



Sudderth Corridor Metropolitan Redevelopment Plan

2021

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SITES
SOUTHWEST



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Introduction

The Village of Ruidoso and the Ruidoso Midtown District have embarked on an assessment of the commercial corridor along Sudderth Drive, which includes Ruidoso's MainStreet area and the gateway areas on either side leading into the MainStreet district. The goal of this report is to assess the area for designation of a Metropolitan Redevelopment Area (MRA). If so designated, a MRA plan will be completed for the designated district. The purpose of the Metropolitan Redevelopment Plan (MRA Plan) is to promote economic development in the Midtown district and the adjacent commercial districts that are the gateways into Midtown. The plan will provide opportunities for rehabilitation or redevelopment of designated areas by private enterprise. Commercial areas that are underperforming can benefit from the public investments that are enabled by the Metropolitan Redevelopment Code.

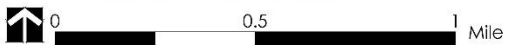
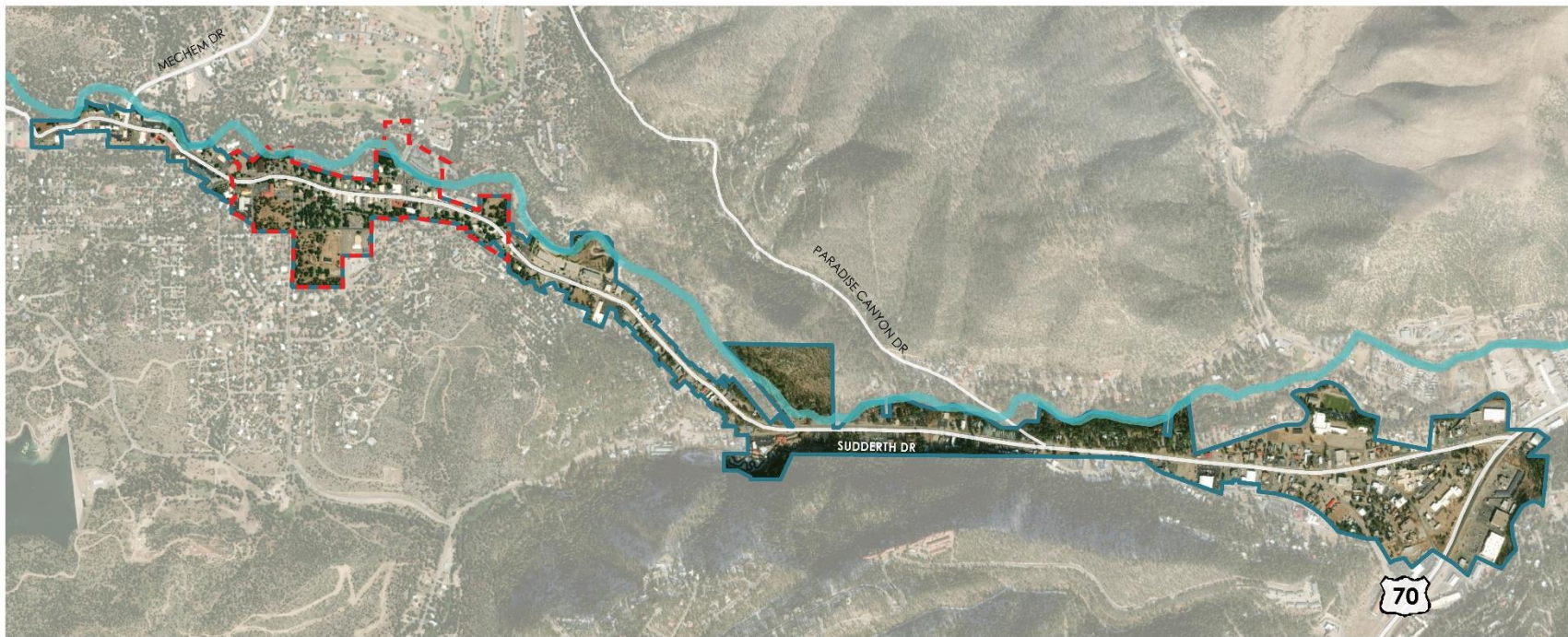
The plan for this area began with an assessment of the area, to assess the potential to designate deteriorating and economically




stagnant areas of the corridor as an MRA. This designation will enable the Village to acquire property, invest in business improvements and provide incentives to stimulate productive use of the properties in these areas. Designation of an MRA enables the use of tax increment financing and metropolitan redevelopment bonds to finance public improvements in the MRA.

The New Mexico Metropolitan Redevelopment Code (§3-60A-1 to 3-60A-48 NMSA 1978) provides municipalities in New Mexico with the powers to correct conditions in areas or neighborhoods which "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 (MRAs).

Boundary of the Study Area

Figure 1. MRA Boundary Map



-  Proposed MRA Boundary
-  Midtown Boundary
-  Rio Ruidoso

The boundary of the study area includes properties on both sides of Main Rd. and Sudderth Drive and extends from the traffic circle at Main Rd. and D Street on the west to the Y intersection of Sudderth

Drive and US 70 on the east. The study area, the Midtown District and the MRA boundary are shown in Figure 1. **Error! Reference source not found.**

Planning Framework

VILLAGE OF RUIDOSO COMPREHENSIVE PLAN

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 impetus for the Comprehensive Plan update was to create a year-round sustainable community—water, workforce, and housing included. Improving the Midtown experience with longer restaurant hours and more events and nightlife was one of the changes that the community identified early in the process. Maintaining and enhancing the Village’s small-town feel by continuing efforts to revitalize and develop Midtown, encouraging property maintenance, and making it easy to walk and bike around town were identified as one of the plan’s guiding principles.

The plan recognized that Ruidoso’s Midtown area is a charming element of the community that provides desired amenities and is on trend with its emphasis on placemaking, creating a destination and a concentration of high- quality retail stores with local products. In return, focused attention on supporting the existing businesses and catering to the local community is important.

Economic Development

Some of the specific actions the plan recommended in Midtown and the plan area along on Sudderth Drive include:

- Continue to enhance Midtown.

- Maximize the existing building stock by taking inventory vacant buildings. Work with building owners to determine if there are barriers to renting space and continue to support and invest in the storefront improvement program.
- Align retail and industrial clusters:
 - Encourage new storefront tasting rooms, manufacturing production, outdoor recreation services in Midtown.
 - Encourage breweries in Midtown.
 - Promote and encourage a farmer’s market that sells local produce and goods.
- Introduce year-round customers:
 - Tailor retail to the year-round residents with consistent and quality service and product.
 - Encourage development of office and co-working space in Midtown.
 - Encourage market-rate apartment development in Midtown.
- Temporary events and activities, including:
 - Permit food carts in Midtown. This is low-risk and low-cost way for startups to enter the market and test new product. It also introduces diversity and vibrancy for customers.
 - Consider hosting a STEM fair in Midtown focused on showcasing CTE machining and construction projects.
 - Sponsor and support a culinary contest for kids that utilizes the school’s commercial kitchen. Showcase competition in Midtown.
- Support local retailers and expand the Market.
 - Cultivate success for existing retailers:
 - Hire a retail coach to help with store layout, window display and marketing to improve revenues. Michele Reeves with Civilis is recommended. As identified in the business survey in Appendix A, marketing is the most requested support.

- Have consultant educate retailers on the importance of collaboration regarding hours of operation and event promotion and engagement.
 - Encourage restaurant management/culinary training for peak season.
 - Help create a succession planning program with SBDC to guide current owners into successful sales of businesses.
- Make it easy for new retailers to enter market by developing a How-to-Do Business Program/Guide for business owners that want to open a business in Ruidoso and developing a “match-making” database of retail businesses that have gone through succession planning as an investment opportunity to “homecomers” as a recruitment tool.

Circulation

The Comprehensive Plan also acknowledged the challenges along Sudderth Drive during peak tourist traffic.

“Ruidoso is subject to high degrees of seasonal traffic congestion in the Midtown area (and throughout the Village), most notably during the summer and winter weekends and during the horse racing season at Ruidoso Downs. Many Ruidoso residents report avoiding the Midtown area altogether during these periods, and Village officials have observed queues of up to a half-mile to the west of the traffic light at Center Street and Sudderth Drive. Traffic signals along Sudderth Drive are owned and maintained by New Mexico Department of Transportation (NMDOT), but the Village has a strong working relationship with the District 2 office and both jurisdictions have been able to respond to traffic demands through flexible and innovative signal timing practices. For example, staff has observed that converting the traffic signal at Center Street to a four-way flashing red is more effective in the peak tourist season

than a standard all-way signal. However, the flashing red lights can create a hazard for pedestrians who must cross four lanes of traffic.

The Midtown area presents an unusual challenge where vehicle speeds are also higher than desired outside of the tourist seasons and traffic calming techniques, though not yet widely accepted publicly, have been introduced to address the issue. Techniques that have been applied include speed bumps and radar signs to alert drivers of their speeds.

In the Midtown area, where pedestrian activity is heaviest, sidewalks are narrow in places and become crowded during the tourist seasons. Village officials and residents also indicate high levels of jaywalking. The frequency of crossing locations may need to be examined more closely to allow for crossing options at regular intervals, including between signalized intersections. Along secondary roads, the lack of pedestrian options leads to people walking along the streets.”

As such, the plan recommended the following goals:

- Make it easy to walk and bike in the Village and access Midtown without a vehicle.
 - Conduct a bikeway route study.
 - Incorporate pedestrian pathways and sidewalks into Village of Ruidoso’s roadway design standards.
 - Evaluate additional pedestrian crossings along Sudderth Drive through Midtown.
 - Develop a Wayfinding Plan to make Ruidoso’s residents and visitors aware of trail connections, destinations, and distances.

Parking

The Comprehensive Plan addressed parking specifically in the Midtown area:

“Parking in the Midtown area is a recurring challenge during the peak seasons. Moreover, studies have shown that a significant share of traffic congestion in urbanized areas is attributable to motorists searching for parking spaces. In addition to on-street parking, the Village has attempted to address the problem by adding a series of public parking lots along side streets and adjacent to Sudderth Drive. The lots are well marked and offer a substantial number of spaces and support a “park once and walk” philosophy in which residents and visitors can access multiple destinations without returning to their vehicles. Encouraging visitors— and recreational vehicles in particular—to utilize designated parking lots is an especially high priority.”

The plan recommended improving parking management in the following ways:

- Create maps displaying public parking lot locations. An electronic version of map could be included in a visitor app, that identifies public parking sites, number of available spaces, and special vehicle accommodations, such as recreational vehicles.
- Consider implementation of paid parking in town at busy areas (such as Midtown).
- Evaluate the impact of a possible parking garage in Midtown on Rio Ruidoso.

Projects in Process

The Village is working to improve transportation in the Village, including improving traffic conditions in the study area. Two major projects include a roundabout at the Sudderth Drive/US 70/Gavilan Canyon Road intersection and traffic calming.

US 70/NM 48 ROUNDABOUT FEASIBILITY STUDY

The Village is conducting a feasibility study to determine whether a traffic circle would be appropriate at the intersection of Sudderth and US 70, with the goal to better handle heavy traffic during seasons when the Village sees a high volume of visitors.

RUIDOSO ROAD DESIGN GUIDE AND TRAFFIC CALMING GUIDE

The Village developed two design guides to improve the design of new roadways that are maintained by the Village. The intent is to improve opportunities for active transportation while providing new roads and roadway improvements that are appropriate to the Village of Ruidoso. The guides recognize that national standards are not always appropriate for small towns and rural areas.

Planning Process

Schedule

The MRA Planning process began in June 2020 with an Advisory Committee meeting and was followed by analysis of the property conditions along Sudderth Drive in the plan area and subsequent background research. In late summer, a draft designation report was submitted to the Village for internal review; it was revised and presented to the Advisory Committee in November.

The committee reviewed the proposed plan boundary and preliminary project ideas. The project area and ideas were refined and presented to the community in December. The draft MRA Plan was prepared and presented to Village Council for discussion in January. The public and council's considerations were integrated into the final plan and then presented to Village Council for adoption in February.

PROJECT TIMELINE



Advisory Committee

The Advisory Committee was comprised of Sudderth Drive business owners and leadership of the Midtown Association, and represented local restaurants, bars, banks, and retailers. The committee met twice (via Zoom due to safety requirements) to provide direction and insight on the plan boundary, confirm the conditions, and brainstorm and refine project ideas for incorporation into the MRA Plan.

Public Engagement

A community meeting was held in December to present the designation area, conditions along Sudderth Drive, and project ideas. Property owners within the project area were contacted directly. The input from this meeting informed the Draft MRA Plan.

The community was invited to participate in the Village Council hearings in January and February to share their ideas prior to the plan's adoption.

Community Profile

History

Ruidoso's heritage contributes to the distinctive identity and character today. Ruidoso was first established in 1869 by Captain Paul Dowlin, when he constructed a mill along Rio Ruidoso, which means noisy river in Spanish. The town was then named Dowlin's Mill. In 1885, Dowlin's Mill was renamed Ruidoso after the river. Ruidoso was incorporated as a Village in 1946.

Initially the economy was based on mining and ranching, however tourism has long been an integral part of Ruidoso's economy. In the 1930s, when the automobile became more widely available, horse racing, skiing, and other recreational opportunities attracted visitors from throughout the region. In the 1940s and 1950s, Ruidoso's draw increased from regional neighbors to 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 name "Sierra Blanca Ski Resort," opened during Christmas 1961 and as one of the few ski resorts in southern New Mexico, it has boosted the local economy as a popular tourist destination. 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, outdoor recreation, recreation- and tourism-based businesses.



Source: VisitRuidoso.com

The historic Dowlin's Mill

Community Assets

LOCATION AND SETTING

Ruidoso is located in Lincoln National Forest at the foot of Sierra Blanca. It is 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 its mountainous location makes it an attractive destination for families, retirees, nature lovers, and active adventure seekers year-round. Sudderth Drive is Ruidoso's primary shopping and dining district for visitors, anchored near the center of the corridor by the Midtown MainStreet District. At its western end is the intersection with Mechem Drive (NM 48) and at the eastern end, the corridor joins US 70 with more highway-oriented businesses.

OUTDOOR RECREATION

Ruidoso is surrounded by nature. The mountains, forests, and waterways are main attractions for tourists and residents; they make Ruidoso special. Ruidoso is a destination because of this 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. According to the New Mexico's Department of Game and Fish, Lincoln County hosted 2,829 non-resident anglers and 1,807 non-resident hunters in 2013, which equates to \$8,872,425 annual spending in the county. The area's outdoor assets are important to celebrate and enhance as part of the community culture and a primary attraction for overnight stays.

Ruidoso's outdoor recreation assets are consistent with the top reasons people visit New Mexico and outdoor experiences are the top reason for overnight visits. This focus on outdoor recreation aligns with current trends in that travel has become more 'experiential' at all income levels. The interest in outdoor experiences is outpacing other traditional tourist attractions, such as casinos or golf; although, Ruidoso has those amenities in and near town, as well, plus a racetrack.



Source: VisitRuidoso.com

Mountain bike racing is a popular draw to Ruidoso.

REGIONAL ATTRACTIONS

Ruidoso is also within 70 miles from the White Sands National Park, 45 miles from the Valley of Fires Recreation Area, and historic Fort Stanton.

ARTS AND CULTURE

Ruidoso is home to many galleries with a range of styles to meet diverse tastes of the Village’s visitors and residents. There are ten galleries within the MRA plan area. Sacred Grounds Coffee and Tea House serves as the community’s local cultural and performing arts event center in the heart of the Village on Sudderth Drive. The Spencer Theater for the Performing Arts is located just north of the Village and attracts audiences from the region.

Physical Characteristics

HISTORIC ASSETS

The Village’s Comprehensive Plan includes a policy to enact a historic preservation ordinance and intends to conduct a historic resource survey to identify significant buildings and sites, and then develop a map and brochure that shares Ruidoso’s historic assets.

There are several original structures along the corridor that date back to Ruidoso’s early history as a tourist destination. These include notable buildings in the Midtown area that set the distinct character that still attract visitors to Ruidoso. Over time, these buildings have been updated and renovated to accommodate modern retail concepts, while keeping Ruidoso’s western mountain town ambiance.

- 1. The Charlie Wingfield House, 2813 Sudderth Drive.** Charles and Mary Wingfield arrived in Ruidoso in 1884. The Village currently owns this property. The Village’s KRUI radio station will operate out of the back of the property. This property provides an opportunity for activity at the west end of the corridor.



Source: VisitRuidoso.com

Historic Sudderth Drive in Ruidoso

- 2. The Old Dowlin Mill, 641 Sudderth Drive.** Ruidoso’s oldest building, the Dowlin Mill, was built in 1869 by Paul Dowlin. Dowlin Mill served as a grain mill, general store and post office in Ruidoso’s early days. In 1950 it was restored and used as a gift shop and later an art gallery. A fire in 2017 destroyed the building, which is currently undergoing restoration.
- 3. Covered Wagon Curio Shop Building, 2524 Sudderth Drive.** From the 1930s until recently, Covered Wagon Curio called this building home. Though many architectural changes have been made over the years, the building maintains its distinctive roofline and a wagon wheel on the front façade.
- 4. Brunell’s, 2316 Sudderth Drive.** This building has housed this family-owned business since 1936 and has had many changes.

5. Michelle’s Ruidoso (Boho Chic Modern Southwest Apparel store), 2325 Sudderth Drive, and Mountain Arts Gallery, 2530 Sudderth Drive, are located in former gas stations. While these buildings have some resemblance to their original form, they have transformed into attractive retail storefronts that contribute to the character of the Midtown shopping district.

6. The Back Door Antiques Building, 2808 Sudderth Drive. The Village’s first electric company had its office in this large building that was Back Door Antiques. The building is for sale and offers a prime opportunity for a new business on the corridor.

8. Dreamcatcher Café Building, 2629 Sudderth Drive. The Dreamcatcher Café building occupies a former motel building that was constructed in the 1940s. This building is also for sale. It’s rustic wood trim and outdoor patio lend a distinct character to the Midtown area.

QUAINT CHARACTER

Midtown’s historic buildings line Sudderth Drive, creating a charming area with desired amenities such as restaurants, bars, galleries, shops, and services. The scale of these street-facing buildings and their window displays, porches, and outdoor seating areas give the area a distinct character and make Midtown an ideal place to stroll and shop.

Transportation

ROADS AND TRAFFIC

Because Sudderth Drive is a state-owned highway (NM 48), is the known connection from US 70 through town and up to Ski Apache and because the Village’s mountainous terrain limits the number of connectors and arterials, much of the Village traffic is concentrated

on Sudderth Drive. This is a good thing for business activity and the economy; but it presents a problem for pedestrians trying to cross Sudderth Drive in between the traffic signals, especially with the extreme congestion during events and high tourist periods, as described in the Challenges section (see Figures 2 & 3: Circulation Maps).

Sudderth Drive is the east-west spine of the corridor, with concentrations of local and visitor serving businesses. NM 48 is owned and maintained by NMDOT, which owns and maintains the traffic signals along Sudderth Drive, and works closely with the Village to respond to traffic demands through signal timing practices. Traffic management practices must balance the need to move vehicles through the area with pedestrian safety.

The roadway is four lanes, with a center turn lane from Park Avenue to Wingfield Street.

PARKING

On-street parking is provided in some locations, with parking bays alternating with wide sidewalks and landscaping.

Off-street parking is available in individual store parking lots, and the Village has provided public parking lots on side streets and along Sudderth Drive. Parking is a challenge in the Midtown area during peak seasons, and drivers searching for parking likely contribute to traffic congestion in this area, based on studies in other communities. The Village promotes a “park once and walk” philosophy through strategically placed and well-marked public parking and pedestrian connections to lots on side streets.

CONNECTIVITY AND WALKABILITY

The condition of sidewalks varies in width and condition along the corridor. The density of buildings and their proximity to the sidewalk in the Midtown District, make the district more pleasant to walk than any other shopping area in the Village. The shops and restaurants generally open on to the sidewalk so pedestrians can easily access them without navigating cars in driveways and parking lots.

The Village has built pedestrian walkways that connect to additional parking behind the Sudderth Drive frontage. The Midtown area has sidewalks on both sides of the street, although they are narrow sidewalks in some areas and cause pedestrian congestion during peak seasons.

East of Midtown there are areas without sidewalks and in many locations throughout the plan area, the sidewalks are deteriorated and are not conducive to foot traffic.

TRANSPORTATION ALTERNATIVES

When visitors arrive without a personal vehicle, such as arrivals at the Sierra Blanca Regional Airport or Ruidoso Bus Station, there are some local transportation alternatives. These include shuttle service from the airport, rideshare, limousine service, and car rentals.

PARKS AND COMMUNITY SPACES

The Village holds the Annual Brewdoso Craft Beer and Wine Festival at Wingfield Park in the Midtown District, just south of Sudderth Drive. This 8-acre park serves as Midtown's central gathering place and hosts numerous events year-round.

In addition to Wingfield Park, there are several plazas and courtyards integrated into the shopping centers along Sudderth

Drive that offer shoppers places to relax, have a bite to eat, or take a break.

There is also a new connection from Midtown to the river being planned, which will include seating areas (see Figure 2).

Figure 2. Circulation Map - West

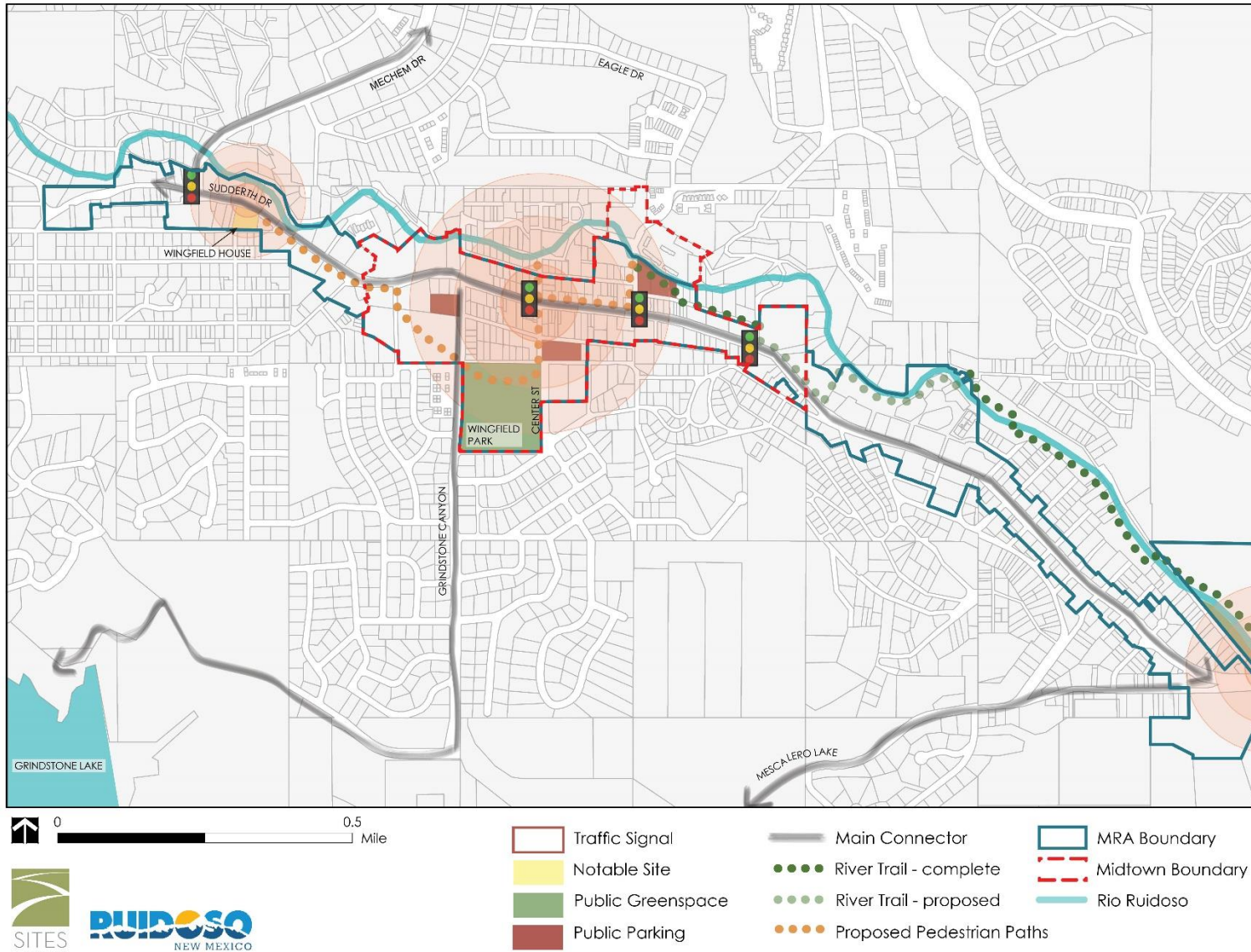
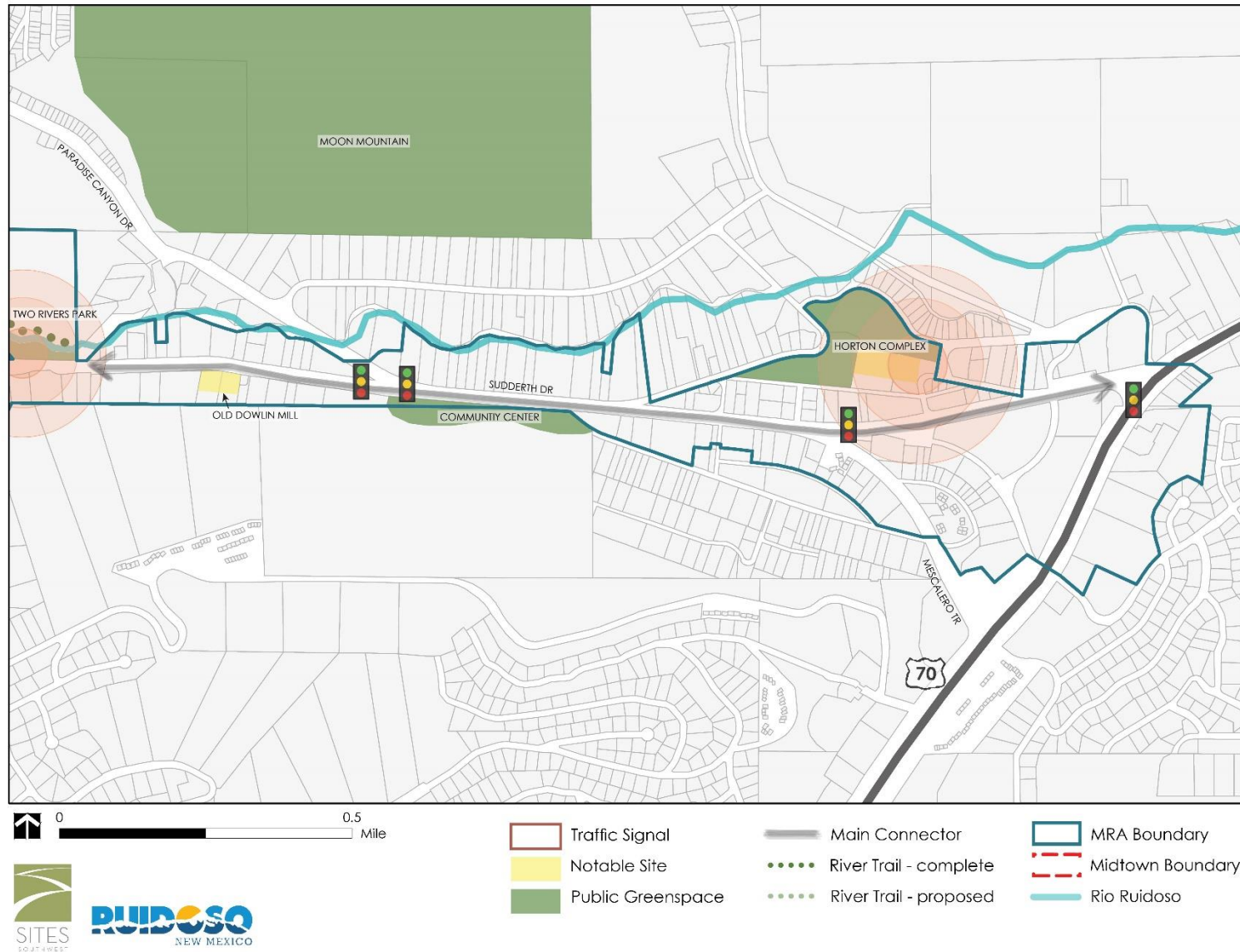


Figure 3. Circulation Map - East



Land Use and Zoning

LAND USES

The Midtown District features a concentration of tourist-oriented retail, lodging and dining. Extending out from the Midtown District to the east and west, businesses are more diversified to include local retail and services such as real estate, banking, and general retail, although lodging, specialty retail and restaurants are scattered throughout the corridor.

ZONING

The project area is almost entirely zoned commercial with a handful of properties designated as Planned Unit Developments (PUD) (see Figures 4 & 5).

PUD

PUD allows a mix of housing and local commercial as permitted in the R and C-1 districts

C-1

East of Paradise Canyon Drive, properties are zoned C-1, which is meant to be neighborhood-serving and allows a mix of commercial uses including stores, salons, galleries, offices, restaurants, and lodging. Business types in and near the Midtown District include restaurants, specialty retail, lodging, and visitor services.

C-2

Aside from the Midtown District, most properties along Sudderth Drive are zoned C-2, which is the same as C-1, but also

allows banks, clubs, entertainment, medical facilities, and schools. It currently does not permit housing.

C-3

Within the Midtown District, the properties are zoned C-3, which is the same as C-2 but allows a single residential apartment in a commercial structure.

Figure 4. Zoning Map - West

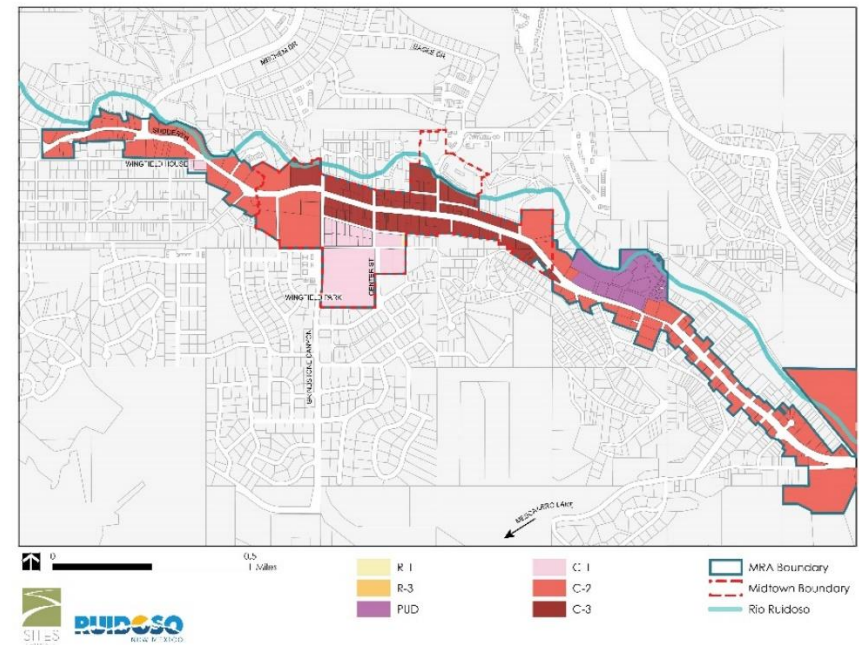
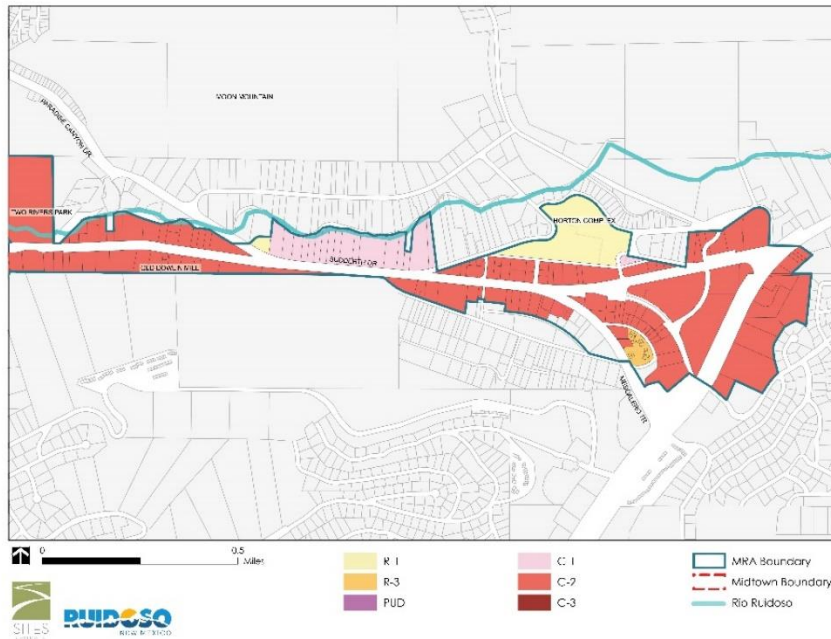


Figure 5. Zoning Map - East



LAND OWNERSHIP

The study area encompasses approximately 262 acres, excluding public rights of way, and 477 parcels. There are 344 separate owners of these parcels, and 90 of these owners live out of New Mexico. Only 215 of the landowners are local to Lincoln County. Parcels range in size from tiny parcels of 0.02 acres to properties of up to 20 acres. 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 important existing and potential amenities that can help focus activity at key locations along the

corridor. These include the Wingfield House, Wingfield Park, the Mashburn property northwest of the park, existing Village buildings east of the park, and the Horton Complex.

Challenges

BUILDING AND SITE CONDITIONS

Deteriorated Buildings and Site Conditions

Signs of distress and indicators of lower than desired levels of commercial activity occur in pockets throughout the corridor, include vacant buildings and businesses that have closed. Deteriorated site conditions include poorly maintained parking lots and landscaping.

Many of the owners of these properties do not live in Ruidoso, which makes it difficult to encourage the property maintenance and upgrades to these properties. Deteriorated buildings and sites that are not maintained have the potential to affect the quality of the visitor experience along the corridor.

Deterioration of sidewalks within the public right-of-way is a challenge on Sudderth Drive and side streets. Maintenance and repairs for sidewalks along Sudderth Drive is the responsibility of NMDOT, and the Village is responsible for sidewalks along local streets. The MRA has the potential to help fund repairs through a tax increment financing district and coordination with NMDOT. Property conditions are noted in Figures 6 & 7 below.

Figure 6. Conditions Map - West

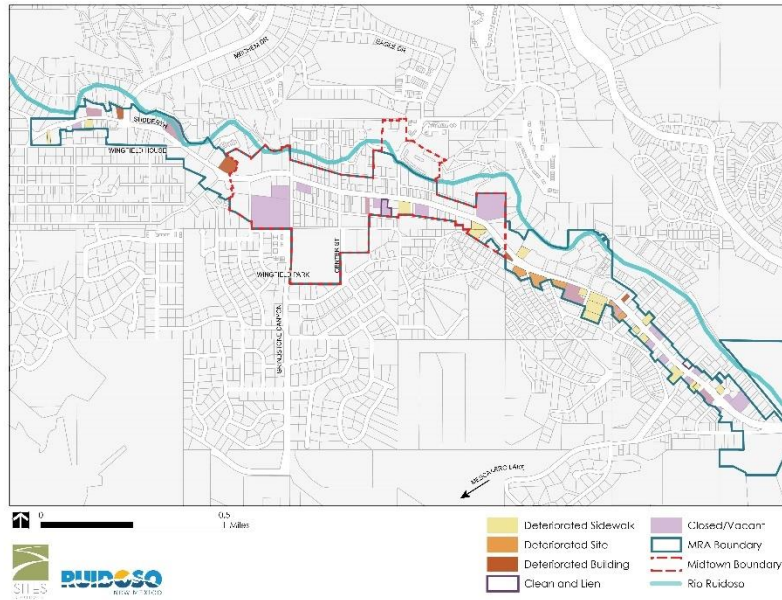
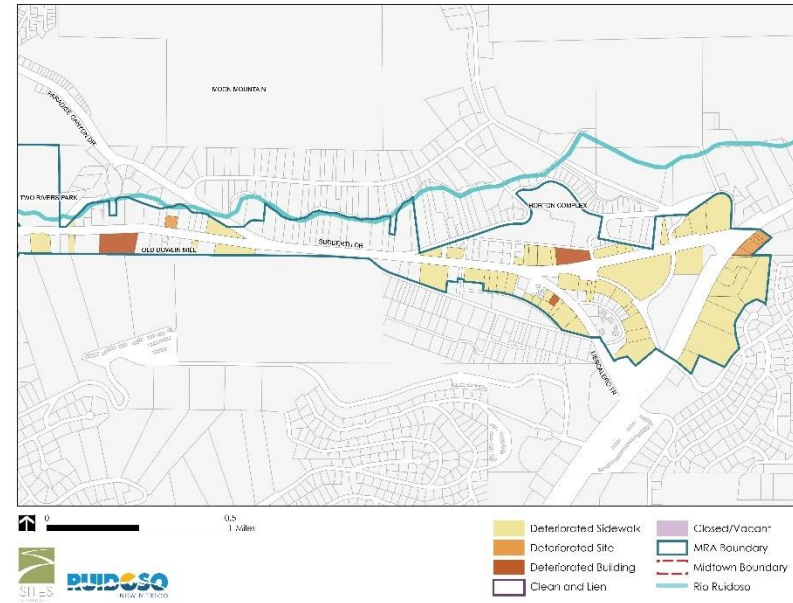


Figure 7. Conditions Map - East



Vacant Properties and Closed Businesses

There is also vacant land, some of which is vacant because dilapidated buildings have been demolished. A number of properties are for sale or rent, and properties tend to stay on the market for months or years. Characteristics that indicate a 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 269 properties with addresses are in the study area.

- 36 properties are for sale or rent, including 12 that are currently occupied, 19 that are vacant, or the business has closed and four vacant parcels.

Figure 8. Vacant/For Sale Map - West

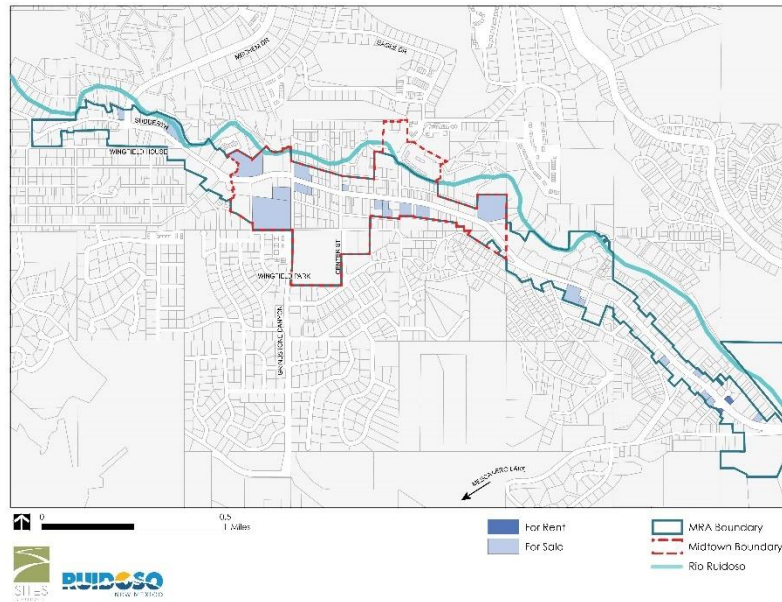
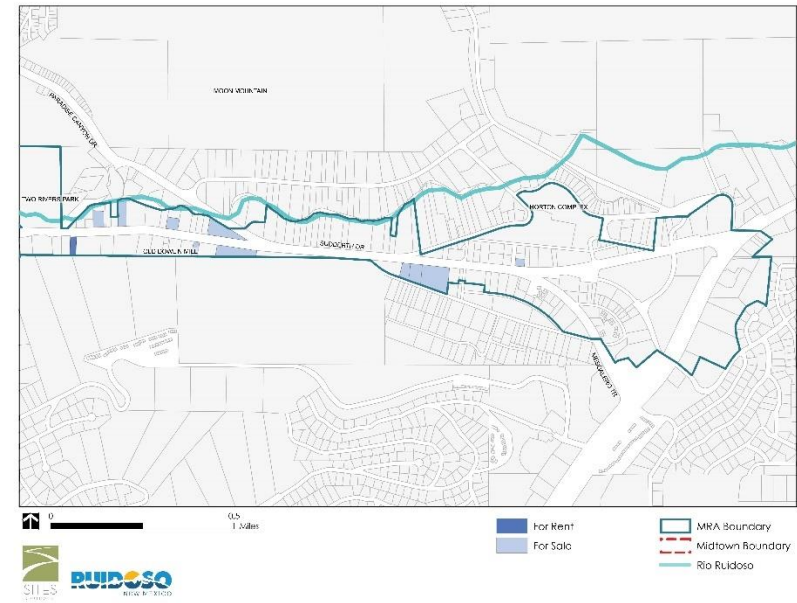


Figure 9. Vacant/For Sale Map - East



- In addition to the properties that are for sale or rent, there are ten additional properties that are vacant buildings or closed businesses. The locations of properties for sale and for rent are shown in Figures 8 & 9. These properties are located throughout the corridor. There is no specific concentration of properties for sale or rent.

New Construction

The Comprehensive Plan identified new construction in the area since 2006, a fifteen-year period. A closer look at the new construction shows that a total of 11 permits were issued for properties on Sudderth Drive during this time. Three of those were additions to existing properties, the Wingfield House, Budget Lodge and Cottage Central Cabins. Two of these properties are currently for sale, and the Wingfield House was purchased by the Village. Of the eight additional permits, two of Ruidoso’s newer buildings are currently vacant but not for sale.

CONNECTIVITY AND WALKABILITY

There are limited crossings of Sudderth Drive and given its status as a state highway, making pedestrian improvements can be challenging. In some stretches of the study area, a pedestrian must walk x miles to reach a crosswalk that allows safe crossing. This is unreasonable to expect of pedestrians so many jaywalk. Given traffic speeds and the blind curves of the street, this creates an unsafe environment.

In addition, many properties especially those outside the Midtown District have dilapidated and deteriorated sidewalks and poor or no pedestrian amenities, such as landscaping between parking areas and the sidewalk and designated areas for pedestrians within parking lots and driveways.

TRANSPORTATION AND TRAFFIC

According to the Comprehensive Plan, Ruidoso has high degrees of seasonal traffic during the summer and winter weekends and during

the racing season at Ruidoso Downs. The congestion in the Midtown area is a challenge for both residents and visitors.

The Village works closely with NMDOT District 2 to manage traffic through the Midtown area. The Village is exploring traffic calming techniques to promote pedestrian safety along Sudderth Drive in Midtown.

Other proposed improvements include a roundabout to better manage traffic at the Sudderth Drive/US 70/Gavilan Canyon Road intersection.

FRAGMENTED OWNERSHIP

The large number of property owners, especially those who are from out of state, presents a challenge for coordinating strategies for upgrading the appearance of the corridor.

Market Analysis

Socioeconomic Characteristics

DEMOGRAPHICS

Population Demographics

Ruidoso has a year-round, full-time population of 7,800, with a seasonal population that increases to 30,000 people on peak weekends.

- **Population Change.** Ruidoso has experienced a slight decline in the year-round population (3 percent) since 2013.
- **Older Population.** Ruidoso's median age is 52.4. The US average median age is 37.8. The older population reflects Ruidoso's appeal as a retirement destination as well as residents aging in place.
- **Millennial Talent.** As communities outline their future economic development priorities, millennial talent is a coveted resource; they are the future workforce and source of economic vitality and innovation. Millennials make up 17 percent of the Village's residents. In a positive direction for the Village, Ruidoso's millennial population is up 14.7 percent since 2013. Young entrepreneurs have been driving economic growth by opening new businesses in the study area and developing new products that are sold locally and regionally.
- **Racial and Ethnic Makeup.** More than nine in ten Ruidoso residents identify as white, while the Village's Hispanic population is fast-growing – up 14 percent since 2013. This is a positive aspect because communities that are diverse are more

likely to attract young people. The growing Hispanic population counterbalances the aging demographic.

- **Immigrant Residents.** Nearly 10 percent of Ruidoso's residents are foreign-born, another indicator of a vibrant and diverse population.

Income

Retail and service jobs are a significant component of the local economy. Many of these jobs have low wages. As a result, median household income of \$50,115 is below the US average but eight percent above state median income. Median income has increased since 2013.

Educational Attainment

Thirty-four percent of adult residents have associate degrees and thirty percent have bachelor's degrees or higher. The well-educated workforce has contributed to entrepreneurial activity in the region. Ruidoso Public Schools and Eastern New Mexico University-Ruidoso are local resources that contribute to the educated workforce.

LOCAL ECONOMY

Ruidoso's 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 that are sold throughout the west and southwest.

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

Comprehensive Plan has the following observations about the economic trends in the Village and region and suggests things that the Village can do to diversify and enhance economic activity.

Business Activity

Retail trade is the largest category of businesses by type, with 22 percent of all business establishments, followed by accommodation and food service with 15 percent of business establishments. Other business types related to the tourism industry include construction, real estate and rental leasing, and arts, entertainment, and recreation. Together, these related categories account for 19 percent of all business establishments. In total, 56 percent of business establishments are related to the tourism industry,

According to the comprehensive plan, tourism spending in Lincoln County was more than \$200 million in 2016, with much of the spending on second homes. An additional \$61.9 million was spent on lodging, food and beverage related. Retail, with \$18.3 million in spending, accounted for 9 percent of the total, and recreation, with \$27.7 million in spending accounted for 14 percent of the total. Tourism represents 25 percent of employment in the County and 17.4 percent of labor income. A significant portion of this business activity is conducted in the MRA study area.

Gross Receipts

The volume of business activity in Ruidoso can be estimated from gross receipts reported to the state. Total gross receipts for Ruidoso businesses in fiscal year 2019 were \$427 million. The top industry classifications for gross receipts were Retail Trade (28%), Construction (17%) and Accommodation and Food Services (13%). Industries where Ruidoso stands out in comparison to the state average are Construction, Retail Trade, Information, Real Estate, Arts and Entertainment and Accommodation and Food Service.

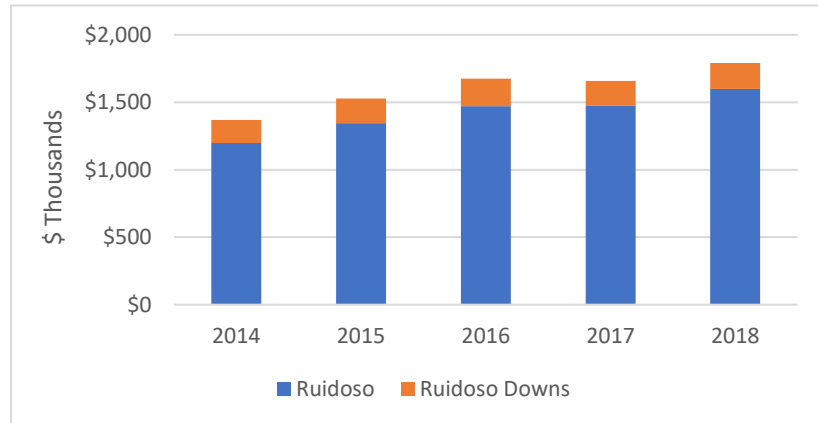
Table 1. Gross Receipts by Industry, FY2019

Industry Classification	New Mexico		Ruidoso	
	Total Gross Receipts	% of Total	Total Gross Receipts	% of Total
11: Agriculture, Forestry, Fishing and Hunting	\$460,235,953	0.3%	\$1,143,530	0.3%
21: Mining	\$8,529,158,789	6.4%	\$4,119	0.0%
22: Utilities	\$4,328,207,778	3.2%	\$15,911,702	3.7%
23: Construction	\$12,203,131,237	9.1%	\$71,595,498	16.7%
31-33: Manufacturing	\$8,634,103,158	6.5%	\$13,279,468	3.1%
42: Wholesale Trade	\$19,262,743,511	14.4%	\$34,989,056	8.2%
44-45: Retail Trade	\$28,955,737,742	21.7%	\$121,535,050	28.4%
48-49: Transportation and Warehousing	\$2,992,534,941	2.2%	\$4,213,009	1.0%
51: Information	\$2,920,016,788	2.2%	\$17,047,512	4.0%
52: Finance and Insurance	\$590,090,340	0.4%	\$4,480,507	1.0%
53: Real Estate Rental and Leasing	\$2,911,024,012	2.2%	\$25,805,863	6.0%
54: Professional, Scientific, and Technical Services	\$11,942,847,379	8.9%	\$14,533,986	3.4%
55: Management of Companies and Enterprises	\$268,105,331	0.2%	\$69,246	0.0%
56: Administrative & Support / Waste Management & Remediation Services	\$4,032,215,132	3.0%	\$3,071,119	0.7%
61: Educational Services	\$330,584,632	0.2%	\$1,591,716	0.4%
62: Health Care and Social Assistance	\$7,206,664,862	5.4%	\$14,005,611	3.3%
71: Arts, Entertainment, and Recreation	\$543,819,475	0.4%	\$5,264,622	1.2%
72: Accommodation and Food Services	\$5,207,014,451	3.9%	\$55,039,453	12.9%
81: Other Services (except Public Administration)	\$10,222,185,243	7.7%	\$19,001,897	4.4%
92: Public Administration	\$1,037,802,562	0.8%	\$0	0.0%
99: Unclassified	\$911,162,301	0.7%	\$5,305,600	1.2%
Grand Total	\$133,489,385,618	100.0%	\$427,890,679	100.0%

Lodgers Tax

The Village of Ruidoso and the City of Ruidoso Downs collect lodgers' tax of five percent on all lodging. The Village began collecting lodgers tax on short term rentals in 2019. Changes in the tax collected reflect changes hotel stays from year to year. Lodgers tax revenues in the two communities rose steadily over 30 percent in the five years from 2014 through 2018. In the Village, lodgers tax revenues increased by a third to \$1.6 million, indicating an increase in the number of overnight visitors during that time.

Figure 10. Lodgers Tax Revenues, 2014 to 2018



STATE AND REGIONAL INDUSTRY TARGETS

Ruidoso's strengths in outdoor recreation align with regional and state industry targets, enabling local businesses to benefit from initiatives aimed at this business sector. Outdoor recreation related manufacturing also holds promise, and there are some related businesses on the Sudderth corridor already. The local wine industry

is an example of value-added agriculture, and local products have been a highly successful contribution to the corridor's retail mix.

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 major 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 area of the Sacramento Ranger District.

According to 2014 national visitor use monitoring results, the Lincoln National Forest has an estimated 767,000 visitors annually, which is a ten percent increase over a survey conducted in 2009. 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 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

Midtown, the resort offers year-round activities on the slopes. With its 750 skiable acres and lift capacity, Ski Apache can handle 5,600 guests per hour. During warm weather months, a zip line, scenic gondola rides, hiking and mountain biking trails replace winter sports. Several businesses along the Sudderth Corridor

Ruidoso

Within the Village are a variety of attractions that serve both residents and visitors. In addition to the eclectic entertainment, shopping and dining experiences of the Sudderth corridor and the Midtown MainStreet District, there are opportunities for hiking along the Rio Ruidoso, golf, and sports.

Market Opportunities and Challenges

Ruidoso’s focus on a healthy economy includes a strategic approach to business development and focus on diverse, thriving economy.

Table 2. Market Opportunities and Challenges

The Challenge	The Opportunity
<ul style="list-style-type: none"> The primary challenge and number one priority for businesses is developing and retaining a qualified workforce. 	<ul style="list-style-type: none"> ENMU-Ruidoso has or can possibly develop programs to enhance workforce skills in areas important to local businesses.
<ul style="list-style-type: none"> While a few local businesses export their products regionally, most businesses focus on the local market, which limits their ability to grow. 	<ul style="list-style-type: none"> Expansion of traded sector industries would help build a stronger local economy that is less dependent on tourism. The corridor is an ideal location to nurture these businesses.
<ul style="list-style-type: none"> The high cost of living, particularly housing, is a challenge for the large numbers of service workers that support the tourism industry. Ruidoso is geographically constrained by land ownership outside its boundaries and steep topography. 	<ul style="list-style-type: none"> The corridor is an ideal location for higher density housing and mixed-use development that includes housing. The existing density of land uses within Midtown could expand outward along the corridor.
<ul style="list-style-type: none"> Residents desire a more diverse economy that provides living wage employment. 	<ul style="list-style-type: none"> Outdoor recreation presents an opportunity for related businesses, including manufacturing of recreational equipment. The proposed business incubator is a resource for nurturing these startup businesses.

The alignment of Ruidoso’s strengths with key state initiatives provides several key opportunities. The intent of the MRA Plan is to provide the Village with additional tools to address ongoing challenges.

More than a third of comments received during the comprehensive planning process related to economic development challenges. Leveraging the Village’s assets to overcome these challenges is one of the goals of the MRA designation and plan.

For every challenge identified along the corridor, there is a corresponding opportunity. Challenges and the opportunities created by the MRA are described in Table 2.

The Challenge

- More experiences within Midtown, including longer restaurant hours, more nightlife and events are desired but have to be balanced with year-round demand and the seasonal influx of visitors.
- Traffic congestion is an ongoing problem that affects the quality of Midtown as a pedestrian oriented shopping district. While the volume of visitors is essential, the ability to easily access businesses is a challenge.

The Opportunity

- The Midtown Association is the organization that can work through this with businesses within its boundary. Action on this item will likely not begin until near the end of 2021.
- The Village is working closely with NMDOT to resolve traffic issues on Sudderth Drive and improve pedestrian facilities throughout the Midtown area.

Organizational and Financial Capacity

Ruidoso has several organizations in place that promote tourism and manage events that draw people to the MRA study area.

LEADERSHIP

Village of Ruidoso

Village leadership, including elected officials and department staff is working together to promote Ruidoso and address weaknesses that have been 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 an MRA is implementing the recommendations of the Comprehensive Plan. The strength of the Village elected leaders and Village administration is a key asset to implementation of the MRA Plan.

Village of Ruidoso Tourism Office

The Ruidoso Tourism Office is responsible for promotion of 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. The Village leadership is committed to improving the quality of life for Ruidoso residents, workforce and job opportunities, and visitor amenities.

LOCAL ORGANIZATIONS

There are several local organizations that work together to promote Ruidoso as a place to live, work and play. The network of business groups has the capacity to support the private sector through volunteer efforts and sharing of information.

Ruidoso Valley Chamber of Commerce

The Ruidoso Valley Chamber of Commerce (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.

Ruidoso Midtown Association

The Ruidoso Midtown Association is a MainStreet organization focused on the success of the Midtown District. In conjunction with the village-wide marketing, the Midtown Association works to attract locals and tourists to the Midtown District. The mission of the Midtown Association is “to strengthen the downtown as the center of our community through concentrated efforts in organization, promotion design and economic vitality.” By supporting streetscape improvements and investments in public gathering places, the Midtown Association creates a destination for residents and visitors. It was awarded Main Street America Accreditation in 2019.

Ruidoso Convention Center

The Convention Center is the front door to the community for many of Ruidoso’s visitors and plays a big role in impressions of the community. The convention center hosts many events per year and attracts both local residents and visitors from out of town.

REGIONAL AND STATE ORGANIZATIONS

Southeast New Mexico Economic Development District

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

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 divisions of the department are relevant to this plan—New Mexico MainStreet and the Outdoor Recreation Division.

[New Mexico MainStreet](#)

NMMS supports the work of 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.

[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 as well as business incubators that nurture outdoor related businesses. Resources cover all stages of business development from early planning to startup to growing an existing business.

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 of which 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 biggest annual events in Ruidoso—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.

Corridor Vision & Goals

“Advance the streetscape and create community space’s within Ruidoso’s MainStreet district.”
– The Midtown Association

The plan’s vision was established through conversations with the Ruidoso MRA Plan Advisory Committee.

Plan Vision

Sudderth Drive is the spine of Ruidoso’s retail district. It expresses the history of the village through its architecture and continues to serve as Ruidoso’s living room for its tight-knit community of longtime residents, second homeowners and loyal visitors. It is the hub of village events and commercial activity, showcasing the Village’s traditions and culture. Sudderth Drive is where all come to gather, eat, shop, stroll and experience Ruidoso.

Plan Goals

ACCESS AND MOBILITY

The MRA Area includes a network of streets and connections that provide pedestrians, bicyclists, motorists, and delivery vehicles access to stores, restaurants, lodging and businesses along Sudderth Drive and to nearby community destinations.

PLACEMAKING IN COMMUNITY SPACES

The MRA Area is comprised of a collection of welcoming community spaces where people can comfortably gather and rest. These spaces contribute to the area’s commerce and livelihood.

DISTRICT CHARACTER

The MRA Area respects the area’s eclectic mix of uses and buildings and is enhanced with improvements that make the corridor a safer, more inviting place. Properties are well-maintained, utilized to their potential, and open for business.

ECONOMIC VITALITY

Sudderth Drive is home to thriving businesses and open to new business development. Opportunities for start-up businesses are available. Tourist dollars contribute to the infrastructure costs of the district.

Design Guidelines

Defining Characteristics

The character of buildings and the streetscape along Sudderth Drive varies between the eastern/western edges of the project area that are designed for auto access and take the shape of traditional strip mall development and Midtown, where buildings are closely spaced and front onto the sidewalk for window shopping and pedestrian access.

In general, the buildings along Sudderth Drive have an eclectic, rustic character as found in many western mountain towns. Natural wood, stone, or stucco finishes are found throughout the plan area. Many buildings integrate wood elements in the form of trellises, fences, canopies, porticos, or portales integrated into their designs. Pitched and flat roofs are intermixed throughout.

Building Design Guidance

As new buildings are developed or existing buildings are renovated, they should integrate pedestrian-friendly and inviting elements that attract foot traffic and activate the streetscape. This can be achieved with buildings placed at the street frontage, transparent windows for window displays, canopies or porticos to provide pedestrians shelter, and front doors opening onto the public sidewalk or patio/courtyard rather than onto a parking lot.

When off-street parking is provided, it should be behind or on the side of the building, not between the building and the main public right of way.



Rustic, heavy timber accents are prevalent on many buildings.



These buildings illustrate the character differences along Sudderth Drive. The pitched roof and stucco finish on the left and the façade and the western false front and canopy on the right activate the streetscape, with outdoor seating (left) and a covered walkway (right).

The existing scale of buildings should be respected. Activating Sudderth Drive will be helped with upper floors for residential use so buildings will have second and third floors; however, the upper floors should step back from the ground-floor façade and have modulation so new buildings are not looming above existing buildings and the street.

Community Space

The community space along the corridor includes public gathering places and parks, such as Wingfield Park, and private outdoor patios and entranceways, as pictured.

Outdoor dining has become common as temporary permits have been issued during the Covid-19 pandemic. During much of the year, outdoor dining is an attractive option, contributing to street life, especially in the Midtown area.

As properties are restored and constructed, public space should be integrated into the site whenever possible to continue to foster Sudderth Drive’s role as the community’s living room.

Access and Mobility

The area is designated as a “park once and walk” area and as such there should be an attempt to create shared parking areas that have clear wayfinding signage throughout the plan area to point visitors to parking areas.

There is also a need for short-term parking in front of businesses along Sudderth Drive for the purposes of quick stops for pick up and deliveries when businesses do not have rear access. The parking lanes should be restricted for short-term use whenever possible and not used by business owners, employees, or long-term shoppers.



The Time Square courtyard provides a space for people to stop, take a break, or have a bite to eat. It is wrapped by small businesses, which activate the space with openings onto the courtyard.

Parking lanes provide direct access to businesses and should be saved for short-term visitor parking to generate the most business activity on the corridor.



Strategies

Access and Mobility

PEDESTRIAN IMPROVEMENTS

There are several opportunities to improve the pedestrian experience within the MRA. See Figure 2 and Figure 3 for references to the following improvements.

Sudderth Drive Sidewalks

Because the conditions and dimensions of the sidewalks along Sudderth Drive vary so much, a priority project is to improve the corridor's sidewalks to a consistent quality so that the entire MRA area is pedestrian-friendly and meets American with Disability Act's (ADA) requirements with ramps and clear areas.

Particularly, the walkability in the eastern part of the MRA should be improved. Buildings in this area are more spread out and sidewalks have had the least amount of repair.

Side Street Sidewalks to Destinations

Side streets intersecting with Sudderth Drive along the corridor connect to key destinations. Their upkeep is essential on making this a park once and walk environment.

Parking Access

In many places along the corridor, the parking lots are behind properties and accessed from side streets. The connections to these parking lots should be improved to make it safe and inviting for people to park and walk to their destination.

River Access

Rio Ruidoso, the Village's namesake and defining feature is just north of Sudderth Drive. In some areas you can hear it or catch a glimpse down the steep bank, but connections to it are hard to find. The Village is improving a river access point where Center Street tees into Rio Street. The connection up to the corridor along Center Street should be prioritized for enhancement.

Trail Connections

The Two Rivers Trail is one of the few public trails along Rio Ruidoso and is accessed off Sudderth Drive just east of Carrizo Canyon Road. If the sidewalk on the northside of Sudderth Drive were enhanced with a more generous width and buffers from vehicular traffic, they could serve as an extension of the trail to residences and businesses and encourage more pedestrians in this part of the corridor.

PARKING IMPROVEMENTS

Developing a shared network of parking on Rio Street in Midtown where buildings are close together and not required to have individual parking lots can make it a much easier place to visit. The Village could help businesses develop shared parking agreements and contribute to the signage and upkeep to make them well-lit, landscaped, and maintained.

TRAFFIC MANAGEMENT

Street improvements to divert through-traffic and deliveries off Sudderth Drive could reduce congestion on Sudderth Drive and

provide alternate routes for people wanting to bypass the main street. The 2019 Ruidoso Roadway Design Guide highlights several strategies for traffic calming. These calming strategies should be explored in addition to traffic diversion.

WAYFINDING SIGNAGE AND BUSINESS DIRECTORY

All of the access improvements will be enhanced by clear wayfinding signage that utilizes the Village’s branding and assists visitors in finding all the community’s gems easily. Midtown and other business centers, lodging, trails and parks, and other destinations, like the Old Mill (when restored) should be part of the wayfinding signage.

COMMUNITY SPACE

A number of improvements to the public spaces throughout the district can help make it more attractive and inviting. These improvements and infrastructure costs should be paid for in part by tourist dollars.

WINGFIELD PARK IMPROVEMENTS

Wingfield Park serves as the Midtown Districts community gathering space and a place for special events. The Village is developing plans to improve the park so that it can better accommodate special events.

NEW PUBLIC RESTROOMS

The Village already has plans to construct two new public restrooms, one at Two Rivers Park and the other near Wingfield Park. Extending the hours of these facilities could also be a benefit, especially during evening events.

LAND ACQUISITION FOR HOUSING

Housing along the corridor would benefit business by providing convenient housing for workers and by creating a nearby market for the goods and services available along the corridor. The local service workforce, which is integral to the success of the tourism economy, has difficulty affording housing in Ruidoso, a problem that could be addressed by increasing the supply of year-round housing. Through the MRA designation, the Village is able to facilitate the development of market rate and workforce housing through ordinance changes and acquisition of land at market value.

WINGFIELD HOUSE HISTORICAL CENTER

The Village has acquired the historic Wingfield House so that it can be protected as a local landmark and create opportunities for visitors at the western end of the corridor. The site currently houses 1490 KRUI and has the potential for a center that interprets the history of Ruidoso and surrounding area.

Character and Design

One of the primary purposes of an MRA is to encourage revitalization through well-designed building renovations that are consistent with the character of the corridor, particularly in the Midtown area. Vacant and deteriorated buildings provide an opportunity to upgrade the appearance of the corridor through renovation and, in the case of vacant buildings, reuse.

ACQUISITION OF VACANT AND ABANDONED PROPERTIES FOR REDEVELOPMENT

The MR Act enables local governments to acquire vacant and abandoned properties and make them available for redevelopment at favorable terms. Eminent domain cannot be used for land acquisition, but properties can be acquired through other means—

purchased at market value, donated or secured through tax liens, for example.

FAÇADE IMPROVEMENTS

Façade improvements are a common approach to improving the visual character of a redevelopment area. Through the powers granted by the state in the Metropolitan Redevelopment Act, the Village can provide loans and grants for façade or other building improvements. The source of funds could be local or an appropriation of funds from another government source. New Mexico MainStreet offers technical assistance and at points has had funding for façade improvements.

ARTS AND CULTURAL ENHANCEMENTS

The Midtown Association mural program, historical sites tours, the creation of an historical museum at the Wingfield House, and completion of the privately funded restoration of the Old Mill are examples of projects that highlight the arts and the cultural and historical significance of the corridor. Arts and cultural facilities are eligible projects under the state Local Economic Development Act.

SIGN IMPROVEMENT LOANS AND GRANTS

Signage is an important component of design and character in retail districts such as the Midtown area. Signs do not need to follow uniform standards in a corridor as diverse as this one, but maintaining sign quality and ensuring that signage does not conflict with the design of its building and site and is not in conflict with the general character of surrounding buildings and sites is important. The sign improvement program could offer small grants and low interest loans to assist property owners and businesses with upgrades to existing signage.

LIGHTING IMPROVEMENTS

Lighting improvements are intended to provide a more pleasant pedestrian environment. These improvements will be incorporated into overall streetscape upgrades. Along Sudderth Drive, lighting will likely be accomplished as part of NMDOT funded enhancement projects and roadway upgrades.

Economic Vitality

ACTIVITY NODES ALONG THE CORRIDOR

The Sudderth corridor is 3.5 miles long and changes in character along its length. The strategy for invigorating the entire corridor is to create activity nodes with different purposes at key points along the corridor. These nodes might include:

- Mechem/Sudderth Intersection. This intersection includes a cluster of small shopping centers and several buildings that are for sale, vacant, partially vacant or a combination. The Wingfield House is an opportunity to create a public attraction that draws visitors to the area.
- Midtown MainStreet District. As the heart of the corridor, Midtown is the primary location for specialty retail, entertainment, and dining. Midtown has the eclectic western character that is classically “Ruidoso” for visitors. Improving the pedestrian experience, managing traffic and attracting businesses to vacant buildings will improve the area, which is already a vibrant district.
- Sudderth/US 70 Intersection. The larger parcels and suburban style development surrounding the corridor’s intersection with US 70 lends itself to uses that serve both residents and travelers along US 70. The larger lots in this location provide an opportunity to integrate housing as part of development and

redevelopment. Pedestrian improvements that create a more walkable place would improve the quality of this node.

HORTON COMPLEX BUSINESS INCUBATOR

The creation of incubator space at the Horton Complex that — Through the MRA designation, the Village will be able to offer start-up businesses favorable lease terms. The incubator will support the development of new businesses in regional target industries. The idea is to diversify the local economy by building on the area’s strength as an outdoor recreation destination.

ORDINANCE CHANGES

A few ordinance changes have been suggested to help the businesses climate along the corridor. Ordinance changes that diversify the uses along the corridor have been proposed, specifically to allow housing and mixed-use development within the MRA. Ordinance changes could also support small scale manufacturing in conjunction with retail sales of locally made products.

Action Plan

The projects and strategies outlined in the previous chapter 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 implementing these project ideas.

The Action Plans describes priority projects along with resources required to accomplish them, approximate timeframes, and the ease or complexity of implementation. The Action Plan assigns primary responsibility and potential partners for implementation. Each action plan includes the following information:

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 Appendix.

Access and Mobility

PROJECT: SIDEWALK REPAIRS AND STREETScape MAINTENANCE ON SUDDERTH

Sudderth Drive is NM 48, a state highway and the responsibility of NMDOT. Sidewalk improvements are planned along Sudderth Drive as part of an improvement project as described in the Introduction. This project has been partially funded as an NMDOT District 2 maintenance project.



Existing sidewalk conditions along Sudderth Drive

What This Will Do

Provide a more comfortable pedestrian environment along Sudderth Drive throughout the MRA area so people can walk to destinations.

Who Will Do It

Village of Ruidoso in partnership with 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

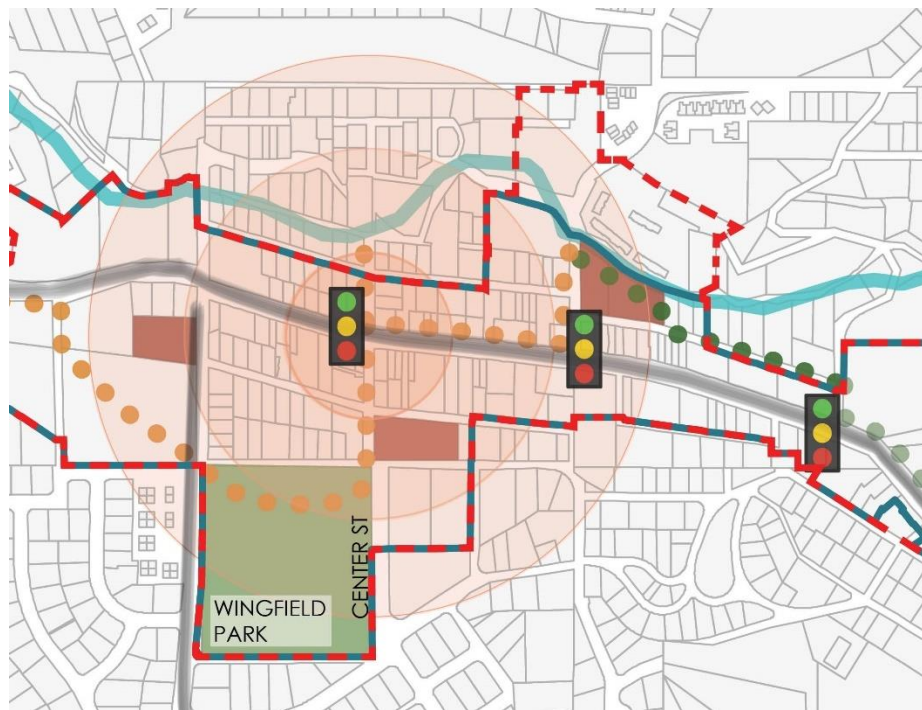
Short-term

Financing Tools

NMDOT District 2 Maintenance Budget
Village of Ruidoso ICIP

PROJECT: SIDEWALK IMPROVEMENTS ON CENTER STREET

Center Street south of Sudderth Drive is a primary pedestrian link to Wingfield Park and public parking on Wingfield. The existing sidewalk and steps on the first half block south of Sudderth are broken in several places, and there is no sidewalk for most of the rest of the way to Wingfield Park. Initial sidewalk improvements will repair broken sidewalks and extend sidewalks to public parking and Wingfield Park. A future phase will extending the path north of Sudderth Drive to the River Trail. These repairs and additions will provide an important pedestrian connection, greatly enhancing walkability and circulation within this high-activity node.



Focus on proposed north-south pedestrian corridor along Center (orange dots)

What This Will Do

Improve one of the main pedestrian links between Midtown and Wingfield Park and public parking.

Who Will Do It

Village of Ruidoso

Key Resources

Ruidoso capital projects
Ruidoso general fund

Action Steps

- Village to coordinate improvements and construction timeline with property owners
- Align with Wingfield Park renovation during off-season

Timeline

Sidewalk Repairs - Short term
Pedestrian Connection – Medium term

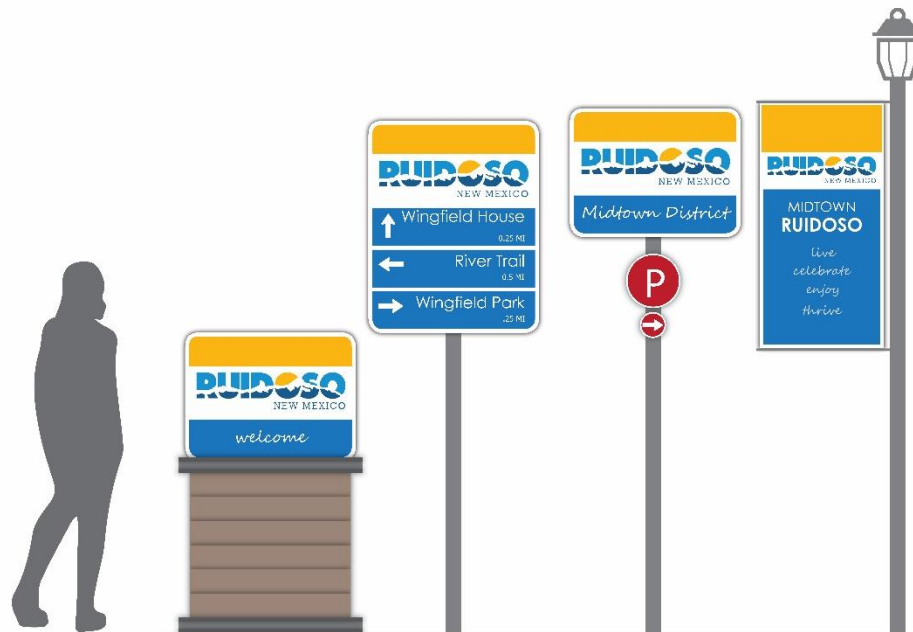
Financing Tools

Village of Ruidoso ICIP
General Funds

PROJECT: WAYFINDING SIGNAGE AND AREA IDENTITY

To help build an identity around high activity nodes, this project recommends creating branded wayfinding signage in these areas. Signs are to be located at key destinations, to allow users to move through the transportation network efficiently in all modes, including vehicular travel, walking, and bicycling. The example below illustrates a sign family with consistent branding across sign types that could direct visitors and provide information along the corridor. The project would include a wayfinding master plan to include signage design and integration with the Village logo and brand. A comprehensive branding approach could include visitor maps

Development of a wayfinding system typically involves stakeholders. A plan and implementation strategy includes an audit of destinations, desire paths, and existing conditions; a budget, sign types and locations, a master plan, fabrication and construction.



Example wayfinding sign family

What This Will Do

Facilitate multimodal traffic and promote key destinations along Sudderth Drive.

Who Will Do It

Village of Ruidoso in partnership with the Village Tourism Office

Key Resources

New Mexico MainStreet (technical assistance)
Village General Fund
Lodgers Tax funds

Action Steps

- Work with a wayfinding signage designer to align with current Village image and branding standards
- Develop a signage plan
- Seek funding for implementation, including signage design,

Timeline

Medium term

Financing Tools

New Mexico MainStreet (technical assistance)
General Funds
Village of Ruidoso ICIP
Lodgers Tax

Placemaking/Community Space

PROJECT: WINGFIELD PARK RENOVATION

The Village Comprehensive Plan calls for improvements to Wingfield Park that will better support goals for community events and placemaking along the corridor. The park would continue to function as a neighborhood park.

The graphic below is a concept that illustrates potential elements of an enhanced park. Features would include walking paths, new play areas a central gathering space, a performance space, parking to accommodate events, and incorporation of Village owned properties to the east of the existing park.

Some Village-owned property could be retained for a future redevelopment opportunity.



Wingfield Park master plan

What This Will Do

Enhance Wingfield Park as a community gathering space and location for special events.

Who Will Do It

Village of Ruidoso

Key Resources

Village of Ruidoso General Fund
Potential developers of future redevelopment site

Action Steps

- Village to continue renovations according to the Wingfield Park Master Plan

Timeline

Short term

Financing Tools

Land and Water Conservation Fund
Village of Ruidoso ICIP

PROJECT: MIDTOWN DISTRICT MURAL PROGRAM

The Ruidoso Midtown Association has established public murals by local artists on commercial buildings throughout the Midtown area to enhance the pedestrian experience. A walking route takes visitors through the Midtown area past these colorful works of art.

The proposed project is to continue to install art on buildings throughout the Midtown area.



Mural on the side of Tall Pines Beer and Wine Garden

What This Will Do

Enliven the Midtown area and feature mural art in the district.

Who Will Do It

Ruidoso Midtown Association, businesses, local artists and volunteers

Key Resources

Midtown Association businesses

Action Steps

- Midtown Association to apply for funding through the Our Town grant
- Seek sponsorships from benefiting businesses

Timeline

Short term

Financing Tools

National Endowment for the Arts - Our Town Grant
Midtown Association fundraising

PROJECT: WINGFIELD HOUSE HISTORY CENTER

The Wingfield House is a historic home in the MRA Plan area that the Village is restoring for community use as historical/cultural center. The Village is placing the Village radio station on the same site. The goal of this public facility is to anchor visitor activities in the area surrounding the Sudderth Drive and Mechem intersection.



The Wingfield House

What This Will Do

Create a welcoming hub for visitors and establish Ruidoso's unique historical identity.

Who Will Do It

Village of Ruidoso
Midtown Association

Key Resources

Village community development in partnership with interested residents and Midtown Association

Action Steps

- Continue building renovations
- Form a committee of interested residents, local historians, and educators to support exhibits and activities

Timeline

Short term

Financing Tools

Village of Ruidoso ICIP
Legislative appropriation
General Fund

PROJECT: SUDDERTH DRIVE STREETScape IMPROVEMENTS

The Village has implemented streetscape improvements in the Midtown area, although these are now aging and in need of updating. Consistent streetscapes along the remainder of the corridor has the potential to unify the corridor as an important feature of the Village. Variations in streetscape themes can distinguish the different segments of the corridor, highlighting their different design aesthetics and creating identity for the activity nodes along the corridor. Streetscape improvements will enhance the pedestrian environment along the corridor, especially at key activity nodes.

Since Sudderth Drive is a state highway, any streetscape improvements will be coordinated with NMDOT and general traffic, parking and other improvements proposed along the corridor. Because Sudderth Drive is a state highway, any improvements within the right of way must be approved through NMDOT and may occur as part of a highway improvement project.



Sudderth Drive streetscape looking west toward Country Club Drive

What This Will Do

Streetscape improvements will enhance placemaking along the entire corridor and help distinguish the different segments of the corridor.

Who Will Do It

Village of Ruidoso
NMDOT
Midtown Association

Key Resources

NMDOT Enhancement Funds

Action Steps

- Develop an inventory of desired improvements at specific locations
- Work with NMDOT for engineering and design
- Review plans with residents, business owners

Timeline

Medium to long term

Financing Tools

NMDOT Enhancement Funds
General Funds
Transportation Alternatives

Character and Design

PROJECT: FAÇADE IMPROVEMENT PROGRAM

The architecture of the corridor is an eclectic mix of styles. A façade improvement program is intended to make relatively low-cost improvements to facades that are in fair to poor condition. This could be focused to begin with on specific blocks to ensure an immediately visible impact. A façade improvement program could range from a “façade squad” where volunteers provide simple clean-up, new paint and other low-cost interventions to a low-cost grant or loan program for more intensive repairs and façade renovations.



Lovington MainStreet Façade Squad

What This Will Do

The façade improvement program will help businesses refresh their facades and provide a more welcoming, vibrant character throughout the MRA Plan area.

Who Will Do It

Midtown Association
Village of Ruidoso

Key Resources

New Mexico MainStreet technical assistance; potential funding (Façade Squad) depending on NMMS priorities

Action Steps

- Village and Midtown Association to work with property owners and businesses to identify key blocks to improve
- Apply for grant funding through NM MainStreet as available
- Allocate general fund moneys to low interest loans, to be administered through a local financial institution

Timeline

Short term

Financing Tools

NM MainStreet, depending on funding
Fundraising

PROJECT: SIGN IMPROVEMENT PROGRAM

The eclectic mix of signage types along the corridor is an asset in this location, complementing the mix of building types and architectural styles that make up the visual character of the corridor. The idea of the sign improvement program is to provide affordable financing for new and upgraded signs.



Examples of eclectic signage present along the Sudderth business corridor

What This Will Do

The sign improvement program, like the façade improvement program, will help businesses refresh their signs to share current, relevant information in a tasteful, legible way. The Village can establish sign design guidelines to guide businesses in font size and material choices.

Who Will Do It

Village of Ruidoso
Midtown Association

Key Resources

Village of Ruidoso General Fund

Action Steps

- Set aside a pool of funding that can be used as a revolving fund for low interest loans
- Administer loans through a local financial institution

Timeline

Short term

Financing Tools

Village of Ruidoso General Fund

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. The Midtown Association has a potential role to play, working with property owners, local realtors and businesses to match potential tenants with landlords. In the event of extreme deterioration and unsafe buildings, the Village could file and foreclose on liens to acquire properties and facilitate their productive use. Fortunately, the Village program to date has resulted in property owner compliance with Village codes.



Example of vacant property on Sudderth Drive

What This Will Do

Ongoing monitoring and enforcement will reduce the number of blighted structures and sites along the corridor. Existing programs are effective and will continue.

Who Will Do It

Village of Ruidoso
Midtown Association

Key Resources

Village Clean and Lien program
Village Code Enforcement staff

Action Steps

- Continue success of Clean and Lien Program by monitoring properties and continuing code enforcement
- Economic Development to work with Midtown Association and landlords to find potential tenants

Timeline

Short term, Continuation of existing programs

Financing Tools

Village of Ruidoso Clean and Lien Program and Code Enforcement

Economic Vitality

PROJECT: HORTON COMPLEX BUSINESS INCUBATOR

Ruidoso is a prime location for tourism focused on outdoor recreation. With its natural setting and array of amenities, Ruidoso is an ideal location for a variety of new companies that could complement and build on Ruidoso's reputation as an outdoor recreation destination. The Village has discussed establishing a business incubator to nurture startup businesses. An incubator could provide space for entrepreneurs to launch new enterprises by providing affordable rents and links to small business support.

The satellite Small Business Development Center at ENMU-Ruidoso is a potential partner to provides consulting services and training for business start-ups.

What This Will Do

Coalesce resources and energy for new business growth and support in a shared physical location.

Who Will Do It

Village of Ruidoso

Key Resources

SNMEDD

Small Business Development Center

ENMU-Ruidoso

Action Steps

- Village to begin renovating the Complex and pursuing potential partners
- Village Economic Development will create a plan for small business recruitment and cultivation

Timeline

Medium term

Financing Tools

Village of Ruidoso ICIP

National Endowment for the Arts - Our Town Grant

EDA Grant



PROJECT: VILLAGE ORDINANCE UPDATE

Updates to the Village land use ordinances can support new development and redevelopment by providing flexibility and expansion of the types of uses along the corridor. As an example, additional residential development that is within walking distance of businesses and activities along the corridor is desired but not currently allowed by zoning. Additional residential close to shopping and entertainment is seen as a benefit to local businesses as well as making 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.

Updating the ordinance to be consistent with the Village Comprehensive Plan and the recommendations in the MRA Plan is an important first step in achieving the vision for the Sudderth Corridor. This effort will be Village-wide and include stakeholder involvement.



Small mixed-use infill in Clinton, MS, with apartments above and retail and café below. Outdoor seating is along the sidewalk, parking is in the rear.

What This Will Do

Updates to Village ordinances will enable the types of development envisioned in the MRA Plan.

Who Will Do It

Village of Ruidoso

Key Resources

Village of Ruidoso

Action Steps

- Review existing ordinances and identify needed changes
- Revise Village Zoning Ordinance
- Revise other ordinances as needed for consistency with Zoning Code changes

Timeline

Short term

Financing Tools

Village General Fund

NMFA Local Government Planning Fund



Commercial kitchens, distilleries, cloth goods, crafts and breweries are examples of manufacturing associated with retail operations.

PROJECT: RESIDENTIAL DEVELOPMENT

Property owners and businesses have noted the importance of developing housing near commercial areas for staff and patrons. There are larger properties with potential for new or rehabbed workforce housing on the east side of the MRA, near US 70. The integration of residential with existing community institutions could be further enhanced by pedestrian experience improvements, such as sidewalks.



Examples of missing middle housing

What This Will Do

Create more housing options for Ruidoso residents that are close to employment. Enliven the business district by bringing residents closer to shops and services.

Who Will Do It

Village of Ruidoso
Private developers

Key Resources

Village of Ruidoso ICIP

Action Steps

- Village to identify a shortlist of potential sites for either new residential or rehab.
- Explore potential partner developers for market rate and workforce housing.
- Complete ordinance revisions to allow housing along the corridor.

Timeline

Medium term

Financing Tools

Public Private Partnerships
HUD Hope VI MainStreet Housing Grant
Ruidoso Housing Trust Fund
Housing Tax Credits

Appendices

MRA Designation Report

See separate document

Public Meeting Notes

PUBLIC MEETING - DECEMBER 17, 2020

Sudderth Corridor MRA Plan

Participants

Mayor Lynn Crawford

John Cornelius, Village Councilor

Susan Lutterman, Village Councilor

Tim Dodge, Village Manager

Ron Sena, Assistant Village Manager

Samantha Mendez, Community Development Director

Jazmín Estrada, Parks and Rec Department

Phyllis Taylor, Sites Southwest

Rosie Dudley, Sites Southwest

Danielle Wilson, Sites Southwest

Curtis Williamson, Advisory Committee

Steve Gomez, Advisory Committee

Matt Ingram, Ruidoso MainStreet/Advisory Committee

Barbara Giesecke

Becky E-Books Etc.

Candyce Garrett

Cynthia

Daniel Bryant

El Gato Blanco

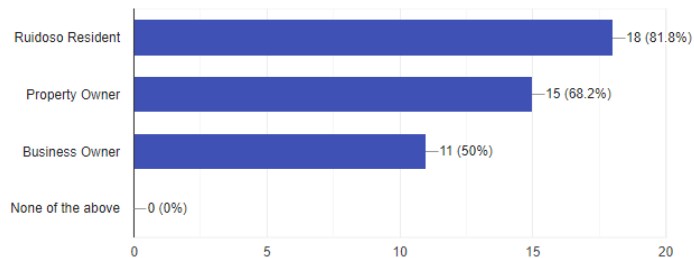
Elissa Cruz

Frank

Gary Jackson
 Grindstone Stables
 Kay
 Kristine
 Jack Pickel
 Jackie
 John R Creek
 John Vinciguerra
 Kristine
 Luis Espinoza
 Mark Jakubcewicz
 Patricia Ainsa
 Phil
 Reed
 Richie Hood
 Ron Morgan
 Sharon Moroney
 Sue Kopecky
 Teri Sodd
 Will Ponder

Please select the category that best describes your relationship to the community. You may choose more than one category

22 responses



Project Overview

Phyllis Taylor of Sites Southwest provided an introduction of the MRA plan and described what constitutes an MRA, including the benefits for businesses and communities, and what its requirements are. She presented the proposed MRA boundary, the criteria for designation, and reviewed the properties that we have identified with blighted conditions. She opened the meeting for discussion on numerous topics as follows.

Discussion

Boundary

- On the East end of the project along the South side of Mescalero Trail there are a number of properties that should be included all the way to its intersection with Hwy 70. **Samantha will revise boundary – now extends along Church St. to intersection with Junction.**

Assets

- The river is the biggest asset for midtown.
- Ruidoso Midtown is interested in creative placemaking with murals and we’re interested in doing more to enhance the experience along Sudderth. It’s already an asset and we could have more of it.
- Sudderth is walkable and people can walk from one end to the other; it’s accessibility is an asset. Bike lanes should be added to the district to make it more accessible.
- Parking is in asset. Public and private partnership is an opportunity.

Improvements Needed

SIDEWALKS/DRAINAGE

- Sidewalks and drainage to the Sudderth main arterial needs repair.

- Sidewalks are in poor condition throughout the mid-town area, including on Sudderth and Center St.
- Drainage at Midtown.
- Drainage improvement on Sudderth is a must especially with Properties across from Dollar General.
- The current drainage goes underneath the sidewalks. Both need to be fixed simultaneously. I have been told that the sidewalks are highway state property. Yes the state is responsible for highway 70 (Sudderth) drainage. The state has been contacted but through local channels. We are waiting for a response/solution.

RIVER/GREENSPACE

- I know my tourists love the river. Can we partner with Trout Unlimited to create more habitat that will make fishing more pervasive. Currently the only areas that the fish "hold" are some spots in upper canyon and the area near the chamber and the ball field. And those areas are not really great.
- Improvements to Wingfield would be great!
- There is a vacant lot on Country Club Dr and Sudderth Dr. If the city can purchase that and turn it into a park, that would help tremendously. The City can only purchase at market rate and owner is not interested.
- How about a community garden. How can we start one and where on Sudderth

PARKING

- If we are going to make Wingfield park a more public area to hold events we need adequate parking to do so and be aware of how close homes are when holding those events.

CIRCULATION/PEDESTRIAN SAFETY

- I think we need a better solution to busy weekends rather than just turning traffic lights into 4 way stops. This causes a larger

danger to pedestrians because the cars don't want to allow people to cross

- We have been discussing for years making Rio street and Wingfield street one-way corridors, one to the East, the other to the West, to alleviate traffic on Sudderth.
- Chase street, Grindstone Cnyn, Center, Eagle, and Country Club are all really narrow and could use improvement.
- The intersection on Chase and Wingfield is a very dangerous one and frequent near misses with accidents happen because you can not see oncoming traffic and people drive really fast and don't stop at stop signs. I used to live on chase and Wingfield. car came through the fence a couple times and another incident 2 people died.
- A cross walk and traffic signal at Sudderth DR would help define the Midtown shopping area and make for safe crossing at that location at Grindstone canyon.
- Public transportation is also an issue with ZTrans they are limited hours and closed on holidays.
- Grindstone is also a main corridor to the Inn and Grindstone lake and traffic is intense during tourist seasons.
- Wingfield Street needs to be reworked and rezoned to allow future development along with helping mid town traffic.
- The Sutton/sudderth intersection is very dangerous as well. With new emergency room access right there, only getting worse.
- The traffic calming study that The Village conducted includes revisions to these areas to address these concerns.
- Tie Wingfield Park to the river on Center Street. extend Riverwalk to Mechem. tie trail network from links to Midtown (Jack Pickel)

LIGHTING

- What about improved lighting along Sudderth DR in this district?

PUBLIC FACILITIES & SERVICES

- Replacement of benches and trash receptacles towards the west end of Sudderth.
- Public restrooms that stay open longer.
- Going back to the all season ice rink. It seems that the area south of the newest parking lot would/could be used. Midtown needs winter visitors and stayers. Visitors in the winter that go skiing do not typically generate business for midtown nightlife. And, the lack of snow is always an issue. When it doesn't snow, skiers don't come. Where the workforce housing project was to be.
- I think the ice rink sounds fun and in the summer we could do roller skating to make it a round year activity
- Farmer's market every week during the growing/harvest season would be good. Consistency is important.
- Drawing plans for two restrooms by two rivers park and by the Wingfield site.
- Park equipment at 3 Rivers needs to be updated
- Dumpsters at 2 rivers are in to proximity of where children and parents sit
- The NEC of Sudderth and Country Club to the river is a great hotel site for a La Fonda type hotel.

BEAUTIFICATION

- Trees that drop leaves make a big mess for store owners to clean up-specially in the rain.
- Flower baskets, flags and improved holiday decorations in Midtown like many small cool towns across the nation.
- Flowers and flags throughout midtown, GREAT idea!!!

- how about new greeting sign where the current "seasons greetings" sign is by McDonald's
- Holiday lights like white shooting stars on Sudderth would be all inclusive.
- Holiday lights like white shooting stars on Sudderth would be all inclusive.

General Comments

- It's not the role of government to be in the business to attract specific types of businesses to compete with existing businesses. Work on the improving the public environment and new entrepreneurs will come.
- These properties are deemed Flood Zones through FEMA and flood insurance is very expensive for property owners.
- As a permanent Texas resident who owns a second home there, this is exciting news to hear about revitalization on Sudderth. It just seems to have fallen into such disarray over the years. When we go there from DFW, we really notice the dilapidated areas more so now ...so as a property owner who spends a lot of time there but doesn't live there full time, this is exciting!
- The Village has committed funds to improving the sidewalks starting with the sidewalk that are the worst condition. Midtown Sidewalks would be great!
- March is usually busy with spring break traffic (I don't know about this year) but I would think redoing sidewalks in March would interrupt any Spring Break business that may happen. The Village doesn't want to interrupt any business so would be very strategic to work on one section at a time.
- People love midtown, the crowds don't seem to mind. The parking is the issue.
- We want to thank the village for ALL they do!
- So glad to see all the interest and proactive participation!



- Again, as a native Texan, who owns a home there and spends time there (mostly in the summer), anything/everything you can do to just "beautify" or "upscale" things there would be greatly appreciate. Sidewalks and so forth are great, but thank you for just working hard to clean up and improve the appearance and looks of the entire village!
- Good job, great start on improving our Village!
- Thank you. A lot of effort here. Appreciate your hard work!
- Thanks everyone. Good job.

Questions

- What examples of partnerships will come from the Village of Ruidoso for expansion and development? facade improvements, parking
- It is a highway-will they let bike lanes happen? Probably put bike improvements on other back streets rather than Sudderth since NMDOT has to approve Sudderth changes. Including bike racks is important.
- Can we look at the area east of Wingfield park? Parking, open space, etc...
- What about an all season "ice" skating arena? Pete Schiavone had a plan to put one in at one time.
- With the district, are there any options for property tax relief where the owners can dedicate the savings into property improvements?
- What about restoration of the old water mill?
- Re: adjacent streets ... how far up Mechem (north of Sudderth) does this project extend? Just that Mechem needs revitalizing too. Would be a separate MRA
- Farmer's Market? Farmer's market every week during the growing/harvest season would be good. Consistency is important. Parks and Rec will debut the Wingfield Market

- Would eminent domain be considered in this grant? No
- I keep hearing about a roundabout at the Hwy 70 and sudderth intersection. Is this still being considered? No
- Will the municipal courts on Center be torn down when the Horton rebuild is completed if ever? Yes

MEETING FLYER

YOU'RE INVITED!

VIRTUAL COMMUNITY MEETING
December 17, 2020 at 6:00 PM

Join us to learn about the Village's Metropolitan
 Redevelopment Area (MRA) Plan.

*Property owners along Sudderth Drive are encouraged to
 share your ideas about improvements along
 Sudderth Drive.*

Join us on Zoom:
<https://us02web.zoom.us/j/82964821887?pwd=ckFmOUZkdjNpeUFlMUwvXVNmUHRlRkFQU009>
 Meeting ID: 829 6482 1887 Passcode: 125318
 Join by Phone: +12532158782, 829 6482 1887#0# ,125318# US

QUESTIONS? CONTACT:
 Samantha Mendez
 Community Development Director
 (575) 258-4343 ext. 1062
 SamanthaMendez@ruidoso-nm.gov

STEERING COMMITTEE MEETING – NOVEMBER 12, 2020

Sudderth Corridor MRA Plan

Participants

Tim Dodge, Village Manager

Ron Sena, Assistant Village Manager

Samantha Mendez, Village of Ruidoso Community Development Director

Jazmin Estrada, Village of Ruidoso Parks and Rec Department

Stephanie Warren, Village of Ruidoso Short-term Rental Community Assistant in Community Development

Rick Cook, Village of Ruidoso

Mike Cheney, Win, Place, and Show (WPS) and First American Bank

Matt Ingram, Ruidoso MainStreet

Kendra King, RMA and Vice President of Ruidoso MainStreet

Phyllis Taylor, Sites Southwest

Rosie Dudley, Sites Southwest

Project Overview

Phyllis Taylor of Sites Southwest provided an introduction of the MRA plan and described what constitutes an MRA, including what the purpose of the Designation Report that the Committee has been asked to review. She presented the draft MRA boundary, the criteria for designation, and reviewed the properties that we have identified with blighted conditions. She opened the meeting for discussion on numerous topics as follows.

Discussion

Criteria

To spark discussion among the committee, Phyllis asked what other criteria needs to be included:

- Defective or inadequate parking, circulation and street layout

- Inadequate housing in the area. Housing is a hot topic and it effects the success of the businesses; there is an opportunity for mixed-use structures along the corridor. Housing for employees is sorely lacking.

Map Edits

- Thunderbird isn't the best-looking building on the strip. It is operating, but the parking lot is in poor condition and the building has had patchy repairs. It should be added as a deteriorated building and site deteriorated.
- Expand boundary to include Rio Street to the north and Wingfield Park and adjacent Village owned property to the south.

Other Discussion

- It's a huge area so will need to phase improvements; it makes sense to build on successes and focus on a concentrated area first.
- Regarding the NMDOT sidewalk project, the Village got confirmation that the Midtown district will receive \$320,000 in sidewalk maintenance from NMDOT. Council is dedicating \$100,000 to the effort. Construction will begin in March 2021 and will take 2-3 months. The Time Square area is one area of focus.
- Sidewalks on Center Street need major improvements. Only one side was improved so far. It's a draw to Wingfield Park (and public restrooms) with a lot of pedestrian traffic and should be improved to be more walkable.
- Is it possible to have graphics that show what improvements could look like? Places across the street from Win, Place and Show are an example.
- Are there transportation alternatives like golf carts or a trolley that could work here?

Potential Areas and Projects

Phyllis listed some potential areas that the MRA Plan can focus on:

- Façades and Building Redevelopment
- Public Spaces
- Vacant Sites and Buildings
- Business Development and Promotion
- Circulation and Walkability
- Activity Nodes along Corridor

Then the committee considered some potential catalytic projects that the MRA should include. The discussion is as follows:

- Vacant buildings should be addressed—right across from WSP there are vacant buildings. Having a plan for the types of uses that can add to the life of the street, not just restaurant and bars. Being strategic about what goes in and where so it's not lined entirely with restaurants and bars. Ground level businesses, with residential on second floors and some office. If there is a place where people can live and walk to work, that is a good thing. People like to walk.
- We're a tourist community. Do we take advantage of those tourists to help with our infrastructure? A nominal parking fee would help. Think about who should be paying for our infrastructure costs.
- Restrooms, lighting, and sidewalks are all priorities of Midtown. The façade improvement project is a good idea. Art and murals are an interest to draw people to other areas. The plan covers these well.
- Side street attention and trail connections to parking, river trail and Wingfield Park should be addressed.
- There are a lot of connectivity options to leverage.

- There is congestion on side streets where roads don't line up. Can we increase side streets connectivity so can take traffic off Sudderth? Look at Breckenridge as an example of side street development.
- Is there a way to accommodate rear deliveries to improve the function of Sudderth?
- Midtown is looking into a trash can plan; the Plan can look at placement and aesthetics.
- Address the potential for private-public partnerships for parking lots along Rio Street. There is a possibility of Village-funded parking lot improvements in exchange for making lots available for a network of public parking.
- Bike facilities are needed, including lanes and bike racks.
- There are watershed issues on east side of Wingfield Park.
- Address different ways to maneuver around town with bikes, horseback, ATVs, for example.

Next Steps

- Draft MRA Plan in December
- Community Meeting to review
- Adoption in February

STEERING COMMITTEE MEETING – JUNE 6, 2020

Sudderth Corridor MRA Plan

Participants

Tim Dodge, Village Manager

Samantha Mendez, Community Development Director

Ron Sena, Deputy Village Manager

Steven Gomez, Cornerstone Bakery

Lane Adams, City Bank

Mike Cheney, WPS

Kendra King, RMA and Board of Midtown Association

Curtis Williamson, Schlotzky's

Richie Hood, First National Bank

Phyllis Taylor, Sites Southwest

Rosie Dudley, Sites Southwest

Project Overview

Phyllis Taylor of Sites Southwest provided an introduction of the MRA plan and described what constitutes an MRA, how it can help a jurisdiction's businesses and economic health, what other cities have done, and what the project area may be.

Discussion

To spark discussion among the committee, Phyllis listed some potential areas that the MRA Plan can focus on:

- Façades and Building Redevelopment
- Public Spaces
- Vacant Sites and Buildings
- Business Development and Promotion
- Circulation and Walkability

She then asked the committee to consider the following questions for discussion:

- What are the most important assets along Sudderth Drive?
- What private investment is desired?
- What public improvements are needed?
- How could an MRA remove barriers to achieving these investments?

The discussion follows:

- Would like to see a strategic approach that looks at what is needed across the whole zone for example: X number of lodging spaces, housing units, office spaces, and retail spaces. There is value to have the synergies of these land uses without an oversupply in some areas.
- Midtown has gotten attention, but there are spaces outside of Midtown that are not active or pretty that are lacking and need attention.
- Across the street from Win, Place Show (WPS), there is a 2-story building that is vacant and dilapidated. Needs cleaning up. That building is tied up in the courts right now but Village wants to use the lien and clean program on it.
- There are blighted areas on both sides of Midtown. These are also areas where the lien and clean program could be helpful.
- Will any of the district have focus on affordable or additional housing? There is a lot of opportunity by the Y for housing.
- There probably will not be any objection to financial help with façade improvements on properties. Matching funds are appealing.
- Need to market the affordable housing a certain way to send the right message. Housing on Sudderth will be more walkable and residents won't need to drive and can save money on gas; in that way it's affordable.
- Need to make sure housing is the right type of housing to support the district.

- Mobility—Parking and access to businesses from parking is necessary. Maybe other mobility options like golf carts or a shuttle service would help. Off-street parking is a challenge. Can be in conjunction with a marketing campaign: “Welcome to Ruidoso; everything is a 10-minute walk.”
- Outside the Midtown Area, the NMDOT has been helpful in getting the sidewalks fixed. The plan can look at sidewalk conditions and ADA compliance in key locations.
- Village works closely with the NMDOT District 2 out of Roswell, and they have been supportive. They work with the Village on sidewalks. They are going to be doing comprehensive repairs/maintenance. If they ever do a reconstruction of the roadway, the sidewalks will need to be ADA compliant. The NMDOT is not amenable to put in crossings in locations without signals. Highway 48 study was conducted in 2015. The study looked at reducing the lanes of the highway to include bike paths.
- In the process of building an outside patio and in C-2 zoning; has to go through a variance process to get the patio in that zone. Will there be any zoning changes to make other commercial projects easier? This Plan can make zoning change recommendations.
- Would be nice to have connections to hiking trails. The NMDOT would need to do a feasibility study.
- Bike paths don’t need to be on Sudderth; they could be better on the side streets connecting to Sudderth. The plan should look at how people on bikes get to Midtown and trails to get from Sudderth to other areas. Rental bikes might be an option to help visitors get around.
- Be aware of the consequences of any recommended action on businesses. Upgrades can’t close a business for 3-6 months. That will destroy a business.
- Keep an eye toward how COVID could affect businesses in the future. More outdoor seating would help. Eliminate red tape for businesses to make these changes. The Village has been good to work with but the State can make it difficult. Every business doesn’t have a lot of space for outdoor seating, but there is possibility for more outdoor eating areas. This plan should look at how to make it easier.
- Biking paths, walking paths connections, and parking racks will really help the district; they will encourage business owners and employees to walk and bike to work. Need the signage and improvements “share the road”. Driver education is needed. Examples include signage about sharing the road and brochures that educate bicyclists and drivers about rules and right to use the road. Bike parking is also needed. This could be promoted from the Village side with racks so that people can commute to work.
- Wayfinding in general could be very beneficial to the district and Ruidoso.
- As far as the boundary, each section has a different set of issues and there may be different approaches depending on location. Maybe they are phased. How do we get Cornerstone on the map and connected to Midtown. If there were well defined ideas about what we need to do in certain areas, like affordable housing near the Y, then the plan could define a vision for each area. The projects and solutions would flow from that vision.
- Start marketing around the walkability and outdoorsy community. Set a community goal: “We walk 2 miles a day/ we ride 20 miles a day.” Make walking easier, install mile makers for walkers, develop ideas for walking trips.
- Wait until we do the inventory to see where the boundaries are. Look for opportunities for new anchors. The Village recently purchased a property that will be an anchor near the circle. This

will house a radio station and museum. The Village could do similar public improvements to help other districts.

- River Walk could be expanded to reach the business district. There is opportunity to apply for federal funds to expand it. But there are areas where private property owners are not interested in allowing the River Walk and people right next to their property. However, these corridors need access. The plan should create ways for people to get to shops.
- Can we include the River Walk in this project? We'll look at the previous planning effort and see how to address it in this Plan.
- One challenge we may face is the community's sentimentality over old rundown buildings and fear that change will result in a loss of character and history. How can the Village make change without worrying people?
- Want to have a good idea of where we want to go—have a target as soon as possible—and then work towards that in our inventory. Work back from the vision. We may want certain businesses, but we have to work with what we have.
- Tim thanked everyone for their participation. An MRA is a great way for private-public partnerships. It supports many tools that can benefit us that we should all be aware of. Phyllis will send out more background on these tools. See attached.

Next Steps

- Background Research
- Site Visit
- Community Meeting in July

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 develops his or her 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 utilities infrastructure. IRB financing is available for land, buildings, and equipment for headquarter 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 for as long as the bonds are outstanding and 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 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-profit. 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 promotion of Midtown 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 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 the 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” pursuant to the Business

Improvement District Act by petition of real property owners or business owners (subsequent to 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 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

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:

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

- LWCF State Grants Program: the acquisition or development of public parks to create new outdoor recreation opportunities.
- 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 small-scale micro-lender that makes loans to small businesses that may not qualify for traditional bank loans, and also provides business support services. Loans are primary 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 to 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 is 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, 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.