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# INTRODUCTION





#### A. OVERVIEW

The City of Roswell is the largest municipality in Southeastern New Mexico and the fifth largest in the State. It is the economic driving force for Chaves County. As such, Downtown Roswell, with its influx of traffic and its ability to attract tourists, is particularly well suited to attract and reap the benefits of economic prosperity in the region. The City of Roswell wisely recognized how important Downtown is to the City's overall economy and decided to initiate a strategic master planning process in 2010. The MainStreet Roswell Master Plan is the culmination of that effort.

The purpose of the MainStreet Roswell Master Plan is to provide guidance to the City of Roswell to ensure the economic vitality of the MainStreet District is sustained over time. The Master Plan seeks to maintain and reinforce a business-friendly environment

that increases commerce, supports pedestrian activity, and contributes to the social, cultural, and economic quality of life for generations to come. The Master Plan identifies physical, operational, and regulatory actions that will help the community accomplish its goals and transform the District into a thriving epicenter of activity that attracts new investment, adds jobs, increases tourism, and is an overall fun place to work, visit, and live.

The MainStreet District is centered on Main Street and includes some of the City's oldest commercial buildings, many of which are listed on the National Register of Historic Places and the State



Register of Cultural Properties. The District is adjacent to the Roswell Historic District, which is primarily comprised of residential structures. The area has a rich historical past that is acknowledged and celebrated by the Master Plan.

The boundaries of the MainStreet District are Eighth Street to the north and Alameda Street to the south (see map on page 4). The eastern boundary is at Railroad Avenue and then it steps inward at Second Street towards Main Street until it is within a half block east of Main Street. The western boundary is a half block west of Richardson Avenue and then it steps inward at Second Street towards Main Street until it is within a half block west of Main Street.





MainStreet Roswell District Boundary



#### **B. HISTORY and CONTEXT**

The City of Roswell has a colorful and interesting history, starting as a frontier town focussed on the cattle industry to being the economic force for southeastern New Mexico that it is today. This section provides a brief overview of the City's historical context. More detailed information can be found at the Historical Society of Southeastern New Mexico. Sources for the information in this section included the <u>National Register of Historic Places Inventory - Nomination Form</u>, U.S. Department of the Interior, National Park Service; <u>The History of Roswell</u>, Dusty Huckabee; and <u>Roswell's Downtown Historic District</u>, Peg Stokes, 1/23/2003.

The physical setting of Roswell played a major role in its historical development. The City is uniquely located at the fork of the Pecos and Hondo Rivers. The Pecos River bisects Chaves County and forms a natural watershed. Underlying this area is the Roswell Artesian Basin. The City's water supply comes from artesian wells, which are recharged by rainfall and snow runoff from the mountains to the west of the City. The availability of water is commonly thought to be responsible for making the settlement of Roswell possible.

Roswell was first platted by Captain Joseph C. Lea, an early settler and merchant, in 1885. Between 1885 and about 1900, southeastern New Mexico was dominated by cattle ranching. The Pecos Valley Railroad arrived from Carlsbad in 1894, and when rail service was extended to Amarillo, Texas in 1899, Roswell became the rail center of southeastern New Mexico. The railroad provided the means to ship wool and other agricultural products to southern and eastern markets.

The City grew as a agricultural and commercial center in the period of about 1885 to 1930. This time period saw the construction of Roswell's most prominent properties, which were noted for their architecture, history, and association with individuals key to

the development of southeastern New Mexico. Through a combination of overgrazing, discovery of the artesian water supply, and the extension of the railroad into the area, cattle ranching declined and agriculture and sheep raising became more prominent in the area.



Roswell's population during this time period went from approximately 400

in 1880 to 2,049 by 1900. The population continued at a slower, but sustained pace until the 1940s. Major cultural resources dated from this time include the Downtown Historic District (located to the west of Downtown and listed on the State and National Registers of Historic Places), Chihuahuita Historic District (located to the east of Downtown and listed on the State Register), New Mexico Military Institute District (located to the north of Downtown and listed on the State and National Registers), and many



individual properties including the Chaves County Courthouse (located within the Main-Street District on N. Main Street).

In the late 1970s, the New Mexico Historic Preservation Bureau commissioned Texas Tech University to complete an inventory of architecturally and/or historically significant housing. The study identified 164 structures which have architectural or historical significance built before 1945. The Downtown Roswell Historic District contains the largest concentration of those structures (for more information on the Downtown Roswell Historic District, see page 29). The Chihuahuita District dates from the same time period. Residents from that area comprised the area's primary labor force in the development of Roswell as a sheep raising and railroad center. The New Mexico Military Institute (NMMI) was founded in 1891 and is noted for being the nation's oldest state-supported college preparatory military boarding high school and junior college (for more information on NMMI, see page 28).

Another significant moment in time for Roswell was when Walker Air Force Base was deactivated in 1967 and was transferred to the City of Roswell, Eastern New Mexico University, Roswell Independent School, and the State of New Mexico Health Hospital, resulting in a significant decline in the City's population. Walker Air Force Base was eventually renamed to Roswell International Air Center and began being used as Roswell's major industrial area, which had the effect of shifting the focus of industrial use away from the Railroad District.

Commercial use developed along the two major corridors in Downtown Roswell; Main Street and Second Street. Due to the influence of big box stores, by the early 1990s there were a significant number of vacant properties in Downtown. In response, the City of Roswell applied for and became a MainStreet community through the New Mexico MainStreet program. Investments were made by the City to bolster the District and today the MainStreet District is experiencing a resurgence.

#### C. MAINSTREET NEW MEXICO & MAINSTREET ROSWELL

Roswell is one of 29 MainStreet communities in New Mexico. Similar to all MainStreet communities, MainStreet Roswell uses the Four-Point Approach, which is the foundation for initiatives to revitalize the District by leveraging local assets - from cultural or architectural heritage to local enterprises and community pride. The Four Points are incorporated into the 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. MainStreet Roswell has a governing board and standing committees, and is a volunteer-driven program. Volunteers are coordinated and supported by



the Roswell MainStreet Program Director. The organizational component also includes developing and strengthening relationships with other organizations including, but not limited to the City of Roswell, Chaves County, Roswell and Chaves County Economic Development Corp., Chamber of Commerce, Eastern New Mexico University – Roswell, 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 MainStreet 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. MainStreet Roswell maintains an active Facebook page and website to promote activities and events.

Design - means getting MainStreet Roswell into top physical shape. Capitalizing on its best assets - historic buildings such as the County Courthouse, Carnegie Library, storefronts, adjacent historic district, and the pedestrian-oriented Main Street - is just part of the story. One of the key design considerations is the roadway design for Main Street and some of the adjacent streets serving Downtown. Roadway design impacts the MainStreet experience for residents and visitors alike relative to parking, pedestrian amenities, landscaping, etc. 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 Roswell's Downtown and what it has to offer. Recent Façade Squad projects have helped improve and restore several storefronts along Main Street. A wayfinding system is needed to ensure that visitors will know what other amenities and destinations the City has to offer (which are extensive), where to park, restrooms, and community events. 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 Roswell's existing economic assets, while expanding and diversifying its economic base. Roswell MainStreet 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. The redevelopment of the Railroad District is a critical element in the Economic Restructuring of Downtown Roswell. Designating the area as a Metropolitan Redevelopment Area is the first step towards this goal.

#### D. COMMUNITY PARTICIPATION PROCESS

The community participation process for the MainStreet Master Plan was started in November, 2010. This included working with a Steering Committee established by the City of Roswell, public meetings and workshops, stakeholder interviews, and a parking survey.

#### **Public Meetings**

The first public meeting for the MainStreet Master Plan was held on the evening of January 18, 2011 at the Historical Society Archive Building. Thirty-nine people attended the meeting. Copies of a community profile prepared by Consensus Planning were provided to the participants.



The meeting started with an introduction by the City Planning Director. He explained how the project started and emphasized the need for private sector involvement. The Roswell MainStreet Executive Director also gave a brief introduction and history of Main-Street, and explained the importance of having a Master Plan to plan for the future of Downtown.

The planning consultants started with showing a short series of images from Downtown and then led the participants through a visioning exercise and group discussion. The visioning exercise included a series of questions designed to evoke fond memories of Downtown and get the participants to express their values and ideas for improving the area. A brief summary is provided below:

#### Value of Historic Preservation

- Remodels haven't weathered well historic buildings look better
- County Courthouse adds tremendous value
- Tourists want to see historic buildings
- Connects people to the past
- Helps maintain identity and promote a sense of place

#### Amenities that would attract more people Downtown

- Better parking, traffic flow
- Create charming destination with outdoor seating
- Night lighting, display windows
- More food and entertainment venues, street vendors
- Create a theme and sense of place
- Create a mindset for growth and promotion
- Offer something Walmart cannot urban experience, sidewalk cafes, bookstores, art galleries
- Keep businesses open during community events, expand evening and weekend hours
- Better design and architectural expertise needed
- Expand on history and culture
- Add more landscaping, public art
- Make Main Street more pedestrian-friendly, narrow street
- Get rid of old and unused railroad tracks connect to adjacent neighborhood, east side is neglected

#### Things that would make visitors want to stay, spend time/money

- Upgrade UFO Museum, other museums, entertainment venue
- Need wayfinding, parking
- Specialty retail
- Add motels downtown
- Need north/south bike trail

#### Events that would attract more people Downtown

- · Expand and promote farmers' market
- Outdoor concerts (amphitheater, entertainers, park), parades, Jazz Festival
- Take advantage of UFO Museum visitors new building
- All age events



#### Things that would make Downtown more walkable

- Better lighting, including off Main Street
- Alleys and rear parking/access
- Slow traffic, add stop light between College Avenue and Fifth Street
- Bike racks
- Promote public transit system, need better stops, benches
- Make pedestrian walkways, parks, sitting areas
- Wayfinding

#### Things to encourage more people to live Downtown

- Need lofts/apartments, more Downtown residential options
- · Coffee shops, restaurants, grocery, entertainment, places to meet
- Hinkle building opportunity for mixed use with senior housing
- A reason to live/work

The second public meeting was held on June 7, 2011 at Washington Avenue Elementary School. Twenty-seven people signed in at the meeting, which ran from 6:30 to 8:30 p.m. (see Appendix B for more detail on the results of this meeting).

The format of the meeting started with a half hour open house. A large display of maps and graphics were provided for review and one-on-one discussions with the consultants and City staff. Once the open house portion of the meeting was complete, the City Planning Director gave a brief introduction and explained where the project was in the planning process. The consultants then began an interactive exercise with the participants. A series of five planning concepts were presented, followed by a ten minute time period for participants to complete the exercise for each concept. The planning concepts presented included:





Participants at the second public meeting

A) Opportunity Buildings - this exercise showed three buildings within the Main-Street District - Hinkle Building (227 N. Main Street), Carnegie Libary (123 W. Third Street), and Cobean's - and asked a series of questions including: 1) What uses do you think are appropriate for this building?; 2) Do you support the City's participation in the redevelopment of this building; and then asked for additional comments.

<u>Hinkle Building</u> - responses indicated a strong preference for a mix of housing and retail uses, as well as support for the City's participation in redevelopment.



Several responses indicated the need for more information about what participation would entail.

<u>Carnegie Library</u> - responses indicated a preference for office use, but restaurant and institutional uses followed closely behind. There was also strong support for the City's participation in the redevelopment of this building.

<u>Cobean's</u> - responses indicated a preference for retail uses, with restaurant use following somewhat close behind. There was also strong support for the City's participation in redevelopment of this building, though somewhat less than for the other two previous buildings.

The last question of this exercise asked participants for what other buildings would be critical to Downtown redevelopment. The Denny's building at Second and Main Streets was mentioned several times, as was the Petroleum Building. Other buildings mentioned included the old Beauty College building, Bell Oil building, Radio Shack building, Bus Station building, and a building on Second Street and Virginia Avenue.

B) Railroad District/Metropolitan Redevelopment Area - this exercise showed a proposed metropolitan redevelopment area (MRA) boundary for the Railroad District and asked a series of questions including: 1) Do you believe that the Railroad District is blighted and should be designated an MRA?; 2) Is the redevelopment of the Railroad District important to the overall economic health and well being of Downtown?; 3) Do you agree with the proposed boundaries of the Railroad District MRA?; 4) What land uses would be appropriate in the Railroad District?; and other comments.

The vast majority of the responses indicated that participants believe the Railroad District is blighted and support it being designated as an MRA. The majority also agreed that redevelopment of the District is important to Downtown and agreed with the proposed boundaries. Some people thought the boundary should be extended further south to Alameda Street, and then there were people who thought the boundary went too far east and some that thought the eastern boundary should be further out along Second Street. Relative to land use, there was a strong preference for mixed use including industrial, office, and retail, and also restaurant. Office was the least preferred land use. Other comments involved making improvements to parking, lighting, and sidewalks, and encouraging new businesses.

c) Arts and Cultural District - this exercise involved a series of questions relative to the value people place on arts and culture in Roswell and included: 1) How important do you think arts and culture is to the economy of Roswell?; 2) How important do you think arts and culture is to the vitality of the Downtown businesses?; 3) Designation as an Arts and Cultural District provides certain benefits, which of these do you think are most beneficial to Roswell?; and 4) If available, would you support the use of the Local Options Gross Receipts Tax or Quality of Life Tax for the support and development of the District?



The majority of the responses indicated that arts and cultural is not only very important to the economy of Roswell, but also very important to the vitality of Downtown. Participants also responded positively to all of the nine benefits presented in the survey, with enhanced historic tax credits, Tourism Department marketing and promotional support, and access to historic preservation loans being the top choices. Respondents also indicated strong support for using Local Options Gross Receipts Tax or Quality of Life Tax for development of the Arts and Cultural District.

d) Transportation Improvements – Main Street, Richardson Avenue, and Virginia Avenue - this exercise involved presenting a series of alternatives for Main Street, including a 'no build' alternative and three others which showed a reduction in the travel lanes, enhancement of the landscaping and sidewalks, etc. The option with the least number of votes was the no build alternative with only one person voting for it, which clearly shows a preference for changing the streetscape along Main Street to make it safer and more pedestrian friendly than the current condition. Of the other three alternatives, Alternative 3 received slightly more votes, which represented a more modest change from the current condition than the others. Alternative 3 provided a reduction in the travel lanes from 5 to 4, and the addition of a 16 foot landscape median with turn bays at the intersections. The existing curb line would stay at the current location.

The other questions regarding transportation included: 2) Do you think making these types of improvements to Main Street will make Downtown more inviting to local visitors and tourists?; 3) As part of the Main Street 'Road Diet', do you support making Virginia and Richardson Avenues one way?; 4) How important is it to you that there are bicycle lanes through Downtown along Virginia and Richardson Avenues?; and 5) What best describes you?

The vast majority of the responses indicated strong agreement with the idea that the types of improvements shown would make Downtown more inviting. They also showed strong agreement that Virginia and Richardson Avenues should be one-way. In regard to bicycle facilities, most people thought bicycle lanes along Virginia and Richardson Avenues were somewhat important. The respondents indicated an even split between residents and business owner/resident. Only a couple people indicated that they were either just a business owner or an elected official.

e) Parking - this exercise included a series of questions designed to elicit responses regarding current parking habits and preferences. The questions included: 1) When you visit Downtown, where do you park?; 2) Is the parking convenient?; 3) Do you typically park once and shop in multiple stores?; 4) Do you prefer to park on the street or in a parking lot?; 5) How would you improve the parking Downtown?

Most of the responses indicated that people park on the street. Some also park in parking lots, some park "everywhere", and only a couple park in the alleys. A large majority felt that parking is convenient and they do park and shop at multiple stores. However, responses were fairly evenly split when it came to their preference for street parking versus parking lots, which may indicate that some



people park on the street because there is not many parking lots available. In response to how people would improve parking, many indicated that more parking lots and signage to direct drivers to parking lots is badly needed. Some people supported angled parking as was shown in the Transportation Alternative 4 on Main Street, while others did not like angled parking. There were also comments regarding the need for parking behind stores, better lighting and more landscaping in parking lots, and providing parking garages to make Main Street more walking friendly.

#### Stakeholder Interviews

The planning consultants held a series of 10 stakeholder interviews on January 18, 2011 at the Starbucks on Main Street. Each of the interviews were ½ hour in length. The stakeholders were identified by the City Planning Director and then scheduled by the planning consultants. The majority of the interviews were with a single person, but two of the interviews included two people. The stakeholders were comprised of MainStreet business owners, Chamber of Commerce representatives, elected officials, members of the arts community, City staff, and real estate professionals. In general, the stakeholders expressed an appreciation for the on-going MainStreet efforts and provided good insight on how to build upon the positive aspects of Downtown. A brief summary is provided below:

#### Concerns/Needs

- Public restrooms are needed Downtown
- Streetscape, landscape, and building facades need better maintenance
- Need for better communication with business owners and building owners
- Pedestrian accessibility and safety need improvement; traffic calming and control needed
- Need for greater diversity of retail businesses, merchandise, boutiques, drug store, grocery store, and higher end restaurants
- More specialty stores needed
- Many of the buildings are owned by absentee owners and are not well maintained
- Outdoor lighting is inadequate
- Lack of signage directing people to public parking
- · Need for more night life, theater, bistros, community events, outdoor seating
- Add landscaping along Virginia Avenue
- Solve drainage problems
- Promote unity among business owners; pool marketing efforts
- Residential housing needed Downtown
- Cultural corridor needed to tie everything together
- Use vacant buildings for art exhibitions, studio space, art supplies
- Add more green space and seating areas
- No more metal buildings
- Convert Hinkle building
- Offer training to business owners on customer service, displays
- Create concert space at old UFO Museum
- Beautify entrances to City and Downtown
- Divert traffic with loop around Main Street



#### **Parking Survey**

As part of the public input process, a parking survey was also completed with business owners. A total of 22 business owners participated in the survey. The survey asked a series of questions including:

- 1) What is the name and address of your business?
- 2) How many employees do you have? The majority of the respondents said they have 2 employees and only one said they had more than 7 employees

# of Employees	Responses
1	2
2	8
3	2
4	4
5	2
6	1
7	2
8-13	0
14	1

3) Where do your customers park? The majority of the respondents said their customers park in the rear of the business, but a fair amount said their customers park in the front and the rear.

Location	Responses	
Front	2	
Rear	13	
Both	7	

4) Where do your employees park? The majority of the respondents said their employees park in the rear of the business.

Location	Responses
Front	2
Rear	13
Both	3
Parking Lot	5

5) Do you feel the parking for your business is adequate? The majority of the respondents answered yes.

Answer	Responses	
Yes	18	
No	3	



There were also two written comments from respondents that said yes including: "If employees from other businesses used leased areas rather than street or customer parking areas." "Want signage [stating] parking is behind storefronts."

6) If not, how would you improve it?

"Have employers be responsible for employee parking - signage needed for customers, tourists, and employees."

"[Parking in] close proximity and designated."

"Pioneer Plaza, phone company."

"Needs signage parking behind buildings and restrict trailer (travel and live-stock) parking on Main Street."

7) Would you be willing to participate in a shared parking arrangement for all downtown merchants? All respondents said yes with the exception of one.

Answer	Responses	
Yes	12	
No	1	

# asset inventory





#### A. EXISTING ZONING and LAND USE

The City of Roswell Zoning Ordinance (No. 10-02) was adopted in accordance with the City of Roswell Comprehensive Master Plan. Administration and enforcement of the Zoning Ordinance is the responsibility of Planning and Zoning staff, under the supervision of the City Manager. The City Planning and Zoning Commission provides review and recommendations to the City Council on all zoning and land use matters.

The Zoning Ordinance appears well conceived and contains some relatively progressive elements not typically found in a New Mexico city of its size including performance standards that require consideration of surrounding context. Each district contained in the Zoning Ordinance includes a list of permissive uses and special uses which require review and approval by the Planning and Zoning Commission and the City Council. The Ordinance also contains development standards which address area, setback and height requirements and building and performance standards (Access to Public Streets; Buildings Per Lot; Accessory Uses; Exceptions to Required Yards; Exceptions to Height Requirements; Off-Street Parking and Loading Requirements; Fences, Walls, and Other Obstructions; Outside Storage; Lighting; Landscaping; Site Specific Drainage Control Requirements; and Site Specific Traffic Analysis Requirements).

Existing zoning within the MainStreet District is comprised of four districts including C-3 Downtown Business District, C-2 Community Commercial District, R-3 Residential District, and I-1 Light Industrial District (see Zoning Districts map on page 15). The following purpose statements of the four districts provide insight into the intended development of the area as currently expressed in the Zoning Ordinance:

<u>C-3 Downtown Business District</u> - The C-3 zone is by far the most common district within MainStreet. Its stated purpose is as follows: "This district is intended to provide for retail, personal service, wholesale, office, and other general service types of uses for the consumer population of the entire community in a centrally located and contained high density setting."

The C-3 zone provides a list of 19 permissive uses and excludes some of the uses that would not normally be considered appropriate for a Downtown business district such as auto repair, rental stores and self storage units, funeral parlors/crematorium, etc. Special uses include bus stations and terminals, parcel delivery/mail order, and heliports. Like all of the commercial districts, the C-3 district does not appear to differentiate between sit down and drive through restaurants. The C-2 district does allow for high density multifamily residential, but does not identify the permissive density. The parking standards completely exclude the C-3 zone, which means that a new development would not be required to provide any parking for residents and/or businesses.

<u>C-2 Community Commercial District</u> - There is a small area of C-2 zoning along Main Street, between Sixth and Eighth Streets. The purpose of the C-2 district is as follows: "This district is intended to provide for a wide variety of retail, personal service, wholesale office, and other general service types of uses for the consumer population of the entire community and, because of their heavy traffic generating characteristics, ability to stay open 24 hours per day and potentially detrimental appearance and performance, are located on the periphery of residential areas along collector and arterial street facilities."

The C-2 zone provides a list of 28 permissive uses covering a wide range of non-residential uses. Special uses in the C-2 zone include uses that are relatively intense and would



not necessarily be conducive to a thriving commercial business district or residential use in close proximity such as bottling works, gun clubs, penal institutions, airports/heliports/landing fields, outdoor theaters, etc.

R-3 Residential District - There is a small area of R-3 zoning along Richardson Avenue, between Sixth and Eighth Streets. The purpose of the R-3 district is as follows: "This district is intended for medium density residential uses provided through a variety of housing types and other non-residential uses that are compatible with the surrounding area and which uphold and maintain the medium density residential district, 9 dwelling units per acre. Multiple family dwellings in excess of two story structures are not permitted. A six foot screen fence shall be required for religious assemblies, multiple family dwellings, assisted living homes, group homes, etc., and/or any Special Use (Section 2.B.), along all property lines abutting residential districts."

Special uses in the R-3 zone allow for some non-residential including professional offices, schools, museums and art galleries, libraries, hospitals, etc.

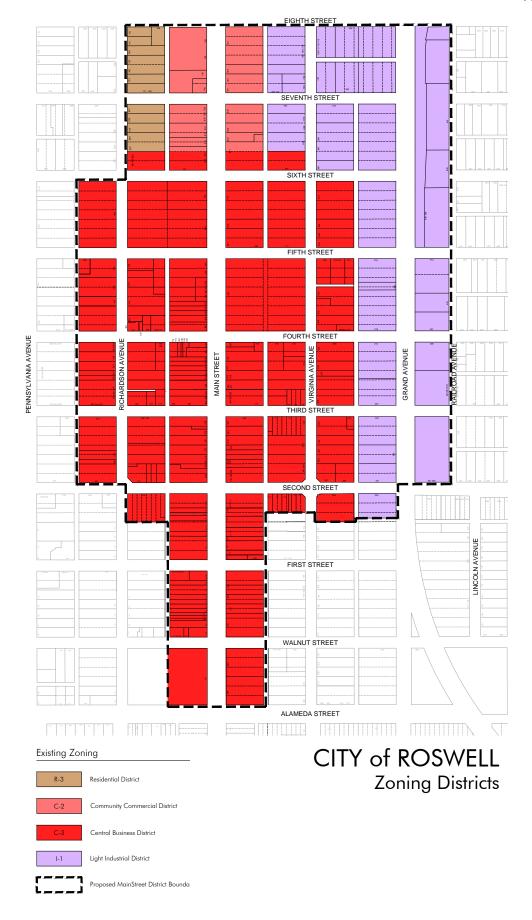
<u>I-1 Light Industrial District</u> - The I-1 Light Industrial District is the second most common zoning designation in the MainStreet District. It is centered around the Railroad District, primarily between Railroad Avenue and the alley between Virginia and Grand Avenues. It also extends north and west of Sixth Street and stops short of Main Street at the alley between Virginia Avenue and Main Street. The purpose of the I-1 district is as follows: "This district is intended to provide for light manufacturing, fabrication, assembly/disassembly, processing, and treatment activities conducted in a manner non detrimental to the rest of the community by reason of emission or creation of noise, vibration, smoke, dust or other particulates, toxic or noxious materials, odors, fire, explosive hazards, glare, or heat."

The I-1 provides 13 permissive uses, including C-2 permissive uses plus the typical industrial/manufacturing uses. Special uses cover some of the same special uses as the C-2 zone, plus uses such as livestock feed and sales yards; oil and gas wells and pumping stations; penal, correctional, and other institutions necessitating restraint of patients; saw mills; recycling center; etc.



New office/warehouse space under construction along Virginia Avenue within the I-1 District







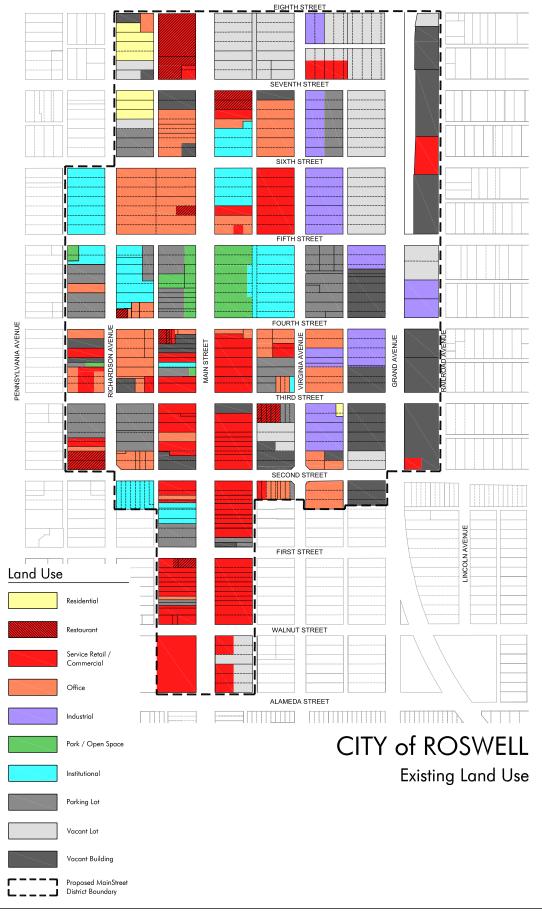
#### **Existing Land Use**

Existing land use in the MainStreet District is generally consistent with existing zoning and with very few apparent land use conflicts. Land use along Main Street is primarily commercial, with office and some sporadic institutional uses (see Land Use map on page 17). Within the commercially zoned properties, there is a relatively small number of restaurants and eating/drinking establishments, and a high representation of souvenir shops that cater to tourists coming to Roswell to visit the UFO Museum. Several of the existing restaurants, such as Peppers, are located on the edges of the District and not in the heart of the District. In order for the MainStreet District to really flourish, there needs to be a greater number of sit down restaurants and a diversity of retail shops mixed in with the other commercial uses.

There is also a significant amount of vacant land and vacant industrial buildings within the MainStreet District, particularly starting on the east side of Virginia Avenue and moving east. In addition to the vacant land and buildings, there is also a large amount of land devoted to surface parking lots. Some of these are owned by the City of Roswell and some are privately-owned. These areas are ripe for redevelopment and as such, the Master Plan includes recommendations for the designation of a Metropolitan Redevelopment Area to encourage and incentivize new projects on these properties.

A critical land use that is missing within the District is residential. Residential development brings more evening activity and encourages more food-related businesses. Some community members have expressed their desire to live in the District. An excellent location for a mixed use (residential and non-residential) would be at the vacant, multistory Hinkle Building on the southeast corner of Third and Main Streets. This property is zoned C-3, which allows high density multi-family residential use.







#### **Figure-Ground Analysis**

The relationship of structures to open space (figure-ground) is an important element in understanding the urban design aspects of Downtown. The figure-ground analysis shows the relationship between the buildings and the open space around the buildings (see Figure-Ground Analysis graphic on page 19). It provides a more accurate view of the relationship between building setbacks and public rights-of-ways, massing, and development patterns on a District-wide basis. Observations from the figure-ground analysis include:

- There is a large amount of open area compared to buildings, particularly in the portion of the District north of Fourth Street. These open areas include vacant land, public and private parking lots, and rights-of-way.
- Most of the buildings sit close to the street and parking lots if provided, are located to the rear of the buildings.
- There are some critical gaps in the street face along Main Street, which causes a lack of continuity and discourages pedestrians from walking the full length of the District.
- The Courthouse block between Fourth and Fifth Streets is a large area of open space. Creating an edge on the Pioneer Plaza (west) side of Main Street would help connect the District and create a more intimate space in this important community area of Main Street.
- The buildings which sat on the block between Seventh and Eighth Streets on the
  east side of Main Street were razed in anticipation of the UFO Museum moving
  to this location, leaving this area completely vacant.
- There is a large amount of vacant land within the Railroad District. The railroad right-of-way is also very wide. These two factors together create a tremendous void in the MainStreet District.







Building (Figure)

CITY of ROSWELL

Figure-Ground Analysis

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.



#### **Parking Lots**

The MainStreet District contains many parking lots, some are associated with a specific building and some are City-owned parking lots that are leased to private businesses or used by City employees (see page 25). The parking lots are primarily located around City Hall and Pioneer Plaza and also along Richardson Avenue. Parking spaces at City Hall and Pioneer Plaza are provided to City employees for their personal vehicles and City-owned vehicles. The City vehicles are parked there overnight, which causes a conflict with visitors to Downtown looking for a convenient and centralized place to park. Community input on this issue has revealed a desire to relocate City vehicles to a different, less centralized location in order to provide safe and convenient parking for visitors.

Another issue with City-owned parking lots is that many of them are leased to private businesses and it is unclear how much the leases are benefiting the City at the expense of providing open public parking. While there are some 2-hour parking spaces available, there is a perception that there is not enough public parking lots Downtown. A comprehensive parking strategy should be prepared that addresses the relocation of City-owned vehicles and parking for City employees, relocate existing leased spaces to provide more 2-hour public parking, and the identification of additional public parking lots east of Main Street as an implementation step of the Master Plan.





City Owned Parking Lots



#### **B. ARTS and CULTURE**

There is a wealth of institutions and organizations devoted to the visual arts and culture in Roswell. However, unless you are already familiar with the many offerings, one could visit Roswell and never discover the many venues and programs present in the community. Capitalizing and expanding upon the creative community in Roswell will help broaden the economic development strategies for MainStreet.

A brief description of Roswell's arts and cultural institutions and organizations include:

Roswell Museum and Art Center is located at 100 W. 11th Street, adjacent to the Roswell Convention and Civic Center. It was founded in 1935 through an agreement between the City of Roswell, Works Progress Administration (WPA), Federal Art Project, Chaves County Archaeological and Historical Society, and the Roswell Friends of Art. The Museum opened in 1937 and when the WPA restructured in 1941, the City of Roswell assumed control. From its inception, the Museum has remained



Roswell Museum and Art Center

a cultural and educational focus of the community. It has grown into a 50,000 square foot facility which includes 12 galleries dedicated to the exhibition of art and history, the Patricia Lubben Bassett Art Education Center, and the Robert H. Goddard Planetarium. Hours of operation are Monday through Saturday, 9:00 a.m. to 5:00 p.m., and Sundays and Holidays, 1:00 p.m. to 5:00 p.m. (Source: Roswell Museum and Art Center web site).

Robert H. Goddard Planetarium is co-located with the Roswell Museum and Art Center at 100 W. 11th Street. It is jointly operated through a partnership between the Roswell Museum and Art Center and the Roswell Independent School District. Multi-media planetarium programs are available to school students and the general public. The Planetarium offers Science Saturdays and Science Thursdays on a monthly basis, and a Space Camp for children in the summer. The Planetarium is open Monday through Friday, 9:00 a.m. to 5:00 p.m.

Roswell Artist-in-Residence Program was established in 1967 by Donald B. Anderson to provide studio-based visual artists of national importance with the opportunity to concentrate on their art for a full year. His vision was to enhance the cultural environmental of Roswell and southeastern New Mexico. Grants are pro-



Sculpture of Robert Hutchings Goddard at the Roswell Museum and Art Center



vided to artists working in the medias of painting, drawing, sculpture, printmaking, photography, installation and other fine art media. Artists are housed in a complex of six houses and 10 studios located on 50 acres. Houses are sized to accommodate a single person or a family, and all costs except for phone service, is borne by the program. In addition to housing, a monthly stipend is provided to the artists.

Anderson Museum of Contemporary Art opened in 1994 to showcase art work produced by individuals that completed the Artist-in-Residence Program. The Anderson Museum of Contemporary Art is located at 409 E. College Boulevard and contains seven galleries totaling 17,000 square feet of exhibition space. The Museum holds a collection of more than 300 diverse works of art. Hours of operation are Monday through Friday, 9:00 a.m. to 12:00 p.m., and Saturday and Sunday, 1:00 p.m. to 4:00 p.m. Admission to the Museum is free.



Anderson Museum of Contemporary Art

Roswell Fine Art League and New Mexico Miniature Arts Society is a non-profit organization that was first organized in 1981 as the Roswell Fine Art League and then expanded to include the New Mexico Miniature Arts Society in 1988. Membership exceeds 100 artists. The League sponsors a members' coop gallery located at 107 E. 5th Street in the MainStreet District and an Art in Business project that provides opportunities for artists to exhibit their art at businesses in Roswell. The Roswell Fine Arts League holds an annual juried exhibition in August at the Roswell Museum and Art Center.

Historical Center for Southeast New Mexico is located at 200 N. Lea Avenue in the home of Mr. and Mrs. James Phelps White which was built in 1912. The Museum is home to artifacts and antiques that recount turn-of-the-century life in southeastern New Mexico. Listed on the National Register of Historical Places, the home is a prominent feature of Roswell's Historical District. Adjacent to the Museum is an Archives Building that



Historical Center for Southeast New Mexico

contains over 11,000 photographs, and thousands of books, manuscripts, obituaries, newspaper articles, and other historical materials that date to the early 1900s. The Mu-



seum offers lectures and events throughout the year. Hours of operation are Monday through Sunday, 1:00 p.m. to 4:00 p.m.

International UFO Museum and Research Center is located at 114 N. Main Street in the heart of the MainStreet District. Founded by Walter Haut, Glenn Dennis, and Max Littell in 1991, the UFO Museum and Research Center was organized to inform the public about the 1947 Roswell Incident, when a purported flying disc crashed near Roswell. The Museum contains exhibits and information about the Roswell Incident, UFO sightings in general, and a research library which houses reference materi-



**UFO** Museum

als about this subject and other related phenomena. The Museum offers lectures and events throughout the year. Gift shop. Founded by Walter Haut, Glenn Dennis, and Max Littell in 1991, the UFO Museum and Research Center was organized to inform the public about the 1947 Roswell Incident, when a purported flying disc crashed near Roswell. The Museum contains exhibits and information about the Roswell Incident, UFO sightings in general, and a research library which houses reference materials about this subject and other related phenomena. The Museum offers lectures and events throughout the year. Hours of operation are Monday through Sunday, 9:00 a.m. to 5:00 p.m. Plans to move the UFO Museum to Eighth and Main Streets are on indefinite hold.

New Mexico Military Institute is located at 101 W. College Boulevard. It is the nation's oldest state-supported, nationally accredited, college preparatory military boarding high school and one of only five military junior colleges. NMMI was founded in 1891 through the efforts of Captain Joseph C. Lea and Colonel Robert Goss. It was originally named the Goss Military Institute, and in 1893, it was renamed New Mexico Military Institute. Architectur-



New Mexico Military Institute

ally, NMMI is noted for being designed in a cohesive gothic style.

NMMI's high school program is rigorous and well-regarded, with over 98% of graduates going on to either a 4-year college or continuing their education at NMMI. NMMI's junior college provides a comprehensive liberal arts curriculum. The McBride Museum, located on the NMMI campus and originally built in 1918, showcases the school's historical heritage and the Corps of Cadets.



#### C. HISTORIC DISTRICTS

There are two historic districts listed on the National Register of Historic Places within the Downtown Roswell area. The Downtown Roswell Historic District is a relatively large, irregularly shaped area which runs primarily north-south and is located to the west of the MainStreet District. There is no overlap between the Historic District and the Main-Street District. The northern edge of the Historic District is at Tenth Street, the southern at Albuquerque Street, west edge at Washington Avenue, and the east edge at Richardson Avenue (see map, this page). It is primarily comprised of residential structures. The earliest portion of the District was platted in 1885 as part of the Roswell Townsite. Development of these early residential neighbor-

hoods coincided first with the discovery of artesian water throughout the Pecos Valley and with the coming of the railroad. Contributing buildings within the District include examples of the Queen Anne, Hipped Box, Craftsman, Period Revivals, and Southwest Vernacular styles. (Source: National Register of Historic Places, United States Department of the Interior National Park Service, Application for Registration).





Museum Archives Building



Downtown Roswell Historic District





Roswell Warehouse Historic District

The Roswell Warehouse Historic District is a small area located within the MainStreet District. It runs along the west side of the railroad tracks between Second and Third Streets (see map, this page). At the time of nomination, the District was comprised of three connected warehouses constructed between 1909 and 1937 - Joyce Pruit Warehouse, Roswell Wool and Mohair Warehouse, and Valley Fruit and Storage Company. The warehouses originally functioned as dry and cold storage for Roswell and the surrounding area's agricultural products (Source: New Mexico State Register of Cultural Properties Application for Registration). The Valley Fruit and Storage Warehouse burned down in 2004 and now there is just an empty lot with a partial building wall left on that part of the District.

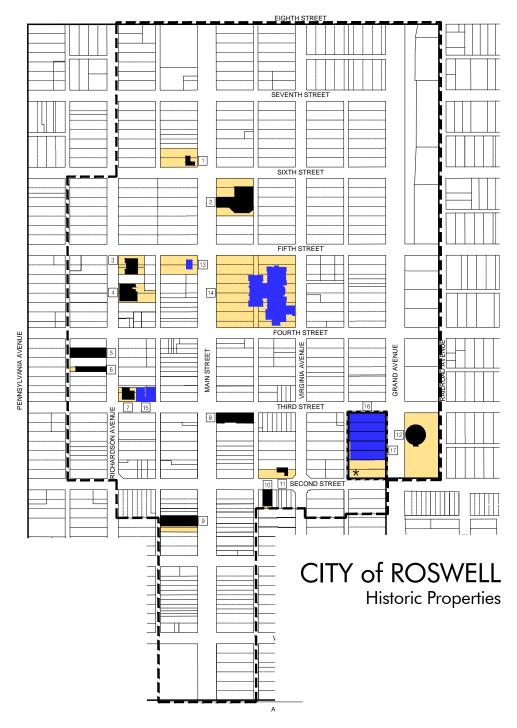
#### **D. SIGNIFICANT BUILDINGS**

In addition to the Downtown Roswell Historic District, there are numerous structures within the MainStreet District that may warrant evaluation for registration. The Historic Cultural Properties Inventory completed by Heather Barrett on behalf of MainStreet Roswell includes structures that are significant from an architectural standpoint. Factors contributing to the significance of buildings include:

- A clear architectural style representative of the time period in which it was constructed.
- A uniform level of architectural detail throughout the entire structure.
- A unique form or structure (Silo building)
- Decorative finishes/materials integrated in the entire façade.
- Significant structures due to the redevelopment potential (Hinkle Building).

The map on page 31 identifies structures that are not already listed on the National or State Register of Historic Properties, but are noted for their architectural quality and their redevelopment potential. The map also identifies registered structures and the Roswell Warehouse Historic District.





## Potential Listings (In Black)

- 1 Steele Service Station 600 N. Main St
- 2 Union Bus Depot & New Mexico Transportation Co. 515 N Street
- 3 Roswell City Hall 425 N. Richardson Avenue
- 4 Roswell City Offices 415-421 N. Richardson Avenue
- 5 Cobean's Stationary & Office Furniture 320 N. Richardson
- 6 Commercial Building 314 N. Richardson Avenue
- 7 Carnegie Library -127 W. 3rd Street
- 8 Hinkle Building 227 N. Main Street
- 9 Plains Theater 114 N. Main Street
- 10 Commercial Building 118 E. 2nd Street
- 11 Sinclair Service Station 125 E. 2nd Street
- 12 Silo

## NM Registered Cultural Properties (In Blue)

- 13 Continental Service Station No. 1 & Manning's Conoco Service Station - 426 N. Main Street
- 14 Chaves County Courthouse & Jail 400 N. Main Street
- 15 Dilley/Ballard Mortuary 121 W. Third Street
- 16 Joyce Pruit Warehouse 222 E. 3rd Street
- 17 Roswell Wool & Mohair Warehouse 210 N. Grand Street
- ★ Formally Valley Fruit & Storage Co. 219 E. 2nd Street



Roswell Warehouse Historic District



<u>Carnegie Library, 123 W. Third Street</u> - This building was designed and constructed in 1906, expanded in 1952, and renovated for office use in 1992. The size of the building is 6,337 square feet, and includes a fully equipped kitchen. The building is currently vacant and is for sale. The potential for reuse is excellent for office, restaurant, retail, or other uses. The building has some structural issues which can be corrected by the use of helical piers or other foundation supports. ADA access is a challenge, but can be accommodated.



Carnegie Library

<u>Hinkle Building, 227 N. Main Street</u> - This six-story building is located on the southeast corner of Third and Main Streets. The building was originally built for office use, but also included retail on the ground floor. It is currently vacant and appears to be in excellent structural condition. The building has great potential for redevelopment with a variety of uses including housing, retail, hotel, office, rooftop restaurant/lounge, or a combination of uses. An 80-100 space parking lot is also a part of this property. The architecture is clean, without much architectural detail, and is well composed and scaled.



Hinkle Building



<u>Plains Theater / UFO Museum, 114 N. Main Street</u> - This Art Deco style theater is circa 1940 and is currently in use for the UFO Museum, the major tourist attraction for Downtown Roswell. A parking lot is available to the south of this building.



Plains Theater, home of the UFO Museum

<u>Union Bus Depot, 515 N. Main Street</u> - This building appears to be in excellent condition and features "Streamline Deco" architectural features. The building sports a Zia neon light that is not currently in use, but should be restored as part of any future renovation work.



Union Bus Depot



Roswell City Hall, 425 N. Richardson and 415-421 N. Richardson - The City Hall, circa 1939, and annex building, circa 1950, are Art Deco style buildings. While the interiors may be obsolete in comparison to modern City Hall buildings, the complex could be renovated, and if necessary, added on to in order to create a modernized administrative office complex.



Roswell City Hall



Roswell City Hall Annex



<u>Sinclair Service Station, 124 E. Second Street</u> - This Mission Revival style service station features a clean and well detailed design. The building is currently vacant. Smaller uses such as a coffee shop, small restaurant, or brew pub with outdoor seating, or retail uses could be accommodated in a renovation.



Sinclair Service Station

Continental Service Station No. 1 (Roswell Safe Coalition and Neighborhood Watch) 426 N. Main Street - This circa 1920 glazed brick building has been renovated and appears to be in excellent condition. The building is owned by the City and would be a good location for public restrooms. Additional uses could include a coffee shop with outdoor seating and bookstore/newsstand/souvenir retail sales.



Roswell Safe Coalition and Neighborhood Watch Building



<u>Steele Service Station, 600 N. Main Street</u> - This classic Art Deco style building is currently in use as a garage for cars and motor cycles. Other potential "people generating" uses could include coffee shop, restaurant with outdoor seating, or a brew pub/wine tasting venue.



Steele Service Station

<u>Cobean's Stationary and Office Furniture, 320 N. Richardson Street</u> - This circa 1960s renovation is a classic sixties style with an international style influence. The front façade is all storefront with aluminum panels above. The building is currently vacant and would be appropriate for reuse as a retail business or restaurant.



Cobean's Stationery & Office Furniture, now vacant



<u>Commercial Building, 118 E. Second Street</u> - This building has a unique mission style curvilinear parapet with large openings. The building could be used by commercial/restaurant/ entertainment venues.



Commercial Building



## **E. TRANSPORTATION**

# **Roadway Functional Classification**

The Downtown area is composed of two principal arterials, one minor arterial, three collector streets, and several local streets.

## **Principal Arterials**

<u>Main Street</u> - The principal arterial providing north-south circulation is Main Street, a five-lane facility with four travel lanes, one continuous center turn lane, on-street parking, and wide sidewalks within a 100-foot right-of-way. Pavement width from face of curb to face of curb is 77 feet. Main Street was formerly US 285 and US 70. The New Mexico Department of Transportation (NMDOT) removed the US highway designation from this roadway and designated the Roswell Relief Route as US 285 from its junction with southeast Main Street north to the junction of W. Second Street and then US 70/285 north to the junction of N. Main Street.

In 1995, Main Street underwent a major rehabilitation project, which ran from Hondo River to Spring River and included storm drains, ADA compliant sidewalks, new street lighting and pedestrian lighting, new signals, concrete intersections with inlayed brick pavers for crosswalks, street furniture, benches, trash receptacles, street trees, bulb-outs at intersections, and brick pavers along sidewalks. More recently in November 2010, Main Street underwent pavement rehabilitation including milling, inlaying new asphalt roadway, and replacing asphalt parking lanes with portland cement concrete. ADA requirements were assessed and met during the rehabilitation project. Some upgrades may be needed.

<u>Second Street</u> - The principal arterial running east-west is Second Street, which is designated as US 380 through Roswell to the junction with the Relief Route and then US 70/380 west of the Relief Route. Second Street has a 60 to 80-foot right-of-way, and helps provide access from residential areas to the commercial areas.

Second Street was reconstructed with two separate projects within the past eight years. The most recent project, E. Second Street, was completed in 2006. Existing sidewalks and ramps meet ADA requirements.

#### **Minor Arterials**

<u>Virginia Avenue</u> - Running parallel to Main Street is Virginia Avenue, a minor arterial with a 65-foot right-of-way and 65-feet of roadway pavement. Virginia Avenue is a two-lane roadway and helps reduce congestion on Main Street. There are a number of ramps and some sidewalks along Virginia Avenue in need of replacement (see Appendix C for more detail).

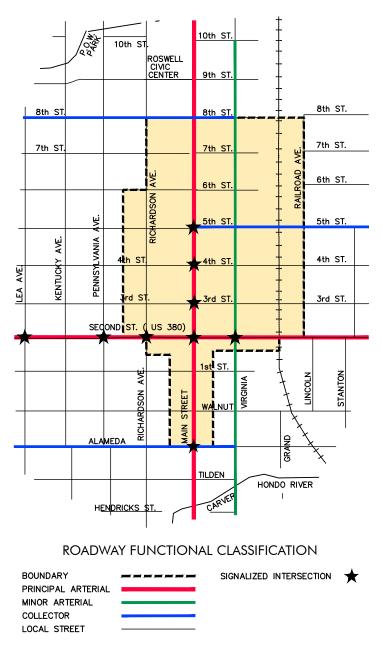
#### **Collectors**

<u>Eighth Street</u> - Eighth Street, an east-west collector, connects from Sycamore Avenue east to Virginia Avenue (see Appendix C for ADA detail).



<u>Fifth Street</u> - Fifth Street, also an east-west collector, connects from Union Avenue east across the railroad tracks to Atkinson Avenue. (see Appendix C for ADA detail).

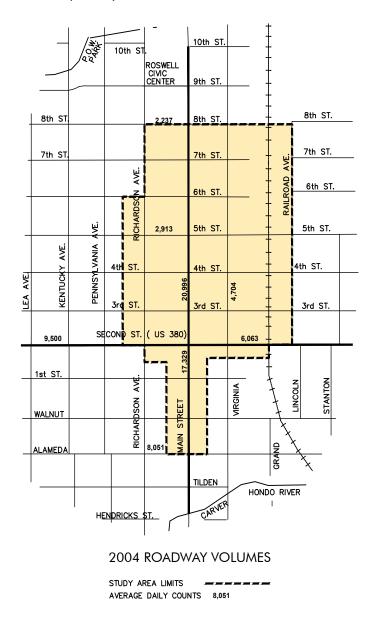
<u>West Alameda Street</u> - Alameda Street, another east-west collector, connects Main Street to the west of Sycamore Avenue, but does not cross the railroad tracks to the east. Alameda Street underwent pavement restoration in 2009 (see Appendix C for ADA detail).





#### **Traffic Data**

Traffic volume data were available from the NMDOT 2004 Flow Maps of Urban Areas Annual Average Daily Traffic (see 2004 Roadway Volume graphic). The traffic volumes on the identified roadways range from 2,237 to 20,996 vehicles per day on Main Street. Each of the roadways operate adequately given the traffic volumes, though Eighth Street has a range volume of 1,270 to 2,237 vehicles per day; Fifth Street 1,894 to 2,431 vehicles per day; Virginia Avenue 4,011 to 5,189 vehicles per day; and Alameda Street 2,435 to 8,051 vehicles per day.



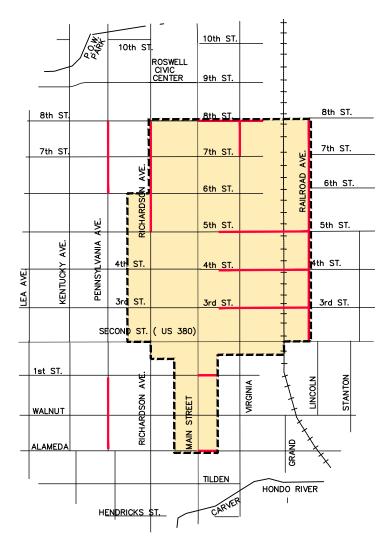
## **Sidewalks**

Sidewalks were originally constructed throughout the Downtown District with a parkway strip between the sidewalk and the back of curb. This strip consists of landscaping, however, some areas are lacking any landscaping. There are areas along Pennsylvania, Richardson, and Virginia Avenues that show signs of crumbling, sections missing or have obstacles such as overgrown trees located within the sidewalk. There are side-





walk sections where the property owners have attempted to fix their sidewalk by replacing some of the most damaged sections. Railroad Avenue and many areas within the proposed MRA have some areas where the sidewalk once existed. The area where sidewalk is available is completely broken up and therefore, limits pedestrian mobility. Railroad Avenue also has buildings, power poles, and trees that restrict the ability to provide ADA compliant sidewalks. Improvements to these sidewalks would greatly increase pedestrian safety and mobility for residents and visitors alike.



SIDEWALK REPLACEMENT

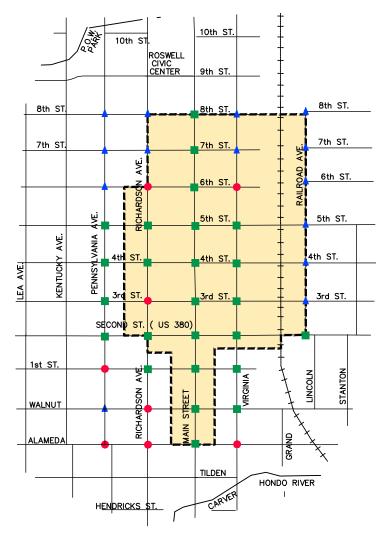
STUDY AREA LIMITS -----FULL SIDEWALK REPLACEMENT -----

AREAS SHOWN ARE IDENTIFIED AS AREAS WHERE SIDEWALK NEEDS FULL RECONSTRUCTION. AREAS NOT SHOWN DOES NOT DEEM THEM CLEAR OF RECONSTRUCTION OR REPLACEMENT WHERE RECONSTRUCTION MAY CONSIST FROM ONE TO SEVERAL SIDEWALK SECTIONS.



# American with Disabilities Act (ADA) Compliance

There were several streets inventoried to identify improvements that would increase safety and mobility for area residents and visitors. A significant deficiency identified was the lack of ADA compliance on many intersection curb ramps (see Deficient Curb Ramps graphic below and Appendix C). The study area has 47 intersections, 25 of the intersections or 53% are constructed in compliance with ADA guidelines. The remaining 22 intersections were identified as non-compliant with 18% deficient and 29% having no curb ramp. It should be noted that some of the intersections had one or more ramps that did not meet current ADA standards.



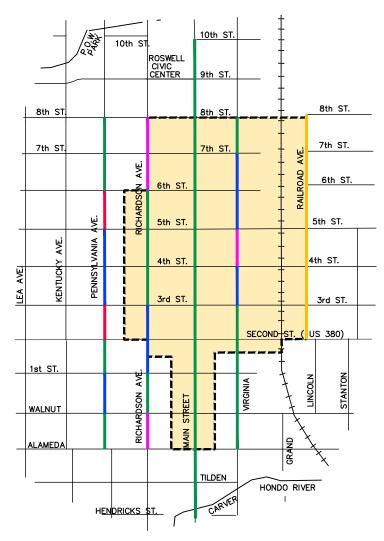
DEFICIENT CURB RAMPS WITHIN DOWNTOWN DISTRICT





# **On Street Parking**

On-street parking was inventoried with the Downtown Neighborhood Area. Approximately 65% of the downtown streets within the study area have on street parking on both sides of the street. Approximately 2% of the streets have on street parking on one side with restricted no parking or 2 hour parking limits. Although Railroad Avenue is a narrow street, there are no parking restrictions. Most of the parking restrictions are located on the west side of Main Street.



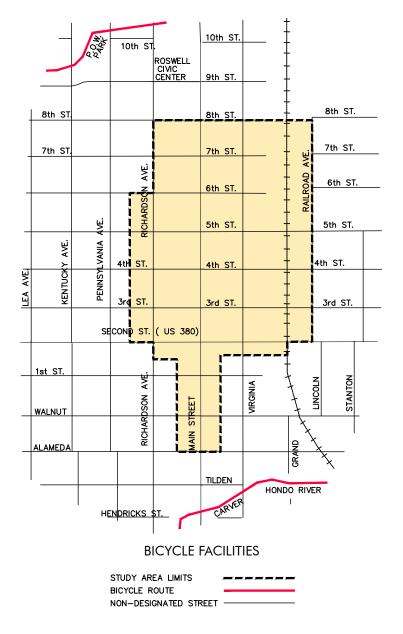
**ON-STREET PARKING RESTRICTIONS** 





# **Bicycle Facilities**

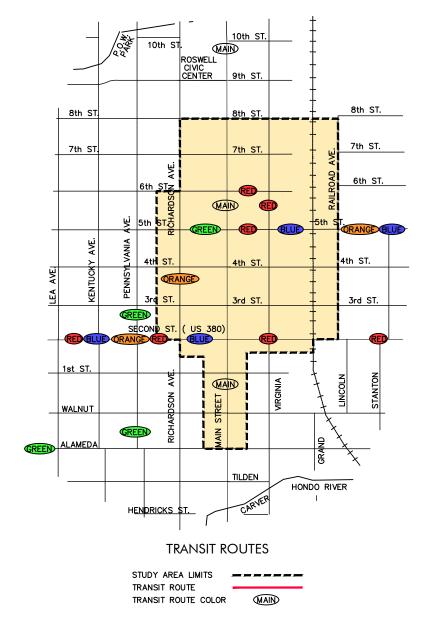
There are two bicycle facilities near the MainStreet District following Spring River and the Hondo River, but none within the District. The Spring River Trail begins at the Spring River Park (one mile east of Main Street) and ends at the Enchanted Lands Park (two miles west of Main Street). The Hondo River Trail begins at the crosswalk near the intersection of N. Orchard Avenue and E. Second Street, and ends just west of Main Street at the intersection of S. Richardson Avenue and W. Hendricks Street. There is a need for a north/south bicycle connection through Downtown. Providing bicycle lanes along either Virginia or Richardson or both would address this need.





#### **Transit**

The information provided is based on Pecos Trails Transit Schedules effective January 13, 1997. Pecos Trails Transit is composed of five Ride Routes. The main route covers the full length of Main Street from Pine Lodge Road to the Roswell Industrial Air Center with three transport busses with one hour headways. The other four routes service the residents by overlapping the routes from Atkinson Avenue on the east of town to Sycamore Street on the west, then covering from Berrendo Road on the north to Jaffa Street on the south. Each route takes approximately 35 minutes round trip from the central station. All five of the routes currently provide weekday and Saturday service beginning at 6:52 a.m. and ending at 8:52 p.m.





#### F. DRAINAGE

Drainage in the MainStreet District is predominately from south to north and from east to west. There is a grade break around Walnut Street on Main Street that takes the water on Main Street back to the south towards the Hondo River.

<u>Main Street</u> - Main Street was reconstructed in 1995 and a storm drain was installed as part of that project. The storm drain picks up water through the Downtown area and carries it to Spring River, north of 10th Street.

<u>Second Street</u> - Storm drains are working well and have alleviated drainage problems.

<u>Richardson Avenue and Virginia Avenue</u> - Water drains towards the north to Spring River for both roadways.

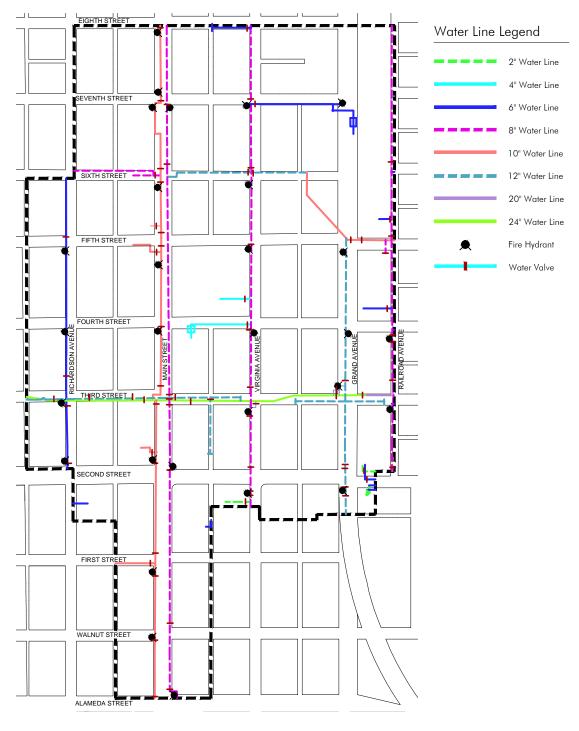
<u>Alameda Street, 4th Street, 5th Street, 7th Street, and 8th Street</u> - Water drains to the east on these five roadways.

#### G. EXISTING INFRASTRUCTURE - WATER and SANITARY SEWER

The existing water lines in the Downtown area consist of various materials and ages (see pages 47-48 to get a general idea of the existing infrastructure system). These include cast iron water lines built in 1920 to Polyvinyl Chloride (PVC) and Asbestos Cement (AC) lines constructed in the 1980s. These water lines run along every north/south roadway. Lines run east and west along both Second and 6th Streets. Except for 1 or 2 locations, existing sanitary sewer, natural gas, and above ground electric lines run north south in the alleys.

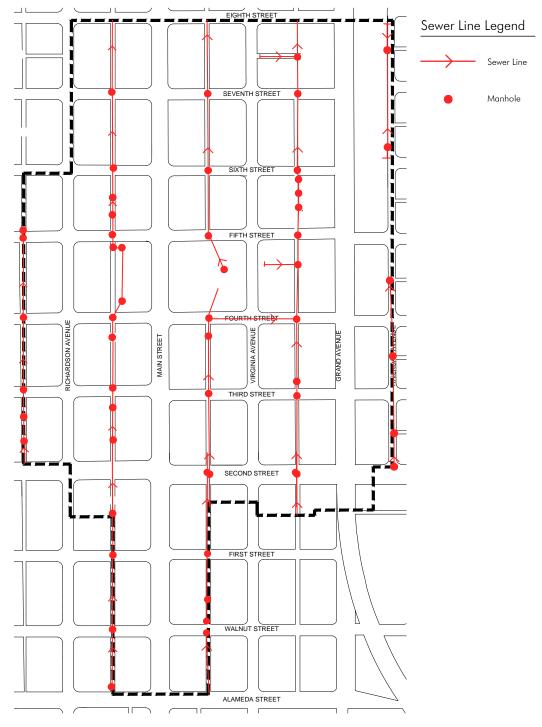
The City of Roswell has a policy of replacing aging utility infrastructure during roadway reconstruction projects. The replacement of this infrastructure has a three-fold benefit, including helping to improve the utility system; future line replacement will not be needed thereby avoiding trenching through a new project; and road construction over aging lines can cause those lines to fail resulting in damage to the project and increase in costs. Any construction projects will have to take into account these utilities.





**EXISTING WATER LINES** 





EXISTING SANITARY SEWER LINES

# 3 MARKET ANALYSIS





#### A. INTRODUCTION

The market analysis section provides an overall view of growth and employment trends for the City of Roswell and Chaves County as a whole. It also includes an analysis of the current types of businesses within the MainStreet District. The intent is to establish a social and economic context and baseline for recommendations contained within the Roswell MainStreet Master Plan.

#### **B. DEMOGRAPHICS**

The City of Roswell has been slightly gaining population over time since the 1970 Census. In 1960, the population of Roswell was 39,593. The City experienced a significant decline in population between 1960 and 1970 of 5,685 persons (-14.3%). From 1970 forward, the population steadily grew to 48,366 persons (42.3%) by 2010. The growth rate of the City between 2000 and 2010 was 6.8%.

Chaves County experienced an even steeper decline between 1960 and 1970, but unlike Roswell, did not recover until 1990. The population of Chaves County subsequently grew between 1990 and 2010 by 7,796 persons (13.5%). The growth rate between 2000 and 2010 for Chaves County was 6.9%, a slight increase over Roswell's growth rate during the same time period.

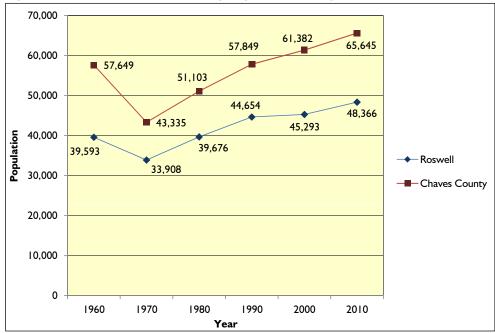


Figure 1: Roswell and Chaves County Population Change, 1960-2010

Source: U.S. Census Bureau.



As shown in Table 1, age distribution and median age in Roswell has fluctuated since 1990. The median age in 2010 for Roswell residents was 33.5 years of age, a decrease of 4.8% since the 2000 Census, but an overall increase of 4.4% since 1990. This is lower than Chaves County, which had a median age in 2010 of 34.7 years of age, and lower than the state as a whole, which had a median age in 2010 of 36.7 years of age. A decrease in the median age is a positive sign for the City of Roswell and somewhat atypical since most communities are aging due to the Baby Boom population (1946 to 1964).

Since 2000, the three age cohorts with the greatest rate of growth was 55 to 59 years of age at 40.6%; 60 to 64 years of age at 36.0%; and under 5 years of age at 22.1%. Conversely, the three age cohorts with the greatest decrease was 35 to 44 years of age at -15.3%; 75 to 84 years of age at -7.2%; and 10 to 14 years of age at -5.4%.

TABLE 1: ROSWELL AGE DISTRIBUTION 1990-2010							
Age Cohorts	1990	2000	2010	% Change 90-00	% Change 00-10		
Under 5	3,623	3,341	4,079	-7.8%	22.1%		
5 to 9 years	3,877	3,511	3,832	-9.4%	9.1%		
10 to 14 years	3,694	3,599	3,403	-2.6%	-5.4%		
15 to 19 years	3,861	4,008	4,217	3.8%	5.2%		
20 to 24 years	2,758	2,931	3,319	6.3%	13.2%		
25 to 34 years	6,413	5,135	6,067	-19.9%	18.1%		
35 to 44 years	5,767	6,155	5,212	6.7%	-15.3%		
45 to 54 years	3,707	5,573	5,986	50.3%	7.4%		
55 to 59 years	1,826	1,956	2,750	7.1%	40.6%		
60 to 64 years	1,995	1,822	2,478	-8.7%	36.0%		
65 to 74 years	3,914	3,551	3,399	-9.3%	-4.3%		
75 to 84 years	2,509	2,695	2,500	7.4%	-7.2%		
85 years and over	710	1,016	1,124	43.1%	10.6%		
Total population	44,654	45,293	48,366	1.4%	6.8%		
Male	21,627	21,840	23,550	1.0%	7.8%		
Female	23,027	23,453	24,816	1.9%	5.8%		
Median Age	32.1	35.2	33.5	9.7%	-4.8%		
18 years and over	31,211	32,407	34,699	3.8%	7.1%		
65 years and over	7,133	7,262	7,023	1.8%	-3.3%		

Source: U.S. Census Bureau.



#### C. EMPLOYMENT

The unemployment rate in Chaves County as of October 2010 was 8.1%, which was slightly lower than the state-wide unemployment rate of 8.3%, and significantly lower than the top ten highest unemployment rates for New Mexico counties (see Table 2: Unemployment Rates, October 2009 & 2010). Three adjacent counties boast some of the lowest unemployment rates in New Mexico, including Roosevelt County (ranked fifth lowest), Eddy County (ranked sixth lowest), and De Baca County (ranked seventh lowest). Mora County, located in northwestern New Mexico, has the highest unemployment rate in the state at 15%.

TABLE 2: UNEMPLOYMENT RATES, OCTOBER 2009 & 2010						
Counties	2009	2010				
CHAVES COUNTY	7.3%	8.1%				
Eddy County	6.3%	5.8%				
Otero County	7.1%	7.8%				
De Baca County	4.9%	5.8%				
Lea County	9.0%	7.1%				
Roosevelt County	5.2%	5.7%				
New Mexico	7.8%	8.3%				

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program.

According to the Bureau of Business and Economic Research (BBER), there were a total of 455 businesses within the MainStreet District (Roswell MainStreet: Community Economic Assessment, UNM Bureau of Business and Economic Research, Dr. Jeffrey Mitchell, April 2007). It should be noted, however, that BBER considers the District boundary to be much greater in size than what this Master Plan defines as the District area. Table 3 provides a breakdown of employment by industry for the MainStreet District. The three industries with the most number of businesses include Retail Trade with 71 businesses; Finance and Insurance with 59 businesses; and Prof., Scientific, Tech Services with 53 businesses. The industries that would best support a robust and thriving Downtown include Retail Trade; Accommodations and Food Services; and Arts, Entertainment, and Recreation. Of those three industries, the most seriously underrepresented is Arts, Entertainment, and Recreation with only five businesses.



TABLE 3: MAINSTREET BUSINESS BY INDUSTRY, 2005						
Industry	# of Businesses	% of Entire City				
Agriculture, Forestry	3	9%				
Mining	27	50%				
Utilities	2	50%				
Construction	15	13%				
Manufacturing	14	25%				
Wholesale Trade	14	23%				
Retail Trade	71	35%				
Transportation & Warehousing	6	12%				
Information	10	45%				
Finance & Insurance	59	61%				
Real Estate, Rental, & Leasing	25	38%				
Prof, Scientific, Tech Services	53	53%				
Management of Companies	5	83%				
Administrative & Support Services	16	32%				
Educational Services	5	15%				
Health Care and Social Assistance	41	26%				
Arts, Entertainment, & Recreation	5	42%				
Accommodations & Food Services	28	26%				
Other Services	42	33%				
Public Administration	14	38%				
TOTAL	455	32%				

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

## D. INCOME

As indicated in Table 4, the annual median household income for Chaves County in 2009 was \$34,803, significantly lower than the state-wide average of \$42,830. Between 2007 and 2009, median household income for Chaves County decreased by 1.2%, which was less than the state-wide decrease of 3.4%. Most of the surrounding counties had higher median household incomes than Chaves County in 2009, with the exception of De Baca County and Roosevelt County at \$28,564 and \$33,167, respectively. Eddy County, Roosevelt County, and Lea County all experienced a significant increase in their respective median household incomes.

TABLE 4: MEDIAN HOUSEHOLD INCOME, 2007 & 2009							
County	2007	2009	% Change				
CHAVES COUNTY	\$35,221	\$34,803	-1.2%				
Eddy County	\$42,169	\$47,117	11.7%				
Otero County	\$36,350	\$35,557	-2.2%				
De Baca County	\$29,321	\$28,564	-2.6%				
Lea County	\$40,962	\$44,035	7.5%				
Roosevelt County	\$29,857	\$33,167	11.1%				
New Mexico	\$44,356	\$42,830	-3.4%				

Source: U.S. Census Bureau.



As shown in Table 5, the average annual wage per job in Chaves County in 2001 was \$24,157, whereas the average wage per job for the state as a whole was \$29,397, a difference of 21.7%. Of the 33 counties in New Mexico, Chaves County was ranked 13th in average wage per job in 2001 and fell to 16th by 2009.

	TABLE 5: CHAVES COUNTY AND NEW MEXICO AVERAGE WAGE PER JOB, 2001-2009									
	2001	2002	2003	2004	2005	2006	2007	2008	2009	% Change 01-09
Chaves County	\$24,157	\$25,367	\$25,297	\$26,328	\$27,378	\$28,856	\$29,976	\$31,437	\$31,845	31.8%
New Mexico	\$29,397	\$30,393	\$31,318	\$32,562	\$34,002	\$35,503	\$37,147	\$38,680	\$39,337	33.8%

Source: Bureau Of Economic Analysis, US Department of Commerce.

The most recent wage data available is the fourth quarter of 2010, as provided in Table 6. Average weekly wages for private and government employment in Chaves County was \$652, which is considerably lower than the state-wide average of \$817. Average weekly wages for Eddy and Lea Counties are significantly higher than Chaves County at \$1,323 and \$937, respectively.

TABLE 6: AVERAGE WEEKLY WAGES, 4TH QUARTER 2010				
County	Wage			
CHAVES COUNTY	\$652			
Eddy County	\$1,323			
Otero County	\$671			
De Baca County	\$536			
Lea County	\$937			
Roosevelt County	\$591			
New Mexico	\$817			

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program.



#### E. TAXABLE GROSS RECEIPTS

Retail sales in New Mexico were positive in the third quarter of 2010, rising by .6% statewide from the previous year to \$3.57 billion. As shown in Table 7, Roswell experienced a 1.4% increase in taxable gross receipts between third quarter 2009 to 2010. Taxable gross receipts per capita for Roswell was \$2,434, significantly higher than the per capita statewide rate of \$1,778, but lower than other cities in south or southeast New Mexico such as Carlsbad, Hobbs, or Clovis.

	TABLE 7: TAXABLE GROSS RECEIPTS FROM RETAIL TRADE						
City	2009 Q3	2010 Q3	% Change 09-00	Population 7/1/09	Per Capita 2010 Q3		
ROSWELL	\$111,552,103	\$113,068,276	1.4%	46,453	\$2,434		
Farmington	\$199,746,307	\$197,755,188	-1.0%	43,412	\$4,555		
Alamogordo	\$68,082,210	\$70,731,166	3.9%	35,966	\$1,967		
Clovis	\$79,445,663	\$84,898,956	6.9%	32,863	\$2,583		
Hobbs	\$93,589,220	\$108,370,014	15.8%	31,151	\$3,479		
Carlsbad	\$63,871,230	\$66,840,590	4.6%	26,352	\$2,536		
New Mexico	\$3,552,668,458	\$3,572,980,131	.6%	2,009,671	\$1,778		

Source: New Mexico Department of Taxation and Revenue.

## F. LODGERS TAX RECEIPTS

Local governments in New Mexico have the option of imposing a lodgers tax on rentals of motels and hotels, trailer camps, etc. Receipts from the lodgers tax are used to promote tourist attractions and facilities. State law was amended in 1983 to include the use of proceeds to defray the operating costs of such facilities and to include performing arts centers. The City of Roswell imposes a 5.0% lodgers tax rate.

Figure 2 shows the City's lodgers tax receipts grew from \$597,334 in FY2005 to \$957,237 in FY2008. Since FY2008, the lodgers tax receipts have declined, likely due to the national recession, but have remained above the FY2007 level.

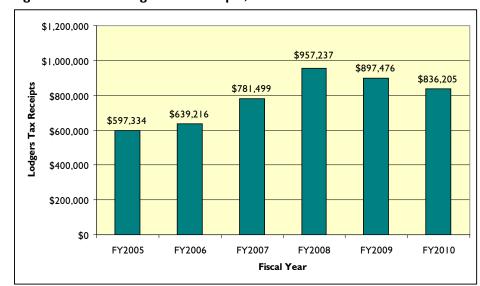


Figure 2: Roswell Lodgers Tax Receipts, FY2005-FY2010

Source: NM Department of Finance and Administration, Local Government Division.



#### **G. AGRICULTURAL ECONOMY**

Agriculture plays a significant role in Roswell and Chaves County's economy. In 2007, Chaves County was ranked third highest for New Mexico counties in total market value of agricultural products sold (Source: United States Department of Agriculture Census of Agriculture, 2007). Of the total market value sold, 87.8% was in livestock, poultry, and their products. The remainder of agricultural products was in crops, including nursery and greenhouse crops. As seen in Table 8, Chaves County experienced a 19.4% increase in market value from 2002 to 2007, despite losing farmland property.

Table 9 shows the growth rate for Chaves County, which was below the state as a whole growth rate of 27.9%. Only Doña Ana and Curry Counties ranked higher than Chaves County in market value of agricultural products sold in 2007, first and second respectively. Of the surrounding counties in the southeast portion of the state, Roosevelt County ranked fourth behind Chaves County, but as shown in Table 9, with significantly less market share.

TABLE 8: CHAVES COUNTY AGRICULTURE MARKET, 2002 & 2007							
2002 2007 % Change							
Number of Farms	604	584	-3.3%				
Land in Farms	2,515,660 acres	2,454,564 acres	-2.4%				
Market Value of Products Sold	\$283,949,000	\$339,088,000	19.4%				

Source: U.S. Department of Agriculture Census of Agriculture, 2007.

TABLE 9: MARKET VALUE O	TABLE 9: MARKET VALUE OF PRODUCTS SOLD BY COUNTY, 2002 & 2007							
County & State Ranking	2002	2007	% Change					
CHAVES COUNTY (3)	\$283,949,000	\$339,088,000	19.4%					
Eddy County (6)	\$82,211,000	\$94,848,000	15.4%					
Otero County (20)	\$10,544,000	\$15,227,000	44.4%					
De Baca County (16)	\$15,241,000	\$19,901,000	30.6%					
Lea County (7)	\$98,298,000	\$93,644,000	-4.7%					
Roosevelt County (4)	\$190,083,000	\$253,950,000	33.6%					
New Mexico	\$1,700,030,000	\$2,175,080,000	27.9%					

Source: U.S. Department of Agriculture Census of Agriculture, 2007.



#### H. OIL and GAS

The state's oil and gas producers continued to benefit from significant increases in the prices of these commodities. Oil prices per barrel rose by 34.4% in 2009 to \$73.88 in 2010. The total value of sales in New Mexico's oil producing counties increased by 37.9% from a year earlier to \$1.18 billion. Chaves County ranks third out of the top five oil producing counties in New Mexico. As seen in Table 10, between the 2009 2nd quarter and 2010 2nd quarter, Chaves County experienced the highest rate of growth at 112.1%.

TABLE 10: TOP FIVE OIL PRODUCING COUNTIES							
	2009 2n	2009 2nd Quarter 2010 2nd Quarter					
County & State Ranking	Volume (Barrels)	Value	Volume (Barrels)	Value	% Change 09-10		
Lea County (1)	8,474,434	\$466,289,425	8,316,180	\$617,802,677	32.5%		
Eddy County (2)	6,073,085	\$339,933,529	6,474,571	\$480,783,857	41.4%		
CHAVES COUNTY (3)	286,760	\$14,649,605	423,124	\$31,074,712	112.1%		
Rio Arriba (4)	315,823	\$14,969,973	335,387	\$22,011,076	47.0%		
San Juan (5)	287,760	\$13,325,123	307,837	\$20,043,676	50.4%		
New Mexico	15,533,250	\$853,984,687	15,943,581	\$1,177,847,425	37.9%		

Source: New Mexico Taxation and Revenue Dept. Ongard Report.

Natural gas prices rose between 2009 and 2010 by 40.4% to \$5.04 per thousand cubic feet. In the state's top five natural gas producing counties, the value of sales increased by 29.8% to \$1.58 billion. Chaves County ranks fifth out of the top five natural gas producing counties in New Mexico. As shown in Table 11, between the 2009 2nd quarter and 2010 2nd quarter, Chaves County experienced an increase of 24.3%.

TABLE 11: TOP FIVE NATURAL GAS PRODUCING COUNTIES							
	2009 2n	2009 2nd Quarter 2010 2nd Quarter					
County & State Ranking	Volume (thous. cf)	Value	Volume (Barrels)	Volume (thous. cf)	% Change 09-10		
San Juan (1)	127,099,335	\$444,583,749	115,387,109	\$560,565,368	26.1%		
Rio Arriba (2)	86,631,704	\$316,556,985	82,628,660	\$428,442,360	35.3%		
Eddy County (3)	56,311,038	\$200,027,427	53,172,068	\$266,892,068	33.4%		
Lea County (4)	54,232,948	\$210,875,395	48,532,095	\$263,467,570	24.9%		
CHAVES COUNTY (5)	<u>6,944,773</u>	\$21,586,499	<u>6,016,161</u>	\$26,839,140	24.3%		
New Mexico	338,540,643	\$1,214,580,285	312,941,388	\$1,576,173,796	29.8%		

Source: New Mexico Taxation and Revenue Dept. Ongard Report.

### I. RETAIL OPPORTUNITY GAP ANALYSIS

An excellent method for analyzing the current mix of businesses in Downtown Roswell is to perform a retail opportunity gap analysis. Gaining an understanding of the District's current demand and supply for retail services will enable the City to focus its efforts in working to attract the appropriate mix of new businesses by capitalizing on unmet demand in current or new markets.



Nielsen Claritas Retail Market Power (RMP) database provides estimates for the retail opportunity gap for specific geographic areas such as Roswell MainStreet. The demand data represents the consumer expenditures and the supply data represents the retail sales that occurred in a specific year for the area. When the demand is greater than the supply, there is an opportunity gap for the retail outlet, meaning that resident households are supplementing their additional demand potential by going outside of their own geography. Conversely, when the demand is less than the supply there is an opportunity surplus, meaning that the local retailers are attracting sales by residents from other geographic areas.

Using the RMP database, an analysis of the 2010 opportunity gap was completed according to the MainStreet boundaries as defined by this Master Plan. The analysis showed Roswell MainStreet's 2010 'Demand - Consumer Expenditures' at \$463,934 and the 2010 'Supply - Retail Sales' at \$3,318,828 (see Table 12). This indicates a total opportunity surplus of \$2,854,894. Overall, MainStreet Roswell is relatively well-situated with a surplus occurring in every retail store category. The two retail store categories most important for a robust MainStreet include Food and Beverage Stores (with an opportunity surplus of \$193,083) and Foodservice and Drinking Places (with an opportunity surplus of \$200,404). Food and Beverage Stores represent 7.8% of the total retail sales, whereas Foodservice and Drinking Places represent 7.6% of total retail sales. While both experience a surplus, this opportunity gap analysis confirms the previous land use analysis which showed that more restaurants are needed to support the MainStreet District and allow for greater revenue. The analysis also reveals a rather heavy reliance on auto-related and building materials businesses, both of which are not typically associated with a MainStreet District.

TABLE 12: MAINSTREET ROSWELL DISTRICT - RMP OPPORTUNITY GAP, RETAIL STORES					
Retail Stores	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap (-) Surplus (+)		
TOTAL RETAIL SALES	\$463,934	\$3,318,828	\$2,854,894		
Motor Vehicle & Parts Dealers	\$75,572	\$420,116	\$344,544		
Furniture & Home Furnishings	\$8,740	\$56,250	\$47,510		
Electronics & Appliance	\$12,264	\$41,587	\$29,323		
Building Material, Garden Equipment	\$42,679	\$833,412	\$790,733		
Food & Beverage Stores	\$65,765	\$258,848	\$193,083		
Health & Personal Care	\$23,939	\$349,373	\$325,434		
Gasoline Stations	\$41,089	\$414,908	\$373,819		
Clothing & Clothing Accessories Stores	\$21,163	\$132,755	\$111,592		
Sporting Goods, Hobby, Book, Music Stores	\$11,667	\$78,479	\$66,812		
General Merchandise Stores	\$62,201	\$77,124	\$14,923		
Miscellaneous Store Retailers	\$12,607	\$319,193	\$306,586		
Non-Store Retailers	\$34,610	\$84,742	\$50,132		
Foodservice & Drinking Places	\$51,638	\$252,042	\$200,404		

<sup>\*</sup> 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.



#### Case Studies - Carlsbad and Artesia MainStreets

A retail opportunity gap analysis was also performed for Carlsbad and Artesia Main-Street communities to compare and contrast with Roswell MainStreet. Although the populations of Carlsbad and Artesia are considerably smaller than (Census Bureau 2009 Population Estimate of 26,352 and 11,208, respectively), all three communities are experiencing an opportunity surplus in retail sales, which means that they are pulling in consumers from a larger geographic area (see Table 13 below). Roswell is closer in overall sales to Artesia; Carlsbad is significantly ahead of both communities.

TABLE 13: RMP OPPORTUNITY GAP, RETAIL STORES COMPARISON					
Retail Stores - Total Retail Sales	<b>2010 Demand</b> (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap (-) Surplus (+)		
ROSWELL	\$463,934	\$3,318,828	+\$2,854,894		
Carlsbad	\$1,853,245	\$6,703,702	+4,850,457		
Artesia	\$751,822	\$3,381,730	+2,629,908		

Source: Nielsen Claritas SiteReports

Table 14 provides a comparison between these three MainStreet communities and what percentage each retail category represents in total retail sales, which may be a more useful comparison. While each community includes some retail businesses that would not be considered typical for MainStreet communities, and in some cases skew the overall results (i.e., Building Material, Garden Equipment in the case of Roswell and Artesia), this comparison is useful in determining what business types are typically associated with successful MainStreet communities. As previously stated, Foodservice and Drinking Places (full service restaurants; limited service eating places; special foodservices; drinking places - alcoholic beverages) and Food and Beverage Stores (grocery stores; convenience stores; specialty food stores; beer, wine and liquor stores) are two of the more critical components for a MainStreet District. While all three communities show a surplus for these two retail categories, Roswell falls significantly behind in the case of Foodservice and Drinking Places - 7.6% for Roswell compared to 19.9% for Carlsbad and 14.2% for Artesia. The importance of having restaurants, particularly sit down restaurants, in the MainStreet District cannot be overestimated, both for the ability to capture tourist dollars as well as attracting younger people to live Downtown. However, Roswell comes out ahead of both Carlsbad and Artesia in the Food and Beverage Stores category at 7.8% of total retail sales compared to .46% for Carlsbad and 2% for Artesia. Having a strong representation in this retail category could help Roswell attract and support more residential development in the MainStreet District.



TABLE 14: RMP OPPORTUNITY GAP, RETAIL STORES COMPARISON -PERCENTAGE OF TOTAL RETAIL SALES **Retail Stores ROSWELL** Carlsbad Artesia 12.7% Motor Vehicle & Parts Dealers 20.3% 10.3% 1.7% 5.2% Furniture & Home Furnishings .08% **Electronics & Appliance** 1.3% 0.0% 0.0% Building Material, Garden Equipment 25.1% 15.3% 33.1% 7.8% Food & Beverage .46% 2.0% Health & Personal Care 10.5% .80% .15% 2.7% Gasoline Stations 12.5% 12.0% Clothing & Clothing Accessories 4.0% 7.4% 2.9% Sporting Goods, Hobby, Book, Music 2.4% .59% 1.9% General Merchandise 2.3% 0.0% 26.8% Miscellaneous Store Retailers 9.6% 15.5% 1.5% Non-Store Retailers 2.6% 4.5% 2.6% 7.6% 19.9% 14.2% Foodservice & Drinking Places

Source: Nielsen Claritas SiteReports

## J. MUNICIPAL FINANCE

#### **Introduction and Context**

The current economic recession has impacted every local government in America. In addition to facing reduced spending in local communities, municipalities are also facing the steepest federal and state funding declines in decades. On the federal level, key grants coming from Transportation and Housing and Urban Development divisions have been cut 30% from the 2009-2010 levels, and those levels had been severely reduced from the 2007-2008 benchmarks.

New Mexico had soaring revenues in the early 2000's from severance tax revenues from oil, gas and mineral extraction and from business and housing growth. Those revenues funded state government capital outlay funding that subsidized most municipal projects, in addition to increasing the size of the state government itself. As New Mexico's capital outlay fund was drastically reduced in 2009-10, and went unfunded in the regular session of the Legislature in 2011, municipalities across the state are reconsidering major infrastructure projects and many towns and cities have made drastic cuts to operational and service costs with layoffs and pay cuts.

Against this difficult headwind, Roswell has done remarkably well. The City is benefitting from good financial planning (such as fiscal reserves that can even out the peaks and valleys in the periodic revenue streams), they have budgeted conservatively, and they have focused on priority projects and maintaining basic services. The City is not able to initiate any big new projects without the grants or outlay dollars from the state or federal governments, but it has been able to keep the ongoing programs funded. Roswell has also avoided layoffs or hiring freezes, and even implemented a small cost-of-living increase in 2010. When compared to other communities in New Mexico, this is a resounding success story.



In terms of financing strategies looking forward, the City plans to continue funding its ongoing programs and maintain a fiscally conservative spending program until revenues increase again post-recession. The City is aggressively looking at multiple economic development strategies, obtaining grants from remaining sources, and improving two key areas of town. New Mexico MainStreet and MainStreet Roswell have been assisting with storefront improvements along Main Street. Additionally, the City has been making the airfield more presentable with new irrigation and landscaping that is part of a 6 year funding program already underway.

In the slow climb back from recession, it is apparent that municipalities will have to rely upon aggressive and resourceful financing strategies to maintain and upgrade essential infrastructure and needed City services. Fortunately, Roswell has many options to consider if it wishes to invest public funds in MainStreet improvements in future years. A creative combination of their existing municipal financing tools can generate substantial revenue streams for projects in the immediate and long term future.

#### **Revenue Enhancements**

Roswell is an importer of tax dollars as indicated by the market analysis. This is largely due to its ability to import shoppers from outlying areas of the County, as well as attract business investment and tourism dollars from a much broader area. With business and government spending both holding steady in Roswell also, the City is in good shape to continue a strong revenue stream.

## **Gross Receipts Tax Revenues**

Roswell's GRT is set at 7.125%, leaving several increments available for special purpose taxes if needed in the future. Local option gross receipts tax is a financing tool that should be considered to fund infrastructure improvements. Increments for both infrastructure improvements and for "quality of life" projects could be imposed as a potential funding source when the economy is in recovery. The advantage of GRT collection is that it includes revenue from import shoppers and tourism visitors and not just from City residents, and since Roswell is an importer of tax dollars, it allows broader collection of revenues than some special purpose funding sources.

The collection of GRT has been very steady through the recession with collection ranging from \$26.89m (2010) to \$27.96m (2008, including a one time distribution from a state reimbursement). As of May, 2011, GRT collection is .35% ahead of 2010 year to date. Other New Mexico communities that are fortunate enough to capture tourism dollars are also seeing a modest increase in GRT collection in 2011. Since GRT collection cannot be totally predicted, Roswell remains in good fiscal planning mode by budgeting conservatively, at least until the economy's strength is more fully restored.

#### **Ad Valorem Taxes**

Property taxes provide a smaller, but important, revenue stream for municipalities. Thanks to Chaves County's aggressive collection efforts in recent years on delinquent taxes, both the City and the County have seen an increase in ad valorem tax revenues, even though there have been no new tax rate increases in that time.

### Lodger's Tax, Franchise Taxes, Miscellaneous Fees

Like most New Mexico municipalities with access to a freeway, airport, or tourism market, Roswell imposes a lodger's tax. These revenues have also held fairly



steady. While there was a modest decline in lodger's tax revenues from 2008 to 2010, the year to date collection in 2011 shows an increase of .63%. In addition to a lodger's tax, Roswell collects several franchise taxes from local utilities and service providers. These revenues have increased modestly in the last several years as usage has increased. The City has raised some rates and fees incrementally to continue to maintain service levels, and thanks to City departments holding the line on budgets year-to-year, services have not been cut during the recession. Additionally, building permits and business hiring have both increased in small amounts in the last 6-9 months, so miscellaneous fees and taxes associated with new development and employment increases should also increase.

# **Planning Overlays and Tax Incentives**

Over time, the City may also wish to encourage public/private development projects and new investment through some other tax and planning programs. A variety of municipal planning and financing tools are available through State law, and if implemented by the City, may help to encourage new investment. These programs include: Metropolitan Redevelopment Areas (MRA); Tax Increment Finance Districts (TIF); Tax Increment Development Districts (TIDD); and State and National Register Historic Districts.

## Metropolitan Redevelopment Areas (MRA)

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

The Master Plan proposes to utilize an MRA designation for the Railroad District. The advantage of an MRA program is it allows a municipality to contribute funds, services, equipment, land or other public resources as an inducement to attract private development funds and activity. Some cities provide high levels of inducements such as: property tax abatements, the provision of new infrastructure improvements, low interest loans, bond financing, cash investment, land donation, and other fiscal incentives.

There are many MRA success stories around the State, and this is a useful tool if the City has resources to share and a private sector that is interested in participating in redevelopment of a neglected area of the community.

## Tax Increment Finance Districts (TIF)

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

The traditional TIF district has been rarely used in New Mexico, as it is a fairly complex process that requires significant municipal-led upfront investment and is usually



only applicable in blighted sites. This tool may not be a good fit for MainStreet, but could be considered at other sites in the City.

## Tax Increment Development Districts (TIDD)

A TIDD is a more recent tool available in New Mexico for financing development, and has two critical differences from the more traditional TIF. First, it allows the use of the Gross Receipts Tax increment as well as just the property tax increment, and secondly, it is allowed on "greenfield" (undeveloped) sites and not just on brownfield sites. The TIDD is a potentially more powerful financing tool than TIFs as it captures more types of tax increment and is allowed for use on a wide variety of sites.

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

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

A TIDD may be a viable tool for MainStreet improvements in Roswell, but due to its complexity and the cost of application, careful analysis would be required prior to initiation. It may be worthwhile for the City to consult with the City of Las Cruces on its process, and also with the New Mexico State Board of Finance for guidance on a successful application.

# **State and National Registry of Historic Properties**

Listing contributing and significant historic properties on the State Register of Cultural Properties or on 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. There are two historic districts within the Downtown area: the Downtown Roswell Historic District, which is primarily comprised of residential structures west of Main Street, and the Roswell Warehouse Historic District, which is a small area comprised of three warehouse buildings along the railroad tracks between Second and Third Streets (see Section 2.3 Historic Districts, page 23 for more detail).

In New Mexico, these tax credit programs have proven attractive to developers of individual historic buildings or neglected properties for rehabilitation work. Some notable examples of these include the redevelopment of the Albuquerque High School into a new residential project and the renovation of the Plaza Hotel in Las Vegas.



<u>Case Study - Hotel Clovis Lofts</u> - The City of Clovis has made significant progress in working towards the redevelopment of Hotel Clovis Lofts, a 9-story building located on the City's Main Street within an area designated as an MRA, into

a mixed use project. In addition to the funds Clovis invested in securing the building and remediating safety issues in this historic landmark, state and federal grants including \$500,000 from the New Mexico MainStreet Economic Development Program were provided. A private developer has recently stepped forward with plans to purchase and renovate the building into a 59-unit adaptive reuse apartment project with four additional two and three story townhouse structures. The project will also provide retail commercial space on the first two floors of the building including a restau-



Hotel Clovis

rant space, retail space, commons area, healthcare visitation office, daycare center, etc. In total, the project is anticipated to take approximately \$9 million in private funds, \$1 million in grants, and a loan of up to \$1.4 million from the City.

Hotel Clovis will be developed through the Federal Low Income Housing Tax Credit (LIHTC), HOME, Historic Credit and New Mexico SB Tax Credit programs and targeted to low income households. Three of the units will be set-aside for special needs tenants with age-related disabilities.

A reasonable framework for Roswell would be to look at significant or contributing buildings (such as the Hinkle Building) within the MainStreet District and assess their suitability for individual redevelopment within the historic context of the larger area. Like most communities, Roswell has vacant and underutilized historic buildings in its Downtown that could benefit from a combination of tax credits, design assistance, façade improvements, or even in the case of blighted structures, an outright donation of property in exchange for redevelopment.

## **Self-Assessment Tax Strategies**

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

#### **Public Improvement District (PID)**

With a PID, property owners within a district that has been established by the governing body vote by a majority to impose an additional annual property tax assessment on their properties. The assessment is based upon an agreed upon formula used for the purpose of financing upfront costs of public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit or trail



improvements, parking lots, park and recreation facilities, libraries and cultural facilities, landscaping, public art, and public safety facilities. The projects are typically financed through bonds with a minimum of 10 year (and more commonly 20 or 25 year) payback periods. The municipality is allowed to contribute funds, equipment, or in-kind services in assistance to the PID, and the PID district is governed by a board controlled through City ordinance.

## **Business Improvement District (BID)**

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

Many communities, both big and small, are utilizing BIDs to enhance their downtowns and shopping districts as a means to attract new businesses and keep existing businesses strong, especially at times when other city services are declining. In New Mexico, Albuquerque's Downtown uses a BID for its staffing, hospitality, and public safety programs. The City of Gallup also utilizes a Downtown BID. Albuquerque's Uptown shopping district is also considering the implementation of a BID to enhance its marketing, signage, shuttle, and landscaping programs.

# **Municipal Bonds and Capital Outlay Funds**

The Roswell MainStreet Master Plan recommends several catalytic projects that could be deployed to kick-start MainStreet improvements. Some of these could be "big ticket" projects that may exceed the District's ability to fund or tax itself in sufficient amount to turn the vision of these ideas into reality. It is likely that municipal bonds may be critical to supporting some of these projects in the future.

Fortunately, Roswell has a large bonding capacity that is not overstretched. The City has a \$24.5m bonding capacity and has a current net debt of \$5.2m. This creates the potential for future bonding of large scale projects. If used strategically and effectively with other programs such as TIDDs or BIDs, or new grants or capital outlay requests, the bonds can be leveraged with private investment to build the kind of MainStreet District envisioned in this Plan.

As noted previously in this section, New Mexico's capital outlay funds have either been drastically reduced (through prior year budgets) or eliminated entirely (through the 2011 budget). Typically, a bold revitalization plan that included local self-assessment, local municipal financing and grants from other agencies would be expected to use capital outlay funding from the State to "close the gap" on financing. This is not expected to be a likely outcome in the current year, but hopefully, will become a possibility again in future post-recession years.



#### **Private Sector Investment and Economic Development**

A private sector investor group or individuals can also play a significant role in strategically targeting building and property acquisitions, building rehabilitation and redevelopment, and new business start-ups. Roswell has a strong tradition of local banks and financing and reinvestment in the community. Private investment can play a critical role in Main Street improvements, and the City should make every effort to keep the private sector financial and development community apprised of opportunities. Every effort should also be made to look for public/private investment partnerships and for business retention efforts to be made through local business groups.

In the "new normal" of the post-recession economy, cities must also use as many economic development strategies as possible to recruit and retain businesses. Roswell has long pursued economic development assistance through the New Mexico Economic Development Corporation and by utilizing as many of the State's economic development tools as possible. The City has an economic development plan and ordinance, and is a Certified Community (in conjunction with Chaves County) through the State. This provides access to media exposure, funding sources (grants and revolving loan funds), and regional promotional benefits.

In order to keep a community growing and thriving rather than shrinking and declining, cities need to make job creation and job sustainability a priority. Roswell has had steady growth since the 1970s and has a lower unemployment rate than State averages. These are all indicators that the City is on the right track. Strong economic development will help feed a strong Downtown and a strong MainStreet District, and the City is wise to think "jobs first" as it strategically plans for its future.

# THE PLAN





#### A. INTRODUCTION

This section of the Master Plan provides the City of Roswell and MainStreet Roswell with a multi-pronged approach to taking Downtown to the next level of economic prosperity by creating the right environment to support small local businesses and encourage future business start-ups. In many ways, Downtown Roswell fares better and has numerous strengths that other communities in New Mexico do not possess. Some of these strengths include the sheer number of people - residents, business owners, and tourists alike - who regularly travel through Downtown via Main Street, the presence of a relatively robust retail environment, and the arts and cultural attractions that are either located Downtown or closely situated. Many communities can only dream of having these types of assets. That is the point of the Master Plan - how does the community collectively see Downtown moving forward to capitalize on these strengths and to dream it forward. This section provides the framework and the action steps to accomplish the community's vision for the future of Downtown Roswell.

#### **B. MAINSTREET GOALS**

The following goals were developed based upon public input gathered at meetings, interviews, surveys, and the market analysis undertaken during the planning process. The goals cover a wide range of planning elements and provide the foundation for proceeding forward.

# **Organization**

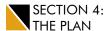
- Continue to work with the City of Roswell and the Chamber of Commerce to promote MainStreet Roswell and the Downtown District as the City's primary shopping and entertainment district.
- 2. Grow the organization through membership drives, social networking, and special events.
- 3. Provide information to existing business and property owners regarding available funding resources and loan programs, historic tax credits, and new projects, events, and activities.
- 4. Work with the City of Roswell in pursuing the establishment of an Arts and Cultural District.

#### **Promotion**

- 1. Develop a cooperative marketing strategy that promotes MainStreet businesses.
- 2. Plan and organize events (farmer's market, parades, historic walking tours, etc.) that celebrate Roswell's past, present, and future.
- 3. Promote community events through social networking sites.

#### **Land Use**

- Work with the City of Roswell to provide for and promote a variety of complementary land uses that support a vibrant Downtown including arts and entertainment, restaurants, multi-family residential, and wider range of retail stores.
- 2. Enhance and improve community outdoor spaces that allow for events, gatherings, and casual use.



- 3. Develop a comprehensive parking strategy that is a combination of on-street and off-street parking.
- 4. Work with the City of Roswell on amending the Zoning Ordinance to allow mixed-use, pedestrian-oriented land uses including residential with specific development standards within the C-3 Downtown Business District zone.
- 5. Work with the City of Roswell on amending the Zone Map to reduce the amount of property zoned I-1 within the Railroad District.

#### **Urban Design**

- Focus redevelopment efforts on the Railroad District area through the designation of the area as a Metropolitan Redevelopment Area and develop a Master Plan for the Railroad District that promotes and provides incentives for redevelopment of blighted properties and buildings.
- 2. Develop a wayfinding program that directs visitors to Downtown, to key arts and cultural attractions, and to public parking.
- 3. Continue the facade improvement program for existing Downtown buildings.

# **Economic Development**

- 1. Maintain and improve Downtown as a thriving commercial center through:
  - the diversification of the retail business market;
  - addition of restaurants, coffee shops, and food stores;
  - retention/expansion of existing businesses; and
  - support for new residential and mixed use development.
- 2. Promote Roswell's arts community.
- 3. Designate the Railroad District as an MRA and work with other economic development organizations to promote the redevelopment of existing structures and new development of vacant and underutilized properties.

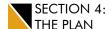
#### Housing

- 1. Encourage new multi-family residential development by the private sector.
- 2. Work with the City of Roswell on attracting a private sector developer to redevelop the Hinkle building to include residential use.
- 3. Encourage vertical mixed use in appropriate existing structures.



#### **Infrastructure and Transportation**

- 1. Improve existing and/or install new sidewalks, pedestrian crossings, and curb and gutter where needed.
- 2. Provide handicap access per the Americans with Disabilities Act.
- 3. Initiate a study to determine the appropriate "road diet" for Main Street that improves the pedestrian function, maintains vehicular flow through Downtown, reduces crossing distance at intersections, maintains on-street parking, and enhances the Courthouse block.
- 4. Develop bike lanes on Richardson and Virginia to provide north/south connections to the existing bicycle facilities north and south of Downtown.



#### C. IMPLEMENTATION STRATEGIES and PROJECTS

Identification of key implementation strategies and projects that provide the catalyst for revitalization and private sector investment is critical to the success of the master planning process. In today's economy neither the public nor the private sector can afford to go it alone and the key is to combine resources to make Downtown a better place for residents and visitors alike. These strategies and projects cover a wide range of activities that include physical, institutional, and regulatory action steps to be taken over time. They will require a strong commitment from the City of Roswell, MainStreet Roswell, Chamber of Commerce, business owners, and the public at large to see these projects to fruition and ensure that Downtown continues to be a thriving and robust area of the City. Timing and responsibility for implementing these strategies and projects are contained in Section 5: Implementation.

# PHASE 1 CATALYTIC STRATEGIES/PROJECTS MRA Designation for Railroad District

After completing an existing land use survey during the planning process, it was found that while most of Downtown Roswell is in relatively good condition, there is a section that is blighted and in need of public and private investment. That area is the Railroad District, defined for the purposes of this Master Plan as being between Eighth Street on the north, Second Street on the south, the first row of lots on the east side of Railroad Avenue, and Virginia Avenue on the west (see aerial map, page 65).









Dilapidated buildings, burned out building shell, abandoned metal warehouses buildings, and underutilized land within the Railroad District.

There are many buildings that are vacant and in a significant state of disrepair. In addition to the buildings, public infrastructure such as drainage, sidewalks, and streets also

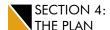


are in need of improvement. Improving this area would be consistent with protecting the public health, safety, morals, and welfare, and would have a positive impact both on the Downtown Business District and the residential neighborhood to the east.



Proposed Metropolitan Redevelopment Area

Designating the Railroad District as a metropolitan redevelopment area (MRA) would provide the City with the power to correct conditions in areas or neighborhoods which "substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals, or welfare in its present condition and use". The State of New Mexico Metropolitan Redevelopment Code [3-60A-1 to 3-60A-13, 3-60A-14 to 3-6-A-48 NMSA 1978] provides cities with the power to undertake redevelopment projects; repair or furnish public utilities, buildings or facilities; inspect any building or



property in order to make surveys or appraisals; invest project funds; borrow or lend money to apply for and accept funding; and to create plans necessary for carrying out the purposes of the Code.

The first step in the process for designating an MRA is to prepare a Designation Report (see Appendix B). The report is intended to coincide with the Master Plan in going before the Roswell City Commission for approval. Once the Designation Report is adopted by the City Commission, the next step would be to initiate the process to complete a Metropolitan Redevelopment Plan.

#### **Main Street Road Diet**

Main Street runs through the center of the City of Roswell and the MainStreet District. It was formerly US 285 and US 70, and is a major thoroughfare for local and regional traffic. It is critical to balance the need for efficient traffic movement through the Main-Street District with the ability to provide for local traffic to park, shop, and utilize the services offered on Main Street and ensure the safe and efficient mobility of pedestrians (and potentially bicycles). The Courthouse block, between Fourth and Fifth Streets, is the location for community events such as the Piñata Festival, Farmer's Market, etc. A large mid-block pedestrian crossing, speed table, color or material changes in the pavement should be considered for this block.

Main Street's current condition is that of a heavily travelled arterial, with wide lanes that encourage excessive speeds. There is a continuous center lane, however, few businesses have driveways off Main Street. Main Street has an average daily traffic (ADT) between 17,300 and 21,000 through the downtown district. There are no bicycle facilities, and pedestrians must travel 60 feet to cross the street at an intersection with no safe landing halfway. The existing sidewalks are 11 feet wide and have street trees, planters, etc. and provide a pleasant pedestrian area adjacent to shops along Main Street. The current street section also includes parallel parking on both sides of the street. The existing on-street parking is conducive to and extremely important to the businesses along Main Street, and also functions as a traffic calming feature.

Across the country, cities are having remarkable success putting roads like Main Street Roswell on a "road diet". These road diets transform major arterials from barriers to complete streets that function in a manner that balances vehicular traffic with bicycle and pedestrian traffic. In an article in Walkable Communities, March 1999 it states that "The ideal roadway for a 4-lane to 3-lane conversion is often a road carrying 12,000-18,000 auto trips per day." However, that article states that roads carrying 19,000-25,000 cars per day may also qualify for road diets. One of the key findings of the numerous studies comparing the before and after conditions for road diet projects is that the carrying capacity of the roadway often goes up, average speeds are reduced, and the severity of accidents is significantly reduced.

In conjunction with the proposed road diets, the City should also explore modifications to Richardson and Virginia Avenues. These modifications could include conversion to one way streets – southbound for Richardson Avenue and northbound for Virginia Avenue; diverting traffic onto the one way streets at Alameda Street and Eighth Street (forcing the right lane to turn right at these locations); addition of bicycle lanes; and onstreet parking. Signage will be needed at both diversion points directing through traffic to detour and those wanting to visit the MainStreet District and the UFO Museum to



continue on Main Street. This will help to alleviate potential congestion that could occur as a result of the road diet.

Four alternatives for Main Street were developed and presented at the second public meeting (see pages 79-84). Virginia and Richardson were also presented as one-way facilities. The alternatives included a 'no build' scenario.

No-Build Alternative - High speed facility with 5 travel lanes, 60 foot crossing distance, no median, and on-street parallel parking.

<u>Alternative 2</u> - Reduced speed and improved safety with 3 travel lanes, 34 foot crossing distance, expansion to sidewalk with double planting of trees, 12 foot landscape median with turn bays, and on-street parallel parking. Could cause traffic to seek alternative routes.

<u>Alternative 3</u> - Reduced speed and improved safety with 4 travel lanes, 60 foot crossing distance with safe pedestrian refuge in center, 16 foot landscaped median with turn bays, and on-street parallel parking. Not anticipated for traffic to seek alternative routes.

<u>Alternative 4</u> - Reduced speed and improved safety with 3 travel lanes, 33 foot crossing distance with safe pedestrian refuge in center, 11 foot landscaped median with turn bays, and on-street angled parking. Could cause traffic to seek alternative routes.

<u>Richardson and Virginia Avenue One-ways</u> - Option could be exercised with Alternatives 2 and 4. Richardson Avenue is proposed one-way southbound and Virginia Avenue one-way northbound. Both roadways would include bicycle lanes.

With the exception of one meeting participant, all other participants indicated a preference for a Main Street road diet. Alternative 3 received the most votes, but Alternative 2 and 4 were not far behind. There were a mix of re-

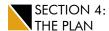
sponses relative to making Richardson and Virginia Avenues one-way, with some people expressing their strong support and some expressing opposition. Another recommendation is to consider creating a speed table (flat-topped raised area of textured pavement across lanes of traffic) along Main Street at

Pioneer Plaza and the Chaves County Courthouse. The speed table with curb extensions would help reduce vehicle speed in this location and provide a better connection between these two community spaces.

The recommendation is for the City to initiate a traffic study to help determine the option



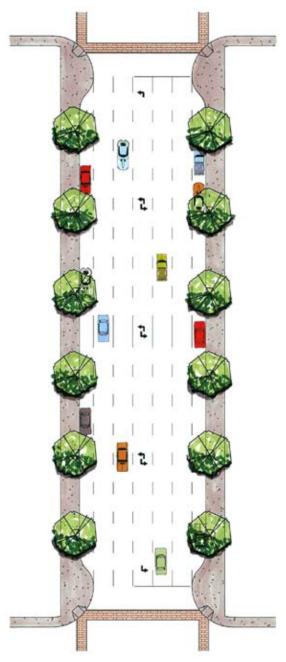
Speed table shown on Main Street

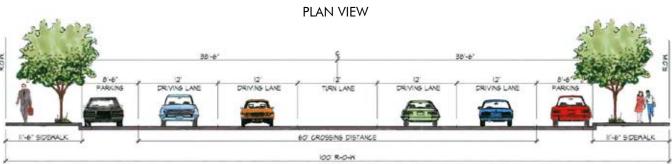


that best balances the need to move traffic through Main Street with the need to improve the District to make it more inviting to local visitors and tourists. Once the preferred option is identified, it would be prudent for the City to restripe Main Street and study traffic flow for the next year. Once the year long study is complete, and the road diet is determined to be beneficial, the City would then begin making improvements to Main Street.



# **MAIN STREET - NO BUILD ALTERNATIVE**

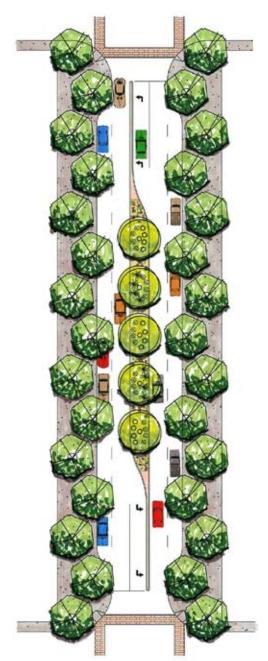




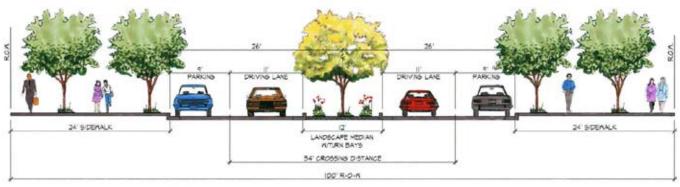
SECTION VIEW



# **MAIN STREET - ALTERNATIVE 2**



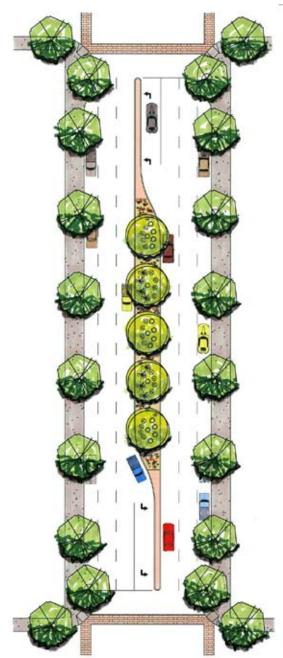
PLAN VIEW



SECTION VIEW



# **MAIN STREET - ALTERNATIVE 3**

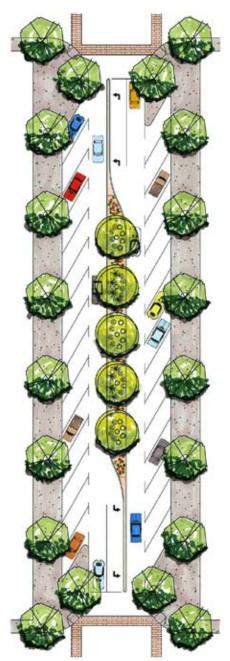


PLAN VIEW

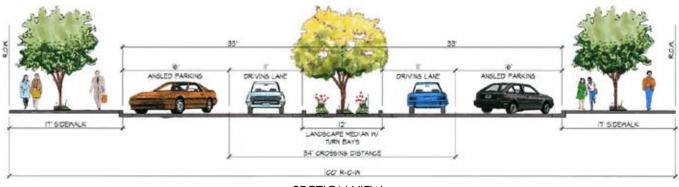




# **MAIN STREET - ALTERNATIVE 4**



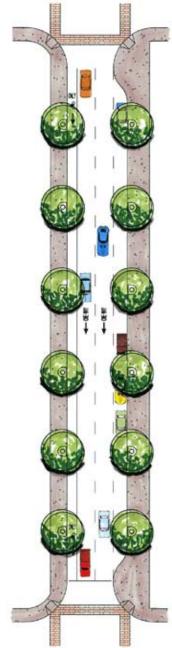
PLAN VIEW



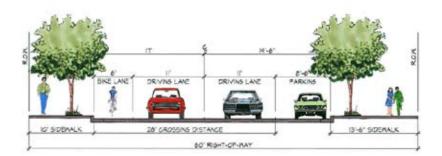
SECTION VIEW



# **RICHARDSON AVENUE 1-WAY**



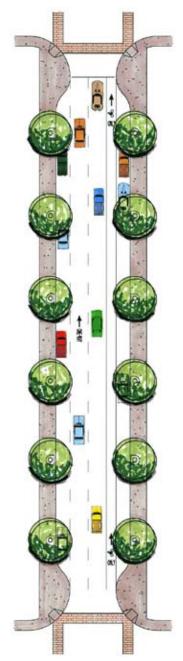
PLAN VIEW



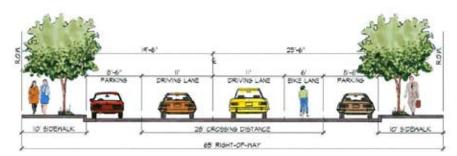
SECTION VIEW



# **VIRGINIA AVENUE 1-WAY**



PLAN VIEW



SECTION VIEW



# **Purchase the Hinkle Building**

The Hinkle Building, located at the southeast corner of Third and Main Streets, provides an excellent redevelopment opportunity and important catalytic project for MainStreet Roswell. Community members have expressed a desire to see the building become a mixed use project, with the City of Roswell becoming an active partner in the redevelopment effort. Appropriate uses for the Hinkle Building include multi-family residential, retail, office, and hotel. The property includes a parking lot for 80-100 vehicles, which would be a critical component of a successful mixed use project. The City of Roswell should consider purchasing this property with a goal of having a private entity redevelop the building. A Metropolitan Redevelopment Area could be used as the vehicle for this public/private partnership and should be the first step taken by the City for this property.

# PHASE 2 CATALYTIC PROJECTS Redevelop the Hinkle Building

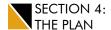
As noted in the section above, the Hinkle Building would be a prime adaptive reuse project. Once the City has approved an MRA and acquired this building, steps should be taken to issue a Request for Proposal (RFP) from a private entity interested in redevelopment of the building. The goal would be for the private entity to purchase the building at a below market rate, develop a program that is financially feasible, and develop a project that provides a mix of multi-family units with non-residential use on the ground floor facing Main Street.

#### **Establish an Arts and Cultural District**

In 2007, the State of New Mexico adopted municipal enabling legislation to create Arts and Cultural Districts in New Mexico. The intent of the legislation was to support arts and cultural based economic development for businesses, individuals, organizations, agencies and institutions for the purpose of creating an economic market niche. The legislation established the New Mexico MainStreet Program Director as the coordinator of the state's efforts, and the New Mexico Arts Commission as the authorizing body for arts and cultural districts.

As part of the enabling legislation, local communities who formally designate an Arts and Cultural District have the ability to adopt the Local Economic Development Act (LEDA) and through referendum, pass the Local Options Gross Receipts Tax to be utilized by the local Arts and Cultural District in the support and development of the District. The legislation also provides for a doubling of the state tax credit for rehabilitation of historic properties within the Arts and Cultural District.

The City of Roswell contains many of the critical elements required to establish an Arts and Cultural District, as delineated by the State of New Mexico requirements. Establishing an Arts and Cultural District would offer a myriad of benefits for business owners, artists, and the general community. As part of the application process, Roswell would have to establish a steering committee to complete the application. The State Arts and Cultural District Council's Evaluation Team reviews applications and provides a recommendation to the Coordinator, who in turn provides a final recommendation to the New Mexico Arts Commission for the final decision and authorization. As evidenced by the responses at public meetings, there is strong support by the community for the establishment of an Arts and Cultural District in Roswell and the benefits that can be realized through this program.



#### **Improve Building Facades**

While most of the buildings in the MainStreet District are in relatively good condition, a number of them are in need of facade improvements. Facade improvements can have a major impact on visitors, while being a relatively low cost investment. A Facade Squad project was completed in 2010 to two buildings along Main Street (see below). The goal is to inspire other property owners to improve their building's appearance by painting, installing new signs and awnings, and in some cases, replacing the exterior 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 and business owners to donate materials would be an excellent step towards broadening community involvement in MainStreet activities. Facade improvements should be an on-going effort led by Main-Street Roswell and coordinated with property and business owners.



Left: Facade Squad at work on Main Street. Top right: Buildings along Main Street before Facade Squad rehab. Below: Same buildings after Facade Squad work.







#### **PROJECTS**

# Promote and Encourage Infill and Adaptive Reuse of Vacant Buildings

There are numerous gaps in the street face throughout the MainStreet District. Some of gaps sit between buildings and some are whole or partial blocks. Focusing efforts to infill these gaps, particularly along Main Street, would benefit the entire District and create a more interesting, continuous street face that would help encourage pedestrians to eat and shop throughout the area.

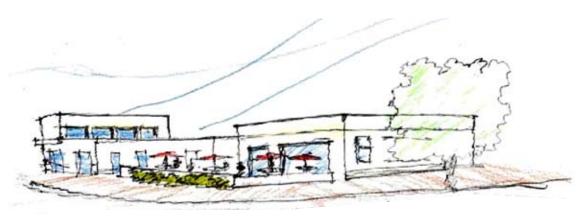
In addition to the gaps, there are also numerous vacant buildings in key locations within the District that would be excellent candidates for adaptive reuse include the vacant restaurant building at the northwest corner of Second and Main Streets (recently sold), Cobean's Stationery & Office Furniture on Richardson Avenue, Carnegie Library on Third Street, Sinclair Service Station on Second Street, and several others along Main Street. Although not



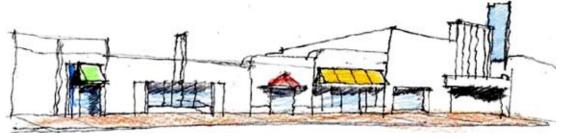
Vacant restaurant at Second and Main Streets was recently sold and would be a good location for a new sit down restaurant

within the MainStreet District, the multi-storied Petroleum Building on First Street was identified by the community as a building that would benefit the District through redevelopment.

The following sketches include some infill concepts along Main Street. These sketches are intended to spark new ideas for infill, but are not meant as specific projects.

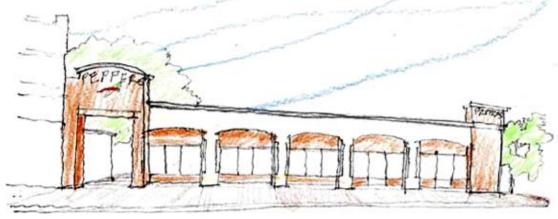


Outdoor dining

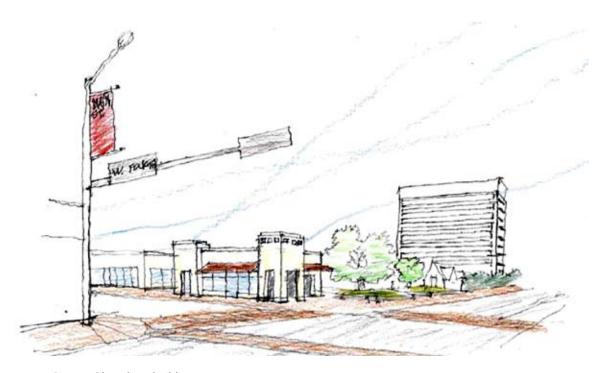


Infill redevelopment





Street wall



Pioneer Plaza liner building



Infill along Main Street



#### **Develop a Wayfinding Program**

A consistent theme that was expressed by the public throughout the planning process was the lack of signage and a wayfinding system within the MainStreet District. Visitors do not know where to find public parking, where the restaurants are located, or where any of the attractions of Downtown Roswell, such as the museums, are located. Many visitors come to Roswell to go to the UFO Museum and have no idea what other attractions the City offers or where to get a meal creating a significant lost opportunity. Providing a comprehensive wayfinding program would be a relatively low cost improvement, but would have a significant positive impact on the economic health of the District.





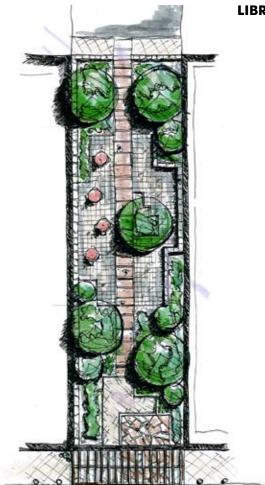


A family of wayfinding signs: top left is map of entire district; top right and bottom are directional signs to individual destinations.



# Improve Green Space/Pocket Parks

There are two small pocket parks within the MainStreet District - Library Park on Richardson Avenue and Reischman Park on Main Street. These could be nice amenities for visitors and Downtown workers to enjoy. However, they are somewhat difficult to find unless you are standing right in front of them, and they are lacking in landscape and aesthetic improvements. Given the small size of these two parks, improvements could be completed in a relatively cost efficient manner. Shown below is a concept for Library Park, which includes extending a trellis structure out into the sidewalk in order to give it more presence on the street. A conceptual design has been completed for Reischman Park, but implementation has not occurred.



#### **LIBRARY PARK**





Current condition of Library Park.



**SECTION VIEW** 



#### **Develop a Comprehensive Parking Strategy**

On-street and off-street parking is available in the District. On-street parallel parking is used by residents and visitors alike since it is convenient and allows people to get in and out of their cars easily. Parking lots are also available, however, most are either associated with specific businesses or are owned by the City and leased to businesses or provide parking for City employees and City-owned vehicles including the parking area around City Hall and Pioneer Plaza. This leaves few parking lots available for Downtown patrons that want to park once and visit several businesses. An effort should be made to relocate City vehicles to an off-site location or the City-owned parking lot on Richardson Avenue in order to accommodate the parking needs of Downtown patrons.

Continuing to use both on-street and off-street parking is critical to a healthy retail environment. Many commercial business districts use angled on-street parking, which provides more spaces than parallel parking. Providing specific parking areas for Downtown workers so that they do not compete for parking with patrons would be an excellent step forward. Further, there is a desire by the community to have more public parking that is easy to get to, is safe to use, and includes lighting.

A comprehensive parking strategy should address:

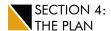
- Relocation of City-owned vehicles and City employee parking from City Hall and Pioneer Plaza
- Relocation of leased spaces to provide more 2-hour public parking
- · Identification of additional public parking lots east of Main Street
- Potential to convert parallel parking into angled parking on Main Street as part of the Main Street Road Diet study
- Wayfinding to public parking lots
- Shared parking agreements

#### **Improve Streetscapes**

In addition to Main Street, there are other streets in the District that are in need of improvement. This includes improvements to sidewalks and ramps to meet handicap accessibility standards (see Appendix C), as well as the addition of street and parking lot lights, trees, and street furniture. Providing street and parking lot lights will increase safety and security, and are critical for encouraging more night activity to Downtown. Street trees protect pedestrians from glare and the elements, and will add a nice visual aspect to the District.

#### **Provide Restroom Facilities on Main Street**

Members of the business community have expressed a strong desire for public restroom facilities to be located within the MainStreet District, particularly along Main Street in the vicinity of Pioneer Plaza and the Chaves County Courthouse. If located in this area, the restroom facility building should be designed to blend with the historic character. Providing access to clean, safe, and accessible public restrooms is a basic service and should be considered part of the City's infrastructure system in the MainStreet District. An option to consider for providing public restrooms would be at the existing Roswell Safe Coalition and Neighborhood Watch building (Continental Service Station) at 426 N. Main Street (see page 35).



#### **Improve Pioneer Plaza Block**

The "Pioneer Plaza block", between Fourth and Fifth Streets along Main Street is the primary location where large community events are held. City Hall and the Annex Building line this area to the west, but are oriented towards Richardson Avenue, with the backsides of the buildings facing Main Street. Separating Main Street and City Hall are parking lots which are mostly taken up by City-owned vehicles and City employee vehicles. Having the backside of the buildings facing Pioneer Plaza and Main Street has a negative impact on the ability of the City to activate this area and provide more pedestrian activity between the buildings and Main Street. As part of the effort to activate the area of Main Street between Fourth and Fifth Streets, the City should consider reorienting the entrances to City Hall and the Annex Building towards Main Street, relocate City-owned parking and employee parking, and provide informational kiosks that announce public events and provide historical information about Roswell and the MainStreet District.

# **Amend City Zoning Ordinance**

Existing zoning within Downtown Roswell is comprised of four districts each with their own set of permissive uses and special uses that must be approved by the Planning and Zoning Commission and the City Council. The most common zoning category is C-3 Downtown Business District, which allows multi-family residential although none has been developed Downtown and it is unclear from the Ordinance whether the uses can be vertically mixed in one building or horizontally mixed on one project. Mixed use (residential and non-residential) is typically considered to be a critical element for attracting more people to live, work, and play in Downtown areas. Therefore, one of the follow-up actions to the MainStreet Master Plan should be to amend the Zoning Ordinance to allow for mixed use including multi-family residential within a single project and/or building. The amendment should include revisions to the development standards that specifically address the unique parking needs, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping that will come with allowing for a mix of multi-family residential and non-residential uses in the C-3 zone and within a single project.



#### D. CHARACTER DEFINING ELEMENTS

Downtown Roswell has a number of character defining elements contained in its streetscapes and buildings. The goal of this section is not to dictate architectural styles, but rather to reinforce the existing character relative to how the building sits and functions within the streetscape.

# **Building Height, Rhythm, and Scale**

While most of the buildings in the MainStreet District are one-story and sit adjacent to the sidewalk, there are many buildings that are two-stories and above including the Plains Theater along Main Street, Hinkle Building at Third and Main Streets, Bank of America at Fifth and Main Streets, City Hall and Administration Building along Richardson Avenue, etc.

The design of any new buildings should respond to its context relative to building height and setbacks. While some variation is acceptable, abrupt variations in height, particularly mid-block, would detract from the existing character. Increase in building heights and/or massing may be appropriate at street intersections, but should step down in height as it gets closer to adjacent shorter buildings. Setbacks should align with the adjacent sidewalk. Where larger buildings are planned, consideration should be given to designing the building into smaller modules that are similar in scale to adjacent buildings.

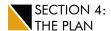
#### **Windows and Doors**

Storefront windows and primary entrances that are oriented to the street encourage pedestrian activity and are critical elements for a successful retail environment. Most of the buildings in the MainStreet District include storefront windows and have a recessed primary entry, but there are a few exceptions. Those that lack glazing appear to be at odds with the existing character and an effort should be made to encourage these business owners to add storefront windows where physically appropriate.





Left: Although this building is obviously well-maintained, additional glazing would make the building more consistent with Downtown character. Right: The storefront windows of this building are more in character with Downtown.



#### **Awnings**

Many of the buildings in the MainStreet District have awnings, which adds color and depth to the storefront while protecting pedestrians from the elements and reducing glare into the storefront windows. Existing awnings are made from a variety of materials including fabric and metal. Some of the awnings are integral to the building and some are applied.

The design of new buildings should include awnings along the primary building entrance. Awnings should have a minimum vertical clearance of 8 feet above the adjacent sidewalk, have a minimum horizontal projection of 4 feet, and should be structurally integrated into the building above any display windows. Awnings also provide an opportunity for business signage. Any new awnings along state facilities such as Main Street requires approval by the New Mexico Department of Transportation to overhang the right-of-way.





Some examples of buildings with awnings and recessed entries along Main Street.

#### **Materials and Colors**

There is a variety of building materials and colors used within the MainStreet District, although many of the older buildings used brick. It is likely that many of the buildings were resurfaced with a concrete/stucco surface. Where rehabilitation occurs, the building owners should be encouraged to restore the building to its original brick surface. Building colors should stay within the typical range of browns, rust, beige, ochres, and bright, garish colors should be avoided.





Architectural details: left shows beautiful Art Deco cast and glazed Terra Cotta detail along Main Street and right shows brick cornice obscured by paint.



#### Streetscape

The MainStreet District includes some street trees and street furniture such as planters, benches, and light fixtures. This adds a nice touch to the streetscape and provides a more welcoming environment for pedestrians. This tradition should be continued and enhanced through the Main Street 'Road Diet' identified in this Master Plan and along other major streets such as Virginia and Richardson Avenues, Third Street, etc.









Main Street amenities: top left shows tree planter with brick edging; top right shows planter with flowering annuals; bottom left is a typical street light fixture; and bottom right is one of the benches along the sidewalk.

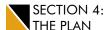
# Lighting

There are existing street light fixtures along Main Street, which is critical for evening activity. However, there are few other streets or parking lots within the District that contain light fixtures. Providing matching street light fixtures throughout the District would establish a recognizable theme for MainStreet. Re-

quiring all parking lots to be lit would also contribute to greater feeling of safety for visitors.

#### Landscape

Landscaping is another character defining feature that exists in the District including along Main Street, within the County Courthouse Square, around City Hall and Pioneer Plaza, etc. Using these areas as a model to add more landscape along the major streets



and within public and private parking lots would be a major step in setting Roswell apart from other communities in Eastern New Mexico. Developing a program that adds street trees along all major streets and a landscaped median within Main Street's existing right-of-way would enhance this character defining element of the District. All plant species should be appropriate to the region.





Landscape in the District: left shows street trees along Main Street and right shows landscaping in front of City Hall.

# Signage and Wayfinding

As previously noted, wayfinding in Downtown Roswell is conspicuously absent, particularly given the size of the District and the many amenities the community has to offer. Signage is an important element in the success of any business district and it helps to reinforce a distinct sense of place.

There are many visual elements one could draw from in Roswell when designing a signage program that would lead visitors to and throughout the District. The placement of gateway signs at key intersections such as Main and Eighth Streets, Main and Second Streets, and Richardson Avenue and Fifth Street would signal to visitors that they have arrived in a special place. Directional signs would further direct people to their desired destination. Placement of kiosks would also provide a good venue for announcements of community events and could incorporate public art into the design.

Building-mounted signage is also an important character defining element. The best examples tend to be those that are pedestrian scaled and project horizontally from the building so that they can be read as visitors approach the buildings.







Examples of projecting signs in Roswell and elsewhere.



# **Public Gathering Spaces**

The MainStreet District contains several public gathering spaces, including Pioneer Plaza and the County Courthouse Square, Reischman Park, and Library Park. Pioneer Plaza and the Courthouse Square are the site for many community events and the source of much community pride. The Courthouse Square, with its majestic trees and lush turf grass, is one of the best maintained landscapes in all of Eastern New Mexico. Smaller spaces such as the two pocket parks provide a nice area for workers taking a lunch break or for visitors to Downtown needing a rest. These types of spaces set Roswell apart from other New Mexico communities and an effort should be made for further enhancements.







Outdoor gathering spaces: top left is Pioneer Plaza; top right is Reischman Park; and bottom left is the County Courthouse Square.

# 5 IMPLEMENTATION





#### A. INTRODUCTION

The Master Plan outlines numerous strategies and recommendations that will support the MainStreet District being the commercial business center of the community in the short and long term future. The overarching goal of the Master Plan is to attract new investment, add jobs, increase tourism, and ensure that Downtown remains a fun place to work, visit, and live. As with all planning documents, the Master Plan can only be truly effective if there is a commitment by the City and Roswell MainStreet to follow the recommendations, review the document on a regular basis, and revise it when necessary to reflect the action 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. Time frames are dependent on financial resources, and may need adjustment over time. Objectives for implementing the MainStreet Roswell Master Plan include:

- Determining the short and long-term time frames for implementing the strategies and recommendations of the Master Plan.
- Delegating responsibility for implementing the strategies and recommendations.
- Linking the City's Infrastructure Capital Improvement Plan (ICIP) to the Master Plan recommendations, where appropriate.
- Preparing future grant applications based on the Master Plan recommendations.
- Establishing a review schedule for the Master Plan on an annual basis, and updating the Master Plan as needed or every five years.
- Incorporating the review of the Master Plan periodically into the City Council's agenda.

#### **B. MASTER PLAN IMPLEMENTATION**

The MainStreet Roswell Board should be the primary overseers of the Master Plan and 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 (as identified in the Master Plan or new programs that come on line) that could be utilized for implementation;
- Monitoring State Legislation and Plans in order to ensure consistency with State policy and programs;



- Representation of MainStreet Roswell 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, including physical, operational, and regulatory action steps. In addition to the action steps and timeframes, the tables also identify responsible entity and/or recommended partnerships MainStreet Roswell and the City can pursue to fully implement the Master Plan. Ultimately, implementation depends on available funding, staff time, and the ability of MainStreet Roswell and the City to enter into and sustain partnerships. The tables also identify preliminary funding estimates as follows:

- \$ = 0-\$100,000
- \$\$ = \$100,000 \$250,000
- \$\$\$ = \$250,000 \$1,000,000
- \$\$\$\$ = > \$1,000,000

Potential funding sources are identified in Appendix D, page 131.



IMPLEMENTATION STRATEGIES and ACTION AGENDA 2011 - 2013				
Implementation Action	Year	Responsibility and Partnerships	Cost Range	
MRA Designation for Railroad District	·			
- Designation Report to City Council*	2011	Consultant, City Staff	0	
- MRA Plan	2012	Consultant	\$	
Main Street Road Diet Study	2012	Consultant	\$	
Secure Hinkle Building	2012	City	\$\$\$	
Wayfinding Program	·			
- Develop Wayfinding Master Plan	2012	Consultant	\$	
- Implement Wayfinding (first phase)	2013	City	\$	
Provide Public Restroom Facilities	2012	City, MainStreet	\$	
Amend Zoning Ordinance	2012	City	0	
Comprehensive Parking Strategy	2012	Consultant	\$	
Designate New Parking Area for City Vehicles	2012	City	0	
Improve Green Space/Public Parks	·			
- Reischman Park	2012	Consultant, City	\$\$	
Arts and Cultural District				
- Establish Initial Steering Committee	2013	City, MainStreet	0	

<sup>\*</sup>To be submitted and approved with MainStreet Master Plan

IMPLEMENTATION STRATEGIES and ACTION AGENDA 2014 - 2018				
Implementation Action	Year	Responsibility and Partnerships	Cost Range	
Main Street Road Diet Improvements (first phase)	2015	City	\$\$\$	
Wayfinding Program				
- Implement Wayfinding (second phase)	2016	City	\$	
Hinkle Building				
- Issue RFP for Private Developer	2014	City	0	
- Redevelop Building	2017	Private Developer	0**	
Designate Arts and Cultural District				
- Application	2013	City, MainStreet, Initial Steering Committee	\$	
- Establish ACD Steering Committee, Hire Coordinator	2014	City, MainStreet	\$	
- Develop Arts and Cultural Master Plan	2015-16	Consultant	\$\$	
Improve Green Space/Public Parks				
- Library Park	2014	Consultant, City	\$\$	
Designate and Improve Public Parking Lots	2015	City, MainStreet	\$\$	
Improve Pioneer Plaza Block	2016	Consultant, City	\$\$	

<sup>\*\*</sup>No cost assumed for City. Development costs assumed to be with developer.



IMPLEMENTATION STRATEGIES and ACTION AGENDA 2019 - 2023				
Implementation Action	Year	Responsibility and Partnerships	Cost Range	
Complete Main Street Road Diet Improvements (second phase)	2020	City	\$\$\$\$	
Complete Pioneer Plaza Block (second phase)	2019	City	\$\$	
Streetscape Improvements				
- Virginia Avenue	2020	City	\$\$\$	
- Richardson Avenue	2023	City	\$\$\$	

IMPLEMENTATION STRATEGIES an ACTION AGENDA On-going						
Implementation Action Year Responsibility and Partnerships Range						
Facade Improvements (includes Facade Squad)	On-going	NM MainStreet, MainStreet Roswell, Private Business Owners	\$			
Infill and Adaptive Reuse of Vacant Buildings	On-going	Private Developers, MainStreet	\$\$\$\$			
Improve ADA Accessibility - Sidewalks/Ramps	On-going	City	\$\$			
Hold Community Events	On-going	MainStreet Roswell	\$			
Update ICIP	On-going	City	0			
Review Master Plan	On-going	City, MainStreet Roswell	0			
Monitor and Apply for Grant and Funding Programs	On-going	MainStreet Roswell	0			
Provide Main Street Support Services	On-going	MainStreet Roswell	0			
Main Street Marketing	On-going	MainStreet Roswell	\$			

# **APPENDICES:**

A: MRA DESIGNATION REPORT

B: SURVEY RESULTS

C: SIDEWALK/RAMP INVENTORY

D: FUNDING SOURCES





#### 1. INTRODUCTION

Roswell is the largest municipality within Chaves County and is the county seat. Downtown Roswell provides the economic engine for the community and beyond. It is primarily comprised of commercial buildings, with many of them having historic significance. Housing is found on the edges of Downtown, within the Historic District on the west starting at Pennsylvania Avenue, and starting on the east side of Railroad Avenue and moving further east.

Through the MainStreet Roswell Master Plan process, it was determined that a portion of Downtown Roswell exhibits physical conditions that are injurious to the public health, safety, morals or welfare of the residents of the community, and as such, these conditions currently stand in the way of Downtown's sound and orderly development. The concept of designating the area locals refer to as the 'Railroad District' as a Metropolitan Development Area and its proposed boundary were presented at a public meeting and was met with strong support from the participants.

This designation report proposes that the Railroad District be designated a Metropolitan Redevelopment Area to allow the City of Roswell to take a more proactive role in improving this area. The boundaries of the MRA include Eighth Street on the north, Second Street on the south, Railroad Avenue on the east, and Virginia Avenue on the west (see page 108). The necessary analysis and documentation of factors that contribute to blight in the Railroad



District are documented in this report. This is the first step in the designation process; the next step will be for the City to initiate the process to create an MRA plan document.





Examples of blighted properties and public infrastructure throughout the Railroad District





Railroad District: A Proposed Metropolitan Redevelopment Area



#### 2. DESIGNATION OF A METROPOLITAN REDEVELOPMENT AREA

The New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978) provides municipalities with the powers to undertake and correct conditions in areas that "substantially inflict or arrest the sound and orderly development" within the municipality. In order to use these powers, the governing body of the municipality must determine by resolution an area to be a slum area or blighted area, and designate the area as appropriate for a metropolitan redevelopment project.

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

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

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

"Blighted area means an area within the area of operation other than a slum area that, because of the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, insanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or lack of adequate housing facilities in the area or obsolete or impractical planing and platting or an area where a significant number of commercial or mercantile businesses have closed or significantly reduce their operations due to the economic losses or loss of profit due to operating in the area, low levels of commercial or industrial activity or redevelopment or any combination of such factors, substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use."



#### 3. EXISTING PHYSICAL CONDITIONS

The Railroad District has a plethora of vacant and dilapidated warehouse buildings, vacant lots, and sidewalks either missing or in very poor condition. There are very few viable businesses within this area. On the east edge of the proposed MRA, the row of lots facing Railroad Avenue is primarily comprised of residential structures, which show extreme deterioration. Structural, drainage, and public infrastructure issues are visible throughout the area. These conditions combined have led to the decline of this area.

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

## **Building Conditions**

Building conditions throughout the Railroad District are generally in very poor condition. Most of the commercial buildings are constructed of metal and have long been vacant and neglected by their owners. Structural issues are also readily apparent. Residential buildings are located along the east side of Railroad Avenue and are also in a severe state of deterioration. Some of these buildings appear to be inhabited, but it is unknown whether these inhabitants are building owners, renters, or in some cases, they may be squatters.



An example of one of the many vacant warehouse buildings in deteriorated condition located in the Railroad District





Buildings showing significant deterioration and neglect.









A mix of vacant industrial and residential buildings.







More vacant buildings and blighted properties.



## **Street and Sidewalk Conditions**

In general, the street and sidewalk conditions through the Railroad District are in deteriorated condition or the sidewalks are missing altogether. This creates an unsafe condition for pedestrians and has a deleterious impact on the area.



Missing and badly cracked sidewalks run throughout the District severely compromising pedestrian accessibility



Deteriorated sidewalk and inadequate storm drainage systems are evident



#### 4. ECONOMIC CONDITIONS

There is a large number of vacant, dilapidated buildings within the Railroad District. As a result, the area experiences a very low level of economic activity with a lack of investment apparent from both the public and private sectors. Residential use is extremely low within the Railroad District and are primarily located along Railroad Avenue. A few of these residential structures may be inhabited by squatters.

## **Comprehensive Plan**

The City of Roswell Comprehensive Master Plan, adopted in May, 2005, estimated there were approximately 5,600 acres of land zoned industrial with more than 70% located at the Roswell International Air Center (RIAC). The Plan also estimated that there were 7,900 undeveloped acres of land throughout the City, with more than 4,800 acres zoned industrial. What this seems to indicate is a saturation of under-utilized or vacant industrial land and a trend for industrial development to occur away from the Railroad District. Without the need for this area to stay exclusively industrial, there are other land uses that could be developed that would benefit the MainStreet District and the community as a whole. One of the recommendations of the Master Plan is for the City of Roswell to consider rezoning some of the property within the Railroad District.

The Comprehensive Plan provides some general policy direction as follows:

<u>Land Use, Zoning, & Code Enforcement, Objective 1-A:</u> "Encourage infill development within the City limits by providing infrastructure (water/sewer/paved streets) to areas that need them, reducing development costs."

<u>Housing, Objective 3-E</u>: "Remove dilapidated structures to promote infill development and improve the health, safety, and welfare of neighborhoods."

<u>Transportation, Goal #5</u>: "Continue to improve local streets so alternative modes of transportation can have better mobility and access, especially in the downtown business district."

<u>Transportation, Objective 5-A</u>: "Strive to meet the Americans with Disabilities Act requirements for streets and intersections, throughout the City, especially in the downtown business district."

Commerce and Industry, Goal 11, Objective 11-H: "Master plan the Downtown Business District, ensuring ample parking and transportation circulation in an aesthetically pleasing environment."

<u>Social/Economic, Objective 12-F</u>: "Implement new ways to promote the museums, galleries, and recreational facilities in Roswell."

#### **Jobs Comparison**

Another clear indication of the blighted situation is the lack of employment within the Railroad District. Based on 2009 Census Bureau data, the Railroad District includes approximately 100 jobs as compared to approximately 2,500 jobs in the balance of the MainStreet District. This works out to 2.1 jobs per acre for the Railroad District versus 32.9 jobs per acre for the rest of the MainStreet District. From field observations, it appears that most of these jobs are along the east side of Virginia Avenue and that the rest of the Railroad District is primarily vacant buildings and land. Creation of new jobs



within the Railroad District will have positive impacts to the entire MainStreet District by providing additional customers for restaurants and retail stores.

#### 5. CONCLUSIONS

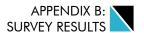
This designation report provides the necessary documentation of existing conditions within the Railroad District which meet the criteria for an MRA designation as defined by the New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978). The existing conditions illustrate an amalgam of factors that show:

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

Designation of the Railroad District MRA will assist the City of Roswell in achieving the following goals:

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

The New Mexico Metropolitan Redevelopment Code provides the City of Roswell with the powers to ameliorate blighted conditions, create opportunities to expand existing businesses, attract new commercial activity to the area, and implement public improvements. The City will work with in conjunction with the private sector to accomplish these goals.



## A. OPPORTUNITY BUILDINGS (Cool Old Buildings)

## Hinkle Building



1) What uses do you think are appropriate for this building?

Mix of Office and Retail	<u>7</u>
Mix of Housing and Retail	18
Senior Housing	<u>5</u>
Retail	<u>3</u>
Restaurant	<u>5</u>
Office	<u>0</u>
<u> </u>	

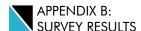
Other

- Downtown boutique hotel with retail on bottom floor and maybe a restaurant
- Restaurant on first floor if it [building] was two stories
- Hotel
- Mix of housing with restaurant/club
- Lofts, lofts, lofts! Senior housing no way!
- Loft living
- + Office & Restaurant
- VA Hospital
- Hotel with retail on first floor
- Think that housing and retail are most viable. Retail could be companies that serve housing, laundry, convenience, downtown retail.
- Keep parking needs in mind!
- 2) Do you support the City's participation in the redevelopment of this building?

Yes - 13

No - I

- Yes, but there are a lot of other areas that need attention first
- Yes, bring people to the Hinkle Building and you can create a sense of continuity in the downtown area. I think this can support an "urban" theater. Grocery store on one floor and lofts on another floor.
- Don't know enough It's hard to say, but if funding available for a partnership of sorts



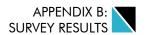
- What kind of participation?
- If appropriate use with cost containment
- Depends on vision
- I think we need more places to shop and to eat and make things more attractive.
- Unsure/Partial
- Expanding without having to demolish
- Yes it would be good for the City and Main Street. Building is an eye sore when visitors walk Main Street.

#### 3) Other comments?

- This building could be developed for high-end condos and marketed to professionals as an alternative to standard housing.
- If the street was closed on 3rd to Virginia and also Main to Richardson in other
  words make Third Street a pedestrian corridor. Pay attention to the parking lots
  that surround the areas and let private investors build downtown after the city
  takes care of the infrastructure, parking, wayfinding, etc.
- Needs roof to mothball building
- Signs in the Downtown area directing you to restaurants, library, parking, stores, historic houses, etc.
- A building with housing population would spur downtown development.
- What kind of participation?
- Please consider the Petroleum Building as well
- State procurement code?
- I think it's limited. Remodel to update may cost more than demolition.
- I think a nice coffee shop downtown with maybe a place for performers to perform.
- This building has a great location!
- Main Street Roswell offered to help the owner and was told he did not need help - obviously he does - nothing has been done with building.

## Carnegie Library





1) What uses do you think are appropriate for this building?

Restaurant 7
Office 11
Institutional (what type?) 7

- Possible school, old folks home
- School
- · City building, youth center
- Center for continuing education i.e., masters cubicles
- Leadership center for Youth of Roswell
- Great restaurant years ago
- Museum
- Genealogy & History Library (Research)
- Medical/Engineering/Lawyer where minimal parking is needed
- Research Move oil and gas from Main Street to this building

#### Other

- Learning center; retail
- Can city purchase?
- Shops for tourist attraction, museum
- Potential a "docking" station for travelers to do business cubicle communities
- I think we have enough offices. I think a nice upscale dines that has 10' late afternoon hours and weekend hours would be nice. A problem is visibility. Restaurant has to be good.
- I think it would be good to have an arcade game/ entertainment place for the young people to hang out.
- I have no concrete idea, but this is a historic building that we need to preserve
- It's historical; was built with XXX money
- 2) Do you support the City's participation in the redevelopment of this building?

Yes 18

No

- Perhaps, would need to know more
- Yes, but there are a lot of other areas that need public attention first
- Yes, but I think a private investor will come along and buy up the property

   it is an excellent space and I think someone with an open mind will make
   it awesome again.
- What kind?
- Yes, this building has good potential
- Unsure/partial
- Talk to owner of building
- This is a beautiful building! It should most definitely be redeveloped
- 3) Other comments?
  - If the City doesn't actively get involved, it probably won't happen.
  - Access limited; no parking
  - State procurement "No Parking"
  - ADA is a challenge



- It would be nice to make 3rd St. more active like it used to be
- Should be protected
- We have enough restaurants

#### Cobean's



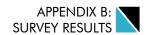
1) What uses do you think are appropriate for this building?

Retail 17 <u>13</u> Restaurant Office <u>6</u> Other

- This building would make an excellent 50's retro diner
- Radio Shack
- Possibly same type business as before
- It's a tough economy, but there could be a need filled by this
- Depends on parking needs
- City Government office
- 2) Do you support the City's participation in the redevelopment of this building?

Yes No -

- Yes, but there are areas around this building that the City owns, parking sidewalks, etc. that should be brought to higher standards with more functionality
- Probably not, would need to know specifics
- Yes, but with the proper support, it could be marketed to a private business
- Not yet, private enterprise has not had time
- What kind of participation?
- Yes, it is a nice location for one down by the library
- Unsure/partial
- On Richardson with good access on Main Street and within corridor



- 3) Other comments?
  - Private investors will participate when we work on using our streets, parking, planting with landscaping in close vicinities to these buildings
  - City has (will have) limited resources (time, expertise, \$). They need to focus on best cost/impact.
  - What kind of participation?
  - I think it would be nice downtown to go back to brick facades that have covered up now because it would be nicer
  - Larger buildings need to be occupied
  - It has a lot of potential with all the front windows

## OTHER BUILDINGS

Are there other existing buildings you think are critical to Downtown redevelopment?

- Building owned by Bell Oil 2nd and Main is a disgrace! Appears to be a hazard and is an eyesore! Should be condemned by the City.
- Petroleum Building and many other south side buildings are excluded from proposed district.
- Old Bus Station
- Denny's on 2nd and Main
- Old Radio Shack on 2nd and Main
- Petroleum Building (2x)
- Building on 2nd and Virginia
- Main Street vacant buildings
- I think the City should do something about the Beauty College that burnt out awhile ago
- Denny's building on corner of Main Street and 2nd prime location

# B. RAILROAD DISTRICT / METROPOLITAN REDEVELOPMENT AREA

 Do you believe that the Railroad District is blighted and should be designated a Metropolitan Redevelopment Area?

Yes <u>21</u>

No I (participant marked no but put yes next to the words "Railroad District is blighted)

2) Is the redevelopment of the Railroad District important to the overall economic health and well being of Downtown?

Yes <u>16</u> No <u>6</u>

3) Do you agree with the proposed boundaries of the Railroad District MRA?

Yes <u>14</u> No 6

If not, is do you have any recommendations on how the boundary should be adjusted?

• The boundary should extend further south on Virginia to Alameda. This



- would allow us to incorporate traffic from Alameda when we apply the road diet to Main Street.
- Downtown should not include the railroad tracks unless there was service to the population.
- For now, turn it into off-street parking or just raze it
- Widened and lengthened
- Include the southeast portion of district Mayes Lumber, SPS, Feed Store
- Include all businesses from Garden Avenue to Kentucky and Walnut/ Alameda to 5th
- After reviewing briefly
- Expand east
- Railroad is too far east
- Include more of East 2nd St. commercial buildings. They look like crap!
   It's a poor representation of our community to travelers as they continue through to Ruidoso.
- I'm uncertain whether this area can develop successfully with the current economy; state funding would help; maybe expand further south.
- 4) What land uses would be appropriate in the Railroad District?

 Mix of Industrial and Retail
 4

 Mix of Industrial, Office, and Retail
 12

 Retail
 5

 Restaurant
 11

 Office
 2

 Other

- Parks, water fountains
- Green space and recreation
- Need to make this area attractive
- Incentives for businesses to locate
- 5) Other comments?
  - Bring more people to the area so other businesses are supported
  - In order for the Railroad district to succeed, the City will need to provide parking, lighting, and sidewalks.
  - Tear it all down and start over; the buildings are in such deteriorated condition it would be too costly to renovate.
  - Area of redevelopment should be extended south to Alameda
  - Remove the abandoned railroad siding spurs on Third, Fourth, and Fifth Streets
  - Encourage people by bringing in solid businesses and supporting the growth
  - If done well, regardless of what those who fight changes and done for the future of my City, then it has potential
  - I just want downtown to be more attractive for visitors and citizens too



## C. ARTS AND CULTURAL DISTRICT

1) How important do you think arts and culture is to the economy of Roswell?

Very Important <u>18</u>

Somewhat Important <u>4</u>

Not Important at all  $\underline{0}$ 

2) How important do you think arts and culture is to the vitality of the Downtown businesses?

Very Important <u>18</u>

Somewhat Important <u>4</u>

Not Important at all

3) Designation as an Arts and Cultural District provides certain benefits, which of these do you think are most beneficial to Roswell? You may choose more than one of the following:

Enhanced historic tax credits	<u>17</u>
Access to historic preservation loans	<u> 16</u>
Technical assistance from NM MainStreet	<u>14</u>
Tourism Department Marketing and Promotional Support	<u>17</u>
MainStreet Capital Outlay Funds	<u>11</u>
Locating "New Mexico Creates" shop in Roswell	<u>9</u>
Access to Museum of NM Foundation e-commerce site	<u>7</u>
NMMFA Planning Grants	<u>9</u>
District Featured on Economic Development Dept. website	<u>7</u>

4) If available, would you support the use of the Local Options Gross Receipts Tax (LOGRT) or Quality of Life Tax for the support and development of the District?

Yes <u>19</u> No <u>2</u>

Iffy

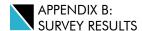
 Yes, however, we need to support the sales tax increase for economic development first

# D. TRANSPORTATION IMPROVEMENTS – MAIN STREET, RICHARDSON & VIRGINIA

1) Which transportation alternative do you prefer?

No Build Alternative 1
Alternative 2 6
Alternative 3 8
Alternative 4 5

- Alternative 2 by far the best
- Virginia and Richardson
- [Alternative 4] diagonal parking
- 4 lanes with raised median with left turn lanes at intersections



- Alternative 4 No Hazardous rear and/accidents
- Alternative 4 Maybe
- Alternative 2 No one way traffic. Give two lanes for pedestrians
- Alternative 4 No way! Angled parking will hurt if we want to hit 50k to 75k
- Alternative 3 Better, we keep traffic flowing
- 2) Do you think making these types of improvements to Main Street will make Downtown more inviting to local visitors and tourists?

Yes <u>21</u> No <u>1</u>

3) As part of the Main Street "Road Diet", do you support making Virginia and Richardson Avenues one-way?

Yes <u>15</u> No <u>5</u>

- I think it only makes sense to eventually have this happen. I need more study on which way.
- Perhaps; more discussion necessary
- With accommodations for crossing and turning
- Why have parking on east side of Richardson?
- 4) How important is it to you that there are bicycle lanes through Downtown along Virginia and Richardson?

Very Important <u>6</u>
Somewhat Important <u>12</u>
Not Important at all 4

- North-south; Lee-College east-west; hike and bike east to zoo; west to parks
- Better than on Main Street
- If provided on other streets would suggest to talk to those who ride and would think that with a more appealing downtown, bike traffic would increase
- 5) What best describes you?

Business Owner
Resident
Business Owner & Resident
Elected Official

None of these

#### Comments?

- One-ways on Virginia and Richardson will not be a good idea and will also bring a lot of opposition including mine.
- Mainstreeter
- Need bus stops remove bus stop benches and the city install decent benches. Remove abandoned railroad spurs on Third, Fourth, and Fifth Streets.
- Roswell native, interested in vitality of downtown
- If bicycle paths are added they need to go further in both directions. We don't have many at all now.



## E. DOWNTOWN PARKING

1) When you visit Downtown, where do you park?

Street 12
Parking lot 4
Alley 2
All of the above 5

2) Is the parking convenient?

 Yes
 14

 No
 4

 Somewhat
 5

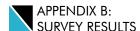
- Relatively if you know where to park
- Dangerous
- Depends on the time of year yes, convenient when not UFO Season and no, not convenient when it is heavy UFO season (summer)
- Depends on the time of day
- On street is more difficult
- Dangerous
- Not on Main Street
- 3) Do you typically park once and shop in multiple stores?

Yes <u>16</u> No 4

- Typically I just go to one store
- Yes, but if I have to cross the street I might move my car
- Usually go to whatever store I need something
- 4) Do you prefer to park on the street or in a parking lot?

Street <u>5</u>
Parking Lot <u>8</u>
Either 5

- Not many parking lots on west side
- On street or in back of stores
- Either based on need and availability of parking, angled parking front or near would be easier and would have more space available
- Parking lot needs to be easy access
- 5) How would you improve the parking Downtown?
  - Provide more parking off of Main Street in the form of parking lots
  - Make the existing parking lots and sidewalks more inviting; add trees, wayfinding, better lighting, signs
  - Signage
  - More of it
  - Diagonal will double parking spaces
  - Signage downtown
  - Traffic calming, traffic lights
  - Diagonal angle parking, needs more signs! Free parking and direction.
  - More parking lots, Small, off of Main



- Public parking behind the Winery, I use the most. It's convenient to the store. Do not know how to improve; shaded parking? There are quite a few parking lots around
- Designate public parking areas, some on-street parking is never used because there are parking lots available; these areas could be used for landscaping
- More lots
- Better lighting
- Diagonal
- Try to find ways to have more lots or maybe a small parking garage
- Increase Main St. parking or behind store parking!
- Better signage
- Do not make diagonal! Several businesses do not have back parking areas no angle parking
- After changing Virginia and Richardson to one way there would be a lot of room for vertical
- Not a fan of parking lots

#### 6) Comments?

- We need a branding campaign for direction to our parks zoo, art gallery; lots of parking behind stores
- Public bathroom on Pioneer Plaza
- 10 minutes between these segments is too long; it doesn't take 10 minutes to answer 4-6 questions.
- More signage / whole lifestyle change now
- Make the City friendlier everyone follow the rules, especially the city! Make downtown living and create a community that we can take pride in as Roswell inhabitants.
- As a native, I am used to parking in front of a shop, restaurant. So wouldn't it be nice to have a parking garage - or do without parking on Main Street so we would walk - thinking of Santa Fe
- Actually there is quite a bit of parking but its not very visible; I think public lots are best; Fort Worth, TX offers a parking garage (2) that invite visitors to downtown.
- Just find ways to make walking easier but also parking as well
- We need better signage to reveal behind store parking
- Qwest parking lot needs to be made public parking; take down the fence!

Thank you for your participation!



#### SIDEWALK/RAMP INVENTORY

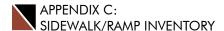
This appendix provides an inventory of the sidewalk and ramp existing conditions in the MainStreet District. Further study will have to be completed to gain an understanding of the scope and cost to upgrade these facilities over time. Pedestrian accessibility is a critical component of a successful MainStreet District.

## Pennsylvania Avenue

- Beginning at the corner of Pennsylvania Avenue and Alameda Street, corner will need ADA ramps. Curb and gutter sections need repair. Sidewalk from Alameda Street to Walnut Street needs replacement.
- Corners @ Walnut Street and Pennsylvania Avenue have ADA ramps except at the southeast corner there is no ramp. Ramps will need to be upgraded. Sidewalk to First Street and Pennsylvania Avenue will need some replacement.
- Corners @ First Street and Pennsylvania Avenue need ADA ramps. There is one ramp on the southwest corner, but it will need to be upgraded. Sidewalk to Second and Pennsylvania Avenue is in fair shape, though some repair needed.
- Corners @ Second Street and Pennsylvania Avenue all meet ADA requirements. Sidewalk from Second Street to Third Street is in good shape though it shows signs of repair done. Third Street and Pennsylvania Avenue to Fourth Street and Pennsylvania Avenue are in good shape.
- Corners @ Fourth Street and Pennsylvania Avenue all meet ADA requirements.
   Sidewalks are in good shape from Fourth Street and Pennsylvania Avenue to Fifth Street and Pennsylvania Avenue.
- Corners @ Fifth Street and Pennsylvania Avenue have been upgraded recently to meet ADA. Sidewalks from Fifth Street to Sixth Street and Pennsylvania Avenue are in good shape.
- Corners @ Sixth Street and Pennsylvania Avenue do not meet ADA requirements; no ramps in place except at the northwest corner. Sidewalks from Sixth Street to Seventh Street are in good shape, but will need some new sections.
- Corners @ Seventh Street and Pennsylvania Avenue all have ramps, but will need to be upgraded. Sidewalks from Seventh Street to Eighth Street and Pennsylvania Avenue are in good shape. Some curb and gutter sections need replacement.
- Corners @ Eighth Street and Pennsylvania Avenue all have ramps, but need to be upgraded. Some sidewalk needs replacement.
- The sidewalk between Pennsylvania Avenue and Richardson Avenue on the south side needs replacement.

#### **Richardson Avenue**

• Corners @ Richardson Avenue and Eighth Street do not meet ADA requirements. Sidewalk to Seventh Street and Richardson Avenue is in good shape.



- Corners @ Seventh Street and Richardson Avenue do not have ADA ramps. Sidewalk to Sixth Street and Richardson Avenue is in fair shape, but will need some replacement.
- Corners @ Sixth Street and Richardson Avenue will need ADA ramps on the west half of the street; there are no existing ramps in place at present time. Sidewalk to Fifth Street and Richardson Avenue is in good shape.
- Corners @ Fifth Street and Richardson Avenue have been upgraded to meet ADA Requirements. Sidewalk from Fifth Street to Fourth Street and Richardson Avenue are in good shape.
- Corners @ Fourth Street and Richardson Avenue have been upgraded to meet ADA requirements. Sidewalk from Fourth Street to Third Street and Richardson Avenue are in good shape.
- Corners @ Third Street and Richardson Avenue all have ramps, but will need to be upgraded. Sidewalk from Third Street to Second Street is in good shape.
- Corners @ Second Street and Richardson Avenue all meet ADA requirements.
   Sidewalk from Second Street to First Street and Richardson Avenue are in good shape, except some drive pads have no slope for wheelchairs.
- Corners @ First Street and Richardson Avenue have been upgraded. Sidewalk from First Street to Walnut Street and Richardson Avenue is in fair shape.
- Corners @ Walnut Street and Richardson Avenue all have ramps, except at southwest corner there is no ramp in place. Ramps will need upgrade. Sidewalk from Walnut Street to Alameda Street and Richardson Avenue are in good shape. Existing ramps are in good shape.

#### Virginia Avenue

- Corners @ Alameda Street and Virginia Avenue have ADA ramps on the north half
  of corner. Ramps are needed on the south half; no existing ramps in place. Sidewalk
  is in good shape.
- Alameda Street to Second Street and Virginia Avenue is in good shape and ADA compliant.
- Second Street to Sixth Street and Virginia Avenue is in good shape.
- Corners @ Sixth Street and Virginia Avenue are in good shape. Ramps at the southeast corner will need to be upgraded to meet ADA. Sidewalk is in good shape.
- From Seventh Street and Virginia Avenue to Eighth Street and Virginia Avenue needs sidewalk and ADA ramps at Eighth Street and Virginia Avenue.

#### **Railroad Avenue**

From Second Street to Eighth Street there are no sidewalks in place. The areas
where there is sidewalk, it is breaking apart and will need full replacement. The only
ADA ramps available are at Second Street and Railroad Avenue. For the remainder
of the street, there are not any existing ADA ramps.



#### **FUNDING SOURCES**

This section includes a comprehensive list of federal and state economic and infrastructure development resources available to both local governments and people interested in starting a new business, in need of a small business loan, or engaging in historic preservation.

## **Catalog of Federal Domestic Assistance**

This is a resource which includes extensive listings of federal assistance programs for municipalities, contacts, and grant application procedures. The catalog is available online at the following web address: <a href="www.cfda.gov">www.cfda.gov</a>.

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: New Mexico Economic Development Department

Joseph M. Montoya Building

1100 St. Francis Drive Santa Fe, NM 87505 Phone: (505) 827-0382 Website: www.nmbiz.com

## Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to



\$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section

1120 Cerrillos Road P.O. Box 1149

Santa Fe, NM 87504-1149

Phone: (505) 827-5498

Website: www.nmshtd.state.nm.us/

## **Local Government Planning Fund**

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

Contact: New Mexico Finance Authority

Phone: (505) 992-9635 Toll Free: (877) ASK-NMFA Email: frontdesk@nmfa.net

## Municipal Arterial Program (MAP) Local Government Road Fund

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

Contact: Engineer Maintenance Section

New Mexico Department of Transportation

1120 Cerrillos Road

PO Box 1149

Santa Fe, NM 87504-1149 Phone: (505) 827-5498

Website: www.nmshtd.state.nm.us

#### **Public Project Revolving Fund (PPRF)**

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers



(regardless of their credit worthiness) fixed 'AAA' - insured interest rates. As of June 30, 2005, the NMFA had made 451 loans totaling \$628 million.

Contact: New Mexico Finance Authority

Phone: (505) 992-9635 Toll Free: (877) ASK-NMFA Email: frontdesk@nmfa.net

## **Rural Economic Action Partnership (REAP)**

REAP is a an informal group of rural community development funding agencies which work together to increase the effectiveness of funding economic and community development projects in New Mexico by enhancing collaboration among the member agencies. Projects 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: New Mexico Economic Development Department

1100 S. Saint Francis Drive Santa Fe, NM 87505 Phone: (505) 660-2701

## 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: 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: USDA Rural Development New Mexico Office

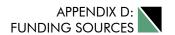
6200 Jefferson NE

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

## **HISTORIC PRESERVATION**

#### **National Trust for Historic Preservation**

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

Contact: National Trust for Historic Preservation

1785 Massachusetts Ave. NW Washington, DC 20036-2117

Phone: (202) 588-6000 or (800) 944-6847

Email: info@nthp.org

Website: www.preservationnation.org/

#### **NM Historic Preservation Loan Fund**

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

Contact: New Mexico Historic Preservation Division

Department of Cultural Affairs Bataan Memorial Building 407 Galisteo Street, Suite 236

Santa Fe, NM 87501 Phone: (505) 827-6320

E-mail: hpdplanning.program@state.nm.us

Website: www.nmhistoricpreservation.org/index.php

#### **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. Environmental Protection Agency (EPA)**

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

Contact: US EPA Office of Brownfields and Land Revitalization

Mail Code 5105 T

1200 Pennsylvania Ave. NW Washington, DC 20460 Phone: (202) 566-2777

Website: www.epa.gov/brownfields/index.htm

## **U.S. Department of Transportation (DOT)**

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

Contact: NMDOT General Office

1120 Cerrillos Road

Santa Fe, NM, 87504-1149 Phone: (505) 827-5100

Website: www.nmshtd.state.nm.us



#### **BUSINESS DEVELOPMENT RESOURCES**

## Job Training Incentive Program (JTIP)

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

Contact: New Mexico Economic Development Department

Santa Fe, NM

Phone: (505) 827-0323

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: New Mexico Finance Authority

207 Shelby Street Santa Fe, NM 87507 (505) 984-1454

Website: 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

Website: 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: U.S. Small Business Administration

New Mexico District Office

625 Silver Avenue SW, Suite 320

Albuquerque, NM 87102 Phone: (505) 248-8225 Website: www.sba.gov/nm

Women's Economic Self Sufficiency Team (WESST) - Roswell, NM

200 W. First St. Roswell, NM 88203 Phone: (575) 624-9850 Website: wesst@dfn.com

Bank of the Southwest, Main Office

226 N. Main Street Roswell, NM 88202 Phone: (575) 625-1122 Website: www.bankofsw.com

## The Loan Fund

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

Contact: The Loan Fund

423 Iron Avenue SW

Albuquerque, NM 87102-3821

(505) 243-3196

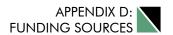
Website: www.loanfund.org

## **ACCION New Mexico**

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

Contact: ACCION New Mexico

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



## **New Mexico Manufacturing Extension Partnership**

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state's small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership

4501 Indian School Road NE, Suite 202

Albuquerque, NM 87110 Phone: (505) 262-0921

Website: www.newmexicomep.org