

ECONOMIC DEVELOPMENT STRATEGY

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BACKGROUND

The Village of Ruidoso is updating the Comprehensive Plan, and one objective of the Plan is to strategically prepare for land use and infrastructure investments that will support economic development across the Village. This document provides an overview of economic development trends, Village demographics, Ruidoso’s industry strengths, and anticipated areas of employment growth. Recommendations are based on data research and interviews with economic development and tourism stakeholders, business owners, government officials, and real estate professionals across the community.

Our Process

An economic development strategy must be devised by and for the community it serves. While looking at national and state trends and conducting a data analysis are important to determining trends, assets, and challenges, soliciting input from local businesses and community members gives this analysis much-needed context. By providing a platform for community members and business leaders to share their lessons and new ideas, we hope to generate a universal understanding among public, private, and governmental partners. To identify Ruidoso’s economic development priorities, the following five steps were followed:

Examine national and state trends. Discuss with stakeholders the current national trends driving economic development and how they align with local development priorities and trends.

Benchmark and compare the Village to its peers. Provide quantitative data regarding the community profile and demographics to establish a foundation of existing conditions. This data is contrasted with peer communities to provide context.

Conduct Discussions. For a strategy to be inclusive – for the community, by the community – diverse voices and perspectives must be brought to the table. Extensive outreach in person via five stakeholder meetings, a digital survey, and community feedback on preliminary recommendations at an open house provided a variety of perspectives.

Identify Key Themes. It is essential that areas for investment and growth are built upon shared principles and community values that are conveyed through survey responses and stakeholder meeting feedback. Consistent messages create key themes of focus and direction that are unique to the community.

Develop Goals and Objectives. By developing a “playbook” of direction that includes priority goals and objectives, the Village can identify where they should focus time and monetary resources to most effectively foster business growth and expansion.

ECONOMIC DEVELOPMENT OVERVIEW

Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining middle and high-income jobs and supporting or growing incomes and the tax base through diversification of the local economy. These jobs are generally defined as two different categories with distinct needs in terms of workforce and business location. In addition, these sectors require different types of support and investments from various stakeholders. These sectors are distinguished for clarification regarding strategy objectives and actions.

Traded Sector vs. Local Sector Jobs

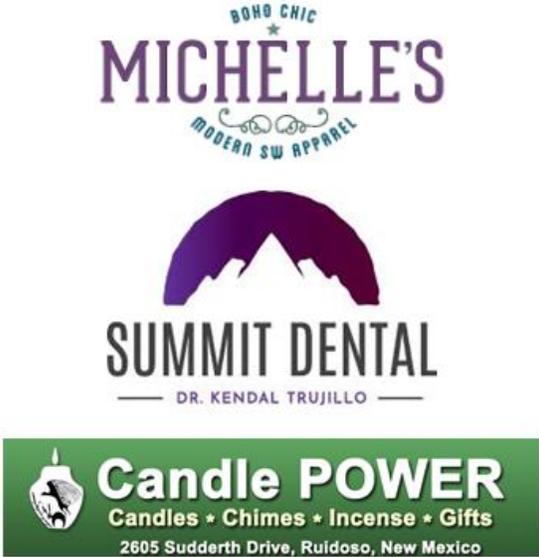
Traded sector (also referred to as an export or basic sector) businesses include industries and employers which produce goods and services that are consumed outside the region where they are produced and therefore bring in new income to the area (e.g., metals and machinery, food processing). Workers in the traded sector tend to have higher educational attainment, work more hours, and earn higher average wages than local sector business.

As the traded sector increases employment and wages, it also enables entrepreneurs to develop skills and resources to foster innovation and start new businesses and increase employment opportunities. Furthermore, certain traded sector companies foster a supply chain effect that creates the need for additional companies to supply components of a product that is manufactured.

Local sector business consists of industries and firms that are in every region. They produce goods and services that are consumed locally in the region where they were made, and therefore circulate existing income in the area (e.g., breweries, physician offices, banks). These businesses are important as they make a community distinct and provide amenities to attract young professionals and families that drive the new economy. A sampling of traded vs. local sector businesses in the Village of Ruidoso is indicated in Table 1. A well-balanced economy consists of 30% traded-sector and 70% local-sector businesses. Ruidoso consists of 23% traded sector and 77% local sector businesses¹.

¹ US Cluster Mapping

Table 1. Representative Traded Sector and Local Sector Ruidoso Businesses

Traded Sector	Local Sector
 <p>The image shows three logos stacked vertically. The top logo is for 'LOST HIKER BREWING CO.' with a green background and a hiker icon. The middle logo is for 'THE CREATIVE PARTNERS' with a black background and orange and blue text. The bottom logo is for 'McMillan's WESTERN FURNITURE' with a wood-grain oval background and yellow and white text.</p>	 <p>The image shows three logos stacked vertically. The top logo is for 'MICHELLE'S MODERN SW APPAREL' with a purple and white design. The middle logo is for 'SUMMIT DENTAL' with a purple mountain silhouette and the name 'DR. KENDAL TRUJILLO'. The bottom logo is for 'Candle POWER' with a green background, a candle icon, and the text 'Candles • Chimes • Incense • Gifts' and '2605 Sudderth Drive, Ruidoso, New Mexico'.</p>

The following table highlights the average wage difference between traded sector jobs and local sector jobs across the United States. As the job base expands, a community is more attractive to employees because they have more options for career growth. In turn, once the employment base grows, competition will occur and ultimately increase wages.

Table 2. Annual Average Wage Comparison, USA, 2018

NAICS	Industry Sector	United States Average Wage 2017
Traded Sector		
55	Management of Companies & Enterprises	\$119,885
51 -54	Information, Professional, Scientific, & Technical Services	\$99,705
42, 31-33	Wholesale, Manufacturing	\$ 71,372
48-49	Transportation Warehousing	\$ 51,726
11	Ag, forest, fish, hunting	\$34,464
Traded/Local Sector		
23	Construction	\$60,735
61, 62	Education, Health Care & Social Assistance	\$49,565
71	Arts, Entertainment, Recreation	\$37,759
Local Sector		
44-45	Retail Trade	\$31,217
72	Accommodation & Food Services	\$20,731

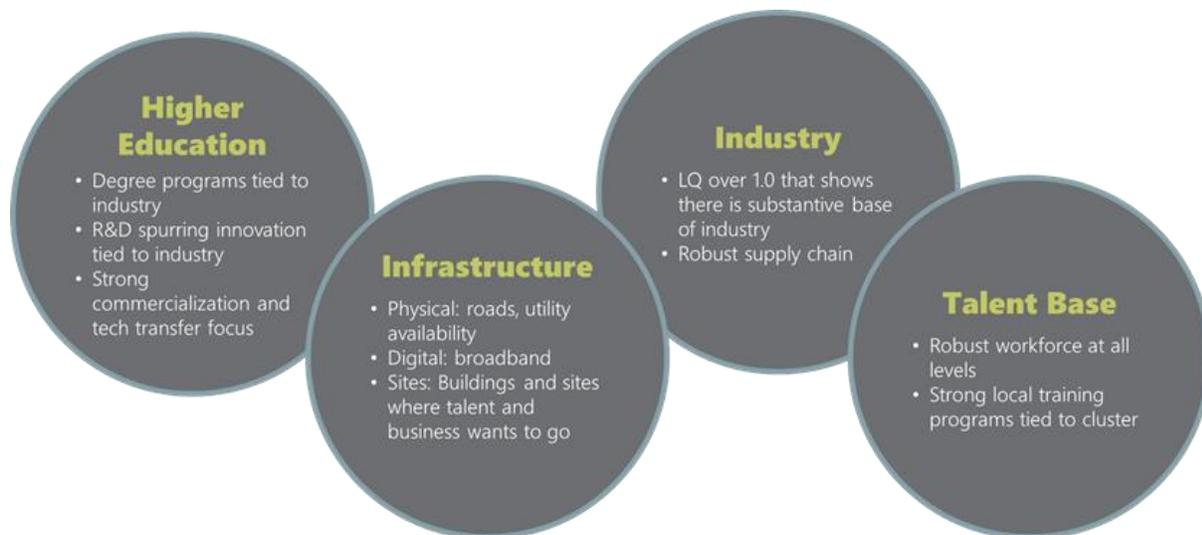
Source: Bureau of Labor Statistics, QCEW data

Target Industry Clusters

A cluster is a geographic concentration of related industries in a particular location. Clusters are a foundational element to regional economies, making them uniquely competitive for jobs and private investment. They consist of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support. Various cities across the US have unique clusters making them distinct: Boston, MA has biotech whereas Spartanburg, SC has textiles. Industry clusters function on a regional metropolitan statistical area (MSA) level because assets such as workforce and transportation infrastructure are not constrained by local municipal boundaries. Therefore, in order to effectively grow an industry cluster, it is important leverage existing assets and collaborate on a regional and state level.

An industry cluster is comprised of the following elements, with some being more important than others depending on the industry. A city plays the important role of providing the necessary infrastructure and zoned land to allow various types of industry to thrive.

Figure 1. Elements of an Industry Cluster



Source: Bridge Economic Development

Importance of Talent

The national economy is becoming increasingly more talent/knowledge-based than resource-based, meaning that people, rather than raw materials, are the most important asset to a company's value and prospects for growth. This applies to all industries, including manufacturing, professional services, and technology. This is not to suggest that Ruidoso needs to focus their industrial base entirely on technology companies, but to understand that the modern economy depends upon highly skilled people to thrive. For this reason, a company's number one priority today is attracting talent. Verifying this is the Duke Fuqua School of Business CFO Global Business Outlook Survey ². The school has conducted the survey 91 consecutive quarters since July 1996. The years 2017 and 2018 are the first time that CFO's cited attracting and retaining qualified employees was their number one concern over other factors such as input costs or regulations.

A significant cohort of the talent in demand consists of the "millennial" generation (generally ages 22 to 38 in 2019), made up of approximately 76 million people – the largest demographic group our country has seen. As this generation shapes our talent-based economy, it is important to understand what motivates them and the communities they choose in such a highly mobile environment. This group has been slower to marry and move out on their own, and have shown different attitudes to ownership that have helped spawn what's being called a "sharing economy" which suggests these trends are likely to continue³. Furthermore, it is likely that today's high school generation will adopt many of the same values that are driven by affinity for technology. This desired talent is attracted to a great place with jobs. Such an environment includes the following elements:

² <https://www.cfosurvey.org/wp-content/uploads/2018/12/Q4-2018-US-KeyNumbers.pdf>

³ Millennials Coming of Age, Goldman Sachs, 2017

Job Base Talent moving to a new community wants to know that there are other opportunities if the job that brought them there does not fulfill expectations.

Simple Commute Many millennials are not defined by the automobile, and do not want to drive if they don't have to. As reported in Urban Land Institute (ULI) Emerging Trends 2016, miles traveled by car for those people 34 years old or younger are down 23 percent nationally. The American Automobile Association reports that the percentage of high school seniors with driver's licenses declined from 85 percent to 73 percent between 1996 and 2010, with federal data suggesting that the decline has continued since 2010. Locally, the average miles travelled by any mode – walking, driving, biking, or taking transit – is the lowest for millennials.

Housing Options All talent, including Millennials, desire affordable housing near employment. In order to maximize opportunities for talent attraction and retention is important for communities to provide a variety of options to meet a diversity of population needs.

Urban Lifestyle Millennials tend to prefer density with alternative transportation modes and retail nearby, which provides alternatives to owning a car. This urban lifestyle does not mean that an entire community must conform to urban densities. What is important is that some element of an urban lifestyle through either a healthy Main Street in a traditional downtown or denser town centers in suburbs is provided.

Amenities Millennials are looking for ample amenities, especially restaurants and access to outdoor recreation.

Open Culture Millennials embrace social or ethical causes⁴ and communities that are more diverse, accepting, and open to change.

The Village's Role

A municipality does not create jobs. It creates a great environment so that business can easily invest and create jobs. With that understanding, the Village should focus on the following elements to promote economic development.

Sites and Infrastructure Businesses need to go into buildings and develop on sites with adequate infrastructure. Furthermore, similar types of businesses like to physically group together to build a destination and allow for collaboration. Lost Hiker Brewing is a good example of such a business that desires additionally breweries or distilleries within the industrial area. With this concept in mind, there needs to be more employment areas that allow for office and small craft manufacturing within the city limits. Alternatively, there is a desire for more warehousing space to support business.

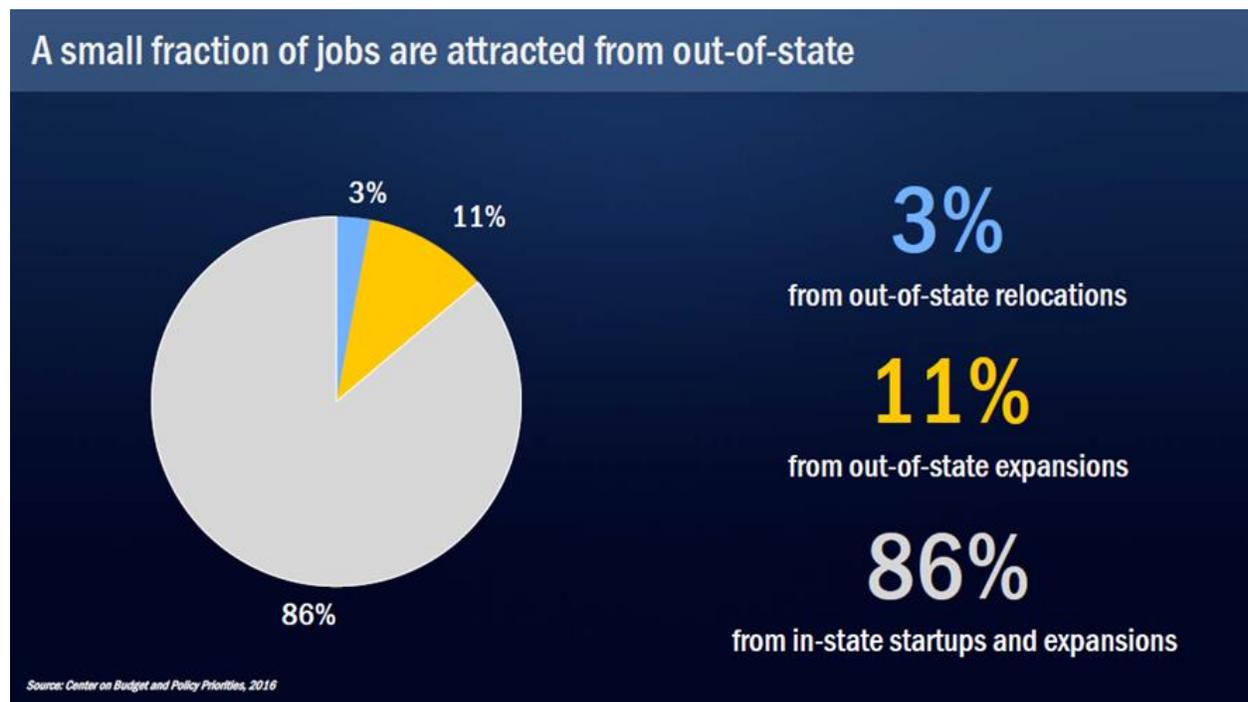
Each type of industry is sensitive to different types of infrastructure. Office needs broadband, manufacturing (especially breweries) needs water, and warehousing needs highway access. When designating land uses, the infrastructure availability or potential for availability must be considered.

⁴ Brookings Institution, 11 Facts about the Millennial Generation, June 2014

Aligning industry clusters with available subareas (sites with appropriate infrastructure) is an important role for the city to convey genuine support for economic growth.

Focus on Current Residents As the community makes significant commitments to land use designations and infrastructure funding, it is important to make sure that the current residents benefit. Rather than applying efforts to recruiting businesses to move to Ruidoso, the Village should support and promote programs that allow existing residents to start their own businesses or gain skills that improves opportunities to work at new companies. As indicated in the following figure, the majority of job growth across the United States comes from local start-ups and expansions. So not only does focusing on local residents enhance local asset wealth, it is simply the most efficient way to grow jobs.

Figure 2. Sources of Job Growth Across the United States



Source: Brookings, 2018

RUIDOSO COMMUNITY PROFILE AND TRENDS

As outlined in the following data, the population and overall demographics are declining. Correlating with the demographic trends is the minimal investment in new construction. For context and comparisons, this analysis compares Ruidoso to ten Western communities, whose economies are similar to the Village or offer policies and practices that the community can look to for best practices: Aspen, Colorado; Bozeman, Montana; Buena Vista, Colorado; Durango, Colorado; Farmington, New Mexico; Moab, Utah; Park City, Utah; Sedona, Arizona; Taos, New Mexico, and Telluride, Colorado. Detailed data analysis is provided in Attachment B, and key themes are outlined below.

Demographics

Located in Lincoln County, New Mexico, Ruidoso is the largest community in the county and the key economic center. The following outlines the key takeaways from the analysis of Ruidoso's demographics:

Declining Population. A Village of approximately 7,700 full-time residents, Ruidoso has experienced a slight population decline (3.6%) since 2013. At the same time, 9 of Ruidoso's peer communities, including the U.S. as a whole (3%), has added residents, averaging a combined growth rate of 4%.

Older Population. Ruidoso's median age is 52.4, ranking it as the second oldest city among the benchmark cities, just behind Sedona (58.7). The U.S. average median age is 37.8.

Millennial Talent. As communities outline their future economic development priorities, millennial talent coveted; they are the future workforce. Millennials make up 17% of the Village's residents – 4% less than the U.S. average but on par with Taos and double that of Sedona. **In a positive direction for the Village, Ruidoso's millennial population is up 14.7% since 2013.**

Racial and Ethnic Makeup. More than 9 in 10 Ruidoso residents identify as white, while the Village's Hispanic population is fast-growing – up 14% since 2013. This is a positive aspect because communities that are diverse are more likely to attract young people. The growing Hispanic population counter-balances the aging demographic.

Immigrant Residents. Nearly 10% of Ruidoso's residents are foreign-born, ranking fifth among the benchmark cities.

Income

As a community that relies predominantly on tourism to fuel its local economy, Ruidoso's residents have experienced ups and downs as it relates to median household income, family income, and individual wages. The following are key takeaways about Ruidoso's various income metrics:

Median Household Income. Ruidoso's median household income has declined 12% since 2013 to approximately \$42,000. At the same time, the U.S. average increased 8.7% to \$57,652. The Village's median household income is nearly 27% less than the U.S. average.

Per Capita Income. Ruidoso's per capita income of \$25,975 ranks eighth among the benchmark cities, on par with Farmington, New Mexico and Buena Vista, Colorado.

Average Family Income. Ruidoso's average family income has also decreased 5.2% since 2013 to \$70,884, while the U.S. average grew 11% to \$95,031. Ruidoso's average family income is 25% less than the U.S. average.

Individual Wages: Men versus. Women. Men working full-time in Ruidoso earn approximately \$42,000 annually – \$10,000 more than women in the Village (\$32,000).

Poverty Levels. Ruidoso's poverty levels are below the U.S. average: 7.7% of all families live below the poverty line and 10.8% of those with children. This ranks the Village among the middle of the benchmark communities.

Educational Attainment

To compete in today's knowledge economy, talent matters. Educational metrics offer a look into capabilities of a community. Six in ten Ruidoso residents have a degree of some level – Associate's, Bachelor's, or graduate. A detailed analysis follows:

No High School Diploma. Six percent of Ruidoso's residents (25 and older) do not have a high school diploma – 900 residents. This is half the national average of 12.7%.

High School Diploma. One-third of Ruidoso's workforce only has a high school diploma (ranking second among the benchmark cities) – a share that has increased 26.4% since 2013.

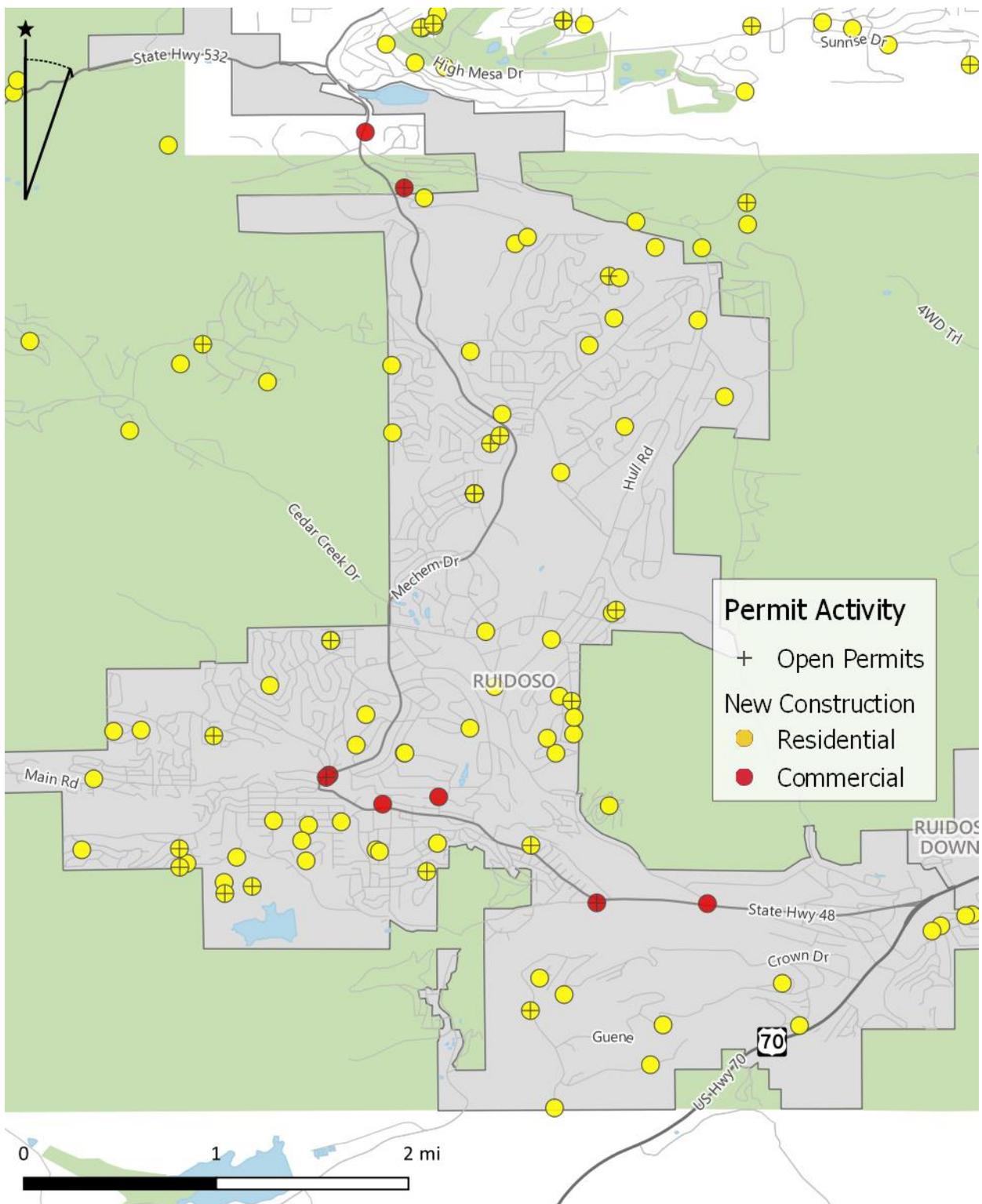
Associate's Degree. Thirty-four percent of Ruidoso's residents (2,000 residents) have an Associate's degree or some college – ranking fifth among the benchmark communities and above the U.S. average (29.1%).

Bachelor's Degree or Higher. Thirty percent of Ruidoso's residents have a Bachelor's degree or higher, ranking it seventh among the benchmark communities. **Ruidoso has experienced a very small brain drain for educated talent:** the share of residents with a Bachelor's degree or higher has decreased 1% since 2013.

Building Permits

As indicated in the following figure the predominance of new construction since 2012 within the Village municipal boundary has been residential construction. 60 residential units were deemed "complete" between 2012 and 2018 within the Ruidoso limits. Another 18 are considered still "open" (i.e. they are still active permits). Only 4 permits are deemed complete for commercial properties in this time frame, although 3 remain open.

Figure 3. Village of Ruidoso New Building Construction Since 2012

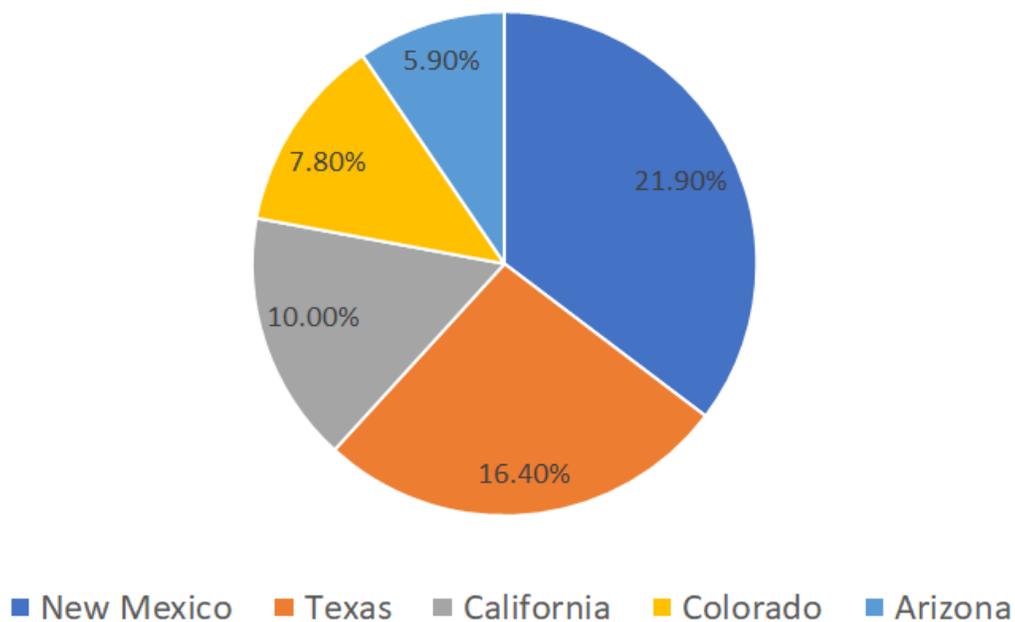


Source: Village of Ruidoso, Bridge Economic Development

TOURISM

The Village of Ruidoso is well established as a tourist destination, especially for visitors from west Texas. Additionally, while not documented by the Tourism Department, it is understood that a significant number of visitors originate from Mexico. While the community appreciates the income spent in the area, it is also burdened by significant spikes in population that require more public services than are available. A good analogy is that community is a nice home built for 8,000, but often must host a party for 30,000 people. This impact on the community is another reason why more diversification of the economy is important to alleviate a reliance on an economy that significantly stresses local services.

Figure 4. Origins of New Mexico Overnight Visitors



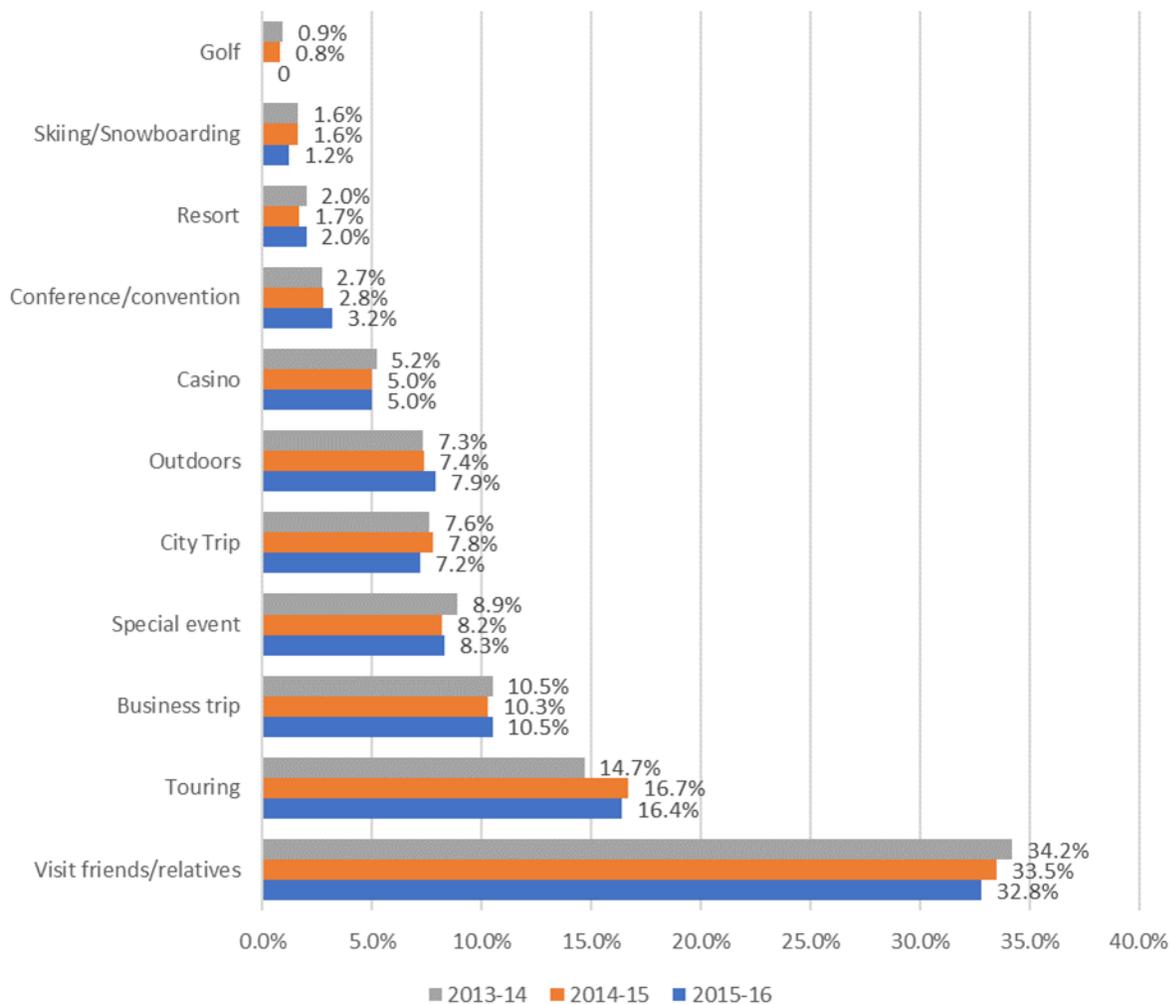
Source: New Mexico Tourism Department, 2018

Outdoor Recreation

Ruidoso is a destination because of its incredible setting nestled amongst national forests that provides immediate access to amazing outdoor recreation consisting of hiking, mountain biking and ATVs. Additionally, according to the New Mexico's Department of Game and Fish (NMDGF), Lincoln County hosted 2,829 non-residents anglers and 1,807 non-resident hunters in 2013, which equates to \$8,872,425 annual spending in the county⁵. This outdoor asset is important to celebrate and enhance as part of the community culture as it is one the growing reasons people stay overnight in the State of New Mexico per the following figure.

⁵ The Economic Contributions of Fishing, Hunting, and Trapping in New Mexico in 2013: A statewide and county-level analysis, Southwick Associates, 2014

Figure 5. Top Reasons for Overnight Visits in New Mexico



Source: New Mexico Tourism Department, 2018

This focus on outdoor recreation aligns with the trend for travel that has become more ‘experiential’ at all income levels. The desire to have new experiences while on a trip is common among modern travelers, with 74% of Americans prioritizing experiences over material goods⁶. This trend also translates into business travel as 75% of meeting planners say that their role involves more “experience creation” than it did just five years ago.⁷ This desire for outdoor experience is outpacing other traditional tourist attractions such as casinos or golf.

Ruidoso Downs Race Track and Casino

Ruidoso Downs Race Track and Casino provides 15 weekends of live racing opening on Memorial Day weekend. This significant attraction has new owners after 30 years that have invested millions of

⁶ <https://www.luxurytraveladvisor.com/running-your-business/stats-74-percent-americans-prioritize-experiences-over-products>

⁷ <https://www.cliftons.com/wp-content/uploads/2018/05/IACC-2017-Meeting-Room-of-the-Future.pdf>

dollars in resources into the venue, bringing renovation and new event ideas in along the way⁸. The race track and casino serve as anchor for the summer tourism industry in Ruidoso and contributes to the significant amount of service sector jobs in the region. This amenity is one of the many elements that contribute to the robust tourism economy that is well established in Ruidoso. While an important regional tourist element, it should be noted that the market size of the Horse Racing Tracks industry in the US declined faster than the economy overall and has declined 0.6% per year on average between 2014 and 2019. Furthermore, total wages paid by the Horse Racing Tracks industry declined 1.1% per year on average over the five years between 2014 and 2019⁹. This suggests that the community should continue to embrace and support this asset, but not rely on it solely as an economic driver. The market trends for this industry show that diversifying the economy beyond tourism is important for the overall health of the Village.

Retail

The retail industry is always in flux. During the 20th century, there was a major shift from pedestrian-oriented main streets to auto-oriented centers and corridors. Today, ever-changing consumer preferences and online-shopping are among the major trends affecting retail. Online shopping is having a significant impact on “commodity retail” and caters to customers that want convenience (e.g. Amazon is not necessarily the best price). Retailers that continue to expand are discount stores such as Dollar General or high-end boutiques that provide an experience. The following table reflects how spending habits have shifted in light of online options.

Table 3: United States Change in Per Capita Retail Spending 2000-2016

Kind of business	2016	2000	%Change
Per capita spending, total			
Motor vehicle and parts dealers	23.57%	26.69%	-3.12%
Furniture and home furnishings stores	2.30%	3.05%	-0.76%
Electronics and appliance stores	2.03%	3.03%	-1.00%
Building mat. and garden equip. and supplies dealers	7.19%	7.68%	-0.49%
Food and beverage stores	14.43%	14.91%	-0.48%
Health and personal care stores	6.73%	5.20%	1.53%
Gasoline stations	8.62%	8.37%	0.25%
Clothing and clothing access. stores	5.35%	5.62%	-0.27%
Sporting goods, hobby, musical instrument, and book stores	1.78%	2.27%	-0.49%
General merchandise stores	13.93%	13.55%	0.38%
Miscellaneous store retailers	2.52%	3.58%	-1.06%
Nonstore retailers	11.55%	6.05%	5.50%

Source: Retail Census 2018, Bridge Economic Development

By contrast, retailers offering a special experience, or offering services that cannot be procured online, have the potential to thrive (you can’t share a meal with a friend online). Other “retail” experiences

⁸ Ruidoso Downs kicks off first season under new ownership, OA online, May 2018

⁹ Horse Racing Tracks industry in the US, IBIS World, 2019

include painting classes with wine, arcades, or breweries with live music. These retailers want to concentrate in a certain location to become a destination for customers to park once and explore an area. Creating a concentrated retail area that is a defined “place” is an important element for retailers as it is the key distinguishing element from online shopping.

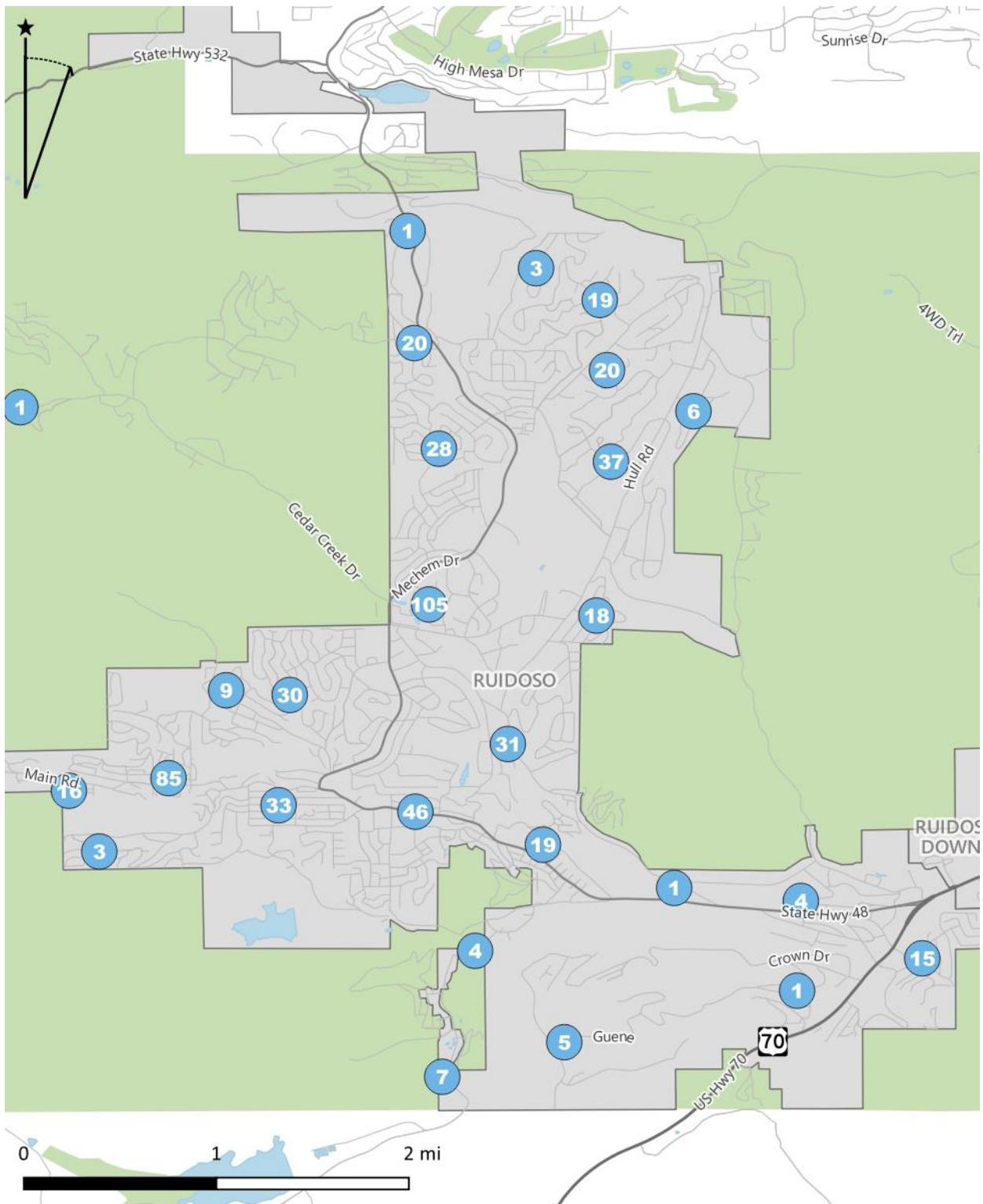
In addition to this destination trend, local food and beverage is typically demanding space that is 2,500 square feet to minimize risk and offset start-up costs that typically start at \$200,000. This small square footage is appropriate for existing ground-floor space and more cost-effective than rents required with new construction. Due to these costs, new local tenants will gravitate to existing buildings or former restaurant spaces to keep start-up expenses to a minimum. This is an advantage for established downtowns with older building stock.

In addition to these national trends, the current Ruidoso retail environment is largely targeted to tourists and is inadequate for local families per stakeholder interviews. This focus is limiting as the tourist customer base is seasonal rather than year-round. With a year-round customer base, the business cash flow is steadier and provides a more consistent income for employees, which allows them to be more reliable. Furthermore, visitor trends indicate that tourists seek a more “authentic” environment that reflects the local culture. Retail that focuses on the local community only expands the customer base as it consistently serves a year-round population and meets the desires of the tourist customer. Education of local retailers regarding this dynamic is important to increase wealth for business owners, but also meets the needs of the local community.

Short-Term Vacation Rentals

As with many communities with a strong tourism economy, Ruidoso has seen an increase in short-term vacation rentals. In response to this growth, the city has brought on a full-time staff person to monitor the permitting of these uses. According to city data, there are currently 581 active short-term rental properties. This provides a total of 1,547 bedrooms with a maximum occupancy for 4,419 people. While the increase in rentals provides an income to the home owners and revenues for the city, they ultimately serve as necessary asset to the tourism industry as alternative hotel space. The rentals themselves do serve as an economy.

Figure 6. Short-term Rental Location and Amount, 2018



Source: Village of Ruidoso, Bridge Economic Development

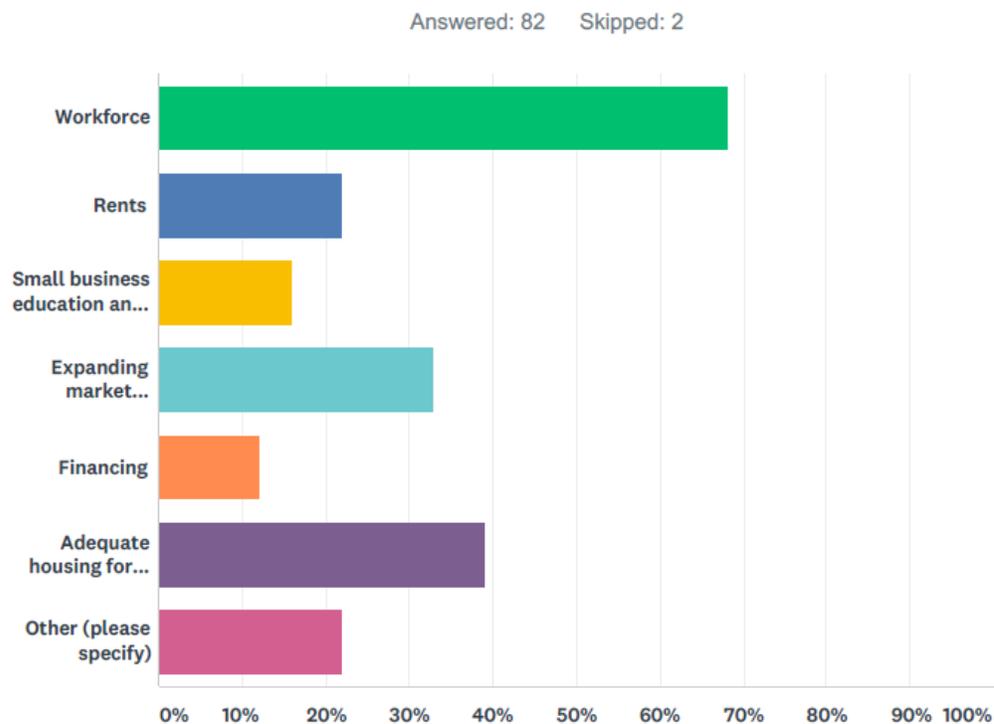
In addition, these rentals are impacting home affordability for permanent Village residents. According to our stakeholder interviews, there have been very few new homes constructed for permanent

residents in recent years, which aligns with data showing no new homes built in Ruidoso since 2010¹⁰. With almost no new construction and existing homes converting into vacation rental properties, the local occupied single-family home supply has been depleted. This is a significant impact in community that already has 58% percent of the housing stock vacant or seasonal/vacation homes¹¹. With constricted supply and consistent demand, home options will decrease and prices will increase, ultimately making it harder to retain and attract a workforce.

BUILDING AND RETAINING TALENT

In developing the economic development strategy a survey was distributed to business owners within the community. In response to the question, what are your barriers to growth? The most overwhelming response was “workforce”. As with all other communities across the country, training local residents is one of the most important actions a community can take to grow their economic base.

Q29 What are your barriers to growth? (Select all that apply)



As discussed above, the number one priority for businesses is the ability to retain and attract talent. As talent can go anywhere, it desires a “place” that consists of amenities (restaurants, entertainment, and retail) and access to outdoors in addition to a job. Ruidoso is fortunate to have a strong foundation for both of these elements to make an exceptional place that can set it apart from other communities across the country also working hard to retain and attract talent. Additionally, because

¹⁰ Village of Ruidoso Affordable Housing Plan, Sites SW, May 2015

¹¹ ibid

of its size, Ruidoso offers the opportunity for aspiring talent – especially millennial talent – the opportunity to connect with local business community and Village leadership to have an impact. Enhancing these elements of place – both physical and community - in conjunction with growing a diverse job base, is an important area of focus for the Village.

In addition to promoting quality of place as talent attraction, Ruidoso must also examine the training and on-ramp opportunities that it presents to prospective talent. A diverse, highly-skilled workforce is an important asset for any community. In order to weather the inevitable booms and busts of the economy, as well as cycles in the tourism sector, Ruidoso must provide skills training and pathways to job opportunities that offer residents (and prospective residents) to tap into the community's growing sectors of small-scale production, healthcare services and others. While this will not eliminate income stratification or workforce skills gaps, it will allow individual residents to achieve their full economic potential, thereby improving the Ruidoso's fiscal growth and sustainability for the future.

The Village of Ruidoso is fortunate to have two educational assets that include the local school district and community college. In aligning these organizations, there is strong opportunity to build a local talent pipeline with Ruidoso students that do not want to go to college and would like stay in the community. These students must see that there is an obvious path from developing school and skills development to job placement in order to retain them.

Ruidoso School District

Increasingly high-schools across the country have recognized the importance of providing Career Technical Education (CTE) to foster alternative career paths in various vocations that do not require a four-year college degree. In keeping with focus, the Ruidoso School District recently made a significant capital investment in a new "shop" class focused on wood and technology mechanical skills.

According to Dr. Bickert, the Superintendent, the class was filled within its first year (as opposed to the Information Systems class that was not attended). This speaks to the passion of the local student body and where they would potentially want to invest in career opportunities. It is important for the Village and other local stakeholders to convene ENMU and local businesses to create a clear and direct pathway for these students to stay and thrive in Ruidoso.

Eastern New Mexico University – Ruidoso (ENMU)

As Ruidoso is an independent smaller region, it is important to retain as many local residents as possible. ENMU serves as an important resource to provide the skills and training for existing industries and alleviate the need for residents to leave the community for necessary training. One example is the local hospital, which struggles to attract and retain staff. Currently ENMU is only able to provide nursing pre-certification courses and students must go elsewhere to complete the training. If ENMU had the training facilities to provide the full degree program, student would be more likely to remain in Ruidoso and support the local hospital.

As detailed in the following Goals and Objectives, aligning higher-education certification and programs is an important area of focus to improve job opportunities for existing residents to benefit

from business growth of targeted sectors outlined below. Focused alignment of industry clusters and courses and training programs at ENMU should be a priority for the community.

POTENTIAL TRADED SECTOR INDUSTRIES

When developing a strategy to foster a traded-sector economy, a community must understand the skills of the residents and the businesses established in the area. The following information provides an overview of those two foundational assets.

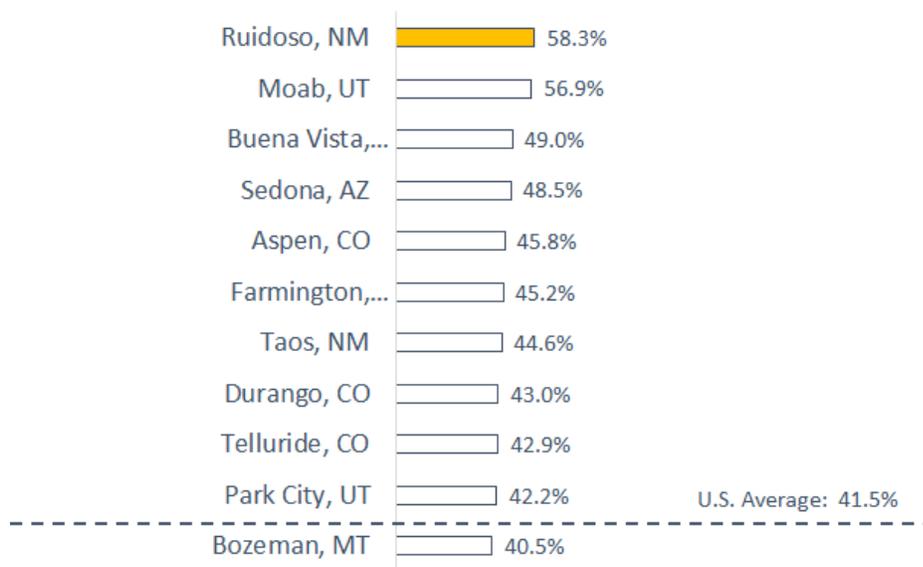
Occupational Clusters and Resident Skills

There are 3 broad set of skills that drive today’s economy: knowledge, service, and working sector. As indicated below, Ruidoso has a predominance of service sector jobs tied to retail and accommodations.

Service Sector

With such a large hospitality sector, six in ten Ruidoso workers (58.3%) have skills associated with the service sector – a share that ranks first among the benchmark communities and above the U.S. average (41.5%). Ruidoso’s service sector has increased 1.4% since 2013.

Figure 7. Ruidoso Service Sector, 2016

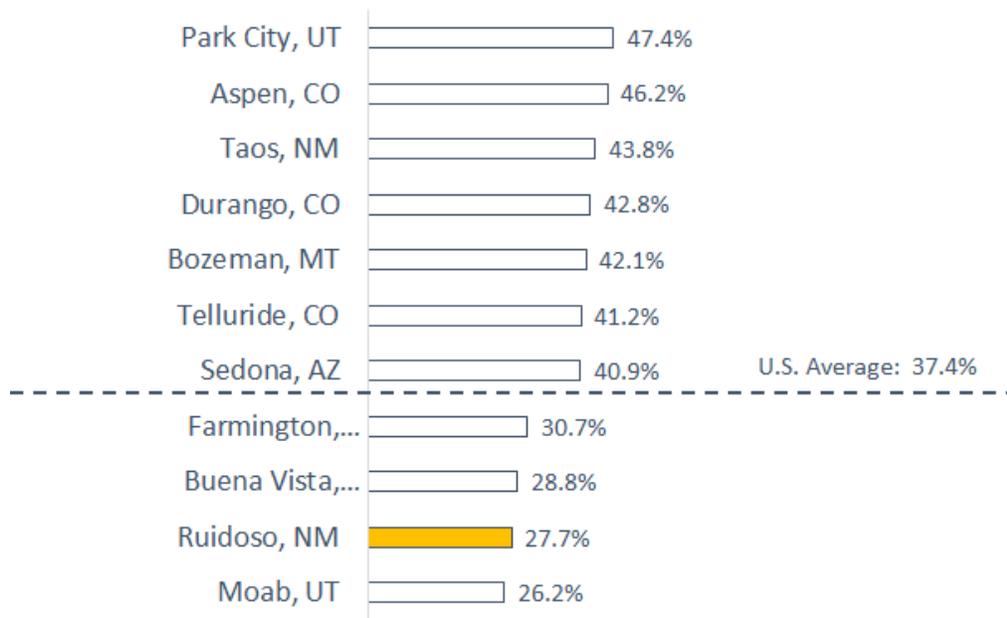


Source: U.S. Census American Community Survey 2017

Knowledge Sector

Ruidoso’s knowledge sector (27.7%) – workers with skills in technology, arts/ culture, professional services, and education – ranks tenth among the benchmark communities. For knowledge workers, Ruidoso has experienced a 29.2% decline since 2013, as the U.S. has experienced a 9.8% increase in this segment of the workforce.

Figure 8. Ruidoso Knowledge Sector, 2016

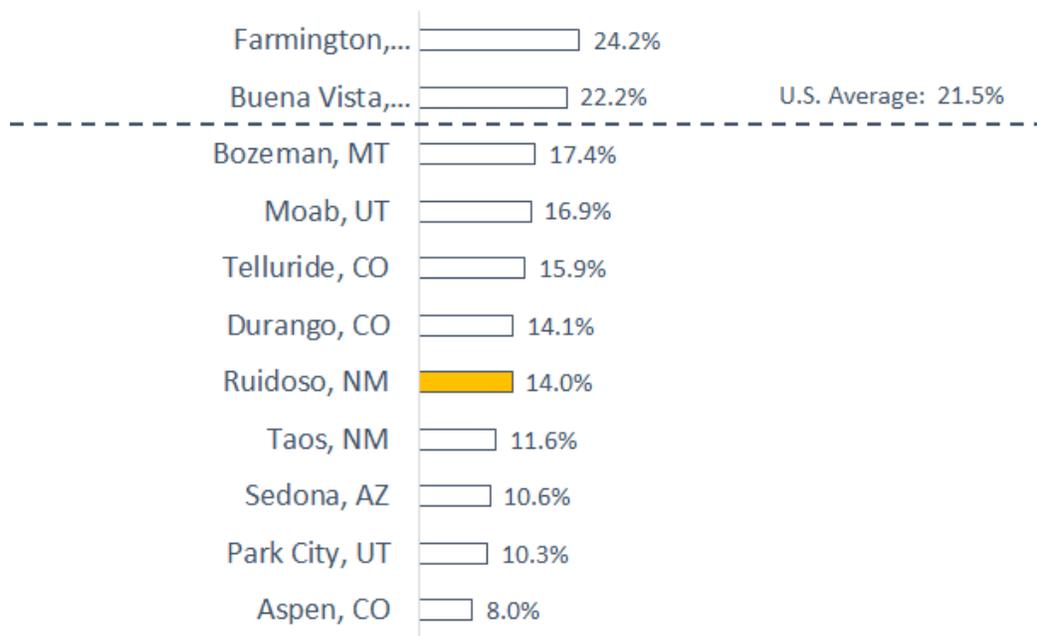


Source: U.S. Census American Community Survey 2017

Working Sector

Approximately 420 Ruidoso residents make up the city’s working sector (14%) – skills associated with production/ manufacturing, transportation, and maintenance.

Figure 9. Ruidoso Working Sector, 2016



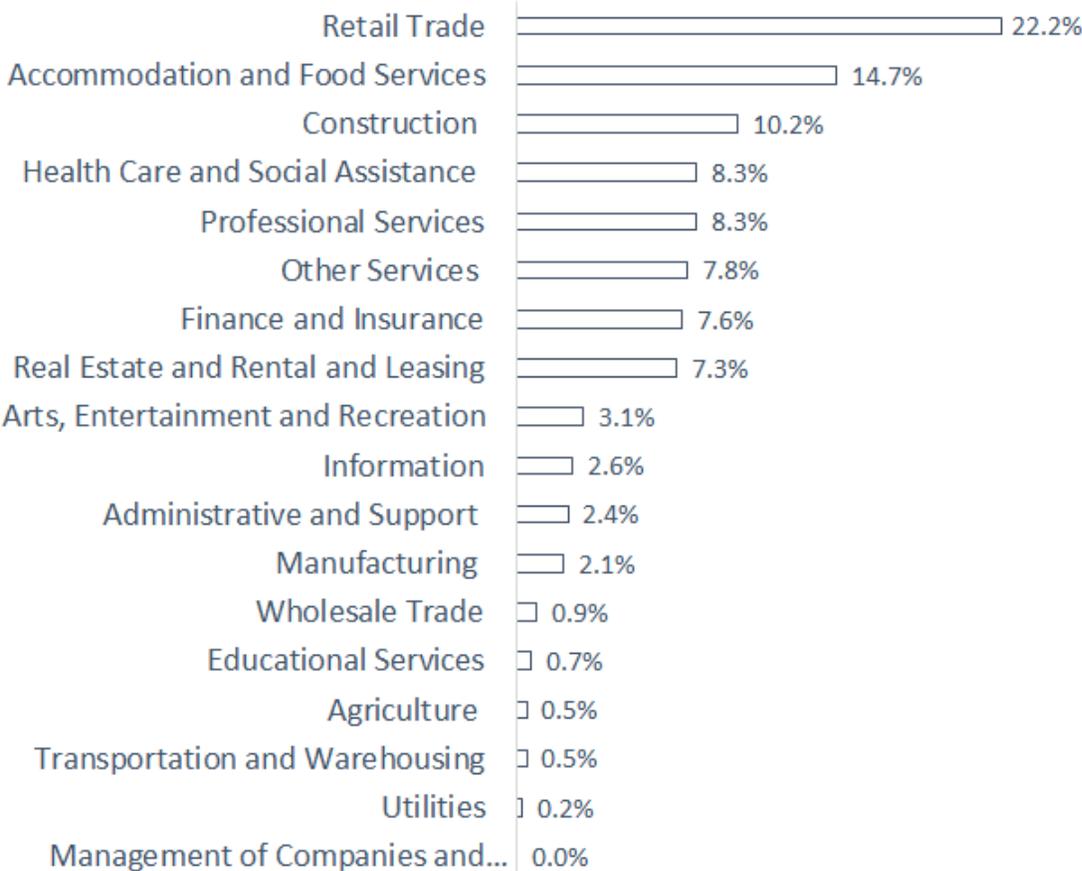
Source: U.S. Census American Community Survey 2017

If the Ruidoso economy is going to diversify, focused attention on attracting new residents or training existing ones in the knowledge and working sectors will be very important as a strategy focus.

Business Establishments

Small businesses are critical to Ruidoso’s community. Not only do they provide employment for residents, but they help to create a destination experience for Ruidoso’s visitors. From 2012 to 2016, Ruidoso experienced a 3.3% decline in the number of business establishments, while the U.S. average was a 4.4% increase. The following is a look at the sectors making up Ruidoso’s’ business establishments. Figure 8 defines the amount of industry sector making up the overall business establishments including some compelling factors. Figure 9 provides the overview of location quotients (LQs) for each industry type. LQ is basically a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average. If the number is higher than 1.0 then it suggests an industry strength in the region. Not surprisingly, the predominant strengths for Ruidoso pertain to industries tied to tourism, with the exception of agriculture.

Figure 10. Ruidoso Business Establishments, 2016



Source: U.S. County Business Patterns 2016

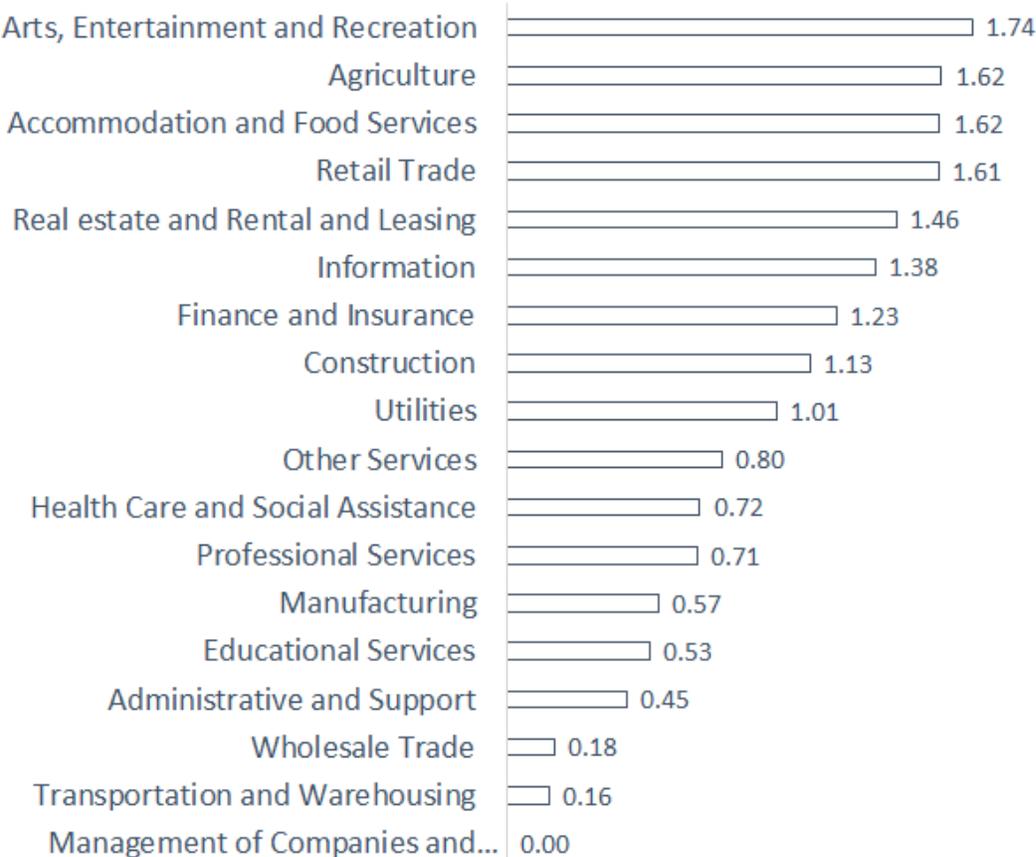
Retail, Accommodations, or Food Service Four out of 10 Ruidoso's businesses (37%) are retail, accommodations, or food service establishments. Accommodations and food service establishments have declined 11% in the past five years, while the number of retail business has remained static. Among all of the benchmark cities, Ruidoso has the greatest share of retail businesses (22.2%).

Arts and Recreation. Arts and recreation businesses account for 3.1% of all Ruidoso establishments – nearly two times the U.S. average. This reflects the connection to the outdoors and supports the tourism economy.

Financial Services. Among all of the benchmarks, Ruidoso ranks first for its share of financial services businesses (7.6%) compared to peer communities and well above the U.S. average (6.1%). This reflects Ruidoso’s role as the main business center in Lincoln County. As noted above, financial services are distinct from real estate services. Ruidoso ranks sixth for its share of real estate businesses (7.3%) compared to its peers and is above the US average (5.0%).

Professional Services While Ruidoso appears to have a large share of this sector, compared to its peers the community is ninth out of ten and below the US average of 11.6%.

Figure 11. Ruidoso Business Establishments by LQ, 2016



Source: U.S. County Business Patterns 2016

Aligning with State and Regional Opportunities

The State of New Mexico has identified the competitive clusters at a state and regional level based on employer strength, workforce and industry assets such as land and infrastructure. Southeastern New Mexico Economic Development District (SNMEDD) has preliminary outlined some opportunity industries within their Comprehensive Economic Development Strategy (CEDS). Identifying alignment between the state, region and local industry strengths is important to maximize future marketing and talent development across all levels of government. Furthermore, if the Village pursues federal Economic Development Administration (EDA) grant funds, it must show that it is focused on diversifying the economy toward traded-sector industries in alignment with the regional CEDS. Therefore, if the city intends to utilize such resources, it is important to identify and focus on these types of businesses.

Figure 12. State, Regional and Local Industry Cluster Alignment

State of New Mexico Key Industries	SNMEDD Target Industries	Ruidoso Opportunity Clusters
Sustainable & Value-Added Agriculture	Sustainable & Value-Added Agriculture	Sustainable & Value-Added Agriculture
Outdoor Recreation	Outdoor Recreation	Outdoor Recreation
	Light Manufacturing	Light Manufacturing
		Health Care
	Oil and Gas Production	Professional Services/Remote Workers (tied to regional and state clusters)
Aerospace & Defense	Military and Unmanned Aerial Vehicles (UAV)	
Digital & Emerging Media		
Sustainable & Green Energy	Alternative Energy	
Intelligent Manufacturing		

Source: Bridge Economic Development

Rural Pathway Project (RPP)

The State of New Mexico Tourism Department initiated the Rural Pathway Project (RPP) to assist tourism stakeholders within New Mexico in developing existing tourism assets into opportunities that can support a broader economic base in the long term. The intent is to encourage a more resilient economy that leverages the tourism strength to create more economic opportunities through traded sector businesses. The following figure outlines how Ruidoso’s current assets could expand into other industries with the development of certain tourism assets.

Figure 13. Ruidoso Potential Tourism-Traded Sector Industries

Tourism Sector	Traded Sector	Necessary Assets	ED Approach
Wineries and Local Food Products	Agriculture Food and Beverage Manufacturing	<ul style="list-style-type: none"> • Water • Power • Commercial kitchen • Food cart culture • Small manufacturing space • Workforce Certification • Small business support 	Grow
ATV/Biking/Hiking/Skiing	Small-scale niche manufacturing and repair	<ul style="list-style-type: none"> • Power • Small manufacturing space • Cluster of similar types of companies • Workforce Certification • Small business support 	Grow
Access to Outdoors and Vibrant Downtown	Professional Services – remote commuting	<ul style="list-style-type: none"> • Broadband • Coffee shops/co-working space • Highly educated workforce 	Attract

Source: Bridge Economic Development

Beyond these sectors tied to the tourism industry, Ruidoso has additional opportunities to grow the economic base with the construction of the new of the Lincoln County Medical Center serving the broader region.

Recommended Ruidoso Industry Clusters and Education Alignment

Based on the above information, we recommend that Ruidoso focus on the following industry cluster development opportunities. The following matrix of education assets and example companies serves as a guide for future actions outlined under the Goals and Objectives section.

Figure 14. Ruidoso Industry Cluster and Workforce Development Alignment

Range of Opportunity	Industry		Ruidoso School District (RSD)		ENMU		Example Companies
	Cluster	Type	Middle School	High School	Existing Program	Potential Program	
Near-Term	Outdoor Recreation	Traded			SBDC	NA	Services related to skiing, hiking, fishing, biking
	Food and Beverage Manufacturing	Traded	commercial kitchen		Hospitality	Fermentation Certification	Winery, Cornerstone Bakery, Lost Hiker
	Construction	Local		CTE - wood/tech shop	SBDC	Apprenticeship	Local construction firms
	Craft/Light Manufacturing	Traded		CTE - wood/tech shop	Welding	Apprenticeship	Armstrong Welding and Fabrication
UPON INVESTMENT IN BROADBAND and ENMU							
Future	Health Care	Local			Nursing Pre-Certification	Nursing Associates Degree	Lincoln County Medical Center
	Professional Services/Remote workers	Traded			NA	NA	Remote Workers in Engineering - Texas Oil/Gas or Las Cruces Aerospace

Source: Bridge Economic Development

KEY THEMES

In preparing the strategy, the Village hosted local stakeholders for two days of stakeholder interviews. These meetings were supplemented by the distribution of a digital survey, which received over 80 responses. Attachment B provides a summary of the survey results. The following key themes emerged as important topics amongst stakeholders or were identified through research as unique assets to the Village that should be considered for Strategy development.

Outdoors and Environment – This is overwhelmingly the most defining and cherished asset of Ruidoso. It is why people vacation there and choose to stay. Further embracing the outdoor beauty, clean air and climate, and experiential recreation is a significant advantage that should be leveraged to diversify the economic base.

“Homecomer” Population – A homecomer is defined by Wendell Berry, the Kentucky writer and farmer, as someone who spent some time away, usually to pursue better opportunities in cities, and then choose to return to their rural roots. This is an emerging theme across rural and micropolitan communities across the country and should be embraced. Ruidoso is fortunate to be gaining a younger generation of residents that are bringing new ideas and energy to the community and should be embraced and attracted.

Downtown Core – The downtown area is a charming element of the community that provides desired amenities such as restaurants and retail. Focused attention on supporting the existing businesses and catering to the local community is important.

Lack of Broadband – The lack of broadband not only inhibits the ability to diversify and grow the economic base, it is currently impacting existing businesses. Many retail stakeholders conveyed that they often have trouble running credit cards due to limited bandwidth.

GOALS AND OBJECTIVES

In order to prepare a community to proactively engage with rapidly changing trends, it must have a strategy in place. Without a strategy, efforts are often reactive, non-collaborative, and not connected for meaningful impact. For an economic development plan to succeed, numerous partners and organizations must be engaged and collaborate toward common goals. At the same time, it is essential for public and private entities to recognize that they are partners in economic development efforts, as one cannot be sustained without the other. To efficiently and effectively align goals, a community must understand, document, and achieve consensus on its vision, values, opportunities, and objectives, which is being done within the overall comprehensive plan.

The world’s economy is changing rapidly. An established “playbook” provides enough broad goals to recognize opportunities when they arise. Clear direction regarding Ruidoso’s roles will help determine projects that should be pursued and those that should be set aside. To effectively implement a strategy, it is as important to say “no” to certain opportunities as it is to say “yes” to others.

In addition, it is important to annually revisit the document to determine where progress is being made and where other areas are deficient. It will be necessary to update the document every three to five years in keeping with the rapid pace of change in the economy.

Goal 1: Expand the Existing Industry Base

Why this Goal?

Diversifying the economic base beyond the retail and tourism industry is critical to sustain the health of Ruidoso. Diversification will provide alternative job opportunities with middle-income wages. Furthermore, companies within manufacturing or professional services have the opportunity to scale up and often encourage new companies to spin-off. Attracting new businesses is challenging and even more so in rural communities. Therefore, the most efficient way to grow the economic base is to support existing companies by understanding their barriers to growth and talent needs. Additionally, companies that start in a community are more likely to stay and grow there.

Objective 1.1: Identify an Economic Development Champion

In order to implement the Economic Development Strategy, the Village must have a designated staff person that will be the full-time champion for economic development. This person must build relationships with existing businesses, monitor the strategy implementation, and build relationships across several municipal departments in order to leverage opportunities for infrastructure investment and other identified programs. Without an identified champion, the Strategy is likely to sit on a shelf.

Actions	Deliverables
A) Hire staff person to implement Strategy	<ul style="list-style-type: none"> • Approval for staff position • Post position and recruit • Position filled
B) Collaborate with SNMEDD and other stakeholders to review Strategy and coordinate activities	<ul style="list-style-type: none"> • Review Strategy deliverables with report to Council each year • Identity funding mechanisms to support priorities outlined in the Strategy

Objective 1.2: Think Regionally

All economies function on a regional scale. Businesses locate where space is available and rents are favorable. Talent goes where it can find jobs. The economy does not adhere to geo-political boundaries. In order to effectively foster economic development, elected leaders and community stakeholders must work together regionally. When implementing the recommended Strategy, businesses within unincorporated areas and Ruidoso Downs need to be included in order to effectively grow industry clusters.

Actions	Deliverables
A) Meet with Ruidoso Downs and other surrounding communities to discuss Strategy	<ul style="list-style-type: none"> • Establish a regional team of key staff and/or elected leaders dedicated to economic development • Share Ruidoso ED Strategy as a baseline to begin collaboration • Identify regional businesses that fit into identified industry clusters • Create list of targeted companies within industry clusters to visit • Regional team visits 10 companies a year (generally 1 per month) • Determine business barriers/opportunities
B) Address barriers as a region	<ul style="list-style-type: none"> • List and define barriers identified by businesses with costs if appropriate • Meet with state representatives with regional and SMEDD stakeholders to determine solution.
C) Market the entire region	<ul style="list-style-type: none"> • Document quotes from CEOs (for marketing purposes) as to why they like doing business in Ruidoso region • List all businesses within each cluster and supporting regional assets • Create a regional marketing story centered on the region's economic development offerings beyond tourism only

Objective 1.3: Convene Industry Clusters and Define Needs

Businesses tied to similar industries should be convened to discuss what they need to grow. Focused meetings such as these build collaboration and foster cross-pollination of opportunities and ideas. In addition, the meetings result in specific action items necessary to address business growth needs. Community partners can then effectively work to remove barriers and provide meaningful support to businesses. The businesses will also inform what type of sites/buildings and infrastructure is needed to foster growth. As identified in Attachment A, the community considers building broadband to be one of the most important economic development objectives.

In addition, the New Mexico Governor just launched a new initiative to boost the marketing of New Mexico's outdoor recreation industries and create a division in the Economic Development Department to grow outdoor businesses. The Legislature has appropriated an initial \$200,000 to launch the Outdoor Recreation Division as well an Outdoor Recreation Advisory Committee. The money will be used to hire a director who can move forward with a plan on ways to expand New Mexico's outdoor economy. Ruidoso should work closely with the state to define and promote its existing outdoor assets.

Actions	Deliverables
A) Embrace the Outdoor Recreation Industry Cluster	<ul style="list-style-type: none"> • Work with the State of New Mexico to understand their definition of “outdoor recreation” • Identify regional businesses that fit into the identified industry clusters • Visit the companies to build awareness of the state focus and define barriers and opportunities. • Define and close the gaps in the bike trail system • Partner with the state to actively promote the Ruidoso outdoor recreation cluster.
B) Convene industry focus groups	<ul style="list-style-type: none"> • Convene a meeting at least once a year with businesses within each different cluster. Include industry associations, ENMU, SBDC, and K-12 at the meetings. • Listen to businesses and document consistent needs. • Identify competing local communities with each different cluster and what they do well. Visit the communities. • Share with them new programs (e.g. CTE training at K-12) to enhance collaboration. • Address business needs.
C) Help build broadband	<ul style="list-style-type: none"> • Form a tech steering committee with key anchor institutions needing broadband like Hospital, ENMU, K-12, and EMS. • Define current limitations, strongest service, and barriers. • Present a non-binding resolution to Village Council to clearly confirm buy-in and commitment to grant application. • Tech steering committee works with SNMEDD to apply to federal EDA to fund a portion of for a broadband feasibility (\$80K) study that is needed to diversify economy and bring in professional services. (EDA typically only provides a 50% match, however if the community is distressed it could receive 80%. Data showing a declining population and income suggests that the community is distressed and should be presented to EDA). • Work with other private and public partners to contribute funds so that the Village is not responsible for all of the match. (e.g. hotels, tribes, hospital, school district, etc.) • ED team reaches out to federal representative regarding access to grant programs: https://www.usda.gov/reconnect or Rural Digital Opportunity Fund

Objective 1.4 Grow Your Own

New businesses account for nearly all net new job creation and almost 20 percent of gross job creation. Furthermore, companies less than one-year-old have created an average of 1.5 million jobs per year over the past three decades¹². People generally start businesses in the places they are already located, and many of the resources they access are at the local or regional level. These businesses need exposure to capital and industry networks for collaboration and support. It is important to support an ecosystem where startups are supported and celebrated to create new jobs.

Actions	Deliverables
A) Foster professional business industry cluster growth	<ul style="list-style-type: none"> • Sponsor and support quarterly meet-ups of remote workers/professional startups. This encourages peer to peer networking and addressing problems within the industry. (Keep it exclusive to the professional industry. This in not intended for service providers to network/solicit business). • Work with private developers to create office co-working space
B) Encourage more food and beverage manufacturing	<ul style="list-style-type: none"> • Permit food carts downtown. This is low-risk and low-cost way for startups to enter the market and test new product. It also introduces diversity and vibrancy for customers • Collaborate with K-12 to promote commercial kitchen for startups. Align use of kitchen space with ENMU SBDC programs to guide new business through marketing and administration hurdles. • Leverage expertise of Cornerstone Bakery to help train others in utilizing a co-packing facility for manufacturing and distribution.
C) Encourage light/craft manufacturing	<ul style="list-style-type: none"> • Make sure Village zoning permits new manufacturing space. • Work with ENMU to create a maker space in their facility.

Goal 2: Build a Skilled Workforce

Why this Goal?

Complex issues driving income stratification and workforce skills gaps are making it more difficult for all residents to realize positive personal economic growth in keeping with business growth. To plan for this modern economy, communities must consciously foster a resilient economy that is derived from a diverse industry base and skilled workforce to weather inevitable negative portions of economic cycles. This is a long-term goal that requires significant collaboration and investment

¹² The Importance of Young Firms for Economic Growth, Kaufman Foundation, September 13, 2015

between education, government and businesses. As identified in Attachment A, the community considers building a skilled workforce to be one of the most important economic development goals.

Objective 2.1 Prepare Youth for Economic Opportunity

Educational attainment is one of the significant determining factors in determining income growth and access to career pathways. Engaging youth early regarding career opportunities is a critical component in high school graduation success rates and preparation for higher education. Research has demonstrated that access to quality Career Connected Learning (CCL) or access to apprenticeship programs increases graduation rates and enrollment in postsecondary certification, credential, and degree programs. For this objective to succeed, both business and education leaders must be committed to its success.

Actions	Deliverables
A) Enhance youth access to Science, Technology, Engineering and Math (STEM) related occupations	<ul style="list-style-type: none"> • Support and promote K-12 recent investment in Career Technical Education (CTE) programs. Make regional businesses aware of programs to provide internships or tours. • Work with K-12 and hospital to establish a career pathway program into health care • Consider hosting a STEM fair downtown focused on showcasing CTE machining and construction projects.
B) Engage youth with industry clusters	<ul style="list-style-type: none"> • Encourage and support youth programs tied to outdoor recreation. This will begin to build a pipeline of talent for the industry as well. • Encourage businesses in outdoor industry cluster to support K-12 sporting clubs (e.g. hiking, biking, skiing). • Develop apprenticeship programs for construction industry. • Sponsor and support a culinary contest for kids that utilizes the school’s commercial kitchen. Showcase competition downtown.

Objective 2.2 Invest in ENMU-Ruidoso

Without a skilled workforce, local businesses cannot grow and thrive. ENMU is an important asset to provide the necessary certification and training for the workforce serving existing employers. Capital investment in this education resource is critical if the region wants to diversify the industry base and have a more resilient economy.

Actions	Deliverables
A) Align industry with college programs	<ul style="list-style-type: none"> • When meeting with industry clusters to • determine necessary skills training. Include ENMU in meetings to develop curriculum as necessary. • Encourage business owners to help craft and instruct skills programs. • Support and promote Small Business Development Center (SBDC). Work with industry to tailor to specific needs such as restaurant management.
B) Enhance campus assets	<ul style="list-style-type: none"> • Support development of student housing for ENMU students • Support development of startup assets such as commercial kitchen to enhance culinary program or maker space to encourage craft manufacturing. • Build broadband to allow for provision of nursing program and other advanced courses.

Objective 2.3 Attract Talent Back Home

Talent is the number one asset and driver for business in deciding where to expand and grow. A community that easily attracts talent has a significant competitive advantage for business. There is already an emerging trend of returning “homecomers” intent on contributing to the community. Intentional efforts to build of this trend through networks to lower barriers to entry into community, business, and social networks is important.

In recruiting new talent, employers often struggle to secure management positions that are typically filled by people that are 35 – 45 years old due to work experience. Often these people are just starting out or have established a family and therefore are focused on living in a community with family-oriented amenities. Public investment and retail amenities that serve this group is important to retain experienced talent. A consistent message from the community was the lack of diverse housing types. This limited supply is a barrier to easily attracting new talent. Furthermore, limited supply may force some people to “buy-down” and occupy homes that would otherwise be available for lower-income residents.

Actions	Deliverables
A) Embrace the “homecomers”	<ul style="list-style-type: none"> • Create a Task Force (including ENMU) of diverse local residents that are the demographic make-up of the target audience. • Task Force develops strategy for messaging, events and local engagement to attract desired group. Promote campaign with the high school and ENMU alumni database or utilizing LinkedIn Premium. • Foster more affordable housing development by dedicating a portion of second-home permit fees to affordable housing fund.

B) Support Families	<ul style="list-style-type: none"> • Invest in a recreation center with indoor pool to support families year-round • Work with private developers to remove barriers to building more entry level single-family residential for families. • Encourage restaurants to cater to families through retail training.
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Goal 3: Enhance Place for Local Residents

Why this Goal?

The Village of Ruidoso has a strong history of serving as a recreation oasis for visitors from Texas and other parts of New Mexico. This historic trend has created a vibrant tourism economy that thrives for portions of the year. As a result, the majority of businesses struggle with retaining a reliable workforce. At the same time, because so many business owners are busy running their own businesses tied to the service industry, they have limited time and resources to patron other service industries. Finally, with the service industry focused on peak visitor season, local residents are not adequately served in the off-season or when the businesses are overwhelmed with visitors during peak season. Balancing this current service culture is important for business health and local resident satisfaction.

Objective 3.1 Enhance Downtown

People of all ages desire access to a dynamic lifestyle with housing, restaurants, entertainment, and retail nearby within downtown cores. Such areas are important for employers to be able to attract and keep talent. It is important for Ruidoso to define and actively grow the downtown unique to their local values.

Actions	Deliverables
A) Maximize the existing building stock	<ul style="list-style-type: none"> • Inventory vacant buildings. Work with building owners to determine if there are barriers to renting space. • Continue to support and invest in the storefront improvement program.
B) Align retail and industrial clusters	<ul style="list-style-type: none"> • Encourage new storefront tasting rooms, manufacturing production, outdoor recreation services downtown. • Encourage breweries downtown. • Promote and encourage a farmer’s market that sells local produce and goods.
C) Introduce year-round customers	<ul style="list-style-type: none"> • Tailor retail to the year-round residents with consistent and quality service and product. • Encourage development of office and co-working space downtown. • Encourage market-rate apartment development downtown.

Objective 3.2 Support Local Retailers and Expand the Market

Ruidoso is the regional hub for the area and is experiencing a growing interest from Portland investors. Retail in Ruidoso is heavily focused on visitors and not year-round residents. Residents want amenities such as restaurants and community gathering places with families. Understanding the Village’s retail niche as well as missed opportunities for additional amenities serving local residents is important. At the same time, it is important to cultivate opportunities for local residents. Many of these businesses need “brick-and-mortar” locations often requiring tenant improvements and building permits, which is a process they may have never encountered as opposed to more experienced developers. These businesses often benefit greatly from business planning and consulting as well. For these business owners, having one point of contact at the jurisdiction to navigate the process of starting a new business is extremely valuable.

Actions	Deliverables
A) Cultivate success for existing retailers.	<ul style="list-style-type: none"> • Hire a retail coach to help with store layout, window display and marketing to improve revenues. Michele Reeves with Civilis is recommended. As identified in the business survey in Attachment A, marketing is the most requested support. • Have consultant educate retailers on the importance of collaboration regarding hours of operation and event promotion and engagement. • Encourage restaurant management/culinary training for peak season • Help create a succession planning program with SBDC to guide current owners into successful sales of businesses.
B) Make it easy for new retailers to enter market	<ul style="list-style-type: none"> • Develop a How-to-Do Business Program/ Guide for business owners that want to open a business in Ruidoso • Develop a “match-making” database of retail businesses that went through succession planning as an investment opportunity to “homecomers” as a recruitment tool.

End of Document

ATTACHMENT A

April 10, 2019 Community Open House

Feedback on Preliminary Economic Development Recommendations

ECONOMIC DEVELOPMENT Preliminary Recommendations	
Build a Skilled Workforce	
Bring talent back home	
Convene ENMU and industry to build a trained workforce	
Engage K-12 early through entrepreneur and internship programs	
Own Your Identity and Story	
Showcase outdoors and environment	
Tell story of local traded-sector businesses (not just tourism)	

ECONOMIC DEVELOPMENT Preliminary Recommendations	
Expand the Existing Base	
Grow traded-sector industry base	
Focus on start-ups and expanding existing companies (not recruitment)	
Build Infrastructure and Sites Strategically	
Make sure there are buildings and sites available for business to grow	
Build broadband to expand professional services industry	
Enhance Place for Locals	
Provide business programs for existing business	
Tailor retail to locals	
Increase permanent housing supply	
Community Center	

ECONOMIC DEVELOPMENT
WRITE ADDITIONAL RECOMMENDATIONS

Duplicate Ex - Locals (college town)
 Restaurant Be Consistent - ENMU
 Getting them prepared for peak season
 Litz Middle school kitchen (graduate CTE)
 (NATRE SPEELMAN) Hospitality (solar/wind training)
 Life skills - Youth Advisory Council
 Not many restaurants downtown
 Too many vacancies
 Water Park at Lake - Pay for train 20 Hz/20 the week
 Professional services / Tie to Tourism Companies
 • Tiny offices / Lincoln Tower (co-working)
 Soap manufacturing
 Co-packaging - Cornerstone Bakery

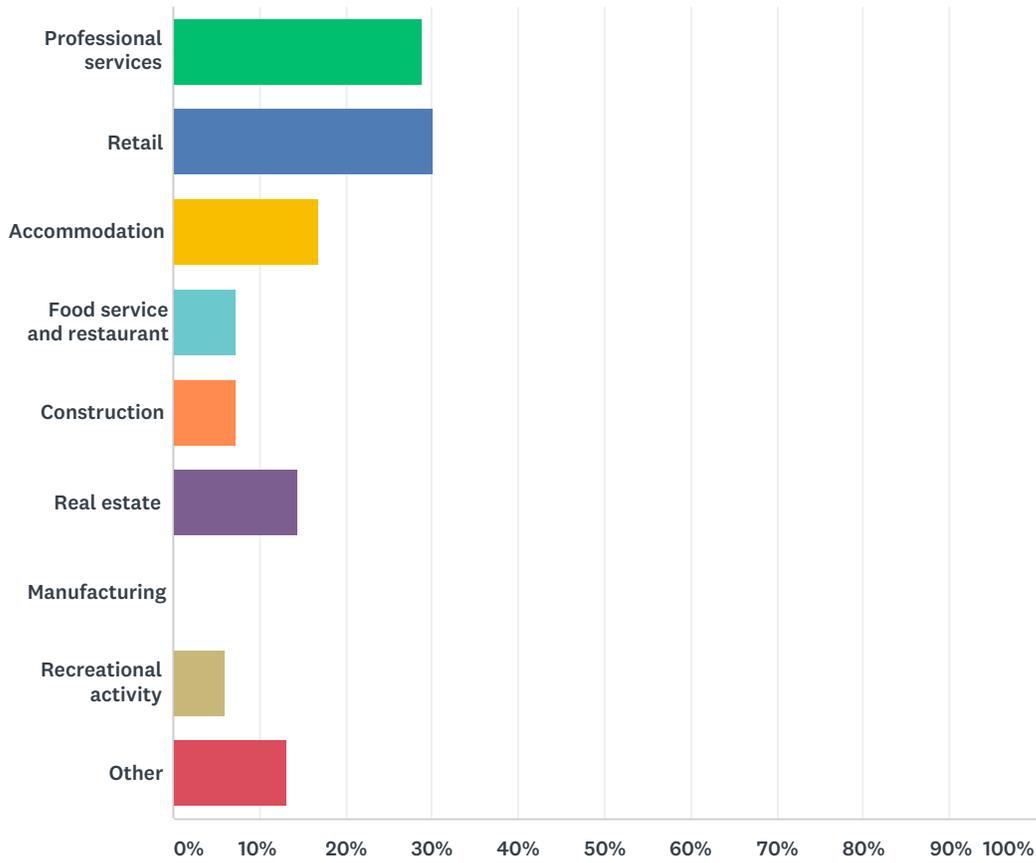
2050 Green Energy Hub
 More professional train

ECONOMIC DEVELOPMENT COST

Farmers Market
 Student housing ^{for} college
 (collaborate more w/ other counties on ED efforts)
 aerospace example Las Cruces Space Port TRC
 More engagement w/ SENWEDD
~~State~~ FILM Industry
 West Texas - oil
 Software ^{State} Outdoor Economic Research
 Food / Bar
 Wildlife Fire Innovation

Q1 What type of business do you operate? (Check all that apply)

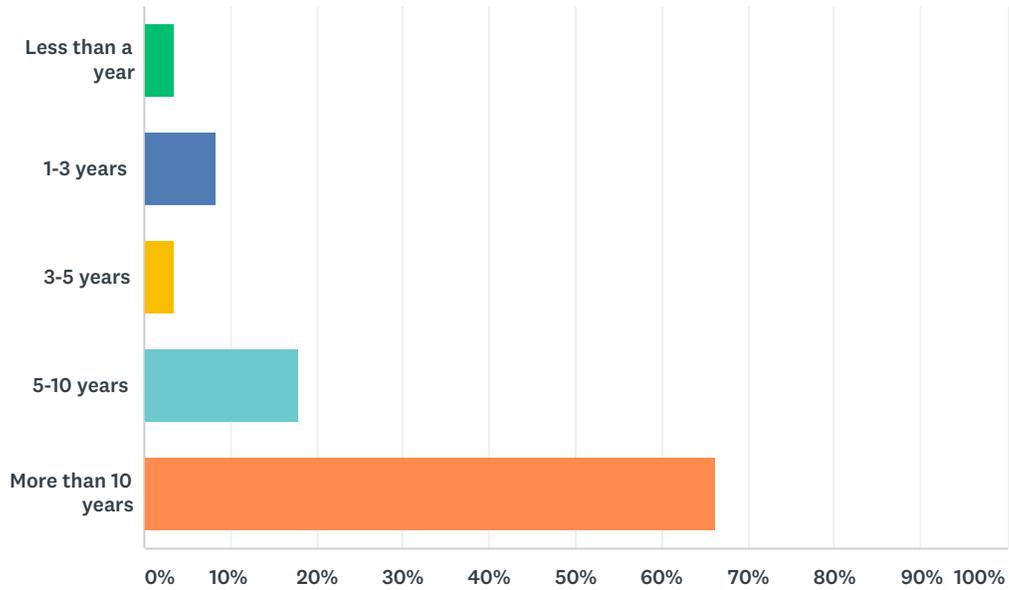
Answered: 83 Skipped: 1



ANSWER CHOICES	RESPONSES	
Professional services	28.92%	24
Retail	30.12%	25
Accommodation	16.87%	14
Food service and restaurant	7.23%	6
Construction	7.23%	6
Real estate	14.46%	12
Manufacturing	0.00%	0
Recreational activity	6.02%	5
Other	13.25%	11
Total Respondents: 83		

Q2 How long has your business been in operation?

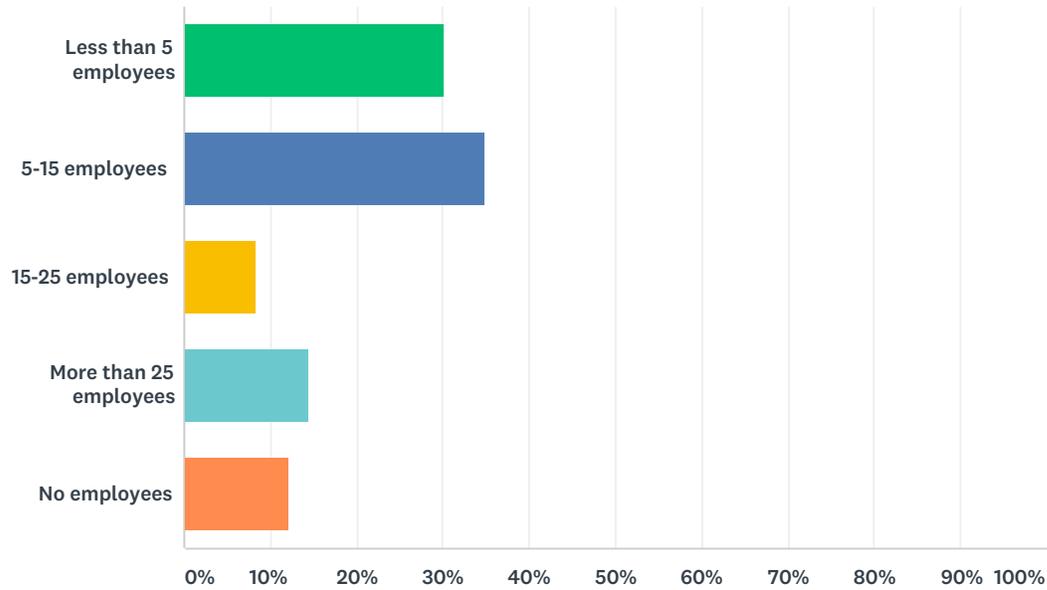
Answered: 83 Skipped: 1



ANSWER CHOICES	RESPONSES
Less than a year	3.61% 3
1-3 years	8.43% 7
3-5 years	3.61% 3
5-10 years	18.07% 15
More than 10 years	66.27% 55
TOTAL	83

Q3 How many people does your business employ?

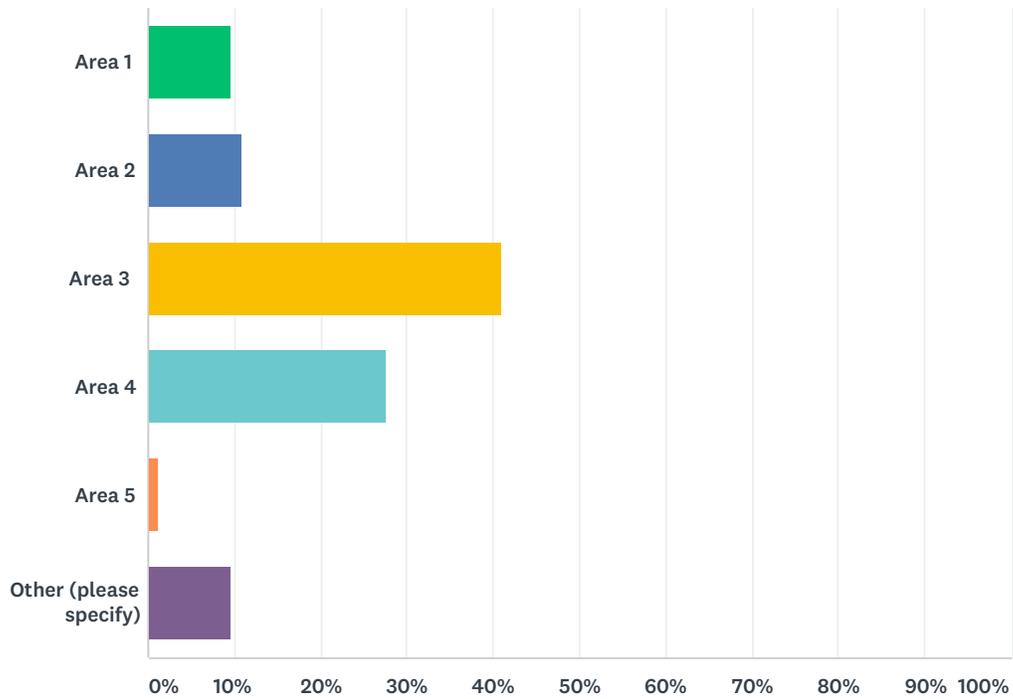
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ANSWER CHOICES	RESPONSES	
Less than 5 employees	30.12%	25
5-15 employees	34.94%	29
15-25 employees	8.43%	7
More than 25 employees	14.46%	12
No employees	12.05%	10
TOTAL		83

Q4 Please select the area which your business falls? If you have more than one, select the area with your main business.

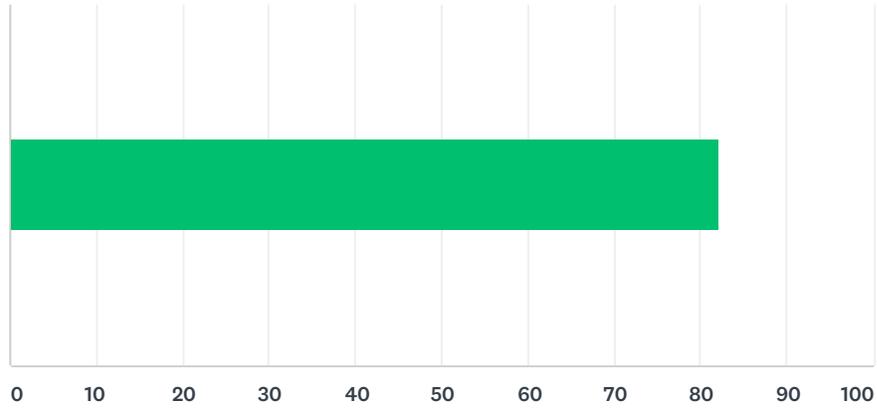
Answered: 83 Skipped: 1



ANSWER CHOICES	RESPONSES	
Area 1	9.64%	8
Area 2	10.84%	9
Area 3	40.96%	34
Area 4	27.71%	23
Area 5	1.20%	1
Other (please specify)	9.64%	8
TOTAL		83

Q5 Climate and nature

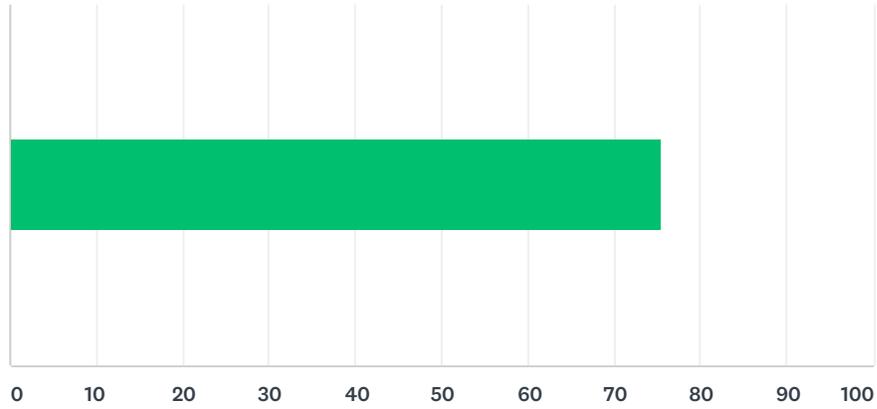
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	82	6,902	84
Total Respondents: 84			

Q6 Access to outdoors and recreation

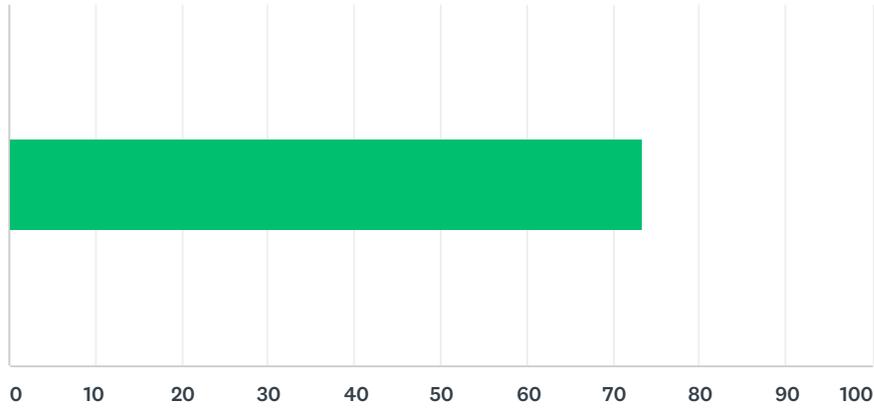
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	76	6,348	84
Total Respondents: 84			

Q7 Sense of community

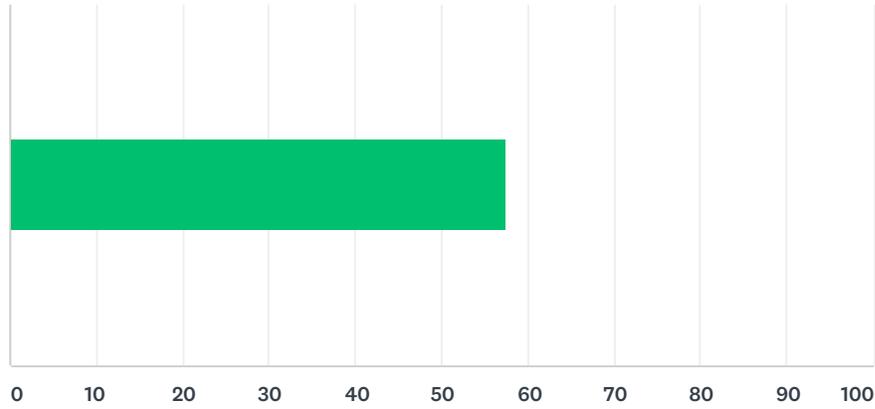
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	73	6,173	84
Total Respondents: 84			

Q8 Similar businesses that help to create a destination for customers

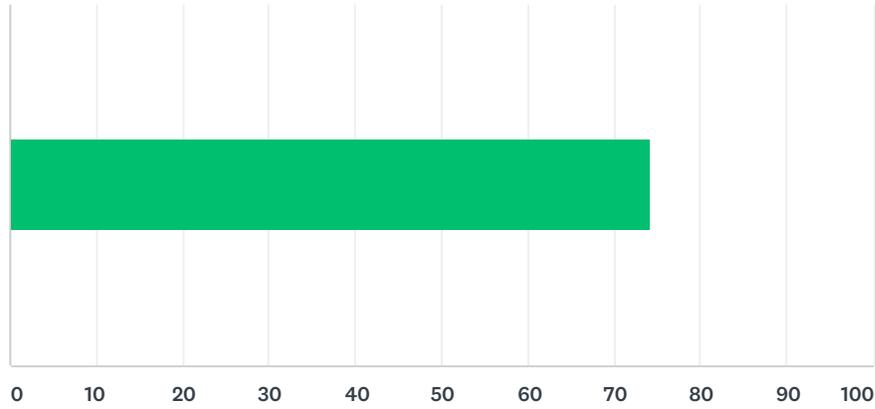
Answered: 82 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	58	4,725	82
Total Respondents: 82			

Q9 Village festivals, events and celebrations

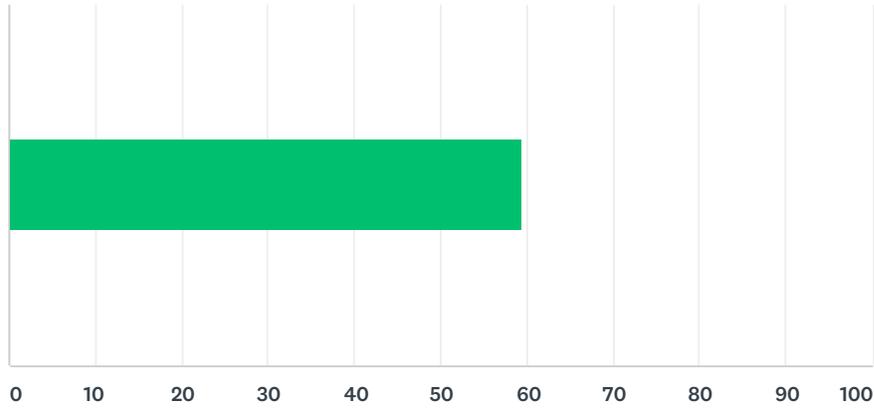
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	74	6,168	83
Total Respondents: 83			

Q10 Visiting sports tournaments

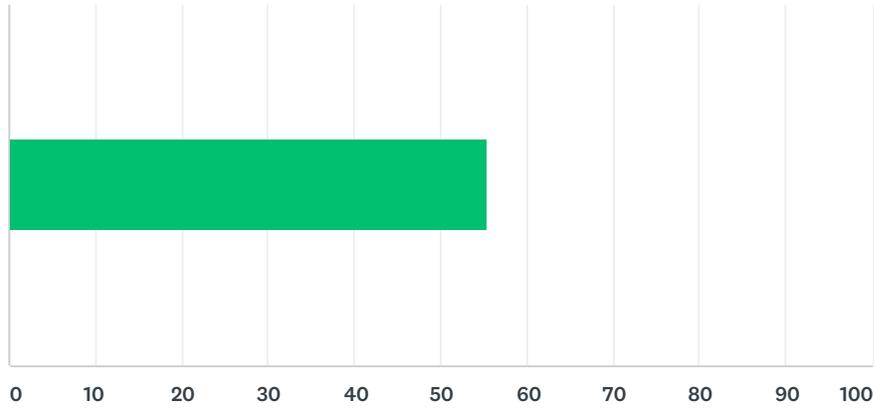
Answered: 82 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	59	4,877	82
Total Respondents: 82			

Q11 Access to public golf courses

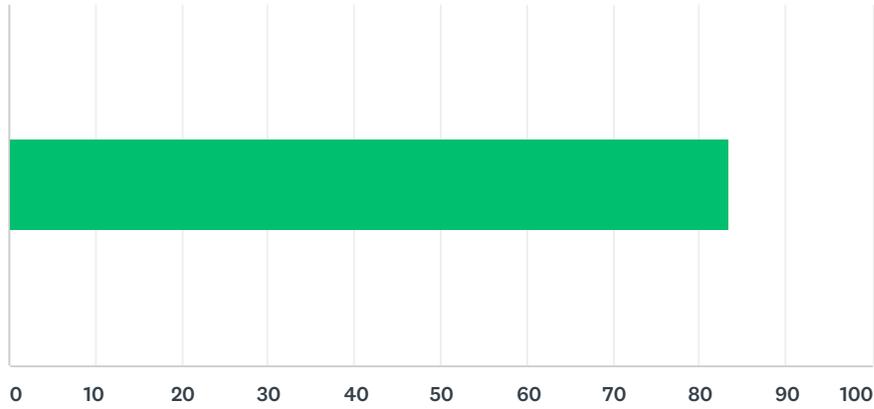
Answered: 82 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	56	4,553	82
Total Respondents: 82			

Q12 Streets and drainage

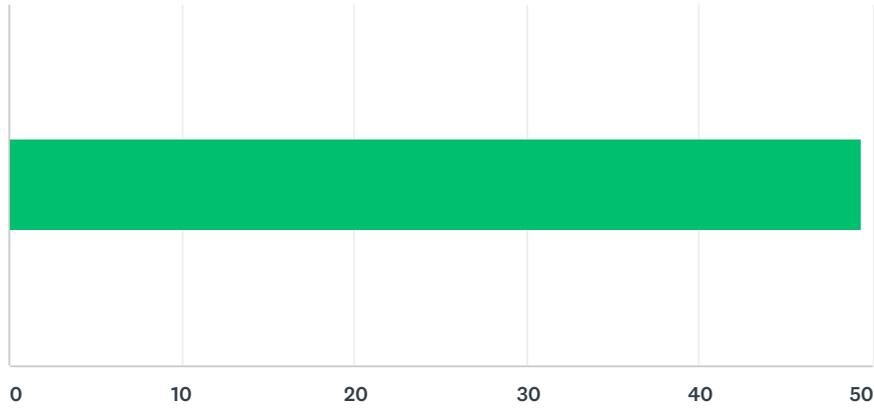
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	83	7,004	84
Total Respondents: 84			

Q13 Public transportation

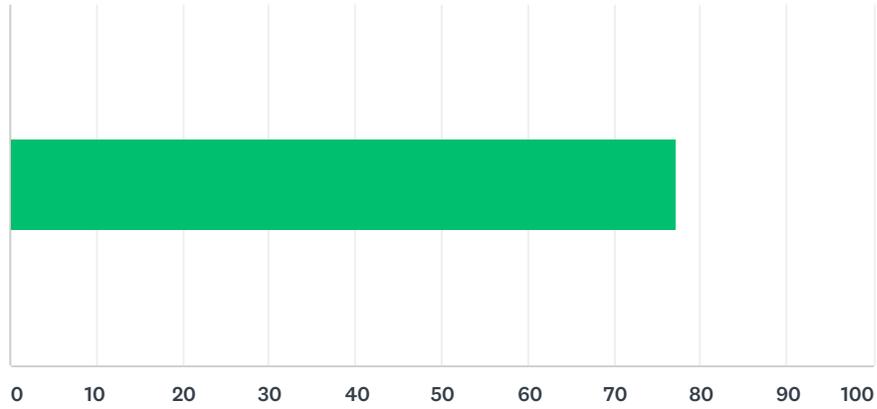
Answered: 82 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	49	4,047	82
Total Respondents: 82			

Q14 Sidewalks

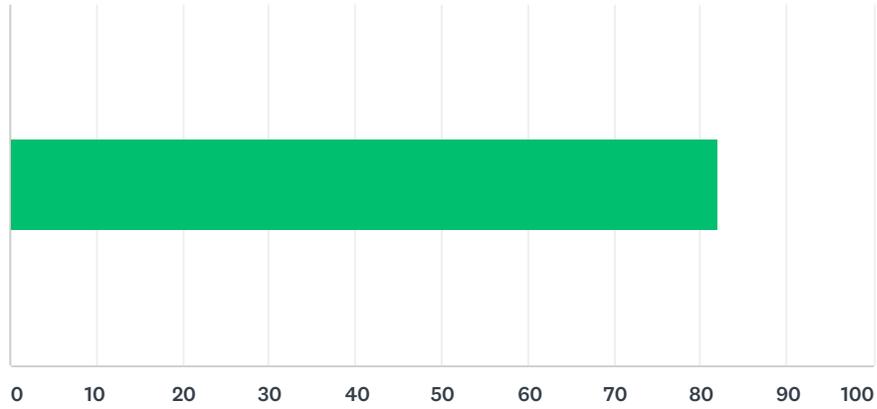
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	77	6,401	83
Total Respondents: 83			

Q15 Parking

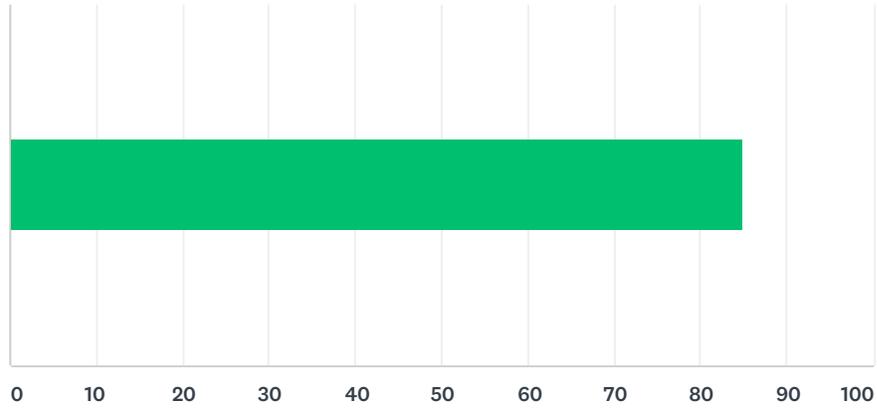
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	82	6,811	83
Total Respondents: 83			

Q16 Broadband

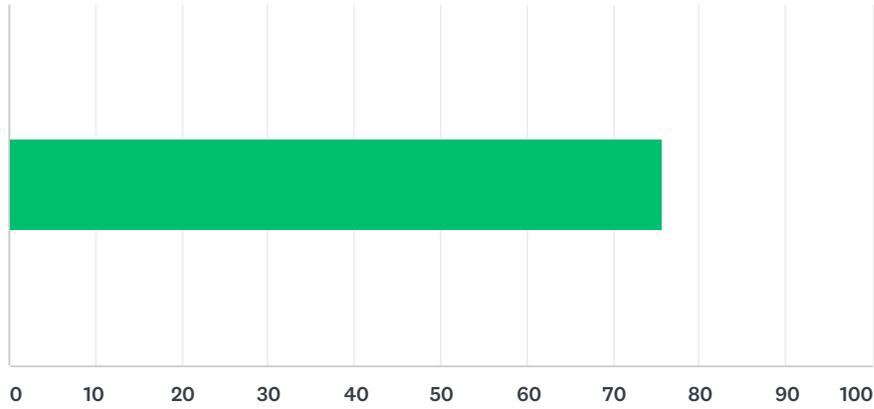
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	85	7,138	84
Total Respondents: 84			

Q17 Parks

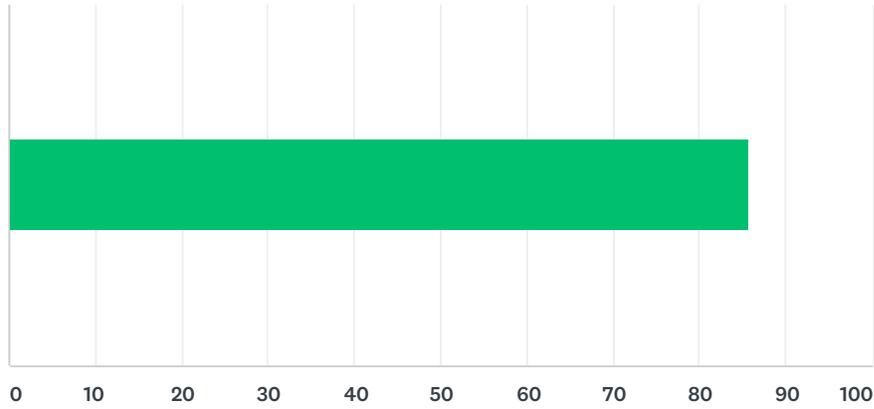
Answered: 82 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	76	6,216	82
Total Respondents: 82			

Q18 Water and sewer

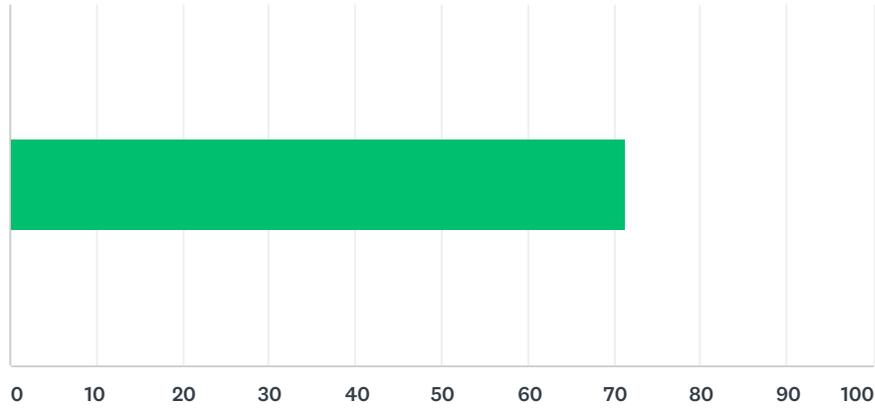
Answered: 84 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	86	7,213	84
Total Respondents: 84			

Q19 Creating adequate (family-wage) job opportunities

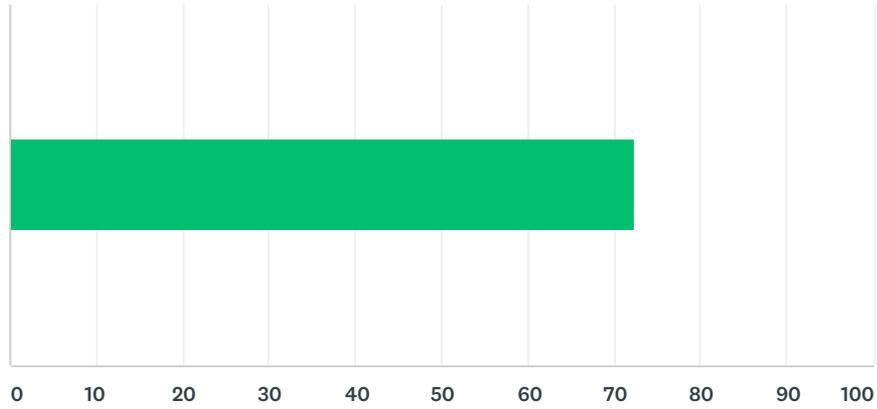
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	71	5,919	83
Total Respondents: 83			

Q20 Developing a suitable range of housing options

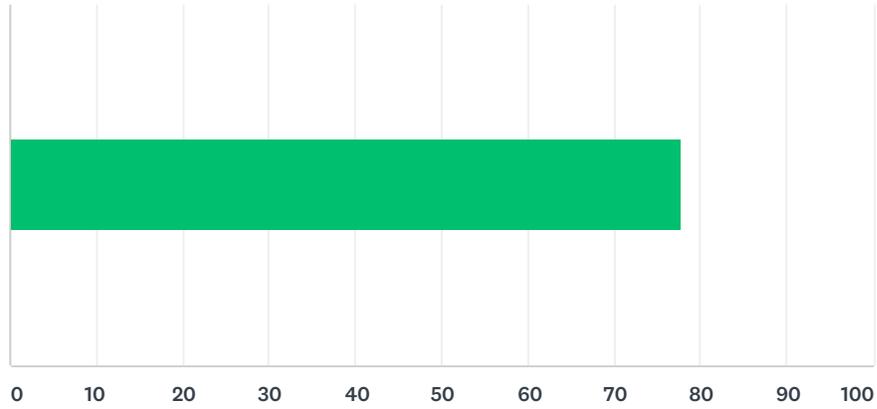
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	72	6,007	83
Total Respondents: 83			

Q21 Protecting small town character during tourist peak visitation

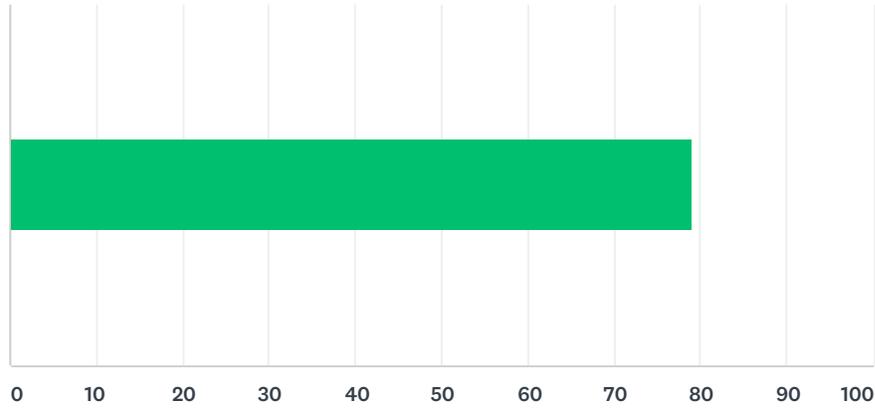
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	78	6,459	83
Total Respondents: 83			

Q22 Providing adequate amenities (parks, recreation, etc.)

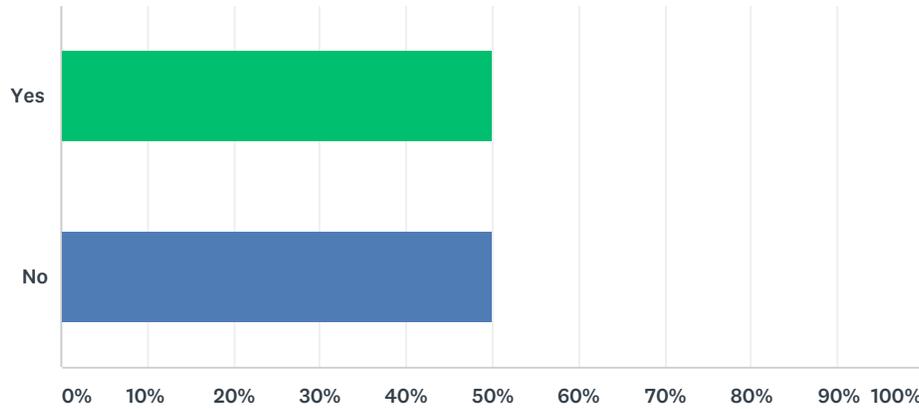
Answered: 83 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	79	6,570	83
Total Respondents: 83			

Q23 Do you think more non-residential development is needed? If no, please skip the next question.

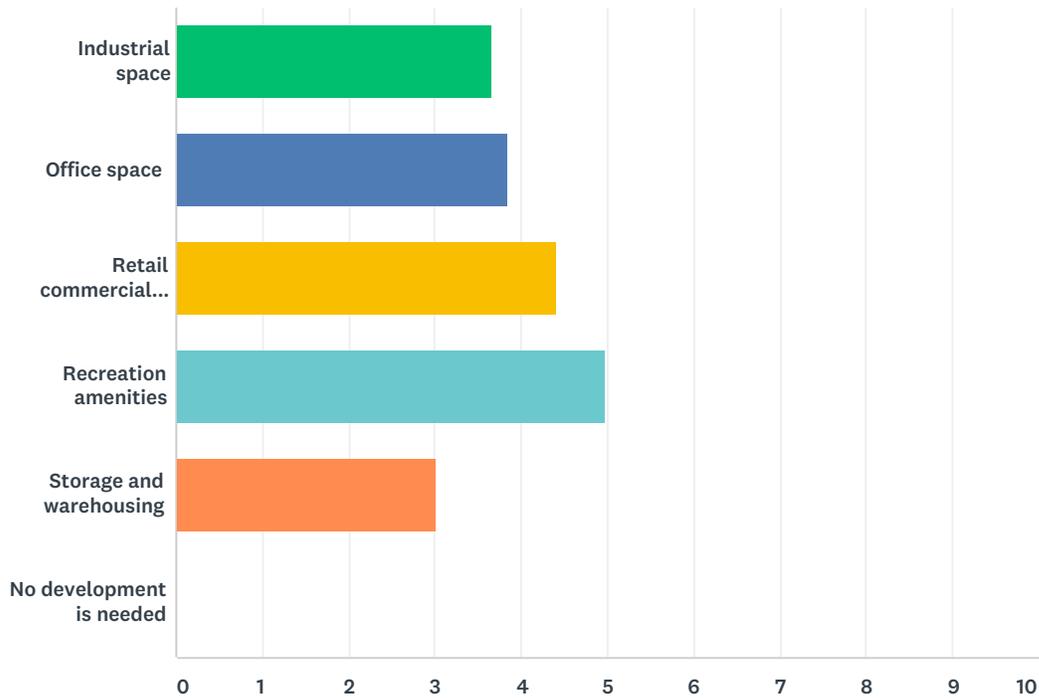
Answered: 84 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	50.00%	42
No	50.00%	42
TOTAL		84

Q24 Please rank (1= most important, 5 least important) the types of non-residential development are most needed. You can drag the choices up or down according to your preference. Skip question if you don't think non-residential development is needed.

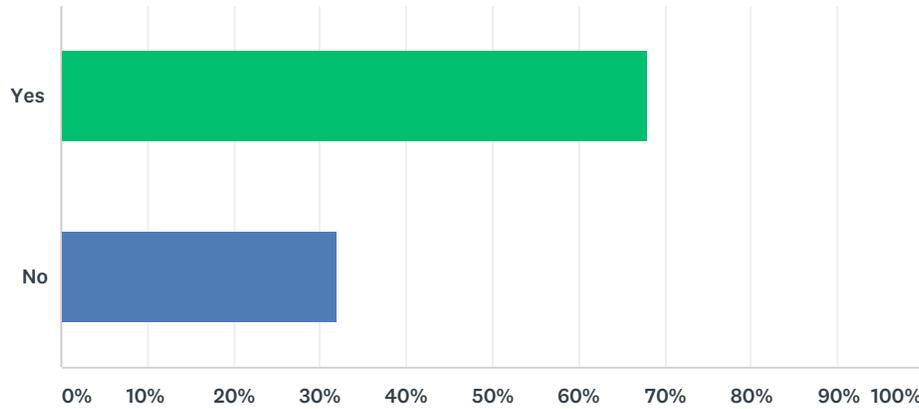
Answered: 59 Skipped: 25



	1	2	3	4	5	6	TOTAL	SCORE
Industrial space	16.33% 8	18.37% 9	12.24% 6	22.45% 11	30.61% 15	0.00% 0	49	3.67
Office space	2.17% 1	19.57% 9	45.65% 21	26.09% 12	6.52% 3	0.00% 0	46	3.85
Retail commercial space	18.37% 9	34.69% 17	22.45% 11	18.37% 9	6.12% 3	0.00% 0	49	4.41
Recreation amenities	57.63% 34	15.25% 9	5.08% 3	10.17% 6	11.86% 7	0.00% 0	59	4.97
Storage and warehousing	3.92% 2	9.80% 5	17.65% 9	21.57% 11	47.06% 24	0.00% 0	51	3.02
No development is needed	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

Q25 Do you think more housing is needed? If no, please skip the next question.

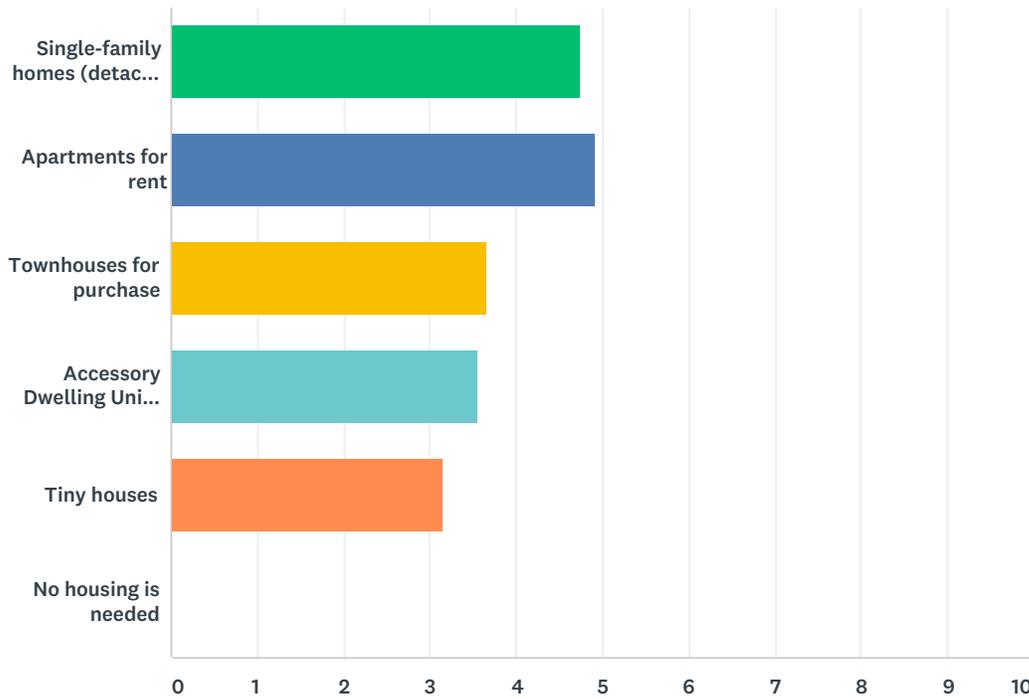
Answered: 81 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	67.90%	55
No	32.10%	26
TOTAL		81

Q26 Please rank (1= most important, 5 least important) the types of housing do your employees most need. You can drag the choices up or down according to your preference. Skip question if you don't think housing is needed.

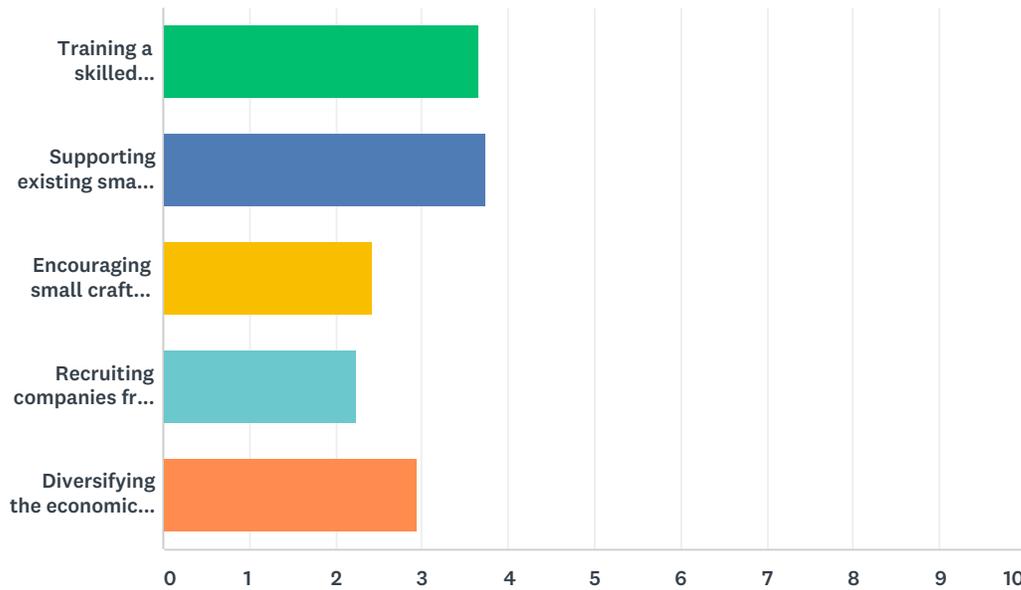
Answered: 62 Skipped: 22



	1	2	3	4	5	6	TOTAL	SCORE
Single-family homes (detached houses)	43.40% 23	26.42% 14	7.55% 4	5.66% 3	16.98% 9	0.00% 0	53	4.74
Apartments for rent	45.00% 27	28.33% 17	11.67% 7	3.33% 2	11.67% 7	0.00% 0	60	4.92
Townhouses for purchase	7.27% 4	9.09% 5	38.18% 21	34.55% 19	10.91% 6	0.00% 0	55	3.67
Accessory Dwelling Units (on lots with single-family houses)	1.92% 1	21.15% 11	26.92% 14	30.77% 16	19.23% 10	0.00% 0	52	3.56
Tiny houses	5.45% 3	12.73% 7	16.36% 9	23.64% 13	41.82% 23	0.00% 0	55	3.16
No housing is needed	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

Q27 Please rank (1= most important, 5 least important) the following economic development priorities, in addition to supporting the existing tourist industry. You can drag the choices up or down according to your preference.

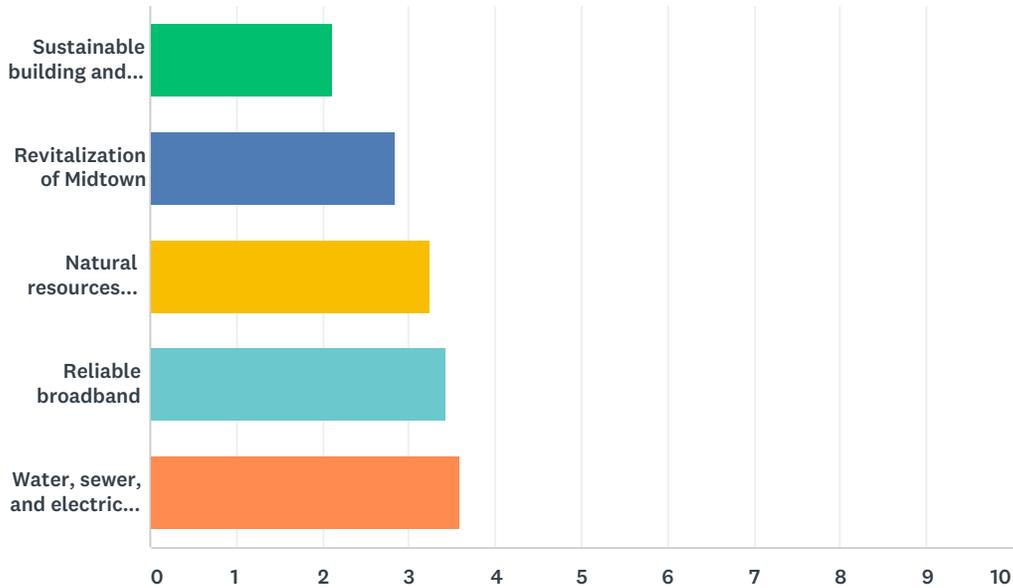
Answered: 82 Skipped: 2



	1	2	3	4	5	TOTAL	SCORE
Training a skilled workforce	28.77% 21	35.62% 26	17.81% 13	8.22% 6	9.59% 7	73	3.66
Supporting existing small businesses	40.26% 31	23.38% 18	15.58% 12	12.99% 10	7.79% 6	77	3.75
Encouraging small craft manufacturing to grow from existing residential base	5.41% 4	16.22% 12	28.38% 21	14.86% 11	35.14% 26	74	2.42
Recruiting companies from outside the Village	6.94% 5	12.50% 9	9.72% 7	38.89% 28	31.94% 23	72	2.24
Diversifying the economic base	22.97% 17	9.46% 7	27.03% 20	21.62% 16	18.92% 14	74	2.96

Q28 Please rank (1= most important, 5 least important) the types of improvements most needed.

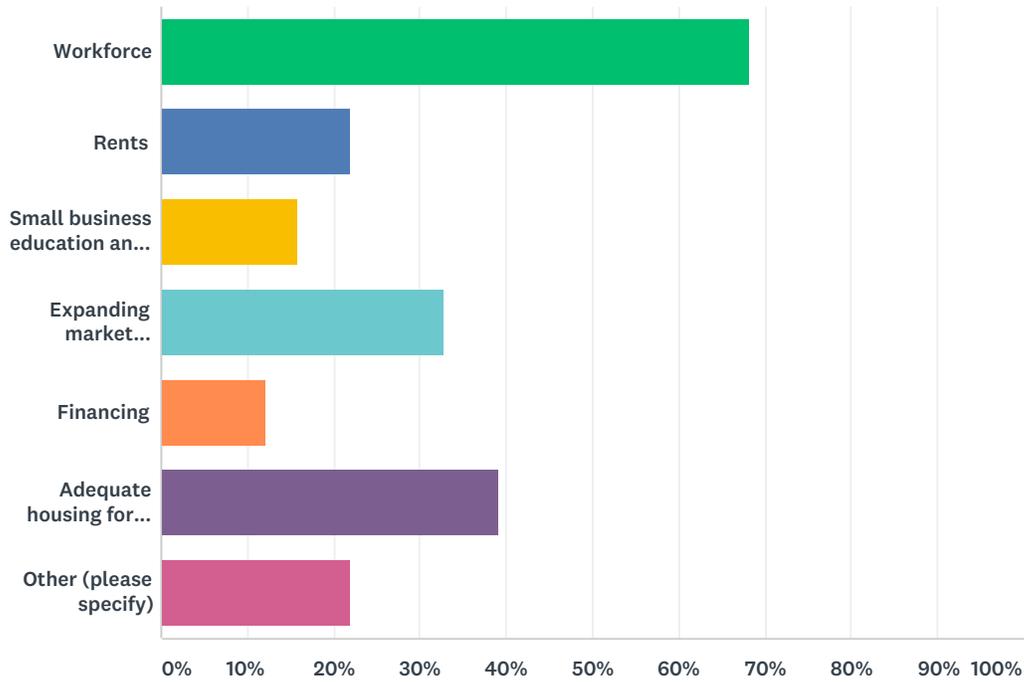
Answered: 82 Skipped: 2



	1	2	3	4	5	TOTAL	SCORE
Sustainable building and landscaping requirements	4.11% 3	12.33% 9	15.07% 11	28.77% 21	39.73% 29	73	2.12
Revitalization of Midtown	19.74% 15	14.47% 11	21.05% 16	19.74% 15	25.00% 19	76	2.84
Natural resources protection and environmental sustainability	16.67% 12	27.78% 20	30.56% 22	12.50% 9	12.50% 9	72	3.24
Reliable broadband	29.73% 22	24.32% 18	14.86% 11	21.62% 16	9.46% 7	74	3.43
Water, sewer, and electrical system to meet peak demand	35.90% 28	23.08% 18	16.67% 13	14.10% 11	10.26% 8	78	3.60

Q29 What are your barriers to growth? (Select all that apply)

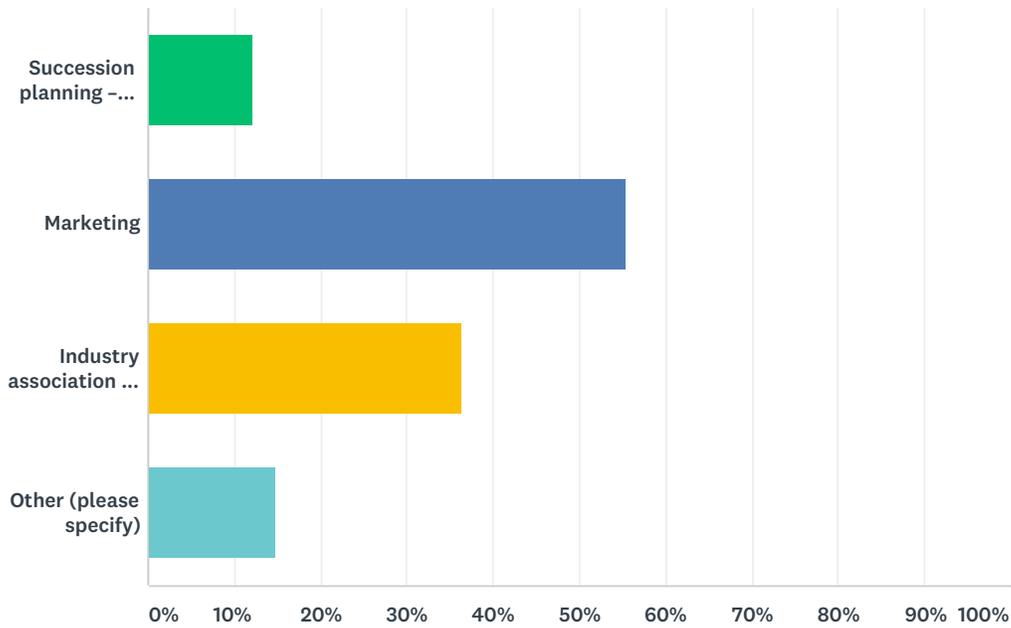
Answered: 82 Skipped: 2



ANSWER CHOICES	RESPONSES	
Workforce	68.29%	56
Rents	21.95%	18
Small business education and support	15.85%	13
Expanding market base/customers	32.93%	27
Financing	12.20%	10
Adequate housing for employees	39.02%	32
Other (please specify)	21.95%	18
Total Respondents: 82		

Q30 What type of business program would be most useful to you? (Select all that apply)

Answered: 74 Skipped: 10



ANSWER CHOICES	RESPONSES	
Succession planning – finding someone to take over business	12.16%	9
Marketing	55.41%	41
Industry association to share information on trends and solutions to problems	36.49%	27
Other (please specify)	14.86%	11
Total Respondents: 74		

Q31 What do you want us to know about doing business in Ruidoso that we haven't asked?

Answered: 38 Skipped: 46

Q31 What do you want us to know about doing business in Ruidoso that we haven't asked?

Answered: 38 Skipped: 46

#	RESPONSES	DATE
1	Public transportation from major airports	5/4/2019 6:22 PM
2	Need affordable housing	5/3/2019 6:07 PM
3	Less ordinances and regulations please. Strike a balance between order and chaos but let business people do what we do without overbearing, unnecessary and unenforceable regulation. Thanks	5/2/2019 8:37 AM
4	N/A	5/1/2019 5:56 PM
5	NO LOW INCOME HOUSING. IT HELPS NO ONE.	5/1/2019 4:11 PM
6	Slow down/stop developing recreation and projects that benefit tourists and not the locals...give the Village back to local residents and businesses.	5/1/2019 2:53 PM
7	Consistency is key - tourists need to know that the businesses will be open when they are here throughout the year or they will start finding other towns to visit.	5/1/2019 2:37 PM
8	Try promoting Ruidoso correctly, not just social media.	5/1/2019 2:32 PM
9	how is dealing with the challenges of season business effect business owners to grow...?	5/1/2019 2:12 PM
10	Public bathroom on West side on Sudderth. Wingfield is too far away for some. No parking meters or paid parking ever please. Crosswalks with flashing lights inbetween traffic lights and West end. Keep midtown area for tourist related projects not workforce housing.	4/8/2019 9:08 PM
11	The workforce culture needs to change here in Ruidoso. There are a lot of jobs out there but having qualified people who want to show up to work is very hard to find	4/7/2019 2:35 PM
12	In a mountain town built largely around skiing in the winter, the equipment and strategy for clearing snow from the roads is, quite honestly, pathetic.	3/30/2019 10:45 AM
13	The town in general needs to be more progressive. Change seems to very scary to people that have lived here for a long time. Change is coming so we should give it a direction to go.	3/27/2019 10:28 AM
14	The Village really needs to work on promoting (and practicing) buying local. There are a lot of services going to out of town businesses that can be provided by local businesses. This translates to a lot of money leaving this community!	3/26/2019 1:58 PM
15	Great people to work with in the community.	3/22/2019 5:46 PM
16	The work force is getting slimmer and less motivated, at an alarming pace	3/22/2019 12:40 PM
17	1) Our business is dependent on visitors making the decision to retire here. It is important that there be an increased focus on creating a more desirable community in which to reside; 2) Affordable housing for local workforce is needed, but not by sacrificing the prime Midtown area; 3) Incentives need to be offered to existing local businesses for improvement and growth.	3/22/2019 11:07 AM
18	We are a resort community. We need to increase outreach to educate visitors about amenities and recreational opportunities here. Be a year-round resort.	3/22/2019 7:28 AM
19	Single family homes are in high demand. The village should offer a tax incentive to builders or buyers for removing old or condemned manufactured homes to upgrade neighborhoods.	3/21/2019 3:19 PM
20	Year-round! We need to always be moving forward with drawing new, money-spending consumers to this area. Again, year round! I love the V of R!	3/21/2019 1:59 PM
21	Again, we need temporary housing for summer workers that come in from out of town!!	3/21/2019 1:27 PM
22	Its not cheap....more expensive to do business here than in larger cities. We need more activities for children. Adults have plenty to do, but we need to diversify the clientele we are going after.	3/21/2019 12:08 PM

23	The NM tax on business makes it difficult and also deters other business from coming here to NM	3/21/2019 11:09 AM
24	Something needs to be done with the existing commercial buildings that are empty and an eyesore. Our code enforcement needs to be stricter and get them remodeled or removed.	3/21/2019 9:11 AM
25	Master the basics ... clean streets, good, ample water, efficient government, sound but minimal regulatory environment and low taxes. Capitalism will take care of the rest.	3/21/2019 6:40 AM
26	Permitting and inspection department needs reworked for contractors and development	3/21/2019 4:49 AM
27	Promoting Ruidoso as an art community, quality education Pre K through college, nature/climate year round.	3/20/2019 9:01 PM
28	Quit focusing on midtown. Make them modernize their businesses or close them.	3/20/2019 8:59 PM
29	The Ruidoso community is isolated, by accident or design, from the business opportunities that exist in the region and throughout the state.	3/20/2019 8:25 PM
30	Enforcement of outdated signs for out of business or offices. Enforcement of cleanliness of business owners property. Not allowing sidewalk solicitors, they are annoying!	3/20/2019 8:04 PM
31	We need to beautify midtown, it is a disgrace compared to other tourist towns .	3/20/2019 6:55 PM
32	Tourism is key. More attractions needed and housing solutions that make economic sense and do not interfere with existing and future revenue streams.	3/20/2019 5:46 PM
33	a better relationship with FedEx/UPS and even USPS would help a lot. If a customer asked for something to be shipped we have restrictions of when carriers will pick up (normally cut off at noon to 1 pm) and no Saturday pickups. If the city/chamber could help by speaking to carriers about more reliable and longer pick up times it would help a lot.	3/20/2019 5:42 PM
34	Examination of regulations to become more business friendly. Although an idea might sound good at a Village level, the reality of implementing it as a business can be daunting.	3/20/2019 5:14 PM
35	ease of construction	3/20/2019 5:10 PM
36	Need to find rentals that allow pets	3/20/2019 4:53 PM
37	Traffic congestion and parking can be a problem	3/19/2019 8:16 PM
38	Plans for additional housing	3/19/2019 6:36 PM

ATTACHMENT B



RUIDOSO COMPETITIVE BENCHMARKING

January 2019





BENCHMARKS



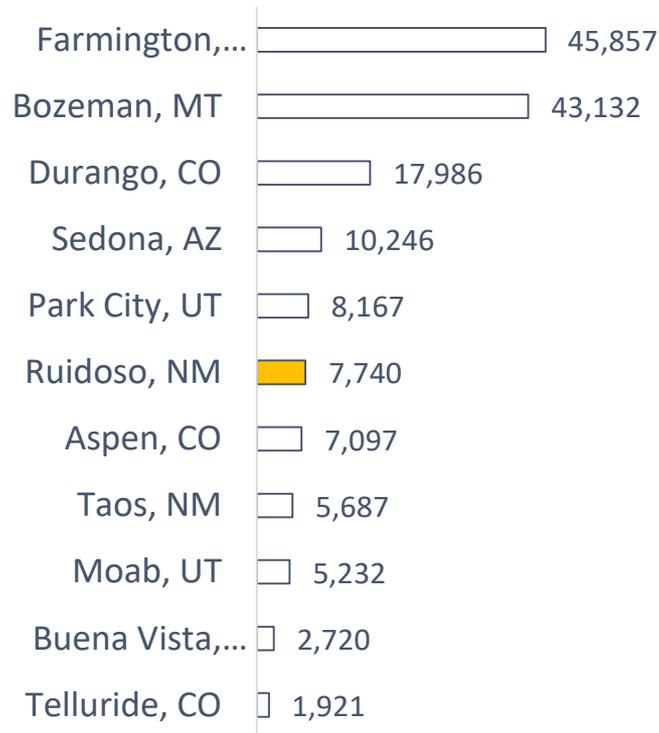
BENCHMARKS

- Aspen, CO
- Bozeman, MT
- Buena Vista, CO
- Durango, CO
- Farmington, NM
- Moab, UT
- Park City, UT
- Sedona, AZ
- Taos, NM
- Telluride, CO



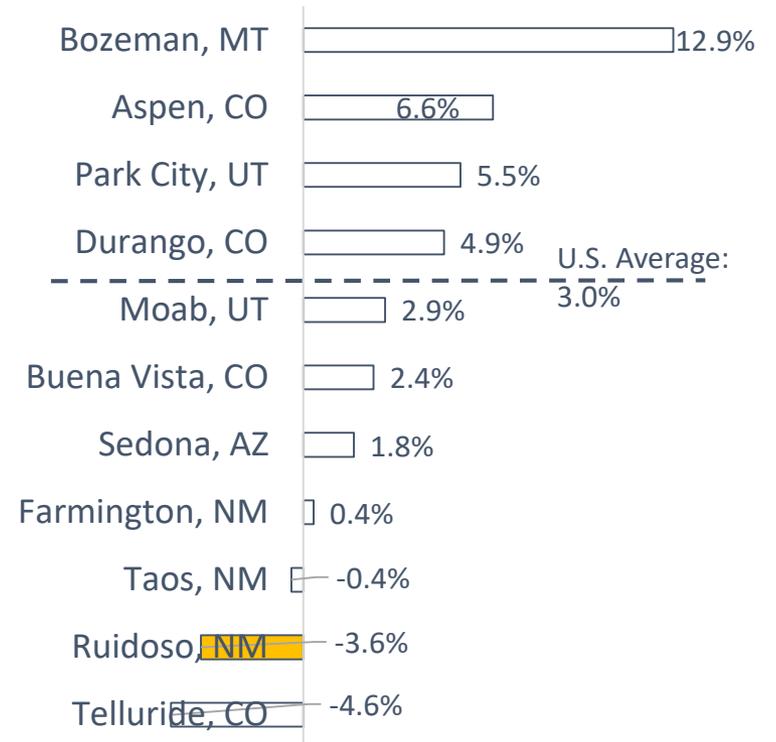
DEMOGRAPHICS

Population, 2017



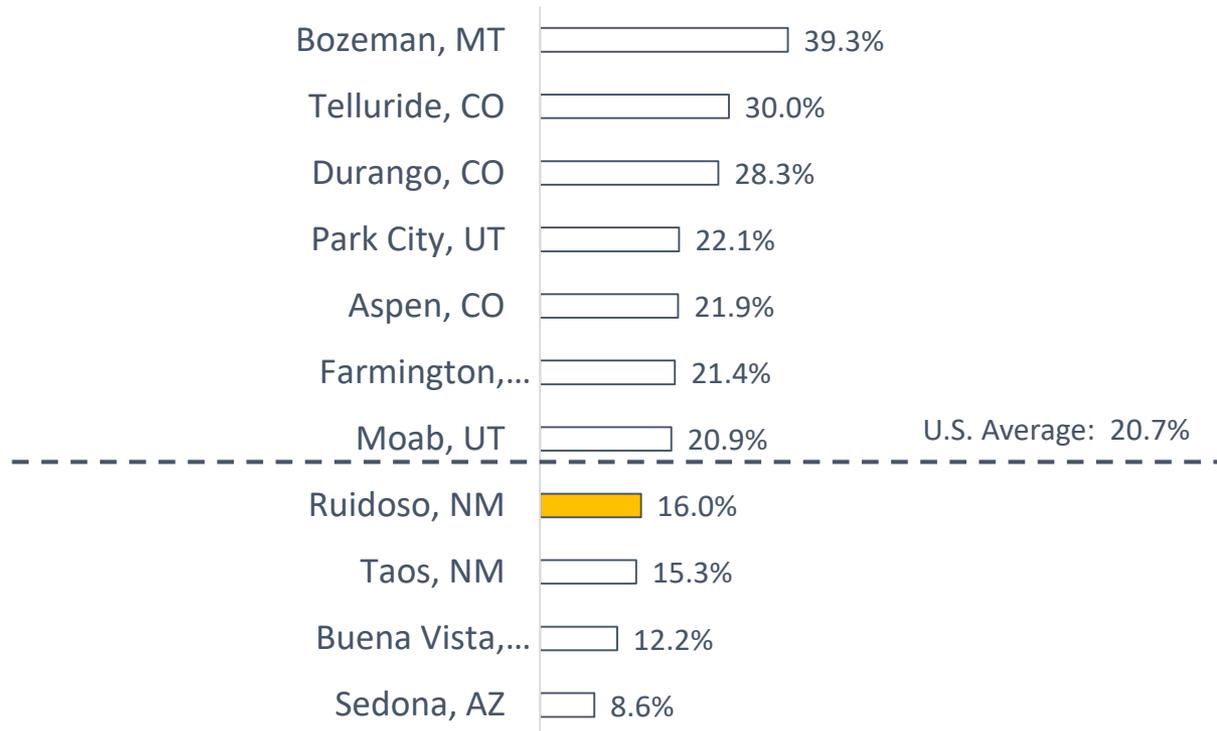
Source: U.S. Census American Community Survey 2017

Population 5-Year Growth, 2013-2017



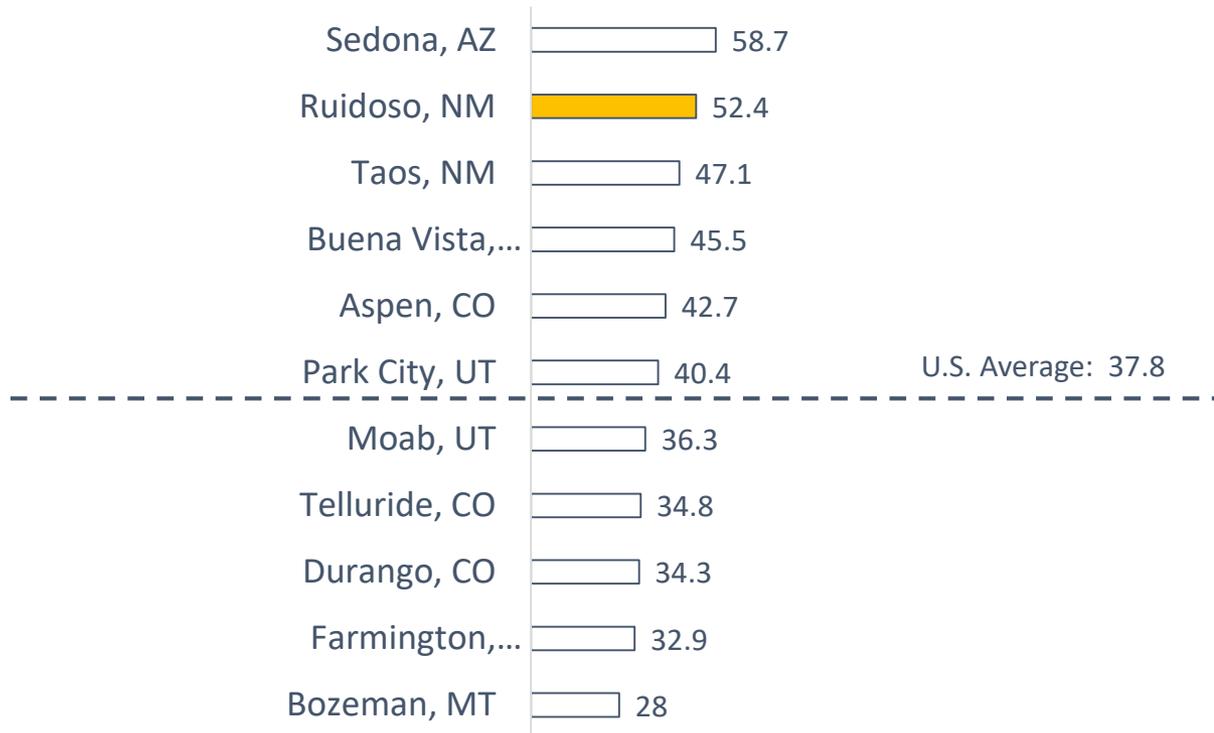
Source: U.S. Census American Community Survey 2017-2013

Millennial (20-34) Population (Share of Residents), 2017



Source: U.S. Census American Community Survey 2017

Median Age, 2017

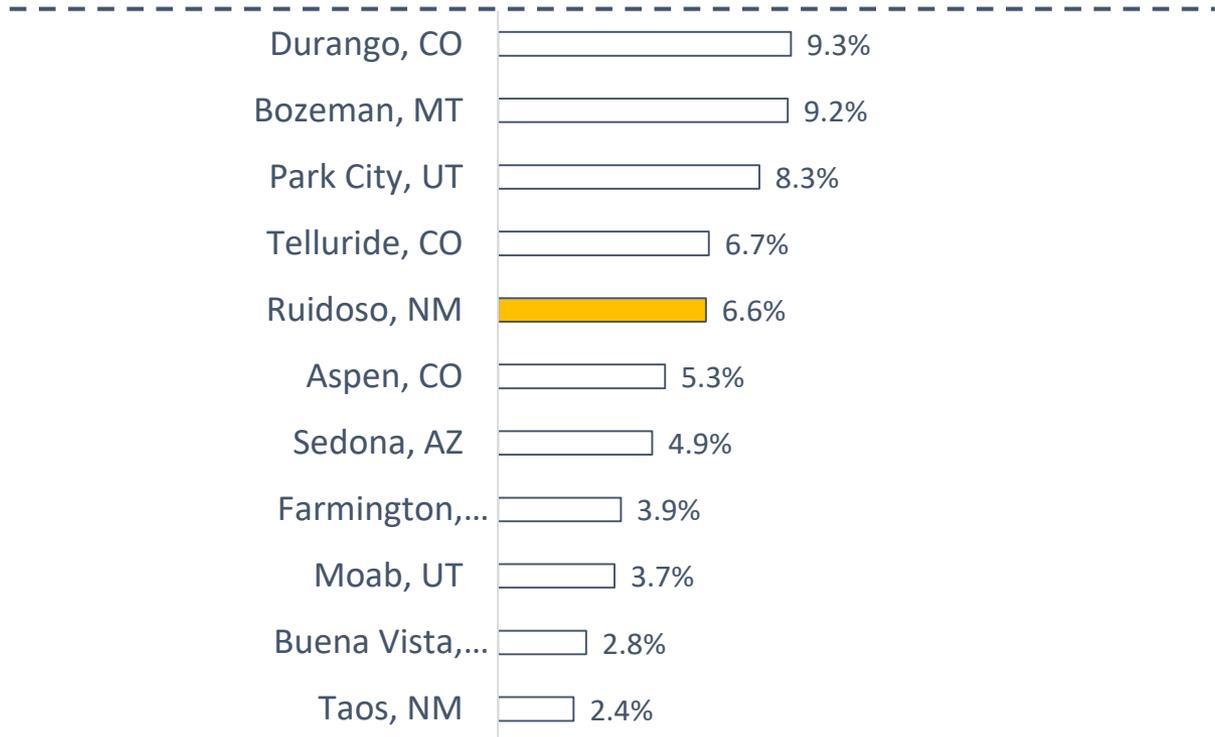


Source: U.S. Census American Community Survey 2017



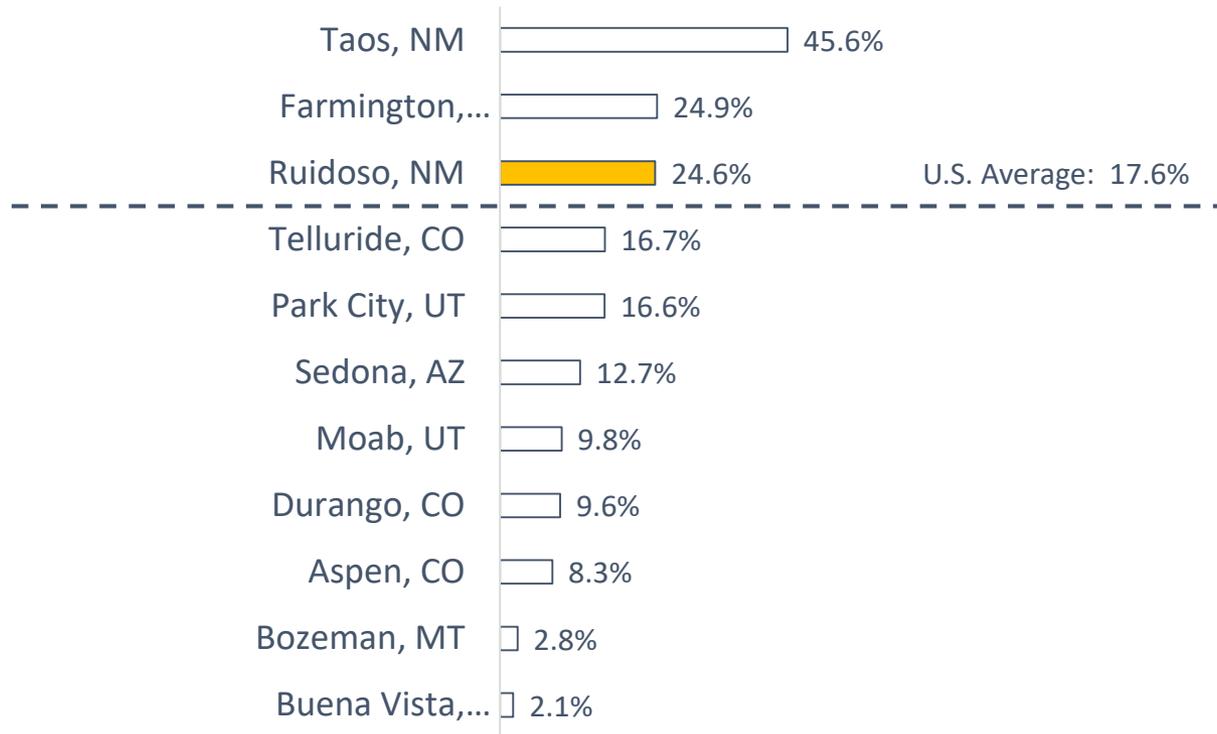
Share of Residents That Moved 1-Year Ago from a Different County, State or Country, 2017

U.S. Average: 13.4%



Source: U.S. Census American Community Survey 2017

Hispanic Population (Share of Residents), 2017



Source: U.S. Census American Community Survey 2017

TAKEAWAYS

Declining Population

Approximately 7,700 residents call Ruidoso home, a 3.6% decline since 2013 – a loss of 287 residents.

Millennial Population

Millennials make up 17% of the city's residents – 4% less than the U.S. average but on par with Taos and double that of Sedona. The city's Millennial population is up 14.7% since 2013.

Older Median Age

Ruidoso's median age is 52.4, ranking it as the second oldest city among the benchmark cities, just behind Sedona (58.7).

Hispanic Residents

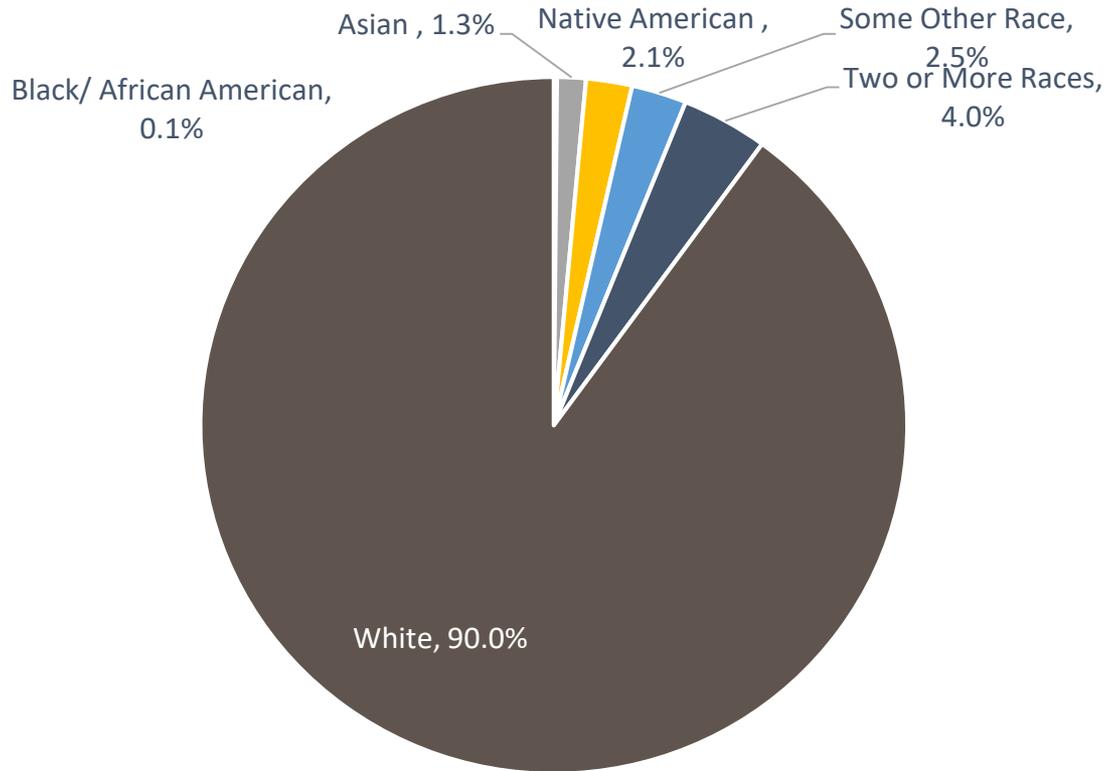
1 in 4 Ruidoso residents (1,900) are Hispanic, ranking it third among the benchmark cities of Taos and Farmington. The city's Hispanic population is up 13.9% since 2013.

Foreign-Born Residents

Nearly 10% of Ruidoso's residents are foreign-born, ranking fifth among the benchmark cities.

DEMOGRAPHICS

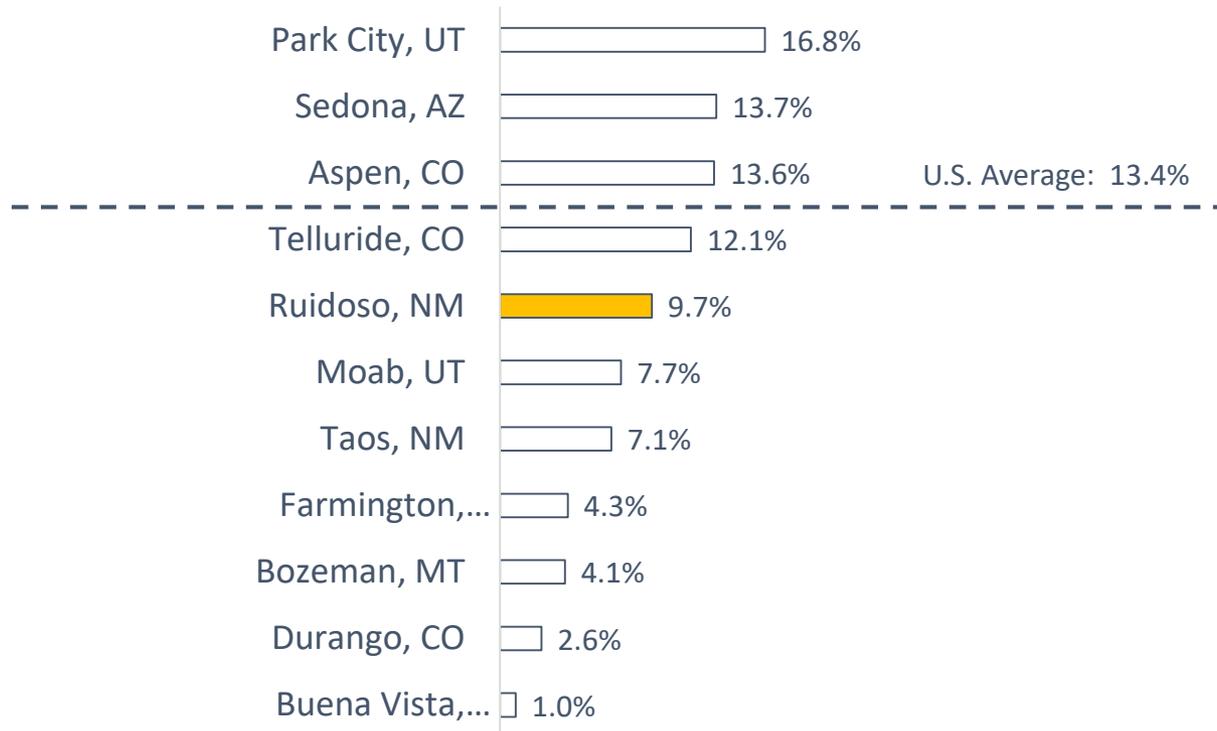
Racial and Ethnic Breakdown, 2017



Source: U.S. Census American Community Survey
2017

DEMOGRAPHICS

Foreign Born Population (Share of Residents), 2017

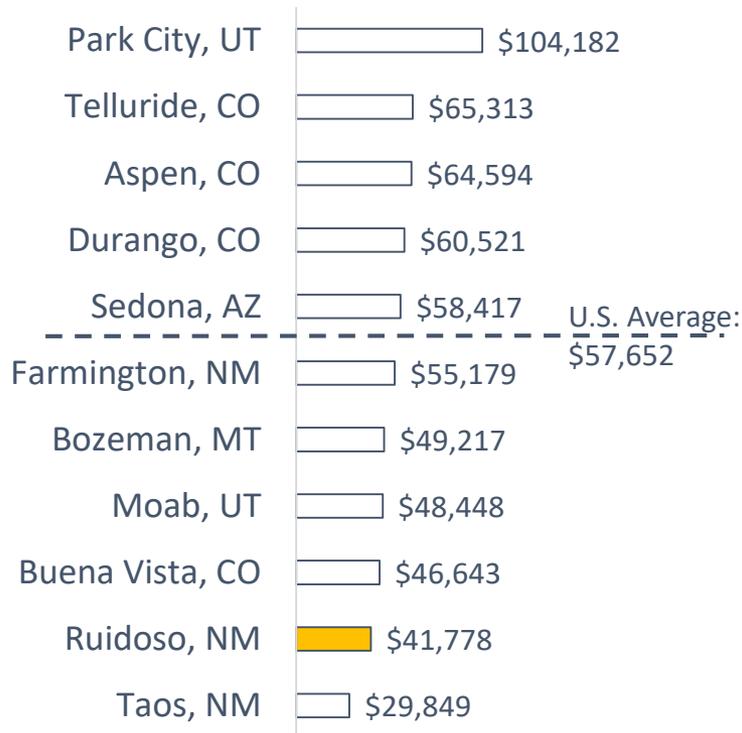


Source: U.S. Census American Community Survey
2017



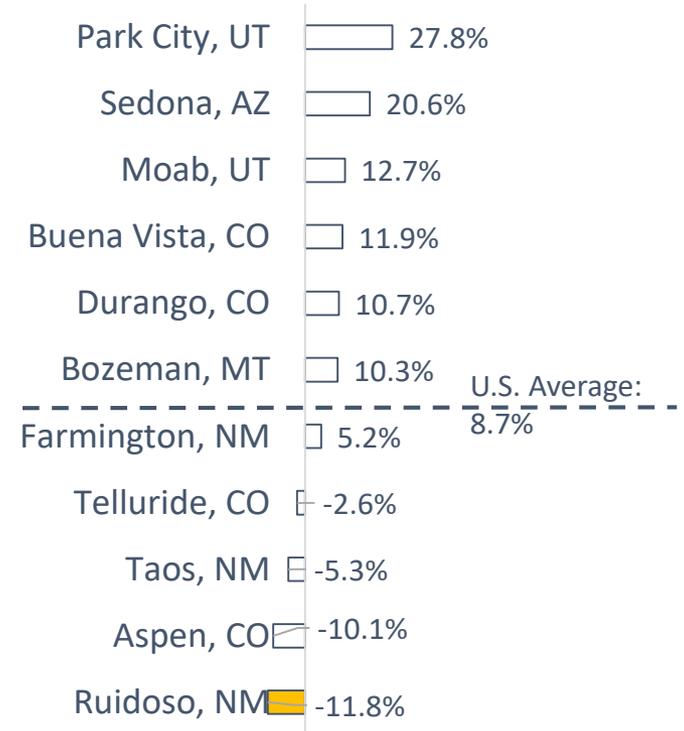
INCOME

Median Household Income, 2017



Source: U.S. Census American Community Survey 2017

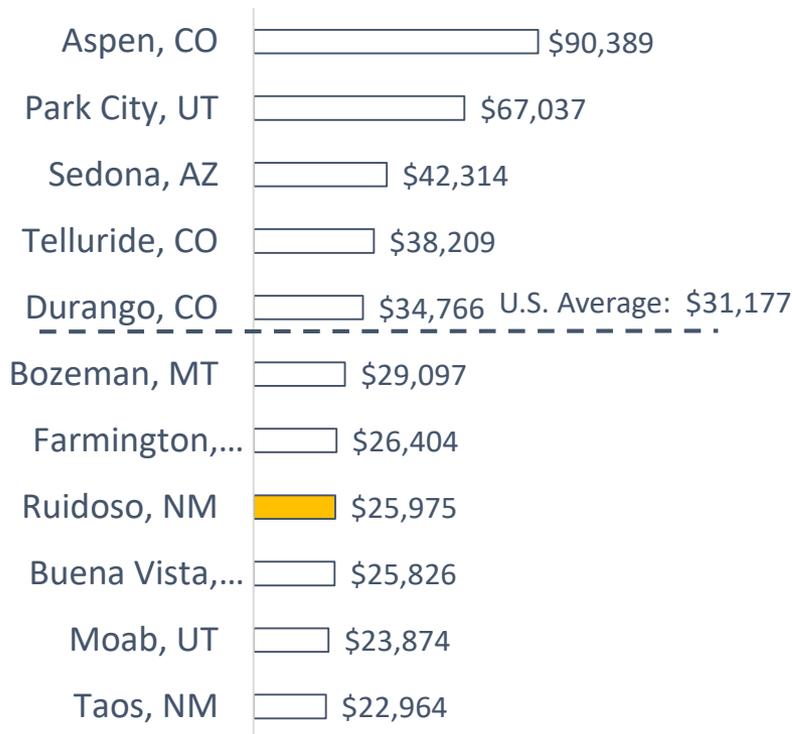
Median Household Income 5-Year Growth, 2013-2017



Source: U.S. Census American Community Survey 2017-2013

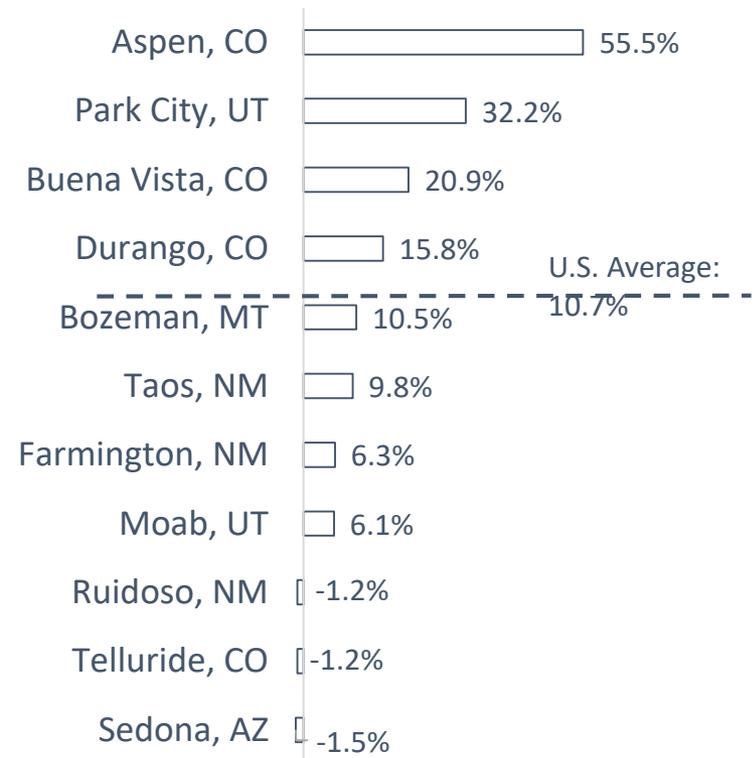
INCOME

**Per Capita Income,
2017**



Source: U.S. Census American Community Survey 2017

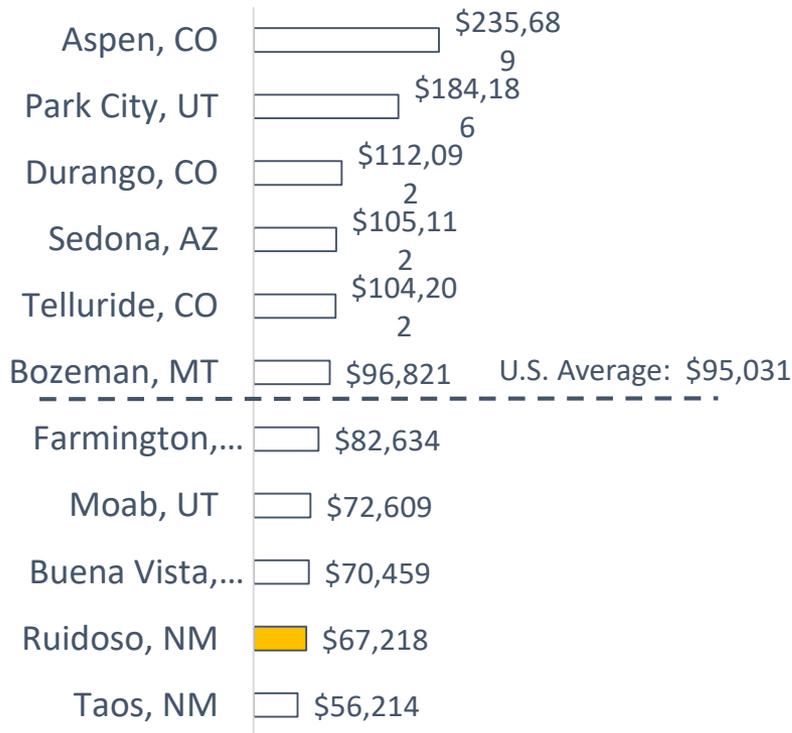
**Per Capita Income 5-Year Growth,
2013-2017**



Source: U.S. Census American Community Survey 2017-2013

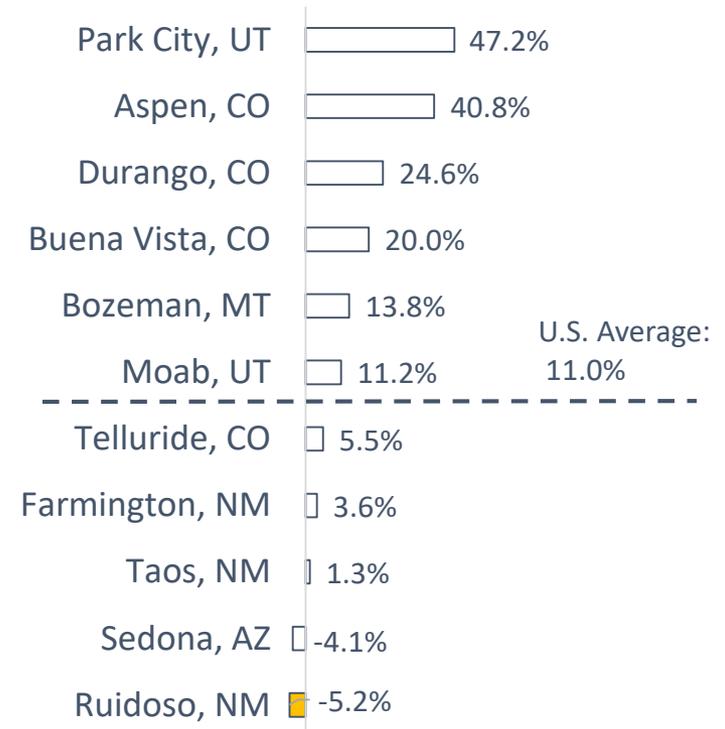
INCOME

Average Family Income, 2017



Source: U.S. Census American Community Survey 2017

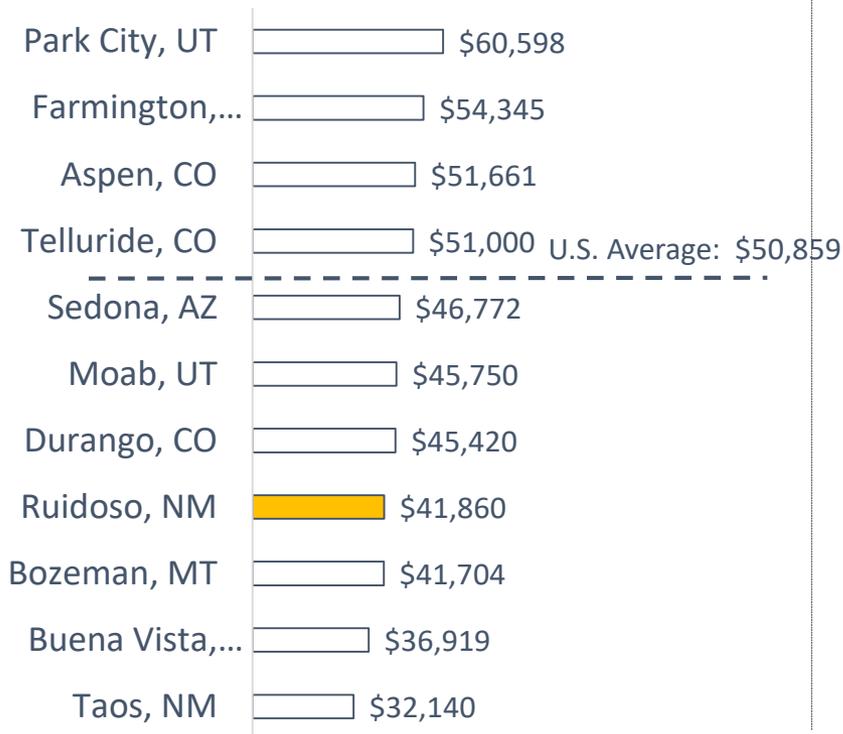
Average Family Income 5-Year Growth, 2013-2017



Source: U.S. Census American Community Survey 2017-2013

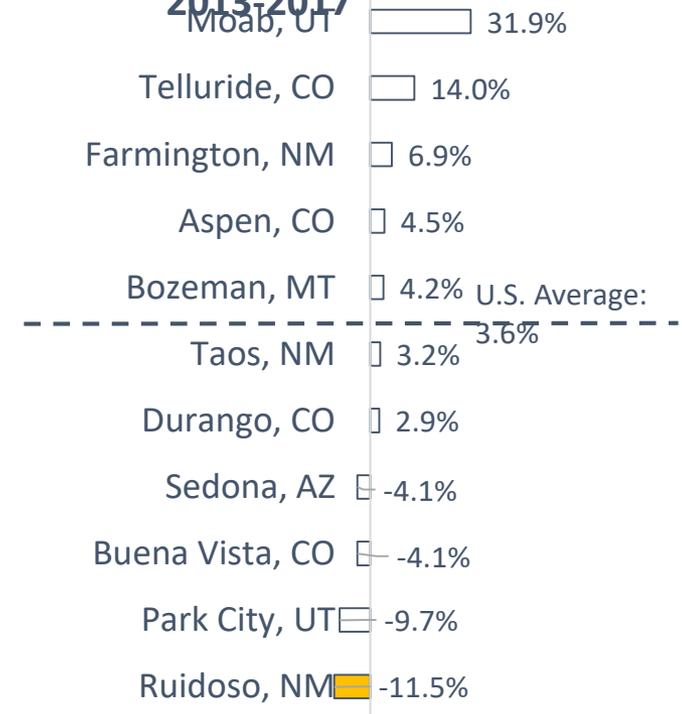
INCOME

Men: Median Full-Time Earning, 2017



Source: U.S. Census American Community Survey 2017

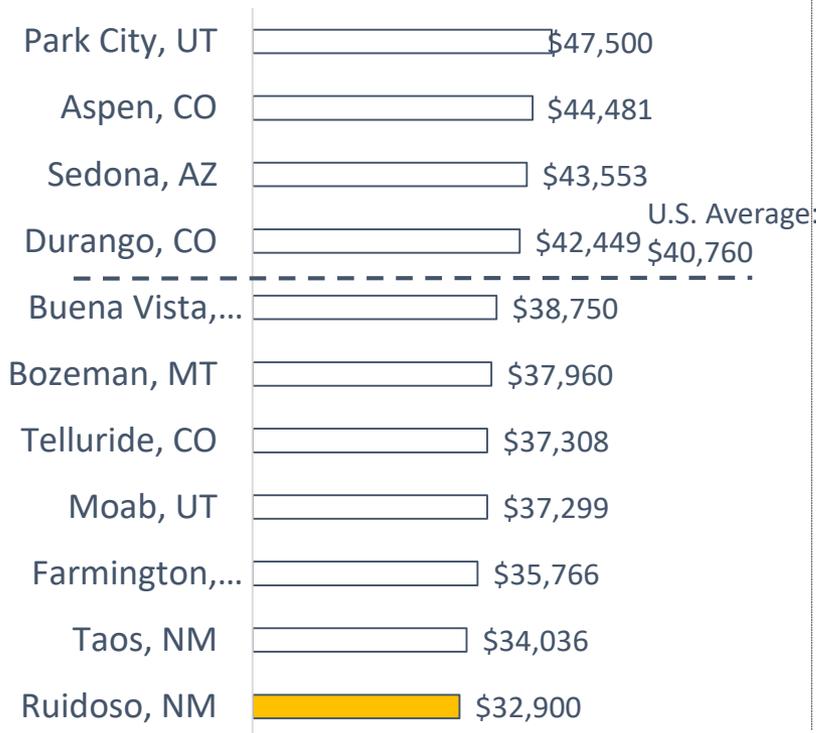
Men: Median Full-Time Earning 5-Year Growth, 2013-2017



Source: U.S. Census American Community Survey 2017-2013

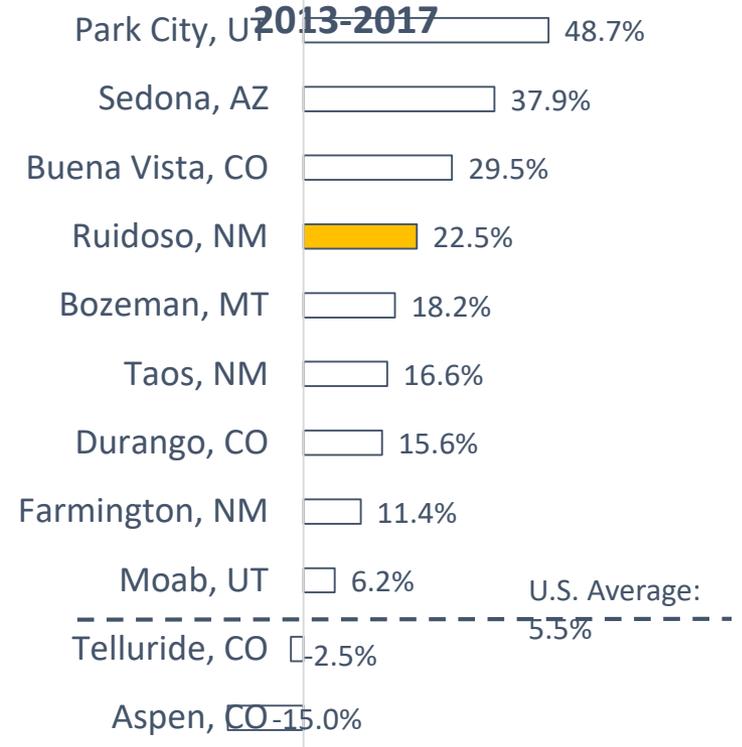
INCOME

Women: Median Full-Time Earning, 2017



Source: U.S. Census American Community Survey 2017

Women: Median Full-Time Earning 5-Year Growth, 2013-2017



Source: U.S. Census American Community Survey 2017-2013

TAKEAWAYS

Median Household Income

Ruidoso's median household income has declined 12% since 2013 to approximately \$42,000. At the same time, the U.S. average increased 8.7% to \$57,652.

Per Capita Income

Ruidoso's per capita income of \$25,975 ranks eighth among the benchmark cities and is 20% less than the U.S. average.

Average Family Income

Ruidoso's average family income decreased 5.2% since 2013 to \$70,884, while the U.S. average grew 11% to \$95,031.

Men Median Wage

Men working full-time in Ruidoso earn approximately \$42,000 annually – \$10,000 more than women in the city. Since 2013, wages for men have decreased by 11.5% in Ruidoso, compared to a 3.6% increase across the U.S. for men.

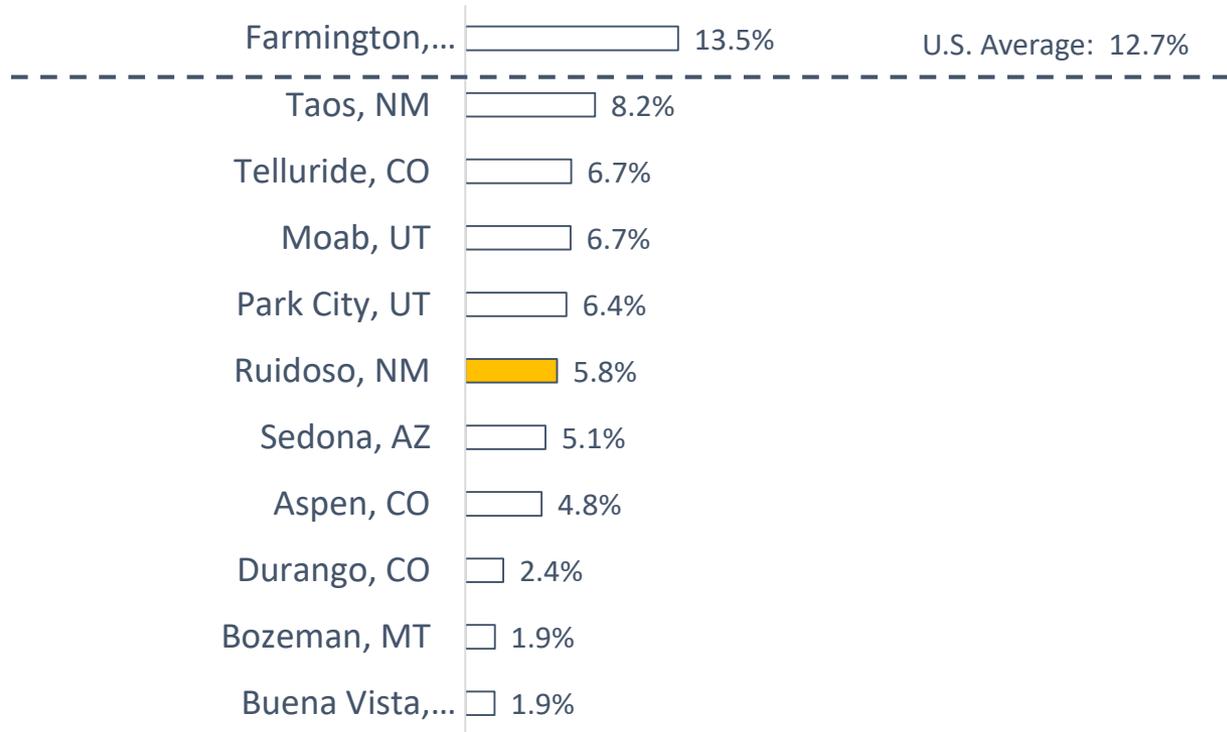
Women Median Wage

Women working full-time in Ruidoso experienced a 22.5% increase in the median annual wage to \$32,900 since 2013. This wage, however, ranks last among the benchmark cities.



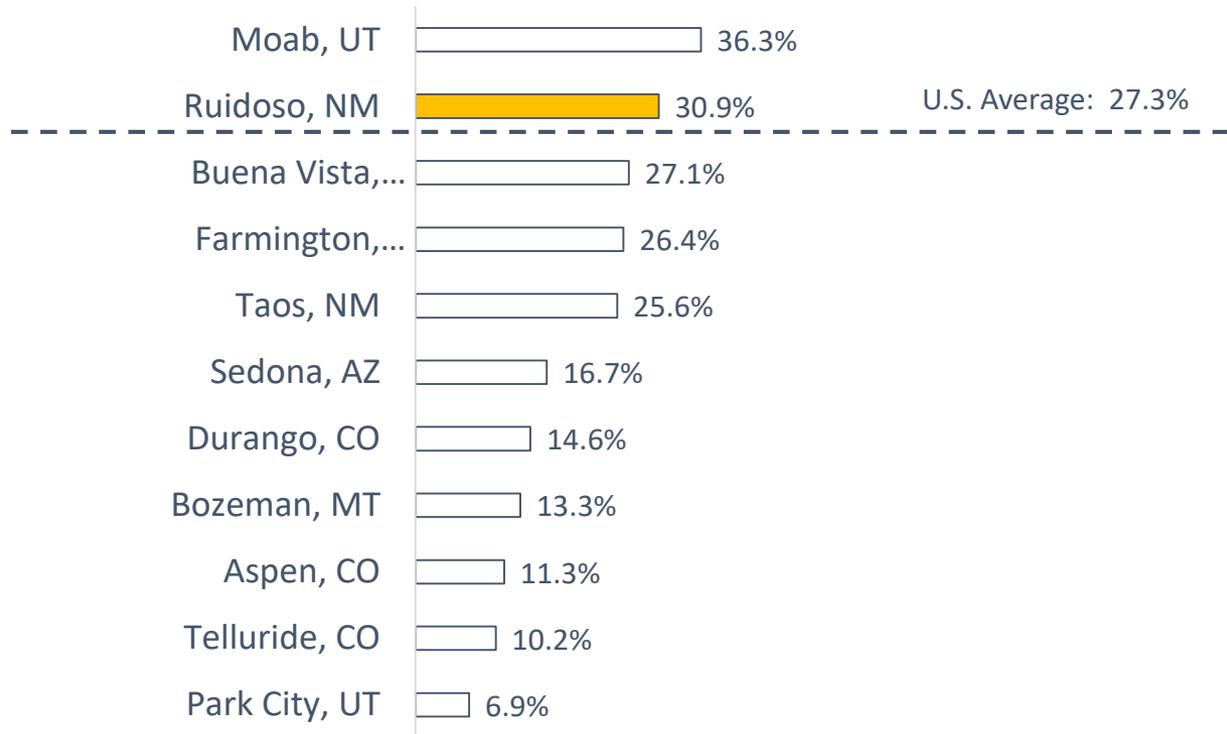
EDUCATIONAL ATTAINMENT

No High School Diploma (% of Residents), 2017



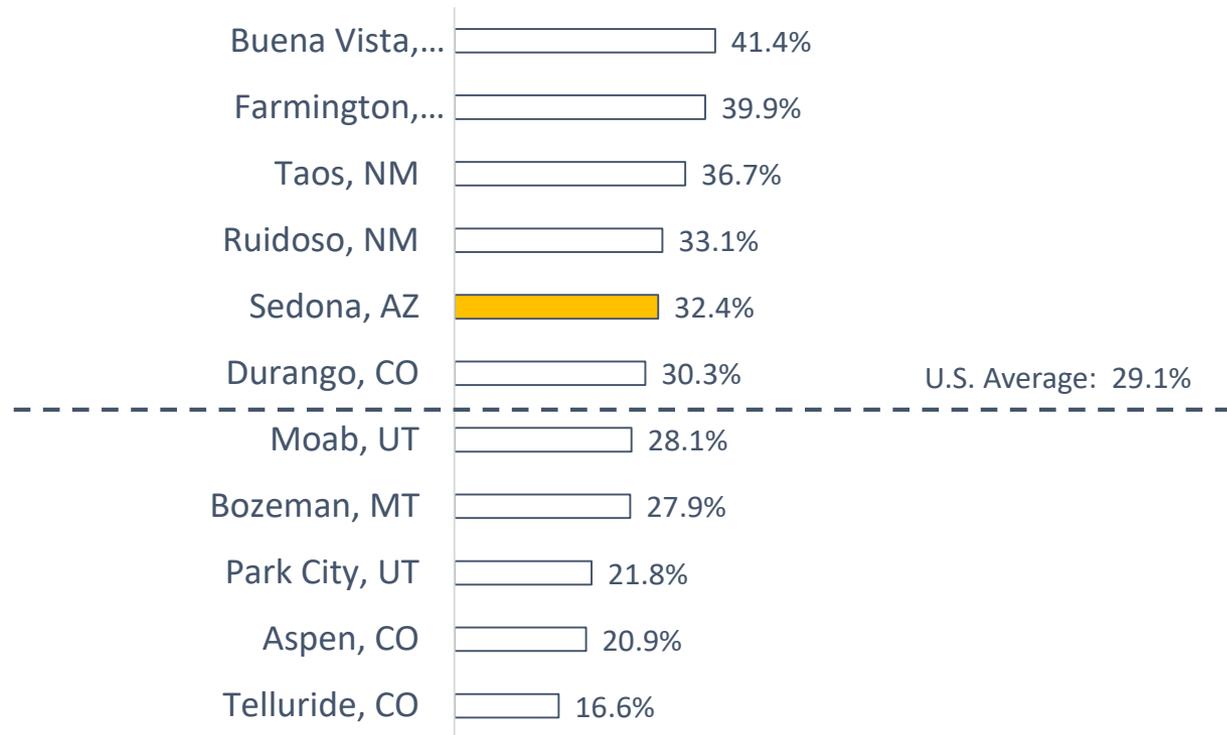
Source: U.S. Census American Community Survey 2017

High School Diploma (% of Residents), 2017



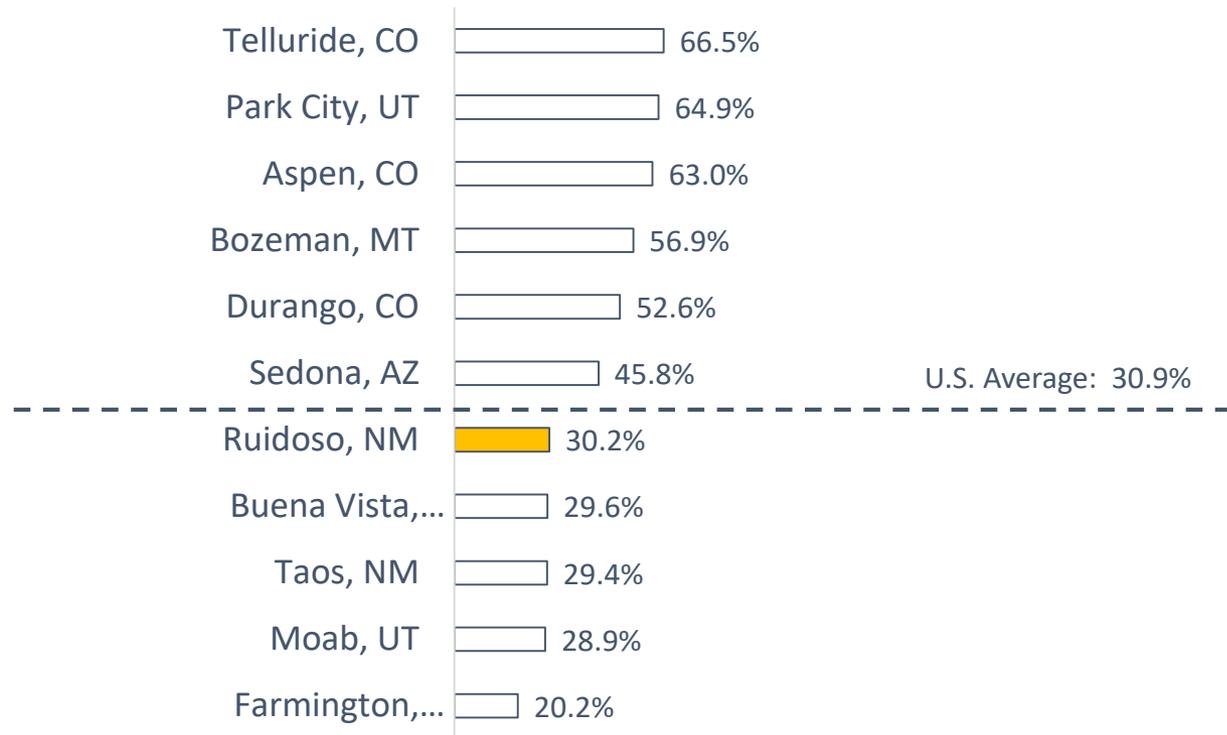
Source: U.S. Census American Community Survey 2017

Associate's Degree or Some College (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

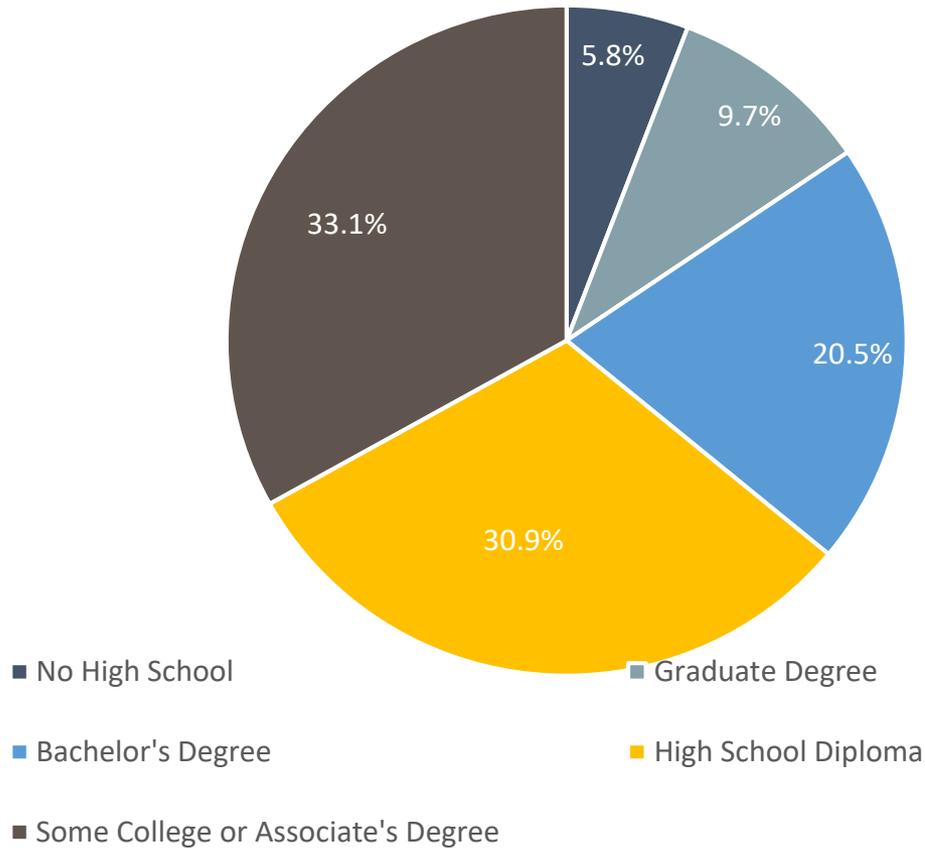
Bachelor's Degree or Higher (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

EDUCATIONAL ATTAINMENT

Degree Breakdown, 2017



Source: U.S. Census American Community Survey
2017

TAKEAWAYS

No High School Diploma

Approximately 6% of Ruidoso's residents (25 and older) do not have a high school diploma – 900 residents. This is half the national average of 12.7%.

High School Diploma

One-third of Ruidoso's workforce only has a high school diploma (ranking second among the benchmark cities) – a share that has increased 26.4% since 2013.

Associate's Degree

Thirty-four percent of Ruidoso's residents (2,000 residents) have an Associate's degree or some college – ranking fifth among the benchmark cities and above the U.S. average (29.1%).

Bachelor's Degree or Higher

Thirty percent of Ruidoso's residents have a Bachelor's degree or higher, ranking it seventh among the benchmark cities. The share of residents with a Bachelor's degree or higher has decreased 1% since 2013.

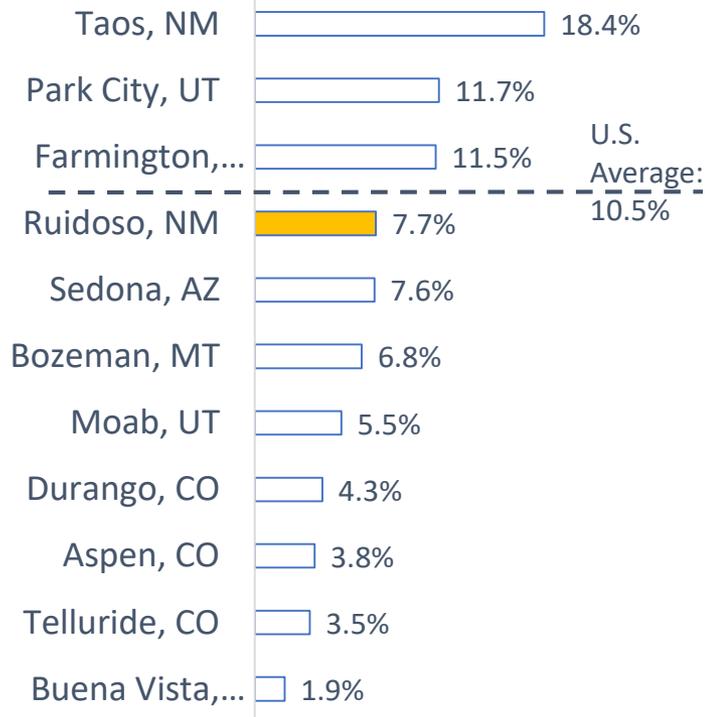
All Degrees

Six in ten Ruidoso residents have a degree of some level – Associate's, Bachelor's, or graduate.



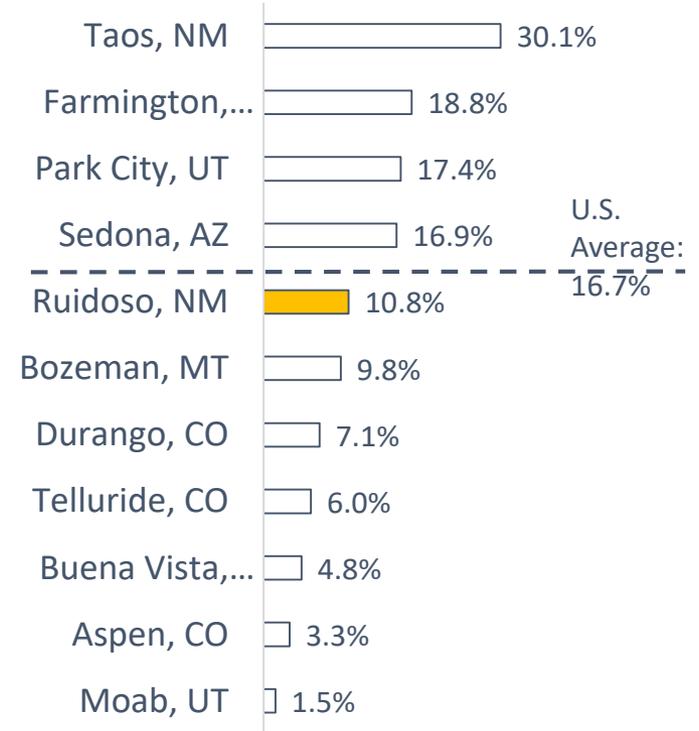
EQUITY

Share of All Families Living Below the Poverty Line, 2017



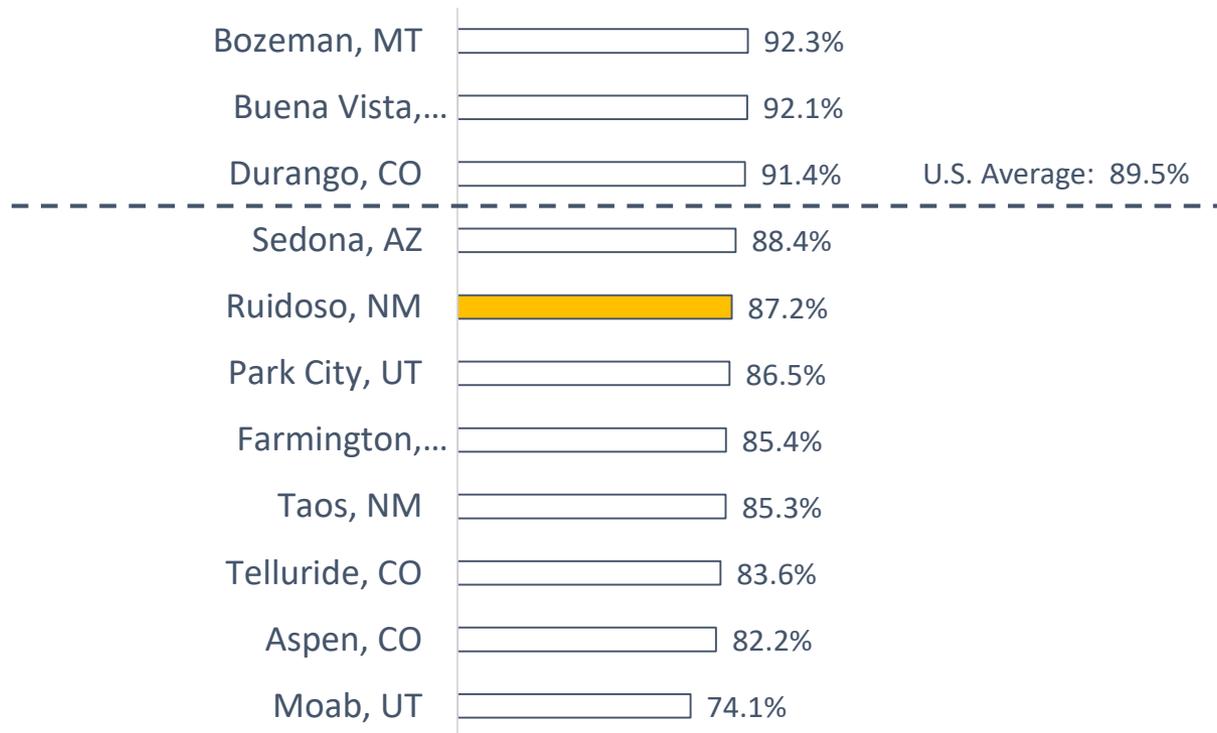
Source: U.S. Census American Community Survey 2017

Share of Families with Children Living Below the Poverty Line, 2017



Source: U.S. Census American Community Survey 2017

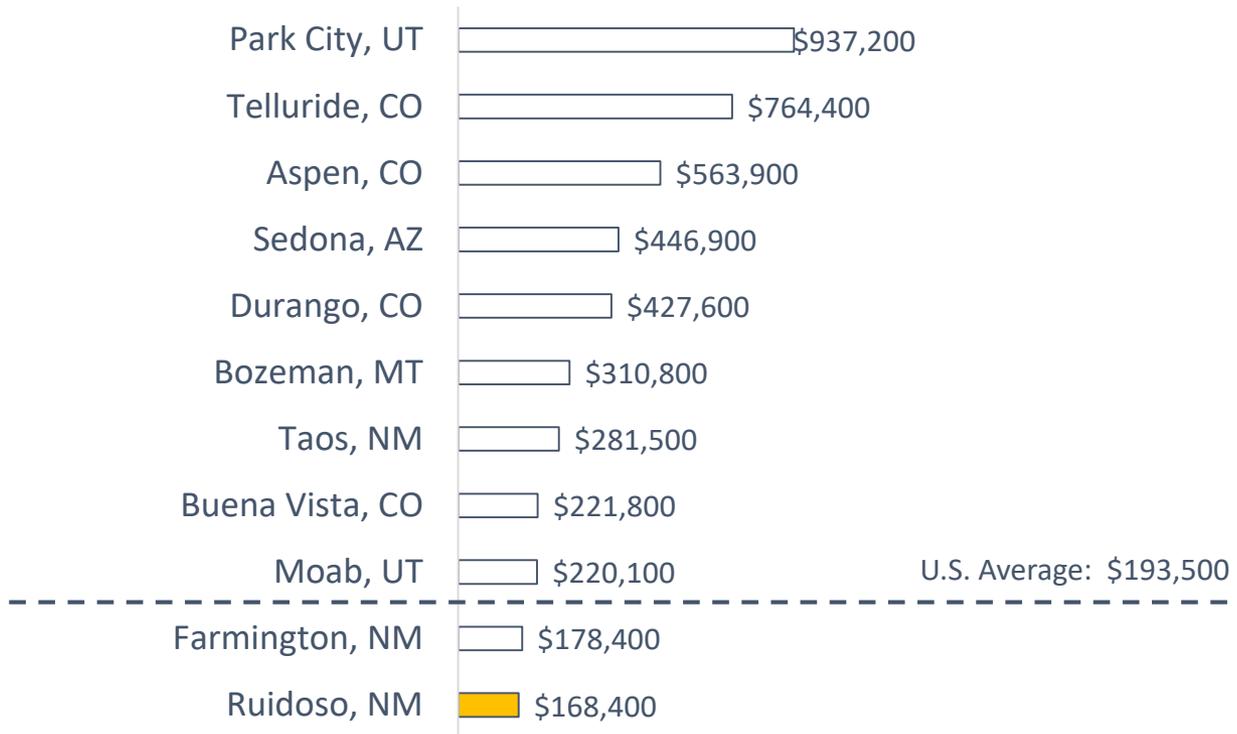
Share of Residents with Health Insurance, 2017



Source: U.S. Census American Community Survey
2017

EQUITY

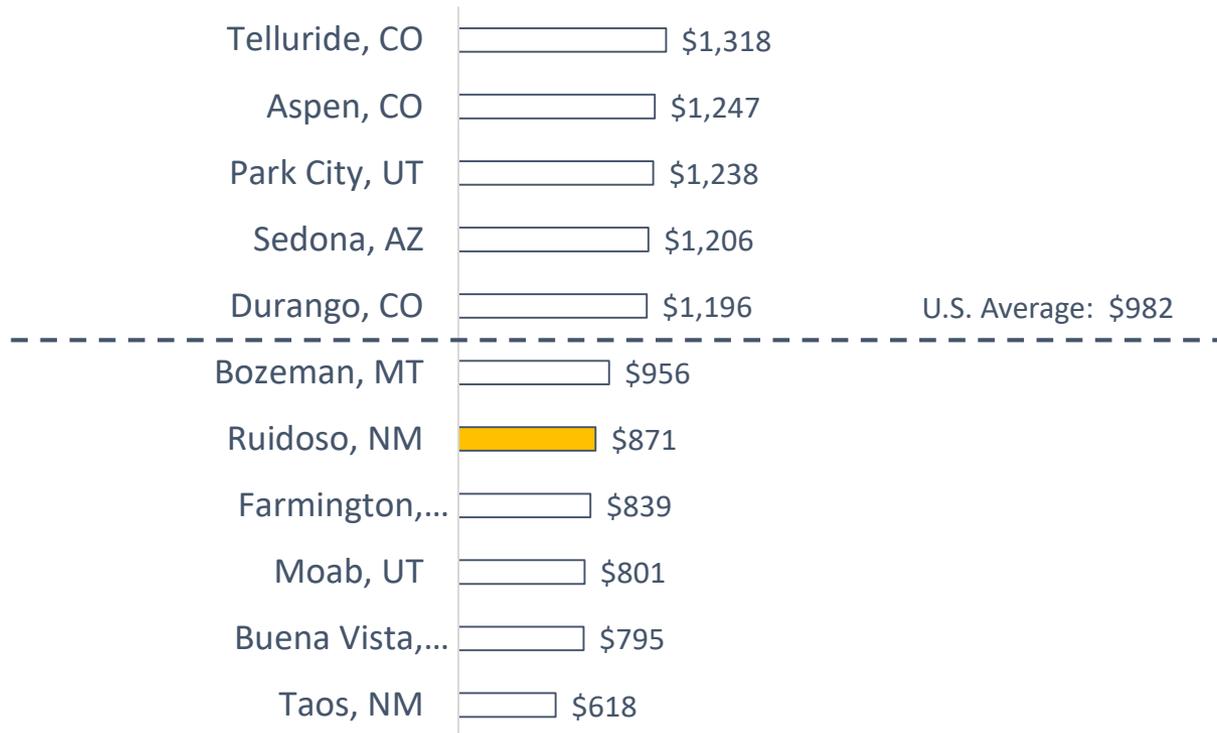
Median Housing Value, 2017



Source: U.S. Census American Community Survey
2017

EQUITY

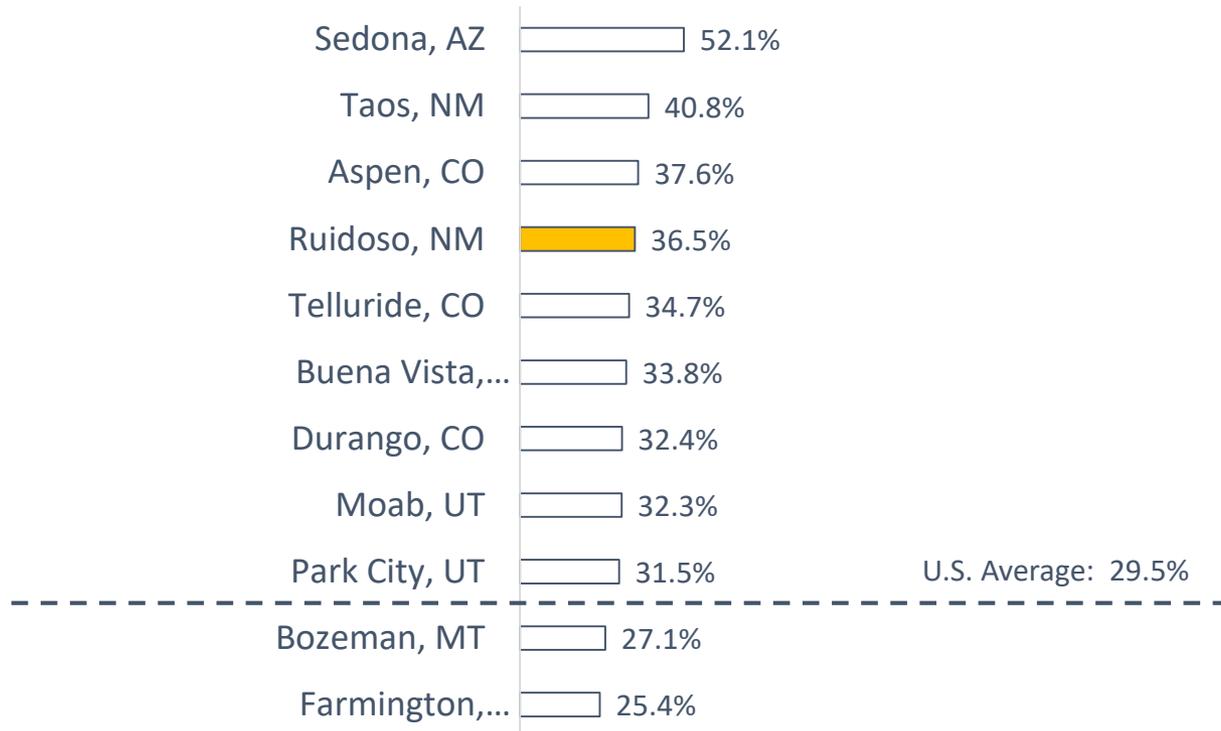
Median Gross Rent, 2017



Source: U.S. Census American Community Survey
2017

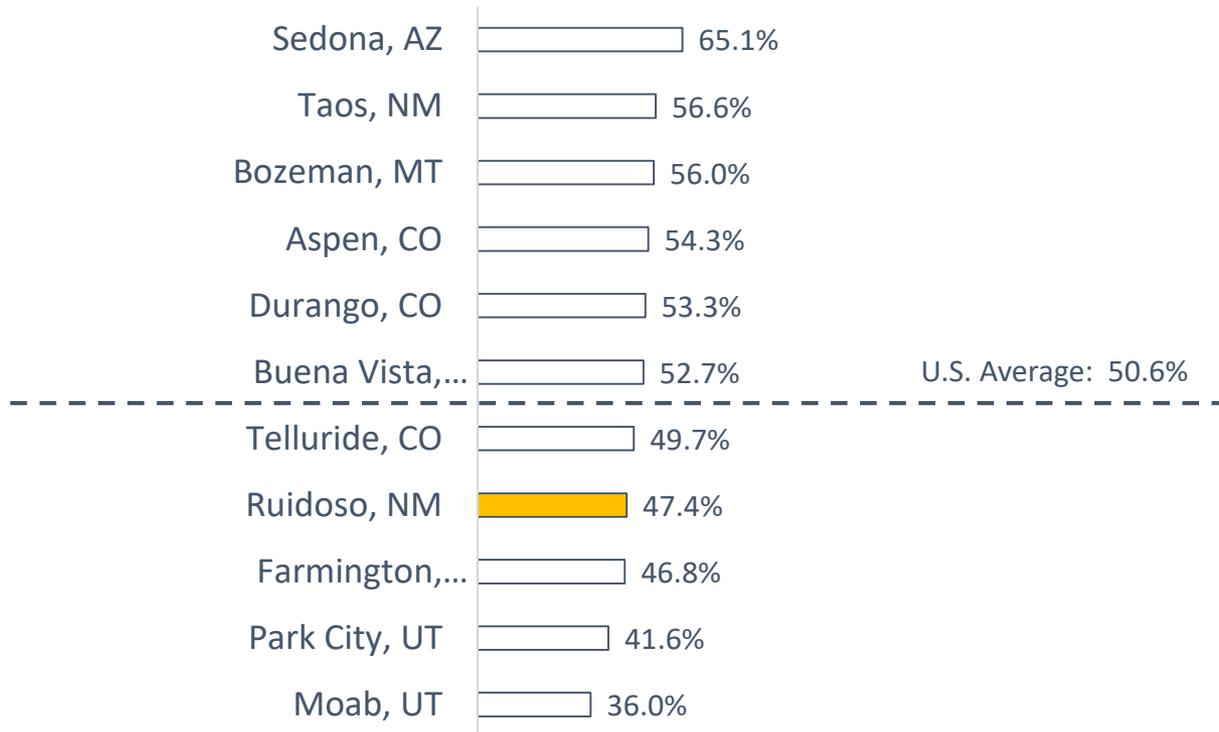


% of Households with a Mortgage Who's Monthly Costs is 30% or More of Household Income, 2017



Source: U.S. Census American Community Survey
2017

% of Households Who's Gross Rent is 30% or More of Household Income, 2017



Source: U.S. Census American Community Survey 2017

TAKEAWAYS

Poverty Levels

Ruidoso's poverty levels are below the U.S. average: 7.7% of all families live below the poverty line and 10.8% of those with children. This ranks the city among the middle of the benchmark cities.

Health Insurance

Approximately 88% of Ruidoso's population has health insurance (below the U.S. average of 89.5%), leaving 900 residents uninsured.

Housing Values

Ruidoso's average housing value is \$168,400, ranking it as the most affordable of all the benchmark cities. However, 36.5% of households with mortgages pay more than 30% of their monthly income on housing costs.

Gross Rent

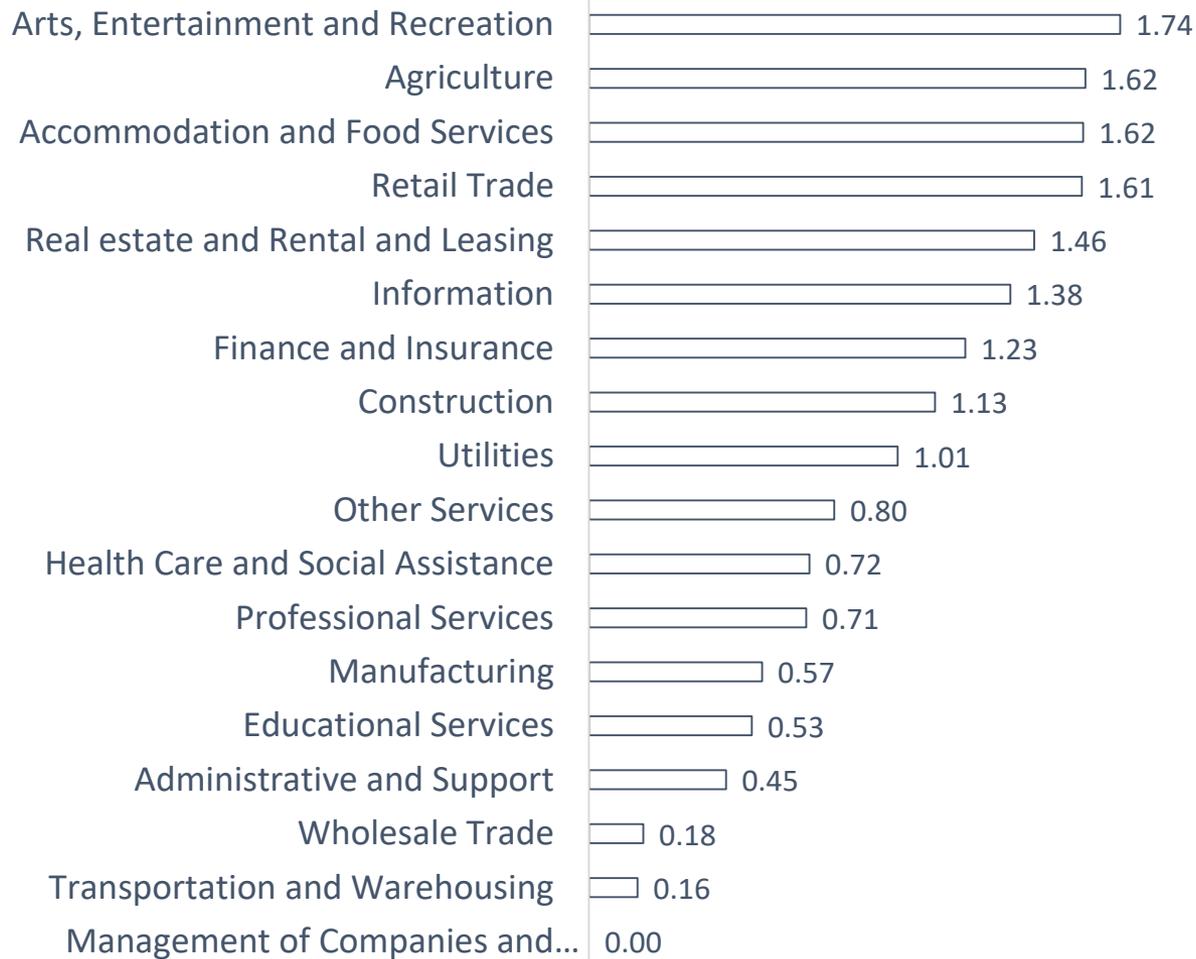
Ruidoso's monthly gross rent is \$871 – 13% below the U.S. average and ranking seventh among the benchmark cities. More than half of Ruidoso's renter pay more than 30% of their monthly income on housing costs.



BUSINESS ESTABLISHMENTS

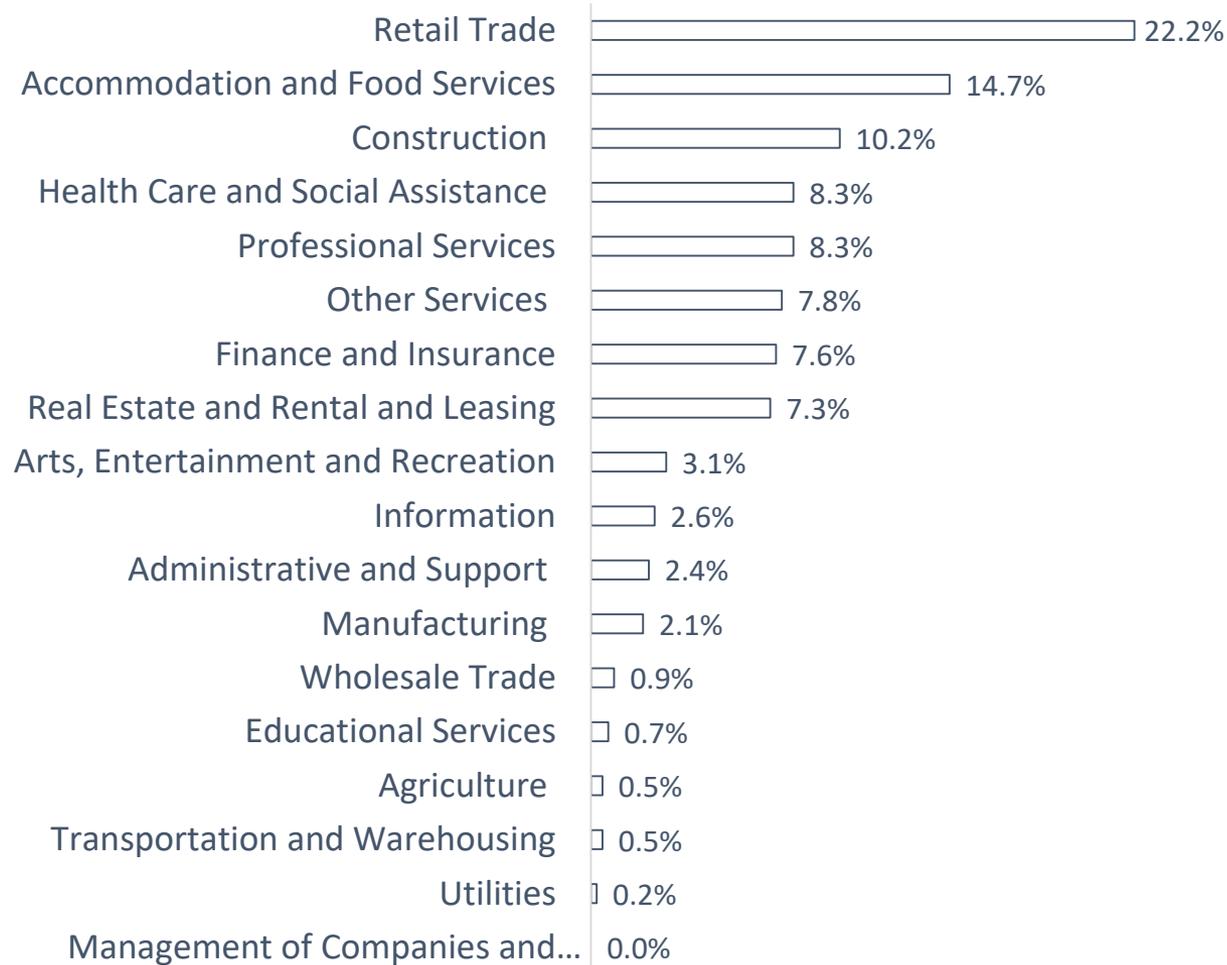
BUSINESS ESTABLISHMENTS

Ruidoso Business Establishments by LQ, 2016



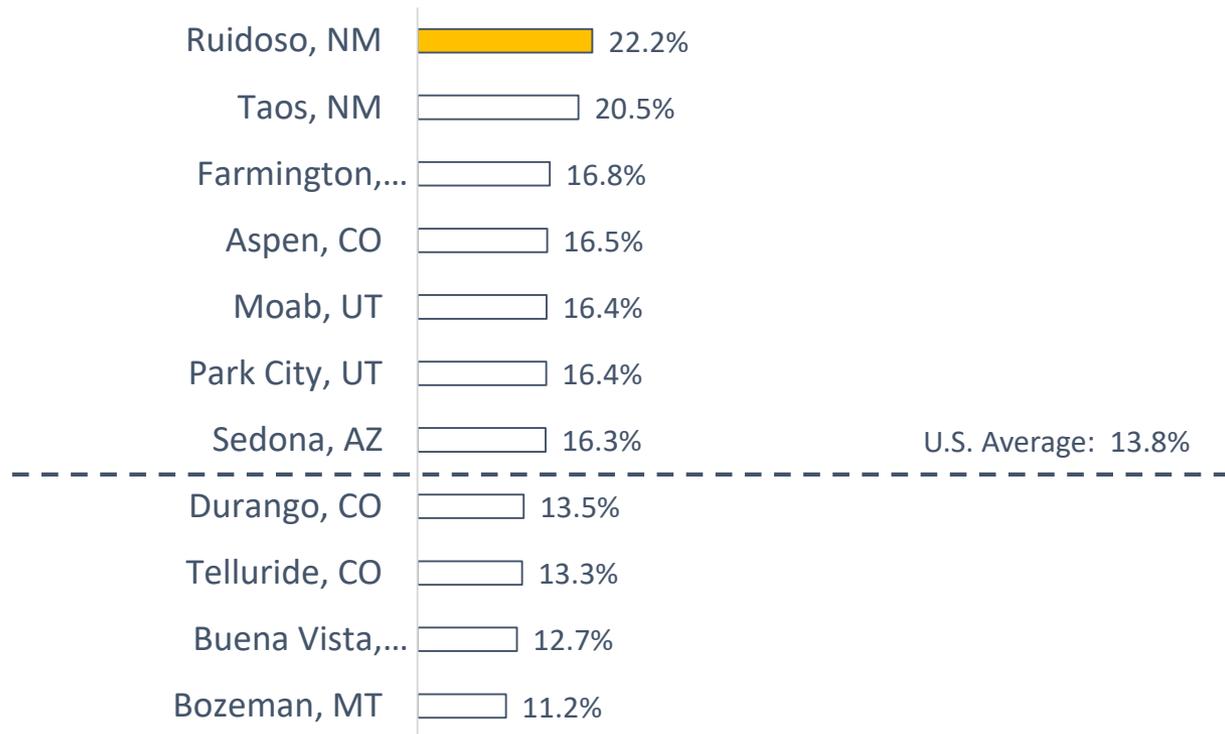
Source: U.S. County Business Patterns 2016

Ruidoso Business Establishments, 2016



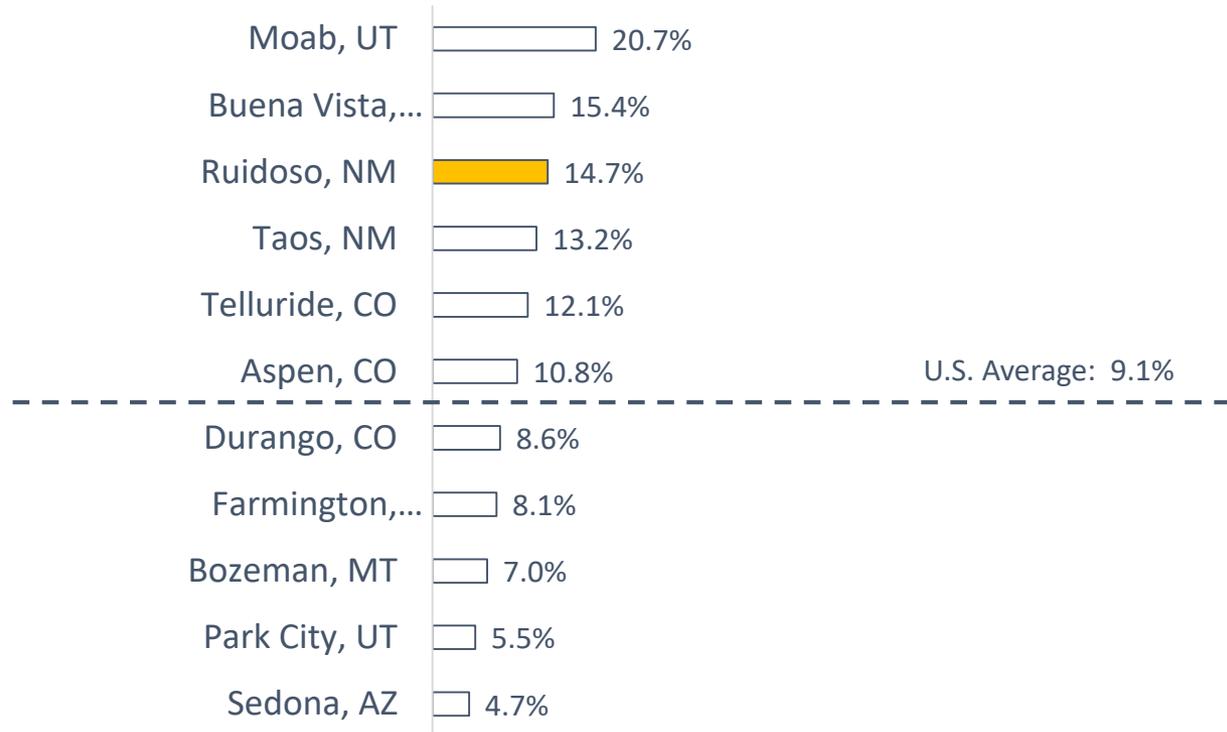
Source: U.S. County Business Patterns 2016

Retail Trade (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

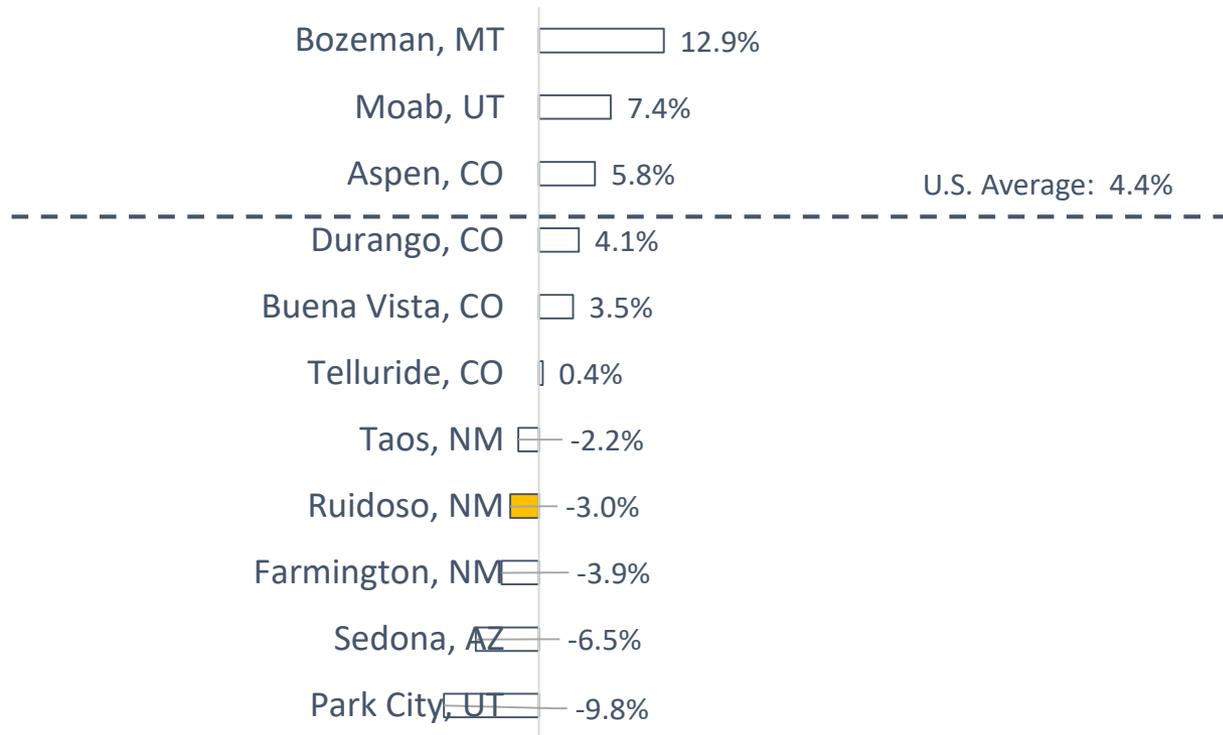
Accommodation and Food Services (% of Businesses), 2016



Source: U.S. County Business Patterns 2016



Total Business Establishments, 5-Year Growth, 2016-2012



Source: U.S. County Business Patterns 2012- 2016

TAKEAWAYS

Retail, Accommodations, or Food Service

Nearly four out of 10 Ruidoso's business establishments (37%) are associated with retail, accommodations, or food service. Accommodations and food service establishments have declined 11%, while the number of retail business has remained static.

Decline in Business Establishments

From 2012 to 2016, Ruidoso experienced a 3.3% decline in the number of business establishments, while the U.S. average was a 4.4% increase.

Highest Share of Retail Businesses

Among all of the benchmark cities, Ruidoso has the greatest share of retail businesses (22.5%).

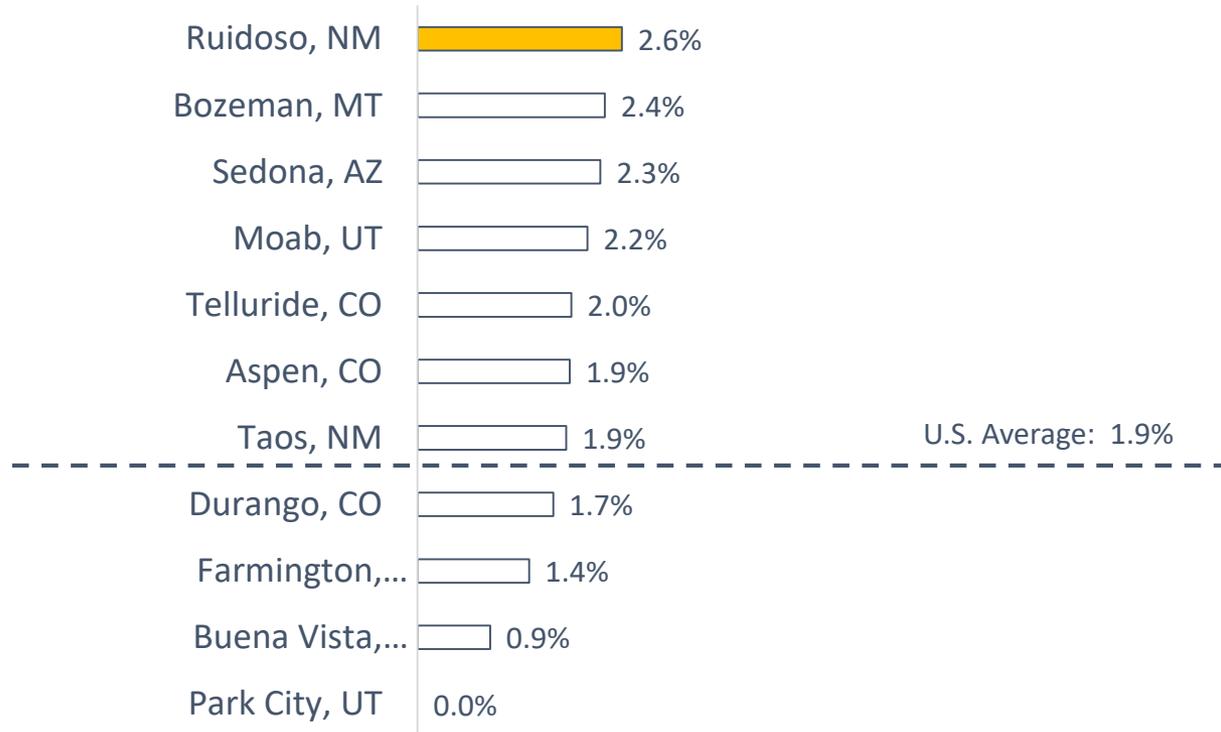
Financial Services

Among all of the benchmarks, Ruidoso ranks first for its share of financial services businesses (7.6%) and well above the U.S. average (6.1%).

Arts and Recreation

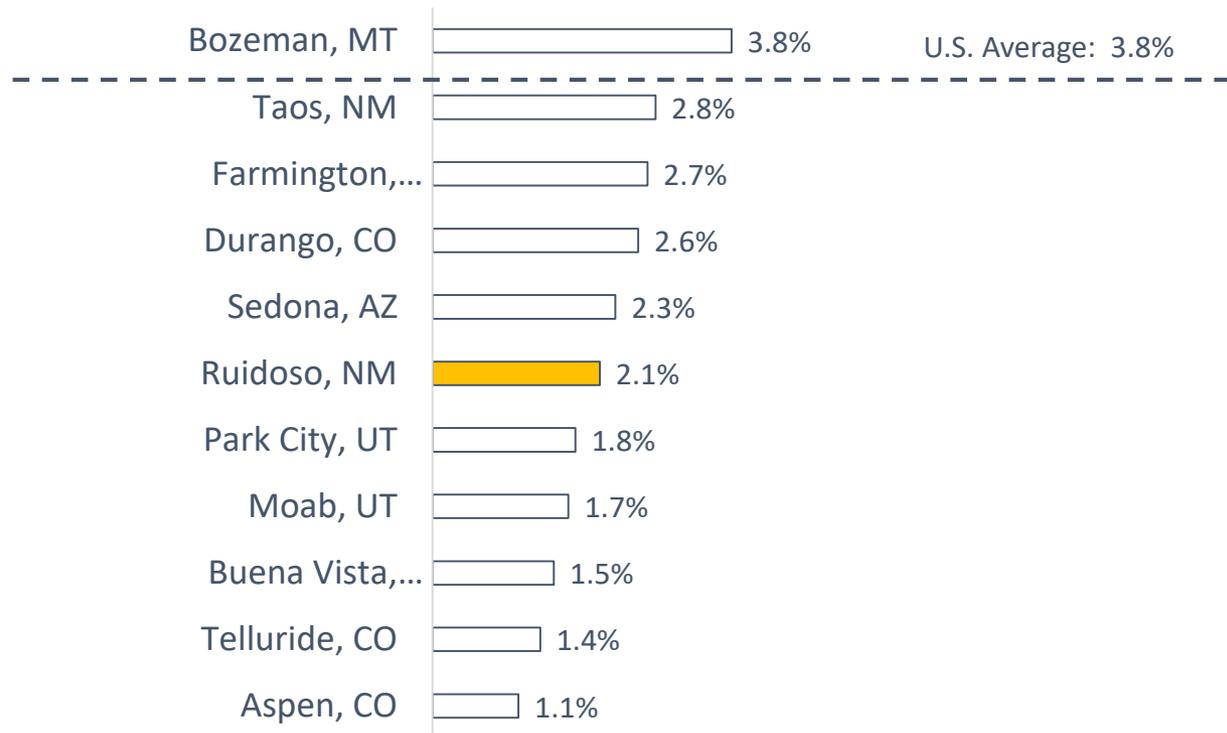
Arts and recreation businesses account for 3.1% of all Ruidoso establishments – nearly two times the U.S. average.

Information (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

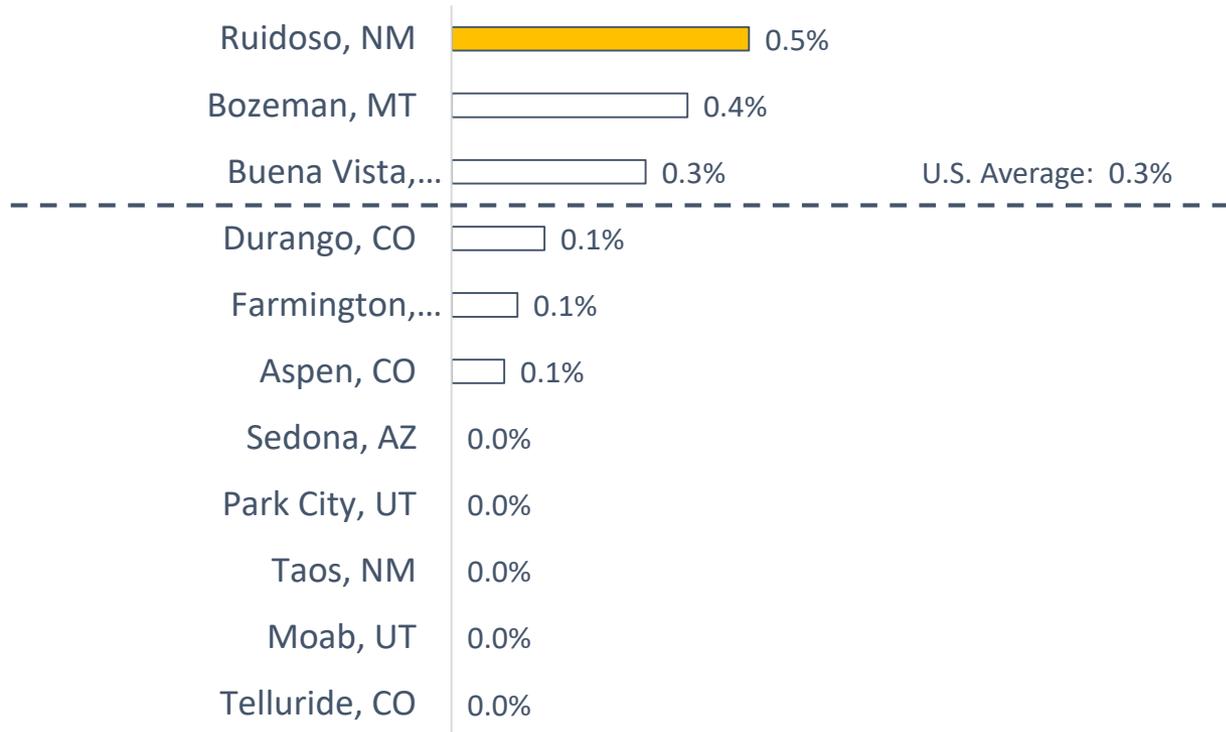
Manufacturing (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

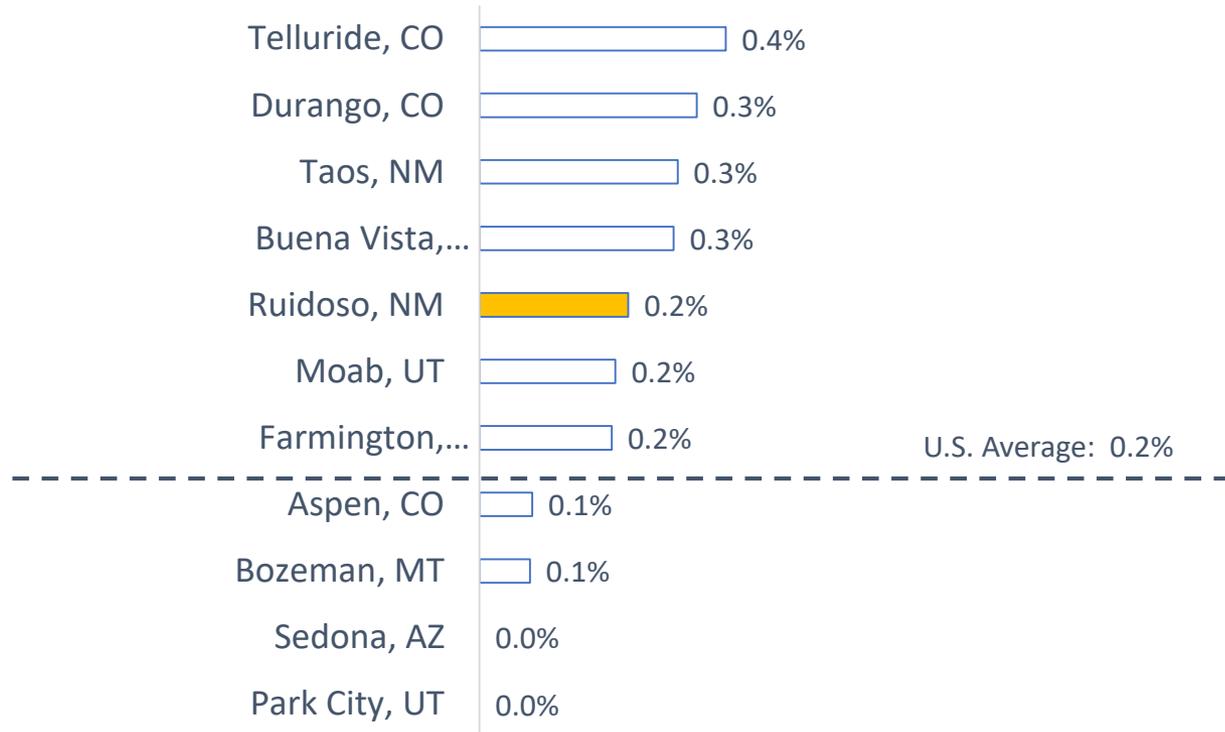
**Agriculture
(% of Businesses), 2016**



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

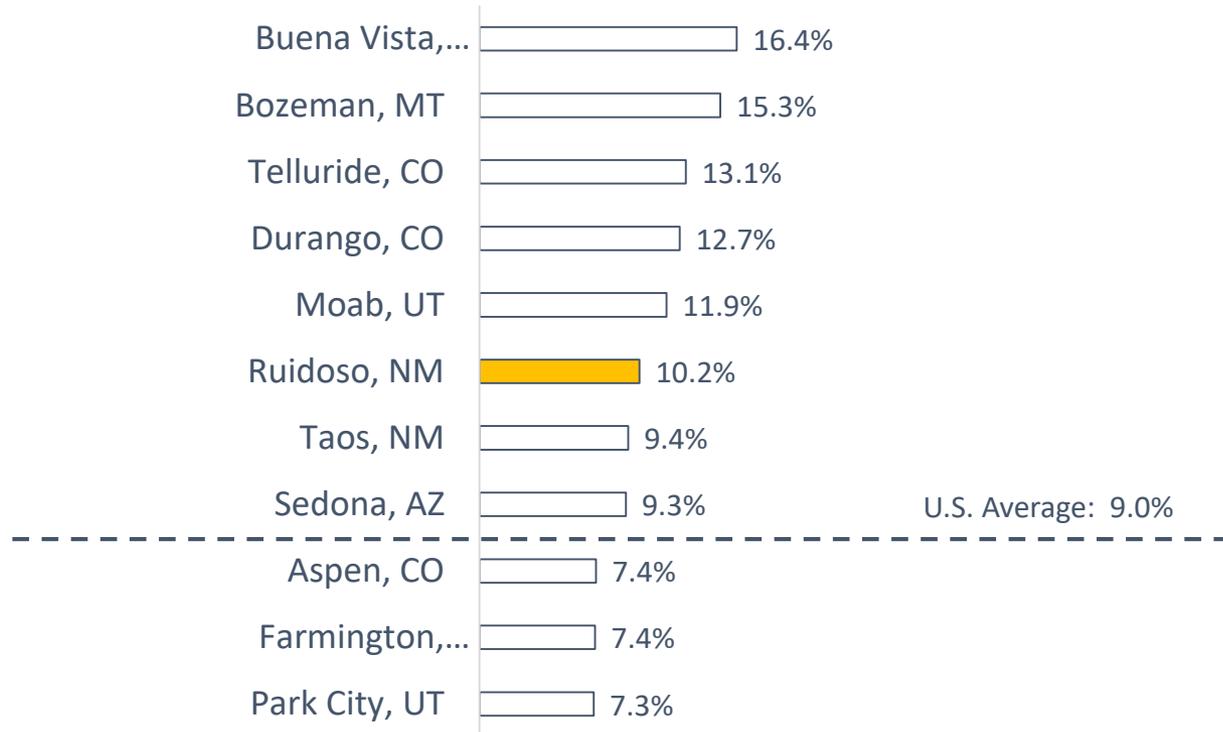
**Utilities
(% of Businesses), 2016**



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

**Construction
(% of Businesses), 2016**

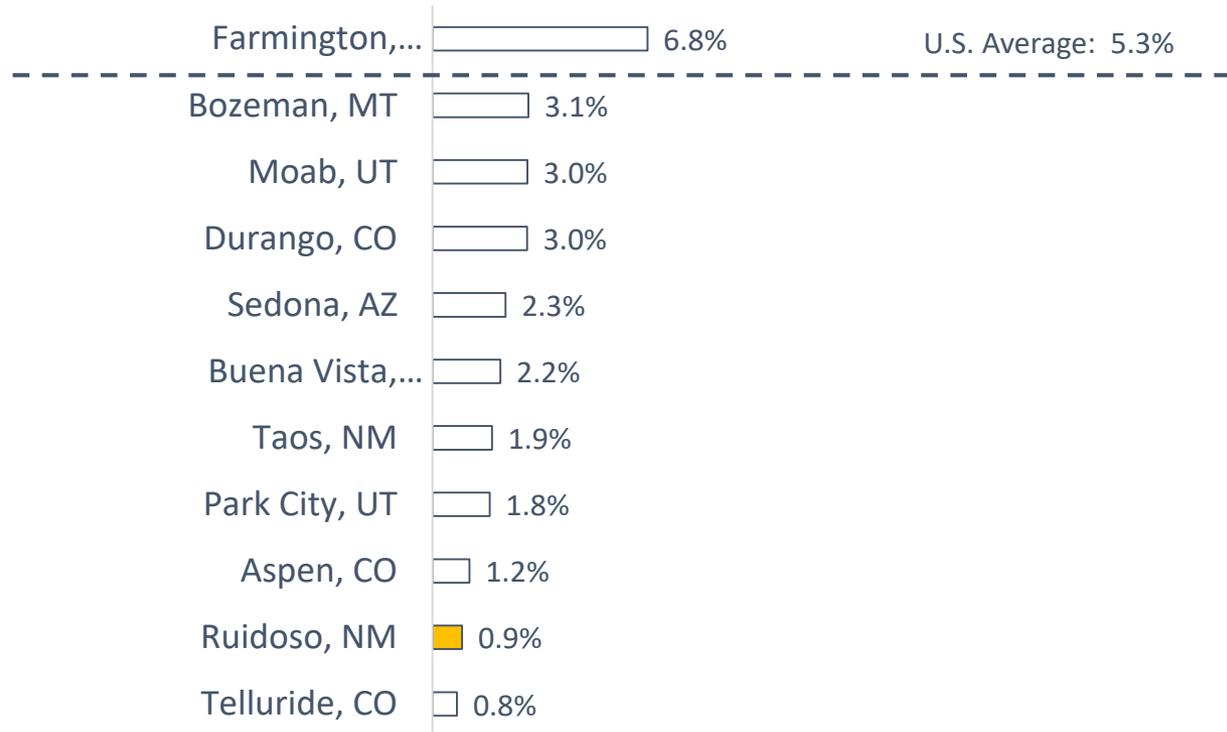


Source: U.S. County Business Patterns 2016

B

BUSINESS ESTABLISHMENTS

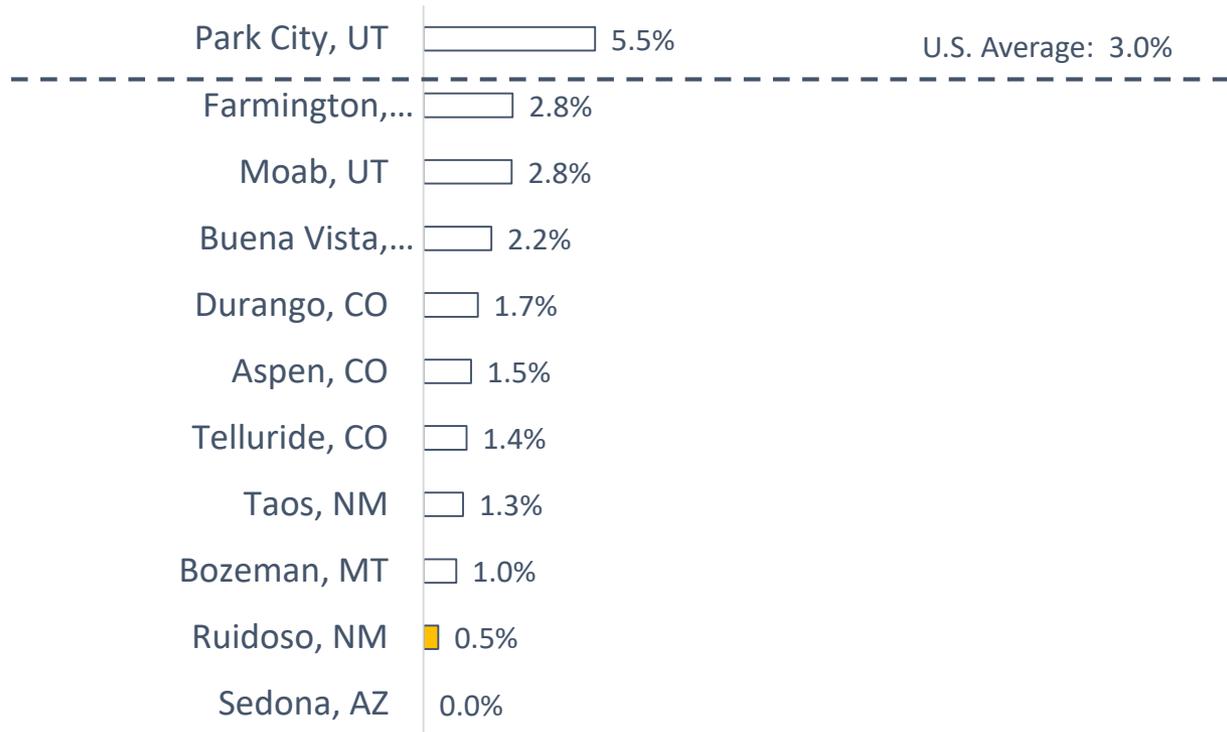
**Wholesale Trade
(% of Businesses), 2016**



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

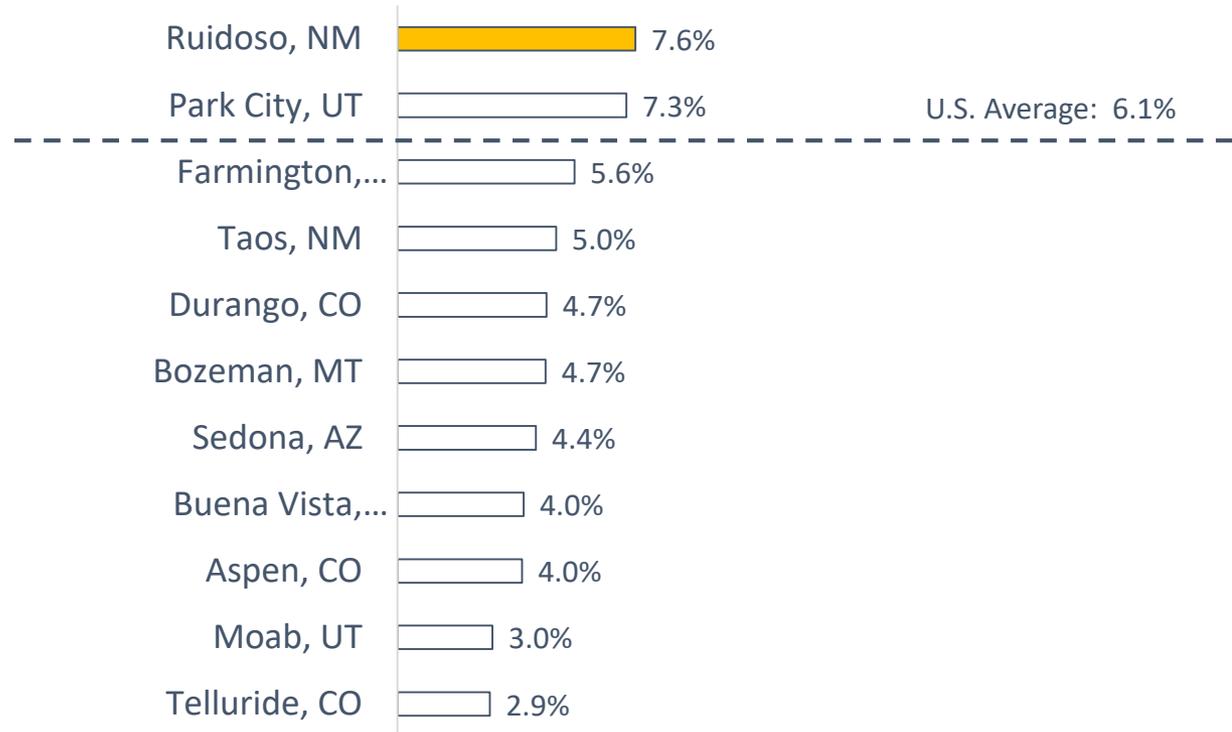
Transportation and Warehousing (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

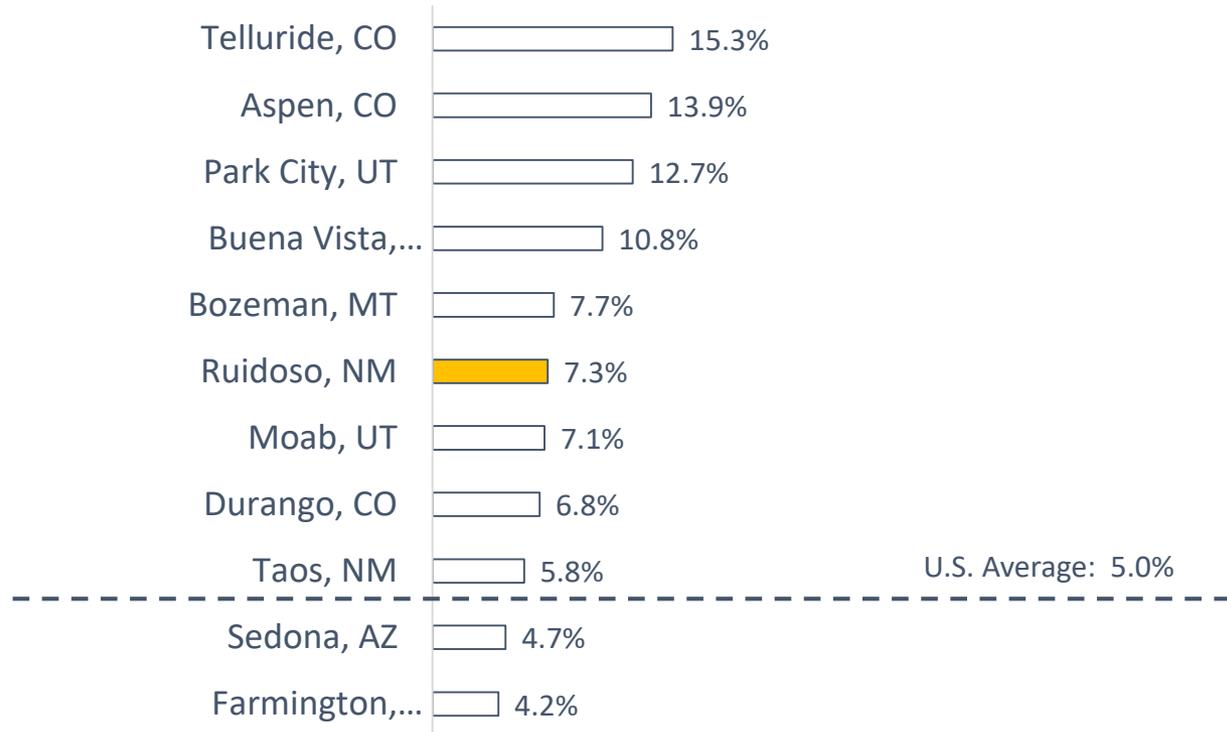
Finance and Insurance (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

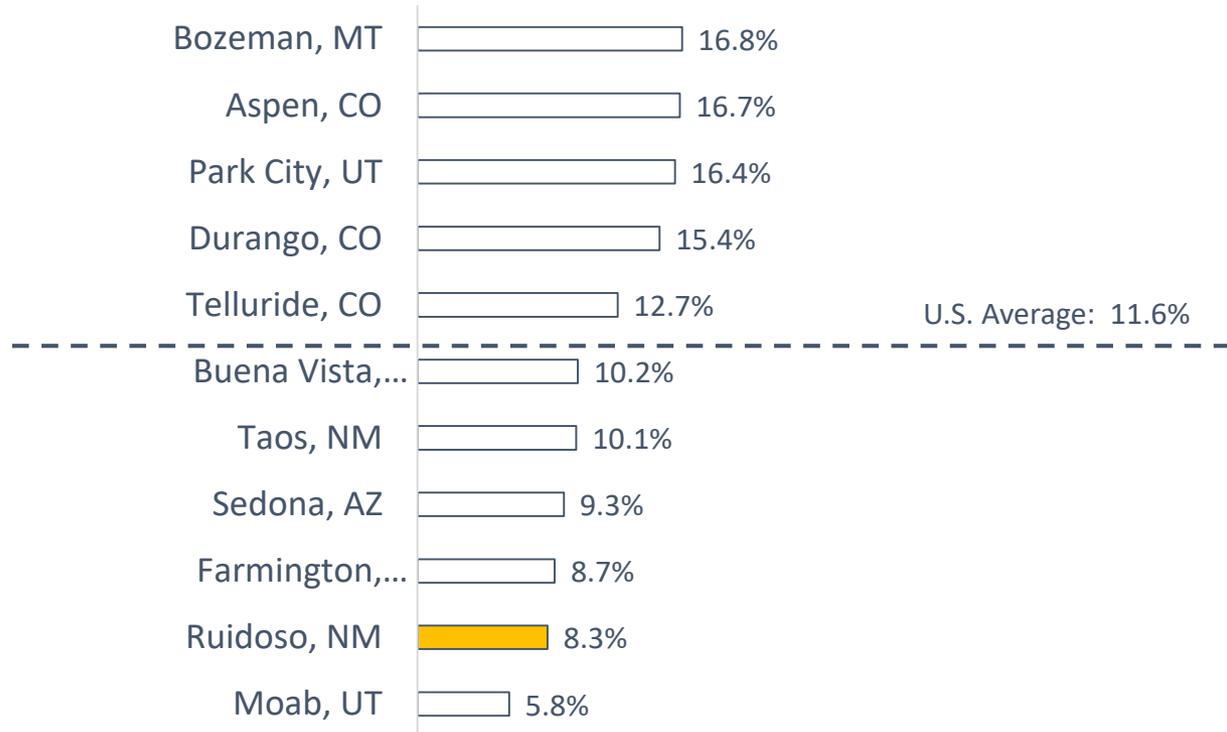
Real Estate and Rental and Leasing (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

Professional Services (% of Businesses), 2016

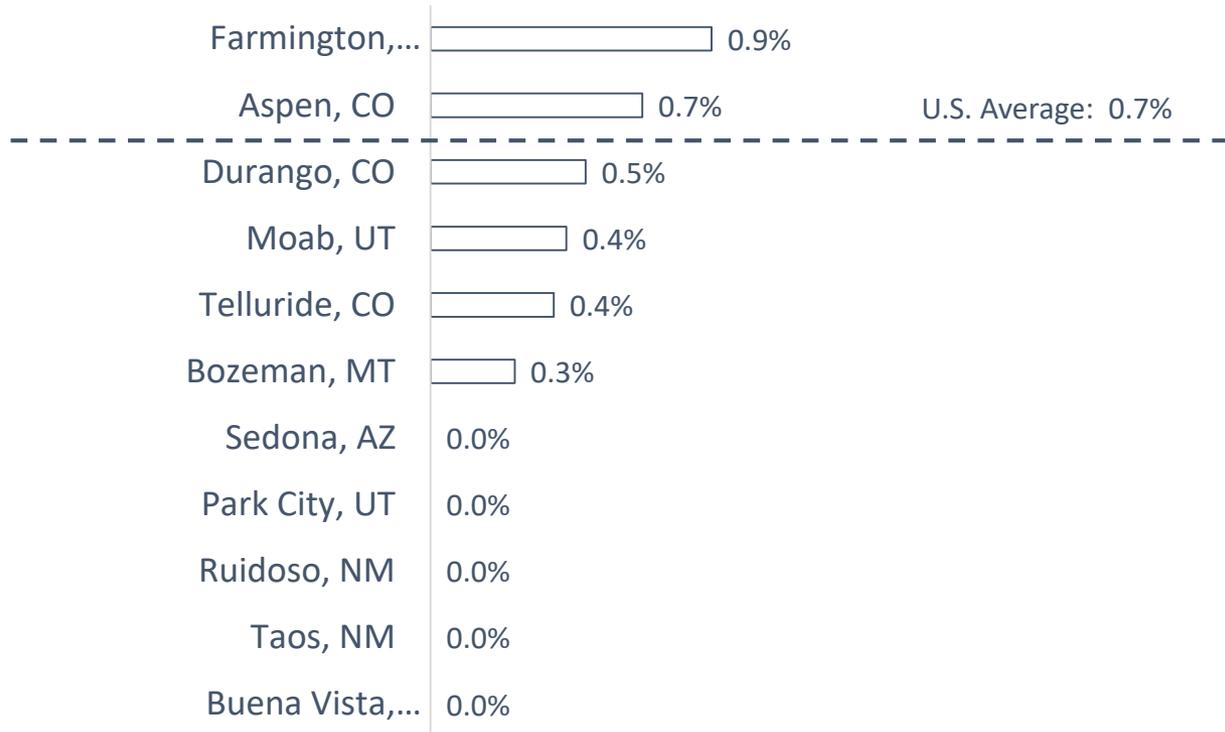


Source: U.S. County Business Patterns 2016

B

BUSINESS ESTABLISHMENTS

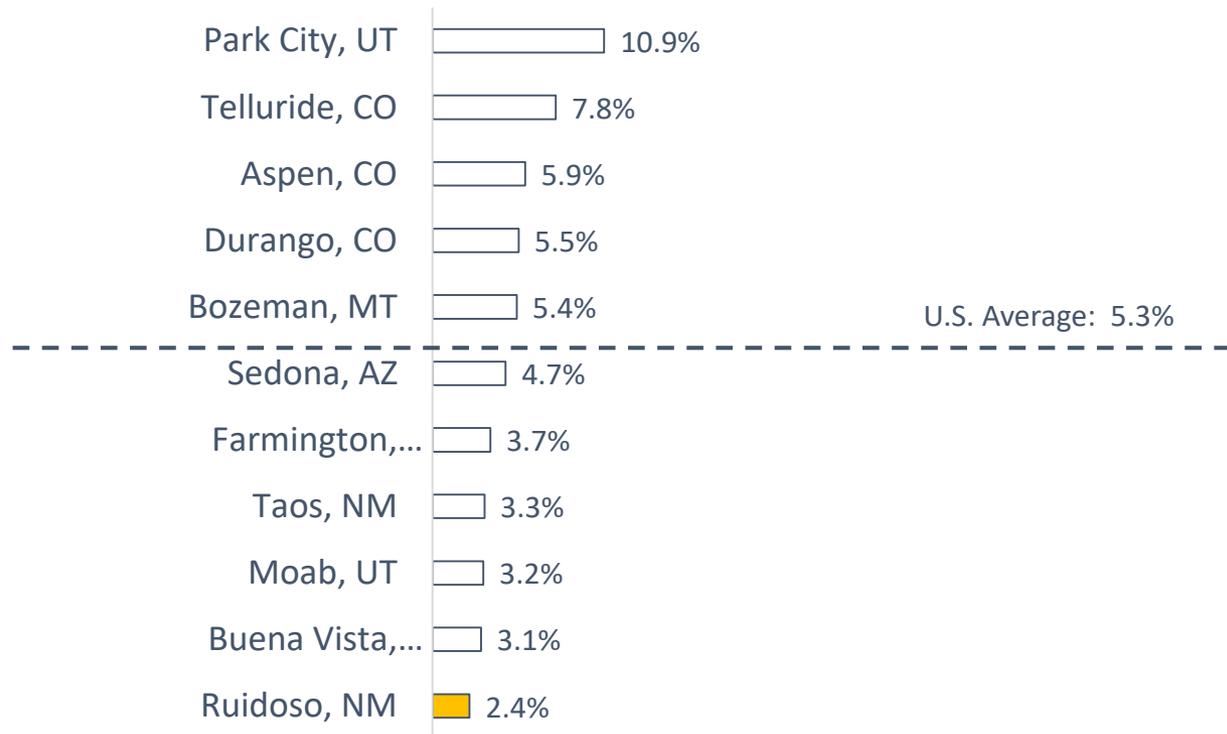
**Management of Companies and Enterprises
(% of Businesses), 2016**



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

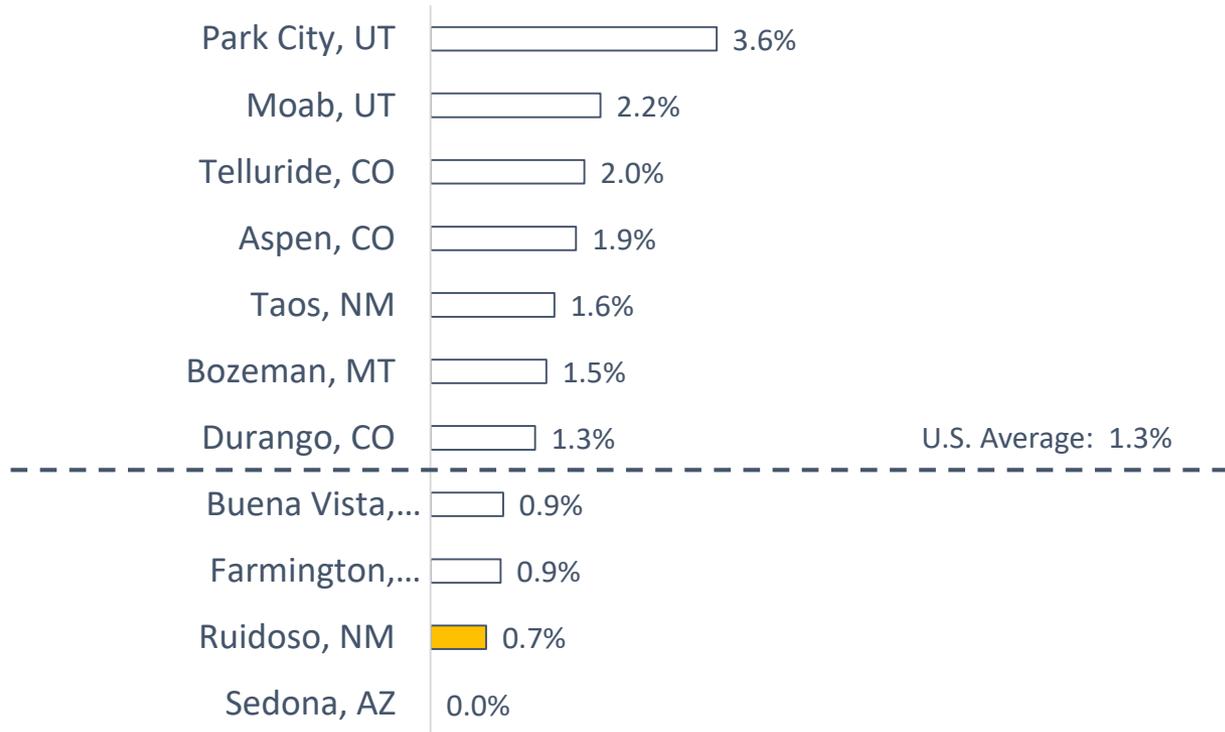
Administrative and Support (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

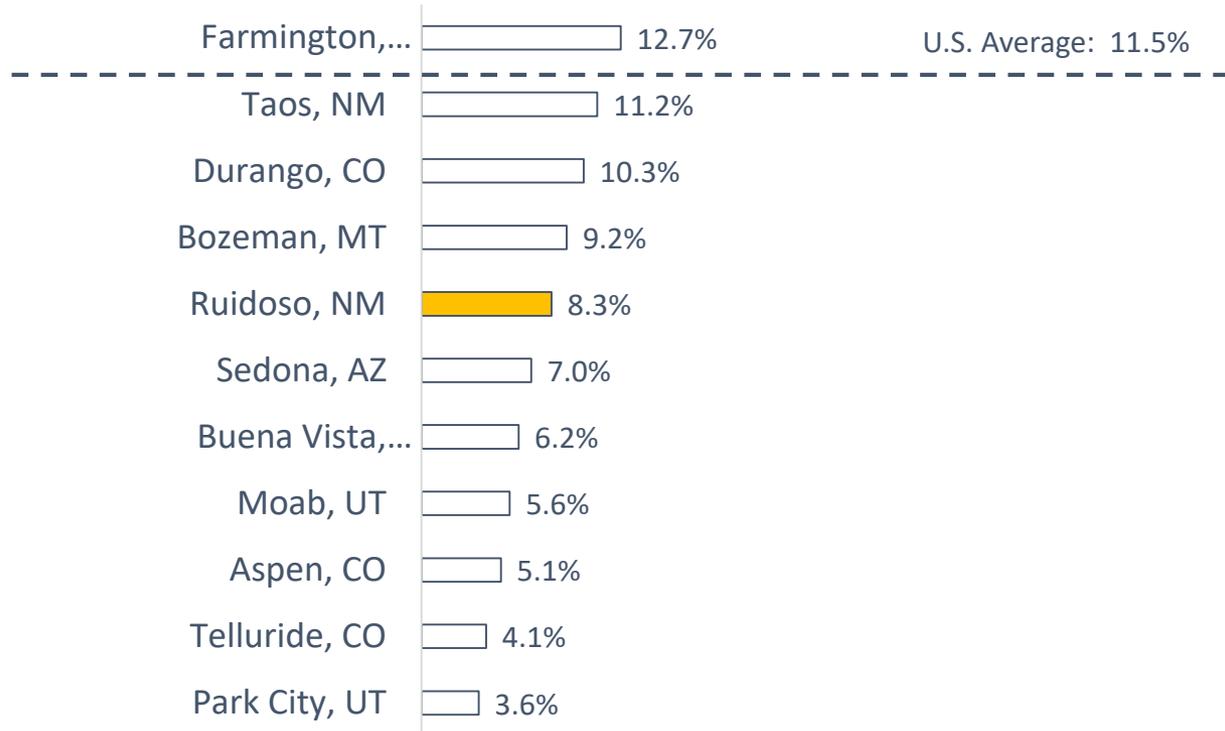
Educational Services (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

Health and Social Assistance (% of Businesses), 2016

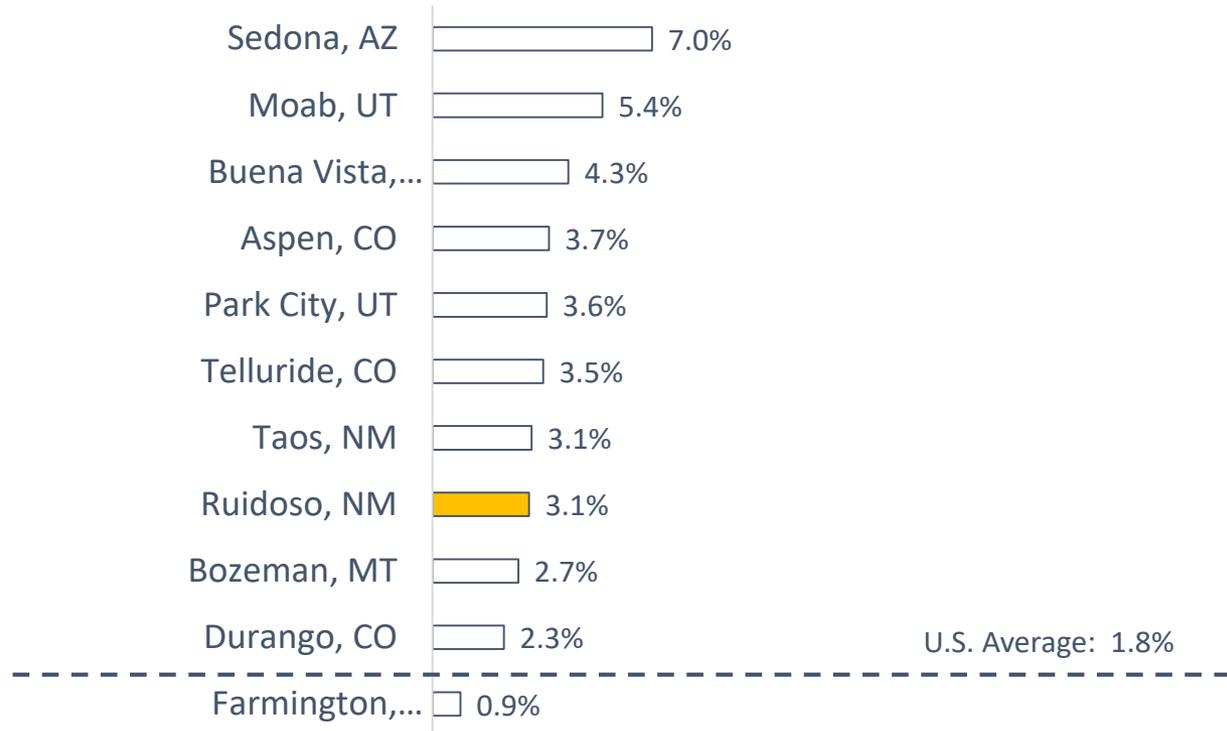


Source: U.S. County Business Patterns 2016

B

BUSINESS ESTABLISHMENTS

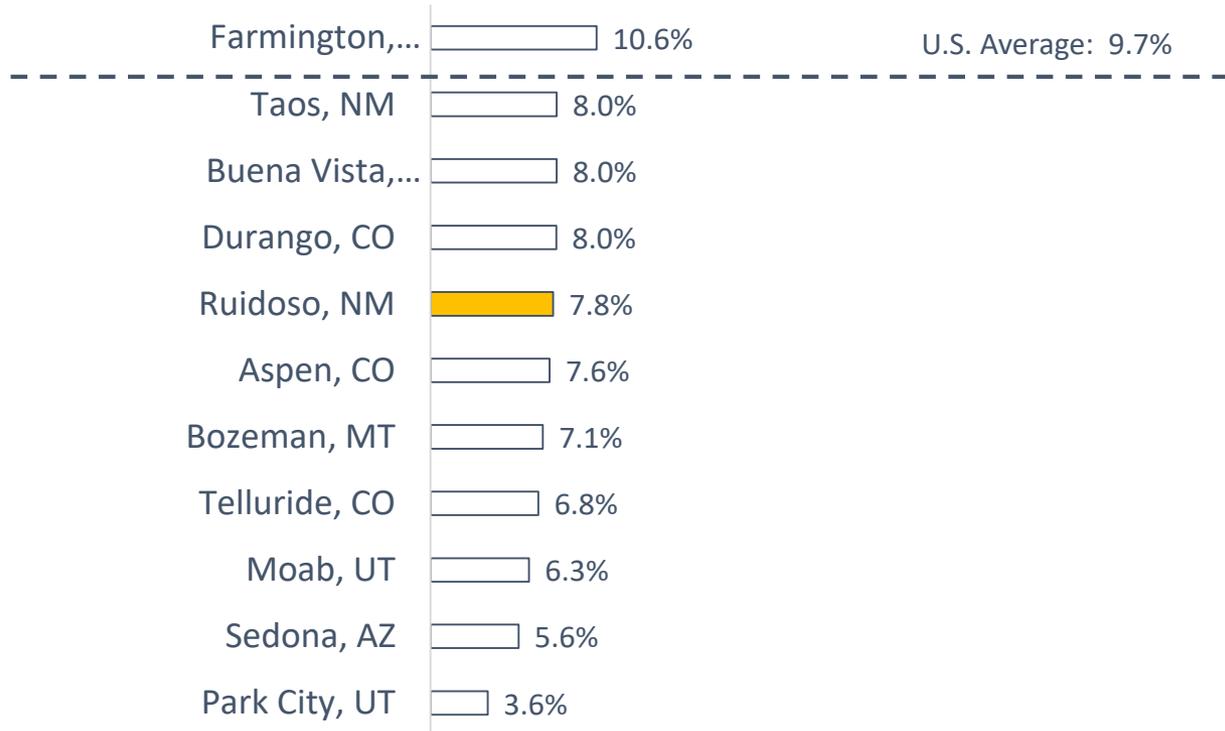
Arts, Entertainment, and Recreation (% of Businesses), 2016



Source: U.S. County Business Patterns 2016

BUSINESS ESTABLISHMENTS

Other Services (% of Businesses), 2016



Source: U.S. County Business Patterns 2016



RESIDENTS BY OCCUPATIONS

TAKEAWAYS

Service Sector

Six in ten Ruidoso workers (58.3%) have skills associated with the service sector – a share that ranks first among the benchmark cities and above the U.S. average (41.5%). Ruidoso’s service sector has increased 1.4% since 2013.

Creative Class

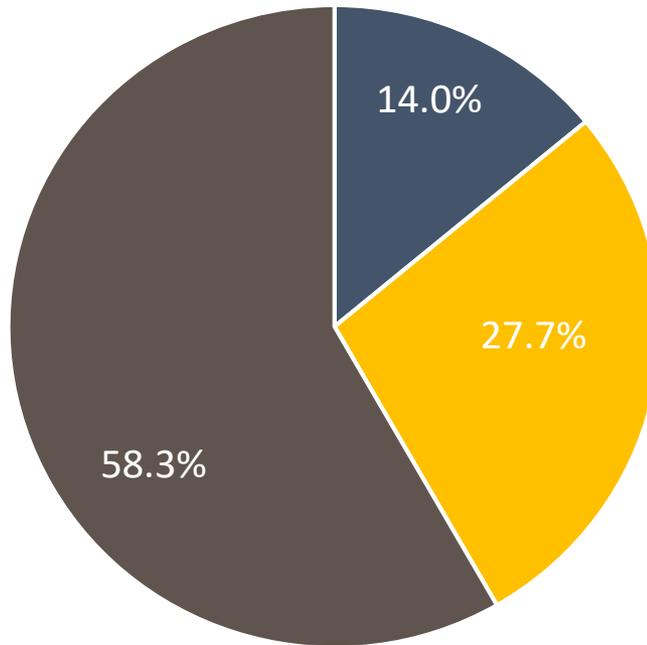
Ruidoso’s creative class (27.7%) – workers with skills in technology, arts/ culture, professional services, and education – ranks 10th among the benchmark cities. The creative class in Ruidoso has declined 29.2% since 2013, as the U.S. has experienced a 9.8% increase in this segment of the workforce.

Working Sector

Approximately 420 Ruidoso residents make up the city’s working sector (14%) – skills associated production/ manufacturing, transportation, and maintenance.

OCCUPATIONS

Residents by Occupational Class, 2017

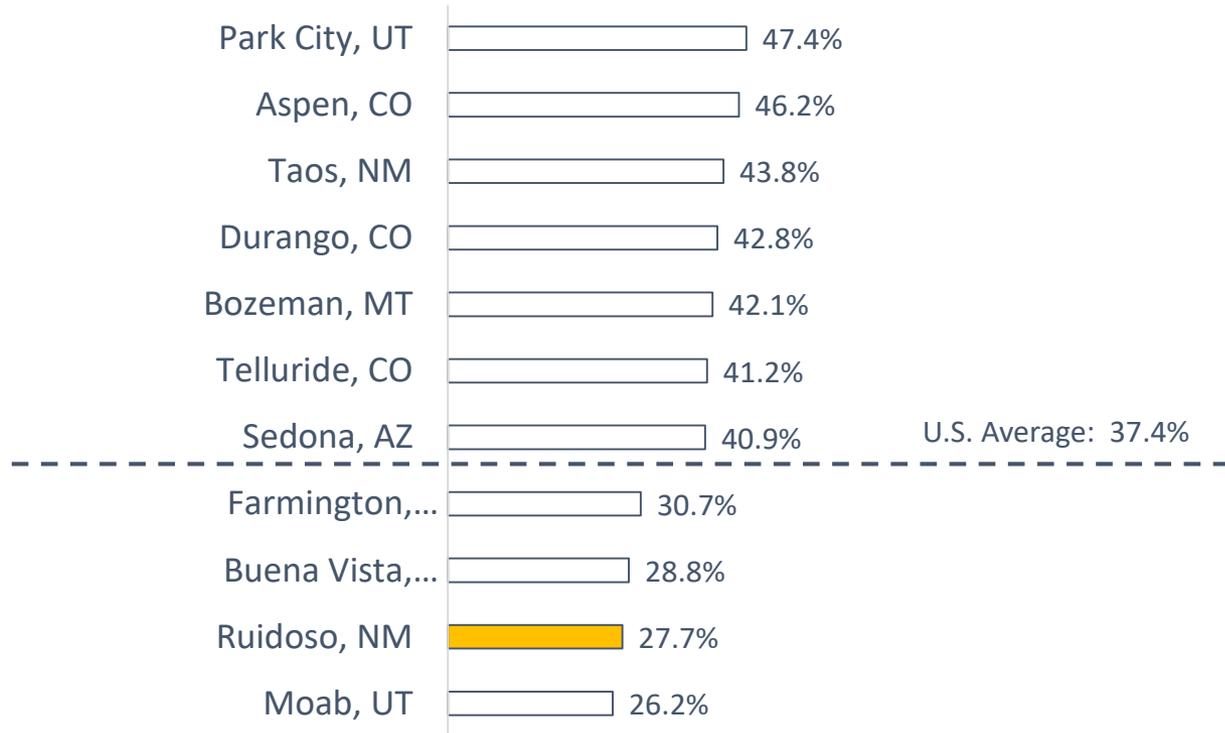


■ Working Class ■ Creative Class ■ Service Class

Source: U.S. Census American Community Survey
2017

OCCUPATIONS

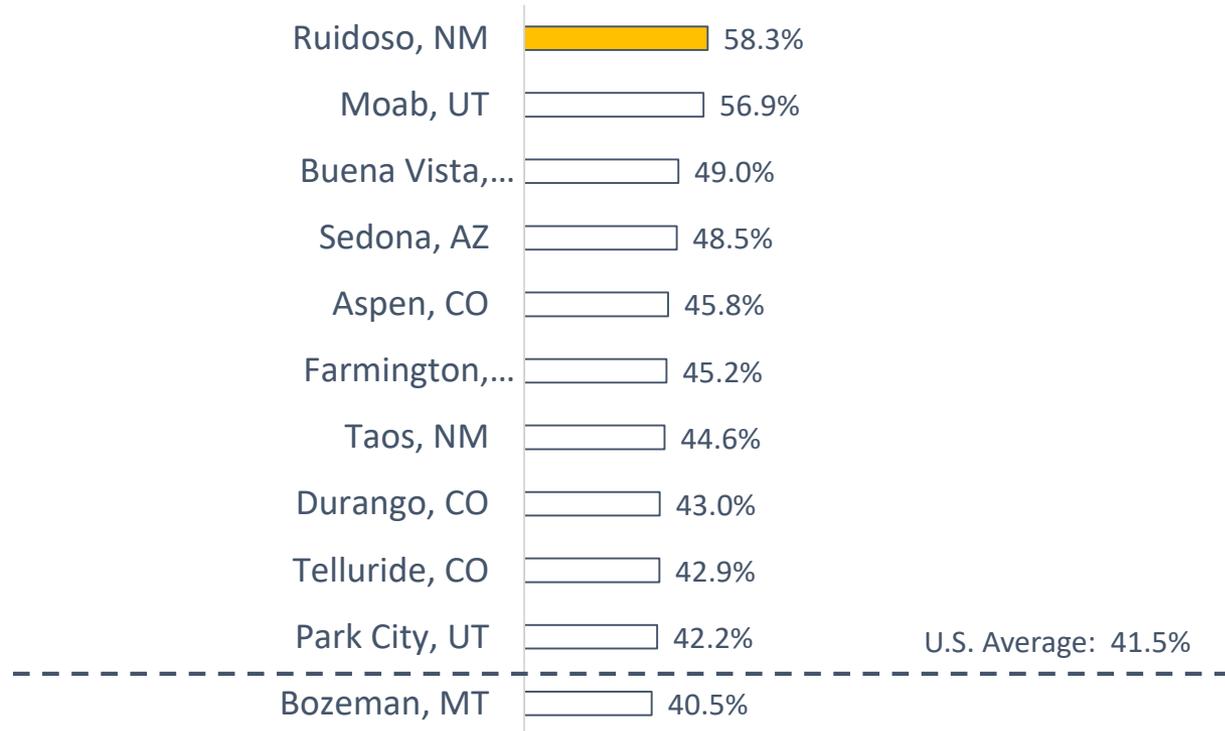
Knowledge Sector, 2017



Source: U.S. Census American Community Survey 2017

OCCUPATIONS

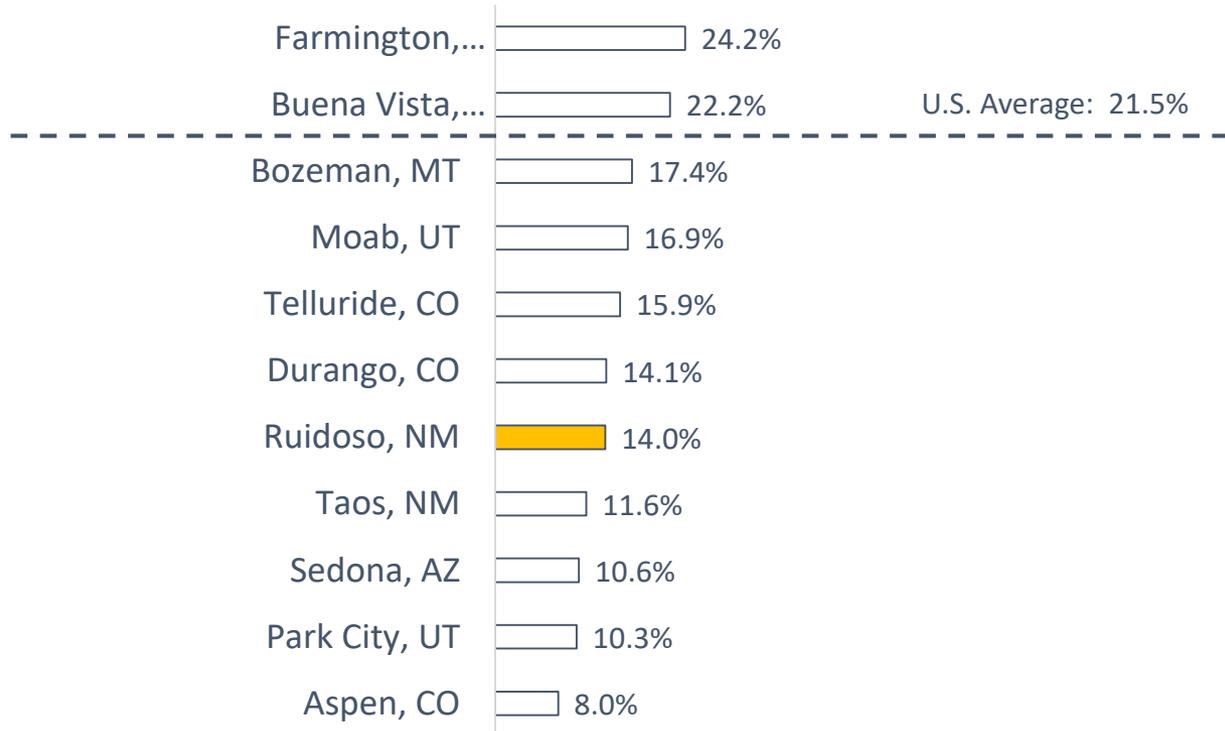
Service Sector, 2017



Source: U.S. Census American Community Survey 2017

OCCUPATIONS

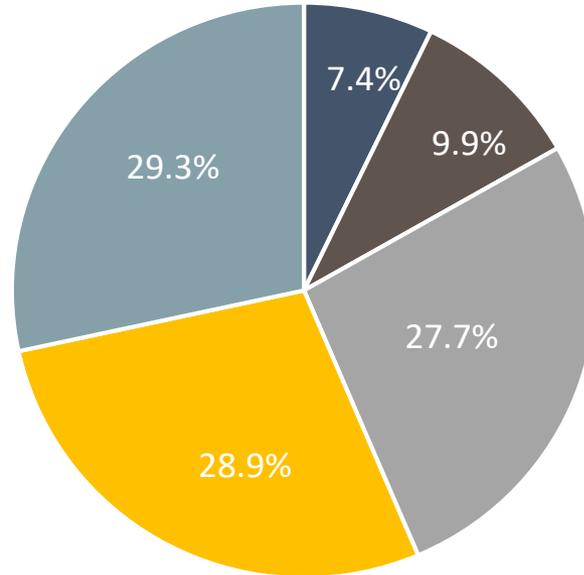
Working Sector, 2017



Source: U.S. Census American Community Survey 2017

OCCUPATIONS

Residents by Occupation, 2017

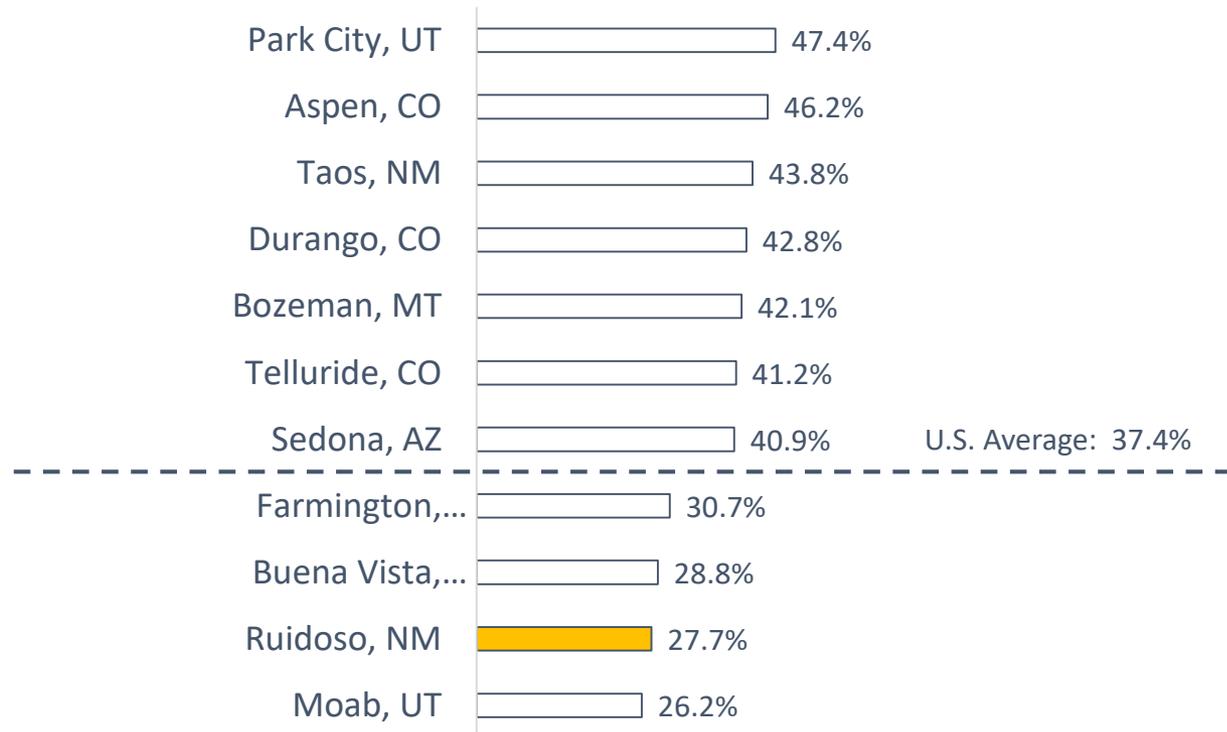


- Natural Resources, Construction, and Maintenance
- Production, Transportation, and Material Moving
- Management, Business, Science, and Arts
- Sales and Office
- Service

Source: U.S. Census American Community Survey
2017

OCCUPATIONS

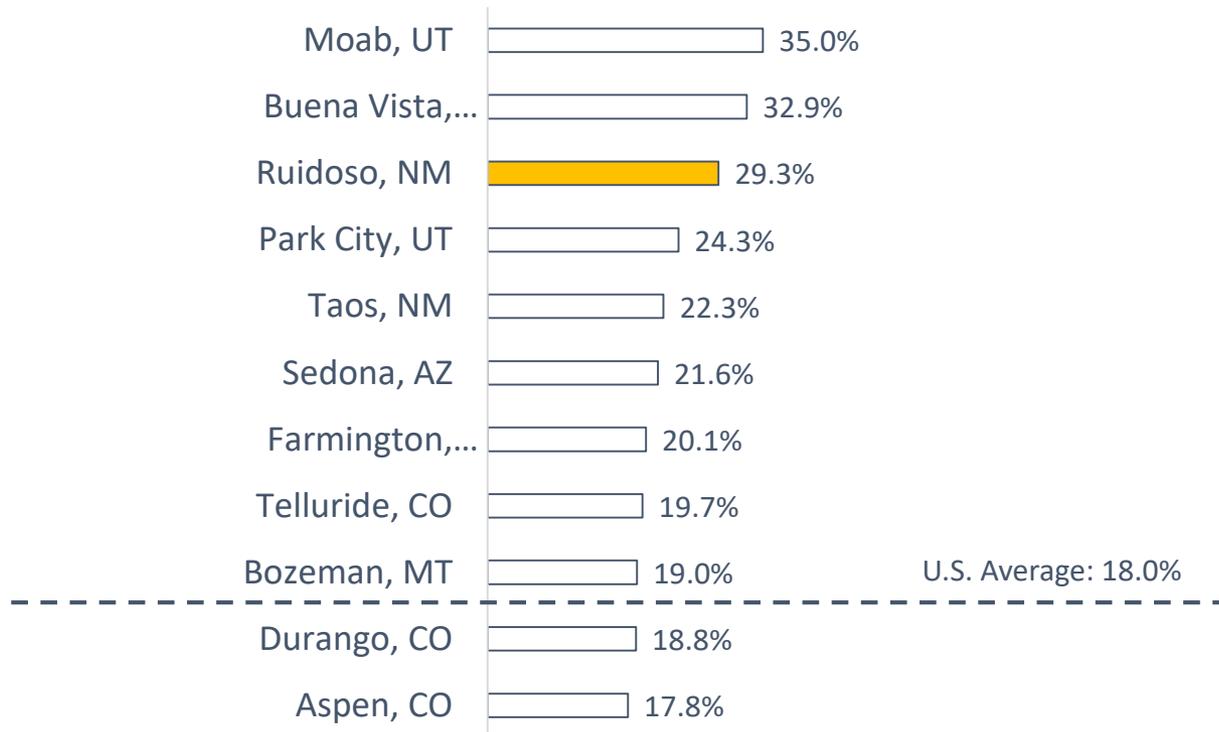
Management, Business, Science and Arts (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

OCCUPATIONS

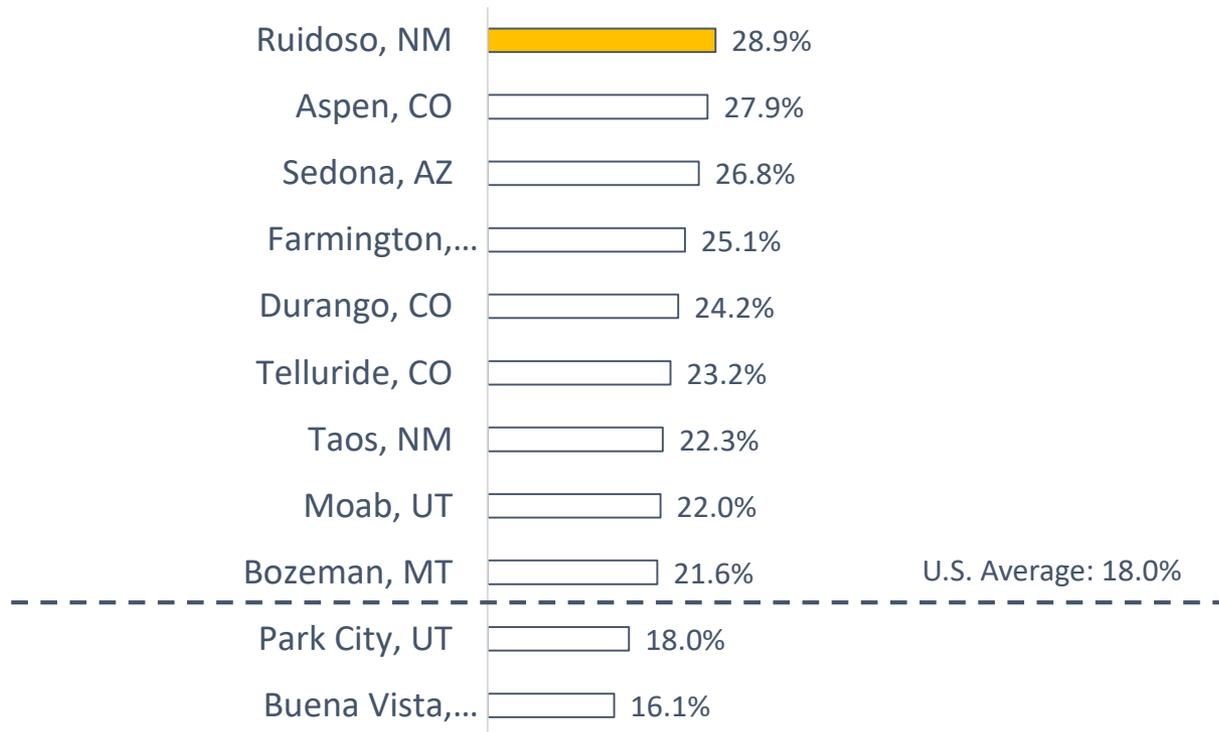
Service (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

OCCUPATIONS

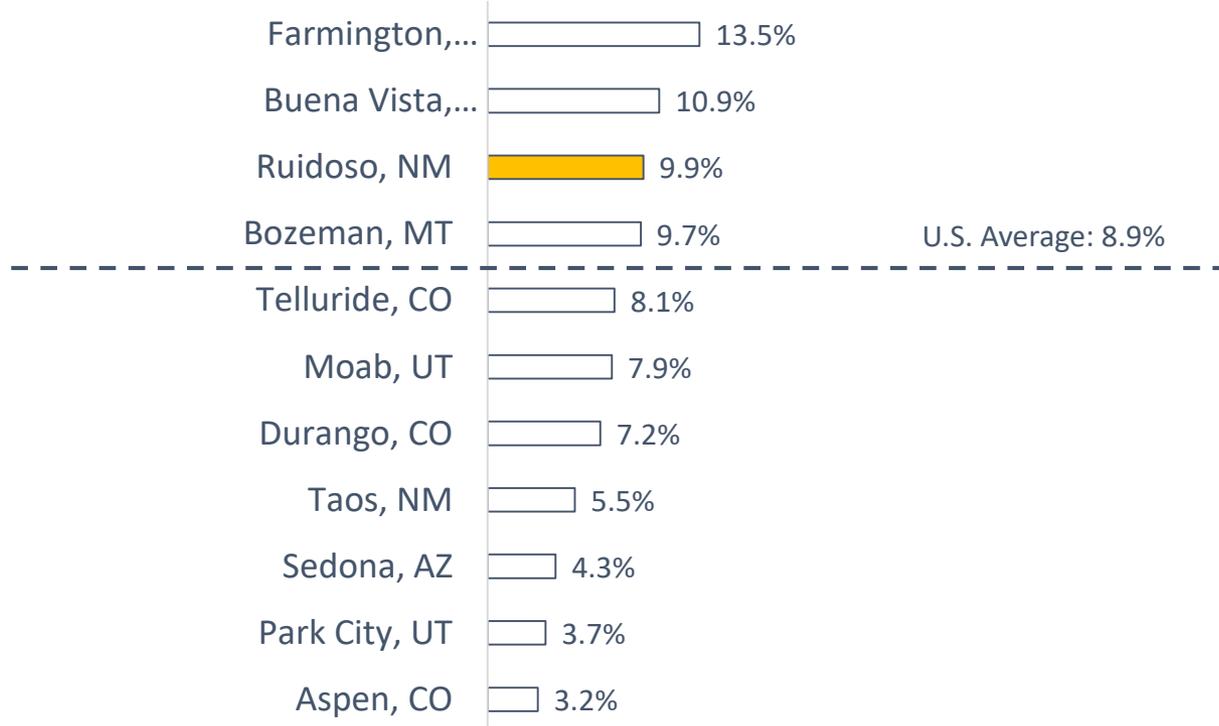
**Sales and Office
(% of Residents), 2017**



Source: U.S. Census American Community Survey
2017

OCCUPATIONS

Natural Resources, Construction and Maintenance (% of Residents), 2017

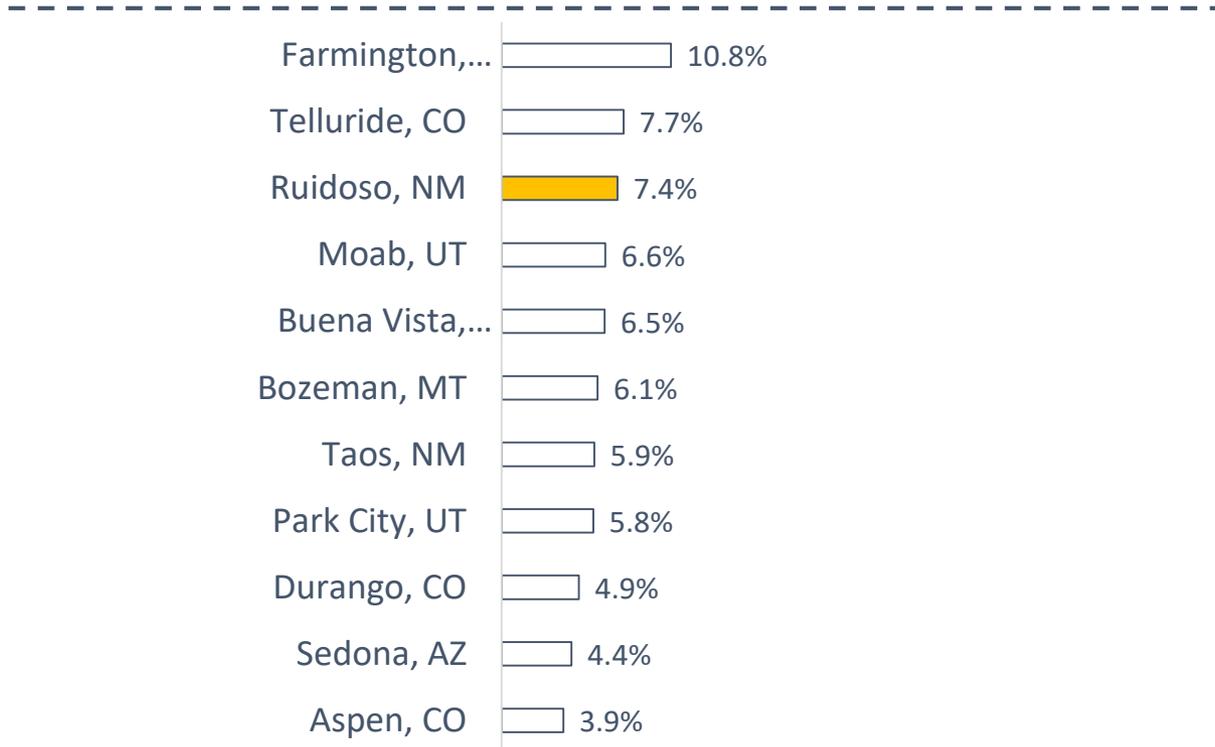


Source: U.S. Census American Community Survey 2017

OCCUPATIONS

Production, Transportation and Moving (% of Residents), 2017

U.S. Average: 11.3%

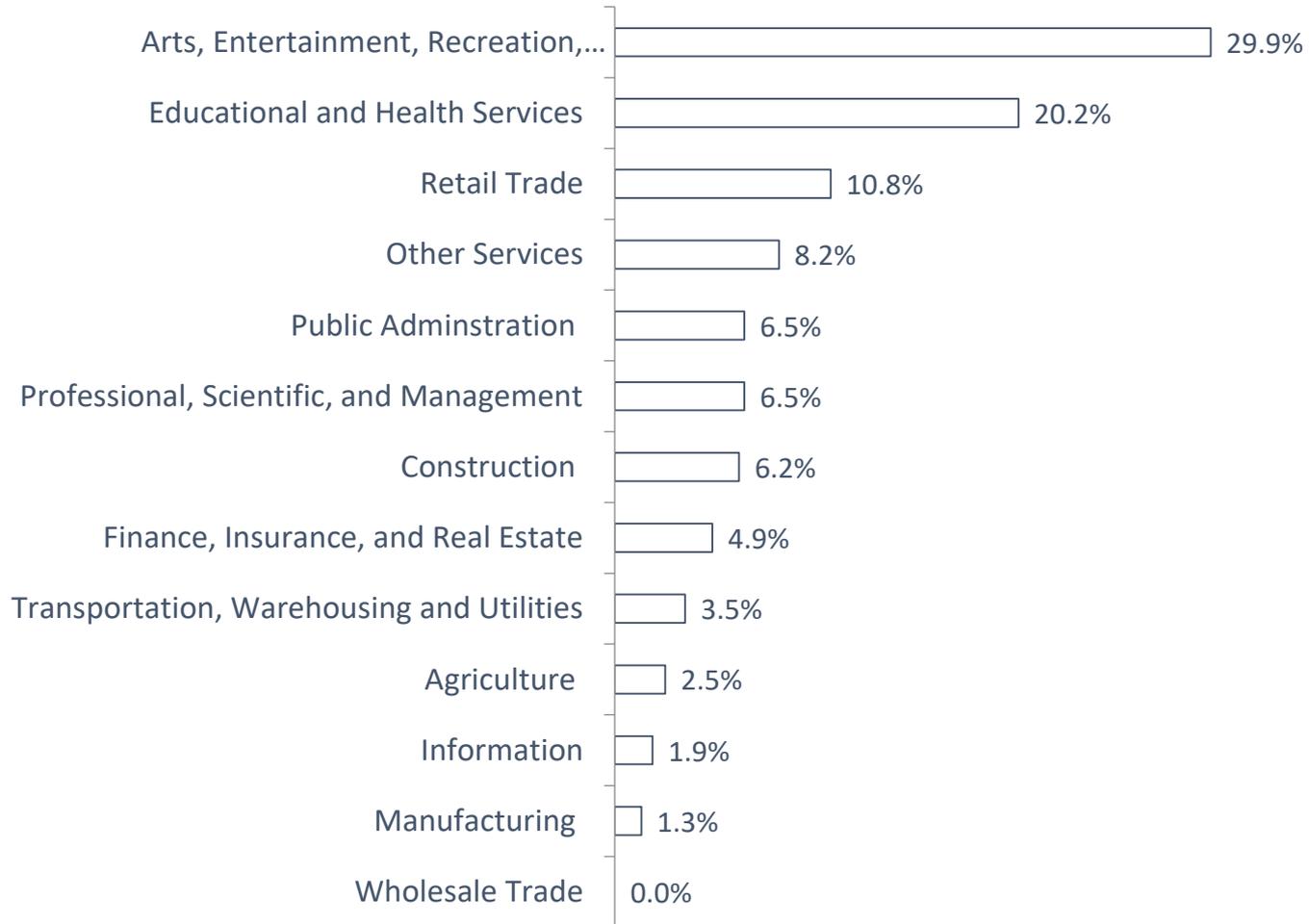


Source: U.S. Census American Community Survey
2017



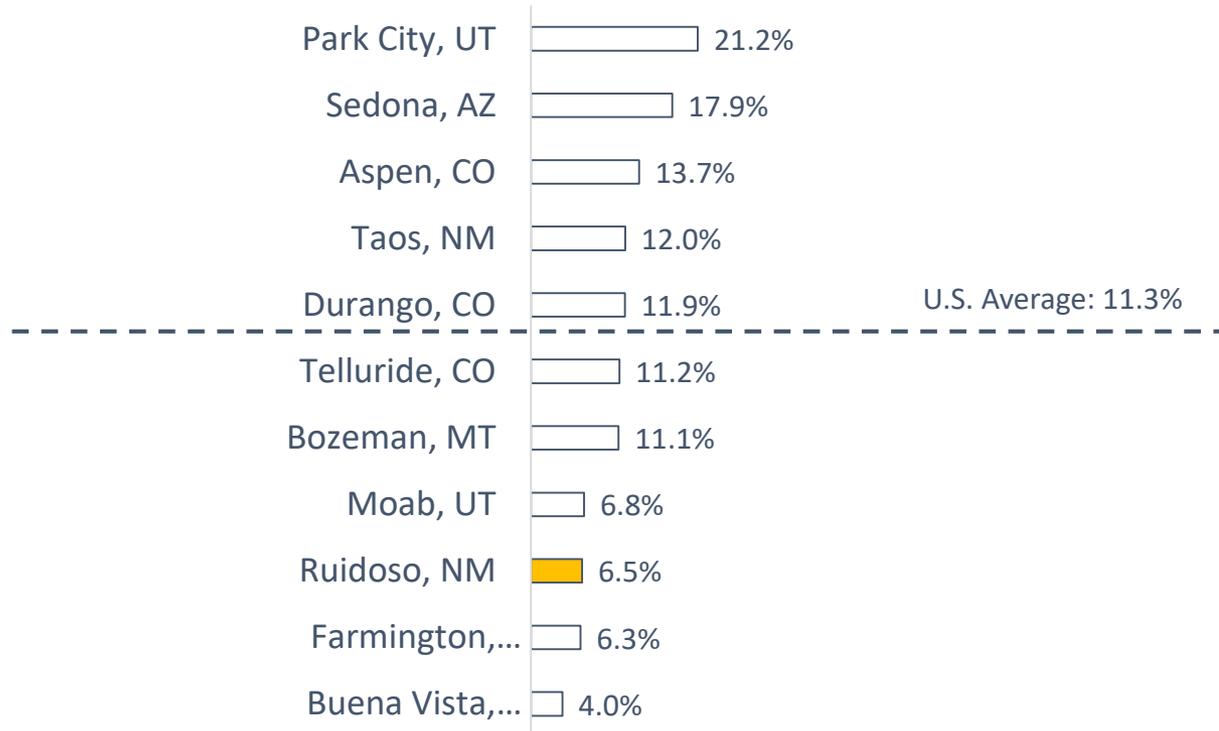
RESIDENTS BY INDUSTRY

Residents by Industry, 2017



Source: U.S. Census American Community Survey 2017

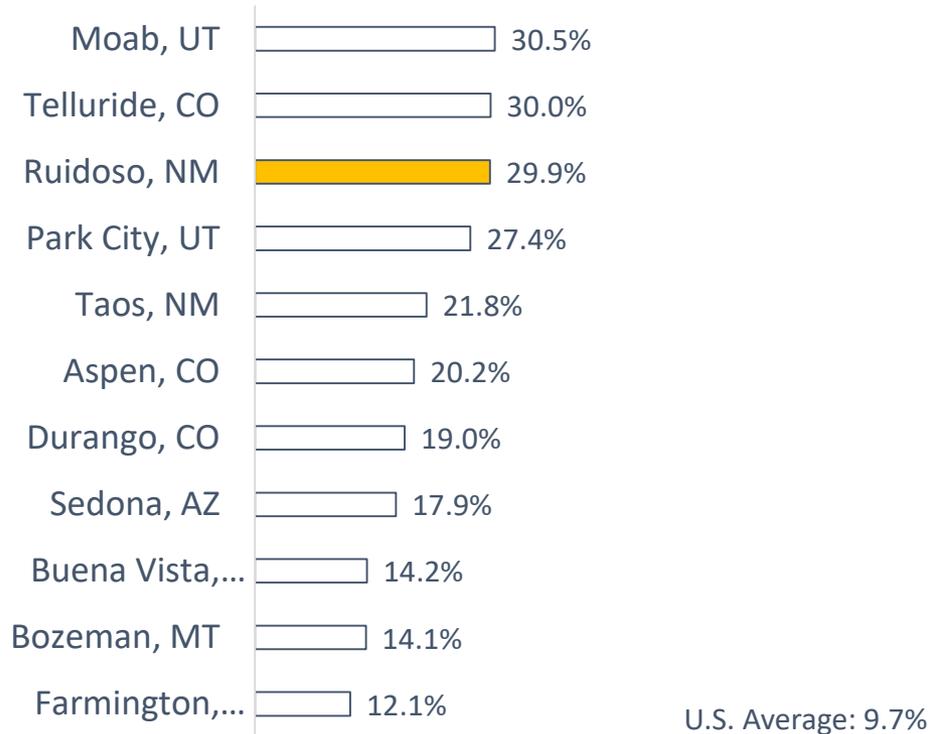
Professional, Scientific, and Management (% of Residents), 2017



Source: U.S. Census American Community Survey 2017

INDUSTRY

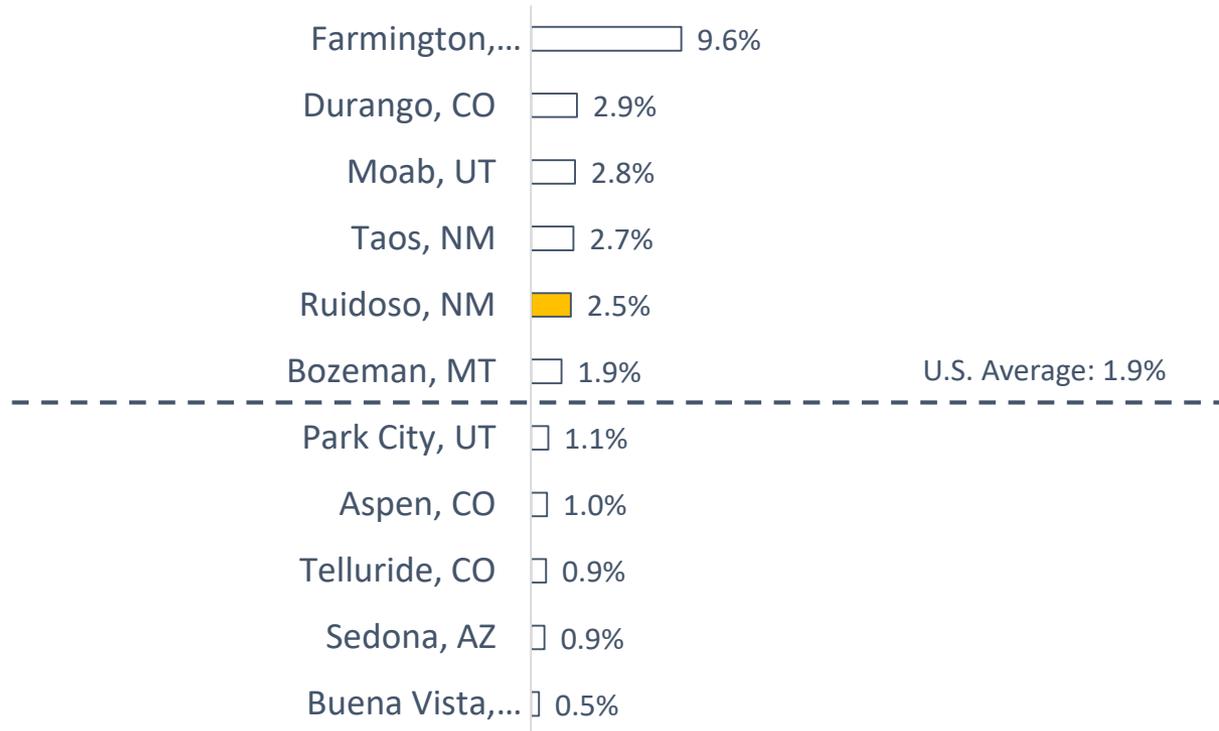
Arts, Entertainment, Recreation, Accommodation, and Food Service (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

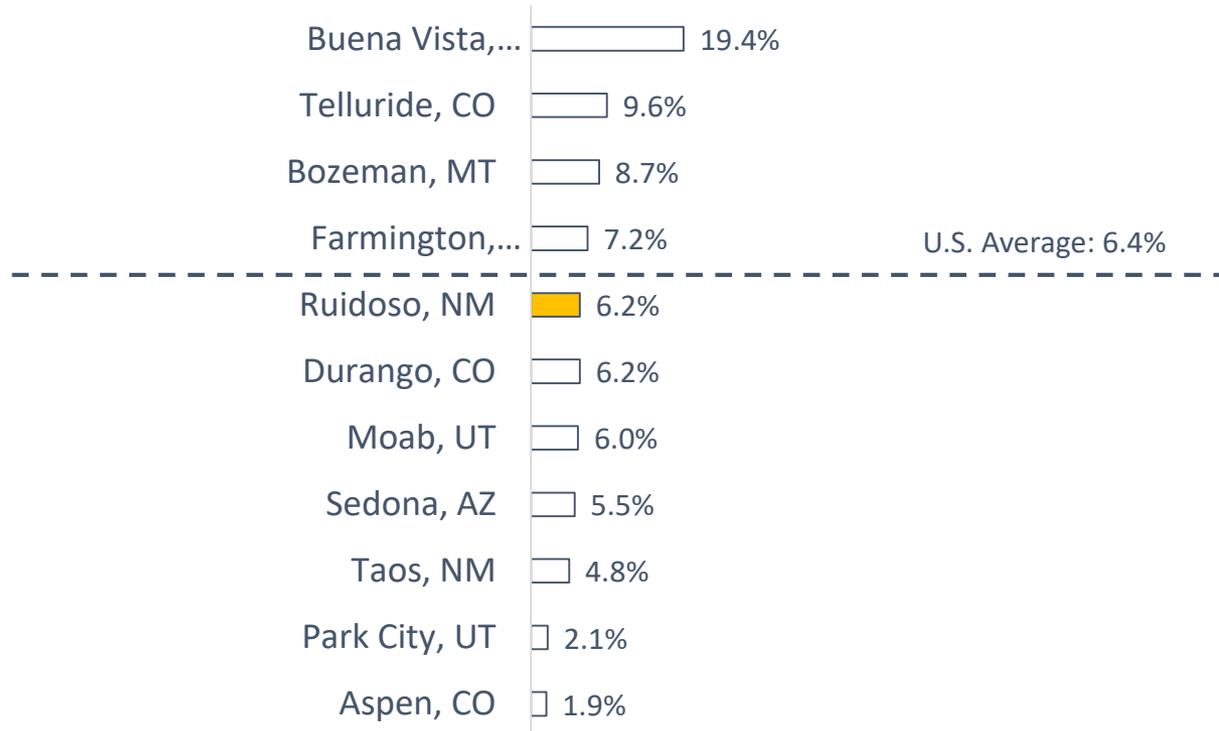
Agriculture (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

Construction (% of Residents), 2017

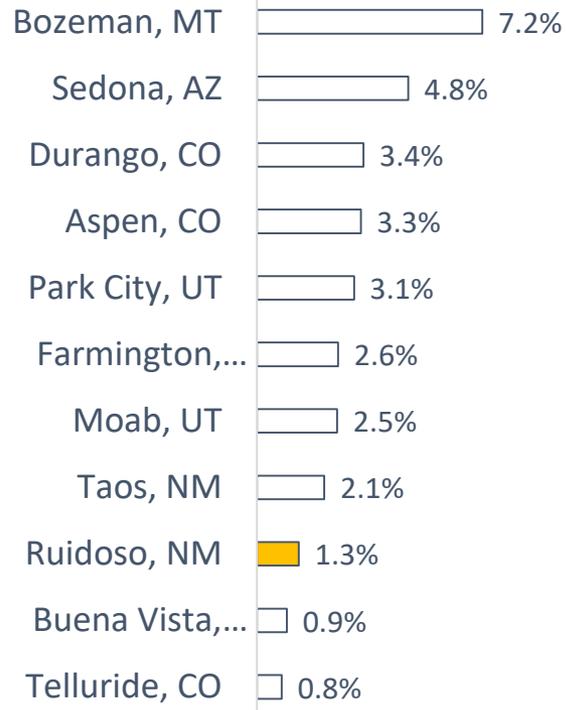


Source: U.S. Census American Community Survey
2017

INDUSTRY

Manufacturing (% of Residents), 2017

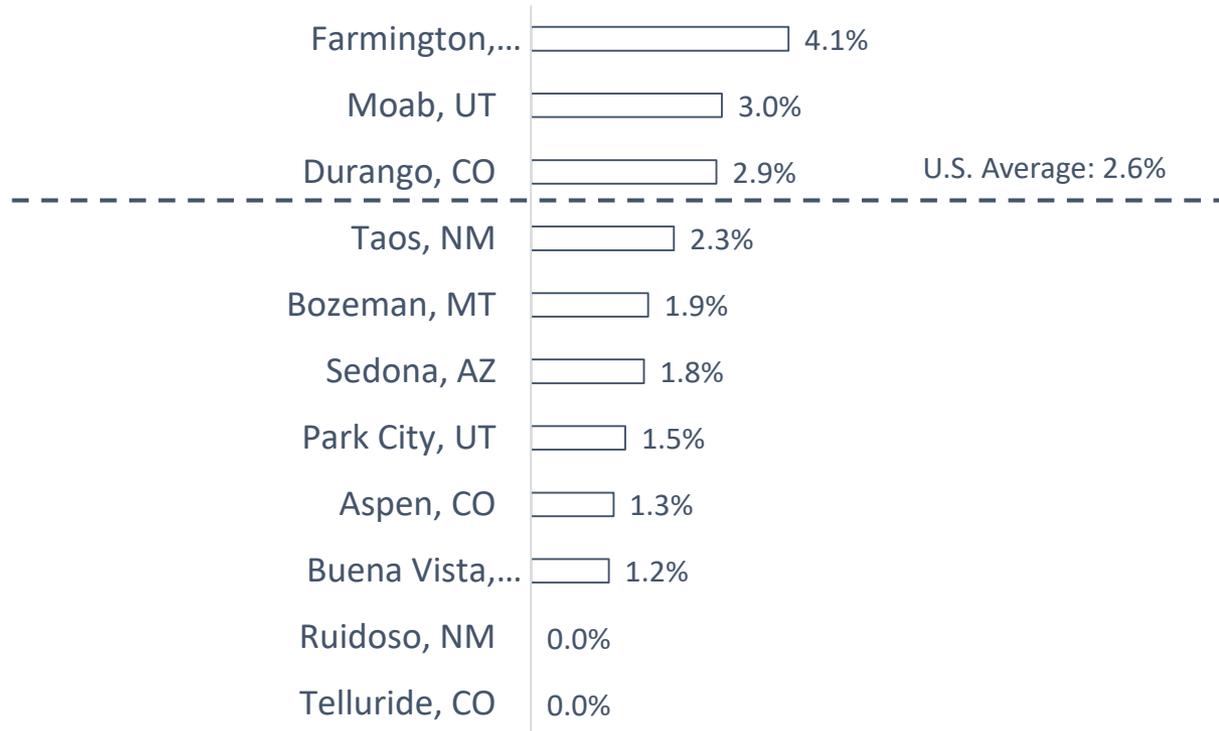
U.S. Average: 10.3%



Source: U.S. Census American Community Survey
2017

INDUSTRY

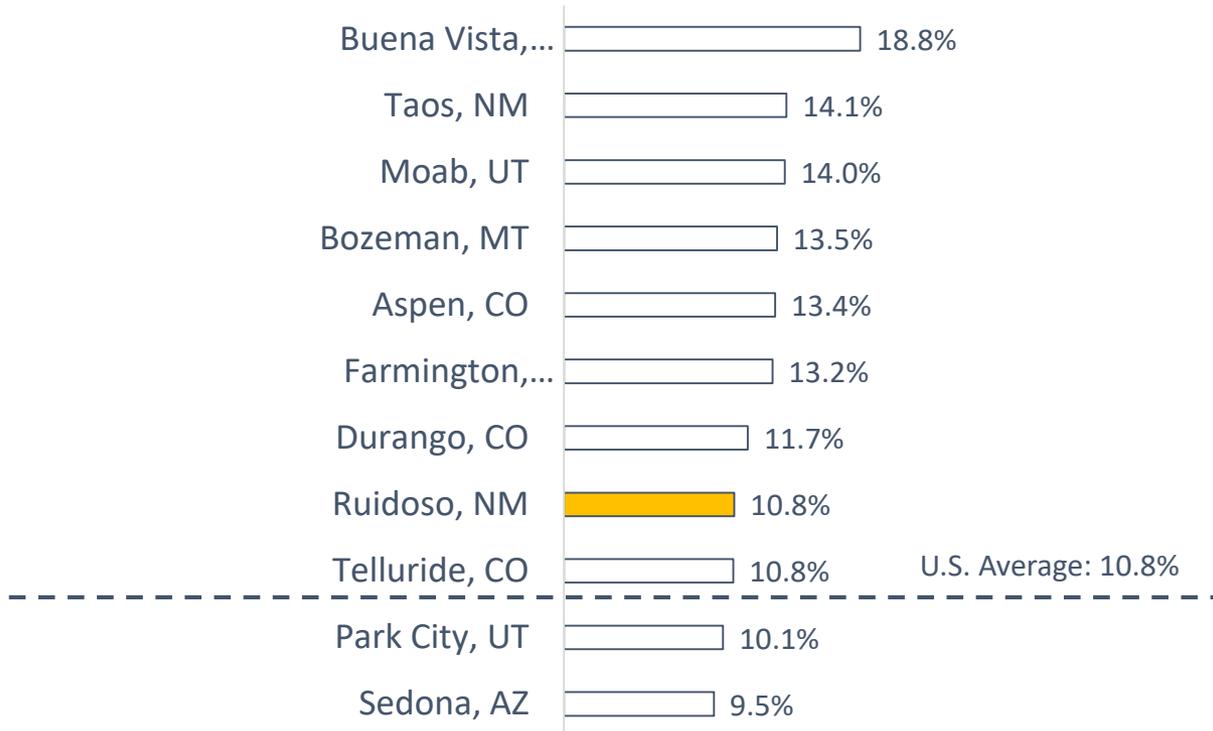
Wholesale Trade (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

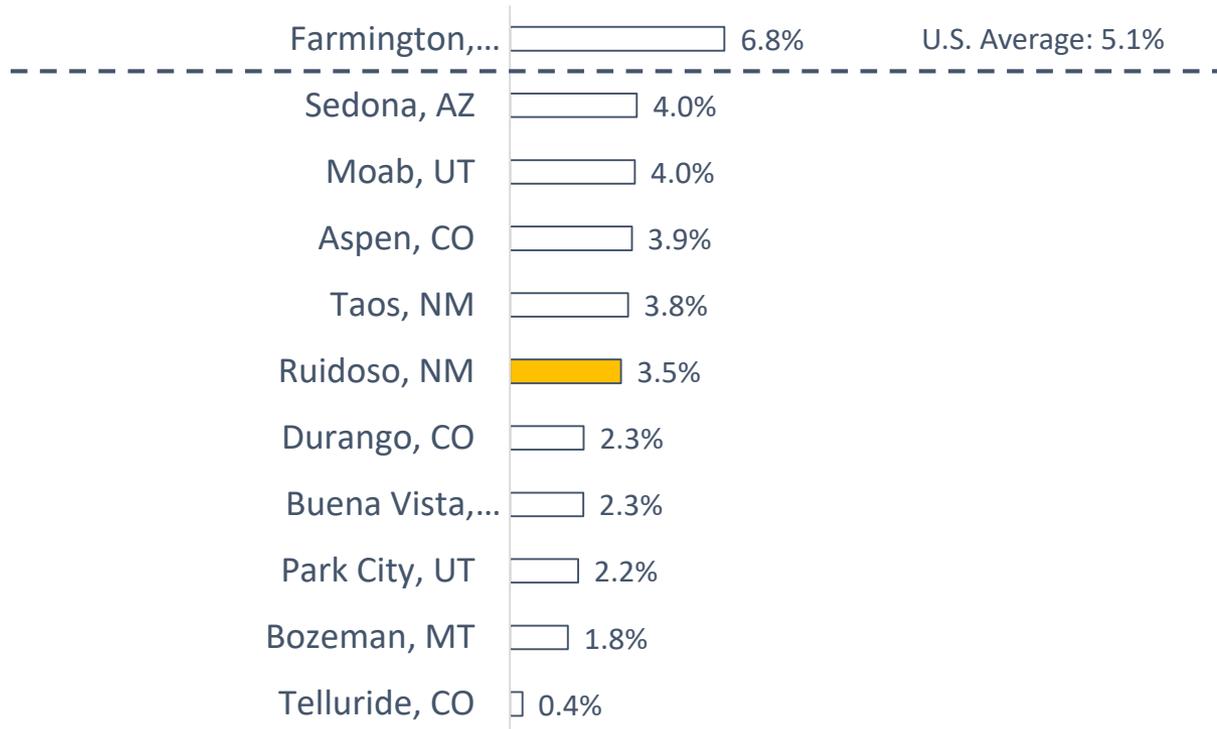
Retail Trade (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

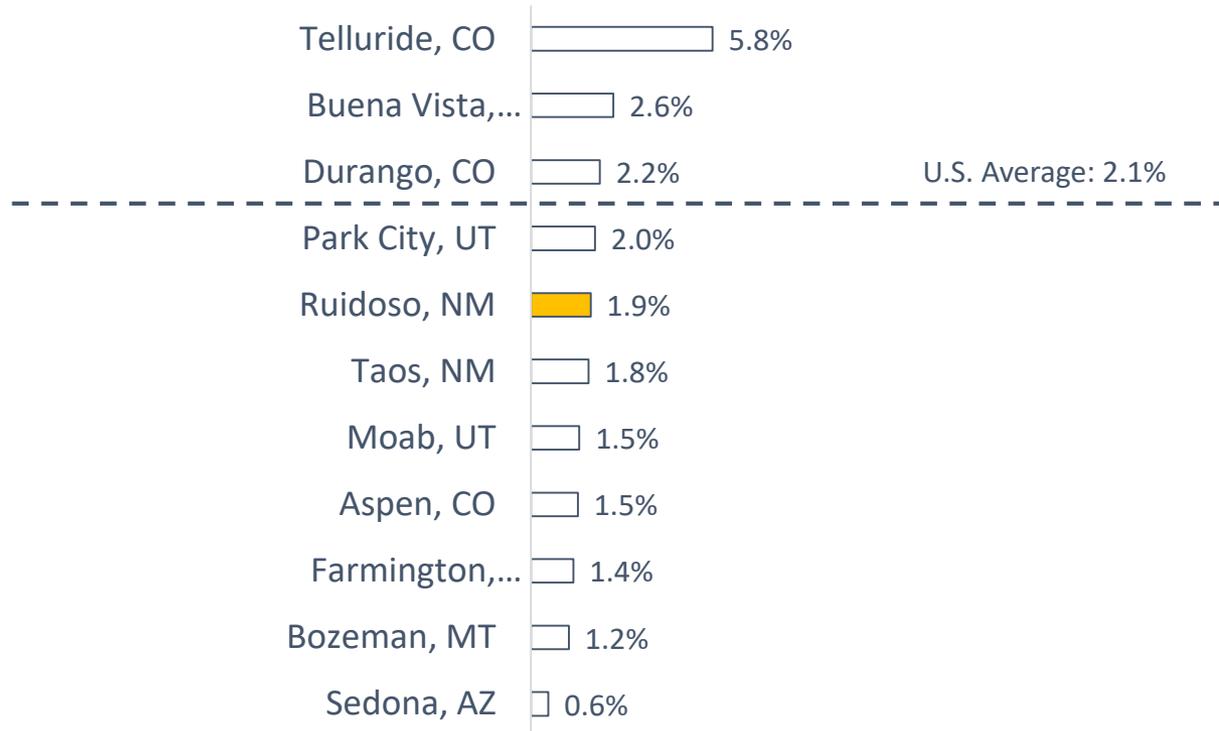
Transportation, Warehousing, and Utilities (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

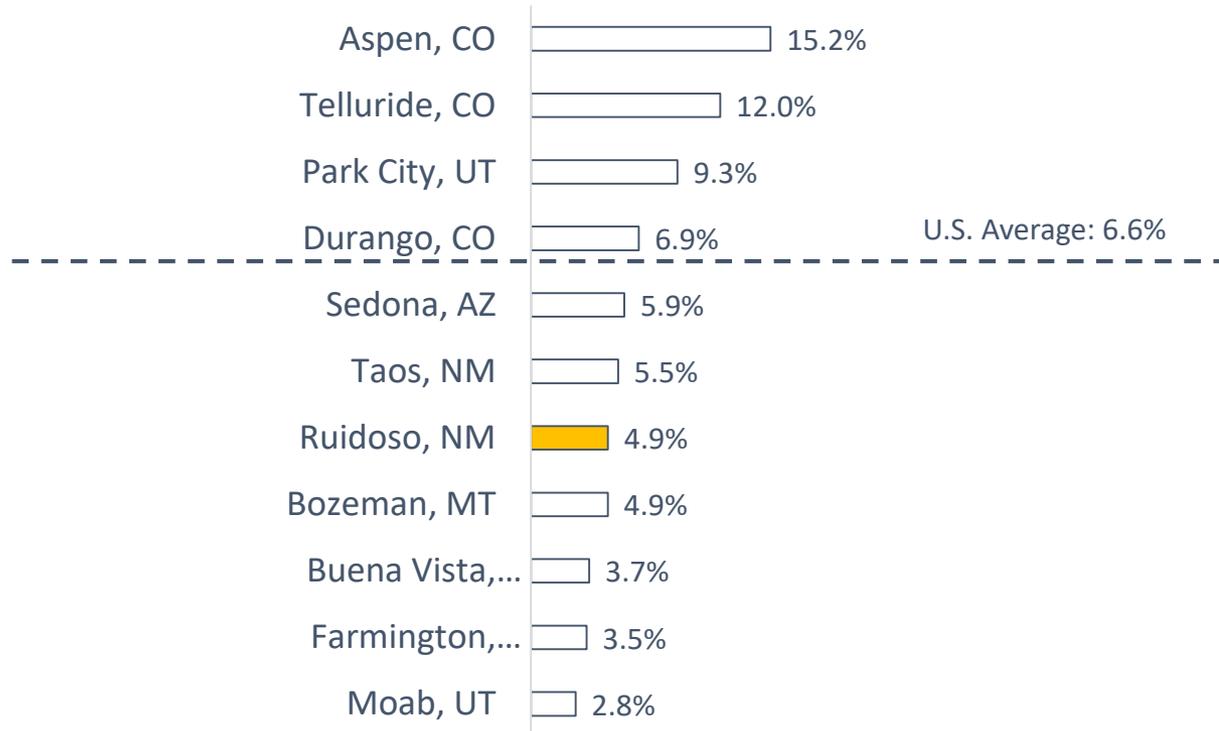
**Information
(% of Residents), 2017**



Source: U.S. Census American Community Survey
2017

INDUSTRY

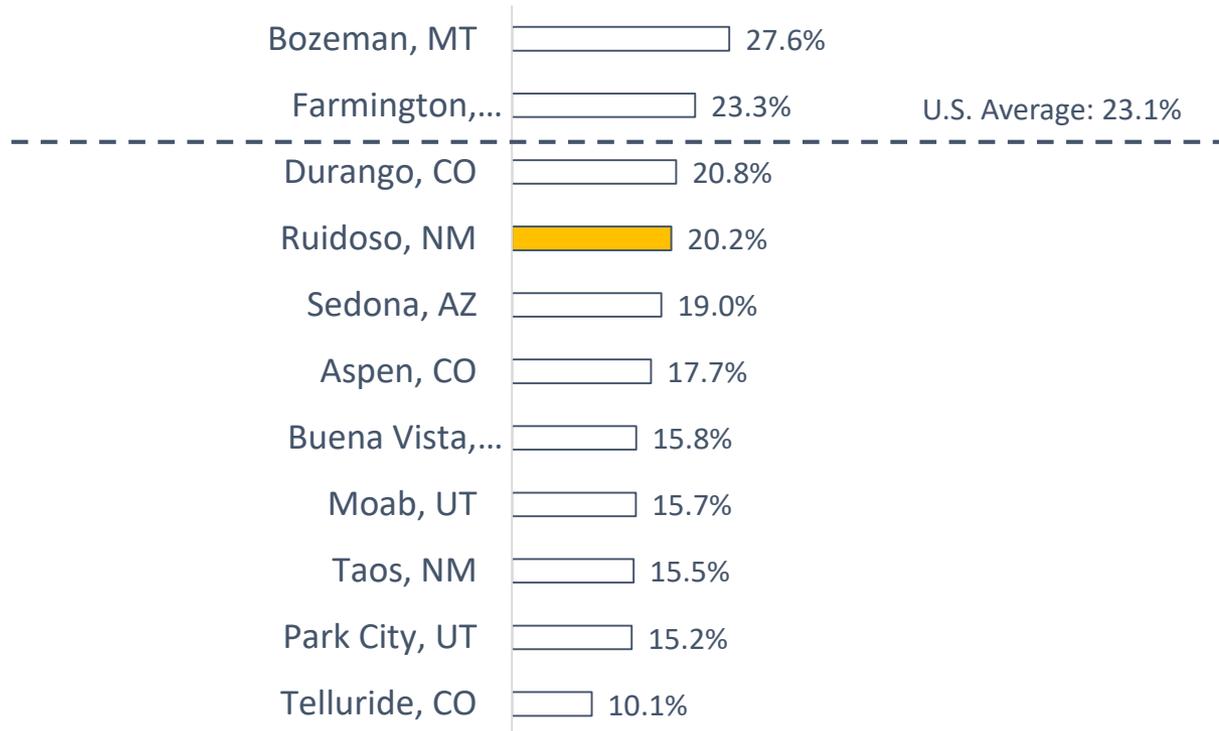
Finance, Insurance, and Real Estate (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

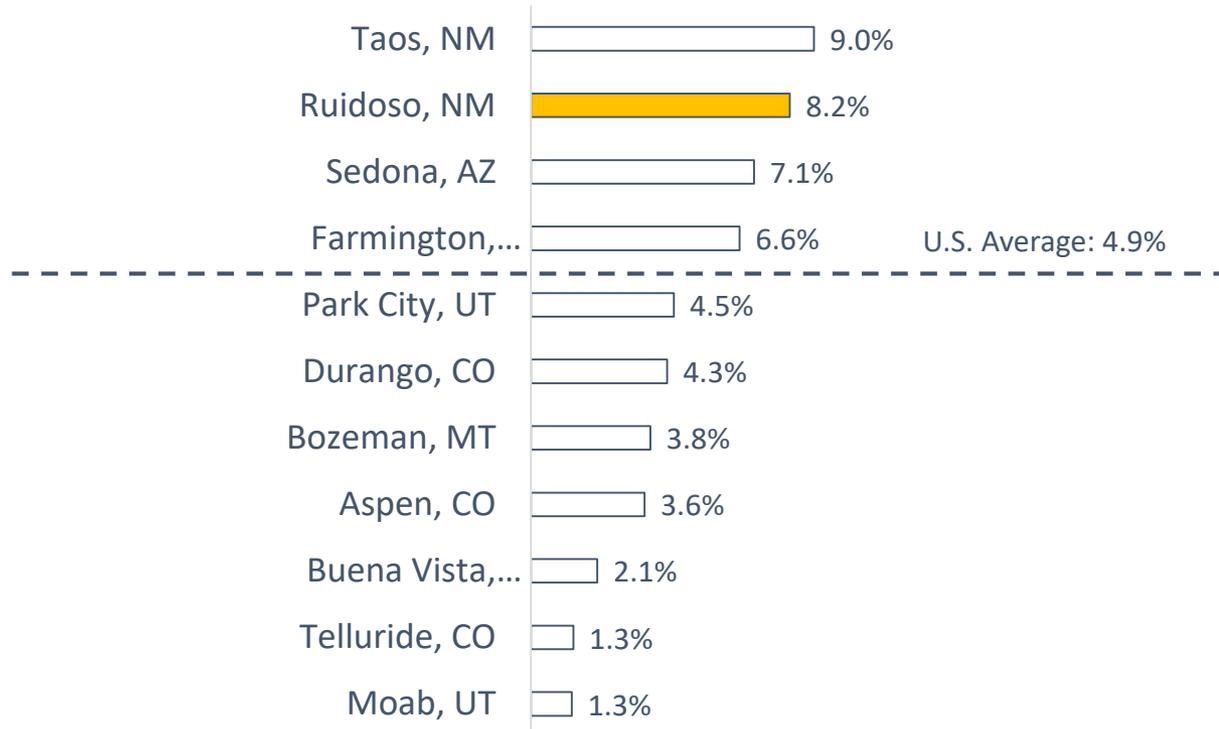
Educational and Health Services (% of Residents), 2017



Source: U.S. Census American Community Survey 2017

INDUSTRY

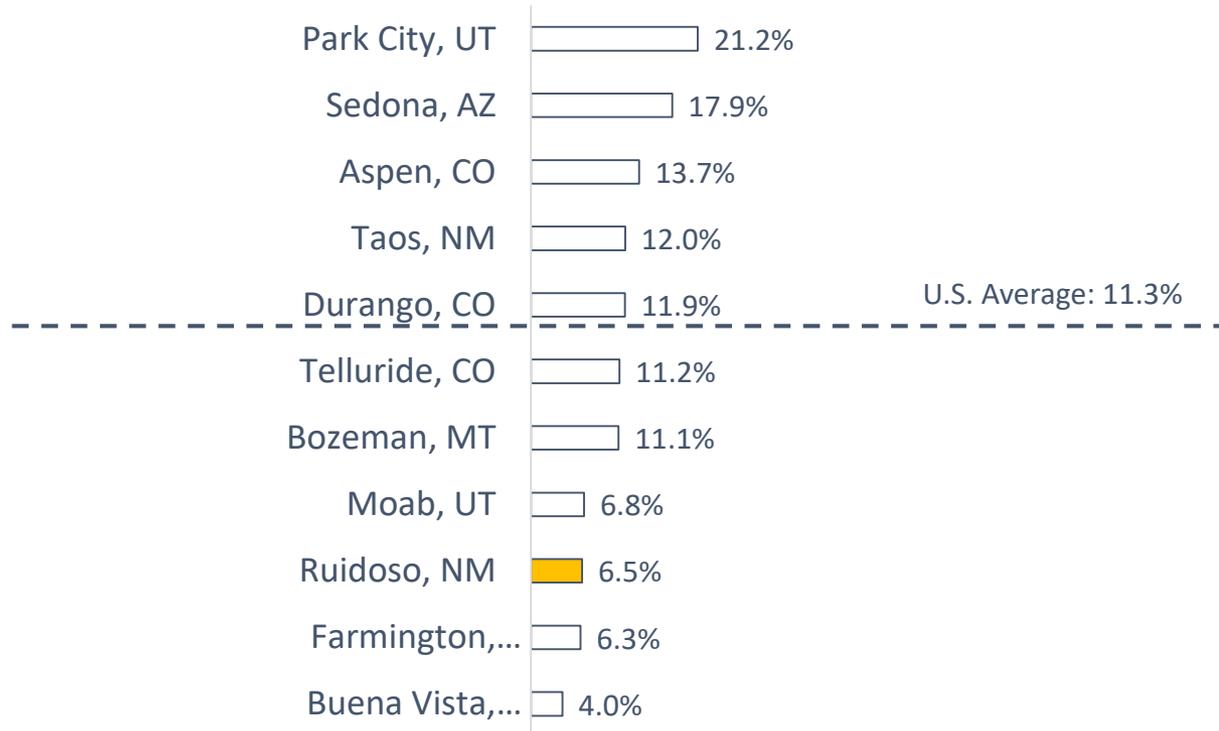
Other Services (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

INDUSTRY

Public Administration (% of Residents), 2017



Source: U.S. Census American Community Survey
2017

TAKEAWAYS

Workforce Decline

Ruidoso's employment base, among its residents, has decreased by 14% since 2013 to 3,003 workers.

Service, Hospitality, and Retail

Four in ten Ruidoso residents are employed by the arts, entertainment, recreation, accommodation and retail sector, accounting for approximately 1,400 residents. Each of these sectors has experienced a decline in employment since 2013.

Med and Eds

Ruidoso's health and educational sector employees 20% of Ruidoso's residents – an estimated 608 workers and a 22.8% decline from 2013.

Other Services

Other Services, defined as repair/ maintenance, personal laundry, civic organizations, and private households, is Ruidoso's fourth largest employment sector – 8.2% of the workforce (U.S. average 4.9%).



COMMUTING

TAKEAWAYS

Driving to Work

3 in 4 Ruidoso residents drive to work.

Highest Share of Carpooling

Approximately 15% of Ruidoso's residents carpool to work – the highest share among the benchmark cities and significantly above the national average (9.2%).

Working from Home

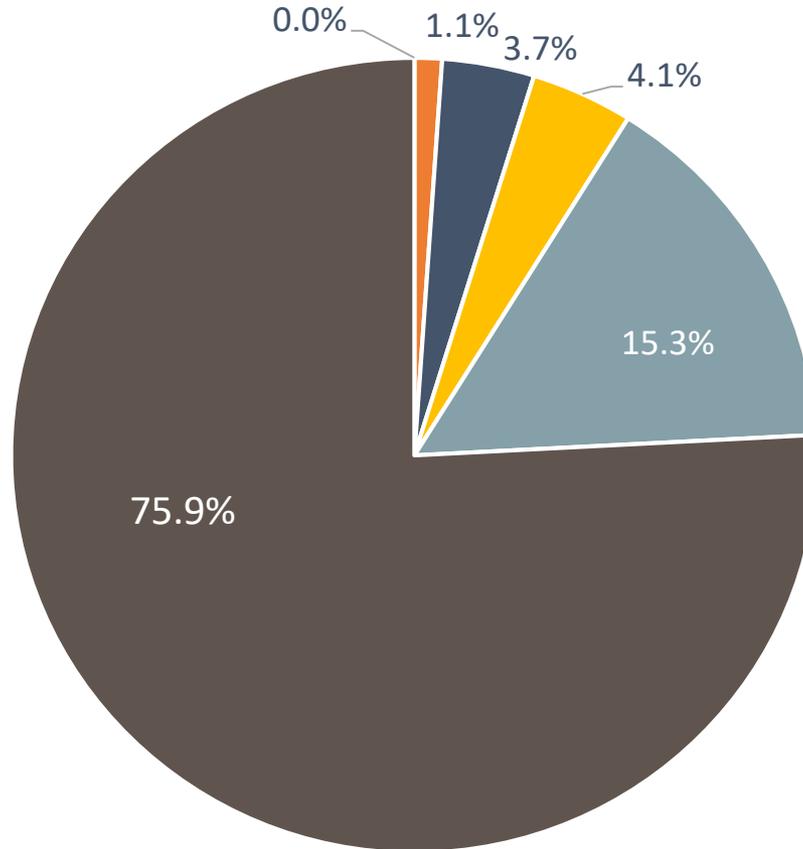
Four percent of Ruidoso's workforce works from home, consistent with the national average (4.7%).

Short Commute Time

Ruidoso's commute time is 16.6 minutes – 10 minutes shorter than the U.S. average.

COMMUTING

Means of Commuting (% of Workforce), 2017

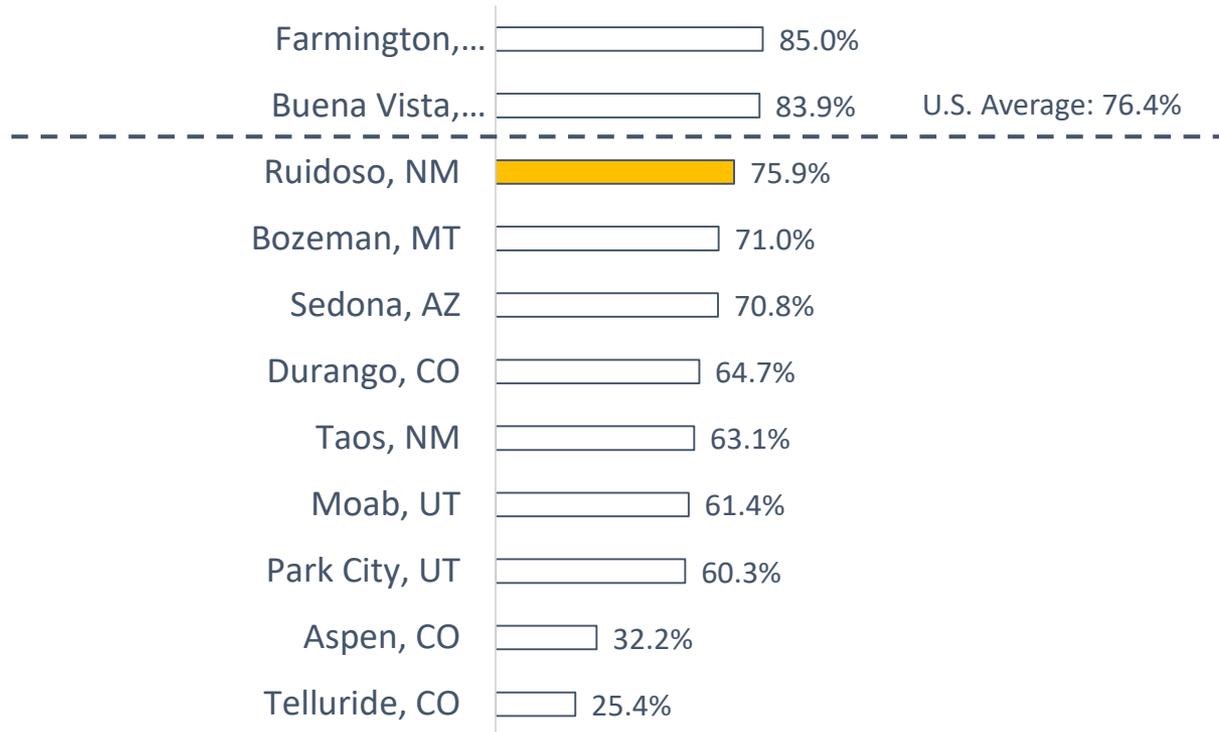


- Public Transit
- Other Means
- Walked to Work
- Worked at Home
- Carpooled
- Car/ Drove Alone

Source: U.S. Census American Community Survey
2017

COMMUTING

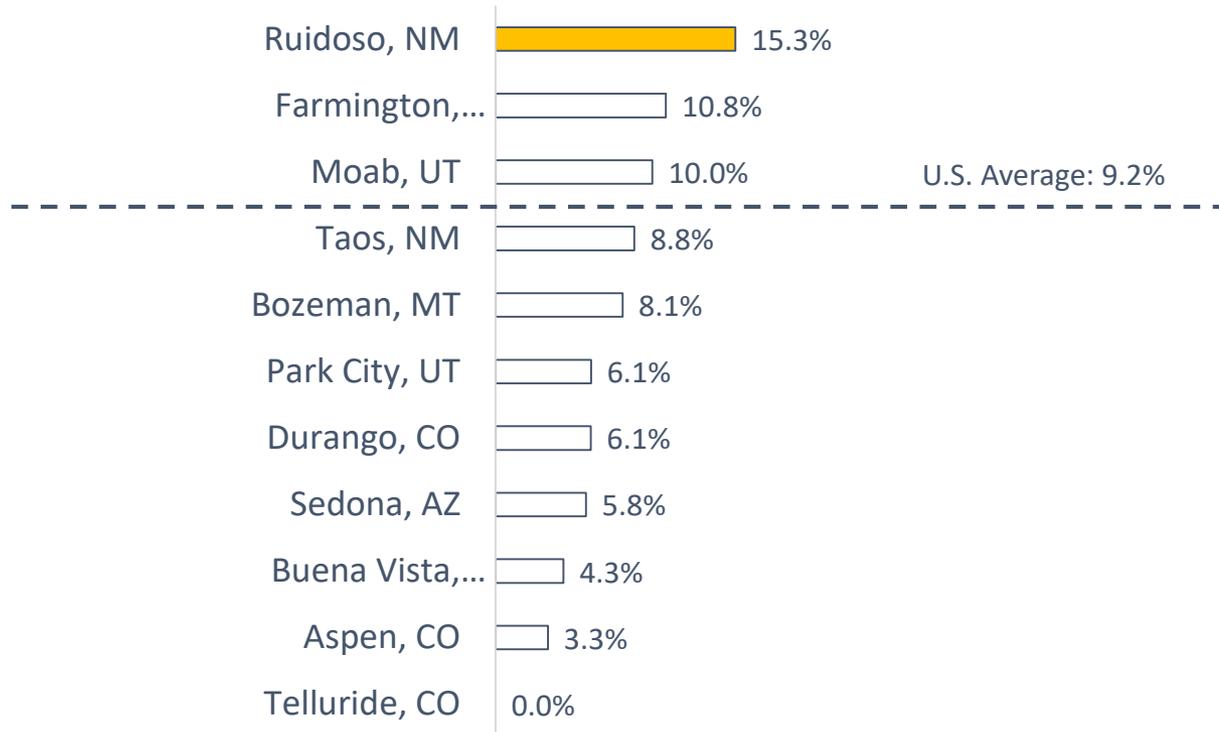
**Car/ Drove Alone
(% of Workforce), 2017**



Source: U.S. Census American Community Survey 2017

COMMUTING

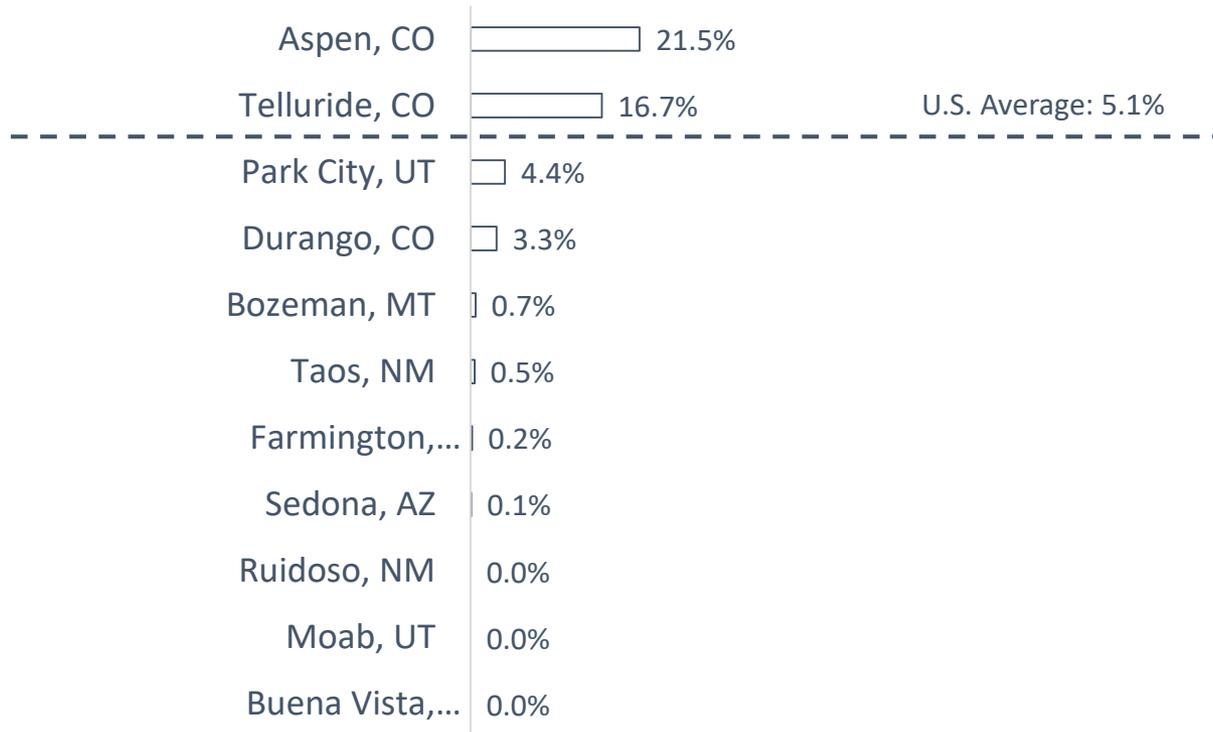
Carpooled (% of Workforce), 2017



Source: U.S. Census American Community Survey 2017

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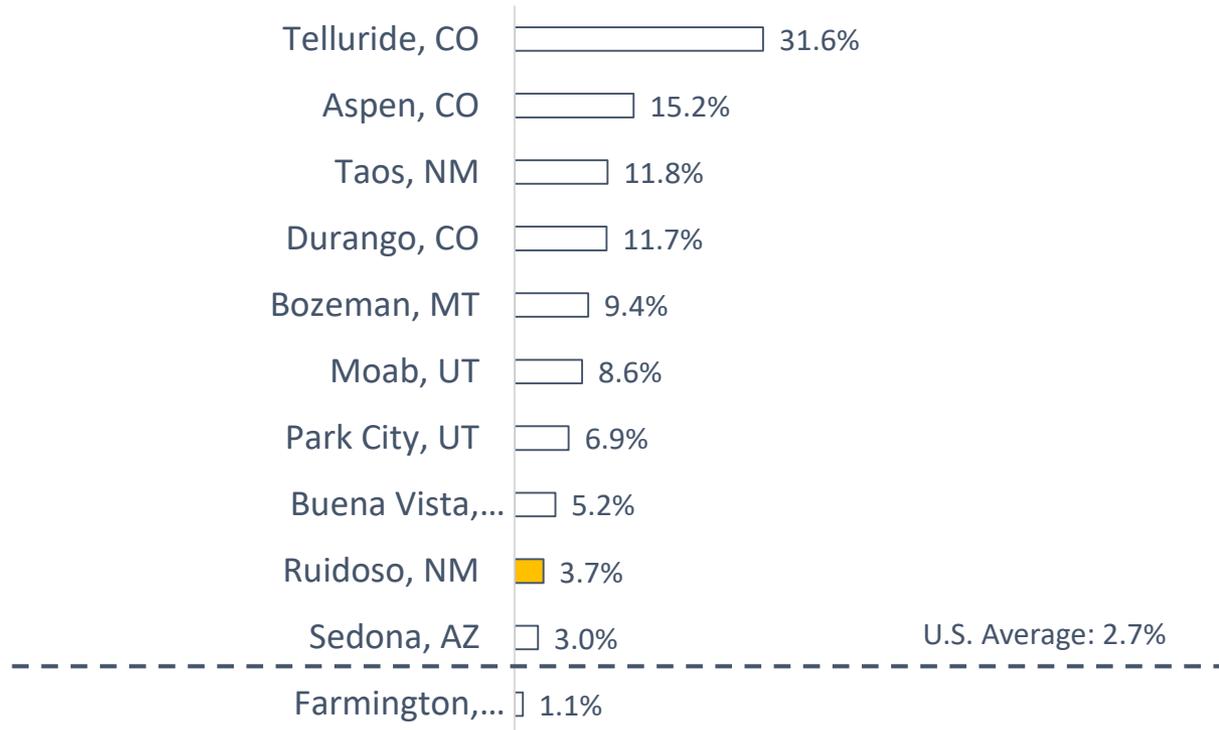
Public Transit (% of Workforce), 2017



Source: U.S. Census American Community Survey
2017

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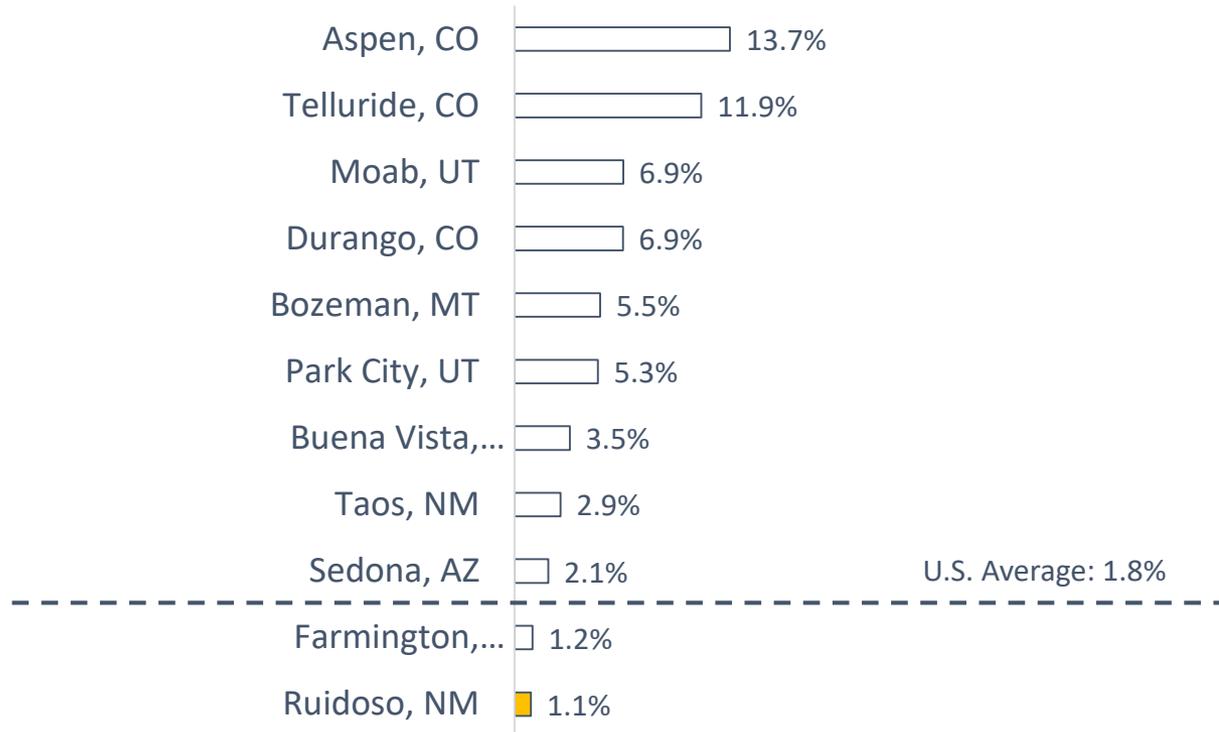
Walked to Work (% of Workforce), 2017



Source: U.S. Census American Community Survey
2017

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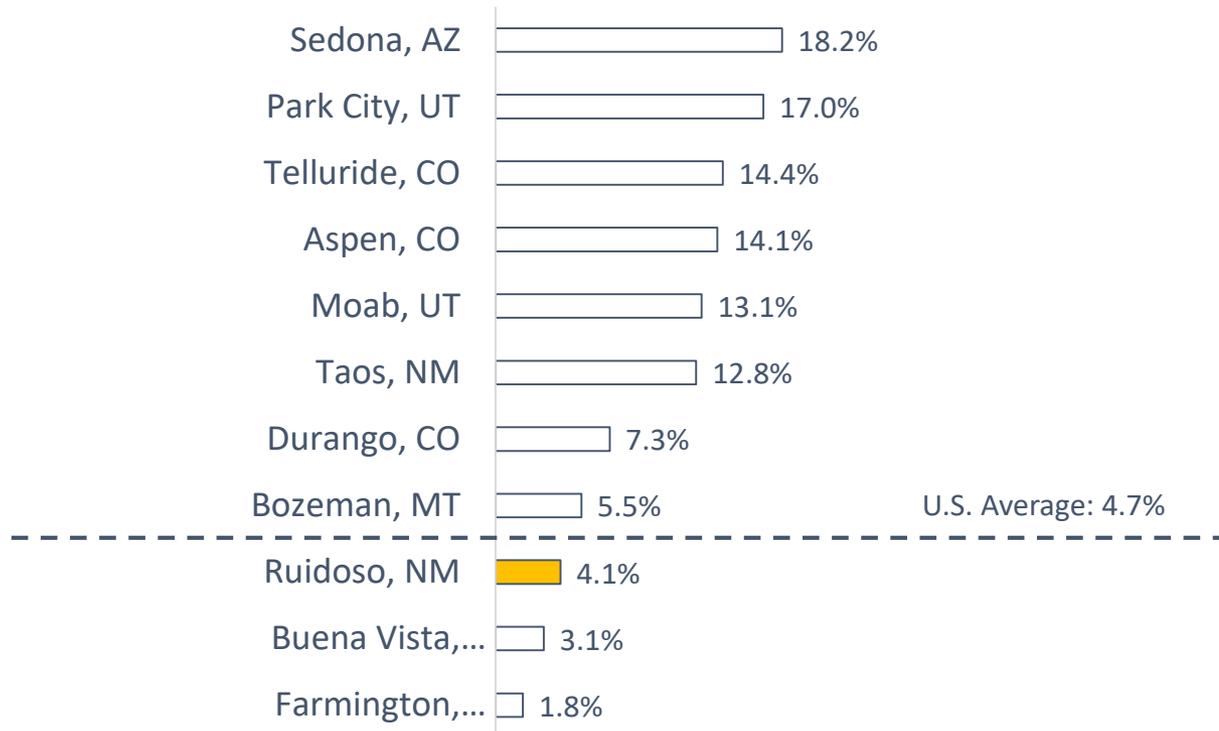
Other Means (% of Workforce), 2017



Source: U.S. Census American Community Survey
2017

COMMUTING

Worked from Home (% of Workforce), 2017

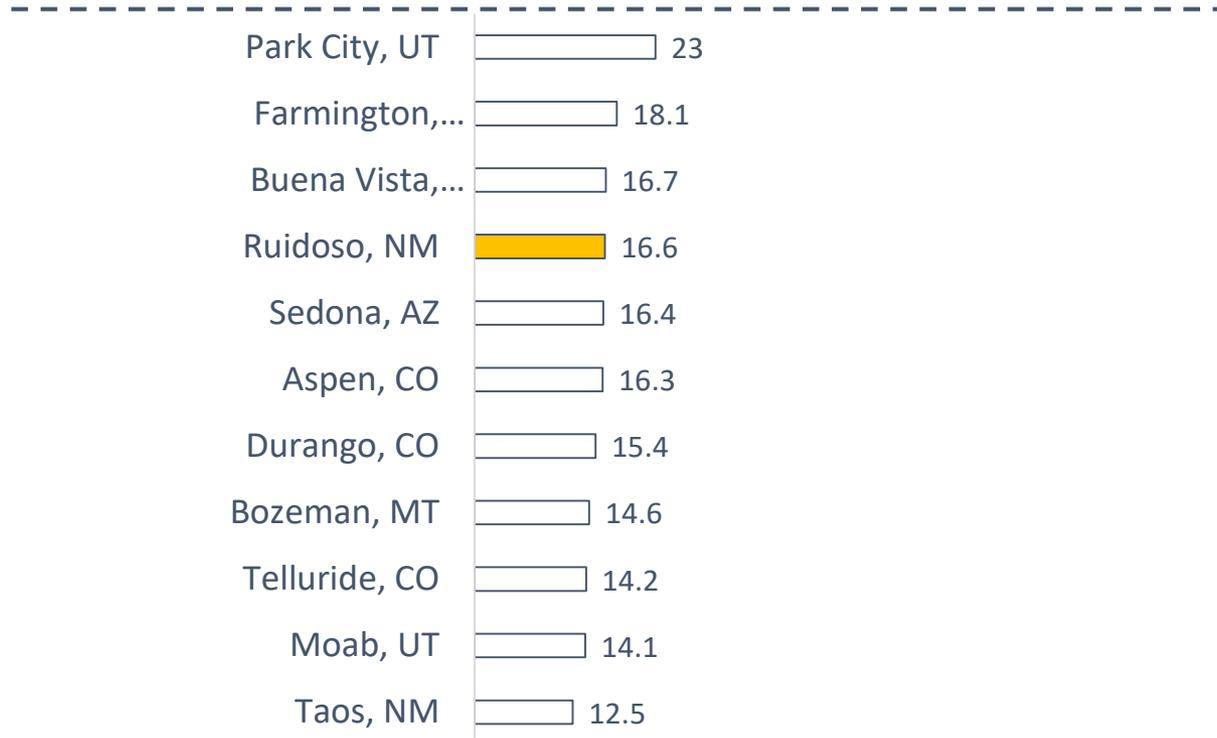


Source: U.S. Census American Community Survey
2017

COMMUTING

Average Commute Time (In Minutes), 2017

U.S. Average: 26.4



Source: U.S. Census American Community Survey
2017