

# PIEDRA LUMBRE VISITOR CENTER

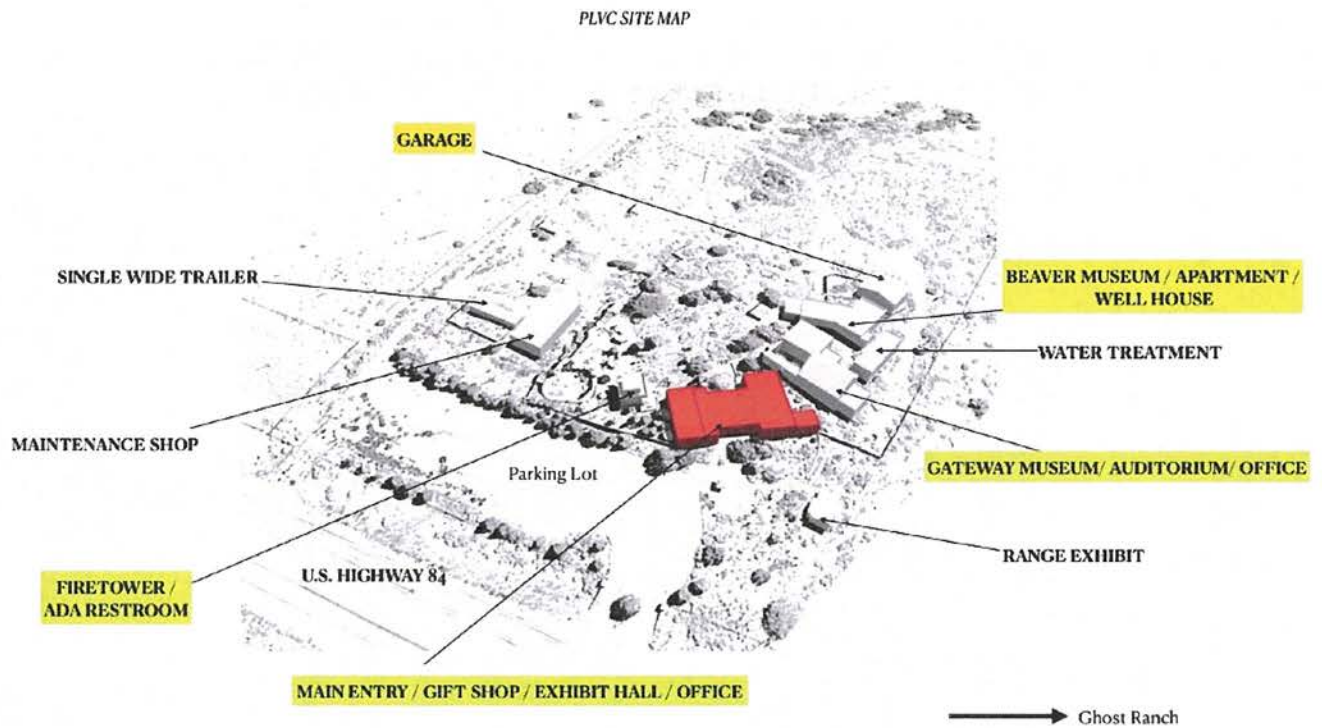
# FINANCIAL FEASIBILITY & REDEVELOPMENT SUMMARY REPORT



Map Source: New Mexico Environment Department

# This Report Was Produced For: **LAS MERCEDES UNIDAS**

By:  
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Site Layout Source: PLVC Master Plan 2016, Resource Center for Raza Planning

**OCTOBER 2022**

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# 1. OVERVIEW

## PROPERTY HISTORY

The Piedra Lumbre Visitor Center is part of the original Piedra Lumbre Land Grant of nearly 50,000 acres which the King of Spain granted to Pedro Martin Serrano in 1766. Starting in 1893, speculators broke up the Piedra Lumbre Land Grant and sold individual tracts to private owners. Around 1930, the Charles Lathrop Forestry Foundation United Presbyterian Church acquired the property and later developed the Ghost Ranch Living Museum, an educational facility that showcased wildlife, art, and culture of the Colorado plateau. In 1970, the U.S. Forest Service, through an endowment from the Presbyterian Church, took over operations of the Museum. Under this agreement, the Carson National Forest ran the Museum until 2005. In 2012, the visitors center closed permanently and ceased operations. In 2015, San Joaquín del Río de Chama Land Grant, Merced Comunitaria Juan Bautista Baldés, and Merced de Los Pueblos de Tierra Amarilla (hereinafter referred to as “Las Mercedes Unidas”) with support from the New Mexico Land Grant Council initiated negotiations with the U.S. Forest Service to acquire the property. With support from the New Mexico State Legislature and capital outlay funds, Las Mercedes Unidas (hereinafter referred to as “Las Mercedes”) purchased the closed visitor center in March 2021.

## PROJECT LOCATION

The Piedra Lumbre Visitor Center (PLVC) is located on 39.91 acres on the east side of U.S. Highway 84, ~15 miles north of Abiquiu, NM 87510. The site borders Ghost Ranch, a well known education and retreat center, on its south side.

## PROJECT OVERVIEW

The closed Piedra Lumbre Visitor Center consists of 11 vacant buildings (14,000 square feet total). La Mercedes’ plans are to develop the site as a business and revenue generating venture that can support cultural and community-service based programming at the site. The property’s revenue stream would also be reinvested into needed services for the respective land grant-merced communities. Short term redevelopment objectives for the site include: re-opening the museum, theater, and observation tower; creating an information center; providing space for community programming (e.g., youth education, working farm/ranch/rodeo grounds. Future phases for the site's redevelopment include the following business ventures: restaurant/brewery/winery; art gallery; camping/RV facility; conference center; bed and breakfast; travel center; and eco-tourism/outdoor recreation.

## FRONTIER & NATIVE AMERICAN COMMUNITIES INITIATIVE

The New Mexico Land Grant Council, the state agency serving as the official

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liaison between the land grants-mercedes and other government agencies, submitted the *Frontier & Native American Communities Initiative* application to New Mexico MainStreet (NMMS) and was to serve as the lead coordinator of the project.

In the fall of 2021, New Mexico MainStreet (NMMS) awarded technical assistance support to Las Mercedes and the New Mexico Land Grant Council through its *Frontier & Native American Communities Initiative* (hereinafter referred to as the "Initiative"). The purpose of the Initiative is to develop local leadership and capacity to implement projects; and support entrepreneurial and creative endeavors through assessment, education, planning, and collaboration.

NMMS Revitalization Specialists provided facilitative and project coordinating support to Las Mercedes in the areas of pre-development and infrastructure planning, adaptive reuse strategizing, financial feasibility, and economic development analysis. From October 2021 to September 2022, NMMS Revitalization Specialists led and participated in 12 meetings (both virtual and on-site) with Las Mercedes on the following dates:

October 2, 2021 (on site - PLVC)	February 25, 2022 (Zoom)
November 13, 2021 (on site - PLVC)	March 12, 2022 (Zoom)
January 8, 2022 (on site - Cañones)	April 1, 2022 (Zoom)
January 17, 2022 (Zoom)	May 13, 2022 (Zoom)
February 12, 2022 (on site - Tierra Amarilla)	June 4, 2022 (on site - Capulin)

Starting with the new fiscal year (FY23), NMMS Revitalization Specialists are meeting with Las Mercedes as work products outlined in the signed Letter of Understandings (LOUs) are completed and ready to be reviewed. To date, NMMS has facilitated two Zoom meetings in August and September of 2022.

The LOU deliverables include: this financial feasibility analysis and summary report along with the economic development analysis (included as an appendix). This report summarizes the findings and outcomes of all the planning sessions held with Las Mercedes, along with a set of recommendations.

## 2. PREDEVELOPMENT PLANNING & BUDGET

### BUILDINGS, UTILITIES, & SITE INFRASTRUCTURE IMPROVEMENTS

Since 2012, the Piedra Lumbre Visitor Center has remained closed. During that time, the site's 11 vacant buildings and structures suffered from deferred maintenance and lack of security. Sometime between 2016 and 2021, thieves stripped the electrical system's copper. When Las Mercedes entered into purchase negotiations with the U.S. Forest Service, they relied on UNM's Master Plan's (June 2016, p. 10) assertion that "...there are no constraints to utility infrastructure that would compromise the adaptive re-use of the master plan study area." The dismantling of the electrical system has presented unique challenges and additional costs for converting the site's buildings into lease ready commercial spaces.

On June 4, 2022 Las Mercedes approved the pre development budget (referenced on the following page) at an in-person meeting held in Capulín (San Joaquín del Río de Chama Land Grant) The estimated predevelopment costs (hard and soft) correspond to the remaining balance of the land grants' capital outlay fund (\$235,000 as of June 2022). Expending their remaining capital outlay on roof repairs, site clean up, liability insurance, electrical and well upgrades will allow Las Mercedes to initiate more capital outlay funding requests.

Atlas Engineering (Santa Fe, NM) completed a preliminary electrical plan estimating the repair and upgrade costs to the electrical system to be between **\$50,000 to \$100,000**. When completed, the new electrical system will be one of the most expensive infrastructure upgrades to the site. To protect the proposed new electrical system, the four primary buildings' where electrical systems will be installed will need to be secured and repaired. The issuance of a Request for Proposal (RFP) for the Electrical Distribution Remediations is currently pending both legal review and approval from the electrical engineer.

Cost estimates for the roof repairs on the buildings as of early 2022 was approximately **\$115,000**. With the summer 2022 monsoon season in the state surpassing normal rainfall averages, further deterioration to the roofs will probably increase previously quoted estimates. Other considerations affecting the buildings' rehabilitation costs are the COVID-19 pandemic, supply chain issues, and the 2022 inflation surge of 8.5%. The matrix below highlights the 4 buildings that Land Grant heirs have agreed to repair and rehabilitate:

**PHASE 1A Pre-Development: Buildings & Site Costs**

	Estimated / Invoiced \$ - LOW	Estimated / Invoiced \$ - HIGH	Notes
<b>Pre-Development: Buildings &amp; Site Costs</b>			
<b>SOFT COSTS</b>			
Electrical Engineering: Electrical Plan	\$5,600	\$5,600	Atlas Engineering
Water Well Assessment	\$6,465.94	\$6,465.94	RWC Enterprises; water well & pump repairs, removal of pump, concrete, casing (invoiced amount reflected here); original quote was for \$5,817.13
Commercial Liability Insurance	\$1,000.00	\$1,000.00	estimated
<b>Subtotal (SOFT COSTS)</b>	<b>\$13,066</b>	<b>\$13,066</b>	
<b>HARD COSTS</b>			
1. Roof Repair: Gateway / Museum / Theater	\$13,708.50	\$13,708.50	gutters, canales, parapets; torch down existing roof; install metal panels (quote from High Pines)
2. Roof Repair: Beaver Museum	\$26,650.00	\$26,650.00	gutters, canales, parapets; remove & replace rotten wood deck (quote from High Pines)
3. Roof Repair: Main Entry / Exhibit Hall	\$47,462.50	\$47,462.50	gutters, canales, parapets; replace deck shedding; re-sloe to 1/4 per sq. ft. (quote from High Pines)
4. Roof Repair: Fire Tower	\$7,710.00	\$7,710.00	tear off wood frame; install tpo (Thermoplastic Polyolefin) roof
<b>Subtotal (Roofs)</b>	<b>\$95,531.00</b>	<b>\$95,531.00</b>	
<b>Contingency (@20%)</b>	<b>\$19,106.20</b>	<b>\$19,106.20</b>	
<b>Total (Roofs)</b>	<b>\$114,637.20</b>	<b>\$114,637.20</b>	
Property Cleaning / Tree Removal	\$34,167.94	\$34,167.94	Remove 68 trees & 48 units of brush; Trim 26 trees; Herbicide to brush & suckers; Wood left behind, minus 1 sycamore
2 Storage Containers	\$18,000.00	\$18,000.00	New 8'x20'x9'6" / New 8'40'x9'6" High Cube Shipping Container (shipping incl.)
<b>Electrical Upgrades</b>	<b>\$50,000.00</b>	<b>\$100,000.00</b>	unverified cost estimates
<b>Well Upgrades (Clean up pump; casing)</b>	<b>\$10,000.00</b>	<b>\$50,000.00</b>	unverified cost estimates
<b>TOTAL HARD COSTS</b>	<b>\$226,805.14</b>	<b>\$316,805.14</b>	
<b>TOTAL HARD + SOFT COSTS</b>	<b>\$ 239,871.08</b>	<b>\$ 329,871.08</b>	

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Cost estimates for the roof repairs on the buildings as of early 2022 was approximately **\$115,000**. With the summer 2022 monsoon season in the state surpassing normal rainfall averages, further deterioration to the roofs will probably increase previously quoted estimates. Other considerations affecting the buildings' rehabilitation costs are the COVID-19 pandemic, supply chain issues, and the 2022 inflation surge of 8.5%. The matrix below highlights the 4 buildings that Land Grant heirs have agreed to repair and rehabilitate:

Building/ Former Use/ Sq. Ft./ Age	Rating	Deferred Maintenance - 2016 estimated rehab expenses	Master Plan recommendation	Vision / Plan /adaptive reuse potential - 2021	Immediate rehab/repair - 2021
Gateway Museum/Exhibit/Auditorium/Office/Restrooms - Theater? <b>2,531 sq. ft.</b> Built: Late 80's	B	<b>\$217,500</b> (rehab cost: \$75/sq. ft.)	Utilize community/youth education & development programming	- coffee shop/cafe - conference center and/or rental for retreats (incl. screening room) - business incubator - ADA bathrooms (no clear entry to reach this building)	- patio need to be cleared / trees removed - <b>repair portal &amp; roof; mitigate water damage</b>
Fire Tower/Restroom/Utility Closet <b>576 sq. ft.</b> Built: Late 80's	B-	Exterior hydraulic lift not working - <b>\$9,000</b> (rehab cost: \$20/sq. ft.)	Re-open observation tower	- potential short term rental e.g. glamping, etc.	- repair hydraulic lift for ADA access - <b>remove shingles, new roof</b> - <b>paint / seal / preserve wood siding with</b> <a href="http://www.penofin.com/wood-stains/ultra-premium-red-label-wood-stain">www.penofin.com/wood-stains/ultra-premium-red-label-wood-stain</a>
Main Entry/Gift Show/Exhibit Hall/Office Space/Restroom <b>3,163 sq. ft.</b> Built: Late 50's/early 60's	C+	Low slope/roof failure on NW corner? Water damage - <b>\$112,500*</b> (2,900 sq. ft. in value analysis) (rehab cost: \$25/sq. ft.) <b>\$8,000</b> - Well Infrastructure	Information/visitor center for public	- main entry for property - community center (w/ kitchen) - insert "sky tubes" - Sheriff substation - two east facing picture windows	- <b>wrap gutter to mitigate portal &amp; parapet damage</b> - <b>restore roof</b>
Beaver Museum <b>1,342 sq. ft</b>  Apt./Well House <b>1,570 sq. ft.</b>	C-	Demolition recommended in 2016 @ <b>\$46,000</b>	Demolish	- open east wall for picture window - good location for restaurant w/ outdoor dining - replace bathroom	- <b>remediation company needs to assess cost for sealing &amp; encapsulating asbestos (on floor)</b> - <b>NMMS recommends: KEEP BUILDINGS</b>



The estimated costs in 2016 for the buildings' repair and rehabilitation is listed along with NMMS's recommendations in 2021 for their adaptive re-use potential. The final column to the right highlights (in red) the most critical repairs for maintaining the buildings. In the case of the Beaver Museum and its attached apartment, NMMS recommended keeping the building rather than demolishing it. The preservation of the Beaver Museum building is also a critical component of the site's electrical system remediation.

Another infrastructure upgrade requiring a working electrical system are the site's main water well and well house. The site contains one state-registered domestic water well (RG-17466) and its associated water-treatment facility. Preliminary analysis and inspections indicate a blockage within the well along with the need to replace the well's casing and possibly the pump. Estimates for these repairs range between \$10,000 to \$50,000. The transfer of 9 acre feet of underground water rights from the U.S. Forest Service to Las Mercedes is still pending with the submission of a change of ownership application to the New Mexico Office of the State Engineer. The identification and assessment of the site's two non-potable water wells will possibly provide Las Mercedes with additional water rights.

While not all members of Las Mercedes Unidas are in agreement about how the site should be cleaned, a professional arborist has begun the site's clean up which includes trimming and cutting trees along with the treatment of non-native species with an herbicide. It is the herbicidal treatment that is one of the points of contention amongst<sup>1</sup> the different land grant-mercedes' heirs.

Funding to repair and improve the on-site septic treatment system and an older lagoon wastewater treatment system (1980s) is not accounted for at this time. Coordination with the New Mexico Environment Department and their review of the existing systems is a recommended next step. In fact, New Mexico's Liquid Waste Disposal and Treatment Regulations (20.7.3.902.E NMAC) state that the evaluation of the existing septic system is a requirement before a property is transferred to a new owner.<sup>2,2</sup>

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<sup>1</sup>Direct application of herbicide may result in direct toxicity to non-target plants and animals or indirect effects due to <sup>1</sup> the death and decomposition of plants. Impairments also are more likely when herbicides are applied together or with other pesticides (Streibig et. al. 1998), resulting in additive or synergistic effects. <https://www.epa.gov/caddis-vol2/herbicides>

<sup>2</sup><https://www.env.nm.gov/wp-content/uploads/sites/14/2017/08/The-Septic-Underground-Spring-2021-Property-Transfer-Evaluations-210319.pdf>

### 3. BROWNFIELD DESIGNATION

The U.S. Forest Service conducted a Phase 1 Environmental Site Assessment (ESA) on the property prior to its sale (9/30/2020). The ESA's consultants state that they "did not identify evidence of recognized environmental conditions (REC), including historic RECs (HREC) and/or controlled RECs (CREC) associated with the property."

The Phase 1 ESA documents that 4 buildings on the site (2 of which date back to the 1950s) contain asbestos and lead-based paint. The quit claim deed that transferred the property to Las Mercedes also included an indemnification clause stating that the land grant-mercedes would hold the United States harmless from any damage, losses, claims, liability and costs relating to the lead based paint and asbestos containing materials. This indemnification clause also asserts that Las Mercedes are responsible for complying with Federal, State, and local laws relating to the management and disposal of these hazardous materials.

In conversations with the Voluntary Remediation and Brownfields Program of the New Mexico Environment Department (NMED), the following issues were addressed: 1. The validity of the original Phase 1 ESA (since it is over a year old); and 2. The U.S. Forest Service's dismantling and dumping of the site's "animal exhibit" into an adjacent arroyo. NMED reviewed the 2020 ESA and determined that the site is eligible for a new Phase 1 ESA along with a Phase II – Asbestos Containing Material (ACM)/ Lead-Based Paint (LBP) Survey. Las Mercedes with assistance from New Mexico MainStreet submitted to NMED a completed property eligibility determination form and is awaiting approval from the Environmental Protection Agency (EPA) of their Targeted Brownfields Assessment Application. The EPA in partnership with NMED is securing funding for these assessment studies.

### 4. LEGAL & ORGANIZATIONAL STRUCTURE

#### PROPERTY OWNERSHIP & LEGAL ENTITY

Las Mercedes Unidas (San Joaquín del Río de Chama Land Grant, Merced Comunitaria Juan Bautista Baldés, Merced de Los Pueblos de Tierra Amarilla) purchased the Piedra Lumbre Visitor Center from U.S. Forest Service as **tenants in common** and are considered co-owners of the property. The State of New Mexico Infrastructure Capital Improvement Plan (ICIP FY 2023-2027) specifies that the three land grant-merdees are to jointly own, manage, and be responsible for the PLVC's improvements.

Bryce Jorgensen of the College of Agricultural Consumer and Environmental

Sciences at New Mexico State University has found that a tenancy in common form of ownership can create: "Problems about the management and improvement of the property, and how the income stream is to be divided,"<sup>3</sup>. In the case of Las Mercedes, San Joaquin del Rio de Chama Land Grant is the fiscal entity responsible for both the procurement and payment PLVC's redevelopment expenses. Decision making amongst Las Mercedes on the prioritization and payment of the site's rehabilitation costs is one of the challenges facing the three land grant-mercedes.

Another issue with a tenancy in common form of ownership is the lack of right of survivorship: "Each tenant can dispose of their separate and distinct interest in the property in any way they choose." When a co-owner dies, their interest does not pass to the surviving tenants in common, rather it becomes part of the probate estate, and passes under the supervision of probate court.<sup>4</sup>

Several heirs have asked for NMMS to provide them with direction on how to proceed with creating a separate legal entity that would handle the PLVC's redevelopment and management. The largest benefit to creating a business for this purpose is that it can operate and disperse the profits from business operations on the site once it begins generating revenue. It also creates a single point of contact for contractors, employees, regulators, etc. working on or with the site. Three entity types for consideration include:

- New Mexico LLC - A limited liability company is simple to establish and can act as a pass through entity for tax purposes. If the land grants are all able to become members of the LLC it would provide a mechanism for the land grants to collect and disperse revenues from business operations. However, a management structure for the LLC would still need to be established.

PROS: In New Mexico an LLC is fairly simple to establish; there may be precedent for this type of entity (check with NM Land Grant Council - <https://lgc.unm.edu>)

CONS: The ownership structure may not alleviate many of the issues surrounding consensus decision making

- New Mexico Corporation - a corporation is a stand alone entity operate by a management team who are overseen by a board of directors. In this scenario the land grants could all be equal shareholders in the corporation and appointment members to the board. However, this situation may not necessarily solve the present issues with the management structure and may just add another layer of complexity.

PROS: completely separate entity, ability to issue shares, established operating procedures

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<sup>3</sup> Brye Jorgensen's research focuses on achieving individual, relational, and financial wellness for New Mexicans. <https://pubs.nmsu.edu/a/G250/index.html>

<sup>4</sup> ibid

CONS: double taxation, may not solve the initial problem

- Non-profit - The land grants can form a non-profit organization which would be an independent entity with land grant members on the board who oversee management

PROS: ability to access grants and government money, independent entity, accept donations

CONS: limited on business activities, can be difficult to establish, may not solve the initial problem.

Choosing a business entity should be done in consultation with a trusted lawyer, accountant, and technical assistance providers familiar with the unique status of New Mexico Land Grants.

## COMMERCIAL LIABILITY INSURANCE

As owners of a commercial property, NMMS and Las Mercedes discussed over several meetings the need to purchase a commercial liability insurance policy. Even with the buildings being vacant, Las Mercedes would be liable if anything happens to workers, contractors, and visitors that frequent the property. Members of Las Mercedes contacted Alcorn Insurance Agency out of Chama for an insurance policy quote. NMMS contacted the State of New Mexico General Services Department (GSD) to inquire about the purchase of tort liability coverage through GSD's Risk Management Division. In general, Land Grant business enterprises would not be eligible for the State's tort liability insurance coverage (Section 41-4-30 NMSA 1978)<sup>5</sup>

## COLLABORATIVE GOVERNANCE

The members of Las Mercedes have worked together for many years and have generated a high level of trust and social capital amongst one another. The 2016 UNM Master Plan mentions that the Land Grants use a **collaborative governance** model for all decision making. Collaborative governance is defined as "bringing public and private stakeholders together in collective forums with public agencies to

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<sup>5</sup> 41-4-30. Liability coverage; certain community land grants. Notwithstanding the provisions of Paragraph (1) of Subsection A of Section 41-4-25 NMSA 1978 to the contrary, a community land grant governed as a political subdivision of the state upon application to the risk management division of the general services department shall be authorized to purchase coverage for any risk for which immunity has been waived under the Tort Claims Act through the public liability fund, exclusive of coverage of an activity conducted by the community land grant that is determined by the director of the risk management division pursuant to division rules to be a business enterprise.

engage in consensus-oriented decision making.”<sup>6</sup>

For a collaborative governance model to work an **ongoing paid facilitator** is needed that would regularly bring members together and assist them with “setting and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual gains.”<sup>7</sup> Effective collaborative governance works in theory, but in practice is “likely to be **time, resource, and skill intensive**.”<sup>8</sup> NMMS Revitalization Specialists have provided facilitative coordination and pre development planning technical assistance to Las Mercedes but should not be considered a substitute for a long-term paid facilitator that would be responsible for “bringing parties to the table and for steering them through the rough patches of the collaborative process.”<sup>9</sup> As mentioned previously in this report, NMMS technical assistance is focused on short-term deliverables that include project support through assessment, education, planning, and collaboration.

## PROJECT COORDINATION AND MANAGEMENT

Property redevelopment is an ongoing incremental process. A long-term paid facilitator (as described in the previous section) with project coordination skills would greatly assist Las Mercedes in keeping track of the ongoing tasks that all contribute to the completion of PLVC’s redevelopment. A project coordinator / facilitator is needed to assist Las Mercedes with the following redevelopment activities:

- Tracking and staying focused with decision making
- Developing project budget(s)
- Organizing, tracking, updating, and disseminating information
- Guiding, organizing, and scheduling team members \
- Interfacing and communicating with partners, stakeholders, and other consultants
- Prospecting and fund development
- Assessing project’s progress
- Conducting trainings as needed

NMMS Revitalization Specialists have provided project coordination support to Las Mercedes, however long term support is critical for the successful completion of the project.

Las Mercedes’s members have also taken on property development responsibilities for the site’s redevelopment. These responsibilities include:

- Evaluating and assessing the buildings’ conditions
- Reviewing the buildings’ repair and rehabilitation needs
- Identifying scopes of work for contractors
- Understanding the impact on the budget

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<sup>6</sup> Ansell, Chris and Gash, Alison. “Collaborative Governance in Theory and Practice”, Journal of Public Administration Research and Theory Advance Access published November 13, 2007, University of California, Berkeley

<sup>7</sup> *ibid*

<sup>8</sup> *ibid*

<sup>9</sup> *ibid*

- Administering the bidding process (e.g., utility remediation / installation, water well repairs)
- Administering contracts

While it is not uncommon in New Mexico's MainStreet districts for individual property owners with single buildings to take on these responsibilities as "small scale developers"<sup>10</sup>, the scope of the PLVC's redevelopment calls for a project manager to be procured.

Whether Las Mercedes' remaining capital outlay allocation for the PLVC's redevelopment could be expended for a project manager has yet to be determined. Another source of funding for the project manager position might be a junior bill appropriation of capital outlay funds through the State Legislature.

For the the 1st phase of redevelopment at the site NMMS provided Las Mercedes with a scope of work (SOW) example for a **Project Architect** and a sample contract for a **Project Manager**:

1. A **Project Architect** would manage the pre-design with code and condition surveys of buildings; produce drawings, plans and specifications; create a complete set of construction ready documents for submittal to regulatory agency (C.I.D.); prepare bid documents; provide cost estimates; assist with selection of a general contractor; and administer contracts. As a final deliverable, the Project Architect would create an RFP on behalf of Las Mercedes to procure a developer that would manage the project's future phases moving forward.
2. A **Project Manager** (with a design and or construction management background ) would serve as the owner's representative. With their understanding of the project's design, construction, site improvements, regulatory requirements, and funding obligations, they would serve as the liaison between the architect and Las Mercedes.

The main difference between these two scenarios is that the Project Architect would be responsible for creating construction ready documents, while the Project Manager would oversee and manage the architect that creates the drawings. In both scenarios, a contractor and or developer would also then be procured.

Whether a project manager or architect paid with state funding could then participate and manage the hiring of a construction contractor or developer (under existing state procurement practices) is not confirmed.

## STRATEGIC PLANNING

Las Mercedes previously developed the following guiding concept /mission statement for the site's redevelopment:

*The Land Grants-Mercedes hope to develop the site with business ventures that generate*

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<sup>10</sup> <https://rethinkrealestateforgood.co/2020/04/29/the-lost-art-of-small-scale-development/>

*enough revenue to support cultural & community service-based programming at the center and provide a revenue stream for the land grants which will be put back into services for their local communities.*

Las Mercedes, with assistance from NMMS, began to organize a full day strategic planning session that would result in a purpose statement for Las Mercedes, a revised mission statement, and a set of objectives explaining **how** Las Mercedes will accomplish its mission. Las Mercedes suggested several potential facilitators for the session, including the Land Grant Council. Las Mercedes members also coordinated with administrative staff at Ghost Ranch who agreed to host the event.

NMMS provided Las Mercedes with a list of questions that would assist a facilitator with creating an agenda for the discussion:

- What values do Las Mercedes share that guide the vision / concept / mission of the site's redevelopment?
- What are the different perceptions amongst Las Mercedes' members regarding the progress of PLVC's redevelopment to date?
- How are decisions made? How is the work organized amongst the members of Las Mercedes in agreement about how the work to be accomplished should be prioritized?
- Who should be responsible for providing leadership for Las Mercedes
- What are the responsibilities of the work and who carries those responsibilities?
- What challenges does Las Mercedes have in working together?
- What are Las Mercedes' resource constraints
- What are the Strengths, Weaknesses, Opportunities, and Threats facing the project?
- How can the public investments being made into the project continue to benefit the community as a whole?

## 5. FUND DEVELOPMENT

### FEDERAL, STATE, & PRIVATE GRANTS

The majority of community land grant-mercedes in New Mexico with active boards of trustees are units of government with political subdivision responsibilities under the general provisions of Chapter 49, Article 1 NMSA 1978. As units of government, the land grant-mercedes receive capital outlay appropriations from the State of New Mexico Legislature and are also eligible to apply for federal, state and local government grants. Challenges with applying for government and private philanthropic funding opportunities may occur when funders require recent audited financial statements and proof of successful grant management.

Eligibility for the grant opportunities listed below assumes that Las Mercedes will either form their own 501(c)3 non-profit or utilize the Merced Land Education and Conservation Trust (MLECT) as a fiscal sponsor. MLECT was created to provide support for land grant mercedes, and received its 501(c)3 non-profit tax exempt status from the Internal Revenue Service in 2010. MLECT generated funding from 2009 to 2011, as evidenced by its 3 years of filing 990 tax forms, and in fact all of

their 990's with the IRS are up to date. MLECT is still active with the NM Secretary of State, is fully registered with the NM Attorney General, and continues to be listed as an active partner on the Land Grant Council's website.

The following are general financing tools that may be used to fund PLVC'S redevelopment efforts. These include state and federal sources, private and non-profit grants and loans and charitable grants and loans. Eligible entities are both non-profit organizations and small businesses.

### **1. Rural Business Development Grants (RBDG)**

Agency: USDA Rural Development

Type: Community, Nonprofit, and Small Business Grants

<http://www.rd.usda.gov/programs-services/rural-business-development-grants> Description: Rural Business Development Grants are available to rural communities under 50,000 in population. Grant funds may be used to finance and facilitate the development of small, private, business enterprises which includes any private business which will employ 50 or fewer new employees and has less than \$1 million in projected gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.

### **2. Community Facilities Direct Loan and Grant Program**

Agency: USDA Rural Development

Type: Community and Nonprofit Grants

<https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Description: This program provides affordable funding to develop essential community facilities in rural areas (no more than 20,000 residents). An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

### **3. Rural Community Development Initiative Grants**

Agency: USDA Rural Development

Type: Community and Nonprofit Grants

<https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants>

Description: This program provides funding through grants ranging from \$50,000 - \$250,000 to help non-profit housing and community development organizations to improve housing, community facilities, and community and economic development projects in rural areas. Rural Community Development Initiative grants may be used for, but are not limited to:

- Training sub-grantees to conduct:
- Minority business entrepreneur education



- Strategic plan development
- Accessing alternative funding sources
- Board training
- Creating training tools, such as videos, workbooks, and reference guides
- Effective fundraising techniques

#### **4. Rural Energy for America Program**

Agency: USDA Rural Development

Type: Small Business Grants

<https://www.rd.usda.gov/programs-services/energy-programs/rural-energy-america>

[program-renewable-energy-systems-energy-efficiency-improvement-guaranteed-loans](https://www.rd.usda.gov/programs-services/energy-programs/rural-energy-america) Description: Rural Energy for America Program provides grants to rural small businesses for energy efficiency improvements, including the purchase and installation of renewable energy systems.

#### **5. Rural Energy Pilot Program**

Agency: USDA Rural Development

Type: Community and Nonprofit Grants

[https://www.rd.usda.gov/sites/default/files/508\\_rd\\_fs\\_rbs\\_reppgrant.pdf](https://www.rd.usda.gov/sites/default/files/508_rd_fs_rbs_reppgrant.pdf) Description: Grants for Community energy planning,

capacity building, technical assistance, community efficiency and weatherization, installation and equipping of community-scale renewable energy technologies and systems

#### **6. Thriving Communities Program (TCP)**

Agency: U.S. Department of Transportation (DOT)

Type: Technical Assistance

<https://www.transportation.gov/grants/thriving-communities/call-for-letters-of-interest-fy22>

Description: Technical assistance, planning, and capacity building support to community partners that lack staffing or technical expertise to scope, fund, and develop infrastructure projects that advance quality infrastructure projects that enable their communities and neighborhoods to thrive. The Program provides two years of deep-dive

assistance with planning and developing a pipeline of comprehensive transportation, housing, and community revitalization activities.

#### **7. NM Community Development Loan Fund**

Agency: The Loan Fund

Type: Business and Organization Loans

<https://www.loanfund.org/>

Description: The Loan fund is a private, non-profit lender that provides \$5,000 - \$500,000 loans to small businesses and non-profits. The Loan Fund will finance equipment, inventory, building renovations, operating capital and business expansion expenses. As a private lender, the Loan Fund seeks to support low-income individuals and communities that need additional "bridge funding" to establish or expand their organizations.

#### **8. The Public Project Revolving Fund**

Agency: New Mexico Finance Authority

Type: Community Loan

<https://www.nmfinance.com/public-infrastructure-capital-financing/>

Description: The PPRF is an up to \$200,000 revolving loan fund that can be used to finance public infrastructure projects, fire and safety equipment, and public buildings. Both market rate-based loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds.

#### **9. The Local Government Planning Fund**

Agency: New Mexico Finance Authority

Type: Community Grant

<https://www.nmfinance.com/local-government-planning-fund/>

Description: The Local Government Planning Fund funds planning documents for a variety of public infrastructure projects. Eligible plans include Preliminary Engineering Reports, Feasibility Studies, Comprehensive Plans, Asset Management Plans, Master Plans, Local Economic Development Act Plans and Metropolitan Redevelopment Act Plans. As units of government, the land grant-mercedes are eligible to apply, pending submission of their approved budget showing they do not have available funds to pay for proposed plans on their own. Applications are accepted monthly and grants are made on a reimbursement basis.

#### **10. McCune Foundation Grants**

Agency: McCune Charitable Foundation

Type: Community and Organization Grants

<http://nmmccune.org/apply>

Description: The McCune Charitable Foundation awards grants to communities, non profits, public schools, and government agencies that are engaged in community-based projects related to the Foundation's nine foundational priorities. This includes projects that build capacity in the non-profit sector, promote economic development, education and childhood development, healthcare, local food, the arts and community engagement, natural resources, urban design, and rural development are all considered. The average grant award is \$15,000, with some as large as \$25,000.

#### **11. National Endowment for the Arts Our Town Grant**

Agency: National Endowment for the Arts  
Type: Community and Organization Grants

<https://www.arts.gov/grants/our-town>

Description: The National Endowment for the Arts offers the “Our Town” Grant to fund creative placemaking projects that showcase the distinct identity of their community. The grant will pay for cultural planning efforts, design of projects, and arts engagement efforts. The grant will not fund construction, renovation, or purchase of facilities. Projects must involve a partnership with a local non-profit organization. Grants range from \$25,000 to \$150,000.

## **12. Outdoor Recreation Trails+**

Agency: State of New Mexico Outdoor Recreation Division (ORD)

<https://edd.newmexico.gov/wp-content/uploads/2022/02/2022-Outdoor-Recreation-Trails-Grant-Guide.pdf>

Type: Community and Organization Grants

Description: This grant program supports projects that enhance communities' outdoor recreation opportunities, such as trails, river parks, and wildlife viewing areas. Local awards of up to \$99,999 are available. This grant funds shovel-ready projects.

## **13. Rural Pathway Program**

Agency: New Mexico Tourism Department

[https://assets.simpleviewinc.com/simpleview/image/upload/v1/clients/newmexico/RPP\\_FY23\\_Grant\\_Guidelines\\_d29b1036-8e38-413d-8027-39d212f7b8c1.pdf](https://assets.simpleviewinc.com/simpleview/image/upload/v1/clients/newmexico/RPP_FY23_Grant_Guidelines_d29b1036-8e38-413d-8027-39d212f7b8c1.pdf) Type:

Community and Organization Grants

Description: Provides matching funding to tourism stakeholders within New Mexico to support the implementation of viable tourism projects. Project types include but are not limited to: venues, experiences, services, tourism trails & interpretation, infrastructure, and tour development.

## **14. Real Estate Crowd Funding**

Agency: Small Change

<https://www.smallchange.co/>

Description: Small Change is a Real Estate Crowdfunding Platform that matches investors with developers raising funds for transformative real estate projects. In general, crowdfunding can be used to support projects that individuals feel are worthy of funding.

As Las Mercedes moves forward in securing additional funding for PLVC's redevelopment, NMMS recommended that they communicate to new funders and partners the economic development opportunities their work will bring to the surrounding land grant-mercedes such as lessening social and economic disparities and creating new markets for the region's economy.

## 6. RECOMMENDATIONS

### BUILDINGS, UTILITIES, & SITE INFRASTRUCTURE IMPROVEMENTS

The Request for Proposal (RFP) for the Electrical Distribution Remediations should also include a requirement that the licensed electrician (the “contractor”) be subject to construction oversight from Atlas Engineering.

Las Mercedes should contact the New Mexico Environment Department and schedule an inspection of the existing septic system. New Mexico’s Liquid Waste Disposal and Treatment Regulations (20.7.3.902.E NMAC) require an evaluation of the existing septic system before a property is transferred to a new owner.

Las Mercedes should complete the submittal of change of ownership application to the New Mexico Office of the State Engineer for the existing 9-acre feet of ground water.

### BROWNFIELD DESIGNATION

Las Mercedes should sign and submit to the New Mexico Environment Department and U.S. Environmental Protection Agency the required Consent for Access to Property form so that funding and working with the environmental assessment studies progresses.

### COMMERCIAL LIABILITY INSURANCE

Las Mercedes should follow up with Alcorn Insurance and obtain a commercial liability insurance policy for the buildings. Las Mercedes approved the funding for this expense in the pre-development budget referenced in this report.

Las Mercedes should also contact Randall Cherry, the General Service’s Division Risk Management Director to confirm whether or not they would be eligible for the State’s tort liability insurance.

### PROJECT COORDINATION AND MANAGEMENT

In general, large scale property redevelopment projects involving public resources and stakeholders take years to complete. Continued reliance on a collaborative governance model requires on-going assistance from a project coordinator.

Las Mercedes should procure the following contract professionals:

- Project Coordinator with a background in consensus facilitation
- Project Manager with design and or management skills
- Project Architect

It is also recommended that these professionals be connected to the land-grant mercedes and that they are committed to building the capacity and leadership of Las Mercedes to continue this work.

With these contract professionals in place, Las Mercedes would have the time to continue their community development work in their respective communities along with developing and managing new partnerships with other community organizations and key partners that would infuse Las Mercedes with new ideas and solutions related to PLVC's redevelopment.

## STRATEGIC PLANNING

Las Mercedes should move forward with their plans to organize and attend a strategic planning session.

A strategic planning session with a trained facilitator would assist Las Mercedes with overcoming internal conflicts on how work needs to proceed and would confirm agreement with Las Mercedes on already agreed upon strategies. A strategic planning process would also help to identify clear goals related to the funding they are pursuing along with the community assets and relationships that can support Las Mercedes' work.

## FEDERAL, STATE, & PRIVATE GRANTS

Las Mercedes should utilize the Merced Land Education and Conservation Trust (MLECT) as a fiscal sponsor so that grant applications submitted to state, federal, private and non-profit funders are more competitive.

## SUMMARY

In closing, as Las Mercedes continues to work towards improving and redeveloping PLVC, the site will become more attractive to new visitors, new businesses, and to new relationships with the surrounding area.

For Additional Information About This Report and/or New Mexico MainStreet, Contact:



Rhea Serna, NMMS Revitalization Specialist in  
Property Redevelopment  
[rheaserna@gmail.com](mailto:rheaserna@gmail.com) (415) 519-5659

## **APPENDIX I: Economic Data and Conditions**

## SCOPE

The work done for this portion of the technical assistance provided by New Mexico MainStreet is mainly listed under section 2 of the scope of work:

In coordination with an additional NMMS Revitalization Specialist, data projections will be collected and tabulated for the following communities within each land grant:

- **Juan Bautista Baldes Land Grant:** Cañones, Coyote
- **San Joaquin del Rio de Chama Land Grant:** Gallina, Capulín, Cebolla, Canjilión;
- **Tierra Amarilla Land Grant:** Tierra Amarilla, Ensenada, Los Ojos, La Puente, Los Brazos, Las Nutrias, Village of Chama

Data categories and indicators will include:

- o Profile Overview, Population Estimates and Trends
- o Median and Per Capita Income
- o Age, Generations & Sex Distribution
- o Race & Hispanic Origin, Ethnicity, Estimates and Trends
- o Education
- o Occupations, Employers/Businesses, GRT Data (Limited)
- o Labor Flow, Out Migration
- o Housing
- o Tourism

- a. Collected data will be presented in the form of an “Economic Development Plan”
- b. Data and plan will be presented to Land Grants along with a facilitated discussion resulting in the prioritization of business concepts
- c. Technical Assistance will provide options for business structure development in the form of written report

Most of the communities listed were analyzed using their Census Designated Place (CDP) or the city boundaries. Three communities were not large enough to analyze using these methods. The La Puente analysis area is a  $\frac{3}{4}$  mile radius from the center of the town. The Cebolla analysis area is a 2 mile radius from the center of town. The Canones analysis area uses zip code 87516 as the analysis area. The difference between the radius used in La Puente and Cebolla is because other communities being analyzed for this work were closer than 2 miles to La Puente. A radius was chosen that would provide useful information while not duplicating counts from other communities.

This report is the “Economic Development Plan” mentioned in subsection *a* above. This report precedes the facilitated discussion that will result in the prioritization of business concepts (subsection *b* above). This report also precedes the report on options for business structures (subsection *b* above) that will be completed after the facilitated discussion on business concepts. This report does provide a preliminary section entitled Options & Phasing (section V.) that deals with this topic though does not go into detail or specifics.

This report ultimately aims to provide two separate though complementary sets of data and insights: 1) information on the Land Grants themselves that can be used in grant writing and social/community project development and prioritization and 2) information about the Piedra Lumbre site that compliments the work done by other MainStreet revitalization specialists and provides a basis for the structural development of a business concept for the site.

Note that many of the communities included in this report are small and that information obtained may not mirror exactly what is observed on the ground. The numbers presented in this report are for reference purposes only.

## PAST PLANNING ACTIVITY

For this report the 2018 San Joaquin Del Rio de Chama Land Grant Comprehensive Management Plan and the 2016 Piedra Lumbre Visitors Center Master Plan were used for reference.

## PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

The 2016 Piedra Lumbre Visitors Center Master Plan also contains information on the conditions of the property, its potential for economic development, and recommendations on activating that potential. Section 4.2 of the report - *Potential Benefits of Forest Service Disposal for Economic Development* states:

The withdrawal of the of the (sic) PLVC to a local community economic development efforts (sic) would provide economic opportunity for local community land grants being impacted by the outmigration of young families from the Rio Chama region. Under the current conditions, the US Forest Service lacks the resources and funding to re-open and operate the PLVC. The disposal of the PLVC to local community land grants for the operation and management for local community use, would benefit the general public. Based on community meetings, the following opportunities were identified for acquiring the PLVC:

- Economic Development
- Local Job Creation
- Develop Opportunity of Community Use of the PLVC
- Provide a Public Benefit to Residents and Tourists
- Develop Capacity of Land Grant Communities to Pursue Development Projects

The 2016 Master Plan concludes with phased community and economic development strategies for the site:

1. Phase 1 Short Term
  - a. Utilize Museum and Theater
  - b. Re-open observation Tower
  - c. Create information Center for the General Public
  - d. Support Community Programing for Communities
  - e. Develop Youth Educational and Youth Development Programing
  - f. Develop Working Farm/Ranch (Rodeo Grounds)
2. Phase II Long Term in addition to uses in Phase I
  - a. Open Restaurant / Art Gallery
  - b. Develop Working Ranch/Farm
  - c. Camping Facilities
  - d. RV Facilities
  - e. Conference Center
3. Phase III Uses in addition to uses in Phase I and Phase II
  - a. Bed and Breakfast
  - b. Travel Center Gas Station
  - c. Craft Brewery/Winery
  - d. Support Eco-Tourism

The 2018 San Joaquin Del Rio de Chama Land Grant Comprehensive Management Plan outlines a number of goals and strategies for that particular Land Grant. Note that the goal of acquiring the Piedra Lumbre site along with a phased approach to attractions and amenities is copy and pasted right from the 2016 Piedra Lumbre Visitors Center Master Plan

1. Goal: Re-acquire former common land back into the ownership of the land grant
2. Goal: Acquire the Piedra Lumbre Visitors Center (PLVC) in collaboration with adjacent land grants
  - a. Phased Implementation
    - i. Phase I: Short Term
      1. Utilize Museum and Theater
      2. Re-open Observation Tower
      3. Create Information Center for the General Public
      4. Support Community Programing for Communities
      5. Develop Youth Educational and Development Programing
      6. Cooperate with Northern New Mexico Producers and Marking Co-op to Facilitate
      7. Services for Livestock Sales.



**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

- ii. Phase II: Potential Uses Long Term in addition to uses in Phase I
    - 1. Open Restaurant / Art Gallery
    - 2. Develop Working Ranch/Farm
    - 3. Camping Facilities
    - 4. RV Facilities
    - 5. Conference Center
  - iii. Phase III: Includes Uses in addition to uses in Phase I and Phase II
    - 1. Bed and Breakfast
    - 2. Travel Center Gas Station
    - 3. Craft Brewery/Winery
    - 4. Support Eco-Tourism
3. Goal: Develop a conservation management plan for agricultural and conservation benefit to the SJCRC land grant heirs.
  4. Goal: Community development and historic preservation at the village scale for Gallina/Capulín and Cebolla Communities.

**III. ANALYSIS: LAND GRANTS**

For this report information was collected and analyzed for the following Land Grants and communities:

**Juan Bautista Baldes Land Grant:** Cañones, Coyote

**San Joaquin del Rio de Chama Land Grant:** Gallina, Capulín, Cebolla, Canjilón;

**Tierra Amarilla Land Grant:** Tierra Amarilla, Ensenada, Los Ojos, La Puente, Los Brazos, Las Nutrias, Village of Chama

**Income**

Site	2021 Per Capita Income	2021 Median Household Income	2021 Median Net Worth
<b>Tierra Amarilla</b>			
Chama Village, NM	\$21,198	\$39,788	\$79,729
Las Nutrias CDP, NM	\$21,209	\$41,650	\$109,792
Brazos CDP, NM	\$29,141	\$31,967	\$100,000
La Puente (0.75 miles)	\$27,792	\$0	\$7,500
Los Ojos CDP, NM	\$28,938	\$33,744	\$90,523
Ensenada CDP, NM	\$29,146	\$33,441	\$100,000
Tierra Amarilla CDP, NM	\$29,008	\$33,852	\$94,210
<b>San Joaquin del Rio de Chama</b>			
Canjilon CDP, NM	\$27,344	\$43,482	\$123,839
Cebolla, NM (2 miles)	\$27,102	\$42,699	\$110,082

**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

Capulin CDP, NM	\$17,294	\$45,195	\$86,188
Gallina CDP, NM	\$20,867	\$32,100	\$66,428
<b>Juan Bautista Baldes</b>			
Coyote CDP, NM	\$19,857	\$27,126	\$65,181
87516 (Canones)	\$13,835	\$18,819	\$19,582
<b>New Mexico</b>	<b>\$27,978</b>	<b>\$51,889</b>	<b>\$101,777</b>

Only four communities have higher per capita incomes than New Mexico as a whole:

- Los Brazos
- Los Ojos
- Ensenada
- Tierra Amarilla

No community had a median household income that was equal to or greater than the state as a whole. Median net worth was only higher than the state in three communities:

- Las Nutrias
- Canjilon
- Cebolla

**Population**

Site	2021 Male Population	2021 Female Population	Total 2021	2026 Male Population	2026 Female Population	total 2026
<b>Tierra Amarilla</b>						
Chama Village, NM	487	479	966	482	468	950
Las Nutrias CDP, NM	85	81	166	83	83	166
Brazos CDP, NM	21	19	40	23	22	45
La Puente (0.75 miles)	2	2	4	2	2	4
Los Ojos CDP, NM	63	54	117	65	56	121
Ensenada CDP, NM	55	47	102	54	43	97
Tierra Amarilla CDP, NM	196	169	365	197	168	365
<b>San Joaquin del Rio de Chama</b>						
Canjilon CDP, NM	122	119	241	122	117	239
Cebolla, NM (2 miles)	31	30	61	31	30	61
Capulin CDP, NM	48	20	68	46	20	66

**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

Gallina CDP, NM	138	131	269	137	131	268
<b>Juan Bautista Baldes Land Grant</b>						
Coyote CDP, NM	63	59	122	60	59	119
87516 (Canones)	50	49	99	49	49	98
<b>New Mexico</b>	1,064,686	1,084,900	2,149,586	1,097,597	1,114,703	2,212,300

Every community listed has a slightly higher male population than female population in 2021. Every community except for Los Brazos and Los Ojos are projected to lose population by 2026.

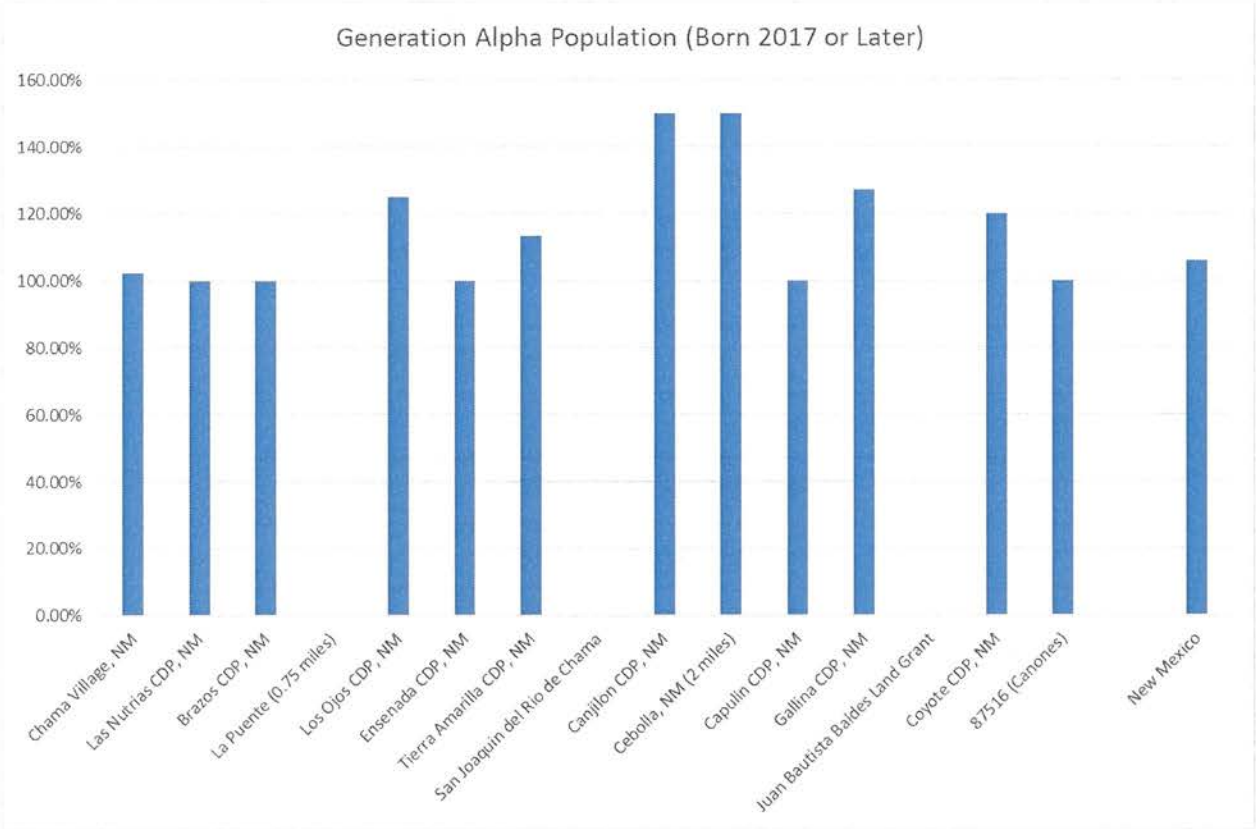
Site	% population change
<b>Tierra Amarilla</b>	
Chama Village, NM	-1.66%
Las Nutrias CDP, NM	0.00%
Brazos CDP, NM	12.50%
La Puente (0.75 miles)	0.00%
Los Ojos CDP, NM	3.42%
Ensenada CDP, NM	-4.90%
Tierra Amarilla CDP, NM	0.00%
<b>San Joaquin del Rio de Chama</b>	
Canjilon CDP, NM	-0.83%
Cebolla, NM (2 miles)	0.00%
Capulin CDP, NM	-2.94%
Gallina CDP, NM	-0.37%
<b>Juan Bautista Baldes Land Grant</b>	
Coyote CDP, NM	-2.46%
87516 (Canones)	-1.01%
<b>New Mexico</b>	2.92%

New Mexico is expected to see modest population gains into 2026 while most of the Land Grant communities will see stagnant or declining population growth. Los Brazos and Los Ojos are the only two communities expected to

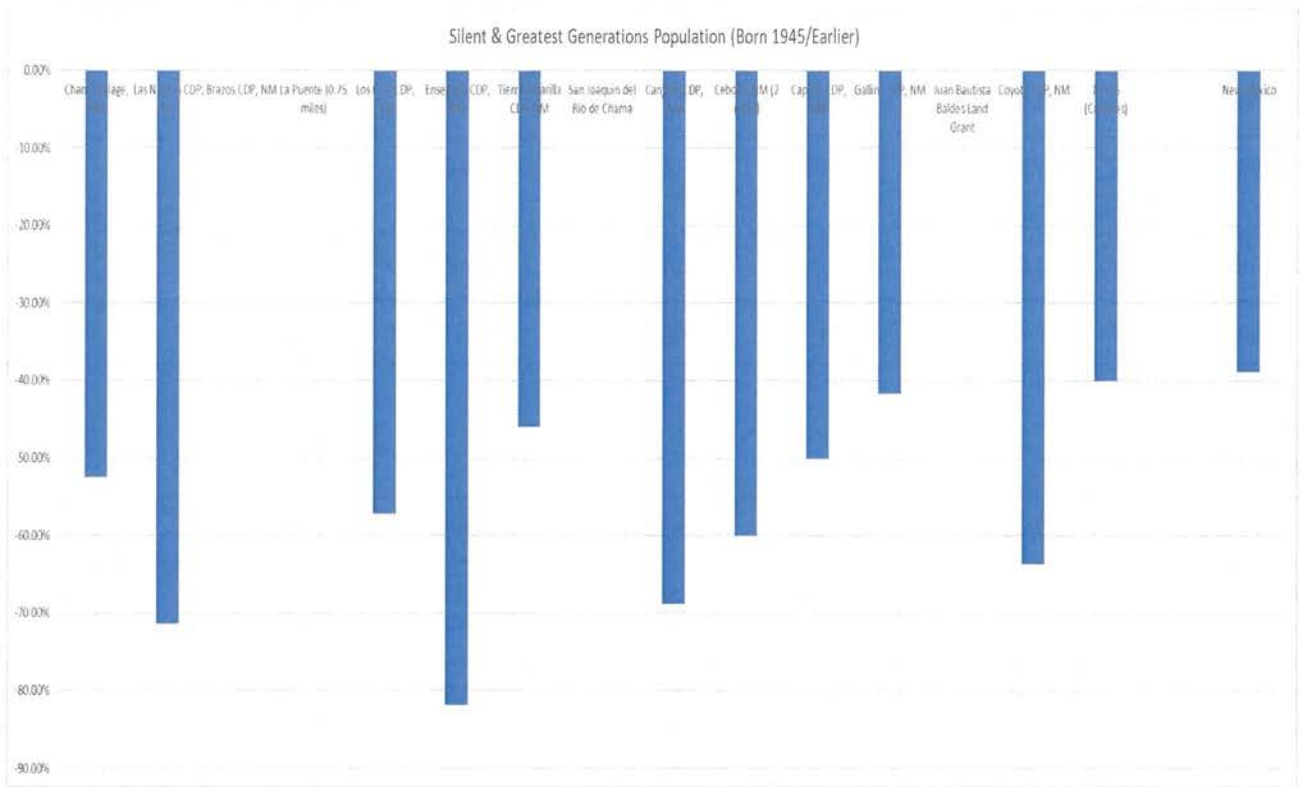
**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

see population increases. In real numbers these increases are very small with Los Brazos anticipated to grow by five people and Los Ojos by four people.

Generation Alpha (born 2017 or later) is the fastest growing population for all the communities and the Silent Generation is the fastest declining.



**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**



These two age groups represent the natural population increases and decreases in any community. In total the Land Grant communities have a small net natural population increase. With Generation Alpha expected to see a population increase of 125 individuals by 2026 and The Silent Generation expected to lose 119 individuals by 2026.

**Population Change (2021 to 2026) By Generation**

Site	Alpha 2017 or Later	Z 1999 to 2016	Millennial 1981 to 1998	X 1965 to 1980	Baby Boomer 1946 to 1964	Silent Generation 1945 or Earlier
<b>Tierra Amarilla</b>						
Chama Village, NM	102.38%	-7.02%	0.63%	12.78%	-9.94%	-52.44%
Las Nutrias CDP, NM	100.00%	-7.14%	-5.71%	6.45%	-11.90%	-71.43%
Brazos CDP, NM	100.00%	0.00%	33.33%	0.00%	0.00%	0.00%
La Puente (0.75 miles)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Los Ojos CDP, NM	125.00%	-10.00%	9.09%	-4.76%	-4.76%	-57.14%
Ensenada CDP, NM	100.00%	0.00%	5.88%	6.67%	-7.89%	-81.82%
Tierra Amarilla CDP, NM	113.33%	-6.67%	6.06%	0.00%	-6.25%	-45.95%

PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

<b>San Joaquin del Rio de Chama</b>						
Canjilon CDP, NM	150.00%	-20.51%	32.43%	1.82%	-6.10%	-68.75%
Cebolla, NM (2 miles)	150.00%	-20.00%	20.00%	0.00%	-9.52%	-60.00%
Capulin CDP, NM	100.00%	27.27%	-13.64%	-21.43%	-8.33%	-50.00%
Gallina CDP, NM	127.27%	-14.89%	5.88%	11.11%	-8.33%	-41.67%
<b>Juan Bautista Baldes Land Grant</b>						
Coyote CDP, NM	120.00%	-18.18%	18.18%	3.85%	-11.11%	-63.64%
87516 (Canones)	100.00%	-10.53%	-5.00%	11.11%	-3.70%	-40.00%
New Mexico	105.95%	1.56%	0.11%	0.74%	-9.10%	-38.83%

Most communities see a sizable decrease in Generation Z most likely meaning that young people are leaving the communities for school or other opportunities. While this is not necessarily unusual, the relatively stagnant populations (in real numbers) of people between the ages of 45 and 65 means that there is not much migration into the communities from the outside and that those who leave the community for school or work are not returning in sufficient numbers to stabilize the population into the next 30 to 40 years.

In 2021 most residents of the Land Grant Communities identified as white and hispanic. The population trend is that the Land Grant Communities are seeing their white hispanic populations grow while most other races and ethnicities are declining or staying steady.

**2021 Race & Ethnicity**

Site	White	Black	American Indian/Alaska Native	Hispanic
Chama Village, NM	608	12	85	625
Las Nutrias CDP, NM	125	2	5	107
Brazos CDP, NM	30	0	1	29
La Puente (0.75 miles)	3	0	0	3
Los Ojos CDP, NM	86	1	2	84
Ensenada CDP, NM	74	1	1	71
Tierra Amarilla CDP, NM	263	4	5	256
Canjilon CDP, NM	182	1	3	164
Cebolla, NM (2 miles)	46	0	1	42

**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

Capulin CDP, NM	56	2	2	23
Gallina CDP, NM	170	2	7	216
Coyote CDP, NM	74	1	3	100
87516 (Canones)	53	1	3	89
New Mexico	1,405,599	49,137	215,731	1,076,220

**Race & Ethnicity Estimated % change 2021 to 2026**

Site	White	Black	American Indian/Alaska Native	Hispanic
<b>Tierra Amarilla</b>				
Chama Village, NM	-3.62%	8.33%	9.41%	83.68%
Las Nutrias CDP, NM	3.20%	0.00%	0.00%	45.33%
Brazos CDP, NM	0.00%	100.00%	0.00%	52.63%
La Puente (0.75 miles)	0.00%	0.00%	0.00%	50.00%
Los Ojos CDP, NM	-2.33%	0.00%	0.00%	53.70%
Ensenada CDP, NM	-2.70%	0.00%	100.00%	54.35%
Tierra Amarilla CDP, NM	-2.28%	0.00%	20.00%	53.33%
<b>San Joaquin del Rio de Chama</b>				
Canjilon CDP, NM	-3.30%	0.00%	0.00%	44.64%
Cebolla, NM (2 miles)	-2.17%	0.00%	0.00%	41.38%
Capulin CDP, NM	-3.57%	50.00%	0.00%	33.33%
Gallina CDP, NM	-2.94%	0.00%	0.00%	71.20%
<b>Juan Bautista Baldes</b>				
Coyote CDP, NM	-2.70%	0.00%	0.00%	75.00%
87516 (Canones)	-3.77%	0.00%	33.33%	91.30%
New Mexico	1.44%	7.13%	5.88%	79.28%

PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

Hispanic Estimated % change 2021 to 2026

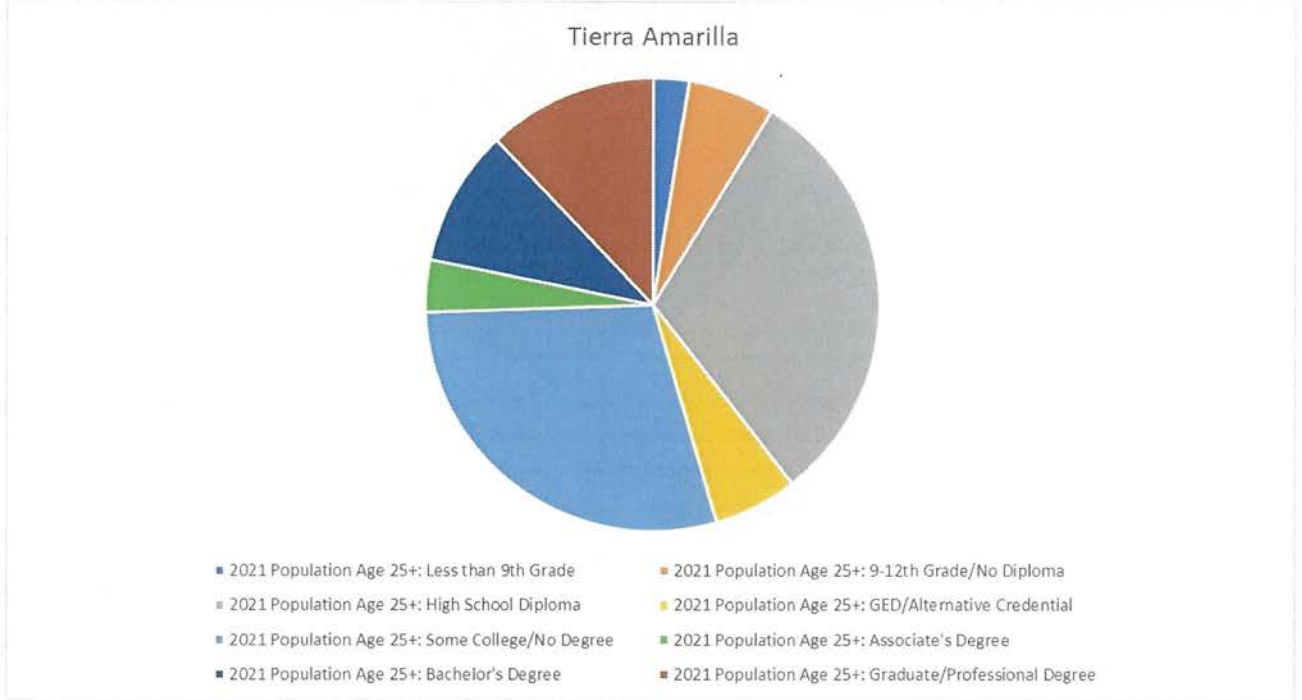
Site	Hispanic White	Hispanic Black	Hispanic American Indian/Alaska Native	Hispanic Two or More Races
<b>Tierra Amarilla</b>				
Chama Village, NM	6480.00%	-89.80%	19.15%	-3.45%
Las Nutrias CDP, NM	7600.00%	-50.00%	-60.00%	0.00%
Brazos CDP, NM	%	0.00%	-100.00%	0.00%
La Puente (0.75 miles)	%	0.00%	0.00%	0.00%
Los Ojos CDP, NM	5200.00%	0.00%	-100.00%	0.00%
Ensenada CDP, NM	4500.00%	0.00%	-100.00%	0.00%
Tierra Amarilla CDP, NM	5333.33%	200.00%	-90.91%	0.00%
<b>San Joaquin del Rio de Chama</b>				
Canjilon CDP, NM	%	-100.00%	-80.00%	0.00%
Cebolla, NM (2 miles)	%	0.00%	-100.00%	0.00%
Capulin CDP, NM	%	0.00%	-100.00%	0.00%
Gallina CDP, NM	6050.00%	-33.33%	-78.95%	0.00%
<b>Juan Bautista Baldes Land Grant</b>				
Coyote CDP, NM	5400.00%	-50.00%	-77.78%	0.00%
87516 (Canones)	4400.00%	-50.00%	-81.82%	0.00%
New Mexico	7795.98%	-63.37%	-65.62%	5.66%



**Education**

For this section the numbers for individual communities were aggregated by Land Grant.

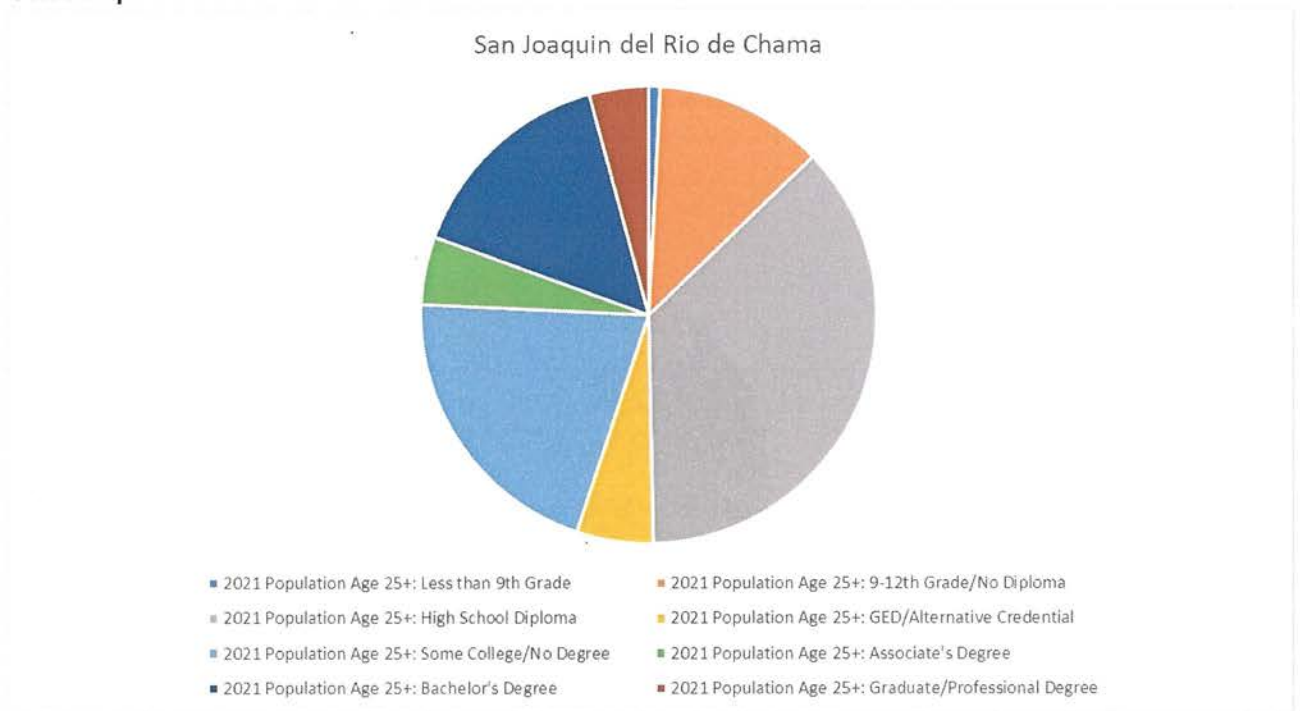
**Tierra Amarilla**



For the communities in the Tierra Amarilla Land Grant most residents 25 years of age or older have just a high school diploma (30.75%) followed closely by residents who attended some college but never received a degree (29.03%). The Tierra Amarilla land Grant does have a high percentage of residents with a graduate or professional degree (12.09%).

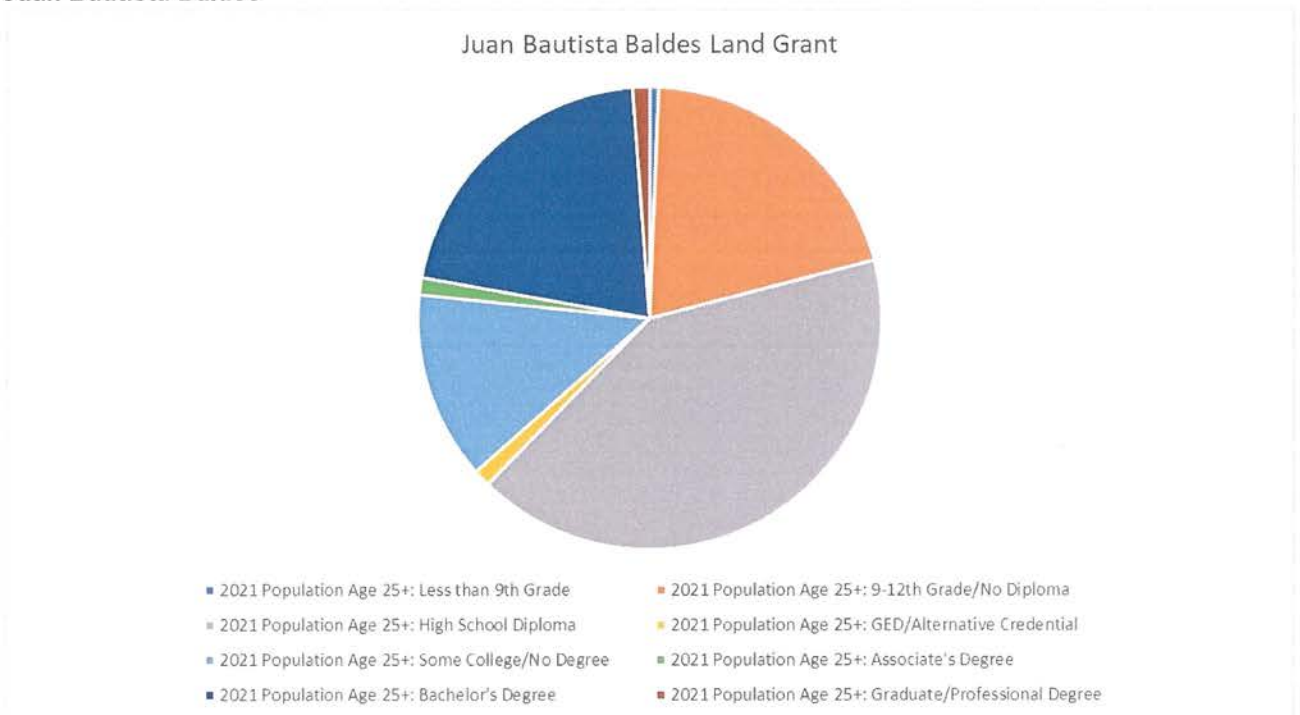
# PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

## San Joaquin del Rio de Chama



For communities in the San Joaquin del Rio de Chama Land Grant) most residents have just a high school diploma (36.87%).

## Juan Bautista Baldes



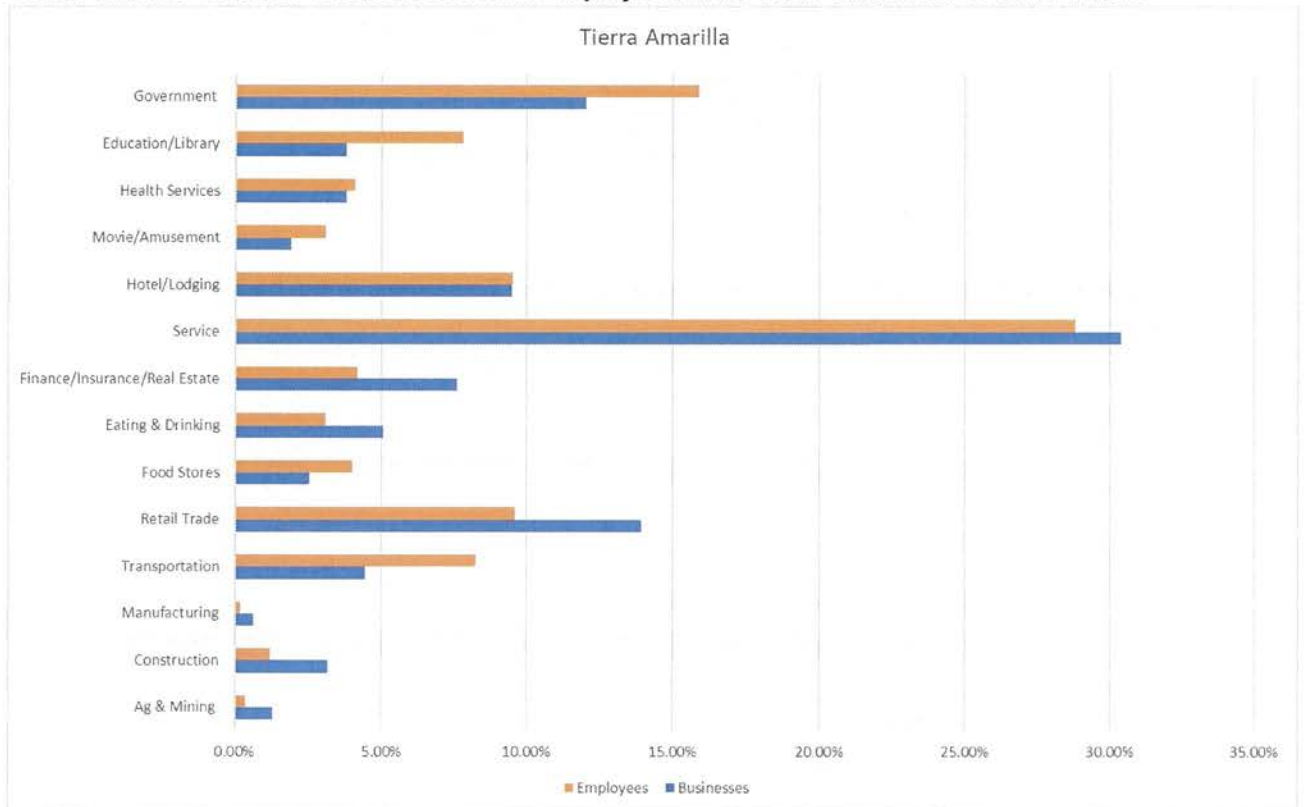
## PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

Communities in the Juan Bautista Baldes Land Grants most residents have just a high school diploma. These communities also have a high percentage (20.36%) of residents 25 years or older who never graduated from highschool.

### Business & Employment

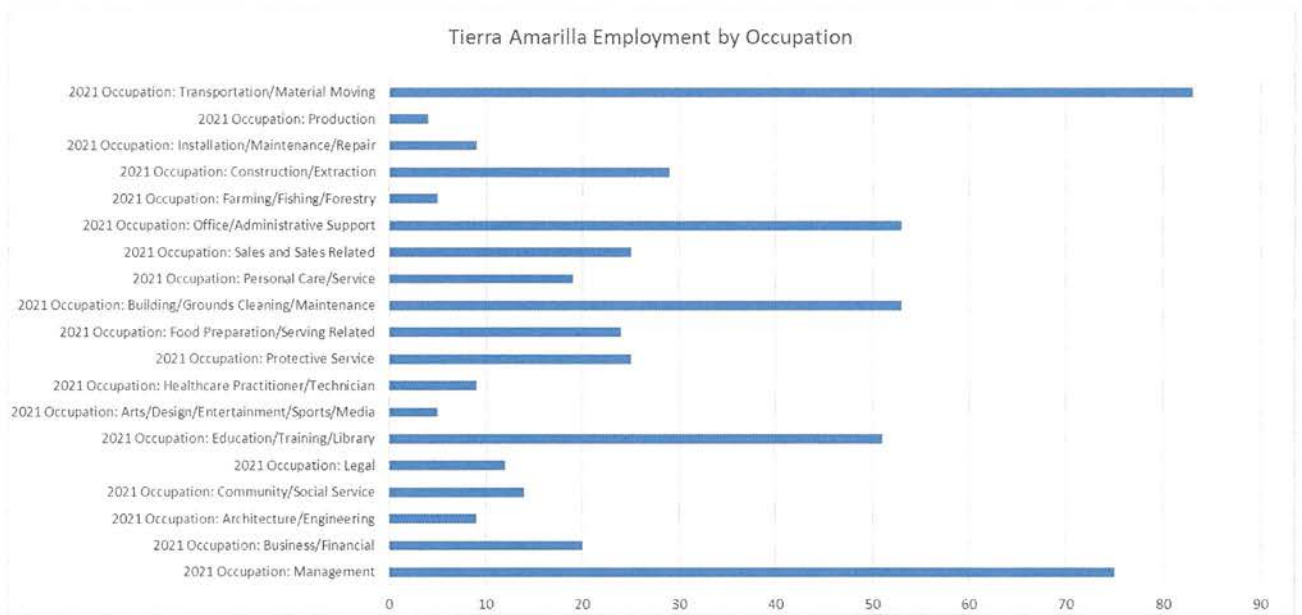
In this section SIC codes are used to classify businesses. For a list of SIC codes and explanations please visit: [siccocode.com/sic-code-lookup-directory](http://siccocode.com/sic-code-lookup-directory) The numbers for individual communities were aggregated by Land Grant. In general residents within the Land Grants are employed in the service, hospitality, transportation, and agriculture & mining industries. Occupations listed below can be researched from the BLS website: [www.bls.gov/oes/home.htm](http://www.bls.gov/oes/home.htm)

#### Tierra Amarilla - Number of Businesses and Employees in the Land Grant as a % of the Whole

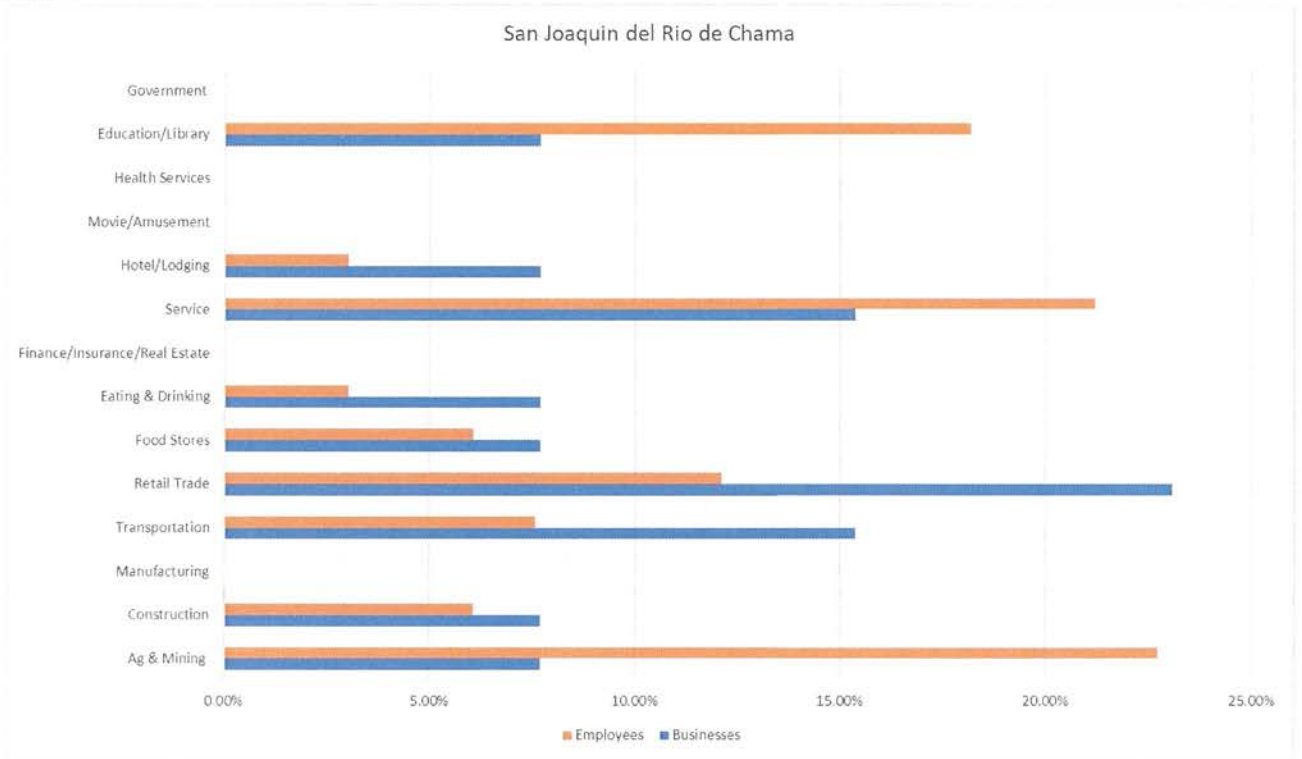


The largest sectors in the Tierra Amarilla Land Grant by both number of businesses and number of employees are Service, Government, Retail Trade, and Hospitality & Lodging. Most people in the Tierra Amarilla Land Grant communities have occupations classified as Transportation/Material Moving, Management, Office/Admin Support, Cleaning & Maintenance, and Education/Training/Library.

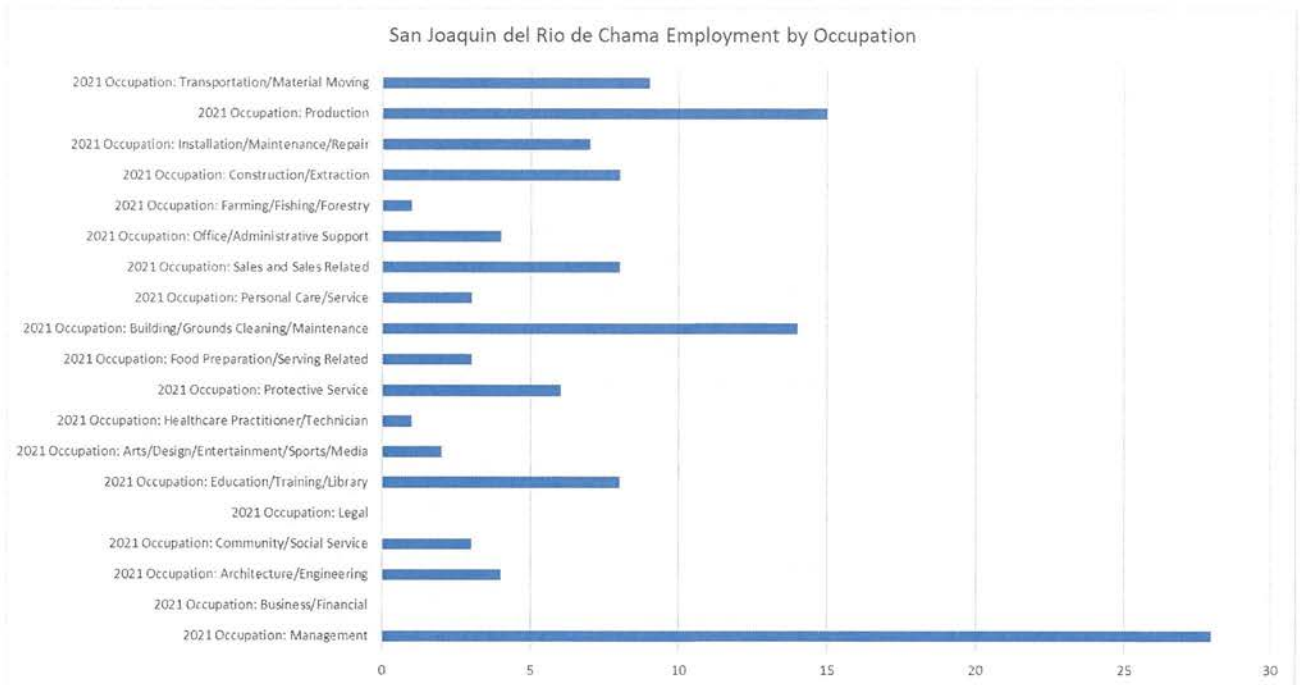
**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**



**San Joaquin del Rio Chama - Number of Businesses and Employees in the Land Grant as a % of the Whole**

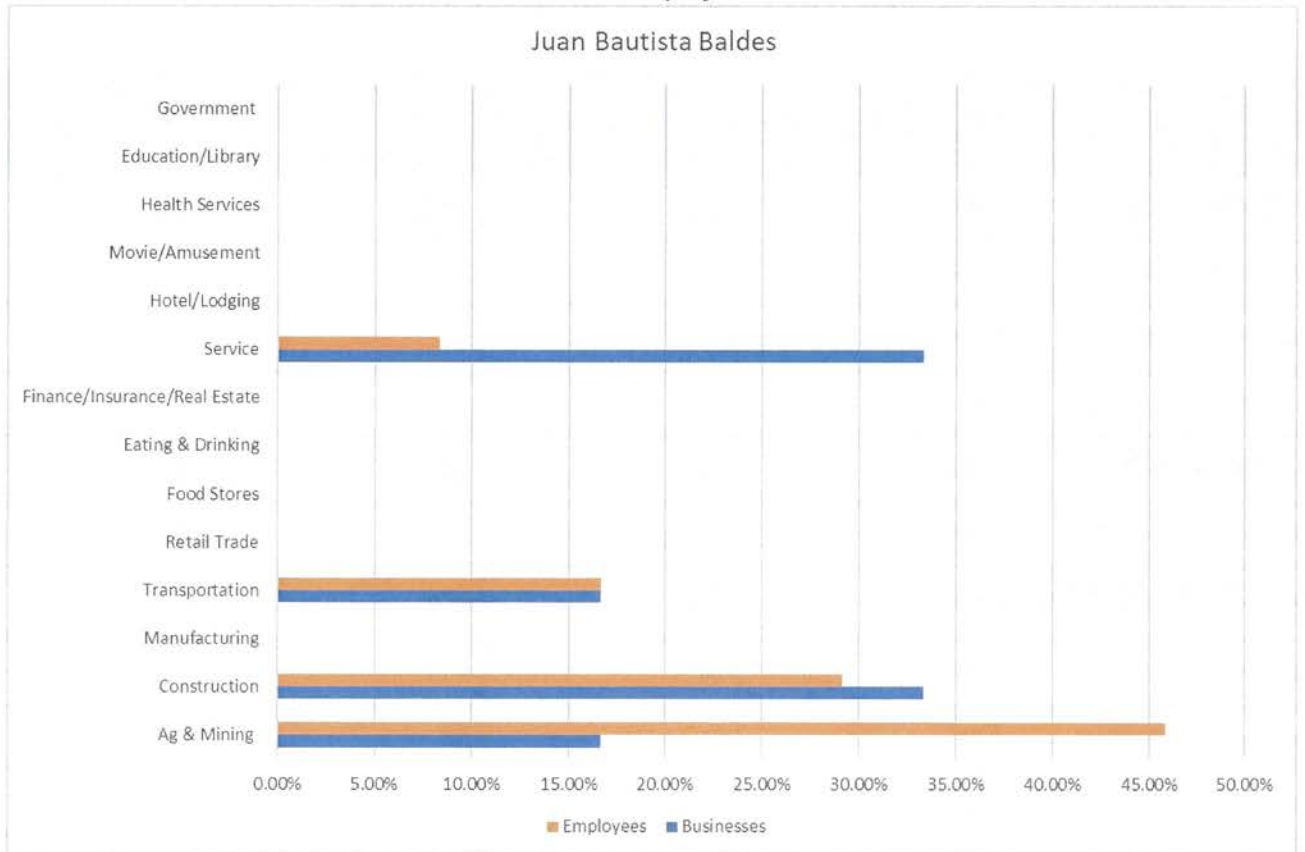


**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

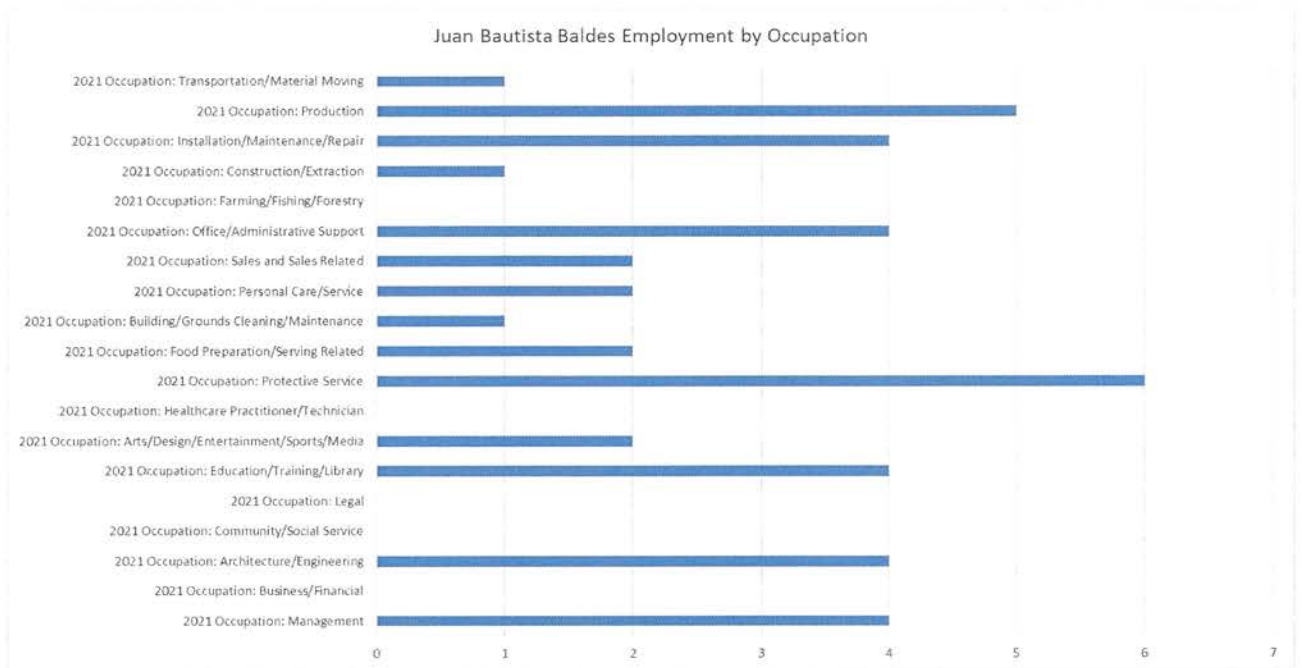


The San Joaquin del Rio Chama Land Grant Communities have a large presence of employees in the agriculture & mining, service, and education/library sectors. Retail trade, transportation, and service have the most businesses. The largest occupations in the Land Grant communities are management, production, and cleaning/maintenance

**Juan Bautista Baldes - Number of Businesses and Employees in the Land Grant as a % of the Whole**



**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**



The Juan Bautista Baldes Land Grant Communities only have businesses and employees in the agriculture & mining, construction, transportation, and service industries. The largest occupations are protective services and production.

Only three communities - Chama Village, Los Ojos, and Tierra Amarilla show net inflows of workers during the day. Meaning that these communities have larger daytime populations because workers come into the community for jobs. The rest of communities are stable or have net outflows of workers.

Site	Total Population	2021 Daytime Population: Workers	2021 Total Daytime Population	2021 Daytime Population: Residents
Chama Village, NM	966	420	1,079	659
Las Nutrias CDP, NM	166	16	119	103
Brazos CDP, NM	40	10	41	31
La Puente (0.75 miles)	4	1	4	3
Los Ojos CDP, NM	117	33	124	91
Ensenada CDP, NM	102	13	88	75
Tierra Amarilla CDP, NM	365	143	375	232
Canjilon CDP, NM	241	24	216	192
Cebolla, NM (2 miles)	61	3	52	49
Capulin CDP, NM	68	11	62	51
Gallina CDP, NM	269	29	245	216

PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT

Coyote CDP, NM	122	15	113	98
87516 (Canones)	99	10	89	79

**Housing**

For all the Land Grant communities more houses are owner occupied - a trend that is expected to stay steady through 2026.

Site	2021 Owner Occupied Housing Units	2021 Renter Occupied Housing Units	2026 Owner Occupied Housing Units	2026 Renter Occupied Housing Units
Chama Village, NM	322	118	321	116
Las Nutrias CDP, NM	68	13	71	14
Brazos CDP, NM	16	4	15	4
La Puente (0.75 miles)	2	0	2	0
Los Ojos CDP, NM	42	11	42	10
Ensenada CDP, NM	33	8	33	8
Tierra Amarilla CDP, NM	87	22	87	21
Canjilon CDP, NM	91	19	91	18
Cebolla, NM (2 miles)	23	5	22	5
Capulin CDP, NM	19	12	19	12
Gallina CDP, NM	88	17	88	17
Coyote CDP, NM	43	8	43	8
87516 (Canones)	30	6	31	5
New Mexico	582,100	251,381	608,125	251,741

Average home values are also expected to stay steady or appreciate from 2021 to 2026 with most communities seeing home values above the state average.

Site	2021 Average Home Value	2026 Average Home Value
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**PIEDRA LUMBRE VISITOR CENTER REDEVELOPMENT**

Chama Village, NM	\$281,620	\$320,938
Las Nutrias CDP, NM	\$161,194	\$178,521
Brazos CDP, NM	\$392,857	\$417,857
La Puente (0.75 miles)	\$0	\$0
Los Ojos CDP, NM	\$403,659	\$408,929
Ensenada CDP, NM	\$380,469	\$407,031
Tierra Amarilla CDP, NM	\$386,364	\$425,294
Canjilon CDP, NM	\$418,132	\$434,239
Cebolla, NM (2 miles)	\$403,261	\$436,364
Capulin CDP, NM	\$230,556	\$269,444
Gallina CDP, NM	\$327,273	\$335,674
Coyote CDP, NM	\$307,386	\$338,372
87516 (Canones)	\$235,000	\$255,645
<b>New Mexico</b>	<b>\$266,594</b>	<b>\$307,713</b>

**V. NEEDS: LAND GRANT COMMUNITIES**

As stated in meetings with representatives from the three Land Grants there are two main priorities for the Piedra Lumbre sit:

1. Generate a positive return on investment for the Land Grants
2. Use the revenue generated from the site and the site itself to create community and economic development projects that benefit the Land Grant communities and residents

Based on the information presented in Section II *Past Planning Activity* and Section III *Analysis* in this report along with information gathered during meetings with the project steering committee the following are priority areas for economic development in the Land Grant Communities

**1. Education**

30% to 40% of residents over the age of 25 only have a high school diploma with just over a 1/3 of residents 25 and over in the Juan Bautista Baldes Land Grant dropping out of high school all together. The rates for GEDs or other post secondary certifications are also low for all the communities. Education, even if it means that young people will leave the community to pursue opportunities at four year colleges & universities or other certification programs, is crucial for a successful community.

**2. Opportunity**

The population decline or stagnation for many of the Land Grant communities is well documented in this report and in other plans. Providing substantive opportunities to draw back residents after they have received their education or gained other work experience or make the decision to stay in the community more economically viable - is key to stabilizing and growing the Land Grant communities.





