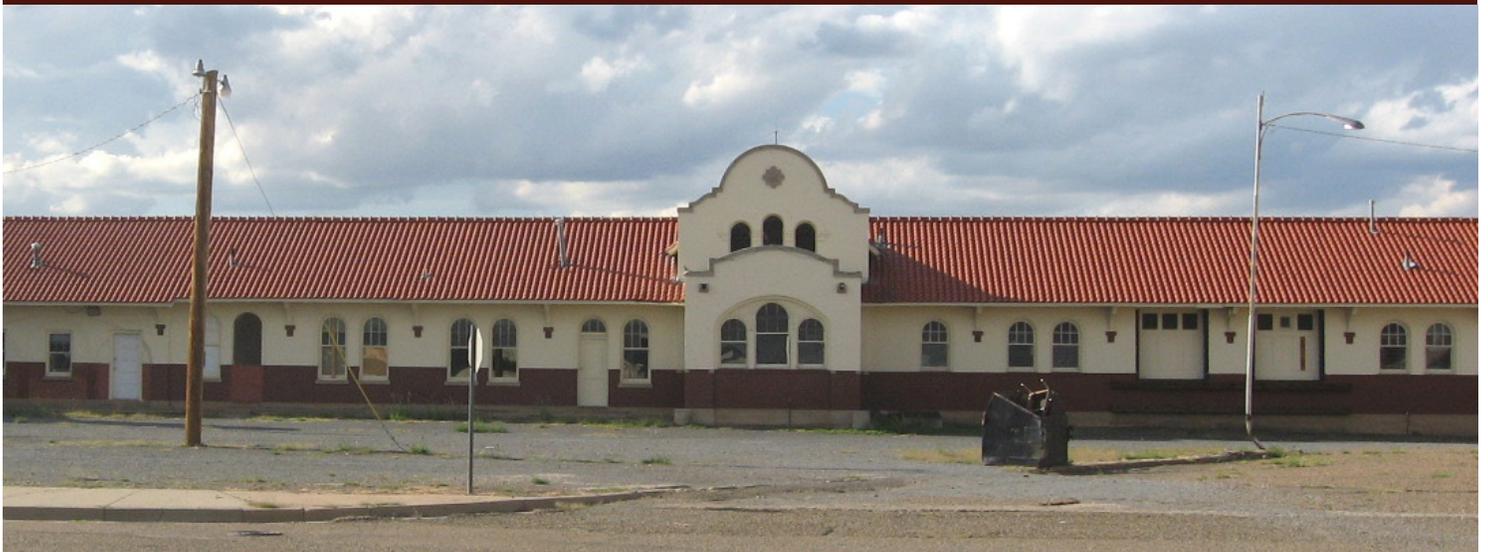




MAIN STREET DISTRICT MASTER PLAN

ADOPTED APRIL 8, 2010



TUCUMCARI MAIN STREET MASTER PLAN

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TUCUMCARI MAIN STREET MASTER PLAN

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1 INTRODUCTION

A. OVERVIEW

The purpose of this Master Plan is to create the framework and multi-phased action plan for the re-development of Downtown Tucumcari. Many changes have occurred over the years to contribute to the element of decline in Downtown. The intent of this Master Plan is to reverse that trend with the implementation of new strategies and improvements to the physical, operational, and regulatory environment so that business in Downtown Tucumcari can thrive once again. The ultimate success of the Master Plan depends on all segments of the citizenry - elected officials, business owners, property owners, and other community stakeholders - working together to accomplish the vision and goals for Main Street, and transform it into an economically healthy and vibrant part of the community. The Master Plan is the culmination of a joint planning effort between the City of Tucumcari, Tucumcari Main Street, Greater Tucumcari Economic Development, and the Chamber of Commerce.

The Main Street District boundaries are the railroad tracks on the north, High Street on the south, Monroe Street transitioning to the Overpass on the east, and Fourth Street to the west (see *District Boundary below*). Within the District, a core area is proposed, which is the Rail Depot to the north, Center Street to the south, First Street to the east, and Third Street to the west.



Downtown District and core area boundaries



B. MAIN STREET NEW MEXICO & TUCUMCARI MAIN STREET

Tucumcari is one of 29 Main Street communities in New Mexico. Tucumcari Main Street uses the Four-Point Approach, which is the foundation for initiatives to revitalize the Main Street District by leveraging local assets - from cultural or architectural heritage to local enterprises and community pride. The Four Points are incorporated into the Master Plan to help build a complete and sustainable community revitalization effort.

The New Mexico MainStreet Program Mission Statement is as follows:

“The New Mexico MainStreet Program fosters economic development in the state by supporting local MainStreet revitalization organizations and their work in downtowns and the adjacent neighborhoods. The Program provides resources, education, training and services that preserve and enhance the built environment, local historic culture and heritage and stimulate the economic vitality of each participating community” (adopted March 10, 2006).

Organization - involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. Tucumcari Main Street has a governing board and standing committees and is a volunteer-driven program. Volunteers are coordinated and supported by the Tucumcari Main Street Program Director. In addition, the other local business and economic development organizations are cooperating and working well together, including: the City of Tucumcari, Quay County, Greater Tucumcari Economic Development Corp., Chamber of Commerce, and the Small Business Development Center.

Promotion - sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Tucumcari Main Street District. By marketing a district’s unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. Tucumcari can take advantage of excellent transportation access with Highways 104, 209, 237, and 54 converging in Downtown.

Design - means getting Tucumcari Main Street into top physical shape. Capitalizing on its best assets - historic buildings such as the Rail Depot, Odeon Theatre, and the pedestrian-oriented Main and Second Streets - is just part of the story. An inviting atmosphere created through attractive window displays, convenient parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping will convey a positive visual message about the Tucumcari’s Downtown and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.



Economic Restructuring - strengthens Tucumcari's existing economic assets, while expanding and diversifying its economic base. Tucumcari Main Street helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to the community's needs.

C. TUCUMCARI MAIN STREET MASTER PLAN

The Master Plan covers a broad range of elements that are intended to give the user a clear picture of the community conditions and the basis from which the recommendations were created. A brief description of each section is provided below:

- 1 Introduction: this section describes the purpose and intent of the Master Plan, a description of New Mexico Main Street Four-Point Approach, and an overview of the plan sections
- 2 History and Context of Tucumcari: this section gives an historical overview of Tucumcari from its early beginnings and describes more recent activities relative to Route 66 and past revitalization efforts for Main Street
- 3 Existing Conditions and Asset Inventory: this section describes the physical, planning, and regulatory conditions of Main Street; and includes a series of maps - Zoning, Land Use Inventory, Property Ownership, Existing Building Conditions, Figure-Ground Analysis, Opportunities and Constraints, and Traffic Counts; and regional and community attractions and assets.
- 4 Market Analysis: this section provides a demographic analysis; market assessment; retail gap analysis; regional and local trends; marketing and branding, case studies, etc.
- 5 Community Participation Process: this section describes the public meetings, stakeholder interviews, and findings from the community survey held and administered as part of the planning process.
- 6 Master Plan: this section provides goals for redevelopment of Main Street; implementation strategies and projects - physical, regulatory, and organization; description of the character defining elements for Main Street; and highlights the Depot District project.
- 7 Municipal Finance: this section describes the various municipal financing tools available - revenue enhancements, self assessment strategies, planning overlays and tax incentives, municipal bonds, capital outlay funds, investor groups, and federal grants.
- 8 Implementation: this section lists the projects identified in Section 6 and includes a timeline for implementation and identifies the responsible party and potential partnerships.

Appendix A: Community Survey: provides a full description of the results from the three surveys distributed - visitors, business owners, and property owners.

Appendix B: Sands Dorsey Memorandum: provides the consultant team's recommendations for next steps in regard to the Sands Dorsey building.



Appendix C: New Market Tax Credits: describes the federal tax program that could be used for several Main Street projects and provides a hypothetical example for how this program works for the various parties involved.

Appendix D: Funding Sources: provides the federal and state economic and infrastructure development resources; and funding resources for theatre restoration and business development.



2

HISTORY and CONTEXT of TUCUMCARI

A. FOUNDING OF TUCUMCARI

A distinctive rock bluff on the eastern plains of New Mexico greets travelers on a historic east-west transportation corridor from Chicago to the Pacific Ocean. Called “Tucumcari,” this legendary

mountain takes its name either from a Plains Indian word meaning “lookout,” or from an Apache romantic folktale recounting the tragedy of the young brave Tucum and his doomed lover Kari.



E.E. Winters, Frank Ward with son Tobe, and Fred White in front of the Quay County Jail built in 1904

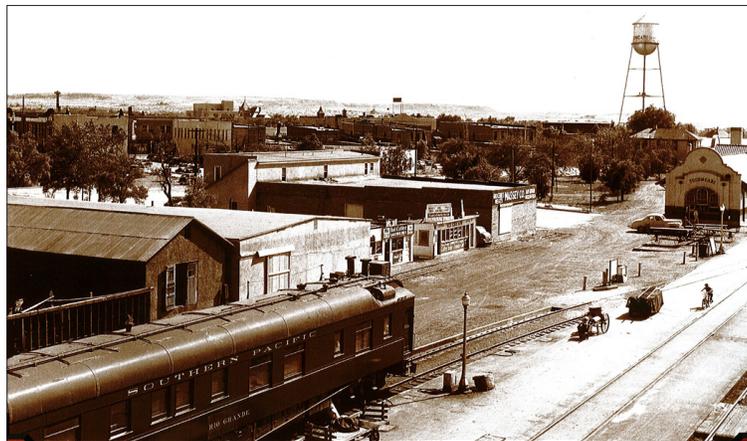
The community of Tucumcari was founded in 1901 when the Chicago, Rock Island and El Paso Railroad built a line through the area, and a tent city of speculators and lawlessness instantly appeared. Nicknamed “Six Shooters Siding,” the small settlement grew quickly into a thriving boomtown.

Tucumcari was organized and planned on a north-south axis according to traditional grid-plan principles, with the major exception of the railroad right-of-way bisecting the grid at a 30 degree angle. Thus, a few triangular shaped blocks adjacent to the railroad depot add a dynamic dimension to the grid.

In 1906, the Chicago and Rock Island Railroad built an impressive depot in the Mission Revival style, characterized by clay tile roof shingles, curvilinear parapets, and soaring wooden interiors. Within a few years, the Sands Dorsey building and the Vorenberg Hotel at the corners of Second and Main Streets would be built as the commercial anchors for Tucumcari’s emerging Downtown.

B. RAILROAD and EARLY ROUTE 66 PROSPERITY

As a strategic division point for coal freight trains headed south from Raton and Trinidad and also passenger and freight trains headed east and west, Tucumcari’s rail yard expanded rapidly to include a service roundhouse, which has been demolished. Early bank buildings, hardware companies, mercantile companies, fraternal organizations, and movie theatres lined downtown streets.



Southern Pacific Depot Area - 1948



In contrast to many other New Mexico communities where adobe was a popular building material, Tucumcari Downtown architecture was characterized by brick and stone masonry. Popular architectural styles included Mission Revival, Classical Revival, and Art Deco, reflecting the dynamic period of commercial expansion from 1900 to 1945 (World War II).



State Firemen's Parade, 300 Block of E. Main Street, with Crescent Ice Cream shop in the background - June, 1950

The Art Deco style Quay County Courthouse, the Princess Theatre, and the Odeon Theatre are all surviving landmarks from this period.

The first transcontinental motor highway, Route 66, reached Tucumcari in 1926, and initially followed Main Street into and out of Downtown. Soon gas service stations, cafes and early motor courts were built by local entrepreneurs to service the needs of weary travelers and automobiles alike. Route 66 facilitated commercial development

along the east and west axis of Main Street. By 1937, however, a newly paved and realigned Route 66 by-passed the heart of Downtown Tucumcari by seven blocks to the south, and a new pattern of commercial building ensued.

A legacy of historic neighborhoods and houses spawned by the railroad and Route 66 commerce is preserved, although in general decline and disrepair. Early Twentieth Century Tucumcari houses were built in late Queen Anne styles, as well as Craftsmen bungalows, and Mission Revival Cottages.

During the Great Depression, federal work programs such as the Public Works Administration (WPA) and the Civilian Conservation Corps (CCC) produced many public facilities across the nation. In Tucumcari, many residents fondly remember the "Five Mile Park," a WPA recreation facility located about five miles west of Downtown that featured a spectacular outdoor swimming pool, the largest in New Mexico for its time.

C. ROUTE 66 HEYDAYS

Tucumcari became a familiar and famous stop on Route 66 during the highway's busiest years, 1937-73. The community's clever and effective billboard campaign, "Tucumcari Tonite," still resonates in the memories of old-timers. In Tucumcari, the highway commerce encouraged the development of iconic gas stations, restaurants, diners, souvenir shops and motels, some still surviving in business today.

Motels such as the Blue Swallow, the Palomino, Americana, Pow Wow Inn, Redwood Lodge and Buckaroo lured visitors with great animated neon signs and "modern" ranch style architecture. The "Mother Road" flourished, but Downtown Tucumcari slowly lost its markets as major anchors such as grocery stores and strip malls were located along the bustling interstate highway.

The eventual bypass of Tucumcari and Route 66 by Interstate 40 in the mid-1970's ushered in a long period of economic deterioration that has resulted in depopulation and increased poverty.

D. PAST REVITALIZATION STRATEGIES

The Route 66 bypass was but one of several economic factors that impacted Downtown Tucumcari's prosperity. Like many small rural communities nationwide, Tucumcari was impacted by the (seemingly) sudden changes in American consumer preferences. Improved automobile technology produced longer and safer trips, less prone to mechanical breakdowns and frequent service stops. "Big box" retailers emerged to kill smaller independent grocery stores and popular department stores like Montgomery Ward's and Woolworth's.

The American hospitality industry developed new lodging and dining products that appealed to the fast-paced highway economy. Holiday Inns, Howard Johnson motels, Denny's restaurants and Sonic Drive-Ins appeared after 1960 to standardize and homogenize the road trip experience. Locally based businesses struggled to remain viable, and many closed their doors for good.

The national decline in small town commerce and also decaying historic architecture compelled the National Trust for Historic Preservation to create and implement the "Main Street" Downtown revitalization program after 1980. The "Main Street Four Point Approach" to Downtown revitalization emphasizes a well-organized and volunteer-driven campaign utilizing the strategies of Design, Promotion, Organization and Economic Restructuring to effect commercial change and



One of the buildings on E. Main Street that was renovated in the 1980's in a "frontier western" theme with wooden false fronts

Downtown revitalization. The New Mexico Legislature adopted the Main Street program in 1985, and by 1988, Tucumcari was actively participating in Main Street revitalization efforts.

In their earliest Main Street considerations, in the late 1970's, Tucumcari community leaders decided upon a strategy to close off vehicular traffic on Main Street and convert the avenue to a pedestrian mall. To complement the pedestrian mall, commercial storefront owners on Main Street were encouraged in the mid 1980's to renovate their facades in a "frontier western" theme characterized by wooden "false fronts" attached to buildings. Unfortunately, the pedestrian mall close-off failed and

resulted in dozens of business failures in Downtown. Many local residents (rightly or wrongly) blamed this disaster on "Main Street," and there remains some skepticism to Downtown revitalization that persists to the present.

A national and international resurgence in Route 66 nostalgia grew after 1990 as popular books, tours, and movies began to celebrate the home-spun hospitality, eccentric roadside attractions, and nomadic freedom of the Mother Road. Tucumcari's wealth of Route 66 landmarks has offered the community a viable cultural and heritage tourism market niche to complement a renewed Main Street revitalization project begun in 2006-07.

Tucumcari applied for and received designation as a New Mexico Main Street community during this period of interest in the creative economy (2007-08). Tucumcari was receptive to creative economic development in part due to the residency of accomplished mural artists, Doug and Sharon Quarles, who adorned the streets of Tucumcari with many attractive murals depicting local scenery, history, and folklore. The Tucumcari Main Street manager at that time, Dave Buchen, also expressed interest in creative economic development as a way to enhance Downtown revitalization and could see linkages with Mesalands Community College as a resource for creative entrepreneurs.



Art Space Gallery

By spring 2007, a dedicated group of artists and volunteers had promoted a vision of an arts incubator for the historic Railroad Depot. The group had also raised funds to create a Downtown office and gallery called Eastern New Mexico ArtSpace, which is located at 201 S. Second Street and meets regularly to advance other arts development projects. Funding provided by the New Mexico Rural Development Response Council supported a Strategic Planning session in May 2007 by Quixote Productions.

The catastrophic Sands Dorsey building fire in June 2007 effectively altered the community's priorities along with those of organizations such as Tucumcari Main Street and Eastern New Mexico ArtSpace. Key changes in leadership personnel at Tucumcari Main Street and the Greater Tucumcari Economic Development Corporation have tempered the community's enthusiasm for creative economic development. The economic downturn is another major factor in a reassessment of potential strategies for Downtown Tucumcari revitalization.

Under the direction of Greater Tucumcari Economic Development Corporation Executive Director Peter Kampfer, a revitalization plan for the redevelopment of the historic railroad depot was produced in 2005-06. This plan envisioned a rehabilitated depot housing an art gallery and studios, shops, and a rail museum surrounded by an attractive plaza.

3

EXISTING CONDITIONS / ASSET INVENTORY

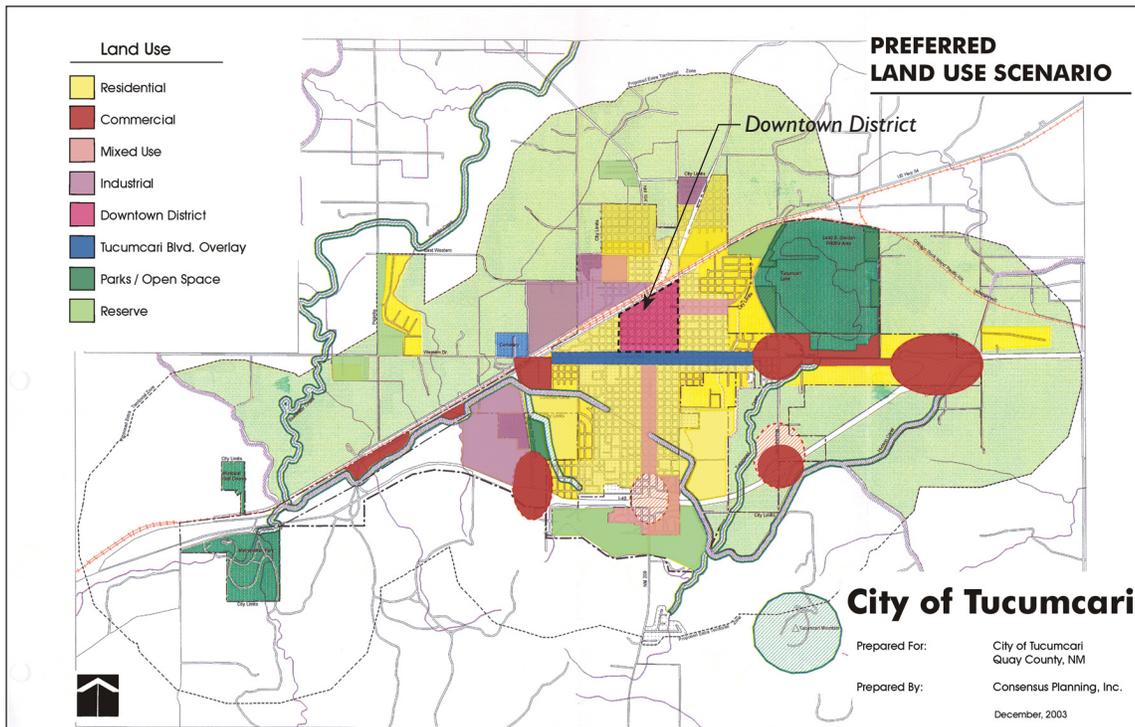
A. PLAN ANALYSIS

This section provides a synopsis of the different plans that may impact Downtown Tucumcari, including the City of Tucumcari Comprehensive Plan and the Unified Development Code. A summary of the University of New Mexico study is also provided.

I. City of Tucumcari Comprehensive Plan, 2004

The City of Tucumcari Comprehensive Plan serves as the City's overall guide for the community's future. There are many elements of the Comprehensive Plan that provide guidance to the Main Street District Master Plan. A summary of those elements are provided in this section.

Downtown revitalization is addressed by the Comprehensive Plan as a significant land use issue, with the goal of reestablishing Downtown Tucumcari as a regional commercial center. During the public participation process for the Comprehensive Plan, Tucumcari residents expressed a strong desire for infill development, which is the development of vacant land or redevelopment of existing buildings and dilapidated properties within the existing City boundaries. Directing these efforts to Downtown would be a major step in achieving this goal. The Preferred Land Use Scenario contained in the Comprehensive Plan identified a Downtown District area as shown below.



Several goals in the Comprehensive Plan support the revitalization of the Main Street District. These goals include the following actions:

- Promoting infill development, redeveloping vacant, underutilized, and abandoned buildings;
- Revitalizing Downtown Tukumcari as a focal point of the community with a mixture of land uses;
- Providing housing opportunities within walking distance of shopping and other services; and
- Protecting historic resources to enhance the community's character and promote tourism.

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 an analysis of the Land Use policies that are especially relevant to the Main Street District:

Land Use Policy 1C: *The City of Tukumcari will focus all new development on infill development before initiating any significant annexation unless the annexation benefits the health, safety, and welfare of the community.*

The City's focus on infill development provides a great opportunity for critical issues concerning the Main Street District to be addressed. This policy is in harmony with the desire of the Tukumcari residents, as mentioned above, and supports allocating City resources to aid this effort. Infill development is critical to a successful revitalization of the Main Street District.

Land Use Policy 3A: *The City of Tukumcari will put an emphasis on revitalization of its Downtown through the utilization of available funding, development, design standards, technical support, and investment.*

The Main Street District Master Plan is a direct result of the City's implementation of Policy 3A. This policy will continue to play a major role in the Downtown revitalization effort when it comes time to implement this Master Plan through the utilization of available funding, future funding requests, capital improvements, and encouraging private investment.

Economic Development - In the Economic Development section, Downtown revitalization is listed as one of the Implementation and Action Strategies that will increase the overall economic health of the Community and serve as a community hub. The City's involvement with the New Mexico Main Street program is a direct result of the City implementing this strategy. Other key issues listed in this strategy include ensuring a mix of uses allowable in Downtown, revitalization of the Train Depot, signage, and pedestrian and streetscape improvements. All of these issues are specifically addressed in the Tukumcari Main Street District Master Plan.

Community Character - The Community Character section also discusses Downtown revitalization. The number one Community Character Strength listed is the Downtown Train Depot. The rehabilitation of this culturally significant building is viewed as a catalytic opportunity for Downtown redevelopment. While the Train Depot building is seen as a strength, the Downtown/Railroad



District Revitalization is listed as the number one Community Character Weakness. The current condition of the area immediately surrounding the Depot makes it a community weakness, thereby increasing the importance of the depot building and its immediate surroundings. Community Character Policy 1B will play a vital role in this effort.

Community Character Policy 1B: *The City of Tucumcari will pursue grants related to historic preservation and rehabilitation, especially targeting the Metropolitan Bathhouse and the Depot.*

Policy 1B shows the City's focus and willingness to pursue the funding that is necessary to follow through for a catalytic project for Downtown. This policy will help the community assess the priority level for the different catalytic projects that will be proposed by the Tucumcari Main Street Master Plan.

2. City of Tucumcari Unified Development Code, 2007

The purpose of the City of Tucumcari Unified Development Code is to provide for orderly development within the City. Chapter 17.02 is the Zoning Ordinance and establishes ten zoning districts. The current zoning of the Main Street District includes four zones: C-1 General Commercial, C-2 Central Business District, R-2 Medium Density Residential, and I-1 Industrial.

Currently, there is nothing in the Unified Development Code that specifically addresses the development of Downtown. The zoning districts that are utilized in the Main Street District (C-1, C-2, R-2, and I-1) are also utilized in other parts of the City (see *Existing Zoning Districts map on page 13*). The vast majority of the property within the Main Street District is zoned C-2. The R-2, C-1, and I-1 are much smaller in size, with R-2 primarily located along Monroe and Adams Streets between High and Center Streets. The C-1 zoned property is also located along Monroe and Adams Streets, between Main and Smith Streets. The I-1 property is along the railroad.

The following purpose statements of the different zoning districts provide an overview of the intended development of this area as it is currently expressed in the Unified Development Code.

C-1 General Commercial District - The C-1 district is intended to provide areas for the development of a variety of commercial uses in appropriate areas for the purposes of convenience and orderly growth and certain related uses.

C-2 Central Business District - The C-2 district is intended to provide areas for a grouping of retail merchandising activities into a concentrated area serving the general retail needs of the trade area. The district provides for department stores, apparel stores, general retail and service, and similar uses. The grouping is intended to strengthen the business level of the central business district activity.

R-2 Medium Density Residential District - The R-2 district is intended to provide areas for the development of single-family dwellings at medium densities and certain related uses.

I-1 Industrial District - The I-1 district is intended to provide areas for the development of various industrial uses considered essential to a balanced economic base.

Each zoning district includes a list of permissive uses, conditional uses, and basic design elements, including lot area, lot width, lot length, setbacks, and building height. The Zoning Ordinance also contains design standards that address single family dwellings, mobile homes, drive-through facili-



ties, wireless communication facilities, and walls and fences. Off-street parking and loading standards are included for specific land uses. However, the design standards presented do not differ from one area of the City to the next, with the exception of the Route 66 Overlay Zone, rather, they are universally applied to the zoning districts or land uses throughout the City. The Sign Ordinance is contained in Section 17.03, and are applied uniformly across the zoning districts without regard to the location of these uses. The exception is the Route 66 zone, which carries its own sign regulations separate from the overall Sign Ordinance.

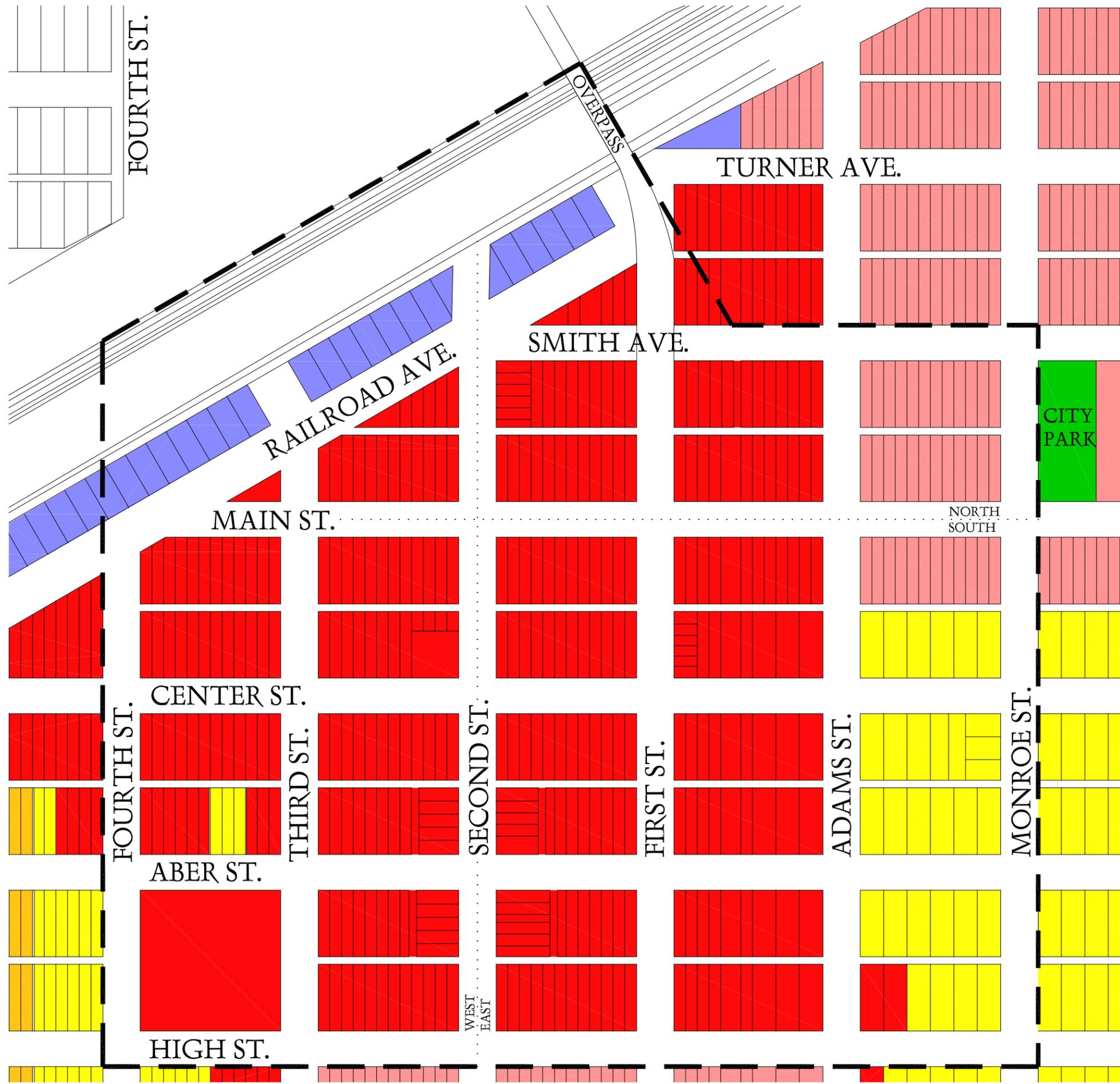
In order for the Tucumcari Main Street District to reach its full potential as a community hub, with a distinct identity, one option is to establish a Main Street District within the Zoning Ordinance. This would allow for specialized zoning regulations and unique design standards that are tailored specifically to the Main Street District, without altering the Unified Development Code and Zoning Ordinance as they pertain to other areas of Tucumcari. For example, with a special district, the existing zoning for the Main Street District could be changed to allow mixed-use development (*aside from home occupations*) and multi-family housing. It could also be designed to discourage certain land uses that would disrupt the ideal function and atmosphere of the Main Street District, i.e. drive-through facilities and vehicle sales. The Main Street District could include all or just a portion of the District, depending upon what the community prefers.

3. University of New Mexico - Tucumcari Main Street Project, 2008

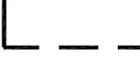
The Tucumcari Main Street Project was a study conducted by the University of New Mexico's Design and Planning Assistance Center (DPAC) in 2008. The project included overviews of Tucumcari's developmental history, Tucumcari's assets, existing conditions, a proposed form-based Main Street District Zoning Overlay, proposed building typology, catalytic project recommendations, and the next steps needed for DPAC's vision to be realized. The best features of this study are the images and maps presented. The recommended strategies and next steps are not very detailed, but they do include a number of good suggestions that have been included in the Master Plan, where appropriate.

DPAC's vision for Tucumcari's Main Street District is to increase vitality and renewed community-oriented activity. To realize this vision, DPAC recommends that the City consider strategies to strengthen the identity of this district. The strategies presented provide a wide variety of ideas and inspiration for the Tucumcari Main Street District Master Plan. These strategies include implementing a zoning overlay ordinance, establishing impact fees for development outside the zoning overlay, adopting an infill development ordinance and an adaptive reuse ordinance, and a streamlined permitting process for development inside the Main Street District.





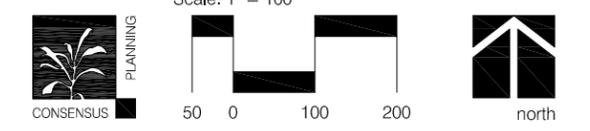
ZONING

-  R-2
-  R-3
-  C-1
-  C-2
-  I-1
-  CITY PARK
-  MAIN STREET DISTRICT



EXISTING ZONING

Scale: 1" = 100'



50 0 100 200 north

B. EXISTING CONDITIONS

One of the primary goals of the Master Plan is to ensure that the right mix of land uses are present in order to attract and maintain a vibrant Main Street district. A critical element in assessing land use is to gain an understanding of the existing land use pattern in Main Street Tucumcari.

Land Use, Property Ownership, Building Conditions, and Figure-Ground Methodology

An inventory of the existing land uses throughout the Main Street District was completed on a parcel-by-parcel basis by the consultants on September, 2009. The base map, which was provided by the City of Tucumcari, was used to record the observations while walking each street in the district. Using a pre-determined color coding system, the map was prepared depicting the existing land uses by parcel. The following 12 land use categories were found in the Main Street District:

- Single Family Residential
- Multi-Family Residential
- Retail
- Service
- Office
- Industrial
- Institutional
- Mixed-use with Residential
- Mixed-use without Residential
- Park
- Vacant Land
- Vacant Building

An aerial photo was used during the inventory as a tool to help determine the number of lots to dedicate to each of the land uses. After the initial inventory was conducted, property ownership data provided by the Quay County Assessor's Office for the entire Main Street District was used to verify the precise locations of the various land uses.

As part of assessment of existing conditions, a property ownership map was also created by using the property data from the Assessor's Office and comparing it to the parcel map. Two categories were used for the property ownership map - public and private.



Art Deco style Quay County Courthouse at 300 S. 3rd Street - an institutional use

The inventory also included a general assessment of overall building conditions within the Main Street District. The building condition assessment was made through visual observation only from the outside of the building. The intent of this assessment was to give a quick snapshot of the building conditions in the District. Four categories were used to denote conditions including:

- Good condition (*no structural or facade improvements needed*)
- Minor facade improvements needed (*e.g., painting*)
- Structural and facade improvements needed
- Extremely Deteriorated (*major structural improvements needed*)

Digital graphics of the existing land use, property ownership, building conditions, figure-ground analysis, and opportunities and constraints were created using AutoCAD software.

Key Observations

Based on the inventory, a series of five maps were created: Land Use Inventory, Property Ownership, Existing Building Conditions, Figure-Ground Analysis, and Opportunities and Constraints (see *following pages*). A Downtown Core District is proposed, which would prioritize improvements to this area. The boundaries of the Downtown Core District are Center Street on the south, the rail lines on the north, First Street to the east, and Third Street to the west. Key observations taken from this analysis are as follows:

Existing Land Use

- The three most prevalent land uses in the Main Street District include institutional (28.7%), service (18.6%), and vacant land (18.5%).
- Retail use comprises 8.1% of the Main Street District. Combining retail and service uses together adds up to 26.7% of the District, still less than institutional use at 28.7%. It is clear that commercial uses need to be increased in the District in order for the revitalization effort to be realized.
- Retail uses are primarily located along Main Street, between Adams and Third Street. Many of the existing retail or service uses are businesses that do not attract daily customers such as restaurants or coffee shops. Attracting more businesses that cater to daily customers is key to reinvigorating Downtown.
- Much of the area along the edge of the District is made up of institutional and office uses.
- Residential uses are relatively low in quantity within the Main Street District. Single family residential comprises 4.2% and multi-family residential comprises 2.2% of the District. Single family residential is primarily located along Monroe and High Streets. Multi-family residential is concentrated in one location along Smith Avenue and is managed by the Tucumcari Housing Authority. There are a couple locations where mixed use includes residential, one is along Second Street and the other is along Main Street.
- The abundance of vacant land (18.5%) and vacant buildings (9.4%) within the Main Street District adds to an overall impression of neglect. Adding to these vacant parcels and buildings are structures that are in a severe state of disrepair.
- Four major landmarks fall within the proposed Downtown Core District including the Odeon Theatre, Princess Theatre, Sands Dorsey building, and the Railroad Depot, which is on the National Register of Historic Places. Of these four landmarks, only the Odeon Theatre is occupied.
- In addition to the Railroad Depot, there is one other structure that is on the National Register - the Arch Hurley Conservancy District Office, also known as the Tucumcari Project Office Building, at 101 E. High Street (*Period of Significance - 1925-1949*).



LANDMARKS

- ★ 1 Odeon Theater
- ★ 2 Princess Theater
- ★ 3 Sands Dorsey
- ★ 4 RR Depot (National Register)
- ★ 5 Arch Hurley Conservancy District Office (National Register)

LAND USE LEGEND*

	Single-Family Residential	4.2% (1.7 ac.)
	Multi-Family Residential	2.2% (.9 ac.)
	Retail	8.1% (3.3 ac.)
	Service	18.6% (7.5 ac.)
	Office	6.4% (2.6 ac.)
	Industrial	1.0% (.4 ac.)
	Institutional	28.7% (11.6 ac.)
	Mixed-Use w/Residential	1.2% (.5 ac.)
	Mixed-Use w/out Residential	0.5% (.2 ac.)
	Park	1.2% (.5 ac.)
	Vacant Land	18.5% (7.5 ac.)
	Vacant Building	9.4% (3.8 ac.)

Total 100% (40.5 ac.)

*Does not include public rights-of-way.

- Main Street District
- Proposed Downtown Core District



LAND USE INVENTORY

Scale: 1" = 100'

- There are few community spaces within the Main Street District, with the exception of Veterans' Park at Railroad Avenue. Much of the area surrounding the Railroad Depot is either vacant land or vacant buildings. This would be an excellent location for a community gathering space and a focal point for starting the rebirth of Main Street Tucumcari.



Odeon Theatre at 123 S. Second Street



Arch Hurley Conservancy District Office at
101 E. High Street



Steering Committee standing in front of the Princess
Theatre at 108 E. Main Street

Property Ownership

- Approximately 73% of land within the Tucumcari Main Street District is privately-owned and approximately 27% is publicly-owned by either the City of Tucumcari, Quay County, or, in small part, the New Mexico Department of Transportation.
- There is a larger percentage of publicly-owned land within the proposed Downtown Core than the Main Street District as a whole. Since much of the property in front of the Rail Depot is owned by the City of Tucumcari, an excellent opportunity exists to improve this area and have it be the primary catalytic project for Tucumcari Main Street.



Quay County Detention Center at 223 W. High Street



OWNERSHIP LEGEND *

	Public	26.5% (10.7 ac.)
	Private	73.5% (29.7 ac.)
Total		100% (40.4 ac.)

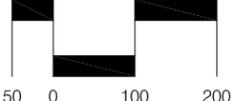
*Does not include public rights-of-way.

-  Main Street District
-  Proposed Downtown Core District



PROPERTY OWNERSHIP

Scale: 1" = 100'


Building Conditions - 'The Good, The Bad, and the Ugly'

- Overall, there are a large number of buildings that need improvement within the Main Street District. However, while there are only a handful that require major structural improvements, including the Sands Dorsey at 111 S. Second Street, Princess Theatre at 108 E. Main Street, the building at 101 N. Second Street, and several buildings at the Railroad Avenue and Smith Avenue intersection, the negative impact of these buildings is significant and detrimental to Downtown.



Vacant building at 101 N. Second Street

- There are few buildings within the proposed Downtown Core that are in good condition; most need minor facade improvements such as painting. There are numerous buildings along Main Street that are in need of significant facade and structural improvements.

- While conditions vary from building to building and block to block, there are some blocks that are dominated by buildings that are in need of significant improvements including the north side of Aber Street between Third and Fourth Streets; the north side of Main Street between Monroe and Adams Streets; the south side of Main Street between Adams and First Streets; the south side of Center Street between Monroe and Adams Streets and between First and Third Streets; and the north side of Railroad Avenue between Third and Fourth Streets and Second Street and the Overpass.



Sands Dorsey at 111 S. Second Street

- Organizing a “Facade Squad” where participants tackle painting and other light improvements to the front, street-side facades could make a significant difference in the overall appearance of Downtown Tucumcari and serve as a catalyst for other improvements. This is a new volunteer program by New Mexico MainStreet that provides design



Crescent Ice Cream building, now vacant, at Main and Monroe Streets

services and materials needed to renovate and rehabilitate Main Street buildings over a 1-2 day period. The initial focus should be on one block within the Main Street District.

- Most of the buildings in good condition are either public buildings or office buildings such as Wells Fargo Bank and Citizens Bank. Most of the buildings along High Street, which forms the southern boundary of the Main Street District, are in good condition or only need minor facade improvements.
- The Rail Depot has undergone improvements to its exterior, but the interior needs significant rehabilitation, as well as the area around the building and the adjacent properties. Improvements should also include reestablishing the breezeway through the Rail Depot that was filled in, but is visually apparent when looking at the building from the south.



Photos of the Railroad Depot. Improvements have been made to the building exterior, but the interior remains in dire need of repair. The area surrounding the Depot is also in need of improvements in order to make it the focal point and primary catalytic project for Downtown redevelopment.



EXISTING BUILDING CONDITIONS

-  Good Condition - No structural or facade improvements needed.
-  Minor facade improvements needed (e.g., painting).
-  Structural and facade improvements needed.
-  Extremely Deteriorated - Major structural improvements needed.
-  Vacant Land and/or parking lots.
-  Park
-  Building Address
-  No Address

-  Main Street District
-  Proposed Downtown Core District



EXISTING BUILDING CONDITIONS

Scale: 1" = 100'







Buildings along Railroad Avenue to the southeast of the Depot, which are in need of significant improvements.



At the corner of Main Street and Second, looking towards the Depot.



Vacant buildings along Main Street in a state of disrepair.



Gotcha Gifts at 302 Second Street, one of the few retail businesses in Downtown and in good condition.



Buildings along Second Street, including the burned out shell of the Sands Dorsey on the right.



Buildings along Second Street including the Masonic Temple, Barbershop, Art Gallery, and the Main Street office on the far left, all in good condition,

Figure-Ground Analysis

- There is a large amount of open area compared to buildings within the District. These areas include vacant land, large and small parking lots, and relatively wide rights-of-way. Many buildings sit relatively isolated.
- Most of the buildings along Main Street are built close to or up to the sidewalk, which provides a more pedestrian friendly experience. Building setbacks are deeper as one gets further out from the Main Street core area.
- Most buildings within the District are one-story in height and a few are two-story.
- Creation of a more continuous street face by filling in the gaps, particularly along Main Street, would provide a more cohesive, more pedestrian friendly experience.



 Building (Figure)

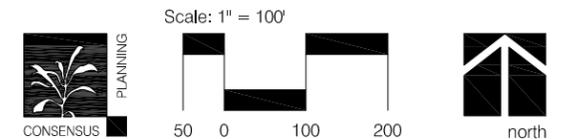
Note:
 The figure-ground analysis shows the relationship between the buildings and the open space around the buildings. It also shows the relationship between building setbacks and public rights-of-way, massing, and development patterns on a district-wide basis.

 Main Street District

 Proposed Downtown Core District



FIGURE-GROUND ANALYSIS



Opportunities and Constraints

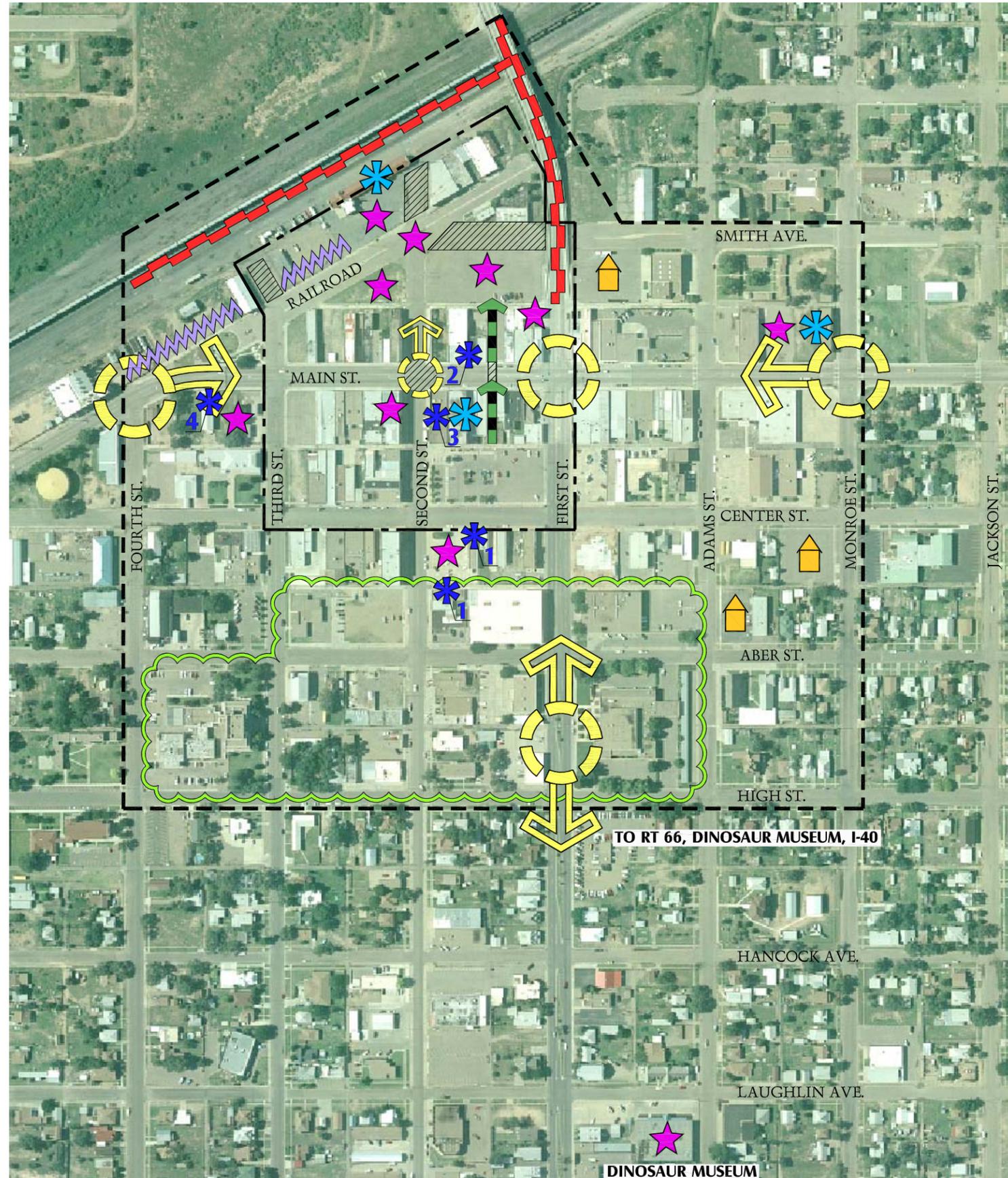
- The most obvious constraint to the rehabilitation of Downtown is the number of properties and buildings that are in significant need of repair or that are vacant. There is an overwhelming need for an infusion of attention and funding, both from the private and public sectors.
- Existing zoning is an institutional constraint. Most of the existing zoning is C-2, which does not allow mixed use and does not contain development standards that would help support the Main Street District having its own identity.
- There are three primary gateways into Downtown Tulumcari - First Street/High Street, Main Street/Monroe Street, and Main Street/First Street. These are logical locations for new and enhanced signage and amenities to announce to the traveler that they are entering Main Street Tulumcari. A secondary location for a community gateway is at Main Street/Second Street leading to the Rail Depot. This would be an excellent location for enhanced signage and amenities to bring attention to the Rail Depot area.
- Opportunity sites are those properties that could offer a myriad of options for redevelopment activities. A cluster of opportunity sites exists at the rail yards - the Rail Depot and its surrounding properties should be the focal point and primary catalyst for redevelopment of Downtown Tulumcari. Momentum has already started with significant improvements to the Rail Depot's exterior. The Sands Dorsey and the property at Center and Second Streets are excellent locations to focus redevelopment efforts due to their visibility and central location within the Main Street District.
- Opportunity buildings are those buildings that the community clearly values and are in need of significant rehabilitation. The Princess Theatre has undergone exterior improvements, but the interior of the building is in great need of improvements. The Rail Depot has been identified by the community as a priority for rehabilitation, and as previously mentioned, would be a catalyst for redevelopment efforts.
- Housing opportunity sites are those properties that are currently vacant and would be good locations for new housing. Though commercial activity is the key to successful Downtown redevelopment, housing also is an important component in bringing people to the Main Street District. It is important for maintaining activity during the evening.
- Barriers are those elements that limit access and/or opportunities for redevelopment. The Rail Depot area, while it should be the focus for redevelopment, is burdened with some constraints including the Overpass, the rail lines themselves, and the fact that it is not centrally located.
- Proposed rights-of-way vacations are those platted streets that do not serve an obvious purpose and could be vacated and reclaimed for community redevelopment efforts. As these streets exist today, they can be seen as barriers to redevelopment.
- Heavy industrial properties are a constraint to successful redevelopment of the Rail Depot area. They are a significant detraction to the Rail Depot and should be considered for either relocation or visual buffering.
- Pedestrian opportunities are those areas that are currently vacant and could be redeveloped with landscaping, seating, and linkages to other areas of Downtown.



- Main Street murals are an unique asset for Tucumcari and could be a significant draw for visitors. The community has indicated its desire to hold more events in Downtown and public art, including murals, could be part of community arts events. Establishing Tucumcari as an arts community and a mural city is an idea that should be further explored in the Main Street redevelopment efforts.



Some of the murals in Downtown Tucumcari, top left to right: Welcome to Tucumcari at 101 W. Main Street, Sunset Wildlife “Blessed” Mural at 212 W. Main Street, VFW Veteran’s Patriotic Mural at the VFW at 105 E. Main Street, and Conchas Dam and Lake Mural at Tucumcari General Insurance at 112 E. Center Street and 214 S. Second Street.

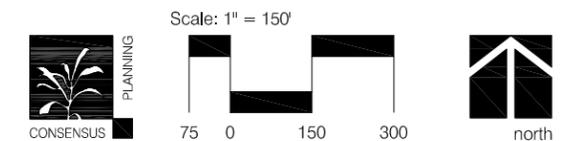


LEGEND

-  Gateway
-  Opportunity Site
-  Opportunity Building
-  Housing Opportunity Sites
-  Barrier
-  Proposed R-O-W Vacations
-  Heavy Industrial
-  Pedestrian Opportunity
-  'District's Front Door' - Stable Asset Area
-  MAIN STREET MURALS
- 1** Conchas Dam & Lake/Ranch Scene Murals at Tucumcari General Insurance
- 2** VFW Veteran's Patriotic Mural
- 3** Trementina Ranch & Calf Roping Murals (Inside Lena's Cafe)
- 4** Sunset Wildlife "Blessed" Mural
-  Main Street District
-  Proposed Downtown Core District



OPPORTUNITIES AND CONSTRAINTS ANALYSIS



C. EXISTING UTILITIES

The Downtown District is one of the oldest areas of Tucumcari. As such, the subsurface infrastructure that supports potable water supply and sanitary sewer service is old as well. These subsurface utilities are comprised of cast iron pipe, ductile iron pipe, clay pipe, and asbestos cement pipe. These types of piping systems have a design life of approximately 50 years. Many factors contribute to actual design life, but it must be assumed that a portion of the existing infrastructure has exceeded its design life. It should be noted that asbestos cement pipe is considered a hazardous material, once friable, and therefore, will require additional costs during removal. Many communities have chosen to abandon these lines in place and remove only that required for connections.

Water

Through discussions with City of Tucumcari staff and review of the City's water distribution map, it has been determined that adequate water supply (water pressure and volume) is available throughout the Main Street Master Plan area. The three housing opportunity sites and the nine opportunity sites identified on the Opportunities and Constraints graphic (see page 33) have direct access to existing waterlines and will need only a new service connection to access this water (see page 37). However, it must be noted that except for waterlines in Main Street, 1st Street, and some waterline at the southeast corner of the designated Downtown District (having been replaced in the last 20-25 years), most of the existing potable water infrastructure has exceeded its design life and will require upgrading as development occurs. For example, the water lines serving the Second Street, Third Street, and Fourth Street corridors in the Master Plan area date back to the WPA in the late 1930's and early 1940's. As such, the development of these areas should consider not only the roadway infrastructure replacement, but the waterline replacement as well. Similarly, the waterlines in Smith Avenue, and the streets Center, Aber, High and Monroe are aged as well. While not as old as those in Second, Third, and Fourth Streets, these waterlines should be evaluated and considered for replacement.

A consideration during street and utility infrastructure upgrades is how to upgrade the City infrastructure while maintaining access for local businesses and their customers. As part of these projects, a very strict and detailed construction plan should be considered and followed. For example, maintaining minimum parking and two-way access is critical, and restricting work areas to one to two blocks of construction at any one time has proven in the past to be a successful approach. It is imperative that construction schedules and timing meet the needs of adjacent businesses.

Depot District Upgrades

The City of Tucumcari bid and awarded a fast-track water system upgrade project to improve the service in the Depot District per the recommendations of this Main Street Master Plan. This work included the installation of approximately 2,075 linear feet of 6" waterline in Railroad Avenue tied to an existing 10" waterline at Third and Main Streets and tied to an existing 6" waterline in Smith Avenue. Included with this infrastructure upgrade is an additional 6" waterline used to provide fire protection (fire hydrant) to the Rail Depot, as well as a 2" service line stub-out providing potable water. This recent upgrade to the existing system is depicted in red on the Water System map, page 37.

Sanitary Sewer

Through discussions with City of Tucumcari staff and review of the City's sanitary sewer collection map, it has been determined that adequate capacity for sanitary sewer effluent is available throughout the Main Street Master Plan area. As with potable water, the nine opportunity sites and three housing opportunity sites have direct access to sanitary sewer service and will need only a new



service connection for collection to begin (see *Sanitary Sewer map, page 39, showing the existing sanitary sewer collection system*). As stated above, most of this infrastructure is aged and has likely exceeded its design life, so evaluation and consideration for replacement should be given.

It should be noted that approximately half of the sanitary sewer collection system is located beneath the alley ways that run between the east-west street alignments and replacement of these lines will have little impact on existing businesses. Those lines that are within the north-south street alignments should be given the same considerations during construction as roadway infrastructure replacement and waterline replacement. Where possible, all three infrastructure improvements should be coordinated and completed at the same time.

Electric and Gas

Adequate electrical power and gas exist in the Depot District area.





-  WATER VALVE
-  FIRE HYDRANT
-  RECENT WATERLINE CONSTRUCTION
-  EXISTING WATERLINE



WATER SYSTEM

Scale: 1" = 100'

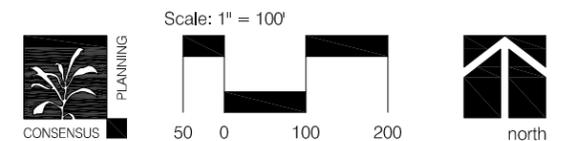





- MANHOLE
- SANITARY SEWER LINE
- PROPOSED SERVICE LINE



SANITARY SEWER SYSTEM



D. EXISTING TRANSPORTATION

Tucumcari's Existing Transportation System

The community of Tucumcari is served by two major east west highways. Interstate 40, which is located on the south side of town, has five Tucumcari exits. US 54 runs along the south side of the railroad tracks and through the Downtown District on Main Street. Interstate 40 is a major transportation facility that connects the east coast to the west coast. It carries interstate, intrastate, and local traffic. US 54 is also an important transportation link in the national system. It connects to Interstate 10 in El Paso and connects to Interstate 72 in Illinois. Within the Tucumcari City limits, there is also one other east west highway; Business 40 (Old Route 66), which goes through the center of the City, and connects to the first and last I-40 interchanges. There are two major north-south routes within Tucumcari; the US 54 truck route and NM 209 / NM 104. The US 54 truck route runs from Interstate 40 Exit 333 north to join US 54 at Main Street. NM 209 / NM 104 runs through Tucumcari as First Street and connects to small communities to the south and Conchas Lake and Las Vegas, NM to the north.

There is no local transit in Tucumcari. Intercity transportation is provided by Greyhound bus lines. The Tucumcari Municipal Airport is available for general aviation.

Downtown District

The Downtown District is located just four blocks north of Historic Old Route 66 and 1.7 miles north of I-40. US 54 runs through the Downtown District on Main Street, however, the US 54 truck route is the through alignment which turns into S. Mountain Road, which by-passes Downtown and makes a direct connection to I-40. The US 54 truck route is located approximately 1.25 miles east of the Downtown District. NM 209 / NM 104 goes through the Downtown District on First Street, however, north of Main Street NM 104 is grade separated to go over the railroad tracks. All of the other streets in the Downtown District stop on the south side of the tracks.



Sidewalk in poor condition along Center Street

The existing roadways in the Downtown District are all unmarked two-lane roads except for Main Street (US 54), which is striped with a center turn lane, and First Street, which has a four to five lane section. All of the streets are wide enough to accommodate on-street parking. Stop signs are used to control traffic at all intersections except Main Street (US 54) and First Street (NM 104) which is controlled by a traffic signal. Some of the existing curb and gutter and sidewalks in the area are old, in poor condition, and lack ADA wheel chair ramps. The existing sidewalk ranges from non-existent to more than 10 feet wide in some areas. Wide sidewalks, particularly those with shading (street trees) and other pedestrian amenities, can promote walking and social interaction, as well as create a welcoming atmosphere for visitors to Downtown.

Traffic Counts - Key Observations

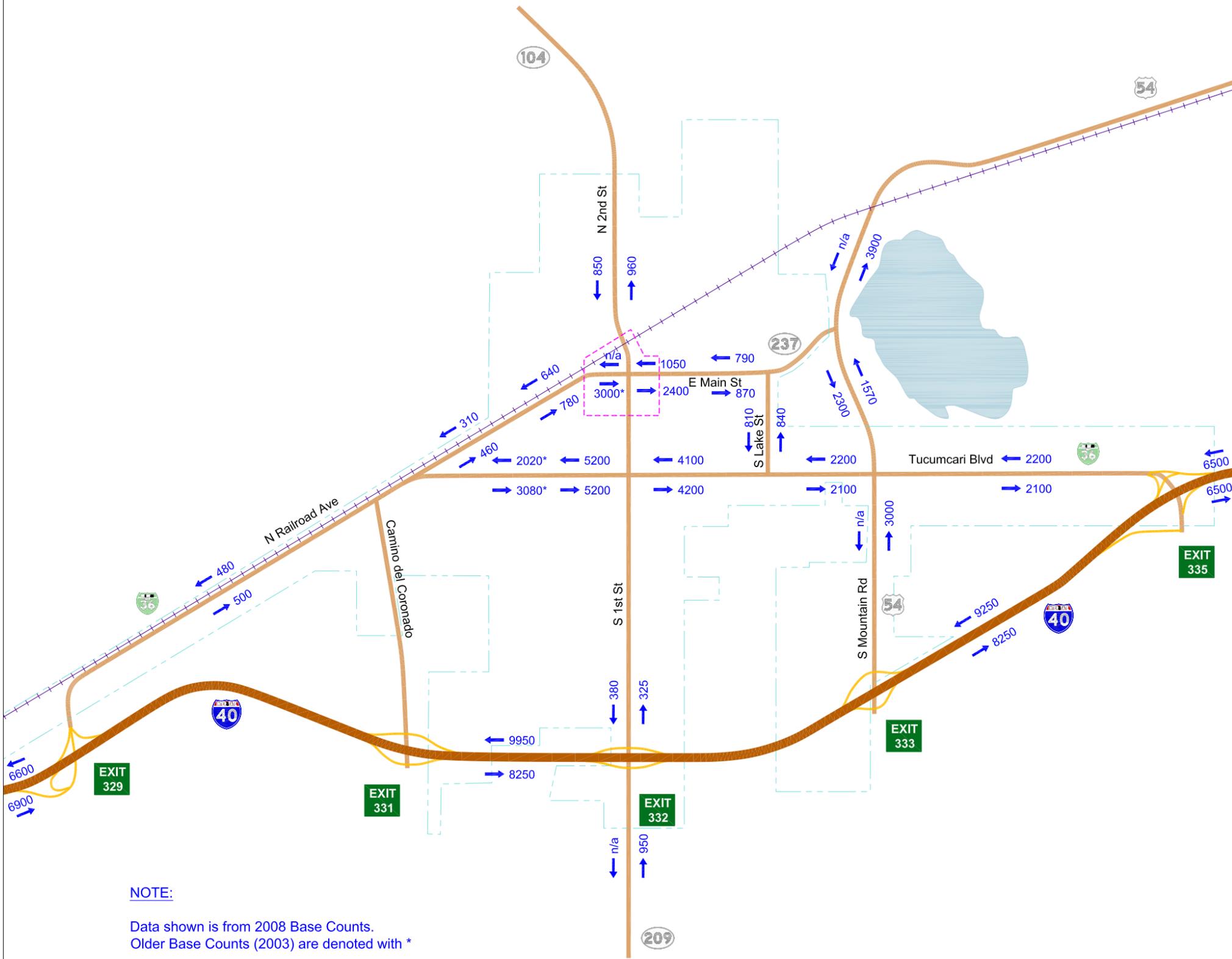
Current traffic counts represent 2008 traffic counts prepared by the New Mexico Department of Transportation (see page 43 for Traffic Counts). Older counts (2003) are indicated with an asterisk.

As expected, the traffic counts are highest on I-40, with approximately 6,500 trips on the interstate on either side of Tucumcari. The number of trips increases within City limits reflecting local use. The 6,500 trips in each direction on I-40 represents the travelers that are available to attract into Tucumcari for lodging and services. The other main artery into town is Highway 54, which provides a connection to Logan and on to Dalhart, Texas.

Route 66 has significant traffic volumes and is just south of the Main Street District. The directional trips range from approximately 2,000 to 5,200 through the City. This traffic is most likely a combination of tourist and local traffic. Traffic on Historic Route 66 is significantly higher than that on Main Street; however, the traffic on Main Street is significant with the highest amount of traffic on either side of First Street.

Based upon the traffic volumes around Downtown Tucumcari, there appears to be potential to pull additional traffic into the area. How successful this effort will be depends on additional services and amenities to attract visitors into Downtown.





NOTE:
 Data shown is from 2008 Base Counts.
 Older Base Counts (2003) are denoted with *

LEGEND

-  Traffic Count
-  Main Street District

Note: Counts shown are average daily traffic counts.



TRAFFIC COUNTS

Scale: 1" = 1200'




E. REGIONAL and COMMUNITY ATTRACTIONS and ASSETS

The City of Tucumcari and the surrounding area offers many attractions for visitors and residents. The regional and community attractions and assets described below are considered community strengths that could help support the revitalization efforts for Downtown Tucumcari. The ability of the community to capitalize on these attractions and assets will be critical to the successful rebirth of Downtown and its sustainability in the future.

Mesalands Community College

Mesalands Community College is located less than 1 mile southwest of the Main Street District on a 23 acre campus. The College offers two-year Associate of Arts or Associate of Applied Science degrees, as well as courses for non-degree seeking students. Students can focus on a range of subjects including business administration, education, fine arts, liberal arts, natural sciences, physical science, pre-medicine, etc. Enrollment in the spring of 2009 was 1,275 students, which was a nearly 300% increase since the 1997 enrollment.

Mesalands Community College is attracting students from around the country for academics and athletics. The Rodeo Team was introduced as Mesalands' first intercollegiate sport in 1998. Competing in the Grand Canyon Region, Mesalands is a member of the National Intercollegiate Rodeo Association. The Rodeo Team has been a big draw for new students, who must be academically eligible and enrolled full-time to participate in rodeos throughout the region.



Mesalands Community College, a significant community resource

In August of 2008, Mesalands Community College held its first class of wind energy technician training through the new North American Wind Research and Training Center. Students participated in erecting a new 1.5 megawatt General Electric turbine, which was installed and fully operational by December of 2008. This new wind turbine is cutting edge and is expected to be an industry standard for many years. The North American Wind Research and Training Center is planned as a 26,385 square foot building that includes a workshop/garage area for assembly of wind turbine components, classrooms, lecture hall, laboratories, and offices. Construction is anticipated to be complete by September 2010. The opening of this research center with state-of-the-art technology is a tremendous resource to attract students seeking a "green collar" career.

Mesalands also has a Small Business Development Center offering management consulting, training courses, and computer and internet access for businesses. This is a good resource for starting up small businesses in Downtown Tucumcari.



Dinosaur Museum

The Dinosaur Museum, operated by Mesalands Community College, was opened in May, 2000. It is located at 222 E. Laughlin Street, only two blocks away from the southern border of the Main Street District. The facility includes exhibit space, a paleontology/geology laboratory, a classroom, offices and a retail store. The museum's 11,000 square-foot Exhibit Hall displays replicated and original fossils from the Mesozoic period, the "Age of Dinosaurs".



The Museum's facilities are available for group tours and for hosting special events. On average, the Museum attracts 15,000 visitors per year. The Museum is open from Tuesday through Saturday from noon to 5 p.m. with extended summer hours (10 a.m. to 6 p.m.) from March 1st to Labor Day. The cost of admission ranges from \$3.50 to \$6.00, depending upon the age of the visitor and the size of the group.

Downtown Rail Depot

The City-owned Rail Depot currently stands vacant at 100 E. Railroad Avenue. The exterior of the building is in good condition, but the interior needs an extensive amount of work for it to be reused. The property surrounding the depot also needs improvement. Uses for this building currently under consideration include a state railroad museum, gift shop, coffee shop, cafe, and restaurants. The Depot and its surrounding property should serve as a focal point for the redevelopment of Downtown Tucumcari.

Tucumcari Historical Museum

The Tucumcari Historical Museum, located in an original 1903 schoolhouse at 416 S. Adams Street, displays artifacts dating back to 12,000 B.C. The museum is not typical according to the Quay County Chamber of Commerce and has been described as "one giant attic of old stuff". The building is two stories tall with a basement and outbuildings full of historic items ranging from family scrapbooks to prized bowling balls. The Museum is open from 8 AM to 5 PM Monday through Saturday. The cost of admission is \$0.75 for children and \$2.50 for adults.

Route 66

Historic Route 66 runs through Tucumcari and offers a number of sites to see. Travelers come from around the world to "get their kicks on Route 66" and experience the historic motels, neon lights, murals, and the Route 66 Roadside Attraction, which is a three-story sculpture that sits in front of

the Tukumcari Convention Center. The amount of out-of-town tourist traffic that floods this street is an excellent opportunity for the City to tap into for the Main Street District.

Tucumcari Convention Center

The state-of-the-art Tucumcari Convention Center is located at 1500 W. Route 66 Boulevard. The Convention Center is over 30,000 square feet in size and includes a 14,000 square foot convention hall and other areas of floor space. The amount of meeting space available at the Convention Center is more than many communities the size of Tucumcari. This gives Tucumcari an opportunity to host conferences for large organizations and businesses, thus attracting more out-of-town visitors to the community. On average, the Convention Centers hosts approximately 30 functions of 300 or more people each year and several other smaller functions.

Conchas Lake State Park

Conchas Lake is located 34 miles northwest of the City of Tucumcari via NM Highway 104. It is a popular site for water sports including boating, fishing, swimming, and water-skiing. The park is a full-service facility with boat ramps, a marina, bait and tackle supplies, food services, designated areas for camping and picnicking and play grounds. Visitors of this lake can fish for walleye, largemouth bass, channel catfish, bluegill, and crappie, or explore the secluded coves, canyons, sandy beaches, and ancient rock formations. The park has approximately 200,000 visitors each year, mostly in the spring and summer months. For one vehicle, a day use of the park is \$5. Camping costs range from \$8 to \$14 per vehicle depending upon the amenities desired, with some site offering running water, electrical hookups, metal shelters, and picnic tables.

Five-Mile Park (Metropolitan Park)

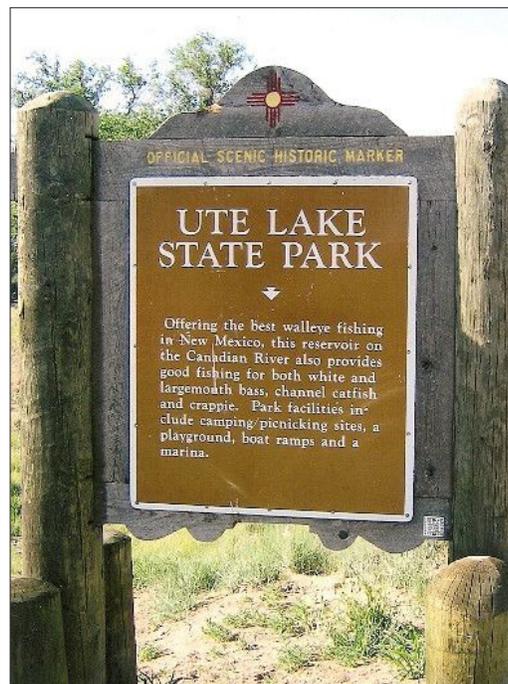
Metropolitan Park is located approximately five miles to the west of the City via Interstate 40. The Park and associated facilities are listed on the National Register of Historic Places. The Park contains an adobe bath house that still stands and a 400,000 gallon capacity swimming pool.

Tucumcari State Wildlife Area

The Tucumcari State Wildlife Area, formerly known as Ladd S. Gordon Wildlife Area, is located one mile from the City of Tucumcari on Highway 54. The site is an 770 acre nature preserve surrounding Tucumcari Lake. The shallow lake and wetlands host numerous birds including ducks, geese, bald and golden eagles, doves, quail, and pheasants. Plans to develop trails are currently being made.

Ute Lake State Park

Ute Lake State Park is located three miles west of the Village of Logan, and approximately 25 miles northeast of the City of Tucumcari via Highway 54. Ute Lake is the second largest lake in New Mexico at 8,400 acres in size, 13 miles long, and 1 mile wide at its widest point. The Park includes a visitor center, a group picnic shelter, a marina, restrooms, and showers. Ute Lake is a popular camping destination, with 133 developed camping sites, electric hookups, and an RV dump station. In addition to camping, visitors



come to boat, fish, swim, hike, and enjoy the area's wildlife. On average, Ute Lake State Park attracts over 200,000 visitors every year, mostly in the spring and summer months. For one vehicle, a day use of the park is \$5. Camping costs range from \$8 to \$18 per vehicle depending upon the amenities desired, with some site offering running water, electrical hookups, and sewage hook-ups.

Ute Lake Ranch

The Ute Lake Ranch, a master planned community approved by Quay County as a planned unit development (PUD) for up to 24,000 lots, covers approximately 25,000 acres along the north and south shoreline of Ute Lake. The community offers a variety of large lots and condominium units and membership at the TwelveShores Golf Club, a Nicklaus Design championship golf course within Ute Lake Ranch. Future plans include the development of a zero carbon, zero waste sustainable Ute Lake City Center powered primarily through renewable energy resources and the establishment of the G.R.E.E.N. (Green Renewable Energy & Environmental Nation) Foundation, a research and development center for new energy technologies and environmentally sensitive products, on 80 acres of donated land within Ute Lake Ranch.



4

MARKET ANALYSIS

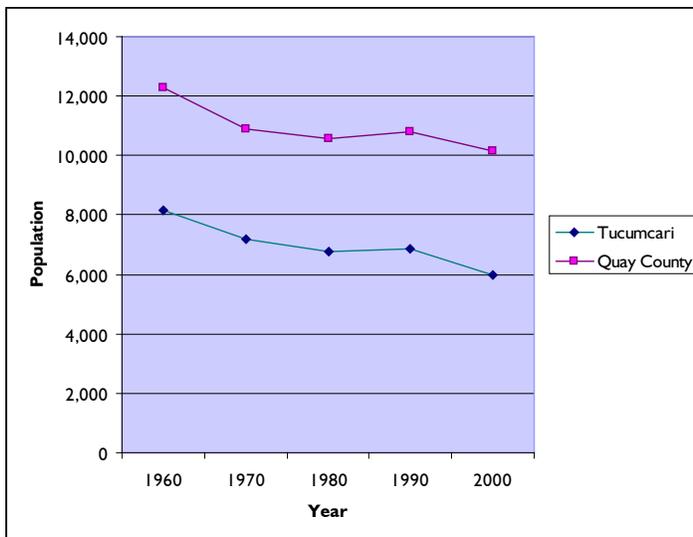
A. INTRODUCTION

A market analysis helps local business leaders, entrepreneurs, developers, and economic development professionals understand the changing marketplace and identify business and real estate development opportunities. It includes studying local market conditions and identifying areas of opportunity. The market analysis provides information to support the recommended activities of economic restructuring. Economic restructuring is the ultimate goal of all Main Street revitalization programs.

B. DEMOGRAPHICS

Tucumcari has been losing population and facing a deteriorating economy over the last several decades (see Figure 4.1 below). In 1960, the population of Tucumcari was 8,143. By the 2000 Census, the population of Tucumcari was 5,989, a 26.4% decrease. Tucumcari's decrease in population mirrored that of Quay County, except for a slightly sharper decrease in Tucumcari between 1990 and 2000.

Figure 4.1: Population Change, 1960-2000



Source: U.S. Census Bureau

Economic shocks during this period that played a role in the population decline and job losses were the demise of the trucking and rail industries and the re-routing of Route 66 around Tucumcari with the construction of Interstate 40 in the early 1970's. The basic industries supporting the regional economy are agriculture, transportation and warehousing, and government employment (including education and health care).

Population estimates by the U.S. Census Bureau (see Table 4.1 below) shows a continual decline in Tucumcari's population since the

2000 Census, with the population in 2008 estimated to be 5,268, a 12.0% decline. However, the Census estimates also show a significant slowing of the population decline in the last three years.

Table 4.1: Population Estimates for Tucumcari

2000 Census	2001	2002	2003	2004	2005	2006	2007	2008
5,989	5,790 (-3.3%)	5,698 (-1.6%)	5,630 (-1.2%)	5,488 (-2.5%)	5,383 (-1.9%)	5,308 (-1.4%)	5,276 (-.6%)	5,268 (-.1%)

Source: United States Census Bureau



Employment

According to the Census Bureau, Tucumcari's decrease in population between 1990 and 2000 (6,872 to 5,989 - 12.8%) was greatest amongst children and young adults entering the workforce, which suggests a lack of employment opportunities. However, the number of adults with a post-secondary degree increased from 517 to 660 during this same period. It appears that the City has retained or created new jobs requiring a higher education, while at the same time there was a significant overall decline of 17.1% in the workforce from 2,933 in 1990 to 2,429 in 2000 (Source: *Tucumcari Main Street: Community Economic Assessment, Dr. Jeffrey Mitchell, UNM Bureau of Business and Economic Research, April 2007*).

A broader view of employment trends shows the unemployment rate in Quay County at 8.5% in December 2009 (see *Table 4.2 below*), slightly higher than the unemployment rate for the State as a whole at 7.9%, and higher than some of the other nearby counties in eastern New Mexico (Source: *New Mexico Department of Workforce Solutions*). This was a sharp increase from 2008 unemployment rate of 4.6%, but consistent with a state-wide (and national) trend of rising unemployment.

Counties	2008	2009
QUAY COUNTY	4.6%	8.5%
Roosevelt County	2.8%	5.5%
DeBaca County	3.7%	5.5%
Curry County	2.9%	5.1%
Lea County	2.7%	8.0%
Statewide	4.4%	7.9%

Source: *New Mexico Department of Workforce Solutions in conjunction with the U.S. Bureau of Labor Statistics*

Income

Nearly one in four residents in Tucumcari lived below the poverty line in 2000, significantly above the state rate of 18.4% (Source: *Tucumcari Economic Assessment, UNM BBER, 2007*). The annual median household income in Quay County was lower than the State-wide rate in 2006 and 2007, the most recent years this data is available (see *Table 4.3 below*). In 2007, the annual median household income in Quay County was \$26,192, considerably lower than the State at \$44,356 and lower than the surrounding counties (Source: *U.S. Census Bureau*). Between 2006 and 2007, Quay County's annual household income was stagnant, whereas for most other counties and the State as a whole income went up.

Counties	2006	2007
QUAY COUNTY	\$26,690	\$26,192
Roosevelt County	\$30,543	\$29,857
DeBaca County	\$28,133	\$29,321
Curry County	\$33,160	\$35,243
Lea County	\$38,762	\$40,962
Statewide	\$40,028	\$44,356

Source: *U.S. Census Bureau*

Average weekly wage in Quay County is lower than the State, with 2nd quarter 2009 at \$524 versus \$724 (Source: New Mexico Department of Workforce Solutions, Economic Research and Analysis Bureau). The weekly wage is equivalent to \$13.10 per hour or \$27,248 per year, assuming a 40-hour work week. The total number of employees in Quay County was 2,862. The largest major industry sector in Quay County in 2nd quarter 2009 was Retail Trade (17%), followed by Accommodation and Food Service (15%), and Education Services (15%).

Key Observations - Demographics

- Tucumcari's population has been steadily declining since the 1960, and has fallen by over 26% between 1960 and 2000. The decrease in population has flattened in the past three years.
- Downtown Tucumcari was developed to serve a larger population. If Downtown is going to thrive again, customers must come from outside of the community (e.g., tourists, interstate travelers, etc.).
- In order to keep Tucumcari young adults in the community, there must be an effort to add entry level jobs for those residents entering the workforce.
- While the population and workforce in Tucumcari have significantly decreased over time, the educational attainment of Tucumcari residents with post-secondary degrees has increased.
- The unemployment rate for Quay County is higher than the state and surrounding counties, having risen to 8.5% as of December 2009.



C. MARKET ASSESSMENT

Main Street District Employment and Population

According to BBER's Tucumcari Community Economic Assessment, there are a total of 72 businesses and 444 jobs within Tucumcari's Main Street District. Of those totals, public administration and healthcare and social assistance employers together account for 26 of the businesses and 193 of the jobs.

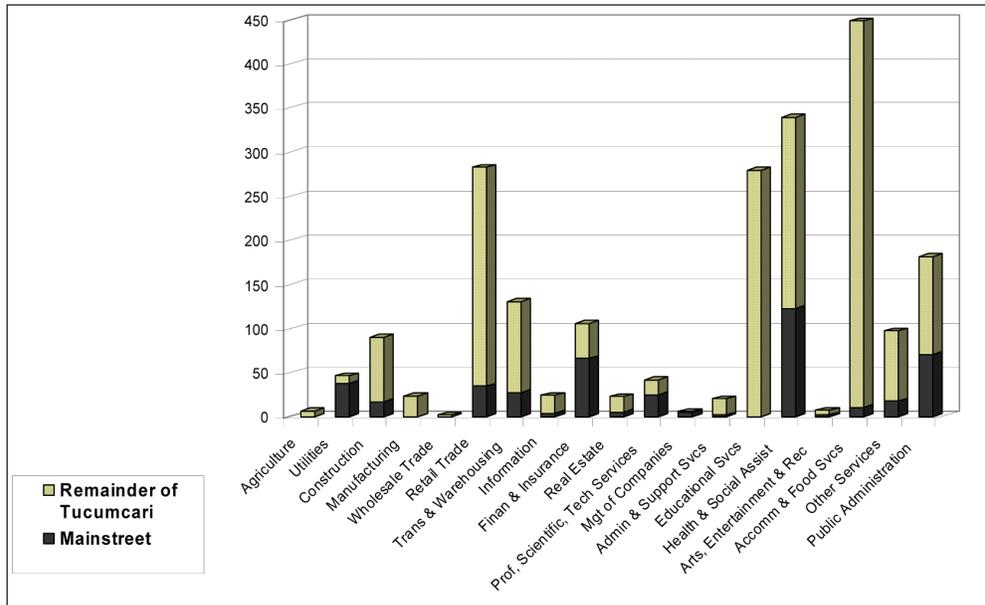
Table 4.4 provides a breakdown of employment by industry for the Main Street District. There was a total number of jobs of 444. The three industries most heavily represented in Main Street were Health Care and Social Services with 123 jobs, Public Administration with 70 jobs, and Finance and Insurance with 66 jobs. The industries that are critical to a thriving Downtown, but are seriously underrepresented, include Accommodations and Food Service with 10 jobs, Retail Trade with 34 jobs, and Arts, Entertainment, and Recreation with only 2 jobs. Figure 4.1 provides a breakdown between the Main Street District and Tucumcari as a whole for those industries.

Industry	# of Jobs
Utilities	38
Construction	17
Retail Trade	34
Transportation & Warehousing	27
Information	4
Finance & Insurance	66
Real Estate, Rental, Leasing	5
Prof, Scientific, Tech Services	25
Management of Companies	5
Administrative & Support Services	2
Health Care & Social Assistance	123
Arts, Entertainment, Recreation	2
Accommodations & Food Services	10
Other Services	18
Public Administration	70
TOTAL	444

Source: NM Department of Labor, ES-202 (Covered Employment Statistics), 2005. Calculations by BBER, 2007.



Figure 4.1: Tucumcari Employment by Industry and Local Geography, 2005



Source: NM Department of Labor, ES-202 (Covered Employment Statistics), 2005. Calculations by BBER, 2007

BBER’s Community Economic Assessment provided an analysis of the trade area for the Tucumcari Main Street District. The trade area was established based upon drive times to the Main Street District. The drive times were calculated using road access, road types, and speed limits. Three levels of local trade area were determined: 1) one minute drive or 1/2 mile walking distance; 2) three minute drive; and 3) five minute drive.

According to BBER, the local trade area (0-5 minute drive time) for 2006 included a population of 5,708 and a median age of 40.9. Median household income for the local trade area was \$25,510. Consumer expenditures within the local trade area for retail goods were estimated by ESRI at \$36,537,152.

Small communities often have a unique mix of specialty retailers that regularly serve a more regional market. This is especially true if these communities are located far away from larger “big box” stores. The relative isolation of Tucumcari should bode well for specialty retail development. The major “big box” shopping area for Tucumcari is Clovis, over 80 miles away. Examples of specialty establishments may include sporting goods shops, appliance stores, boat dealers, and art galleries.



Retail Gap Analysis

A critical component of the market assessment is determining the demand and supply for retail sales in the Main Street District. Nielsen Claritas Retail Market Power (RMP) database provides estimates for the retail opportunity gap for specific geographic areas such as the Main Street District. The demand represents the consumer expenditures that occurred in a specific year for 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 area.

Using this database, it shows Main Street's 2009 'Demand for Consumer Expenditures' at \$830,133 and the 2009 'Supply for Retail Sales' at \$628,913 (see Table 4.5). This leaves the Tucumcari Main Street District with a total retail opportunity gap of \$201,220. The most significant gaps for Main Street is in Food and Beverage Stores with an opportunity gap of \$134,449; Food Service and Drinking Places with an opportunity gap of \$72,666; and General Merchandise with an opportunity gap of \$116,954. It should be noted that while Gasoline Stations also show a large opportunity gap (\$102,062), they are typically not the type of industry that would be conducive to Downtown redevelopment. This data confirms the previous land use analysis provided in Section 2 and the BBER conclusions and illustrates there is substantial demand for new types of retail businesses in the District.

Retail Stores	2009 Demand (Consumer Expenditures)	2009 Supply** (Retail Sales)	Opportunity Gap (-) Surplus (+)
TOTAL RETAIL SALES	\$830,133	\$628,913	-\$201,220
Motor Vehicle & Parts Dealers	\$93,908	\$90,885	+\$3,023
Furniture & Home Furnishings	\$16,127	\$20,119	+\$3,992
Electronics & Appliance	\$18,830	\$0	-\$18,830
Building Material, Garden Equipment	\$89,117	\$108,648	+\$19,531
Food & Beverage	\$141,177	\$6,728	-\$134,449
Health & Personal Care	\$53,281	\$233,293	+\$180,012
Gasoline Stations	\$102,062	0	-\$102,062
Clothing & Clothing Accessories	\$33,713	\$4,853	-\$28,860
Sporting Goods, Hobby, Book, Music	\$14,277	\$4,662	-\$9,615
General Merchandise	\$116,954	0	-\$116,954
Miscellaneous Retail	\$18,038	\$143,475	+\$125,437
Non-Store Retailers	\$53,339	\$9,605	-\$43,734
Food Service & Drinking Places	\$79,310	\$6,644	-\$72,666

* Demand data is derived from the Consumer Expenditure Survey, which is fielded by the U.S. Bureau of Labor Statistics. The supply data is derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau. Additional data sources are incorporated to create both supply and demand estimates.

** Note that there may be some inconsistencies in the detailed supply side estimates for individual retail categories, which can be attributed to how businesses categorize their gross receipts using the North American Industrial Classification System (NAICS). However, the total retail sales Opportunity Gap/Surplus is assumed to be accurate.

Case Studies - Raton and Artesia MainStreets

As a comparison, a retail gap analysis was also performed for Raton and Artesia, both New Mexico MainStreet communities. While the populations of Raton and Artesia (Census Bureau 2008 Population Estimate: 6,465 and 10,994, respectively) are both larger than Tucumcari and specific



community characteristics vary between the communities, it is interesting to note the retail gap analysis for each community. Artesia experiences a significant surplus, which would indicate that its MainStreet District is pulling customers in from a larger geographic area (see Table 4.6 below). Raton experiences a tremendous demand for a community of its size, most likely indicated by it being the Colfax County seat. Also Raton's sales by Motor Vehicle and Parts Dealers appears to skew the total numbers with a surplus for this category alone of \$5,074,403. However, Raton experiences an opportunity gap for total retail sales larger than Tukumcari.

Table 4.6: RMP Opportunity Gap, Retail Stores Comparison

Retail Stores - Total Retail Sales	2009 Demand (Consumer Expenditures)	2009 Supply (Retail Sales)	Opportunity Gap (-) Surplus (+)
TUCUMCARI	\$830,133	\$628,913	-\$201,220
Raton	\$13,901,805	\$13,191,374	-\$710,431
Artesia	\$812,924	\$2,863,277	+\$2,050,353

Source: Nielsen Claritas SiteReports, January 19, 2010

As previously stated, the three most significant gaps for Tukumcari Main Street were Food and Beverage Stores; Food Service and Drinking Places; and General Merchandise. Table 4.7 provides a comparison between the three Main Street communities and shows what percentage those categories represent in total retail sales. Raton MainStreet has no Food and Beverage Stores or General Merchandise Stores, but has a greater percentage of its retail sales in Food Service and Drinking Places (4.7%) than Tukumcari Main Street (1%). By comparison, Artesia MainStreet far exceeds both communities in percentage of retail sales in all three categories. Most significant for Artesia is General Merchandise Stores at 37.6% of its total retail sales and Food Service and Drinking Places at 20% of its total retail sales. Although Artesia MainStreet has more community resources to draw from to achieve its success than Tukumcari currently has available, these are the hallmarks of a successful Downtown business district that Tukumcari should try to emulate.

Table 4.7: RMP Opportunity Gap, Retail Stores Comparison

Total Retail Sales	Food & Beverage Stores (% of Total Retail Sales)	Food Service & Drinking Places (% of Total Retail Sales)	General Merchandise Stores (% of Total Retail Sales)
TUCUMCARI	1%	1%	0%
Raton	0%	4.7%	0%
Artesia	2.4%	20.1%	37.6%

Source: Nielsen Claritas SiteReports, January 19, 2010

D. REAL ESTATE ASSESSMENT

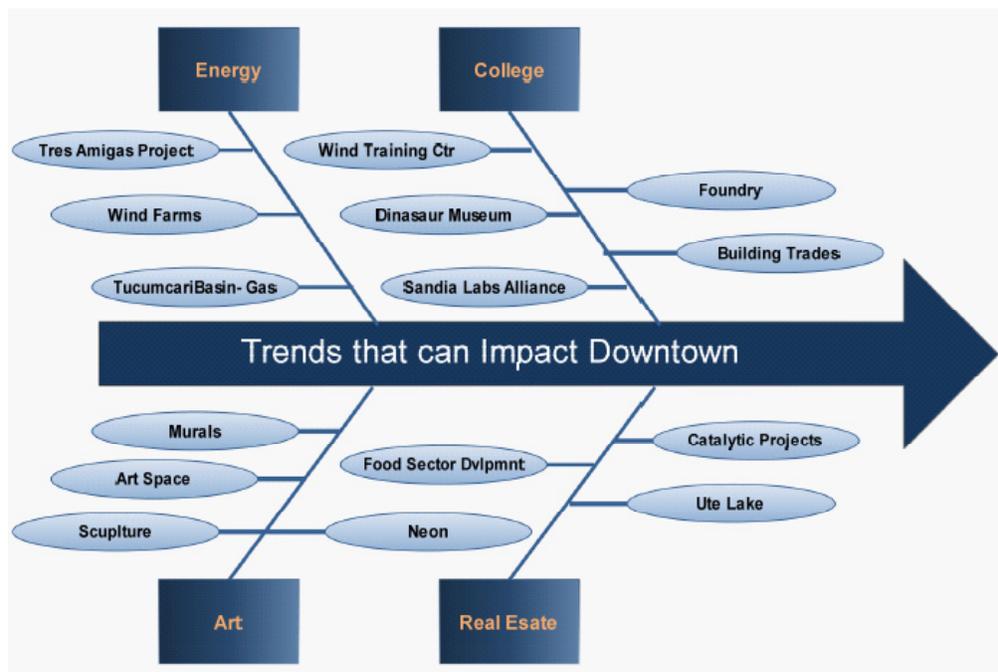
Downtown real estate is currently experiencing stagnation. Properties can generally be purchased or leased at very low rates. Many Downtown properties are vacant or are in need of maintenance. Many Downtown property owners are older individuals, or ownership has reverted to children that live outside New Mexico. Many property owners are reluctant to sell their properties for a minimal return because they believe that Downtown once thrived, and may thrive again, and thus they retain unrealistic ideas of current value. They are also reluctant to invest additional funds into renovation when they feel there is no realistic expectation of return. The only way that Main Street will thrive again is to identify and prioritize catalytic projects to reverse these current trends and create the right conditions for property appreciation and demand.



Most Main Street businesses rent or lease their space and business performance remains flat with some decline (see Appendix A for Business Occupant Survey results). Business owners that responded to the survey are desirous of marketing support, have an interest in making façade improvements through a low interest loan program, but are on a “hold for now” approach as far as new development was concerned. There is substantial interest in a low interest loan program for facility and façade improvements.

E. REGIONAL TRENDS

Specific regional economic trends may be able to help support the goal of new development for Downtown Tucumcari over time. If Downtown begins to transform itself with catalytic projects and new development, then as external economic factors begin to positively impact the area, additional growth and private investment will be attracted to the area. On the other hand, if Downtown continues to languish in its current state, then as external factors and the regional economy expands, new development will likely avoid Downtown and move to Route 66 and the I-40 corridor. As a long term strategy, a vibrant and attractive city center will go much further towards enhancing the quality of life and attractiveness of Tucumcari than scattered peripheral developments. Community investment in jump starting Downtown development will play a vital role in well-planned community growth.



Until fairly recently, most small towns in rural New Mexico had been languishing from an economic development perspective - losing jobs, young people, and population. The New Mexico “economic development miracle” (*fast job growth during the last decade*) had been occurring in the Rio Grande corridor from Santa Fe to Las Cruces. This has begun to turn around, and for the first time in a very long time, rural New Mexico has started to prosper.

New Energy Economy

A large part of the rural New Mexico economic turnaround is due to the new energy economy. Tucumcari is in the heart of the western plains wind farm region. Such positioning influenced Mesalands Community College to initiate the North American Wind Research and Training Center which is quickly becoming one of the premier public training programs for wind technicians in the



country. This follows a progressive trend among community colleges where a college responds to regional industry growth, helping to stimulate an industry cluster. Table 4.8 provides a list of existing and planned wind farms near Tucumcari.

Table 4.8: Wind Projects Near Tucumcari		
	Capacity - MegaWatts	Year
Existing		
NM Wind Energy Center (House, NM)	204	2003
SouthWest Public Service (Texico, NM)	.66	1999
Llano Estacado Wind Farm (Texico, NM)	.66; 1.32	1999; 2004
Caprock Ranch Wind Farm (San Jon, NM)	60; 20	2004; 2005
San Juan Mesa (Elida, NM)	120	2005
Caprock II	20	2005
Argonne Mesa	90	2006
High Lonesome Wind Farm	100	2009
TOTAL	596	
Planned		
Argonne Mesa II (West of Tucumcari, south of Santa Rosa)	120	-
Owaissa (Near Clayton, NM)	120	-
Wildorado (East of Tucumcari, near Vega, TX)	160	-
Airtricity (South of Amarillo, TX)	125	-
TOTAL	545	

Energy tycoon T. Boone Pickens had been planning to build the largest wind project in the country in the Texas panhandle near Tucumcari. Now it looks like this project may find a new home because of lack of area transmission capacity. The current low price for energy due to the economic recession has this and other wind projects on hold. Whether Pickens decides to locate development in west Texas or not, wind farm development in the area will pick up again once the economy recovers and energy prices increase.



The “Tres Amigas” project stands to play a major role in the potential for increased area-wide renewable energy development in the Tucumcari region, and could potentially influence the Pickens’ project. The project consists of an innovative interconnection of three major power grids that intersect in an area near Clovis, but at this time, do not easily exchange power or transmission capacity. The Tres Amigas Super Station will act as a power market hub, enabling the buying and selling of electricity between the nation’s three major grid interconnections. The project still is in an early stage and faces financing and regulatory challenges.

When energy prices were high, there was considerable exploration in this region, principally for gas wells in the Tucumcari Basin. The Tucumcari Basin is considered a ‘frontier basin’ in that there are very few productive operating wells in the area. The basin spans portions of the counties of Guadalupe, Quay, Curry, and DeBaca and encompasses 5,000 square miles. There has been on-again, off-again exploration in the area since 1909.

In 1998, The New Mexico State Land Office sponsored research by the New Mexico Bureau of Geology and Mineral Resources that ultimately led to a ‘mega sale’ in 2003, when over \$1M of mineral leases in the basin were signed. Industry analysts believe that Shell Oil has made a significant discovery, which is why they have acquired more than 30,000 acres near Santa Rosa in addition to spending large sums of money on well development.

Shell Oil executives have stated that they are continuing with exploration in this region, even while they are closing down exploratory wells in other parts of the country. These activities portend to have a major impact on the regional economy in the future, as there is evidence that the Tucumcari Basin may turn out to be one of the newer and larger fields to be discovered in the U.S., where most oil fields have been exploited and are in decline. Continued development of the basin will revolve around factors that include the extent and quality of the discovered fields, the timing of discoveries, and the price of energy. Regional energy projects will likely impact Tucumcari over time, bringing jobs, additional population, and new business activity.

Agricultural Economy

The agricultural economy in Tucumcari and Quay County as a whole is significant and consists primarily of livestock and alfalfa production. As of 2007, there were a total of 636 farms in Quay County covering a total of 1,489,686 acres of land. The average sized farm was 2,342 acres. The market value of products sold was \$35,903,000, with \$9,159,000 in crop sales and \$26,743,000 in livestock sales. The average market value of products sold per farm was \$56,451. (*Source: 2007 Census of Agriculture, USDA National Agricultural Statistics Service*).

Livestock producers have been suffering from low market prices for cattle and the high cost of feed, which has impacted Tucumcari’s economy. However, the drought that has predicated herd reductions across the west is forecast to bump up livestock prices into 2010. There is a lack of meat processing facilities in New Mexico so livestock must often be hauled long distances to feed lots or processing facilities. There is interest among Tucumcari area ranchers to try to capitalize on the growing market for grass-fed, natural or organic beef. Working with a local or regional processing facility would be key to growing this element of the economy. An opportunity exists with Talus Wind Heritage Meats, which recently opened a slaughterhouse and meat processing facility for beef, lamb, goat, and poultry in Mountainair, New Mexico on Highway 55.

In addition to raising livestock and alfalfa production, Quay County is known for producing some of the most versatile and well known ranch horses in New Mexico. The Quay County Ranch Horse committee offers educational and competitive events to the area horse industry. This year’s event



brought a total of 12 participants over a one day event. Participants took part in learning about fence work, cutting, reining and roping.

F. INVESTOR OUTREACH

Although it is possible to bring outside investment into Tucumcari, it may be more productive to solicit internal investments. Through a series of interviews undertaken with this planning effort, it was revealed that Tucumcari has individuals who care deeply about their community and are willing to make strategic investments in property development if the investments can be shown to be favorable.

The ultimate goal of Main Street development is to use public investments strategically to create a favorable environment to attract private dollars. These dollars can come in the form of current property owners investing in their property or in new construction and refurbishment by developers from either outside or inside the community who purchase property in Downtown.

Another productive program to stimulate local investment can be termed 'economic gardening'. Most successful economic revitalization efforts start by working with existing businesses and local entrepreneurs. Often there are individuals within a community with special resources or expertise and an interest in developing a business. One way to promote investor outreach is to actively seek these people out, and if they have a viable idea, mobilize community organizations to support them. A centerpiece of this method revolves around volunteer groups of business people who commit to giving advice or assistance to peer businesses that are not direct competitors. The New Mexico Community Capital Impact Program, designed to coordinate entrepreneurial activities, can help set this up.

G. ARTS and CULTURE

Art has tremendous potential to differentiate Tucumcari from other communities, particularly in southeastern New Mexico, serve as a important marketing tool, and have a major economic development impact. The Eastern New Mexico Arts Space, located on Main Street, is an organization whose mission and vision is to support regional artists and help establish a thriving artist colony in eastern New Mexico. Youth and adult classes are held in Downtown Tucumcari, and regular exhibitions are sponsored by the organization.

In addition to Arts Space, Tucumcari already has an arts culture to work from with its large number of murals throughout the Downtown area and the greater community. Other existing art resources in Tucumcari that could contribute to a strong and multi-faceted arts community based Downtown are metal sculpture, fiber art, and neon art. Mesalands Community College operates a metal foundry, which would be a good resource to tap into and expand for Downtown. Development of neon art could also be supported by Mesalands Community College by offering classes, which would fit well with the Route 66



Examples of neon from Route 66



tradition, and with the right promotional efforts, find expression within the Downtown area. Festivals and community art events (e.g., *painted dinosaur parade*) would support and promote Downtown Tucumcari as an arts venue.

Tucumcari Main Street recently submitted a letter of intent to the Scenic Byways program for developing a neon park and trail as a tourist and local attraction. The concept combines the preservation of historic neon signs and the creation of new neon signs and places them in a public park setting on Tucumcari Boulevard and along a guided tour through the business districts. The signs would be dispersed along Tucumcari Boulevard, Main Street, and First Street. The proposal also includes outdoor lighting for the murals, which would expand the art tour experience. This would be an excellent evening activity for tourists that would support the creation of other complementary businesses such as restaurants, coffee shops, and neon galleries, as well as provide an outlet for artists to show their work.

Fiber art also has excellent potential for growing Tucumcari's Downtown arts community. There is already a vehicle in place for promotion of the fiber arts; the New Mexico Fiber Arts Trails guide, which was developed by New Mexico Arts (a division of the Department of Cultural Affairs) as an economic development and cultural tourism initiative for fiber artists living and creating art in rural communities throughout New Mexico. Tucumcari is listed on the North Central Loop of the Fiber Arts Trail map, although the one fiber arts gallery on Main Street, ZoZo Fiber Arts Studio, is not included on the map.

Adding neon, fiber, and the sculptural arts would be a wonderful step towards creating an arts community centered in the Downtown area. A partnership between Arts Space, Quay County Community Foundation, and Mesalands Community College would have great potential for promoting and expanding arts-centered economic development in Tucumcari. Another good strategy to consider for supporting arts development in Tucumcari would be to set aside a small percentage of City construction funds for the purchase or commission of public art through a process that is open to all interested artists.

H. LIVE/WORK DEVELOPMENT

New Mexico is launching a new economic development paradigm designed to support the expansion of home-based business professionals and workers throughout the State. This pilot initiative called "Live Work New Mexico" is being developed by the Community Economics Lab in Albuquerque, working in partnership with the Governor's Office, New Mexico Economic Development Department, New Mexico Tourism Department, many communities including Taos, Rio Rancho, Las Lunas, Ruidoso, and Cloudcroft, and leading economic development organizations including the Mid-Region Council of Governments and the Regional Development Corporation. This will be the first program of its kind in the country.

This initiative has the flexibility to enable New Mexico's rural communities to formally attract home-based business professionals to their town or to help its existing residents to work out of their homes more successfully. Tucumcari Main Street, with its availability of Downtown office space, has the ability to partner with the City, Quay County, Chamber of Commerce, Greater Tucumcari Economic Development Corp., and the Small Business Development Center (SBDC) to create a campaign to offer "live work" property for individuals to fix up as home, office, and work space environments.

For the live work program to be successful in Downtown, there needs to be a central place for these home-based workers to congregate with others to network, develop camaraderie, find

business support, etc. These facilities are coined “live work success centers” and again, with Main Street having storefront capacity, Downtown is the perfect place to launch such a facility to support the live/work community.

I. MAIN STREET MARKETING and COMMUNITY BRANDING

The perception and image of Main Street within the community plays an important role in the success of Downtown development. The Depot District is having a substantial positive effect on the perception of Main Street within the community, as it is a tangible project that is partially funded and associated with Main Street. There is a strong favorable perception of Main Street across broad sections of the community.

There are two other very important factors that bode well for Downtown development and Tucumcari Main Street. First, all of the economic development entities, including the City, Quay County, Greater Tucumcari Economic Development Corp., Chamber of Commerce, Small Business Development Center, and Main Street are cooperating and working well together with regular, coordinated meetings. This is the first time that there is such a positive and effective relationship between all of these groups. Second, there is widespread commitment and support from a broad array of people who are actively participating as part of the Main Street Board or serving on Main Street committees. The current community involvement with Main Street lays an important foundation for future effective development and concrete accomplishments.

There are also substantial economic development management resources in Tucumcari in the form of experienced people. These individuals are heads of government and non-profit economic development organizations, as well as volunteers who are serving on committees. The level of competency reflected in Tucumcari human economic development capital is unusual for a small community of 6,000 people, and also bodes well for the success of planned development endeavors. Harnessing and managing these resources in a concerted marketing and branding campaign is critical.

Despite the current condition of Downtown, Tucumcari Main Street needs to create both internal and external communications now to promote its existing offerings, its latest successes, and its future plans to residents and visitors. This marketing effort will strengthen the Main Street brand, create more interest in Downtown, and will begin to slowly increase Downtown visitation.

Marketing

Successful marketing has to be based upon a viable product. A major challenge that will predicate marketing success necessitates the transformation of Downtown into an attractive and appealing area. This requires physical renovation, new construction, and new investment. Private investment flows into areas that are developing and show promise. Tucumcari Main Street and supporting organizations should aggressively pursue public investment into the Downtown area in order to establish a base level of development sufficient to begin to attract private capital. In that way, Downtown development becomes part of a virtuous cycle where development and business success engenders additional development.

A promotion committee has been formed and is starting the work on enhancing the image of Downtown and to generate interest in working and visiting in the Main Street District. The Tucumcari Main Street web site (www.tucumcarimainstreet.com) provides a good vehicle for interested parties to learn more about Main Street and become members of the organization. Cross promotion with the City, Quay County, Tucumcari Economic Development, Chamber of Commerce, and others is on-going and has a strong willingness by these partners to share important information with their respective constituents.



Collaborative advertising is an important element in a comprehensive marketing strategy. As Main Street moves forward with its promotions, it will become increasingly more important to partner with its Downtown members to create a collaborative advertising message and distribute this information in a cost effective manner. Collaborative advertising should also be sought with businesses located near the interstate to help direct more traffic to Main Street. Once the Depot Museum becomes a reality, collaborative advertising and shared ticket sales with the Dinosaur Museum would enhance attendance and provide a greater draw to both museums.

Local television affiliates, such as in Amarillo, support the promotion of Tucumcari activities. This is also true of local radio stations. Room for improvement exists in the relationship between Main Street and the Quay County Sun. The promotion committee needs to solidify a strong relationship with all news agencies to create an easy means to publicize Downtown activities easily and effectively.

Community Branding

A brand is not a tagline or slogan, a logo, or a nicely printed brochure. Rather, a brand is an intangible that resides in the mind of a customer, a visitor, or a resident. The brand is what a person thinks about or envisions a place to be and is different for every single person. The brand is every small detail that comes to a person's mind, including all the positive images and all the negative ones.

If someone hears the name Santa Fe, an image of that town comes to mind. If someone hears the name Albuquerque, another image appears. The challenge is what image comes to mind when someone hears the name Tucumcari or Tucumcari Main Street? Is it the image or images that conjure a positive image of the community? Branding is the process of influencing a person's perception of your brand so that it reflects what the community wants it to be. The following list provides a breakdown of Tucumcari's existing brands by agency:

- Tucumcari Lodgers and Tax Board: "Tucumcari Tonight" and "The Mural City"
- Tucumcari Convention Center: "Gateway to New Mexico"
- Tucumcari Chamber of Commerce: "Where Legends Begin, Tucumcari Tonight"
- Greater Tucumcari Economic Development Corp.: "Wind and Water"

The "Tucumcari Tonight" brand is substantial and clearly conveys to travelers that Tucumcari is the best place to stop for the night as they cross the state on I-40. In this case, the City delivers on the promise of the brand by offering comfortable accommodations for the night. As Tucumcari Main Street moves forward, what brand clearly identifies the new direction to reinvigorate



Downtown? Perception is growing that something exciting is happening Downtown. The Depot District is capturing residents' attention and they are noticing progress being made. They see all of the various entities working together to bring about change and they see a vibrant Main Street office developing a clear vision for the future. Tucumcari Main Street should continue to work with the other community organizations and look for strategic opportunities to enhance the Depot District's role in the community's brand.

J. CASE STUDIES - MAIN STREET BEST PRACTICES

This section is a summary of a select group of Main Street best practices. It includes a broad study of economic development for small towns with populations under 10,000, and railroad museums and arts development as they relate to and support economic development efforts.

Economic Development

Although our findings show that small towns nationally (population <10K) are experiencing economic challenges, at the same time, there are promising success indicators. One of the best examples is the case study conducted by the University of North Carolina in collaboration with the North Carolina Rural Economic Development Center. This study looked at 50 small towns with populations under 10,000 that were able to implement successful and innovative approaches to economic development. These towns were able to strategically capitalize on their assets which included positioning themselves as:

- Recreational/retirement destinations;
- Profiting from natural resources;
- Benefiting from their historic downtown, or prominent cultural/heritage assets; and
- Capitalizing from adjacent college campus, major metropolitan areas, and/or interstate highways.

Tucumcari is in a position to implement all of the above strategies. Some general lessons can be taken from this study:

- *A broad-based and inclusive approach that included leadership development, youth entrepreneurship, and philanthropy enhanced the community's capacity to take on more traditional economic development projects.* Communities that incorporate economic and broader, long-term, community development goals stand to gain more than small towns that take a piecemeal approach. For example, Selma, North Carolina had made significant investments in revitalizing both its downtown area and its train depot. Lack of consideration of a four-block area between these two investment zones, however, limited the positive impacts of the community's work. By viewing redevelopment in a more comprehensive way, and by including community development considerations such as revitalization of blighted downtown properties in its strategy, the town was able to identify a barrier to continued revitalization and a potential means of overcoming this barrier that may pay off in the years ahead. Successful small towns tend to balance short-term economic gains with long-term community development goals.
- *Small towns with the most dramatic outcome tend to be pro-active and future-oriented, as well as embracing change and assuming risks.* Being proactive, as opposed to reactive, can be measured by a small town's willingness and ability to act on a particular challenge before it becomes a problem.
- *Defining assets and opportunities broadly can yield innovative strategies that capitalize on a community's competitive advantages.* In almost any setting - urban or rural, small or large - shell buildings, low tax rates, limited regulation, and access to trained workers, highways, railroads, or professional services might all be considered economic development assets. Small towns, however, cannot afford to stop there. Given limited sources, they must



redefine economic development assets in a much broader framework. Assets for small town development may include individual people and businesses, non-profit organizations, vacant space, farms, parks, landfills (biomass), museums, schools, and historic architecture.

- *Successful economic development strategies are guided and carried out by a broadly-held local vision.* Most communities demonstrate the importance of establishing and maintaining a broadly-held vision, including goals for all manner of development activities.
- *Innovative local governance, partnerships, and organizations significantly enhance the capacity for community economic development. Effective communities identify measure and celebrate short-term successes to sustain support for long-term community economic development.* It is important to maintain momentum, invigorate volunteers and donors, convince skeptics, and most importantly, keep the focus on the vision or the goals established in a community's master plan. Many of the communities profiled in the North Carolina study recognize that making the case is an ongoing effort and that there are a number of strategies for doing it. By starting with "low-hanging fruit," town leaders demonstrated that change was possible. Once people started seeing change happen, there was more of an incentive for others to join in the process. Short-term success help make the case that particular community economic development activities are worth the investment. Community leaders should work hard to keep local papers informed about various economic development projects and publicize even the most modest success, including stories of local entrepreneurial successes.

Railroad Museums

There are numerous examples of communities that have benefited from preserving and expanding their historic assets, including railroad depots. Many of these railroad depots been successfully restored and reused as railroad museums. Research shows that railroad museums typically specialize in a particular aspect of communicating their railroad history through exhibitions, special events, and educational programming. Three models for Tucumcari to consider include the National Railroad Museum in Green Bay, Wisconsin, the Colorado Railroad Museum in Golden, Colorado, and the Great Plains Transportation Museum in Wichita, Kansas. It should be noted, however, that while the National Railroad Museum and the Colorado Railroad Museum are much larger facilities with much greater operating budgets than the Tucumcari Rail Depot, the common thread is they all started with more humble beginnings than what they have become over time.



Engine acquired through the Department of General Services Surplus Property Program, which allows non-profit museums to obtain government surplus property.

The National Railroad Museum in Green Bay was established in 1956. This museum is dedicated to American railroad history and is one of the largest rail museums in the nation. The museum attracts over 75,000 visitors each year from around the world. The museum partners with the Green Bay Area Chamber of Commerce and has been recognized for bringing jobs into the community, especially in the hotel and service industries. The museum has an educational program which oversees an internship program with the University of Wisconsin Green Bay and

works with local schools to coordinate group tours of its facilities. In addition to the museum, there is an on-site gift shop and the new Lenfestey Center, which is used for special events such as wedding receptions, national and local political campaigns, private parties, etc. The National Railroad Museum has an operating budget of over \$1 million, which is funded by admission fees, membership fees, grants, donations, rental of the Lenfestey Center, and educational groups.

The Colorado Railroad Museum in Golden was established in 1959 and sits on 15 acres. This Museum is focused around Rocky Mountain area railroads and the role that railroads play in the history of the region. The museum attracts 75,000 to 82,000 annual visitors from around the world. The Museum partners with the City of Denver, the Colorado Tourism Office, and Visit Denver, and is known for attracting tourists into the region. The Museum is a member of the City of Golden Chamber of Commerce and frequently partners with other museums and businesses for special events and reciprocal promotions. The Museum is seen as a commercial draw to the City of Golden, attracting customers to restaurants and local shops. The Museum's facilities consist of three main buildings including the museum and gift shop, the Robert W. Richardson Library, and the Cornelius W. Hauck Restoration Facility a.k.a. "The Roundhouse". The Roundhouse is primarily used to restore the museum's exhibits, but has also conducted restoration work for other communities. The Colorado Railroad Museum has an operating budget of approximately \$1.5 million, which is funded by admission costs, membership fees, grants, donations, and sponsorships.

The Great Plains Transportation Museum in Wichita was established in 1978. Operated by the Kansas Chapter of the National Railway Historical Society, the Museum is dedicated to recording and exhibiting the importance of railroad transportation in Kansas history. The museum attracts 1,500 annual visitors. The museum displays railroad equipment, artifacts, and memorabilia and has an on-site gift shop. The museum is located in Wichita's Old Town District which includes restaurants, shops, and the Warren Theatre. The Great Plains Transportation Museum has an operating budget of \$20,000, which is funded by admission costs, donations, caboose birthday parties, and gift shop sales.

Arts Development

Two small towns that are often used as models for arts development are Marfa, Texas and Paducah, Kentucky. Art in Marfa took off after celebrated artist Donald Judd decided to work and install his art in Marfa. He purchased a large part of the town and turned it into a museum for his work and some of his contemporaries. After Judd's death, the Chinati Foundation began to raise funds and awareness for art in Marfa, with new artists and art entrepreneurs moving in. Marfa is now an arts colony that attracts upwards of 10,000 visitors annually.

Paducah, Kentucky is an arts town that established an incentive-based artist relocation program in its Historic District. The program provides City-owned buildings or lots and financing for rehabilitation of the buildings to qualifying artists. Artists are required to submit a proposal detailing purchase price offer, rehabilitation plans, floor plans, construction cost, timeline, proof of financial ability to complete the project, etc. The Paducah's artist relocation program is now a national model for using art for economic development purposes. The key components of the program are:

- Mixed use zoning that allows commercial and residential use, thereby artist residents may live and work under one roof
- 100% financing for purchase and renovations of existing structures or construction of new structures;
- Free lots for new construction as available;



- City contribution of up to \$2,500 for architectural services or other professional fees; and
- National marketing of the Arts District and Paducah.

Although there are elements of the Paducah program (*mixed use zoning, vacant City-owned lots, and financial support for architectural services*) that Tucumcari could follow to support art as part of an overall economic development strategy, it is constrained by the fact that many of the City-owned vacant buildings are in poor condition and would require substantial investment to make the buildings habitable and bring them up to meet building codes.



5

COMMUNITY PARTICIPATION PROCESS

The community participation process associated with the Tucumcari Main Street Master Plan involved several types of input. This included the establishment of a Citizen's Advisory Committee comprised of representatives from Tucumcari Main Street Corporation, City of Tucumcari, Greater Tucumcari Economic Development Corporation, and Tucumcari Chamber of Commerce; public meetings as part of a charrette process; stakeholder interviews; and a community survey.

Public Meetings

The first public meeting was held at Tucumcari City Hall on August 12, 2009. There were 37 citizens that participated at this meeting. The consultants led the participants through a visioning exercise which included a series of questions and an open discussion. A PowerPoint presentation of Downtown images was also



First public meeting at Tucumcari City Hall

shown to the participants in order to get the discussion going. The participants were also encouraged to submit written responses to the visioning questions which were as follows:

- 1) What are your fondest memories of Downtown Tucumcari?
- 2) What value do you see to Main Street's future through the preservation of the Rail Depot, Princess Theatre, Odeon Theatre?
- 3) What would make you or your family want to go and spend time in Downtown?
- 4) What would make visitors want to stay in Tucumcari and spend time and money Downtown?
- 5) What kind of events would attract people to Downtown?
- 6) If Tucumcari is going to be a leader in the Green Economy, what role do you see Downtown Tucumcari playing?

The participants shared many good memories of when Downtown was a thriving area. There was broad support for revitalizing Main Street. One project that emerged with enthusiastic support was making the Rail Depot building into the State Railroad Museum and providing supportive services on adjacent property such as restaurants, gift shops, and an outdoor public gathering space. Other ideas were to hold more arts and cultural events such as art mural tours, quilting shows, parades, etc. Participants felt that the lack of signage directing people Downtown, lack of benches and community gathering areas, and the general neglect for many of the buildings were serious constraints.

Planning Charrette

A two day planning charrette was held on November 9th and 10th at the Tucumcari Main Street office. It was an action-packed day with the consultants, Main Street staff, and the steering committee holding a series of brainstorming discussions, writing down ideas, drawing concepts, and being interviewed on live radio broadcast. Visitors to the charrette came in a steady stream, weighing in with their ideas for revitalizing Downtown. Interested participants were given a personal tour of the rail depot. The charrette culminated in a public presentation by the consultants at City Hall.



The presentation and subsequent discussion focussed on taking a comprehensive approach to revitalizing Downtown Tucumcari through identifying strategic catalytic projects and those physical improvements that will help make them a reality. The charrette process identified the “Depot District” as the primary catalytic project, which included the depot building and the area surrounding it with the Overpass on the east, Main Street to the south, the rail tracks to the north, and Third Street to the west (see page 73 for more information on the Depot District concept). Elements included funding mechanisms, business opportunities, marketing and branding, wayfinding and gateways, and infrastructure improvements were a critical part of the strategies presented.



Members of the project team. Top: being interviewed live on radio. Bottom: working on realignment of Second Street

Community Surveys

A series of surveys were created for the project - one for Downtown business occupants, one for property owners, and one for visitors. A total of 86 surveys were returned, with 21 completed by business occupants, 18 by property owners, and 47 completed by visitors. Questionnaire content, the distribution approach, findings, and implications can be found in Appendix A of this document. The strategic implications of the surveys are reprinted below:

Business Occupant Implications: The latest economic conditions do not appear to add significant hardship to Downtown, although some of the businesses do forecast a slowdown over the next 12 to 24 months. Main Street has the opportunity to assist Downtown occupants to recruit more qualified workers and also to provide more business support services such as marketing and operations. Façade improvement is also desired by occupants. Results indicate that Main Street has the opportunity to recruit more members to its organization, especially given the positive perception by Downtown occupants of the supportive role of Main Street. There is a perception by many of the business occupants surveyed that the development of the Depot District and art related activities will not attract more visitors to the Downtown area. A concerted effort should be made by Main Street to highlight success stories to local business occupants, particularly as new projects are started and completed, to change this perception.

Property Owner Implications: Main Street must continue to gain property owner support and to invite these owners to participate in the development of Downtown's future. With many owners taking a "wait and see" approach, or not interested in selling or partnering to develop their properties, revitalization will be sporadic and slow unless more property owners work with Main Street to improve the surrounding area. Main Street must continue to promote its success stories and work with willing property owners who have a desire to move forward. Given that many property owners did show a willingness to consider investment opportunities that would improve Downtown, such projects and initiatives should be presented and made available to property owners on a regular basis.

Downtown Visitor Implications: Strong awareness for Downtown exists and many already visit the area, although the current mix of businesses does not meet their expectations. Responses indicate that visitors would be very likely to frequent Downtown on a more regular basis if better amenities were made available. Visitors also showed a willingness to participate in Facade Squad activities.

Stakeholder Interviews

To develop better insight into community perceptions and ideas related to Downtown Tucumcari, two series of interviews were held on August 12-13 at Lena's Cafe on Main Street or at the interviewee's Main Street business and October 14-15 at the Main Street office. To some degree, the results of these interviews provide a more supportive view of Main Street activities than the community survey.

The August interviews involved 14 people from a cross section of the community - City and County elected officials, Chamber of Commerce members, Downtown business owners, etc. These interviews were an open ended discussion designed to allow the participants the opportunity to express themselves without constraints. Most of the interviewees were long time residents. They shared a rich history and interest in the well being of the community and Downtown. Some of the comments and recommendations that came out of the August interviews included:

- Grocery store is needed
- Hold more community events
- More restaurants and more retail businesses needed
- Pull tourists from Route 66 into Downtown
- Strong support for railroad museum and redevelopment of rail depot
- Downtown properties need better maintenance
- Action must be taken on Sands Dorsey, most wanted the building to be saved, no one wants it to become an empty parking lot
- Provide better signage directing visitors to Downtown
- Develop and support Downtown arts community
- Fix up Veteran's Park
- Create a community gathering area

The October interviews involved 24 community leaders and residents. The questions asked ranged from marketing and promotion of Main Street to private investment sources. Participants were very forthcoming with their opinions, comments, and suggestions. Key findings included:

- Quay County Community Foundation can be a cornerstone for grant development
- Low interest loan funds should be further developed



- Regional private investors can be identified
- A joint city/county building Downtown is desired
- All support the Rail Depot project
- An “arts and culture” district is strongly desired
- Sculpture, neon, and mural art should be emphasized and a partnership with Mesalands Community College pursued
- Attracting more restaurants to Downtown should be a priority
- Recruitment of renewable energy companies to Downtown should be considered
- Live/work initiative makes sense for Downtown
- Locating farmers market Downtown is good idea
- Develop mural arts festival



6 MASTER PLAN

A. INTRODUCTION

The Master Plan created for Tucumcari Main Street is a long term strategy designed to reinvigorate Downtown with new businesses, events, and community pride. The strategy is a multi-faceted approach, highlighting physical improvements, business opportunities, and funding mechanisms to make the Master Plan a reality. Each entity that participated in this Master Plan has its own role to play in the strategy; ultimately, one action step cannot succeed without all the others doing their part. Action steps, large and small, are listed in Section 8: Implementation (see page 101) for Tucumcari Main Street, the City of Tucumcari, Greater Tucumcari Economic Development Corporation, business and property owners.

B. MAIN STREET GOALS

The following goals were developed based upon the various facets of the public involvement process and the market analysis undertaken during the planning process. The goals cover a wide range of planning elements and provide the foundation for proceeding ahead with redevelopment of Downtown Tucumcari.

Organization

1. Continue to work with the City of Tucumcari, Chamber of Commerce, and Greater Tucumcari Economic Development on the promotion of Main Street issues.
2. Grow the organization through membership drives and an e-newsletter.

Promotion

1. Develop a cooperative marketing strategy for Main Street members.
2. Plan Main Street events (farmer's market, parades, historic walking tours, etc.) that celebrate Main Street and Tucumcari to bring residents and visitors to the District.

Land Use

1. Provide for a variety of complementary land uses that support a vibrant Downtown.
2. Create community spaces that allow for outdoor events and gatherings.
3. Provide for a comprehensive parking strategy that is a combination of on-street and off-street parking.
4. Create a Main Street Zone District that provides for mixed-use, pedestrian-oriented land uses.

Urban Design

1. Focus redevelopment and preservation efforts on the Depot District area.
2. Develop gateways that announce to visitors that they are entering a special place within the community.
3. Develop a wayfinding program that directs visitors to Downtown and to key attractions.
4. Provide pedestrian amenities such as benches, shaded walkways, lighting, and trash receptacles.
5. Develop an on-going facade improvement program for existing Downtown buildings.
6. Create pedestrian oriented design guidelines for the Main Street District.



Economic Development

1. Reestablish Downtown as a thriving commercial center through:
 - the addition of restaurants, coffee shops, food stores, and retail businesses;
 - retention of existing businesses; and
 - support for new residential and mixed use development.
2. Promote Tucumcari as an arts community and mural city.
3. Capitalize on existing community attractions including the Dinosaur Museum, Route 66, Historical Museum, Rail Depot, etc.

Housing

1. Encourage new residential development by the private sector.
2. Encourage vertical mixed use in the existing structures.

Infrastructure and Transportation

1. Ensure water and sanitary sewer lines are adequate to support redevelopment efforts.
2. Improve sidewalks, pedestrian crossings, and curb and gutter where needed.
3. Provide handicap access per the Americans with Disabilities Act.

C. IMPLEMENTATION STRATEGIES & PROJECTS

A critical element in the planning process is the identification of implementation strategies and projects. The intent behind these projects is to help stimulate revitalization efforts, attract private sector investment, and create a defensible process for selecting future projects. Catalytic projects are those projects that have gained momentum during the planning process, and are categorized in a three tier system. Business retention is equally important to the success of Downtown as catalytic projects. As previously stated, many businesses that once thrived Downtown have gone away due to a variety of factors. Retaining those businesses that have successfully weathered the storm is a critical component in the Master Plan.

PHASE I CATALYTIC PROJECTS

Depot District

The area surrounding the Rail Depot is referred to in this Master Plan as the “Depot District”. The property is largely vacant and/or publicly owned by the City of Tucumcari, and to a lesser degree, by the New Mexico Department of Transportation (*see page 21, Property Ownership map*), although, some is privately owned. There is a portion of land to the west of the Depot that is owned by the Union Pacific Railroad and used for yard maintenance purposes and contain mobile buildings. Most of the existing permanent structures in the Depot District are in poor condition, and combined with the Union Pacific property, significantly detract from the Rail Depot becoming the focus for Downtown redevelopment.

The redevelopment of the Rail Depot building and its surrounding property was identified by the community as the primary catalytic project for Downtown redevelopment. Tucumcari has a long history with the railroad, and residents remember their experiences at the Depot fondly. Improvements have been made to the exterior of the building, but the interior remains in poor condition. The community recognizes that complementary uses to help support the redevelopment of the Rail Depot are needed.

A concept plan for the “Depot District” was created during the planning charrette held on November 9th and 10th and presented at the public meeting held at City Hall (*see Depot District Concept Plan, page 73*). Elements of this plan include the depot building becoming a Rail and Transportation Museum to showcase past, present, and future modes of transportation, a restaurant, shop space,



PROPOSED OBSERVATION DECK
CONSTRUCTED OVER RAIL LINES



DEPOT DISTRICT STRATEGY:

To look at the depot building and its surroundings as a redevelopment area that can be enjoyed by residents and tourists for many years to come. Looking from the gateway of Second Street and Main Street, the visitor will know that they are entering a special place, one that is celebrated by the community and is inviting to tourists. Complementary land uses such as restaurants, gift shops, specialty motel accommodations, farmers' market, new City/County offices, etc. will be promoted by Tucumcari Main Street. This project will help support this area in becoming the focus and catalyst for Downtown Tucumcari revitalization.

The site concept shown is a long term strategy, which will require cooperation and coordination between Tucumcari Main Street, City of Tucumcari, Tucumcari Economic Development Corporation, Tucumcari Chamber of Commerce, New Mexico Department of Transportation, Union Pacific Railroad, State of New Mexico Department of Cultural Affairs, and private landowners. The intent is to create a Rail and Transportation Museum at the existing rail depot building that would showcase the past, present, and future modes of transportation and be an on-going resource of information and history for residents and tourists alike.



TUCUMCARI DEPOT DISTRICT

Scale: 1" = 40'

PLANNING
CONSENSUS

a rail car/motor court specialty motel, a farmers' market, a rail plaza, park areas, a site for a new City/County building and associated parking, landscaping and pedestrian improvements, etc. The concept shows a realignment of Second Street that centers on the depot building so that it could be seen from the intersection of Second and Main Streets, and a narrowing of the intersection of Second Street and Railroad Avenue (see Section F, page 90 for more detail on streetscape improvements for this area). A 32 foot traffic circle with landscaping and sculpture is proposed in the center.

The Depot District concept is a long term strategy which will require cooperation and coordination between Tucumcari Main Street, City of Tucumcari, Greater Tucumcari Economic Development Corporation, Tucumcari Chamber of Commerce, New Mexico Department of Transportation, Union Pacific Railroad, State of New Mexico Department of Cultural Affairs, and private landowners. Establishing a non-profit organization to help promote the Rail and Transportation Museum and coordinate events would help ensure that Tucumcari's railroad heritage is preserved for future generations.

The Depot District plan was approved by the City Commission in December, 2009. Phase I of the plan moved forward immediately, with engineering design completed for water and sanitary sewer improvements to the Depot District and construction nearly complete as of February, 2010.

Depot District Standards

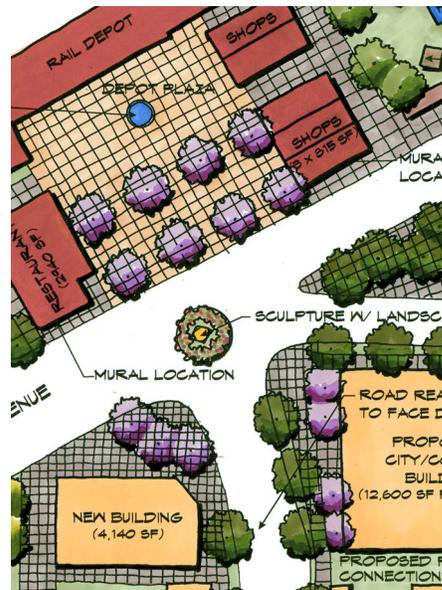
As part of the Master Plan, development standards for the Depot District were developed. These standards are intended to set the parameters for the design of the Depot District.

- New buildings adjacent to the Rail Depot building (restaurant and shop space) shall emulate the Spanish Colonial architectural style of the Rail Depot building as follows:
 - ≈ roof style, color, and material (low-pitched clay tile and terra cotta color)
 - ≈ use of smooth stucco finish
 - ≈ terra cotta or cast concrete ornaments



Spanish Colonial style of the Rail Depot

- Depot plaza shall incorporate special paving materials that are different from standard gray concrete.



Blow-up of Second Street realignment and intersection reconfiguration

- The breezeway within the Rail Depot building shall be reestablished (see page 24 for photograph of filled in breezeway) per the original building design.
- Outdoor seating, landscaping, and other pedestrian amenities shall be provided in the Depot plaza and surrounding area.

Sands Dorsey

The Sands Dorsey sits at the corner of Second Street and Main Street, the District's most prominent corner. The building is under private ownership and is in a severe state of disrepair. The emotions surrounding the Sands Dorsey run high in the community. In its current state, safety and liability are chief concerns (see Appendix B, *Sands Dorsey Memorandum, page 111, for more detailed information*). The community is split between those who want to demolish the structure and those who want to save however much of the building would be structurally and economically feasible. Complete



Sands Dorsey in its current state; view along Second Street

demolition of the building will likely result in an empty parking lot for many years to come. There are currently no funds identified or allocated to spend on the property by the owner, the City, or State; however, there is potential to include the rehabilitation of the Sands Dorsey as part of the bundle of projects developed by an investors' group and financed through New Market Tax Credits and Historic Tax Credits (see Appendix C, *New Market Tax Credits, page 115*).

The Master Plan recommendations are two-fold for the Sands Dorsey:

1) Contract with structural engineer to prepare a detailed scope of services in order to obtain bids from qualified demolition contractors. The intent will be to determine the feasibility and extent of preserving a portion of the building including the brick entry on Second Street and/or the entire eastern/Second Street facade. The short term strategy must include environmental remediation, stabilization of the structure, and reopening of the alley. The engineering fee for this work is estimated at \$30,000.

2) Redevelopment of the Sands Dorsey would likely involve a northern portion of the building determined to be structurally sound and the remainder of the site would be new construction. Regardless of whether a portion of the existing building is rehabilitated or the building is completely razed, the long term strategy would be to redevelop this site as a mixed use project that has the ability to generate day and night activity. Potential complementary uses include a public library annex, internet cafe/coffee shop, art gallery, retail, and office space.

Odeon Theatre

The Odeon Theatre is a catalytic project and an important business retention project. It is one of the crown jewels of Main Street and is a fully operational movie theatre. The current owner is interested in selling the building, but wants to stay involved in the operations. It is critical to the

Main Street effort that the Odeon Theatre stay operational. One way to ensure that the Odeon stays viable is for an investors group to purchase the Theatre with the goals of making some capital improvements, enhancing promotion of the Theatre to the community, keeping the current owner in a management role, and hiring an assistant/apprentice to ensure the long term survival of the theatre.

Facade Improvements

Facade improvements are needed on many of the buildings within the Downtown District, and are perhaps the most cost effective redevelopment action while having a major impact to the experience of visiting and patronizing Downtown. Main Street should work to capitalize on the existing wide spread community support for facade improvements on Downtown buildings. Facade improvements are a Phase I catalytic project, which should be kicked off by organizing a volunteer-driven Facade Squad project through the New Mexico MainStreet program that initially focusses on one block of Downtown. The goal of the Facade Squad project would be to inspire property owners in other parts of Downtown to keep this effort going by painting facades, installing new windows, awnings, and signs, and refurbishing the exterior finish with appropriate building materials. Design assistance is available through the New Mexico MainStreet program, New Mexico Economic Development Department, and the Friends of New Mexico MainStreet. Soliciting contractors for donations of materials would be a good step towards broadening community involvement in this effort. Facade improvements should be an on-going effort led by Main Street and coordinated with property and business owners.

PHASE 2 CATALYTIC PROJECTS

Princess Theatre

The Princess Theatre, located at 108 E. Main, is owned by the City of Tucumcari. The exterior of the building underwent some improvements in the past 30 years or so, while the interior is in extremely poor condition. Recent efforts have been extended to improve the exterior of the building facing Main Street, but a comprehensive effort is needed to truly restore and reuse this structure. The Master Plan recognizes that the Princess Theatre is a catalytic project, but does not rank with the Phase I projects. It has the potential for spurring economic development activities in Downtown, promoting cultural tourism, and adding to the image of Tucumcari being an arts community. As a short term strategy, the Master Plan recommends that the City pursue a new roof for the Princess Theatre to ensure that no further damage occurs either to the structure or the interior.

As a long term strategy, the restoration of the Princess Theatre would be an important element of the performing arts in Tucumcari and would add tremendously to Tucumcari being designated as an Arts and Cultural District. There are many steps to restoring the Princess Theatre and good community resources to draw from (see *Appendix D: Funding Resources, page 117, for theatre restoration and support activities*). The following is a brief outline of action steps that should be taken:

- Initiate feasibility studies:
 - 1) Business feasibility study to determine needs analysis, programming, design, resources, and implementation steps. Elements should include community context, history, goals and assumptions, preliminary condition assessment, and a statement of historic significance. It should answer the question, who will own, operate, and manage the theatre once its restored? Consultant(s) should be comprised of a theatre management consultant and a theatre preservation architect.
 - 2) Architectural feasibility study to determine the cost of restoration based upon a program developed under the business feasibility study.



- Initiate a not-for-profit management organization that is run by a board of directors and tasked with developing funding strategies and building community support.
- Create a phasing plan that includes project milestones.

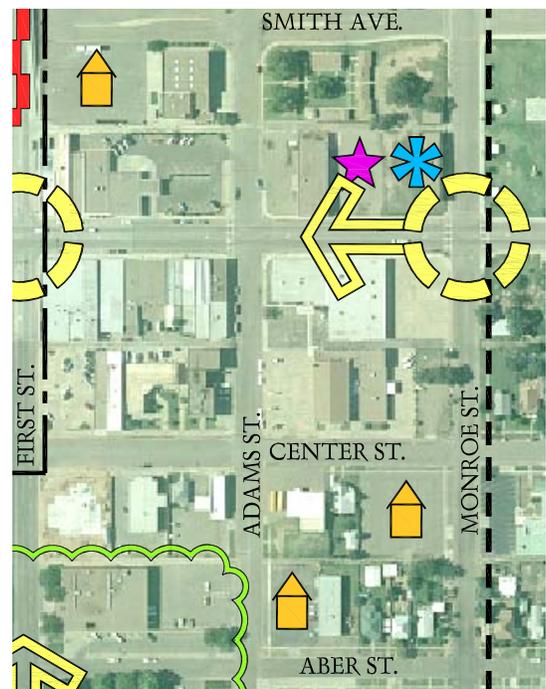
PROJECTS

Crescent Ice Cream Building and Surrounding Property

This building at the northwest corner Main and Monroe Streets holds many memories for Tucumcari residents. It was recently purchased by a private individual. The outside of the building appears in relatively good structural condition, but major improvements are needed to the interior. This building stands alone on this corner, with several vacant lots to the west of the building. This block on the north side of Main Street is a major hole in the Downtown fabric and redevelopment efforts to bring new commercial retail businesses to this area should be extended. A public-private partnership to develop this block should be developed and include the current owner of the Crescent Creamery building.

Housing Development

With the current low number of residents living in the Downtown district, and the expectation that the number will continue to decrease over time, it is critical to the long term success of Downtown that this trend be reversed. Housing opportunities exist on the eastern portion of the District, as well as in the more centralized area as vertical mixed use projects. Residents will add a 24 hour element to Downtown and keep activity going in the evenings. Downtown could be host to a number of artists studios and living spaces, which could be tied to an arts and culture district modeled after Paducah, Kentucky’s artist relocation program. Housing could also accommodate business owners that want to live and work in the Downtown area. The Opportunities and Constraints graphic identifies several locations east of First Street, and along Smith Avenue, Center Street, and Aber Street that would be excellent locations for new housing. Adequate parking is a critical consideration for new housing and the existing businesses in the District.



 Housing Opportunity Sites

Restaurants / Grocery Recruitment

It is clear from the Market Analysis that eating establishments and groceries are under-represented in the Main Street District. The only grocery store in Tucumcari, Lowes, is located outside the District along Route 66. Providing a grocery store within the Downtown District would support new residential development and give residents an alternative shopping venue. A new grocery store that specializes in locally grown produce and meat would also help support area farmers and ranchers.

One of the best ways to draw travelers from the I-40 corridor into Downtown, as well as help make Downtown attractive to locals, is to develop tourist-class dining venues. The City and Tucumcari Main Street should work together to establish public/private opportunities for restaurant development. This could be done by using public funds for a build-to-suit restaurant lease, and

offer a subsidized lease for a period as an incentive mechanism. Once a restaurant is successful and paying a normal rent, the building could be turned over to the restaurant entrepreneur once total lease payments equal capital outlay costs.

Arts Development & Establishment of an Arts and Culture District

Tucumcari possesses important assets for attracting creative entrepreneurs to the community, including an abundance of affordable housing, Mesalands Community College, a library, and two theatres. Downtown Tucumcari also has an abundance of vacant commercial buildings that could be converted to artists studios and workshops.



ZoZo Fiber Arts Studio and Gallery is located on Main Street

Essential amenities for today’s creative entrepreneurs include high-speed internet service, ideally coupled with a “cool place to hangout” and interact with other creative professionals. In urban situations, this is usually an internet coffee shop, bookstore, bakery, or combination of all three. Other important elements of a creative economy “infrastructure” include one or more interesting or “edgy” restaurants, theatres, and a good library. There has been much discussion in Tucumcari about an urban homesteading program similar to Paducah, Kentucky’s (*Case Studies, Arts Development, page 65*). Such a program can only be successful in attracting creative talent if other infrastructure improvements are implemented.

New Mexico MainStreet began developing an Arts and Cultural Districts initiative in 2005. Other cities and state agencies were also investigating cultural economic development for potential new growth. In the 2007 Legislative session, the New Mexico Arts and Cultural Districts Act was passed and signed into law by Governor Bill Richardson. Silver City and Las Vegas were the two initial pilot Arts and Cultural Districts designated in 2008 followed by Downtown Albuquerque, Taos, Raton, and Los Alamos in 2009.

The Arts and Cultural District program is designed primarily for Main Street affiliated communities. Applications are announced and released by the State Main Street Director, who also serves as the State Arts and Cultural Districts Coordinator. Applications are reviewed by the State Arts and Cultural Districts Steering Committee, ranked, and recommendations are made to the New Mexico Arts Commission, which is the official state designating agency. Designated communities normally receive a Resource Team visit within the first year, followed by state technical assistance to produce a cultural plan within two years. Other services have included a ‘Social Network Analysis’ and analysis of the communities’ cultural economy produced by BBER.

Creative economic development through the establishment of an Arts and Cultural District has potential as a Downtown revitalization strategy linked to cultural facility development and small business opportunities. Critical to the feasibility of an Arts and Cultural District are the successful implementation of several catalytic projects previously mentioned. These could lay the groundwork for a future phase of cultural infrastructure, which would enhance the potential for creative economic development. Due to the recession, funding for this Arts and Culture program may not be in place in the near future, but rather, should be pursued as a long term strategy. As a short term strategy, Tucumcari Main Street should start to lay the groundwork for attracting artists to Downtown.

Metropolitan Redevelopment Area

Designation of a Metropolitan Redevelopment Area should be considered as a vehicle for public/private development in Downtown (see *Section 7: Municipal Finance, 95 for more detail*). A plan is prepared in accordance with the New Mexico Municipal Redevelopment Code for an area determined to be blighted and redevelopment is necessary in the interest of the public health, safety, morals, and welfare of the residents. An MRA could be established for a single property site, building, or larger area of Downtown. The MRA would be a follow-up action to the Master Plan as a method for implementing the projects and providing financial incentives.

Unified Development Code and Zoning Ordinance Revisions

The existing zoning within the Main Street District does not foster the creation of a vibrant and unique environment desired by the community. The existing zoning permits land uses that could disrupt the ideal land use pattern for this area and does not allow mixed-use development typically needed to create a more lively, pedestrian-oriented atmosphere. Additionally, there are no Downtown-specific development standards contained in the City's Unified Development Code or Zoning Ordinance. Instead of amending the different zoning districts that comprise the Main Street District, the City should create new zoning districts and development standards that are specifically tailored for Downtown.

As a follow-up action to this Master Plan, the City should amend the Zoning Ordinance to establish two mixed-use zoning districts. The two mixed-use zoning districts should cover the entire Main Street District, with separate zones east and west of Adams Street. Both districts should allow mixed-use development in varying degrees, with more intense commercial west of Adams and less intense commercial east of Adams.

The zoning district east of Adams Street should primarily be the residential area and allow medium density single-family and multi-family dwellings, and limited commercial uses. Uses prohibited in this zone should include drive-through restaurants; bars and taverns; golf courses; gas stations; vehicle sales, service, and repair; transportation facilities and depots; and adult uses.

The zoning district west of Adams Street should have a more commercial focus, and contain restaurants and coffee shops; retail goods and services; galleries; artist studios and lofts; entertainment venues; etc. to attract daily visitors, and support the Downtown shop owners and workers. Uses prohibited in this zone should include single-family detached dwellings; drive-through restaurants; gas stations; car washes; vehicle sales, services, and repair; industrial uses; funeral homes; and adult uses. Multi-family dwellings, dwellings over retail uses, and higher density attached residential dwellings should be encouraged in this district.

Crafting development standards specific to the Main Street District would help create the desired urban form and function. The development standards should include regulations on setbacks, building height and massing, on-street and off-street parking, lighting, sidewalks, awnings, signage, and landscaping. A focus of these new regulations should be on creating a more pedestrian oriented retail shopping environment with buildings and entrances oriented towards the business' primary street.

Main Street Organization

There are a number of on-going projects or tasks that would support Main Street as an organization, help gain greater visibility for Downtown, and nurture relationships with the Downtown business community. The goals should be to build up the Main Street membership; provide support services and information about loan programs; and keep Downtown business and property owners informed about new projects, events, and activities. Main Street should continue to provide information on available properties and available funding resources (*as detailed in Appendices C and D*) to potential investors in order to help stimulate private investment. The development of an e-newsletter would be a good vehicle for Tucumcari Main Street to disseminate this kind of information, and can be easily forwarded to Downtown business and property owners via email.

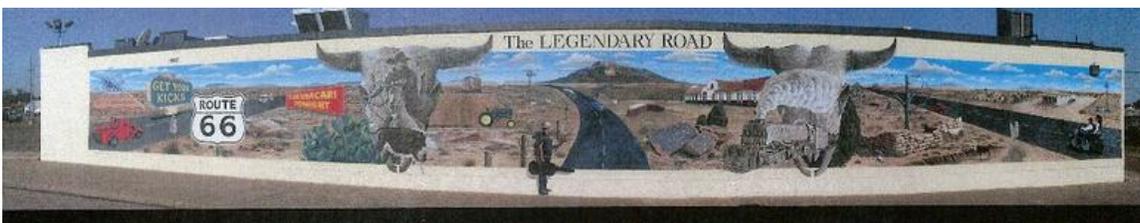
Main Street should engage in cooperative marketing efforts with Downtown businesses owners, as well as with businesses along the interstate to direct traffic to Main Street. Once the Rail and Transportation Museum in the Depot District is open to visitors, a joint marketing effort between the Rail and Transportation Museum and the Dinosaur Museum should be promoted by Main Street. On-going coordination with the City, Greater Tucumcari Economic Development Corp., Chamber of Commerce, Small Business Development Center, and Mesalands Community College will be critical components of this overall effort to stimulate Downtown development.

D. CHARACTER DEFINING ELEMENTS

There are a number of character defining elements that would set Tucumcari apart and create a sense of place unique to Downtown. The intent of these elements is not to dictate design, but rather, to create a more inviting, pedestrian oriented experience for visitors to Downtown.

Public Art

Public art is one important character defining element that Tucumcari excels in. The murals that are found within Downtown and other parts of Tucumcari distinguish the City from other towns in New Mexico. New locations within Downtown, particularly within the Core Area, should be host to new murals and sculptural elements by a variety of artists. The Master Plan concept for the Depot District identifies two locations for new murals, as well as a location for a sculpture, that are intended draw upon the City's history with the railroad.



Two of the many wonderful murals painted by Doug and Sharon Quarles in Tucumcari

Building Height, Massing, and Scale

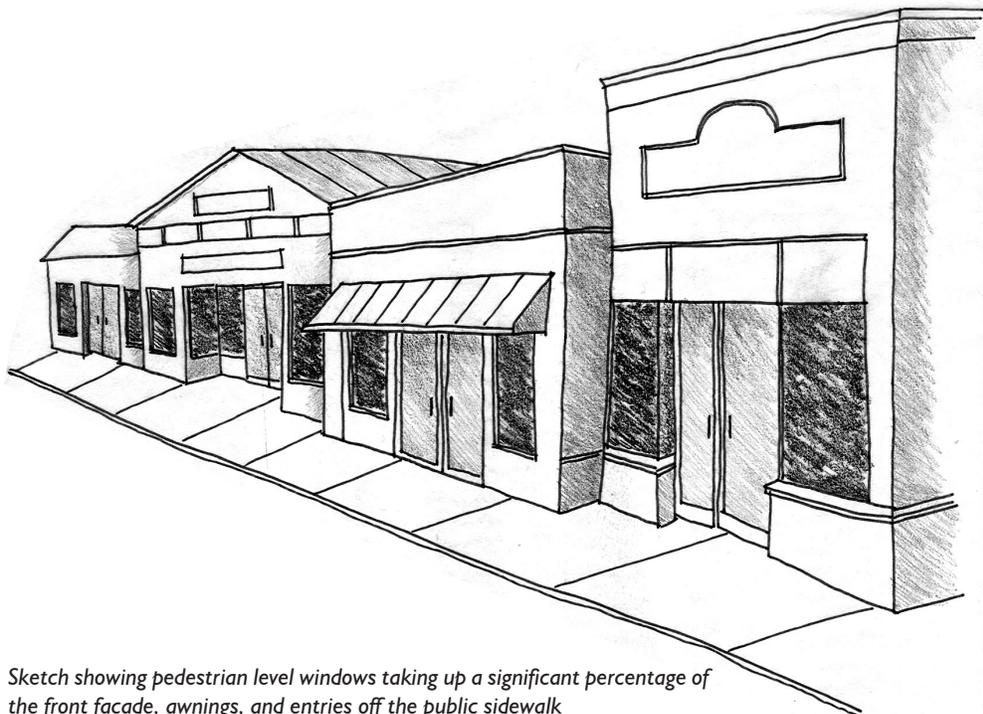
The character of the street is largely defined by its vertical elements. Building height and setbacks are critical components in creating a street wall. Currently, there are numerous vacant parcels and large parking lots that run throughout the District. This lack of enclosure detracts from the ability to create a vibrant shopping and entertainment experience. Corner buildings are particularly critical to maintaining a sense of enclosure since they are more visible than mid-block buildings.

The existing buildings in Downtown are primarily one story, and to a lesser degree, two stories. Where opportunities exist for redevelopment, the design of new buildings should take their cue from adjacent buildings in terms of building height and setbacks. In general, building frontages should be built to the adjacent public sidewalk. Slight variations in height (up to 25%) are acceptable and would create a more interesting roof line across individual buildings. Variation in height that are abrupt, particularly in mid-block locations, are discouraged.

Windows and Doors

Windows and doors along the street frontage create rhythm and make a storefront more attractive and inviting. Primary entrances oriented to the street increase pedestrian activity, and are critical to the success of pedestrian-oriented retail businesses.

- All primary facades facing public rights-of-way shall incorporate a functional, easily recognizable public entrance from the adjacent sidewalk.
- The primary facades facing public rights-of-way shall incorporate pedestrian level windows. Buildings with second stories should also incorporate windows.
- Retail storefront primary facades facing public rights-of-way should incorporate more than 50 percent of the facade in windows and glazing.



Sketch showing pedestrian level windows taking up a significant percentage of the front facade, awnings, and entries off the public sidewalk

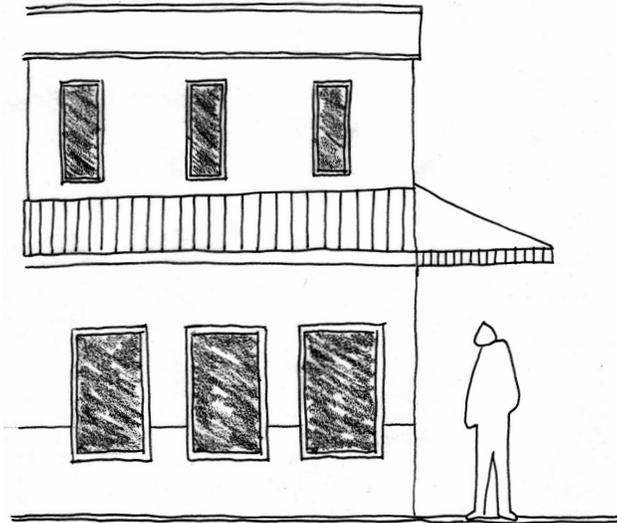
Materials and Color

There is not a consistent use of building materials or color in Downtown. Some existing buildings are finished with metal or wood siding, which are not appropriate for this climate and appear visually out of place. New construction is encouraged to use regionally appropriate building materials such as stucco or brick. Colors should be in the range of desert hues such as browns, ochres, rust, beige. Other colors are appropriate as accents only.

Awnings

A pedestrian amenity that is lacking Downtown are awnings. These are particularly important in New Mexico to protect walkers and shoppers from the weather elements. They also provide a more attractive storefront by adding color, shadow, and variation to the building, as well as create an opportunity for business signage. This would be an improvement that should be coordinated with building owners along each block relative to materials used (canvas fabric versus metal), color, and projection. Minimum standards for new awnings are as follows:

- All awnings shall have a minimum vertical clearance of 8 feet above the sidewalk to ensure adequate clearance.
- Awnings shall be integrated structurally and architecturally into the design of the building facade and not obscure the building features. Awning placement, material, color, and scale should be designed in relation to the building façade.



Awnings must have a minimum vertical clearance of 8 feet above the sidewalk

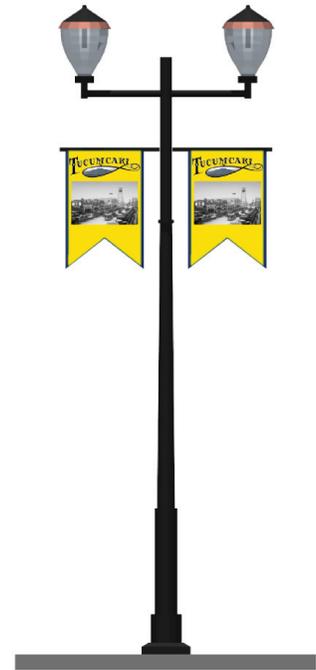
Streetscape

Street Furniture - There is very little street furniture (*benches, trash receptacles, bicycle racks, planters*) in Downtown Tucumcari. These are important amenities that would make Downtown more inviting to visitors, and create a more attractive streetscape. Developing a street furniture program, as part of an integrated streetscape improvement plan, with a coordinated design, materials, and colors would help to unify the Main Street image. Incorporating the imagery from the community attractions of the Rail Depot or the Dinosaur Museum would be a good place to start for design ideas.

Traffic Calming - Curb extensions and textured crosswalks are common traffic calming measures used in Downtown redevelopment and other pedestrian oriented shopping areas. Curb extensions involve the extension of the curb line to narrow the street width, shorten the length of pedestrian crosswalks, and create a protected area for parked vehicles. They can be used at mid block and at intersections, creating an area for pedestrian amenities such as street trees, benches, lighting, signage, and trash receptacles. In general, the curb line is extended up to 8 feet from the existing curb line. Care must be given to maintain adequate roadway drainage. Textured crosswalks alert drivers to the fact that they are in a pedestrian oriented area where slower drive speeds should be exercised.

Landscaping - Landscape is an element that is currently lacking Downtown, but would have a major impact on the pedestrian environment. Incorporating trees within the rights-of-way, either within the wider sidewalks with tree grates, or where permitting, within a parkway strip between the back of curb and the public sidewalk. Where trees are provided in parkway strips, care should be taken to avoid damage from car doors. Planters would also provide a more human scale to the streetscape and provide seasonal color. The entry from Second Street and Main Street going towards the Depot District would highly benefit from the addition of street trees and would lead the visitor into the District.

Lighting - Lighting would be another unifying design element for Downtown, and it would have the added benefit of providing greater security and visibility. Incorporating solar powered light fixtures would have the added benefit of promoting energy efficiency and supporting the emerging new energy economy. The addition of pedestrian lighting would help create a more welcome atmosphere for those businesses that stay open during the evening such as the theatres, restaurants, and other entertainment venues. All new light fixtures (pedestrian, street, parking lot, and business) for the Main Street District should respect the New Mexico Dark Skies Ordinance by incorporating shielding into the fixture to prevent light pollution. Incorporating lighting underneath awnings would be one way of lighting up the storefronts and the adjacent sidewalk.



Street lights with banners are a good way to differentiate and reinforce the desired character for Main Street

Parking

Parking should be designed to serve, but not dominate Downtown. Currently, there is an abundance of parking, both on-street and off-street. Some of the off-street parking appears to be haphazard and unplanned. There is a need to provide on-street parking in front of businesses, but also the need exists for strategically placed parking lots.



Existing sign pointed towards Downtown lends a negative image

Signage and Wayfinding

The Main Street District is easily missed due to the lack of signage. Signage adds to the visual character of a community and helps to establish a sense of place. Providing gateways and signage for Downtown is a critical element to a successful redevelopment effort. The Master Plan identifies several key locations within the Main Street District for gateways. Opportunities abound for locating pedestrian level wayfinding signs.

There are three types of signs that are addressed in this section - gateway signs that are at major crossroads of the Main Street District, building mounted signs which are attached to exterior walls or on the valence flap of canvas awnings, and wayfinding signs that are generally freestanding. Projecting signs that are perpendicular to the primary building facade are also appropriate provided they have adequate clearance and do not extend beyond the adjacent sidewalk. Marquee signs are another type of projecting sign that are typically constructed as part of the building. They are typically found on theatres or performing art venues, and would be appropriate for the Princess Theatre.



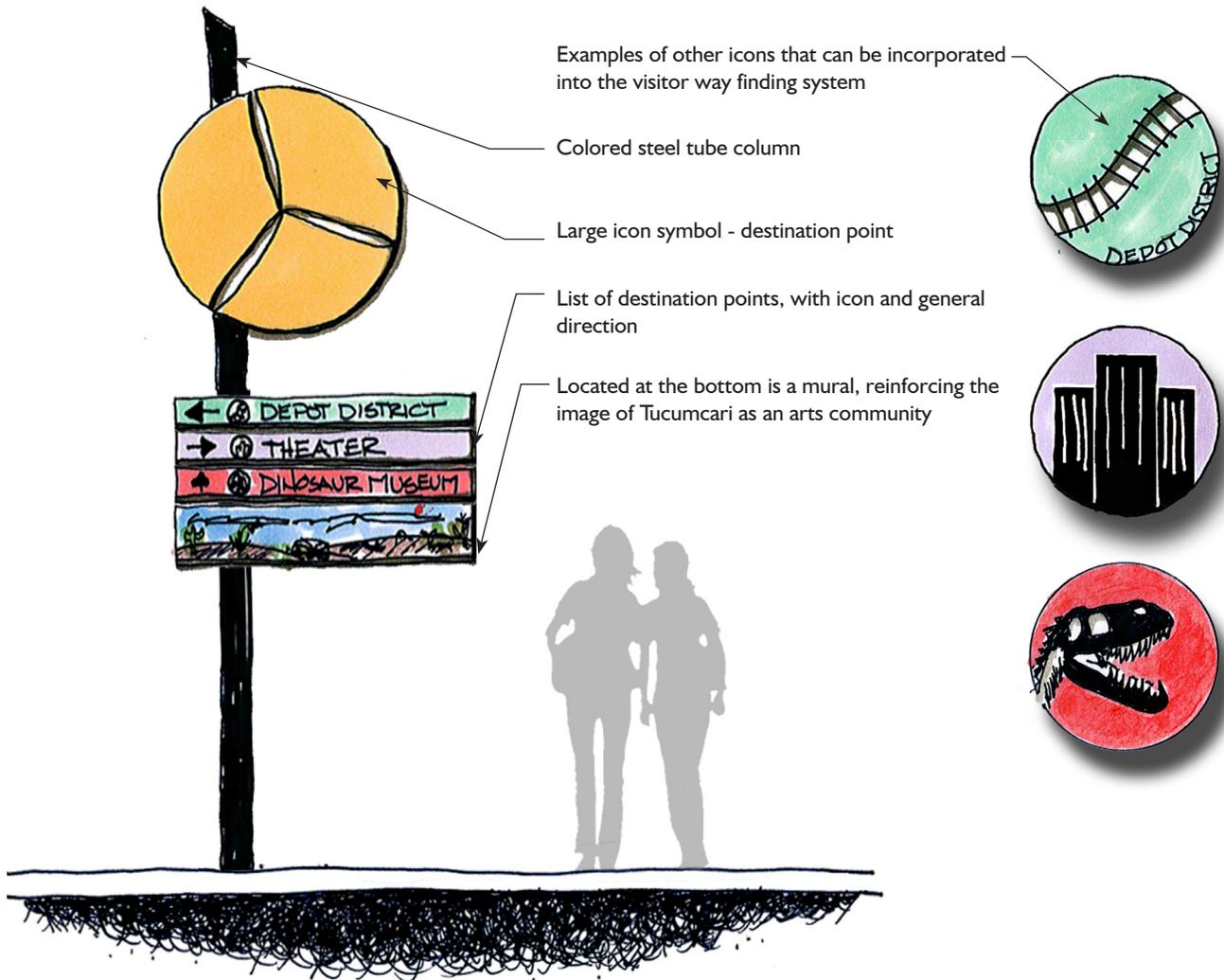


Odeon Theatre Marquee at 123 S. Second St.

Building-mounted signs are an important design element and if designed well, should complement the architecture while being informative. The intent is not to dictate design, but to provide basic parameters for signage that may be as varied and unique as the businesses they represent. Signs should be designed in proportion to the building facade, should provide adequate contrast between the letters and the background, and should be readable from the adjacent roadway.

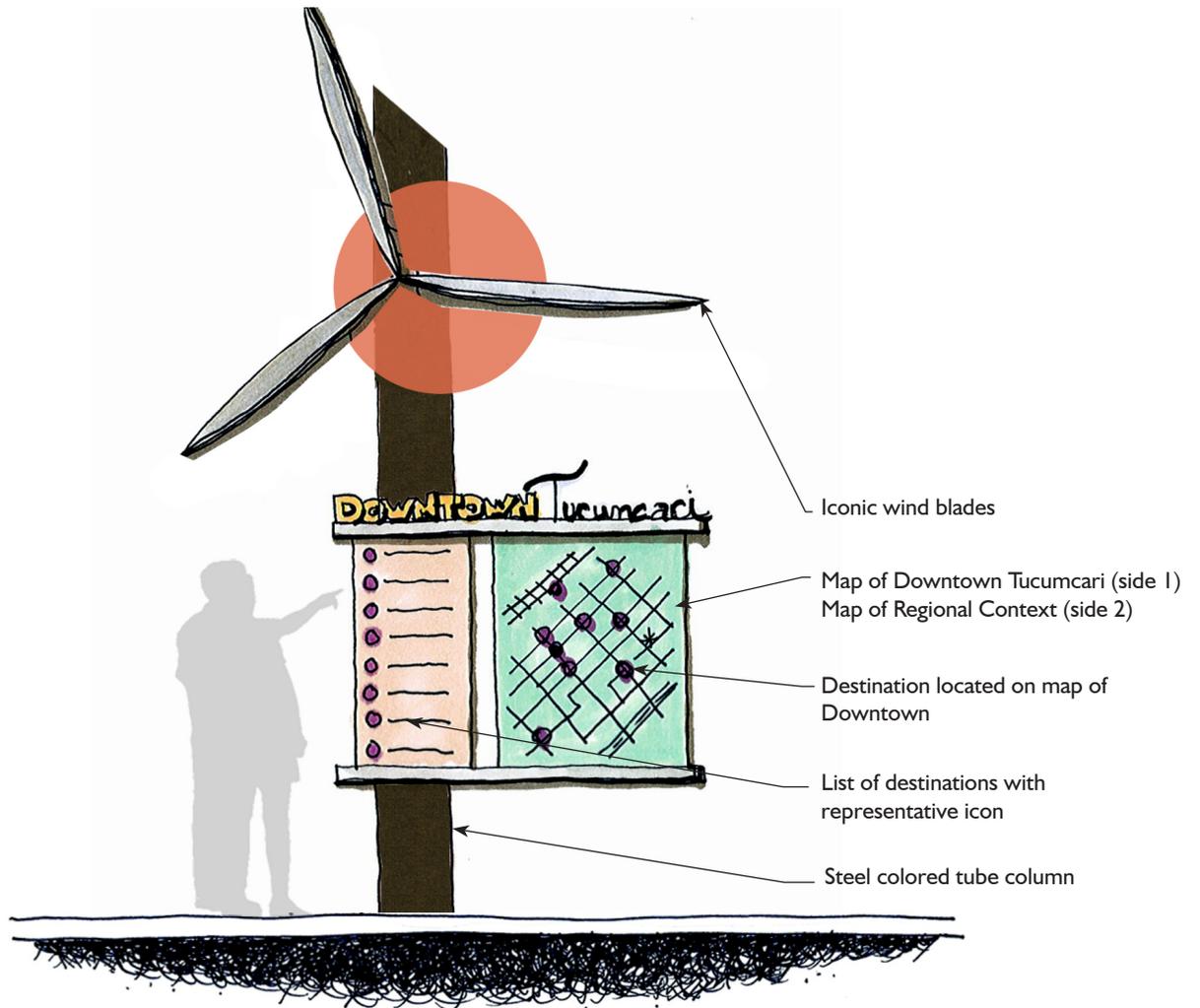
A wayfinding system that draws upon the visual imagery present in Tucumcari should direct visitors first to Downtown and then to the individual attractions such as the Depot District, Dinosaur Museum, Princess Theatre, Sands Dorsey building, and other historic structures. Tucumcari has a rich history of neon signs along Route 66. Incorporating neon and other community imagery from the wind turbines, dinosaurs, neon, etc. into the wayfinding system would be a good way to reinforce the desired community character. The following graphics

- directional signs, pedestrian kiosks, and gateways - provide an example of a wayfinding system that incorporates community character elements.

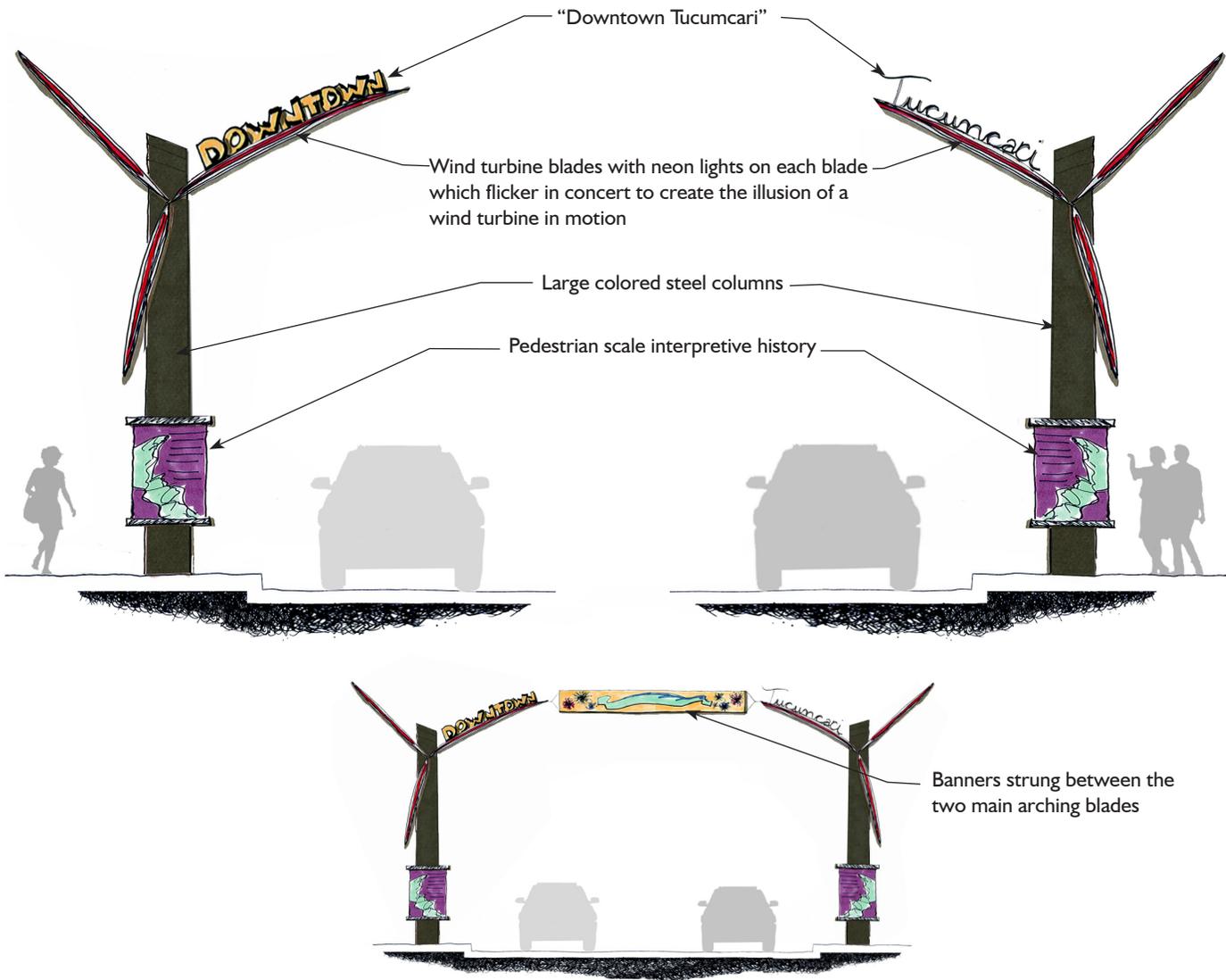


Directional Signs: The directional signs should incorporate a color palette to reflect different destinations (e.g., green = Depot District, purple = arts). These wayfinding signs would be located throughout the Downtown District.





Pedestrian kiosks provide an overview of the Downtown District and the various destinations of interest.



Gateways demarcate the entries into the Downtown District, and are constructed with a column on each side of the street. Each column is accentuated with a iconic wind turbine blade which provides a base for the words "Downtown Tucumcari". During community events, banners celebrating that event can be strung between the two arching blades.

Streets, Pathways, and Connections

Streets, pathways, and connections are an important element in the overall fabric of Downtown, providing accessibility to pedestrians and motorists alike. Providing a balance between the two is an important goal for the redevelopment effort. Currently, Downtown streets fall within relatively wide rights-of-way. Walkability could be improved by widening the sidewalks in key locations while staying within the existing rights-of-way. Inter-block pedestrian connections could also be accommodated (for instance, Main Street to Railroad Avenue), allowing for greater accessibility to community attractions such as the Depot District.

Public Gathering Spaces

Public gathering spaces should be inviting and offer a respite from the sun and wind. They should be designed for active and passive uses, provide shade, seating, and other pedestrian amenities. The Master Plan identifies several public gathering locations including 'Depot Plaza' in front of the rail depot building, farmers' market/park along Railroad Avenue to the south of Rail Depot. Veter-

ans' Park is an existing public gathering space that should receive improvements as part of the overall Depot District enhancements.



Veteran's Park off Railroad Avenue

Service Areas

The provision of service areas is critical for retail development. In general, service areas should be located behind the buildings and be accessed via an alley or minor road and away from the major Downtown streets.

Photo Simulations - Facades and Streetscapes

The images on the following pages show existing buildings and streetscapes and photosimulations of building facade improvements and the addition of street furniture and other amenities.



On top is a before image of the buildings and streetscapes along Main Street and below is a photo simulation showing improvements such as street trees, benches, facades with new windows, entrances, appropriate finish materials, etc.



On top is a before image of the buildings and streetscapes along S. Second Street and below is a photo simulation showing improvements such as street trees, tables, improved facades with new windows, entrances, appropriate finish materials, etc.

E. UTILITIES

Part of the planning and coordination for any new Downtown project should include a full understanding of the improvements needed to adequately serve those properties with subsurface infrastructure. This will vary in cost and complexity, and may be as simple as replacement of the existing service line and meter or may require complete replacement of nearby infrastructure. These decisions should be part of the overall plan for the Downtown area. While future revitalization projects in the Downtown area will require significant investments, the cost of providing potable water, sanitary sewer, gas, and electric will be negligible. These properties will likely only require upgrade or replacement of the service lines that support the properties, and possibly, the replacement of existing meters.

Water Improvements

As previously noted in Section 6, Master Plan recommendations for water improvements in the Depot District were fast tracked and have been implemented by the City, including the installation of approximately 1,100 linear feet of 6" waterline in Railroad Avenue tied to an existing 10" water line at Third and Main Streets and tied to an existing 4" waterline in Smith Avenue, a 6" waterline and associated fire hydrant for fire protection, and a 2" service line stub-out for potable water.

Sanitary Sewer Improvements

In general, adequate sanitary sewer collection lines exist in the Depot District. In order to service the proposed use for the rail depot, a 4" sanitary sewer line service was recently tied to the 10" or 15" existing collection line located under Railroad Avenue (see *Sanitary Sewer map, page 39 for existing condition*). This new service line length is approximately 160 linear feet and sloped to gravity feed to the existing collection line.

Gas & Electric Improvements

Based on site visits and discussions with City staff, it appears that adequate electrical power and gas are available for the revitalization of the Downtown area. During the design phase of this project, it will be incumbent on the design team to coordinate with Xcel Energy and the Gas Company of New Mexico to understand improvements required prior to construction starts.

Recommendations

As stated earlier, City staff familiar with the utility infrastructure in the Main Street District believe most of these utilities have exceeded their design life and may be in poor condition. A scenario that could likely happen is the following: Pavement and curb and gutter conditions in some areas of the Downtown area are poor, including the Depot District. To develop these areas will require reconstruction of curb and gutter (*realignment in some cases as well as simple replacement*) and repaving. Prior to this work, the condition of the subsurface infrastructure should be understood so that necessary rehabilitation or replacement may take place prior to paving. This serves three purposes:

- 1) it assures that all infrastructure (both roadway and subsurface) are relatively the same age;
- 2) it precludes the need to continually remove and replace new pavement to repair subsurface infrastructure that has survived beyond its design life; and
- 3) it assures the funding agencies that what they are financing for construction will not likely be shortly torn up to replace aging infrastructure.

Given these realities, it is our recommendation that the City contract to have a condition assessment prepared that will document the subsurface infrastructure in the area and provide a realistic assessment of remaining design life for the existing utilities, a replacement plan that is integrated with proposed roadway, sidewalk and building improvements within the Downtown area, and a budgetary engineer's estimate of total replacement cost. This document would provide a starting point for the City to understand their needs and a "minimum" replacement schedule to support their Downtown and Depot District surface improvements.

F. TRANSPORTATION IMPROVEMENTS

Second Street Improvements

The Master Plan identifies the Depot District as the primary catalytic project for Main Street. The Depot District Concept Plan (see page 73), developed as part of the Master Plan, identifies Second Street as the primary gateway to the Depot District. As such, the Master Plan prioritizes and recommends a number of infrastructure improvements to Second Street that will make the District more inviting and pedestrian friendly, and jump start Main Street's redevelopment efforts.

The current alignment of Second Street is off-center from the Rail Depot. In addition, the Second Street/Railroad Avenue intersection has an excessive amount of pavement, which creates a harsh impression for visitors and is not conducive for pedestrians. The existing sidewalks on Second

Street north of Main Street for the first half of the block are approximately 10 feet wide, but there is no existing sidewalk on the second half of the block. The existing street is approximately 50 feet wide, which encourages higher speeds.

The Depot District Concept Plan proposes to realign the north end of Second Street to create a 90 degree intersection with Railroad Avenue and narrow this drive area to reduce the distance pedestrians are required to cross. This realignment would center Second Street on the depot building, thereby enhancing its image as a destination. The existing property needed for the realignment is currently vacant and owned by the City of Tucumcari. The realignment requires the reconstruction of Second Street from half a block north of Main Street to Railroad Avenue. New pavement, curb and gutter, and sidewalks are also required.

The Concept Plan also proposes to extend the wide sidewalks from mid-block to Railroad Avenue, and provide street trees on the entire length of Second Street from Main Street to Railroad Avenue. Curb extensions (see page 93) can be used to neck down the street at the gateway to slow down traffic. The roadway in between the intersections can be striped with parallel parking to narrow the drive area.

Traffic Calming / Gateways

Traffic calming is a combination of physical measures that can be used to alter driver behavior and improve the environment for pedestrians and other non-motorized street users. Traffic calming devices considered for the Tucumcari Main Street District include curb extensions, traffic circles, and textured crosswalks. Speed humps, speed tables, and other vertical displacement methods were not considered as a traffic calming device because they tend to divert drivers away from an area.

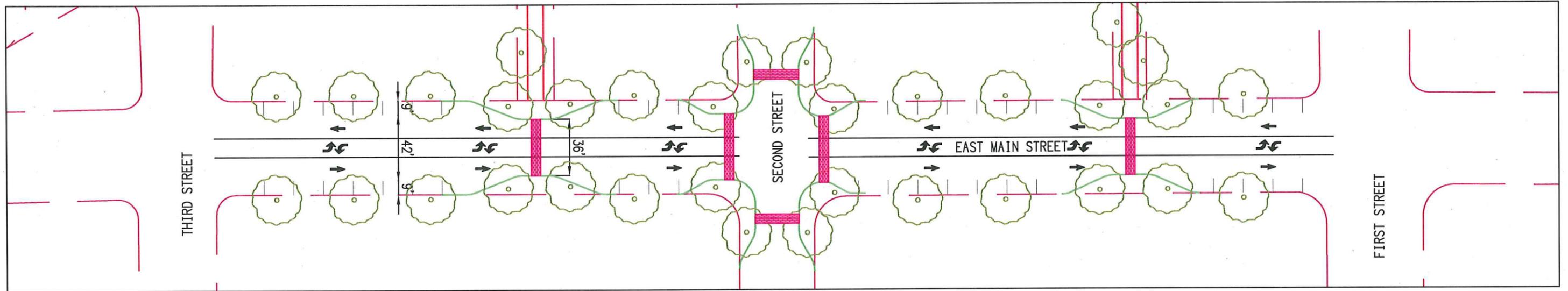
Curb extensions can be used at intersections to create gateways to the Downtown District. In addition to sidewalk, the curb extensions have space that can be used for landscaping, signage, and other amenities. Curb extensions can also be used at mid-block crossing locations (see page 93). Curb extensions are horizontal extensions of the curb on one or both sides of the street that narrow the roadway available for vehicles. The benefits of curb extensions are that they reduce vehicle speed and reduce pedestrian crossing distances. When on-street parking is used, as in Tucumcari, curb extensions improve the visibility of pedestrians by moving them away from the parked cars. Curb extensions also provide a location for landscaping that can improve the appearance of the street. The construction cost for a curb extension is \$10,000 to \$20,000.

A traffic circle is another option that can be used as a gateway to the Downtown District and/or as a traffic calming device. A traffic circle is proposed in front of the Rail Depot (see page 73). A traffic circle is a raised island (many times with landscaping) in the center of an intersection that can be used on local or collector streets. Vehicles travel around counter-clockwise and yield on each entry road. The effectiveness of traffic circles can be improved when combined with textured crosswalks. Traffic circles differ from roundabouts in that there are no splitter islands on the approaches, the entry ways are not flared, they are much smaller, and they cannot be used in place of signalized intersections. The benefits of traffic circles are that vehicle speeds are reduced; safety is improved because vehicle conflict points are reduced; and they can improve the appearance of a street when landscaped. Traffic circles are appropriate when the intersecting streets have approximate equal volumes of traffic, but should not be used with high volumes of pedestrians. The construction cost of a traffic circle is approximately \$10,000 - \$15,000.

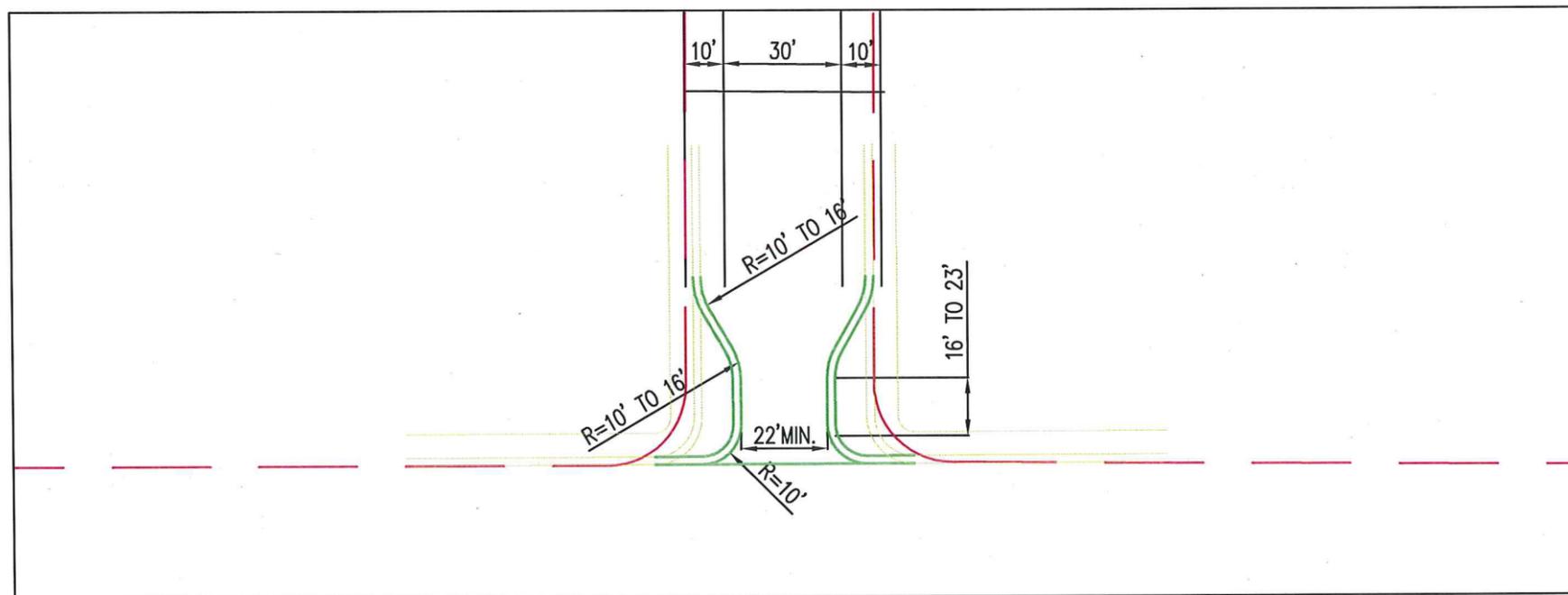


A textured sidewalk is a crosswalk incorporating texture and patterns in contrast to the street. The enhanced visibility of the crosswalk identifies it as an area where pedestrians have the priority. Textured sidewalks are traffic calming devices that can increase the attractiveness of the area when combined with landscaping and other streetscape improvements. The Second / Main Street intersection and the mid-block crossings on Main Street leading to the Depot District would be good locations for textured crosswalks. Installation cost would vary from \$5,000 to \$10,000.





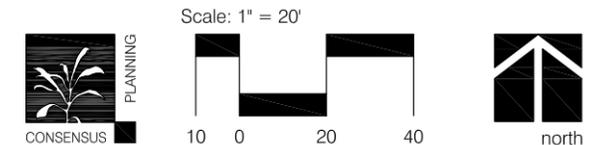
MAIN ST/SECOND ST CURB EXTENSIONS



CURB EXTENSION DETAIL



TRAFFIC CALMING
DEVICES





MUNICIPAL FINANCE

A. INTRODUCTION and CONTEXT

Since its early days as a railroad center and service stop on the Route 66 corridor, Tucumcari’s economy has been founded upon its strategic location and transportation services. Robust municipal revenues from sales taxes and lodgers taxes sustained the community for decades until the 1970’s, when Route 66 was bypassed by Interstate 25. Dozens of small businesses catering to auto service and maintenance, lodging, food and tourism suffered and eventually shut down.

Tucumcari’s community and business leaders generally adopted proactive policy and program initiatives to adjust to declining revenues and opportunities. Tucumcari joined the New Mexico Main Street program as early as 1987-88; it attracted and founded Mesalands Community College; it created the Dinosaur Museum; and also was aggressive in adopting Local Economic Development Act (LEDA) policies and programs after they were created by the Legislature in the mid-1990s. Also in the 1990’s, the City built an attractive community Convention Center financed by Lodgers Tax Special Revenue bonds. Thus, the City has demonstrated creativity and willingness to consider innovative municipal financing strategies to advance community goals.

The current economic recession has impacted every local government in America. In New Mexico, soaring revenues from business and residential growth and also severance tax revenues from oil, gas and mineral extraction fueled high expectations and reliance on state government capital outlay “pork” funding to subsidize most municipal projects. While New Mexico has enacted many municipal financing strategies and incentives, very few rural communities have in fact utilized them for infrastructure development or economic development.

As New Mexico’s capital outlay fund has been drastically reduced in 2009-10, and likely will be at historically low levels for the next few years, municipalities statewide are reconsidering major infrastructure projects. Many in the government and redevelopment sectors were initially encouraged by the availability of federal economic stimulus funds for infrastructure projects, but these funds have generally not served economic development and job creation projects in rural communities. It is apparent that municipalities will have to rely upon aggressive and resourceful financing strategies to maintain and upgrade essential infrastructure.

Fortunately, Tucumcari has several options to consider if it wishes to invest public funds in Downtown revitalization projects. A creative combination of these municipal financing tools can generate substantial revenue streams for projects in the immediate and long-term future.

B. REVENUE ENHANCEMENTS

Gross Receipts Tax Increments

Tucumcari’s gross receipts tax (GRT) rate is currently at 8.00%, relatively high for New Mexico cities and counties, but perhaps tolerable and essential in a tourism and service-oriented local economy. The City still has gross receipts taxing options of up to .5% available for new revenue enhancements.

Tucumcari may levy an additional .25% GRT increment for infrastructure improvements. It is estimated that this .25% increase in sales tax would generate about \$256,500 per year in additional



revenues for the City. Tukumcari may also enact a .25% GRT increment for Municipal Quality of Life Projects. This would also yield about \$256,500 per year (Source: “City of Tukumcari, New Mexico: Outstanding Debt and Capacity Summary,” prepared by RBC Capital Markets, June 8, 2009).

Therefore, Tukumcari may have up to .50% of enhanced GRT revenue, an estimated annual revenue stream of \$513,000 for project support and also the financing of special revenue bonds (Source: “City of Tukumcari, New Mexico: Outstanding Debt and Capacity Summary,” prepared by RBC Capital Markets, June 8, 2009).

C. SELF-ASSESSMENT STRATEGIES

The decline of Downtown Tukumcari infrastructure and building maintenance has severely impacted Downtown real estate values. Downtown property owners should be encouraged to work closely with the City to implement self-assessment programs whereby the property owners may help finance infrastructure improvements and business services. Two popular self-assessment strategies are Public Improvement Districts (PID) and Business Improvement Districts (BID).

Public Improvement Districts (PID)

In a PID, the property owners within a district (*established by the governing body*) may vote by a majority to impose annual property tax assessments based upon an agreed upon formula for the purposes of financing public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit improvements, parking lots, libraries, parks, recreation and cultural facilities, landscaping, streetscape improvements, public art, and public safety infrastructure. The City may contribute funds, in-kind services, equipment, and other valuable resources to assist the PID. Projects are typically financed for a minimum of 10 years.

Business Improvement Districts (BID)

A BID is also created by the City Council and must be approved by a majority of the property owners within the district. Revenues are collected annually by the City and returned to a BID management agency to support business development and management services such as staffing, maintenance and clean-up programs, hospitality services, public safety campaigns, transportation services (trolleys, bike racks, after hours rides), and other important neighborhood improvement services.

Many major metropolitan downtowns and a growing number of smaller cities are utilizing BIDs as a way to support downtown services as city budgets are declining. In New Mexico, Albuquerque’s Downtown Action Team (DAT) is employing a BID for its staffing, hospitality, and public safety programs, specifically to service Downtown’s lively bar and nightclub businesses on weekends. The City of Gallup created a downtown BID in 2009 supported by seed funding from the State Legislature of a \$150,000 special appropriation in 2008.

D. PLANNING OVERLAYS and TAX INCENTIVES

Through careful analysis and strategic municipal planning programs, the City may also encourage public/private development projects and investment. A variety of municipal planning tools may be implemented by the City to encourage new investment. These include Metropolitan Redevelopment Areas (MRA); Tax Increment Finance (TIF) Districts; Tax Increment Development (TIDD) Districts; State and National Register Historic Districts; and New Markets Tax Credits.



Metropolitan Redevelopment Areas (MRA)

Metropolitan Redevelopment Areas (MRA) are established to facilitate public/private development projects in “slum and blighted” neighborhoods. A report is prepared by the local governing body to document the distressed economic conditions of the proposed district. An MRA may also be established for a single property site, building, or project.

The advantage of an MRA is that the City may contribute land, funds, services, equipment, and other public resources to a development project in order to induce or attract private developers to participate. Public/private development projects are “packaged” with incentives by the City and the projects are offered in an RFP process to the private sector.

MRAs are commonly used by municipalities to redevelop difficult sites such as rail yards, waterfronts, derelict factories, vacant lots, “white elephant” buildings, and abandoned shopping centers.

Aggressive “packaging” of proposed MRA projects by the City typically includes donation of land, property tax abatements, providing of infrastructure, low interest loans, cash investments, bond financing, lease guarantees, and other incentives.

Two spectacular MRA successes in New Mexico include Albuquerque’s redevelopment of the historic Albuquerque High School complex into attractive residential housing (*now the major anchor of the East Downtown District*); and Santa Fe’s Railyard District redevelopment project, which includes a Farmer’s Market pavilion, Rail Runner commuter train service, new art galleries, public park, Flying Star restaurant, and future cinema complex.

Recent amendments to the state’s MRA statute enable municipalities under 50,000 populations to utilize this important tool for downtown revitalization.

Tax Increment Finance Districts (TIF)

Tax Increment Finance (TIF) districts originated in California in the 1950’s as a tool for redevelopment of blighted areas. Essentially a municipality targets the blighted areas for redevelopment projects which will raise the assessed property values within the district. The “increment” rise in property tax revenues is captured by the municipality and reinvested in public projects within the TIF district.

Generally a TIF works through the following steps:

- a geographic area is designated (the TIF district);
- a plan for specific improvements in the TIF is developed;
- bonds are issued and the proceeds are used to pay for the planned improvements;
- the improvements encourage private development and thus, raise property values above where they would have been without the improvements;
- with higher values, property tax revenues rise; and
- property tax revenue from increased assessments over and above the level before the TIF project began (the TIF) increment is used to finance the debt.

TIF districts have rarely been used in New Mexico for various reasons – the process requires capable planning work and financial strength from the municipality and plenty of cooperation amongst property taxing authorities and also property owners. For Tucumcari’s deflated



Downtown real estate values, now may be an advantageous time to consider a TIF district along with strategic major public investments and revitalization projects.

Tax Increment Development Districts (TIDD)

Tax Increment Development Districts (TIDD) is a more recent innovation in New Mexico municipal financing strategies. Similar to a TIF district, a TIDD is a potentially more powerful tool since it captures increments in gross receipts taxes (rather than property taxes) within a designated district.

The TIDD program has attracted major developers for “greenfield” or new construction projects in Albuquerque, notably for the Mesa del Sol development on the City’s south side and the SunCal Corporation’s proposed master plan on the City’s West Mesa. In 2009, TIDD projects were proposed for the former Winrock shopping center redevelopment and also Downtown Las Cruces. These are the first two “infill” TIDDs developed in New Mexico. A TIDD is a major financial tool for significant and comprehensive infrastructure programs that a city may not be willing to undertake on its own.

Due to the potential financial magnitude of a TIDD, the development and approval process is substantial. The governing body, voters within the municipality, the New Mexico Board of Finance, and the State Legislature all must approve the TIDD. Clearly, more analysis is required for Tukumcari to consider a TIDD, but it may be worthwhile for the City to consult with City of Las Cruces officials and also the New Mexico State Board of Finance for guidance.

Listing of contributing and significant historic properties on the State Register of Cultural Properties or the National Register of Historic Places facilitates historic preservation of key buildings and also provides tax credits for their rehabilitation. New Mexico offers a maximum of \$25,000 tax credits for rehabilitation of state registered properties, both residential and commercial. The federal historic rehabilitation tax credit of 20% of approved rehabilitation costs is restricted to commercial properties.

Generally in New Mexico these tax credit programs have proven attractive to developers of major buildings or “white elephant” projects. Notable examples of tax credit projects include Albuquerque High School, the Plaza Hotel in Las Vegas, and the Eklund Hotel in Clayton.

New Mexico Main Street has provided technical assistance to Tukumcari Main Street in evaluating local historic resources in Downtown for a potential historic district. A reasonable framework for historic property redevelopment in Tukumcari would be to consider Downtown’s historic buildings in a larger context with adjacent residential neighborhoods.

Tukumcari has a wealth of vacant and underutilized historic houses and commercial buildings that may benefit from aggressive packaging of tax credits, design assistance, façade improvement grants, and in some cases, outright donation of properties to potential qualified homeowners, small developers, and new residents.

New Markets Tax Credits (NMTC)

New Markets Tax Credits (NMTC) are the major federal incentive for private redevelopment projects located within the most economically distressed census tracts nationwide. The NMTC program was established by Congress in 2000 as part of the Community Renewal Tax Relief Act of 2000.



The goal of the program is to spur revitalization efforts of low-income and impoverished communities across the United States and Territories. The NMTC program provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities. The credit equals 39% of the investment paid out over seven years.

E. MUNICIPAL BONDS

Much of the planning process undertaken with the Master Plan has served to identify several catalytic projects that may “turn the tide” and attract new businesses, investment and jobs to Downtown Tucsucari. Various financing strategies have been recommended in the Master Plan to help the City and Downtown stakeholders envision the potential of actual “brick and mortar” projects materializing.

The Master Plan recognizes that several catalytic projects are necessary soon in Downtown Tucsucari totaling several million dollars or more. It is likely that municipal bonds may be critical to support one or more projects. Tucsucari has capacity to support general obligation bonds - Tucsucari may issue General Obligation bonds in the approximate value of \$1,846,881 - and special revenue bonds - a .25% Municipal Gross Receipts tax increment may fund a 10 year bond in the approximate value of \$1,857,750 - for Downtown projects (*Source: “City of Tucsucari, New Mexico: Outstanding Debt and Capacity Summary,” prepared by RBC Capital Markets, June 8, 2009*).

A critical recommendation is that the City’s bonding potential be utilized strategically and effectively with other programs described here, such as the Public Improvement District, Tax Increment Financing, New Markets Tax Credits, and state Capital Outlay funds to achieve maximum leverage of private investment.

F. CAPITAL OUTLAY FUNDS

Despite the recent economic downturn, Tucsucari has been successful in attracting \$1.9 million in State capital outlay funds within the past year sponsored by Governor Bill Richardson for Downtown revitalization. A bold revitalization plan featuring several catalytic projects and business retention efforts; substantial private investment; and effective community organization, marketing, and promotion will attract additional State capital outlay funds despite the sour economy.

Future capital outlay appropriations may be requested to “close the gap” financing of a major redevelopment plan. A good “pitch” to the State Legislature would be that Governor Richardson provided the “seed” capital outlay funds and the Legislature may provide the “gap” closing equity funds. Such a timely request might be strategically positioned for a new Governor, a 60 day session, and (hopefully) better economy in 2011.

G. INVESTOR GROUPS

An investment group of interested local property owners, investors, financiers and also the City may be organized to strategically target acquisitions, building rehabilitations, and new business recruitments in a distressed neighborhood.

The conditions in Tucsucari are favorable for an investment group to be effective. Real estate values are low, and therefore, properties may be acquired at favorable prices. The community’s economically distressed situation can attract major public investments through a combination of tax credits, federal and state grants, capital outlay funds, and other sources.



A “critical mass” of key properties must be “controlled” by the investment group for redevelopment either by ownership, long-term leases, or option-to-purchase. These assembled properties will be rehabilitated for new uses by the investor group which utilizes creative financing in terms of tax syndication, low interest bank loans, federal and state grant programs, and personal investment funds to undertake a major construction program. Investors may realize short-term returns from State and federal tax credits earned from the historic rehabilitation program and New Market Tax Credits. Other property owners will benefit financially by having vacant and derelict buildings rehabilitated.

Investor’s Group Case Study - Las Vegas, NM

A case study of a successful investor’s group project is La Plaza Vieja Partnership, Ltd. in Las Vegas, New Mexico, active from 1985 through 2009. A group of five local property owners in the Plaza and Bridge Street historic commercial district partnered with developer Slick and Associates and the City of Las Vegas to undertake a \$2.3 million rehabilitation project. Fifteen historic buildings in the Old Town commercial district were rehabilitated in the 1980’s, a period when at least 50% of the commercial property was vacant.

The financing package included \$1 million in investors equity funds raised through a tax syndication campaign, \$630,000 provided by a federal Housing and Urban Development (HUD) Urban Development Action Grant (UDAG) to the City of Las Vegas, and a \$680,000 conventional bank loan. UDAG funds are no longer available.

Five local property owners leased their buildings (owned outright) to the partnership for a period of 30 years, and these buildings formed the “core” of the project. Other buildings were purchased by the Partnership with proceeds from the equity investment funds, and a few other buildings were leased for 15 or 20 years by the Partnership. La Plaza Vieja Partnership has been recognized as a catalyst in revitalizing the Old Town Commercial district from a distressed commercial district nearly 70% vacant in the 1970’s to a thriving “arts and cultural” district today.

While the economic conditions have changed, and State and federal grant programs and tax programs have also evolved, an investors group is a worthwhile strategy and should be strongly considered as a way for local property owners to initiate reinvestment and community action in Downtown Tulumcari. A local investor group in addition to a local bank may be able to participate in a Downtown NMTTC or TIDD project.

H. FEDERAL GRANTS

Federal grants can be solicited for economic development projects from agencies such as the EDA (Economic Development Administration) and USDA (U.S. Department of Agriculture) Rural Development Division for projects that involve job creation. The Department of Labor, or DOL funded local agencies, can be used to fund workforce training programs. EDA can fund economic development capital expenditures with public match. In order to be considered, however, projects should be part of the regional CEDS (Comprehensive Economic Development Strategy) developed by the local Council of Governments. In addition, the City of Tulumcari can elect to use Community Development Block Grant (CDBG) allocations that originate with HUD and flow through the State Department of Finance for infrastructure and capital expenditures related to economic development.

8

IMPLEMENTATION

A. INTRODUCTION

The Master Plan outlines numerous strategies and recommendations that the City of Tucumcari should follow to provide for effective and efficient community development in Downtown Tucumcari. The key to utilizing this Master Plan is to review it on a regular (annual) basis and revising it as needed to reflect the implementation steps accomplished.

This Implementation Section contains an Action Agenda, which is a summary of the strategies outlined in the Master Plan, and assigns responsibility, time frame, and specific tasks for implementation. Objectives for implementing the Tucumcari Main Street Master Plan include:

1. Determining the short and long-term time frames for implementing the strategies and recommendations of the Master Plan.
2. Delegating responsibility for implementing the Master Plan
3. Linking the City's Infrastructure Capital Improvement Plan (ICIP) to the Master Plan recommendations, where appropriate.
4. Basing future grant applications on recommendations made within the Master Plan.
5. Updating the Master Plan as needed or every five years.
6. Establishing a review schedule for the Master Plan by Tucumcari Main Street Board on an annual basis.
7. Incorporating review of the Master Plan periodically into the City Council's agenda.

B. HOW TO IMPLEMENT THE MASTER PLAN

The Tucumcari Main Street Board should be the primary overseers of the Master Plan implementation. Specific tasks in overseeing implementation include:

- Development of benchmark criteria for determining whether implementation strategies are being met;
- Preparation of implementation progress reports made to the City Council on how implementation is going, including milestones;
- Monitoring funding sources and programs that could be utilized for implementation (*Appendix D, page 117, provides a list of funding sources and programs*);
- Monitoring State Legislation and Plans in order to ensure consistency with State policy and programs;



- Representation of Tucumcari Main Street in regional and state 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.

C. IMPLEMENTATION TABLES

The following implementation tables are based upon the strategies and recommendations contained within the Master Plan. They are organized by timeframe, and represent a full range of action items, from construction of sidewalks to updating the City’s Zoning Ordinance and Unified Development Code. In addition to the action items and timeframes, the tables also identify responsible entity and/or recommended partnerships Tucumcari Main Street and the City can pursue to fully implement the Master Plan. Ultimately, implementation depends on available funding, staff time, and the ability of Tucumcari Main Street and the City to enter into and sustain partnerships. Potential funding sources are identified in Appendix D, page 117.



IMPLEMENTATION STRATEGIES AND ACTION AGENDA 2010 - 2012			
Implementation Action	Year	Responsibility and Partnerships	Comments
Depot District (Phase 1)			
- Master Plan	2010	City / Main Street	City Commission approved concept - December 2009
- Rail Depot Rehabilitation	2011	City	
- Infrastructure	2011	City	Initial water and sanitary sewer improvements done
- City/County Building - Funding	2011	City and County	
- Site Improvements	2012	City	Should be part of ICIP
- Property Acquisition	2012	City / Private	Investors' group may have a role
Sands Dorsey			
- Development strategy	2010	City / Main Street	
- Partial demolition and site clean-up	2011	City	
Odeon Theatre	2011	Main Street / Private	Could be a part of investors' group
Facade Squad	2010	Main Street	Should seek donation of materials from contractors
Streetscape Improvement Plan	2011	City / Main Street	
Metropolitan Redevelopment Area Study/Boundary	2010	City/Main Street	Local Government Division Grant
Metropolitan Redevelopment Area Plan	2011	City	Local Government Division Grant
Unified Development Code & Zoning Ord.	2011	City	Local Government Division Grant
Princess Theatre - Reroof	2011	City	
Princess Theatre - Feasibility Study	2011	City / Main Street / Quay County Community Foundation	Should pursue grant applications

**IMPLEMENTATION STRATEGIES AND ACTION AGENDA
2013 - 2016**

Implementation Action	Year	Responsibility and Partnerships	Comments
Depot District (Phase II)			
- Property Acquisition	2013	City / Private	Investors' group
- Site Improvements	2014	City	Should be part of ICIP
- City/County Building - construction	2014	City and County	
Crescent Creamery & Surrounding Prop.	2014	City / Main Street / Private Owner	
Housing Development	2014	City / Private	
Arts and Culture District	2013	City / Main Street / Quay County Community Foundation	Application to the New Mexico Arts Commission
Streetscape Improvements	2013	City	Should be part of ICIP
Wayfinding Plan	2013	City / Main Street	
Wayfinding Implementation	2015	City / Main Street	
Princess Theatre - Renovation	2013	City	Grant application

**IMPLEMENTATION STRATEGIES AND ACTION AGENDA
2017 - 2020**

Implementation Action	Year	Responsibility and Partnerships	Comments
Depot District (Phase III)			
- Complete Site & Building Improvements	2020	City	Should be part of ICIP





IMPLEMENTATION STRATEGIES AND ACTION AGENDA
On-Going Actions

Implementation Action	Year	Responsibility and Partnerships	Comments
Restaurant / Grocery Recruitment	On-going	Main Street / Greater Tucumcari Economic Dev. / Chamber of Commerce	
Arts Development	On-going	Main Street / Mesalands / Quay County Community Foundation	
Facade Improvements	On-going	Main Street / Private	
Main Street Membership Drive	On-going	Main Street	
Main Street Support Services	On-going	Main Street	
Main Street Marketing (E-Newsletter, Website, Ads, Public Relations)	On-going	Main Street	
Community Events	Annually	Main Street / Chamber of Commerce	
Update ICIP	Annually	City	
Review Master Plan	Annually	Main Street	Prepare implementation reports
Monitor Funding Sources and Programs	On-going	Main Street	



APPENDIX A: COMMUNITY SURVEY

A. APPROACH, FINDINGS, and IMPLICATIONS

Surveys

To expand the market analysis of Tucumcari and Main Street with primary, qualitative data, three questionnaires were developed to better determine Downtown visitor attitudes, ideas, and usage patterns. A brief explanation of each survey is provided below:

Downtown Tucumcari Visitors' Survey (47 Respondents)

To determine visitation rates by locals and visitors into the Downtown area, as well as to identify the reasons for their visits and the types of business, services and activities they frequent per visit. Also surveyed what offerings will entice them to visit Tucumcari more often.

Downtown Tucumcari Business Occupants' Survey (21 Respondents)

This surveyed targeted Downtown business owners and tenants, looking into the general business performance of the area occupants, the number of part-time or full-time employees, any challenges in hiring qualified staff, and in what areas of their business they needed support from Main Street. Another aspect of the survey was to capture business interest in low-interest loans and their interested in making façade improvements and/or participate with the Main Street project.

Downtown Tucumcari Land/Property Owners' Survey (18 respondents)

Given the current effort to revitalize Downtown, the survey attempted to determine interests and attitudes of Main Street area land/property owners (both commercial and residential) toward this effort and their desire to support Main Street in the future.

Approach

A substantial distribution effort was launched to create maximum awareness for the surveys. In addition to a being hand delivered by the Main Street office to all Downtown business and direct mailed to Downtown property owners, several additional approaches were attempted as listed below.

- Main Street website link
- City website link
- County website link
- Chamber of Commerce website link and after-hours network gatherings
- Greater Tucumcari Economic Development website link
- Press release to local newspaper
- On-air promotion with KTNM radio
- Local utility company request
- Local churches
- Local clubs



Findings

Although a strong marketing effort was undertaken to solicit large survey participation, a small response rate was generated for some of the surveys. Although not a valid statistical sample, several interesting findings were discovered as a result of this effort.

Visitor's Survey Results (47 respondents)

- Almost 79% of the visitors to Downtown are from Tucumcari or Quay County.
- Almost 62% visit at least weekly or on a daily basis; only 9% never visit Downtown.
- Most visitors frequent government offices (45%), general business services such as banking (30%), and medical/pharmacies (26%). Between 70 to 80% of the visitors seldom seek out retail, clothing, furnishing, entertainment, art galleries, or the restaurant.
- Most respondents were very likely to likely to visit Downtown if offerings such as cafes and coffee shops (87%), family events and festivals (90%), restaurants (89%), clothing (85%), farmers market (85%), natural grocery (74%), arts-related activities (74%), business supplies (79%), and shopping boutiques (79%) were available.
- Almost 50% wanted to learn more about Main Street activities.
- 43% of respondents wanted to help participate in the Main Street Façade Squad to improve the appearance of Main Street.

Main Street Implications: Strong awareness for Downtown exists and many already visit the area, although the mix of businesses do not meet their expectations. Responses indicated that visitors would be very likely to frequent Downtown if more desirable offerings were made available. There is a desire by visitors to participate in improving the appearance of Downtown.

Business Occupants' Survey Results (21 respondents)

- Almost 58% of the business occupants who responded to the survey are not current members of Main Street.
- 53% of business occupants own their locations.
- Most of the respondents were service based professionals (50%), with the remainder retail (31%), and office (12%). There was one respondent who lived Downtown.
- Over the past three years, most of the occupant's business performance has remained level (50%). Many businesses have seen a decrease in their performance during this same time period (40%) and a few have seen an increase in business activity (5%).
- Business performances for the past 12 months were in line with the three year percentages.
- Looking toward the next 12 months, most see their businesses performance remaining flat (21%), some forecast a decrease (30%), and a small group anticipate an increase in their business (16%).
- 73% of the respondents are sole-proprietors.
- Most companies indicated that they had 2 to 4 full-time employees, and only a few anticipated having to downsize their organizations. Three companies did forecast increasing to 5 to 10 full-time employees in the next 24 months (27%). A similar result was found for the number of part-time employees hired (2 to 4) with some seeing a need to hire fewer part-time employees in the next 12 months.
- Most of the respondents (92%) pay their employees above minimum wage to much higher than minimum wage.
- 73% indicated that it was difficult to very difficult to find qualified employees. 27% indicated it was easy to find qualified employees.

- Most occupants agree with the results found above that a greater mix of diverse offerings are needed Downtown. Most of the occupants believe that cafes, internet, coffee shops, and family activities/events are needed. Surprisingly, some occupants indicated that some offerings were not very likely to attract visitors to Downtown, including performing arts (37%), museums (30%), farmers market (25%), clothing (21%), and art exhibits (20%).
- Regarding support from the Main Street office, occupants would like marketing support (40%), façade enhancement (40%), and business operations' support (20%).
- 79% of respondents were not interested in low interest loans to improve their businesses.
- 75% of respondents believe that Main Street is doing an excellent to good job supporting their businesses.
- Further, 58% believe Main Street is very supportive to supportive in helping their businesses improve. The Chamber of Commerce, Greater Tucumcari Economic Development, SBDC, the City, and Quay County received lower scores.
- 68% indicated they did not want to be contacted by Main Street to discuss improving Downtown.
- 42% indicated they would support Main Street's Façade Squad.
- Most indicated that email, community meetings, and the newspaper were the best way to communicate with occupants.

Main Street Implications: The latest economic conditions do not look to bring significant hardship to the Downtown area, although some of the businesses do forecast a slowdown over the next 12 to 24 months. Main Street has the opportunity to assist Downtown occupants to recruit more qualified workers and also to provide more business support services such as marketing and operations. Façade improvement is also desired by occupants. Despite this need for support, many occupants do not wish to be contacted by Main Street or show a desire to support the Façade Squad. Results indicated that Main Street has the opportunity to recruit more members to its organization, especially given the positive perception by Downtown occupants of the supportive role of Main Street, but a more concerted effort will be required to convey success stories to local occupants. Also, given the direction of Main Street to develop the Depot District and its transportation museum, along with increasing the presence of art and art-related activities, the fact that many occupants do not believe these efforts will attract more visitors to the Downtown area needs to be addressed and discussed with this constituency.

Property Owners' Survey Results (18 respondents)

- Only 22% are Main Street members.
- 82% do not own vacant land Downtown.
- Usage plans for Downtown buildings was mixed. Seven respondents skipped this question. Of the respondents, three owners were interested in selling their property; four were not very likely to sell their property. Most were not very likely to develop their property (4 respondents). 100% indicated no desire to partner on future development. And 80% were not very likely to likely to take a "hold as is for now" approach.
- Most of the respondents indicated their building are in good condition or only needing minor façade repair with existing tenants. Seven owners indicated their building were in various levels of repair with no tenants.
- Seven respondents indicated they owned commercial property or residential property in the nearby area to Downtown.
- Most property owners indicated that entertainment (movies/events) is the #1 desired ac-



tivity for Downtown (81%). Owners agreed that most of the listed activities were very important to important for Downtown (100%), except industrial (50%), non-profits (60%), government (70%), and medical/pharmaceutical (75%).

- Only 35% of the property owners indicated a willingness to secure low interest rate loans to improve their facilities; 65% were not interested.
- 93% were not interested in acquiring more land or property Downtown.
- Only 20% of the owners indicated a “yes” response to the opportunity to invest in future Main Street projects. However, 53% indicated a maybe.
- 36% wanted to be contacted by Main Street.
- 33% showed a willingness to participate in the Façade Squad.
- Most indicated that newspaper or email was the best way to contact them.

Main Street Implications: Main Street must work to gain property owner support and to invite these owners to participate in the development of Downtown’s future. With many owners taking a “wait and see” approach, or not interested in selling or partnering to develop their properties, revitalization will be sporadic and slow unless more property owners work with Main Street to improve the surrounding area. Further, with many owners showing little desire to be contacted by Main Street, participate in Façade Squad, or seek low interest loans, Main Street must continue to promote its success stories and work first with willing property owners who have a desire to move forward. Given that many property owners did show a willingness to consider investment opportunities that would improve Downtown, such projects should be packaged and presented to the owner community on a regular basis.

APPENDIX B: SANDS DORSEY MEMORANDUM



Memorandum

To: Tucumcari Main Street Steering Committee

From: Consensus Planning Project Team

Date: November 25, 2009

Re: Sands Dorsey Building

The purpose of this memo is to provide the Steering Committee with a proposed strategy to address the historic Sands Dorsey Building. This strategy was developed by the Project Team and is based upon site visit(s), interviews with key stakeholders in the community, feedback from the Steering Committee, and review of the technical reports that were made available to us.

The Challenge

The existing building is an eyesore, a safety concern, and has blocked the use of the alley that provides ingress and egress for the adjacent buildings. Safety and liability are the primary issues that the City is trying to address immediately. The building is structurally unsound in its current condition. The site is contaminated with hazardous materials that were exposed during the fire. The property is owned by a private citizen and is not insured. There have been a number of reports prepared concerning the status of the property, assessing the structural integrity of the building, assessing the environmental issues, and estimating the cost for demolition and remediation. There are currently no funds identified or allocated to spend on the property by the owner, the City, or State; however, a funding strategy may be developed for potential rehabilitation of the building.

The following reports were reviewed by Project Team member, Jim Flint, PE, Bohannon Huston civil engineers, to assist in this analysis:

- *Sands Dorsey Building Assessment*, Elmo Baca, Special Projects Program Associate, New Mexico Main Street Program, November 2007.
- *Preliminary Structural Assessment and Statement of Historical Significance*, Dr. Sonya Cooper, Head, Engineering Technology & Surveying Department (NMSU), July 2007
- *Initial Architectural Report*, Bennett B. Strahan, NCARB, Strahan Associates, July 2007
- *Sands Dorsey Building*, Tucumcari, Atkin, Olshin, Schade Architects, January 2008.
- *Structural Engineer Opinion and Environmental Site Assessment*, Sands Dorsey Building, Tucumcari, NM, WH Pacific, September, 2008.
- *Sands Dorsey Building Evaluation*, Stephen C. Quintana, P.E., WH Pacific, July 7, 2009.
- *Work Plan for the demolition of the Sands-Dorsey Building Notice of Intent*, Tucumcari, NM, July 2009, Daniel Galasso, Project Geologist, WH Pacific, July 2009.



Issues

The following issues need to be considered in developing a logical strategy for the community to move forward:

- This is the most important corner in Downtown – Main and Second Streets.
- Community consensus is – do something soon!
- Some in the community are concerned about losing the building – a significant landmark and an important part of the community’s history.
- The property owner is only willing to donate if the building (or a portion of it, we think) is preserved.
- A parking lot is not needed in this location.
- An interim measure could include a combination of demolition and preservation – it is not an all or nothing situation.
- The northern portion of the property faces Main Street and provides a critical component to the Streetwall/Streetscape and anchors the corner.
- Condemning the property in its current state could incur significant liability to the City.
- State Economic Development and Cultural Affairs Departments are not in support (could even be said to be adamantly opposed) of demolition.
- State has been unwilling to provide any funds for demolition.
- Cost for demolition and clean up has been estimated by WH Pacific at \$460,000, not including costs associated with condemnation although no bids have been solicited.
- Northern third to half of the building appears to be structurally sound and could be saved.
- Community is willing to consider other options, but is worried about additional cost and any time delay caused by a change in approach.

Proposal

Based upon this information, the Design Team has put forth the following proposal:

- The City will contract with a registered professional structural engineer to prepare a detailed scope of services to obtain bids from qualified demolition contractors. BHI estimates the cost of these services as follows:
 - Develop a scope of work and necessary structural design to provide the information necessary for a qualified contractor to prepare bids for:
 - 1) Demolition and transport to an approved landfill (\$460,000 WH Pacific estimate);
 - 2) Preservation of the north 1/3 to 1/2 of the building and preservation of the brick arch/entry on Second Street; and
 - 3) Preservation of the north 1/3 to 1/2 of the building and preservation of the entire eastern/Second Street façade. **Engineering Fee for Options 1 – 3: +/- \$30,000**
 - 4) Develop an additional scope of work and necessary structural design to provide the information necessary for a qualified contractor to prepare bids to save the entire building. **Engineering Fee for Option 4: an additional +/- \$30,000**
- The following general comments also apply to all these options:
 - The preserved portion of the building requires environmental remediation and stabilization.
 - The restoration of the building would be dependent upon future grants or funding and would only be secured and stabilized at this time. This will be an

interim condition with the final use of the site/building to be determined when additional funding becomes available.

- The southern portion of the building would be demolished (or preserved), remediated and removed ensuring that the alley is open for use and the property is secured.
- The previous work prepared by the City of Tucumcari is valuable and shall continue to be considered.
- The previous work prepared by New Mexico MainStreet is valuable and shall continue to be considered.
- The structural engineer shall pre-select three qualified demolition contractors.
- The structural engineer shall review the request with each of the contractors prior to getting the bids in order to ensure that the information is complete and adequate to bid from.
- The engineer shall coordinate the bids with the contractors to ensure that each bid is addressing the identical components – apples to apples.

Conclusion

- This process may result in overall savings to the project (the bids will be more competitive and more accurate based upon better information).
- The bids will provide a real basis to compare the alternatives for the building.
- A requirement shall be that the bids are valid for 18 months while funding can be secured.
- The options include different funding implications, which will need to be evaluated by the City.
- With a solid factual basis to the evaluation of options in hand, it is anticipated that the project would be expedited and additional funding could be available (depending upon the option selected).

Please do not hesitate to contact us at 764-9801 if you have any questions or require any additional information.





APPENDIX C: NEW MARKET TAX CREDITS

The development of catalytic projects is seen as a requisite to jump-starting Tucumcari's Downtown development. Catalytic projects create the infrastructure that will help leverage private investment. A primary challenge is figuring out how to finance these projects when public funds are limited and private funding is difficult to raise, particularly when these projects will be the first ones going into a blighted area. One answer may lie in the use of federal New Market Tax Credits.

The New Market Tax Credit (NMTC) program is designed to encourage investments in low-income communities that traditionally have had poor access to debt and equity capital. The NMTC program has proven to be extremely popular with the financial services industry. In the four rounds to date, applicants have requested approximately \$107 billion in credit allocations versus the \$2 billion in allocations awarded; almost nine times oversubscribed. New Mexico currently has its own allocation through the New Mexico Finance Authority (NMFA), which makes this program available to New Mexico projects.

New Markets Tax Credit and the Historic Rehabilitation Tax Credit can also work well together. The Historic Rehabilitation Tax Credit is a straight 20% credit that can be earned on the cost of rehabilitating designated historic structures listed on the National Register of Historic Places. In Tucumcari, the Rail Depot, Sands-Dorsey Building, Odeon Theatre, and the Princess Theatre can qualify for the Historic Rehabilitation Tax Credit, with or without the New Markets Tax Credit.

For NMTC, the minimum threshold is a project value of \$3-4 million (*yielding approximately \$1 million in tax credits*) in order to cover legal, accounting, and other soft development costs. For Tucumcari to meet this minimum threshold, several renovation or construction projects should be bundled together. An equity investor, which often is a bank but could be a private investor, agrees to invest an amount of equity into designated projects. As part of a leveraged tax credit, which is generally more attractive, equity is coupled with debt. The investor places funds into an intermediary organization (*in this case a CDE-Community Development Entity*) that makes the investments in qualified projects. The investor takes no ownership, they have no managerial control, nor can they take money out of the project until after a seven year period. The investor makes a profit by taking a 39% tax credit over the seven years. A major benefit to the investor is that the credit can be taken on both the equity and the debt, which can dramatically increase the return on equity from the credits. At the end of the seven year period, it is common for the investor to forgive all or a portion of the equity investment. Whatever remains of the debt at the end of seven years - which could be the whole amount - plus any unforgiven equity, must be refinanced.

It is possible to combine a NMTC with grant funding in order to bring down the asset income to cost ratios as well. In order to make a NMTC project work and justify debt, firm cash flow or revenue streams that are attached to the projects must be developed. In this case, forward leases may be needed. Public revenue can count as a qualified revenue source for a NMTC project.

The New Market Tax Credit carries a variable return based upon 5% for the first three years and 6% for the subsequent four years for a total return of 39% over the full seven year term of the Tax Credit instrument.





APPENDIX D: FUNDING SOURCES

This appendix provides a compendium of Federal and State economic and infrastructure development resources available to both local governments and people interested in starting businesses. It also includes funding resources for business development and theatre restoration for projects such as the Princess Theatre or the Odeon Theatre.

Catalog of Federal Domestic Assistance

Resource that includes extensive listings of federal assistance programs for municipalities, contacts, and grant application procedures. The catalog is available on-line at the following web address: www.cfda.gov.

Programs are grouped into the following basic categories:

- Agriculture
- Business and Commerce
- Community Development
- Consumer Protection
- Cultural Affairs
- Disaster Prevention and Relief
- Education
- Employment, Labor, and Training
- Energy
- Environmental Quality
- Food and Nutrition
- Health
- Housing
- Income Security and Social Services
- Information and Statistics
- Law, Justice, and Legal Services
- Natural Resources
- Regional Development
- Science and Technology
- Transportation

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 State Economic Development Department.

The term is negotiable, not to exceed 10 years and the interest rate is set at half the treasury bond equivalent rate. The political subdivision must pledge gross receipts tax to repay the loan.

Contact: Kathy McCormick
New Mexico Economic Development Department
1100 St. Francis Drive
Suite 1060
Santa Fe NM 87505
Phone: (505) 247-1750, ext.3643 Fax: (505) 827-0328
(505) 670-6320 (cell)
kathy.mccormick@state.nm.us



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: Dennis Ortiz, Engineer
NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Email: dennis.ortiz@nmshtd.state.nm.us
Website: www.nmshtd.state.nm.us/

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

Low Income Home Energy Assistance (LIHEAP)

The purpose of this program is to provide assistance to persons and households whose income is at 130% or less of the federal poverty guidelines with heating and cooling costs and with energy-related equipment such as furnaces, stoves, coolers, and with services such as weatherization of their homes in an effort to reduce energy costs. Non-profit organizations are eligible. Funds can be used to purchase services for eligible persons and households. Funding cycles are made for the federal fiscal year and awards range from \$25,000 to \$350,000. The New Mexico Human Services Department will issue a RFP for the application procedure.

Contact: Lori Williams
NM Human Services Department
PO Box 26507
1425 Williams SE
Albuquerque, NM 87125-6507
Phone: (505) 841-2693

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: Dennis Ortiz
Engineer Maintenance Section
New Mexico Department of Transportation
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Email: dennis.ortiz@nmshtd.state.nm.us
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 seeking funding by REAP should have a business plan that demonstrate financial sustainability and community commitment; and should create new jobs and wealth for the region.

Contact: Judy Stubbs, Region 6 Representative
New Mexico Economic Development Department
1100 S Saint Francis Drive
Santa Fe, NM 87505
Phone: (505) 660-2701
Email: judy.stubbs@state.nm.us

Rural Infrastructure Program

The purpose of this program is to provide financial assistance for construction or modification of water supply facilities, including wastewater facilities. Any incorporated municipality, county, mutual domestic association, or sanitation district are eligible. The maximum loan amount can reach \$500,000 with a base interest rate of 3% and repayment period of 20 years. Grants are not currently available but may be in the future. As of June 30, 2003 over \$13,000,000 were available. Applications may be submitted throughout the year to be put on a priority list and funds can be available in 4-6 weeks



after application. Applications are available on the following website: <http://www.nmenv.state.nm.us/cpb/rip.html>

Contact: Shirley Martinez, Program Administrator
Construction Programs Bureau, New Mexico Environment Department
Harold Runnels Building
1190 St. Francis Drive
PO Box 26110
Santa Fe, NM 87502
(505) 827-2809
Email: shirley.martinez@state.nm.us

Rural Transit Assistance Program

This program is specifically for operation of rural and non-urban public transit systems. The goal is to assist in providing needed transit services for the general public in rural areas and small communities within New Mexico. The services regarded as public transportation are mass transportation by bus, rail, or any other mode of transportation publicly or privately owned and provides services on a regularly scheduled basis. Local government, counties, tribal government, public transportation authorities and other private or public operators of transit services are eligible to apply. Private for-profit operators may participate through agreements with eligible governments and organizations. Awards have ranged from \$18,000 to \$542,000. The funding cycle is the federal fiscal year and programs must be completed by September 30 of the grant year. Application deadline is May 1 of each year.

Contact: Patricia Dominguez, Program Manager
Transportation Programs Division, New Mexico Department of Transportation
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-0410
Email: patricia.dominguez@nmshtd.state.nm.us
Website: www.nmshtd.state.nm.us

Small Cities Assistance Fund

This program assists communities with a smaller share of the gross receipts tax to pay for the basic operating costs of government. Eligible municipalities must meet the following criteria: have population of less than 10,000, have a smaller than average (on a per capita basis) share of the gross receipts tax, and have imposed a municipal local option gross receipts tax. Funds may be used for general governmental operations. There is no formal application process. Distributions are based on a population and gross receipts tax formula. The average amount a municipality can receive is \$15,000.

Contact: Thomas Clifford, Ph.D.
NM Taxation and Revenue Department
P.O. Box 630
Santa Fe, NM 87509-0630
Phone: (505) 827-0690
email: tclifford@state.nm.us
Website: http://www.state.nm.us/clients/tax/ptd/ptd_hom1a.htm



Small Cities Community Development Block Grant Program (CDBG)

This program provides assistance to counties and communities with populations less than 50,000 in their development efforts to provide a suitable living environment, decent housing, essential community facilities, and expanded economic opportunities. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, rehabilitation or repair of housing units. 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
- housing
- public facility capital outlay
- economic development
- emergency
- colonias
- planning

Contact: Robert Apodaca, Director
State of New Mexico
Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053

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)
- 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: Jesse Bopp
 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

THEATRE RESTORATION and SUPPORT SERVICES

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: Nicki Jacobs
 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/



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/

Save America's Treasures

Save America's Treasures is a national public-private partnership to protect the country's threatened cultural treasures, including significant documents, works of art, maps, journals, and historic structures that document and illuminate the history and culture of the United States. Working with the National Park Service, the National Trust for Historic Preservation serves as the principal partner for planning and implementing the Save America's Treasures program. Since its creation in 1998, Save America's Treasures has designated over 1,600 Official Projects and awarded over \$300 million in public and private grants to preservation efforts in every state.

Contact: Save America's Treasures
Phone: (202) 588-6012
Email: saveamericastreasures@nthp.org
Website: www.saveamericastreasures.org

U.S. Department of Agriculture

The U.S. Department of Agriculture provides loans, loan guarantees, grants to develop community facilities that are essential to the quality of life in rural areas and towns that have population of 20,000 people or less. The Office of Community and Economic Development (CED) administers rural community and regional development programs within USDA Rural Development.

Contact: USDA Rural Development/CED, Room 205-W
1400 Independence Avenue, SW Mail Stop 0107
Washington, DC 20250
Phone: (202) 720-4581 or (800) 670-6553
Website: www.rurdev.usda.gov

U.S. Department of Housing and Urban Development (HUD)

The U.S. Department of Housing and Urban Development has funded numerous theatre restoration projects through their Community Development Block Grant program. This program provides assistance to counties and communities with populations less than 50,000 in their development efforts to provide a suitable living environment, decent housing, essential community facilities, and



expanded economic opportunities. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: Robert Apodaca, Director
State of New Mexico
Local Government Division
131 S. Capitol Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053

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

League of Historic American Theatres (LHAH)

The League of Historic American Theatres, Inc., a non-profit membership association, is a professional network dedicated to sustaining America's historic theatres for the benefit of their communities and future generations. LHAH programs include professional development forums designed for peer exchange, publications, specialized services, and an annual conference and theatre tour.

Contact: League of Historic American Theatres
334 N. Charles Street, 2nd Floor
Baltimore, MD 21201
Phone: (410) 659-9533
Toll-free: (877) MARQUEE/ (877) 627-0833
Website: www.lhat.org



Theatre Historical Society of America (THS)

The Theatre Historical Society of America is a non-profit educational organization. THS is the only organization in the U.S. which exclusively records and preserves the architectural, cultural, and social history of America's theatres. Through its collections and publications, THS makes available information on more than 15,000 theatres, primarily in the United States, and encourages further research in these areas.

Contact: Gary Parks
999 Evelyn Terrace, West #23
Sunnyvale, CA 94086-6780
Phone: (408) 739-3830
Email: ptahhotep1@earthlink.net
Website: www.historictheatres.org

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: Therese Varela, Program Manager; Cindy Evans, Program Administrator/Marketing
New Mexico Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323; (505) 827-0238
<http://www.edd.state.nm.us/businessAssistance/jobTraining/index.html>

SMART Money

SMART Money provides bank participation loans, direct loans and loan guarantees to New Mexico businesses. The SMART Money loan participation is designed to lower the cost for the borrower and share the risk with the bank creating a benefit to both the bank and borrower. The borrower receives a fixed interest rate typically 300-400 basis points below the bank's rate a portion of the loan. There are no fees to either the borrower or bank. Smart Money is provided by the New Mexico Finance Authority. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: Marquita Russell; Traci Davis
New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87507
(505) 984-1454
www.nmfa.net

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
<http://www.elcdc.com>

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term. Some banks make SBA loans and some choose not to.

Contacts: First National Bank - Tucumcari
101 E. Route 66 Boulevard
Tucumcari, NM 88401
Phone: (575) 461-1100
<http://www.fnbonm.com>

Citizens Bank - Tucumcari
211 E. Main Street
Tucumcari, NM 88401
Phone: (575) 461-1261
<http://gocitizensbank.com>
tucumcari@gocitizensbank.com

Wells Fargo Bank - Tucumcari
302 S 1st Street
Tucumcari, NM
Phone: (575) 461-3602
<http://wellsfargo.com>

The Loan Fund

The Loan Fund provides loans 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 high than market rate to compensate for risk.

Contact: Norma Valdez
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
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
www.accionnm.org

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership can provide efficiency training, training in lean manufacturing and ISO 9000 certification as well as provide access to Sandia National Laboratories Business Assistance Program for technical assistance.

Contact: Ron Burke
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
(505) 262-0921
www.newmexicomep.org

Space Alliance Technology Outreach Program (SATOP)

The SATOP provides technical research to benefit small businesses in New Mexico.

Contact: David Griscom
Regional Development Corporation
2209 Miguel Chavez Road, Suite C
Santa Fe, NM 87505
Phone: (505) 820-6267
http://www.spacetechnologies.com/center_NM.asp

