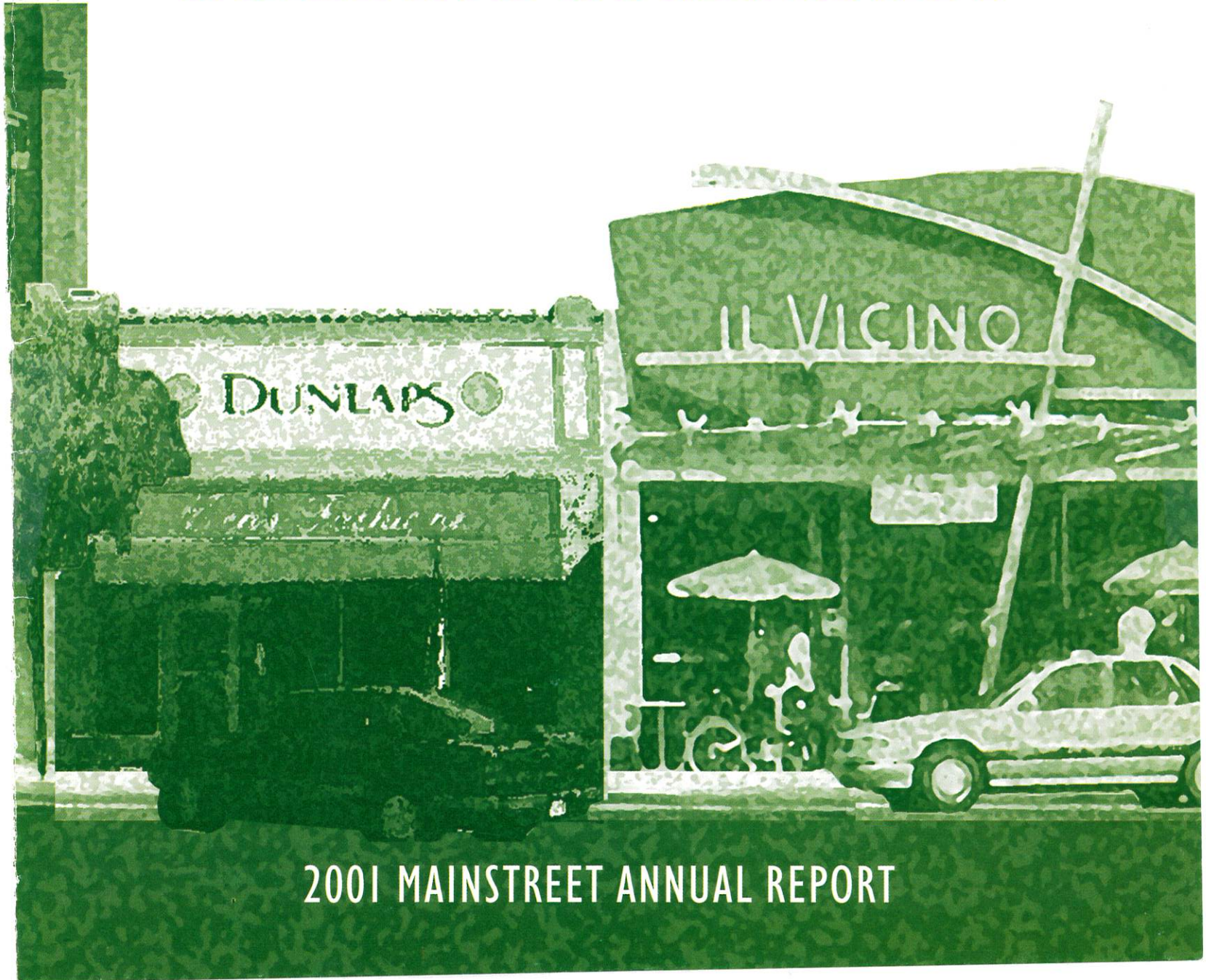


# BUILDING COMMUNITY



2001 MAINSTREET ANNUAL REPORT

# ACKNOWLEDGEMENTS

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

*New Mexico Economic Development Department  
John Garcia, Secretary*

*Economic Development Division  
Peter 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) 827-0168  
1 800 374-3061  
[mainstreet@edd.state.nm.us](mailto:mainstreet@edd.state.nm.us)*

*Visit our website at your convenience:  
[www.NewMexicoDevelopment.com](http://www.NewMexicoDevelopment.com)*

*This publication was written, funded and produced  
by the New Mexico MainStreet Program,  
New Mexico 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
- Keith Kjelstrom

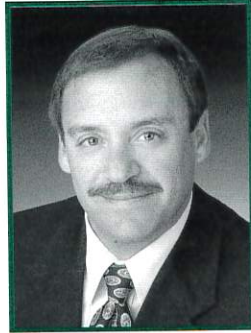
*New Mexico MainStreet would like to thank these  
professionals for their generous contributions to this  
program and to the communities of New Mexico.*





# FROM THE DEPARTMENT

*The Economic Development Department is enthusiastic about the active role that the Main Street program plays in our big mission. New Mexico MainStreet has established itself as an essential vehicle for our future growth. The program plays an integral role in the Department's strategic planning initiatives with communities. The processes, networks and professionals in place to set the pace for us all.*



*The program community build- the public private are critical to our of the ingredients a partnership: connecting within and between communities, communication and camaraderie.*

*I am happy to have the opportunity to recognize as well, the organizations, businesses and individuals throughout New Mexico who have accomplished so much in the revitalization of their downtown commercial districts and the preservation of the heritage of our communities. Together we are building communities that are pleasant and vital places that contribute to the quality of life for New Mexicans and that are attractive to new partners in economic development who visit our wonderful state.*

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

*This year, we are celebrating the building of community, and the essence of the Main Street strategy. Some people understand community as a group of people with a shared heritage or interests or ways of life. Successful Main Street initiatives have people working together for a common interest, the improvement of their town centers as places with identity, quality, and character.*

*Main Street projects have non-profit organizations working with cities, businesses, develop commu- are pleasant, wel- be, for people to and to purchase vices that they de- activities, the of a vital down- district, contrib- of life of the*



*As we reflect of last year, and New Mexico community Awards, we recognize the accomplishments in New Mexican downtowns and are reminded of how these powerful partnerships contribute to successful revitalization. In fact, it really cannot be done by any one sector in isolation. I invite you to read the community profiles in this report, and see the myriad of projects that could only be realized with people and institutions working together.*

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

*The physical appearance of the heart of our New Mexico communities is what people notice about our towns. Whether the viewer is visiting for the first time, or as a part of a daily routine, the vitality and sparkle of a vibrant downtown leave a mark in the minds of those who pass through it.*

*Vitality and sparkle are the goals that we, in the New Mexico MainStreet net-mind when we set cleaning and fix-cades, adding pedestrians who use and meshing land-with the hard sur-streetscene.*

*But cleaning not enough to pre- and our lifeways. nomic viability critical to guaran- evolution of its erations continuing to live, work, school, shop, and grow together, sharing the common and unique identity of their hometown.*

*In order to provide the jobs that keep the local economic engine fueled, a community must compete for the business resources that have tended to migrate to urban places, where shopping density is greater. Identifying the character of a community through consensus building activities, like Visioning Charrettes and Master Planning for downtown infrastructure, helps to direct future development and to focus revitalization efforts toward developing competitive economic strength.*

*MainStreet helps New Mexico towns to achieve a collective community vision and to plan for preserving community heritage.*

**Susan E. Freed**

*New Mexico MainStreet Program Associate*

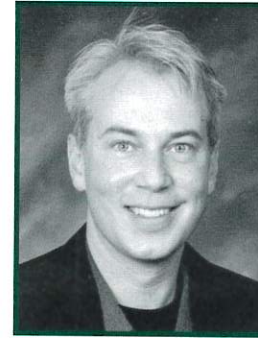


*work, have in about the task of ing building fa- amenities for pe- our Main Streets, scaping features faces of the*

*and greening are serve our heritage Insuring the eco- of a community is teeing the ongoing population; gen-*

*During my first year as a new resident of New Mexico, I've understandably observed many striking differences between the Main Street communities of California and my new home state. The challenges are greater in New Mexico. Communities are more rural, more isolated and enjoy considerably less market power than their west coast cousins. The economic tools that I took for granted in California are used infrequently throughout New Mexico. In short, communities' needs are greater and their capacities to revitalize and evolve are more constrained.*

*Or are they? My experience in the technical assistance business has taught me to judgments. Ger- this ex-Califor- year to figure out also dug a little to find that those might have richer those isolated might have more borhoods, and with weaker mar- have stronger cul- unite folks to- meaningful ways. I've witnessed incredible community capacity come to- gether around good ideas.*



*During the past year I often have mentioned how grateful I am to have the opportunity to serve as a consultant to New Mexico MainStreet. It has been a fantastic way to get around and get to know the state. The role of a "welcomed outsider" is a very rewarding role to play. You receive the honor of the community laying bare its fears, vulnerabilities, obstacles and exciting potentials. You get the satisfaction of helping the community break through unnecessary hesitations and constraints. You experience the pleasure of seeing people realize their dreams! So, thanks for the warm welcome you've given, and thanks for sharing your important work with me. I very much look forward to the years ahead.*

**Keith Kjelstrom**

*New Mexico MainStreet Program Associate*



# THE NEW MEXICO MAINSTREET PROGRAM

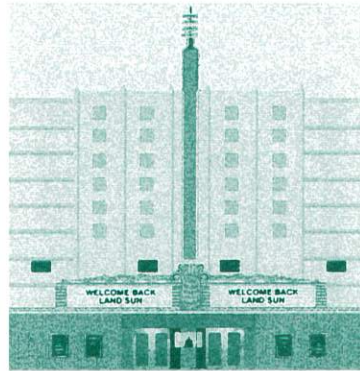
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## THE HISTORY OF NEW MEXICO MAINSTREET

The New Mexico MainStreet 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.

Originally starting with four cities, the New Mexico MainStreet program now serves fifteen active districts, and two partner communities. Since 1986, we have worked with twenty-six communities throughout New Mexico in the revitalization of their traditional commercial districts.

***“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.” - 3-60-B1-3-60-B-4 NMSA 1978***



## PARTICIPATION CRITERIA

Successful Main Street 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.

## ECONOMIC DEVELOPMENT BEGINS DOWNTOWN

In the last fifty years, American downtowns have been hit by profound economic and social changes. With the coming of a mobile society and the subsequent suburbanization of our communities, downtowns became stuck in a destructive cycle of disinvestment and decline. Almost written off the economic balance sheet by the 1970s, many downtowns are now part of a nationwide movement to re-build economic vitality in these traditional commercial districts. Otherwise known as the Main Street Approach™, the movement has sparked a tremendous economic resurgence downtown. New Mexican communities are using this approach to 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.

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

## SUCCESSFUL MAIN STREET EFFORTS FOLLOW EIGHT GUIDING PRINCIPLES

### 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.

### ACTION ORIENTED

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

### 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.

### INCREMENTAL PROGRESS

There is no quick-fix for Main Street. New Mexico's downtowns didn't deteriorate overnight—and their

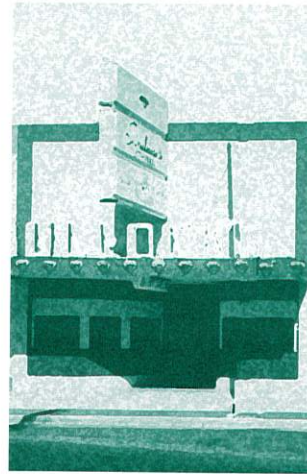
problems won't be solved quickly either. Over time, small successes lead to larger ones.

### 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.

### 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.





## 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.

## 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.

## THE MAIN STREET™ STRATEGY

*It takes more than fresh paint and new lampposts to rebuild vitality. Social and economic factors are at work and must be addressed too. The Main Street Approach™ does just that. Main Street provides a comprehensive, flexible framework for revitalizing and managing downtown districts. Communities develop individual strategies working in four key, interconnected areas. Known as the *Four Points*, they form the foundation of the *Main Street Approach™*:*

### 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.

### 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 promo-



tions calendar with special events, retail promotions and on-going public relations, downtown can reverse old perceptions.

### 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.

### 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.

# PROGRAM SERVICES

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New Mexico MainStreet provides communities with the framework and techniques to create an effective long-lasting revitalization effort with economic impact. No direct funding is provided to designated communities. Instead, New Mexico MainStreet underwrites intensive on-site specialist services to newly designated communities and provides on-going training and problem-solving assistance to mature communities. For designated communities, New Mexico MainStreet offers the following assistance:

- 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.

## TRAINING

From the basics of the Main Street Approaches 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 and for new program managers and local Main Street Boards.

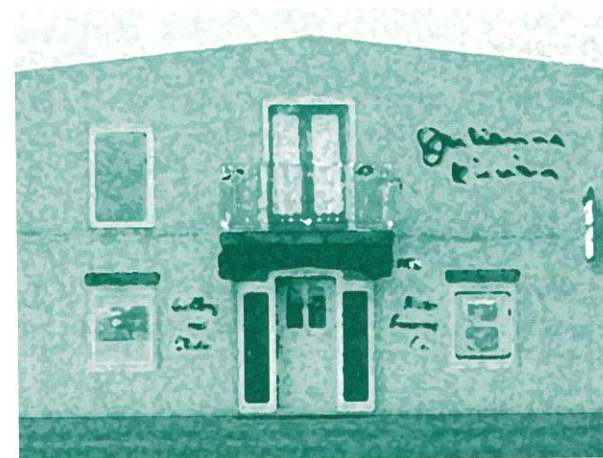
## ON-SITE TECHNICAL ASSISTANCE

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.

## 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.





# SERVICES OFFERED BY NEW MEXICO MAINSTREET

## DESIGN SERVICES

### Planning

- Community-input “Charrette” Planning Assistance
- Vehicular and Pedestrian Traffic Design
- Streetscape Planning and Design
- Main Street Design Guidelines

### 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

## PROMOTIONAL SERVICES

- Image Development
- Tourism Development
- Organizing a Special Event
- Advertising
- Media Marketing and Relationships

## ECONOMIC RESTRUCTURING SERVICES

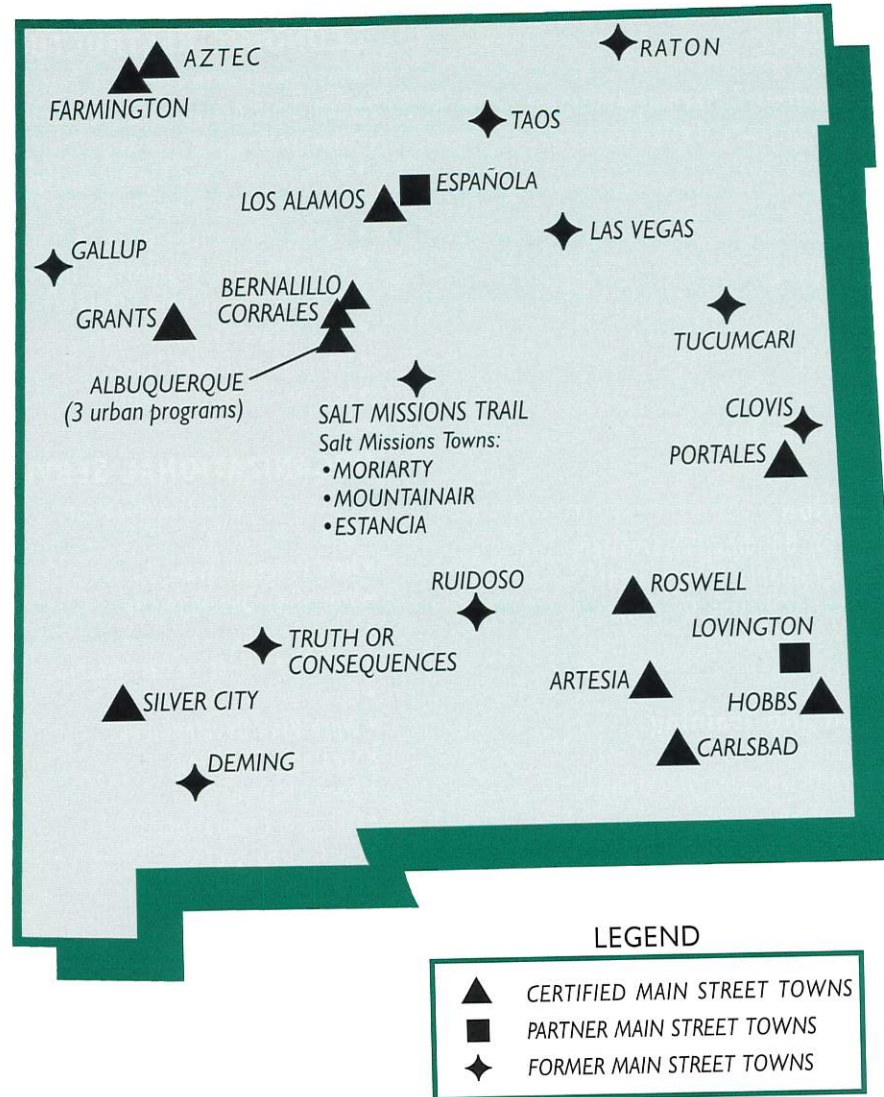
- Introduction to Economic Restructuring
- Economic Restructuring Committee Training
- Market Analysis
- Business Mix and Cluster Analysis
- Business Retention
- Business Recruitment
- Strengthening Business Skills
- Introduction to Real Estate
- Real Estate Project Review
- Maximizing Upper Floors
-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



# WHO DO WE SERVE?





# NEW MEXICO MAINSTREET REINVESTMENT STATISTICS, FY 2001

Investment activity in MainStreet commercial districts have been summarized as a statewide numbers in the following categories:

<i>Net Number of New Businesses</i>	<b>103</b>
<i>Number of Business Expansions</i>	<b>25</b>
<i>Number of Building Rehabilitations</i>	<b>66</b>
<i>Dollars of Private Reinvestment</i>	<b>2,384,119</b>
<i>Number of Public Projects</i>	<b>25</b>
<i>Dollars of Public Investment</i>	<b>7,403,689</b>
<i>Number of Joint Public/Private Projects</i>	<b>14</b>
<i>Dollars Invested in Public/Private Projects</i>	<b>3,475,863</b>
<i>Number of New Buildings Constructed</i>	<b>8</b>
<i>Dollars Invested in New Building Construction</i>	<b>17,398,209</b>
<i>Net Number of New Jobs</i>	<b>301</b>
<i>Dollars of Public Sector Grants</i>	<b>1,046,900</b>
<i>Dollars of Private Sector Grants</i>	<b>300,000</b>
<i>Number of Downtown Events</i>	<b>57</b>
<i>Number of Downtown Promotions</i>	<b>12</b>

\* Financial statistics were not reported by Downtown Albuquerque, Los Alamos, Corrales and Farmington.



# MEETINGS/EVENTS

## NATIONAL TOWN MEETING ON MAIN STREET

APRIL 1 - 4, 2001  
INDIANAPOLIS, INDIANA

Each year the National Main Street Center invites commercial revitalization professionals and activists from across the nation to come together for three day of technical presentations, workshops exhibits, local tours and national networking. This gathering provides a forum for downtown preservation advocates and the best information available on current downtown revitalization issues.

Certified New Mexico MainStreet communities, in partnership with their local programs, received sponsorship to attend this special event. Our contingency of program managers, staff and community Main Street board members get a chance to see successful revitalization at work as they travel to different cities around the United States.



*Program architect Susan Freed carries our banner to organize New Mexico's contingency at opening plenary, National Town Meeting*

*"Small town New Mexico, once the heart and soul of western America, is becoming an endangered species. Given the changes in lifestyle and business practices today, networking for solutions to preserve our way of life becomes ever more critical."\**

*\*Excerpted from Preserving the Spirit of Place, NTHP conference program 2001.*

## NATIONAL TRUST FOR HISTORIC PRESERVATION CONFERENCE

OCTOBER 16 - 21, 2001  
PROVIDENCE, RHODE ISLAND

*Design Guidelines: Small Towns, Big Challenges* was the name of an education session offered at the annual conference. NTHP asked New Mexico MainStreet program associate Susan Freed to develop and coordinate a session addressing the preservation of a community's character in the face of development pressures. The session featured New Mexico and Washington state communities that have taken on the challenge of preserving the part of the built environment that give a community its identity and character. Panelists, including New Mexico Heritage Preservation Alliance President, Kak Slick, presented successful methods used in dealing with property rights issues, reaching consensus, developing a design review process, and enforcing review decisions.



## **BUILDING ON SUCCESS NEW MEXICO MAINSTREET 2000 COMMUNITY AWARDS GALA**

**FEBRUARY 22, 2001**

**SWEENEY CONVENTION CENTER, SANTA FE**

The Economic Development Department was pleased to celebrate fifteen years of the success that the Main Street program has brought to communities throughout New Mexico. Since its establishment in 1985, the program has worked with twenty-five cities and three urban programs in Albuquerque to revitalize deteriorating business districts with historic character. Old and new friends gathered to celebrate the partnerships that contribute to effective revitalization.

At this annual awards event, the outstanding work that has been accomplished during the previous year by the Main Street communities is acknowledged. Awards were given for physical improvements to the districts, including building rehabilitations, to businesses that have demonstrated commitment to the district, and for organizational and promotional activities by downtown revitalization organizations. This popular evening draws hundreds of representatives from throughout the state.



*At the 2000 Community Awards Gala, Carlsbad MainStreet was the recipient of the Award of Excellence. Economic Development Dept. Cabinet Secretary John Garcia presents the award to Melissa Suggs, Carlsbad MainStreet Program Manager.*

*New Mexico Main Street network members meet four times a year to discuss program administration and projects in the communities. The quarterly meetings are held in conjunction with workshops on a variety of revitalization topics. Workshops are open to all New Mexico organizations and communities who receive notice of these training opportunities.*

## **NMMS QUARTERLY MEETING BUSINESS IMPROVEMENTS DISTRICT WORKSHOPS**

**JUNE 26 - 27, 2001**

**BERNALILLO AND HOBBS**

At the business meeting, information about administration of the program, budgeting and services for the coming year were discussed. Secretary John Garcia was on hand to answer questions and talk to the group.

Program managers and other interested parties from around the state attended a full-day workshop on business improvement districts, one of the fastest growing strategies for financing economic revitalization in commercial districts. Once the domain of urban revitalization, trends are indicating that smaller rural communities can benefit from the same financing tools.

Program Director *Maryellen Hennessy* gave a presentation demonstrating how BID's were being implemented in small towns in Oregon, with the focus on the flexibility of the tool. Special guest speaker *Vicki Dugger*, Executive Director of the Oregon Downtown Association, gave a detailed workshop about the process of instituting a BID. Step by step suggestions for a successful undertaking stimulated lively discussion. For more information, see the handbook (p.13) that was produced in conjunction with these workshops.

## NMMS QUARTERLY MEETING REAL ESTATE RE-DEVELOPMENT WORKSHOP

OCTOBER 24 - 25, 2001

### CARLSBAD

In addition to the regular business meeting, the Carlsbad workshop focused on *Community Initiated Development*, a term coined by the National Trust for Historic Preservation to describe the process for redevelopment of vacant or under-utilized buildings that are not being addressed by the private sector.

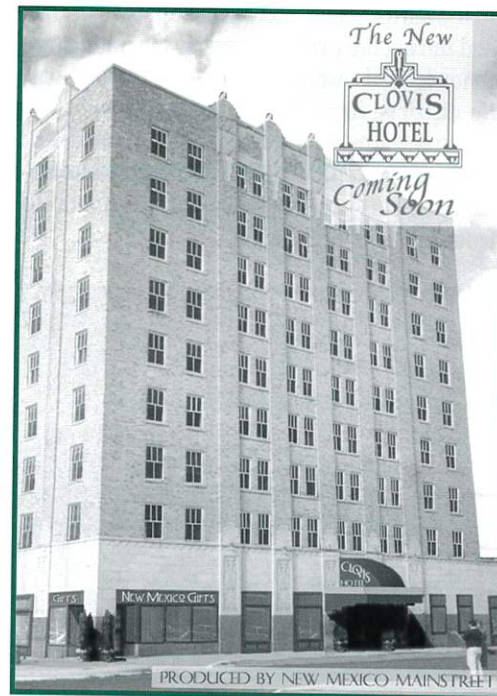


*Quarterly Meeting, Carlsbad*

One of the biggest challenges that a downtown commercial district might face is the neglected “white elephant building.” It remains empty because the private sector does not have an interest in developing the site. So, a significant community landmark sits deteriorating year after year, giving an impression of decay that impacts the entire district in a negative way. Intervention by the public sector is needed to impact the situation.

New Mexico MainStreet provided technical assistance on the redevelopment of such sites to revitalization groups in Silver City, Clovis, Nob-Hill Highland District in Albuquerque and Carlsbad in 2001.

The workshop started with breaking the complex public-private development process into its major stages and introducing participants to the essential aspects of each stage. Other topics included the roles of the non-profit corporation, the developer, the City, market support and financial feasibility, financing, and the main street program’s role in real estate development. Many thanks to our guest speakers *Diana Dorn-Jones*, Executive Director and *Cynthia Lopez*, United South Broadway Corporation, a community development corporation in Albuquerque; *Robert H. Dickson, Jr.*, President, Paradigm and Company, developer for the Albuquerque High School adaptive use project; *Larry Palmer*, City Manager and *Orlando Ortega*, City Councilman, City of Portales; *Jay Jenkins*, Branch Manager, and *Joan Peeper* from Carlsbad National Bank.



*An inter-agency Resource Team visited Clovis to assist with redevelopment of the Clovis Hotel*



# PUBLICATIONS

## HISTORIC ROUTE 66 A HANDBOOK FOR NEW MEXICO COMMUNITIES

The enduring appeal of Route 66 provides real opportunities for New Mexico's communities that are located on the highway: to preserve a piece of their heritage, to bring new life to neglected part of town, and to strengthen their tourist economies. Fortunately, a myriad of resources are available to aid in these efforts.

This handbook provides an overview of Route 66 revitalization for New Mexico's communities. In it you'll find the following information:



- Strategies for incorporating Route 66 into community development
- Examples of recent projects and programs from Route 66 communities
- Resources, including sources of technical assistance, training, and funding
- Contact information

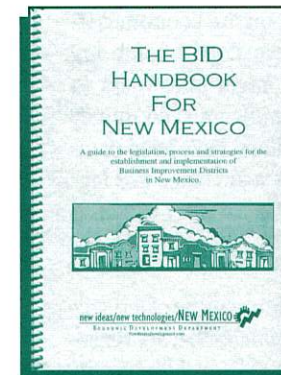
The handbook is for local governments, non-profit organizations, volunteer associations, businesses, and individuals - anyone with a vision for the future of their community on Route 66.

This publication was produced by NMMS with funding from the New Mexico State Highway and Transportation Department Scenic and Historic Byways Program and the Federal Highway Administration.

## THE BID HANDBOOK FOR NEW MEXICO A GUIDE TO THE LEGISLATION, PROCESS AND STRATEGIES FOR THE ESTABLISHMENT AND IMPLEMENTATION OF BUSINESS IMPROVE- MENT DISTRICTS IN NEW MEXICO.

Business Improvement Districts are a powerful combination of ingredients - business and property owners' self interest and vision, combined with the funding mechanism to really make things happen.

New Mexico has a comprehensive BID funding mechanism framework in place that has been largely underutilized. This handbook was written to help encourage and empower communities to take advantage of this stable, vehicle to revitalization.



This handbook a practical guide BID to fund a district's revitalizing, services meant to be used group of stake-methodically, tion with others, ness Improve-funding mechanism. It provides a reasonable timetable and work plan for passing a BID. It provides a checklist of activities that support successful passage and offers tips to avoid pitfalls that may lead to failure.

flexible, and very fund downtown

is designed to be to help establish a commercialization program-and projects. It is by an interested holders who act and in collabora-to create a Busi-ment District

# MAIN STREET CAPITAL IMPROVEMENT PROJECTS

**Putting the Enchantment Back** into our downtown areas is a goal of our New Mexico MainStreet communities, and a historic step in that direction was taken by the State Legislature in fiscal year 2000. A significant sum was appropriated, through the Local Government Division, for funding capital improvement projects to make the Main Streets of our Certified New Mexico communities more beautiful and welcoming to residents and visitors alike.

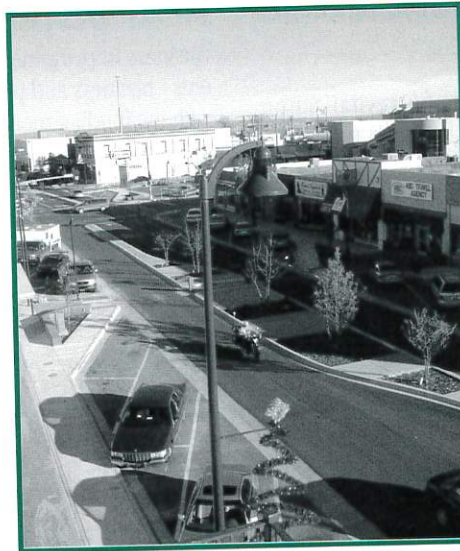
Capital Improvement projects, like the rebuilding of streets and sidewalks and the addition of public parks to the downtown environment, make physical changes that have a positive impact on the economic viability of the downtown core. Some big budget projects, that might take years to implement without significant seed money for leveraging local dollars, have been completed in the two short years since this legislation was passed. The project required matching local dollars.

Highlighted in this article are some of the success stories from communities that are realizing the benefit of the 2000 Capital Improvement Projects legislation.

## ARTESIA

Together with a tremendous local effort, an ambitious project was undertaken and completed this fall: the reconstruction of seven blocks of Artesia's Main Street in the heart of the Historic Downtown District. Funds from the Capital Improvements legislation were

supplemented NMSHTD project dollars, city funds, TEA 21 grant money and local private contributions of about \$400,000 to complete the 2.5 million dollar project. The complete landscaping and master plan document was funded by the local main street program, Artesia MainStreet, Inc.



*Artesia's newly overhauled Main Street*

On November 10<sup>th</sup>, at the conclusion of the long, and often frustrating, construction project, Artesia MainStreet, Inc. threw a **"Freedom in the Streets"** party and threw open the streets. The project is significant for its attention to pedestrian amenities, aggressive parking solutions, and detailing, such as decorative lighting, landscaping, and hardscape ornamentation.

## AZTEC

As part of the collaborative and comprehensive partnership between The City of Aztec and the Aztec Main Street Association to revitalize the downtown, the City of Aztec purchased an empty lot on Main Street in order to build the Aztec Main Street Courtyard. In addition to providing a an attractive

respite in the downtown district, the courtyard functions as a gathering space for community functions.

Complimenting the Capital Improvements legislation funding, other partners in the implementation of the Courtyard include Burlington Resources, Inc. Foundation, and Wal-Mart. Aztec residents and businesses played a role in providing funding through the purchase of engraved bricks for courtyard paving.



The Courtyard reflects a philosophy of supporting the walk-ability, accessibility, diversity and livability in the downtown core, and a commitment to building with quality. This project is a clear demonstration of the successes that public/private partnerships bring about. The degree of community enthusiasm for the addition of the Courtyard to Aztec's Main Street was evident at the Grand Opening Celebration, during the Annual *Oktoberfest!* On October 13, 2001. The Courtyard was the centerpiece of entertainment, food and fun!



*Aztec Main Street courtyard*

## ROSWELL

The Roswell Convention and Civic Center lit up the long-awaited Electronic Message Center Marquee in July 2001. The Message Center, an informational sign, supplies event schedules to locals and tourists, helping folks discover what is happening in Roswell.

Located on the edge of downtown, the visibility of this sign insures that folks passing through will be given useful information that could extend their stay in Roswell and make it enjoyable. Supplementing the appropriations money was funding from local lodger's tax. Projects such as these leverage a tourism income of \$455,000 for the City coffers annually.

## SILVER CITY

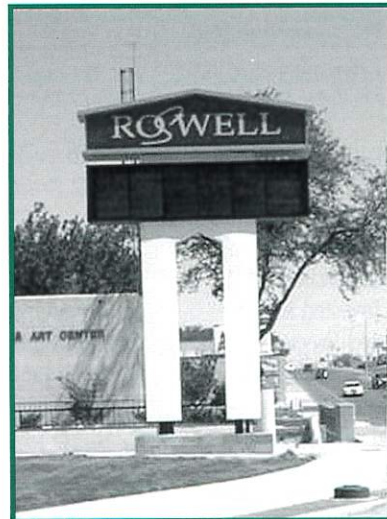
Complimenting funds that had already been raised for the purpose, Silver City MainStreet

managed the installation of pedestrian-scaled decorative lighting throughout the two main streets of the downtown. The perception of even, clean lighting greatly increases the sense of well-being people have when visiting a commercial downtown district after dark, and the smaller, decorative lights are more in-scale with pedestrians and historic buildings than the standard cobra-head highway lights that populate most downtown streets.

The town of Silver City celebrated the completed installation on October 13, 2001 with a *Streetlight Dedication Ceremony* on the Corner of Broadway & Bullard Streets, the heart of downtown, with State and local dignitaries present. The Silver City MainStreet Project has successfully infused more than \$4 million into downtown Silver City through major public infrastructure improvements, such as the streetlights project, and through assistance to local businesses.

"Streetscape" improvement projects, funded by the 2000 appropriation, are on the boards in Farmington & Carlsbad, and are underway in Portales, Albuquerque and Silver City.

With the state appropriated funds and matching local dollars, New Mexico MainStreet communities are making downtowns more beautiful places to be. Shoppers are finding adequate and attractive parking facilities, pedestrians have reasons to linger, and sidewalk improvements and pedestrian lighting are making downtown more economically viable.



*Roswell Electronic Message Center marquee*

# THE MYSTERY OF MAINSTREET FUNDING

Local programs throughout the New Mexico MainStreet network attract their annual operating funding not from the state, but from a diversity of sources that reflect the Main Street public-private partnership. Prime investors in MainStreet's yearly operations include City Hall, business and property owners, community residents, corporate sponsors, foundations and major donors. Vehicles for that investment include annual funding grants, membership programs, profitable special events and business improvement districts.

The local Main Street program pulls these funds together to manage the ongoing implementation of the comprehensive four-point revitalization program – projects and activities that organize community stakeholders into an effective team, promote the downtown as an exciting community center, capitalize on historic character and pedestrian design, and restructure the local economy.

Operating funds cover office operations such as rent and utilities, projects and events, and travel and training. But, revitalization is a very labor-intensive endeavor. It is no surprise that the strongest percentage of annual operating funds, typically 40 to 60 percent, is invested in program staff salaries and benefits. The Main Street executive director is at the command center of creating value from diverse community resources. The staff harnesses incredible volunteer power, leveraging revitalization investment and activity from business and property owners, community organizations and citizens.

With limited funding resources, Main Street programs in New Mexico are achieving impressive results. How much more might they be

able to accomplish if they could break through operating funding constraints? Local New Mexico MainStreet program budgets are among the lowest in the nation. For example, the average New Mexico local program budget of \$47,000 represents less than half of the average Main Street program budget in California or Texas.



*Events can generate dollars for revitalization organizations. The Aztec Oktoberfest pictured here.*

To continue **building community**, our local programs must build their budgets. Based on successful local program funding strategies throughout the country, New Mexico MainStreet programs can build their budgets by exploring the following ideas:

- Develop a business improvement district (BID), an annual assessment of business or property owners that provides a solid core of operating funds.
- Expand corporate participation in events sponsorship and operating revenues contributions.
- Build higher levels of city government investment in the ongoing operations of the local Main Street program. Reflecting the public-private partnership and local government's key stake in the vitality of its downtown, it makes sense for local government to be a primary long-term funding partner.
- Continue to enhance the sophistication and fundraising ability of special events.
- Expand membership programs and devote more talent and energy to collecting and maintaining high membership levels.



# COMMUNITY PROFILES

## ALBUQUERQUE DOWNTOWN ACTION TEAM

Downtown Albuquerque is changing before our very eyes! With over \$300 million of new construction, the last two and a half years of hard work is now visible. If you have not been to Downtown Albuquerque, we invite you to come and enjoy the first phase of Downtown's transformation. The new Century 14 Theater opened in late November in time for the holiday season. Immediately Downtown saw a surge of activity that has kept local business hopping! Downtown also recently opened a new Brazilian steakhouse, Sushi and Cocktail bar, and specialty shoe and jewelry stores to add to the fun. In addition, the new District Courthouse, Forest Service building, Social Security building, and the new Alvarado Transportation Center and three new parking structures opened in 2001. Downtown housing is booming too. With the development of the Lofts at Albuquerque High, the long awaited reuse of this landmark site, and the 151 Villa San Felipe housing complex, there are now more options for Downtown housing.

Pioneers in the implementation of a Business Improvement District, the tremendous growth in Downtown today is a perfect example of what can happen when people join hands and work together. Today, there is a flurry of activity in Downtown as it quickly becomes Albuquerque's place to live work and play.

## ALBUQUERQUE NOB HILL HIGHLAND DISTRICT

Nob Hill Highland Renaissance Corporation (NHHRC) started the year preparing for the 75th Anniversary of Route 66 with a historical exhibit posted in store windows and the launching of the rt66central.com website. They see immediate benefit to enhancing



tourism business and are working more closely with Albuquerque Convention & Visitors Bureau; hosting a breakfast to bring the ACVB volunteers advised of Nob Hill attractions and working with a committee to improve transportation options for visitors.

Early in the year, a Parking Study update determined that parking improvements were needed in the Nob Hill segment, fueling discussion of having one or two off-street parking structures in place of surface parking. Such structures would most likely require a public-private partnership as demonstrated in Downtown Albuquerque. A desirable parking structure would be wrapped with retail or other uses that made it attractive and an economic contributor to the district. Development and management of the parking needs led to serious consideration of a Business Improvement District (BID).

New Mexico MainStreet conducted an initial workshop on BID's for NHHRC and a Task Force, headed up by property owners, is forming to study feasibility. There is a considerable interest by merchants in Clean & Safe programs and parking improvements. A BID could support improvements and services beyond the City's ability to provide and contribute to the long-term financial stability of NHHRC.

Another major initiative is underway to establish a Metropolitan Redevelopment Area (MRA) in the eastern two-thirds of the district. If the City Council approves the MRA, NHHRC can move ahead with a community-wide planning charrette and completing a Strategic Plan for reversing the area's decline. Steps have been taken to have the historic De Anza Motor Lodge purchased and operated as an historic "boutique" motel, conference center, and museum. The De Anza project, along with City-funded street lighting and streetscape improvements, will be a catalyst for increased revitalization, and they hope to have many public as well as private partners for this exciting project.

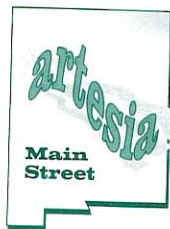


## ALBUQUERQUE UNITED SOUTH BROADWAY

This year, USBC, who run main street programs on three corridors – South Broadway, South Fourth Street and the Huning Highland portion of Central Ave in Albuquerque, focused on processes of public/private partnerships. USBC MainStreet hosted *State of our Historic Neighborhoods & Emerging Development*. This public event provided a venue for the whole community to learn about the development happening in and around the downtown area as well as an opportunity for project directors to meet each other.

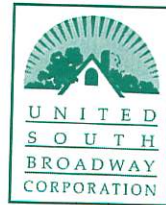
USBC convened the business owners in the Huning Highland Historic District for a Dynamic Corridors planning process in February 2000. They continued to meet in 2001 and organize around streetscape improvements and redevelopment. They are currently forming a business association of their own.

USBC also put in place the community partnerships that will help to maintain pedestrian and streetscape amenities that were partially funded by a Main Street Capital Improvement Grant. USBC endeavors to strengthen programs that are already in place, such as extending the Community Gardens Youth Program by adding to it a Streetscape Beautification component. The youth will learn about planter gardening and maintenance. They will further the neighborhood's Crime Prevention Through Environmental Design plan, and they will become ongoing contributors to the improvement of commercial streetscape.



## ARTESIA

Artesia underwent a lot of change in 2001. After six months of major reconstruction, the seven blocks of Main Street that are the heart of historic downtown Artesia have a new look. The great features of the streetscape have slowed traffic and created a pedestrian-friendly environment. We are proud to say that the re-



construction is a NMSHTD pilot project. The highway department allowed Artesia MainStreet and the city to experiment with low-angle (22° degree) parking, avoiding the undesirable parallel parking that is typically required on a state highway. The street opened in November after a "Freedom in the Street" celebration.

Although construction is complete, all is not quiet on Main Street. Artesia MainStreet and Carmike Cinemas – owner of the local cinema – formed a relationship whereby the cinema owner would make

extensive improvements to the interior while Artesia MainStreet would rehabilitate the façade, including the addition of a replica of the original 1947 neon sign. The theater, called Cinema Twin, will return to its original 1947 name – Land of the Sun, shortened to Landsun by locals. The "Let's Light Up the Landsun" gala was held in December, celebrating the completed rehabilitation. Featured that week were two great 1947 films, "Living in a Big Way" and "Miracle on 34<sup>th</sup> Street."



*The recently renovated Landsun Cinema – Artesia*

Artesia MainStreet is looking ahead to 2002. Together with the city, they are considering the entrances to historic downtown. They have implemented an honor brick program to landscape the historic City Hall building, which was donated to Artesia MainStreet last year. They are working on a Sallie Chisum statue project. And, we are all looking forward to a new project, in partnership with New Mexico MainStreet and the University of New Mexico. The Design and Planning Assistance Center students will focus on the cultural character of downtown Artesia and develop façade improvement designs to don the newly renovated street.





## AZTEC

Since the inception of Aztec Main Street in 1997, a combination of public and private investment has led to a near 95% percent occupancy rate in downtown Aztec, up from 60% vacancy just 5 years ago.

New leadership, sprung from new business ventures, provides a tremendous boost to the sustainability of the program. Kim Mars with "Simply Country" and Annette Tidwell with "at native art" were instrumental in bringing the annual Oktoberfest celebration to a new level of success. They have also successfully spearheaded a collaborative marketing program that has put downtown in the spotlight. The second annual Farmers' Market, led by Pat Gates was a step up from last year and looks to be a sustainable and marketable program for the community. The Main Street web site at [aztecnm.com](http://aztecnm.com) continues to develop and improve along with the changes in downtown and adds a comparative edge for collaborative marketing and promoting the community. One new business, desiring to relocate from Florida, located an available building on Main Street by using the web site.

The completion of the Aztec Courtyard, thanks to the New Mexico Main Street Program's capital improvement project, was a feather in the cap of long awaited efforts in downtown investment. The Courtyard, a conceptual dream five years ago, is complemented by two new restaurants, "Little Benjamin's", an Italian eatery, and "Rubio's", a popular Mexican food destination. Rubio's new outdoor patio with beer and wine and the occasional live music has been a little revolution in revitalization with a dramatic increase in pedestrian traffic downtown. Look for Main Street Enhancements to commence soon.

## BERNALILLO

2001 was probably the most significant year for Bernalillo MainStreet in the fourteen years since the program was established. Through the process of developing a Main Street Overlay Zone, with



the cooperation of the City in its zoning ordinance revisions, the Bernalillo Main Street program has become solidified, rejuvenated and respected for its efforts in community development.

With such powerful development tools as a Historic Resource Inventory, Design Guidelines, and a "Primer for Property Owners and residents of MainStreet", all developed within the past fifteen months, 2002 looks to be just as exciting as 2001. The Bernalillo MainStreet Association has two main goals for the coming year. First to have the MainStreet Overlay Zone adopted as part of the Town of Bernalillo Comprehensive Planning and Zoning Ordinance, and second, to have a design charrette for proposed physical improvements to the district. The charrette will have the input of the community in developing a vision for downtown Bernalillo, as did the Design Guidelines project.

With continuously increasing development pressures from the surrounding metropolitan area, Bernalillo is looking back to its roots as a center for commerce in the county to enhance, preserve, and create opportunity in an exploding economy of downtown development.



## CARLSBAD

The Carlsbad MainStreet Project has experienced a tremendous year of increased momentum and steady growth since winning the Award for Excellence at the 2000 New Mexico MainStreet Community Awards. The opening of an independent

MainStreet office in Downtown Carlsbad has further solidified Carlsbad MainStreet's presence within the community, as has their administration of a façade improvement program, resulting in several downtown façade renovations this year. Seasonal events and work on the Carlsbad Streetscape Concept Plan, which focuses on streetscape design for the 10-block core business district and the main highway entrances into the city contribute to their success.

Other exciting projects on the horizon include colorful new downtown banners, new and improved holiday lights and decorations, and efforts to preserve the historic downtown First National Bank



Building. Construction of bricked bumpouts and crosswalks, as enhancements to the streetscape will soon begin.

The City of Carlsbad provided a boost to Carlsbad MainStreet's budget this year, providing an extra \$10,000 per year for the continuation of the Downtown Revitalization Services Contract. Carlsbad MainStreet has also received extra support from Eddy County this year, and continues to receive private funding from Westinghouse TRU Solutions, along with a growing downtown membership base. This public/private partnership, along with dedicated volunteers and future-minded leaders, is what makes Carlsbad a successful MainStreet community year after year.



*The landmark Carlsbad Irrigation District Building has garnered the community's interest for redevelopment and rehabilitation*

implement the landscaped site through donations and volunteer labor.

Corrales Mainstreet assisted the village in raising over \$200,000 in Highway Department funds to complete the budget for the Pathways Project. Pathways will create a walking path along Corrales Road using an innovative material that Mainstreet "discovered" that will meet all federal ADA standards while retaining the look of an earthen country path. Work on this project will start in the Spring.

Corrales Mainstreet was just awarded the contract for a tourism-marketing program for the Village. Mainstreet helped raise the initial funding for this project as well. Mainstreet will administer the creation of publicity materials and an ad campaign, updates to the web page, trade show material, tour guide training and a professional video on Corrales.



## CORRALES

Corrales Mainstreet continues to work with the administration of NMSHTD Scenic By-ways Program grants. The beginning of the year saw the completion of the Visitor's Center next to the Village complex. Corrales Mainstreet wrote the grant application for this facility. A Grand

Opening was held with local politicians and members of our Congressional Delegation in attendance. Corrales Mainstreet is now working on a joint arrangement with the Chamber of Commerce to provide volunteers to staff the center and provide information to visitors. One of the features at the Center will be a computer terminal displaying the Village of Corrales web page, also a successful Mainstreet project.

Next to the Center, Mainstreet provided outstanding interpretive panels made by a local artist showing the architectural and agricultural history of the community. A local landscape architect, as a Mainstreet volunteer, drew up ambitious plans for a landscaped environment around the panels project. The plans were informally approved by the Council, and now arrangements are being made to

## FARMINGTON

The Farmington Downtown Association and the downtown community are anxiously anticipating the decision of the State Historical Preservation Office on an application for Historic District designation. Such a district would make tax credit programs available for rehabilitation of contributing buildings. The ambitious cultural resource inventory project, conducted with the assistance of New Mexico MainStreet, was completed in summer of 2001.



Planned streetscape enhancements have been on hold while the City of Farmington undertook a comprehensive 20-year plan that included the downtown area.

The Farmington Downtown Association hosted two successful Antique Fairs, in the spring and fall. The Spring Fair was hampered by cold weather but nicer weather in September brought several thou-



sand people downtown to the fair and to view the Art in the Park. Antique/Craft vendors reported good sales. Advertising all over the state brought in out of town vendors.

The Farmington Downtown Association collaborated with the City, Chamber of Commerce and Convention and Visitors Bureau in hosting TGIF Food and Tunes, an event held each Friday from June through August. A food vendor and musical entertainment was held in the afternoon in the Park. This event proved very popular with seniors, downtown workers and young mothers and children. The Great American Race roared through downtown in late April and crowds were estimated at 8,000. The 5<sup>th</sup> Annual Taste of Farmington was held in November. Over five hundred tickets were sold and a very successful silent auction was held. Successful promotions have put downtown Farmington back on the map.

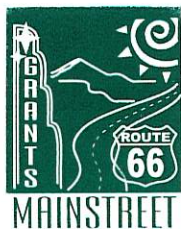


*Fire & Ice Bike Rally – Grants*

historic restoration, the popular Mission at Riverwalk eatery continues to serve a full house almost every day!

the Railroad depot by the City, an initiative in which Grants Main Street is instrumental, will be finalized and construction of the first phase of fence work will start shortly after the first of the year.

New business activity continues, a brand new building is also going up on Santa Fe Ave., the main street. A Coffee and Bagel shop with a railroad décor will open in late winter. Last year's New Mexico MainStreet Community Award winner for



## GRANTS

The Grants Mainstreet Project developed and promoted the First Annual Fire and Ice Bike Rally in July 2001 in conjunction with the 75th anniversary of Route 66. The bike rally drew approximately 2500 bikers into downtown Grants for three days. Motorcycle rodeo events, poker runs and over 25 vendors kept the bikers

busy. The first ever outdoor concert was also held during the Fire and Ice Bike Rally with a crowd of over 2000 enjoying the music of Desert Rain and FireFall.

Downtown Grants has been busy with facade improvements. Corley's Chrysler, Savadra's U-Hall, Western Host Motel and the Zia Motel are all currently in a construction mode, and work on all these private sector improvement projects should be completed by spring. All of these buildings were built in the 40's & 50's. Acquisition of

## HOBBS

2001 was a year of planning and forming partnerships for MainStreet Hobbs . . . January began with a board planning retreat, followed in April by a series of presentations by Dr. David Glasser of the University of Arkansas Architecture Department, who gave his impressions of Hobbs. The result of this visit was charrette held in May with a team from Partners for Livable Communities. A large, diverse group of individuals throughout the community of Hobbs attended this event and many ideas and partnerships were formed as a direct result of this gathering.



Hobbs August Nites once again brought huge crowds to Hobbs in August. This event has grown from a MainStreet promotion into a community event with participation from many different groups. Hobbs August Nites brings city officials, police, fire, EMS together with softball teams, church groups, youth organizations, and social service agencies. These people work side by side to set up, run and clean up after a celebration that brings thousands into town during the month.

Over fifty health care providers were represented in November at Medical Day on Broadway and the 2nd Annual Cowboy Lighting Promenade and Open House. Over two dozen cowboys on horseback with lanterns helped to “light up” the Christmas lights downtown. The Winter Wonderland Building was formally opened by Santa during the Promenade.

The following morning, a “Breakfast with Santa” fundraiser was held in conjunction with the annual Jaycees Christmas Parade on Broadway. Lots of kids and their parents enjoyed pancakes and sausage partially donated by local merchants and cooked by MainStreet volunteers.

2002 looks to be a year of building . . . building the new civic plaza, building on existing partnerships, building community support for downtown revitalization. What an exciting time to live in Hobbs!



## LOS ALAMOS

The Los Alamos Downtown Plan, last year’s major undertaking, is staying on track and is developing even more momentum as the process continues.

The Los Alamos MainStreet Futures Committee, a combination of both the Economic Restructuring and the Design Committees, recently invited developers and potential tenants to provide feedback on future uses of the Canyon School and the Administration sites for Los Alamos Public Schools (LAPS). This work is being done at the request of LAPS to provide them with information on the reuse of their properties. The redevelopment of LAPS properties is a catalytic project in the effort to revitalize downtown Los Alamos. The feedback collection process will also provide an opportunity to familiarize businesses with the proposed Downtown Plan, and will seek input on their interests in the event the plan is adopted by the county. Office, retail, entertainment, government, housing, hotel, mixed-use developers, and potential tenants for the two sites will all be queried.

The proposed Downtown Plan developed through the MainStreet Futures Committee efforts, was submitted to Los Alamos County in January 2001. It included the request that the Downtown Plan be considered for adoption to replace the current downtown component of the Comprehensive Plan and the current Development Code that governs the downtown area.

Los Alamos County has indicated that they expect to begin taking action on this request following a community visioning process that is anticipated to take place during the next ninety days. With a vision in place, and the processes that will facilitate the realization of that vision defined, Los Alamos is well positioned for a vital future.

## PORTALES

The Portales Mainstreet Program has been very busy in 2001 as it marks its most successful year to date. Improvements continued on the Farmers Market lot as ornamental trees were planted in the beautiful brick planters constructed the year before. Another addition to the lot is an elegant new sign, supported by brick pillars matching the tree planters.



The first annual Portales Mainstreet five/ten K run/walk during Heritage Days brought a refreshing and healthy alternative to fun and enjoyment. Attendance was high and competition was plenty.

The month of July brought entertainment to the downtown as Portales Mainstreet and The Roosevelt Restaurant teamed up to hold a Country Western street dance. A popular band was commissioned to provide live music. The evening proved successful as hundreds of young and old alike danced the night away. In September, Portales Mainstreet teamed up once again with The Roosevelt to bring another first to the downtown. This time it was a “Beach Bash”. An afternoon and evening filled with an atmosphere of fun in the sun. Patrons were welcomed at the gate with leis and beach balls as live entertainment filled the warm summer air. One hundred tons of



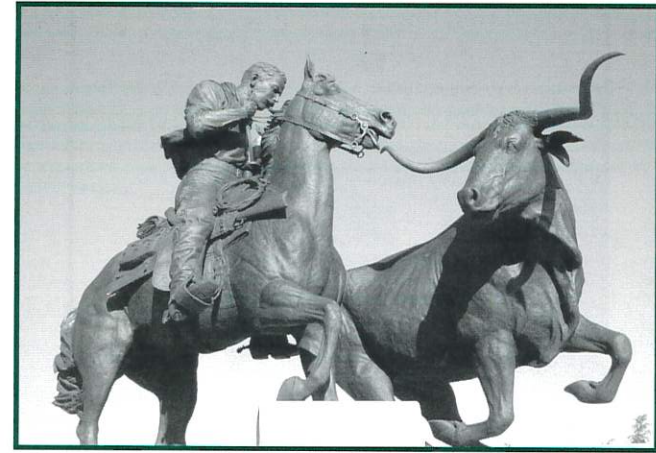
trucked-in sand created the volleyball court and limbo contest area. Once again, competition was extreme and fun and the “Beach Bash” was a winner.

It is not just promotions happening downtown, the month of September also marked the beginning of the largest streetscape project Portales Mainstreet has taken on to date, the target - the most deteriorated area of Portales’ downtown. With assistance from a Main Street Capital Improvement grant, reconstruction of curb, gutter, and sidewalk of second and third block of South Main Street began. September of 2001 brought an end to the seventy year old sidewalks of these two blocks and brought in a refreshing new look. Thanks to the generous partnership with the City of Portales and community volunteers project dollars have been stretched to add even more. New concrete and brick sidewalks, ornamental lamp-posts, benches, and trash receptacles have been installed. Already enthusiasm has come alive to South Main. Two existing businesses have completely rehabilitated their buildings. A new stylish women’s clothing store has opened. The “old” VFW building at the corner of main and fourth is in the beginning stages of remodeling. Signs of revitalization are all over downtown Portales!



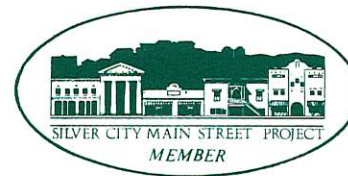
## ROSWELL

Roswell experienced two great additions to the MainStreet corridor in 2001. The first accomplishment was the erection of the *John Chisum Sculpture* by artist Robert Summers. This work of art cost \$200,000.00 and is the first of several public art pieces to be placed in Roswell in the coming years. The *John Chisum Sculpture* is located on the new Pioneer Plaza and commemorates the heritage of farming and ranching in the Pecos Valley. At the unveiling of the sculpture, a big “Pioneer Days” party on the plaza featured chuck wagon lunches, old west shoot outs, and a cattle drive down Main Street. MainStreet Roswell plans to carry on this tradition each year during New Mexico Heritage Preservation Week.



*The John Chisum sculpture – Roswell*

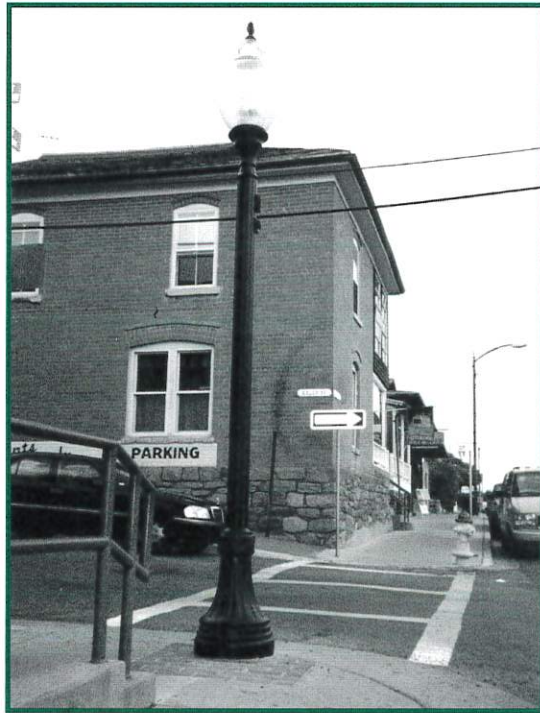
The second addition to Main Street was an adopt-a-pole banner project. Citizens of Roswell adopted a street light pole at the cost of \$100.00 each. MainStreet Roswell will place a seasonal banner, four times a year, on each of these poles to welcome citizens and visitors to Main Street Roswell. The sponsors of this project will have their names engraved on a plaque and it will be placed inside the Roswell Convention and Civic Center.



## SILVER CITY

Silver City continues to be the only MainStreet program in the state to have operated continuously for the past 16 years, and the program is still thriving.

Silver City MainStreet has leveraged more than \$6 million for major infrastructure improvements. With the Visitor’s Center up and working, they are now working toward finishing signage and parking lot repairs. They have successfully installed historic, pedestrian-scaled streetlights and are presently seeking funding for the balance of the



*Historic pedestrian-scale lighting project in Silver City was funded by Capital Improvement Project grant, city general fund and severance tax allocations, "Adopt a Pole" fundraising campaign and private funds.*

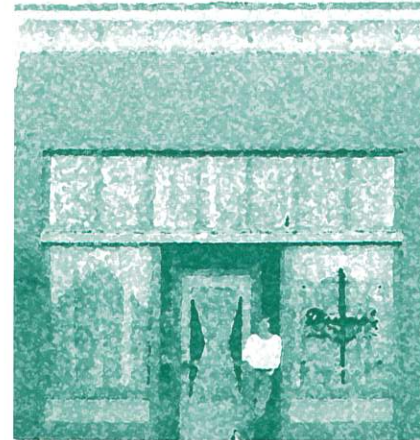
lights for the Business District. The second phase of The Big Ditch Riverwalk Park was completed in December, with a beautiful foot-bridge, new stairways, retaining walls, plantings, and walkways. New park furniture is in place for citizens' comfort and enjoyment.

More than 10,000 people came from near and far to watch the 11th annual Lighted Christmas Parade, while the famous Snow Queen led the way. The now traditional Halloween Spookwalk was held this year in the newly-finished north section of the Big Ditch

Riverwalk Park, which furnished a perfect backdrop for ghosts and goblins and the legendary La Llorona. The Farmer's Market grows bigger every year and sells fruits and vegetables from all over the county. In the fall, they co-ordinate with Silver City MainStreet to present a "Taste of Downtown", where townsfolk can sample dishes made with fresh fruits & veggies bought at the market. The Celebration of Spring will bring the "after-Christmas lull" to a halt, with events and booths that help the slow spring economy.

With the news of major layoffs in the mining industry, thoughts are turning to new and creative ways to make a living. The entrepreneurial field is perfect and apparently many are considering it, as new businesses are popping up downtown. The Silver City Spirit is alive and well and will sustain this progressive, small town.

\* \* \*





# DIRECTORY

## 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](mailto:llindsey@swcp.com)

**Mari Simbana, Coordinator**  
Main Street Program  
United South Broadway Corp.  
2301 Yale SE, Ste. A2, Albuquerque, NM 87106

Phone: 505.764.8867, Ext.22  
Fax: 505.764.9121  
Email: [usbc@unm.edu](mailto:usbc@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](mailto:cvista@earthlink.net)

## ARTESIA

**Haley Klein, Manager**  
Artesia MainStreet, Inc.  
105 S. 4<sup>th</sup> Street, Artesia, NM 88210

Phone: 505.746.1117  
Fax: 505.748.4586  
Email: [hayleyams@hotmail.com](mailto:hayleyams@hotmail.com)

## AZTEC

**Erick Aune, City Planner**  
Aztec Main Street Assoc.  
201 W. Chaco, Aztec, NM 87410

Phone: 505.334.7605  
Fax: 505.334.7609  
Email: [eaune@cyberport.com](mailto:eaune@cyberport.com)

## BERNALILLO

**Maria Rinaldi**  
Community Development Director  
Bernalillo Main Street Assoc.  
P.O. Box 638, Bernalillo, NM 87004

Phone: 505.867.3311, Ext. 33  
Fax: 505.867.0481  
Email: [mrinaldi@townofbernalillo.org](mailto:mrinaldi@townofbernalillo.org)

## CARLSBAD

**Melissa Grandi Suggs**  
Project Manager  
Carlsbad Main Street Project  
P.O. Box 302, Carlsbad, NM 88221

Phone: 505.628.3768  
Fax: 505.628.3778  
Email: [melissasuggs@hotmail.com](mailto: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](mailto: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](mailto:fmnmainst@cyberport.com)

## GRANTS

**Cecil Brown, Manager**  
Grants Mainstreet Project  
P.O. Box 337, Grants, NM 87020

Phone: 505.287.4802  
Fax: 505.287.8224  
Email: [cbrown@7cities.net](mailto:cbrown@7cities.net)

## HOBBS

**Kristi Strubhart, Manager**  
MainStreet Hobbs, Inc.  
P.O. Box 7120, Hobbs, NM 88242

Phone: 505.399.6483  
Fax: 505.393.1450  
Email: [heartofhobbs@yahoo.com](mailto:heartofhobbs@yahoo.com)

## LOS ALAMOS

**Mary Beth Woodall, Director**  
Los Alamos MainStreet  
190 Central Park Square  
Los Alamos, NM 87544

Phone: 505.661.4816  
Fax: 505.662.8399  
Email: [Marybeth@losalamos.org](mailto: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](mailto:Lindap@leaconet.com)

## PORTALES

**Portales MainStreet Program**  
P.O. Box 302, Portales, NM 88130

Phone: 505.760.8149  
Email: [orlando.ortega@enmu.edu](mailto:orlando.ortega@enmu.edu)

## ROSWELL

**Dusty Huckabee, Manager**  
MainStreet Roswell  
P.O. Box 1328, Roswell, NM 88202

Phone: 505.622.6706  
Fax: 505.624.6863  
Email: [Dusty@roswellcc.com](mailto:Dusty@roswellcc.com)

## SILVER CITY

**La Joya Bonnell, Manager**  
Silver City MainStreet Project  
P.O. Box 1188, Silver City, NM 88062

Phone: 505.534.6344  
Fax: 505.538.5123  
Email: [mainstreet@gilanet.com](mailto:mainstreet@gilanet.com)