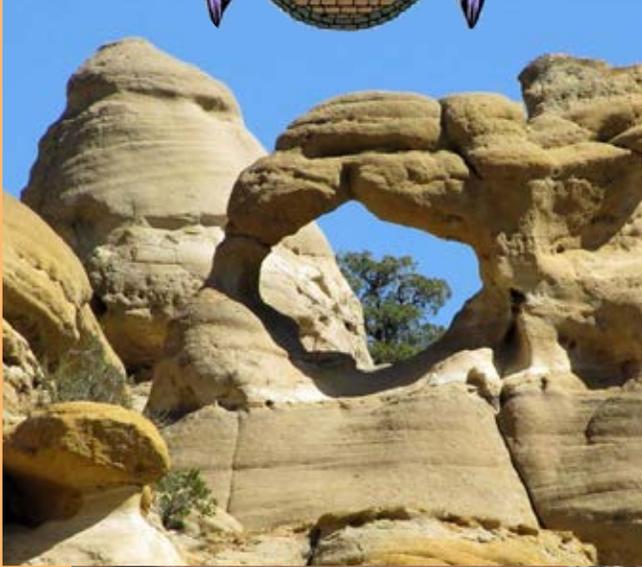


# COMPREHENSIVE PLAN 2040

*of the* CITY OF AZTEC  
New Mexico



ADOPTED JUNE 2021



**CITY OF AZTEC**  
**Resolution 2021-1227**

**A Resolution Adopting the City of Aztec Comprehensive Plan**

**WHEREAS**, the City of Aztec Comprehensive Plan has been developed with the general purpose of guiding and accomplishing, coordinated, adjusted, and harmonious development of the municipality which will, in anticipation for future and existing needs, best promote health, safety, order, convenience, prosperity, and general; welfare in the process of community development; and

**WHEREAS**, the implementation of Aztec's Comprehensive Plan is dependent on available funding and resources , as well as the authority of elected and appointed officials of the City of Aztec; and

**WHEREAS**, due to the long-range nature of the Comprehensive Plan, the City Commission may amend, extend or add to the Aztec Comprehensive Plan or carry any part of its subject matter into greater detail; and

**WHEREAS**, City of Aztec staff, as well as Consensus Planning, has based the Comprehensive Plan on careful and comprehensive studies of existing conditions, probable future growth of the City of Aztec and extensive and diverse citizen input from area residents; and

**WHEREAS**, the City of Aztec believes that the Aztec Comprehensive Plan is a direct reflection of existing conditions and culminates the accurate consensus of the Aztec community and wills and wishes for the city's future; and

**WHEREAS**, the City of Aztec staff and the Aztec Comprehensive Plan Steering Committee has recommended to the Aztec City Commission that the Comprehensive Plan be adopted to include all sections of said plan, together with accompanying maps, charts, descriptive and explanatory matter.

**NOW THEREFORE BE IT RESOLVED by the governing body of the City of Aztec:**

1. The Aztec Comprehensive Plan recommended for approval is hereby approved and adopted by the Aztec City Commission; and
2. A copy of the Aztec Comprehensive Plan shall be available for public inspection on the City of Aztec's website [www.aztecnm.gov](http://www.aztecnm.gov) or at the Aztec Municipal Building located at 201 W. Chaco St. during normal business hours.

**PASSED, APPROVED AND ADOPTED this 22<sup>nd</sup> day of June 2021.**



SEAL



**CITY OF AZTEC**

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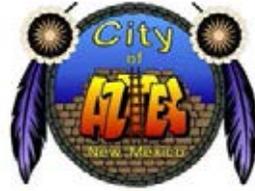
Victor C. Snover, Mayor

ATTEST:

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Karla Sayler, City Clerk

# ACKNOWLEDGEMENTS



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*Funding for the City of Aztec Comprehensive Plan was provided through the New Mexico Finance Authority.*

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# AZTEC VISION 2040

*Aztec is a charming, welcoming, and growing community in northwest New Mexico that sits along the enchanting Animas River. We are a diverse community that cherishes its cultural heritage as exemplified by the Aztec Ruins National Monument and our place within the Four Corners region that offers a myriad of outdoor recreation opportunities. We have welcomed new businesses to Aztec that have helped grow our economy and cater to outdoor recreation, cultural tourism, hospitality, and renewable energy industries, which has drawn our youth back to the community. We have achieved an interconnected, walkable community where we can safely access our neighborhoods, community parks, schools, Downtown businesses, and other destinations. Our Downtown area features beautifully restored and preserved historic buildings along Main Avenue that remind us of our pioneer past, and where cars are secondary to pedestrians. Our residents are engaged and embody the spirit of volunteerism to work towards our shared vision.*



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CHAPTER 1  
**EXECUTIVE SUMMARY**

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## 1.1 INTRODUCTION

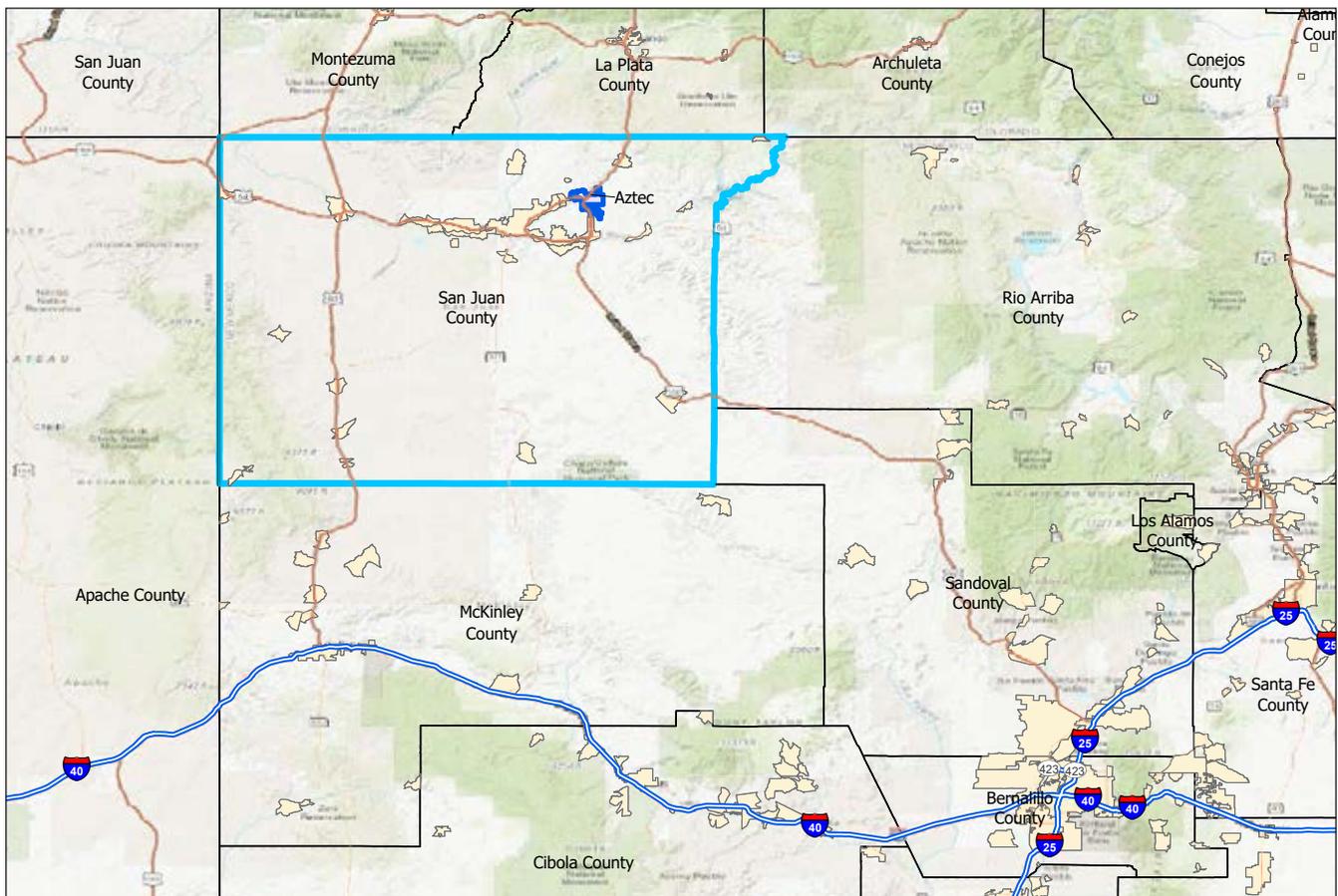
The Comprehensive Plan is the City of Aztec's general policy guide concerning the location, character, and rate of growth in the community over the next 20 years. The Comprehensive Plan is both a process and a product - it expresses the community's values gleaned during a public engagement process and identifies goals, objectives, and implementation strategies that interpret those values into future land use, growth and development, and capital improvement investments. The Comprehensive Plan provides the ability to calibrate and strategically guide decision making regarding the future growth and development of Aztec through:

- Identifying preferred land uses, development patterns, and redevelopment strategies;
- Guiding the creation of future planning documents and land use regulations that

implement the vision expressed in the Comprehensive Plan;

- Coordinating public policy decisions and capital investments in infrastructure and community amenities according to a defined set of priorities;
- Shaping the visual appearance of the community;
- Celebrating and preserving Aztec's unique sense of place and cultural heritage; and
- Encouraging transparency in City government.

The adoption of the Comprehensive Plan does not signal the end of the planning process; instead it represents the beginning of the City and community's efforts to implement the vision expressed in the Plan. The ultimate success of the Comprehensive Plan will be measured by how often it is referenced and utilized by elected officials, City staff, and the community at large.



Northwest New Mexico.

## 1.2 KEY PLANNING THEMES

There are key planning themes that run through the Comprehensive Plan. The planning themes are based on issues identified during the planning process and have been addressed through the goals, objectives, and strategies. The result is an integrated policy document expresses the community's shared vision.

- **Achieve a more diversified economy.** Aztec would benefit from capturing a greater share of gross receipts taxes, stemming the retail leakage, and bringing more jobs into the community so residents can lead more prosperous lives and not have to leave Aztec every day for work. The City of Aztec should continue to pursue new and complementary industries that build upon the existing business clusters of renewable energy, outdoor recreation, cultural tourism, and hospitality and seek new industries that can be accommodated in the community.
- **Address the large amount of vacant land and unbalanced land use inventory.** Roughly a third of Aztec's existing land area is open space and owned by the BLM. There is very little land unencumbered or zoned properly for commercial and industrial use. The City of Aztec should endeavor to correct this imbalance by seeking zone changes in conjunction with property owners to allow for non-residential development that would support growing the economy and creating new jobs for residents.
- **Continue to invest in Downtown Aztec.** Downtown Aztec and its historic buildings are one of the most cherished aspects of the community. Reestablishing Aztec as a MainStreet community and creating a board of dedicated volunteers who share a common goal of preserving Downtown as the community's historic retail center will provide the needed structure and support to move forward. The City should continue to utilize the Downtown Aztec MRA Plan as a tool for establishing public/private partnerships and create the type of vibrant Downtown district that the community envisions.
- **Build upon the rich and varied cultural and outdoor recreation opportunities.** The Animas River, Aztec Ruins National Monument, Aztec Natural Arches, BLM open space and mountain biking trails, Navajo Lake State Park, and San Juan River Quality Waters offer the authentic types of experiences that tourists seek.
- **Emphasize the importance of workforce training and education of Aztec youth.** The City of Aztec, Aztec Municipal Schools, San Juan College, and Diné College all have a role to play in ensuring Aztec youth have a bright future and become productive and contributing members of the community. Expanding workforce training and educational opportunities will encourage businesses to locate or expand in Aztec.
- **Diversify and grow the housing stock.** The current type and supply of housing in Aztec is limited. There are very few examples of higher density housing or rentals available to residents that cannot afford or want the responsibility of buying a house. Aztec also has a higher than average number of veterans whose housing needs should be addressed. Promoting a greater variety of housing types that accommodate a range of incomes would help address an anticipated loss in population over the next 20 years.
- **Become a more resilient and sustainable community.** The Aztec Solar Facility was a great start towards lowering electric rates for Aztec residents and businesses. The City of Aztec should continue to expand and promote alternative energy generation and use by incorporating green building techniques and approaches into its own buildings and properties. There is ample land available in Aztec to expand solar projects.

## 1.3 PLAN ELEMENTS

In addition to the Executive Summary and Community Profile, the Comprehensive Plan contains eight primary elements, including Land Use, Economic Development, Housing and Neighborhoods, Infrastructure, Transportation, Parks and Recreation, Community Services and Facilities, and Hazard Mitigation. Each of these primary elements contain a profile of existing conditions, discussion of issues and opportunities, and goals, objectives, and implementation strategies to support the community’s vision for the future of Aztec. The Implementation chapter repeats and sorts each of the strategies according to the specific plan element and places a time frame and responsible entity for accomplishing the strategy. The appendices include a Glossary of Terms used in the Comprehensive Plan, full results of the Community Survey, and Funding Resources for capital improvements identified in the Comprehensive Plan.



### CHAPTER 3: LAND USE

The Land Use element provides detailed descriptions of existing land use by geographic area; existing zoning and other regulations that impact land use and development;

community character and historic preservation; land use issues and challenges; and annexation history. A Future Land Use Scenario is graphically depicted and described in the narrative how the City of Aztec should grow and develop over the next 20 years. The Land Use goals, objectives, and strategies are briefly summarized below:

- **Providing a balanced inventory of land uses** allowing for new residential, commercial, and industrial

development by designating an area for an industrial center in proximity to US 550 and the East Aztec Arterial; seeking zoning changes on private and public lands to accommodate commercial, industrial, or residential uses; and creating incentives for the redevelopment of commercial properties along Aztec Boulevard and Main Avenue.

- **Promoting infill development and redevelopment** in existing neighborhoods and areas served by City utilities by pursuing public/private partnerships for mixed-use projects within the Downtown Aztec MRA; promoting mixed use projects in other areas along Zia Street and within Planned Development areas along the East Aztec Arterial; and working with local and regional builders and developers on determining appropriate incentives to encourage infill development and redevelopment.
- **Completing a thorough review and determination of amendments to the City’s Land Development Code** that will achieve and further the goals and objectives of the Comprehensive Plan; creating streetscape improvement plans for Main Avenue, North Main Avenue, and Aztec Boulevard; providing adequate



code enforcement staffing levels; and initiating community clean-up efforts.

- **Planning for the gradual and orderly growth through annexation** by creating an evaluation process for proposed annexations that includes a cost/benefit analysis and determination of existing capacity to serve the annexation area; and prioritizing and determining the time frame for annexations.
- **Fostering the preservation of historic districts and properties in Aztec** by pursuing the recertification of Aztec as a MainStreet community, establishing a MainStreet board, and identifying an Executive Director; becoming a recognized Certified Local Government; creating Historic Overlay Districts for the Aztec Main Street Historic District and the Church Avenue-Lovers Lane Historic District; designating an Historic Landmark Commission to review development proposals and forward recommendations to the City Commission; working with a coalition on incorporating changes to the New Mexico Building Code to accommodate historic buildings; working with the SHPO on an educational program regarding the benefits of having properties listing on the National and State Historic Registers; and pursuing the nomination of the Aztec Museum and Pioneer Village as an historic district.



#### CHAPTER 4: ECONOMIC DEVELOPMENT

The Economic Development element describes the actions

that are aimed to retain, grow, and attract new businesses that will create a strong and diversified economy and attract young professionals. It includes an economic profile; description of major industries; overview of existing organizations geared towards

economic development; summary of cultural tourism and outdoor recreation assets and opportunities; emerging opportunities and initiatives; and an overview of the existing LEDA ordinance and recommendations for updating it to meet current legislation and best practices. The Economic Development goals, objectives, and strategies are briefly summarized below:

- **Creating a strong and diversified economy** by prioritizing and securing gap funding for the development of the Aztec Outdoor Recreation Manufacturing and Retail Facility; creating a master development plan for an industrial business park in proximity to US 550/S. Main Avenue and the East Aztec Arterial; identifying industries and businesses in need of high-speed internet and supporting high speed broadband investments; and completing an update to the Aztec LEDA ordinance.
- **Supporting small business development, retention, and expansion** through working with the Aztec Chamber of Commerce and Aztec Economic Development Advisory Board on a “Support Local Business” program; continuing to use the Downtown Aztec MRA Plan as a tool for public/private partnerships and incentivizing small business development; encouraging small-scale manufacturing in Downtown Aztec and incorporating it as a conditional use into the Land Development Code; working with local banks and the Northwest New Mexico Council of Governments to expand small business access to capital through a revolving-loan fund; and promoting the services offered by the Small Business Development Center.
- **Affirming and strengthening Aztec as a tourism destination** through coordinating with NM Tourism Department, NM Outdoor Recreation Division, and Aztec Economic Advisory Board on promotion and advertising activities; promoting

Aztec as a community with an unmet demand for hospitality-related businesses; developing a targeted marketing campaign that highlights the cultural and outdoor recreation attractions; and identifying and partnering with a local non-profit on the rehabilitation and management of the Aztec Theater.

- **Creating a well-trained workforce** through initiating “Talent-to-Industry Exchanges”; supporting and partnering with local businesses, Aztec Municipal Schools, San Juan College, and Diné College to address filling skill gaps with workforce training, educational programs, and dual credit programs related to existing and future business clusters; and working with employers on seeking workforce investment funding.



## CHAPTER 5: HOUSING & NEIGHBORHOODS

The Housing and Neighborhoods element provides direction

on growing and diversifying the available housing stock, which is relatively limited, to accommodate residents of all income levels and special populations. This chapter includes a profile on existing housing and households; an overview of the existing housing market; description of existing housing affordability issues and housing conditions; current housing initiatives; a summary of special populations and their unique housing needs; and housing opportunities. The Housing and Neighborhoods goals, objectives, and strategies are briefly summarized below:

- **Creating equal access to a diverse range of housing types** through applying to the NM Mortgage Finance Authority for a grant to fund an Affordable Housing Plan; developing an inventory of land and buildings owned by the City of Aztec for donation to an affordable

housing program; creating incentives for private and non-profit developers to build affordable housing; developing a community education program on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance for seniors and veterans; etc.; and supporting community investments in energy efficiency and use of renewables in new housing developments.

- **Promoting the safety and stabilization of existing neighborhoods** through seeking partnerships with private developers and non-profits to rehabilitate existing substandard housing; establishing a “House of the Month” program; and applying for grants to the NM Clean & Beautiful program to fund beautification projects and clean-up activities.
- **Promoting the development of new, quality residential neighborhoods** through requiring master planning in association with the Planned Development areas; working with residential developers and buildings on creating incentives for build-out of existing vacant subdivisions; and promoting the use of accessory dwelling units in existing and future neighborhoods.



## CHAPTER 6: INFRASTRUCTURE

The Infrastructure element describes the basic municipal services of the water supply

and distribution system; sewer collection and treatment system; and stormwater drainage system and challenges. It also describes electric and natural gas services and renewable energy projects; telecommunications; and solid waste services and recycling initiatives. The Infrastructure goals, objectives, and strategies are briefly summarized below:

- **Maintaining a safe and reliable domestic water supply** through prioritizing and

- securing funding for the replacement of Reservoir One; creating a 40-Year Water Plan; conducting water sampling to remain in compliance with drinking water standards; utilizing the sampling results and tracking data to determine and take action on contamination sources; and sponsoring community events to increase collection of household hazardous waste.
- **Maintaining and optimizing an efficient water distribution system** through creating a Water System Master Plan; securing capital funding for improvements to the water distribution system; and determining the demand and cost for expanding water services to priority annexation areas.
  - **Promoting the sustainable and efficient management of water resources** through conservation by prioritizing replacement of broken water meters, detection of water leaks, and repairs; developing a water reuse program for irrigation of City parks; creating a water conservation ordinance for residential, business, and government users; and developing an educational program on water conservation.
  - **Maintaining a safe and efficient wastewater collection and treatment system** through creating a Wastewater Master Plan; securing funding for the design and expansion of sewer services to replace septic tanks; securing funding and implement projects for the rehabilitation and replacement of wastewater collection components; and determining the demand and cost for expanding services to priority annexation areas.
  - **Maintaining and expanding the stormwater drainage system to minimize losses** through prioritizing and securing funding for culvert replacements at the Blanco Arroyo; developing a Drainage Master Plan; prioritizing stormwater drainage improvements; and incorporating Low Impact Development

techniques in the City's Subdivision Ordinance.

- **Maintaining safe, sustainable, and affordable power services** through promoting and expanding the use of renewable energy alternatives; identifying locations for electric vehicle charging stations and solar panels on City-owned properties and buildings; expanding the footprint of the Aztec Solar Facility; and developing and disseminating information on available renewable energy incentives and programs.
- **Expanding access to affordable, high-speed broadband services** through initiating a dialogue with providers on improving and expanding services; and adopting a "Dig Once" policy that requires installation of fiber conduit during construction within City rights-of-way.
- **Expanding participation in reducing, reusing, and recycling initiatives** through developing a public education program; coordinating with Four Corners Regional EcoCenter and Waste Management on analyzing the cost of providing additional recycling bins; and sponsoring community recycling events.



## CHAPTER 7: TRANSPORTATION

The Transportation element emphasize the creation of a balanced multi-modal system

that serves the transportation needs of the community, now and in the future. The chapter describes the existing street network, functional classification, and conditions; existing transit services; pedestrian and bicycle infrastructure; aviation services at the Aztec Municipal Airport and its CIP projects; transportation related issues; and existing and planned capital improvement projects, including those listed on the Metropolitan Transportation Plan and the

City's ICIP. The Transportation goals, objectives, and strategies are briefly summarized below:

- **Establishing an integrated and efficient multi-modal transportation system** through submitting a grant application to the NM Finance Authority for a Transportation Asset Management Plan; evaluating the current condition and determining improvements needed to bike lanes within US Highway 550 and NM Highway 516; completing the projects for N. Oliver Street and McWilliams Road; improving circulation by constructing new roadway connections as shown on the Preferred Land Use Scenario; improving the intersection of McWilliams Road and N. Light Plant Road; constructing new median improvement projects within public rights-of-way; and pursuing NMDOT funding programs.
- **Completing the East Aztec Arterial and plan for future development** through prioritizing and seeking gap funding on completing the East Aztec Arterial and working with NMDOT on transferring ownership of Main Avenue to the City of Aztec; determining the access policy for the East Aztec Arterial; and seeking gap funding for the Complete Street/Road Diet for Main Avenue.
- **Expanding transit services within Aztec and the region** through coordinating with Red Apple Transit and neighboring cities on creating a Transit Action Plan; evaluating and quantifying the need for additional transit infrastructure and services.
- **Maintaining clean, safe, and current roadway standards and conditions** through creating a preventative street maintenance plan; creating a construction and replacement plan to comply with ADA accessibility requirements; adopting a policy that integrates roadway projects with stormwater drainage projects and

utility work; and implementing a policy for new streets to be coordinated with adjacent land uses, built to classification standards, and evaluate the inclusion of bike lanes in all new major roadway projects.

- **Maintaining safe and expanded air travel services at Aztec Municipal Airport** through prioritizing and securing funding for the rehabilitation, lighting, and visual aids for Runway 8-26 and Automated Airport Weather Observing System; working with the Economic Development Advisory Board on identifying existing and future business with demand for airport services; and pursuing funding from the FAA Air Improvement Program and the NMDOT Aviation Division.



## CHAPTER 8: PARKS & RECREATION

The Parks and Recreation element promotes and furthers Aztec as a community that places great value

in its park facilities and outdoor recreation opportunities. The chapter describes the Parks and Recreation Department and existing park facilities; recreational trails and the Aztec Trails and Open Space group and Animas River Trails System Plan; other recreation activities, including motor sports; and regional recreation planning. The Parks and Recreation goals, objectives, and strategies are briefly summarized below:

- **Maintaining a comprehensive system of parks, open space, and indoor recreation facilities** through prioritizing and identifying funding for improvements to Hartman Sports Complex, Riverside Park, and Townsend Park; providing ongoing preventative maintenance for existing and future park facilities; working with Aztec Municipal School District on joint use agreements to allow for shared

use of outdoor recreation facilities; and supporting and promoting motor sports at City and privately owned facilities.

- **Creating and maintaining a comprehensive local and regional trail system** through prioritizing and seeking funding for the North Main Avenue footbridge; completing trail connections between Downtown Aztec and the Animas River and between neighborhoods, schools, community facilities, and parks; completing the assessment of Mountain View Trails and developing a trail improvement and maintenance program; continuing coordination and discussions with the cities of Farmington and Durango on the development of a regional trail along the Animas River; and working with the City of Farmington and San Juan County on the development of a trail along the former Rio Grande/Western Railroad right-of-way.



## CHAPTER 9: COMMUNITY SERVICES & FACILITIES

### The Community Services & Facilities

element highlights the quality of life services that residents depend on for socialization, learning, and enjoyment in leisure time, as well as community health care and public safety services. Some of these services, such as health care and public education, are provided by other public entities; however, the City of Aztec has a support role in all of these important quality of life amenities. This chapter describes community facilities, such as the Aztec Senior-Community Center and the Aztec Public Library; public safety services, including police, fire, and emergency services; community health services provided by San Juan Regional Medical Center and community health metrics; and public education at the primary, secondary, and post secondary levels. The Community Services and

Facilities goals, objectives, and strategies are briefly summarized below:

- **Expanding and maintaining a range of multi-generational community facilities and programming** through prioritizing and securing funding for improvements at the Aztec Senior-Community Center and the Aztec Wellness Center; creating a library improvement plan to address programming, space, equipment, and staffing needs; creating an ongoing preventative maintenance and replacement program for City facilities; and determining the feasibility of creating a teen center.
- **Enhancing and maintaining public safety** by completing a comprehensive assessment of public safety services currently provided; providing ongoing training and certification for current and future police officers, firefighters, and dispatch personnel; prioritizing and pursuing funding to purchase new equipment and replacement of vehicles; hosting and participating in community events and soliciting feedback from residents; and collaborating with Aztec Municipal School District on increasing safety and security within school facilities.
- **Improving community health outcomes** by coordinating with San Juan Regional Medical Center and other providers on distributing information to the community on available health care services; and collaborating with San Juan Regional Medical Center on developing a strategic plan that addresses the high rate of uninsured residents, and increasing access to health care, clinical services, and behavioral health services.
- **Supporting equal access to education and learning opportunities** through initiating and participating in a dialogue with Aztec Municipal Schools, San Juan College, Diné College, and San Juan

County on educational initiatives, raising graduation rates, online courses, joint credit programs, workforce training; and supporting and pursuing funding for adult education programs and classes with education providers, San Juan County, and NM Workforce Connection.



## CHAPTER 10: HAZARD MITIGATION

The Hazard Mitigation element describes a process that minimizes

the risks and impacts to people, property, and the environment from natural and human-caused hazards. The chapter provides an overview of emergency preparedness and existing hazard mitigation plans; describes existing hazards faced by Aztec; and summarizes mitigation strategies and tools, including best practices as determined by FEMA and the American Planning Association. The Hazard Mitigation goals, objectives, and strategies are briefly summarized below:

- **Minimizing the community's vulnerability to natural and human-caused hazard events** by implementing a Reverse 911 System that provides public safety alerts; developing an emergency routing and evacuation plan; developing a temporary emergency shelter plan; and educating residents on the importance of creating an emergency supply kit.
- **Reducing the community's vulnerability to and impact from flooding** by completing riverbank stabilization projects and repair of gabions along the Animas River; completing cleanup and mitigation activities on properties adjacent to the Animas River; inspecting private properties that are traversed by waterways to identify and mitigate obstructions or overgrowth; and continuing the City's participation in the National Flood Insurance Program

and completing the update to the flood map along the Animas River.

- **Reducing the impact of drought conditions** by creating a public education and rebate program on water conservation techniques and practices; developing water wise regulations for new commercial development; and supporting the San Juan Water Commission's efforts to install a pipeline from Lake Nighthorse to the Animas River during periods of low water levels.
- **Reducing the impact and risk to life and property from wildfires** by developing a Community Wildfire Protection Plan; coordinating with San Juan County and other neighboring jurisdiction on creating a public awareness program for private property owners to clear excess vegetation and combustible materials; working with San Juan County on developing a program for weed, invasive species, and brush removal along the Animas River and other WUI areas; and becoming a member of the Fire Adapted New Mexico Learning Network.
- **Improving the City's capacity to respond to hazardous material spills, accidents, and releases** by adopting regulations that prohibit the transport of hazardous materials on Main Avenue through Downtown Aztec once the East Aztec Arterial is complete; and developing a public education initiative that provides instructions on actions to take during a hazardous materials accident.



## CHAPTER 11: IMPLEMENTATION

The Implementation chapter repeats each strategy contained in the Comprehensive

Plan, sorts them by plan element, and identifies a time frame and responsible lead entity and potential partners for accomplishing the

strategy. The implementation time frames are defined as follows:

- 2021-2023 (short);
- 2024-2026 (medium);
- 2027-2035 (long);
- On-going (no end date).

The implementation schedule is intended to assist the City of Aztec in planning for and securing funding and allocating administrative resources.

## 1.4 COMMUNITY ENGAGEMENT

Community engagement ensures that the Comprehensive Plan is based on residents' knowledge, concerns, and ideals. Consensus Planning developed a community engagement process for the City of Aztec that included a steering committee, Community Survey, stakeholder interviews, and public meetings. The input from the community engagement process formed the basis of the goals and objectives which are the backbone of this Plan.

### STEERING COMMITTEE

The City of Aztec formed a Steering Committee at the beginning of the planning process. Members of the Steering Committee included City staff, business owners, local community leaders, and other interested residents. Consensus Planning held several meetings with the Steering Committee and consulted members throughout the planning process.

The initial Steering Committee meeting to kick-off the project was held online on June 22, 2020. The purpose of the meeting was to introduce the consultant team to the committee members and conduct a listening session. During this meeting, Consensus Planning presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, shared the project schedule, and discussed the roles of the Steering Committee. Each Steering Committee member provided input on what makes Aztec a special place now and some of the things

that could make the community even better. The Steering Committee met on July 6 and July 20 to review progress and prepare for the first public meeting.

Prior to the second public meeting, the Steering Committee met on October 4th to review draft goals and objectives and discuss the alternative land use scenarios prepared by Consensus Planning. The Steering Committee was also asked to create a photo diary of their favorite places and places that needed improvement, which allowed Consensus Planning to view the community through the eyes of the Steering Committee members. Several of these photographs are included in the Comprehensive Plan.

### PUBLIC MEETINGS

#### July 30, 2020

The first public meeting for the Aztec Comprehensive Plan was held as a virtual meeting on July 30, 2020 due to the State of New Mexico's restrictions on large gatherings during the COVID-19 pandemic. The purpose of the meeting was to introduce the project and facilitate a listening session on the issues currently faced by Aztec and the community's vision for the future.

Mayor Victor Snover welcomed the participants and gave a brief introduction to the project. Jackie Fishman (Principal, Consensus Planning) gave a presentation on the planning process and time frame, guiding principles for public engagement, plan elements, and described the Community Survey that was currently underway. She also gave an overview of the key takeaways from the survey results to date. Participants were then asked a series of questions developed by Consensus Planning to draw out the participants' impression of Aztec at present and their vision for the future of Aztec.

#### October 29, 2020

Consensus Planning held the second public meeting online on October 29, 2020 due to the continuing public health emergency. Mayor

Pro-tem Roslyn Fry gave an introduction and explained the importance of public input to ensure the Comprehensive Plan's success.

Jackie Fishman reviewed the planning process and timeline. She also explained how the goals, objectives, and strategies are intended express the community vision, and then presented an overview of the draft goals and objectives by the eight plan elements - land use, economic development, housing and neighborhoods, infrastructure, transportation, parks and recreation, public services and facilities, and hazard mitigation. The last part of the presentation included an overview of the key highlights of two alternative future land use scenarios, including preferred land uses, proposed annexations, roadway connections, and parks and open space. Participants were given the opportunity to ask questions and then were asked to vote on the scenario they most preferred. The community input helped to steer the Future Land Use Scenario contained in Chapter 3.

As a follow up to the meeting, the community was asked to provide input on the draft goals and objectives through an online survey. The survey included each draft goal followed by its associated objectives. Participants chose from the following options to indicate their support for the goals: "I like this, good to go," "I like this, but needs rewording," or "I do not like this." To indicate their priority for the objectives, the respondents ranked each objective from their highest to their least priority. The survey was open for approximately 12 days and received 17 responses.

### June 3, 2021

The third public meeting took place at the Aztec Hub on June 3, 2021. The purpose of the meeting was to present the draft Comprehensive Plan and receive comments. Consensus Planning provided a link to the draft Comprehensive Plan document for review prior to the meeting. There were approximately 57 participants in attendance.

Steven Saavedra, Community Development Director, began the meeting. Mayor Victor Snover welcomed the participants and introduced the project, explaining that implementation of the Comprehensive Plan would be a long-term process.

Jackie Fishman presented an overview of the planning process and a summary of the key planning themes of the Comprehensive Plan. She provided a summary of each chapter, described the strategies to implement goals and objectives, and reviewed the Future Land Use Scenario. While the formal question and answer time was abbreviated due to rain, several participants discussed the plan with Consensus Planning staff individually at the end of the meeting.

### June 22, 2021

The Comprehensive Plan went before the Aztec City Commission for adoption on June 22, 2021. It was approved by resolution with a unanimous vote. A copy of the signed resolution is at the beginning of the Comprehensive Plan.

## COMMUNITY SURVEY

As part of the community engagement process, Consensus Planning conducted a Community Survey online from July 1 through August 1, 2020. The Community Survey included 43 questions and a total of 247 survey responses were received (see *Appendix B for the full results of the Community Survey*).

About 48% of respondents have lived in Aztec more than 20 years. The largest number of respondents, 23%, said they live in Aztec because they grew up there. Over 22% said they live in Aztec because of the small town atmosphere.

### Quality of Life

Over 60% of respondents rated Aztec's quality of life as good or excellent. The three most favorite aspects of Aztec included:

- Small town atmosphere (67%);

- Outdoor recreation opportunities (48%); and
- Natural environment (44%).

Respondents' favorite local amenities included:

- Riverside Park (77%);
- Other City parks, trails, and open space (60%); and
- Animas River (56%).

Respondents' favorite regional amenities included:

- Navajo Lake State Park (77%);
- Aztec's Natural Arches (42%); and
- Mountain bike trails (38%).

Asked what City services or facilities should be improved or expanded, the most common options chosen were:

- River trail development (65%);
- Riverside Park (36%); and
- Improvements to landscaping and street trees (32%).

Respondents also supported:

- Increasing community participation and volunteerism (47%);
- Increasing transparency of City functions (46%); and
- Improving customer service (38%).

Most respondents supported improving the visual appearance of the City; 80% said they agreed or strongly agreed. They also suggested improving or expanding:

- River trail development (65%);
- Riverside Park (36%); and
- Open space (31%).

## Health Care

Asked about health care services, 43% agreed that health care services in Aztec are adequate to serve their needs; however, 40% disagreed or strongly disagreed. When asked where they go for health care, respondents said:

- Farmington (62%);
- Durango (49%); and
- Aztec (34%).

## Economic Development

When asked about employment, 73% of the respondents said they were employed, while 18% said they were retired, and 6% said they were stay-at-home parents or caregivers.

When asked about the type of employment respondents were engaged in, the largest employment categories were:

- Education (19%);
- Mining and oil/gas (14%);
- Health care/social services (11%); and
- Public administration (11%).

Asked what areas of economic development the City of Aztec should focus on, most chose:

- Restaurants (65%);
- Outdoor recreation (64%);
- Tourism (56%); and
- Retail (52%).

## Growth & Development

The majority (78%) of respondents disagreed or strongly disagreed that Aztec has adequate commercial retail/business services. When asked what Aztec needs most, the most common choices were:

- Restaurants (76%);
- General retail (75%); and
- Arts and entertainment venues (53%).

Asked where they go to shop if Aztec doesn't have what they need, responses were:

- Farmington (96%);

- Durango (66%); and
- Online (64%).

In regard to the future types of development the City should encourage, 78% agreed or strongly agreed that the City should encourage infill development and 60% agreed or strongly agreed the City should encourage mixed-use development.

### Tourism

When asked how important tourism is to Aztec, 87% said extremely or very important. Asked what are Aztec’s most important tourism opportunities, respondents said:

- Aztec Ruins (90%);
- Outdoor recreation (73%); and
- Local community events (51%).

When asked what Aztec should do to protect its historic assets, respondents said:

- Revise building codes (45%);
- Provide financial assistance or fee waivers (47%); and
- Create historic design guidelines (35%).

### Transportation & Infrastructure

Virtually all respondents said they drive a personal car or truck for transportation; however, 45% walk and 25% use bicycles.

When asked if Aztec has an adequate multi-modal transportation system:

- 43% said they agreed or strongly agreed; and
- 47% disagreed or strongly disagreed.

When asked what types of transportation and infrastructure improvements should the City focus on, most chose:

- Improve/maintain streets (66%);
- Improve/add sidewalks (54%); and
- Improve/add multi-use trails (50%).

### Housing

When asked if Aztec should increase its supply of affordable housing, 46% agreed or strongly agreed Aztec; however, 40% disagreed or strongly disagreed. When asked if they own or are purchasing their home or renting, 90% said they own or are purchasing their home.

When asked why they rent instead of own, respondents indicated the reasons were:

- Cannot afford the mortgage (33%);
- Prefer to rent than own (24%); and
- Cannot afford the down payment (19%).

Asked what types of housing are needed, the most common choices were:

- Single-family homes (71%);
- Affordable housing (42%); and
- Townhouses/duplexes (38%).

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CHAPTER 2  
**COMMUNITY PROFILE**

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## 2.1 INTRODUCTION

The City of Aztec is located in northwestern New Mexico along the Animas River, a tributary of the San Juan River. As the county seat of San Juan County, Aztec is a resilient, scenic oasis in the region's arid desert landscape. The City's small town atmosphere is cherished by its residents. A full range of modern services makes Aztec an attractive and welcoming place to visit and live with easy access to the metropolitan area and the larger Four Corners region.

The Community Profile provides a summary of the history of Aztec, geographic context, and demographics. Resources used for this section included the US Census Bureau, American Community Survey, University of New Mexico Bureau of Business and Economic Research (BBER), and the University of New Mexico Institute for Geospatial and Population Studies (GPS).

## 2.2 HISTORY OF AZTEC

The City of Aztec, population 6,567, takes its name from the Aztec Ruins National Monument on the north bank of the Animas River. The Animas River, and nearby La Plata and San Juan Rivers, flow from the high mountain mining districts of the Colorado Rockies to the north. These rivers provide surface water for irrigated agriculture and urban settlements in the valleys below the rugged desert mesas and canyonlands.

In 1880, homesteader John Koontz established a general store in a one-room adobe building, where the corner of Park Avenue and Chaco Street is today. As early as 1872, Hispanic settlers moved into the San Juan River valley. In 1876, the Canyon Largo Road linked the San Juan Basin with the Rio Chama and Upper Rio Grande regions of the New Mexico Territory. As Mormon settlers pushed east up the San Juan River from Arizona, Anglo-American settlers migrated down the Animas and La Plata from Colorado. Many cattlemen who migrated to Colorado from Texas and the post-Civil War

South were joined by farming families from the Upper Midwest and Northern states.

Homesteaders began establishing farms in the Animas Valley with extensive irrigation systems that watered fruit orchards and market crops. Remnants of these orchards can still be seen on City lots and in the surrounding area. The Lower Animas Ditch was completed in 1878, and by 1888, orchards planted around Aztec were producing fruit. Fifty acres of John Koontz's homestead was platted in 1890 as the Original Town Site of the City of Aztec, with a system of small ditches and laterals watering individual lots. As noted in the National Register of Historic Places Nomination Form for Historic Resources of Aztec, New Mexico (1985), many early residents purchased an extra lot next to their home to grow gardens, small orchards, and vineyards. These homes now make up the Church Street-Lover's Lane Historic District.

San Juan County was created in 1887 from western Rio Arriba County. The City of Aztec was named the San Juan County Seat by the Territorial Government when the County was created. Aztec lost the designation then regained the title in 1892 after a contested election. The County Courthouse was located on Mesa Verde Avenue in front of Aztec High School until 1997, when the San Juan County



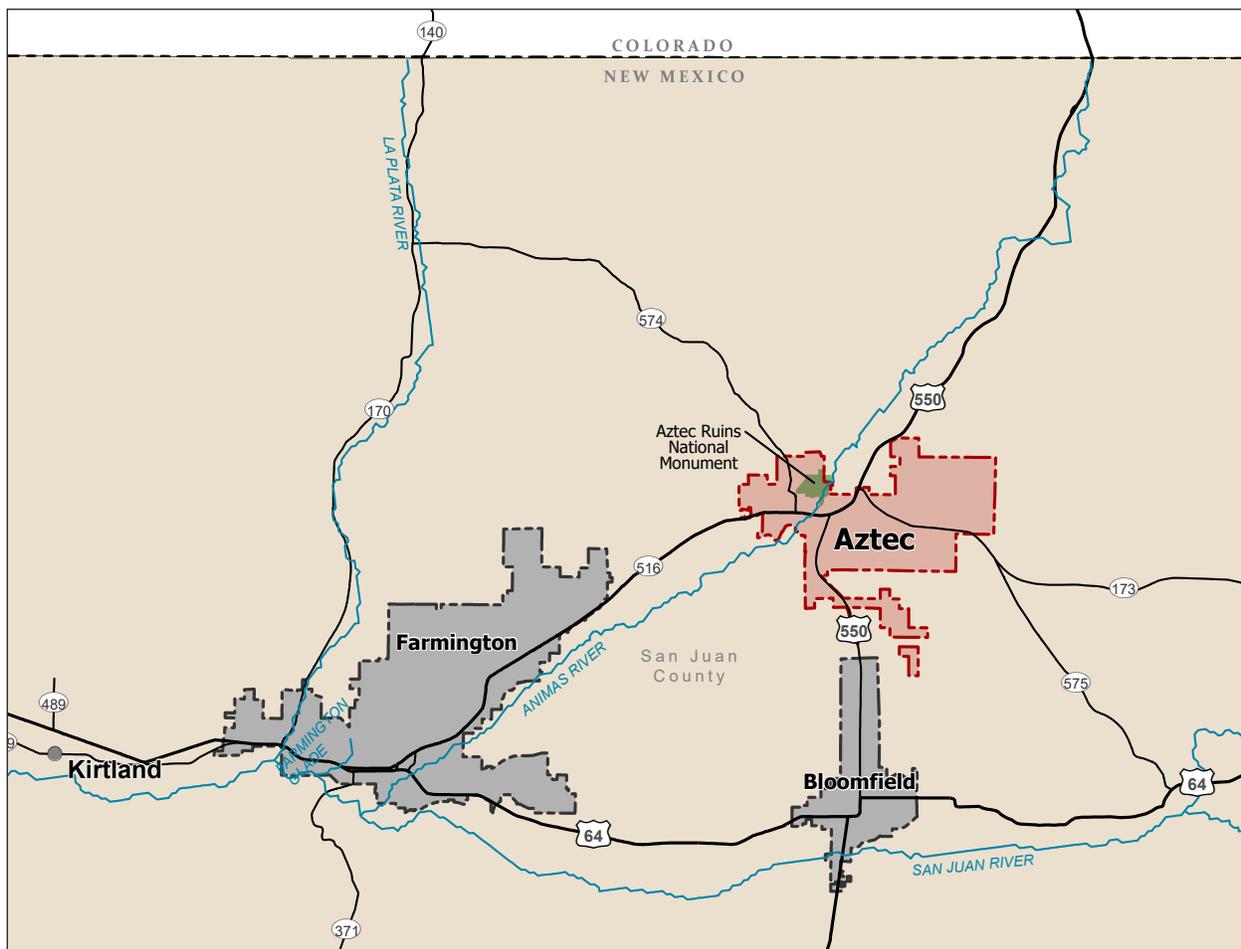
Original San Juan County Courthouse.

Administration Building was built on W. Aztec Boulevard.

The City of Aztec was formally incorporated in 1905. That same year, the railroad was completed to Aztec taking the place of the stagecoach line up the Animas Valley to Durango, Colorado. The Aztec railroad station, now a private residence, was built on Rio Grande Avenue just north of Lovers Lane. With the arrival of the railroad, builders added a block of brick commercial buildings on Main Avenue that today form the Main Street Historic District between Chaco and Chuska Streets. The railroad line was converted to narrow gauge in 1923 to match the rest of the Durango branch, and provided bulk transportation of orchard produce earning the title of "Red Apple Flyer".

Growth slowed in Aztec with World War I and subsequently the Great Depression. In

1933, US Highway 550 connected Durango and Farmington through Aztec, fostering development of motels and service stations. In 1901, the Durango Oil and Fuel Company drilled the first oil test well in San Juan County on the east side of Aztec. According to Thomas Dugan of Dugan Production Corporation ("The San Juan Basin: Episodes and Aspirations", 1977), natural gas was discovered near Aztec in 1921 at a well drilled by the Aztec Oil Syndicate at about 1,000 feet in depth. This gas was piped into Aztec and used domestically, the first commercial use of natural gas in New Mexico. An oil strike in 1922 at the Hogback field in San Juan County prompted construction of a pipeline to Farmington where oil was shipped by rail. The industry exploded after 1951 when El Paso Natural Gas completed a pipeline from the San Juan Basin to California. Electric power plants and coal mines were also developed



Regional Context.



*Aztec Ruins National Monument Visitors Center.*

which brought employment and income to San Juan County.

Throughout the 20th century, the City of Aztec and San Juan County expanded and contracted with the boom and bust cycles of mineral and energy development in the San Juan Basin. The Denver & Rio Grande Western Railroad was an important conduit of oil field equipment through the 1950s, but with the development of better highway connections, the branch line through Aztec was abandoned in 1969.

### **AZTEC RUINS NATIONAL MONUMENT**

Aztec Ruins National Monument, a UNESCO World Heritage site, was built on the west bank of the Animas River in the 12th century by ancestral Puebloans using stone and mortar to create massive masonry dwellings. The main ruin covers two acres, stands three stories high, and contains 500 rooms averaging 10 by 12 feet. An enclosed plaza is dominated by a Great Kiva. Tree ring dating indicates most of the pueblo was built from 1110-1115 A.D. There is evidence that the builders were related to people of the Chaco Culture located at Chaco Canyon to the south.

The first Spanish explorers to visit the Four Corners region found the Puebloan sites mysteriously abandoned. Following expeditions in 1765 and 1776, Antonio Armijo blazed a southern route for the Old Spanish Trail from Abiquiu west to Los Angeles, California. Armijo's party made camp at the Aztec Ruins on the evening of November 17, 1829. Navajo, Ute, and Jicarilla Apache tribes inhabited the Animas Valley at the time.

Later settlers believed the Puebloan structures had been built by the Aztec people of Mexico. The site was declared a National Monument in 1923 and is part of the Trail of the Ancients Scenic Byway.

Aztec Ruins is located near Downtown Aztec. Street access is by way of Ruins Road off NM 516, where signs direct tourists through a residential neighborhood. A pedestrian bridge provides access across the Animas River, with a trailhead to the North Main Avenue area.

## 2.3 COMMUNITY CONTEXT

The City of Aztec is located midway between Farmington and the New Mexico-Colorado state line. US Highway 550 runs on Main Avenue then goes northeast along E. Aztec Boulevard towards Durango, Colorado. NM Highway 516 runs west along W. Aztec Boulevard through unincorporated Flora Vista to Farmington.

San Juan County makes up the Farmington Metropolitan Statistical Area (MSA), yet much of Aztec and most of San Juan County is public land. As documented in the San Juan County Growth Management Plan (Architectural Research Consultants, Inc., 2018), portions of the Navajo Nation and Ute Mountain Ute Reservation comprise approximately 65% of San Juan County's 5,500 square miles. The Bureau of Land Management is responsible for another 23%, or 1,200 square miles across the County. Accounting for State and National Park Service areas, only 6.5% of San Juan County is private land.

### FOUR CORNERS REGION and the ANIMAS VALLEY

The Animas River joins the San Juan River at Farmington, just above the La Plata River, as part of the Colorado river system of the Four Corners region. The states of New Mexico, Colorado, Utah, and Arizona meet at the Navajo Nation's Four Corners monument near the community of Shiprock, the only place four states touch each other in the entire United States. While agriculture, forestry, and mineral resources historically drove the Four Corners' economy, the region has been transitioning to outdoor recreation and cultural tourism. Aztec Ruins is one of over two dozen national parks and monuments in the Four Corners region, which includes Chaco Culture National Historical Park and Mesa Verde National Park.

The Four Corners region is also home to a number of state parks and large tracts of recreational land managed by the US Forest



*Ship Rock is a Four Corners landmark.*

Service and US Bureau of Land Management. The Bureau of Reclamation's Navajo Dam, east of Aztec, impounds 1.7 million acre-feet of water on 15,610 acres of Navajo Lake State Park in New Mexico and Navajo State Park in Colorado. The San Juan Quality Waters below the dam is known as one of the most rewarding trout fisheries in the world. The nearby Bisti Badlands / De-Na-Zin Wilderness Area and the over 400 natural arches on public and private lands near Aztec also attract tourists. Respondents to the Community Survey indicated Navajo Lake State Park is their favorite regional recreational attraction and the Aztec Natural Arches as their second favorite.

While Aztec's growth has been steady since the 1950s, the City of Farmington and San Juan County grew more rapidly with the booms in oil and gas production in the 1950s, 1970s, and 1990s. Since 2010, Durango and La Plata County, Colorado, have captured a greater share of the region's employment and population growth. Aztec is well-positioned to serve both local residents and visitors to the region.

### COLORADO PLATEAU ECOREGIONS

The City of Aztec is located on the Colorado Plateau at the junction of two ecoregions. The Semiarid Benchlands and Canyonlands

ecoregion extends north of Aztec. Broad grass-, shrub-, and woodland-covered benches and mesas are contrasted by bedrock exposures along rims, escarpments, and steep slopes. Pinon and juniper trees are common in the area with scattered areas of Gambel oak (*Quercus gambelii*). To the south, the San Juan/Chaco Tablelands and Mesas ecoregion of the Arizona/New Mexico Plateaus contains a mix of desert and semi-desert scrub, shrub-steppe, and grasslands. This area is more arid, with less pinon-juniper vegetation.

According to the US Geological Survey (USGS), most of the rock layers around the Four Corners region were deposited about 65-248 million years ago after being formed from fine sediments deposited by wind and water. About 70 million years ago, the region was on the western shore of a shallow North American sea. When today's Rocky Mountains began to rise, land that was once seafloor was elevated to become the high desert.

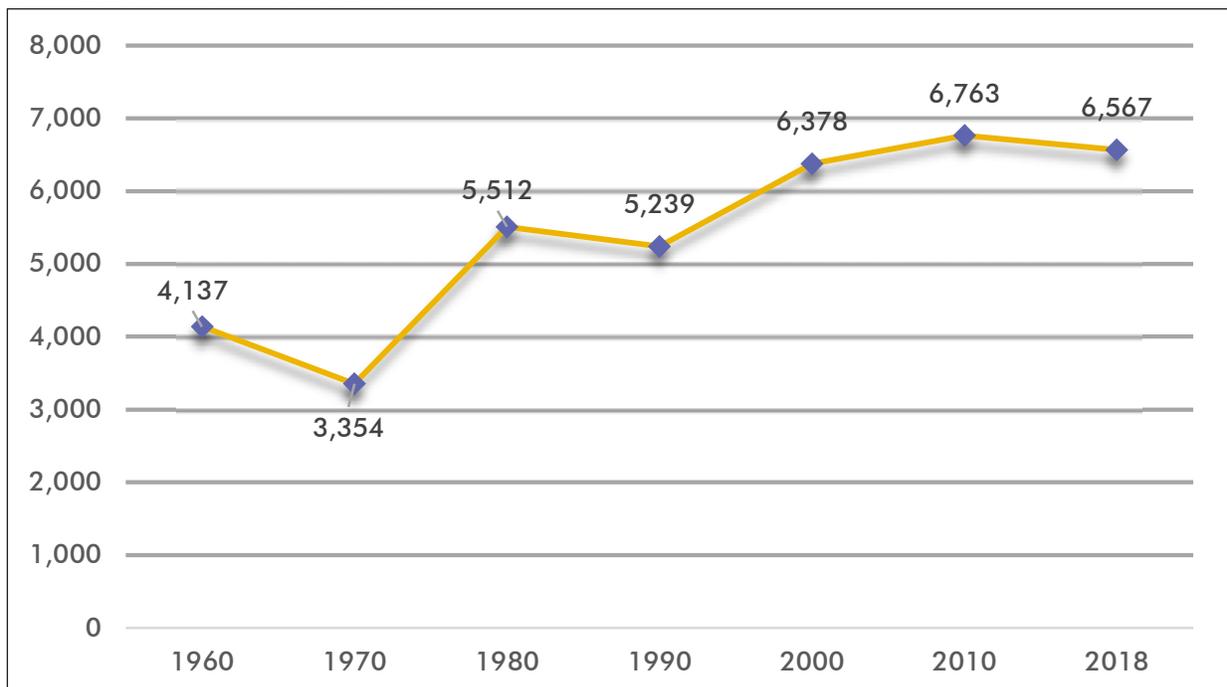
## 2.4 DEMOGRAPHICS

### POPULATION

The City of Aztec boomed in the 1950s, growing by almost 200% from 885 in 1950 to 4,137 in 1960, which is attributed to the rapid development of oil and gas resources bringing jobs to the San Juan Basin. The City's population grew in the 1970s (64%), 1990s (22%), and 2000s (6%) after receding in the 1960s (-19%) and 1980s (-5%) (see Figure 2.1).

In 2010, the population of Aztec was 6,763, the 29th largest municipality in New Mexico. The US Census Bureau estimates that San Juan County has lost population since 2010, with 125,499 residents in 2018. The NM Political Report noted in 2016 that the Farmington MSA was the fastest-shrinking metropolitan area in the U.S., losing 8.8% of its population from 2010 to 2015. The US Census Bureau's American Community Survey (ACS) estimates the City of Aztec's population decreased by 2.9% from 2010 to 6,567 by 2018. Aztec remains the 29th largest community in the state.

FIGURE 2.1: HISTORIC POPULATION



Source: UNM Bureau of Business and Economic Research.

### AGE, GENDER and BIRTH RATES

According to the ACS, the City of Aztec’s population has contracted by 2.9% since 2010, from 6,763 to 6,567 (see Table 2.1). The male population dropped by 10.3% and the female population grew by 3.9%

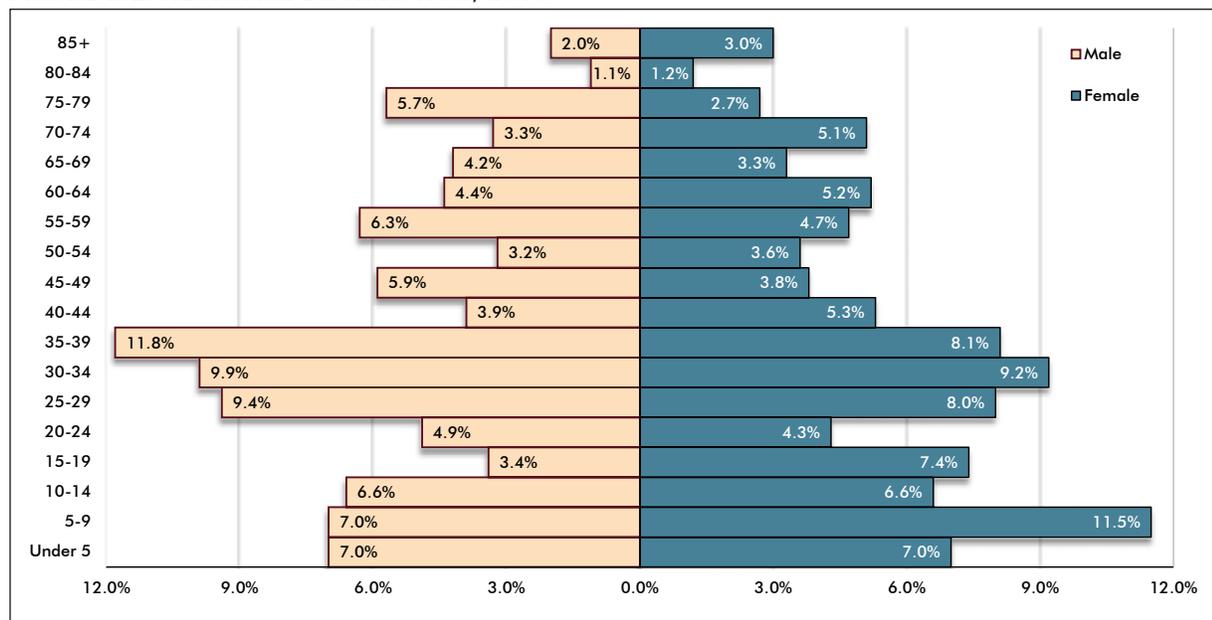
The median age in Aztec residents was 33.0, a 3.8% decrease from 2010 and younger than the New Mexico average of 37.5. Most age cohorts contracted from 2010 to 2018. However, the City gained population over age 60 as the residents continued to age in place, and as the area has become more attractive for retirees. Another interesting exception was growth in the 25 to 44 years cohort, the typical age for starting and raising families. The largest cohort of males are ages 35-39, and the largest cohort of females are ages 5-9 (see Figure 2.2).

According to the New Mexico Department of Health, there were 171 births to women who resided in Aztec in 2018 (New Mexico Selected Health Statistics Annual Report). This was down from 200 births in 2010. Aztec’s birth rate of 26.5 per 1,000 persons is significantly higher than the average 11.0 per 1,000 persons birthrate in New Mexico overall.

Population	2010	2018	Change*
Total Population	6,763	6,567	-2.9%
Male	3,225	2,892	-10.3%
Female	3,538	3,675	3.9%
<b>Age</b>			
Under 5 years	8.3%	7.0%	-18.4%
5 to 9 years	7.4%	9.5%	24.1%
10 to 14 years	7.5%	6.6%	-14.8%
15 to 19 years	7.1%	5.6%	-23.8%
20 to 24 years	6.2%	4.6%	-27.8%
25 to 29 years	7.3%	8.6%	14.5%
30 to 34 years	7.0%	9.5%	32.4%
35 to 39 years	6.0%	9.7%	58.6%
40 to 44 years	6.1%	4.7%	-24.4%
45 to 49 years	6.1%	4.7%	-24.7%
50 to 54 years	6.8%	3.4%	-51.3%
55 to 59 years	6.1%	5.4%	-13.4%
60 to 64 years	4.6%	4.8%	1.3%
65 to 69 years	3.3%	3.7%	8.4%
70 to 74 years	2.8%	4.3%	48.7%
75 to 79 years	2.6%	4.1%	49.4%
80 to 84 years	2.1%	1.2%	-45.8%
85 years and over	2.7%	2.6%	-8.2%
Median Age	34.3	33.0	-3.8%

Source: U.S. Census Bureau, 2010 Census & ACS, 5-Year Estimates, 2014-2018. \*Change is based on actual base number.

FIGURE 2.2: AZTEC AGE DISTRIBUTION, 2018



Source: ACS, 2014-2018.

## RACE and ETHNICITY

Race and ethnicity are self-identification terms in which residents choose the race or races, and ethnicity for which they most identify. In 2018, 73.8% of Aztec's population identified as White, compared to 77.1% in New Mexico. This was followed by American Indian (19.5%) and Some Other Race (8.5%), a category that has been increasingly chosen by people who do not identify with the listed categories in the Census.

Among all residents, 24.5% identified as Hispanic or Latino, which is much lower than New Mexico as a whole (48.5%). The Hispanic or Latino category includes people of all races.

Population	2010	2018
White	75.0%	73.8%
Black or African American	0.8%	1.4%
American Indian	21.3%	19.5%
Asian	0.5%	0.3%
Native Hawaiian/Pacific Islander	0.1%	0.1%
Some other race	7.7%	8.5%
<b>Ethnicity</b>		
Hispanic or Latino (any race)	25.8%	24.5%
Not Hispanic or Latino	74.2%	75.5%

Source: ACS, 5-Year Estimates, 2006-2010 and 2014-2018.

## VETERANS

Over 11% of Aztec residents 18 years and over are veterans, significantly higher than San Juan County (7.7%) and New Mexico (9.3%). Aztec's veterans are comprised of the following:

- 22% served in the Gulf Wars;
- 46% served during the Vietnam War;
- 10% served in the Korean War;
- 2.2% are veterans of World War II; and
- The remainder surveyed did not indicate which era they served.

All together, about 65% of Aztec's veterans are aged 65 and older. With veterans aging, the demand for services will be growing in Aztec as compared to other New Mexico communities.

## PERSONS WITH DISABILITIES

In 2018, there were 933 residents in Aztec with a disability, comprising 14.4% of the non-institutionalized population (living in households). A greater share of men (15.6%) were disabled than women (13.4%). Ambulatory difficulty represents the most common disability, followed by hearing difficulty and cognitive difficulty. Among Aztec's population 75 years and over, 67.2% had a disability, which is higher than the statewide rate of 55.5%.

	Total	With a Disability	% of Total
Total Civilian Non-Institutionalized Population	6,490	933	14.4%
<b>Gender</b>			
Male	2,878	448	15.6%
Female	3,512	485	13.4%

Source: ACS, 5-Year Estimates, 2014-2018.

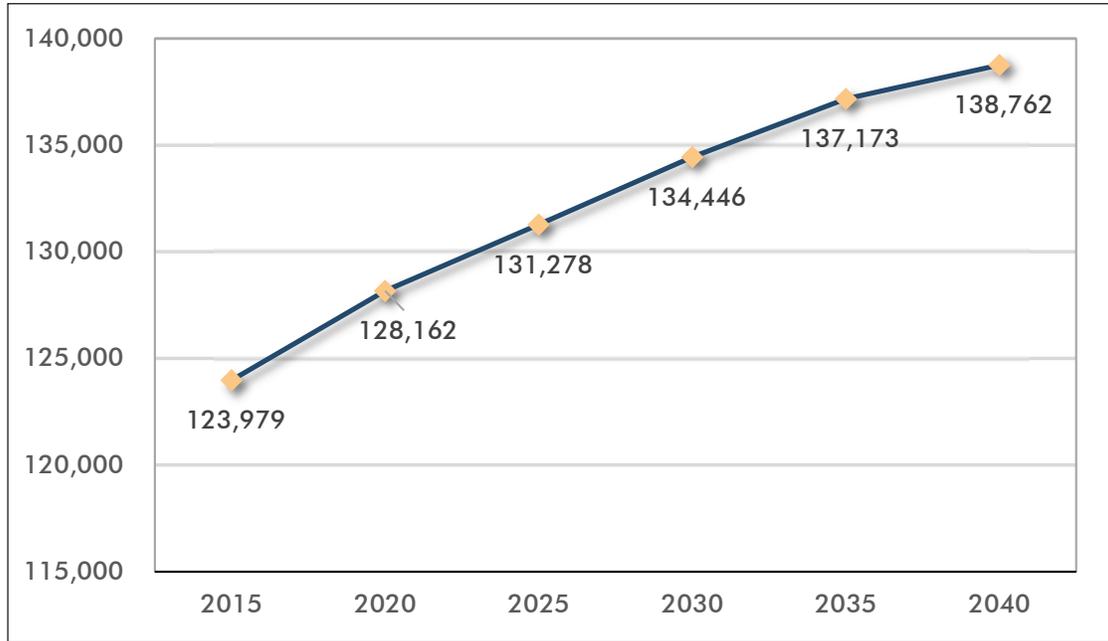
## MIGRATION

The US Census Bureau estimates county-to-county migration flows based on the ACS. In the most recent sample for the five years ending in 2017, San Juan County had the largest net migration from El Paso County (Colorado Springs), Colorado; Maricopa County (Phoenix), Arizona; and Midland County (Midland-Odessa), Texas. San Juan County attracted more residents from these areas than it lost. In the same time frame, San Juan County experienced the largest net negative migration to Bernalillo County and Santa Fe County, New Mexico, and Collin County (Dallas metro area), Texas. San Juan County lost more residents to these areas than it gained.

## POPULATION PROJECTIONS

Official population projections for the State of New Mexico are developed by the University of New Mexico Institute for Geospatial and Population Studies (GPS). GPS's projections are developed for each county in New Mexico and rely on historical growth rates. These projections

FIGURE 2.3: SAN JUAN COUNTY POPULATION PROJECTIONS



Source: UNM Geospatial and Population Studies.

generally assume that growth will continue to follow historical trends.

### GROWTH SCENARIOS

The GPS Population Research Unit projects that San Juan County’s population will recover from the contraction between 2010 and 2020 and rise to 138,762 by 2040 (see Figure 2.3). GPS assumes that San Juan County will grow about one percentage point under the State of New Mexico growth rate in each upcoming ten-year period, with a compound annual growth rate of approximately 0.2%.

In 2010, the City of Aztec accounted for 5.2% of San Juan County’s population. Assuming the City maintains a steady share of San Juan County’s population, Aztec’s population would grow to about 7,200 by 2040.

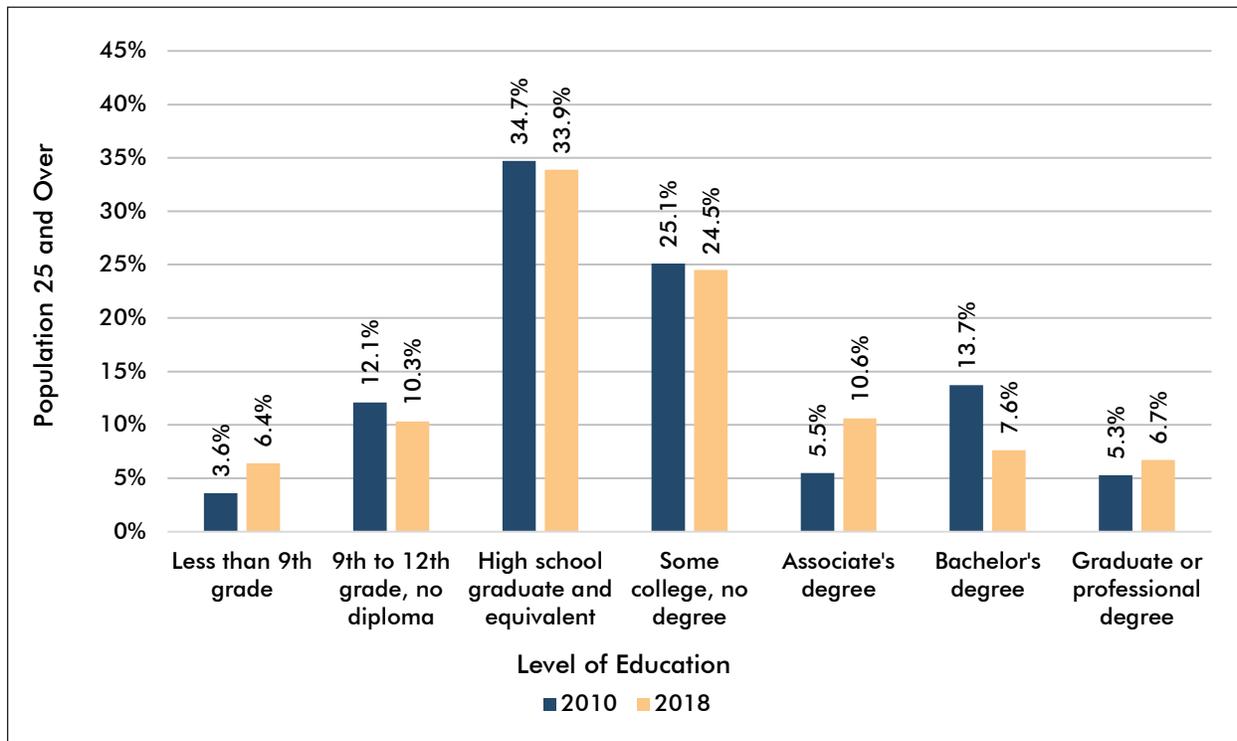
Historically, the City of Aztec has made up at least 4% of San Juan County’s population. If the City’s share happened to contract to that level again, a low range projection could drop population as low as 5,550 by 2040.

In contrast, after rapid growth spurts in the 1950s and 1970s, the City of Aztec was home

to approximately 7% of the San Juan County’s population. If the City once again captures that a greater share, a high range projection could reach about 9,700 residents by 2040.

By comparison, the Farmington Metropolitan Planning Organization (MPO) projected Aztec’s population in 2040 at 6,643 (2045 Metropolitan Transportation Plan, 2020). The MTP assumed Aztec would shift to a smaller share, comprising only 4.8% of San Juan County’s projected population by that time.

FIGURE 2.4: EDUCATIONAL ATTAINMENT



Source: ACS, 5-Year Estimates, 2006-2010 and 2014-2018.

## 2.5 EDUCATIONAL ATTAINMENT

Approximately 84.4% of Aztec's residents 25 years of age and older have graduated from high school, which is comparable to New Mexico overall. State-wide, 27.1% of residents 25 and older have attained a bachelor's degree as compared to 19.1% in Aztec (see Figure 2.4).

The share of Aztec's population 25 years and older with an Associate's degree doubled from 5.5% in 2010 to 10.6% in 2018, while the share with a Bachelor's degree contracted from 13.7% to 7.6%. This may reflect in part that San Juan College is located nearby in Farmington with a local facility in Aztec, with the closest four-year institution being Fort Lewis College in Durango.

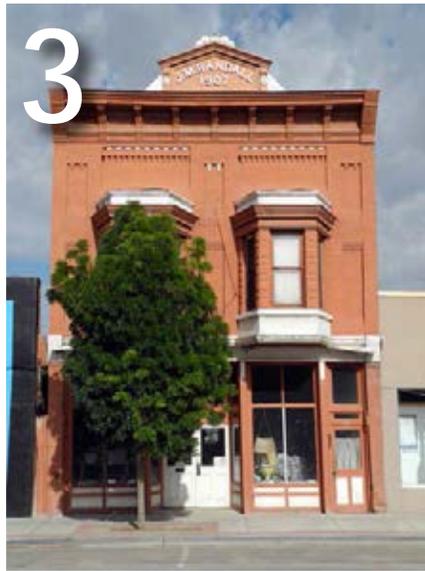


Aztec Public Library.

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CHAPTER 3  
**LAND USE**

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## 3.1 INTRODUCTION

Land use is the foundation and centerpiece of the Comprehensive Plan. Land use provides the framework to help guide decision-making related to the future physical growth and development of the community. Understanding land use - what exists currently and what will likely be needed in the future - will help the City of Aztec to be better prepared for the future. This chapter describes existing land use in Aztec, zoning and other land use regulations, community character, and land use concerns; and presents a Future Land Use Scenario.

## 3.2 EXISTING LAND USE

In July 2020, the consultants conducted a windshield survey of existing land use in Aztec. The windshield survey provided a snapshot in time which helps to form the basis for the land use recommendations found later in this chapter.

### EXISTING LAND USE INVENTORY

The City of Aztec's land use pattern is predominately single-family residential, with higher density multi-family units dispersed throughout the community. Commercial development is focused Downtown and along the US 550 and NM 516 corridors. Industrial development is focused in the southern portion of the City, with sites located on the highway corridors. There is also a large amount of public land within the municipal boundaries.

#### Residential

Approximately 10% of Aztec is comprised of residential land use (see Table 3.1). Most residential neighborhoods in Aztec are traditional single-family lots. The oldest neighborhoods are near Downtown around Aztec High School, with newer neighborhoods east and southwest of Downtown and west of the Animas River. Mobile homes and mobile home parks are an affordable source of housing for many people in Aztec. There are also large-lot, rural residential home sites outside of the City's sewer service area.

TABLE 3.1: EXISTING LAND USE

Land Use	Acres	Share
Rural Residential	412	3.9%
Medium Density Residential	561	5.3%
High Density Residential	34	0.3%
Mobile Home Park	61	0.6%
Mixed Use	3	0.1%
Commercial	131	1.2%
Industrial	311	3.0%
Institutional	1,063	10.1%
Parks	827	7.9%
Open Space	3,699	35.2%
Agricultural	57	0.5%
Vacant	3,345	31.9%
TOTAL	10,504	100.0%

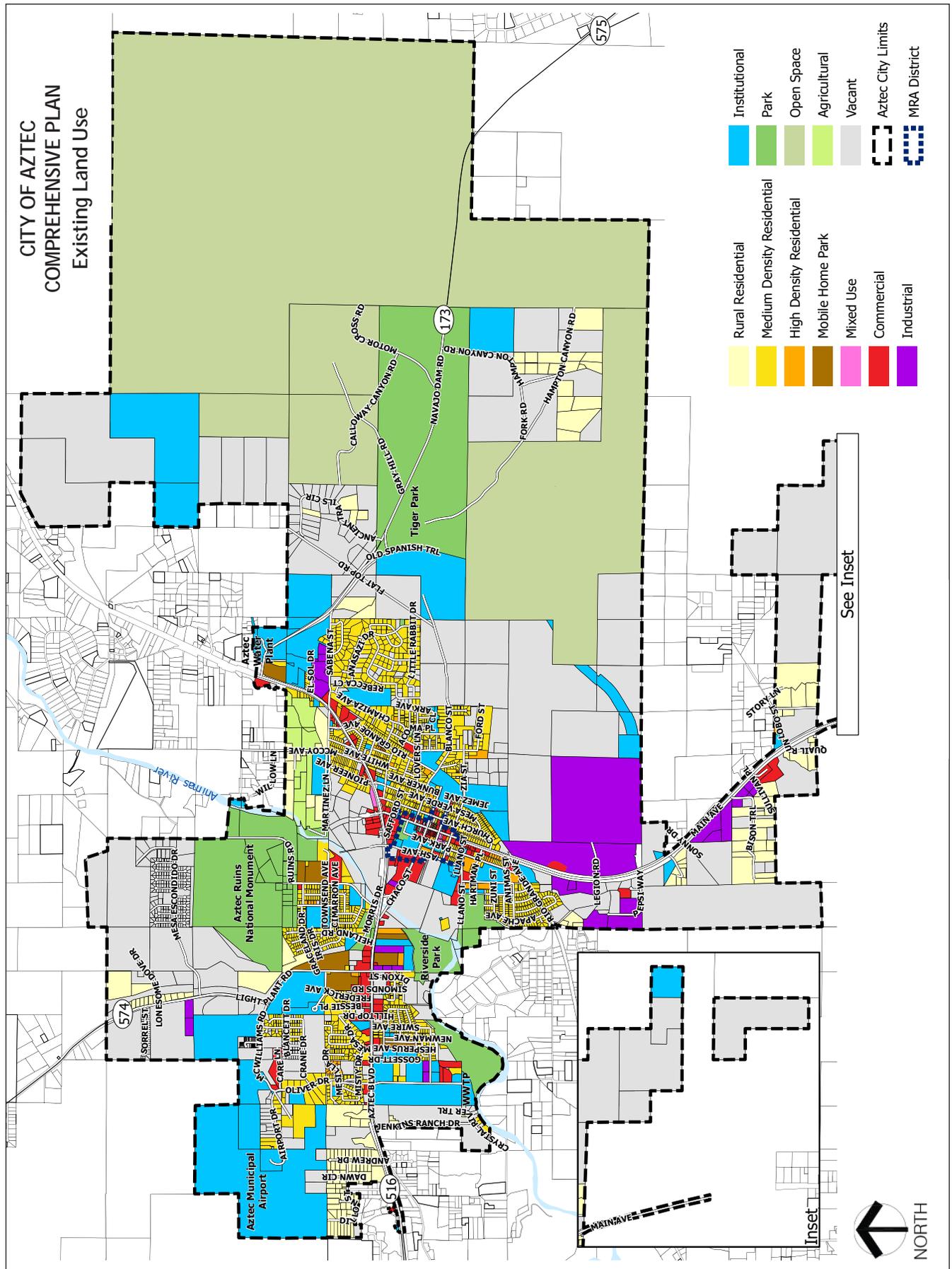
Source: Consensus Planning, Inc., July 2020.

While apartments are fairly limited, many areas do include duplex or four-plex development. These homes are often referred to as "missing middle" residential units, since they are not as common in newer development, but provide an essential housing option for people who may not want or cannot afford a stand-alone residence (see Chapter 5, *Housing and Neighborhoods*).

There are a few vacant residential lots available in newer platted subdivisions with paved roads, drainage, water, and sewer service in place. There are also areas with platted lots that were created prior to annexation and contain infrastructure and roads that do not meet current City standards.

#### Commercial

Commercial and mixed use land use accounts for only 1.4% of Aztec. Aztec's commercial businesses provide a full array of goods and services (see Chapter 4, *Economic Development*). Some of the commercial buildings in Downtown Aztec are mixed-use with retail or services at the street front and residential uses at the rear or upper floors. This area also contains a large Safeway grocery store at the corner of Main Avenue and Aztec Boulevard.



Commercial structures range from single-story wood, adobe, or block buildings to sprawling strip malls. There are several multi-story brick buildings in Downtown Aztec and a newer four-story hotel located in a business park on S. Main Avenue. The *Aztec, New Mexico, Economic Development Strategy* (BBP & Associates, 2010) noted that a limited amount of available commercial land is a constraint on future development.

### Industrial

Industrial land use accounts for 3% of Aztec, which is concentrated along US 550 and NM 516. In addition to warehousing, industrial sites tend to serve the oil and gas industry with outdoor storage and laydown yards. There are natural gas well sites located throughout Aztec and the surrounding area. There is a Business Park on US 550 at the intersection with the new East Aztec Arterial, but currently there is no formal Industrial Park with established infrastructure.

### Institutional

Institutional use accounts for 10% of the land area in Aztec. This includes property owned and used by the City, San Juan County, State of New Mexico, Aztec School District, or local non-profit organizations. Institutional uses also include churches, lodges, and cemeteries. The US Government preempts regulation of federal land and can change the use of federal land without local consent. While the County has mostly consolidated local operations at the San Juan County Government Complex, the City of Aztec and Aztec School District have multiple operations and storage facilities located across the community.

### Park

Park use occupies approximately 8% of the land area. This includes Riverside Park and Hartman Park on the Animas River and Tiger Park on Old Spanish Trail, and three smaller neighborhood parks. This land use category also includes the Aztec Ruins National Monument. A majority

of participants in the Community Survey rated Riverside Park as their favorite local amenity.

### Open Space

Open space accounts for approximately 35% of Aztec's land area. It is primarily comprised of public lands owned and managed by the US Bureau of Land Management and the State of New Mexico, and used for recreation purposes and oil and gas wells.

### Agricultural

Active agricultural uses are mostly limited to areas with irrigation near the Animas River, accounting for approximately 0.5% of Aztec. Typical agricultural uses include boarding horses and growing hay or farmers market gardens.

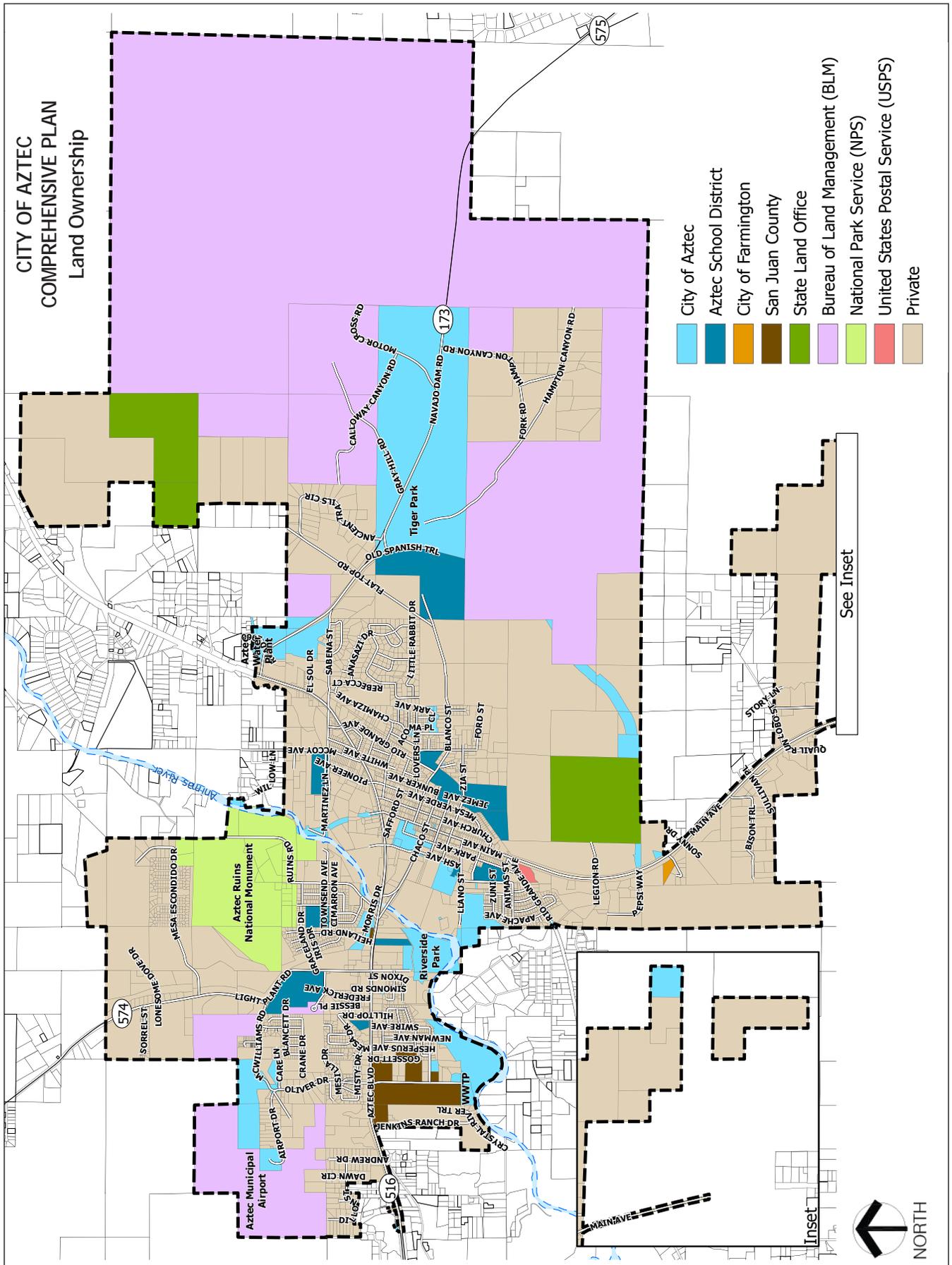
### Vacant

Vacant land and buildings accounts for approximately 32% of the land inventory, which provides opportunities for new development and redevelopment. Vacant land outside of developed subdivisions would need platting and construction of infrastructure prior to further development.

### Public Land

Approximately 54% of Aztec is comprised of public land. Local units of government, including the City of Aztec, Aztec School District, Farmington Utilities, and San Juan County account for 10% (1,070 acres). Land owned by the State of New Mexico makes up 3% (312 acres). U.S. Federal agencies, including the Bureau of Land Management and US Postal Service, own and manage 41% (4,337 acres).

With only 46% of Aztec's land area in private ownership, there are limited opportunities for new residential or commercial growth than in a typical community. Some cities will facilitate land trades between private investors and state or federal agencies, or land leases to enable new subdivisions to be built where municipal services and infrastructure can be extended.



### 3.3 LAND USE AREAS

To better understand existing land use, the Comprehensive Plan delineates five geographic land use areas - Downtown and four quadrants north, south, east, and west of Downtown. Each area has a distinct character and land use pattern with unique needs and opportunities for future growth and development.

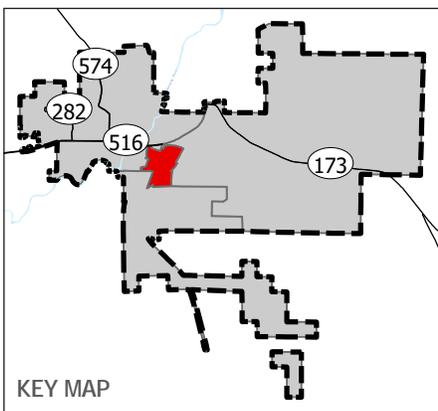
#### DOWNTOWN & EAST OF MAIN AVENUE

Downtown includes the commercial district along Main Avenue and the historic residential additions platted from 1890 through the 1910s after the railroad arrived. This area includes the Downtown MRA District, Minium Park, and the adjacent neighborhood east of Main Avenue from Fairgrounds Road to Rio Grande Avenue, Aztec High School, and the Lower Animas Ditch. Over 25% of those who participated in the Community Survey consider Historic Downtown their favorite aspect of Aztec.

The historic American Hotel and McClure-Aztec Motor Company buildings at Zia Street and Main Avenue anchor the southern end of Downtown’s Central Business District. The Aztec Museum and Pioneer Village

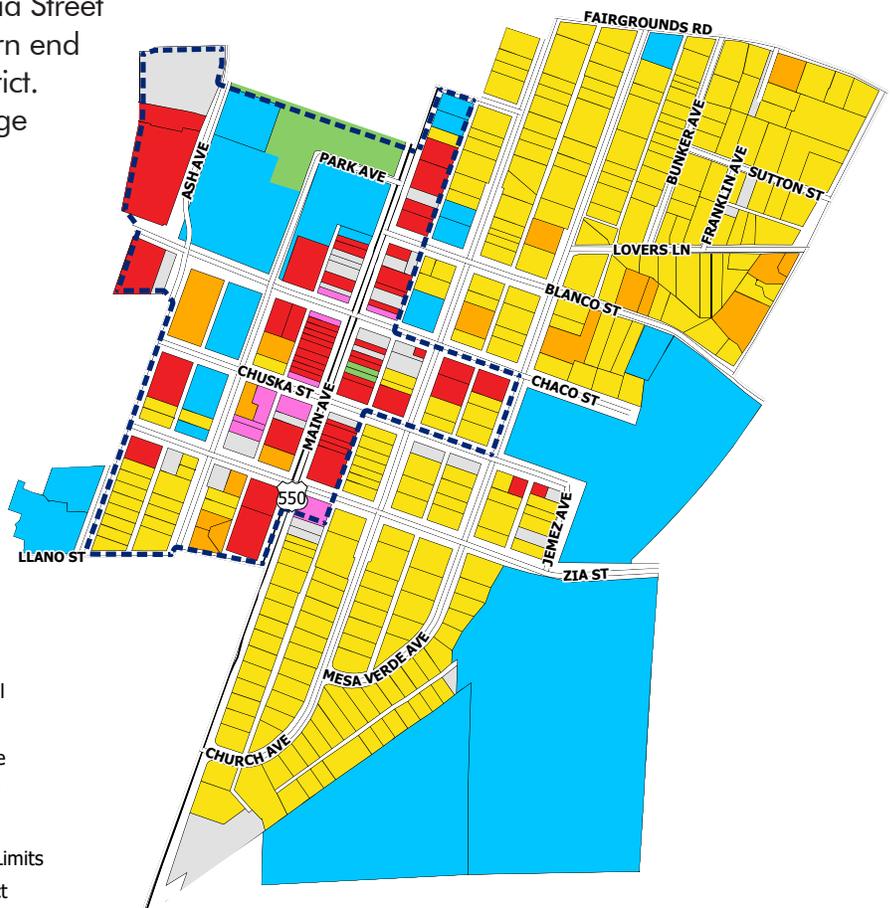
and Minium Park anchor the northern end of Downtown. There are a mix of single-story timber-frame and adobe, and multi-story brick and block commercial buildings along Main Avenue, Park Avenue, and parts of Church Avenue and Ash Avenue. Chaco and Chuska Streets extend the commercial district east towards Aztec High School. Several of these historic buildings are mixed-use.

The Aztec Main Street Historic District covers the half-block on Main Avenue between Chaco and Chuska Streets. The Church Avenue-Lovers Lane Historic District, and most of the designated historic buildings in Aztec, are also located in this area. Residences range from small historic wooden cottages to stately multi-story mansions built of brick and stone, with many large shade trees lining the streets. The Aztec Theater and several commercial properties on Main Avenue are currently on the market and available for commercial rehabilitation.



#### Land Use

<span style="display: inline-block; width: 15px; height: 10px; background-color: #ffffcc; border: 1px solid black;"></span> Rural Residential	<span style="display: inline-block; width: 15px; height: 10px; background-color: #00bfff; border: 1px solid black;"></span> Institutional
<span style="display: inline-block; width: 15px; height: 10px; background-color: #ffff00; border: 1px solid black;"></span> Medium Density Residential	<span style="display: inline-block; width: 15px; height: 10px; background-color: #90ee90; border: 1px solid black;"></span> Park
<span style="display: inline-block; width: 15px; height: 10px; background-color: #ffa500; border: 1px solid black;"></span> High Density Residential	<span style="display: inline-block; width: 15px; height: 10px; background-color: #d3d3d3; border: 1px solid black;"></span> Open Space
<span style="display: inline-block; width: 15px; height: 10px; background-color: #8b4513; border: 1px solid black;"></span> Mobile Home Park	<span style="display: inline-block; width: 15px; height: 10px; background-color: #90ee90; border: 1px solid black;"></span> Agricultural
<span style="display: inline-block; width: 15px; height: 10px; background-color: #ff69b4; border: 1px solid black;"></span> Mixed Use	<span style="display: inline-block; width: 15px; height: 10px; background-color: #d3d3d3; border: 1px solid black;"></span> Vacant
<span style="display: inline-block; width: 15px; height: 10px; background-color: #ff0000; border: 1px solid black;"></span> Commercial	<span style="display: inline-block; border: 2px dashed black; width: 15px; height: 10px;"></span> Aztec City Limits
<span style="display: inline-block; width: 15px; height: 10px; background-color: #800080; border: 1px solid black;"></span> Industrial	<span style="display: inline-block; border: 2px dashed blue; width: 15px; height: 10px;"></span> MRA District



Aztec High School is located at the east end of Chaco Street. The former San Juan County Courthouse site is a block-sized vacant lot located in front of Aztec High School that could be redeveloped as part of the school campus or another beneficial use. The Municipal Complex and Senior-Community Center are located on Chaco Street between Park Avenue and Ash Avenue. The Aztec Family Center complex (Aztec Public Library, San Juan College East Campus, and Aztec Boys & Girls Club) are on the west side of Ash Avenue.

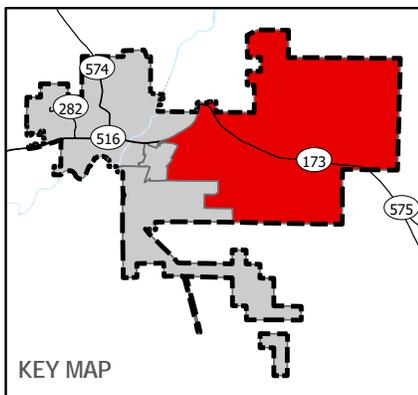
### EAST AZTEC

US 550 meets NM 516 and becomes Aztec Boulevard just north of Downtown, turning northeast toward Durango. NM Highway 173 (Navajo Dam Road) will connect the first phase of the East Aztec Arterial to Aztec Boulevard (see Chapter 7, Transportation). The East Aztec area includes commercial, industrial, residential and public uses south of the highway and east of Downtown and east of Mesa Verde Avenue.

Sabena Street off Aztec Boulevard provides the entrance to the newer Kokopelli major subdivision, which was platted with stub streets to allow Anasazi Drive and French Drive to be connected to Blanco Street. Ancient Trails Subdivision, which is still mostly vacant, has one developed access to Navajo Dam Road. Hampton Arroyo and Blanco Arroyo impact land use in this area. The East Aztec Arterial will provide new access to public and private land in this area, in addition to its primary role of relieving through traffic on US 550.

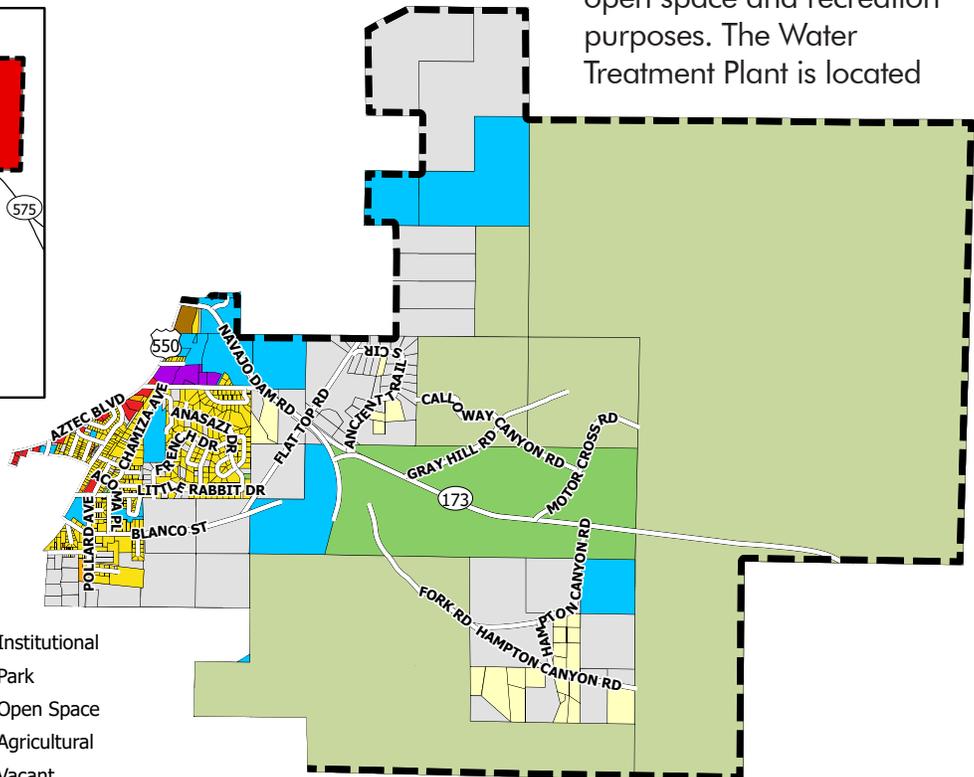
A large part of East Aztec is public land used for outdoor recreation and open space. Tiger Park, located at the intersection of Navajo Dam Road and the future East Aztec Arterial, contains a lake, motocross track, an 18-hole disc golf course, and other recreation facilities. Aztec Public Schools maintains sports fields on the west side of the Arterial Route across from Tiger Park. East of Tiger Park, the City recently annexed a large parcel owned by the US Bureau of Land Management (BLM) for

open space and recreation purposes. The Water Treatment Plant is located



#### Land Use

- |                            |                   |
|----------------------------|-------------------|
| Rural Residential          | Institutional     |
| Medium Density Residential | Park              |
| High Density Residential   | Open Space        |
| Mobile Home Park           | Agricultural      |
| Mixed Use                  | Vacant            |
| Commercial                 | Aztec City Limits |
| Industrial                 | MRA District      |



on Navajo Dam Road east of US 550, and the Aztec Animal Shelter is located at the end of Sabena Street. It may be possible for the City to facilitate land trades or long-term leases with BLM to activate vacant public land for commercial or residential development close to available infrastructure.

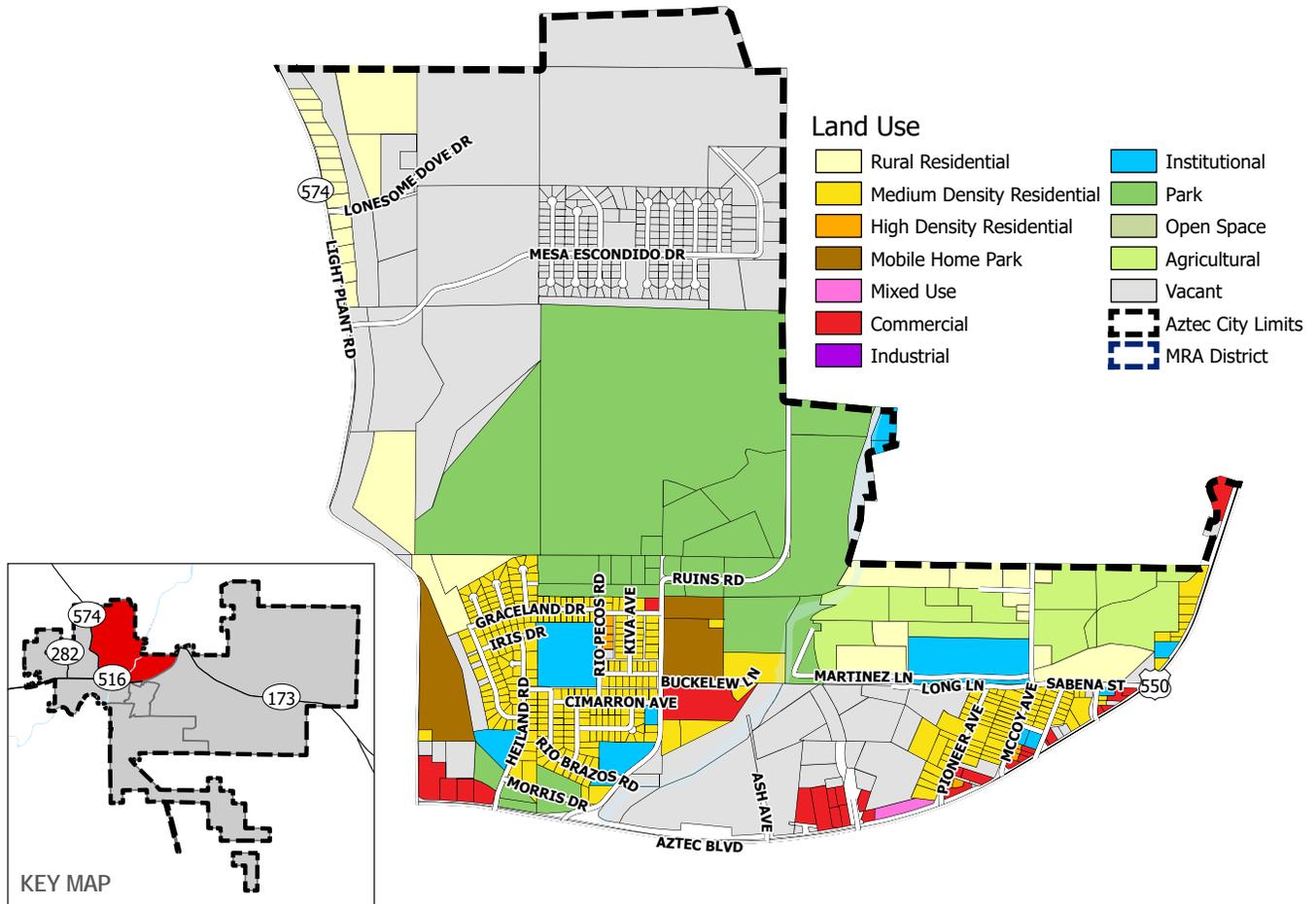
### NORTH AZTEC

The North Aztec area includes the commercial strip along Aztec Boulevard out to Light Plant Road, which was formerly a state highway. Aztec Boulevard, a five-lane highway, provides access to a variety of uses, including single-family residential, retail, commercial services, and industrial lots. There are residential neighborhoods on either side of the Animas River, with agricultural and rural residential uses on nearby irrigated. The Animas River has a fairly broad floodplain through this area.

The Aztec Ruins National Monument attracts a large amount of traffic off W. Aztec Boulevard to

Ruins Road through the residential neighborhood of the Florence Addition, Townsend Subdivision, and Graceland Park. There are two mobile home parks and an RV park in this area. The New Mexico Oil and Gas Conservation Division maintains an office on Ruins Road. There is a large amount of vacant land north of the National Monument along Light Plant Road, including the uncompleted Mesa Escondido subdivision. This area could support new residential development with the extension of necessary infrastructure.

McCoy Elementary School is located on McCoy Avenue, next to Hampton Arroyo on the east side of the Animas River. Lydia Rippey Elementary School is located on Rio Pecos Road, off Ruins Road on the west side of the Animas River. Florence Park occupies the bottom of the Estes Arroyo off of Ruins Road and W. Aztec Boulevard.



## WEST AZTEC

The West Aztec area is west of Downtown, along W. Aztec Boulevard. Strip commercial development continues along Aztec Boulevard to the San Juan County Government Complex, then continues west of County Road 3050. There are several vacant lots suitable for commercial and light industrial development along Aztec Boulevard.

Residential neighborhoods are located on both sides of W. Aztec Boulevard behind the commercial strip development. These neighborhoods are primarily single-family homes with multi-family development scattered throughout and three mobile home parks.

Pioneer Heights Subdivision is a fairly new development on the north side of the City, with only one developed point of access to McWilliams Road. The intersection of McWilliams and Light Plant Roads was constructed at an awkward angle and does not include sidewalks. Curb and gutter was constructed on McWilliams Road west of Mascarenas Drive past Jaquez Road as part of

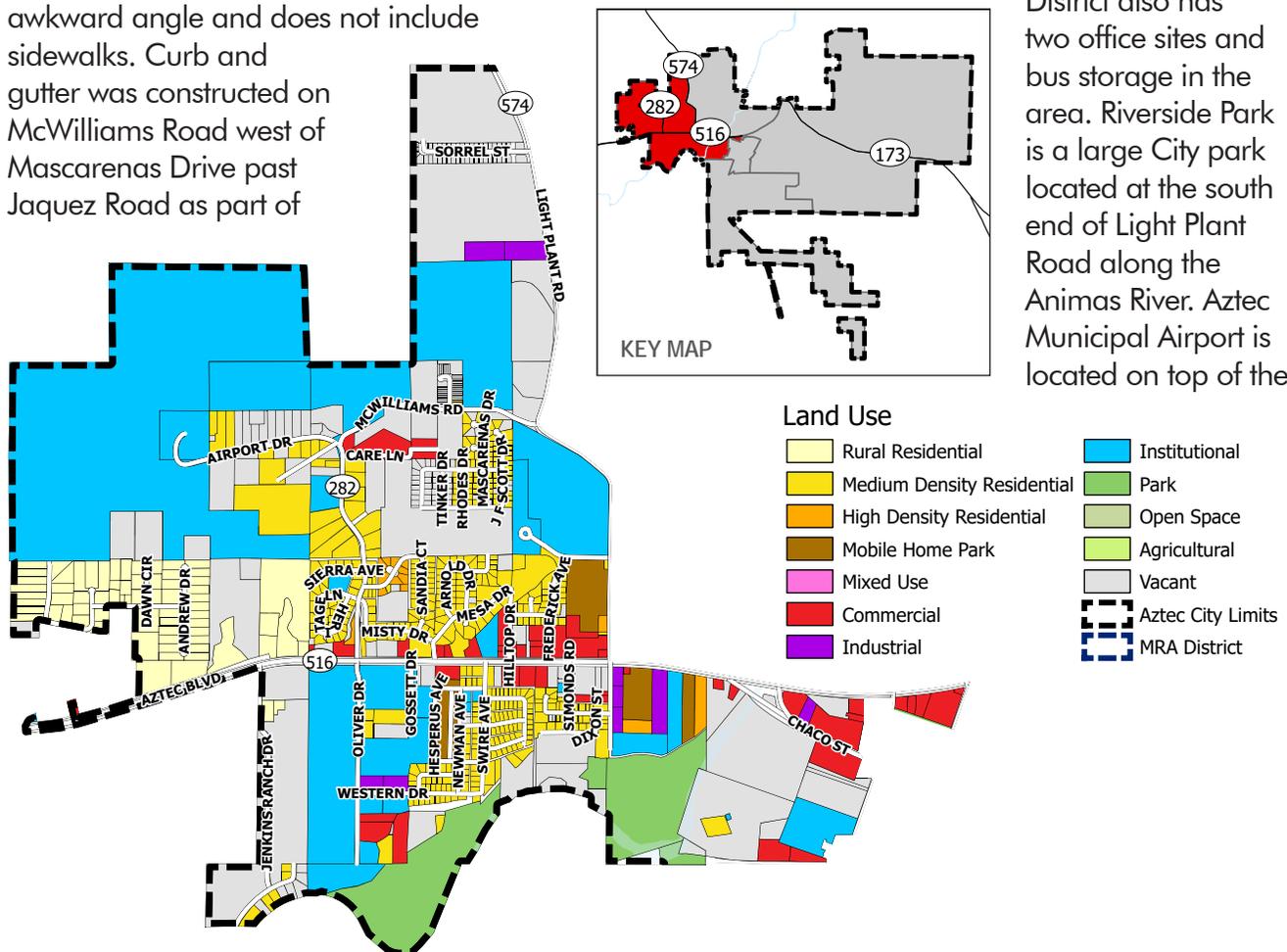
Pioneer Heights Subdivision, but the surface has not been improved and continues as a dirt road to Airport Drive.

On the far west end of the City, the Kochis Arroyo crosses lots in the Dillon Heights Subdivision north of Aztec Boulevard. Dillon Heights can only be reached by County Road 3067. South of Aztec Boulevard, Jenkins Ranch Subdivision on the Animas River was platted within the last ten years and has lots available for new homes.

San Juan County Complex is located on W. Aztec Boulevard at Oliver Drive, and includes the San Juan County Administration Building, Sheriff's Office, County Fire Department, County Public Works, and other County facilities.

Koogler Middle School and the high school football field are located on Light Plant Road, a narrow former state highway. Aztec School

District also has two office sites and bus storage in the area. Riverside Park is a large City park located at the south end of Light Plant Road along the Animas River. Aztec Municipal Airport is located on top of the



bluff in the northwest corner of the City. San Juan County Soil and Water Conservation District is building a new office on five acres of land next to the Municipal Airport which will require improvements to McWilliams Road.

### SOUTH AZTEC

The South Aztec area includes industrial, commercial, and residential areas between Downtown and the City’s southern boundary. US 550 (S. Main Avenue) going north from Bloomfield drops into the Animas Valley between high bluffs of desert stone. A “shoestring” annexation brought in the southernmost mile of US 550. A small area of rural residential is located on the east side of the highway and land west of the highway include a mix of land uses.

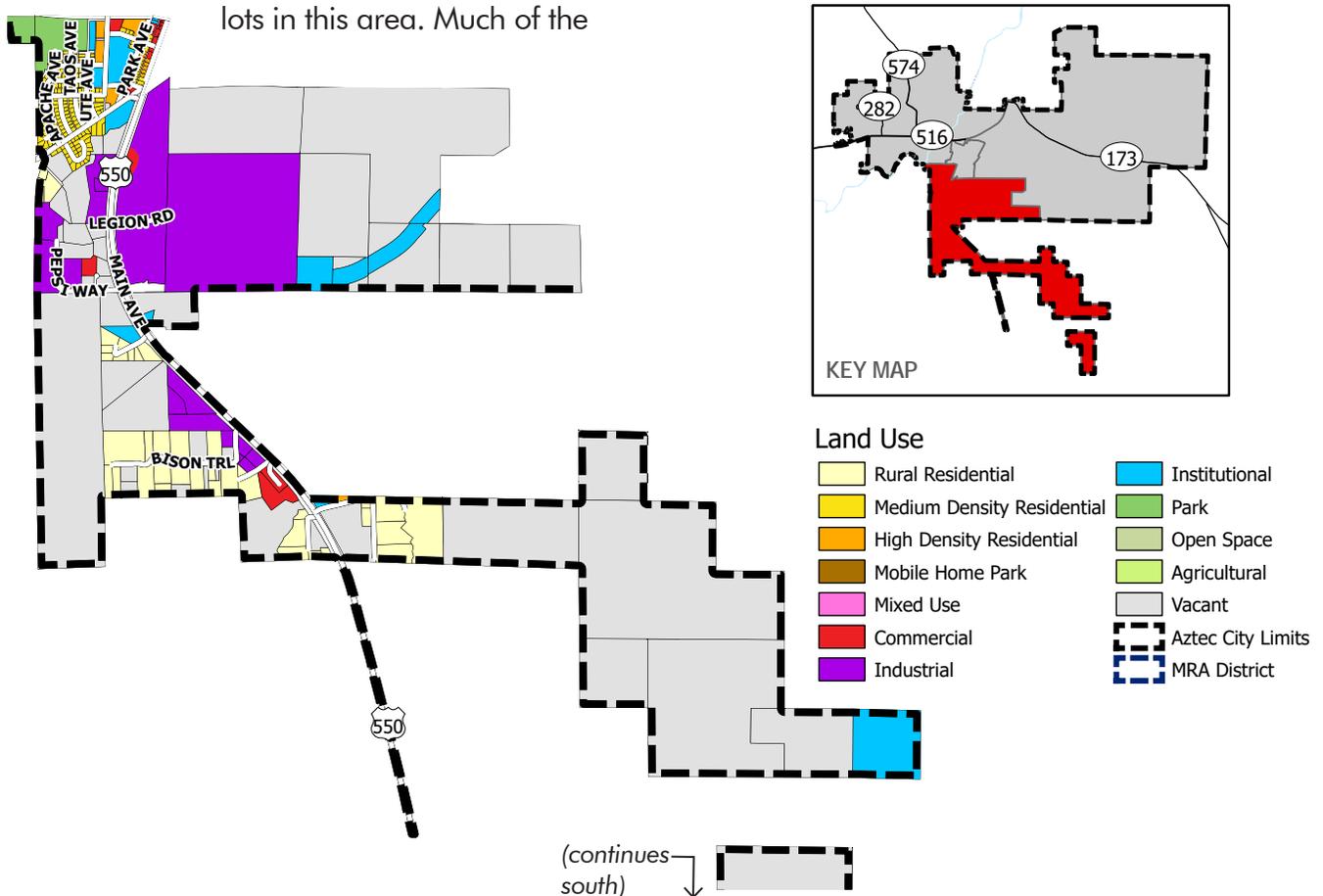
Several industrial yards line US 550. Much of the residential development took place prior to annexation and may not meet current standards for infrastructure. There are mobile homes and manufactured homes located on single-family residential lots in this area. Much of the

area annexed east of S. Main Avenue in the southeast portion of the City remains vacant, except for oil and gas wells.

A mix of residential and commercial development lines S. Main Avenue to Llano Street. Areas closer to Downtown, such as Animas Heights and White Addition subdivisions, have paved streets, curb and gutter, and sidewalks. There is a mix of duplex, four-plex and apartment buildings between Llano Street and Rio Grande Avenue in the blocks west of S. Main Avenue.

The US Post Office is located at the southwest corner of S. Main Avenue and Rio Grande Avenue. Park Avenue Elementary School and the Mosaic Academy Charter School are located in this area. Hartman Park on Llano Street features several baseball and softball diamonds, skatepark, soccer fields, and natural areas.

The East Aztec Arterial is planned as a relief route to divert heavy truck traffic from Main



Avenue, beginning at S. Main Avenue at the Aztec Speedway, and continuing through East Aztec to US 550 north of Downtown Aztec. A business park is located on the west side of US 550 at the future Arterial intersection. The East Aztec Arterial will provide access to large vacant parcels that are currently land-locked, with opportunities for new industrial, commercial, and other planned development.

### 3.4 EXISTING ZONING

The City of Aztec’s Zoning Ordinance is Chapter 26 of the Aztec City Code, titled “Land Use Regulations” and “Official Land Development Ordinance”. State statutes (Chapter 3 Articles 19-21, NMSA 1978) require that local regulations must “be in accordance” with the Comprehensive Plan.

Aztec City Code Chapter 26 consists of typical provisions establishing zone districts and dimensional standards. There are provisions for enforcement; zone map amendments; non-conforming, special and conditional uses; and variance procedures. The chapter also provides several useful diagrams in different sections. Zoning permits are administered by the City of Aztec Community Development Department and building permits are administered by San Juan County.

#### ZONING DISTRICTS

The Aztec Land Use Regulations include ten districts for residential, commercial, and manufacturing uses, and two overlay districts for the Airport and North Main Avenue areas. Conditional uses, special uses, and variance requests are granted by the City Commission. The Ordinance provides general standards, as well as specific standards unique to each district. Table 3.2 provides a list of the existing zoning districts by size and relative percentage, and is followed by brief descriptions of the districts and an existing zoning map (see page 42).

TABLE 3.2: EXISTING ZONING

Zone	Acres	Percent
A-1 Agricultural or Rural	822	7.8%
R-1 Single Family Dwelling	3,063	29.2%
R-2 Multiple-Family Dwelling	154	1.5%
MH Mobile Home	73	0.7%
O-1 Office and Institutional	218	2.1%
C-1 Limited Retail/Neighborhood	104	1.0%
C-2 General Commercial	311	3.0%
M-1 Light Manufacturing	195	1.9%
PUD Planned Unit Development	3,618	34.4%
NM State Land	158	1.5%
FED Federal Land	1,793	17.1%
<b>TOTAL</b>	<b>10,507</b>	<b>100.0%</b>

#### A-1 Agricultural or Rural District

The A-1 District is intended “to protect and preserve agricultural lands and related activities”, with low population density. Permitted uses include site built, single family dwellings of 800 square feet or larger and mobile homes on a foundation, on minimum 5-acre lots. Farm animals are allowed up to two animal units per acre of pasture. Conditional uses include golf course, stable, animal raising other than under allowance as a farm, kennel, plant nursery, veterinary hospital, campground, church, a bar “in connection with another permissive or conditional use”, nursing home, airport, mining, cemetery, private club, hospital, educational institution, and utilities.

#### R-1 Single Family Dwelling District

The R-1 District is intended “to permit single-family residential development” and to serve compatible public needs. Single family dwellings of 800 square feet or larger are permitted. Manufactured homes are permitted on a foundation if certain standards are met. Trailer houses, mobile homes, and motor homes are prohibited.

Conditional uses include Accessory Dwelling Units (ADUs), nursery school (with “external appearance of a dwelling”), public utilities, non-profit recreation facility, golf course, church, and

certain temporary uses. Maximum lot coverage is 50%. A large recreational vehicles (RVs), limited to one per lot, may only be parked in the side or rear setbacks.

### **R-2 Multiple-Family Dwelling District**

The R-2 District is intended for “all uses permitted in the R-1 District, multi-family dwellings, apartments, condominiums, and townhouses.” Conditional uses include those listed in the R-1 district except for ADUs, as well as hospital or clinic, professional office, boarding or lodging house, and private club.

### **MH Mobile Home District**

The MH District permits one mobile home and accessory uses on each lot of record, as long as the lot can be served by community water and sewer service. This district provides for mobile home subdivisions and mobile home parks as permitted uses. Conditional uses include nursery school (with “external appearance of a dwelling”), public utilities, non-profit recreation facility, church, and certain temporary uses.

### **O-I Office and Institutional District**

The O-I District is intended for “R-1 and R-2 uses... plus offices, hotels, institutional and service uses that are compatible with high-density residential areas.” Conditional uses are the same as R-2 (offices being a permitted rather than conditional use), with the addition of personal services (i.e. beauty shop), mortuary, and commercial studios.

### **C-1 Limited Retail/Neighborhood Commercial District**

The C-1 District is a mixed-use neighborhood commercial district, intended to serve activity in the City’s Central Business District. Permitted uses include offices, hotels, institutional uses, retail and service establishments, temporary and seasonal stands, studios, and mortuary. Conditional uses include nursery school, public utilities, non-profit recreation facility, hospital or clinic, boarding or lodging house, theaters, amusement centers, multi-family dwellings, and certain temporary uses. In some areas, lots with

single-family homes have been zoned C-1 in anticipation of re-development, which makes those homes non-conforming. This can be a hurdle for homeowners needing to refinance their mortgage, or in the worst case, can inadvertently prompt premature demolition of affordable housing.

### **C-2 General Commercial and Wholesale District**

The C-2 District permits the same uses as in the C-1 District, as well as larger retail and wholesale uses to serve the community or tourists. Additional permitted uses include retail and wholesale stores, wholesale facilities, amusement enterprises, and vehicle sales. Conditional uses include those listed in the C-1 District (theaters and amusement centers being permitted uses), with the addition of minor industrial activities, auto wrecking yard, truck stop, and print shop.

### **M-1 Light Manufacturing District**

The M-1 District permits C-2 uses, with the addition of light manufacturing and excluding most residential uses. Additional permitted uses include transmission towers, auto repair, oil and gas yards, and light manufacturing. Conditional uses include restaurants, rendering plants, and special manufacturing.

### **M-2 Heavy Manufacturing District**

The M-2 District permits heavy industrial uses. Permitted uses include those allowed in the M-1 district, as well as other industrial uses. Conditional uses are the same as the M-1 District, with the addition of “Objectionable Activities” as defined. The M-2 District is not currently in use in Aztec.

### **PUD Planned Unit Development District**

The PUD District provides for special uses with a minimum of three acres for commercial, residential, or public lands, or ten acres for manufacturing or agricultural uses. Concurrent approval of a Site Development Plan with change to PUD district, or for approval at a later date, is allowed. A number of specific special

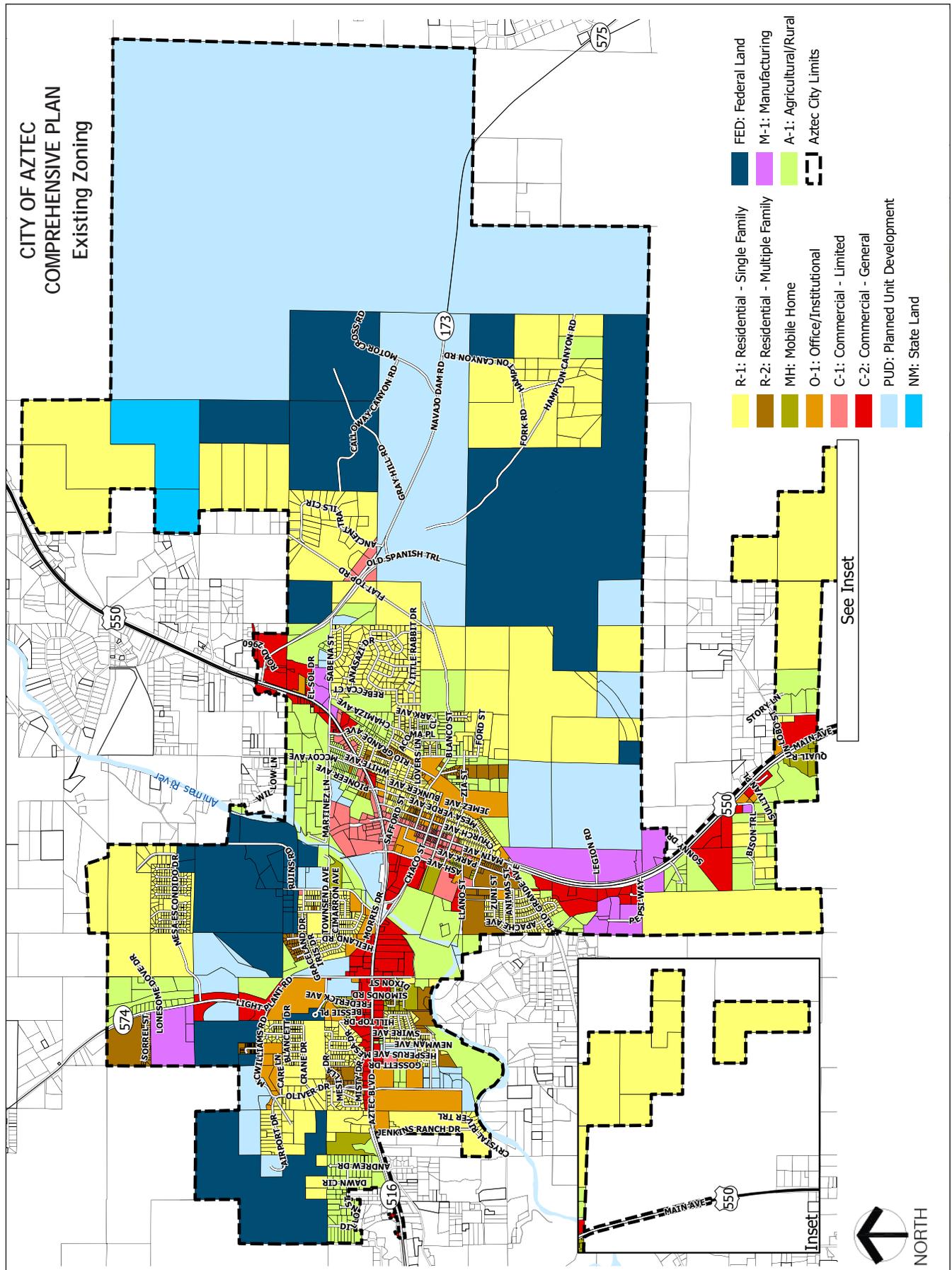


TABLE 3.3: LAND USE DIMENSIONAL STANDARDS									
	A-1	R-1	R-2	O-1	C-1	C-2	M-1	M-2	MH
Minimum Lot Size	5 acres	7,000 sq.feet	5,000 sq.feet	5,000 sq.feet	None	None	None	None	5,445 sq.feet
Minimum Lot Width	200 feet	65 feet	50 feet	50 feet	None	None	None	None	n/a
Min. Front Setback*	40 feet	25 feet	25 feet, 40 feet if front parking	15 feet	None	None	30 feet	40 feet	20 feet
Min. Side Setback*	30 feet	5 feet for 1 story, + 2-w1/2 foot each additional story			15 feet abutting a residential zone		15 feet abutting R-1, R-2, O-1, MH; 30 feet abutting A-1		5 feet, or 15 ft. if not rated fireproof
Min. Corner Side	n/a	15 feet	15 feet	15 feet	n/a	n/a	n/a		15 feet
Min. Rear Setback	30 feet	30 feet	30 feet or 20% lot depth, 45 feet if rear parking	30 feet	30 feet abutting a residential zone		20 feet	20 feet	20 feet for MH park, 10 ft. within park
Min. Rear Double Frontage Lot	n/a	25 feet	n/a	25 feet	n/a	n/a	n/a	n/a	20 feet
Maximum Height	40 feet, 65 feet for poles	35 feet	35 feet, 65 feet for poles	1-1/2 width of street ROW, or 3 times front setback			35 feet, or 2-1/2 stories	None	20 feet

Source: City of Aztec Chapter 26: Land Use Regulations.

uses are listed, which require City Commission approval.

### NM and FED Districts

Lands owned by the State of New Mexico or the US Federal Government (BLM) may be mapped as NM for state lands and FED for federal lands, if not zoned otherwise. These districts are not otherwise defined in the Land Use Regulations.

### AO Airport Overlay Zone

The AO Zone provides safety standards around the Aztec Municipal Airport. All construction must meet requirements of the Federal Aviation Regulations. The City Code provides for a 35-foot height limit, although Federal Aviation Administration (FAA) regulations may be more restrictive. Permits in the AO Zone must be

reviewed by the City of Aztec Airport Advisory Board, the Airport Manager, and the FAA, in addition to the standard permitting process for each zoning district.

### North Main Overlay (NMO)

The NMO Zone, adopted in 2018, provides standards to “encourage development of an active, pedestrian-oriented retail and mixed-use district linking Downtown Aztec via the pedestrian plaza and the trailhead to the Animas River Trail and Aztec Ruins National Monument.”

A broad range of uses are permitted in the NMO zone, including offices, hotels, or retail and service establishments less than 5,000 square feet. A number of tourism and entertainment-oriented uses are allowed,

such as theaters; amusement centers; coffee shops, brew pubs, wineries and wine-tasting; and farmers market, community garden, or temporary stands. There are several conditional uses including any use not specifically listed, and nine specifically prohibited uses.

The NMO Zone also sets out design principles, outlines access and parking requirements, and provides standards for landscaping and development buffers. New structures must incorporate Spanish Colonial, Territorial Revival, or Ancestral Puebloan design.

### COMMUNICATIONS TOWERS

Commercial communications towers and antennas are allowed as conditional uses. Division 2 of Article III Supplementary Regulations in Chapter 26 regulates towers and antennas, with restrictions for six types of freestanding towers that generally align with types of zoning districts (i.e., “Commercial” rather than specifically C-1 and C-2). Towers may exceed height limitations with a special use permit. The regulations include conditions such as design for collocation, visible impact, and special setbacks. Tower standards should be reviewed regularly for conformance with Federal Communications Commission (FCC) and FAA requirements and recent case law for regulation of cellular towers.

### SIGNS

The Aztec Sign Code is Chapter 20 of the Aztec City Code. The Sign Code covers administration, standards, and specific definitions. Article IV describes the types of signs that are permitted in different zoning districts, with special requirements for electronic signs, illuminated signs, and temporary signs. The Sign Code includes several useful diagrams and illustrations, which help explain requirements.

### ZONING ISSUES

Zoning districts and standards should be regularly reviewed against development best practices, legal precedents, and changing expectations for community development. Many

cities have reevaluated the effectiveness of strictly separating land uses through traditional zoning codes. Allowing for expedited permitting procedures can also make it easier for property owners to adapt to changing economic development trends, resulting in increased jobs and tax revenues for the City. Many cities have also eliminated specific off-street parking requirements or greatly simplified calculation of parking impacts to reduce impervious surfaces dedicated to parking.

### Downtown Zoning

Downtown Aztec has a wealth of historic commercial and residential one- and two-story buildings built of brick and stone, many built up to the sidewalk. The Downtown Aztec MRA Plan (Consensus Planning, 2018) discusses concerns with a variety of zoning provisions as applied to Downtown Aztec, including:

- **Maximum Building Heights:** C-1, C-2, and O-1 zones have a contextual maximum building height of 1.5 times the width of the adjacent street right-of-way (ROW). In effect, since the Main Avenue ROW is 80 feet wide, allowable building height is 120 feet tall. This provision is out of scale for the existing one- and two-story buildings fronting on Main Avenue. An alternative approach would allow new buildings to rise to the average heights on a block Downtown, or to allow an additional story above the average on corner lots, to preserve historic context.
- **Permitted and Conditional Uses:** There is more activity in a Downtown area, which could allow for a greater variety of uses to be permitted without becoming a nuisance to residents.
- **Parking Standards:** In addition to a general review of parking requirements in Section 26-3-171 of the Land Use Regulations, it may be appropriate to allow for shared parking agreements within the Downtown area where it is in the City’s interest to encourage more

building space dedicated to commercial revenue-generating enterprises and public amenities. Shared parking agreements enable business owners to cooperate on parking needs and reduce the need for large, paved parking lots.

### Residential Use in Non-Residential Districts

The Land Use Regulations regarding residential uses in non-residential zoning districts are unclear as written. Currently, Accessory Living Quarters is listed as a permitted use under Accessory Structures in the C-1 District. The same language is repeated in the C-2, M-1, and M-2 zones, with some references changed to Accessory Dwelling Unit. While Accessory Living Quarters is not defined, there is a definition of Accessory Dwelling Unit (ADU) with a reference to the C-1 zone, but also listed as a conditional use in the R-1 zone. Multi-family development is listed as a conditional use in the C-1 District and the North Main Overlay.

An ADU is commonly defined as a residential unit that is clearly secondary to and smaller than the primary single-family dwelling. A “Caretaker’s Residence” may more accurately describe the City’s intent for Accessory Living Quarters, where the zoning district would not normally allow residential use. The Land Use Regulations should clearly define these uses and determine which zones and under what circumstances ADUs and Accessory Living Quarters are appropriate.

### Sign Code

In general, signage regulations should be regularly reviewed for conformance to rapidly changing best practices and case law. For example, many communities have revised sign ordinances to assure content-neutral sign regulation in response to the 2015 *Reed vs. Town of Gilbert* US Supreme Court case.

The City should also review provisions for different types of temporary signs to remain in conformance with changing case law and best practices.

The Downtown MRA Plan recommended that the Aztec Sign Code be revised to differentiate sign requirements based on the scale of commercial development. The type of signage effective for a pedestrian-scale mixed-use Downtown area is different than for highway-oriented commercial strip development. Similarly, the type of signage effective on the highway may not be appropriate for a historic building. The International Sign Association (ISA) and the American Planning Association (APA) provide useful resources with information on sign regulation.

### Mobile Homes and Manufactured Homes

Mobile Home is currently listed as a permitted use in the A-1 and MH zones. Manufactured Home is listed as a specific permitted use in the R-1 zone. However, provisions for single family dwellings meeting the Manufactured Housing Act should be clarified in the R-1, R-2, and O-1 districts. The definition for Manufactured Home in the Land Use Regulations exceeds the HUD minimum of 400 square feet in area and should be reviewed, as smaller units have become more common as an affordable housing option.

### Extra-Territorial Zoning

The San Juan County Growth Management Plan (Architectural Research Consultants, Inc., 2018) includes extensive discussion on growth management tools, including zoning regulations, and in particular extraterritorial planning, platting, and zoning.

As noted in Section 3.5, Aztec currently reviews San Juan County subdivision plats within its three-mile extraterritorial jurisdiction. State statutes allow a municipality of Aztec’s population a one-mile Extraterritorial Zoning area (ETZ), although neither the City nor the County currently exercise zoning authority in unincorporated areas. Although the topic has been controversial over the years, the San Juan County Growth Management Plan includes a formal policy to consider establishing zoning, which would affect areas in Aztec’s ETZ and Planning and Platting Jurisdiction (PPJ).

Section 3-21-3 NMSA 1978 sets out the requirements for a city to exercise Extraterritorial Zoning. Statutes enable, but do not require, establishment of a joint City-County subdivision and zoning authority for the designated ETZ area. In areas within the ETZ buffer of more than one municipality, each city's jurisdiction is drawn equidistant from the other(s) in most cases, such as between the City of Aztec and the City of Bloomfield or by agreement with San Juan County.

### 3.5 OTHER REGULATIONS

A number of chapters in the Aztec City Code have an impact on land use, including Chapter 23 Subdivisions, Chapter 9 Flood Damage Prevention, Chapter 15 Oil and Gas Wells, and Chapter 14 Nuisances.

#### SUBDIVISION ORDINANCE

The Aztec Subdivision Regulations are codified in Chapter 23 Subdivisions in the Aztec City Code. The Subdivision Regulations apply to division of land within the City of Aztec, and the three-mile subdivision Extraterritorial Jurisdiction (ETJ), also known as the Planning and Platting Jurisdiction (PPJ).

The Subdivision Regulations provide alternate summary plat, preliminary and final plat review and approval procedures; requirements for improvements; and subdivision design standards. Standards cover roads, drainage and storm sewers, water, sewer, sidewalks, utilities, parks and recreation, and other requirements.

Subdivision review begins with a pre-application conference with the Community Development Director. The Director works with other public agencies to review the preliminary plat within 60 calendar days, with recommendations provided for City Commission review and approval. The final step in subdivision review is an application for final plat, and final consideration and approval by the City Commission. In the past, certain subdivisions were approved for final plat by

the City of Aztec without streets, drainage, and infrastructure being in place and/or inspected, which is not good land development practice. These standards and procedures should be periodically reviewed against best practices and legal precedent, and modified where necessary.

#### FLOODPLAIN ORDINANCE

Chapter 9 of the Aztec City Code, Flood Damage Prevention, was updated in August 2010 (Ordinance 2010-389). The Floodplain Ordinance is intended to provide protection from flood damage and allow for more cost effective insurance rates. Any community participating in the National Flood Insurance Program (NFIP) must adopt standards and review permits for construction in mapped floodplains. This is also required in New Mexico (Section 3-18-7 NMSA 1978).

Floodplains in Aztec were identified by the Federal Emergency Management Agency (FEMA) in the Flood Insurance Study for San Juan County, dated August 5, 2010. The Community Development Director is designated as the City's Floodplain Administrator. The Ordinance provides up-to-date general and specific standards for construction in different flood zones, as well as standards that apply to new subdivision and utilities.

#### OIL and GAS ORDINANCE

Oil and gas extraction is regulated by Chapter 15 Oil and Gas Wells in the Aztec City Code, with the exception of where the City's jurisdiction is preempted by federal or state law. This regulation differentiates minor oil and gas facilities, such as individual well sites, gas and produced water collection lines and associated facilities, small compression facilities, and oilfield storage yards of one acre or less, from larger major oil and gas facilities. Provisions are also made for minor facilities that may require special mitigation measures to comply with State of New Mexico regulations.

A well site permit is required to drill, maintain, re-complete, and/or abandon a minor or

major oil and gas facility. A minimum setback of 400 feet is required between a minor facility well head and any existing residential, office, institutional, commercial or industrial structure, or 100 feet from a public right-of-way. Other standards include maximum well pad area; sound emissions; air and water quality; security; management of drilling fluids; reserve pits; storage tanks; and visual impacts (see Chapter 4: Economic Development for more discussion of mining and oil and gas production in the Aztec area).

## NUISANCE ORDINANCE

Aztec’s Nuisance Ordinance is codified in Chapter 14 Nuisances of the Aztec City Code. The Nuisance Ordinance addresses:

- Inoperative motor vehicles and trailers;
- Weeds and junk, with specific species of prohibited invasive species and noxious weeds listed;
- Dangerous and unsafe structures; and
- Conformance with the International Property Maintenance Code.

The Community Development Department is responsible for code enforcement and conformance with the Nuisance Ordinance. While fines may be assessed, the Ordinance provides standard procedures for property owners to abate issues before Court action.

## 3.6 COMMUNITY CHARACTER

Community character is exemplified by the unique qualities and aspects that give a collection of buildings and streets a sense of place. Every community has its own history, not only in historic structures, but also in the stories remembered and told.

## HISTORIC PRESERVATION

Preserving historic structures and districts keeps history relevant and alive, and brings vibrancy, diversity, and longevity to a place. For Aztec, embracing history is part of the fabric and character of the community. The New Mexico



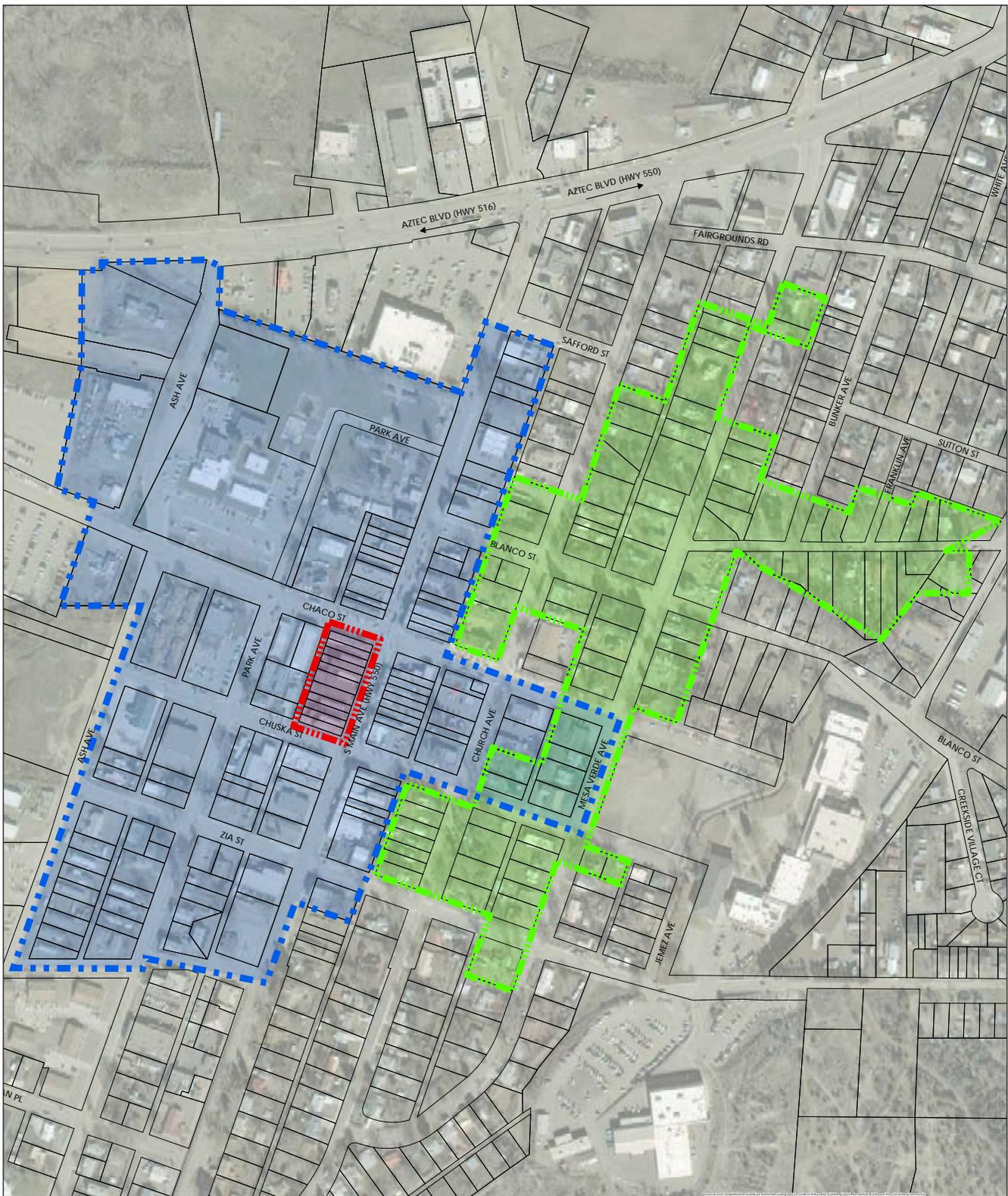
*Historic American Hotel, corner of Zia Street and S. Main Avenue.*

Historic Preservation Division (HPD) administers the National Park Service’s National Register of Historic Places, which lists properties nominated and accepted for national historic significance, and the State Register of Cultural Properties, which also lists properties of statewide significance. For consideration, properties must generally be at least 50 years old, look much the way it did in the past, and be associated with events, activities, or developments of importance. Nominated properties may be single buildings, sites, structures, objects, or an entire district. Listing on the National Register is voluntary and provides a first step towards eligibility for historic tax credits.

Participants in the Community Survey were asked what the City of Aztec should do to protect its historic assets. Of the six options listed, providing financial assistance or fee waivers for redevelopment projects; revising building codes to accommodate historic buildings; and creating specific design guidelines for historic districts were the three most common options chosen, 47%, 45%, and 34%, respectively.

## HISTORIC DISTRICTS

As defined by the Code of Federal Regulations (CFR) §60.3(d), a National Historic District is an area possessing a significant concentration of historic properties united by past events or aesthetically by plan or physical development.



-  Aztec MRA Boundary
-  Aztec Main Street Historic District
-  Church Avenue-Lovers Lane Historic District



**CITY OF AZTEC  
COMPREHENSIVE PLAN  
Historic Districts & Downtown MRA**



Historic Maurice Case House, the “best-preserved Shingle Style house in New Mexico”.

One of the functions of HPD is to review and nominate eligible historic property and districts. The Main Street Historic District and the Church Avenue-Lovers Lane Historic District were designated in 1985. The Aztec Museum Association published a detailed Historic Aztec Self-Guided Walking & Biking Tour guidebook in 2010 covering these community resources in detail.

The City of Aztec and local property owners have invested in efforts to improve buildings, streets, and amenities in this area. The Downtown Aztec MRA Plan documents many of these efforts and provides implementation strategies and design guidelines for the MRA area. (See *Chapter 4: Economic Development for more detail on the Downtown Metropolitan Redevelopment Area*).

### Aztec Main Street Historic District

The half-block Aztec Main Street Historic District includes the west side of Main Avenue between Chuska Street and Chaco Street. It was designated as a State Historic District in 1982 and was added to the National Register in 1985. As described in the nomination to the National Register:

*“The Main Street District is a particularly well-preserved segment of a typical New Mexican commercial street developed from 1900 to 1915. It reflects Aztec’s position as*

*the leading marketing center of northwestern San Juan County, an area including the fertile Animas River Valley in New Mexico. This small district includes two of the best preserved examples of Italianate commercial architecture in the state [1903 Odd Fellows Hall and 1907 Randall Building]...”*

The buildings within the Main Street Historic District show a mix of architectural styles, from smaller single-story structures built of locally sourced materials to multi-story, ornate Italianate and Neo-Classical edifices, with embellishments and decorative features. Historic maps of the Sanborn Insurance Company from the 1910s show many of today’s buildings on Main Avenue were constructed of adobe, timber, brick, and stone. Materials from the eastern United States became more available with the arrival of the railroad in Aztec at that time, including red fired brick and stained glass.

Most of the 11 storefronts on this half-block of Main Avenue were considered “Significant” or “Contributing” to the Historic District. Significant structures included:

- Citizen’s Bank Building, 105 S. Main Avenue, 1910-13;
- Odd Fellows Lodge Building, 107 & 109 S. Main Avenue, 1903;
- Townsend Building, 111 S. Main Avenue, 1908-13; and
- J.M. Randall Building, 117 S. Main Avenue, 1907.

### Church Avenue-Lovers Lane Historic District

The Church Avenue-Lovers Lane Historic District was designated in 1985. The irregular eight-block area is generally bounded on the west by the alley between Main Avenue and Church Avenue, lots fronting Mesa Verde Avenue and Lovers Lane to Rio Grande Avenue on the east, and Zia Street on the south, with exceptions.

The majority of homes in this well-preserved, turn-of-the-century residential neighborhood

were constructed between 1895 and 1935. While most are modest vernacular buildings, there is a range of architectural styles, including Queen Anne, Shingle, Colonial Revival, Hipped Cottage, and Bungalow. Many of the original residential garden and orchard open spaces remain in the District. At the time of nomination, the district included 57 “Significant” and “Contributing” structures.

### Historic Properties

There are 14 individual buildings in Aztec and the Aztec Ruins National Monument listed on both the National Register of Historic Places and the State Register of Cultural Properties (see Table 3.4: *Historic Properties*). One building (Aztec Ruins Administration Building and Museum) is listed only on the National Register and four historic sites are listed only on the State Register.

South of the Main Street Historic District, the two-story Engleman-Thomas Building has hosted a variety of retail stores and a post office since it was built in 1906. The two-story American Hotel at 300 S. Main Avenue is a well-known landmark, recently operated as a bed and breakfast. Across the street at 301 S. Main Avenue, the McClure livery stable became a Chevrolet dealership, the Aztec Motor Company. Some of these buildings are located within the Church Avenue-Lovers Lane Historic District, such as the Aztec Presbyterian Church, which is the earliest dated structure on either register and an example of the Territorial style. The Maurice Case House, also listed on the State Register, was considered the “best-preserved Shingle Style house in New Mexico” in the District nomination form. Just outside the Historic District, the former Denver and Rio

Name	Location	Date Built	Register Listing
Altrurian Library	112 S. Mesa Verde Avenue	1938	State
Aztec Main Street Historic District	Main Avenue	1900-1915	National & State
Aztec North Mesa Archaeological District	(Restricted)	c. 1080-1140	State
Aztec Presbyterian Church	215 N. Church Avenue	1889-1890	State
Aztec Ruins National Monument	725 Ruins Road	c. 1100-1300	National & State
Aztec Ruins Administration Building / Museum	725 Ruins Road	1919	National
Abrams, H. D., House	403 N. Church Avenue	c. 1906	National & State
American Hotel	300 S. Main Avenue	1910	National & State
Austin-McDonald House	501 N. Rio Grande	c. 1906	National & State
Aztec Motor Company Building	301 S. Main Avenue	c. 1906	National & State
Ball, D. C., House	300 San Juan Avenue	1901	National & State
Bunker, Fred, House	115 N. Mesa Verde Avenue	1907	State
Case, Maurice, House	103 N. Mesa Verde Avenue	1907	State
Church Avenue - Lovers Lane Historic District	Church Ave-Lover Lane	1887-1935	National & State
Daws-Keys House	421 N. Church Avenue	1928	National & State
Denver & Rio Grade Western Railway Depot	314 Rio Grande Avenue	1915	National & State
Engleman - Thomas Building	200 S. Main Avenue	1906	National & State
McCoy, Harvey, House	725 Pioneer Avenue	1906	National & State
McCoy-Maddox House	523 E. Aztec Boulevard	1895	National & State
McGee, James, House	501 Sabena Street	1917	National & State
Park Avenue, 202	202 Park Avenue	Before 1913	National & State
White Avenue, 500	500 White Avenue	1908	National & State

Source: NM Historic Preservation Division.



Grande Western Railway Depot is now a private home.

Historic properties are building blocks of strong and unique neighborhoods. As the 50-year benchmark for historic designation continually moves forward, additional properties will become eligible for listing on the State and/or National Register. Contributing structures could also be considered for individual nomination to the National Register. Existing historic resources in other neighborhoods should be surveyed to determine the possibility of designation, in coordination with private property owners and the SHPO. An effort should be made by the City to provide information to owners of historic properties on the tax incentives for registering historic properties.

### CERTIFIED LOCAL GOVERNMENT PROGRAM

As noted in the Downtown Aztec MRA Plan, the Certified Local Government (CLG) Program, administered by the HPD, assists local governments with integrating historic preservation initiatives into local planning and development. The CLG program is a public-private partnership at the local, state, and federal levels.

Becoming a CLG demonstrates a community's commitment to saving what is important from the past for future generations. The benefits to becoming a CLG include eligibility to apply for federal historic preservation grants, direct inclusion in review of nominations to the National Register of Historic Places, and enhanced technical assistance through HPD.

Ten cities and counties are Certified Local Governments in New Mexico. The SHPO facilitates this federal program for the National Park Service (NPS) and will assist the community with the certification process. In order to become a CLG, a community must address minimum requirements including:

- Establish a qualified historic preservation commission;

- Enforce appropriate state or local legislation for the designation and protection of historic properties. In most cases, this is done in the form of a local ordinance;
- Maintain a system for the survey and inventory of local historic resources;
- Provide for public participation in the local historic preservation program, including participation in the National Register process.

The State of New Mexico Procedures for Certification should be referenced for additional requirements.

## 3.7 LAND USE ISSUES

### DOWNTOWN REDEVELOPMENT

Downtown Aztec has a unique combination of historic buildings, community facilities, parks, and open space, and is a destination for both tourists and residents. Empty storefronts may be a challenge to fill, but they also provide an opportunity for local entrepreneurs to try new things. Ensuring new development does not erode the existing character in Downtown Aztec can be addressed through the adoption of Historic Overlay Zones, which typically will incorporate specific development standards that address building heights, massing, setbacks, parking, signage, lighting, and landscape that are geared towards preservation.

### HISTORIC BUILDINGS & BUILDING CODE CHALLENGES

In large measure, the charm of Aztec is based on its historic structures, which were built before the advent of modern building codes. Communities like Aztec that have a plethora of historic buildings struggle with having to meet current building codes, which has unintentionally encouraged the demolition of historic buildings. The respondents to the Community Survey identified revising building codes as one of their preferred methods to address the preservation of historic buildings.

The International Existing Building Code and New Mexico Existing Building Code, administered in Aztec by the San Juan County Building Department, allow some exceptions to regulations for historic properties necessary for adaptive reuse. The International Code Council (ICC) notes that “the building must be essentially accredited as being of historic significance by a state or local authority after careful review of the historical value of the building,” such as listing on the State or National Register of Historic Properties.

In New Mexico, building codes are adopted and amended by the State of New Mexico Construction Industries Division. The 2015 edition of the International Existing Building Code was updated in 2018 and 2021, and there may be an opportunity to customize the next New Mexico code update to meet the specific challenges faced in rehabilitating historic buildings. A specific historic building code could provide a more cost effective approach to ensuring public safety while encouraging the rehabilitation and preservation of existing historic structures.

## CODE ENFORCEMENT

The Community Development Department is responsible for code enforcement in Aztec. While staff is limited, enforcement of City codes is an important task, and requires skill, tact, and determination. Maintaining buildings and property demonstrate community pride, which is also attractive for tourists and investors.

The core focus for code enforcement is public health, safety, and welfare. For example, buildings damaged by fire, flood, or other disaster must be secured, then rehabilitated or demolished. Some private owners may not have the means nor motivation to repair property in a timely manner. Other property may need routine maintenance, painting, or removal of junk. With turnover in oil field jobs, some property owners have had to move out of state temporarily for work and face challenges maintaining their property in Aztec.

Manufactured homes, mobile homes, and mobile home parks that are old or not properly maintained are an issue for code enforcement. While new manufactured homes are built to meet the HUD Code, older mobile homes, some of which are 50 years old or older, were built before the HUD Code was established in 1976, and are difficult to move, both physically and legally. The New Mexico Construction Industries & Manufactured Housing Division (CID) has limited staff available to inspect manufactured homes. Increasing community access to other forms of affordable housing may address some of the issues with mobile homes in Aztec.



*Vacant mobile home off E. Zia Street.*

Over 25% of the participants in the Community Survey recommended improving the City’s code enforcement efforts. Property owners have a responsibility to secure property that has become a public nuisance. Cleaning up nuisance properties also encourages neighbors to continue to invest in their own properties.

## REHABILITATION NEEDS

With economic restructuring in the region, many property owners have faced challenges with maintaining their property. Some residential property could benefit from minor rehabilitation projects that would enhance residential neighborhoods. Vacant commercial property may be functionally obsolete for the needs of modern business, but could be revitalized

and brought back on to the market. Another advantage of infill development is better utilization of existing infrastructure, such as roads, water, and sewer systems, in a more efficient development pattern. Redevelopment of commercial corridors along US 550 and NM 516 would support local service and retail businesses, while also encouraging new construction.



Rehabilitated home on Sutton Drive.

The Aztec Downtown Metropolitan Redevelopment Area (MRA) is an important tool to help incentivize redevelopment in Downtown Aztec. MRAs could be used in other locations that meet the New Mexico Metropolitan Redevelopment Act, which would allow the City to contribute its assets, such as land, financial resources, or infrastructure, to private development projects.

### GATEWAYS and CORRIDORS

Community gateways are typically located at major entries to a community on important corridors, such as US 550 and NM 516 in Aztec. These gateway markers signal to visitors that they have arrived in the community. Corridors are not only efficient conveyors of traffic, they also provide the first impression of the community by effectively communicating the City's image and community values.

Creating walkable, well-designed commercial corridors encourages community pride, attracts visitors, and contributes to local commerce.

A growing number of tourists are seeking out authentic small towns where they feel safe to park once and walk to multiple destinations.

Public investment in streetscape improvements - street trees, widened sidewalks, bicycle lanes, enhanced crosswalks - are designed to enhance the experience of pedestrians, bicyclists, and motorists. The Downtown MRA Plan identified a road diet and associated streetscape enhancements for Main Avenue once the East Aztec Arterial is completed. Streetscape improvements to Aztec Boulevard and the full extension of Main Avenue should be considered as these are some of the most visible, well-traveled commercial corridors in Aztec.

### PLANNING COMMISSION LACKING

The City of Aztec had a volunteer Planning Commission until recently. The members are typically local residents, business owners, or real estate professionals that review and provide recommendations on development proposals, zone changes, special exceptions, and subdivision plats to the City Commission.

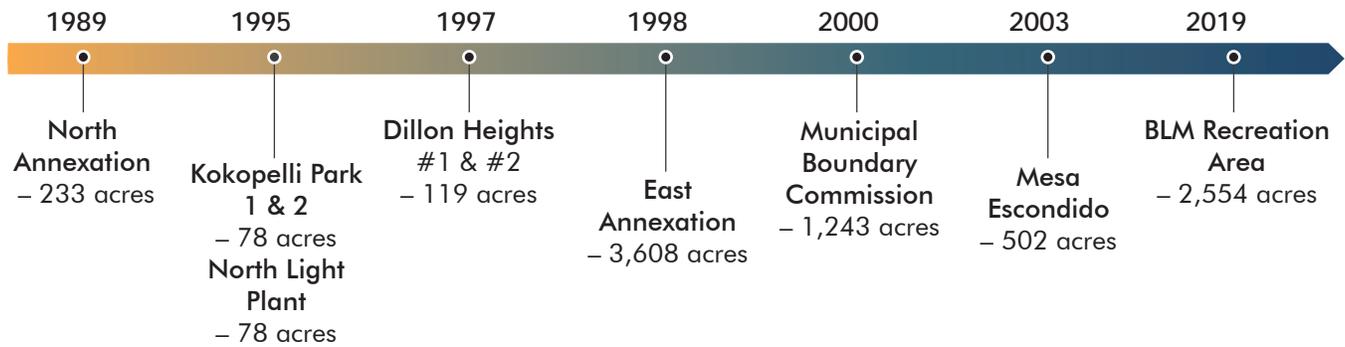
New Mexico Statutes provides the authority for establishment of a planning commission for review of planning and platting matters in Articles 19 and 20, and for zoning regulations in Article 21. Over 47% of the participants in the Community Survey recommended that the City improve community participation and volunteerism, and 46% recommended increased transparency of City functions. Reestablishing the Planning Commission would be one way of increasing volunteerism and increasing transparency.

## 3.8 ANNEXATION

### LEGISLATION

Municipalities in the State of New Mexico are granted the authority to annex territory by Section 3, Article 7 of the New Mexico State statutes. There are three methods for a city to include adjacent unincorporated land. Annexation can be used as a growth management tool to ensure that land use and

## MAJOR AZTEC ANNEXATIONS OVER TIME



development standards in adjoining areas are consistent with land use within the municipality, as well as with the goals and objectives of the community as expressed in the Comprehensive Plan. Areas to be considered for annexation must be contiguous with the municipal boundary and the municipality must be able to demonstrate the ability to provide services.

Each of the following three methods is based on specific goals and illustrates different degrees of legislative delegation of power to municipalities:

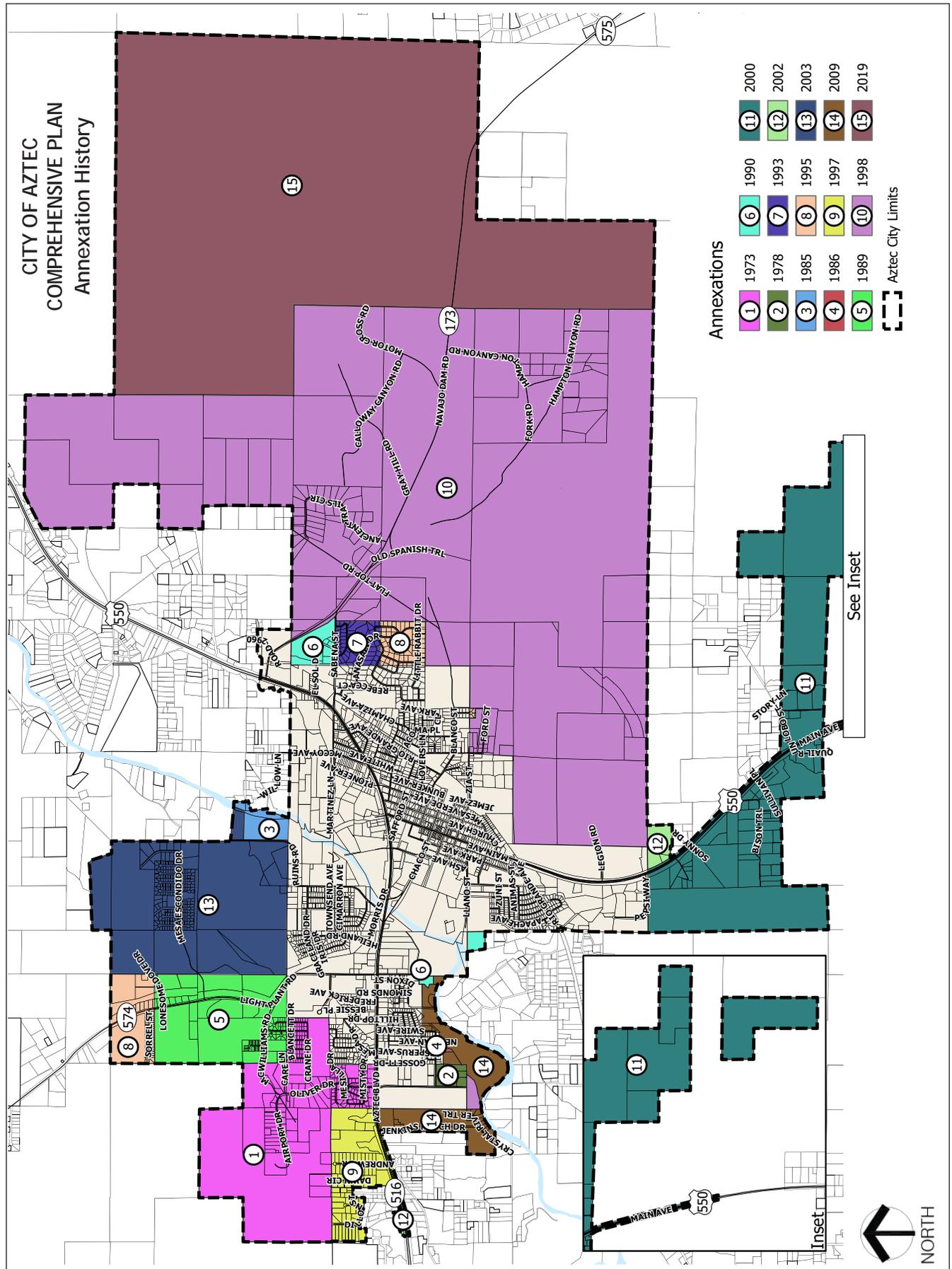
- **Arbitration Method (Sections 3-7-5 through 3-7-10 NMSA 1978):** This method allows a municipality to annex contiguous territory if the municipality can declare that the benefits of annexation can be made within a reasonable time frame to the desired territory.
- **Municipal Boundary Commission Method (Sections 3-7-11 through 3-7-16 NMSA 1978):** This method establishes an independent commission to determine annexation of a territory to the municipality. The Municipal Boundary Commission will meet whenever a municipality petitions to annex a territory or if a majority of the landowners of a territory petition the Commission to annex the territory into the municipality.
- **Petition Method (Section 3-7-17, NMSA 1978):** This method requires a petition signed by the majority of property owners in a contiguous territory supporting annexation into a municipality.

## ANNEXATION HISTORY

The City of Aztec developed in a fairly compact manner through most of its history. However, since 1989, the corporate limits of the City of Aztec grew substantially with 21 annexations. The most recent annexation, approved in 2019, added approximately 2,550 acres of US Bureau of Land Management (BLM) land to the east side of Aztec. This action was the result of a City initiative to expand outdoor recreation on public land near the City's existing Tiger Park on Navajo Dam Road, and is adjacent to the 1998 East Annexation of 3,608 acres. This was the largest annexation in Aztec's history, and included a large area of public land used for active and passive recreation. The East Aztec Arterial is being built through this area.

In 2000, the City utilized the Municipal Boundary Commission to annex 1,243 acres on the south side of Aztec, a competitive move to match annexations north from the City of Bloomfield. On the City's northwest side, the Mesa Escondido annexation brought 502 acres into the City in 2003. Although a major subdivision was platted, infrastructure has not been completed.

While City water is available in all of these areas, sanitary sewer service has not yet been extended in any of these large annexation areas. In October 2020, the City imposed a moratorium on new water connections in the Municipal Boundary Commission annexation area.



## 3.9 FUTURE LAND USE SCENARIO

The Future Land Use Scenario provides a graphic representation of growth and development over the next 20 years. The Scenario honors existing conditions and concerns identified by the community, reflecting preferences expressed during the public engagement process.

Two alternative land use scenarios were developed by the consultants, which considered existing land use and zoning, infrastructure, and growth trends. The alternatives were discussed at the second public meeting on October 29, 2020 and posted on the project website. The Future Land Use Scenario combines the best features of both alternatives as identified through the public input process and discussions with the Community Development Director. The Future Land Use Scenario identifies:

- Appropriate land uses on undeveloped or under-utilized property;
- Areas that may provide opportunities for redevelopment;
- Infill areas with existing infrastructure capacity;
- Proposed annexation areas that would provide room for future growth;
- Select new roadway connections; and
- Community gateways at major entries to the City.

The Future Land Use Scenario and the categories shown are intended to provide general direction for future decisions regarding land use and zoning. Some areas could support new development in the near future, while others will be dependent on extension of infrastructure or on public land trades.

### LAND USE

#### Rural Residential

While most of the City of Aztec is fully served with domestic water and sewer service, there are some areas on the edges of Aztec that still rely upon septic systems. These lots must be larger than 0.75 acres and often need to be larger to assure adequate treatment area. These rural residential areas make up approximately 25.2% (2,919 acres) of the land area within the Future Land Use Scenario (see Table 3.5).

#### Medium Density Residential

Medium density residential areas, typical suburban residential development, grows from 5.3% to about 13.8% (1,608 acres) of the land area within the Future Land Use Scenario. Some of these areas include currently vacant land and lots that require completion of infrastructure, such as Mesa Escondido north of Aztec Ruins National Monument or Jenkins Ranch west of the San Juan County Complex. Other development areas are located along Blanco Street between Downtown Aztec and the new East Aztec Arterial route, and east of McCoy Avenue north of the Martinez Lane (Annexation Area 1).

TABLE 3.5: EXISTING and FUTURE LAND USE

Land Use	Existing		Future	
	Acres	Share	Acres	Share
Rural Residential	412	3.9%	2,919	25.2%
Medium Density Residential	561	5.3%	1,607	13.8%
High Density Residential	34	0.3%	78	0.7%
Planned Development	-	0.0%	747	6.4%
Mobile Home Park	61	0.6%	61	0.5%
Mixed Use	3	0.1%	60	0.5%
Commercial	131	1.2%	705	6.0%
Industrial	311	3.0%	505	4.4%
Institutional	1,063	10.1%	802	6.9%
Parks	827	7.9%	842	7.2%
Open Space	3,699	35.2%	3,281	28.3%
Agricultural	57	0.5%	-	0%
Vacant	3,345	31.9%	-	0%
<b>TOTAL</b>	<b>10,504</b>	<b>100.0%</b>	<b>11,607</b>	<b>100.0%</b>

Development of these areas will give the City of Aztec room to grow.

### High Density Residential

The Future Land Use Scenario increases the land available for high density residential development from 0.3% to 0.7% (78 acres). This includes a variety of housing units other than single-family homes, such as duplexes, tri-plexes, four-plexes, and larger apartment or condominium complexes. While this is not a large area, there is a need in Aztec for additional market rate and affordable multi-family housing.

### Planned Development

A Planned Development contains a mix of residential and neighborhood commercial uses that are master planned by a private development. They typically are based on site-specific development standards with Planned Unit Development (PUD) zoning that is more flexible than standard zoning and subdivision regulations, but also should result in higher quality development.

The Future Land Use Scenario identifies a Planned Development on approximately 747 acres (6.4% of the land area). This is mostly comprised of an area along the East Aztec Arterial that is currently public lands. A private developer would have to facilitate a land trade with the US Bureau of Land Management to make this area available for future development.

### Mobile Home Park

Mobile Home Park use remains unchanged at 61 acres (0.5%) of the land area. Mobile home parks provide an essential affordable housing option that should be preserved and improved.

### Mixed-Use

The Future Land Use Scenario increases mixed-use from 3 acres to approximately 60 acres (0.5%). This includes Downtown Aztec, which has long been a mixed-use area, and locations along Zia Street and Ash Avenue. Mixed-use would also be appropriate within

the Planned Development area in east Aztec, and could include live-work developments and small-scale manufacturing, as long as external impacts are mitigated.

### Commercial

As previously noted, Aztec has a shortage of commercial development to support the community. As such, the Future Land Use Scenario identifies additional areas appropriate for commercial development, expanding from 1.2% to 6.0% (705 acres) of the land area. This includes redevelopment of existing vacant commercial property, the current development area on the North Main extension, and areas for new development such as:

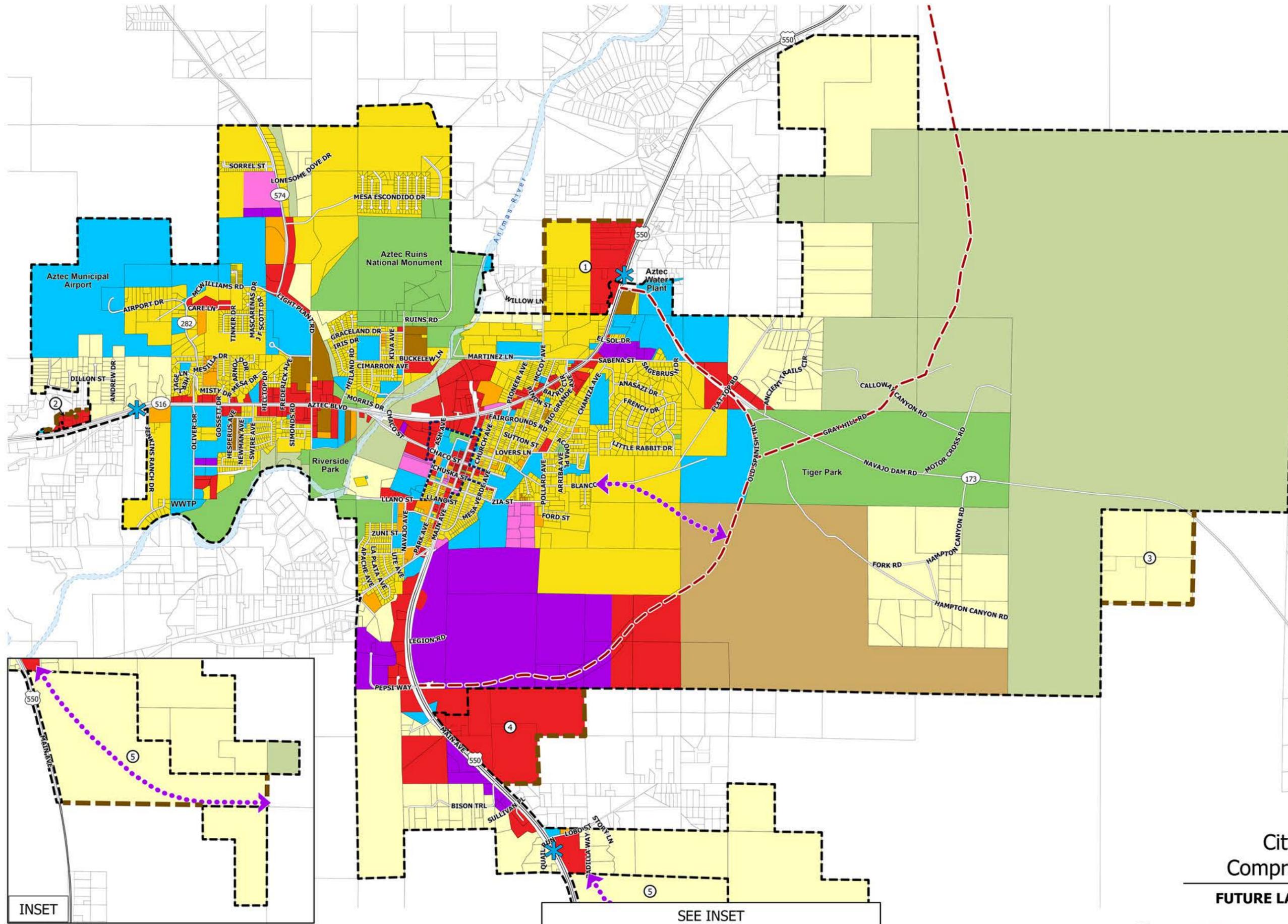
- Frontage on US 550 north of the current municipal boundary (Annexation Area 1);
- Frontage on NM 516 east of Fire Station 3 (Annexation Area 2);
- Frontage on US 550 south of the East Aztec Arterial (Annexation Area 4);
- Frontage on the East Aztec Arterial west of the Aztec Speedway.
- Frontage at the intersection of the East Aztec Arterial and Navajo Dam Road, to provide a location for neighborhood commercial services.

### Industrial

The Future Land Use Scenario expands industrial land use from 3.0% to 4.4% (505 acres). Additional industrial area is primarily around the existing industrial area on US 550 south of Downtown and along the East Aztec Arterial, which provides an opportunity for the development of an industrial park that would support job creation in Aztec.

### Institutional

Institutional uses are anticipated to stay relatively stable over the next 20 years, with a reduction shown on the Future Land Use Scenario from approximately 10.1% to 6.9% (802 acres). Some of the land owned by the City of Aztec is becoming right-of-way for the East Aztec Arterial. The Future Land Use



- Legend**
- Aztec City Limits
  - Annexation Area
  - MRA District
  - East Aztec Arterial
  - Roadway Connection
  - Community Gateways
- Land Use**
- Rural Residential
  - Medium Density Residential
  - High Density Residential
  - Planned Development
  - Mobile Home Park
  - Mixed Use
  - Commercial
  - Industrial
  - Institutional
  - Park
  - Open Space

**City of Aztec  
Comprehensive Plan  
FUTURE LAND USE SCENARIO**

INSET

SEE INSET



Prepared for:  
City of Aztec  
201 W Chaco St  
Aztec, NM 87410



Prepared by:  
Consensus Planning, Inc.  
302 8th Street NW  
Albuquerque, NM 87102



Scenario also anticipates that the City will include State of New Mexico trust lands in long-term plans for active and passive recreation. Some of the individual institutional sites will likely redevelop as the community's needs change in the future.

### Parks

Active park land is anticipated to stable at 7.2% (842 acres) of the land area, although future development of the Planned Development area and other major subdivisions will likely contribute additional parkland as part of the development approval process.

### Open Space

Currently, open space represents a very large portion of the land area in Aztec, primarily public lands owned and managed by the US Bureau of Land Management (BLM). The Future Land Use Scenario reduces open space from 35.2% to 28.3% (3,281 acres) of the land area. It illustrates a portion of the BLM land that would be appropriate for a Planned Development and a logical area for the City of Aztec to grow. However, it is anticipated that the City of Aztec will continue to partner with federal and state land agencies on management of public lands for active recreation.

### ROADWAY CONNECTIONS

The City of Aztec has been working for several years to complete the East Aztec Arterial to provide a bypass for US 550 around Downtown Aztec. The current phase will use a portion of Navajo Dam Road from Tiger Park, intersecting with US 550 near the Aztec Water Plant. A future phase will continue the East Aztec Arterial from the intersection with Navajo Dam Road at Tiger Park, east of Ancient Trails subdivision, and connecting to US 550 north of the municipal boundaries after crossing Knowlton Canyon arroyo (see *Chapter 7: Transportation for further discussion of the East Aztec Arterial*).

The Future Land Use Scenario illustrates two future roadway connections that are envisioned to provide better circulation and accommodate

future development in Aztec. Both roadway alignments are conceptual; the final alignments will need to be determined and designed by an engineering consultant. The future roadway connections include:

- **East Side:** Located between Blanco Street and the East Aztec Arterial; and
- **South Side:** Located within Annexation Area 5 and connecting to US 550.

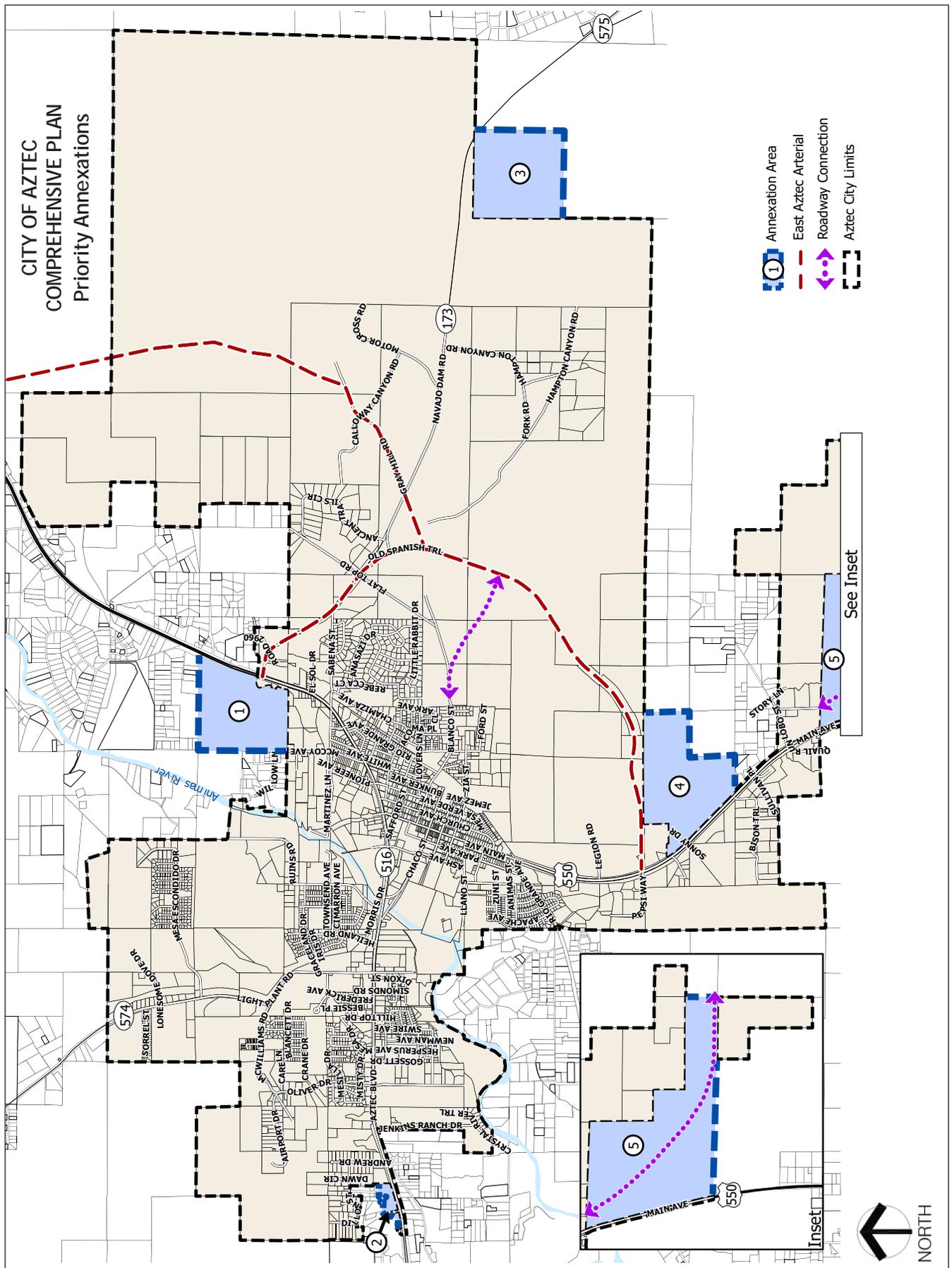
### COMMUNITY GATEWAYS

Three community gateways are identified at the major entries to Aztec. Visitors to Aztec are welcomed to the community at these gateways. The gateways are intended to provide enhanced and coordinated signage locations and support beautification and branding efforts for Aztec:

- US 550 on the south edge of Aztec, at County Road 2595 after the highway emerges from the road cut;
- US 550 on the north edge of Aztec, at the intersection of Navajo Dam Road; and
- NM 516 on the west edge of Aztec, near Jenks Ranch Drive and the San Juan County Government Complex.

### ANNEXATION AREAS

The Future Land Use Scenario anticipates growth and development over the next 20 years. Some areas may be ready for annexation in a relatively short time, while others may take 15 or more years to accomplish. Each area should be subject to a cost-benefit analysis to ensure the City of Aztec can provide urban services and municipal infrastructure in a cost efficient manner. As illustrated in the Future Land Use Scenario, there are areas adjacent to the existing municipal boundary that would provide room for Aztec to grow in the future. Some of these areas have streets and utility services that could be further developed with completion of necessary infrastructure. The five priority annexation areas are not identified in order of preference, and would be annexed at the request of property owners.



### Annexation Area 1

Annexation Area 1 is a 133.8-acre area located west of US 550, on the north side of Aztec. The US 550 frontage offers opportunities for commercial development and improvements to the northern gateway to Aztec. Properties along McCoy Avenue are currently served by a municipal domestic water line, which provides an opportunity for residential development near the Animas River but outside the mapped floodplain.

### Annexation Area 2

Annexation Area 2 is an 8.3-acre area located on the north side of NM 516 near Fire Station 3. Annexation of this area would provide a more logical boundary adjacent to a small commercial area currently within the City of Aztec. There is a municipal domestic water line running to the Fire Station.

### Annexation Area 3

Annexation Area 3 is a 154.3-acre area located along Navajo Dam Road adjacent to the east edge of the City on two sides. There is a municipal domestic water line running along Navajo Dam Road and the Lower East Aztec Tank is located across Navajo Dam Road from this area. This area would be a good location for additional residential development.

### Annexation Area 4

Annexation Area 4 is a 161.4-acre area located east of US 550, south of the East Aztec Arterial. There are municipal domestic water lines running across these parcels. This area would be a good location for commercial development that would benefit from highway access.

### Annexation Area 5

Annexation Area 5 is a 645-acre area between Aztec and Bloomfield that is a portion of a larger BLM parcel. The annexation would bridge the gap and connect the main municipal area with a small island of private land currently within the City. This area would be a good location for low density residential development. As noted previously, the Future Land Use Scenario shows

a roadway connection through this area that connects to US 550.

## 3.10 GOALS, OBJECTIVES, & STRATEGIES

### LAND USE GOAL 1

**Provide a balanced inventory of land uses that allows for new residential, commercial, and industrial development that meets the housing and employment needs of Aztec residents.**

#### Objectives

- To support efforts to recruit new businesses and industries and locate them in appropriate areas.
- To identify areas that will accommodate new single-family and multi-family residential development.
- To determine the appropriate land uses for areas along the East Aztec Arterial.

#### Land Use Strategy 1.1

Designate an appropriate area for an industrial center in proximity to US 550/S. Main Avenue and the East Aztec Arterial, as shown on the Future Land Use Scenario.

#### Land Use Strategy 1.2

In cooperation and agreement with private and public property owners, seek zone changes to properties along and in the vicinity of the East Aztec Arterial, S. Main Avenue, N. Main Avenue, and other locations identified as being appropriate for commercial, industrial, or residential use of varying densities, as shown on the Future Land Use Scenario.

#### Land Use Strategy 1.3

Create and promote incentives for the redevelopment of commercial properties located along the main commercial corridors including Aztec Boulevard and Main Avenue. This may include, but not be limited to, reductions or waivers in utility extensions, exceptions to certain development standards

(e.g. minimum lot size, setbacks, lot coverage, building height), expedited approval processes, and the use of LEDA funds, to be negotiated with the City on a case-by-case basis.

## LAND USE GOAL 2

**Promote quality infill development and redevelopment within existing neighborhoods and areas that are currently served by City utilities and services.**

### Objectives

- *To create an efficient urban form that results in more walkable, mixed-use neighborhoods through the integration of single-family and multi-family residential development with parks, trails, open space, and neighborhood-scale commercial retail and services.*
- *To achieve a more efficient and cost-effective delivery of municipal water and sewer services.*
- *To encourage development activities through a modernized land development process.*
- *To encourage appropriate development to occur within antiquated subdivisions.*

### Land Use Strategy 2.1

Pursue public/private partnerships on mixed-use development projects within the Downtown Aztec MRA, both in existing vacant buildings and on undeveloped properties. The City's contribution could include, but not be limited to, reductions or waivers in utility extension and permit fees, donation of City-owned properties, sidewalk and streetscape improvements, etc.

### Land Use Strategy 2.2

Promote and allow for the development of mixed-use development projects within Downtown Aztec, area along Zia Street, and within Planned Development areas along the East Aztec Arterial, as identified on the Future Land Use Scenario.

### Land Use Strategy 2.3

Work with local and regional builders and developers to determine the appropriate incentives to encourage infill development and redevelopment, including reductions or waivers in utility extensions and permit fees, density bonuses for residential development, and where appropriate, reductions in minimum lot size, increased building heights and lot coverage, reductions to the required number of parking spaces, etc.

## LAND USE GOAL 3

**Create a built environment that is attractive and encourages community pride.**

### Objectives

- *To protect the public health, safety, and welfare through code enforcement and the application of land use and development regulations.*
- *To enhance the visual appearance and facilitate new commercial development and redevelopment along Main Avenue, North Main Avenue, and Aztec Boulevard.*
- *To provide opportunities for increased community participation and volunteerism in beautification efforts.*

### Land Use Strategy 3.1

Complete a thorough review of the existing Land Development Regulations and determine appropriate amendments that will help achieve the goals and objectives of the Comprehensive Plan. Revisions to the Land Development Code should include, but not be limited to:

- Review of existing permitted and conditional uses and minimum parking standards in all districts, and development of contextual standards, including maximum building heights, setbacks, and glazing for Downtown Aztec, with a particular focus on Main Avenue;
- Development standards for mixed-use projects, including setbacks, buffers to adjacent single-family development,

land use intensity, parking, landscaping, signage, etc.

- Clarification of Accessory Living Quarters and Accessory Dwelling Unit, focusing on the definitions, appropriate locations and districts, and use-specific standards;
- Update to the Sign Code to include content-neutral regulations, temporary signs, and sign requirements for Downtown businesses based on the scale of commercial businesses;
- Clarification and revisions, as necessary, to regulations for Mobile Home and Manufactured Homes regarding where they are allowed, minimum size, minimum ceiling height, permanent chassis requirement, etc.;
- Determination of whether zoning should be established within the City's three-mile ETZ zone, and if so, the establishment of a joint ETZ commission that includes City of Aztec and San Juan County Commissioners.

#### Land Use Strategy 3.2

Create streetscape improvement plans for Main Avenue, North Main Avenue, and Aztec Boulevard that may include, but are not limited to, widened sidewalks and pedestrian crosswalks, landscaping, medians, street lighting, street trees, street furniture, signage, etc.

#### Land Use Strategy 3.3

Install historically-appropriate street lights within the Church Avenue-Lovers Lane Historic District.

#### Land Use Strategy 3.4

Provide adequate staffing levels to enforce regulations on nuisance properties; illegal dumping; removal of weeds, litter, and junk; and inoperable vehicles.

#### Land Use Strategy 3.5

Initiate community clean-up efforts, including landscape improvements, weed and trash

removal, and building facade improvements and maintenance. Involve Aztec youth in these activities.

### LAND USE GOAL 4

**Plan for the gradual and orderly growth of the City of Aztec through annexation of property adjacent to the municipal boundary that can be efficiently served by municipal services.**

#### Objectives

- To identify new growth areas that are appropriate for new residential and non-residential development.
- To provide for the consistent application of land use and development regulations in areas adjacent to the existing municipal boundary.
- To capture tax revenues on properties that are adjacent to the East Aztec Arterial.
- To connect islands of property that are currently within the municipal boundary.

#### Land Use Strategy 4.1

Create an evaluation process for proposed annexations that includes criteria addressing:

- Existing infrastructure capacity for expansion;
- Feasibility, cost, and timeliness of extending infrastructure, transportation networks, and public safety services;
- Economic development benefits and potential revenue stream to the City of Aztec; and
- Determination of the property owners' support for the annexation.

#### Land Use Strategy 4.2

Prioritize and determine the appropriate time frame for annexations that are:

- Contiguous to the municipal boundary and create logical boundaries;
- Supports new commercial and industrial development to serve the Aztec community;
- Creates new areas for residential growth;

- Can be efficiently served by municipal infrastructure and the transportation network; and
- Identified on the Future Land Use Scenario.

## LAND USE GOAL 5

### Foster the preservation of historic districts and properties in Aztec.

#### Objectives

- *To consider the value of historic preservation in land use and zoning decisions.*
- *To ensure the vitality and livability of Downtown Aztec and historic neighborhoods.*
- *To encourage development and redevelopment that complements the historic character of Aztec's neighborhoods.*

#### Land Use Strategy 5.1

In consultation with New Mexico MainStreet, pursue the recertification of Aztec as a MainStreet community so that the City and business owners can reap the benefits of this program through ongoing training and education, technical assistance, and enhanced access to public infrastructure funds and other financial resources. As part of this strategy, establish a MainStreet board comprised of Downtown business owners, real estate professionals, and other interested parties; and identify an Executive Director, with assistance from New Mexico MainStreet.

#### Land Use Strategy 5.2

Once Aztec has been certified as a MainStreet community, work with the New Mexico Historic Preservation Division on the National Park Service's minimum requirements to becoming a recognized Certified Local Government (CLG).

#### Land Use Strategy 5.3

Work with property owners on creating Historic Overlay Districts for the Aztec Main Street Historic District and the Church Avenue-

Lovers Lane Historic District. Address context sensitive design standards regarding building styles, colors, materials, signage, setbacks, building massing, and building heights to complement the historic character in the two historic districts. Designate the Historic Overlay Districts on the City's Zoning Map.

#### Land Use Strategy 5.4

Designate an Historic Landmark Commission that would be responsible for reviewing development proposals within the Historic Overlay Districts, determining appropriate revisions to the building code to accommodate historic buildings, and providing recommendations to the City Commission.

#### Land Use Strategy 5.5

Work with the Construction Industries Division, State Historic Preservation Office (SHPO), and San Juan County on advancing legislation that incorporates recommendations from the Historic Landmarks Commission into the New Mexico Building Code to better accommodate the unique challenges of historic buildings meeting current code requirements.

#### Land Use Strategy 5.6

Coordinate with the State Historic Preservation Office (SHPO) on developing an educational program that promotes the benefits of having historic properties listed on the National Register of Historic Places and the State Register of Cultural Properties, and available tax credits through the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund.

#### Land Use Strategy 5.7

Pursue the nomination of the Aztec Museum and Pioneer Village as an historic district, as identified in the Downtown Aztec MRA Plan.

CHAPTER 4

# ECONOMIC DEVELOPMENT

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4





## 4.1 INTRODUCTION

Aztec's economic base is built on primary sector industries that grow produce, make products, or provide services that are sold around the world and bring new income into the community. The economic base grows and contracts with national and regional markets. Agriculture and energy-related industries have historically provided steady, primary sector jobs in the Four Corners region. Tourism and outdoor recreation represent a greater share of employment and income than ever before.

Economic development is a process that encourages new business start-ups, expansion to existing businesses, and business relocation. Entrepreneurs bring new ideas to the market every day and every large company started out as a small business. In fact, most new jobs are created by existing small and medium-sized businesses in the community.

A diversified economic development effort helps retention and expansion of those proven employers, while creating an environment where creativity and innovation can prosper.

## 4.2 ECONOMIC PROFILE

### EMPLOYMENT BY INDUSTRY

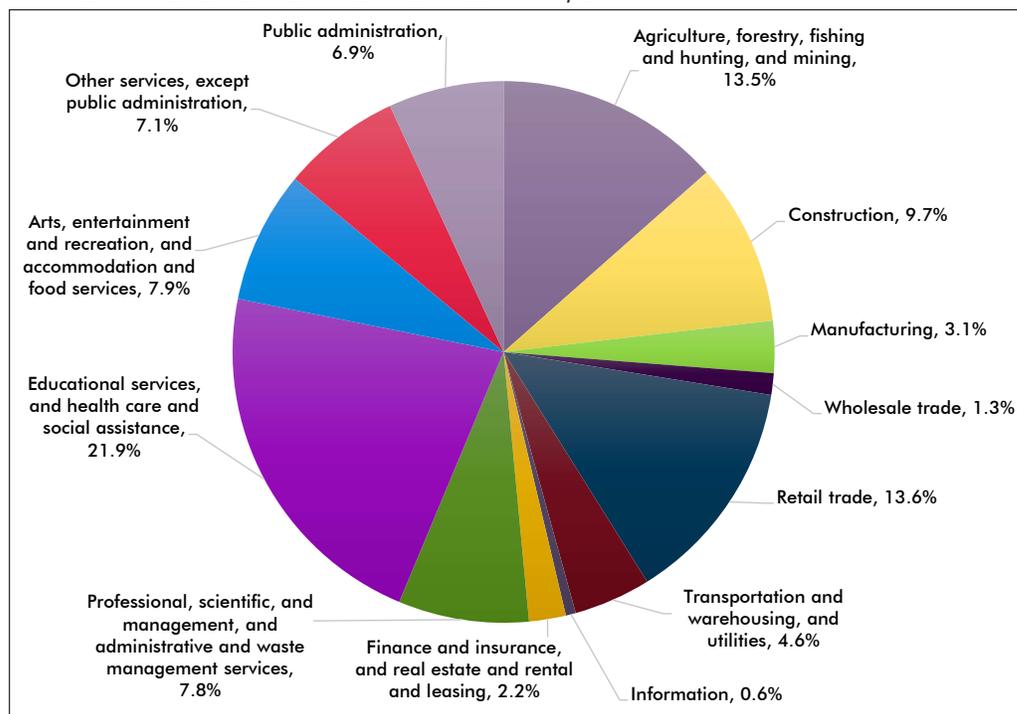
The US Census Bureau's American Community Survey (ACS) provides five-year estimates of employment for local areas (see *Figure 4.1*). The ACS estimated that overall employment in Aztec rose by 3.7% from 2010 to 2018.

#### Aztec

In 2018, Educational Services, and Health Care and Social Assistance, was the industry with the largest source of employment for Aztec residents, with 21.9% of the jobs. Retail Trade, with 13.6% of jobs; and Agriculture, Forestry, Fishing and Hunting, and Mining, with 13.5% of jobs; were the third and fourth largest sectors. Employment in the Construction industry represented 9.7% of the jobs, which was a substantial increase from 2010. The Arts, Entertainment and Recreation, and Accommodation and Food Services sector offered 7.9% of employment in 2019 after experiencing contraction from 2010.

As shown in Table 4.1, jobs in the Information industry, while small in number, grew rapidly

FIGURE 4.1 AZTEC EMPLOYMENT BY INDUSTRY, 2018



Source: ACS, 5-Year Estimates, 2014-2018.

TABLE 4.1: AZTEC EMPLOYMENT BY INDUSTRY			
	2010	2018	Change*
Employed Population 16 Years & Older	2,591	2,686	3.7%
Agriculture, Forestry, Fishing and Hunting, and Mining	13.1%	13.5%	6.8%
Construction	4.5%	9.7%	123.1%
Manufacturing	3.9%	3.1%	-19.6%
Wholesale Trade	1.6%	1.3%	-17.1%
Retail Trade	16.2%	13.6%	-13.1%
Transportation and Warehousing, and Utilities	10.1%	4.6%	-52.5%
Information	0.3%	0.6%	114.3%
Finance and Insurance, and Real Estate and Rental and Leasing	4.2%	2.2%	-46.8%
Professional, Scientific, and Management, and Administrative and Waste Management Services	6.5%	7.8%	24.3%
Educational Services, and Health Care and Social Assistance	15.9%	21.9%	42.8%
Arts, Entertainment and Recreation, and Accommodation and Food Services	9.2%	7.9%	-11.7%
Other Services, Except Public Administration	6.4%	7.1%	15.1%
Public Administration	8.1%	6.9%	-11.4%

\* Change based on whole numbers  
 Source: ACS 5-Year Estimates, 2006-2010 and 2014-2018.

between 2010 and 2018. Jobs in Transportation and Warehousing, and Utilities, which represented 4.6% of jobs in Aztec, experienced the largest drop in employment of all the industry sectors. Finance, Insurance, and Real Estate, which represented 2.2% of jobs in Aztec, also experienced a decrease.

### San Juan County

While Aztec is an important source of regional employment, many Aztec residents commute to other places in San Juan County and the Four Corners Region for their jobs. As such, examining employment trends for the regional economy plays an important role. Detailed information on the regional economy is available at the county level from the US Bureau of Economic Analysis (BEA). However, the BEA does not disclose employment data where there are only a small number of employers.

As shown in Table 4.2, Health care is the single largest private sector industry group by size of employment in San Juan County and New Mexico. The Government sector is the largest industry for total employment in San Juan County and New Mexico as a whole, followed by Retail Trade.

Between 2010 and 2018, the total employment in San Juan County decreased by 1.1%, with a net contraction of over 1,000 jobs. In contrast, state-wide employment grew by 5% over the same time period. The Management industry sector grew by 26.1%, although with relatively few jobs. Health Care added 978 jobs for the largest absolute gain since 2010. The Mining, Oil and Gas Extraction sector lost 651 jobs between 2010 and 2018, which was the largest overall decrease in San Juan County.

In 2018, approximately 19% of all employees in San Juan County were single proprietors, as opposed to wage and salary employees. This is a smaller share than in New Mexico overall (22%) and may indicate an opportunity for increased entrepreneurship in Aztec.

TABLE 4.2: SAN JUAN COUNTY EMPLOYMENT BY INDUSTRY			
	2010	2018	Change
Total Employment	62,510	61,839	-1.1%
Farm Employment	2,243	2,626	17.1%
Mining, Oil & Gas Extraction	6,839	6,188	-9.5%
Utilities	1,113	776	-30.3%
Construction	4,734	4,253	-10.2%
Manufacturing	1,760	1,536	-12.7%
Wholesale Trade	1,957	1,793	-8.4%
Retail Trade	7,174	6,940	-3.3%
Transportation and Warehousing	1,540	1,837	19.3%
Finance and Insurance	1,364	(D)	n/a
Professional Services	1,692	(D)	n/a
Management	241	304	26.1%
Administrative and Support	1,891	(D)	n/a
Educational Services	730	752	3.0%
Health Care	6,392	7,370	15.3%
Arts, Entertainment, and Recreation	1,030	(D)	n/a
Accommodation and Food Service	4,278	4,936	15.4%
Other Services	3,456	3,057	-11.5%
Government	11,548	11,328	-1.9%

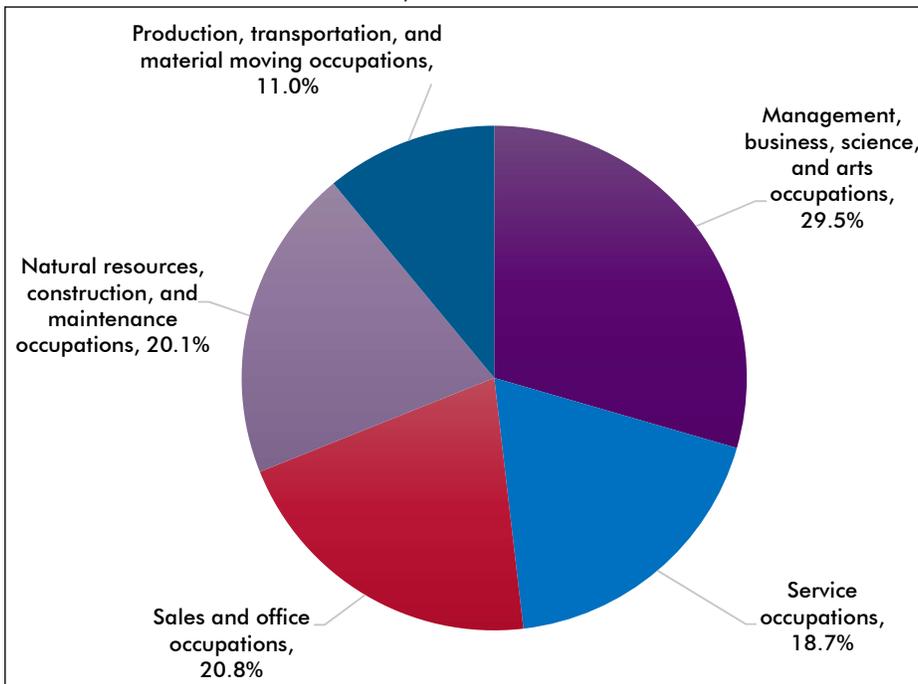
(D) Not Disclosed, n/a-Not Available  
 Source: U.S. Bureau of Economic Analysis.

## OCCUPATIONS

Industry is the type of activity at a person’s place of work, whereas occupation is the kind of work a person does to earn a living. In 2018, Management, Business, Science, and Arts occupations was the largest group at 29.5% in Aztec, followed by Sales and Office at 20.8% (see Figure 4.2). These are also the largest occupations statewide, accounting for 35.9% and 22.4% of jobs.

Between 2010 and 2018, Service occupations grew the fastest in Aztec, up by 80.2%. Service occupations were the fastest-growing occupation in New Mexico statewide, growing 8.2%. Aztec also added jobs in Natural Resources, Construction, and Maintenance occupations, increasing 60.4%, while the sector decreased by 13.9% in New Mexico. Employment in Sales and Office occupations, and Production, Transportation, and Material Moving occupations decreased between 2010 and 2018, by 17.6% and 45.8%, respectively.

FIGURE 4.2 AZTEC OCCUPATIONS, 2018



Source: ACS, 5-Year Estimates, 2014-2018.

## MAJOR EMPLOYERS

San Juan County is the largest public sector employer in Aztec, followed by Aztec Municipal Schools, and the City of Aztec (see Table 4.3). The largest private employers in Aztec are Aztec Well, Safeway, Sunland Construction, and Hydro Pure.

The major employers county-wide include San Juan Regional Medical Center; state, federal and local government; and local school districts. While energy industries have been contracting, businesses in mining, oil and gas production, and electric generation remain major regional employers.

Aztec Employers (public)	Employees
San Juan County	1,300
Aztec Municipal Schools	450
City of Aztec	94
<b>Aztec Employers (private)</b>	
Aztec Well	200
Safeway	124
Sunland Construction	30
Hydro Pure	25
<b>San Juan County</b>	
San Juan Regional Medical Center	1,750
State of New Mexico	1,700
US Government	1,500
Farmington Municipal Schools	1,100
Central Consolidated Schools	950
City of Farmington	750
San Juan College	550
Bloomfield Public Schools	500
Hillcorp (formerly Conoco Phillips)	400
BHP Minerals	400
Arizona Public Service	350

Source: City of Aztec and New Mexico Partnership.

## LABOR FORCE and UNEMPLOYMENT

According to the US Bureau of Labor Statistics (BLS), San Juan County's labor force contracted by 5.3% between 2010 and 2019, while employment contracted only 1.5% (see Table 4.4). This has resulted in a 42% drop in the

number of unemployed residents, with an annual average unemployment rate of 5.7% (see Table 4.5).

In the region, the labor force has contracted in McKinley County and Rio Arriba County, while rising in Sandoval County and in New Mexico statewide since 2010. The labor force also grew in Archuleta County and La Plata County, Colorado.

Place	2010	2019	Change
SAN JUAN COUNTY	54,860	51,941	-5.3%
McKinley County	25,440	24,155	-5.1%
Rio Arriba County	18,005	16,835	-6.5%
Sandoval County	60,901	66,475	9.2%
New Mexico	936,088	954,596	2.0%

Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics.

Between 2010 and 2019, the unemployment rate in San Juan County decreased from 9.4% to 5.7%. The unemployment rate was lower than McKinley County, but higher than other adjacent counties and the state average.

Place	2010	2019
SAN JUAN COUNTY	9.4%	5.7%
McKinley County	9.9%	7.0%
Rio Arriba County	9.1%	5.3%
Sandoval County	8.4%	4.8%
New Mexico	8.1%	4.9%

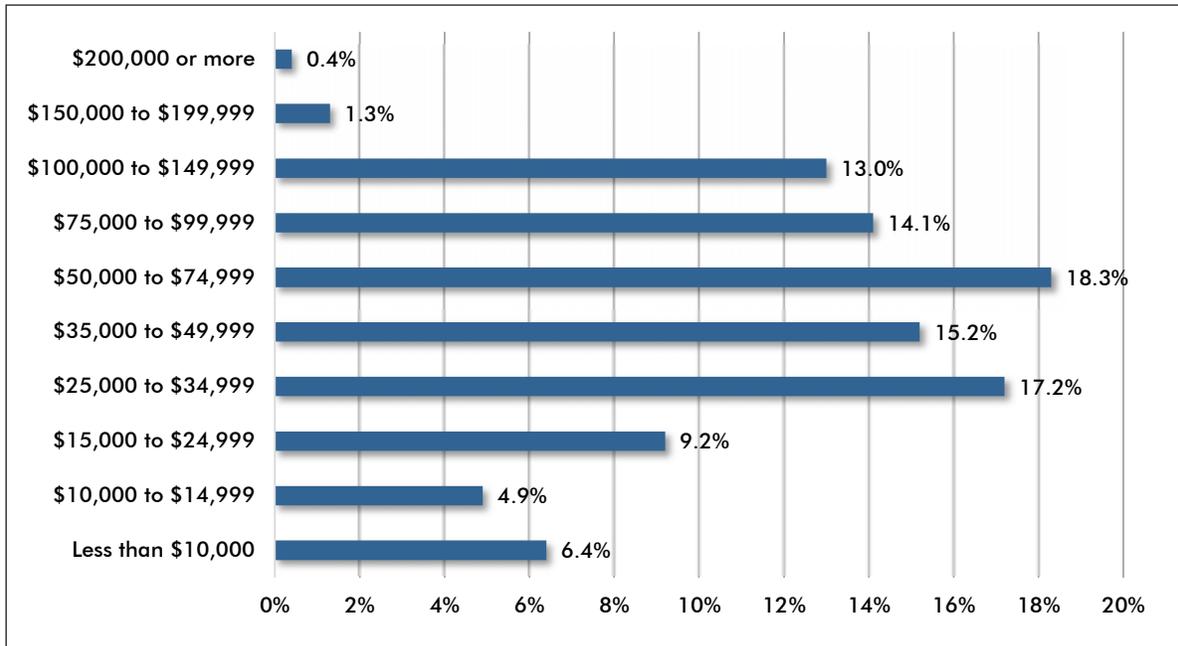
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, Average Annual Unemployment.

## INCOME

### Median Household Income

The median household income in Aztec fell by 5% between 2010 and 2018, from \$46,858 to \$44,561. Households earning \$50,000 to \$74,999 were the largest cohort in Aztec (see Figure 4.3). In contrast, the median household income in San Juan County increased by 9.5%, from \$46,189 to \$50,582, and rose from \$43,820 to \$48,059 in New Mexico as a whole during the same time period.

FIGURE 4.3 AZTEC HOUSEHOLD INCOME 2018



Source: ACS, 5-Year Estimates, 2014-2018.

Aztec experienced an increase in households earning less than \$10,000 a year and a decrease in the households earning \$200,000 a year or more. The largest change was a 123% increase in households earning from \$100,000 to \$149,000. In comparison, San Juan County households experienced an increase in median household income in all categories from \$50,000 a year or more, while

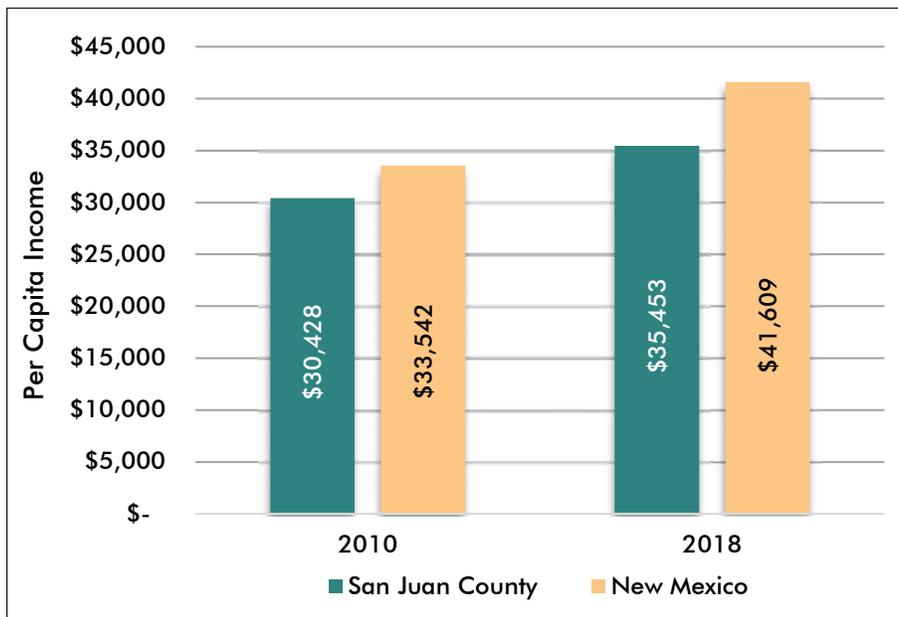
household income in New Mexico increased in all categories from \$75,000 a year or more.

### Per Capita Income

According to the US Bureau of Economic Analysis (BEA), the total personal income in San Juan County grew from \$3,961,771,000 in 2010 to \$4,433,145,000 in 2018. Personal income is defined by the BEA as:

*“Income that people get from wages and salaries, Social Security and other government benefits, dividends and interest, business ownership, and other sources.”*

FIGURE 4.4 PER CAPITA INCOME



Source: U.S. Bureau of Economic Analysis.

In 2018, per capita personal income was \$35,453 in San Juan County, which was significantly lower than the state average of \$41,609. Between 2010 and 2018, the per capita personal income rose by 16.5% in San Juan County, which was less than the state increase of 24.1% during the same time period.

### Weekly and Annual Wages

The US Bureau of Labor Statistics (BLS) publishes the Quarterly Census of Employment and Wages (QCEW). This report includes employees covered by unemployment insurance at the county and state level, summarized by major industries.

In 2018, the average weekly wage (\$881) and annual average pay (\$45,797) in San Juan County was higher than any of the adjacent counties in New Mexico, and slightly lower than in New Mexico overall (\$869 and \$45,167). Average weekly wages in San Juan County grew steadily between 2009 and 2014, and from 2016 through the second quarter of 2019.

Place	Weekly	Annual
SAN JUAN COUNTY	\$881	\$45,797
McKinley County	\$674	\$34,050
Rio Arriba County	\$686	\$34,646
Sandoval County	\$776	\$40,365
New Mexico	\$869	\$45,167

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages.

### POVERTY LEVEL

Aztec’s share of population living in poverty significantly increased between 2010 and 2018. For individuals, the poverty rate grew from 13.3% to 19.4%, and for families it grew

from 11.3% to 13.9%. In comparison, the New Mexico poverty rate for individuals grew at a slower rate from 18.4% to 20.0% and from 13.9% to 15.3% for families.

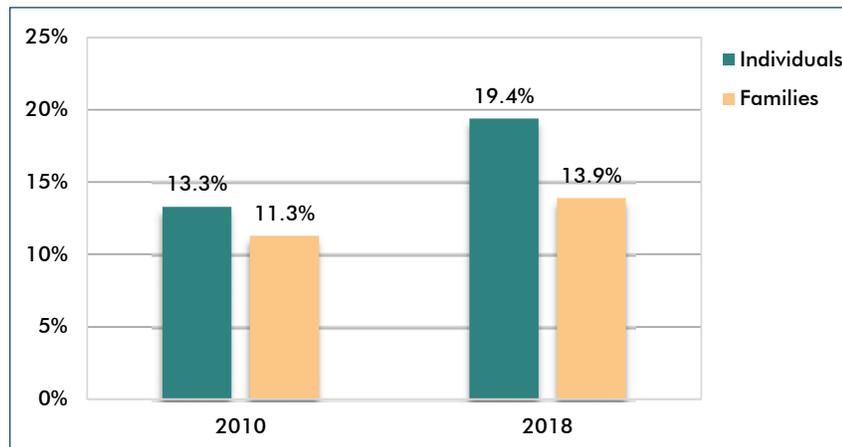
### TAX REVENUES

New Mexico’s gross receipts tax (GRT) is similar to a sales tax but applied more broadly on sources of commercial revenue at a state-wide base rate. New Mexico cities and counties have the opportunity to assess local option taxes as well. The City of Aztec’s 2020 GRT rate is 8.25%.

Between 2015 and 2019, taxable gross receipts in Aztec (total sales and services transactions subject to the state tax) fell by 19.8% from \$142,813,617 to \$114,578,665 (see Figure 4.6). The City of Aztec’s share of the gross receipts tax revenue followed the same trend, contracting from \$11,239,104 in FY2015 to \$9,268,645 in FY2019, a 17.5% reduction in the City’s revenue.

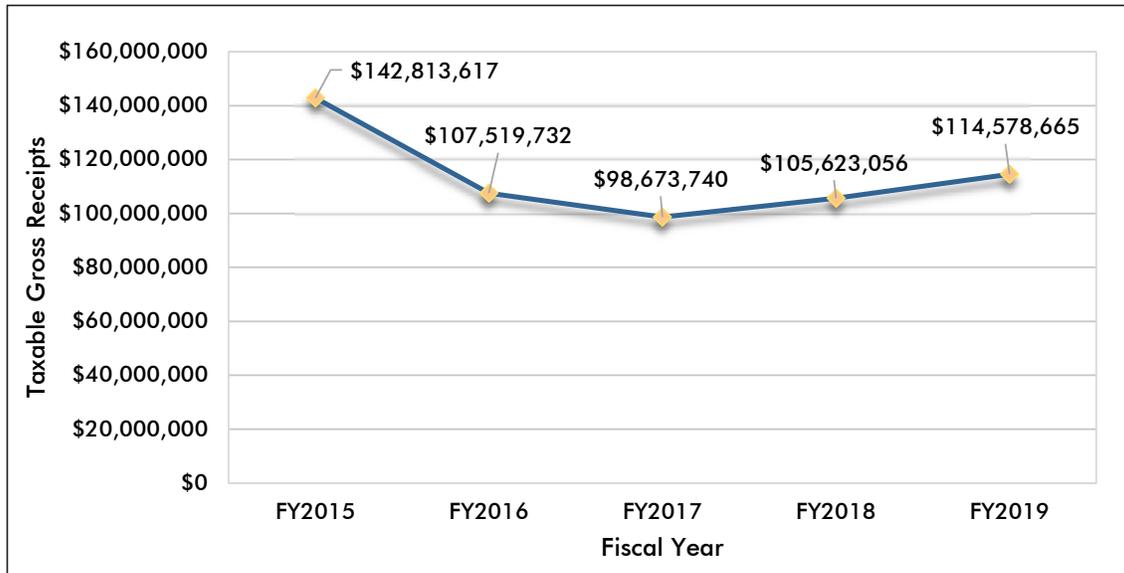
Lodgers’ tax is available as a local option to assess on commercial lodging accommodations, providing revenue for tourism-related activities. The City’s 5% lodgers’ tax collections peaked in FY2016 at \$51,512, but has since continued to decrease to \$20,576 in FY2018 (see Figure 4.7). This relatively low level of lodgers’ tax collection is reflective of the lack of commercial lodging options in Aztec.

FIGURE 4.5: AZTEC POVERTY LEVEL



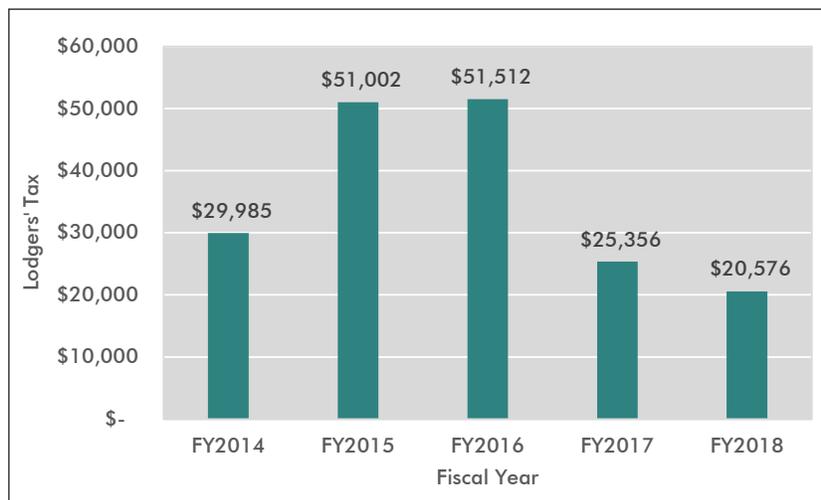
Source: ACS, 5-Year Estimates, 2014-2018.

FIGURE 4.6: CITY OF AZTEC TAXABLE GROSS RECEIPTS



Source: New Mexico Taxation & Revenue Department, Tax Summary Tables.

FIGURE 4.7: CITY OF AZTEC LODGERS' TAX, FY2014-FY2018



Source: NM Dept. of Finance & Administration, Fiscal Distributions.

## RETAIL MARKET ANALYSIS

A retail market analysis looks at the balance of retail supply and demand in a community. The difference between supply and demand is the retail surplus (more supply than demand) or retail gap (if more demand than supply).

ESRI Business Analyst database was used to analyze the retail market potential for the City of Aztec. This data source provides analysis in current dollars of the relationship between demand (retail potential) and surplus (retail

sales), utilizing private data sources as well as the US Census of Retail Trade and Consumer Expenditure Surveys. When a retail market industry has a surplus, it is drawing customers from other geographic areas to spend money in that City. If a market is experiencing leakage, customers are leaving the City to spend their dollars elsewhere. The retail gap represents the difference between retail demand and supply. It should be noted that Internet sales are not available or included in the retail market analysis.

Overall, Aztec had a retail gap of \$7,453 in 2017 (see Table 4.7). Given Aztec’s active tourism sector, Food Services & Drinking Places, and Gasoline Stations received a larger share of retail sales than would be expected based on the City’s population. Retail sales in the Motor Vehicle & Parts Dealers category had a large surplus, with a new car dealership and several auto parts stores that have been added in Aztec. Health & Personal Care Stores, including pharmacies and drug stores, are also drawing a larger share of the market.

Aztec’s largest retail gaps are in the General Merchandise Stores (\$8.3 million) and Food and Beverage Stores (\$6.7 million) categories. While Aztec has a Safeway grocery store and several dollar stores, the nearest big box retailers are located in Farmington and Durango. There is also a large gap in the Building Materials, Garden Equipment & Supply Stores category, with competition from large national retailers, such as Lowe’s and Home Depot, that are located in Farmington and Durango.

The majority of the participants in the Community Survey (75%) indicated that additional general retail services are needed in

Aztec. Almost all respondents to the Community Survey shop in Farmington when services are not available in Aztec, and a majority also shop in Durango (66%) or online (64%).

### 4.3 MAJOR INDUSTRIES

A community’s economy grows by farming, ranching, and mining; manufacturing products, or providing services in demand outside the community. Basic sector (primary and secondary) industries sell their goods and services in national or international markets, bringing new money into the local economy. Employees of basic sector companies then spend money at local retail and services businesses, and pay taxes and fees for government services. There are several clusters of industries that currently provide basic sector jobs in Aztec and San Juan County, which are described in this section.

#### TOURISM & OUTDOOR RECREATION ECONOMY

The City of Aztec takes its name from the Aztec Ruins, a city itself constructed about the year 1100 A.D. and designated a World Heritage Site by UNESCO in 1987. Tourism is a growing part of the national economy, and cultural

TABLE 4.7: RETAIL MARKET ANALYSIS, 2017

Retail Industries	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap / Surplus
Motor Vehicle & Parts Dealers	\$14,247,735	\$29,949,157	\$15,701,422
Furniture & Home Furnishings Stores	\$1,881,805	N/A	-\$1,881,805
Electronics & Appliance Stores	\$1,511,339	\$2,098,471	\$587,132
Building Materials, Garden Equipment & Supply Stores	\$4,517,766	\$247,523	-\$4,270,243
Food & Beverage Stores	\$10,219,564	\$3,484,216	-\$6,735,348
Health & Personal Care Stores	\$3,906,580	\$7,211,591	\$3,305,011
Gasoline Stations	\$7,746,791	\$9,549,799	\$1,803,008
Clothing & Clothing Accessories Stores	\$2,363,873	\$272,811	-\$2,091,062
Sporting Goods, Hobby, Book & Music Stores	\$1,716,240	\$799,173	-\$917,067
General Merchandise Stores	\$13,382,127	\$5,062,097	-\$8,320,030
Miscellaneous Store Retailers	\$2,206,597	\$1,515,487	-\$691,110
Non-Store Retailers	\$977,857	N/A	-\$977,857
Food Services & Drinking Places	\$6,601,560	\$11,082,056	\$4,480,496
<b>Total Retail Trade, Food and Drink</b>	<b>\$71,279,834</b>	<b>\$71,272,381</b>	<b>-\$7,453</b>

Source: ESRI Business Analyst 2017. N/A-Not Available



*Great Kiva, Aztec Ruins National Monument.*

heritage is a unique draw to the Four Corners region. Economic development strategies to grow outdoor recreation and tourism requires both attracting tourists as a destination, and working with entrepreneurs to provide the goods and services expected to be available in a destination community.

According to the New Mexico Tourism Department, about 37.5 million visitors spent \$7.1 billion in New Mexico in 2018, with increases in spending for eight straight years. Tourism-related businesses, such as lodging or food and beverage, typically see the largest direct impacts of tourism. As previously noted, the number of jobs in arts, entertainment and recreation, combined with accommodation and food services, has grown in San Juan County. However, San Juan County does not have a remarkably high share of employment in these industries and the City of Aztec has not captured its share of the growth that has occurred.

Outdoor recreation has become an increasingly important aspect of tourism in New Mexico. This includes visits to developed camping, historic and nature sites; bird and nature watching; and skiing and snowboarding in resorts or the backcountry. USDA studies indicate that in addition to traditional activities like hunting and fishing, “challenge activities”, such as mountain climbing, backcountry hiking/backpacking, and equestrian activities, are projected to

grow in the next decade. Biking and boating (moving or still waters) remain popular pursuits nationally. Motorized activities are also popular among some users, both off-highway and snowmobiling. The BEA estimates the outdoor recreation sector’s contribution to Gross Domestic Product (GDP) grew by 3.9% from 2016 to 2017, faster than the 2.4% rate for the national economy.

According to the Outdoor Industry Association, over 65% of New Mexico residents participate in outdoor recreation activities each year. Outdoor recreation consumers in New Mexico spend \$9.9 billion annually; contribute to 99,000 jobs; and generate \$623 million in state and local tax revenue. In 2019, the New Mexico Economic Development Department (NMEDD) established the Outdoor Recreation Division to focus on supporting outdoor-oriented businesses and marketing opportunities for outdoor recreation. In 2020, a new membership trade association, endeavorOR New Mexico, was launched to expand the outdoor recreation economy in the state.

The Aztec Ruins National Monument, and the vast backcountry recreation opportunities on state and federal public lands, are anchor attractions in Aztec and the region. The Chaco Culture National Historical Park and Mesa Verde National Park are internationally known World Heritage sites located within 70 miles of Aztec.

The US National Park Service (NPS) tracks the economic impact of National Parks and Monuments on local gateway economies. According to the National Park Service Visitor Spending Effects Report (2020), the economic impact of Aztec Ruins National Monument on the gateway communities has been on a strong upward trend, from \$2.3 million in 2013 to \$4.5 million in 2019 (see Figure

4.8). The lodging industry realized the largest direct benefit with over 26% of total economic output (see Figure 4.9). The Monument hosted 63,777 visits in 2019. Visitor expenditures totaled \$3,793,000, supporting 56 direct jobs, \$1,344,000 in labor income, and \$43,288,000 in value-added to economic output in the gateway region. The Visitor Spending Effects Report found that 95.6% of

FIGURE 4.8 AZTEC RUINS NATIONAL MONUMENT ECONOMIC IMPACT

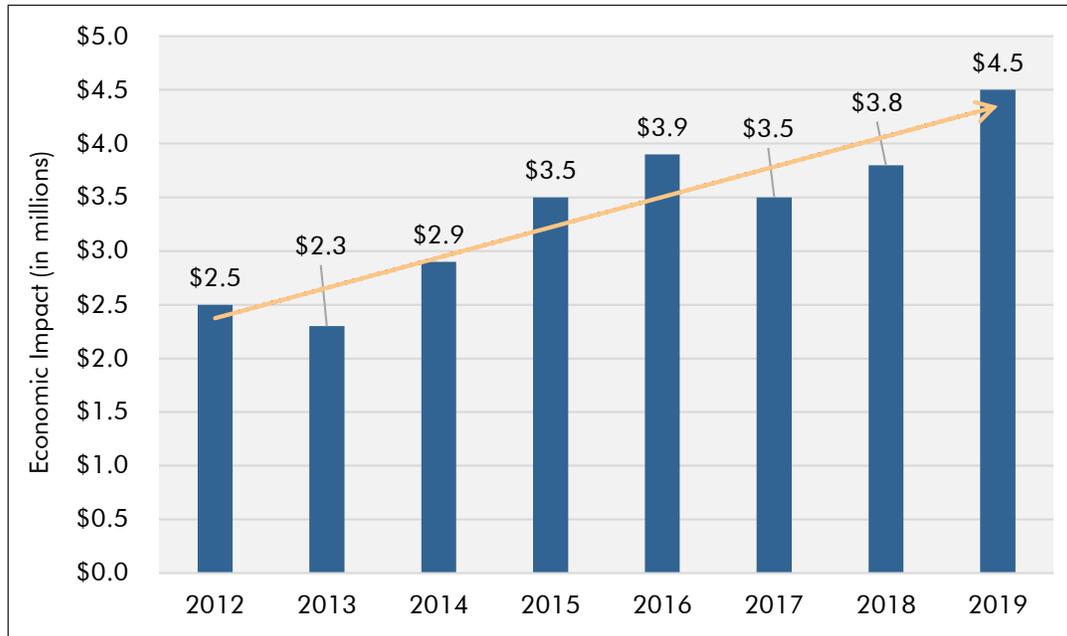
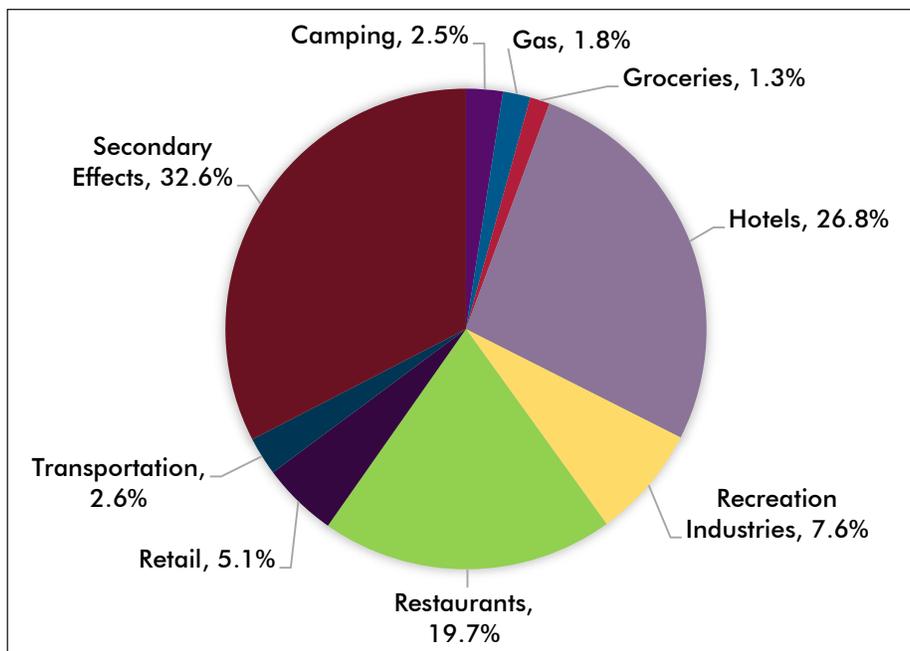


FIGURE 4.9 AZTEC RUINS NATIONAL MONUMENT ECONOMIC OUTPUT, 2019



Source: National Park Service and US Geological Survey, 2020.

visitor spending at Aztec National Monument is from non-local visitors.

## ENERGY, MINING, and OIL & GAS PRODUCTION

Energy production provides jobs and income throughout New Mexico. The New Mexico Energy, Minerals and Natural Resources Department (EMNRD) works to develop reliable supplies of energy, with a balanced approach toward conservation of renewable and non-renewable resources. According to the US Energy Information Administration (EIA), New Mexico ranked 14th in coal production nationwide in 2018, just behind Virginia and ahead of Ohio.

Two of the three active coal mines in New Mexico operate in San Juan County. San Juan County mines have also produced uranium and other metals on public and private land. Westmoreland San Juan Mining LLC at Waterfall, west of Farmington, is one of the largest underground coal mines in the world. This mine has supplied the San Juan Generation Station, a coal-fired electric power plant owned by Public Service Company of New Mexico (PNM) and other partners. Units 2 and 3 of the San Juan Generation Station were retired in 2017, and PNM is working with the New Mexico Public Regulation Commission (PRC) on plans to abandon the remainder of the facility by 2022. The Navajo Transitional Energy Company (NTEC) operates the Navajo Coal Mine, a surface mine that supplies the Arizona Public Services Four Corners Generating Station at Fruitland, also west of Farmington. Arizona Public Services is also working with the New Mexico Public Regulation Commission to abandon that facility by 2031.

The power plant closures will eliminate hundreds of well-paying jobs and millions of dollars in local, tribal, and state tax revenue. The San Juan County Growth Management Plan (Architectural Research Consultants, 2018) describes opportunities to use the electric transmission infrastructure for renewable energy

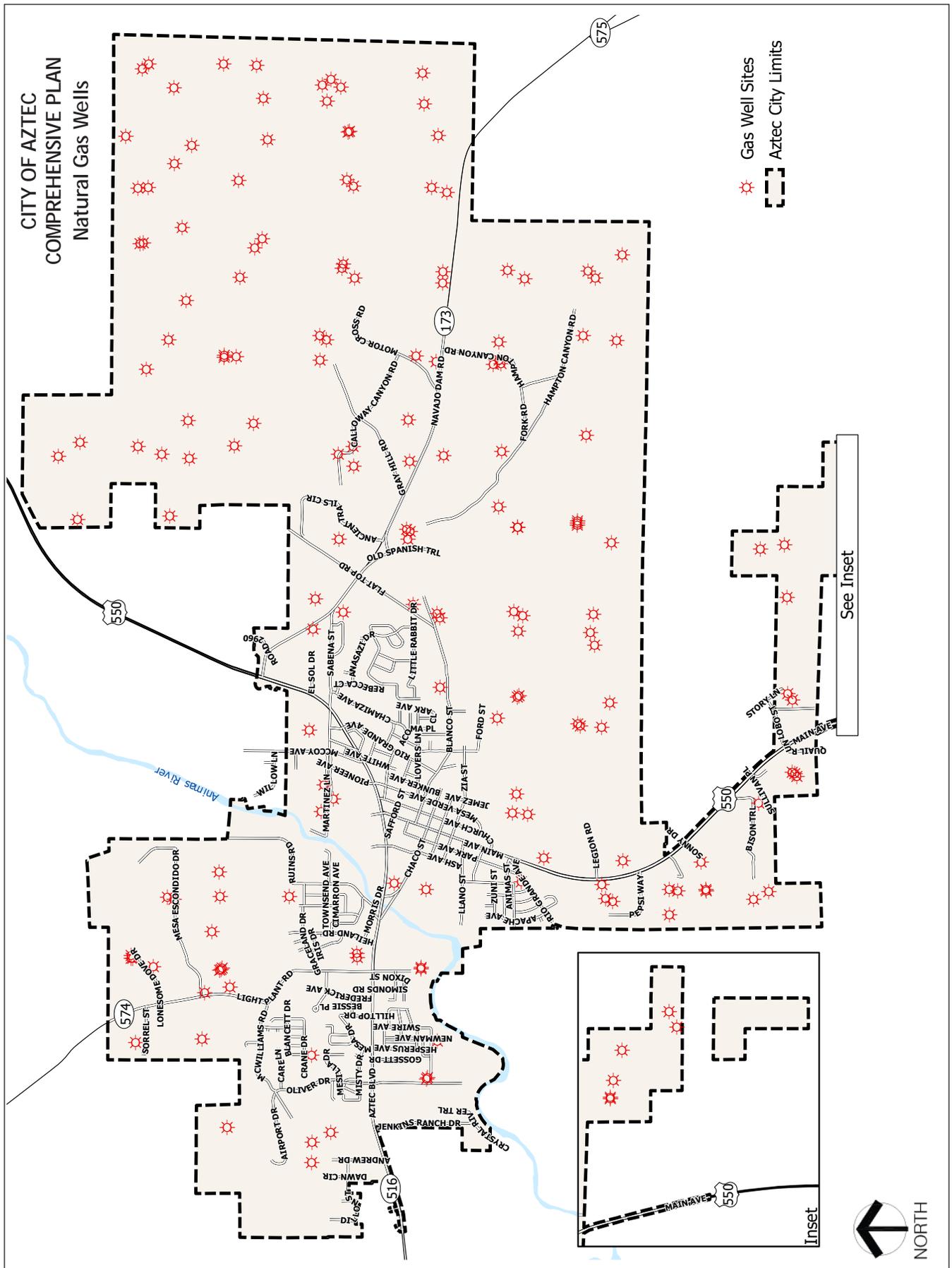
**TABLE 4.8: OIL & GAS PRODUCTION RANKED BY COUNTY, 2019**

Oil Production (Barrels)	
Lea County (1)	186,468,126
Eddy County (2)	132,753,904
SAN JUAN COUNTY (3)	4,745,130
Sandoval County (4)	2,102,628
Chaves County (5)	1,521,121
Rio Arriba County (6)	1,433,037
Gas Production (MCF)	
Eddy County (1)	640,151,001
Lea County (2)	576,274,233
SAN JUAN COUNTY (3)	334,441,146
Rio Arriba County (4)	223,682,890
Colfax County (5)	16,776,717
Sandoval County (6)	13,025,820

Source: NM Energy, Minerals, and Natural Resources Dept.

generation, such as a solar field. In July 2020, the PRC approved an all-renewable energy plan to replace the San Juan Generating Station, with 650 megawatts of solar farms to be constructed in San Juan, Rio Arriba, and McKinley counties and 300 megawatts of backup battery storage. While these facilities are located outside of Aztec, their economic impact and jobs base affect the entire regional economy.

The San Juan Basin is a major source of oil and gas production. New Mexico ranks as the third largest state for crude oil production and ninth for natural gas, according to EIA statistics for 2019. As of 2013, the San Juan Basin in New Mexico and Colorado ranked 3rd nationally for proven natural gas reserves, producing an estimated 1,024,962 million cubic feet (MCF) of gas. Oil production grew from a low of just over one million barrels in 2010, to 5.8 million in 2018, before contracting to 4.7 million in 2019 (see Table 4.8). Natural gas production regulated by EMNRD in San Juan County has been steadily decreasing, from over 700 million MCF in 2000 to 334.4 million MCF in 2019. EMNRD Oil Conservation Division maintains an office in Aztec covering District 3, including San Juan, McKinley, Rio Arriba, and Sandoval counties. The City of Aztec has mapped 200



oil and gas well sites within the municipal boundaries.

## AGRICULTURAL PRODUCTION

San Juan County contains land that is actively used for agricultural purposes. Agriculture, including active farming and ranching, remains a vital part of the area's economic base in urban and rural portions of San Juan County. Stores, such as Aztec Feed & Supply on S. Main Avenue, provide essential services to agricultural producers in the area. Farm employment has been growing in San Juan County over the last 20 years, up 17% from 2010 to 2018, and now represents about twice as many local jobs as typical in New Mexico.

The USDA Census of Agriculture tracks agricultural production at the county level. The USDA considers a farm to be any place that produced and sold \$1,000 or more of agricultural products during a census year.

Between 2012 and 2017, the number of farms in San Juan County rose from 2,628 to 2,965. Land in farms decreased by 1.1%, from 2.58 million acres to 2.55 million acres (see *Table 4.9*). In comparison, the amount of land in farms decreased by 5.9% state-wide during the same time period. The average size of a farm in San Juan County was 861 acres in 2017, while the median size was 25 acres. According to USDA, 96% of farms in San Juan County are family farms and only 45% have Internet access.

San Juan County was the 9th largest agricultural county in New Mexico relative to value of sales. Between 2012 and 2017, the total market value of San Juan County agricultural products sold grew by 3.9% to \$74.11 million. Farm-related income grew by 20.5%, and by 34.5% on average per farm. However, net cash farm income declined substantially.

Between 2012 and 2017, crop sales in San Juan County grew by 7% to \$67.79 million, the second highest level in New Mexico. About 25% of farms raised hay, with San Juan County

ranking first in sales of hay in New Mexico and among the 100 top counties in the United States. San Juan County also ranked first in sales of grain, oilseeds, dry beans, and dry peas, but disclosure restricts release of detailed data. Although only 9% raised vegetables for harvest, down from 17% in 2012, San Juan County still ranked third amongst New Mexico counties.

Approximately 40% of all farms in San Juan County raised cattle in 2017, down from nearly half in 2012; 37% raised sheep and goats and 12% raised layer chickens. Between 2012 and 2017, the market value of all livestock and poultry sales declined by approximately 20%. However, sales of poultry and eggs tripled, and sales of hogs and pigs grew by five times. San Juan County was ranked second in New Mexico for sales of hogs and pigs, second for sales of sheep and goats, and fifth in sales of poultry.

### Value-Added Agriculture

The NMEDD and Four Corners Economic Development have identified sustainable and value-added agriculture as a key industry for New Mexico. A value-added economic development approach focuses on processing commodities before they are shipped out of the region. These may be commodities already in production or that could be added to diversify the local economy. For example, with a growing number of sheep raised locally, there may be opportunities to process and market wool and wool-based products.

Some farmers and ranchers have diversified their incomes by adding agri-tourism and recreational services. Sales in this category grew from \$58,000 in 2010 to \$127,000 in 2017, indicating opportunities for future expansion. Others have added direct sales to consumers, online or at local farmers markets, to diversify their incomes; however, local direct sales declined by 4% from 2012 to 2017.

TABLE 4.9: SAN JUAN COUNTY AGRICULTURE PROFILE			
	2012	2017	% Change
Farms	2,628	2,965	12.8%
Land in Farms (acres)	2,580,319	2,551,470	-1.1%
Average size (acres)	982	861	-12.3%
Median size (acres)	19	25	31.6%
Farms with Cattle	1,251	1,153	-7.8%
Cattle & Calves Inventory	20,733	16,523	-20.3%
Farms with Sheep	972	1,085	11.6%
Sheep & Lambs Inventory	19,333	21,190	9.6%
Farms with Chickens (Layers)	210	363	72.9%
Layers Inventory	2,607	5,146	97.4%
Farms with Hay	911	739	-18.9%
Acres in Hay Production	35,950	36,645	1.9%
Tons Dry Hay Produced	161,326	178,460	10.6%
Farms Harvesting Vegetables	459	269	-41.4%
Acres of Vegetables Harvested	8,224	6,972	-15.2%
<b>Market Value</b>			
Total Market Value of Products Sold	\$71,311,000	\$74,118,000	3.9%
Government Payments	\$1,023,000	\$1,383,000	35.2%
Farm-related Income	\$4,007,000	\$4,828,000	20.5%
Total Farm Production Expenses	\$75,693,000	\$82,896,000	9.5%
Net Cash Farm Income	\$649,000	-\$2,566,000	-495.4%
Agri-tourism and Recreational Services	\$58,000	\$127,000	119.0%
Value of Food Sold Directly To Consumers	\$599,000	\$574,000	-4.2%
<b>Per Farm Average</b>			
Market Value of Products Sold	\$27,135	\$24,998	-7.9%
Government Payments Received (average per farm receiving)	\$2,787	\$5,601	101.0%
Farm-Related Income	\$19,937	\$26,823	34.5%
Total Farm Production Expenses	\$28,802	\$27,958	-2.9%
Net Cash Farm Income	\$247	-\$865	-450.2%
<b>Livestock &amp; Poultry Market Value of Products Sold</b>			
Total Livestock and Poultry Sales	\$7,946,000	\$6,323,000	-20.4%
Cattle and Calves	\$5,522,000	\$4,405,000	-20.2%
Sheep, Goats, Wool, Mohair, Milk Goats	\$1,320,000	\$1,196,000	-9.4%
Horses, Ponies, Mules, Burros, Donkeys	987,000	\$545,000	-44.8%
Poultry and Eggs	\$19,000	\$82,000	331.6%
Hogs and Pigs	\$8,000	\$54,000	575.0%
<b>Crops Market Value of Products Sold</b>			
Total Crops Sales	\$63,365,000	\$67,795,000	7.0%
Vegetables, Melons, Potatoes	\$21,211,000	\$16,309,000	-23.1%
Fruits, Tree Nuts, Berries	\$362,000	\$337,000	-6.9%

Source: USDA Census of Agriculture.

## 4.4 ORGANIZATIONS

### AZTEC ECONOMIC DEVELOPMENT ADVISORY BOARD

The City of Aztec adopted an Economic Development Ordinance as Chapter 30 of the Aztec City Code. Chapter 30 is enacted under statutory authority of the State of New Mexico Local Economic Development Act (LEDA) and serves as the City's official economic development plan (see Section 4.7, page 95). In addition to planning and development review, the City of Aztec Community Development Department provides support to the Aztec Economic Development Advisory Board (EDAB) created under Chapter 30. The EDAB has seven members with experience in business and industry, and meets once a month with the Community Development Director.

The Aztec, New Mexico, Economic Development Strategy (BBP & Associates, 2010) detailed industry assessments and asset mapping. Multi-jurisdictional implementation action items listed in the document included economic development support; new business development; LEDA incentives and financing; business attraction and retention; workforce education and training; analysis of land supply; investment in infrastructure; and investment in quality of life. The report identified clusters for targeted industries, including:

- Energy, Specialty Manufacturing;
- High Value Added Professional Services;
- Tourism, Cultural Heritage, Recreation; and
- Community-Related Services.

Although dated, the Economic Development Strategy identified Aztec's strengths, including quality of life, growing economy, and low cost of living, as well as constraints, including limited commercial property, low levels of educational attainment, and the reliance on the oil and gas industry. The Economic Development Strategy should be reviewed and updated regularly to be current with changes in the local and regional economy.

### AZTEC CHAMBER OF COMMERCE

The Aztec Chamber of Commerce is a volunteer-led, membership organization. As such, the activity level at the Chamber varies. In 2020, the Chamber sponsored a project to install painted pianos in public places in Downtown Aztec.

### FOUR CORNERS ECONOMIC DEVELOPMENT

The City of Aztec is a member of Four Corners Economic Development, known as '4CED', a non-profit membership organization and foundation that works "to create a business rich environment" in San Juan County and the Farmington Metropolitan Area. 4CED's industry targets in 2020 included:

- Outdoor Recreation;
- Petrochemicals Manufacturing;
- Retirement; and
- Agriculture.

4CED has recently been involved in studying the feasibility of building a railroad spur connecting Farmington with Gallup. In 2020, San Juan County was awarded a \$2 million federal grant through the Better Utilizing Investments to Leverage Development (BUILD) program, which is administered by the US Department of Transportation.

### SCAPE

San Juan College, San Juan County, and Four Corners Economic Development have partnered with the Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE), a regional organization based in Durango that works with entrepreneurs to enhance opportunities for success. SCAPE's goal is to diversify and strengthen locally owned business in the Four Corners region, creating employment opportunities for residents and improving cash flow for employers. The SCAPE program is organized around an intensive, six-month program working with start-ups and early phase companies to accelerate growth and matching entrepreneurs with community

mentors. SCAPE also connects growth companies with accredited investors.

### SMALL BUSINESS DEVELOPMENT CENTERS (SBDC)

Aztec is served by the New Mexico Small Business Development Center (SBDC) located in the Quality Center for Business at San Juan College in Farmington. The SBDC offers no-cost management consulting, small business training, and government procurement assistance. SBDC works with the Aztec Chamber of Commerce to serve the Aztec business community.

### NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

The Northwest New Mexico Council of Governments (COG) is an association of local governments serving San Juan, McKinley, and Cibola counties with offices in Gallup. The COG has been designated by the US Economic Development Administration (EDA) as an Economic Development District. The COG works with local, state, and federal government partners to provide planning and development services.

The COG is responsible for the Comprehensive Economic Development Strategy (CEDS), a locally-driven plan that provides coordination with regional, state, and federal economic development efforts. The 2020 CEDS evaluated regional demographic and economic trends, discussed the Qualified Opportunity Zones, and presented plans to promote economic resilience. The CEDS Committee set six goals for Northwest New Mexico, including:

- Entrepreneurial & Business Development;
- Broadband & Infrastructure;
- Workforce Training;
- Business Retention & Diversification;
- Quality of Life & Place; and
- Regional Integration.

The COG sponsored a comprehensive strategic planning process to assess economic impacts

from changes in the region's energy industry to San Juan, McKinley, and Cibola counties (Regional Economic Assessment & Strategy for the Coal-Impacted Four Corners Region, 2017). The process combined case studies of other coal producing regions in the United States and abroad, with local stakeholder engagement and input to produce recommendations for regional economic development. The report evaluated development opportunities in different industries, and proposed strategies for San Juan County, including workforce and business development, quality of life investments, partnerships, and regional marketing.

### LODGERS' TAX ADVISORY BOARD

The Lodgers' Tax Advisory Board advises the Aztec City Commission on the expenditure of funds for advertising, publicizing, and promoting tourist attractions and facilities in Aztec. In addition to tourism advertising, funds have supported a variety of events, such as the Aztec Highland Games and the Aztec Sparkles holiday festival, that draw visitors to the City.

## 4.5 LOCAL & REGIONAL ATTRACTIONS

Residents and business owners in Aztec recognize the need to encourage diversification and economic development. Of participants in the Community Survey, 64% suggested expanding outdoor recreation and 56% supported expanding tourism. Over 88% of respondents believed the tourist economy is very important or somewhat important to Aztec.

### LOCAL ATTRACTIONS

#### Aztec Ruins National Monument

The Aztec Ruins National Monument is the namesake of the City of Aztec. Mistakenly attributed to the "Aztec" culture of Central Mexico, the Ruins were constructed by the ancestral Puebloan peoples of the southwest in approximately 1100 A.D. Aztec Ruins were once used as a central gathering place, a place considered sacred and spiritual. Aztec Ruins

National Monument was designated as part of the Chaco Culture World Heritage Site by UNESCO in 1987.

Aztec Ruins Visitor Center started as the home of pioneering archaeologist Earl Morris. A half mile trail winds its way through the ancestral Pueblo “Great House” revealing the remarkable masonry, engineering, and architectural achievements of its inhabitants. Aztec Ruins is unique by it being within Aztec city limits, making it easily accessible for visitors and travelers along NM 516 and US 550. With the recent addition of a bridge over the Animas River, Aztec Ruins is also easily accessible to bicyclists and pedestrians from the North Main Avenue redevelopment area. Respondents to the Community Survey (90%) rated Aztec Ruins National Monument as the most important tourism opportunity for Aztec.

### Aztec Visitor Center

The Aztec Visitor Center is located on N. Ash Street in the Municipal Complex parking lot next to Minium Park. The City of Aztec staffs the Visitor Center and provides restrooms, free wi-fi, and picnic tables for visitors. There



*Aztec Visitor Center. Photo by Nolan Rhodes.*

is also a ChargePoint electric vehicle charging station in the parking lot, which is convenient for travelers and visitors to the Municipal Complex. The Visitor Center welcomed 3,136 guests from 21 countries in 2019, answered 969 phone inquiries, and provided 2,574 information bags. The largest number of visitors were from Colorado, New Mexico, and Texas.

As noted in the Downtown Aztec MRA Plan, the Visitor Center’s location off the well-traveled highways may be a missed opportunity. Relocation along Main Avenue could become



*“Great House” at Aztec Ruins National Monument.*

an anchor for public and private redevelopment in Downtown Aztec.

### Aztec Museum and Pioneer Village

The Aztec Museum and Pioneer Village is located on Main Avenue, south of Minium Park. The Museum building was originally built as Aztec City Hall in 1940, with the old Firehouse next door, and now houses historic records and exhibits. The Pioneer Village contains 12 structures representative of the early American West that were reconstructed from the original buildings.

The Aztec Museum Association, a 501(c)3 non-profit organization, has published the detailed Historic Aztec Self-Guided Walking & Biking Tours guidebook. The Museum is typically open from May through September.

### Historic Districts

Designation of historic buildings and districts contributes to local economic development, in addition to protecting historic resources. Historic sites are destinations for heritage tourism. Visitors drawn to Aztec Ruins, for example, may be more likely to spend more time and money in Aztec touring the Main Street and Church Avenue-Lovers Lane Historic Districts (see *Historic Districts map, page 48*).

Historic preservation and rehabilitation are also known to contribute to downtown revitalization efforts. For example, programs such as New Mexico MainStreet combine historic preservation, urban design, and businesses development in creating a unique sense of place. That sense of place makes a community more attractive to young professionals who can live and work from anywhere.

Historic designation has a tangible benefit to individual property owners and businesses though access to tax credits for restoration, rehabilitation, and preservation of historic property. The New Mexico State Income Tax Credit for Registered Cultural Property, established in 1984 and administered by the New Mexico Historic Preservation Division



Aztec Museum on Main Avenue.

(HPD), is available for buildings with individual listings or listed as contributing to the State Register of Cultural Properties (see *Appendix C: Funding Resources*).

### Aztec Natural Arches

The Four Corners region boasts over 400 natural arches. In the Aztec area there are over 100 arches that adventurers can reach with all-terrain vehicles or on foot. Maps and instructions on how to safely explore the Natural Arches are available on the [aztecnm.com](http://aztecnm.com) website. Approximately 42% of respondents to the Community Survey visit the Aztec Natural Arches, second only to Navajo Dam.

### Alien Run Trail and Mountain View Trails

Off-road bicycling is an increasingly popular recreation activity. With over 30 miles of mountain bike trails and miles of back country roads that take bikers through unique landscapes and panoramas, Aztec has gained a reputation as a bikers' haven.

The Alien Run Trail is one of the top ranked mountain bike trails in New Mexico. Several options are available and ranked by their various levels of difficulty (see *Chapter 8: Parks and Recreation for more detail on mountain biking and trails*). Local legend has it that in 1948, an alien spacecraft with 16 humanoid bodies crashed in the hills outside Aztec.

The Mountain View Trails are located in northeast Aztec on BLM land. Options include two intermediate-level loops and several short trail connectors. Connecting the Alien Run Trail with Mountain View is a great opportunity that should be explored.

### Local Events

A number of local events take place in Aztec each year. The Aztec Highland Games and Celtic Festival has become a popular annual attraction. Started in 2010, the Highland Games are a two-day event held at Riverside Park each October. All athletes wear a kilt and compete in eight competitions. The event also features Celtic music. Riverside Park also features a rodeo arena that regularly attracts sportsmen from around the Four Corners (see *Chapter 8: Parks & Recreation for more discussion on local parks*).

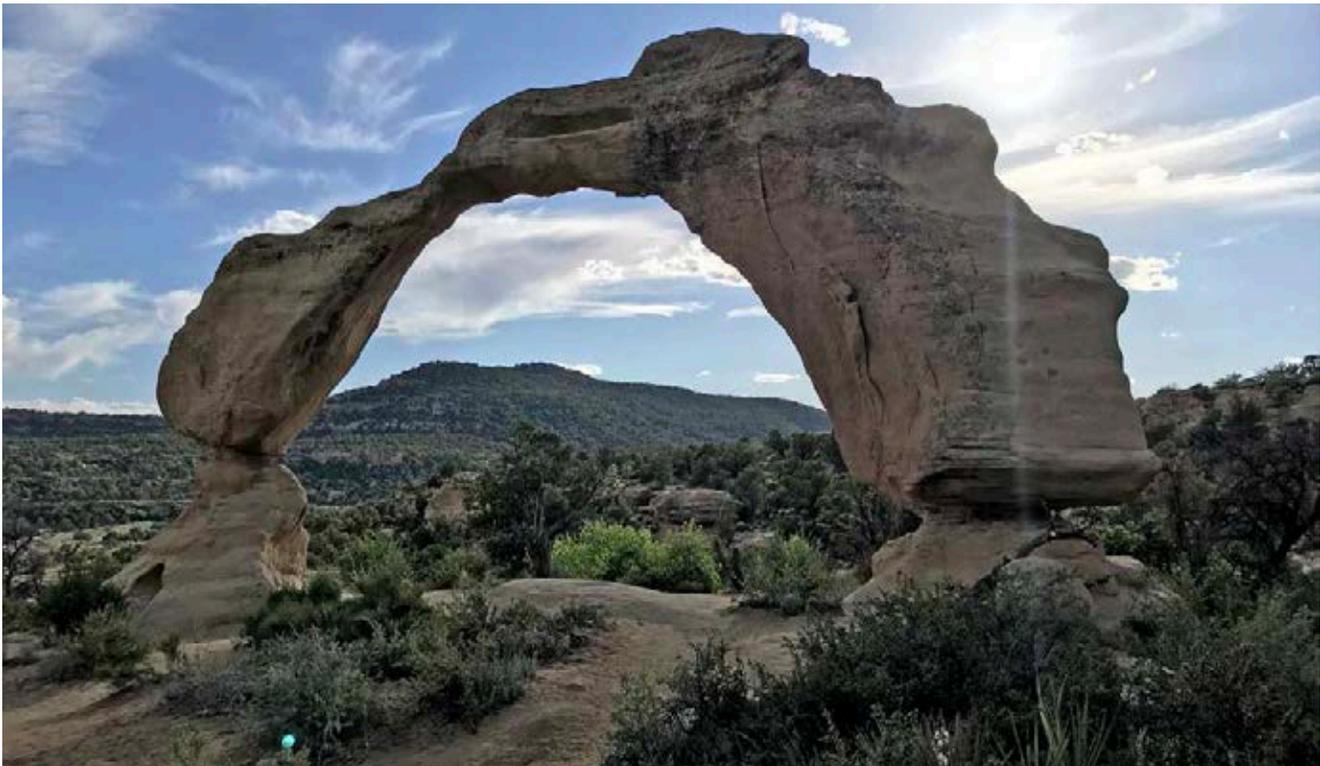
The annual Aztec Sparkles Christmas Festival, sponsored by the Aztec Chamber of Commerce, features a holiday lights competition, drawing families Downtown to enjoy arts and crafts, hayrides, and other activities.

The Alien Run Mountain Bike Competition is another a popular event that draws mountain bike riders from the surrounding region. Recent races have featured a choice of routes to participants of between three and 30 miles on challenging terrain outside of Aztec.

### Agri-Tourism

The Animas Valley has a long tradition of agriculture, working farms, and ranches. Agri-tourism provides an opportunity for educational, recreational, and retail experiences as an accessory use, boosting agricultural income. Agri-tourism provides unique and engaging experiences where visitors can enjoy the rural setting and develop a greater understanding of farm and ranch life. Typical activities range from weddings and festivals to hayrides, “U Pick” for fruit and vegetables, and horseback riding.

Aztec hosts a Farmers’ Market from July through October at the Westside Plaza shopping center on the corner of W. Aztec Boulevard and Light Plant Road. Different local vendors provide fresh produce each week. The Downtown MRA Plan recommended that a



Aztec Natural Arches. Photo by Greta Quintana.

more permanent home for the Farmers’ Market could be provided Downtown, and a Farmers Market is listed as a permitted use in the North Main Overlay District. A Farmers’ Market is a qualifying entity for LEDA economic development assistance (see Section 4.7, page 95).

### REGIONAL ATTRACTIONS

Outdoor-based amenities are important to Aztec and the entire Four Corners region. Approximately 74% of respondents to the Community Survey rated outdoor recreation as a very important opportunity for Aztec.

#### Navajo Lake State Park and San Juan River Quality Waters

The Navajo Lake State Park, located on the east edge of San Juan County, is home to the second largest lake in New Mexico. The State Park has multiple campgrounds, marinas, and boat docks and is a popular destination for swimming, fishing, and camping. Recently,

wakeboarding and windsurfing have become popular activities at Navajo Lake.

The San Juan River Quality Waters below Navajo Dam are considered the premiere fly-fishing destination in northwest New Mexico. The 5.5 mile catch and release stretch of the lower San Juan River is popular with sports fishermen from around the world for its fresh, clear water and abundance of cold water fish. Lower stretches of the San Juan River also offer opportunities for outdoor recreation. Approximately 77% of participants in the Community Survey visit Navajo Lake State Park, and 36% visit the Lower San Juan River.

#### Bisti Badlands and De-Na-Zin Wilderness

Located southwest of Aztec, the Bisti Badlands/De-Na-Zin Wilderness area is 45,000 acres of eroded badlands that were designated under the protection of the BLM in 1984. This unique area offers some of the most unusual



FOUR CORNERS REGIONAL RECREATION ATTRACTIONS

scenery in the Four Corners. Time and natural elements have created a world of strange rock formations, hoodoos, spires, pinnacles, and arches. There is a restroom at the entrance to the wilderness area and primitive camping is allowed.

### Angel Peak Scenic Area

The Angel Peak Scenic Area is a 10,000-acre BLM recreation area located east of US 550 in an area of rugged terrain south of the San Juan River valley. Angel Peak reaches an elevation of 6,988 and is surrounded by badlands and canyons. Picnic areas and a campground area are provided by BLM.

### Largo Canyon

Largo Canyon, located in eastern San Juan County on the Old Spanish Trail, provides access to over 160 natural arches and windows, many on public land. Largo Canyon provided the first road from the Rio Chama to the San Juan River. Historic homestead sites can still be seen on the property now managed by the BLM.

### Ah-Shi-Sle-Pah Wilderness Area

The Ah-Shi-Sle-Pah Wilderness is located just north of Chaco Culture National Historic

Park. In 2019, the US Congress authorized establishment of the Wilderness Area covering 7,242 acres managed by BLM. The undeveloped area features broken badlands, hoodoos, and dinosaur fossils.

### Lybrook Badlands

The Lybrook Badlands, also known as the Lybrook Fossil Area, is located about an hour south of Aztec on US 550 east of Chaco Culture National Historic Park. Managed by the BLM, the undeveloped Lybrook Badlands contains a diverse variety of geological features and formations, from small fossils to massive hoodoos.

### Chaco Culture and Mesa Verde

For over 2,000 years, the Ancestral Puebloan people called the Four Corners region home. The Ancestral Puebloans built a complex network of communities across the Colorado Plateau. Three UNESCO World Heritage Sites have been designated in the region, including Mesa Verde National Park in Colorado and Chaco Culture National Historical Park and Taos Pueblo in New Mexico. Aztec Ruins is located equidistant from Mesa Verde and



*Fly fishing on the San Juan River Quality Waters.*



Chaco Culture National Historical Park.

Chaco Culture sites and is part of the UNESCO designation for Chaco Culture.

According to the National Park Service Visitor Spending Effects Report (2020), Mesa Verde National Park hosted 553,204 recreation visits in 2019. Chaco Culture National Historic Park hosted 47,342 visits, compared to the 63,777 visits to the Aztec Ruins National Monument. Together with other regional attractions, such as Canyon de Chelly National Monument, Chimney Rock National Monument, and Hovenweep National Monument in Arizona, Colorado, and Utah, the Ancestral Puebloan sites are nationally and internationally known attractions. Aztec would be particularly well-suited to serve as a starting point for tourists on day trips in any direction across the Four Corners region.

### Trail of the Ancients Scenic Byway

The Trail of the Ancients is a New Mexico Scenic Byway that starts where US 550 crosses the state line from Colorado and runs to Aztec Ruins National Monument. From Aztec, the Byway turns south to Chaco Canyon National Historic Park, Crownpoint, Grants, El Malpais National Monument, El Morro National Monument, Zuni Pueblo, Gallup, Toadlena and Two Grey Hills trading posts, and Shiprock. The Northwest New Mexico Council of Governments and

the NMDOT worked together to nominate and achieve designation by the Federal Highway Administration (FHWA) of the Trail of the Ancients as a National Scenic Byway, which will support the regional economy and facilitate a connection to National Byways in Colorado and Utah.

### Salmon Ruins

Salmon Ruins is a historic site constructed by ancestral Puebloan people and located south of Aztec on the San Juan River. The 19-acre site was built about 1090 A.D. with 275 to 300 original rooms and a great kiva in a central plaza. The site was occupied until about the 1200s, when much of the site was destroyed by fire. Salmon Ruins is owned by San Juan County and operated by the San Juan County Museum Association.

### Glade Run Recreation Area

The Glade Run Recreation Area is located approximately 15 miles southwest of Aztec. The 19,000 acre area contains 41 miles of marked trails for motorized trail and mountain bikes. One of the most famous trails in Glade Run is the Road Apple Trail, a 17-mile loop trail stretching from Farmington to Aztec Highway 574. The Road Apple Rally, held annually since 1981, is the oldest mountain bike rally in the nation.

## 4.6 EMERGING OPPORTUNITIES & INITIATIVES

### PROFESSIONAL SERVICES

The Aztec, *New Mexico Economic Development Strategy* (BBP & Associates, 2010) identified High Value-Added Professional Services and Community-Related Services, as a “mega-cluster” industry (see Section 4.4 Organizations, page 83). The report recommended that the City focus local economic development efforts

on professional services, in addition to energy and specialty manufacturing, and tourism:

*“High value-added professional services include those services that cater to a customer base beyond Aztec. Many knowledge-based and design-oriented fields are included in this category (and are therefore dollar-importing businesses). Energy-related technical services are an example.*

*Community-related services are those industries that support the local population and add to the area’s overall livability. These industries may not necessarily have the dollar importing characteristics of high value-added professional service, but provide services that enhance options and the quality of life in Aztec. They also overlap in some cases with tourism and professional service industries, with a distinction made that some businesses within an industry are more locally serving while others serve clients and customers beyond local residents.”*

High value-added professional services include information industries, finance and insurance, professional and technical services, and specialized medical treatment. Community-related services include health services; retail trade; personal services; and arts, entertainment, and recreation. In many professional services fields, employees can live and work from any place with a good, reliable high-speed broadband connection. The same cultural heritage and recreation resources that attract tourists also attract independent professionals to relocate to the community.

### LODGING and HOSPITALITY

The Aztec, New Mexico Economic Development Strategy also identified Tourism, Cultural Heritage, and Recreation as a “mega-cluster” industry for Aztec. Lodging and hospitality is one of the recommended primary target industries for this cluster.

The Aztec Visitors Center website lists one hotel, the Presidential Inn & Suites on S. Main

Avenue, and five RV Parks in the Aztec area. The report notes that many travelers prefer a “flag” hotel with name recognition and national branding, and recommends the City work with the Farmington Convention and Visitors Bureau to conduct a feasibility analysis to “identify what type of lodging/hospitality product would be most suitable for Aztec...”

### FILM INDUSTRY

According to the New Mexico Film Office, the New Mexico film industry brought in \$397 million in direct spending in fiscal year 2020. The fiscal year included several months where much of New Mexico’s economy was shuttered in response to the COVID-19 pandemic, otherwise that impact would have been much larger. In 2020, there were 80 projects filmed in New Mexico, up from 73 in 2019. According to surveys by the Garrity Group Public Relations, the film and television industry has a 70% favorability rating across New Mexico.

The New Mexico Film Office provides a variety of services to the film industry and local communities. The State of New Mexico offers a 25% to 30% Refundable Film Production Tax Credit for eligible projects. The Film Office also provides a database of film locations, including sites in and around Aztec, such as Downtown Aztec, Aztec Ruins National Monument, A&W drive-in restaurant on W. Aztec Boulevard, and the American Hotel on S. Main Avenue.



The A&W Restaurant on W. Aztec Boulevard is listed as a potential film location. Photo by Greta Quintana.

The San Juan County Film Office in Farmington works with the film industry to facilitate projects. The Film Office cites the unparalleled scenic beauty of San Juan County and the Four Corners region, with easy access to both urban and rural locations. While many film projects have occurred in Farmington since 1987, Aztec has not yet been used as a film location.

San Juan College in Farmington has an active Digital Media Arts and Design program designed to meet the needs of film producers across New Mexico. The program provides curriculum for both above and below the line jobs. A professor of Digital Media Arts & Design at San Juan College serves on the Governor's Council on Film and Media Industries.

### SMALL-SCALE MANUFACTURING

Manufacturing provides primary sector jobs and creates new wealth in a community. While the number of manufacturing jobs in Aztec have decreased over the last decade, there are still opportunities for new startups and retention and expansion of existing manufacturers.

Community Builders, a non-profit organization, suggests support for the "maker economy" as an economic development strategy for downtowns in small communities. Small-scale manufacturers, such as bakers or coffee roasters, brewers and distillers, can be more flexible in using empty space in Downtown buildings since they are often selling to distributors or online, rather than direct to consumers.

Smart Growth America examined opportunities for small-scale manufacturing in its 2017 report "Made in Place", described in the Downtown Aztec MRA Plan. The benefits identified include:

- On average, these are small businesses and often offer higher wages for skilled employees.
- Small-scale manufacturing is less intensive than larger enterprises and can occupy space adjacent to retail or offices.

- Small-scale firms are typically locally-owned and operated. They can often utilize local raw products, strengthening the local supply chain and reinvesting locally.
- These manufacturers typically serve online markets and are not dependent on foot traffic.
- Employees of these businesses bring dollars to spend into the Downtown area during their work hours and are more likely to stay Downtown for recreation after work.
- Hybrid business models where a manufacturer retails its manufactured goods, such as a brewery and tap room, can also add to the vibrancy of Downtown retail.
- Mixed-use production spaces can partner with micro-retail or co-working spaces.

Small-scale manufacturing is diverse and more flexible than traditional large-scale manufacturing. The variety of small-scale manufacturing includes:

- **Artisan:** Uses small tools, light machinery, and hand tools. Products include outdoor recreation goods, jewelry, food production, pottery ware, textiles, furniture, leatherware, fine art, photography, brewery, coffee shop, catering or baking.
- **Small Production:** These may sell direct to consumers or wholesale through a variety of channels. Products may include 3-D printing, bags, backpacks, and totes, components for larger machinery, chemicals, pharmaceuticals, herbal remedies, body supplies, niche technological devices, customizable wearables, and tiles.
- **Scaling:** These manufacturers start small and have plans to grow into other cities, or multiple locations within a city with multiple clients for different products.

Both Community Builders and Smart Growth America suggest actions to encourage small-

scale manufacturing. For example, zoning should allow be flexible enough to allow light industrial use in mixed-use commercial zones, especially in Downtown areas. Zoning should also provide opportunities for temporary uses like micro-retail or pop-up shops to help entrepreneurs try new ideas.

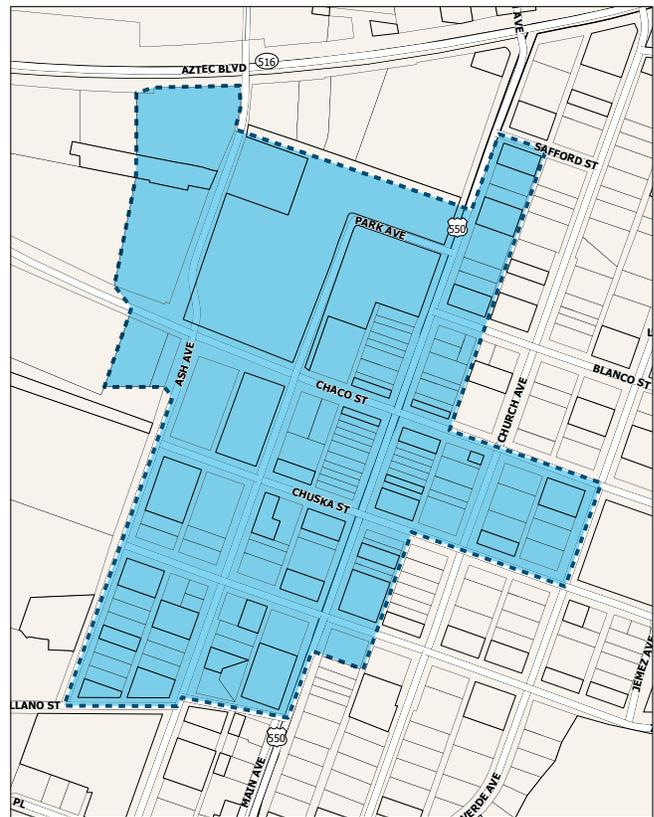
## DOWNTOWN METROPOLITAN REDEVELOPMENT AREA (MRA)

The Aztec City Commission designated the Downtown Aztec Metropolitan Redevelopment Area (MRA) on August 25, 2015, in accordance with the New Mexico Metropolitan Redevelopment Code (Section 3-60A-1 *et seq.* NMSA 1978). Subsequently, the City applied for a grant to New Mexico MainStreet to hire a consultant to complete a Downtown MRA Plan as a Frontier Community Project. The Downtown Aztec MRA Plan (Consensus Planning, Inc.) was adopted by the City Commission in June 2018 and is the City's guidebook for revitalization of Downtown Aztec. Through research, on-site reconnaissance, and a community engagement process, the MRA Plan presents the community vision for the future of Downtown. The Plan identified redevelopment projects, public sector investments, and support actions, which are described below.

### Redevelopment Projects

The MRA planning process resulted in a Redevelopment Scenario for the MRA district, and identification of four priority redevelopment projects for their unique potential to catalyze public/private partnerships and investment in Downtown Aztec:

- Aztec Theater;
- Former Ramsey Realty building (since redeveloped);
- American Hotel; and
- Old gas station (since redeveloped).



DOWNTOWN MRA DISTRICT

### Public Sector Investments

The ability for the public and private sectors to combine funding resources ensures that funding can be stretched further. The Downtown MRA Plan provided the following recommendations:

- Main Avenue Road Diet;
- Redesign of the Public Plaza (on Main Avenue);
- Improve the HUB;
- Develop a wayfinding program;
- Replacement/installation of sidewalks, ADA ramps, streets, and lighting; and
- Install bicycle infrastructure.

The intent behind the recommendation for a Road Diet on Main Avenue was to allow for slower moving traffic, and a more comfortable and safe pedestrian-oriented district. The recommendation was made in light of the plan to construct East Aztec Arterial and redirect heavy truck traffic around Downtown Aztec.

The Downtown MRA Plan also included recommendations for improving the HUB at 119. S. Church Avenue, which at that time was serving as a small business incubator and the home for the Aztec Chamber of Commerce. However, the City subsequently decided to sell the property to a private investor in 2019. A modest municipal investment revitalized an empty building and activated an important corner of Downtown Aztec.

### Support Actions

The Downtown Aztec MRA Plan recommended a series of “support actions”, primarily administrative in nature, including:

- Reestablish Aztec as a MainStreet Community;
- Nominate Aztec Museum & Pioneer Village as a Historic District;
- Become a Certified Local Government Program; and
- Revise Aztec’s Zoning Regulations

Each of these actions are discussed and carried forward by the Comprehensive Plan.

### NEW MEXICO MAINSTREET

MainStreet is a revitalization program for downtown areas developed by the National Trust for Historic Preservation. The organization’s services are built around transformation strategies and the four-point approach of Economic Vitality, Design, Promotion, and Organization. New Mexico MainStreet (NMMS) is a program of the New Mexico Economic Development Department, which supported the designation of the Downtown MRA and subsequently approved the Downtown Aztec MRA Plan.

As recommended in the Downtown Aztec MRA Plan, the City of Aztec should consider establishing a local MainStreet organization. A MainStreet program would be the primary conduit to Downtown business owners, a role that is currently missing. Some of the

responsibilities of and opportunities a MainStreet organization in Aztec would provide include:

- Facilitating and maintaining an on-going dialogue with Downtown business owners regarding their needs and priorities, and provide information on tax incentives, grant and loan programs, and investor groups.
- Developing a building and business inventory to help stabilize the Downtown business district and assist business owners with expanding or relocating to other available buildings or properties within Downtown Aztec.
- Encouraging new businesses that will help diversify the types of businesses within Downtown. New businesses could include restaurants, cafes, outdoor recreation equipment, motels, and others.
- On-going training for the MainStreet executive director and the MainStreet Board and coordination with NMMS.
- Working with the City on the development of an alternative building code that would provide flexibility for renovation of historic buildings.
- Following and advancing the Main Street Four-Point Approach® of Economic Vitality, Design, Promotion, and Organization.

One of the ongoing challenges that should be addressed by the City and a future MainStreet organization is to educate business owners on the importance of maintaining regular and longer operating hours for businesses, including being open on Sundays. This effort would be important for businesses both in Downtown and Aztec in general.

## 4.7 LOCAL ECONOMIC DEVELOPMENT ACT (LEDA)

The City of Aztec adopted Chapter 30 Economic Development in the Aztec City Code by Ordinance 2011-407 permitted by the State of New Mexico Local Economic Development Act (LEDA) (5-10-1 *et seq.* NMSA 1978).

The purpose of the Economic Development Ordinance is to allow public financial support of local economic development projects that comply with legal facets of LEDA and projects that demonstrate:

- Significant community impact and support;
- Rural and under-served areas of New Mexico;
- Increased wages and job creation;
- Significant new capital investment; and
- Environmentally sustainable outcomes.

The Economic Development Advisory Board (EDAB) oversees review of all economic development project applications and provides recommendations to the Aztec City Commission. An economic development plan, such as this chapter of the Comprehensive Plan, is required by §5-10-6 NMSA to participate in LEDA projects. The EDAB has identified target industries in the Economic Development Strategy, such as manufacturing, professional services, tourism, and community-related services.

LEDA provides a mechanism for the City of Aztec and the State of New Mexico to contribute funding for the purchase, lease, grant, construction or improvement of land, buildings, or infrastructure; make public works improvements; or provide secured loan guarantees. To date, the City of Aztec has not utilized its LEDA ordinance and available funds.

The City of Aztec’s definition of “Qualifying Entity” under LEDA matches the definition in the authorizing legislation. It includes corporations, partnerships, joint ventures, association, or

other person that are one or a combination of the following:

- Manufacturing, processing or assembling of agricultural or manufactured products;
- Warehousing, distributing or selling agriculture, mining, or manufactured products;
- Certain exported services;
- An Indian nation, tribe or pueblo or a federally chartered tribal corporation;
- A telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;
- Farmers’ markets;
- A business that is the developer of a metropolitan redevelopment project; or
- A cultural facility.

The New Mexico Legislature amended the LEDA program in 2013 to add retail as a Qualifying Entity when located in a municipality with a population of 10,000 or less. The Legislature also added a “Claw Back” provision in public participation agreements (§5-10-10 NMSA as amended). Subsequently, a 2016 amendment added restaurants and lodging establishments to the list. Since the retail sector is secondary, relying on primary industries to bring in new revenue from outside the area, the NMEDD and most local economic development programs focus on “economic base” employers. However, there are opportunities to stem the retail leakage from Aztec and become more responsive to the unmet local retail demand.

A 2017 amendment by the State Legislature specifically added broadband telecommunications network facilities to permitted economic development projects, while a 2019 amendment excluded the acquisition of water rights from permissible uses of LEDA funds. In 2020, SB118 added a definition for “economic base jobs” to more easily sort projects into three groups - economic base employment, rural retail, and rural site

infrastructure. SB118 also created an economic development support fund and clarified project participation requirements for NMEDD.

In 2021, the State Legislature passed SB49, which amended the definition of a “retail business” to allow local LEDA support for municipalities with populations over 15,000. It also removed a requirement that such retail project not directly compete with any existing local businesses. HB11 amended certain definitions and created a program under the NMFA to provide recovery grants for New Mexico businesses hit by falling revenue during the COVID pandemic. Lastly, SB1 allowed LEDA support for certain large projects with at least \$350 million of construction and infrastructure costs over a 10-year period.

The LEDA legislation allows municipalities and counties to enter into Joint Powers Agreements to plan and support regional economic development projects, which could have larger benefits to Aztec and the region as a whole. In San Juan County, manufacturer PESCO received \$1.35 million in LEDA funds, leveraging \$7.5 million in private investment and thus creating 180 jobs. Industrial gas supplier Praxair received an incentive of \$200,000 matching \$4.2 million in private investment to create 26 jobs. In other New Mexico communities, recent LEDA projects have funded new employers in the television and film industry, information technology, food and agricultural processing, and other growing industries.

The City of Aztec should focus on attracting desired employers and businesses through its LEDA program. The City has secured \$500,000 in Capital Appropriations from the State of New Mexico for the Aztec Outdoor Recreation Manufacturing and Retail Facility project to support growing small-scale manufacturers and help diversify the regional economy.

## RECOMMENDED LEDA UPDATES

The City of Aztec should keep its LEDA ordinance consistent with legislative requirements and best practices in economic development. There are a number of sections in the Aztec City Code, Chapter 30 Economic Development, that should be updated in accordance with §5-10-1 et seq. NMSA, as amended. This should include, for example, definitions that match NMSA 2019, project goals, and joint powers agreements, along with improvements to implementation policies and procedures.

### Add New and Updated Definitions

- **Qualifying Entity:** Add “Retail Business”, “Commercial Enterprise”, and “Restaurant or Lodging Establishment” to meet Aztec’s economic development goals.
- **Economic Development Project:** Add “Broadband Telecommunications Network Facilities”.
- **Broadband Telecommunications Network Facilities:** Add “Electronics, equipment, transmission facilities, fiber-optic cables, and any other item directly related to a system capable of transmission of Internet protocol or other formatted data at current federal communications commission minimum speed standard, all of which will be owned and used by a provider of Internet access services.”
- **Cultural Facility:** Add cultural facility as “a facility that is owned by the state, a county, a municipality or a qualifying entity that serves the public through preserving, educating and promoting the arts and culture of a particular locale, including theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing arts venues and organizations, fine arts organizations, studios and media laboratories and live-work housing facilities.”
- **Retail Business:** Add retail business as “a business that is primarily engaged

in the sale of goods or commodities at retail, and the business created through the project will not directly compete with an existing business that is: 1) in the municipality; and 2) engaged in the sale of the same or similar goods or commodities at retail.”

### Update Economic Development Goals

The update should include a description of target industries that fit within the economic development goals. Listing target industries increases transparency in the economic development process and helps prospects understand the scope of the City’s LEDA activity.

### New Joint Powers Agreements Section

New Mexico Statutes (§5-10-7 NMSA 2019) provide that municipalities and counties may enter into joint power agreements to develop regional economic development plans, which may consist of joint recognition of existing local plans. The City of Aztec, San Juan County, and Four Corners Economic Development (4CED) should discuss the benefits of working together to assist projects of regional impact. Provisions consistent with this authority would likely be added as a new article in Chapter 30 of the Aztec City Code.

### Process Recommendations

There are opportunities to improve the implementation of the LEDA process. While the City of Aztec maintains a strong partnership with 4CED, local entrepreneurs and site selectors may land on the City of Aztec website first when looking for information. The Community Development, Business, and Relocation pages on the City website should include information and links for local economic development, including the LEDA application and review process.

The LEDA ordinance should be evaluated every five years to ensure it reflects the current needs of the community, and remains in conformance with State of New Mexico requirements. NMEDD staff can provide technical assistance to the City with LEDA ordinance review and update.

## 4.8 GOALS, OBJECTIVES, & STRATEGIES

### ECONOMIC DEVELOPMENT GOAL 1

**Create a strong and diversified local economy that fosters growth of existing business and new industry sectors.**

#### Objectives

- To create new employment opportunities through the recruitment of new businesses and maximizing the retention of existing businesses.
- To expand opportunities and encourage growth in energy innovation, film industry, value-added agriculture, and professional services sectors.
- To decrease the leakage of the local retail market and capture a greater share of consumer spending.

#### Economic Development Strategy 1.1

Prioritize and secure gap funding for the development of the Aztec Outdoor Recreation Manufacturing and Retail Facility project.

#### Economic Development Strategy 1.2

In coordination with Land Use Strategy 1.1, create a master development plan for an industrial business park in proximity to US 550/S. Main Avenue and the East Aztec Arterial, as identified on the Future Land Use Scenario (see Chapter 3: Land Use). The master development plan should include, but not be limited to:

- A lot layout plan with a range of lot sizes; provide a range of lot sizes;
- Framework for extending infrastructure to the industrial park;
- Backbone infrastructure plan;
- Desired business types; and
- Development standards that address building heights and massing, circulation and access, setbacks, buffers, signage, landscaping, etc.

### Economic Development Strategy 1.3

Identify the industries that are in need of high-speed Internet connectivity and support high speed broadband investments for businesses and residential areas that will enable residents to work remotely.

### Economic Development Strategy 1.4

Complete a comprehensive update to the Aztec LEDA (Local Economic Development Act) Ordinance that identifies specific goals and targeted industries, updates definitions consistent with state legislation, provides for joint powers agreements between the City of Aztec, San Juan County, and Four Corners Economic Development (4CED), and revises implementation policies and procedures, including claw back provisions.

## ECONOMIC DEVELOPMENT GOAL 2

**Support small business development, retention, and expansion in Aztec.**

### Objectives

- To expand entrepreneurship and employment opportunities for local residents.
- To encourage growth of locally-produced goods and commercial services.
- To facilitate the growth of small-scale manufacturing, cottage industries, and home occupations.

### Economic Development Strategy 2.1:

Work with the Aztec Chamber of Commerce and the Aztec Economic Development Advisory Board on developing and promoting a “Support Local Business” program to help retain and grow existing businesses.

### Economic Development Strategy 2.2:

Continue to use the Downtown Aztec Metropolitan Redevelopment Area (MRA) Plan as a tool for creating public/private partnerships and incentivizing small business development in vacant and/or underutilized properties and buildings in Downtown Aztec.

### Economic Development Strategy 2.3

Encourage small-scale manufacturing in Downtown Aztec. Incorporate small-scale manufacturing into the Land Development Code as a conditional use that requires review and approval by the City Commission to ensure the use will not be harmful to adjacent properties or Downtown redevelopment efforts.

### Economic Development Strategy 2.4

Work with local banks and the Northwest New Mexico Council of Governments to expand small business access to capital through a revolving-loan fund.

### Economic Development Strategy 2.5

Promote the services offered by the Small Business Development Center at San Juan College to existing and potential small business owners in Aztec.

## ECONOMIC DEVELOPMENT GOAL 3

**Affirm and strengthen Aztec as a tourism destination within the Four Corners region.**

### Objectives

- To support cultural heritage tourism and outdoor recreation opportunities in Aztec and the surrounding area.
- To recognize and preserve the unique historic and cultural resources within Downtown Aztec and adjacent neighborhoods.
- To encourage the expansion of tourism-related businesses, including restaurants, hotels, and outdoor recreation stores and services.
- To capture more tourism dollars from visitors to Aztec Ruins National Monument, Navajo Lake State Park, Aztec Natural Arches, mountain bike trails, agri-tourism, and other local and regional destinations and events.

### Economic Development Strategy 3.1

Coordinate with the New Mexico Tourism Department, New Mexico Outdoor Recreation Division, and Aztec Economic Development

Advisory Board on promoting and advertising Aztec’s local and regional tourism destinations.

### Economic Development Strategy 3.2

Promote Aztec as a community with an unmet demand for hospitality-related businesses, including hotels, restaurants, outdoor recreation retail and adventure service, and other specialty retail. Target the development of new hotels in Aztec through public/private partnerships.

### Economic Development Strategy 3.3

Develop a targeted marketing campaign for Aztec that highlights the rich and varied cultural and outdoor recreation attractions in Aztec and the surrounding area, including historic Downtown Aztec, Aztec Ruins National Monument, Aztec Natural Arches, Trail of the Ancients Scenic Byway, Navajo Lake State Park, San Juan River Quality Waters, Chaco Culture, Mesa Verde, etc. Determine the markets in New Mexico, Colorado, Arizona, and other states that should be targeted in an promote Aztec tourism campaign.

### Economic Development Strategy 3.4

Identify and partner with a local non-profit on rehabilitation and management of the Aztec Theater in Downtown Aztec.

## ECONOMIC DEVELOPMENT GOAL 4

**Create a well-trained workforce that meets the needs of existing and future employers and industries.**

### Objectives

- *To help Aztec households achieve economic prosperity by raising the median household income and quality of life.*
- *To ensure the Aztec workforce is adequately trained for new employment opportunities.*
- *To support workforce development as the economic base shifts from natural resources to new and emerging industries in the creative economy.*

### Economic Development Strategy 4.1

Initiate “Talent-to-Industry Exchanges” to expand the labor supply and identify what job skills employers need in key industry sectors.

### Economic Development Strategy 4.2

Support and partner with local businesses and industries, Aztec Municipal Schools, San Juan College, and Diné College to address filling skill gaps with workforce training, educational programs, and dual credit programs related to existing and future business clusters in the region, including outdoor recreation, renewable energy technology, hospitality, digital arts and film, visual arts, environmental education, etc.

### Economic Development Strategy 4.3

Promote and work with existing and future local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department.

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CHAPTER 5

# HOUSING & NEIGHBORHOODS

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5





## 5.1 INTRODUCTION

One of local government's primary functions is to ensure that safe and affordable housing is available to all of its residents. Neighborhood development that fosters housing diversity and equity contributes to a more livable and attractive place. Safe and stable neighborhoods contribute to economic development and growth, which raises the quality of life in the community.

This chapter recognizes the importance of maintaining a housing inventory that provides a range of options to meet the basic sheltering needs of the Aztec community. It also supports the concept that the backbone of the community lies with having strong, safe, and stable neighborhoods. The profile of Aztec's existing housing stock and characteristics is provided, along with descriptions of the existing housing market, general housing conditions by subareas, and current housing initiatives and opportunities.

## 5.2 HOUSING PROFILE

### HOUSEHOLD CHARACTERISTICS

Between 2010 and 2018, there was a 9.9% increase in total households in Aztec, from 2,213 to 2,432. The average household size increased by 1.1%, from 2.6 to 2.7 persons (see Table 5.1).

During the same time period, family households in Aztec decreased by 2.8%, from 1,573 to 1,529. Non-family households, those with members that are not related or are living alone, increased substantially from 640 to 903, a 41.1% increase.

Between 2010 and 2018, the total number of households with individuals 18 or younger increased by 2.9%, from 870 to 895. There was a sharp increase of 45.4%, from 644 to 936, in households with one or more people age 60 and over. Individuals 65 and older living alone rose by 141%, from 48 to 115. New Mexico's growth in this category was 34%, following a trend as elderly householders continue to age in place.

TABLE 5.1: AZTEC HOUSEHOLD CHARACTERISTICS

Household Types	2010	2018	Change
Total households	2,213	2,432	9.9%
Average household size	2.6	2.7	1.1%
Family households	71.1%	62.9%	-2.8%
Average family size	3.1	3.4	10.6%
Non-family households	28.9%	37.1%	41.1%
Households with one or more people under 18 years	39.3%	36.8%	2.9%
Households with one or more people 60 years and over	29.1%	38.5%	45.4%
Householder living alone	27.0%	32.9%	33.9%
65 years and older	8.0%	14.4%	141.0%

Source: US Census, 2010 & ACS 5-Year Estimates, 2014-2018.

### HOUSING UNITS and OCCUPANCY

Between 2010 and 2018, the total number of Aztec housing units increased by 20.8%, from 2,333 to 2,819. In 2018, Aztec had a similar rate of occupied housing units as New Mexico, 86.3% versus 83%. Of the occupied housing units in Aztec, 61.1% are owner-occupied and 38.7% are renter-occupied.

Between 2010 and 2018, there was a sharp increase in the number of vacant housing units in Aztec, from 120 to 387 (222.5%). In 2018, vacant housing units in Aztec was 13.7%, lower than the statewide average of 17%.

TABLE 5.2: HOUSING OCCUPANCY, 2010-2018

Housing Units	2010	2018	Change
Total housing units	2,333	2,819	20.8%
Occupied housing units	94.9%	86.3%	9.9%
Owner-Occupied	63.8%	61.1%	5.2%
Renter-Occupied	36.2%	38.9%	18.1%
Vacant housing units	5.1%	13.7%	222.5%

Source: US Census, 2010 & ACS 5-Year Estimates, 2014-2018.

## HOUSING AGE

Housing age is a factor in assessing the overall condition of the housing stock. Whether owner or renter occupied, an older housing stock may have code and maintenance issues that can impact the accessibility of quality housing for new residents. These issues can be mitigated through rehabilitation and bringing the housing units up to meet housing codes.

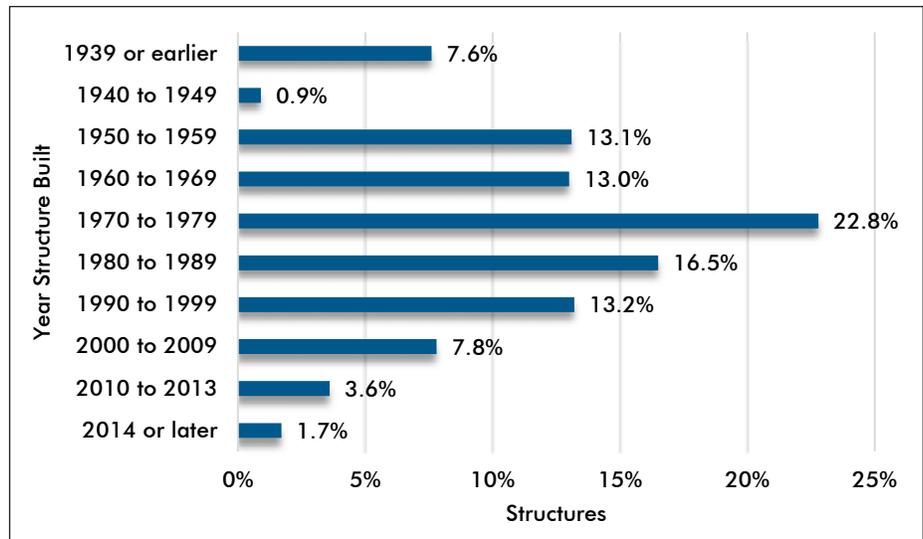
According to the American Community Survey, over 54% of the Aztec housing stock is greater than 50 years in age. The median year structure built in Aztec was 1978; for New Mexico the median year was 1983. The strongest decade for housing construction in Aztec was between 1970 and 1979 when 22.8% of the City’s housing stock was built (see Figure 5.1). Since that peak decade, construction of new housing has significantly slowed. Only 50 housing units have been built in Aztec since 2014, representing 1.7% of the total housing stock. In comparison, the statewide average for the housing stock built since 2014 was 2.3%.

## HOUSING TYPE

In 2018, the most prevalent housing in Aztec were single-unit structures; 53.7% were detached units and 4.0% were attached units (i.e. townhouses, duplexes, and 4-plexes). In comparison, the statewide rate for single-unit detached structures was significantly higher at 64.3% and slightly lower at 3.5% for single-unit attached structures.

Of Aztec’s total housing inventory, 9.7% contained 2 to 9 units and 3.1% contained 10 to 19 units. A small portion of the housing inventory, 1.6%, were 20 units and above. In contrast, the statewide housing inventory showed 8.5% in the 2-9 units category, 2.4%

FIGURE 5.1: YEAR HOUSING BUILT



Source: ACS 5-Year Estimates, 2014-2018.

in the 10 to 19 units category, and 4.1% in 20 units and above. For mobile homes, Aztec has a much higher rate in its housing inventory than the statewide average; 26.9% versus 17.0%.

*The New Mexico Affordable Housing Needs Assessment* (New Mexico Mortgage Finance Authority) ranked San Juan County 9th amongst New Mexico counties, with 31.7% of occupied housing stock in mobile homes. According to the MFA, the rate of occupied housing stock in mobile homes of 20% to 29% is considered a “high percentage” and 30% or more is an “extremely high percentage.” While mobile homes provide an affordable housing option, they are a depreciating asset and an effort should be made to increase the number of affordable, site-built homes both in Aztec and San Juan County as a whole.

TABLE 5.3: AZTEC HOUSING TYPES

Housing Types	2018
1-unit, detached	53.7%
1-unit, attached	4.0%
2-9 units	9.7%
10-19 units	3.1%
20 units or more	1.6%
Mobile Homes	26.9%
Boat, RV, or Van	1.0%

Source: ACS 5-Year Estimates, 2014-2018.

## 5.3 HOUSING MARKET

### PROPERTY VALUES

In 2018, owner-occupied housing valued between \$150,000 to \$199,999 was 33.0% of the housing stock in Aztec. Only 21.1% of the owner-occupied housing in Aztec was valued at \$200,000 and over. The median value for owner-occupied housing was \$154,700, which was lower than the New Mexico average of \$166,800.

TABLE 5.4: AZTEC PROPERTY VALUES, 2018

Type	Total	% of Total
Owner-occupied units	1,486	100.0%
Less than \$50,000	253	17.0%
\$50,000 - \$99,999	168	11.3%
\$100,000 - \$149,999	261	17.6%
\$150,000 - \$199,999	491	33.0%
\$200,000 - \$299,999	200	13.5%
\$300,000 - \$499,999	95	6.4%
\$500,000 - \$999,999	18	1.2%
\$1,000,000 or more	0	0.0%
Median (dollars)	\$154,700	-

Source: ACS 5-Year Estimates, 2014-2018.

### HOUSING MARKET

The Multiple Listing Service (MLS) provides data on local housing markets on a monthly basis and can be used to compare previous years. The MLS data suggests that home prices and demand are growing in Aztec. There is ample evidence that well-maintained homes in Aztec are selling quickly and homes in need of repairs are not. There is concern that the inventory may not keep up with demand in the near future.

According to MLS data, in January 2021, there were 53 homes on the market. The median list price for homes was \$209,000 and the average number of days on the market was 48. This was a relatively big shift from January 2020 when there were 98 homes for sale, with a median list price of \$193,000 and an average of 190 days on the market.

The homes for sale in January 2021 were located throughout Aztec, with clusters in the

Arroyo Vista Subdivision, east Aztec, and the Hartman Park area, but none within Downtown or the Lovers' Lane area. The price of newer and larger homes located within the Arroyo Vista Subdivision in north Aztec and on the east side of Aztec generally ranged from the mid to high \$200,000s. The cost of houses near Hartman Park in south Aztec were in the mid to low \$100,000s, which is also typical of homes in other parts of the City.

## 5.4 HOUSING AFFORDABILITY

### HOUSING COSTS

In 2018, the median monthly housing cost for occupied housing units in Aztec was \$741, with 25.2% of households in the \$500 to \$799 range. This is significantly less than the median housing cost for New Mexico, which ranged between \$1,000 and \$1,499 per month.

TABLE 5.5: MONTHLY HOUSING COSTS, 2018

Total Cost	Number of Households	% of Total
Less than \$300	254	10.4%
\$300 - \$499	507	20.8%
\$500 - \$799	614	25.2%
\$800 - \$999	353	14.5%
\$1,000 - \$1,499	438	18.0%
\$1,500 - \$1,999	185	7.6%
\$2,000 - \$2,499	40	1.6%
\$2,500 - \$2,999	0	0.0%
\$3,000 or more	11	0.5%
No cash rent	30	1.2%
Median (dollars)	-	\$741

Source: ACS 5-Year Estimates, 2014-2018.

### COST-BURDENED HOUSEHOLDS

The US Department of Housing and Urban Development (HUD) defines "cost-burdened households" as those households with housing and utility costs exceeding 30% of household income. Households with costs that exceed 50% are considered to be "severely cost-burdened".

In 2018, 31.3% of renter-occupied households in Aztec were cost-burdened; of those, 18.4%

were severely cost-burdened. In contrast, the New Mexico average for cost-burdened, renter-occupied households was 43.4%, of which 21.4% were severely cost-burdened.

For owner-occupied units with a mortgage, 25.0% were cost-burdened in 2018; of those, 10.6% were severely cost-burdened. In comparison, 26.2% of owner-occupied households in New Mexico were cost-burdened, of which 5.2% were severely cost-burdened.

The rate of severely cost-burdened households (renter-occupied and owner-occupied) in Aztec is a concerning trend, yet not surprising considering the decrease in median household incomes (see *Chapter 4: Economic Development*). This trend underscores the need for the City of Aztec to address the issue of affordable rental and owner-occupied housing.

## 5.5 HOUSING CONDITIONS

Consensus Planning conducted a windshield survey to observe existing land use and housing conditions throughout Aztec. This section describes the neighborhood character and conditions for different areas of Aztec based on the windshield survey, information from community members, and from interviews with

City staff. These areas match the existing land use areas described and illustrated in Chapter 3: Land Use.

Most residential neighborhoods in Aztec are typical single-family lots. There are some large-lot, rural residential agricultural areas on the City's edges and a small mix of duplex, four-plex, and apartment development in different parts of Aztec. There are also existing oil and gas wells located in residential neighborhoods scattered throughout Aztec.

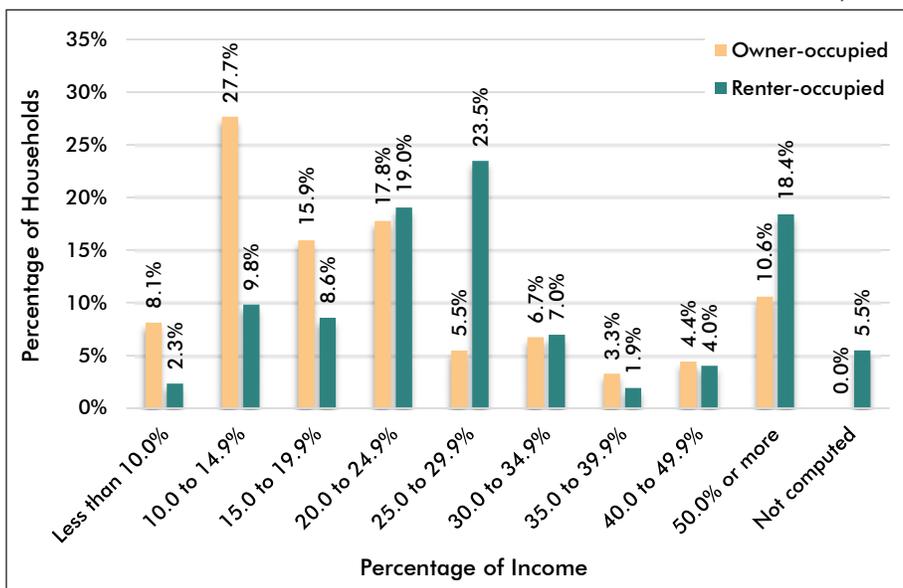
### DOWNTOWN and EAST OF MAIN AVENUE

The Downtown Aztec neighborhood area includes the Commercial District along Main Avenue and historic residential additions east of Main Avenue that were platted with the arrival of the railroad after 1900. This area includes the Church Avenue-Lovers Lane Historic District, and most of the designated historic buildings in Aztec (see *Section 3.6, page 46, for discussion on historic properties*). Many of the historic homes have maintained their original architectural features and have been rehabilitated in compliance with historic preservation standards. Homes in the Church Avenue-Lovers' Lane Historic District are well-maintained.

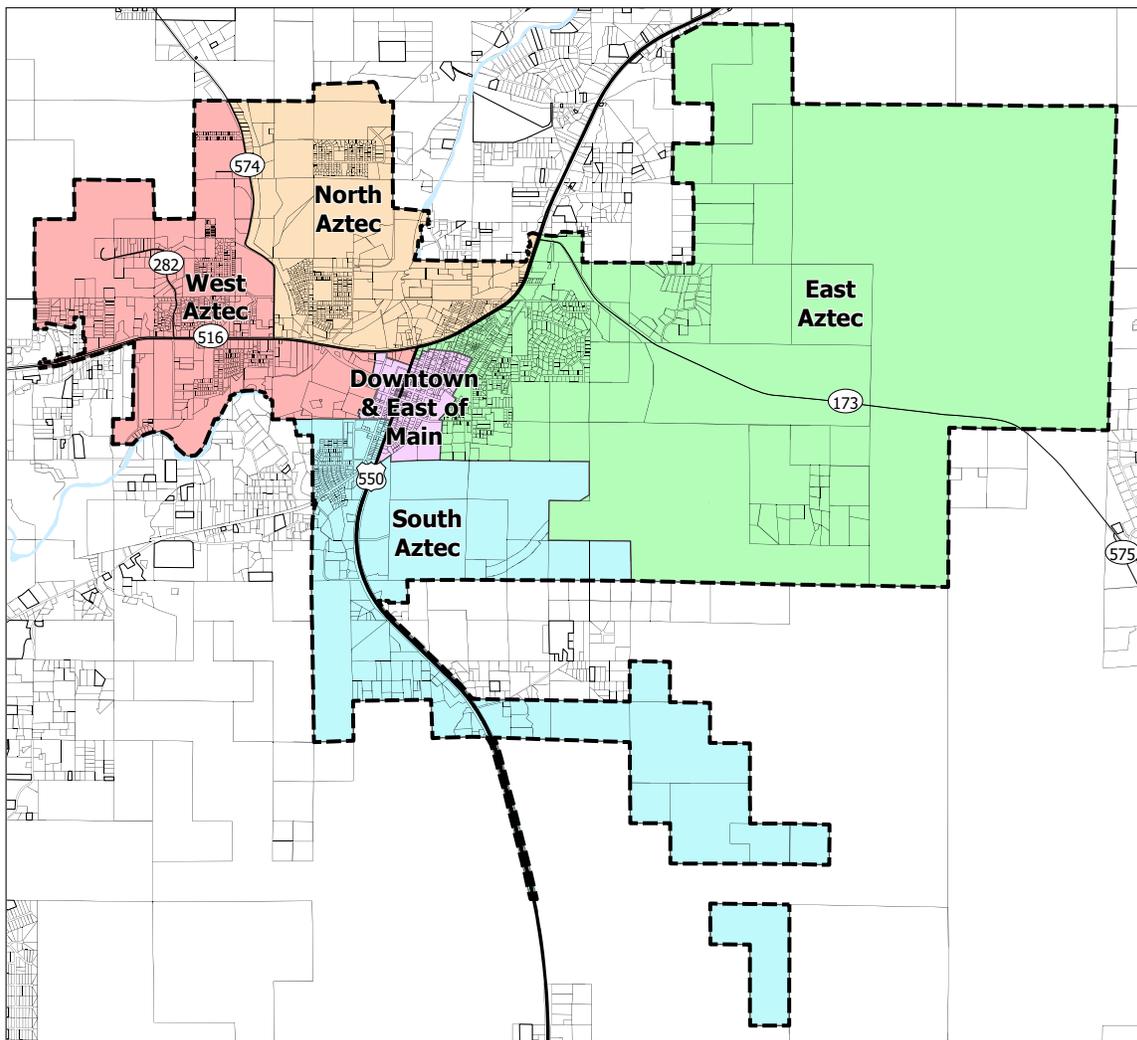
Other homes outside of the Historic District need rehabilitation due to age. Residential homes on Main Avenue will benefit when completion of the East Aztec Arterial diverts heavy truck traffic off the state highway.

There are a few duplexes and four-plex buildings scattered in this area, a motel on Main Avenue converted to apartments, and several apartment buildings on Ash and Park Avenues on the west side of

FIGURE 5.2: HOUSING COSTS AS PERCENTAGE OF HOUSEHOLD INCOME, 2018



Source: ACS 5-Year Estimates, 2014-2018.



NEIGHBORHOOD AREAS

Downtown. Some buildings are mixed-use with both commercial and residential tenants. There are also streets with mobile and manufactured homes on single-family lots.



Home in Church Avenue-Lovers Lane Historic District.

## EAST AZTEC

The East Aztec neighborhood area includes portions of the City south of US Highway 550 (E. Aztec Boulevard) and east of Downtown. This area includes some older homes along Lovers Lane and Blanco Street, infill lots such as Creekside Village Court (La Ventana Subdivision), and a mobile home park on Aztec Boulevard. Vacant residential lots are available for new home development in the Kokopelli Subdivision and the Ancient Trails Subdivision off Navajo Dam Road (NM Highway 173). There is an area of large-lot rural residential development outside the City's sewer service area southeast of Tiger Park on Hampton Canyon Road.

The condition of housing in this area is mixed, with some older homes in need of substantial



Newer homes in Pioneer Heights subdivision.

repairs and some new homes in good condition. The City actively works with property owners on code enforcement in this area. The Public Works Department is also working to resolve drainage and floodplain constraints along the arroyos. The future East Aztec Arterial will cross several parcels zoned R-1 Single Family Dwelling District. This will likely prompt new development in this area even as the route is intended to draw heavy truck traffic off Main Avenue.

### NORTH AZTEC

The North Aztec neighborhood area is located north of Aztec Boulevard (US Highway 550 and NM Highway 516) west to Light Plant Road, on either side of the Animas River. There are some smaller, older homes near McCoy Elementary School and an established neighborhood of single-family and multi-family homes near Linda Rippey Elementary School south of Aztec Ruins National Monument. In general, most of the homes in North Aztec are well-maintained and in good condition.

A mobile home park and a RV park are located on Ruins Road south of the Aztec Ruins Monument headquarters. Another mobile home park is located on Light Plant Road east of Koogler Middle School. Lots in the Arroyo Vista Subdivision front towards Light Plant Road with an apparent mix of mobile and manufactured homes. The Mesa Escondido

Subdivision was platted north of the Monument several years ago, but infrastructure has not been completed and the subdivision has remained undeveloped.

### WEST AZTEC

The West Aztec area reaches west of Downtown Aztec, south of W. Aztec Boulevard (NM 516), and north of the highway west of Light Plant Road. There are residential subdivisions on either side of W. Aztec Boulevard's commercial strips, with single-family homes and scattered multi-family. There are several mobile home parks and subdivisions in the area, including a mobile home park one on the south side of W. Aztec Boulevard east of Light Plant Road, and another mobile home park located a half-block south of W. Aztec Boulevard east of the County Complex. The Dillon Heights Subdivision on the west end of the City is outside the City's sewer service area. Housing conditions in West Aztec vary from well-maintained single-family homes to apartments and mobile homes with rehabilitation needs.

There are newer homes and a few vacant lots available for new home construction in Pioneer Heights Subdivision, with extension of infrastructure needed. There are also several lots in Jenkins Ranch Subdivision on the Animas River. Several lots are platted on Airport Drive, but access and construction would be difficult

on the steep slopes. The FAA also discourages new residential development near airports.

## SOUTH AZTEC

The South Aztec neighborhood area extends south of Downtown to the City's common boundary with the City of Bloomfield. There is a mix of single-family, duplex, four-plex and apartment buildings south of Llano Street to Rio Grande Avenue west of S. Main Avenue. The City's sewer service area ends at Pepsi Way and the East Aztec Arterial. Homes south of those streets must have individual septic systems for wastewater treatment. Much of the residential development outside the City's sewer service area took place prior to annexation and may not meet current standards for infrastructure.

The condition of housing in this area is mixed. The neighborhoods between Llano Street and Rio Grande Avenue are mostly well-maintained, although some of the multi-family housing are ripe for rehabilitation. The rural neighborhoods south of the City's sewer service area include homes on large lots, while other lots have one or more mobile or manufactured homes that may be in need of maintenance.

## 5.6 HOUSING INITIATIVES

### SAN JUAN COUNTY HOUSING AUTHORITY

The San Juan County Housing Authority supports Aztec residents with affordable housing resources. The mission of San Juan County Housing Authority is to promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination to all San Juan County residents. The San Juan County Housing Authority administers housing vouchers. However, at the time of writing the Comprehensive Plan, waiting lists for vouchers were closed to new applicants due to the size of the waiting list and length of wait times.

### SAN JUAN COUNTY AFFORDABLE HOUSING PLAN

In 2011, San Juan County completed an Affordable Housing Plan, which reviewed the affordable housing issues within San Juan County and its municipalities, including Aztec. The Affordable Housing Plan provides quantifiable objectives for each community in San Juan County as shown below in Table 5.6.

**TABLE 5.6: AZTEC QUANTIFIABLE OBJECTIVES**

Type	Units
Affordable rentals (not including rentals for seniors and people with disabilities)	261
Affordable rentals for seniors	62
Affordable rentals for people with disabilities	40
Affordable Homes for Sale	200

*Source: San Juan County Affordable Housing Plan, 2011.*

The Affordable Housing Plan recommended that affordable single-family homes be concentrated in the smaller communities outside of Farmington, such as Aztec. This would increase homeownership in these areas and allow developers to qualify for funding from USDA Rural Housing, which is only available to qualified, smaller rural communities.

The City of Aztec did not adopt the Affordable Housing Plan, nor does it currently have an Affordable Housing Ordinance in place. This means that the City of Aztec cannot contribute City resources or partner with an affordable housing developer due to the Anti-Donation Clause of the New Mexico State Constitution. It is recommended that the City of Aztec consider creating an Affordable Housing Plan to address affordable housing issues that currently exist.

### USDA RURAL HOUSING SERVICE

The USDA Rural Housing Service, a division of USDA Rural Development, offers various programs to build or improve housing and essential community facilities in rural areas. Loans, grants, and loan guarantees are available for single-family and multi-family housing and community facilities, such as

child care centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, and housing for farm laborers. Grants and loans are available to income-qualified individual homeowners and owners of multi-family rentals to remove health and safety hazards, perform necessary repairs, improve or modernize a home, make homes accessible for people with disabilities, or make homes more energy efficient. The program also provides technical assistance loans and grants in partnership with non-profit organizations, state and federal agencies, Indian tribes, and local communities. Several affordable housing developments in Aztec receive financial support from the USDA Housing Service.

## AFFORDABLE HOUSING DEVELOPMENTS

There are three low income housing developments in Aztec that receive subsidies or accept housing choice vouchers. These apartment complexes receive funding from the US Department of Agriculture (USDA) Rural Development:

- **Animas Village Apartments:** This 40-unit, 1-bedroom multi-family development is located at 401 S. Park Avenue and accepts elderly residents that meet income eligibility requirements. Animas Village received funding through the Low Income Housing Tax Credit (LIHTC) program, which ensures that a portion of the housing units are set aside for households making less than 50%-60% of the area's median income and through the USDA 515 Rural Rental Housing program.
- **Cielo Azul Apartments:** This 30-unit, one-bedroom multi-family complex is located at 621 S. Park Avenue and accepts elderly residents that meet income eligibility requirements. Cielo Azul receives funding through Section 515 Rural Rental Housing and Section 521 USDA Rental Assistance, which ensures renters only pay 30% of their household income towards rent.

- **Embarcadero Apartments:** This complex is located at 601 Navajo Avenue and contains 9 one-bedroom and 30 two-bedroom units. Embarcadero Apartments accepts households that meet income eligibility requirements. It receives funding through Section 515 Rural Rental Housing and Section 521 USDA Rental Assistance.

Most of the affordable housing units in Aztec are for income-eligible, elderly residents and are one-bedroom units. Options are limited for two-bedroom apartments that accept income eligible families or non-elderly households. To increase housing options for income-qualified residents, individuals and private developers can take advantage of low-cost loans from the USDA Rural Housing Service for new construction or renovation of existing housing. Three new homes were constructed in Aztec between 2015 and 2018, made possible through loans from the USDA Rural Housing Service.



*Cielo Azul Apartments.*

## TRES RIOS HABITAT FOR HUMANITY

Based in Farmington, the Tres Rios Habitat for Humanity builds and sells homes at no profit or interest to families who could not otherwise afford a home. The non-profit organization also assists San Juan County households with small home repair projects through the "A Brush with Kindness" program. Tres Rios has built 11 homes in the San Juan County area and helped with many home repair projects. Prospective homeowners can apply online for both programs.

## 5.7 SPECIAL POPULATIONS

### ELDERLY

In 2018, 21% of the Aztec population was aged 60 and over. Among Aztec’s population aged 75 and over, 67% had a disability. Individuals with a disability regardless of age was 14% of the population (see *Chapter 2: Community Profile*). Currently, Aztec has two long-term care facilities that provide temporary and long term housing for individuals in need of specialized nursing care, including Aztec Health Care at 500 Care Lane and Crane’s Roost Care Home at 104 S. Park Avenue.

### PERSONS WITH A DISABILITY

Individuals with a disability often find it difficult to find safe, accessible housing that is also affordable. The San Juan Center for Independence (SJCI) is a community-based non-profit agency that was established by people with disabilities for people with disabilities. The SJCI provides services that help maximize independent living choices for all people regardless of the individual’s disability, and provides many services for individuals with disabilities and community education. The SJCI is based in Farmington and serves San Juan County municipalities.

### VETERANS

The Veterans Administration estimates that one-third of adult homeless men and nearly one-quarter of all homeless adults have served in the armed forces. This population is considered at risk due to poverty, lack of support from family and friends, and precarious living conditions in overcrowded or substandard housing. It is estimated that almost half of all homeless veterans suffer from mental illness, more than two-thirds suffer from alcohol or drug abuse, and nearly 40% have both psychiatric and substance abuse disorders. As described in *Chapter 2: Community Profile*, veterans comprise 11.3% of the population in Aztec, whereas for New Mexico as a whole, veterans account for 9.3% of the population.

Safe and secure housing and resources for the veteran population is supported by the New Mexico Department of Veterans Services. The Farmington Field Office, located at 4601 College Boulevard at San Juan College, serves the Aztec community.

Many veterans in Aztec receive benefits from the Veterans Administration, including competitive interest rates for housing without requiring a down payment or private mortgage insurance. Cash-Out Refinance loans allow veterans to lower their home interest rate, get out of an adjustable rate loan, eliminate mortgage insurance, make home repairs, pay down high interest rate credit cards, etc.

### HUD-Veterans Administration Supportive Housing

HUD-Veterans Administration Supportive Housing (VASH) is a collaborative program between HUD and the Veterans Administration that provides housing vouchers and supportive services to help unhoused veterans and their families. Veterans enrolled in the program are eligible to receive support services, such as health care, mental health treatment, and substance use counseling.

### HOMELESS PERSONS

A “Point-in-Time” count is a HUD program that attempts to establish the number of people in the community who are experiencing homelessness on a single night. Point-in-Time counts help communities plan services and programs to appropriately address local needs, measure progress in decreasing homelessness, and identify strengths and gaps in a community’s current homelessness assistance system.

While there is no Point-in-Time count available for Aztec, there likely are some individuals who are experiencing housing insecurity at any given time. The nearest homeless shelter resources are located in Farmington:

- **The Roof Shelter:** The Roof offers shelter from 7:00 a.m. to 7:00 p.m and is

intended to avoid winter exposure deaths. It accepts inebriated individuals, including those that need medical assistance.

- **PATH (People Assisting the Homeless):** This program provides 36 beds, seven days a week. It also provides breakfast, lunch, and evening meals on a daily basis.

## 5.8 HOUSING OPPORTUNITIES

### MIDDLE-SIZED HOUSING

Middle-sized housing is a housing type with multiple attached units that are relatively compatible in scale and form with single-family detached homes, particularly if the street facing side of the unit has a well-articulated design elevation. Middle-sized housing can be rental units or available for ownership, and include duplexes, four-plexes, multi-plexes, cottage courts, live-work units, and townhouses.

Development of new middle-sized housing would help diversify the housing stock in Aztec, a goal which is supported by the results of the Community Survey. It would generally provide an affordable housing alternative with less maintenance than single-family detached housing and is attractive to seniors, young couples, and singles. It is well-suited for Downtown and older areas of town with infill opportunities.

In the Aztec Zoning Code, middle-sized housing types are permitted in the Downtown area's primary zone districts; R-2 and O-1. In the C-1 zone, multiple family dwellings are allowed with a conditional use permit. Live-work units can be incorporated in the C-1 zone as accessory living quarters if located on the second story of the primary building. With the zoning in place, the City can encourage various types of middle-sized housing in the Downtown area to provide housing options for existing and new residents.

### ACCESSORY DWELLING UNITS

The Aztec City Code provides for Accessory Dwelling Units (ADU), defined as "a dwelling unit permit on the same parcel of and with a conforming or non-conforming use...". ADUs provide a means to increase affordable housing in Aztec. Chapter 26 Land Use Regulations in the City Code provides for ADUs in the R-1 Single Family Dwelling District as a Conditional Use when the following standards are met:

- Does not exceed 40% of the primary dwelling unit area.
- Does not exceed 25% of the rear yard area.
- ADU is frame-built with material similar to the primary structure, including exterior finishing and roof pitch.
- At least 10 feet from the primary dwelling and three feet from the side and rear lot lines.
- A site plan and building plan must be submitted with the Conditional Use Permit.

The City should be encouraging the development of ADUs to accommodate additional residents in existing neighborhoods and further affordable housing goals and initiatives.

## 5.9 GOALS, OBJECTIVES, & STRATEGIES

### HOUSING & NEIGHBORHOODS GOAL 1

Create a housing inventory that provides Aztec residents of all socio-economic backgrounds equal access to a diverse range of safe and affordable housing types.

#### Objectives

- To meet the basic housing needs of all Aztec residents.
- To accommodate the housing needs of single parent households, seniors, people with disabilities, homeless persons, and veterans.
- To increase the supply of market rate, workforce, and rental and owner-occupied housing in Aztec.
- To encourage the adaptive reuse of vacant buildings for residential development.

#### Housing & Neighborhoods Strategy 1.1

Complete and submit an application to the New Mexico Mortgage Finance Authority (MFA) to fund the creation of an Affordable Housing Plan that complies with the New Mexico Affordable Housing Act, as amended. The Affordable Housing Plan should be accompanied by an Affordable Housing Ordinance.

The Affordable Housing Plan should contain at a minimum:

- A comprehensive community and housing profile that includes demographic characteristics, household characteristics, economic profile, and local housing market conditions;
- Assessment of existing and projected housing needs by Average Median Income (AMI) levels, including for-sale housing, rental housing, and housing for special needs populations;
- Assessment of existing housing conditions and quantification of the existing housing

stock that is vacant and/or have major rehabilitation needs;

- Analysis and proposed solutions to the regulatory (zoning and land use development codes), non-regulatory (fees, infrastructure capacity, environmental, land availability, financial), and policy constraints to affordable housing;
- Goals, policies, and quantifiable objectives to meet affordable housing needs (rental and owner-occupied) within a 5-year planning horizon; and
- Public input.

#### Housing & Neighborhoods Strategy 1.2

In conjunction with the development of an Affordable Housing Plan, develop an inventory of land and buildings owned by the City of Aztec that would be appropriate and available for donation to an affordable housing program.

#### Housing & Neighborhoods Strategy 1.3

Create incentives, such as density bonuses, fee waivers, and donation of City-owned properties, for private and non-profit developers to build affordable housing for income-qualified households and target special populations, including veterans and the elderly.

#### Housing & Neighborhoods Strategy 1.4

Develop a community education program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs; rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local lenders approved by the New Mexico Mortgage Finance Authority.

#### Housing & Neighborhoods Strategy 1.5

Create design guidelines that address green building techniques and increased energy efficiency for new housing development.

## HOUSING & NEIGHBORHOODS GOAL 2

Promote the safety and stabilization of existing residential neighborhoods in Aztec.

### Objectives

- To preserve the existing character, identity, and integrity of established neighborhoods.
- To encourage the rehabilitation of substandard housing units in existing neighborhoods.
- To ensure public investment and improvements in existing neighborhoods.
- To encourage the ongoing maintenance of rental and owner-occupied housing units, existing manufactured homes, and mobile home parks.

### Housing & Neighborhoods Strategy 2.1

Once an Affordable Housing Plan has been completed by the City of Aztec, seek partnerships with private developers and non-profits to rehabilitate existing substandard housing in Aztec's neighborhoods.

### Housing & Neighborhoods Strategy 2.2

Work with community volunteers on establishing a "House of the Month" program that recognizes the efforts by property owners to improve the appearance of their properties.

### Housing & Neighborhoods Strategy 2.3

Apply for grants to the New Mexico Clean & Beautiful program to fund beautification projects, litter control, recycling, xeriscape, graffiti eradication, and community stewardship. Involve Aztec youth in neighborhood clean-up efforts.

## HOUSING & NEIGHBORHOODS GOAL 3

Promote the development of new, quality residential neighborhoods.

### Objectives

- To ensure new residential neighborhoods have convenient access to jobs, neighborhood commercial services, and parks, trails, and other community services.
- To encourage the development of residential projects containing varied housing densities, such as single-family houses, apartments, townhouses, duplexes, live-work units, and accessory dwelling units.

### Housing & Neighborhoods Strategy 3.1

Require master planning in association with planned development areas (as shown on the Future Land Use Scenario) to ensure there is adequate capacity in the City's water, sewer, and transportation systems to serve the new development. Encourage a variety of residential types and densities, parks, connections to the City's trail system, and neighborhood commercial services, where appropriate.

### Housing & Neighborhoods Strategy 3.2

Work with residential developers and builders on creating incentives that will encourage the build-out of existing, but vacant, residential subdivisions within the City of Aztec.

### Housing & Neighborhoods Strategy 3.3

Promote the use of accessory dwelling units (ADUs) as a type of affordable housing that is appropriate in Downtown Aztec and other existing and future residential neighborhoods. Evaluate the feasibility of allowing ADUs as a permissive use in the R-1 zoning district as long as the project is in compliance with the criteria.

CHAPTER 6  
**INFRASTRUCTURE**

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## 6.1 INTRODUCTION

Infrastructure provides the foundation of a growing City and helps to ensure the public health, safety, and welfare through the delivery of water, sanitary sewer, and stormwater systems. This chapter describes water, wastewater, and stormwater systems; electric and natural gas energy; telecommunications; and solid waste systems; as well as planned capital improvements.

The City of Aztec's Public Works Department manages and maintains most of the City's infrastructure and transportation network. In 2020, the Department had ten employees for streets, City irrigation, stormwater, water distribution, and sewer collection maintenance; and six dedicated water and wastewater operators. The City operates and maintains electric services through its Electric Department.

## 6.2 WATER

The City of Aztec currently has sufficient water supplies; however, the City's distribution lines are aging. The City's maintenance work has focused on repair and replacement of leaking pipes. A comprehensive distribution system repair and replacement plan would help identify and prioritize long-term water supply and maintenance needs.

The San Juan Basin Regional Water Plan (State of New Mexico Office of the State Engineer, 2016) compiles information about projected future water supply and demand in the region. The Plan presents drought-adjusted available water supply and strategies for regional water management, such as stream restoration, water quality protection, irrigation efficiency, water banking, and infrastructure upgrades and improvements. In addition to municipal water systems in Bloomfield and Farmington, there are 16 active rural water systems listed in the San Juan County Growth Management Plan (2018). These include the North Star, Flora Vista, and South Side water systems

adjacent to Aztec, which also take water from the Animas River.

Many communities complete a 40-year water plan that includes detailed data about the water system, water supply, wastewater treatment, historic and projected water demand, water rights, and recommendations for ensuring an adequate future water supply through water conservation practices. A 40-year water plan would address the requirements of the New Mexico Office of the State Engineer that allows municipalities to set aside water for future use, and should be pursued by the City to better meet the community's future water needs. About one-third of respondents to the Community Survey (38%) indicated that the City should focus on expanding and maintaining water and wastewater systems.

### WATER SUPPLY

Historically, the City of Aztec relied on wells for drinking water until 1951. The City currently relies on surface water delivered by the Aztec Ditch and Lower Animas Ditch, directly drawn from the Animas River with water rights dating from 1877. The City also has a share of San Juan Water Commission water rights for water stored in the new Lake Nighthorse reservoir in Durango.

On the east bank of the Animas River, the Lower Animas Ditch runs from near Centerpoint through the City below Aztec High School and continues to South Side River Road. The Aztec Ditch runs from near Cedar Hill through the City above Aztec High School, feeding Reservoir One directly by gravity at the Water Plant on NM Highway 173. The Aztec Ditch and Lower Animas Ditch serve 425 irrigated parcels in Aztec, making up over 107 acres, and reducing the demand for treated water for irrigation purposes.

On the west bank of the Animas River, the Farmers Ditch and Eledge Ditch provide irrigation water to farms west of the City and domestic water to Lake Farmington. The



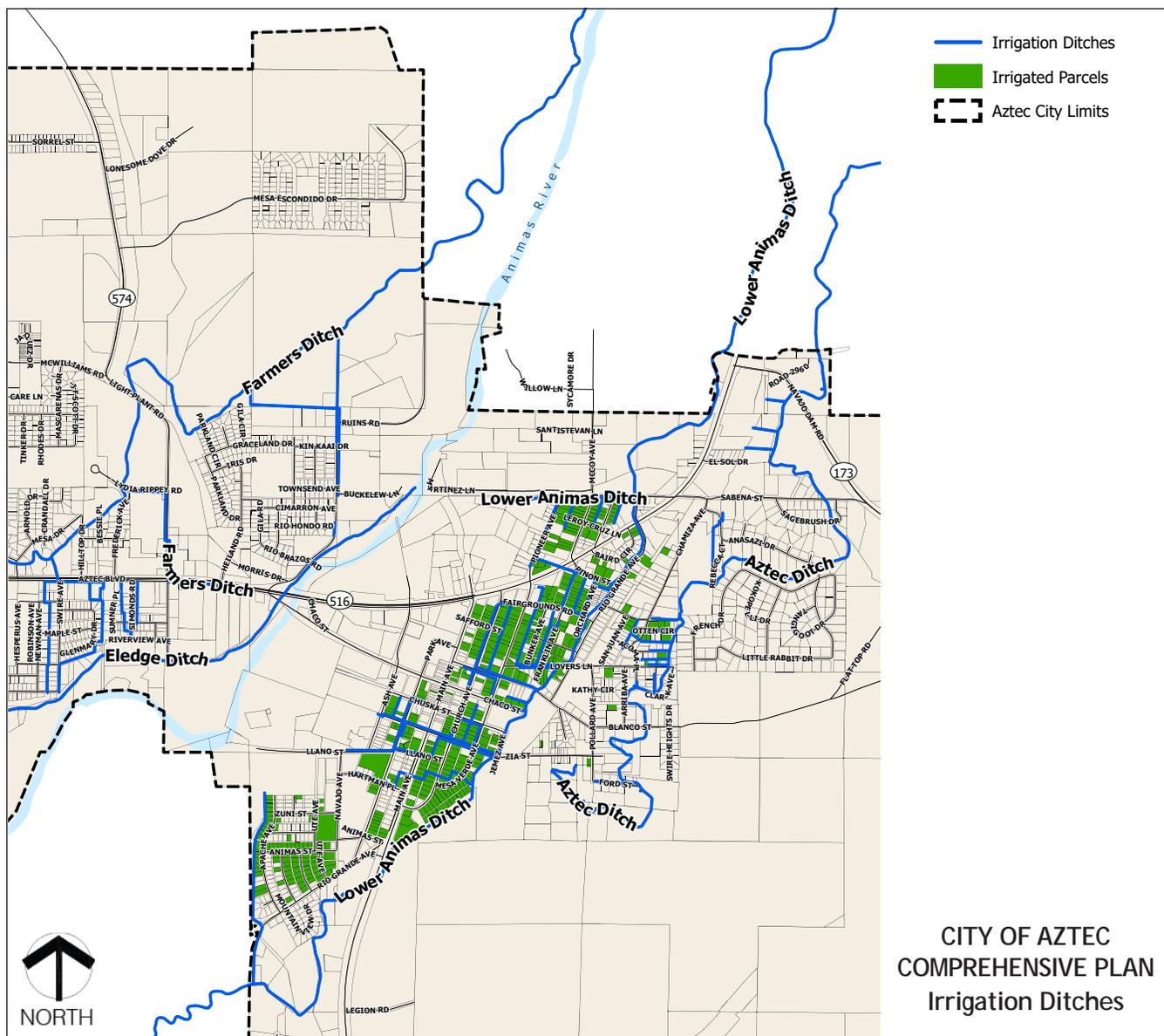
Farmers Ditch is organized as an Irrigation District with taxation authority. The Aztec Ditch, Lower Animas Ditch, and Eledge Ditch are community ditch associations/companies that are recognized under New Mexico law as political subdivisions of the State.

While the City has water rights exceeding average and peak daily flows, mid- to late-summer irrigation season water flow in the Animas River is insufficient and the City often must shut down its river pump station. The City has three water reservoirs:

- **Reservoir One:** Located adjacent to the Water Plant with a capacity of 15 million

gallons, but as of late 2020, was out of service due to leakage. The City has planned for rehabilitation design during the current fiscal year and is working to secure funding for construction.

- **Reservoir Two:** Has a capacity of approximately 3.25 million gallons and is also located near the Water Plant. The City pumps water from the Animas River and Lower Animas Ditch into this facility.
- **Reservoir Three:** Known as Tiger Pond and located in Tiger Park, about 1.25 miles from the Water Plant. Tiger Pond has a total capacity of 55.7 million gallons,



with usable capacity of 37.1 million gallons available by gravity.

Under current conditions, the City has a total usable untreated water storage of approximately 59 million gallons, which is equal to 78 days of storage during non-irrigation season or 33 days of storage during peak irrigation season. With rehabilitation of Reservoir One, the City could serve potable water needs of approximately 8,400 persons at current usage rates.

The City of Aztec has adopted a Water Conservation and Drought Plan as Chapter 31 of the Aztec City Code, adopted by Ordinance 2018-477. The Water Conservation and Drought Plan provides for regulation, conservation, and restriction of the use of water due to drought, lack of rainfall or snowpack, damage to the water system, failure of the system, or other civil emergency. Chapter 31 provides for public notice and information, indoor and outdoor water conservation, and stages of response and enforcement. The Water Chief Operator is responsible for identifying a potential water shortage, so that the City Manager has time to consult with the Office of the State Engineer in preparation for any necessary water use restrictions.

## WATER DISTRIBUTION

The City of Aztec built a 0.5 million gallons per day (mgd) Water Plant in 1951 at a site on NM Highway 173 (Navajo Dam Road), east of US Highway 550. The Water Plant expanded over the following decades to 1996 when the City expanded the capacity of the facility to producing 4.0 mgd.

The City provides water service within the entire municipal limits, as well as to small areas of San Juan County, including approximately 70 residences on Navajo Dam Road (the First Divide area) and 55 residences south of the East Aztec Arterial off of US Highway 550 (North Heights area). Daily demand is typically about 3 mgd in the summer.

The Water Plant consists of four separate treatment trains, each with polymer addition to enhance solids coagulation and settling followed by sedimentation in a clarifier and then sand filtration. Discharge from each treatment train is then disinfected using liquid chlorine. Flow capacity of the treatment units can vary depending on influent water quality. Combined potable water treatment capacity is about 6.5 mgd; however, due to pipeline and pumping capacity, the practical limit is currently about 3 mgd. If additional water was available, it could be treated with increased staffing; however, this would require a substantial increase in water rates.

The City consistently makes improvements to components of the Water Plant, with the latest upgrades to the plant controls, chemical feed systems, finished water pumps, and the entire treatment plant SCADA system. All potable water treated at the Water Plant discharges to the clear well, which is then pumped into the distribution system and storage tanks.

The City's water distribution system is fed by the finished water pumps at the Water Plant. The pumps fill two steel water storage tanks that serve the central part of the City:

- The East Tank has a nominal water storage capacity of 2,000,000 gallons while the West Tank nominal capacity is 1,000,000 gallons. This part of the distribution system is pressured by the water elevation in these two tanks.
- A finished water pump fills the steel Lower East Aztec Tank, which has a nominal capacity of 225,000 gallons.

There are three in-line water booster pump stations that feed three other storage tanks:

- The metal Upper East Tank has a nominal capacity of 50,000 gallons.
- The rubber in-ground Bladder Tank has a nominal capacity of 2 million gallons.
- The concrete Airport Tank has a nominal capacity of 500,000 gallons.

In total, there is a nominal potable water storage capacity of 5.775 million gallons in the Aztec water distribution system.

The majority of water lines in Downtown Aztec are PVC, with the exceptions of cast iron along Blanco Street, ductile iron in Mesa Verde, and concrete along Ash Street through the Municipal Complex. In October 2020, the City Council suspended new water connections in the south service area due to undersized pipes which led to water pressure problems. These lines were originally constructed by the North Heights Mutual Domestic Water Users Association, and the City of Aztec acquired the system in 2001 after annexing the area. It will take approximately five years to upgrade the water distribution system to meet current standards.

## WATER QUALITY

Water quality in the Animas River is of great concern to water users in Aztec. High nutrient levels from septic system discharges and agricultural runoff upstream in San Juan County and La Plata County, Colorado, impact the Animas River. The New Mexico Environment Department has established total maximum daily load (TMDL) standards as required by the US Clean Water Act for each pollutant found in the Animas River. In addition to impacts on drinking water, this also results in very stringent regulatory nutrient (phosphorus and nitrogen) discharge limits from the City's Wastewater Treatment Plant (WWTP).

### San Juan Soil and Water Conservation District

The San Juan Soil and Water Conservation District (SWCD) has conducted water quality sampling to identify impairments and their sources while implementing bacteria and nutrient reduction projects aimed at mitigating impairments. Manure and human e. coli have had a significant impact on water quality in the Animas River, the source of Aztec's water supply.

Recently, the SWCD worked in partnership with the City of Aztec on the River Stewardship Project to enhance wildlife habitat and stabilize



*Animas River at the Aztec Ruins National Monument.*

riverbanks at Riverside Park and Rio de Animas Park. The SWCD has also worked with the Rural Community Assistance Corp. to bring septic system operations and maintenance education to the community. The Watershed Protection Section of the New Mexico Environment Department has provided Clean Water Act grants for SWCD projects to help property owners reduce runoff to the Animas River. Projects have included:

- Site improvements to reduce manure runoff to the Animas River;
- Restoration of terraces and riverbanks along the Animas River to filter nutrient and bacteria runoff, eliminate bank erosion, and re-establish native vegetation in the floodplain; and
- Public outreach and education on septic care and maintenance, RV waste and illegal dumping.

### Discharge Events

There is a large volume of continuous mine drainage discharge, as well as discrete discharge events and spills, that flow into the Animas River in the historic mining districts in Colorado's San Juan Mountains. A major event occurred in August 2015 when toxic wastewater

was released into a tributary of the Animas River from the Gold King Mine near Silverton, Colorado. US Environmental Protection Agency (EPA) personnel and contractors were attempting to drain ponded water near the entrance to the closed mine when the impoundment broke open, spilling three million gallons of acid mine waste and tailings, including heavy metals (i.e. arsenic, cadmium, lead, and other elements), and turning the Animas River to an orange color.

The City of Aztec received scant notice to turn off municipal water intakes from the Animas River. Domestic and irrigation well users were also immediately impacted, and recreational use of the Animas and San Juan Rivers was restricted in the wake of the event. The Governor of New Mexico declared an emergency by Executive Order 2015-016, and the New Mexico Environment Department banned drinking water systems from using Animas River water for 10 days after the event.

In March 2019, the new WWTP treating drainage from the Gold King Mine failed for about 48 hours, requiring the City to shut off water intakes again. In October 2019, a wastewater spill occurred at the Silver Wing Mine, located north of Silverton, also shutting off water system intakes on the Animas River. US EPA designated the Bonita Peak Mining District in the Silverton area a Superfund site in 2016 and continues to work on mine remediation.

### CAPITAL IMPROVEMENTS - WATER

The City of Aztec has secured \$1.5 million in Capital Appropriations from the State of New Mexico for the NM Highway 173 Water Line Relocation project. The Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following future capital projects for water facilities:

- Water Reservoir I Improvements (\$2.1 million, with a \$2.0 million recent appropriation from the State of New Mexico)
- South Aztec Water Distribution (\$770,000)

- South Aztec Water Transmission Line (\$5.3 million)

## 6.3 SANITARY SEWER

### TREATMENT

The City of Aztec Wastewater Treatment Plant (WWTP) is located at the end of S. Oliver Avenue along the Animas River on Aztec's southwest side. The facility has a design capacity of 1.5 million gallons per day (mgd), with current treatment capacity limited to 1.2 mgd due to ultraviolet (UV) disinfection flow capacity. The treatment system consists of the primary removal of solids through screening and sedimentation followed by an aerobic/anoxic activated sludge secondary treatment system with a continuous clean sand filter functioning as the tertiary advance nutrient removal (ANR) system. The primary and secondary treatment systems are standard WWTP components, but the ANR system is needed to meet the stringent nutrient discharge standards under the Clean Water Act. Final treatment includes the UV disinfection of the water prior to discharge to the Animas River. Sludge is dewatered using a belt filter press and disposed at the San Juan County Landfill. Average daily flow at the WWTP is approximately 600,000 gallons per day. Under current conditions the WWTP could serve a population of about 12,000 residents.

Most of the City's existing sewer system uses gravity flow. Sewers east of the Animas River flow to the Llano Lift Station at the west end of Llano Street, which pumps wastewater across the Animas River and raises the water elevation for flow by gravity to the WWTP. The force main for this pump station is 1,900 feet long and terminates in a manhole in S. Light Plant Road at the entrance to Riverside Park. The City completed an upgrade to controls and SCADA for this pump station in 2020. The second lift station is in the WWTP and delivers wastewater to an above-ground secondary treatment system.



## SEPTIC SYSTEMS

The City's sanitary sewer service area covers the core area of Aztec, north of the East Aztec Arterial, west of Tiger Park, and east of the Airport and Jenkins Ranch. The remainder of lots inside City limits require on-site liquid wastewater (septic) systems. There are approximately 113 septic systems, including 48 lots in Dillon Heights on the west end of the City, 36 lots on both sides of US 550 south of the Arterial Route, 13 lots along Hampton Canyon east of Tiger Park, and 13 lots along N. Light Plant Road, amongst other locations. Although on-site wastewater systems can lead to surface and groundwater pollution if not properly maintained and replaced, the City does not have plans to extend municipal sewer service to these areas. Future development of property along the East Aztec Arterial will likely require extension of both water and sewer services.

## WATER REUSE

The City of Aztec does not currently have a water reuse system for irrigation. There is a pipe installed from the WWTP back toward Riverside Park to utilize treated effluent, when a tank, pump, disinfection, and control systems could be added to the system. Participants in the Community Survey indicated support for water reuse for irrigation purposes.

## 6.4 STORMWATER DRAINAGE

Stormwater makes its way to the nearest stream, lake, river or wetland picking up litter, bacteria, chemicals, sand, and other pollutants. Stormwater can erode the land it passes over, and causes pollution to the groundwater and surface waters that people rely on for irrigation and drinking water. The City of Aztec and San Juan County have a Storm Water Management Plan (SWMP) to meet requirements of the US Clean Water Act, National Pollutant Discharge Elimination System (NPDES) for small Municipal Separate Storm Sewer Systems (MS4). About 38% of respondents to the Community Survey

indicated the City should focus on expanding and maintaining stormwater drainage systems.

Surface water drains from the surrounding mesas down through Aztec to the Animas River, which has a broad floodplain with associated wetlands. Several arroyos, small intermittent creeks, drain through the City. On the east side of the River, Knowlton and Calloway Canyons cross the most northern part of the City. Hampton Arroyo drains from Tiger Park through neighborhoods and across US Highway 550 on its way to the Animas River. Blanco Arroyo crosses central Aztec north of the High School, down Blanco Street and across Minium Park through the historic residential neighborhood. Williams Arroyo drains the southern part of Aztec, entering the Animas River across from Riverside Park. On the west side of the River, Estes Arroyo parallels Light Plant Road to Koogler Middle School, then cuts through a residential neighborhood and Florence Park. On the far west end of the City, Kochis Arroyo skirts the airport and cuts across several residential lots on its way to the Animas River.

## FLOODING

There is a history of flooding from Aztec's arroyos. The majority of the arroyos are on private property and are not accessible to the City. The City has replaced culverts on the Blanco Arroyo to provide capacity in the 25-year storm event. Two more culverts in the same area need to be replaced, as identified by the Aztec Public Works Department.

Stormwater is also a continuing issue in the Kokopelli Subdivision, along NM Highway 516 at Oliver Avenue, and along NM Highway 173 near Tiger Park. In August 2015, flooding caused more than \$1 million in damage, particularly along the Blanco Arroyo and Kokopelli Subdivision. The Downtown Aztec MRA Plan noted that despite stormwater drains under Main Avenue, stormwater runoff tends to inundate the street and surrounding neighborhoods. The City constructed a drainage structure at the Aztec Museum in an







Aftermath of the Blanco Arroyo flooding. Photo by Steven Saavedra.

attempt to slow stormwater flow and mitigate flooding of the facility. The City has studied the need for new stormwater detention facilities, in addition to the 27 detention ponds built by the Army Corps of Engineers.

Most of Aztec's arroyos are mapped by FEMA as Zone A (1% annual chance of flood hazard) regulatory floodplains on the Flood Insurance Rate Map (FIRM). The Animas River is mapped with more detail as Zone AE floodplain below Aztec Boulevard. There is an area of the Aztec National Monument mapped as Zone D, where there are possible, but undetermined, flood hazards. The City has completed a flood study to revise the FIRM north of the Aztec Boulevard bridge, including the North Main Avenue development area, and is waiting on approval from FEMA.

### LOW IMPACT DEVELOPMENT

Many communities are shifting away from traditional hardscape solutions for drainage towards Low Impact Development (LID), which uses a more natural model to manage rainfall and runoff throughout the drainage system. LID strategies work to conserve natural areas to allow stormwater infiltration, maintain natural runoff rate and duration, and decentralize infrastructure improvements. LID supports

the greater system of "green infrastructure", including natural areas that provide habitat, flood protection, and cleaner air and water.

Common LID techniques include bioretention or rain gardens, bioswales, infiltration trenches, and pervious pavement. LID is better for the environment and less costly to construct and maintain than traditional stormwater infrastructure. Green infrastructure also typically has more appealing aesthetics than traditional hardscape facilities. Respondents to the Community Survey indicated their support for green infrastructure, including the City providing incentives, which could include water bill credits and replacement of high water landscapes with drought tolerant landscapes.



Bioswale on N. Church Avenue.

## CAPITAL IMPROVEMENTS - STORMWATER

The Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following capital projects for stormwater control facilities:

- Flood hazard mitigation (\$2,283,233)

## ■ 6.5 ELECTRIC & NATURAL GAS ELECTRIC SERVICE

The City of Aztec Electric Department is one of only six municipal electric service departments in New Mexico. Its operating budget comes out of the General Fund, which is typically the largest budget within the City of Aztec. The Department

manages approximately 39 miles of distribution lines and a short segment of 69kV transmission line feeding a single substation. It has purchased wholesale power from the Western Area Power Administration (WAPA) and Public Service Company of New Mexico (PNM) in the past. The Department is currently working with the City of Farmington on a second transmission line and a new substation in Aztec, a \$30 million project with the City of Aztec contributing \$15 million.

In addition to providing electric services, the Department is also involved in City beautification efforts. This includes the decorative street lamps at City Hall, Main Avenue Historic District, and Aztec Boulevard; lighting over the “money saving bridge”; and lighting on trees that change colors depending on the holiday or season. The Department has also been involved in the restoration of the Aztec Theater marquee sign.



Aztec Solar Facility. Photo by Steven Saavedra.

In 2016, Aztec began a contract with Guzman Energy in Denver as the City’s primary electric provider, with WAPA power continuing as a base supply. During that time, Guzman Energy built a 1-megawatt solar-powered electric energy generating facility on 8-acres off Western Drive. The power purchase agreement with Guzman Energy was renewed in 2020 and includes an option for the City to purchase the solar facility in 2023. Electric distribution is provided by both overhead and underground lines.

## RENEWABLE ENERGY

The State of New Mexico’s Energy Transition Act (Senate Bill 489-44-22) requires the state to generate 100% of its electricity from carbon-free resources by 2045. The Aztec Electric Department made a commitment to renewable energy in its Integrated Resource Plan (2013). In addition to the Aztec Solar Facility constructed by Guzman Energy, the Plan considered making use of water rights owned by the City to power small-scale hydro generators (about 500 kW units), as well as implementing net metering to encourage customer-owned renewable energy generation. An increasing number of renewable energy projects are utilizing battery backup to firm up storage of electricity. Respondents to the Community Survey indicated their support for renewable energy, including job training.

## NATURAL GAS SERVICE

Residential and commercial natural gas service in Aztec is provided by New Mexico Gas Company, the largest natural gas utility in New Mexico. There are several private providers of propane fuel serving the Aztec area.

## ENERGY CONSUMPTION

The US Department of Energy Office of Energy Efficiency & Renewable Energy estimates that as of 2016, energy consumption in the City of Aztec was about average for residential and commercial electric and natural gas, and well below average for both electric and natural gas industrial use. The National Renewable Energy Laboratory (NREL) models projected energy use in San Juan County over the next 30 years, with an online application. NREL estimates that residential and commercial energy use in San Juan County (including Aztec) will decline between 2020 and 2050. However, the NREL model projects that industrial energy use will grow over the next 30 years.

## ■ 6.6 TELECOMMUNICATIONS

Centurylink is the incumbent local exchange carrier (ILEC) for telephone and digital subscriber line (DSL) broadband service in Aztec. Comcast Corporation provides cable television and cable modem broadband service. According to the City’s Information Technology Director, existing telecommunications infrastructure consists of copper cable installed in the 1970s or 1980s and will not provide speed and bandwidth needed until fiber optic lines can be provided.

Aztec is served by national cellular telephone providers. Cellular and fixed wireless service are becoming increasingly popular alternatives to wireline broadband service. As noted in Section 3.4 Zoning, communications towers and antennas are permitted as conditional uses with specific performance standards.

### BROADBAND

The City of Aztec owns the fiber lines in Aztec. The FCC’s National Broadband Map shows Comcast providing close to 1 GB down/35 Mbps up service in most of the Aztec community. Centurylink provides 100 Mbps down/10 Mbps up in limited areas, but more typically only highly variable download speeds (4-12 Mbps) with less than 1 Mbps upload by DSL service.

Approximately 43% of the respondents to the Community Survey indicated that the City should focus on expanding access to broadband services. The City currently has a contract with FastTrack Communications, which is headquartered in Durango. Many communities actively encourage local competition and improvements to broadband infrastructure through a local volunteer task force or a municipal or cooperative utility.

Installing conduit during road construction projects is one way to reduce costs of providing broadband fiber optic service. Many cities adopt a “Dig Once” policy to reduce excavation costs, minimize disruption in public rights-of-way,

and encourage broadband deployment. “Dig Once” requires installation of conduit whenever a trench is opened in a public right-of-way. That conduit is then available later when providers are ready to extend fiber optic lines.

## ■ 6.7 SOLID WASTE

The City of Aztec contracts with Waste Management of New Mexico, Inc. to provide solid waste collection services for residents and businesses. Residential curbside pick-up is provided once a week and recycling service was increased in April 2021 to twice a month. There are typically several City-wide clean-up days each year with extra service for electronics, yard waste, and general rubbish.

Waste Management owns the San Juan County Landfill located on County Road 3140 between Aztec and Farmington. The Landfill is a regional facility serving the Four Corners area. It opened in 1988 with 122 acres permitted on the 160-acre site. The Four Corners Regional EcoCenter is co-located with the San Juan County Regional Landfill and accepts recycling at its drop-off site at the San Juan County Landfill. The EcoCenter provides single stream and source-separated recycling services for the Four Corners area.

The San Juan County Landfill utilizes a five-layer composite layer system that includes a geosynthetic clay liner and a 60-mil textured high-density polyethylene membrane with a two-foot protective soil cover to contain leachate. Four groundwater monitoring wells are in use, which are sampled and analyzed annually with reports submitted to the New Mexico Environment Department. Waste Management projects the San Juan County Landfill has 100 years of capacity remaining.

## 6.8 GOALS, OBJECTIVES, & STRATEGIES

### INFRASTRUCTURE GOAL 1

Maintain a safe and reliable domestic water supply that meets current demand and accommodates future growth.

#### Objectives

- To ensure the long-term resiliency of the community water supply.
- To systematically plan for and make improvements to water storage systems.
- To maintain and secure the City's long-term water rights on the Animas River.
- To manage pollutants from wastewater and stormwater, and other point and non-point sources, including potential mine pollution of the Animas River.

#### Infrastructure Strategy 1.1

Prioritize and secure gap funding for the replacement and construction of Reservoir One at the City's Water Plant (the City recently received a \$2.0 million capital appropriation from the State of New Mexico).

#### Infrastructure Strategy 1.2

Create a 40-Year Water Plan that addresses:

- Quantification of the existing water supply;
- Protection of the City's water rights;
- Existing water demand and projections of future water demand;
- Water conservation and reduction of water waste; and
- Recommendations for meeting water demand resulting from future growth and development.

#### Infrastructure Strategy 1.3

Coordinate with the San Juan Soil and Water Conservation District on conducting water sampling for quality analysis. This strategy should also include tracking potential water system deficiencies and compliance violations; preparing compliance records; monitoring the operation and maintenance at the Water

Plant; and remaining in compliance with drinking water standards associated with the surface water from the Animas River.

#### Infrastructure Strategy 1.4

Utilize the sampling results and compliance tracking data to determine potential contamination sources; susceptibility of the water supply to contamination sources; and potential water system deficiencies to help identify actions to be taken to prevent water contamination.

#### Infrastructure Strategy 1.5

Sponsor community events on a quarterly basis to increase the collection of household hazardous waste and educate the public on the proper disposal of hazardous household materials.

### INFRASTRUCTURE GOAL 2

Maintain and optimize an efficient water distribution system that meets current demand and accommodates future growth.

#### Objectives

- To provide for the safe and efficient delivery of treated water for drinking purposes.
- To ensure there is adequate capacity to meet current and future demand for water.
- To systematically plan for, make improvements to, and replace aging water infrastructure components.

#### Infrastructure Strategy 2.1

Create a Water System Master Plan that contains:

- Information and metrics on the City's existing water system (water pressure zones, treatment, storage, transmission, and distribution components);
- Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission;
- Current distribution and storage system;

- Improvements, replacements, and expansions of the water distribution system to correct deficiencies and meet future demand;
- Annual review as funding becomes available and projects are completed; and
- Coordination with the City’s capital outlay program and other available funding sources.

### Infrastructure Strategy 2.2

Secure capital funding for improvements to the City’s water distribution system, including water line extensions, replacements, repairs to booster and pressure reducing stations, fire lines, and dead-end lines.

## INFRASTRUCTURE GOAL 3

**Promote the sustainable and efficient management of water resources through conservation and reuse of treated effluent.**

### Objectives

- *To conserve potable water for drinking purposes.*
- *To use treated effluent for non-potable purposes, including irrigation of community park facilities.*
- *To encourage voluntary water conservation practices and reduce demand on Animas River flow.*
- *To decrease water system loss caused by leaking water distribution lines.*

### Infrastructure Strategy 3.1

Prioritize water conservation through the systematic replacement of broken water meters, water leak detection, and repair of aging water lines.

### Infrastructure Strategy 3.2

Develop a water reuse program that will utilize treated effluent for irrigation of City park facilities.

### Infrastructure Strategy 3.3

Develop an educational program geared towards residential and commercial

customers on water conservation measures, the importance of repairing water leaks, and the installation of high efficiency household plumbing fixtures.

## INFRASTRUCTURE GOAL 4

**Maintain a safe and efficient wastewater collection and treatment system that meets current demand and accommodates future growth.**

### Objectives

- *To systematically plan for, make improvements to, and replace wastewater treatment components.*
- *To ensure wastewater treatment infrastructure functions within water quality permitting standards.*
- *To plan for the cost-effective extension of sewer service to properties that utilize septic systems.*

### Infrastructure Strategy 4.1

Create a Wastewater Master Plan that contains:

- Information and metrics on the City’s existing wastewater collection system and current wastewater contribution rates;
- Future wastewater flow projections;
- Computer modeling to evaluate the wastewater system with regard to the current and future capacity of the City’s sanitary sewer system; and
- Recommendations where expansion, upsizing, repair, or upgrading is needed, to correct deficiencies and meet future demand; and
- Coordination with the City’s capital outlay program and any other available funding sources.

### Infrastructure Strategy 4.2

Secure funding for the design and expansion of sewer services to properties within the City of Aztec currently utilizing septic tanks.

### Infrastructure Strategy 4.3

Secure funding and implement projects for the rehabilitation, replacement, and/or expansion of wastewater collection lines, force mains, and pump stations as determined by the Wastewater Master Plan.

## INFRASTRUCTURE GOAL 5

**Maintain and expand the stormwater drainage system to minimize losses to public facilities and private property.**

### Objectives

- *To protect the community from seasonal and flash flooding in Aztec.*
- *To help preserve property values and lower flood insurance rates.*
- *To systematically plan for and make improvements to stormwater drainage systems and arroyos.*
- *To encourage on-site detention of stormwater and water harvesting.*

### Infrastructure Strategy 5.1

Prioritize and secure funding for replacing culverts to increase the capacity of the Blanco Arroyo during major storm events.

### Infrastructure Strategy 5.2

Develop and implement a Drainage Master Plan that contains:

- An evaluation of existing watershed conditions;
- Determining the areas at risk of flooding, including Downtown Aztec and other areas adjacent to arroyos and the Animas River;
- Identifying projects for improving drainage in those areas; and
- Cost estimates for the improvements.

The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and other available funding sources.

### Infrastructure Strategy 5.3

Design, acquire right-of-way, and procure funding for installation of off-line stormwater retention pond on the Blanco Arroyo.

### Infrastructure Strategy 5.4

Prioritize and construct stormwater drainage improvements to minimize the risk of flooding, as identified in the Drainage Master Plan.

### Infrastructure Strategy 5.5

Incorporate and allow Low Impact Development (LID) techniques in the City's Subdivision Ordinance that address stormwater detention and retention, including water harvesting, bioretention, cisterns, rain gardens, permeable pavement, etc.

## INFRASTRUCTURE GOAL 6

**Maintain safe, reliable, and sustainable electric services that meet current demand and accommodates future growth.**

### Objectives

- *To increase the capacity and ensure the redundancy of electric services.*
- *To expand renewable energy generation and ensure the City's compliance with future energy mandates.*
- *To support the reduction of the current electric rates for service.*
- *To support the City's beautification efforts by burying electric lines.*

### Infrastructure Strategy 6.1

Prioritize and secure gap funding for the construction of a second transmission line that connects the City of Aztec with the City of Farmington.

### Infrastructure Strategy 6.2

Systematically plan for and conduct the removal and replacement of overhead power lines with underground power lines.

### Infrastructure Strategy 6.3

Promote and expand the use of renewable energy alternatives, including solar panels, wind turbines, geothermal energy, and electric

vehicle charging stations for residential, commercial, and government use.

#### Infrastructure Strategy 6.4

Identify locations for the installation of solar panels on City-owned buildings and electric vehicle charging stations on City properties and along Main Avenue.

#### Infrastructure Strategy 6.5

Expand the existing footprint of the Aztec Solar Facility to accommodate more solar panels on BLM property and increase energy generation.

#### Infrastructure Strategy 6.6

Develop and disseminate information to residents and businesses on available renewable energy incentives, tax credits, rebates, exemptions, and net metering.

### INFRASTRUCTURE GOAL 7

**Expand community access to affordable, high-speed broadband services.**

#### Objectives

- To provide sufficient bandwidth required to support residents working from home.
- To support residents and business access to online economic opportunities and high-speed broadband services.

#### Infrastructure Strategy 7.1

Initiate a dialogue with current and prospective telecommunication providers on improving and expanding high-speed broadband services in Aztec to meet the needs of residential and business users.

#### Infrastructure Strategy 7.2

Adopt a “Dig Once” policy that requires public and private excavators to coordinate with the City of Aztec to install fiber conduit during construction within public rights-of-way.

### INFRASTRUCTURE GOAL 8

**Expand the community’s participation in reducing, reusing, and recycling initiatives.**

#### Objectives

- To increase community awareness and education in the environmental benefits of reducing, reusing, and recycling.
- To divert materials sent to and extend the life of the San Juan County Landfill.
- To increase the capture rate of recyclable materials that can be used to manufacture new products.

#### Infrastructure Strategy 8.1:

Develop a public education program to extol the benefits of reducing, reusing, and recycling; encourage the community to participate in the recycling program; and prevent the contamination of recyclable materials.

#### Infrastructure Strategy 8.2

Coordinate with the Four Corners Regional EcoCenter and Waste Management on a cost feasibility analysis of providing additional recycling bins in public locations.

#### Infrastructure Strategy 8.3

Sponsor community recycling events where residents and businesses can bring their recyclable materials (cardboard, plastic, scrap metal, and organics) for collection and transport to the San Juan County Landfill.

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# CHAPTER 7 TRANSPORTATION

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## 7.1 INTRODUCTION

The City of Aztec is located at the junction of US Highway 550 and NM Highway 516 where the highway crosses the Animas River just below Aztec Ruins. Aztec is conveniently located at the hub of the Four Corners region between Farmington and Durango, Colorado.

The Transportation element provides policy direction to guide programs, priorities, and investments that address improving multi-modal transportation - walking, bicycling, transit use, and driving. Having a multi-modal transportation system will support the community's land use vision, as graphically illustrated in the Future Land Use Scenario, and promote healthy lifestyles and livability for current and future residents. Mobility options should work to accommodate the needs of underserved populations, including youth, seniors, persons with disabilities, and low-income households.

## 7.2 EXISTING STREET NETWORK

Residents and visitors to Aztec rely primarily on personal vehicles for transportation. US 550 and NM 516 connect Aztec to trade centers and metropolitan areas in New Mexico, Colorado, Arizona, and Utah.

Aztec is part of the Farmington Metropolitan Planning Organization (FMPO), which works with the New Mexico Department of Transportation (NMDOT) for long-range multi-modal transportation planning in the urbanized area. The FMPO maintains a Metropolitan

Transportation Plan (MTP) to project the area's transportation needs over a 20-year planning horizon. The 2045 MTP (Bohannon Huston, Inc.) was adopted in September 2020.

In 2018, the American Community Survey found that 94% of Aztec's residents in the workforce commuted to work by car, truck or van, which included 8% who carpoolled. Of these commuters, 72% worked outside Aztec and 7% worked outside New Mexico. Only 1.9% of workers walked to work in 2018, while 2.0% worked at home. The mean travel time to work was 24 minutes in 2018, just above the statewide average of 22 minutes.

The 2045 MTP supports infill development and travel demand management programs that encourage alternatives to commuting. Working to achieve a higher jobs-housing balance within Aztec will encourage new employment opportunities for Aztec residents.

### FUNCTIONAL CLASSIFICATION

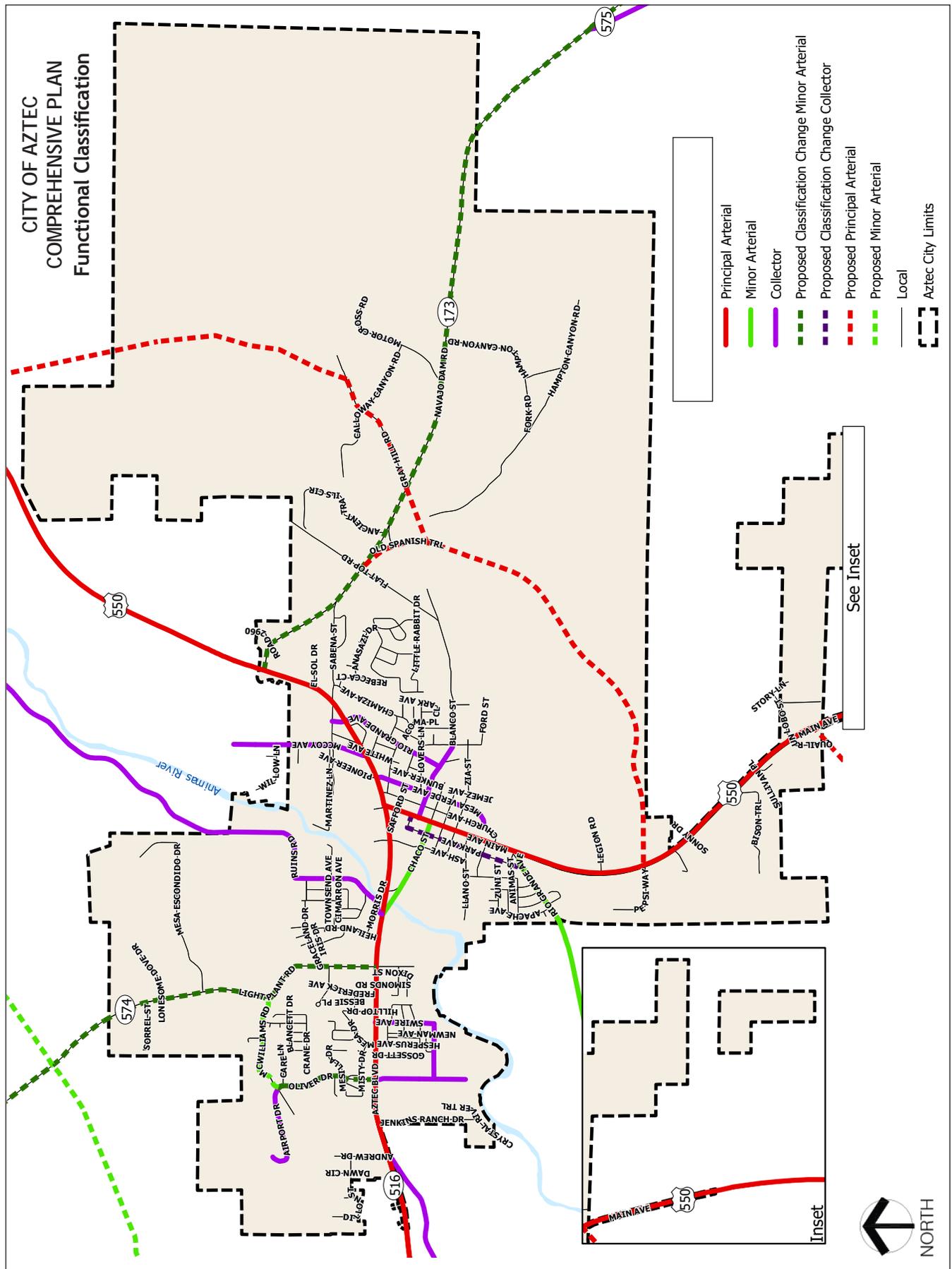
The US Federal Highway Administration sets standards for Functional Classification of roads and highways. The NMDOT follows those standards to determine eligibility for funding under Federal Aid Highway programs, and uses functional classification for program and project prioritization, asset management, safety programs, highway and bridge design, traffic control, and maintenance scheduling.

#### Principal Arterials

Principal Arterials connect major population centers with higher traffic volumes and often have limited access. The Interstate



*Bridge over the Animas River.*



Highway System is the highest class of Arterial road specified in the NMDOT Functional Classification Guidance Manual.

Principal Arterials in Aztec include:

- US 550; and
- NM 516.

US 550, historically designated NM Highway 44 south of Aztec, originates at Interstate 25 near Albuquerque and runs through Bloomfield and Aztec. NM Highway 516 runs east-west connecting Aztec to Farmington and US Highway 64 west.

### Minor Arterials

Minor Arterials are typically used for trips of moderate length, usually connecting to the higher arterial system (Principal Arterials). A Minor Arterial offers less mobility than a Principal Arterial, but are more accessible.

Minor Arterials in Aztec include:

- W. Chaco Street from Main Avenue to NM 516;
- County Road 3000 (W. Rio Grande Avenue) west of US 550;
- N. Light Plant Road (Old Highway 173) north of NM 516; and

- Portion of NM 173 (Navajo Dam Road) that will connect the East Aztec Arterial to US 550.

The East Aztec Arterial will be classified as a Minor Arterial when complete. The City has plans to work with NMDOT to move the US 550 designation from Main Avenue to the new East Aztec Arterial in the future.

### Major and Minor Collectors

Major Collectors connect larger traffic generators to the arterial network, with a lower speed limit than arterial roads, but carry more traffic than Minor Collectors and local streets. Minor Collectors typically have more points of access than Major Collectors, and yet lower speed limits.

Major Collectors in Aztec include:

- NM 173 from Tiger Park east;
- Blanco Street;
- Park Avenue south of Chaco Street;
- Lovers Lane;
- N. Rio Grande Avenue from US 550 to Lovers Lane;
- Mesa Verde Avenue from US 550 to Zia Street;



E. Zuni Street.

- Zia Street from Mesa Verde Avenue to Ash Street;
- Ash Street south of NM 516;
- McCoy Avenue north of NM 516;
- Ruins Road;
- Oliver Avenue/Airport Drive; and
- S. Light Plant Road south of NM 516.

Minor Collectors in Aztec include:

- Western Drive/Circle to Swire Avenue;
- McWilliams Road;
- Church Avenue; and
- NM Highway 575 off of Navajo Dam Road just outside Aztec.

### City Street Network

The remainder of streets are classified as local streets. Local streets serve individual lots, homes, and businesses, accounting for the highest percentage of all road miles. Local streets provide access with lower traffic volume and more driveways. As neighborhoods grow and change, some streets that are not classified by NMDOT may begin to function as collector routes without having been officially designated.

### Navajo Dam Road

In 1964, the City of Aztec was selected as an All-American City for its volunteer effort to build the Navajo Dam Road, now NM 173. In 1961, Aztec residents organized the Navajo Dam Road Association and began acquiring rights-of-way for a highway to the new Navajo Dam on the San Juan River after the State Highway Commission declined the task. On April 21, 1963, a dedication ceremony was held where the road crossed the San Juan River.

As the San Juan County Historical Society relates from an article in the Albuquerque Tribune: "It may have been a chore but the 'dam road' is finished now and the citizens of Aztec are justly proud of it." The State Highway Department paved the road in 1967.

## 7.3 EXISTING STREET CONDITIONS

Most local streets in Aztec are paved with curb and gutter, although some neighborhood streets have a gravel surface. A few of the blocks in the original townsite have alleys, particularly at the rear of commercial property. Approximately 66% of respondents to the Community Survey indicated that the City should focus on improving and maintaining streets.

The Downtown Aztec MRA Plan included a detailed survey of right-of-way conditions within the MRA District in Downtown Aztec. Stretches of Main Avenue, Mesa Verde Avenue, Chaco Street, Chuska Street, and Zia Street needed resurfacing at that time. Curb and gutter also needed to be replaced on Mesa Verde Avenue between Chaco and Chuska Streets. The 2045 MTP notes existing operational issues across the region with delay caused by outdated intersection design and poor access management.

Street maintenance is a continuous process and aging infrastructure, including streets, is a significant challenge for most cities. The City of Aztec completed a 10-year street maintenance plan in June 2012; however, financial constraints prevented the City from implementing the plan. The City has focused on crack sealing, but has not been able to complete necessary chip sealing or re-paving proposed in the plan. The City is planning to chip seal a portion of McWilliams Road west of N. Light Plant Road where curb and gutter was installed, but the paving was never completed. This will still leave a section of McWilliams Road, which connects to Airport Drive, as a rough dirt road. The intersection of McWilliams Road and N. Light Plant Road, just north of Koogler Middle School, is also overly broad with unsafe sight lines.

Industrial areas in south Aztec off S. Main Avenue (US 550) and along Aztec Boulevard (US 550 east and NM 516 west) generate heavy truck trips starting and ending on local

streets. Some of these streets were developed prior to annexation or have deteriorated so that they may not meet current safety standards.

## 7.4 TRANSIT SERVICES

Public transit is a key element of regional transportation systems in urbanized areas. Public transit provides mobility to residents that may not have access to a vehicle or may be unable to drive. It also offers a mobility option to residents who have the flexibility not to drive for every trip.

### RED APPLE TRANSIT

Red Apple Transit serves Aztec and the greater Farmington area with fixed route and demand response transit service. The City of Farmington operates Red Apple Transit and provides a local match to support federal funding, with financial support from other local jurisdictions, including the City of Aztec. Approximately 20% of the respondents to the Community Survey indicated that the City of Aztec should focus on improving the Red Apple Transit system.

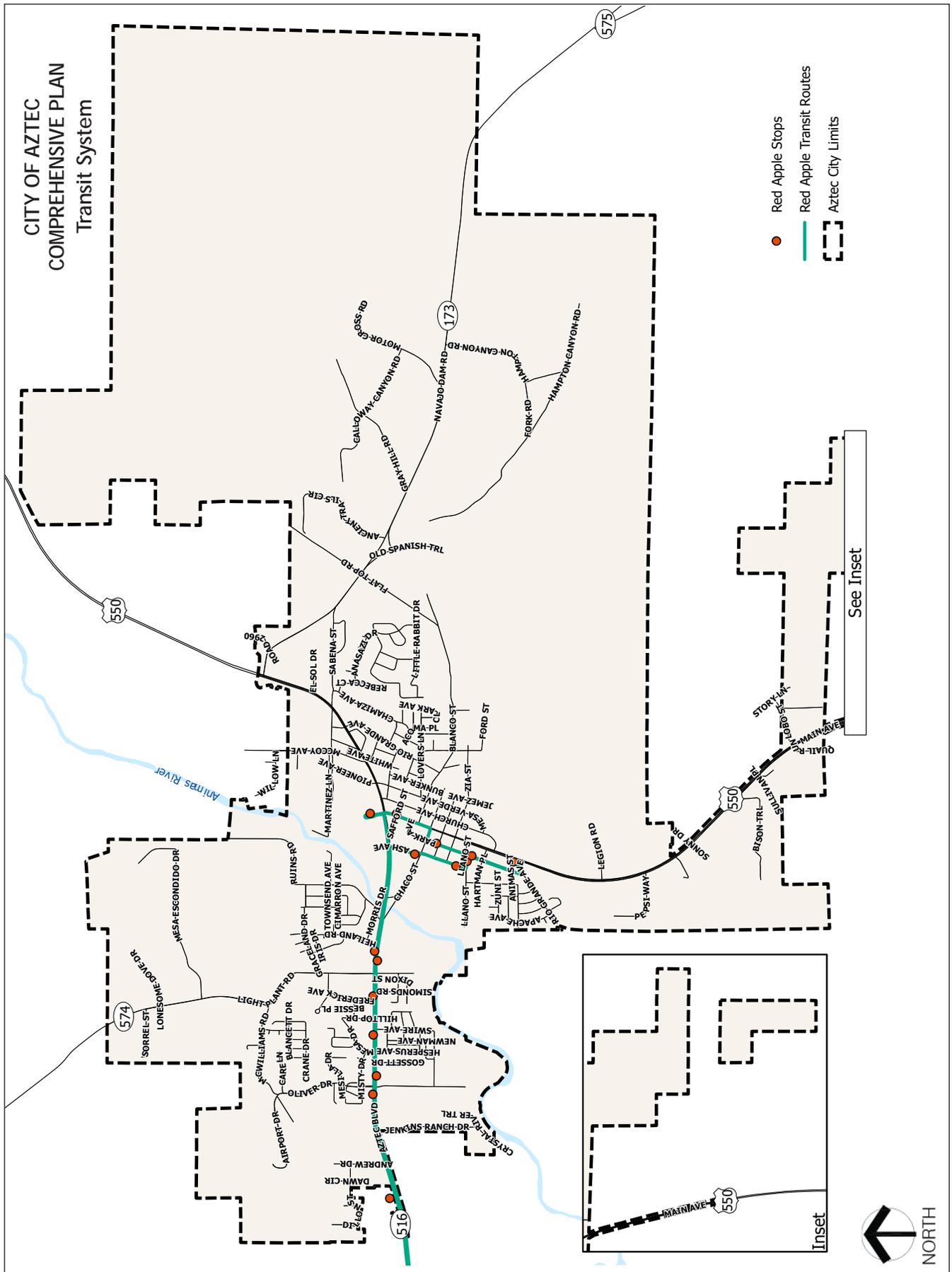
Red Apple Transit currently operates a fixed route between Aztec and Orchard Plaza in Farmington along NM 516. The route has a scheduled stop eastbound at the San Juan County Government Complex, then turns right off Aztec Boulevard onto Ash Street. Downtown Aztec bus stops are scheduled at the Aztec Municipal Center, Aztec Family Center (Library), and Aztec Urgent Care on Mesa Verde Avenue, and then north back to Main Street and W. Aztec Boulevard. The route then has scheduled stops westbound at Westside Plaza and at the corner of Aztec Boulevard and N. Oliver Avenue. Red Apple runs five round trips a day Monday through Friday, and three round trips on Saturdays, each taking about one hour to complete the loop. The rate for a one-way trip to or from Aztec is \$2 and \$60 for a regional monthly pass.

The Red Apple Transit Dial-A-Ride demand response service is available on a first-come, first-served basis to eligible individuals within Farmington city limits only. Red Apple Transit received a federal grant in 2019 to provide non-emergency medical services for older adults and individuals with disabilities in northwest New Mexico.

Although regional bus service has been available in the past, neither Aztec nor the Farmington metropolitan area currently have scheduled inter-city bus service. The 2045 MTP recommended that Red Apple Transit pursue a Transit Action Plan and explore new regional connections to southwest Colorado and between Aztec and Bloomfield.



*Red Apple Transit bus shelter.*



## 7.5 PEDESTRIAN and BICYCLE INFRASTRUCTURE

Aztec has an extensive sidewalk system within many of its older neighborhoods. Community-wide, however, there are very few sidewalks or pedestrian crossings at intersections in compliance with the Americans with Disabilities Act (ADA), making access difficult for wheelchair users.

Accessibility and walkability are important issues to the Aztec community. This was clearly shown in the results of the Community Survey where 54% of the participants indicated the City should focus on improving and adding sidewalks; 50% indicated improving and adding multi-use trails; and 38% prioritized adding and maintaining bike lanes.

The Downtown Aztec MRA Plan survey of sidewalk conditions indicated the need for sidewalk replacement along Mesa Verde south of Chaco Street, on Chuska Street from S. Main Avenue to Mesa Verde Avenue, and on Llano Street west of S. Main Avenue. The MRA Plan also identified non-ADA compliant curb cuts on Llano Street and on Chaco Street between the Municipal Complex and the Senior-Community Center. Crosswalks on Main Avenue through Downtown Aztec are signed and striped to increase pedestrian visibility.

A Walk Score measures the walkability of a neighborhood based on distance to nearby places and pedestrian friendliness, while a Bike Score is similar based on bike lanes and trails, hills, and road connectivity. Utilizing the website, Walkscore.com, Downtown Aztec showed a Walk Score of 54, “Somewhat Walkable”, and a Bike Score of 43, “Somewhat Bikeable”.

### Bicycle Infrastructure

There are bicycle lanes and routes designated on several state and local streets in Aztec, including:

- US 550 and NM 516;
- S. Light Plant Road south of NM 516;

- Chaco Street from Ash Avenue to NM 516;
- Ash Avenue from NM 516 to Llano Street;
- Llano Street west of US 550;
- Navajo Avenue from Llano Street to Animas Street;
- Animas Street from Navajo Avenue to Rio Grande Avenue;
- Park Avenue from Llano Street to Rio Grande Avenue;
- S. Rio Grande Avenue west of US 550; and
- N. Rio Grande Avenue from Blanco Street to US 550.

While Main Avenue and Aztec Boulevard are designated bicycle routes, the majority of both roads have high speed limits and heavy traffic. The routes are seldom signed or striped for bicycle use. The Downtown Aztec MRA Plan’s Main Avenue road diet concept included dedicated bicycle lanes. The MRA Plan also supported the installation of bicycle infrastructure, such as bicycle racks, in Downtown.

### 2019 Bicycle and Pedestrian Plan

The *2019 Bicycle and Pedestrian Plan* (Farmington MPO) summarized existing multi-modal plans in the region, identified opportunities and constraints, and offered recommendations for policies and facility improvements. The Bicycle and Pedestrian Plan includes a description of Aztec crash data and highlighted conflicts, especially along Main Avenue and Aztec Boulevard.

The MPO Bicycle and Pedestrian Plan described several constraints to implementing bicycle and pedestrian projects, such as difficulty acquiring property or easements, funding, and working with multiple local, state and federal agencies. The MPO Bicycle and Pedestrian Plan also described several transportation improvements:

- Connecting Aztec Ruins to the North Main Extension;
- Improving Ruins Road and extending the Animas River Trail to Townsend Park;





Multi-use trail and bridge, Riverside Park.

- Connecting Tiger Park to Downtown by way of Blanco Street;
- Implementing bicycle infrastructure and crossing signals along US Highway 550 and NM Highway 516;
- Establishing more robust and PROWAG compliant Downtown facilities, as described in the Downtown MRA Plan; and
- Improving access to Koogler Middle School on Light Plant Road.

### LOCAL and REGIONAL TRAILS

Aztec's residents place a premium on off-road and multi-use trails. As noted in Chapter 4: Economic Development, over 30 miles of mountain bike trails and miles of back country roads have made the Aztec area a destination for trail users. Additional connections would complete routes between the City's parks, neighborhoods, and trailheads. As described in Section 8.3, the Aztec Trails and Open Space (ATOS) volunteers are advocates for the Animas River Trails System, including on-street and off-street pedestrian and bike lanes and trails. Written comments on the Community Survey suggested pursuing regional trail connections between Farmington, Aztec, and Durango.

The City of Aztec, City of Farmington, and San Juan County are currently working together on creating a trail along the former Rio Grande/Western Railroad right-of-way. The City is planning to place this project on the Farmington MPO's Transportation Improvement Program

(TIP), and potentially, may include the project on its ICIP.

### SAFE ROUTES TO SCHOOL

A majority of students across the country are driven to school, and new homes are built further away from existing neighborhood schools. Both of these factors increase traffic congestion and discourage students from walking or biking to school.

Safe Routes to School programs facilitate physical improvements and programming to ensure students can safely walk and bicycle to their schools. Local school districts typically develop programs to meet local needs, with support from state and national programs that typically focus on K-8 grades.

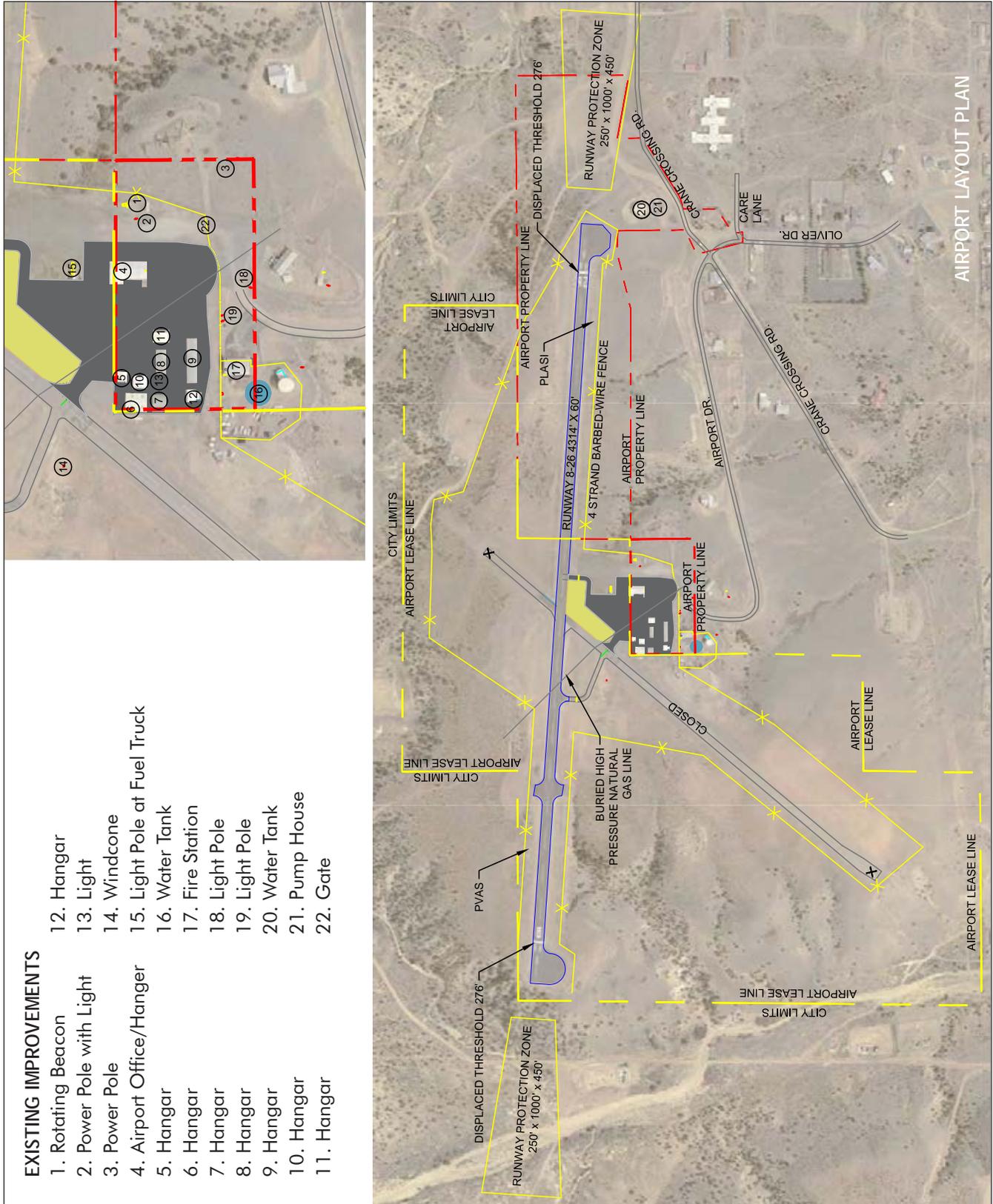
Federal funding is currently allocated by NMDOT through the Surface Transportation Block Grant (STBG) Program, as part of the Transportation Alternatives Program (TAP). The MPO Bicycle and Pedestrian Plan identified a Safe Routes to School project for CV Koogler Middle School on narrow Light Plant Road as the highest priority project for the Aztec area. The project, estimated to cost about \$108,000, would add sidewalks and new bike lanes. The Bicycle and Pedestrian Plan also prioritized traffic calming to slow traffic at the intersection of Aztec Boulevard and Light Plant Road as a safety measure.

## 7.6 AVIATION

### AZTEC MUNICIPAL AIRPORT

Aztec Municipal Airport (N19) is a general aviation airport located on the north side of the City, within the municipal limits above Airport Drive and McWilliams Road. The City purchased the Aztec Municipal Airport in 1961.

The Airport's elevation of 5,882 feet is approximately 238 feet above the rest of the City, which reduces potential impacts on building heights, although the mesa-top location also limits the extent of runways and operations. As of 2020, the Airport consists of



Source: Draft Airport Layout Plan (Bohannon Huston, 2018).

150 acres, including 11 acres of BLM land (see Figure 7.1). The Airport is owned and managed by the City of Aztec, with an Airport Manager who splits his time with other City duties. An eight-member Airport Advisory Board oversees airport operations.

The Airport currently has a single east-west runway, Runway 8-26, which is 4,314 feet long by 60 feet wide, with a displaced threshold on both ends. The former northeast-southwest crosswind runway was closed in 2017 since it did not meet current Federal Aviation Administration (FAA) standards. Runway 8-26 is rated at 10,000 lbs. Single Wheel Loading (SWL).

The City recently renewed the BLM lease and pursued an update to the 2008 Airport Action Plan. The draft Airport Layout Plan report (Bohannon Huston, 2018) notes that annual Airport operating revenues in FY 2017 totaled \$56,556, with operating expenses of \$50,626, excluding personnel expenses. Landside facilities include 14 hangars (ten City-owned and four ground lease), terminal building (Mike Arnold Pilot Lounge), and aviation fuel service. A City Fire Station is also located at the Airport. The draft Airport Layout Plan reported approximately 5,500 total annual operations, for an average of 106 operations weekly or 15 operations daily, which is projected to grow to about 5,800 over the next 20 years.

Currently, the Aztec Municipal Airport has an airport reference code (ARC) of A-I, based on regular activity by aircraft with approach speed less than 91 knots and wingspan less than 49 feet, such as the Cessna 150 or Beech Bonanza. The draft Airport Layout Plan forecasts growth to B-1 facility demand by 2037, increasing airspeed to 91 to 120 knots on approach. Among other improvements, including several new hangars, the Airport Layout Plan recommends construction of a new north-south crosswind runway, which should be considered when the City reviews development in the proposed flightpath.



*Aztec Municipal Airport.*

## ■ 7.7 TRANSPORTATION ISSUES

### COMPLETING the EAST AZTEC ARTERIAL

The City of Aztec has been working with the NMDOT on the plans to construct the East Aztec Arterial. This two-lane route is intended to serve as a bypass for through traffic on US 550 traveling between Bloomfield and Durango, in particular to divert heavy truck traffic from Main Avenue through Downtown. Phase One of the project paved two lanes 2,600 feet east from the intersection of US Highway 550 and Pepsi Way, south of the Aztec Speedway. Right-of-way acquisition for Phase Two took the City longer than anticipated, which delayed the project. Construction is anticipated to start in 2021 for the segment from S. Main Avenue to Tiger Park.

The final phase of the East Aztec Arterial, planned for 10-20 years in the future, will provide a two-lane route from Tiger Park east of Ancient Trails Subdivision to US 550 north of the City limits. Both the East Aztec Arterial and North Main Extension projects are included in the 2045 Metropolitan Transportation Plan (Farmington MPO) approved in 2020.

The East Aztec Arterial will cross private land that is currently landlocked. Careful land use planning, access management, and extension of supporting infrastructure will be required for future development to preserve the function of the East Aztec Arterial as a highway bypass.

## MAIN AVENUE ROAD DIET

Main Avenue is expected to continue serving the traveling public and accommodate local traffic once the East Aztec Arterial takes heavy truck traffic off US 550 through Downtown. The Downtown MRA Plan recommended a road diet for Main Avenue and improvements to intersections as a means to improve the visitor experience in Downtown. The City of Aztec received a capital appropriation of \$100,000 for a road diet study and improvements from the State of New Mexico in 2021.

The North Main Extension will create a pedestrian-friendly, multi-modal commercial street between Downtown and the Animas River, north of the intersection of NM 516 and US 550. Civic space will also be provided for events, such as the weekly summer farmers market. The project will complete trail connections across the existing Animas River pedestrian bridge to Aztec Ruins National Monument. Currently, the City of Aztec is addressing requirements to mitigate the floodplain hazard area to allow construction to commence.

## AZTEC BOULEVARD COMMERCIAL CORRIDOR

Aztec's arterial roads are commercial corridors with access to shopping, employment, and public services. Buildings along Aztec Boulevard (US 550 and NM 516) developed at different times with varying standards. Many of these properties now provide opportunities for upgrades and redevelopment.

Mixed-use infill development can better utilize existing infrastructure while also helping new business start-ups and retention and expansion of existing businesses. Aztec Boulevard could benefit from continued access management and streetscape improvements to increase safety and enhance the experience of pedestrians, bicyclists, and motorists.

## TRAFFIC CALMING

Traffic calming can provide safety benefits as well as enhance transportation functionality. As noted in the MPO Bicycle and Pedestrian Plan, traffic calming is defined as "the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior, and improve conditions for non-motorized street users" (ITE Traffic Calming State of Practice, 1999). The Federal Highway Administration's Office of Safety suggests measures, such as roundabouts, speed tables, medians, and other techniques to slow traffic and increase pedestrian safety.

## PEDESTRIAN and BICYCLE CONNECTIONS NEEDED

Aztec has a relatively good system of sidewalks, on-street bicycle lanes, and off-street multi-use trails, but there is still much room for improvement. Gaps within neighborhoods, along corridors, and within Downtown should be systematically addressed, particularly compliance with the ADA, to increase walkability.

Relative to the local trail network, the Riverside Trail should be extended from Riverside Park west along the Animas River, which would involve the acquisition of private property. On the east side of Aztec, a connection is needed between Tiger Park and Downtown, which could be provided with an extension of Blanco Street.

Pursuing the development of two regional trail corridors - one between Farmington, Aztec, and Durango along the Animas River and the other along the former Rio Grande/Western Railroad right-of-way - would significantly boost the region as an exemplary destination for outdoor recreation. Strategies addressing these two regional trails can be found in Section XX of Chapter 8: Parks and Recreation.

## 7.8 CAPITAL IMPROVEMENTS

### REGIONAL IMPROVEMENTS

The Farmington MPO's Transportation Improvement Program (TIP) is the mechanism that the NMDOT uses to allocate federal funds in the region to support transportation projects. The TIP includes regionally significant projects, including those receiving federal funding, and required to be consistent with regional transportation plans, such as the Metropolitan Transportation Plan (MTP). The East Aztec Arterial Phase II project is listed in the TIP at \$11.8 million for FY2020.

The 2045 MTP includes the following projects in Aztec:

- Current East Aztec Arterial project phase;
- Upgrade N. Oliver Street from Hermosa Road to McWilliams Avenue, including sidewalks and bike lanes;
- Road improvements and rehabilitation City-wide (ongoing);
- Main Avenue Complete Streets and Road Diet improvements (2024-2030);
- Next phase of the East Aztec Arterial, north of NM 173 (2031-2045); and
- Upgrade Light Plant Road to Minor Arterial standard with curb/gutter and sidewalks (2031-2045).

The 2045 MTP also includes the following regional projects:

- Safety improvements on NM 173 from Motor Cross Road to Road 2575 addressing the vertical curve, drainage, fencing, signing and striping;
- Pavement preservation on US 550 north of NM 173 (2024-2030);
- Intersection improvements on NM 516 at Oliver Street and on US 550 at NM 173 (2024-2030); and
- Pavement preservation on NM 516 between Farmington and US 550 (2031-2045).

The 2045 MTP includes a new proposed San Juan County principal arterial going west of US 550 between Aztec and Bloomfield across the mesa to County Road 350 (2030-2045). In the long-term, the 2045 MTP anticipates a new Northern Route minor arterial connecting US 550 to Farmington north of the existing urbanized area.

### LOCAL CAPITAL IMPROVEMENTS - TRANSPORTATION

#### Streets

The City of Aztec has secured \$12.06 million in capital appropriations for the East Aztec Arterial construction and \$2.5 million for the North Main Avenue Extension project. The Aztec Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following future capital projects for transportation facilities:

- Main Avenue Improvements (\$4.0 million)
- N. Oliver Street Improvements (\$2,579,161)
- McWilliams Road (\$6,031,750)

#### Airport

The City of Aztec also developed a 5-Year Capital Improvement Plan (CIP) specifically for the Aztec Municipal Airport. Planned projects include:

- Runway 8-26 Rehabilitation - seal coat, markings (\$225,000)
- Runway 8-26 Lighting and Visual Aids - Construction (\$1.20 million)
- Bi-Annual Maintenance Grant (\$44,444)
- Reconstruct South Taxilanes - Design and Construction (\$450,000)
- AWOS (Automated Airport Weather Observing System) III P/T - Design and Construction (\$175,000)

In September 2020, the FAA approved an Airport Improvement Program grant of \$192,766 to seal runway pavement surface/pavement joints.

## 7.9 GOALS, OBJECTIVES, & STRATEGIES

### TRANSPORTATION GOAL 1

**Establish an integrated and efficient multi-modal transportation system.**

#### *Objectives*

- *To balance the mobility needs of pedestrians, bicyclists, and motorists.*
- *To systematically plan for and improve bicycle access and infrastructure along US Highway 550 and NM Highway 516.*
- *To ensure the safe vehicle travel of residents, visitors, and freight travel within and through Aztec.*
- *To provide a roadway system that does not detract from the small-town character of Aztec.*
- *To correct unsafe conditions at existing intersections.*

#### **Transportation Strategy 1.1**

Submit a grant application to the New Mexico Finance Authority for a Transportation Asset Management Plan that contains:

- A Pavement Management Program that identifies all roadway and bridge assets and existing conditions;
- Cost projections for future needs and improvements to the roadway system;
- Funding strategies;
- Phased list of prioritized projects according existing condition, traffic volume served, support for public services and tax base, and leveraging potential; and
- Coordination of projects with the City's Infrastructure Capital Improvement Plan (ICIP).

#### **Transportation Strategy 1.2**

In conjunction with the NMDOT Multimodal Planning and Programs Bureau, evaluate the current condition of the bike lanes within US Highway 550 and NM Highway 516 rights-of-way and determine the improvements

needed to bring them up to current safety standards in compliance with AASHTO (American Association of State Highway and Transportation Officials), as amended.

#### **Transportation Strategy 1.3**

Prioritize and complete the projects for N. Oliver Street and McWilliams Road, as identified in Aztec's ICIP.

#### **Transportation Strategy 1.4**

Improve circulation by constructing new roadway connections, including the extension from Blanco Street to the East Aztec Arterial and in south Aztec within Annexation Area 5, as shown on the Future Land Use Scenario.

#### **Transportation Strategy 1.5**

Design and improve the intersection of McWilliams Road and N. Light Plant Road to address safety and sight distance issues.

#### **Transportation Strategy 1.6**

Design and construct new median improvement projects within public rights-of-way to help beautify the community and encourage slower travel speeds.

#### **Transportation Strategy 1.7**

Pursue funding for transportation projects through NMDOT programs, including the Local Government Road Fund; Municipal Arterial Program; Cooperative Projects; Safety Projects; Bicycle/Pedestrian/Equestrian Program; Transportation Alternatives Program; and Recreational Trails Program.

### TRANSPORTATION GOAL 2

**Complete the East Aztec Arterial and plan for future development.**

#### *Objectives*

- *To address the impact of US 550 heavy truck traffic on Main Avenue through Downtown Aztec.*
- *To assume local ownership of Main Avenue and allow for a "road diet" that improves safety and visitor experience to Downtown Aztec.*

- To expand access and explore the opportunity for new development in areas along the East Aztec Arterial.

#### Transportation Strategy 2.1

Prioritize and seek gap funding for the completion of the East Aztec Arterial. Once the project is complete, work with NMDOT on transferring ownership of Main Avenue from the NMDOT to the City of Aztec.

#### Transportation Strategy 2.2

In conjunction with the NMDOT, determine the access management policy for the East Aztec Arterial.

#### Transportation Strategy 2.3

Prioritize and seek gap funding for the design and construction of a Complete Street/Road Diet for Main Avenue between Blanco Street and Zia Street as recommended in the Aztec Downtown MRA Plan and identified in Aztec's Infrastructure Capital Improvements Plan (ICIP) and the 2045 Metropolitan Transportation Plan (MTP).

### TRANSPORTATION GOAL 3

**Expand transit services within Aztec and the region.**

#### Objectives

- To ensure local transit service is available to Aztec residents who do not drive or own a passenger vehicle.
- To provide intercity transportation services to destinations within Farmington, Bloomfield, and southwest Colorado.

#### Transportation Strategy 3.1

Coordinate with Red Apple Transit and the cities of Farmington and Bloomfield on creating a Transit Action Plan to expand regional transportation connections to southwest Colorado, as recommended in the 2045 Metropolitan Transportation Plan.

#### Transportation Strategy 3.2

Evaluate and quantify the need for additional bus shelters, transit stops, or higher frequency

service in Aztec to serve current and future residents.

### TRANSPORTATION GOAL 4

**Maintain clean, safe, and current roadway standards for street conditions throughout the City of Aztec.**

#### Objectives

- To establish a long-range street maintenance and funding plan for street improvements, including resurfacing, paving, crack sealing, and pavement marking.
- To provide a more walkable and accessible streetscape environment.
- To ensure streets are developed, extended, and/or upgraded to adopted classification standards as new development occurs.

#### Transportation Strategy 4.1

Create a preventative street maintenance plan that prioritizes and secures funding for resurfacing and reconstruction of deteriorated streets and bridges, and annual maintenance activities, including crack sealing, seal coating, and patching.

#### Transportation Strategy 4.2

Create a construction and replacement plan for cracked, deteriorated, or missing sidewalks, ramps, and pedestrian crossings to meet Americans with Disabilities Act accessibility requirements.

#### Transportation Strategy 4.3

Adopt a policy that integrates roadway improvement projects with stormwater drainage projects and coordinate utility work prior to or in coincidence with roadway construction to prevent damage to new pavement from utility line failure.

#### Transportation Strategy 4.4

Implement a policy that all new streets within Aztec will be coordinated with adjacent land uses and designated, designed, and built to functional classification standards. As part

of this strategy, evaluate the inclusion of bike lanes in all new major roadway projects.

## TRANSPORTATION GOAL 5

**Maintain safe and expanded air travel services at Aztec Municipal Airport.**

### *Objectives*

- *To ensure the Aztec Municipal Airport meets current FAA design criteria and regulations.*
- *To increase airport capacity and provide access to Class B-1 aircraft.*
- *To attract and foster new economic growth opportunities for Aztec.*

### **Transportation Strategy 5.1**

Prioritize and secure funding for the rehabilitation of Runway 8-26; lighting and visual aids for Runway 8-26; reconstruction of the south taxiways; and AWOS (Automated Airport Weather Observing System) III P/T, as identified in the City's 5-Year Airport CIP.

### **Transportation Strategy 5.2**

Work with the Aztec Economic Development Advisory Board (EDAB) to identify existing and future businesses that may benefit from and desire airport services. Develop targeted promotional advertisements.

### **Transportation Strategy 5.3**

Pursue available aviation related funding from the Federal Aviation Administration Air Improvement Program and New Mexico Department of Transportation - Aviation Division grant and funding programs.

CHAPTER 8  
**PARKS & RECREATION**

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8





## 8.1 INTRODUCTION

A robust parks and recreation system is essential to the livability and quality-of-life of a community. Parks benefit health and well-being with active spaces and outdoor amenities for public use and enjoyment. By supporting a higher quality life for citizens, local governments are also increasing the economic value of the City since places that people “chose” to live are often based on the amenities available. Parks make cities more resilient, equitable, increase engagement, and reduce crime.

The City of Aztec prides itself its outdoor recreation and park amenities. With its scenic landscapes and moderate climate, and an abundance of outdoor recreation amenities, residents of Aztec place a high value on this aspect of life. According to the Community Survey, 76% of respondents use Riverside Park followed by the 60% who use the City’s other parks, trails, and open space. The City’s continued investment in parks and outdoor recreation is well supported.

## 8.2 PARKS and RECREATION DEPARTMENT

The Aztec Parks and Recreation Department is responsible for maintaining and managing the 154 acres of parkland and 16.5 miles of trails. The Parks Department works closely with the community to ensure that its park facilities meet the needs and expectations for recreation at all levels.

The latest projects for the Department include the development of the disc golf course near Tiger Park and clean up and improvements to Riverside Park. The Department has plans for the redevelopment of Townsend Open Space, which is currently an undeveloped wildlife area west of Riverside Park, and the recently annexed BLM land on the east side of the City.

### Parks and Recreation Enhancement Plan

In 2016, the Aztec Parks and Recreation Department developed a Parks and Recreation



Tiger Park.

Enhancement Plan. The Plan is intended to ensure the community has the opportunity to participate in recreational activities in safe, convenient, and aesthetically-pleasing environments. The Parks and Recreation Department is currently updating the Plan, which is anticipated to be completed by early 2021.

### PARK FACILITIES

The City of Aztec manages 16 park facilities (see *Table 8.1 and Park Facilities map on page 147*). The Aztec Park Enhancement Plan categorizes parks using the National Recreation and Park Authority (NRPA) guidelines.

The NRPA is a non-profit organization dedicated to improving parks and recreation. In 1996, the NRPA published the Park, Recreation, Open Space, and Greenway Guidelines, which provided a template for typical park classifications. There are several levels of park categories that a community may provide for its residents. Aztec has identified seven park categories:

- Mini Parks;
- Neighborhood Parks;
- Community Parks;
- Sports Complex;
- Special Use Parks;
- Conservancy; and
- Linear Parks/Linkages.

A description of each type and the parks that fall into each category follows.

### Mini-Park

A mini-park is used to address limited, isolated, or unique recreational needs. Many school and church playgrounds often serve as de facto mini-parks. They are typically 2,500-43,560 square feet (one acre) and serve an area within less than a 1/4 mile radius.

Using the NRPA guidelines, the Memorial Rose Garden falls into the Mini-Park category.

### Neighborhood Park

A neighborhood park typically ranges from one to five acres and is located in residential areas. They are designed to serve the local population, typically 1,000 people or less, and often contain playground equipment, open play areas, seating, and other less active recreational uses. NRPA recommends a service area of 1/2 to 1 mile radius.

Using the NRPA guidelines, Cap Walls Park, Florence Park, and Kokopelli Park fall into the Neighborhood Park category.

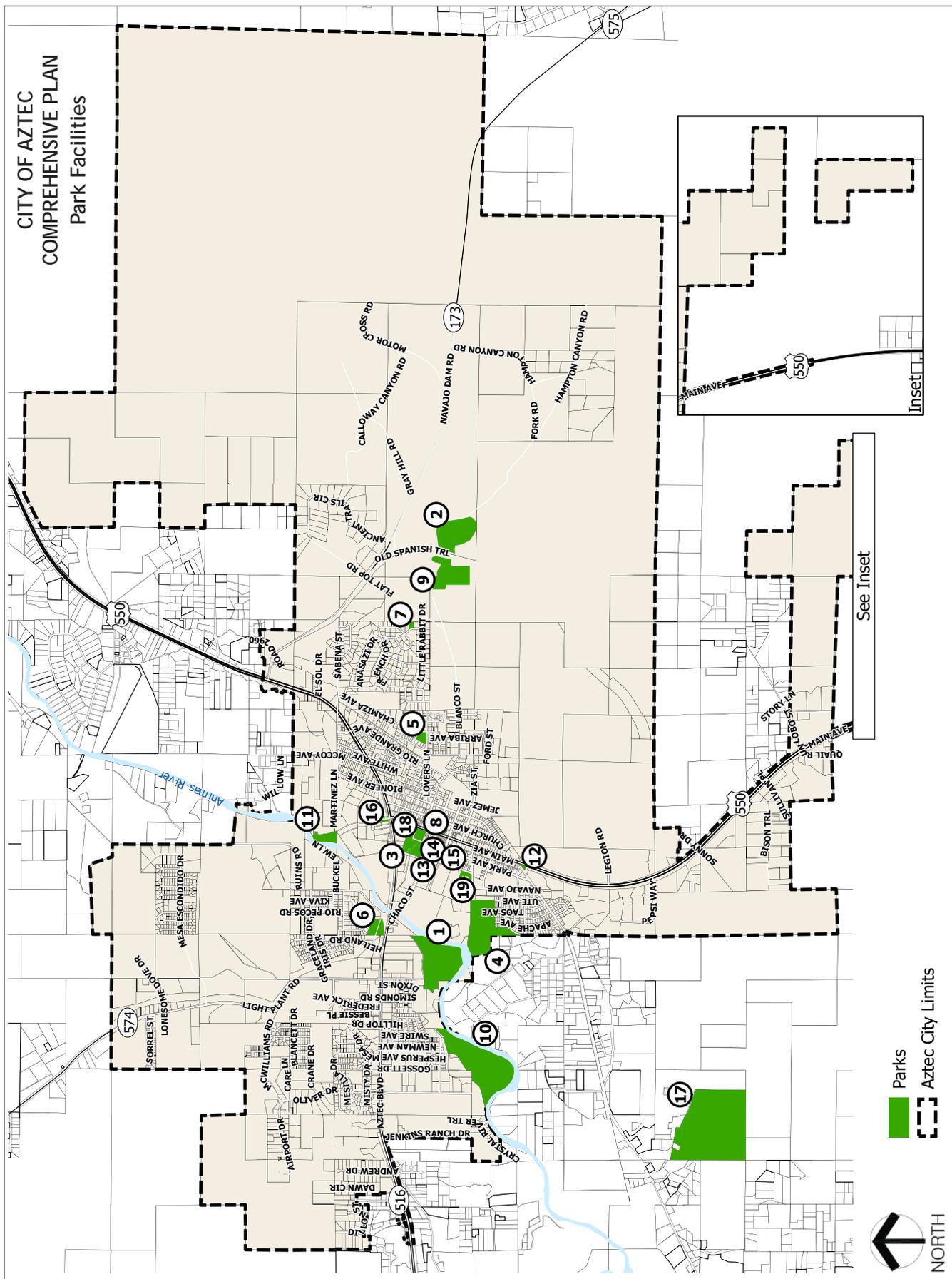


Splash pad at Minium Park.

### Community Park

A community park typically ranges from five to 20 acres. They are designed to serve a larger population within a 1 to 2.5 mile radius. Typical amenities include age-separated play areas, ballfields, playing courts, picnic areas, open play areas, community center or indoor recreation facility, and restrooms.

Park	Address	Amenities	Acres
1. Riverside Park	S. Light Plant Road	Fishing pond, grassy area, playground, pavilion, BMX Track, basketball court, horseshoe pits, softball, rodeo arena, volleyball court, stage, walking path	30.6
2. Tiger Park	1301 Old Spanish Trail	Grassy area, fish deck, pavilion, disc golf course	18.9
3. Minium Park (includes Aztec Museum grounds)	200 N. Park Avenue	Grassy area, foot bridge, playground, splash pad, ditch access road, memorial	3.9 (0.7)
4. Hartman Park	500 Llano Street	Ballfields, skateboard park, soccer fields	27.8
5. Cap Wells Park	801 Lovers Lane	Playground, pavilion, walking path, grassy area	1.7
6. Florence Park	1201 Florence Drive	Playground, tennis courts, pavilion, grassy area	2.7
7. Kokopelli Park	902 Anasazi Drive	Playground, grassy area, retention pond	0.6
8. Main Avenue Courtyard	114 S. Main Avenue	Brick pavers, fountain, planters, stage	0.2
9. Tiger Sports Complex	Navajo Dam Road	Softball field, soccer field, ticket booth, pavilion	16.1
10. Townsend Park	S. Oliver Avenue	Natural environment, open space, trails	41.8
11. Rio Animas Park	Martinez Lane	Natural landscape, trail, and slopes	3.9
12. South Main Gateway	S. Main Avenue	Landscape gravel and cobblestone	0.4
13. Memorial Rose Garden	W. Chaco Street	Rose garden, grassy area, pavilion, RV dump station	0.4
14. Municipal Complex	201 W. Chaco Street	Grassy area, flag pole monument	3.1
15. Family Center Complex	S. Ash Street	Grassy area	0.4
Aztec Main Intersection	Main Avenue	Grassy area, planters	0.4
<b>Total Acreage</b>			<b>153.6</b>



Using the NRPA guidelines, Riverside Park, Minium Park, and Tiger Park fall into the Community Parks category.

### Sports Complex

Athletic or sports complexes typically consolidate programmed athletic facilities for activities such as softball, baseball, and soccer into a few strategically located sites throughout the community. The location of these facilities is important due to the traffic, lighting, and noise that are often associated with them. The size is variable based on the types of fields and the serve the regional population.

Using the NRPA guidelines, the Hartman Park (City-owned and operated) and Tiger Sports Complex (City-owned and jointly maintained by Aztec Municipal Schools) fall into the sports complex category.

### Special Use Park

A special use park provides for recreational, cultural, and/or educational activity focused on a single purpose use. They are easily accessed from anywhere in the community.

Using the NRPA guidelines, the Aztec Main Intersection, Family Center Complex, Main Avenue Courtyard, Municipal Complex, and South Main Gateway fall are special use parks.

### Conservancy Park

A conservancy park provides for the preservation and utilization of significant natural resources and/or land formations for trails and other passive recreational uses and educational benefits.

Using the NRPA guidelines, the Bureau of Land Management (BLM) land area (which includes a motocross and go-kart track managed by the City), Rio Animas Park, and Townsend Wildlife Refuge are conservancy parks.

### Linear Parks/Linkages

Linear parks and linkages are built connections or natural corridors that link parks together and provide alternative pedestrian ways.

Aztec has a well-maintained pedestrian and multi-use trail system that links parks and recreational amenities across the City (see Section 8.3 Recreation Trails, page 159).

## FEATURED PARKS

### Riverside Park

Riverside Park is the most visited recreation destination in Aztec. It is the second largest developed recreation area in the City at 30.6 acres. Riverside Park runs along the Animas River and contains a fishing pond, walking trails, athletic courts, river access, playgrounds, picnic areas, BMX pump track, and roping arena. Recent efforts by the City have substantially improved the area, but the Animas River is in need of additional rehabilitation.

The Riverside Park trail is paved and designed for multi-use. The City has prioritized the rehabilitation and upgrade of the trail in its FY2022-2026 (ICIP).

### Tiger Park

Tiger Park is located at Tiger Lake on the east side of Aztec. Tiger Lake is seven acres in surface area and serves as one of the City's water reservoirs. The Lake is regularly stocked with rainbow trout and channel catfish are also present. Tiger Park contains amenities such as shaded pavilions, picnic tables, BBQ grills, public fishing spots, a dog park, and public restrooms. A half-mile paved pedestrian trail surrounds Tiger Lake and is popular with walkers and runners. Tiger Park also serves as the entrance to the 18-hole, Aztec Disc Golf Course.

### Townsend Park and Trails

Townsend Park is a 42-acre area located at the bend in the Animas River. The City's solar array is located at the northwest section of the property. Townsend Park is maintained as a natural reclamation area after extensive clearing efforts were completed by the City. Access to Townsend Park is limited and should be prioritized for future improvements. The Parks and Recreation Department developed

plans for parking and access to accommodate visitors to Townsend Park.

Townsend Park contains an undeveloped trail that is used for biking and walking. A loop trail is planned within Townsend Park, which would connect to Riverside Park and create a larger park, trail, and recreation system along the Animas River. The Parks and Recreation Department developed preliminary concepts for Townsend Park, which may include a Spartan Training Course, event space, and/or a community farm.

### CAPITAL IMPROVEMENTS - PARKS

The Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following capital projects for park facilities:

- Hartman Sports Complex (\$3.9 million)
- Riverside Park and Townsend Park (\$995,000)

## 8.3 RECREATION TRAILS

Aztec has committed significant resources to build up its recreation trail system. The City's scenic natural landscapes, location along the Animas River, and the historic ditches that flow across the landscape provide the ideal location

for multi-use trails. This section discusses Aztec's trail system and its plans for future expansion.

### ANIMAS RIVER TRAILS SYSTEM

The Animas River Trails System (ARTS) currently encompasses 15.6 miles of concrete, earthen, and wood chip trails. The ARTS was conceived as a way to connect Aztec's diverse natural, cultural, historic, and recreational resources through a bicycle and pedestrian-friendly network of walkways and trails.

The Aztec Trails and Open Space (ATOS) group is a local non-profit committed to maintaining and growing Aztec's trail system. In 2010, the ATOS developed the Animas River Trails System Plan, which identified 11.7 miles of existing trails varying from earthen trails to concrete sidewalks. The Plan proposed an additional 13.3 miles of trails to fully connect the trail system within Aztec. An important aspect of the Animas River Trails System Plan is ensuring trails throughout Aztec are connected to existing resources, such as schools, community centers, and parks.

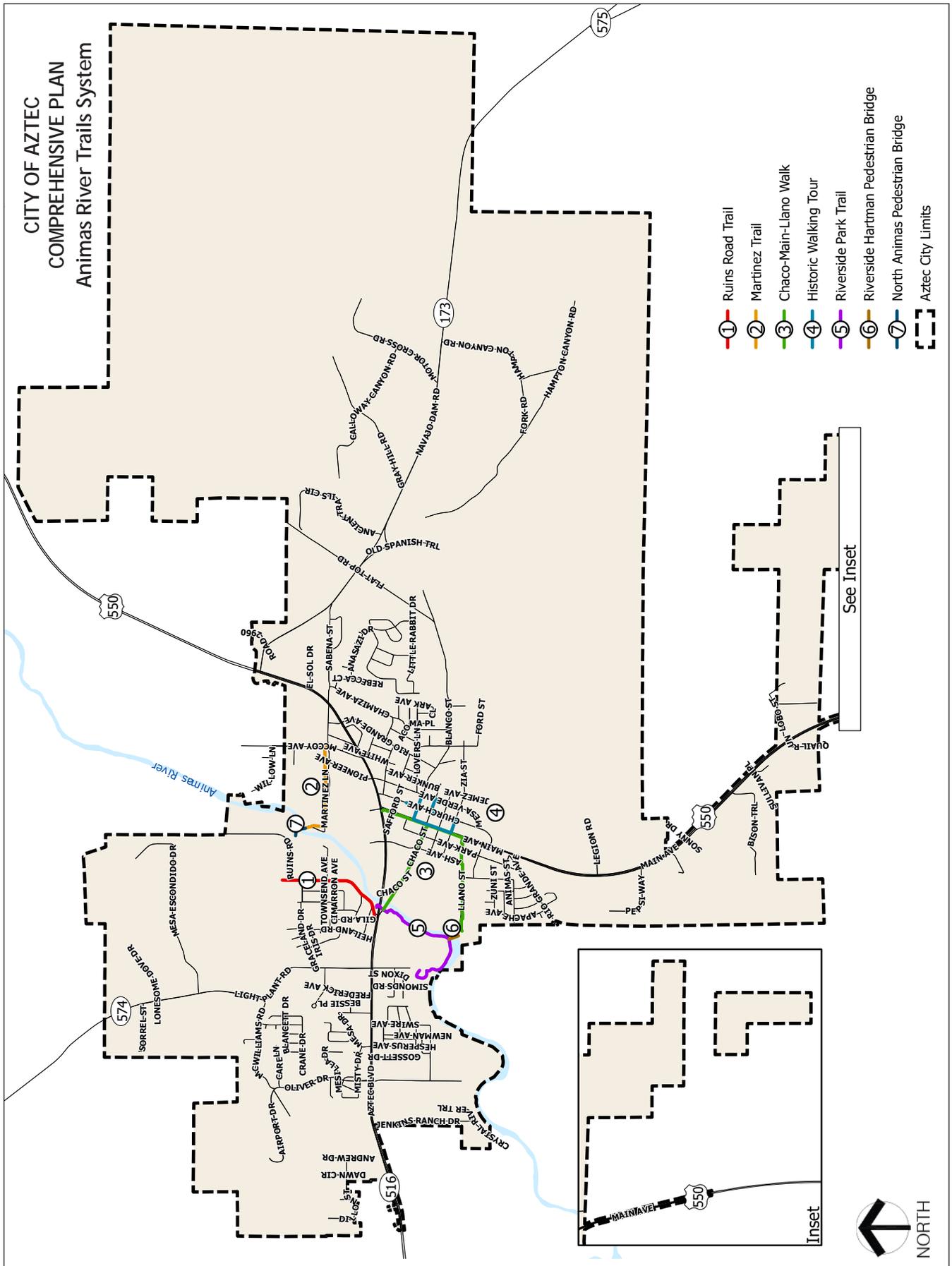
The Plan identified the following goals for the trail system in Aztec:

- Provide safe and pleasant routes throughout the City;

TABLE 8.2: ANIMAS RIVER TRAILS SYSTEM

Trail	Location	Type/Characteristics
1. Ruins Road Trail	Connects Chaco Street, Ruins Road, and Aztec Ruins Road, and is served by two parking areas at Florence Park and Aztec Ruins National Monument	Sidewalks, parallel bike routes, ADA accessible
2. Martinez Trail	Follows Martinez Lane before following the Hampton Arroyo and eventually the Lower Animas Ditch	Shady lane, earthen arroyo trail
3. Chaco-Main-Llano Walk	Passes through the heart of Downtown linking N. Main Avenue to Hartman and Riverside Parks	Sidewalks, small pedestrian bridge
4. Historic Walking Tour	Downtown Historic District and Lovers Lane Historic District	Paved sidewalks
5. Riverside Park Trail	Runs along the Animas River in northwest Aztec	Paved and unpaved, ADA accessible
6. Riverside Hartman Pedestrian Bridge	Allows pedestrian and bicycle access between the two parks	Wood bridge
7. North Animas Pedestrian Bridge	Provides pedestrian and bicycle access between the Aztec Ruins National Monument, Ruins Road Trail, Martinez Trail, and Rio Animas Park	Wood/steel bridge

Source: Animas River Trails System Plan.



- Create a connection between the Animas River to the Historic Downtown District;
- Maintain a friendly, small town atmosphere by encouraging pedestrian use;
- Provide alternatives to motorized transportation options for daily use;
- Highlight and promote sites and locations of historical, cultural, and natural significance; and
- Reconnect the community with the Animas River.

The ARTS map (see page 160) shows the existing trail facilities in Aztec and corresponds to Table 8.2. It includes off road trails and two bridge connections across the Animas River. These trails connect to bike routes discussed in Chapter 7: Transportation.

## MOUNTAIN BIKE TRAILS

Mountain biking is a popular recreation activity in Aztec and the Four Corners region. There are over 30 miles of mountain bike trails within 25 miles of Aztec that run through high desert, hoodoos and sandstone arches, and rolling terrain. The most popular mountain bike trails in Aztec are the Mountain View Trails and the Alien Run Trail.

### Mountain View Trails

The Mountain View Trails are located in northeast Aztec on recently annexed BLM land. The single-track biking and hiking trail provides a scenic high desert experience with Juniper and Sage Brush lined trails and views of the San Juan Mountains and the majestic Ship Rock, a designated National Natural Landmark, to the southwest. The Mountain View Trails consists of two intermediate-level loops, including the 4.2-mile West Loop, 3.1-mile

East Loop, and several short trail connectors. Currently, there is a changing station at the beginning of the trail and parking access is located at Tiger Park or south of the Kart Canyon go-cart track. The City anticipates further development of this area to include additional trails, a parking area, and other amenities as funding is available.

The Mountain View Trails are connected to Downtown Aztec through the informal South Paw Trail, a four-mile trail that begins off East Zia Street and runs along the eastern edge of Aztec. The South Paw Trail connects to the Mountain View Trails via Motor Cross Road and runs through BLM and private land.

### Alien Run Trail

Located approximately seven miles northeast of Downtown Aztec on BLM land, the Alien Run Trail is among the most popular and rigorous mountain biking attractions in northern New Mexico. Named after a fabled UFO crash site, the Alien Run Trail is situated along the Hart Canyon rim, with terrain changes, slickrock, and tight turns. The Alien Run Trail is the location for the Alien Run Mountain Bike Race, which draws participants from across the region.



*BLM annexation area. Photo by Nolan Rhodes.*



Alien Run Trail.

The Alien Run Trail consists of four mountain bike loops totaling approximately 21 miles in length:

- **First Loop:** Approximately 6.6 miles
- **Second Loop:** Contains the Alien Crash Site and is approximately 3.4 miles
- **Outer Limit Loop:** Approximately 7 miles
- **Area 51:** Approximately 3.7 miles

The Alien Run Trail amenities include a parking lot, a single vault restroom, two picnic tables, grills, and shelter.

### Glade Run Recreation Area

The Glade Run Recreation Area is located approximately 15 miles southwest of Aztec. The 19,000 acre area contains approximately 42 miles of marked trails for motorized trail and mountain bikes. One of the most popular trails in Glade Run is the Road Apple Trail, a 17-mile loop trail stretching from Farmington to Aztec Highway 574. The Road Apple Rally, held annually since 1981, is the oldest mountain bike rally in the nation.



Glade Run Recreation Area.

### PLANNED TRAILS

#### North Main Avenue

The planned North Main Avenue project will connect Downtown Aztec to the Aztec Ruins National Monument. The area north of Downtown and south of the Aztec Ruins is currently public open space with an undeveloped pedestrian trail. The trailhead is located at Martinez Lane and runs north across the Animas River.

In 2016, the City of Aztec constructed the North Animas Pedestrian Bridge that crosses the Animas River. The North Main extension project went out to bid in spring of 2021, with construction anticipated to begin in the summer. The project will include sidewalks and trails that will connect the Aztec Ruins National Monument, North Pedestrian Bridge, and Downtown Aztec.

#### BLM Annexation Area

In 1965, the BLM deeded 520 acres of land on the east side of Aztec by Reservoir #3 to the City of Aztec. The City has developed this area with the Tiger Sports Complex, Tiger Pond, motor sports, and a disc golf course. In December 2019, BLM and the City reached an agreement allowing the annexation of approximately 2,500 acres of BLM east of Tiger Park. This new annexation area will result in approximately 4.8 miles of new multi-use trails. The City will also complete an assessment of the Mountain View Trails, the existing mountain bike trail system located in the annexed area.

## 8.4 OTHER RECREATION

The residents of the Four Corners Region travel to Aztec for several other recreation amenities that are unique to the region and provide a fun and exciting way to engage with the community. The following is an overview of other recreation amenities in Aztec.

### MOTOR SPORTS

#### Aztec Motocross Park

Aztec Motocross Park is owned by the City of Aztec and managed by AMX, LLC. It is the only motocross track in the area and is a popular attraction. There are three tracks available:

- Grand Prix Track: 1.1 miles
- Motocross Track: 1.0 miles
- Kids' Practice Track: 0.2 miles

The track terrain is a mixture of sand and clay. It has many elevation changes and an uphill step-up. The Kids' Track is separated from the other tracks to provide a safe learning environment. It features table tops, rhythm sections, sweeping corners, and confidence building jumps.

There is no fee to ride the track. The track is open from sunrise to sunset for practice year-round unless it is being prepared for an event. Events are typically scheduled on the weekends from April through September.

#### Kart Canyon Speedway

The Kart Canyon Speedway is owned by the City and is operated and maintained by the 4 Corners Amateur Racing group, a non-profit based in Aztec. The Speedway supports racing of Flat Karts, Quarter Midgets, and Outlaw Karts. The track is an oval 1/5-mile, dirt race track located on Motocross Road on the east side of Aztec. Kart Canyon runs races from April through September.

A new parking area was recently developed north of Kart Canyon. It currently lacks a drainage culvert and signage, which is planned for construction in 2021.

#### Aztec Speedway

The Aztec Speedway is a privately-owned, dirt stock car track that was established in 1952. It is an IMCA-sanctioned racing facility offering several special events from May through September. Auto racing at the Aztec Speedway includes Winged and Non-winged Sprint Cars, Modifieds, Stock Cars, Hobby Stock Cars, Sport Compact, and UTV Racing. The Aztec Speedway also runs Quarter Midgets and Flat Karts for youth. There are concessions, a playground, and handicapped viewing areas around the track.

### RODEO ROPING ARENA

The Roping Arena is located in Riverside Park. The Arena has holding pens for horses, steers, and calves. The Aztec Roping Club holds 22 events during the summer months that often draw close to 800 spectators and participants from across the region.

### AZTEC DISC GOLF COURSE

The Aztec Disc Golf Course is located near Tiger Park on the east side of Aztec. The area around Tiger Park provides unique natural elements, such as rock formations, that make the course a unique experience. The Aztec Disc Golf Course has 18 baskets, 18 tee boxes, and trails extending around the course.

## 8.5 RECREATION PLANNING

### STATE COMPREHENSIVE OUTDOOR RECREATION PLAN

The 2016-2020 New Mexico State Comprehensive Recreation Plan (SCORP), identified key themes essential to enhance New Mexico's outdoor recreation. These themes were developed out of a community process with input from various community, regional, and tribal stakeholders across New Mexico. The following five themes are each paired with goals, objectives, and actions for implementation:

- Community Livability
- Trails

- Health
- Economic Vitality
- Environmental Health

In addition to goals for New Mexico as a whole, the SCORP also identified issues in each region. Aztec is located in the Northwest Region. Key findings and actions for the Northwest Region included:

- There is a strong desire for new facilities, especially for campsites. *Prioritize the construction of new highly-developed and moderately-developed campgrounds.*
- Strong desire to spend time with friends and family. *Design facilities to facilitate socialization. Meet ADA specifications to ensure equitable access to facilities and amenities.*
- Less desire than other regions for swimming areas. *The Northwest Region reported the fewest local facilities that met their needs, so facilities other than new swimming areas should be prioritized.*
- Residents prefer maintenance of existing facilities rather than new development. *Attract visitors from other regions or out-of-state to spur local development.*

## REGIONAL RECREATION FACILITIES

There are many regional outdoor recreation facilities that are used extensively by Aztec residents. Several outdoor recreation facilities are available in the Aztec vicinity, including:

- Aztec Ruins National Monument;
- Navajo Lake State Park;
- Lower San Juan River;
- Alien Run Bike Trail;
- Aztec Mountain Trail;
- Glade Run Recreation Trail;
- Pinon Mesa Mountain Bike Trail;
- Aztec Natural Arches;
- Bisti/De-Na-Zin Wilderness;

- Angel Peak Scenic Area; and
- Salmon Ruins State Park.

(see Chapter 4: Economic Development for a more detailed discussion of regional recreation facilities).

## 8.6 GOALS, OBJECTIVES, & STRATEGIES

### PARKS & RECREATION GOAL 1

**Maintain a comprehensive system of parks, open space, and indoor recreation facilities.**

#### Objectives

- *To promote public health, wellness, and quality of life through organized and self-led passive and active recreation activities.*
- *To meet the multi-generational recreation and fitness needs of youth, teens, adults, and seniors in Aztec.*
- *To ensure existing and future residential neighborhoods are served by and have reasonable access to neighborhood and community parks.*

#### Parks & Recreation Strategy 1.1

Prioritize and identify funding for improvements to Hartman Sports Complex, Riverside Park, and Townsend Park and other projects as identified in the City of Aztec Parks and Recreation Enhancement Plan.

#### Parks & Recreation Strategy 1.2

Provide ongoing preventative maintenance for existing and future park facilities based on priorities, needs, and best practices. The program should address:

- Safety inspections and installation or replacement of playground equipment where needed;
- Maintenance and replacement of irrigation systems, turf and plant materials, and court equipment; and
- Installation of shade structures;
- ADA upgrades, as needed; and

- Water conservation through xeriscape principles of design and irrigation best practices.

### Parks & Recreation Strategy 1.3

Work with Aztec Municipal School District on joint use agreements to allow for shared use of outdoor recreation facilities by the public.

### Parks & Recreation Strategy 1.4

Continue to support and promote motor sports in Aztec at the City-owned Kart Canyon Speedway and Aztec Motocross Park, and the privately-owned Aztec Speedway.

## PARKS & RECREATION GOAL 2

**Create and maintain a comprehensive local and regional trail system.**

### Objectives

- *To provide non-motorized trail connections between and to the Animas River corridor, Aztec Ruins, Downtown Aztec, parks, schools, and residential neighborhoods.*
- *To ensure residential neighborhoods are served by and have reasonable proximity and access to trails.*
- *To provide a regional trail system that connects Aztec to Farmington and Durango.*

### Parks & Recreation Strategy 2.1

Prioritize and seek funding for the development of the North Main Avenue footbridge that will connect Downtown Aztec to the Aztec Ruins National Monument.

### Parks & Recreation Strategy 2.2

Prioritize and complete trail connections between Downtown Aztec and the Animas River and between neighborhoods, schools, community facilities, and parks.

### Parks & Recreation Strategy 2.3

Complete the assessment of the Mountain View Trails, including Alien Run Trail, within BLM annexation areas, and develop a trail improvement and ongoing maintenance program. This strategy should also include

pursuing the designation of South Paw Trail as an official trail by the BLM, and connecting South Paw to Mountain View Trails and Alien Run Trail.

### Parks & Recreation Strategy 2.4

Continue coordination and discussions with the City of Farmington, San Juan County, City of Durango, and La Plata County regarding the development of a regional trail along the Animas River that connects the communities.

### Parks & Recreation Strategy 2.5

In conjunction with the City of Farmington and San Juan County, complete the development of a trail along the former Rio Grande/Western Railroad right-of-way.

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CHAPTER 9

# COMMUNITY SERVICES & FACILITIES

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## 9.1 INTRODUCTION

Community facilities and services enhance the quality-of-life for residents in numerous ways. They provide centers of socialization, learning, and enjoyment in leisure time, and they also ensure that the public health and safety of the community is maintained. Community facilities and services support healthy interaction and connection amongst the residents.

## 9.2 COMMUNITY FACILITIES

### AZTEC SENIOR-COMMUNITY CENTER

The Aztec Senior-Community Center is located at 101 S. Park Avenue. Hours of operation are 8:00 a.m. to 6:00 p.m. on Monday through Thursday and 8:00 a.m. to 2:00 p.m. on Friday. The facility contains a small library, recreation room, kitchen, cafeteria, and stage. The facility primarily functions as a senior center, but it also offers some general community programming and event space.

#### Senior Programming

The Senior Center has ten staff, including five City employees, two Senior Community Service Program participants, and three student employees funded through Title IV. The Senior Center partners with the Non-Metro Area Agency on Aging (AAA) and the City of Farmington. It receives grant funding from various entities, such as the United Way. In addition, the Senior Center works with private businesses in Aztec and Farmington to assist seniors with services, such as plumbing, mechanics, and home maintenance.

The Senior Center serves an average of 250-350 congregate meals each week and also delivers 550 meals to homebound seniors. Seniors participate in daily activities, including dominoes, cards, bingo, puzzles, Bible study, art classes, and exercise classes, and regular field trips to the Aztec Public Library and multi-generation programming that is coordinated with Aztec Municipal Schools. Other programming includes legal services, income support, tax services, housing, and

transportation to doctors' appointments and grocery shopping.

#### Community Programming

The facility is open to the public for daily use and can be reserved for public meetings, parties, and community events. Community activities include:

- Private parties;
- Community dinners;
- Public meetings;
- Youth groups (4-H, Girl Scouts, Boy Scouts);
- Aztec Historical Society;
- San Juan Animal League Vaccination Clinic;
- Support groups; and
- Gun shows.

#### Capital Improvements

The Senior Center has significant capital improvement needs. The City of Aztec has secured \$239,900 in Capital Appropriations from the State of New Mexico for new equipment and improvements to the Senior Center. The City of Aztec listed and ranked 16 future capital projects and associated project costs totaling \$1.225 million for the Senior Center in the FY2022-2026 Infrastructure Capital Improvement Plan (ICIP). The ICIP is intended to be used to help the City define its development needs, establish priorities, and pursue actions and strategies to complete the identified capital projects.

With the exception of replacing the HVAC system and the purchase of hot and cold trucks in spring 2021, none of the other following Senior Center capital projects have been funded at the time of this writing:

- Flooring replacement (\$40,000);
- Kitchen renovations (\$125,000);
- Kitchen ramp renovation (\$35,000)
- Exterior alcove remodel (\$55,000);
- Kitchen Equipment (\$15,000);

- ADA doors (\$50,000);
- Bathroom renovation (\$40,000);
- Acoustic walls and stage remodel (\$100,000);
- Roofing (\$165,000);
- Meal delivery vehicles (\$70,000);
- Parking lot (\$70,000)
- Handicap conversion van (\$60,000)
- Stucco (\$115,000); and
- Walk-in cooler/freezer (\$45,000).

### Non-Metro Area Agency on Aging

The Aztec Senior Center is supported by the New Mexico Non-Metro Area Agency on Aging (AAA). The Non-Metro AAA offers community-based services by contracting with local senior programs. Support services include:

- Adult Daycare;
- Case Management;
- Chores;
- Nutrition Counseling;
- Congregate Meals;
- Home Delivered Meals;
- Homemaker Services;
- Respite Care; and
- Transportation.

Most of the Non-Metro AAA services are coordinated with providers on the local level. The North Central New Mexico Economic Development District (NCNM EDD), based in Santa Fe, oversees the Non-Metro AAA for San Juan County.

### AZTEC PUBLIC LIBRARY

The Aztec Public Library is a valuable resource to the Aztec community. The Library was originally build in 1992 and was know as the Altrusian Library. The current facility was built in 2005 at the Family Center complex located at 319 Ash Street. The Family Center also houses Vista Nueva High School, San Juan College East Campus, and the Aztec Boys and Girls Club. The Library is approximately 9,300 square feet and has a maximum occupancy of 95. Regular hours for the Library are 9:00 a.m. to 5:00 p.m., Monday through Friday.

### Resources

The Aztec Library has a book collection of over 34,000 titles. Hard copy periodicals and newspapers are also available. The Library partners with Bloomfield Public Library for its ebook and audio book subscription through OverDrive offering thousands of titles for download.

The Aztec Library has 27 desktop computers available for public use. The public can also connect to the free wifi, which is available from



Aztec Family Center - Aztec Boys & Girls Club, San Juan College East, Vista Nueva High School, and Aztec Public Library.

9:00 a.m. to 9:00 p.m. There is a desire to expand and add eight desktop computers and laptop computers to the Library's inventory.

### Programming

The Aztec Library offers the following programs:

- Summer reading program;
- After school programs and ELF computers;
- Various activities in cooperation with Aztec Public Schools and the Aztec Boys and Girls Club during the summer and after school;
- Adult book clubs; and
- "Book a Librarian," a technology tutorial session.

The Aztec Library is committed to serving the changing needs of the community. This includes increasing materials; increasing cultural awareness; supporting basic literacy with youth reading programs; and further developing partnerships in Aztec and the region.

### Library Board

The Aztec Library Advisory Board consists of six members that meet on a quarterly basis. The Library Board provides input on improving services and programs. Board members are very active and serve as important advocates for the Library.

### BOYS and GIRLS CLUB

The Aztec Boys and Girls Club has served the youth and families of Aztec for over 45 years. The Boys and Girls Club has two facilities; a Main Center and a Teen Center. The Main Facility is located at 311 S. Ash Street in the Family Center Complex. It serves youth members ages six years old until they reach sixth grade. Youth can participate in many activities focused on education; the arts; sports, fitness, and recreation; health and life skills; technology; and diversity. The Main Center offers after school programs and ten weeks of summer camp.

The Teen Center is located in Room 808 of C.V. Koogler Middle School. It serves youth from

6th grade to 18 years old. The Teen Center is open after school hours and offers a variety of activities, including help with homework; board games, sports, arts and crafts; and "good citizenship" activities. Approximately 30 students attend the Teen Center on a daily basis.

The Boys and Girls Club formerly used a facility at 107 Simonds Road, south of W. Aztec Boulevard. This City-owned property is now available for redevelopment.

### YOUTH CONSERVATION CORPS

The City of Aztec participates in the Youth Conservation Corps (YCC). This project is funded by the State of New Mexico through grants to local governments. Youth receive a paycheck in exchange for community improvement projects. The City has utilized the Youth Conservation Corps to help improve the City's park system with landscaping, trail and other park improvements. The City develops a four-year plan to ensure the Aztec Youth Conservation Corps remains active and incorporates the City's youth population.

### CAPITAL IMPROVEMENTS - COMMUNITY FACILITIES

The Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following capital project for community facilities:

- Aztec Wellness Center (\$14 million)

## 9.3 COMMUNITY SERVICES

### PUBLIC SAFETY

Public safety is one of the primary services provided by local government. The most effective public safety strategies unite the needs of the community with effective modern policing and emergency response strategies. This section provides an overview of the Aztec Police Department and the Aztec Volunteer Fire Department.

#### Aztec Police Department

The Aztec Police Department is located at 201 Chaco Street in the Aztec Municipal Complex.

Staffing includes the Police Chief, a Captain, a Detective, 15 patrol officers, an Administrative Assistant, and a part-time Records Clerk. Aztec Police meet the public safety needs of the Aztec community; however, the staffing level is a concern and the Department is actively working to recruit officers.

The Police Department utilizes the most current technology available. Patrol cars contain in-car cameras, laptops, license plate readers, and tracking systems. The Police Department purchased three new patrol cars in 2019; however, it has prioritized four cars for replacement due to high mileage and the age of the vehicles.

Aztec Police receives 911 dispatch from the San Juan County Communications Authority located at 207 S. Oliver Drive in Aztec. It is the primary public safety answering point for San Juan County. The San Juan County Communications Authority handles dispatch for the Aztec Police Department, San Juan County Sheriff's Department (also located in Aztec), and the Aztec Fire Department. The San Juan County Communications Authority uses Wireless Enhanced 9-1-1 Technology to pinpoint the location from cell phone callers.

Response times within Aztec are usually within 10 to 15 minutes. The Aztec Police Department works well with the San Juan County Sheriff's Office for support on heightened emergencies. The regional jail is located in Farmington and is utilized by Aztec Police and other municipalities.

Aztec police officers receive free training at the Safety City/Farmington Regional Law Enforcement Training Facility in Farmington. A single location in Farmington provides the opportunity to coordinate and share information with officers from other police departments. The Aztec Police Chief has identified the need for one officer with a comprehensive training background that can conduct in-house training on an as-needed basis.



Aztec Fire Department Station 1.

The Aztec Police Department is involved in several community events including:

- National Night Out held annually in July;
- Chief's Coffee one Tuesday each month;
- Captain Community Meetings, open to all residents;
- Educational classes with Aztec Municipal Schools; and
- Work with Timberland Church to provide services and necessities to the underprivileged.

### Aztec Fire Department

The Aztec Fire Department is responsible for emergency response related to fire and emergency medical care. There are three City fire stations: Fire Station 1 is the main station located on Ash Street near Downtown Aztec; Fire Station 2 is located at the Aztec Municipal Airport; and Fire Station 3 is located on the west side of Aztec on NM Highway 516.

The Aztec Fire Department is an "All Volunteer" Department with one Fire Chief, two Assistant Chiefs, two Captains, two Lieutenants, and nine Firefighter/Engineers. The Department has ten vehicles that include engines and ambulances. The standard response area for engines is approximately 1.5 miles. The City uses the San Juan County Emergency Preparedness Plan to address emergencies within the City of Aztec and to assist in the surrounding area.

Fire departments are rated by the Insurance Services Office (ISO) on a scale of 1 to 10, with 1 being the best score and 10 being the worst. The score is intended to indicate how well protected the community is by the local fire department, which impacts homeowners' insurance rates. The latest ISO (Insurance Service Office) rating for the Aztec Fire Department is 4. The goal is to lower this score; however, it is difficult to achieve with an all-volunteer staff. The Fire Department has open meetings every Wednesday at Station 1 to discuss issues and recruit more volunteers.

## CAPITAL IMPROVEMENTS - PUBLIC SAFETY

The Infrastructure Capital Improvement Plan (ICIP) FY2022-2026 lists and prioritizes the following capital projects for public safety:

- Vehicle replacement (\$535,000)
- Equipment (\$225,000)

## 9.4 COMMUNITY HEALTH

Attaining a high level of community health translates into expanded life expectancies, reduction of inequalities, and greater resiliency to public health emergencies. As a small community, Aztec has a strong community healthcare network. This section provides a summary of the San Juan County Health Outcomes (County Health Rankings & Roadmaps Program, University of Wisconsin Population Health Institute, 2019), which was consulted to understand community health in Aztec and San Juan County. It is followed by a descriptions of San Juan County Public Health and healthcare providers in Aztec.

### SAN JUAN COUNTY HEALTH OUTCOMES

The annual County Health Rankings report reveals how place affects wellness and longevity by measuring a variety of health indicators. It serves as a tool for pinpointing opportunities for improving overall community health. The report

ranks and groups a variety of factors for each county into two summary reports categorized under Health Outcomes and Health Factors.

It is acknowledged that the results for San Juan County in the County Health Rankings report are heavily influenced by Farmington and the Navajo Nation. As such, the health outcomes and health factors may vary for Aztec from these results. However, the data is still useful and can assist the City of Aztec and public health agencies in determining priorities for improving these aspects of the residents' lives.

### Health Outcomes

Out of the 33 counties in New Mexico, San Juan County ranked 21st in overall Health Outcomes. San Juan County ranked higher than McKinley County (32nd) and Rio Arriba County (31st); however, its been hard hit by the COVID-19 pandemic.

Health Outcomes are measured by the following two factors:

- **Length of Life/Premature Death:** San Juan County ranked 24th in the Length of Life/Premature Death health factor (see *Table 9.1*). As explained in the County Health Rankings report, Years of Potential Life Lost (YPLL) is a widely used measure of the rate and distribution of premature mortality. Measuring premature mortality, rather than overall mortality, reflects the intent to focus attention on deaths that could have been prevented. Premature death is age-adjusted; YPLL emphasizes deaths of younger persons, whereas statistics that include all mortality are dominated by deaths of the elderly. For example, using YPLL-75, a death at age 55 counts twice as much as a death at age 65, and a death at age 35 counts eight times as much as a death at age 70.
- **Quality of Life:** San Juan County ranked 16th in the Quality of Life health factor. This includes metrics regarding how residents rated overall health, physical

health, mental health, as well as metrics on infant mortality and low birthweight.

Years of Potential Life Lost (YPLL)	San Juan County	New Mexico
Premature Death	11,300	8,800
Quality of Life	19%	21%
Poor or fair health	4.6	4.3
Poor mental health days	4.5	4.0
Low birthweight	8%	9%

Source: County Health Rankings and Roadmaps, 2019.

### Health Factors

San Juan County ranked 29th in overall Health Factors. It ranked lower than Rio Arriba County (27th) and higher than McKinley County (32nd). San Juan County’s Health Factors and rankings include:

- **Health Behaviors (29th):** Food insecurity; limited access to healthy foods; drug overdose deaths; motor vehicle deaths; and insufficient sleep
- **Clinical Care (17th):** Uninsured adults; uninsured children; and other primary care providers
- **Social and Economic Factors (24th):** Disconnected youth; median household income; children eligible for free or reduced price lunch; residential segregation; homicides; and firearm fatalities
- **Physical Environment (28th):** Homeownership and severe housing cost burden

Table 9.2 provides a summary of Health Factors for San Juan County and compares them to New Mexico. Notable health metrics for San Juan County include:

- **Health Behaviors:** San Juan County had a higher percentage in adult smoking (22% versus 17%) and adult obesity (33% versus 27%). These may be influenced by the fact that San Juan County has a higher rate in the food environment index (0-best

Health Behaviors	San Juan County	New Mexico
Adult smoking	22%	17%
Adult obesity	33%	27%
Food environment index	5.5	4.1
Physical inactivity	24%	20%
Access to exercise opportunity	56%	77%
<b>Clinical Care</b>		
Uninsured	14%	11%
Primary care physicians	1,790:1	1,340:1
Dentists	1,070:1	1,490:1
Mental health providers	450:1	260:1
Preventable hospital stays	3,442	3,094
Flu vaccinations	49%	40%
<b>Social &amp; Economic Factors</b>		
High school graduation	67%	71%
Some college	56%	60%
Unemployment	6%	5%
Children in poverty	27%	25%
Social associations	6.9	8.3
<b>Physical Environment</b>		
Air pollution-particulate matter	6.5	5.9
Severe housing problems	17%	18%
Long commute-driving alone	31%	26%

Source: County Health Rankings and Roadmaps, 2019.

and 10-worst), which estimates access to healthy foods and food insecurity. The County had a higher rate of physical inactivity (24% versus 20%), and a lower rate of access to exercise opportunities (56% versus 77%).

- **Clinical Care:** San Juan County had a higher rate of uninsured residents than the New Mexico average (14% versus 11%), a much higher ratio of patients per physician (1,790:1 versus 1,340:1), and a much higher ratio of patients per mental health providers (450:1 versus 260:1). This correlates to the higher number of preventable hospital stays in San Juan County. On the positive side, San Juan County had a much smaller

ratio of residents per dentist (1,070:1 versus 1,490:1) and higher rate of flu vaccinations than New Mexico as a whole (49% versus 40%).

- **Social and Economic Factors:** San Juan County as a whole had a lower high school graduation rate (67% versus 71%) and a lower percentage of individuals with some college (56% versus 60%). Unemployment in San Juan County was higher than the state average (6% versus 5%) and children in poverty rate was higher than the state average (27% versus 25%). Fewer San Juan County residents were involved in social associations (6.9% versus 8.3%).
- **Physical Environment:** San Juan County had a higher rate of air pollution-particulate matter (6.5% versus 5.9%) and a slightly lower rate of severe housing problems (17% versus 18%), as compared to New Mexico. However, San Juan County residents have a higher rate of long commute drive times (31% versus 26%).

It is important to note that many of the negative health factors in San Juan County affect the Native American community at a higher rate than other demographic groups.

## SAN JUAN COUNTY PUBLIC HEALTH

Public health offices are the primary ways New Mexico Department of Health (NMDOH) supports New Mexico communities' health and wellness by tailoring services to meet local needs. The San Juan County Public Health offices in Bloomfield and Farmington offer many health services to County residents and are active in public health outreach in county, municipal, and tribal communities.

The Bloomfield Office is located at 903 W. Broadway and is open Tuesday, Wednesday, and Friday from 8:00 am to 5:00 pm. The services offered at the Bloomfield Office are:

- Family Planning to help reduce unintended pregnancy and address other reproductive health needs;

- Immunizations for children through age 18 and limited for adults; and
- Women, Infants, and Children (WIC) special supplemental nutrition assistance program;

The Farmington office is located at 355 S. Miller Avenue and open Monday through Friday, 8:00 am to 5:00 pm. The services offered at the Farmington office include services provided at the Bloomfield office, plus:

- Children's Medical Services for children and youth with special health care needs;
- Families FIRST;
- Harm Reduction Program works to reduce substance-related harm while enhancing general wellness;
- Hepatitis counseling and testing or immunization if at risk;
- School Health which provides advocacy and assistance to county school districts;
- Sexually Transmitted Diseases service, which provides testing and treatment with partner services;
- Tuberculosis treatment; and
- Vital Records services, which administers birth and death certificates for San Juan County.

The Farmington office is also home to the Northwest Region Health Promotion, which contains ten Health Councils, including the San Juan County Health Council. Health Promotion is a set of strategies to address issues that influence health outcomes. The Northwest Region has an NMDOH Team that works with local Health Councils to develop health assessments and share evidence-based interventions to support projects and activities. The San Juan County Health Council identified the County's health priorities: Capacity Building and Sustainability; Food Access; and Youth Risk.

## HEALTH CARE SERVICE PROVIDERS

There are a variety of public and private health care service providers in Farmington, Durango, and Aztec can utilize. When asked if health care services met their family's needs, 49% of the participants in the Community Survey generally agreed that health care services in and around Aztec were adequate. However, when asked where they go to receive services, they mostly go to Farmington (62%) and Durango (50%). Only 34% said they receive services in Aztec.

The City of Aztec has identified the need for an urgent care facility in the community. Several years ago, a health care service provider purchased property on W. Aztec Boulevard for the purpose of developing an urgent care facility. Construction plans were completed; however, the project never came to fruition and the need for this important community service remains.

Health care services currently available to the Aztec community include:

### San Juan Regional Medical Center

The San Juan Regional Medical Center is a non-profit, health care facility in the Four Corners region. Its primary facility is located in Farmington with several off-site clinics that provide primary care, specialty care, diagnostic services, and rehabilitation. The San Juan Regional Medical Center develops a yearly Community Health Needs Assessment, which provides guidance on how to address regional health care needs.

The San Juan Regional Medical Center in Farmington provides the following medical services:

- Emergency care;
- Intensive care;
- Urgent care;
- General surgery;
- Outpatient services;
- Emergency medical flights;



San Juan Regional Medical Center.

- Cancer, cardiology, orthopedics, internal medicine, and other specialty services;
- Pediatrics;
- Wound and stroke centers;
- Behavioral health; and
- Rehabilitation.

The San Juan Regional Medical Center has been on the front line of the County's response to the COVID-19 pandemic. Its Emergency Preparedness Steering Committee received additional training and procedures for infection prevention, containment, and control. The Medical Center worked closely with the Navajo Nation, cities, and unincorporated areas to provide information and resources to those infected areas and help reduce hot spots. It is the regional center for COVID-19 testing and treatment.

All medical facilities within the San Juan Regional Medical Center have implemented strict procedures to keep patients and visitors safe, including:

- Mandatory masks;
- Screening and temperature checks;
- Limiting the number of outpatients in the facility at one time;
- Robust cleaning practices; and
- Virtual physician visits.

The San Juan Regional Medical Center is working with the federal government to

build local convalescent plasma resources. Convalescent plasma is being used as an investigative therapy for patients and could lead to more rapid recovery.

### San Juan Health Partners Aztec Family Medicine

San Juan Health Partners Aztec Family Medicine operates two family health clinics in Aztec, which are affiliated with the San Juan Regional Medical Center. Medical staff includes one medical doctor, one doctor of osteopathic medicine, and three certified nurse practitioners that see patients on a regular basis. The clinics offer a range of comprehensive family health care for newborns to geriatric care.

### Aztec Urgent Care

The Aztec Urgent Care clinic is a private facility that provides immediate attention for non-life threatening illness or injury. The stand-alone clinic sees patients as walk-ins or by appointment. In addition to immediate care services, Aztec Urgent Care offers work injury care, occupational medicine services, and drug and alcohol testing.

## 9.5 PUBLIC EDUCATION

Public school districts are the lifeblood of a rural community. In communities like Aztec, schools are a source of pride and quality education, and a major employer in the community. Aztec residents also have access to post-secondary educational resources.

### AZTEC MUNICIPAL SCHOOL DISTRICT

Aztec Municipal School District serves Aztec and surrounding rural communities in San Juan County. “Tiger Pride” is seen throughout Aztec. District facilities include three elementary schools, one middle school, one high school, one district charter school, and one alternative high school. The total student enrollment for the 2019-2020 school year was 2,873 (see Table 9.3).

### Facilities Master Plan

Aztec Municipal Schools completed a 5-Year Facilities Master Plan (Greer Stafford Architecture, 2019), which is a prerequisite for eligibility to receive state capital outlay assistance for district facilities. The Facilities Master Plan (FMP) provides enrollment trends, utilization and capacity of existing school facilities, assessments of existing facilities, school district priorities for facilities, and the capital plan.

The FMP anticipated that school enrollment for Aztec Municipal Schools would remain stable at around 2,900 through 2023-2024. Stable enrollment will support the District’s plans to upgrade facilities.

The FMP indicated that Aztec High School was the facility most in need of upgrades, followed by District Support facilities. The newest schools, Koogler Middle School and Vista Nueva Alternative High School, had the lowest need for improvement to facilities.

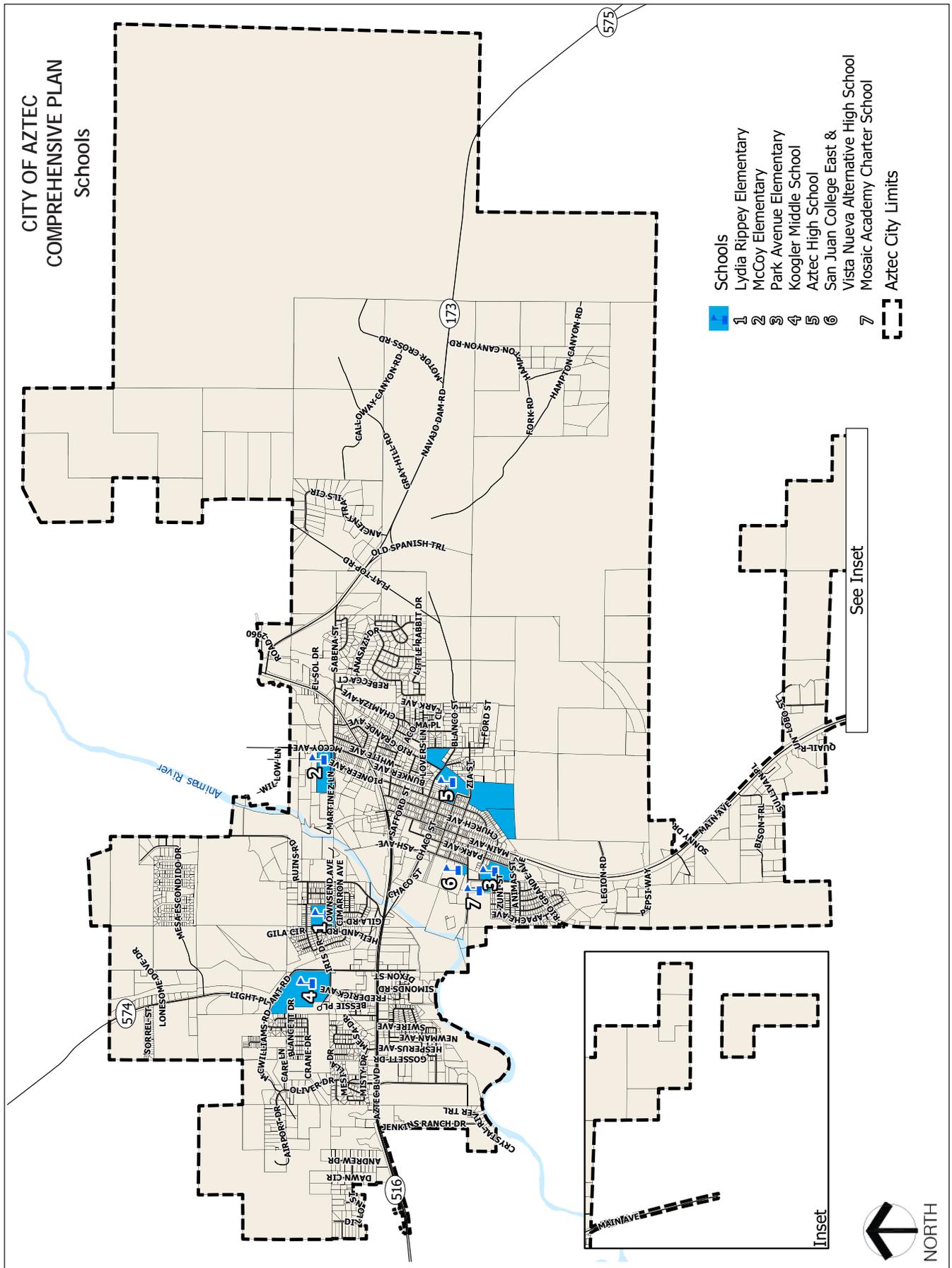
### Graduation Rates

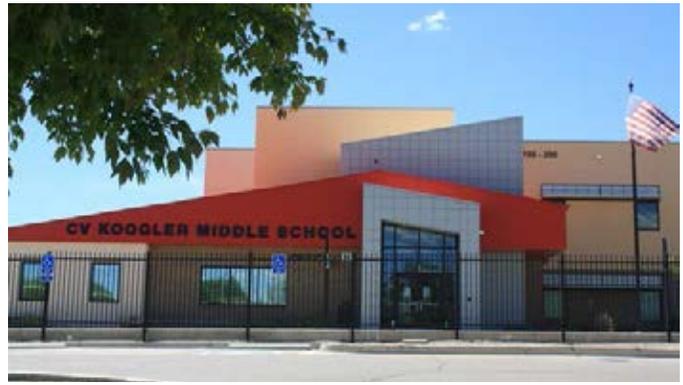
Between 2010 and 2018, the graduation rate at Aztec Municipal Schools increased by 14%. This is the highest increase amongst surrounding school districts and throughout New Mexico. Farmington Municipal Schools had the highest

TABLE 9.3 AZTEC MUNICIPAL SCHOOLS

School	Address	Grade Levels	2019-2020 Enrollment
1. Lydia Rippey Elementary	401 Rio Pecos Road	Pre-K-3rd	442
2. McCoy Elementary	901 N. McCoy Avenue	Pre-K-3rd	402
3. Park Avenue Elementary	505 S. Park Avenue	4th-5th	381
4. Koogler Middle School	455 N. Light Plant Road	6th-8th	642
5. Aztec High School	500 E. Chaco Avenue	9th-12th	759
6. Vista Nueva High School	315 S. Ash Street	9th-12th	67
7. Mosaic Academy Charter School	450 Llano Street	K-8th	180
<b>Total Enrollment</b>			<b>2,873</b>

Source: Aztec Municipal School District.





Left: Aztec High School; Right: Koogler Middle School.

graduation rate overall in 2019 out of all the school districts within San Juan County.

TABLE 9.4: 4-YEAR GRADUATION RATES			
District	2010	2019	% Change
AZTEC MUNICIPAL SCHOOLS	62%	76%	14%
Bloomfield Public Schools	68%	77%	9%
Central Consolidated Schools	60%	72%	12%
Farmington Municipal Schools	71%	80%	8%
New Mexico	67%	75%	8%

Source: New Mexico Public Education Department.

### POST-SECONDARY EDUCATION

Post-secondary education provides the means to obtain degrees, training, and licensure. Nearby post-secondary educational opportunities are available to Aztec residents at the San Juan College Main Campus in Farmington and the East Campus in Aztec. Navajo students can also opt to attend the Diné College in Shiprock.

#### San Juan College

San Juan College is the region’s main secondary educational institution. The College offers two-year degree and certificate programs, non-credit community learning classes, and workforce training. It partners with state universities to offer both bachelor and master degrees on campus. San Juan College offers in-person classes at its main campus in Farmington and at four satellite campuses, including the East Campus in Aztec. Hundreds

of classes are available for students online. San Juan College offers a wide variety of associate degrees that can be obtained through online only classes.

The East Campus is located at 315 S. Ash Street in the Family Center Complex. Offerings include credit classes for degree or certificate seeking students, reference and research assistance, advisement, and non-credit personal enrichment classes for adults and children. There are also meeting rooms available by reservation.

#### Diné College - Shiprock

Diné College is the first tribal-controlled and accredited collegiate institution in the United States. The Navajo Nation created Diné College to encourage Navajo youth to become contributing members of Navajo Nation. Diné College serves predominately Navajo students in New Mexico, Arizona, Utah, and Colorado. The Shiprock Branch, which contains a north and south campus, is the nearest location to Aztec.



Diné College Library in Shiprock.

Diné College offers academic programs through the School of Arts, Humanities, and English; School of Diné Studies and Education; School of Science, Technology, Engineering and Math; and the School of Business and Social Science. General education classes, certification programs, and two- and four-year degree programs are offered. Diné College also offers dual credit courses that allow students to earn college credits through classes in the Navajo language, mathematics, and freshman English.

In November 2020, voters approved \$156 million for safety and infrastructure improvements at New Mexico's 33 public colleges, universities, and special schools. The measure included \$1.3 million for the planning, design, construction, renovation, and equipment of an agricultural multi-purpose center at Diné College's Shiprock campus. The facility will include a math and science component.

## 9.6 GOALS, OBJECTIVES, & STRATEGIES

### COMMUNITY SERVICES & FACILITIES GOAL 1

**Expand and maintain a range of multi-generational community facilities and programming.**

#### Objectives

- To ensure community facilities are adequate, accessible, and meet the needs of Aztec youth, teens, adults, and seniors.
- To expand the delivery of programs, support services, and educational opportunities to residents of all ages.
- To ensure seniors have access to social activities and remain active and healthy.
- To encourage the expansion of recreational services by private and non-profit entities.

#### Community Services & Facilities Strategy 1.1

Prioritize and secure funding for the capital improvements identified for the Aztec Senior-Community Center in the City's 2022-2026 Infrastructure Capital Improvements Plan (ICIP).

#### Community Services & Facilities Strategy 1.2

Prioritize and secure funding for the Aztec Wellness Center identified in the City's 2022-2026 ICIP. Determine the program and facility needs for this new community facility.

#### Community Services & Facilities Strategy 1.3

Create a library improvement plan that addresses programming needs, facility space and computer equipment needs, and staffing levels.

#### Community Services & Facilities Strategy 1.4

Create an ongoing preventative maintenance and replacement program for all City-owned and maintained facilities.

#### Community Services & Facilities Strategy 1.5

Determine the feasibility of creating a teen center that provides programming specifically geared towards this age group. The analysis should include:

- Needs gap analysis generated by talking directly to Aztec youth about what types of programs they believe are missing in Aztec;
- Analysis of the types of programs and activities are available through Aztec Municipal School District;
- Determination of what types of services and facilities by private and non-profits that are currently available to Aztec youth.
- Potential locations where a teen center could be located.
- Estimated cost and available funding programs to support development of a teen center.

### COMMUNITY SERVICES & FACILITIES GOAL 2

**Enhance and maintain public safety within the City of Aztec.**

#### Objectives

- To maintain the community's sense of safety and security.
- To ensure a rapid response time to emergency calls for service and achieve a

lower ISO (Insurance Service Organization) rating for the Aztec Fire Department.

- To ensure the Aztec Police Department, Fire Department, and San Juan County Communications Authority have adequate staffing and equipment, and receive on-going training.
- To build positive relationships between the Aztec Police Department and the Aztec community through engagement and outreach efforts.

#### Community Services & Facilities Strategy 2.1

Complete an assessment of public safety services in Aztec to collect and identify:

- Data on the number of emergency and non-emergency calls for service in Aztec, including ambulance transport, over the past five years and sorted by type;
- Training and certification needs, including training related to DWI, domestic abuse, wildfires, and hazardous materials;
- Communications technology, equipment, vehicle, and emergency transport needs;
- Appropriate staffing levels needed to improve emergency response times; and
- Strategies for recruiting more officers.

#### Community Services & Facilities Strategy 2.2

Provide on-going training and certification for current and future police officers and firefighters, including in-house training for police officers.

#### Community Services & Facilities Strategy 2.3

Prioritize and pursue funding to purchase new equipment and replacement of vehicles for the Aztec Police and Fire Departments.

#### Community Services & Facilities Strategy 2.4

Continue to host and participate in community events and soliciting ongoing feedback on public safety issues from residents.

#### Community Services & Facilities Strategy 2.5

Collaborate with Aztec Municipal School District on methods for increasing safety and security within school facilities, and sharing of resources.

### COMMUNITY SERVICES & FACILITIES GOAL 3 Improve community health outcomes through the delivery of quality health care services to Aztec residents.

#### Objectives

- To ensure all Aztec residents (individuals, families, seniors, and people with disabilities) have adequate access to health care and behavioral health services.
- To ensure there are an adequate number of health care professionals to serve the medical needs of Aztec residents.
- To promote and support the operation of local and regional health care providers, including San Juan Health Partners, San Juan Regional Medical Center, and Aztec Urgent Care.

#### Community Services & Facilities Strategy 3.1

Coordinate with San Juan Regional Medical Center and other health care providers on providing information to the Aztec community on available community health care services.

#### Community Services & Facilities Strategy 3.2

Collaborate with San Juan Regional Medical Center on developing a strategic plan to improve health outcomes, address the high rate of uninsured residents, and increase residents' access to health care, clinical services, and behavioral health services.

#### Community Services & Facilities Strategy 3.3

Pursue the development of an urgent care center in Aztec that would serve the medical needs of the Aztec community. This could include San Juan Medical Center or a different medical provider.

#### COMMUNITY SERVICES & FACILITIES GOAL 4

Support equal access to education and learning opportunities for all residents, regardless of age or socioeconomic background.

##### *Objectives*

- *To encourage life-long learning and higher educational attainment as a means to improve the quality of life for Aztec residents.*
- *To improve the high school graduation rate and educational attainment level in Aztec.*
- *To encourage on-going dialogue between Aztec Municipal Schools, San Juan College, and Diné College on addressing access to education.*

##### **Community Services & Facilities Strategy 4.1**

Initiate and participate in a dialogue between the City of Aztec, Aztec Municipal Schools, San Juan College, Diné College, and San Juan County on educational initiatives, raising the high school graduation rate, online courses, joint high school/college credit programs, workforce training, and expanding career opportunities for high school students and graduates.

##### **Community Services & Facilities Strategy 4.2**

Support and pursue funding for adult education programs and classes (i.e. GED preparation, ESL, computer literacy, and career training) in collaboration with San Juan College, Diné College, San Juan County, and New Mexico Workforce Connection.

CHAPTER 10  
**HAZARD MITIGATION**

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## 10.1 INTRODUCTION

Hazard mitigation is a sustained process that minimizes the risks and impacts to people, property, and the environment from natural and human-caused hazards. Hazard mitigation planning grows the resilience of the community to adapt to changing conditions and recover quickly from disruption after a disaster has occurred. By taking action before a disaster occurs, the community can reduce or eliminate long-term risks to residents, homes, businesses, and community infrastructure.

This chapter describes the community's existing emergency preparedness and hazard mitigation plans and identifies the existing natural and human-caused hazards faced by Aztec. It also provides a summary of best practices for addressing hazards in the future.

## 10.2 EMERGENCY PREPAREDNESS

Hazard mitigation planning is part of the emergency management process of Preparedness, Response, Recovery, and Prevention and Mitigation. The City of Aztec works closely with San Juan County, neighboring jurisdictions, and the New Mexico Department of Homeland Security and Emergency Management (DHSEM) through all stages of emergency management. The San Juan County Office of Emergency Management is located at the San Juan County Government Complex on S. Oliver Drive in Aztec and is the lead local agency for emergency preparedness.

### SAN JUAN COUNTY HAZARD MITIGATION PLAN

The update to the San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan Update (Bold Planning, 2021) was in process concurrent with the City of Aztec Comprehensive Plan and completed in January 2021. The Plan includes five local jurisdictions, including San Juan County, Aztec, Bloomfield, Farmington, and Kirtland. Adoption of an up-to-date mitigation

plan is required by the Federal Emergency Management Agency (FEMA) to be eligible for funding under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (1988) and the Disaster Mitigation Act (DMA) of 2000.

FEMA encourages communities to integrate hazard mitigation into comprehensive land use planning and regulation. The mitigation planning process is intended to:

- Identify, describe, and characterize hazards in San Juan County;
- Assess risks of each hazard;
- Examine and prioritize feasible mitigation opportunities;
- Implement mitigation actions to reduce loss of life and damage to property; and
- Identify mitigation opportunities for long-term planning.

The Mitigation Plan identifies critical facilities and infrastructure within San Juan County. For the City of Aztec, this includes 911/Communication, Emergency Operation Center (EOC), fire facilities, major government buildings, law enforcement facilities, electric utility, and the Water and Wastewater Treatment Plants. There are multiple Aztec Municipal School District and San Juan County facilities in Aztec.

The Mitigation Plan evaluated the capabilities of each participating jurisdiction and identified a comprehensive range of mitigation projects and activities. Projects were identified specifically for the City of Aztec to mitigate flooding, drought, wildfire, and hazardous materials (see *Table 10.1*). The highest ranking projects for Aztec include:

- **Priority 1:** Construct a new water storage tank.
- **Priority 2:** Complete riverbank stabilization projects along the Animas River in areas experiencing erosion and severe stream change that have the potential to impact structures and public facilities.

TABLE 10.1: AZTEC PROPOSED MITIGATION ACTIONS BY HAZARD
<b>Flooding</b>
Complete application for National Flood Insurance Program (NFIP) Community Rating System (CRS)
Conduct public informational sessions on Flood Hazard risks in the community and initiate meetings with individual landowners whose properties fall within the floodplain
Design Flood Hazard Mitigation website for the City to provide existing and future residents and business owners with easy access to vital information, data and maps, and forms on Flood Hazard Mitigation regulations and activities
Develop regulations governing the maintenance of waterways within the City
Complete cleanup and mitigation activities on properties bordering waterways, particularly underneath or near bridges experiencing high overgrowth and accumulation of debris against pylons and supports
Conduct regular inspections of private properties traversed by waterways to identify obstruction or overgrowth hazards
Conduct inspections and complete an inventory of all existing culverts and bridges crossing waterways in Aztec; replace, repair, or remove culverts and bridges as necessary
Complete riverbank stabilization projects along the Animas River in areas experiencing erosion and severe stream change that has the potential to impact structures and public facilities
Repair existing gabions utilized for bank stabilization
Conduct inspection of private properties to identify and inventory existing conditions in the floodplain; continue annual inspections to prevent illegal fill activities, enforcing Flood Hazard Mitigation Regulations and subsequent violations as required
Inspect, inventory and mitigate floodplain fill/obstructions
<b>Drought</b>
Secure funding for the replacement of failing water storage tank
Construct a new water storage tank (this project received the highest overall priority ranking for the City of Aztec)
Provide rebates for the conversion of existing home toilets and showerheads to low flow systems as well as renovations that include the installation of gray water recovery systems
Implement regulations restricting the amount of non-drought resistant landscaping materials that can be planted/ installed in new commercial construction within the City
Provide public education concerning water-wise programs and drought-tolerant vegetation
<b>Wildfire</b>
Identify areas of the river bottom in the public domain and create priorities and thinning projects to reduce the potential for wildland fire throughout the County
Clear the public property identified as the “Swire-Townsend” land preserve and complete invasive species mitigation to ensure fire loading does not continue to pose a threat in this area
Provide private landowners in the river bottom area with information concerning the necessity for clearing potential fuel from their land and instructions for creating defensible space around all structures
<b>Hazardous Materials</b>
Finalize funding and contract agreements for Phase 1B [East Aztec Arterial]; identify the amount and types of hazardous material(s) presently moving through the City
Complete construction of Phase 1B (East Arterial)
Secure funding for the design and construction of Phase 2 (East Arterial)
Mandate regulations preventing the transportation of hazardous materials through downtown Aztec, requiring all HAZMAT transports to utilize the East Aztec Arterial route, once construction is complete
Educate the public about actions to take during a HAZMAT incident

Source: San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan Update (Bold Planning, 2020 draft).

- **Priority 3:** Complete cleanup and mitigation activities on properties bordering waterways, particularly underneath or near bridges experiencing high overgrowth and accumulation of debris against pylons and supports.
- **Priority 4:** Conduct regular inspections of private properties traversed by waterways to identify obstruction or overgrowth hazards.

### 10.3 EXISTING HAZARDS

As documented in the San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan, the City of Aztec and San Juan County were part of three FEMA disaster declarations between 2013 and 2020 (see *Table 10.2*). The Mitigation Plan addresses hazardous materials as a human-caused hazard, but does not discuss communicable disease beyond acknowledgment of the State of Emergency declared in 2020. The COVID-19 pandemic is included here among other hazards due to the effect locally and across the nation.

The New Mexico State Hazard Mitigation Plan identifies 14 different natural hazards across the state. The San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan Update evaluated only certain hazards based on disaster history, including drought, flood, and wildfire as natural hazards and added hazardous materials as a human-caused hazard. Drought, flooding, and wildfire were rated “highly likely”, and hazardous materials as a “likely” risk.

#### FLOODING

The San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan ranked

flooding as a “highly likely” hazard across all jurisdictions in San Juan County. Aztec has experienced both seasonal flooding along the Animas River and flash floods along the arroyos that cross the City from nearby mesas to the river valley. A flash flooding event occurred in Aztec on August 26, 2015 when a thunderstorm damaged trees, power lines, and roads; pushed homes and propane tanks off their foundations; and closed Aztec schools for a day.

The City of Aztec participates in the National Flood Insurance Program (NFIP) and has adopted floodplain development standards as required by FEMA (Chapter 9, Aztec City Code for Flood Damage Prevention). The current effective FIRM map date is August 5, 2010 and is available online as FIRMette maps or as a dFIRM GIS layer.

The FIRM maps are based on engineered Flood Insurance Studies that designated areas along bodies of water likely to experience flood hazards. The widely-accepted standard for floods in the United States is the 1% annual average event commonly known as the “100-year flood”. Zones A or AE are mapped in blue and represent the 1% flood, with a more restrictive regulatory floodway area mapped with a red cross-hatch pattern where designated. The City Public Works Department is working to update the FIRM along the Animas River.

As of July 2020, there were 17 flood insurance policies in effect in Aztec, offering \$4.4 million in flood coverage. The Mitigation Plan includes Level One HAZUS computer model analysis of flood risks county-wide. More detailed Level Two analyses would help clarify the scope and scale of flood risks to people and property within Aztec.

**TABLE 10.2: FEMA DISASTER DECLARATIONS, AZTEC & SAN JUAN COUNTY**

Year	Title	Number	Type
2013	NM Severe Storms, Flooding, and Mudslides	DR-4152	Major Disaster
2020	NM COVID-19	EM-3519-NM	Emergency Declaration
2020	NM COVID-19 Pandemic	DR-4529-NM	Major Disaster

Source: U.S. Federal Emergency Management Agency (FEMA).

The Mitigation Plan identified ten repetitive loss structures in Aztec. FEMA defines repetitive loss structures as “any insurable building for which two or more claims of more than \$1,000 were paid by the National Flood Insurance Program (NFIP) within any rolling ten-year period, since 1978. A [repetitive loss] property may or may not be currently insured by the NFIP.” FEMA has focused on mitigating flooding risks to repetitive loss structures to stem continuing financial losses.

A local jurisdiction must commit to regulating all development in flood hazard areas to be eligible to participate in the NFIP, including grading, land clearance, outdoor storage, dredging, mining, drilling, paving, excavation, and fill, as well as traditional building. Digital dFIRM maps and FIRMettes available online make it easier than ever to assess locations of structures in the mapped flood hazard areas.

### Community Rating System

FEMA encourages local jurisdictions to participate in the Community Rating System (CRS), which offers flood insurance discounts of up to 45% of premiums for communities that adopt higher protection standards. At the end of 2017, 11 communities in New Mexico were eligible for the CRS program, with discounts of 5% to 20% off flood insurance premiums. San Juan County and the City of Farmington participate in CRS with an 8 Rating. As noted in the New Mexico State Hazard Mitigation Plan, the program requires new flood risk reduction activities and documentation that can be a challenge for smaller communities like Aztec. The Hazard Mitigation Plan recommended that the City of Aztec apply to the CRS program.

### DROUGHT

Drought is an abnormally dry period with a deficiency of precipitation or water availability. The San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan ranked drought as a highly likely hazard across all jurisdictions in San Juan County. The City of Aztec relies on surface water for domestic water supply, which

is highly variable depending on precipitation upstream.

Drought tends to be a slow-moving hazard with variable duration, which makes planning for drought events difficult. The United States Drought Monitor for the first week of Autumn 2020 placed San Juan County in the “Moderate Drought” category in the southwest to “Extreme Drought” in the northeast half of the County. Drought becomes a cascading effect for wildfire hazards, especially lightning-sparked wildland fires.

The San Juan County Office of Emergency Management facilitates the County-Level Drought Working Group. The Aztec City Code, Chapter 31, Water Conservation and Drought Plan specifies responsibilities and procedures to mitigate any potential water shortage.

### San Juan Water Commission

The San Juan Water Commission, consisting of San Juan County, Farmington, Aztec, Bloomfield, and rural water users, owns 20,800 acre-feet of water rights from the Animas-La Plata Project. Drought management plans include utilizing the water stored in Lake Nighthorse (located in Durango); however, the only means to deliver the water is through the Animas River, which has never been done. The San Juan Water Commission requested a release of water from Lake Nighthorse to the Animas River as a test run in March 2021 to examine what would occur in the future when there is an official call for water from Lake Nighthorse. The San Juan Water Commission’s long term goal is to install a pipeline from Lake Nighthorse to help address low water levels in the Animas River.

### WILDFIRE

A wildfire is an unplanned fire that burns in a natural area, such as a forest, grassland, or prairie. The draft San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan ranked wildfire as a highly likely hazard across all jurisdictions in San Juan County.



Arroyo Fire, 2019.

Wildfire can occur naturally from a lightning strike or by people being careless with campfires. Wildfire is influenced by topography, fuel, and weather, and is a hazard in the Wildland Urban Interface (WUI) with structures built in areas where wildfire is a natural part of the ecosystem.

On July 1-3, 2019, the Arroyo Fire burned three residential structures and 30 vehicles on 7.4 acres east of Bloomfield in San Juan County. In 2020, the Cox Canyon Fire burned 130 acres north of Aztec on the state line over the Fourth of July holiday.

The New Mexico State Hazard Mitigation Plan identified other public and private sector resources to mitigate wildfire hazards. San Juan County updated the Community Wildfire Protection Plan (CWPP) in 2014 and began the next update cycle in 2020. The CWPP considered development density in excess of eight structures per ten acres as the highest wildfire risk. Downtown Aztec and adjacent neighborhoods and the neighborhoods south of Aztec Ruins National Monument are considered high risk, with elevated concerns for the Animas River corridor and public lands northeast and west of Aztec.

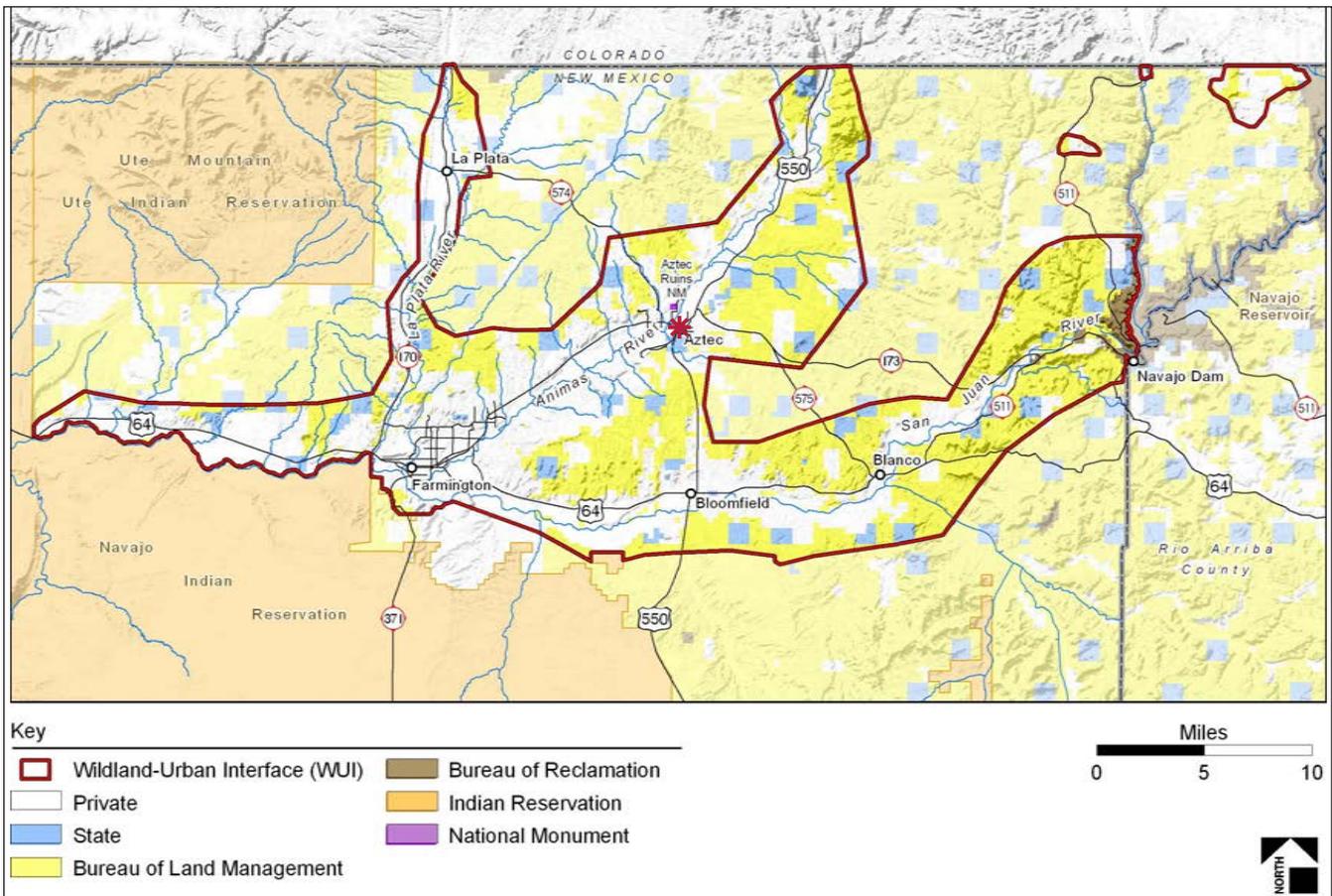
### Wildland Urban Interface (WUI)

According to the San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan, the majority of serious fires in San Juan County occur within the WUI. The Plan maps the WUI running along the east side of US 550 between Bloomfield and Aztec, then east along Tiger Park, and north again through the BLM parcels. On the west side of the Animas River, the WUI follows the Animas River north of Aztec Ruins National Monument, then follows the City

limits around the Airport and hills north of NM 516.

Participating in the Fire Adapted Communities Learning Network would be an option for Aztec to consider in addressing wildfire hazards. The Network is an initiative of the National Wildfire Coordinating Group, which is intended to build sustainable wildfire resilience capacity in fire-prone communities. The partnership includes The Nature Conservancy, the Watershed Research and Training Center, USDA Forest Service, and US Department of the Interior. The Fire Adapted Communities Learning Network provides resources for community engagement, fire mitigation and planning, landscape treatment, public health and safety, and wildfire response and recovery.

The Firewise program is another strategy a community can use to address fire risk. Firewise USA® is a voluntary program of the National Fire Protection Association, which is intended to help neighbors organize and take action to increase the ignition resistance of their homes and community. The program can be started by any group of volunteers that initiate a written wildfire risk assessment and action plan for wildfire risk reduction. As of July 2020, there were 33 designated Firewise sites in New Mexico.



SAN JUAN COUNTY BASIN COMMUNITY WILDFIRE PROTECTION PLAN (CWPP), 2014, WILDLAND-URBAN INTERFACE

### HAZARDOUS MATERIALS

Hazardous materials are items or agents with potential to cause harm to people, animals, or the environment. A release of hazardous materials can be caused by a spill, leak, fire, explosion, transportation accident or other human action. The San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan ranked hazardous materials incidents as a likely hazard across all jurisdictions in San Juan County. The Mitigation Plan documents several recent hazardous materials releases in unincorporated San Juan County.

There are many active industrial sites in Aztec, as well as 200 oil and gas wells, associated pipelines, storage tanks, and other infrastructure that support the energy industry. The City has responded to hazardous materials in the Animas River from upstream point sources in the historic Colorado mining districts.

There is a large amount of truck traffic passing through Aztec on US 550 and NM 516, which can be hauling a variety of liquid, solid or gaseous hazardous materials on any given day. As noted in Chapter 9: Community Services & Facilities, the Aztec Fire Department is led by volunteers who are constantly training for effective response to a wide variety of hazards and emergency situations.

### PANDEMIC

A pandemic is a disease epidemic that spreads to a large number of people on a worldwide scale, and is considered a public health emergency. The State of New Mexico Hazard Mitigation Plan does not address pandemics or other biohazards. The San Juan County Multi-Jurisdictional Natural Hazard Mitigation Plan noted that a National State of Emergency was declared in March 2020 as the Plan was under development.

The National Emergency was declared in response to the novel coronavirus known as SARS-COV-2, which caused a global pandemic outbreak of the COVID-19 disease. FEMA issued a Major Disaster Declaration for all local jurisdictions in the State of New Mexico on April 4, 2020. Future updates to the Hazard Mitigation Plan will benefit from lessons learned locally during this global pandemic event and in coordination with public health officials and the San Juan Regional Medical Center.

## ■ 10.4 MITIGATION STRATEGIES & TOOLS

FEMA and the American Planning Association (APA) work together to provide resources to communities for hazard mitigation planning. The 2010 report “Hazard Mitigation: Integrating Best Practices into Planning” identifies effective multi-jurisdictional hazard mitigation strategies and tools based on a series of case studies for large, intermediate, small town, or rural jurisdictions across the United States.

The following list of best practices, derived from those case studies, offer guidance when updating hazard mitigation and emergency management plans:

- Clearly state the goals and objectives of hazard mitigation efforts and their relationship to the Comprehensive Plan. Hazard Mitigation goals in the Comprehensive Plan should mirror those found in other plans and vice-versa.
- Integrate local government budgets and development regulations in hazard mitigation implementation efforts. The Comprehensive Plan should identify the policies and actions needed to implement hazard mitigation efforts and available funding. Create multi-purpose projects for hazard mitigation to solve multiple goals. Land use regulations can also be used to implement mitigation measures.

- Document existing and predicted future conditions through a hazard mitigation assessment. Hazard mitigation assessments should provide a snapshot of historical hazards and specific events, as well as predict impacts for future hazards.
- Raise public awareness of hazards experienced in-and-around the area and mitigation measures being taken. Stakeholder values must be accounted for in hazard mitigation, and the public should be informed and included in the hazard mitigation planning process. Public participation assists with the identification of all known hazards and the development of effective strategies.
- Sustain leadership across areas of expertise for hazard mitigation. Seize opportunities for community or political advocates to move the community towards embracing hazard mitigation objectively.
- Use external drivers and regulations as an impetus for change. Adhering to state and federal laws and programs can help drive the implementation of hazard mitigation efforts.
- Develop tools to pro-actively address implementation of strategies and evaluate the mitigation measures over time.

## 10.5 GOALS, OBJECTIVES, & STRATEGIES

### HAZARD MITIGATION GOAL 1

Minimize the community's vulnerability to natural and human-caused hazard events.

#### Objectives

- To increase public awareness of risk from all natural and human-caused hazards.
- To improve emergency preparedness and response during major hazard events.
- To provide residents with adequate warning for hazards, including flooding, wildfires, severe storms, etc.
- To encourage ongoing collaboration between the City of Aztec, San Juan County, and state and federal agencies on mitigating hazards in Aztec and the region.

#### Hazard Mitigation Strategy 1.1

Implement a Reverse 911 System that provides public safety alerts via voice message and email before and during major hazard events, including severe storms, wildfires, flooding, etc.

#### Hazard Mitigation Strategy 1.2

Develop a temporary emergency shelter plan that includes:

- Designated public facilities that are capable of providing shelter during a major hazard event;
- Generator hook-ups;
- Food and water supplies and storage;
- Basic health care; and
- Accommodations for domestic animals.

#### Hazard Mitigation Strategy 1.3

Educate Aztec residents on the importance of creating an emergency supply kit (e.g., water, food, basic sanitary supplies, batteries, flashlights, first aid kit, phone chargers, etc) for use during major hazard events.

### HAZARD MITIGATION GOAL 2

Reduce the community's vulnerability to and impact from flooding caused by storm events.

#### Objectives

- To develop greater capability and capacity to mitigate flood hazards and achieve a shorter recovery time after flooding has occurred.
- To protect the City of Aztec from future flooding caused by major storm events.
- To discourage development in flood zones and in the floodplain.

#### Hazard Mitigation Strategy 2.1

Complete riverbank stabilization projects and repair existing gabions along the Animas River to address erosion and severe stream change.

#### Hazard Mitigation Strategy 2.2

Complete cleanup and mitigation activities on properties adjacent to the Animas River, and under or near bridges.

#### Hazard Mitigation Strategy 2.3

In consultation with private property owners, inspect areas that are traversed by waterways to identify obstruction or overgrowth hazards.

#### Hazard Mitigation Strategy 2.4

Continue the City of Aztec's participation in the National Flood Insurance Program and complete the update to the flood map (FIRM) along the Animas River through Aztec.

**HAZARD MITIGATION GOAL 3**

**Reduce the impact of drought conditions to the community.**

*Objectives*

- To ensure water storage facilities have the capacity to provide domestic water during droughts.
- To educate residents on the importance of water conservation and methods for conserving potable water resources.
- To pursue the development of a water reuse system for irrigation of City parks.

**Hazard Mitigation Strategy 3.1**

Create a public education and rebate program on water conservation that includes xeriscape principles of design, drought tolerant plant materials, rebates for conversion of high flow appliances and toilets, and installation of gray water recovery systems.

**Hazard Mitigation Strategy 3.2**

Develop water wise regulations for new commercial development that limits high water use turf grass and promotes the use of drought tolerant plant materials.

**Hazard Mitigation Strategy 3.3**

Support the San Juan Water Commission's efforts to install a pipeline from Lake Nighthorse during periods of low water levels in the Animas River.

**HAZARD MITIGATION GOAL 4**

**Reduce the impact and risk to life and property from wildfires.**

*Objectives*

- To work with the Bureau of Land Management (BLM), San Juan Soil & Water Conservation District, San Juan County, and private landowners on fuel reduction activities in the wildland/urban interface areas within and adjacent to Aztec.
- To encourage on-going collaboration between the City of Aztec and San Juan County on wildfire prevention.

- To protect the Animas River corridor and the regional watershed from wildfires.

**Hazard Mitigation Strategy 4.1**

Develop a Community Wildfire Protection Plan that includes:

- Identification and priorities for hazardous fuel reduction treatments, including areas along the Animas River;
- Recommendations for appropriate types and methods of treatment on public and private lands;
- Actions to protect critical infrastructure; and
- Measures to reduce the ignitability of structures.

**Hazard Mitigation Strategy 4.2**

Coordinate with San Juan County and other neighboring jurisdictions on creating a public awareness program that addresses the need for private property owners to clear excess vegetation and combustible materials to create defensible space around all structures.

**Hazard Mitigation Strategy 4.3**

Continue to work with the San Juan Soil & Water Conservation District and San Juan County on weed, invasive species, and brush removal along the Animas River and other wildland-urban interface areas to decrease the fire load.

**Hazard Mitigation Strategy 4.4**

Become a member of the Fire Adapted New Mexico Learning Network and utilize the knowledge and resources available to reduce the risk of wildfires in Aztec and the Animas River corridor.

**HAZARD MITIGATION GOAL 5**

**Improve the capacity to respond to hazardous material spills, accidents, and releases.**

*Objectives*

- To ensure a rapid and coordinated response to hazardous materials being transported through Aztec on US 550 and NM 516.

- *To protect the community from hazardous material releases at fixed sites, including oil and gas wells, pipelines, storage tanks, etc.*

**Hazard Mitigation Strategy 5.1:**

Once the construction of the East Aztec Arterial is complete, adopt regulations that prohibit the transport of hazardous materials on Main Avenue through Downtown Aztec and requires these transports to utilize the East Aztec Arterial.

**Hazard Mitigation Strategy 5.2:**

Develop a public education initiative that provides instructions on the actions to take during a hazardous materials accident.

## CHAPTER 11

# IMPLEMENTATION

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## 11.1 INTRODUCTION

The Aztec Comprehensive Plan contains eight major elements, including Land Use, Economic Development, Housing and Neighborhoods, Infrastructure, Transportation, Parks and Recreation, Community Services and Facilities, and Hazard Mitigation. Each of these elements contain a series of goals, objectives, and strategies that were developed through the planning and public engagement process.

The strategies are action items that will implement the community's vision for the future of Aztec. Each of the strategies are repeated in this chapter, categorized by Comprehensive Plan element, supplemented with projected completion times, and identify the lead entity for implementation. The implementation time frames are identified as follows:

- 2021-2023 (short);
- 2024-2026 (medium);
- 2027-2035 (long);
- On-going (no end date).

The implementation schedule is intended to assist the City of Aztec in planning for and securing funding and allocating administrative resources. The implementation schedule is not binding, but instead is dependent on available funding, staff resources, and the ability of the City of Aztec to engage in meaningful partnerships with other local and regional entities.

## 11.2 IMPLEMENTATION PLAN

The implementation tables starting on page 188 provide the complete list of strategies organized by Plan element. For more background on the strategies and the goals and objectives, refer back to the specific chapter. The implementation tables are organized as follows:

- Land Use (pages 198-199)
- Economic Development (pages 200-201)
- Housing & Neighborhoods (pages 202-203)
- Infrastructure (pages 204-206)
- Transportation (pages 207-208)
- Parks and Recreation (page 209)
- Community Services & Facilities (pages 210-211)
- Hazard Mitigation (pages 212-213)

CHAPTER 3: LAND USE IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 3.1.1:</b> Designate an appropriate area for an industrial center in proximity to US 550/S. Main Street and the East Aztec Arterial, as shown on the Future Land Use Scenario.	2024-2026		Community Development Dept, Economic Development Advisory Board
<b>Strategy 3.1.2:</b> In cooperation and agreement with private and public property owners, seek zone changes to properties along and in the vicinity of the East Aztec Arterial, S. Main Avenue, N. Main Avenue, and other locations identified as being appropriate for commercial, industrial, or residential use of varying densities, as shown on the Future Land Use Scenario.	2024-2026		City Manager's Office, Community Development Dept, EDAB, P&Z Board, Private Landowners
<b>Strategy 3.1.3:</b> Create and promote incentives for the redevelopment of commercial properties located along the main commercial corridors including Aztec Boulevard and Main Avenue. This may include, but not be limited to, reductions or waivers in utility extensions, flexibility in development standards, expedited approval processes, and the use of LEDA funds.	2021-2023		Electric Dept, Utility Dept, Finance Dept, Community Development Dept.
<b>Strategy 3.2.1:</b> Pursue public/private partnerships on the design and construction of mixed-use development projects within the Downtown Aztec MRA, both in existing vacant buildings and on undeveloped properties.		X	City Manager's Office, Community Development Dept.
<b>Strategy 3.2.2:</b> Promote mixed-use development projects within Downtown Aztec, area along Zia Street, and within Planned Development areas along the East Aztec Arterial, as identified on the Future Land Use Scenario.	2021-2023		Aztec Chamber of Commerce, EDAB, MainStreet Org.
<b>Strategy 3.2.3:</b> Work with local and regional builders and developers to determine the appropriate incentives to encourage infill development and redevelopment, including reductions or waivers in utility extensions and permit fees, financial assistance for redevelopment projects, density bonuses for residential development, and where appropriate, reductions in minimum lot size, increased building heights and lot coverage, parking reductions, etc.	2021-2023		City Manager's Office, Electric Dept, Utility Dept, Finance Dept, Community Development Dept.
<b>Strategy 3.3.1:</b> Complete a thorough review of the existing Land Development Regulations and determine appropriate amendments that will help achieve the goals and objectives of the Comprehensive Plan. Revisions to the Land Development Code should include, but not be limited to: 1) Review of existing permitted and conditional uses and minimum parking standards in all districts, and development of contextual standards, including maximum building heights, setbacks, and glazing for Downtown Aztec, with a particular focus on Main Avenue; 2) Development standards for mixed-use projects, including setbacks, buffering, land use intensity, parking, etc.; 3) Clarification of Accessory Living Quarters and Accessory Dwelling Unit, focusing on the definitions, appropriate locations and districts, and use-specific standards; 4) Update to the Sign Code to include content-neutral regulations, temporary signs, and sign requirements for Downtown businesses based on the scale of commercial businesses; 5) Clarification and revisions, as necessary, to Mobile Home and Manufactured Homes regarding where they are allowed and associated standards; and 6) Determination of whether zoning should be established within the City's three-mile ETZ zone, and if so, the establishment of a joint ETZ commission that includes City of Aztec and San Juan County Commissioners.	2021-2023		Community Development Dept & San Juan County Community Development Dept.
<b>Strategy 3.3.2:</b> Create streetscape improvement plans for Main Avenue, North Main Avenue, and Aztec Boulevard that may include, but are not limited to, sidewalks and pedestrian crosswalks, landscaping, lighting, street trees, street furniture, signage, etc.	2021-2023		Public Works Dept, Parks Dept, Electrical Dept & NMDOT
<b>Strategy 3.3.3:</b> Install historically-appropriate street lights within the Church Avenue-Lovers Lane Historic District.	2021-2023		Electric Dept

CHAPTER 3: LAND USE IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 3.3.4:</b> Provide adequate staffing levels to enforce regulations on nuisance properties; illegal dumping; removal of weeds, litter, and junk; and inoperable vehicles.		X	Manager's Office, Community Development Dept, Finance Dept
<b>Strategy 3.3.5:</b> Initiate community clean-up efforts, including landscape improvements, weed and trash removal, and building facade improvements and maintenance. Involve Aztec youth in these activities.		X	Community Development Dept, Waste Management
<b>Strategy 3.4.1:</b> Create an evaluation process for proposed annexations that includes criteria addressing: 1) Existing infrastructure capacity for expansion; 2) Feasibility, cost, and timeliness of extending infrastructure, transportation networks, and public safety services; 3) Economic development benefits and potential revenue stream to the City of Aztec; and 4) Determination of the property owners' support for the annexation.	2024-2026		City Commission, All City Depts
<b>Strategy 3.4.2:</b> Prioritize and determine the appropriate time frame for annexations that: 1) Are contiguous to the municipal boundary and creates logical boundaries; 2) Support new commercial and industrial development to serve the Aztec community; 3) Create new areas for residential growth; 4) Can be efficiently served by municipal infrastructure and the transportation network; and 5) Identified on the Future Land Use Scenario.	2024-2026		City Commission, All Depts
<b>Strategy 3.5.1:</b> In consultation with New Mexico MainStreet, pursue the recertification of Aztec as a MainStreet community. As part of this strategy, establish a MainStreet board comprised of Downtown business owners, real estate professionals, and other interested parties; and identify an Executive Director, with assistance from New Mexico MainStreet.	2021-2023		City Commission, City Manager's Office, Community Development Dept
<b>Strategy 3.5.2:</b> Once Aztec has been certified as a MainStreet community, work with the New Mexico Historic Preservation Division on the National Park Service's minimum requirements to becoming a recognized Certified Local Government (CLG).	2024-2026		City Commission, City Manager's Office, Community Development Dept
<b>Strategy 3.5.3:</b> Work with property owners on creating Historic Overlay Districts for the Aztec Main Street Historic District and the Church Avenue-Lovers Lane Historic District. Address context sensitive design standards regarding building styles, colors, materials, signage, setbacks, building massing, and building heights to complement the historic character in the two historic districts. Designate the Historic Overlay Districts on the City's Zoning Map.	2024-2026		Community Development Dept, NM MainStreet
<b>Strategy 3.5.4:</b> Designate an Historic Landmark Commission that would be responsible for reviewing development proposals within the Historic Overlay Districts, determining appropriate revisions to the Building Code to accommodate historic buildings, and providing recommendations to the City Commission.	2027-2035		Community Development Dept
<b>Strategy 3.5.5:</b> Work with the Construction Industries Division, State Historic Preservation Office (SHPO), and San Juan County on advancing legislation that incorporates recommendations from the Historic Landmarks Commission into the New Mexico Building Code to better accommodate the unique challenges of historic buildings meeting current code requirements.	2027-2035		Community Development Dept, San Juan County
<b>Strategy 3.5.6:</b> Coordinate with the State Historic Preservation Office (SHPO) on developing an educational program that promotes the benefits of having historic properties listed on the National Register of Historic Places and the State Register of Cultural Properties, and available tax credits through the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund.	2027-2035		Community Development Dept
<b>Strategy 3.5.7:</b> Pursue the nomination of the Aztec Museum and Pioneer Village as an historic district, as identified in the Downtown Aztec MRA Plan.	2021-2023		Aztec Museum

CHAPTER 4: ECONOMIC DEVELOPMENT IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 4.1.1:</b> Prioritize and secure gap funding for the development of the Aztec Outdoor Recreation Manufacturing and Retail Facility project.	2021-2023		Northwest New Mexico Council of Governments
<b>Strategy 4.1.2:</b> In coordination with Land Use Strategy 1.1, create a master development plan for an industrial business park in proximity to US 550/S. Main Avenue and the East Aztec Arterial, as identified on the Future Land Use Scenario (see Chapter 3: Land Use). The master development plan should include, but not be limited to: 1) A lot layout plan with a range of lot sizes; provide a range of lot sizes; 2) Framework for extending infrastructure to the industrial park; 3) Backbone infrastructure plan; 4) Desired business types; and 5) Development standards that address building heights and massing, circulation and access, setbacks, buffers, signage, landscaping, etc.	2027-2035		Community Development Dept
<b>Strategy 4.1.3:</b> Identify the industries that are in need of high-speed internet connectivity and support high speed broadband investments for businesses and residential areas that will enable residents to work remotely.	2021-2023		Four Corners Economic Development
<b>Strategy 4.1.4:</b> Complete a comprehensive update to the Aztec LEDA (Local Economic Development Act) Ordinance that identifies specific goals and targeted industries, updates definitions consistent with state legislation, provides for joint powers agreements between the City of Aztec, San Juan County, and Four Corners Economic Development (4CED), and revises implementation policies and procedures, including claw back provisions.	2021-2023		City Commission
<b>Strategy 4.2.1:</b> Work with the Aztec Economic Development Advisory Board on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.	2021-2023		Chamber of Commerce, EDAB
<b>Strategy 4.2.2:</b> Continue to use the Downtown Aztec Metropolitan Redevelopment Area (MRA) Plan as a tool for creating public/private partnerships and incentivizing small business development in vacant and/or underutilized properties and buildings in Downtown Aztec.		X	Manager's Office, Community Development Dept
<b>Strategy 4.2.3:</b> Encourage small-scale manufacturing in Downtown Aztec. Incorporate small-scale manufacturing into the Land Development Code as a conditional use that requires review and approval by the City Commission to ensure the use will not be harmful to adjacent properties or Downtown redevelopment efforts.		X	Community Development Dept
<b>Strategy 4.2.4:</b> Work with local banks and the Northwest New Mexico Council of Governments to expand small business access to capital through a revolving-loan fund.		X	Finance Dept
<b>Strategy 4.2.5:</b> Promote the services offered by the Small Business Development Center at San Juan College to existing and potential small business owners in Aztec.		X	Small Business Development Center, Chamber of Commerce
<b>Strategy 4.3.1:</b> Coordinate with the New Mexico Tourism Department, New Mexico Outdoor Recreation Division, and Aztec Economic Development Advisory Board on promoting and advertising Aztec's local and regional tourism destinations.		X	Aztec Tourism Dept, Manager's Office
<b>Strategy 4.3.2:</b> Promote Aztec as a community with an unmet demand for hospitality-related businesses, including hotels, restaurants, outdoor recreation retail and adventure service, and other specialty retail. Target the development of new hotels in Aztec through public/private partnerships.		X	Economic Development Advisory Board, 4CED

CHAPTER 4: ECONOMIC DEVELOPMENT IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 4.3.3:</b> Develop a targeted marketing campaign for Aztec that highlights the rich and varied cultural and outdoor recreation attractions in Aztec and the surrounding area, including historic Downtown Aztec, Aztec Ruins National Monument, Aztec Natural Arches, Trail of the Ancients Scenic Byway, Navajo Lake State Park, San Juan River Quality Waters, Chaco Culture, Mesa Verde, etc. Determine the markets in New Mexico, Colorado, Arizona, and other states that should be targeted in an promote Aztec tourism campaign.		X	Economic Development Advisory Board, 4CED
<b>Strategy 4.3.4:</b> Identify and partner with a local non-profit on rehabilitation and management of the Aztec Theater in Downtown Aztec.		X	Manager's Office, Community Development Dept, MainStreet
<b>Strategy 4.4.1:</b> Initiate "Talent-to-Industry Exchanges" to expand the labor supply and identify what job skills employers need in key industry sectors.		X	Community Development Dept, Economic Development Advisory Board, 4CED
<b>Strategy 4.4.2:</b> Support and partner with local businesses and industries, Aztec Municipal Schools, San Juan College, and Diné College to address filling skill gaps with workforce training, educational programs, and dual credit programs related to existing and future business clusters in the region, including outdoor recreation, renewable energy technology, hospitality, digital arts and film, visual arts, environmental education, etc.		X	Manager's Office, Aztec Municipal Schools, San Juan College, Diné College
<b>Strategy 4.4.3:</b> Promote and work with existing and future local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department.		X	Manager's Office, Community Development Dept, Human Resources Dept

CHAPTER 5: HOUSING & NEIGHBORHOODS IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 5.1.1:</b> Complete and submit an application to the New Mexico Mortgage Finance Authority (MFA) to fund the creation of an Affordable Housing Plan that complies with the New Mexico Affordable Housing Act, as amended. The Affordable Housing Plan should be accompanied by an Affordable Housing Ordinance. The Affordable Housing Plan should contain at a minimum: 1) A comprehensive community and housing profile that includes demographic characteristics, household characteristics, economic profile, and local housing market conditions; 2) Assessment of existing and projected housing needs by Average Median Income (AMI) levels, including for-sale housing, rental housing, and housing for special needs populations; 3) Assessment of existing housing conditions and quantification of the existing housing stock that is vacant and/or have major rehabilitation needs; 4) Analysis and proposed solutions to the regulatory (zoning and land use development codes), non-regulatory (fees, infrastructure capacity, environmental, land availability, financial), and policy constraints to affordable housing; 5) Goals, policies, and quantifiable objectives to meet affordable housing needs (rental and owner-occupied) within a 5-year planning horizon; and 6) Public input.	2021-2023		Community Development Dept
<b>Strategy 5.1.2:</b> In conjunction with the development of an Affordable Housing Plan, develop an inventory of land and buildings owned by the City of Aztec that would be appropriate and available for donation to an affordable housing program and promote the inventory to potential housing developers.	2024-2026		Community Development Dept
<b>Strategy 5.1.3:</b> Create incentives, such as density bonuses, fee waivers, and donation of City-owned properties, for private and non-profit developers to build affordable housing for income-qualified households and target special populations, including veterans and the elderly.	2021-2023		Manager's Office
<b>Strategy 5.1.4:</b> Develop a community education program that provides information on available affordable housing programs, credit counseling, and first time homebuyer programs; rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local lenders approved by the New Mexico Mortgage Finance Authority.	2024-2026		Community Development Dept, Senior Center
<b>Strategy 5.1.5:</b> Create design guidelines that address green building techniques and increased energy efficiency for new housing development.	2021-2023		Utility Dept, San Juan County Building Division
<b>Strategy 5.2.1:</b> Once an Affordable Housing Plan has been completed by the City of Aztec, seek partnerships with private developers and non-profit housing providers to rehabilitate existing substandard housing units.		X	Community Development Dept
<b>Strategy 5.2.2:</b> Work with community volunteers on establishing a "House of the Month" program that recognizes the efforts by property owners to improve the appearance of their properties.	2024-2026		Community Development Dept
<b>Strategy 5.2.3:</b> Apply for grants to the New Mexico Clean & Beautiful program to fund beautification projects, litter control, recycling, xeriscape, graffiti eradication, and community stewardship. Involve Aztec youth in neighborhood clean-up efforts.	2021-2023		Community Development Dept
<b>Strategy 5.3.1:</b> Require master planning in association with planned development areas (as shown on the Future Land Use Scenario) to ensure there is adequate capacity in the City's water, sewer, and transportation systems to serve the new development. Encourage a variety of residential types and densities, parks, connections to the City's trail system, and neighborhood commercial services, where appropriate.		X	City Commission

CHAPTER 5: HOUSING & NEIGHBORHOODS IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 5.3.2:</b> Work with residential developers and builders on creating incentives that will encourage the build-out of existing, but vacant, residential subdivisions within the City of Aztec.		X	Manager's Office
<b>Strategy 5.3.3:</b> Promote the use of accessory dwelling units (ADUs) as a type of affordable housing that is appropriate in Downtown Aztec and other existing and future residential neighborhoods. Evaluate the feasibility of allowing ADUs as a permissive use in the R-1 zoning district as long as the project is in compliance with the criteria.		X	City Commission, Community Development Dept

CHAPTER 6: INFRASTRUCTURE IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 6.1.1:</b> Prioritize and secure gap funding for the replacement and construction of Reservoir One at the City's Water Plant.	2021-2023		City Commission, Public Works Dept
<b>Strategy 6.1.2:</b> Create a 40-Year Water Plan that addresses: 1) Quantification of the existing water supply; 2) Protection of the City's water rights; 3) Existing water demand and projections of future water demand; 4) Water conservation and reduction of water waste; and 5) Recommendations for meeting water demand resulting from future growth and development.	2021-2023		Public Works Dept
<b>Strategy 6.1.3:</b> Coordinate with the San Juan Soil and Water Conservation District on conducting water sampling for quality analysis. This strategy should also include tracking potential water system deficiencies and compliance violations; preparing compliance records; monitoring the operation and maintenance at the Water Plant; and remaining in compliance with drinking water standards associated with the surface water from the Animas River.		X	Public Works Dept, San Juan Soil and Water Conservation District
<b>Strategy 6.1.4:</b> Utilize the sampling results and compliance tracking data to determine potential contamination sources; susceptibility of the water supply to contamination sources; and potential water system deficiencies to help identify actions to be taken to prevent water contamination.	2021-2023		Public Works Dept
<b>Strategy 6.1.5:</b> Sponsor community events on a quarterly basis to increase the collection of household hazardous waste and educate the public on the proper disposal of hazardous household materials.		X	Utility Dept, Waste Management
<b>Strategy 6.2.1:</b> Create a Water System Master Plan that contains: 1) Information and metrics on the City's existing water system (water pressure zones, treatment, storage, transmission, and distribution components); 2) Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission; 3) Current distribution and storage system; 4) Improvements, replacements, and expansions of the water distribution system to correct deficiencies and meet future demand; 5) Annual review as funding becomes available and projects are completed; and 6) Coordination with the City's capital outlay program and other available funding sources.	2024-2026		Public Works Dept
<b>Strategy 6.2.2:</b> Secure capital funding for improvements to the City's water distribution system, including water line extensions, replacements, repairs to booster and pressure reducing stations, fire lines, and dead-end lines.		X	Manager's Office, Public Works, Community Development Dept, Finance Dept
<b>Strategy 6.3.1:</b> Prioritize water conservation through the systematic replacement of broken water meters, water leak detection, and repair of aging water lines.		X	Public Works Dept, Parks Dept
<b>Strategy 6.3.2:</b> Develop a water reuse program that will utilize treated effluent for irrigation of City park facilities.	2021-2023		Public Works Dept, Parks Dept
<b>Strategy 6.3.3:</b> Develop an educational program geared towards residential and commercial customers on water conservation measures, the importance of repairing water leaks, and the installation of high efficiency household plumbing fixtures.	2021-2023		Utility Dept

CHAPTER 6: INFRASTRUCTURE IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 6.4.1:</b> Create a Wastewater Master Plan that contains: 1) Information and metrics on the City's existing wastewater collection system and current wastewater contribution rates; 2) Future wastewater flow projections; 3) Computer modeling to evaluate the wastewater system with regard to the current and future capacity of the City's sanitary sewer system; 4) Recommendations where expansion, upsizing, repair, or upgrading is needed, to correct deficiencies and meet future demand; and 5) Coordination with the City's capital outlay program and any other available funding sources.	2021-2023		Public Works Dept, Utility Dept, Community Development Dept
<b>Strategy 6.4.2:</b> Secure funding for the design and expansion of sewer services to properties within the City of Aztec currently utilizing septic tanks.	2024-2026		Manager's Office, Public Works Dept, Community Development Dept, Finance Dept
<b>Strategy 6.4.3:</b> Secure funding and implement projects for the rehabilitation, replacement, and/or expansion of wastewater collection lines, force mains, and pump stations as determined by the Wastewater Master Plan.	2024-2026		Manager's Office, Public Works Dept, Community Development Dept, Finance Dept
<b>Strategy 6.5.1:</b> Prioritize and secure funding for replacing culverts to increase the capacity of the Blanco Arroyo during major storm events.	2021-2023		City Commission, Manager's Office, Public Works Dept, Community Development Dept, Finance Dept
<b>Strategy 6.5.2:</b> Develop and implement a Drainage Master Plan that contains: 1) An evaluation of existing watershed conditions; 2) Determining the areas at risk of flooding, including Downtown Aztec and other areas adjacent to arroyos and the Animas River; 3) Identifying projects for improving drainage in those areas; and 4) Cost estimates for the improvements. The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and other available funding sources.	2024-2026		Public Works Dept
<b>Strategy 6.5.3:</b> Prioritize and construct stormwater drainage improvements to minimize the risk of flooding, as identified in the Drainage Master Plan.		X	Public Works Dept
<b>Strategy 6.5.4:</b> Design, acquire ROW, and procure funding for installation of an off-line stormwater retention pond on the Blanco Arroyo.	2024-2026		Public Works Dept
<b>Strategy 6.5.5:</b> Incorporate and allow Low Impact Development (LID) techniques in the City's Subdivision Ordinance that address stormwater detention and retention, including water harvesting, bioretention, cisterns, rain gardens, permeable pavement, etc.	2021-2023		City Commission, Public Works Dept, Community Development Dept
<b>Strategy 6.6.1:</b> Prioritize and secure gap funding for the construction of a second transmission line that connects the City of Aztec with the City of Farmington. A new substation should be part of the project.	2024-2026		Electric Dept
<b>Strategy 6.6.2:</b> Systematically plan for and conduct the removal and replacement of overhead power lines with underground power lines.	2021-2023		Electric Dept, Manager's Office
<b>Strategy 6.6.3:</b> Promote and expand the use of renewable energy alternatives, including solar panels, wind turbines, geothermal energy, and electric vehicle charging stations for residential, commercial, and government use.	2024-2026		Electric Dept, Utility Dept, Public Works Dept, Community Development Dept

CHAPTER 6: INFRASTRUCTURE IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 6.6.4:</b> Identify locations for the installation of solar panels on City-owned buildings and electric vehicle charging stations on City-owned properties and along Main Avenue.	2021-2023		Electric Dept, Utility Dept, Public Works Dept, Community Development Dept
<b>Strategy 6.6.5:</b> Expand the existing footprint of the Aztec Solar Facility to accommodate more solar panels on BLM property and increase energy generation.	2024-2026		Electric Dept, Utility Dept, Public Works Dept, Community Development Dept
<b>Strategy 6.6.6:</b> Develop and disseminate information to residents and businesses on available renewable energy incentives, tax credits, rebates, exemptions, and net metering.		X	Utility Dept
<b>Strategy 6.7.1:</b> Initiate a dialogue with current and prospective telecommunication providers on improving and expanding high-speed broadband services in Aztec for residential and business users.		X	Manager's Office, Utility Dept, Utility Dept, IT, Electric Dept
<b>Strategy 6.7.2:</b> Adopt a "Dig Once" policy that requires public and private excavators to coordinate with the City of Aztec to install fiber conduit during construction within public rights-of-way.	2021-2023		City Commission, Electric Dept, Public Works Dept, Community Development Dept
<b>Strategy 6.8.1:</b> Develop a public education program to extol the benefits of reducing, reusing, and recycling; encourage the community to participate in the recycling program; and prevent the contamination of recyclable materials.		X	Utility Dept, Waste Management
<b>Strategy 6.8.2:</b> Coordinate with the Four Corners Regional EcoCenter and Waste Management on a cost feasibility analysis of providing additional recycling bins in public locations.	2027-2035		Utility Dept, Four Corners Regional EcoCenter, Waste Management
<b>Strategy 6.8.3:</b> Sponsor community recycling events where residents and businesses can bring their recyclable materials (cardboard, plastic, scrap metal, and organics) for collection and transport to the San Juan County Landfill.		X	Utility Dept

CHAPTER 7: TRANSPORTATION IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 7.1.1:</b> Submit a grant application to the New Mexico Finance Authority for a Transportation Asset Management Plan that contains: 1) A Pavement Management Program that identifies all roadway and bridge assets and existing conditions; 2) Cost projections for future needs and improvements to the roadway system; 3) Funding strategies; 4) Phased list of prioritized projects according existing condition, traffic volume served, support for public services and tax base, and leveraging potential; and 5) Coordination of projects with the City's ICIP.	2024-2026		Public Works Dept, Community Development Dept
<b>Strategy 7.1.2:</b> In conjunction with the NMDOT Multimodal Planning and Programs Bureau, determine the feasibility of adding bicycle lanes within US Highway 550 and NM Highway 516 rights-of-way. New bicycle lanes should be designed in compliance with AASHTO (American Association of State Highway and Transportation Officials), as amended.	2021-2023		Public Works Dept, NMDOT
<b>Strategy 7.1.3:</b> Prioritize and complete the projects for N. Oliver Street and McWilliams Road, as identified in Aztec's ICIP.	2024-2026		Public Works Dept
<b>Strategy 7.1.4:</b> Improve circulation by constructing new roadway connections, including the extension from Blanco Street to the East Aztec Arterial and in south Aztec within Annexation Area 5, as shown on the Future Land Use Scenario.	2027-2035		Public Works Dept, Community Development Dept, NMDOT
<b>Strategy 7.1.5:</b> Design and improve the intersection of McWilliams Road and N. Light Plant Road to address safety and sight distance issues.	2027-2035		Public Works Dept
<b>Strategy 7.1.6:</b> Design and construct new median improvement projects within public rights-of-way to help beautify the community and encourage slower travel speeds.	2024-2026		Public Works Dept, Parks & Recreation Dept, NMDOT
<b>Strategy 7.1.7:</b> Pursue funding for transportation projects through NMDOT programs, including the Local Government Road Fund; Municipal Arterial Program; Cooperative Projects; Safety Projects; Bicycle/Pedestrian/Equestrian Program; Transportation Alternatives Program; and Recreational Trails Program.		X	Public Works Dept, Community Development Dept
<b>Strategy 7.2.1:</b> Prioritize and seek gap funding for the completion of the East Aztec Arterial. Once the project is complete, work with NMDOT on transferring ownership of Main Avenue from the NMDOT to the City of Aztec.		X	Public Works Dept, Community Development Dept
<b>Strategy 7.2.2:</b> In conjunction with the NMDOT, determine the access management policy for the East Aztec Arterial.	2024-2026		Manager's Office, NMDOT
<b>Strategy 7.2.3:</b> Prioritize and seek gap funding for the design and construction of a Complete Street/Road Diet for Main Avenue between Blanco Street and Zia Street as recommended in the Aztec Downtown MRA Plan and identified in Aztec's Infrastructure Capital Improvements Plan (ICIP) and the 2045 Metropolitan Transportation Plan (MTP).	2021-2023		Manager's Office, NMDOT
<b>Strategy 7.3.1:</b> Coordinate with Red Apple Transit and the cities of Farmington and Bloomfield on creating a Transit Action Plan to expand regional transportation connections to southwest Colorado, as recommended in the 2045 Metropolitan Transportation Plan.	2024-2026		Manager's Office, Farmington, Bloomfield
<b>Strategy 7.3.2:</b> Evaluate and quantify the need for additional bus shelters, transit stops, or higher frequency service in Aztec to serve current and future residents.	2021-2023		Manager's Office, Farmington

CHAPTER 7: TRANSPORTATION IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 7.4.1:</b> Create a preventative street maintenance plan that prioritizes and secures funding for resurfacing and reconstruction of deteriorated streets and bridges, and annual maintenance activities, including crack sealing, seal coating, and patching.	2021-2023		Public Works Dept
<b>Strategy 7.4.2:</b> Create a construction and replacement plan for cracked, deteriorated, or missing sidewalks, ramps, and pedestrian crossings to meet Americans with Disabilities Act accessibility requirements.	2021-2023		Public Works Dept
<b>Strategy 7.4.3:</b> Adopt a policy that integrates roadway improvement projects with stormwater drainage projects and coordinate utility work prior to or in coincidence with roadway construction to prevent damage to new pavement from utility line failure.	2021-2023		Public Works Dept
<b>Strategy 7.4.4:</b> Implement a policy that all new streets within Aztec are coordinated with adjacent land uses and designated, designed, and built to functional classification standards. As part of this strategy, evaluate the inclusion of bike lanes in all new major roadway projects.	2021-2023		Public Works Dept, Community Development Dept
<b>Strategy 7.5.1:</b> Prioritize and secure funding for the rehabilitation of Runway 8-26; lighting and visual aids for Runway 8-26; reconstruction of the south taxiways; and AWOS (Automated Airport Weather Observing System) III P/T, as identified in the City's 5-Year Airport CIP.	2024-2026		Aztec Municipal Airport
<b>Strategy 7.5.2:</b> Work with the Aztec Economic Development Advisory Board (EDAB) to identify existing and future businesses that may benefit from and desire airport services. Develop targeted promotional advertisements.	2021-2023		Aztec Municipal Airport, EDAB
<b>Strategy 7.5.3:</b> Pursue available aviation related funding from the Federal Aviation Administration Air Improvement Program and New Mexico Department of Transportation - Aviation Division grant and funding programs.		X	Aztec Municipal Airport

CHAPTER 8: PARKS & RECREATION IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 8.1.1:</b> Prioritize and identify funding for improvements to Hartman Sports Complex, Riverside Park, and Townsend Park and other projects as identified in the City of Aztec Parks and Recreation Enhancement Plan.	2021-2023		Parks & Recreation Dept
<b>Strategy 8.1.2:</b> Provide ongoing preventative maintenance for existing and future park facilities based on priorities, needs, and best practices. The program should address: Safety inspections and installation or replacement of playground equipment where needed; Maintenance and replacement of irrigation systems, turf and plant materials, and court equipment; Installation of shade structures; ADA upgrades, as needed; and Water conservation through xeriscape principles of design and irrigation best practices.		X	Parks & Recreation Dept
<b>Strategy 8.1.3:</b> Work with Aztec Municipal School District on joint use agreements to allow for shared use of outdoor recreation facilities by the public.		X	Parks & Recreation Dept, Aztec Municipal Schools
<b>Strategy 8.1.4:</b> Continue to support and promote motor sports in Aztec at the City-owned Kart Canyon Speedway and Aztec Motocross Park, and the privately-owned Aztec Speedway.		X	Parks & Recreation Dept
<b>Strategy 8.2.1:</b> Prioritize and seek funding for the development of the North Main Avenue footbridge that will connect Downtown Aztec to the Aztec Ruins National Monument.	2024-2026		Community Development Dept, NMDOT
<b>Strategy 8.2.2:</b> Prioritize and complete trail connections between Downtown Aztec and the Animas River and between neighborhoods, schools, community facilities, and parks.	2024-2026		Parks & Recreation Dept
<b>Strategy 8.2.3:</b> Complete the assessment of the Mountain View Trails, including Alien Run Trail, within BLM annexation areas, and develop a trail improvement and ongoing maintenance program. This strategy should also include pursuing the designation of South Paw Trail as an official trail by the BLM, and connecting South Paw to Mountain View Trails and Alien Run Trail.	2024-2026		Parks & Recreation Dept, Community Development Dept, BLM
<b>Strategy 8.2.4:</b> Continue coordination and discussions with the City of Farmington, San Juan County, City of Durango, and La Plata County on the development of a regional trail along the Animas River connecting the communities.	2027-2035		Farmington MPO, Parks & Recreation Dept, Community Development Dept, Farmington, Durango, San Juan County, La Plata County
<b>Strategy 8.2.5:</b> In conjunction with the City of Farmington and San Juan County, complete the development of a trail along the former Rio Grande/Western Railroad right-of-way.	2021-2023		Farmington MPO, Parks & Recreation Dept, Public Works Dept, Community Development Dept, Farmington, San Juan County

CHAPTER 9: COMMUNITY SERVICES & FACILITIES IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 9.1.1:</b> Prioritize and secure funding for the capital improvements identified for the Aztec Senior-Community Center in the City's 2022-2026 Infrastructure Capital Improvements Plan (ICIP).		X	Finance Dept
<b>Strategy 9.1.2:</b> Prioritize and secure funding for the Aztec Wellness Center identified in the City's 2022-2026 ICIP. Determine the program and facility needs for this new community facility.	2024-2026		Finance Dept
<b>Strategy 9.1.3:</b> Create a library improvement plan that addresses programming needs, facility space and computer equipment needs, and staffing levels.	2021-2023		Manager's Office
<b>Strategy 9.1.4:</b> Create an ongoing preventative maintenance and replacement program for all City-owned and maintained facilities.		X	General Service Dept, Finance Dept
<b>Strategy 9.1.5:</b> Determine the feasibility of creating a teen center that provides programming specifically geared towards this age group. The analysis should include: 1) Needs gap analysis generated by talking directly to Aztec youth about what types of programs they believe are missing in Aztec; 2) Analysis of the types of programs and activities are available through Aztec Municipal School District; 3) Determination of what types of services and facilities by private and non-profits that are currently available to Aztec youth; 4) Potential locations where a teen center could be located; and 5) Estimated cost and available funding programs to support development of a teen center.	2027-2035		Manager's Office, Aztec Municipal Schools
<b>Strategy 9.2.1:</b> Complete an assessment of public safety services in Aztec to collect and identify: 1) Data on the number of emergency and non-emergency calls for service in Aztec, including ambulance transport, over the past five years and sorted by type; 2) Training and certification needs, including training related to DWI, domestic abuse, wildfires, and hazardous materials; 3) Communications technology, equipment, vehicle, and emergency transport needs; 4) Appropriate staffing levels needed to improve emergency response times; and 5) Strategies for recruiting more officers.	2021-2023		Police Dept, San Juan County Emergency Management
<b>Strategy 9.2.2:</b> Provide on-going training and certification for current and future police officers and firefighters, including in-house training for police officers.		X	Police Dept
<b>Strategy 9.2.3:</b> Prioritize and pursue funding to purchase new equipment and replacement of vehicles for the Aztec Police and Fire Departments.		X	Police Dept
<b>Strategy 9.2.4:</b> Continue to host and participate in community events and soliciting ongoing feedback on public safety issues from residents.		X	Police Dept
<b>Strategy 9.2.5:</b> Collaborate with Aztec Municipal School District on methods for increasing safety and security within school facilities, and sharing of resources.		X	Police Dept, Aztec Municipal Schools
<b>Strategy 9.3.1:</b> Coordinate with San Juan Regional Medical Center and other health care providers on providing information to the Aztec community on available community health care services.		X	Community Development Dept
<b>Strategy 9.3.2:</b> Collaborate with San Juan Regional Medical Center on developing a strategic plan to improve health outcomes, address the high rate of uninsured residents, and increase residents' access to health care, clinical services, and behavioral health services.	2021-2026 (short to medium)		Manager's Office, San Juan Regional Medical Center
<b>Strategy 9.3.3:</b> Pursue the development of an urgent care center in Aztec that would serve the medical needs of the Aztec community. This could include San Juan Medical Center or a different medical provider.	2021-2023		Manager's Office, Community Development Dept

CHAPTER 9: COMMUNITY SERVICES & FACILITIES IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 9.4.1:</b> Initiate and participate in a dialogue between the City of Aztec, Aztec Municipal Schools, San Juan College, Diné College, and San Juan County on educational initiatives, raising the high school graduation rate, online courses, joint high school/college credit programs, workforce training, and expanding career opportunities for high school students and graduates.	2024-2026		Manager's Office, Aztec Municipal Schools, San Juan College, Diné College, San Juan County
<b>Strategy 9.4.2:</b> Support and pursue funding for adult education programs and classes (i.e. GED preparation, ESL, computer literacy, and career training) in collaboration with San Juan College, Diné College, San Juan County, and New Mexico Workforce Connection.		X	Manager's Office, San Juan College, Diné College, San Juan County, NM Workforce Connection

CHAPTER 10: HAZARD MITIGATION IMPLEMENTATION SCHEDULE			
Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 10.1.1:</b> Implement a Reverse 911 System that provides public safety alerts via voice message and email before and during major hazard events, including severe storms, wildfires, flooding, etc.	2024-2026		Manager's Office
<b>Strategy 10.1.2:</b> Develop a temporary emergency shelter plan that includes: 1) Designated public facilities that are capable of providing shelter during a major hazard event; 2) Generator hook-ups; 3) Food and water supplies and storage; 4) Basic health care accommodations; and 5) Accommodations for domestic animals.	2024-2026		Manager's Office, San Juan Emergency Management
<b>Strategy 10.1.3:</b> Educate Aztec residents on the importance of creating an emergency supply kit (e.g., water, food, basic sanitary supplies, batteries, flashlights, first aid kit, phone chargers, etc) for use during major hazard events.		X	Manager's Office, San Juan Emergency Management
<b>Strategy 10.2.1:</b> Complete riverbank stabilization projects and repair existing gabions along the Animas River to address erosion and severe stream change.	2021-2023		Parks & Recreation Dept
<b>Strategy 10.2.2:</b> Complete cleanup and mitigation activities on properties adjacent to the Animas River, and under or near bridges.		X	Code Enforcement
<b>Strategy 10.2.3:</b> In consultation with private property owners, inspect areas that are traversed by waterways to identify obstruction or overgrowth hazards.		X	Code Enforcement
<b>Strategy 10.2.4:</b> Continue the City of Aztec's participation in the National Flood Insurance Program and complete the update to the flood map (FIRM) along the Animas River through Aztec.		X	Manager's Office
<b>Strategy 10.3.1:</b> Create a public education and rebate program on water conservation that includes xeriscape principles of design, drought tolerant plant materials, rebates for conversion of high flow appliances and toilets, and installation of gray water recovery systems.		X	Utility Dept
<b>Strategy 10.3.2:</b> Develop water wise regulations for new commercial development that limits high water use turf grass and promotes the use of drought tolerant plant materials.	2021-2023		Community Development Dept, Utility Dept
<b>Strategy 10.3.3:</b> Support the San Juan Water Commission's efforts to install a pipeline from Lake Nighthorse during periods of low water levels in the Animas River.	2027-2035		Manager's Office, San Juan Water Commission
<b>Strategy 10.4.1:</b> Develop a Community Wildfire Protection Plan that includes: 1) Identification and priorities for hazardous fuel reduction treatments, including areas along the Animas River; 2) Recommendations for appropriate types and methods of treatment on public and private lands; 3) Actions to protect critical infrastructure; and 4) Measures to reduce the ignitability of structures.	2024-2026		Manager's Office, San Juan County Emergency Management
<b>Strategy 10.4.2:</b> Coordinate with San Juan County and other neighboring jurisdictions on creating a public awareness program that addresses the need for private property owners to clear excess vegetation and combustible materials to create defensible space around all structures.		X	San Juan County
<b>Strategy 10.4.3:</b> Continue to work with the San Juan Soil & Water Conservation District and San Juan County on weed, invasive species, and brush removal along the Animas River and other wildland-urban interface areas to decrease the fire load.		X	Parks & Recreation Dept, San Juan Soil and Water Conservation District

## CHAPTER 10: HAZARD MITIGATION IMPLEMENTATION SCHEDULE

Implementation Strategies	Date	On-Going (no end date)	Responsible Entity
<b>Strategy 10.4.4:</b> Become a member of the Fire Adapted New Mexico Learning Network and utilize the knowledge and resources available to reduce the risk of wildfires in Aztec and the Animas River corridor.	2021-2023		Manager's Office
<b>Strategy 10.5.1:</b> Once the construction of the East Aztec Arterial is complete, adopt regulations that prohibit the transport of hazardous materials on Main Avenue through Downtown Aztec and requires these transports to utilize the East Aztec Arterial.	2024-2026		Public Works Dept, NMDOT
<b>Strategy 10.5.2:</b> Develop a public education initiative that provides instructions on the actions to take during a hazardous materials accident.	2024-2026		San Juan Emergency Management

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# APPENDICES

- APPENDIX A: GLOSSARY OF TERMS
- APPENDIX B: COMMUNITY SURVEY
- APPENDIX C: FUNDING RESOURCES



**Affordable Housing** - Defined by the U.S. Department of Housing and Urban Development as rental or ownership housing and utilities whose monthly cost burden represents no more than 30% of the gross income of an individual or a family. Affordable housing is supported and incentivized by many programs administered through the Department of Housing and Urban Development (HUD).

**Annexation** - The process that a municipality undertakes to incorporate new territories into its existing boundaries, per Article 3-7-1 through 3-7-18 NMSA 1995.

**Buffering** - The use of walls, fencing, plant materials, and/or setbacks to minimize the potentially adverse impact of one land use on another.

**Bureau of Land Management (BLM)** - The BLM is a federal agency tasked with managing public lands for a variety of uses, such as energy development, livestock grazing, recreation, and timber harvesting while ensuring natural, cultural, and historic resources are maintained for present and future use.

**Community Facility** - A building or structure owned and operated by a governmental agency to provide service to the public. A community center, school, senior center, and police station are examples.

**Density, Net** - The number of residential dwelling units per the total developable acreage of land, excluding public rights-of-way, open space, and utilities.

**Density, Gross** - The number of residential dwelling units per the total acreage of land.

**Development Standards** - Standards that control the size of structures and the relationships of structures and uses to each other and to open areas and lot lines. Development standards include regulations controlling maximum height, minimum lot area, minimum lot frontage, minimum size of yards and setbacks, etc.

**Easement** - A “non-possessory” property interest that allows the beneficiary to use property that he or she does not own or possess. The beneficiary cannot occupy the land or to exclude others from the land, unless they interfere with the beneficiary’s use.

**Economic Development** - The process by which a community improves the local economy and social well-being of the people. This could include an improvement in the number of jobs, incomes, education levels, organization capacity or other forms of capital.

**Economic Base Job** - A job in which services or goods provided are exported outside the local economy (i.e., sold to outside customers) and bring new money into the economy. Economic Base jobs are the key to a community’s economic growth and support a strong retail sector.

**Extraterritorial Jurisdiction** - An established area outside of a town, city, etc. to exercise zoning and subdivision powers outside of their boundaries. It is intended to protect the use of land on the edge of communities from being encroached on by incompatible activities that might degrade adjoining property or cause a nuisance.

**Flood Zone** - A flood hazard area as defined by the Federal Emergency Management Agency, categorized by the likelihood and depth of flooding expected annually.

**Gateway** - A monument, signage, and/or landscape feature that provides a sense of entry and arrival to a community.

**Geographic Information System (GIS)** - A computer based system for generating maps comprised of different informational elements such as topographical data, roadways, property lines, land use, etc.

**Gross Receipts** - The gross amounts realized on the sale or exchange of property, the performance of services, or the use of property

or capital (including rents, royalties, interest and dividends) in a transaction which produces business income.

**Groundwater** - The supply of freshwater under the surface in an aquifer or geologic formation that forms the natural reservoir for potable water.

**Historic District** - An area that contains, within definable geographic boundaries, properties or buildings that contribute to the overall historic character of the designated historic area. Historic districts contain both “contributing” properties (those that are deemed historic and may be on historic registers) and “non-contributing” properties (those that do not have historic significance due to age or condition).

**Historic Preservation** - The protection, rehabilitation, and restoration of the districts, sites, buildings, structures, and artifacts, significant in history, architecture, archeology, or culture.

**Infrastructure Capital Improvement Program (ICIP)** - The multi-year scheduling of public physical improvements for the community that is typically prepared five-years in advance with a clear priority of what is needed most by the city or county, and including a cost estimate.

**Infill** - The development of vacant or partially developed parcels that are surrounded by or in close proximity to areas that are substantially or fully developed. For example, the construction of a new home on an empty lot within an existing developed residential subdivision.

**Infrastructure** - The underlying foundation or basic framework of a town including streets, water, sewer, stormwater drainage, parks, bridges, and street lights.

**Land Use** - Denotes how a parcel of land is currently used, what activities are or are not permitted on a parcel of land, and the possible requirements for future uses.

**Local Economic Development Act (LEDA)** - Legislation that allows for the public support of economic development to foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources (i.e., Anti-Donation Clause of the New Mexico Constitution). Public entities use LEDA to enter into a “public/private partnership” for an economic benefit, such as town-wide economic development or redevelopment of a historic building.

**Local Emergency Planning Committee (LEPC)** - Under the Emergency Planning and Community Right-To-Know Act (EPCRA), LEPCs develop an emergency response plan, review the plan at least annually, and provide information about chemicals in the community to citizens.

**Light Industry/Industrial** - The assembly, fabrication, or processing of goods and materials, including growing food or plants in an indoor structure, using processes that ordinarily do not create noise, smoke, fumes, odors, glare, or health or safety hazards outside of the building or lot where such assembly, fabrication, or processing takes place, where such processes are housed entirely within a building.

**Lot** - A parcel of land occupied or intended to be occupied by a main building or group of main buildings and accessory buildings, together with such yards, open spaces, lot width and lot areas, as recorded on a plat of record or described by metes and bounds.

**Manufactured Home** - A movable or portable housing structure over 32 feet in length or over 8 feet in width constructed to be towed on its own chassis and designed to be installed with or without a permanent foundation for human occupancy as a residence and that may include one or more components that can be retracted for towing purposes and subsequently expanded for additional capacity or may be two

or more units separately tow-able, but designed to be joined into one integral unit, as well as a single unit. “Manufactured home” includes any movable or portable housing structure over 12 feet in width and 40 feet in length that is used for residential purposes.

**Metropolitan Redevelopment Area (MRA)-**

A designated area within a New Mexico municipality that has been targeted for reinvestment and public improvements due to the presence of “blighted” conditions that arrest the orderly development of the municipality. Municipalities may contribute public funds to private projects as well as public improvements. Metropolitan Redevelopment Areas are regulated by the New Mexico Metropolitan Redevelopment Code (Article 3-60A-1 to 3-60A-48 NMSA 1978).

**Metropolitan Statistical Area (MSA) -** A county delineated by the US Office of Management and Budget that is associated with at least one urbanized area of at least 50,000 population, plus adjacent counties having a high degree of social and economic integration with the core as measured through commuting ties. The City of Aztec is in the Farmington MSA.

**Metropolitan Planning Organization (MPO)**

- An MPO is the policy board designated to carry out the metropolitan transportation planning process. MPOs are required for all urbanized areas with populations over 50,000. The Farmington MPO is responsible for transportation planning in the region.

**Mobile Home -** A single-family dwelling built on a permanent chassis designed for long-term residential occupancy and containing completed electrical, plumbing and sanitary facilities designed to be installed in a permanent or semi-permanent manner with or without a permanent foundation, which dwelling is capable of being drawn over public highways as a unit or in sections by special permit.

**Mobile Home Park (MHP) -** A parcel of land used for the continuous accommodation of 12

or more occupied mobile homes and operated for the pecuniary benefit of the owner of the parcel of land, his agents, lessees or assignees.

**Multi-modal -** Transportation infrastructure that allows for the safe and effective travel of all users by providing multiple transportation choices, including options for motor vehicles, public transit, bicycles, pedestrians, and other users.

**Net Metering -** A utility billing mechanism available in New Mexico that offers a credit to residential and business customers who are making excess electricity with their solar panel systems and sending it back to the grid.

**New Mexico Construction Industries and Manufactured Housing Division -** A division of the New Mexico Regulation and Licensing Department. CID protects consumers by licensing and regulating the state’s industry. The CID is responsible for ensuring construction is performed in a safe manner; licensing contractors and enforcing licensing laws; required licensure for any person practicing or offering to practice constructing contracting; enforcing the laws, regulations, and standards governing construction contracting; and providing resolution to disputes that arise from construction activities.

**New Mexico Economic Development Department (NMEDD) -** The NMEDD houses a variety of economic development programs that provide direct assistance to New Mexico businesses and support community development. NMEDD administers programs such as Local Economic Development Act, Job Training Incentive Program, FUNDIT, MainStreet Program, Rural and Economic Development Council, and Business Incubator Certification, among others.

**New Mexico Finance Authority (NMFA) -** The NMFA assists qualified governmental entities in the financing of capital equipment and infrastructure projects at any stage of completion- from pre-planning through

construction - by providing low-cost funds and technical assistance through a variety of financing resources.

**New Mexico MainStreet (NMMS)** - NMMS is based in the New Mexico Economic Development Department and works with selected local Main Street organizations and municipalities to establish and enhance downtown revitalization programs through public and private partnerships. The program provides resources, education, training and technical services that stimulate the economic vitality of participating communities while celebrating local heritage and culture

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

**Nonconforming Structure** - A structure that was lawfully established but that no longer complies with applicable zoning regulations because of the adoption or amendment of zoning regulations after the structure was established.

**Nonconforming Use** - A nonconforming use is a use that was lawfully established in accordance with all zoning regulations in effect at the time of its establishment but that is no longer allowed by the use regulations of the zoning district in which the use is located. Lawfully established uses that do not comply with separation distance (spacing) requirements are also deemed to be nonconforming uses.

**Nuisance** - The use of property or land that creates unusual, unnecessary, or undue problems or situations for persons in the vicinity that would not have normally occurred otherwise.

**Ordinance** - A municipal statute or legislative action adopted by a local government that has the force of law.

**Overlay District** - Supplemental regulations that have been tailored to a specific area of the community, such as an historic district. The regulations are applied in conjunction with a general or base zone to address specific issues.

**Outdoor Recreation** - Outdoor recreation includes activities that occur in natural environments and in outdoor urban man-made environments. Activities typically include hiking and camping; hunting and fishing; canoing, kayaking, and rafting; sailing and motor-boating; biking; rock climbing; horseback riding; skiing; and restoration and conservation activities.

**Planning and Platting Jurisdiction (PPJ)** - Per Section 3-19-5(A) of NMSA 1978, each municipality shall have a planning and platting jurisdiction within its municipal boundary. Except as provided in Subsection B of this section, the planning and platting jurisdiction of a municipality: having a population of 25,000 or more persons including all territory within five miles of its boundary and not within the boundary of another municipality; or having a population of fewer than 25,000 persons including all territory within three miles of its boundary and not within the boundary of another municipality.

**Plat** - A plan or a map of a plot of land, containing a description of the property and everything on it, including roads, boundaries, and real property

**Public Health** - The study and promotion of the overall health of a population, as opposed to looking at the health of individuals alone.

Public health includes efforts to improve health outcomes in a community by addressing factors that may impact many residents, such as pollution, disease exposure, access to clean water, access to health facilities, etc.

**Redevelopment** - The process of renovating, replacing, and improving the built environment through reinvestment, new construction, and reuse. Redevelopment usually involves occupation and habitation of vacant buildings, rehabilitation of older buildings, construction of new facilities, public investment in infrastructure, and other economic development activities.

**Renewable Energy** - An energy resource that is rapidly replaced by a natural process, such as power generated from the sun or from wind. Includes biomass resources, such as agriculture, animal waste, or small diameter timber, but does not include energy generated by the use of fossil or nuclear energy.

**Resolution** - A formal expression of the opinion or will of an official municipal body adopted by a majority vote. Unlike ordinances, resolutions do not have the force of law.

**Streetscape** - A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character including building frontage, street paving, street furniture, landscaping (trees and other plantings), awnings and marquees, signs, and lighting.

**Subdivision** - The division of land, lot, tract, or parcel into two or more lots, tracts, parcels, plats, or sites, or other divisions of land.

**Subdivision Ordinance** - A law or regulation set forth and adopted by a governmental authority, usually a city or county, to control the division of land by requiring development according to design standards and procedures.

**Substandard Building** - Any building or portion thereof, including any dwelling unit, guest room or suite of rooms, or the premises on which the

same is located, in which there exists conditions to an extent that endangers the life, limb, health, property, safety or welfare of the public or the occupants.

**Vacant Building** - A dwelling, dwelling unit, efficiency dwelling unit, habitable space, residential building, or structure lacking the continuous habitual presence of human beings who have a legal right to be on the premises for a period of 90 days or longer but excluding property under a listing agreement with a real estate agent licensed in New Mexico.

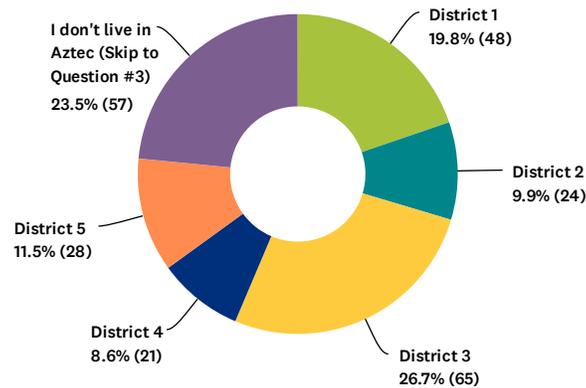
**Zoning** - The division of a municipality into different districts or zones, in which specific land uses are permitted, allowed conditionally, or prohibited.

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As part of the planning process to update the Comprehensive Plan, Consensus Planning designed and administered a survey to gain public input on a wide range of community issues. Responses were collected between June 29 and August 3, 2020. The survey was available electronically via Survey Monkey and printed versions were distributed at public locations in Aztec. A total of 247 people responded to the Community Survey. The full survey results follow below. Written comments provided by the respondents are on file at City Hall. Key takeaways from the survey are incorporated into the individual chapters of the Comprehensive Plan.

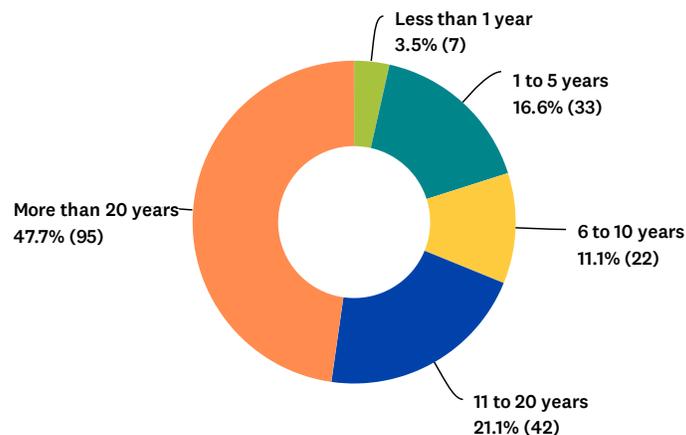
### Q1 Referring to the map above, tell us which Aztec City Council District you live in?

Answered: 243 Skipped: 4



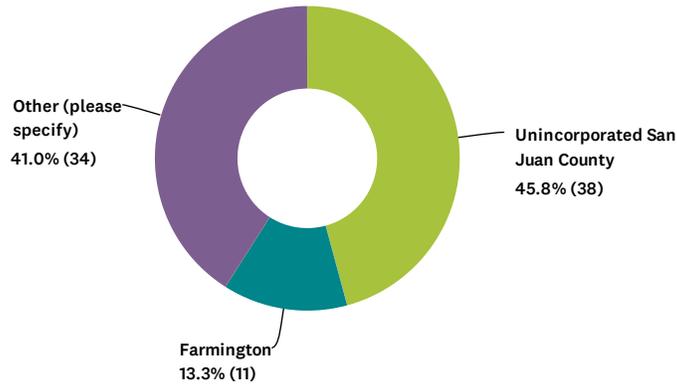
### Q2 How long have you lived in Aztec?

Answered: 199 Skipped: 48



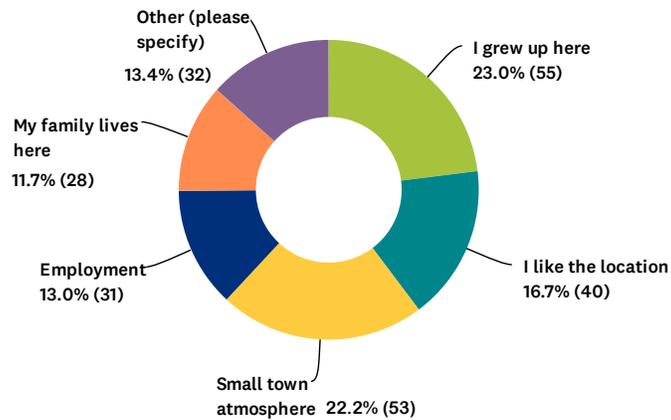
### Q3 If you don't live in Aztec, where do you live?

Answered: 83 Skipped: 164



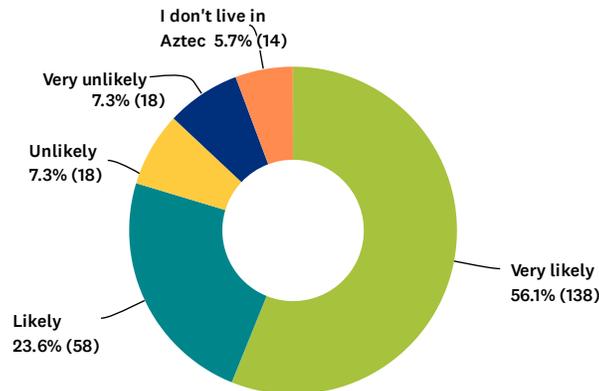
### Q4 What is the main reason why you live in Aztec?

Answered: 239 Skipped: 8

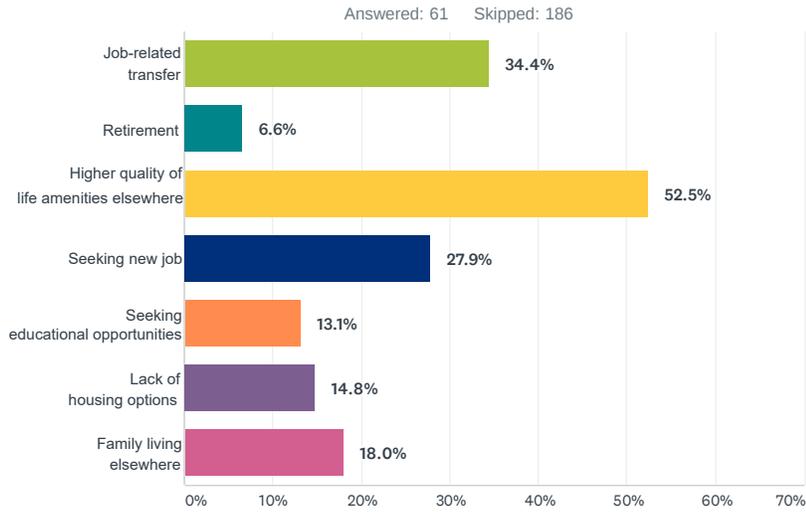


### Q5 How likely are you to live in Aztec for the next 2 to 5 years?

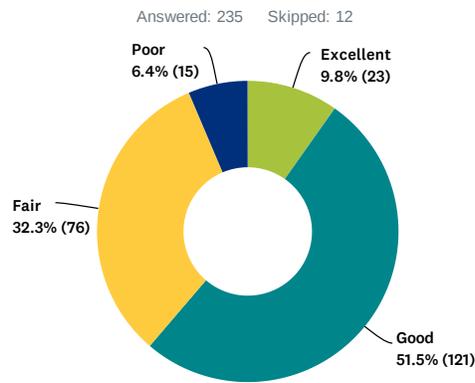
Answered: 246 Skipped: 1



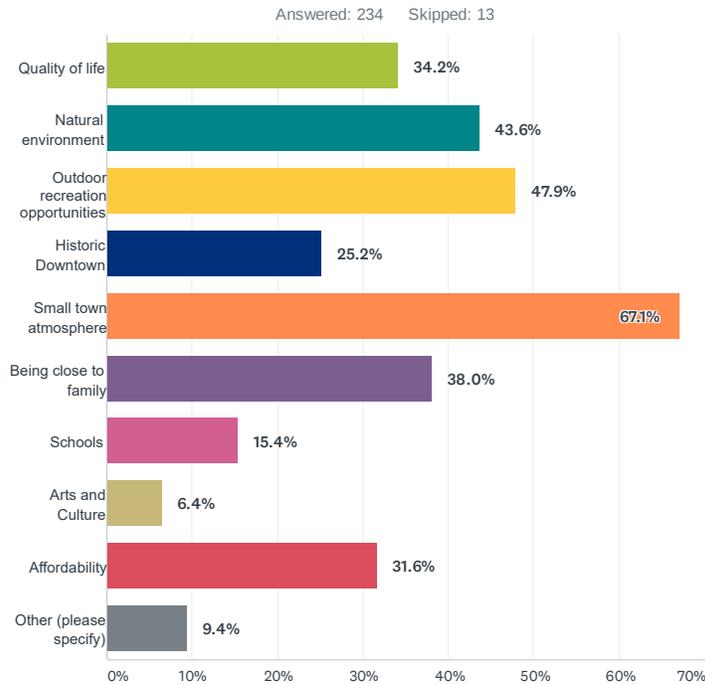
Q6 If you answered "Unlikely or Very unlikely" to Question 5, which of the following reasons would cause you to leave Aztec? (choose all that apply)



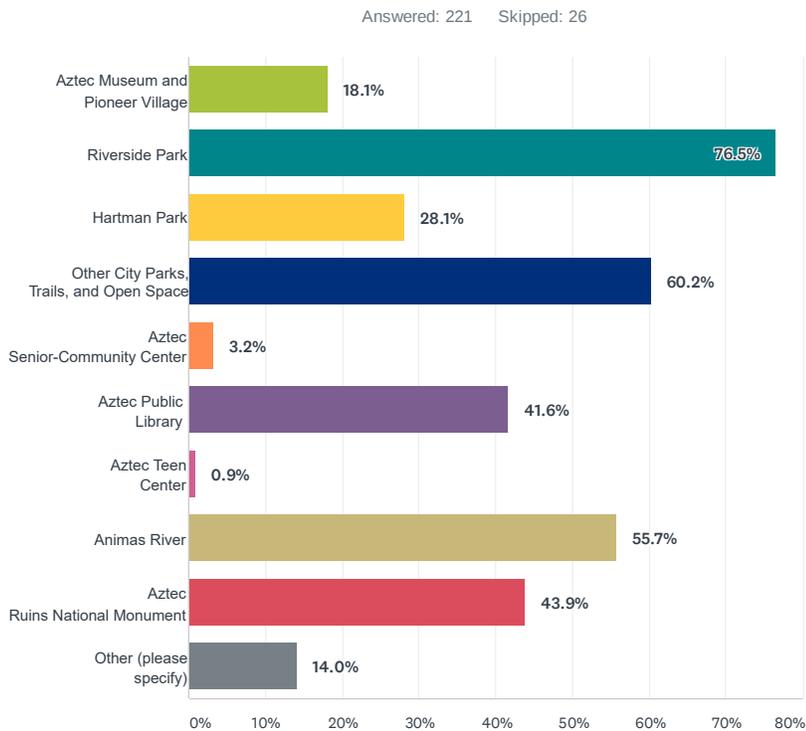
Q7 How would you rate the quality of life in Aztec?



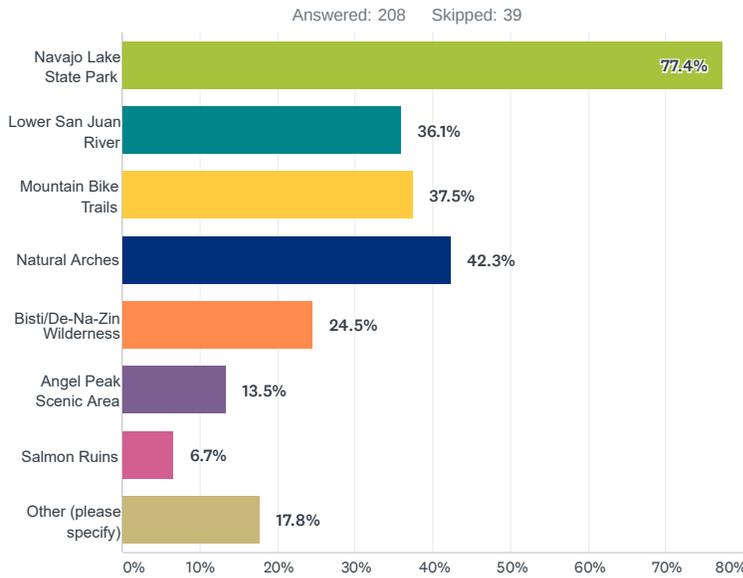
Q8 What are your favorite aspects about Aztec? (choose all that apply)



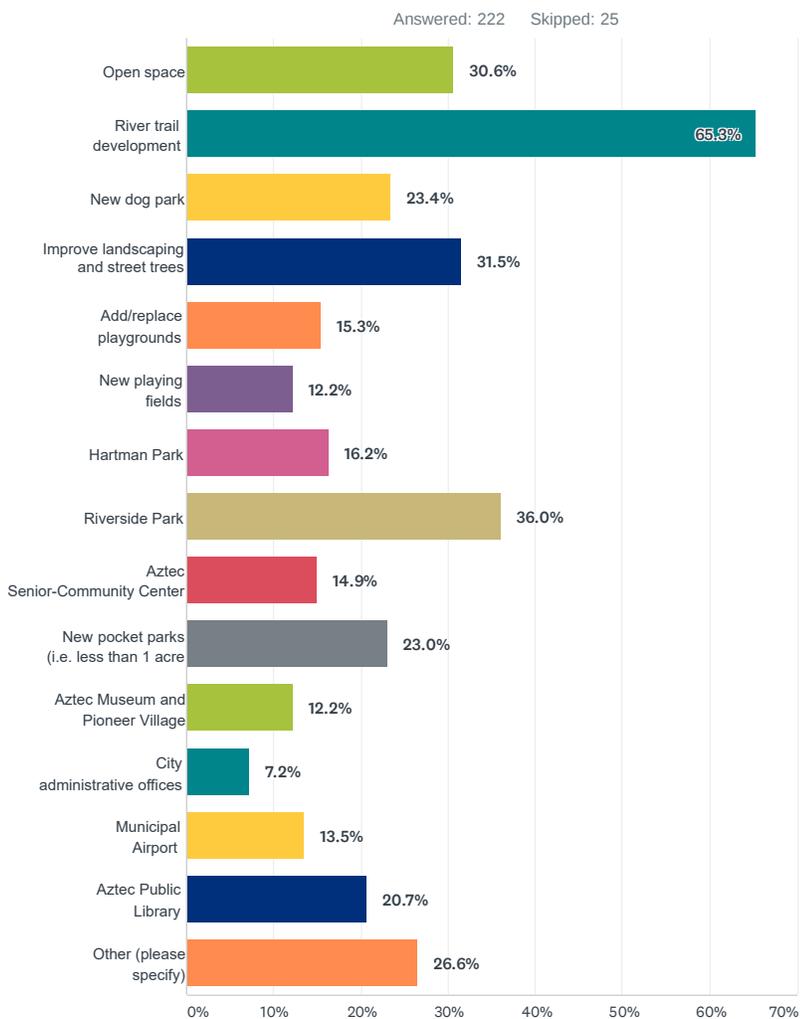
Q9 Please indicate the LOCAL amenities that you or members of your family currently use (choose all that apply).



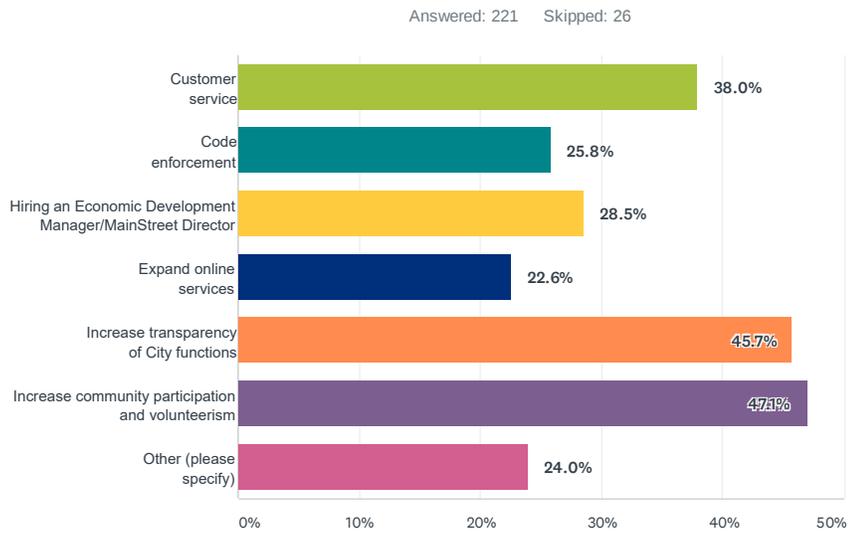
**Q10 Please indicate the REGIONAL recreational attractions that you or members of your family currently use (choose all that apply).**



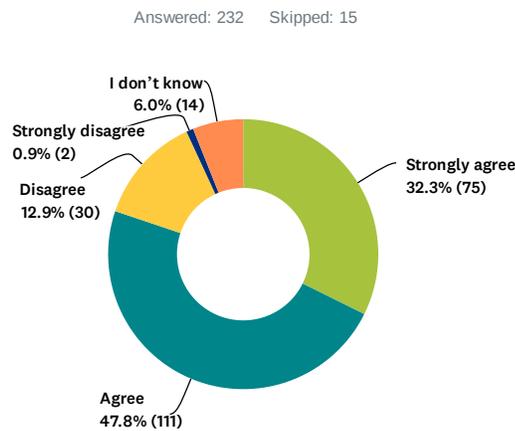
**Q11 What City services or facilities should be improved or expand (choose all that apply).**



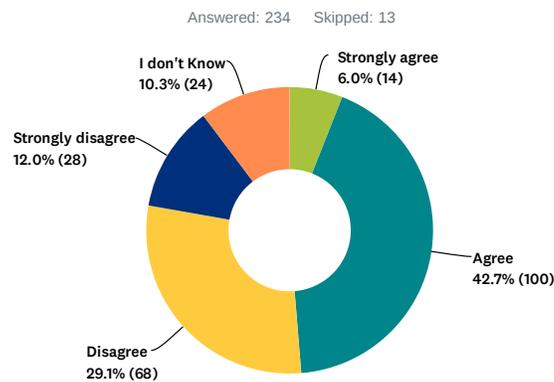
Q12 What should the priorities be for improving City services/functions? (choose all that apply).



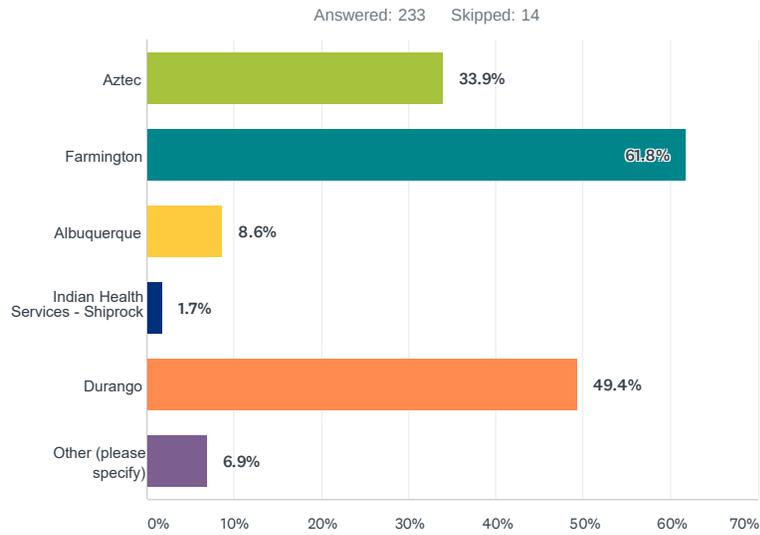
Q13 The visual appearance of the City should be improved.



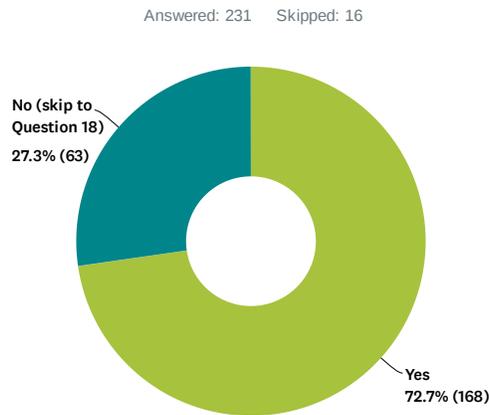
Q14 Health care services in Aztec are adequate to serve me and/or my family's needs.



### Q15 Where do you currently go for health care services? (choose all that apply)

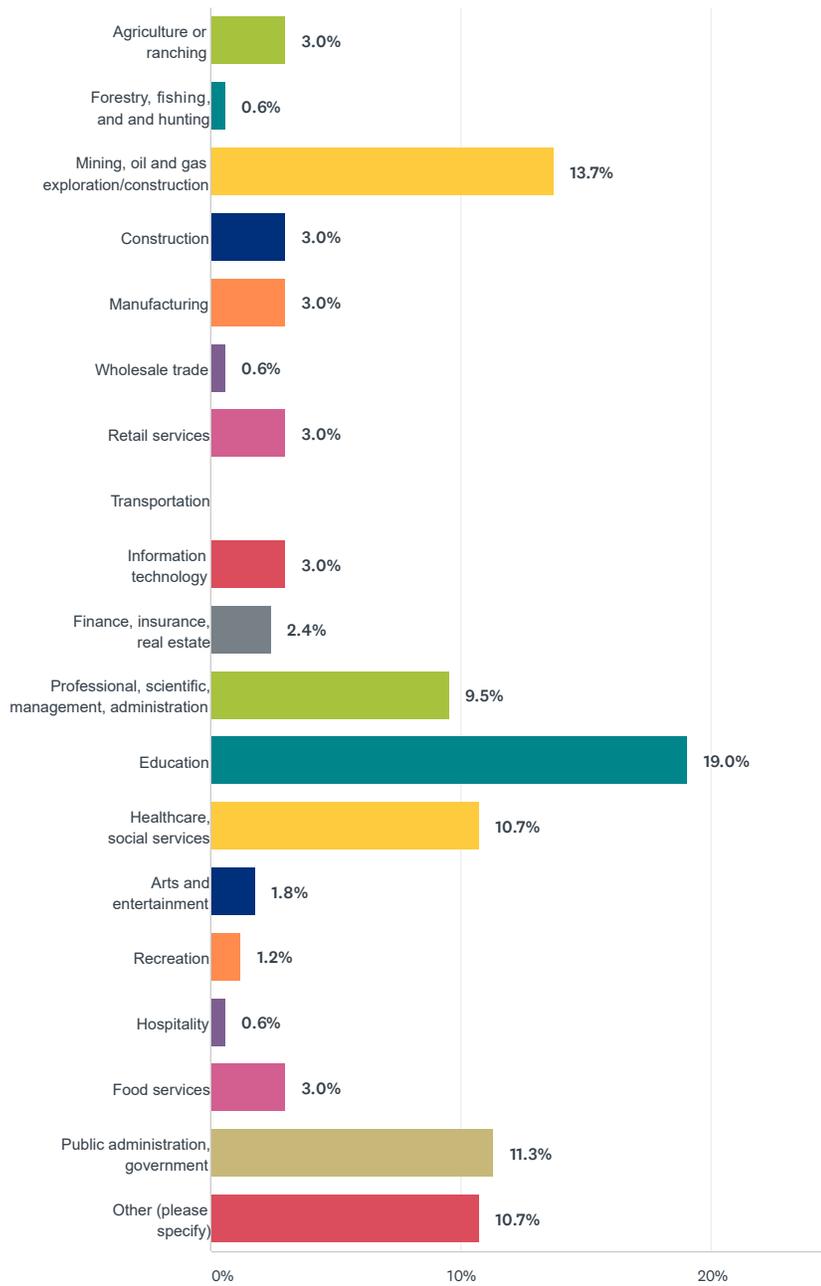


### Q16 Are you currently employed?

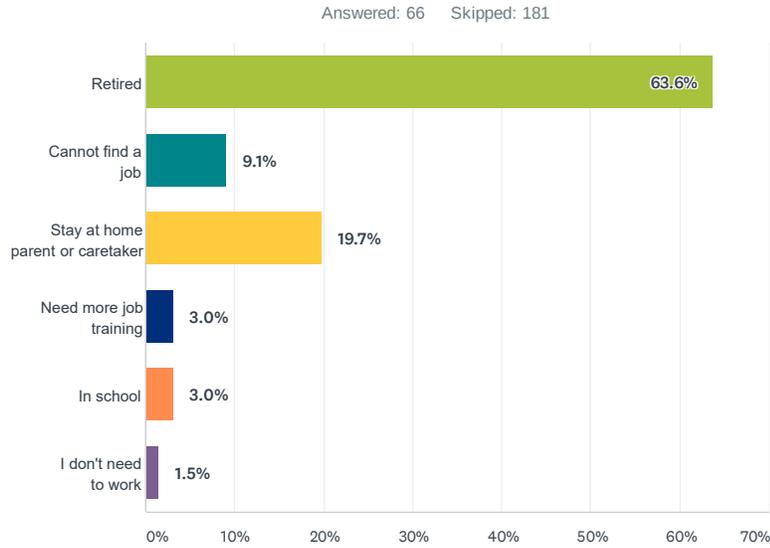


Q17 If your answer to Question 16 was "Yes", what type of employment are you primarily engaged in?

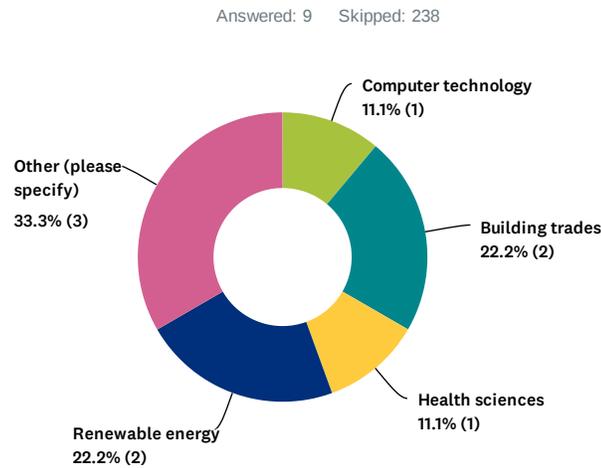
Answered: 168 Skipped: 79



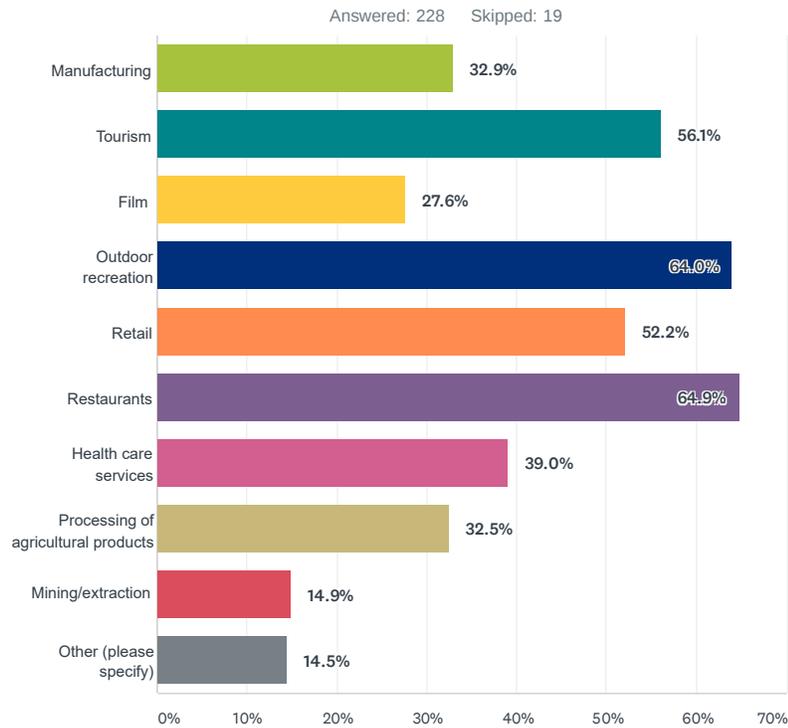
**Q18 If your answer to Question 16 was "No", why aren't you employed?**



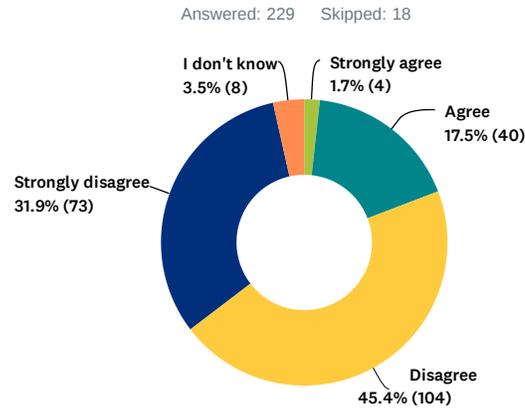
**Q19 If your answer to Question 18 was "Need more job training" what type of training or education do you need to get a job?**



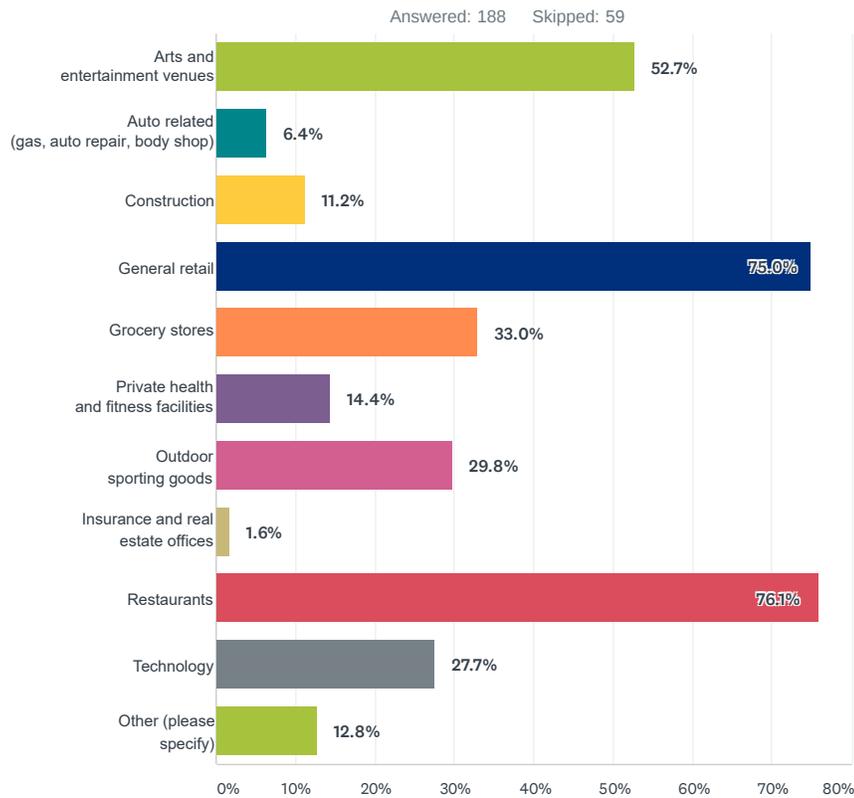
Q20 What areas of economic development should the City focus on expanding? (choose all that apply)



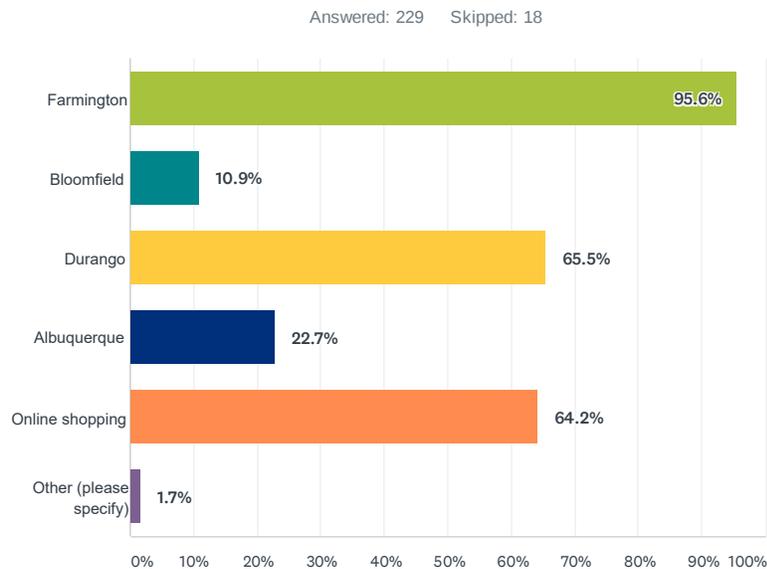
Q21 There are adequate commercial retail and business services in Aztec.



**Q22 If your answer to Question 21 was "Disagree or Strongly disagree", what types of commercial services are needed in Aztec?  
(choose all that apply)**

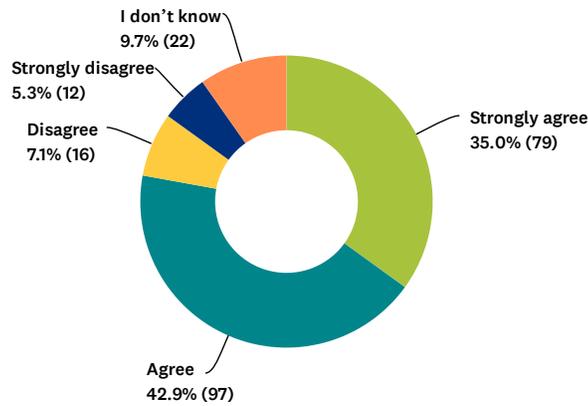


**Q23 If Aztec doesn't have what you need, where do you go for shopping or commercial services? (choose all that apply).**



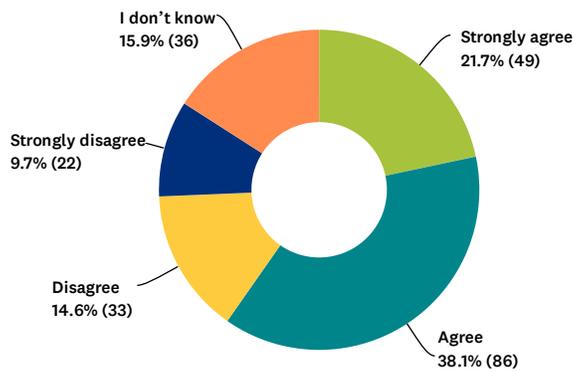
**Q24 The City should encourage infill development (development of vacant or underutilized parcels in areas that are already largely developed).**

Answered: 226 Skipped: 21



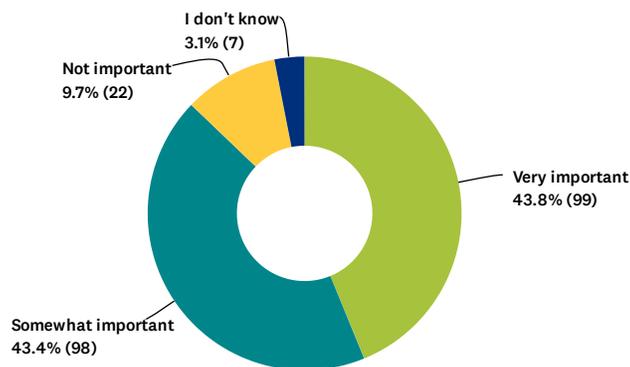
**Q25 The City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site).**

Answered: 226 Skipped: 21



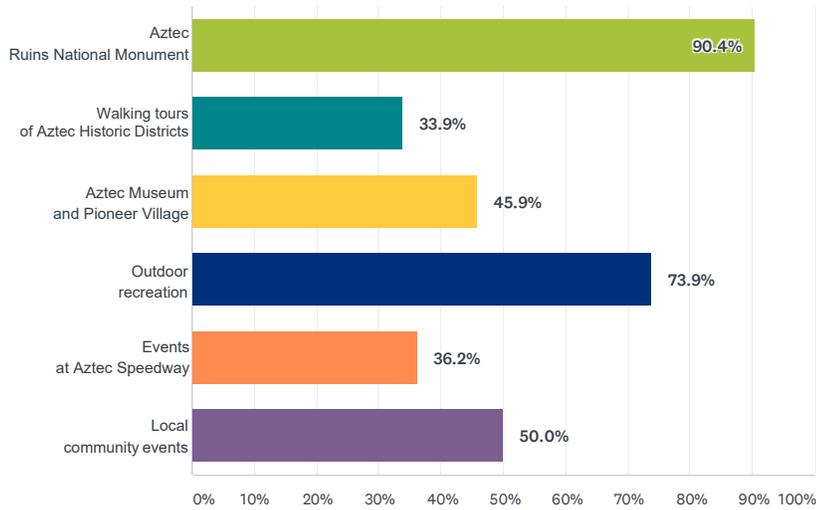
**Q26 How important is the tourist economy to the City of Aztec?**

Answered: 226 Skipped: 21



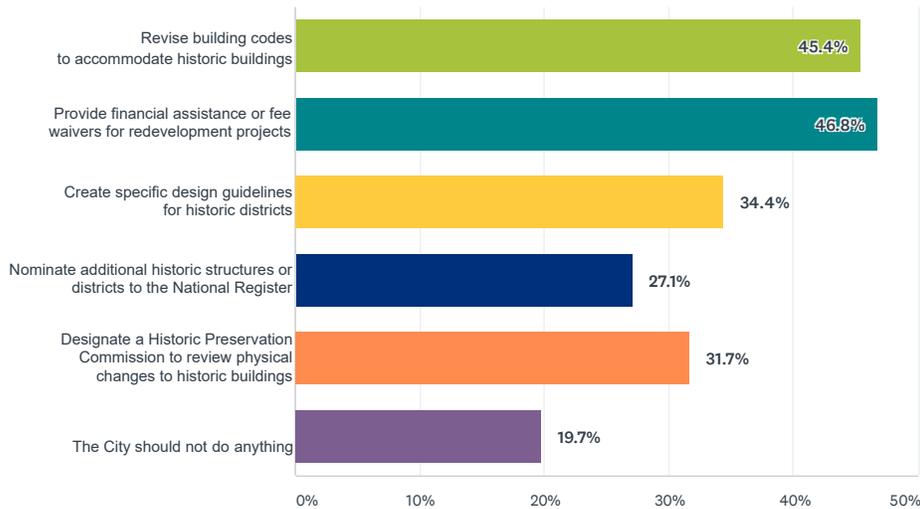
**Q27 What are the tourism opportunities that are most important to Aztec?  
(choose all that apply).**

Answered: 218 Skipped: 29



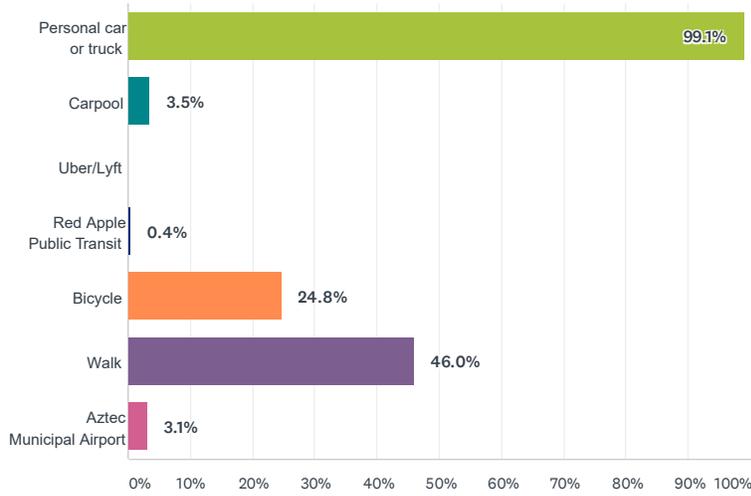
**Q28 What should the City do to protect its historic assets?  
(choose all that apply).**

Answered: 218 Skipped: 29



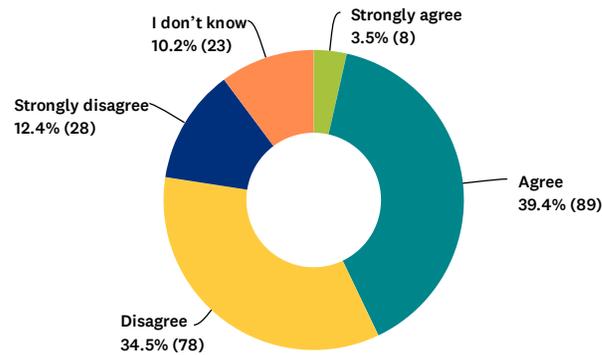
Q29 Please indicate the transportation modes that you currently use (choose all that apply).

Answered: 226 Skipped: 21



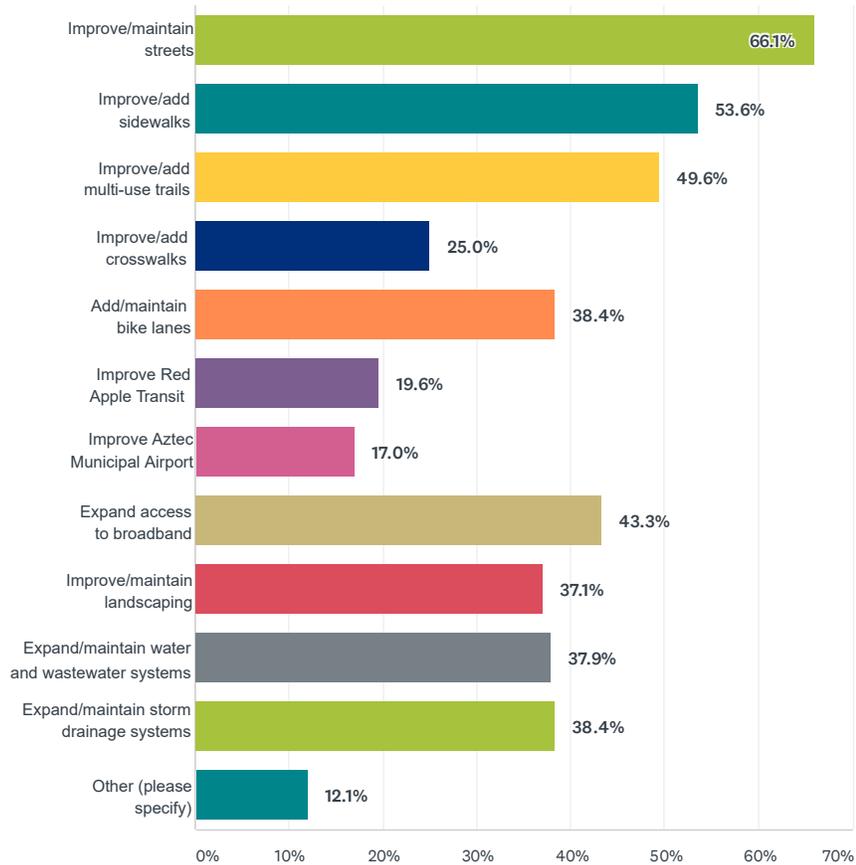
Q30 The City has an adequate multi-modal (vehicle, transit, bicycle, trails, sidewalks) transportation system.

Answered: 226 Skipped: 21



### Q31 The City should focus on the following transportation and infrastructure improvements (choose all that apply).

Answered: 224 Skipped: 23



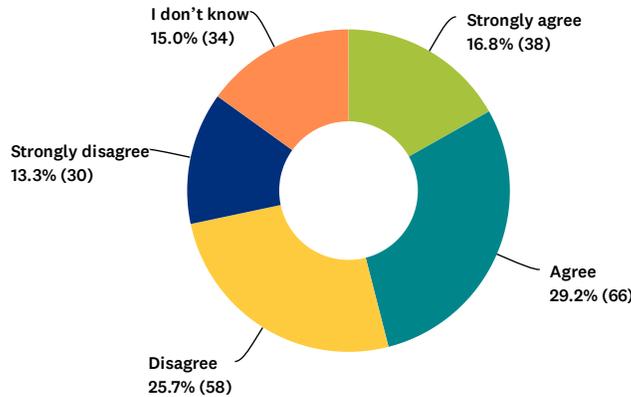
### Q32 Will the Aztec Arterial Project, once open, improve the experience visitors to Downtown Aztec by rerouting trucks?

Answered: 227 Skipped: 20



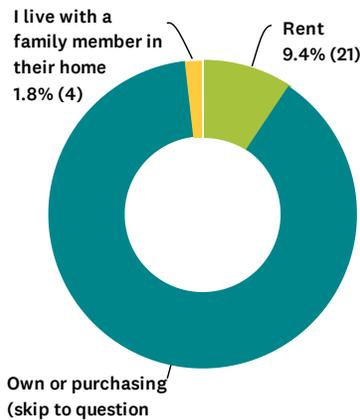
Q33 The City should increase its supply of affordable housing (defined as housing for which occupants are paying no more than 30% of income on housing and utilities).

Answered: 226 Skipped: 21



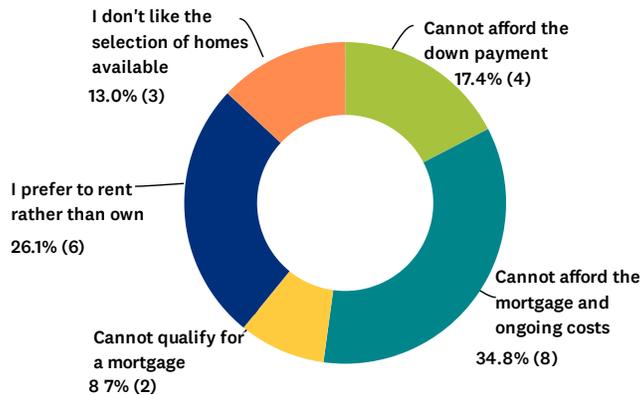
Q34 Do you rent or own your home?

Answered: 224 Skipped: 23

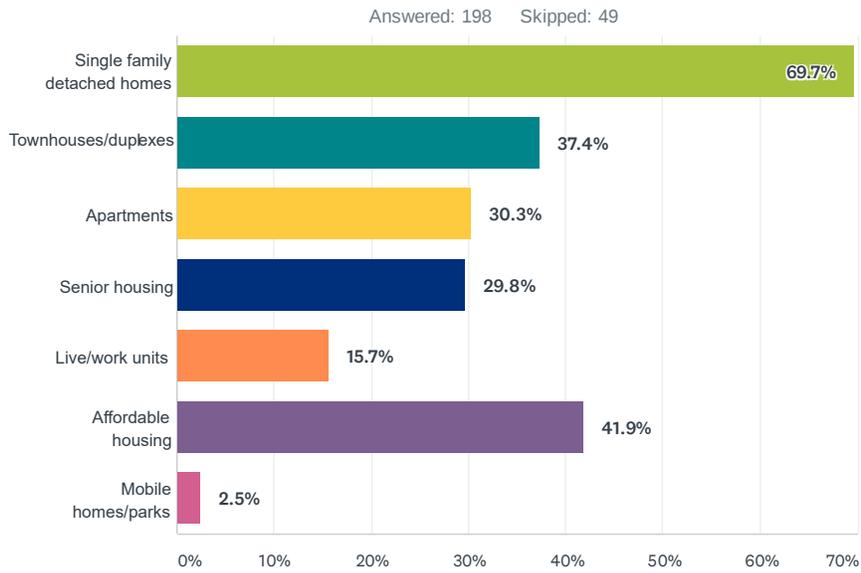


Q35 If your answer to Question 34 was "Rent", why have you purchased a home in Aztec?

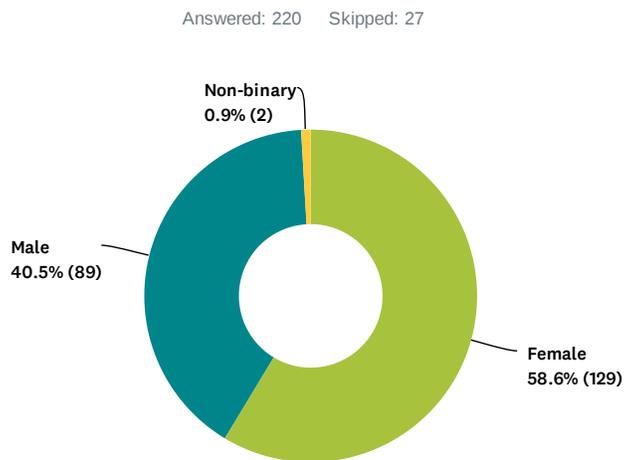
Answered: 23 Skipped: 224



### Q36 Aztec needs more of the following types of housing (choose all that apply).

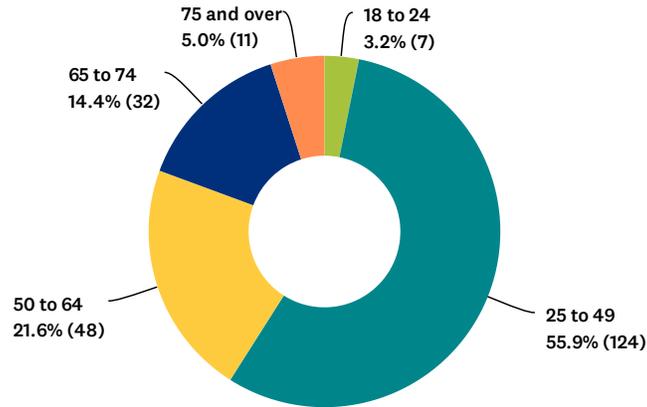


### Q37 What is your gender?



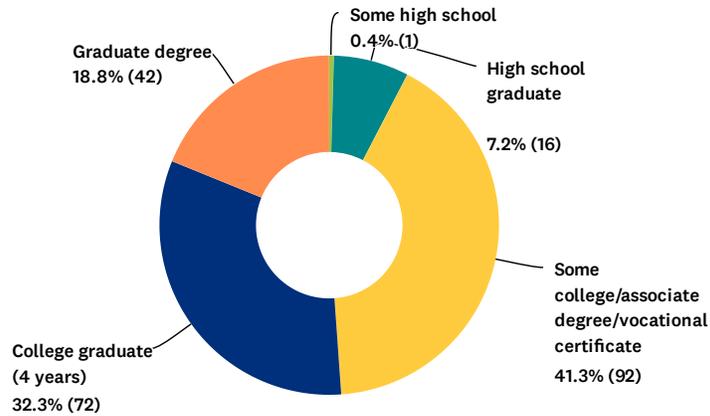
### Q38 What is your age category?

Answered: 222 Skipped: 25



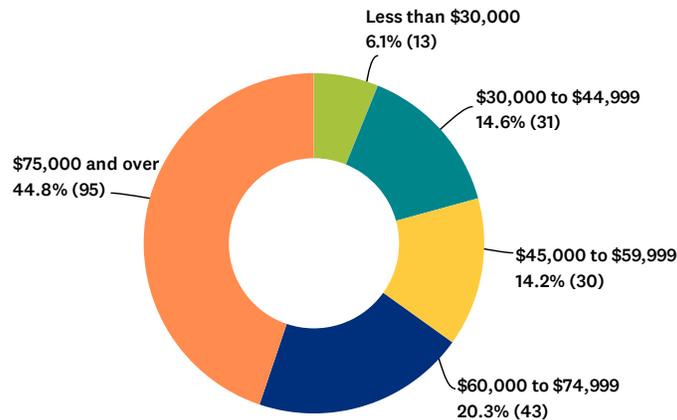
### Q39 What is the highest level of education you have attained?

Answered: 223 Skipped: 24



### Q40 Which of the following categories best describes your total household income?

Answered: 212 Skipped: 35



## INTRODUCTION

This section includes a brief list and description of federal and state resources available to both local governments and people involved in community development, outdoor recreation, business development, historic preservation, brownfield redevelopment, housing assistance, and aviation. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding.

## COMMUNITY DEVELOPMENT

### ArtPlace America, National Creative Placemaking Fund

ArtPlace America focuses on creative placemaking and works with foundations, federal agencies, and financial institutions in order to position arts and culture as a core sector of community planning and development. The National Creative Placemaking Fund is a competitive national program that invests money in communities across the country in which artists, arts organizations, and arts and culture activity help drive community development.

Contact: ArtPlace America  
195 Montague Street, 14th Floor  
Brooklyn, New York 11201  
Phone: (347) 853-7817  
Website: [artplaceamerica.org](http://artplaceamerica.org)

### Cooperative Agreements Program (COOP) Local Government Road Fund

The COOP assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section  
1120 Cerrillos Road  
P.O. Box 1149

Santa Fe, NM 87504-1149  
Phone: (505) 827-5498  
Website: [dot.state.nm.us](http://dot.state.nm.us)

### Land and Water Conservation Fund (LWCF)

The LWCF is a federal program administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division administers the state program. Hundreds of projects throughout New Mexico have been funded, from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies, municipalities, counties, schools, and tribes have developed and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service  
1849 C Street, NW, Org-2225  
Washington, D.C. 20240  
Website: [www.nps.gov](http://www.nps.gov)

### Local Government Planning Fund (LGPF)

The LGPF provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include comprehensive or master plans, conservation plans, and economic development plans and to allow NMFA to “forgive” the loan if the entity finances the project through NMFA.

Contact: New Mexico Finance Authority  
207 Shelby Street  
Santa Fe, NM 87501  
Phone: (505) 984-1454  
Toll Free: (877) ASK-NMFA  
Website: [nmfa.net](http://nmfa.net)

### Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets that are principal extensions of the rural highway system and

other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the state share typically ranges from \$50,000 to \$1.1 million per project. Applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1.

Contact: NMDOT, Engineer Maintenance Section  
1120 Cerrillos Road  
PO Box 1149  
Santa Fe, NM 87504-1149  
Phone: (505) 827-5498  
Website: dot.state.nm.us

### Public Project Revolving Fund (PPRF)

The PPRF offers many examples of the NM Finance Authority's investment of time, expertise, and capital. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed 'AAA' - insured interest rates.

Contact: New Mexico Finance Authority  
Address: 207 Shelby Street  
Santa Fe, NM 87501  
Phone: (505) 992-9639  
Toll Free: (877) ASK-NMFA  
Website: nmfa.net

### Small Cities Community Development Block Grant Program (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund

facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: NM Local Government Division  
131 S. Capitol  
Bataan Memorial Bldg., Suite 201  
Santa Fe, NM 87503  
Phone: (505) 827-8053  
Website: nmdfa.state.nm.us

### USDA Rural Development Programs

The USDA provides assistance to rural communities, including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. The USDA provides loan programs such as the B&I Loan and also grant programs. USDA Rural Development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. The Aztec Field Office covers San Juan, McKinley, and Cibola counties. Assistance is available through the following programs:

- Business and Industry Loan Guarantees
- Single Family Housing Direct Home Loans
- Single Family Housing Guaranteed Loan Program
- Community Facilities Direct Loan and Grant Program
- Single Family Housing Repair Loans and Grants
- Water and Waste Disposal Loan and Grant Program

Contact: USDA Rural Development - Aztec Field Office  
1427 W. Aztec Boulevard, Suite 1  
Aztec, NM 87410  
Phone: (505) 334-3090 Ext. 4  
Fax: (855) 543-9495  
Website: rd.usda.gov/nm

### Transportation Alternatives Program (TAP)

The TAP is a federal aid funding program authorized through the FAST Act as part of the new Surface Transportation Block Grant (STBG) Program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities. Each state's DOT administers the program using its own competitive process, in accordance with the law. Approximately every two years, the NMDOT coordinates with the state's seven RTPOs and five MPOs on soliciting TAP applications.

Contact: NMDOT District 5 Office  
7315 Cerillos Road  
Santa Fe, New Mexico 87502  
Phone: (505) 795-0533  
Website: dot.state.nm.us

## OUTDOOR RECREATION

### New Mexico Outdoor Recreation (NMOR)

The NMOR is a division of the New Mexico Economic Development Department. It was created to grow and champion outdoor recreation in New Mexico as a powerful economic engine to expand wealth and job opportunities. The NMOR administers three funding programs:

**Outdoor Equity Fund** - This fund aims to support transformative outdoor experiences for New Mexico youth that foster stewardship and respect for New Mexico lands, waters, and cultural heritage. Applicants must be from an area that serves a population where at least 40% of youth are low income. Awards range from \$1,500 to \$15,000.

**Outdoor Recreation Incubators** - This grant program is geared to business incubators that assist early stage outdoor recreation companies. These awards are \$50,000 and eligible programs can include those that support startups in service, retail, and manufacturing.

**Special Projects and Infrastructure Fund** - This grant program supports projects that enhance trails, river parks, wildlife viewing areas, and other infrastructure projects that

enhance outdoor recreation primarily in rural, tribal, and traditional land-grant communities. Awards are between \$5,000 and \$25,000 for projects that are shovel ready and can be completed within 24 months of the award.

Contact: New Mexico Economic Development  
Outdoor Recreation Division  
1100 South St. Francis Drive  
Santa Fe, NM 87505  
Phone: (505) 827-0300  
Website: www.nmoutside.com

### International Mountain Biking Association (IMBA)

The IMBA provides Trail Accelerator Grants to jump-start trail building in communities that have the interest and political support to develop trail systems but need assistance to get projects up and running. Grants typically range from \$5,000 to \$30,000 and require a one-to-one match. Projects that will be considered include those that will increase access to mountain bike experiences; leverage additional resources to ensure success of the project; and promote community development, including engaging marginalized community members. There are two grant application periods; in spring and summer.

Contact: International Mountain Bicycling  
Association  
PO Box 20280  
Boulder, Colorado 80308  
Phone: (303) 545-9011  
Website: www.imba.com

### EndeavOR New Mexico

EndeavOR is the New Mexico Outdoor Recreation Business Alliance and the first of its kind in New Mexico. It strives to provide a unified voice to advocate for the outdoor recreation economy. Memberships are available for outdoor recreation businesses and organizations; supporting businesses and organizations; friends; and students. Members can take advantage of networking opportunities, contribute to advocacy efforts, marketing and promotion efforts, alerts on the

latest news and trends, and workforce training assistance.

Contact: [endeavOR New Mexico](http://endeavOR.org)  
4301 E. Main Street  
Farmington, NM 87402  
Phone: (505) 501-1330  
Website: [endeavornm.org](http://endeavornm.org)

### Outdoor Recreation Roundtable (ORR)

The ORR is a coalition of outdoor recreation trade associations and organizations working to promote the growth of the outdoor recreation economy and outdoor recreation activities. The ORR educates decision-makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve outdoor enthusiasts' experience and quality of life everywhere. It publishes a Rural Development Toolkit to help rural communities develop a sustainable, thriving outdoor recreation economy. It also publishes a comprehensive list of outdoor recreation funding and technical assistance resources that includes federal resources, ORR member resources, and funding support by activity.

Contact: Outdoor Recreation Roundtable  
1203 K Street, NW, Suite 350  
Washington, D.C. 20005  
Website: [recreationroundtable.org](http://recreationroundtable.org)

### PeopleForBikes

PeopleForBikes is a community grant program that supports bicycle infrastructure projects and targeted advocacy initiatives that make it easier and safer for people of all ages and abilities to ride. Grant applications are accepted from non-profit organizations and governmental entities for projects that focus on bicycling, active transportation, or community development. Funding can be up to \$10,000 with no specific match required, but leverage and funding partnerships are given a high priority. Projects that the grant would make up more than 50% of the cost will not be considered. Grant funds focus on bicycle infrastructure projects and advocacy projects such as:

- Bike paths, lanes, trails, and bridges;

- Mountain bike facilities;
- Bike parks and pump tracks;
- BMX facilities;
- Bike racks, bike parking, bike repair stations and bike storage;
- Programs that transform city streets, such as Ciclovías or Open Streets Days; and
- Campaigns to increase the investment in bicycle infrastructure.

Contact: [PeopleForBikes](http://PeopleForBikes.org)  
2580 55th Street #200  
Boulder, Colorado 80301  
Phone: (303) 449-4893  
Website: [peopleforbikes.org](http://peopleforbikes.org)

## ARTS and CULTURE

### National Endowment for the Arts (NEA)

The NEA provides funding for feasibility studies related to the renovation, restoration, or adaptive reuse of facilities or spaces for cultural activities, architectural studies, cultural tourism projects, or the revitalization or improvement of cultural districts. Funding is not available for renovation or construction costs.

The NEA also administers Our Town Grants, which support creative placemaking projects that help transform communities into lively, beautiful, and resilient places with the arts at their core. Our Town offers support for projects in two areas: 1) arts engagement, cultural planning, and design projects. Matching grants range from \$25,000 to \$200,000; and 2) projects that build knowledge about creative placemaking. These are projects available to arts and design service organizations and other organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000.

Contact: National Endowment for the Arts  
400 7th Street, SW  
Washington, DC 20506-0001  
Phone: 202-682-5400  
Website: [nea.gov](http://nea.gov)

### Navajo Artists Technology Innovation & Vision Enterprise (N.A.T.I.V.E.) Project

N.A.T.I.V.E. is a project of Capacity Builders, a non-profit dedicated to working with Diné communities to improve the quality of life of tribal members. The project provides both financial and technical assistance to Native American artists living in the Four Corners region. Its mission is to increase opportunity, knowledge, exposure, and marketability for Native American artists. The project invests in and supports artists and artisans through the promotion of Native artists, financial assistance for art show vendor booth fees, business knowledge workshops, connecting arts businesses mentors and mentees, and micro loans.

Contact: N.A.T.I.V.E. Project, CBI  
418 W. Broadway  
Farmington, NM 87401  
Phone: (505) 326-4245  
Website: capacitybuilders.info

### New Mexico Arts

New Mexico Arts is a division of the Department of Cultural Affairs. Its primary function is to provide financial support and technical assistance or arts services and programs to non-profit organizations statewide and to administer the 1% public art program for the State of New Mexico. The organization enters into arts services contracts with eligible organizations that perform specified arts services within a particular time period. All funding must provide a 50% match by the applicant organization, at least half of which must be in cash. New Mexico Arts is a partner of the New Mexico Arts and Cultural Districts program.

Contact: New Mexico Arts  
Bataan Memorial Building  
407 Galisteo Suite 270  
Santa Fe, New Mexico  
Phone: (505) 827-6490  
Website: www.nmarts.org

## BUSINESS DEVELOPMENT

### ACCION New Mexico

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

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

### New Mexico Department of Agriculture (NMDA)

The NMDA administers the Agricultural Development and Promotion Funds Program (ADPPF), which was created to promote agricultural growth and rural stability, maintain and increase markets for new products, and develop value-added products. The ADPPF may be used to promote and market specialty crops and livestock.

Contact: New Mexico Dept. of Agriculture  
Marketing and Development  
MSC 5600  
Las Cruces, NM 88003-8005  
Phone: (575) 646-4929  
Website: nmda.nmsu.edu

### High Wage Jobs Tax Credit

A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 8.5% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: NM Taxation and Revenue Dept.  
1100 South St. Francis Drive  
Santa Fe, NM 87504  
Phone: (505) 827-0700  
Website: gonm.biz

### Job Training Incentive Program (JTIP)

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

Contact: Joseph M. Montoya Building  
1100 S. St. Francis Drive  
Santa Fe, NM 87505-4147  
Phone: (505) 827-0249  
Website: gonm.biz

### New Mexico Clean Energy Incentives

The State of New Mexico offers programs and several tax incentives for clean energy development through the Energy Conservation and Management Division.

**Clean Energy Performance Financing** - The Energy Savings Performance Contracting (ESPC) is a process that facilitates facility improvements without the need for up front capital funding from the agency.

**New Mexico State Tax Incentives for Renewable Energy** - Tax incentives are available for the development of sustainable and renewable energy projects including sustainable buildings, agricultural biomass, geothermal heat pumps, biodiesel facilities, renewable energy production, and solar markets. New Mexico also provides a gross receipts tax exemption for wind and solar systems.

Contact: NM Energy, Minerals, and Natural Resources Dept.  
Energy Conservation and Management Division  
1220 South St. Francis Drive  
Santa Fe, NM 87505  
Phone: (505) 476-3200  
Website: emnrd.state.nm.us

### San Juan County Small Business Development Center

The San Juan College Small Business Development Center (SBDC) is located at the Main Campus in Farmington. The SBDC provides assistance to both new and existing businesses. Professional business counselors are available to provide the following services:

- Business consultations;
- Small business workshops;
- Access to traditional and alternative lenders;
- Market research assistance;
- Referrals to other business assistance providers;
- International trade;
- World-class technical assistance partners - Sandia National Laboratories, Los Alamos National Laboratories, and others.

Contact: SBDC@sanjuancollege.edu  
5101 College Boulevard  
Farmington, NM 87402  
Phone: (505) 362-3311  
Website: sanjuancollege.edu/sbdc/

### SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term.

Contact: U.S. Small Business Administration, NM  
625 Silver Avenue SW, Suite 320  
Albuquerque, NM 87102  
Phone: (505) 248-8225  
Website: sba.gov

### New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000

certification (now temporarily suspended) to the state's small and medium-sized businesses. Aztec is served by the Northwest Region located in Farmington.

Contact: New Mexico Manufacturing Extension Partnership, Farmington  
5051 College Boulevard, #5047  
Farmington, NM 87402  
Phone: (505) 860-9961  
Website: [newmexicomep.org](http://newmexicomep.org)

### New Mexico Partnership

The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

The New Mexico Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership  
1720 Louisiana Blvd NE, Suite 312  
Albuquerque, NM 87110  
Phone: (505) 247-8500  
Website: [nmpartnership.com](http://nmpartnership.com)

### SMART Money Loan Participation Program

This program is administered by the New Mexico Finance Authority (NMFA) and intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is

designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority  
207 Shelby Street  
Santa Fe, NM 87501  
Phone: (505) 992-9638  
Website: [nmfa.net](http://nmfa.net)

### The Loan Fund

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

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

**SBA Microloan Program** - Loans to small businesses up to \$50,000. Loans can be used for working capital, inventory or supplies, furniture or fixtures, machinery or equipment. Loans less than \$10,000 carry interest rates of 8.7%. Loans above \$10,000 carry interest rates of 7.875%. All loans can have up to 6 years for repayment.

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

## WESST

WESST is a non-profit, economic development organization that provides business skills training, product marketing, development opportunities, and small loans to viable start-up or growing New Mexico businesses owned by women and minorities. The WESST office for the Northwest Region is located within the Quality Center for Business at San Juan College in Farmington. It houses a Women's Business Center that provides special programs uniquely designed to address the unique challenges faced by women entrepreneurs and to foster the growth of woman-owned businesses.

Contact: WESST - Farmington  
San Juan College  
5101 College Boulevard, Suite 5060  
Farmington, NM 87402  
Phone: (505) 566-3715  
Website: wesst.org

## HISTORIC PRESERVATION

### Federal Historic Preservation Tax Incentives Program

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

Contact: National Park Service Technical Preservation Services  
1201 "Eye" Street NW, 6th Floor  
Washington, DC 20005  
Phone: (202) 513-7270  
Website: nps.gov

## National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects.

Contact: National Trust for Historic Preservation  
1785 Massachusetts Avenue NW  
Washington, DC 20036-2117  
Phone: (202) 588-6000 or (800) 944-6847  
Website: preservationnation.org

## State Tax Credit for Registered Cultural Properties

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

Contact: Department of Cultural Affairs  
New Mexico Historic Preservation Division  
Bataan Memorial Building  
407 Galisteo Street, Suite 236  
Santa Fe, NM 87501  
Phone: (505) 827-6320  
Website: nmhistoricpreservation.org

## U.S. Department of Transportation (DOT)

The Transportation Enhancement (TE) activities offer funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation.

Contact: USDOT Federal Highway Administration  
New Mexico Division  
4001 Office Court Drive, Suite 801  
Santa Fe, NM 87507  
Phone: (505) 820-2021  
Website: fhwa.dot.gov

## BROWNFIELDS

### Environmental Protection Agency (EPA) Brownfields Program

The Brownfields Program provides direct funding for brownfield assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, the Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfield activities. The EPA also provides technical information on brownfield financing matters.

#### EPA Brownfield Assessment Grants -

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,000 limit and request up to \$350,000 for a site contaminated by hazardous

substances, pollutants, or contaminants and up to \$350,000 to assess a petroleum contaminated site. Waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$1.0 million. The performance period for these grants is three years.

**EPA Brownfield Cleanup Grants -** Eligible entities may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs. The match must equal 20% of the amount of funding provided by EPA and cannot include administrative costs. Applicants may request a waiver of the 20% cost share requirement based on hardship. Applicants must own the subject site at the time of application. The performance period for these grants is three years.

Contact: Environmental Protection Agency  
Fountain Place 12th Floor, Suite 1200  
1445 Ross Avenue  
Dallas, TX 75202-2733  
Phone: (214) 665-2200  
Website: epa.gov

## HOUSING ASSISTANCE

### New Mexico Mortgage Finance Authority (MFA)

The MFA provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing, including low

interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects. Some of the primary rental and homeownership programs administered by MFA include:

**HOME Investment Partnerships Program**

- Assistance is provided to income qualified homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, including applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections. Non-profits, housing authorities, and local governments administer the HOME program. Funds are awarded through a RFP application process. The MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

**New Mexico Housing Trust Fund** - Provides flexible funding for affordable housing initiatives for persons or households of low or moderate income served by nonprofit and for-profit organizations, governmental housing agencies and entities, regional housing authorities, tribal governments and housing agencies, etc. Interest rates are approximately 1 to 5% per annum. Construction is up to three years (current maximum is \$1,500,000). Long term amortizing up to 30 years (current maximum is \$500,000). Income requirements for rental households are those earning 60%

or less AMI, and for single family households, at or less than 80% AMI.

**New Mexico Affordable Housing Tax Credit**

- This program encourages private investment in affordable housing by providing donors to qualified housing developments with a credit on their state taxes. The donation must be made to an affordable housing development that has been approved by the MFA. Donors receive investment vouchers for up to 50% of the value of the donation, which they can use towards a tax deduction on their state taxes. Eligible projects include the development of single family homes and multifamily rental housing.

**Low Income Housing Tax Credits (LIHTC)** -

The LIHTC provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar for dollar reduction in the developer's tax liability for a 10 year period. Tax credits can also be used by nonprofit or public developers to attract investment to an affordable housing project by syndicating, or selling, the tax credit to investors. In order to receive tax credits, a developer must set-aside a number of units for households below 60% AMI and the units must remain affordable for a minimum of 30 years. In addition to tax credits, the financing "gap" for certain LIHTC projects may be filled with a below market rate HOME loan. Tax credits and rental HOME loans are awarded annually through a competitive application process according to the state's Qualified Allocation Plan.

Contact: NM Mortgage Finance Authority  
344 Fourth Street SW  
Albuquerque, NM 87102  
Phone: (505) 843-6880  
Website: housing.org

### HOPE VI Main Avenue Program

This program provides grants to communities with a population under 50,000 for development of affordable housing undertaken in connection with a MainStreet revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent-producing affordable housing. The grants cannot be used on general infrastructure or commercial development.

Contact: US Department of Housing and Urban Development  
451 7th Street S.W.  
Washington, DC 20410  
Phone: (202) 708-1112  
Website: hud.gov

## AVIATION

### NMDOT - Aviation Division

The NMDOT Aviation Division coordinates and administers state grants for improving aviation infrastructure. It also authorizes the expenditure of money from the state Aviation Fund for construction, development, and maintenance of public airport facilities.

**Airport Improvement Program** - This program provides grants to public agencies for planning and development of public airports that are included in the National Plan of Integrated Airport Systems. For small primary, reliever, and general aviation airports, the grant covers a range of 90-95% of eligible costs, based on statutory requirements. Eligible projects can include those for capital improvements or rehabilitation projects. Certain professional services that are necessary for eligible projects such as planning, surveying, and design can also be eligible.

Contact: NMDOT Aviation Division  
3501 Access Road C  
Albuquerque, NM 87106  
Phone: (505) 795-1401  
Website: dot.state.nm.us

### Federal Aviation Administration

The Airport Improvement Program (AIP) grant program funds airport infrastructure projects such as runways, taxiways, airport signage, airport lighting, and airport markings. Airports are entitled to a certain amount of AIP funding each year, based on passenger volume. If capital project needs exceed available entitlement funds, then the FAA can supplement entitlements with discretionary funding.

Contact: U.S. Department of Transportation  
Federal Aviation Administration  
Southwest Region  
10101 Hillwood Parkway  
Fort Worth, TX 76177  
Phone: (817) 222-5600  
Website: faa.gov/airports/aip/