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COLLABORATIVE COMMUNITY DEVELOPMENT OF RURAL PLACES AND LOCAL ASSETS

Susan Vigil

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**COLLABORATIVE COMMUNITY DEVELOPMENT
OF RURAL
PLACES AND LOCAL ASSETS**

by

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**B.A. ECONOMICS, UNIVERSITY OF NEW MEXICO,
2000**

THESIS

**Submitted in Partial Fulfillment of the
Requirements for the Degree of
Masters of Community and Regional Planning**

**The University of New Mexico
Albuquerque, New Mexico**

July 2014

DEDICATION

To those who find sanctuary in Socorro.

ACKNOWLEDGEMENTS

I would like to acknowledge my gracious and spirited family for believing in and supporting my accomplishments.

I would also like to acknowledge my mentors and professors for laying the path of righteous and peaceful relations.

Finally, I would like to acknowledge my intrepid friends for teaching me to climb mountains.

**COLLABORATIVE COMMUNITY DEVELOPMENT OF
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B.A. Economics, University of New Mexico, 2000

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ABSTRACT

This work is compiled from reflections on community development efforts in a rural New Mexico region invested with shared traditions and livelihoods emerging from a unique location herein referred to as the “Village of Magdalena, City of Socorro Study Area”. The possibility that rural communities may leverage place-based resources and networks comprehensively comprises this study’s propositional anlage to spark questions as to how leveraging may unfold through initiatives supporting both arts and agricultural activities. How communities identify with their location--its histories, economies, resources and communal spaces—defines opportunities both realized and imagined in this scarcely populated New Mexico place. Interviews and surveys of professional organizers, as well as observations of markets and open-air festivals were conducted to gain insight into the values and community development objectives of the study area.

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CHAPTER 1

INTRODUCTION

Lives are sculpted from the vast context of the Socorro, New Mexico desert. Born in 1922, my grandfather is the second youngest son of an historic ranching family found near Lemitar in Socorro County. Chasing wild burros through San Lorenzo Canyon, burying and losing a trove of buffalo-head coins in its carved sandstone passages, and at the age of seven told to hide in the chicken coop with a rifle to shoot at thieves are a few of his childhood experiences. When her first husband died, my great grandmother left her seven male children on the ranch to raise each other. She remarried and moved to the City of Socorro. The three daughters from her second marriage, my great aunts, formed affectionate ties to the ranch and their brothers. Today, remaining siblings work together to sustain and manage the ranch.

The family ranching tradition continued but with shifted focus. Approximately 30 years ago, my great uncle switched production from cattle to goats. Now managing operations are conducted by my second cousin and his wife who treat the goats like their babies. They sing to the animals and snuggle their favorites in the house. They are kind-hearted people who are unconcerned with profits and enjoy the company of their animals.

As a young girl, I was awakened to the realities of western life while visiting my great uncle's ranch with my father and sister. His greatest fun was to scare city children. He sped down steep, sandy roads with us in the bed of his truck. Later in his kitchen, after the hair raising ride, we were offered blood pudding. Great uncle then proudly displayed an entire cow's head roasting in his oven, its slippery tongue licking over its teeth. Enchanted by the live animals, we did not scream too loudly. My uncle seemed to be explaining that the dangerous conditions endured by Socorro's settlers were not met with fear, but with exuberance for challenge, hard-work, and adventure. He wanted us to understand that hardship lead to estimation of our human prowess, and joyous recognition of the cycles of creation and demise.

Problem Statement

The purpose of this study is to determine the potential of art and agricultural entities to collaboratively orchestrate their local economy in a rural region. Social capital, paired with local assets describes communities' abilities to influence the opportunities and qualities of life offered by their locations. Holistic coordination of the economy is monitored through hypothesis advanced by cluster industry theory advising investigation into local assets and gaps to assets shared between hypothesized complementary economic activities. Competitive clusters are thereby speculated to exist in potential advantages. Assets are herein defined to include natural and social infrastructures.

Research

The study consisted of local rural market and fair observations, professional interviews, newsletter reviews, and an anonymous survey of rural regional assets. The

survey of “Importance-Strength” ranks the study area’s civic assets and natural resources based on both their importance and strength. Participants were selected for this study based on their leadership in the promotion of arts and/or agricultural activities in the rural region.

“Village of Magdalena, City of Socorro Study Area”

Boundaries for this study can be described as beginning at the northeast corner of the City of Socorro (approximately located at 34 degrees 04 minutes and 00 seconds north and 106 degrees 44 seconds 00 minutes west) and continue west to include Water Canyon (at approximately 107 degrees 11 minutes 00 seconds west) and intersect with Highway 60. The boundary then follows Highway 60 northwest to include Granite Mountain to the north of the highway and the Village of Magdalena. The boundary then follows Route 107 from the Village of Magdalena south to encircle the Magdalena Mountain. The boundary’s detour from Route 107 (at 107 degrees, 20 minutes and 00 seconds) continues to hug the south and east border of the Magdalena Mountains National Forest. Finally it intersects again with Highway 60. The study boundaries then follow Highway 60 east and north to meet at the southwest border of Socorro. The study area boundary continues east and north around Socorro to enclose the area. It meets at the city’s north-east corner. The City of Socorro boundaries range between 1.5 square miles to the east and north of Socorro Plaza and 3.5 square miles west and south from its center.

The “Village of Magdalena, City of Socorro Study Area” boundaries include all of the farmland, range, and watershed areas within a five mile radius of the north, south, east and west borders of the City of Socorro. This includes the small towns of Lemitar and Luis Lopez. It also considers land use within a five mile radius from the center of the Village of Magdalena located at Highway 60 and First Street.

The study area was chosen to represent the interests of the semi-rural city and its nearby rural area satellites of Lemitar, Polvadera, Luis Lopez, and the Village of Magdalena. Farmland is concentrated along the Rio Grande River. Boundaries were construed to capture watershed features such as Water Canyon, Granite Mountain, and arroyos lying to the east of the City of Socorro. Farmland is concentrated along the Rio Grande River. Cattle range is included in the swath of land lying between Socorro and the Magdalena Mountains to the east of the city. Magdalena Mountains provide big game hunting opportunities. Duck, geese, and non-endangered cranes are hunted along the Rio Grande River. Select numbers of bighorn sheep are allowed to be hunted on Polvadera Peak

According to 2000 United States Department of Agriculture (USDA) figures only 33.61% of all Socorro County lands are held privately. State and federal entities manage 54.50% and 14.34% respectively (Daniel B. Stephens & Associates, Inc., 2003). Socorro’s traditional use of government rangeland, river irrigation, and wilderness validates open space and water assets guiding determination of the “City of Socorro, Village of Magdalena Study Area” boundaries.

Development events and activities, found outside the study area’s boundaries in places like La Joya, San Antonio, and the Bosque del Apache though contributing to the

internal study area's development are constrained to peripheral consideration for the purpose of controlling the scale of the research. A map of the implicated Socorro region is found in this study's "Appendix F: Regional Assets & Map". It is hoped that contributions from regional newspapers will compensate for restraints placed on the study area.

Mining and ranching historically functioned as export staples in the study area. They generated jobs and established local wealth. Beef and mineral markets fed money into the county which produced streams of investments into the area at a greater rate than internal spending. While mining reserves were emptied by 1960, ranching, supported by government lands and programs, remains a regional export staple in Socorro County. In addition, green chilé, alfalfa, and hay farms along the middle Rio Grande River draw outside investments to Socorro County. Though artists seek income from outside demand its value is usually gained through a single human's creative investment and, thus does not produce job multipliers on the scale of agricultural exports. The synergistic qualities of art and culture lie elsewhere.

Data Selection Criteria

New Mexico Technical Institute of Mining and Technology, in addition to local City and Village governments, constitute development actors of singular position within the study area. As such, these entities were not sought for direct input into the research, because their involvement may have overshadowed agricultural and artist community efforts. According to Blakely and Leigh, single firms dominating an industry should not be considered a cluster "because they are often insulated from other businesses" (Blakely & Leigh, 2010, p.194). These authors go on to describe insular single firm domination to

occur most commonly “in rural areas.” The development researcher, Perroux (1983) determined “...technology does not tend to flow out to stimulate outlying areas’ economies.” (as cited in Blakely & Leigh, p.87). Perroux’s position lends further reason to be wary of New Mexico Institute of Mining and Technology’s role in the local economy and excuse its disqualification from significant contribution to this *Collaborative Community Development of Rural Places and Local Assets* study.

Another rationale for excusing local governments from interview candidacy involves forethought to eliminate Central City bias. Central City theory determines a large advantage in one area creates divergence in incomes throughout a region (Blakely & Leigh, 2010, p.87). Located along the major highway connecting New Mexico’s two largest metropolises Albuquerque, and Las Cruces, the City of Socorro is the central city and marketplace for the region, at approximately 9-15 times the size of other county places (American Community Census 2005-2010, 2012). The Alamo branch of the Navajo Nation is home to the second and the Village of Magdalena to the third largest concentration of population in Socorro County. (Blair, 1995, p.158).

Observations and participants were selected to represent the Village of Magdalena, City of Socorro, and Socorro region’s assets, as well as arts and agricultural community development subject positions. Written material in the form of regional and local newsletters, magazines, and events were selected to offer another layer of insight into community arts and agricultural activities occurring within the study area. This *Collaborative Community Development of Rural Places and Local Assets* study is meant to reflect a sampling of community development capacities and resources occurring in the “Village of Magdalena, City of Socorro Study Area”. As such, the study cannot claim to

hold all cultural and economic regional activity relevant to the topic. Study area boundaries were created apriori based on geographic features such as highways, waterways, and population centers.

Local arts activities are defined as performance, paint, pastel, pencil, and photography, music, and specialty foods products. Specialty food products are defined as value added and include local inputs and/or recipes. Though a result of artistic design, historical architecture is not considered an artistic product in this Collaborative Community Development of Rural Places and Local Assets study. Ranching, hunting, and farming are herein considered agricultural pursuits in agreement with Duns and Bradstreet industry classification system.

Social Capital is made up of professional and community initiatives. Professional social capital is in some cases generally, rather than specifically applied to both arts and agricultural activities. Local entities were more likely to be included in the study if they are involved in multiple economic functions in the region, such as Chambers of Commerce. The theory behind importance-strength asset analysis applied in this *Collaborative Community Development of Rural Places and Local Assets* study, recommends targeting local executives holding specialized knowledge of the place (Blair, 1995, pp.116-144). In keeping with importance-strength theory, participants were selected because of their professional position within a local arts, agricultural, or community development organization in the study area.

Observation events, as well as, participants were chosen to evenly draw from artist and agriculture groups and activities based throughout the “Village of Magdalena, City of Socorro Study Area”. Many of the study’s participants live, farm, or create arts

and specialty food products in small communities outlying the City such as Lemitar, San Antonio, and Luis Lopez.

Interview: “Valuations of Location”

One to three person interviews herein referred to as the “Valuation of Location” interview research instrument lasted a minimum 45 minute and consisted of eight questions (see “Appendix A: Research Instruments”). Community economic development as a product of physical and social assets guide the interview. Participants were asked to describe community organizing efforts to invest in the local place and economy, especially when initiatives concern collaborations between arts and agriculture interests. They were further encouraged to provide insights into the area’s cultural and physical assets.

Participants were given the choice to remain anonymous; however, they were required to provide a description of their relationship to arts and/or agricultural industries in the rural region. Once interviews were transcribed, each participant was allowed two weeks to review their comments before the material was finalized. The deadline for complete withdrawal from the study was January 30, 2014.

Interview subjects were recruited from the 2013 Organic Farming Conference, the New Mexico Farm and Livestock Bureau, Cibola National Forest, local government and personal references. Except for the anonymous participant, participants’ contact information is publicly listed. Civic and natural assets listed in the “Importance-Strength Survey” were gathered from The City of Socorro, The Socorro Chamber of Commerce, The Magdalena Chamber of Commerce, the Bureau of Land Management, the Socorro Soil and Water Conservation District, The Middle Rio Grande Council of Governments,

and the National Forest Service sources. Finally, regional periodicals were reviewed for announcements and articles related to arts and agriculture activities in the study area. Interviews were sought from professionals, leaders, and organizers, representing local agriculture, commerce, community, and arts in the “Village of Magdalena, City of Socorro Study Area”. Interview subject positions were gathered from five community representatives: Lee and Lorie Scholes, President and Vice-President of the Magdalena Community Development Corporation, Z.W. Farnsworth, President of the Village of Magdalena Chamber of Commerce, Al Smoakae, Director of the Socorro Community Commercial Kitchen, Leon Miler, President of Socorro County Arts organization, and a single, neighborhood level anonymous Active Community Organizer. These five individuals are considered community representatives primarily, because they advocate and support their community’s economic development without monetary compensation. Z.W Farnsworth and Leon Miler are both accomplished artists and represent artistic activity in the area. Al Smoakae owns and operates a unique agricultural- based product venture, offering insights into study area agricultural practices and entrepreneurialism. Similarly, Lorie and Lee Scholes own a bed and breakfast demonstration ranch, and other small businesses near and in the Village of Magdalena.

In addition to these accomplished volunteer organizers, the 2013 and prior Assistant Director of Socorro Chamber of Commerce Robyn Harrison was interviewed for her understanding of the study area’s character, networks, and assets. Though a non-profit organization, the Socorro Chamber of Commerce Assistant Director position is a paid position that works closely with the City and County of Socorro, as well as, the New Mexico Institute of Mining and Technology and the business community. Robyn

Harrison owns and operates an organic farm outside the study area; thus, is considered a voice for local agriculture.

Finally, subject positions on animal husbandry, ranching, and government programs are gathered from the simultaneous interview of Mr. Hector Hoever, Mr. Nathan Combs, and Ms. Bethany Rosales, Bureau of Land Management Socorro Field Office Rangeland and Natural Resource Specialists. Bethany Rosales is also part owner of a historic family chilé farm in Socorro County, and is herein considered to be additionally qualified to address the region's farming activities. In a separate interview, Jessica Smith, the County Program Director of Socorro County Extension Office, explained community organizing efforts around animal husbandry and other local development initiatives.

Survey: “Importance-Strength”

Study participants were asked to take a 15 minute anonymous survey to ascertain their opinion of the importance and strength of civic and natural assets in the “Village of Magdalena, City of Socorro Study Area”. It was explained to respondents that assets were to be evaluated for their competitive ability to contribute to the development efforts of community organizers. An example was then proffered such as: The Village of Magdalena's municipal water is very important for Village businesses but is currently weakened or the Bosque del Apache habitat and Festival of Cranes is both a strong and important resource to Socorro County's regional economy.

The survey consists of a list of rural assets grouped into the categories of civic grounds and buildings, land and park, and water assets (see “Appendix A: Research Instruments”). Information for the survey was gathered from government and affiliated

entities’ public websites in this study’s “References”. Four open-ended questions at the end of the survey of “Importance-Strength” are meant to draw descriptions of local assets and resources unspecified by the researcher while deepening respondents’ involvement with the research. Assets left off the survey, but recommended by the community are found in “Appendix D: Financial Assets”, Appendix E: Community Recommended Assets”, and “Appendix F: Regional Assets and Map”.

The table below is used to format results from the survey. Assets with scores placing them in box two demonstrate both competitively strong and important assets to the local arts and agriculture economy in the study area. Assets with scores in box one are believed to hold importance to the arts and agricultural local sectors but be in a state of weakened investment. These assets may be improved to enhance the competitive advantage of arts and/or agriculture in the “Village of Magdalena, City of Socorro Study Area”.

		Strength Attribute Scale	
		Low	High
Importance Scale	High	1	2
	Low	3	4

Cibola National Forest Magdalena Station, Bureau of Land Management, New Mexico Economic Department, New Mexico Institute of Mining and Technology ,

Socorro County Extension Office, Socorro Soil and Water Conservation District, Middle Rio Grande Council of Governments, Village of Magdalena municipal government, Socorro Heritage and Visitor Center, Magdalena Chamber of Commerce, Socorro Chamber of Commerce, Magdalena Community Development Corporation, Socorro County Arts, and Old San Miguel Mission all provided hardcopy material and website information used in this study's survey of "Importance-Strength".

Observations-- Local Arts and Agriculture Events

The purpose of the "Local Arts and Agriculture Events" observations protocol found in "Appendix A: Research Instruments" of this work is to identify local arts and agriculture's shared and value added ventures, in addition to gaining a sense of the area's cultural identity; therefore, illuminating collaborative potentials between local arts and agricultural sectors. Observations were pre-coded to record attributes of local culture, artwork, agriculture, specialty food products, fair and market location characteristics, as well as, community organization efforts.

Farmers' markets, arts galleries, Festivals and crafts fairs were observed in both the City of Socorro and Village of Magdalena. The historic and religious annual fair of San Miguel, in the City of Socorro is balanced through the observational viewing of the film "Way Out There" (Kernberger & Middleton, 1985). It explores the celebration of Old Timers' Festival in Magdalena. The 2013 Old Timer's Festival was canceled due to the Village's significant water outage that occurred in May of 2013. Additionally, this thesis research includes a firsthand observation of The Single Action Shooting Society State Championship, held west of the Village of Magdalena on private land. Countywide

celebrations like the Socorro County Fair and Socorro Fest, countywide occurring in and near the City of Socorro, were also observed.

The Socorro Lions Club Socorro Branch, Alamo Indian Reservation, the Catholic Archdiocese, The City of Socorro, Socorro’s Healthy Kids New Mexico Program, the Magdalena Trail Riders and Single Action Shooting Society coordinated some of the events observed in this research. Market observations are summarized in the table located in “Appendix C: Markets & Events Synopsis.”

Review: Socorro County and Region Community Publications

In this *Collaborative Development of Rural Places and Local Assets* study, local newsletters and papers are considered a parts of the social infrastructure and an indication of social capacity. This material further supports references to local culture

Regional Papers, magazines, and local newsletters were reviewed to delineate the Socorro region’s cultural and market capabilities. Brochures of regional amenities were appraised for arts and agricultural assets and capabilities. The inclusion of regional publications aids to off-sets biases resulting from the geographic determination of the study area boundaries.

All of the published material involved in the research was available at locations within the study area and during the primary research phase. *Catron Courier* (Cieieto Lindo Ranch, 2013, September), *Cowboy Country* (El Defensor Chieftain, Mountain View Telegraph, and Valencia County News Bulletin, July 2013), *Chamber News* (Socorro Chamber of Commerce, 2013, November), *The Glenwood Gazette* (2013, September, November), *The Ink* (2013, September, November), and *New Mexico’s Vacation Guide* (NM True, 2013) comprise the newsletters, newspapers, and magazines

with information incorporated into this *Collaborative Community Development of Rural Places and Local Assets* study. The New Mexico Fiber Arts Trail's *A Guide to Rural Destinations*, the NM Environmental Law Center's brochure *Save Our Water*, which addressed aquifer stakes, the NM Arts' publication titled *New Mexico Arts Trail*, the Socorro County Arts publication entitled *Socorro County Arts Directory of Artists and Venue*, and the *2013 Socorro Visitor Guide*, produced by the Socorro Heritage and Visitor's Center (Retrieved 2013) comprise the pamphlets and brochures contributing to this thesis study. The professional journalism perspective of El Defensor Chieftain, Socorro's major newspaper, is not incorporated into this study.

Duration of Research

Interviews were held from October 28, 2013 through December 12, 2013. Observations occurred from July 10 through October 31, 2013. There was one outlying event observation which occurred on December 7, 2013. Newsprint and newsletters were reviewed from July to November of 2013. Interviews were fully approved by participants for research inclusion by February 1, 2014.

Method of Analysis

The primary research triangulation approach involved information from a range of interviews and surveys of community organizers, local events, and papers to social, natural, and civic assets through pre-determined codes for the purpose of converging on a theory of local arts and agriculture's collaborative potentials and advantages in the Socorro rural region. This method is known as extended case theory

Triangulation between subject positions of those interviewed, event observations, magazine and newsletter reviews regarding the advantages, disadvantages, potentials, and

collaborative opportunities of regional assets and capacities to local arts and agricultural activities was conducted. "atlas ti" (2014), qualitative analysis and research software was used to track cluster development themes that advises development from the enhancement of existing local advantages such as social, human and physical assets, while closing gaps in their provision. Collaborative investments, initiatives, and potentials between arts and agriculture were singled out and analyzed by the same advantage and gap cluster theory criteria.

Local and regional distinctions were made between newspaper and newsletter publications to balance bias stemming from the area's geographic determination. Agricultural and arts producers from outside the region are considered a gap in local production and opportunity for local expansion.

CHAPTER 2

HISTORY

Since their first encounters in 1592, the indigenous Apache and Navajo people and Spanish colonizers formed an un-meldable ore upon which the basis of collaborative development in the Socorro Valley was pierced. Ruins and roads from these civilizations are flung across the valley of the Chihuahua Desert and Rio Grande Valley. Other indigenous and non-indigenous people, such as New Mexico Pueblo Native Americans, South Americans, Germans, northeastern United States and Texas Americans, eventually found sanctuary in Socorro's desert river valley. They married into the local Spanish, Apache, and Navajo populations. 10,000 years ago following the Quaternary ice age, lush mountain streams rushed across Socorro's valleys, tore apart the limestone cliffs of Polvadera Peak, and carved paths through the pre-historic basalt fists of Strawberry Mountain and Box Canyon to reach the fierce Rio Grande ("Timeline of Glaciation," n.d.). This erosive action formed the San Agustin water basin and other basins surrounding the Socorro regional area as flooding waters sank into the wash plains to form holds in underground matrices of rock (Appendix F: Socorro Regional Assets and Map). Herds of mammoth and giant slugs drew migrating humans through the Socorro river valley. Their prowess as hunters is recorded in the discarded bones discovered at Socorro kill sites. Above ground, San Agustin basin cradles a 3,500 year old occupied cave site (Kernberger & Middleton, 1985). Archeologists have authenticated Paleo-Indian ruins at Water Canyon in the Magdalena Mountain from 13,000 years ago (Socorro County Chamber of Commerce, 2013, p. 12). Near the Village of Magdalena

archeologists are presently excavating a different site of human occupation carbon dated to 1100 A.D. (Z.W. Farnsworth, personal communication, November 26, 2013).

Petroglyphs etchings in black basalt and bright natural paint pictographs are evidence Socorro's epochs of native inhabitants. Researchers agree that before migrating south, the Socorro area was occupied by the Anasazi. In 1598, the warrior like Apache and Navajo people reigned over Socorro, prepared to direct their aggressions against the Spaniards arriving in force, to colonize the area (Kernberger & Middleton, 1985).

Petroglyphs located by the Rio Salado and west of the Rio Grande, display cultural overlaps between Socorro's Navajo and Apache nations. These people were known to both intermarry and attack each other. (Socorro County Chamber of Commerce, 2013, p.36).



(Animal Glyphs at San Acacia, Socorro, New Mexico, April 28, 2014)



(Rainbow Alter and Petroglyphs at San Acacia, Socorro, New Mexico, April 28, 2014)

Much of New Mexico and Socorro County was forged by colonizing forces. In 1598, 496 Spanish settlers, under the command of the Spanish appointed General Oñate, careened north from present day Mexico City setting the way for El Camino Real, the infamous route of Spanish colonization. The El Camino Real carried European seeds and advanced tools of farming and weaponry. They settlers drove over 7000 sheep, oxen, and horses into the Socorro River Valley before eventually continuing north to Taos Pueblo (R. Harrison, personal communication, November 12, 2013). Many Spaniards chose to settle and build homes in the southern river valley of Socorro. Believed to be the oldest chapel site in the United States, San Miguel Mission now stands over the place where, in 1598, Nuestra Señora de Socorro was founded.

Meaning a place of sanctuary and relief from danger, the word Socorro belays the ever present threat posed by the hostile native populations to the Spanish colonizers. During the course of the Pueblo Revolts in 1680, the original mission was decimated leaving only a single wall of the original mission still intact today. The Village of Magdalena and Magdalena Mountain is reputed to have been named by a Spanish priest

who saw the face of Mary Magdalene in the Mountain praying for Socorro's parishioners below.

A portion of road known as the Jornada del Muerto, which means a 'single day's journey of a dead man', is connected to the Camino Real and was formed to unite Spanish settlements living across the southern portion of the New Mexico's landscape. Its name recalls the threat of death hovering over the dry desert passage. Until 1880 when railroads replaced its usefulness, the Camino Real facilitated Spanish colonial trade ("Jornada del Muerto," n.d.).

Resting to the west of Interstate 25 and north of the City of Socorro, the settlement of Lemitar is named after a gourd squash that grows wild there. Polvadera Peak reposes to the east of Lemitar. Its name refers to the pulverized rocks from which the rich soils washing down from its flanks are composed (Socorro Chamber of Commerce, 2013, p.38). Spanish settlers sought new world prosperity on farms dug into the flood plains of the Rio Grande, layered in rich volcanic silt. The Spanish were skilled and experienced in herding techniques. According to Donald Chavez y Gilbert, Belen historian and sheep rancher, Spanish vaqueros were "the earliest New World animal caretaker(s)" representing the historical basis of the southwestern cowboy tradition (Ortiz, A., July 2013, p.3).

Though historical accounts counter the myth, the Magdalena Mountains were ascribed the reputation as refuge from Native American aggressions. Evidence of the Spaniards in the area was recorded in Native American petroglyphs or guns, horses and figures in wide brimmed hats. Spanish priests are credited by archeologists with

engraving crosses at Box Canyon along Route 60 as messages of hope to travelers surviving the journey to the Socorro Spanish Mission.

The unfriendly and dangerous relationship between old world and new world inhabitants of the Socorro area continued unabated for 82 years when, during the Pueblo Revolt of 1680, the Spanish were disposed and Nuestra Señora de Socorro destroyed by Apache and Navajo's resentful of Spanish occupation ("Socorro, New Mexico History Founding," n.d.). Native American re-conquest and rule of their homeland lasted 135 years. It was a time of prosperity for the indigenous tribes, ignited by new world technologies, horses, and weapons and freed from Spanish occupation.

In 1817, seventy people from Belen petitioned for and were granted land in the Socorro Valley by the Spanish crown. Socorro was resettled and the Chapel of San Miguel founded over the ruins of Nuestra Señora de Socorro Mission. The 1833 Socorro census reported one-thousand, seven-hundred, and seventy-four people of Spanish decent Spaniards were living in the area now known as the City of Socorro ("Socorro, New Mexico History Founding," n.d.).

Socorro became part of the Mexican Empire in 1821 when Mexico won independence from Spain. Though it was not officially recognized by the Mexican government until 1836. Mexican rule was unwelcomed to those living in the New Mexico Territory who preferred old-world Spanish traditions and ceremonies ("Mexican War of Independence," n.d.). By mishap, the Socorro land grant was omitted from the transfer records of land between Spain and the Mexican Empire.

In 1846, a two year war known as the Mexican American War was waged between the United States and the Mexican Empire for control of the New Mexico

Territory including parts of Arizona and California (“History of New Mexico,” n.d.). The Treaty of Guadalupe-Hidalgo between the countries marked the end of the war. The United States agreed to pay fifteen million dollars to the Mexican Empire and assume a three million dollar debt in exchange for the New Mexico Territory (“History of New Mexico,” n.d.). The right to practice religious traditions and engage in traditional farming and ranching occupations is assured by the Treaty. Although the Socorro land grant is encircled by the traded territory it was not specifically mentioned in records documenting the New Mexico Territory’s transfer (Harden, P., October 2013, pp.10-16).

In the eighteenth century, farming and viticulture took hold in the Socorro valley corridor along the Rio Grande. The river’s veracity proved overpowering to vineyard holding families, flooding out operations throughout the 18th and 19th centuries. In 1922, wine making operations received a fatal blow with the enforcement of the United States’ 18th constitutional amendment in 1922 prohibiting the sale of alcohol. Though this amendment was repealed in 1930, the eight year hiatus devastated Socorro valley vineyards. Except for Sabinal Vineyards, between the Village of Los Lunas and the City of Socorro, viticulture is today extinct in the Socorro river valley (“Prohibition in the United States,” n.d.).

Socorro’s profile became synonymous with violent relations. Marauding Navajo and Apache people frequently rampaged the county. Their unrest was compounded by discrimination between Texas cowboys, Spanish vaqueros, and retired United States Civil War veterans remaining in the area after the war’s ended in 1865. Born in Socorro in 1866, Elfego Baca is heralded as a champion of Socorro’s heritage. He gained infamy through an astonishing act of bravery performed in 1883 shortly before his eighteenth

birthday. Texas cowboys were taunting and killing Hispanic vaqueros in San Francisco (presently Reserve), New Mexico. Elfego was deputized to defend his people and "...his quest for justice culminated when he was trapped in a picket and mud cabin by fifty armed cattlemen...For two days, Elfego's return gunfire held the enemy at bay." (Hayes, M., April 1999, pp. 62, 63). Señor Elfego Baca survived the shootout to be appointed Socorro County Sheriff.

Native attacks continued unabated until 1887 when the Socorro land grant area was surveyed in its entirety. This included Native American traditional lands as ordered by the Dawes General Allotment Act (Lee Scholes, personal communication, November 13, 2013). The Dawes General Allotment Act of 1887 confined Native Americans to specific lands and rewarded those that choose to abide by the act with full rights of citizenship promoting an agenda of U.S. assimilation ("Dawes Act," n.d.). The Alamo people of combined Navajo and Apache decent escaped the resettlement Act to settle at the northern junction of the Bear and Gallinas Mountains in Socorro County (Appendix F: Socorro Regional Assets and Map). President Theodore Roosevelt designated the Alamo enclave subject to the Navajo Nation regardless of their people's separation by hundreds of miles. Today, the weight and concentration of Alamo population makes up one of the largest constituencies in Socorro County. As such, the tribe wields political influence and authority (L. Miler, personal communication, December 2013).

Around 1870, the United States issued a series of homesteader acts affecting Socorro County (N. Combs, personal communication, November 27, 2013). Swaths of land with water near the Magdalena Mountains were illegally manipulated into the holdings of Cattle Company's such as the Red River Cattle Company. Homesteaders

claimed prime land with water, then passed ownership to the big ranching companies in transfers known as grub stakes (Kernberger & Middleton, 1985).

The historic tapestry of public land, resource allotments and patchwork of private homesteader claims remains in place today. In Socorro County, this intermittent land ownership pattern causes isolated private ranches to rely on surrounding public land to feed their cattle. (N. Combs, personal communication, November 27, 2013).

Around 1887, peace and stability in Socorro resulting from enforcement of the Dawes General Allotment Act allowed the Village of Magdalena to establish its place in Socorro County history. Magdalena Village became a supply center for the historic ranching economies clustering in Socorro. ‘The Maggie’ railroad spur line ended at the Village for the purpose of delivering feed stock to animals driven from as far away as Santa Fe to the Village of Magdalena’s mountain corridor. Cowboys traveled the five to ten mile right of way, between ranch lands known as the Hoof Highway before continuing south to Arizona. The original three story cattle holding pens associated with the village’s cattle boom period still weather in the field behind the Village’s Main Street along U.S. Route 60. Forced to sleep in the saddle, poorly fed, and deprived of the comforts of home and family, cowboys and vaqueros drove cattle on average 100 miles each way. Arrival at the Village of Magdalena was celebrated with drinking, gun shots, and dancing. Throughout the night, accordions and guitars regaled revelers at Village halls where lively ‘bordello girls’ were especially welcome (Kernberger & Middleton, 1985).

Born in 1876 on a ranch near the Village of Magdalena, Agnes Morley Cleaveland emerged to complete a historical record of settler experiences from a female

perspective. Her memoirs were published by Bison Books in 1977 under the title *No Life for a Lady*. As a child, Agnes Morley was abandoned by her step-father, along with her siblings, and left alone on their family ranch. In Ms. Cleaveland's memoirs she tells the story of escorting a man for many miles whom she found lost and wandering on her property. Though her companion was polite and respectful and made good conversation, when Ms. Cleaveland returned home, she was informed that her new acquaintance had stolen from and killed a homesteader south of Socorro (Z.W. Farnsworth, personal communication, November 26, 2013). Their brief acquaintance reflects the paradoxically courteous and violent behavior associated with the "Wild West."

In Socorro County's northwest area, thieves and banditos hid out in the Ladrones Mountains, meaning 'the thieves' mountain in the Spanish language. Criminals are rumored to have buried their spoils in the crevices of the Ladrones granite walls when fleeing from citizen posses. Infamous thief and criminal, Terry Longbrown, better known as the Sundance Kid, is famed to have spent two nights in the Village of Magdalena's jail for unknown reasons (Z.W. Farnsworth, personal communication, November 26, 2013).

In 1866 lead and silver ore discovered two miles east of the Village of Magdalena in the now abandoned Town of Kelly drew seekers of fortune to the area (Rozylowicz, 2014). The City of Socorro and the Town of Kelly leaped into the finite prosperity offered by mineral extraction economies. To transport ore to a new smelter in the City of Socorro, a rail line was hammered out between the two places. At the turn of the 20th century, when ore deposits were virtually depleted, mine holders discovered their holds rich in an extremely rare, blue and green mineral known as smithsonite. This discovery

initiated another round of extraction and quest for riches driven by the delicate stone's material enhancing traits (Rozyłowicz, 2013). The Socorro Institute of Mining and Technology was established in the City of Socorro in 1889 to support Socorro's mineral extractive industries and prospers there today ("New Mexico Institute of Mining and Technology History," n.d.).

The mining boom spurred the construction of some of the Village of Magdalena and City of Socorro's most notable buildings and structures. In the City of Socorro, The Garcia Opera House, formed of thick adobes, was completed in 1884 by Francesca Garcia, the widow of Juan Nepomuceno Garcia. Mr. Garcia was a well-respected Socorro merchant and businessman. The opera house is remarkable for its curved or raked stage, which enhances the view to the stage and the theater's acoustics. (Socorro New Mexico Web, 2013)

In 1886, in the city of the Socorro, the Hammel Brewing Company thrived by the efforts of brothers, William and Gustav Hammel. These brother's musical skills were heralded by the community and celebrated at local gatherings (Roots web, 2014). The founder of Hammel Brewery and William and Gustav's father Jakob Hammel immigrated to the United States from Bavaria with his friend, Eberhard Anheuser, founder of Anheuser Busch Brewing Company (Roots web, 2014). Today the Hammel family's original stone and cement building that housed their Illinois Brewing Company is preserved as a museum by the Socorro County Historical Society, Inc. A wing is dedicated to locomotives trains, vital to Socorro's historical industries.



(Copyright A. Leon Miler, *Historic Socorro, Illinois Brewery*, n.d.)

Historical buildings in both the City and Village demonstrate a mixture of architectural influences. They possess cooling adobe matrixes, eastern Victorian gingerbread features, and a variety of other architectural designs. It is speculated that Victorian style homes were preferred by well-paid train engineers who re-located to the west from the northeastern and south eastern United States because that was the building style and tradition they were acquainted with and preferred (Z.W. Farnsworth, personal communication, November 26, 2013).

The Village of Magdalena's Rodeo Grounds were famous in the southwest and hosted numerous celebrity riders. By 1912, the untamed spirit of a horse named Don Gun stole the spot light. Expert riders like Hugh Strickland, Mable Strickland, Milt Hinkle, Leonard Stroud, Wayne Stroud, Cheyenne Kaiser, Montana Bill, Tex Parker, and Mildred Douglas were unable to conquer the stallion (Magdalena Chamber of Commerce, 2014). The Magdalena Rodeo grounds are believed to be the site of the first rodeos ever held on United States.

The acclaimed creator of the Eiffel Tower in Paris, Alexandre Gustave Eiffel was commissioned in 1906 to build a lift hoist mechanism for the Kelly mine. The structure

stands today (Z.W. Farnsworth, personal communication, November 26, 2013). By the 1930s, silver, lead, and smithsonite loads pulled from Kelly mine and other area mines were vastly depleted. The mine's discarded pilings forecast the Town of Kelly's impending abandonment. In 1930, the Village of Magdalena's population was measured at one-thousand, three-hundred and seventy-one people. This was closely matched by the City of Socorro's population at that same time.

On January 6, 1912, sanctioned by President William Howard Taft and the sixty-second United States Congress, New Mexico received the status of official United States of America statehood ("History of New Mexico Statehood," n.d.). Unlike other western states bequeathed to the United States from Mexico (Arizona, Utah, New Mexico, parts of Colorado and Wyoming), New Mexico enfolded the 1848 Treaty of Guadalupe-Hidalgo into its state constitution.. The treaty maintains and protects traditional economic activities such as farming, ranching, open space hunting and gathering practices "The right to forage, water and access" to water, originally bestowed by Spanish land grants are protected (Community by Design & Abeita Consulting Southwest Marketing and Consulting, 2009-2010, p.89).

In 1953, Socorro County explored the novel tactic of exploiting its omission from the New Mexico's territory's legal transfer from Spain to Mexico in 1836, and then subsequent omission from transfer records, and treaties drawn between Mexico and the United States in 1848. It was yet again left off the records when New Mexico became a state in 1912. Upon uncovering the loophole, the county issued the "Proclamation from the Free Republic of Socorro" claiming it was owed all taxes collected since the bestowal of statehood in 1912 (Socorro County Chamber of Commerce, 2013, p.9). The County

charged twenty-five cents for the right to pass through its borders. For one dollar, visitors were allowed citizenship of the Free Republic and given free travel rights. Alarmed by this action, Santa Fe legislators took notice of the County and invested in area's health centers, schools, and roads. The Proclamation was thereafter repealed.

The arrival of automotive cattle trailers greatly diminished the role of cowboys and vaqueros in ranch operations that were once needed to drive cattle over land. Around 1960, the price of lead and silver ore plummeted, delivering a fatal blow to the Town of Kelly. The mine and connecting "Maggie" spur line closed. Kelly Town was abandoned. Further north and west of the village, the ranching town of Riley also shuttered its windows in the dusk of economic disinvestment (Kernberger & Middleton, 1985). Through human inventiveness, the Village of Magdalena redefined itself as a supply center for outlying ranchers and a scenic location for retirees. Its position was secured as a seat of the Cibola National Forest Agency. The City of Socorro flourished alongside protected riparian sites like the Bosque Del Apache and the Sevilleta National Wildlife Refuge. It is the site of Socorro County government and home to a branch division of the Bureau of Land Management. Under the auspices of the New Mexico Institute of Mining and Technology, the City of Socorro now fosters knowledge in all the sciences, including astronomical observation and geo-hydrology.

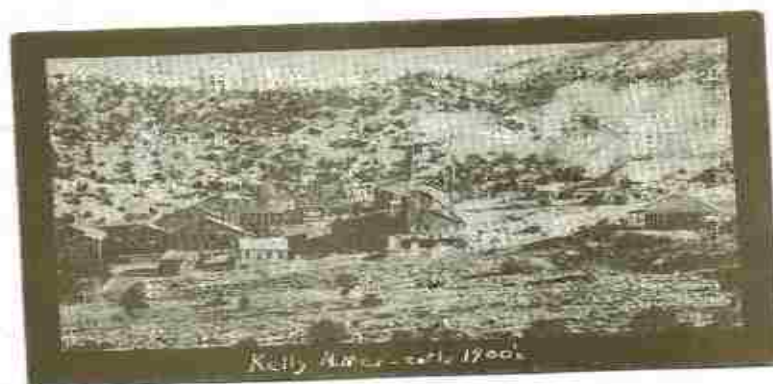
The City of Socorro's population ballooned to 9,051 inhabitants by 2010. The Village of Magdalena's population was counted at 938 people the same year (University of New Mexico Bureau of Business and Economic Research, n.d.). Besides the ancient Fiesta de San Miguel transferred in Catholic traditions from Spain to Socorro, New Mexico Technical College's 49ers event honoring Socorro's mining history, is the oldest

continuously held event in Socorro County. 2014 marked its 85th year of celebration (New Mexico Tech, 2013). Since 1972, the Village of Magdalena has honored the ranchers, cowboys, vaqueros, and homesteaders that founded it, during their annual Old Timers Festival. Stories, dancing, and a rodeo at the Village's historic rodeo grounds roust spirits of young and old (Kernberger & Middleton, 1985).

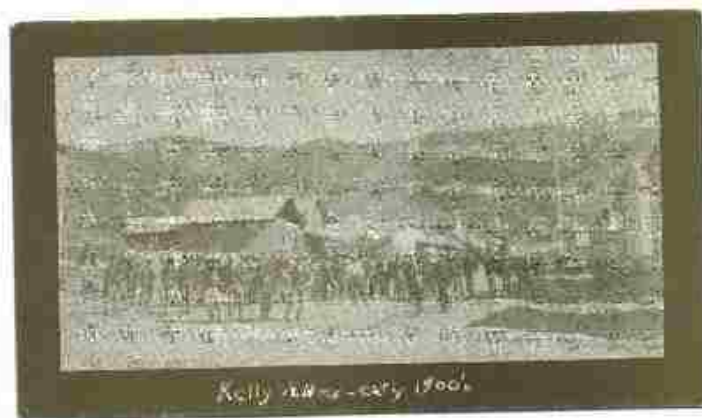
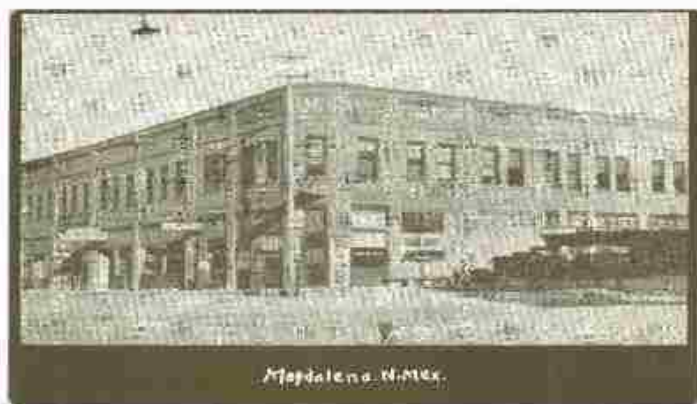


(Photographs courtesy of Z.W. Farnsworth, *Magdalena Stockyards*, n.d.;

Church at Kelly, n.d.)

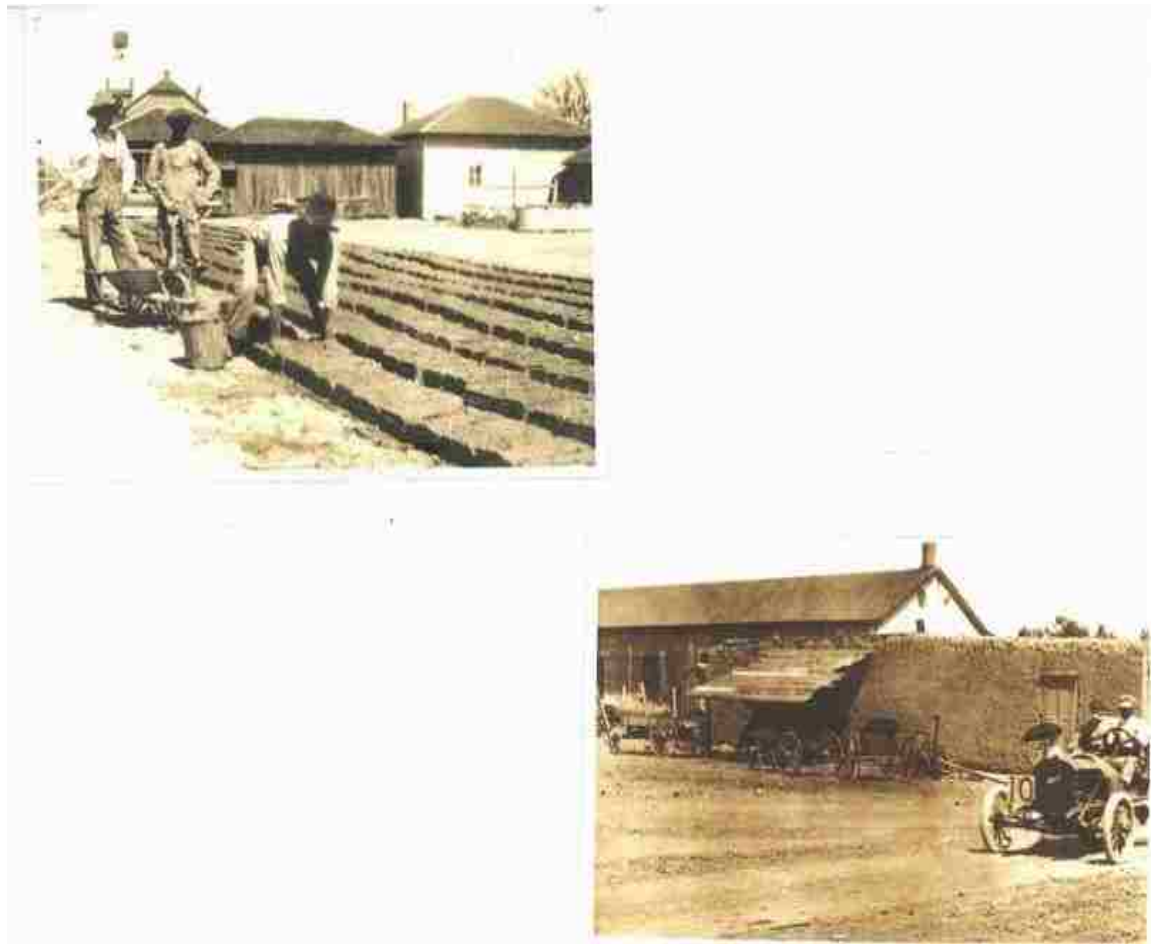


(Photographs courtesy of Z.W. Farnsworth, *Kelly, N. Mex.-early 1900's*,
Early 1900's; *Magdalena-- N.Mex.*, n.d.)

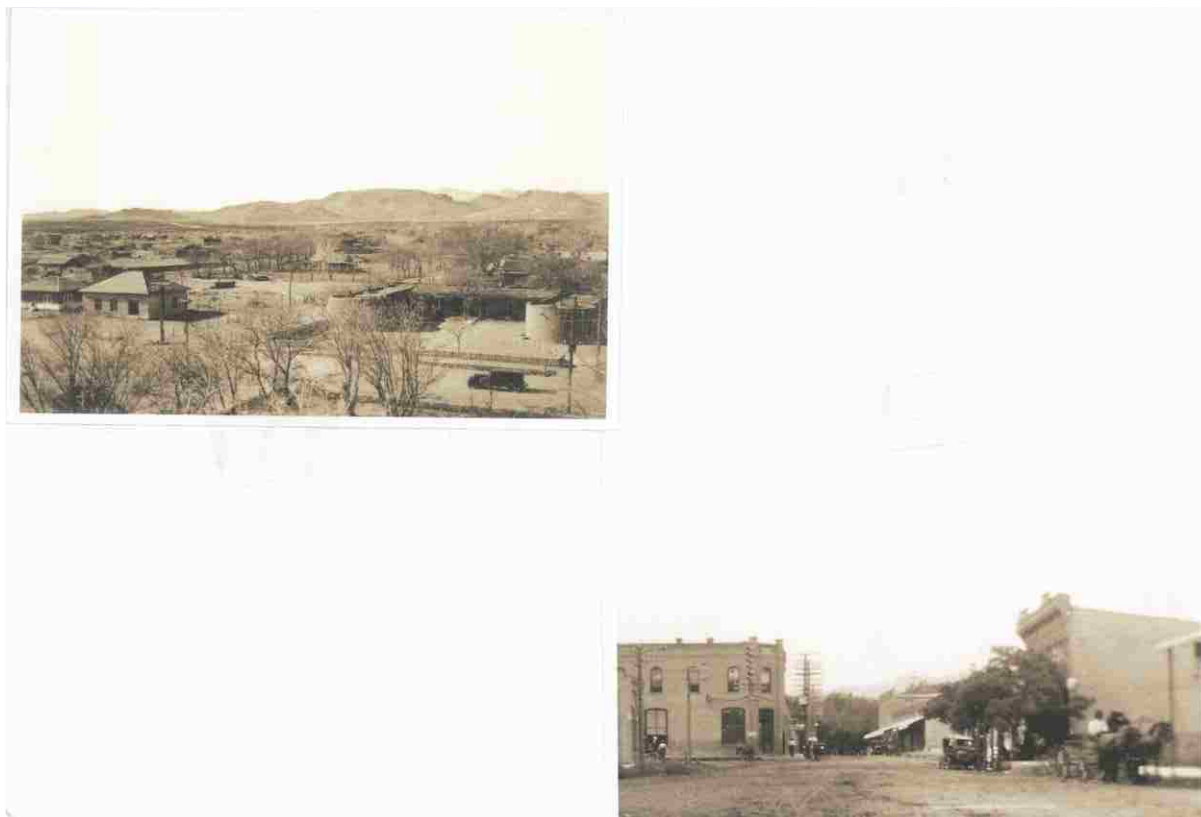


(Photographs courtesy of Z.W. Farnsworth, *Magdalena N. Mex.*, n.d.;

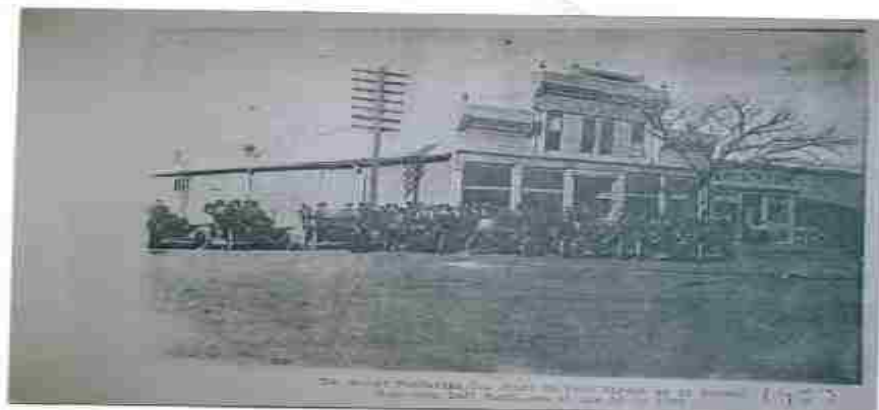
Kelly N. Mex—early 1900's, Early 1900's)



(Copyright A. Leon Miler, *Historic Socorro, making adobe bricks*; *Historic Socorro, race down California St. past Garcia Opera House*, n.d.)



(Copyright A. Leon Miler, *Church—McCutcheon District (circa 1930)*, circa 1930; *Socorro, Manzanares Ave looking west to Plaza, n.d.*)



(Photographs of courtesy of Z.W. Farnsworth, *The Becker Tavish Co. Store on Main Street as it looked when Rose left Magdalena at age 16 in 1922, 1922; Park House, Magdalena, n.d.*)

CHAPTER 3

LITERATURE REVIEW

Cluster Theory, Locality Theory, and Community Development Research

The global and empiric modality of modern economics delineates the shape of rural development theory. Today, there is an established supply and demand in rural economies for outside goods. As base industries move abroad and outside products and food are shipped in, rural places struggle to remain solvent and in control of expansive natural resources. The small place economy cannot compete with the diverse products and resources convenient to a metropolis. Thus, it is typically blocked from clearly integrating economic sectors horizontally or vertically.

On another level, new technologies and affordable transportation costs enable smaller towns to better compete (Blakely & Leigh, 2010, p.87). Policy makers encourage remote economies to invest in special and up and coming markets, such as wind and solar energy. Re-invention of traditional activities like growing corn for ethanol, organic farming, and nature tourism offer the potential to sustain rural livelihoods.

Other strategies envisioned by organizations such as the Business Alliance for Local Living Economies and the Center for Rural Entrepreneurship anchor rural development in local spending and local business initiatives. In concert, these two are held to create stable sources of wealth to be invested in a place and its inhabitants. The New Mexico Main Street program, the Certified Communities Initiative, administered by the New Mexico Economic Development Department, and the Socorro Healthy Kids NM Program, guided by the New Mexico Health Department are designed to promote southern New Mexico's community health and food cultures. All of these programs

demonstrate the state’s commitment to local community development (“NM Main Street Program “, n.d.; “NM Economic Development Department,” n.d.; “Healthy Kids NM Socorro,” n.d.).

Broad local involvement is advocated by champions of rural place development like the Western Rural Development Center and the New Mexico Economic Development Department, while local markets and fairs are recognized to gather income from outside spending to ripple through rural communities. Broad-based community investment, control, and immersion in remote place economy is seen to offer greater returns to development efforts, on the premise that collaborative partnerships of many community groups are needed to institute a foundation for competitive industries.

Life in the United States of America is associated with economic variety and opportunity represented by a mix of interests, talents, and resources. Rural communities harbor livelihoods performed within unique cultural, historical, and geographical constructs. By their isolation, rural producers are more dependent on their area’s assets including its local and regional markets and natural and civic amenities than their urban counterparts. Rural dependence on local assets recommends local management.

Economic development is “achieved when a community’s standard of living can be preserved and increased through a process of human and physical development that is based on principles of equity and sustainability...” (Blakely & Leigh, 2010, p.75). Various theoretical approaches proffer nuanced definitions of prosperity resulting from development. This 2014 *Collaborative Community Development of Rural Places and Local Assets* study details economic development resulting from a community’s capacities, skilled participants, networks, cultures, and identities cumulated with the

community's quality of environment and assets. It is, therefore, categorized under the analytical traditions of locality theory and community development economics (Blakely & Leigh, p.95, pp.329-335). Though additional leverage from outside national and state government interests is beneficial, locality analysis rests on place based development and maintenance of place based assets. This concept extends beyond financial assets to include valuations that reflect quality of life.

Cultural, ecological, social and political freedom are inexorably linked to a society's well-being and refer to alternative forms of community wealth. These variables are more valid than those ascribed by financial capital alone. Susan Piedmont-Palladino and Timothy Mennott refer to the concept of alternative forms of capital in their 2009 book *Green Community*. The idea is explored at length in a chapter by Timothy Beatley titled "Green Communities and the Redefining of Community Wealth". This *Collaborative Community Development of Rural Places and Local Assets* study applies the concepts of alternative capital through its investigation into the effects of social capital and cultural identity on development within a unique rural geography.

Building on locality theory's premises for economic development, this study further examines a type of economic advantage known as cluster theory. Cluster industries "...are geographically concentrated, share specialized supplier and buyer advantages because of location, and are supported by advantageous infrastructure in areas such as education or physical resources...a cluster is thus a set of firms that has a competitive advantage" (Blakely & Leigh, 2010, p. 192). The larger the cluster economy the greater the cost savings to cluster firms and other area industries (Blakely & Leigh, p. 86).

Cluster theory advises enhancing infrastructures that sustain and support clusters while filling gaps in their provision (Blakely & Leigh, p.195). In this context, the *Collaborative Community Development of Rural Places and Local Assets* study explores local arts and agriculture's professional and cultural networks to capture a measure of these sectors social capacities. It melds social capacity data to locational assets for the purpose of exploring rural development opportunities. For instance, arts and agricultural clusters in a community development, location based scenario might benefit from enhancements to communally held natural and civic assets' market and cultural functions, and by addressing gaps to their access and upkeep.

The importance-strength survey, described in John P. Blair's 1995 work entitled *Local Economic Development: Analysis and Practice* is a method of accessing a locations competitive advantages in the form of natural resources, shared civic spaces, community, and market assets (Blair, 1995, pp. 157-159). The importance-strength survey method recommends surveying representatives from professional community oriented organizations to rate assets on two scales: the assets strength, and its importance to the local market. Strong and important assets indicate advantaged resources available to professionals to develop their location. The inclusion of both natural and civic resources in this *Collaborative Community Development of Rural Places and Local Assets* survey of "Importance-Strength" reinforces the precepts of locality theory which applies paramount value to natural resources ability to propel an economy to success (Blakely & Leigh, 2010, p.95).

Quantitative support for a cluster relationship between art and agriculture in the rural region is untenable. Firstly, rural places low population densities cause occupation

and employment data to be unreliable (“Appendix B: Socorro Demographics”) (American Community Census 2005-2010, 2012). Even on a larger scale, the National American Industry Classification System Codes (NAICS) used by the U.S. Census Bureau do not fully describe relationships between economic sectors. NAICS codes widely differentiate between artistry and tourism, even though the draw of artistry to visitors is a known phenomenon (Blakely & Leigh, 2010, p.193).

Another quantifying method referred to as econometrics requires more data and more indicators to determine a relationship than are generally available for small towns. For instance, New Mexico’s State upholds cultural and historical contexts to economic endeavors (Community by Design & Abeita Consulting Southwest Marketing and Consulting, 2009-2010, p.89). The costs and benefits of the legal effects of the state constitutions are beyond the scope of this study.

Though a quantified relationship is unsought, cluster activity between art and agriculture in the “Village of Magdalena, City of Socorro Study Area” economy still exists in the form of special craftsmanship, markets, and locational assets. Potentials for cluster activity are examined through interrelated activities and resources shared by local craftsman and agricultural producers, as well as, those modelled by professional organizers representing their interests.

Special and place specific approaches to development such as entrepreneurship; maintaining and expanding extractive industries and agricultural traditions, in addition to supporting local initiatives are the majority topics of rural development conversations purported by rural think tanks such as the Rural Policy Research Institute (RUPRI) and the Organization for Economic Co-Operation and Development (OECD), This

Collaborative Community Development of Rural Places and Local Assets study investigates a special approach to rural economic development as drawn from varied elements of rural arts and agriculture investments wielded through the cultural identities and local abilities of a unique rural area. The Triple Bottom Line development philosophy as devised by the Rural Policy Research Institute (RUPRI) and the Corporation for Enterprise Development (CFED), wherein development and investment seek to generate social advances through three aspects: social impacts such as justice and inclusion, environmental benefits like pollution control, and economic and financial wealth through market sales and revenues. These three properties of holistic development correlate to the elements of social capacities, natural, civic and market assets sought captured in this *Collaborative Community Development of Rural Place and Local Assets* study. The Triple Bottom Line approach as applied to entrepreneurial development strategies is explored in a white paper titled *Entrepreneurship Development in Rural America: Insights into Triple Bottom Line and Wealth Creation Impacts of Entrepreneurship Strategies* by Deborah Markley of the RUPRI Center for Rural Entrepreneurship and Nancy Stark of CFED, published in February of 2009 with the support of the Ford Foundation. The work is part of a series of white papers known as the *Wealth Creation in Rural Communities, Phase I Reports* funded by the Ford Foundation in 2009. These reports include a separate report entitled *A Compendium of Clusters in Less Populated Places: Circumstances, Interventions, and Outcomes* composed by Regional Technology Strategies.

Echoing this *Collaborative Community Development of Rural Places and Local Assets* study design considerations, the Markley and Stark Phase I report determined the

development of effective entrepreneurship to be “Asset driven...Community based but regionally focused...” and “Supportive of partnerships and collaboration” (Markley & Stark, 2009, p.3). The Markley and Stark white paper further prompts triple bottom line prosperity by encouraging communities to take an appreciative approach to their heritage and engage in diverse networks. The authors recommend learning business through peer mentorship as a means to transcend isolating factors in rural communities. Additionally, the 2009 Markley and Stark report offers evaluation measures for triple bottom line entrepreneurial success such as the creation of grant and loan pools and regional branding.

A Compendium of Clusters in Less Populated Places: Circumstances, Interventions, and Outcomes, describes case studies of single industry clusters through the lens of Triple Bottom Line assessment. Several of the Compendium’s case studies are of particular relevance to this *Collaborative Community Development of Rural Places and Local Assets* study’s research into the potentials of art and agricultural clusters.

According to the Compendium of Clusters, the Mata Ortiz pottery cluster community in Mexico is indistinguishable from the place’s families, who go so far as to welcome apprentice potters into their homes. The pottery of Mata Ortiz is sourced from clays and crushed manganese sourced from the nearby Sierra Madre Mountains. The ruins of Paquimé, the Mata Ortiz’s ancestral people, lie near to the Village. Paquimé motifs are incorporated into the pottery of Mata Ortiz’ families. In 2007, the Mata Ortiz’ Village was bestowed a record of Distinguished Sustainability by the United States Agency for International Development (Regional Technology Strategies, p.34) Though

discreet from agricultural development, Mata Ortiz artists are a land based people practicing wilderness harvest traditions, akin to logging and hunting.

Another place-based cluster illustrative to this study is set in northeastern Wyoming. An art's craft hub developed around Don Kings Saddlery in Sheridan Wyoming. The unique leather and saddle craft technique of deep stamping with florid motifs was developed by Don King and distinguished as sought by dignitaries, collectors, and famed personages. The leather works cluster is bolstered by rodeo events celebrating Sheridan's western heritage additionally invested in lodges and ranches friendly to visitors. Contributing to the leather craft cluster's reputation, The Rocky Mountain Leather Show, renowned as the world's largest leather show, is held in Sheridan.

Though Don King's retail shop, art show, and leather craft museum are involved in tourism development, the 2009 Compendium report considers community engagement non-existent in Sheridan. Leather artists who create their wares in this area, other than Don King, are considered operating "on the margins" (Regional Technology Strategies, p.26). There are "no measures of revenue since most are self-employed" summarizes these other artists' entrepreneurial characterization. (Regional Technology Strategies, p.26).

The synopsis environmental statement put forth for the Sheridan leatherworks cluster reads "Protection of the environment is necessary to keep the range open." (Regional Technology Strategies, p.26). Relating leatherworkers' prosperity to available and well managed rangeland implies the northeastern Wyoming craft cluster is sourcing leather from area ranchers tied to open-space range; thus, Sheridan's leather craft and ranching industry may be considered a non-traditional cluster involving both art and

agriculture as sought in this thesis work. If, as in Sheridan's economy, craftsmanship linked to ranching tends not to evolve a strong community and financial basis, other ranching communities may also exhibit low investment potentials.

One additional agricultural cluster considered by the 2009 Cluster Compendium established in southern Washington is relevant to this *Collaborative Community Development of Rural Places and Local Assets* study. (Regional Technology Strategies, Table of Contents). There are 1600 acres of grapes planted through the valleys of southern Washington's Walla Walla, Benton, and Franklin counties (Regional Technology Strategies, p.15). The region has a history of wine making developed by Italian immigrants dating back about 40 years before prohibition. It was rejuvenated once prohibition was repealed in December of 1933. Walla Walla, from the Sahaptan Native American Language, refers to the 'many waters' that flow from Washington's Blue Mountains to irrigate its grapevines (Swaroop, 2014; Regional Technology Strategies, 2009, p. 15).

The region's viticulture operation exploded from six farms in 1990 to 90 operations by 2009 (Regional Technology Strategies, p.15). Technical viticulture knowledge is disseminated through the Center for Enology and Viticulture located in Walla Walla. The Center is directly related to a culinary arts program and supports the regions local foods movements. The southern Washington wine growing region is considered part of a "regional and state economic development strategy based on wine, food, and art." and is featured in John Villani's guidebook *100 Best Small Art Towns in America* (Regional Technology Strategies, p.16). Though the Walla Walla Valley Wine Alliance, representing nearly 100% of the area's wine growers, and VINEA-The Wine

Growers Sustainable Trust, are supported by “dense social relationships”, the 2009 Compendium Report did not find active social engagement to exist. Rather, the report attributes informal engagement within the cluster to its success. (Regional Technology Strategies, p.15)

Colleen L. Casey’s typology of and findings on social capital presented in her article “Linking Social Capital and Indirect Policy Tools” are considered in this study’s analysis of community capacity. Casey’s paper defines social capital structurally; bonding with-in and bridging between networks; and transferring resources both from the top-down and the bottom-up between communities and organizations. Through her evaluation of Community Reinvestment Act (C.R.A.) programs first initiated in 1977 to increase neighborhoods access to equitable housing credit, Casey finds greater and varied levels of social interconnectedness enhance the effectiveness of government social policies. One of the conclusions of the research is network weaknesses between and within social levels stunted or altogether eliminated community application to receive the social investment benefits intended by the CRA investment policy (Casey, p.418). In agreement with Putman’s arguments (2000), Casey maintains “partnership in civic lives is crucial to building trust that leads to prosperity...” and “overlapping networks make resources and opportunities accessible from one network to another.” (Cited in Casey, 2008, p.418). This *Collaborative Community Development of Rural Places and Local Assets* thesis work similarly considers network challenges to be breaks in social infrastructure’s capacity to support local artists and agriculturalists, while cooperative ventures are inspected for their potential to build an art and agriculture rural cluster.

The effects of vital social capital are observed in their specific application to the art sector in Carl Grodach's scholarly work entitled *Art Spaces in Community and Economic Development: Connections to Neighborhoods, Artists, and the Cultural Economy*. Grodach's research (2011) can be considered to harmonize with *A Community Guide to Organizing Small Farms: Stories from El Valle de Atrisco*, a grass-roots guide to organizing local agricultural ventures as practiced in the Rio Grande River valley of Bernalillo County of New Mexico (Staib, P. & The American Friends Service Committee, 2013).

To form a basis from which the cultural economy may be understood, Grodach gathers its definition from the works of Gibson and Kong (2005) and Scott (2000) as "those products, services, and establishments that relate to education and entertainment and are of a high symbolic value..." they "serve as a conduit for building social networks and social capital that contribute to community revitalization and artistic development." (cited in Grodach, 2011, p.2). Characteristics of community arts centers in Dallas and other cities in Texas demonstrated comparable properties such as denoting a wide variety of disciplines and featuring more regional artists than do galleries (Grodach, p.7).

Grodach's study of Texas art centers reveals across case development trends and community effects. Art center management teams all actively pursued audience revenues. One manager explains, 'You can't run an institution like this without community support. I'm up to a 600,000 dollar plus budget.' (Grodach, p.10). Other centers involved with the study catered to youth and adult art education for the purpose of securing and incubating audiences. Grodach recommends tying 'funding from

community wealth programs directly to community engagement.’ to best instigate the development potentials of art centers and networks. (Grodach, p.11).

Though ties between artistic fields flourished via the art centers, opportunities for artists in fields, unrelated to artistic pursuits, were absent for want of interconnected social networks. (Grodach, p.9). Art and agricultural activities in the “Village of Magdalena, City of Socorro Study Area” also exhibit estranged social networks and limited cross pollination of opportunities without purposeful incentives. The American Friends Service Committee (AFSC) is a non-profit corporation with global programs designed to foster a more humane and equitable world. The corporation has included New Mexico in their programs. In New Mexico, the AFSC respects and supports peoples’ traditional right to land and water through the protection and development of sustainable community based agricultural ventures.

Drawn from the unique experiences of the El Valle de Atrisco neighborhood, located on the southern edge of Albuquerque, New Mexico and threaded by the Rio Grande, *A Community Guide to Organizing Small Farmers: Stories from El Valle de Atrisco (2013)* published by the American Friends Service Committee presents a model for community development of agricultural resources. Four significant incentives to El Valle de Atrisco’s farm development include historical practices dating to before the founding of Albuquerque in 1706, el Valle de Atrisco’s high level of acreage that can be cultivated, acequias, well and municipal water infrastructures and importantly, Albuquerque’s varied markets including institutional buyers.

The AFSC New Mexico further supports cultural and community celebrations like the Catholic patron saint of farmers San Ysidro y Maria de Cabeza’s entrada (parade)

and the Northern New Mexico Garlic Festival. Trust is built through farmer to farmer trainings and community networks. Cooperative community farming secures local farmers' ability to compete against corporate large scale food producers and sustains a strong community able to invest in the future of a region.

AFSC New Mexico's Small Farm Community Guide is a practical model of agricultural community development based in the specific case study of El Valle de Atrisco and is reflects this *Collaborative Community Development of Rural Places and Local Assets* study's emphasis on civic, cultural, and natural assets established in Socorro County.

Local Arts and Agriculture Plans and Studies

Socorro County, which provided the location for the 2014 *Collaborative Community Development of Rural Places and Local Assets* study, is already directed by natural resource plans approved by county constituents. In 2001, the Socorro conservation district revised its long range plan with goals, effective between 2002-2014, to protect Socorro's natural resource base and conserve water (Socorro Soil and Water Conservation District, 2001, p.19). Other goals, begun in the 2001, revised long range plans involving rehabilitation of sixty percent of rangeland to good condition. The plan seeks to obtain irrigation efficiency and low erosion on seventy-five percent of irrigable land and reclaim twenty-five percent of crop land. This conservation plan acknowledges that its success depends on open agency networking between the Middle Rio Grande Conservancy District (MRCOG), the Bureau of Land Management (BLM), the National Fish and Wildlife Service (FWS), the National Forest Service (NFS), and the Bureau of Reclamation (BOR) (Socorro Soil and Water Conservation District, p.19). These

regional and federal land and water authorities manage Socorro's natural systems and their input informs this study and importance-strength survey.

Socorro Soil and Water Conservation District's FY 2014 Annual Work Plan prioritizes water planning. The Work Plan encourages farmers to level their fields and meter conveyance to conserve water. It promotes conservation projects developed cooperatively with government entities such as those sponsored by the State of New Mexico Interstate Stream Commission (Socorro Soil and Conservation District, 2014, p.2).

In 2003, the Socorro Soil Conservation District contributed to the region's water assessment plan for the Socorro southern region entitled the *Socorro-Sierra Regional Water Plan* initiated by the Office of the New Mexico State Engineer (OSE) and the New Mexico Interstate Stream Commission (ISC). This plan deems projected demand in the south of the state to be un-attainable. Conservation measures affecting agricultural activities include reducing urban and agricultural demand; agricultural conservation efforts, such as efficient crop delivery systems; and reducing invasive water hogging species, like salt cedar. (Daniel B. Stephens & Associates, Inc., 2003, ES-13-ES-15).

According to the *Socorro-Sierra Regional Water Plan*, the retention of local water rights is key to preserving current levels of water use in the district. Socorro County's copious water reserves. They are rapidly being sold to less water affluent places in New Mexico according to community residents and organizations (Save Our Water, 2013; Active Community Organizer, personal communication, November 9, 2013). Underground water appears extensive, however, the high desert county is vulnerable to low precipitation and drought (Daniel B. Stephens & Associates, Inc., ES-7). The

inclusion of water and land resources in this *Collaborative Community Development of Rural Places and Local Assets* research is consistent with priorities laid out by existing planning efforts in Socorro County.

The Economic Importance of the Arts and Cultural Industries of Albuquerque and Bernalillo County (2007) identifies art sector characteristics, located in Bernalillo County, north of Socorro County. This art and cultural industries research tells of the advantages and disadvantages to artistic activities in Bernalillo County compared to national markets. This plan is composed of data gathered from 89 interviews with individuals and institutional representatives from five art and creative industry sectors (Mitchell, 2007, p. 15). It defines creative sectors to include development, tourism, and technology. Integrating art and technology is speculated to “contribute to a creative environment, (by) providing tools for creative expression.” (Mitchell, p.15.) Though the New Mexico Institute of Mining and Technology is a commanding economic and educational presences in the City of Socorro, this thesis research’s approach to development recommends removing effects of technological innovation, and eliminating, from primary consideration, the College’s activities.

The 2007 Albuquerque and Bernalillo County art sector research found a little under half of all profits generated from Bernalillo County’s cultural industries arise from outside the region, with hospitality services, artisan products, media, performances, and authorship providing the majority of outside income. Combined indirect, induced impacts and direct expenditures contributed an estimated \$357 million dollars to the densely populated New Mexico County (Mitchell, 2007, p.12).

Contributors to *The Economic Importance of the Arts and Cultural Industries of Albuquerque and Bernalillo County* study emphasize the development primacy of broad based networks working to apply both upward and downward social capital while criticizing Bernalillo County and Albuquerque's artist networks and their lack of organizational focus and poor integration (Mitchell, p.17). Another disabling mechanism identified by research participants was the lack of clear guidelines to art and cultural funding, as well as a decentralized and underfunded institutional framework (Mitchell, p.17, p.14). The author recommends the City of Albuquerque and Bernalillo County better coordinate all aspects of arts programs and cultural services with public and private development efforts in the area. Mitchell further recommends Bernalillo County develop unique public private partnerships to sponsor small to medium sized arts and cultural organization" (Mitchell, p.20).

The 2005 *Socorro Strategic Economic Plan* was partially created to qualify Socorro County for the New Mexico Economic Department's Certified Community Initiative. Funding would be dispersed over the first two years of certification for special projects and marketing. Objectives and strategies outlined in the plan parallel those emphasized by this *Collaborative Community Development of Rural Places and Local Assets* study. The Socorro Plan proposes: "...diversification of the economic base, County wide improvements in terms of infrastructure and outdoor amenities, as well as growing the Socorro County arts" communities (Socorro Chamber of Commerce, 2005, p.3). The Socorro Community Commercial Kitchen and the Alamo Gallery and Gift Shop, both community owned and managed, resulted from strategic efforts presented in the Socorro development plan. The Socorro Community Kitchen and the Alamo Gallery

and Gift Shop are integrated into this 2014 *Collaborative Community Development of Rural Places and Local Assets* study.

The 2005 *Socorro Strategic Economic Plan* is based on a previous report produced by New Mexico Rural Development Response Council called *Voices of Rural New Mexico (2004)*. This economic plan details the strengths, weaknesses, opportunities, and threats (SWOT) to development occurring at that time in Socorro County (as cited in Socorro Chamber of Commerce, 2005, p.5). Salient points to this *Collaborative Community Development of Rural Places and Local Assets* study raised by the SWOT analysis are its identification of cultural amenities, agricultural products, and “a variety of locally owned businesses”, in addition to “wildlife refuges” as strengths in the Socorro region (Socorro Chamber of Commerce, 2005, p. 6).

The SWOT analysis found local initiatives to “lack sufficient leadership capacity and lack job opportunities unless the County can diversify the economic base.” (Socorro Chamber of Commerce, 2005, p.7). Additionally, *The Socorro Strategic Economic Plan* recommends local area leaders take initiative to identify infrastructure improvement projects (Socorro Chamber of Commerce, pp.12, 13, 16, 18). As explained in Colleen L. Casey’s article *Linking Social Capital and Indirect Policy Tools-Fostering Equitable Community, Reinvestment Responses* (2008), without adequate community leadership, financial applications and physical improvements are likely to remain neglected.

Cottage industries integrated into artistry are identified as key to Socorro County’s development agenda (Socorro Chamber of Commerce, 2005, p. 1). The Plan describes the City of Socorro to rest at a mid-point on “the Arts Corridor” between The City of Santa Fe, The City of Albuquerque’s Old Town District, The City of Truth or

Consequences, and the southern most Village of Mesilla's art district. The "presence of local artisans and the Alamo Chapter of the Alamo Nation." are believed to bolster Socorro's art district (Socorro Chamber of Commerce, 2005, p.9).

The Socorro Strategic Economic Plan specifically recommends taking advantage of locational qualities found in the "County of Socorro and Magdalena" (Socorro Chamber of Commerce, 2005, p. 8). This 2005 Plan target development of food processing operations in Socorro County 'because of the pre-existing presence of agriculture, inexpensive land, water and agricultural zoning' (Socorro Chamber of Commerce, p.9). According to the 2005 Development Plan, Socorro's tourism industry is fortified by outdoor recreation amenities and area campgrounds (Socorro Chamber of Commerce, p.9). Respectful of the 2005 Plan, Socorro's open-space recreation sites such as the Quebradas Back Country Highway are enfolded into this study's "Importance-Strength Survey" ("Appendix A: Research Instruments").

Literature Review Summary

The literature informing this *Collaborative Community Development of Rural Places and Local Assets* study describes the outcomes of development decisions resulting in social, business, and physical investments in place, as they relate to community organizers abilities to manifest local prosperity. Triple Bottom line Entrepreneurship considers place based development by recommending the environment be considered alongside social and financial decisions also enmeshed in this *Collaborative Community Development of Rural Places and Local Assets* research (Markley & Stark, 2009, p.3).

Artistry compliments social networks and vice versa, for instance fashion in 16th Century Parisian courts, dancing at Native American feasts, and literary and artistic social

movements such as the Inklings and Surrealism. Still, artistic connections are frequently absent between industries which are not inherently related such as art and agriculture. Carl Grodach's findings discount naturally occurring clusters between art and agriculture (p.9). Though cluster advantages between art and agriculture are examined in this 2014 *Collaborative Community Development of Rural Places and Local Assets* study, social networks between the two industries are largely unbridged. Advantages are, therefore, investigated through cluster potentials and shared market and assets. Bernalillo's community driven organization's connectivity and organizational focus are identified by participants in the 2007 *Economic Importance of the Arts and Cultural Industries of Albuquerque and Bernalillo County* study as detrimental to development goals. Addressing their dysfunction is identified as pivotal to the success of community economic development efforts in Bernalillo County. Colleen Casey's article *Linking Social Capital and Indirect Policy Tools: Fostering Equitable Community Reinvestment and Responses* emphasis network connectivity's essential role in community development as well (Mitchell, p.20; Casey, 2008, p.418). The responsibility of community leadership is further called on in the 2005 *Socorro Economic Plan* (Socorro Chamber of Commerce, 2005, pp.12, 13, 16, 18). Network connectivity and leadership applied through organizational focus and community assets is explored in this thesis study.

Topics of water and land conservation dominate local planning efforts in the study area (Daniel B. Stephens & Associates, Inc., 2003; Socorro Soil and Conservation District, 2014). Socorro's association with land based practices through wilderness,

farm, and rangeland are also given special attention in this *Collaborative Community Development of Rural Places and Local Assets* study.

Regional Technology Strategies' Compendium of Clusters revealed community activity within a cluster is often successful on non-explicit levels. It further explored land based activities intergenerational connectivity and agriculture crafts initiating on financial and social margins (Regional Technology Strategies, 2009, pp. 15, 26, 33). Though the Compendium's case studies are illuminating, this *Collaborative Community Development of Rural Places and Local Assets* study is keen to recognize unique variations in the "Village of Magdalena, City of Socorro Study Area" community economy as distinct to the phase and form of developments occurring there.

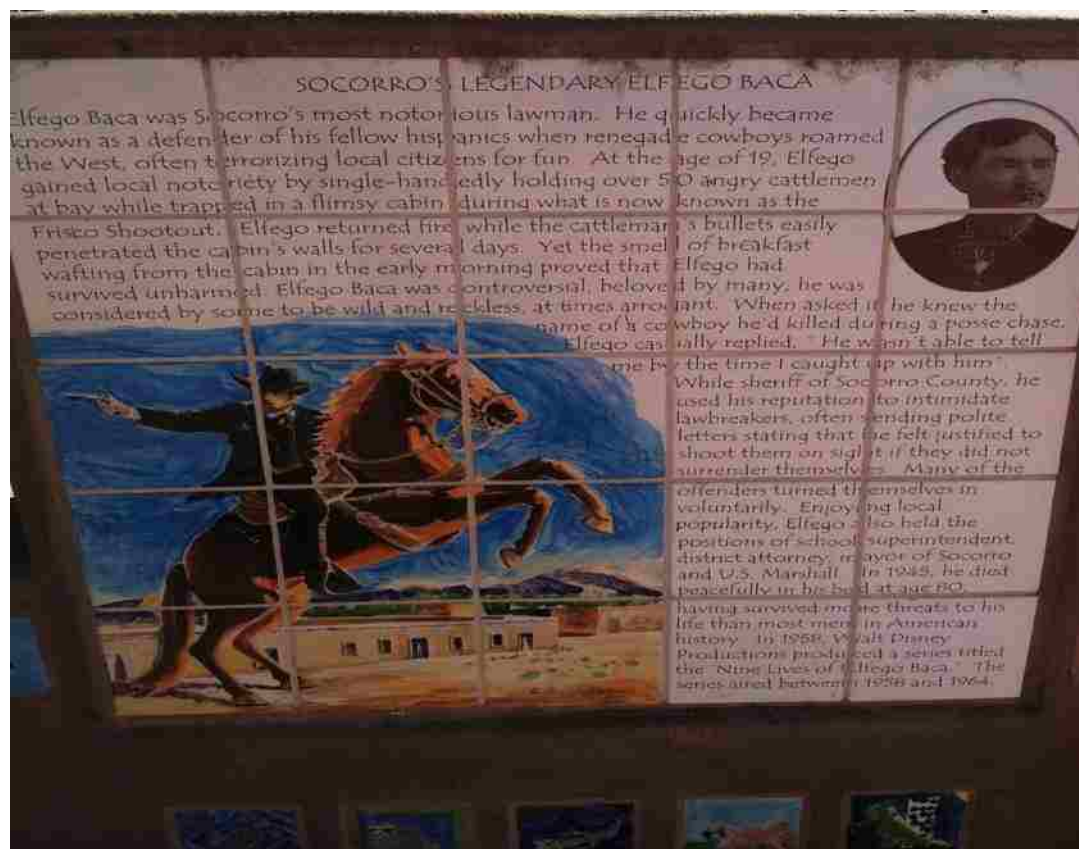
CHAPTER 4

LOCAL IDENTITIES

Enhanced by organizer and community ethics, a place's history and assets describe veils of identity which color perceptions of the location itself. Historic employments and more active perceptions of land, water, and civic place identities are woven through the study area's rural tapestry. A people's identity and the places they inhabit are assets on which the success of developments are built. Conversely, arts and performance result from and act to perpetuate a people and a place's unique identities.

Historical Identities

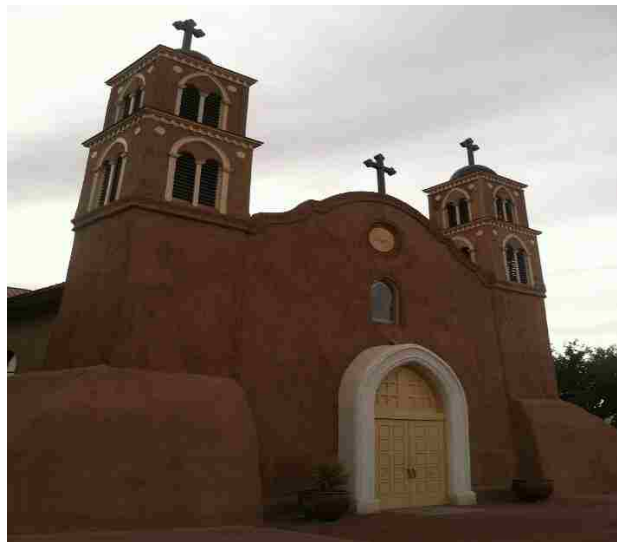
Historical identities are reflected in the activities of professional organizers working in the study area. The 2013 Assistant Director of the Socorro County Chamber of Commerce, Robin Harrison researched and authored a book on the original Bosque del Apache Spanish Land Grant. Leon Miler, President of Socorro County Arts worked with the City to produce an illustrated watercolor brochure of Elfego Baca's adventures. The courageous 1886 vigilante and sheriff's contributions to Socorro's historical identity are further glorified in "Socorro's Legendary Elfego Baca", a tile work installation located in front of the Socorro Court House. The establishment of the City of Socorro and the New Mexico Technical Institute are also memorialized in public arts work on display at the City.



(SOCORRO'S LEGENDARY ELFEGO BACA, April 28, 2014)

Participant and artist Leon Miler expressed a perspective on the formation of artists' expression of historical identity. He described the process as tracing down threads to create a piece of fabric (L. Miler, personal communication, December 15, 2013). Historical photographs of the City of Socorro presented in this research are submitted by Joy Ann Miler, Secretary of Socorro County Arts. Z.W. Farnsworth, the Village of Magdalena's 2013 Chamber of Commerce president, allowed the inclusion of historical photographs of Magdalena in his possession to be included in this study. All of these individuals are committed community development organizers working to perpetuate a historical identity in the "Village of Magdalena, City of Socorro Study Area."

Socorro's identity is perpetuated through public artwork and annual events like the New Mexico Technical Institute's Forty-Niners Celebration and the Magdalena Old Timers Festival. The preservation of historic structures and local museums are further testaments to the distinct character of the place. Though outside the study area, El Camino Real Historic Trail Site and Museum, is identified by *New Mexico Magazine 2013 Vacation Guide* with Socorro County's worthwhile destinations. The El Camino Real Historic Trail Site and Museum contains artifacts from the Spanish royal colonial trade route. The Vacation Guide's recommendation offers an outside perspective on the region's historical identity to visitors ("Vacation Guide, New Mexico Magazine", p.26). Robin Harrison, of the Socorro County Chamber of Commerce, further extolled the value of the Camino Real Heritage Center, stating "We try to encourage people to go there because it is such an important piece of our history" (R. Harrison, personal communication, November 12, 2013). This museum ties the Socorro Community to Spanish colonizing forces and promotes its identity as an historical settlement.



(San Miguel Chapel, April 2014)

The San Miguel Fiesta is a continuation of formative Spanish Catholic settlement identity. It is the longest standing celebration in the Socorro valley and is conducted in a

charitable and community spirit. Its connections to agricultural identity existed in Socorro's verdant grapevines used in the Eucharist. The chapel itself is idealized as an example of early Spanish architecture and memorialized in paintings.

As the President of Magdalena's Friends of the Library, as well as, the 2013 Magdalena Chamber of Commerce President, study participant Z.W. Farnsworth explained redesign plans for the Village of Magdalena Library and Museum. The Library is currently housed in a historic Santa Fe Boxcar Museum protected from alteration by historical designation. The Library and Museum Board of Directors is considering building an expanded facility to hold a larger historical collection which will include several matates used by indigenous people to mill grains and a collection of minerals associated with the Socorro's now extinct mining industry (Z.W. Farnsworth, personal communication, November 26, 2013).

Mirroring preservation efforts at the Boxcar Museum, the Socorro Train Gang manages the southern wing of the Hammel Museum in the City of Socorro. There is a symbolic bond to historic train lines and their role in Socorro's settlement history (Socorro County Chamber of Commerce, 2013, p. 27).

Initiated in 1889, an extensive mineral collection is maintained at the New Mexico Technical Institute's Mineral Museum. Identification with Socorro's original economies inspires consideration of its future course. The northern half of the Hammel Building and Museum preserves a wealth of turn of the century bottling and ice making machinery. They pay tribute to the Hammel family's contributions to the culture and industry of Socorro. Locomotive technologies and original factory equipment may

inspire a moment of humility in students inundated by cutting edge innovation attending New Mexico Technical Institute.

The Illinois Brewing Company, owned by the Hammel family, maintained their bottling operations during the United States alcohol prohibition period from 1922 until 1930. They did so by changing production from beer to soda and ice. Unfortunately, prohibition forced Socorro's historical viticulture operations into bankruptcy. Mr. Miler, President of Socorro County Arts expressed a wish to reestablish the area's viticulture industry as an historical agricultural identity prematurely abandoned (L. Miler, personal communication, December 15, 2013).

Socorro's farming history extends beyond grape production. In their interviews, Laurie and Lee Scholes emphasized historical identification with open space economies. In Mr. Scholes' words, "We were known in this county for mining, ranching, and actually timber...you don't see any trees. It wasn't because the people here cut them all down. The Forest Service did (to build the railroads)." (Lee Scholes, personal communication, November 13, 2014).

Today, the business of ranching is isolated from local beef markets. Due to Federal Department of Agriculture regulations on the slaughter and resale of beef, meat is only shared in communities through matanzas at which an animal is slaughtered and feasted on privately. As Nathan Combs, BLM Ranchland Specialist explained, "...historically, there are a lot of people here that raise their own steer to butcher. That is just the way they've always done it. It is not the sort of nuanced idea of trying to raise something locally and use it locally." (N. Combs, personal communication, November 27, 2013).

Ranches and farms in the study area represent a multi-generational identity and pride. One ranch family, who have worked the land for generations near Magdalena Village, secure a position at Harvard each generation for their oldest son or daughter to earn a Master's in Business Administration. That person is expected to return to the family ranch and become its manager (Lee Scholes, personal communication, November 13, 2013). Mrs. Rosales, Natural Resource Specialist for the Bureau of Land Management, attested to the intergenerational value of agriculture in the Socorro area. She stated, "It's a family tradition, here in Socorro. They grow chilé." (B. Rosales, personal communication, November 27, 2013). Her father farms in the County and she married into a family that has farmed in Socorro for generations. Multigenerational identities are often the most treasured and stabilizing forces in a rural location.

Village of Magdalena retail shop owner, Laurie Scholes, also a founding member of the Village of Magdalena Community Development Corporation compared the ethics of her business ventures to those of old west trading posts. She described, "The success of the old, plank traders in history is that they were fair to the Indians. We try to do the same in our business..." (Lorie Scholes, personal communication, November 13, 2013). The ideal of this historic identity is that local populations and shop keepers should interact with and trust each other. Leon Miler, Socorro County Arts President provided a divergent example of historic identities effects on mercantilism and Native American goods markets. He explained, "(The) Alamo people...they could come into town and sell rugs to ready markets...this is on the downside right now...on one level, I don't want them to quit because (rug making) is a unique cultural thing. On another level, knowing that (rugs are) not selling as well as they used to... You need to have another fallback

position.” (L. Miler, personal communication, December 15, 2013). His comments illustrate how a historical trade identity may hinder or promote response to changes in demand.

Several participants identified with the spirit of settlers to the area. They spoke of respect for the founding settlers’ independence and resourcefulness. In Mr. Miler’s words, “The people who started this town, (who) came here and built it were tremendously resourceful, independent people. To me that is inspirational.” (L. Miler, personal communication, November 27, 2013). The Magdalena Trail Drivers Cowboy Action Shooting Club upholds vigilante’s attitude of self-determination through gun fight re-enactments performed with historical armaments at old west shooting stages and grounds. Village of Magdalena representative, Z.W. Farnsworth called on the experiences of Agnes Morley author of *No Life for A Lady* to personify his admiration for the western American spirit. The book describes lawmen living too far away to call upon in times of trouble. This fact suggests that settlers had to take courageous and responsible action for their own safety, characteristics Mr. Farnsworth values. (Z.W. Farnsworth, personal communication, November 26, 2013). The independence and resiliency of early settlers is incorporated into the work of organizers presently involved in developing “Village of Magdalena, City of Socorro Study Area” on a community level.

Lee Scholes, Leon Miler, and Z.W. Farnsworth all recognize the significance of multiple influences and ethnicities on the transformation and settlement of the west. European immigrants and settlers from the eastern United States built homes and established traditions in Socorro, eclectic symbols of an evolving local identity. In Vice

President of the Village of Magdalena C.D.C., Lee Scholes words, “We’ve (resettled) throughout all of American History...and we came out and settled Ohio and Kentucky. We did that because we didn’t always have a better life.” (Lee Scholes, personal communication, November 13, 2013). Magdalena architecture indicates settler influences on the Village. Z.W. Farnsworth, Magdalena Chamber of Commerce 2013 President described, “There are some Victorian Style homes in town. There are adobe homes. Some have the prairie style and the arts and crafts style from the mid-west... The people came from back east, along the railroads, and that was the architecture they were used to.” (Z.W. Farnsworth, personal communication, November 26, 2013). Another participant, Leon Miler, President of Socorro County Arts compared Socorro’s history to a green chilé stew. He explained that the basic stew recipe comes from the British Isles and was re-imagined to involve green chilé, generating a treasured new local dish (L. Miler, personal communication, November 27, 2013).

Historical identity is a major force shaping perspectives within “The Village of Magdalena, City of Socorro Study Area”. Still, historical positions and aspirations, are viewed in their unchangeable form and are, thus, in some ways inflexible. Non-historical identities demonstrate more plasticity to be molded by the forces of development.

Civic Space Identities

In addition to historically preserved spaces that can be interpreted to represent appreciation for Socorro’s founding citizens, identification with civic spaces in the study area rests on current uses. The organizer of the Socorro County Fair and 4-H Animal Show, Jessica Smith, County Program Director of Socorro County Extension Office, attributes an identity of animal husbandry, ranch, and agriculture to the Socorro County

Fairgrounds. She also stressed transference of agricultural traditions and responsibilities “that go along with caring for and raising quality animals to feed people” as the major role of 4-H shows held at the Fair Grounds. The Socorro County Fair Grounds represents an identity of intergenerational agricultural knowledge, as well as, respect for local community skills, craftsmanship, and talents.

Socorro County Chamber of Commerce Assistant Director Robin Harrison considers, the New Mexico Technical Institute’s Macey Performing Arts Center to exemplify cultural amenities available to the region. She described, “We draw people here because of our Performing Arts Series, and because of what Macey Center has available, you won’t find any better, it’s a strong draw.” (R. Harrison, personal communication, November 12, 2013). Macey Center’s stage and auditorium offer a variety of experiences that support identification with advanced expressive arts such as the November 22, 2013 performance by Robert Mirabel and the Jemez Pueblo singers, dancers, and musicians entitled “Blue Corn-The Journey” a non-local example of arts and agricultural identities well united (“The Glenwood Gazette”, November 2013).

Though downplayed in this study, The New Mexico Institute of Mining and Technology is a tremendous civic asset for the City of Socorro. The College is the largest employer in the City and is responsible for drawing visitors to the region for special training sessions and conferences. In the words of Leon Miler, “Tech hill is a financial magnet for the town.” (L. Miler, personal communication, December 15, 2013). Mr. Miler goes further to acknowledge a social separation between the students and staff of New Mexico Tech and the local townspeople who are unaffiliated with the college. He believes the cause of the divide lies in differences in ways of relating to and valuing

learning stemming from generationally established belief systems (L. Miler, personal communication, December 15, 2013).

Vigilantes and violence once tore at Socorro's settlements. Today, however, it is celebrated to define the 'Wild West', illustrating the subjectivity of identity. In reference to the area's shooting ranges, Z.W. Farnsworth, 2013 President of the Socorro Chamber of Commerce, described "It is parts of the old west and people use it...It is a well-armed community." (Z.W. Farnsworth, personal communication, November 26, 2013).

Shooting range civic spaces are a symbol of this vigilante, 'Wild West' identity. Certain social ventures like the Socorro Community Commercial Kitchen, the Alamo Gallery and Gifts shop, and the High Country Lodge embody ideals of community achievement and advancement. The United States Department of Agriculture extols the Socorro Community Commercial Kitchen to be as a model of a locally based economic development initiative (A. Smoakae, personal communication, October 28, 2013). The Alamo Gallery and Gift shop, another of Socorro County's community assets located in the City, is dedicated to expose and inspire the public to a myriad of artistic pursuits (A. Miler, personal communication, December 15, 2013). The High Country Lodge and diner is a Village community catalyst project symbolizing Magdalena's vitality, employment, and charms.

Socorro Plaza and other historical places like the Magdalena Boxcar Museum, Magdalena Rodeo Grounds, and Garcia Opera House maintain an active identity with Socorro's people. The Socorro Plaza is a place of particular importance to the community. It is where the community of cowboys, old timers, college students, faculty, families, and merchants come together to celebrate their collective identity. Leon Miler,

Socorro County Arts President, paints a vibrant picture of the Socorro Plaza as a central congregation point, exclaiming, “People dance on the plaza. Old people, young people, people who are overweight...guys who have the pressed jeans and their rattlesnake skin cowboy boots!” (L. Miler, personal communication, December 15, 2013). The Socorro City Plaza symbolizes the joy and camaraderie of diverse people living together in Socorro.

Gaps in Civic Space Identities

The Village of Magdalena’s lack of a senior assisted living facility is contradicted by their identity as an ‘old timer’ town steeped in history. Though their multi-generational heritage is celebrated at their annual Old Timers Festival, they do not have community provisions for long term care of the elderly. The gap may lead to a deficient generational identity in the Village (Lee Scholes, personal communication November 13, 2013).

Other gaps include the Village of Magdalena’s lack of connection to its one existing piece of public artwork, a bronze boy. Lee Scholes described, “We have one lonely little boy in front of the train station...commissioned by the state. We keep moving him around. He doesn’t really have a purpose. He has no meaning to anybody.”(Lee Scholes, personal communication, November 27, 2013). A deficiency in relationship to communal expressive identity embodied in civic artwork can result from a less than thorough community process in its creation or may indicate an original identity of loss. The bronze boy’s ill acceptance recalls the fate of orphaned ranch children and lonely cow herders looking for a home in Magdalena. In this interpretation, the identity is one of loss and abandonment. Civic representational pieces are never entirely devoid

of meaning, however, their significance, may not reflect a people's hopes for their future direction.

Land Identities

As a historically land based economy, the “Village of Magdalena, City of Socorro Study Area” communities retain close connections to their physical environments and to the land. The land is conceived in terms of farms, open wilderness, and rangelands. Since the first Spanish settlers marched into the Socorro valley, the Rio Grande was diverted to support and cultivate chilé, onions, corn, as well as alfalfa and hay for livestock. (L. Miler, personal communication, December 15, 2013). Originally, grapes were tended along the Rio Grande flood banks for wine offered at the sacred Eucharist received at San Miguel and other small chapels. These crops and Rio Grande water complete farming identities in the Socorro regional area.



(Nancy Meyer, 2012)

The Bureau of Land Management administers large portions of open space land in Socorro County for multiple economic purposes. It does so in an effort to maintain the health of the land and to the benefit of public welfare. The two Rangeland Specialists and the Environmental Specialist interviewed from the Bureau of Land Management

provided eloquent descriptions of a collaborative identity between local ranchers and public land. In the words of Gus Hoever, Rangeland Specialist, “All of us that do this have a desire for the land. We want to see it taken care of...” (G. Hoever, personal communication, November 27, 2013). The agency manages two wild animal herds in the Socorro area, bighorn sheep and horses. Natural Resource Specialist, Bethany Rosales, was protective of the wild herds, sure that, as Bureau of Land Management protected horses they would never be sold for meat (B. Rosales, personal communication, November 27, 2013). Extending the Bureau of Land Management officials’ perspectives to the communities they serve, rangeland identities in Socorro may be surmised as responsible, protective, and impassioned with its free and rugged character.



(Z.W. Farnsworth, n.d.)

It is easy to imagine the first cowboys’ sense of freedom and connection to the land as they wandered through Socorro’s landscapes. Yet the cowboy’s expression of their open space experiences, known through accounts of grueling travel and encounters

with wild animals was, if not left unsung, left largely un-pictured at the time. Roped to the expansive swaths of canyon and prairie composing Socorro County, a wild land identity has now risen to the forefront of resident's thoughts expressed through the artwork of local photographers and artists.

Gaps in Water Identities

In the high desert country, a water supply can make or break a people and place. When the Village of Magdalena's municipal well water pump malfunctioned in May of 2013, half the Village was without water for months on end. Media from across the country used the Village's story to reflect a significant western drought in the Western United States. CBS and NBS television news channels aired the story of Magdalena's water outage across the country. The resulting negative water identity caused visitors to turn away and business to falter. "Nobody wants to watch other people suffer." Lee Scholes, Vice President of the Village of Magdalena C.D.C. explained, "They think we are all out with tin cups getting water." (Lee Scholes, personal communication, November 27, 2013).

Water identities in Socorro County's struggle on several different levels. Allocated by historical right, underground water is being privately sold to water prospectors at a rapid rate (Active Community Organizer, personal communication, November 11, 2013). If the effects of negative water identities are so far reaching, what then can a positive local water identity imply?

Farmers and professional organizers working in the study area, Robin Harrison and Bethany Rosales, stressed the essential element of flowing river water to their farming operations (R. Harrison, personal communication, November 12, 2013; B.

Rosales, personal communication, November 27, 2013). Al Smoakae and the Active Community Organizer, recommended conserving water through drip irrigation (A. Smoakae, personal communication, October 28, 2013; Active Community Organizer, personal communication, November 11, 2013). Rangeland specialist Gus Hoever further emphasized an essential connection between cattle and water sources stating, “Basically, if there is water, cattle will stay” (G. Hoever, personal communication, November 27, 2013). Though all of these representatives recognize water’s indispensability, only the Active Community Organizer stressed a desire to identify as a people with the area’s water assets. This organizer entreated, “Our roots are in agriculture. Keeping our lands with each family, not selling the water rights off...People are just giving up.” (Active Community Organizer, personal communication, November 11, 2013).

Summary

The unique perspectives that weave through the identities associated with Socorro are being influenced by modern economic influences. Identities associated with traditional agriculture are less associated with business and entrepreneurial development. For instance, local values around rugged individualism and the continuation of inter-generationally held properties do not automatically lend themselves to progressive economic institutions like business incubators. Economic development planning associated with market, value-added agriculture goes against the grain of a community that traditionally has valued trading home-made foods and crafts among friends, rather than selling their goods to outsiders.

The gaps between historic and modern identities is demonstrated by Socorro’s relationship with the land. Traditionally, the countryside was identified with the area’s

rich ranching economy. The County land symbolized the historic wealth in the region. Wilderness uses of open space preserve the modal of the intrepid cowboy character, their vision of vistas alongside horseback trails, and warm nights camping under the deserts countless stars. Today, the heritage of ranching is disassociated from the local economy. As seen, the solution could be as simple as the promotion of local beef consumption. Training a local U.S.D.A. certified butcher to process beef will assist in this effort.

The community's historic farming identity is most strongly associated with the water of the Rio Grande. Today, farming along the Rio Grande riparian area involves little of its historic practices. Instead, it is characterized by modern large scale single crop farming practices that no longer produce goods that feed nor employ a significant piece of the local population. Civic space identities center on historic places, agricultural education, and on burgeoning entrepreneurial spaces. Locations that call to historical community gatherings and agricultural education identities are most embraced by the local population. Though still working to build participation, area civic spaces that encourage entrepreneurial opportunity and the development of job skills are gaining momentum.

CHAPTER 5

SOCIAL CAPACITY

Specific to this *Collaborative Community Development of Rural Places and Local Assets* study's application of cluster analysis, the components comprising cluster developments between art and agriculture are investigated through gaps in and advantages to mutual infrastructures including social capital. Social infrastructures supporting art and agriculture activities in the "Village of Magdalena, City of Socorro Study Area" are generally defined as those entities who potentially can contribute to both industries, regardless of their active involvement in both.

Social capital is composed of several elements, not the least of which are social identities. Professional, community, and governing social infrastructures describe other components of social capacity and capital. This *Collaborative Development of Rural Places and Local Assets* study only examines community and professional capacities and their connections. Consideration of local governments and supporting institutions is limited to their effects on professional and community capacities. Professional categorization is based somewhat arbitrarily on interview contributions to the study. Though secondary reflections and sources offer insights into community capacities, this *Collaborative Community Development of Rural Places and Local Assets* study was primarily generated from the insights of study area professionals supporting arts and/or agricultural activities.

Community Capacities

Notable community groups in the "Village of Magdalena, City of Socorro Study Area" that work to create expressive opportunities for both art and agricultural interests

include the Single Action Shooters, local businesses, local agricultural producers, local arts, talents, individual community member contributions, San Miguel Mission, and other area churches like the Magdalena Church of the Mormons, the American Red Cross, Socorro County Extension 4-H members, The Magdalena Trail Drivers, The American Cancer Society, The Wild Bunch Rodeo Association, Old Timer's Event Organizers, The Fiber Arts Guild, Organizers of the Enchanted Skies Party, area Farmers' Markets, various arts and crafts fair organizers like the Socorro Lions Club the Friends of the Bosque del Apache, and the Socorro County Fair and Rodeo Association. Each community group offers something unique to art and agricultural efforts. Other groups like the Socorro Community Theatre, although in theory able to contribute to joint agriculture and arts efforts, have yet to indicate any such inclinations.

Defined to represent local food art and culture, the majority of community activities that portray both art and agricultural interests are bake sales. All of the area churches, the American Red Cross, and the American Cancer Society create and sell local treats to area residents. The ample cooking facilities provided by the Socorro County Community Kitchen are used by community groups to produce some of these scrumptious treats (Al Smoakae, personal communication, October 28, 2013). Though the majority are not, baked items use local recipes and products like eggs and zucchini.

In an effort to advance local goods, the Festival of San Miguel includes an auction of donated items. At the September 2013 Fiesta of San Miguel auction a bag of onions grown on a farm in Lemitar gleamed alongside a bright array of glassware created by a Socorro artist. Though the onions are not a value added agricultural product, their shared

display with area regional arts and crafts qualifies the auction as a joint venture between art and agriculture.

Coordinated by such groups as the Socorro Lions Club and the Socorro Friends of the Bosque del Apache, arts and crafts events are another popular means of encouraging both art and agricultural interests. (*The Ink*, November 2013, p.5). The Socorro Lions Club Guns and Crafts Show held in September 2013 tendered salsa made in Albuquerque with New Mexican grown ingredients and a study area artist's etched knife handles and boxes carved from antlers harvested from Polvadera Peak.

Organizers of events like The Enchanted Skies Party, Magdalena's Old Timer Festival, and Magdalena's Single Action Shooting Championship also incorporate agricultural and artistic elements into their events. The October 2013 South Baldy Enchanted Skies Party at the peak of the Magdalena Mountains cleverly called on the area's cowboy history and identity with a 'chuck wagon dinner'. (*The Ink*, September 2013, p.9). Held just outside Magdalena Village, the Single Action Shooters' State Championship showcased a local baker selling cakes and muffins made from non-local ingredients; however, this Magdalena local used heirloom recipes, and sold a quilted, hand-made book of personal recipes. Metal work displayed at the championship and forged by Z.W. Farnsworth, Village of Magdalena local artist and 2013 Chamber of Commerce President, depicted aspects of ranch and range identity. These few elements allowed the events consideration as a market for both local art and agriculture's collaborative development.



(Z.W. Farnsworth, n.d.)

From observations made in August and September of 2013, it may be assumed that the Village of Magdalena and City of Socorro Farmers Market organizers actively bolster both art and agriculture towards their mutual benefit. A study area honey producer sold both raw honey and beeswax salves at the markets. A felt artist's creations were sold alongside herbal dyes of Coriopsis, Allun Mordin, and Black Walnut used to dye the felt and grown by the same artist. Apple and pear pies produced in Socorro Community Kitchen and made with locally grown ingredients wafted their delicious cinnamon and buttery odors across Socorro Plaza. At the Village of Magdalena's Farmers Market, an old timer's delectable pecan pies and date breads made from New Mexico Magazine recipes were sold.

Sponsored by national groups, organizers of local rodeos portray a disrupted connection between artistic expressions and agriculture. Paradoxically, they celebrate a generalized ranching identity through wrangler performance art, but are barred from selling local burger or beef product by the legal requirement that 'for sale' beef products be slaughtered in U.S.D.A. certified facilities. (B. Rosales, personal communication, November 27, 2013).

On the other end of the spectrum, the Socorro Fiber Arts Guild attempts to complete a circle of production between art and agriculture based on a concept of cooperative production and collaborative market incentives. Thus far, fiber producers remains scarce in Socorro. Knitted and woven goods sold at the 2013 Socorro Lion's Club's Guns and Crafts Fair, the 2013 Single Action Shooters State Championship Event, the 2013 Magdalena Arts and Crafts Fair, the Magdalena Gallery and Visitor Information Center in 2013, and the 2013 Socorro Fest were created from fibers created outside the study area. Except for one alpaca yarn from a Magdalena ranch already closed, exotic fibers like alpaca and blends, blue ahland, mohair wool, and natural churro, were supplied to the Village of Magdalena Gallery, a member gallery of the Socorro Fiber Arts Guild, from operations in Boonsville, California. Still, the New Mexico Fiber Arts Guild is a good example of community capacity applied to arts and agriculture's cooperative development, providing a support network for local efforts by advancing public lectures, monthly meetings, and gallery space. (*Chamber News*, November 2013, p.7).

The contributions of local businesses and individuals to collaborative development should not be undervalued. Local businesses such as the Golden Spur Saloon in the Village of Magdalena and Bodega Burger Company in the City of Socorro sponsor community celebrations like the Village of Magdalena Arts and Crafts Festival and the San Miguel Fiesta. Visionary private residents are reputed to have written grants initiating the founding of such assets as the Socorro Community Commercial Kitchen (A. Smoakae, October 28, 2013). Furthermore, private art and agricultural practitioners generously share their knowledge on topics of garden shades, animal husbandry, and kite making through free community workshops (Active Community Organizer, personal

communication, November 9, 2013; J. Smith, personal communication, November 12, 2013; L. Miler, personal communication, December 15, 2013). Individual community members donate personal resources. Items like tables and dishware, dollies, and industrial size food mixers, are given to make events and products successful (Z.W. Farnsworth, personal communication, November 26, 2013; A. Smoakae, personal communication, October 28, 2013). Local business people devise lowered rents on real estate for business prospects they deem worthy, and pay for improvements to civic assets (L. Miler, personal communication, December 15, 2013). A private rancher near Magdalena carried half the cost of rehabilitating the Village Rodeo Grounds cattle shoot (Z.W. Farnsworth, personal communication, November 26, 2013). Another community business person from the Magdalena area funds an apprenticeship scholarship for young people who are graduating from Magdalena's High School (Lee Scholes, personal communication, November 13, 2013). The contributions of private people and businesses bolster the spirits and efforts of the entire community, especially since most professional community and economic developers work on a volunteer basis.

Finally, the Socorro County Extension 4-H Club Members, and the elementary and high schools in the City of Socorro and Village of Magdalena are a more subtle piece of community capacity. Children are capable of intuiting the strings of identity running through their communities, unfettered by financial estimations. Quilts and molded clay at the August 2013 Socorro County Fair reflected school children's adoration for farm animals, fresh vegetables and fruits. Young children paraded cherished goats, sheep and calves around an arena to announce the quality of the young person's animal caretaking skills. In addition to these simple commentaries on Socorro's agricultural identity, 4-H

Club members participate in community service projects and are encouraged to develop artistic abilities to market agricultural themes. (J. Smith, personal communication, November 12, 2013).

Taken all together, on the ground communities in the “Village of Magdalena, City of Socorro Study Area” suggest an innate sense of a relationship between art and agriculture. With the exception of the Socorro Fiber Arts Guild this, identity with agricultural craftsmanship and artistic creativity is not developed strategically.

Community Identities

As is tradition, agricultural ties were strongly expressed at the 2013 Socorro County Fair. One precious display created by Socorro school children entitled ‘Plant it, Grow it, Sew it’ unequivocally referenced the area’s farming identity. Another group of even younger children drew pictures of apple trees for show at the Socorro Fair. In the words of the Active Community Organizer contributing to this study, the ideal seems to be “to have people working the land...have them farming and...growing local, fresh food.” (Active Community Organizer, personal communication, November 9, 2013).

The City of Socorro and Village of Magdalena are an incorporated section of the New Mexico Arts Trail, a statewide effort to promote rural New Mexican artists. Their 2013 brochure reads: “Where artistic treasures are found just around the road’s bend or beyond the next stand of piñon trees.” (*New Mexico Arts Trails*, 2013). Reflective of a winning quilt of Socorro’s canyon lands displayed at the 2013 Socorro County Fair, The New Mexico Arts Trail affiliates its image with the dirt roads and scrub ranges of rural southwest landscapes.

Basic organizing principles are another type of identity bracketing the activities of community groups. There is little inclination to expand goals to include community development from, for example, a club platform. The Lions Club of Socorro appears an exception to this rule. It operates on levels of altruism that embrace interconnected community agendas. The Socorro Lions club hangs flags to draw attention to artist events on Socorro Plaza. They also raise money to purchase glasses and other types of optical and medical assistance.

Gaps in Community Capacities

Almost every professional stakeholder interviewed for the *Collaborative Community Development of Rural Places and Local Assets* study longed for a deeper level of community involvement and leadership to inform their work (Active Community Organizer, personal communication, November 9, 2013; B. Rosales, personal communication, November 27, 2013; Z.W. Farnsworth, personal communication, November 26, 2013; L. Miler, personal communication, December 15, 2013).

As professional community based developers, deficiencies in community involvement leaves professionals in a state of diminished capacity with more faltered direction than would otherwise be possible (Active Community Organizer, personal communication, November 9, 2013).

Lorie Scholes credits poor volunteerism in her community to reduced incomes levels. She explained, “In a poorer community, everybody is scratching to make a living. You are trying to put food on the table. It is almost a luxury to be part of a group. You are lucky to get to church.” (Lorie Scholes, personal communication, November 13, 2013). Others attribute poor community involvement to gaps in identity between area

institutions and community members. Village business owners blocked from participating in the local government, and differences between City of Socorro student residents and long standing local inhabitants uninvolved with the New Mexico Institute of Mining and Technology, exemplify these type of gaps (L. Miler, personal communication, December 15, 2013; Lee Scholes, personal communication, November 27, 2013). Think tank organizations like the Rural Policy Research Institute place the cause of low involvement on rural isolation (Markley and Stark, 2005). Still others ascribe lack of volunteerism to impoverished beliefs of inherent value and belonging to a place, poorly transferred through generations, as well as, gaps in education (Z.W. Farnsworth, personal communication, November 26, 2013; A. Smoakae, personal communication, October 28, 2013; L. Miler, personal communication, November 27, 2013).

The Active Community Organizer participating in this study expressed the most frustration with the City of Socorro's level of community involvement, declaring, "There is lots of room for improvement in this area... We have a skeleton crew of people that are involved... it would be great if we could get more voices at the table and more people involved... inspired to do what is right for themselves... We would seek to involve our farmers more in their community... encourage them to be more excited and interested in growing for the schools and connecting to the up and coming generations..."(personal communication, November 11, 2013). Without substantial community involvement, the Active Community Organizer described local development efforts to be "fighting in the dark" without back-up or sufficient input from the community to inform activities (personal communication).

When someone does rise to the task of stewarding community efforts, their effect is synergistic. Still, leadership is in short supply. Organizing workshops through the Alamo Gallery and Gift Shop, Leon Miler is continually confronted with low morale on the part of his community. He explained, “Trying to convince people that they are indeed capable of giving a workshop is a task.”(L. Miler, personal communication, December 15, 2013). When a call for ideas goes out, he most often is answered by “...silence, the sound of crickets...” He and many others in the “Village of Magdalena, City of Socorro Study Area” want “...to somehow spread the ability to have a vision and start things to make them a reality.”(L. Miler, personal communication, December 15, 2013).

Years of championing development and visionary contributions have worn development leadership thin. Many times, these people go unpaid and under supported. This condition causes program expansions to falter. In 2013, the Commercial Kitchen was understaffed at half capacity indicating a need for outreach, educational programs, and training; however, the task is beyond the volunteer staff and director’s time and monetary resource capabilities (Al Smoakae, personal communication, October 28, 2013). Lack of motivation in the study area population goes beyond volunteerism to a shortage of business inspired people (Al Smoakae, personal communication). It is clear from observations of markets made in the summer and fall of 2013, outside craftspeople and artists are eager to fill the gap thereby draining monies from the internal economy.

Organizers in the Village of Magdalena fight to raise community identity as a solution to weak community interest. Mr. Farnsworth, subtly suggests principled engagement to his fellow Villagers. In one encounter with a local person from the area bemoaning a need for change, Z.W. replied, “Yes, but you’ve got to help... You’ve been

here, you're Hispanic. You need to talk to your relatives and your friends." Mr. Farnsworth also seeks to involve high school students in cleanup projects like the Village ball park. He encourages those more advanced in age are encouraged to participate through his church and elders' quorum. His approach to poor community involvement is considerate of intergenerational, ethnic, and historic identities and seeks to build community vision holistically. In his words, "They have to want a better place for themselves and for their kids and their grandkids, so they step up and help do something."(Z.W. Farnsworth, personal communication, November 26, 2013).

Once people express interest in an organization, it is key to explain mechanisms for community involvement and its rewards (J. Smith, personal communication, November 12, 2013). Offering free and copious advice to those that seek out the services of professional organizers is another method used to evoke a community vision (A. Smoakae, personal communication, October 28, 2013; Lee Scholes, personal communication, October 28, 2013; J. Smith personal communication, November 12, 2013).

"I don't think there is much you can do as far as volunteering or community involvement that wouldn't bring entities closer to one another...if you are out there volunteering or working with people, you are going to have information spread by word of mouth and that sort of activity." Jessica Smith explained the pure benefits to continuing to work towards community involvement goals (J. Smith, personal communication, November 12, 2013). Unfortunately, Ms. Smith and other paid research participants' outreach capabilities are limited by their occupation's directives. Recruitment efforts in and of themselves remain timid throughout the study area. Even

with low levels of volunteerism and involvement, networking through and between different concentrations of social capital such as those forged by the Active Community Organizer alleviates resource shortfalls that otherwise would dampen development efforts. All of the study's participant organizers believe increased community involvement, on every level, will invigorate and inspire a more prosperous future for Socorro (A. Smoakae, personal communication, October 28, 2013; Active Community Organizer, personal communication, November 9, 2013).

Gaps in Community Identities

Lorie Scholes, President of the Village of Magdalena's Community Development Corporation, described a gap in community identities resulting from limiting organizational identities. The Magdalena Trail Riders host an event called "A Cowboy Christmas", while in Socorro an event called "Cowboys at the Opera" generates fun and promotes the cowboy identity of the study area internally. The unfortunate reality according to Mrs. Scholes is "The Cowboy Christmas isn't new money, its money from people that already live here....We need new money. We need outside money coming in."(L. Scholes, personal communication, November 27, 2013). Her critique recalls community groups' tendency to identify with their original membership over and above consideration of development goals. Community organizations narrow focus does not address limited rural economies' need to benefit from every available capacity and asset. Z.W. Farnsworth described his own endeavors to turn community efforts toward the betterment of the entire community. "Everybody has to buy into it." (Z.W. Farnsworth, personal communication, November 26, 2013).

Professional Capacities

Representatives from the Socorro Field Office of the Bureau of Land Management (B.L.M.), the 4-H Socorro County U.S.D.A Extension Agency, The Socorro County Chamber of Commerce, The Socorro Community Commercial Kitchen, Socorro County Arts, The Village of Magdalena Chamber of Commerce, The Village of Magdalena Community Development Corporation, and a representative of the Socorro Community at large make up professional capacities contributing to this *Collaborative Community Development of Rural Places and Local Assets* thesis research. Their reflections encircle the agendas of their larger community for which they seek to direct developments.

One of the Bureau of Land Management's abilities is the lease of land and water resources under its management to local governments for the development of water infrastructures, such is the case with a community well in San Antonio, south of Socorro. (N. Combs, personal communication, November 27, 2013). The Bureau of Land Management further coordinates resources and schedules for private cattle herds feeding on public land with the local ranchers in Catron and Socorro counties. The Bureau of Land Management is the main point of contact for these entities use of its extensive open-spaces for grazing purposes. Development efforts by the Bureau of Land Management are primarily limited to land and water resource enhancements supporting range and wildlife, with purview of recreation and infrastructure applications involving their managed assets, including archeological.

The Bureau's wild land ethics are demonstrated by its protection and management of historical wild horse and bighorn sheep herds. (B. Rosales, personal communication,

November 27, 2013; G. Hoever, personal communication, November 27, 2013).

Promising to this study's promotion of dual art and agricultural fairs and markets, the Bureau of Land Management coordinates with other land management agencies like the U.S. Forest Service, and the New Mexico State Forest Service to issue Recreation for Public Purpose permits (N. Combs, personal communication, November 27, 2013).

Events celebrating the wild land and range land cowboy identity of Socorro could feasibly occur on Bureau of Land Management land and be facilitated by the Bureau (G. Hoever, N. Combs, B. Rosales, personal communication, November 27, 2013).

The Socorro County Extension Agency offers an array of informative and organizational services to the Socorro constituency. Made up of children and young people, Socorro County 4-H clubs, developed through the Agency are encouraged to develop artistry and craftsmanship skills, like sewing in an effort to distinguish locally sourced agricultural products.

Informational programs on diverse topics supporting local producers are within the scope of the Extension Agency's powers, including strategic branding of arts and/or agricultural products, and resource best-management practices. "We are always trying to determine way to support local producers, especially growers", Jessica Smith, County Program Director of the Socorro County Extension Office summarized (personal communication, November 12, 2013). The agency follows a responsive community modal and will not initiate programs without the community's active interest. At the request of community members, Extension Agencies' capacity to contribute to development via education and networking is tremendous (J. Smith, personal communication, November 12, 2013).

As a division of New Mexico State University's Consumer and Environmental Sciences Department of Agriculture, and a locally integrated professional agency, the Extension Agency excels at connecting knowledgeable people and resources to the community. Students at the State University could feasibly be recruited by the Socorro local branch to perform pre-professional services in support of local art and agricultural activities. Furthermore, the branding initiatives, "Grown with Tradition, indicating an agricultural product is sourced from New Mexico, and the "Taste the Tradition" insignia, most relevant to this study's investigation of value added New Mexican artisan foods, are both authenticated by the Consumer and Environmental Sciences branch of the New Mexico State University's Department of Agriculture, affiliated with Socorro County Extension Office (J. Smith, personal communication, November 12, 2013).

Observations gathered at the September 2013 Fair and Rodeo, coordinated by the Socorro County Extension Office revealed displays of both local artist creations and agricultural goods through strategic design relating them to one another was absent. An Alamo artist's sale of horno baked pumpkin empanadas alongside handmade jewelry was the clearest example of arts and agricultural clustering at the event. The Alamo Reservation lies outside the study area, but is considered part of the Socorro region influencing markets in the core study area (Appendix F: Regional Assets and Map).

The Socorro County Chamber of Commerce provides finance, insurance, and business planning services to Socorro residents. It also performs marketing and obtains market resources for study area businesses and partner organizations like the Socorro Farmers Market and Lions Club. The normal cost of a business license and insurance to begin production at the Socorro Community Commercial Kitchen is \$225 dollars. The Socorro County Chamber funds entrepreneurs' use of the Community Kitchen on a payment plan, if an applying entity is able to produce a sound business plan, which the Chamber guides applicants to compose. This central Socorro organization aids local non-profits and club event organizer efforts, securing inputs, locations, and publicity, at discounted costs. Special events like the Lions Club's Pancake Breakfast, or the 2013 San Antonio Harvest Festival, a market for both artistic and agricultural goods, were created through the advice and guidance of Socorro County's Chamber of Commerce (R. Harrison, personal communication, November 12, 2013). Like the Alamo Reservation, San Antonio is outside the "The Village of Magdalena, City of Socorro Study Area"; however, it should be considered part of the regional area contributing to the central study area.

The Socorro County Chamber of Commerce researches and applies for grant monies that are used to establish community civic assets such as the Socorro Community Commercial Kitchen and has assisted the City with real estate rental and purchase agreements. The Socorro Chamber conducts business trainings like "What's in Your Backyard?" at which hospitality staff are taught methods of engaging visitors with the treasures and experiences possible in Socorro. "What's in Your Backyard?" is conducted cooperatively with the Socorro County Extension Agency and is well attended by business and agency representatives from throughout the Socorro County (R. Harrison,

personal communication, November 12, 2013; Z.W. Farnsworth, personal communication, November 26, 2013).

Like its Socorro County Chamber counterpart, the Village of Magdalena Chamber of Commerce maintains a comprehensive website supporting Village businesses and extolls local amenities. Using New Mexico State Lodger's Tax monies, The Magdalena Chamber of Commerce generates promotional materials like a map of historic buildings and a map of the Hoof Highway. In 2012, the Village Chamber used tax allocated funding to repaint the vibrant cowboy themed billboards leading into Magdalena. Members of the Chamber are usually on hand to advice visitors on regional recreational opportunities like the Very Large Array of Telescopes, Kelly Mine, and Riley Ghost Towns, as well as, hiking and hunting trails in the Magdalena Mountains. Magdalena Chamber members contribute their personal skills and resources to redevelop blighted buildings in the Village. The newly refurbished Red Cross Emergency Center (a.k.a. the Old Senior Center), the Good Samaritan Center Community Garden, and the Box Car Museum and Library are examples of projects contributed to by Chamber of Commerce members (Z.W. Farnsworth, personal communication, November 26, 2013). Providing a performance space, a piano, display walls and a rudimentary kitchen, The Red Cross Emergency Center could be considered a venue for art and agriculture's joint development, though t has not yet been used in this capacity.



(Historic Magdalena Sign, April 28, 2014)

A more concentrated scale of development is undertaken by The Village of Magdalena Community Development Corporation (C.D.C.). Rather than focusing on overall commercial community support, the Magdalena C.D.C. is engrossed in financing and developing specific development projects like the Magdalena Mountain Ropes Course and High Country Lodge. The High Country Lodge was purchased with contributions made by Village C.D.C. members. It is managed free of charge by them. A cozy diner selling dishes smothered in chilé sourced from the Socorro regional area is nestled in the Lodge. At the registration counter, local jewelry and leather crafts are minimally displayed and sold. According to the criteria of this study, the combination of local food and craftsmanship qualifies the Lodge as a collaborative art and agricultural civic asset. Another qualifying aspect is its use as a location for community markets like the 2013 Village of Magdalena Arts and Crafts Fair. During the market, The High Country Lodge kitchen was used by Alamo artists to make a lunch of fry bread, a New Mexico Native American specialty. Representing an element of ranching agriculture and artistic connection, handcrafted locally sourced leather horse whips were sold at the Magdalena open-air market.

Other capacities of The Village of Magdalena C.D.C. involve networking with stakeholders and state politicians to draw resources to the community and recruit the skills of experienced professionals to engender jobs, publicity, and income for the Village. Local development projects are funded by grants and other sources sought out and applied for by the C.D.C. Neither the Village of Magdalena Chamber of Commerce nor the Village of Magdalena Community Development Corporation offer paid positions, yet both groups effectively promote and develop the Magdalena community.

On a different level, Socorro County Arts sponsor local artists' artwork and fosters artistic expression in the Socorro community, as managers of the Alamo Community Arts Gallery, in cooperation with the Alamo Navajo Reservation and City of Socorro. Socorro County Arts collaborated with the Socorro Chamber of Commerce to create a directory of Socorro artists and musicians (Socorro County Arts, 2013). Very low priced and free art workshops are proffered to the community by Socorro County Arts at Alamo Gallery and Gifts workspace. The gallery has a low level license to produce food items like fudge and vends locally crafted food items, qualifying its categorization as a shared market for both agricultural and art products. A photography competition was cooperatively organized between the Friends of the Bosque Del Apache representatives, Socorro County Arts, and the Socorro Heritage and Visitors Center. Approximately ten years ago in cooperation with the City of Socorro, Socorro County Arts revived a Christmas Event known as "Luminarias on the Plaza". Warm cider, handmade stews, and local artists are featured along with a festive light display. The researcher of this study supported the "Luminarias on the Plaza" event with musical accompaniment to carolers gathered at a boutique on the Socorro Plaza.

Yet another central component to community development efforts in the region, Socorro Community Commercial Kitchen offers free business advisory services to anyone interested in using their facility. Advisers from the Socorro Kitchen are sought out by small business people from all over the United States. They offer consultations on starting community kitchens and entrepreneurial expertise. Similar facilities require fees for advisory services while the Socorro Community Kitchen is able to maintain low costs because it is managed entirely by volunteers. Community groups are welcome to

produce food goods for different events and the Kitchen is open for educational demonstrations. The Kitchen is managed in cooperation with the Socorro Farmers Market and offers networking opportunities for food artists through the market and fair venues. Promotion of the facility takes the form of regular features in radio and newspaper articles by the Socorro County Community Kitchen Manager and Board Members (Al Smoakae, personal communication, October 28, 2013).

For the purpose of synergizing advances in Socorro's quality of life like new walking trails and school gardens, the Active Community Organizer participating in this study works to forge diverse professional networks. This community organizer's capacity is not limited by agendas imposed by an overarching organization and is therefore able to involve divergent topics and groups in development efforts. For example, this person forges connections between open space-recreation, agriculture, education, and wilderness preservation interests as well as with the New Mexico Technical Institute and City of Socorro government (Active Community Organizer, personal communication, November 9, 2013). Inter and intra networking within and between professional and community capacities is an essential component to a cluster advantage between art and agriculture (Casey, 2008, p.418; Grodach, 2011, p. 9).

All of the community economic development professionals involved with this study routinely offer their personal capabilities to advance development work in their communities. Leon Miler is extensively knowledgeable and generously shares stories of the Socorro history, as well as memorializing Socorro in his work. Mr. Miler also instructs and organizes art workshops at the Alamo Gallery and Gifts shop. Z.W. Farnsworth's graciously shares his experience in community, arts markets, and civic asset

development and organization with his community. Furthermore, Mr. Farnsworth lends his personal construction and renovation skills to rehabilitate properties in the Village for use by the community. Another of the area's historical connoisseur's, Robin Harrison, San Antonio farmer and 2013 and prior Socorro County Chamber of Commerce Assistant Director, avails her skills as a published author to both compose newsletters and applications towards funding.



(Leon Miler, *Townsend Ranch, Hop Canyon, Magdalena N.M. 1886*, n.d.)

Al Smoakae is an entrepreneur of specialty jellies sourced from his personal farm, thus, A & J Family Farm, is a local food artisan product according to the criteria of this study. As a small-scale business owner, Mr. Smoakae leverages opportunities and avoids losses associated with entrepreneurial endeavors. He open-handedly guides others through the processes of founding small-scale businesses and marketing local products through an approach to management which encourages personal responsibility and hard work. Both Lee and Lorie Scholes, founding members of the Village of Magdalena C.D.C. have back grounds in corporate and business management and are versed in

fundraising techniques. They apply their skills to the betterment of the Village of Magdalena employment and business sectors. Many of the professional developers and organizers are experienced with funding mechanisms and are knowledgeable about Socorro's social and economic institutions such as the City and Village school systems, college resources, farming, range land practices, and rodeo programs.

Professional Identities

Besides their works, more codified missions of education, equality of involvement, natural resource development, and development and support of businesses, producers, and artists in their communities, more subtle affiliations and identities of professionals emerged through the research. As highlighted previously, Jessica Smith, County Program Director of the Socorro County Extension Office, is open to strategic art and agricultural activities that encourage leadership and creativity in the 4-H youth program she guides. Inspiring life skills that support locally sourced products are central to Ms. Smith's directive (J. Smith, personal communication, November 12, 2013).

Almost every word spoken by representatives of the Bureau of Land Management reflected devotion to the open space land and water under their care. The attitudes of the range land specialists and natural resource specialist interviewed for this study describe a personal understanding and love for the land, born from long experience transferred through generations (G. Hoever, N. Combs, B. Rosales, personal communication, November 27, 2013).

The Active Community Organizer was clearly passionate about reinvigorating historical farming traditions for reasons of historical identity, community bonding, and environmental sustainability. This person, pronounced, "In ideal conditions, greater

community involvement would do so much towards tying people to each other and to the land, to Socorro proper and towards making us a whole community.” (personal communication, November 9, 2013). This organizer’s personal contributions with regard to crafting community gardens and school gardens, highlights a personal commitment to an ideal of community centered agriculture (personal communication).

Artists work reflect a diverse array of identities. It may be tentatively claimed, however, that many Socorro artists are centrally inspired by the area’s wildlife, rural character, and cowboy history.

Gaps in Professional Capacities

In sharp contrast to the highly conducive networks functioning between the City of Socorro and its professional organizers and developers, a singular debilitating gap in social capacity occurs at the level of the Village of Magdalena governing body. (Robin Harrison, personal communication, November 12, 2013; A. Smoakae, personal communication, October 28, 2013; L. Miler, personal communication, December 15, 2013; Lee and Lorie Scholes, personal communication, November 13 & 27, 2013). The Village of Magdalena municipal water system went off line in May of 2013 leaving half the Village’s businesses and residents without water for two to three months. This occurred during the Village’s busiest and driest season. According to Z.W. Farnsworth, the Village of Magdalena Chamber of Commerce 2013 President, the municipal water malfunction stemmed from a decision made over a decade ago. At that time, a main well was drawing too little water and needed repairs. State money to repair the pump system required the use of all other reserves prior to its allocation. The Village government decided to close that well and another well rather than refurbish them, and instead feed

the local system through a third well (Z.W. Farnsworth, personal communication, November 26, 2013). Due to lack of maintenance, the preferred system became defunct in May of 2013. As the other two wells were already closed, the 2013 malfunction left half of the village without plumbed in water. The restoration plan involved re-drilling the old well closed approximately ten years earlier as it was originally a “very high producing well...” and, assuming the Village pumps function against pressure, acquire new storage tanks for the other two pieces of water infrastructure thereby making all three wells again functional (Z.W. Farnsworth, personal communication, November 26, 2013). By the fall of 2013, the Village of Magdalena water system was back on line though not yet completely capable of producing at its previous levels.

As representatives of local businesses, the Village of Magdalena Chamber and Village of Magdalena C.D.C. admitted serious impacts on the Village’s reputation and extensive losses to businesses due to the water outage (Lee & Lorie Scholes, personal communication, November 13 & 27, 2013; Z.W. Farnsworth, personal communication, November 26, 2013). Mr. and Mrs. Scholes were affronted by the long-term water outage. In Lorie Scholes words, “The failure of the system is with the decision makers regarding the (wells) maintenance, it’s a people failure.... This has been an extraordinary year in terms of how devastating business has been affected...Businesses have not recovered. I don’t know if they ever will. Some businesses just gave up and closed...including our newspaper.”(personal communication, November 27, 2013). The High Country Lodge managed by the C.D.C. was reduced from 17 to four employees (Lorie Scholes, personal communication, November 27, 2013). Observations of the hunting season made on August 15, 2013, revealed across the board hunting supply store

closures. “The benefit to the community from the hunting side is three and a half million dollars a year for our little community.” in a normal year, stated Lee Scholes, Village C.D.C. Vice-President (Lee Scholes, personal communication, November 27, 2013).

The Village of Magdalena lost its only grocery store in 2011 and is working to rebuild its food shed with support from the N.M. Roadrunner Food Bank, the Good Samaritan Center, local churches, and local gardeners relying on municipal Village water supplies. Greenhouse gardeners in the area barely survived the water outage and lost most of their savings, while a community garden planned by the Good Samaritan Center delayed planting the entire season of 2013 (Active Community Organizer, personal communication, November 9, 2013; Z.W. Farnsworth, personal communication, November 26, 2013).

There are other concerns with the Village of Magdalena government that outstretch its current administration. Village trustees hold unpaid positions and are elected solely from the pool of residents living within the boundaries of the Village. This system excludes ranch and business interests residing outside the Village of Magdalena’s municipal boundaries, though extensively supporting the Village economy. The Village Council appears under motivated to develop the small rural economy. Illustrating this dearth, in 16 years only one written request for state capital outlay funds has been submitted to the State by the Village administration (Lorie Scholes, personal communication, November 13, 2013). The Village government has chosen not to create a development plan or qualify for the State of New Mexico’s Certified Community’s initiative barring the small population from New Mexico’s primary development mechanism and funding. As Mrs. Scholes explained, “After a lot of discussion with

people in the Village municipality, meaning the trustees (and) the mayor at the time, it was discovered that there was absolutely no interest on the part of the elected officials to do anything like this, to apply for grants, or to look for monies to pay for infrastructure improvements. They were happy to continue on with what they had been doing for years, simply a CDBG grant, a Community Block Grant...” (personal communication, November 27, 2013). Instead, the Village of Magdalena Community Development Corporation evolved to fill this role, actively searching and applying for grant monies to develop their small community. Efforts would more easily move forward with the backing of a more enterprising Village government.

Magdalena local government’s management of Village properties is problematic as well. Places like the Village Rodeo Grounds and B.I.A. dorms have remained bereft of renovation for years on end. This is not because of lack of community interest, resources, or volunteer efforts, but due to the Village government’s emphasizes of development regulations over development facilitation. When the Wild Bunch community organization and Magdalena leadership rallied to rehabilitate Magdalena’s Historic Rodeo Grounds, they found their initiative blocked by the Village’s governing trustees requiring blueprints and code compliance information be produced by the entirely volunteer team for suggested improvements, a cement pad with minor plumbing. Celebratory use of any Village owned civic asset requires permitting and insurance (Lorie Scholes, personal communication, November 27, 2013). In itself, this is not uncommon and is also a requirement for the use of City of Socorro managed civic spaces. In contrast, the process of obtaining insurance and permits is streamlined for the City of

Socorro authorities by the Socorro County Chamber of Commerce to encourage, rather than deter development (R. Harrison, personal communication, November 12, 2013).

When development originates through the efforts of unpaid volunteers in a rural economy with limited financial resources an expedited regulatory process is critical. Regulatory drags on civic assets in the Village may be alleviated by “a quasi-governmental or semi-autonomous group or agency” made up of stakeholders involved with the popular asset (Lee Scholes, personal communication, November 13, 2013). Opening mayoral and trustee positions to business owners operating in the Village, and/or households within a ten mile radius of the Village boundaries for government positions provides a second solution to the gap in the Village’s government’s representational capacities. If agreed by the constituency, expanding the boundaries of Magdalena would generate higher revenues for the Village from taxes paid by outlying households that could be applied to redevelop languishing properties.

Throughout the study area, a few other, less significant gaps exist in professional social capacities. Leon Miler noted organized groups tendency to function in an insular fashion (personal communication, December 15, 2013). The Village of Magdalena suffers from unbridged networks between the Village Chamber of Commerce and Village Community Development Corporation. Though both groups seek to remedy this shortcoming, in 2013, reconciliation was yet to be achieved (Z.W. Farnsworth, personal communication, November 26, 2013). In the City of Socorro, an advisory committee made up of development representatives meets regularly and is believed to be essential to the facilitation of organizer’s work (R. Harrison, personal communication, November 12, 2013). A similar forum would alleviate insular group issues in the Village of Magdalena.

The study area would benefit from statewide network support. For example, the South Valley Economic Development Center contacted the Socorro Community Commercial Kitchen and offered to conduct workshops and educational programs at the Kitchen. Though the Socorro Kitchen expressed interest, there was no follow through action on the proposal. According to Al Smoakae, 2013 and prior Kitchen Manager “That was the extent of the exchange.”(A. Smoakae, personal communication, October 28, 2013).

Conversely, some level of autonomy lessens bureaucratic hoops hindering development activities as is the case for the Alamo Gallery and Gift shop and Socorro County Arts. When Socorro County Arts group initiates a business centered event or enterprise, it is usually accompanied by a tax imposed by a government entity (L. Miler, personal communication, November 27, 2013).

One final but important to professional capacities is clear. Professional organizers holding paid positions are bound by the directives of their overarching organizations. The Bureau of Land Management tries “to support local producers...to be involved in our community” though federal mandates detailing the Bureau’s purpose restrict their activities to land and water improvements (N. Combs, personal communication, November 27, 2013). If instigated by the local community, non-traditional projects that consider professional agencies’ limiting directives may still be facilitated.

Gaps in Professional Identities

Lapses in professional community identities also should be addressed. Regarding the development of an art and agricultural cluster, the most significant gap in professional identities is too narrow activist arenas. Three different contributors to the

study described having no real ability to affect or be involved with land and water assets (Active Community Organizer, personal communication, November 9, 2013; L. Miler, personal communication, December 15, 2013; A. Smoakae, personal communication, October 28, 2013). The Active Community Organizer participating in this study defined role in water issues was merely advisory. Though Al Smoakae encourages people to conserve and use drip irrigation techniques, it is mainly for its cost savings benefits, as opposed to an active valuation of water resources. The disconnect from active influence over water resources is paradoxical in light of contributions made by participants to rehabilitate the Rio Grande Bosque and promote riparian habitats (Active Community Organizer, personal communication, November 9, 2013; J. Smith, personal communication, November 12, 2013; L. Miler, personal communication, November 27, 2013). In any case, a passive professional identity with land and water resources presents a blockade between a potential arts and agriculture cluster.

Summary

Social capital offers a vehicle to develop the community economy of Socorro. Events such as county fairs, parades, and catered club events, represent untapped social capacities that build connections to traditional rural livelihoods. The ability of a rural place to sustain itself can be enhanced exponentially by coordinating and promoting such community efforts on a common calendar and regional agenda. This would curtail the piecemeal situation that currently exists. There is a need to share interests and expertise between community development representatives. Organizing advisory panels as well as coordinating community based, asset management groups can alleviate insular planning.

CHAPTER 6

WATER ASSETS

Rio Grande Importance-Strength Analysis

Though all of the above ground water sources are considered competitively strong, Rio Grande agricultural uses are of highest value to community professionals in the area. Returns to the Rio Grande north of the City of Socorro are of greater strength and importance than returns to the river from Luis Lopez, and other places south of the City.

The strength of tributaries east of the City could be enhanced. Currently, this topography makes up the Quebradas Back Country Highway which is a site of admired canyon lands. The amount of water added from eastside tributaries that crisscross the Quebradas Back Country Byway to the Rio Grande is smaller than that contributed by other sources like the Rio Puerco and the Rio Salado (4.6, 10.4, 25.6 thousand acre annual feet respectively). The Byway area may be considered a conceptual bridge between agricultural water and artistic identity. Leon Miler, President of Socorro County Arts, enthusiastically described the canyon lands, “Quebradas...It is incredibly beautiful...As far as you can drive--you will be amazed!” (L. Miler, personal communication, November 27, 2013). Holistic conceptualizations of the community economy and its assets would be valued by both residents and visitors, attracted by the integrated character of agriculture and its desert watersheds. Socorro’s unusual canyon land features could be the subject of local art work.

Rio Grande Cluster Advantages

Above ground river water sources are a central asset to the farming community. Most large scale chilé, onion, alfalfa, hay and vegetable variety farmers rely on Rio

Grande water to flood irrigate their crops. Robin Harrison, local farmer and the 2013 and prior Assistant Director to the Socorro County Chamber of Commerce explained, “As a farmer, we’d be way out in the cold if we didn’t have the shared resource of water from the Middle Rio Grande Conservancy District. Without the Rio Grande water and without the organization that the Conservancy District provides, I think the water would not be shared adequately...the Conservancy District does a good job of spreading it out and rustling it up” (Robin Harrison, personal communication, November 12, 2013). The Socorro Soil and Water Conservation District, The Socorro County Extension Agency, and the Middle Rio Grande Conservancy District work collaboratively to effectively manage water distribution and conservation in Socorro County (J. Smith, personal communication, November 12, 2013)).

Gaps in Rio Grande Cluster Advantages

Many of this study’s participants believe water enhancements, if matured creatively, not only would benefit their development efforts, but would help build a holistic identity for Socorro (B. Rosales, personal communication, November 27, 2013; N. Combs, personal communication, November 27, 2013; G. Hoever, personal communication, November 27, 2013; Active Community Organizer, personal communication, November 9, 2013; J. Smith, personal communication, November 12, 2013). Bureau of Land Management Natural Resource Specialist Bethany Rosales, spoke as a member of a family farm, in place for generations. She envisioned, “There are enhancements that could be created...If there were, it would definitely help the farming community...active community water projects and running water.” (B. Rosales, personal communication, November 27, 2013).

From observations and conversations gathered for this *Collaborative Community Development of Rural Places and Local Resources* study, artistic representation of farmers' essential relationship with above ground water are virtually non-existent. Other than at area Farmers Markets, observations revealed scarce Socorro regional farmer presence with items of roasted corn, honey, and bags of onions (Appendix F: Socorro Regional Assets and Map).

Wildlife and Range Water Importance-Strength Analysis

All of the cattle and wildlife water sources and uses in the study area are considered competitive to the region; however, the Bureau of Land Management water sources are generally attributed less importance and strength than those found in the Magdalena Mountains. In addition to range use, hunting and recreation appear to add to the development value of the Magdalena Mountain water sources.

Other than the specialists at the Bureau of Land Management specialists, survey responders were chosen because their organizational directives can theoretically be applied to the pursuit of both art and agriculture. In consequence, providing for wildlife in addition to cattle, the survey rankings of Cibola National Forest water infrastructures indicate a more comprehensive community affinity with wilderness assets than with rangeland purposes mainly associated with the Bureau of Land Management.

Wildlife and Range Water Cluster Advantages

In addition to water gathering infrastructures included in the survey, new condensation technologies have increased range options and benefited wildlife in open space lands. "The Forest Service and the Kelly's work really well together." Lee Scholes, owner of Rancho de Magdalena and Vice-President of the Village of Magdalena

C.D.C. explained, “They have created condensation water sources...remote drinkers they call them. They are big, mettle sheets. The dew falls in them and condenses to the bottom, and so, cattle and game use those siphons. That has been good for us.”(Lee Scholes, personal communication, December 27, 2013).

Gaps in Wildlife and Range Water Cluster Advantages

No gaps in open space and range water infrastructures were found by this study besides natural drought conditions. This is largely attributable to the vigilance, expertise, and outreach of the Bureau of Land Management Socorro branch office in addition to private measures and conservation efforts by other Socorro organizations such as the Socorro Soil and Conservation Agency. The capacities of land management agencies in the region are well developed to address the health of range and wild lands.

Water Basins’ Importance-Strength Analysis

The 2013 summer water outage in the Village of Magdalena prevented its inclusion in the “Importance-Strength Survey” of this study. Representatives from both the City of Socorro and the Village of Magdalena emphasized that the water outage was due to pump dysfunction as opposed to basin depletion (Lee Scholes, personal communication, November 27, 2013; Lorie Scholes, personal communication, November 27, 2013; Z.W. Farnsworth, personal communication, November 26, 2013; Robin Harrison, personal communication, November 12, 2013). Though functional by October of 2013, during the time of the wells critical malfunction, the Village of Magdalena’s water basin supply system can be assumed to have ranked highly important, and sadly weakened

The San Agustin Basin is the topic of controversy and organization in Socorro County. Outside corporations are applying for 54,000 acre feet each year of the San Agustin Basin to be transferred to New Mexico places threatened by water depletion. The San Agustin is a substantial basin, thought to hold 2.8 to 21.9 million acre feet of water. This water basin can feasibly sustain Socorro County's rural communities into the future. The Environmental Law Center of New Mexico is commissioned by the 'Save Our Water' community group to help fight the water mining corporations prospecting in Socorro and surrounding areas. 'Save Our Water' informative materials were distributed at the July 2013 Village of Magdalena Arts and Crafts Fair to raise awareness for the need to protect Socorro water holds from outside prospectors (*Save Our Water*, 2013).

The City of Socorro's estimated landscaping and recreational gardeners' basin water consumption ranks relatively low in both importance and strength. Residents of the City also have access to Rio Grande River water for garden irrigation. The Rio Grande's historic and current contributions to the City's water supply appear to be of greater value than copious basin water underlying the City. Speculatively, the combined abundance of underground water with Rio Grande water's availability to residence further decreases valuations of basin water. The Rio Grande's historic and current contributions to the city's water supply are valued more than the basin water underlying the city.

Water Basins' Cluster Advantages

Big garden projects in the study area enthusiastically apply drip irrigation. Al Smoakae, local exotic cacti farmer and 2013 and prior manager of Socorro Community Commercial Kitchen described, "The irrigation system allows me to water (the cacti) at critical times. (Wild) fruit harvest that is available in the surrounding three counties isn't

much.” (A. Smoakae, personal communication, October 28, 2013). As above ground water sources are ephemeral, all of the Village of Magdalena gardens, commercial and prospective community gardens must be fed by underground water basins. (R. Harrison, personal communication, November 12, 2013; Z.W. Farnsworth, personal communication, November 26, 2013). Puerto Seguro, the City of Socorro homeless service shelter, is planning a food garden on their property. The organization will apply drip irrigation technology and is considering applying for the Socorro Soil and Water Conservation District Irrigation Project Grant. This was communicated informally by Puerto Seguro representatives at the 2013 Socorro County Fair.

New Mexico Institute of Mining and Technology is contributing part of its state allotted aquifer rights and the land to create a Socorro Community Garden. The prospective Socorro Community Garden land presently has access to Rio Grande irrigation ditch water as well. The Institute is working with multiple community groups like the Save our Bosque task force to install the community garden (Active Community Organizer, personal communication, November 9, 2013).

Study area ranchers are also sustained by the study area’s underground water sources. As Gus Hoever, Rangeland Specialist at the Bureau of Land Management explained, “If you don’t want cattle in a place, you just turn off the water and they will migrate.” (G. Hoever, personal communication, November 27, 2013). Isolated rangeland water sources are pumped by windmills from underground sources.

Despite the Village of Magdalena’s traumatic water outage in the summer of 2013, copious water reserves lie underneath the Village extractable with functional equipment. Lee Scholes, local Village of Magdalena business man reported, “With 200

some occupied buildings in town...during the course of the water crisis, the population drilled 11 wells in the Village. They all got water”. His wife, Lorie Scholes continued the account, “Even the school decided to drill another well... not for the Village, for themselves. There is plenty of water. Drought is not the issue.” (Lee and Lorie Scholes, personal communication, November 27, 2013). From their remarks and other participants’ comments, it may be concluded that water underneath the Village of Magdalena presents a tremendous advantage for the community.

Gaps in Water Basins’ Cluster Advantages

Underground water is undervalued by Socorro communities. Private citizens of Socorro are selling their water rights to larger metropolises outside of the County (Active Community Organizer, personal communication, November 9, 2013). Despite organized resistance, claims by national corporations to sell and transport basin water outside the region are underway indicating a need for even greater community opposition (*Save Our Water*, 2013). Aging infrastructure and inexperience with managing water systems are responsible for hardships and losses incurred to businesses, both artistic and agricultural, in the Village of Magdalena during the summer of 2013. Disregard and misunderstandings of water’s importance pervades the entire study area. From this researcher’s informal observation of properties located by acequias, , private well users neglectfully leave their well pumps on for days, or indiscriminately use both river and well water to green their lawns unaware of the effects on water tables. Hunters litter the banks of the Rio Grande with animal bones accompanied by discarded furniture. Hearteningly, community groups like the Save our Bosque Task Force, Socorro’s 4-H Volunteers, and the City schools periodically rally to clear the river banks of trash and

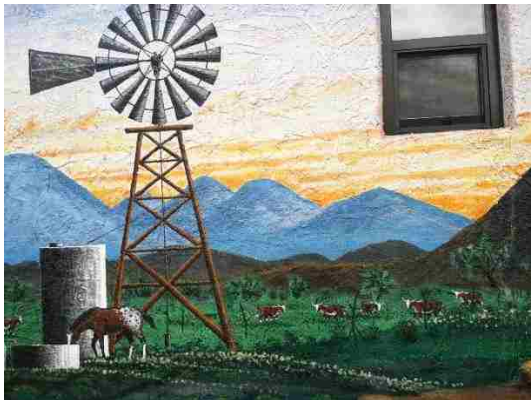
debris. Artistic affiliations with underground water are virtually non-existent. A windmill pulling water for cattle in Edward Tsosie's mural *SPIRITUALITY* on the exterior wall of the Magdalena Gallery and Visitor Information Center was the only visual acknowledgement of the Village of Magdalena's complete reliance on underground water.

Summary

Because of its historical significance and its value to sustaining agricultural activity in Socorro, agricultural water use is one of the most valued assets in the region.

Though copious underground water is available to green City of Socorro gardens and lawns, residents prefer to use Rio Grande water throughout the summer months.

Sculptural and physical artwork projects would help draw attention to water's vital role in the community economy and deter water prospectors from taking this precious resource outside the area.



(Eddie Tsosie, *SPIRITUALITY*, Magdalena Gallery and Information Center, painted June 2, 2013)

CHAPTER 7

LAND AND PARK ASSETS

Land and Park Importance & Strength Analysis

Survey respondents are ambivalent about Kelly Ghost town's contributions to their development efforts. In contrast, hunting in the Cibola National Forest, is in dire need of community efforts to strengthen the Forest's contributions to the local economy. One solution is to support military training exercises in the wilderness area. The already occurring military trainings conducted in the Magdalena Mountains are reputed to cause no extra ordinary effects on the habitat, while visiting soldiers positively contribute to the Village economy. According to Lee and Lorie Scholes, development organizers for the Village of Magdalena, the "...training they do in this type of terrain" Mrs. Scholes began, "...-they don't wear uniforms. They are not running around carrying weapons...the type of exercises that they do here are..." Mr. Scholes interceded "escape and evasion..." His wife completed the thought "You don't even know they are here." (Lorie Scholes and Lee Scholes, personal communication, November 27, 2013). The Cibola National Forest is also considered an excellent location for wild animals and grazing cattle. Forest land is of greater importance and strength to the strategized efforts of organizers than Bureau of Land Management's rangelands. Community professionals indicate a preference for wilderness and multiple user advantages to land in their ranking of forest land higher than land used primarily to graze cattle.

The survey indicates most of the land and park assets in the area would better benefit the study area with even a slight increase in investment, interest, and organization. More neighborhood level gatherings could be celebrated at Socorro city parks. For

example, in addition to private use, Box Canyon might be considered the location of sponsored rock climbing events.

The Magdalena Ropes Course is a unique development of open space land used to teach young people how to survive and play in the wilderness. It employs local students from the New Mexico Institute of Mining and Technology as trainers (Lorie Scholes, personal communication, November 27, 2013). Though considered a relatively strong asset, Magdalena Mountain Ropes Course competitive importance rating is low. The Ropes Course may only require a more public presence to catapult it into a position to advance the character of the local economy.

Range Cluster Advantages

Staggering to its feet in the context of the modern meat industry, a proudly arrogant and independent cowboy identity holds a place in the hearts and minds of people in the study area. Physical artwork depicting the cowboy way of life barely evolved at the time these men rambled the west. Cowboy songs and stories, however, flourished. *Way Out There*, a public television film circling personal accounts to capture a sense of Magdalena's cattle and mining history reveals 'old timer' stories of the 'Wild West' concerning shootouts, bad food, and hardworking wranglers. The most fun these dusty trail riders were privy to was dancing to local music with beautiful bar girls. Some of the songs featured in the film include: *I'm an Old Cowhand* by the Billy Boys Cowboy Riders, *Cool Water*, *Hold that Critter Down*, and *Rider Heading Home*, by the Pioneers, and a Spanish hymn-- *Paloma Blanca* by the Saint Mary Magdalena Church Choir (Kernberger & Middleton, 1985).



(Beverly Hanson, n.d.)

Another respected Socorro artist, Beverly Hanson represents contemporary ranching identities in her artwork. It depicts wranglers, horsemen, and ranch children at play on view at the Alamo Gallery and Gifts shop. An affinity for Socorro's agricultural history is described in Leon Miler's painting of the 1886 settlement of Townsend Ranch in Hop Canyon. To this day, Townsend ranch remains a working ranch operation near the Village of Magdalena.

In summary, the study area's ranching identity is a tremendous motivation to sustain ranching through private enterprise on public land. The Socorro County Extension 4-H Club is actively involved in promoting ranch operations; informing local ranchers to best management practices; and training children in animal husbandry. Cooperation between government land agencies such as the U.S.D.A. National Resource Conservation Service, and the Socorro branch of the Bureau of Land Management generates ranching infrastructure improvements on public lands. This helps to propel

local ranching efforts and build stronger herds, while maintaining the land's health and biodiversity (N. Combs, personal communication, November 27, 2013). Thus far, agency efforts are successful. According to Lee Scholes, Vice-President of the Magdalena C.D.C., "100% of the millionaires in this region are ranchers." (Lee Scholes, personal communication, November 27, 2013).

Gaps in Range Cluster Advantages

Area beef products are barred from the local food supply by the legal requirement that meat for public sale be butchered in U.S.D.A. certified facilities, unavailable in Socorro. Consequently, rangeland cannot physically contribute to a competitive cluster advantage between art and agriculture. Hunted meat is subject to the same restriction. Homemade elk jerky from Magdalena Mountain elk cannot be legally marketed if self-butchered. Moriarty, a small town to the north and east of Socorro by approximately 150 miles, proffers the closest U.S.D.A certified butcher (B. Rosales, personal communication, November 27, 2013). It is more cost effective for the community to purchase meat from national centers distributing food along United States Interstate 25, than to obtain it internally due to the U.S.D.A. butchering regulation.

Local ranchers and hunters host feasts at which communities come together to kill, cut, roast, and enjoy local meat and game. Matanzas are a long honored New Mexico tradition. Still, the absence of public butchering facilities takes its toll on an otherwise strong ranching identity. An example of this cultural disconnect is demonstrated at the September 2013 Socorro County Fair Rodeo celebrated commercial American western identity with showy sequined costumes, songs, and flags, more

reflective of Hollywood showmanship f a local interpretation of ranching tastes and traditions in Socorro.

Real cowboys were historically fed very sparse and unappealing meals. One old time cowboy described night after night, eating bread with a can of tomatoes and raw sliced onions from the chuck wagon (Kernberger & Middleton, 1985). The lack of a cowboy culinary tradition limits food artists' abilities to represent authentic western lifestyles.

Another gap to the possibility of an art and ranching agricultural cluster originates in the economic perspective of ranchers. Bureau of Land Management Rangeland Specialist, Gus Hoever declared, "The question is too far out from the industry. They are doing just meat production. They are not really into bi-products" (G. Hoever, personal communication, November 27, 2013). Bethany Rosales, Natural Resource Specialist at the Bureau of Land Management went on to explain, "They are selling their calves to put into the meat industry... They are not marketing their skulls and hides". (B. Rosales, personal communication, November 27, 2013).

Though the cattle producing industry is not actively considering avenues of artistic production, ranching representatives expressed curiosity in the idea. Bethany Rosales, of the Bureau of Land Management suggested, "There is a different sort of art in agriculture--the skulls and the hides... Cowhides are big. That is art, too." (B. Rosales, personal communication, November 27, 2013).

Possible contributions to artistry by ranch land exhibit a final gap. Domesticated sheep are prohibited from grazing on Bureau of Land Management land in an effort to protect bighorn, sheep herds from diseases like scabies. Raw fiber farms intending to

raise alpacas and sheep to produce fiber arts, are disadvantaged (B. Rosales, personal communication, November 27, 2013). Because of this, the Bureau of Land Management's, species diversity agenda forbids a formative producer link between art and ranching agriculture though simultaneously promoting wild land artistry and identity.



(Nancy Meyer, *Bighorn Sheep after Confrontation*, n.d.)

Farm Cluster Advantages

Concentrated along the Rio Grande Valley, study area's farmland exerts a more subtle influence on Socorro residents than does ranching. The region exalts in its centuries old tradition of chilé farming (R. Harrison, personal communication, November 12, 2013; A. Smoakae, personal communication, October 28, 2013; L. Miler, personal communication, December 15, 2013). Bright flavored, locally grown chilé is served over breakfast burritos and enchiladas in Village of Magdalena restaurants. The Owl Bar in San Antonio, in the Socorro regional area affecting the study area, has won taste awards for New Mexico's best green chilé cheeseburgers (Socorro County Chamber of Commerce, 2014). Corn from farms in San Antonio, near the Bosque Del Apache, was relished at the San Miguel Fiesta in September of 2013. Non-local corn grown in Moriarty, east of Socorro County was savored at the October 2013 Socorro Fest. Another

producer from Datil in Catron County, outside the Socorro regional area sold delightful lavender lotions and balms at the 2013 Socorro Fest.

The sunny climate of Socorro County and southern New Mexico lends itself to herb production. There were several Socorro regional area herb producers present at the Socorro Farmers Market on September 21, 2013. They included Native American themed medicines grown in San Antonio and partly harvested from the wilderness. Producing within the “Village of Magdalena, City of Socorro Study Area”, the local honey bee farmer routinely vends a variety of flavored honeys and salves at Socorro markets and festivals.

Area community organizers consider the foundation of a more diverse local food supply a critical goal (A. Smoakae, personal communication, October 28, 2013; Active Community Organizer, personal communication, November 9, 2013; Z.W. Farnsworth, personal communication, November 26, 2013; Lee and Lorie Scholes, personal communication, November 27, 2013). In September and August of 2013, regional area farmers markets offered vegetables like zucchini, garlic, pepper, and chilé. Varied value added creations such as local jellies, pies, salves, cakes, and breads were offered making use of locally grown crops. As Mr. Smoakae, food craftsman explained, “...It is cheaper to grow your own products than to buy the raw inputs...and they are of better quality. (A. Smoakae, personal communication, October 28, 2013).

Gaps in Farm Cluster Advantages

The extinction of viticulture in the area is a strike at Socorro’s historical identity and cluster potentials between art and agriculture. The spirited, easy going, and independent nature of Socorro’s citizens was at full play at the 2013 Socorro Fest in

October. From Saturday Morning to late Sunday evening, two beer and wine gardens, the Old Town Bistro, and the Capital Bar participated in the event offering food, music, and alcoholic beverages. In the tradition of the well-respected turn of the century business men, the Hammel Brothers and their Illinois Brewing Company, Socorro's people are clearly open to imbibing, dancing, and public merry making. Mugs and glasses with a bluesy insignia were sold at one of the tents where tastings and sale of New Mexico beers and wines were underway. Unfortunately, beer and wine from Socorro regional producers were not an option. The Socorro Springs Brewing Company did not participate in the Festival and it no longer brews its beers in Socorro (Active Community Organizer, personal communication, November 9, 2013).

Open Space Cluster Advantages

Though outside the study area, The Bosque del Apache Festival of the Cranes occurs within the Socorro regional area (Appendix F: Regional Assets & Map). It is a major demonstration of the potential of local identity and community organization jointed to wild land assets. Other open space lands of striking beauty surrounding the study area are not as well recognized.

The Bureau of Land Management's designation of 'Critical Environmental Concern' in the La Drone Mountain and Polvadera Peak "...going down into the devils backbone area, for management of desert bighorn sheep..." is an example of wilderness character and diversity preservation (N. Combs, personal communication, November 27, 2013). Additional protective measures that sustain opens space and hunting in the Socorro region involve private initiatives. A prominent Magdalena business man is involved with different owners of properties to create conservation easements on private

land including his own (Lee Scholes, personal communication, December 27, 2013).

One non-local wildlife photographer, displaying work at the Socorro Lion's Club Guns and Crafts show, donates a portion of proceeds from artwork sales to the Wild Wolf Sanctuary in western New Mexico.

As of the summer of 2013, ducks, bear, elk, deer, bighorn sheep, and Sandhill cranes-- opposed to the endangered whooping crane-- are hunted in the study area. The New Mexico Department of Game and Fish favors resident hunters over those traveling from out of state. This is both a blessing and short coming as nonresident hunters are believed to more generously contribute to the area economy (Lee Scholes, personal communication, November 13, 2013).

Tanned deer hide fashioned into medicine bags, and war shirts, were sold at the Magdalena Gallery and Visitor Information Center in August 2013 while intricately antler carvings were presented at the September 2013 Lions Club's Guns and Crafts Fair. These pieces indicate artist representations of wilderness and hunting identities.

Finally, open space timber sustains area residents in the seasonal jobs chopping fire wood (Lee Scholes, personal communication, November 13, 2013). A wood craftsman, who gathers invasive salt cedar from the Bosque, showcases his works at the Alamo Gallery and Gift Shop.

Gaps in Open Space Cluster Advantages

Wild food and product harvests are unpredictable. For instance, Al Smoakae planted a cacti farm to support his specialty local food jellies because it was easier and more productive than wild harvest (A. Smoakae, personal communication, October 28,

2013). Additionally, wild land meat suffers from the same gap to cluster activity as cattle. It also requires U.S.D.A certified butchering for resale.

Summary

On many important levels, open space and the geographic expanses of Socorro are treasured by its population. Artists, agriculturalists, and historical communities alike revere and explore Socorro's desert and mountain landscapes.

Land is a driving force in Socorro County's economic development. Its economic value is largely based on its use as range land for cattle. On the other hand, there is no way to quantify the economic value that its citizens gain from the region's openness and wilderness areas. The diversity of its ecology, fauna and animal species are considerable but largely underplayed. New enterprises such as raising alpacas for fiber arts or reintroducing viticulture cultivations will propel the realizable potentials of Socorro's compelling land assets.

CHAPTER 8

CIVIC SPACE ASSETS

City of Socorro Civic Space Importance-Strength Analysis

Local organizers may want to reassess their use and relationships with other historical buildings, like the Garcia Opera House, the Finley Complex, and the Hammel Museum. These assets appear to struggle with community importance and weaknesses to their development.

The Garcia Opera House and Finley Complex present the most seductive opportunities in the City of Socorro. Though originally held at the Socorro Plaza, the Socorro Farmers Market now takes place at Finley Complex. Its relocation reinforces ties between locally grown food and the Socorro Community Commercial Kitchen also housed at Finley Complex (Active Community Organizer, personal communication, November 9, 2013). The Alamo Gallery and Gift Shop was originally located at the Finley Complex. In an effort to attract customers, the Gallery eventually moved to California Street, a commercial corridor (L. Miler, personal communication, December 15, 2013). Through donated materials and volunteer efforts, a portion of Finley Complex is to become a resource center for the City's local teenagers (Active Community Organizer, personal communication, November 9, 2013). It is clear the City of Socorro and local organizers are promoting the Finley Building to be an integral part of the community infrastructure.

Socorro Community Theatre Inc. is the primary user of the Garcia Opera House. It is also opened for the Festival of the Cranes Arts and Crafts Fair (*The Ink*, November 2013, p. 5). There is no landscaping to distinguish the historic opera house from the row

of retail buildings lining California St. which serves as Socorro's Main Street. No annual celebrations occur there. This shortage of community developers' involvement with the Garcia Opera House can be improved by expanding its public presence in the community.



(Garcia Opera House, April 28, 2013)

City of Socorro Civic Space Cluster Advantages

Arts and agriculture find common ground at the City of Socorro's local markets and festivals, held at community spaces. In the phrasing of Robin Harrison, summer of 2013 and prior Assistant Director to the Socorro County Chamber of Commerce, "...on the Plaza, in the summer, at the Farmers Market and at festivals that we have, that is the one time that art and agriculture support each other the most" (personal communication, November 12, 2013). Some civic spaces are more actively employed in engaging the two industries, than others. With its simplified food processing capabilities, show room, and workspace, the Alamo Gallery and Gift Shop facilitates the display and production of diverse creations from a variety of local interests. For example, The Alamo Gallery and

Gift Shop sells postcard paintings of San Miguel with proceeds designated for renovation of the chapel.

In December of 2013, in cooperation with local area artists and complementing the Alamo Gallery and Gift Shop, Joy Ann and Leon Miler, Secretary and President of Socorro County Arts, privately launched the *3 Cranes Fine Arts Gallery* in the City of Socorro, encouraging a mental association with the Bosque del Apache aviary sanctuary and thereby contributing to an arts and wilderness community identity (L. Miler, personal communication, December 15, 2013). The Alamo Gallery and Gift Shop and Socorro County Arts, working in cooperation with Socorro Heritage and Visitor Center and the City of Socorro organized musicians (including this researcher), artists, and refreshments for the ‘Luminarias on the Plaza’ event that took place on December 7, 2013. Local artwork, business partnerships, carolers, homemade biscochitos, green chilé stews, and cider qualified the 2013 event as a collaborative art and agricultural achievement. Socorro Community Commercial Kitchen would like to begin presenting “...unique culinary art at the ‘Luminarias on the Plaza’ event for instance calling on the tastes of Socorro’s diverse international peoples (A. Smoakae, personal communication, October 28, 2013). The Alamo Gallery and Gift shop acts as a base of artistic activities that can be projected into the community to advance a strategized art and agriculture cluster development.

The Festival of San Miguel is a well-loved and historical celebration drawing the Socorro community together for over a century. The Festival received numerous media mentions, pooling even greater levels of visitor spending. (*The Glenwood Gazette*, September 2013, p.33; *The Ink*, September 2013, p.17).

It is currently not operating at full capacity, the Socorro Community Commercial Kitchen, housed in the Finley Complex, “is another space offering potentials to link art and agriculture.” (Active Community Organizer, November 9, 2013). The Kitchen would like to partner with New Mexico Institute of Mining and Technology, or Central New Mexico Community College, or Albuquerque’s South Valley Economic Development Center to offer training and cooking classes to the community, thereby engaging the community with the kitchen, thereby better engaging them in opportunities presented by the kitchen. Under the limitations of an all-volunteer staff, educational projects have not yet been feasible (A. Smoakae, October 28, 2013).

Owned and operated by New Mexico Technical Institute, shows taking place at Macey Performance Center are well advertised. The Center publishes a community calendar of all the social happenings occurring in the study area. Macey Center hosts gala with catering, entertainment, and artwork displays, such as the Christmas Tree Auction & Gala event, held Sat, Dec 7, 2013. Tickets were sold for \$50/person to raise money for the Good Samaritan Society of Socorro.

The Socorro County Fair and Rodeo grounds purpose is to showcase Socorro County’s deep ties to agriculture through the craftsmanship, skills, and artistry of its local people. Organized by the Socorro County Extension Agency, agriculture, animal husbandry, and arts and crafts work that was displayed at the September 2013 fair advanced a rainbow spectrum of resident potentials and talent. Competitions, music, performances, and games make the Socorro County Fair and Rodeo Grounds a modal space to bond and engage with the local community.

The Garcia Opera House is a beautiful rich brown adobe building of unique and historic design. This 133 year old structure serves as the Bosque del Apache Festival of Cranes Arts and Crafts Fair location. The fair may be considered a link between artists and open space and wild land resources. Another example of the Opera House's mild role in art and agriculture's collective development is a performance held there on November 9, 2013, entitled *Cowboys at the Opera* (*Chamber News*, November 2013, p.21).

Of all of the special events unfolding on Socorro Plaza, Socorro Fest is an overflowing local celebration. The first day of the event, the Healthy Kids, Socorro New Mexico Program's Pet Parade and Costume Competition sauntered into Socorro Plaza to form an artistic presentation of community expression. The annual parade focuses attention on the Healthy Kids' local food and active lifestyle awareness drive, thereby promoting a ground level connection between agriculture and creative community expression

Honey and salves from the popular beekeeper producing within the "Village of Magdalena, City of Socorro" study area, were the only physical evidence of Socorro's agricultural activities at the Festival. Roasted Corn from Moriarty north-east of Socorro County, onions from neighboring Belen in Valencia County, and onions and pumpkins produced in Las Cruces in Doña Ana County approximately 150 miles south of Socorro, as well as beer and wine producers from around New Mexico were featured at the Festival.

No local artwork was marketed at Socorro Fest. On a personal note, this researcher sold the postcard artwork of her sister, Claudia Mustafa, of Algodones, New

Mexico at Socorro Fest. Originating from shared family experiences, Claudia's artwork represents a union between artistic and agricultural identities similar to the interests expressed by this researcher and thesis work. Other non-local artists and photographers from Albuquerque and Los Lunas also presented their work at the 2013 Socorro Fest to describe associations between open space and wilderness.



(Claudia Mustafa, *Autumn Daydream*, Copyright 2012)

Gaps in City of Socorro Civic Space Cluster Advantages

“The community groups I work with would encourage more community activism and more use of these spaces” described the Active Community Organizer contributing to this study (personal communication, November 9, 2013). Gaps to the local community's involvement with civic assets undermines organizers' development efforts. A funded community outreach effort would begin to incentivize lagging interest and ownership in the City's communities.

The City of Socorro's municipal government promotes area businesses, events, and development efforts through internet and printed materials. However, physical investments to enhance the draw of important civic places such as street-scaping, façade improvements, and signage are neglected. California Street, Socorro's main street, is an incongruent mix of different architecture and varying set-backs which lack a cohesive appeal. Key civic assets like the Alamo Gallery and Gift Shop are left to rely on festive flags and chance curiosity to attract the interest of passers-by.

In contrast, the Socorro Rodeo and Fair Grounds at the southwest end of Socorro submits mesmerizing vistas of surrounding mountains and mesas. Unfortunately, the grounds themselves are considered inadequate and rejected by some traveling rodeo groups. Additionally, buildings at the grounds are in a condition of decline (J. Smith, personal communication, November 12, 2013). The City of Socorro is developing funds to build a new rodeo ground on the City's west side which should lead to greater levels of visitor interest (R. Harrison, personal communication, November 12, 2013).

Village of Magdalena Civic Space Importance-Strength Analysis

Except for the Cowboy Action Shooting Range which is a private club, all of the Village's assets would be of greater benefit to organizers' development efforts with increased social involvement and financial investments. Presently in a state of neglect, the Magdalena Livestock Driveway and Historic Pens rates higher in importance than the beautifully managed and maintained Magdalena Arts Gallery and Tourist Center as well as the centrally used Magdalena Box Car Museum and Library. Organizers may wish to prioritize the Livestock Driveway and Historic Pens rehabilitation and promotion.

It may be possible to improve the strength ratings of Magdalena's important assets through the introduction of a single, highly visible catalyzing project such as total rehabilitation of the historic Magdalena Rodeo grounds and/or Historic Pens. The Box Car Museum and Library is slated for redevelopment by the Village of Magdalena Library Board and the Magdalena Friends of the Library (Z.W. Farnsworth, personal communication, November 26, 2013). As the majority of survey respondents were from the City of Socorro, the comparatively weak importance-strength ratings of Village civic assets compared to those in the City may be due to a lack of understanding of the competitive advantages posed by Village assets.

Village of Magdalena Civic Space Cluster Advantages

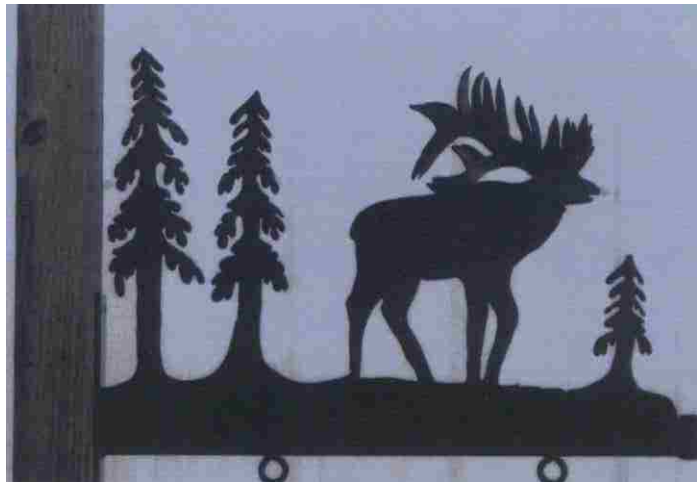
As the site of historical showmanship and present day festivals, the Village of Magdalena Rodeo Grounds is well loved by the Magdalena community. Recently, the Rodeo Grounds in Magdalena have undergone improvements. The Magdalena Chamber of Commerce 2013 President, Z.W. Farnsworth, rebuilt the bleachers at the Rodeo Grounds, with lumber sold at discounted prices from a local sawmill (Z.W. Farnsworth, personal communication, November 27, 2013). A Magdalena rancher generously contributed matching funds to rebuild the rodeo cattle shoot (Z.W. Farnsworth, personal communication, November 26, 2013). The Wild Bunch 501-C3 group based in Albuquerque, New Mexico under the direction of a Magdalena organizer with synergizing initiative, at one time was willing to fund renovations to the grounds. They included new corrals, and a cement pad with plumbing at the grounds. These improvements were never completed due to the village trustees' administrative concerns (Lorie Scholes, personal communication, November 27, 2013).

The Magdalena Gallery and Visitor Information Center is adjoined to the Bear Mountain Coffee House, memorable for its sweet cakes, cinnamon rolls, and Socorro grown chilé. This private gallery supports the Fiber Arts Guild which sells local yarns from a now out-of business livestock operation. It also sells woven blankets and hand knitted sweaters. The gallery includes several pieces of artwork which relates to agricultural themes such as sheep herders navigating canyon lands. The Gallery contributes to community organizing efforts by housing a tourist center information kiosk. Magdalena's identity as an historical agricultural center is defined in the mural splashed on the Magdalena Gallery and Visitor Information Center's outside wall called *SPIRITUALITY*, completed in November 2011 by Eddie Tsosie. In many respects, the Bear Mountain Coffee House and the Magdalena Gallery and Visitor Information Center are treated as community assets by their owners and patrons, though with the exception of the visitor kiosk, both are private enterprises.

Owned and managed by the Village of Magdalena Community Development Corporation for the purpose of providing jobs and opportunities to the community, The High Country Lodge is a civic asset according to the criteria of this study. It provides a refuge for travelers, a shady porch, fresh local chilé dishes, and a small sales display of area crafts and jewelry. The High Country Lodge also offers its conference room, with a wood burning stove, at reduced costs to local groups. At the height of the Village water outage in July of 2013, the Magdalena Arts and Crafts Festival assembled several local crafts people and community issue representatives like the Alamosa Basin watchdog group "Save Our Water" and artisans from the Alamo Reservation at the High Country Lodge to use the facilities free of charge. No food sales were permitted at the event due

to the Village water outage, however, a few participants rounded up supplies for Native American fry bread.

One final Magdalena civic asset vaguely connected to art and agricultural promotions is the Old Magdalena Cowboy Action Shooting Range. It is decorated with a cheerily painted set of rabbits and wildlife, cowboys and cowgirls resting in cantinas before hitting the dusty streets, to defend their life and limbs in gun fights! The Old Magdalena Single Action Shooting Range is owned by a private club and closed to public use and is located on private land. Still, the Shooting Range hosts events open to the public such as the 2013 Single Action Shooting Society State Championship. It is accompanied by a marketplace with fresh baked goods created from local recipes and artwork of painted gourds, turquoise jewelry, and blacksmith ironwork related to Magdalena's wild land and rangeland identities.



(Z.W. Farnsworth, n.d.)

Gaps in Village of Magdalena Civic Space Cluster Advantages

Assets managed by the Village of Magdalena's local government are subject to authorities' discretionary use and development. In a more densely populated place, less invested by interests lying outside the immediate municipal boundaries, this might not be

a problem; however, the central Village's inhabitants are known not to represent the area's involved population.

A related gap in Village civic asset infrastructures supporting strategic cluster development results from the private ownership and management of assets like Kelly Mine. Promotion and development efforts at private sites languishes from a lack of publicity or neglects community development possibilities altogether.

The Village underwent reverse growing pains after the train lines and mines finally closed 65 years ago. Many grand and historic buildings were left unoccupied by migrating businesses. Finding uses for these buildings is a priority for Village organizers. As Z.W. Farnsworth explained, "The Village doesn't have a lot of taxes and money to work with. The more of these spaces we can fill to bring taxes, the more money the Village has." (personal communication, November 26, 2013).

Summary

Both the chapel of San Miguel and the Socorro Plaza civic assets for art and agriculture to be supported. The city's historic buildings and surrounding places offer irreplaceable venues for the community expression and development. For example, moving Socorro's Farmers Market to the Finley Complex--also the site of the Socorro Community Commercial Kitchen--will build a community following for both endeavors and provide more economic involvement.

The Rodeo Grounds in both the Village of Magdalena and City of Socorro are ideal venues to promote Socorro through artistic showmanship, provided local agriculture and character are represented. Magdalena's rodeo grounds could cement the small

Village's western heritage draw if combined with rehabilitation of the three story Historic Cattle Pens.

Though privately owned Magdalena Gallery and Information Center, Bear Mountain Coffee House, the High Country Lodge, Z.W. Farnsworth's blacksmith shop and other small businesses in the Village of Magdalena act as community development assets. These establishments provide spaces for demonstrations, dances, and the display of local artwork. Corner Copy Printing and Gifts in the City of Socorro serves a similar community function for City residents. Civic government managed assets in both the City of Socorro and the Village of Magdalena would benefit from panels of development representatives periodically strategizing ways to employ them towards the overall enhancement of the community.

CHAPTER 9

CONCLUSIONS AND RECOMMENDATIONS

Bethany Rosales, Environmental Specialist of the Bureau of Land Management, summarized a primary finding purported by this research in a clear statement. She simply explained ‘Living in a small community we need to support each other. That is a great thing in the local community, rather than running to Albuquerque to get everything, if it is here in Socorro, we might as well support each other. That’s is going to keep us going.’ (B. Rosales, Communication, November 27, 2013). Tactics to further develop existing local arts and agriculture activities identified by community development professionals involve coordinating inputs and products, expanding existing markets, coordinating different markets to complement each other, and shared marketing.

Local people and tourists’ attention to Socorro may be attracted by signs and marketing; however, it is a less managed process to repair internal identities compromised by assimilating economies. Despite the efforts of organizers, the community economy of the study area is internally fractured between historical and enterprising identities. This is evidenced by a shortage of local growers and a general disdain for water resources. On the other end of the identity spectrum, there is disinterest for the tools of entrepreneurialism.

Tying Producers to Products

The Socorro Fiber Arts Guild and the Socorro Community Kitchen both act to connect raw agricultural inputs to unique food products. Cattle ranchers and hunters seeking to integrate into the local economy would benefit from a guild similarly guiding leather, hides, feathers, antlers, and skulls into the hands of artisans. Every local festival

and market considered in this study displayed woven and knitted artwork and apparel made from foreign fibers. The Fiber Arts Guild in Socorro should seek to develop sources of local fibers through partnerships with agencies supporting animal husbandry in the region like the Bureau of Land Management and the Socorro County Extension Agency. Presenting a challenge of a different nature, the Socorro Community Commercial Kitchen lacks both local producers and suppliers and would benefit from community outreach and tactics to expand its mission. Using the Community Commercial Kitchen for cooking classes, education, and contests will bring the community into the kitchen and inspire them to take advantage of its opportunities (A. Smoakae, personal communication, October 28, 2013).

Area ranchers, the Bureau of Land Management, the Socorro County Chamber of Commerce, Village of Magdalena development entities, Socorro and Magdalena Farmers' Markets, the Socorro County Extension Agency, and the Cibola National Forest should seriously consider collaborating to install a U.S.D.A. certified butcher in the Socorro region. Doing so will open the local market for area reared meats, and enrich historical hunting and ranching identities to the people of Socorro.

Expanding Local Markets

Expanding existing local markets in the area allows community developers to build on their already proven successes. Leon Miler, volunteer manager of Alamo Gallery and Gift Shop, privately opened and now additionally manages the 3 Cranes Fine Art Gallery, on California St. in the City of Socorro. The 3 Cranes Fine Art Gallery showcases local artists to complement the artwork shown at Alamo Gallery and Gifts

shop. The combined force of these two galleries reinforces the identity of Socorro as an arts center.

The wide appeal of New Mexico Farmers' Markets can be traced to transparent involvements between customers and producers, and connection to water and land assets. The level of place based relationships demonstrated at Farmers' Markets creates an intuitive local identity and pride, as well as, engagement with place based resources. For the study area, characterized by open-space and survival histories compounded by traditional and technological disjunctions, the comprehensive locational and historical context of area Farmers' Markets offer a promise of peace and rightful co-existence. It is not surprising that the Socorro and Magdalena markets grew to include a new celebratory festival. September 2013 marked the first year of the San Antonio Harvest Festival. All the elements of the smaller markets were joined by fun tractor rides and music. The Socorro "Chamber and the County partnered with several individual artists and a City Tourism Group" to conduct the Festival. (R. Harrison, personal communication, November 12, 2013).

Drawing attention to a market through the involvement of outside producers while simultaneously infusing the local economy with visitor spending is an alternative modal of market expansion ostentatiously demonstrated at the 2013 Socorro Fest. Through his statewide artistic connections, Z.W. Farnsworth, 2013 President of the Village of Magdalena Chamber of Commerce, organizes distinct New Mexican artist exhibits in the Village of Magdalena (Z.W. Farnsworth, personal communication, November 26, 2013). Complementing Mr. Farnsworth's efforts, Leon Miler, Socorro County Arts President seeks to build Socorro County's reputation as an arts destination. Whether this identity

should develop from artists and interests specific to Socorro, or as a general standing image is left open ended (L. Miler, personal communication, November 27, 2013). In either scenario, including artistry in development efforts is an attractive market enhancement. Mr. Farnsworth explained, “In small towns that don’t have industry, the artist draw is very important.” (personal communication, November 26, 2013).

Coordinated Markets

Organizers in the study area are alert to the benefits of coordinated markets. Most festivals and markets in 2013 were conducted on coinciding weekends. Complementing festival markets, local businesses stayed open longer these weekends or conducted special programming. This was the case during the 2013 Village of Magdalena Arts and Crafts Festival. The Golden Spur Saloon was, simultaneously, bustling with Village comradery and music. A local tour guide dispatched a horseback trek into the Magdalena Mountains the same day as this Magdalena arts market. In another example, during the 2013 Socorro Fest and the Fiesta de San Miguel, area businesses and organizations presented simultaneous events, openings, and complementary programming.

Small scale, monetarily challenged economies, seek to capture tourists’ attention for longer periods and throughout different venues and attractions before visitors continue on their travels. Window displays, façade improvements, and mobile markets function to generate interest in a place, which leads to longer stays. (Z.W. Farnsworth, personal communication, November 26, 2013). Sale of locally produced products to area residents would also alleviate monetary drains, while engrossing locals more comprehensively in their place’s life sustaining qualities and identities.

Joint Marketing

Working with Socorro County Extension Agency, The Socorro Chamber of Commerce furnishes training known as “What’s in Your Back Yard?” to encourage local businesses to promote tourism. Hospitality training is a type of joint marketing benefiting varied area industries. It is a method of upholding a local identity to outside consumers based on internal assets. One of the main organizing principles compelling the Socorro County Chamber of Commerce and the Village of Magdalena Chamber of Commerce is the generation of simultaneous market attention for a spectrum of area businesses (R. Harrison, personal communication, November 12, 2013; Z.W. Farnsworth, personal communication, November 27, 2013).

The Socorro County Chamber of Commerce is able to effectively market area businesses and the local economy largely due to a cooperative advisory group made of community development interests in the City of Socorro (R. Harrison, personal communication, November 12, 2013). The inter and intra level networking conducted by this City of Socorro development forum dissolves personal differences and agendas to manifest ideas and possibilities directing the City’s future.

Village of Magdalena organizers should consider forming a similar cross through advisory group perhaps informed by organizers from the City and outlying ranchers active in the Village economy. Alternative forms of administration and jurisdiction over local assets appears a necessity in the Village of Magdalena if local organizers are to remain engaged. Resources from the City and County might be called on to advice a restructuring of the Village of Magdalena’s municipal administrative structures.

Bridging Community

Local organizers should not be content to allow local governments and agencies like the Bureau of Land Management Socorro Field Office, Cibola National Forest Magdalena Ranger Station, and the New Mexico Institute of Mining and Technology to remain apart from their development visions. Many of the people working in these organizations are open to finding new ways to support their local communities, though they remain somewhat limited by their overarching directives. (R. Harrison, personal communication, November 12, 2013). Nathan Combs, B.L.M rangeland specialist at the Socorro field office explained “We try to be involved in our community. Sharing knowledge with other organizations goes back to our work with other agencies. If we are all on the same page, that is going to benefit agriculture in the local area. We are not at odds with one another.” (N. Combs, personal communication, November 27, 2013). Many federal agencies and state institutions have latent powers and networks that are rarely called upon and left outside community organizers fields of possibility. For example, the Bureau of Land Management Socorro Field Office is able to facilitate community access to recreation, mapping, historical and archeological resources while the Socorro Extension Agency Branch Office has connections to New Mexico State University and its resources. (J. Smith, personal communication, November 12, 2013; N. Combs, B. Rosales, G. Hoever, personal communication, November 27, 2013; J. Zimmerman, personal communication, June 6, 2014).

Leadership through Identity

While artists are keen to celebrate unique identities, community organizers are wary of developing comprehensive strategies to manifest them like that imagined in an

arts and agricultural collaborative effort. Though leadership's organizationally constrained approach to development is respectful of constituent's self-sufficient western identities, it does not take into account Spanish mission identities of protective insular community on which Socorro was founded. Religious based groups like the San Miguel Mission and the Good Samaritan Center of Socorro successfully draw comprehensive elements of Socorro's communities into their activities because their compassionate and generous spirituality is well trusted by the local population. Conversely, New Mexico Institute of Mining and Technology is a rock of mentoring and counseling for its community evoking valuations of invested intellect and achievement. How these two very different modalities of community support are accepted by constituents in the study area illustrates ideological divisions in the overarching community (L. Miler, personal communication, December 15, 2013; Active Community Organizer, personal communication, November 9, 2013; Z.W. Farnsworth, personal communication, November 26, 2013; Lorie Scholes, personal communication, November 27, 2013). Development leadership should be freed from too narrow organizational foci to consider potentials presented by the place and people comprehensively.

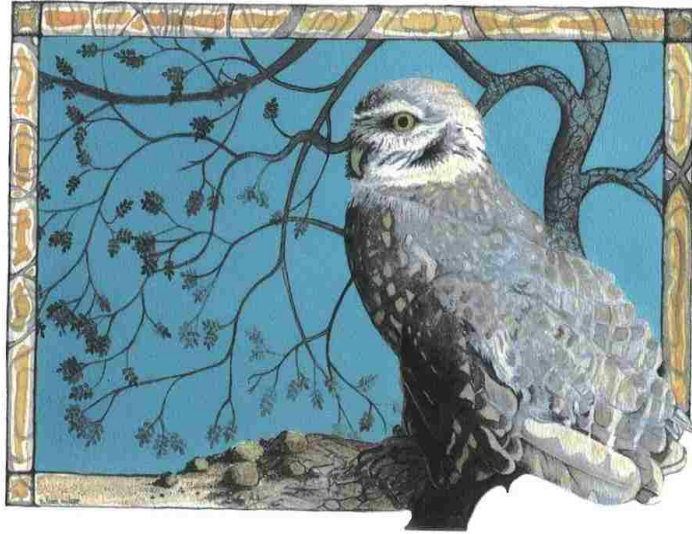
Wherever alliances and identity currently exist, once spurred by a perceived need to protect its freedoms and assets, leadership seems to arise. Conversely, leadership may be dispelled by distancing people from the products of their identities which tends to result in willful devaluing of resources if they are accessible to validate negation of identity, as echoed in Socorro's irreverent water practices and the poetic truth "rage rage against the dying of the light" (D. Thomas, 1937).

Because most ranchers and farmers in the Socorro area practice large scale production for commercial markets, they function autonomously from area necessities for food and jobs. National markets allow ranchers and large scale farmers a measure of financial advantage, while assets like rangeland and water are protected in the New Mexico Constitution and subsidized by U.S. Policy (N. Combs, G. Hoever, B. Rosales, personal communication, November 27, 2013; Community by Design & Abeita Consulting Southwest Marketing and Consulting, 2009-2010, p.89). Because the resources of large scale agriculturalists are not threatened, and their identities safely insular, deficiencies in their leadership of a local foods movement is understandable. Socorro's large scale ranching and single crop farmers are in a position to rebuild the local agricultural identity by shifting to more diverse and local production needed in local school and senior cafeterias; however, they require local financial and market incentives like lower limit pricing and a permanent U.S.D.A. certified butcher and meat market.

At the community ground level, local people need real, as opposed to purely representational connections to their traditional resources and identities. Symbolic identities called on in rodeos and parades should involve rich physical manifestations of local agricultural resources. Large scale ranchers, farmers, and agencies inclusion in local events should be doggedly pursued. Financial donations alone are insufficient.

One of the more successful modes of leadership and transitioning identities in Socorro County is expressed through wild land and rangeland practices. Development practices around land resources exemplify leadership arising out of a necessity to communally maintain open space resources for the multiple purposes of range, ecology, and recreation. Open space wild land and rangelands provide an affordable food source

as hunting grounds, part-time timber employment, and continue to embody western ideals of freedom, adventure, and self-sufficiency. Economic potentials derived from the combined force of Socorro's western wild land identity and open space resources is illustrated in the Bosque del Apache's Festival of Cranes grandly popular reception and embroidering artist commentary.

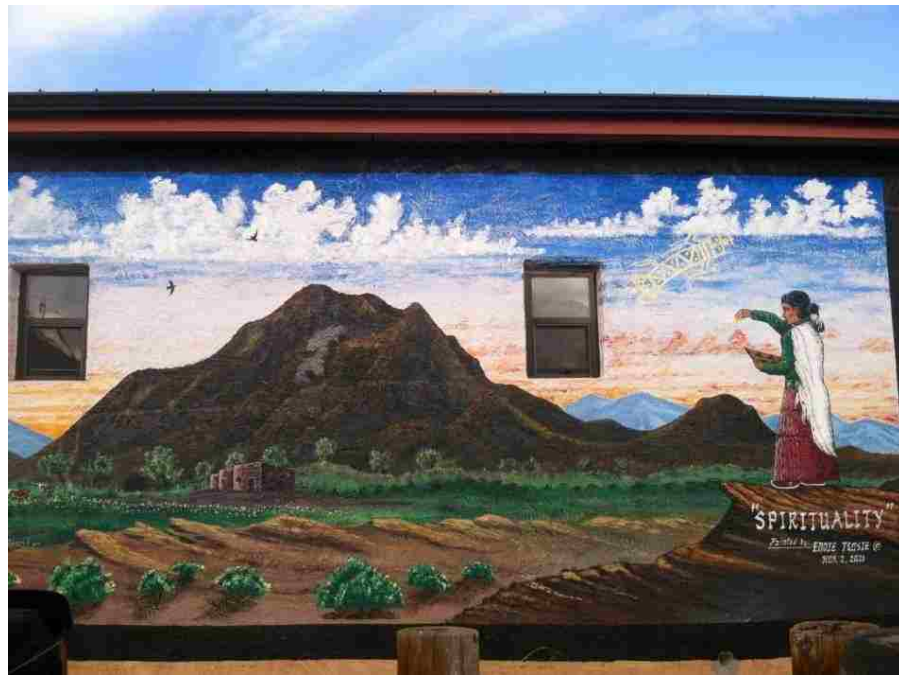


(A. Leon Miler, *Burrowing Owl 2*, n.d.)

How the 'Wild West' and open space identity preserves a community level for the future depends on physical and economic connections between resources, people, and practices, as opposed, to purely appreciative artistry though this is essential as well. Western mountain people in New Mexico, for example, prize elk jerky if they are lucky enough to have a neighbor or family member skilled in killing and curing the delicacy. A local U.S.D.A. certified butcher is of equal, if not greater importance as the founding of the Socorro Community Commercial Kitchen to the sustainability of a local resource based rural economy.

From the inception of new world colonization, American tribes distinct nature based artistry has been recognized as exceptional. Though historically, land and wild

animals were integral to native peoples' survival, their grasp of wilderness identity goes beyond sustenance. Native American's honor wild land by integrated practice, artistry, and ceremony. A family from the Alamo Reservation makes hand sewn horses and bears stuffed into 'Navajo' wool blankets, a modern native twist on teddy bears. During Magdalena's hunting season at a Village gas station, a native person explained that bear fat was recommended by this person's grandfather for silky and shiny hair. A medicinal herb farm near San Antonio selling at Socorro's Farmer' Market supplements their product with wilderness sources. These native products illustrate an intuitive grasp of wilderness offerings, not easily uprooted by transitioning economies and identities.



(Eddie Tsosie, *SPIRITUALITY*, Magdalena Gallery and Information Center, November 2, 2011)

In contrast to examples of integrated social resourcefulness, cowboy horseback excursions into the Magdalena Mountains offer neither element of local food or artistic

draw, functioning solely as recreation. Though these excursions accurately reenact cowboy lifestyles, enduring with few creature comforts and the company of livestock, if the spirit of wranglers is to remain alive, it must evolve to describe the fruits of its labor more meaningfully and artfully. Too narrow tags on identities like ‘recreational use’, cut apart the limitless source of human experience and left alone cannot contribute to integrated development of a holistic community.

A people that are engaged in their identity in ways that don’t need to be advertised or declared are more likely to sustain themselves internally than those that structure their products to gain notoriety from outside the community. Rather than looking to market art and/or agriculture to meet passer through sales, measures to repair breaks in the local community’s involvement with civic, social, and natural assets should take precedence. Challenges to heavily marketed identities are illustrated by the leather crafts cluster of Sheridan, Wyoming, a case of popularization outstripping and marginalizing local producer efforts. In contrast, advantages to non-explicit integrated community identities are seen in both the Mata Ortiz Mexico pottery cluster and Walla Walla, Washington’s wine growing cluster. (Regional Technology Strategies, pp. 15, 24, 34). This is not to dismiss marketing, but only to suggest a priority need to support and integrate community and professional identities internally.

There are several on-hand means to bring a local food culture and artistic sense to the forefront of the community’s mind. Organizers can arrange bake sales, pot lucks, and catered events using locally sourced agricultural products. Fundraising dinners like the Enchanted Skies Party Chuck wagon diner and the Cowboy Christmas fundraiser sponsored by the Magdalena Cowboy Action Shooters could feature local agricultural

products. (*The Ink*, September 2013, p.9; L. Scholes, personal communication, November 27, 2013). Community parades provide another excellent vehicle for reaching constituents. Reshaping these simple food and fun events to focus on community expressions, locally produced vegetables, fruits, and ideally, meats, will begin to lead residents to associate with and prefer the delicacies of their grandparents over shipped in preprocessed foods, with the added benefit of trapping monetary flows in the internal economy.

Additionally, social learning and non-traditional leadership modals of community engagement, as practiced by the American Friends Service Committee who work to restore traditional agriculture in rural New Mexico would serve to better engage the people of Socorro in the gifts presented by its enterprising development leadership. Development drawn from the talents and skills of Socorro's people will initiate more rich developments and interactions in the region.

Most important for leadership and comprehensive community developments to flourish, unique community identities, in whatever form they are expressed, should be recognized, celebrated, and sculpted towards real connections with area assets. Artistry and public displays can only serve to strengthen Socorro's identity, and, as an added, rather than primary incentive, raise the curiosity of passers through. As the Active Community Organizer eloquently summarized, "Not only does art contribute to the development of...individuality and self-worth, it spreads these qualities out into the community. It ties people together." (Active Community Organizer, personal communication, November 9, 2013). Community professionals dedicated to local agriculture and artistry are fully capable of collaboratively orchestrating their local

economies, provided they are willing to strategize efforts that overstep organizational agendas; refuse to rely on overt tactics of involvement; and follow comprehensive ideals of community involvement.

APPENDIX A: RESEARCH SCHEDULE & INSTRUMENTS

Research Schedule

- Observation--Magdalena Arts and Crafts Show, The High Country Lodge, Village of Magdalena, New Mexico (July 13, 2013).
- Observation--Magdalena Mountain Hunting Season (mercantiles) closed (August 15).
- Observation--Magdalena Gallery and Visitor Information Center, Bear Mountain Coffee House, Village of Magdalena, New Mexico (August 15).
- Observation--Magdalena Farmers' Market, (Empty store front porch by the Old Stock Yard), Village of Magdalena, New Mexico (August 29, 2013).
- Observation--Socorro County Fair and Rodeo, Socorro County Fair Ground, City of Socorro, New Mexico (August 30, 2013).
- Observation--Old Magdalena Cowboy Action Shooting Range Single Action Shooting Society; New Mexico State Championship, Rancho de Magdalena, (just outside the Village of Magdalena, New Mexico (September 20, 2013).
- Observation--Socorro County Farmers' Market, Finley Gym, City of Socorro, New Mexico (September 21, 2013).
- Observation--San Miguel Fiesta, San Miguel Mission, Socorro, New Mexico (September 28, 2013).
- Observation--Socorro Lions Club Crafts and Gun Show, Best Western Hotel, Socorro, New Mexico (September 28 and 29, 2013).
- Interview--Al Smoakae, Socorro Community Commercial Kitchen Manager (October 28, 2013).

- Observation--Socorro Fest, Socorro Plaza, New Mexico (October 12, 2013).
- Interview—Active Community Organizer, Anonymous (November 9, 2013).
- Interview—Jessica Smith, Socorro County Extension Office County Program Director (November 12, 2013).
- Interview—Robin Harrison, Socorro Chamber of Commerce Assistant Director (November 12, 2013).
- Interview, (Two Person)—Lorie and Lee Scholes, Village of Magdalena Community Development Corporation, President and Vice President (November 13 & November 27, 2013).
- Interview—Z.W. Farnsworth, Village of Magdalena Chamber of Commerce President (November 26, 2013).
- Interview, (Three Person)—Nathan Combs, Gus Hoever, Bureau of Land Management Range Land Specialists, & Bethany Rosales, Bureau of Land Management, Natural Resource Specialist.
- Observation--Alamo Art Gallery, Socorro, New Mexico (November 27, 2013),
- Interview—Leon Miler, Socorro County Arts President (November 27 & December 15, 2013).
- Observation (Additional)—Luminarias on the Plaza (December 7, 2013).

Interview: “Valuations of Location” 1-2 hour Interview

1. Please state your name; your position at the organization; the name of the organization; and a brief description of your organization’s work.

2. What initiatives do you partner with other organizations to build and how do the people you represent benefit from these collective efforts?
3. Including your suggestions, which of the activities listed below possibly contribute to a collaborative arts and agricultural effort?
(circle)
 - Joint marketing
 - Civic space and temporary market space enhancements
 - Land and water resource enhancements
 - Value added products and sales
 - Supporting local producers
 - Sharing knowledge between organizations
 - Partnering with other organization's to share resources
 - Funding efforts
 - Investing and participating in local and shared markets
 - Advocating for policy changes and supports
 - Expanding local markets
 - Community involvement and volunteerism
4. How does your organization and/or your constituent community benefit and use jointly held land and water resources as well community civic spaces?

5. What traditions, history, or other factors inspire you or the people you represent to participate in the activities of arts and agriculture in the region?
6. How does your organization impact shared local resources of land, water, and civic spaces?
7. What role would your organization ideally lead in shaping the use of land, water, and community managed civic spaces? Address resource accessibility, development, and sustainability.
8. Can your goals be furthered through collaborative efforts with other local arts and or agricultural interests involved with land, water, and civic space resources?

Observation: “Local Arts and Agriculture Events”

observe.

- Collaborative art and agricultural products and efforts
- Non-collaborative activity
- Describe signs of recent investment into place (landscaping, utilities, decorative).
- Describe vending operations (trucks, tables, types of items sold).
- If applicable, describe any specific local or cultural attributes of the music and food.
- Describe program events if reflective of collaborations between art and agriculture, or
- Community organizing efforts.

Importance-Strength Survey

It was explained to respondents that assets were to be evaluated for their competitive ability to contribute to the development efforts of community organizers. An example was then proffered such as: The Village of Magdalena's municipal water is very important for Village businesses but is currently weakened or the Bosque del Apache habitat and Festival of Cranes is both a strong and important resource to Socorro County's regional economy.

civic space assets.

THE BOX CAR MUSEUM & LIBRARY, VILLAGE OF MAGDALENA

The building serves as the Train Depot Museum, Village of Magdalena Library.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

FINLEY COMPLEXThe Finley Complex is an Old School, built circa 1940, Now a City of Socorro Community Center.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

LIBRARY, CITY OF SOCORROOffers reading Programs for Youth, **preschool story time, free** public computer access, free Wi-Fi for laptop users. Library offers adult & children programs.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

YOUTH CENTER, CITY OF SOCORROPreschool, afterschool, and summer school programs are offered at the center, as well as, school bus services and fieldtrips. The Center offers sports and recreation training. There is also an arts and crafts building and outdoor garden. Serving poverty threatened youth.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

GARCIA OPERA HOUSEThe facility houses multi-stall men's and women's restrooms, a coat storage area, a large main hall and a very large stage and staging area. Currently, there are no kitchen facilities at the Opera House. January 22, 1886, under construction by Mrs. Juan Nepomocano, widow and heir and Francesca Garcia of Socorro, niece and heir, to Mr. Juan Nepomocano, who died shortly before this date. The Building was generously restored during the years 1983-1985 by Holm Bursum Jr. and placed on the National Register of Historic Sites.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

HAMMEL MUSEUM-ILLINOIS BREWING COMPANY Built in 1880, by the American brewing family, The Hammal brothers, William and Gustaf. Their father, Jacob Hammel started a brewery in Lebanon, Illinois after immigrating to America from Bavaria with Anheuser Busch. The Socorro brothers were known to serenade the town and were accomplished musicians. The business started as a beer garden and continued to include an ice plant and bottling facility. The brothers stopped beer production during prohibition. The plant permanently closed sometime in the 1950s.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

LIVESTOCK DRIVEWAY & HISTORIC PENS The Magdalena Stock Driveway stretched one-hundred and twenty-five miles to eastern Arizona and varied from five to ten miles wide.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

MACEY CENTERThis Center hosts high-quality touring performances. Six-hundred and fifteen seat, fully equipped theater is available. Conference Center for meetings, parties, weddings, performances, and other special events. Catering is available and provided by NMT's Chartwell's Catering. The facilities include an art gallery and scenic mountain views. The center offers an over-twenty-one social club featuring nightclub style events, dinners, and social hours before and during the intermissions for the Performing Arts Series shows and Special Events.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

MAGDALENA ARTS GALLERY & TOURIST CENTERArts Gallery exhibiting local artist wares. There is a display of area promotional materials. Bear Mountain Coffee House is adjoined the gallery.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

SENIOR CENTER, VILLAGE OF MAGDALENA

State of New Mexico/Socorro County Facility

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

THE MINERAL MUSEUM Museum founded in 1889, houses a fifteen-thousand mineral specimen collection. *The mission of the museum is to procure, display, and curate geological, mineralogical, and paleontological materials, primarily from the State of New Mexico.*

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10 **RODEO GROUNDS, VILLAGE OF MAGDALENA**

Thought to be the first rodeo in the United States, held at the Magdalena Rodeo Ground. Men, women, and horses achieved fame at the Magdalena Rodeo Grounds. In 1912 “Dun Gon”, the impossible to ride bucking horse starred at the rodeo. Gambling events and racing occurred. The grounds include building facilities.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Old WPA GYM In 1936, the gym was constructed at the original school building site.

Stone walls still encased. The rock building was so sturdy that the workers were unable to tear down all the walls. The venue serves for stage ceremonies and performance.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

ROOSEVELT SCHOOL Built in 1919, the school is now used for artists' studios, fairs, and residential apartments.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

SAN MIGUEL MISSION Built in 1891, the San Miguel Mission stands on the site of the original mission that was built between 1615 and 1626. It is constructed of five feet thick adobe, hand carved vigas, in the style of Pueblo-Spanish Architecture, with small openings for windows and built close to the street.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

SANTA FE DEPOT Serves as the Magdalena Village Hall and Library and is on the National Register of Historic Places. The Depot was built in 1915, in the modal of Santa Fe Railroad's Standard Frame Depot #3; its railroad use was retired Nov. 20, 1973.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

THE SMITH HOUSE & PHOTOGRAPH COLLECTION Built by J.E. Smith in 1886, now functions as a museum, to a display of his glass plate work and photography which is also on display at the First State Bank.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

MAGDALENA COWBOY ACTION SHOOTING RANGE

A Cowboy Action Shooting Club range is dedicated to fun and preserving the cowboy way of life.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Rio Grande water basins.

ALAMOSA CREEK

3 million acre ft. of water south of the Magdalena Mountains

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

SAN AGUSTIN

2.8-21.9 million acre feet of water located west of the Village of Magdalena

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

JORNADA DEL MUERTO 11.5-87 million acre feet of water with excess salt, found east, south, and north of the City of Socorro and the Rio Grande River.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Rio Grande inflow from the north.**RIO SALUDO**

10.4 thou acre feet annually, ephemeral-intermittent

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

RIO PUERCO

25.6 thou acre feet. annually, ephemeral –Intermittent

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Rio Grande diversion-flow rates averaged August 14-September 4, 2013.**RETURNS TO RIO GRANDE**

(Diversion at Escondida)

50.93 ft³/sec,

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

GAINS (Langmann Gate 1 and San Acacia)

8.15 ft³/sec

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

FARMING USE

49.37 ft³/sec

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

CATTLE USE

4.26 f3/sec

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10

**City of Socorro Rio Grande water use flow rates averaged August 14-
September 4, 2013.**

CITY OF SOCORRO USE

46.58 ft3/sec

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**GAINS (Wastewater and Luis Lopez)**

5.85 ft3/sec

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**MUNICIPAL WATER SOURCE -SUMMER LANDSCAPING USE**

.45 ft3/sec approximately

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10

**Socorro diversion south to Elephant Butte-flow rates averaged August 14-
September 4, 2013.**

GROUNDWATER INFLOW

16.5 thou acre ft. annually

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

PRECIPITATION:

15.5 thou acre ft. annually

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

EAST SIDE TRIBUTARIES

(Arroyo Presilla, Arroyo Del Tajo,

Arroyo de Tio Bartolo)

4.6 thousand acre feet. annually

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

WEST SIDE TRIBUTARIES

17.1 thou acre feet. annually

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Bureau of Land Management and other water sources.**NEAR LEMITAR**

8 at least range land water sources

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**NEAR CITY OF SOCORRO** 22 at least range land water sources**Importance** 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**NEAR VILLAGE OF MAGDALENA**

10 at least range land water sources

Importance 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10

Magdalena Mountain range and wildlife water sources- areas include: Agua Fria, Baldy Water Canyon, Sawtooth, Paloma, Tip Top, Kelly, Gap, and Six Mile Spring.

13 Springs**Importance** 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**13 Wells****Importance** 1 2 3 4 5 6 7 8 9 10**Strength** 1 2 3 4 5 6 7 8 9 10**19 Distribution Pipelines**

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

33 Tanks

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

25 Troughs

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

land and park assets.

BUREA OF LAND MANAGEMENT

Lemitar General Area Grazing,

East Side Rio Grande

1744 Cattle-5 horses

City of Socorro General Area Grazing,

West Side Rio Grande

723 Cattle-11 Horses

Magdalena General Area Grazing

139 Cattle-6 Horses

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

BOX CANYON RECREATION AREA

The canyon offers camping, hiking, and rock climbing. It attracts both locals and knowledgeable visitors.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

PARKS, CITY OF SOCORRO

Playgrounds, athletic fields, tennis & basketball courts, horseshoe pits, Olympic size pool, outdoor grills, Easter egg hunts, covered picnic tables, skate parks, jogging tracks

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

ESCONDIDA LAKE COUNTY PARK

Lake and park offer fishing and camping, RV hookups (sewer, water, electricity, tent sites, bathrooms and potable water.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

KELLY MINE

During its prime in the eighteen hundreds, the Kelly mine produced nearly sixty milliondollars in gold, lead, zinc, and cooper.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Magdalena Mountain, Granite Mountain, Water Canyon-CIBOLA

NATIONALFOREST

Includes 1.9 million acres of wilderness found in western and southern New Mexico including the Magdalena Mountain, Granite Mountain, and Water Canyon.

Hunting Harvest 2012

109 Elk (BGU 17, public)

28 Pronghorn (BGU 17, public)

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Grazing 2010-9 Permits

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

MAGDALENA MOUNTAIN ROPES COURSE

Rope course is designed to challenge individuals physically, mentally, and emotionally.

The course employs the highest quality safety gear.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

QUEBRADAS BACKCOUNTRY BY –WAY

Twenty-four mile drive-scenic colored cliffs, arroyos, and rock formations. National Wildlife Refuges-Sevilleta to the north, Bosque Del Apache to the south. The road wraps around the Arroyo de la Presilla, Arroyo Del Tajo, and the Loma de las Canas ridgeline.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

GOLF COURSE, NEW MEXICO TECH

Uncrowned, eighteen hole championship layout of rolling hills, dramatic elevation changes, and dynamic views of the Rio Grande Valley.

Importance 1 2 3 4 5 6 7 8 9 10

Strength 1 2 3 4 5 6 7 8 9 10

Hermeneutic Units

The first Hermeneutic unit known as the “SocMagdl ArtAg Analysis” containing all primary research instrument data is coding follows:

master codes.

I	Interviews
Pl	Publication local
Po	Publication outside region
Pr	Publication regional
O	Observation

analysis codes.

cH	History capacity
ciL	Identity collaborative arts and agriculture
ciLg	Identity gap collaborative arts and agriculture
Ls	Social capital--collaborative arts and agriculture and potentials
Lsg	Social capital gaps--collaborative arts and agriculture and potentials
Lm	Markets--collaborative arts and agriculture developments
Lmg	Market gaps--collaborative arts and agriculture markets gaps and potentials

LhK	Human capital and products—collaborative arts and agriculture and potentials
LhKg	Human capital and products gaps—collaborative arts and agriculture and potentials
Laaa	Other coinciding arts and agriculture events and actions
Al	Land asset--uses, investments, access, and protections
Alg	Land asset gaps--uses, investments, access and protections
ALL	Land collaborative arts and agriculture land asset--uses, investments, protections and potentials
ALLg	Land gaps collaborative arts and agriculture land gaps—uses, investments, access, protections, and potentials
Aw	Water asset--uses, investments, access, and protections
Awg	Water asset gaps--uses, investments, access, and protections
AwL	Water collaborative arts and agriculture asset--uses, investments, access, protections and potentials
AwLg	Water gaps collaborative arts and agriculture asset--uses, investments, access, protections and potentials
Ac	Civic asset--uses, investments, access, and protections
Acg	Civic asset gap--uses, investments, access, and protections
AcL	Civic collaborative asset -uses, investments, access, protections, and potentials
AcLg	Civic gaps collaborative arts and agriculture asset--uses, investments, access, protections, and potentials

Af	Finance asset--uses, investments, access and protections
Afg	Finance asset gaps—uses, investments, access, and protections
AfL	Finance collaborative arts and agriculture asset—uses investments access, protections, and potentials
AfLg	Finance gaps collaborative arts and agriculture asset —uses, investments, access, protections, and potentials
Cis	Civic assets recommended in the importance-strength survey
Cisg	Civic assets omitted from but recommended to the importance-strength survey
Wis	Water assets recommended in the importance-strength survey
Wisg	Water assets omitted from, but recommended to the importance-strength s survey
Lis	Land assets recommended in the importance-strength survey
Lisg	Land assets omitted from but recommended to the importance-strength survey

The second Hermeneutic unit called “2014 Import Strength Land Water Civic Analysis” was used to take a closer look at physical assets in relation to the importance strength survey used by this study, to understand social perceptions of competitive infrastructures supporting arts and agricultural activities. Area descriptions outside the study area were used to define a larger and regional area of development ties.

The third Hermeneutic unit named “2014 SocMagdl Collaborative Social Capital and Assets” was used to define arts and agricultures collaborative social capital and its potentials, divided into the three categories of professional, and community social capital,

as well as, local perceptions of identity. Social capital parameters were then linked to collaborative arts and agriculture asset reports gathered from the primary document loaded Hermeneutic unit “SocMagdl ArtAg Analysis” to determine levels and possibilities of collaborative development between arts and agriculture in the rural study area and region.

The third Hermeneutic unit codes civic spaces collaboratively used by arts and agriculture. These spaces are the Alamo Arts Gallery, The Boxcar Library, New Mexico Tech’s Macey Center, Socorro County Fair, The Socorro Farmers Market, The Garcia Opera House, The Hammel Museum, The High Country Lodge, The Old Magdalena Senior Center, The Magdalena Shipping Pens, the Socorro Community Commercial Kitchen, The Magdalena Farmers’ Market, The Magdalena Rodeo Grounds, Magdalena Single Action Shooting Range Events, The Magdalena Old Timers Celebration, Socorro Plaza, Socorro Rodeo Grounds, the Socorro Library, the Socorro Historic Building District, The new Magdalena Senior Center, and the San Miguel Fiesta and mission.

The purpose of the third hermeneutic unit was to build an understanding for professional and community capital available to the arts and agricultural sectors in the Socorro rural area. The unit is also cross correlated to physical and financial assets with social capital infrastructures to determine current arts and agriculture developments and potentials as viewed through entrepreneurial products, local markets, and advertising. The fluidity of the relationship between social capital and developments and social capital and resources facilitates the drive and success of development efforts.

APPENDIX B: SOCORRO DEMOGRAPHICS

Demographics	Village Magdalena Estimate 2005-2010	of City of Socorro Estimate 2006-2011	Socorro County Estimate 2005-2010
Population 16 & Over	855	6,960	14,144
Employed	278	3,056	6,546
Unemployed	46	246	413
Females 16 years and Over	381	3,233	6,946
Own Children under 6 years	0	765	1,1311
Own Children 6-17years	162	1,357	2,820
Males 16 years and Over	474	3,727	7,198
Median Household Income	\$28,654	\$32,515	\$33,284
Mean Household Income	\$37,081	\$45,775	\$47,897
Per Capita Income	\$16,759	\$17,033	\$17,801
Median Earnings for Workers	\$22,194	\$18,617	\$20,396
Median Earnings for Male Full-time, Year-round workers	\$30,300	\$45,017	\$40,295
Median Earnings for Female Full-time, Year-round workers	\$20,648	\$25,906	\$27,819
	Range from +/-All Samples for Unemployment +/- 8.94% for Female Earnings Usually ranging between +/- 25%-30A%	Range from +/- 3.64% for Population 16 years & Over +/- 35.77% for Unemployment	Range from +/- .67% for Population 16 Years & Over +/- 39.95% for Unemployment

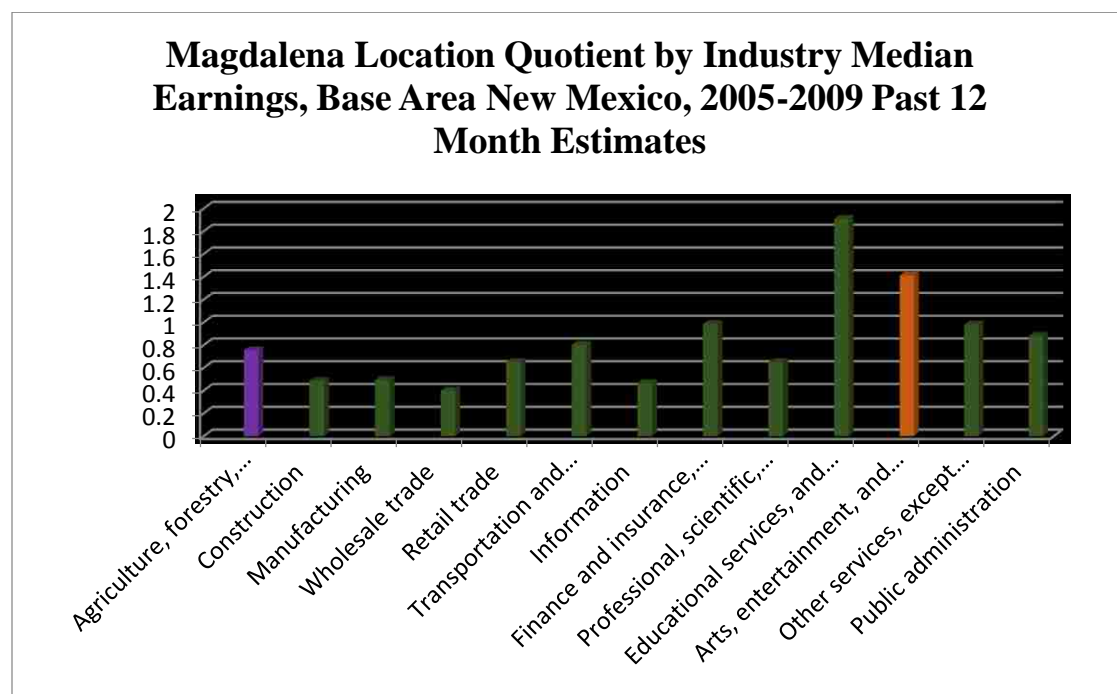
(American Community Survey Selected Population Tables, 2006-2010; American
Community Survey 5-Year Estimates, 2007-2011)

Race	Village of Magdalena	City of Socorro	Socorro County
Total Population	2,999	9,051	17,866
White	1,170	7,307	13,424
Hispanic or Latino	606	4,885	8664
Black or African American	9	139	188
Other Race	124	749	1,442
Two or More Races	72	312	471
American Indian & Alaska Native	1,611	351	2,082

(2010 Census Summary File 1, June 22, 2013)

Location Quotients by Industry Medium Earnings

Village of Magdalena-base area New Mexico.

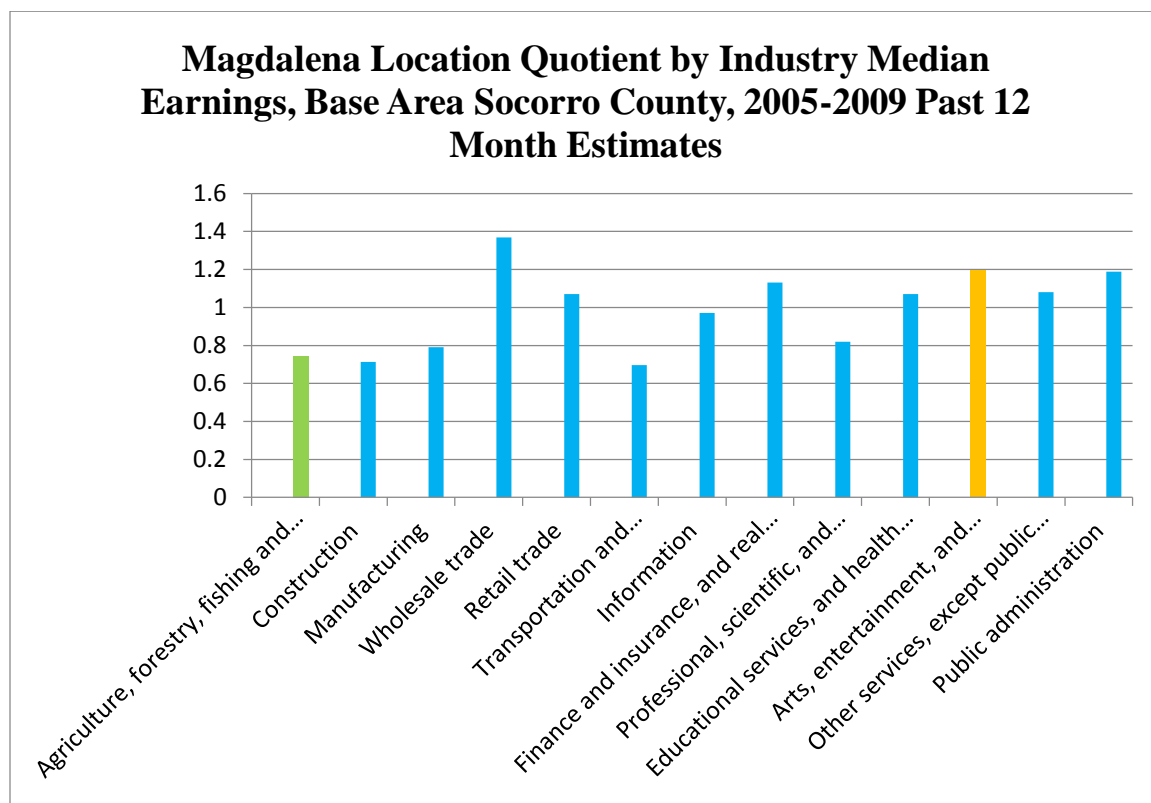


The average margin of error for the New Mexico Industry Median Earnings data is +/-33.82%. The Village of Magdalena's Industry Median Earnings data average margin of error is plus or minus 27.92%. (American Community Survey 5 Year Estimates, 2005-2009).

In comparison to the State of New Mexico, as a whole, Magdalena CCD is well invested in industries supporting education employment. This is typical of small towns supporting a single school district. It is notable that, compared to the state of New Mexico, Magdalena CCD's employment in the industry sector of public administration. Outside the village government, both the Magdalena Chamber of Commerce and the Magdalena Area Community Development Corporation are independent entities providing support for Magdalena's business communities.

Arts and agriculture in the village appear to be out performing other sectors compared to the rest of the state while agriculture, forestry and fishing lag behind. The relatively small size of Magdalena may account for the disproportionately large share of the area's employment in arts and agriculture compared to the rest of the state.

Village of Magdalena-base area Socorro County.



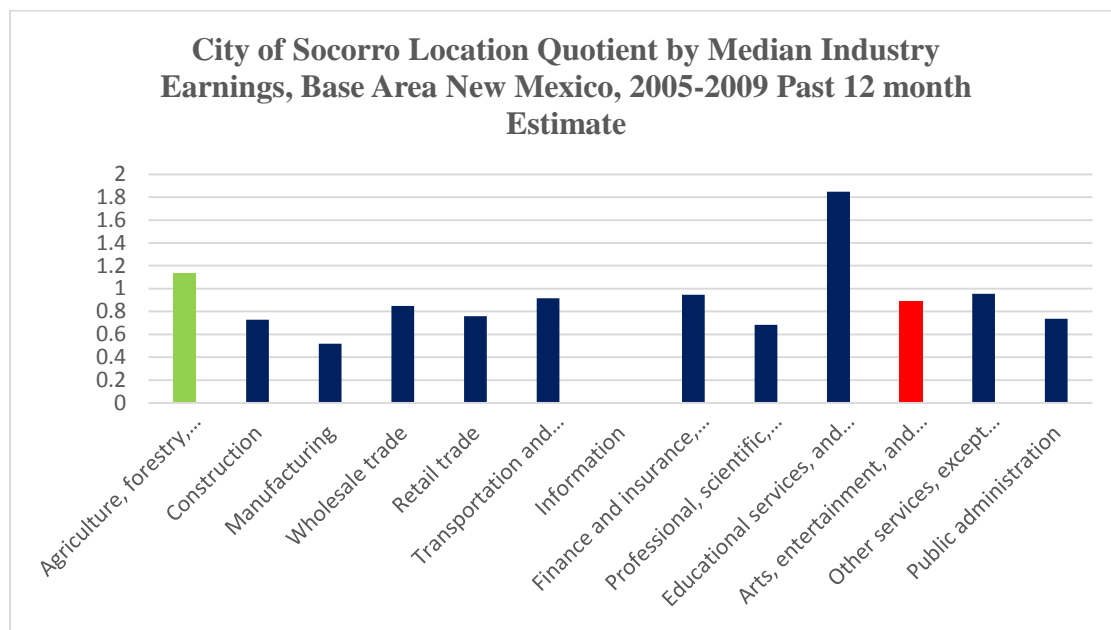
The Village of Magdalena's Industry Median Earnings 2005-2009 past twelve month estimate average margin of error is +/- 27.92%. In Socorro County, the average margin of error correlating to the same data set is +/- 36.06% (American Community Survey Five Year Estimates, 2005-2009).

Wholesale trade and retail trade demonstrate weak employment by industry compared to the state as a whole; however, they appear to be robust compared to the same sectors in Socorro County (see above). The Village of Magdalena is a source of retail supply for the unincorporated communities located close to the Village that lack storefronts.

Magdalena CCD's strongest Industries compared to Socorro County are wholesale trade, public administration, arts, entertainment, recreation, accommodations and food services , and finally, finance, insurance, and real estate. Magdalena CCD's weakest industry sectors, compared to Socorro County include transportation, warehousing, and construction. The weakness of the construction industry indicates there is a low demand for new commercial or residential units in the Village, despite the availability of real-estate agents and a bank.

The strength of employment the arts, entertainment, recreation, and accommodations industries' employment reflects the Village's historical prominence as the last stop for cattle wranglers and a strike it rich gold mining town. The Cibola National Forest also leads outdoor enthusiasts to the village for supplies and a taste of western culture. Agriculture, forestry, and fishing are among the lowest employed sectors in Magdalena, despite their historical practice.

City of Socorro-base area New Mexico.

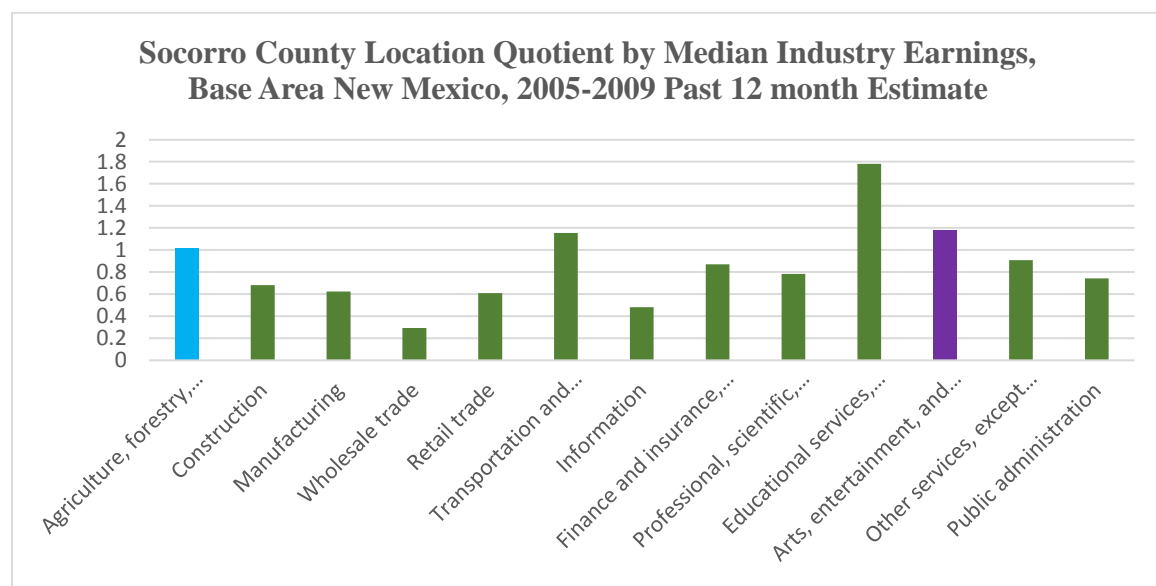


The average margin of error for the City of Socorro is 31.01%. In New Mexico, the average margin of error for Median Industry Earnings, 2005-2009 past 12 month estimate data is +/- 33.82% (American Community Survey 5 Year Estimates, 2005-2009).

Educational services, and health care and social assistance industries make up a large portion of employment in the City of Socorro. This is not uncommon in small economies where area schools typically present community hubs and employment centers. Also, social assistance and health care typically occur at larger scales and may be more in demand in less affluent, rural locations. The City does relatively well in sectors of transportation, warehousing, and utilities and wholesale trade. There are a few jewelry manufacturing facilities and trade businesses located in the City. Information services may recover to a better position in comparison to the state of New Mexico as telecommunications grows more entrenched in the fabric of rural economies.

The City of Socorro's healthy agriculture, forestry, fishing, hunting, and mining industry earnings compared to the rest of the state are notable in the context of organizers ongoing efforts to provide fresh local vegetables to their schools. Most likely the weight of agricultural median earnings rests in ranching and single crop operations like chilé and alfalfa. Arts, entertainment, and recreation, accommodation and food services: industries nearly on-par earnings with an agriculture, forestry, fishing, hunting, and mining median earnings may hint at shared assets and infrastructure advantages.

Socorro County-base area New Mexico.



New Mexico's average margin of error for Median Industry Earnings, 2005-2009 Past 12 month estimates is again +/- 33.82% of the total data. The County of Socorro's average margin of error for this data set found in table S2403 of the American Community Survey is +/-36.06% of the total data set (American Community Survey 5 Year Estimates, 2005-2009).

The County as a whole demonstrates a strong agricultural and arts industry earnings. The transportation, warehousing, and utilities sector, agriculture, forestry,

fishing, hunting, and mining industry, and arts, entertainment, recreation, accommodation, and food services sectors almost equal industry earnings most likely indicate shared locational advantages between the three sectors, though the advantage may simply refer to the City of Socorro's central placement on the Interstate 25 corridor. In any case, comparing the County's agricultural production to New Mexico as a whole lends little indications of the challenge to redirect local agricultural production to local consumers and markets.

APPENDIX C: MARKETS AND EVENTS SYNOPSIS

Markets and Events	a. Magdalena Arts & Crafts Show	b. Magdalena Hunting Season Weekend	c. Magdalena Gallery & Visitor Information Center	d. Magdalena Farmers' Market
1. Cultural Décor Costume/Food/Music/Vendor	Western songs, cowboy guitarist from Los Lunas, fry bread, Native American jewelry	Bear fat to keep young granddaughters hair to make shiny	Mural of woman in Native American dress spreading corn. Cows, horses, windmill	No
2. Community & Local Business Organizing Efforts	San Agustin Plains, Save Our Water, Breast Cancer-Pink Campaign Awareness. High Country Lodge, Magdalena Community Development Corporation	No representation	Bear Mt. Coffee, Magdalena Gallery & Visitor Center	Neighboring hardware store & signage
3. Non-Local Collaborative Arts/Agriculture Vendors	No	No	Yes, outside are Native American art, non-local wool, ranch, wilderness painting/photography	No
4. Local Collaborative Arts/Agriculture Vendors	Locally sourced leather and straps, Alamo jewelers, wild horse stuffed animals, homemade cards with animals	No	Yes, local wool (now closed), Alamo weavings, deer hide, ranch, wilderness, paint/photo (Note: more if looking at Bear Mountain. We buy antlers, sausage maker local caterer 4/24/2014)	Yes, homemade pies, breads, beef jerky, local recipes
5. Non-Collaborative Arts/Agriculture Efforts/Investments	Knitting, all artwork	All mercantile closed	No local wool for knit/weaves, no locally sourced leather & hide	Beef not locally sourced
6. Collaborative Arts/Agriculture Efforts/Investments	High Country Lodge-owned & managed by Magdalena C.D.C.	No	Bear Mountain Coffee House & Magdalena Gallery	No

Markets & Events	e. Socorro County Fair & Rodeo	f. Old Magdalena Cowboy Action Shooting Society State Championship	g. Socorro County Farmers' Market	h. San Miguel Fiesta
1. Cultural Décor/Costume/Food/Music/Vendor	Enchilada plate, Navajo tacos, pies, baked in horno, wilderness & cowboy art/photo, rodeo: sequined costume, cowboy, pledge of allegiance, national anthem, king/queen	Homemade historical western dress, turkey leg, homemade breads, Native American style gourd painting	Native American herbs, t-shirts w/Native American petroglyph motifs	Piñatas, king/queen, Spanish food, Indian fry bread, Mariachi, Mexican, Catholic vendors
2. Community & Local Business Organizing Effort or Lack of Representation	Political, social & church groups, NM Game & Fish, Safari Club, Socorro Soil Conserv. District, NM Trappers Conserv. Bern. Co. GIS Puerto Seguro	Rancho Magdalena & the Single Action Shooting Society	Health center race at same time	Business sponsors, Local bands, parishioner contributions
3. Non-Local Collaborative Arts & Agriculture	Wilderness photo, woodwork, cowboy themed sculptures	Arizona Native American jewelry sold by locals	Herbalist, mushrooms & vegetables	Church iconography artwork
4. Local Collaborative Arts & Agriculture Vendors	Alamo jewelry, pies vendor, enchilada plate, Navajo tacos	Local recipe book, cowboy wilderness, ironwork, gourd painting	Locally sourced ingredients: San Antonio Herb, felt work/dyes & herbs, country pies, honey, vegetables	Bake Sale, fry bread, Spanish plate, Lemitar corn, onions, local glass art
5. Non-Collaborative Arts & Agriculture Local Efforts & Potentials	Tacos & enchilada plates, pie filling not locally sourced, no local meat	No local sourced meat, no local yarn for knits	Local specialty foods absent-no local painting/photography	Iconography vendor non-local, bake sale not-locally sourced. Agricultural in artwork
6. Collaborative Arts & Agriculture Efforts/Investments	School exhibitions farm/ranch images, Quilts wilderness, cattle photos, rodeo	Western themed cowboy set design	Art and agriculture at market. Displays by both	Raffle of both local arts and agricultural products

Markets & Events	i. Socorro Lion's Club Crafts & Gun Show	j. Socorro Fest	k. Alamo Art Gallery
1. Cultural Décor/Costume/Food/Music/Vendor	None	Blues, Rockabilly, Spanish music, Free State of Socorro passport, Native American jewelry, wilderness art	Farm, ranch, & mine art, wilderness & ranch paint & photo, local wood items, Native American artwork & creations
2. Community & Local Business Organizing Effort	Gun reps & Socorro Lion's Club for displays; Fundraising to buy eyeglasses for those in need; Support for local artists and events	City of Socorro Healthy Kids NM; Socorro Program, Capital Bar, Animal Protective Association of Socorro, The Capital Bar, The Old Town Bistro	Art classes open to the community, San Miguel postcards for church, Organizing effort to raise funds, Socorro County Arts, the Alamo Reservation, and the City of Socorro service, building promotion, funds
3. Non-Local Collaborative Arts/Agriculture Vendors	Salsa, wilderness photographer	Lavender farm products, wineries and breweries, cowboy art & photography	All local
4. Local Collaborative Arts/Agriculture Vendors	Antler box & knife handles, local artists & antlers	Local honey, Healthy Kids NM, Socorro Pet Parade	Alamo animal creations, local fudge, paint & photo, ranch & wilderness paint/photo, forest scavenged furniture, farm cowboy artifacts
5. Non-Collaborative Arts & Agriculture Local Efforts & Potentials	No local wool for knits, no cattle or farm artwork	Local brewery absent; Only one local food (honey); Only one local craftsperson w/no agriculture links; Non-local onions; Historical tours absent, Chamber closed.	All collaborative
6. Collaborative Arts & Agriculture Efforts & Investment	Socorro Lions Club & Vendors both agricultural & art (also included healers)	Investment into wine & music tents Investment by businesses to create event in collaboration with city	Gallery workshop is licensed food production. Gallery & Socorro County Arts group organize the annual 'Luminarias on the Plaza' & 3 Cranes Fine Arts Gallery

City of Socorro County Fair and Rodeo.

“You can see it in your county fair.” Jessica Smith, Socorro County Extension Office County Program Director described, “You’ve got people that really band together to encourage you to take part in their way of life, to acknowledge and respect their heritage of farming and ranching in their community.” (J Smith, personal communication, November 12, 2013). The central fervor of the Socorro County Fair was its breadth of social and community energy. The County Program Director of the Socorro County Extension Office organizes the Socorro Fair and its 4-H Club members design agriculturally themed items for competitions at the fair. Other community members entered garden and craft work for best of class awards, and Socorro school children created projects out of clay and fabric with images of their agricultural interests. Numerous and diverse political, church, government, and non-profit groups settled in the main building to distribute resources and gather support from the public, outnumbering vendors by three to one. Representing hunting interest in the area, New Mexico Game and Fish, in cooperation with groups such as the Sierra Club, impressed the crowd with a pile of antlers and a taxidermy bear. There was only one obvious combination of arts and agricultural ventures represented by an Alamo Native American jeweler also selling traditional horno baked pumpkin pies. The artistic and agricultural skills of community in fair competitions should be sought and promoted by area arts and agriculture incubating organizations.

The 2013 Socorro County Fair Rodeo occurred in addition to the fair. Though organized by the Socorro County Fair and Rodeo Association, the rodeo was not sponsored by a group internal to the county and reflected nothing specific to Socorro.

Instead a national ‘cowboy’ identity through anthems and flags and sequined costuming was presented.

Though unreflective of local culture, rodeos are a singularly outstanding connection between ranch agriculture and performance art. New Mexico Rodeos are undergoing a tremendous popular resurgence throughout the state. From its first to second year, a Socorro Rodeo event grew from five to thirty-one child participants (Bailey-Bowman, K., July 2013, p. 12). If celebrating local ranches and the internal community economy are a desirable goal, rodeo organizer should develop more personalized elements to the Socorro Rodeo. The Fair’s partnership with a U.S.D.A. certified butcher lays the way to re-introduce a local flavor to the rodeo (J. Smith, personal communication, November 12, 2013).

Old Timers Festival and Rodeo.

By their intimate ties with the place’s past and character, historical rodeo grounds like that of the Village of Magdalena already encompass a personal local element by their place’s past and character. The challenge at these sites is to draw historical character to the forefront and upgrade the quality of aging grounds. Once a year in July, the Old Timers Festival takes place at the old Magdalena Rodeo Grounds, contributing about \$500,000 dollars to the local community (Lorie Scholes, personal communication, November 27, 2013). “For more than 30 years”, the event is announced, “The Village of Magdalena has celebrated its history as an Old West mining and cattle-shipping center on the second weekend of July. The event includes a rodeo and street dance on Friday; a parade, barbecue, cookout, and more rodeo events on Saturday; a pancake breakfast and the Kelly Mine walk-run on Sunday; and arts, crafts and music throughout the

weekend.’ (Visitor Guide Socorro, 2013, p.35). Because the event was cancelled in 2013, it is unknown if it routinely involves local agriculture in ways other than a rodeo.

Magdalena Arts and Crafts Show.

The July 2013 Magdalena Arts and Crafts Sale demonstrated an exceptional level of local and community involvement. All of the vendors were from the Socorro regional area (see Appendix F: Regional Assets & Map). Different generations and community groups like the Breast Cancer Awareness Pink, and the Save Our Water campaigns were present. The event was held free of charge at the High Country Lodge, owned and operated by the Magdalena Community Development Corporation. Though no food sales were permitted for sale due to the Village water outage, Alamo people made fry bread for a late lunch shared with those who asked. Magdalena’s propane company sponsored the arts and crafts show.

Socorro Lion’s Club Guns and Crafts Event.

The September, 2013 Socorro Lions Club Guns and Crafts fair was coordinated in cooperation with licensed gun and rifle vendors. The most consistent theme at the event was wild land recreational hunting, illustrated in the etched antler creations of an artist gathering horns from Polvadera Peak. Enhancing the spirit of show, wilderness photography by a non-local vendor that captured some images from Socorro’s open-spaces and Outdoor equipment novelties, specifically carabineer key chains were also sold at the fair. Non-locally produced salsa from a New Mexican sourced tomatillos and jalapeños proffered spicy flavors. Socorro Community Commercial Kitchen and Socorro County Arts might could have been instrumental in building local arts and agriculture presence at the Lions Club Guns and Crafts Fair.

City of Socorro and Village of Magdalena Farmers Markets.

Socorro Farmers' Market organizers make a conscious effort to include artisans and craftsman in the bi-weekly vegetable market. The synergizing activity of Socorro County Farmers' Market occurring in the City of Socorro has already extended beyond local art, fruit, and vegetable sales to encourage the founding of Socorro Community Commercial Kitchen and the San Antonio Harvest Festival. The Socorro Community Commercial Kitchen is in part managed by the Socorro Farmers' Market for the purpose of growing entrepreneurship in value added agricultural products (A. Smoakae, personal communication, October 28, 2013).

The most astounding element of Socorro County Farmers' Market and the Socorro Community Commercial Kitchen is their momentum built purely on volunteer efforts. All of the managing and advising staff are volunteers. Conversely, their leadership efforts have hit a wall of dire community initiative. Over half the vendors at the September 21, 2013 morning Socorro Farmers' Market were non-local producers to the Socorro regional area selling such items as wild land mushrooms, vegetables, herbs, herbal teas, and apparel (see Appendix F: Regional Assets & Map). The level of effort necessary to survey and recruit more farmers and food artists to the Farmers' Market development mission necessitates the hire of a paid organizer and a team of students.

Only three vendors sold at the Village of Magdalena Farmer's Market, on August 29, 2013. Even at this scale, a multi-generational elements and community involvement were obvious. This market occurred during the height of the village water outage, the chilé and zucchini sold at the market were trucked in from farms in San Antonio, located in the Socorro regional area. A 92 year old man sold cakes and breads made from New

Mexican recipes while regaling shoppers with stories of the great wars and New Mexico's past. Children played in and around the tables and the village hardware store across the street placed and kept watch over a sign announcing the market. These talks and exchanges took place under a grand old porch of a vacant buildings.

Socorro Fest.

Except for the contributions of outstanding musicians, the rhythm and blues and Spanish serenades, and the presence of the study area's popular bee keeper, the October 12, 2013 Socorro Fest did not market local arts or agriculture, much less their combination. However, outside region agricultural products such as lavender from a Datil farm, roasted corn from Moriarty, onions from Belen, and New Mexico beers and wines were present. Wildlife photographers from outside the Socorro region showcased their work on cards and posters. One photographer that grew up in Socorro, sold photographs of Socorro historical buildings. Other artistic themes from non-local artists involved wilderness and agricultural themes. Free State of Socorro Passports exploring the land grant's brush with non-incorporation; first its transfer from Spain to Mexico; again from Mexico to the United States; offered an ingenious devise to enfold Socorro locals and non-locals in the history of Socorro. The Socorro Historical Society, Socorro County Arts, or parishioners of San Miguel might have been willing to perform walking tours of historical buildings during the Festival (City of Socorro, City of Socorro Tourism, New Mexico Land of Enchantment Tourism Department, 2009). Again, the presence of local foods and arts could have been facilitated by the Socorro Community Commercial Kitchen, Socorro County Arts, and the Magdalena Chamber of Commerce.

The Healthy Kids New Mexico Socorro Program organizes to promote fresh food and recreational opportunities for the young people of Socorro. Healthy Kids New Mexico Socorro Program involved the community in a pet and human costume parade introducing an element of ground level community performance art during the 2013 Socorro Fest. Though championing fresh food agendas, local produce was not present at the beginning station for the parade, nor a component of the costume awards. If included physically, agricultural identities for parade participants and observers would be reinforced.

San Miguel Fiesta.

The 2013 Fiesta of San Miguel in Socorro exemplified an enfolding community celebration. Not only where parishioners actively engaged in monitoring and conducting the fairs attractions, but area businesses proudly sponsored the Fiesta, while area artists donated items for raffle and a delectable community bake sale was conducted. Young and old danced and played to the local mariachi band's music. Currency tickets replaced dollar exchanges accentuating the events cohesive mission.

A seller of roasted corn from San Antonio, encircled in the Socorro regional area (see Appendix F: Regional Assets & Map), was exchanged for three tickets (one dollar equaled one ticket). Local artists contributed items to the church raffle as did a "Village of Magdalena, City of Socorro Study Area" onion farmer from Lemitar. The single vendor that accepted dollars, sold catholic iconography produced in Mexico from images sanctioned by the Roman Catholic Church. Festival organizers may wish to consider involving New Mexico or Socorro County crafters of religious art like tin work or retablos instead.

Highlighting community artistry and its connection to the place through food and agriculture would complete the aura of a singular people offered at San Miguel Fiesta. The church bake sale could highlight local agricultural and Hispanic recipes. Local talent could be called to construct unique piñata creations reflecting the character of Socorro.

High Country Lodge.

The High Country Lodge functions uniquely as both a business and community space. Owned and managed by the Village of Magdalena Community Development Corporation its primary purpose is to provide local jobs, while maintaining a viable, as opposed to abandoned, building and business in the village. Though ostensibly not its primary objective, the High Country Lodge presents a market for both local crafts and agricultural products. Its quaint diner prepares green and red chilé sourced from regional farms, while area craftspeople are given a space to display and sell their creations. The conference room at the High Country Lodge is used by the community for events at a discounted price.

Old Magdalena Single Action Shooting Range.

The Old Magdalena Single Action Shooting Society New Mexico State Championship occurring September 20, & 21, 2013 was an exhibition of expressive historical identity. The gatherers wore period clothing, and explained the origins of their armaments. Z.W. Farnsworth's cut metal work, which reflected the historical cowboy and wilderness ideals complementary to the events Wild West persona, was exhibited. A local artist sold Native American style paintings on gourds, an element of wilderness and rangeland materials and a Magdalena resident offered lemon cake made from a frontier family recipe. This vendor also quilted a book of all her family recipes.

These few items qualified the event as a market for arts and agricultural items, yet other signs at the fair pointed to deficiencies in such a market. The food truck was non-local and from the nearby city of Belen. Though Native American jewelry was for sale, it was not proffered by an Alamo tribal member. Knitted items were made from store bought yarn and the cakes and breads for sale contained no element of locally produced agriculture. Any further effort to offer more comprehensive representation of locally sourced products would complement the event's authenticity.

Alamo Gallery and Gift shop and The Magdalena Gallery and Visitor Center.

The Alamo Gallery coordinates sales for a variety of regional Socorro artists including jewelers and weavers from the Alamo reservation as does the Magdalena Gallery, though the former also showcases artists from other parts of New Mexico. As a community gallery formed in partnership with Socorro County Arts, the Alamo Gallery and Gift Shop conducts community workshops “for people to come in and get the basic feeling and introduction to some of the hallmarks of the arts”, described Leon Miller, Socorro County Arts President (L. Miler, personal communication, November 27, 2013). Alternatively, Magdalena Gallery and Visitor Center is a privately owned gallery; though one which actively supports and features local artists.

Both the Magdalena Gallery and Visitor Center and the Alamo Gallery and Gift Shop demonstrate slight ties to food arts and agriculture. The Alamo Gallery workshop includes a small certified kitchen with limited capacity to produce for sale, food products utilized in workshops. The Magdalena Gallery and Visitor Information Center adobe building is physically linked to the Bear Mountain Coffee house with its

fresh baked cakes and cookies from local recipes and dishes made with regionally sourced green chilé.

These gallery's principle bond to agriculture is through representational identity. In the Alamo Gallery, Beverly Hanson's ranch life pastels, Nancy Meyer's wildlife photography, and Leon Miler's stylized paintings of wildlife and historical and present day Socorro picture agricultural activities and associations which sustain the place. Cowboy artifacts like scavenged horseshoes and barn wood, cutting boards constructed from salt cedar, gathered by the Rio Grande, handmade aprons, a flour bag pig, herbal soaps, necklaces of corn, chilé shaped ornaments, chilé vinegars, and fudge complete the list of open-space and range land and agricultural embodiments items sold at the Alamo Gallery and Gifts Shop in the fall of 2013.

Unfortunately the signage and landscaping around Alamo Gallery and Gifts does not reinforce a local identity or attractive element. In contrast, the mural completed in 2011 entitled *Spirituality* by Eddie Tsosie, painted on the wall of the Magdalena Gallery and Visitor Information Center's outside wall contains elements of Native American agricultural and ranching identity which involves a blessing ceremony with yellow corn meal, as well as, cattle and ranch horses grazing in the distance. A windmill brings to mind Magdalena Village's only underground water source. The Gallery further upholds local identity in sponsoring prints of a woman walking by an ephemeral stream with a golden bear, both shadowed by the Magdalena Mountains. Magdalena is written across the top of the poster. This image is on display at the Bear Mountain Coffee House next to the gallery. Other art work shown at the Magdalena

Gallery involves agricultural elements like Navajo sheep herders, woven blankets, yarns, deer skin war shirts, and deer skin medicinal herb pouches.

As a community gallery, Alamo Gallery and Gift Shop and Socorro County Arts abilities to organize beyond the gallery location through special programs like Luminarias on the Plaza, or the Festival of Cranes Photography Competition, presents opportunities for the dual development of arts and agriculture. The 2013 Luminarias on the Plaza event evoked the spirit of Christmas with fresh ciders and cookies offered freely to carolers delighted in the season's rare offerings.

APPENDIX D: FINANCIAL ASSETS

Financial Advantages

Another type of identity more associated with community thinking than physical assets is financial identity. It acts as a reference for valuations of place on which to strategize development decisions.

The Bureau of Land Management of the Socorro area offers grazing privileges to ranching operations at prices less than half the market rate set by private range land (N. Combs, personal communication, November 27, 2013). These reduced grazing costs, in addition to New Mexico constitutional protections, offer financial security and entitlement to area ranchers. The ranchers' facilitated access by price to public range land surrounding their operations also contributes to ranchers' association and identity with public wild land areas.

In a rural place, volunteerism fills gaps in financial resources and is a community identity worth pursuing (Z.W. Farnsworth, personal communication, November 26, 2013). Al Smoakae, the 2013 and prior manager of the Socorro Community Commercial Kitchen described his perspective on the strictly voluntary bases of his position: "If the City of Socorro, the Chamber of Commerce or the Socorro Farmers' Market offered me money, I would not take it. I don't even use the kitchen for free. I pay my fair share. I do that because I want the kitchen to be successful" (A. Smoakae, personal communication, October 28, 2013). Many other study participants working in professional capacities accept no pay. The value that these organizers place on their work goes far beyond financial. It is driven by valuations of human and community potentials.

Gaps in Financial Advantages

Despite the efforts of dynamic development organizers, the award of outside grant funds has often been disappointing. Like many outposts in New Mexico, senior living in Magdalena lacks facilitation. Though the Magdalena CDC was awarded a grant from the U.S. Department of Agriculture to develop a Senior Assisted Living Center in the village, it was never funded. According to Lee Scholes the reason for this funding shortfall is New Mexico is home to too few people. "...we are $\frac{3}{4}$ of 1% of the United States population, the whole state of New Mexico! People don't wake up in the morning and wonder how they can help New Mexico." (Lee Scholes, personal communication, November 13, 2013).

New Mexico and Socorro County's relatively lower economic state compared to other places is bound to have a significant impact on the identity of inhabitants. Al Smoakae of Socorro County Kitchen described, "...the people have a hard time seeing that if they invest five-hundred dollars they might generate \$2000." (A. Smoakae, personal communication, October 28, 2013). (A. Smoakae, personal communication, October 28, 2013; Active Community Organizer, personal communication, November 9, 2013). Employment and business, and job experiences are necessary if negative financial identities are to be reversed.

List Financial Advantages

grants.

- Grant Writing/Research, Village of Magdalena Community Development Corporation
- Grant Writing/Research, Socorro County Chamber of Commerce

- Grant Fiscal Agents, Socorro County Chamber of Commerce
- Grant Writing/Research, other private organizers
- Funded \$36,000 U.S.D.A. Grant, Socorro County Community Commercial Kitchen
- Funded \$10,000 McCune Foundation Grant, Socorro Community Commercial Kitchen
- Funded \$330,000 U.S.D.A Grant, Socorro Community Commercial Kitchen
- Funded Grant, Magdalena Mountain Ropes Course
- Startup Grant \$250 for Food Entrepreneurs, Socorro County Chamber of Commerce & Socorro Community Commercial Kitchen
- Champion Community Status', Village of Magdalena
 - “All that really (means) is that we (have) a designated person in Washington D.C. and a person here in the state of New Mexico, who will be open minded and have an open ear to anything that the community might bring up—as a need, a want a question, a sounding board, and a helper. It also meant that, should any of our groups in the community, whether it be a municipality or private, and (that community) would be able to receive additional consideration in grant applications.” (Lorie Scholes, personal communication, November 13, 2013)
- Irrigation Grants, Socorro Soil and Water Conservation District

community development services.

- Insurance carrier for Socorro Farmers' Market, Socorro County Chamber of Commerce
- Insurance carrier for Socorro Community Commercial Kitchen, Socorro County Chamber of Commerce
- Subsidized rent, Garcia Opera House
- Afterschool program monies, City of Socorro School Gardens

business support and funding sources.

- Business plan writing assistance, Socorro County Chamber of Commerce
- Business ventures to support philanthropic activities, Village of Magdalena C.D.C.
- Socorro Land Grant Recreation monies from State of New Mexico
- The American Red Cross, Village of Magdalena Red Cross Emergency Shelter and the Good Samaritan Society of Socorro

visitor funding sources.

- State of New Mexico Lodgers tax
- Length of visitation to area

private sources.

- Private citizen monetary contributions or matched funds
- Volunteer work-renovation, weed pulling, electrical, plumbing, journeyman skills

- Discounted and subsidized rents
- Donated or discounted supplies from local suppliers
- Church food, time, work, and monetary donations
- Partnering with other organizations to share resources (the Wild Bunch, Cibola National Forrest, Boys Club of America, Socorro Lions Club, The Good Samaritan Center of Socorro)

Gaps List in Financial Advantages

government funding gaps.

- No application for state monies, Village of Magdalena local governing authority
- No State of New Mexico Certified Communities development ordinance and plan, Village of Magdalena

gaps in community development.

- Too little funding for Community Development Projects
- Village of Magdalena Chamber of Commerce funding poor
- Unfunded grants, U.S.D.A Assisted Living Center, Village of Magdalena Community Development Corporation

gaps in overarching economy.

- Monetary supply necessitating outside funding and visitor spending
- Poverty in New Mexico
- Federal interest in New Mexico projects is low

- Low skill levels in rural places like the “Village of Magdalena, City of Socorro Study Area”
- Draining monies from local economy by shipped in products such as vegetables and fruits

gaps in local community.

- Part-time community members non-reliant on the local economy derailing potential investors
- Incomparably lower profits from hunting then ranching
- Public art expenses unmeasurable, and possibly low returns to communities
- Business people’s valuation of money over and above community benefits
- Clubs market internally ignoring need for new income sources

gaps in law & taxation.

- Partnerships with government require taxes and insurance on projects
- Death tax on inherited properties like historical farms and ranches
- New Mexico’s anti-donation cause

APPENDIX E: COMMUNITY RECOMMENDED ASSETS

Land and Park Recommended Assets

- Wild Horse and Bighorn Sheep Herd Management Areas, approximately 50 horses (B. Rosales, personal communication, November 27, 2013).
- Private hunting land
- Magdalena Mountain Hiking Trails (some are rated dangerous)
- Bosque Parks/Rio Grande Bosque Nature Preserve and Socorro Nature Center
- Luis Lopez archaeological site
- El Camino Real and Jornada del Muerto
- Magdalena Mountain and the Elfego Baca Shootout Golf Event (Vacation Guide-New Mexico Magazine, 2013, p.134)Lift Hoist Mechanism designed by famed designer and engineer Alexandre Gustave Eifel located at Kelly Mine
- Cibola National Forrest Fire Department and helicopter pad

Land and Park Projects

- New Mexico Institute of Mining and Technology Community Garden
- City of Socorro School Gardens, created by afterschool programs and community volunteers (Active Community Organizer, personal communication, November 9, 2013).
- Youth Center Community Garden, undeveloped
 - "...The Middle Rio Grande Conservancy District...I talked to them about helping to fund the community garden at the youth center."(Active Community Organizer, personal communication, November 9, 2013).
- Village of Magdalena Community Garden, Good Samaritan Center, undeveloped

- Puerto Segura Shelter Garden, undeveloped

City of Socorro Community Recommended Civic Assets

- The Plaza, City of Socorro
 - “Of course the Plaza is the biggest shared space we’ve got. That’s used weekly at least by some group or organization.” (R. Harrison, personal communication, November 12, 2013)
- Elfego Baca Park and Wheel of Time Sculpture, City of Socorro (Summer Pamphlet Socorro County Arts, 2013, p.16)
- Schools, City of Socorro
- Long Distance Transportation, City of Socorro
 - “We have an extremely efficient and cheap transportation service. (R. Harrison, personal communication, November 12, 2013).
- The Socorro Heritage and Visitors Center
 - “City of Socorro Dance Series: Salsa Lesson, 7 p.m. & Dance, Socorro Heritage and Visitors Center, November 15” (*Chamber News*, November 2013)
- City of Socorro Historic Walking Tour
- Socorro County Fair and Rodeo Grounds
- West Gym, New Mexico Technical Institute of Mining and Technology
 - “Festival of the Cranes Juried Art Show, West Gym, Socorro, NM, November 21-24” (*The Ink*, November 2013, p.16).
- Fine Arts Center, New Mexico Technical Institute of Mining and Technology

- Macey Center Exhibit Hall, New Mexico Technical Institute of Mining and Technology
 - “There is a call for a strictly Socorro artists art exhibit to be installed at the Macey Center” (R. Harrison, personal communication, November 12, 2013).
- Etscorn Observatory, New Mexico Technical Institute of Mining and Technology
- Socorro Airstrip
 - “M’ Mountain Fly-In: Aviation Day, Socorro Airport, Socorro, New Mexico September 28, 2013” (The Glenwood Gazette, September 2013, p.34).
- Emergency Animal Trailers, Socorro County Extension
- The City of Socorro Masonic Lodge
- Community Arts Room, Center St., Socorro
- The Alamo Gallery and Gifts shop
- Socorro Community Commercial Kitchen

City of Socorro Civic Asset Projects

- Current Rodeo Grounds
- New Rodeo Grounds, expansion on west side by City of Socorro, undeveloped
 - “The City is building a new rodeo arena to help draw rodeos to the central part of the state because there is not a good rodeo arena in this area.” (R. Harrison, personal communication, November 12, 2013).
- New Soccer Fields, expansion on west side by the City of Socorro, undeveloped
- San Miguel Mission renovations

- Year Round Indoor Swimming Pool, undeveloped

Village of Magdalena Community Recommended Civic Assets

- Schools, Village of Magdalena
 - “The Old Timer’s Association is having a Christmas Arts and Craft Sale. At the Fine Arts Center at the School.”(Lorie Scholes, personal communication, November 27, 2013).
 - “The school actually has a performing arts room with a stage and some lights that is open to the public to use. We have venues here.” (Z.W. Farnsworth, personal communication, November 26, 2013).
- Public Shooting Range, Village of Magdalena
- Meeting Space, Village of Magdalena Town Hall
- Airstrip, Village of Magdalena
- Highway 60, Magdalena Main Street
- Langmuir Laboratories, Magdalena Mountain
- The High Country Lodge, Magdalena Community Development Corporation
- The Village of Magdalena Hawk Hotel, in cooperation with the Magdalena Community Development Corporation (Lorie Scholes, personal communication, November 13, 2013).
- Red Cross Emergency Shelter a.k.a. The Old Village Senior Center, renovated by the local Mormon Church Elders’ Quorum
 - “It has fairly good acoustics. Local members play there. We now have another venue that we can use for small art shows, we get the chairs and tables from the library, and it will be more useable. We

have an upright piano that is tunable. (Z.W. Farnsworth, personal communication, November 26, 2013)

Village of Magdalena Civic Asset Projects

- Boxcar Library and Museum
 - “(There is) space next to the library building to build another building with an exterior appropriate for a train station or rail yard...hopefully a glass walled area... The old library will connect through the freight door because we can’t just go out and cut through doors. Then the Old Library becomes the museum” (Z.W. Farnsworth, personal communication, November 26, 2013).
- Community Garden to support the Samaritan Center Food Distribution Center (Z.W. Farnsworth, personal communication, November 26, 2013)
- Magdalena Base Ball Grounds Magdalena Baseball Fields, undeveloped
 - New benches, weeds pulled, undeveloped (Z.W. Farnsworth, personal communication, November 26, 2013)
- Magdalena Assisted Living Center, undeveloped
 - Drawings, 13 acres of land donated with water and power
 - Grant from USDA, unfunded (Lee Scholes, personal communication, November 13, 2013)
- Magdalena Veterans Retreat, undeveloped
 - “They are going to be employing wranglers, service staff, cooks, and housekeeping. They are going to need nurses to come and take care of some of these wounded veterans. The idea is to have a place where they

can horseback ride, or at least interact with the animals and livestock”

(Lorie Scholes, personal communication, November 27, 2013).

APPENDIX F: REGIONAL ASSETS & MAP

Regional Assets Summery

How a development region is defined could stem from economic benefits gained from outlying assets, by competitive organization, or historical factors. Each area is influenced by unique features influencing its development. Water and open space occur on a regional scope. The Socorro region, may be said to be connected to the Bernalillo and Valencia regions by the ribbon of the Rio Grande or through the expansive range land necessary to support cattle and avoid deterioration. An example of alternative boundary determination for land use purposes can be found in the management area of the local Socorro Bureau of Land Management's Socorro Field Office that includes Catron County (N. Combs, personal communication, November 27, 2013). Another example is the Middle Rio Grande Conservancy District, headquartered in Albuquerque which regulates Rio Grande water flow into Socorro's agricultural rift.

A development region may also be defined by its organizational representation. The City of Belen, about 40 miles north of Socorro, is supported by the Belen Arts League while Socorro County relies on Socorro County Arts to promote local artistic efforts. The Alamo Reservation is isolated from the Village of Magdalena and the City of Socorro. Still, the Reservation works with the City and Village to promote jobs and development in the Socorro region. Though located about 14 miles south of the City of Socorro, revenues from the Bosque del Apache Festival of the Cranes are distributed throughout the County. Entities in the City, such as the Socorro County Chamber of Commerce promote the popular wild land festival.

Socorro County's history is tied to the original 1598 Spanish expedition that traveled the Camino Real, remaining pieces of which are found about 50 miles south of Socorro in Sierra County, New Mexico, but also are scattered throughout the Quebradas Canyon lands to the east of the City of Socorro. Places like Datil and Pie Town share interests with the Village of Magdalena like the Very Large Array of telescopes, and were similarly founded on the spending of cowboys driving large cattle herds west on the Hoof Highway to Arizona. Datil and Pie Town are located in Catron County to the east of Socorro County.

List--Community Recommended Regional Civic Assets

- El Camino Real Historic Trail Site (& Museum)
 - “Celebration de Otoño, El Camino Real International Heritage Center anniversary” (Socorro County Arts Summer Pamphlet, 2013, p.18, 19).
- The Very Large Array
 - “(The Village of Magdalena) benefits to some degree from (the VLA).” (Lee Scholes, personal communication, November 27, 2013)
- Alamo Reservation
- “October 10-12 Alamo Indian Days, Alamo Indian Reservation, The event includes the crowning of Miss Alamo, a parade, dance, song, storytelling, cooking, and weaving demonstrations, exhibits and contests, most of which takes place at Walter’s Park...sheep can be spotted grazing in secluded section of the countryside, even on the north side of Unnecessary Ridges—so named in a previous era when it blocked access to a trading post.”(*Socorro Visitor Guide*, 2013, p.36).
- Bosque del Apache
 - “The Bosque del Apache has quite a history in this area because it was once part of a land grant. It is pretty steeped in history and people know it. People come to visit just because of that.”(R. Harrison, personal communication, November 12, 2013).

- San Antonio
 - “Harvest Festival exhibits demos, old car & tractor show, hay & buggy rides, music, San Antonio, South of Socorro, 11 am-4pm”
(*The Ink*, September 2014, p.17)
- Eagle’s Nest
- “...they hang and age their own beef....If you go to Eagle Nest to order a steak, they cut it right there on the spot.”(L. Miler, personal communication, December 15, 2013)
- Riley Ghost Town/Santa Rita
- Socorro Fat Tire Bike Trails
- Los Lunas Snake Farm
- Datil and Campground
- La Joya historic village
- Pie Town
- Quemado
- Trinity Site
- Fort Craig
- Sierra Ladrones
- Horse Mountain
- San Mateo Mountains-Apache Kid, Withington Wilderness, Springtime, Luna Park, Beartrap, and Hughs Mill campgrounds
- San Lorenzo Canyon
- New County Jail



(Free State of Socorro Passport, October 12, 2013)

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