

B U I L D I N G O N S U C C E S S

FIFTEEN YEARS

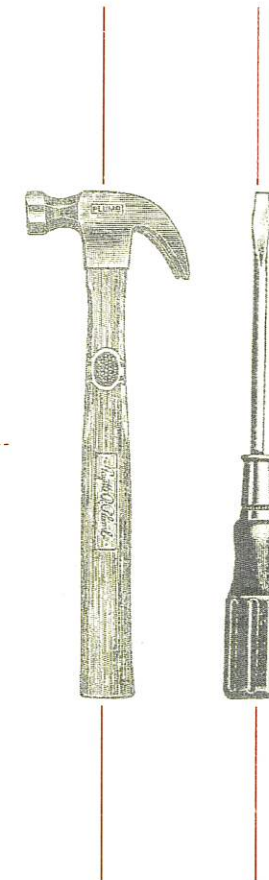
OF NEW MEXICO

MAINSTREET

1985 - 2000

AND BEYOND

n e w m e x i c o m a i n s t r e e t a n n u a l r e p o r t



2 0 0 0



ACKNOWLEDGMENTS

*State of New Mexico
Gary E. Johnson, Governor*

*New Mexico Economic Development Department
John A. Garcia, Secretary*

*Economic Development Division
Peter R. Mitchell, Director*

*New Mexico MainStreet
Maryellen Hennessy, Director*

Send correspondence and inquiries to:

***New Mexico MainStreet**
Joseph Montoya Building
P O Box 20003
Santa Fe, New Mexico 87504-5003
(505) 827-0186 • (800) 374-3061
meh@edd.state.nm.us*

*Visit our website at your convenience:
www.NewMexicoDevelopment.com*



*This publication was written, funded and produced by the
New Mexico MainStreet Program, Economic Development Department.*

*New Mexico MainStreet would like to thank the local program managers
for providing statistics, photographs, and information for this report.*

*The following program associates provide technical assistance to communities:
Susan Elise Freed • Stanley W. Crosby III • Keith Kjelstrom*

*New Mexico MainStreet would like to thank these professionals for their
generous contributions to this program and to the communities of New Mexico.*

NEW MEXICO MAINSTREET REINVESTMENT STATISTICS 1985-2000

A program's progress can be measured through the compilation and recording of important statistics that demonstrate the impact of revitalization. Benchmarking begins with the creation of a baseline, which can then be used to measure the success of the program's initiatives. New

Mexico Main Street communities compile the following statistics and report semi-annually. Since the state program's inception in 1985, reinvestment in New Mexico's downtown commercial districts has been impressive.

Net Number of New Businesses	1,320
Number of Business Expansions	229
Net Number of New Jobs	5,121
Dollars of Private Reinvestment	\$95,406,762
Number of private sector projects	1,414
Dollars of Public Investment	\$137,330,824
Number of Public Projects	272
Dollars Invested in Public/Private Projects	\$36,313,300
Number of Joint Public/Private Projects	125
Dollars Invested in New Building Construction	\$107,472,500



ALBUQUERQUE

Luisa Lindsey, Executive Director
Downtown Action Team
111 5th St. SW
Albuquerque, NM 87102
Phone: 505.243.2230
Fax: 505.243.6838
Email: llindsey@swcp.com

Mari Simbana, Coordinator
Main Street Program
United South Broadway Corp
1500 Walter St. SE, Rm 205A
Albuquerque, NM 87102
Phone: 505.764.8867, Ext.22
Fax: 505.764.9121
Email: usbcb@unm.edu

Marianne Dickinson, Director
Nob-Hill Highland Renaissance Corp.
P O Box 8215
Albuquerque NM 87198
Phone: 505.268.4757
Fax: 505.255.0082
Email: cvista@earthlink.net

ARTESIA

Haley Klein, Manager
Artesia MainStreet, Inc.
105 S. 4th Street
Artesia, NM 88210
Phone: 505.746.1117
Fax: 505.748.4586
Cell: 505.365.8459
Email: hayley_@usa.net

AZTEC

Erick Aune, City Planner
Aztec Main St. Assoc.
201 W. Chaco
Aztec, NM 87410
Phone: 505.334.0592
Fax: 505.334.7609
Email: eaune@cyberport.com

BERNALILLO

Maria Rinaldi
Community Development Director
Bernalillo Main Street Association
P.O. Box 638
Bernalillo, NM 87004
Phone: 505.867.3311, Ext. 33
Fax: 505.867.0481
Cell: 505.379.5098

CARLSBAD

Melissa Grandi Suggs
Project Manager
Carlsbad Main Street Project
P. O. Box 302
Carlsbad, NM 88221
Phone: 505.234.9781
Fax: 505.234.9782
Email: melissasuggs@hotmail.com

CORRALES

Darien Cabral, Exec. Director
Corrales Main Street, Inc.
P. O. Box 1531
Corrales, NM 87048
Phone: 505.670.2086
Fax: 505.473.9271
Email: DCATZLAN@prodigy.net

ESPAÑOLA

(Partner)
Española Main Street Program
Kelly Armstrong, President
c/o Cook's True Value
P.O. Box 38
Española NM 87532
Phone: 505.753.2145
Fax: 505.753.8279

FARMINGTON

Linda Mickey, Exec. Director
Farmington Downtown Assoc.
P.O. Box 5424
Farmington, NM 87499
Phone: 505.564.4882
Fax: 505.564.2657
Email: fmnmainst@cyberport.com

GRANTS

Cecil Brown, Manager
Grants Mainstreet Project
PO Box 337
Grants NM 87020
Phone: 505.287.4802
Fax: 505.287.8224
Cell: 505.240.0240
Email: cbrown@7cities.net

HOBBS

Kristi Strubhart, Manager
MainStreet Hobbs, Inc.
P O Box 7120
Hobbs, NM 88242
Phone: 505.399.6483
Fax: 505.393.8760
Email: kstrubhart@yahoo.com

LOS ALAMOS

Mary Beth Woodall, Director
Los Alamos MainStreet
109 Central Park Square
Los Alamos, NM 87544
Phone: 505.661.4816
Fax: 505.662.8399
Email: Marybeth@losalamos.org

LOVINGTON

(Partner)
Linda Pritchett, Coordinator
Lovington Main Street
117 E Washington
Lovington NM 88260
Phone: 505.396.3673
Fax: 505.396.2578
Email: Lindap@leaconet.com

PORTALES

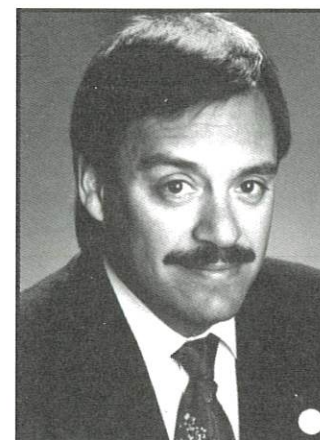
Donita Privett, MainStreet Mgr.
Roosevelt Co. Community
Development Corporation
Portales MainStreet Program
200 E. 7th Street
Portales, NM 88130
Phone: 505.356.8541
Fax: 505.356.8542
Email: donita@portales.com

ROSWELL

Dusty Huckabee, Manager
MainStreet Roswell
PO. Box 1328
Roswell, NM 88202
Phone: 505.622.6706
Fax: 505.624.6863
Email: Dusty@roswellcc.com

SILVER CITY

Tom Drake, Manager
Silver City MainStreet Project
PO. Box 1188
Silver City, NM 88062
Phone: 505.534.6344
Fax: 505.538.5123
Email: TomScott@ZiaNet.com



Sincerely,
John A. Garcia
Cabinet Secretary, New Mexico Economic Development Department

Not a great many years ago, it looked as if rural New Mexico was dying. I saw Main Street bring the spirit back into communities. I have been a Main Street enthusiast ever since.

People become enthusiastic as they can celebrate not only where we have been, but where we are going. There is a role for downtown in the coming economy, and new, unique opportunities are opening up for small businesses and our older commercial buildings.

In the coming years, it will be more important than ever for us to put our best face forward, and for our community centers to reflect an attitude of pride and caring. They can build on our great southwestern culture and traditions, and enhance the quality of life in New Mexico.

We can be proud of our commitment and our investment in New Mexico's Main Street program over the last fifteen years. I am confident that the program will continue to grow and impact communities in even more powerful ways over the next fifteen years. New Mexico Main Street is growing stronger each year by Building on Success!

Main Street is a program that recognizes the downtown commercial district as an integral part of a community's heritage, and its "sense of place." Our downtowns often have a large concentration of our historic resources, and reflect something unique and special about New Mexico. They have the potential to represent a center, a gathering place, a heart, for a community. Many of New Mexico's downtowns have been neglected for too long, and it's time to give them our attention and the investment of our resources.

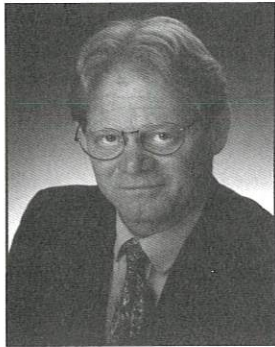
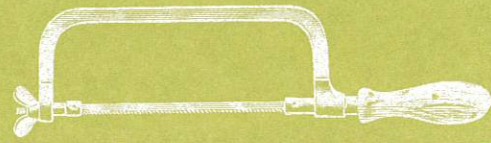
Main Street is an initiative that brings both the public and private sectors together in a new arena for cooperation and mutual education. Main Street is working today in over 1600 communities in this country. It's working for the preservation of historic buildings and traditional architecture, it's working in the economic revitalization of traditional commercial districts – bringing businesses back downtown and creating an atmosphere of vitality and economic health. In small towns, the downtown is the heart of the community, and it should reflect an attitude of caring and vitality. Main Street is good business and it's good for people, contributing to the quality of life in our communities.

I have read that "good design is important to the places where we live and work, but good design doesn't happen by chance. It is a reflection of culture and economics combined with aspirations and vision." Congratulations to all New Mexicans who have that vision and that aspiration for your communities and who will be seeing dreams come true as a result of your work on Main Street.

I invite you to review our Five Year Strategic Plan at the end of this report. We intend to build more and more opportunities to support New Mexican communities.

- **Maryellen Hennessy**
Director, New Mexico MainStreet,
New Mexico Economic Development Department





Maybe it was because I grew up in a small community (Lovington) that I have always been interested in their well-being. As Lieutenant Governor of New Mexico (1983-1986) I got to initiate one of the best programs for smaller communities there is: Main Street. Main Street combined a program that met the needs of preserving our heritage and encouraging economic development.

When we found out about it we knew it was perfect for our state. Getting the Main Street program started in New Mexico was a challenge and a joy. It was a challenge because of the budget concerns of the governor and legislature. Governor Anaya told me, when I approached him about Main Street, that I'd get no new programs out of the legislature. Despite that difficulty we did get a bill passed establishing the program in the Lieutenant Governor's office. It was a joy because once we got the program approved we had the opportunity to start something new in the state. We had almost immediate and positive response from many communities. The difficulties we met faded as we saw how Main Street would be something New Mexico's communities were willing to get into with enthusiasm. It has been a great joy over the years to see Main Street grow and the enthusiasm remain.

– Mike Runnels
Lieutenant Governor of New Mexico: 1983-1986

Working in New Mexico MainStreet in the early years was so gratifying. We were helping communities who hadn't had any assistance in years. They were frustrated and didn't know what to do with their empty buildings, quiet streets, and too much parking. They were grateful and receptive to the Main Street Four-Point Approach. It worked for them and it is working for forty-eight states across the nation.



– Ursula Boatwright
Co-Director, NMMS: 1985 - 1991



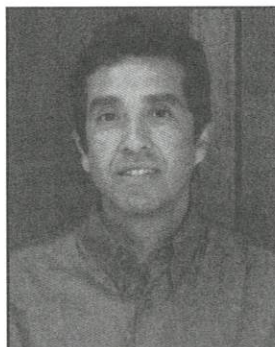
Helping get the MainStreet program up and running between 1985 and 1991 was a privilege for me. I remember many New Mexicans and their places fondly. As the program's architect I got to make small design "statements" in downtowns that were speaking to me through their histories, buildings, and signs. Sometimes I whooped with delight while driving home from a town

where we had accomplished a good design project. State employment, at least in New Mexico, can be enchanting! Now I see that MainStreet is at work in a wide range of New Mexico's downtowns and a few parts of Albuquerque. That's great because the program has much to offer an entrepreneurial town or district. The Main Street Approach is sound and adaptable to many situations. It's a good test of a town's sense of self and commitment to a bright future. Protecting the qualities that make a place special and building for its future are pieces of the same puzzle. Most of the people we worked with in the 1980s understood this and acted on it. I trust this is still true.

– Ed Boles
Co-Director, NMMS: 1985 - 1991

Anyone who has worked with the Main Street program cannot fail to be touched positively by it. This is because Main Street nurtures two basic human activities: citizenship and community. Main Street teaches us how to become involved in community life to build better places for today and future generations.

Sometimes it's hard to judge the progress of a Main Street program. I prefer to think of it as a process and not just a program. Over time, the Main Street revitalization process will produce dramatic results. Looking back on fifteen years of New Mexico Main Street, we can say with pride that we have worked together to improve and enhance a high percentage of our towns. Main Street has created thousands of jobs and generated millions of dollars of investment in our historic downtown districts. Let's not make the mistake of saying we're done, because with new economic challenges, there will always be a need for Main Street.



– Elmo Baca
Director, NMMS: 1994 - 1998

Goal 3 Develop external relationships and resources.

- Create a statewide MainStreet advisory council for grants and new town selections.
- Assist in developing a fundraising vehicle for New Mexico MainStreet communities.
- Assist in fundraising for New Mexico MainStreet community projects.
- Endorse and support Main Street legislative capital improvement allocation.
- Develop a common strategy with other state agencies for working with New Mexico communities:
 - University of New Mexico
 - Historic Preservation Division
 - New Mexico Historic Preservation Alliance
 - State Highway & Transportation Department
 - Department of Tourism

Goal 4 Develop methods for providing general assistance to all interested New Mexico communities.

- Develop educational materials to be used as tools available to all New Mexico communities.
- Develop training opportunities for any interested New Mexico community or organization.
- Develop alternate programs for technical assistance to non-Main Street communities.
- Conduct regional workshops and/or a statewide conference.

Goal 5 Enhance visibility of state and local programs.

- Publicize state and local programs.
- Produce New Mexico MainStreet marketing brochure.
- Publish annual report.
- Publish Main Street StreetTalk newsletter.
- Improve New Mexico MainStreet website.
- Conduct Annual Awards Program.
- Develop and distribute highway or street signage to designated communities.
- Explore opportunities to have New Mexico

MainStreet symbol for designated communities on state map.

- Develop loop tours of multiple Main Street communities with one or two day itineraries.
- Work with media to feature local and state programs and activities.

Goal 6 Incorporate new technology into Main Street strategy.

- Develop business assistance program to assist small business in e-commerce.
- Assist local programs to develop web pages and link to other ED Dept. marketing and community profiles.
- Investigate possibility of establishing a high-tech business incentive for downtown districts.

Goal 7 Increase the state's capacity to bring more communities into the MainStreet Program.

- Standardize procedures to facilitate ongoing operations of state program.
- Develop and standardize training sessions regionally.
- Work with the City of Albuquerque to develop an urban Main Street Program.
- Secure resources for necessary staffing.

"The Main Street program is the tool we needed to pull us together to become a single unit instead of an assortment of disconnected businesses. It helped us realize our importance and strengths as a whole and how we can achieve so much more together. We have seen many positive changes over the past few years and the MainStreet program has been a very big part of our accomplishments."

– Margy Hernandez, Owner
La Mexicana Tortilla Company,
Albuquerque



VISION

Beautiful, economically vital communities that reflect the unique heritage and culture of New Mexico.

MISSION

New Mexico MainStreet emphasizes the role that downtowns play in the state's economy and quality of life. The program provides technical assistance and information about revitalization of traditional business districts in New Mexico communities that have demonstrated a commitment to grassroots economic development and historic preservation. New Mexico MainStreet strives to increase public and private investment in downtown business districts.

STRATEGY STATEMENT

- **New Mexico MainStreet will educate all New Mexico communities about downtown's role as the center of the community, the value of good design, and the importance of preserving downtown historic resources.**
- **New Mexico MainStreet will improve the quality and quantity of services to designated MainStreet communities.**
- **New Mexico MainStreet will strive to impact policies and activities affecting New Mexico's downtown commercial districts.**

GOALS

1. **Increase capacity of local Main Street programs.**
2. **Use resources effectively to accomplish mission.**
3. **Develop external relationships and resources.**

4. **Develop methods for providing assistance to all interested New Mexico communities.**
5. **Enhance visibility of state and local programs.**
6. **Incorporate new technology into MainStreet business development.**
7. **Increase the state's capacity to accept more communities into the New Mexico MainStreet Program.**

Goal 1

Increase capacity of local Main Street programs.

- Develop formal application process to identify communities capable of implementing Main Street Program.
- Emphasize historic preservation in application and selection process.
- Intensify level of assistance to newly designated Main Street communities in the first three years of local program.
- Implement standards for National Main Street Certification.
- Develop a menu of services provided to communities by New Mexico MainStreet.
- Provide regular training to designated Main Street communities.
- Utilize formal structure for the program.
- Facilitate network and exchange of experience and information among New Mexico MainStreet communities.

Goal 2

Use resources effectively to accomplish mission.

- Recruit and retain effective staff.
- Regularly evaluate state program.
- Review strategic plan annually.



The New Mexico Main Street program was introduced through a legislative act in 1985 under Lieutenant Governor Mike Runnels. The program was run in that office until another action in 1989 transferred responsibility for the program to the Economic Development and Tourism Department. New Mexico was one of the first states in the country to adopt this program, with assistance from the National Main Street Center, who had only developed this strategy to revitalize declining downtowns in the early 1980's.

"THE PURPOSE OF THE MAIN STREET ACT is to provide for the revitalization of central business districts in New Mexico communities based on the preservation and rehabilitation of existing structures of unique historical and architectural character and the development of progressive marketing and management techniques as an economic development strategy for local governments."
- 3-60B-1 to 3-60B-4 NMSA 1978

An application process was instituted, and the first cities selected to participate were *Gallup, Las Vegas, Raton and Silver City*. Community Development Block Grants were used to pay state Main Street staff, to contribute to the salaries of local community program managers, and to contract for technical assistance services from the National Main Street Center.

In 1987, *Aztec, Bernalillo, Carlsbad, Clovis, Deming, Taos and Tucumcari* joined the pro-

gram. The following year, *Roswell* and *Ruidoso* were selected. Each of these communities contributed local funds to match the grant that they received from the State. Today, the New Mexico MainStreet network includes *seventeen active districts*, and no direct financial assistance is received. Communities receive technical assistance and other indirect support from the state program.

Silver City can boast of its continuous participation in the New Mexico Main Street program, the only "original" city to sustain a program for fifteen years. *Bernalillo* and *Roswell* are the other "old timers". While communities are not always able to sustain effective programs over the long term, the benefits of Main Street remain visible. We can recognize the rehabilitated buildings, the economic vitality, and pleasant environment that are characteristic of the Main Street strategy in cities like *Las Vegas* and *Gallup*. Lessons learned through the program endure to influence decisions and affect perspectives in communities for the enhancement of the commercial district.

Our own professional capacity in New Mexico in the area of revitalization and historic preservation has grown over these fifteen years. At first relying on technical services from the National Main Street Center, over the years New Mexico MainStreet has used contractual services of architects, designers, planners, economic developers and other professionals in New Mexico to consult with communities. Today, we have a team of four outstanding professional service providers who work closely with communities in their planning and organizational development. New Mexico Main Street offers a full range of services in the areas of revitalization, historic preservation and organizational development.





THE MAIN STREET™ STRATEGY

In the last fifty years, American downtowns have been hit by profound economic and social changes. With the suburbanization of our communities, downtowns became stuck in a cycle of decline. Many of our historic and traditional building resources were being lost to neglect and demolition. Now downtowns are part of a nationwide movement to re-build economic vitality known as the Main Street Approach™. New Mexican communities are using this strategy for economic development within the context of historic preservation and finding success in rebuilding the downtown economy.

Downtown is a powerful economic force in our communities, generating real property and sales tax revenue. It is often one of a community's larger employers. Substantial public investment also exists downtown in the form of sidewalks, streets and other infrastructure, as well as courthouses, post offices, schools and libraries. Even when we choose to ignore this investment, its impact on our communities remains. In fact, a vacant downtown building is a serious drain on the local economy, costing communities about \$300,000 a year in lost sales taxes, rents, utilities and bank deposits, according to National Main Street statistics.

With a cumulative local investment in 2000 of \$46,494,031 in downtown physical improvements alone, and a net gain of 400 new jobs in Main Street districts, New Mexico MainStreet is a significant force in the state's economic development. This kind of investment is equivalent to one or two major industries locating in the state.

Beyond economic value, downtown shapes community quality of life and sense of place. Our communities formed around downtown, and it was the nucleus of economic, cultural and social life. The quality and craftsmanship of our traditional downtown buildings reflect this, showcasing our heritage and history, our values and vision.

1. Design

Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment.

First impressions count. Creative merchandising displays and renovated facades, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well functioning physical environment.

2. Promotion

Creating and marketing a positive image based on the unique attributes of the downtown district.

After decades of neglect, visitors and investors may perceive downtown as dead with no chance of recovery. Using a comprehensive promotions calendar with special events, retail promotions and on-going public relations, downtown can reverse old perceptions.

3. Economic Restructuring

Strengthening downtown's existing economic assets and fulfilling its broadest market potential.

The retail environment has changed profoundly. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

4. Organization

Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders.

The downtown constituency is unique. An on-going management and advocacy organization dedicated to downtown fosters revitalization progress and sustainability.



work of dedicated volunteers. A streetscaping plan covering thirteen square blocks was implemented in three phases including new sidewalks, landscaping, trash receptacles and pedestrian lighting. The magnificent bronze statue of founding father Washington Lindsey placed on Courthouse Square in honor of all of the Roosevelt County pioneers was purchased with funds raised by Portales MainStreet.

The opening of the Roosevelt Restaurant in July of 2000 was another major addition to downtown Portales. An investment of \$900,000 in the restoration of two historic buildings gave downtown Portales its first taste of "after-five" activity.

High on the list of priorities for this dynamic organization is the rehabilitation and reuse of the Yam Theater. Other future plans include completing more street and pedestrian enhancements, creating night-time activity downtown, 100% occupancy in the downtown district and making downtown Portales a place to come to and not go through.



ROSWELL

MainStreet Roswell was formed 12 years ago, the first three years had little activity other than the Electric Light Christmas Parade. In 1992 the program was restarted after one year of inactivity. With the assistance of New Mexico MainStreet Roswell received Highway Department ISTE funding to help reconstruct Main Street.

In 1993, Roswell created the Main Street Reconstruction Task Force made up of design professionals, public agencies, business people and Main Street Roswell. One task was to maximize the resources to include enhancements such as landscaping, sidewalks, pedestrian lighting and benches. The second task was to represent the interests of the businesses along Main Street that would be affected by construction project. MainStreet Roswell was the go-between with the Highway Dept., the merchants, and the construction company. The Project went so well that it was completed six months ahead of schedule. Not one business was lost due to reconstruction.

The award winning Chile Cheese Festival was started in 1993 as a "thank you" to the Farmers and Ranchers for all they do for the Pecos Valley. The festival has been very successful and has brought tremendous publicity to MainStreet Roswell.

PORTALES

In this small farming community, prosperity comes and goes with agricultural prosperity, leaving its mark on downtown. Since starting their MainStreet program in 1994, downtown Portales had seen major physical changes, reflecting the hard

"I believe that Portales has all the ingredients to be a world class rural community. I can only happen, however, if we all work together toward that end. This does not mean that everyone must agree, in fact, we should not only respect and value other's opinions and ideas, we must solicit them."

– R. Dallan Sanders



SILVER CITY

Silver City has the only MainStreet program in New Mexico to have operated continuously for the 15 years the program has been in place statewide

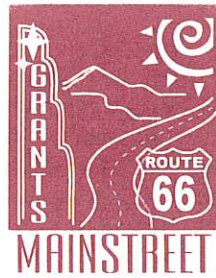
and they have accomplished a lot. When Silver City MainStreet began in 1985 as one of the five pilot projects across the state, half the downtown was boarded up and abandoned. Parking meters had been removed as a last ditch effort to bring people downtown. Now there's talk about bringing them back. Vacancy is rare. There are two successful older theaters downtown, and several restaurants stay open into the evening hours.

Over the last 15 years Silver City MainStreet has leveraged more than \$5.1 million for major infrastructure improvements downtown. They have participated in the construction of a Visitor's Center that serves as a gateway to the downtown and the community. They have replaced crumbling, unsafe sidewalks with 16 blocks of state-of-the-art, handicapped accessible walkways that have received local, state and national awards. They have completed one phase of improvements to the Big Ditch Park downtown, and embarked on phase II. Current plans are to install 16 blocks of historic, pedestrian-scaled streetlights downtown, a goal of the program since its inception. Downtown has been greened by planting more than 200 street trees and several landscaping buffers.

More than 25 facade improvements have their roots in MainStreet. In fact, they secured the first facade easement in the history of New Mexico historic preservation, and in the process saved the street wall of Yankee Street, which now is the hub of a thriving and growing arts community.

Promotional events that have become traditions in the area. More than 10,000 people each year watch the annual Lighted Christmas Parade. The Farmer's Market and Celebration of Spring street fair mark the beginning of spring. The Halloween Spookwalk draws more than 1,000 people out for a fright.

Silver City MainStreet has successfully created a productive and attractive working environment in which to do business downtown – now the top tourist draw in Silver City.



GRANTS

The Grants MainStreet Project was founded in 1995 when Grants Mayor Bill Snodgrass contacted New Mexico MainStreet about city improvements. Since then many changes have occurred in Grants. New pavement, sidewalks and street lights have been added. The medians are all landscaped by the beautification committee, with trees planted down each side of the street.

The Grants MainStreet Project has helped in the design concept of several local business buildings and with public owned buildings. The acquisition of the train depot, for a local history museum and mainstreet frontage property for a neon park are two of the original plans of Grants MainStreet that will start construction in 2001.

Over the years the Grants MainStreet Project has been blessed to have super volunteers to serve on the board of directors. Through their leadership, many improvements have been made to Grants with many more to come.

The Grants MainStreet Project has also been involved in many promotional aspects of the community such as the banner project, Route 66 travel guide and the Christmas light parade. Their largest promotional venture will be this July with the attraction of at least 8,000 visitors for the Fire and Ice Bike Rally. This will be the largest event ever held in the Grants area.



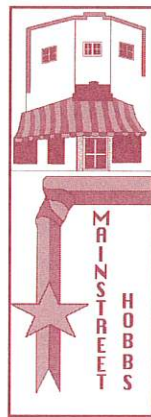
LOS ALAMOS

The Los Alamos Main Street program has grown and evolved since it was established in 1993. It became a program managed by the Los Alamos Chamber of Commerce in 1997. In 1999, both

the Chamber and MainStreet program merged with the Los Alamos Commerce and Development Corporation (LACDC). The LACDC manages all business development, expansion, and retention activities in Los Alamos County.

The Los Alamos MainStreet program has contributed substantially to improvements in the downtown area, including a major downtown renovation in early 1994. Most recently, the MainStreet Future Committee - led by community activist Sidney Singer and the new urbanist architecture firm of Moule and Polyzoides - developed a new design for downtown. The design was developed in an unprecedented comprehensive collaboration with community groups and residents of Los Alamos and it has received tremendous support.

The Los Alamos Main Street program also has two long-standing special events - Trick or Treat on MainStreet, and the MainStreet Holiday Light celebration - that have grown from a few dozen participants to thousands of celebrants. A third activity will be established in May, 2001 - the Cerro Grande Commemoration.



HOBBS

Now in its fourth year, MainStreet Hobbs has added benches and trees downtown and has plans for more streetscaping and pocket parks. They have organized a very successful street festival that was featured on the Discovery Channel this year. Called *Hot August Nites*, the festival has been a wonderful chance to reacquaint people with downtown Hobbs.

Historically dependent on the oil and gas industries, diversification is beginning to happen with the arrival of a computer company this spring. The town is bubbling with optimism and has several groups working together to implement improvements. One of the areas targeted for improvement is the historic business district. MainStreet Hobbs will work with different groups within the city to develop a streetscape plan to help beautify the downtown area.

One challenge they face is assisting business owners with façade improvements. Many of these business people are struggling and the idea of investing more money is not something they are eager to do. A façade improvement program in the development stages. Recruiting businesses for vacant buildings downtown is also a high priority. We expect to see great progress in Hobbs in the near future as the stars are lining up for this dynamic organization.

LOVINGTON

Lovington has seen some major accomplishments since Lovington Main Street organized in 1995. Downtown enjoys an extensive street, curb, and sidewalk renovation completely around the courthouse, including a new environmentally friendly lighting system, irrigation system and trees. The new streets and curbs were designed to handle a flooding problem that had plagued the downtown area for years while incorporating handicapped accessible ramps at each corner and in the middle of each block. The new sidewalks were designed of patterned brick with honey locust and red plum trees alternating in each block. The colonial lighting system has locally made brackets that hold banners to commemorate different holiday themes or annual city events. All of this was made possible by the cooperative efforts of the City of Lovington, Lea County, private grants, Lovington Mainstreet, and Lovington Beautiful.

A streetscape committee purchased holiday banners and ornaments for the courthouse square, again made possible by the cooperative efforts of the city, the county, Lea County Electric Cooperative, Mainstreet and the local merchants and businesses.

SUCCESSFUL MAIN STREET EFFORTS FOLLOW EIGHT GUIDING PRINCIPLES:

1. Comprehensive

To avoid repeating the failures of the past, revitalization must address all of the district's problems and opportunities in a unified way. Comprehensive activity in each of the areas of the Four Point Approach leads to success.

2. Action Oriented

Frequent, visible change is key to moving revitalization forward. Without action, downtown will continue to lose ground.

3. Changing Attitudes

To many communities, downtown has become irrelevant. Main Street must establish a positive connection to residents, visitors and investors. Changes in perception and attitudes about the district are just as important as visible change.

4. Incremental Progress

There is no quick fix for Main Street. New Mexico's downtowns didn't deteriorate overnight - and their problems won't be solved quickly, either. Over time, small successes lead to larger ones.

5. Public-Private Partnerships

The public and private sectors have a vital interest in the future of downtown. Each has valuable skills, perspectives and programs to bring to revitalization. The partnership is essential.

6. Build On Existing Assets

More and more, people want to connect with something real for shopping and entertainment. Downtown is real, and building on its distinct assets puts the district in a competitive position.

7. Quality

Downtown was built on the cornerstone of quality. Today, all aspects of a MainStreet program must

reflect quality if the downtown district is to become competitive again.

8. Self-Help

In New Mexico, as across the country, local initiative and resources are what power Main Street success. The assistance and tried-and-true techniques provided by New Mexico MainStreet are a valuable starting point, but long-term local commitment is what must sustain revitalization.

PARTICIPATION CRITERIA

Successful MainStreet efforts are built on a solid organizational foundation. New Mexico MainStreet invests its resources in communities with organizational readiness and a commitment to succeed over time. Certified Main Street programs must provide the following to participate:

- *An organizational entity dedicated to the downtown area, with its own separate and distinct board.*
- *A full-time staff person who works for the downtown organization on downtown activities (part-time in small communities).*
- *Functioning committees in the areas of organization, promotion, design and economic restructuring.*
- *An adequate budget to fund a comprehensive and action-oriented plan of work as well as allow for travel and training of staff and volunteers.*
- *Local programs are also required to attend quarterly training sessions and track economic development impact.*

PROGRAM SERVICES



TRAINING

From the basics of the Main Street Approach to advanced downtown development topics, New Mexico MainStreet provides regular training opportunities to certified communities to keep them up-to-date on the latest in the field. These include:

- Quarterly training with state and national experts on critical topics to further develop and refine the skills of local Main Street boards and program managers.
- On-site training by state staff and outside consultants on relevant topics.
- Comprehensive training and orientation workshops for new program managers and local Main Street Boards.

ON-SITE TECHNICAL ASSISTANCE

On-site assistance tailored to communities is provided to help launch revitalization as well as help mature communities tackle more complicated issues. This includes:

- Reconnaissance visits to communities to critically assess the needs and issues facing the downtown district.
- Resource Team visits to newly designated communities to help local programs develop effective strategies to begin revitalization.
- On-site visits from specialists to offer intensive assistance on a particular aspect of revitalization. This service is periodically provided to mature programs.
- Year-end assessments to help both new and mature programs assess progress and address specific issues.

COMMUNITY SUPPORT

In addition to technical support, New Mexico MainStreet offers local programs unlimited phone consultations, the *Street Talk* newsletter, access to the library and resource files, network membership in the National Main Street Center and scholarships to the annual Main Street meeting *National Town Meeting on Main Street*. Promotional support is provided through press coverage, and annual New Mexico MainStreet Community Awards program, and use of the New Mexico MainStreet logo and name.

PROMOTIONAL SERVICES

- Image development
- Tourism development
- Organizing a special event
- Advertising
- Media marketing and relationships

DESIGN SERVICES

Planning

- Community-input "Charrette" Planning Assistance
- Vehicular And Pedestrian Traffic Design
- Streetscape Planning and Design
- Main Street Design Guidelines
- Façade Improvement Program Planning

Building Design

- Façade Improvement Design
- Floor Plan Design
- Parking Design
- Signage and Logo Design
- Landscape Design
- Merchandising and Window Display
- Interior Design

Historic Preservation

- Technical Assistance for Building Preservation
- Preservation Zoning Ordinance Development
- Preservation/Conservation Design Guidelines
- Historic Building Survey Planning
- Historic District Development

Group Orientation And Training

- Merchant Design Training Workshops
- MainStreet Committee Orientation Workshop
- Committee Work Plan Development

ECONOMIC RESTRUCTURING SERVICES

- Introduction to Economic Restructuring
- Economic Restructuring Committee Training
- Market Analysis
- Business Mix and Cluster Analysis
- Business Retention
- Business Recruitment
- Strengthening Business Skills
- Introduction to Real Estate
- Real Estate Project Review
- Maximizing Upper Floors
- Setting Up an Incubator

ORGANIZATIONAL SERVICES

- Introduction to Organization
- Board Training
- New Program Start Up
- Volunteer Development
- Fund Raising
- Building Effective Partnerships
- Goals Setting Session
- Work Plan Development
- Strategic Planning
- Board Retreat
- Program Evaluation
- Conflict Resolution
- Grant Writing



BERNALILLO

The Town of Bernalillo Main Street Association celebrates fourteen years in 2001 and there is

no doubt that positive things are happening. From the UNM Los Alamos branch that is housed in the restored Sena house at the North end of the district, to the new façade of Camino Real Antiques at the southernmost corner, the district is vibrant.

The progress of MainStreet Bernalillo has been gradual, yet consistent. The program has fostered and facilitated growth, preservation, and a deepening awareness of the uniqueness of Bernalillo. In the context of cultural legacy, the Bernalillo MainStreet program has found great success in fundraising events such as the New Mexico Wine Festival, Las Fiestas de San Lorenzo and traditional Christmas activities. Significant properties have been restored and many businesses have received assistance through the local, state and national Main Street programs.

Now they endeavor to firmly establish the MainStreet program through the development of a Main Street Overlay Zone and Design Guidelines, as well as a future streetscape project. Through the efforts of a dedicated Board of Directors, and a supportive Town administration, the potential of the Bernalillo MainStreet Association is limitless.



CORRALES

Organized in 1998, Corrales Main Street hopes to positively influence the ongoing commercial development in this historic village. The organization wrote and received two scenic byway grants – to promote the Village as a historic and cultural destination, and to set up a conservation easement program to protect

farmland. The addition of public facilities to the historic Corrales Fire Station were included in the plans. A dedicated tree program was successful with 30 trees sold and planted at the Recreation Center.

They are developing a database for use in measuring the economic growth and vitality of the community. It will include data that will be easily updated and printed for parties interested in doing business in Corrales. Corrales Main Street, Inc. hopes to become a clearing-house of economic development information for the Village.

With the assistance of NMMS, design guidelines were drafted for the commercial district of the Village. A booklet of recommendations and suggestions for site development and physical improvements that compliment the traditional character of the downtown is a valuable tool for the Village Planning Commission as well as builders and property owners.

The first Corrales Country Fair was held in August – a special event to celebrate the rural atmosphere and life styles. Rural New Mexico right next door to Albuquerque!



CARLSBAD

In 1987, the "first" Carlsbad MainStreet initiated streetscape enhancements along two blocks of Canyon Street. In 2000, the "second" Carlsbad MainStreet received a Capital Improvements grant to continue the original project that produced pedestrian amenities

and landscaping in the core business district. Rejoining the state program was the key to recapturing the momentum to restore and revitalize both the economic viability and the deteriorating infrastructure of downtown Carlsbad. Work began by hanging brightly colored banners to outline the area and by conducting major seasonal events.

In 1999 Carlsbad MainStreet launched a façade improvement grant program. Storefront improvements are encouraged with grants to downtown property owners, and they receive design assistance from NMMS. The recently completed improvements to the Deluxe Café, located at the major intersection gave the whole program a boost. Other major goals include a downtown design overlay, preservation and viable re-use of all valuable historic structures, and building on a strong, targeted mix of downtown businesses.



FARMINGTON

Since beginning Main Street in 1997, the Farmington Downtown Association has become a solid organization working closely with the City of Farmington. Downtown enjoyed a boost with the opening of the Three Rivers Brewery, in a renovated historic building.

The City began the Greening of Broadway program in 1999. The program involved a major drainage upgrades and the installation of a landscaped center median. The project also included innovative pedestrian crosswalks using stamped, colored, asphalt to simulate a brick paved design and in-pavement crosswalk warning lights. A Clock Tower, also located on Broadway, was entirely privately funded and dedicated in November of 2000.

The City of Farmington will soon have a new Master Plan. The initial artist renderings depict a beautifully landscaped downtown area with professional offices and unique restaurants and shops. The Farmington Main Street office is pleased that New Mexico MainStreet has arranged for a University intern who will be conducting an official inventory of historic buildings in downtown Farmington this year.

Annual promotional events such as Downtown Freedom Days, Land of Enchantment Rod Run and Taste of Farmington will be supplemented this year by The Great American Race and a 2nd Annual Antique Fair.

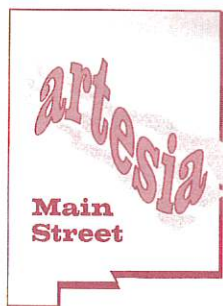


Nob Hill ♦ **HIGHLAND**
RENAISSANCE CORPORATION

ALBUQUERQUE-NOB HILL/HIGHLAND

The Nob-Hill business district first entered the Main Street program as an urban pilot project with the National Main Street Center from 1985 through 1989. In May 1997, former board members and business leaders revisited the concept and decided that the district's Main Street career was not over – that there was much work left to do in revitalization, historic preservation, and community stabilization.

The Highland district was incorporated, which has a landmark old theater, some development potential, and a desire to eliminate drug and street crime problems. In 1998, the Nob-Hill Highland Renaissance Corp. was born. Since then, NHHRC has revived, revised and funded streetscape plans and produced a series of marketing workshops and a series of public forums on revitalization. They have organized two major promotions and commissioned a study for the re-use of motels on Route 66, helping to create a motel ordinance for the City of Albuquerque. NHHRC is now in the process of developing a web site (route66central.com), a historical exhibit on Route 66 history for display in windows, and a façade and historic signage rehabilitation fund.



ARTESIA

Rarely can one see such dramatic changes in the environment downtown in three years. Artesia Main Street, along with partners in the City and the Chamber of Commerce and generous support from the private sector, has undertaken major design projects. The old train depot was restored with TEA-21 funding for use as a visitor's center and with a new wing for the Chamber of Commerce.

An existing "pocket park" was given a major facelift. This Heritage Walkway included the installation of one of the most beautiful water features in New Mexico. The walkway links Main Street with the completely overhauled and landscaped public parking area located behind the businesses.

The opening of the Wellhead Restaurant in a registered historic building was another major boost to the district. The restored cast cement block building is tastefully decorated around the theme of the oil industry. A major highway project, rebuilding Main Street, will include pedestrian enhancements and certainly be a model for all of New Mexico's smaller downtowns.



**UNITED
SOUTH
BROADWAY
CORPORATION**

**ALBUQUERQUE - UNITED
SOUTH BROADWAY**

USBC currently manages the MainStreet Program on South Fourth Street in the Barelás Historic District, South Broadway Boulevard, and Central Avenue in the Huning Highland Historic District. One of the biggest challenges that the corridors face is the negative perception that the public has of their communities. Through the work of United South Broadway Corporation, these corridors have been improving piece by piece. The appearance of the streetscape has been developing into an expression of the true vitality of the community.

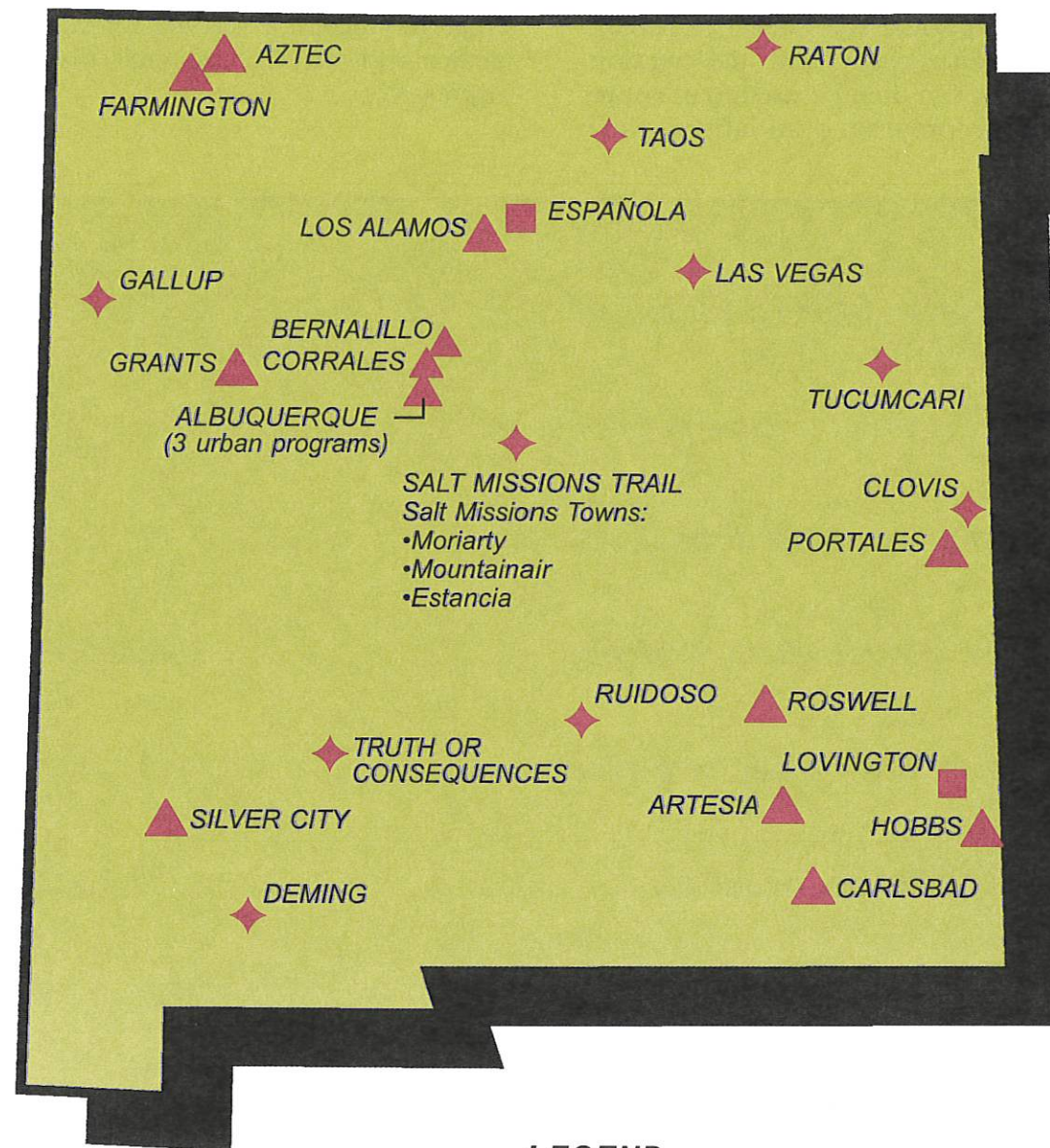
The MainStreet program brings planning skills and financial resources to a commercial district but the community brings an essential component, and that is commitment. People stay, move back to, or move into low-income and problematic districts because they understand the uniqueness and value of these communities. The MainStreet program draws out this commitment and vision that community members have and makes it tangible. Businesses understand that in order to be successful they have to take advantage of new models of marketing but also use the strength of the community that they have always had.

AZTEC

Aztec Main Street was one of the pioneer organizations beginning with the initiation of the New Mexico MainStreet program in 1985. After a five-year hiatus, a new group of energetic Main Street enthusiasts reinstated the organization in 1996. The City of Aztec has played an active role in the development of Aztec Main Street by working closely with the community and providing support from the Planning Department.

Aztec Main Street has built relationships and sponsors promotional events such as Oktoberfest, enhanced downtown with a historic gazebo-style kiosk, established a farmer's market, and identified new market opportunities. With a grant from the Capital Improvements fund, a plaza park with a fountain, a goal towards which Aztec Main Street has been working for several years, will soon be under construction.

Always challenging for businesses to survive on Main, a diverse niche has been established that drives the energy of the district. The success of Aztec Main Street is founded on the ability to stimulate collective action toward a particular goal or vision. All in all, the very essence of the community of Aztec can be found in its Main Street District.



LEGEND

- ▲ CERTIFIED MAIN STREET TOWNS
- PARTNER MAIN STREET TOWNS
- ◆ FORMER MAIN STREET TOWNS



A program's progress can be measured through the compilation and recording of important statistics that demonstrate the impact of revitalization. Benchmarking begins with the creation of a baseline, which can then be used to measure the success of the program's initiatives. New

Mexico Main Street communities compile statistics and report semi-annually. Since the state program's inception in 1985, reinvestment in New Mexico's downtown commercial districts has been impressive.

Net Number of New Businesses	1,320
Number of Business Expansions	229
Net Number of New Jobs	5,121
Dollars of Private Reinvestment	\$95,406,762
Number of private sector projects	1,414
Dollars of Public Investment	\$137,330,824
Number of Public Projects	272
Dollars Invested in Public/Private Projects	\$36,313,300
Number of Joint Public/Private Projects	125
Dollars Invested in New Building Construction	\$107,472,500



STATE PROGRAM
EVALUATION

At the request of New Mexico MainStreet, the National Trust for Historic Preservation's National Main Street Center conducted an evaluation of the State of New Mexico's Main Street program (May 2-4, 2000). The evaluation was intended to identify the strengths of the state program, pinpoint areas for improvement, and recommend short- and long-term strategies for NMMS. Specific objectives of the evaluation developed by NMMS staff included:

- A comprehensive evaluation of the entire New Mexico Main Street program;
- Assistance with particular issues, including staffing, acceptance of new programs, urban and small town services, and a potential advisory committee;
- An evaluation of the Main Street communities; level of satisfaction with NMMS and feedback on services needed in the future; and
- Short-, medium-, and long-range recommendations to improve the program.

The review team utilized three components: written surveys of existing Main Street communities, a review of materials, and direct interviews. The written survey polled local board chairpersons, program directors and city liaisons, and it included questions about respondents level of satisfaction with NMMS, pressing local issues, desired services from NMMS, and opinions about the future direction of the program.

The review team spent two days conducting interviews on-site. These included individual interviews with EDD staff, representative of Main Street programs, members of the New Mexico Legislature, and representatives of other state agencies and non-profit organizations.

The evaluation team found that NMMS enjoys a great deal of support from its superiors in the EDD, from key legislators, and from the legislature as a whole. Main Street communities expressed great appreciation for the NMMS program. The survey of local Main Street program representatives elicited a positive response regarding the state program's services, level of responsiveness, understanding of local issues, and ability to establish a good working relationship with the local program. Participating Main Street communities greatly value the services of NMMS and would like the program to expand.

The written evaluation report contains recommendations about partnerships, staffing, program capacity and administration. Copies of the report are available from NMMS.

The findings of the evaluation report have served as a documented foundation for strategic planning for New Mexico's Main Street program. This planning process included all of the current stakeholders in New Mexico's Main Street program. Those communities outside of our current Main Street network have not been forgotten however, and our future plans include opportunities for all (See 5 Year Strategic Plan).

MAIN STREET CAPITAL
IMPROVEMENTS FUND

One of the most significant steps towards putting the enchantment back into our downtown areas was taken by the State Legislature in 2000. \$1.075 million dollars was appropriated for capital improvement projects to make the Main Streets of our New Mexico communities more beautiful and welcoming to residents and visitors alike.

With the state funds and matching local dollars, New Mexico Main Street communities are putting a pocket park on a vacant site in downtown Aztec and making downtown Carlsbad and Albuquerque more beautiful places to shop. Pedestrians have a reason to linger in downtown Farmington and are finding adequate and attractive parking facilities in downtown Silver City. In Artesia, the money will be part of a major downtown highway reconstruction project, and in Portales, sidewalk improvements and pedestrian lighting are making downtown more economically viable.

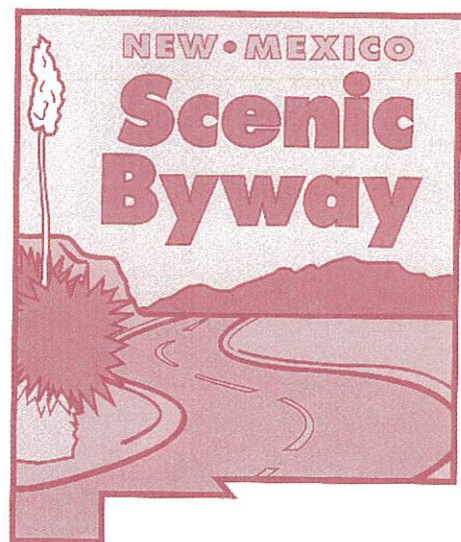
These projects might otherwise have taken years to accomplish. The effects of these dollars will be immediate, and the pride and sense of accomplishment will have effects beyond the single project. They will give a boost to the whole Main Street initiative, generating more energy and ambition.

All of us on Main Street appreciate the show of support from the legislature for these citizens in their efforts. They are helping these private organizations, which work so hard for their Main Streets, to achieve things that they have identified as physical improvements needed to make their Main Streets more attractive and functional.





2000 saw the completion of a major grant aimed at providing a dynamic and integrated system of tourism and motorist enhancements for the entire Route 66 corridor through New Mexico. New Mexico MainStreet, the sponsor of the project, has a long and successful history of working to preserve, promote and revitalize Route 66 communities. Gallup and Grants have implemented Main Street programs as well as the downtown, Nob Hill/Highland and Huning/Highland districts of Albuquerque. Other communities participating in the scenic byway enhancement grant program included Tucumcari, Santa Rosa, and Moriarity. Pre-1936 alignment cities Bernalillo and Los Lunas also reconnected with their Route 66 heritage.



Informational Brochures were developed and produced for Bernalillo, Los Lunas, Moriarity, Santa Rosa, and Grants detailing the resources associated with the historic highway. The resource brochure for Albuquerque was revised and reprinted with the cooperation and for the City of Albuquerque. Finally, a comprehensive state-wide cultural resource brochure, detailing the points of interest in each Route 66 city in New Mexico was produced in quantity.

TECHNICAL ASSISTANCE

A **Route 66 Corridor Management Handbook** was developed for the use of local governments and non-profit

organizations to educate and inform property owners and the general public about the significance of the historic corridor. A comprehensive manual, the handbook addresses the nature of the remaining cultural resources associated with historic Route 66 that exist in New Mexico and outlines strategies for integrating these resources with successful revitalization and economic growth.

Community Workshops were held and covered topics such as tourism promotion, marketing, creating unique identities, great sign design, facade improvements on a budget, media buying, internet promotion and sales and access to credit and capital.

All of these promotional and educational tools are in place just in time for the OFFICIAL NATIONAL DIAMOND JUBILEE CELEBRATION OF ROUTE 66 to be held in Albuquerque, New Mexico in JULY OF 2001!

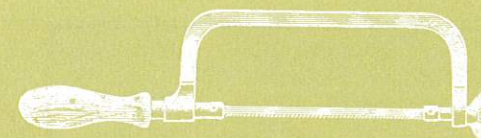
Projects were implemented in three categories with communities contributing twenty-percent of their project costs:

SIGNAGE

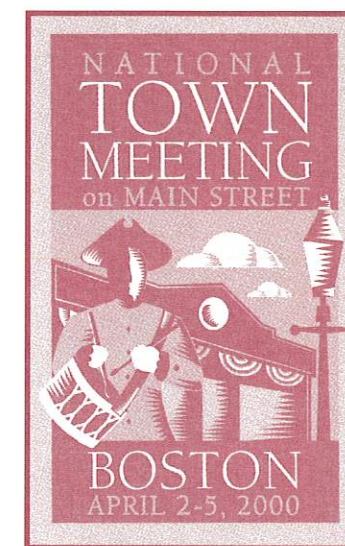
Directional Signs for motorists looking for historic Route 66 were installed at appropriate exits from Interstates 40 and 25 to stretches of Route 66 with special attention to directional signage near historic communities. "Trailmarkers" modeled after the original signs were installed through communities on the old route.

TOURIST INFORMATION AND INTERPRETATION

Informational Exhibits were developed by the communities of Grants, Tucumcari, Los Lunas, and in all three Albuquerque Main Street districts. The projects included research into the 66 heritage of the community.



One of the benefits of membership in the New Mexico MainStreet network is sponsorship for program managers to receive professional training and national networking opportunities. Last April twelve program managers were sponsored, and another twenty people from local main street organizations represented New Mexico, at their own expense, at the *National Town Meeting on Main Street*, which features workshops by the country's top professionals in the fields of revitalization, fundraising and promotion, non-profit developments and the whole range of topics that revitalization organizations need to succeed. New Mexicans also get a chance to see successful revitalization at work as they travel to different cities around the United States.



businesses in New Mexico. Subsequently, window display workshops were conducted for Main Street business owners in Silver City, Hobbs, Roswell, Artesia and Carlsbad. Interest was very high, with over seventy-five business served. Individual, on-site consultations with business owners were included.

Program managers from around the state saw firsthand the how to's of a comprehensive downtown planning effort with the public presentation of the ambitious Los Alamos downtown design charette.

NMMS QUARTERLY MEETING NOVEMBER 8 - 9, 2000 PORTALES

In addition to the regular business meeting, the Portales workshop focused on e-commerce: opportunities for MainStreet businesses in a global market. A close examination of Main Street program web pages from around the country provided food for thought, and possibilities to market vacant buildings downtown, and to offer benefits of Main Street membership to businesses were explored. Economic Development Department's Beth Davis, resident web expert, led the meeting.

NMMS QUARTERLY MEETING JUNE 26 - 28, 2000 LOS ALAMOS

At this meeting information about administration of the program, budgeting and services in the upcoming year was discussed. In addition to the regular business meeting and roundtable discussion, representatives from the agencies involved in the implementation of the Capital Improvement grant money appropriated by the Legislature for FY2001 were on hand to answer questions.

A full day workshop included a presentation on building facades - the elements of good design and why the building facade markets the business. Program managers learned to discuss the elements of successful facade improvements with Main Street business owners.

Program managers were introduced to a workshop on successful window displays by a professional window designer who has developed displays for small

"Keeping our downtown centers in our state and particularly Southeastern New Mexico alive and healthy is one of my biggest dreams. After 24 years I returned to Carlsbad and realized that downtown revitalization is a community effort. During the last five years, with collaboration from the City of Carlsbad, Chamber of Commerce, the Carlsbad Department of Development, local financial institutions, merchants and businesses, the Carlsbad MainStreet Project has made many community dreams into realities, and will continue to do so into the 21st Century. It is obvious now that the whole community, not just the downtown area, benefits from an active MainStreet program."

- Marsha Gerrells Drapala
Carlsbad Chamber of Commerce, President

