

City of Truth or Consequences

Riverfront Economic Feasibility Study

November 2021

TRUTH OR CONSEQUENCES NEW MEXICO

WILSON & COMPANY
HIGHER RELATIONSHIPS

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Executive Summary

The Study team was tasked with analyzing the feasibility of recreational facilities and economic development along the Rio Grande corridor in Truth or Consequences, New Mexico. Due to several factors, the area is viewed as a potential focus area for outdoor recreation-focused economic development that would support and harness the growing momentum in Sierra County related to the outdoor recreation economy.

The Study Area south of the Rio Grande is currently vacant because of the lack of utility connections across the river. A proposed bridge crossing (vehicular with sidewalk) would provide an opportunity to expand the development of outdoor recreation facilities to the south of the Rio Grande, expanding the overall outdoor recreation market within the City. Analysis of the Truth or Consequences outdoor recreation economy shows that the industry contributes a very small part to the overall local economy. However, the analysis also supports assessments from previous planning efforts that substantial opportunity exists in the City for additional outdoor-related economic development.

The preliminary analysis of the Study Area indicates that notable opportunities exist for projects that could support the community's goal of growing its outdoor recreation economy. The Study identifies a development vision that includes concepts such as a riverfront park, campground, light commercial land uses such as a small-scale restaurant or café, local shops, or recreation-related shops. Additional concepts include a bicycle loop connecting two outdoor recreation hubs, outdoor sport fields, a new playground facility, improved wayfinding and educational signage, and more. By expanding development to the south of the Rio Grande, opportunity would be created to tie outdoor recreation-supportive businesses with the existing residential platted parcels. A bridge crossing to the south side of the River would allow residents and visitors to take advantage of the plentiful recreation opportunities along both sides of the Rio Grande. The public survey, which is described in detail in the report, suggests that only three percent of individuals would *not* like to see any changes within the Study Area, while 97 percent would like to see changes of some type (trails, crossings, development, etc.). While residents expressed concern over development along the River, the majority of surveyed individuals would like to see changes within the Study Area.

The Study does not identify any major barriers to development in the Study Area, however environmental analysis should occur prior to development. The Study provides a list of proposed concepts that the City and private developers can undertake to implement the development vision, as well as a high-level cost estimate for these proposed projects.

Figure 1. Regional Location Map

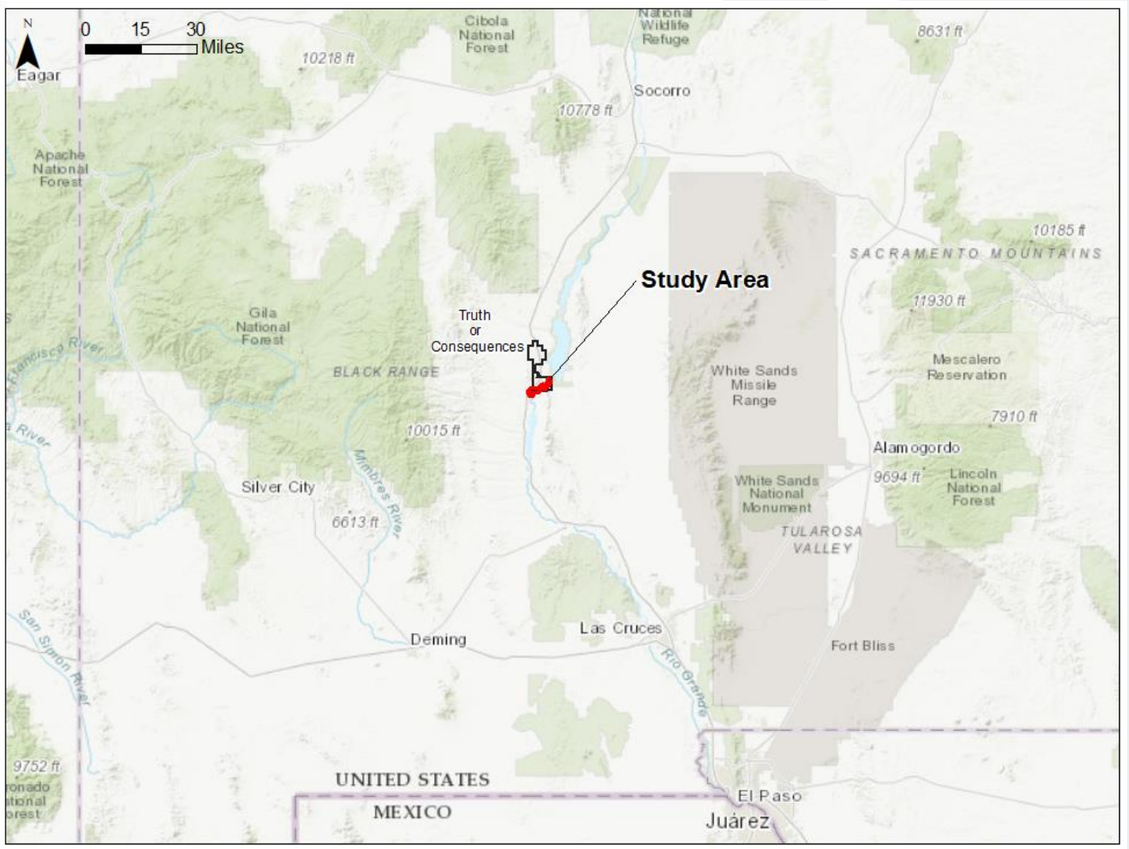
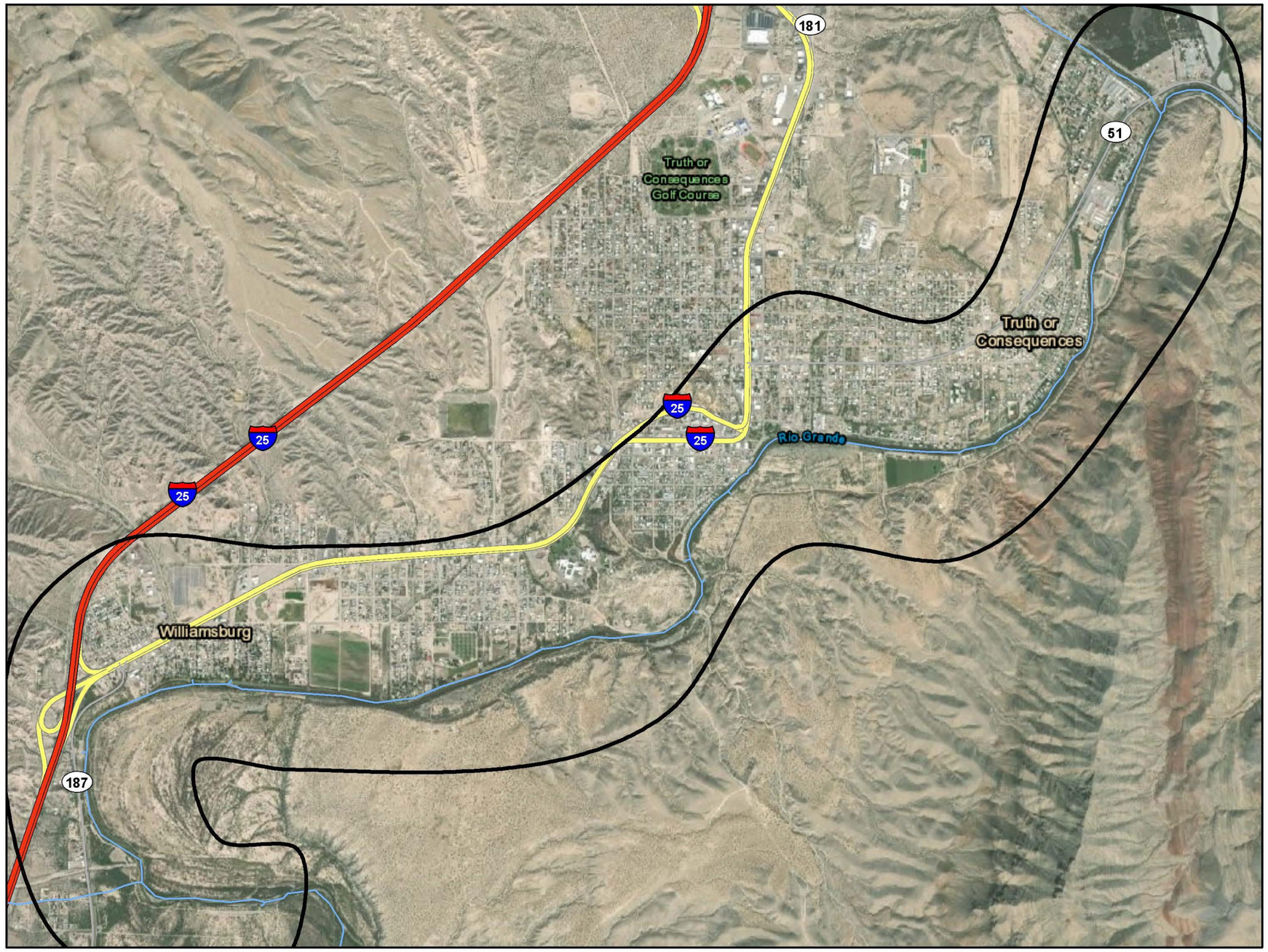


Figure 2. Study Area Map



1. GENERAL PROJECT INFORMATION

1.1 Description and Purpose

The Truth or Consequences Riverfront Economic Feasibility Study will assist the City of Truth or Consequences (City) to properly plan future infrastructure investments and tie into regional economic development and recreational opportunities. This Study examines the feasibility of outdoor-recreation focused development within the Study Area. This development would potentially help the City capture the growing outdoor recreation market while tying into regional momentum around outdoor recreation as well.

1.2 Study Area

The Study Area consists of the area along the Rio Grande, between the intersection of NM 187 and B074 (Old Ladder Ranch Road) in Williamsburg, New Mexico and the intersection of Third Avenue and NM 179 in Truth or Consequences, New Mexico, shown in ***Figure 2*** below. This area is approximately seven miles in length. Truth or Consequences is located east of the Village of Williamsburg and southwest of the City of Elephant Butte. ***Figure 3*** shows the vacant land in the Study Area facing the utility lines. The upaved roadway near the Rio Grande is shown in ***Figure 4***, and the Rio Grande facing south is shown in ***Figure 5***.

Figure 3. Study Area Facing Utility Lines



Figure 4. Unpaved Roadway Along Rio Grande in Study Area



Figure 5. Study Area Facing South Side of the Rio Grande



1.3 Vision, Goals, and Objectives

1.3.1 Community Goals

The larger vision that this Study aims to support is that of establishing Truth or Consequences as a destination for outdoor recreation. Specific goals that have been identified to implement that vision include:

- Improving infrastructure for outdoor recreation activities in Truth or Consequences
- Expanding opportunities for outdoor recreation-supportive businesses in the City
- Enhance the visibility of Truth or Consequences as an outdoor recreation destination

1.3.2 Goals & Objectives of the Study

The goals of the Study process include the following:

- Identify existing conditions within the City of Truth or Consequences and within the Study Area, with a focus on identifying opportunities around outdoor recreation and economic development
- Evaluate the local economy market conditions for gaps and opportunities, especially related to outdoor recreation
- Gather resident and stakeholder input regarding outdoor recreation opportunities and economic development within the Study Area
- Establish a concept for development in the Study Area and evaluate the feasibility of the concept
- Provide a high-level cost estimate and implementation plan for the development concept

1.4 Community Participation Process

Through the community and stakeholder participation process, a vision for the Study Area was identified, which reflects and presents opportunities to serve as an inspiration for the community's future.

The participation process for this Economic Feasibility Study included a stakeholder group of eighteen members who participated in two stakeholder meetings throughout the project. These stakeholders ranged from local business owners to County Economic Development Directors, and each one helped identify issues in the Study Area and provided input on the project vision, goals, and development concept. Because of the ongoing Coronavirus pandemic, all stakeholder meetings were held virtually. In addition to the two virtual stakeholder meetings, an in-person public open house was held on Thursday, June 24th at the City Commission Chambers. During the open house, residents of the City shared their opinions and concerns about the proposed concepts. This input was taken into consideration and edits were made to the proposed concepts, including additional environmental analysis, additional trash receptables, more outdoor recreation opportunities, and a bridge crossing to the south side of the Rio Grande.

Following the open house, a public survey was created to assess resident and other stakeholder sentiment regarding future development within the Study Area. The public survey was introduced and launched electronically online via a Quick Response (QR) code, as well as physical copies that were made available in residents' monthly utility bills throughout the month of August. This public survey was available to anyone interested in sharing their opinions. Questions on the public survey addressed concerns such as what recreational amenities individuals would like to see in the Study Area, and what opportunities are available to foster economic development, commercial development opportunities, and more. A copy of the public survey and survey responses can be seen in ***Appendix A*** and are described in more detail in ***Section 4.1***

2. EXISTING CONDITIONS and ASSET INVENTORY

2.1 Land Use and Zoning

Truth or Consequences consists of primarily residential and commercial land uses, shown in ***Figure 6***. Development is located on the north side of the Rio Grande, east of Interstate 25. The existing land use primarily consists of single-family residential neighborhoods, with a few main areas of commercial development located along the major roadways in the City, north of the Rio Grande. There are large areas of the City that are undeveloped to the west of I-25 and south of the river, consisting mostly of mountainous land. The 2014 Downtown Master Plan/Metropolitan Redevelopment Plan recommended that the City update its zoning map to enhance the downtown historic retail shopping corridor to be more pedestrian oriented. This zoning change would permit mixed use residential buildings and less parking. By doing so, it would attract more people to walk the streets of the downtown area, and in turn attract individuals into the shops and restaurants along the corridor.

The 2014 Comprehensive Plan existing land use map (see ***Figure 6***) shows commercial corridors along Main Street (***Figure 7***), I-25 Business Loop/Broadway Street/Date Street and NM-51/Third Avenue, all of which remain commercial land uses.

Figure 6. Existing Land Use

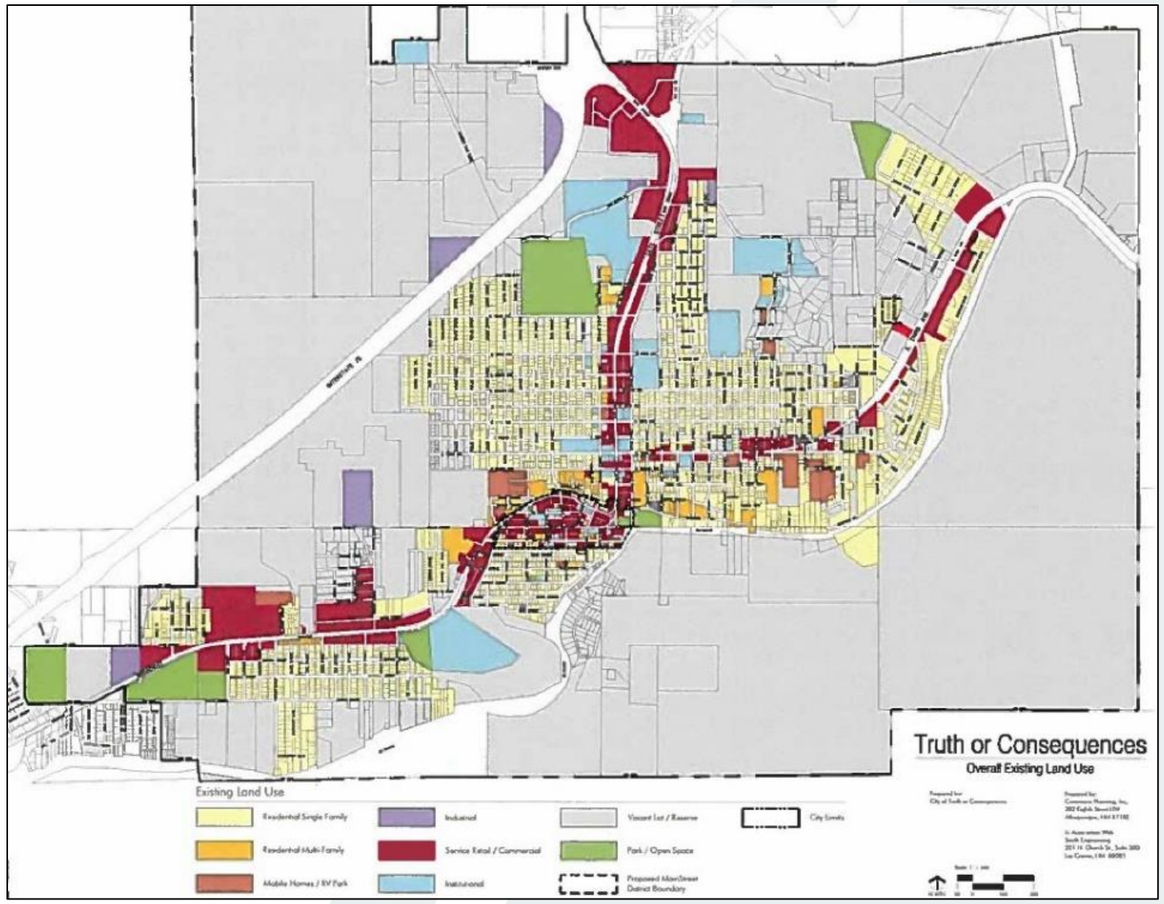


Figure 7. Downtown TorC along Main Avenue



Figure 8 shows the existing zoning in the City. Within the Study Area, zoning consists mostly of residential along the Rio Grande, M-1 (Light Manufacturing) behind Veterans Memorial Park, and T-1 (Transition District) south of the Rio Grande. Light Manufacturing zoning consists of 92 uses including but not limited to hardware stores, welding shops, warehousing and storage, mining and mineral excavation, roofing and sheet metal shops. The M-1 zone allows for 10 special uses as well as 14 conditional uses to include adult entertainment, theatres, banks, and body shops. The Transition District allows for "a low density semi-rural residential district comprised primarily of single-family frame and manufactured housing units. This is a temporary classification intended to allow development of a predominantly undeveloped area" (Comprehensive Plan, pg. 28). Existing conditions within the Study Area are shown in ***Figure 9***.

Figure 8. Existing Zoning

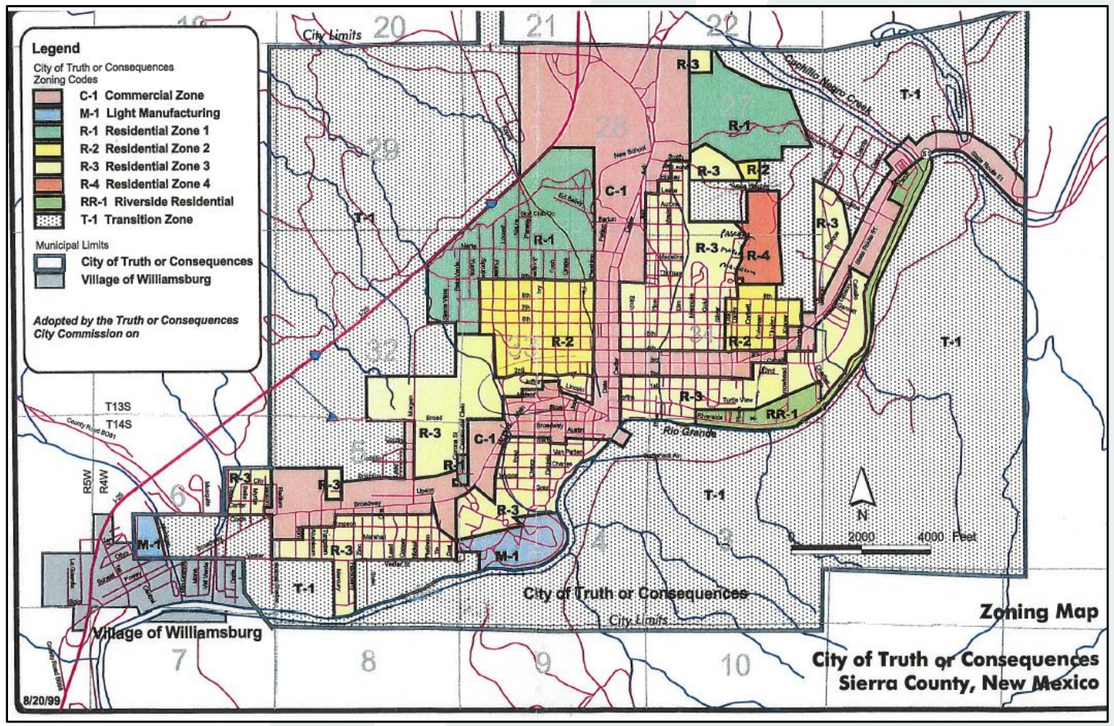
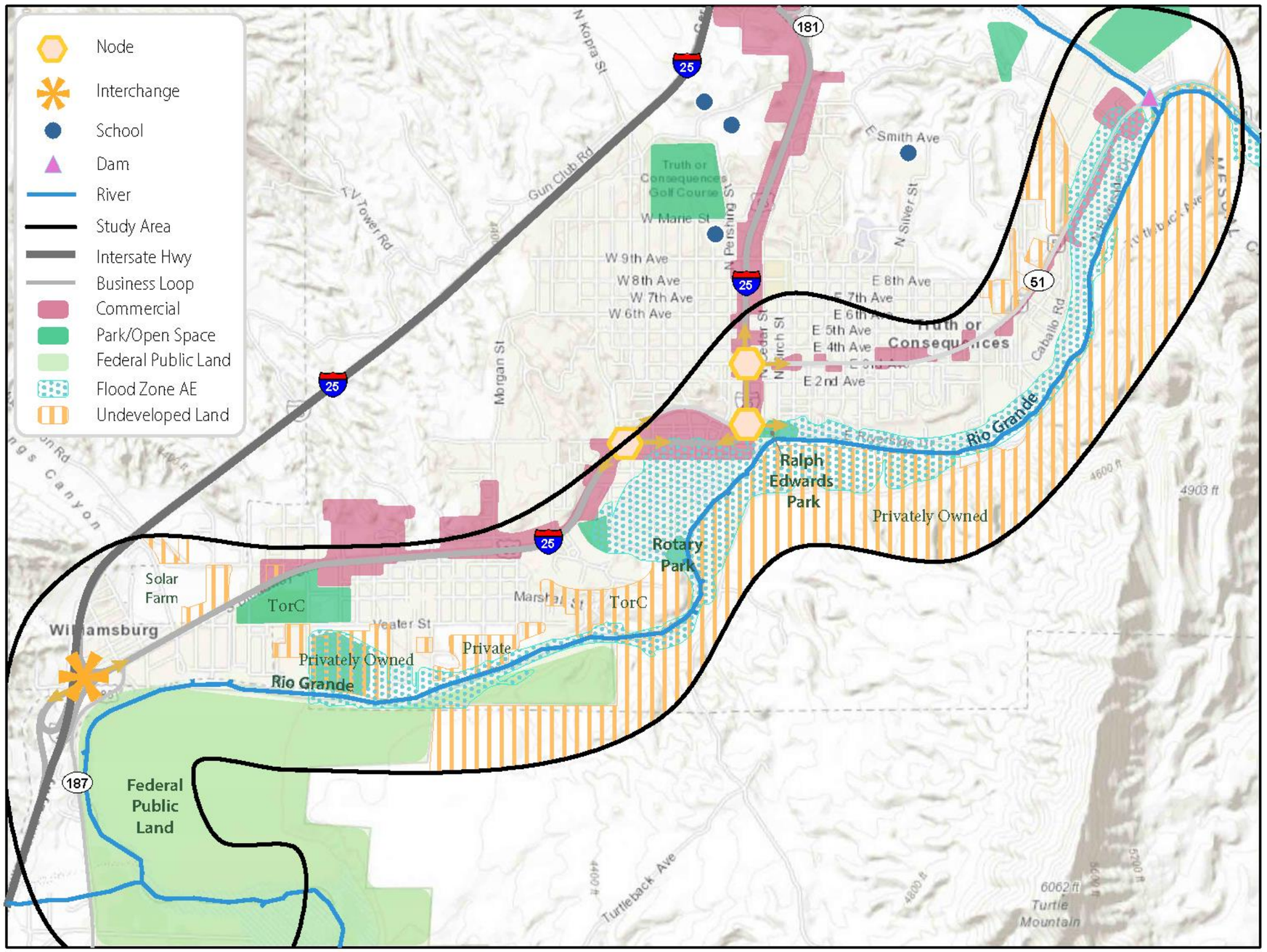
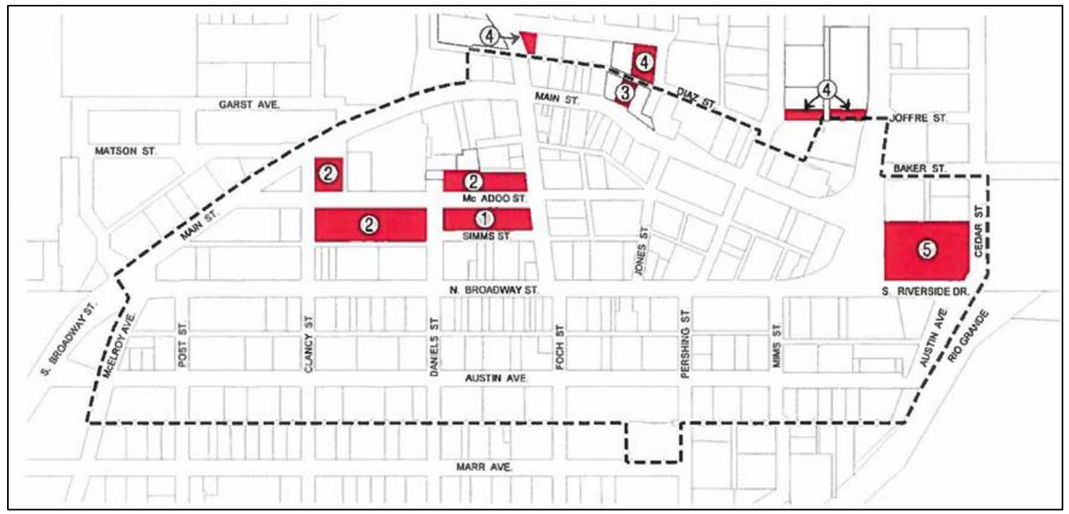


Figure 9. Existing Conditions within the Study Area



The Main Street District and the Metropolitan Redevelopment Plan boundary streets are Main Street on the north, Cedar Street and the Rio Grande on the east, midblock between Austin Street and Marr Avenue on the south, and McElroy Avenue on the west. The City owns five parcels in this area, displayed in ***Figure 10***. Below

Figure 10. City-Owned Parcels in the Mainstreet District



Source: Downtown Master Plan, pg. 33

The Main Street District in Truth or Consequences includes commercial retail with a mix of small businesses, restaurants, motels and hot spring spas. Broadway Street is the primary commercial retail corridor and contains a mix of building sizes. Based on the City's information, the majority of the two-story buildings are currently vacant and would make great mixed-use buildings, providing both residential and commercial land uses. Main Street has limited retail and restaurants, but several vacant buildings, providing a perfect opportunity to enhance the local shopping and restaurant scene in the area. In addition to the need for improved commercial land uses, several of the historic buildings in the City are in need of repair. Restoring these buildings will expand upon the historic draw to the City and will attract tourists to more than the Hot Springs. City-owned parcels within the Downtown area are shown in ***Figure 10***, taken from the City's 2014 Downtown Master Plan/Metropolitan Redevelopment Plan.

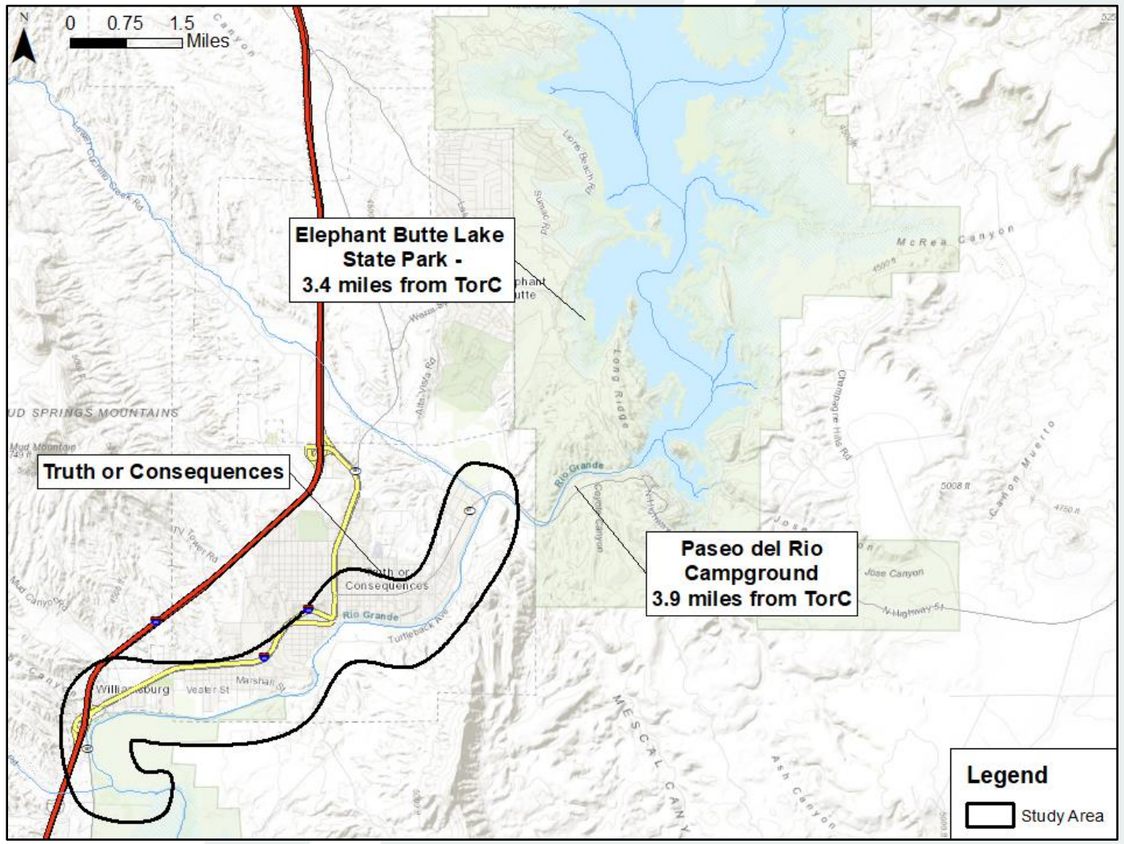
2.2 Land Ownership

Most of the undeveloped land in Truth or Consequences, north of the Rio Grande, is privately owned, with the exception of the undeveloped land south of Rotary Park, which is owned by the City of Truth or Consequences. There are a few additional areas of undeveloped land which are owned by the City further east along the river, however these areas are much smaller in size. The undeveloped areas of land southeast of the river are privately owned, with several parcels being owned by the Rio Vista Land Company LLC. The Bureau of Reclamation owns the large area of land south of the river and east of the NM-187.

2.3 Mobility Networks

Truth or Consequences is located along I-25. The City's proximity to the highway creates easy access to other nearby communities and attracts visitors to the City, making it a perfect destination for an outdoor recreation hub. Elephant Butte State Park and the surrounding mountains have attracted trail systems to pass near or through Truth or Consequences due to its close proximity.

Figure 11. Proximity to Nearby Outdoor Recreation Areas



The Healing Waters Trail (see ***Figure 12***) is a 3-mile loop system through the historic hot springs spas in downtown Truth or Consequences to the Veterans Memorial Park, to the Rio Grande and back downtown. The loop includes trail markers near historic sites and is anchored by the Veteran's Memorial Park on the west and Ralph Edwards Park on the east.

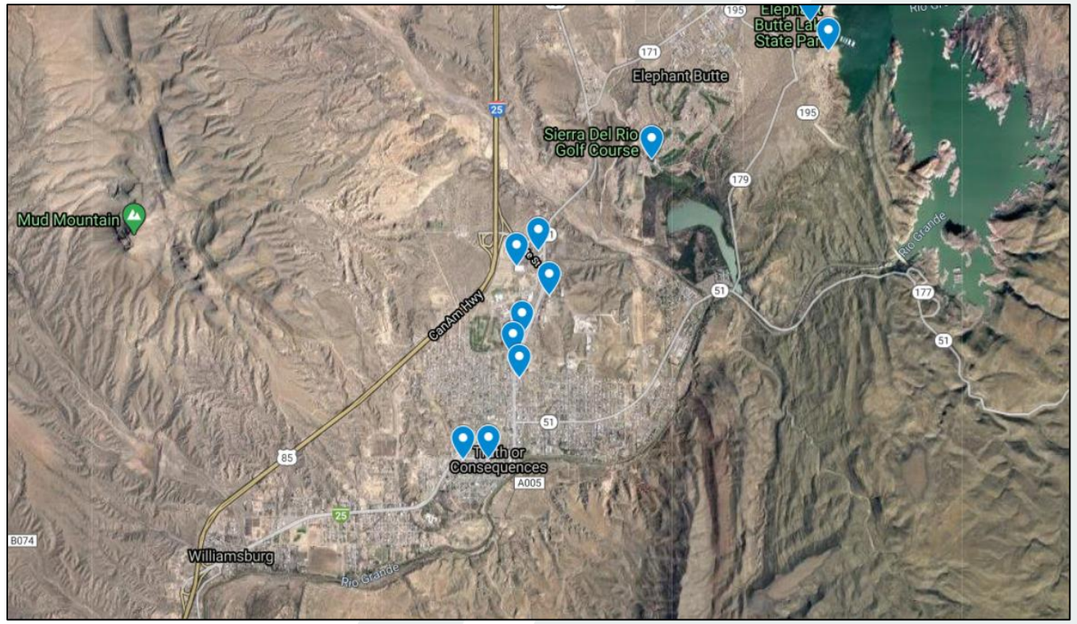
Figure 12. Healing Waters Trail



Source: https://solotripsandtips.com/healing-waters-trail-torc-nm/

Truth or Consequences currently does not have weekday public transportation that runs year-round. The Shuttle, sponsored by the City, Sierra County, and others, makes free trips between Truth or Consequences and Elephant Butte on the weekends from Memorial Day weekend through Labor Day weekend. The shuttle location stops are shown below in ***Figure 13***. In addition to the shuttle, a 'Tesla Supercharger' station is located south of the Date Street and I-25 intersection.

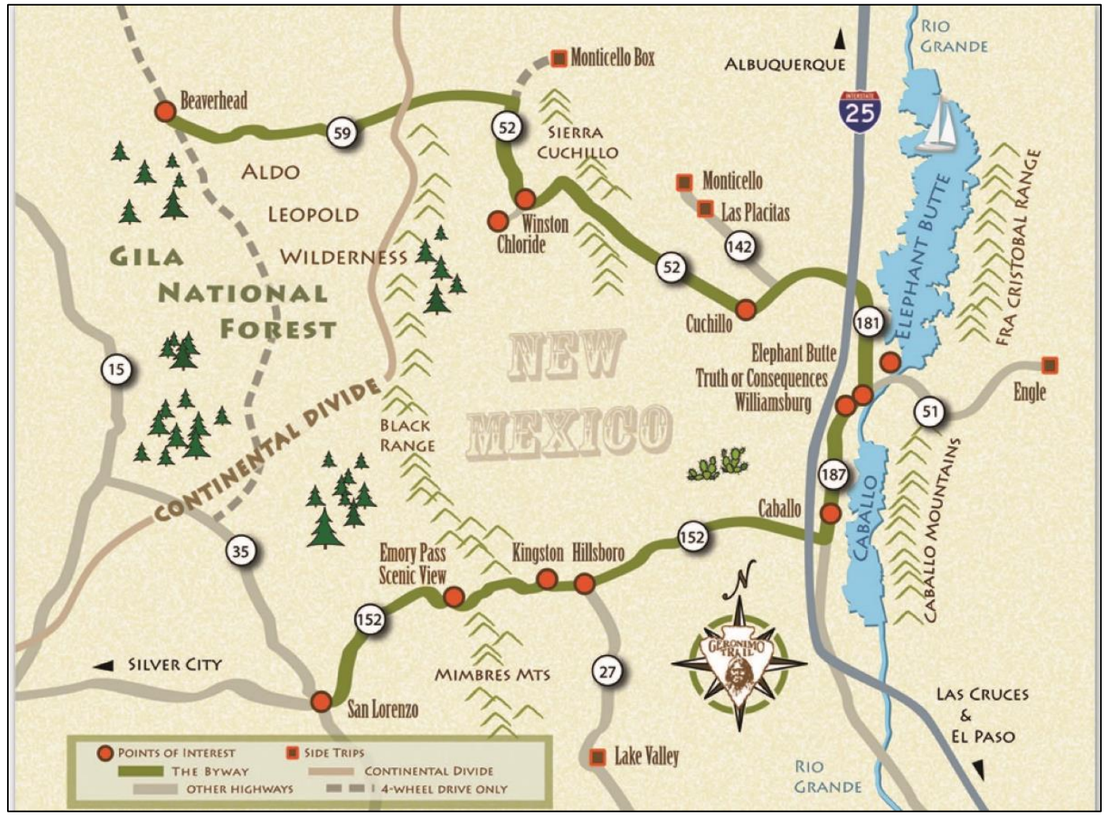
Figure 13. Sierra County Shuttle Stop Locations



Source: https://www.sierraco.org/sierra-county-shuttle/

The Geronimo Trail National Scenic Byway, shown in ***Figure 14*** passes south of Truth or Consequences and along the west of Elephant Butte. This trail attracts visitors to the Geronimo Trail Scenic Byway Visitor's Center and the Geronimo Springs Museum in downtown Truth or Consequences.

Figure 14. Geronimo Trail Scenic Byway



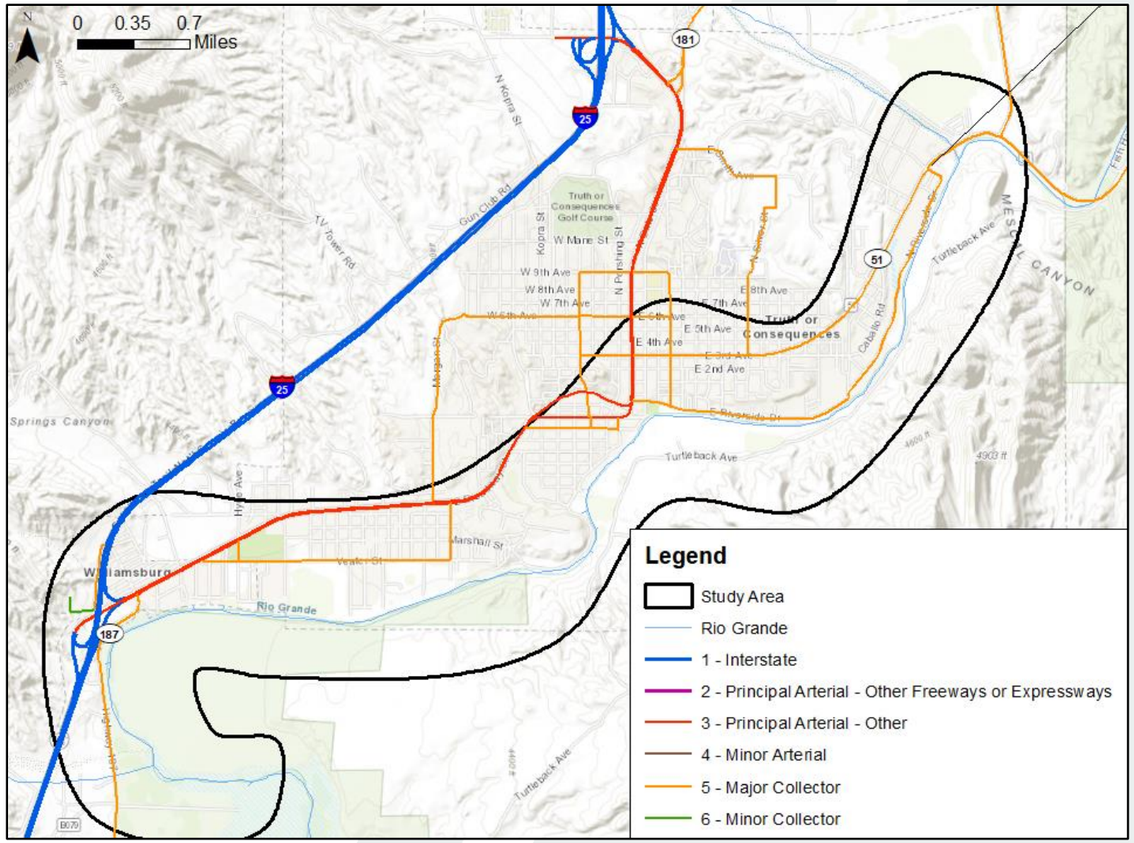
Source: Sierra County New Mexico, Geronimo Trail National Scenic Byway & The Lake Valley Back Country Byway

2.4 Transportation Infrastructure Ownership

The functional classification of roadways within the City are shown in ***Figure 15***. New Mexico Department of Transportation (NMDOT) owns and maintains the roadway facilities shown in the figure to the right, while all other roadway facilities are owned and maintained by the City of Truth or Consequences.

The NMDOT District 1 controls Date/Main Street and Broadway Street, which represent the only streets in the community that include handicap ramps, according to the 2014 Comprehensive Plan.

Figure 15. Functional Classification Map



2.5 Community Anchors

According to the Federal Communications Commission (FCC), community and regional anchors are defined as "schools, libraries, medical and healthcare providers, public safety entities, community colleges, and other institutions of higher education, and other community support organizations and agencies that provide outreach, access, equipment, and support services to facilitate greater use of broadband service by vulnerable populations, including low-income, the unemployed, and the aged" (Federal Communications Commission).

Community anchors are the backbone of a city and assist in the growth and development of the residents. Truth or Consequences has a variety of anchors, listed in ***Table 1***. These range from educational facilities, medical facilities, and municipal buildings to parks (see ***Figure 16***), social service centers, and entertainment. Within the City boundaries, there are two elementary schools, one middle school, and one high school. In addition, the City has day care and early education centers. The medical facilities include

home care and hospice, the Sierra Vista Hospital and helipad, and the Veterans Administration (VA) Clinic. Alongside the VA clinic, Truth or Consequences is also home to the New Mexico State Veterans Center. This center is located near the police department which works alongside other municipal facilities in the area to serve the residents of the community.

Truth or Consequences is gifted with natural open space both in and around the city. Parks include Ralph Edwards Park, Rotary Park, the Veterans Memorial Park, and the Carole Wheeler Dog Park. These parks are located adjacent to the Rio Grande, while the Healing Waters Plaza sits closer to City center.

In addition to community anchors, the Albert J. Lyon Event Center is used for conventions, fairs, and educational courses. In addition, the Geronimo Springs Museum showcases fossils, Apache artifacts, and other historic items.

Table 1. Community Anchors

Entertainment	Park/Plaza	School	Healthcare	Service Facility
Albert J Lyon Event Center	Veterans Memorial Park	Truth or Consequences Elementary School	Sierra Home Care and Hospice	New Mexico State Veterans Center
Geronimo Springs Museum	Ralph Edwards Park	Hot Springs High School	Sierra Vista Hospital & Heliport	Library
Spaceport America Visitor Center	Rotary Park	T or C Middle School	VA Truth or Consequences Clinic	Fire Dept
	Carole Wheeler Dog Park	TOTS Early Intervention	Ben Archer Health Center	Police Dept
	Healing Waters Plaza	Sierra Elementary Complex	Center for Vein Restoration – Truth or Consequences	Truth or Consequences Municipal Court
		Appletree Educational Center	Sierra Veterinary Services	Human Services – Social Services at 102 Barton Street
		Enchanted Child Development – Day care center		Housing Authority of T or C
				USPS
				Truth or Consequences Municipal Airport

Figure 16. Ralph Edwards Park in Truth or Consequences, NM



2.7 Community Attractions

Community attractions in the City range from annual events to weekly events and attract both locals as well as tourists. Some examples of attractions in Truth or Consequences are detailed below. The Downtown area near the Rio Grande is home to the Hot Springs Bathhouse Historic and Commercial District, hiking, watercraft rentals, and countless other outdoor recreation activities that have attracted tourists from all over the country. The following attractions are primary economic generators for the City's tourism market.

Hot Springs Bathhouse Historic and Commercial District

The City of Truth or Consequences originally developed in the late 1800s as a health resort, providing healing experiences to the many bathhouse visitors. Since the early 1930s, the City has attracted tourists from all over the country looking for affordable healing centers. The Historic District was placed on the National Register of Historic Places in 2005, and currently houses ten unique hot spring bathhouses all with their own range of accommodations. ***Figure 17*** shows the Riverbend Hot Springs in Truth or Consequences.

Figure 17. Riverbend Hot Springs in Truth or Consequences, NM



Source: https://www.newmexico.org/listing/riverbend-hot-springs-mineral-springs-resort-%26-spa/2484/

Truth or Consequences Fiesta

The City of Truth or Consequences got its name in 1950 as the result of a contest on Ralph Edwards' NBC radio quiz show, Truth or Consequences, where he announced that he would air the program on the 10th anniversary from the first town that renamed itself after the show. Once the City changed its name from Hot Springs, Ralph Edwards traveled to Truth or Consequences, New Mexico to celebrate "Truth or Consequences Fiesta" (shown in ***Figure 18***) This event features the Miss Fiesta Beauty Pageant, Hatch Chile Queen, a parade, rodeos, a golf tournament, and more. More than 50 years later, Fiesta continues every May, generating tourism and financial benefit to the City.

Figure 18. Truth or Consequences Fiesta



Source: https://www.sierracountynewmexico.info/annual-event/truth-or-consequences-fiesta/

Spaceport America

Spaceport America (see ***Figure 19***) is an active space test and launch facility located in southern New Mexico, approximately 25 miles from downtown Truth or Consequences. Spaceport was built in 2011 and is the world's first purpose-built commercial spaceport. Tenants of Spaceport America include Virgin Galactic, SpaceX, UP Aerospace, and EnergeticX. The Spaceport America Visitor Center is located in downtown Truth or Consequences and is the starting point of the Spaceport facility tours. Spaceport America has created several jobs, promotes hotel and motel lodging in the City, and attracts tourists from all over to this first-of-its-kind attraction.

Figure 19. Spaceport America



Source: https://www.sierracountynewmexico.info/attractions/spaceport-america-tours/

Second Saturday Art Hop

Since 2005, on the second Saturday of every month, Truth or Consequences hosts the "Second Saturday Art Hop." Downtown shops and galleries open their doors to the public from 6-9 PM to promote the local arts. This event includes artwork, performances, live music, food and beverage from the Truth or Consequences Brewery, and more, all of which have kept the tradition alive for nearly fifteen years.

2.8 Socioeconomic and Demographic Data

According to the U.S. Census demographic data, 2019 population estimates for Sierra County were 11,031, and 5,894 for Truth or Consequences, New Mexico. Sierra County population increased by nearly 85 percent between 1970 and 2000. Between 2000 and 2010, the population of both the City and Sierra County decreased 11.2 percent and 9.7 percent, respectively.

Roughly 51 percent of the population in Truth or Consequences is female, and 49 percent male, on par with that of Sierra County as a whole. White is the predominant race in the City, followed by White alone (not Hispanic or Latino), and then Hispanic or Latino, shown in ***Table 2***.

The median household income (in 2019 dollars) for Truth or Consequences was $23,988, $5,000 lower than the Sierra County median household income of $29,755. The percent of persons in poverty differed as well with Sierra County at 26.7 and Truth or Consequences at 33.4 percent.

Housing characteristics in Truth or Consequences are similar to those across Sierra County. Owner-occupied housing unit rates in the City are 44.7 percent compared to 50.5 percent in Sierra County and 62.6 percent in the State of New Mexico. The median value of owner-occupied housing units ranged from $85,300 in Truth or Consequences to $117,400 in Sierra County, and $180,900 in New Mexico. The median gross rent in the City is $493.00, $537.00 for the County, and $847 in the State. There are approximately 3,908 households in Truth or Consequences and an average of 1.91 persons per household. There are 5,609 individuals over the age of five in the City, and 17 percent speak a language other than English at home.

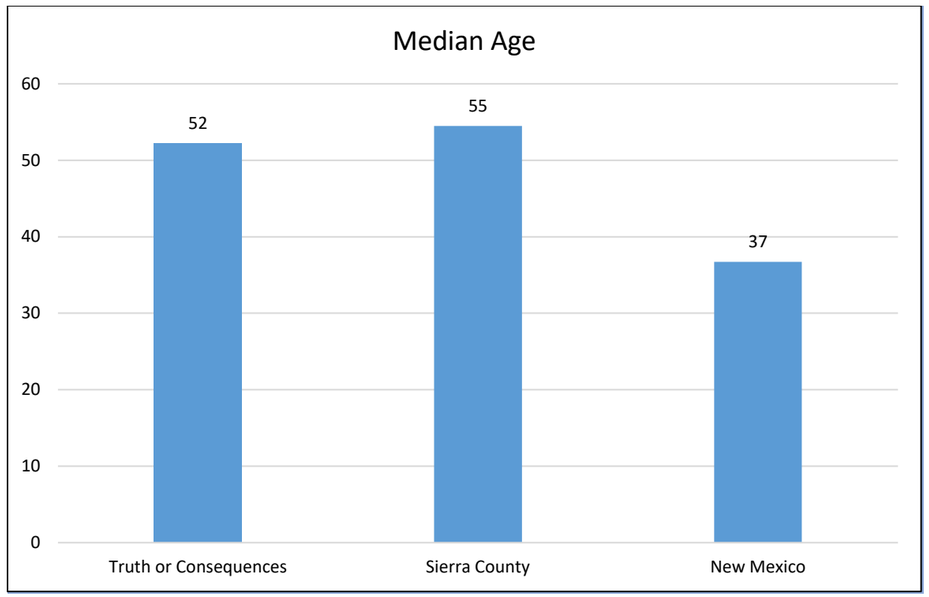
According to the American Community Survey 5-year estimates, Sierra County has a greater amount of outbound migration than inbound migration, and most of the outbound migration from Sierra County has moved to other counties within New Mexico. The counties listed as having the greatest amount of outbound migration from Sierra County are Torrance County (33.9 percent), Doña Ana County (17.8 percent), and Colfax County (14.5 percent).

Table 2. Race and Hispanic Origin

Race and Hispanic Origin	Percent of Truth or Consequences	Percent of Sierra County	Percent in New Mexico
White	83.7	92.4	81.9
White alone, not Hispanic or Latino	63.5	64.7	36.8
Hispanic or Latino, any race	29.4	30.4	49.3
American Indian and Alaska Native alone	8.1	6.1	11.0
Two or More Races	3.0	0.1	2.6
Asian alone	1.4	1.1	1.8
Black or African American alone	0.7	0.7	2.6
Native Hawaiian and Other Pacific Islander alone	0.0	0.0	0.2

Truth or Consequences has historically attracted retirees for its hot mineral springs, arts culture, and affordability. As shown in ***Table 3***, the median age for the City is higher than New Mexico's median age. Between 2000 and 2010, the median age had increased by 8.8 percent, from 48 to 52.2 years.

Table 3. Median Age



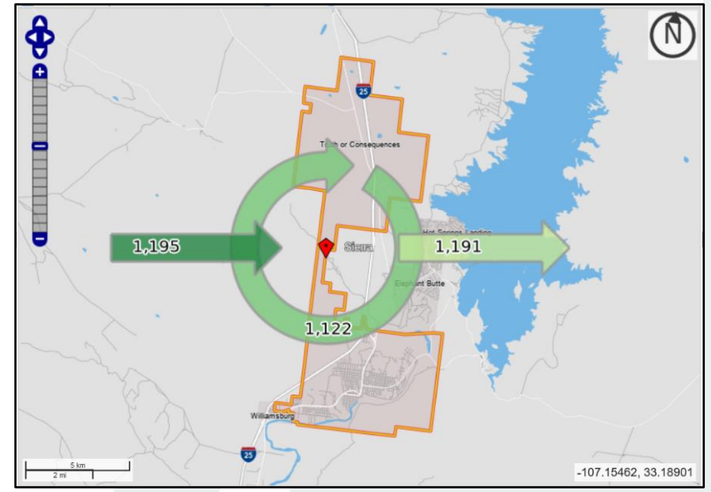
2.9 Employment & Available Skill Base

A comparison between Truth or Consequences, Sierra County, and New Mexico reveals a higher percentage of households in the City that have attained a high school diploma. While the number of Truth or Consequences households that have earned a bachelor's degree or higher, are similar to that of the County, the City continually lags behind the state as a whole. 2019 ACS data shows that roughly 80 percent of individuals in Truth or Consequences have a High School Diploma, while only 20 percent have a Bachelor's degree or higher. This lack of educational attainment in the City could prove influential to the potential new employers that may be attracted to the area.

Currently, there are no colleges or universities in Truth or Consequences. The nearest higher education schools are over 70 miles away; New Mexico Tech (NMT) in Socorro and New Mexico State University (NMSU) in Las Cruces. A large majority of the population of the City is comprised of older adults, however, a higher education school could attract younger individuals and provide additional employment opportunities for the residents.

The United States Census Bureau's On The Map 2018 statistics show that there were 3,508 jobs in 2018 in Truth or Consequences. Of those that work in Truth or Consequences, 1,195 are employed in Truth or Consequences and live outside Truth or Consequences, 1,191 live in Truth or Consequences and are employed outside Truth or Consequences, and 1,122 are employed and live in Truth or Consequences, shown in ***Figure 20*** to the right.

Figure 20. Employment Estimates



Source: OnTheMap

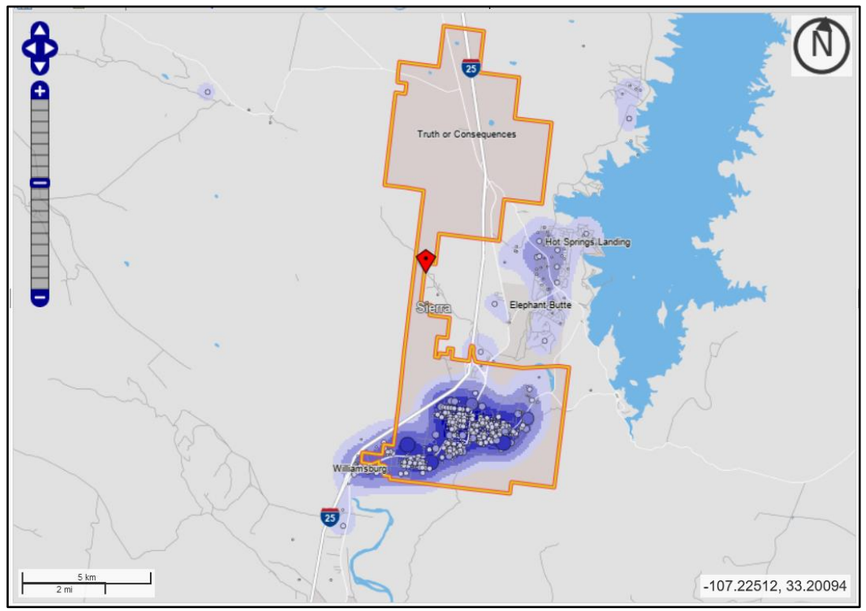
Approximately 9.8 percent of workers in Truth or Consequences were age 29 or younger, 22.3 percent were ages 30 to 54, and 11.8 percent were 55 or older. 1,373 (46.0 percent) workers are male, and 1,610 (54.0 percent) workers are female. ***Table 4*** below shows the breakdown of workers in the City by race. Of these races, 60 percent identify as not Hispanic or Latino, and 37 percent identify as Hispanic or Latino.

80.2 percent of the population 25 years and over living in Truth or Consequences are a High School graduate or higher, compared to 84.0 percent in Sierra County as a whole. In addition, 19.8 percent have a Bachelor's Degree or higher, while 21.1 percent hold the same in Sierra County. 77.1 percent of households in Truth or Consequences have a computer, but only 64.8 percent of those have a broadband internet subsciption. ***Figure 21*** depicts the density of jobs within the City, and shows that the majority of jobs are located along 1st Street. Jobs in Truth or Consequences vary from public administration to retail trade, to educational services.

The economy of Truth or Consequences employs 1,960 people. Employment in the City declined from 2018 to 2019 at a rate of 5.59 percent, from 2,070 (DataUSA). The most common job groups, by number of people living in Truth or Consequences, NM, are Management Occupations (262 people), Office & Administrative Support Occupations (204 people), and Food Preparation & Serving Related Occupations (150 people). ***Table 4*** illustrates the share breakdown of the primary jobs held by residents of Truth or Consequences, NM.The largest employment industries in the City include Health Care & Social Assistance (577 people), Retail Trade (211 people), and Construction (184 people). The highest paying industries includle Public Administration ($54,750), Administrative & Support & Waste Management Services ($43,611), and Professional, Scientific, & Management, & Administrative & Waste Management Services ($42,917) (Census Geography Profile). ***Table 5*** displays the North American Industry Classification System (NAICS) industry sector breakdown for jobs within the City.

New Mexico's outdoor recreation economy as a whole supports 33,500 jobs as of 2017. Those jobs include several types of professions, including 443 that were employed in professional and business servies, 702 employed in construction, 385 employed in manufacturing, and 563 employed in transportation and warehousing. The fastest growing sectors related to outdoor receration in New Mexico include real estate with 31 percent growth, followed by arts, entertainment, and recreation with 28 percent growth, and educational servies and non-durable goods manufacturing tied with 24 percent growth (Outdoor Recreation and New Mexico's Economy).

Figure 21. Jobs per Square Mile



Source: OnTheMap

Table 4. Jobs by Worker Race

Jobs by Worker Race	Percent of Truth or Consequences	Percent of Sierra County	Percent of New Mexico
White Alone	NA	91.1	83.3
Black or African American Alone	NA	1.6	2.9
American Indian or Alaska Native Alone	NA	2.6	9.3
Asian Alone	NA	2.2	2.2
Native Hawaiian or Other Pacific Islander Alone	NA	0.0	0.2
Two or More Race Groups	NA	2.5	2.1

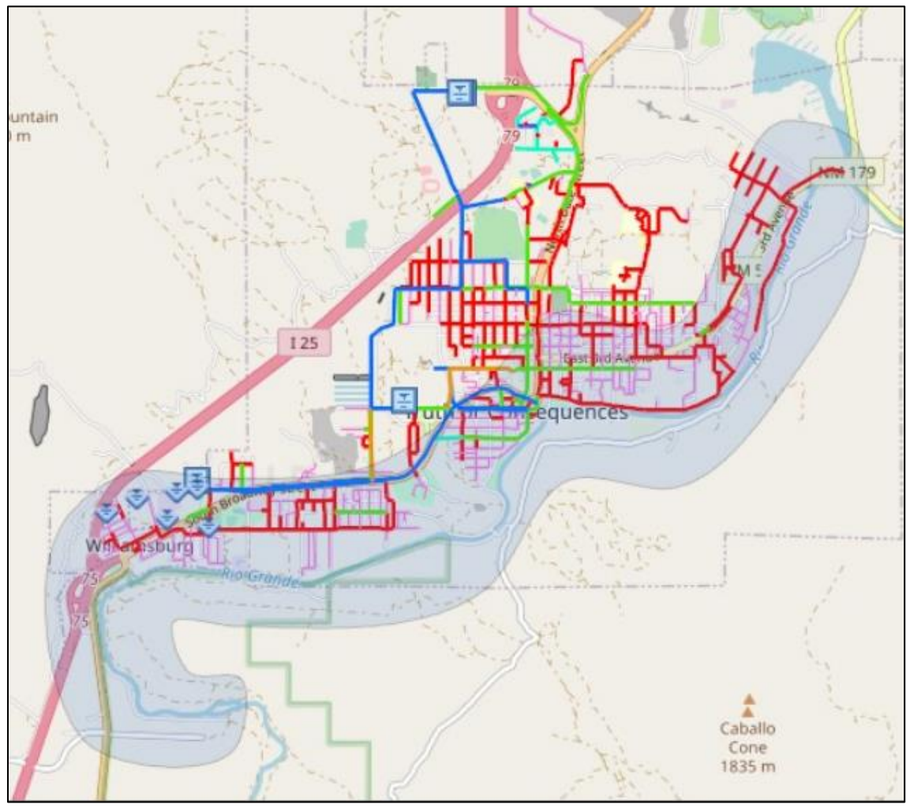
Table 5. NAICS Industry Sector Jobs

Jobs in Truth or Consequences by NAICS Industry Sector	Percent of Truth or Consequences	Percent of Sierra County	Percent in New Mexico
Agriculture, Forestry, Fishing and Hunting	0.0	7.1	1.3
Mining, Quarrying, and Oil and Gas Extraction	0.0	0.9	2.9
Utilities	Included in Transportation and Warehousing, 2.4	1.2	0.8
Construction	9.4	6.2	6.3
Manufacturing	1.4	2.1	3.4
Wholesale Trade	0.4	0.3	2.6
Retail Trade	10.8	11.4	11.5
Transportation and Warehousing	2.4, includes Utilities	0.3	2.6
Information	2.5	0.7	1.8
Finance and Insurance	2.8	1.4	2.9
Real Estate and Rental and Leasing	Combined with above	0.8	1.3
Professional, Scientific, and Technical Services	5.6	1.5	7.2
Management of Companies and Enterprises	Combined with above, 5.6	0.0	0.8
Administration & Support, Waste Management and Remediation	Combined with above, 5.6	1.9	5.6
Educational Services	38.8	8.3	9.6
Health Care and Social Assistance	Combined with above, 38.8	29.6	17.3
Arts, Entertainment, and Recreation	16.9	2.1	2.0
Accommodation and Food Services	Combined with above, 16.9	13.3	11.3
Other Services (excluding Public Administration)	5.6	1.8	2.6
Public Administration	3.6	9.1	6.3

2.10 Existing Water Supply

The City of Truth or Consequences owns and operates a municipal community water system with 3,538 service connections. The City of Truth or Consequences also extends service to the Village of Williamsburg, directly southwest. The City operates four community ground water wells in the southern section of the city and pumps it to the Cook Street facility, which pumps the water to the Morgan Street facility, and then finally pumps the water to the upper storage tanks in the northern section of the City. The Riverfront Study Area along the Rio Grande would have access to adequate water service on the north side of the Rio Grande until just before the Williamsburg I-25 interchange at Exit 75. South of Exit 75, there is currently no water distribution system, but the water system could be expanded to service this area. There is no water service currently on the south side of the Rio Grande in the Study Area. The water distribution system east of Daniels Street, along West and East Riverside Drive has 6" waterline but is planned to be replaced with 8" waterline as funding becomes available. West of Daniels Street, there are water lines that extend down to the river less frequently, which would increase the cost to provide water service in these areas along the river. ***Figure 22*** details the existing water supply in the City.

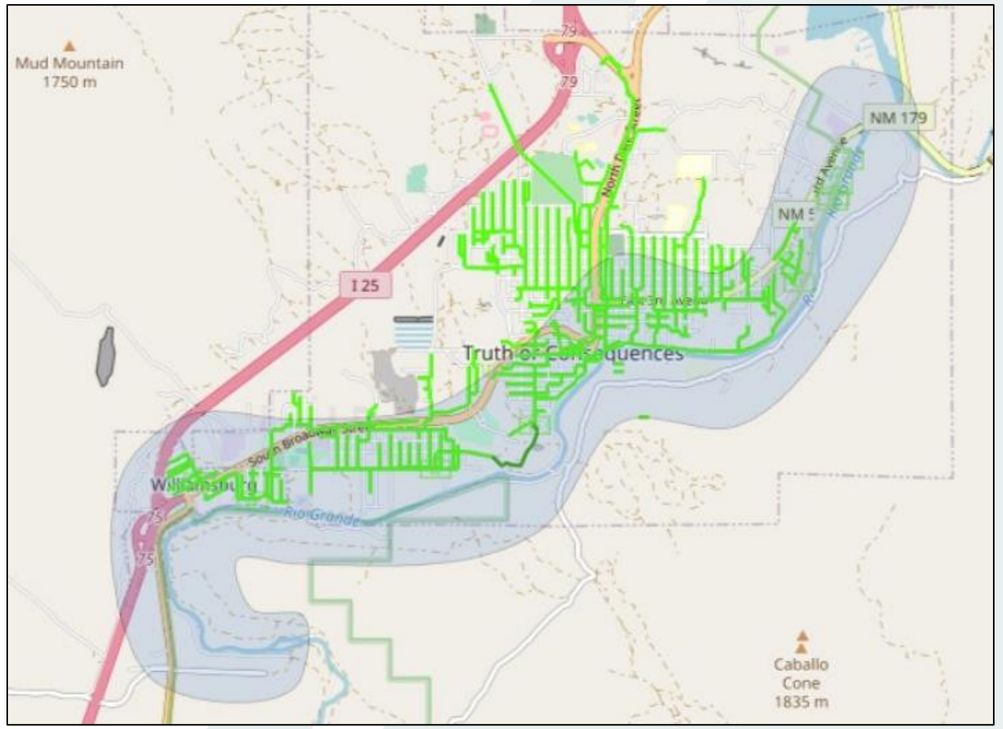
Figure 22. Existing Water Supply



2.11 Existing Sewer Collection System

The City of Truth or Consequences owns and operates a municipal community sewer collection system and a Wastewater Treatment facility that discharges into the Rio Grande. The collection system consists of mainly gravity collection with a section on the east side along the Rio Grande that utilize a vacuum sewer collection system. The Study Area along the Rio Grande would have access to the sewer collection system on the north side of the Rio Grande until just before the Williamsburg I-25 interchange at Exit 75. The reality is that any facilities between the current collection system and the river would require new sewer infrastructure to be able to get the sewer to the existing system, via lift station or vacuum sewer collection system. Additionally, each individual facility near the river could be fitted with an individual lift station. South of Exit 75 there is currently no sewer collection system, as well as no sewer collection system currently on the south side of the Rio Grande in the Study Area. ***Figure 23*** details the existing sewer collection system in the City.

Figure 23. Existing Sewer Collection System



3. GAPS and MARKET ANALYSIS

The purpose of the Gaps and Market Analysis section is to provide an understanding of the recreational trends and the strengths and weaknesses for the City of Truth or Consequences. This analysis will provide the City with potential opportunities to expand and better brand the outdoor recreation market along the Rio Grande.

3.1 Commercial Outdoor Recreation Market Conditions

The outdoor recreation economy is an important sector for New Mexico. Although the sector is smaller in the state than in neighboring states, it is showing growth and is receiving fresh attention and support from government. The state's extensive outdoor assets show that there is significant room for growth, leaving Truth or Consequences well positioned to take advantage of this opportunity.

3.1.1 The Outdoor Recreation Economy

Outdoor recreation is big business in the United States, with $460 billion in value-added contribution1 to national gross domestic product (GDP) in 2019, according to the U.S. Bureau of Economic Analysis (2020 ORSA). Although this is just 2.1 percent of GDP, the industry contributes twice as much to GDP as oil & gas exploration and five times more than the air travel industry, according to the State Outdoor Business Alliance network (SOBAN p. 3). Meanwhile, research has shown that the industry can be resilient to economic downturns, with the industry-related spending increasing in the wake of the Great Recession, although the industry suffered during the recent coronavirus pandemic (OIA, p. 10; ORR).

Table 6 lists activities considered to be outdoor recreation, based on information from the Outdoor Industry Association (OIA) and the BEA. Much of the economic activity related to outdoor recreation comes from consumer spending, but spending extends well beyond purchases directly related to engaging in an outdoor activity. According to the OIA, spending occurs in two forms: "the purchase of gear and vehicles, and dollars spent on trips and travel" (2012, p. 6). Approximately 20 percent of spending is on equipment; 80 percent is on activities associated with travel, including dining, transportation, entertainment, lodging, and souvenirs. As the OIA states, this means that for every dollar spent on the equipment needed for outdoor recreation activities, another four are spent on a wide variety of other supporting activities or products. This consumer demand subsequently drives a number of other supporting activities throughout the economy, including product development, marketing, wholesale sales, warehousing and logistics, and construction (p. 7).

Table 6. Outdoor Recreation Activities

Bicycling	**Motorcycle riding**	**Trail**
Paved-road Off-road	On-road Off-road	Trail running, unpaved Day hiking, unpaved Backpacking Rock climbing Horseback riding
Camping	**Off-roading**	**Watersports**
RV campground Tent campground Rustic lodging	ATV OHV Dune buggies Jeeping	Kayaking Stand-up paddling Rafting Canoeing Boating (motorized)
Fishing	**Snow sports**	**Wildlife viewing**
Recreational fly Recreational non-fly Fishing from a boat	Downhill skiing Snowboarding Cross-country skiing or Nordic skiing Snowshoeing Snowmobiling	Bird watching Other wildlife watching
Hunting	Other	
Shotgun Rifle Bow	Festivals/Sporting events/Concerts GuidedTours/Outfitted Travel Golf Tennis	

Source: OIA & BEA

3.1.2 Outdoor Recreation in New Mexico

Outdoor recreation in New Mexico directly supports 33,500 jobs and supports the economy with roughly $1.2 billion in spending. Around 65 percent of state residents participate in outdoor recreation, according to the state's Outdoor Recreation Division (2020). RVing, equestrian, and snow activities were the activities that saw the largest related spending in 2019 (BEA ORSA).

Although New Mexico is to some extent known for its outdoor spaces and recreation opportunities, reflected prominently in the state's marketing materials and in no less than its "Land of Enchantment" state motto, outdoor recreation is, by some measures, a smaller part of New Mexico's economy than the sector is in some neighboring states. In 2015, spending on outdoor recreation contributed to 2.2 percent of the state's total gross domestic product (GDP), which is approximately the national average, according to the BEA (2020 ORSA; NM State Parks 2015). This is the lowest rate among Four Corners states, and is

[1]Value-added contribution: Gross receipts minus the cost of goods and services purchased from other firms. Value added is summed for all firms/industries to determine national gross domestic product (GDP).

notably lower than Wyoming and Montana, where the outdoor recreation economy accounted for 4.2 and 4.7 percent of state GDP, respectively, among the highest rates in the United States. The per capita contribution of outdoor recreation spending to the state's economy puts New Mexico at 21st in the United States, higher than Colorado (22nd) and Arizona (44th), though still in the middle of the pack nationally (NM State Parks 2015).

Part of the reasoning for why New Mexico rates lower in terms of its outdoor recreation economy is that the state has a less-developed infrastructure for outdoor recreation than its neighboring states (Hamway 2021).

3.1.3 Existing Outdoor Assets

As described in the previous section, outdoor recreation in New Mexico is a rapidly growing market, one of which Truth or Consequences is set up to benefit from. Outdoor assets within and near the City of Truth or Consequences include the following:

Rio Grande

Possibly the most significant outdoor asset in the City of Truth or Consequences is the Rio Grande. This is the fifth longest river in the United States and spans 1,901 miles from the San Juan Mountains of Colorado to the Gulf of Mexico (International Boundary & Water Commission. Within the City boundaries, residents and visitors come to enjoy the natural beauty of the river and participate in floating the river, camping, hiking, and more.

Whitewater Weekends

Whitewater Weekends (***Figure 24***) is a river floating service located in Downtown Truth or Consequences. Whitewater Weekends offers a six-mile river floating trip along the Rio Grande. Customers are able to float using rafts, kayaks, and tubes by reservation only, seven days a week during season months (Whitewater Weekends).

Figure 24. Whitewater Weekends Rental Sign



Hot Springs

Hot springs in Truth or Consequences have been around for many years and come from the hot thermal water flowing out of the rift along the Rio Grande, which first appeared more than fifty million years ago. Within the Downtown Hot Springs Bathhouse Historic and Commercial District there are ten spas and bathhouses. These facilities have helped enhance the City's recognition as a health center (Hot Springs in Truth or Consequences). ***Figure 25*** displays the location of the hot springs within the City.

Figure 25. Hot Springs in Truth or Consequences



Source: https://www.sierracountynewmexico.info/attractions/truth-or-consequences-hot-springs/

Caballo Lake State Park

Just south of Truth or Consequences in Caballo, is the Caballo Lake State Park (see ***Figure 26***). This lake sits at the base of the Caballo Mountains and offers water recreation options such as boating, kayaking, canoeing, sailing, swimming, and fishing. In addition to the water recreation options, the park offers campgrounds, equestrian trails, picnic facilities, wildlife viewing, gardens, playgrounds and more (New Mexico EMNRD, Caballo Lake State Park).

Figure 26. Caballo Lake State Park



Source: https://www.emnrd.nm.gov/spd/find-a-park/caballo-lake-state-park/

Mims Lake

Two miles east of Elephant Butte is the 91-acre Mims Lake. Mims Lake sits at an elevation of 1,296 meters above sea level and is located near the Paseo Del Rio Campground.

Paseo Del Rio Campground

The Paseo Del Rio campground (***Figure 27***) is situated between Mims Lake and Elephant Butte Lake State Park. The campground offers basic camping amenities such as toilets, showers, picnic tables, and parking. Outdoor recreation amenities include biking, hiking, wildlife watching, paddling, kayaking, swimming, boating, and fishing in the southernmost part of Elephant Butte Lake State Park (hipcamp, Paseo Del Rio Campground).

Figure 27. Paseo Del Rio Campground

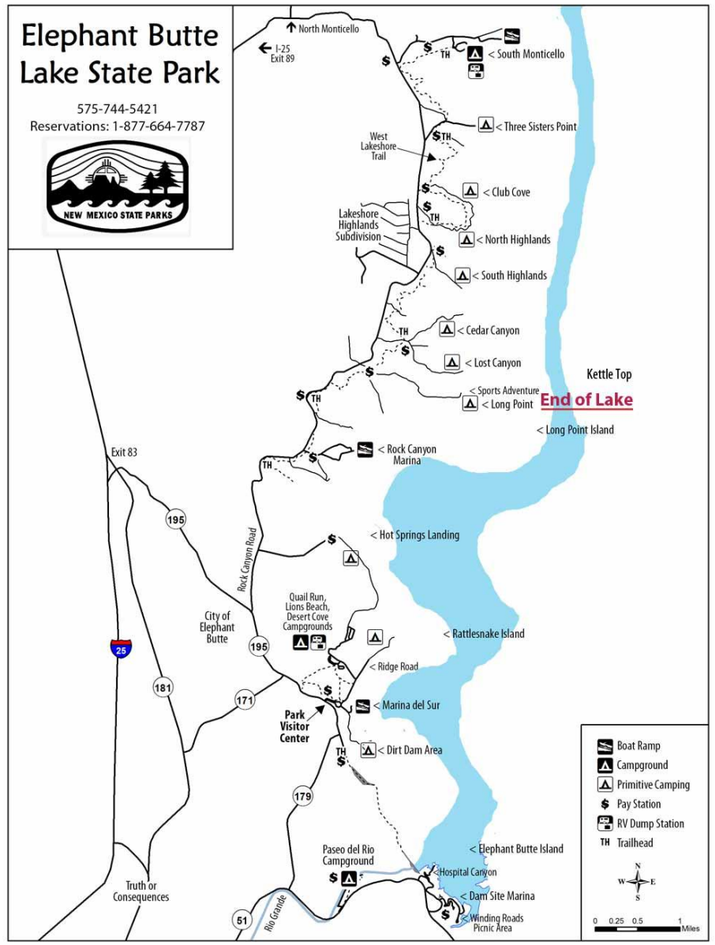


Source: https://ioverlander.com/places/34068-paseo-del-rio-campground

Elephant Butte Lake State Park

Elephant Butte Lake State Park is the largest State Park in New Mexico at forty-three miles in length and offers countless amenities for its visitors. Admission is $5 per car or $15 per bus or tour van ($40 annual day use park passes are available), but visitors can walk or bike in for free. The lake has three marinas and several outdoor recreation vendors on site (New Mexico EMNRD – Elephant Butte Lake State Park). A map of Elephant Butte Lake State park can be seen in ***Figure 28***.

Figure 28. Elephant Butte Lake State Park Map



Source: https://www.emnrd.nm.gov/spd/find-a-park/elephant-butte-lake-state-park/

3.1.4 History of Related Markets

Similar to Truth or Consequences, New Mexico, Moab, Utah experienced a population surge of 1,275 to 4,682 individuals from 1950 to 1960 due to the uranium boom. Mining along the Colorado River and in the La Sal Mountains was not uncommon; however, Moab's economy was based on farming, ranching, and fruit growing until the uranium boom in the 1960s. This uranium boom attracted countless prospectors, miners, and workers, and provided the City with development opportunities such as retail, schools, housing, cafes, and other businesses. The demand for uranium began to decline in the 1960s, causing potash (various mined salts) to be the most recent boom industry in Moab. A potash plant was built in 1963, spurring a new railroad line to be constructed from Denver and the Rio Grande Western Railroad at Crescent Junction to the Texas Gulf Sulphur Company mill outside Moab. Today, Moab is known as the "Outdoor Capital of Utah" and is known to attract tourists from around the United States. Tourists come to view the scenic Arches National Monument and Canyonlands National Park, and for the countless outdoor recreation opportunities in the area. Tourists and locals participate in countless outdoor recreation activities such as whitewater rafting and kayaking along the Colorado River, mountain biking on numerous trails, ATV riding, rock climbing, hiking, and more (TravelMoab).

3.1.5 Opportunities

Recent statistics show that growth in outdoor recreation may already be occurring at the State level. The outdoor recreation economy in the State is growing faster than the overall state economy and has grown 11 percent between 2012 and 2017 (ORD 2020). In 2019, the value-added growth of the outdoor industry in New Mexico ranked just 5th nationally, according to the BEA (ORSA). Since 2018, the industry in the state has grown 5.9 percent, versus 3.7 percent nationally. Similar patterns are seen in outdoor industry employment and compensation: New Mexico ranks low nationally in the total, but its recent growth in these areas has been notably higher than growth nationally.

The continued and growing popularity of recreational sites in Colorado and Utah may present an opportunity to New Mexico's outdoor economy, as tourist search for new, less congested outdoor destinations (Hamway 2021).

Beyond the business opportunities available to the community, there are a number of wider economic benefits that fostering a local outdoor recreation economy presents. A recent report by the State Outdoor Business Alliance Network (SOBAN 2021) highlights potential benefits of outdoor recreation for communities, including:

- Investments in outdoor recreation bring significant returns
    - Numerous case studies show that public investments in recreation bring multifold returns to local economies
    - The report cites several case studies, including one from Montana, where the state spent $50 million improving access to its waterways. While some consumer spending took place before the state's investment, the investment is credited with helping to grow total spending on angling to $900 million statewide annually.
- Recreation-dependent counties[2] attract (and may retain) new residents.
    - A 2019 study by Headwaters Economics shows that, in the wake of the Great Recession, between 2010-2016, rural counties with non-recreation-based economies lost 20 percent of their populations, while those with recreation-based economies grew by 1.3 percent. Sierra County is not considered a recreation-dependent county.
    - The report states that many new residents in these counties first visited as tourists.
- Outdoor recreation attracts new business
    - For many localities access to outdoor recreation can help attract new business. The report references a survey of the fastest-growing businesses in Utah in which many stated that the state's outdoor recreation economy was a major factor when they considered locating or expanding their business in the state.
    - Other areas may be able to attract outdoor gear manufacturers with outdoor areas that serve as proving grounds for products. This appears to be true most in areas with skilled labor forces and manufacturing infrastructure. (pp. 9-12)

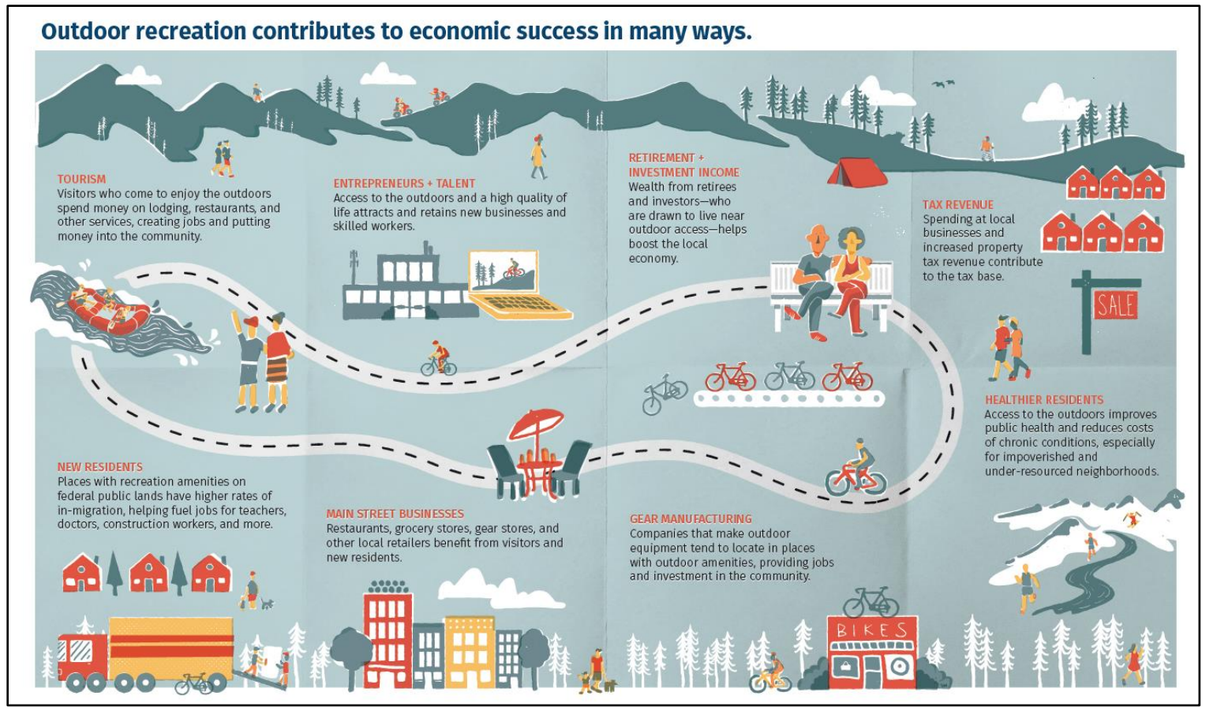
A study for the State's Outdoor Recreation Division by Headwaters Economics details some recent benefits of outdoor recreation in New Mexico:

- "In 2013, anglers spent $267.7 million" and "[h]unters spent $342.4 million" in the state
- "Trail networks in Gallup, New Mexico, and associated events have brought $17 million in new spending to the area. Running and biking events bring an estimated $45,000 per event to the community" (2020, p. 7).

Additional economic benefits of outdoor recreation can be seen in ***Figure 29***.

[2] The "recreation dependent" definition is determined from three components: the share of employment in entertainment and recreation, accommodations, eating and drinking places, and real estate; the share of personal income from these same categories; and the share of vacant housing units that is for seasonal use.

Figure 29. Outdoor Recreation and Economic Success



Source: https://headwaterseconomics.org/wp-content/uploads/2021HE-SOBAN-Report-FINAL-DOWNLOAD_2.pdf

3.1.6 Challenges

A number of barriers to expansion of the outdoor recreation economy in Truth or Consequences exist, though many of these issues can be remedied by further studies, listed in ***Section 4.2***. These challenges need to be addressed in order for the City to become recognized for its outdoor recreation assets, for the community to attract more visitors, for its residents to be better connected to the area's outdoor amenities, and for the community to expand upon its outdoor recreation economy. Other challenges the City faces include:

- **Lack of existing outdoor recreation infrastructure:** This is a wide-ranging issue and includes the lack of dedicated trail facilities, lack of crossings to the south side of the Rio Grande, and the lack of utilities on the south side of the river.
- **Lack of business support**: An issue identified in the Recreation Economy for Rural Communities (RERC) program Action Plan is the need for information and resources for local small business to build their capacity to capture outdoor recreation related business. Among the recommendations of the Plan is for a "business boot camp to incubate downtown businesses that could enable locals and visitors to enjoy local trails" (RERC p. 10). Not only would business support benefit the Study Area, but provide additional business options in the Downtown Area as well.
- **Lack of Downtown business:** Currently, the Downtown area has several vacant store fronts, and many stores that are not open during normal business hours. By attracting additional downtown business, visitors will have opportunities to explore more of the City and reason to stay in the City outside of outdoor recreation opportunities. Additional restaurants, cafes, or bars will provide residents and visitors with a place to go following their outdoor recreation activities, which will in turn garner additional economic revenue.
- **Lack of marketing and visibility of Truth or Consequences as an "outdoor recreation destination":** The RERC Action Plan describes how the recreational assets are not well known beyond residents. Residents in the City believe that Truth or Consequences can be a jumping off point for exploring the area's recreational amenities but require additional marketing to reach visitors outside the community. The RERC recommends a marketing strategy for reaching these audiences to help brand the community as a recreation destination and attract visitors (RERC pp. 10-12).
- **Lack of manufacturing infrastructure or workforce training:** These assets have been shown to help attract outdoor recreation equipment manufacturers. Few residents are employed in manufacturing today, and vocational training programs for these skillsets is limited. Addressing this barrier could help the City attract a new type of outdoor recreation business; however, building the skillset and infrastructure needed for manufacturing would likely be a longer-term process that would require intensive collaboration with regional partners and funding agencies. The state of New Mexico's Job Training Incentive Program could be a useful tool to attract individual outdoor recreation manufacturers in the short term. (See ***Section 0*** for more information.)

4. FEASIBILITY

This Study was commissioned to examine the feasibility of economic development within the Study Area that would support outdoor recreation. The process to understand feasibility included planning, preliminary engineering analysis summarized in previous sections, as well as high-level input of local and regional stakeholders and of residents.

As a result of this analysis, the Study does not identify any fatal flaw obstacles to economic development within the Study Area. The Study finds that there are notable opportunities for economic development that harness and support the momentum related to the Truth or Consequences outdoor recreation economy. Potential issues relating to the environmental concerns near the Hot Springs may need to be addressed before significant investment takes place; however, additional environmental study is reasonable.

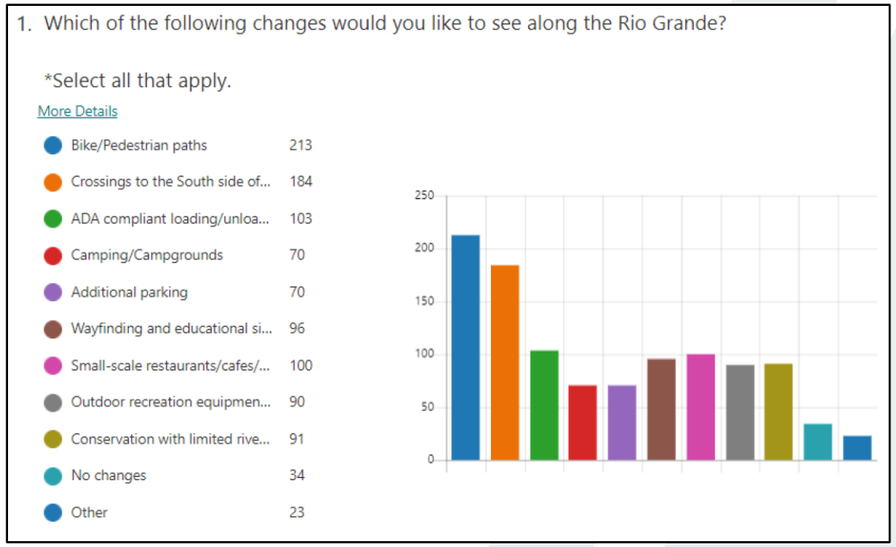
The Study team has developed a concept that shows a vision for economic development in the Study Area. The concept, although preliminary, provides recommendations for projects and strategies that would harness the opportunities available in the Study Area and improve overall economic development outcomes there and for the city overall. The proposed concepts are presented in ***Section 4.4***.

4.1 Results of Public Participation

The public survey was sent in residents' August 2020 utility bills, with residents asked to mail or drop off their completed surveys by the end of the month. Questions on the public survey addressed concerns such as what recreational amenities individuals would like to see in the Study Area, what opportunities are available to foster economic development, commercial development opportunities, and more. The public survey received a total of 324 responses, which can be seen in **Appendix A**.

Of the total number of responses, three percent of individuals responded that they would *not* like to see any changes within the Study Area, while 97 percent would like to see changes of some type (trails, crossings, development, etc.) (see ***Figure 30***).

Figure 30. Public Survey Question 1



Of the 97 percent of individuals who would like to see changes, 64 percent were in favor of some form of outdoor recreation. These responses included options such as hiking, fishing, kayaking, river floating, horseback riding, outdoor sports, and camping. 68 percent of responses to question three (What type of commercial development, if any, would you like to see along the Rio Grande? *Select all that apply.) stated that they would like to see some sort of development along the Rio Grande and included options such as local boutiques, small-scale restaurants or cafes, urgent care or motel facilities, campgrounds, and others.

46 percent of survey responses state that residents would like to see a vehicular bridge to the South side of the Rio Grande, and 76 percent of residents would like to see a pedestrian bridge to the south side of the river. When it comes to sustainable revenue generation for the City of Truth or Consequences, nearly 46 percent of responders would prefer to expand the overall commercial base of the City while maintaining existing tax rates (ie. increasing commercial development within the City). See **Appendix A** for the full list of survey questions and responses.

In addition to the public survey, residents of the City were asked to share their opinions and concerns about the proposed concepts during the open house hosted in June. Residents voiced their concern for the natural Hot Springs and the living ecosystem that surrounds them, including the wildlife. Residents also shared that they were concerned that major development would obstruct existing river views and wildlife sanctuaries. Public input was noted and taken into consideration prior to advancing the proposed concepts, for example, additional environmental analysis should occur before any development begins, explained further in ***Section 4.2***.

4.2 Areas for Additional Study

An environmental investigation in the Study Area should be completed prior to economic development investment. While the Hot Springs provide a unique amenity to the City, special care needs to be taken in this environmentally sensitive area.

Hot springs occur when "subsurface magma heats groundwater, creating steam and hot water. The hot, less dense water rises through fissures and cracks in the ground. When it reaches the surface, features such as geysers, fumaroles, hot springs, and mud pits are created" (NPS, Hot Springs/Geothermal Features).

The hot springs do not appear to present insurmountable challenges to development, but further review should be done to confirm this.

A preliminary analysis of potential bridge placements is included in ***Section 4.8***, however, further review of the Study Area should occur prior to the development of a bridge crossing to the south side of the Rio Grande. Additional analysis can determine the best placement for a crossing to include utility extension across the river.

4.3 Land Use Vision

This Study presents a concept for potential development within the Study Area. The concepts described below represent the "vision" or a preliminary recommendation that should be refined with further technical analysis and continued engagement of residents and other stakeholders. The combination of these proposed concepts would support the City's vision of growing their outdoor recreation market.

4.3.1 Trails

Trails are an important aspect of any outdoor recreation area and offer residents and visitors health benefits, transportation options, conservation options, and economic benefits to surrounding businesses. A bicycle loop trail is recommended from Ralph Edwards Park to Dunn Street, which could tie into Turtleback Avenue on the south side of the Rio Grande. This bicycle loop would be approximately four miles in length and offer a connection from the proposed campground near Ralph Edwards Park to the proposed recreation hub north of the park near Dunn Street.

In addition to the proposed bike trail, the National Park Service is currently working with the community of Truth or Consequences to develop a non-motorized trail on the east side of the Rio Grande within Truth or Consequences and Williamsburg communities.

The State Comprehensive Outdoor Recreation Plan (SCORP) illustrates the value of trails to New Mexico communities:

> "The needs assessment in the 2010 New Mexico Statewide Comprehensive Outdoor Recreation Plan found that a connected trail system was the #1 amenity to expand and improve.' This is no surprise: survey after survey demonstrates that trails are the #1 outdoor recreation priority for New Mexicans. Today, trails are seen less as an amenity (i.e., an enhancement) and more as a basic building block of community infrastructure" (SCORP Appendix C, pp. 28-29).

4.3.2 Park Space and Campground

The concepts described in the following section also include a recommendation for a proposed park space on the south side of the Rio Grande, opposite of Ralph Edwards Park. A park space in the Study Area would likely be feasible, meeting the criteria for effective parks. This proposed park could include space for outdoor sports such as soccer, beach volleyball, or others. The park could also include a playground for children and would tie into the proposed nearby campground. The park and campground would include amenities such as restrooms and sinks, grills, and additional trash receptacles. Currently, residents set up camp on the south side of the river, so a designated campground with amenities would attract additional people to the City, further boosting the outdoor economy. This park and campground space would also offer residents and visitors additional opportunities for outdoor recreation, including:

- It would establish an axis for organizing different types of development that are proposed in the area, including residential and light commercial, and provide for synergistic relationships with this development (for example, by creating a recreational amenity for new residential areas). Although not clearly an economic development project in itself, the recreational facility would help promote economic development within this area of the City.
- It would create dedicated facilities for outdoor recreation activities, such as a walking, hiking, bicycling, wildlife viewing, camping, playground, and outdoor sports.

The New Mexico *State Comprehensive Outdoor Recreation Plan* (SCORP) describes some of the principles for creating effective parks, citing research from the state of Oregon's SCORP:

> "Parks must:
>
> - Offer a mixture of uses that appeal to different ages and abilities.
> - Provide ample numbers and types of programs.
> - Be accessible to the greatest number of people possible."

The closer to residents that the park or natural area is, and the easier it is to get to, the more likely people will use the park. People are more likely to use outdoor places that are close to where they live and where they spend time: restaurants, shopping districts, libraries, gyms, work, and other meeting areas" (New Mexico State Parks, SCORP, pp. 15-16). This location would provide a park space in a currently undeveloped area on the south side of the Rio Grande and would tie in with the existing residentially platted land adjacent to the proposed park and campground.

4.4 Development Concepts

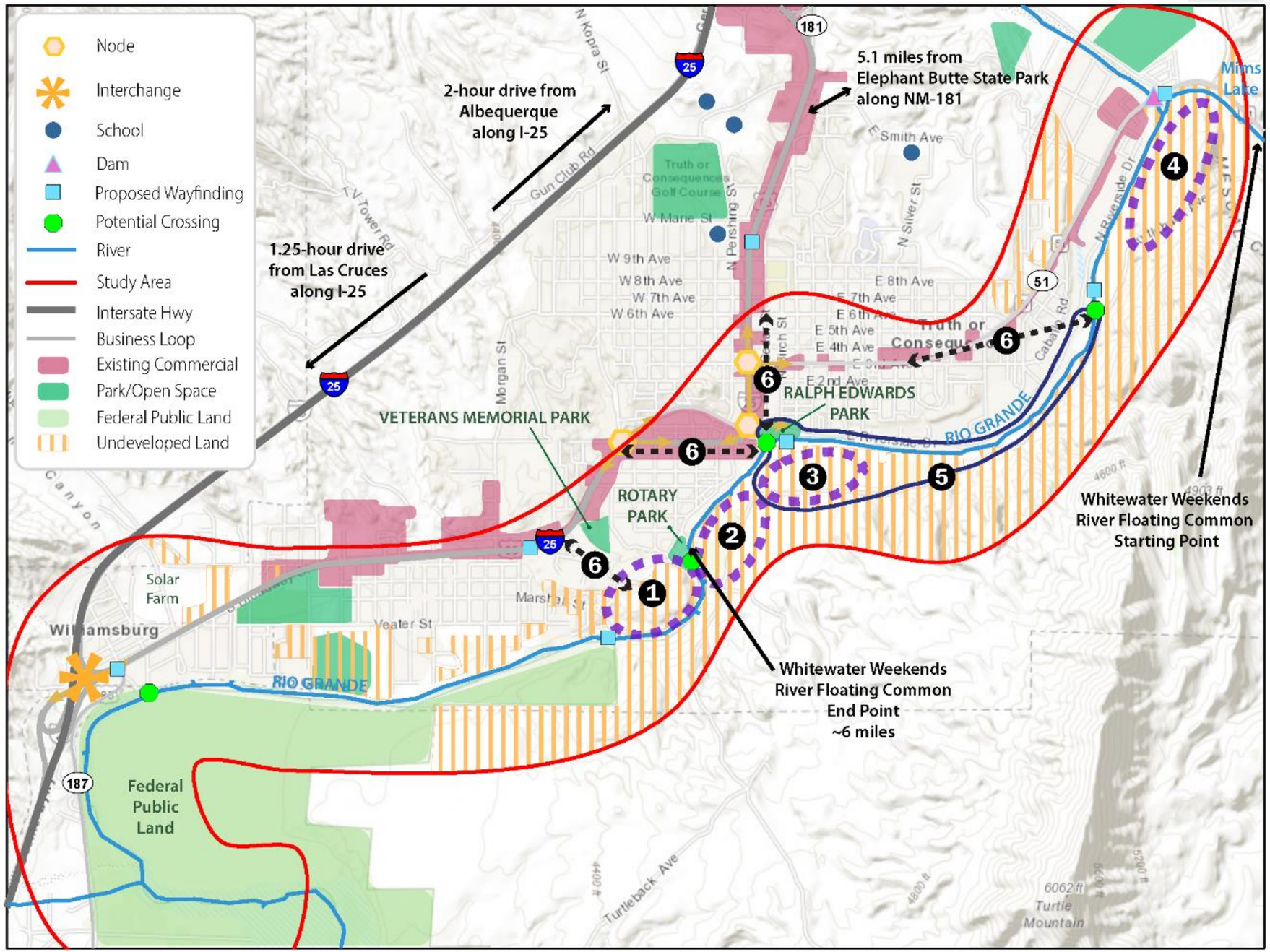
The recommendations of the proposed concepts follow two principles defined below:

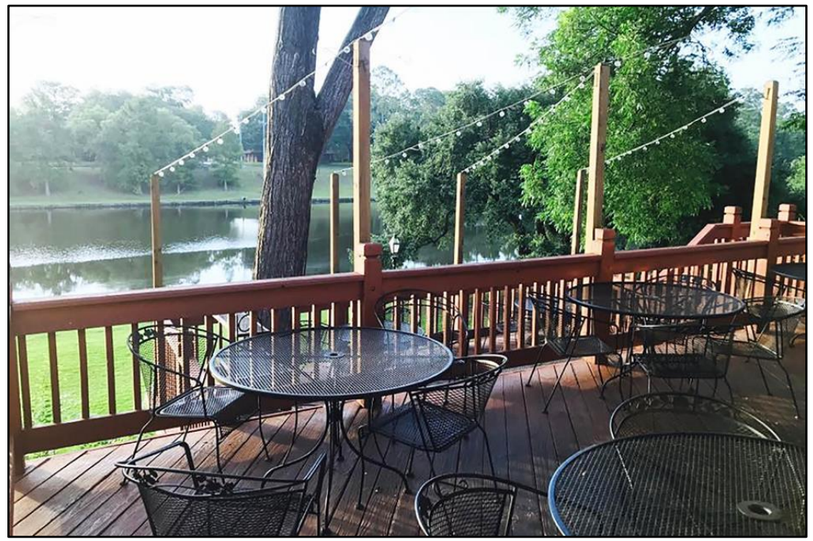
1) Emphasize recreational uses and facilities at core of the concept
   a) This Study Area has characteristics, such as uninterrupted open space and good views, that would lend well to it being a recreational facility. Areas within the Study Area may be challenging to develop more intensive land uses (industrial, etc.), given the environmental concern near the Hot Springs. Meanwhile, the Study Area is centrally located among existing and the residentially platted neighborhoods on the south side of the river, offering residents easy access to any future recreational facility located there.
   b) Low-intensity recreational and light commercial land use is a great option to maintain the existing views of the river, while maximizing economic return for the City.
2) Maintain opportunities for residential and commercial development
   a) While much of the Study Area is well suited for recreational land use, the area also includes prime areas for light commercial development such as a small-scale riverfront restaurant or café or recreation-based local shops such as a bait and tackle store.
   b) The 2014 Comprehensive Plan Zoning Map defines the parcels south of the Rio Grande as Transition Zoning (temporary zoning classification), therefore the City of Truth or Consequences should plan to update the existing 2014 zoning map to reflect the proposed concepts.
   c) Converting areas of vacant land within the Study Area to a publicly maintained open space or recreational facility would increase the City's cost burden to build and maintain these facilities. Allowing some private development within the Study Area can reduce those costs and help bring in revenue that supports city-wide services, such as road maintenance, schools, and emergency services.
   d) If done conscientiously, private development mixed with recreational investment can create positive synergies. For instance, the proposed recreational facilities can add value to new private development and adding new development near the park and campground can improve access to the park and create an enhanced sense of safety for park users by introducing nearby flows of traffic and people.
   e) The development shown in the concept map shows a balanced level of development.

4.5 Recommended Projects

The following section describes specific projects that the Study team has identified as enhancing the outdoor recreation market and economic development in the City of Truth or Consequences. These proposed projects are preliminary in design and will require further analysis prior to construction. The concepts can be seen in ***Figure 31***.

Figure 31. Concept Map



Area 1	Proposed Light Commercial
	Area 1 is owned by the City and is recommended for light commercial land uses behind the existing Veterans Memorial Park and New Mexico State Veterans Home. This area has approximately one million square feet of developable land and could include options such as space for an additional farmer's market, space for food trucks and other vendors, local shops, recreation-based shops, and/or a small-scale riverfront restaurant or café where residents and visitors can enjoy the river views following a day of outdoor recreation along the Rio Grande. Because this project is proposed on the north side of the Rio Grande, utility connections will not be difficult, however, additional environmental analysis should occur prior to development since this land is in close proximity to the Hot Springs.  Source: https://www.lovefood.com/galleries/71520/americas-most-adorable-small-town-restaurants?page=1
Area 2	**Private Residential**
	Area 2 is currently privately owned and platted for residential homes. This Study will not interfere with the existing plans for this residential neighborhood.

Area 3	Riverfront Park and Campground
	Areas 3 is considered an opportunity area for a recreation hub. This is considered a prime location for a riverfront park to include space for outdoor sports such as soccer, beach volleyball, or others. The park could also include playground equipment for children. In addition to a riverfront park, the concept map includes a campground facility. This campground would include a restroom, picnic tables and a grill, as well as additional trash receptables and wildlife/educational signage.  Source: https://travelingted.com/2012/03/04/camping-along-a-gravel-bar-on-the-beautiful-jacks-fork-river-in-missouri/  Source: https://www.isginc.com/portfolio/riverfront-park

Area 4	Outdoor Recreation Hub
	Area 4 is also considered an opportunity area for a recreation hub. This location is the existing drop-in point for the Whitewater Weekends rafting and would tie in well with additional outdoor recreation activities. Area 4 could include fishing spots, kayaking drop-ins, a horseback riding trail starting point, and more.  Source: Shutterstock
Project 5	**Bicycle Loop**
	Project 5 is a proposed bicycle loop trail from Ralph Edwards Park to Dunn Street and could tie into Turtleback Avenue on the south side of the Rio Grande. The loop would be approximately four miles in length and offer a connection from the proposed park and campground (Area 3) near Ralph Edwards Park to the proposed recreation hub (Area 4) north of the park near Dunn Street.  Source: https://greatruns.com/lake-tahoe-truckee-river-bike-trail/

Project 6	Connections to Development
	Project 6 is improved connections from Interstate 25 and New Mexico State Road 51 (also known as Third Avenue within City limits) to the proposed concepts outlined above. These connections would include additional wayfinding signage, potential pedestrian crossings, as well as educational signage to tie into the outdoor recreation opportunities within the City. These connections are a vital aspect in marketing the outdoor recreation market in Truth or Consequences and will attract tourists seeking these opportunities. In addition, Project 6 includes a bridge crossing to the south side of the Rio Grande (***Appendix C***). This bridge could include water and sewer utility lines to expand the utility infrastructure from the north side of the river to the south. As described in ***Section 4.8***, two proposed crossing locations are outlined: the first near Ralph Edwards Park, and the second near Rotary Park, however, additional analysis should be completed prior to construction to determine the best location for the bridge.

4.6 Cost Estimate

Planning-level cost estimates are provided in ***Appendix B***. The preliminary construction cost estimate puts the total cost for the improvements described above at $12.5 million. This cost estimate does not include private development costs, such as commercial development near the Riverfront, or the campground on the south side of the Rio Grande, however, it does include optional amenities such as a full-size basketball court and soccer field, as well as the utility-bearing bridge crossing to the south side of the Rio Grande (see ***Appendix C*** for cross-section example, and ***Appendix D*** for bridge cost estimate breakdown).

The value of potential private development was not determined, but the proposed concepts include development of approximately 2.2 million square feet (roughly 0.7 square miles) of park space and campground, and up to 1 million square feet (0.3 square miles) of light commercial development (including a small-scale restaurant or café, food truck space, local shops, or recreation-based stores). This degree of development is a long-term projection. These square-footage totals represent what is buildable based on available land, development regulations and the current low-density scale of development throughout the City. While full development of the area will require factors such as time and population growth, in the short term, more limited development in the Study Area – especially that focused on outdoor recreation – can be successful. Success of this development may depend on improved marketing of the City and Study Area as outdoor recreation destinations, investment in the recreation and other public infrastructure described in this Study, and some private sector initiative.

4.7 Zoning & Code Analysis

The existing zoning map for the City of Truth or Consequences, within the Study Area, consists mostly of residential along the Rio Grande, M-1 (Light Manufacturing) behind Veterans Memorial Park, and T-1 (Transition District) south of the Rio Grande. The proposed park and campground are suggested in parcels that are currently zoned for Transition District. Because Transition District zoning is defined as a temporary classification, the City should plan to update the 2014 zoning map to coincide with the proposed concepts outlined in ***Section 4.5***. Light commercial land uses are being recommended in this Study in an area currently zoned for light manufacturing. The City should determine if a zoning change will be necessary to support these recommendations, or if a zoning overlay district will appease the zoning requirements for the proposed light commercial.

4.8 Bridge Construction and Utility Capacity

The construction of a bridge across the Rio Grande would allow the City of Truth or Consequences to address multiple needs for expansion of the area. Not only would a bridge provide pedestrian and vehicular access, but also serve as a support structure for infrastructure transmission lines to the south side of the river. Because of this, the location of the proposed bridge is a critical point in the planning of the proposed improvement.

Two distinct areas have been identified as potential locations for the bridge. The first location is near Ralph Edwards Park, adjacent to the City's Main Street District. This area is centrally located and would provide easy pedestrian and vehicular access for residents and visitors alike. The main water distribution network throughout the main street district is slated for replacement in 2022 and would be a good source for a potable water transmission line across the river. The larger diameter lines to be installed along North Broadway Street could be capable of providing the necessary pressure and flows to cross the river in this location.

The natural grade on the southern side of the river tends to slope towards the southwest and follow the flow of the river. Although the type of development and infrastructure needed on the south side of the river has yet to be determined, any development will need to manage their wastewater. Typically, the most efficient way to manage wastewater is through a gravity collection network that flows downhill. The potential for a collection station to be located near the southwest end of future development would make a bridge near Rotary Park a second ideal location. This would allow the wastewater from future developments to be routed to the City's existing collection system near the Clancy Lift Station.

A proposed cross-section is shown in ***Appendix C***. Further analysis should be completed to determine the best location for a utility-bearing bridge crossing to the south side of the Rio Grande.

5. IMPLEMENTATION PLAN

5.1 Prioritization

The recommended prioritization approach for the implementation the project (detailed in the previous section) is described below:

5.1.1 Short-Term Projects

In general, the highest priority (most short term, 0-5 years out) projects are those that have been previously identified by the City or partners or that are key to setting the groundwork for additional implementation of the recommended concepts.

Also in the short term, the City should work with local and regional economic development partners to communicate and refine the concepts for development of the Study Area. Advocacy for the concepts should also take place with private landowners and potential funding partners. Examples of short-term projects include the proposed bicycle loop and wayfinding and educational signage within the Study Area.

5.1.2 Medium-Term Projects

The key medium priority/term (5-10 years) project is implementation of the recreational facilities described in this Study. These facilities would be the key publicly funded catalysts for broader, longer-term development of the Study concept. Medium-term projects in this Study include connections to development, however the wayfinding signage could occur in the short-term.

5.1.3 Long-Term Projects

With the groundwork set by public projects in the short and medium terms, the responsibility of implementing the development vision will shift to the private sector in the long term (11+ years). The City's role will be supporting continued development through efforts such as streetscaping, trail connections to adjacent neighborhoods, and any development along the Rio Grande. Long-term projects within the Study Area include private development such as restaurants or cafes, local shops, or recreation-based shops along the river. The proposed campground and riverfront park would also occur in the long-term as increased coordination with private landowners as well as additional environmental analysis must occur prior to development.

5.2 Potential Partnerships

The **New Mexico Economic Development Department (NMEDD)** has established an Outdoor Recreation Division (ORD) dedicated to promoting the outdoor recreation economy throughout New Mexico. The division could be an important partner for implementing the Study Area vision. Among the activities of the ORD is to issue $50,000 grants to early-stage, outdoor recreation-focused businesses. The ORD is also working with NM Mainstreet to create an atlas of outdoor recreation assets in five initial counties in the state. As ORD states, "Outdoor recreation development, when connected to MainStreet community downtowns, has great potential to support local, asset-based economic development". The ORD has worked with outdoor recreation business community to create endeavOR New Mexico, the first OR business alliance in the state (NMEDD 2021; ORD "Our Work").

NM Partnership is a state-designated organization dedicated to providing business assistance to prospective businesses interested in locating in the state. The organization promotes site development through site visits, trade show marketing, and other efforts.

5.3 Financing Options

There are a variety of financing tools and incentives that local governments in New Mexico can use to support local economic development. The appropriate resources will depend on the types of businesses that are seeking to locate in the industrial park. The State of New Mexico offers incentives targeted to certain industries, and there are a variety of local, state and Federal sources of low interest loans and grants for public infrastructure and private businesses. In addition, state law enables public contributions to public-private partnerships that provide a public benefit, such as job creation, increased wages, private capital investment and environmentally sustainable economic growth in rural areas.

5.3.1 Great American Outdoor Act

On August 4, 2020, former President Trump signed the Great American Outdoors Act which is a bill that uses revenues from energy development to provide up to $1.9 billion a year for five years to provide needed maintenance for critical facilities and infrastructure in our national parks, forests, wildlife refuges, recreation areas, and American Indian schools.

About $6.5 billion of the bill's new fund will be spent in the 419 national park sites—the NPS currently has a $12 billion maintenance backlog—to repair damaged and worn-out roads, restrooms, trails, and campgrounds, and other areas that have fallen into disrepair. The remaining money will be split between the Forest Service, the U.S. Fish and Wildlife Service, the Bureau of Land Management, and the Bureau of Indian Education schools for similar projects.

It will also use royalties from offshore oil and natural gas to permanently fund the Land and Water Conservation Fund (LWCF) with $900 million a year to invest in conservation and recreation opportunities across the country.

The Great American Outdoors Act has economic benefits as well as environmental ones. Supporters positioned it as being both a stimulus and a conservation package. The communities that surround many parks and public lands are dependent on their tourism and outdoor recreation industries, resulting in high unemployment rates during the COVID-19 pandemic. A 2018 analysis by the Pew Research Center suggests that if the National Park Service's $12 million backlog were to be addressed, it would create roughly 100,000 jobs.

5.3.2 New Mexico State Incentives

The State of New Mexico has provisions for a wide range of tax and other incentives, including those related to high-wage jobs, technology research and development, manufacturing, renewable energy, businesses located on the border, and aviation.

Incentive programs that may be appropriate for businesses in the industrial park include:

- Job Training Incentive Program (JTIP), described below
- Manufacturers Investment Tax Credit
- Rural Jobs Tax Credit
- High Wage Jobs Tax Credit
- Technology Jobs Tax Credit
- Agricultural Business Tax Deductions and Exemptions

The New Mexico Economic Development Department has a comprehensive list of business incentives by type of business.

Job Training Incentive Program (JTIP)

This state program funds a portion of wages for individuals being trained for newly created jobs. JTIP reimburses 50-75 percent of worker wages for up to six months, for both classroom training and on-the-job training. Companies that receive JTIP funds must produce a product in New Mexico or provide services and export at least half of their services (based on revenue or customer base) outside of the state. Businesses in certain green industries also qualify. Since the program's establishment in 1972, it has helped create 47,000 jobs across the state.

US Small Business Administration, HUB Zone

The SBA HUBZone program applies to small companies that operate and employ people in Historically Underutilized Business Zones (HUBZones). The purpose is to help small businesses located in distressed areas gain preferential access to federal procurement. The HUBZone program functions at the company level. Eligible areas are designated by the SBA. The federal government has a goal of awarding 3 percent of all dollars for federal prime contracts to HUBZone-certified small business concerns. A business located within the park may be eligible for certification if it meets all SBA criteria for certification.

To qualify for the program, a business (except tribally owned concerns) must meet the following criteria:

- It must be a small business by SBA standards
- It must be owned and controlled at least 51 percent by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian Tribe
- Its principal office must be located within a "Historically Underutilized Business Zone," which includes lands considered "Indian Country" and military facilities closed by the Base Realignment and Closure Act
- At least 35 percent of its employees must reside in a HUBZone

A business located in Truth or Consequences that employ at least 35 percent of its workers from the County and/or other HUBZone designated areas of the region can apply to qualify for the program.

A private non-profit organization, the HUBZone Contractors National Council, provides information and support to companies that participate in the HUBZone program.

Financing options include grants and loans that can help pay for infrastructure improvements, incentives to attract businesses, financing for the businesses themselves, and the potential to capture revenue from the increase in economic activity in the industrial park.

5.3.3 Local Financing

Municipal Local Option GRT

The City of Truth or Consequences has the ability to designate a portion of local gross receipts tax revenue for economic development projects. Through its LEDA ordinance, a municipality in New Mexico can earmark proceeds from a 1/8 percent local-option gross receipts tax for publicly beneficial infrastructure that benefits privately sponsored economic development initiatives.

LEDA

The New Mexico Local Economic Development Act ("LEDA") allows local governments, such as the City of Truth or Consequences, to create new job opportunities by providing land, buildings or infrastructure for facilities to support new or expanding businesses. The LEDA program assists local economic development goals by stimulating capital investment in the community, creating jobs, and encouraging the development of new businesses or expanding existing businesses. A qualifying business entity may submit a project application for consideration based on the process and criteria in the City LEDA ordinance. The City or its designee reviews the application based on the provisions of its economic development plan, the financial and management stability of the qualifying entity, the demonstrated commitment of the qualifying entity to the community and a cost-benefit analysis of the project, among other things. Following the application review process, the City Trustees may elect to adopt an ordinance approving the project. After the project has been approved, the City and the qualifying entity enter into a project participation agreement. The participation agreement must describe the contributions to be made by each party, the security provided to the City by the qualifying entity, and a schedule for project development and completion.

Recipients of LEDA funds must report certain economic indicators, such as new capital investment, job growth, and increased wages, to allow the City to monitor performance and ensure the goals of the program are served. The focus of LEDA projects has historically been on economic-base employers – those that export products outside of the community, thereby growing the local economy. Recent changes to the state act allow small communities to target retail and cultural facilities (in designated Arts and Cultural Districts).

The state augments local efforts using money appropriated by the state Legislature and managed by the Economic Development Department. The state determines project eligibility, feasibility, the expected level

or private investment vs public funds, and the appropriate funding amount. The state consigns money for an approved project to a local government body that acts as the fiscal agent.

LEDA funds should be considered as gap financing for projects that benefit the community but need supplemental funding. State and local funds should not be the only source of financing for a project. The state and local ordinances now have "claw back" provisions that safeguard public investment in projects that do not meet performance expectations.

5.3.4 Other Federal Financing

USDA

USDA has several loan and grant programs for local governments as well as loan programs to support small businesses. For local governments, USDA Rural Development has loan and grant programs for essential community facilities, public infrastructure and strategic planning and training. For rural small businesses, USDA provides funding opportunities through loans, loan guarantees, and grants. The appropriate programs will vary by the type of business or infrastructure project and the local, state or other resources to be committed to the project.

5.3.5 Private Sector Financing

US Small Business Administration (SBA) Loans

The SBA works with lenders to provide loans to small businesses. The agency does not lend money directly to small business owners. Instead, it sets guidelines for loans made by its partnering lenders, community development organizations, and micro-lending institutions. The SBA reduces risk for lenders and makes it easier for them to access capital. That makes it easier for small businesses to get loans. SBA-guaranteed loans generally have rates and fees that are comparable to non-guaranteed loans. Some loans have lower down payments, flexible overhead requirements, and no collateral requirement.

5.3.6 Revenue Capture

The state of New Mexico has several methods by which tax revenue increased or special assessments associated with development and redevelopment can be captured to help pay for infrastructure improvements within a designated district. The applicability of these districts depends on the ownership of land and improvements, timing of development, and the scale of the project.

Public Improvement District

The governing body may create a Public Improvement District (PID) to finance on-site and off-site public infrastructure improvements constructed by a developer such as water and sewer systems, drainage and flood control, streets, trails and parks, public buildings, equipment and related soft costs. Following formation, the PID typically imposes a special assessment on real property located within the PID boundaries. The PID uses special assessment revenues to finance, through the issuance of bonds or otherwise, its administrative costs, as well as public infrastructure or enhanced services that benefit the real property in the PID and are contemplated in the City comprehensive plan. A PID is applicable to privately owned property and improvements where a special assessment can be imposed. PIDs have typically been used to help finance infrastructure in privately developed large scale mixed-use projects. would not be appropriate where the City maintains ownership of land and/or buildings or where the scale of the project is too small to generate the revenue needed for infrastructure improvements.

Tax Increment Financing District

Tax Increment Financing (TIF) districts, enabled through the Metropolitan Redevelopment Act, capture a portion of the increase in property tax revenue collected by a local jurisdiction in a district that has been designated as slum or blighted because of growth of the property tax base due to a redevelopment project. Through a TIF, a local government can designate the increment of the increase above a base year for infrastructure improvements within the district. This means of designating revenue for improvements during a finite length of time would not be packaged with incentives that waive property taxes or with incentives where the property owner is a tax-exempt entity. The municipal governing body can elect to set aside the increase in its share of property tax revenues but would have to have agreements with other property tax collecting entities to capture funds from county, state, school district and other taxing entities.

Tax Increment Development District

A tax increment development district differs from a TIF in that local governments can benefit from both the increase in property values and the increase in gross receipts that result from development projects. The TIDD is not restricted to areas that have been declared slum and blighted. The City may create a Tax Increment Development District (TIDD) to finance public infrastructure improvements. A TIDD uses a portion of gross receipt taxes (GRT), or property tax increment (less than 75 percent) dedicated to it by the County as a source of repayment for TIDD bonds, the proceeds of which can be used to reimburse a developer for public infrastructure constructed by the developer and dedicated to a governmental unit. The TIDD bonds are secured by property taxes on the incremental increase in property values within the district over a base year amount and/or on increases in gross receipts tax collections within the district. As with other options for revenue capture, a TIDD is applied to properties developed by a private entity.

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Appendix A –

City of Truth or Consequences Riverfront Economic Feasibility Study Survey and Results

PUBLIC SURVEY

Riverfront Economic Development Plan

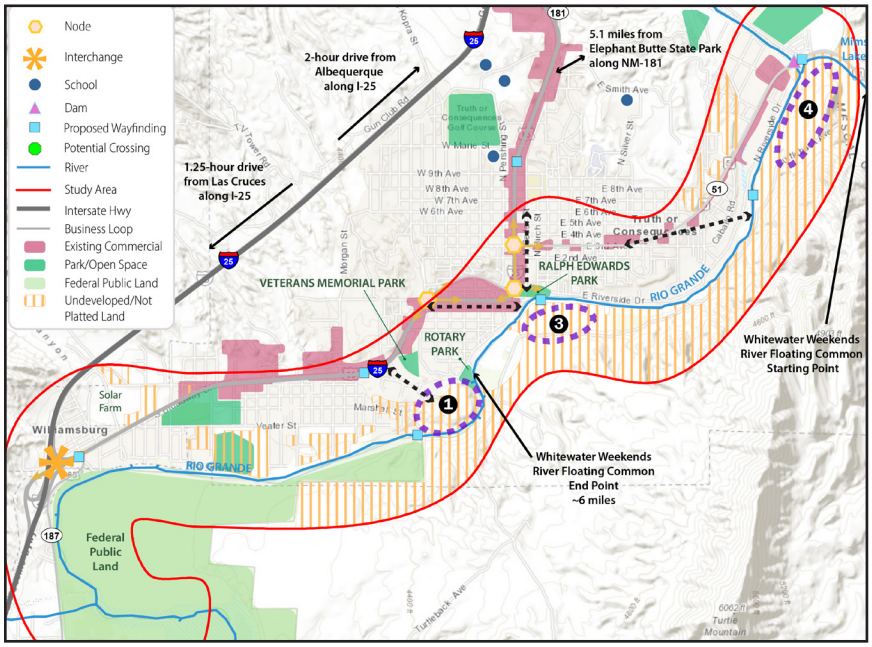
TRUTH OR CONSEQUENCES NEW MEXICO

The City of Truth or Consequences is developing a Riverfront Economic Development Plan with a focus on developing a vision to capture the growing outdoor recreation market with recommendations for change. This will assist the City of Truth or Consequences to properly plan future infrastructure investments and also tie into regional economic develop and recreational opportunities. We want to hear your vision for the study area!

The study will look at questions such as:

- *How can this area best serve the TorC community?*
- *What recreational amenities would you like to see in the area?*
- *Can the area also be used for economic development opportunities?*
- *Which ideas are economically feasible and which are not?*

The answers to these questions start with your vision and ideas! Please answer the questions below to help us understand the community's vision for the City.



1. Which of the following changes would you like to see along the Rio Grande? *Select all that apply.

- ☐ Bike/pedestrian paths
- ☐ Crossings to the South side of the Rio Grande
- ☐ ADA compliant docks, ramps, and obeservation areas
- ☐ Camping/camgrounds
- ☐ Additional parking
- ☐ Wayfinding and educational signage
- ☐ Small-scale restaurants/cafes/bakeries/coffee shops
- ☐ Water/outdoor recreation equipment rentals and sales
- ☐ Conservation with limited river access/improvements
- ☐ No changes
- ☐ Other: _____

2. What activities would you participate in along the Rio Grande, if available?*Select all that apply.

- ☐ Hiking
- ☐ Fishing
- ☐ Kayaking
- ☐ River floating/tubing
- ☐ Horseback riding
- ☐ Outdoor sports (soccer, volleyball, basketball, etc.)
- ☐ Camping
- ☐ Farmer's markets
- ☐ Food trucks
- ☐ Small-scale restaurants/cafes/bakeries/coffee shops
- ☐ Shopping
- ☐ I would not participate in any of these activities
- ☐ Other: _____

3. What type of commercial development, if any, would you like to see along the Rio Grande? *Select all that apply.

- ☐ Local boutiques
- ☐ Small-scale restaurants/cafes/bakeries/coffee shops
- ☐ Urgent care
- ☐ Motels
- ☐ Campgrounds
- ☐ No commercial development
- ☐ Other: _____

4. Do you believe a vehicular bridge crossing to the South side of the Rio Grande is important?

- ☐ Yes
- ☐ No

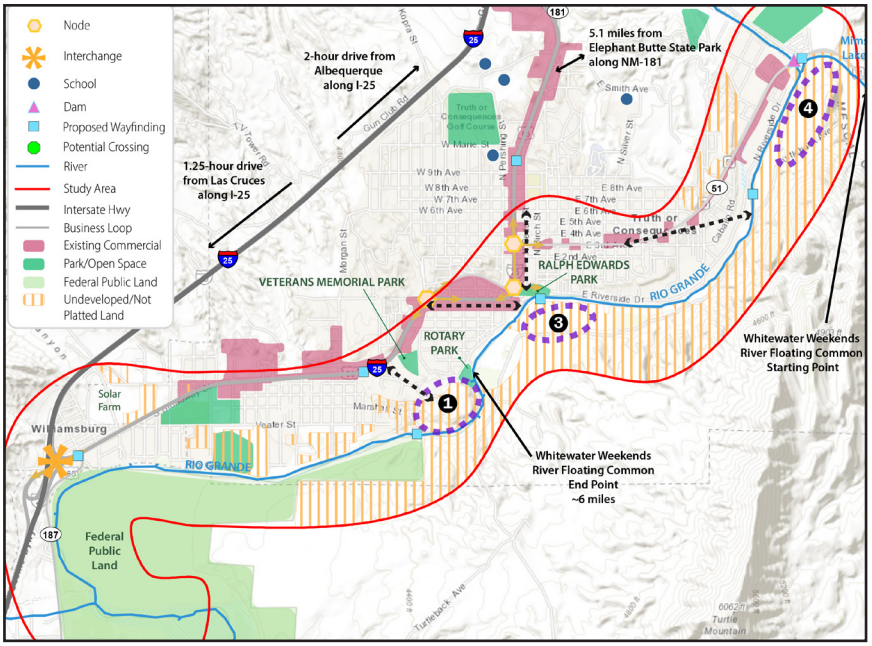
5. Do you believe a pedestrian bridge crossing to the South side of the Rio Grande is important?

- ☐ Yes
- ☐ No

6. Understanding the City has limited funds for community amenities, what is your preference for sustainable revenue generation for the City? *Select all that apply.

- ☐ Higher sales tax
- ☐ Higher property tax
- ☐ Other general use taxes
- ☐ Targeted improvement district taxes
- ☐ Expanding the overall commercial base of the City and maintaining similar tax rates

Please see reverse side for additional questions!



You may contact Traci Alvarez, City of Truth or Consequences Community Development Director, at tburnette@torcnm.org or 575.894.6673 ext. 353

Scan QR code to take survey online

Please return completed surveys to:

- **Any City Office**
- **Place them in the After-Hours Utility Drop Box**
- **Mail them to:**

Attn: Traci Alvarez, 505 Sims Street, Truth or Consequences, NM

7. Please refer to the map.
What opportunities would you like to see in Area 1 (along River side Dr, behind Veterans Memorial Park)? *Select all that apply.

- ☐ Trails
- ☐ River/wildlife observation areas
- ☐ Education signage
- ☐ Parking
- ☐ Campground
- ☐ Restrooms/showers
- ☐ Outdoor recreation equipment rentals/sales
- ☐ Food truck vending area
- ☐ Art/craft/other vending
- ☐ Local boutique
- ☐ Small-scale restaurant/cafe/bakery/coffee shop
- ☐ Urgent Care
- ☐ Motel
- ☐ I do not support any changes in this area
- ☐ Other: _____

8. Please refer to the map.
What opportunities would you like to see in Area 3 (south of Ralph Edwards Park on the south side of the Rio Grande)?
*Requires vehicular or pedestrian bridge crossing.
**Select all that apply.

- ☐ Trails
- ☐ River/wildlife observation areas
- ☐ Education signage
- ☐ Parking
- ☐ Campground
- ☐ Restrooms/showers
- ☐ Outdoor recreation equipment rentals/sales
- ☐ Food truck vending area
- ☐ Art/craft/other vending
- ☐ Local boutique
- ☐ Small-scale restaurant/cafe/bakery/coffee shop
- ☐ Urgent Care
- ☐ Motel
- ☐ I do not support any changes in this area
- ☐ Other: _____

9. Please refer to the map.
What opportunities would you like to see in Area 4 (north of Turtle back Ave on the south side of the Rio Grande)?
*Requires vehicular or pedestrian bridge crossing.
**Select all that apply.

- ☐ Trails
- ☐ River/wildlife observation areas
- ☐ Education signage
- ☐ Parking
- ☐ Campground
- ☐ Restrooms/showers
- ☐ Outdoor recreation equipment rentals/sales
- ☐ Food truck vending area
- ☐ Art/craft/other vending
- ☐ Local boutique
- ☐ Small-scale restaurant/cafe/bakery/coffee shop
- ☐ Urgent Care
- ☐ Motel
- ☐ I do not support any changes in this area
- ☐ Other: _____

10. Additional comments:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

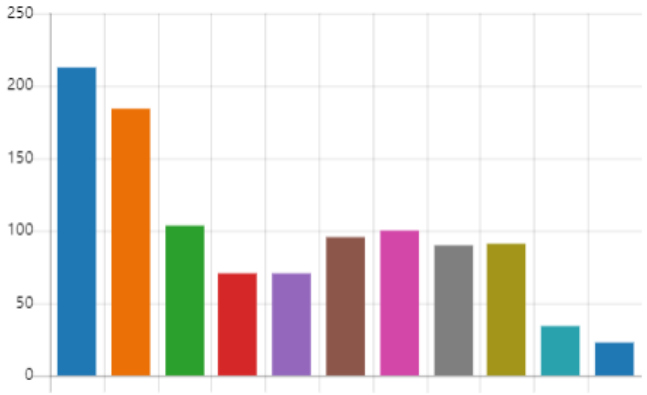
Public Survey Responses

1. Which of the following changes would you like to see along the Rio Grande?

*Select all that apply.

More Details

Bike/Pedestrian paths	213
Crossings to the South side of...	184
ADA compliant loading/unloa...	103
Camping/Campgrounds	70
Additional parking	70
Wayfinding and educational si...	96
Small-scale restaurants/cafes/...	100
Outdoor recreation equipmen...	90
Conservation with limited rive...	91
No changes	34
Other	23

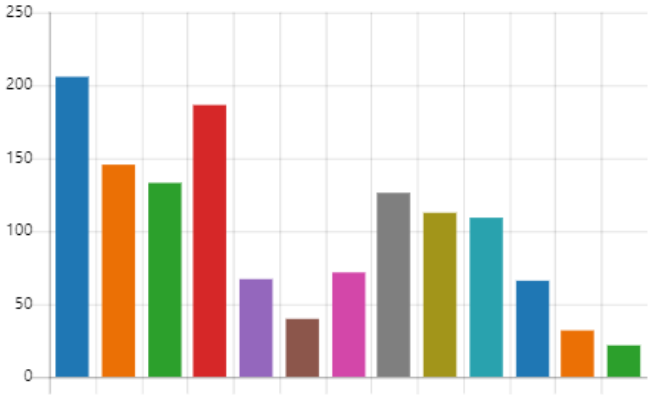


2. What activities would you participate in along the Rio Grande, if available?

*Select all that apply.

More Details

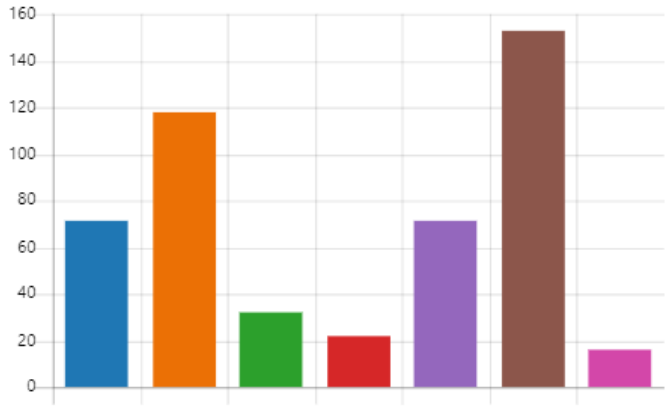
Hiking	206
Fishing	146
Kayaking	133
River Floating/Tubing	186
Horseback Riding	67
Outdoor Sports (soccer, volley...	40
Camping	72
Farmer's Markets	126
Food Trucks	113
Small-scale restaurants/cafes/...	109
Shopping	66
I would not participate in any ...	32
Other	22



3. What type of commercial development, if any, would you like to see along the Rio Grande? *Select all that apply.

More Details

Local boutiques	71
Small-scale restaurants/cafes/...	118
Urgent Care	32
Motel	22
Campground	71
No commercial development	153
Other	16



4. Do you believe a vehicular bridge crossing to the South side of the Rio Grande is important?

More Details Insights

Yes	143
No	162



5. Do you believe a pedestrian bridge crossing to the South side of the Rio Grande is important?

More Details

Yes	231
No	71



6. Understanding the City has limited funds for community amenities, what is your preference for sustainable revenue generation for the City?

*Select all that apply.

More Details

Higher sales taxes	47
Higher property taxes	51
Other general use taxes	56
Targeted improvement district...	77
Expanding the overall commer...	192

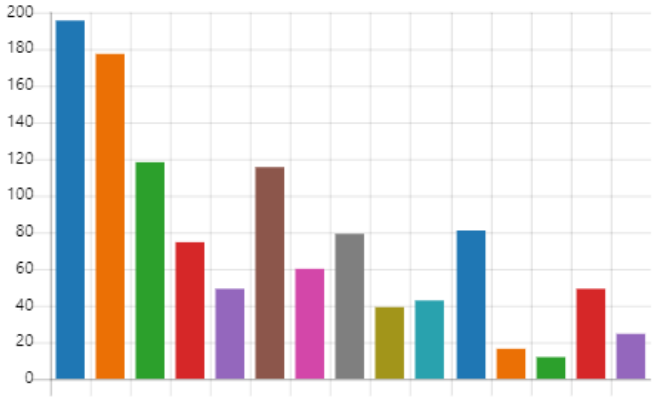


7. What opportunities would you like to see in Area 1 (along Riverside Dr, behind Veterans Memorial Park)?

*Select all that apply.

More Details

Trails	195
River/wildlife observation areas	177
Education signage	118
Parking	75
Campground	49
Restrooms/showers	115
Outdoor recreation equipmen...	60
Food truck vending area	79
Art/craft/other vending	39
Local boutique	43
Small-scale restaurant/cafe/ba...	81
Urgent Care	16
Motel	12
I do not support any changes ...	49
Other	25

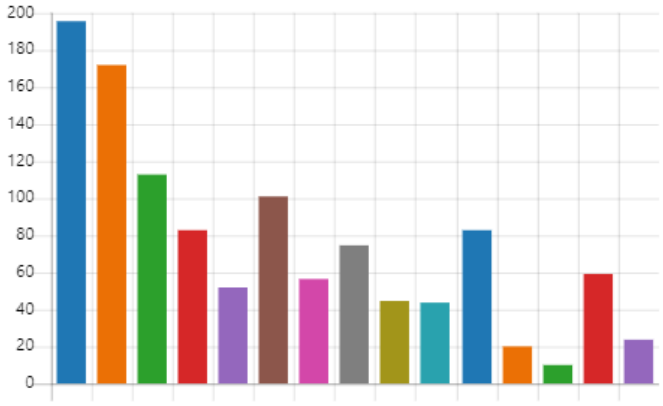


8. What opportunities would you like to see in Area 3 (south of Ralph Edwards Park on the south side of the Rio Grande)? *Requires vehicular or pedestrian bridge crossing.

**Select all that apply.

More Details

Trails	195
River/wildlife observation areas	172
Education signage	113
Parking	83
Campground	52
Restrooms/showers	101
Outdoor recreation equipmen...	56
Food truck vending area	75
Art/craft/other vending	45
Local boutique	44
Small-scale restaurant/cafe/ba...	83
Urgent Care	20
Motel	10
I do not support any changes ...	59
Other	24

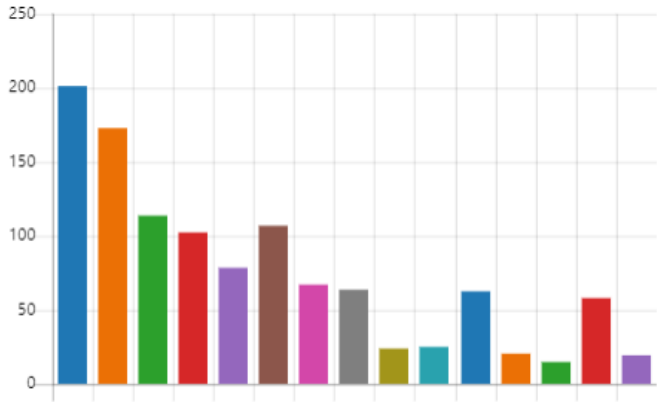


9. What opportunities would you like to see in Area 4 (north of Turtleback Ave on the south side of the Rio Grande)? *Requires vehicular or pedestrian bridge crossing.

**Select all that apply.

More Details

Trails	201
River/wildlife observation areas	173
Education signage	114
Parking	102
Campground	78
Restrooms/showers	107
Outdoor recreation equipmen...	67
Food truck vending area	64
Art/craft/other vending	24
Local boutique	25
Small-scale restaurant/cafe/ba...	63
Urgent Care	20
Motel	15
I do not support any changes ...	58
Other	19





Appendix B –

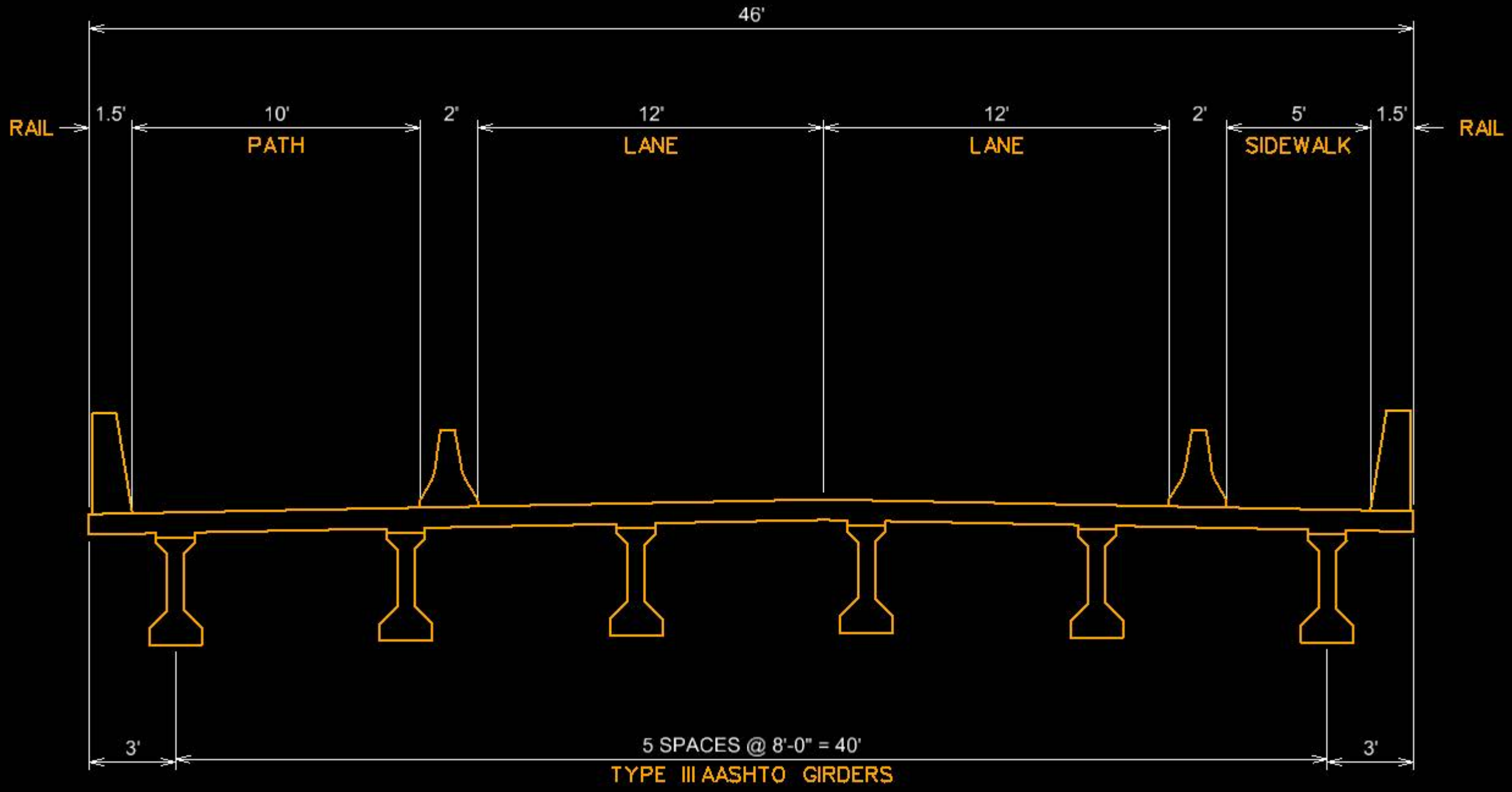
Planning-Level Cost Estimates

Area	Project Description	Notes	Unit	Quantity	Rate	Estimated Cost (2021 dollars)
1	**Proposed Light Commercial**					
	Small-scale restaurants/cafes, food trucks, recreation-based shopping, local shops, etc.	Private (costs not included)				
2	**Private Residential**					
	Currently platted, not proposed as part of this Study	Private (costs not included)				
3	**Riverfront Park and Campground**					
	Playground Equipment		Each	1	$15,000	$15,000
	Benches		Each	2	$1,760	$3,520
	Waste receptacles		Each	6	$1,665	$9,990
	Picnic structure		Each	2	$35,000	$70,000
	Small gateway signage		Each	1	$50,000	$50,000
	Small public restroom structure		Each	1	$50,000	$50,000
	Electrical: Lighting fixtures		Each	15	$5,720	$85,800
	Gravel parking lot		SF	7,500	$8	$60,000
	Level 2 electric vehicle charging stations		Each	2	$6,000	$12,000
	Subtotal					$356,310
4	**Outdoor Recreation Hub**					
	Benches		Each	4	$1,760	$7,040
	Waste receptacles		Each	4	$1,665	$6,660
	Picnic structure		Each	2	$35,000	$70,000
	Small gateway signage		Each	1	$50,000	$50,000
	Small public restroom structure		Each	1	$50,000	$50,000
	Horseback riding trail		LF	5,280	$30	$158,400
	Concession Stand		Each	1	$300,000	$300,000
	Electrical: Lighting fixtures		Each	15	$5,720	$85,800
	Gravel parking lot		SF	7,500	$8	$60,000
	Level 2 electric vehicle charging stations		Each	1	$6,000	$6,000
	Full-size asphalt basketball court		Each	1	$85,000	$85,000
	Full-size soccer field		Each	1	$750,000	$750,000
	Subtotal					$1,628,900
5	**Bicycle Loop**					
		Trail	LF	21,120	$120	2,534,400
	Subtotal					$2,534,400
6	**Connections to Development**					
	Information Kiosk		Each	1	$18,000	$18,000
	Sidewalk improvements		LF	10,000	$100	$1,000,000
	Bridge crossing	See Appendix D for full bridge planning-level cost estimate breakdown	Each	1	4,400,575	$4,400,575.47
	Subtotal					$5,418,575
	Contingency	20% of estimated costs				$1,987,637
	Total construction costs					$9,938,185
	Professional services	6% of construction costs				$596,291
	TOTAL					**$12,522,113.69**



Appendix C –

Proposed Bridge Cross-Section


46'
RAIL
1.5'
10'
PATH
2'
12'
LANE
12'
LANE
2'
5'
SIDEWALK
1.5'
RAIL
3'
5 SPACES @ 8'-0" = 40'
3'
TYPE III AASHTO GIRDERS



Appendix D –

Budgetary Cost Estimates

Planning-Level Cost Estimate for Proposed Bridge Crossing

Item Number	Item Description	UNIT	UNIT PRICE	QUANTITY	COST
210002	MAJOR STRUCTURE EXCAVATION	C.Y.	$ 69.08	165.2	$ 11,412.02
210003	MAJOR STRUCTURE BACKFILL	C.Y.	$ 111.03	446.6	$ 49,586.00
501100	PILE SPLICES	EA	$ 970.00	16	$ 15,520.00
502036	DRILLED SHAFT FOUNDATION 36" D	L.F.	$ 487.30	1680	$ 818,664.00
511000	STRUCTURAL CONCRETE, CL A	C.Y.	$ 1,087.66	509.6	$ 554,271.54
511070	STRUCTURAL CONCRETE, CLASS HPD	C.Y.	$ 1,041.00	36.4	$ 37,892.40
514042	CONCRETE BARRIER RAILINGS 42"	L.F.	$ 242.43	720	$ 174,549.60
518045	PRESTRESS. CONC. BRIDGE MEMBER TYPE 45	L.F.	$ 370.66	1200	$ 444,793.80
531001	PERMANENT ANTI-GRAFFITI PROTECTIVE COAT	S.F.	$ 1.31	5307.4	$ 6,952.69
540060	REINFORCING BARS GRADE 60	LB	$ 1.99	113686	$ 226,234.34
540061	GALVANIZED BARS GRADE 60	LB	$ 3.09	89975	$ 278,023.37
560000	ELASTOMERIC BEARING PADS	EA	$ 379.59	36	$ 13,665.24
562000	BRIDGE JOINT STRIP SEALS	L.F.	$ 298.24	92	$ 27,438.08
564000	PERFORMED CLOSED CELL FOAM BRG JNT SEALS	L.F.	$ 54.92	92	$ 5,052.64
602000	RIPRAP CLASS A	C.Y.	$ 243.54	767	$ 186,793.07
607076	PEDESTRIAN SCREENING FENCE, TYPE 1	L.F.	$ 242.07	400	$ 96,828.00
				TOTAL	$ 2,947,676.79
			Mobilization	10%	$ 294,767.68
				FINAL	**$ 3,242,444.47**

WILSON & COMPANY

TorC Utility River Crossing
Alternative Cost Estimate
TorC, New Mexico

ITEM DESCRIPTION	UNIT	QTY.	UNIT PRICE	TOTAL PRICE
Water Construction Costs				
Mobilization/Demobilization	LS	1	$ 26,000.00	$ 26,000
Furnish and Install 12-inch C900 PVC DR-18 Waterline, (including all material, labor, potholing, trenching, bedding, removal of waste excavation, import backfill, joint restraints, warning tape, tracer wire, backfilling, compaction, disinfection, site restoration and all related appurtenances not separately listed on the bid form), CIP	LF	500	$ 75.00	$ 37,500
Furnish and install 12-inch Ductile iron pipe (incl. bridge hangers, transition coupling and all related appurtenances not included on Bid Form), CIP	LF	750	$ 225.00	$ 168,750
Locate and Connect to Existing Waterline, (incl. all materials, labor, fittings used for connection, removal and disposal of pipe, potholing, excavation, backfill, site restoration and all necessary items not separately listed on the bid form), CIP	EA	2	$ 2,470.00	$ 4,940
Furnish and Install 8-inch Gate Valve in Cast Iron Valve Box, (including all labor, materials and related appurtenances not separately listed on Bid Form), CIP	EA	4	$ 2,795.00	$ 11,180
Dewatering for water line, greater than 8' drawdown, (including all labor, materials, pumps, gravel trench stabilization, excavation, backfill and site restoration), CIP	LF	500	$ 100.00	$ 50,000.00
Wastewater Construction Costs				
Furnish and Install 6-inch Low Pressure Sewer Force Main, utilizing 4-in HDPE by Open Trenching, CIP	LF	500	$ 45.00	$ 22,500.00
Furnish and Install 6-inch Low Pressure Sewer Force Main,incl. bridge hangers, transition coupling and all related appurtenances not included on Bid Form), CIP	LF	750	$ 180.00	$ 135,000.00
Connection to Existing Force Main	EA	1	$ 1,750.00	$ 1,750.00
Dewatering for sewer line, greater than 8' drawdown, (including all labor, materials, pumps, gravel trench stabilization, excavation, backfill and site restoration), CIP	LF	500	$ 100.00	$ 50,000.00
			Construction Subtotal	$ 507,620
			2-yr Inflation @ 4.60%/yr	$ 46,701
			Construction Contingency @ 20 % of Construction Subtotal	$ 110,864
			NMGRT for TorC at 8.5%	$ 56,541
			Construction Total	$ 721,726
Non-Construction Costs				
			Pre-Engineering - Data Collection	$ 40,513
			Engineering - Design	$ 79,900
			Engineering - Bid Phase	$ 12,500
			Engineering - Construction Inspection	$ 203,000
			Engineering - Construction Management	$ 67,000
			Engineering Services Subtotal	$ 402,913
			NMGRT for Engineering Services at 8.3125%	$ 33,492
			Engineering Services Total	$ 436,405
			Non-Construction Total	$ 436,405
Total Project Amount				**$ 1,158,131**