



A. INTRODUCTION

The purpose of this section is to provide a framework for the City of Truth or Consequences to address economic development concerns of the community and its citizens in the future. Economic development is a common thread that runs throughout many of the sections of this Comprehensive Plan. Recommendations are given for master planning the Business Park on South Broadway and for designating and planning for upgrades to the Truth or Consequences Municipal Airport.

Historically, the City has been dependent on jobs provided by the state and local governments. The City is the Sierra County seat and has also been a base for US Immigration and Naturalization Services. Government jobs continue to provide a solid foundation for many citizens of the city, however, tourism and service related jobs also provide a significant amount of employment. The City relies heavily on revenues generated from gross receipts taxes which are tied to tourism to fuel the local economy. Regional tourism generated from Elephant Butte Lake has also made a positive contribution to the Truth or Consequences economy.

1. Key Findings

- Truth or Consequences' economy relies heavily on tourism for its gross receipts, and the governmental sector for many of its jobs.
- The Sierra County Economic Development Organization represents the City of Truth or Consequences and the other Sierra County communities in economic development initiatives.
- Elephant Butte State Park has long been one of the most popular destinations for water sports, fishing, and camping in the State of New Mexico.
- Recent drops in the water level of Elephant Butte Lake could threaten the long-term viability of area as a tourist draw unless Truth or Consequences and Sierra County seek ways to build upon other recreational attractions and amenities in the area.
- The City's infrastructure is antiquated and must be improved if the City is to be successful in economic development projects.
- The City has one of the top small airports in New Mexico, with room for expansion.
- If marketed aggressively, hot springs in the area have tremendous potential, to help the area be a top tourist/visitor destination.



Historic downtown Truth or Consequences



B. GOALS, OBJECTIVES, POLICIES, AND IMPLEMENTATION ACTIONS

Goal 1: Encourage the creation of new jobs and the retention of existing jobs.

Objective A: Provide appropriate site(s) for industries that create large numbers of desirable jobs.

Objective B: Collaborate with other entities such as the Sierra County Economic Development Organization (SCEDO) on efforts which create and retain jobs in the immediate area.

Objective C: Create promotional programs and materials which help bolster local businesses and retain local jobs.

Policy 5.1: It is the policy of the City of Truth or Consequences to provide appropriate sites for target industries in order to create and retain desirable jobs for the community.

Policy 5.2: It is the policy of the City of Truth or Consequences to work with other area jurisdictions in efforts to create/retain area jobs.

Policy 5.3: It is the policy of the City of Truth or Consequences to develop programs and materials which promote local businesses in order to retain jobs.

Implementation Actions

a. Business Park Development Plan - Complete the business park development plan, including the list of infrastructure needs (see Land Use section, Goal 3, implementation actions), zoning, and a listing of those industries which are target occupants of the park.

b. Airport Improvements - Increase the runway width and infrastructure extensions for the airport in order to use the site as a magnet for warehousing and distribution industries that will then create new jobs.

c. Collaboration with SCEDO - Work with SCEDO to implement strategies in the Certified Communities plan that impact job creation and retention.

d. "Local Business" Programs - Develop and promote a "Support Local Business" program to help retain jobs in the community.

e. Business Recruiting Materials - Develop a brochure promoting the friendly business climate, community assets, and other incentives aimed at luring new businesses to the area.

f. Job Training Program - Create a job training/job mentorship program using the facilities of the Truth or Consequences high school, WNMU, and the senior center .

GOAL 2: Diversify the local economy in order to be less reliant on Elephant Butte Lake State Park as a revenue generator, and less reliant on the governmental sector as a job provider.



Objective A: Work with other entities, such as SCEDO, to identify/utilize area assets and resources (beyond the Lake).

Objective B: Market community assets, such as the hot springs, in order to increase their contribution to the area’s economy.

Policy 5.4: It is the policy of the City of Truth or Consequences to collaborate with other jurisdictions such as Sierra County and SCEDO in identifying and utilizing a variety of area assets and economic resources.

Policy 5.5: It is the policy of the City of Truth or Consequences to promote community assets and businesses in order to create a diverse local economy.

Implementation Actions

a. Local Marketing Plan - Working with SCEDO, the Chamber of Commerce, and Sierra County, develop a marketing plan that promotes the Hot Springs, outdoor recreation, and the arts. The plan should include a marketing “theme” or themes, budget for implementation, funding sources for implementation, suggested marketing materials, target audiences, etc.

b. Business Recruiting Materials - Develop a brochure promoting the friendly business climate, community assets, and other incentives aimed at luring new businesses to the area.

c. Broadway Merchant’s Association - Organize a Broadway Avenue or Hot Springs District merchants association. The Association would help organize monthly special events targeted at arts, entertainment, and shopping in the downtown area. The group would help to coordinate hours of operation for all businesses, so that these business maintain consistent hours. The group will help market downtown, locally-owned shopping opportunities in the community.

C. BACKGROUND

1. Tourism Through Regional Attractions

a. Elephant Butte State Park

Elephant Butte State Park has always been the main attraction in an area that boasts several recreational and outdoor amenities. Truth or Consequences remains a gateway to the Park and together with the City of Elephant Butte and Village of Williamsburg is the location for many services that people may need before going to the Lake. Tourism associated with the Park has led to the development of a strong hospitality industry in the Sierra County region.

The Park itself is the largest lake in the State of New Mexico. It has more than 200 developed campsites and picnic areas with 100 electrical hook-ups for recreational ve-

Table 5.1: Visitors to Elephant Butte Lake

Year	Number of Visitors
2003	1,271,790
2002	1,499,855
2001	1,357,637
2000	1,624,220
1999	1,605,520
1998	1,826,944
1997	1,788,716
1996	1,775,079
1995	1,797,008
1994	1,754,550
1993	1,478,004

Source: Elephant Butte State Park



hicles. The Park Service provides comfort stations with showers, shelters, grills, and concession stands. The Park also has marinas, where visitors can launch boats. Several water-sport activities are available including fishing, water-skiing, scuba diving, parasailing, and house boat rentals.

Elephant Butte Lake State Park is now feeling the effects of the lingering drought that has been impacting the State of New Mexico, as evidenced by water levels. Low water levels mean that some activities may not be allowed. The following table provides an overview of visitation numbers for Elephant Butte State Park for the last ten years.

The table indicates that visitation has decreased since reaching a peak in 1998. In 2003, visitation was at its lowest level in many years, which reflects the lower water levels. Economic Development officials should continue to monitor the lake water levels and determine additional ways to market the amenities that remain in place. Elephant Butte Lake can still be a strong draw for the area, if focus is turned to the other opportunities that exist.

Additional area amenities include:

- Caballo Lake State Park, south of the city, offers camping, fishing, boating, and birdwatching;
- Gila National Forest, located west of the city, has several areas for camping, hunting, rock climbing, and horseback riding.
- Bosque del Apache Wildlife Preserve, located north of the city, offers wildlife viewing.
- Geronimo Trail Scenic Byway, is a road that offers some of southern New Mexico's most spectacular scenic beauty;
- Hot baths, located in the city, are said to be the best in the nation, boasting over 20 minerals.

In addition, Truth or Consequences is located in close proximity to Ski Apache, White Sands National Monument, and several hiking trails.

The significance of these outdoor recreational amenities for the City of Truth or Consequences is that there is a diversity of attractions upon which to build a marketing strategy. Even when water levels at Elephant Butte Lake are low, the Truth or Consequences region can still be the base of significant tourist activity.

b. Retirees

Truth or Consequences has always marketed itself as an ideal location for retirees. It has been quite successful in this endeavor. The area's climate, hot baths (used in therapy), and low cost of living have been effective incentives for retirees relocating to the area. Many retirees could also be part of the labor force, particularly those wishing to supplement their retirement income.

c. Government

Government in Truth or Consequences and Sierra County provides many good-paying jobs in the community. Sierra County, the City of Truth or Consequences, and the Truth or Consequences Public Schools are some of the largest employ-



ers in Sierra County. The major drawback to being reliant on government for jobs is that the County and City both depend on gross receipts for revenues. A decrease in tourism could negatively impact revenues. In addition to diversifying its tourism base, the City should seek to diversify its industry base as well, to provide other employment opportunities.

d. Sierra County Economic Development Organization (SCEDO)

SCEDO is the economic development organization that is responsible for overseeing economic development activity and projects in Sierra County. SCEDO is responsible for recruitment of new businesses to the area, marketing of Sierra County, and maintenance of strategic partnerships with Sierra County communities and other economic development organizations.



SCEDO's offices

2. Certified Community Initiative

One major achievement for Sierra County communities, and SCEDO, was the designation of Sierra County as a Certified Community. The Certified Community Initiative is a new economic development program implemented by the State of New Mexico Economic Development Department (NMEDD). The program certifies communities which meet several criteria, and, provides the community with several benefits, including:

- \$5,000 grants, awarded on two-year cycles, for economic development projects such as marketing;
- Advertising assistance; and
- Recognition as a "Certified Community," which portrays the community as being business friendly (this information is provided to businesses seeking to relocate to New Mexico).

The State certified fifteen communities in 2003, including Belen, Clovis/Portales, Tucumcari, Grant County, Lea County, and Sierra County. According to the State Economic Development Department, a certified community sends the following message: *"We are open for business, we are investing in our success, and we will do whatever it takes to make your business successful"*.

The application process was a coordinated effort between all Sierra County communities and SCEDO working together. Some of the requirements that Sierra County had to meet to achieve the status included:

- Adoption of the Local Economic Development Act (City of Truth or Consequences has an economic development ordinance);
- Development of a business retention program;
- Development of a Fact Book;
- Land and Building Inventory; and
- Completion of a NMEDD Community Profile.



Truth or Consequences Economic Development Ordinance

The City adopted an Economic Development Ordinance that details the City’s commitment to creating new jobs and retaining existing industry. The ordinance offers aid to corporations and commercial enterprises that meet certain criteria, including:

1. manufacturing industry
2. commercial warehousing, distribution, exporting industry
3. service supply industry, which supplies services to the general public or local government
4. health care industry

The application for aid is reviewed by a committee, the information is verified, and a written report is submitted to the City Commission for approval. A qualifying business must provide an economic benefit to the City. In turn, the City may contribute land and/or buildings to a qualifying company, not to exceed 5% of the annual general fund of the City.

a. Vacant Building and Land Survey

The Certified Communities Initiative also identified vacant buildings and land for economic development proposes. The following tables lists those areas currently available for commercial or industrial development:

Table 5.2 Vacant Lands

Property	Address/Location	Size	Price	Other Assets
VFW building	855 Van Patten	7,200 sq. ft.	\$260,000	Ample parking
-	614 McAdoo	3,200 sq. ft	\$130,000	5 offices, ample parking
-	474 Clancy	7,033 sq. ft.	\$229,500	Easy remodel
PNM Building	-	7,000 sq. ft.	\$155,000	-
Lakeway Shopping Center	1700 Date	8,450 sq. ft.	\$4,929.17 monthly	Parking
-	Exit 79, off I-25	7.9 acres	-	-
Lane Industrial Park	I-25 Business Loop	28.9 acres	-	I-25 Business Loop
T or C Industrial Park	Broadway and Valverde	~53 acres	-	-
T or C Municipal Airport	Exit 83/I-25	-	-	Airport accessibility

Source: Certified Community Initiative

3. Economic Data

a. Employment by Industry

Educational, health and social services is the sector that employs the greatest percentage of people in Truth or Consequences. 22% of the workforce is employed in education, health care, and social services. Following closely is Arts, Entertainment, Recreation, Accommodation and Food Service at 18% and Retail Trade at 11%. In fact, the service industry, when totaled, employs around 30% of people in Truth or Consequences. The public sector is the largest



Table 5.3: Major Employers

Truth or Consequences Major Employers		
	Number of Employees	Type of Industry or Business
County of Sierra	100-200	Government
City of Truth or Consequences	100-200	Government
T or C Municipal School District	100-200	Government
Sierra Health Care Center	100-200	Healthcare
NM Veteran's Center	100-200	Healthcare
Sierra Vista Hospital	100-200	Healthcare
US Bureau of Reclamation	20-49	Government
Santa Fe Grill	20-49	Service
Los Arcos Lobster and Steakhouse	20-49	Service
Holiday Inn	20-49	Service
Ben Archer Health Clinic	20-49	Healthcare
Amber Home Health Care	20-49	Healthcare
Bullock's Grocery	20-49	Retail
IGA Food Basket	20-49	Service
Foxworth-Galbriath Lumber	20-49	Retail

Source: Bureau of Business and Economic Development

employer in Truth or Consequences, with Sierra County, the City of Truth or Consequences, and the Truth or Consequences school district employing between 100 and 200 people each. The health care industry also employs a large number of people in Truth or Consequences with the Sierra Health Care System, the NM State Veterans' Home and Sierra Vista Hospital each employing 100-200 people. Other medium-scale employers include restaurants, hotels and grocery stores. Data also indicate that none of the major employers in Truth or Consequences represent the manufacturing sector. Recruitment of smaller manufacturers will be key in economic diversification.

b. City Revenues

The primary source of Municipal and County revenues is gross receipts from spending at local businesses. Gross receipts for the City of Truth or Consequences increased by \$335,843 between fiscal year 1995-1996 and fiscal year 2000 - 2001. County gross receipts increased by \$50,276 over the same period. Gross receipts generated by tourism are an important source of revenue since they represent new money funneling into the community. At the same time, spending by residents within the community remains important and the City should work with SCEDO to ensure that retail opportunities exist for local residents. By doing so, the City will minimize economic leakage that occurs when residents must travel to Las Cruces, El Paso, and Albuquerque to purchase goods and services not of-



Commercial corridor in Truth or Consequences

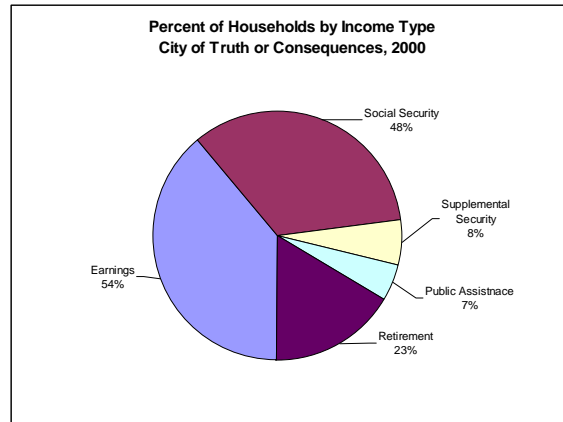


ferred in Truth or Consequences. The City also receives a small portion of its general fund from property taxes.

c. Income

The median household income in Truth or Consequences is \$14,000 less than that of the State of New Mexico (\$29,425), and \$4,000 less than Sierra County (\$29,787). The percent of families living in poverty is one percent higher in Truth or Consequences than in the state, according to the 2000 Census. This could be due in part to Truth or Consequences' heavy reliance on the service sector for jobs.

Chart 5.1: Household Income



Source: US Census 2000

In Truth or Consequences, only 54% of households rely on job earnings as their primary source of income. 48% rely on social security and another 23% use retirement income to help cover daily expenses. This number is unique when compared to New Mexico, where 73% of people rely on earnings, and only 25% have social security as their primary source of income. The adjacent chart shows the percentage of households by income type. Note that the total percentage amounts exceed 100% due to the fact that some households rely on income from two or more sources.

In public meetings, retirees expressed a desire for the creation of employment opportunities for retirees; opportunities that challenge them mentally, but are not physically difficult. One possible job opportunity is the creation of a job mentorship program where seniors could partner with youth to exchange knowledge about careers.

d. Unemployment

The New Mexico Department of Labor tracks unemployment statistics by county, rather than by specific municipality. Sierra County has maintained one of the lowest unemployment rates in the State of New Mexico for many years. In 2003, the unemployment rate was measured at 4.5%. Comparatively, the unemployment rates for New Mexico and the United States were both recorded as 5.7%. The unemployment rate for the City of Truth or Consequences was 3.7 percent in 2000.

e. Labor Force

The labor force for a community is comprised of those people who are currently employed. However, the total number of people over the age of 16 provides some insight to the potential for labor. Specifically, many companies or businesses seeking to relocate to an area will analyze the number of people who could potentially fill jobs, which is why it is important to identify all people over the age of 16. In Truth or Consequences, the labor



force consists of 2635 persons. Economic Development officials in Sierra County believe that retirees provide an important additional component to the labor force. Many younger retirees still wish to work in some capacity to supplement their retirement income. Industries and business establishment that provide jobs for retirees could be one target for future economic development.

D. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS (SWOT)

Below is an analysis of the strengths, weaknesses, opportunities and threats identified by the Sierra Community Initiative and planning related research. The SWOT is useful for identifying areas for future economic development planning and for accessing grants.

1. Strengths

a. Tourism/Recreation

As mentioned in several sections of this Plan, Elephant Butte Lake, accessibility to State Parks, the Geronimo Scenic Byway, museums, trails, Hot Springs, and the Veteran's Memorial Park contribute towards making Truth or Consequences, Williamsburg, Elephant Butte and Sierra County a destination for tourists.

b. Schools

The Truth or Consequences Municipal School District accommodates the educational needs for students from as far away as Chloride, New Mexico. Western New Mexico University has an extension campus in Truth or Consequences, called the Gardner Learning Center. At the Center, there are over twenty faculty members who teach courses related to Math, Science and the Arts. Associates degrees in Liberal Arts, Education, Office Technology and Construction are offered through on-line and interactive television. The Truth or Consequences high school and WNMU Gardner Center collaborate and share facilities, making quality educational opportunities an asset in Truth or Consequences.

c. Healthcare Facilities

Sierra Vista Hospital is a community-operated rural health center with 25-beds and staffing and resources for critical access medical-surgical needs. It is the sole provider of hospital care for Sierra County. The Sierra Vista Community Health Center, Sierra Vista Specialty Clinics, Sierra Vista Home Health Agency, and the Sierra Vista Counseling Center are on-site as well. The New Mexico Veteran's Center is a community-based outpatient clinic in Truth or Consequences that provides medical and dental services. Healthcare facilities are an additional asset in Truth or Consequences, especially for routine, nonspecialized care.

d. Location

Truth or Consequences has access to Interstate 25, a primary north and south corridor bisecting the United States and providing connections from Canada to Mexico. Interstate 25 intersects with Interstate 10 in Las Cruces, which



provides an east-west transportation route. Today, Southern New Mexico is seeing an increase in trade, distribution and shipping due to the North American Free Trade Agreement (NAFTA). Its location along the Interstate corridor makes Truth or Consequences attractive to businesses with interests in trade.

2. Weaknesses

a. Limited/Antiquated Infrastructure

As mentioned in the Infrastructure section of this Plan, there are serious upgrades needed to the current wastewater treatment system, water distribution system, treated effluent lines, and the electrical system in certain areas of town. Before major marketing efforts are targeted, and even before annexation efforts are pursued in the neighboring community of Williamsburg (who relies on the water and wastewater systems in Truth or Consequences), funding must become accessible for improvements to be made to the existing system.

b. Elephant Butte Lake

Elephant Butte Lake has brought tourism, snow birds and young people to the community in search of water and water-related activities in a desert. However, the recent drought and low snow pack, has resulted in low water levels in the Lake. Man-made, Elephant Butte Lake is New Mexico's largest water source, but is now suffering from evaporation, and drainage (due to part of the water being sent to Texas as part of the Rio Grande Compact). Now, the community has learned of additional water being released in exchange for the ability to store water in a reservoir in northern New Mexico. People are moving from Elephant Butte and selling their homes. Consequently, business and tourism in the community of Elephant Butte is suffering. Truth or Consequences can expect secondary effects from this water issue.

c. Absence of Long-term Vision

In public meetings, residents spoke of the natural surroundings and accessibility afforded to them in Truth or Consequences, without the pressures of living in a big city. But, the City itself needs to take charge, embrace its assets and strengths, and dream into the future. The City needs a direction and this plan can help chart the course for the community.

3. Opportunities

a. Truth or Consequences Municipal Airport

The Truth or Consequences Municipal Airport is in a strategic location to accommodate flights from the Forest Service that need to refuel and replenish fire retardant and water to fight fires in Southern New Mexico. Annually, New Mexico sees acres of forest land burned due to natural and prescribed burns. Having an airport with runways long enough and that have enough depth to cushion the weight of medium-scale jets is an asset to the City, which recently annexed the airport. Other distribution-related businesses could locate in Truth or Consequences, near the airport. United Parcel Service could be a company interested in Truth or Consequences due to its airport and proximity to the Interstate, both of which could facilitate the timely delivery of packages to more rural, mid-state destinations.



b. The Arts

Truth or Consequences is becoming known as an artist community. Several galleries have opened and well-known New Mexico artists have relocated to Truth or Consequences because of its relaxed atmosphere and proximity to Las Cruces, Albuquerque and Santa Fe.

c. Healthseekers

More and more, people are turning to alternative medicine to heal chronic and acute ailments. The Truth or Consequences hot springs are considered to have some of the finest minerals of any hot springs in the state. Marketing the health benefits should be explored. Also, the Spa atmosphere of Truth or Consequences should be marketed to those who embrace alternative medical treatments.

d. Industrial Park

The City of Truth or Consequences currently has land that can accommodate an industrial/business park. The park is a major tool for attracting new businesses to the City.

e. Diversification of the Economy

Even if the water conditions in the Lake persist, the Truth or Consequences area is still an excellent place for outdoor recreational opportunities. The key is for the area to diversify its economy and repackage the marketing of the Sierra County region. For example, even though a dropping water level in the Lake persists, fishing in the portions of the Lake that still contain water is expected to be good. Low lake levels also could open up biking and hiking trails and areas in the lake bed. In fact, there are still several hiking and biking trails located around the lake area, which are not necessarily dependent on the lake having the same water levels. Camping will remain strong in the area because of all the improved camped grounds that feature services not found in other recreational areas throughout the state. Truth or Consequences is also close to other recreational amenities such as Caballo Lake State Park, Bosque del Apache National Wildlife Refuge, and the Gila National Forest. The City is within an easy drive of White Sands National Monument and Ski Apache. The City has the opportunity to promote itself as the center of several recreational areas.

f. Exit Ramps/Highway Proximity

Truth or Consequences is located along the Interstate 25 north/south corridor. Two exit ramps service the area, one located north and adjacent to Truth or Consequences, and another located one mile south of Truth or Consequences, at Williamsburg. Together, these two communities receive passersby interested in not only food and refueling, but also cultural and tourist amenities. It will be important for both communities to coordinate and cooperate in the planning, design, and execution of gateway and streetscape improvements to capture travellers en route along Interstate 25.

g. Redevelopment/Adaptive ReUse

Redevelopment and adaptive reuse are tools employed by communities looking to improve the existing built core of the community, including utilizing existing, older developed built structures to meet community needs. Adaptive Reuse is a term for the redevelopment and reuse of historic structures for uses different than for what the structure was initially intended. The County building



in Truth or Consequences is one example of adaptive reuse. Redevelopment and reuse can be strategized and prioritized by the City and used as an economic development tool to lure new businesses.

h. Lodger's Tax

The lodger's tax is collected by the hospitality industry and used to fund marketing and other tourism-related projects for the City. The Lodger's Tax can be levied on lodging. New Mexico State Statutes offer guidelines for the use of these funds, which can assist a community in promoting themselves statewide and locally. The adjacent chart details the Lodger's Tax revenues for Truth or Consequences.

Table 5.4: Lodger's Tax Revenue

Truth or Consequences Lodger's Tax Annual Receipts	
FY 2000-2001	\$96,056
FY 1999-2000	\$88,327
FY 1998-1999	\$73,438
FY 1997-1998	\$75,368
FY 1996-1997	\$71,757
FY 1995-1996	\$70,079

Source: Tax and Revenue Department

4. Threats

a. Infrastructure

The threat exists that Truth or Consequences cannot maintain or improve the level of service they currently provide for water and wastewater infrastructure. Additionally, if the population increases, placing more pressure on an "at capacity" system it may be difficult for the City to keep up with demands, instead of strategizing for future needs.

b. El Paso/Las Cruces Market Areas

The larger markets of El Paso and Las Cruces could be seen as more favorable locations to locate manufacturing businesses. These markets are closer to the Maquilladora factories on the border.

c. Need for Greater Cooperation

Another advantage that the El Paso and Las Cruces markets have is that they tend to cooperate well with one another, which is something the Sierra County communities must emulate. Without this cooperation, the whole area may not be able to coordinate resources for economic development activity.

d. Issues with Elephant Butte Lake

If the water level in Elephant Butte Lake continues to diminish, it could pose a threat to the area's long-standing recreational advantage, if the City does not devise a strategy to re-market its recreational attractions.

e. Bath Houses

While the bathhouses are key in diversifying the area's tourism potential, SCEDO listed this as a threat because some of the owners of the spas do not cooper-



ate in large-scale marketing campaigns. Visitors to the area often do not know how to find the baths or how they can be used. If this continues, the area could miss out on a major opportunity to market this amenity.

f. Difficulty in Redevelopment/ReUse

Issues revolving around redevelopment/adaptive reuse may arise. This could include objections by property owners and the inability to attract a user or funding to carry out sometimes costly projects.

5. Target Industries and Future Economic Development Potential

Several economic opportunities have been analyzed for Truth or Consequences and are included in the Certified Communities Initiative. The City should continue to pursue these as an outcome of this Comprehensive Plan. The chart 5.5 identifies target industries for the City to pursue:

Table 5.5: Target Industry Types

Targeted Industry	Reasons for Targeting	Industry Needs
Manufacturing		
2nd and 3rd tier to aviation, warehousing	Airport, with functional runways	Additional buildings, facilities
Machine shops, die casting	Proximity to Mexico and Albuquerque	Upgrades to runways for major aviation carriers
	Railroad stop nearby (20 mi)	Telecommunications infrastructure lacking
	6000 passersby/day	Distance to large metro
Food Processing		
Chili, milk, dairy	Area farmers, and established cooperative	Lack of buildings
	Proximity to Rio Grande Valley/Irrigated agriculture	Distance to Metro area
	Geothermal waters for heating green houses	Lack of established marketing effort
Ecotourism		
Spas, Arts, Recreation	Mineral springs	No guided tours
	Hotels, RV accommodations	Lack of skilled labor
	Museums	Limited shopping
	Boating	No equipment rentals
	Retirement community	No regional marketing
	Parks, Vietnam Memorial Wall	Lack of downtown revitalization

Source: Sierra's Community Initiative

