE POTENTIAL LOSS OF LIFE AND DAMAGE TO EXISTING COMMUNITY ASSETS, INCLUDING STRUCTURES, CRITICAL FACILITIES AND INFRASTRUCTURE FROM ALL NATURAL AND HUMAN-CAUSED HAZARDS SUCH AS WILDFIRES, FLOODING, DROUGHT, SEVERE WEATHER, EARTHQUAKES AND CONTAMINANTS.**

*(3) Strategy 1. Update the Lordsburg Emergency Operations and Hazards Mitigation Plans, including development of an all-hazard emergency notification system and assess the vulnerability of critical infrastructure facilities and structures in hazard-prone areas as coordinated by the Local Emergency Planning Committee.*

*Strategy 2. Develop a storm water management plan that addresses flood protection and erosion control and leads to implementation of soil stabilization and flood control projects such as dikes and culverts.*

*Strategy 3. Develop the ICIP (Infrastructure capital improvement plans) to identify and seek local, state and federal funding for priority emergency management and hazard mitigation projects and equipment.*

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*(5) Strategy 4. Implement a public education campaign to inform residents on hazard mitigation topics such as wildfire prevention through defensible space creation, vegetation management and fuel reduction; flood protection through on-site retention and purchase of flood insurance.*

### **GOAL 2. IDENTIFY HAZARD AREAS AND DISCOURAGE FUTURE DEVELOPMENT IN THE HIGH HAZARD AREAS.**

*Strategy 5. Identify and map hazard-prone areas such as floodplains and infrastructure, as well as structures and critical facilities located in these areas, and implement a review and approval process for new development within the City, considering flooding and other risks.*

*Strategy 6. Adopt land use regulations that limit development in areas such as airport high noise contours and clear zones, and in floodplains, and incorporate more stringent development standards in high hazard areas, appropriate to the specific type of development proposed.*

### **GOAL 3. DEVELOP A LOCAL AND RAPID RESPONSE TO EMERGENCY AND HAZARDOUS THREATS.**

*Strategy 7. Create a public information campaign to publicize disaster risks along with the benefits and techniques for mitigation, especially fire and flood hazards.*

*Strategy 8. Coordinate with New Mexico State Police, the Hidalgo County Sheriff's Department, fire and rescue departments and the Lordsburg School District, to designate "safe buildings" with food and shelter provisions for residents to occupy in response to emergency hazards.*

*Strategy 9. Coordinate with NMDOT on advanced weather warning system, such as Intelligent Transportation Systems (ITS), on state and federal highways.*

### **GOAL 4. REDUCE THE RISKS OF A POSSIBLE HAZMAT INCIDENTS INVOLVING INTERSTATE TRANSPORT OF HAZARDOUS MATERIAL.**

*(1) Strategy 10. Provide Fire Departments training to obtain HAZMAT Technician Training and secure needed HAZMAT equipment.*

*(4) Strategy 11. Establish a local hazardous material route in the Lordsburg area to ensure that local residents' exposure to the potential of a hazardous material release is minimized.*