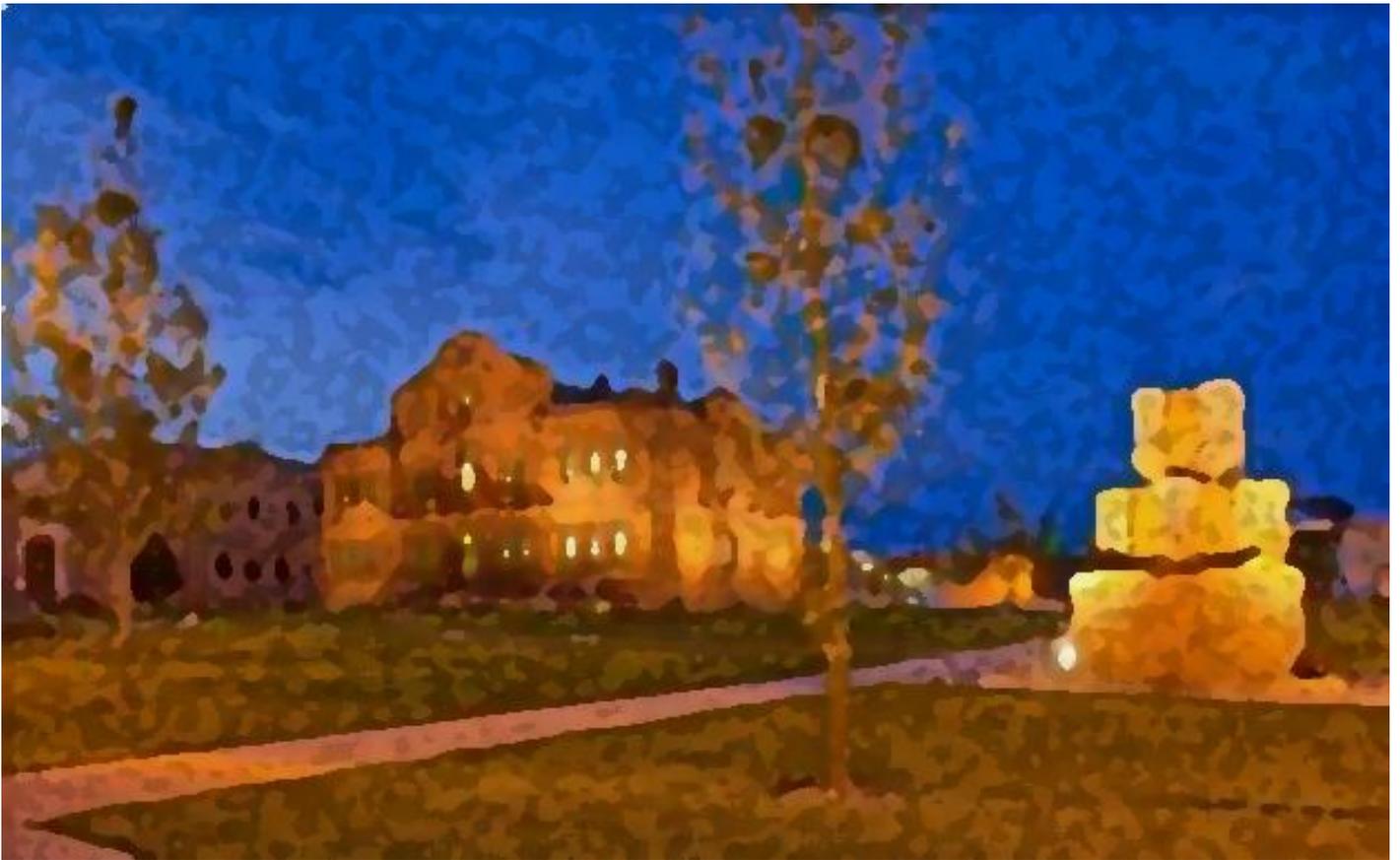


ROUTE 66 AND DOWNTOWN SANTA ROSA REVITALIZATION PLAN

A Metropolitan Redevelopment Area Plan



SANTA
ROSA

Adopted 10.2017 Resolution #18-014

City of Santa Rosa, New Mexico

RESOLUTION # 18-014

CITY OF SANTA ROSA, NEW MEXICO

**A RESOLUTION ADOPTING THE ROUTE 66 AND DOWNTOWN SANTA ROSA REVITALIZATION PLAN,
A METROPOLITAN REDEVELOPMENT AREA (MRA) PLAN**

WHEREAS, a Metropolitan Redevelopment Area (MRA) Plan adoption enables the City of Santa Rosa to partner with private property owners and key stakeholders to plan, design, fund and implement revitalization projects that are exempt from the anti-donation clause of the New Mexico State Constitution and will empower the use of unique implementation tools, such as public/private partnerships, Tax Increment Financing (TIF) districts, and city tax abatements to property owners to encourage and finance the revitalization process; and

WHEREAS, area boundaries identified in the Route 66 and Downtown Santa Rosa Revitalization Plan, a Metropolitan Redevelopment Area Plan, (MRA PLAN), incorporate and replace area boundaries delineated on exhibit B of Resolution 16-28 Metropolitan Redevelopment Area Designation; and

WHEREAS, the area boundaries delineated in the MRA Plan encompass an irregularly shaped area of approximately 240 acres of land, generally including lots fronting and/or with access to Route 66, (I-40 BL 35/US 54) from the western city limits to El Rito Bridge on the east, and including the historic downtown core south of the railroad and north of Lake Drive between 3rd St and 5th St and including an area North of the railroad, South of Eddy Ave between I-40 and the northern boundary of the auto distribution yard; and

WHEREAS, within the Metropolitan Redevelopment Area and in accordance with the MRA Plan, the City may also utilize §3-60A-12 of the New Mexico State Redevelopment Code to sell, lease or otherwise transfer real property for “fair value” and can enter into contracts for residential, commercial, industrial or other uses, or for public use.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF SANTA ROSA that:

1. The City of Santa Rosa has adopted the attached Route 66 and Downtown Santa Rosa Revitalization Plan, a Metropolitan Redevelopment Area (MRA) Plan
2. This Resolution supersedes any and all prior Resolutions which may be in conflict with this Resolution.

BE IT ALSO RESOLVED that the City Council authorizes its officers to execute and attest all necessary papers, documents, and applications related to the foregoing.

PASSED, APPROVED and ADOPTED in Regular Session of the Governing Body of the City of Santa Rosa this 10th day of October 2017.

This Resolution No. 18-014 shall become effective upon complete execution of this document.

Councilor Muniz moved for the adoption of Resolution No. 18-014 and the motion was duly seconded by Councilor Sexton.

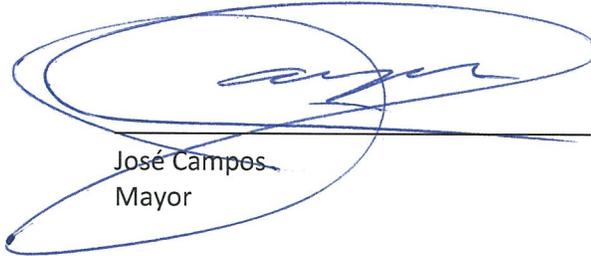
The motion to adopt said resolution, upon being put to a vote, was passed and adopted on the following recorded vote:

	Voting Aye:	Voting Nay:	Absent:
Councilor Delbert Marquez	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Councilor Harold Sexton	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Councilor Richard L. Muniz	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Councilor Pat Cordova	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

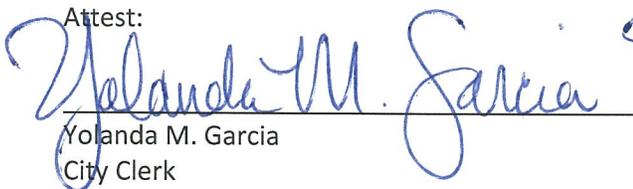
4 Councilors having voted in favor of said motion, Mayor Campos declared said motion carried by a vote of at least the majority of the full membership, and said resolution adopted, whereupon the Mayor Campos and City Clerk signed the resolution upon the records of the minutes of the Council.

Executed this 10th day of October 2017.

City of Santa Rosa



José Campos
Mayor

Attest:

Yolanda M. Garcia
City Clerk

Acknowledgements

City of Santa Rosa

Mayor

Jose A. Campos, II

Councilors:

Patrick M. Cordova

Delbert Marquez

Richard Muniz

Harold Sexton

City Manager:

Timothy Dodge

Community Development:

Danica Gonzales

Steering Committee Members:

Tim Campos

Melissa Madrid

Anastacia Baca

Arthur Baca

Monica Abeyta

Susan Zamora

Jim Sena

Consultant Team:

Ijadi Planning and Design

In association with:

Rio Chiquito Research and Planning

Milagro Design

CommunityByDesign

Groundwork Studio

***Funding for the Route 66 and Downtown Santa Rosa Redevelopment Plan
was made possible by the NM Finance Authority in a partnership with NM MainStreet program.***



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1 INTRODUCTION AND PLAN SUMMARY

Purpose and Intent

The Route 66 and Downtown Santa Rosa Revitalization Plan is a Metropolitan Redevelopment Area (MRA) Plan designed to guide revitalization along Route 66 from the city boundary on the west through the core of downtown to where it crosses El Rito on the east. The intent of a MRA plan is to assist the community in achieving the following redevelopment area goals:

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

Plan adoption enables the City of Santa Rosa to partner with private property owners and key stakeholders to plan, design, fund and implement revitalization projects that are exempt from the anti-donation clause of the New Mexico State Constitution and will empower the use of unique implementation tools, such as public/private partnerships, Tax Increment Financing (TIF) districts, and city tax abatements to property owners to encourage and finance the revitalization process. Within the MR area and in accordance with the plan the City may also utilize §3-60A-12 of the New Mexico State Redevelopment Code to sell, lease or otherwise transfer real property for "fair value" and can enter into contracts for residential, commercial, industrial or other uses, or for public use.

This Downtown MRA Plan was funded through the NM Finance Authority in a partnership with NM MainStreet program and prepared using a community-based participatory process. The plan puts forth the community vision for the area and objectives for achieving that vision. It also examines existing conditions, identifies issues and opportunities, illustrates key concepts and provides recommendations and a matrix with realistic implementation and funding strategies.

Recommendations focus on improvements to the public right-of way of Route 66 corridor to **increase pedestrian comfort and safety**, the development of a wayfinding system with gateways to **draw in visitors** and redevelopment strategies to **leverage a wide range of opportunities** including the development of vacant land, the redevelopment of blighted properties, the repurposing of sites and buildings into new uses and the **restoration and rehabilitation of historic downtown properties**.

INTRODUCTION AND PLAN SUMMARY

Implementing redevelopment strategies and improvements in the public right-of-way will support neighborhood and regional retail, residential, office and auto related services as well as community activities in parks, plazas and open space and will strongly support Santa Rosa's efforts towards creating a vibrant, welcoming, attractive and pedestrian friendly Route 66 Corridor and Downtown.

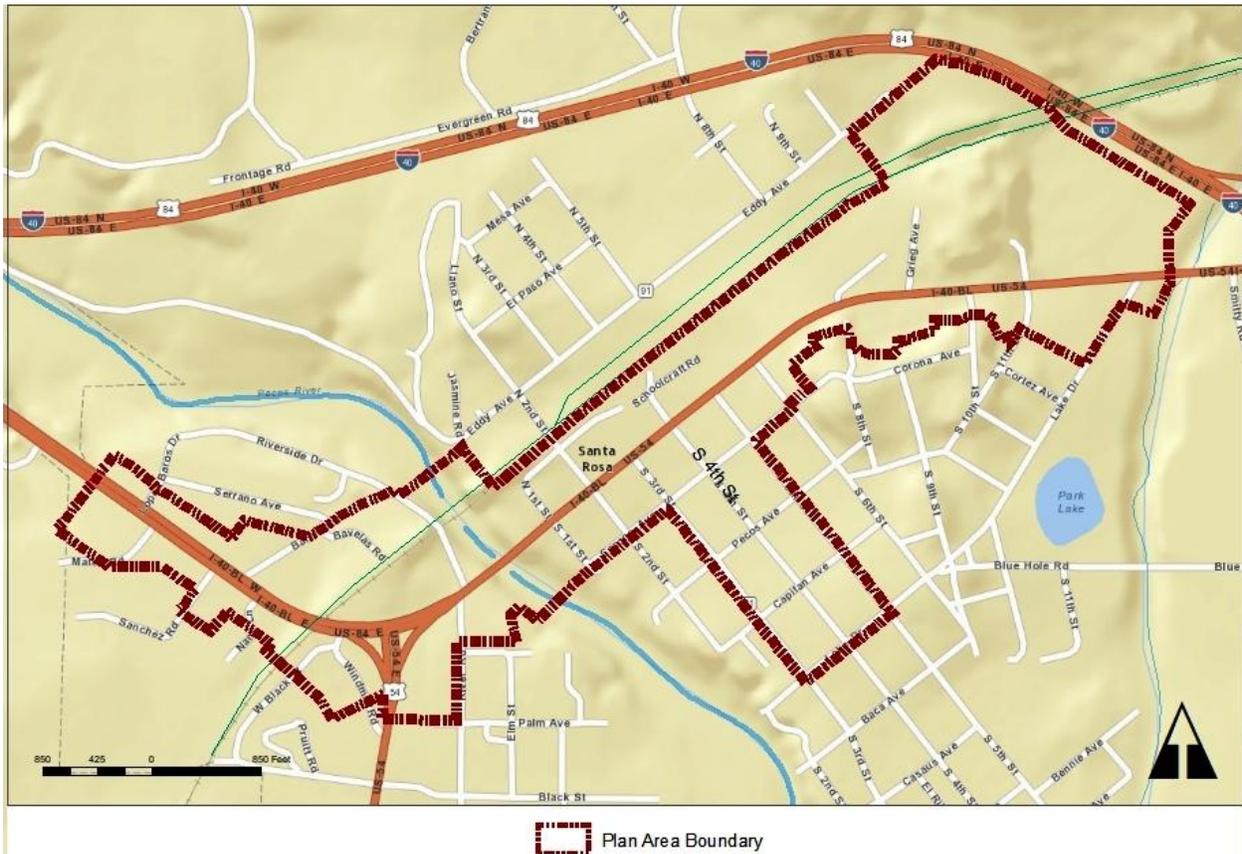
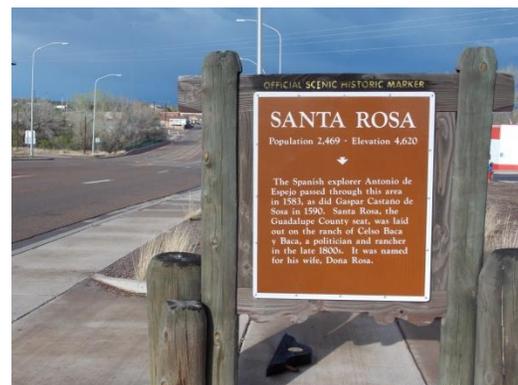


FIGURE 1: SANTA ROSA METROPOLITAN REDEVELOPMENT AREA BOUNDARY MAP

MRA Boundary

The boundary of the Santa Rosa Metropolitan Redevelopment Area is an irregularly shaped area encompassing approximately 240 acres of land between the city boundary on the west and the El Rito Bridge on the east. Most of the lots front or have direct access to Route 66, (I-40 Business Loop/US 54) or are part of the historic downtown core between 3rd Street and 5th Street. It also contains a large area located in the northeastern portion of the plan area between the railroad tracks and I-40 to accommodate potential expansion of the Union Pacific Auto Distribution Center.



Community Vision Statement and Plan Objectives

The following vision statement was drafted as part of the initial community workshop and objectives were added to capture the community optimism, creativity and strengths that participants identified throughout the planning process. Together they represent a unified and unique vision to guide redevelopment efforts well in to the future.

Downtown Santa Rosa is a vibrant place where young people, families and visitors from neighboring communities, the state, country and world spend time together, shopping, walking, working and enjoying daily interactions and special events.

Tourists come from all over the world as part of their Route 66 journey and stay to enjoy our welcoming downtown and surrounding recreational amenities.

Historic buildings are restored and repurposed and new development is compatible with our history rooted in Nuevo Mexicano culture, Route 66 and the railroad.

Affordable housing in the downtown area and a broad array of retail, recreation, social, and cultural opportunities provides a high quality walkable environment. 21st century amenities, employment and attractions along Route 66 provide a rich sense of place and community pride.

Our renaissance is fueled by strong collaboration among community members, entrepreneurs, and the public sector.

Objectives and Strategies for getting there:

1. Create gateways to make a great first impression for visitors and attractive homecomings for community members.
2. Support community health and restore the Pecos River and surrounding bosque by strengthening pedestrian connections to area trails and natural amenities.
3. Put Route 66 on a diet so it can accommodate people safely, comfortably and delightfully as they walk, bike or drive to work, school, shopping, entertainment, worship and to visit with family and friends.
4. Make our Historic Crossroads at the intersection of Route 66 and Main Street a unique active community plaza where people know they have arrived and community members can gather to celebrate.
5. Support downtown businesses as they adapt, preserve and creatively reuse historic properties to provide a mix of uses that meet community and visitor needs.
6. Reduce blight by incenting redevelopment and improvements on the numerous vacant and underdeveloped properties scattered throughout corridor and downtown.

INTRODUCTION AND PLAN SUMMARY

7. Get visitors from Blue Hole and I-40 to Downtown by implementing a comprehensive wayfinding and signage system that provides directions, maps, and information on the community's rich history and culture.
8. Recognize our rural roots in public art projects and bring agriculture to downtown through the creation of a community garden, orchard and/or heritage center.
9. Strengthen revitalization efforts by encouraging local volunteers and stakeholders to organize a non-profit board that will seek designation and recognition with the New Mexico MainStreet Program.

Planning Framework and Community Planning Process



The New Mexico Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978) provides municipalities in New Mexico with the powers to correct conditions in areas or neighborhoods which “substantially inflict or arrest the sound and orderly development” within the city. These powers can help reverse an area’s decline and stagnation. Designation of a Metropolitan Redevelopment Area (MRA) is based on findings of deteriorated or dilapidated conditions, which include physical as well as economic conditions. The Route 66 and Downtown Santa Rosa Revitalization Plan is a MRA Plan which, when adopted, will provide the city and its partners with implementation tools such as public/private partnerships, Tax Increment Financing (TIF) districts, and property tax abatements to property owners, to encourage and finance the revitalization process.

The City of Santa Rosa first identified the need for an MRA Plan in the City of Santa Rosa Comprehensive Plan adopted in 2010 and again in the 2015 Guadalupe County Affordable Housing Plan. In 2015, the City of Santa Rosa was selected as a recipient for technical assistance under the NM MainStreet’s Frontier Communities Initiative. The Initiative is a community development partnership between the NM Economic Development Department’s MainStreet Program, the local government, and a local non-profit organization. The City identified a Metropolitan Redevelopment Area Plan as its economic development project to enhance its historic business district, increase tourism, create new businesses and jobs and incent private reinvestment.

In 2016 the City and the New Mexico MainStreet program prepared a MRA designation report that found that the Route 66 Corridor and City center exhibited physical and economic conditions that were unfavorable to the social and economic well-being of the residents of the community.

The designation report and boundary map were adopted by the Santa Rosa City Council in 2016 via resolution No. 16-28 establishing a Metropolitan Redevelopment Area and a determination that the area would benefit from a revitalization plan and redevelopment projects.

"Within the proposed MRA boundary there are a significant number of structures which are vacant or underutilized. Evidence of neglect of these structures in the area is recurrent. Economically, the City as a whole has improved in its wages and employment status over the past two decades, but the area of the MRA has steadily declined in businesses and employment, placing it below the City and the state average". Santa Rosa Metropolitan Area Designation Report 2016

This Downtown MRA Plan was formally initiated in January 2017 and funded through the NM Finance Authority in a partnership with NM MainStreet program.

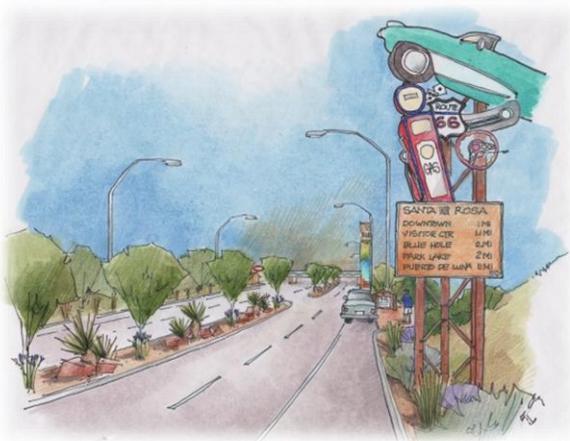


Community Planning Process

In March 2017 the City of Santa Rosa initiated the community planning process facilitated by a team of planning consultants in collaboration with City staff and an appointed steering committee made up of local business owners, residents and public sector stakeholders. To ensure early community participation a community workshop was held in early April. The 5 hour workshop, including dinner, was well attended by over 25 community

members with a variety of perspectives and backgrounds. It provided a hands-on interactive format where participants mapped, drew and discussed a wide variety of issues, opportunities, goals and strategies to revitalize Route 66 and Downtown Santa Rosa. In the months following the workshop the consulting team and steering committee reviewed and analyzed existing conditions, developed a concept plan and identified key projects and programs to support community goals and the overall vision. In July, the City and the planning team hosted a community open house where over 40 community members viewed and gave important feedback on the concept plan, helped to prioritize potential projects and reviewed pertinent information to ensure the plan addressed key issues and opportunities. Large format maps, illustrations and information generated extended discussions among participants and the open house format allowed individuals to come at their convenience and have one-on-one time to ask questions and provide input to the consulting team and steering committee members.

A review draft of the plan was completed by the team in late August and reviewed by the steering committee, city staff and NMDOT, NMMS and HPD. Input from the review was incorporated into a final draft and presented to the community and Santa Rosa City Council at a special city council meeting on September 25th. On Oct 10, 2017 the city council adopted the plan by Resolution #18-014.



Initial Recommendations

This plan provides a comprehensive list of recommendations that are both short term and easy and long term and difficult, (see Recommendations section beginning on page 38). The list below contains projects that were prioritized by community members and should be pursued as funding opportunities are leveraged.

First: Improve the western gateway area to make a great first impression on visitors and welcome home residents. Design and install a public art landmark and/or gateway piece in the vicinity of the current historic marker/city boundary. Design and install landscaped bulb-outs along the sidewalks in locations that would benefit from screening, beautification and improved access. Design and install a landscaped median.



Second: Build on success of the adaptive reuse and restoration of Ilfeld/Johnson warehouse by focusing on the community crossroads in the core downtown area. Develop a landscaped multi-functional parking area/community plaza adjacent to the Ilfeld site and support new commercial mixed-use development on vacant lots at the NW corner of 4th Street (Main Street) and Route 66. Work with NMDOT to plan, design and implement a road diet prioritizing improvements to the intersection of 4th Street (Main Street) and Route 66 to make it a safer and shorter crossing for pedestrians.



Third: Using a community build approach begin work on the Pecos River and Trestle Viewing Park and restoration of the bosque.

Fourth: Plan, design and install a comprehensive wayfinding system that connects visitors enjoying area amenities to the downtown.



Document Organization

The plan includes the following sections:

Section 1: Introduction and Plan Summary, beginning on page 1, provides a summary of the plan purpose, framework, community vision, key recommendations and planning process.

Section 2: Community Context, beginning on page 8, provides a summary of the history and settlement patterns of Santa Rosa and information and analysis on the demographic and economic context of the community.

Section 3: Development Context, beginning on page 25, provides information, maps and analysis on physical aspects of the plan area including existing land use, zoning and the transportation network.

Section 4: Recommendations, beginning on page 38, identifies opportunity sites, key projects and programs to support revitalization.

Section 5: Illustrative Concept Plan, beginning on page 57, provides a map and series of illustrations showing one way revitalization can take place.

Section 6: Implementation, beginning on page 65, provides initial steps, an implementation matrix and a keyed list of funding sources and mechanisms.

Section 7: Appendix, beginning on page 77, provides examples of community outreach and presentation materials.

2

COMMUNITY CONTEXT

History and Settlement Patterns

Santa Rosa is the county seat of Guadalupe County and located roughly at the geographic center of the county, 115 miles east of Albuquerque and 59 miles west of Tucumcari. Interstate 40 provides access to the city via three exits. U.S. Route 84 runs southeast 44 miles to Fort Sumner and U.S. Route 54 leads southwest to Vaughn, 40 miles away.

The history of Santa Rosa and Guadalupe County is rooted in the history of the land grant era of New Mexico. Many of the modern-day inhabitants of Santa Rosa have family roots in land grants of the region, including Anton Chico, Preston Beck, Jose Perea and Agua Negra.

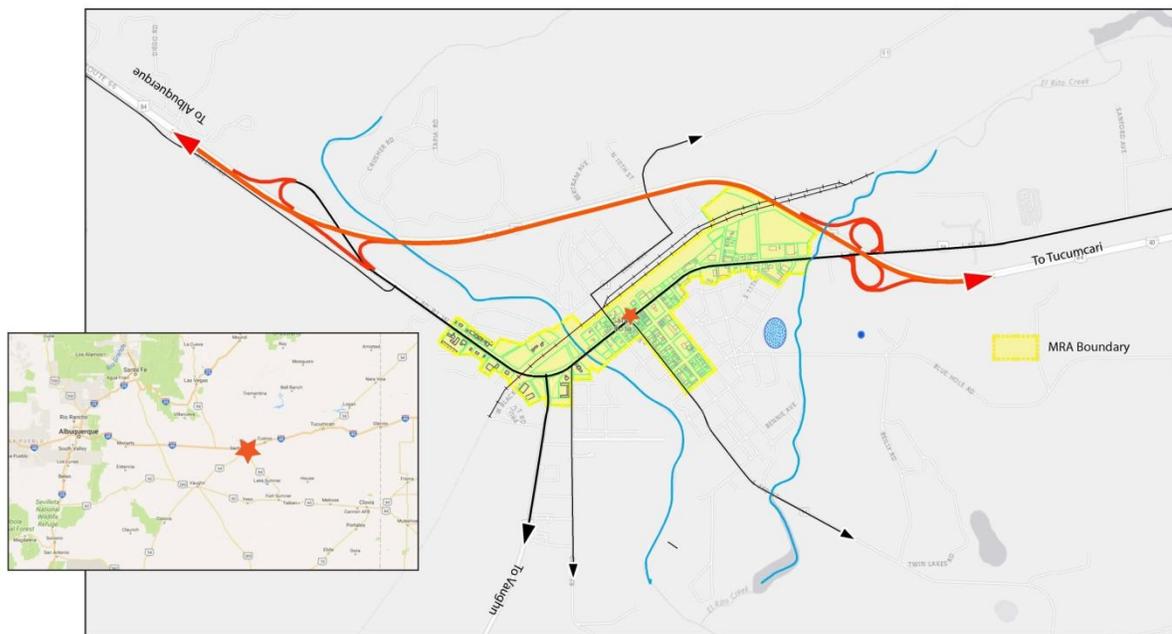
Long before the railroad, route 66, or I-40 were built, the Pecos River was the primary artery defining community and commerce in the region, along with the El Rito, the various lakes in the area, and the acequia irrigation system. The economy, community and culture were grounded in subsistence agriculture for generations.

With the building of the railroad through Santa Rosa at the beginning of the 20th century, commodities became more accessible, the wage-based economy grew in importance, and families from the surrounding agricultural communities moved to the railroad town of Santa Rosa in order to participate in the new economy and the county seat moved from the agricultural community of Puerto del Luna to the more commercial community of Santa Rosa. Transportation and travel continued to drive Santa Rosa's economy through most of the 20th century as Route 66, the country's first interstate highway was built running through the center of Santa Rosa. In the early 1970's Interstate 40 replaced Route 66 as the major interstate artery, and, as with many smaller communities, the effects of I-40 on travel patterns were devastating to the local economy. Santa Rosa has yet to fully recover.

Like many rural communities with limited options, Santa Rosa opted for the building of the Guadalupe County Correctional Facility, which has brought positive economic development and revenue for the local government. Correctional facilities do not easily lend themselves to a broader economic development strategy however, and Santa Rosa is working to develop the vision, infrastructure and opportunities for holistic redevelopment.

The public sector has made impressive investments in facilities and infrastructure and these can act as the foundation for redevelopment efforts. Much of this investment has benefitted the downtown area, included in the MRA plan.

FIGURE 2: REGIONAL MAP



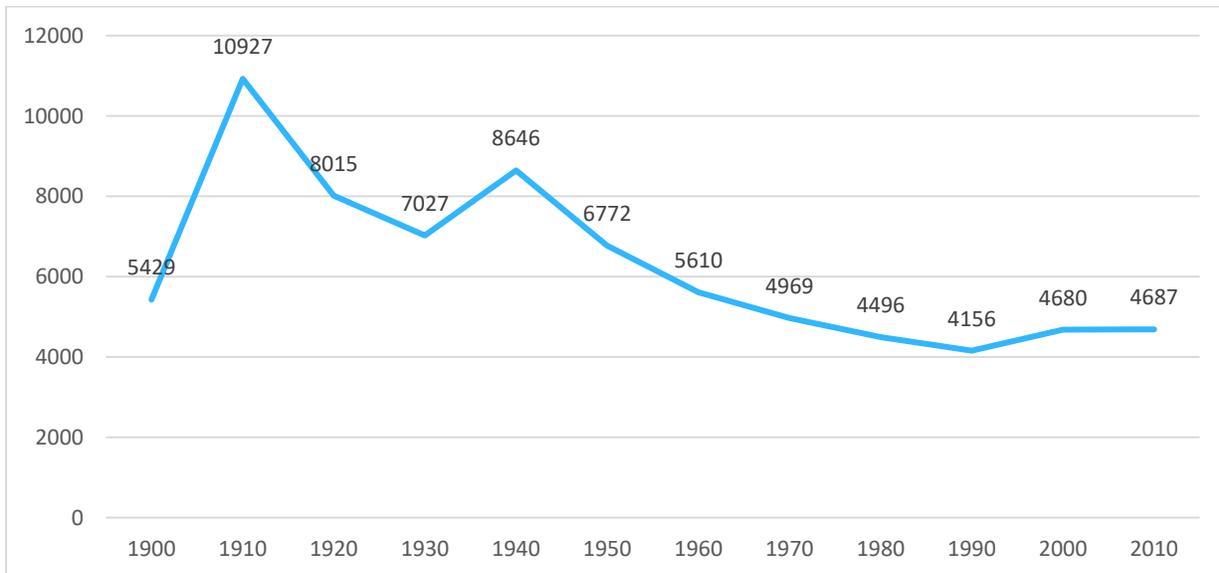
Demographics

Population

Guadalupe County, like many rural counties in the US, began losing population after WWII. Changes in the larger economy; namely a shift toward large, industrial agriculture and away from smaller and subsistence-based farms pushed people out of rural areas, while an expansion in our industrial capacity pulled people into urban and sub-urban parts of the country.



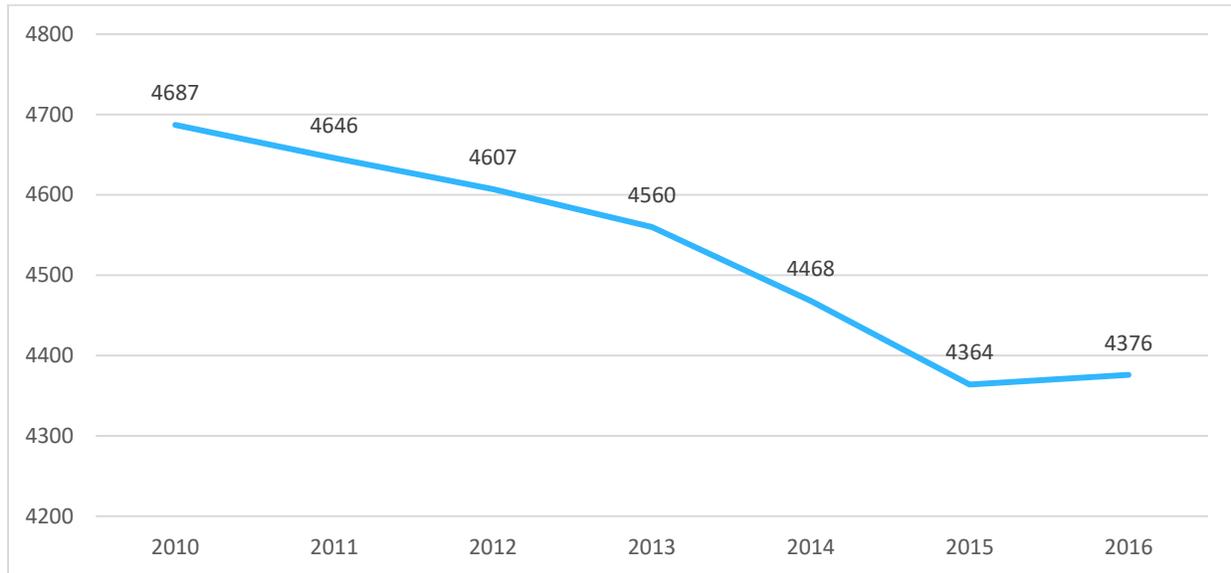
FIGURE 3: HISTORICAL POPULATION FOR GUADALUPE COUNTY, 1900-2010.



Source: U.S. Census Bureau, Decennial Censuses from 1900 through 2010, compiled by Bureau of Business and Economic Research, University of New Mexico.

The opening of the Guadalupe County Correctional Facility in 1999 and the arrival of roughly 500 inmates is responsible for the uptick in population that can be seen between 1990 and 2000.

Since 2010, the U.S. Census Bureau estimates Guadalupe County has lost an average of 1% of its population each year – though we saw a very slight uptick in population between 2015 and 2016. The slight uptick in estimated population between 2015 and 2016 should alone not be read as an indicator of changing tides. This 1% average annual loss speaks to a challenge not faced by Guadalupe County alone, but by New Mexico overall. Since 2010, population growth across the state has stagnated, with an annual average growth rate of just 1%, despite rapid population growth in all of New Mexico’s neighboring states. New Mexico’s challenge retaining and attracting population appears to be rooted in a weak economy combined with a poorly ranked public education system, low rankings on affordability, and high poverty rates as well as poor rankings on a range of other socio-economic and quality of life indicators.

FIGURE 4: POPULATION ESTIMATES FOR GUADALUPE COUNTY, 2010-2016.

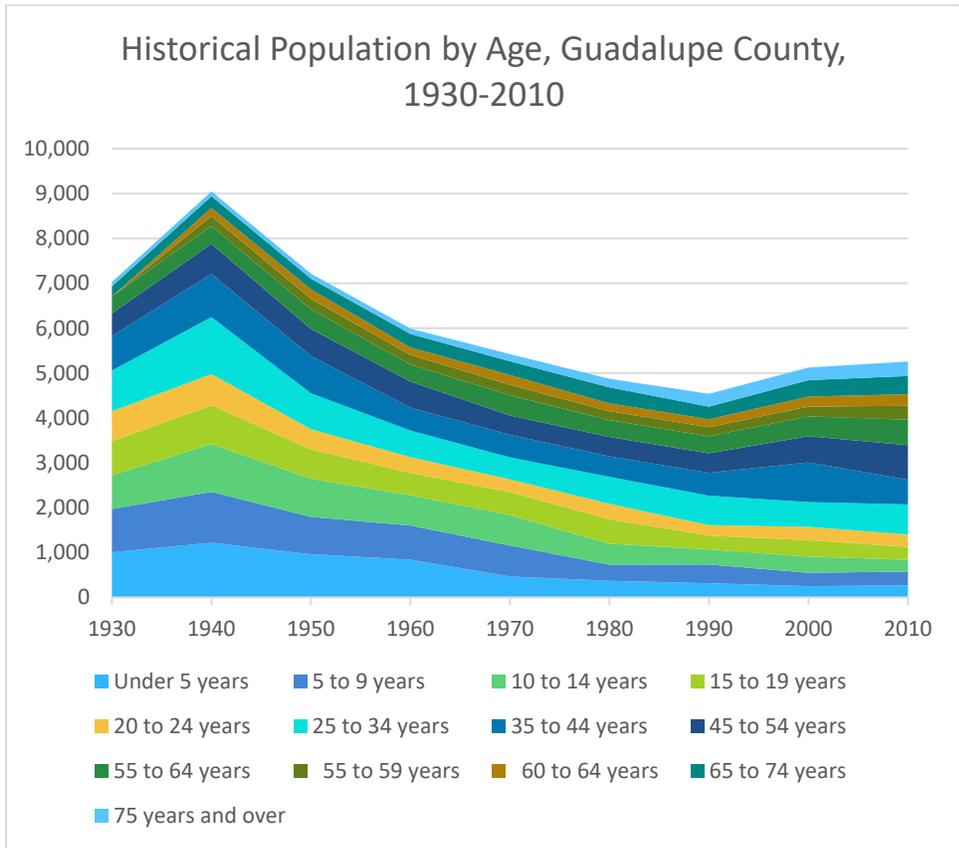
Source: U.S. Census Bureau, Population Estimates Program, compiled by Bureau of Business and Economic Research, University of New Mexico.

In the figure below, we can see not just the change in population over time, but the change in population by age. What is most apparent is the decreasing number of young families over time, while the elders of the community are aging in place. We've seen this trend in Guadalupe County and other rural areas for many decades, but it is no longer an issue specific to Guadalupe or other rural areas, but one faced by the entire state of New Mexico¹. This poses challenges to the strength of the workforce and the tax base now and into the future.

¹ U.S. News and World Report August 7th, 2017. New Mexico's Exodus Problem by Gaby Galvin.



FIGURE 5: HISTORICAL POPULATION BY AGE, GUADALUPE COUNTY, 1930-2010.



Source: U.S. Census Bureau, Decennial Censuses from 1930 through 2010, compiled by Bureau of Business and Economic Research, University of New Mexico.

Race and Ethnicity

One of the most exceptional characteristics of Santa Rosa and Guadalupe County is the strength of the Nuevo Mexicano culture. Looking at the chart below, the category ‘Other Hispanic or Latino’ provides a strong proxy for measuring the population that identifies as descendants of New Mexicans who came to New Mexico when we were part of Spain or Mexico². Guadalupe County and Santa Rosa have among the highest densities of this population in New Mexico. Guadalupe County, with 59% of the population identifying as within this category is second only to Mora County, where 76% of the population identifies as ‘Other Hispanic or Latino’. Rio Arriba comes in third with 48% of the population identifying as ‘Other Hispanic or Latino’. The strength of the Hispanic culture in Guadalupe is further reflected in language use at home. According to the U.S. Census Bureau, while just 28% of New Mexicans speak Spanish at home, 51% of people living in Guadalupe County and Santa Rosa speak Spanish at home³.

² The category ‘Other Hispanic’, used by the U.S. Census Bureau consists almost entirely of populations identifying as ‘Spanish American, Spaniard, and other colloquial terms used to identify with northern New Mexico’s traditional Hispanic population. It is not a perfect proxy – it is possible the category is catching a very small population who does not identify with any other Hispanic origin. The category also misses those traditional Hispanics who identify as being of Mexican origin.

³ U.S. Census Bureau, American Community Survey, Five Year Estimates, 2011-2015.

FIGURE 6: RACE AND ETHNICITY FOR NEW MEXICO, GUADALUPE COUNTY AND SANTA ROSA 2012-2016.

	New Mexico	Guadalupe County	Santa Rosa
Race alone or in combination with one or more other races			
White	75.8%	86.8%	82.2%
Black or African American	2.8%	2.3%	3.4%
American Indian and Alaska Native	10.3%	3.1%	4.3%
Asian	2.2%	0.0%	0.1%
Native Hawaiian and Other Pacific Islander	0.2%	0.0%	0.0%
Some other race	12.1%	10.4%	13.9%
Hispanic or Latino of any Race			
Hispanic or Latino (of any race)	47.4%	77.3%	73.3%
Mexican	30.7%	17.9%	21.5%
Puerto Rican	0.4%	0.0%	0.0%
Cuban	0.2%	0.0%	0.0%
Other Hispanic or Latino	16.1%	59.4%	51.8%
Not Hispanic or Latino	52.6%	22.7%	26.7%
White alone	39.2%	17.8%	19.4%

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

Economy

Labor force:

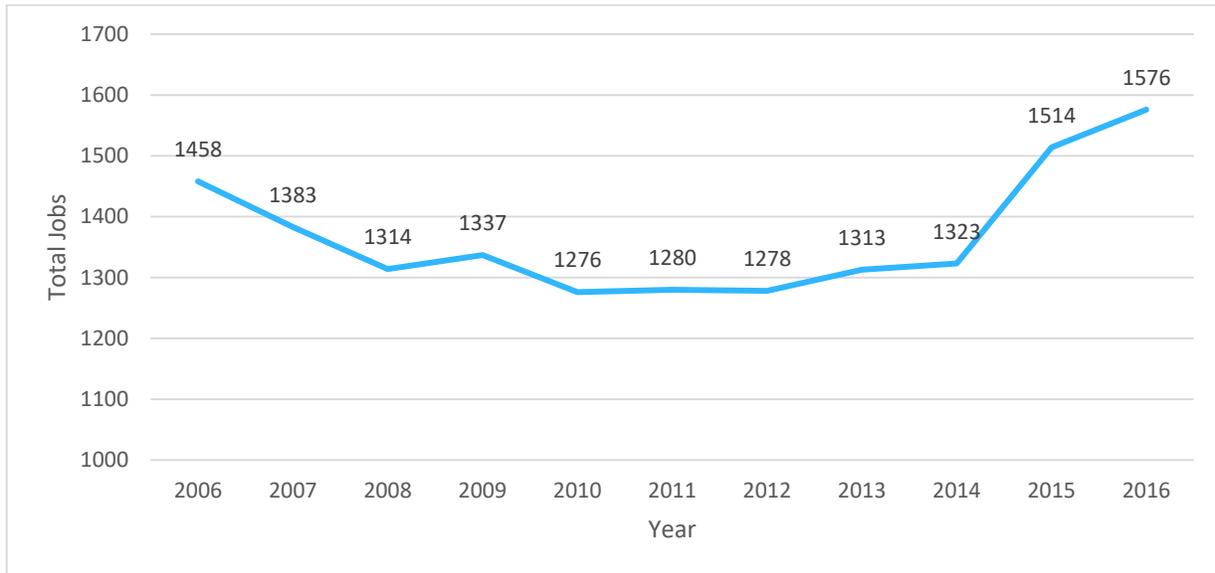
Just 38% of the population of Santa Rosa over the age of 16 is employed in the labor force. The official unemployment rate is under 1% and the retirement-aged population, while large, doesn't explain the small portion of the population who is officially employed. Combined, these numbers suggest that many working aged people in Santa Rosa have fallen out of the formal labor market – have stopped looking for work in the formal economy or have found opportunities to piece together an income through the informal economy. Identifying opportunities to connect or reconnect this population with the formal labor economy will be important for maintaining the tax base, professionalizing the labor force, and combatting poverty in the long-term.

An impressive bright spot in the data, the Guadalupe County economy, as measured by the number of jobs, has recovered from the Great Recession, adding jobs every year for four straight years, and now boasting more jobs than pre-Recession.



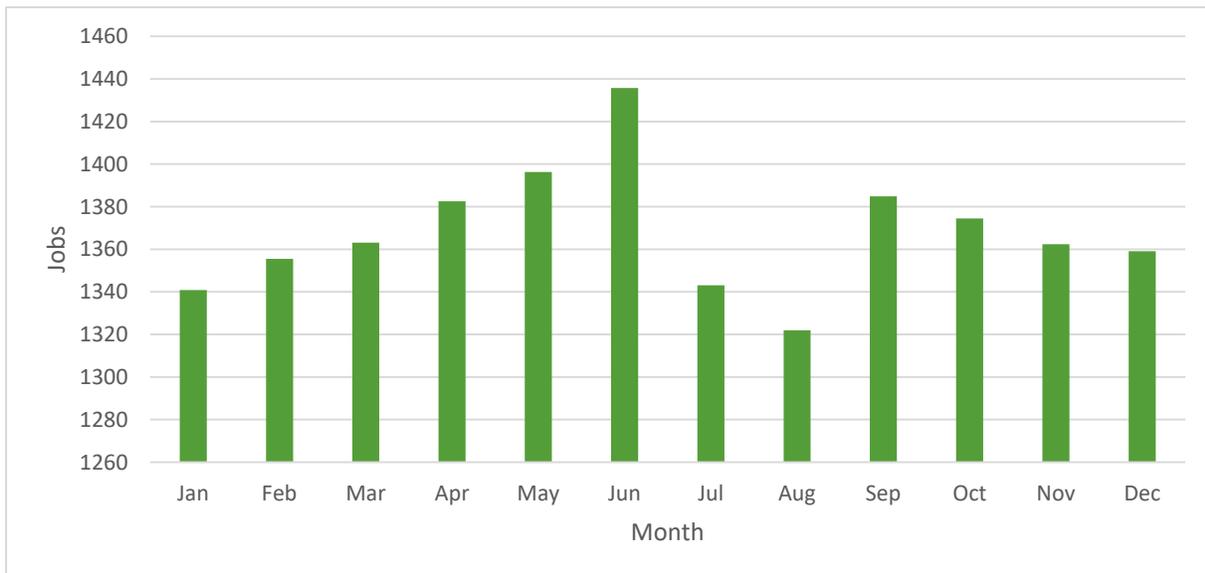
COMMUNITY CONTEXT

FIGURE 7. EMPLOYED LABOR FORCE, GUADALUPE COUNTY, 2006-2016.



Source: Bureau of Labor Statistics, Current Employment Statistics Survey, 2016.

FIGURE 8. AVERAGE EMPLOYMENT BY MONTH FOR GUADALUPE COUNTY, 2006-2016.



Source: Bureau of Labor Statistics, Current Employment Statistics Survey, 2016.

We can see broad fluctuation in employment across the county through the year. Much of this is due to the primacy of tourism to the economy. Bringing stability to the private sector in Guadalupe will require identifying opportunities to extend tourism season and developing industries that suffer less seasonal fluctuation.

Sector and industry breakdown

The economy of Guadalupe County and Santa Rosa is being bolstered by the public sector, with well over one third of all workers being employed in government in both the county and the city. Higher rates of public sector employment are often seen in more rural areas and can represent a step toward broader economic development. In the long run, however, it will be important to develop the economy in such a way that the public sector represents a smaller portion of the overall pie.

FIGURE 9. EMPLOYMENT BY SECTOR FOR NEW MEXICO, GUADALUPE COUNTY AND SANTA ROSA, 2011-2015.

	New Mexico	Guadalupe County	Santa Rosa
Private wage and salary workers	71%	57%	60%
Government workers	22%	38%	37%
Self-employed	7%	4%	3%

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

With the two pie charts below, we can see which industries account for what portion of the Santa Rosa economy and the New Mexico economy. What is immediately noticeable is that the pie slices in Santa Rosa aren't very evenly sliced. Retail and the public sector make up nearly 70% of the local economy. The goal of economic development efforts will be to expand the size of some of those smaller pie slices.

The construction industry suffered a hard hit across the state during the recession and Santa Rosa was no exception. Unfortunately, the industry has not recovered. Implementing the affordable housing plan will be an important step in revitalizing the construction industry in Santa Rosa.

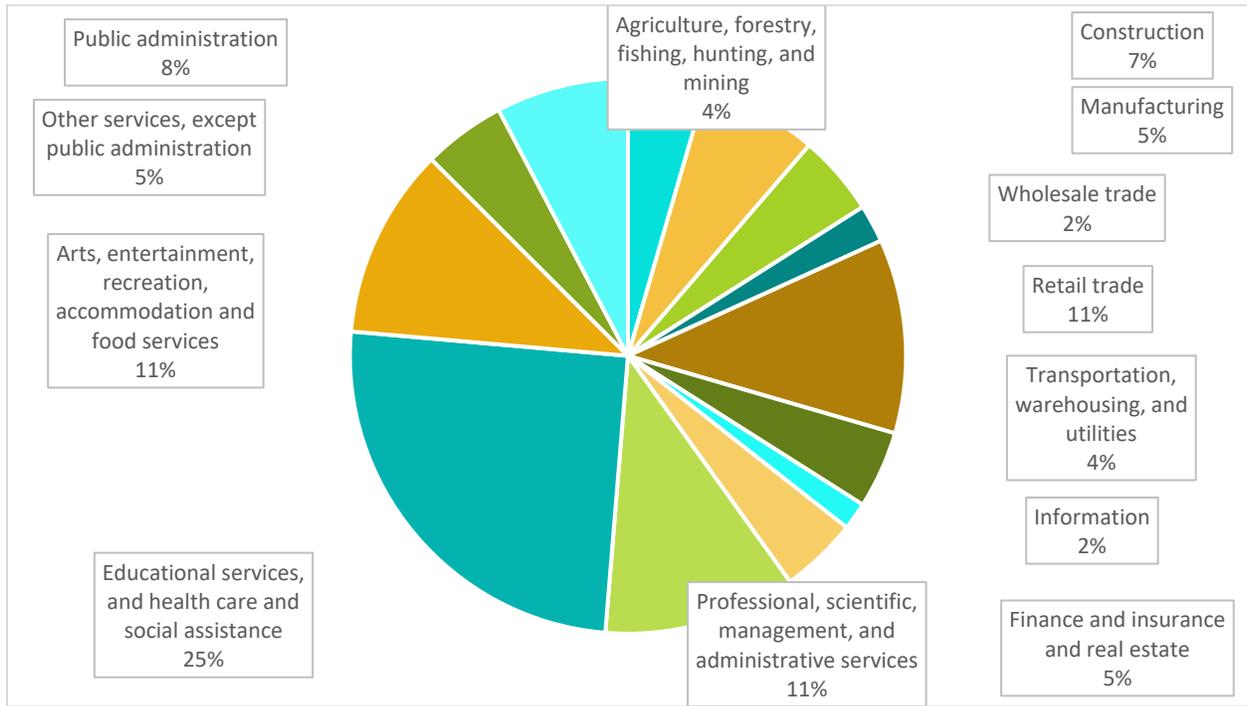
Professional services are very weak in Santa Rosa, while we don't expect professional services in a small rural town to look like what we see in urban areas, the development of professional services provides both an opportunity to retain local dollars and develop higher incomes in Santa Rosa.

Art, entertainment, recreation and accommodations are an area of slight comparative advantage that has excellent opportunity for expansion in Santa Rosa. This is an industry group particularly important for development in the MRA district.



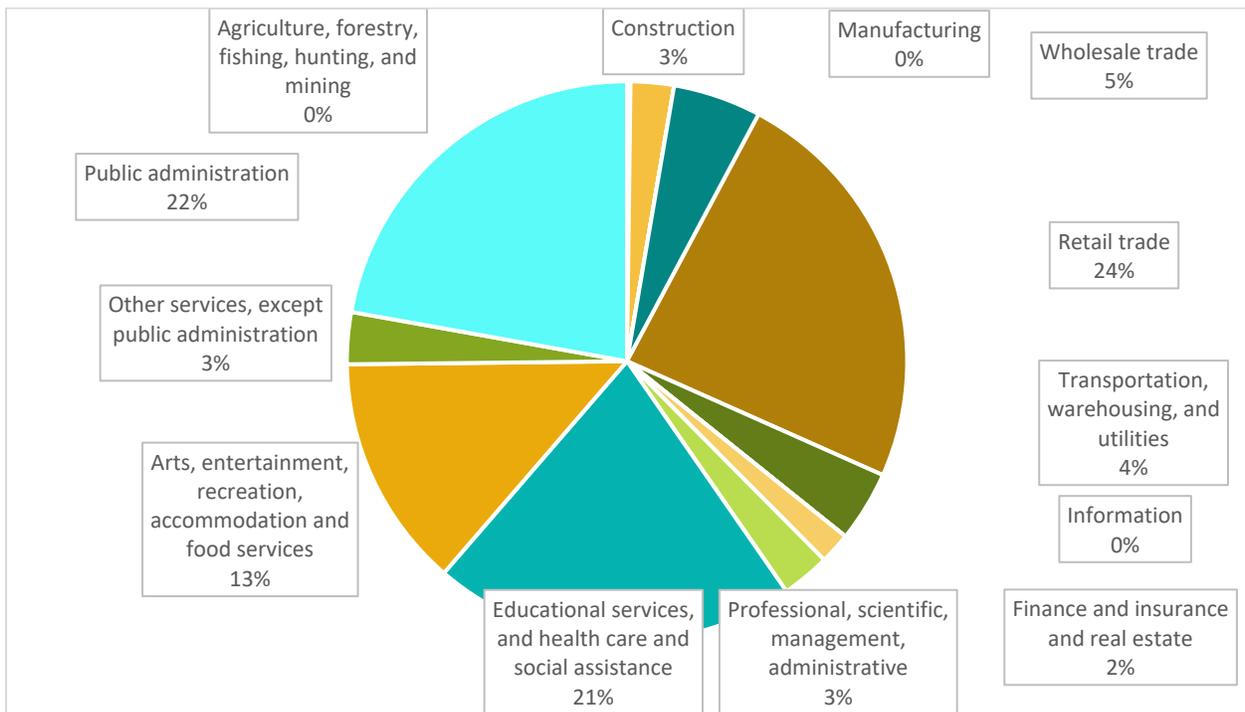
COMMUNITY CONTEXT

FIGURE 10. NEW MEXICO EMPLOYMENT BY INDUSTRY, 2012-2016.



Source: U.S. Census Bureau, American Community Survey, Five Year Estimates, 2012-2016.

FIGURE 11. SANTA ROSA EMPLOYMENT BY INDUSTRY, 2012-2016.



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

The numbers presented above from the U.S. Census Bureau under-represent the role the agricultural sector plays in Guadalupe County. This is in part because the numbers above only measure primary employment. According to the latest Agricultural Census, there are 561 farm operators in Guadalupe County, which represents 15% of the population over the age of 16. Eighty five percent of the land in Guadalupe County was in agricultural production as of 2012, the year of the last Census of Agriculture. Further, the agricultural sector appears to be growing in Guadalupe County. Between 2007 and 2012 there was a 17% increase in amount of land in farms in the county and a 63% increase in agricultural goods sales from \$10,850,000 to \$17,709,000.

Income:

The median household income in Santa Rosa is \$30,563 – that’s 38% below the median income state-wide, which is \$44,963. Many factors contribute to this including the small portion of the population employed in the workforce. The lower labor force participation rate, the primacy of industries associated with lower wages and the lack of professional services all contribute to this. But the numbers suggest Santa Rosa may be seeing depressed wages for male full-time workers and that this may be an important contributing factor to the depressed incomes. According to Census Bureau data, the median income of men working full-time state-wide is \$42,297, while the median income of men working full-time in Santa Rosa is just \$24,612, or 53% lower than we see state-wide. We do not see nearly so wide a gap between the earnings of female full-time workers statewide and in Santa Rosa – in New Mexico overall, the median income for female full-time workers is \$34,511 – just 12% higher than the \$30,603 we see among full-time female workers in Santa Rosa. Because of the small size of the community and the lower rates of full-time employment, we are looking at a small sample size for this data. The small sample size means higher margins of error so it will be important to monitor these numbers as time goes on to see if the pattern continues to be seen in the data. We can say that, combining our understanding of the industry breakdown of jobs in Santa Rosa with on-the-ground interviews suggest there may indeed be an issue with male employment opportunities in Santa Rosa.

Economic Development Santa Rosa Downtown

Downtown revitalization cannot happen in a bubble. A vital downtown economy requires a strong regional customer and community base in order to be successful. However, in this plan we are focusing on the downtown economy specifically. The broader economic development strategy for Santa Rosa is discussed in Santa Rosa’s Comprehensive Master Plan.

Revitalizing the downtown is an early step in a long-term economic development strategy for Santa Rosa and was identified in the Comprehensive Plan as an important element of the broader economic development plan. A vital downtown is an essential early step in economic development efforts in the 21st century as it provides the container for a vital community for reasons we will discuss further below.

Santa Rosa is facing many of the challenges rural communities across the country are facing and these are compounded by socio-economic challenges being faced by New Mexico as a whole. Despite these challenges Santa Rosa has an impressive range of strengths that are rarely seen in small rural communities and that can be leveraged to invigorate the downtown and Route 66 corridor. Santa Rosa has a dense downtown residential community with more than one third of Santa Rosa’s population



living within a half mile of the center of downtown. Santa Rosa has managed to retain core businesses and services including a grocery store, hardware store, auto parts store, community college and the city and county government buildings, as well as many other daily-used services by locals. Finally, Santa Rosa is the only community along I-40 between Albuquerque and Amarillo boasting a historic downtown. The combination of a dense residential population, a broad range of essential services and the historic and local character are incredible assets rarely seen in rural downtowns today. To add to this, the nationally recognized Route 66 history, the water amenities in close proximity to the downtown, and three exits from I-40 providing access to the downtown, Santa Rosa is in a very enviable position and is well primed for redevelopment, even in a struggling economy.

Economic Development Strategies

Community Capitals Approach

During the 20th century, location of natural resources and transportation were the central drivers determining where economies and communities thrived and where they didn't. As we move further into the 21st century and into the post-industrial era for the United States, people become our most important resource for economic development and so increasingly it is quality of life that determines where people, their labor and the companies that employ them migrate. Increasingly it becomes impossible to separate economic development efforts from community development efforts. The downtown area of a community has the ability to provide the container for a vital local community. The graphic below outlines the broad range inputs that contribute to a holistic quality of life in small communities that is foundational to economic and community vitality.

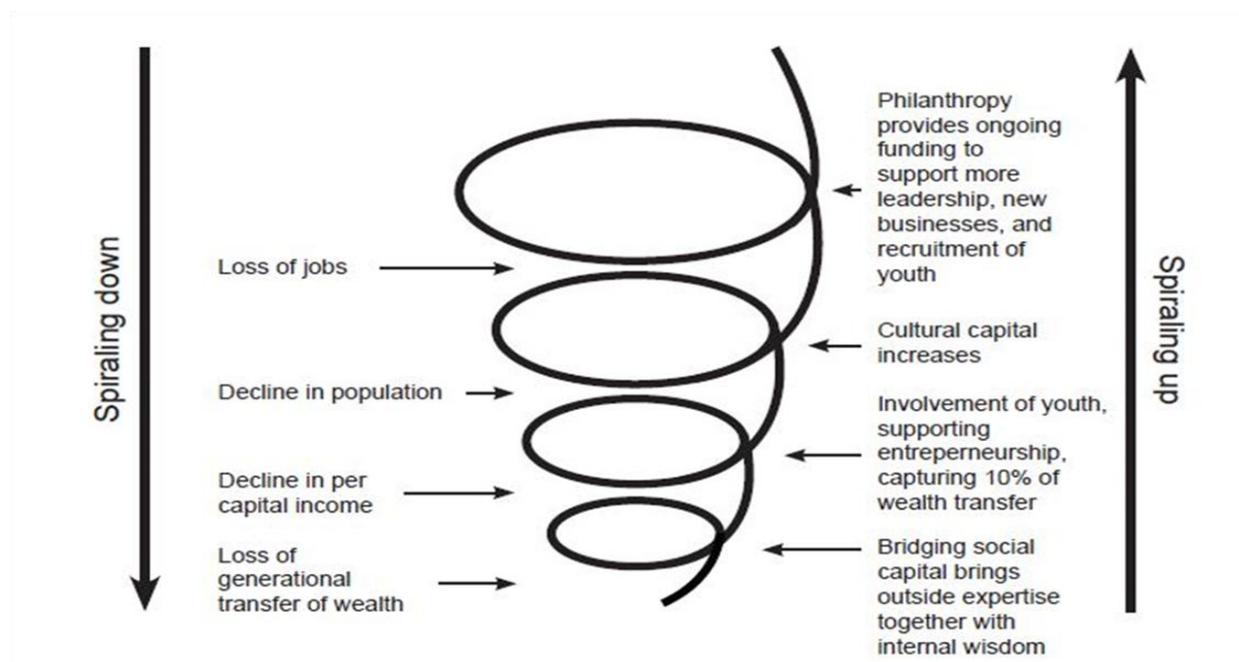
FIGURE 12. COMMUNITY CAPITALS FRAMEWORK.



Source: David Olson, Factors Contributing to the Growth of a Small Town. 2006. Department of Rural Sociology, South Dakota State University.

Economic development does not happen in a vacuum. The adage ‘build it and they will come’ does not make for good economic development strategy. Community and economic development experts have found that investing only in economic development efforts without investing in the whole system of community health does not lead to long-term change. In order to develop a strong local economy – and a thriving downtown, we need to foster the strength of this broad range of community capital inputs. Similarly, the place that loses assets will continue to lose them through system effects and the place that gains assets will attract other assets. We can see how this works in rural communities in the graphic below.

FIGURE 13. HOW RURAL COMMUNITY CAPITALS EVOLVE



Source: Adapted from Mary Emery and Cornelia Flora, *Spiraling-Up: Mapping Community Transformation with Community Capitals Framework*. *Journal of Community Development Society*, Vol. 37, No. 1, Spring 2006.

Cluster Development Approach

The cluster development approach has proven to be very effective in cultivating regional economic vitality through a full-system approach. A cluster is a geographic concentration of interconnected businesses and institutions in a particular field or industry rooted in the comparative advantages of the geography. Economic clusters allow small businesses the access to workforce, innovation, education, professional networks, inputs, distribution, marketing and branding in a higher concentration than would be available outside a cluster. Cluster development provides this full system approach through engaging the workforce, the business community, and local educational institutions; local, regional and state government entities; professional networks, funding entities, marketing entities, and economic development organizations; and up stream, down-stream and vertically connected industries.

Clusters for focus in the downtown

Arts and Cultural Industries

The arts and cultural industries, including cultural tourism, are increasingly being recognized as a key driver in the New Mexico economy according to a study by UNM's Bureau of Business and Economic Research⁴, accounting for nearly 1 in 10 jobs in the state, or more than construction and manufacturing combined. These numbers are based on a broad definition of arts and culture industries including not just the core artists, performers and crafts people, but also applied creative industries such as graphic design, cultural tourism, and heritage industries ranging from traditional furniture making to heritage agricultural practices to lowrider car modifications; as well as up-stream and downstream producers and distributors – from art supply stores to museums, galleries, art fairs and farmer's markets.

Around the world today, these industries serve foundational industries in the cultivation on economic vitality. These are the industries that provide a sense of place and unique identity that serve to retain long-time residents and draw new residents and visitors to a community – from traditional crafts to a local music scene to public art to local cultural events, local culinary specialties, and historic monuments – to books like Bless Me Ultima. These are the industries that are most likely to support the development of the community and the cultural capital discussed above, and are major contributors to downtown vitality.

This broadly defined sector is an area of slight comparative advantage for Santa Rosa in comparison to the state, but it is underdeveloped considering its potential. Overall, for Santa Rosa, this is the first industry sector to focus on economic development efforts and it is the sector most essential to the revitalization of the Route 66 and historic downtown area.

Core Art and Culture Industries

New Mexico has a competitive advantage nationally in the core creative industries – artists, musicians, actors and artisans – and according to our on-the-ground interviews, these core arts and culture industries appear to be an untapped resource in Santa Rosa. Many of these crafts people and artists are not currently selling their goods, or are not doing so through formal avenues. Developing outlets for local arts and cultural products and opportunities to cooperatively supporting services, mentorship opportunities and marketing infrastructure for these producers is an excellent opportunity to showcase an impressive pool of local talent, provide secondary income opportunities, primary career opportunities, and tell the story of the local community and culture to locals and visitors alike.

- Identify and develop opportunities to provide cooperative makers space and retail space for local artists and artisans
- Collaborate with local artists and artisans to provide teaching and mentorship opportunities through the high school and Luna College

⁴ Building on the Past, Facing the Future: Renewing the Creative Economy of New Mexico, Mitchell, Jeff and Joyce, Gillian (August 2014). Prepared for New Mexico Department of Cultural Affairs.

- Collaborate with local businesses – hotels, restaurants, public facilities, etc. to exhibit the work of local artists and artisans.
- Provide business development support services specifically for cultural industry entrepreneurs through the EDC.

Recreation and Accommodations

The water amenities in and around Santa Rosa including the Blue Hole, the Wubit and Santa Rosa Lake State Park provide Santa Rosa with quality of life and tourism opportunities that far surpass the amenity offerings of most rural small towns. Nonetheless, the recreational opportunities in the area are underdeveloped and the amenities that exist have opportunity for expansion in services, marketing and coordination.

Santa Rosa has amazing comparative advantage when it comes to water recreation. This is an important asset to build on.

- Identify opportunities to build on the draw of Blue Hole, Park Lake and Santa Rosa Lake State Park to keep visitors in town for multiple days.
- Develop co-promotion campaigns between water amenities and local businesses and services.
- Develop opportunities on and along El Rito and the Pecos River – hiking, biking, horseback riding, tubing, fishing, rafting, stand-up paddle boarding, etc.
- Develop recreation and water oriented retail and experience related businesses including equipment rental, guide and education services.

Food Services and Agriculture

Santa Rosa and the MRA District have strong comparative advantage in New Mexican and diner fare and the entire county has a strong agricultural sector rooted in New Mexico's agricultural past. Further, Santa Rosa restaurants boast access to the regional Puerto del Luna Chile. Economic development efforts should build on both the Route 66 diner culture, the rich tradition of Nuevo Mexicano cuisine, Puerto del Luna Chile and the farming, ranching and sheep herding roots of Santa Rosa's families.

- Identify opportunities to link regional producers with local restaurants
- Develop marketing around Puerto del Luna Chile
- Foster a permanent farmer's market that participates in the New Mexico Double Up Food Bucks Program – which allows SNAP recipients to double their expenditures on fruits and vegetables purchased at participating New Mexico farmer's markets.



COMMUNITY CONTEXT

- Identify opportunities to tell the story of the region’s Nuevo Mexicano history and culture through food and immersive community events and experiential opportunities that draw both locals and visitors.

Car culture, Automotive services, Route 66 tourism

Santa Rosa is known for its Route 66 history and strong classic car culture, exemplified by the classic car museum. Simultaneously, local residents have identified the western entrance into the MRA district, where automotive services are concentrated as an area in need of redevelopment. This is an exciting opportunity where what is perceived as a problem is actually a solution.

- Highlight the strong automotive services sector – develop apprenticeship and educational opportunities and develop Santa Rosa’s reputation as a destination for classic car services.
- Continue developing classic car events such as the Bozo and the Crew Fun Run.
- Identify opportunities to co-promote the local car culture, events and services with the Route 66 brand and the classic car museum.
- Identify opportunities to showcase the importance of the automobile in the history of Santa Rosa through public art.

21st Century Business Strategies:

Small rural communities can be challenged to support a fully developed downtown business community made up of locally-owned businesses in this day and age when people are spending more money on food and experiences and less on hard goods – and are buying many hard goods through larger retailers and online. Expenditures on clothing have fallen 50% as a share of household spending since 2000. At the same time, restaurants and bars are growing 50% faster than all non-food retail. Retail struggles particularly hard in rural areas and small towns like Santa Rosa – and retail employs a quarter of Santa Rosa’s workforce.

There are two strategies businesses are using to respond to these changes in the market:

- 1.) Specialize in a narrow range of products and serve a broad geography – these tend to be internet-based businesses.
- 2.) Serve a narrow geography but serve multiple purposes within that narrow geography that incorporate both products and services.

This second approach is going to be very important for downtown businesses in Santa Rosa. Important elements in the implementation of this business development strategy include:

- [Combining retail with services](#)
- [Incorporating community events into services](#)
- [Serving both local and visitor needs and interests](#)



- Identify opportunities to appeal to broad range of local demographics.

Through our community outreach process we have collected ideas about what sorts of businesses the local community would like to see downtown and we've identified opportunities for using this multi-functional business development strategy.

Businesses identified by community members for development:

- Bakery
- Ice Cream Shop
- Brewery
- Antique Shop
- Arcade
- Bowling Alley
- Theater
- Flower Shop
- Gallery
- Massage/Physical Therapy
- General Retail

Here are our ideas for multi-functional development:

- Coffee shop, bakery, ice cream shop with gallery and light retail – cards, flowers, small gifts. The coffee shop could host music, crafting events, poetry readings, art openings and other community events.
- Health and beauty center – hair skin and nail care, part-time massage/physical therapy services, and fitness classes – dance, yoga, senior fitness, Zumba etc. Provide retail space for health and beauty products.
- Movie Theater with bowling alley and arcade. Host youth nights, family nights, and date nights. Provide food, beer, wine or consider co-promoting with restaurants in town.
- Brewery/taproom/restaurant in Ilfeld with attached open market – flowers, vegetables and value added food products, arts and crafts, antiques with museum elements built in, available for events.



COMMUNITY CONTEXT

- Sporting goods store providing equipment rentals including standup paddle boards, road and mountain bikes, inner tubes, personal flotation devices, kayaks etc., outfitting services through co-promotion with outfitters including scuba certification, fly fishing guides, horseback riding, and access to other experiential and recreational opportunities, as well as retail serving both the local and visitor population.

These are just examples of ways in which services, retail and experience or community development can be combined, but there are countless opportunities for multi-functional business strategies that local business owners can employ to serve as many people as possible in as many ways as possible, improving the quality of life in Santa Rosa and their bottom line at the same time.

3

DEVELOPMENT CONTEXT

Plan Area and MRA Boundary

The boundary of the Santa Rosa Metropolitan Redevelopment Area is an irregularly shaped area encompassing approximately 240 acres of land between the city boundary on the west and the El Rito Bridge on the east. Most of the lots front or have direct access to Route 66, (I-40 Business Loop/US 54) or are part of the historic downtown core between. It also contains a large area located between the railroad tracks and I-40 to accommodate potential expansion of the Union Pacific Auto Distribution Center.

Existing Land Use and Zoning

Land use

Land use in the plan area is primarily commercial in nature with some residential and institutional uses scattered throughout. Much of the land is vacant (28 percent, approximately 68 acres), and many of the lots are underdeveloped with businesses that have closed, are seasonal, or only use a portion of the property (See Figure 12: General Land Use Study Map, page 28).

Some sites in the plan area may be contaminated or perceived as contaminated and in either case may keep them from being used to their fullest extent. These sites may qualify as "brownfields". Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant. Cleaning up and reinvesting in these properties protects the environment, reduces blight, and will help Santa Rosa reach goals and objectives related to restoration of community health and making visitors feel more welcome.

Neighborhood scale mixed-use development is primarily located in the downtown core and includes restaurants, a grocery store, personal services, a feed store, a hardware store, banks and institutional and office uses related to city and county government and the school district.

Larger lots in the eastern portion of the plan area accommodate motels, restaurants and retail discount stores.

Auto related uses, both service and storage, are located largely in the western portions of the plan area.

The Pecos River, the El Rito, and the surrounding bosque provide passive open space and the Bless Me Ultima Community Park provides space for active recreation.

Zoning

The area is governed by the "Zoning Ordinance and Subdivision Regulations" of the City of Santa Rosa adopted in 2005. Most of the area associated with Route 66 is zoned C-2 Community Commercial. The area adjacent to the railroad is zoned M-1 Light Manufacturing and the historic commercial downtown area is zoned either C-1 Neighborhood Commercial and Service zone or R-2 Apartment and Small Single-Family Residential zone, (see City of Santa Rosa Zone Map page 29).

The R-2 Apartment and Small Single-Family Residential zone permits both multi-family and single family residential development as well as public institutions such as schools and government offices. There are prescriptive standards for minimum lot size, setbacks and coverage that are similar to the historic development patterns.

The C-1 Neighborhood Commercial and Service zone permits uses associated with day to day needs of residential areas as well as residential and institutional uses allowed in the R-2 zone. This includes uses such as bakeries, banks, antique shops, florists, furniture store, music store, grocery store, hardware store, pet shop, package liquor, restaurant and gas stations. There are prescriptive standards for minimum lot size and height, (max 30 feet) and performance standards related to setbacks. These standards accommodate historic development patterns of the downtown historic area.

The C-2 Community Commercial Zone permits heavier commercial activities than the C-1 zone, including certain outside storage. Uses include but are not limited to transportation terminals; bars, hotels, and motels; RV parks, laundry, building materials storage and sales; drive-in establishments; and vehicle sales, rentals, service and repairs and storage. For many of the uses there are requirements for screening outdoor storage areas. There are prescriptive standards for minimum lot size and height and minimal requirements for landscaping. Single Family residences, manufactured homes, and mobile homes are not permitted in this zone. Provisions of this zoning should be reviewed and amended to ensure townhomes and mixed-use developments are permitted.

The M-1 Light Manufacturing and Industrial Zone is intended to permit all uses of the C-2 zone, (except residential) and permit wholesale and light manufacturing or industrial uses which do not cause vibrations, fumes, particles or obnoxious odors beyond the limits of the property on which the use is located and which do not contribute to the pollution of air or water in the surrounding properties or zones. There are prescriptive standards for minimum lot size, (8,000 sq. ft.) and height, (30 ft.).

H-O Historic Overlay Zone

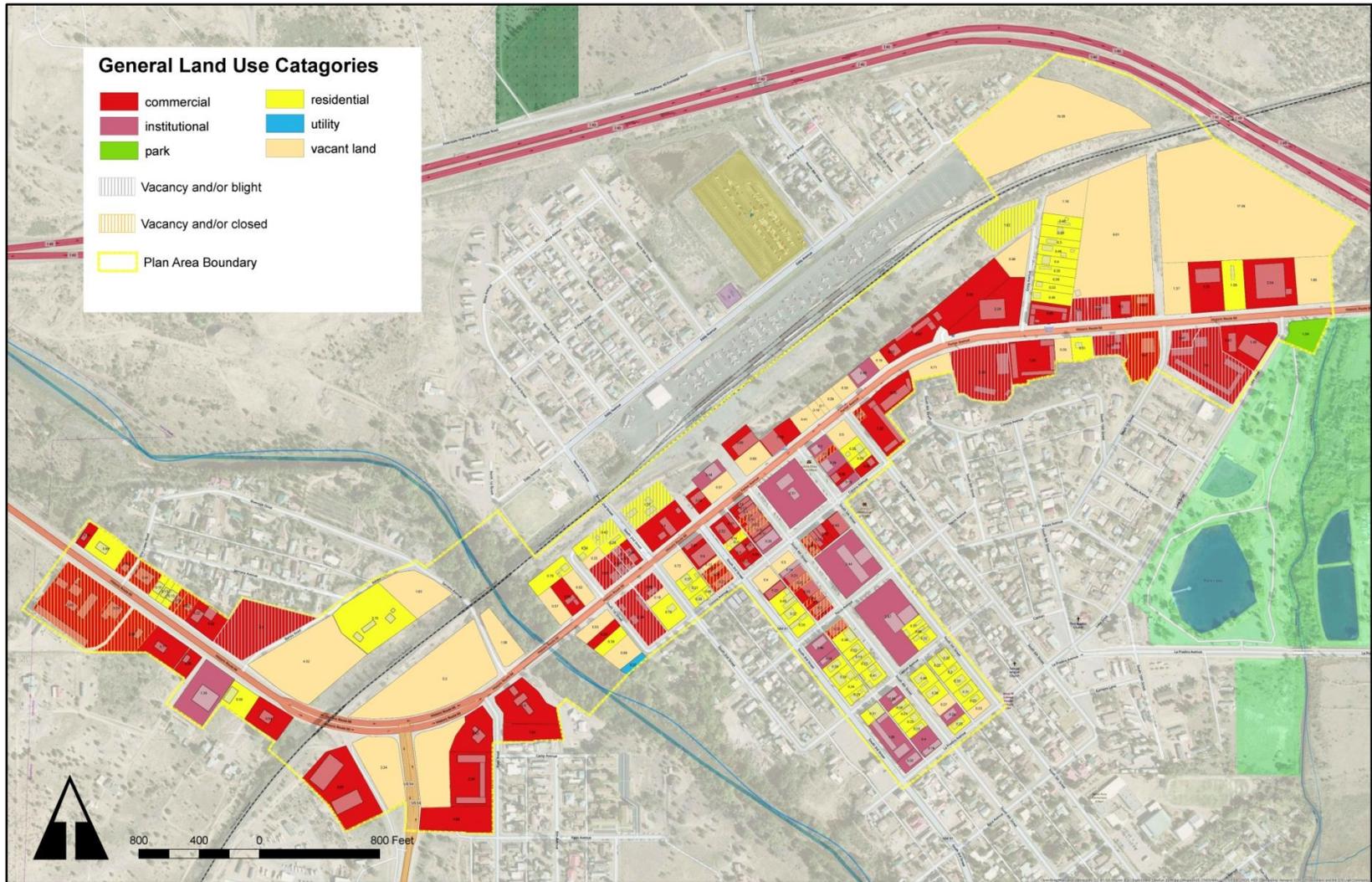
The zoning ordinance contains provisional language for the preservation and protection of historic structures in designated overlay zones and also provides for the establishment of an historic board. To date, no area has been designated as an overlay zone⁵. If and when an area is surveyed and designated as a historic landmark or historic district, the historic board will advise Planning and Zoning of the

⁵ There is an area identified as "Historic Downtown" and mapped on page 103 of the Comprehensive Plan. However, it does not include the area covering important historic structures such as the Guadalupe County Courthouse or the Ilfeld Johnson Warehouse.

appropriateness of all new construction, alterations, modifications or demolitions of structures and a Certificate of Appropriateness will be required in order for a building permit to be issued.

To encourage historic preservation and provide an appropriate designation for the use of a Historic Overlay Zone, opportunities are available to survey and inventory the downtown area to determine if an historic district could be listed in the State Register of Cultural Properties or in the National Register of Historic Places. Listing in the state or national registers could provide opportunities for state and federal tax incentives for the rehabilitation of historic properties.

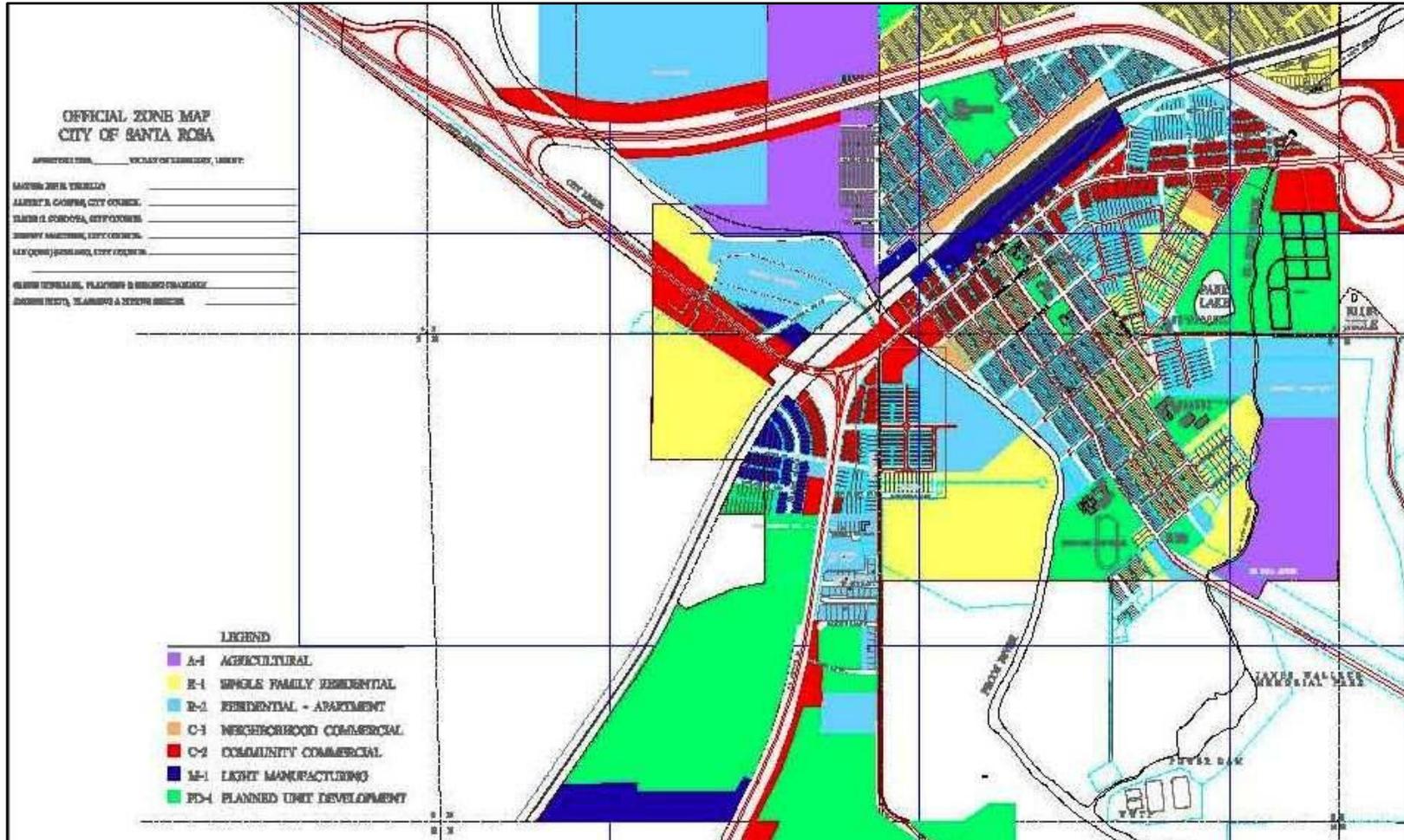
FIGURE 14: GENERAL LAND USE STUDY MAP



Maps are for illustrative purposes only. They do not represent a legal survey and may not be complete or accurate.



FIGURE 15: CITY OF SANTA ROSA ZONE MAP (SOURCE: CITY OF SANTA ROSA)



Character Areas

The MRA has three distinct character areas based on lot sizes, orientation, transportation facilities, current land uses and historic development patterns (see Character Areas Study Map, page 32).

The West Character Area is characterized by its auto oriented businesses, open yard storage functions, decommissioned gas stations and numerous large vacant properties. For visitors getting off of I-40 it functions as a gateway and introduction to Santa Rosa. The underdeveloped and vacant lots, inconsistent frontage, buildings in disrepair, confusing parking access, lack of wayfinding signs and outdated business facades contributes to an uninviting entrance that leads to low expectations for the rest of Santa Rosa. The overall visual blight may contribute to a lack of investment and to vacancies.



Due to ample right-of way there is an opportunity to improve parking and access, provide screening and create a Route 66 themed gateway that will create a more inviting entrance and contribute to the value of land in the area. Vacant land and/or undeveloped land that is not adjacent to residential development and fronts Route 66 provides an opportunity to attract manufacturing, institutional, transportation, and regional commercial uses.



The Central Character Area covers portions of the plan area from the Route 66/US 54 intersection to the bend in the road west of the abandoned Western Motel site. It includes the Pecos River crossing and famous view of the Railroad Trestle Bridge and contains the heart of "downtown" centered on the intersection of Route 66 and 4th St and Courthouse Square. Its development pattern has evolved in response to its early years as a regional center of a large rural economy, the arrival of the railroad in 1901, the

designation of Route 66 as the first interstate highway, and eventually to the completion of I-40 by-pass in 1972. Its regular street grid, rectangular blocks and smaller lot sizes support an enviable mix of public, institutional, commercial and residential uses in both contemporary and historic buildings. Many of the sites which were once warehouses, banks, mercantile, saloons, hotels, motels, gas stations and eateries

have been repurposed by business owners to meet current local and visitor needs. Others have not fared as well and have been torn down, boarded up or in some cases left to deteriorate through neglect.

There is potential to coordinate redevelopment efforts by incentivizing historic preservation and restoration, facade and site improvements, the repurposing of sound structures, and the redevelopment of underdeveloped lots and derelict buildings. There is also an opportunity to use public rights-of-way to accommodate a pedestrian friendly environment, additional on-street parking, and a wayfinding system to connect with area amenities such as the Blue Hole. Recent and current catalytic projects include the renovation of the courthouse and courthouse square, the Pecos Theater renovation and the redevelopment of the historic Ilfeld Johnson Warehouse into a visitor center, offices, community gallery and museum.



The East Character Area is characterized by its motels, restaurants and gas stations built to provide services and accommodations for travelers during the heyday of Route 66. Today it continues to provide tourist and travelers accommodations and services in some of those same motels and restaurants. Unfortunately, many have been boarded up and in some cases left to deteriorate. The newest development in the area includes two discount dollar stores and the highly valued Bless Me Ultima Community Park.

Due to the large underdeveloped and vacant lots, easy access to Route 66, existing infrastructure and in some cases salvageable buildings, there may be an opportunity to achieve the economies of scale needed for multi-family and/or townhouse complexes in the area. Other redevelopment opportunities include parks, open

space and/or overnight accommodations for R.V.'s on land that is difficult to develop due to drainage issues and/or steep slopes.

FIGURE 16: CHARACTER AREAS STUDY MAP



Maps are for illustrative purposes only. They do not represent a legal survey and may not be complete or accurate.

Transportation and Route 66 Corridor

Transportation is the means by which we move people and goods within a community. Within the Santa Rosa MRA the transportation system is formed primarily by Route 66 (east-west), US 54 (north-south) and NM 91 (north-south). The latter two intersect with Route 66 within the plan area and connect Santa Rosa to Vaughn, 40 miles south and Puerto de Luna, 10 miles south and regional recreational amenities in Guadalupe County, most notably Santa Rosa Lake State Park. Locally, Lake Drive connects the plan area to the Blue Hole and Park Lake and River Road (County Rd B) connects the area to Rock Lake Fish Hatchery and its new education center, 3 miles from downtown.

Outside of the plan area, Interstate 40 provides access to the city via three exits bringing travelers and freight from Albuquerque (115 miles to the west), Tucumcari (59 miles to the east) and beyond. U.S. Route 84 intersects I-40 Business Loop connecting Santa Rosa to Fort Sumner 44 miles to the southeast.

Roadways

Route 66, formally identified as I-40 Business Loop 35 and/or US 54 going through Santa Rosa, is a state highway that facilitates transportation to and through the MRA. This 5 lane highway with 2 travel lanes in each direction and a continuous left turn lane is the spine through the plan area intersecting the local road network and providing the majority of commercial frontage. The speed limit is posted at 35 mph and it has urban improvements with shoulders, curb, gutter and sidewalk. None of the intersections are signalized or have stop signs. Many of the intersections appear to have ADA improvements and crosswalks. Along most of the route there are numerous driveway openings that appear to be appropriate. This segment of Route 66 also serves as a detour for I-40 when incidents occur on the Interstate that require its closure. Consequently, Loop 35 must have the capacity to also handle I-40 traffic during those closures.

The local road system that is associated with the downtown historic core is on a regular grid of short blocks perpendicular to Route 66. In 2006 the City of Santa Rosa reconfigured much of the street system on several blocks surrounding the courthouse and old high school to make room for additional on-street parking, landscaped pedestrian environment and curb extensions with tight radii to slow traffic and create safer, shorter pedestrian crossings.

The traffic count study map on page 37 identifies 2011 Annual Average Daily Traffic, (AADT), for roads and the Interstate under state or federal jurisdiction. The AADT counts represent the average 24-hour volume of vehicles at a given point or section of a road or highway. The AADT is a useful and simple measurement of how busy the road is. Route 66 (BL I-40 &/or US 54) through the MRA carries volumes varying from of 8336 on the east, 8187 through the core downtown dropping to 4478 west of the intersection with 2nd St and decreasing to 2983 west of the intersection with US 54 South. Over the course of the year there are slightly more cars on this segment during the weekdays with fewer on weekends.

Due to relatively low AADT counts in relation to width and number of lanes, Route 66 is "over capacity" and meets the initial criteria for consideration for a road diet in the NMDOT Road Diet Guidebook. Road diets are defined as projects that reduce the widths and/or total number of automobile lanes, allowing that space to be reallocated for other uses, such as parking, bicycle lanes, and/or crossing islands, (see recommendations beginning page 38). Some aspects of road diets such as bicycle lanes, clearer pedestrian crossings, and/or formalized on-street parking can be incorporated into a repaving schedule at low cost. To view conceptual designs of a Route 66 road diet see Cross Sections and Key Intersections/Transition Areas beginning on page 45.

Pedestrian Facilities

On Route 66 and on the local roads in the downtown core there are 4-6 foot wide sidewalks built at the back of the curb. In the western segments of Route 66 the location of the sidewalks in conjunction with inadequate off-street parking means that sidewalks are frequently used for parking motor vehicles. Pedestrian crossings at intersections with Route 66 are wide and uncontrolled. Proven counter measures at certain crossings related to key destinations such as the grocery store should be considered to improve pedestrian safety and comfort.

Additionally, the intersection of Route 66 and 3rd St may warrant a four-way stop sign due to the number of pedestrians and vehicles using this intersection to get from their residential to the high school.

Bicycle Facilities

The MRA has a couple of local roads with striped bike lanes, most notably 3rd St from the intersection with Route 66 to the high school, and River Road from its intersection with Route 66 to Camino de Vida near the hospital. These bike lanes vary in width from 3 feet up to a nominal width of six (6) feet. Route 66 has a striped shoulder of variable usable width maintained in each direction. Santa Rosa could be better served by regional bicycle facilities (bike lanes or multi-purpose path serving both bikes and pedestrians) along the scenic routes of NM 91 which follows the beautiful Pecos River to Puerto de Luna and along River Road, (County Rd B) from Camino de Vida to the new educational center at the Rock Lake Fish Hatchery.

Parking

Route 66 contains most of the commercial frontage within the MRA. Off-street parking is provided for most area businesses. On-street parking is not formalized although motor vehicle occasional park in the wide shoulder along portions of Route 66 through the downtown core.

Transit

The MRA and Santa Rosa at large are not served by local or regional transit. The long range Northeast Regional Transportation Plan (2040) identifies the lack of transit as a significant service gap between Albuquerque and Tucumcari which would include Santa Rosa.

Rail

The Union Pacific Railroad that runs through Santa Rosa is a Class 1 railroad and part of the largest freight hauling railroad system in the United States. It operates a freight line and auto distribution center north of the plan area. All railroad crossings within the plan area are grade separated.

Recreation and Trails

Santa Rosa has plans for an extensive multi-purpose trail system including the proposed Power Dam/Rock Lake Trail Loop that follows portions of River Road and Route 66 in the plan area. Linking downtown to close by recreational amenities by adding, improving and expanding trail systems, and pedestrian, bicyclist and equestrian facilities will help overall revitalization efforts and support community health objectives.

Scenic Byways and Historic Trails

Portions of the **Mesa Scenic Byway**, (US 54 going north and south of Santa Rosa) and **Route 66 National Scenic Byway** go through the plan area and the heart of Santa Rosa. The National Scenic Byways program was created by Congress in 1991 to foster economic development through the development of transportation related tourist amenities. However, in 2012, Congress effectively ended the program, but the designations remain in place today and serve to draw tourists to scenic destinations and byways.

Transportation Planning Framework

The Northeast Regional Transportation Plan (RTP 2016-2040) is the long range plan, (updated every four years), that provides guidance for federal and state funding and project identification for major transportation infrastructure improvements in the region. It has numerous goals and strategies that support revitalization in Santa Rosa, particularly as it relates to community health and the economy:

- "Expand trails and tourism to improve the quality of life in our region; develop awareness, support and expand Scenic Byway attractions; and expand bicycle facilities for health and recreation".
- "Support broader implementation of regionally appropriate Complete Streets policies".
- "Consider land use, economic development and tourism when planning for and designing new projects".
- "Respect New Mexico's Cultures, Environment, History, and Quality of Life".

The City of Santa Rosa has membership in the Northeast Rural Transportation Planning Organization, (NERTPO) and the Eastern Plains Council of Governments, (EPCOG). Both entities partner to work with member communities and NMDOT to plan, prioritize and program funding for a wide variety of

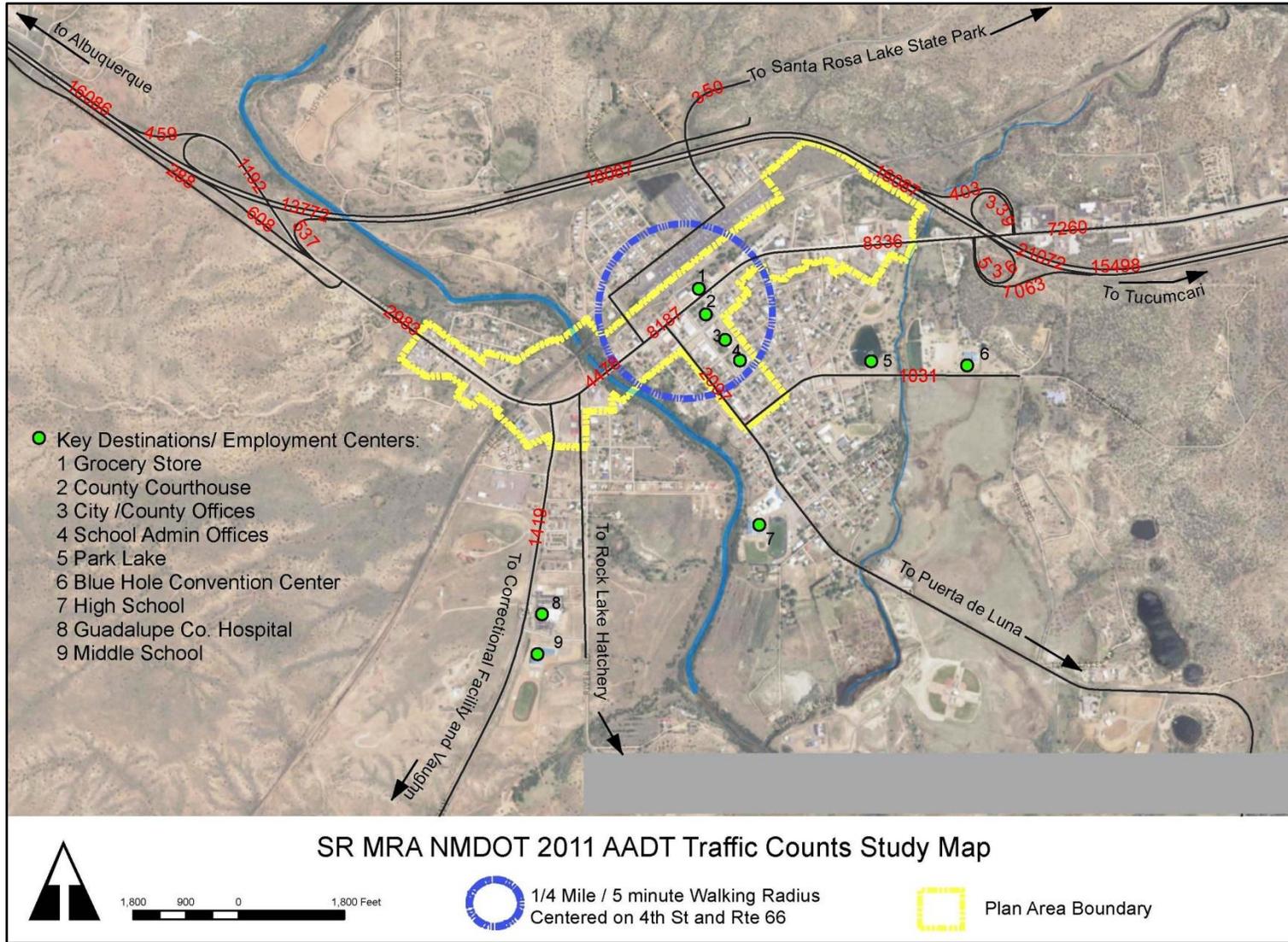


DEVELOPMENT CONTEXT

transportation projects through the State Transportation Improvement Program, (STIP). Santa Rosa's continued involvement in NERPTO, EPCOG and partnership with NMDOT will help support revitalization efforts that address pedestrian safety, community health and an inviting tourist experience. For specific strategies see Implementation Matrix beginning on page 66.



FIGURE 17: TRANSPORTATION NETWORK STUDY MAP



Maps are for illustrative purposes only. They do not represent a legal survey and may not be complete or accurate.

4

RECOMMENDATIONS

The following recommendations identify revitalization projects, programs and economic development strategies that will move Santa Rosa towards achieving the community vision and plan objectives. Recommendations were guided by community input on issues, opportunities and priorities for the area and an examination of existing conditions and realistic implementation strategies. Recommendations include both improvements in the public right-of-way and redevelopment/revitalization projects on private and public properties. Strong public/private partnerships will be needed to initiate most projects and will help Santa Rosa achieve its vision for a vibrant, attractive and pedestrian friendly downtown.

Improvements in the Public Right-of-Way

Recommended improvements in the public right-of-way include improvements to the roads, intersections, lighting, parking and the addition of wayfinding elements, public art and pedestrian and bicycle connections to area amenities and future trail system (see Route 66 Road Diet and Public Right-of-Way Study Map page 44).

Route 66 Road Diet⁶

The 1.5 mile segment of Route 66 that runs through the plan area from the El Rito Bridge to the city boundary on the west has a significant impact on the perception visitors and locals can have about the City of Santa Rosa. Creating a safer more comfortable pedestrian, bicycle and motorist environment and improving the overall attractiveness of the corridor can contribute to MRA plan objectives and "Main Street" character while maintaining the function of the facility. Preliminary assessment of speed, right-of-way (R.O.W.), and traffic counts (AADT) combined with strong community preference for a road diet to make room for sidewalks with landscaping, on-street parking, bike lanes, landscaped medians and curb extensions at intersections make this segment of Route 66 a good candidate for a road diet. The concept of a road diet is in alignment with the multi-modal and quality of life goals set forth in the New Mexico Department of Transportation's long range "2040 Plan", the Federal Highway Administration's Everyday Counts Program (EDC) and Safe Transportation for Every Pedestrian (STEP), and national Complete Streets principles.

⁶ Road Diet is a transportation term used to describe a road reconfiguration that helps to achieve to reduce collisions, increase mobility and access, and improve a community's quality of life.

Recommended improvements to Route 66 are intended to encourage walking and bicycling, increase pedestrian safety at intersections, create an attractive frontage for businesses, formalize and increase on-street parking and improve access. The following Route 66 Street Redesign Concepts respond to the three distinct character areas, Central, East and West based on different existing and future development patterns, land uses, parking issues and road network. The redesign concepts provide profiles to guide future road improvements in each of the segments.

Some aspects of road diets such as shared lanes with bike sharrows, clearer pedestrian crossings, and/or formalized on-street parking can be incorporated into a repaving schedule at low cost and often years before a complete road reconstruction project is initiated. Implementation strategies should focus on actions the City of Santa Rosa, Northeast Regional Transportation Planning Organization (NERTPO), and New Mexico Department of Transportation, (NMDOT) can complete in phases as outlined in the NMDOT Road Diet Guide.

As a member of the RTPO and the Rural Transportation Improvement Program (RTIPR) the City should work closely with EPCOG, NERTPO and NMDOT to identify appropriate projects, funding sources and, as appropriate, prepare and submit Project Feasibility Forms (PFFs) and Project Identification Forms.

Route 66 Street Redesign Concept A.1 and A.2: MRA Central Area.

Route 66 going through downtown from River Rd to Parker Avenue , (Joseph's Bar & Grill) has an existing 80 foot R.O.W. including sidewalks and a speed limit of 35 mph. For this approximately 1/2 mile segment of Route 66, the plan provides two concepts for consideration; one that provides 4 travel lanes that can handle I-40 traffic when incidents occur and require its closure and one that provides 2 travel lanes and central median with left turn bays at intersections that meets current NMDOT road diet criteria based on this segment's AADT, R.O.W. and speed. **Redesign Concept A.1 MRA Central Area:** A road diet to reduce the number of motorized travel lanes from the existing five lanes, (two travel lanes in each direction and a continuous center left turn lane) to a facility with four lanes, (two travel lane in each direction). This reconfiguration will make room for **on-street parking**, a **shared lane with bike sharrows**⁷ in both directions, **wider sidewalks** and **curb extensions** at intersections for safer, shorter pedestrian crossings (see Route 66 Road Diet and Public Right-of-Way Improvements Study Map and conceptual roadway cross-sections, beginning page 44).

⁷ A representation of a bicycle with two chevrons above it, marked on a roadway as a symbol to indicate that motor vehicles and bicycles are to share the lane.

Redesign Concept A.2 MRA Central Area: A road diet to reduce the number of motorized travel lanes from five lanes, (two travel lanes in each direction and a continuous center left turn lane) to a facility with two lanes, (one travel lane in each direction) and a center raised median with left turn bays at intersections. This reconfiguration will make room for **on-street parking, bike lanes** in both directions, **sidewalks** with additional width for **landscaping**, a **landscaped median** and **curb extensions** at intersections for safer, shorter pedestrian crossings, (see Route 66 Road Diet and Public Right-of-Way Improvements Study Map and conceptual roadway cross-sections, beginning page 44).

Route 66 Street Redesign Concept B: MRA East Area

Route 66 east of downtown, from Grieg Ave to the El Rito Bridge has an 80 foot R.O.W. including existing sidewalks and a speed limit of 35 mph. For this approximately 1/2 mile segment of Route 66 the plan recommends continuing with the four travel lanes (two in each direction), removing the continuous left turn lane and reconfiguring the widths of the lanes and shoulders to make room for a **shared lane with bike sharrows** in both directions, **sidewalks with a wide landscaping buffer, central median with pedestrian refuge islands** and **curb extensions** at select intersections for safer, shorter pedestrian crossings, (see Route 66 Road Diet and Public Right-of-Way Improvements Study Map and conceptual roadway cross-sections, beginning page 44).

A transition zone located between Greig Ave and Parker Ave would be needed to ensure appropriate alignment with the reconfiguration of Route 66 in the MRA Central Area.

Route 66 Street Redesign Concept C: MRA West Area

Route 66 from its intersection with US 54 to the city boundary, has a 120 ft R.O.W. for most of the segment, including the existing sidewalk. For this segment of Route 66 the plan recommends continuing with the four travel lanes (two in each direction) but reducing the widths of the lanes, shoulders and continuous left turn lane to make room for **on-street parking, bike lanes, sidewalks with landscaped buffers** on both sides, **raised medians with pedestrian refuge islands** and **curb extensions** at select intersections for safer, shorter pedestrian crossings. The additional space associated with the sidewalks should be landscaped to help screen adjacent on-site parking and storage. The proposed increase of on-street parking should reduce the overcrowded and haphazard parking associated with the shallow lots and business with inadequate parking lots.

Improved Pedestrian Crossings

Improvements to pedestrian crossings at key intersections along Route 66 are needed to increase pedestrian safety, reinforce walkability and increase visitor appeal. At many locations along Route 66 demand for crossings is expected to increase as the redevelopment of vacant lots and buildings occur. The plan recommends proven counter measures such as curb extensions, pedestrian refuge islands and signage to make crossings shorter and bring attention to drivers at the following uncontrolled intersections with Route 66, (see Route 66 Road Diet and Public Right-of-Way Improvements Study Map page 44):

In the Downtown area:

- The intersections of Route 66 and 1st St, 2nd St, 3rd St, 4th St, 5th St, 6th St, Parker Ave, S 11th St and Lake Drive.

To support the proposed Trestle View Park and connection to Power Dam/Rock Lake Trail Loop:

- Route 66 and Riverside Dr. (also known as Serrano Ave)
- Route 66 and a mid block crossing between Pecos River Bridge and 1st St.

In the West area:

- Route 66 and a mid block crossing in alignment with NM Human Services Department site.
- Route 66 and Riverside Dr., (also known as Baros Lopez Rd).

Finally, the plan recommends a four-way stop sign at the intersection of Route 66 and 3rd St to better manage episodic traffic congestion associated with school start and end times and to increase pedestrian safety and access to essential services and amenities. Currently there is not a single controlled crossing along Route 66 in the plan area, a distance of more than 1.5 miles. Residents, particularly the elderly and school children, have difficulty crossing to get to and from their homes to key destinations on both the south (post office, county and city offices, high school, and library) and the north (T & D Grocery Store, Comet Restaurant, and Joe Guitierrez Park).

Wayfinding

A consistent comprehensive wayfinding system is needed to connect visitors to downtown. The plan recommends that the City of Santa Rosa develop a strategic wayfinding system that includes local landmarks and historic properties in and outside of the MRA area. A variety of signs, kiosk and guides geared toward pedestrians and bicyclists should communicate identity, information, and shape the idea of creating experiences that connect people to place. A wayfinding system should include:

- Trailhead I.D.s
- Mile Markers
- Maps
- Walk/Bike Destinations and Directions
- Confidence Signs
- Marker Interpretive Signs
- Information Kiosks
- Community Guides

Wayfinding elements should be placed at the following attractions/destinations within walking distance:

- Route 66 & 4th Street (Community Crossroads)
- Court House
- City Hall
- Intersection of 4th St and Lakeside Dr
- SE corner of Route 66 and the bridge over El Rito Creek, (across from Bless Me Ultima Park)
- At area attractions (Blue Hole, Park Lake, Ilfeld/Johnson Warehouse Museum)
- Historic Saint Rose of Lima Chapel

RECOMMENDATIONS

- The triangle at Lake Dr and Blue Hole Rd
- Santa Rosa High School
- Library, Post Office and parks
- Historic Structures
- Proposed Trestle Park and Pecos River Bridge

Wayfinding should also be placed at attractions/destinations outside of walking distance:

- Softball complex
- Rock Lake Fish Hatchery
- Santa Rosa Lake State Park

Gateways and Public Art Installations

There are opportunities for public art throughout the plan area. Encouraging public art in the R.O.W. and on private property can lead to creation of a unique identity that leaves a lasting impression on visitors and pride in locals. In conjunction with public art, gateways are needed to announce entry into Santa Rosa and again to announce entry to the downtown core area. A gateway feature placed at the western edge of the plan area and Route 66 is needed to enhance first impressions and establish a distinctive character for Santa Rosa. Potential public art installation and gateway locations and themes include but not limited to, (see Route 66 Road Diet and Public Right-of-Way Improvements Study Map page 44):

- **West Area Gateway.** There is an opportunity to establish a welcoming gateway oriented to vehicles heading east on Route 66 at the western edge of the plan area. This gateway should celebrate the classic car culture of Route 66 and area amenities such as the Blue Hole and historic downtown, (see Western Gateway Area beginning on page 41 for more details)
- **US 54 & Route 66:** The roadway/drainage easement on the southeast corner provides an opportunity for a public art piece representing the hospital and community health.
- **Railroad Overpass at Route 66:** As appropriate incorporate neon lighting and/or mural onto overpass structure.
- **Railroad Overpass at N 2nd St:** As appropriate incorporate neon lighting and/or mural onto overpass structure.
- **Trestle Viewing Park/intersection of Route 66 and Serrano Ave:** As appropriate incorporate public art commemorating the Pecos River watershed and or railroad history.
- **Community Crossroads at Route 66 and 4th St:** Install public art that celebrates downtown Santa Rosa on the NE corner of this highly visible intersections. As appropriate incorporate community kiosk to provide information on community events.
- **Route 66 and Parker Ave:** As appropriate incorporate public art on the NW corner to create an eastern gateway to the downtown core.
- **Route 66 and Lake Drive:** Incorporate public art and directional signs to connect visitors to Park Lake and the Blue Hole to downtown Santa Rosa.

- Consider incorporating public art with utility boxes, old outdated signs, blank walls of buildings orientated to Route 66, vacant store fronts and motels, sidewalk and trail access points.

Things to keep in mind:

- Design review and selection should be responsibility of City if it is on public land.
- Gateways, Public Art Installations, etc., if being placed on NMDOT right of way, will need to be approved and permitted by NMDOT District 4.
- Any proposed work on the railroad overpass will require the approval of the railroad.
- Consider holding design challenges, charrettes to engage local artists, designers and students.
- Encourage developers to consider incorporating local artists/designers on their projects.

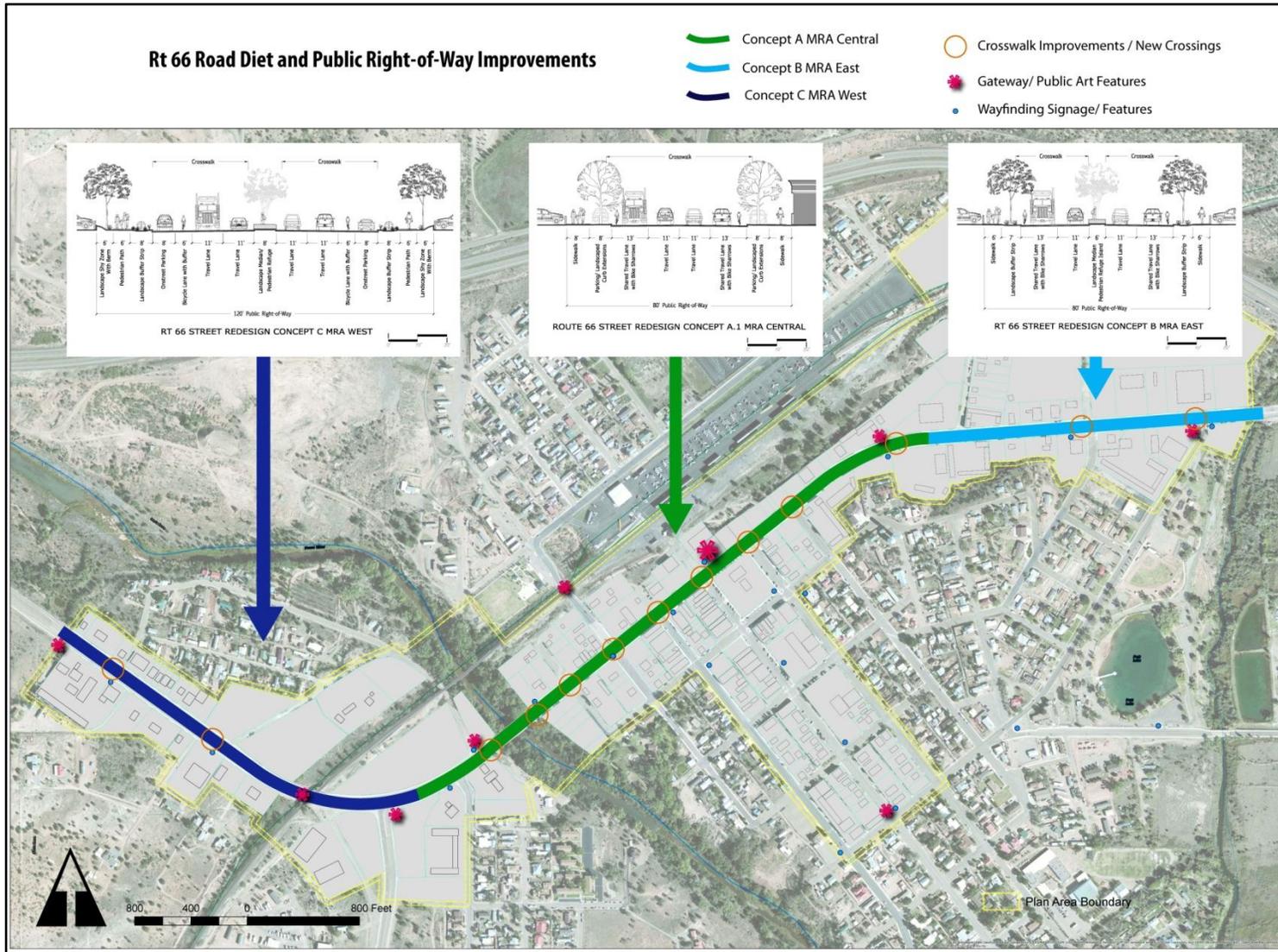
Lighting and Banners

There are existing decorative character defining lights downtown (12-16 feet) but the community felt lighting was not bright enough. Many of the existing lights also have "Banner Branches" that can be used to hang seasonal banners or banners announcing special events. Incorporating new branding icon and colors into all banners will provide a unifying element and help to further the distinct "Santa Rosa" brand.

- Add banner branches to the tall standard "cobra-head poles" to provide options to announcing events and welcome visitors.
- Measure existing lighting level downtown and adjust as appropriate to meet lighting levels of 2.5 foot candles on street, 5 foot candles at intersections and 1.5 foot candles on sidewalks.
- All lighting should comply with state dark sky principles to reduce glare, light clutter, trespass, energy waste and light pollution.

RECOMMENDATIONS

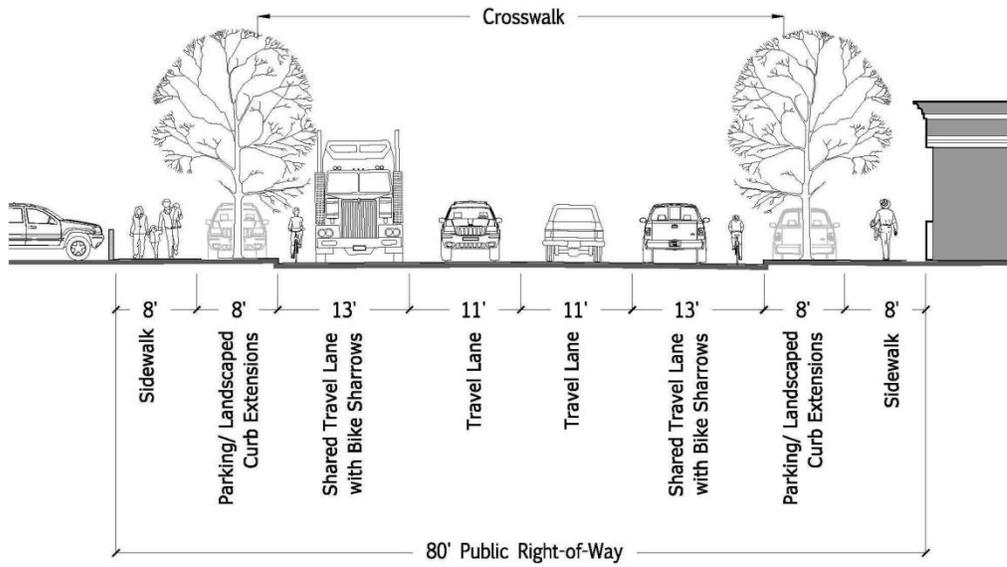
FIGURE 18: ROUTE 66 ROAD DIET AND PUBLIC RIGHT-OF-WAY IMPROVEMENTS STUDY MAP



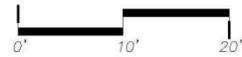
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Cross Sections and Key Intersections/Transition Areas

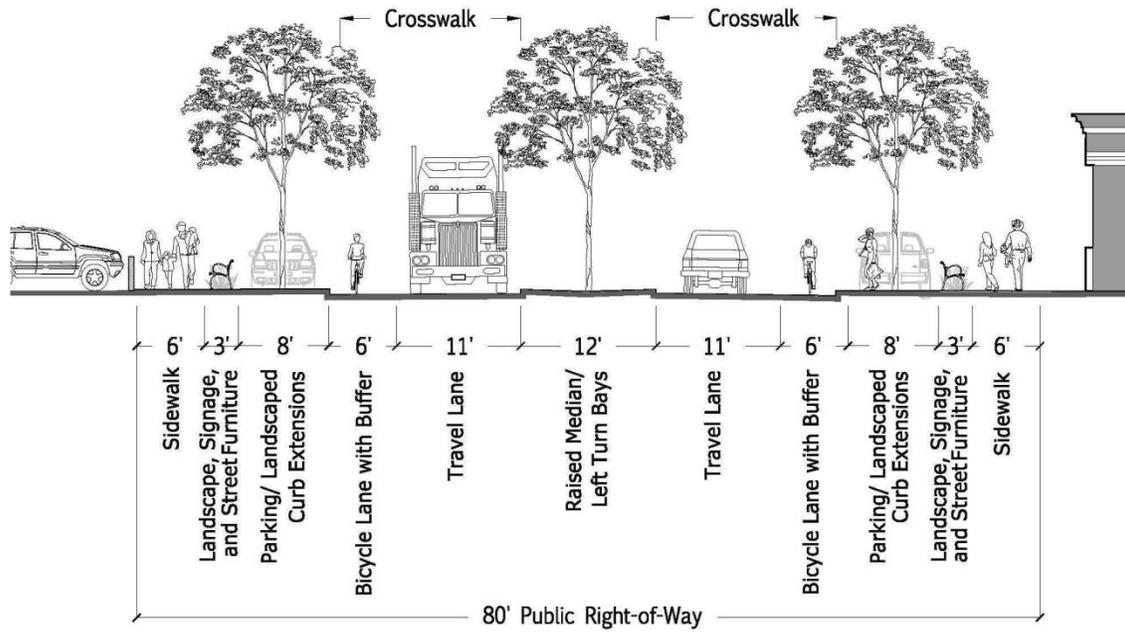


ROUTE 66 STREET REDESIGN CONCEPT A.1 MRA CENTRAL

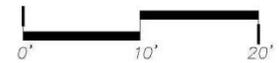


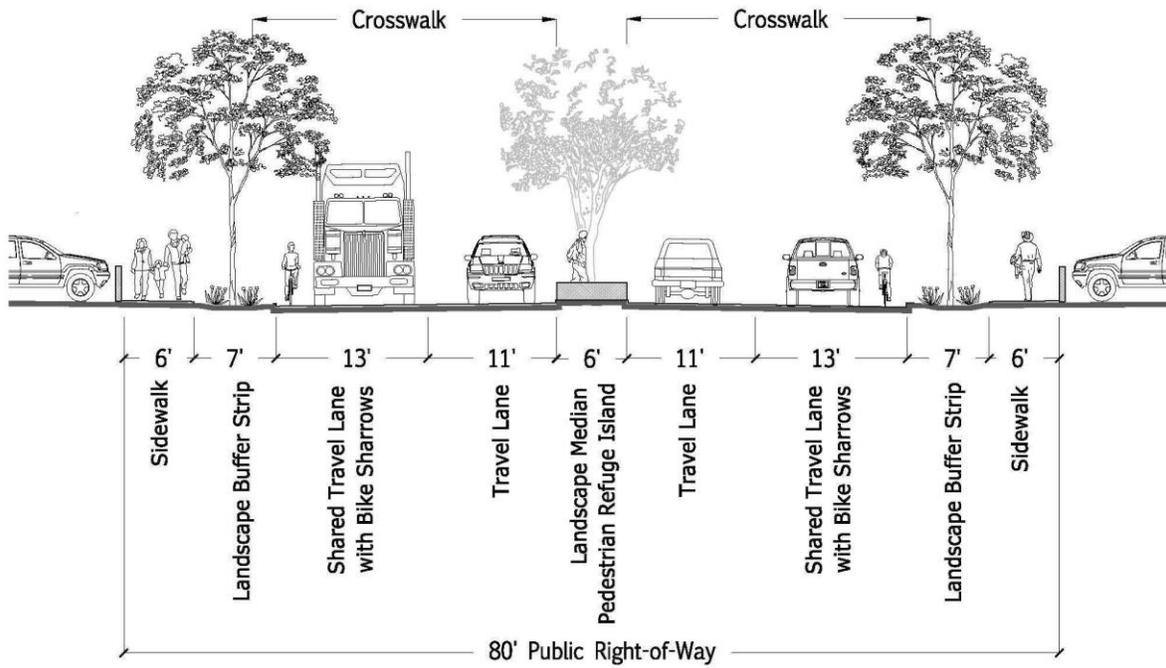


RECOMMENDATIONS



RT 66 STREET REDESIGN CONCEPT A.2 MRA CENTRAL



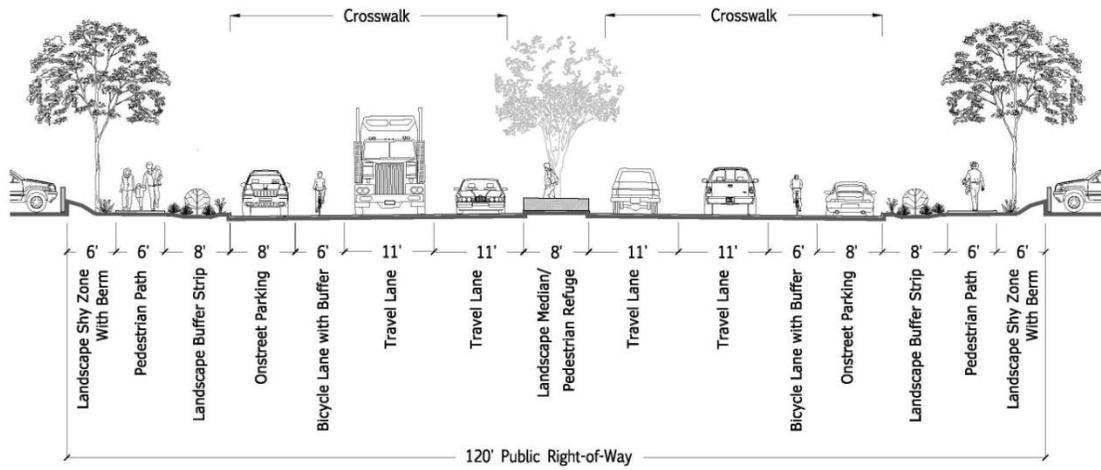


RT 66 STREET REDESIGN CONCEPT B MRA EAST





RECOMMENDATIONS



RT 66 STREET REDESIGN CONCEPT C MRA WEST



Opportunity Sites

The following recommendations identify a wide range of development opportunities including the development of vacant land, the redevelopment of blighted properties, the repurposing of sites and buildings into new uses and the preservation and rehabilitation of historic downtown properties. As a whole, the development of these sites will support neighborhood and regional retail, residential, office, auto related services and community parks, plazas and open space. Taken together with improvements in the public right-of way will help Santa Rosa achieve its vision for a vibrant, attractive and pedestrian friendly downtown.

Important to note: Development on individual properties must be carefully assessed in order to consider environmental factors, legal constraints and issues with ownership.

1. Western Gateway Area

The designation and development of this area as a gateway would welcome visitors and provide an attractive homecoming for community members. Currently there are no gateway features, it lacks appropriate screening of sites with open yard storage and customer access and parking opportunities are unclear and inconsistent.

On-site improvements to screen or buffer existing and future open storage uses are needed to mitigate negative visual impacts to the gateway area and improve a visitor's initial experience of Santa Rosa. Buffering techniques can include setbacks, landscaping, fencing and berms.



Strategies need to be drafted to address inappropriate access and lack of space for customer parking. A coordinated shared parking master plan that includes the anticipated reconfiguration of Route 66 and new parking standards are needed to implement appropriate access and on-street parking that accommodates existing and future businesses.

2. The Community Crossroads and the Ilfeld Johnson Warehouse

This site in the heart of downtown Santa Rosa is comprised of the Ilfeld Johnson Warehouse and the vacant lots on the northeast and northwest corners of Route 66 and 4th St. The Ilfeld Johnson Warehouse is undergoing a major rehab and conversion to a multi-purpose facility hosting a museum, offices, community gallery and visitor center. There is an opportunity to continue the momentum of public/private partnerships to develop the vacant lots. The lots on the northwest corner fronting Route 66 are uniquely situated for retail space.





RECOMMENDATIONS

The lots on the northeast corner are framed by the Ilfeld Johnson Warehouse and the back of the grocery store. They are envisioned to be assembled to accommodate parking, public art, an attractive streetscape and a public plaza that accommodates a variety of activities and elements including outdoor performances, space for an airstream diner, pop-up outdoor markets, a kiosk with visitor information, a community bulletin board and a water feature. The back wall of the grocery store that faces the crossroads provides a large canvas for a mural expressing the history of Santa Rosa and/or Route 66 theme. Alternatively the grocery store could open up to the plaza area by adding windows, and an entrance.

3. Pecos River and Railroad Trestle Viewing Park

Based on input from participants and long term objectives of the Comprehensive Plan related to parks, open space and trails this site is an appropriate site for a rest area and outdoor information center.

Situated on the NE corner of Route 66 and Serrano this shallow approximately 1 acre vacant site as a



great view of the railroad trestle, the Pecos River and lush cottonwood bosque. The rest area should include shade structures, seating, tables, parking and kiosks that provide information and maps on the history and present day amenities of Santa Rosa. It can also provide a trail head for the proposed Power Dam/Rock Lake Trail Loop that follows portions of River Road and Route 66 in this area.

4. The Western Motel and Adjacent Hill Site

This 3.70 acre site is within a five minute walk of the heart of downtown. It includes the blighted Western Motel property and the adjacent vacant hill side property. Its location as a high point on Route 66 provides travelers heading west their first glimpse of downtown. The motel property is below road grade and presents significant challenges to redevelopment as a commercial property. Likewise the hill side property is shallow, fairly steep slope and has a frontage that is considerably higher than the road grade.

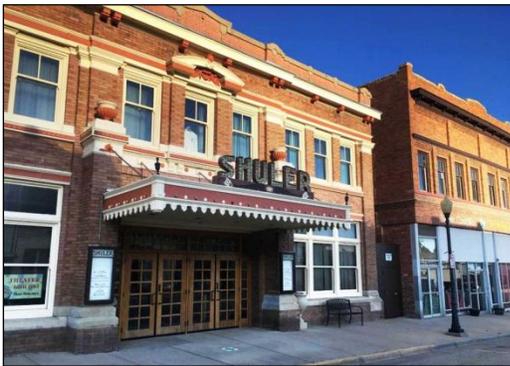


This site was identified by participants as potential place for a skate park and recreational area. Those uses would help implement several plan objectives; to restore community health through convenient places to walk, play and exercise and increase places for young people to hang out. The site could accommodate outdoor open yard recreation including a skate park and on the shallow hillside a community orchard or garden that contributes to the overall beautification of Route 66. All uses would need to provide a wide dense landscaped buffer to

protect the adjacent residential neighborhood from noise and lighting. Elements to incorporate/program:

- Open yard recreation geared towards teenagers and young adults. This could include a skate park, basketball courts, handball courts.....
- Play areas geared toward young children and their parents/guardians. Should include seating areas, tables, shade and play equipment.
- A walking path that is well lit, even and provides information on physical activity and about the plants, trees and farming traditions of the area.
- As appropriate, repurpose building as a "heritage maker space" for community demonstrations of traditional crafts, farming techniques and food preservation.
- A community orchard or garden.

5. Pecos Theater and Proposed Bowling Alley



Restoration of the Pecos Theater and conversion of the adjacent building into a bowling alley are well under way and positioned to meet the need for indoor entertainment geared toward local community members. Continued public investment and community support for restoration will ensure that the historic building fabric of the historic downtown district stays intact and the overall authentic character of Santa Rosa is maintained.

6. Sun and Sands Motel Site

The Sun and Sands Motel site is a 3.4 acre tract that accommodates the vacant motel units and a large black-top parking lot.

Based on community input, goals of the Guadalupe County Affordable Housing plan, and its size and location this site should be considered for redevelopment as for-sale town homes or rehabilitated and updated as a classic Route 66 motel or converted as long-stay or transitional housing. In either case, redevelopment should include a new parking lot configuration, landscaped outdoor areas that provide shaded patios and portals, play areas, gardens and walking paths. The opening up of the site to Lake Drive would provide a pleasing visual connection and increased walking access to the Bless Me Ultima Park, El Rito and Park Lake. Improving frontage on Route 66 should include a landscaped buffer zone, screening of mechanical equipment and dumpsters, appropriate access and removal of derelict signage.



7. Mixed-use Retail: SE Corner of Sixth and Route 66, (Tower Motel Site)



The vacant building on the SE corner of this intersection should be considered for repurposing to accommodate a lively retail use that takes advantage of its prime orientation to the street, its highly visible location downtown, and future streetscape improvements including wider sidewalks and formalized on-street parking.

8. Expanded Union Pacific Auto Distribution Center

This approximately 10 acre site is situated between the railroad and I-40 adjacent to the existing Auto Distribution Site. Due to its size and location adjacent to the railroad an open yard storage use is appropriate.

Providing a landscaped buffer zone along the frontage with 11th street will accommodate an appropriate and necessary transition from open yard storage use to adjacent existing residential neighborhood.

9. East Hill Gateway Commercial Redevelopment Area, (Sahara Lounge Area)

This area is best known for the landmark Sahara Lounge sign and building. Other iconic Route 66 buildings include the adjacent highly valued Auto Parts store. Any redevelopment should enhance the Route 66 theme and improve sites by formalizing the parking, providing landscaping and tying into the sidewalk with appropriate pedestrian pathways and entry sequences.

The Sahara Lounge and laundromat buildings may be suitable for repurposing as professional offices and/or personal services. The vacant Bell gas station site is underdeveloped and could expand its building footprint and, depending on use, accommodate increased parking.

Redevelopment may encounter challenges related to previous uses including a laundromat and gas stations that may qualify as "brownfields". Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant. Funding associated with brownfield assessment, clean-up and redevelopment may be available to use for these and other sites in the plan area. Reinvesting in these properties protects the environment, reduces blight, and will help Santa Rosa reach goals and objectives related to restoration of community health and making visitors feel more welcome.

10. Redevelopment of Santa Rosa School Administrative Office Complex

This nearly 3 acre site spanning almost a whole city block accommodates the Santa Rosa Public School administrative offices and consists of two buildings totally approximately 19,000 sq. ft., a large black-top parking lot with some landscaping along the perimeter and a fenced tennis court that needs improvements. Workshop participants identified this site as a possible future site for Santa Rosa High School. An educational institution at this location is viewed as a positive contribution to revitalization efforts since it would be bring young people on a daily basis into the heart of downtown. This would be a "back to the future scenario" since the old high school is adjacent to this site and currently houses city hall. Site development should include landscaped out-door areas, clear entry sequences and wider sidewalks with street trees and formalized on-street diagonal parking.

11. Downtown Mixed-Use Infill Redevelopment Area

The majority of lots in this area west of the community crossroads are underdeveloped and in many cases have buildings that are vacant, blighted and unusable for commercial or residential development. Redevelopment as a mixed use area with both neighborhood commercial and compact residential uses would provide downtown Santa Rosa with a 24 hour residential presence and contribute to improved over-all vitality. There is a need to incentivize private and public partnerships to create a master plan and reassemble lots to accommodate mixed uses and compact residential development (2 story townhomes and units above commercial uses), appropriate parking and landscaped outdoor areas such as plazas, patios and gardens. Site development would require a master plan, demolition and grading, common area landscaping, sidewalks, parking and access.



12. Open Space Site with RV Overnight Accommodations

This roughly 17 acre undeveloped site adjacent to I-40, with access to Route 66 via N 11th Street, provides an opportunity for public/private development of open space and overnight accommodations for recreational vehicles. Site development would require grading and drainage structures, interior road network, wide landscaped buffers along the perimeters to reduce freeway noise, RV hook ups, lighting, pedestrian pathways, common outdoor gathering and play areas, outdoor amenities such as shade structures, pet areas, directional and interpretive signs and care takers quarters.

13. Survey and Listing of Historic Properties

Historic buildings in the downtown area contribute to the positive character and should be restored to preserve the visual interest, character and physical history of the area. To encourage historic preservation, opportunities are present to survey and inventory the downtown area to determine if an historic district could be listed in the State Register of Cultural Properties or in the National Register of Historic Places. Listing in the state or national registers could provide opportunities for state and federal tax incentives for the rehabilitation of historic properties.

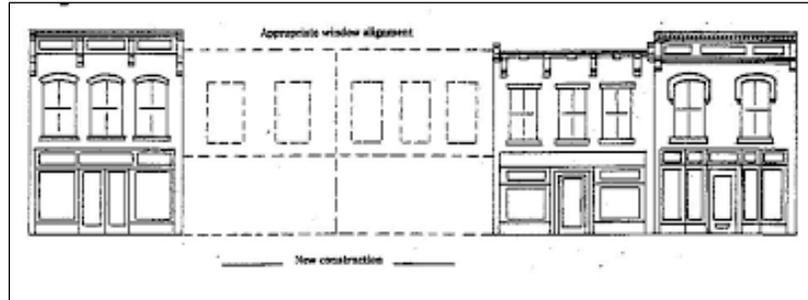


RECOMMENDATIONS

14. Vacant Land and Buildings in the Historic Downtown

There are several scattered vacant lots and buildings in the historic downtown area that should be considered for redevelopment, restoration and repurposing to accommodate neighborhood commercial uses. New and restored buildings should be designed to fit in with the historic building fabric. To encourage the incorporation of historic scale, frontage, facade treatments and materials in new construction and restoration

projects; provide technical assistance and prepare graphic guidelines. Rehabilitation of historic properties that are listed in the State Register of Cultural Properties may be eligible for the New Mexico State Income Tax



Credits for Registered Cultural Properties. Rehabilitation work is certified and must meet preservation standards. Where appropriate facade improvement programs should be used to incentivize restoration, rehabilitation and repurposing of properties listed on the registry.

15. Downtown Boutique Hotel and Bed & Breakfast Establishments

There are several historic commercial and residential buildings scattered throughout the core of downtown that due to their authentic character and location in a very walkable, safe and historic area with restaurants and recreational amenities could be renovated and repurposed as boutique hotels or bed and breakfast establishments. Historic tax credits (if property is listed in the State Register of Cultural Properties) and facade improvement programs should be used to incentivize restoration and repurposing.



16. Vacant Land: West Area

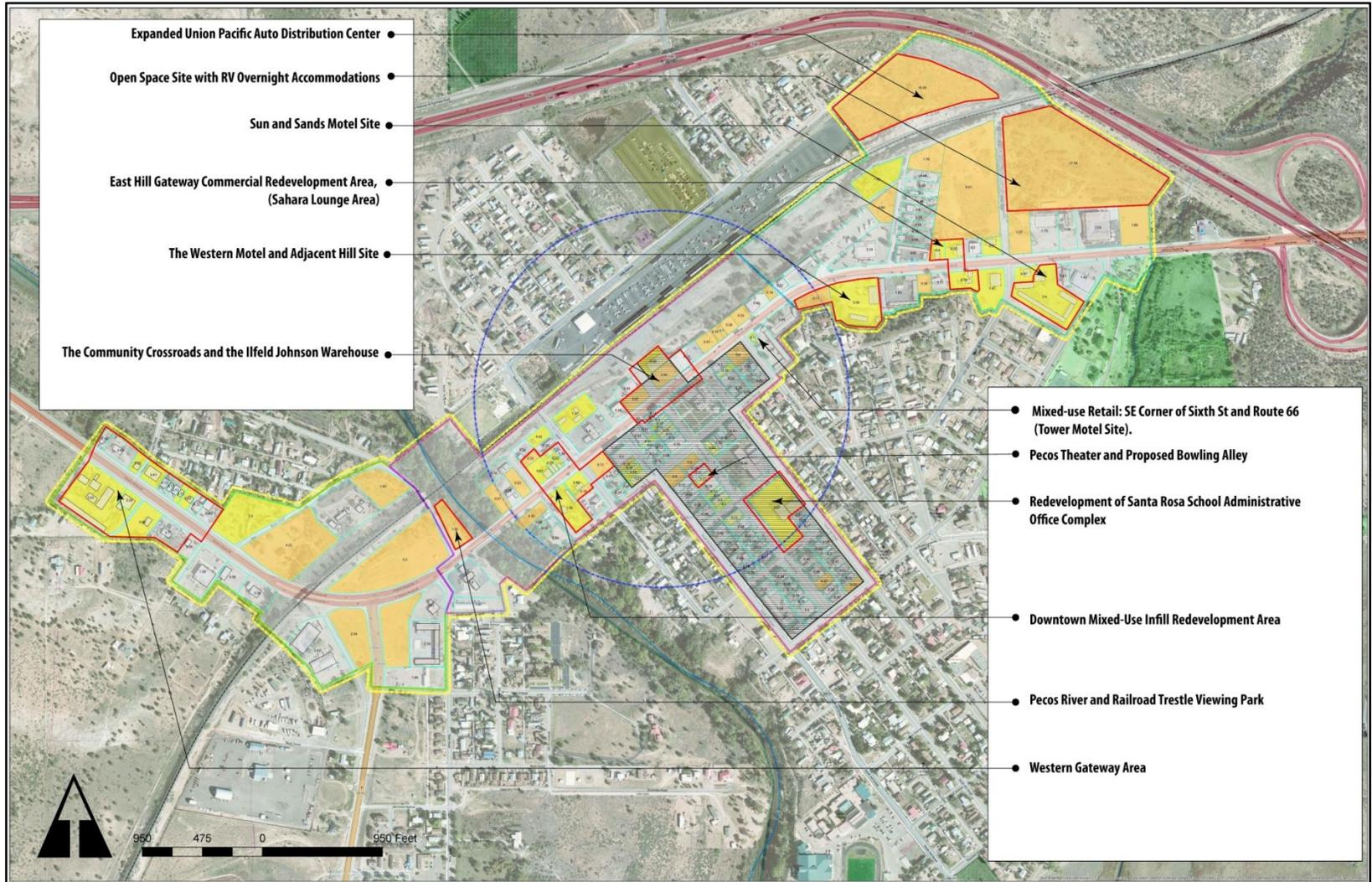


Most of the vacant land in the western area of the MRA is reasonably flat, well drained, has good access and frontage with Route 66. Due to locations away from residential neighborhoods, they are good candidates for more intense commercial, warehouse, institutional and manufacturing uses. As development and redevelopment occurs on these properties, sufficient regulation needs to be in place to ensure adequate parking and appropriate landscaped buffers along frontage with Route 66. Due to the ease of development; readily available utilities and infrastructure, economies of scale achieved through larger vacant lot sizes and close proximity to major transportation networks; these vacant lots have the potential to attract private, non-profit and public investment.

RECOMMENDATIONS



FIGURE 19: OPPORTUNITY SITES STUDY MAP



Maps are for illustrative purposes only. They do not represent a legal survey and may not be complete or accurate.

Facade Improvements Program

A facade improvement program targeting buildings that front roadways in the MRA could serve as a means to revitalize downtown and the Route 66 Corridor in a programmed partnership with the building owner, the City of Santa Rosa, the Economic Development Corporation and the New Mexico MainStreet program. Several approaches should be considered on a case by case basis using technical assistance, grants, low interest loans and volunteer-based programs. Design Guidelines should be developed to ensure facade improvements and the materials used contribute to the character of the area particularly as it may relate to the surrounding historic fabric.

To support a facade improvement program for historic properties Santa Rosa should consider certification in the Certified Local Government (CLG) program. The CLG program is administered by the Historic Preservation Division (HPD) of the State Department of Cultural Affairs. A CLG is a local government that has adopted a historic preservation ordinance to designate and protect historic properties and has established a historic preservation commission. Certification in the state's CLG program would enable Santa Rosa to apply for annual funding for preservation-related projects. As a CLG, Santa Rosa could be eligible along with eight other CLGs to apply for program funding directly from HPD. Current funding levels for the CLG program are \$60-80,000 annually.

On-Site Improvements Program

An On-Site Improvement Program targeting properties that can go from negatively to positively enhancing the Route 66 Corridor and Downtown could serve as a means to area revitalization in a programmed partnership with the property owner, the City of Santa Rosa, and the Guadalupe County Economic Development Corporation. Several approaches should be considered on a case by case basis using technical assistance, illustrative on-site improvement plans and incentives for installing parking lot landscaping, screening and the removal of dated commercial signs or structure.

5

CONCEPT PLAN – PUTTING IT ALL TOGETHER

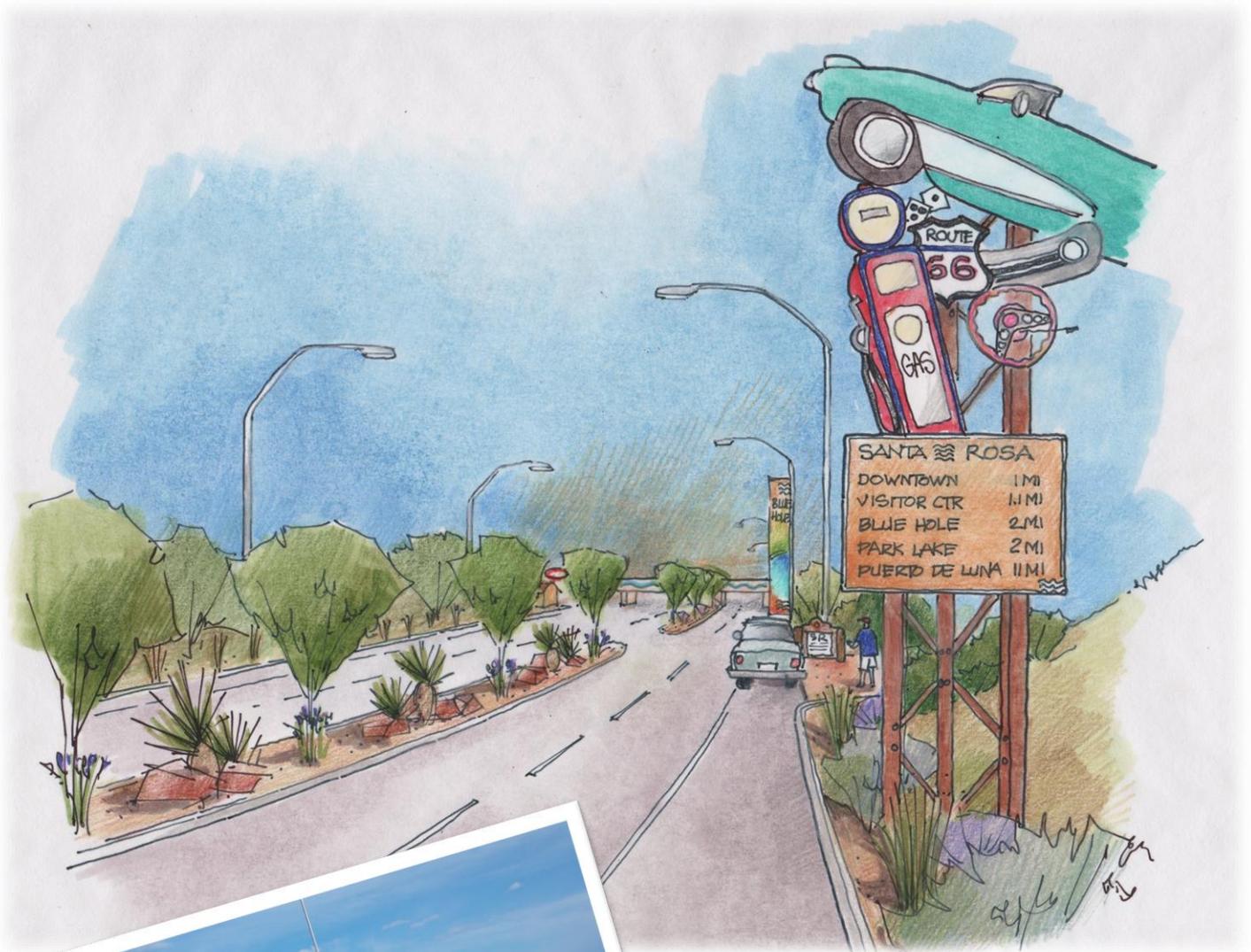
Concept Plan

The following concept plan and associated sketches provide a picture of a strong future for the MRA area that taps into the opportunities, assets and ideas that came forward during the planning process and on-going revitalization projects. They are conceptual and intended to guide decisions but not limit the many ways revitalization can be executed going forward.

FIGURE 20: RT 66 AND DOWNTOWN SANTA ROSA REVITALIZATION CONCEPT PLAN



Maps are for illustrative purposes only. They do not represent a legal survey and may not be complete or accurate.



WESTERN GATEWAY



FACADE and SITE IMPROVEMENT PROGRAMS



PECOS RIVER & TRESTLE VIEWING
PARK



COMMUNITY CROSSROADS

4th Street and Route 66



LA HERENCIA PARK & COMMUNITY ORCHARD

6

IMPLEMENTATION

Implementation

To identify specific actions that are necessary to achieve plan concepts, objectives and strategies, the MRA Plan includes an "Implementation Matrix" that the City can use to initiate and undertake key recommendations. The actions are "next steps" resulting in both short term and long term improvements. For the Plan to be successful it must be implemented collaboratively between the City, other public agencies, the residents, property owners, the local business community and developers. The City and the Guadalupe County Economic Development Corporation should be leaders in the initiation and implementation:

- Adopt and use the MRA plan on a day-to day basis.
- Review and update the Zoning Ordinance and other development controls including the nuisance ordinance.
- Review and update, the infrastructure improvement plan, (ICIP)
- Every year, prepare 5 year action plan to prioritize objectives for the future and list status of projects initiated, in progress, completed.
- Establish a MainStreet Board and program objectives to support plan recommendations and leverage the New Mexico and National MainStreet programs of services, resources and technical assistance.
- Explore possible funding sources.

The Implementation Matrix provides a brief description of each action/project and highlights the following:

Level of Priority

Priority 1: near term and low cost, ease of implementation or critical

Priority 2: mid-term, essential

Priority 3: long term, desirable

Lead Responsibility refers to stakeholder group/agency and key partners needed to oversee and facilitate completion of the action or project.

Public Cost Estimate lists cost estimate if appropriate.

Funding Source lists potential funding sources by numbers which are keyed to a Funding Sources list beginning on page 71.



Implementation Matrix

Priority Number	Action/Project	Lead Responsibility	Public Cost Estimate (does not include land acquisition costs)	Funding Sources & Mechanisms
1	Develop and implement " Western Gateway" based on recommendations to enhance first impressions and establish a distinctive character for Santa Rosa.	City	TBD	1, 3, 4, 5, 16, 17, 19, 21, 22, 23
1	Develop and implement a comprehensive wayfinding program (using new city logo/icon) to enhance visitors sense of welcome and arrival, simplify navigation and highlight connections between downtown and area attractions.	City, NMMS	\$100,000	4, 5, 21, 22, 23, 24
1	Develop and implement Pecos River & Trestle Viewing Park	City	\$80,000	1, 3, 4, 5, 16, 17, 19, 21, 22, 23
2	Develop and implement "Community Crossroads" based on concept plan and associated recommendations to foster a sense of place and increased vitality for the downtown.	City, GCEDC, NMDOT	\$1,000,000	1, 3, 4, 5, 6, 19, 21, 22, 24
1	Establish a MainStreet Board and program objectives to support plan recommendations and leverage the New Mexico MainStreet program of services, resources and technical assistance.	City, GCEDC		26

Priority Number	Action/Project	Lead Responsibility	Public Cost Estimate (does not include land acquisition costs)	Funding Sources & Mechanisms
2	Encourage and partner in parcel assembly by private developers to facilitate appropriate site development on vacant lots on the NW corner of Rt66 and 4th St.	GCEDC; City	NA	1, 4, 8, 13
3	Develop design guidelines for site frontages, buffers, access and parking lots, and incentivize compliance for existing development and require compliance upon change of land use, zoning, or building permit.	City, NMMS	NA	NA
2	Coordinate with NMDOT and explore options/phasing for a Road Diet (lane reconfiguration) on Route 66 to include wider sidewalks with landscaping, on-street parking, landscaped medians, curb extensions at key intersections, bulb-outs, bike lanes and safe pedestrian crossings.	City, NMDOT	\$500,000	3, 4, 5, 6, 9, 11, 15, 23
2	Create crosswalks enhancements at intersections in the core downtown area to provide safe and friendly pedestrian crossings.	City, NMDOT	\$100,000	3, 4, 5, 6, 9, 11, 15, 23
1	Conduct assessment and as appropriate install 4-Way stop signs at the intersection of Route 66 and Third Street	City, NMDOT	\$30,000	General revenue



IMPLEMENTATION

Priority Number	Action/Project	Lead Responsibility	Public Cost Estimate (does not include land acquisition costs)	Funding Sources & Mechanisms
1	Adopt the "Complete Streets" Policy to assure NMDOT of community support for lane reconfiguration on Route 66	City	NA	NA
3	Encourage existing property owners to examine opportunities to consolidate duplicate access points onto Route 66 and consolidate shared parking lots	City	NA	1, 3, 4, 5
1	Coordinate pedestrian and bike route connections between downtown and area attractions, bike lanes and hiking trails.	City, NMDOT		23
2	Identify free standing signs that are outdated. Determine which should be torn down, reused, and/or replaced	City	NA	NA
2	Partner with local property owners interested in making on site improvements through city sponsored financial incentives (matching funds, grants, low interest loans, permit rebates, etc....)	City, GCEDC	NA	1
2	Establish Facade Improvement Program to improve outdated and failing private structures as they are viewed from the public ROW. Provide technical assistance, images and examples of simple improvements.	City, GCEDC	NA	1, 4, 12,20

Priority Number	Action/Project	Lead Responsibility	Public Cost Estimate (does not include land acquisition costs)	Funding Sources & Mechanisms
1	Establish On-Site Improvement Program, provide technical assistance, illustrative on-site improvement plans and incentives for installing parking lot landscaping, screening and the removal of dated commercial signs or structure.	City, GCEDC	NA	1,4
1	Encourage the creation of a business/property owners association to meet regularly and serve as a liaison to the city to coordinate plans and improvements in the MRA district	City, GCEDC	NA	NA
1	Host an annual business improvement competition including categories such as best "no-cost" improvement, best sign, etc...	City, GCEDC	NA	NA
1	Continue to foster, expand and support festivals, shows, farmers and crafts markets and/or fairs to attract visitors and potential new residents to the City	City, GCEDC	NA	NA
2	Seek input from corporate offices, public institutions and hospitality businesses about their specific needs and procurement that could be met in the MRA district.	City, GCEDC	NA	NA
2	Undertake marketing activities and outreach to advertise available commercial and retail sites and opportunities	City, GCEDC	NA	NA



IMPLEMENTATION

Priority Number	Action/Project	Lead Responsibility	Public Cost Estimate (does not include land acquisition costs)	Funding Sources & Mechanisms
2	Establish a consistent nomenclature for business addresses along Route 66. Consider using "Historic Rt 66" as the primary street name. This will help strengthen cohesion and communicate the area to on-line visitors.	City, NMDOT	NA	NA
1	Coordinate efforts with UP auto distribution center to determine their potential need for expansion	City, GCEDC	NA	1
2	In partnership with Guadalupe County develop Geographic Information System and a visual database including photographs of each property along ROUTE 66 and commercial properties in the core downtown area.	City, GC, NPS	NA	NA
1	Initiate historic survey of Historic Downtown to determine eligible properties and listing on the State Register of Cultural Properties and/or in the National Register of Historic Places.	City, NMHPD	NA	20
2	Public Art: Initiate design challenges and charrettes to engage local artists, designers and students.	City	NA	NA
1	Initiate a Brownfields Assessment and Revitalization Program.	City, GCED, EPCOG, NMED	NA	13
1	Initiate Banner project to program and install banners on light poles with branches. Use new branding icon as a unifying element.	City, GCED, SRPS, GC	NA	1,4

Funding Sources

A number of funding sources from local, State and Federal agencies have been identified as potential opportunities to finance the implementation of the Santa Rosa Downtown Revitalization Plan.

1. Public/Private Partnerships

There are a number of opportunities for partnerships to occur between various government agencies and private non-profit organizations, Trusts, and building owners. Partnerships hold the highest potential for redevelopment opportunities to occur in the downtown. The City can provide incentives through public financing, and land holdings, to serve as incentive/collateral for groups such as the NM Community Development Loan Fund, Accion, Westcorp, Small Business Association, and private developers.

2. New Mexico Community Development Loan Fund

The New Mexico Community Development Loan Fund is a private, non-profit organization that provides loans, training and technical assistance to business owners and non-profit organizations. Their services support the efforts of low-income individuals and communities to achieve self-reliance and control over their economic destinies. Loans to new and existing small businesses for such needs as equipment, inventory, building renovations and operating capital. They provide loans to non-profits for such needs as bridge financing against awarded private and public contracts, capital improvements and equipment, and loans to non-profits that develop affordable housing. <http://www.loandfund.org/>

3. General Obligation (GO) Bonds

GO bonds can be used to fund infrastructure, property and building acquisition and rehabilitation, and public improvements and community facilities, after approval by the voters in an election. Often new bond projects are approved when they are additional phases of a successful program.

4. Tax Increment Financing (TIF) Districts and Tax Increment Development Districts (TIDD)

Tax increment financing is created through a local government's property tax assessments increments and in the case of TIDDs, gross receipt tax increments. The incremental difference in tax is used to finance the improvements within the district. In New Mexico, tax increment financing is enabled in forms through the Metropolitan Redevelopment Code. Creating a TIF District would be beneficial to the downtown area and provide an incentive for private sector reinvestment. Given the low tax base in the area, it would be advantageous if both City and County participate in contributing their respective increments to the TIF district. TIDDs can also include the State's GRT portion if approved by NM Finance Authority Board and the State Legislature and Governor.

5. Infrastructure Capital Improvement Plan

The City's Infrastructure Capital Improvement Program (ICIP) is to enhance the physical and cultural development of the City. Through a multi-year schedule of public physical improvements, ICIP administers approved Capital Expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating the City's built environment. In practice, the ICIP develops, and sometimes

directly implements, diverse projects and improvements to public safety and rehabilitation of aging infrastructure such as roads, drainage systems and the water and wastewater network, public art projects, libraries, museums, athletic facilities, parks and trails, and Senior, Community and Multi-service Centers.

6. Moving Ahead For Progress in the 21st Century (MAP-21)

Congress reauthorized the former SAFETEA-LU Enhancement funds to the MAP-21 program. This program provides federal transportation funds to the states, which have more control on how they are utilized. There are funds allocated for sub-programs such as the Transportation Alternatives Program (TAP) for multi-modal projects and enhancement projects that may be used for pedestrian, bicycle and transit, and regional trail improvements. The NMDOT also administers the five year State Transportation Improvement Plan (STIP) that is updated once a year through the NWNMCOG and RTPO.

7. Low-Income Housing Tax Credits (LIHTC)

Ten year credit for owners of newly constructed or renovated rental housing that sets aside a percentage for low-income individuals for a minimum of 15 years. The amount of the credit varies for new construction and renovation. The project must receive allocation of New Mexico State's annual credit ceiling or use multifamily housing tax-exempt bonds that receive allocation of New Mexico State's bond volume cap. Allocations are made on the basis of the New Mexico State Qualified Allocation Plan.

8. Local Economic Development Act (LEDA)

There are several funding and partnership programs under the LEDA state statute. The Local Option Gross Receipts Tax (LOGRT) of the Local Economic Development Act (LEDA) provides a means of financing improvements in the downtown through an increase in gross receipts tax that is earmarked for public improvements and arts and cultural facilities. The City can also set aside up to 5% of their general revenue for economic development projects as identified in their Economic Development Plan. The NM Economic Development Department (EDD) also manages a LEDA Capital Outlay fund to communities and businesses that can demonstrate a viable job creation metric through public/private partnerships.

9. Community Development Block Grants (CDBG)

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

10. Community Development Revolving Loan Fund

The purpose of this loan program is to assist local governments in attracting industry and economic development through acquisition of real property, construction, and improvement of necessary infrastructure, and other real property investments. The funds are intended to create jobs, stimulate private investment, and promote community revitalization. All incorporated municipalities and counties

are eligible. Loans are limited to \$250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can request forms and technical assistance from the New Mexico Economic Development Department. <https://www.eda.gov/resources/economic-development-directory/states/nm.htm>

11. USDA Rural Development Programs

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

12. State and Federal Tax Credits for the Rehabilitation of Historic Properties

There are state and federal tax credit programs available to owners of historic structures who accomplish qualified rehabilitation on a structure, or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000. There is no minimum project expense. This program has proved accessible and useful for small projects that can include facade improvements. Similarly, buildings listed in the National Register may be eligible for the federal income tax credit program for the certified rehabilitation of historic properties. <https://www.nps.gov/tps/tax-incentives.htm>

13. Brownfields Program Funds

The U.S. Environmental Protection Agency (EPA) and NM Environment Department (NMED), through their Brownfields Program, provide funding for rehabilitating affected historic properties. The NMED and EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, NMED and EPA also provide technical information on brownfields financing matters. Brownfield technical assistance is also coordinated through the Eastern Plains Council of Governments, (EPCOG). <https://www.epa.gov/brownfields>

14. New Mexico Mortgage Finance Authority (MFA)

The MFA is a quasi-public entity that provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. The MFA has provided more than \$4.1 billion in affordable housing. <https://www.nmfa.net/>

15. Public Project Revolving Fund (PPRF)

The *Public Project Revolving Fund* (PPRF) is a New Mexico Finance Authority (NMFA) fund to finance public projects such as water system upgrades and other infrastructure improvements, fire and law enforcement equipment, and public buildings. Both market rate based loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds. Enacted in 2003, the Statewide Economic Development Finance Act (SWEDFA) authorizes the Finance Authority to issue bonds, make loans and provide loan and bond guarantees on behalf of private for-profit and non-profit entities. In 2005, the Finance Authority also created the *Smart Money Loan Participation Program*, a business lending program designed to use a \$5.1 million appropriation to create greater access to capital throughout New Mexico. <https://www.nmfa.net/>

16. The National Endowment for the Arts (NEA)

NEA's Our Town grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. Creative placemaking is when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Through Our Town, subject to the availability of funding, the National Endowment for the Arts will provide a limited number of grants for creative placemaking. Our Town requires partnerships between arts organizations and government, other nonprofit organizations, and private entities to achieve livability goals for communities. Our Town offers support for projects in two areas: (1) *Arts Engagement, Cultural Planning, and Design Projects*. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from \$25,000 to \$200,000. (2) *Projects that Build Knowledge About Creative Placemaking*. These projects are available to arts and design service organizations and industry or university organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000. See more at: <https://www.arts.gov/grants-organizations/our-town/introduction#sthash.Az1f3IL9.dpuf>

17. The Kresge Foundation

The Kresge Foundation also has a major granting program supporting arts and community building and also artists' skills and resource development. This initiative seeks to support arts and culture as a tool to revitalize communities by funding exemplary programs that integrate cultural organizations and artists into community. <http://kresge.org/>

18. Artspace

Artspace is a nonprofit real estate developer specializing in creating, owning and operating affordable spaces for artists and creative businesses. Artspace is the nation's leading developer of arts facilities – live/work housing, artist studios, arts centers, commercial space for arts-friendly businesses and other projects. Artspace works in three major areas – Consulting Services, Property Development and Asset Management. Consulting Services study the feasibility of new Artspace projects. Property Development creates new Artspace projects through a mix of historic renovation and new construction. Artspace's Asset Management group ensures long-term financial stability and affordability for artists. At present,

Artspace owns and operates 35 projects across the country. Twenty-six are live/work or mixed-use projects comprised of more than 1,100 residential units. <http://www.artspace.org/>

19. ArtPlace

ArtPlace America (ArtPlace) is a collaboration among a number of foundations, federal agencies, and financial institutions that works to position arts and culture as a core sector of comprehensive community planning and development in order to help strengthen the social, physical, and economic fabric of communities. It has four core areas of activity: a national grants program that annually supports creative placemaking projects in communities of all sizes across the country; Community Development Investments in 6 place-based community planning and development organizations that are working to permanently and sustainably incorporate arts and culture into their core work; field building strategies that work to connect and grow the field of practitioners; and research strategies to understand, document, and disseminate successful creative placemaking practices. <http://www.artplaceamerica.org/>

20. Certified Local Government (CLG) Program

The Certified Local Government (CLG) program is administered by the Historic Preservation Division (HPD) of the State Department of Cultural Affairs. A CLG is a local government that has adopted a historic preservation ordinance to designate and protect historic properties and has established a historic preservation commission. Certification in the state's CLG program would enable Santa Rosa to apply for annual funding for preservation-related projects. As a CLG, Santa Rosa could be eligible along with eight other CLGs to apply for program funding directly from HPD. Current funding levels for the CLG program are \$60-80,000 annually. <https://www.nps.gov/CLG/>

21. NM Clean and Beautiful Program

This program is operated under the NM Tourism Department and offers no-match grants of usually up to \$40,000 for placemaking, beautification, and improvement of deteriorated areas. The property must be publically-owned and the local government serves as the fiscal agent. The grant application process opens in March. <https://www.newmexico.org/industry/work-together/grants/clean-and-beautiful/>

22. New Mexico Resiliency Alliance

The mission of the New Mexico Resiliency Alliance is to support economic resiliency in New Mexico's rural and underserved communities by mobilizing and leveraging resources towards locally-driven community development and by researching and advocating for asset-based economic development strategies. The Resilient Communities Fund is the flagship program of the New Mexico Resiliency Alliance. In just its first two years of operations, the NMRA made community development awards averaging \$2,500 to 23 New Mexican communities. In 2014 and 2015, investments totaling \$90,000 were locally matched by \$200,000 in cash and in-kind resources, more than 1,500 hours of volunteer time donated by 600+ community members, and \$100,000 in technical assistance provided by the New Mexico MainStreet Program. The Resilient Communities Fund focuses on projects in the following priority areas: Placemaking, Civic/Youth Engagement, Marketing & Promotions, Food Security, & Environmental Stewardship. <http://www.nmresiliencyalliance.org/>

23. NMDOT Transportation Alternatives Program and Recreational Trails Program (TAP/RTP)

Several of the projects identified in this plan are in alignment with the multi-modal and quality of life goals set forth in the New Mexico Department of Transportation's long range "2040 Plan" and may be eligible for the TAP and/or RTP funding sources. These reimbursement programs administered by NMDOT, support a variety project types including street-adjacent sidewalks, streetscape improvements, (as part of bike/pedestrian project).ADA improvements, bike lanes, sharrows and signage related to on-street bicycle facilities, stormwater projects related to bicycle or pedestrian improvements, trailhead facilities, and path/trail and road intersection improvements.

http://dot.state.nm.us/content/dam/nmdot/planning/FFY18-19_TAP-RTP_Guide.pdf

24. National Park Service Route 66 Corridor Preservation Program

NPS's Route 66 Corridor Preservation Program provides technical assistance and cost-share grants for the preservation, rehabilitation and restoration of significant and representative Route 66 buildings, structures, signs and road segments. <https://www.ncptt.nps.gov/rt66/>

25. New Mexico Arts

New Mexico Arts is the state arts agency and a division of the Department of Cultural Affairs. Their primary function is to provide financial support for arts services and programs to non-profit organizations statewide and to administer the 1% public art program for the state of New Mexico. <http://www.nmarts.org/>

26. New Mexico MainStreet

Created in 1984 by the New Mexico Legislature, the New Mexico Main Street Program fosters economic development in the state by supporting local Main Street organizations and their revitalization work in downtowns and adjacent neighborhoods. The Program provides resources, education, training and services that preserve and enhance the built environment, retain local history and culture, and stimulate the economic vitality of each participating community.

Based in the New Mexico Economic Development Department, New Mexico Main Street works with selected local nonprofit organizations and municipalities to establish and enhance local downtown revitalization programs. Using the highly successful Main Street Four-Point Approach developed by the National Trust for Historic Preservation, New Mexico Main Street assistance and services are structured around those four points to help participating communities address the full range of challenges and opportunities in their downtown districts. New Mexico Main Street services include a variety of consulting, training, advisory, planning, networking and evaluation offerings to build and strengthen local Main Street organizations and downtowns within the state. <http://nmmainstreet.org/>



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APPENDIX

Community Outreach Materials and Presentations:

Community Workshop Flyer and Agenda, April 5, 2017

Community Open House Flyer and Boards, July 26, 2017

Community Presentation Flyer, September 25, 2017



What's your vision for Rt 66 & Downtown?

The City of Santa Rosa invites you to a

Community Design Workshop

Revitalizing Route 66 & Downtown Santa Rosa

3 - 8 p.m. Wednesday, April 5, 2017

Blue Hole Convention Center

1085 Blue Hole Rd., Santa Rosa, NM

FREE

All are welcome. Dinner included!



The City of Natural Lakes



Questions?

Contact Danica Gonzales,

Community Development Director City of Santa Rosa
(575) 472-3404 dgonzales.srn@gmail.com

or

Sarah Ijadi, 505-312-1915, sijadi@ijadiplanninganddesign.com



Ryan Schaeffer

Direct more visitors and residents downtown

Revitalize Route 66

Provide economic opportunities that will support existing and new businesses

Promote Santa Rosa's History, Culture and Art

Attract Young People to Downtown

Bring Your Ideas on How to Revitalize Rt. 66 & Downtown!



Route 66 and Downtown Santa Rosa Revitalization Plan

What's your vision for Route 66 & Downtown?

Community Design Workshop APRIL 5 3:00-8:00

AGENDA

- 3:00-3:30 Welcome-Introductions
- 3:30-4:00 What's a Metropolitan Redevelopment Area Plan?
- 4:00-4:30 Community Profile & Market Study
- 4:30-4:45 Inspiration
- 4:45-5:00 Instructions for Break-out groups/ Assignment
- 5:00-5:15 Q&A
- 5:15-5:45 Dinner Break
- 5:45-7:15 Small Group Design & Strategy Sessions
- 7:15-7:45 Group Report Out and Synthesis
- 7:45-8:00 Conclusions, Next Steps





Gateways: First Impressions & Welcoming Visitors

Pecos River Connection: Restoration and Community Health

Route 66: Moving from Safe to Comfortable to Delightful

Arrivals and Gatherings: Making the Most of Our Historic Crossroads

Downtown Businesses: Adaptive Reuse and Getting the Right Mix

Redevelopment: Repurposing Vacant and Underdeveloped Properties

Wayfinding and Signage: Getting Visitors from Blue Hole and I-40 to Downtown

Our Rural Roots: Bringing Agriculture to Downtown

ROUTE 66 & DOWNTOWN SANTA ROSA REVITALIZATION PLAN

We need your input and ideas! The City of Santa Rosa invites you to a

Community Open House

drop-in any time at your convenience between:

4-8 p.m. on Wednesday, July 26, 2017

Santa Rosa City Hall

244 S 4th St, Santa Rosa, NM 88435

All are welcome. FREE. Live Music & Dinner included!



Healthy Communities Initiative



Questions? Contact Danica Gonzales, Community Development Director, City of Santa Rosa (575) 472-3404
 dgonzales.srnm@gmail.com or Sarah Ijadi, 505-312-1915, sijadi@ijadiplanninganddesign.com

Our renaissance is fueled by strong collaboration among comm

Objectives and Strategies for getting there:

- Create gateways to make a great first impression for visitors and attractive homecomings for community members.
- Support community health and restore the Pecos River and surrounding bosque by strengthening pedestrian connections to an
- Put Route 66 on a diet so it can accomidate people safely, comfortably and delightfully as they walk, bike or drive to work, schoo
- Make our Historic Crossroads at the intersection of Rt. 66 and Main Street a unique active community plaza where people know th
- Support downtown businesses as they adapt, preserve and creatively reuse historic properties to provide a mix of uses that meet co
- Reduce blight by incenting infill redevelopment on the numerous vacant and underdeveloped properties scattered throughout down
- Get visitors from Blue Hole and I-40 to Downtown by implementing a comprehensive wayfinding and signage system that provides di
- Recognize our rural roots in public art projects and bring agriculture to downtown through the creation of a community garden, archa





APPENDIX





Gateways: First Impressions
& Welcoming Visitors

Pecos River Connection:
Restoration and Community
Health

Route 66: Moving from Safe
to Comfortable to Delightful

Arrivals and Gatherings:
Making the Most of Our
Historic Crossroads

Downtown Businesses:
Adaptive Reuse and Getting
the Right Mix

Redevelopment: Repurposing
Vacant and Underdeveloped
Properties

Wayfinding and Signage:
Getting Visitors from Blue
Hole and I-40 to Downtown

Our Rural Roots: Bringing
Agriculture to Downtown

ROUTE 66 & DOWNTOWN SANTA ROSA REVITALIZATION PLAN

The City of Santa Rosa invites you to a

Special City Council Meeting & Community Presentation
6 p.m. on Monday, September 25, 2017

Blue Hole Convention Center

1085 Blue Hole Rd., Santa Rosa, NM

We look forward to seeing you!

SANTA  ROSA

Questions? Contact Danica Gonzales, Community Development Director, City of Santa Rosa (575) 472-3404
dgonzales.srnm@gmail.com or Sarah Ijadi, 505-312-1915, sijadi@ijadiplanninganddesign.com