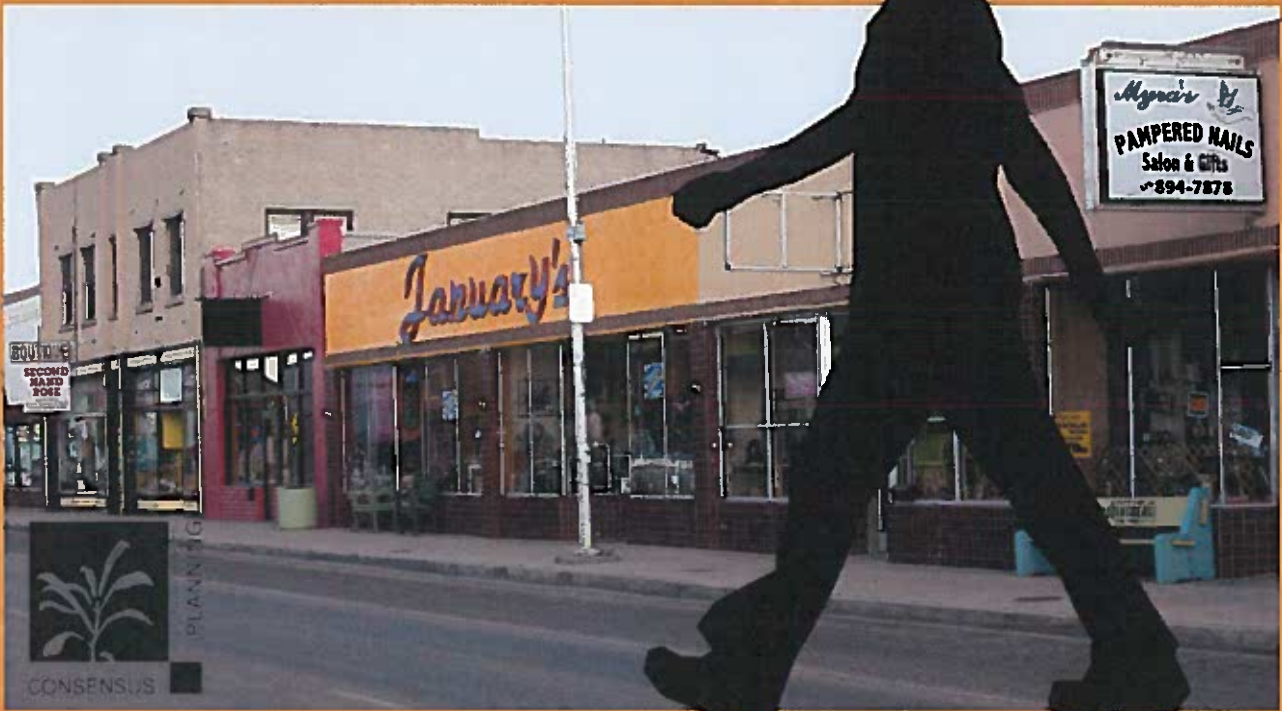
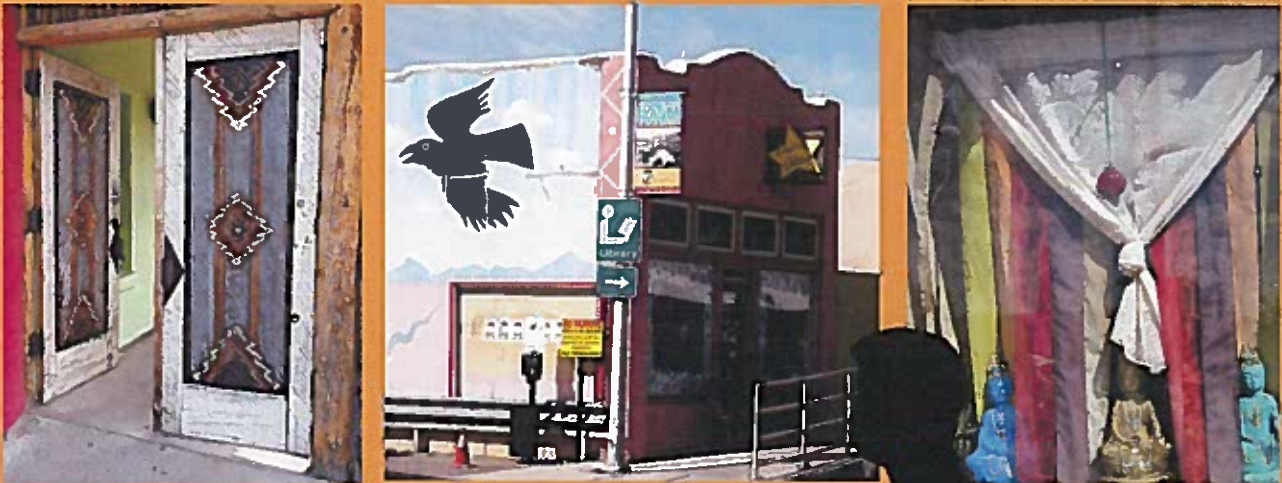


City of Truth or Consequences



Downtown Master Plan / Metropolitan Redevelopment Plan

October 2014



Prepared By: Consensus Planning, Inc. • Quixote Productions • Smith Engineering Company

Master Plan funded through the New Mexico Economic Development Department's MainStreet Program



RESOLUTION NO. 08-14/15

A RESOLUTION ADOPTING THE 2014 DOWNTOWN MASTER PLAN AS THE OFFICIAL PLANNING GUIDE FOR THE DOWNTOWN AREA OF THE CITY OF TRUTH OR CONSEQUENCES, NEW MEXICO.

WHEREAS, the Downtown of the City of Truth or Consequences is the historic center of social and economic activity of the City; and

WHEREAS, the City entered into a contract with New Mexico MainStreet and MainStreet Truth or Consequences for the creation of a Downtown Master Plan and Metropolitan Redevelopment Area (MRA) Plan; and

WHEREAS, after significant public input the Plan is ready for final adoption; and

WHEREAS, the adoption of the Plan will provide benefits and opportunities for redevelopment enabling the area to reach its full economic and cultural potential; and

WHEREAS, projects identified in the Plan will positively impact the safety and well-being of residents and visitors; and

WHEREAS, has been reviewed and approved for adoption by New Mexico MainStreet.

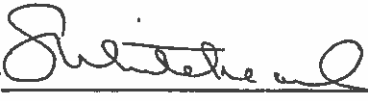
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF TRUTH OR CONSEQUENCES, NEW MEXICO:

The City of Truth or Consequences through its Governing Body adopts the 2014 Downtown Master Plan and MRA Plan as the official planning guide for Downtown.

PASSED, APPROVED AND ADOPTED THIS 14TH DAY OF OCTOBER 2014.

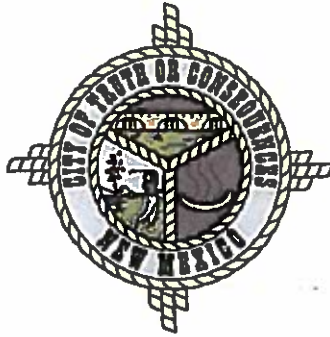
CITY OF TRUTH OR CONSEQUENCES



By 
Sandra Whitehead, Mayor

ATTEST:


Judy Harris, City Clerk



RESOLUTION NO. 09-14/15

A RESOLUTION ADOPTING THE 2014 METROPOLITAN REDEVELOPMENT AREA (MRA) PLAN PURSUANT TO THE NEW MEXICO METROPOLITAN REDEVELOPMENT CODE.

WHEREAS, Section 3-60A-8 NMSA 1978 of the Metropolitan Redevelopment Code (Sections 3-60A-1 through 3-60A-48 NMSA 1978) states: "A municipality shall not prepare a metropolitan redevelopment plan for an area unless the governing body by resolution determines the area to be a blighted area, and designated the area as appropriate for a metropolitan redevelopment area plan" ; and

WHEREAS, the City made such a determination concerning the area and was approved by the City Commission at the September 9, 2014 meeting; and

WHEREAS, the boundaries of the Truth or Consequences Metropolitan Redevelopment Area (MRA) are delineated in Exhibit A, an irregularly shaped area of approximately 30 blocks; and

WHEREAS, the Commission has considered the findings and determinations of the Truth or Consequences MRA Plan and all comments made at the public hearing concerning the redevelopment projects which exist in the proposed Plan; and

WHEREAS, the Commission has considered the findings and determinations of the Truth or Consequences MRA Plan and all comments made at the public hearing concerning the proposed Plan; and

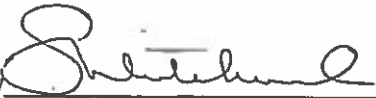
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF TRUTH OR CONSEQUENCES, NEW MEXICO:

The City of Truth or Consequences through its Governing Body adopts the 2014 Metropolitan Redevelopment Area Plan.

PASSED, APPROVED AND ADOPTED THIS 14th DAY OF OCTOBER 2014.

CITY OF TRUTH OR CONSEQUENCES



By 
Sandra Whitehead, Mayor

ATTEST:

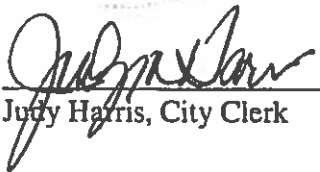

Judy Harris, City Clerk

Exhibit 'A' – MRA map

Downtown Master Plan

ACKNOWLEDGEMENTS

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Downtown Master Plan

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Introduction

Chapter 1

1.1 MASTER PLAN OVERVIEW

The City of Truth or Consequences initiated a year long planning process for the Downtown area in July 2013. This planning process culminated in the adoption of the Downtown Master Plan / Metropolitan Redevelopment Area Plan by the City Commission in September 2014. The Downtown Master Plan is a multi-faceted document that analyzes existing physical conditions and market conditions and realities; considers public input; and provides a broad and robust range of strategic implementation actions designed to revitalize and bring greater prosperity to Downtown Truth or Consequences. The City, Truth or Consequences MainStreet, business owners, and the general public worked with the consultants to capture and express into words and images the community's vision and desires for the future.

The Downtown Master Plan is designed to create a more welcoming, charming, and attractive destination for visitors and residents alike, while at the same time, preserving and celebrating the one-of-a-kind and never to be duplicated, character of Truth or Consequences. The Master Plan identifies opportunities for physical improvements to streetscapes, intersections, and other public spaces; creation of a comprehensive wayfinding system; preservation of historic properties and key elements of the Hot Springs Bathhouse and Commercial Historic District (see page 35 for the Historic District boundary); identification of catalytic building projects; increased parking opportunities; solutions for drainage challenges; etc. These strategies have been vetted through the planning process and are identified in the Master Plan according to community priorities and potential funding resources.

The true strength of Truth or Consequences lies in the people that make up the community. Every member of the community has an important role to play in making sure the vision for Downtown is achieved, but the Master Plan and its associated projects and efforts will be successful only when there is mutual respect and cooperation. The people are fiercely proud of being a part of Truth or Consequences, and everyone has a key role in revitalizing Downtown.



Aerial showing the existing MainStreet District and Metropolitan Redevelopment Plan boundary.

Downtown Master Plan

1.2 MAINSTREET TRUTH OR CONSEQUENCES

Truth or Consequences is one of 47 affiliates participating in the New Mexico MainStreet Program, which includes MainStreet, Arts & Cultural Districts, and Frontier Communities. New Mexico MainStreet is a state-coordinating program of the National Main Street Center, Inc., which is a subsidiary of the National Trust for Historic Preservation. Per state statute, the New Mexico MainStreet Program was formed to:



"provide for the revitalization of central business districts in New Mexico communities based on the preservation and rehabilitation of existing structures of unique historical and architectural character and the development of progressive marketing and management techniques as an economic development strategy for local governments" (3-60 B-1 to 3-60 B-4 NMSA 1978)".

MainStreet Truth or Consequences Vision Statement

"The historic Hot Springs district is a designation with unique retail, community activity, performing and visual arts, healing and rejuvenating qualities. Our downtown is the heart of the community, rooted in our diverse past and working toward a vibrant and prosperous future."

Four-Point Approach™

MainStreet Truth or Consequences uses the Four-Point Approach™, which is the foundation for initiatives to revitalize the District by leveraging local assets - from cultural or architectural heritage to local enterprises and community pride. The Four Points are incorporated into the Downtown Master Plan to help build a complete and sustainable community revitalization effort.

Organization - involves building an effective coalition of stakeholders that work to restore and revitalize Downtown through the dedication of human and financial resources. MainStreet Truth or Consequences currently has a board of directors. It is a volunteer-driven program, which is coordinated and supported by the MainStreet Executive Director. The organizational component involves strengthening relationships with other organizations including, but not limited to the City of Truth or Consequences, Sierra County, and the Chamber of Commerce.

Promotion - markets a unified and quality image of the District as the center of activities, goods, and services to business owners, tourists, investors, and local residents. An effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. MainStreet Truth

or Consequences maintains an active Facebook page and website to promote activities and events, and holds membership drives at events such as the monthly Second Saturday Art Hop.

Design - creates a physically attractive, coordinated, and quality image of the District by capitalizing on its unique physical assets and heritage, both in the public and private sector realms. The existing circulation and streetscape condition is one of the major challenges. Creating a more attractive and inviting experience through pedestrian amenities, window displays, street furniture, landscaping, shade, and a wayfinding system that directs visitors to the District's attractions will project a positive



The Young daVincis posing on Main Street.

image for Downtown. Perhaps, even more important, good design will assist in extending the length of time visitors spend walking, shopping, eating, and soaking in the District's hot mineral spas. MainStreet Truth or Consequences has made some recent gains in improving pedestrian amenities, and a group called the Young daVincis has become a partner with MainStreet Truth or Consequences, helping to beautify and add public art into Downtown.

Economic Positioning - identifies new market opportunities, finds new, higher and better uses for existing vacant buildings, and stimulates investment in property. MainStreet is working to establish incentives that encourage and support redevelopment activities, strengthen existing businesses, and identifying new business opportunities. Designating the MainStreet District as a Metropolitan Redevelopment Area is a key step towards accomplishing this goal.

Downtown Master Plan

1.3 TRUTH OR CONSEQUENCES - HISTORY and CONTEXT

Founding of Palomas

The City of Truth or Consequences lies in the Rio Grande valley in southern New Mexico. T or C, as it is often referred to in speech, print, and postmarks; occupies a central geographic location roughly halfway between the urban centers of Albuquerque, New Mexico and El Paso, Texas.

Bounded on the southwest by the Town of Williamsburg and Interstate 25, the City is home to a population of 6,475 (according to the 2010 Census) full-time residents.

The City's name is curious to those unacquainted with its history. Hot mineral springs were the defining geological feature and attraction of the original settlement. Incorporated in 1916 as Hot Springs, New Mexico, the town's first sustained settlement

came during and after the building of nearby Elephant Butte Dam from 1911-1916. The second largest dam outside of Egypt at its completion, the massive construction project created an instant town of 4,000. In the sparsely populated Sierra County, many of these new residents looked to nearby Palomas Hot Springs not only for its healing mineral waters, but spirits, saloons, and other entertainment.



Natural artesian mineral water at Hay-Yo-Kay Hot Springs.

The deep mortar holes ground into limestone rock outcroppings lining the pond at Ralph Edwards Park are reminders that Native Americans were familiar with the hot springs artesian basin in prehistoric times. The sparse settlement in Sierra County was a consequence of the continuous inhabitation of the area by the Apache Nation (*Hot Springs Bathhouse and Commercial Historic District National Register Nomination, David Kammer, 2005*).

Unlike much of New Mexico, the Spanish did not establish settlements in the region during the 1600s due to the presence and stronghold of Apache tribes. The Spanish traveled the aptly named Jornada del Muerto, a parched but less dangerous high desert route to the east of the City.

The Tchihene, or Red Paint People, the easternmost band of the Chiricahua Apache, occupied the area extending from the Rio Grande westward across the Black and Pinos Altos Ranges. Known as Warm Springs Apache, this group regularly passed through the area as they hunted and raided.

Led by chiefs Geronimo and Victorio, the Red Paint people became prisoners of war in the late 1880s, clearing the way for permanent settlement. Apache history is still evident in the city's place names, and their descendants remain in the area.

By the mid-1800s, largely due to military forts including Ft. Craig to the north, Ft. Seldon to the south and the nearby Ft. McRae, several settlements had been established along the Rio Grande, although they were prone to raids and flooding. Las Palomas, a hispanic community founded in 1856 and seven miles south of present day Truth or Consequences, was used to designate the first improved spring, later renamed Government Springs. In 1884, the first act of the newly established Sierra County Commissioners was to erect a shelter over this spring. Cowboys from the John Cross Ranch, now part of Ted Turner's Ladder Ranch, built a bathhouse in the late 1880s.

Photographs of early bathhouses at Palomas Hot Springs show that they consisted of either adobe brick or wood frame structures with board and batten walls. The 1881 completion of the Atchison, Topeka and Santa Fe Railway (AT &SF) to Deming, New Mexico, aligning to the Jornada del Muerto Trail (now designated a National Historic Trail and protected by the National Park Service), linked the hot springs area to regional development. It was the building of Elephant Butte Dam, however, that marked the City's first boom. The development of Palomas Hot Springs into a southwestern health resort community accompanied this grand plan. The hot springs basin, designated as federal reclamation land and therefore not open to homesteaders until incorporation in 1916, had an ever-growing number of squatters, bathhouses, and other amenities and diversions for travelers.

Elephant Butte Dam and Hot Springs, New Mexico

The construction of Elephant Butte Dam is a critical milestone in the development of southern New Mexico and led to the founding of Hot Springs in 1916. The immense construction site attracted over 3,000 workers and provided some of the building stock for the new town.

From its earliest beginnings, the economy of Truth or Consequences has been based on the salubrious hot mineral waters of Hot Springs Artesian Basin that nourishes about 35 artesian wells in the Downtown District. Before a flood in 1907, the southern part of the District consisted of bosque and marshy grasslands, but a critical shift in the channel of the Rio Grande after the flooding exposed new springs and property ripe for development.

David Kammer has highlighted the critical importance of health seekers to regional settlement and travel, an often overlooked impetus to western migration and settlement in the late 19th and 20th centuries. Prior to WWII, because of poverty and superstition, many people neglected doctors or medical advances for cures and sought other self-remedies. Magnolia Ellis, a self-proclaimed religious healer, settled in downtown Truth or Consequences in the 1940s and attracted a national following of devoted clientele for decades until her retirement in 1972. Her building at 310 Broadway Street remain a local Downtown landmark and symbol of the community's powerful healing legacy.



Magnolia Ellis Historic Marker

Downtown Master Plan

The establishment of New Mexico's Carrie Tingley Hospital for Crippled Children in 1935 (a WPA project) on the southern edge of town offered progressive and advanced treatments for childhood polio and other crippling diseases until 1981 when it was relocated to Albuquerque. The original facility in Truth or Consequences is now the New Mexico Veteran's Home and a vital element in the local economy.

By the 1920s and 1930s, the downtown area of Hot Springs was growing rapidly, with 455 residents in 1920, compared with 1,336 listed in the 1930 Census. This growth, as well as Census occupational listings and business directories, illustrates how the economy of Hot Springs became oriented toward visiting health-seekers. Until 1950, Hot Springs more than doubled its population in each Census from 1920 to 1940 and then increased its population by over 50%, to 4,563 by 1950.

Boom and Bust

The end of World War II saw a marked decline in the number of health seekers traveling to Hot Springs. This decline in health-related tourism was one of the reasons that residents saw the opportunity to change the town's name from Hot Springs to Truth or Consequences as a boon. The name change was part of a national contest meant to promote the popular radio quiz show of the same name hosted by Ralph Edwards. The winning town was promised a yearly visit by Edwards, a live coast-to-coast broadcast from the town, and tons of free publicity.

On March 31, 1950, with Edwards and his crew electioneering, the town voted to change its name. While many thought the name change was a publicity stunt for April Fool's day, the name remains. Long after the radio and later television quiz show had ceased broadcasting, Edwards continued to lead the annual parade in May. Despite these and other efforts, Downtown businesses and bathhouses saw a marked decline in the 60s, 70s, and 80s.



Top: Historic District commemorative plaque. Middle: Hoosier Apartments, 516 Austin Avenue, c. 1938. Bottom: Lee Belle Johnson Senior Recreation Center, 301 Foch Street, c. 1938.

While the town is still known for its healing waters, like many typical rural towns in the region and nation, Downtown Truth or Consequences has suffered elements of stagnation and decline caused by out-migration, big-box retailers, and more competitive resorts offering similar spa amenities. During this period, however, the City began to be known for its emergent arts scene, eclecticism, and self-described counter-cultural impulses and residents.

A Remarkable Century

As Truth or Consequences approaches a century of its founding, the community has actively embraced strategies for revitalization. The recent resurgence and interest in homeopathic natural cures and remedies, an emerging eclectic arts scene, and notoriety as an edgy resort town have attracted new residents and more frequent visitors.

The designation of the Hot Springs Bathhouse and Commercial Historic District on the National Register of Historic Places in Downtown Truth or Consequences in 2005 provided an impetus to interpret and preserve the City's attractive mid-century architecture. Many buildings incorporate popular early 20th century design, including wooden frame buildings and hipped roofs, often with overhanging roofs with exposed rafters modestly suggestive of the bungalow style. Early auto court apartments and spa hotels reflect a variety of vernacular and New Mexico building details. Several large New Deal construction projects, including the 1935 Hot Springs City Hall, are good examples of the Spanish-Pueblo Revival and Territorial Revival style. Newer property owners have adopted bright saturated colors for Downtown historic buildings, lending a festive and photogenic ambiance to the high desert streetscapes.



Charles Motel and Spa, 601 Broadway, c. 1938.



Brightly painted cast stone building, Foch Street.

Historic preservation is an obvious strategy for Truth or Consequences's future prosperity, when combined with a unique sensibility. Recent projects provide a spectrum of preservation aesthetics, from a more conservative and elegant treatment of the classic Sierra Grande Lodge & Spa to the brightly painted Pelican Spa to a pop cultural "retro" revival of the Blackstone Inn. The range of creative interpretations and adaptive reuse of Downtown properties is dynamic and stimulating, giving the Downtown District a unique "look" which should be nurtured and encouraged.

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Artists and creative entrepreneurs discovered the affordable lifestyle and opportunities in Truth or Consequences after 1990 as the digital internet economy enabled more local place-based employment. The Downtown District has featured a growing community of art galleries, restaurants, boutiques, and antique stores which appeal to the significant tourist clientele; however, the 2007-08 recession has slowed this activity and a few marginal businesses have failed. The New Mexico Arts and Cultural District program has been discussed locally and could provide some useful discussion for strategic investments and incentives.

The revitalization efforts of Truth or Consequences MainStreet and the newly established Healing Waters Trail, a 2.3 mile urban trek, have proven successful elements of renewal. Although still struggling, the Downtown area has proven its resilience. The context of an intact mid-20th century Downtown draws many visitors and new residents. Here they can enjoy a walkable sense of place with its historic and eclectic mix of architecture, the spectacular desert views of the surrounding mountains, the healing waters at one of the ten bathhouses, hike and bird watch by the Rio Grande, or visit a gallery or museum. The numerous amenities that the region has to offer are within an easy day-travel distance of several Southwestern urban centers.



Sierra Grande Lodge, 501 McAdoo, wall facing Main Street.

Several renovated bathhouses have been robustly successful within the Downtown area, including the Riverbend Hot Springs, Sierra Grande Lodge & Spa, and Blackstone Hot Springs. The City and its Downtown attractions have been featured in regional and national stories, highlighting its unique history and historical modern eclecticism. Spanning prehistoric uses to frontier settlement and western expansion, from ranching, resorts and early popular culture branding to the recently opened Spaceport America, the City of Truth or Consequences continues to reinvent itself for the future without sacrificing its sense of history and unique character.

1.4 COMMUNITY PARTICIPATION PROCESS

Steering Committee

As part of the public involvement process, a Steering Committee was established. Members included a cross section of the community; residents, business owners, appointed officials, and others interested in participating in the planning process in a more hands-on manner. The role of the Steering Committee was to assist the consultant team in developing the Downtown Master Plan by being the eyes and ears of the community. Having a local point of view, providing critical feedback, and functioning as a sounding board ensured accountability in the planning process. The Steering Committee was also asked to assist in getting the word out on upcoming meetings,

review draft documents prior to them being released to the general public, and attend public meetings as ambassadors of the Master Plan to the greater community.

MODIFIED CHARRETTE PROCESS

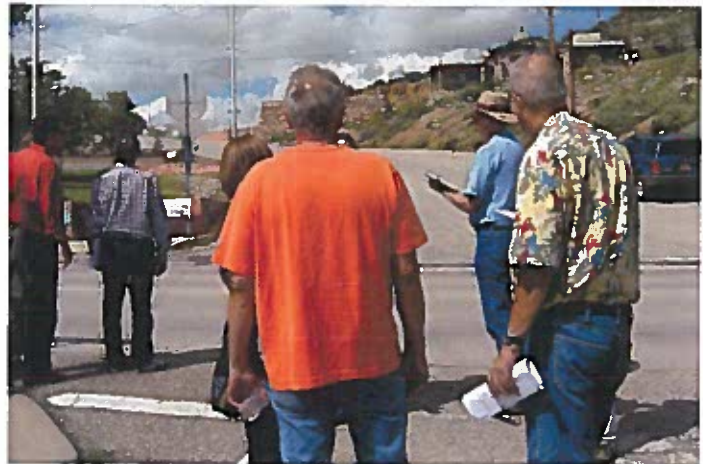


Modified Charrette Process

The Steering Committee was asked at the project kick-off meeting their preference for public engagement. They were given the option of having a typical 2-3 day charrette or holding a series of meetings, workshops, and other means of public engagement. The Steering Committee chose the latter option; basically, a modified or “deconstructed” charrette process. Elements of this process included:

Stakeholder Interviews - A series of stakeholder interviews were conducted by the consultants, with the goal of gaining more in-depth input from those who had most at stake in the success of Downtown. These were one-on-one sessions with individuals identified by the MainStreet Board, and primarily included Downtown business owners. The interviews were documented and became an integral component of the background research.

Downtown Walking Tour - A three hour walking tour was held with the Steering Committee on September 14, 2013, prior to the Second Saturday Art Hop that evening. This was an excellent opportunity for the consultant team to hear first hand from the Steering Committee members what they thought was good or needed improvement in Downtown. It allowed the participants to see Downtown with a critical eye, discuss areas of concern as a group, and provide objective feedback to the team. The walking tour focused on issues including, but not limited to, storm water drainage (there had been recent flooding), sidewalk conditions, vacant lots and buildings, building conditions, etc.



Steering Committee making observations on the walking tour.

Community Visioning - Second Saturday Art Hop - The first public meeting was held during the Second Saturday Art Hop event on Saturday, September 14, 2013. The purpose of

Downtown Master Plan

the meeting was to introduce the public to the MainStreet Master Plan project and gain their perspective on, vision for, and concerns regarding the MainStreet District of Truth or Consequences. The consultants were stationed at two locations during the Art Hop - Grapes Gallery and Studio de La Luz. Two different types of surveys were provided at each location, including one for visitors to Downtown and one for Downtown business owners. Other members of the consultant team walked through Downtown and visited with business owners since they were unable to leave their businesses during the event. The surveys included both quantitative and qualitative questions, and were extremely helpful in providing information to the consultants about what people liked about Downtown, what they thought needed improvement, and their vision for Downtown in the future. This approach was very successful in reaching a far greater number (87 total) and more diverse group than a typical public meeting / charrette (see Appendix A for the full survey results). Participants were also asked to write their vision for Downtown in five words on a dry erase board (see photos below).



Photos of some of the participants at the Art Hop holding up their visions for Downtown.

Steering Committee Workshops - Two half day working sessions (total of eight hours) were held with the Steering Committee, MainStreet Board members, and a few members of the general public. Alternative strategies were discussed and refined during these two workshops. Topics included branding / marketing strategies, eco-tourism, wayfinding, transportation (alternative street sections, one-way versus two-way streets, bicycle and pedestrian facilities, and aesthetics), creation of a focus area, and opportunity sites (e.g., vacant lots, vacant buildings, public art opportunities, access to the Rio Grande, etc.). The Steering Committee

was asked at the end of the second workshop to develop a strategy to take out to the public for feedback. Ideas discussed included setting up a storefront window location for people to view the materials and provide written comments, articles in the two local newspapers, and holding a public open house with a presentation from the consultants. This process formed the basis of the Master Plan strategies.

Community Open House - This event was held on Monday, February 10, 2014 at the Lee Belle Johnson Senior Recreation Center. The open house ran from 4:00 p.m. to 7:00 p.m. and included two brief presentations in order to attract as many participants as possible. A series of stations were set up around the room according to topic, and members of the consultant team and the MainStreet Board were in attendance to provide assistance to the participants. Some of the stations asked participants to identify their preference for a particular approach, while others presented information and asked for comments. For example, several alternative street sections were shown for Broadway and Main Streets, and participants were asked to consider a number of potential changes, including whether they preferred the streets to remain 1-way or change to 2-way; whether they favored the inclusion of bicycle lanes; whether they favored angled parking; etc. Information stations included graphics showing the existing conditions of streets, sidewalks, and accessible curbs. Forty participants signed in at the meeting. The results of the open house are incorporated into the Master Plan (for the full results of the open house, see Appendix A).



Participants at one of the stations at the Community Open House.

City Commission Workshops and Meeting - A City Commission Workshop was held on July 22, 2014. Consensus Planning made a presentation on the draft Downtown Master Plan / Metropolitan Redevelopment Plan and answered questions from the City Commissioners. Members of the MainStreet Board and the Steering Committee were in attendance. The Downtown Master Plan was positively received by the Commission and members of the general public. A subsequent City Commission Workshop was held on September 9, 2014 to adopt the MRA designation. The Downtown Master Plan / Metropolitan Redevelopment Plan were subsequently adopted on October 14, 2014.

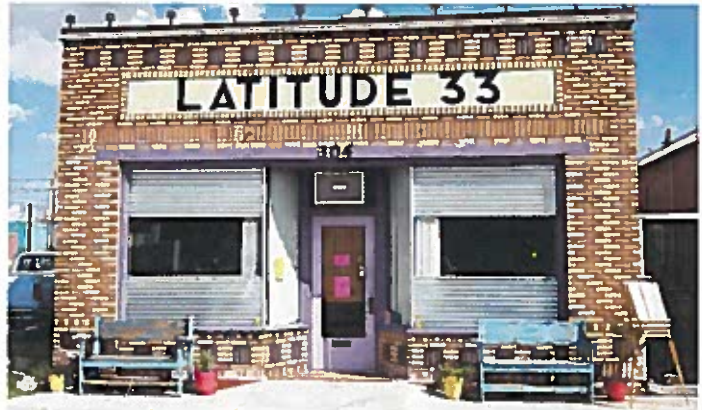
1.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES, and CONSTRAINTS

Strengths

- Downtown's most obvious strength is its hot mineral springs and its historic reputation as a health resort community. This is one of the primary draws for people coming to Truth or Consequences. Much greater effort needs to be made to develop and market this brand identity throughout New Mexico and beyond.
- There are a wide variety of lodging choices in Downtown. Lodging at these motels is very reasonably priced and they offer a unique experience to visitors.

Downtown Master Plan

- The Hot Springs Bathhouse and Commercial Historic District, which overlaps with the MainStreet District, offers a cultural experience unique to Truth or Consequences. The Historic District was placed on the National Register of Historic Places and is recognized for its history as a health resort community with a period of significance between 1916 and 1950. There are 125 contributing properties within the Historic District, mostly concentrated along Broadway Street, Main Street, Austin Avenue, and McAdoo Street, and a few others along Van Patten and Marr Avenues.



- Interest in the healing arts brings tourists and newcomers to Truth or Consequences. This strength goes hand-in-hand with the hot mineral springs.
- The arts community is active in Downtown and there are a number of galleries available for artists to show their work. Residents and visitors from outside the community come to the monthly Second Saturday Art Hop, which showcases artists' work, and is a fun community event that is sponsored by MainStreet Truth or Consequences.



- There are a number of excellent restaurants in Downtown, with a variety of cuisines to choose between.
- People currently live in Downtown Truth or Consequences. This is somewhat unusual for a small town in New Mexico where typically,



Latitude 33, Bella Luca Cafe, and Bar-B-Que on Broadway Restaurants.

the zoning excludes residential use. For Truth or Consequences, the current residential use brings some evening activity, which is an important component for a successful Downtown environment. In turn, providing additional shopping, dining, entertainment venues, and activities will help support additional residential development.

- Getting to Downtown from Interstate 25 is very easy from the north and south. Motorists coming from the north use Date Street, which intersects with Main and Broadway Streets and flows right into Downtown. Motorists coming from the south use Broadway Street.

Weaknesses

- Traffic speeds are excessive through Downtown and there are some blind spots, which lends a feeling of being unsafe as a pedestrian. This is particularly true at the Date Street/Main Street curve and on Main Street between Jones Street and Foch Street. Incorporating traffic calming devices, such as roundabouts, at the two gateways would help slow driving speeds and again, reinforce the special character of the MainStreet District.
- There are a number of commercial buildings on Main and Broadway Streets that are not being used for commercial activities. Many of these buildings are serving as a place to live, store items, or for studio space. There is a need to revert these properties to commercial use that would support Downtown redevelopment efforts.
- With the exception of Broadway Street and Main Street, the streets and sidewalks within Downtown are in great need of repair. Sidewalks are missing or damaged, street surfaces are cracked, and ADA ramps are missing. This lack of attention to the public realm of Downtown contributes to an overall feeling of neglect.



Blind curve along a fast moving Main Street section.

- There are a number of excellent dining choices Downtown; however, many restaurants have limited or do not keep regular hours. This makes it difficult for tourists staying in the Downtown motels, bathhouses, and spas.
- The ability to hold outdoor community events is limited since there is no central gathering area or plaza.
- Access to alternative transportation is limited since there are no bicycle facilities Downtown.
- There are no design guidelines for new or redevelopment within the Historic District or Downtown, which could limit the ability to apply for and obtain grants.

Opportunities

- There are two primary gateways into Downtown: where Date Street splits off into Main Street and Broadway Street; and the west end where Broadway Street and Main Street come back together. These gateways are excellent opportunities for new signage and amenities that signal to the visitor that they are entering a special place. A secondary location for a community gateway is at the west end where Austin Avenue intersects with Broadway Street.

Downtown Master Plan

- Drawing on the strengths of the existing arts community and the Sierra County Arts Council, there is a strong opportunity to augment and support the addition of public art in Downtown.
- The area designated for the “Healing Arts Plaza”, west of the Lee Belle Johnson Senior Recreation Center, would be a good location to develop a central gathering area for community events. To date, funding has not been available to design and develop this project.
- There is an opportunity to provide a stronger link between Downtown and the Rio Grande. There is a vacant parcel at the east end of Broadway that could be used to provide a location for a crossing of the Rio Grande.
- There are a variety of vacant buildings and vacant properties that could be used for redevelopment activities. Referred to as “opportunity sites”, these are priority locations for redevelopment that have the potential of being catalysts for future investment in Downtown. Some of these locations include the southwest corner of Foch and Broadway Streets, the old Buckhorn site along Main Street, and the City-owned land between Daniels and Clancy Streets along McAdoo Street.

Constraints

- The existing rights-of-way for Main Street and Broadway Street are relatively narrow at 60 feet in width. This is a physical constraint that makes it difficult to provide the typical amenities that are common to Downtowns, including wide sidewalks, street trees, and angled parking.
- Existing zoning is an institutional constraint. The entire Downtown area is zoned C-1, which allows a wide range of commercial and residential uses as permissive or conditional uses. This allows some heavy commercial uses that are not appropriate for Downtown, such as gas stations, that would detract from the pedestrian retail and entertainment experience that the community would like to achieve. Furthermore, the development standards do not recognize the unique character or historic significance of Downtown.
- Residential and office uses are allowed on the second floor of buildings, but the current zoning also allows these uses on the ground floor, which detracts from the vitality and pedestrian experience of the commercial district. The Zoning Code does not allow vertical mixed use permissively, which would be an appropriate revision to the Zoning Code to encourage more evening activity in the MainStreet District.
- The City is the electric utility provider. Business owners have stated that the utility rates are high for Downtown properties, which could be acting as a constraint to development.
- There are a number of vacant buildings and properties, which are negative influences on Downtown. The City currently does not have any type of disincentive for property owners keeping these properties vacant.

Asset Inventory

Chapter 2

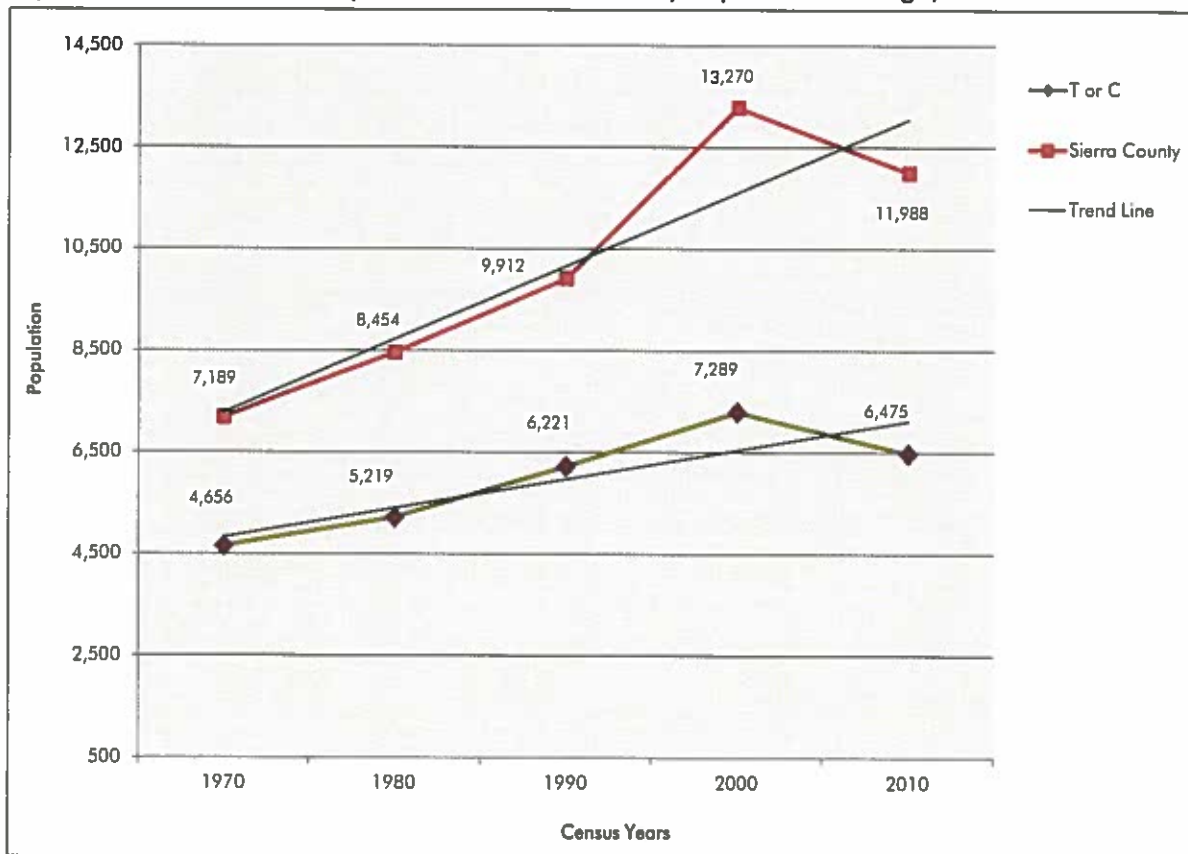
2.1 INTRODUCTION

The City of Truth or Consequences is located within Sierra County in southwestern New Mexico. The City is the county seat and one of three incorporated communities within Sierra County. The other incorporated communities are the City of Elephant Butte and the Village of Williamsburg. The primary economic drivers for the City are tourism, healing arts and health care, government, and agriculture. The Spaceport America is anticipated to have a positive impact on Truth or Consequences and the region as a whole by attracting new related and complementary businesses, as well as tourists from across the United States and abroad.

2.2 DEMOGRAPHICS

In 2010, the population of the City of Truth or Consequences was 6,475, which was approximately 54% of the total population (11,988) of Sierra County as a whole. Between 1970 and 2000, the population of the City steadily increased at an overall rate of 56.5% (1.9% annual growth). The growth rate was slower than that of Sierra County as a whole, but does show an overall upward trend. Sierra County increased by 84.6% (2.8% annual growth) between 1970 and 2000, and shows a steeper upward growth trend (see *Figure 2.1* below). The primary difference between the growth rates of the City and the County was due to the time period between 1990 and 2000, where Sierra County experienced a growth rate of 33.9% versus 17.2% for the City. Between 2000 and 2010, the population of both the City and Sierra County decreased; 11.2% and 9.7% , respectively.

Figure 2.1: Truth or Consequences and Sierra County Population Change, 1970-2010



Source: U.S. Census Bureau.

Downtown Master Plan

Population Characteristics

As previously noted, while the City experienced a decline in population between 2000 and 2010 from 7,289 to 6,475, the population in 2010 was still larger than in 1990 when it was 6,221. Accordingly, the majority of age cohorts have declined during the time period between 2000 and 2010, with cohorts between 5 and 19 years decreasing at a relatively acute rate. Exceptions include those Under 5 increased by 1.4%, 20 to 24 years increased by 11.9%, 55 to 59 years increased by 35.0%, and 60 to 64 increased by 18.6% (see *Table 2.1*). Taken as a whole, between 2000 and 2010, the median age increased by 8.8% from 48.0 to 52.2 years. The City's median age is significantly higher than that of New Mexico as a whole, which experienced a somewhat unremarkable increase in the median age from 34.6 to 36.7 in 2010, a 6.1% change.

The aging of Truth or Consequences reflects the fact that the City continues to attract a large retiree population that is coming from across the United States for the hot mineral springs, the healing arts, and the temperate weather. Truth or Consequences has also been gaining a reputation for being a quirky and fun artist community, attracting people that are looking for a new experience.

Race and Ethnicity

Race and ethnicity, as defined and categorized by the US Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify, and indicate whether or not they are of Hispanic or Latino origin (ethnicity).

The breakdown of race and ethnicity has undergone some modest shifts over time in Truth or Consequences (see *Table 2.1*). As noted above, these changes can be partially explained by how residents self-identify. In 2010, there were 6,238 residents (96.3%) who identified themselves as being one race and 491 (7.6%) identified as being "some other race". Of that group, 5,551 (85.7%) identified themselves as being white. This was a slight change from 2000, when the number of residents identifying themselves as white was 6,221 (85.3%) and 682 (9.4%) as "some other race".

Relative to ethnicity, the portion of the population that identified as Hispanic or Latino (of any race) has increased by 24.5% since 1990. In 1990, Hispanic or Latino residents comprised 23.5% of the population. While between 2000 and 2010 the overall number of residents identifying as Hispanic or Latino decreased, their proportion of the population increased from 27.4% to 28.2%.

Asset Inventory

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TABLE 2.1: POPULATION CHARACTERISTICS 2000 AND 2010

Age Cohorts	1990	2000	2010	% Change 1990-00	% Change 2000-10
Under 5	338	363	368	7.4%	1.4%
5 to 9 years	380	382	265	0.5%	-30.6%
10 to 14 years	309	447	299	44.7%	-33.1%
15 to 19 years	295	423	290	43.4%	-31.4%
20 to 24 years	232	277	310	19.4%	11.9%
25 to 34 years	590	571	523	-3.2%	-8.4%
35 to 44 years	534	892	569	67.0%	-36.2%
45 to 54 years	551	929	894	68.6%	-3.8%
55 to 64 years	794	866	1,094	9.1%	26.3%
65 to 74 years	1099	1,035	911	-5.8%	-12.0%
75 to 84 years	871	794	674	-8.8%	-15.1%
85 years and over	228	310	278	36.0%	-10.3%
Total population	6,221	7,289	6,475	17.2%	-11.2%
Male	3,004	3,586	3,201	19.4%	-10.7%
Female	3,217	3,703	3,274	15.1%	-11.6%
Median Age	52.9	48.0	52.2	-9.3%	8.8%
18 years and over	5,003	5,815	5,371	16.2%	-7.6%
65 years and over	2,198	2,139	1,863	-2.7%	-12.9%
Race					
Total population	6,221	7,289	6,475	17.2%	-11.2%
One Race	NA	7,094	6,238	NA	-12.1%
White	5,710	6,221	5,551	8.9%	-10.8%
Black or African American	38	46	41	21.1%	-10.9%
American Indian and Alaska Native	59	129	121	118.6%	-6.2%
Asian	6	12	32	100.0%	166.7%
Native Hawaiian or Other Pacific Islander	0	4	2	*	*
Some other race	408	682	491	67.2%	-28.0%
Ethnicity					
Hispanic or Latino (of any race)	1,465	1,994	1,824	36.1%	-8.5%
Not Hispanic or Latino	4,756	5,295	4,651	11.3%	-12.2%

Source: US Census Bureau. *Insignificant change

Downtown Master Plan

2.3 EXISTING PLANS and STUDIES

This section provides an overview of the relevant sections of the 2004 City of Truth or Consequences Comprehensive Plan (*currently in the process of being updated*), Assessment Reports by New Mexico MainStreet, the 2011 Design and Planning Assistance Center (DPAC) report, and the New Mexico MainStreet Healing Waters Plaza Conceptual Plan. Themes and concepts generated from these existing plans and studies have been incorporated into the Downtown Master Plan.

City of Truth or Consequences Comprehensive Plan, 2004

The City of Truth or Consequences Comprehensive Plan serves as the overarching policy framework for the future. Within the Comprehensive Plan, there are elements that provide guidance to the Downtown Master Plan. The Comprehensive Plan is currently being updated, but it is anticipated that goals supporting the Downtown Master Plan will remain and will likely be enhanced. A summary of those elements is provided in this section.

Downtown revitalization is addressed by the Comprehensive Plan's Land Use, Infrastructure/Transportation, Community Character, Economic Development, and Housing sections. Several goals in the Comprehensive Plan support the revitalization of the MainStreet District. These goals include the following actions:

- Promoting infill development, redeveloping vacant, underutilized, and abandoned buildings;
- Effectively planning future growth in order to avoid placing pressure on the existing infrastructure;
- Improving antiquated City infrastructure to facilitate economic development; and
- Redeveloping vacant buildings and approving new residential developments that adhere to current design standards to address future housing demands.

Land Use - For every goal in the Plan, there is a list of policies that guide decision making and more detailed planning. The following is a list of the Land Use policies that are particularly relevant to the MainStreet District:

Policy 2.2: It is the policy of the City of Truth or Consequences to facilitate the redevelopment of land that is underutilized or contains abandoned or dilapidated buildings through the establishment of overlay zones and redevelopment districts.

Policy 2.5: It is the policy of the City of Truth or Consequences to recognize the historic merits of the city through creation of a historic district overlay zone.

A future land use graphic for the entire City of Truth or Consequences was included in the 2004 Comprehensive Plan. The MainStreet District boundary was envisioned to be covered by a historic overlay zone. The Hot Springs Bathhouse and Commercial District, which overlaps a significant portion of Downtown, was completed in 2005. One of the important goals of the Downtown Master Plan is to address the significance of historic features in the District and provide guidelines for appropriate uses and future development.

Infrastructure/Transportation - The Infrastructure/Transportation section of the Comprehensive Plan highlights the importance of evaluating proposed development to ensure the availability of adequate

infrastructure capacity. Additionally, the Plan calls for streetscape improvements along major and minor arterials, as well as roadway upgrades to accommodate traffic flow. The designation of bike and walking paths are encouraged for future, regional-scale planning for alternative transportation. Increasing access to Downtown through all modes of transportation and improving traffic flow respond to these goals and are major components of the Downtown Master Plan.

Community Character - The Community Character section also addresses the MainStreet District. Streetscape improvements and the protection and promotion of the proposed Historic District (MainStreet District) are emphasized. Specific policies relevant to Downtown include:

Policy 4.1: It is the policy of the City of Truth or Consequences to encourage the preservation, protection, and promotion of the Hot Springs Historic area.

Policy 4.3: It is the policy of the City of Truth or Consequences to help form, and to participate in, a marketing committee dedicated to marketing the Historic Hot Springs area.

Policy 4.6: It is the policy of the City of Truth or Consequences to collaborate with community groups such as business owners associations, neighborhood associations, arts groups, etc. in order to implement and maintain beautification treatments such as landscaping, streetscaping, facade improvements, and public art.

The Downtown Master Plan is a collaboration between the City of Truth or Consequences and Truth or Consequences MainStreet. Other community organizations and stakeholders are anticipated to also play a significant role in shaping the Downtown Master Plan.

Economic Development - The Economic Development section highlights the importance of creating new, non-government jobs and diversifying the economy beyond Elephant Butte Lake State Park as the primary revenue generator. One method of achieving this desired economy is through the redevelopment and adaptive reuse of existing buildings within the existing MainStreet District. Additional restaurant, retail, galleries, and other tourist related businesses could be a significant generator of these non-government jobs.

Truth or Consequences New Mexico MainStreet Readiness Assessment, 2009

In March 2009, the City of Truth or Consequences applied for designation as an Emerging MainStreet Organization. In order to assess the City's organizational readiness to begin a MainStreet program, New Mexico MainStreet conducted a one day Readiness Assessment to accomplish the following:

- To familiarize the New Mexico MainStreet (NMMS) Team with Downtown's issues and assets;
- To familiarize the NMMS Team with locals' interest in and readiness to implement MainStreet Four-Point Approach™;
- To determine the depth of understanding and support of MainStreet Approach among local public and private sectors;
- To understand the depth and range of NMMS technical assistance likely to be required by local program if accepted;

Downtown Master Plan

- To identify a series of next steps for community's pursuit of MainStreet or other revitalization activity; and
- To complete a brief report of findings and recommendations for use by NMMS and the community.

The Resource Team held a series of stakeholder interviews and examined the conditions of Downtown and the City's overall potential to establish a successful and sustainable MainStreet organization. The conditions were assessed through the lens of the Four-Point Approach™; Organization, Design, Promotion, and Economic Positioning. The assessment was organized by each of the Four Points, and observations and recommendations were provided.

Organization - Recommendations addressed the composition of the MainStreet board; publicity and continued educational efforts; selection of a executive director; and selection of a number of small priority projects.

Design - Recommendations addressed identification of subdistricts; creation of a plaza at the west end of Broadway and a performance center at the east end; working with NMDOT on converting Broadway and Main to two-way streets; and available municipal planning and financial tools.

Promotion - Recommendations addressed capitalizing on existing community events; expanding the Art Hop to encourage repeat visits; creating a signature fundraising event; exploring opportunities to hold cooperative business promotional events; defining a brand; identifying target market groups and specific strategies for promotion; creating a slogan or byline for Downtown; and developing a walking tour and map of the district.

Economic Positioning - Recommendations addressed small business enhancement; strengthening business clusters; conducting a Downtown business visitation program; and beginning an inventory of Downtown property ownership.

MainStreet Truth or Consequences Emerging Program Assessment, 2010

NMMS conducts a yearly review of each of its affiliated MainStreet organizations. The purpose of the review is "to identify the strengths and successes of each local MainStreet organization, to identify areas of concern and needed improvement, and to offer constructive recommendations for improving the local organization's operation and projects." NMMS representatives met with each committee, the board president, and the MainStreet manager, and subsequently met with the board to present findings and provide recommendations. Observations and recommendations were categorized under the Four-Point Approach™.

Organization - NMMS observed that many of the organizational actions had been accomplished, good progress had been made on the organizational benchmarks established for Emerging MainStreet Organizations, and smaller scale fundraising activities had been completed. NMMS also found that the organization needed to work on getting more volunteers, doing more outreach and updates to build community involvement, and work on a strategy for raising more funds to expand projects and hire staff. Recommendations addressed public relations and outreach; fundraising; volunteer development; and operations.

Promotion - NMMS observed that a variety of promotional activities had been accomplished, including holiday events, a grant made by the Department of Tourism to launch the MainStreet website; assumption of the monthly Art Hop; and the design and production of a newsletter. Recommendations addressed holding a preservation related event; updating the website to promote different aspects of Downtown; working with NMDOT on the installation of banners; using Silver City MainStreet Downtown Gift Certificate program as a model; using NMMS to assist with design and layout of the Downtown map and brochure; taking advantage of the Spaceport tour to market Downtown to Spaceport users; pursuing Lodgers' Tax for promotional activities; reassigning responsibility for the newsletter to a team; and considering the development of profiles of Downtown businesses to use in print or video marketing.

Design - NMMS observed that the makeover of Martha's Office Supply was a design success; the committee was working on a project to light storefronts at night; the district boundary and service areas had been defined; and the design committee training was scheduled and will develop an annual action plan afterwards. Short-term recommendations addressed sending representatives to the quarterly meeting; focusing on 2-4 small projects; conducting facade makeover projects; requesting the City to assign public works staff to be part of the Design Committee; and continue with the bench replacement project. Mid-range recommendations addressed reviewing the City's sign ordinance and making suggestions for revisions; creating Downtown guidelines; creating financial incentives to encourage building improvements; investigating becoming a CLG program; lobbying for a DPAC study; and working on an "Expressive Signs" project.



Martha's Office Supply on Broadway Street.

Economic Positioning - NMMS observed that there had been turnover in leadership, but the Chairman was leading an effort to develop a downtown business survey and visitation program where Committee members would contact businesses on a weekly basis. Recommendations addressed working on the survey and visitation programs; completing the business inventory; including a quarterly business roundtable; announcing the Committee's findings; identifying and publicizing business incentives; discussing the establishment of a MRA, TIF, or TIDD; and developing action and implementation plans. Mid-range recommendations addressed developing marketing that highlights the advantages of Downtown businesses; application of LEDA for economic development projects; lobbying the Economic Development Dept. to provide a community economic analysis; and development of a downtown master plan. Benchmarks were also included in the assessment regarding the transition from New Mexico Emerging to Start-Up Level.

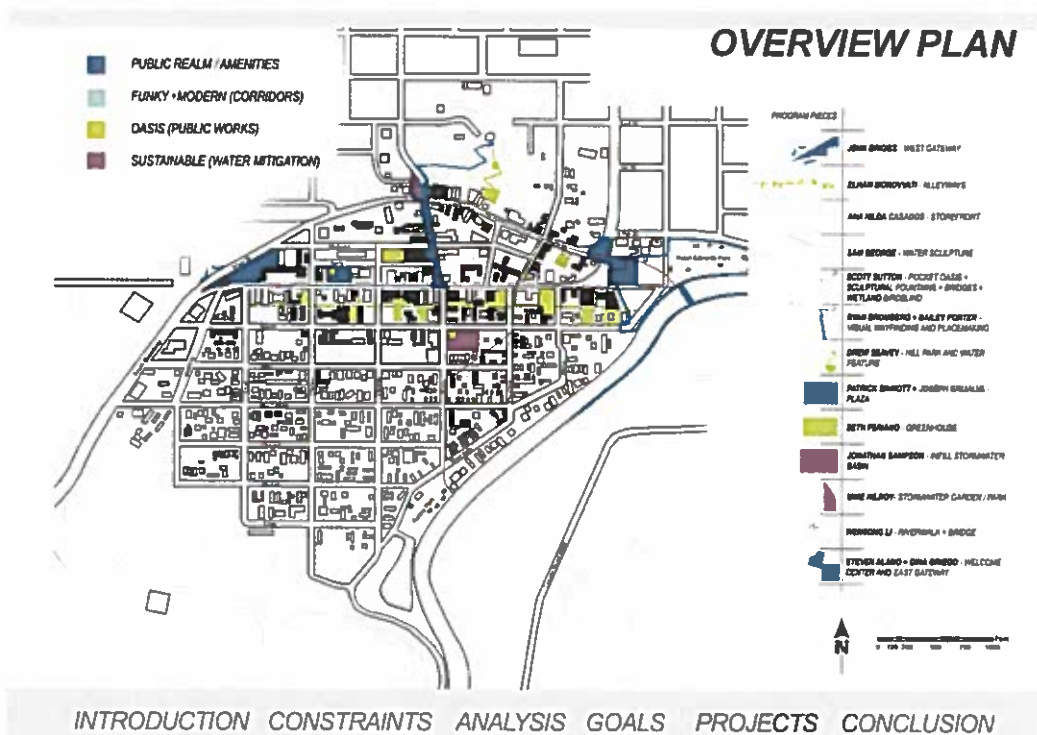
Design and Planning Assistance Center (DPAC) Report, 2011

In 2011, the Design and Planning Assistance Center (DPAC) from the School of Architecture and Planning at the University of New Mexico completed an urban design study for Downtown Truth or Consequences. Graduate students in landscape architecture and architecture developed concepts for the area, made a public presentation, and produced the report.

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The students made observations regarding Downtown's one-way road system, lack of pedestrian activity, and unusual business hours. They noted the emerging art scene, murals, and colorful building palettes. Drainage issues were also observed.

The students looked at the potential for creating public spaces and making connections between nodes and destinations. They noted existing strengths, including Ralph Edwards Park, the Rio Grande, Geronimo Springs Museum, historic buildings, and the spas. Vacant buildings, poor sidewalk conditions, and the lack of cohesive identity were noted as challenges. The students developed a conceptual framework that identified public realm/amenities, funky + modern (corridors), oasis (public works), sustainable (water mitigation), gateway, and important information intersection. Concepts showed seating areas, pathways, redesigned storefronts, creative treatment and use of storm water for outdoor spaces, geothermal greenhouse, riverwalk, welcome center, etc.



Healing Waters Plaza Conceptual Plan, 2012

In 2012, New Mexico MainStreet provided design assistance to the City of Truth or Consequences and Truth or Consequences MainStreet for a project located to the west of the Lee Belle Johnson Senior Recreation Center. This is the now vacant site of the former teen center. A design charrette was held by the design consultant team (Community by Design, WH Studio, and Milagro Design) over a period of two days during which the project became known as the Healing Waters Plaza. Over 40 people participated in the workshop. A variety of ideas were generated in regard to programming, events, and activities that could occur at the site and are summarized as follows:

- Outdoor amphitheater - covered stage for bands, quinceañeras, dances
- Fountain tied into existing hot springs well

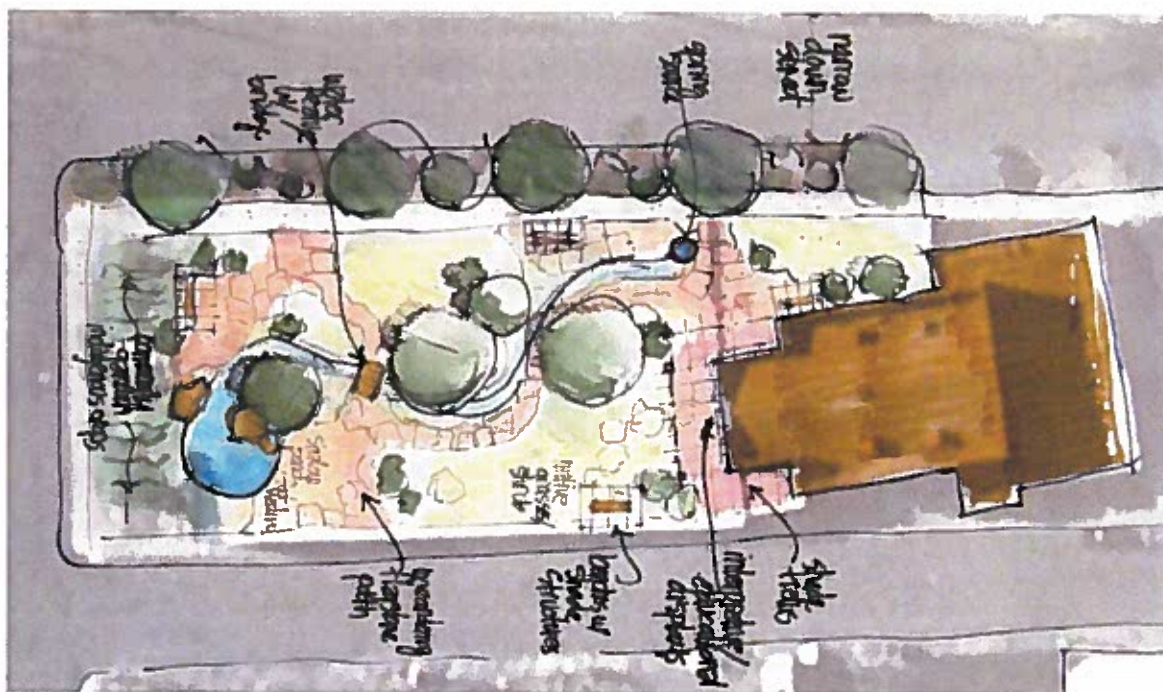
Asset Inventory

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- Food court / vendors / tables / formal picnic areas tying into other side
- Shuffleboard, 4-square
- Therapy foot baths
- Shade structures
- Multi-usage - flexibility
- Farmers Market
- Seating area
- Fiesta
- Bathhouse / sauna - family / coed / public pool
- Dog park / dog friendly
- Climbing activities / kid friendly
- Public restrooms
- Public art
- Southwest theme / local materials (adobe, stone)
- Geronimo Day (celebrating water)
- Water harvesting
- Low maintenance
- Sense of place, reflect rich history of T or C

The participants were divided into three groups and asked to generate a design scheme. The three concepts were discussed in the larger group and areas of general agreement were identified. A hybrid plan and sketches were developed by the design consultant team and were later presented to the community.

The Healing Waters Plaza project remains a high priority for the community, and as such, is identified as one of the priority projects under the Metropolitan Redevelopment Plan.



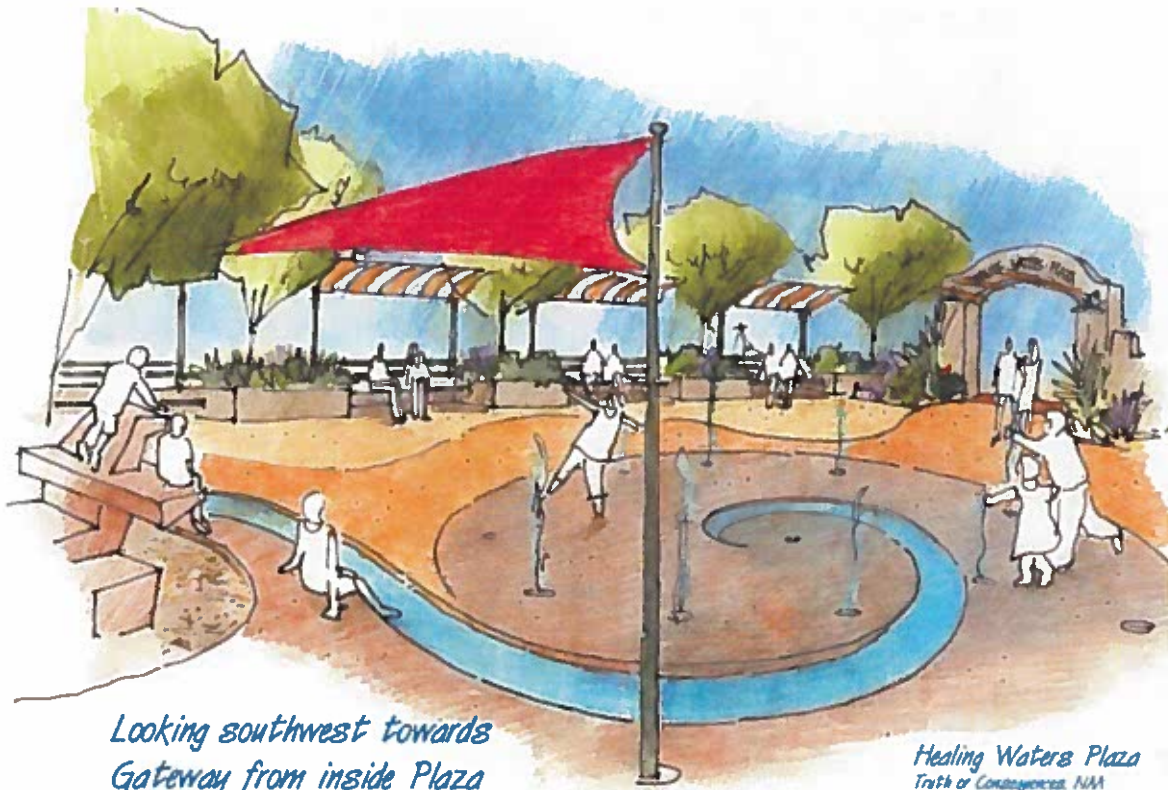
Desert Oasis Concept

Downtown Master Plan



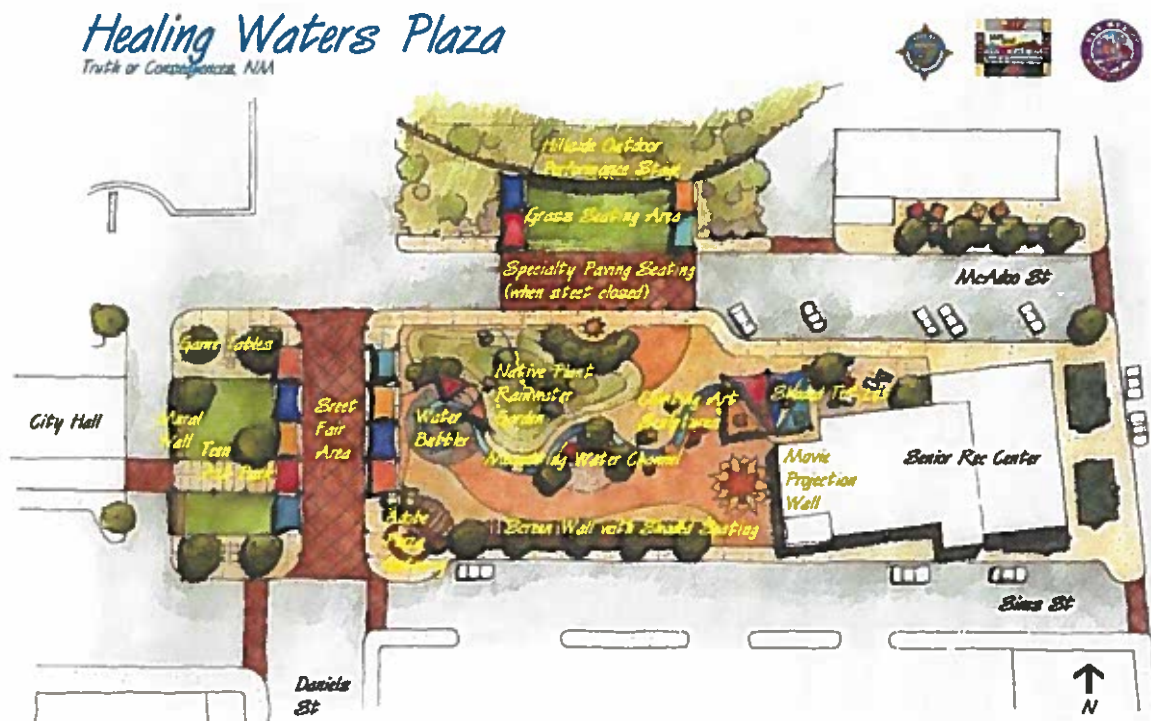
Looking North on Daniels St
(Temporary street closure with removable bollards)

Healing Waters Plaza
Truth or Consequences, NM



Looking southwest towards
Gateway from inside Plaza

Healing Waters Plaza
Truth or Consequences, NM



2.4 EXISTING ZONING and LAND USE

The Comprehensive Planning and Zoning Code of the City of Truth or Consequences was adopted on April 10, 2007 by Ordinance #570. The purpose of the Code is "to encourage the most appropriate use of land and to promote the health, safety, morals, and general welfare of the community through a comprehensive and planned approach." The Zoning Code includes five residential districts (R-1, R-2, R-3, R-4, RR-1), one commercial district (C-1), one light manufacturing district (M-1), and one transition district (T-1).

C-1 General Commercial District

The entire MainStreet area is zoned C-1 General Commercial District. The intent of the C-1 District is as follows:

"to provide for certain commercial/retail uses which serve both transient and local trade. The District is intended for areas surrounding major arterial or collector streets where a wide range of automobile-related service facilities, convenience goods, and personal services are desirable and appropriate as a land use."

The C-1 District includes development standards, permitted uses, permitted uses with conditions, and special uses. It is assumed that since the C-1 District is the only commercial district in the Zoning Code, this zone needs to cover a wide range of permissive land uses (92 in total). These include the typical office, retail, and service uses common to commercial districts, but it also includes some more intensive land uses than what is appropriate for the Downtown. Examples of land uses normally associated with heavy commercial zoning districts include heavy equipment sales; hospitals or overnight clinics; auto and camper sales, service, and rentals; farm machinery; etc.

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There are also 26 conditional uses included in the C-1 District. Conditional uses require compliance with certain distance requirements, access to major streets, and/or visual buffering, and approval by the Planning and Zoning Commission. Examples of these conditional uses include adult entertainment uses; automobile body and repair shop; car washes; construction or contractor's yard; heavy equipment repair; gas pressure control stations; etc.

There are 14 special uses in the C-1 zone, including single family homes, apartments (with a 10 unit minimum) and townhouses, racetrack, concrete sales and ready mix, etc. These uses do not carry unique requirements, but do require approval of the City Commission. Dwelling units on lots located adjacent to Broadway Street, Main Street, or Date Street require Special Use Permits; however, dwelling units located elsewhere in Downtown are permitted by right. It appears that there may be residential use of commercial buildings that have not obtained a Special Use Permit.

C-1 Development Standards

The C-1 development standards include requirements for accessory buildings; mobile/ manufactured homes and parks, and recreational vehicle parks; parking; loading; signs, walls, and fences; setbacks; landscaping and erosion control; height exceptions; and metal buildings. These are standardized requirements that do not distinguish between infill development within Historic District and other areas along major corridors. For instance, the front setback requirement of 20 feet does not work well for infill development along Downtown streets where the current development pattern has buildings with no front setback and are adjacent to the public sidewalk.

Minimum Setbacks

- Front setback: 20 feet
- Rear setback: 15 feet
- Side setback: 5 feet*

**Exceptions:*

- Side setback may be reduced to 0 feet under the following circumstances:
 - 1) A building on the abutting side is at least 5 feet from the property line; or
 - 2) Both buildings share a common wall on the side property line; or
 - 3) When the abutting property is undeveloped).
- There shall be a minimum setback of one foot for each foot in height of any building abutting a residential district. There shall be at least a minimum distance of 30 feet maintained between any residential dwelling and any commercial or industrial structure.

Minimum Distance Between Structures

- The minimum distance between buildings or structures located on the same lot, tract, or parcel shall be 10 feet.
- All private streets or drives shall be a minimum of 24 feet in width.

Lot Area, Building Size, and Building Heights

- Minimum lot area: 5,000 square feet
- Minimum lot width: 60 feet
- Minimum dwelling unit: 800 square feet
- Maximum building height: 35 feet

Parking: Parking requirements cover typical vehicle spaces and handicapped spaces. The number of parking spaces required is based on the use of type or business proposed. For typical retail development, the number of spaces required is five spaces per 1,000 square feet of gross floor area. Parking for restaurants and entertainment is one space per 100 square feet of gross floor area, plus one space for each employee on the maximum shift. Five spaces are also required for each 1,000 square feet of outdoor patio space. The development standards do not allow credit for on-street parking, which would be appropriate for the Downtown area.

Landscaping: The Zoning Code requires that a minimum of 10% of the total parking area of a new development must be landscaped. Xeriscaping is the preferred design approach. At least half of the plant materials in the landscaped area are required to be trees, with one tree provided for every four parking spaces. The Zoning Code provides a list of preferred plant materials.

Since the C-1 District is designed to regulate all commercial development within the City, there are several regulatory constraints to new infill development within the Downtown area, including:

- The minimum setbacks do not allow new development to be consistent with the existing urban character (e.g., 0 foot setbacks, 0 foot separation for buildings).
- The landscape standards do not address lots with 100% coverage, street trees, patios, etc.
- Parking regulations do not permit reductions in the number of spaces required for Downtown or allow credit for on-street parking.
- The regulations do not allow for vertical mixed use (residential above commercial), which would be appropriate for two-story buildings within the Downtown area.

Addressing these regulatory constraints contained within C-1 zone to allow new development to be more in keeping with the current historic character of Downtown would be an excellent follow up action. This is a relatively straight forward action that is incorporated into the recommendations of the Downtown Master Plan and would require administrative time, but no capital outlay funding.

Downtown Master Plan

Existing Land Use

The existing land uses in the MainStreet District are generally consistent with existing zoning. However, this is not the result of careful land use planning, but rather, the result of the broad range of permissive land uses in the C-1 District. As noted in the previous section, the C-1 District allows numerous heavy commercial uses and single family and multi-family residential development.

Most of the commercial uses are clustered along North Broadway, particularly west of Foch Street, and Main Street at its intersection with Foch Street to a lesser degree (see *Existing Land Use map on page 31*). These commercial blocks are interspersed with institutional and hospitality uses, which appear to be sprinkled throughout the District in no discernible pattern. Main Street contains a significant number of vacant buildings and vacant parcels, and the few commercial businesses located there are not able to feed off each other well because there are too few of them.

Restaurants, perhaps the single most important land use for a successful Downtown, are scarce and some restaurants have closed. One exception is the new El Faro Restaurant at the corner of Foch and Broadway Streets. Few restaurants are open in the evenings, and when they are, most are closed by 8:00 p.m. Hospitality uses are not necessarily close to the restaurants. Sierra Grande Lodge, located on McAdoo Street, is the largest of Truth or Consequences hospitality uses, but is surrounded by institutional, residential, and office uses.

Austin Avenue is somewhat dominated by residential uses, both single family and multi-family development. In addition to Austin Avenue, there are a number of commercial buildings that are being underutilized as residential use (specifically on the ground floor of two story buildings). While allowing residential use in the Downtown helps to ensure evening activity, allowing it on the ground floor of commercial buildings on Main and Broadway Streets has detracted from the commercial aspect of the District. This condition is unusual for small towns in New Mexico, which are typically in need of residential use, but are barred by zoning.

It is clear that one of the challenges that Truth or Consequences needs to address is whether the C-1 District is serving the Downtown well by being so permissive. Crafting a new zoning district or a Downtown Overlay Zone that would encourage the type of development conducive to creating a more vibrant Downtown core is an action that should be considered.

Asset Inventory



EXISTING LAND USE

Proposed MainStreet District Boundary

- Proposed MainStreet District Boundary
- Focus Area
- *Planned Healing Waters Plaza

Map Information:

- Scale: 1" = 100'
- North Arrow

Map Legend:

-

Prepared by:
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MainStreet Truth or Consequences
 EXISTING LAND USE

Downtown Master Plan

2.5 CITY-OWNED PROPERTIES

The City of Truth or Consequences owns several buildings and vacant parcels within the Downtown area (see *City-Owned Properties*, page 33). This presents an excellent opportunity to jump start revitalization efforts and potentially, act as a catalyst for private investment in other projects. They are identified as Opportunity Sites, which are described in the Vision section. These properties include:

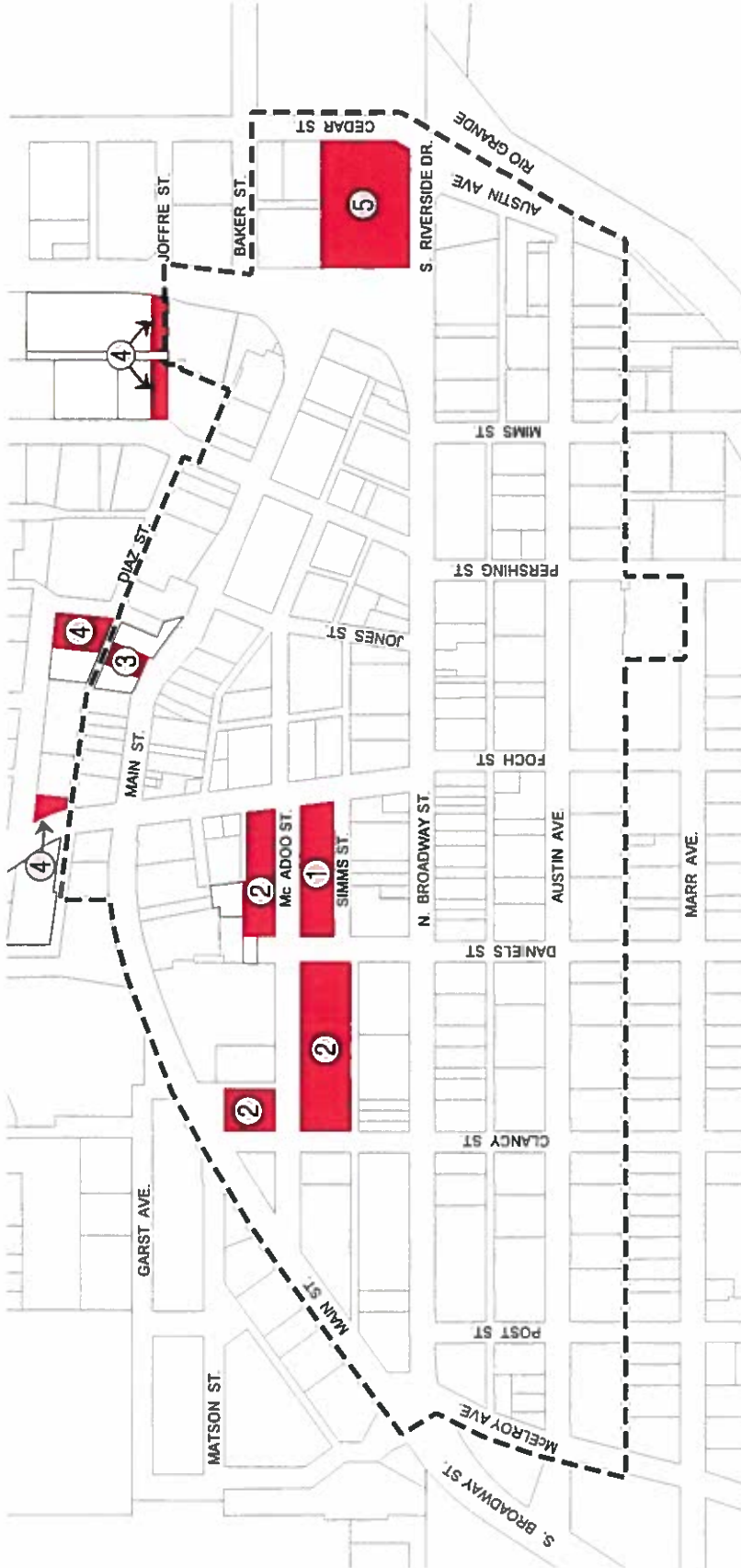
- Healing Waters Plaza site (vacant) between Simms and McAdoo Streets, to the west of Lee Belle Johnson Senior Recreation Center
- City offices on Simms and McAdoo Streets
- Buckhorn site (vacant) on Main Street, north of the La Paloma Fountain
- Old fire house site on S. Riverside Drive
- Other small, scattered parcels along Date, Pershing, and Foch Streets



City Administration Offices.

The City is looking at relocating the Police Department to a new building in the next two years, which would make its current location on McAdoo available for redevelopment purposes. The old fire house was demolished in 2013. That site would be an excellent location to focus redevelopment efforts.

Asset Inventory



MainStreet Truth or Consequences

CITY OWNED PROPERTIES

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- CITY OWNED PROPERTIES**
- ① HEALING WATERS PLAZA AND LEE BELLE JOHNSON SENIOR RECREATION CENTER (TO THE EAST)
 - ② CITY OFFICES
 - ③ BACKHORN SITE
 - ④ SCATTERED SITES
 - ⑤ OLD CITY FIRE HOUSE SITE



Downtown Master Plan

2.6 HISTORIC PRESERVATION

Truth or Consequences, formerly known as Hot Springs, was founded, settled and prospered in the first decades of the 20th century. The town thus developed later than Spanish Colonial communities and railroad era boomtowns, and its historic architecture reflects the design sensibilities of an emerging health-based resort in the Southwest.

In 2005, the Hot Springs Bathhouse and Historic Commercial District was established and listed on the National Register of Historic Places and on the New Mexico Register of Cultural Properties. The Hot Springs Bathhouse and Historic Commercial District is roughly bounded by Main Street on the north, Pershing Street and Ralph Edwards Park on the east, Van Patten Street on the south, and Post Street on the west. The 56-acre district, which extends beyond the MainStreet District boundary, contains approximately 125 buildings listed as contributing historic assets and approximately 87 non-contributing buildings (see *The Hot Springs Bathhouse and Commercial Historic District map*, page 35). A brief description of the various state and federal historic preservation laws that govern the role of consultation on listed and contributing properties can be found in Appendix C.

Truth or Consequences has a unique design sensibility based on a few landmark buildings constructed in the Mission Revival and Pueblo Revival styles that were popular in New Mexico before World War II. The Sierra Grande Lodge of 1928 (formerly the O'Dell Apartments), the Hot Springs Community Center of 1938 (now the Lee Belle Johnson Senior Recreation Center), and the Virginia Ann Hospital (built in 1938, now the Sierra County DWI program offices) are the best examples of Truth or Consequence's early development.

Another major architectural theme in Downtown Truth or Consequences is the emergence of hot spring resorts built after the Rio Grande changed course in 1907, yielding new building sites south of Broadway Street. The

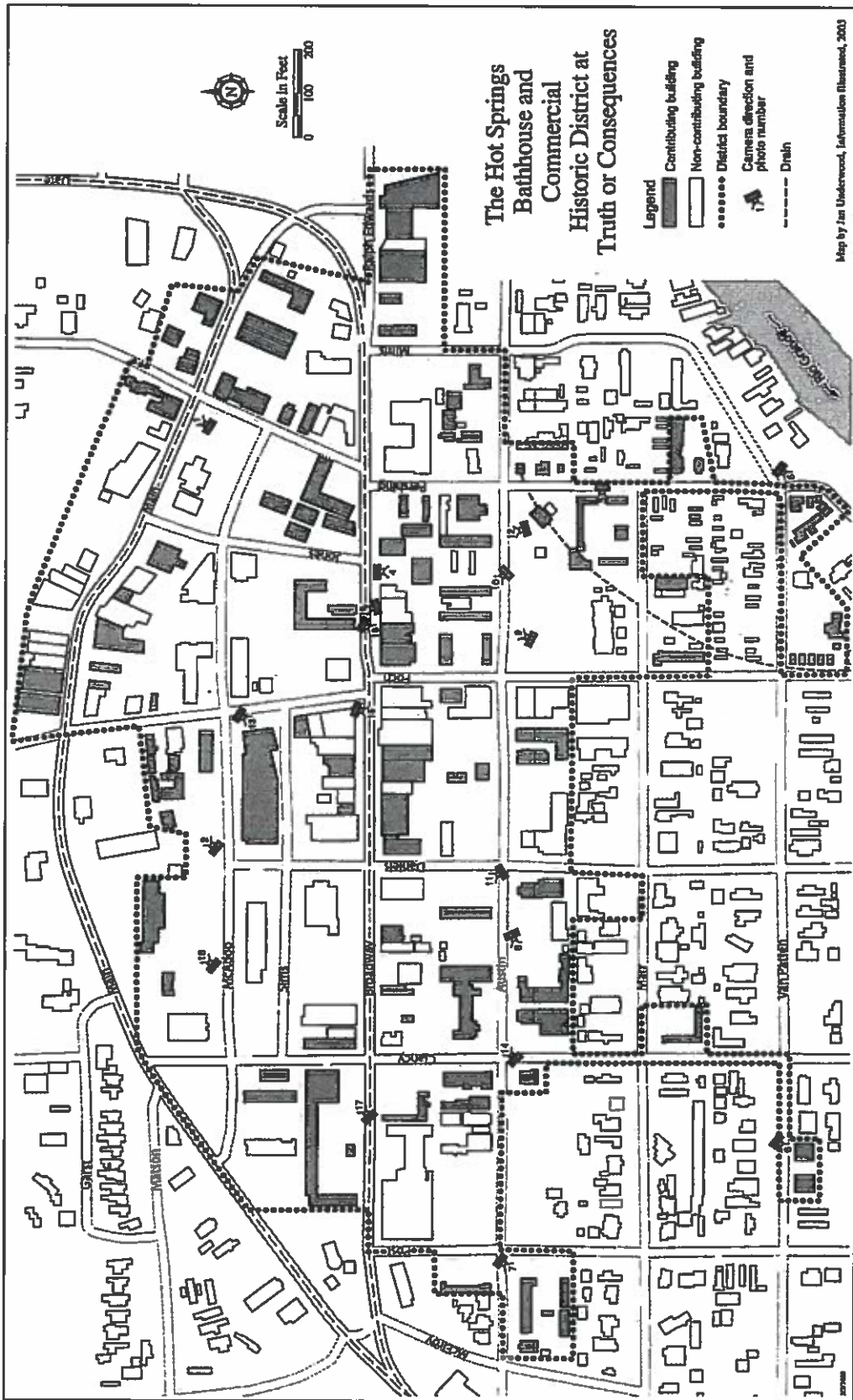
period between 1920 and 1950 saw the construction of numerous tourist court motels, apartment complexes, and cottages that in large part define the local tourist industry.

Among the most noteworthy bathhouses and apartment complexes considered contributing structures are the

Texas Home Court (c. 1925, now Happy Belly Deli and Fire Water Lodge), Riverside Apartments (c. 1935), the Marshall Hot Springs (c. 1935, now La Paloma Hot Springs and Spa), the Charles Motel and Bathhouse (c. 1938-40), and the Blackstone Apartments and Baths (c. 1940). These structures are modest in architectural expression, loosely modeled after bungalow designs and simple New Mexico building traditions of adobe and wood frame construction.



Fire Water Lodge and Happy Belly Deli on Broadway Street



Downtown Master Plan

Downtown Truth or Consequences witnessed its boomtown growth spurt in the brief decades between 1930 and 1950, and many commercial buildings were constructed on Main Street and Broadway during this time that provide a walkable, urban core to the District. Some buildings boast handsome brick facades with decorative tile accents. A few buildings, notably the U.S. Post Office, feature Art Deco and Moderne (or International Style) storefronts. Both Main Street and Broadway Street preserve a “retro” ambiance of the mid-Twentieth Century that is appealing to visitors and pedestrians.

A Renaissance, of Sorts

The past fifteen years in Truth or Consequences have welcomed a fresh appreciation of the Downtown’s historic preservation potential as well as the emergence of a unique design sensibility pioneered by a new generation of entrepreneurs. The Hot Springs Bathhouse and Commercial Historic District has been well-received locally, and the community has supported the designation with attractive signage funded by the Healing Waters Walking Trail program.

Truth or Consequences had fallen into obscurity after the Ralph Edwards radio show was eclipsed by television programs in the 1960s and 70s. Described by more than one travel writer as “ramshackle,” the town’s depressed property values and affordable lifestyle began to lure urban refugees and artists by the 1990s. The announcement and funding of the construction of New Mexico’s Spaceport by the state legislature in 2006 on a remote vacant area 25 miles south of Truth or Consequences fueled speculation of a new boomtown phase for the community that has languished as the massive development has floundered through hurdles of financing, construction delays, and permitting regulations.

Significant early projects in the Truth or Consequences renewal included the rehabilitation of the historic Marshall Hot Springs in 1998 and ultimate conversion to the La Paloma Hot Springs and Spa, offering reasonably priced accommodations and first-rate bathhouses. Within a few years, New York restaurateurs and brothers Serge and Guy Raoul purchased the Sierra Grande Lodge, restored it graciously, and offered gourmet meals in its restaurant.



Sierra Grande Lodge.

Since 2005, the Downtown District has been influenced by realtor and businessman Sid Bryan, who has invested in several Downtown properties, most notably the Pelican Inn (former Hannah Apartments, c. 1935). Mr. Bryan has introduced a vivid and color saturated palette to his properties, evoking tropical hues. The Blackstone Apartments were remodeled and refurbished in “retro” style and reopened as a resort spa by Rob and Ralph Wheeler.

A former Downtown supermarket building was purchased by Jessica Mackenzie and transformed into Cafe Bella Luca, the town's outstanding Italian gourmet restaurant. In 2006, Wall Street refugee Wendy Tremayne and her partner Mikey Sklar moved to Truth or Consequences to live life "off the grid." In a compound south of Broadway, Wendy and Mikey have constructed a sustainable and recycled living place and espouse the recycling lifestyle in Tremayne's popular book "The Good Life Lab."

The influence of these entrepreneurs and their aesthetic sensibilities is thus an eclectic and progressive "look" that gives the Downtown District interesting opportunities for new growth. In historic preservation terms, Truth or Consequences is not a conservative district governed by meticulous attention to stylistic detail and traditional patterns of building massing or materials, but rather a good set of "bones" to elaborate upon.

The Downtown Historic District presents a solid architectural context for creative building and artistic expression. A Truth or Consequences design overlay district might be appropriate for local consideration, incorporating elements of the local Historic District that regulates design review and other important land use considerations. For example, new infill buildings would be reviewed for design compatibility. Another important aspect of a design overlay zone is the maintenance (or lack of) standards. Including a demolition permitting process in the design overlay zone would provide important regulatory powers that could have a positive impact on the future growth and potential of the Historic District.

Design guidelines may be considered that encourage a broad color palette, newer construction materials such as corrugated metal, glass block, corten steel, and ceramics which expand and enhance the mid-century "Moderne" aesthetic. One of the important preservation principles to espouse is "reversibility," especially with significant or contributing properties.

A modest program of public art has also been implemented in the District. Carrying this program further would be an excellent strategy to enhance the unique character of Truth or Consequences. The sustainability lifestyle and values are emerging and growing; some "recycled" or "found objects" art projects and competitions seem a good fit for the community, especially with numerous vacant land opportunities for display of creative works.

A Downtown walking tour brochure or program (such as smartphone tour) would be helpful for visitors that want to learn more about the history and unique assets the community has to offer. Preservation education workshops for locals and property owners, explaining the Historic District, tax incentive programs, and rehabilitation do's and don'ts are worth consideration.



Beautiful tile mosaic.

Downtown Master Plan

Summary

The Hot Springs Bathhouse and Commercial Historic District was placed on the National Register of Historic Places in 2005. The Historic District is dynamic and offers entrepreneurs some attractive historic properties for redevelopment. The community should carefully consider protecting and cultivating its unique "look," as it is essential to attract tourists and new creative residents to the community.

2.7 TRANSPORTATION

Roadway Functional Classification

Downtown Truth or Consequences is composed of two major arterials, seven collectors, and six local streets. The rights-of-way (ROW) width varies, as does the paved surface for these streets.

Street	R-O-W	Street Width
Main Avenue	60'	46'
McAdoo Street	40'	30-52'
Sims Street	50-80'	30-68'
N. Broadway Street	60'	46'
Austin Avenue	60'	48'
S. Riverside Drive		35'
McElroy Avenue	50'	40'
Post Street	50'	45'
Clancy Street	40'	30-36'
Daniels Street	50'	38-42'
Foch Street	60' (north) 45' (south)	32-42'
Jones Street	45'	30'
Pershing Street	45' (north) 50' (south)	30-32'
Mims Street	45'	34'
Cedar Street	60'	34'

Principal Arterials

The two principal arterials are Broadway Street and Main Street, which functions as parallel one-way pairs. They are separated by two parallel local streets (Sims and McAdoo Streets). Within the Downtown area, Broadway Street and Main Street run primarily in an east-west direction. They connect four-lane roadways running north-south through the City. These two streets are the only streets in Downtown that have ADA compliant sidewalks and ramps. The streets were overlaid in 2010. They were rebuilt with new sidewalks and bump-outs at the intersections in 2000. The MainStreet organization has placed benches, trees, and trash receptacles at four locations along these two streets.

Broadway and Main Streets both have sidewalks, parallel parking, curb and gutter, and two driving lanes in a 46 foot wide street. Since they are one way, there are no turn lanes. The streets lie within a 60 foot right-of-way. NMDOT owns the rights-of-way and maintains the streets.

Traffic Data

Traffic volume data is available from the New Mexico Department of Transportation (NMDOT). The traffic volumes on Main Street and Broadway Street are 4,500 vehicles per day (2012) split approximately equally between the two streets. Approximately 20% of the traffic is heavy commercial (trucks). No traffic data is available for the side streets or Austin Avenue.

Collectors

Most side streets intersecting Main and Broadway Streets are considered collectors, according to the 2004 City of Truth or Consequences Comprehensive Plan. These are Post, Clancy, Daniels, Foch, Pershing, and Mims Streets. Austin Avenue is also designated a collector. All of these streets have failing pavement, narrow and/or deteriorating sidewalks, and no curb ramps to meet ADA requirements. Some areas have no sidewalk (for more information on existing conditions, see *Street Replacement, Sidewalk Replacement, and Deficient Curb Ramps diagrams in the Metropolitan Redevelopment Area Section, pages 113-115*). The paved surface of these streets vary in width from 30 feet to 48 feet.

Local Streets

The rest of the streets, including Simms Street, McAdoo Street, S. Riverside Drive, McElroy Avenue, Jones Street, and Cedar Street, are local streets. These streets, like the collectors, have failing pavement, narrow and/or deteriorating sidewalks, and no curb ramps to meet ADA requirements. Some areas have no sidewalk.

Sidewalks

The sidewalks along Main and Broadway Streets (NMDOT right of way) are the newest sidewalks within the Downtown. Most of the remaining sidewalks and curb and gutter were built by the WPA and has the "WPA 1939" stamp on it. The sidewalks on Broadway Street are 7 feet in width. Those on Main Street vary in width, but are generally only 5 feet in width. Most of the rest of the sidewalks in Downtown are 3 to 4 feet in width or nonexistent. Much of the existing sidewalks and curb are crumbling. Improvements to the sidewalks would greatly improve pedestrian mobility in the area.



1939 WPA Stamp.

Downtown Master Plan

American with Disabilities Act (ADA) Compliance

Main and Broadway Streets are the only roadways within the Downtown that have ADA compliant ramps at the intersections. The rest of the intersections have no ramps. There are 34 intersections within the study area, of which there are 19 that have no access ramps at any corner of the intersection. Many sidewalks that do exist have power poles or other obstacles in them.

On-Street Parking

Most of the streets in Downtown have parallel parking, with the exception of angle parking on both sides of City Hall at Simms Street and on the north side of Lee Belle Johnson Senior Recreation Center. The paved street section on Austin Avenue is very wide (48 feet), but is not striped for angle parking.



Parallel parking along Broadway is restricted to 2-hours between 8:30 a.m. and 5:30 p.m.

Bicycle Facilities and Transit

There are no designated bike lanes in the Downtown area. Bicyclists are typically riding on the sidewalks, which endangers pedestrians. There are also no transit facilities in the Downtown area; however, there is a community desire for a modest transit program.

Market Analysis

Chapter 3

3.1 INTRODUCTION

The purpose of the Market Analysis is to provide an understanding of the existing economic conditions, business trends, and strengths and weaknesses not only for Downtown, but also for the City as a whole. The primary goals of the Market Analysis are to assist existing businesses in gaining an understanding of their trade area in order to improve retail sales, to explore new business opportunities, and lastly, to demonstrate the economic and social importance of Downtown Truth or Consequences to the City and Sierra County.

The Market Analysis provides a quantitative analysis of the industry types present or lacking, employment data, wages and income, property values, etc. This information is primarily derived from the U.S. Census Bureau, New Mexico Department of Workforce Solutions, and New Mexico Department of Taxation and Revenue. Some of the data is available at the county level only, which is noted where applicable, but helps to provide a more comprehensive view of the economic indicators for the community.

The Nielson Company is the resource that was used for the retail opportunity gap analysis, which provides a more in-depth look at the various retail sectors. The Market Analysis also includes a summary of the more qualitative attributes in the community, including tourist attractions, in order to help provide the basis for branding strategies.



Hay-Yo-Kay Hot Springs on Austin Avenue.

3.2 HISTORIC BUILDINGS FEDERAL TAX INCENTIVES

Historic preservation activity has had a profound impact to the economic health of communities across the country. The Federal Historic Preservation Tax Incentives Program, administered by the National Park Service in partnership with the State Historic Preservation Offices, is the nation's most effective and largest program specifically supporting historic preservation. With over 39,600 completed projects since its inception in 1976, the program has generated over \$69 billion in the rehabilitation of income-producing historic properties. This has positive implications for Downtown Truth or Consequences.

Downtown Master Plan

According to the National Park Service's 2013 Annual Report, there were 1,155 proposed projects and \$6.73 billion in rehabilitation approved; 803 completed projects and \$3.39 billion in rehabilitation work certified; 62,923 jobs created by completed projects; and 7,097 new low and moderate income housing units and 25,121 new or renovated housing units overall.

3.3 OCCUPATION and INDUSTRY TYPE

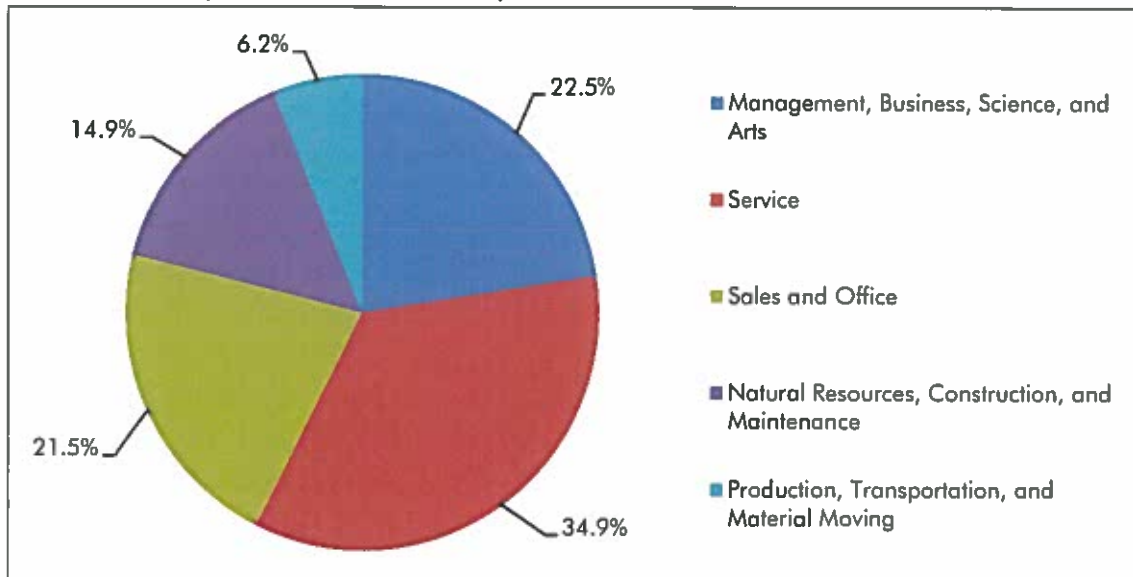
According to the 2007-2011 American Community Survey 5-Year Estimate, there were 4,780 residents 16 years of age and over. Of that number, 37.1% were part of the civilian labor force.

The US Census Bureau divides occupation into five major categories, including Management, Business, Science, and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance occupations; and Production, Transportation, and Material Moving. As illustrated in Table 3.1 and Figure 3.1, in 2010, the Service occupations represent the highest proportion of the civilian workforce in Truth or Consequences at 34.9%. Service occupations also experienced the highest rate of change. The Sales and Office occupations and Natural Resources, Construction, and Maintenance occupations remained relatively unchanged between 2000 and 2010. Production, Transportation, and Material Moving occupations represented the smallest portion of the workforce, both in 2000 and 2010.

TABLE 3.1: OCCUPATIONS IN TRUTH OR CONSEQUENCES, 2000 and 2010			
Occupation	2000	2010	% Change 2000-10
Management, Business, Science, and Arts	24.7%	22.5%	-2.2%
Service	30.2%	34.9%	4.7%
Sales and Office	21.6%	21.5%	-0.1%
Natural Resources, Construction, and Maintenance	15.0%	14.9%	-0.1%
Production, Transportation, and Material Moving	8.4%	6.2%	-2.2%

Source: US Census Bureau.

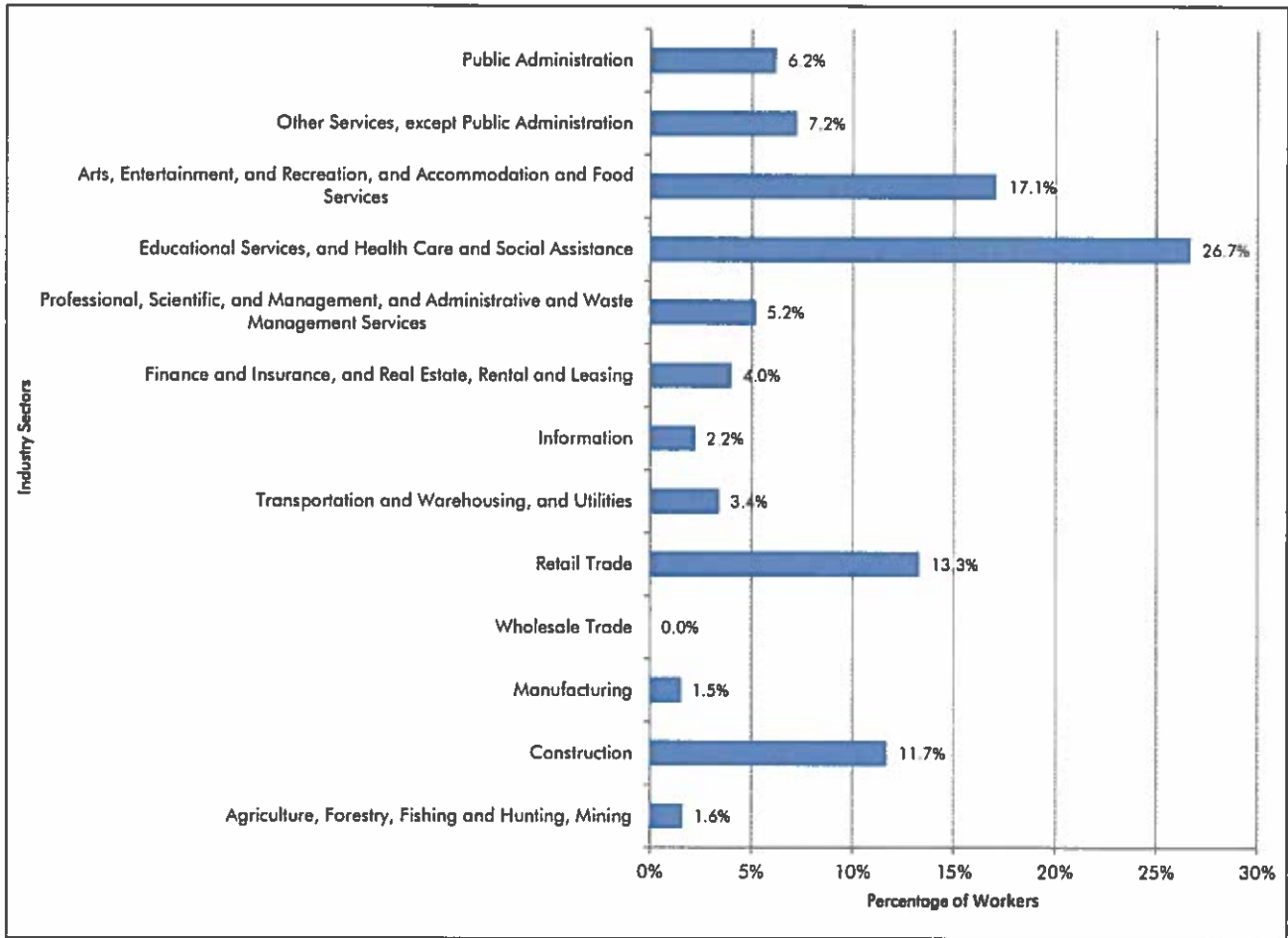
Figure 3.1: Occupation in Truth or Consequences, 2010



Source: US Census 2010.

Industry type is divided into 13 separate sectors. Figure 3.2 shows how these industry sectors are distributed in Truth or Consequences. The Educational Services, and Health Care and Social Assistance represent the industry type that employed more Truth or Consequences residents (26.7%) than any other industry. Arts, Entertainment, and Recreation, and Accommodation and Food Services employed the second highest number of residents at 17.1% and Retail Trade was third highest at 13.3%.

Figure 3.2: Industry Sectors in Truth or Consequences, 2010



Source: US Census 2010.

Downtown Master Plan

3.4 UNEMPLOYMENT

Sierra County consistently has lower rates of unemployment than the state as a whole, and lower than most of the adjacent counties, with the exception of Socorro County (see Table 3.2). In 2012, the unemployment rate was 6.2%, while the state as a whole had an unemployment rate of 6.9%. Over the past six years, Sierra County had an average unemployment rate of 6.3% and the state as a whole was 7.4%. Grant County and Catron County had the highest average rate of unemployment, 9.0% and 8.5%, respectively.

County / State	2007	2008	2009	2010	2011	2012	Average Rate
SIERRA COUNTY	3.3%	4.1%	5.2%	6.2%	6.4%	6.2%	6.3%
Catron County	4.5%	5.4%	8.4%	9.1%	8.4%	6.9%	8.5%
Doña Ana County	3.9%	4.8%	6.6%	7.7%	7.6%	7.1%	7.5%
Grant County	3.5%	5.0%	11.6%	10.2%	7.8%	6.9%	9.0%
Otero County	3.5%	4.4%	6.1%	6.8%	6.6%	6.1%	6.7%
Socorro County	3.0%	3.6%	4.8%	5.6%	5.6%	4.9%	5.5%
New Mexico	3.5%	4.5%	6.8%	7.9%	7.5%	6.9%	7.4%

Source: New Mexico Department of Workforce Solutions' LAUS Unit in conjunction with US Bureau of Labor Statistics.

3.5 INCOME

Household income in Truth or Consequences is shown below in Table 3.3. Between 2010 and 2011, the median household income and benefits declined from \$21,862 to \$20,967, a 4.1% change. For the state as a whole, the median household income increased during this time period from \$43,820 to \$44,631, a 1.8% change.

Income and Benefits	2010	2011	% Change 2010-11
Less than \$10,000	17.4%	19.4%	11.5%
\$10,000 to \$14,999	19.8%	17.9%	-9.6%
\$15,000 to \$24,999	22.1%	19.1%	-13.6%
\$25,000 to \$34,999	14.1%	16.2%	14.9%
\$35,000 to \$49,999	9.5%	10.8%	13.7%
\$50,000 to \$74,999	12.2%	10.4%	-14.8%
\$75,000 to \$99,999	2.4%	2.7%	12.5%
\$100,000-\$149,999	1.8%	3.1%	72.2%
\$150,000-\$199,999	0.03%	0.04%	33.3%
\$200,000 or more	0.04%	0.0%	-100.0%
Median Household Income	\$21,862	\$20,967	-4.1%
Mean Household Income	\$28,586	\$28,910	1.1%

Source: US Census Bureau. *In inflation-adjusted dollars.

The average weekly wage for all industries in Sierra County in 2011 was \$532, which is considerably lower than the state-wide average of \$770 and lower than the adjacent Catron, Doña Ana, Grant, Otero, and Socorro counties (see Table 3.4 below). Over a five year span

between 2007 and 2011, the average weekly wage in Sierra County increased by 10.8%, which was slightly higher than the state-wide increase of 10.0% and more in line with the other counties. The exceptions were Grant County and Otero County, which experienced an increase of 21.8% and 15.7%, respectively.

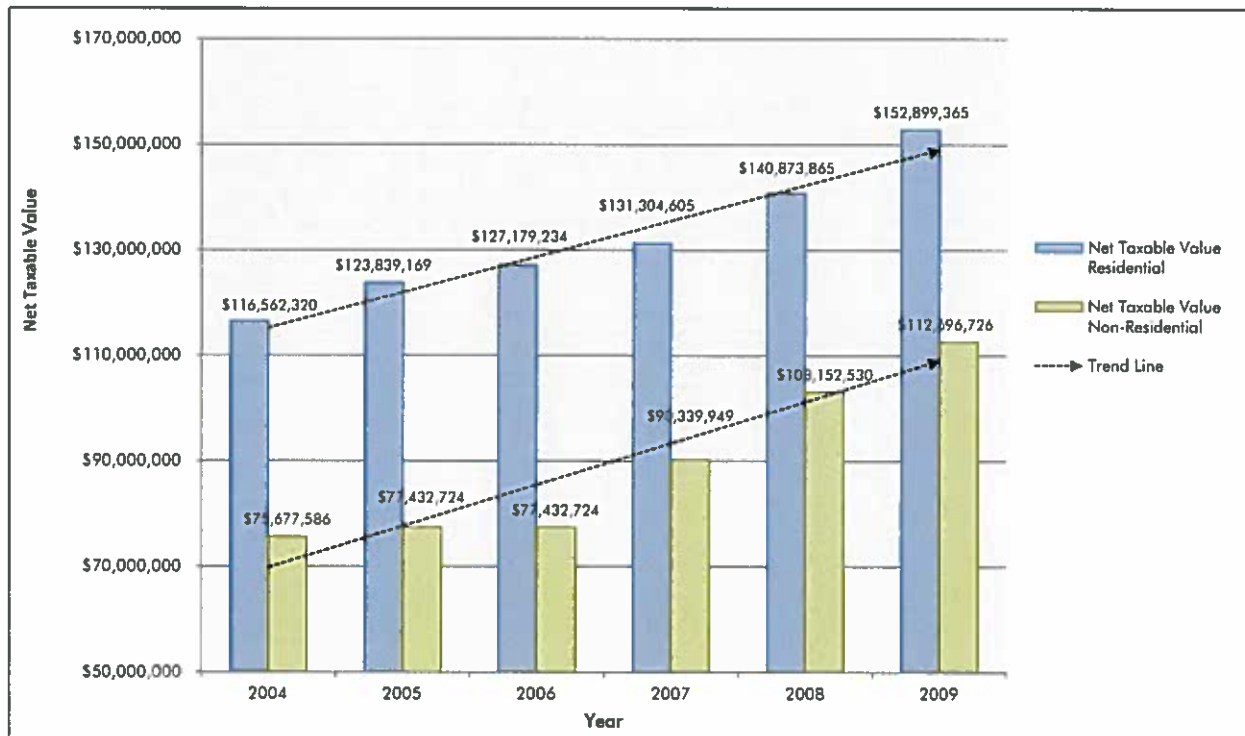
TABLE 3.4: AVERAGE WEEKLY WAGES, 2007-2011						
County / State	2007	2008	2009	2010	2011	% Change 07-11
SIERRA COUNTY	\$480	\$501	\$519	\$522	\$532	10.8%
Catron County	\$531	\$539	\$558	\$562	\$583	9.8%
Doña Ana County	\$604	\$633	\$659	\$666	\$669	10.8%
Grant County	\$563	\$632	\$643	\$633	\$686	21.8%
Otero County	\$554	\$574	\$604	\$629	\$641	15.7%
Socorro County	\$609	\$628	\$647	\$652	\$656	7.7%
New Mexico	\$700	\$729	\$741	\$755	\$770	10.0%

Source: New Mexico Department of Workforce Solutions' QCEW Unit.

3.6 PROPERTY VALUES

Figure 3.3 provides a snapshot of the net taxable property values in Sierra County. Net taxable value for residential properties have been steadily rising over time, while net taxable value for non-residential properties stayed flat between 2004 and 2006, and then started to rise in 2007.

Figure 3.3: Net Taxable Property Values, FY2004 - FY2009



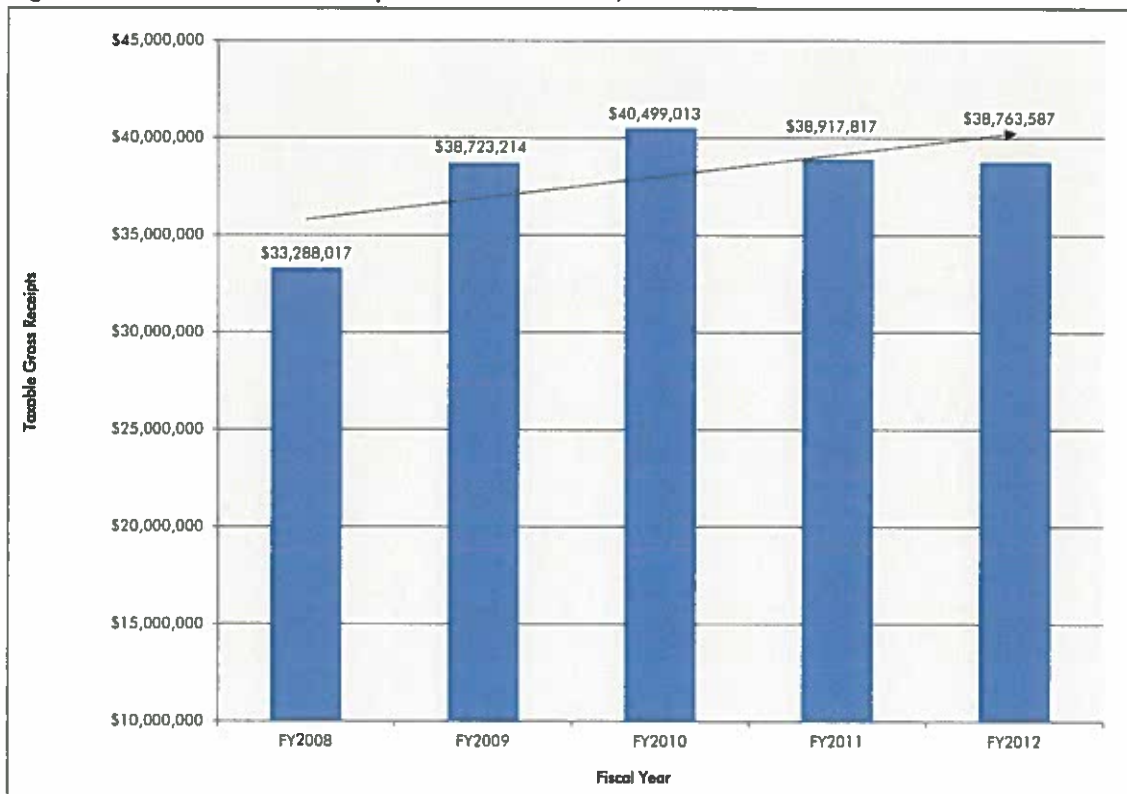
Source: New Mexico Department of Taxation and Revenue.

Downtown Master Plan

3.7 TAXABLE GROSS RECEIPTS FROM RETAIL TRADE

As defined by the New Mexico Department of Taxation and Revenue, "gross receipts means the total amount of money or other consideration received from selling property in New Mexico, leasing or licensing property employed in New Mexico, granting a right to use a franchise employed in New Mexico, performing services in New Mexico or selling research and development services performed outside New Mexico the product of which is initially used in New Mexico." Gross receipts are categorized by industry type according to the NAICS code. Tracking retail trade provides a good indicator for how well Truth or Consequences is doing. Figure 3.4 provides the taxable gross receipts from retail trade from FY2008 to FY2012 for Truth or Consequences as a whole. Taxable gross receipts were down for FY2008, but appears to have recovered and stayed steady through 2012. The peak year was FY2010, where taxable gross receipts reached \$40,499,013.

Figure 3.4: Taxable Gross Receipts from Retail Trade, FY2008 - FY2012



Source: New Mexico Department of Taxation and Revenue.

3.8 RETAIL OPPORTUNITY GAP ANALYSIS

An important component in analyzing MainStreet's current retail condition is gaining an understanding of the demand and supply for retail sales. In order to complete this analysis, Nielson Claritas Retail Market Power (RMP) database was used to provide an estimate for the retail opportunity gap for the specific geographic area of the MainStreet District. Retail sales are categorized according to the North American Industrial Classification System (NAICS), which based upon how businesses report their gross receipts. It should be noted that there are a range of retail stores that fall under each NAICS category. For instance, Food and Beverage Stores includes grocery stores; convenience stores; specialty food stores; and beer, wine, and liquor stores.

Market Analysis

The demand data, which is derived from the Consumer Expenditure Survey and fielded by the U.S. Bureau of Labor Statistics, represents the consumer expenditures that occurred in a specific year for that area. The supply data, which is derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau, represents the retail sales that occurred in that area. When the demand is greater than the supply, there is an opportunity gap for the retail outlet. When the demand is less than the supply, there is a surplus, which means that the area is pulling in sales from a larger geographic areas.

Using this database, it shows MainStreet’s 2012 demand (consumer expenditures) at \$4,410,307 and the supply (retail sales) at \$11,161,576. This leaves the MainStreet District with a total opportunity retail surplus of \$6,751,269, which overall is a very good sign. Upon closer analysis; however, there are significant gaps in certain categories. Some of these gaps are more important than others for maintaining a robust Downtown. For instance, while Motor Vehicles and Parts Dealers show a significant surplus of \$624,201, that type of retail business is not typically associated with a downtown business area. The retail categories most conducive to a healthy retail atmosphere are Foodservice and Drinking Places, showing a surplus of only \$78,887, and Food and Beverage Stores, showing a surplus of \$364,344. General Merchandise Stores came in with an impressive surplus of \$7,229,356, which skews MainStreet’s overall opportunity surplus.

TABLE 3.5: MAINSTREET RETAIL MARKET POWER (RMP) OPPORTUNITY GAP			
NAICS Categories	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap / Surplus
Motor Vehicle and Parts Dealers	\$600,076	\$1,224,277	\$624,201
Furniture and Home Furnishings	\$82,514	\$355	-\$82,159
Electronics and Appliance	\$90,717	\$16,376	-\$74,341
Building Material, Garden Equipment	\$409,740	\$80,407	-\$329,333
Food and Beverage	\$720,065	\$1,084,409	\$364,344
Health and Personal Care	\$314,289	\$22,768	-\$291,521
Gasoline Stations	\$471,170	\$89,545	-\$381,625
Clothing and Clothing Accessories	\$145,983	\$28,638	-\$117,345
Sporting Goods, Hobby, Book, Music	\$81,719	\$0	-\$81,719
General Merchandise	\$587,625	\$7,816,981	\$7,229,356
Miscellaneous Store Retailers	\$118,617	\$261,449	\$142,832
Non-Store Retailers	\$343,613	\$13,305	-\$330,308
Foodservice and Drinking Places	\$444,179	\$523,066	\$78,887
TOTAL RETAIL SALES	\$4,410,307	\$11,161,576	\$6,751,269

Source: The Nielsen Company, 2013.

Downtown Master Plan

3.9 LODGERS' TAX RECEIPTS

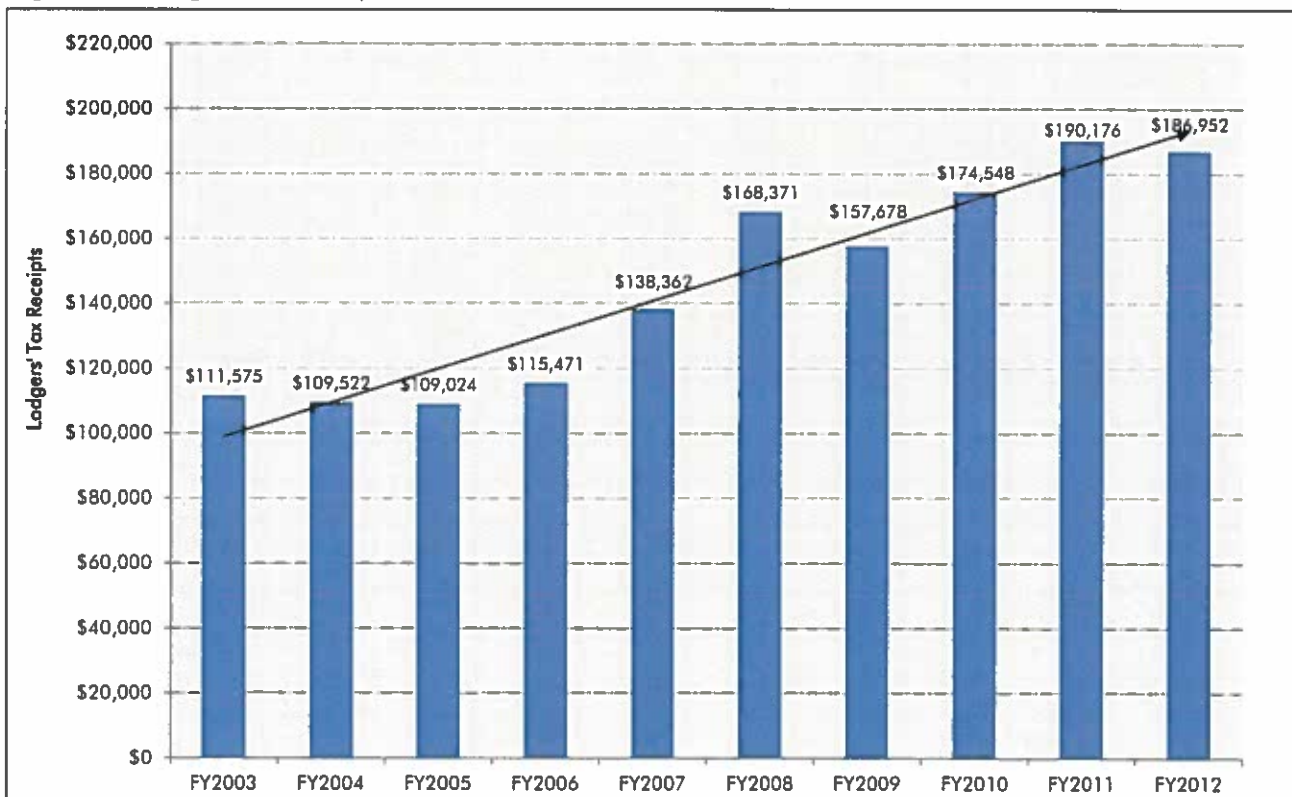
Truth or Consequences and the surrounding area have numerous tourist attractions. Downtown has abundant lodging to accommodate tourists. This section provides a summary of the lodgers' tax receipts generated in Truth or Consequences, and it highlights some of the primary tourist venues that bring people to the area.

Lodgers' Tax Receipts

Local governments in New Mexico have the option of imposing a lodgers' tax on rentals of motel and hotel rooms, trailer camps, etc. Receipts from the tax are used to promote tourist attractions and facilities within the state. The laws were amended in 1983 to include use of proceeds to defray operating costs of such facilities and to include performing arts facilities. Lodgers tax rates vary between 3% to 5% state-wide. The City of Truth or Consequences imposes a 5.0% lodgers' tax rate.

Figure 3.5 shows the City's lodgers' tax receipts over 10 year time span from FY2003 to FY2012. Overall, the tax receipts collected have steadily increased during this time period by 67.6%. There was a somewhat significant dip in FY2009, but the City appears to have rebounded since that time, and the overall trend is positive.

Figure 3.5: Lodgers' Tax Receipts FY2003 - FY2012



Source: New Mexico Department of Taxation and Revenue.

3.10 TOURISM

Tourism is the primary economic generator for Truth or Consequences, and has great potential for growth. There are a variety of amenities that bring people specifically to Truth or Consequences and to Sierra County in general. This section highlights some of these tourist draws.

Hot Springs Bathhouse Historic and Commercial District

Truth or Consequences has held the reputation as an affordable health resort and a center for the healing arts since the 1930s. This reputation and the hot springs bathhouses are by far the biggest draw for tourists to Truth or Consequences, bringing visitors to the community from across the country, as well as from abroad.

Though not the only historically significant buildings in the District, the bathhouses and the hot mineral water are what gives distinction to the Hot Springs Bathhouse Historic and Commercial District, which was designated in 2005 on the National Register of Historic Places (see *History and Context, page 4 for more information regarding the history of the Historic District*). The bathhouses provide tourists with a choice on whether to soak in private or community, outdoor or indoor pools, including three hotels that feature pools inside the rooms.



Magnolia Ellis - commemorative plaque to the healing arts

There are ten hot springs bathhouses within the Historic District, including:

- Artesian Bath House & RV Park - Hot mineral water is supplied to the bath house by a 176 foot well. The Artesian is located at 312 Marr Street.
- Blackstone Hot Springs - The Blackstone was constructed in the 1920s. It was recently remodeled and now features in-room private tubs and a "Wet Room", with waterfalls of hot mineral water cascading into a large pool and adjoining steam room. The Blackstone is located at 410 Austin Avenue.
- Charles Motel and Spa - A World War II-era health spa, the Charles Motel and Spa was built specifically as a healing center in 1938. It is located at 601 S. Broadway Street.
- Fire Water Lodge - The Fire Water Lodge was built in 1925 and features the Santa Fe style. It is located at 313 S. Broadway Street.
- Hay-Yo-Kay Hot Springs - Hay-Yo-Kay was built in 1920. It features seven pools with free-flowing hot mineral water and gravel bottoms. Hay-Yo-Kay is located at 300 Austin Avenue.

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- Indian Springs Spa & Apartments - Indian Springs was built in 1945 and includes six efficiency apartments and features natural flowing, hot mineral pools with gravel bottoms. It is located at 218 Austin Avenue.
- La Paloma Hot Springs - La Paloma was constructed in 1935 and is listed on the National Register of Historic Places. It features five natural flowing, hot mineral pools with gravel bottoms. It was renovated in 2008. La Paloma is located at 311 Marr Street.
- Pelican Spa - The Pelican Spa is a brightly painted spa and motel, with furnishings from the 1950s. It is located at 306 Pershing Street.
- Riverbend Hot Springs Resort & Spa - The Riverbend is situated on the banks of the Rio Grande. It was recently renovated and offers views of the Rio Grande and Turtleback Mountain. It is located at 100 Austin Avenue.
- Sierra Grande Lodge & Spa - The Sierra Grande Lodge & Spa was built in 1928 as the O'Dell Apartments. The Sierra Grande Lodge (as it was renamed in 1950) was fully restored in 2001, a new spa was added in 2006, and a fitness center adjacent to the Lodge was added in 2013. It is located at 501 McAdoo Street.



From top left going clockwise: US Post Office on Main Street, Charles Motel and Spa on Broadway Street, La Palomas fountain on Main Street next to Geronimo Springs Museum, and the interior courtyard of the Blackstone Hot Springs.

Elephant Butte Lake State Park and Dam

Elephant Butte Lake State Park provides a host of recreational activities and is one of the draws to Truth or Consequences, which in turn contributes to its lodgers' tax receipts. At 40-miles in length and a lake surface area of 36,000 acres, this reservoir is the largest and most popular of all the lakes and state parks in New Mexico for its water-based recreation, including boating, water-skiing, fishing, scuba diving, and canoeing. The Park also includes 173 developed campsites, electrical hook-ups for RVs and trailers, restrooms and comfort stations, playground, 10-mile trail along the west side of the Lake, trailheads, RV dump stations, and marinas. Elephant Butte Lake State Park first opened in 1965, and attracts up to 100,000 people during Memorial Day (opening) weekend.

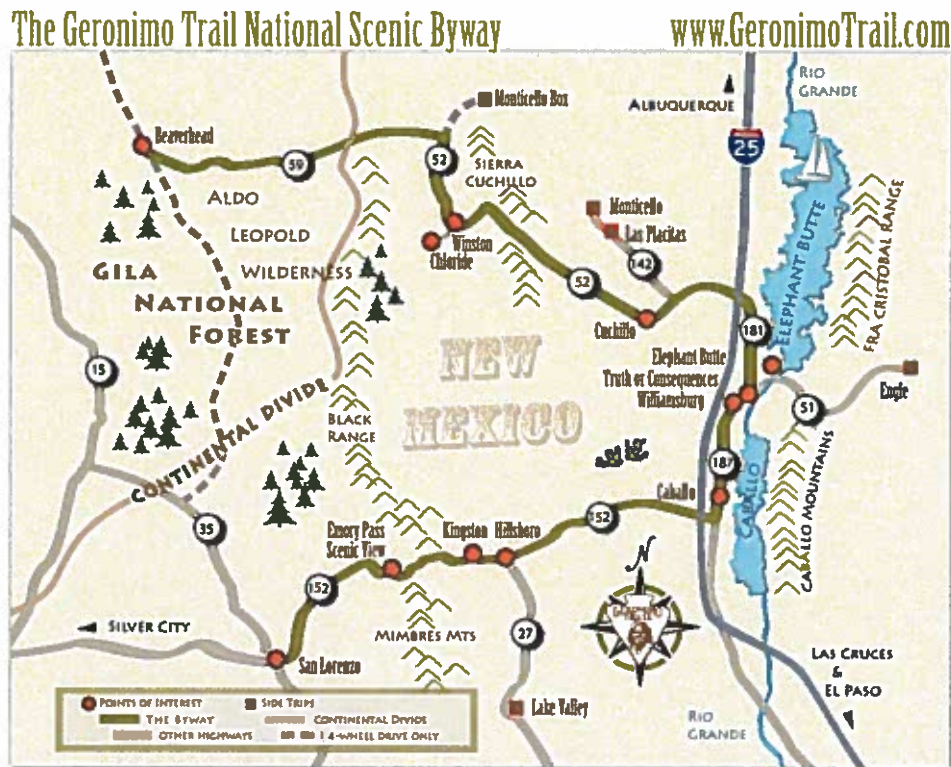
In addition to the tourism and recreational activities provided at Elephant Butte Lake State Park, the Elephant Butte Dam provides critical infrastructure to the area. According to the Bureau of Reclamation, the dam was completed in 1916 and can hold 2,210,298 acre-feet of water to provide irrigation and year-round power generation. It is 301 feet in height and 1,674 feet in length, including the spillway. Elephant Butte Dam's power system includes a 24,300-kilowatt hydroelectric power plant. The system consists of 490 miles of 115-kilovolt transmission line and 11 substations totaling 81,750 kilovolt-amperes.

Geronimo Trail National Scenic Byway

The Geronimo Trail National Scenic Byway, located in Sierra County, is part of the National Scenic Byways Program overseen by the U.S. Department of Transportation, Federal Highway Administration. The National Scenic Byways Program was established to help "recognize, preserve, and enhance selected roads throughout the United States". These roads are recognized for one or more archaeological, cultural, historic, natural, recreational, or scenic qualities. The Geronimo Trail National Scenic Byway (GTNSB) is one of 150 roads that have received this designation.

The GTNSB was designated in 1997. Geronimo Springs Museum, located at 211 Main Street in Downtown Truth or Consequences, is the starting point of the northern and southern routes of the GTNSB (see map, page 54). The southern route, approximately 56 miles in total, starts out traveling west through Williamsburg and south on NM 187 following the Rio Grande. At Caballo, the GTNSB travels west on NM 152 ascending from the Rio Grande Valley, through ranch country, and climbing about 3,000 feet in elevation over the Black Range Mountains and cresting at Emory Pass. Along this route are the towns of Hillsboro and Kingston, which were founded in the late 1870s as mining towns. From Emory Pass, the GTNSB winds its way down to its southern end at the Mimbres River Valley in San Lorenzo, and the location where the Trail of the Mountain Spirits National Scenic Byway starts. Numerous side trips to other points of interest are also shown on the map.

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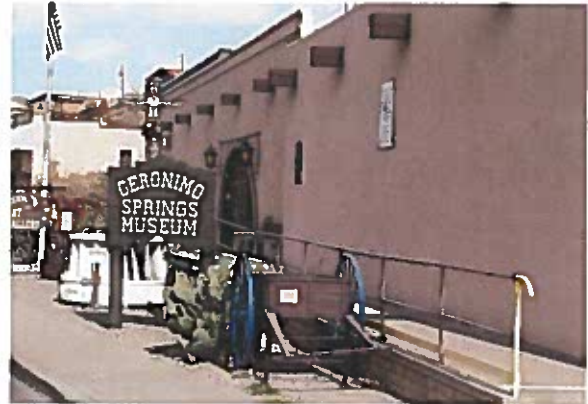


The northern route of the GTNSB, approximately 82 miles in total, starts at the Geronimo Springs Museum and circles back through Downtown Truth or Consequences. It goes along the southern end of Elephant Butte Lake and into Elephant Butte, north on NM 181, and west on NM 52 to Cuchillo. The GTNSB continues on NM 52 to Winston, another historic mining town, and then north to the junction of NM 59, crossing meadows, forests, and intersecting the Continental Divide National Scenic Trail. The GTNSB ends in Beaverhead.

The GTNSB is overseen by the Geronimo Trail Advisory Committee, in partnership with the US Forest Service, the Bureau of Land Management, New Mexico Tourism Department, New Mexico Department of Transportation, Elephant Butte State Park, Sierra County Recreation and Tourism Advisory Board, Geronimo Springs Museum, and towns and cities along the route, including Truth or Consequences, Elephant Butte, Hillsboro, Cuchillo, Chloride, etc., and private sector interests. The 2008 Corridor Management Plan, a 5-year plan, provides the vision, goals, objectives, and strategies to preserve, restore, and enhance the GTNSB. The Management Plan includes a description of plans for the entire corridor, as well as descriptions for projects within each community along the corridor. The three projects identified in the Management Plan for Truth or Consequences include the Healing Waters Trail Project (a 3-mile loop in and around Downtown), a cemetery brochure (showing the location of cemeteries off of the Byway and the grave sites of famous people), and completion of an Apache Campsite at the Geronimo Trail Visitor and Interpretive Center.

Geronimo Springs Museum

Geronimo Springs Museum opened in 1972 and is operated by the Sierra County Historical Society. It is located at 211 Main Street adjacent to the Las Palomas Plaza at Geronimo Springs, which is a historic site where Native Americans and cowboys came to relax and bathe in the hot mineral water. The Museum showcases the rich and diverse history of Sierra County from prehistoric times to current day. It contains a series of 14 separate rooms that exhibit the life of Geronimo, the famous Apache leader; Native American artifacts; Hispanic heritage; farming and ranching tools and equipment; history of Hot Springs, Ralph Edwards (the game show host), and the City's renaming to Truth or Consequences; and a miner's log cabin. The Museum also includes the Geronimo Trail National Scenic Byway Interpretive and Visitors Center, a large Mimbres pottery collection, Museum Gift Shop, and a community room available for meetings and parties.



Geronimo Springs Museum on Main Street.

Healing Waters Trail

The Healing Waters Trail is a new trail system in Truth or Consequences with three trail segments; the Downtown Segment, the Rotary Park and Wetlands Segment, and the Carrie Tingley Hill Segment. The Downtown Segment is the main loop of the Healing Waters Trail and is three miles in length. It travels through the Hot Springs Bathhouse and Commercial Historic District and connects to the Rotary Park and Wetlands Segment south of Downtown. The Rotary Park and Wetlands Segment follows along the Rio Grande and is intended to provide opportunities for picnicking, fishing, and viewing wildlife. The Trail then connects to the Carrie Tingley Hill Segment, which goes up to Veterans' Memorial Park and then loops back to the Geronimo Springs Museum on Main Street.



Healing Waters Trail sign along Main Street.

Planning for the Healing Waters Trail began in 2008 as a collaboration between community members and partnerships with the City of Truth or Consequences, the Sierra Soil and Water Conservation District, Sierra County Tourism, Geronimo Springs Museum, and the National Park Service's Rivers, Trails, and Conservation Assistance Program. The Healing Waters Trail provides a myriad of benefits; social, health, economic, and historic, cultural, and natural.

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3.11 MARKET TRENDS and OPPORTUNITIES

As the preceding market analysis data indicates, the City of Truth or Consequences performs well in a larger regional market analysis, showing significant surpluses in retail sales, automobile sales, restaurant sales, and other important factors. Truth or Consequences's relative isolation in south central New Mexico serving a large trade area is beneficial, as well as the traditionally robust tourism economy bolstered by nearby Elephant Butte Lake and the hot springs/healing arts visitors. Recently, Truth or Consequences has evolved further as an arts and cultural destination, attracting talented artists and entrepreneurs that have contributed significantly to the community.

Economic development professional practice and strategy has evolved from classic "base job" economic development that was prevalent throughout the 20th century to more diverse approaches that include community economic development (largely MainStreet strategies, service and tourism industries), creative economic development (internet-based, arts and culture), and sustainable economic development (also called "green"). Interestingly, Downtown Truth or Consequences has demonstrated some resiliency and opportunities for consideration of strategies in all forms of contemporary economic development: classic, community, creative, and sustainable.

Classic Economic Development

Approximately 27 miles away from the City of Truth or Consequences, the much-anticipated Spaceport America is scheduled for initial flights by Virgin Galactic in 2014. This huge \$212 million project has already had some significant impacts on the local economy, in terms of providing high-paying jobs and material purchases from businesses in Truth or Consequences. The project has also benefited local hotels, motels, and restaurants.



Spaceport America.

With actual space flights on the horizon, Spaceport America's potential to provide a boost to Downtown businesses is unknown. However, the space travel phenomenon offers the community a branding opportunity few cities can claim, with a prediction of reaching 200,000 visitors annually. In addition to Virgin Galactic, the New Mexico Spaceport Authority anticipates that new space-related tenants will locate to the Spaceport, which will generate an increase in home sales, hotel occupancy, and retail and service industry revenues.

Community Economic Development

Community economic development became a vital strategy within the past 50 years as "lifestyle and leisure" grew in importance to large segments of employers, residents, visitors, and consumers. The National Main Street program was founded in 1980 as a response to dying downtowns and the onslaught of "big box retailers."

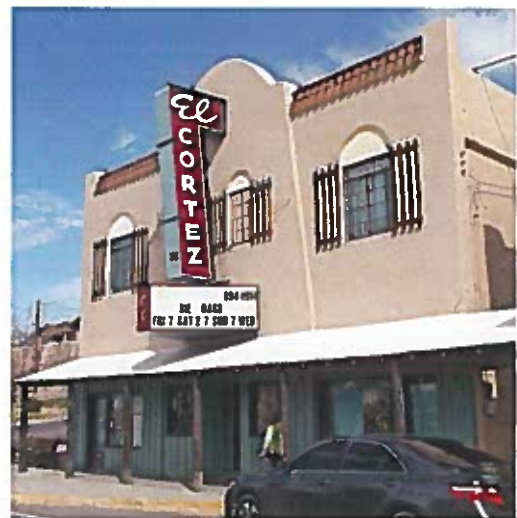
Tourism also expanded dramatically with the improvement of the interstate highway system and efficient and comfortable automobiles. The dominant “baby boomer” consumer demographic values high-quality leisure time and vacation experiences that have driven a dynamic tourism industry.

Community economic development values began to impact classic economic development after the 1980s, as the internet and other technological advances such as cell phones made “location-based” industry and work increasingly more flexible and more conducive to telecommuting. Quality of life elements, such as an attractive downtown, good schools, and excellent recreation facilities, are important attractions for visitors and a skilled workforce. These assets have become paramount for effective economic development in today’s global economy.

Taking a MainStreet development perspective, attracting new businesses and entrepreneurs to the Downtown business district requires careful analysis, recruitment, and incentives. The fundamental MainStreet business recruitment program requires an updated property database listing such essential information as ownership, size of building, location, condition, lease rates, and equipment. The most important strategy is to determine the business district’s “anchors” and “clusters” and try to find compatible business types and tenants to fill vacant storefronts based on a “gap” analysis of needed goods and services.

Downtown Anchors and Clusters - A cursory overview of Downtown Truth or Consequences' existing anchors and clusters provides some insights that may suggest specific business recruitment and development strategies:

- Main Street and Broadway Street have different business mixes, different pedestrian amenities, and different potential for business recruitment. Main Street, because of its uphill, winding topography, has a more “picturesque” profile than Broadway Street. The major anchors are the Geronimo Springs Museum, U.S. Post Office, and the El Cortez Theater, with Passion Pie Restaurant and interesting storefronts and one retail store scattered in-between. Several artists and related studios and storefronts, along with a public art installation at Geronimo Springs Park, lend Main Street an arts and cultural district personality.
- Broadway Street functions as a retail-based avenue. Commercial buildings on Broadway Street sometimes reach two stories; some facades are handsomely adorned with glazed



El Cortez and Passion Pie on Main Street.

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tiles installed in the 1940s and '50s. Martha's Office Supply, Charles Motel and Spa, Davis-Fleck Drugs, and Bullock's Supermarket are anchors, with assorted galleries, studios, and consignment and gift shops in between.

- The Historic District lies largely south and east of Broadway Street along Austin Avenue, towards the Rio Grande. These properties form perhaps the strongest network of anchors and clusters in the Downtown area.
- A somewhat overlooked spine of anchors and clusters is located along McAdoo Street, with the Sierra Grande Lodge, City Hall, Lee Belle Johnson Senior Recreation Center, and Cafe BellaLuca. Some of these anchors can be described as "civic or institutional."
- Ralph Edwards Park provides an eastern anchor to the MainStreet District. This provides a location for major outdoor events along and access to the Rio Grande.

The Main Street arts and cultural district may benefit from a dynamic program of public art installations and performances, creative signage, sidewalk cafe furniture, shades, and a more relaxed color palette. Special consideration should be given to infill buildings, perhaps encouraging more modernist themes to complement the existing art deco Post Office and Moderne storefronts already on the street. A follow-up should be to investigate the expansion of the City's existing (but somewhat limited) public art program and coordinate this effort with New Mexico Arts.

Broadway Street's retail businesses may be enhanced with more service and tourism-related businesses such as restaurants, gifts and souvenirs, and apparel. Second Hand Rose and Moon Goddess Special Boutique provide anchors on Broadway Street upon which to base a recruitment strategy to attract complementary businesses, such as consignment stores, quality second hand clothing stores, fabric and sewing stores, and card and gift shops.



WPA Mural inside the U.S. Post Office.

Creative Economic Strategies

The global deployment of the internet after 1980, and more recently, the phenomenal development of smart phone technology has enabled “creative economic development” to become a major business development strategy. After 1990, major cities such as Providence, Rhode Island and San Diego, California developed “arts and entertainment” or “arts and cultural” districts in their downtowns and hip neighborhoods with incentives to lure creative talent.

Among the major incentives offered by cities were affordable live-work housing, access to high-speed internet service, and tax credits (both sales and property). Paducah, Kentucky pioneered one of the most successful artist recruitment strategies, offering city-owned “fixer-upper” houses for free in exchange for rehabilitation of the houses by artists and the promise of long-term residency in the community.

In New Mexico, the state legislature and Governor Bill Richardson enacted the New Mexico Arts and Cultural Districts program in 2007. Silver City and Las Vegas were selected as the two pilot communities followed by Taos, Raton, Los Alamos, and downtown Albuquerque in 2008. In 2013, Artesia, Gallup and Mora were designated ACDs by the New Mexico Arts Commission.

Though the ACD program has struggled as the economic recession of 2008 has negatively affected the arts economy, the progress of technology and creativity has produced new strategies to foster creative economic development.

It's a Pop-up World - Among the newest trends in downtown and community revitalization is the “pop-up economy,” a strategy of planning, infrastructure, and business development that is characterized by small-scale, quickly implemented projects that can grow into more permanent improvements. Sometimes stymied by large-scale planning projects for major downtown improvements that may take years and millions of dollars to realize, some urban planning and design professionals have leveraged volunteer support and minimal resources to undertake weekend do-it-yourself projects that are fun and can change community perceptions about public places. This somewhat democratic public policy strategy has grown substantially within the past five years, encouraging community workshops and “interventions” nationwide.

In business development, “Pop-up businesses,” or flash retailing, have also become a phenomenon, launching seemingly impromptu businesses to take advantage of a location, a seasonal holiday shopping opportunity, overstocked merchandise or other ideas to make a quick profit. In urban centers, an overlooked vacant storefront or warehouse may open for two months during the Christmas or other seasons to sell a new fashion line or gifts, Halloween costumes, or fireworks for the Fourth of July. Major retailers such as Target or Hermès have employed the pop-up strategy successfully in New York, and the trend has appeared in other urban centers.

This trend has been mirrored in food service by the growing popularity of “food trucks” serving everything from coffee, breakfast burritos, and tacos to gourmet Italian and Asian fusion cuisine. Santa Fe and Albuquerque have welcomed food trucks to several locations and the popular application Yelp! registers food truck locations and food reviews nationwide.

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In 2012-13, a talented group of young urban visionaries developed an innovative approach to revitalizing empty and underutilized storefronts in the Lower East Side neighborhood of Manhattan, New York City. Called "Made in the Lower East Side" (miLES), the program combines the talents of architects, planners, marketing professionals, makers, and others to locate and develop pop-up strategies for businesses and other community services such as meeting rooms, art galleries, workshop and production rooms, theaters and multimedia facilities, and bookstores. miLES has pioneered the manufacture of a modular storefront furnishings box called a "Storefront Transformer" that can be unpacked and instantly transform a vacant space into something attractive for a pop-up business.

The miLES "Storefront Transformer" is a versatile set of furnishing and amenities to program any storefront - essentially a 6 foot cube that can be easily transported and subdivided to roll through any storefront door. When unfolded, the Transformer provides functional elements such as shelving, partitions, tables, seats, stage, as well as infrastructure such as lighting, WIFI, power strips, speakers, projectors, and PA system so you have all the basic ingredients to create your own pop-up!

Another different type of pop-up related to the arts is the "Burning Man" annual event, which takes place for a week in Nevada's Black Rock Desert, and is described as an "annual experiment in temporary community". The Burning Man is dedicated to community, art, self-expression, and self-reliance. Once the event is over, the attendees leave without a trace; everything is dismantled.

Pop-up Truth or Consequences - Planning and Infrastructure - Considering Truth or Consequences' resources of designers and artists, a pop-up strategy for revitalization is worthy of consideration. Below is a list of resources for this approach:

- "Tactical Urbanism" - an innovative approach and guidebooks for placemaking developed by the Streetplans Collaborative, a professional firm working in Miami and New York (*to download their manuals for concepts in instant place making, see www.streetplans.org*).
- "Team Better Block" - developed by a Dallas planning and design firm, espouses the idea that it is important for a community to focus on improving one block of a neighborhood at a time. The approach incorporates "pop-up" workshops as part of a more comprehensive strategy (*see www.betterblock.org*).
- "Open Streets" - a nationwide project devoted to providing all types of pedestrian, cycling, and vehicular transportation access to streets. Often features the closing of streets to automobiles to promote the use of streets for recreation, special events, and civic interaction (*see www.openstreetsproject.org*).
- Businesses and Food Trucks - Google "pop-up businesses" and "food trucks" for a wealth of ideas that could be adapted for Truth or Consequences.
- "made in Lower East Side" - see www.madeinles.org for ideas on transforming empty storefronts.

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Building An Arts Community - 'Creative Placemaking' - Building on and investing in Truth or Consequences as an arts and cultural community has obvious economic benefits. This type of community investment is sometimes referred to as "creative placemaking", which was defined by Ann Markusen for the Mayors' Institute on City Design as "...partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities."



Downtown Truth or Consequences already has some important elements in place to build upon and strengthen its position as an arts and cultural based community. This includes the monthly Second Saturday Art Hop, which attracts residents and visitors to mingle and view art in the Downtown galleries, the Sierra County Arts Council, and numerous galleries and art studios occupying Downtown buildings. The historic El Cortez Theater is another important element that attracts visitors to the MainStreet District and will add to the economic impact of clustering creative businesses.

Two small towns that can be used as models for revitalization efforts through arts and culture include Marfa, Texas and Paducah, Kentucky. Another exciting new concept recently launched in Downtown Albuquerque is the ArtBar by Catalyst Club, which is a vehicle for raising money for grants to arts non-profit organizations.

- Marfa, Texas - Marfa, Texas became an international destination for art lovers and cultural tourists for its remarkable art installations. Art in Marfa took off after minimalist artist Donald Judd decided to work and install his art in Marfa in 1971. With the assistance of the Dia and Chinati Art Foundations, Judd acquired surplus federal government property at Fort Russell, including munitions factory buildings that he transformed into galleries to show his art and that of his contemporaries. The emphasis is on works in which art and the surrounding landscape are inextricably linked. Marfa subsequently became an arts colony that attracts upwards of 10,000 visitors annually to its museum, galleries, and exhibit and performance spaces.



Marfa art installation

With Judd's vision, art installations and major foundation funding, the small town of 2,000 people has been transformed into an unlikely arts community, attracting national publicity from many magazines and recently featured on CBS' popular show "60 Minutes." Other entrepreneurs and artists have relocated to Marfa and the community

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is thriving. The renaissance is more remarkable for its inclusiveness with the majority Hispano/Mexican population, largely ranchers and blue collar workers.

Compared to Marfa, Truth or Consequences has similar assets and potential. It has good “bones”; attractive commercial and historic buildings available for purchase and redevelopment at affordable rates. It also has a strong resident artists' community to build upon, including nationally renowned artist Delmas Howe.

Truth or Consequences also has two potential patrons in Sir Richard Branson of Virgin Galactic and Ted Turner, new owner of the Sierra Grande Lodge & Spa. A proposal describing a long-term (i.e., 10 years) program of public arts installations, land art installations (i.e., Walter DeMaria's “Lighting Field” installation in western New Mexico), and perhaps a program of art exhibits in Downtown galleries or vacant buildings may pique some interest from Branson, Turner, and other art patrons.

Once the Downtown Master Plan has been adopted, a good follow-up strategy would be to convene a small working group or task force of Truth or Consequences artists and community leaders to prepare a brief 5-10 page proposal for arts development in Downtown and start “shopping it around.” Branson and Turner are logical prospects, as well as the Dia Foundation of New York (*for more information, see www.diaart.org*).

- Paducah, Kentucky - Paducah is an arts town that established an incentive-based artist relocation program in its Historic District. The Artist Relocation Program has become a national model for using the arts for economic development. The program provides a range of financial incentives to qualifying artists. Financing is provided by a local bank. To date, there has been over \$30 million invested by artists/residents in restoring this historic community.

paducah**arts**alliance

Artists are required to submit a proposal detailing purchase price offer, rehabilitation plans, floor plans, construction cost, time line, proof of financial ability to complete the project, etc. To qualify, artists must have achieved some notoriety in the art world and must be able to demonstrate that their business produces sufficient sales and clients while living and working in Paducah. Special consideration is given to galleries and businesses that are open to the public and maintain a minimum number of open hours. Consideration may be given to artists that commit to making substantial contributions to the community through workshops or other highly desirable projects. The incentives of the Artist Relocation program include:

- Zoning for live/work spaces;
- City-owned properties available for as little as \$1 to qualifying proposals. Included is a \$2,500 reimbursement for architectural or other professional services;
- Marketing and promotional materials for the Arts District;

- Matching Funds Program for marketing and promotion expenditures;
- For qualifying artists and businesses: moving assistance up to \$2,500, start up business assistance up to \$2,500, make ready/rehab costs up to \$5,000, acquisition assistance up to \$15,000, and restaurant incentive up to \$25,000.

Although there are several elements of the Paducah program (*mixed use zoning and vacant City-owned lots, and financial support for architectural services*) that Truth or Consequences could follow to support art as part of an overall economic development strategy, it is somewhat constrained by the fact that there are only a few City-owned buildings or lots that may be available for this use.

- ArtBar by Catalyst Club - ArtBar is a non-profit, membership-based, full-service bar, performance and gathering space in Downtown Albuquerque that opened in July 2013. ArtBar is a concept with venues in Houston and San Francisco. Rent is based on monthly revenue. ArtBar is open in the evening only, and includes rotating art shows and is available to be rented for special events. Through annual earnings from ArtBar, Catalyst Club will make general operating grants to arts non-profit organizations in New Mexico. Their initial funding cycle will focus on organizations working within the City of Albuquerque. Annual memberships are \$30 per person. This is a concept that could work for Truth or Consequences. It would provide funding for arts organizations, while filling the need for a full-service bar Downtown.



Sustainable Economic Development - "Green"

Sustainable or "green" economic development has become more relevant as a severe global economic recession and global warming have placed an emphasis on self-reliance, self-sufficiency, and the need to conserve resources. The City of Truth or Consequences operates its own electric utility and is currently reviewing proposals from developers to design, build, and operate a new 1.5 megawatt solar generation facility that will feed into the City's system.

A local example of this lifestyle approach is the work of Wendy Tremayne and her partner Mikey Sklar, who relocated to Truth or Consequences in 2006 to lead a "postconsumer" life in New Mexico. Tremayne published her book *The Good Life Lab: Radical Experiments in Hands-on Living* in 2013. Tremayne's own entrepreneurial projects indicate the emerging popularity of "green" social and cultural entrepreneurship that is popular with younger generations. Tremayne and Sklar have built an off-the-grid compound located on a vacant RV park just outside Downtown. They also make and sell botanicals made from "wildcrafted" plants from the Chihuahuan desert, as well as sell Sklar's homebrewed electronics.

Tremayne's presence in Truth or Consequences offers the community an example of sustainable living that could be a harbinger of things to come. An article by Evgeny Morozov in the January 13, 2014 issue of the *New Yorker* magazine profiled the "Hacker, Makers, and the Next Industrial Revolution," the so-called Makers Movement that is growing. A spirit of recycling, reusing, retooling, and fixing things is at the heart of the Makers movement philosophy.

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Using geothermal energy could be another part of an overall economic development strategy for Downtown. Geothermal greenhouses, electric power generation, geothermal aquaculture, and geothermal space heating are all potential uses that could be explored. A successful example of a geothermal greenhouse is Masson Farms, located in the Village of Radium Springs, which grows flowering plants, utilizes a non-consumptive system that extracts heat from the hot water, and returns the heat back into the ground.

3.12 MUNICIPAL FINANCE

There are a wide variety of municipal financing tools available to support redevelopment of the MainStreet District. These include revenue enhancements, planning overlays and tax incentives, self-assessment tax strategies, municipal bonds and capital outlays, and private investment and economic development.

Revenue Enhancements

The City of Truth or Consequences is an importer of tax dollars as indicated in retail gap analysis contained in the Market Analysis section. This is largely due to its ability to import shoppers from outlying areas of Sierra County, as well as attract tourism dollars from a much broader area.

Potential revenue generators include the following:

Municipal Gross Receipts Tax Revenues - Local option gross receipts tax is a financing tool that should be considered to fund infrastructure improvements. In the State of New Mexico, cities may impose by ordinance an excise tax not to exceed a rate of 1.5% in a single ordinance or in aggregate. Increments for both infrastructure improvements and for "quality of life" projects could be imposed as a potential funding source. The advantage of GRT collection is that it includes revenue from tourists and shoppers from outside the City limits, allowing for broader collection of revenues than some special purpose funding sources.

The City of Truth or Consequences' current gross receipts tax (GRT) is 7.875%. This rate reflects a 1/4 percent increase that was effective starting on January 1, 2012. The current rate leaves two GRT increments at .0625 each (.125% total) available.

In addition to GRT, the City has four Municipal Capital Outlay Gross Receipts Tax options at .0625% (.25% total) for special purpose taxes. The generated revenues can be used for a wide range of purposes, including the design, construction, acquisition, improvement, renovation, rehabilitation, equipping or furnishing of public buildings or facilities; water, wastewater, storm drains, and other drainage improvements; firefighting equipment; streets, alleys including acquisition of rights-of-way; airport facilities; parks and recreation facilities; and payment of gross receipts tax revenue bonds.

Another option available to the City is a Quality of Life Gross Receipts Tax. The legislation requires that the revenue must be dedicated to cultural programs and activities provided by the City and to cultural programs, events, and activities provided by contract or operating agreement with a non-profit or publicly owned cultural organization. The Sierra County Arts Council may be an appropriate entity, if the City chooses to go this route.

Ad Valorem Taxes - Property taxes provide a smaller, but still important, revenue stream for municipalities. As previously noted in the Market Analysis section, the City and Sierra County have seen an increase in ad valorem tax revenues, even though there have been no new tax rate increases in that time.

Lodgers' Tax - As previously noted in the Market Analysis section, the City of Truth or Consequences imposes a lodgers' tax of 5.0%. This is an important source of revenue for the MainStreet District, and the overall trend has been positive. Currently, 1% of the City's lodgers' tax revenues is allocated to public art.

Planning Overlays and Tax Incentives

There are a variety of municipal planning and financing tools the City could use to encourage public/private development projects and new investment. These are tools that the City has available through state law that if implemented, may help to encourage new investment. These programs include Metropolitan Redevelopment Areas (MRA); Tax Increment Finance Districts (TIF); Tax Increment Development Districts (TIDD); and State and National Register Historic Districts. A list of loan and grant programs that are available for Downtown revitalization are provided in Appendix D.

Metropolitan Redevelopment Areas (MRA) - MRA designations and Metropolitan Redevelopment Plans are typically used to stimulate public/private development in a blighted or neglected part of the community. They are commonly used by municipalities to redevelop difficult sites such as rail yards, waterfronts, neglected buildings, abandoned special purpose sites, empty factories or shopping centers, etc. An MRA may be designated for a single property site, a building, or a project/district through an adopted report prepared by the local government.

The City of Truth or Consequences designated the entire MainStreet District as an MRA and subsequently, adopted the Downtown Master Plan as the Metropolitan Redevelopment Plan. The advantage of this program is it allows a municipality to contribute funds, services, equipment, land, or other public resources as an inducement to attract private development funds and activity. Some cities provide high levels of inducements such as: property tax abatements, the provision of new infrastructure improvements, low interest loans, bond financing, cash investment, land donation, and other fiscal incentives.

The Metropolitan Redevelopment Plan sets the stage to pursue a variety of federal, state, and foundation appropriations, grants, loans, and incentives. This is a major financial tool that will assist with funding the catalytic projects envisioned in the Downtown Master Plan. It provides the vehicle for redevelopment efforts, and potentially, for individual projects if the City has the resources to share and a private sector that is interested in participating in redevelopment.

Tax Increment Finance Districts (TIF) - Tax Increment Finance Districts (TIFs) originated in California in the 1950s and have been a finance tool in New Mexico for several decades. A traditional TIF is used as a redevelopment tool of blighted "brownfield" (previously developed and potentially contaminated) sites. The basic concept is for a municipality to target a blighted area for redevelopment projects that will raise the assessed property values within the TIF district. The new "incremental" rise in property taxes can then be captured by the municipality

Downtown Master Plan

and designated for reinvestment in public projects and infrastructure within the district. The traditional TIF district has been used to create eleven TIF districts in New Mexico.

Tax Increment Development Districts (TIDD) - A TIDD is another powerful financing tool available for development in New Mexico. It has two major differences that set it apart from the more traditional TIF. First, it can capture two types of tax increment - the GRT increment and the property tax increment. Second, the TIDD can be used both on brownfield and "greenfield" (undeveloped) sites. The GRT portion can either be done as local only or include state GRT as well. State GRT requires approval of the State Board of Finance and the Legislature. Local approval requires a petition to be signed by 100% of the property owners within the proposed TIDD or, if 100% of the property owners would not sign a petition, a public vote of approval by a majority of the property owners.

A TIDD is a major financial tool for public infrastructure programs that a city or a property owner may not be able to generate on their own. Bonds are generated to pay the upfront costs of the TIDD infrastructure and the tax increment revenues pay back the bonds. The captured revenues from the increment must be spent on the public infrastructure within the district. The local governing body, the New Mexico Board of Finance, and the State Legislature must all approve a TIDD. Due to the potential financial magnitude of a TIDD, the development and approval process is substantial and bond finance experts, economists, and attorneys are all typically involved in the application.

There are several TIDDs that have been approved in New Mexico, including the Mesa del Sol TIDD for a greenfield site that is designated as a planned community on Albuquerque's south side; an "infill" and redevelopment TIDD for the former Winrock shopping center site in Albuquerque; and an infill and redevelopment TIDD for Downtown Las Cruces. Of these, the first two were led by the private sector, and the Las Cruces TIDD was applied for by the City.

A TIDD may be a viable tool to consider using for MainStreet improvements. However, due to its complexity and the cost of application, careful analysis would be required prior to initiation. The City may want to consult with the City of Las Cruces on its process, as well as with the New Mexico State Board of Finance for guidance on a successful application.

New Markets Tax Credits (NMTC) - New Markets Tax Credits (NMTC) are a major federal incentive to spur new or increased private investments into operating businesses and projects located within low income communities. The NMTC program was established by Congress in 2000 as part of the Community Renewal and Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts in low-income census tracts across the United States and Territories, as indicated by the American Community Survey. It is helpful for projects to be within a MR Plan/District. In 2004, the program was amended to create three new categories of low income communities:

1. High Out-Migration Rural County Census Tracts;
2. Low-Population / Empowerment Zone Census Tracts; and
3. Targeted Populations.

The NMTC program allows individual and corporate investors to receive tax credits for equity investments by certified Community Development Entities. The tax credit equals 39% of the original investment and is paid out over a period of seven years (5% for each of the first three years, and 6% for each of the remaining four years). One limitation for many MainStreet communities in New Mexico is the required project threshold of \$5 million to be eligible for these tax credits.

Financial Incentives for Registered Historic Properties - The Hot Springs Bathhouse and Commercial Historic District was listed on the National Register of Historic Places in 2005. Within the Historic District, there are 83 contributing properties, including commercial and residential structures. The state and federal governments provide historic tax credits for rehabilitation of contributing structures or properties.

The State of New Mexico offers a maximum of \$25,000 tax credit for rehabilitation of registered cultural properties (residential or commercial). If the project is within a state-approved and certified Arts and Cultural District, the maximum tax credit is \$50,000. The Federal Historic Rehabilitation Tax Credit of 20% for approved rehabilitation costs is restricted to commercial properties (see Appendix C, page 169 for more information on tax credits for historic properties).

In New Mexico, these tax credit programs have proven attractive to developers of individual buildings or multi-building complexes for rehabilitation work. Some notable examples of projects that utilized the federal tax credit include the redevelopment of the Old Albuquerque High School into a multi-family residential project, the renovation of the Plaza Hotel in Las Vegas, and the El Raton Theater in Raton.

Case Study - Hotel Clovis Lofts - The City of Clovis participated in the redevelopment of Hotel Clovis Lofts, a 9-story building located on the City's Main Street. The City's MRA Plan specifically identified Hotel Clovis as a redevelopment project. The project consisted of 31 loft-style apartments on floors 3-9 of the main building, 29 similar units in new adjacent structures, and 8,000 square feet of commercial space. Hotel Clovis Lofts is an excellent example of a mixed use project that utilized federal tax credits under the Federal Tax Incentives for Historic Preservation Program. In addition to the funds Clovis invested in securing the building and remediating safety issues in this historic landmark, state and federal grants, including \$500,000 from the New Mexico MainStreet Economic Development Program, were provided. This was a complex project that required extensive community, developer, and agency coordination and creativity.



Hotel Clovis on Main Street in Clovis, NM.

Downtown Master Plan

The majority of Hotel Clovis' estimated \$12.8 million project cost was backed by federal tax credits that were allotted to the developer by the New Mexico Mortgage Finance Authority (MFA). These include the Federal Low Income Housing Tax Credit (LIHTC), HOME, Federal Preservation Tax Credit, State Tax Credit for Registered Cultural Properties, and New Mexico SB Tax Credit programs. In 2013, the Hotel Clovis project received an Charles L. Edson Tax Credit Excellence Awards Honorable Mention for Rural Housing from the Affordable Housing Tax Credit Association.

A reasonable framework for Truth or Consequences would be to look at significant or contributing buildings within the MainStreet District and assess their suitability for individual redevelopment within the historic context of the larger area. Like most communities, Truth or Consequences has vacant and underutilized historic buildings in its Downtown that could benefit from a combination of tax credits, design assistance, and façade improvements. In the case of blighted structures, the City could potentially either lien the property and make it available for redevelopment or trade the Downtown property for another City-owned parcel in another part of the community.

Self-Assessment Tax Strategies

In addition to the tax increment and tax credit programs outlined above, there are two popular programs available for property and business owners who wish to tax themselves incrementally in order to pay for improvements and services that enhance their properties. These self-assessment strategies are the Public Improvement District (PID) and the Business Improvement District (BID).

Public Improvement District - A Public Improvement District (PID) is established by the governing body through a petition of the majority of property owners within the district to impose an additional annual property tax assessment on their properties. The assessment is based upon an agreed upon formula used for the purpose of financing upfront costs of public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit or trail improvements, parking lots, park and recreation facilities, libraries and cultural facilities, landscaping, public art, and public safety facilities. The projects are typically financed through bonds with a minimum of 10 year (and more commonly 20 or 25 year) payback periods. The municipality is allowed to contribute funds, equipment, or in-kind services in assistance to the PID, and the PID district is governed by a board controlled through city ordinance.

Business Improvement District - A Business Improvement District (BID) is similar to a PID in that it is established by the governing body, funded by a new increment of property tax assessment, and created through a petition of the majority of property owners in the district. A BID is established to provide additional funding for improvements in a business district. Revenues are collected annually through a special assessment by the City and returned to an approved BID management agency to support business recruitment, retention, and support. Typical BID services include enhanced safety and cleanliness programs, cooperative marketing and signage, hospitality services, transportation services (trolleys, bike racks, safe rides home, etc.), improved lighting or landscaping, and other important district improvements and services.

Within MainStreet communities, the BID property community is set up under the MainStreet Board, which allows the property committee to benefit from the programs and priorities established by the Board.

Many communities, both big and small, are utilizing BIDs to enhance their downtowns and shopping districts as a means to attract new businesses and keep existing businesses strong, especially at times when other city services are declining. Two examples of New Mexico communities that utilize BIDs for their downtowns are the City of Albuquerque and the City of Gallup.

Municipal Bonds and Capital Outlay Funds

The Downtown Master Plan recommends several catalytic projects that are intended to kick-start public and private reinvestment into the MainStreet District. Some of these projects are “big ticket” projects that may exceed the District’s ability to fund or tax itself in sufficient amount to turn the vision of these ideas into reality. It is likely that municipal bonds may be critical to supporting some of these projects in the future.

Requests for capital outlay appropriations may also help to fill the gap for a major redevelopment project. The state legislature has received positive reports on the impact taxpayer investment has had on MainStreet communities. As reported in a recent article in Albuquerque Business First, Jon Barela, New Mexico Economic Development Cabinet Secretary, stated:

“...New Mexico taxpayers are seeing a return on their investments and business and local governments benefit greatly from that investment”. The article goes on to state that in a report prepared by Place Economics and commissioned by the New Mexico Economic Development Department, “since the program began in 1986, for every \$1 the state invested in the NM MainStreet Program, the MainStreet communities saw private investment of \$21.89 in building rehabilitation and \$22.55 in new construction. Since 1986 through July of 2013, New Mexico MainStreet communities saw a gain of 3,200 net new businesses and nearly 11,300 net new jobs.” This is very good news and good timing for Truth or Consequences, which should be well positioned to request capital outlay funds once the Downtown Master Plan has been adopted by the City Commission.

Private Sector Investment and Economic Development

A private sector investor group or individuals can also play a significant role in strategically targeting building and property acquisitions, building rehabilitation and redevelopment, and new business start-ups. MainStreet and the City should make every effort to keep the private sector financial and development community apprised of opportunities in the MainStreet District. Every effort should also be made to look for public/private investment partnerships and for business retention efforts to be made through the Chamber of Commerce and MainStreet. The City of Truth or Consequences has sought economic development assistance through NM MainStreet in the past and should continue to utilize as many of the state's available economic tools as is feasible.

Downtown Master Plan

The City of Truth of Consequences adopted a Local Economic Development Ordinance (LEDA) in June 1997 (Ordinance No. 447-97), which has not yet been updated to reflect critical legislative amendments approved in 2007 and 2013. The existing Ordinance includes an economic development plan, based largely on the Sierra County Economic Development Strategic Plan, of which the City was a participant. The Ordinance includes findings; goals, strategies, and priorities; and evaluation criteria in conformance with the State Local Economic Development Act. The Ordinance allows for the City to provide resources to support those qualifying businesses including land, buildings, infrastructure, money, and/or industrial revenue bonds. The purpose of the Ordinance is to create jobs, improve the economic environment, and improve the economic diversity of the City.

The City should continue to explore opportunities to implement the goals and strategies as provided for in the Ordinance and as resources are available. This is not only important for the MainStreet District, but the City as a whole. The Truth or Consequences Comprehensive Plan update includes Economic Development as a primary element of the Plan, with goals, objectives, and implementation strategies designed to improve the economic conditions of the community.

In addition to updating the LEDA Ordinance to reflect legislative amendments, the City should amend the Ordinance to add "artist and artisan" related businesses to the Targeted Business Criteria for Eligibility in order to promote those activities. The Ordinance should also be amended to include prioritized redevelopment projects identified in Chapter 5: Metropolitan Redevelopment Plan.

The City should also consider the imposition of a Local Option Gross Receipts Tax (LOGRT) designed specifically for economic development projects. The LOGRT works together with the LEDA Ordinance to advance and fund economic development projects.

LEDA funds have been used recently by the City of Albuquerque to provide direct assistance to two economic development projects. The first grant is being provided to Eclipse Aviation to support the company's additional space needs for increased airplane production. The City funds are being combined with state funds for a total amount of over \$600,000. The second grant is being provided to Canon ITS, Inc., which is intended to support the company's space needs that will allow it to locate a new operation in Albuquerque. For Canon, the support includes state and Bernalillo County funds. Both of these projects have specific job and salary requirements over time and clawback provisions if these requirements are not met. The City of Albuquerque performs a detailed Fiscal Impact Analysis for each project to ensure that the project meets the intent and safeguards established in the LEDA Ordinance.

Downtown Vision

Chapter 4

4.1 INTRODUCTION

The Downtown Vision is a series of actions and strategies that are designed to support existing businesses, encourage future business start-ups, and elevate MainStreet Truth or Consequences to a new, sustainable level of economic prosperity for existing and future businesses and residents. This is accomplished by building upon existing community assets, addressing the physical and structural deficiencies, coordination with other state and local government agencies, and fostering collaboration between all of the people and entities who love and cherish the unique character and charm of Truth or Consequences. The Downtown Vision, and the Downtown Master Plan as a whole, is the vehicle to jump start and attract new investment into the MainStreet District.

4.2 MASTER PLAN GOALS

The following goals were developed based upon the research, existing plans and studies, public involvement process, charrette process, marketing analysis, and "on the ground" site analysis. The goals cover a wide range of planning and economic development endeavors and provide the structure and guidance for proceeding forward with the redevelopment of Downtown.

Organization

1. Work with the City of Truth or Consequences, Chamber of Commerce, and Sierra County on promoting the MainStreet District as the City's primary retail and entertainment district.
2. Continue to grow the MainStreet organization through planned membership drives, social networking, and special events such as the Second Saturday Art Hop, Hot Springs Festival, Old Fashioned Christmas, and Downtown Trick or Treat on Halloween.
3. Become a conduit of information to Downtown business owners on available funding resources and loan programs, historic tax credits, and new projects, events, and activities.

Promotion

1. Develop a Downtown "Business of the Month" program.
2. Promote the MainStreet District, MainStreet businesses, and community events through branding and advertising through social media.
3. Develop a walking tour and brochure for the Historic District that highlights contributing buildings and other points of historic and cultural interest. The walking tour should also consider use of a QR code, an app, or other similar technology to appeal to a younger audience.

Design

1. Develop a comprehensive wayfinding program that directs visitors to the MainStreet District, highlights key attractions, and provides directional signage.
2. Work with New Mexico MainStreet on architectural design and improvements to building facades within the MainStreet District.

Downtown Master Plan

3. Work with NMDOT on redesigning Broadway and Main Streets to become more of a truly walkable and bikeable MainStreet District.
4. Pursue additional landscape improvements and pedestrian amenities along Broadway and Main Street, and other side streets within the MainStreet District.
5. Design and develop an outdoor community space (i.e., Healing Waters Plaza) that will allow and encourage special events and gatherings.

Economic Restructuring

1. Support MainStreet becoming a thriving commercial retail district through:
 - Diversification of the retail business market;
 - Addition of new restaurants, entertainment venues, and food stores that support the existing hospitality uses;
 - Retention and expansion of existing retail and hospitality businesses; and
 - Support for programs that encourage new mixed use development that fills a niche for artists that want to live and work Downtown.
2. Support the MainStreet District on being the center for arts and culture in Sierra County.

Land Use

1. Work with the City to provide for a variety of complementary land uses that support a vibrant Downtown including arts and entertainment venues, restaurants, and vertical mixed use that limits new residential uses to the second floor of commercial buildings.
2. Focus redevelopment efforts on Broadway Street and Main Street by promoting, providing, and encouraging incentives for redevelopment and/or reuse of vacant and underutilized buildings and properties.
3. Work with the City and housing non-profits on attracting a private sector developer to construct a mixed use project specifically geared towards working artists.
4. Ensure vacant buildings are maintained, secured, and safe through the adoption of a vacant building ordinance.
5. Update the C-1 Zoning regulations to provide for a Downtown Overlay Zone that addresses permissive uses, setbacks, development standards, etc.

Historic Preservation

1. Pursue becoming a Certified Local Government (*see page 165 for more information on CLG*).
2. Work with the City on updating the Zoning Ordinance to include a design overlay zone specifically crafted for the Historic District.
3. Develop walking tours and other materials that highlight and celebrate the history of Truth or Consequences.

Infrastructure and Transportation

1. Improve existing utility systems, including water, sanitary sewer, and electricity, to ensure there is adequate capacity for existing and future businesses.
2. Improve storm water management to protect public safety and private property investment throughout the MainStreet District.
3. Replace and/or install sidewalks, pedestrian crosswalks, and ADA ramps where needed.
4. Allow for alternative modes of transportation within the MainStreet District.
5. Improve the safety of downtown streets through a program of traffic calming, road diets (lane reduction/removal), on-street parking, street trees, bike lanes, etc.

4.3 DOWNTOWN STRATEGIES

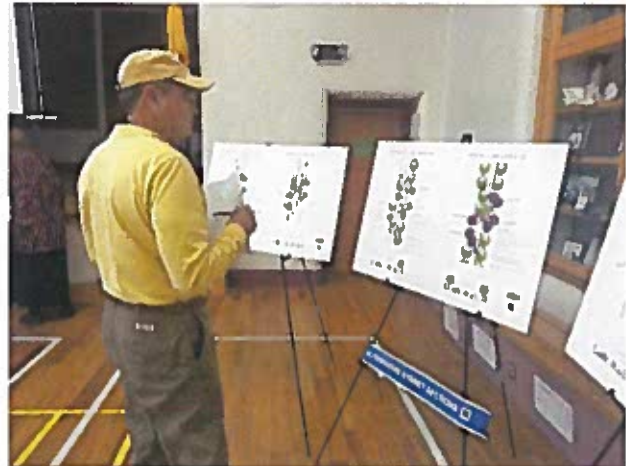
Streetscapes

One of the most noticeable elements about Downtown is the existing roadway system. Based on observation and confirmed by community input, there are blind curves in the roadways, and motorists tend to drive much too fast for an area dependent on pedestrian activity. This conveys to the pedestrian a lack of safety. There are also no bicycle lanes within the MainStreet District.

The primary roads, Main Street and Broadway Streets, are NMDOT facilities, each with 60 feet of right-of-way. They are one-way and function as a couplet. In the past, the roads carried two-way traffic but have been one-way for decades and the community has become accustomed to this traffic pattern. Austin Avenue, which is not a NMDOT facility, also has 60 feet of right-of-way.

This limited right-of-way width is a significant constraint for the MainStreet District and somewhat atypical for a commercial business area in New Mexico. Although there are limitations to what can be done to improve this condition, addressing pedestrian accessibility and safety is integral to the overall success of the MainStreet District. It was noted that a one-way lane has the capacity to serve 800 cars per hour, which is well above the existing traffic volumes.

It should be noted that any modifications to Main and Broadway Streets will require a detailed engineering analysis that explores options for each of these roadways. Any changes to roadway design including sidewalk, number of lanes, width of travel lanes, gateways (*with or without roundabouts*), and the potential addition of bicycle facilities will require NMDOT approval. The purpose of the following concepts is to elicit comments from the community and to provide



Participant at the February Open House reviewing the alternative street sections

Downtown Master Plan

some guidance for future studies that may result in the reconfiguration of each of these facilities within the MainStreet District. The concepts presented are based on existing traffic data, field observations (*by the consultant team*), review of best practices in other similar situations in other communities, and input from the MainStreet Steering Committee.

Alternative Roadway Sections

A number of alternative roadway sections were presented at the public Open House in February (see *Street Sections for Broadway and Main Streets, and Austin Avenue on the following pages*). Options for Main Street and Broadway Street included one-way versus two-way; striped bike lane versus protected bike lane; street trees at the intersection versus street trees at the intersection and beyond; parallel parking versus angle parking; enhanced paving at the intersection versus painted asphalt; etc. Options for Austin Avenue included whether the City should widen the sidewalks, add bike lanes, add a landscaped median, or increase parking through angle parking on one side.

Participants at the public Open House indicated their following preferences (*see Appendix A for the full results of the Open House*):

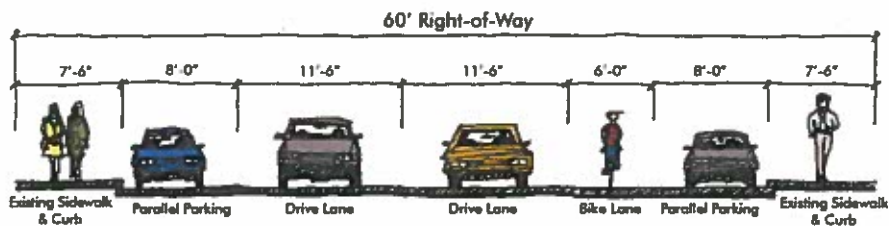
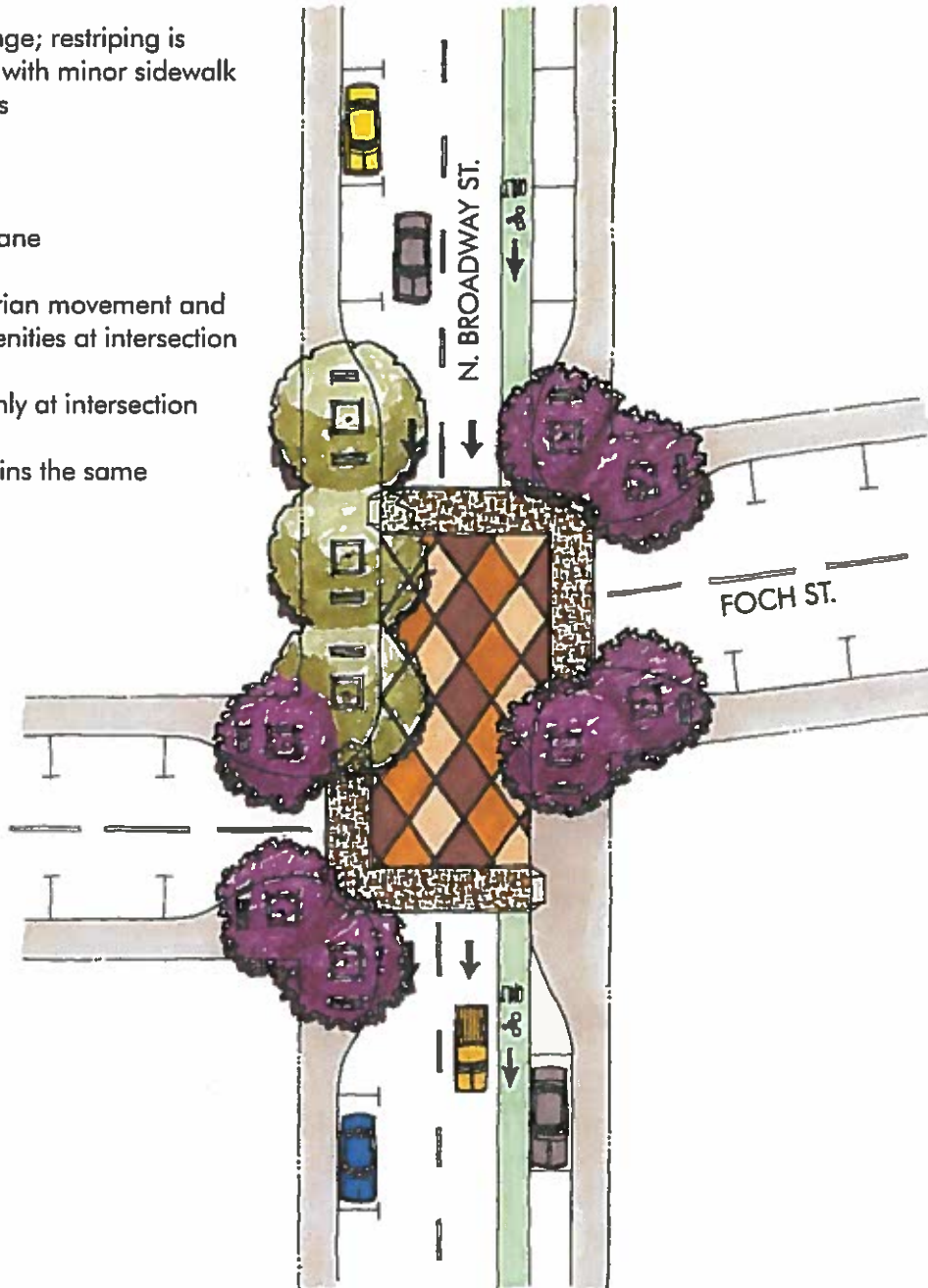
- Main Street and Broadway Street should be maintained as one-way roadways (*Option 1 versus Option 1A*).
- Participants clearly liked the idea of adding bike lanes to Main and Broadway Streets; however, a majority preferred the striped bike lane over the protected bike lane.
- Participants preferred angle parking on one side over parallel parking on both sides of the road.
- Participants preferred street trees at the intersections and along the road with widened sidewalks versus street trees at the intersection only.
- Participants were more evenly split on how to treat the intersections, with more preferring enhanced paving over painted patterns.
- When participants were asked which of the four options they preferred for Main and Broadway Streets, the results showed Options 2 and 3 with slightly more votes than Option 1. Though not a big difference in votes, Option 1A received the least number of votes.
- Regarding Austin Avenue, participants preferred adding bike lanes, but seemed to like all of the various options in varying degrees. Widening the sidewalks came in second, adding landscaped medians was third, and increase parking through angle parking on one side came in last. Due to the limited right-of-way, all of these options cannot be accommodated; however, the community clearly supports improving Austin Avenue through the addition of bike lanes and wider sidewalks.

Downtown Vision

BROADWAY STREET - OPTION 1

Features:

- Minimal change; restriping is cost efficient, with minor sidewalk improvements
- Stays 1-way
- Adds a bike lane
- Better pedestrian movement and room for amenities at intersection
- Street trees only at intersection
- Parking remains the same

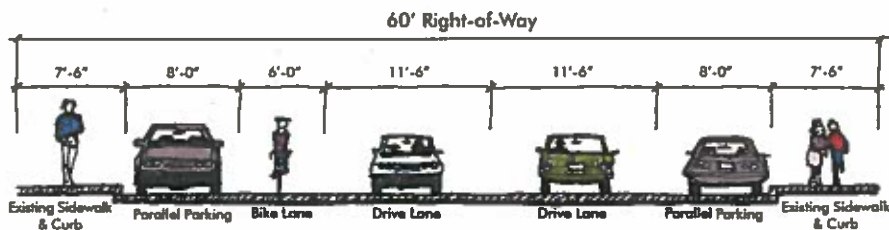
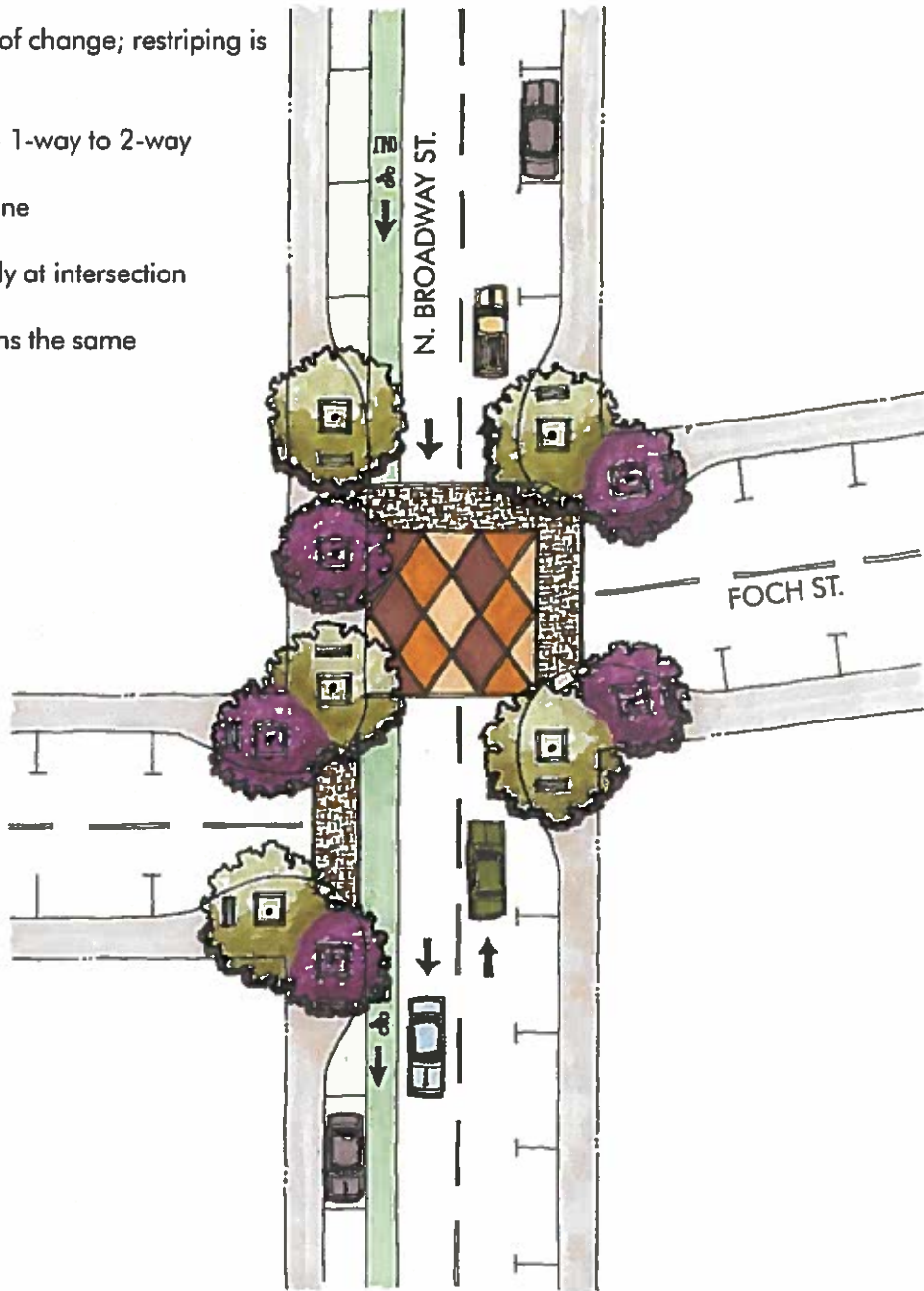


Downtown Master Plan

BROADWAY STREET - OPTION 1A

Features:

- Least amount of change; restriping is cost efficient
- Changes from 1-way to 2-way
- Adds a bike lane
- Street trees only at intersection
- Parking remains the same

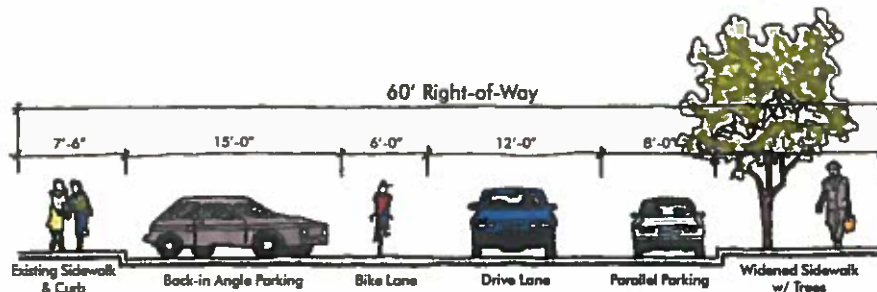
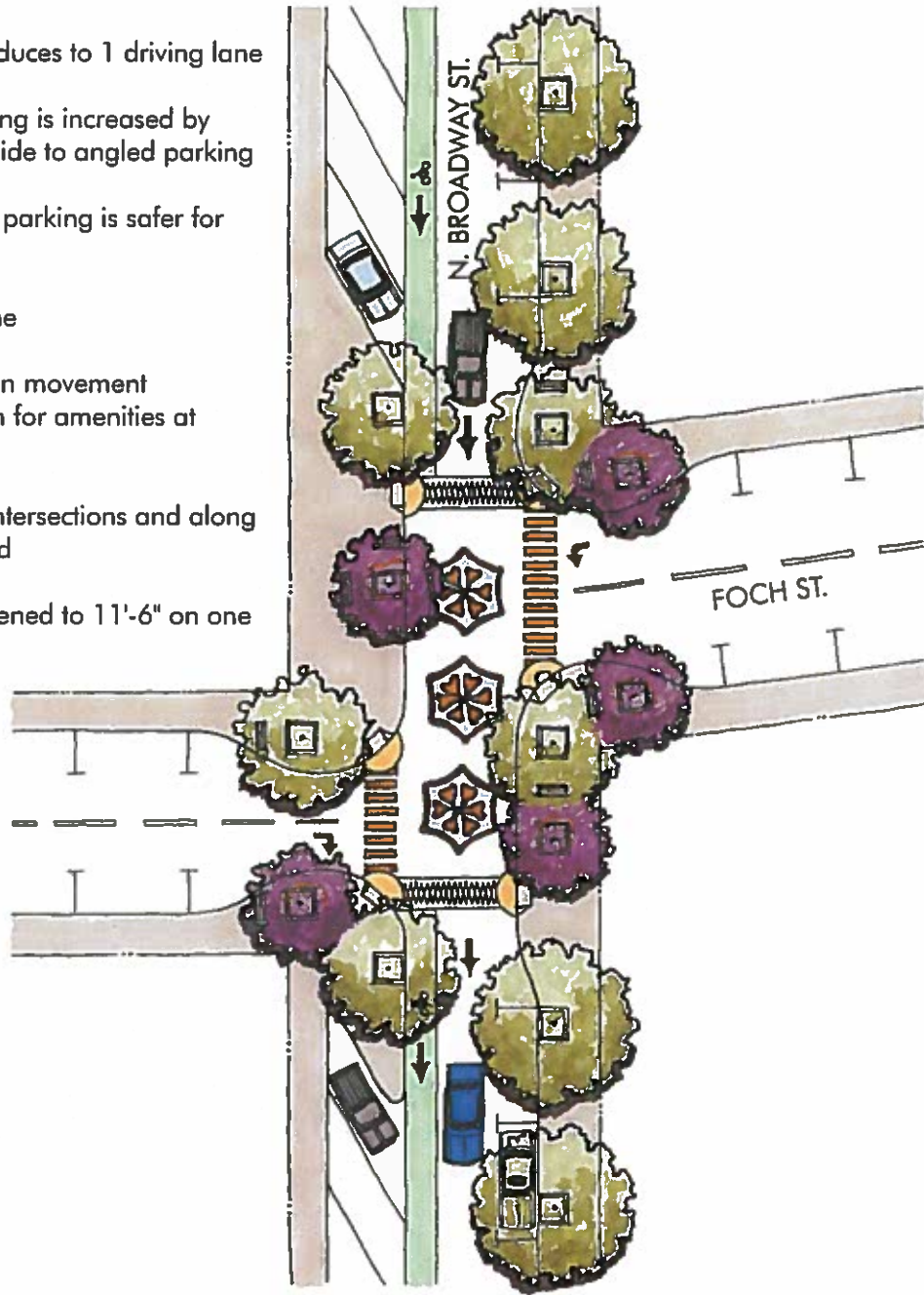


Downtown Vision

BROADWAY STREET - OPTION 2

Features:

- Stays 1-way, reduces to 1 driving lane
- On-street parking is increased by changing one side to angled parking
- Back-in angled parking is safer for bicyclists
- Adds a bike lane
- Better pedestrian movement and more room for amenities at intersections
- Street trees at intersections and along one side of road
- Sidewalk is widened to 11'-6" on one side

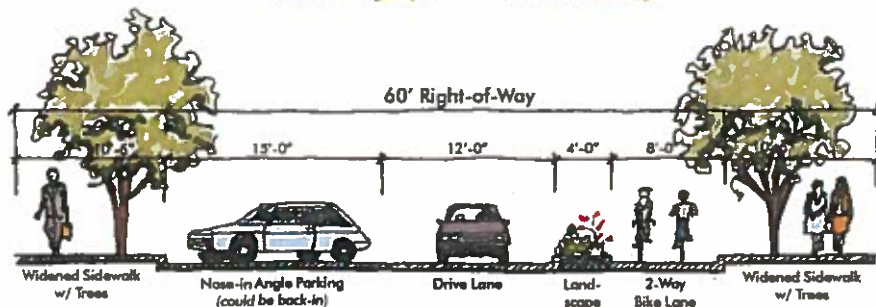
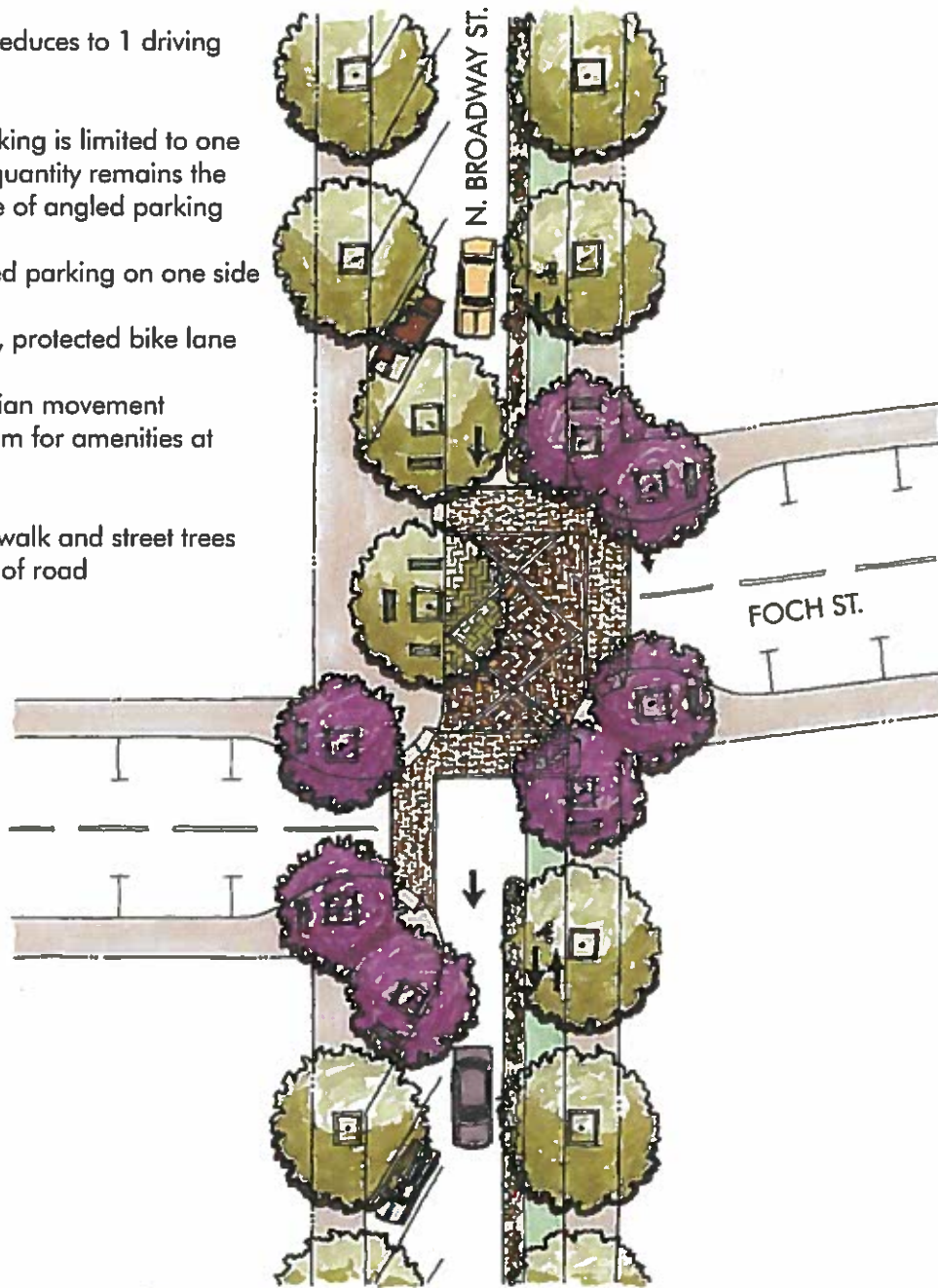


Downtown Master Plan

BROADWAY STREET - OPTION 3

Features:

- Stays 1-way, reduces to 1 driving lane
- On-street parking is limited to one side, but the quantity remains the same because of angled parking
- Front-in angled parking on one side
- Adds a 2-way, protected bike lane
- Better pedestrian movement and more room for amenities at intersection
- Widened sidewalk and street trees on both sides of road

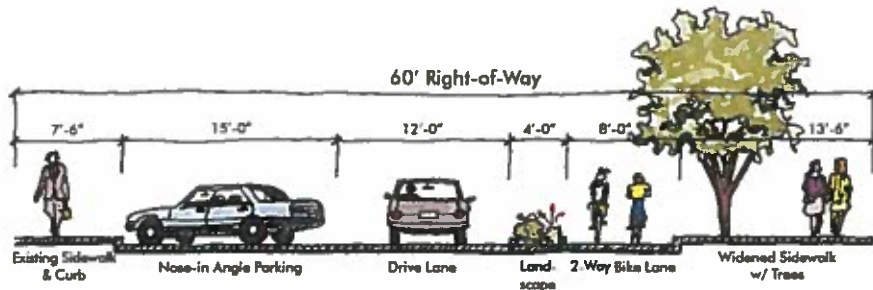
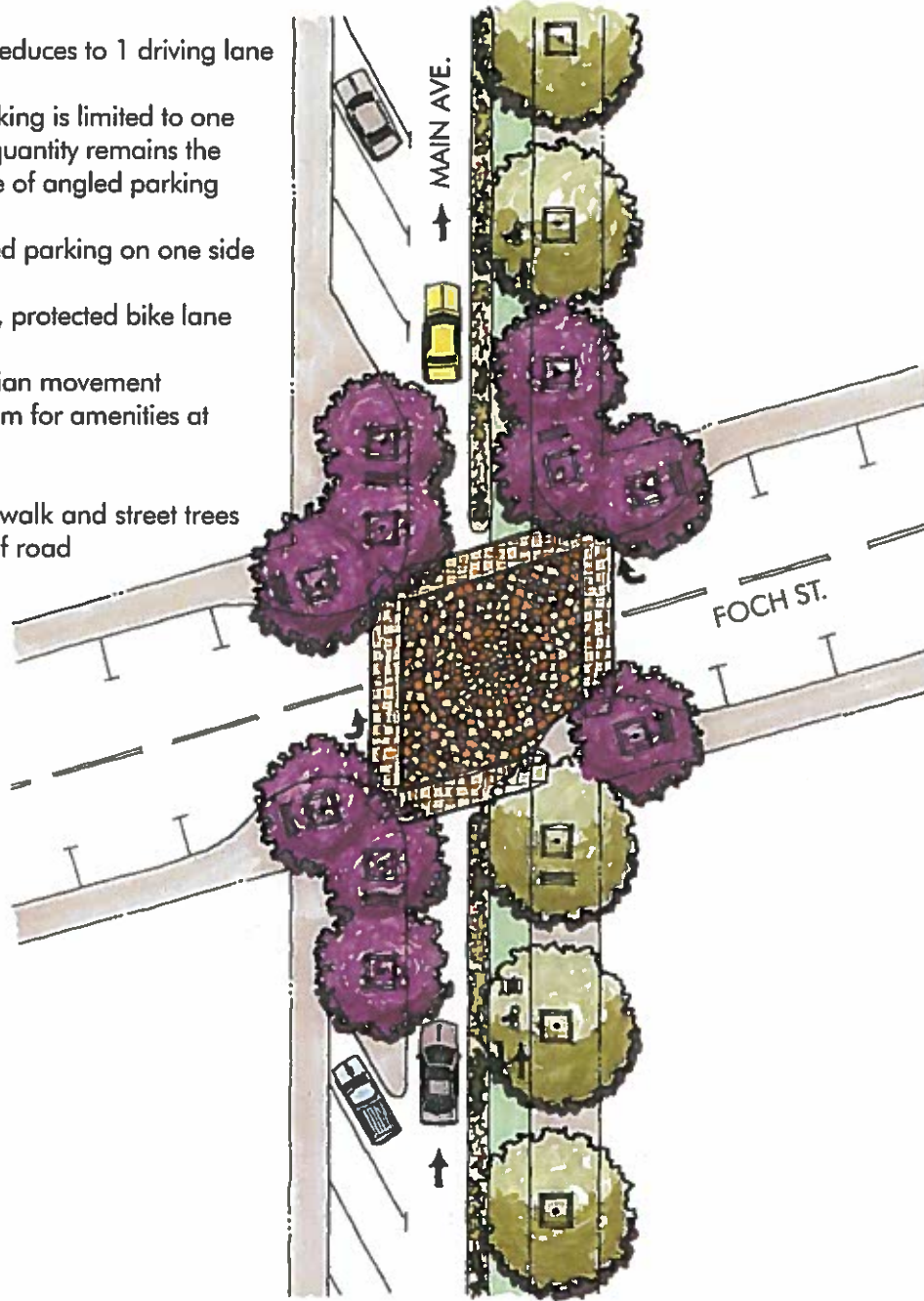


Downtown Vision

MAIN STREET - OPTION

Features:

- Stays 1-way, reduces to 1 driving lane
- On-street parking is limited to one side, but the quantity remains the same because of angled parking
- Front-in angled parking on one side
- Adds a 2-way, protected bike lane
- Better pedestrian movement and more room for amenities at intersection
- Widened sidewalk and street trees on one side of road



Downtown Master Plan

Austin Avenue



Austin Avenue - very narrow sidewalk, wide driving lanes with little traffic, and paving in poor condition.

Downtown Gateways, Wayfinding, and Circulation

Providing adequate circulation to, within, and through the MainStreet District is another important element of the Master Plan. This is accomplished through the designation of gateways, bikeways, and trails, and parking strategies (see the *Circulation and Wayfinding, Bikeways and Trails, and Parking graphics*, pages 83, 85, and 87).







Streets and Sidewalks - As described in the Metropolitan Redevelopment Plan section (see page 109), there is a strong need to replace streets and sidewalks throughout the MainStreet District. In addition to the replacement needs, there are numerous streets with missing sidewalks and missing handicap ramps. In order for the MainStreet to adequately serve pedestrians and motorists, and truly make MainStreet a place that people can enjoy walking and shopping in, it is critical that these street needs be addressed. There is also a strong community desire to preserve the WPA stamps in the existing sidewalks, which is proposed to be done consistent with solutions employed by NMDOT, HPD, and SHPO in other MainStreet communities (e.g., Clayton, NM).

Downtown Gateways - There are two primary gateways and one secondary gateway into the MainStreet District. The two primary gateways are located at the east end of the District at the intersection of Date/Main/Broadway and at the west end at the intersection of Main/Broadway/McElroy. These would be excellent locations for roundabouts, which are described under Circulation, entry signage (*sporting the new Truth or Consequences brand*), landscaping, special paving, crosswalks, and public art (see *Circulation graphics*, pages 83, 85, and 87). The secondary gateway is at Broadway Street and Austin Avenue. This gateway leads people into the heart of the Historic Bathhouse District and should be designed with signage, paving, public art, etc.

Comprehensive Wayfinding Program - There is very little signage or wayfinding for the MainStreet District. The exception is one sign on Interstate 25 and another sign at the north end of Date Street. Once in the MainStreet District, wayfinding does not exist. The concept of adding a wayfinding system to the MainStreet District was very enthusiastically received at the February Open House. Developing a comprehensive wayfinding program is a priority for the Downtown



CIRCULATION AND WAYFINDING

-  ONE-WAY STREET
-  TWO-WAY STREET
-  PRIMARY GATEWAY (SIGNAGE, LANDSCAPING, SPECIAL PAVING)
-  SECONDARY GATEWAY
-  WAYFINDING
-  KIOSK

MainStreet Truth or Consequences

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 MainStreet Truth or Consequences

Prepared by:
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In Association With:
 Chubbie Products
 1412 Bridge Street
 Las Vegas, NV 89101

Scale:
 20114 Church Street
 Las Cruces, NM 88001



Downtown Master Plan

business community and the community at large. The wayfinding program would be an excellent tool for reinforcing the community brand.

The Circulation graphic provides potential locations for kiosks, directional signage, and gateways. Kiosks are shown at the Broadway/Foch intersection, at City-owned property along Simms Street, and at Geronimo Springs Park on Main Street. Directional signs are shown throughout the MainStreet District at key intersections, but could be relocated as determined as part of a comprehensive wayfinding program.

Circulation - The placement of roundabouts at the two primary gateways to the MainStreet District would help slow traffic as it goes into the District, provide notice to motorists that they are entering a special place, and increase pedestrian safety. These two locations currently contain adequate right-of-way for building a roundabout, so no additional right-of-way would need to be acquired. Participants at the Open House were somewhat split on the idea of roundabouts; however, one of the concerns expressed was in regard to driver safety and the unfamiliarity of navigating roundabouts. These concerns regarding roundabouts would be addressed by maintaining one-way traffic flow through the roundabouts and on Broadway and Main Streets. Any changes to Broadway and Main Streets, including the roundabouts, will require NMDOT approval.



Bikeways and Trails - The addition of bikeways to the MainStreet District would provide more activity from recreation bicyclists that are not comfortable riding in the flow of traffic. The Bikeways and Trails graphic (see page 85) shows one-way bike lanes on Broadway and Main Streets that correspond to the one-way street flows. The graphic also shows the Healing Waters Downtown Trail Segment and the trailhead at Geronimo Springs Park. Participants at the Open House strongly supported adding bike lanes to Broadway Street, Main Street, and Austin Avenue. If parking on Austin remains parallel, then there would be room for bike lanes on both sides of the street.

The NMDOT Planning Bureau indicated its initial support for bicycle lanes on Broadway and Main Streets and stated that the bicycle lanes would need to comply with the AASHTO Guide for the Development of Bicycle Facilities (2012 edition). The NACTO Urban Bikeway Design Guide (<http://nacto.org/cities-for-cycling/design-guide/>) may also be a useful reference. Further coordination with NMDOT District 1 would be required for changes within its rights-of-way.



Healing Waters Trail sidewalk and trail markers.



BIKEWAYS AND TRAILS

- → ○ One-Way Bike Lane
- ← ○ Two-Way Bike Lane
- Healing Waters Downtown Trail Segment

Trailhead



MainStreet Truth or Consequences

BIKEWAYS AND TRAILS

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 201 N. Church Street
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Approved by
 City of Truth or Consequences
 MainStreet Truth or Consequences



Downtown Master Plan

Parking - There is ample on-street parking within the MainStreet District for the current level of activity. However, as the District begins to redevelop, there may be a need to increase on-street and off-street parking. Urban retail experts place a high value on on-street parking in Downtown shopping districts, so it is important to maintain or improve the existing parking within the MainStreet District as future changes to the street sections are considered.



Parallel parking along Main Street - the south sides of both Main and Broadway Streets are proposed to be converted to angle parking.

The Parking graphic (see page 87) shows parallel and angle on-street parking throughout the MainStreet District.

Participants at the Open House indicated their support for angle parking on Broadway and Main Streets as a way to increase on-street parking. Some people indicated an uncertainty regarding back-in angle parking. Given the limited right-of-way width, angle parking would only be possible on one side of each street. Changing from parallel to angle parking is a matter of restriping and the cost would be relatively minimal. The Parking graphic also provides two alternative locations for public parking lots, one at Foch Street and Austin Avenue and the other at the Main/Broadway/McElroy intersection. There would likely be the need for only one of these locations to be dedicated to public parking.



MainStreet Truth or Consequences

PARKING

- Parallel Parking
- Angle Parking (Current and Proposed)
- Potential Public Parking

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Downtown Master Plan

Opportunity Sites

Opportunity sites are properties and/or buildings that are either vacant or under-utilized, and would be good catalysts for new investment in Downtown (see *Opportunities graphic, page 89*). Several sites are owned by the City of Truth or Consequences, which presents an excellent opportunity for a public/private redevelopment project. The intersection of Foch and Broadway is highlighted as a focus area for initial improvements to Downtown that will have the most positive impact and kick-start redevelopment efforts.

The Opportunities graphic identifies the two major gateways into Downtown, previously described as good locations for street improvements (roundabouts), landscaping, entry signage, special paving, and public art. It also identifies a secondary gateway to the bathhouses at the far west end of Austin Avenue and appropriate locations for new housing or hospitality uses, primarily along Austin Avenue.

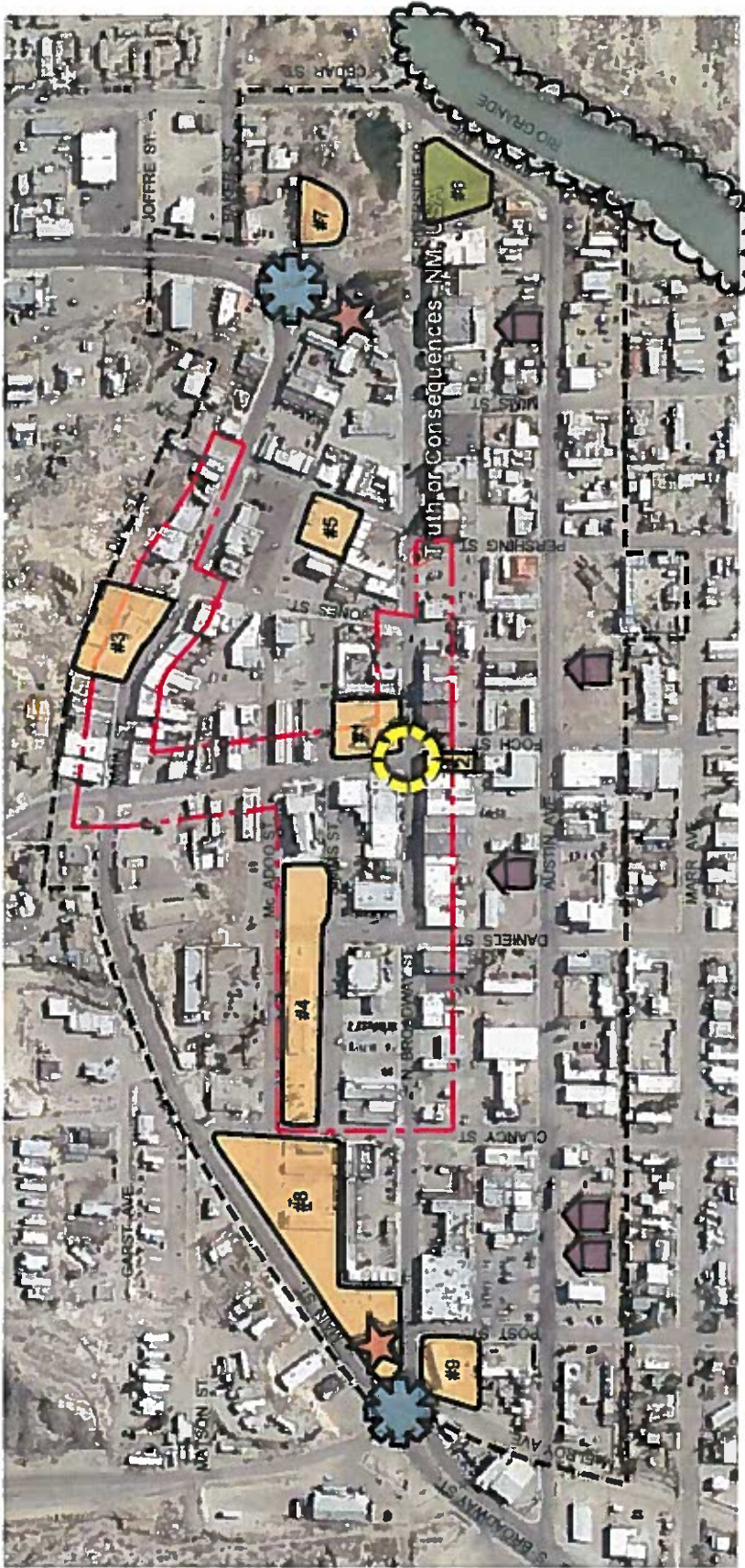
Potential uses are listed for each of the nine sites. These uses should be seen as suggestions and are not intended as the only appropriate uses. Recruitment and redevelopment efforts should be directed to reinforce the "Downtown Anchors and Clusters" described in the Market Analysis (see page 57), with Broadway Street maintaining more of a retail based focus, Main Street maintaining an arts and culture focus, Austin Avenue maintaining more of a hospitality/housing character, and the area along McAdoo and Simms Street maintaining a civic focus. Community members have indicated their strong support for locating a brewery/restaurant in the District, which would work well in a number of locations, but particularly well in one of the opportunity sites listed below:

Opportunity Site 1: This site is located at the northeast corner of Foch and Broadway Streets, and is the location of a recently opened restaurant called El Faro. This is an appropriate and welcomed addition to this important corner of the MainStreet District. Enhancements could include the addition of outside seating areas and facade improvements (e.g., larger storefront windows facing Broadway and a portion facing Foch Street). The property includes a parking lot accessible on three sides. The Broadway access is a gap in the street wall that could be redeveloped and access to parking would be maintained.



Opportunity Site 2: Located at the southwest corner of Foch and Broadway Streets, this is the location of the now closed Little Sprout Market and Juice Bar. This building appears to be in good condition and has good street presence with large storefront windows facing Broadway Street. Adding a restaurant to this location would work towards creating a cluster of restaurant choices along this portion of Broadway Street. Appropriate uses would also include retail.





MainStreet Truth or Consequences

OPPORTUNITY SITES (POTENTIAL USES)

- 1 RESTAURANT
- 2 RETAIL / RESTAURANT
- 3 RETAIL / RESTAURANT / GALLERY
- 4 CIVIC / PARK / PLAZA
- 5 RETAIL / HOSPITALITY
- 6 RIVER GATEWAY / RESTAURANT / HOUSING / HOSPITALITY
- 7 RETAIL / RESTAURANT / ENTERTAINMENT
- 8 RETAIL / RESTAURANT / ENTERTAINMENT
- 9 RETAIL / RESTAURANT

- FOCUS INTERSECTION/GROUND ZERO
- DOWNTOWN GATEWAY / ROUNDABOUT
- HOUSING OR HOSPITALITY
- PUBLIC ART
- FOCUS AREA

OPPORTUNITY SITES

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Downtown Master Plan

Opportunity Site 3: This site is located along Main Street and is the location of the old Buckhorn Bar, plus adjacent private land. The Buckhorn lot is currently owned by the City of Truth or Consequences. It is located close to the El Cortez Theater and Grapes Gallery, and would be an excellent location for a new art gallery or art related business. Other appropriate uses include retail and restaurant.



Opportunity Site 4: This site is a long, rectangular parcel located between McAdoo and Simms Streets, starting west of the Lee Belle Johnson Senior Recreation Center to Clancy Street. The property is owned by the City of Truth or Consequences and contains the City administrative building, vacant land, and a small park. The portion west of the Lee Belle Johnson Senior Recreation Center is designated for the Healing Waters Plaza. This is an obvious location for an outdoor plaza/park space (a community priority and key MRA project), but could also include additional building area.



Opportunity Site 5: This site is located along Pershing Street and is currently in use as a surface parking lot. It is privately owned and is located in the near vicinity of hospitality uses. Appropriate uses include hospitality and retail.



Opportunity Site 6: This site is located at the corner of S. Riverside Drive and Austin Avenue. It is across the street from the Rio Grande, which presents a wonderful opportunity for hospitality, restaurant, or potential housing. It is located at a critical gateway to the Rio Grande and there is potential in this location for a new river crossing to connect Downtown to potential development across the Rio Grande.



Opportunity Site 7: This site is located at the far east end of Broadway Street, and is the location of the old fire house. The property is owned by the City of Truth or Consequences. It would be a great location for entertainment, retail, or restaurant uses, and has nice views to the mountains.



Opportunity Site 8: This site is located at an important gateway into Downtown, close to the Broadway/Main/Post intersection. It is the largest of all the nine opportunity sites identified and is in a very visible location. The property would be appropriate as a mix of restaurant, entertainment, and retail uses. Due to its visibility, the site is also recommended as a location for public art.



Opportunity Site 9: This site is located along Broadway Street and also fronts Post Street and McElroy Avenue. It is the location of the now closed Hot Springs Bar and Package store, and is situated at the gateway to the bathhouses clustered along Austin Avenue. It is in a visible



location that would be appropriate for retail and restaurant use, and is currently for sale.

New Housing: There are several locations that would be appropriate for new housing (or hospitality). These are primarily located along Austin Avenue on vacant lots and close to other housing and/or hospitality uses. In addition to these locations on Austin, there is an excellent opportunity for residential uses on the second floor of the commercial buildings along Main Street and Broadway Street.

Downtown Master Plan

Infill and Adaptive Reuse of Vacant and/or Underutilized Buildings

The MainStreet District is ripe for infill. This can be accomplished by focusing development on the existing gaps between buildings along Main and Broadway Streets, and encouraging adaptive reuse of vacant or underutilized buildings. Currently, the gaps between buildings detract from the walkable, vibrant Downtown that is desired by the community. Filling these gaps would encourage people to eat, shop, and walk through the District, and in turn, would foster a more robust retail environment. Providing outdoor gathering and dining areas along Main and Broadway would add to a more engaging experience and allow for people watching.

The following sketches show some infill concepts in the gaps between buildings along Main Street and Broadway Street. They are intended to spark new ideas for redevelopment, but are not intended as specific projects.



Broadway Street redevelopment and outdoor dining/gathering space.



Broadway Street infill.



Main Street infill

Regulatory Strategies

There are a number of regulatory strategies that are recommended for the MainStreet District that would assist the City of Truth or Consequences in reaching the goal of a vibrant and thriving retail and entertainment commerce area. These strategies include becoming a Certified Local Government, adopting a Vacant Building Ordinance, and updates to the Zoning Code, which were presented at the February Open House and received positive responses from the participants. The following section summarizes these regulatory strategies:

Certified Local Government Program - The listing of the Hot Springs Bathhouse and Historic Commercial District on the National Register of Historic Places in 2005 recognized Downtown Truth or Consequences' unique architectural, geological, and archaeological resources as worthy of preservation. The community has embraced the designation, offering residents and visitors interpretive signage and the Healing Waters Trail as introductions to the District's riches.

As Truth or Consequences is a strong tourism-based Downtown economy, it may further enhance the appeal of its historic resources by participating in the Certified Local Government Program administered by the State Historic Preservation Division (HPD). For example, New Mexico's eight Certified Local Governments were eligible to apply for up to three grants per CLG before November 15, 2013. About \$165,000 was awarded in the 2013-14 grants cycle.

Downtown Master Plan

The Certified Local Government Program was mandated by Congress in 1980 as an amendment to the National Historic Preservation Act of 1966. It assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program is an important and effective way to incorporate historic preservation into local planning decisions and ensure Truth or Consequences' diverse cultural resources are preserved.

The CLG program extends the federal and state preservation partnership to the local level. It enhances the local government's role in preservation by strengthening local preservation efforts and its partnership with NMHPD.

There are numerous benefits to becoming a CLG including:

- Upon certification, local governments become eligible to apply for federal historic preservation grants.
- A CLG participates directly with the State Register of Cultural Properties and the National Register of Historic Places by reviewing local nominations prior to their consideration by the state Cultural Properties Review Committee (CPRC).
- CLGs receive technical assistance in historic preservation through training, information materials, statewide meetings, workshops, and conferences.
- Communication and coordination of preservation are increased at the local, state and federal levels as well as with other CLGs.

The first step to becoming a CLG is to contact the New Mexico State Historic Preservation Office (SHPO) and ask for the CLG Coordinator, which MainStreet Truth or Consequences has already done. The SHPO facilitates this federal program for the National Park Service and will assist the community with the certification process. The completed application is then sent to National Park Service for final review and official certification.

In order to become a CLG, a community must address the following minimum requirements to demonstrate to the state and National Park Service that it is committed to historic preservation:

- Establish a qualified historic preservation commission.
- Enforce appropriate state or local legislation for the designation and protection of historic properties. In most cases, this is done in the form of a local ordinance.
- Maintain a system for the survey and inventory of local historic resources.
- Provide for public participation in the local historic preservation program, including participation in the National Register process.
- Follow any additional requirements as outlined in the state's Procedures for Certification. Each state has Procedures for Certification that are approved by National Park Service, which establishes additional requirements for becoming a CLG.

Vacant Building Ordinance - Communities have found that unattended buildings have a negative effect upon the commerce and economic well being of their downtowns. Vacant buildings have a real and negative impact on the community's finances. Buildings left vacant for extended periods of time tend to deteriorate at a faster rate, become blighted, and bring down property values in the area. A tool that many communities, including Silver City and

El Paso, have used to encourage the rehabilitation of vacant and/or blighted buildings is a vacant building ordinance. Participants at the Open House indicated their strong support for adopting a vacant building ordinance.

This type of regulatory control requires building owners to register their vacant buildings within a certain time period. In Silver City, registration is within 45 days of ordinance adoption and within 45 days of any subsequent vacancy. The owner is required to file status reports with the Town every 30 days thereafter for as long as the vacancy continues. The information required for registration includes:

- Name, address, and contact number of the owner.
- Name, address, and contact number of the local agent or representative for the property, if other than the owner.
- Common address and tax parcel identification number of the property.
- The date on which the property became vacant.
- Affirmation of utility connections or disconnections.
- Acknowledgment of the duties of maintenance.

Silver City also requires building owners to file reports regarding any changes in facts as reported in the initial registration. Upon registration of the building, the building owner authorizes the building inspector and the fire marshal to inspect the building for any immediate safety violations which would likely present a danger to property or persons. The inspections are scheduled between 30 and 60 days after the initial registration, and the owner is required to pay an initial inspection fee of \$35. The building inspector creates a report describing the safety concerns and existence of dangerous conditions.

Silver City also requires vacant building owners to carry liability insurance on each vacant building. Buildings are required to be secured so that they are inaccessible to unauthorized people. Other responsibilities include:

- Regular monthly inspections by the building owner to assure compliance with the ordinance;
- Disconnection of utilities;
- Doors and windows secured;
- Weeds removed;
- Grass height maintained at 8 inches and trimmings removed;
- Exterior of buildings kept free of junk and debris;
- Building appurtenances securely attached;
- Detached signs and lighting systems structurally sound and maintained;
- Property fencing and retaining walls maintained and structurally sound (broken fence or wall components to be repaired, straightened, or removed);
- Property free of graffiti;
- Perishables not stored or kept in the building;
- Property free of any carrion, filth, or any other impure or unwholesome matter; and
- Commercial storefront parking lot and side lot kept clean of trash and debris.

Downtown Master Plan

The Ordinance also includes provisions in the event of partial or complete destruction of the building, that the building be rehabilitated or demolished within six months, and penalties for owners with vacant buildings that fail to register the building.

Zoning Code Revisions, Development Standards, and Design Guidelines - As stated in the Asset Inventory section, amendments are needed to the City's Zoning Code to make it more responsive to the needs and desires for the MainStreet District. The existing zoning for Downtown is comprised of one zone (C-1) which allows a very wide range of permissive and conditional uses. Some of these uses are not appropriate, and could detract from creating a vibrant, pedestrian-oriented retail shopping district. The development standards, including setbacks, landscaping, parking, etc., associated with the C-1 zone, are also not compatible with the existing urban character and vision for the District.

The zoning allows for residential and commercial uses; however, it does not allow for true mixed use, either in one structure or within a single parcel of land. Mixed use is typically considered to be an important element for attracting a more lively Downtown, and for Truth or Consequences, you have a certain portion of the community (particularly working artists) that would respond to this housing option.

The amendment to the Zoning Code should include removing of some of the heavy commercial uses, but allowing them in other places along Date Street and other major corridors. This could either be accomplished with the creation of a new zoning district crafted specifically for Downtown or a Downtown Overlay Zone that includes a more customized list of permissive and conditional uses. The revisions should address the permitting of mixed use (both vertical and horizontal within a single lot or project); development standards that are more suited to the existing Downtown urban character (e.g., permitting 0-foot front and side setbacks, parking standards that give credit for on-street parking, landscape standards that allow for 100% lot development coverage, etc.) and that require review of new infill projects; and design guidelines for redevelopment within an Historic District.

Public Art and Art Development

Truth or Consequences is in an excellent position to use art and culture as a major initiative in its economic development endeavors. The City's existing Public Arts Board is a good starting point for a more structured arts program that has the necessary tools to apply for and administer grants, make funding decisions, and make recommendations for art

commissions. The existing Public Arts Board provides recommendations to the City Commission on how to spend 1% of the Lodgers' Tax collected each year. In 2013, that amounted to \$1,500, which is a very modest amount for a community that clearly supports a more robust public arts program.



Mural project at the Lee Belle Johnson Senior Recreation Center.

Public art can be used to enhance gateways into the District, create transitions between nodes and activity areas, and help enhance the City's identity as an arts destination. Public art could be a combination of temporary and permanent installations, and range in scope and size from landmark, to streetscape, and human-scaled projects. Temporary public art installations create a sense of excitement and discovery for visitors and residents alike, and allow for more artists to showcase their work. Of all of the concepts presented at the Open House, participants were nearly unanimous in their support for public art in the MainStreet District.

Elements of a public art program include, but are not limited to:

- A % for the Arts program, which would allocate a portion of the funding for capital projects to be spent on the arts. Typically, this is limited to 1%. This would be in addition to the 1% from the Lodgers' Tax currently allocated to public art.
- Preparation of guidelines for public art that would ensure compatibility with historic buildings and cultural resources.
- Identification of "opportunity sites" for public art to be placed in the MainStreet District (see *Opportunities graphic for potential locations*).
- Pursue "seed funding" for a demonstration art project.
- Work with local youth on Downtown art projects. This may include coordination with the Truth or Consequences Municipal Schools and/or the Young daVincis.
- Establishment of community art projects, including mural projects, intersection design and painting, etc.

Developing a program for housing specifically designed for working artists is a concept that would fit well in the MainStreet District and would gain a lot of traction in helping Truth or Consequences become the arts center for Sierra County. The City's contribution to this endeavor could be to donate a City-owned property. The City could either issue a RFP to a private developer or offer the property to an artist or group of artists that would be willing to build the project.

Branding

Enhancing and reinforcing an unique sense of place for Downtown Truth or Consequences starts with branding. Branding is a process that involves selling a positive image of Downtown. Before getting to that stage, a thorough understanding of the image, values, benefits, and importance Downtown holds for the area is needed.

The brand that gets developed should reflect that Downtown Truth or Consequences is a desirable business location, visitor destination, and/or place to live. What is crucial is to gain an understanding of the brand and then convey it through the:

- Design of new buildings and rehabilitation of existing buildings;
- Development of a coordinated, well-conceived, and comprehensive wayfinding program, including primary entry signage and gateways, directional signage, and kiosks in key locations (see *page 83 for preliminary concepts*);
- Development of a visitors' guide that highlights points of interest and special amenities;

Downtown Master Plan

- Establishment of year round events and festivals that celebrate Downtown and its unique identity; and
- Continued support for the MainStreet organization.

It is important to have clarity regarding the audience that the City and MainStreet is trying to attract to Downtown. During workshops with the Steering Committee, the participants felt that the primary audience should be tourists. Truth or Consequences has been receiving more attention from tourism publications, and more people are coming to town with a desire for a unique and authentic experience unlike other destinations. The four community qualities that the Steering Committee think are important to convey in branding include:

- Hot Mineral Water
- Affordable
- Quirky and Unique, Arty
- Healing

Metropolitan Redevelopment Plan

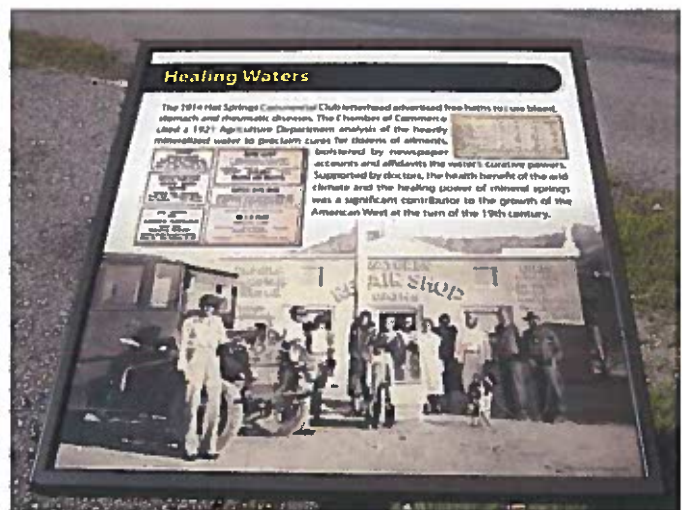
In September 2014, the City Commission adopted the ordinance that designated the MainStreet District as a MRA. Subsequently, the City Commission adopted the Downtown Master Plan as the Metropolitan Redevelopment Plan. This provides the necessary mechanisms for the City to participate in public/private partnerships and open up the potential for tax incentives for private developments. The Metropolitan Redevelopment Plan identifies a number of prioritized redevelopment projects that the City should proceed forward with implementation (see Section 5: *Metropolitan Redevelopment Plan for detail on these priority redevelopment projects*).

Historic Preservation

The history of Truth or Consequences as a health resort town is a strong marketing tool for tourism. The Historic District is chock-full of contributing buildings with interesting stories to tell. The Geronimo Springs Museum also provides an excellent historic continuum over time.

In addition to revising the Zoning Code to allow for design guidelines and review of new infill projects, other elements of historic preservation should be pursued for the Historic District. This would include, but not be limited to:

- Development of a Downtown Walking Tour and brochure as a tool for highlighting contributing historic structures and other cultural and historic points of interest; and
- Development of an educational program designed to promote the benefits of the Historic District to property owners through workshops, lectures, presentations, and special events.



Healing Waters historic plaque.

The New Mexico Historic Preservation Department would be an excellent resource for advice in developing these programs and educational tools.

Tourism Initiatives

The strongest industry in Truth or Consequences is tourism. People have been coming to the City for decades to rejuvenate and relax in the hot mineral baths. The City has been getting positive attention from tourism publications, and numerous articles that have been written. Some of the additional short and long term initiatives that could enhance the tourism industry for Truth or Consequences, and Sierra County as a whole, include:

Geotourism - Geotourism is defined as "tourism that sustains or enhances the geographical character of a place - its environment, culture, aesthetics, heritage, and the well-being of its residents." Called "geotourists", these tourists are looking for unique and culturally authentic travel experiences that protect and preserve the ecological and cultural environment. They prefer to patronize locally-owned businesses and attractions, local craftspeople, restaurants serving regional cuisine. Truth or Consequences, with its hot mineral baths, art community, and unique history as a health spa town is a perfect fit to attract this type of tourist.

The National Geographic Center for Sustainable Destinations provides a platform and comprehensive approach to managing sustainable tourism and promoting destination stewardship. The program works with a community-based local Geotourism Council to create projects, including Geotourism MapGuides and Geoconsensus Web Sites, to create an inventory of tourism attractions and activities in the area. These would include local points of interest, natural areas, outdoor adventures, restaurants, tours, special events, etc. This type of project is typically done as a collaboration between regional entities, so in the case of Truth or Consequences, the City would be one stakeholder within a larger group.

A successful example of this program is the Four Corners Region. The Four Corners Region Stewardship Council partnered with the National Geographic Society to capture the history and heritage of the Four Corners Regional through an interactive web site and print map. Residents and visitors, community organizations, tourism stakeholders, and local businesses nominate sites for inclusion on the map and web site. These sites are intended to be one-of-a-kind places that are integral and distinctive to area's character and sense of place.

Music Festival - South by Southwest is an annual music, film, and interactive festival that takes place in Austin, Texas. An astute observation from Wendy Tremayne is the fact that west coast musicians pass through the area on their way to the festival each year in March; an excellent opportunity for Truth or Consequences to reap the benefit. She will be hosting the first annual TXCSW Music Festival to be held in Truth or Consequences. This is a great example of out-of-the-box thinking that could make a positive difference for Downtown.



Downtown Master Plan

Infrastructure Improvements

As noted in the Metropolitan Redevelopment Area section, there is a need to improve streets and sidewalks, as well as utilities within the MainStreet District. Improvements to the utilities are important because of the potential to disrupt pedestrian and vehicular traffic when the systems fail. Utility systems, including water, sanitary sewer, storm drainage, gas, electricity, and communications serve the businesses within the MainStreet District and keeping these systems in good condition assists in retaining existing businesses and attracting new business interests to the area.

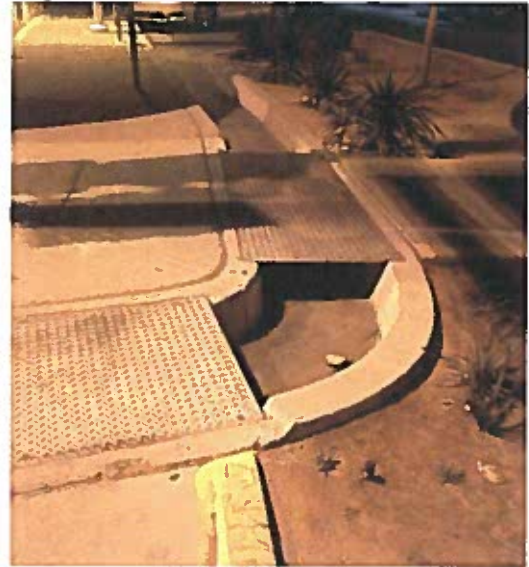
Street Improvements - As detailed in the Metropolitan Redevelopment Area section, there are numerous streets within the MainStreet District that are in need of replacement.

Utilities - The street replacements should be coordinated with utility replacement at the same time. Foch Street has been targeted as part of the focus area for Downtown improvements. It is also a logical area to install a looped 12-inch water line to improve fire flows. Replacement of a complete street and adjacent sidewalks and ramps will also help to connect destinations within the Downtown area.

Drainage - Drainage is a major concern in the Downtown area. Broadway Street, one of the major arterials through the City, floods for various reasons described in the Asset Inventory section. The flooding in Downtown can be addressed several ways. Some of the simpler, yet effective, rehabilitation projects that the City and/or NMDOT can undertake include:

- Drainage grates through the sidewalk bulbs on Broadway Street to allow the ponding behind the bulbs to drain into the side streets;
- Flattening or inverting the crown on Broadway Street at the intersecting streets to allow the storm flows to cross Broadway; and
- Inverted crowns installed or improved on the side streets to carry more runoff.

A major contributor to storm water flows is the arroyo along Poplar. This arroyo carries flows not only from developed areas that drain to it but also undeveloped areas upstream. The culvert under Main Street appears to be undersized and may cause storm water to over top Main Street at Broadway Street, or the storm flows down Poplar do not reach the draw and



Drainage grate at a bulb-out, which would help prevent ponding during storm events.



Underground storage of storm water.

flow down Broadway to Clancy Street where it is impeded by the crown in Broadway from flowing down Clancy Street. As a result, storm water ponds in Broadway.

The McElroy channel may be undersized for the storm flows that are diverted to it. Solutions may include upstream ponds and diversion structures to harvest the storm water or at least slow it down, diversion structures to get the water from Poplar to the arroyo, and improvements to the existing culvert and channel.

Retaining or detaining the storm waters from pavement, roofs, driveways, sidewalks, and parking areas in Downtown and upstream of Downtown will have the greatest impact on storm drainage. This will require all properties to retain rainwater on their property. The same retention methods could also be used to divert drainage from the streets. The retention can be accomplished by on-site ponding methods that will reduce the runoff by allowing rain water to percolate into the ground instead of running off or to water landscape plants or trees. These ponds can range from very small to very large. Some strategies include:

- Paved or concrete parking areas could be replaced with pervious pavement, gravel, or possibly turf block.
- Provide landscaped areas on public and private sites and in the road rights-of-way, including plant material, cobble, or gravel.
- Small on-site holding ponds (often integrated in the landscaping) also on public and private sites.
- Underground storm water storage (usually large pipes under parking areas).
- Lots with steeper slopes could be terraced to detain and slow the runoff. These terraces could be dirt or wall structures. Some possible areas would be along Foch Street and sites between McAdoo Street and the top of the hill north of Main Street. Walls will have to be designed to support the water and saturated soil.
- Existing drainage or erosion channels could have small ponds or diversion dams to slow the runoff or detain it.

The pond sizes and shapes will be site specific to fit existing or proposed improvements. All the storm water cannot be eliminated by water harvesting methods alone – there could be no development. If the remaining storm flows are to be eliminated, large channels and/or underground storm drain pipes will be required to take the flows to the Rio Grande. This method, while effective, would be very expensive and there will always be storms that will be larger than the design storm, and flooding can still occur. NMDOT standard storm designs are 10-year storm events for local and collector streets and 50-year event for arterial streets. Site retention of water harvesting can be very cost effective and result in reducing the runoff and concentration of runoff. To be effective, virtually all properties and even portions of the road rights-of-way will have to employ some sort of storm water retention.

Downtown Master Plan

4.4 CHARACTER DEFINING ELEMENTS

Character defining elements are those patterns and details that define the character of the Main-Street District. They are contained in the details of the streetscapes and in how the buildings sit relative to the street. This section is not intended to dictate a specific architectural style, but to help define, reinforce, and expand upon the existing character. Part of the charm of Downtown Truth or Consequences is its one-of-a-kind character and the community's refusal to conform to any set style or standard. Any infill buildings should not be designed to imitate past architectural styles; they should be easily recognized for being constructed within their own era.

Building Height, Rhythm, and Scale

Most of the buildings in the MainStreet District are one-story and sit adjacent to the sidewalk. There are some two-story buildings, mostly along Broadway Street, but a few along Main Street as well. The scale of the buildings are relatively uniform and typical of commercial storefronts.

There are many opportunities for infill buildings within the MainStreet District. There are gaps in the street wall along the two primary streets, Main and Broadway. Any infill buildings should be designed in context to the height and scale of adjacent buildings. In order for this to occur, the City's Zone Code will need to be amended to allow for contextual design. This does not mean that all new buildings will be one-story, but rather, any changes in building height should be done with care and should be designed to step down to shorter adjacent buildings to avoid abrupt variations. Buildings located at street corners can be designed with a taller height and in such a way that they do not detract from the District character.



Existing rhythm of buildings along Main Street, with the building heights stepping up to the corner of Foch at the El Cortez Theater (vacant Buckhorn site is in the background).

Infill buildings should also align to the sidewalk and use the alleyways as much as possible for access to building or for parking. Larger infill buildings should be carefully designed into smaller modules that mimic the scape of adjacent buildings. This can be accomplished with changes to the massing, color, materials, and insets. A key opportunity is the City-owned Buckhorn property, whose redevelopment could help to stabilize and increase business and arts and cultural development opportunities in this section of Main Street.

Windows and Doors

Size and placement of windows and doors, particularly facing the street, are important for encouraging a walkable and successful retail environment. Most of the buildings in the MainStreet District include storefront windows and have a recessed primary entry, but there are a few exceptions. Those that lack glazing appear to be at odds with the existing character and an effort should be made to encourage these business owners to add storefront windows where physically appropriate. Building and business owners should be encouraged (training could be provided) to enhance and decorate their storefront windows to create a more vibrant pedestrian experience and encourage drivers to stop.

Materials and Colors

Color is definitely one of the elements that set the MainStreet District apart from other towns. Many of the buildings sport the typical New Mexico hues - browns and beiges - while other buildings are brightly colored and display a sense of playfulness. For contributing buildings, it is encouraged that the buildings stay within the typical ranges. For non-contributing buildings, it may be acceptable to continue with the bright colors, but this is a subject that needs thoughtful consideration. An aspect to this issue that should be kept in mind is building colors are not permanent and can be modified.

Most of the buildings in the District have a stucco finish, though there are some buildings that are brick. The few brick buildings have typically been painted.



Truth or Consequences vernacular.

Downtown Master Plan

Street Furniture

One of MainStreet's accomplishments was to partner with Healing Waters Trail to install new benches and trash receptacles, and repurposed planters at intersections of Main and Broadway Streets. This was a volunteer effort and the new street furniture has established a certain modern character.

Lighting

The street light fixtures along Broadway and Main Streets are typical NMDOT fixtures and exhibit no particular character. There are few other streets or parking lots that contain lighting, with the exception of the bank parking lots. Lighting is an important element that is conducive to evening activity and conveying a sense of safety and security to visitors, Downtown businesses, and residents.

Developing a lighting program that includes pedestrian scale lights (no greater than 15 feet in height) would help to unify the character in the District and would be a welcoming improvement.

Landscape

There is little landscaping within the MainStreet District, with the exception of a few trees at the bulb-outs on Main and Broadway Streets. There is an excellent opportunity to establish a landscape character along the main roadways with street trees, which is supported by the community as indicated at the Open House. Trees should be chosen that are appropriate for a hot desert landscape and that will grow adequately in a minimum amount of space. Providing permanent irrigation should be part of this street tree planting program.

Public Gathering Spaces

There is no central gathering space within the District. A preliminary design was prepared for the Healing Waters Plaza on McAdoo Street. Not only to reinforce community character, the Healing Waters Plaza would provide a location for outdoor community events, public art, and a



New trash receptacles, benches, and painted planters.



Landscaped island at the Broadway Street curve and entry to Ralph Edwards Park.

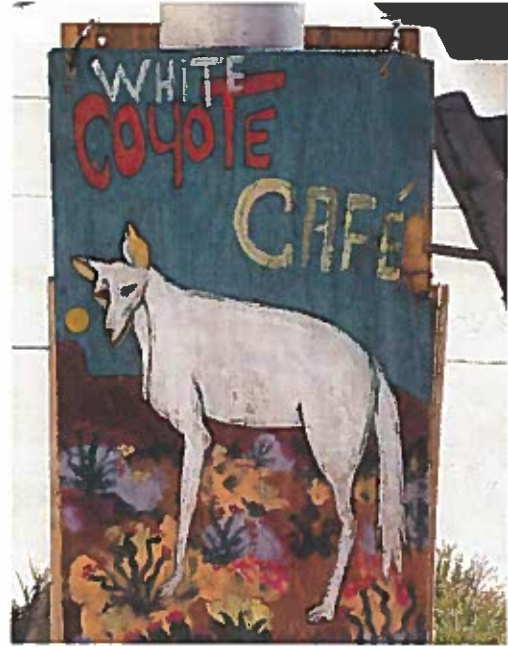
shaded spot that allows respite from the blazing sun of southern New Mexico. Another potential area for an outdoor patio or public gathering space is the property (or gap between the buildings) located in front of the Magnolia Ellis building along Broadway Street.

Signage

There is no signage system or set pattern currently in place, but there are some cues that could be taken from the existing signs, which are unique to Truth or Consequences. For the most part, building-mounted signs are relatively modest in size and some are installed perpendicular to the street which allows pedestrians and others to read the sign without being right in front of the building. Adding new perpendicular signs that overhang into the public right-of-way, including NMDOT on Broadway and Main Streets, and City right-of-way on the remaining streets, would require coordination with the appropriate government entity.



Building-mounted signs on the Pelican Spa and Latitude 33 are relatively modest in scale.



Beautiful hand-painted custom sign.



Sierra Grande's tiled monument sign.

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Metropolitan Redevelopment Area

Chapter 5

5.1 INTRODUCTION

The City of Truth or Consequences is the largest incorporated community within Sierra County. Downtown Truth or Consequences is the City's primary retail center and tourist attraction due to the hot mineral springs and its reputation as a health spa community. Downtown is primarily comprised of commercial businesses, including hospitality, but it also includes significant amounts of institutional and residential uses. Within the context of the MainStreet District is the Hot Springs Bathhouse and Commercial Historic District, which has significant overlap with the MainStreet District, but is larger in area. The National Register of Historic Places recognizes 125 buildings within the Historic District to be contributing resources.

In September 2014, the City Commission adopted the designation of the MainStreet District as a Metropolitan Redevelopment Area (MRA) per the requirements of the New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978). The Downtown Master Plan was subsequently adopted by the City Commission as the Metropolitan Redevelopment Plan. This was based on the observations of the project consultants and documentation that the MainStreet District exhibits physical conditions that are detrimental to the public health, safety, and welfare. These conditions contribute to an overall appearance of neglect, which discourages new investment and potentially, brings down property values. The analysis and documentation of factors that are contributing to blight in the MainStreet District are documented in this section.



Aerial showing the Metropolitan Redevelopment Area Boundary.

Adoption of the Metropolitan Redevelopment Plan provides a tremendous benefit to the community as it provides the City the ability to proactively address blighting conditions and engage in public/private partnerships that would otherwise not be feasible. It allows a municipality to contribute funds, services, equipment, land or other public resources as an inducement to attract private development funds and activity. Some cities provide high levels of inducements, including property tax abatements, the provision of new infrastructure improvements, low interest loans, bond financing, cash investment, land donation, and other fiscal incentives.

Downtown Master Plan

The Metropolitan Redevelopment Plan provides the City with the opportunity to apply for and pursue a variety of federal, state, and foundation appropriations, grants, loans, and incentives. This is a major financial tool that can help assist with funding the larger projects envisioned during the planning process. It provides the vehicle for redevelopment efforts, and potentially, for individual projects if the City has the resources to share and a private sector party that is interested in participating in redevelopment.

5.2 METROPOLITAN REDEVELOPMENT AREA

Prior to the adoption of the Downtown Master Plan as the Metropolitan Redevelopment Plan (and as previously described), the City Commission adopted the MRA designation per the New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978), which provides municipalities with the powers to undertake and correct conditions in areas that “substantially inflict or arrest the sound and orderly development” within the municipality. In order to use these powers, the governing body of the municipality must determine by resolution an area to be a slum area or blighted area, and designate the area as appropriate for a metropolitan redevelopment project.

The Metropolitan Redevelopment Code provides the criteria for determining an area to be a slum or blighted area. Section 3-60A-2. Findings and Declarations of Necessity provides:

“It is found and declared that there exist in municipalities of the state slum areas and blighted areas that constitute a serious and growing menace, injurious to the public health, safety, morals and welfare of the residents of the state; that the existence of these areas contributes substantially to the spread of disease and crime, constitutes an economic and social burden, substantially impairs or arrests the sound and orderly development of municipalities and retards the maintenance and expansion of necessary housing accommodations; that economic and commercial activities are lessened in those areas by the slum or blighted conditions, and the effects of these conditions include less employment in the area and municipality, lower property values, less gross receipts tax revenue for the state and municipalities and reduces the use of buildings, residential dwellings and other facilities in the area that the prevention and elimination of slum areas and blighted areas and the prevention and elimination of conditions that impair the sound and orderly development of municipalities is a matter of state policy and concern in order that the state and its municipalities shall not continue to be endangered by these areas that contribute little to the tax income of the state and its municipalities and that consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization or other forms of public protection, services and facilities.”

As defined in the Code, Section 3-60A-4:

“Blighted area means an area within the area of operation other than a slum area that, because of the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, insanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual

conditions of title, improper subdivision or lack of adequate housing facilities in the area or obsolete or impractical planning and platting or an area where a significant number of commercial or mercantile businesses have closed or significantly reduce their operations due to the economic losses or loss of profit due to operating in the area, low levels of commercial or industrial activity or redevelopment or any combination of such factors, substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use."

5.3 EXISTING PHYSICAL CONDITIONS

The MainStreet District has a number of vacant buildings, vacant lots, and sidewalks either missing or in very poor condition. Structural, drainage, and public infrastructure issues are present throughout the District. These physical conditions have led to the decline of the District and are inhibiting new investment.

This section documents the physical and economic conditions of the MainStreet District that meet the Metropolitan Redevelopment Code's criteria for establishment of an MRA. It is broken down into separate subsections that document building conditions, street and sidewalk conditions, and vacant and underutilized properties.

Street and Sidewalk Conditions

As stated previously in the Asset Inventory section, the streets and sidewalks within the MainStreet District are in very poor condition, with the exception of Broadway and Main Streets, which are NMDOT facilities (see pages 113-115 for Street Replacement, Sidewalk



Photos showing existing sidewalk and street conditions.

Downtown Master Plan

Replacement, and ADA Ramps Diagrams). There are cracked and missing sidewalks, missing and damaged curbs, and cracked roadway surfaces throughout the MainStreet District. In addition to missing sidewalks, there are also missing ADA ramps. This condition is hampering pedestrian accessibility to the MainStreet District and therefore, is negatively impacting the businesses. Lack of walkability within a Downtown district that depends on tourism for its very survival has a harmful impact to its overall success.



Many of the sidewalks include historic WPA stamps from the 1930s. The community has indicated a desire to preserve these stamps, which would involve cutting them out of the pavement and reinstalling them as a "brick" in a new sidewalk installation. Further compounding the street and sidewalk conditions are the drainage issues, which are described starting on page 116.



Top: sidewalk cracked and lifting causing tripping hazard. Bottom: WPA - 1939 stamp.

The Street Replacement diagram (see page 113) illustrates the streets within the MainStreet District that are in need of replacement. These include:

- Mims Street
- Jones Street
- Daniels Street
- Post Street
- Simms Street
- Pershing Street
- Foch Street
- Clancy Street
- McAdoo Street
- Austin Avenue

The Sidewalk Replacement diagram (see page 114) illustrates the sidewalks that are missing or in need of replacement. Streets with missing sidewalks, either partially or in total, include:

- Cedar Street
- Portion of Mims Street
- Portion of Pershing Street
- Portion of Daniels Street
- Portions of Austin Avenue*
- S. Riverside Drive
- McAdoo Street
- Portion of Clancy Street

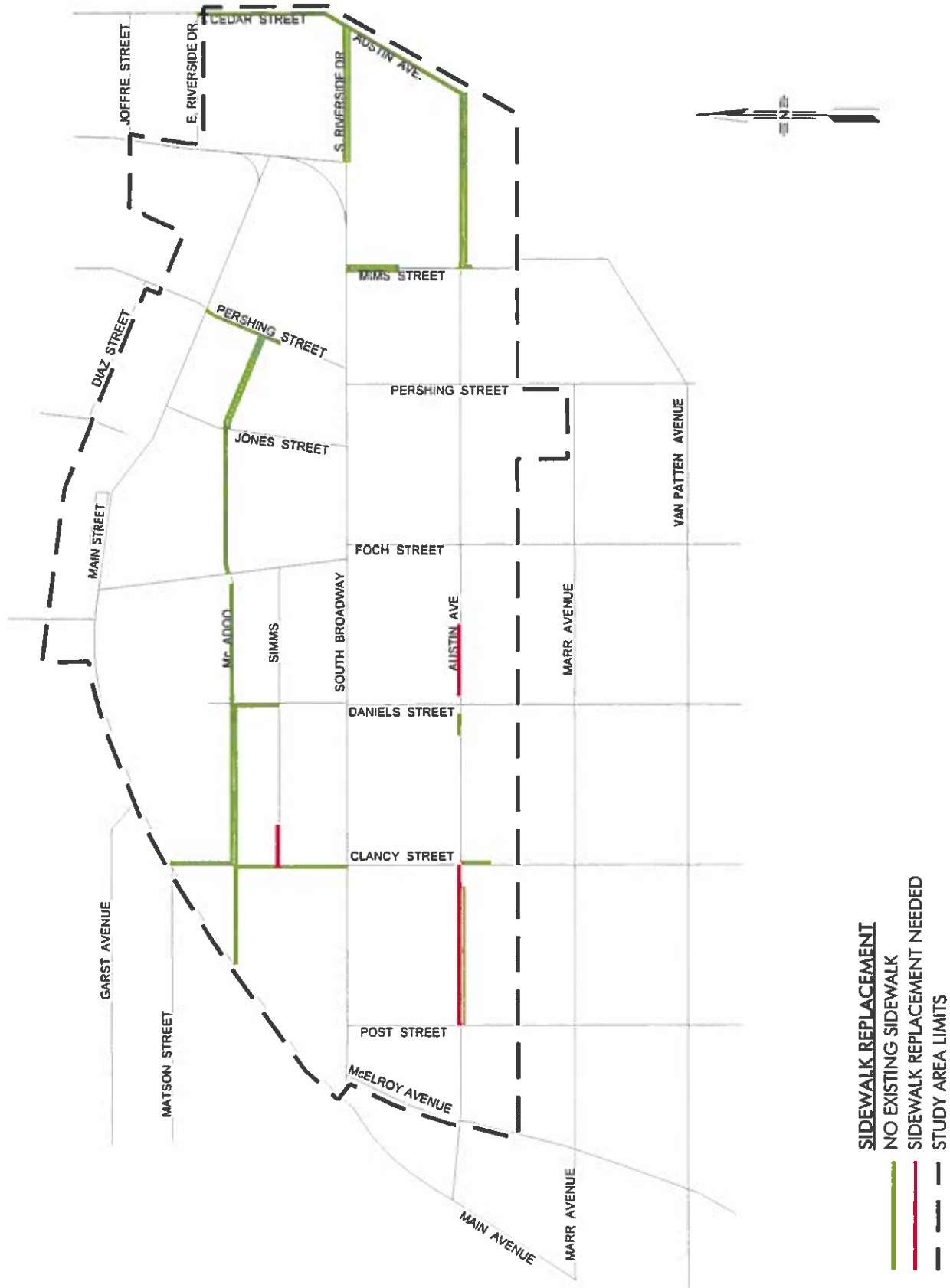
Streets with sidewalks that are in need of replacement due to unsafe walking conditions include:

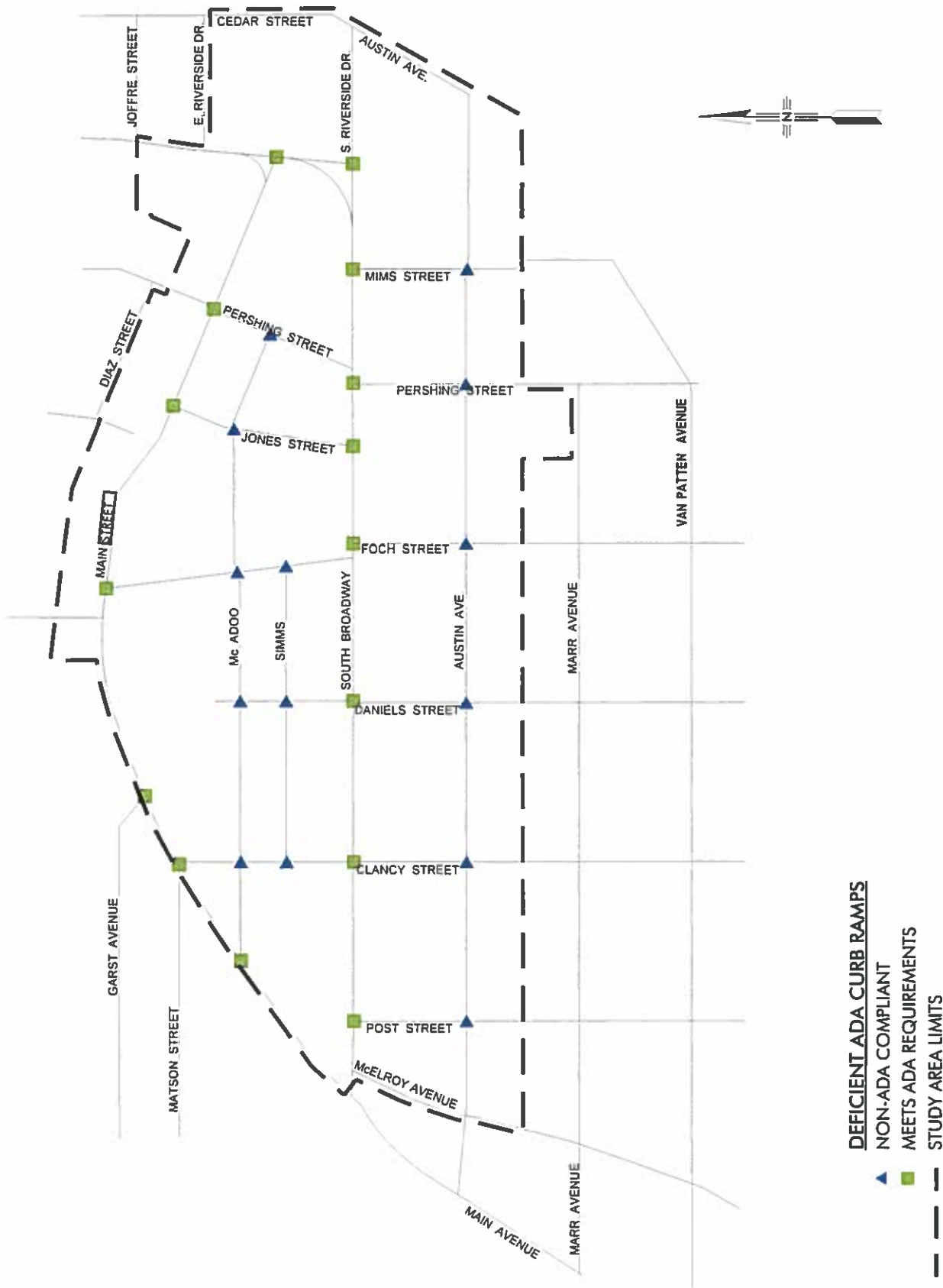
- Portions of Austin Avenue*
- Portion of Sims Street

**Although the condition may be adequate, there are some streets such as Austin Avenue that have very narrow sidewalks, which the community has indicated a desire to widen.*



Downtown Master Plan





Downtown Master Plan

Existing Drainage

Drainage in the Downtown area is predominately from north to south, with some drainage west to east in between the north - south streets. East – west streets generally flow either east or west to the nearest adjacent street, which then drain south (see *Existing Drainage diagram, page 117*). During rain storms, Broadway Street drains from Poplar Street east to Clancy Street where it tries to cross Broadway Street and flow south to the Rio Grande. There are no underground storm drain systems in Downtown. However, there is a small median drop inlet at the intersection of Austin Avenue and Daniels Street that empties into an 18 inch pipe.

Effects of the drainage were observed during the Steering Committee Walking Tour on September 14, 2013 the day after the major storm occurrence. Broadway Street is crowned at its centerline and does not allow the storm flows to cross until they pond sufficiently to flow over the crown. However, in the smaller rainstorm on November 15, 2013, it was also observed that the streets south of Broadway Street did not drain well and ponded on the south side of Broadway Street before eventually draining away to the south. The bulbs built out into Broadway Street pond water on the south side because they block the natural drainage around the curb returns. All of the north-south streets south of Broadway Street or south of Austin Avenue have inverted crowns to help channel the storm flows to the Rio Grande. During the major storm in September, Broadway Street filled to the top of curb for most of its Downtown length and traffic caused storm water to wash towards adjacent buildings. Most of the businesses placed sand bags across their doors to prevent flooding.

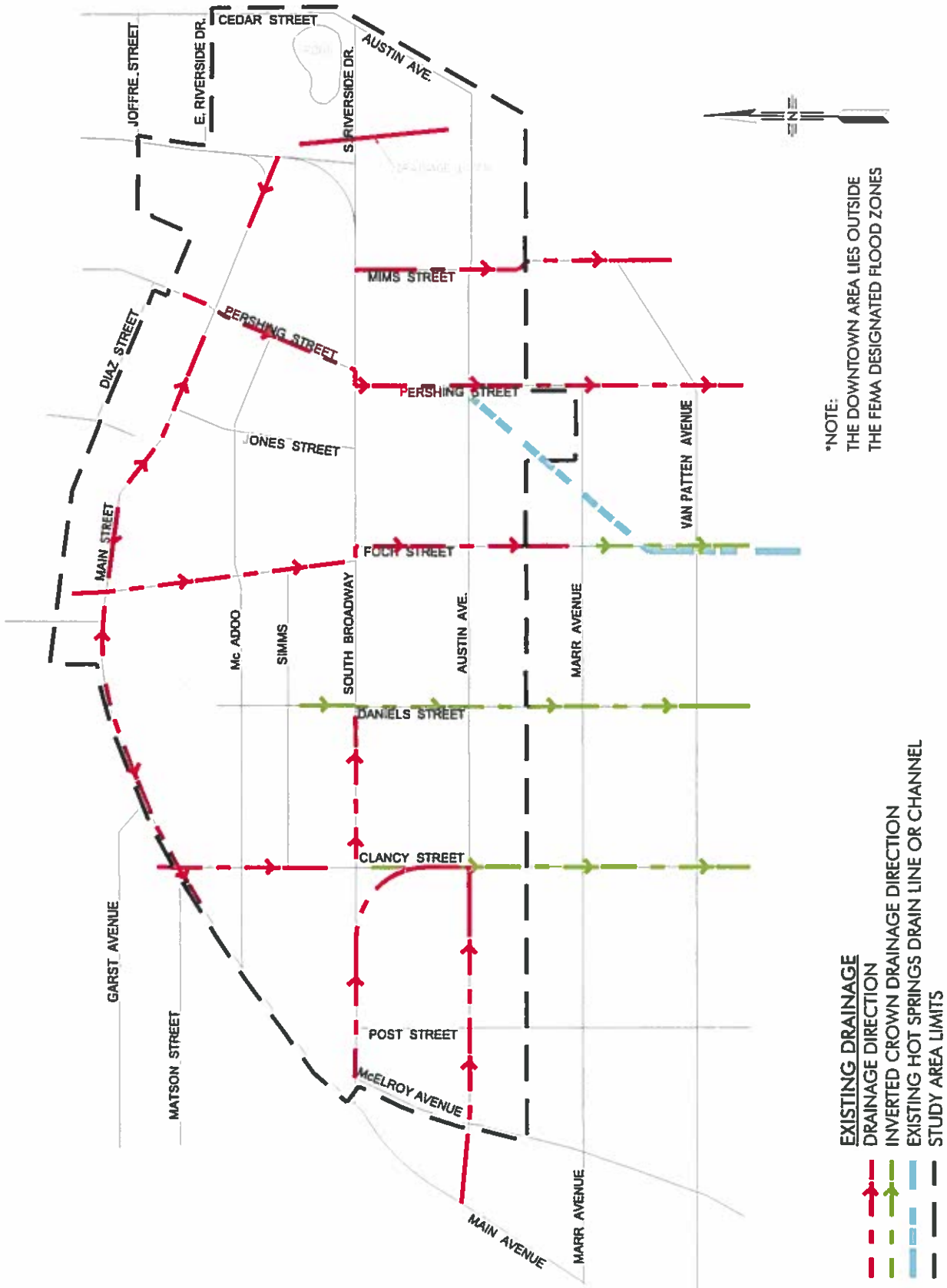


Photos showing ponding after a storm.

Foch Street carries storm flows from the north outside of the Downtown area to south across Downtown. Businesses along Main Street in that area are prone to flooding from the flows that come down Foch Street and overflow into Main Street.

There are two concrete drainage channels that intercept flows that would cross Downtown. One is on the west end crossing Broadway Street at Austin Avenue and then flows down McElroy Avenue and the other on the east end crossing S. Riverside Drive.

Storm drainage is a major concern for the City and the Downtown business owners. The Master Plan proposes a number of improvements to address the drainage problems (see *Downtown Vision section on drainage, page 100*).



Downtown Master Plan

Existing Utilities

Having adequate capacity for existing development and future redevelopment is a critical need for the MainStreet District. This section provides a broad overview of the existing systems, including electric, water, and sanitary sewer. The City of Truth or Consequences manages each of these utility systems.

All of the electric power lines in the MainStreet District are overhead. The utility poles are located in the sidewalks in some areas, which hampers pedestrian and handicapped accessibility. The electric transmission into Downtown was recently replaced. The distribution service lines serving the Downtown area need to be replaced.

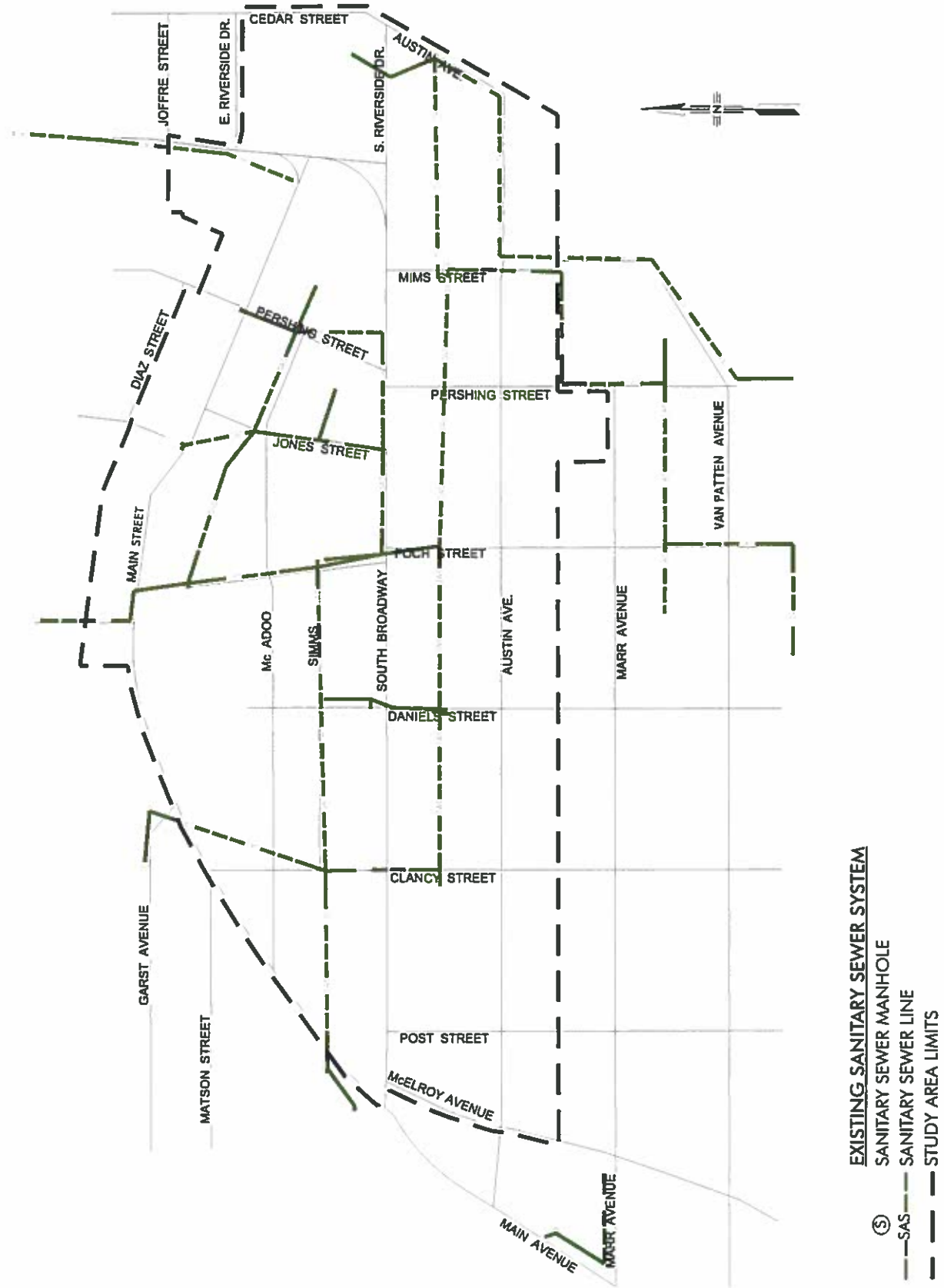
The water and sanitary sewer lines in the Downtown area were installed during the WPA era from 1930 to 1939. They are now at least 75 years old, and beyond their useful lives. The utility lines are located mostly in the streets, but some run through the alleys (see *the Existing Sanitary Sewer and Existing Water System maps, pages 119-120*).

The water lines range in size from 2-inch to 12-inch. They are all asbestos cement (AC) lines. The City water crews continually patch the water lines to keep them in service. Fire hydrant spacing is inadequate in Downtown.

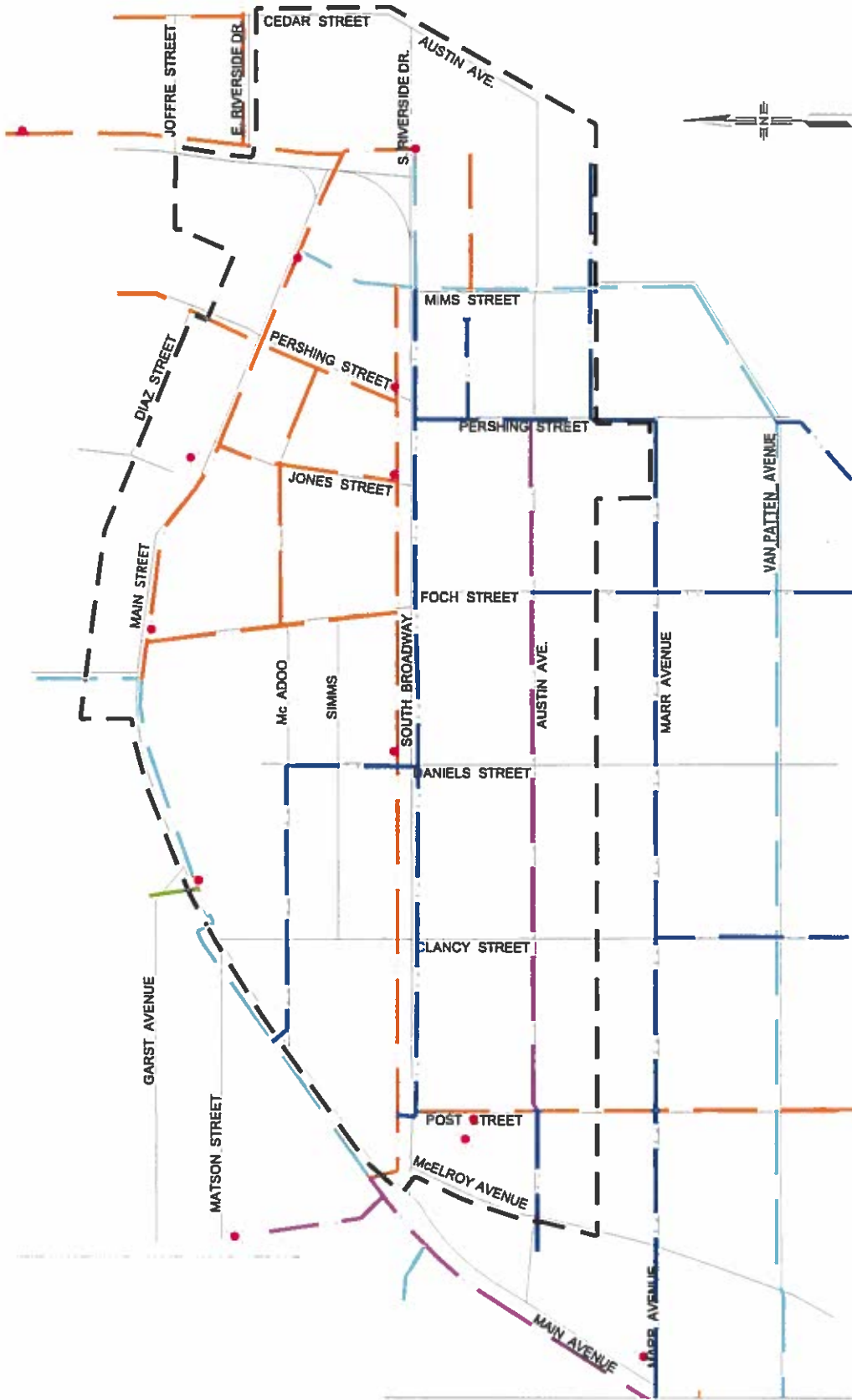
The sewer lines are all 8-inch vitrified clay lines. They may run in parallel in the same areas and cross each other in others. The lines generally run south toward the Rio Grande to the Clancy Street lift station. The old lines and manholes are built in the shallow water table in some areas and receive infiltration, which increases the flows to the wastewater treatment plant (WWTP).

Due to the age of the infrastructure systems in Downtown, all of it needs to be replaced. It is recommended that the utilities be replaced when the streets are rebuilt. This will prevent utility line breaks in the future under newly built streets. Street construction may also damage old utility lines.

There should be no water lines smaller than 6-inches and larger 12-inch lines should be looped in the Downtown area to provide adequate fire flows. Modeling of the water system will indicate line sizes and locations to provide the fire and supply flows. It can also show the best replacement priority for the water lines. Replacement of the sewer manholes and pipe will reduce the treatment burden on the WWTP.



Downtown Master Plan



EXISTING WATER SYSTEM

FIRE HYDRANT

- 12" W
- 8" W
- 6" W
- 4" W
- .75" W
- STUDY AREA LIMITS

Building Conditions

Building conditions vary throughout the MainStreet District. There are a number of vacant commercial buildings in a state of disrepair and other buildings that have been partially rehabbed but not completed. There are also several old bathhouses that have been converted into residential use, and it is unclear how well these buildings meet current code requirements.



Photos showing a sample of building conditions in the MainStreet District

5.4 ECONOMIC CONDITIONS

The MainStreet District is Truth or Consequence's primary retail center. It has the highest concentration of commercial retail use, and a relatively large number (for a small town) of hospitality uses. However, the MainStreet District includes a number of vacant and deteriorated buildings, and occupancy levels in these buildings are frequently shifting. Against this backdrop of blighting conditions, there are businesses that are generating a fair amount of economic activity.

There is little new investment occurring in the MainStreet District, both from the public and private sectors. Business owners that have stuck it out are tenacious and need support through

Downtown Master Plan

new investment to maintain a healthy business climate. Improving upon the physical conditions will have an obvious positive impact to the economic conditions.

There is a fair amount of residential in the MainStreet District, primarily along Austin Avenue, but it is also sprinkled throughout, including in some commercial buildings not necessarily suited for residential use. It is unclear whether some of these residents have other housing options or if they would live there if other options were available. Many of the old bathhouses and motels have been turned into rentals. Building code enforcement has not been consistently applied.

Comprehensive Plan and Zoning

The City of Truth or Consequences is currently in the process of updating its 2004 Comprehensive Plan. The existing Comprehensive Plan addressed a number of planning issues relevant to the MainStreet District. One of the strategies was to seek designation of Downtown on the National Register of Historic Places, which was accomplished in 2005.

5.5 METROPOLITAN REDEVELOPMENT PLAN - PRIORITY REDEVELOPMENT PROJECTS

The Downtown Master Plan is adopted in its entirety as the Metropolitan Redevelopment Plan by the City Commission. The Plan areas are the same and are intended to work together to assist the City of Truth or Consequences and MainStreet in implementing the goals, objectives, and implementation actions. In addition to the overall Downtown Master Plan, the Metropolitan Redevelopment Plan identifies priority redevelopment projects, which are listed in the table below. These specific projects are intended to help stimulate or leverage private sector reinvestment, induce a private developer to take on an opportunity site, or develop a public/private partnership that makes a catalytic project feasible.

METROPOLITAN REDEVELOPMENT PLAN - PRIORITY REDEVELOPMENT PROJECTS					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources*
X	X		Develop RFP, Design, and Construction of Healing Waters Plaza Project	City / MainStreet T or C / Private Design Consultant	City land / Non-profit Grant / Legislative Appropriation
X	X		Develop RFP, Design, and Construction of Buckhorn Redevelopment Project	City / MainStreet T or C / Private Developer	City land / Private Developer / LEDA
X	X		Design and Construction of Street Replacements, Sidewalk Replacements, and ADA Ramps	City	City / NMDOT LGRF / COOP / Legislative Appropriations
X	X		Design and Construction of Drainage Improvements	City / NMDOT / Private Design Consultant	City / NMDOT / USDA
X	X		Prepare and Implement Wayfinding Plan	City / NMDOT / MainStreet T or C / Private Design Consultant	Legislative Appropriations

For a complete list of implementation strategies and action agenda, see Chapter 6: Implementation.

5.6 CONCLUSION

The existing conditions within the MainStreet District were determined by the City Commission to have met the criterion for an MRA designation as defined by the New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978). These existing conditions illustrate a combination of factors that show:

"...the existence of these areas contributes substantially to the spread of disease and crime, constitutes an economic and social burden, substantially impairs or arrests the sound and orderly development of municipalities and retards the maintenance and expansion of necessary housing accommodations; that economic and commercial activities are lessened in those areas by the slum or blighted conditions, and the effects of these conditions include less employment in the area and municipality, lower property values, less gross receipts tax revenue for the state and municipalities and reduces the use of buildings, residential dwellings and other facilities in the area..."

The Metropolitan Redevelopment Plan has been designed to assist the City of Truth or Consequences in achieving the following goals:

- Eliminate unsafe conditions and thereby protect public health, safety, and welfare;
- Increase tourism and provide for new employment opportunities;
- Increase property values, and subsequently, increase property taxes collected;
- Increase gross receipts tax revenues; and
- Improve and expand housing stock.

The New Mexico Metropolitan Redevelopment Code provides the City of Truth or Consequences with the tool and the power to address and ameliorate blighted conditions, create opportunities to expand existing businesses, attract new commercial activity to the area, and implement public improvements. These are worthwhile and important goals for the City, MainStreet, and the private sector to reach for and accomplish together.

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Implementation

Chapter 6

6.1 INTRODUCTION

The Downtown Master Plan / Metropolitan Redevelopment Plan provides a wide range of strategies and recommendations that are designed to meet the community's vision for the MainStreet District. The goals and strategies are intended to reinforce the District's position for being the retail and tourist center for City and Sierra County as a whole, encourage revitalization and investment, and spur the redevelopment of underutilized properties. The Downtown Master Plan will be an effective tool for redevelopment if there is a commitment by the City and MainStreet Truth or Consequences to follow the recommendations, review the document on a regular basis, and revise it when necessary.

This Implementation Section contains an Action Agenda, which is a summary of the strategies and projects outlined in the Downtown Master Plan, and assigns responsibility, time frame, and specific tasks for implementation. Time frames are dependent on financial resources, and may need adjustment over time. Objectives for implementing the MainStreet Truth or Consequences Downtown Master Plan and Metropolitan Redevelopment Plan strategies and projects include:

- Determining the short and long-term time frames;
- Delegating responsibility for implementation;
- Linking the City's Infrastructure Capital Improvement Plan (ICIP) to the strategies, recommendations, and priority redevelopment projects, where appropriate;
- Preparing future grant applications;
- Establishing a review schedule for the Downtown Master Plan on an annual basis, and providing updates as needed or every five years; and
- Scheduling reviews and updates on the progress made towards implementation of the Downtown Master Plan onto the City Commission's agenda.

6.2 IMPLEMENTATION OVERSIGHT

Oversight for implementation of the Downtown Master Plan is a vital function, and should not fall to just one entity. Each of the three primary entities - the City Commission, City staff, and MainStreet Truth or Consequences - has a role in overseeing the Downtown Master Plan. Oversight tasks include:

- Development of benchmark criteria for determining whether implementation strategies are being met;
- Preparation of implementation progress reports made to the City Commission on how implementation is going, including milestones;
- Monitoring funding sources and programs (as identified in the Downtown Master Plan or new programs that come on line) that could be utilized for implementation;
- Monitoring state legislation and plans in order to ensure consistency with state policy and programs;
- Representation of MainStreet Truth or Consequences at New Mexico MainStreet and other planning efforts and conferences;
- Monitoring of changed conditions in the community, which could impact the Master Plan and potentially, require revisions to the Master Plan; and
- Recommendations for revisions to the Master Plan, as needed.

Downtown Master Plan

6.3 IMPLEMENTATION SCHEDULE

The following implementation time line lists the strategies and projects contained within the Downtown Master Plan. They represent a comprehensive range of physical, administrative / design, and regulatory action steps. The time line also includes responsible entity and/or recommended partnerships MainStreet Truth or Consequences and the City can pursue to fully implement the strategies and projects, as well as funding sources. The order in which the strategies and projects appear is not intended to indicate order of importance. The priorities were determined in conjunction with the City Commission, City staff, MainStreet Truth or Consequences, and the Steering Committee. For ease of review only, the Metropolitan Redevelopment Plan - Priority Redevelopment Projects, also shown in Chapter 5, is repeated in this section.

The time line recognizes that implementation of the strategies and recommendations depends on available funding, staff time, and the ability of the City of Truth or Consequences, MainStreet Truth or Consequences, and property owners to enter into and sustain partnerships with private entities and other public agencies. The cost for implementation varies by strategy, with some likely to involve phased improvements (in the case of utility and street improvements) and some that can be completed without great expense.

The time line categorizes the implementation strategies into short term (1 to 2 years), short to medium term (3 to 4 years), medium term (5-6 years), long term (greater than 6 years), and on-going. There are a number of projects that will require phasing, which are indicated in the implementation schedule. The most important step to take is the first one; start with a project that is visible, has a big impact, and works to inject enthusiasm and build support in the community for the next project(s).

Implementation

METROPOLITAN REDEVELOPMENT PLAN - PRIORITY REDEVELOPMENT PROJECTS					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources*
X	X		Develop RFP, Design, and Construction of Healing Waters Plaza Project	City / MainStreet T or C / Private Design Consultant	City land / Non-profit Grant / Legislative Appropriation
X	X		Develop RFP, Design, and Construction of Buckhorn Redevelopment Project	City / MainStreet T or C / Private Developer	City land / Private Developer / LEDA
X	X		Design and Construction of Street Replacements, Sidewalk Replacements, and ADA Ramps	City	City / NMDOT LGRF / COOP / Legislative Appropriations
X	X		Design and Construction of Drainage Improvements	City / NMDOT / Private Design Consultant	City / NMDOT / USDA
X	X		Prepare and Implement Wayfinding Plan	City / NMDOT / MainStreet T or C / Private Design Consultant	Legislative Appropriations
IMPLEMENTATION STRATEGIES and ACTION AGENDA Short Term - 1 to 2 years					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources*
	X		Develop Downtown Sidewalk Improvement Plan (<i>other than Main, Broadway, Austin</i>)	City / Private Design Consultant	NMDOT
X	X		Design and Construction of Downtown Gateways and Main/Broadway Streets (includes evaluation of roundabouts)	City / NMDOT / Private Design Consultant	Legislative Appropriations
X	X		Design and Construct Water and Sanitary Sewer Line Replacements - Phase 1	City / Private Design Consultant	USDA / Legislative Appropriations
X			Facade Improvements (short term and on-going)	NM MainStreet / TorC MainStreet / Private Property Owners	Private Property Owners / NM MainStreet
		X	Update and amend LEDA Ordinance to include Artists/Artisans	City	City General Fund
		X	Update Zoning Code	City / MainStreet T or C	City General Fund
		X	Adopt Vacant Building Ordinance	City / MainStreet T or C	City General Fund
	X		Expand Public Art Program	City / MainStreet T or C / Sierra County Arts Council	City General Fund
		X	Adopt % for the Arts (Capital Improvement) Ordinance	City / MainStreet T or C / Sierra County Arts Council	City General Fund

Downtown Master Plan

IMPLEMENTATION STRATEGIES and ACTION AGENDA					
Short to Medium Term - 3 to 4 years					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources*
	X		Redesign Main/Broadway Streets	City / NMDOT / Private Design Consultant	NMDOT / Legislative Appropriations
X			Construct Water and Sanitary Sewer Line Replacements - Phase 2	City	USDA / NMFA
X			Infill and Adaptive Reuse of Vacant Buildings - Phase 1	Private Property Owners / MainStreet T or C	LEDA / Private Developer / MainStreet Revolving Loan Fund / NM Historic Preservation Loan Fund
Medium Term - 5 to 6 years					
	X		Prepare Downtown Parking Plan / Strategy	MainStreet T or C / City	NMDOT
X			Infill and Adaptive Reuse of Vacant Buildings - Phase 2	Private Property Owners / MainStreet T or C	LEDA / Private Developer / MainStreet Revolving Loan Fund / NM Historic Preservation Loan Fund
X			Construct Water and Sanitary Sewer Line Replacements - Phase 3	City	USDA / NMFA
	X		Complete Certified Local Government Program Application	City / MainStreet T or C	City General Fund
Long Term - Greater than 6 years					
	X		Design Street / Sidewalk Improvements for Austin Ave.	City	City General Fund
X			Construct Improvements to Austin Ave.	City	NMDOT
X			Infill and Adaptive Reuse of Vacant Buildings - Phase 3	Private Property Owners / MainStreet T or C	LEDA / Private Developer / MainStreet Revolving Loan Fund / NM Historic Preservation Loan Fund
		X	Adopt Historic District Design Review Ordinance (assumes success of CLG Program)	City / MainStreet T or C	City General Fund

Implementation

On-Going					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources*
X			Facade Improvements (includes Facade Squad)	NM MainStreet / TorC MainStreet / Private Business Owners	Private Business Owners / LEDA
	X		Update ICIP	City	City General Fund
	X		Monitor and Apply for Grant and Funding Programs	MainStreet T or C / City	City General Fund / MainStreet T or C
	X		Provide MainStreet Support Services	MainStreet T or C	NM MainStreet
	X		Develop MainStreet Walking Tours and Brochure	MainStreet T or C	City / MainStreet T or C
	X		MainStreet Marketing	MainStreet T or C	MainStreet T or C
	X		Plan for and hold Community Events	MainStreet T or C	MainStreet T or C

* The funding sources list is not intended to be limited to these sources only. It is acknowledged that some of the larger projects will likely require more than one funding source.

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Appendices

Public Input and Background

APPENDIX A: CHARRETTE PROCESS - PUBLIC INPUT

The following pages include the two public surveys and written comments provided at the public meeting(s) on the Second Saturday Art Hop held on Saturday, September 14, 2013 and the results of the Open House on Monday, February 10, 2014.

The purpose of the Art Hop meeting was to introduce the public to the MainStreet Master Plan project and gain their perspective on, vision for, and concerns regarding the MainStreet District of Truth or Consequences. The consultants were stationed at two locations - Grapes Gallery and Studio de La Luz - to receive comments. Other members of the team walked door to door to speak with business owners.

The Open House included two brief presentations by the consultants and participants weighing in on a variety of Master Plan strategies at separate stations set up around the meeting room at the Lee Belle Johnson Senior Recreation Center.

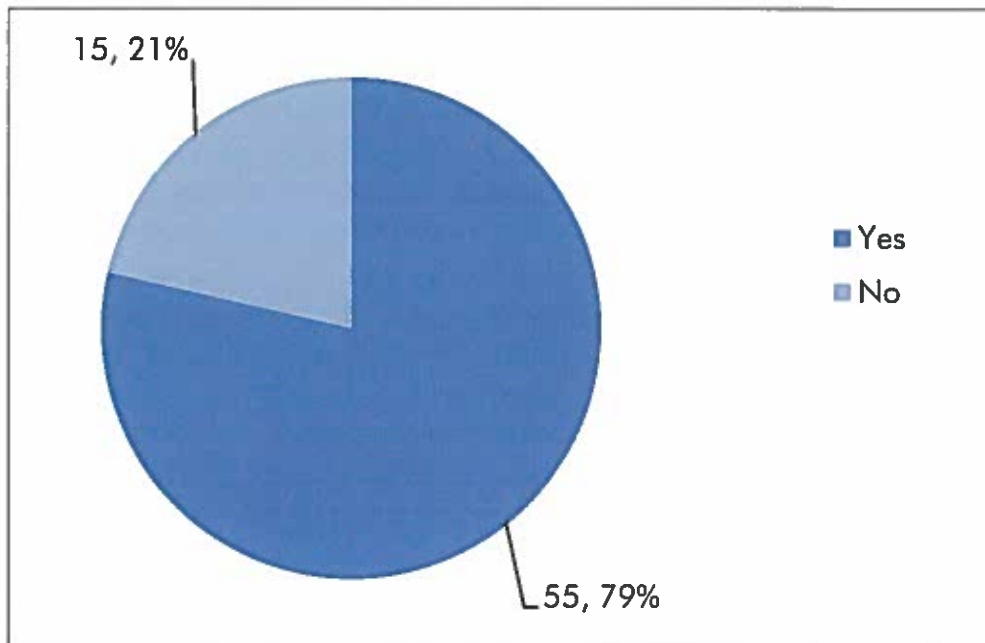
Downtown Master Plan



MAINSTREET TRUTH OR CONSEQUENCES Non-Business Owner / Visitor's Survey



1. Do you live in Truth or Consequences?

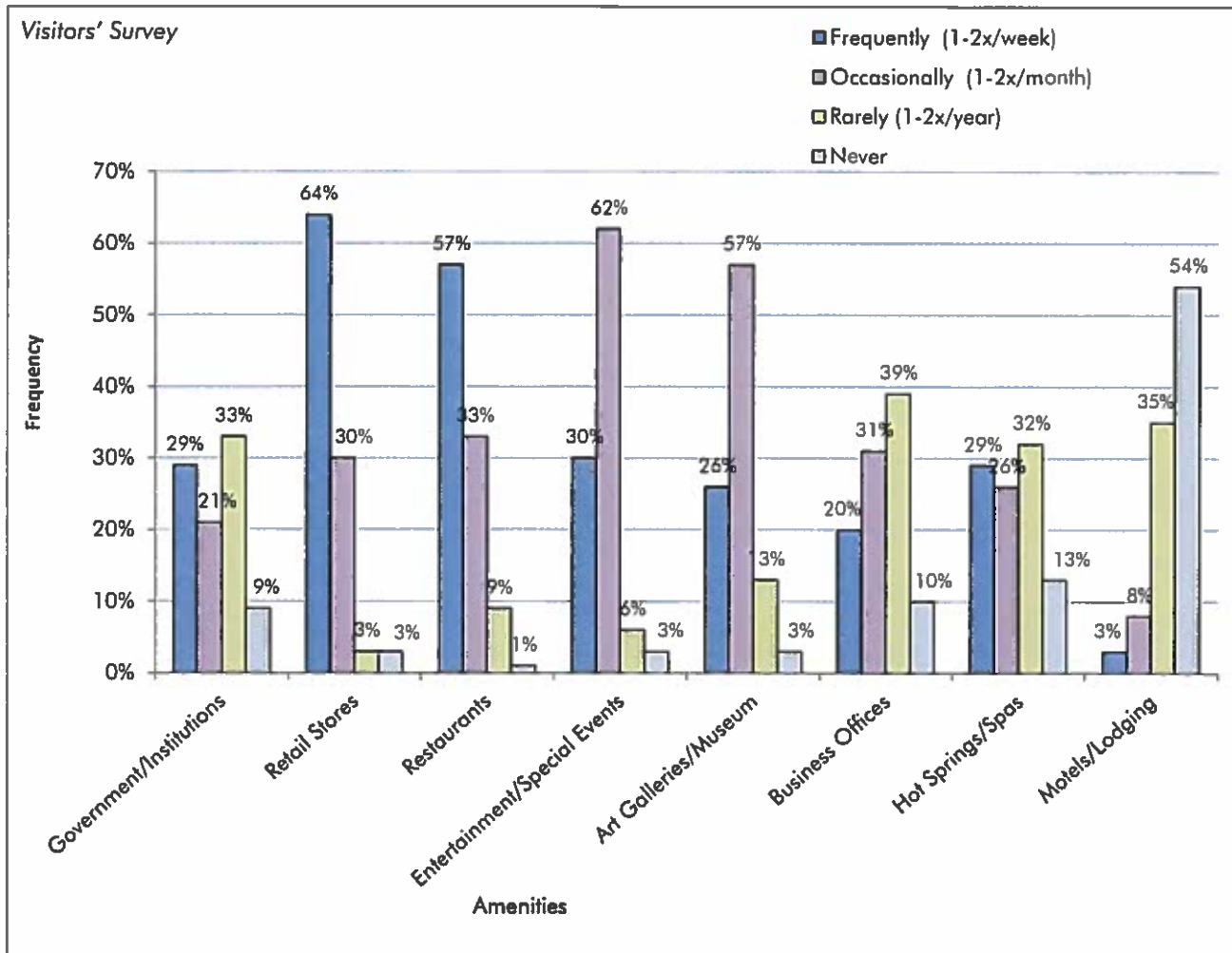


If no, where do you live?

- Santa Fe (2 responses)
- Elephant Butte (4 responses)
- My RV- Split my time between AZ and NM
- Williamsburg
- Albuquerque
- Las Palomas (2 responses)
- MN and here
- Alamosa Canyon
- San Diego
- Monticello

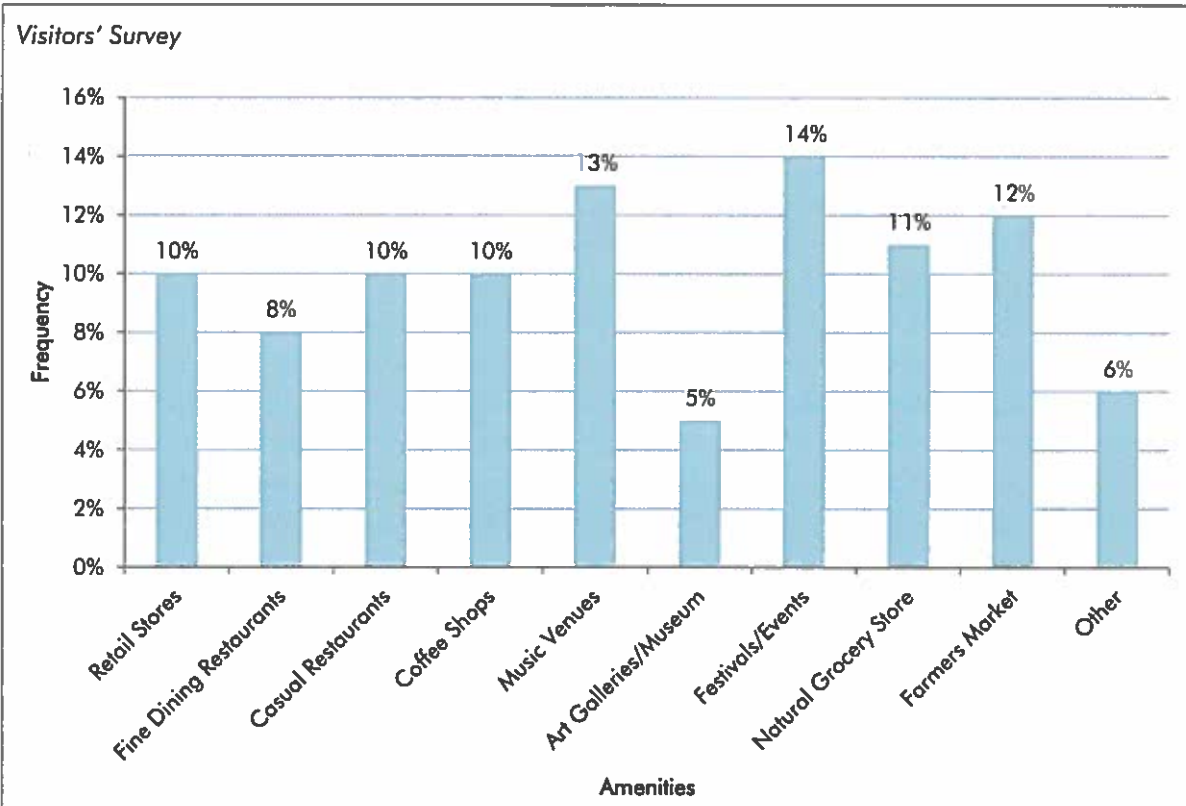
Appendices

2. How often do you currently visit these Downtown locations?



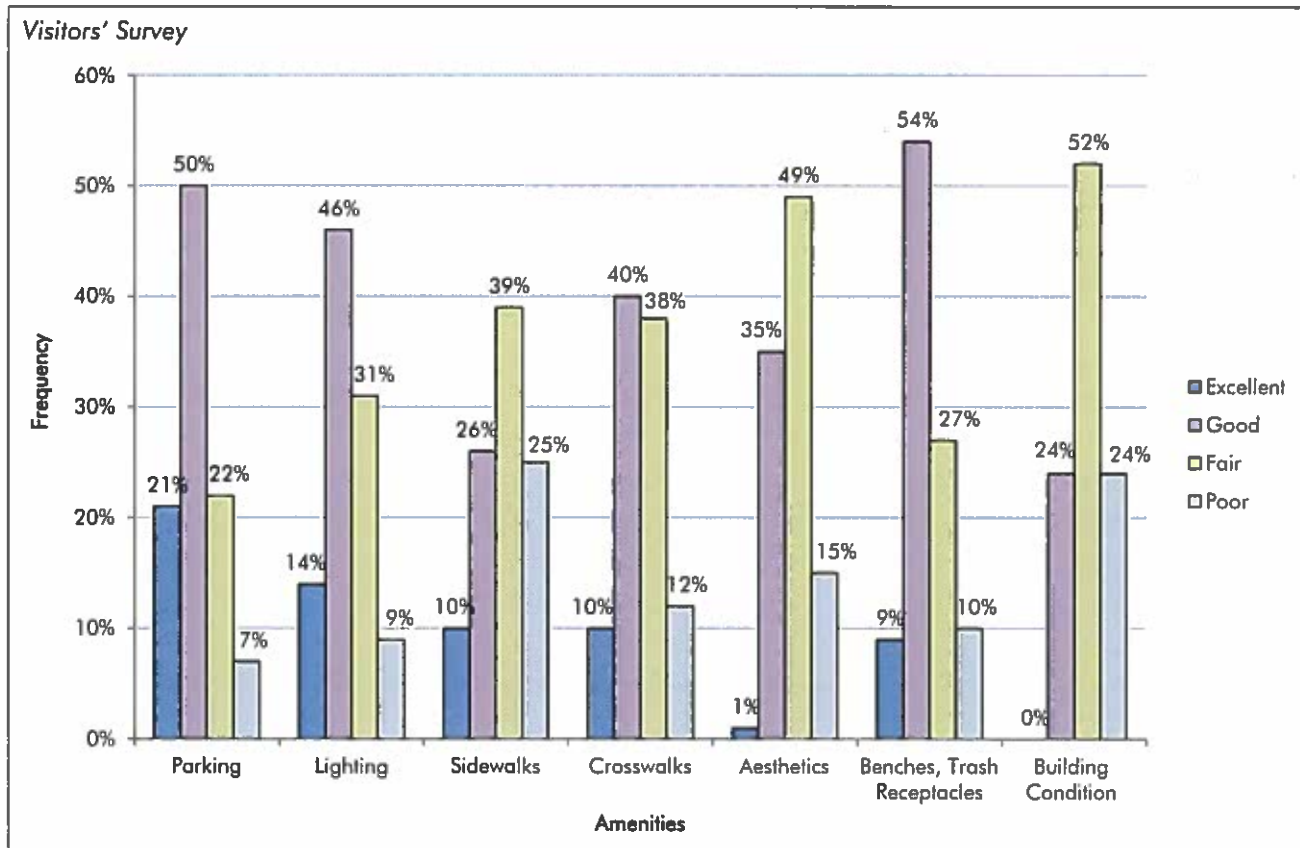
Downtown Master Plan

3. What type of businesses or activities would you like to see added or expanded in Downtown?



- Evening events during good weather
- Bookstore, bar, hangout place
- Ice cream shop, bar, brewery, parks
- Evening activities/venues
- Restaurant/Lounge
- Bar
- Holistic healing, information center, covered mercado
- More music
- Microbrewery, bar
- Sailboat shop and accessories
- Night time coffee shop
- A bar or microbrewery
- Bars, cocktail lounges.
- Needs saloon, cafe with wine, a brewery, places to stop by - more interesting stores
- Dairy Queen, bike shop, bar and dancing. We used to have 4-6 downtown, now none
- Medical Cannabis
- Shoe store
- Brewery

4. How would you rate the following amenities in Downtown?



5. If your answer to any of the above is fair or poor, what would you suggest to improve it?

- Paint
- Few (building condition) are up to code and a liability to the city.
- More
- Instate codes to force retailers/commercial tenants to be open for business. Set times per week.
- Sidewalks - not all shops keep theirs clean; This is essential to a friendly tourist town - some curbs are dangerously high - can do damage to car doors and are difficult for older or disabled people to negotiate. Crosswalks - where are they? You never know if traffic will stop for you.
- How about some signage?
- More crosswalks, all empty stores - paint windows. Clean up around benches and garbage can. More planters.
- Take pride in the uniqueness of the building and clean it up. Make it presentable. Fix cracks and holes in sidewalks, more street lights.
- More lighting. Fix sidewalks. Aesthetics - more flowers/green - outdoor gathering place with coffee. Fix buildings.
- More remodeling as has been happening. Improve drainage infrastructure to help prevent flooding.

Downtown Master Plan

- Need pedestrian level lighting. Fix sidewalks, fill in gaps where there are partial sidewalks. Fix buildings. Enforce building codes.
- When there is events you generally have to park on side streets. There are areas that are dark and if walking around would not feel safe. Some need work for sidewalks.
- Investment and care.
- Hire locals.
- Buildings - condition and vacancy issues require vision and incentive for improvement and occupancy.
- Blow up the town and start over.
- Better signage; branding.
- Need to target condition of certain buildings. Vacant storefronts.
- Remove bumpers sidewalks, would also improve drainage. Property keep sidewalks marked, remove obstacles for visually disabled and mobility disabled.
- Downtown done with some type of unity - such as signs the same with names of business, lighting, and more greenery. Designated parking lots - less parking on street - not crazy colors of paint - class it up!!
- Resurface sidewalks, replace the rest of the beaches, put in more street lights, do something with the crazy pot holes.
- We need people that are willing to work together. The movie theater has helped some.
- Crosswalks could improve by being more visible. The building conditions could be painted and restored a little bit. The parking could maybe have designated lines to park in.
- Repairs and painting.
- Older buildings, not rehabbed, need paint and maybe some sprucing up - but not too snazzy.
- I honestly don't know, but some buildings are in poor shape.
- Clean up the mess.
- Better pedestrian lighting, fix facades, new sidewalks.
- New sidewalk.
- Facade improvement program.
- Hard to get out of cars due to speeding cars - curbs too high in some area; too much lighting in the whole downtown area; many falling apart or not there; flooded - need storm sewers - lots of blind corners; general clean-up needed in all areas; need more throughout the downtown area; numerous buildings in poor condition.
- More public art and involvement. More owner pride in buildings.
- Money investment. Poor communication, press releases, info.
- Add some benches along the path at Ralph Edwards - and looking at the River.
- More remodeling of buildings.
- Aesthetics - continue to clean up store fronts.
- Sidewalks - repair cross walks - more exposure lighting - change parking - perhaps diagonal.
- Require all new buildings to have certain characteristics. Residential adobe style. Stop tearing down historic buildings. Start growing trees.
- Build new buildings - present buildings are 60 plus years old.

- Additional parking if more amenities area added. More plants, flowers, etc for a more appealing setting.
 - Better signage. (Martha's was a nice improvement.) More open businesses. A downtown bakery and a downtown microbrewery.
 - Glowers should update people ties.
 - Sidewalks need maintenance periodically.
 - Not much of a planner but it's coming along. But some of the buildings look a little rough.
 - Would like to have better quality on the sidewalks, breaking roofs, not good. New paint.
 - Repair sidewalks, clean alleyways - improve trash removal and remove weeds and other debris.
 - Please fix sidewalks - right now its not safe to wear heels to go out to dinner.
 - More parking. Bad curbs, crumbly sidewalks, more lighting at night, lights for crosswalks, fix up buildings.
 - WPA - preserve. \$\$
6. What changes do you think would improve Downtown and attract more visitors?
- More galleries, less empty stores.
 - Businesses open past 3:00 p.m., 6-7 days a week. Empty buildings need to get filled.
 - Filling up commercial spaces.
 - Store opening up more
 - Consistent business hours. How about a one-page map of downtown businesses, restaurants, etc? Advertise our Art Hop weekends widely. We have artists - how about an art school or art center where people can take classes when they come to soak and stay for the weekends? I'm a nondrinker, but we need a cute pub with music and good food - a happy place that tourists love.
 - Better signs, neon, signs with lights. Stores that stay open later. Pedestrian lighting.
 - Have all stores be open, get owners involvement during Art Walks and other festivities.
 - More street vendors. Performance Art. More movement. Street dances. Have fire spinners more often.
 - Being open more often with night time events.
 - Put parks where the torn down buildings are. Banners. Fix traffic so it is not a race track. Enforce codes about residential/business purposes.
 - More restaurants and galleries.
 - Stores graying. We have too much turnaround.
 - Attractive logo signs, color, PR.
 - 24/7 Band, music and dancing, rock and roll, blues.
 - Advertising.
 - Call or email me, too much to list here (George and Marilyn Szigeti)
 - Economic improvement, force owner of commercial property to pass building codes before it can be rented or open to public.
 - Open businesses. Regular business hours.
 - More shops - less junk shops - class it up!
 - All of the color and more
 - Prices that attract people like Martha's.

Downtown Master Plan

- Nicer streets. More decor lights for night water fountains, etc. Iron statues decor that resembles NM.
- Signs, advertising, I usually don't know about them till last minute.
- Microbrewery! It's all the rage. Feature southwest beers and downtown Mexican food. Cycle and scooter shop for tourists and locals. Work with police department, stolen bikes and teach kids to fix them.
- Live music.
- Brewery
- More live music
- Microbrewery, more activities on weekends.
- Open weekends and nights and gun store.
- Get rid of drug addicts. Fill Ralph Edwards pond with fish. Handicap access to river at park.
- More business friendly sign code, allowing businesses to advertise good/services.
- Have the city in force the ordinances - people are living in store fronts instead of having businesses open.
- City needs to improve drainage. Allow all live work spaces.
- Conscious planning. Innovative pedestrian areas, art, specialized traffic flow.
- Clean up, hospitality, training, investment.\
- More interesting businesses for people to explore - an eco-tourism office spotlighting area activities.
- Better shops and better homes.
- As T or C becomes a destination - due to hiking and hot water, that will bring visitors.
- Clean up. Require store owner to comply with mandates. Too political? Then nothing will get done. You know who they are.
- Having restaurants stay open after 5 pm and on weekends. Having bars (with liquor) and dancing on weekends. Having a bike shop. Having a business offering hikes in Sierra county. Having bike paths.
- Businesses can afford to stay open for business - creating jobs and additional business - new infrastructure.
- Less empty buildings.
- Clean it up.
- Bring spaceport tours through.
- More industry.
- We need gateways to the downtown and with more outdoor art furniture. New parks, outdoor stage for music venues and children events. Maybe we could use Lee Belle Johnson as a small convention center to draw groups.
- Less junk stores. More quality dining establishments.
- Better houses. Being open when I have out-of-towners and love to bring them downtown only a few stores are open.
- Improve lighting - New restaurant/lounge with music. Plan flowers and hang plants, ferns, etc.
- A pub. More consistent live music venues.
- Nice colors on buildings - bright.

- 7) Please provide your name and contact information (email, phone, address) if you are interested in staying involved in the Downtown Master Plan process and/or would like to get more information regarding MainStreet Truth or Consequences.

Consensus Planning, Inc. has added the names and email addresses to the project mailing list.

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MAINSTREET TRUTH OR CONSEQUENCES Downtown Business Owner Survey



1) What is the name and address of your business?

- Willie Orwontie
- Integrative Intentions, LLC, 400 Mims St.
- To open: Hot Springs Wellness Center
- Agape Chiropractic, 402 N. Broadway
- 315 Austin
- Los Arcos Steak House, 1400 N. Date St
- Passion Pie Cafe, 406 Main
- Sierra Grande Lodge & Spa, 501 McAdoo
- Mimbres Collectibles, 409 Broadway
- Geronimo Springs Museum, 211 Main
- Custom Home Furnishings NM
- January's, 422 Broadway
- Judd Bradley Photography, 320 Broadway
- Hundredth Monkey Gallery
- Sacred Rose
- Silent Stream, 404 Broadway
- Martha's, 326 Broadway

2) How many employees do you have?

- 0 (6 responses)
- 1 (2 responses)
- Just us and private contractors
- None
- 30
- 3
- 10
- 1 full-time, 3 part-time
- 4
- 2

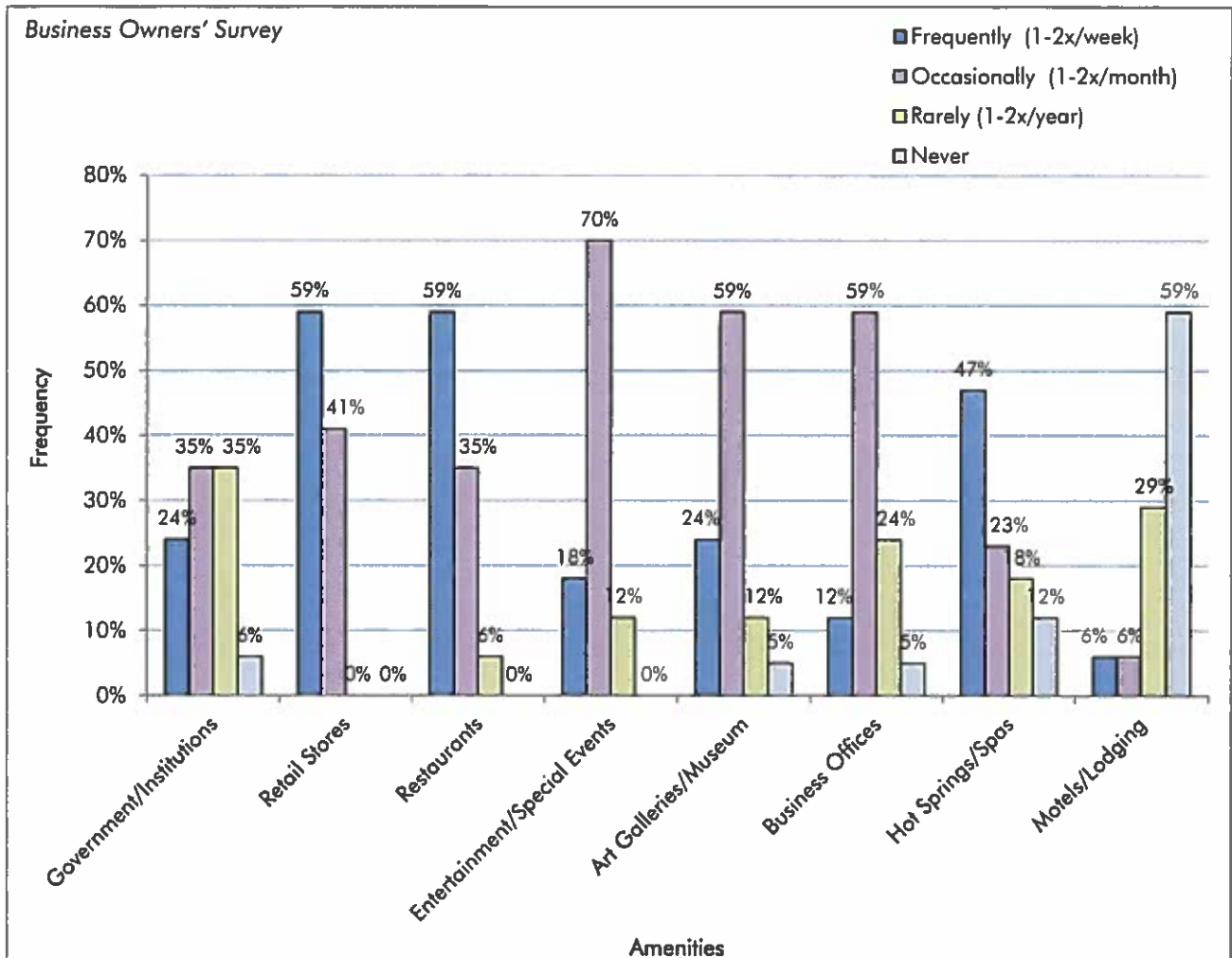
- 3) Where do your customers park?
 - Wherever they can
 - On street (7 responses)
 - On property
 - Off Street
 - Parking lot
 - On site
 - In front of museum
 - On Main or Foch
 - Broadway
 - Many customers love to walk
 - Front and side streets

- 4) Where do your employees park?
 - In the rear (5 responses)
 - N/A
 - Street, side
 - Off street
 - Parking lot
 - Street and back
 - City street
 - In front of museum
 - Alley
 - N/A

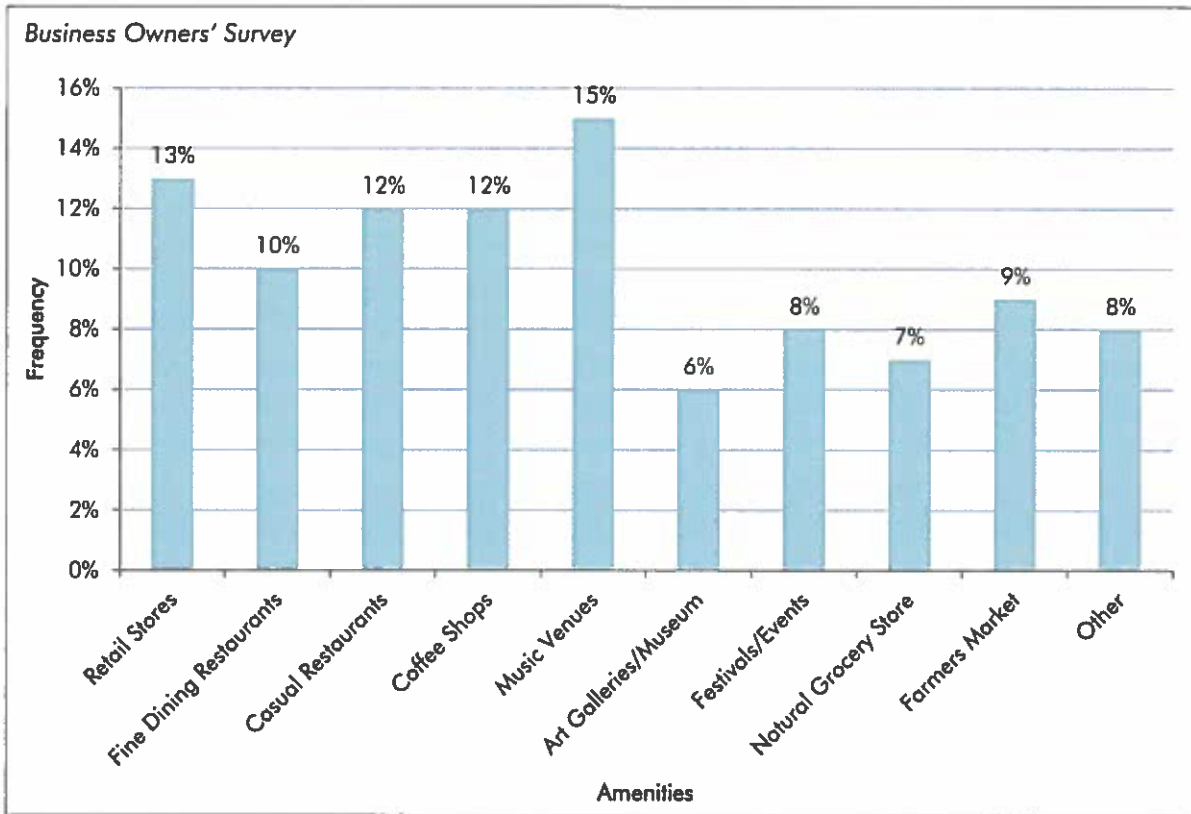
- 5) Do you feel the parking for your business is adequate?
 - Yes (10 responses)
 - Yes, I just spent \$7,000 to make parking lot.
 - No (4 responses)
 - Most of the time

Downtown Master Plan

6. How often do you currently visit these other Downtown locations?



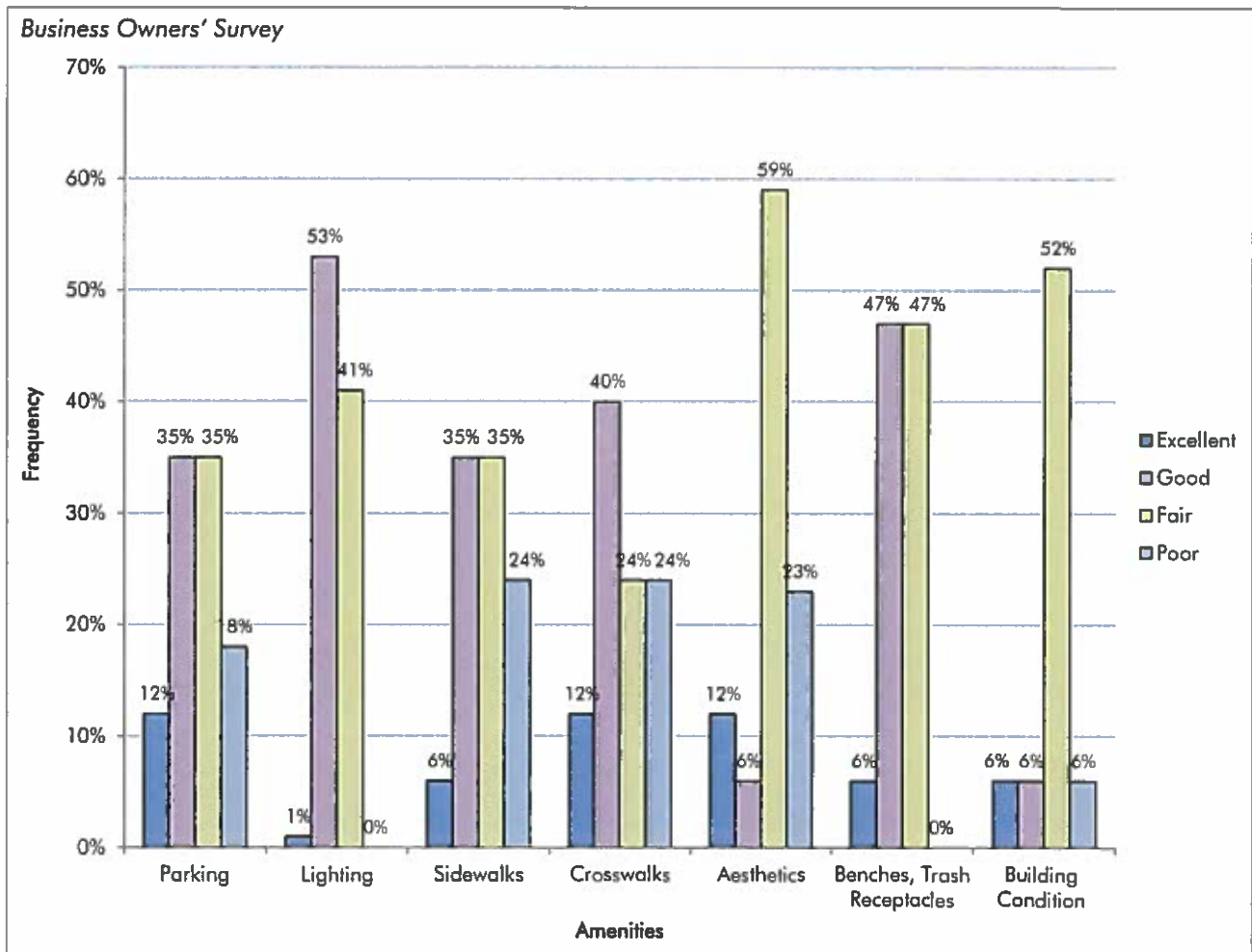
7. What type of businesses or activities would you like to see added or expanded in Downtown?



- Would like to see the city have an excellent hot springs facility and promote it.
- More sidewalk event
- Brewery/Wine Bar
- I love it already
- Shoe stores, craft store (hobby lobby type). Something towards the local residents, not tourists

Downtown Master Plan

8. How would you rate the following amenities in Downtown?



9. If your answer to any of the above is fair or poor, what would you suggest to improve it?

- Invest Money
- Business owners need to show some pride in the appearance of their buildings
- Sidewalks need to be improved on Austin
- Have the city or state repair their sidewalks and streets and add drainage; They need to pay attention to their city and keep it attractive in good repair; They need to get involved in businesses that make money to help fund the city
- Looks like the people who have lived here the longest have the worst properties
- Would love to see the alley ways improved - maybe a bike path/lane
- Remove old 1976 fake old town facades
- More lights; Clean up outward appearances
- Not sure how to improve this but we need more available parking
- Bring buildings up to code before renting; No residence in commercial buildings
- Crosswalks, stoplights, aesthetics, paint, building condition; Owners need to fix their stuff.
- Whoever put the sidewalk on 3rd St should be sued and made to put a real sidewalk with curbs!!

- Most parking is in front of business - no parking lots; Store fronts are in need of repair
- Better downtown lighting, more nostalgic, buildings need more attention, cleaned up - painted - newer signage; I am happy the attention given in regards to planters, receptacles, benches; Thank you!

10. What changes do you think would improve Downtown and attract more visitors?

- Diversity
- Instead of empty windows, decorate them. Clean the sidewalks
- Welcome sign - Kiosk for info
- Flowers hanging in front of every store
- Sculpture, retail, bike-walk path, more art, makers mart, advertise our resources - hot water - spas - artists - makers
- A college or university/trade school
- Not so many empty buildings; Attract more business
- Fewer empty buildings; More businesses open on Sunday; Little communication
- Lighting
- Clean up; No slum lords; Reduce utilities for downtown shops, garbage!
- A reason for businesses to remain open past 5 pm. music venues, bars, etc.; Strategic advertisement, more entertainment available
- Food vendors - cafe - coffee shops that are open past 3 pm.
- We need to preserve a friendly relaxed atmosphere
- Business signs that hang out over the sidewalk - much like Second Hand Rose's sign
- Filling our empty buildings; More events, perhaps monthly events beside Second Saturdays; A brewery? Cool

11. Please provide your name and contact information (email, phone, address) if you are interested in staying involved in the Downtown Master Plan process and/or would like to get more information regarding MainStreet Truth or Consequences.

Consensus Planning, Inc. has added the names and email addresses to the project mailing list.

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DOWNTOWN VISION STATEMENTS

In addition to the survey, Consensus Planning also asked participants what their vision is for Downtown and to write it in five or less words on a dry erase board. They were then asked if the consultant could take their photograph holding their board as a means of recording their comment. Below are the white board comments received during September's public meeting:

- Customize, preserve, and enhance T or C
- Tranquil, serene, pedestrian friendly, cozy
- Bustling pedestrian friendly outdoor spaces
- Cleaner, more senior and disable friendly, safer
- Live music nightly
- Restaurant/Bar-Lounge
- Vision for Downtown (one person wrote the following list)
 - ◇ Controlled growth
 - ◇ Enforcement/Improvement of Codes (In Process)
 - ◇ Citizen synergy
 - ◇ Controlled growth
 - ◇ Development of riverwalk
 - ◇ More downtown parking and parks
- Economic growth developing tourism and art district.
- More color (see Sid)
- Beauty and energy efficiency
- Clean and pedestrian friendly
- Venues, cafe, brewery, outdoor recreation
- Benches, dog park, soda fountain
- Every retail space filled and open for business
- Community empowerment; Caring, growth, and acceptance
- Like to see more music
- Service of the tourism business
- Beautify, cooperation, makers and doers, marketing
- Art class, then eat and soak
- Family-oriented environment
- Open stores

PUBLIC MEETING NOTEPAD COMMENTS

Participants also were given the opportunity of writing their comments on large notepads provided at Grapes Gallery and Studio de La Luz. The following is a list of the comments received:

- Ramp needed on river at point just south of Riverside Park (this would be one of four ramps proposed to City Commissioners to enhance the floating experience in T or C) - Audon Trujillo
- Zoning needs to have adobe style required for all new City buildings and structures (e.g. "Gazebo," new park west of City Hall, etc) - Audon Trujillo
- Flood control
- Plant trees and shrubs (southwestern type, low water requirements) - Audon Trujillo
- Need a bakery
- The downtown goes all the way to the Rio to the south. The boundaries are arbitrary and unrealistic. Planning will be as arbitrary.
- A city that isn't falling down - infrastructure
- Alternatives to cars
- Old hot springs drains clogged/broken
- Night sky
- More entertainment - bars/dancing, Latin dancing!
- Businesses south of the downtown left out. Historic
- Repurpose the former businesses and more recent housing, which is in excess of demand, into demanded businesses. Examples demanded: social services, mini museums, mom and pop groceries/bakeries, etc.
- Home business - big part of the economy
- Plaza
- Organize into groups
- Laid back atmosphere
- The water/soak
- Transportation Options: -Bring the neighborhoods into the shopping district. It's the business district that benefits!

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DOWNTOWN MASTER PLAN - 2/10/2014 OPEN HOUSE RESULTS

A public open house for the Downtown Master Plan was held on February 10, 2014 at the Lee Belle Johnson Center. The open house went from 4:00 to 7:00 p.m. and included two brief presentations at 4:30 p.m. and 6:00 p.m. Participants were given the opportunity to come at either time and work through the "stations" at their own pace. The consultant team was available for assistance and to answer any questions. A total of 39 people signed in at the meeting; however, not all of the attendees chose to fill out the station guide/survey. The results are as follows:

Station: Existing Conditions

This station provides a snapshot of the existing physical conditions within the public realm. Successful redevelopment of Downtown depends on there being adequate capacity in the existing utility systems. The existing condition of the streets and sidewalks contribute to an appearance of neglect, thereby discouraging new investment and potentially, bringing down property values. Pedestrian accessibility is crucial to fostering a vibrant Downtown. Drainage is a major concern and several recommendations are provided at this station. These blighted conditions will support Downtown being designated a Metropolitan Redevelopment Area, which will provide opportunities for tax credits and public/private partnerships that would otherwise not be feasible.

Comments:

- Trees would make a huge difference. We need more shade. Shrubs too. Important to select the variety of tree. Need to have adobe structures and government buildings made of adobe.
- The poor drainage is the direct result of poor planning and execution of pedestrian protection carve-outs, a federally funded project on Main and Broadway. Water is now retained without drainage. Water is held - walk around after a rain and see for yourself.
- I underlined issues above that I feel are major concerns [existing condition of the streets and sidewalks contribute to an appearance of neglect; drainage is a major concern]. I hope Date Street and S. Broadway are added to studies for the future.
- Great ideas! Water harvesting - yes!
- Fix sidewalks first.
- Clean the town up first off - identify trashing looking residences - fill up cavities of empty space downtown.
- Keep WPA "stones".
- All of the restructuring of the roads would be helpful in slowing down the traffic, thus allowing for much better pedestrian and bicycle mobility.

Appendices

- Broadway and Main Street need drainage options. My building came close to having water damage but we were slightly higher than most people. Sidewalks and side streets need help as well. Can we make alternating streets one way like Pershing and Foch?
- Water quality poor on Foch between Main and Broadway.
- Please call the Southwest Environmental Center in Las Cruces and ask them about what type of vegetation and trees are suitable for lining the streets and landscaping.
- Fix repair infrastructure.
- I thought to be considered "metropolitan" you had to have more than 2 stop lights in the county or more than 10,000 people living in an area larger than New York state.
- One lane traffic, bike lane for alleys only, angle parking drive in only. Mixed use is very important and should be expanded.
- I walk a lot and avoid the sidewalks. I love wide streets.

Station: Alternative Street Sections

This station provides a series of alternative street sections for Broadway and Main, which are both NM Department of Transportation facilities. Both rights-of-way are 60 feet in width. Each street section highlights unique features. The sections also illustrate alternative paving and painted patterns, which can be modified to the final street section selected. Based on these options, please indicate your preferences:

1) *For Broadway and Main, do you prefer:*

1-way 27 or 2-way 3

2) *For Broadway and Main, do you prefer:*

Protected bike lane 10 or Striped bike lane 17

3) *For Broadway and Main, do you prefer:*

Angle parking one side 21 or Parallel parking on both sides 8

4) *For Broadway and Main, do you prefer:*

Street trees at intersection only 9 or

Street trees at intersection and along the road with widened sidewalks 22

Downtown Master Plan

5) For Broadway and Main, do you prefer:

Enhanced paving at center of intersection 16 or

Painted pattern at center of intersection 12

6) Which option for Broadway and Main do you prefer?

Option 1 - 5

Option 1A - 3

Option 2 - 6

Option 3 - 6

7) For Austin, should the City:

16 Widen the sidewalks?

23 Add bikelanes?

14 Add landscaped median?

10 Increase parking through angle parking on one side?

Other Comments:

- No widened sidewalks
- [Response to #5] Neither. We should instead spend available money to fix previous work that causes high/wide puddles near intersections after rains that stay for days.
- The access to post office building needs to be protected.
- Angle parking blocks traffic on one lane roads. Leave Broadway and Main alone. There are many traffic times when both lanes on both Main and Broadway are fully used. The Post Office (on Main) draws lots of people parking on both sides of street. Dangerous "jay" walking would result if you only allow parking (angled) which would block all traffic if you reduce to only one lane while a person backs in.
- No widened sidewalks, but improve condition [on Austin].
- [Response to #5] Painting fades quickly in the sun here.
- Because the Healing Waters Trail also goes along here, it would enhance both to have a bike trail on Austin as well.
- More trees.
- A lot of no sidewalks - next river.
- More trees.
- Truck traffic may need to be diverted to Austin Street, as an option.
- Tree selection in the high desert is critical. Too bad artist renditions look like Maine.
- Back in parking with median age >55 is crazy.
- Two way traffic is a ridiculous idea. It's been 73 years since they went "one way" and 1/2 the population still can't remember. Making it two way would screw up parking, cause more accidents, and facilitate tourism. Bad idea.

- All angled parking should be drive-in. Bike lanes should be for alleys only. No skate boarding except in alleys.
- Make Austin more attractive and someplace you want to work/explore.

Station: Arts Development

This station provides several models for expanding the arts community in Truth or Consequences and highlights public art strategies. Models for building an arts community include Marfa, Texas, which is an international destination for the arts, and Paducah, Kentucky, a historic community which has a thriving arts community and artist relocation program. ArtBar, a recent project in Downtown Albuquerque, is a private, non-profit model for arts funding.

Please indicate whether you agree or disagree with the following strategies:

1) Identify and promote existing public art within Downtown

30 Yes 1 No

2) Establish a “% for the Arts” program that requires a portion of capital projects to be spent on public art

22 Yes 6 No

3) Prepare guidelines for public art downtown that ensures compatibility with historic buildings and resources

26 Yes 5 No

4) Identify “Opportunity Sites” for public art in Downtown

30 Yes 1 No

5) Pursue “seed funding” for a demonstration project Downtown

28 Yes 2 No

6) Work with local school art programs on Downtown art projects

26 Yes 5 No

7) Establish community art projects

27 Yes 2 No

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Other Comments:

- 1st decide on branding them. Not haphazard anything goes.
- Art happens. The Sierra County Arts Council can do some of these things.
- Not sure we're ready for this [% for the Arts], but it's a worthwhile goal.
- Arts are a major asset to the town, and anything that builds on what we have is good.
- T or C has a reputation for art and any further art displays should follow repairing infrastructure.
- We also need a community media center - computer lab, TV studio, radio station, and press of some kind.
- There is so much talent in this community it should be used.
- Art is neat.
- Sierra County Arts Council in place 16 years. - School promoted arts projects - art in the park; - concert series - public arts projects; - all programs free to Sierra County residents.
- Involve the community.
- Using local artist. Public art could be a draw to downtown. Art should not have to be "historically compatible". There should be guidelines but they should be very open.
- I have done murals here and want to do more. I really like having no restrictions. It will be more exciting, unique, and quirky with less restrictions.

Station: Opportunities

This station illustrates existing land uses, City-owned properties, and potential opportunity sites for redevelopment. These are properties and/or buildings that are either vacant or under-utilized, and would be good catalysts for new investment in Downtown. Potential uses are listed for each of the 9 sites. Also identified are the two major gateways into Downtown. These would be locations for street improvements (roundabouts), landscaping, entry signage, special paving, and public art. The intersection of Foch and Broadway is highlighted, as is a focus area for initial improvements to Downtown that we believe will have the most positive impact and kick-start redevelopment efforts.

Please indicate below what projects or uses you think should be developed at each of the nine opportunity sites:

Opportunity Site 1: (Foch and Main)

- N/A
- Restaurant
- There could be a gateway here also
- Same as alternative street option #2
- Restaurant
- Already is a restaurant
- Retail - restaurant - gallery
- El Faro Restaurant
- Ok.
- Restaurant/lounge
- Restaurant
- Restaurant/bar

- Already done
- Already food site "El Faro"
- Restaurant
- Already there - El Faro, paved parking lot

Opportunity Site 2: (Foch and Main)

- Return of health food store or spa
- Restaurant
- Restaurant
- Restaurant
- Spa
- Retail - restaurant - gallery
- Retail
- Craft store
- Retail
- Retail
- Performing arts
- I could go for a Quiznos
- Yes [response to board suggestion]
- Yes [response to board suggestion]

Opportunity Site 3: (Buckhorn)

- Retail/gallery
- Gallery
- Park
- Gallery
- Small park
- Park
- Restaurant with parking
- Park and seating and landscape and art venue
- Gallery/retail
- Retail
- Retail/restaurant
- Would be better than spy cameras, dirt, and graffiti
- Yes [response to board suggestion]
- Restaurant
- Yes [response to board suggestion]

Opportunity Site 4: (McAdoo St., current City Hall)

- Civic park/plaza
- Plaza
- #1 do this first
- Outdoor soaking ala Pagosa Springs
- Boutique shops
- Civic park plaza 1 or 4
- Expansion of Sierra Grande for Turner

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- Sell to Ted Turner (include police station)
- Park
- Park / plaza
- Maintain City Hall at this location
- Plaza
- Civic park
- Educational / greenhouse / seating - greenbelt / city center
- Sell it to Ted Turner.
- Yes - public plaza [response to board suggestion]
- Park
- Park with dog park
- Youth center

Opportunity Site 5: (Pershing St.)

- Retail
- Hospitality
- Restaurant
- Not retail - hospitality
- Parking lot
- Parking
- Parking lot
- Wellness center
- Parking
- Then where would we park when we ate at Latitudes?
- Remain parking
- Ok [response to board suggestion]

Opportunity Site 6: (Riverside Dr.)

- Agree with suggestion [on board]
- Restaurant
- Yes
- Park
- Retail, Restaurant, Hospitality
- Park
- River gateway
- Park
- River gateway / housing
- Park / recreation
- Landscape or nursery selling plants
- Restaurant
- River gateway park
- Highly volatile flood zone, beware.
- Gateway

Opportunity Site 7: (Broadway St, old fire house)

- Agree with suggestion [on board]
- Retail
- Park
- Restaurant/hospitality
- Extension of park
- Park
- Community kitchen
- Entertainment
- Health food
- Restaurant
- Parking
- They should put a fire station there
- Yes [response to board suggestion]

Opportunity Site 8: (Main St.)

- Agree with suggestion [on board]
- Retail
- Shops
- Restaurant/entertainment
- Parking, decorative
- Park
- New 3-story city building (parking at ground level)
- Parking / retail
- Restaurant
- Retail
- Where would we watch the fiesta parade?
- Yes [response to board suggestion]
- Entertainment

Opportunity Site 9: (Broadway/Post St.)

- Agree with suggestion [on board]
- Retail
- Shops
- Restaurant
- Dance hall
- Retail - restaurant
- Nature center - see plan of NMSU
- Bar / Restaurant
- Spice shop
- Bar/lounge/restaurant
- Restaurant
- Parking
- Bring back Andy's.
- Yes [response to board suggestion]

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Other Comments:

- Add Date and S. Broadway to the plan - they are the entryways to downtown and the first impression tourists get
- I have a problem with retail unless Trader Joes comes
- We need to attract new business of all types - not decide what goes where - promoting the opportunity is important
- I like your ideas and I don't believe TorC can support a lot more restaurants. Passion Pie Cafe (I love it) has impacted the Black Cat (I love it too). Many more restaurants is unrealistic. I am an artist and would love an area of a large open space - where artists could rent /use / share space together. A good use of an empty building?

Station: Circulation

This station highlights vehicle, bike, and pedestrian circulation into and around Downtown, wayfinding, and gateways. Roundabouts at the two major entries into Downtown are intended to slow traffic into the District, provide notice to motorists that they are entering a special place, and increase safety. As shown at the Opportunities station, the roundabouts would be locations for entry signage, landscaping, special paving, etc. Parking concepts are also provided at this station - parallel, angle, and potential public parking locations.

Please indicate below what you think about the proposed roundabouts:

- They suck
- I hate roundabouts, and I question how some of the senior drivers will handle them
- Not sure
- I like maintaining the 1-ways
- Truly hate roundabouts but they look pretty if done right, but always confusing
- Fantastic - slow down traffic.
- Not sure they are necessary or really functional - esp eastern one
- I think the roundabouts with signage and landscaping would be very beneficial
- Personally I dislike roundabouts, but do think at times they are necessary
- I think it may solve the low visibility between Foch and Main
- Road repair needs to take place; roundabouts will confuse locals but be great for tourists.
- Not required
- Roundabout would facilitate traffic flow
- Not sure - especially with the one Date/Main St.
- Love!
- Yay! I like them. They need to turn into one lane
- Yes!
- No one knows how to drive in a roundabout. I propose weekly defensive driving classes focusing on roundabout rules and regulations to minimize the car accidents that will occur with this abysmally stupid idea.
- Good locations
- No objection if go with Main and Broadway are 1-way
- Seems fine
- Yes

Wayfinding and kiosk locations:

- I support these to assist tourists.
- Good idea
- Appropriate
- Need another wayfinding [location] in the Bella Luca area
- Yes, only as needed
- Simms and Broadway one too close
- Very good
- Yes
- Good
- Kiosk locations - good, maybe 1 more too
- The more the better
- Foch and McAdoo, Jones and McAdoo, Pershing and Broadway, Main and Clancy (wayfinding); Foch and McAdoo (kiosk)
- Good
- Great idea
- Again good locations
- Great for visitors to find shops, food, and hot springs.
- All seemed fine
- Yes

Gateways:

- Great opportunity - visual impact
- Good idea
- Great idea - what about gateways @ Foch and Main?
- Can't think why they'd be elsewhere.
- Ok
- Add roundabouts
- Good locations
- Ok and again maybe more - 1 or 2 more
- Love!
- Good
- Good idea
- Great
- Nice / the west end of Broadway is kind of embarrassing as it is to me.
- Yes

Public parking locations:

- At Buckhorn or having farmers' market there
- I only support a switch to angle parking if it's apparent that existing parking will not be enough for future growth. I think backing into or out of spaces will cause accidents and/or tie up traffic.
- Yes
- Seems reasonable as on map
- Need more - when it is hot people do not want to walk a lot

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- Street parking on Main and Broadway need to be increased by angle parking
- Austin proposed public parking a terrible idea - just feet away from key 3 natural springs!
- Smart use of space
- More; need a lot on Main by Passion Pie and Movie Theater.
- Could use more in center of town
- Good locations - also lot at 309 Main - for sale - City buy?
- Excellent
- Baker St? By roundabout / gateway on both ends
- Good
- I have never had trouble parking in Downtown but then again I'm not an idiot
- Seem a little distant from city center
- Yes

Other Comments:

- Backing into parking place is NOT a good idea. Too many old people who will tie things up.
- Get the bike trails in!
- A bridge crossing across the Rio Grande is really needed and important to future development.
- Side streets connecting Main and Broadway - Foch, Pershing, etc. need to be one way or no parking on those streets. Trying to drive through them is awful when parking is on both sides.
- I think designating clear, easy public parking spaces are important.
- I don't think we should make bike routes for the two people who ride bikes downtown - crackhead Riley and homeless guy.

Station: Regulatory Strategies

This station provides a description of the Certified Local Government Program (CLG) and highlights the benefits that the community would get from the designation and requirements to earn the designation. The establishment of a historic preservation commission and other requirements provide the opportunity to apply for grants to the State Historic Preservation Division. The other major regulatory strategy highlighted at this station is the Vacant Building Ordinance, which is a tool that many other communities (including El Paso and Silver City) have used to encourage rehabilitation of vacant and/or blighted buildings.

1) Do you think the City should pursue being designated a Certified Local Government?

23 Yes 1 No

2) Do you think the City should adopt a Downtown Vacant Building Ordinance?

23 Yes 4 No

Other Comments:

- [CLG] Need more information on bureaucratic burden. [Vacant Building Ordinance] The marketplace will take care of vacant buildings. Government involvement will most likely inhibit natural market impact and solutions, though well meaning.
- I'm excited about the potential of historic preservation. I'm a member of National Trust for Historic Preservation.
- Create a window covering ordinance for vacant store fronts.
- The problem is not so much vacant buildings but commercial buildings that have businesses in them and they aren't open on the weekends when the majority of our visitors are here.
- We need to address landlords allowing people to live in commercial buildings and not opening a business - this has been going on for decades.
- Our city needs to start enforcing our ordinances.
- What time frame designates "vacant"? Official commission with more regulation can be a problem. Wish I felt more optimistic about T/C collaboration than I see at moment.
- [Vacant Building Ordinance] Yes, if written in certain ways!
- The City currently has staff: code enforcement that is strict enough.
- Vacant building ordinance is great idea but need to balance the approach so that we don't discourage investment.
- I want the vacant buildings to look better - don't know the best way to approach this. I like the carrot/incentive approach. I like the idea of volunteers gathering to paint or clean up areas. Does MainStreet have a list like this? I will check.

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APPENDIX B: CERTIFIED LOCAL GOVERNMENT OPPORTUNITIES

One of the regulatory strategies recommended in the Downtown Master Plan is for Truth or Consequences to become a Certified Local Government (see *Chapter 4; Master Plan Strategies for more detail on the benefits and requirements of this program*). The information provided below provides additional background on the CLG program and answers some commonly asked questions.

Participation in the CLG Program

The 1,600 local governments that participate in the CLG program are eligible to apply to their State Historic Preservation Officer (SHPO) for annual funding. Each state is required to allocate 10% of their annual federal appropriation to CLG activities. On average, CLGs receive a total of approximately \$3 million in HPD funds through subgrants from the states. Types of activities that can be funded include architectural, historical, and archaeological surveys; nominations to the National Register of Historic Places; staff work for historic preservation commissions; design guidelines and preservation plans; public outreach materials such as publications, videos, exhibits, and brochures; training for commission members and staff; and rehabilitation or restoration of National Register listed properties. Funding decisions are made by the states, thus each program can have varied requirements and fund different types of eligible projects.

HPD grants to Certified Local Governments have funded a wide variety of local historic preservation projects. Projects eligible for funding and the criteria used to select them are developed yearly by each SHPO.

CLG project types that have been funded include the following:

- Architectural, historical, archaeological surveys, and oral histories;
- Preparation of nominations to the National Register of Historic Places;
- Research and development of historic context information;
- Staff work for historic preservation commissions, including designation of properties under local landmark ordinances;
- Writing or amending preservation ordinances;
- Preparation of preservation plans;
- Publication information and education activities;
- Publication of historic sites inventories;
- Development of publication of walking/driving tours;
- Development of slide/tape shows and videotapes;
- Training for commission members and staff;
- Development of architectural drawings and specifications;
- Preparation of facade studies or condition assessments; and
- Rehabilitation or restoration of properties individually listed in the National Register of Historic Places or contributing to a National Register historic district.

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Frequently Asked Questions - Essential Considerations for the Design Review Process and Design Guidelines

- Does a historic area have to be placed on the National Register first, before design review and design guidelines?
No, the National Register is a federally administered list of sites and districts of historic significance and it does not regulate buildings at the local level. A local historic district designation is needed in order to establish the boundary within which enforced design review will apply.
- Do we have to establish a local historic district before we can develop design guidelines?
No, in most cases guidelines are applied to a historic district that the community has defined as worthy of protection. Sometimes, however, there may be areas of town that contain buildings which contribute to the visual character of the community but are not so "historic" or do not occur in enough numbers to really justify a historic district. In many cases, these areas are good prospects for neighborhood conservation or rehabilitation projects, where design guidelines are also appropriate to assure that the basic character of the buildings and the neighborhood is not destroyed.
- Do we have to have a local design review ordinance in order to use design guidelines?
No, although most towns that want to promote good design in historic areas do adopt ordinances that establish review powers for design, this is not the only way. Communities that do not feel quite ready to adopt such laws may take a less comprehensive approach. They may be guidelines for voluntary use. These are used as an educational tool, and a special group, sometimes the local historical society or Chamber of Commerce, promotes the use of the guidelines. They may be applied where special government incentives are offered for renovation or development assistance. In these cases, such as when low-interest loans are made available in rehab project areas, the developer voluntarily submits his design for review in order to receive the special benefits. They may be applied to public works only. In some communities, the town will enact design standards for all public buildings, parks, and street furniture. Although this is less comprehensive than an overall design review ordinance, it can help to make the process a familiar one to local residents.
- Sometimes guidelines are developed for signs only, and attached to a sign code. Isn't there a good set of guidelines that we could copy?
There are good examples of design guidelines that towns have developed for their own historical districts but physical and political conditions vary from town to town, so what is suitable for one community may not apply in another. It is a good idea to review guidelines from other towns to see how particular design issues have been handled. But, if your guidelines are to be as effective as possible, they should be developed for the local setting.
- Won't design guidelines stifle creativity in design?
In reality, design guidelines act more as a filter, screening out designs that are obviously inappropriate for a defined historic district. When written appropriately, they focus on protecting the essential visual characteristics of an area and they will not restrict creativity. This approach to design guidelines, which encourages contemporary design, should

actually broaden the range of design options that many boards will consider appropriate. Also remember that this approach was developed for older areas of a community with buildings of historic interest. Outside of these areas may be the appropriate setting for unconventional designs.

- Why aren't copies of historic architectural styles compatible with historic architecture?
From a visual standpoint, one can argue that designs based on historic styles are compatible, because they certainly will have elements that are similar to those that already exist on the street. However, from the standpoint of historic interpretation, they are inappropriate because they confuse us about the history of the life of the community. In addition, since the new versions of historic structures are often technically inaccurate, they cause confusion with the original buildings about what building styles were like in the past.
- Who should initiate the development of design guidelines?
Anyone can. Town governments often do, but equally often a local historic preservation group will start the process. It is a good idea, of course, to coordinate efforts so that work is not duplicated.
- Do we have the legal right to tell people what to do with privately owned buildings?
The Supreme Court has upheld the constitutionality of design review. Proper procedures are important, however, to assure due process. There are other materials enclosed in the packet that address procedures for review boards.
- Will design review increase development costs?
Compatible design need not cost any more than a design that is inappropriate for an historic area. Even design costs should not increase if the attitudes of the review board are understood by the designer at the beginning of his work, and therefore, it is important to have guidelines that are printed and available ahead of time.

Also remember that one of the purposes of establishing an area with design review is to protect the property values of everyone in the area, a higher level of cost consideration that is usually considered to be most important. Finally, review boards are charged with evaluating the appropriateness of design. It is too much to expect them to also make judgments about cost. Most review processes make provision for the applicant to appeal to a separate public body when special economic hardships apply.

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APPENDIX C: BRIEF OVERVIEW OF HISTORIC PRESERVATION LAWS & INCENTIVES

Americans at the federal, state and local levels recognize the benefits of preserving the tangible remains of our built environment such as historic buildings and districts, archaeological sites and cultural landscapes, for their contribution to the economy, education, and the quality of our lives. Historic Preservation has also gained importance and public acceptance and support in Truth or Consequences as evidenced by the Hot Springs Bathhouse and Historic Commercial District established in 2005. This appendix is a compilation of information intended as a lay person's guide to important laws and incentives for historic preservation practice in New Mexico. The information contained in this section was obtained through website internet research, primarily from the National Park Service, the President's Advisory Council on Historic Preservation, the New Mexico Historic Preservation Division, and Wikipedia.

Federal Laws

The National Historic Preservation Act (NHPA; Public Law 89-665; 16 U.S.C. 470 et seq.) is legislation intended to preserve historical and archaeological sites in the United States of America. The act created the National Register of Historic Places, the list of National Historic Landmarks, and the State Historic Preservation Offices (SHPO). Senate Bill 3035, the National Historic Preservation Act, was signed into law on October 15, 1966, and is the most far-reaching preservation legislation ever enacted in the United States. Several amendments have been made since. Among other things, the act requires federal agencies to evaluate the impact of all federally funded or permitted projects on historic properties (buildings, archaeological sites, etc.) through a process known as Section 106 Review.

Section 106 Review Process

Section 106 of the National Historic Preservation Act mandates federal agencies undergo a review process for all federally funded and permitted projects that will impact sites listed on, or eligible for listing on, the National Register of Historic Places. In Truth or Consequences, these properties would primarily include contributing properties located within the Hot Springs Bathhouse District. Specifically it requires the federal agency to "take into account" the effect a project may have on historic properties. It allows interested parties an opportunity to comment on the potential impact projects may have on significant archaeological or historic sites. The main purpose for the establishment of the Section 106 review process is to minimize potential harm and damage to historic properties.

Any federal agency whose project, funding or permit may affect a historic property, both those listed or eligible for inclusion in the National Register of Historic Places, must consider the effects on historic properties and "seek ways to avoid, minimize or mitigate" any adverse effects on historic properties. The typical Section 106 Review involves four primary steps: 1 - Initiation of the Section 106 Review; 2 - Identification of Historic Properties; 3 - Assessment of Adverse Effects; and 4 - Resolution of Adverse Effects. Further steps may be required if there is a disagreement among the consulting parties on adverse effects or the resolution of the effects.

The federal agency overseeing the project inventories the project area (or contracts with a qualified consultant) to determine the presence or absence of historic properties. They then submit to the SHPO a Determination of Effect/Finding of Effect (DOE/FOE) outlining to the

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SHPO the project, the efforts taken identify historic properties, and what effects, if any, the project may have on historic properties. If the project is believed to have no adverse effect on eligible historic resources and the SHPO and other consulting parties agree, then the Section 106 process is effectively closed and the project may proceed. Alternatively, if an adverse effect is expected, the agency is required to work with the local State Historic Preservation Office to ensure that all interested parties are given an opportunity to review the proposed work and provide comments. This step seeks ways for the project to avoid having an adverse effect on historic properties. Ideally, a Memorandum of Agreement is reached between all consulting parties outlining agreed to mitigation or avoidance of historic properties, but this is not always the case. Without this process historical properties would lose a significant protection. This process helps decide different approaches and solutions to the project, but does not prevent any site from demolition or alteration.

Later Amendments

The NHPA of 1966 made a huge impact in the communities and cities of America. Later amendments only strengthened the previously developed act. In 1969, the National Environmental Policy Act (NEPA) opened more opportunities for the NHPA to take effect. The NEPA protects a larger amount of area of property compared to the NHPA, because it includes the environment around it, which will sometimes inherently include historic sites. In 1976, Congress extended the Section 106 review process to include buildings, archaeological sites, and other historic resources eligible for listing, not just those already on the National Register of Historic Places. In 1980, Section 110 was added. It added further requirements for federal agencies such as the need to establish their own internally staffed historic preservation programs. In 1992, amendments increased protection for Native American and Native Hawaiian preservation efforts.[10]

State Laws

One of the important jobs of the New Mexico Historic Preservation Division (HPD), mandated by federal and state law, is to review the effects of modern development projects on New Mexico's archaeological, historic and traditional resources. Central to HPD's review process is to balance the need to preserve New Mexico's archaeological, historic, and traditional resources with the needs of modern growth and development. The Director of HPD serves as the New Mexico State Historic Preservation Officer (SHPO) and is identified in both federal and state law as the person responsible for administering historic preservation programs.

The review process includes assessments of modern development plans formulated by federal and state agencies and private industry. Assessments are made to determine whether the proposed activities will damage significant prehistoric or historic sites, and to facilitate work with the agency or proponent to avoid or minimize damage. By working together in early planning stages, there are usually find ways to minimize the impacts of development projects on New Mexico's prehistoric and historic heritage.

The New Mexico Legislature has recognized the benefits of historic preservation and provided for the preservation of historic places through four separate State statutes. The Cultural Properties Act (Sections 18-6 through 18-6-23, NMSA 1978) was originally enacted in 1969

and amended several times in the ensuing years. It established the central principles of preservation in New Mexico: "that the historical and cultural heritage of the state is one of the state's most valued and important assets [and] that the public has an interest in the preservation of all antiquities, historic and prehistoric ruins, sites, structures [and] objects of historical significance."

The Cultural Properties Act established the Historic Preservation Division and the Cultural Properties Review Committee (CPRC); created the Historic Preservation Publications revolving fund and the Historic Preservation Loan fund. The Act authorizes the CPRC to issue permits for archaeological survey and excavation and excavation of unmarked human burials to qualified institutions with the concurrence of the state archaeologist and SHPO; and establishes civil and criminal penalties for looting of archaeological sites and disturbance of unmarked burials. The Act requires that state agencies provide the SHPO with an opportunity to participate in planning for activities that will affect properties that are on the State Register of Cultural Properties or the National Register of Historic Places.

The Prehistoric and Historic Sites Preservation Act of 1989 (Sections 18-8-1 through 18-8-8, NMSA 1978), among other things, prohibits the use of state funds for projects or programs that would adversely affect sites on the State or National Registers unless the state agency or local government demonstrates that there is no feasible and prudent alternative and that all possible planning has been done to minimize the harm to the register site. The Division works closely with local governments, in particular, to find ways of accommodating development while still preserving the historic character of our downtowns and historic districts.

Cultural Properties Protection Act (Sections 18-6A-1 through 18-6A-6, NMSA 1978), enacted in 1993, encourages subdivisions of the state government to work with the Division to develop programs for identifying cultural properties under their jurisdiction and requires them to ensure that such properties are not inadvertently damaged or destroyed.

Local Ordinances

A municipality may adopt and enact a local historic preservation ordinance to protect historic resources through a process commonly known as design review. Local historic properties are designated worthy of protection either by individual landmarking (as in Albuquerque) or through a more extensive district or multi-property designation (as in Santa Fe and Las Vegas). A local ordinance typically includes citations of zoning impacts (usually the proposed historic district is an overlay zone and does not affect a property's land use zoning), project review process for any proposed alteration to a property (expansions, removal of structure, modifications, demolition), and design guidelines. Only a local historic preservation ordinance may regulate proposed changes to historic properties. Examples of local historic ordinances in New Mexico may be obtained from the New Mexico Historic Preservation Division. Adoption of a local historic preservation program with adopted ordinances and project review may qualify the community for the Certified Local Government program (CLG), providing direct federal funds for preservation programs and administered by the Historic Preservation Division.

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Preservation Easements

In 1995, the New Mexico State Legislature approved the Cultural Properties Preservation Easement Act, which provides for donation, holding, and assignment of cultural properties preservation easements. A "cultural property" is defined as a structure, place, site, or object having historical, archaeological, scientific, architectural, or other cultural significance deemed potentially eligible for inclusion in the National Register of Historic Places (NRHP). In essence, this law allows a private landowner to give the historic aspect of real estate or other property to a non-profit organization to hold and maintain, while still keeping the right to use the other aspects of the property, including the right of sale. In some cases, the Internal Revenue Service sees this giving of the historic aspects of property as a charitable donation, which gains the landowner/honor a federal tax deduction.

Tax benefits for landowners willing to preserve cultural properties were enhanced in 2003 by the passage of the "Land Conservation Incentives Act," which strengthens the State's commitment to preservation of natural and cultural properties by providing additional financial incentives. Although this is not a program administered by the State, HPD welcomes this legislation and will work with private individuals and groups to provide information about the Act and to make referrals to non-profit groups that have decided to become easement holders.

State Income Tax Credit Program

The State Income Tax Credit for Registered Cultural Properties program was established in 1984 to encourage the restoration, rehabilitation, and preservation of cultural properties. Since then, more than 800 projects have been approved for New Mexico homes, hotels, restaurants, businesses and theaters that benefited from one of the few financial incentives available to owners of historic properties. The program has nearly a 7:1 community investment ratio for every dollar provided through a credit. In a recent five-year period, the statewide program saw approved rehabilitation construction projects totaling \$7.4 million, spurred by the catalyst of \$1.4 million in taxpayer-eligible credits. More than 800 homes and businesses in New Mexico have been restored or rehabilitated using state and federal preservation tax credits. The state income tax credit is available to owners or long-term lessees of historic structures who complete qualified, pre-approved rehabilitations of historic structures or stabilization or protection of archaeological sites.

The property must be individually listed in, or be listed as contributing to a State Register of Cultural Properties historic district. It may be a residence, an income-producing property (such as an apartment building, office or store), or an archaeological site.

The State Cultural Properties Review Committee must approve the proposed rehabilitation prior to the beginning of the project. All work must conform to the guidelines in the regulation NMAC 4.10.9 (PDF format) as interpreted by the CPRC. All parts of the project must be described in Part 1 of the application, including those parts not eligible for credit, e.g. a new addition to the structure. The project term expires 24 months from the date of the Part 1 approval.

The completed project must be documented in Part 2 of the application and be approved by the CPRC for the tax credit. Completed conditions and project expenses must be fully documented and submitted with the application.

The maximum amount of project expenses eligible for the tax credit is \$50,000 although the total project cost may exceed this amount. Maximum credit is 50% of eligible costs of the approved rehabilitation or \$25,000 (50% of project maximum) or 5 years of tax liability, whichever is least. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years unless used up sooner.

When a listed property is located within the boundaries of an Arts & Cultural District that has been specifically certified for this purpose by the state Arts & Cultural District Coordinator, the maximum amount of eligible expenses is increased to \$100,000 for an increased maximum tax credit of \$50,000.

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APPENDIX D: FUNDING SOURCES

This section includes a comprehensive list of federal and state economic and infrastructure development resources available to both local governments and people interested in starting a new business, in need of a small business loan, or engaging in historic preservation. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding.

Community Development Revolving Loan Fund

The purpose of this loan program is to assist local governments in attracting industry and economic development through acquisition of real property, construction, and improvement of necessary infrastructure, and other real property investments. The funds are intended to create jobs, stimulate private investment, and promote community revitalization. All incorporated municipalities and counties are eligible. Loans are limited to \$250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can obtain a request forms and technical assistance from the New Mexico Economic Development Department.

Contact: New Mexico Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0382
Website: www.gonm.biz/businessassistance/Financial_Assistance.aspx

Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us/

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Local Government Planning Fund

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to "forgive" the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling \$737,900 and has approved an additional 14 projects totaling \$304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards but the State share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section
New Mexico Department of Transportation
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us

Public Project Revolving Fund (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed 'AAA' - insured interest rates. As of June 30, 2005, the NMFA had made 451 loans totaling \$628 million.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Rural Economic Action Partnership (REAP)

REAP is a an informal group of rural community development funding agencies which work together to increase the effectiveness of funding economic and community development projects in New Mexico by enhancing collaboration among the member agencies. Projects awarded funds through REAP feature business plans that demonstrate financial sustainability and community commitment and create new jobs and wealth for the region.

Contact: New Mexico Economic Development Department
1100 St. Francis Drive, Suite 1060
Santa Fe, NM 87505
Phone: (505) 827-0300
Email: edd.info@state.nm.us

Small Cities Community Development Block Grant Program (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required. Applicants may apply for funding assistance under the following categories:

- community infrastructure
- public facility capital outlay
- emergency
- planning
- housing
- economic development
- colonias

Contact: State of New Mexico
Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

USDA Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. Provides loan programs such as the B&I Loan (similar to an SBA 7A- but can be made for higher amounts) and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available in the following areas.

Rural Business and Cooperative Services provides the following assistance programs:
- Business and Industry Direct Loans (B&I Direct)

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- Business and Industry Guaranteed Loans (B&I Guar)
- Intermediary Relending Program (IRP)
- Rural Business Enterprise Grants (RBEG)
- Rural Business Opportunity Grants (RBOG)
- Rural Economic Development Loans (REDL)
- Rural Economic Development Grants (REDG)

The Rural Housing Service/Community Services provides the following assistance programs:

- Guaranteed Home Ownership Loan
- Home Improvement Loans and Grants
- Self-Help Housing
- Rural Rental Housing Loans (RRH)
- Guaranteed Rural Rental Housing Program (538 GRRHP)
- Farm Labor Housing
- Housing Preservation Grant (HPG)
- Community Facility Loans and Grants
- Fire and Rescue Loans

The Rural Utilities Service provides the following assistance programs:

- Community Facility Program
- Telecommunications Loan Program
- Distance Learning and Telemedicine Loan and Grant Program
- Electric Loan Program
- Solid Waste Management Grants
- Technical Assistance and Training Grants

Information on these assistance programs is available through the State USDA Rural Development office:

Contact: USDA Rural Development New Mexico Office
6200 Jefferson NE
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: <http://www.rurdev.usda.gov/nm/>

Rural Housing Services

Phone: (505) 761-4944

Rural Business Services

Phone: (505) 761-4953

Rural Utility Services

Phone: (505) 761-4955

Office of Community Development

Phone: (505) 761-4951

McCune Charitable Foundation

The McCune Charitable Foundation is dedicated to enriching the health, education, environment, and cultural and spiritual life of New Mexicans. The Foundation memorializes its benefactors through proactive grant making that seeks to foster positive social change. The McCune Foundation funds projects that benefit the State of New Mexico in the areas of arts, economic development, education, environment, health, and social services. Grants for specific projects, operating expenses, and capital expenses are considered. Grants can be awarded to qualified 501(c)(3) nonprofit organizations, federally recognized Indian tribes, public schools, and governmental agencies. Grants cannot be made to individuals. The McCune Charitable Foundation will be accepting applications online in all categories for 2015 funding consideration during the period of August 15 through September 30, 2014. The website should be checked periodically for updates.

Contacts: McCune Charitable Foundation
 345 East Alameda Street
 Santa Fe, NM 87501
 Phone: (505) 983-8300
 Website: www.nmmccune.org

National Endowment for the Arts (NEA)

This public agency provides support related to feasibility studies for the renovation, restoration, or adaptive reuse of facilities or spaces for cultural activities, architectural studies, projects that address cultural tourism, or the revitalization or improvement of cultural districts. Funding is not available for actual renovation or construction costs.

Contact: National Endowment for the Arts
 1100 Pennsylvania Avenue NW
 Washington, DC 20506-0001
 Phone: (202) 682-5403
 Email: jacobsn@arts.gov
 Website: www.nea.gov/

Crowd-funding

Crowd-funding is a term used to describe the ability to pool small donations made online to a specific cause or project. It can be used to support a wide variety of activities. Crowd-funding models involve various participants including the people or organizations that propose the ideas and projects to be funded and the crowd of people who support these ideas and proposals. Crowd-funding is supported by a platform organization which brings together the project initiator and the crowd of supporters. There are over 500 crowd-funding sites, each with a different model and focus. There are crowd-funding sites that are specific to municipal and county projects. See the list below for some examples.

Websites: www.citizeninvestor.com
 www.neighbourly.com
 www.spacehive.com

Downtown Master Plan

HISTORIC PRESERVATION

National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost \$17 million in financial assistance and direct investment in cities, towns, and rural areas all over the United States.

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service
Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: www.nps.gov/hps/tps/tax/incentives/

State Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is \$50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs
New Mexico Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

NM Historic Preservation Loan Fund

Below market rate loans are made by New Mexico Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to: repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the State sufficient collateral security interest in the property.

Contact: New Mexico Historic Preservation Division
Department of Cultural Affairs
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: hpdplanning.program@state.nm.us
Website: www.nmhistoricpreservation.org/index.php

MainStreet Revolving Loan Fund

This fund is administered on behalf of New Mexico MainStreet by the Historic Preservation Division of the Department of Cultural Affairs. A low cost, revolving loan fund available to property owners within a MainStreet District that meet certain income eligibility criteria and that were previously denied a loan in the same amount and for the same purpose by two financial lenders. Financial assistance is available for the restoration, rehabilitation, and repair of properties, and can be tapped to upgrade buildings to meet contemporary building and fire codes. The work must be completed within one year from the date of project loan and the loan be repaid within five years. Property owners must maintain the property as restored, rehabilitated, or repaired in no case less five years.

Contact: New Mexico MainStreet Program
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0168
Website: <http://nmmainstreet.org/>

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U.S. Environmental Protection Agency (EPA)

The EPA, through the Brownfields Program, provides funding for rehabilitating affected historic properties. EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htm

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

Contact: NMDOT General Office
1120 Cerrillos Road
Santa Fe, NM, 87504-1149
Phone: (505) 827-5100
Website: www.nmshtd.state.nm.us

BUSINESS DEVELOPMENT RESOURCES

Job Training Incentive Program (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70 percent of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: New Mexico Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: http://nmed.sks.com/businessassistance/Job_Training_Incentive_Program.aspx

SMART Money Loan Participation Program

The SMART Money Loan Participation Program is a program administered by the New Mexico Finance Authority intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: www.nmfa.net/NMFAInternet/NMFA_Web.aspx?ContentID=12

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified Development Company
625 Silver Avenue SW, Suite 195
Albuquerque, NM 87102
Phone: (505) 843-9232
Website: www.elcdc.com

SBA 7a Loan Program

SBA 7a Loan Program is the standard SBA loan guarantee program. To be eligible, the application must be made with lending New Mexico banks. Up to 80% of a bank loan to a private business can be guaranteed. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend terms.

Contacts: U.S. Small Business Administration
New Mexico District Office
PO Box 2206
Albuquerque, NM 87103
Phone: (505) 248-8225
Website: www.sba.gov/nm

NMSBDC Service Center
Western New Mexico University
PO Box 680, Silver City, NM 88062-0680
500 18th Street, Silver City, NM 88062-2672
Phone: (575) 538-6320
Fax: (575) 538-6341

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WESST

WESST is a statewide small business development and training organization. Enterprise Centers are located in Albuquerque, Rio Rancho, Santa Fe, Las Cruces, Roswell, and Farmington. Each are funded in part by the US Small Business Administration through its Women's Business Center program. WESST offers long term, comprehensive training, technical assistance, and loans specifically targeted to low-income women and minorities. The Las Cruces WESST Enterprise Center serves small business owners in Hidalgo, Dona Ana, Luna, Grant, Catron, Sierra, and Otero counties.

Contact: WESST Enterprise Center – Las Cruces
211 North Main Street, Suite 104A
Las Cruces, NM 88001
(575) 541-1583
Website: www.wesst.org/contact/wesst-las-cruces-new-mexico/

The Loan Fund

The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9001 certification to the state's small and medium-sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

HOUSING DEVELOPMENT

New Mexico Mortgage Finance Authority (MFA)

The MFA is a quasi-public entity that provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects. The MFA has provided more than \$4.1 billion in affordable housing.

Contact: New Mexico Mortgage Finance Authority
344 Fourth St. SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: www.nmmfa.org/