



CITY OF ALAMOGORDO Downtown Metropolitan Redevelopment Area Plan



**ADOPTED
3.12.2019**



Prepared By:
Consensus Planning, Inc.



Top: The First National Bank building on the southeast corner of 10th Street and New York Avenue. The building originally housed the Railroad Club and later, the Masonic Temple on the second story. Bottom: The west side of New York Avenue between 10th and 9th Streets. The Big Racket Store (a variety store) occupied the lower story of the Avis Building. This building is Downtown's historic landmark. Source: Images of America, Alamogordo by Peter Eidenbach.

RESOLUTION NO. 2019-010

A RESOLUTION ADOPTING THE 2019 DOWNTOWN METROPOLITAN REDEVELOPMENT AREA MASTER PLAN AS THE OFFICIAL PLANNING GUIDE FOR THE DOWNTOWN AREA OF THE CITY OF ALAMOGORDO, NEW MEXICO

WHEREAS, the City of Alamogordo has determined that it is in its best interest to engage in long range planning activities for the City; and

WHEREAS, the Downtown of the City of Alamogordo is the historic center of social and economic activity of the City; and

WHEREAS, the City entered into a contract with Consensus Planning for the creation of a Downtown Metropolitan Redevelopment Area (MRA) Master Plan to address blighting conditions; and

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

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

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

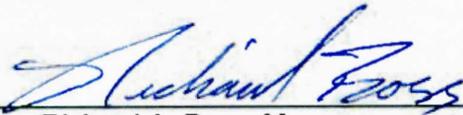
WHEREAS, the Plan has been reviewed and approved for adoption by New Mexico MainStreet,

BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF ALAMOGORDO, NEW MEXICO:

The City of Alamogordo, New Mexico through its Governing Body adopts the 2019 Downtown Metropolitan Redevelopment Area Master Plan as the official planning guide for Downtown.

PASSED, APPROVED AND ADOPTED this 12th day of March, 2019.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: 

Richard A. Boss, Mayor



Rachel Hughes

Rachel Hughes, City Clerk

APPROVED AS TO FORM:

PS

Petra Schreiber, City Attorney



CITY OF ALAMOGORDO Downtown Metropolitan Redevelopment Area Plan



ACKNOWLEDGEMENTS

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DOWNTOWN ALAMOGORDO VISION

"Downtown Alamogordo is a thriving and fun, family-oriented destination where visitors and residents come to walk along New York Avenue, catch a live performance at the Flickinger Center for Performing Arts, shop with friends, and grab a meal or drink at one of the many locally-owned restaurants or cafes. Community events are regularly held on New York Avenue where artists, artisans, and musicians come to share their talents and kids' movies are shown at the new Alamogordo Plaza on 10th Street. The historic buildings have been restored to capture the unique culture and character of Alamogordo and are filled with new and eclectic retail and service businesses. New residential development has popped up around the edges of the Downtown core and are filled with residents who want to be close to the night life of Alamogordo".



1 Executive Summary



1.1 INTRODUCTION

The Downtown Alamogordo Metropolitan Redevelopment Area (MRA) Plan provides the necessary framework and vision for the redevelopment of Downtown Alamogordo. The Downtown MRA Plan was developed through a community engagement process that was initiated in March 2018 and included a two-day workshop at the Flickinger Center for Performing Arts, a walking tour and planning sessions with the MRA Steering Committee, community surveys geared toward Downtown business owners and the general public, and stakeholder interviews. The Downtown Alamogordo MRA Plan identifies specific redevelopment projects, public sector investments, and support actions to help achieve the community's vision. It provides a powerful planning tool for establishing future public/private partnerships and communicates the types of uses and redevelopment that are appropriate for Downtown Alamogordo. The Downtown MRA Plan has been developed to be consistent with and further the City of Alamogordo's 2018 Comprehensive Plan.

The Downtown Vision statement (shown in the beginning of the document) is supplemented by the following goals:

Goal 1: Create a destination for both residents and visitors that offers a diverse mix of small, locally-owned retail businesses, sit down restaurants and cafes, and cultural events and attractions.

Goal 2: Encourage the restoration and preservation of Downtown buildings through redevelopment and adaptive reuse.

Goal 3: Improve the New York Avenue/10th Street intersection so that it is safe for drivers and pedestrians and encourages lower traffic speeds on 10th Street.

Goal 4: Enhance the pedestrian realm of Downtown through a coordinated program of street light fixtures, accessible sidewalks, benches, wayfinding signage, and public art.

Goal 5: Continue to host all-ages, community events that feature local musicians, artists, and

craftspeople on New York Avenue and the new plaza along 10th Street.

Goal 6: Work with the City Commission and Planning and Zoning on allowing mixed use zoning within the commercial areas of Downtown through revisions to the City's Zoning Ordinance.

Goal 7: Encourage new residential development on the edges of the Downtown core.

Goal 8: Engage with and attract Alamogordo youth to Downtown through a multi-media marketing effort online and in schools.

1.2 ALAMOGORDO MAINSTREET

Alamogordo MainStreet is an active and engaged group of people that are passionate about revitalizing Downtown Alamogordo into a thriving business and entertainment district that serves residents and visitors to the area. The mission of Alamogordo MainStreet is as follows:

"Alamogordo MainStreet improves Alamogordo's economic and cultural development - one main street at a time - by revitalizing historic Alamogordo through a public-private partnership, participating with the community, state, and national MainStreet program".

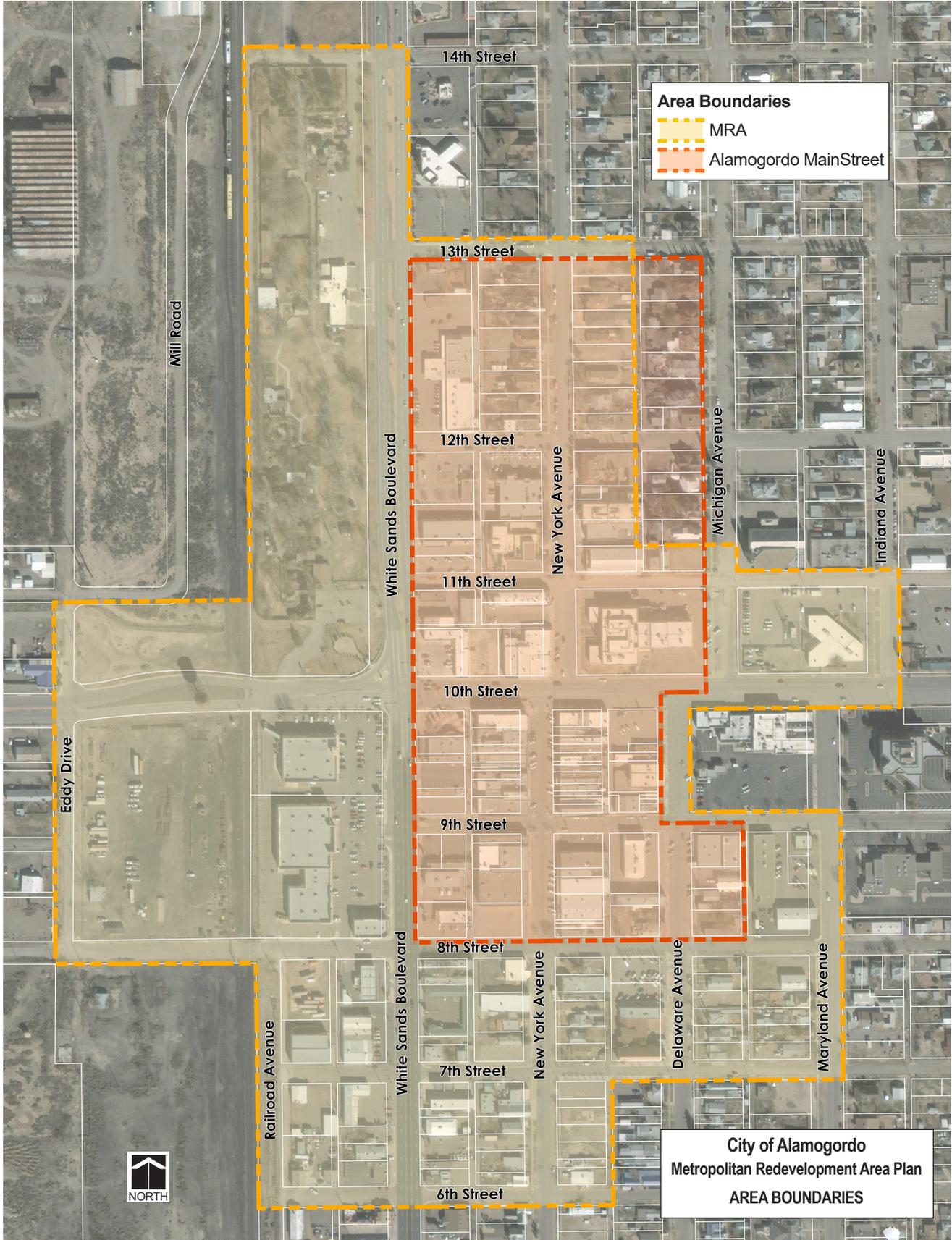
Alamogordo MainStreet is certified through the non-profit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation. Alamogordo MainStreet follows the Main Street Approach, which is centered around Transformation Strategies that provide a focused path to revitalizing or strengthening the economy of a downtown or commercial district. The Transformation Strategies are organized around the Four Points of Economic Vitality, Design, Promotion, and Organization.

In addition, Alamogordo MainStreet supports and promotes the City's new *Adventures for Life* community brand by continually promoting Downtown Alamogordo as a place that inspires everyday life adventures and provides rewarding live, work, play, and stay offerings and experiences.



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

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CITY OF ALAMOGORDO DOWNTOWN MRA PLAN



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2017 ANNUAL ACCREDITATION REPORT

New Mexico MainStreet performs annual site visits and accreditation reviews for each MainStreet community in the State. In general, New Mexico MainStreet stated reservations about adding too many recommendations to the annual report until the MRA planning process is completed in 2018. The MRA plan will be the ultimate product that helps Alamogordo MainStreet establish its Economic Transformation Strategies and Four-Point projects for the future.

Alamogordo MainStreet's 2017 Annual Accreditation Report and Recommendations identified the following implementation strategies within the "Four-Point Approach™":

Economic Vitality

- Pursue opportunities and resources to build out the arts/cultural/creative economy in the District.

Design

- The MRA planning process in 2018 should provide a roadmap for guiding design projects in the District and Alamogordo MainStreet should not invest heavily in design until after that process is complete.

Promotion

- Closely monitor resources, particularly time and energy expended by the Executive Director, in event management. These events and their adopted Economic Transformation Strategies should be monitored as to highlight the impact of these events on the overall economic health of the District.
- Robyne Beaubien, New Mexico MainStreet's Branding/Marketing Revitalization Specialist, to develop a marketing plan for the District and the Alamogordo MainStreet organization. Seek resources and partnerships to implement the marketing plan.

Organization and Capacity-Building

- Review progress made on Economic Transformation Strategies, Four Points Projects, and work plans at least quarterly.
- The Board should collectively review Economic Transformation Strategies and projects with new board members and establish an action plan to meet goals and projects.
- Fundraising should be a large part of Board Member responsibilities.
- The Board President seeks stronger job descriptions for Board and committee members.



2018 SPIRIT OF MAINSTREET AWARD

New Mexico MainStreet held its 2018 award ceremony at the historic Shuler Theater in Raton on August 9, 2018. The awards honor organizations and individuals that exemplify MainStreet's mission to engage people, rebuild places, and revitalize economies. The NMMS awards recognize achievements and leadership among local organizations and partners.

Alamogordo MainStreet was awarded the Spirit of MainStreet Award. The Spirit citation stated "Alamogordo MainStreet exemplifies the best of MainStreet, progressing from a Start-Up organization to becoming a nationally Accredited Program in a short time." Those projects include a Façade Squad facelift for buildings at New York Avenue and 10th Street, restoration of 18 bronzes and an oil fresco in Founders Park, production of the Colors of Our Past mural, holding Downtown events like the annual Olde Fashioned Christmas and Atomic City Cosplay, and helping the Flickinger Center for Performing Arts secure Local Economic Development Act state funding to purchase new digital projection and audio systems. A recent project of Alamogordo MainStreet was the Rockabilly-themed Downtown Nites event held on August 17, 2018.

FACADE SQUAD VOLUNTEER WORK DAYS

The Alamogordo MainStreet Façade Squad is a "boots-on-the-ground" beautification initiative in Downtown. The Façade Squad partnered with several other non-profits and have received project sponsorships from local businesses in order to refresh three buildings in the MainStreet district. Volunteers scrape paint, caulk, make minor building repairs, prime, and paint. The previous Façade Squad project was sponsored by Alamogordo MainStreet in partnership with the New Mexico Resiliency Alliance, the McCune Charitable Foundation, Overstreet & Associates Atty, Sherwin-Williams, Lowe's Home Improvement, J&K Construction, B & T Glass, AC Print & Design, LLC, and New Mexico MainStreet.

1.3 DOWNTOWN MRA DESIGNATION

The New Mexico Redevelopment Code provides New Mexico cities with the powers to correct blighted conditions in areas or neighborhoods, which "substantially inflict or arrest the sound and orderly development" within the city.

Designation of a MRA must be based on a finding of "blight" conditions, as defined in the New Mexico Metropolitan Redevelopment Code. The criteria set by the Code for a "blighted" area include both physical and economic conditions. A blighted area can include deteriorated structures, defective street layout, faulty lot layout, unsanitary or unsafe conditions, deterioration of site improvements, tax or special assessment delinquency, improper subdivision, lack of adequate housing, impractical planning and platting or low levels of commercial or industrial activity or redevelopment.

In 2017, a MRA Designation Report was prepared for the City Center by Community by Design (affiliated with New Mexico MainStreet) and adopted by the City Commission. The Designation Report documented blighted conditions, including vacant and underutilized properties, lack of pedestrian facilities, and a declining economy in the area that centers on White Sands Boulevard, E. 10th Street, and the surrounding several block area (see *Alamogordo MRA boundary map, page 4*). The Downtown MRA Plan is intended to address:

- Elimination of detrimental public health and welfare conditions;
- Conservation, improvement and expansion of commercial building stock;
- Expansion of commercial activity;
- Improvement and expansion of available housing;
- Improvement and expansion of the pedestrian environment; and
- Improvement of economic conditions through coordinated public and private investments.

The MRA Designation Report sets the stage for preparation of the Downtown MRA Plan. The City initiated the process for the Downtown MRA Plan by hiring Consensus Planning in February 2018.



1.4 COMMUNITY ENGAGEMENT

A central component of the planning process for the Alamogordo Downtown MRA Plan was gathering input and feedback from the community stakeholders. The Alamogordo community’s contributions to this process included completing surveys, sharing information through interviews and discussions, participating in activities at the two-day workshop in March 2018, and attending public meetings. The following is an overview of the community engagement process and the input gathered.

MRA STEERING COMMITTEE

The MRA Steering Committee was established by the City of Alamogordo and Alamogordo MainStreet in the beginning of the planning process. The members of the Steering Committee included City staff, Alamogordo MainStreet board members, Otero County Economic Development Council (OCEDC), etc. The Steering Committee was asked to play an active role in the following ways:

- Being the local sounding board, providing the Project Team with the local point of view, and

providing and verifying information from the local community.

- Assisting in getting the word out to the community about the MRA Plan and process to ensure maximum participation from stakeholders.
- Helping identify planning issues in the Downtown MRA District and discuss how they might impact the community.
- Reviewing and commenting on the concepts and strategies developed by the Project Team based on public participation and research.
- Reviewing draft products for clarity and accuracy.
- Taking an active role in attendance at public meetings and gatherings acting as an ambassador to the community.

A kick-off meeting was held with the Steering Committee in February 2018. Consensus Planning facilitated the discussion. The purpose of the meeting was to introduce the consultants and the



Photos from the two-day workshop.



project to the Steering Committee, strategize about the two-day workshop, and discuss the members' aspirations for the MRA Plan and redevelopment of the Downtown area. The Steering Committee stayed involved throughout the planning process by participating in the two-day workshop, having teleconferencing meetings, discussions, and emails with the consultant team.

COMMUNITY SURVEYS

As part of the community engagement process, Consensus Planning created two surveys; one for Downtown business owners and the other for the general public. The surveys were available approximately two months prior to, during, and after the community workshop, both on Survey Monkey and in hard copy. Links to the on-line surveys were also provided on the City of Alamogordo's website and Facebook page.

The Downtown business owner survey generated a total of 18 responses and the general public survey generated 482 responses. The surveys provided an important source of input from the Alamogordo community and helped steer the strategies and concepts that are contained in the Downtown MRA Plan. Some questions on the business survey were tailored for that group and vice versa for the general public. Both surveys included the same questions about amenities and desired economic development of Downtown. The following are some key take-aways from the survey results; full survey results are in Appendix A.

Downtown Business Owner Survey

- Half of the business owner survey respondents have been in business for over 10 years (50%) and have 0 to 5 employees (72%).
- A little over half lease their building (56%) instead of owning their building.
- Most business owners strongly agree that the City of Alamogordo should encourage development of vacant or underutilized property in Downtown (71%).
- Most business owners said that the biggest benefit of having a business Downtown was location and visibility (72%).

- When asked how they market their business to Alamogordo residents and/or visitors, most identified social media (50%) and word of mouth (28%).

General Public Survey

- The majority of the respondents to the general public survey are residents of the City of Alamogordo (84%). Although most of the respondents live outside Downtown Alamogordo (92%).
- Most respondents either strongly agreed or agreed that the City should encourage development of vacant or underutilized property in Downtown (94%).
- When asked what types of residential development they would like to see in Downtown Alamogordo, the most respondents said they would like to see the rehabilitation of existing homes (51%) or mixed-use development (40%).

Survey Comparisons

There were several questions common to both the Downtown business owner and general public surveys. The following is a comparison of the responses from each question.

- When asked what improvements were necessary in Downtown both groups agreed that speed limits are not an issue and that vacant and abandoned properties as well as litter and trash need some or great improvement.
- Most of the general public and business owners would like to see retail stores, restaurants, and coffee shops expanded in Downtown. Festivals and events, music and performing arts venues, and farmers' market were also popular choices among both survey respondents.
- When asked to rate the various amenities in Downtown, over 50% of business owners rated parking, building condition, and outdoor spaces as poor. Over 40% of the general public agreed that parking, lighting, visual attractiveness, benches and trash receptacles, building condition, outdoor public spaces, and signage and wayfinding were fair. Very few amenities were rated excellent.

COMMUNITY WORKSHOP

A two-day workshop was held on March 19-20, 2018 at the Flickinger Center for Performing Arts at 1110 N. New York Avenue. The purpose of the workshop was to generate input from stakeholders and the general public on their vision for Downtown, and to provide for a variety of opportunities to engage the community. This included a Strengths, Opportunities, Weaknesses, and Threats (SWOT) Analysis, Asset Mapping, a visioning exercise, an exercise with a group of high-school students, general discussions with the consultants and the Steering Committee, and a public presentation that summarized the survey results, research graphics, and potential projects identified during the workshop. A review of the activities and a summary of the outcomes follow below.

Asset Mapping

Using an aerial map of the MRA District, workshop participants were asked to place blue dots on locations they considered “community assets”, green dots on “opportunity sites”, and yellow dots on “locations where physical improvements are needed.” Most dots were placed in the Downtown core area between Twelfth Street and Ninth Street and Alameda Park Zoo and Michigan Avenue area (see *Asset Map, this page*). Examples of community assets, opportunity sites, and locations where physical improvements are needed that were identified during the workshop are as follows:

Community Assets

- Chamber of Commerce
- County Courthouse
- Flickinger Center for Performing Arts
- Alameda Park Zoo
- Tularosa Basin Museum of History
- Patron’s Hall
- Rocket City Gaming Lounge
- Founder’s Park

Opportunity Sites

- Historic Sands Theatre
- Mission Building
- Vacant sites and buildings throughout the Downtown MRA District

WORKSHOP ASSET MAPPING



USING THE DOTS PROVIDED, PLEASE IDENTIFY THE FOLLOWING ON THE MAP:

- Community Assets (existing buildings, properties, businesses, trails, parks, etc.)
- Opportunity Sites (existing buildings or properties that would be appropriate for redevelopment and/or reuse)
- Locations where physical improvements are needed (streets, sidewalks, pedestrian crossings, lighting, etc.)

AFTER PLACING YOUR DOTS, PLEASE WRITE COMMENTS ON THE SMALL INSTRUCTION SHEET PROVIDED

- 10th and New York intersection
- Avis Building
- Vacant lot in between the Tularosa Museum of History and Mission Billiards

Locations Where Physical Improvements are Needed

- 10th Street and New York Avenue intersection
- Storefronts in need of renovation or are vacant
- Vacant lots and dilapidated buildings on New York Avenue and surrounding streets
- Sidewalks throughout the District
- More lighting



Strengths, Weaknesses, Opportunities, and Threats

The revitalization of Downtown Alamogordo begins with identifying a baseline from which to understand the existing context and conditions in Downtown. A Strengths, Weakness, Opportunities, and Threats (SWOT) analysis is a tool that can help focus strategies for revitalization. A SWOT analysis identifies the strengths and weaknesses of Downtown and enables the community to capitalize on external opportunities that will support redevelopment.

The SWOT analysis is based on information gathering completed during the two-day workshop conducted by Consensus Planning. The SWOT analysis is summarized below.

Strengths

- Renewed community interest in Downtown
- Quirky community character
- Downtown has always had a business presence
- Small business feeling – local, small town
- Alameda Park and Zoo
- The historic Plaza Building currently the Tularosa Museum
- 10th Street and White Sands Boulevard intersection is highly used
- Flickinger Performing Arts Center
- Location and proximity to White Sands Boulevard and Relief Route
- Affordability

Weaknesses

- There are more services than any other uses, especially retail
- No outdoor park space, play space, or walking trails
- Handicap access is poor
- There is a lack of designated parking areas
- 8th Street and New York has drainage issues
- 10th Street and New York Avenue intersection is difficult to use as a pedestrian, bicyclist, or driver
- No public restrooms
- Lack of building maintenance leaves buildings in different stages of disrepair
- Diverse set of private property and building ownership makes outreach to business owners difficult

- Most buildings have older HVAC
- The old infrastructure including sidewalks, streets, and alleys
- No night activity
- No base retail

Opportunities

- Historic residential buildings
- A raised crosswalk at New York Avenue and 10th Street intersection
- Gateway on 10th Street and White Sands Boulevard
- Improvements to Alameda Park
- Branding opportunities exist (Example: transportation theme to include rockets, trains, and balloons)
- Buildings for sale and vacant space
- Redevelopment of the Avis building
- Redevelopment of the Historic Sands Theatre
- Murals
- Alleys
- Public events and pop up events
- Explore the options of a city liquor license that is transferrable or mobile
- Walking trail by Alameda Zoo on White Sands Boulevard
- 9th and White Sands Boulevard is City owned this is an opportunity for solar panel covered premium parking
- Public/private partnership for restrooms (Example: Self-cleaning toilet that public can pay to use)
- Potential for County Courthouse to move

Threats

- Park maintenance including limited budget and staffing
- Unclear designated parking areas
- Drainage (especially in alleys)
- Liquor licensing including the process and the costs associated with applying, which makes this opportunity limited to small operations
- Walmart, Las Cruces, and El Paso are all threats to Downtown businesses



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

Workshop Youth Session

Based on feedback received during the initial kick-off meeting with the Steering Committee, Consensus Planning prepared a segment during the two-day workshop that directly involved Alamogordo youth. It was important to the Steering Committee and the MainStreet Board that young students and residents were included in the discussion about the future of Downtown Alamogordo.

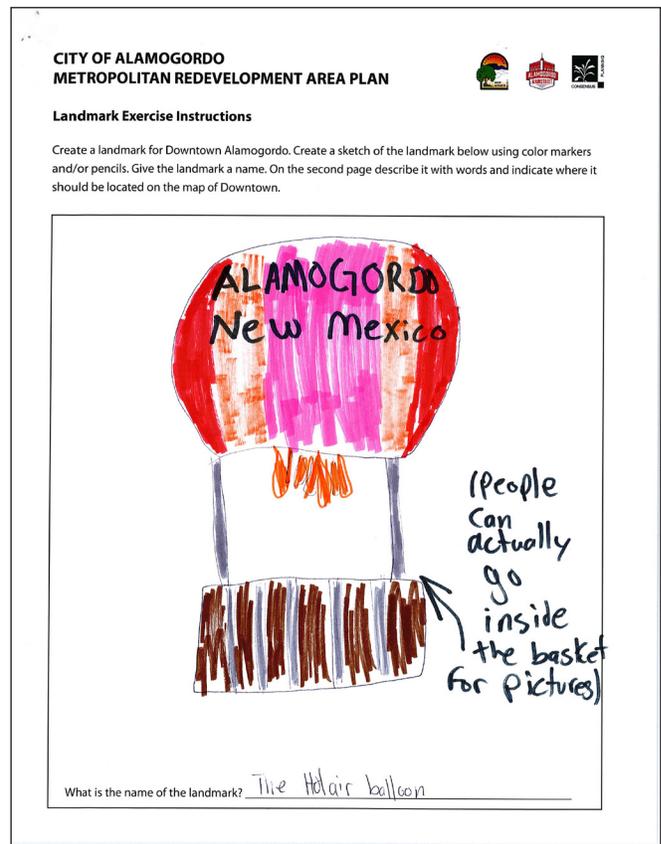
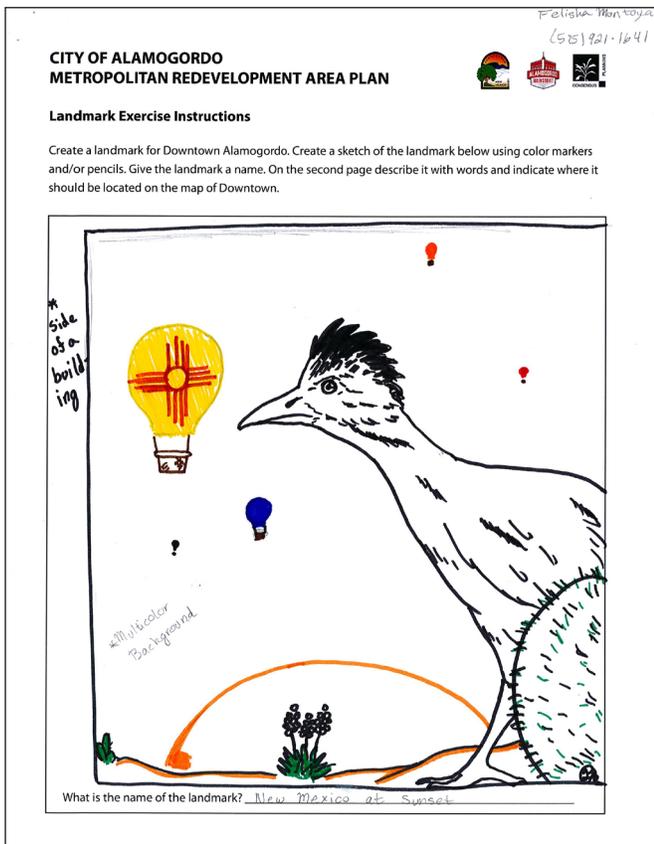
Junior Leadership Otero consists of approximately 15 students from Alamogordo High School, Cloudcroft High School, Tularosa High School, and homeschooled students. This group was invited to participate in the youth segment of the workshop at the Flickinger Center for Performing Arts. Consensus Planning presented an overview of the Downtown focus area and the purpose of the workshop and segment. Feedback was gathered on the youth participants' perceptions and experiences in Downtown. A drawing exercise was also a part of the segment during which the students each designed a landmark for Downtown Alamogordo. The students took ownership of their ideas through their shared descriptions and a lively discussion with friends.

FINAL PUBLIC MEETINGS

Consensus Planning presented the draft Downtown MRA Plan on January 28, 2019. The meeting was held at the Civic Center and was very well attended. Attendees were given the opportunity to provide comments and ask questions.

On the same day prior to the public meeting, Consensus Planning facilitated a meeting with the Steering Committee. The discussion with the Steering Committee was primarily regarding the relative priority and time line for each of the redevelopment projects, public sector investments, and support actions. The Steering Committee also requested that a couple additional projects be added to the MRA Plan.

The City Planner and Alamogordo MainStreet Director presented the Downtown MRA Plan at the City Commission meeting on March 12, 2019. The Downtown MRA Plan was adopted by the City Commission (Resolution 2019-10) and subsequently approved by the New Mexico MainStreet on March 22, 2019.



Two examples from the youth session exercise on creating landmarks.

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2 Asset Inventory



2.1 OVERVIEW

The Alamogordo Downtown MRA District contains a range of assets and opportunities that support the redevelopment and transition of Downtown into a more active shopping, entertainment, and business district. The City of Alamogordo, Alamogordo MainStreet, and private property and business owners should work together to leverage these assets and opportunities, and overcome the existing challenges. The following is a summary of the key assets and opportunities in Downtown Alamogordo:

Flickinger Center for Performing Arts

The Flickinger Center for Performing Arts, located at 1110 New York Avenue, is an important anchor for the Downtown MRA District. In 2018, approximately 40,000 local community members and visitors attended events at the facility. Its Premier Season brings professional performers from all over the world to Alamogordo. The Flickinger Center for Performing Arts also serves as a place to showcase local talent, educate children, and support many other community organizations. A thriving performing arts center is a valuable community asset that promotes economic prosperity and enhances the quality of life.



Flickinger Center for Performing Arts.

The Flickinger Center for Performing Arts serves patrons of all ages. Each year its goal is to bring 6,000 children to the theater to experience live performances of dance, music, and special events. The Flickinger Center for Performing Arts nonprofit

organization collaborates with the public schools to provide up to 10 professional shows each season. Area schools also use the facility free of charge for their musical and theatrical performances. The Children's Music Theater was launched in 2018 as part of children's programming. The Academy of Ballet and Alamogordo Music Theatre utilize the facility for their respective productions.

White Sands Boulevard

White Sands Boulevard stitches the City of Alamogordo together as it runs north-south through the City and the Downtown MRA District. It is broadly characterized by "big box" highway commercial businesses and some industrial development. The Alameda Zoo, School for the Blind and Visually Handicapped, County Fairgrounds, and the Train Depot Park are located along the corridor. The condition of the road varies, and includes bicycle lanes and pedestrian sidewalks in some areas.

Due to its length and history as one of the primary roads in the City, White Sands Boulevard contains many assets. Five of the eleven properties in the City that are on either the State Register of Cultural Properties or the National Register of Historic Places or both are located on White Sands Boulevard. Vacant properties along the corridor provide a strong opportunity for infill. Furthermore, White Sands Boulevard has been designated as a Beautification District by the City Commission and identified as needing beautification, redevelopment, and infrastructure improvements, such as sidewalks, landscaping, lighting, etc. The 2018 Comprehensive Plan calls for the development of a corridor master plan for White Sands Boulevard to include architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.

Tularosa Basin Museum of History

The Tularosa Basin Museum of History is located in the historic Plaza Building, one of the City's registered historic properties in the Downtown MRA District. It is located at 1004 N. White Sands Boulevard in a WPA building that was built in 1938. The Museum celebrates the history of the Tularosa Basin and Otero County, and holds a collection of photographs, documents, and relics with



exhibits that focus on the history of the Tularosa Basin and preserving and promoting the the local history of Alamogordo, Tularosa, Ruidoso, La Luz, Cloudcroft, and other Sacramento communities. The Museum also contains the history of the early Native Americans who lived in the area, White Sands National Monument, the local railroad, La Luz pottery, ranching, and scouting. The Museum is an asset to the Downtown MRA District and should continue to be improved and maintained as such.

Alameda Park Zoo

The Alameda Park Zoo was founded in 1898, the same year Alamogordo was chartered, as something for train passengers to do while waiting for the train to refuel. The Zoo is located at 1321 N. White Sands Boulevard on the western edge of the Downtown MRA District. Daily hours of operation are from 9:00 a.m. to 5:00 p.m. The Toy Train Depot provides rides throughout the Park. The Alameda Park Zoo continues to be a magnet for local residents and visitors from surrounding areas.

Historic Sands Theatre

The Historic Sands Theatre is located at 1017 New York Avenue in the heart of the Downtown MRA District. It opened in 1937 with 456 seats. The movie house showed films until the late-1960s. In the late-1990s, it got a facelift and the interior and exterior were restored to its Art Deco style, and then operated as a live performance venue. Subsequently, the Historic Sands Theatre was used for religious broadcasting, family movies, and finally, a radio broadcast center until it closed in early 2018. The Historic Sands Theatre remains an asset to the MRA District and the City. Redevelopment efforts such as public-private partnerships could improve the structure and overall viability of an operational business.

White Sands National Monument

White Sands National Monument is located approximately 15 miles southwest of Alamogordo. It is one of the most unique natural wonders in the United States, encompassing 275 square miles of desert that attract visitors from across the world. Although located outside Alamogordo and the Downtown MRA District, the National Monument remains an important asset to both. According to the National Park Service, White Sands National Monument is visited by over 500,000 people

each year, the most visitors of any national park in New Mexico. In 2017, 612,468 visitors spent \$31,709,200 in communities near the Monument, including Alamogordo. That spending supported 450 jobs in the local area and had a cumulative benefit to the local economy of \$35,729,700. White Sands National Monument is also a popular location for the film industry.

2.2 ALAMOGORDO HISTORY

This section contains excerpts from the 2018 City of Alamogordo Comprehensive Plan and the 2017 Metropolitan Redevelopment Area Designation Report.

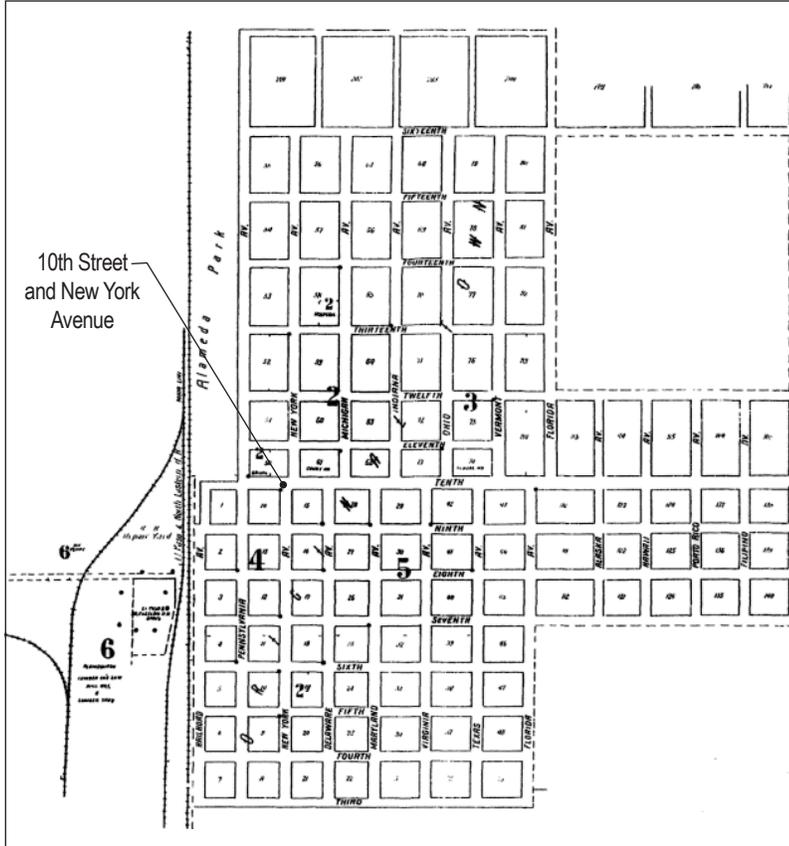
The City of Alamogordo was founded in 1898 as a crossroads for the El Paso and Northeastern railroads. It was incorporated in 1912. Alamogordo is named after the Alamo Gordo spring in Alamo Canyon. The location was chosen based on an extension of the railroad line planned to be constructed through the Tularosa Basin and the location of a small spring that would be capable of providing enough quality water to work in the steam engines and for use in the developing city. The location also provided for a connection to an additional railroad company looking to develop in the Sacramento Mountains (Cloudcroft).

The Eddy brothers founded and planned the community based on the typical eastern grid system. However, the model for Alamogordo offset the main avenues from the central street (10th Street) to allow slower traffic through the main portion of town (*see Sanborn Fire Insurance Maps on the next page*). The original settlement was located east of the tracks at the base of the Sacramento Mountains. The location to advantage of the available water from Alamo Canyon and the natural drainage for storm water and sewer provided by the alluvial landforms.

The town boomed from 1898 through 1905, but experienced several downfalls occurring from 1905 until 1912. The railroad company was sold and its offices relocated to El Paso by 1905. The community had to rebuild itself around the available natural resources, including timber from the Sacramento Mountains, and the stimulus from being the county seat. To avoid the town becoming an abandoned boomtown like many other railroad



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN



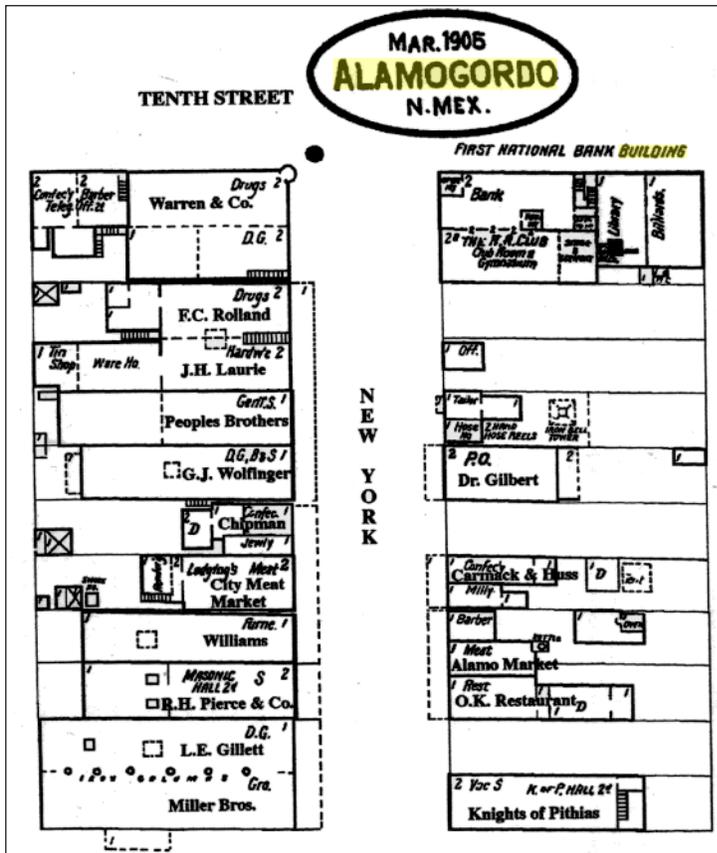
DEVELOPMENT OF THE CITY

Alamogordo developed as a rail junction in 1898 by the Eddy brothers as a base for their El Paso and Northeastern Railroad. The original City was generally bounded by Indian Wells to the north, Railroad Avenue to the west, Third Street to the south, and Washington Avenue to the east, comprising approximately 968 acres.

The City has experienced several periods of growth since its settlement. Between 1898 and 1905, business boomed and the City grew in a grid-like pattern. Alamogordo Bombing and Gunnery Range opened in 1942 and is known today as Holloman AFB. Alamogordo experienced another large period of growth in the 1950s due in large part to the military base.

Over the last 17 years, the City of Alamogordo has annexed approximately 2,862 acres of land. Annexations, totaling 2,440 acres, took place throughout 2004 and 2005. White Sands Boulevard has generally been maintained as a buffer between the City and the industrial areas east of the City.

The Sanborn Insurance maps illustrate the initial growth of the City as it began from the intersection of 10th Street and White Sands Boulevard.



Above and Below: Sanborn Fire Insurance Maps, 1905.



towns, the Alamogordo business community regrouped and initiated incorporation of the town and established a formal government.

During the World War II era, two major wartime facilities were established near Alamogordo; the Alamogordo Army Air Force Base and the White Sands Missile Range. The environment of the area contained essential assets for these developments, including good weather, gypsum desert allowing a good testing ground, and a sparse population. These assets, and the reasonable proximity to defense research laboratories in Albuquerque and Los Alamos, resulted in the world’s first nuclear test held in July 1945 on the White Sands Missile Range.

After the end of the war, the Department of Defense decided to reestablish and upgrade Holloman AFB, which resulted in significant population growth between 1950 and 1960. Holloman AFB remains the predominant employer in the area, impacting the overall economy in the City of Alamogordo. Conversely, the mission of the White Sands Missile Range was significantly downgraded and the testing activities were moved to Cape Canaveral, Florida and development activities to Huntsville, Alabama.

In 1990 and 2000, the German Air Force in the United States established its Tactical Training Center at Holloman AFB. This included 300 permanent German Air Force members and 800 personnel for training exercises. In October 2018, Holloman AFB transitioned from Air Combat Command to Air Education and Training Command. Holloman AFB currently supports the T-38 Talon, MQ-9 Reaper Unmanned Aircraft System, and the F-16 Fighting Falcon. The relationship between the City and Holloman AFB is significant and the economic viability of Alamogordo remains dependent on the United States government.

2.3 CITY OF ALAMOGORDO COMPREHENSIVE PLAN

The 2018 City of Alamogordo Comprehensive Plan is a key policy document that establishes an overall vision for the community’s future growth, development, and character with a planning horizon of 20 years. The Comprehensive Plan provides an integrative approach to all aspects of the City’s physical growth and development and related

economic and social issues. Goals, objectives, and implementation strategies express the community vision gleaned from a robust public engagement process and are organized under the elements of land use, economic development, housing and neighborhoods, infrastructure, transportation, community facilities and services, greenhouse gas emissions, and hazard mitigation. The Preferred Land Use Scenario provides a graphic representation of how the City of Alamogordo intends to grow in the next 20 years.

The following section includes the Comprehensive Plan goals, objectives, and strategies specifically related to Downtown.

LAND USE

Land Use Goal 1: Promote infill development and redevelopment on vacant or underutilized properties within existing neighborhoods or areas that are currently served by City infrastructure and utility systems.

Objective 1.1: To create more walkable, mixed-use neighborhoods that integrate single-family and multi-family residential, neighborhood-scale commercial, parks, trails, and open space.

Objective 1.2: To encourage the redevelopment of the City Center area of Alamogordo (i.e., between 1st Street and 16th Street, and between White Sands Boulevard and Washington Avenue) into a mixed-use neighborhood.

Objective 1.3: To allow for a more efficient and cost effective delivery of City services.

Land Use Strategy 1.1: Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.

Land Use Strategy 1.2: Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.

Land Use Strategy 1.3: Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and



Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.

Land Use Strategy 1.4: Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.

Land Use Strategy 4.3: Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.

Land Use Strategy 4.7: Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.

Land Use Strategy 4.8: Sponsor community organizations and volunteers to participate in clean-up activities.

Land Use Goal 5: Preserve Alamogordo’s heritage and registered historic properties.

Objective 5.1: To foster a greater understanding and appreciation of Alamogordo’s heritage.

Objective 5.2: To expand access to historic preservation grant funding and technical assistance, and educate property owners on historic preservation tax programs.

Objective 5.3: To foster the community’s understanding of Alamogordo’s unique history of settlement, growth, and connection to the U.S. Armed Services.

Land Use Strategy 5.1: Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.

Land Use Strategy 5.2: Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program

designed to promote the benefits of being a registered historic property.

Land Use Strategy 5.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.

Land Use Strategy 5.4: Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.

ECONOMIC DEVELOPMENT

Economic Development Strategy 1.5: Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico Economic Development Department, on local and regional economic development initiatives.

Economic Development Goal 3: Support small business development, retention, and expansion.

Objective 3.1: To support business and employment opportunities for local residents.

Objective 3.2: To maintain and enhance Alamogordo’s small, home grown businesses.

Objective 3.3: To encourage the redevelopment and adaptive reuse of vacant and/or underutilized buildings and properties in Downtown Alamogordo and the City Center.

Economic Development Strategy 3.1: Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a “Support Local Business” program to help retain and grow existing businesses.

Economic Development Strategy 3.2: Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and



follow the New Mexico MainStreet required format.

Economic Development Strategy 3.3: Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.

Economic Development Strategy 3.4: Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.

Economic Development Strategy 3.5: Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.

Economic Development Goal 5: Promote and strengthen Alamogordo as a tourist destination.

Objective 5.1: To capture more tourism dollars from visitors to White Sands National Monument, New Mexico Museum of Space History, Sacramento Mountains, Trinity Site, and other local and regional attractions.

HOUSING and NEIGHBORHOODS

Housing and Neighborhoods Strategy 3.2: Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.

TRANSPORTATION

Transportation Strategy 1.2: Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City’s ICIP and identify potential funding sources.

**2.4 EXISTING LAND USE and ZONING
EXISTING LAND USE**

The Downtown MRA District contains a mix of land uses with commercial and institutional being the most dominant, followed by residential, office, and parks/open space. There is a significant number of vacant or underutilized lots and vacant buildings. A

summary of existing land use and their approximate percentages relative to the District is as follows:

Land use within the Downtown MRA District is largely comprised of commercial, park, and industrial uses. Excluding public rights-of-way commercial uses make up about a third (27%) of the land area, park uses, which includes the Alameda Park Zoo makes up a fifth (20%) of the land area, and industrial uses makes up about 12% of the MRA District.

Commercial uses are found throughout the District, especially for those properties south of 10th Street along White Sands Boulevard and New York Avenue. Institutional uses include the Otero County Courthouse, New Mexico State Police building, and a few church properties.

TABLE 2.1: EXISTING LAND USE

Land Use	Acres	Total %
Commercial	16.02	27.0%
Industrial	6.98	11.7%
Institutional	5.79	9.7%
Mixed Use	0.34	0.6%
Office	4.57	7.7%
Park	12.13	20.4%
Parking	0.42	0.7%
Plaza	0.21	0.3%
Restaurant	0.93	1.6%
Single-family	3.41	5.7%
Vacant Lots	3.54	6.0%
Vacant Buildings**	5.08	8.5%
Total	59.42	

*Excludes public rights-of-way.

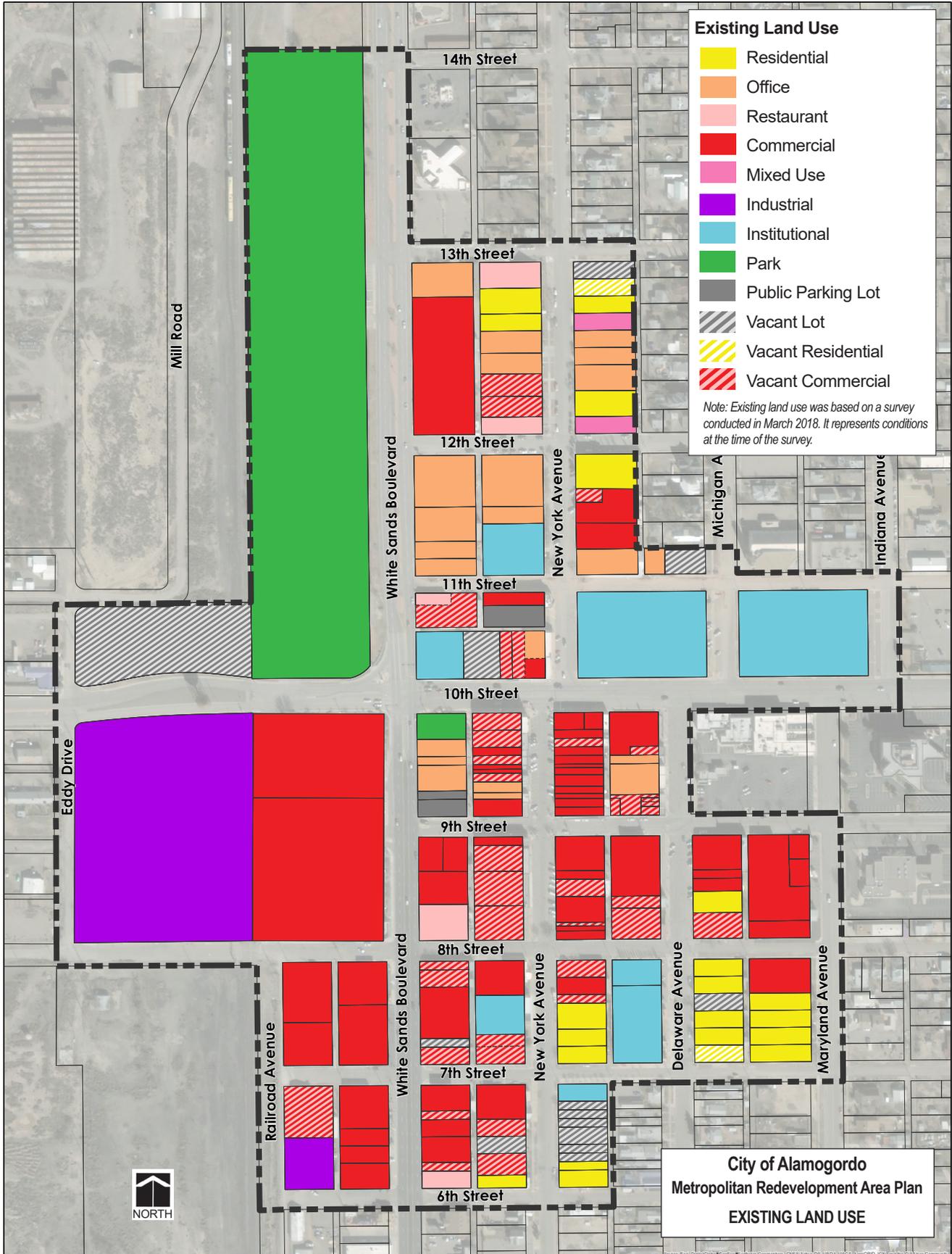
**Includes commercial and residential.

Office uses account for approximately 8% of the MRA District, and are more prevalent to the north of 10th Street. Approximately 2% of the land use is restaurants. Industrial uses are confined to the western sections of the MRA District along Railroad Avenue and Eddy Drive, but account for about 12% of the District’s land area because of the large individual parcels.

There are also pockets of single-family homes in the northeast and southeast sections of the Downtown MRA District. Overall, residential uses are not a significant land use within the District.



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EXISTING ZONING

C-3: Business District

Zoning within the Downtown MRA is almost exclusively C-3: Business District. Permitted uses in the C-3 District include retail, service, office, some light assembly, and residential uses. Residential uses allowed in the C-3 District include single family dwellings, two-family dwellings, multiple dwellings, row dwellings, apartment houses, boarding and lodging houses, dwelling units attached to a commercial building. Standards in the C-3 District include requirements for living facilities and off-street parking.

R-3: Two Family District

A few blocks beginning at 7th Street and New York Avenue and heading east are zoned R-3: Two-family dwelling. Permitted uses in the R-3 District include single-family detached dwellings, two-family dwellings, home occupations, publicly-owned police, fire stations, parks or playgrounds, churches, golf courses, schools, and water supply reservoirs. Dimensional standards in the R-3 District include minimum lot size (6,000 square feet or 3,000 square feet per dwelling unit, whichever is greater); minimum lot width (60 feet); and maximum building height (35 feet).

M-1: Light Industrial and M-2 Industrial

To the west of Downtown, properties along Railroad Avenue and Eddy Drive are zoned M-1: Light Industrial, and M-2: Industrial. Both zones allow for all uses except specific heavy industrial uses and residential uses that are not accessory to the primary industrial use.

Permitted uses in the M-1 District include all uses, except heavy industrial uses and residential uses (unless the residential use is accessory to a legally established light industrial use). There are no conditional uses or dimensional standards associated with the M-1 District, except in the event that there are living facilities, in which case, every lot is required to provide 1,000 square feet per family.

Permitted uses in the M-2 District include all uses, except several heavy industrial uses that must be approved by the City Commission and residential uses (unless the residential use is accessory to a

legally established light industrial use). Dimensional standards in the M-2 District include building height (150-foot maximum); and in the event that there are living facilities, every lot is required to provide 1,000 square feet per family.

Historically Underutilized Business Zone

The intent of the Historically Underutilized Business Zone (HUB Zone) Overlay District is to promote economic development and employment through encouraging rehabilitation and reuse of existing commercial structures located within the C-3 Business District. In addition to the uses permitted in the primary zoning district, light assembly and accessory uses are allowed by right.



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

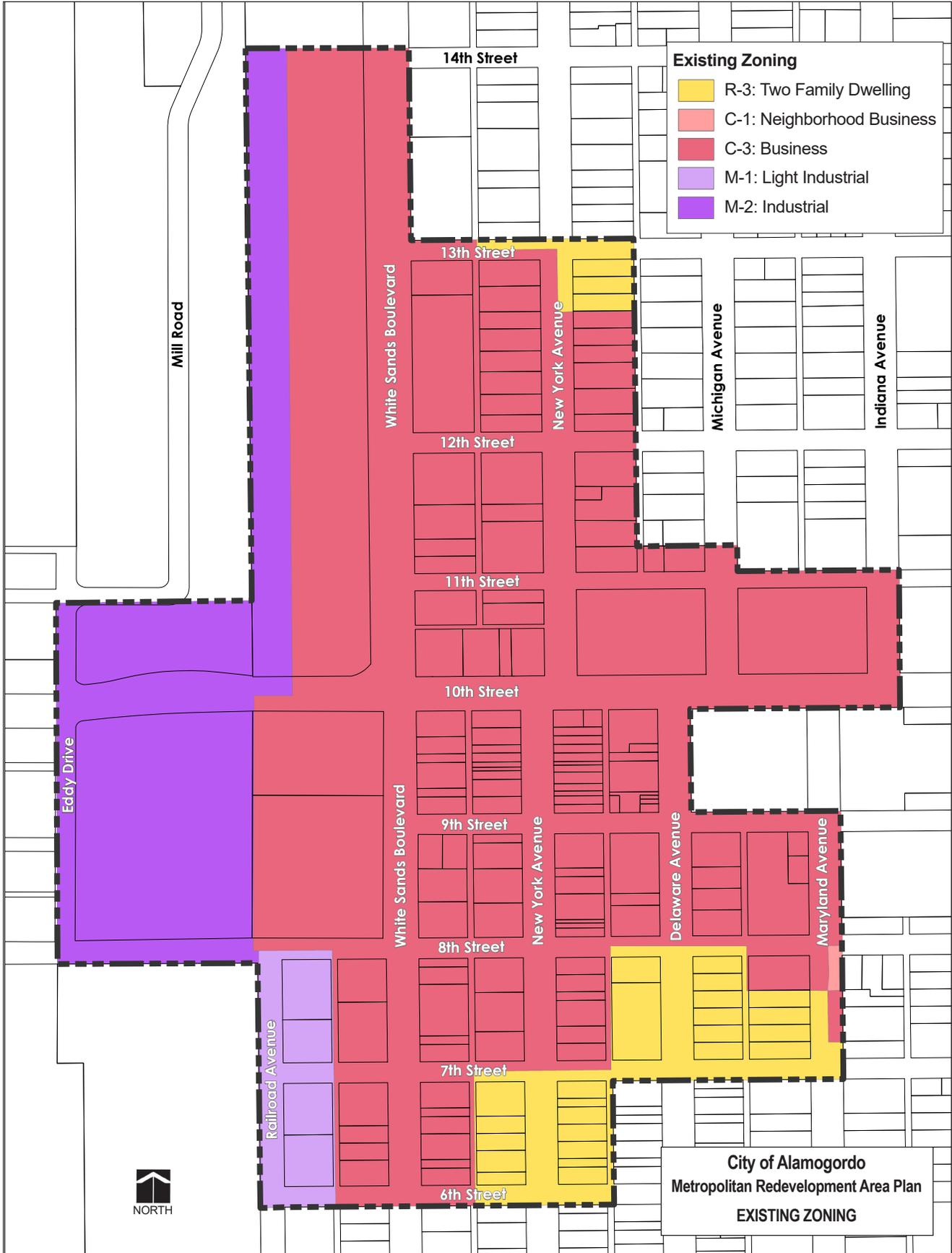


FIGURE-GROUND ANALYSIS

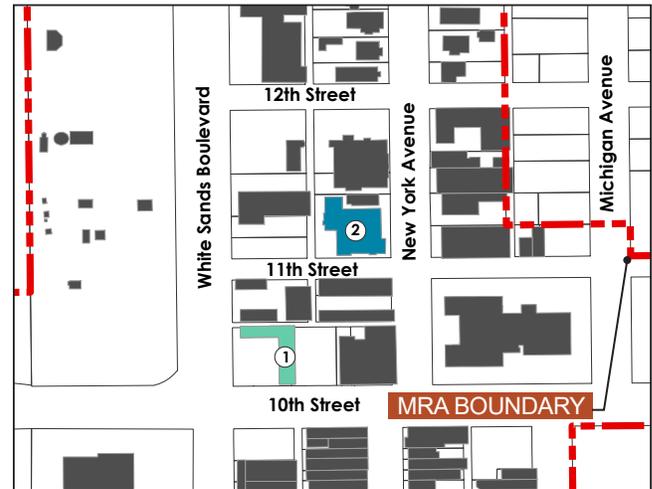
A figure-ground analysis shows the relationship between buildings and the space around the buildings, such as streets, sidewalks, yards, etc. It drills down further than the land use analysis into how the property is being utilized. The figure-ground analysis of the Downtown MRA District reveals that there is a concentration of larger buildings within Downtown core, specifically the blocks along New York Avenue between 8th Street and 10th Street. These blocks are characterized by large-scale commercial buildings that share a common wall. The buildings have minimal setbacks and cover a significant percentage of the lot area, which encourages a more walkable business district.

Beyond the core blocks of New York Avenue, the development pattern is primarily smaller building footprints. There are also a few larger institutional buildings that have large setbacks and/or parking lots, including the Otero County Courthouse and the State Police Building. The properties west of White Sands Boulevard (excluding the City Park Zoo) consist of either vacant parcels or large industrial buildings that are setback significantly from the roadway.

It should be noted that besides the Alamogordo Park Zoo and Founders Park Plaza, there are very few public spaces within the Downtown MRA District. There are also a relatively small number of vacant lots or off-street parking lots, meaning there are few undeveloped lots in the District.

2.5 HISTORIC PRESERVATION

There are two historic structures within the Downtown MRA District. These include the Plaza Building and the Alamogordo U.S. Post Office Building (see graphic below, #1 and #2, respectively).



Historic Properties in Alamogordo.

The historic Plaza Building, located on the northeast corner of White Sands Boulevard and 10th Street, is an important anchor for Downtown Alamogordo. The building is listed on the State Register of Cultural Properties. The Plaza Building was built in early 1930 and became a center piece of Alamogordo. Through the 1930s to the 1970s, it was known and operated by different owners as the Plaza Bar and Café. Later, it functioned as a variety of businesses such as a pub, a flower shop, tattoo parlor, thrift shop, etc.

The Plaza Building is currently in use as the Tularosa Basin Museum of History. The Museum celebrates the history of the Tularosa Basin and Otero County and holds a collection of photographs, documents, and relics. Hours of operation are Monday through Saturday, from 10:00 a.m. to 4:00 p.m. The Museum is managed by a Board of Directors.

The Tularosa Basin Museum of History opened to the public in January 2016 after its \$635,000 redevelopment. The Tularosa Basin Historical Society also contributed over \$110,000 towards the renovation and setup of the Museum displays and operations and the New Mexico State Legislature



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City of Alamogordo
Metropolitan Redevelopment Area Plan
FIGURE-GROUND ANALYSIS

provided \$525,000. The Tularosa Basin Historical Society also paid for architectural services and oversight of the renovation project from beginning to completion.



Tularosa Basin Museum of History.

The Alamogordo U.S. Post Office Building is a Spanish-Pueblo Revival style building and was built in 1938 as part of the New Deal. It is listed on the National Register of Historic Places. Peter Hurd painted a mural in the building in 1942 under the Art-in-Architecture program titled, "Sun and Rain". The central part of the fresco is flanked by two smaller frescos, 'Sorghum' and 'Yucca'. The structure is now a County-owned building that houses Otero County Administration offices.



Alamogordo U.S. Post Office Building.

Property owners can take advantage of benefits available for restoration and rehabilitation of historic buildings. Benefits to owners of historic properties include:

- Individually listed properties (or properties within a registered historic district) can apply for tax credits through the state and federal government for rehabilitation;
- Historic properties are allowed some exceptions to the regulations contained in the New Mexico Existing Building Code and the

International Existing Building Code in order to support rehabilitation;

- The Americans with Disabilities Act (ADA) includes allowances for historic properties so that accessibility modifications do not "threaten or destroy" architecturally and historically significant building elements; and
- There is a significant amount of data that indicates registered historic properties experience and maintain an increase in real estate values.

The City of Alamogordo and Alamogordo MainStreet should educate property owners on the benefits of being listed as a historic property and be a conduit of information on the nomination process, and state and federal tax credit programs.

2.6 STREET and SIDEWALK CONDITIONS

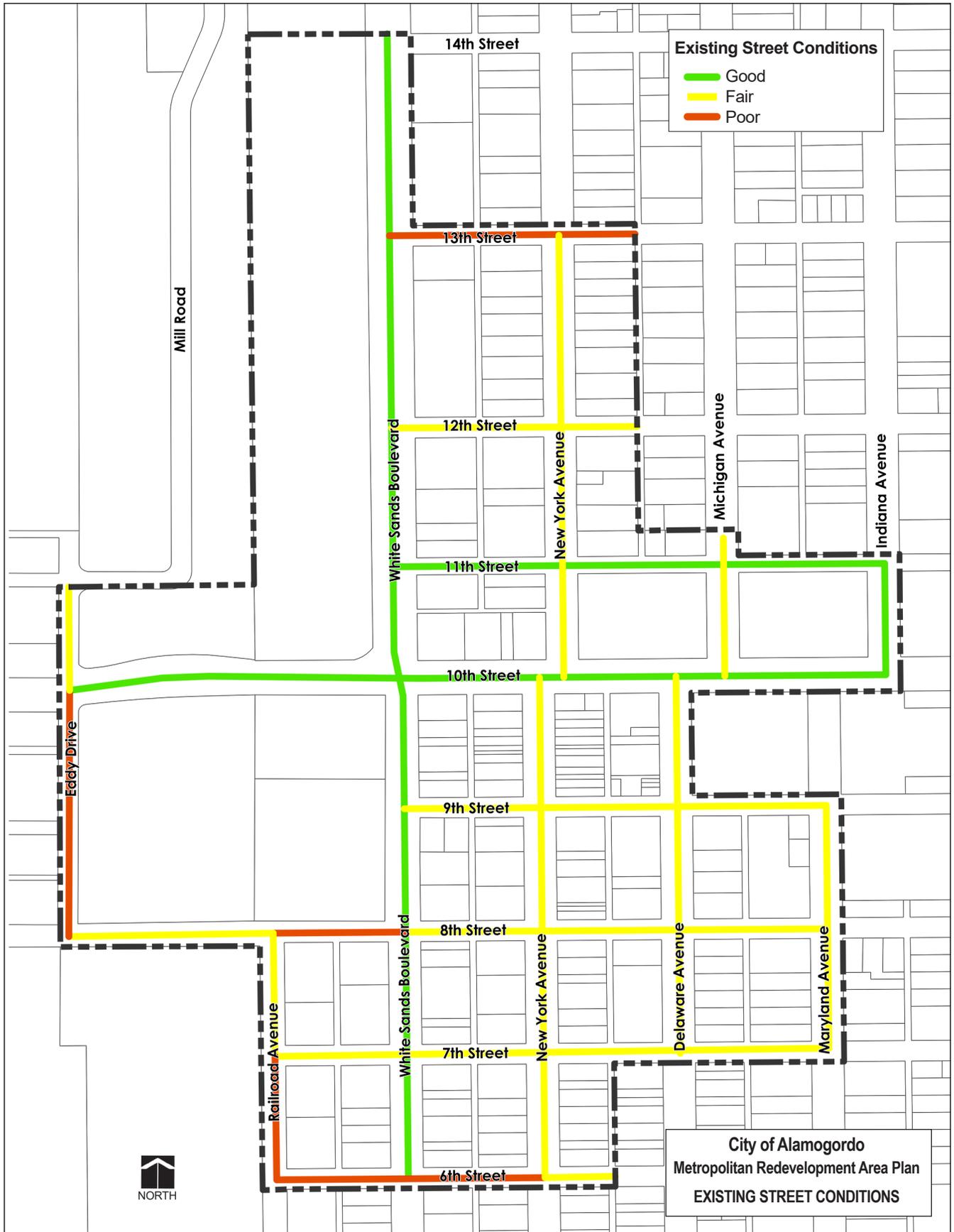
A visual survey was conducted of the right-of-way conditions within the Downtown MRA District to determine the infrastructure needs in this area and with the goal of improving walkability. Existing street and sidewalk conditions are illustrated on the following pages (see pages 27-28). A detailed conditions analysis is provided in Appendix B.

Street conditions on White Sands Boulevard, 10th Street, and 11th Street inside the District are good. However, most of the remaining streets are in fair condition and will need to be improved as they deteriorate over time. The streets in poor condition include 13th Street, a portion of 8th Street between White Sands Boulevard and Railroad Avenue, 6th Street between New York Avenue and Railroad Avenue, and Eddy Drive between Eighth Street and Tenth Street.

Overall, most of the sidewalks are in good to fair condition. Some streets are missing sidewalk altogether and there is cracking in sidewalks throughout the District. The ADA ramps at all the intersections are either not built to current ADA standards or are missing. These conditions are not conducive to Downtown Alamogordo becoming a walkable shopping and entertainment district.



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2.7 INFRASTRUCTURE

This section provides a brief description of the existing public infrastructure systems in Downtown Alamogordo, including water, sanitary sewer, storm drainage, electric, and information technology.

As noted in the 2018 Comprehensive Plan, systematic maintenance, replacement, and improvement of the existing infrastructure is one of the most pressing issues facing Alamogordo. A considerable portion of the sanitary sewer, water distribution, and storm drain systems are outdated and in need of replacement or upgrades.

SANITARY SEWER SYSTEM

The sanitary sewage within the City of Alamogordo is collected in a network of pipes that transport it to the municipal wastewater treatment plant (WWTP), owned and operated by the City. The components of the original WWTP have been periodically upgraded and/or replaced over the years.

The WWTP has an active reclaimed water reuse system running throughout the City for irrigation purposes, as well as construction and other non-potable water needs. The reuse water system has a total of five ground storage reservoirs and 11 ponds located at the Desert Golf Course. The water reuse system is permitted by the NMED to discharge 5.0 MGD of reclaimed water to various locations within the City, including roadway medians, parks, Desert Lakes Golf Course, native grassland, and a surplus discharge area.

The sewer collection system consists of over 2,940 gravity sewer lines, 150 sewer service lines, and 2,890 manholes. Two lift stations are currently in operation for the sanitary sewer system. The majority of the sewer lines are PVC with some Verified Clay (VC) pipes. Sewer service is available to most City residents, except for the neighborhood around W. 10th Street (located west of the railroad tracks), the area east of the Gerald Champion Regional Medical Center on Scenic Drive, and the area located south of and along South Canyon Road (see *the Sewer Collection System map, page 30*).

The sanitary sewer system is typically extended with residential and commercial developments and street improvements. The sewer lines are

being replaced prior to streets being rebuilt or reconditioned. However, a considerable portion of the sewer lines have reached their useful life and need replacement. In addition, much of the interceptor system does not have the capacity to receive and transport the peak flows to the WWTP.

WATER DISTRIBUTION SYSTEM

The City's domestic water system consists of more than 245 miles of water lines, ranging in size from 1-inches to 30-inches, over 1,710 fire hydrants, 12 storage tanks, 6 pump stations, 13 pressure reducing valves, 11 groundwater wells, and 3 raw water storage reservoirs. The water distribution system is split into 5 main pressure zones (see *Water Distribution System map, page 31*).

As identified in the 2018 City of Alamogordo Comprehensive Plan, the City's water distribution system is in need of significant improvement. Many of the existing waterlines have reached the end of their expected operational life, causing leaks and frequent pipeline breaks. It is the City's goal to replace 1,000 feet of water distribution lines each year and repair or replace 100% of broken water main valves found in the system. However, the existing water distribution system needs to be evaluated to identify whether looping and/or properly sizing waterlines, where possible, are needed for fire protection as well as future growth and development. The City's water storage system (especially the tanks serving water zones 1 and 5) need to be expanded and upgraded to provide adequate operational storage, emergency storage, and fire suppression storage for current and future needs, and ensure compliance with the applicable regulatory requirements.

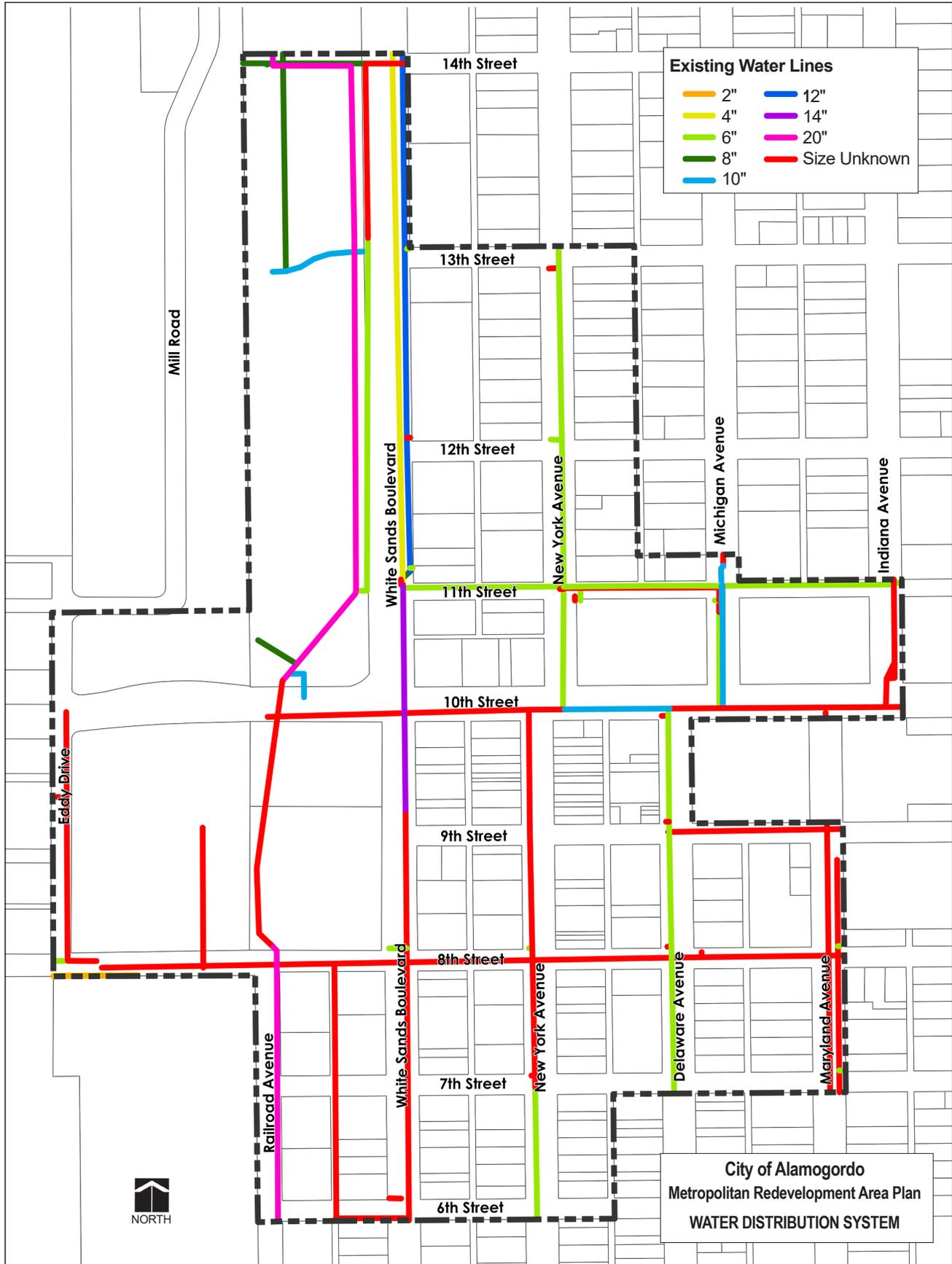


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STORM DRAINAGE

Alamogordo is situated at the base of the Sacramento Mountains. The major watersheds from the north to the south are the Dry, Beeman, Marble and Alamo Canyons. Alamogordo borders with Dry and Beeman Canyons to the north; Marble Canyon to the east; and the Alamo Canyon to the south-southeast part, all flowing through the City. The City relies on a system of drainage easements, numerous small drainage ditches, large flood control channels, and the street network to move storm water through the City and discharge into the desert west and south of the City.

Historically, flooding in the City of Alamogordo area is very likely during times of heavy rainfall or rapid snow melt in the Sacramento Mountains. Frequency of minor to moderate flooding is once five years.



Market Analysis



3.1 OVERVIEW

The Market Analysis section provides a broad summary of demographic, economic, and market conditions for Downtown Alamogordo, Alamogordo as a whole, and Otero County. Tables, figures, and narrative describe the population trends; economic characteristics, including employment and income data, occupation, retail gross receipts and retail gap analysis; and the existing real estate market for commercial and residential properties. It also includes a summary of tourism and its impact to the community and market trends.

Sources for the data include the United States Census Bureau and the American Community Survey; New Mexico Department of Workforce Solutions; New Mexico Department of Finance and Administration; New Mexico Department of Taxation and Revenue; New Mexico Energy, Minerals and Natural Resources Department, Oil Conservation Division; and National Parks Service. In addition, Consensus Planning conducted interviews with real estate professionals to ascertain the existing commercial and residential market in Alamogordo, both within the Downtown MRA District and Alamogordo in general.

3.2 POPULATION PROFILE POPULATION CHARACTERISTICS

Between 2000 and 2015, the greatest shift in population growth for Alamogordo was primarily in the 85 to 89 years cohort (see Table 3.1). The most significant decrease in the City and County was experienced in the 10 to 14 years cohort. The median age increased in Alamogordo from 33.5 years to 36.9 years old in 2015, which is slightly lower than that of the state (37.0), lower than Otero County (35.6), and shows an aging population.

RACE and ETHNICITY

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

In 2015, of the 29,667 people who identified as being one race, 80.0% identified as White; 6.0% identified as Black or African American; 2.2%

identified as American Indian and Alaska Native; 2.3% identified as Asian; and 14.5% identified as Some Other Race Alone. A total of 1,531 identified with Two or More races. In 2015, 30.5% of the population (10,428) in Alamogordo identified themselves as Hispanic or Latino (of any race), which was a 4.7% decrease from 2000.

TABLE 3.1: POPULATION CHARACTERISTICS, 2000-2015

Population	2000	2015	% Change 2000-15*
Total Population	35,582	31,198	-12.3%
Male	49.4%	49.2%	-0.5%
Female	50.6%	49.4%	-2.4%
Age			
Under 5 years	7.6%	7.1%	-18.1%
5 to 9 years	7.8%	7.7%	-13.5%
10 to 14 years	8.4%	4.8%	-49.9%
15 to 19 years	7.4%	5.2%	-38.4%
20 to 24 years	6.6%	8.0%	6.1%
25 to 29 years	7.2%	7.5%	-8.6%
30 to 34 years	7.0%	7.1%	-10.7%
35 to 39 years	8.2%	5.9%	-36.6%
40 to 44 years	7.3%	5.0%	-40.3%
45 to 49 years	6.0%	6.0%	-12.8%
50 to 54 years	5.5%	6.7%	6.9%
55 to 59 years	4.3%	5.4%	11.0%
60 to 64 years	4.1%	6.6%	42.6%
65 to 69 years	3.9%	5.5%	23.1%
70 to 74 years	3.4%	3.8%	-3.2%
75 to 79 years	2.6%	3.3%	9.4%
80 to 84 years	1.5%	2.1%	25.3%
85 to 89 years	0.8%	2.3%	158.1%
18 years and over	71.3%	77.4%	8.5%
62 years and over	15.1%	20.4%	-35.3%
Median age (years)	33.5	36.9	-10.1%
Race			
One race	34,070	29,667	-30.4%
White	78.7%	80.0%	-90.5%
Black or African American	5.8%	6.0%	-52.6%
American Indian and Alaska Native	1.1%	2.2%	159.5%
Asian	1.6%	2.3%	-85.2%
Some other Race Alone	12.1%	14.5%	19.6%
Two or More Races	1,512	1,531	1.3%
Ethnicity			
Hispanic or Latino	32.0%	30.5%	-4.7%
Not Hispanic or Latino	68.0%	69.5%	2.2%

Source: U.S. Census Bureau, 2000 and 2015 SF1 100%. *Percents calculated based on raw data.



HISTORIC POPULATION

Between 2000 and 2015, the population of Alamogordo decreased from 35,582 people to 30,403 people, and then slightly increased to 31,198 in 2015 (see Figure 3.1). Population increased most rapidly between 1950 and 1960 (72.9%) and decreased between 2000 and 2010 (-14.6%).

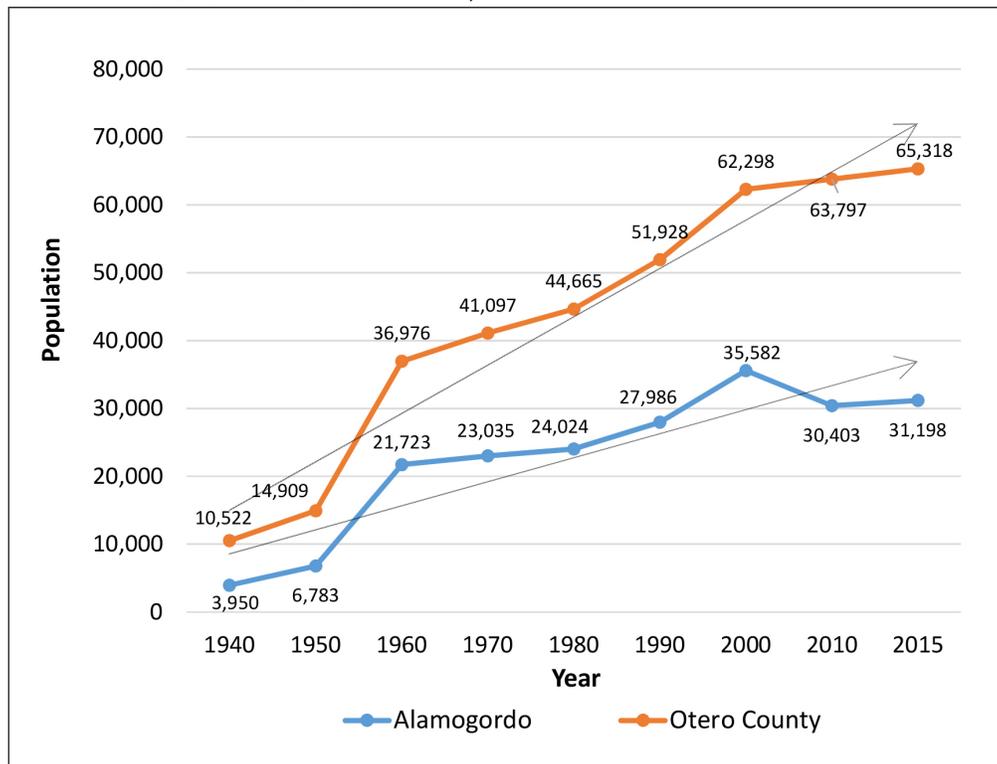
From 1950 to 1960, Otero County experienced the same strong population growth as Alamogordo by more than doubling its population. During that time period, Alamogordo was an unofficial center for research on pilot safety and the developing the country's space program.

3.3 ECONOMIC CHARACTERISTICS OCCUPATION and INDUSTRY SECTORS

The U.S. Census Bureau divides occupations into five categories: Management, Business, Science and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. Table 3.2 (next page) shows the five occupation categories, their relative percentages for 2000 and 2015, and change during this time period. Service occupations (a relatively low paying industry) increased by 39.2%, the largest positive increase of all occupation categories, while Production, Transportation, and Material Moving decreased by 62.9%. In comparison, Management, Business, Science, and Arts for New Mexico as a whole represented 35.6% of occupations, significantly higher than Alamogordo's share at 26.6%. Production, Transportation, and Material Moving represented 9.2% for New Mexico, while Alamogordo was at 4.6%.

As shown in Figure 3.2, the occupational breakdown in Alamogordo in 2015 was relatively

FIGURE 3.1: HISTORICAL POPULATION CHANGE, 1940 - 2015



Source: U.S. Census Bureau.



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

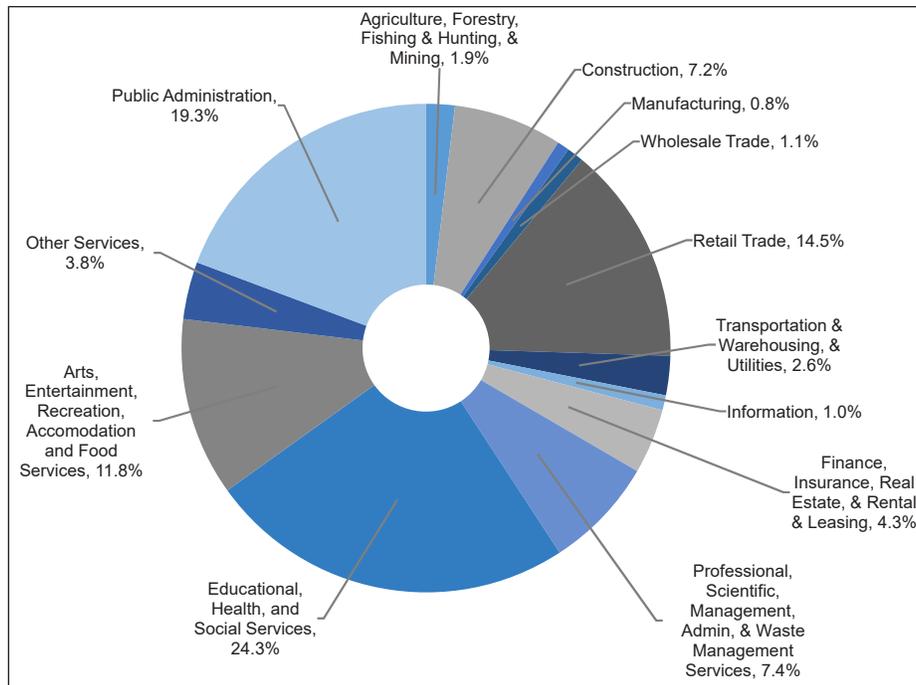
evenly distributed between Management, Business, Science, and Arts (26.6%), Service (25.9%), and Sales and Office (29.8%). Production, Transportation, and Material Moving represented the lowest share of the occupations (4.6%).

Occupation	2000	2015	% Change
Management, Business, Science, and Arts	28.6%	26.6%	-7.0%
Service	18.6%	25.9%	39.2%
Sales and Office	24.0%	29.8%	24.2%
Natural Resources, Construction, and Maintenance	15.9%	13.1%	-17.6%
Production, Transportation, and Material Moving	12.4%	4.6%	-62.9%

Source: U.S. Census Bureau, 2000 and 2010-2015 American Community Survey.

There are 13 industry sectors recognized by the U.S. Census Bureau. In 2015, Educational, Health, and Social Services covered the largest share of industry sectors in Alamogordo at 24.3%, which is typical in New Mexico. The largest industry increase for Alamogordo between 2000 and 2015 was in Public Administration, which grew from 13.5% to 19.3% and is currently the second largest industry in the City. Other large industry sectors in Alamogordo include Arts, Entertainment, Places. Both are showing an opportunity gap of over \$34,000,000, according to the Environics Analytics Database in 2017.

FIGURE 3.2: INDUSTRY SECTORS IN ALAMOGORDO, 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey.



MAJOR EMPLOYERS

The major employers in Alamogordo and Otero County are a cross section of defense, education, hospitality, medical, government, retail, and financial sectors, as shown in Table 3.3. Holloman AFB and White Sands Missile Range (defense) are the largest employers in the region.

TABLE 3.3: OTERO COUNTY MAJOR EMPLOYERS

Employer (Category)	
Holloman AFB (Defense)	New Mexico School for the Blind and Visually Impaired (Education)
White Sands Missile Range (Defense)	Casa Arena Blanca (Nursing Care)
German Air Force Flying Training Center (Defense)	Zia Therapy Center, Inc. (Community Services)
Alamogordo Public Schools (Education)	Lowe's Grocery (Retail)
Inn of the Mountain Gods (Resort)	Lowe's Home Improvement Warehouse (Retail)
Wal-Mart Super Center (Retail)	Home Depot (Retail)
Gerald Champion Regional Medical Center (Medical)	The Lodge at Cloudcroft (Resort)
ACS (Direct Line)	First National Bank (Financial)
City of Alamogordo (Government)	Big K-Mart (Retail)
NMSU-Alamogordo (Education)	PreCheck (Business Assistance)
Otero County (Government)	

Source: Otero County Economic Development Council, Inc.

AVERAGE WEEKLY WAGES

Average weekly wages are computed quarterly by the Bureau of Labor Statistics. In Q2 2018, Otero County had an average weekly wage of \$728 and ranked 10th out of the 33 counties in New Mexico. Otero County's average weekly wages were lower than the state as a whole (\$852), Eddy County (\$1,132), and Doña Ana County (\$744), but higher than Sierra County (\$609), Lincoln County (\$605), and Chaves County (\$693).

TABLE 3.4: AVERAGE WEEKLY WAGES, Q2 2018

County & Rank	Wage
OTERO COUNTY (10)	\$728
Doña Ana County (9)	\$744
Sierra County (30)	\$609
Lincoln County (31)	\$605
Chaves (17)	\$693
Eddy (2)	\$1,132
New Mexico	\$852

Source: BLS, Quarterly Census of Employment and Wages.

UNEMPLOYMENT

The New Mexico Department of Workforce Solutions calculates unemployment data by county. Between 2010 and 2018, Otero County's unemployment rate decreased from 6.8% to 4.8%, a percentage decrease of 29.4%. Otero County was ranked 13th lowest in unemployment for all counties in 2018. Eddy County had the lowest unemployment in New Mexico at 3.2%.

TABLE 3.5 COUNTY UNEMPLOYMENT RATES

County & 2018 Rank	Dec. 2010	Dec. 2018	% Change
OTERO COUNTY (13)	6.8%	4.8%	-29.4%
Doña Ana County (24)	7.2%	5.7%	-20.8%
Sierra County (30)	9.3%	7.1%	-23.7%
Lincoln County (17)	6.9%	5.0%	-31.8%
Chaves County (10)	7.1%	4.6%	-27.5%
Eddy County (1)	5.5%	3.2%	-41.8%
New Mexico	7.3%	4.8%	-34.2%

Source: New Mexico Department of Workforce Solutions. Data not seasonally adjusted.

MEDIAN HOUSEHOLD INCOME

In 2017, the median household income in Alamogordo was \$45,531, which was less than the state as a whole, but greater than Otero County. However, between 2000 and 2017, the median household income for Alamogordo increased by 47.4%, a larger increase than both the state and Otero County. This is a positive trend for Alamogordo.

TABLE 3.6: MEDIAN HOUSEHOLD INCOME

Area	2000	2017	% Change 2000 - 17
ALAMOGORDO	\$30,898	\$45,531	47.4%
Otero County	\$30,861	\$43,533	41.1%
New Mexico	\$34,133	\$46,718	36.9%

Source: U.S. Census Bureau, 2000 and 2017.



TAXABLE GROSS RECEIPTS REVENUE

Taxable gross receipts revenue was steadily increasing until 2016, when it dropped by nearly 29% from the previous year. Generally, taxable gross receipts revenue has been around \$500,000,000 per year since 2012 (see Figure 3.3). Revenue for the first two quarters of 2017 indicates that the City will exceed 2016 revenues. Successful economic development initiatives can encourage spending thereby increasing taxable gross receipts revenue.

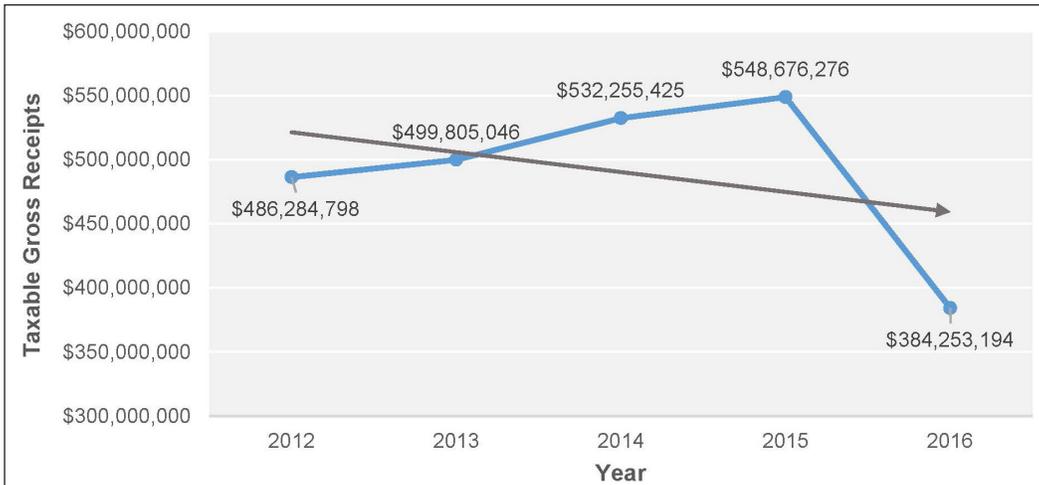
LODGERS' TAX RECEIPTS

Local hotels and lodging facilities benefit from the City's proximity to tourist attractions and visitors to employees and families of military installations. Attracting out of town visitors is vital because the

money they spend is coming from outside the local economy, thus growing the City's economic pie. Lodgers' tax is imposed on persons using commercial lodging accommodations and provides revenue for tourism-related facilities and advertising. Measuring lodgers' tax is an important way to track overnight visits in Alamogordo.

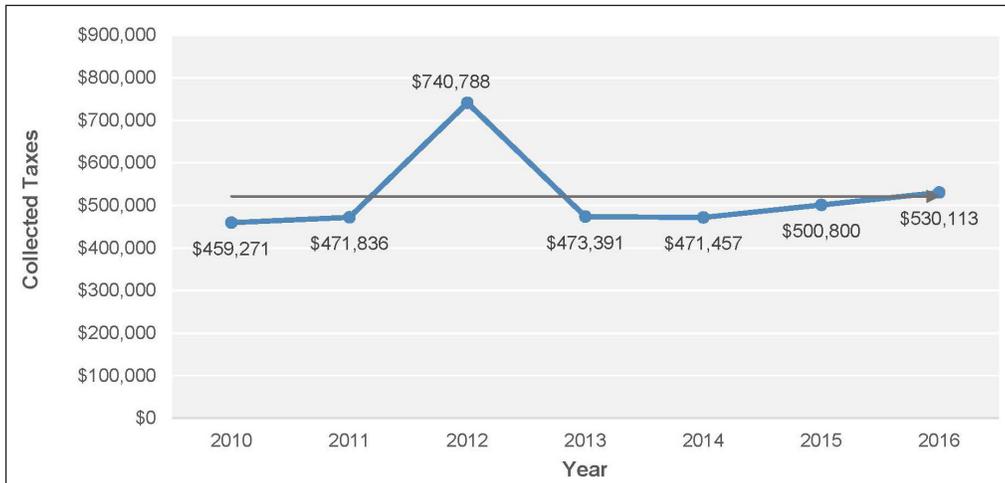
Lodgers' tax revenues have remained steady from 2010-2016, with the exception of 2012, which saw a large increase of nearly \$300,000 (see Figure 3.4). Compared to comparable municipalities in New Mexico, Alamogordo is collecting less taxes from lodging. Attracting more lodging facilities and patrons is an area where the City could grow and derive more revenue, especially in Downtown.

FIGURE 3.3: ALAMOGORDO TAXABLE GROSS RECEIPTS, 2012-2016



Source: New Mexico Taxation and Revenue Department.

FIGURE 3.4: ALAMOGORDO LODGERS' TAX RECEIPTS 2010-2016



Source: New Mexico Department of Finance and Administration-Local Government Division.



NET TAXABLE PROPERTY VALUES

Property values are another strong economic indicator of how well the community is doing. Between 2012 and 2017, the City of Alamogordo experienced steady increases in residential net taxable value with an average annual growth rate of 2.4% (see Figure 3.5). Non-residential values dipped slightly between 2013-2014, but between 2014 and 2017, showed an annual growth rate of 1.8%.

3.4 MARKET TRENDS

RETAIL OPPORTUNITY GAP ANALYSIS

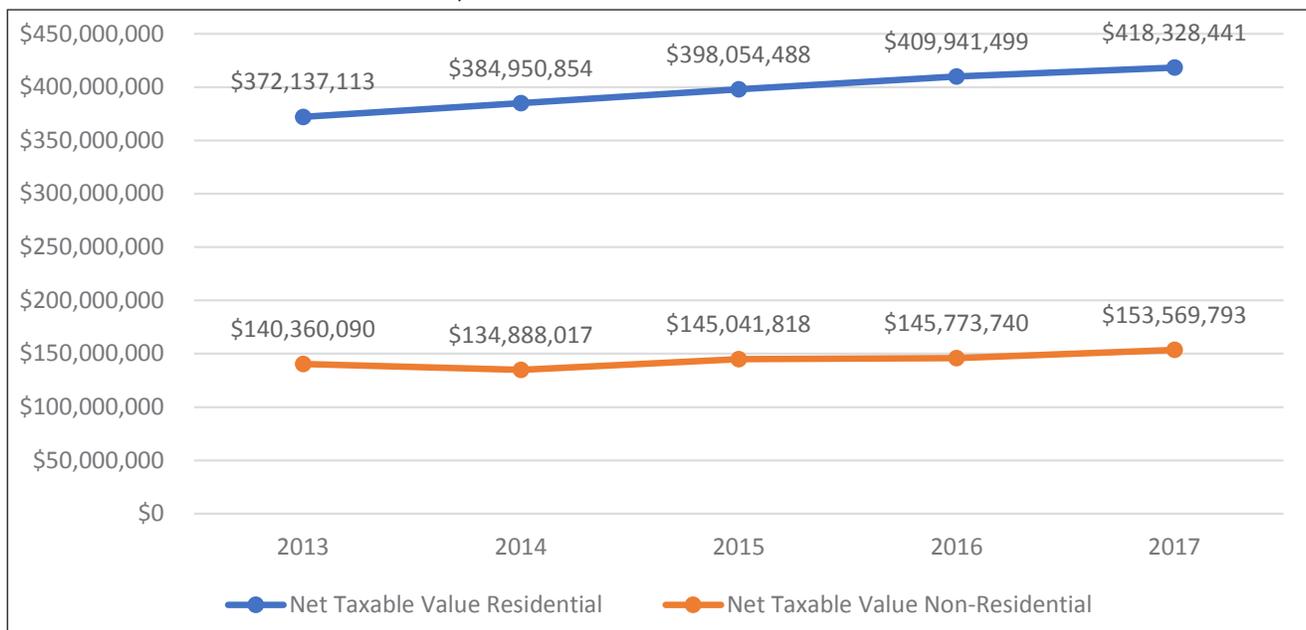
An important component in understanding the current retail condition is the analysis of the demand and supply for retail sales in the Alamogordo Downtown MRA District. This analysis helps to identify strengths and weaknesses within the Alamogordo market area and can be useful in guiding future initiatives for business recruitment, expansion, and retention efforts.

ESRI Business Analyst software was used to analyze the Downtown MRA’s retail market potential. This software provides analysis in current dollars. Retail sales are categorized according to the North American Industrial Classification System (NAICS), which is based upon how businesses report their gross receipts.

The demand data is derived from the Consumer Expenditure Survey and fielded by the U.S. Bureau of Labor Statistics. It represents consumer expenditures. The supply data is derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau. It represents the retail sales that occurred in the geographic area. When the demand is greater than the supply, there is an opportunity gap (leakage), which means that local households are spending money outside of the geographic area. Conversely, when the demand is less than the supply, there is an opportunity surplus, meaning that local retailers are attracting sales from residents that live in other geographic areas.

It should be noted that the data is potentially skewed by several factors. White Sands Boulevard is a major corridor serving highway commercial and industrial users that have little relationship to the core Downtown area. Additionally, Lowe’s Market, located just outside the Downtown MRA District boundary at 675 E. 10th Street, is likely included in the data in Table 3.7 because the Downtown MRA does not have a grocery store within its boundaries and yet a large surplus is shown in the Food and Beverage Stores category, which includes grocery stores.

FIGURE 3.5: NET TAXABLE PROPERTY VALUES, 2013-2017



Source: New Mexico Department of Finance and Administration.



TABLE 3.7: RETAIL MARKET POWER OPPORTUNITY GAP, 2017

NAICS Category	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap/ Surplus
Motor Vehicle & Parts Dealers - 441	\$104,798	\$2,061,170	\$1,956,372
Furniture & Home Furnishings Stores - 442	\$12,983	\$1,575,575	\$1,562,592
Electronics & Appliances Stores - 443	\$10,586	\$2,264,344	\$2,253,758
Building Material, Garden Equipment Stores - 444	\$30,298	\$943,578	\$913,280
Food & Beverage Stores - 445	\$74,630	\$19,169,610	\$19,094,980
Health & Personal Care Stores - 446	\$28,930	\$4,878,967	\$4,850,037
Gasoline Stations - 447	\$58,139	\$1,997,890	\$1,939,751
Clothing & Clothing Accessories Stores - 448	\$15,752	\$461,939	\$446,187
Sporting Goods, Hobby, Book, Music Stores - 451	\$11,844	\$0	-\$11,844
General Merchandise Stores - 452	\$94,655	\$0	-\$94,655
Miscellaneous Store Retailers - 453	\$16,302	\$1,654,582	\$1,638,280
Non-Store Retailers - 454	\$7,199	\$0	-\$7,199
Foodservice & Drinking Places - 722	\$45,452	\$1,475,215	\$1,429,763
Total Retail Sales & Eating, Drinking Places	\$511,568	\$36,482,870	\$35,971,302

Source: ESRI Business Analyst, 2017.

As shown in Table 3.7, the Downtown MRA District experienced an overall surplus in 2017. The area's total retail demand (consumer expenditures) was \$511,568 and the total supply (retail sales) was \$36,482,870 creating a retail surplus of \$35,971,302. With the exception of Sporting Goods, Hobby, Book, Music Stores; General Merchandise Stores; and Non-Store Retailers, all other categories show a retail surplus. Recruitment efforts for Downtown Alamogordo should focus on additional general merchandise, boutique retail, and restaurants.

REAL ESTATE MARKET

Housing market data was collected from realtor.com, which pulls listings from the Multiple Listing Service and is known as the most accurate source for this data. In June 2018, there were 620 listings in Alamogordo. The median listing price was \$179,000. The average days on the market was 116. According to a residential realtor in Alamogordo, the average price per square foot is \$113. The majority of homes for sale typically have three bedrooms, two bathrooms, and a two-car garage.

There are about 12 commercial real estate properties for sale within the Downtown MRA District. Typical costs per square footage for

commercial real estate in the Downtown area have a wide range based on two factors. One factor is whether or not the property has off-street parking. The second factor is the condition of the building, which ranges from excellent to demolition-ready. Commercial real estate properties are slow to sell in Downtown Alamogordo, averaging ten months on the market.

Observations from two realtors familiar with Alamogordo's real estate market include the following:

- New residents are moving to Alamogordo looking for a family home because they are stationed at Holloman AFB.
- New residents are looking for a place to retire and downsize that is affordable.
- Approximately 65% of new residents rent and 35% purchase homes.
- Downtown Alamogordo has several high-visibility commercial properties, but most properties on New York Avenue have low visibility and are not as sought after.
- The average shop owner is older and should be more diverse, because redevelopment efforts in Downtown would benefit from a range of opinions and experience.
- The most valuable commercial property in Alamogordo is south White Sands Boulevard.



LIQUOR LICENSES

A popular topic that surfaces in discussions of revitalization efforts and market trends in New Mexico cities and towns is the state's liquor license practices. Some lawmakers say New Mexico's complex system of liquor licenses limits the supply of certain kinds of licenses and these circumstances have negative impacts on revitalization efforts. This issue exists in Alamogordo as national restaurants, who can afford the more expensive full liquor licenses, put pressure on local restaurants that might not have the money to buy a competing license.

Making the system more flexible and offering incentives are two ways in which state legislation can make it easier for people to do business and meet customer demand. About \$125,000 in state funding helped renovate a building for Truth or Consequences Brewing Co. under the Local Economic Development Act. This investment has had a positive catalytic effect in Downtown Truth or Consequences. The new brewery is so successful that other businesses stay open later to take advantage of the extra traffic, and the establishment has emerged as a venue for live music.

Alamogordo is in a position to advocate for and support change in this area. Local breweries, and similar type manufacturing companies (i.e. small wine growers and distilleries), have proven to be a market trend that is not short-lived and that have the power to transform a neighborhood or downtown.

GOVERNMENT EMPLOYMENT

The City of Alamogordo's economy is highly dependent on federal, state, and local government spending. Through government-run entities, such as the U.S. Department of Defense, U.S. Forest Service, and Alamogordo Public School District, these employers form the backbone of Alamogordo's economy by providing jobs, retail spending, and tax revenue to the City.

Holloman AFB

The economic and cultural impact of Holloman AFB on Alamogordo and the surrounding area is massive. Holloman AFB is the largest single employer in the area, with an estimated contribution to the economy of \$505,000,000 through payroll, job creation, and contract expenditures.

As of December 2018, there were approximately 4,400 military personnel stationed at Holloman AFB, 2,100 civilian personnel, 5,500 dependents, and 9,000 retirees who are serviced by Holloman AFB. The German Air Force recently ended its contract with Holloman AFB, representing a loss of nearly 600-800 personnel. However, Holloman AFB recently added two F-16 units, representing an increase of 200-400 employees, and had a mission change converting aircraft maintenance to contract employees, resulting in 600 additional employees. Increasing the number of civilian employees and their dependents represents an increase in spending and tax dollars for the City.

Federal Government Employment

Alamogordo and Otero County have high percentages of civilian workers employed by the federal government. The federal government employs 1,969 (25.8%) of the civilian workforce employed full time, far higher than the statewide percentage of 7.5%. Additionally, federal government employees are among the highest wage earners in the City, as shown in Table 4.7. The median earnings for federal employees is \$53,534, surpassing all others. Women's earnings in nearly every class of worker, are below the national average wage by nearly 20%, including federal government workers. The primary federal government employers are Holloman AFB, White Sands Missile Range, and White Sands National Monument.

TABLE 3.8: CLASS OF WORKER BY SEX and MEDIAN EARNINGS

Class of Worker	Median Earnings	Women's earnings as % of males
Full time, year-round civilian employed population 16 yrs and over with earnings	\$35,292	61.7%
Private for-profit wage and salary workers	\$27,008	60.6%
Employee of private company workers	\$26,629	60.9%
Self-employed in own incorporated business workers	\$51,667	-
Private not-for-profit wage and salary workers	\$26,467	119.2%
Local Government workers	\$34,341	97.3%
State Government workers	\$36,800	65.9%
Federal Government workers	\$53,534	66.9%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates.



3.5 TOURISM TOURISM

Tourism is one of the strongest and most consistent economic sectors in New Mexico. All jobs related to tourism are economic base jobs because the money being used to pay for these jobs comes from outside the local economy.

The tourism economic sector can provide great economic opportunities for small cities. It can be tapped through two important means; visitor-driven and destination. Both types of tourism can provide economic growth for cities because they pull in money from outside of the local community, thus growing the City's economy. Visitor-driven tourism comes from regional and local attractions or events that promote direct spending at lodging and food establishments in the City. Destination tourism comes from local food, gas, and lodging establishments, which pull in drivers from US 54.

The New Mexico True Campaign does an excellent job of highlighting tourism destinations in the Tularosa Basin region through the use of billboards and commercials. This successful campaign has and will continue to draw people to the area.

With Alamogordo's location along a major highway, and near one of the New Mexico's most visited tourist locations, tourism-focused businesses can capitalize on drivers passing through. With shrewd tourism marketing, drivers will be attracted to stay and spend dollars in Alamogordo.

Alameda Park Zoo

The Alameda Park Zoo provides an aesthetically pleasing naturalistic environment, which promotes education in the environmental fields of study, conservation of local and global environments, recreation, and biological research. With 265 animals, it attracts over 60,000 annual visitors. The intended concept is to instill through audio, visual, and tactical means, a unity of non-human and human relationships. Through professional cooperation, the Alameda Park Zoo provides the public with high standards of environmental education. This educational process takes place in an atmosphere that promotes environmental recreation and education.



Alameda Park Zoo.

Flickinger Center for Performing Arts

The Flickinger Center for Performing Arts is a large performance space and is a tremendous cultural asset and important anchor for the Downtown MRA District. Its Premier Season brings professional performers from all over the world to Alamogordo. It also serves as a place to showcase local talent, educate children, and support many other community organizations. Additionally, the Academy of Ballet and Alamogordo Music Theatre utilize the theater for their productions.



Flickinger Center for Performing Arts.

In 1988, Alamogordo resident Margaret Flickinger bought the Sierra Theater, which was a 1950s-style movie theater. Margaret donated the theater to the Alamogordo Civic Auditorium, Inc., a non-profit organization. The theater and the organization were renamed Flickinger Center for Performing Arts. The inaugural performance at the theater was in December 1988 by the New Mexico Symphony Orchestra.

The building has undergone several major renovations. Between 1990 and 1991, the



Flickinger Center for Performing Arts organization ran a capital campaign that raised \$1 million, until then the largest fund-raising campaign ever held in Alamogordo. The movie theater was converted into a live theater by creating a 40-foot by 32-foot stage and adding an orchestra pit, dressing rooms, a wardrobe and orchestra room, and additional lighting. A second round of renovation was performed in 2007, after securing capital outlay grants of \$1 million from the State of New Mexico. This renovation provided additional restrooms, a new sound booth, a handicapped-seating area, and an ADA-compliant ramp.

In 2017, Alamogordo MainStreet assisted the Flickinger Center for Performing Arts in receiving over \$113,000 in LEDA funds to procure a new, professional, and modern theater-quality movie screen, digital projector, and complete theater sound-system.

Toy Train Depot

The Toy Train Depot (Museum) is located within the Downtown MRA District at 1991 N. White Sands Boulevard. It is dedicated to preserving the history of railroading, particularly in the local area, and displays include full-scale equipment and models of all gauges. The Toy Train Depot is also home to America’s Park Ride Train Museum, which runs the Alamogordo/Alameda Park Narrow Gauge Railway, a working 16-gauge track rail line that visitors can ride for a nominal fee. Hours of operation are Wednesday through Sunday, from noon to 5:00 p.m.



Toy Train Depot Museum.

Tularosa Basin Museum of History

The Tularosa Basin Museum of History is located in a new location at 1004 N. White Sands Boulevard in a WPA building that was built in 1938 in what is now the Downtown MRA District. The Museum celebrates the history of the Tularosa Basin and Otero County and holds a collection of photographs,

documents, and relics. Hours of operation are Monday through Saturday, from 10:00 a.m. to 4:00 p.m. The Museum is managed by a Board of Directors.



Tularosa Basin Museum of History.

White Sands Missile Range

White Sands Missile Range is located to the northwest of Alamogordo. This U.S. Army military testing area is home to the Trinity Site, the site of the first atomic bomb test. The area is currently used for military flight and launch testing. White Sands Missile Range is open to visitors twice a year, on the first Saturday in April and October.



Missile Park at White Sands Missile Range.

White Sands National Monument

White Sands National Monument is located approximately 15 miles southwest of Alamogordo. It is one of the most unique natural wonders in the United States, encompassing 275 square miles of desert that attract visitors from across the world.

According to the National Park Service, White Sands National Monument is visited by over 500,000 people each year, the most visitors of any national park in New Mexico. In 2017, 612,468 visitors spent \$31,709,200 in communities near the Monument, including Alamogordo. That spending supported 450 jobs in the local area and had a cumulative benefit to the local economy of \$35,729,700. White Sands National Monument is also a popular location for the film industry.



White Sands National Monument.

The Visitor Center and seven adjacent buildings were officially designated as the White Sands National Monument Historic District in 1990. The structures are an excellent example of Spanish Pueblo-Revival architecture constructed during the years of the Great Depression. Built by the WPA (Works Progress Administration), construction began in 1936 and was completed in 1938.



Visitor Center at White Sands National Monument.

Lincoln National Forest

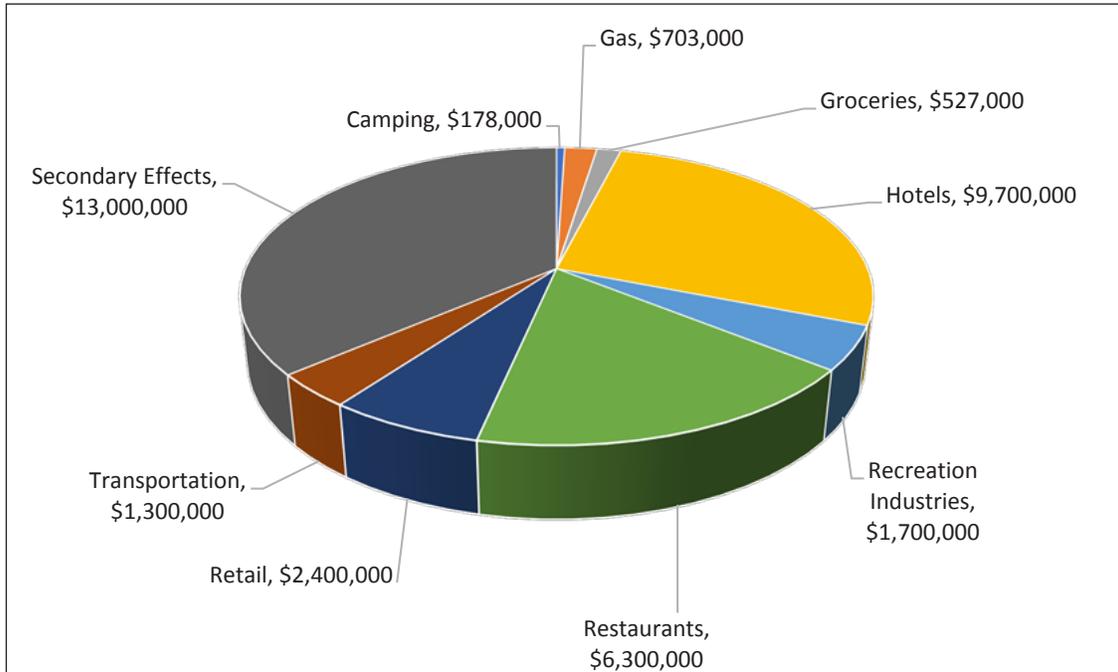
Lincoln National Forest is located northeast of Alamogordo. There are three major mountain ranges in the Lincoln National Forest, including Sacramento, Guadalupe and Capitan, that cover 1,103,441 acres in parts of four counties in southeastern New Mexico. Elevations range from 4,000 to 11,500 feet and pass through five different life zones from Chihuahuan desert to sub-alpine forest. Vegetation types are very diverse across the Forest and range from rare cacti in the lower elevations to Englemann spruce in the higher elevations.



Lincoln National Forest Trestle Recreation Area.

The Cloud-Climbing Trestle Trail is located in the Trestle Recreation Area in Cloudcroft. The mile long trail begins at a replica railway depot and follows the former Alamogordo and Sacramento Mountain Railroad, which leads to the restored Mexican Canyon Trestle.

FIGURE 3.6: IMPACT OF WHITE SANDS NATIONAL MONUMENT ON ECONOMIC OUTPUT



Source: 2017 National Parks Service Visitor Spending Effects Report .



Oliver Lee Memorial State Park

The Oliver Lee Memorial State Park, located just south of Alamogordo, is a popular campground, biking, and hiking destination. Set against the Sacramento Mountains, the Park features a historic ranch house, quiet camping in the Chihuahuan Desert, and pools of water set under the cottonwood trees of Dog Canyon. Elevation of the Oliver Lee Memorial State Park is 4,400 feet.

New Mexico Museum of Space History

The New Mexico Museum of Space History is dedicated to artifacts and displays related to space flight and the space age. The Museum highlights the role that New Mexico has had in the U.S. space program, and is one of 15 divisions administered by the New Mexico Department of Cultural Affairs. For Fiscal Year 2017, which started on July 1, 2016 and ended June 30, 2017, the Museum welcomed 102,089 visitors. The Museum is comprised of:

- Exhibitions ranging from Robert Goddard’s early rocket experiments near Roswell to a mock-up of the International Space Station;
- The International Space Hall of Fame, which commemorates the achievements of men and women who have furthered humanity’s exploration of space;
- The John P. Stapp Air & Space Park, which displays larger exhibits, such as the Apollo program’s Little Joe II rocket and the rocket sled that “Fastest Man Alive” Stapp rode to 632 mph;
- Daisy Track, which commemorates aeromedical and space-related tests that were crucial in developing components for NASA’s Project Mercury orbital flights and the Project Apollo moon landings;
- Clyde W. Tombaugh Education Center, home to the Museum’s education programs;
- New Horizons Dome Theater and Planetarium, named for the spacecraft that flew by Pluto in 2015, is the first dome theater in the world to feature the Spitz SciDome 4k Laser full-dome planetarium system;
- Astronaut Memorial Garden;
- Hubbard Space Science Research Building; and
- Museum Support Center.



New Mexico Space History Museum.

LOCAL EVENTS and ATTRACTIONS

Downtown Alamogordo events are largely organized and hosted by Alamogordo MainStreet, which has done an excellent job of bringing the community together for fun, family-oriented events. These events are held on New York Avenue and have become very popular with community members. The following is a list of Downtown and other City events and attractions:

Downtown Street Events

Alamogordo MainStreet brings vendors, artists, crafters, food, and music together in Alamogordo’s Downtown Retail District. Most businesses actively participate and stay open late for patrons and visitors. These themed events are held throughout the year.



Top: Downtown Nites event. Bottom: Dia de los Muertos Downtown Nites poster.



Atomic City Cosplay

This is a themed night in Downtown for comics, dystopia, steam punk, and future reality attempting to capture a wider audience. Vendors, food, live music, and entertainment are organized in the Downtown area.



Atomic City Cosplay was held in May 2018.

Olde Fashioned Christmas

New York Avenue shuts down to vehicular traffic and opens up for holiday strolling. Attendees can listen to the choirs, enjoy local dancers, sip hot cocoa and cider, and enjoy food from vendors. Events include Santa's Village, horse drawn trolley, an Ugly Christmas Sweater Contest, and Little Miss and Mister Christmas pageant. Shops stay open late for patrons.



Olde Fashioned Christmas event.

Shop It Up

Downtown businesses are not typically open long or late hours. This event encourages business owners to stay open late for patrons.



Red, White & Blue Brew and Music Fest

The City of Alamogordo and the Chamber of Commerce hosted the inaugural Red, White & Blue Brew and Music Fest on July 4, 2018. Lowes Signature Market was sponsored by Lowe's Signature Market. This event featured live music, beer, food, and fireworks at Hang Gliders Park.



Flickinger Premier Series

The Flickinger Center for Performing Arts features its Premier Series of world-class shows every year. As a proud host, it also serves as a home for the Academy of Ballet's Spring and Christmas shows, as well as a minimum of two shows annually by the Alamogordo Music Theatre.

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4 Downtown Vision



4.1 VISION and GOALS

Alamogordo MainStreet is working towards reestablishing Downtown Alamogordo as the core of the community through regularly scheduled events, facade improvements, and supporting existing and recruiting new businesses. Downtown provides much to work from and has "good bones" with its focus on New York Avenue, a relatively narrow and walkable street with strong cultural assets, such as the beautiful Flickinger Center for Performing Arts and the Historic Sands Theatre on the north leg and a more retail-oriented district on the south leg. Fun, family-oriented events are held on New York Avenue. State and County offices bring employees and activity into the area during the day. The challenge is to attract additional commercial retail businesses and restaurants to fill the vacant buildings, as well as provide incentives to new residential development on the edges of the Downtown core area. These efforts will help to maintain and expand the positive momentum created by Alamogordo MainStreet.

The following vision and goals capture the essence of what Downtown Alamogordo is striving to become in the future:

"Downtown Alamogordo is a thriving and fun, family-oriented destination where visitors and residents come to walk along New York Avenue, catch a live performance at the Flickinger Center for Performing Arts, shop with friends, and grab a meal or drink at one of the many locally-owned restaurants or cafes. Community events are regularly held on New York Avenue where artists, artisans, and musicians come to share their talents and kids' movies are shown at the new Alamogordo Plaza on 10th Street. The historic buildings have been restored to capture the unique culture and character of Alamogordo and are filled with new and eclectic retail and service businesses. New residential development has popped up around the edges of the Downtown core and are filled with residents who want to be close to the night life of Alamogordo".

Goal 1: Create a destination for both residents and visitors that offers a diverse mix of small, locally-owned retail businesses, sit down restaurants and cafes, and cultural events and attractions.

Goal 2: Encourage the restoration and preservation of Downtown buildings through redevelopment and adaptive reuse.

Goal 3: Improve the New York Avenue/10th Street intersection so that it is safe for drivers and pedestrians and encourages lower traffic speeds on 10th Street.

Goal 4: Enhance the pedestrian realm of Downtown through a coordinated program of street light fixtures, accessible sidewalks, benches, wayfinding signage, and public art.

Goal 5: Continue to host all-ages, community events that feature local musicians, artists, and craftspeople on New York Avenue and the new plaza along 10th Street.

Goal 6: Work with the City Commission and Planning and Zoning on allowing mixed use zoning within the commercial areas of Downtown through revisions to the City's Zoning Ordinance.

Goal 7: Encourage new residential development on the edges of the Downtown core.

Goal 8: Engage with and attract Alamogordo youth to Downtown through a multi-media marketing effort online and in schools.



4.2 REDEVELOPMENT SCENARIO

A range of ideas and concepts for the future vision of Downtown Alamogordo were generated during the two-day workshop held at the Flickinger Center for Performing Arts. The Redevelopment Scenario for the Downtown MRA District is a graphic record of the discussions and meetings held during the workshop, results from the public and Downtown business owner surveys, and best practices in land use planning and urban design. The Redevelopment Scenario provides the framework and guidance for the City of Alamogordo to pursue public/private partnerships towards the rehabilitation of vacant and underutilized buildings, development of vacant properties, and a coordinated approach for expending limited resources on street and infrastructure improvements. In order to achieve the community vision for Downtown Alamogordo, a list of support actions, mostly administrative, are also identified. The redevelopment projects, public investment projects, and support actions are described and illustrated in this chapter. Chapter 5: Implementation and Funding Sources contains the responsible entity for each project or action, potential funding source, and relative priority.

The Redevelopment Scenario places a strong focus on the 10th Street and New York Avenue intersection. As currently designed, the intersection is dangerous for drivers and pedestrians given the severe offset between the north and south legs of New York Avenue. 10th Street cuts through the center of Downtown Alamogordo, and as designed, prevents it from becoming a cohesive district. The City's focus should be to improve this intersection primarily as a public safety measure, and secondarily, to encourage a more connected Downtown district.

The Redevelopment Scenario identifies opportunity sites (a combination of catalytic redevelopment projects and public sector investments), gateways and wayfinding signage, and a redesign of the 10th Street and New York Avenue intersection. Directional sign locations are illustrated along 10th Street, New York Avenue, and White Sands Boulevard. Kiosks are located in the proposed plaza between the Tularosa Basin Museum of History and the commercial buildings to the east and at the southwest corner of 10th Street and New York Avenue.

The preferred land use show a concentration of commercial use within the core area east of White Sands Boulevard to the alley between New York Avenue and Delaware Avenue and between 8th Street and 12th Street. White Sands Boulevard, which is outside of the Downtown core, remains commercial, with the exception of the Alameda Park Zoo, Founder's Park, and the Tularosa Basin Museum of History. Mixed use is mostly located within the larger, 2-story buildings. Residential uses are located around the edges of the MRA District, mostly south of 8th Street and east of New York Avenue, and north of 12th Street along New York Avenue. Institutional uses are primarily along 10th Street, east of New York Avenue and contained within the Otero County Courthouse and the State Police building. Industrial use is limited to the area between the railroad tracks and Eddy Drive, and a small area at the northeast corner of Railroad Avenue and 6th Street.

4.3 REDEVELOPMENT PROJECTS

There is ample opportunity for redevelopment of existing vacant and underutilized buildings and properties within the Downtown MRA District. The Redevelopment Scenario identifies six redevelopment projects with a strong potential for encouraging public/private partnerships and catalyzing further investment in Downtown Alamogordo. These redevelopment projects are a mix of vacant buildings and properties within the core area of Downtown Alamogordo. Building conditions vary and may need significant investment to bring them up to a safe condition. The redevelopment properties are described later in this Chapter and include the following:

- Historic Sands Theatre on the southwest corner of New York Avenue and 11th Street
- El Camino Restaurant/Area on the southeast corner of White Sands Boulevard and 11th Street
- Avis Building on the southwest corner of 10th Street and New York Avenue
- Messer Building on the southeast corner of 10th Street and New York Avenue
- New brewery/tap room/restaurant at the vacant building and adjacent vacant lot on New York Avenue between 8th and 9th Streets
- Residential development on the vacant residential parcels on New York Avenue between 7th and 8th Streets

HISTORIC SANDS THEATRE

The Historic Sands Theatre (Opportunity Site #1) is located at 1017 New York Avenue on southwest corner of New York Avenue and 11th Street. It is located close to the Flickinger Center for Performing Arts. Although the Historic Sands Theatre is not listed on the historic registers, it is clearly an important historic structure in Downtown Alamogordo. The building was constructed in 1937 as the Sands Theatre and contained 456 seats. In the late 1990s, the Historic Sands Theatre got a "facelift" and the interior and exterior was restored to its Art Deco style. It was operated as a live performance venue and then in 2012, it became a religious broadcast studio. The Theatre then reopened in December 2013 screening family movies. It recently closed in 2018.

The building needs rehabilitation and recently became vacant. As such, this presents an excellent opportunity to expand and strengthen the arts and culture offerings within Downtown Alamogordo.



Opportunity Site #1 - commercial is the preferred use.

The photo-simulation below shows a refurbished marquee and neon sign, and facade improvements. Both the north and south facing walls of the building provide opportunities for public art murals that would enhance the streetscape and provide visual interest in the area. It is recommended that a full building assessment be completed to determine the extent of the rehabilitation needs.

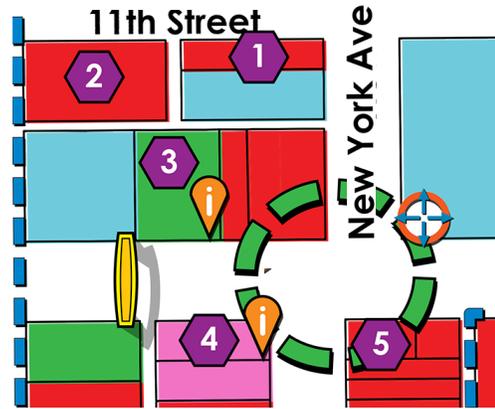


Photo-simulation of the Historic Sands Theatre with facade, signage, and marquee improvements.

EL CAMINO RESTAURANT/AREA

The El Camino restaurant and surrounding property is located at 1022 and 1010 N. White Sands Boulevard, just north of the Tularosa Basin Museum of History. The property consists of two small commercial buildings that sit at the edge of the public sidewalk fronting White Sands Boulevard and an associated parking area. Between the two buildings to the east is another commercial building whose back is visible from White Sands Boulevard. The El Camino restaurant is still open, but is owned by an elderly couple who may be interested in selling the building. The building at 1010 White Sands Boulevard is currently vacant and the building to the east is a auto shop. Taken as a whole, this property is blighted and in significant need of rehabilitation.

Due to its location and high visibility along White Sands Boulevard - essentially the front door to the Downtown core - this property is identified as Opportunity Site #2. The Redevelopment



Opportunity Site 2 - commercial is the preferred land use.

Scenario identifies the preferred land use as commercial. Keeping at least one of the buildings as a restaurant would provide the most benefit and ensure that restaurant use remains in the District. Improvements to the property would also fit within the goals of the City's White Sands Beautification Committee.



Left: Vacant building at 1010 White Sands Boulevard; Below: El Camino restaurant at 1022 White Sands Boulevard.





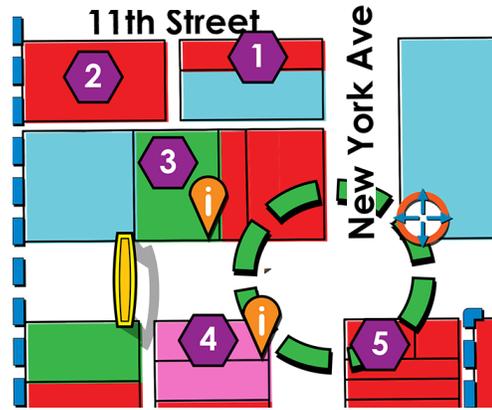
AVIS BUILDING

The iconic, two-story Avis Building is located on the southwest corner of 10th Street and New York Avenue. The Avis Building was constructed in 1903 and is characterized by its brick veneer, plaster finishes, and its distinguished Byzantine dome on the corner. Locals commonly call it the "Onion Building" because of its onion-shaped dome. It is a landmark structure at the center of Downtown Alamogordo, and as such, is identified as Opportunity Site #4.

The building is in significant need of rehabilitation and is only open by appointment at this time. Potential uses could include a mix of commercial retail, residential and/or hotel given the size of the building. The first floor would lend itself best to commercial use. The preferred land use for the Avis Building is mixed use.

MESSER BUILDING

The Messer building is located on the southeast corner of 10th Street and New York Avenue. It is currently vacant and privately owned. It is identified



Opportunity Sites 3 and 4 - commercial is the preferred land use for both buildings.

as Opportunity Site #5 due to its visibility, size, and strong potential for redevelopment as compared to other buildings within the Downtown core.

The building appears to be in relatively good condition and would potentially not require the level of investment that other buildings might incur. The building is identified for commercial use and would be an excellent location for a new sit-down restaurant or brewery/tap room.



Left and above right: Avis Building; below: Messer building.

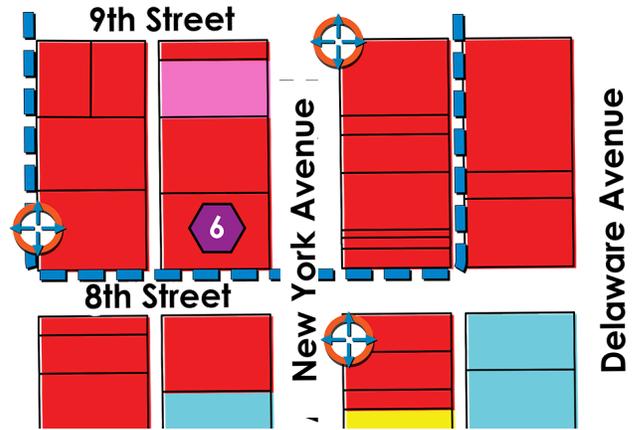


BREWERY/TAP ROOM/RESTAURANT

Opportunity Site #6 is located on the west side of New York Avenue between 8th and 9th Streets. The site is comprised of a large, mostly vacant building and a large vacant lot being used for parking. Rocket City Gaming recently moved into the adjacent, attached building to the north. The preferred use land use on these two parcels is commercial.

This site would be an excellent location for a new brewery/tap room/restaurant since it is large enough to accommodate brewing equipment, has large garage type doors facing onto the adjacent vacant lot, and is within the Downtown core area. A brewery/tap room/restaurant has great potential for activating and bringing more people into the Downtown area, and is a prime infill site as it has ample space for parking.

The concept below shows the building with new signage, metal awnings, and facade improvements. The garage doors on the south side of the building



Opportunity Site #5 - commercial is the preferred use.

have been converted into roll-up doors that face out to a patio for patrons of the brewery. The patio features a fabric shade structure and picnic benches surrounded by a short wrought iron fence. Plantings are shown around the perimeter of the patio. Further to the south of the patio is an improved parking area for patrons. The parking lot could also be used for food trucks as an alternative to the restaurant use.



Above: view of outdoor patio. Below: view of improved building facade, outdoor patio, landscaping, and parking area.

TOWNHOUSE SITE

Opportunity Site #7 is located on the east side of New York Avenue between 6th and 7th Streets. The site is comprised of three vacant residential lots, each approximately 50 feet in width, and are privately-owned. This would be an excellent location for new residential development due to its location, the need for new housing close to the Downtown core area, and the preferred land use being residential.

The concept below shows a layout of six townhouses laid out in pairs. Each pair of townhouses share one driveway off the alley that leads to a pair of 2-car garages. The garage building includes an accessory unit that could be used for living space, an extra bedroom, or an office. The townhouse units are 2-story and face New York Avenue. The units are set close to the street and connected to the public sidewalk along



Opportunity Site #6 - residential is the preferred land use.

New York Avenue via a 3-foot fence that runs along the front property line.

The concept shows interior, landscaped courtyards situated between the townhouse units and the garage buildings. A wrought iron fence is shown around the site perimeter.



Townhouse development with six units facing New York Avenue and an alley-loaded garage structure.

4.4 PUBLIC SECTOR PRIORITY INVESTMENTS

10TH STREET and NEW YORK AVENUE

The heart of the MainStreet District is New York Avenue, north and south of 10th Street. 10th Street is a major arterial with four travel lanes and on-street parking, which creates a large offset between the two legs of New York Avenue. As currently configured, this intersection is a major safety concern and a significant constraint and barrier to redevelopment. The turning movements, particularly left turns, present an unsafe condition for pedestrians and motorists alike. Addressing this condition is paramount to the ultimate success for redevelopment. As such, a redesign and construction of this intersection, and the approach on 10th Street east and west of New York Avenue between White Sands Boulevard and Delaware Avenue, should be a City priority.

Participants during the two-day workshop in March 2018 and the community surveys identified this intersection as needing to be improved to allow for slower moving traffic and safe crossing. Improving this area would also provide greater visibility and signal to visitors that they have indeed arrived in Downtown Alamogordo. Ideas for improving the intersection were presented at the workshop.



Aerial showing 10th Street from White Sands Boulevard to Delaware Avenue.

Two alternatives were developed for the 10th Street/New York Avenue area. A redesign of this intersection and approach areas on 10th Street would require the City to hire a transportation engineering consultant to determine the ultimate design. The project should include a public engagement process and identification of funding sources to complete the design and construction.

Alternative 1: Alternative 1 (see page 61) focuses on improving the 10th Street/New York Avenue intersection through curb extensions (bulb-outs) at all four corners of the intersection, a raised speed table with special paving, and enhanced pedestrian crossings. Curb extensions and enhanced pedestrian crossings are also provided at the 10th Street/Delaware Avenue intersection to shorten the distance that pedestrians have to walk across 10th Street. Landscaped medians are shown in 10th Street east and west of the intersection.

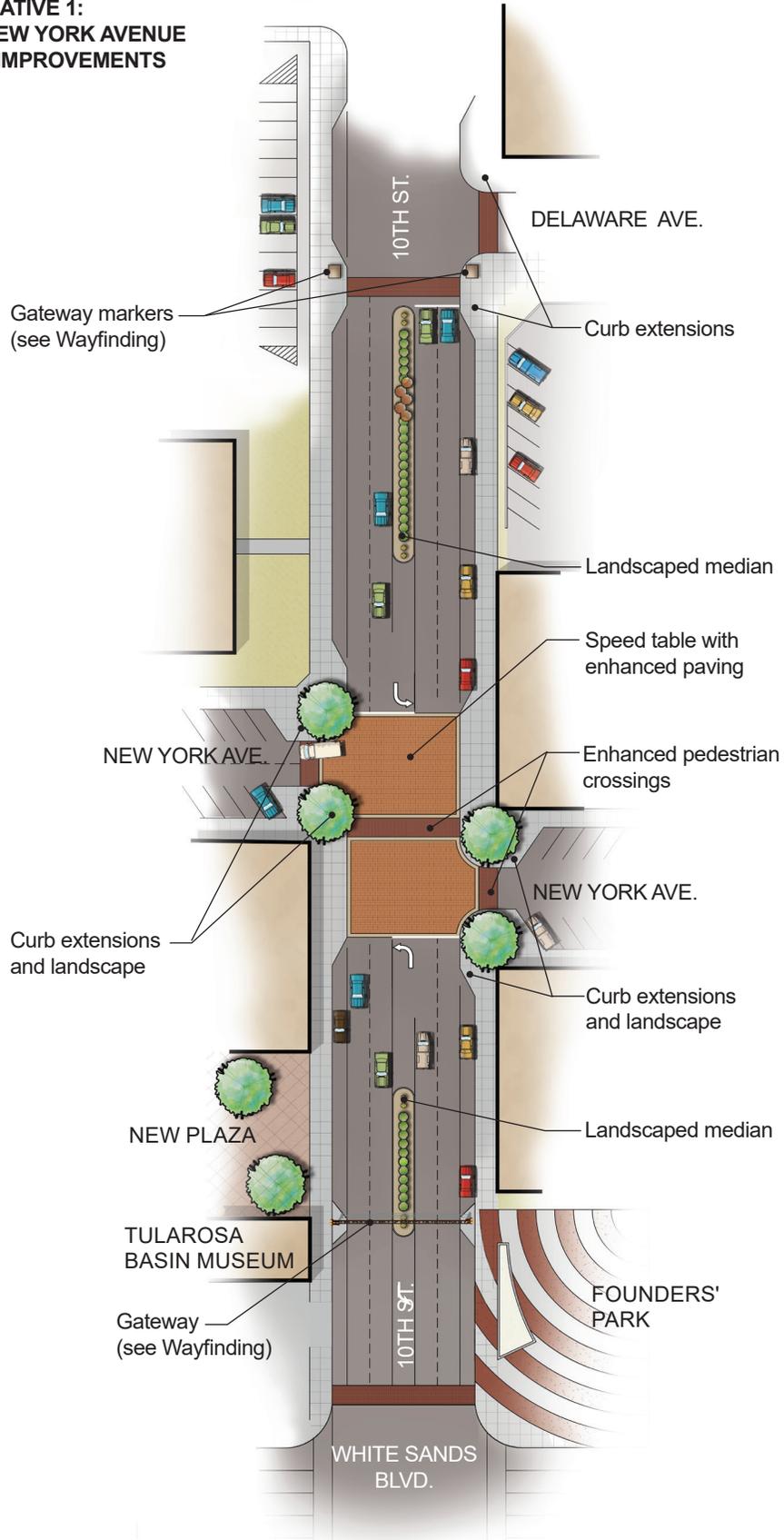
The intent of Alternative 1 is to slow traffic speeds through the intersection and provide for more safe pedestrian crossings. The majority of the existing sidewalks would stay in place and would only be modified at the two intersections. The curb extensions provide safer and better physical demarcation of the on-street parking areas.

Alternative 2: Alternative 2 (see page 62) also focuses on improvements to the 10th Street/New York Avenue intersection, but takes a more aggressive approach to increasing pedestrian and motorist safety than Alternative 1. The concept shows an oblong-shaped roundabout that will significantly slow travel speeds and allow for safer turning movements. The 10th Street road section narrows from 4 lanes to 2 lanes between the two approaches east and west of the 10th Street/New York Avenue intersection. The narrowed road section includes on-street parking. To the east, the 10th Street road section narrows just west of Delaware Avenue to one lane in each direction. To the west, the road section narrows at the approach to the intersection with New York Avenue to one lane in each direction. Landscaped medians within the "oblong-about" and to the east and west are provided. This configuration eliminates the need for a traffic signal while providing a significantly safer intersection.



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

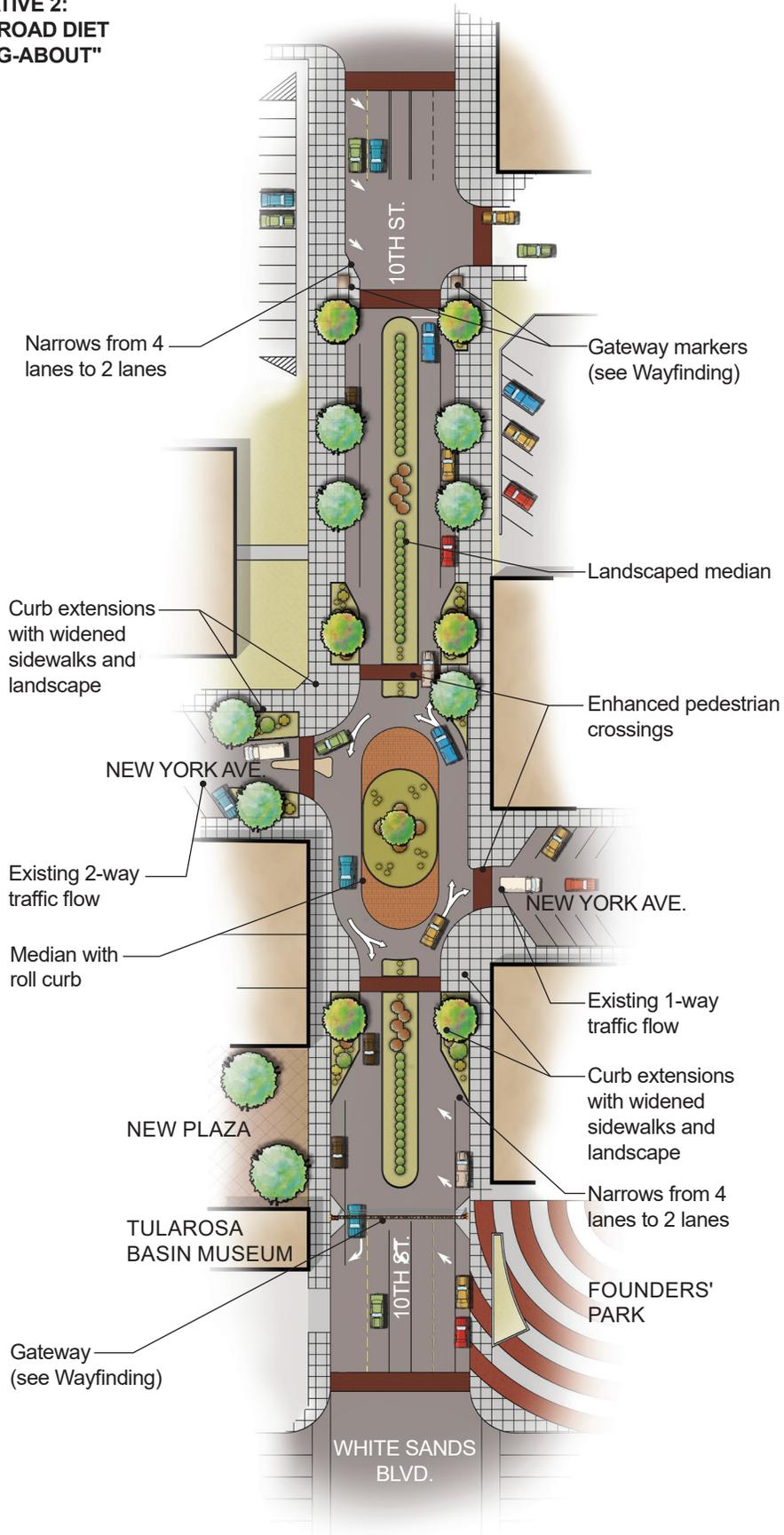
ALTERNATIVE 1: 10TH STREET & NEW YORK AVENUE INTERSECTION IMPROVEMENTS





CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

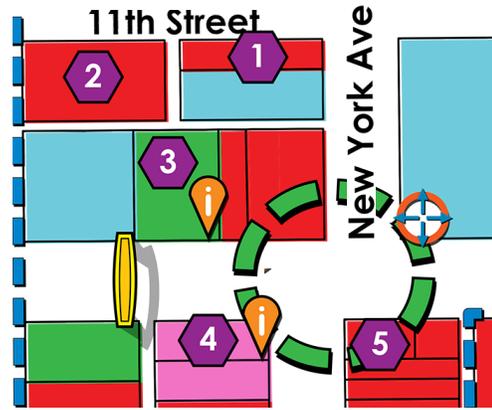
ALTERNATIVE 2: 10th STREET ROAD DIET and "OBLONG-ABOUT"



PUBLIC PLAZA

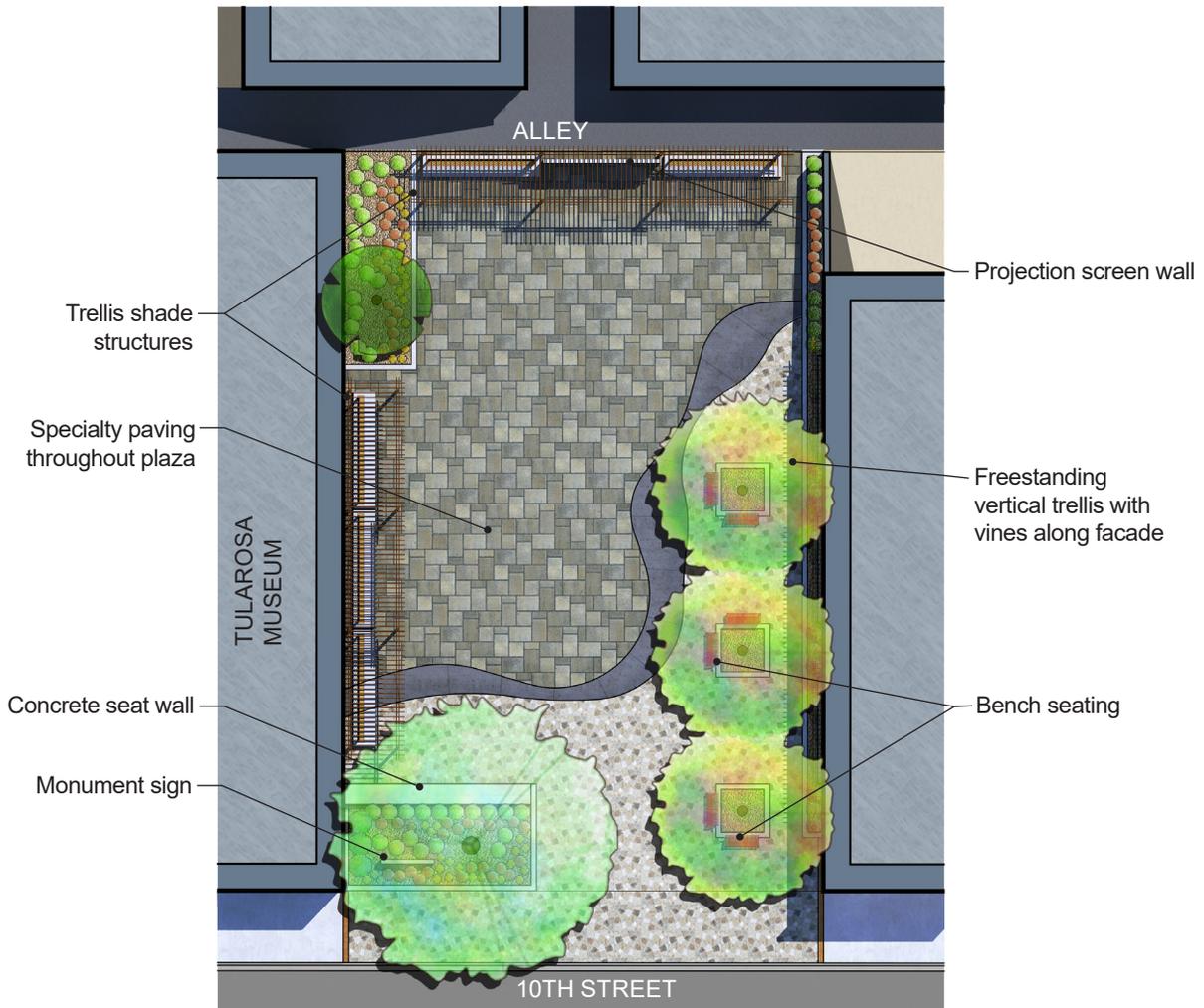
Opportunity Site #3, the vacant property facing 10th Street between the Tularosa Basin Museum of History and retail buildings, is currently privately-owned. However, the property owner is interested in trading this property for a City-owned property located outside of Downtown. There is currently a lack of dedicated outdoor gathering spaces within the Downtown MRA District. Most events take place within the New York Avenue right-of-way. As such, developing this property as a visible, multi-functional, outdoor gathering space is a high priority for Downtown Alamogordo.

The concept shown below and on the next page is designed to accommodate a variety of family-friendly, outdoor events. A monument sign facing 10th Street and a colorful wall mural provides recognition of Downtown Alamogordo. Trellises are provided along the east, west, and north edges of

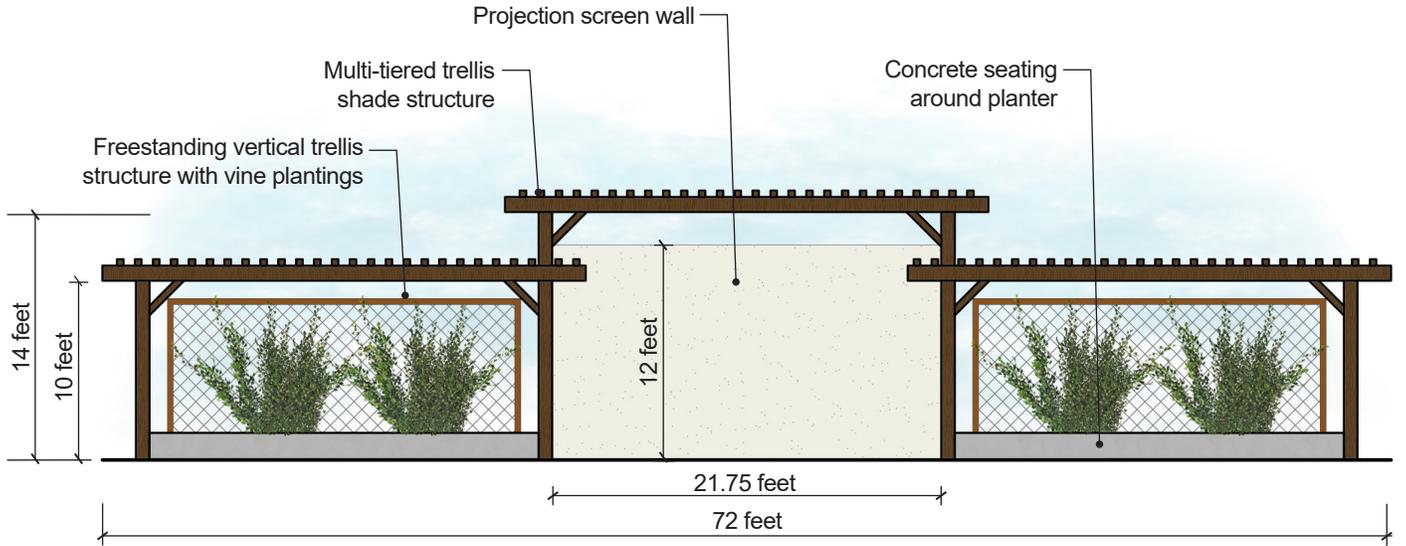


Opportunity Site #2 - plaza/park is the preferred land use.

the space to frame the space and provide shade. Large deciduous trees are located along the east side to provide shade to the benches underneath. A key feature of this concept is the wall at the north edge of the plaza that can be used as a screen for showing outdoor movies.



Proposed new plaza at 10th Street - Plan View.



Trellis shade structure elevation.



Perspective of plaza during the day.



Perspective of plaza at night with movie being shown.

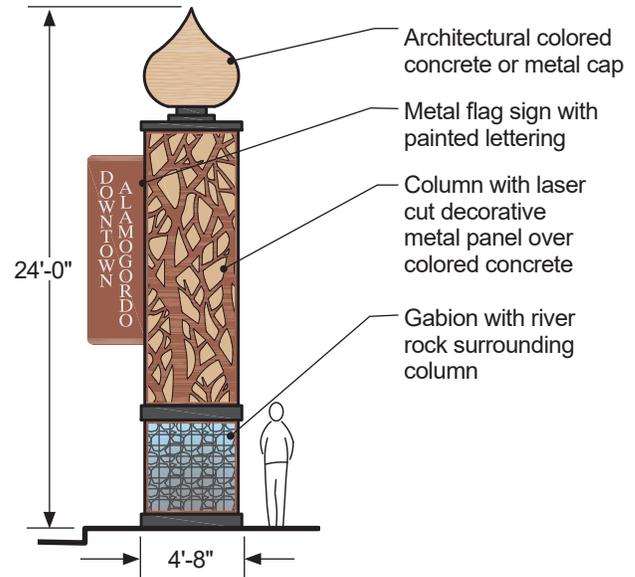
WAYFINDING PROGRAM

Providing recognition of the Downtown District and clear wayfinding is an important element of the redevelopment approach for Downtown Alamogordo. Alamogordo experiences a significant amount of travelers driving along White Sands Boulevard that have little idea that Downtown is just a block away. Even when turning east from White Sands Boulevard onto 10th Street, it is easy to miss that New York Avenue is the heart of Downtown Alamogordo. Wayfinding would give better recognition to the area and support the economic revival of the District. Components of the wayfinding program - gateways, directional signs, and kiosks - should be coordinated in style, color, material, and font.

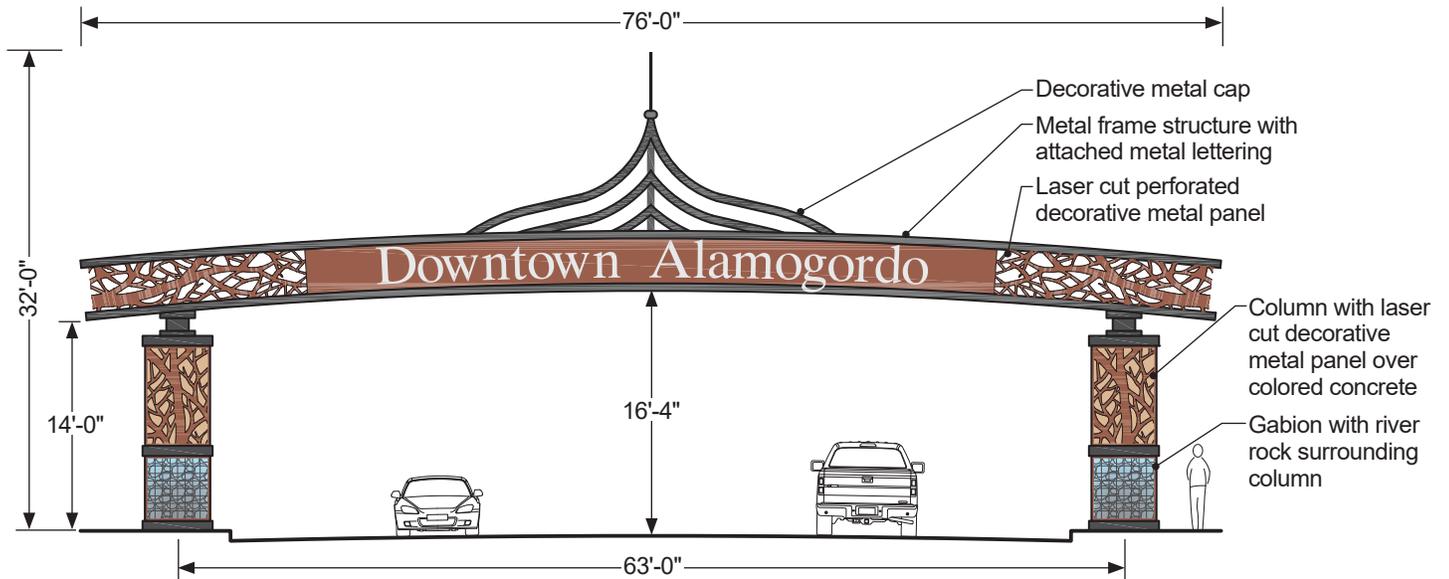
- **Gateways:** A gateway that spans 10th Street, east of White Sands Boulevard, marks the west entry to the Downtown core. Two markers (obelisks) mark the east entry to the Downtown core on the north and south sides of 10th Street. The gateways are intended to signal to visitors that they are entering a special area of Alamogordo. They are envisioned to be part of the street improvements to 10th Street and New York Avenue. The gateway concepts draw upon historic imagery from Alamogordo, but with modern materials and design aesthetic.



Alameda Park Adirondack-style entry gate, built by E.M. Abbott, c. November 1, 1908. Photographer: Jim Alexander.

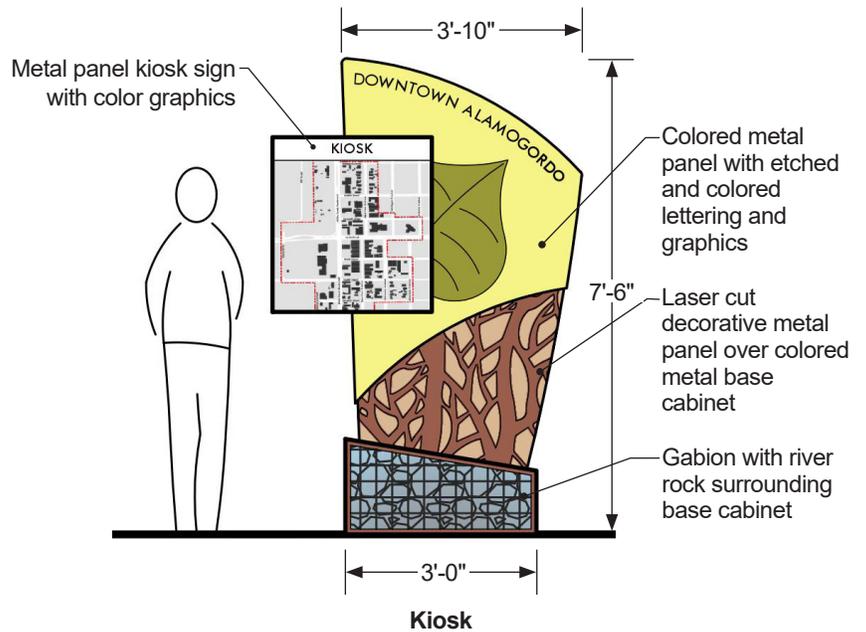
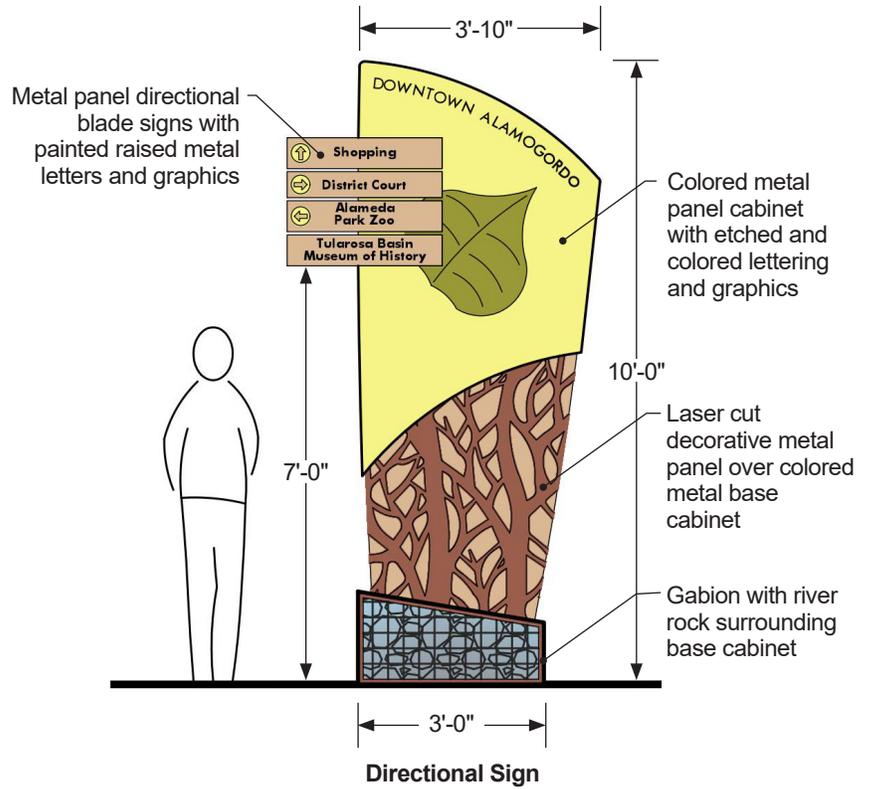


Gateway marker (obelisk) @ east end of the Downtown Core



Gateway @ west end of the Downtown Core

- Directional Sign:** Directional signs are intended to highlight destinations, such as the Tularosa Basin Museum of History, Flickinger Center for Performing Arts, Historic Sands Theatre, Alameda Park Zoo, public plaza on 10th Street, shops, and restaurants. The concept for the directional sign is intended to complement the gateways by using the same font and colors, and similar materials. Clearance for the directional signs should be a minimum of 7 feet in height.
- Kiosk:** Kiosks provide an opportunity to let visitors know what Downtown Alamogordo and the surrounding area has to offer. Kiosks are intended to be placed in public gathering areas, such as the proposed public plaza on 10th Street and the southwest corner of 10th Street and New York Avenue. The kiosks should provide a map of Downtown and other visitor attractions located close by. Like the directional signs, the kiosks are intended to be complementary to the gateways by using the same font and colors, and similar materials. The concept shows a maximum height of 7 feet, 6 inches.





- **Landmark:** Although not a traditional element of a wayfinding program, landmarks are an effective way of establishing and recognizing a location or destination. The old water tower at the west end of 10th Street functions as a landmark for the community and communicates that you are close to the Downtown core at 10th Street. The water tower was historically used in association with the rail station that was removed some years ago. The concept below shows a the water tower with a painted surface and LED lighting for the Alamogordo sign area changes colors in a programmed sequence.

The City of Alamogordo and Alamogordo MainStreet will need to work with the owner (Union Pacific railroad) on an agreement to make improvements to this structure.



Photosimulation of the refurbished water tower landmark (with LED lighting) at the west end of 10th Street.

REPLACEMENT/INSTALLATION of SIDEWALKS, ADA RAMPS, & STREETS

Replacement or installation of sidewalks and ADA ramps are a critical component for improving the Downtown MRA District to make it a walkable shopping and entertainment district. Addressing sidewalk and street conditions is the responsibility of the City of Alamogordo. As described in Chapter 2: Asset Inventory, most of the sidewalks within the Downtown MRA District are in good to fair condition. However, there are a significant number of missing sidewalks, particularly south of 8th Street, and ADA ramps throughout the MRA District are either not built to standard or are missing altogether (see *Existing Sidewalk Conditions map, page 27 and Appendix A for more detail on existing sidewalk conditions*).

Chapter 2: Asset Inventory also describes street conditions within the Downtown MRA District. With the exception of White Sands Boulevard, 10th Street, and 11th Street, the streets are currently in fair condition, which means they will need to be improved as they deteriorate over time. Poor street conditions are found on 6th Street, 8th Street west of White Sands Boulevard, 13th Street, Eddy Drive, and a portion of Railroad Avenue.

A project currently underway by the City is the installation of a walking trail along Alameda Park Zoo and White Sands Boulevard. This trail will increase walkability and pedestrian safety in the area.



A planned walking trail will be installed along the east edge of Alameda Park Zoo adjacent to White Sands Boulevard.

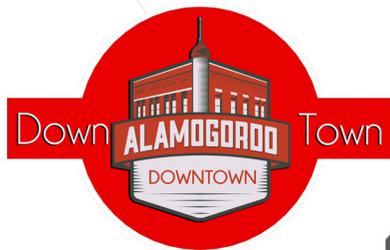


STREET FURNITURE & LIGHTING

One of the key components of making a Downtown area more pedestrian oriented is having a coordinated program of street furniture, including benches, light fixtures, and trash receptacles. Although Downtown Alamogordo has some of these elements, such as benches and special light fixtures, both have been cited by community participants as being in need of improvement. For instance, the benches that are found along New York Avenue are very ornate, heavy, and uncomfortable to sit on. Many are oriented to face the buildings instead of towards the street. The MRA Steering Committee identified a preference towards a more modern design aesthetic for benches, light fixtures, and trash receptacles (see below).



Existing benches on New York Avenue are uncomfortable and most of them face the buildings.



Coordinated program of benches, trash receptacles, and light fixtures that incorporate branding and a modern design aesthetic.



4.5 SUPPORT ACTIONS FACADE IMPROVEMENTS

Making facade improvements to buildings is a cost effective action that would have a significant impact on how Downtown Alamogordo is perceived by residents and visitors. Respondents to the community surveys cited the poor condition of the buildings within Downtown Alamogordo as a major concern. Even simple changes, such as the removal of non-historic materials, repairing windows and doors, replacing or installing awnings, painting, and other minor cosmetic repairs, provides a signal to other building owners that they too should improve their buildings. This can be a fun community event that involves volunteers and engaging with local contractors and building supply companies for donations of time and materials.

Alamogordo MainStreet, in partnership with the New Mexico Resiliency Alliance, McCune Charitable Foundation, Overstreet & Associates Atty, Sherwin Williams Alamogordo, Lowe's Home Improvement, J&K Construction, AC Print & Design, LLC, and New Mexico MainStreet,



Volunteers working on the Mission Billiards facade. Photo by Cam Wilde.

sponsored a facade improvement project to Mission Billiards and the two adjacent vacant buildings on the north side of 10th Street, just west of New York Avenue in November 2017. Alamogordo MainStreet should continue this effort with other building owners in the Downtown district.



Photosimulation of facade and streetscape improvements (i.e., benches, light fixtures, trash receptacles) on the buildings at the northwest corner of 9th Street and Delaware Avenue.

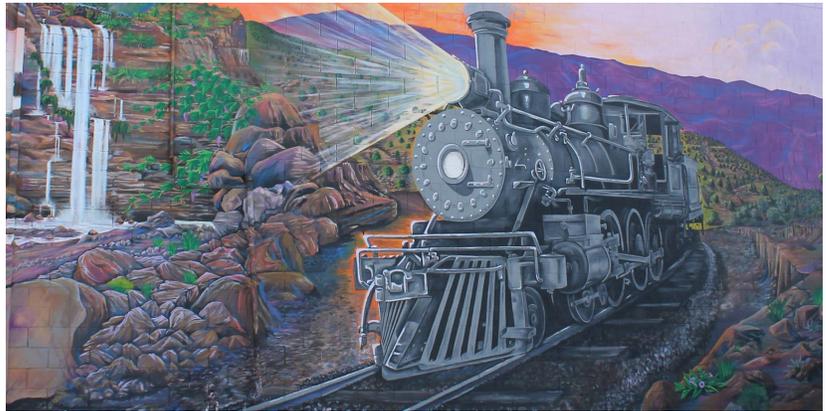
PUBLIC ART

Public art is an integral component in placemaking and maintaining a sense of place. It can be used to tell the story of the community, build community pride, and help the community maintain its authentic character and heritage. Public art provides an opportunity for local artists to contribute to the aesthetic quality of the area, and can help draw pedestrians into and through the Downtown area.

Public art in Downtown Alamogordo is currently limited to two murals; one on the side of Patron's Hall and the other on the back of the F.M. Woolworth and Mia's Collectibles buildings on New York Avenue. Installed in 2016, the expansive mural - Colors of Our Past - faces west and is visible to traffic on White Sands Boulevard. The mural installation was made possible by a \$15,000 grant from PNM awarded to Alamogordo MainStreet. Alamogordo MainStreet was also responsible for

the design and installation of the Patron's Hall mural.

Downtown Alamogordo has several opportunities for public art, such as within the plaza along 10th Street (see pages 63-64) and on blank building walls. Working with willing building owners to add murals, such as the owners of Welcome Home Realty, would add an interesting and fun element for visitors to Downtown Alamogordo.



A portion of the existing mural, Colors of Our Past; Artists, Angie and Justin Nowell, 2016.



Photo-simulation of a mural painted on the 2-story Welcome Home Realty building at New York Avenue and 9th Street.



VACATE MICHIGAN AVENUE

The section of Michigan Avenue that travels between the Otero County Courthouse and the New Mexico State Police building between 10th Street and 11th Street would better serve the MRA District if it was vacated. The vacation would allow this area to be used for employee and visitor parking associated with these two governmental entities and free up other areas within the MRA District for Downtown visitor parking. This would be an administrative action by the City of Alamogordo and would require the cooperation of Otero County and New Mexico State Police.

AMEND THE ZONING ORDINANCE

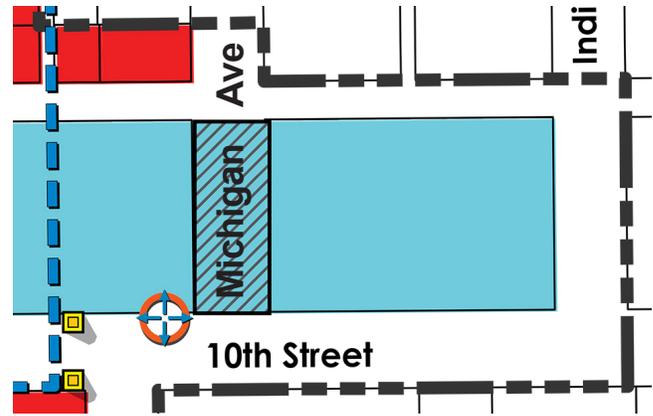
As identified in the 2018 City of Alamogordo Comprehensive Plan, the Zoning Ordinance should be amended to allow mixed use within the Downtown area. There are several 2-story buildings within the Downtown core that would be excellent locations for mixed use, such as the Avis Building and Welcome Home Realty. Alamogordo MainStreet should work with the City Planning and Zoning Department on amendments to the Zoning Ordinance that would implement the recommendations contained in the Comprehensive Plan and the Downtown MRA Plan.

RECRUIT NEW BUSINESSES

Recruitment of new businesses should continue to be a high priority and joint effort between the City Alamogordo, Alamogordo MainStreet, and Otero County Economic Development Council. There is a need to expand and diversify the business mix in Downtown Alamogordo to include more retail businesses, restaurants, brewery/tap room, and a hotel. Developing a promotional campaign specific to Downtown Alamogordo's assets, strengths, and available properties should be a high priority.

PROMOTE HOUSING & MIXED USE DEVELOPMENT

There are several properties within Downtown Alamogordo that are appropriate for new residential development or redevelopment. These are generally located around the edges of the Downtown core and also include the second stories of some of the larger existing buildings, which are identified for mixed use in the Redevelopment Scenario. Having more residential living space



Michigan Avenue vacation.

within Downtown encourages night time activity when many of the businesses have closed, which is an important step in ensuring the vibrancy of Downtown Alamogordo.

MAINTAIN DIALOGUE WITH DOWNTOWN BUSINESS OWNERS

Alamogordo MainStreet has done an excellent job of engaging with Downtown business owners. This effort to engage with business owners should include gaining an understanding of their priorities and needs, providing information on potential tax incentives, grants, and loans; and potential investor groups that may be interested in redevelopment projects in Downtown Alamogordo. Having discussions with owners at their places of businesses is an effective way of maintaining communication.

DEVELOP A PARKING STRATEGY

On-street and off-street parking is available in Downtown. On-street parking is convenient and allows people to get in and out of their cars easily. Parking lots are also available; however, most are either associated with specific businesses or are owned by various government entities. As redevelopment for Downtown continues, this will be a challenge to patrons that want to park once and visit several businesses. However, the development of new parking lots, particularly within the Downtown core area, will detract from walkability and driving from one business to another will be an unintended consequence.

The City of Alamogordo and Alamogordo MainStreet should create a comprehensive parking strategy that quantifies currently available parking;

encourages shared parking agreements between existing businesses and with governmental entities, such as Otero County and the State Police, that typically use their respective parking lots during the day but are essentially empty during the evening; and include parking in the wayfinding program. Businesses should also be encouraged to have their employees park in less convenient locations so that they do not compete with patrons for parking.

SEEK HISTORIC DISTRICT NOMINATION

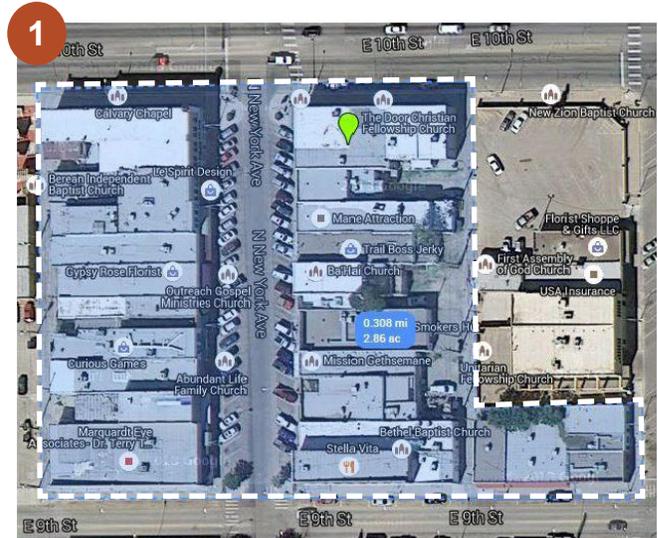
A previous effort in 2016 by New Mexico MainStreet sought a historic district nomination for the commercial retail area south of 10th Street along New York Avenue. As part of this effort, a reconnaissance survey was prepared by John W. Murphey, contractor for New Mexico MainStreet, which included preliminary findings and recommendations. The nomination process was never completed. Alamogordo MainStreet is interested in reviving this effort for the historic district nomination.

The 2016 reconnaissance survey remains valid and should be utilized by Alamogordo MainStreet and New Mexico MainStreet on restarting the historic district nomination effort. Once the New Mexico Historic Preservation Division (HPD) determines the area is eligible, a nomination form must be completed and submitted for review. The Cultural Properties Review Committee (CPRC) meets on a bi-monthly basis and reviews and lists historic and prehistoric properties in the State Register and forwards nominations to the Keeper of the National Register. If forwarded, this review may take 45 days or more before the listing occurs on the National Register. Nominations must be received at HPD a minimum of 90 days in advance of the scheduled Cultural Properties Review Committee (CPRC) meeting to ensure timely review. If the property is located within a Certified Local Government, there is a 60-day local review built into the process.

The reconnaissance survey showed three alternative district boundaries all located south of 10th Street with a focus on the New York Avenue retail area. The nomination process should include an evaluation of the following proposed district boundaries:

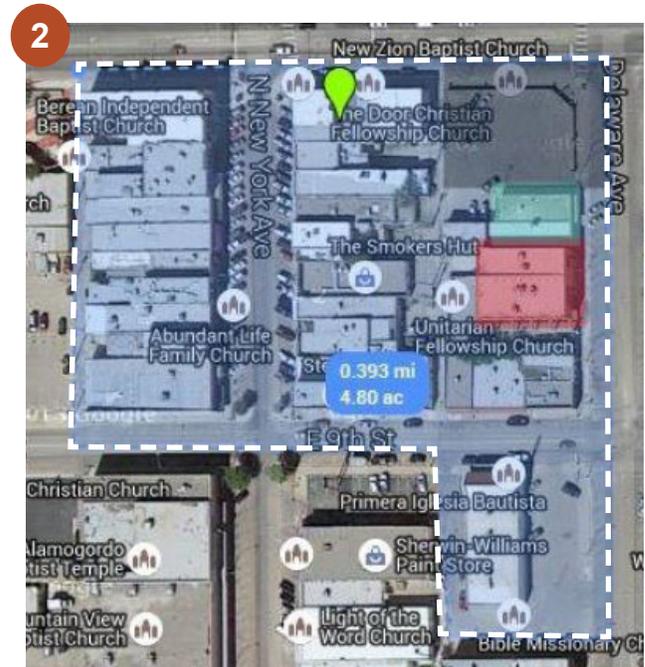
- **Proposed District Boundary 1:** This boundary includes the most compact and highest

concentration of contributing buildings associated with Alamogordo's earliest commercial development, c.1900. It includes both sides of New York Avenue between 10th and 9th Streets, with a small section at Delaware Avenue and 9th Street.



Proposed District Boundary #1.

- **Proposed District Boundary #2:** This boundary expands on proposed District Boundary #1 with large areas of demolished structures and non-contributing and 1950/60s building stock. The expanded boundary includes the west side of Delaware Avenue and goes a 1/2 block south along Delaware.

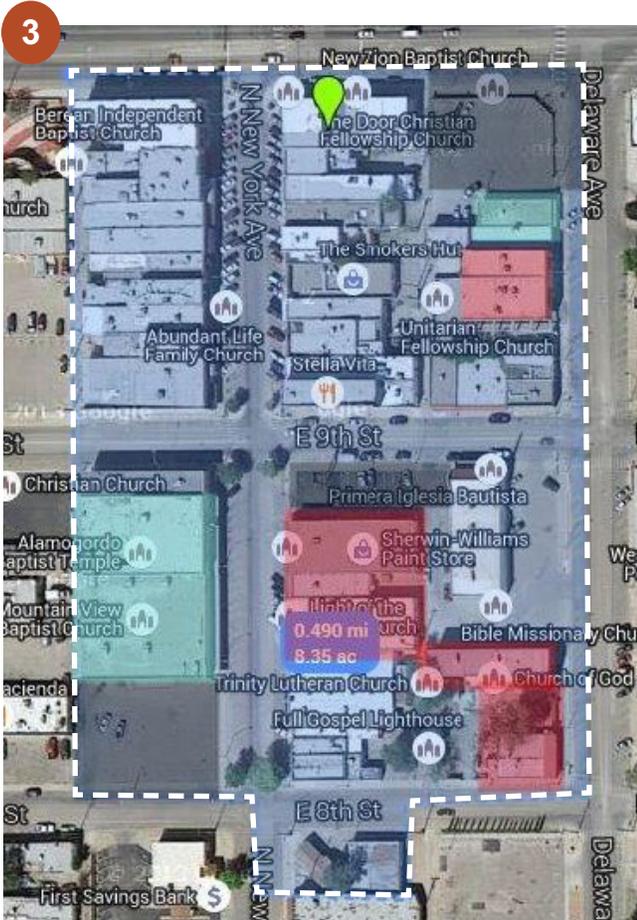


Proposed District Boundary #2.



CITY OF ALAMOGORDO DOWNTOWN MRA PLAN

- Proposed District Boundary #3: This boundary expands upon Proposed District Boundary #2 with large areas of demolished structures and non-contributing and 1950/60s building stock. The boundary includes both sides of New York Avenue to 8th Street and the property at the southeast corner of 8th Street and New York Avenue.



Proposed District Boundary #3.

4.6 CHARACTER DEFINING ELEMENTS

Character defining elements are those patterns and details that define the character of the Downtown district. The intent is not to dictate a specific architectural style, but to help define, reinforce, and expand upon the existing physical elements.

BUILDING HEIGHT, RHYTHM, and SCALE

The Downtown MRA District boasts a healthy mix of one- and two-story residential, institutional, and commercial buildings. Most of the buildings between 10th Street and 12th Street along New York Avenue are narrow, sit adjacent to the public sidewalk, and maintain a consistent street face. This building and development pattern is a strong feature of the MRA District and is conducive to pedestrian activity.

On other streets, there are buildings with large parking areas or landscaped areas between the street and the building, which discourages pedestrian activity. In contrast to New York Avenue, these streets lack a consistent street face and exhibit a mix of surface parking, vacant lots, and one- and two-story buildings.



Top: west side of New York Avenue, south of 10th Street;
Bottom: northwest corner of Delaware Avenue and 9th Street.

WINDOWS AND DOORS

Size and placement of windows and doors, particularly facing the street, are important for encouraging a walkable and successful retail

environment. Like much of the other character defining elements, the buildings in the Downtown District show a variety in the type and size of windows and doors. The buildings that sit adjacent to the public sidewalk typically have storefront windows, such as the retail shops on New York Avenue. The second stories typically feature windows facing the street. Some buildings have recessed entries, which is a nice feature, and others have doors that are flat against the building facade.



Top: large, modern windows facing 10th Street; Bottom: recessed building entry facing New York Avenue; Left: second story windows facing New York Avenue.

AWNINGS

Buildings on New York Avenue between 12th Street and 8th Street in this area feature colorful awnings. Although some awnings are similar, there is not a consistent color palette, style, material, or shape repeated on New York Avenue. The awnings create a pleasant pedestrian experience by providing needed relief from the sun and other weather elements.

The varying heights and colors provide an attractive aesthetic on both sides of the street. Some awnings also feature business names and other signs depicting information about sales and featured items in the store.



Fabric awnings in a variety of colors provide shade and comfort for pedestrians along New York Avenue.

MATERIALS and COLORS

Most of the buildings within the Downtown MRA District exhibit typical New Mexico colors, such as browns and beiges, with the exception of New York Avenue between 9th Street and 12th Street which incorporate colorful fabric awnings that provide variety in the color palette. Some residential buildings that were converted to commercial use exhibit grey, green, deep red, and yellow hues.

Most commercial and residential buildings within the Downtown MRA District incorporate stucco finishes. Some of the older 2-story buildings incorporate more ornate architectural details in brick and masonry, such as the intricate brickwork on the Avis and Welcome Home Realty buildings.

Both the Plaza Building (Tularosa Basin Museum of History) and the County Building incorporate traditional New Mexico architectural features, such as parapets and wood vigas. Both buildings have a white stucco finish and contrast well with other adjacent buildings on their individual city blocks.



Top: Welcome Home Realty; Middle: Plaza Building; Bottom: Memories Restaurant.

SIGNAGE

Signage is an important character defining element that within the Downtown MRA District includes signs that are free-standing, pole-mounted, building-mounted and on awnings, lighted and unlighted, iconic and nondescript. The Downtown core area includes wayfinding signs at the most important intersections; however, these signs do not contribute to the aesthetic quality of Downtown and do not look very durable.

While some of the existing signs need repair, some signs provide the Downtown with great value and sense of place. Examples include the Classic Inn Motel on White Sands Boulevard, Flickinger Center for Performing Arts and Historic Sands Theatre on New York Avenue, and the Inkwell Office Supplies sign on 9th Street. Many of the signs - old and

more updated - are mounted on poles. Other business signs, particularly for commercial retail and the two theaters, are mounted perpendicular to the building, which increases visibility. Most of the newer signs are painted and mounted flat to the building façade. The Patron’s Hall sign on the south façade of the Flickinger Center for Performing Arts (*installed by Alamogordo MainStreet*) is a highly visible, attractive sign with its bright yellow paint and the interesting fonts used.

Enhancing wayfinding within the Downtown core and the MRA District as a whole is recommended to help entice travelers from White Sands Boulevard into Downtown and the various destinations (*see Public Sector Investments, Wayfinding, for more detail on the MRA Plan recommendations*).



The Downtown MRA District exhibits a wide range of sign types, styles, and colors.



PUBLIC GATHERING SPACES

There are a few public gathering spaces in Downtown Alamogordo. These include Founders Park on the southeast corner of White Sands Boulevard and 10th Street, Alamogordo Airborne Monument at the northwest corner of White Sands Boulevard and 10th Street, and Alameda Park Zoo that runs adjacent to the west side of White Sands Boulevard north of 10th Street. These spaces are not the typical public gathering spaces that host larger public events and activities, and because of their location on White Sands Boulevard, they are not conducive to families with children. The lack of true public event spaces in Downtown Alamogordo has led to Alamogordo MainStreet holding events within the New York Avenue right-of-way. During Downtown Nights events, the street shuts down to vehicles and opens up to vendors, pedestrians, bicyclists, children, residents, and visitors.

Creating a new public gathering space is a priority project identified by the MRA Plan (see *Public Sector Investments, Public Plaza, page 62*). This will allow for casual use on a daily basis and special events to occur without disruption to any businesses.

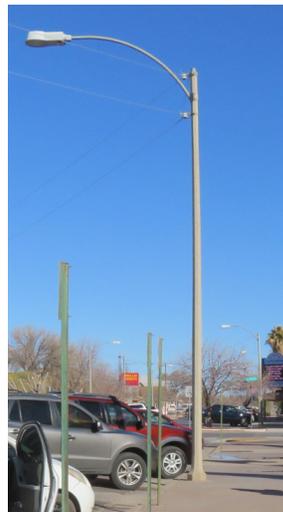


Top: Alamogordo Airborne Monument; Bottom: Alamogordo Founders Park.

LIGHTING

The street light fixtures along White Sands Boulevard, 10th Street, and New York Avenue are the typical tall, cobra head fixtures and exhibit no particular character. The Downtown core also contains Victorian style fixtures that are not in good condition and were identified by the Steering Committee as being in need of repair. The Steering Committee also identified the existing cobra head lights on New York Avenue as elements they would like to replace with more modern fixtures.

Some Downtown business owners have LED rope lighting on their buildings to light up the retail area. The sign at the Flickinger Center for Performing Arts lights up the New York Avenue block as its neon is updated and extremely bright. Overall, the Downtown district is lacking adequate illumination for encouraging evening activity and conveying a sense of safety and security to visitors, Downtown businesses, and residents.



Existing light fixtures in the MainStreet District. Upper left: typical cobra head fixture; Upper right: Downtown core Victorian style fixture; Bottom left: unique residential fixture.

LANDSCAPE

The existing landscape within the Downtown District varies, but is generally sparse. The residential properties typically have some landscape that face the public right-of-way. The most densely planted landscapes are found

in public spaces, including the Otero County Courthouse lawn, Alameda Park Zoo, County Building, and Alamogordo Arbonne Monument. Most of the street trees are limited to the bump-out areas at the intersections with New York Avenue, but are not extended along the sidewalks.



Upper left: stately palm trees in front of a residence on New York Avenue and 12th Street; Top right: saguaro cactus in front of a residence; Bottom left: mix of evergreen and deciduous trees in front of the historic County Building; Bottom right: deciduous street tree within the parkway strip along New York Avenue.

STREET FURNITURE

There is very little street furniture within Downtown Alamogordo. As previously mentioned, existing benches are very ornate, uncomfortable to sit on, randomly placed, and many face towards the buildings or are placed within the path of pedestrians. There are currently no tables, trash receptacles, or bicycle parking amenities in Downtown Alamogordo. One of the key public sector investments identified in the Downtown MRA Plan is for the City implement a coordinated street furniture program comprised of benches, trash receptacles, and light fixtures to increase the comfort of pedestrians visiting the area (see page 68 for more detail).



Bench along the sidewalk on New York Avenue facing towards the building.



5 Implementation & Funding



5.1 IMPLEMENTATION

Implementation of the Downtown MRA Plan will primarily be the responsibility of the City of Alamogordo and Alamogordo MainStreet. However, one of the overarching principles of the Downtown MRA Plan is to encourage public/private partnerships, particularly for the catalytic redevelopment projects identified in this document. The public sector investment priorities are those projects that fall with the City of Alamogordo. The support actions are not capital intensive and are mostly administrative.

Tables 5.1 through 5.3 list each of the projects and actions, and are supplemented

by responsible agencies and potential partnerships, potential funding sources, priority, and general time frame. The time frames are dependent on available resources and funding, and are not considered mandatory. The funding sources listed for each of the projects are unlikely to cover all of the potential methods of funding these projects.

Section 5.2 includes an overview of project financing mechanisms and Section 5.3 provides a comprehensive list of funding sources organized by type. It is acknowledged that some of the larger projects may require more than one funding source and may require phasing.

TABLE 5.1: DOWNTOWN ALAMOGORDO MRA DISTRICT - REDEVELOPMENT PROJECTS

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
√	√		Historic Sands Theatre	Private Non-profit, City of Alamogordo, Otero County Economic Development Corp.	Capital Outlay, Legislative Appropriations, NM MainStreet, NEA, Private Foundations	High	3-4 Years
√	√		Avis Building	Private Developer, City of Alamogordo	Capital Outlay, Legislative Appropriations, Private Investment	High	4-5 Years
√	√		Messer Building	Private Developer, City of Alamogordo	Capital Outlay, Legislative Appropriations, Private Investment	High	1-2 Years
√	√		Brewery / Tap Room / Restaurant	Private Developer, City of Alamogordo, Alamogordo MainStreet	Private Investment, Legislative Appropriations, LEDA	High	1-2 Years
√	√		Townhouse Site	Private Developer, City of Alamogordo	Private Investment, NM Mortgage Finance Authority, LIHTC	Low	4-5 Years



**CITY OF ALAMOGORDO
DOWNTOWN MRA PLAN**

TABLE 5.2: DOWNTOWN ALAMOGORDO MRA DISTRICT - PUBLIC SECTOR INVESTMENTS

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
√	√		10th Street and New York Avenue Intersection	City of Alamogordo, Private Design Consultant	NMDOT, TAP, MAP, COOP, Legislative Appropriations	High	3-4 Years
√	√		Public Plaza	City of Alamogordo, Alamogordo MainStreet	ICIP, City General Fund	Low	4-5 Years
√	√		Wayfinding Program*	City of Alamogordo, Alamogordo MainStreet	ICIP, Legislative Appropriations, Lodgers' Tax	High	1-2 Years
√	√		Replacement/Installation of Sidewalks, ADA Ramps, & Streets*	City of Alamogordo	ICIP, NMDOT LGRF, COOP	High	3-4 Years
√	√		Street Furniture and Lighting**	City of Alamogordo, Alamogordo MainStreet	ICIP, City General Fund, Lodgers' Tax	Medium/ High**	3-4 Years

*Projects that will likely be completed in multiple phases. **Lighting is a higher priority than street furniture.



**CITY OF ALAMOGORDO
DOWNTOWN MRA PLAN**

TABLE 5.3: DOWNTOWN ALAMOGORDO MRA DISTRICT - SUPPORT ACTIONS

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
√	√		Building Facade Improvements	City of Alamogordo, Alamogordo MainStreet, NM MainStreet, Private Property Owners	Private Property Owners, Private Donations, NM MainStreet	Medium	On-going
√	√		Public Art*	City of Alamogordo, Alamogordo MainStreet, Private Property Owners	City General Fund, Private Donations, NM MainStreet	Low	On-going
	√	√	Vacate Michigan Avenue	City of Alamogordo, NM State Police, Otero County	City General Fund	Low	2-3 Years
		√	Amend the Zoning Ordinance	City of Alamogordo	City General Fund	High	1 Year
	√		Recruit New Businesses	City of Alamogordo, Alamogordo MainStreet, Otero County EDC	USDA Rural Business Development Grants, LEDA	High	On-going
	√		Promote Housing and Mixed Use Development	City of Alamogordo, Alamogordo MainStreet, Otero County EDC	Hope VI, NM Mortgage Finance Authority	Low	On-going
	√		Maintain Dialogue with Downtown Business Owners	Alamogordo MainStreet	Alamogordo MainStreet Operational Fund, Private Donations	High	On-going
	√	√	Seek Historic District Nomination	Alamogordo MainStreet, NM MainStreet	NM MainStreet	Medium	1-2 Years
	√	√	Create a Downtown Parking Strategy	City of Alamogordo, Alamogordo MainStreet	City General Fund	Medium	1-2 Years

*Projects that will likely be completed in multiple phases.



5.2 PROJECT FINANCING

Several of the projects identified in the Alamogordo Downtown MRA Plan will rely on municipal financing tools available for redevelopment. These include revenue enhancements, planning overlays and tax incentives, self-assessment tax strategies, municipal bonds and capital outlays, and public/private partnerships. This section provides an overview of these financing tools.

PUBLIC/PRIVATE PARTNERSHIPS

Utilizing public/private partnerships is an excellent approach used by municipalities to support redevelopment. The MRA Plan provides the tool needed for New Mexico communities to participate in public/private partnerships without violating the New Mexico Anti-Donation Clause (Article IX, Section 14). There are numerous ways the City of Alamogordo can engage in public-private partnerships, including land or building donation, land acquisition and disposition through a RFP (Request for Proposal) process to attract a private developer, waiver of utility hook-up fees, assistance in securing loans or grants, infrastructure improvements, or subsidizing leases for City-owned buildings.

A private sector investor group or individuals can play a significant role in strategically targeting building and property acquisitions, building rehabilitation and redevelopment, and new business start-ups. The City of Alamogordo should make an effort to advertise redevelopment opportunities, to pursue public/private partnerships, and to support business retention efforts. The City should research economic development assistance through New Mexico MainStreet and should continue to utilize as many of the state's available economic tools as is feasible.

Local Economic Development Act (LEDA):

Since 2002, there have been 83 communities that have passed a Local Economic Development Act (LEDA). This involves creating an economic development organization and a strategic plan, which allowed public support of economic development tailored to local needs. The City of Alamogordo has a LEDA ordinance in place,

which identifies goals for creating jobs; improving and diversifying the local economy; key target industries; and the City's role in job creation. The LEDA ordinance allows the City to provide resources to support those qualifying businesses including land, buildings, infrastructure, money, and/or industrial revenue bonds. The City has successfully used its LEDA ordinance on a number of projects.

REVENUE ENHANCEMENTS

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

Quality of Life Gross Receipts Tax: The legislation requires that the revenue must be dedicated to cultural programs and activities provided by the municipality and to cultural programs, events, and activities provided by contract or operating agreement with a non-profit or publicly-owned cultural organization.

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

PLANNING TOOLS and TAX INCENTIVES

In addition to Metropolitan Redevelopment Areas and associated plans, other types of planning tools and tax incentives include:

Metropolitan Redevelopment Bonds: The designation of MRAs and the use of incentives are designed to encourage growth and investment where existing market forces inhibit revitalization efforts. The intent is to provide a benefit to the area and the larger community from the increased



activity and catalytic potential of those initiatives. Metropolitan Redevelopment Bonds allow maximum property tax abatement of seven years, and only on the net improvements to the property. The existing valuation of the property remains taxable during and after the seven-year period. There is no financial obligation on the part of the City resulting from the issuance of the bonds. The MRB applicant is responsible for all payments and liabilities associated with the bond debt. There is no indebtedness on the part of the City. The overriding criterion for all MRB projects is the benefit to the MRA where the project is located. The benefits should help to further the goals identified in the MRA Plan.

Bank of the West Center: An example of where a MRB has been used is the Bank of the West Center located in the Downtown Albuquerque MRA. This was the first MRB request in Albuquerque in 14 years. The Bank of the West Center is currently comprised of a surface level parking lot, two office buildings containing approximately 230,000 square feet, a restaurant, and a parking structure. In September 2018, a MRB was approved by the Albuquerque City Council that will facilitate façade, landscape, and streetscape improvements and will also help finance the development of a new mixed-use project called Elevate @ Lomas + Third on the surface level parking lot. This project will include over 12,000 square feet of ground floor retail, 198 residential units, and amenities for the existing office tenants and new residents.



Bank of the West Center, Albuquerque.

The Bank of the West Center MRB application was submitted in late 2017. Since then, the

City of Albuquerque has seen four other applications representing over \$112 million in new development projects.

Tax Increment Finance District (TIF): A Tax Increment Finance District (TIF) can be used as a redevelopment tool of blighted “brownfield” (previously developed and potentially contaminated) sites. The municipality can target a blighted area for redevelopment projects that will raise the assessed property values within the TIF district. The new “increment” rise in property taxes is then captured by the municipality and designated for reinvestment in public projects and infrastructure within the district. The traditional TIF district has been used to create numerous TIF districts in New Mexico, such as the cities of Las Vegas, Lovington, Silver City, Las Cruces, and Albuquerque.

Tax Increment Development Districts (TIDD): A TIDD is another financing tool available for development in New Mexico. It has two major differences that set it apart from the more traditional TIF. First, it can capture two types of tax increment - the GRT increment and the property tax increment. Second, the TIDD can be used both on brownfield and “greenfield” (undeveloped) sites. The GRT portion can either be done as local only or include state GRT as well. State GRT requires approval of the State Board of Finance and the Legislature. Local approval requires a petition to be signed by 51% of the property owners within the proposed TIDD.

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



In 2007, voters in the City of Las Cruces approved a TIDD to help fund revitalization efforts in the Downtown MRA. The first use of TIDD funds was to close a \$1 million gap between the amount needed to fund the opening of the northernmost blocks of Main Street and the amount of funding the City allocated for the project. The loan was amortized for more than 15 years, but was repaid one year from the date the funds were borrowed due to the income generated by the TIDD.

Federal Historic Preservation Tax Incentives Program: The Federal Historic Preservation Tax Incentives Program, administered by the National Park Service in partnership with the State Historic Preservation Offices, is the nation’s most effective and largest program specifically supporting historic preservation. With over 39,600 completed projects since its inception in 1976, the program has generated over \$69 billion in the rehabilitation of income-producing historic properties. As cited in the National Park Service’s 2015 Annual Report, there were 1,283 proposed projects and \$6.63 billion in rehabilitation approved; 870 completed projects and \$4.47 billion in rehabilitation work certified.

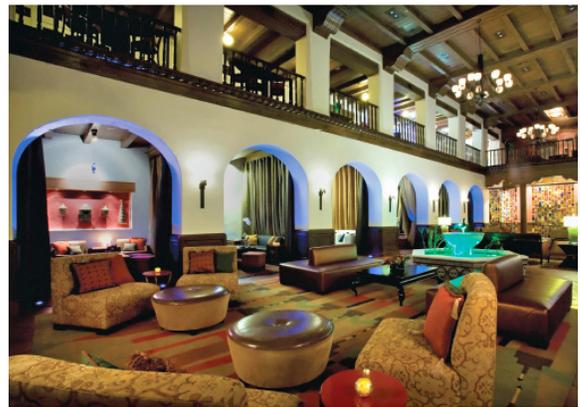
El Raton Theater: The historic El Raton Theater, originally built in 1930, received tax credits as well as a preservation loan to reopen the theater. In addition to the tax credits, the El Raton Theater also received a \$20,000 Rural Energy for America Program (REAP) grant through the USDA Rural Development program. The grant went towards the installation of a solar power system, which now provides 70% of the power needed to run the El Raton Theater on a daily basis.



Historic El Raton Theater in Raton, NM.

Federal Tax Incentives for Rehabilitating Historic Buildings: Over the program’s 35-year history, it has invested over \$66 billion toward rehabilitation that has covered 38,819 certified projects. The National Park Service determines whether a historic building qualifies as a certified historic structure and whether the rehabilitation work will preserve the historic character of the building.

Hotel Andaluz: The Hotel Andaluz opened in 1939 as the Hilton Hotel. At that time, it was the tallest building in New Mexico and the first building with air conditioning. After changing names and ownership, the property was placed on the National Register of Historic Places in 1984. In 2009, the property reopened as Hotel Andaluz and included a \$30 million renovation that used the Federal Tax Incentives for Rehabilitation Historic Buildings. The renovation preserved the historic nature of the building, but modernized various aspects of the building with technology and environmental sustainability. Hotel Andaluz has been a critical part of an ongoing Downtown Albuquerque revitalization effort by the private sector and the City of Albuquerque.



Hotel Andaluz in Downtown Albuquerque.

State Income Tax Credit for Registered Cultural Properties: The State Income Tax Credit for Registered Cultural Properties program was established in 1984 to encourage the restoration, rehabilitation and preservation of cultural properties. It is administered by the New Mexico Historic Preservation Division. More than 800 projects have been approved for New Mexico homes, hotels, restaurants, businesses and theaters that



benefited from one of the few financial incentives available to owners of historic properties. To be eligible, buildings must be individually listed in or be listed as contributing to a State Register of Cultural Properties historic district. The maximum amount of project expenses eligible for the tax credit is \$50,000. If listed in an Arts and Cultural District, the maximum is \$100,000. The maximum credit is 50% of eligible costs of the approved rehabilitation or 5 years of tax liability, whichever is least. The credit is applied against New Mexico income taxes owed in the year the project is completed, and the balance may be carried forward for up to four additional years.

New Markets Tax Credits (NMTC): New Markets Tax Credits (NMTC) is a major federal incentive to spur new or increased private investments into operating businesses and projects located within low income communities. The NMTC program was established by Congress in 2000 as part of the Community Renewal and Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts in low-income census tracts across the United States and Territories, as indicated by the American Community Survey. It is helpful for projects to be within a MRA District. In 2004, the program was amended to create three new categories of low income communities, including High Out-Migration Rural County Census Tracts; Low-Population / Empowerment Zone Census Tracts; and Targeted Populations.

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

Hotel Parq Central: The Memorial Hospital opened in 1926 as the hospital for employees of the Atchinson Topeka and Santa Fe Railroad. The property consists of three buildings which are listed on the National Register of Historic Places. The project to convert the historic

Memorial Hospital into a boutique hotel with 73 guest rooms, conference rooms, and amenities provided 200 jobs during construction and approximately 34 permanent jobs. The total project cost was \$19.8 million. The project utilized \$13.8 million in NMTC financing from Finance New Mexico, combined with approximately \$2.6 million in Historic Tax Credits and equity to complete the financing. In addition, the project utilized a \$14.0 million Industrial Revenue Bond issued by the City of Albuquerque, which provides certain tax advantages such as a 20-year abatement of property taxes.



Hotel Parq Central, Albuquerque.

SELF-ASSESSMENT TAX STRATEGIES

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

Public Improvement District: A Public Improvement District (PID) is established by the governing body through a petition of the majority of property owners within the district to impose an additional annual property tax assessment on their properties. The assessment is based upon an agreed upon formula used for the purpose of financing upfront costs of public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit or trail improvements, parking lots, park and



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

Business Improvement District: A Business Improvement District (BID) is similar to a PID in that it is established by the governing body, funded by a new increment of property tax assessment, and created through a petition of the majority of property owners in the district. A BID is established to provide additional funding for improvements in a business district. Revenues are collected annually through a special assessment by the City and returned to an approved BID management agency to support business recruitment, retention, and support. Typical BID services include enhanced safety and cleanliness programs, cooperative marketing and signage, hospitality services, transportation services (trolleys, bike racks, safe rides home, etc.), improved lighting or landscaping, and other important district improvements and services. Within MainStreet communities, the BID property community is established under the MainStreet Board, which allows the property committee to benefit from the programs and priorities established by the Board. Two examples of New Mexico communities that utilize BIDs for their downtowns are the City of Albuquerque and the City of Gallup.

MUNICIPAL and CAPITAL OUTLAY FUNDS

Municipal bonds will be critical to support future redevelopment projects in Downtown Alamogordo. Requests for capital outlay appropriations may also help to fill the gap for a major redevelopment project. The state legislature has received positive reports on the impact taxpayer investment has had on MainStreet communities. As reported in Albuquerque Business First, Jon Barela, (former) New Mexico Economic Development Cabinet Secretary, stated:

“...New Mexico taxpayers are seeing a return on their investments and business and local governments benefit greatly from that investment”. The article goes

on to state that in a report prepared by Place Economics and commissioned by the New Mexico Economic Development Department, “since the program began in 1986, for every \$1 the state invested in the NM MainStreet Program, the MainStreet communities saw private investment of \$21.89 in building rehabilitation and \$22.55 in new construction. Since 1986 through July of 2013, New Mexico MainStreet communities saw a gain of 3,200 net new businesses and nearly 11,300 net new jobs.”

Once the Downtown Alamogordo MRA Plan is adopted, the City should be in a good position to request capital outlay funds.

PRIVATE FOUNDATIONS

Private foundations can play a vital role in providing funding. There are many organizations and foundations that provide grants to municipalities and tax-exempt non-profit groups for redevelopment projects and improvements. The City of Alamogordo and Alamogordo MainStreet should research the criteria and apply for grants that will help achieve the goals of the Downtown MRA Plan. Some examples include the McCune Charitable Foundation, Lannan Foundation, New Mexico Community Foundation, etc.

5.3 FUNDING SOURCES

The funding sources section provides a list of federal and state sources available to both local governments and individuals interested in starting a new business, in need of a small business loan, or engaging in historic preservation within the Downtown Alamogordo MRA. Each program has eligibility criteria and contact information. The implementation projects and strategies identified in the previous section reference the following funding sources:

CITY BUDGET & TAXATION AUTHORITY

1. Business Improvement District (BID):

Downtown business owners may elect to establish a BID to pay for maintenance, safety, hospitality training, or promotion.



2. General Obligation Bonds: General obligation bonds may be issued by the City of Alamogordo to finance capital improvement projects. The City pays the principal and the interest on the bonds and the bonds are redeemed with property tax revenue.

3. Infrastructure Capital Improvements Plan (ICIP): Infrastructure projects are funded through capital outlay and the ICIP. City funds can be leveraged as matching funds to secure larger grants or loans by state or federal agencies.

4. Local Options Gross Receipts Tax (LOGRT): The City of Alamogordo may opt for a vote by residents to raise the local gross receipts rate to help fund and provide additional revenue for economic development projects, including arts and cultural projects and revitalization, within the Downtown MRA.

5. Lodgers' Tax: In the future when lodging becomes available within the City of Alamogordo, lodgers' tax revenues could be used for promotion and advertising of Downtown attractions and special events. It may also be used to acquire, develop, and operate tourist-related facilities.

6. Public/Private Partnerships: The City of Alamogordo can establish public private partnerships with developers who are seeking additional financial support or incentives to develop community facilities, affordable housing, retail, or office space within the MRA. The City may enter an agreement with an interested party that wants to develop or operate a City-owned property.

7. Tax Increment Financing (TIF) District: The City of Alamogordo may decide to establish a TIF for Downtown Alamogordo. This would allow future gains in gross receipts taxes or property taxes to pay for streetscape, infrastructure, or building improvements or rehabilitation.

CAPITAL OUTLAY

8. Cooperative Agreements Program (COOP) Local Government Road Fund: The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways, streets, and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways,

streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

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

9. Local Economic Development Act (LEDA) Capital Outlay Funds: The City of Alamogordo has an adopted LEDA ordinance that has been used for a variety of projects. Administered by the New Mexico Economic Development Department, these funds are provided to local governments to help stimulate economic development efforts. Grant funding is based on the receipt of capital outlay funds appropriated by the New Mexico Legislature and are provided on a reimbursable basis only. Guidelines for eligible projects can be found on the NMEDD website, but generally include requirements such as the need to create permanent, full-time, private-sector jobs; the project must be fully-funded and shovel ready, and must target industry clusters such as aerospace and defense, advanced manufacturing, back office and technical support, digital and emerging media, energy, food processing, and logistics, distribution and transportation.

Contact: New Mexico Economic Development
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0264
Website: gonm.biz/business-resource-center/edd-programs-for-business/finance-development/leda/

10. Municipal Arterial Program (MAP) Local Government Road Fund: This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under NMDOT criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the



state’s share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1.

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

11. New Mexico MainStreet Capital Outlay Fund: NMMS receives funding from the State Legislature each year that MainStreet communities are eligible to apply for to implement identified priority catalytic projects within a MainStreet district.

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

12. New Mexico Resiliency Alliance Resilient Communities Fund: The Fund will support community development projects within two categories: Healthy Community Design and Public Infrastructure which supports projects that enhance physical infrastructure with elements that improve health outcomes of residents; and Resilient Community Initiatives which enhance resilience and economic prosperity for residents in underserved communities by supporting the development of entrepreneurship, placemaking activities, and cultural preservation activities.

Contact: New Mexico Resiliency Alliance
P.O. Box 9630
Santa Fe, NM 87504
Website: nmresiliencyalliance.org

13. Transportation Alternatives Program (TAP): The TAP is administered by the New Mexico Department of Transportation. TAP funds can be used for design and construction of streetscape improvements, including sidewalks, trails, bike lanes, lighting, etc. The NMDOT has a

competitive process for TAP funds based on how well the application addresses the goals of the program. Approximately every two years, NMDOT coordinates with the state’s seven RTPOs and five MPOs on soliciting TAP applications.

Contact: New Mexico Department of
Transportation
1120 Cerrillos Road
Santa Fe, NM 87504
Phone: (505) 827-5100
Website: dot.state.nm.us/content/nmdot/en/Planning.html

14. U.S. Department of Transportation (DOT): The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT’s Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector.

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

COMMUNITY GRANTS

15. HOPE VI Main Avenue Program: This program provides grants to communities under 50,000 in population for development of affordable housing that is undertaken in connection with a MainStreet revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing. The grants cannot be used on general infrastructure or commercial development.

Contact: US Department of Housing and Urban
Development
451 7th Street S.W.
Washington, DC 20410
Phone: (202) 708-1112
Website: portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet



16. Land and Water Conservation Fund (LWCF):

This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals, and Natural Resources Department administers the state program. New Mexico has received \$37.4 million from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies, municipalities, counties, schools, and tribes have developed and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service
National Park Service
1849 C Street, NW, Org-2225
Washington, D.C. 20240
Website: www.nps.gov/subjects/lwcf/index.htm

17. McCune Charitable Foundation: The McCune Charitable Foundation is dedicated to enriching the health, education, environment, and cultural and spiritual life of New Mexicans. The Foundation memorializes its benefactors through proactive grant making that seeks to foster positive social change. The McCune Foundation funds projects that benefit New Mexico in the areas of arts, economic development, education, environment, health, and social services. Grants for specific projects, operating expenses, and capital expenses are considered. Grants can be awarded to qualified 501(c)(3) nonprofit organizations, federally recognized Indian tribes, public schools, and governmental agencies, but cannot be awarded to individuals.

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

18. National Endowment for the Arts (NEA):

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

NEA also administers Our Town Grants, which support creative placemaking projects that help transform communities into lively, beautiful, and resilient places with the arts at their core. Our Town offers support for projects in two areas: 1) arts engagement, cultural planning, and design projects. Matching grants range from \$25,000 to \$200,000; and 2) projects that build knowledge about creative placemaking. These are projects available to arts and design service organizations and other organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000.

Contact: National Endowment for the Arts
400 7th Street, SW
Washington, DC 20506-0001
Phone: 202-682-5400
Website: www.nea.gov/
www.arts.gov/grants-organizations/our-town/introduction

19. National Trust for Historic Preservation:

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

Contact: National Trust for Historic Preservation
1785 Massachusetts Avenue NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847



Email: info@nthp.org
Website: www.preservationnation.org/

20. Small Cities Community Development

Block Grant (CDBG) Program: This program is administered by the State of New Mexico through the Department of Finance and Administration Local Government Division for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for Downtown revitalization, including redevelopment of streets and facade improvement programs. There is a \$500,000 grant limit (or \$750,000 if the application includes a Certified Cost Estimate) per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

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

21. U.S. Environmental Protection Agency (EPA)

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

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

22. ArtPlace America, National Creative Placemaking Fund:

ArtPlace America focuses on creative placemaking and works with foundations, federal agencies, and financial institutions in order to position arts and culture as a core sector of comprehensive community planning and development. The National Creative Placemaking Fund is a competitive national program that invests money in communities across the country in which artists, arts organizations, and arts and culture activity help drive community development. To date, the Fund has invested \$77 million in 256 projects across 187 communities, including 45 states, the District of Columbia, Puerto Rico, and the US Virgin Islands.

Contact: ArtPlace America
195 Montague Street, 14th Floor
Brooklyn, New York 11201
Phone: (347) 853-7817
Website: www.artplaceamerica.org

COMMUNITY / BUSINESS LOANS & ASSISTANCE

23. ACCION New Mexico: Accion is a non-profit organization that increases access to business credit, makes loans and provides training which enable emerging entrepreneurs to realize their dreams and be catalysts for positive economic and social change in the community. Accion offers loans from \$200 to \$500,000 and above, as well as networking and training opportunities.

Contact: ACCION New Mexico
2000 Zearing Road NW
Albuquerque, NM 87104
Phone: (505) 243-8844
Website: www.accionnm.org

24. Job Training Incentive Program (JTIP):

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



Contact: New Mexico Economic Development Dept.
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0323
Website: www.goNM.biz

25. New Market Tax Credits: New Market Tax Credits loan funds are intended to help business investment in low-income census tracts. The fund provides financing for development of commercial, industrial, and retail real estate projects (including community facilities) and some housing projects. Loans for up to 25% 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.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
Phone: (505) 984-1454
Website: www.nmhistoricpreservation.org/index.php

26. New Mexico Manufacturing Extension Partnership: The New Mexico Manufacturing Extension Partnership (MEP) provides efficiency training, training in lean manufacturing, and ISO 9001 certification to the state’s small and medium-sized businesses.

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

27. New Mexico Partnership: The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives, including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key

- government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

Contact: New Mexico Partnership
110 Second Street SW, Suite 602
Albuquerque, NM 87102
Phone: (505) 247-8500
Website: www.nmpartnership.com/

28. New Mexico Rural Efficient Business Program: NM Economic Development and NM Energy, Minerals, and Natural Resources’ Energy Conversation and Management Division, and the USDA work together to help rural, small businesses, and agricultural producers reduce their energy consumption (and increase their profits). The program includes workshops and customized energy site assessments by expert engineers which are held in rural locations in each region of the state. Participants cost for the workshops and site assessments is free, although space is limited.

Contact: NM Economic Development Department Finance Development Team
1100 S. St. Francis Drive
Santa Fe, New Mexico 87505
Phone: 505-827-0264
Website: www.nmruralbiz.com

29. Public Project Revolving Fund (PPRF): 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 loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds. Such funds could be used for larger infrastructure projects.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: www.nmfa.net/financing/public-project-revolving-fund/about-the-pprf-program/

30. SBA 7A Loan Program: The SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the



aggregate amount of funds available to small business in the banking system. It can also serve to extend the term.

Contact: Alamogordo SBDC
New Mexico State University
Alamogordo
Small Business Development Center
2400 N. Scenic Drive
Alamogordo, NM 88310
Phone: (575) 439-3660
Website: nmsbdc.org/alamogordo.aspx

31. Small Business Administration (SBA) 504

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

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

32. SMART Money Loan Participation Program:

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

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: www.nmfa.net/

33. The Loan Fund: The Loan Fund provides loans, training, and business consulting to small

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

Contact: The Loan Fund
423 Iron Avenue SW / PO Box 705
Albuquerque, NM 87103
Phone: (505) 243-3196
Website: www.loanfund.org

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

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

35. WESST: WESST is a non-profit, economic development organization that provides business skills training, product marketing, development opportunities, and small loans to viable start-up or growing New Mexico businesses owned by women and minorities.

Contact: WESST - Las Cruces
221 N. Main Avenue, Suite 104A
Las Cruces, NM 88001
Phone: (575) 541-1583

TAX INCENTIVES



36. Angel Investment Tax Credit: This program offers equity financing for private sector companies through tax credits that incentivize private investors. Credits are available for up to \$62,500 per taxpayer for an investment made in each of up to five New Mexico companies engaged in qualified research, technology, or manufacturing trades. Eligible companies must have most of their tangible assets and employees based in New Mexico.

Contact: New Mexico Economic Development Dept.
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0330
Website: gonm.biz/business-resource-center/edd-programs-for-business/finance-development/angelinvestment-tax-credit/

37. Beer and Wine Producers Preferential Tax Rate: The Liquor Excise Tax Act imposes taxes on beer, wine, and spirituous liquors. Microbreweries producing less than 5,000 barrels of beer annually and small wineries producing less than 560,000 liters of wine per year qualify for a preferential tax rate. The basic tax rate for beer produced by a brewery is 41 cents; beer produced by a microbrewery (producing less than 5,000 barrels annually) is taxed at 8 cents per gallon.

Contact: New Mexico Taxation and Revenue
Las Cruces District Office
2540 S. El Paseo, Bldg. #2
Las Cruces, NM 88004-0607
Phone: (505) 524-6225
Website: www.tax.newmexico.gov/

38. Federal Historic Preservation Tax Incentives Program: This program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, within the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail

stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

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

39. High Wage Jobs Tax Credit: A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: New Mexico Taxation and Revenue
Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: gonm.biz/why-new-mexico/competitive-business-climate/incentives/high-wage-jobs-tax-credit

40. Low Income Housing Tax Credit Program (LIHTC): The LIHTC program provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar-for-dollar reduction in the developer's tax liability for a 10-year period. Tax credits can also be used by nonprofit or public developers to attract investment to an affordable housing project by syndicating or selling the tax credit to investors. In order to receive tax credits, a developer must set aside and rent restrict a number of units for occupancy by households below 60% of the area median income. These units must remain affordable for a minimum of 30 years.



*CITY OF ALAMOGORDO
DOWNTOWN MRA PLAN*

Contact: New Mexico Mortgage Finance
Authority
344 Fourth Street SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: [www.housingnm.org/
developers/low-income-housing-tax-
credits-lihtc](http://www.housingnm.org/developers/low-income-housing-tax-credits-lihtc)

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

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



Appendices

Appendix A: Detailed Sidewalk and Street Conditions

Appendix B: Community Survey Results



CITY OF ALAMOGORDO
DOWNTOWN MRA PLAN

TABLE 1: EXISTING STREET/SIDEWALK/RAMP CONDITIONS

Street Name	Street Condition	Sidewalk Condition	Ramp Condition	Notes
6th Street (Railroad-White Sands)	Poor condition, dips in roadway, uneven pavement patches, roadway turns into gravel road at Railroad Avenue	Poor condition	Ramps at White Sands Boulevard are present but not to latest standard; obstructed by fire hydrant and existing building	Sidewalk slopes are steep, asphalt for sidewalk and missing sidewalk in areas
6th Street(White Sands-New York)	Fair condition, cracks in roadway (filled)	Fair condition	Ramps at the intersections, but not to latest standard	Missing sidewalk in areas; sidewalk along south side of the roadway slopes and used for driveways
6th Street(New York-Delaware)	Fair to Good condition, cracks (not filled)	Fair condition	Ramps in Fair condition	No sidewalk along 6th Street in this area; except for ramps at intersection
7th Street (Railroad-White Sands)	Fair condition, some cracks (not filled) in the road	Poor condition	Ramps are not present at Railroad Avenue nor at White Sands Boulevard	Missing sidewalk except in front of auto parts store, however sloped too steep. Some areas have asphalt vs concrete for sidewalk. Power poles in sidewalk locations and sidewalk obstructed by loading dock, etc.
7th Street (White Sands-New York)	Poor to Fair condition, pavement patches and cracks in pavement	Poor condition	Ramps are present at the intersections, but not to latest standard	No sidewalk in front of business, asphalt instead of concrete. Opposite side has uneven, cracked concrete; some missing sidewalk in areas.
7th Street (New York-Delaware)	Fair to Good condition, cracks (filled)	Good condition	Ramps are present at the intersections, but not to latest standard	No sidewalk in front of residence, existing sidewalk has a few cracks in good condition
7th St (Delaware-Maryland)	Fair to Good condition, cracks (filled)	Poor to Fair condition	Ramps are present at the intersections, but not to latest standard	Sidewalk cracked, uneven in places and pitted
8th Street (Eddy-Railroad)	Fair condition, some cracks (not filled) in the road	Good condition	Only ramp present is at 8th Street/Eddy Drive; no crossing facilities at the railroad	Sidewalk on only one side of street, has minor cracks
8th Street (Railroad-White Sands)	Poor condition, uneven pavement, cracks (not filled), pavement patches, pavement breaking up	Fair condition	Ramps are present along the north side of 8th Street and in fair to good condition. No ramps are present along the south side of the street	Sidewalk on plaza side is in good condition, sidewalk on opposite side has some cracks and is uneven. Sidewalk along the south side of the road is obstructed by power poles/anchors.
8th Street (White Sands-New York)	Fair condition, cracks (not filled), pavement patches and uneven pavement	Poor condition	Ramps are not present at the intersections; no ramp facilities are present at driveways/alley pads	Sidewalk on both sides of the street is cracked, uneven and sloped. Some areas the concrete is breaking up. Sidewalk is obstructed by utility/light poles.
8th Street (New York-Delaware)	Fair condition, pavement patches, uneven and cracks (not filled) in pavement	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk only in front of church and concrete has some cracking and uneven. Sidewalk on opposite side of street is sloped steep, has cracks and light poles are in the sidewalk.
8th Street (Delaware-Maryland)	Fair condition, uneven pavement, cracks (filled)	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	At business location, asphalt instead of concrete, further down no sidewalk in front of residence. Sidewalk on opposite side has cracks, uneven and in some areas concrete is breaking up.



CITY OF ALAMOGORDO
DOWNTOWN MRA PLAN

TABLE 1: EXISTING STREET/SIDEWALK/RAMP CONDITIONS (CONTINUED)

Street Name	Street Condition	Sidewalk Condition	Ramp Condition	Notes
9th Street(White Sands-New York)	Poor to Fair condition, pavement patches, uneven and cracks (not filled) in pavement	Poor to Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has some cracks, and uneven some places
9th Street(New York-Delaware)	Poor to Fair condition, pavement patches, dips, cracks (not filled)	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at driveways	Sidewalk has some cracks, and uneven some places
9th Street(Delaware-Maryland)	Fair condition, cracks, pavement patches and uneven pavement in places	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at driveways	Sidewalk has some cracks, and uneven in some places. Power poles in the sidewalk create obstacles.
10th Street(Eddy-Railroad)	Fair to Good condition, pavement patches, and cracks in road	Fair condition	Ramps are present at the intersections, but not to latest standard	Sidewalk has some cracks, and by the railroad crossing not a minimum of 4ft (not ADA compliant)
10th Street(Railroad-White Sands)	Fair to Good condition, pavement patches and cracks in the road	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has cracks, and on both sides of the street closer to the intersection sidewalk becomes uneven
10th Street(White Sands-New York)	Fair to Good condition, dips in pavement, and cracks in the road (huge dip on the corner of 10th and White Sands by drainage)	Good condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has some cracking, and uneven in some places
10th Street(New York-Delaware/Michigan)	Good condition, cracks (filled)	Fair to Good condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has some cracking, uneven, and concrete breaking up in some places
10th Street (Delaware/Michigan-Maryland/Indiana)	Fair to Good condition	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has some cracking, uneven, and concrete breaking up in some places
11th Street(White Sands-New York)	Good condition, minimal cracks	Fair condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has some cracks, pitting and uneven.
11th Street(New York-Michigan)	Good condition, minimal cracks	Fair condition	No ramps are present at the alley pads	Sidewalks has some cracking
11th Street(Michigan-Indiana)	Good condition, minimal cracks	Fair condition	Ramps are present at the intersections	Sidewalks has some cracking
12th Street(White Sands-New York-midway to Michigan)	Fair to Good Condition, cracks (not filled)	Poor to Fair condition	Ramps are present at the intersections; some ramps are not to latest standards.	Sidewalks has cracking, uneven, and some portions of the sidewalk do not meet the minimum 4 ft. width.
13th Street (White Sands to New York-midway to Michigan)	Poor to Fair condition, some cracks (not filled), pot holes, and pavement breaking up	Fair Condition	Ramps are present at the intersections, but not to latest standard; no ramps are present at the alley pads	Sidewalk has cracks, uneven, concrete breaking up in some places, also some places does not meet the minimum width of 4 ft.



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TABLE 1: EXISTING STREET/SIDEWALK/RAMP CONDITIONS (CONTINUED)				
Street Name	Street Condition	Sidewalk Condition	Ramp Condition	Notes
14th Street (Railroad-White Sands)	Good condition, some cracks	No sidewalk	Ramps at intersection are present, but not to latest standard	No sidewalk for this location
Eddy Drive (8th-9th)	Poor condition, uneven pavement, dips, cracks (not filled), pavement patches, pavement breaking up	No sidewalk	Ramps are present at the intersection but not to latest standard	No sidewalk for this location
Eddy Drive (9th-10th)	Poor condition, uneven pavement, dips, cracks (not filled), pavement patches, pavement breaking up	No sidewalk	No ramps at 9th Street, Ramps at 10th Street missing detectable warning.	No sidewalk for this location
Eddy Drive (10th-11th)	Poor to Fair condition, cracks, dips in pavement	Fair condition	Ramps at 10th missing detectable warning, 11th no ramps	Sidewalk only in front of sign business, no sidewalk after that
Railroad Avenue (6th-7th)	Poor condition, gravel road with some pot holes	No sidewalk	No Ramps are present	No sidewalk or ramps at this location
Railroad Avenue (7th-8th)	Poor to Fair condition, some cracks and dips	No sidewalk	Ramps are present but not to the latest standards	No sidewalk for this location
White Sands Boulevard (6th-7th)	Good condition, some cracks	Poor to Fair condition	Ramps are present, but not to latest standard	Sidewalk has cracks, uneven, concrete breaking up in some places, also some areas have asphalt instead of concrete for sidewalk. Sidewalk obstructed by road signs. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (7th-8th)	Good condition, some cracks	Poor to Fair condition	Ramps are present, but not to latest standard	Sidewalk has some cracks, uneven in places, driveway at gas station is not ADA compliant, some places have asphalt instead of concrete for sidewalk. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (8th-9th)	Good condition, some cracks	Fair to Good condition	Ramps are present, but not to latest standard	Sidewalk on plaza side is in good condition, sidewalk on opposite side has some cracks and is uneven in places and the slope is too steep in some areas. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (9th-10th)	Fair to Good condition, some cracks, pavement patch at intersection of 10th Street	Fair to Good condition	Ramps are present, but not to latest standard	Sidewalk on plaza side is in good condition, sidewalk on opposite side has some cracks, uneven in places and the slope is too steep in some areas. Sidewalk cross slopes are negatively affected by numerous driveways.



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TABLE 1: EXISTING STREET/SIDEWALK/RAMP CONDITIONS (CONTINUED)

Street Name	Street Condition	Sidewalk Condition	Ramp Condition	Notes
White Sands Boulevard (10th-11th)	Fair to Good condition, some cracks, pavement patch at intersection of 10th Street	Poor to Fair condition	Ramps are present, but not to latest standard	No sidewalk on Zoo side, except at intersection of 10th/White Sands. Opposite side sidewalk has cracks uneven in places. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (11th-12th)	Fair to Good condition, some cracks	Fair condition	Ramps are present, but not to latest standard	No sidewalk on Zoo side, opposite side of street sidewalk has some cracks in places. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (12th-13th)	Fair to Good condition, some cracks.	Poor to Fair condition	Ramps are present, but not to latest standard	No sidewalk on Zoo side except in front of chamber of commerce, opposite side of street sidewalk has some cracks in places. Long stretch without sidewalk due to park adjacent to White Sands Boulevard. Sidewalk cross slopes are negatively affected by numerous driveways.
White Sands Boulevard (13th-14th)	Fair to Good condition, some cracks	Poor to Fair condition	Ramps are present, but not to latest standard	No sidewalk on Zoo side, opposite side of street sidewalk has some cracks in places, concrete breaking up and uneven in places. Most of the damp occurs at driveways across the sidewalks. Sidewalk cross slopes are negatively affected by numerous driveways.
New York Avenue (6th-7th)	Fair to Good condition, some cracks	Poor condition	Same ramps as 6th Street and 7th Street	Sidewalk has cracks, broken up concrete, uneven in places.
New York Avenue (7th-8th)	Fair condition	Fair condition	Same ramps as 7th Street and 8th Street	Sidewalk has cracks, uneven in places
New York Avenue (8th-9th)	Fair condition, cracks, pavement patches	Fair condition	Same ramps as 8th Street and 9th Street	Sidewalk has cracks, uneven in places and slopes
New York Avenue (9th-10th)	Fair condition, cracks, pavement patches	Fair condition	Same ramps as 9th Street and 10th Street	Sidewalk has cracks, uneven in places and slopes
New York Avenue (10th-11th)	Fair to Good condition, cracks (not filled)	Fair condition	Same ramps as 10th Street and 11th Street	Sidewalk has cracks, uneven in places
New York Avenue (11th-12th)	Fair to Good condition, cracks	Fair to Good condition	Same ramps as 11th Street and 12th Street	Sidewalk has cracks
New York Avenue (12th-13th)	Fair condition	Fair condition	Same ramps as 12th Street and 13th Street	Sidewalk has cracks, uneven in places and broken up concrete in places
Delaware Avenue (6th-7th)	Fair condition, cracks (filled)	Poor to Fair condition	Same ramps as 6th Street and 7th Street	Sidewalk has cracks, uneven in places



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TABLE 1: EXISTING STREET/SIDEWALK/RAMP CONDITIONS (CONTINUED)

Street Name	Street Condition	Sidewalk Condition	Ramp Condition	Notes
Delaware Avenue (7th-8th)	Poor to Fair condition, cracks , pavement patches	Fair to Good condition	Same ramps as 7th Street and 8th Street	Sidewalk on church side is good, opposite side cracks and uneven in places
Delaware Avenue (8th-9th)	Fair condition, cracks	Fair condition	Same ramps as 8th Street and 9th Street	Sidewalk cracked and uneven in places
Delaware Avenue (9th-10th)	Fair condition, cracks	Fair condition	Same ramps as 9th Street and 10th Street	Sidewalk cracked and uneven in places
Maryland Avenue (7th-8th)	Fair condition, cracks (not filled)	Fair condition	Same ramps as 7th Street and 8th Street	Sidewalk cracked and uneven in places
Maryland Avenue (8th-9th)	Fair to Good condition, cracks	Fair condition	Ramps at intersection are present but not to latest standard; no ramps at driveways are present	Sidewalk cracked and uneven in places
Michigan Avenue (10th-11th - to middle of block)	Fair condition, cracks , pavement patches, and pot holes	Fair	Ramps at intersection are present but not to latest standard	Sidewalk cracked, uneven in places, and pitted in places
Indiana Avenue (10th-11th)	Fair to Good condition, cracks and pavement patches	Poor to Fair condition	Ramps are present, but not at driveways	Sidewalk cracked, uneven in places, and pitted in places

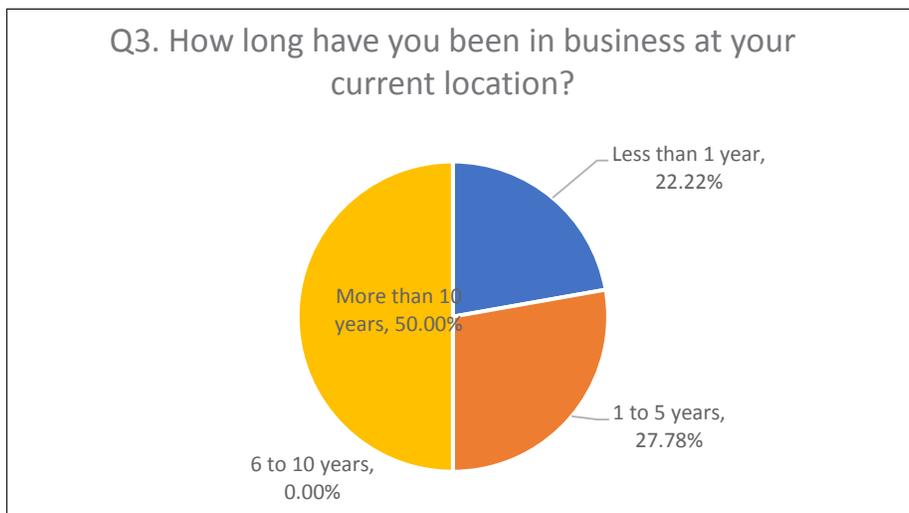
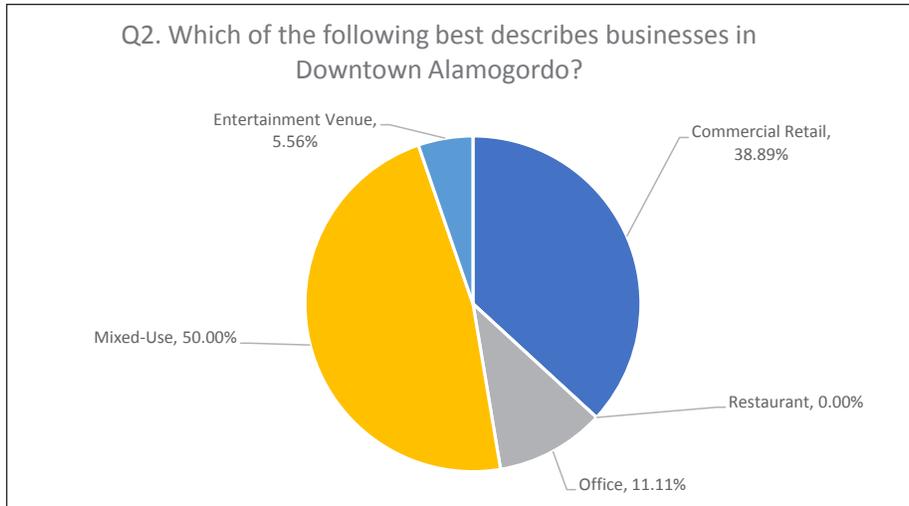
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COMMUNITY SURVEY RESULTS

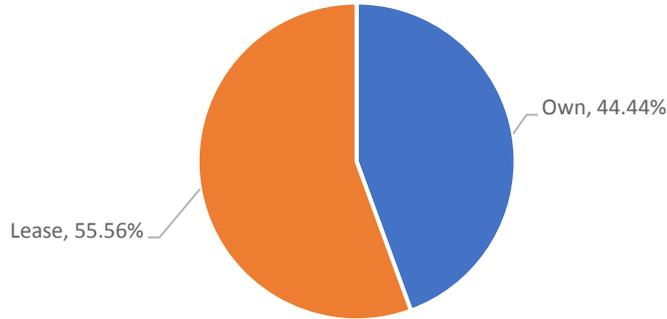
As part of the public engagement process, Consensus Planning designed two surveys in order to gather input from the Alamogordo community. One survey was geared toward Downtown business owners and the other for the general public. Both surveys were available online via surveymonkey.com and were also available in printed form. The surveys were available between March 5, 2018 and April 15, 2018. In addition to Survey Monkey, several surveys were completed during the two-day workshop held on March 19-20, 2018. In total, there were 20 business owner surveys and 484 general public surveys completed. The results of the Business Owner Survey are provided below, followed by the General Public Survey results.

BUSINESS SURVEYS

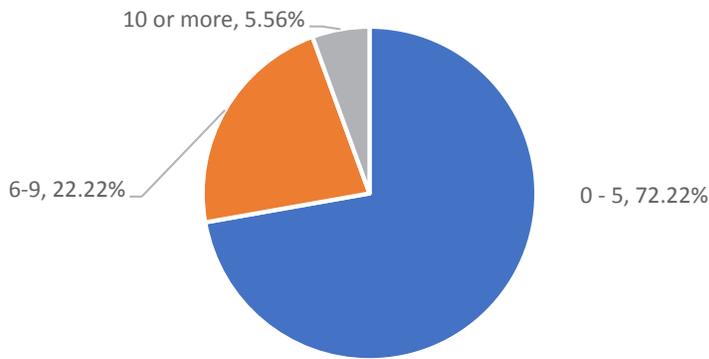




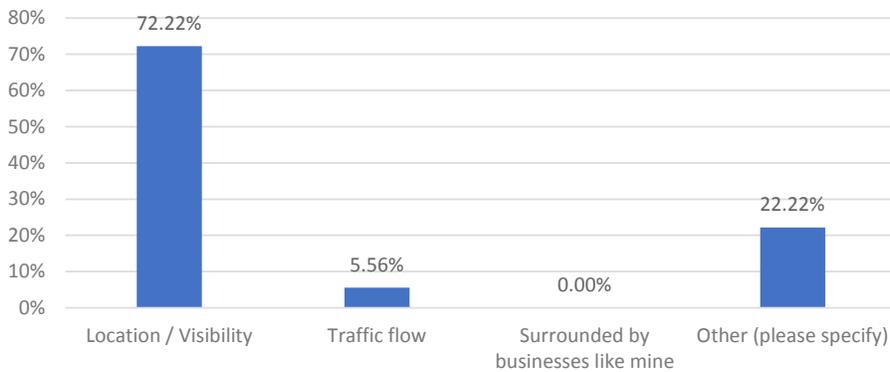
Q4. Do you own or lease the building where your business is located?



Q5. How many employees do you have?



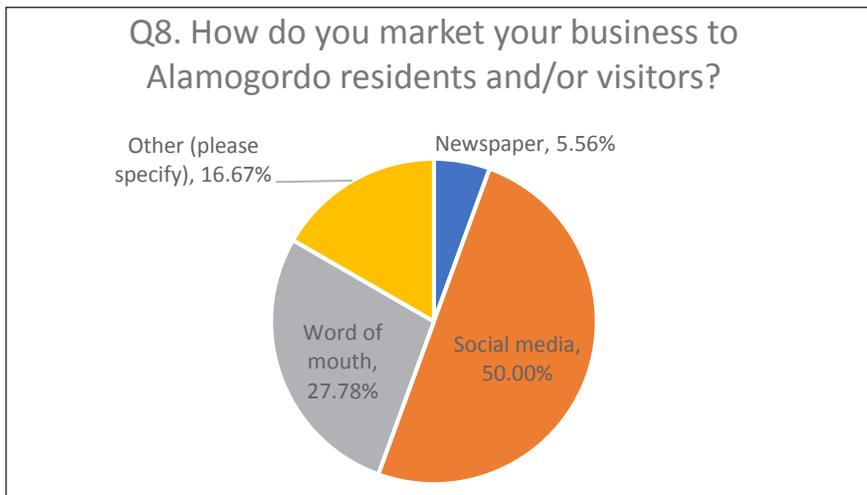
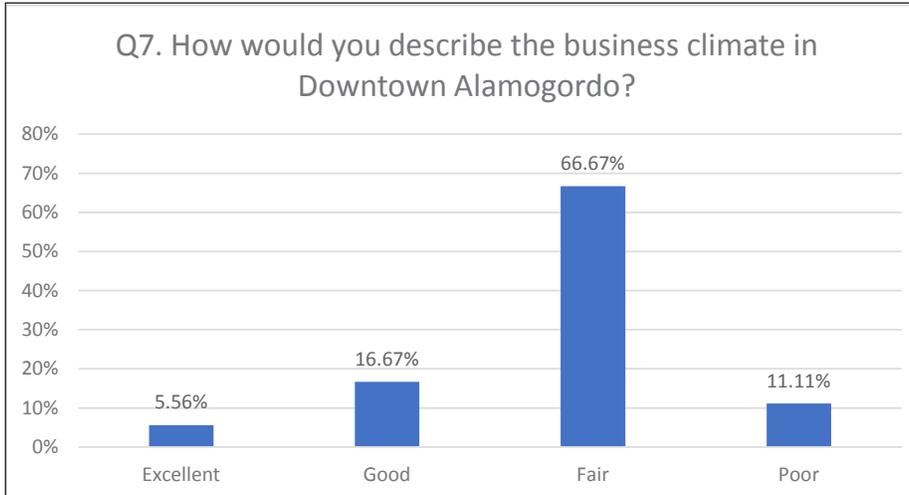
Q6. What do you feel are the benefits of having a business located in Downtown Alamogordo?





Other (please specify):

- None of these are advantageous at this time
- None
- Community of businesses in the area
- Ease of accessibility for handicapped and elderly clients and volunteers

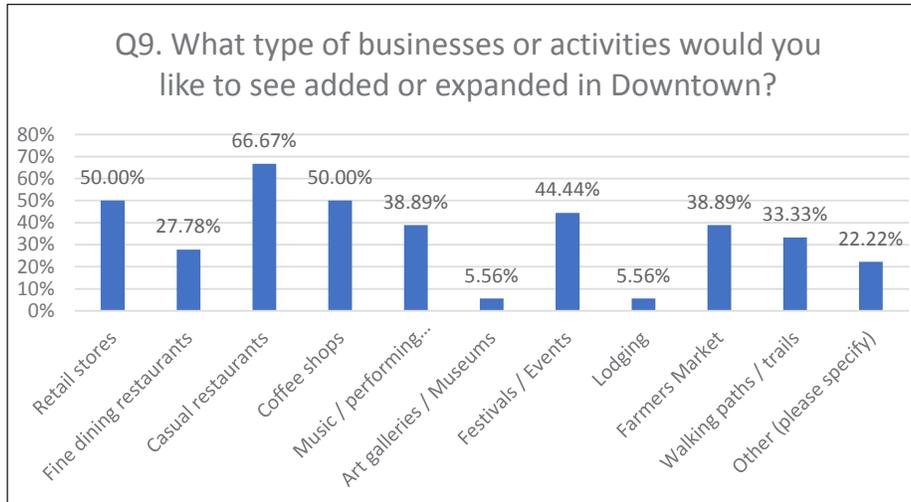


Other (please specify):

- Radio, word of mouth, social media
- All of the above plus radio and television
- Social media, posters, TV, radio

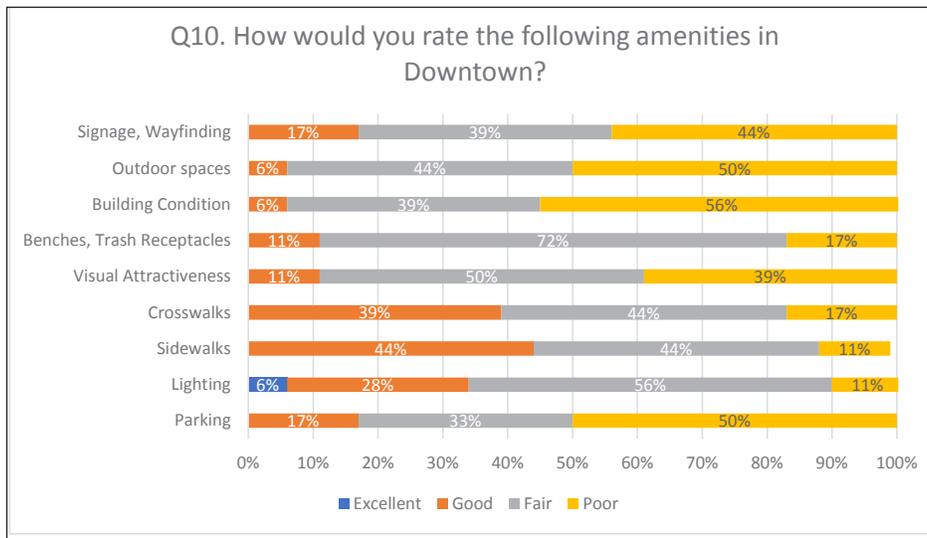


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Other (please specify):

- Difficult for retail to compete with online and big box, however professional and service office space has been significant in other downtown transformations; such as medical, legal, insurance, real estate, beauty shops
- Performing arts, casual restaurants, and walking trails
- Pub or mirco brewery would bring additional traffic
- Brewery/Brew Pub



Q11. If your answer to any of the above is fair or poor, what would you suggest to improve it?

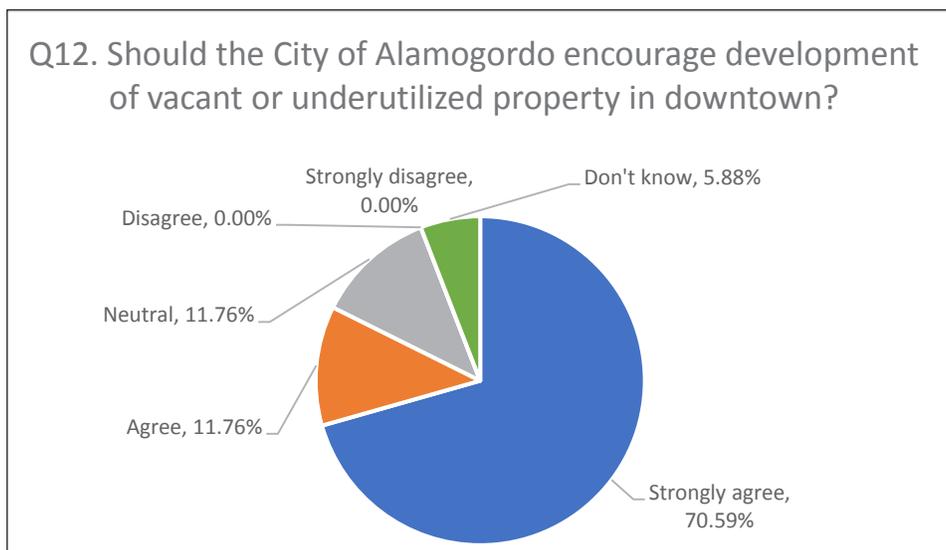
- Space for trees and greenery along with fresh signage.
- Most of downtown looks rundown. Need codes to improve. Sidewalks and areas are unkept generally speaking. There is no civic pride in my opinion.
- More green spaces, updated cleaner facades and signs
- Plant some trees, keep trash picked up, have music playing through speakers.
- Streets and sidewalks need to be upgraded, along with the water drainage from rain run off. The rains flood New York Ave on east side and fill parking spaced with water, rendering parking unusable. Needs



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help

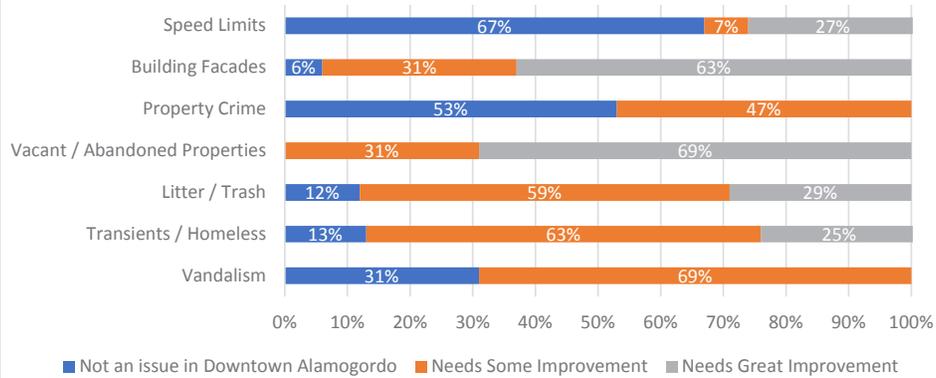
- Crosswalks and signage, benches nicer poles for a better visual attraction
- More and easier to access parking, hold building owners to maintaining their buildings
- Working with owners of building to improve their shape. Work on getting satellite parking in close proximity to main street district. Improve lighting and signs around main street to attract more business.
- Lighting needs to be turned on at the appropriate time, often the lights come on after dark, during events there was a time where the lighting isn't sufficient. Building owner should be held to code. It's a shame to have a viable business move out simply because his plumbing and the heat won't work properly and the landlord refuses to fix it. The iconic onion building is a perfect example. That building is in such disrepair it's leaning into the next building and causing issues with that building. If something isn't done about that building a good portion of that block will fall into Serious disrepair, We've already had one incident during the public event that the owner had to be pulled out of a church meeting and Public Safety called because broken glass was going to fall on people below. Things like this are simply unacceptable, we have building codes, they should be enforced, and clearly they are not in the case of this building. Wayfinding from White Sands Boulevard and 10th St. could be easily listed with flagpoles/banners. This was discussed more than three years ago and nothing was ever done. While the revitalization is fairly new and improvements have been made, there is still much to do. The festivals and the events downtown bring people to our downtown and help revitalize that is true. I think that something that should continue. But I also believe that building owner should be held accountable for the condition of their buildings when revitalizing a downtown area you can't afford to have slumlords or have landlords that fail grossly to keep up the condition of the buildings.
- "Building facelifts, better storefront signage, curb appeal (planters, benches, etc), better/safer foot traffic connection on New York across 10th, Sunday Farmer's market in empty parking lot at the South end of 800 block of New York, improve signage leading into downtown at 10th & New York
- Replacement of enormous highway-style lighting with more appropriate/visually attractive lighting; refurbishing sidewalks/curbs/crosswalks to be more attractive and safe.
- Add another parking lot. Add trash receptacles and benches where needed. Invest in building repair where needed. Work to create outdoor space as opportunities present themselves.
- A billboard at the entrance points of town advertising "Historic Downtown" or something to generate people to come down.
- Use main street to help make up a plan





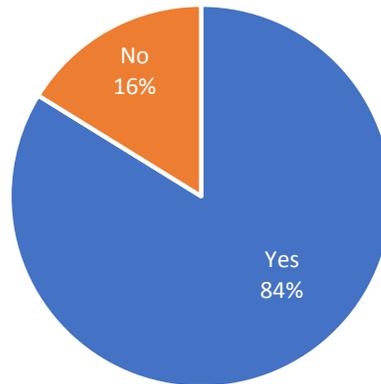
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Q13. Of the following issues, how many are present in Downtown Alamogordo today? Please rate the level of improvement needed.

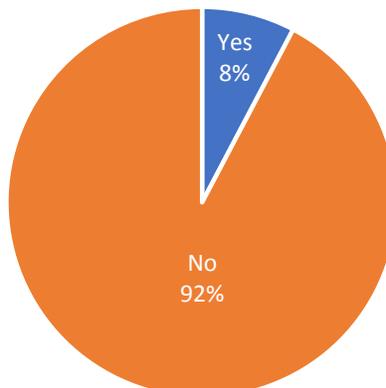


GENERAL PUBLIC SURVEYS

Q1. Do you live in Alamogordo?

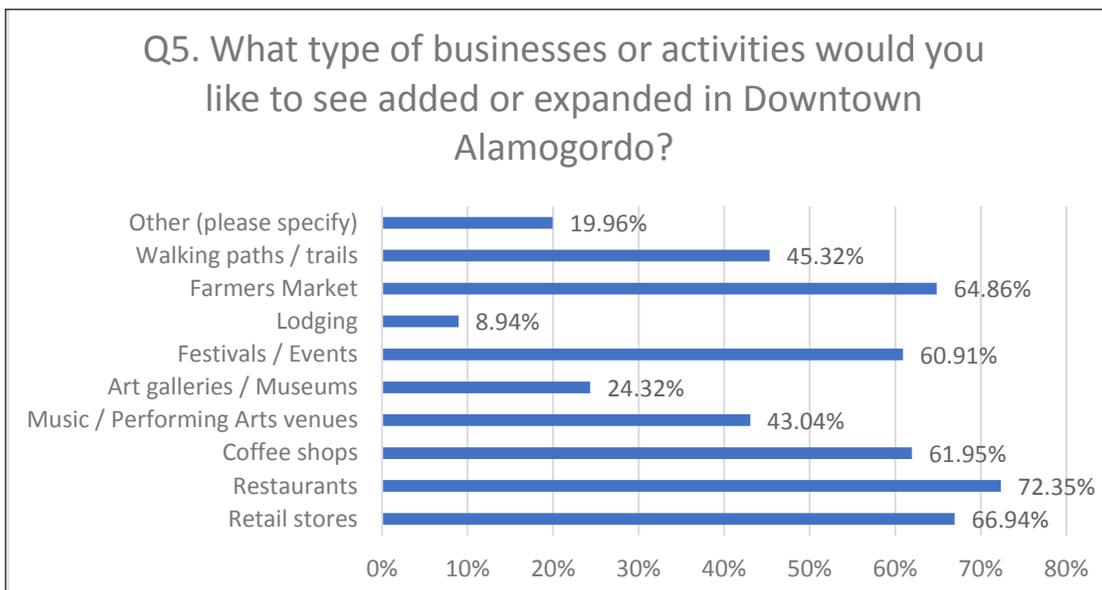
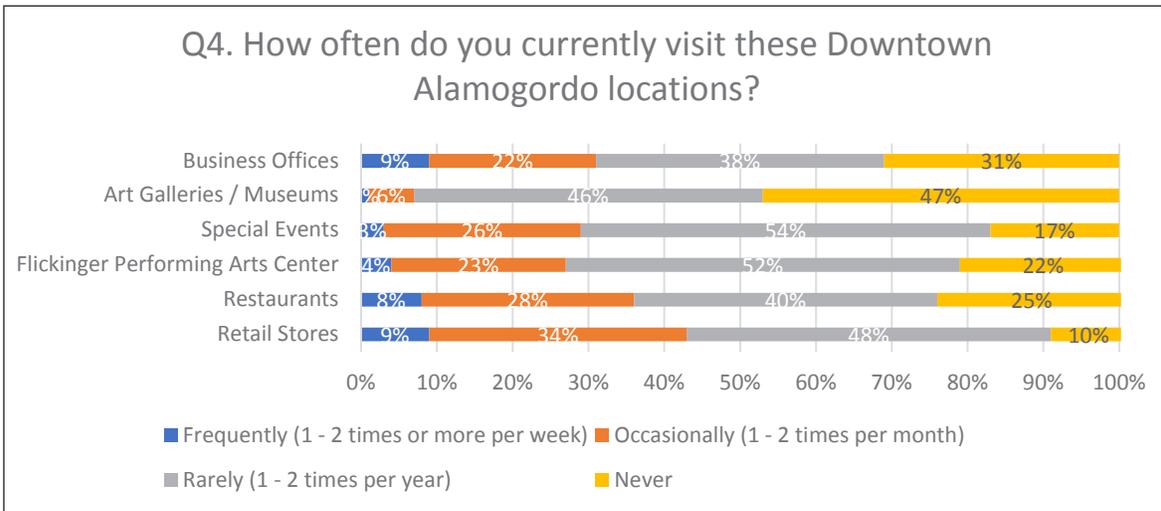
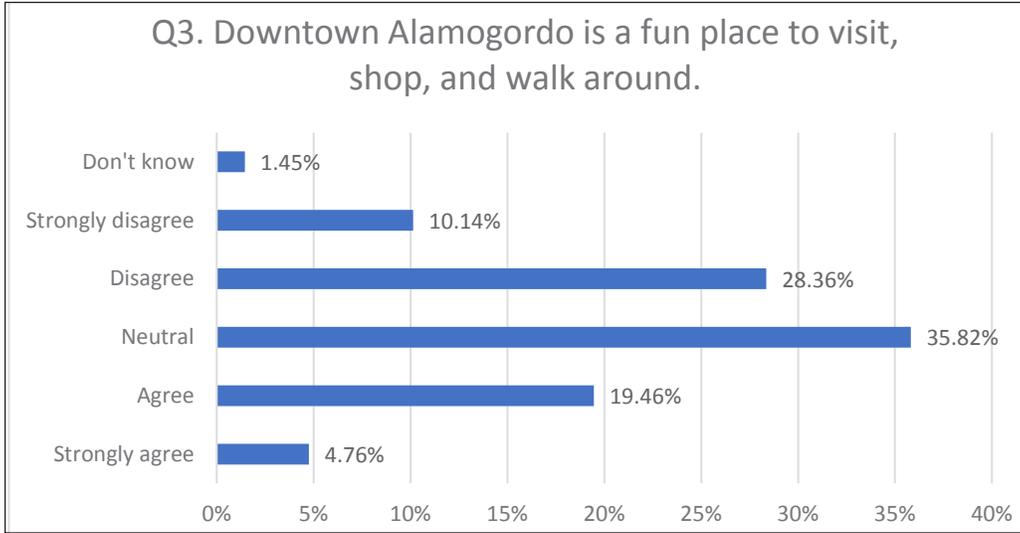


Q2. Do you live in Downtown Alamogordo?





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Other (please specify):

- Hello? A nice micro brewery or wine establishment. A nice little Irish tavern would be better but with our liquor license issues in the Mexico that would take a miracle
- Maybe add scheduled/advertised "open mike"(spoken word, music, poetry) performing in Patron's Hall (or one of the unoccupied spaces), and see if that generates interest. Encourage language, literature, theater arts, folklore, history, students and avocationals to present...
- All of the above!
- Nothing
- Pubs
- Alcoholic beverages
- Family Business
- Parking. Cant get to bank to do business during events
- Craft brew restaurant and bar
- Bicycle parking racks / additional park benches
- Beautify existing
- Book store
- Art, murals, statues
- Covered pavilions like Fredericksburg TX. Check it out!
- Splash pad or park
- Entertainment, bars, live music
- Free activities for the kids to enjoy give out tickets to the movies free give out bikes for the little kids things like that not just on the holidays i can go on but these are the few things for the kids thank you for your time god bless and way to go Alamo nm
- Entertainment venues - adult hangouts, live music, etc.
- Breweries
- Brewery
- Na
- Wine and paint for adults....more children outlets /activities
- Better handicapped access to and around the businesses and activities of downtown Alamogordo
- Kid relevant events and activities.
- Pedestrian zone on New York from 11th thru 8th
- small bars, more nightlife, with dancing
- Bar or night club
- Brewery
- Trails would be amazing!
- Bar
- Pet friendly places
- Nothing new needed, clean out the junk/ abandoned
- Bars. Loosen it up already with the alcohol licensing in town. There's more than just seniors living here now.
- Maybe something aquatic. Maybe some activities that don't cost money.
- Food store like Trader Joe's or Sprouts
- Small bars with music
- Jobs/Manufacturing and Economic Development
- Clubs, bars, entertainment areas
- BARS
- Brewery and Tap rooms with food
- Bring in a real nationwide business
- Downtown area needs a bar.
- Activity center for teens and grownups
- A micro-brewery may be nice. Any kind of thing where social gathering is encouraged.
- There is almost nothing interesting to do in this town, and what events do happen are very poorly advertised. (Ex: The Arlo Guthrie concert at the Flickinger from ~6 years ago, which I discovered the week AFTER from the El Paso Scene!). There also needs to be better outreach to Retirees and Seniors, because people aged 45+ yrs.old make up nearly 1/3 (32.5%) of our population. The weather is great. The 2 biggest issues in decisions about retirement location are weather and cultural/educational events. This could be an outstanding retirement community but there needs to be more events & activities in the arts & education in order to draw people to more here here. Also, look at all the empty houses that will be coming available as the German Luftwaffe pulls out entirely in 2019. There rea really good basis for making Alamo a fine retirement community. But ultimately, you need to get NMSU-A and the Flickinger more involved, more collaborative, and with much more advertising & outreach.
- Public Bathrooms on New York
- Bar

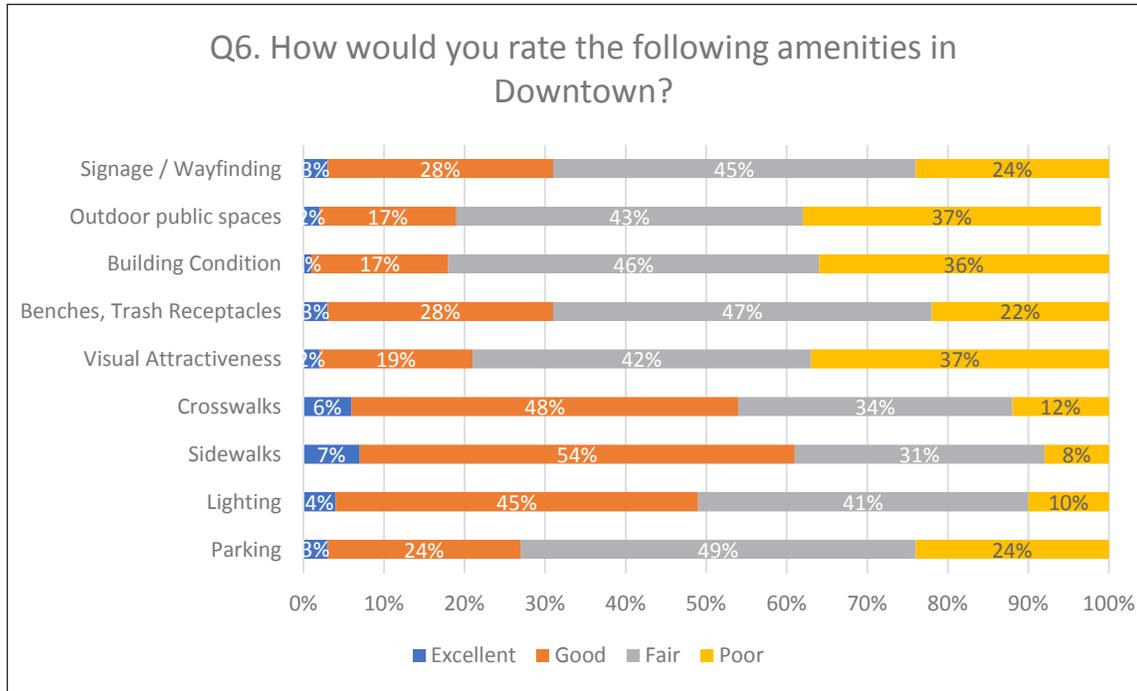


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- Block off NY AVE. Plant trees make it a tourist attraction. Outdoor coffee shops. Artsy, and for heaven's sake fix the bldgs and awnings
- Something for kids to do, family oriented
- Barber
- Barber
- Needs to be one of the main gathering places for public events. And needs a good lighting and sound system installed.
- Patio cafe
- Beer garden
- Breweries and wineries
- Clothing stores, shoe stores, music store... Don't have any of these and desperately need
- A nice little outside place for a cup of coffee or snack....The weather here is great most all year.....take a lesson from overseas with little outside cafes.
- Brewery, wine tasting room w other things to taste
- Bar/social activities
- Discoteca
- Downtown cafe with coffee, beer/wine, and live music
- Would be nice if it were back to the day where the shops downtown were more than thrift stores - back to being music stores, hardware stores, women's clothing, men's clothing, children's clothing....things that will draw the people back downtown
- Bakery with homemade goods
- Brew pub. Corner of 10 th & New York would be perfect!
- More green spaces!
- bakery,
- A locat brew pub would be nice. Not a lot of evening things to do around here
- family entertainment
- Book Stores
- Children's activities. Family Fun Center too far out for many folks
- Tap room
- Clean up what is there
- Bar
- Bike Trails
- Brewery
- Dance Cafe
- Family friendly events
- Outdoor music with food trucks. Music playing

from speakers daily with nice decorative lighting would make this place more friendly Possibly a central fountain and tress up and down the road. Something to draw a younger crowd. Even something that is "selfie" or instagram worth would drive people to the area. At the end of the day, predictable monthly or weekly events needed to get people to come. A beer garden in the summer months would be sold out guaranteed!

- Something fun to actually DO!
- Anything remotely interesting to families. A board game shop
- Evening entertainment, dancing
- Evening entertainment, dancing
- Kid friendly activities
- Activities
- A well maintained pub/bar with live local music events, a bouncer and a dress code.
- Any other revenue generating place/business
- No more chain restaurants--otherwise what's the point?
- Bar(s)/pub/brewery with outdoor seating available.
- Bar/place to hang out
- Vegan friendly food establishments. Check out Otero Veg to see how much veg interest there is here. Going out for fries or a salad isn't really exciting and can easily be made at home. (Vegans don't eat meat, cheese, eggs, cow/ animal breast milk, gelatin, etc)
- No more thrift stores!
- Bar/craft beer place
- Music Venue
- Anything! It's NO fun to have all these vacant shops! Why are the businesses moving out?
- Entertainment for 13+
- Brewery



Q7. If your answer to any of the above is fair or poor, what would you suggest to improve it?

- I think you are on the right track – just taking notice and cleaning things up particularly on the major roads such as White Sands in New York – don't let business owners keep things trashy.
- "Parking- negotiate for public use of the Bank, County, Ink Well and Church lots, the WS Ave east side between 9th & 10th, and the area at 8th & New York during special events.
- Visual & Buildings - Façade Squad helped a lot already, fronts are generally OK, but the west facing backs of most buildings are really ugly... travelers on WS Ave only see that side. (The railroad mural is a GOOD thing but the rest is not.) You've got a Façade Squad Maybe you need an Assad Squad.
- Public Space- Will Shyne build or allow a shady park on the east side of the TBSA Museum?... might not get much use, but the appearance would be a large positive, and might entice someone to try a drinks/snacks/bookstore/newsstand like endeavor in one of the 10th St Façade Squad buildings. "
- Parking signage for overflow parking in a certain nearby lot of street. New paint on benches and crosswalks. Paint the benches bright colors so they're not hot in summer and add to the visual aesthetic. Possibly using loft space in some buildings for rental living space.
- Visually appealing
- Not sure why money is being spent to redevelop an area that the city is determined to trash by adding the Steel Mill and Railyards. This steel mill and railyard will greatly affect Mainstreet and the Redevelopment plan. Can't see wasting money on this.
- Funding to improve aesthetics.
- N/A
- not sharing
- Crossing tenth street with my kids can make anxious at times.
- Better parking especially for Art walk.
- Add ice cream shops, pizza shops, burger place, game room for teens, flowers shop, flowers, water features, outdoor pub, places for people to relax and enjoy for a while.
- All the establishments that serve liquor are your big chains (Applebee's, chili's, etc.). I would like to see more "local" business that serves food and drink, and even live music! Places with a genuine local flair.
- Many shops r empty but town doesn't seem to support businesses much in Alamo



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- Adding more benches and trash cans that are actually dumped. Clean area. No more thrift stores.
- Alamogordo Is Really Nice!
- Better parking, better signage...can't tell what the stores are really. Store fronts aren't attractive at all.
- There are still a lot of road improvements that need to be made as well as ADA side walk, bike paths and cross walks that need to have flashing lights especially down the tenth and first street roads. If you focus on Panorama to 10th Street there is too many restaurants and hotels. They need to tear down old buildings that can't be restored. Stop building, buildings which can be used elsewhere and clean up the pot holes along streets especially in school zones.
- Some buildings are run down. Remodel on the outside
- Downtown needs a facelift. Look at towns like Taos. Even as small as they are, they have hanging flower pots, fresh paint, benches. Very inviting and friendly!
- Cleanliness, removal of homeless panhandlers
- NA
- "Refurbish buildings
- "
- More updates to building even a fresh coat of paint, some benches, flowers and more entertaining events
- Benches, music, actual businesses open.
- Nothing
- n/a
- Better lighting, improved parking areas, restoration of historic buildings
- Outdoor public space is lacking and would be great to have in that area.
- Allowing business owners to utilize abandoned buildings free of charge for the first 6 months and then a discounted rent after that. Or just tear down abandoned buildings. And give out more liquor licenses so restaurants are willing to open here!!!
- There are just so many abandoned buildings and businesses. Would love to see the majority of them occupied and offering something new and engaging.
- Bike and walking paths, better parks without hypodermic needles laying around.
- Keep government out of local business. Businesses succeed or fail on their own merits. Our tax dollars have no place in trying to see that anything succeeds.
- Need owners to reinvest in the buildings or sell them to people willing to do so.
- Lighting could improve to make people feel safer. Signs could be more professional looking. Parking is terrible, and crossing the street at 10th and New York is scary. What is there to attract people to downtown? Patrons Hall is amazing. But other than that.... second hand stores, a smoke shop...
- Fill empty buildings- update and clean up old empty buildings that have tacky writing and newspapers on the windows
- Make it more like a downtown district with music and some more vendors and look into some more grant funding for refurbishing the buildings interior and exterior
- Clean things up, have outdoor patios, have places where you can enjoy a cold beer or glass of wine.
- more benches near the walking area, area downtown closed for cars. coffee shops next to playground, so you can have coffee while watching kids play.
- More signage pointing the way to more parking. More Lighting and trashcans. Paint and update old buildings.
- Benches not facing a wall, more marketing events, get buildings a facelift that they don't deteriorate so quickly
- Things need to be updated.
- Create a outdoor restaurant atmosphere during summer with music
- We need more of the above.
- Family Business like tailors, shoe repair, Ink Well etc.
- Some buildings need improvement. Zoo and Park need expanded parking.
- Better lighting. Sometimes, there's absolutely no lighting on the streets. It's difficult to see any sign.
- More seating, more sidewalks, more eye appeal and advertising.
- Redo the store front. Make more shade. Put



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- more plants. Little outside park area to eat at.
- The entire downtown area needs a facelift and the parking needs to be improved maybe like other places have done put parking around the downtown area and make the downtown area basically a walking area.
- Restoration of historical buildings, replacement of others. Not really any room for public spaces. Wayfinding? Where are we trying to find our way to?
- Need more visual appeal downtown this is a historic area it needs to reflect that. it use to be beautiful downtown now it's just old and run down
- More cohesive appearance
- I believe Mainstreet is working diligently on improvement.
- Appearance
- Sell retail space at a reasonable price so private people/organizations have the money to invest in improvements. Create a specific zoning so all spaces must meet a specific style to maintain consistency and continuity downtown
- More parking places
- Maybe adding a small park area that can also be used for special events.
- Have the second stories of the buildings cleaned up
- Clean up outside of buildings and take down any parts that are not taken care of or not refurbished.
- The whole of downtown needs a serious sprucing up. I'd hate to lose the New Mexico look, but you ask about crosswalks which are not noticeably marked. I'm not exactly sure what you mean by "downtown" because I consider New York Ave. downtown.
- More murals, benches.
- Unsure
- Need to improve on lighting as well as proper signs
- More arts/arts funding. Establish arts council.
- Make this more visually appealing.
- Sidewalks have unused attachment fixtures protruding in walkway. Previously used to attach seating benches.
- Clean up and modernize
- The city of Alamo needs a facelift. It is visually unattractive and poorly maintained.
- The buildings are incredible but need a bit of restoration. Not modern but authentic to the age of each building.
- Get rid of dilapidated homes
- More cohesive appearance
- Add colorful benches, add art work, downtown needs some historical markers on buildings, add trees for flowers for visual appeal.
- There are too many old unattended houses, old vacant businesses, and thrift shops. Clean up the mobile home areas in the city.
- We need bathroom facilities for downtown events. It would be great to have a few more shops (clothing, local gifts, produce/honey/etc). A play place for kids would be great, as well.
- More toddler friendly and more plant life
- Parking
- Update
- Outdoor coffee shops
- Owners invest
- Perhaps an ordinance that would set the guidelines for owners and tenants to adhere to, a sense of pride in their community, make downtown a walking district full of entertainment in the evenings, a clean fun place
- Signs need to be upgraded, maybe have restaurant with outdoor seating area, buildings in need of repair
- The whole area needs a face lift. Needs to be refreshed and renewed. And better/ more options needed to frequent visitation
- FIX UP BUILDINGS
- Paving roads, resurfacing sidewalks, updating buildings, crosswalks repainted.
- for events when the street is blocked parking is hard to find
- Buildings are not well kept. Overall space could be updated. Consider making part of New York a pedestrian only walk way or cleaning up & promoting living in historic district.
- More parking
- Need to get rid of Highway style lights. Need to fix chipped up broken sidewalks. Need to provide help to the dilapidated historic building owners. Need the flashing lights at intersection at 10th street.
- Rehabbing buildings would be great, but I'm sure it's expensive.
- Better visibility of signs
- Convert some of the vacant lots to parking.



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Add street lighting, benches, and trash receptacles; replace sidewalks that are cracked and heaved; encourage business owners to improve their building facias;.

- Get rid of abandoned buildings and rubbish through out the area
- Our downtown is a missed opportunity. Other small towns are doing downtown right. More shops. Paint buildings. Fix broken windows. Require business owners to maintain property
- Multi unit sign at end of street...most people don't know what businesses and restaurants are down unless specifically looking. Make it draw attention....the new mural from white sands draws your attention but that is all
- Enforce the laws on handicapped parking and crosswalk signs for pedestrians and wheelchairs, for example at the crosswalk on first and Washington where i have to cross everyday to get to work on my wheelchair I have almost been hit by drivers ignoring the walk signs.
- Update store fronts and make the area more accessible for walking. Sidewalks are a rare commodity in this town.
- The town needs a HUGE clean up act especially on White Sands. Too many eye sore businesses.
- Be more accessible.
- Actual update the buildings and sidewalks so that they are easy to walk on without tripping. Add benches and trash cans. Also perhaps a sign at the end that states all of the businesses throughout. You cannot see the signs for the businesses until you are directly over them.
- Property owners need to take more responsibility for upkeep and improvements to their buildings.
- Crosswalks should be like those at the College - with light effects; Bicycle lanes thru town; develop a "theme" and go with it - ie old fashioned looking street lights; keep up the streets - ie Michigan etc
- The buildings need sprucing up. Parking is an issue if there is an event.
- Parking is limited, especially when they block off the New York street for the street fairs. I think we need more lighting, decorative and or neon.
- The flow of traffic and condition of roads and sidewalks.
- Community involvement
- Owner need to take pride in ownership, general face lift
- Force the owners of the dilapidated buildings to either fix them up or the city/county seizes them.
- Better signage, more benches, outdoor seating for restaurants or coffee bars, lighting in the trees and on poles etc. music playing, modernized Store fronts. Look at downtown Tempe AZ for ideas, it is inviting and our downtown needs something inviting
- Revitalize buildings
- Just visual cleanliness, businesses look ok, neighboring properties need sprucing.
- Tear it down and start over from scratch
- A lot of vacant and run down buildings. Sidewalks are uneven even hazardous. Not enough diversity.
- Clean it up.
- We can improve the appearance of Downtown but until folks can be found who are willing to invest time and money to bring shops and activities to the area it will remain an area that "used to be".
- Color, festivities, updated look
- "More parking
- Brighter/more lighting maybe even music (Check out The Fountain area in El Paso)
- ""Prettier"" benches, trash receptacles, kid friendly areas
- Places to sit and enjoy a coffee or treat you just purchased
- Shaded areas to rest, charge devices, let the kids run around"
- "Business investment. Visual attractiveness and building condition will probably only be improved with businesses that will invest in those things for their property. I think the 11th-12th block of New York is a good example. The businesses on that block have invested capital to improve the buildings and their public presentation. That block ""feels"" great: modern, attractive, flourishing. Contrast that to the 8th-10th block of New York which feels old, run-down, as if no one cares. I'm not sure that government funds will make someone care



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about their property...

- When I think about public use space, I think about Grant Park in Chicago, Lincoln Square park in New York, all the small parks in Savannah, Georgia, the plaza in Santa Fe, or any number of plaza-type spaces in a number of cities: Abq, El Paso, Dallas. We don't have that. If we did, then signs, benches and trash cans would be a part of that.
- I think implementing that somewhere would be great."
- "Lighted crosswalks with high visibility paint.
- Many buildings look rundown and in need of renovation and paint. New York street between 10th and 12th very narrow and hazardous for driving and walking."
- Planting some evergreen shrubs added seating and more of a community feel
- Have clear signs that I can read
- Better parking, open scenery businesses to Main Streets, trees, flowers,
- Give the town a face lift
- CLEAN It up. SO much just looks so dumpy. It is not cared for.
- Buildings in need of repair. Too many vacancies
- "revitalizing the old buildings, new paint and weed/garden maintenance. More trees and benches.
- "
- More benches
- I believe it needs to be cleaned and remodeled in a way that has some continuity - Artesia is a good example of a small downtown that has become a nice welcoming place. Alamogordo downtown looks and feels rundown.
- The buildings, although historical are run down, windows are horrible looking. There is nowhere to actually visit and enjoy the city. The public spaces we do have is standing only, no real parks with benches or seating. I feel we live in a dust bowl of a city. Since it is the desert, why do we have to have everything look dirty, why not liven it up?
- Building owners need to be held responsible for the upkeep of the properties. The downtown area needs to be developed to be user friendly and provide reasons for people to visit.
- Renovation and better parking options.
- Get the owners of vacant buildings to clean them up & get them open again or tear them down.
- How can you ask about outdoor areas, when there aren't any? Only a few benches
- Add more parking! Maybe even a parking structure. Fix up and/or resurface the buildings. Many of the buildings have uppers that look like they're going to fall off or crumble. Maybe a potential safety issue. Could also tear down and build up new buildings in the same footprint. A lot of the buildings haven't been taken care of and could be redone.
- Planters with drought tolerant plants, art, (sculptures, I enjoy the paintings on the side of the buildings that has been done - they have added a lot) Southwestern Signage. Much improvement has been done and things are looking up. I see that we are getting a jet that was flown in the Vietnam war but plans are to put it in the entrance to the airport. I haven't been to the airport since commercial flights were stopped. I think it should be placed on US 70 before you turn to go to the airport. I know that this isn't part of the downtown improvement but to the overall visual appeal of Alamogordo.
- Better parking, perhaps a garage or lot of some sort. Refresh building appearances, environmentally friendly landscape to beautify downtown. Walking trails to encourage more active citizens but better lighting to do so in the morning and evening hours when it is cooler.
- Up date signage, paint buildings, replace side walks, assist local business endeavors.
- The business should have pride in their establishment. A nice clean business
- Its an economic thing the buildings are old and have not been maintained very well. I know its tough to keep them up.
- "Tear them down.
- Nothing particularly historic, just a tax drain and eyesore"
- "Firstly, as far as appearance goes, I think landscaping quality is greatly lacking for a modern Downtown shopping area. Also, a lot of buildings need to be repainted or are in general disrepair. As far as houses inside this defined area, there are numerous abandoned residences. That detracts from the aesthetic value and also the desire of residents to come shop nearby.



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- I'm going to assume that part of this redevelopment plan includes the addition of a Public Parking Lot or multilevel Parking Deck. It would be great if it was free, at least during daytime weekday hours."
- Get more shops and restaurants. I would love some independent restaurants. And maybe a chic fill a. Redo the outsides of the buildings to not look so run down and demolish empty trashy looking houses.
- Better stores, landscaping, block off for events...has so much potential!
- Too many bums
- Start off by getting rid of the homeless that wander around and panhandle, next, tear down the dilapidated buildings and get something pleasing to look at.
- Sidewalk is uneven which is difficult to navigate with a wheelchair
- There are not very many outdoor spaces. Like the park and the dog park and when there are those spaces, they don't really offer much. Parking is a pain. It's like you guys are trying to compact all these stores and peoples houses together and that leaves barely enough room for the parking lots so they end up being small and always filled. I haven't seen a single trash bin since we've moved here. The benches are kinda separatic, but we didn't have much in my hometown either. Maybe it's just me but I feel like their should be a couple crosswalks on white sands Boulevard with the cross walk lights that only light up when someone's trying to get across.(Like Holloman has) It'll help people not risk their lives while trying to get across and make cars slow down. It's WAY to hard to pull out onto the main road. Then the only reason it's lacking in visual looks is that theirs no eye catching item or anything that really welcomes you into the town.
- Sitting park, building upkeep, public restroom, trees
- Most of the buildings downtown look run down. It is difficult to see if they are actually functioning businesses or not based on their appearance. I was sad that the farmer's market was forced out of downtown as I enjoyed going down there for that. This may be a great early Friday evening event.
- Change the lighting to something welcoming and less, "driving down the freeway at 1am". Sidewalks need to be repaired. The crosswalk are just about invisible to drivers. The public spaces aren't kept up with and it shows.
- Restoration of historic buildings/facades & clean, updated landscaping.
- Improve pedestrian crossing of 10th and new york
- Reasonable prices stores. Cleaner buildings,
- Na
- Would just take money and effort to fix buildings and signs i would think
- Money to fix empty stores, try to lower rent rates if necessary to get businesses in there! Host farmers market.
- Clean it up, update & renovate
- To spruce it up a bit. More updated or old town charm and character without looking run down
- Some of Alamogordo's buildings are in bad condition. It takes away from it being aesthetically pleasing
- New paint crosswalks repainted as well.
- Parking area is not easy to find when streets are closed down for events.
- Painting, renovation of buildings.
- St signs posted and visible
- Mostly just curb appeal. Fresh coat of paint
- Facade cleaning, more pride in ownership from the building owners in the form of maintenance, advertising on 10th st and along White Sands Blvd for downtown area.
- There are not a lot of outdoor public areas in downtown unless the street is shutdown. I am not sure how to fix that, but there should be some more patio space opened up. Also, the smoking makes it hard to take my children out to things like downtown night
- Stores that are relevant, up with the times, restaurants that are healthy and appealing, safety enhanced.
- Refurbish building structures with new paint and lights. Bigger signage for all businesses on New York St.
- Update the buildings. Nobody cares that the buildings are historic and can't be remodeled. They look terrible and in poor condition
- Modernize the signs and better lighting. See
- Perhaps fixing up the overall condition of all the buildings/outdoor areas. Maybe more color



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would help.

- Spruce up curb appeal by planting shrubs, flower planters etc...
- Make things look newer, the city looks outdated
- Some of the older buildings on New York and Tenth, Ninth, need help, broken windows, boarded up, or the closed up restaurant or business with hoarded restaurant supplies. Maybe a group of business leaders and the COA could do a Zia Trans tour up and down New York, Delaware, go street by street for about 4 blocks east between 10th and 1st street and identify blight to remove.
- Give some of the buildings a better/updated look to the newer infrastructures that are being built. Parking can be improved to include lots or garages provided the space is there to have one (especially if there are big events happening that day/weekend).
- The benches on the main streets usually have homeless people using them, that's the main complaint I have.
- Add some painted mascots (the Tigers) like Artesia has the Bulldogs ; clean up those old trashy, run down houses , have more music festivals like the beer/burgerfest in downtown.
- Upgrade existing amenities
- A "Noticeable" coming events sign. I don't read the local paper or use Facebook so I never know what is going on downtown.
- "Definitely need more/better parking. No idea where you would put it though. Street could be lighted better.
- "
- There's not much that can be done with existing buildings as far as parking. Area could be spruced up and modernized but i understand this would take a financial commitment. .
- There are few crosswalks on white sands Blvd and people crossing all over. Not safe.
- I would definitely try to improve the down town area. Its a beautiful place but it need some more character. For instance, we could fix up the buildings and add a few more festivals.
- Better lighting, overall upkeep.
- Redesign the parking, sidewalks, buildings, and public spaces. The block looks old and boring. Having it completely redone to look new would definitely attract a lot more locals and even

tourists. A great deal needs to be done, but it would benefit the city of Alamogordo.

- Better parking, lighting and updates on buildings and more murals
- More parking and more open spaces with grass more pretty murals on walls
- More parking. Better lighting. More trash cans
- There needs to be more curb appeal to the downtown district. I would love to see a night life for people to go and hang out in the evenings. I also would love to see more places for teens and kids to hang out.
- Add retail.
- I would suggest to freshen up the buildings by giving them a new coat of paint and add more space- or a better space for parking.
- Improve building, add retail and attractiveness. For example, add a farmers market or other event. Also possibly increase safety of sidewalks and crosswalks
- Crosswalks absolutely need to be repainted to be more visible. Building conditions look beat up but I suppose it adds to their character and charm, the public space downtown is littered with panhandlers that make me uncomfortable to walk around by myself.
- We need more of everything. There are too many abandoned buildings and no one goes downtown because there's not much to attract them or they don't know when something is happening. Definitely need better advertising about things to see and do downtown and the whole city would benefit from beautification projects.
- The businesses could use a face-lift to bring them up to date. They look very run-down and dated. Not inviting at all.
- "Well, there frankly isn't any need for signage until there's someplace to go. I've heard that, in the 1990s, there were lots of interesting shops and restaurants in Alamo. So we need better & more interesting shops. But I also understand that the landlords on New York Ave. charge exorbitant rents in order to keep the buildings empty & then claim the loss as a tax deduction. Maybe the City could work on correcting that problem? How about an initiative to rehabilitate old homes on New York etc. as housing for the poor, indigent, transient, and other low- or no-income people in need?"



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- If the stores would come together for a common theme of outside decor, such as Black and Gold for our Tigers, or something similar that allows the buildings to all look coordinated, I think it would increase the attractiveness of the street.
- Revamping downtown which little by little I have seen being done. But there is nothing downtown that draws me or my family to want to go very often
- Some building appear to be falling apart and are not visually attractive. Not clear signs to places. More variety would be great.
- "For public spaces--bring down a couple of the bad buildings, change to attractive sitting area's with a little shade.
- Parking--provide a lot by taking down a poor building, or lot behind a couple of stores and a small walkway to the front from the parking.
- Visual attractiveness--the empty buildings, in bad condition, are a real eye sore."
- The downtown area needs a face-lift, much as Patron's hall has done to that building.
- Resurfacing the facades of the buildings, adding retail that is actually useful. Music playing on outdoor speakers, flower pots,
- No suggestions
- I think most buildings down town have been vacant for a while that they are getting worn down. And the buildings that are being occupied the inside is nice but outside with due to the rain and wind, the paint and signage come off easy. So it's an easy fix to my answers of fair or poor.
- Buildings and businesses located north of 12th St. and south of 8th are somewhat scattered and vacant. It would be nice to see something built in the vacant spaces as well as a higher standard of maintaining the existing spaces throughout.
- Hopefully everything
- Parking is difficult when an event is happening. Downtown New York side walks are very uneven
- Fix it. The bldgs are run down. The storefront awnings look like poor man's land. Block it off revitalize it. Take some cues from other areas. We want tourists to visit our city\$\$\$\$\$\$\$\$
- Vendor bring only trash cans for food, no public rest rooms. Stupid flashing light on 10th cant cross drivers distracted. Cracks and dips in sidewalks
- Increase parking and or redesign traffic pattern
- More parking. Buildings maintained
- Cleaning up and repainting the old buildings but keep the historic character
- The aesthetics just to draw me in stop before I get there. The routes to downtown are trashy and reassuringly ghetto. Clean up the run down town so I can walk there or bike there without wondering how poor someone must be to live in such filth.
- Most buildings are in poor states of upkeep and in dire need of repair
- Most buildings are in poor states of upkeep and in dire need of repair
- More benches and trash cans
- More of the above marked Fair; historical restoration
- I see downtown areas as being fun, exciting & charming, in the many places I have visited. With a few exceptions, such as Victoria's, Flickinger Center and 1-2 other businesses, the Alamogordo downtown merchants do not lend well to this.
- More curb appeal would be great!
- Building repairs, public restrooms
- Better lighting, cleaning up the area. It's a visual eye sore in its current state, but there is so much potential
- "Keep cross walks clearly defined.
- Eliminate blight, including areas within 5 miles of city limits."
- "I'd like to see more color. I'd like to feel safer crossing 10th Street. I think the benches are positioned poorly and are an awful color. Forest green should stay in the forest. The signage and wayfinding are nearly non-existent. And what's there is not great.
- Need some tax funding to make major improvements, a portable stage with sound and lighting, and good overall lighting for evening events.
- Flickinger Center and Patron's Hall are two locations we often visit for theater events, ice cream, coffee, and live music and are very attractive. Forgot that we often visit county offices (because my husband is a volunteer fire fighter). The zoo is a big draw also (we take all guests there). Should include that in what you



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call "downtown".

- Make Alamogordo beautiful again, we have to many hotels, we need more things that will attract people to visit.
- There is nothing attractive downtown. I would only go there if i had to.
- Stop allowing your elected officials to be career politicians so this town can actually make some progress.
- Big parking lot
- "Close New York ave to vehicle traffic .
- Put flowers and string lights all over . "
- Downtown needs beautification. It doesn't look inviting.
- "Need more parking, but I know it's tough because there's not really any place to put it.
- "
- Older shops are hot in the summer time and are in need of cooling upgrades. There are almost no businesses and downtown New York that are open on Sundays when people are off work. Most of the shops downtown close at or before 5 which makes a shopping after work impossible. Need more practical stores 2 fit the needs of Alamogordo. Not sure that the older downtown area will attract new businesses, franchises or corporate offices
- "For one thing everything usually closes at 5..just when a lot of folks get off work.....Light it up to get evening traffic .
- Update
- Buildings especially on their 2nd floor need work
- Clean things up, paint buildings tastefully, have decent stores.
- NA
- A complete remodel of exterior of buildings while maintaining the charm of the old architecture. We need to court businesses that could revitalize the area while embracing a small town feel. No more thrift stores. No more dollar stores. All of the stores make the town seem poor and ran down. If they can stop billboards while can't they stop dollar stores and thrift stores of junk. The courthouse needs massive improvement including parking and modernization. There should also be spots for eating including food trucks. They have been collecting for the courthouse for a long time and still no real improvement. It's a disgrace.
- Face lifts, painting, murals
- "New paint on buildings. I never go at night so I couldn't respond to the question about lighting. I didn't notice trash receptacles when I went there, but I could be mistaken.
- When I go to see a show at the Flickinger Center, parking is usually only available down the street in the residential area. Need more parking. Possibly a parking lot. "
- "It is hard to read the signs of merchants on the corner of 10th and New York.
- It has been some time since most of those store front have been redone. I think some of them have been there since the 70s. I remember Penney's, Sears, and Bonanza City from that time, and it doesn't take much imagination to see it now.
- Parking has always been difficult in downtown. I'm not sure what can be done about that except adding a parking lot, and I'm not sure where that could be."
- Needs to be cleaned up, then the city needs an identity. When Buffalo Wild Wings and Applebees are your best nightlife you have a problem. Not too mention they are the best places to eat besides Peppers, which closes far too early.
- Add more public spaces.
- Clean it up. Bring in more things to do...more places to eat. Make this town somewhere we'd be proud of.
- Upgrading the building facades. Cleaning up and repairing.
- Needs a complete makeover, buildings are old and outdated, empty and the lighting at night is horrible.... needs to be updated for safety
- Remodeling by building owners
- Downtown has a very drab appearance. It brings little excitement and isn't even eye catching. A bakery, bistro, or coffee shop would improve the area.
- More, and cleaner restrooms
- \$ to improve
- Depending on where you consider the end of 'Downtown' sidewalks can be in even and lighting very poor. Some buildings conditions are not good.. there is no public space to speak of except founders park which really had nothing to draw people to it, and is poor location right by a busy street.



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- More community events
- Some buildings need to be worked on and updated.
- General updates
- Encourage shop keepers(not building owners) to keep the area facing and including the gutter in front of their establishment clean and attractive. i believe the no smoking buffer areas should be enforced so shop doors can be propped open in a friendly way. yes the wind wreaks havoc on canopies and people put trash in flower boxes BUT people from other places in the country are used to more attractive (ie: look successful) business exteriors.
- Fill out the vacant spaces with relevant, modern businesses where one would want to spend time - i.e. coffee shop, bakery, bookstore, gift store, toy store, etc. Create outdoor space for eating, drinking, meeting and mingling, concerts. Update facades and interior space to feel fresh, clean and safe.
- Parking is mostly very small for a vehicle big enough to carry a family in comfortably. We cant all fit in compacts and smart cars. The WHOLE city has tiny parking spots, not just downtown.
- Less playgrounds (we have enough) more areas with lights at night for cycling, juggling, outdoor fitness in general. Some neighborhoods are too dark.
- There are some pretty sketchy looking places down there. I refuse to go to a place in the middle of a town where the "draw" is a shop that has pictures of the supposed "shroud of turin." Seems a bit wacko to me.
- Most of the storefronts are not very attractive or welcoming, the businesses come and go, and there is very little in terms of "destination stores" that people would make an effort to visit (e.g., the Bluestone and the Pistachio Farms I would call destination stores)
- crosswalks better marked, need a cozy feeling, neater/cleaner building appearance
- Na
- The cross walk needs to be re painted and aligned. I say paint the side walk as well to give it a distinct stand out that mom and pop shops are around the area.
- Money
- Many of the downtown buildings need to be renovated to their original buildings. I know this is really expensive, but I was born and raised in Alamogordo, and lived in the downtown area and the buildings were beautiful.
- Everything needs updated
- Maybe set some standards for building details such as awnings, paint colors etc to try and achieve some consistency. The Rachel's restaurant is nice looking so maybe use that as the standard and work from there.
- n/a
- Most New York businesses need paint, flowers out front, better signage. Make it an old town downtown area. That tacky museum on the west corner needs to go. It's like the front door to the whole area. If you could close off the street & create a downtown area with places to sit, areas for events. A small version of Pearl St in Boulder, Co.
- I would love to see a true revitalization of our downtown area. We live close enough to walk over on the weekends. Would be wonderful to have art events and a few nice restaurants and a place to get a glass of wine and listen to music. Retail shops would also be great.
- repaint or resurface store fronts and interiors, buildings are old and need to be refreshed and look more like that are being kept up. nice benches, new or at least paint the old ones, no advertising on the benches would be more attractive.
- Alamogordo needs more green spaces/ landscaping and pots of hanging flowers, etc. That would go a long way to making our downtown area more attractive. That said, we've made lots of nice improvements. Thank you!
- Downtown buildings - the majority of them - could use a face lift. Additionally, there are some that have lovely signage and others that look terrible, so some consistency or governing rules for this would be helpful.
- clean up the area, add more benches, flowers, just because it is old, does not mean it has to look old. I remember when I was a kid, this is where we shopped for shoes, clothes, birthday cakes. I loved "crazy days" which was always held right before school started.
- Update and paint buildings, outdoor public



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spaces seem dated, I don't see any benches.

- "Add more parking, the down town buildings are awesome they are just in need of massive updating. Need to add more bistro, local business that will actually bring in revenue. NO MORE FAMILY DOLLAR, GENERAL DOLLAR, OR ANY OTHER TYPE OF DOLLAR STORE!!!!!!!"
- "Have signage requirements that make the area look nice. You should have to 1. Have a sign. 2. Have it be professionally created. No spray painted wood signs. 3. Have exterior of your shop in good standing. No ripped awnings, broken windows etc.
- The benches with advertising on them are the UGLIEST THING IVE EVER SEEN. They are cheesy and tacky. PLEASE REMOVE. "
- Mark available parking for easier find - especially during special events / Some more park benches, more deco (maybe a theme such as the painted ponies in other towns, or flower barrels - even if artistically fake, more color) / I think the unused buildings are what make the neighborhood feel more like building conditions are not so great. / Some business signs are so small - such as the new restaurant....we went looking for it after hearing about it, and it did not stand out.
- "There's no way to improve the parking - it is what it is.
- But the improvements that Mainstreet is making is wonderful."
- Look at downtown Artesia, beautiful place. Embrace the history of the area
- More foliage and planters filled with attractive greenery/ flowers.
- Downtown appears run down. The majority of shops also appear run down and sell "cheap junk". Going downtown is not an experience to be savored and enjoyed. Well curated retail shops and bookstores, inviting coffee shops, and unique restaurants would make downtown a place to go and enjoy spending the day.
- Needs some renovation and additions in the empty buildings
- Example is the revitalization of Flickinger Patron's Hall with clean, bold, and vintage style colors and signage that draw you in. NY Ave. is lovely but faded. Bring back some of

the vibrancy from by gone days to celebrate our history, not replace with modern starkness. Advertise, coupons, community involvement opportunities.

- unsure
- Just general sprucing up with lighting, landscaping, building maintenance, etc. It has potential to be a beautiful, active downtown. Just need businesses to come in as well. I have been to many historic downtowns in cities around the country that are so attractive, have boutiques, furniture and decor stores, book stores, etc. Alamo could have so many fantastic shops!
- Increase plantings and attractiveness of parks and benches, Buildings in downtown look run-down and unkempt
- Improve everything. Take out the stupid three-way stop on 10th and New York. Put in a round about or something more useful. I almost got hit on my motorcycle by an out-of-towner who didn't see the stop sign. It's useless and dangerous.
- Would love to see the old buildings taken back to what they once were. Give it the old town feel.
- Down town is not inviting. I would recommend the hanging baskets of seasonal flowers in front of each store. An American flag would be nice. Some of the stores are not that attractive from the outside - but that is probably not something you can change.
- Modernize the area
- Refurbish the building facades on New York.
- "Parking lots?"
- Add benches, trash cans
- The only outdoor public place is a paved memorial
- Buildings look pretty old, unattractive- especially when viewed from the back"
- Put in more seats and better lighiimh9
- The area is out dated and when something new comes in, it doesn't last. The Flickinger is the only thing that my family and I keep going back too. Love the performances that are put on there. The rest of downtown just doesn't have any appeal.
- I moved here a year ago. Alamogordo looks very run down. There are many empty



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buildings and vacant office space. There are few appealing outdoor spaces...only one that I am aware of really and there are NO safe bike trails. You take a chance with your life riding a bike in this town.

- Increase parking spaces
- Better the attractiveness and presentation.
- Renovation of the buildings and extend out into the streets and put parking in the backside.
- We need more outdoor public spaces and more parking available during the weekends when people might be downtown who are working during the business week
- ADA compliance!!
- The City could add a walking path in front of the zoo where the old fence got moved back. I think almost all of the above questions are poorly represented in downtown Alamo, except the ZOO! Downtown Alamogordo does not provide a safe or comfortable walk-able feel. Patron's Hall area is the best and only improvement in years. Crosswalks are a joke here. Pedestrian safety is not considered. Lighting is poor. Outdoor spaces are minimal. (the zoo is great) Walking paths in downtown area do not exist. There is not adequate or safe parking lots.
- The main reason people don't venture out to the downtown area is due to it not being inviting and attractive.
- Na
- Invest in downtown. Renovate buildings, add lighting, make cross walks pedestrian friendly. A coat of paint does wonders.
- There are no restaurants to visit downtown, other than eating at Lowe's.
- Lighted crosswalks would be nice and revitalized benches
- The buildings are all beat up and old. Awnings are missing, everything needs paint. Get rid of all of the thrift stores.
- Several buildings are in disrepair , and there is no real seething area to rest .
- Paint downtown bright!
- "More green space.
- Outdoor eating area
- Get rid of smoke shop."
- While the "old" feel to the downtown area is great, things(buildings/facades etc) need to be painted, repaired etc. Perhaps following the way the museum was improved.
- More sidewalks, more parking using lots not currently being utilized, uniform downtown buildings via paint and decor, tear down some of the buildings that have been sitting on White Sands that look like they are about to fall in. More signage of events taking place. Maybe have an "adopt a park" where businesses can volunteer to clean up a park and paint.
- No
- Would be neat to further restore the historical facades and aesthetics.
- "There's not really a place for outdoor gathering, except the parking spaces after hours.
- Modernize with paint or newer signage. Update store fronts with stone or stucco.
- Some of the buildings that have been bought and redone (the southeast corner of 10th and NY and the old Stella Vita) look great. Others seem some serious TLC. It seems like there should also be some standards in regard to building appearance.
- Renovate buildings
- Unoccupied locations cleaned up
- Simple...the business owners need to pull their weeds and clean up the trash! Maybe code enforcement could help them.
- **REPAINT, SPRUCE UP OLD BUILDINGS, BUT MAINTAIN THE HISTORICAL FACTOR, BECAUSE THAT IS WHAT MAKES OUR DOWNTOWN SO AMAZING AND BEAUTIFUL!!!!**
- Crosswalks need to be more visible and our overall aesthetic needs work. Taking down vacant buildings would be a good start. Perhaps we should decorate downtown.
- Some buildings could use some maintenance and repair. If signage for some chain businesses were not so obnoxious on the main road, it would look more welcoming.
- "Dedicated walking zone(s). Indoor/outdoor restaurants and cafes. Get rid of obnoxious signage. Clean up or remove dilapidated buildings.
- (Go look at things going on in Las Cruces downtown and see what decent is)"
- Clean up the buildings--they're so old and trashy, add murals, something with color, fun



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signage. Brick inlay pedestrian crossing in downtown area, color coordination

- More parking :)
- More benches, greenery/flowers. Most sidewalks in this town need to be improved (including curb and parking paint). An outdoor space with a fountain or statue with seating would be great. Apartments above businesses would be awesome (if possible).
- The buildings on New York could sure use a face lift.
- Some of the old buildings are not well-maintained, although I realize there is a cost to it and some building owners don't have the money. Other than sidewalks, the only outdoor space on the east side of White Sands is Founders Corner which is uninviting, unusable space--too hot, not much shade, not exciting or attractive. We could make a "walking tour" of downtown Alamogordo.
- Improve visual attractiveness with fresh coats of paint and elbow grease, add more park benches and trash cans, improve our green spaces- add more shade, flowers, and benches, etc
- Repair and maintain buildings.
- More open space, maybe pocket parks. There are open spaces on the corners of White Sands but they are not in the flow of things. The Main Street initiatives will eventually improve the way the area looks.
- More upkeep
- Attractiveness-have property owners maintain their commercial locations in a manner that shows pride of ownership, eg, replace broken windows, repair building defects, maintain grounds/sidewalks, maintain storefronts with a window dressing mindset to appeal to consumers/public, develop visual standards for the specific area to bring a cohesive or complementary feel to the area.
- Paint
- Tear down abandoned buildings, or force owners to reface them. Such an eyesore, especially between 1st and 10th Street. More flowers and reface sidewalks, even if that means raising taxes. Alamogordo has been such an eyesore ever since I've moved here

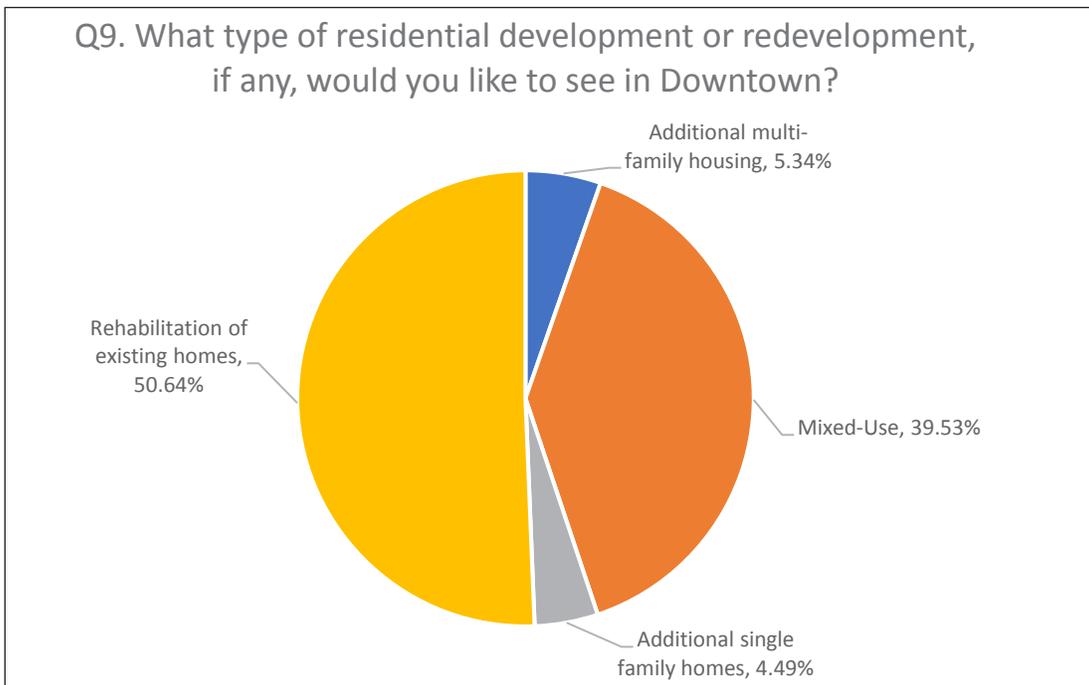
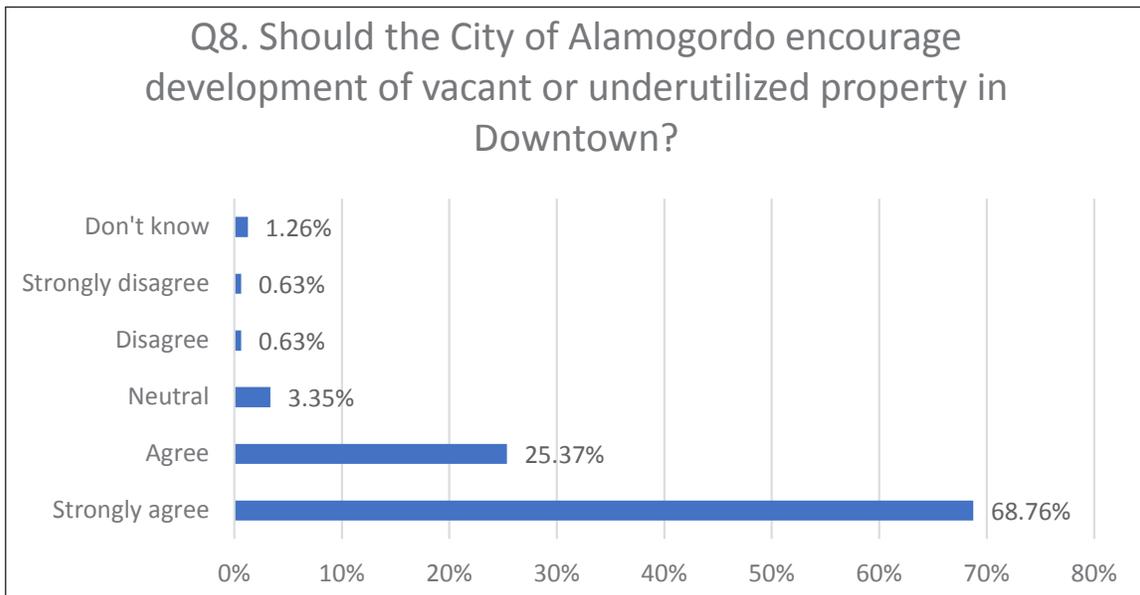
almost 4 years ago, pretty embarrassing.

- New buildings. Businesses that take pride in appearance and cleanliness! No more second hand/thrift stores.
- Add lighting, light up storefronts, encourage additional business that can compete for internet retail sales. Add a craft beer place, causal dining, live music venue. Something that makes Alamogordo attractive for young people to want to visit, spend their money, etc.
- just a little tlc.
- Signage to let new residents and tourists easily find local businesses of interest.
- Could use more parking
- Add more areas for people to gather, sit, enjoy being out. Pensacola for example added a park with permanently place food trucks. It was amazing.
- Making things look more modern and redoing all the paint on the street floor. Add more fancy restaurants and more things to do such a bowling, dog parks etc
- Actually, there are no crosswalks downtown, so some need to be made. I don't know what to do about the lighting, but it needs help. I would like to see the buildings renovated, but keep their New Mexico history intact. More trash receptacles and benches. Buildings need a lot of work on the interiors. There's not much going on in outdoor public spaces so this needs to be taken into consideration during planning.
- Better lighting and better retail stores
- Aesthetic only answer here—Grants to have signs designed by actual graphic designers—no sharpie on Poster board. Grants for business fronts. Awnings, etc.... these businesses aren't making any money because NO ONE is attracted to or wants to spend time in the area south of 10th on NewYork! Great job on the Flickenger and Patrons Hall!
- Make the space more inviting by adding more color and brightness (in keeping with the historic theme)
- Rebuild the infrastructure (sidewalks/ crosswalks). Possibly close New York Ave. and make it more of an entertainment "Plaza." Enforce building codes so that buildings meet City codes including ADA. Create/Build a parking lot. Beautify the decor downtown.



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- I would love to see new sidewalks with no tripping hazards, lighting that was useful and pretty, maybe strung across the whole street, some refurbished benches and trash receptacles that matched and were matched the ongoing branding for the area. See if business owners were open to a workshop or assistance with how to create a great window display.





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Q10. Of the following issues, how many are present in Downtown Alamogordo today? Please rate the level of improvement needed.

