

2023



**Mechem Corridor Metropolitan
Redevelopment Area Plan**

Adopted 12/12/2023

Prepared by:

SITES
SOUTHWEST



RESOLUTION NO. 2023-43

**A RESOLUTION MAKING CERTAIN FINDINGS AND DETERMINATIONS
PURSUANT TO THE NM METROPOLITAN REDEVELOPMENT CODE AND
APPROVING THE MECHEM CORRIDOR METROPOLITAN
REDEVELOPMENT AREA PLAN.**

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

WHEREAS, the Village of Ruidoso and its employees, have engaged in a study of blighted areas within the Mechem Drive corridor and submitted their findings and recommendations concerning the area detailed in the MRA Designation Report; and

WHEREAS, pursuant to Section 30-60A-8 NMSA 1978 of the Metropolitan Redevelopment Code, the Village Council has designated the Mechem Corridor Metropolitan Redevelopment Area.

WHEREAS, pursuant to Section 30-60A-9 NMSA 1978 of the Metropolitan Redevelopment Code, the Village of Ruidoso has prepared a Metropolitan Redevelopment Plan for the designated area, and the Ruidoso Planning & Zoning Commission held a public hearing to gather and consider comments from the public.

WHEREAS, a first class mailing was sent out to property owners within the Mechem Corridor Metropolitan Redevelopment Area with a notice containing a general description of the proposed Metropolitan Redevelopment Area Plan and the date, time and place where the Council will hold a public hearing to consider the adoption of this resolution and announcing that any interested party may appear and speak to the issue of the adoption of this resolution; and

WHEREAS, the boundaries of the Mechem Corridor Metropolitan Redevelopment Area are explicitly delineated on Exhibit A; and

WHEREAS, the Village Council has considered the findings and recommendations of the Mechem Corridor Metropolitan Redevelopment Area Plan and all comments made at the public hearing concerning the conditions that exist in the proposed Metropolitan Redevelopment Area.

NOW THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY that:

1. The Village Council, after having conducted a public hearing pursuant to the Metropolitan Redevelopment Code, adopts, as its Metropolitan Redevelopment Area Plan for the Mechem Corridor Metropolitan Redevelopment Area, the Mechem Corridor Metropolitan Redevelopment Area Plan, as attached hereto as Exhibit B and incorporated herein.
2. The Village Council finds and determines that this blighted area would benefit from a metropolitan redevelopment project or projects, that the designation of a metropolitan redevelopment area is appropriate in the interests of public health, safety, and welfare, and it hereby designates a Metropolitan Redevelopment Area.
3. The Village Council, after having conducted a public hearing pursuant to the Metropolitan Redevelopment Code, finds that:
 - A. The Mechem Corridor Metropolitan Redevelopment Area Plan proposes activities for the redevelopment of the area that will aid in the elimination and prevention of light; and
 - B. The Mechem Corridor Metropolitan Redevelopment Area Plan does not require the relocation of any families and individuals from their dwellings and a method for providing relocation assistance is not needed; and
 - C. The Mechem Corridor Metropolitan Redevelopment Area Plan conforms to and complements the Village of Ruidoso Comprehensive Plan; and
 - D. The Mechem Corridor Metropolitan Redevelopment Area Plan affords maximum opportunity consistent with the needs of the community for the rehabilitation or redevelopment of the Mechem Drive corridor area by private enterprise or persons, and the objectives of the Mechem Corridor Metropolitan Redevelopment Area Plan justify the proposed activities as public purposes and needs.
4. The Village shall support efforts to establish development projects intended to make the area more pedestrian friendly and mixed in income and use, thus affording the opportunity for development of affordable housing and for locally-owned small businesses to establish themselves.
5. The Village shall support these programs in adopting supporting land use regulations, acquiring and disposing of land for qualified metropolitan redevelopment projects, providing public infrastructure improvements to support qualified metropolitan redevelopment projects, providing technical assistance to entities interested in developing mixed-use, mixed-income housing, providing technical assistance to businesses within the Metropolitan Redevelopment Area for the purpose of obtaining funding for redevelopment activities, and providing guidance and technical assistance to

businesses wishing to open, operate, and/or expand within the Metropolitan Redevelopment Area.

6. The Village Council hereby adopts the Mechem Corridor Metropolitan Area Redevelopment Plan.
7. If any section paragraph, sentence, clause, word, or phrase of this resolution is for any reason held to be invalid or unenforceable by any court of competent jurisdiction, such decision shall not affect the validity of the remaining provisions of this resolution. The Village Council hereby declares that it would have passed this resolution and each section, paragraph, sentence, word or phrase thereof irrespective of any provisions being declared unconstitutional or otherwise invalid.

PASSED, APPROVED AND ADOPTED, this 12th day of December, 2023.



Jini S. Turri, MMC, Municipal Clerk

Lynn D. Crawford, Mayor

Exhibit A: MRA Boundary
Exhibit B: MRA Plan

ACKNOWLEDGEMENTS

Mayor

Lynn D. Crawford

Village Council

Councilor Rafael “Rifle” Salas, Mayor Pro Tem

Councilor Dr. Gary Jackson

Councilor Joseph W. Eby

Councilor Tim Coughlin

Councilor Susan Lutterman

Councilor Darren Hooker

Village Management and Directors

Ronald L. Sena, Village Manager

Michael Martinez, Deputy Village Manager

Samantha J. Serna, Community Development Director

Christella Armijo, Water Resource Director

Zach Cook, Village Attorney

Dick Cooke, Forestry Director

Isaac Garcia, Wastewater Treatment Plan Director

Kerry Gladden, Public Information Officer

Matthew Baird, Parks & Recreation Director

Lawrence Chavez, Police Chief

Eddie Ryan, Manager of Tourism and Strategic Partnerships

Jerry Parsons, Solid Waste Manager

Joshua Long, Street Manager

Adam Sanchez, Public Works Director

Judi Starkovich, Finance Director

Joe Kasuboski, Fire Chief

Planning and Zoning Commissioners

Jacob Rigsby, Chair

Barton Byars

Josh Richardson

Ron Michelena

Rick Baugh

Vickie J. Williams

Workforce Housing Advisory Board

Todd Oberheau, Chair

Clayton Alred

Deborah Douds

Cecile Kinnan

Charles Meeks

James Russ II

Nathan Thomas

MRA Plan Steering Committee

Jack Moussa

Arnold Duke

Ryan Trosper

Tom Dorgan

NM MainStreet

Danielle Gutierrez, Director

Lucas Pedraza, Project Coordinator

Amy Bell, Revitalization Specialist

NM Historic Preservation Department

Karla K. McWilliams, CLG & Grants Program Coordinator

NMDOT District 2

Francisco Sanchez, P.E., District Engineer

Consultants

Sites Southwest, LLC

Phyllis Taylor, AICP

Carlos Gemora

Contents

Contents	2	Organizational and Financial Capacity	23
Executive Summary	1	Mechem Corridor Plan	26
Purpose	1	Vision	26
Boundary of the Metropolitan Redevelopment Area	1	Goals and Actions	26
Planning Framework	1	Design Guidelines	28
Planning Process	5	Building Design Guidance	28
Community Engagement	5	Strategies	29
Data Gathering and Analysis	5	Metropolitan Redevelopment Tools	29
Key Themes	6	Supporting Strategies	33
Community Profile	7	Action Plan	34
History	7	Program Administration	34
Community Assets	7	Proposed Action Plan	34
Physical Characteristics	8	Project: Residential Development	38
Transportation	8	Project: Sidewalk Extension and Repair	39
Land Use & Zoning	10	Project: Façade Improvement Program	40
Challenges	12	Project: Mechem Drive Business Alliance	41
Market Analysis	17	Project: Vacant Sites and Buildings	42
Community Demographics	17	Project: Village Policy Update	43
Economic Conditions	19		
Market Opportunities and Challenges	22		

Executive Summary

Purpose

The Village of Ruidoso recently designated an area along the Mechem Drive Corridor as a Metropolitan Redevelopment Area (MRA). The related Mechem Corridor Metropolitan Redevelopment (MR) Designation Report identified negative conditions requiring public investment and attention. These conditions included inadequate housing, faulty lot layout, diverse land ownership, a defective street layout, and deteriorating structures and infrastructure.

The purpose of this Metropolitan Redevelopment Plan (MRA Plan) is to identify how the Village of Ruidoso can utilize MR powers, tools, and strategies to stimulate revitalization and redevelopment along the Mechem Corridor. The tools outlined in this plan are specifically intended to remedy identified conditions of blight as recognized by the Designation Report and to achieve the vision and recommendations identified in the Village Comprehensive Plan. This MR Plan and the Designation Report comply with the requirements of the New Mexico Metropolitan Redevelopment Code (§3-60A NMSA 1978).

The New Mexico Metropolitan Redevelopment Code (§3-60A-1 to 3-60A-48 NMSA 1978) provides municipalities in New Mexico with the power to correct conditions in areas or neighborhoods that “substantially impair or arrest the sound and orderly development” within the city. These powers can help reverse an area’s decline and stagnation; however, the municipality may only use these powers within designated Metropolitan Redevelopment Areas.

Boundary of the Metropolitan Redevelopment Area

The Metropolitan Redevelopment Designation Boundary includes properties on both sides of Mechem Drive. It extends from the hill at Mechem Drive and Whitney Drive on the north to meet the boundary of the Sudderth MRA on the south. The recommended boundary is shown in Figure 1.

Planning Framework

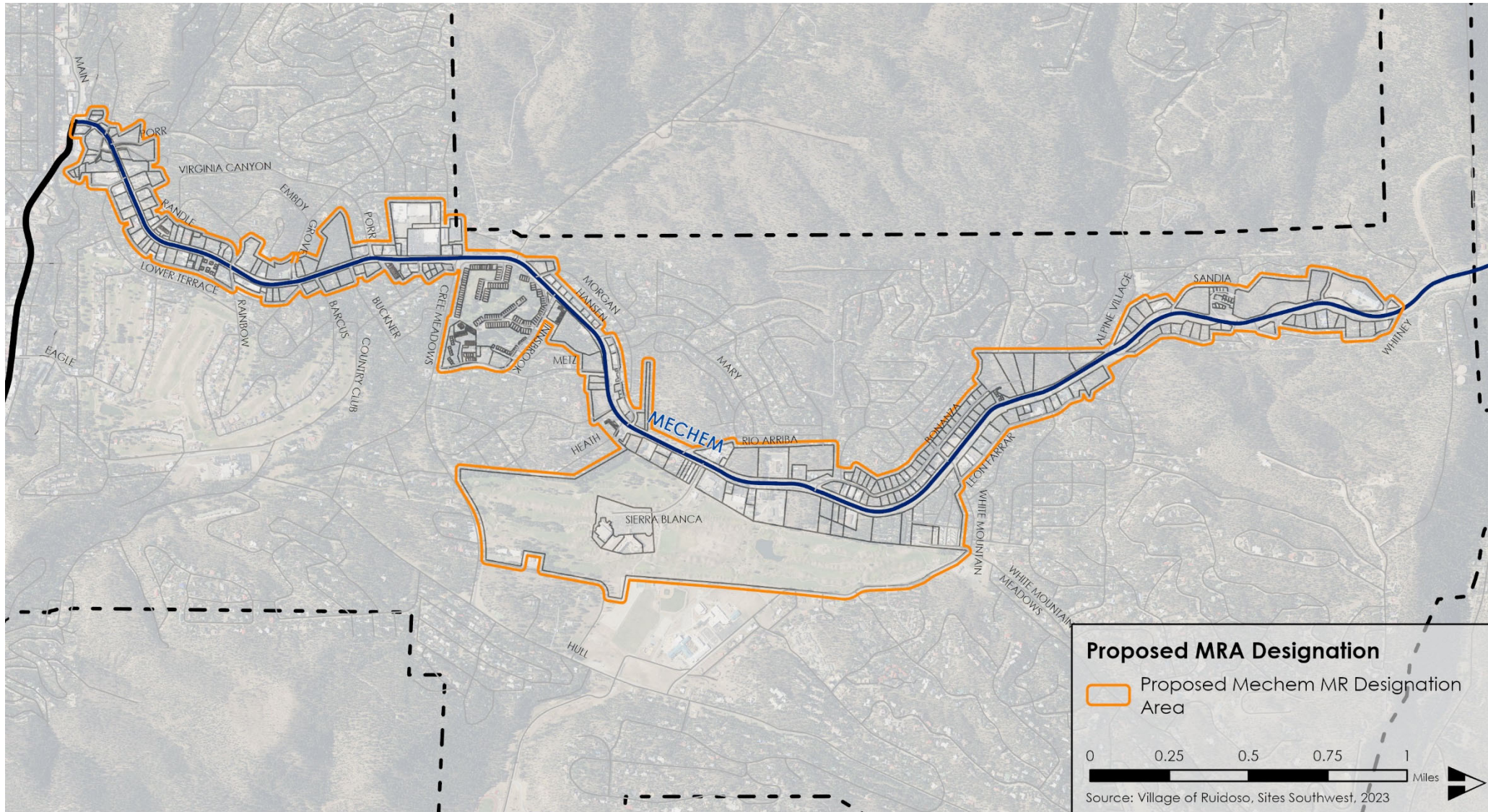
Village of Ruidoso Comprehensive Plan, 2019

The Village adopted its Comprehensive Plan update in 2019, which outlines the steps to achieve the community’s vision through goals, policies, and measurable actions. The Comprehensive Plan serves as a guide for current and future decision-making while identifying needs that support the Village’s capital funding requests within an Infrastructure Capital Improvements Plan (ICIP). The Comprehensive Plan update was intended to plan for a sustainable, year-round community – including water, economic development, workforce, and housing.

The Plan specifies the underutilized land and lack of affordable housing along Mechem Drive as inhibitive to the Village’s economic and housing goals. It notes the physical conditions along Mechem as “detrimental to the Village’s character... contributing to the challenges that the Village faces.”

This MRA Plan supports policies that help meet the Village’s Comprehensive Plan goals.

Figure 1. MRA Boundary



Housing

- A variety of housing types and prices is available to meet the housing needs of Village residents. Continue to prioritize the acquisition of additional property appropriate for affordable and workforce housing.
 - POLICY 1.1. Support the Village and Housing Advisory Board’s work in identifying housing opportunity sites and developers to implement the Affordable Housing Plan.
 - POLICY 1.2. Encourage upgrades to dilapidated housing in Ruidoso to increase the habitable housing supply.

Economic Development

- Ruidoso has a diverse industry base that sustains the Village for the long term.
 - POLICY 1.2. Think regionally in order to foster economic development at a regional scale.
 - POLICY 1.4. Grow local businesses.
- Ruidoso has a well-trained workforce with the skills needed by Ruidoso businesses and institutions.
 - POLICY 2.1. Prepare youth for economic opportunity.
- Ruidoso provides for locals.
 - POLICY 3.2. Support local retailers and expand the Market.

Land Use

- Building renovation and property redevelopment is incentivized.
 - POLICY 5.2. Prevent property from extended periods of vacancy or neglect

Village of Ruidoso Affordable Housing Plan, 2015

The Village of Ruidoso published an Affordable Housing Plan in 2015 that identified housing needs and barriers to housing development and proposed goals and implementation steps to address these needs. The plan includes a community profile, housing needs assessment, land use and policy review, goals, policies, and quantifiable objectives. The report noted the necessity of workforce, family, elderly, and full-time residences to achieve Ruidoso’s economic development and sustained growth.

The Village Council proposed policy and regulatory changes, development partnerships, assistance to non-profit housing providers, and funding/financing that uses Village resources to leverage other public and private resources, including:

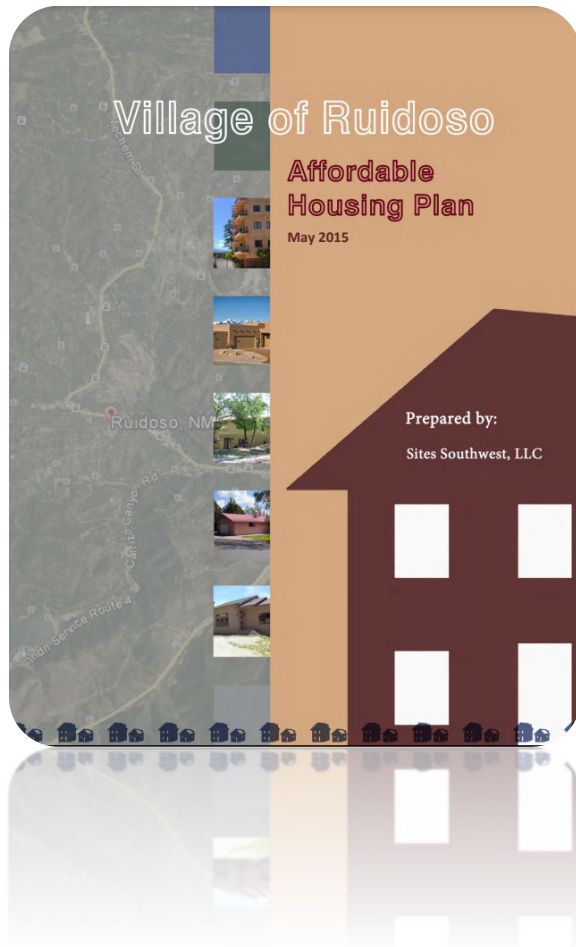
- Creating collaborative, developmental partnerships with employers, other governmental organizations, and private entities
- Assisting non-profit housing developers by rehabilitating, replacing, and repairing existing structures
- Providing housing finance tools like low-interest loans, homeowner education programs, and subsidized mortgage

Mechem Corridor Plan, 2023

The Village of Ruidoso has recognized the development potential of Mechem Drive to meet their urgent housing needs and to support a diverse economy. To promote both housing affordability and development along the corridor, the Village has identified the following goals, which are discussed later in the plan along with related objectives to achieve the goals:

Economic Development Goal: Enhance the Mechem Drive Corridor area as a thriving commercial and mixed-use district that provides goods and services to Ruidoso residents, visitors, and residents of the region.

Housing Goals: Enhance the Mechem Drive Corridor area as a mixed-income community by providing a permanent mix of affordable and market-rate homes; Promote the development of affordable multi-family rental housing for households with families, seniors, special needs, and workforce populations.



Planning Process

The planning process included research and analysis of the Mechem corridor as a potential redevelopment area. A series of activities to solicit input from property owners, businesses, and the public about both designation and a plan for the area.

Community Engagement

Initial Property and Business Owner Input. The MRA Planning process began in August 2023. An advisory group of property and business owners met to discuss their project ideas for the corridor, where they see problems, and how the Metropolitan Redevelopment area might help revitalize the area. The advisors reviewed a proposed area under designation and suggested boundary changes.

Public Outreach and Meeting. In October, property owners and the public were invited to a community meeting to discuss area conditions, potential boundaries, and strategies that could be used to improve the proposed MR designation area. The community overwhelmingly asked for housing and supported strategies to develop infrastructure and provide financial incentives to make that happen. The community also supported assistance for existing property and business owners to improve their sites and enable them to better contribute to the economic well-being of the area.

Public Hearings. In November, the Ruidoso Planning & Zoning Commission held a public hearing to review the designation report and solicit public input into the Metropolitan Redevelopment Plan. In December, the Village Council held two hearings, first to consider the designation of the area as a Metropolitan Redevelopment Area

and, upon approval and designation, to adopt the Metropolitan Redevelopment Plan.

Data Gathering and Analysis

In addition to stakeholder input, the process included an analysis of the property conditions in the area along Mechem Drive and subsequent background research to evaluate blight conditions and develop a draft designation report to be considered by the governing body. This process included a site visit and field assessment of the corridor and research regarding local economic conditions and other factors affecting the corridor.

In October, a draft designation report was submitted to the Village for review by staff, stakeholders, the public, and the Planning & Zoning Commission. Boundaries and findings were presented to the community in November. The final report was submitted for consideration and approved by the Village Council in December.

Key Themes

Several themes emerged through the planning process. These themes are a compilation of ideas from Village staff, property and business owners, the public, and elected and appointed officials. Key themes are:

The importance of workforce housing. Business owners noted hiring and retention problems associated with a need for more year-round housing for area employees.

Challenging terrain. Physical conditions of some properties make access and development complex and cost-prohibitive in certain areas.

Incomplete infrastructure. Utilities need to be improved in some areas, and drainage issues hinder development.

Traffic and limited access on Mechem. Mechem is a state highway. The traffic along the corridor can benefit businesses. However, proximity to a highway makes the area less attractive for pedestrians and bicyclists.

Lack of pedestrian connections. The lack of pedestrian infrastructure contributes to a lack of connectivity and walkability. Missing sidewalks along Mechem in some locations is problematic for foot traffic.

Vacant and deteriorating buildings. Vacant buildings, especially those that have been vacant for a long time, illustrate the challenges that small businesses have had in this area.

Properties for sale that have yet to be sold. Both staff and stakeholders noted that some properties have been for sale for a long time and have yet to be sold. Making the corridor a more attractive place to live, work, and play would improve the market for these properties.

Community Profile

History

The community's history should be preserved and celebrated. Ruidoso's historical heritage contributes to the distinctive identity and character of the community's past, providing a record of history that is far more intriguing and understandable than the written record. Traces of human habitation date back 1,000 years. These first traces are attributed to the Jornada Mogollon peoples who are said to have inhabited this area from 1000 AD to 1687 AD.¹ Following the Jornada Mogollon peoples, Mescalero Apache tribes settled in Lincoln County around 1400 AD, using the Sacramento Mountains for hunting and fishing. During the 1540s, the first Spanish explorers crossed New Mexico, but never officially settled the area. Ruidoso was first established in 1869 by Captain Paul Dowlin when he constructed a mill along Rio Ruidoso. The town was then named 'Dowlin's Mill.' In 1885, Dowlin's Mill was renamed 'Ruidoso' after the Rio Ruidoso, which means noisy river. Ruidoso was incorporated as a Village in 1946. Initially, the economy was based on mining and ranching, but Ruidoso also has a strong history rooted in tourism. In the 1930s, when the automobile became more widely available, horse racing, skiing, and other recreational opportunities attracted visitors from throughout the region. Starting in the 1940s and 1950s, Ruidoso began to attract visitors from around the country to enjoy its mountainous environment. Upper Canyon was one of the first tourist-oriented areas to develop with small cabins and remains a historic destination for current visitors. Ski Apache, previously named "Sierra Blanca Ski Resort," opened during Christmas 1961 and boosted the local economy as a popular

tourist destination as one of the few ski resorts in southern New Mexico. Since 1963, the resort has been owned and operated by the Mescalero Apache Tribe. In the 1970s, the Village experienced an influx of retirement homes, second homes, and resort-type cabins. This trend continues today, as the local economy is principally based on tourism supported by short-term rentals and recreation.

Community Assets

Location and Setting

Ruidoso is located in Southeastern New Mexico, 180 miles southeast of Albuquerque and 135 miles northeast of El Paso and the US-Mexican border. Visitors from New Mexico, Texas, Mexico, and beyond are drawn to Ruidoso's picturesque setting, cool summers, and skiing in the winter months. The Village's tagline is "Living in nature's playground" because the mountainous location makes it an attractive destination for families, retirees, nature lovers, and active adventure seekers year-round. Mechem Drive is Ruidoso's primary north-south arterial, which connects visitors and residents to Sudderth Drive, the main shopping and dining district, and the nature and outdoor recreation available to the north of the Village.

Outdoor Recreation

Ruidoso is encompassed by nature, located in the Lincoln National Forest at the foot of Sierra Blanca. The nearby mountains, forests, and waterways are highly desirable to tourists and residents. Ruidoso is an outdoor recreation destination because of its incredible setting nestled amid national forests with immediate access to a wide range of outdoor recreation, including skiing,

hunting, fishing, hiking, mountain biking, and ATVs. The area's outdoor assets enhance the experience of residents and visitors; they contribute to local community culture and attract visitors to the region for overnight stays. Similar to the state of New Mexico, outdoor recreation tourism is among the top reasons for overnight visits in Ruidoso. Although Ruidoso's popularity comes from its recreation assets, the Village offers more traditional tourist attractions, like casinos, golfing, and a racetrack.

The Village owns a variety of outdoor recreation venues within the Village limits. These include the Links at Sierra Blanca golf course, Grindstone Lake and campground, Winfield Park, the White Mountain Recreation Complex, the Ruidoso Municipal Swimming Pool, and other smaller parks and sports fields. The Village is a popular location for tournaments and high-altitude training.

Regional Attractions

Ruidoso is one of the communities along the 84-mile Billy the Kid National Scenic Byway, which draws visitors interested in the history of the Old West. The Village is within 20 miles of the Smokey Bear Historical Park and historic Fort Stanton, 45 miles from the Valley of Fires Recreation Area, and 70 miles from the White Sands National Park.

Arts and Culture

There are many different types of galleries found throughout Ruidoso, ranging from art to photography and pottery. The Simon Gomez Jewelry Store and Studio W are located along Mechem Drive. The Spencer Theater for the Performing Arts is located just north of the Village and attracts audiences from surrounding areas. Regionally, there are over ten museums and three state historic monuments. The Ruidoso Convention Center, a popular venue for

local, regional, and statewide events, is located just off the corridor, surrounded by the Links at Sierra Blanca golf course.

While many of the Village's arts and cultural attractions are in or near the Midtown area, the Mechem corridor is the entrance to the Village from the north. It provides a diverse array of local serving goods and services.

Physical Characteristics

Parks and Community Spaces

The Links at Sierra Blanca is located within the boundary of the MRA. The golf course surrounds the Ruidoso Convention Center, which is Ruidoso's prominent community event space. The White Mountain Recreation Complex, immediately to the east of the boundary and adjacent to the golf course, has sports fields, tennis and basketball courts, a dog park, and the Kids Connection Park. The corridor's proximity to these popular community spaces makes it a desirable location for both commercial enterprises and housing.

Transportation

Roads and Traffic

As a state-owned highway (NM 48) and the main north-south arterial through the Village, Mechem Drive is a key thoroughfare for residents and visitors. Business owners located along the route primarily benefit from the consistent flow of traffic and high visibility. Additionally, the intersection of Mechem Drive and Sudderth Drive is densely populated with resident and visitor-serving businesses; it also marks the beginning of the pedestrian-friendly stroll along Sudderth to the Midtown District.

NM 48 is owned and maintained by NMDOT, which owns and maintains the traffic signals along Mechem Drive and works closely with the Village to respond to traffic demands through signal timing

practices. The roadway expands and contracts from two to four lanes with a center turn lane. The sharp curves along the route impair safety, visibility, and access to some businesses; coordination with NMDOT over traffic impacts and turning movements associated with business access is ongoing.

Parking

Mechem Drive was developed with a suburban, highway-oriented land use pattern. Businesses and residential complexes along the corridor provide parking lots for customers, residents, and visitors. There is no on-street parking except for a few spaces just north of the intersection with Sudderth Drive.

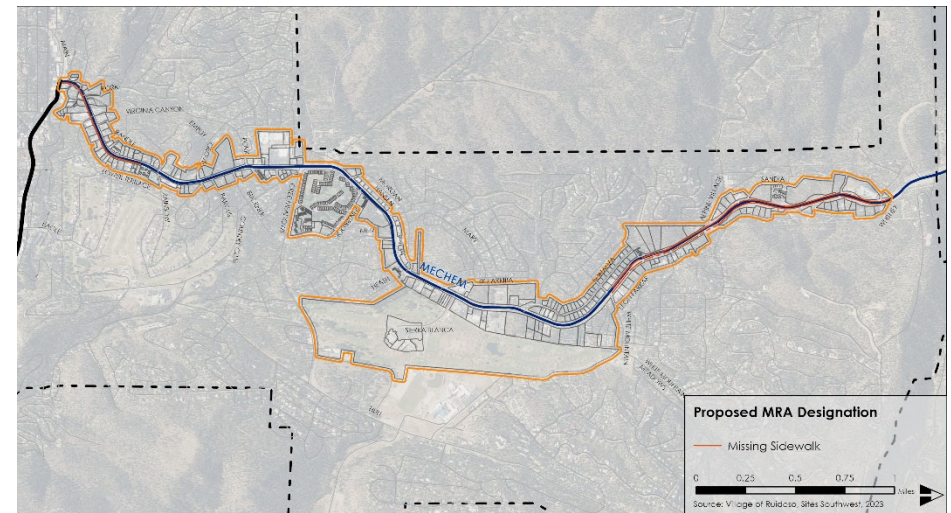
Connectivity and Walkability

While most of the corridor has functional sidewalks, nearly 20% of Mechem, just over a mile of the route, needs sidewalks added. Sidewalk access and pedestrian connections end at White Mountain Drive. The southern intersection at Sudderth Drive features the densest concentration of pedestrian-accessible activities, like shopping and dining. Concentrations of businesses and housing along the corridor are logical places to emphasize connectivity and walkability, a cost-effective way to make improvements where they are likely to have the most significant impact.

Transportation Alternatives

Visitors arriving without a personal vehicle from places like the Sierra Blanca Regional Airport or Ruidoso Bus Station can access transportation alternatives, including shuttle service from the airport, rideshare, limousine service, and car rentals. Mechem Drive itself is auto-oriented, which makes focus in key nodes an attractive option for organizing investments in redevelopment projects and public improvements.

Figure 2. Missing Sidewalk Map



Land Use & Zoning

Land Use

Land uses are predominantly commercial. The comprehensive plan recommends that residential uses be allowed in the commercial districts to facilitate mixed-use development and apartments. The Village has adopted amendments to its commercial district zoning. It is proposing additional amendments to encourage higher-density residential development within the corridor.

Zoning

The study area is primarily zoned for commercial use, as shown in Figure X.

C-1

C-1 zoning allows for community-scale commercial uses including stores, salons, galleries, offices, restaurants, and lodging.

C-2

Most properties along Mechem Drive are zoned C-2, which is the same as C-1, but also allows banks, clubs, entertainment, medical facilities, and schools. The Village is proposing additional amendments to encourage higher-density residential development within the corridor.

M-1

Some parcels in the northern part of the corridor are zoned M-1, which allows for a low-density mobile home district.

R-1

There are a handful of R-1 parcels that are located along or contiguous to the corridor.

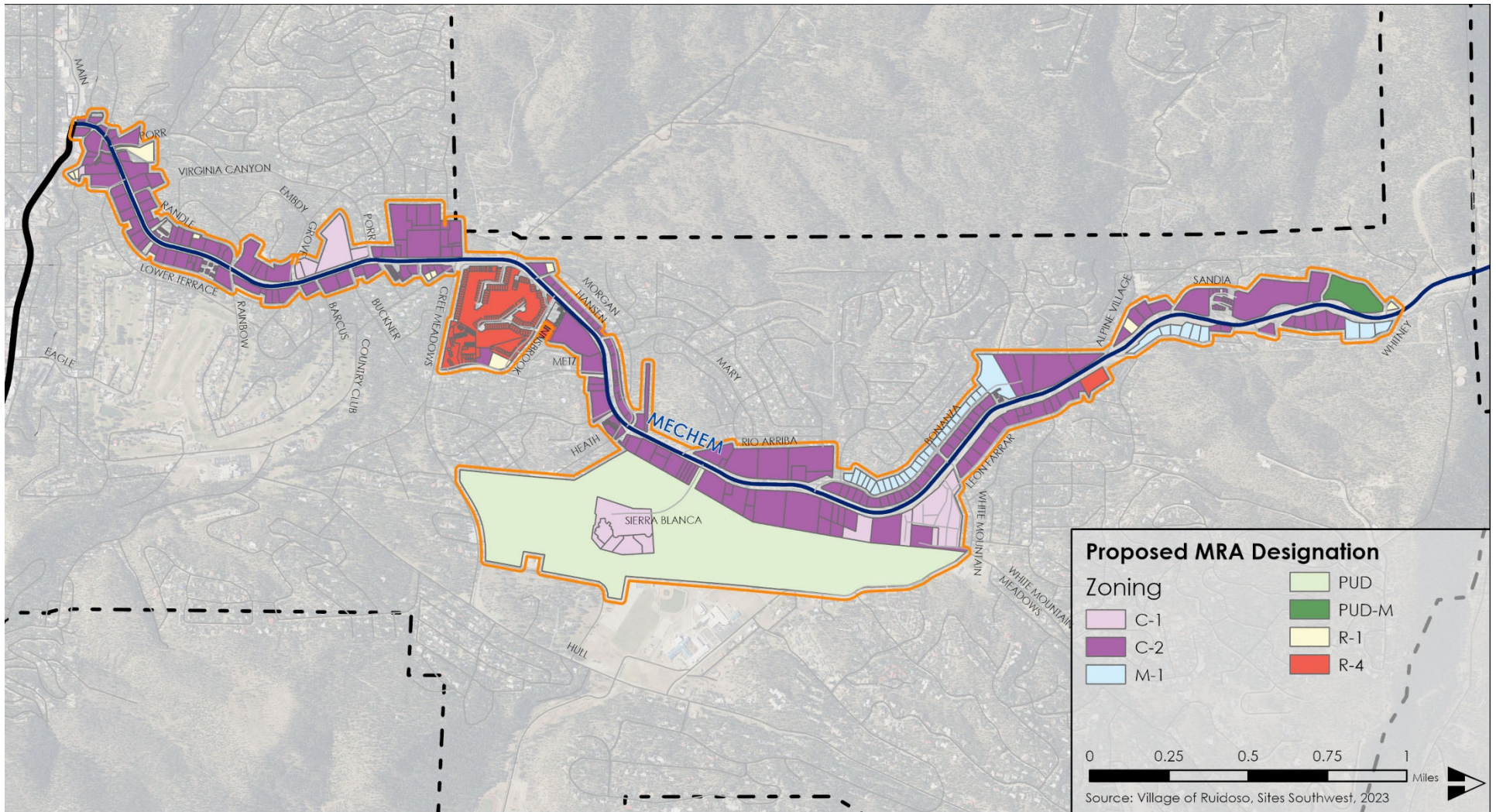
R-4

The R-4 zoning in the middle of the corridor reflects the highly dense residential district at Innsbrook Village that is made up of several vacation rental properties.

PUD

There are two Planned Unit Development, or PUD zoning districts along Mechem: the Swiss Chalet Hotel and the Village-owned golf course.

Figure 3. Land Use and Zoning Map



Land Ownership

The study area encompasses 370 parcels. There are 590 separate owners of these parcels, and 319 of these owners live out of New Mexico, 54.1%. Only 271 of the landowners are local to New Mexico, 45.9%. The diversity of ownership creates a challenge for maintaining properties and managing the activities that make the study area successful.

The Village owns some significant properties that provide essential existing and potential amenities to help focus activity at critical locations along the corridor. As shown in Figure 4, these include the Links at Sierra Blanca, an important amenity, and vacant properties suitable for new housing development.

Challenges

Building and Site Conditions

Deteriorated Buildings and Site Conditions

A field survey was conducted in September 2023 to document existing conditions along the Mechem corridor. Photo documentation was supplemented with notes on occupancy, general building conditions, and site conditions on a parcel map of the study area. The field survey documented conditions that could be observed from the street. Many properties along the corridor, some occupied, are for sale, or rent. Other businesses have closed, but the properties are not for sale.

The site survey identified the following conditions:

- Deteriorated site conditions, such as parking lots, retaining walls, weeds, and other site features in poor condition
- Deteriorated or broken sidewalks making it difficult for pedestrians to access or pass by the site

- Deteriorated or dilapidated buildings based on external appearance
- Vacant land and buildings

A total of 370 properties with addresses are in the study area.

- 289 properties are in good condition.
- 80 properties have some level of site deterioration. These include properties where improvements within the public right of way, such as sidewalks, need attention.
- 17 properties are deteriorated or dilapidated.

Some of the properties have more than one of these conditions. The property is identified by its most serious condition, from minor site deterioration to deteriorated and dilapidated. The results of the conditions inventory are shown in Figure 5. Following the maps are photographs that illustrate the deteriorated buildings and sites and closed businesses along the corridor.

Figure 4. Village ownership map

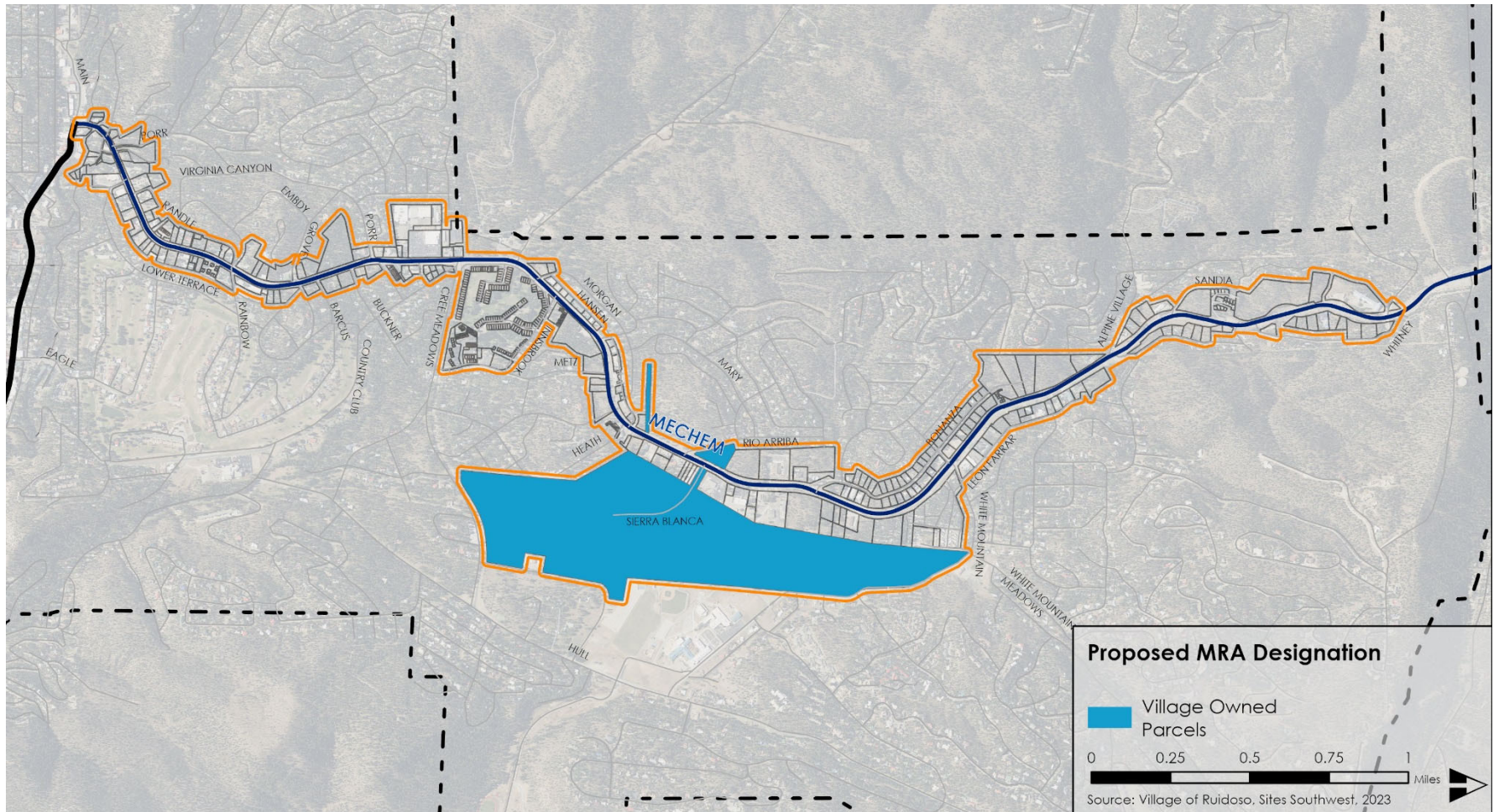
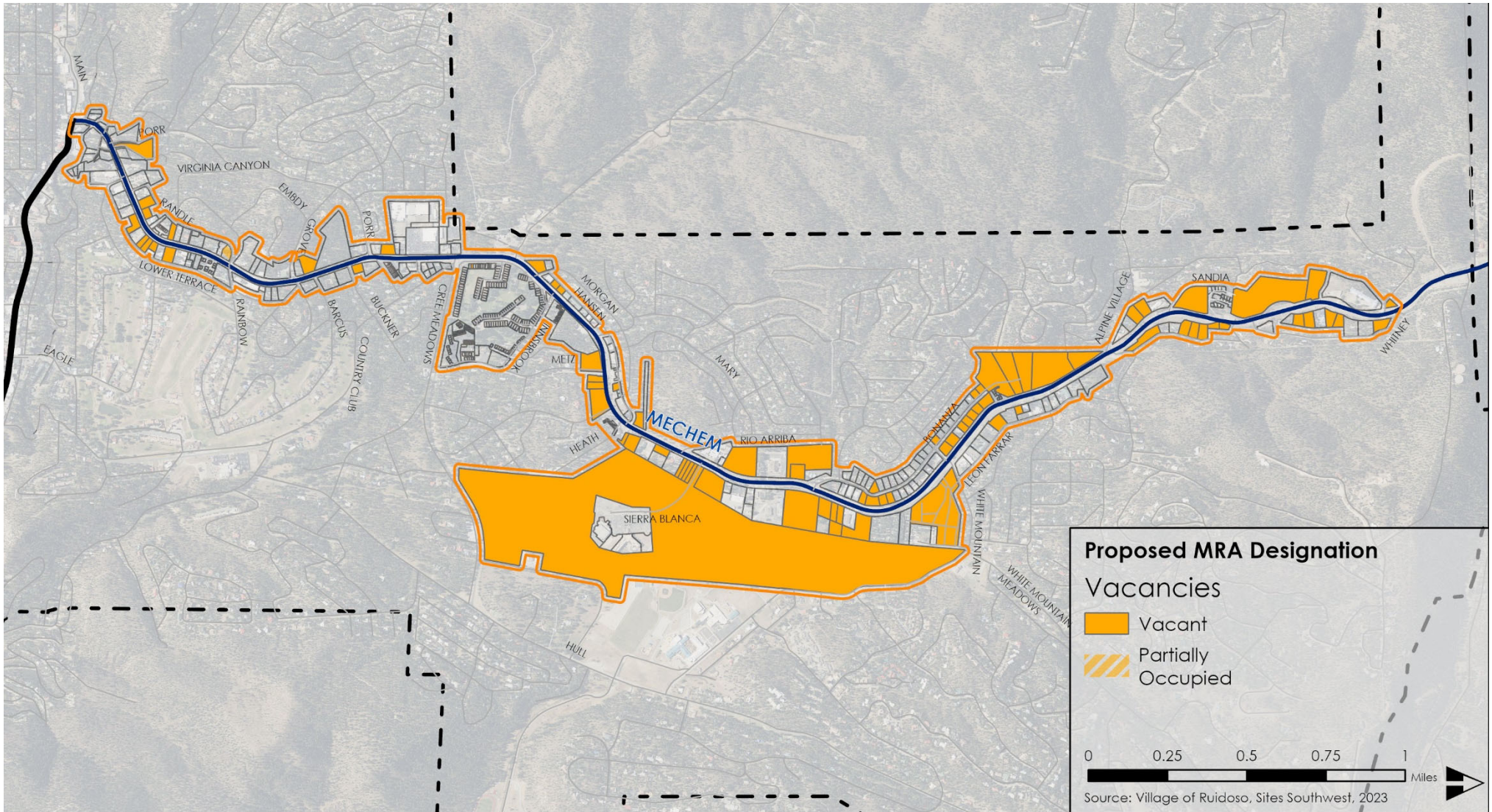


Figure 5. Vacant Properties



Deteriorated Building and Site Conditions



Vacant properties, closed businesses

There are several vacant buildings along the corridor. Signs of distress and indicators of lower-than-desired levels of commercial activity occur in pockets throughout the corridor, including vacant buildings and businesses that have closed or are looking to sell. There is also vacant land, some of which is undevelopable because of the steep terrain. Many properties are for sale or rent, and properties tend to stay on the market for months or years. Characteristics that indicate lower-than-expected levels of commercial activity include:

- Property for sale or rent, especially considering the length of time on the market
- Vacant buildings and closed businesses

Of the 370 properties with addresses in the study area, 13 properties are for sale or rent, including 7 that are currently occupied, 6 that are vacant, or the business has closed, and 77 vacant parcels – as shown in Figure 5. Three active businesses are currently for sale, including the Ruidoso Bowling Center, Enchanted Hideaway Cabins & Cottages, and Ruidoso Laser Car Wash.

Connectivity and Walkability

Arterial speeds, an insufficient number of crosswalks, and missing sidewalks threaten the safety of drivers and pedestrians alike. The speed limit and road design of a state highway, paired with the suburban-type sprawl along the route, significantly reduce the walkability of Mechem. Additionally, nearly 20% of the corridor lacks sidewalks, increasing the risk of an accident while restricting pedestrian access.

Fragmented Ownership

The large number of property owners, nearly 590 owners for 370 parcels, complicates coordination and efforts to upgrade the

appearance of the corridor. Over half of the owners live outside of New Mexico, which makes redevelopment collaboration even harder.



Market Analysis

Community Demographics

Population

According to the US Census, the total population of Ruidoso was 7,636 in 2021, and the Village has experienced a steady population decline since about 2000. Some of this decline can be attributed to decreased affordable, long-term rentals, as residents leave the Village searching for more affordable permanent housing.

The Village has seen a change in its population makeup by age. There is an overwhelming increase in the number of young adults and working-age residents in the 20 to 44 age range. While this increase in working-age residents is an opportunity for economic and workforce development, two-thirds of the Village workforce commutes into the Village from elsewhere.

Race and ethnicity. Ruidoso’s population is mainly White, over 90%. The population is becoming more diverse, however, with the Village’s Hispanic population increasing by 30% since 2017. This change is reflective of surrounding communities becoming increasingly diverse.

Families. Of the 3,508 households in Ruidoso, nearly 60% are families. The number of working-age families has decreased and threatens the available workforce.

	Ruidoso	New Mexico
Total population	7,636	2,109,366
<i>Under 18 Years Old</i>	18.6%	23%
<i>65 Years and Older</i>	27.9%	17.5%
Median Age	50.6	38.3
Total Households	3,508	797,596
<i>Family households</i>	59%	62%
<i>Non-family households</i>	41%	38%
Median Household Income	\$45,414	\$54,020

Source: US Census, American Community Survey, 2021

Source: US Census, American Community Survey, 2021

Population by Age	2011	2021	Percent Change
Total population	8092	7636	-6%
Under 5 years	5.3%	5.1%	-10%
5 to 9 years	4.1%	4.9%	12%
10 to 14 years	9.1%	5.5%	-43%
15 to 19 years	5.3%	4.4%	-23%
20 to 24 years	1.1%	3.9%	223%
25 to 34 years	7.2%	9.2%	21%
35 to 44 years	11.7%	13.3%	7%
45 to 54 years	14.3%	8.3%	-45%
55 to 59 years	7.5%	7.4%	-7%
60 to 64 years	9.1%	10.2%	5%
65 to 74 years	16.2%	16.4%	-5%
75 to 84 years	6.8%	10.7%	49%
85 years and over	2.3%	0.8%	-67%

Income and Employment

The median household income in 2021 was \$45,414, below the state and national averages.

This statistic be attributed to the high percentage of lower-wage jobs in the Village, like in the retail and service industries which comprise nearly 30% of jobs. Business owners explained that younger employees usually take lower-paying jobs, but then must leave Ruidoso once they want a higher-paying one.

Top 5 Industries by Employment	Percentage	Employees
Retail trade	18.1%	581
Health care and social assistance	14.0%	450
Construction	12.2%	391
Accommodation and food services	9.1%	292
Public administration	7.1%	228

Source: US Census, American Community Survey, 2021

Poverty Levels. In 2021, the poverty level was 9.4% and 4.2% for families with children, an overall decrease from the previous year.

Housing Burden. HUD defines housing affordability as housing costs not exceeding 30% of a household's monthly income. In 2021, nearly 30% of homeowners with a mortgage and 52% of renters were cost-burdened.

Educational Attainment

Over 90% of adults in Ruidoso have a high school diploma or higher, and nearly 30% have a bachelor's degree or higher. In 2021, the average earnings for an individual with a high school diploma was \$26,579, and \$57,813 for a bachelor's degree.

The younger population in Ruidoso is becoming more educated. As the younger population in Ruidoso steadily increased, the number of millennials with bachelor's degrees or higher nearly doubled in the last ten years.

Educational Attainment by Age Group	2011	2021
Population 25 years and over		
	%	
High school graduate or higher	89.2	89.3
Bachelor's degree or higher	32.4	28.9
Population 25 to 34 years		
High school graduate or higher	89.1	100
Bachelor's degree or higher	8.1	3.3
Population 35 to 44 years		
High school graduate or higher	88	96.4
Bachelor's degree or higher	28	51.1
Population 45 to 64 years		
High school graduate or higher	93.1	77.7
Bachelor's degree or higher	34.6	26.5
Population 65 years and over		
High school graduate or higher	84.9	93.1
Bachelor's degree or higher	38.5	28.8

Source: US Census, American Community Survey, 2021

Economic Conditions

Local Economy

Ruidoso is a well-established tourist destination. While most businesses provide goods and services to visitors, new businesses have expanded from lodging, retail, and services to developing and producing products sold throughout the West and Southwest. Several businesses along the Mechem corridor support full-time residents.

The Village's Comprehensive Plan, completed in 2019, emphasized the economic health of the Village. The success of businesses along Mechem Drive is a vital asset to the Village economy.

Types of Businesses

The Mechem corridor contains several business types that accommodate the needs of both tourists and residents.

The north end of the corridor is characterized by sloping hills that are challenging to develop. Of the few businesses at this end of the area, there is a hotel, a ski shop, and private office space. There are several retail shopping centers and office spaces for professional services along the corridor. There are a notable number of specialist services located along the corridor, especially accountants, attorneys, and real estate offices. Significant government offices, including the New Mexico State's Environmental Department and the USDA Forest Service, are also located along Mechem. There are concentrations of contractors for services like flooring, cabinetry, and electricians. The southern end of the corridor, the intersection of Mechem and Sudderth Drive, is densely populated with tourist-oriented businesses. Lodging, like vacation rentals and RV parks, occupy most parcels. The proximity to the businesses along Sudderth and Midtown is desirable to visitors.

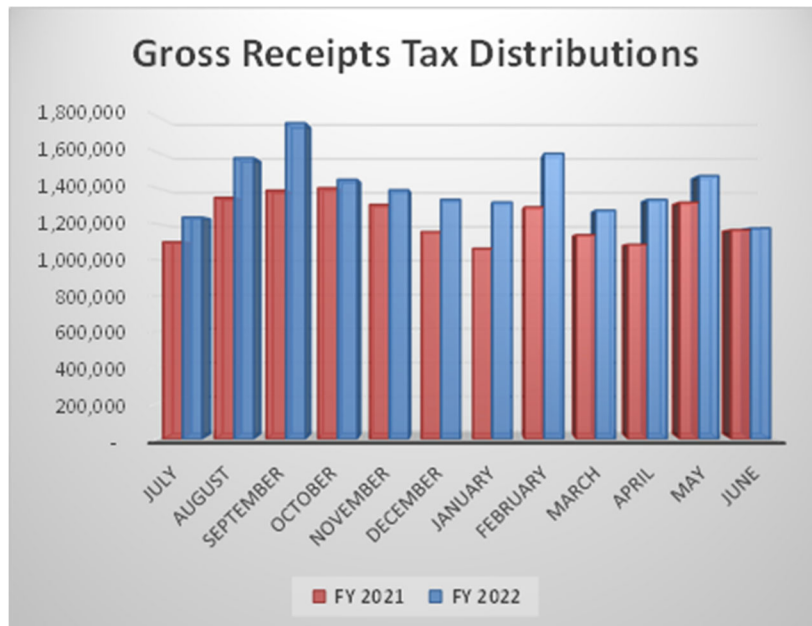
Tourism

As a tourist destination, Ruidoso's population can increase to 30,000 people during peak weekends. The tourist season, primarily in the summer and winter, draws in 1.9 million visitors to Ruidoso annually. Despite its economic benefits, tourism strains resources, including housing. The temporary nature of tourism constricts the housing available to full-time residents: more than half of the homes in Ruidoso are seasonal, and, therefore, not available to residents who live in the Village full-time. Additionally, business owners expressed their gratitude for and dependence on the tourism season to remain open. Employees, on whom business owners depend during the tourist season, often travel from outside of Ruidoso due to the lack of affordable housing.

Like many communities with a strong tourism economy, Ruidoso has seen an increase in short-term vacation rentals. In response to this growth, the Village has brought on a full-time staff person to monitor the permitting of these uses. There are approximately 1,450 active short-term rental properties, which provide about 4,350 bedrooms. While the increase in rentals provides income to the homeowners and revenues for the Village, they ultimately serve as a necessary asset to the tourism industry as an alternative to hotel space. The rentals themselves serve as an economy.

Gross Receipts Tax

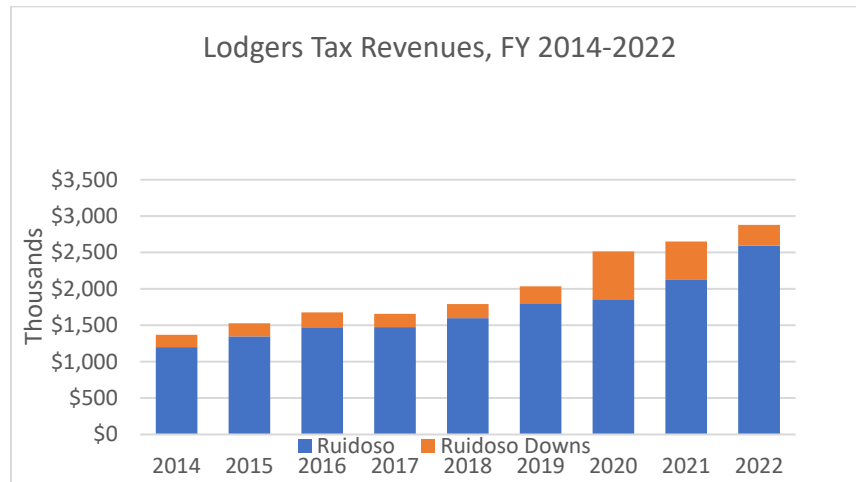
The Village's gross receipts tax provides insight into industry performance, as higher tax revenues indicate higher spending activity in those sectors. As more tourists escape to the mountains to attend Village activities and festivals, so does our tax base. While most municipalities were losing Gross Receipts Tax (GRT) as COVID-19 suffocated their economies, the Village experienced growth. GRT taxes have increased from STR rentals, additional tourist activity, and construction projects within city limits. GRT taxes increased 14.53% from FY 2021 to FY 2022, and the fiscal activity is projected to increase approximately 6% over FY 2022. The Village's retail trade sector is more significant than the state's; Ruidoso is also competitive in Construction, Information, Finance and Insurance, Real Estate Rental and Leasing, Educational Services, Arts, Entertainment, and Recreation.



Industry Classification	Ruidoso		New Mexico	
	Total GRT	% of Total	Total GRT	% of Total
11: Agriculture, Forestry, Fishing and Hunting	\$843,965.76	0.15%	\$579,238,549.28	0.39%
21: Mining	-	-	\$9,061,326,780.67	6.03%
22: Utilities	\$16,839,243.66	2.98%	\$4,765,262,569.17	3.17%
23: Construction	\$72,316,113.32	12.78%	\$15,794,371,324.92	10.51%
31-33: Manufacturing	\$16,942,531.59	2.99%	\$8,873,807,961.33	5.91%
42: Wholesale Trade	\$39,565,094.04	6.99%	\$20,954,242,508.24	13.94%
44-45: Retail Trade	\$150,208,019.26	26.54%	\$30,788,678,181.21	20.49%
48-49: Transportation and Warehousing	\$8,519,711.39	1.51%	\$3,006,155,052.38	2.00%
51: Information	\$18,104,145.32	3.20%	\$3,455,858,640.01	2.30%
52: Finance and Insurance	\$5,781,933.40	1.02%	\$631,584,458.66	0.42%
53: Real Estate Rental and Leasing	\$25,274,949.58	4.47%	\$3,244,662,619.72	2.16%
54: Professional, Scientific, and Technical Services	\$21,140,873.59	3.74%	\$12,160,387,712.30	8.09%
55: Management of Companies and Enterprises	\$78,307.25	0.01%	\$273,856,537.44	0.18%
56: Administrative and Support and Waste Management and Remediation Services	\$4,876,819.63	0.86%	\$5,698,990,445.41	3.79%
61: Educational Services	\$3,216,237.50	0.57%	\$426,066,974.18	0.28%
62: Health Care and Social Assistance	\$14,975,925.64	2.65%	\$8,468,470,663.34	5.64%
71: Arts, Entertainment, and Recreation	\$5,922,898.63	1.05%	\$536,314,175.81	0.36%
72: Accommodation and Food Services	\$72,209,449.97	12.76%	\$5,203,396,736.42	3.46%
81: Other Services (except Public Administration)	\$80,276,037.52	14.19%	\$13,177,559,742.95	8.77%
92: Public Administration	\$42,148.51	0.01%	\$1,037,491,686.72	0.69%
99: Unclassified	\$8,774,548.90	1.55%	\$2,129,063,384.96	1.42%
Subtotal	\$565,916,976.45		\$150,266,786,923.70	

Lodgers Tax

The Village of Ruidoso collects a lodgers' tax of five percent on all lodging. Changes in the tax collected reflect changes in hotel stays from year to year. Lodgers tax revenues in the two communities more than doubled in the five years from 2014 through 2022. In the Village, lodgers' tax revenues increased to \$2.6 million in FY2022, indicating a steady increase in the number of overnight visitors during that time. While lodgers' tax revenues grew slowly during the COVID-19 pandemic, they surged in FY2022.



Source: New Mexico Department of Finance and Administration

Regional Economy

State and Regional Industry Targets

The State of New Mexico has identified the competitive clusters at a state and regional level based on employer strength and workforce

and industry assets such as land and infrastructure. The Village of Ruidoso is aligned with the state's outdoor recreation cluster, allowing business owners to access incentives that help promote the sector.

The Village's Comprehensive Plan has targeted recreation, food and beverage manufacturing, construction, and light manufacturing as industry goals aligned with the current workforce. Mechem Drive features each of these industries within the MRA. The Plan also recognizes the potential to expand the healthcare and professional services sectors. Identifying alignment between the state, region, and local industry strengths is essential to maximize future marketing and talent development across all levels of government.

Regional Attractions and Tourism

Ruidoso is a destination tourist town, but it is surrounded by regional attractions that contribute to its popularity with visitors. Visitors to Ruidoso and regional attractions are a significant source of local economic activity.

Lincoln National Forest

The Lincoln National Forest is composed of three ranger districts that cover over one million square miles in Chaves, Eddy, Otero, and Lincoln Counties. Ruidoso is located within the Smokey Bear Ranger District. Visitation to the Lincoln National Forest has exceeded population growth in the counties where it is located.

One-quarter of visitors are "local", traveling 25 miles or less. 35 percent are "nearby neighbors" who travel a distance of 26 to 200 miles. Over 40 percent of visitors are "destination visitors" who travel more than 200 miles. Visitors are of all ages, ranging from families with children to young adults to retirees.

Most people visit the forest for general use, with the most popular activities being viewing natural features, hiking and walking, downhill skiing, and driving for pleasure.

Ski Apache

Ski Apache, the second largest ski area in New Mexico, is known for its warm weather powder skiing. Located less than 20 miles from the center of Ruidoso, the resort offers year-round activities on the slopes. In the winter, Ski Apache can handle 5,600 guests per hour over 750 skiable acres. During the warmer months, a zip line, scenic gondola rides, hiking, and mountain biking trails replace winter sports. Several businesses along the Mechem corridor cater to this type of recreation, including ski gear rental and outfitting shops.

Ruidoso

Within the Village, there are a variety of attractions that serve both residents and visitors. In addition to the eclectic entertainment, shopping, and dining experiences found along the Sudderth corridor and the Midtown MainStreet District, there are opportunities for hiking along the Rio Ruidoso, golf, and sports. Mechem Drive connects the denser commercial district with access to outdoor recreational areas in the surrounding region.

Market Opportunities and Challenges

The Village of Ruidoso has planned for a thriving economy using a strategic approach to business development, workforce training, and industry diversification. The MRA Plan intends to provide the Village with additional tools to address ongoing challenges that inhibit a healthy economic environment.

Leveraging the Village's assets to overcome these challenges is one of the goals of the MRA designation and plan.

Opportunities

- Ruidoso's location, thriving tourism economy, and history of Village investments in community betterment create opportunities for the Mechem corridor. Vacant sites provide opportunities for multifamily housing and new businesses that complement the existing businesses on the corridor.
- Vacant land is available for multifamily housing as well as new businesses and business expansion. Recent and proposed ordinance changes create opportunities for new housing along the corridor.
- The Village owns sites that could be made available for redevelopment projects.
- Proximity to significant assets, including the Links at Sierra Blanca, the Ruidoso Convention Center, existing condominium complexes, and the White Mountain Recreation Area makes this an attractive location for housing and businesses.
- Existing lodging brings visitors into the corridor, which creates opportunities for restaurants and convenience shopping.
- Established local serving businesses, such as grocery and retail stores, services, health care, and financial firms, set the Mechem corridor apart from the historic Midtown area, creating convenience for residents and opportunities for more local serving businesses.
- ENMU-Ruidoso has a robust institutional presence, providing opportunities for residents and small business owners.

Challenges

- Despite its many assets, the corridor has challenges contributing to blight conditions.

- The corridor is bisected by a busy highway, which makes pedestrian movement difficult. Business access is limited.
- Topography and drainage patterns are a barrier to developing some vacant properties along the corridor.
- Utilities are not available in some parts of the corridor and will need to be extended.
- The Midtown District and properties east and west of Midtown are the most desirable locations for tourist-oriented businesses in a local economy heavily oriented to tourism. The Mechem corridor needs its own identity.

Organizational and Financial Capacity

Ruidoso has several organizations that support community economic development, promote tourism, and manage events that draw people to the Mechem Corridor MRA.

Leadership

Village of Ruidoso

Village leadership, which includes elected officials and department staff, is working together to promote Ruidoso and address weaknesses identified through its comprehensive plan and strategic planning process. The Village has aligned its Strategic Plan and department work programs with the goals, policies, and actions of the 2019 Comprehensive Plan. The designation of Sudderth and Mechem corridors as MRAs is consistent with the recommendations of the Comprehensive Plan. The strength of the Village elected leaders and Village administration is a crucial asset to implementing the MRA Plan.

Village of Ruidoso Tourism Department

The Ruidoso Tourism Office is responsible for promoting Ruidoso as the premier resort destination in Southern New Mexico. Through its

website and informational materials, the Tourism Department promotes Ruidoso and the region to potential visitors.

Local Organizations

Ruidoso Valley Chamber of Commerce

The RVCC focuses on the business climate of Ruidoso and the surrounding area. As advocates for local businesses, they seek to maintain an excellent business climate for their members. Under contract with the Village, they manage and operate the Ruidoso Visitor Center, which is co-located with the RVCC. The Chamber organizes three of the biggest annual events in Ruidoso—the Ruidoso Arts Festival in July, Aspenfest in October, and the Festival of Lights parade in December.

Ruidoso Convention Center

The Convention Center is the front door to the community for many of Ruidoso’s visitors. It plays a significant role in the impression of the community.

Regional and State Organizations

Southeast New Mexico Economic Development District (SNMEDD)

SNMEDD supports its local governments through economic development and transportation planning at the regional level as well as assistance with capital improvements and funding. SNMEDD can identify appropriate funding sources and assist with funding applications for the projects identified in the MRA Plan.

New Mexico Economic Development Department (NMEDD)

The NMEDD supports economic development efforts through statewide programs, implementation of state economic incentives, and technical assistance of regional representatives. NMEDD staff

can advise on incentives and state programs that support business success and the goals of the MRA Plan. In addition to general economic development assistance, two department divisions are relevant to this plan—New Mexico MainStreet and the Outdoor Recreation Division.

New Mexico MainStreet

NMMS supports the work of the Ruidoso Midtown Association and the Ruidoso government body as local MainStreet partners. Resources available through NMMS include capacity building and skill building in the Main Street Four-Point Approach. In some cases, depending on state resources, NMMS provides funding for specific projects and programs. Currently, Ruidoso MainStreet encompasses the Midtown region along the Sudderth Drive MRA. There is potential for the Mechem corridor to benefit from the Midtown district’s designation, through partnerships, promotion, and access to financial tools.

New Mexico Outdoor Recreation Division

The purpose of the Outdoor Recreation Division is to expand the state’s outdoor recreation economy. Department programs support starting and expanding companies in New Mexico that are related to outdoor recreation. These resources can be targeted to businesses within the corridor that support outdoor recreation and business incubators that nurture outdoor-related businesses. Resources cover all stages of business development from early planning to startup to growing an existing business.

ENMU-Ruidoso

ENMU–Ruidoso is a comprehensive community college that offers associate and certificate programs and workforce development and training tailored to the needs of local employers. ENMU–Ruidoso offers online education through its partnerships with other colleges.

Small Business Development Center (SBDC)

The SBDC in Alamogordo serves Otero and Lincoln Counties, aiding emerging and existing businesses. Consulting services and training are provided in Alamogordo and at the satellite center located at ENMU–Ruidoso.

Marketing and Events

Marketing efforts to promote Ruidoso as a year-round destination have paid off, as seen in visitor numbers and gross receipts tax. The Village's tourism website, Visit Ruidoso, showcases the area's attractions and events.

Ruidoso holds numerous events throughout the year, many are located within the project area. The Village hosts outdoor recreation races and tournaments that boost Ruidoso's economy. The Chamber organizes three of the most significant annual events in Ruidoso,

including the Ruidoso Art & Wine Festival in July, AspenFest in October, and the Festival of Lights parade in December. Some of these events are held at the Convention Center attracting locals and tourists, such as Oktoberfest and the Ruidoso Art & Wine Festival. Others are held at Wingfield Park in Midtown, such as the AspenFest Festival, Grindstone Trail Runs, Carnivals, and Halloween and Dia de los Muertos events.

Mechem Corridor Plan

Vision

The Village of Ruidoso has identified the potential of Mechem Drive to provide the housing needed to accommodate both the current population and anticipated growth.

Goals and Actions

Housing Goals:

- Enhance the Mechem Drive Corridor area as a thriving commercial and mixed-use district that provides goods and services to Ruidoso residents, visitors, and residents of the region.
- Promote the development of affordable multi-family rental housing for households with families, seniors, special needs, and workforce populations.

Housing Actions:

- Create a land bank to buy rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing. Village-supported housing should use a mixed-income model with at least 20% of the units as permanently affordable for families under 80% Area Median Income.
- Encourage diverse architecture and housing styles.
- Promote community vitality and vibrancy through a mix of households.
- Visualize an attractive, safe neighborhood for families with children.
- Preserve a balance between housing that serves low-income families and higher-priced market-rate units.
- Provide a permanent reserve of affordable housing for families at or below 80% of the median income of the area.
- Create a mixed-use overlay zone that allows a variety of residential live/work, employment incubators, institutional/educational uses, and tourism activities that also protect the existing neighborhood.
- Provide municipal and federal subsidies to projects that provide permanently affordable housing, and community-controlled and community-supported businesses.
- Create a program within The Housing Trust Fund to buy rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing.
- Work with market-rate infill developers to acquire vacant parcels for redevelopment while requiring 20% of units to be permanently affordable.

Economic Development Goal:

- Enhance the Mechem Drive Corridor area as a thriving commercial and mixed-use district that provides goods and services to Ruidoso residents, visitors, and residents of the region.

Economic Development Actions:

- Encourage collaboration among property and business owners to promote the corridor and advocate for public and private investment.
- Monitor residential growth along the corridor that increases market opportunities for local businesses.
- Market opportunities for new and expanding businesses to serve residents and visitors, including businesses that serve the region.
- Encourage continuous upgrades to sites and buildings along the corridor to maintain the area as a vibrant mixed-use district.
- Create a funding pool through grants or other sources to assist property owners with façade and signage improvements.
- Focus public investments in pedestrian and bicycle infrastructure on compact concentrations of commercial, recreational, and residential uses that can develop into walkable mixed-use neighborhoods.
- Identify locations that can support pedestrian crossings of Mechem to connect neighborhoods on both sides of the highway.
- Ensure that utility and road infrastructure are adequate to serve anticipated growth and development.
- Ensure high-quality new development through Village land use ordinances and plan review.
- Combine additional tools available to the Village, such as those enabled by the Local Economic Development Act, to achieve the goals of revitalizing the business environment along the corridor.

Design Guidelines

Building Design Guidance

The Village of Ruidoso may consider adopting multifamily, commercial, and mixed-use design standards to attract residents, visitors, and investors to the area while creating a sense of cohesion along the Mechem corridor. Design standards can guide the physical form of development to contribute to a Village's physical appearance and identity. Standards should be developed to highlight and complement the character of Ruidoso as a quaint mountain resort town.

The city of Durango, Colorado, has adopted design standards that contribute to the appearance of streetscape quality, rather than setting a specific design style.

Durango's design standards address building placement, common open space, building entrances, architectural detailing, massing and scale of structures, and street-level transparency. They also regulate automobile service and self-storage garage and canopy designs.

Creating design standards can increase the attraction of property along Mechem Drive without restricting the rights of private property owners. If standards are adopted, they should offer guidance about curating a streetscape theme and a contribution to the Village's aesthetic.

Potential Design Standards for a Mixed-Use Commercial District

The following are guidelines to consider when planning new development and extensive renovations. The intent is to create an attractive space that welcomes customers and takes advantage of the beautiful Ruidoso setting.

- Building Placement
 - Use of buildings to define positive outdoor space
 - Use of buildings to define views
 - Setback variances
- Common Open Space
 - Provide usable outdoor open space in large commercial, office, and multifamily complexes
 - Provide pedestrian connections from commercial and multifamily properties to nearby trails and outdoor amenities
- Building Entrances
 - Orient primary business entrances toward the Mechem
 - Provide safe pedestrian ways from large parking lots to business entrances
- Architectural Detailing
 - Display windows required for all public-facing buildings
 - Blank walls (greater than 15 X 15ft area) are prohibited; windows, doors, signage, building materials, canopies, and other façade features are encouraged
- Massing and Scale
 - Use architectural materials, windows, and other changes in the facade to visibly break up monotony in building facades that are longer than 100 feet.

Strategies

Metropolitan Redevelopment Tools

“A local government shall have all the powers, other than the power of eminent domain, necessary or convenient to carry out and effectuate the purposes and provisions of the Metropolitan Redevelopment Code...” (Chapter 3, Article 60A NMSA 1978).

The Metropolitan Redevelopment Code outlines a range of tools that a municipality can use to incentivize the revitalization of a corridor that is performing at a less-than-desirable level. The Village of Ruidoso can incentivize private investment in a designated Metropolitan Redevelopment Area through powers granted by the New Mexico Metropolitan Redevelopment Code. This Metropolitan Redevelopment Plan confirms that the Village can use all legally available tools as permitted through the Metropolitan Redevelopment Code. This section provides examples of the types of tools enabled by the code, their common usage, strategies that support Metropolitan Redevelopment tools, and specific ways the Village of Ruidoso can implement these tools and strategies to reverse the conditions that led to the designation of the Mechem corridor as a metropolitan redevelopment area. (see Table 1 for Common Metropolitan Redevelopment Tools).

Table 1. Overview of Metropolitan Redevelopment Tools and Incentives

Tools and Incentives	General Capabilities	Example Strategies for the Village of Ruidoso
Tax Abatement	Tax abatement (limited to 7 years) is one of the most common incentives used to reduce development costs of projects that would not be feasible otherwise. The public agency usually takes the title of the property, leases it back to the developer, and can require payment instead of taxes (PILT) equal to the original property tax assessment prior to redevelopment.	Offer a 7-year property tax abatement which would most benefit larger projects on vacant land. The Village of Ruidoso will take title to the property during the tax abatement period and lease it back to the developer. During that period, the Village could either collect a PILT equal to the property tax before redevelopment or waive the PILT to benefit development projects.
Public Infrastructure	Invest in public infrastructure that directly incentivizes private investment. This can include covering infrastructure costs that would normally be the responsibility of the developer or accelerating major public infrastructure to serve a redevelopment site.	Invest in capital improvements to fix sidewalks, right-of-way landscaping, trail connections, and other pedestrian improvements and beautification projects that enhance the corridor and attract investors and developers. Work with NMDOT to resolve access issues on Mechem for difficult-to-develop lots, provide alternative access to side streets, and improve traffic safety along the corridor.
Fee Waivers	Can waive application, development, permit, and utility connection fees.	Waive development fees which could marginally help private sector projects that are not financially feasible without this assistance.
Land Acquisition & Assembly	Public entities can play the part of "patient investors" - acquiring property over time (as it becomes available for purchase) and delaying development for a project that meets redevelopment goals.	Create a program within The Housing Trust Fund to acquire rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing. Create a land bank to buy rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing.
Land Conveyance	Can sell land at or below market prices and can exchange or donate land to accomplish a community benefit.	Issue RFPs for private mixed use/housing development meeting criteria outlined in the MRA Plan economic development and housing goals and objectives on land owned by the Village of Ruidoso. This can include offering village-owned land or buildings for below-market purchase or lease agreements.

Tools and Incentives	General Capabilities	Example Strategies for the Village of Ruidoso
Direct Financial Investments	Can invest/incentivize private projects that accomplish community goals.	<p>Provide "gap financing" to support achievable projects or improve the exterior appearance of buildings and storefronts within the district.</p> <p>Enter into development agreements with owners of vacant property to rehabilitate suitable vacant structures or develop vacant property for types of development recommended in the MRA Plan, particularly multi-family housing.</p>
Tax-Increment Financing (TIF)	<p>A tax increment financing district is established under the Metropolitan Redevelopment Act. The Act historically allowed only the capture of the incremental growth in property taxes for reinvestment in the district. A change to the statute in 2023 enabled the capture of gross receipts tax growth as well. Taxing entities within the jurisdiction can agree to contribute their incremental tax increases to the district.</p> <p>The district generates funds for public improvements in the TIF district by capturing the difference between base year property and gross receipts taxes and the incremental increase from the base year to the end of the program period, typically 10 years. The local government may issue tax increment bonds payable from and secured by property taxes, which allows for up-front funding of needed projects and public improvements within the district.</p>	<p>Because of recent changes to the Act, TIF districts are a more attractive option for generating revenue that can be invested in improvements that improve the conditions that are contributing to economic stagnation in a district. This is a new opportunity for districts like the Mechem corridor that have an established commercial base and the potential to increase business activity through existing and new businesses.</p> <p>The City of Las Cruces established a Tax Increment Development District for its downtown. The City of Las Cruces and Doña Ana County are contributors to the TIDD. The GRT increment has funded several capital investments in downtown, including a public plaza, street redesign, a business incubator, restoration of the historic Amador Hotel, and other projects to improve downtown.</p> <p>The establishment of a TIDD can be difficult for a smaller community, so the changes in the TIF statute create an opportunity for smaller cities to take advantage of a similar financing tool.</p>

Tools and Incentives	General Capabilities	Example Strategies for the Village of Ruidoso
Metropolitan Redevelopment Bonds	Bonds issued by the local government can provide a favorable financing mechanism for repairs or renovation of an existing building or new projects. Use of the bond proceeds is under a financing agreement with a user to pay or reimburse the uses for the costs of a project. The bonds are secured by the value of the project. The user purchases the project at the bond maturity date.	Bonds are authorized after approval of the local government and after determining that the expenditure is aligned with the MRA Plan. Bonds are not general obligations of the local government. They are pledged to pre-identified projects that are for essential public and governmental purposes and are tax exempt.

Supporting Strategies

MR Tools are best utilized when layered with other incentives, funding availability, and regulatory requirements. In addition to the financing tools enabled by the Metropolitan Redevelopment Code, there are supporting strategies and financing tools that include, but are not limited to the following:

Zoning Code

The Village of Ruidoso is in the process of updating the zoning code to clarify and simplify regulatory requirements and to remove barriers or prohibitions to certain types of development. Residential, for instance, was prohibited or a conditional use in many commercial districts which can inhibit residential development along the Mechem Corridor. Proposed amendments, however, often make multi-family housing a permitted use. Given the community's desire for more housing, especially more workforce housing, the Village could implement further regulatory amendments that would incentivize and encourage the development of affordable housing. Changes could include by-right development, more flexibility with density and design standards, required inclusion of affordable housing, and streamlined review and approval processes.

Local Economic Development Act (LEDA Funds)

The state has the authority to administer grants to local governments to assist expanding or relocating businesses that are qualifying entities, and which will stimulate economic development and produce benefits subject to LEDA.

Affordable Housing Act

Local governments can contribute directly to projects that provide affordable housing (similar to MR tools) as defined in the Village's Affordable Housing Plan. Affordable Housing is a critical need in the Village and can provide important gap financing.

Partnerships

The Village can partner with local organizations like Ruidoso MainStreet and New Mexico MainStreet to implement programs like "Great Blocks" or to fund and distribute facade renovations. The Village may consider organizing a business alliance for business owners along Mechem to increase collaboration and capacity.

Industrial Revenue Bonds

Industrial revenue bonds have three principal benefits for projects: property tax exemptions, gross receipts or compensating tax exemptions, and (in very limited cases) an exemption from federal income taxation on the interest paid to bondholders, resulting in lower interest rates for a borrower than other types of commercial borrowings. Property and gross receipts or compensating tax exemptions are almost always available to New Mexico projects with significant capital development.

Credit Tenant Lease Financing

Private leasing strategies include credit tenant lease financing which involves a long-term lease agreement between a property owner and a tenant with very good credit, typically a national corporation. This strategy could give more favorable loan terms based on the strength of the tenant rather than the borrower.

Tax Benefits from the Sale of Private Property

Also called "Friendly Condemnation" or "Sale-in-lieu of Condemnation," a landowner can sell real estate to the County and may be exempt from taxes related to the sale if proceeds are reinvested within a certain amount of time, often a couple of years depending on the property and the process. Sellers may be eligible for the most advantageous tax benefits if the Village plans to acquire the property for public purposes and is considering condemnation. This type of acquisition by the Village may confer beneficial tax incentives to the seller and may be useful to remedy property or title issues that could otherwise complicate private property sales.

Action Plan

The ideas outlined in the previous chapters provide a comprehensive set of approaches that the Village can take to begin redevelopment. The targeted actions described in the Action Plan are intended to begin building momentum through specific next steps that implement these project ideas.

The Action Plan describes the condition to be addressed and potential projects to correct the problems noted in the Designation Report. The Action Plan table includes the following information:

1. Condition of Blight: the condition contributing to the district's problems.

2. Potential Projects and Other Actions: potential projects, policies, and programs that can improve conditions on the corridor by addressing the conditions that prevent the corridor from being as successful as possible. Metropolitan redevelopment projects are activities designed to eliminate blighted areas in designated metropolitan redevelopment areas. This Metropolitan Redevelopment Area Plan identifies the types of projects that the Village may invest in to eliminate the conditions that caused the area to be designated.

3. Financing Sources: potential funding sources for this project, along with an assessment of the relative cost (\$, \$\$, and \$\$\$). Details on each funding source are provided in the following chapters.

Program Administration

Metropolitan Redevelopment Agency

The Community Development Department of the Village of Ruidoso will act as the Metropolitan Redevelopment Agency to administer metropolitan redevelopment projects.

Metropolitan Redevelopment Board

The Village Council will expand the role of an existing body to serve as the Metropolitan Redevelopment Board. Potential actions of the Metropolitan Redevelopment Board would include:

- Review RFPs to be issued by the Village for metropolitan redevelopment projects involving public investments.
- Evaluate responses to RFPs to ensure compliance with the criteria established in the RFP and select metropolitan redevelopment projects for public donations.
- Create a land bank to buy rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing.
- Create a program within The Housing Trust Fund to buy rundown, vacant, or rental property for rehabilitation/new construction of permanent affordable housing.

Proposed Action Plan

Table 2 summarizes the proposed projects and other activities intended to eliminate conditions of blight within the designated redevelopment area.

Table 2. Summary of Recommended Projects and Strategies to Address Identified Conditions of Blight in the Mechem Corridor

Conditions of Blight	Potential Projects/Actions
Deteriorated or deteriorating structures, including vacant buildings.	<ul style="list-style-type: none"> • Encourage property and business owners within the corridor to promote the area to encourage redevelopment and productive use of vacant buildings. • Utilize code enforcement, like the Clean and Lien program, to encourage private cleanup, repairs, and renovation. • Consider grants or other financial tools to help property and business owners improve the aesthetics and/or functionality of their space, such as façade and/or sign grants and loans to upgrade appearance.
Lack of adequate housing.	<ul style="list-style-type: none"> • Donate Village owned land at below market rate value • Assist with infrastructure improvements, and/or contribute capital through the Housing Trust Fund to projects that provide workforce housing to qualified renters. • Implement and promote ordinance changes that enable housing in C-2 zoning districts. • Identify sites suitable for housing and work with property owners to encourage residential development on those sites—could be market rate if no public subsidy is involved. • Explore a variety of tax and financial incentives that can spur development in the corridor.
Deterioration of site or other improvements.	<ul style="list-style-type: none"> • Prioritize public improvements along the corridor, including sidewalk improvements, storm drainage infrastructure, or potentially water and wastewater access to support desired new development. • Prioritize projects to promote walkable mixed-use areas in key nodes that have a foundation of existing businesses and residential development. • Utilize code enforcement and work with private owners to encourage cleanup, repairs, and renovation. • Consider grants or other financial tools to help property and business owners improve the aesthetics and/or functionality of their space, such as façade and/or sign grants and loans to upgrade appearance.

Conditions of Blight	Potential Projects/Actions
Diversity of ownership.	<ul style="list-style-type: none"> • Encourage the formation of a property owner and business organization like the Midtown Association to foster communication among corridor stakeholders • Promote “shopping local” along Mechem Drive • Help coordinate private investment for private owners • Advocate for public improvements along the corridor.
Predominance of defective or inadequate street layout.	<ul style="list-style-type: none"> • Work with property owners to provide adequate access, either on Mechem or an adjacent local street. • Consider street design strategies that can improve access to adjacent properties.
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	<ul style="list-style-type: none"> • Work with property owners to provide adequate access, either on Mechem or an adjacent local street. • Identify properties with topography and drainage issues that can be mitigated to enable the development of some or all of the site. • Identify properties that can be developed if infrastructure deficiencies can be corrected. Ideally, a group of owners in these locations can work with the City to develop the properties if they are appropriately served.

Project Descriptions

More detailed information about specific projects is on the following pages. For each project, the following information is provided.

- 1. Project information:** who, what, where, why.
- 2. Priority:** the importance of the project, as identified as a top priority, medium priority, or low priority.
- 3. Action Steps:** basic actions that need to be undertaken to complete this project.
- 4. Timeframe:** the general timeframe of the project. There are three timeframes identified: short-term, which is 1-3 years; medium-term, which is 4-6 years; and long-term, which is 7-10 years.
- 5. Financing Sources:** potential funding sources for this project, along with an assessment of the relative cost (\$, \$\$, and \$\$\$). Details on each funding source are provided in the following chapters.

Project: Residential Development

There is an overwhelming need and desire for housing development in Ruidoso. Mechem Drive is a promising commercial corridor that could support the denser, varied housing types that are described in the Village's Comprehensive and Affordable Housing Plans. The Village can work with market-rate infill developers to acquire vacant parcels for redevelopment while requiring 20% of units to be permanently affordable. Additional public investment in facades, landscaping, and other beautification efforts can increase the attractiveness of vacant, underutilized, and available parcels.



What will this do

Encourage housing development along Mechem Drive by increasing financial opportunities for private developers. Create more housing options at different price points for Ruidoso residents. Enable the local workforce to live where they are employed.

Who will do it

Village of Ruidoso

Private Developers

Key Resources

Village of Ruidoso ICIP

Action Steps

- Village will create a list of potential sites for new development or redevelopment.
- Explore potential partnerships with private developers for affordable, market rate, and workforce housing.
- Explore and utilize strategic regulatory, policy, zoning, financing, and infrastructure incentives to encourage residential development.

Timeline

- Medium-term

Financing Tools

- Public-private Partnerships
- Low-Income Housing Tax Credits (LIHTC)
- Ruidoso Housing Trust Fund
- MFA Housing Tax Credit

Project: Sidewalk Extension and Repair

As a state-owned highway, Mechem Drive is managed and maintained by the NMDOT. The Village should seek to extend the end of the sidewalk at White Mountain Road to the end of the corridor, at Whitney Drive. Street improvements like protected crosswalks at the intersection of Mechem Drive and Sudderth Drive should also be installed to increase pedestrian safety and access to businesses here.



What will this do

Create complete pedestrian access to the Mechem Drive corridor.

Who will do it

Village of Ruidoso

NMDOT, District 2

Key Resources

NMDOT, District 2

Action Steps

- Village to coordinate improvements and construction timeline with NMDOT and property owners for the first phase
- Secure funding for future phases

Timeline

Short-term

Financing Tools

NMDOT District 2 Maintenance Budget

Village of Ruidoso ICIP

Project: Façade Improvement Program

The Village has previously received \$230,000 in funding for a façade improvement program that helped subsidize the costs of rehabilitating and repairing public-facing facades. A permanent fund should be established to ensure continued revitalization projects can be supported and further incentivize property owners.



What will this do

Establish a permanent funding source for façade improvements for structures within the Mechem MRA (would continue a previous program that was used along Sudderth).

Who will do it

Village of Ruidoso

Private Property and Business Owners

Key Resources

Existing resources and policies

Action Steps

- Evaluate potential uses of the program and align the program with identified needs.
- Village to identify capacity for program expansion.

Timeline

Short-term

Financing Tools

Existing financing tools

Project: Mechem Drive Business Alliance

The Village of Ruidoso can facilitate the creation of a business alliance, like the Midtown Association along the Sudderth Drive MRA. The Village can help initially coordinate with business owners to form an independent group that can address the needs and challenges that are unique to businesses along Mechem Drive.



What will this do

Increase the promotion of Mechem Drive as a vital commercial corridor for residents and visitors.

Improve coordination and communication between the Village and private business owners along Mechem.

Who will do it

Business Owners

Village of Ruidoso

Key Resources

Village of Ruidoso

Action Steps

- Connect with every registered business owner along Mechem Drive to gauge interest, capacity

Timeline

Short-term

Project: Vacant Sites and Buildings

The Village, through its Clean and Lien Program, has initiated cleanup of several vacant buildings. This program in conjunction with code enforcement and ongoing communication with property owners will continue to improve the conditions of buildings that are contributing to blight along the corridor. Fortunately, the Village program to date has resulted in property owner compliance with Village codes.

In the event of extreme deterioration and unsafe buildings at strategic locations, the Village could file and foreclose on liens to acquire properties and facilitate their productive use. The Village should be strategic in land and building acquisition to encourage private investment in the deteriorated property and stimulate private investment in the immediate area.



What will this do

Promote and encourage private cleanup, repairs, and renovation. Ongoing monitoring and enforcement will reduce the number of blighted structures and sites along the corridor.

Who will do it

Village of Ruidoso

Private property owners

Key Resources

Village of Ruidoso

Action Steps

- Continue the success of the Clean and Lien Program by monitoring properties and continuing code enforcement
- Contact owners of dilapidated properties to pursue redevelopment and improvement efforts

Timeline

Short-term

Financing Tools

Village of Ruidoso Clean and Lien Program and Code Enforcement

Project: Village Policy Update

Updating ordinances and policies to be consistent with the Village Comprehensive Plan and the recommendations in the MRA Plan is a key step towards the viable redevelopment of housing and commercial areas along Mechem Drive. Ordinances and policies should encourage and stimulate favorable and desired development and redevelopment by providing flexibility and expansion of the types of uses along the corridor.

Mixed-use...

More residential close to shopping and entertainment directly benefit local businesses and make the corridor a more active place. Small-scale manufacturing associated with desired retail businesses is another potential means of increasing the economic vitality along the corridor.

The Village can also require that all new affordable housing be developed with at least 20% of the units as permanently affordable for families under 80% Area Median Income.



What will this do

Create a mixed-use overlay zone that allows a variety of residential live/work, employment incubators, institutional/educational uses, and tourism activities that also protect the existing neighborhood.

Who will do it

Village of Ruidoso

Key Resources

Village of Ruidoso

Action Steps

- Review existing zoning policy and ordinances, identify barriers to development and any necessary changes
- Revise Village Zoning Ordinance to reflect newly made changes
- Revise other ordinances as needed for consistency with Zoning Code changes

Timeline

Short-term

Financing Tools

Village of Ruidoso General Fund

NMFA Local Government Planning Fund

Funding Sources

The following are general financing tools that may be used to fund redevelopment efforts. These include community funds contributed by the Village, state and federal sources, private and non-profit grants and loans, and charitable grants and loans.

Local Funding Sources

1. General Obligation Bonds/General Funds

Agency: Village of Ruidoso

Type: Capital Outlay

Description: The Village of Ruidoso and Lincoln County may seek GO Bond money or a direct appropriation for infrastructure costs using the County's existing general fund or by issuing new bonds to pay for capital improvements.

2. Local Gross Receipts Tax Option (LOGRT)

Agency: Village of Ruidoso

Type: Tax Funds

Description: As part of the Local Economic Development Act (LEDA), residents in Ruidoso may vote to raise the local gross receipts tax to help fund additional economic development projects within the Village of Ruidoso. The tax is collected by the State as part of the statewide gross receipts tax and redistributed to the community for local projects. In general, LOGRT provides the community with a source of additional revenue to fund additional services or projects related to arts and cultural activities or revitalization projects.

3. Gross Receipts Investment Policy (GRIP)

Agency: Village of Ruidoso

Type: Tax Funds

Description: The Village of Ruidoso may pass a Gross Receipts Investment Policy (GRIP) ordinance that would allow property owners who develop their property to be reimbursed up to 50

percent of the owner's gross receipt taxes for infrastructure development costs incurred by the property owner (such as water, sewer, and roadway improvements). The ordinance is intended to incentivize development in key areas. Both new retail and certain targeted commercial businesses are eligible for this reimbursement, which is distributed through a Village of Ruidoso-managed GRIP fund based on the total attributable direct sales gross receipt taxes paid by an eligible project.

4. Industrial Revenue Bonds

Agency: Village of Ruidoso and/or Lincoln County

Type: Bond

Description: The Village of Ruidoso or Lincoln County can issue Industrial Revenue Bonds (IRB) for the expansion and relocation of commercial and industrial projects, such as utility infrastructure. IRB financing is available for land, buildings, and equipment for headquarters office buildings, warehouses, manufacturing facilities, and service-oriented facilities not primarily engaged in the sale of goods and commodities at retail. IRB-financed projects are exempt from ad valorem tax as long as the bonds are outstanding and the title to the project is held by the issuing agency. Bonds may be issued in different series with variable principal amounts, interest rates, and maturities to accommodate the acquisition of assets with different useful lives.

5. Tax Increment Financing (TIF) District or Tax Increment Development (TID) District

Agency: Village of Ruidoso

Type: Tax Funds

Description: The Village, with the powers granted by the Metropolitan Redevelopment District designation, may elect to establish a downtown tax increment financing district (TIF) or tax increment development district (TIDD). Both policies use

expected future gains in property and/or gross receipt taxes (the tax increment) to pay for current improvements, such as site acquisition, streetscape improvements, public infrastructure, or building rehabilitation.

6. Quality of Life Tax

Agency: Village of Ruidoso

Type: Tax Funds

Description: The City Council may adopt a quality of life tax increment to support arts and cultural programs identified in this plan, including additional promotional events. These programs can be administered by local arts and cultural non-profits. This tax increment must be approved by a majority of voters.

7. Lodgers Tax

Agency: Village of Ruidoso

Type: Tax Funds

Description: The Village of Ruidoso may use the existing lodgers tax for the promotion of local attractions and events to visitors. The tax may also be used to acquire, establish, and operate tourist-related facilities, including outdoor recreation.

8. Improvement Districts

Agency: Village of Ruidoso

Type: Tax Funds

Website: <https://law.justia.com/codes/new-mexico/2019/chapter-3/article-33/>

Description: Improvement districts can finance the construction of public improvements on public property and rights-of-way.

Assessment districts are intended to finance the construction of physical improvements and can be used to stimulate manufacturing, industrial, commercial, or business development. They can fund the following improvements:

- Streets

- Sidewalks
- Lighting
- Landscaping
- Sidewalks
- Storm or sanitary sewers
- Water supply and distribution facilities
- Gas and electric power
- Flood control and drainage improvements
- Parking

9. Business Improvement Districts

Agency: Village of Ruidoso

Type: Tax Funds

Website: <https://law.justia.com/codes/new-mexico/2019/chapter-3/article-63/>

Description: Business Improvement Districts (BIDs) are public-private partnerships to improve economic vitality and revitalize a business district, provide services to businesses, and finance improvements within it. The Village of Ruidoso may create a BID to “promote its economic vitality and general welfare” under the Business Improvement District Act by petition of real property owners or business owners (after public notice and a public hearing). All businesses or real property within the district that will benefit from improvements are subject to a fee determined by the governing body and specified in the BID ordinance, along with the list of improvements to be provided. Typically, these include:

- Parking facilities
- Street and streetscape improvements (Street lighting, decorations, landscaping)
- Furnishings (benches, trash receptacles, fountains)
- Park and plaza improvements
- Security equipment or facilities

- Promotion of public events, tourism, and business activities
- Marketing and economic development, including retail retention and recruitment
- Security, sanitation, graffiti removal, street and sidewalk cleaning to supplement municipal services

10. Public Private Partnerships (P3s)

Agency: Village of Ruidoso & Local Developers

Type: Partnership

Description: The Village of Ruidoso may consider establishing public-private partnerships with interested developers who seek additional financial support or incentives to develop community facilities, including additional affordable housing or retail and office space. Although public-private partnerships take many forms, the Village may enter agreements with interested organizations that may wish to develop or operate a Village-owned property such as a future business incubator or cultural facility.

State and Federal Funding Sources

11. Infrastructure Capital Improvement Plan (ICIP)

Agency: Village of Ruidoso and/or Lincoln County (through State)

Type: Capital Outlay

Description: The Village of Ruidoso and the County may also seek to fund infrastructure projects through their infrastructure capital improvements plans. Although funds are limited, these funds may be used as matching funds to secure larger grants and/or loans by outside agencies (e.g., matching road funds for a street reconfiguration on a state highway).

12. Transportation Alternatives Program

Agency: MPO/NMDOT

Type: Capital Outlay

Website: <https://dot.state.nm.us/content/nmdot/en/planning.html>

Description: The New Mexico Transportation Alternatives Program (TAP) is a federal aid funding program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities, in addition to other projects, related to economic development, increased safety, and increased accessibility. NMDOT has a competitive process to afford TAP funds, based on how well each project proposal addresses the goals of the program.

13. Cooperative Agreements Program (COOP) Local Government Road Fund

Agency: NMDOT

Type: Capital Outlay

Description: The New Mexico Department of Transportation sets aside money each year for local government road 62 improvements. This program assists local governments in improving, constructing, maintaining, repairing, and paving highways and streets with matching funds from NMDOT.

14. LEDA Grants

Agency: New Mexico Economic Development Department

Type: Community Grant

Website: <https://gonm.biz/business-development/edd-programs-for-business/finance-development/leda/>

Description: The New Mexico Economic Development Department administers Local Economic Development Act capital outlay (LEDA CO) funds to local to help stimulate economic development efforts. LEDA funds are provided on a reimbursable basis only and must be used to fund those projects that create “stable, full-time, private sector” jobs in targeted industries.

15. Small Cities Community Development Block Grants (CDBG)

Agency: New Mexico Department of Finance and Administration

Type: Community Grant

Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

Description: In general, CDBG funding is intended to benefit low- and moderate-income populations with housing, social services assistance, economic development, or public facilities that will serve neighborhoods that are predominantly low- and moderate-income households. Funds are administered by the New Mexico Department of Finance and Administration with a \$500,000 grant limit per applicant. Five percent of matching funds must be provided by the applicant.

16. Rural Business Development Grants (RBDG)

Agency: USDA

Type: Community/Nonprofit Grant

Website: <http://www.rd.usda.gov/programs-services/rural-business-development-grants>

Description: Rural Business Development Grants are available to rural communities under 50,000 in population. Grant funds may be used to finance and facilitate the development of small, private, business enterprises which includes any private business which will employ 50 or fewer new employees and has less than \$1 million in projected gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.

17. Community Facilities Direct Loan and Grant Program

Agency: USDA

Type: Community/Non-Profit Grant

Website: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Description: This program provides affordable funding to develop essential community facilities in rural areas (no more than 20,000 residents). An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area and does not include private, commercial, or business undertakings.

18. Rural Community Development Initiative Grants

Agency: USDA

Type: Community/Non-Profit Grant

Website: <https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants>

Description: This program provides funding through grants ranging from \$50,000 - \$250,000 to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects in rural areas. To improve housing, community facilities, and community and economic development projects in rural areas. Rural Community Development Initiative grants may be used for, but are not limited to:

- Training sub-grantees to conduct:
- Home-ownership education
- Minority business entrepreneur education
- Strategic plan development
- Accessing alternative funding sources Board training
- Developing successful childcare facilities Creating training tools, such as videos, workbooks, and reference guides
- Effective fundraising techniques

19. Economic Development Administration (EDA) Grants

Agency: Economic Development Administration

Type: Community Grant

Website: <https://www.eda.gov/funding-opportunities/>

Description: The EDA has a wide variety of programs and funding opportunities available aimed at supporting community efforts in economic development. There are several funding opportunities at any given time and range from project-based funding to technical assistance funding.

20. New Mexico MainStreet

Agency: New Mexico Economic Development Department

Type: Capital Outlay, LEDA, USDA, HUD, EDA, NMDOT, NMFA

Website: <https://www.nmmainstreet.org/>

Description: New Mexico MainStreet stimulates economic development in historic main street areas throughout the state.

Ruidoso Midtown Association is a designated New Mexico MainStreet.

21. HUD Hope VI MainStreet Housing Grant

Agency: U.S. Department of Housing and Urban Development

Type: Community Grant

Website:

https://www.hud.gov/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet

Description: HUD offers housing grants to local governments with less than 50,000 people and less than 100 units of public housing. In general, the grant funds may be used, in connection with a Main Street effort, to build new affordable housing or reconfigure obsolete or surplus commercial space into affordable housing units. The grant funds cannot be used on general infrastructure or commercial development.

22. Land and Water Conservation Fund

Agency: Land and Water Conservation Fund (LWCF)

Type: Matching Grants; State Funds

Website: <https://www.doi.gov/lwcf>;

<https://www.nps.gov/subjects/lwcf/stateside.htm>

Description: The LWCF federal program provides three types of grants:

- LWCF State Grants Program: the acquisition or development of public parks

- Cooperative Endangered Species Conservation Fund: Protect and conserve threatened and endangered species.
- Forest Legacy Program: Protect environmentally sensitive forest lands.

Private and Non-Profit Grants and Loans

23. NM Community Development Loan Fund

Agency: The Loan Fund

Type: Business/Organization Loan

Website: <https://www.loanfund.org/>

Description: The Loan Fund is a private, non-profit lender that provides \$5,000 - \$500,000 loans to small businesses and non-profits. The Loan Fund will finance equipment, inventory, building renovations, operating capital, and business expansion expenses. As a private lender, the Loan Fund seeks to support low-income individuals and communities that need additional "bridge funding" to establish or expand their organizations.

24. ACCION New Mexico

Agency: ACCION New Mexico

Type: Business/Organization Loan

Website: <http://www.accionnm.org/>

Description: ACCION is a small-scale micro-lender that makes loans to small businesses that may not qualify for traditional bank loans and provides business support services. Loans are primarily intended for low-income borrowers and minority entrepreneurs. Since being founded in 1994, ACCION has financed the start-up or expansion of more than 2,300 new businesses in New Mexico with loans totaling more than \$23 million.

25. The Public Project Revolving Fund

Agency: New Mexico Finance Authority

Type: Community Loan

Website: <https://www.nmfinance.com/public-infrastructure-capital-financing/>

Description: The PPRF is an up to \$200,000 revolving loan fund that can be used to finance public infrastructure projects, fire and safety equipment, and public buildings. Both market rate-based loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds.

26. New Market Tax Credits

Agency: New Mexico Finance Authority – Finance New Mexico

Type: Business Loan

Website: <https://www.nmfinance.com/business-financing/new-markets-tax-credits/>

Description: The New Markets Tax Credit (NMTC) is designed to increase private investment in businesses and low-income communities with poverty rates higher than 30 percent by providing a tax credit to investors in business or economic development projects. By making an equity investment in a Community Development Entity (CDE), an investor receives a tax credit against their federal income tax worth 39 percent of the total equity contribution. Community Development Entities are certified by the CDFI Fund. New Markets Tax Credits (NMTC) loan funds are intended to help business investment in low-income census tracts. The fund will help finance the development of commercial, industrial, and retail real estate projects (including community facilities), and some housing projects. Loans for up to 25 percent of the project are available at low-interest rates. NMTC loans are combined with other sources of funding that are secured by the applicant and managed by Finance New Mexico.

Charitable Grants and Loans

27. Sponsorships

Agency: Miscellaneous

Type: Donation

Description: Although they may often be considered insubstantial or time-consuming, sponsorships from local businesses including banks, large retail chains, and other donors can be an effective way to raise money for small-scale projects. Often, this is enough to fund facade improvements, basic building rehabilitation efforts, additional streetscape amenities (trees, furniture, etc.), and events. Some sponsorships may also involve the donation of materials or equipment.

28. Crowdfunding

Agency: Miscellaneous Type: Donation

Website: many, including ioby.org; Kickstarter.com; Indiegogo.com; gofundme.com; StartSomeGood.com; Causes.com

Description: Crowdfunding is a way for individuals from around the world to pool their assets to fund projects or organizations they support. Most crowdfunding relies on internet platforms that allow donors to connect with projects they are interested in funding. Many such platforms are available; some more recent options include community-led initiatives that also include strategy assistance. Crowdfunding can be used to support a wide variety of projects that individuals feel are worthy of funding, including many of smaller-scale projects such as facade treatments, public art installations, a downtown wayfinding system, etc. Although donations amounts vary, they can be used as a supplement to larger funding sources. In some cases, these efforts can also be the impetus to moving a conceptual project to one that can be implemented.

29. McCune Foundation Grants

Agency: McCune Charitable Foundation

Type: Community and Organization Grants

Website: <http://nmmccune.org/apply>

Description: The McCune Charitable Foundation awards grants to communities, non-profits, public schools, and government agencies that are engaged in community-based projects related to the Foundation's nine foundational priorities. This includes projects that build capacity in the non-profit sector, promote economic development, education and childhood development, healthcare, local food, the arts and community engagement, natural resources, urban design, and rural development are all considered. The average grant award is \$15,000, with some as large as \$25,000.

30. National Endowment for the Arts Our Town Grant

Agency: National Endowment for the Arts

Type: Community and Organization Grants

Website: <https://www.arts.gov/grants/our-town>

Description: The National Endowment for the Arts offers the "Our Town" Grant to fund creative placemaking projects that showcase the distinct identity of their community. The grant will pay for cultural planning efforts, the design of projects, and arts engagement efforts. The grant will not fund construction, renovation, or purchase of facilities. Projects must involve a partnership with a local non-profit organization. Grants range from \$25,000 to \$150,000.