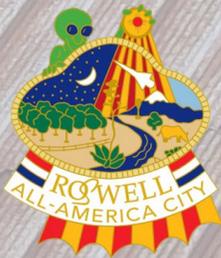


CITY OF ROSWELL RAILROAD DISTRICT METROPOLITAN REDEVELOPMENT AREA PLAN

ADOPTED JULY 14, 2016



Prepared By:
Consensus Planning, Inc.

In Association with:
Souder Miller & Associates

Ordinance 16-17

AN ORDINANCE OF THE CITY OF ROSWELL ADOPTING THE COMPREHENSIVE MASTER PLAN, THE WAYFINDING PLAN, AND THE RAILROAD DISTRICT METROPOLITAN REDEVELOPMENT AREA PLAN, PROVIDING FOR REPEAL OF ALL ORDINANCES IN CONFLICT, PROVIDING FOR SEVERABILITY AND EFFECTIVE DATE

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

WHEREAS, the City of Roswell has prepared three documents which will assist the City in future land development activities; and,

WHEREAS, these documents include the Comprehensive Master Plan which will provide assistance with planning decisions City-wide; and,

WHEREAS, the City of Roswell also developed the Wayfinding Plan to assist locals and visitors to more easily traverse throughout the City; and,

WHEREAS, the City of Roswell is striving to create a more sustainable and harmonious community for its citizens.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL AS THE GOVERNING BODY OF THE CITY OF ROSWELL, NEW MEXICO, that:

Section 1: The City of Roswell adopts the following plans:

- A. The 2016 Comprehensive Master Plan; and
- B. The 2016 Wayfinding Plan; and,
- C. The 2016 Railroad District Metropolitan Redevelopment Area Plan.

Section 2. All ordinances or parts of ordinances in conflict or inconsistent herewith are hereby repealed to the extent of such inconsistency. This repealer shall not be construed to revive any ordinance or part of any ordinance heretofore repealed.

Section 3. If any section, paragraph, clause or provisions of this ordinance for any reason shall be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any other part of this ordinance.

Section 4. This ordinance shall be effective after five (5) days following its publication as required by law. Underscoring indicates addition to existing Code section.

PASSED, ADOPTED, SIGNED and APPROVED the 14th day of July, 2016.

CITY SEAL



ATTEST:

Sharon Coll

Sharon Coll, City Clerk

Dennis Kintigh

Dennis Kintigh, Mayor

CITY OF ROSWELL RAILROAD DISTRICT METROPOLITAN REDEVELOPMENT AREA PLAN



ACKNOWLEDGMENTS

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CITY OF ROSWELL RAILROAD DISTRICT METROPOLITAN REDEVELOPMENT AREA PLAN



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INTRODUCTION

Chapter 1



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1.1 OVERVIEW

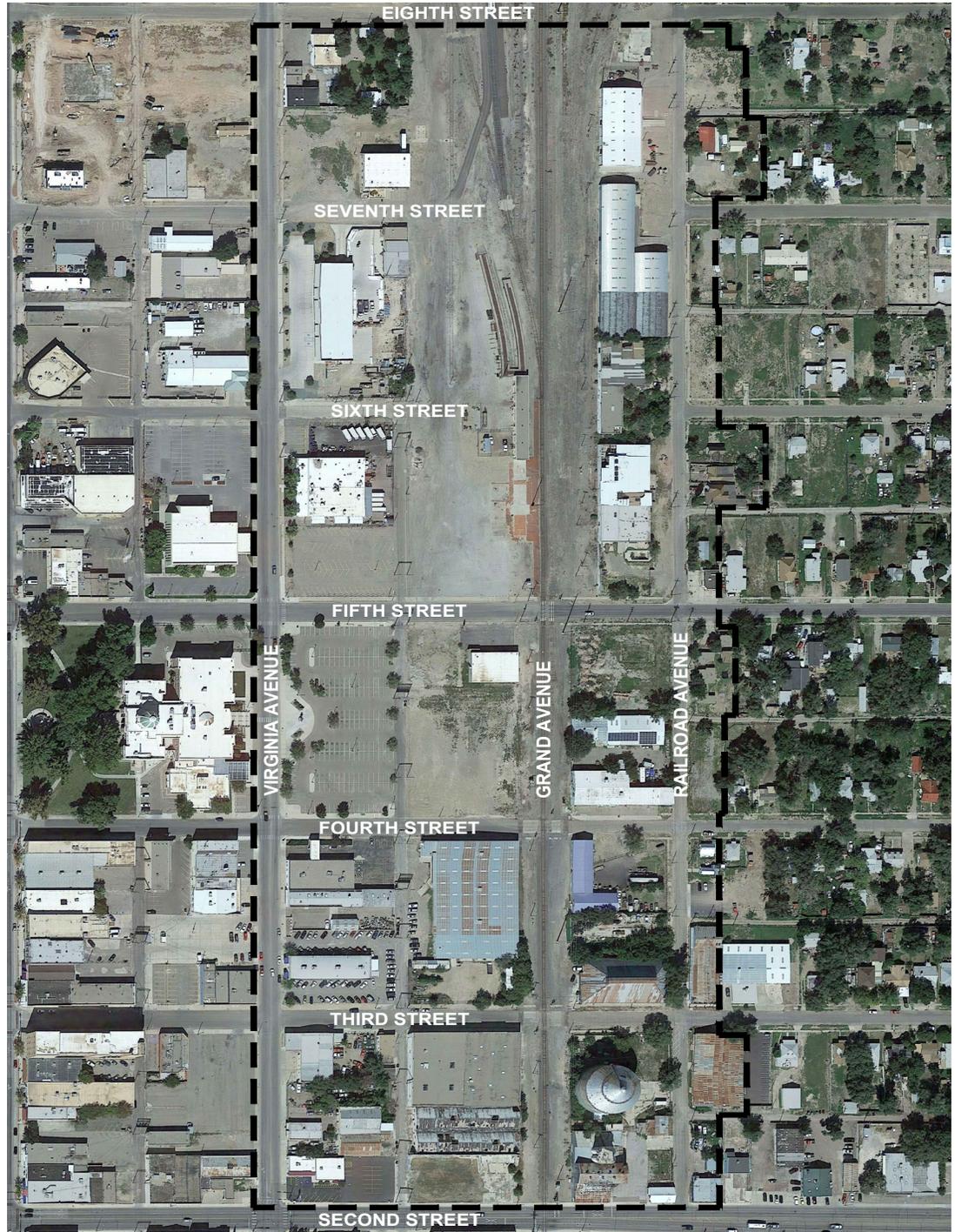
The Railroad District is envisioned to become a vibrant area where Roswell residents and visitors alike can easily walk, bicycle, or drive to museums, art galleries, a market, stores, and restaurants. The Railroad District will reflect the strong and vibrant agricultural and artistic community that resides in Roswell today. The creation of a Metropolitan Redevelopment Area Plan provides the necessary tools to implement the vision contained in the MainStreet Roswell Master Plan and guide the redevelopment effort through public/private partnerships.

The Railroad District Metropolitan Redevelopment Area was designated by the City Council concurrently with the adoption of the MainStreet Roswell Master Plan in 2011. The designation was completed pursuant to the New Mexico Metropolitan Redevelopment Code (Article 3-60A-1 to 3-60A-48 NMSA 1978) which provides municipalities with the power to undertake and correct conditions in areas that “substantially inflict or arrest the sound and orderly development” within the municipality. In order to use these powers, the governing body of the municipality must determine by resolution an area to be a slum or blighted area and designate the area as appropriate for a metropolitan redevelopment project. The Metropolitan Redevelopment Code provides the requirements for the preparation of a metropolitan redevelopment plan, Section 3-60A-9:

“When a municipality has complied with the provisions of the Redevelopment Law [3-60A-5 to 3-60A-13, 3-60A-14 to 3-60A-18 NMSA 1978] concerning public hearing and designation of an area as a metropolitan redevelopment area, it may prepare or cause to be prepared a metropolitan redevelopment plan; however, prior to final consideration of the plan by the local governing body, the plan shall be the subject of at least one public hearing held by the mayor or his designee, or the municipal planning commission, at which time comments from the public as a whole can be gathered and considered by the municipality in its preparation of the final plan... Following the public hearing, the local governing body may approve a metropolitan redevelopment plan if it finds that:

- (1) the proposed activities will aid in the elimination or prevention of slum or blight, or the conditions which lead to the development of slum or blight;*
- (2) a feasible method is included in the plan to provide individuals and families who occupy residential dwellings in the metropolitan redevelopment area, and who may be displaced by the proposed activities, with decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such individuals and families;*
- (3) the plan conforms to the general plan for the municipality as a whole; and*

(4) the plan affords maximum opportunity consistent with the needs of the community for the rehabilitation or redevelopment of the area by private enterprise or persons, and the objectives of the plan justify the proposed activities as public purposes and needs."



Aerial photo showing the boundaries and context of the Railroad District Metropolitan Redevelopment Area.

1.2 CATALYTIC REDEVELOPMENT PROJECTS & PUBLIC SECTOR INVESTMENTS

The Railroad District Metropolitan Redevelopment Area Plan provides a list of catalytic redevelopment projects, coupled with public sector investments and support actions, that are designed to realize the vision desired for the area. Catalytic redevelopment projects (primarily private sector driven) have the potential to spur further private investment into the Railroad District. Public sector investment projects provide the backbone infrastructure needed to support redevelopment and show that the City and other public agencies are committed to doing their part for the area to become a well-functioning, fun, and vibrant area to visit, eat, and shop in. Support actions are primarily intended to be led by the public sector and include a variety of regulatory changes to address redevelopment.

Catalytic Redevelopment Projects:

- Children’s Museum and Market in the historic Joyce Pruit Warehouse
- Adaptive Reuse of the Silo Building
- Development of a Brewery and Taproom
- Farmers’ Market

Public Sector Investments:

- Improvements along Third Street from Main Street to Railroad Avenue
- Conversion of Railroad Avenue as One-Way from Second Street to Fifth Street
- Streetscape Improvements throughout the District
- Installation of Bicycle Racks
- Purchase of Billy Ray’s Lot and Development of Parking Lot
- Conversion of Vacant Lot to Multi-Functional Outdoor Space
- Space for and Installation of Public Art
- Construction and Installation of Wayfinding elements

1.3 COMMUNITY ENGAGEMENT PROCESS

The community engagement process commenced in March 2015 and addressed all three planning components, with the primary focus being the Comprehensive Master Plan. Public meetings, a multi-day workshop, stakeholder interviews, and Steering Committee meetings were held to elicit the vision and aspirations for the future of Roswell. A walking tour of the Railroad District was held with City staff, Steering Committee members, and others to get first hand impressions on how the area needed to be improved.

Participants in these public engagement efforts commented on a variety of subjects, many that related to the Railroad District. Comments revealed a deep appreciation for Roswell’s unique history, an interest in expanding tourism and economic development opportunities, infill development and growth, maintaining

Downtown as the City's primary retail and entertainment district, and continued redevelopment and investment in the Railroad District. Participants at the May 2015 public meeting identified restaurants, retail, culture, and museums as the most desirable future land uses for the Railroad District. Infrastructure improvements, such as sidewalks, lighting, and curb and gutter replacement, were identified as needs for the area. Participants also indicated that the current conditions are a hindrance to private investment in the area. As illustrated by the number of votes received from the participants in the multi-day workshop, the top Comprehensive Master Plan goals and objectives specifically related to the Railroad District that are a community priority are:



June 16th, 2015 public meeting at the Bassett Auditorium, Roswell Museum and Art Center.

Infrastructure Goal 7: Support the redevelopment and enhancement of the Railroad District through the provision of adequate backbone infrastructure systems and pedestrian improvements to serve the area.

Land Use Objective 1.C: To pursue the development of mixed-use projects within Downtown Roswell and the Railroad District.

Economic Development Objective 6.B: To encourage and incentivize the development of additional restaurants, entertainment venues, museums and galleries, hospitality, and mixed use projects within Downtown Roswell and the Railroad District.

Infrastructure Objective 7.A: To ameliorate the existing blighted conditions and spur private investment in the Railroad District.

The Steering Committee discussed the Railroad District and provided recommendations to the consultants on priority projects. The members indicated their desire to designate future metropolitan redevelopment areas both north and south of the Railroad District, which are illustrated in the Preferred Land Use Scenario contained in the Comprehensive Master Plan.

CONTEXT

Chapter 2



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2.1 OVERVIEW

The Railroad District is located adjacent to Downtown and straddles the BN&SF (Burlington Northern & Santa Fe) railroad tracks. The District's boundaries are Eighth Street to the north, Railroad Avenue to the east, Second Street to the south, and Virginia Avenue to the west.

Roswell is the Chaves County seat, the largest municipality in Chaves County, and the fifth largest municipality in New Mexico. Downtown Roswell, with its stores, businesses, offices, court houses, and museums provides the economic heart of Roswell. The wider Downtown area is characterized by the concentration of businesses along the north/ south arterial of Main Street and the east/ west arterial of Second Street. To the west of Main Street, the businesses and offices mix gradually into the historic residential neighborhood. To the east of Main Street, the historically industrial and warehousing area bounds both sides of the railroad tracks, before transitioning to the single family neighborhood to the east. A portion of the area to the east of Downtown Roswell is the Railroad District Metropolitan Redevelopment Area.

The Railroad District Metropolitan Redevelopment Area was designated in 2011 by the City Council as part of the planning process for the MainStreet Roswell Master Plan (see *Appendix C, MRA Designation Report*). The City Council found that there were blighted conditions throughout the Railroad District that were hindering development. The Railroad District is characterized by the industrial buildings that flank either side of the railroad tracks. Some of the buildings remain in use, while others are vacant and in a state of disrepair. The Railroad Avenue right-of-way is narrow, at 40 feet in width, with a number of buildings built at the property line. The streets in the area are in poor condition with many sidewalks missing or in substandard condition. Structural, drainage, and public infrastructure concerns are visible throughout the area.

2.2 HISTORY

Roswell was first platted in 1885 by Captain Joseph C. Lea. Roswell's early history was dominated by cattle ranching, with agriculture and sheep raising later becoming more prominent in the area. In 1894, the Pecos Valley Railroad arrived from Carlsbad and rail service was later extended to Amarillo, Texas in 1899. Roswell became the rail center of southeastern New Mexico, with the railroad providing the means to ship wool and other agricultural products to southern and eastern markets. Roswell apples were awarded the gold medal at the 1901 Pan-American Exposition. For an idea of the volume of agricultural produce in the Roswell area, in 1901, 1,656,000 pounds of apples in 60 car loads were shipped from Roswell for the eastern markets. In 1909, 209,000 pounds of wool were sold from Roswell in one week alone, all facilitated by the warehouses and the railroad located in the District.



Wool being transported by horse drawn wagons, Roswell, New Mexico, circa 1909. Library of Congress, Prints and Photographs Online Catalog.

The warehouses and silo that characterize the Railroad District were erected from the early 1900s through the 1940s along the railroad tracks that now serve the BN&SF Railway. The warehouses served both agricultural purposes, such as storage of wool, and apples for the wider market; as well as assisting in meeting the daily needs of Roswell residents for food, building materials, and dry goods.

Though many of the warehouses and industrial buildings in the Railroad District no longer serve their original purpose, they remain an important symbol of the early economic successes of Roswell and Chaves County that allowed the farmers and ranchers to compete on a national basis and ensured that Roswell became established as the major commercial center for southeastern New Mexico that it is today.

Sources for the information in this section include the [Roswell Warehouse Historic District](#) New Mexico State Register of Cultural Properties- Nomination Form, October 2003; [The History of Roswell](#), Dusty Huckabee; and [Roswell's Downtown Historic District](#), Peg Stokes, 1/23/2003.

2.3 RELEVANT PLANS

The following goals, objectives, and strategies from the Roswell Comprehensive Master Plan and MainStreet Roswell Plan are applicable to and support the vision of the Railroad District Metropolitan Redevelopment Area. All three of these community planning efforts illustrate the widespread public and policy support for the redevelopment of the Railroad District as a vibrant area of art galleries, museums, shops, restaurants, and public art installations.

City of Roswell Comprehensive Master Plan

The Railroad District Metropolitan Redevelopment Area Plan was completed concurrently with the City of Roswell Comprehensive Master Plan and the Wayfinding Plan. There are a number of relevant goals, objectives, and strategies contained in the Comprehensive Master Plan that support the vision and redevelopment efforts for the Railroad District (*for more detail, see the Land Use, Economic Development, and Infrastructure sections in the Comprehensive Master Plan*).

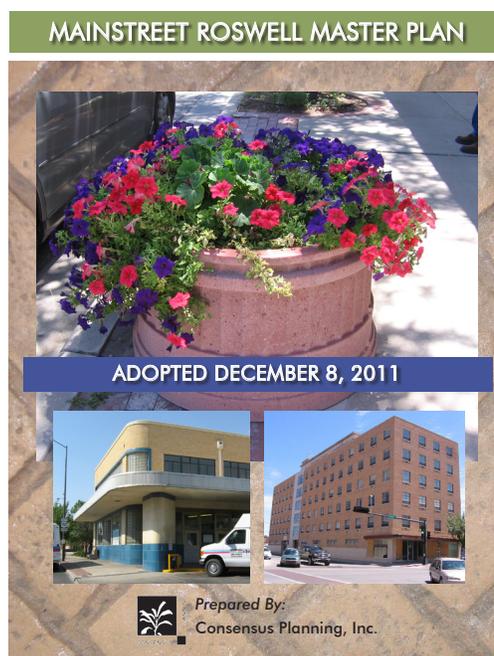
Land Use: Goals, objectives, and implementation strategies relevant to the Railroad District address the promotion of quality infill in areas that are served by City infrastructure (including the Railroad District); providing incentives for infill development in the form of reductions or waivers in extension and review fees, density bonuses, and/or relaxed development standards; amending the Zoning Ordinance relative to parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping; enhancing and preserving historic districts and registered properties through becoming a Certified Local Government, creation of an educational program regarding the benefits of registration, and promotion of tax credits and historic preservation loans.

Economic Development: Goals, objectives, and implementation strategies relevant to the Railroad District address the promotion of Roswell as a tourism destination and the southeastern New Mexico center for arts and culture. Strategies involve the installation of a wayfinding system including a gateway to the Railroad District; establishment of restaurants, art galleries, museums, entertainment venues, breweries, and mixed-use projects; public art installations; and the redevelopment of vacant and/or underutilized buildings and properties. The Railroad District is a key component of this vision and initiatives coming to fruition.

Infrastructure: Goals, objectives, and implementation strategies relevant to the Railroad District address the provision of backbone infrastructure and pedestrian improvements throughout the District to serve and support the redevelopment of the area through private and public sector investment actions. Reconstruction of Railroad Avenue and improvements for drainage, sidewalks, lighting, and landscaping will make the area more accessible and walkable.

MainStreet Roswell Master Plan

The MainStreet Roswell Master Plan was adopted by the City Council in 2011. The overarching goal of the Plan was to “maintain and reinforce a business-friendly environment that increases commerce, supports pedestrian activity, and contributes to the social, cultural, and economic quality of life for generations to come.” The Master Plan identified physical, operational, and regulatory actions designed to help the community accomplish its goals and transform the MainStreet District into a thriving epicenter of activity that attracts new investment, adds jobs, increases tourism, and is an overall fun place to work, visit, and live.



The Railroad District was designated as a Metropolitan Redevelopment Area as a concurrent action of the MainStreet Roswell Master Plan process. This was based on the analysis of the blighted conditions of the District and vetted through the public meetings. The Railroad District MRA Plan is an implementation action of the MainStreet Roswell Master Plan and several references to the MainStreet Roswell Master Plan are found throughout this document. The two plans, along with the Comprehensive Master Plan, are intended to work together to help the overall area reach its full potential. The Railroad District is an integral part of the MainStreet District.

Goals, implementation strategies, and projects identified in the MainStreet Roswell Master Plan address the promotion of Downtown as the City's primary shopping and entertainment district; establishment of an Arts and Cultural District; development of a comprehensive parking strategy; amendments to the Zoning Map to reduce the amount of industrial zoned properties and the establishment of a mixed use zone that recognizes the physical constraints on redeveloping properties and provides for a wider range of land uses; establishment of a wayfinding program that directs visitors to and around Downtown and to key arts and cultural attractions and parking; redevelopment of existing structures and new development of vacant and underutilized properties within the Railroad District. The Master Plan identified the need for improvements to infrastructure and transportation systems, including installation of new sidewalks, pedestrian crossings, curb and gutter, and handicap ramps. These improvements will support the redevelopment of the Railroad District.

ASSET INVENTORY

Chapter 3



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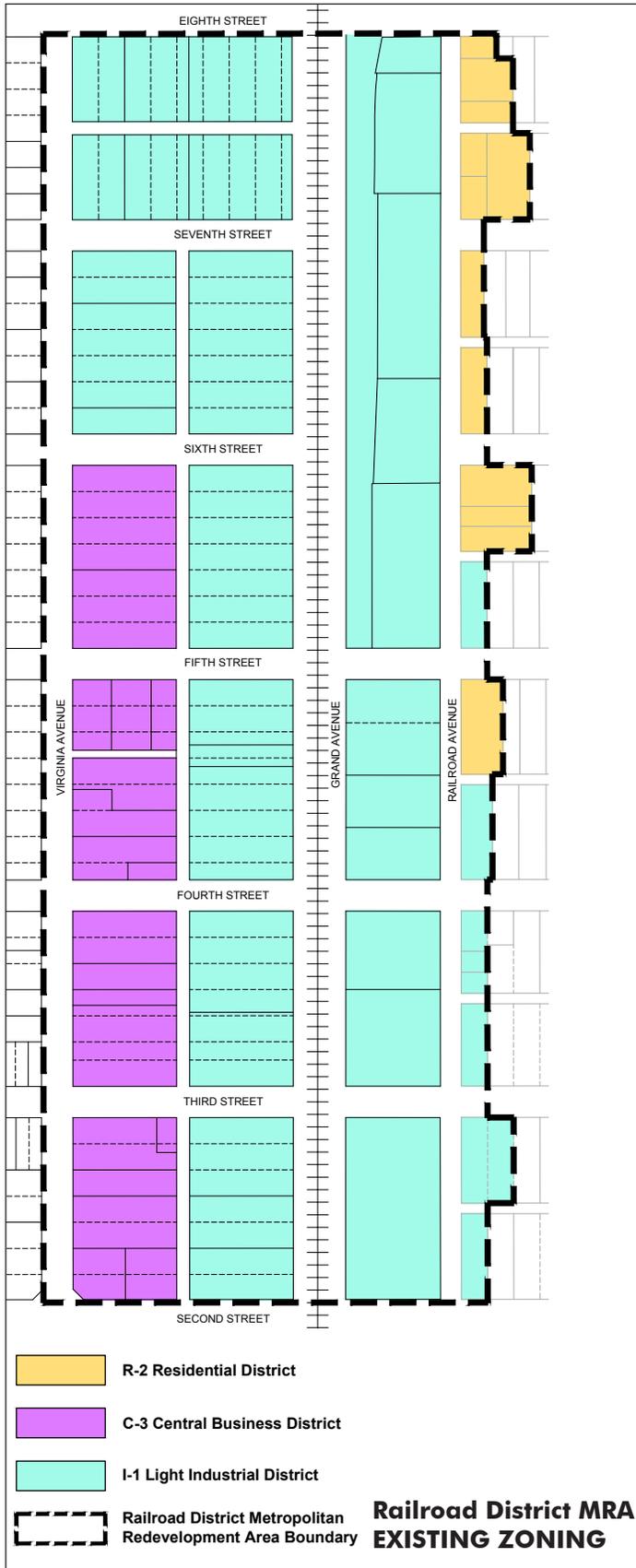
3.1 OVERVIEW

The Railroad District Metropolitan Redevelopment Area contains a number of assets and opportunities that will support the redevelopment of the district into a vibrant area. However, the area also has a number of needs and challenges, primarily related to infrastructure that must be addressed in order to support private investment in redevelopment. This section also contains several relevant case studies that illustrate opportunities for Roswell to pursue.

3.2 ASSETS and OPPORTUNITIES

The Railroad District Metropolitan Redevelopment Area contains a number of assets and opportunities that support the vision for the area to transition to a vibrant district composed of arts, culture, restaurants, galleries, stores, and other businesses.

- The MRA designation for the Railroad District provides the City of Roswell with the power to ameliorate blighted conditions and establish public-private partnerships that create opportunities for redevelopment and the potential for new commercial activity.
- The Railroad District is located one block east from Downtown and is both visually and physically accessible from Main Street. The intersection of Second Street and Main Street is frequented by visitors to Roswell and is considered a central location in Downtown.
- The Railroad District contains a number of characteristic and potentially historic warehouses that provide a strong sense of identity and style to the area.
- The Railroad District contains existing businesses and property owners that are already working to revitalize the area.
- Adjacent to the Railroad District, a group of community volunteers worked to rehabilitate and save the Roswell Motor Supply building from demolition, which is now being redeveloped as a restaurant.
- A Children's Museum and market place is proposed for the Joyce Pruit Warehouse building.
- The majority of the area is zoned I-1, which allows a wide range of non-residential uses.
- Roswell has an established and recognized community of artists and institutions that support the arts, including the Anderson Museum, the Roswell Museum and Art Center, and the Roswell Artist-in-Residence program. The homes and studios of well known artists such as Peter Hurd and Luis Jimenez are located in the greater Roswell area.



3.3 ZONING and LAND USE

Zoning

There are three zoning districts on the properties within the Railroad District, including C-3 Downtown Business District, I-1 Light Industrial District, and R-2 Residential District. A description of each district follows:

C-3 Downtown Business District

“The C-3 District is intended to provide for retail, personal service, wholesale, office, and other general service types of uses for the consumer population of the entire community in a centrally located and contained high density setting.”

The C-3 zone provides a list of 19 permissive uses. Special uses include bus stations and terminals, parcel delivery/mail order, and heliports. The C3 zone is the only mixed-use zone in Roswell, allowing both residential and non-residential uses. The C-3 district does allow for attached single and multi-family residential, but does not identify the permissive density. The parking standards completely exclude the C-3 zone, which means that a new development would not be required to provide any parking for residents and/or businesses.

I-1 Light Industrial District

“The I-1 District is intended to provide for light manufacturing, fabrication, assembly/disassembly, processing, and treatment activities conducted in a manner non detrimental to the rest of the community by reason of emission or creation of noise, vibration, smoke, dust or other particulates, toxic or noxious materials, odors, fire, explosive hazards, glare, or heat.”

The I-1 provides 13 permissive uses, including C-2 permissive uses plus the typical industrial/manufacturing uses. Special uses cover some of the same special uses as the C-3 zone, plus uses such as livestock feed and sales yards, oil and gas wells and pumping stations, penal,

correctional, and other institutions necessitating restraint of patients, saw mills, recycling centers, etc. The I-1 District is primarily located along the railroad to the east of Main Street.

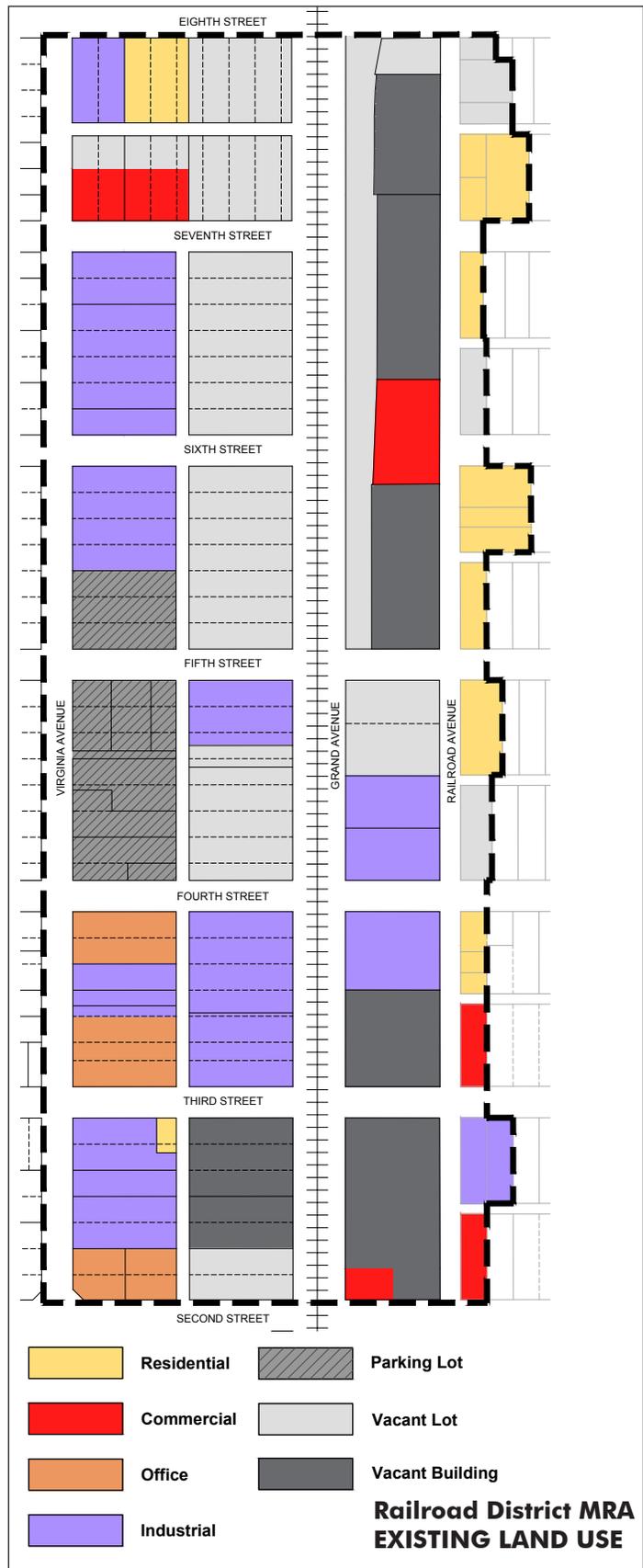
R-2 Residential District

“The R-2 District is intended for low to medium density dwellings units, 5 to 9 units per net acre, and other uses which uphold and maintain the low to medium density residential nature of the district.”

The R-2 zone expands the R-1 zone use regulations by allowing a greater variety of permitted housing types. Permitted uses in the R-2 zone include those allowed in the R-1 zone, in addition to manufactured/mobile homes, townhomes, and duplexes. Special uses allowed in the R-2 zone are the same as the R-1 zone.

Land Use

The Railroad District is characterized by a mixture of commercial, office, and industrial uses, as well as a significant number of vacant and underutilized buildings and parcels. Virginia Avenue contains a number of commercial, industrial, and office businesses. In addition, there are several parcels that are dedicated to parking. Some of these parcels serve adjoining businesses, while others serve the broader Downtown area (e.g., Chaves County Courthouse). The lots located between the alley that runs north-south between Virginia Avenue and the railroad tracks contain some industrial uses and the Joyce Fruit Warehouse, which is currently vacant but proposed to be a Children’s Museum. The majority of the area north of Fourth Street contains vacant lots. The west side of Railroad Avenue is characterized by a number of vacant warehouses, and some commercial and industrial businesses. The east side of Railroad Avenue is primarily residential; however, there are a few vacant lots and some commercial and industrial businesses.



A range of land uses are recommended for the Railroad District, including museums, art galleries, restaurants, and retail. Residential could be allowed under limited circumstances. The following table illustrates which of the recommended uses are allowed in each of the three existing zones in the Railroad District.

Use	C-3	I-1	R-2
Museum	X	✓	X
Gallery	X	✓	X
Parking and Special Events	✓	✓	X
Restaurant	✓	✓	X
Retail	✓	✓	X
Brewery and Tap Room	X	✓	X
Bar	✓	✓	X
Hotel	✓	✓	X
Residential	✓	X	✓
Community Center	✓	✓	Special Use
Farmers Market	X	✓	X

In order to encourage redevelopment of the area, the City of Roswell should consider amending the Zoning Ordinance to create a new mixed use zone for the Railroad District that would:

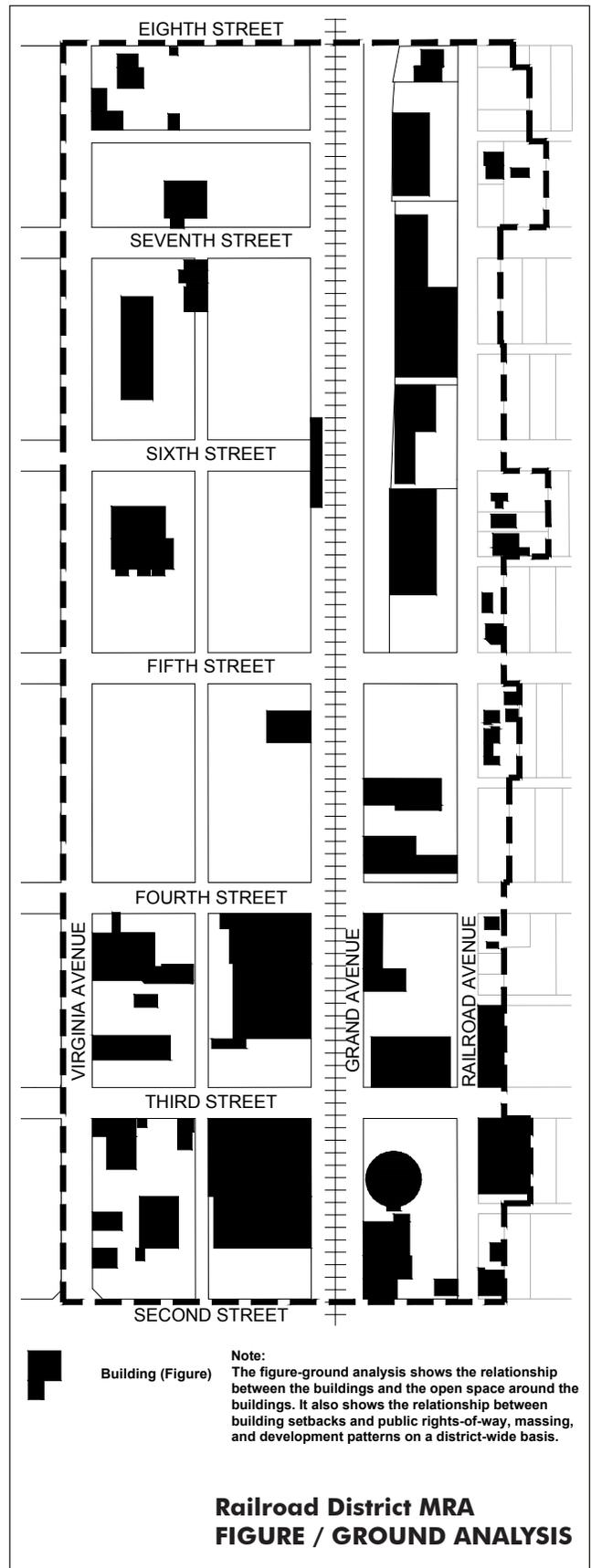
- Allow all of the desired C-3 and I-1 uses for the Plan area;
- Provide a buffer of less intense uses and smaller scaled buildings to create an appropriate transition to the residential neighborhood to the east; and
- Address zoning constraints on redevelopment and reuse of the existing buildings, primarily parking and on-site landscaping.

Figure Ground Analysis

A Figure Ground Analysis shows the relationship of buildings and structures to the open space around them. It is an important element in understanding the urban design aspects of the Railroad District, and provides a more accurate view of the relationship between building footprints and setbacks, public rights-of-ways, massing, and general development patterns on a District-wide basis. Observations from this analysis include:

- In the area north of Fourth Street, between the railroad tracks and Virginia Avenue, there is a large amount of open area, as compared to buildings. These open areas include parking lots, vacant land, and the railroad right-of-way.
- Along Railroad Avenue, and in the area south of Fourth Street, the amount of open area as compared to buildings is much lower. There are a number of large buildings, some covering most or all of a parcel.

- On developed parcels, most of the buildings sit close to the street and areas for parking on each parcel are limited. Parking areas, when provided, are located to the rear and side of buildings.
- There is a cohesive collection of buildings along Third Street, from Virginia Avenue to Railroad Avenue, making a potentially attractive pedestrian connection from Main Street and Virginia Avenue.
- There are buildings at all four corners of the Railroad Avenue and Third Street intersection. The buildings, including the iconic silo, create a strong sense of place and character.
- The parcels north of Sixth Street on the east side of Railroad Avenue are largely vacant. Development of these parcels could provide a transition to the residential neighborhood to the east.
- The railroad tracks have a wide right-of-way. This can present a challenge to creating an accessible area, especially for east-west travel. However, it also presents an opportunity for a north-south connection to and through the District.



3.4 LAND VALUES

There is limited real estate information available for the Railroad District as there have been no recent transactions. Most transactions in the area are owner-financed; therefore, they do not enter the MLS (Multiple Listing Service). However, the following observations were noted in discussions with a local realtor. As compared with other industrial properties in Roswell, many industrial buildings within the Plan area are in poor condition and have outdated access and infrastructure. In addition, the properties are between two and three blocks from Main Street and are not developed as office, commercial or residential spaces (the uses that characterize Main Street and the rest of the Downtown area). Therefore, there are no comparable properties.

In considering the wider downtown area, office and commercial spaces are on the market for between \$35 and \$80 per square foot. Prices are based on proximity to Main Street and size and condition of the building. Undeveloped land prices vary widely, depending on proximity to Main Street. For example, the two blocks bounded by Eighth Street to the north, Virginia Avenue to the east, Seventh Street to the south, and Main Street to the west, with an alley running north-south between the blocks, were recently on the market. The block to the west of the alley (with the Main Street frontage) sold for twice the amount that the block to the east of the alley (with Virginia Avenue frontage) is still on the market for. The area west of the alley has since been developed with two fast food franchises and each franchise is now on the market, and with the improvements to the land, for eight times the value of the original undeveloped land. Comparing the remaining undeveloped parcel on Virginia with other undeveloped parcels that are currently on the market in Roswell, its value is less per square foot than a commercially zoned parcel at 19th Street and Union Avenue and it is three times the square footage price of industrial land at 19th Street and Atkinson Avenue. From this limited research, properties within the MR area will sell for less per square foot than properties in the Downtown area, but more than properties on the periphery of Roswell, making the area potentially affordable to those looking to redevelop the area.

3.5 TRANSPORTATION

The Railroad District is laid out on a street grid. The BN&SF railroad tracks runs north-south through the District within the Grand Avenue right-of-way. The District is characterized by poor and missing sidewalks, making pedestrian access for all abilities challenging. Pecos Transit serves the area on Virginia Avenue and Fifth Street. There are no bicycle lanes in the area; however, the MainStreet Roswell Master Plan called for bicycle lanes within Virginia Avenue (see *Master Plan for proposed street section*).

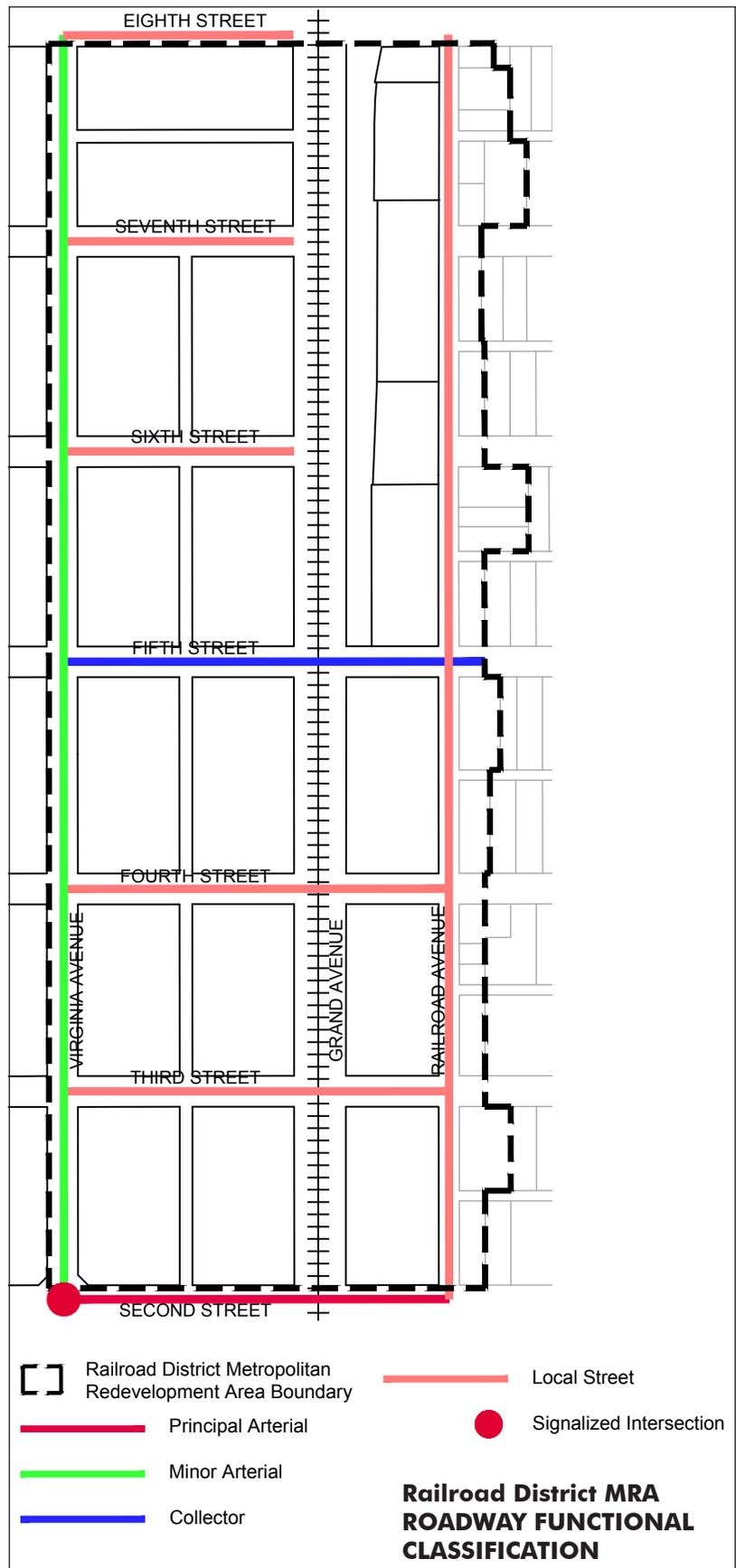
Virginia Avenue, a minor arterial with 60 foot right-of-way, forms the western boundary of the District. Second Street (US 380), a NMDOT principal arterial, forms the southern boundary of the District. Fifth Street is designated as a collector, with 60 feet of right-of-way. Railroad Avenue, a local street with 40 feet of right-of-way, is unusually narrow and will require consideration for future street improvement

projects. Eighth Street, a local street, is the northern boundary of the District, but does not contain a railroad crossing. Roadway volumes based on 2004 average daily counts showed 6,063 trips on Second Street, 4,704 trips on Virginia Avenue, and 2,913 trips on Fifth Street.

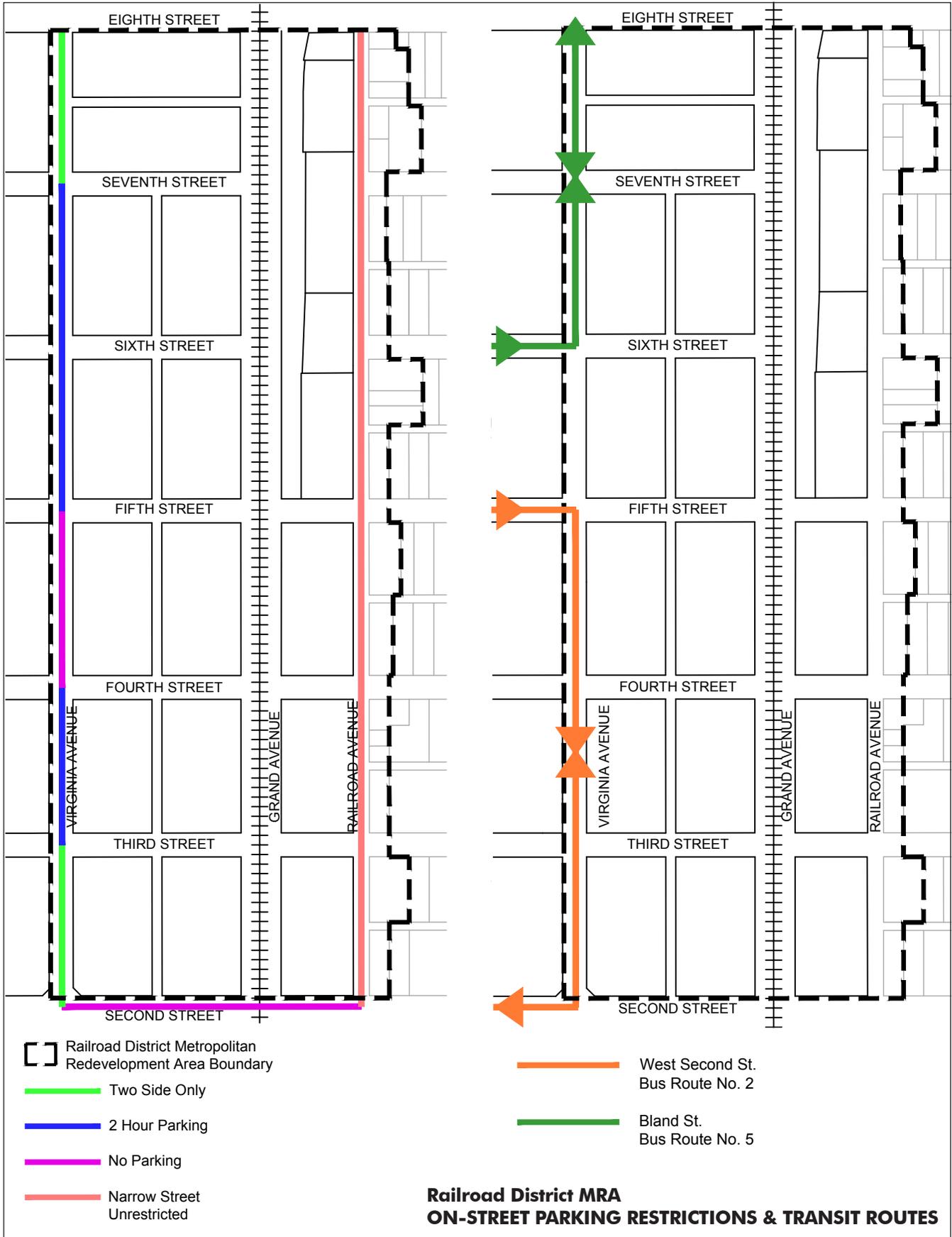
Railroad crossings are at Second, Third, Fourth, and Fifth Streets. The railroad crossings for Third, Fourth, and Fifth Streets have been reconstructed to allow for improved drainage and pedestrian, bicycle, and vehicular crossing. The Second Street crossing could be improved through reconstruction. Sidewalks leading up to these crossings need to be improved.

On-street parking is available along Virginia Avenue, Second Street, and Railroad Avenue. Some of the on-street parking along Virginia Avenue is restricted (see *On-Street Parking Restrictions diagram, page 20*).

West Second Street Bus Route No. 2 runs between Fifth Street and Second Street along Virginia Avenue. Bland Street Route No. 5 comes east on Sixth Street and goes north along Virginia Avenue (see *Transit Routes diagram, page 20*).



3:
ASSET INVENTORY



3.6 NEEDS and CHALLENGES

The Railroad District faces some needs and challenges that must be addressed in order to support its transition into a vibrant district composed of arts, culture, restaurants, galleries, stores, and other businesses. The following is a summary of the most pressing needs:

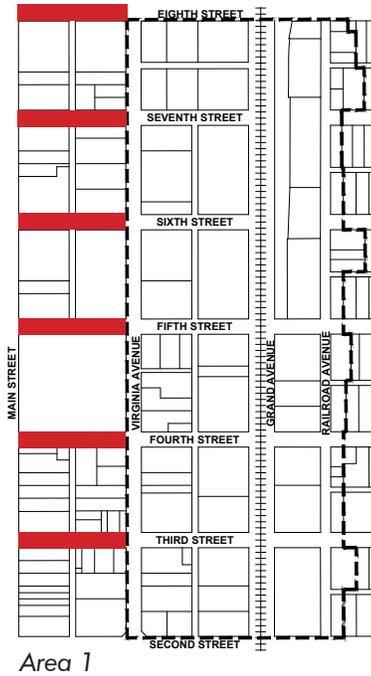
- Infrastructure such as sidewalks and curb and gutter are either missing or are in need of replacement.
- The BN&SF railroad runs through the middle of the area and has a wide right-of-way. Any work associated with the railroad right-of-way, such as improvements to drainage and crossings, can be difficult and time-consuming.
- There is limited on-site parking available on already developed sites, and as the area develops, few properties will be able to meet the parking requirements of the Zoning Ordinance. Parking standards contained in the Zoning Ordinance should reflect the different development pattern in the Downtown area, including the Railroad District. Shared parking agreements (currently allowed by Code) should be encouraged. The Roswell MainStreet Master Plan also called for the creation of a district-wide parking strategy.
- Some of the properties are vacant, not maintained, and in poor condition.
- Renovation and transformation of old buildings to modern uses can be challenging due to the requirements of Building and Fire Codes.



The Silo building is a prominent feature of the Railroad District.

Existing Street Conditions

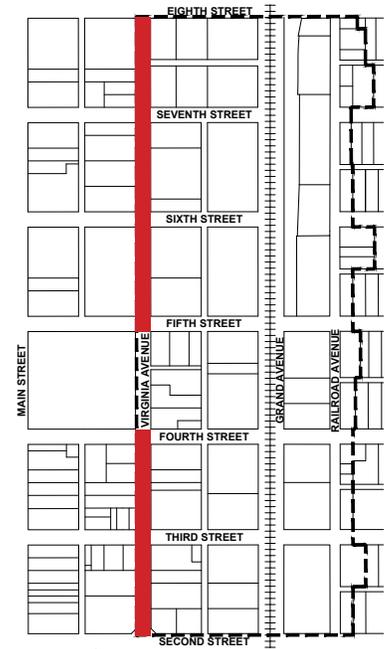
A visual survey was conducted of the right-of-way conditions within the Railroad District to determine the infrastructure needs in this area. The analysis is organized geographically. Each area notes the curb/gutter and sidewalk condition, whether the area meets ADA specifications, and any potential challenges to engineering work. Other relevant information for each area is noted, including recent engineering work in the vicinity. Although Second Street is within the boundaries of the Railroad District MRA, it is a NMDOT facility and it generally meets current standards.



Area 1: Third Street through Eighth Street from Main Street to Virginia Avenue. The reconstruction of Main Street, in approximately 1995, rebuilt the street section and portions of the sidewalk and curb and gutter east of Main Street for varying distances. However, the accessibility ramps on Main Street do not meet current Americans with Disabilities Act (ADA) Standards, and were not part of this evaluation.

AREA 1: THIRD STREET THROUGH EIGHTH STREET, FROM MAIN STREET TO VIRGINIA AVENUE				
Street	Curb/Gutter Condition	Sidewalk Condition	Meets ADA?	Challenges
Third Street	Deteriorated	Deteriorated	No	Entrances and finished floor above street level
Fourth Street	North side: Acceptable South side: Deteriorated	North side: Acceptable South side: Deteriorated	North side: Yes South side: No	
Fifth Street	South side: Acceptable North side: Deteriorated	South side: Acceptable North side: Deteriorated	South side: Yes North side: No	
Sixth Street	Deteriorated	Deteriorated	No	Entrances and finished floor above street level
Seventh Street	Deteriorated, except for the north side from the alley to Main Street	Deteriorated, except for the north side from the alley to Main Street	No, except for the north side from the alley to Main Street	Sidewalks along Seventh are located in various locations and widths
Eighth Street	Deteriorated, except for the south side from the alley to Main Street	Deteriorated, except for the south side from the alley to Main Street	No, except for the south side from the alley to Main Street	

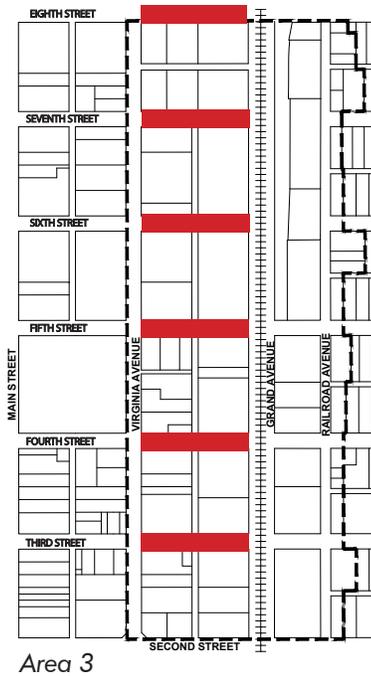
Area 2: Virginia Avenue from Second Street to Eighth Street. Virginia Avenue was reconstructed in 1992 from Second Street through Fifth Street with new curb and gutter and pavement. However, the sidewalks drive pads and accessibility ramps at the corners were not included and not brought up to ADA standards. The pavement section from Fifth Street through Eighth Street was part of a mill and inlay pavement rehabilitation project in 2001. Again, the sidewalks drive pads and accessibility ramps at the corners were not included as part of the project; therefore, they still do not meet ADA standards.



Area 2

AREA 2: VIRGINIA AVENUE FROM SECOND STREET TO EIGHTH STREET				
Street	Curb/Gutter Condition	Sidewalk Condition	Meets ADA?	Challenges
Second Street to Third Street	Acceptable	Varied	No	Entrances and finished floor above street level
Third Street to Fourth Street	Acceptable	Varied	No	
Fourth Street to Fifth Street	Acceptable	Varied	No	
Fifth Street to Sixth Street	West side: Acceptable East side: Deteriorated	Westside: Acceptable East side: Deteriorated	No	
Sixth Street to Seventh Street	Deteriorated	Deteriorated	No	Utility poles and pedestals within ADA ramp area
Seventh Street to Eighth Street	Deteriorated	Deteriorated	No	

3: ASSET INVENTORY



Area 3: Third Street through Eighth Street, from Virginia Avenue to the Railroad. These sections currently terminate at the alley east of Virginia at the property owned by BN&SF. It appears that the right-of-way extends to and terminates at the Railroad right-of-way. The alley east of Virginia Avenue (adjacent to the railroad property) is in place and paved up to Sixth Street. However, north of Sixth Street, there are fences and buildings encroaching into what appears to be the alley right-of-way.

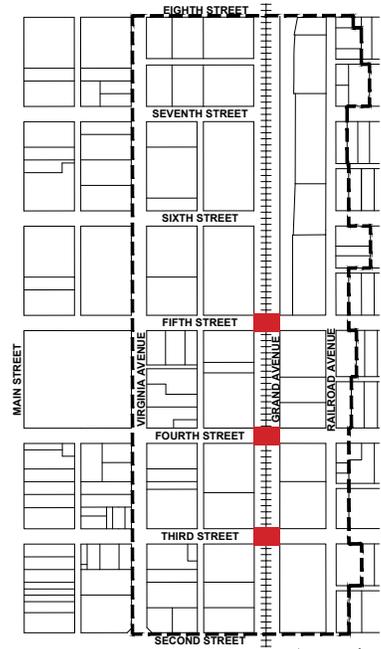
AREA 3: THIRD STREET THROUGH EIGHTH STREET FROM VIRGINIA AVENUE TO THE RAILROAD RIGHT-OF-WAY				
Street	Curb/Gutter Condition	Sidewalk Condition	Meets ADA?	Challenges
Third Street	Deteriorated	Deteriorated	No	6-foot high loading dock that runs from the building to the existing curb
Fourth Street	Deteriorated, except for the section adjacent to the Chaves County parking lot	Deteriorated, except for the section adjacent to the Chaves County parking lot	No	
Fifth Street	Deteriorated	Deteriorated	No	
Sixth Street	No curb or gutter	No sidewalk	No	
Seventh Street	No curb or gutter	No sidewalk	No	Access to the railroad loading and unloading area for vehicular and truck traffic from Seventh Street
Eighth Street	Deteriorated	Deteriorated	No	

Area 4: Third Street through Fifth Street across the BN&SF Right-of-Way. Any modifications made to the roadway and associated construction falls under the jurisdiction of BN&SF Railway, which has specific requirements for approaches, crossings, and other items within its rights-of-way. All improvements must be permitted and coordinated with the BN&SF Railway.

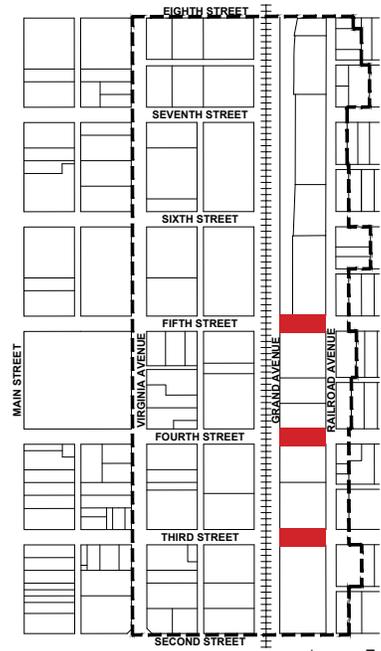
Currently, there is one railroad main line (running north-south) at each intersection with a protected crossing arm and warning lights. There are no sidewalks or other provisions for pedestrian movements across the tracks.

Area 5: Third Street through Fifth Street from the BN&SF Right-of-Way to Railroad Avenue. All three of these roadway sections are similar and will be discussed as such. The existing roads are 30 foot in width and constructed as monolithic concrete streets. Over the years, an asphalt overlay(s) has been applied. The sidewalks are either non-existent or in very poor condition. All three streets continue east to Garden Avenue with Fifth Street being the primary roadway.

Area 6: Railroad Avenue from Second Street to Eighth Street. Railroad Avenue begins at Second Street and continues north to Eighth Street where it terminates. The existing pavement is 28-feet in width, measured back of curb to back of curb. The section from Fifth Street to Sixth Street is a concrete monolithic roadway with an asphalt overlay. The sidewalks and drive pads along the entire roadway are sporadic and deteriorated. The existing right-of-way is platted at 40 feet. There are numerous fences and buildings built to the right-of-way line. In addition, there are multiple utility poles located directly behind the curb on both sides of the street. The section from Second Street to Third Street has been signed and striped for a one-way section for north bound traffic. The City designated this section as a one-way after conducting traffic counts and an accident study that showed there was inadequate sight distance for south bound traffic at the Second Street intersection. Third Street Station (a BBQ restaurant) is located on the east side of Railroad Avenue between Third Street and Fourth Street. This restaurant has constructed an elevated wood sidewalk at the back of curb, replacing the concrete sidewalk.



Area 4

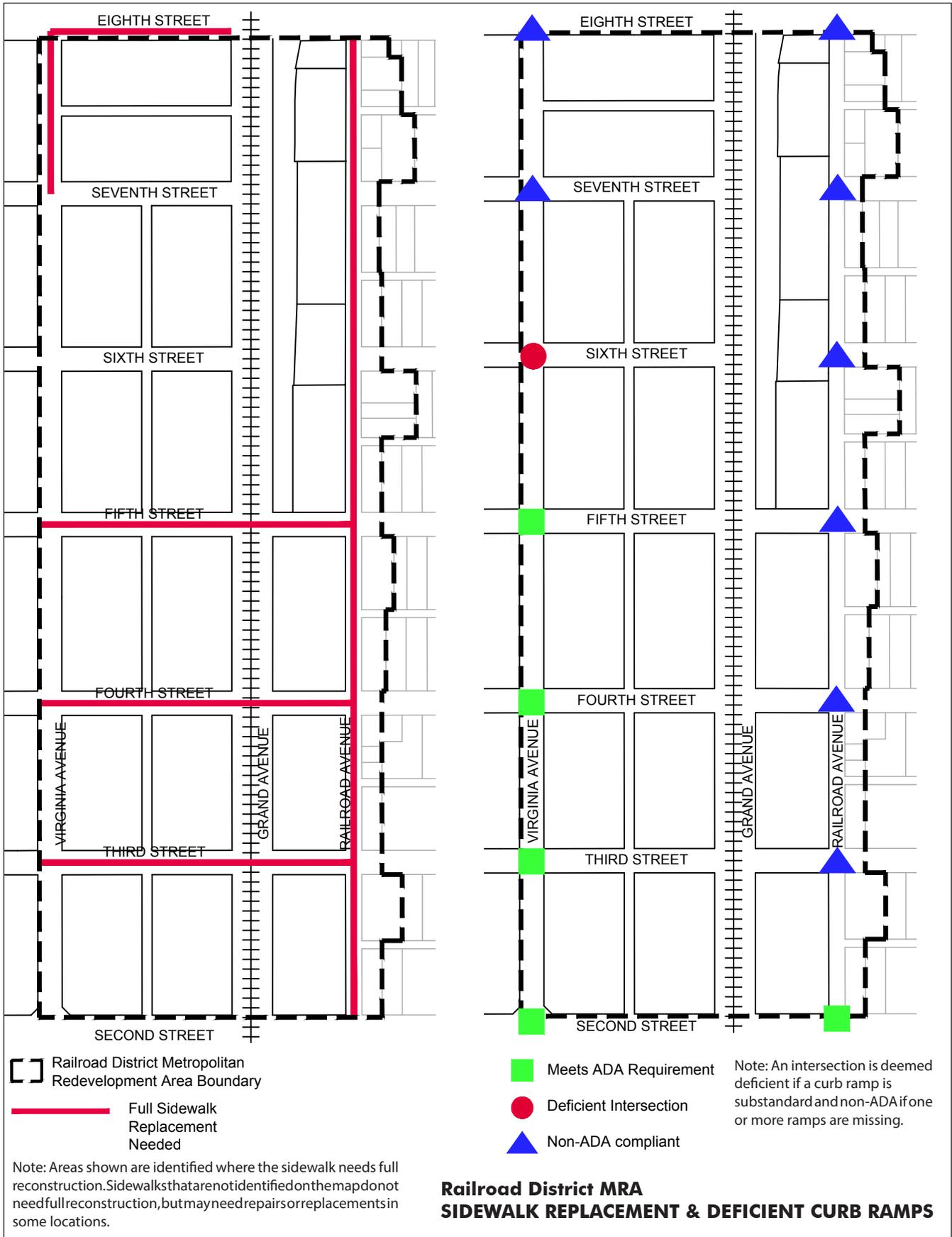


Area 5



Area 6

3:
ASSET INVENTORY



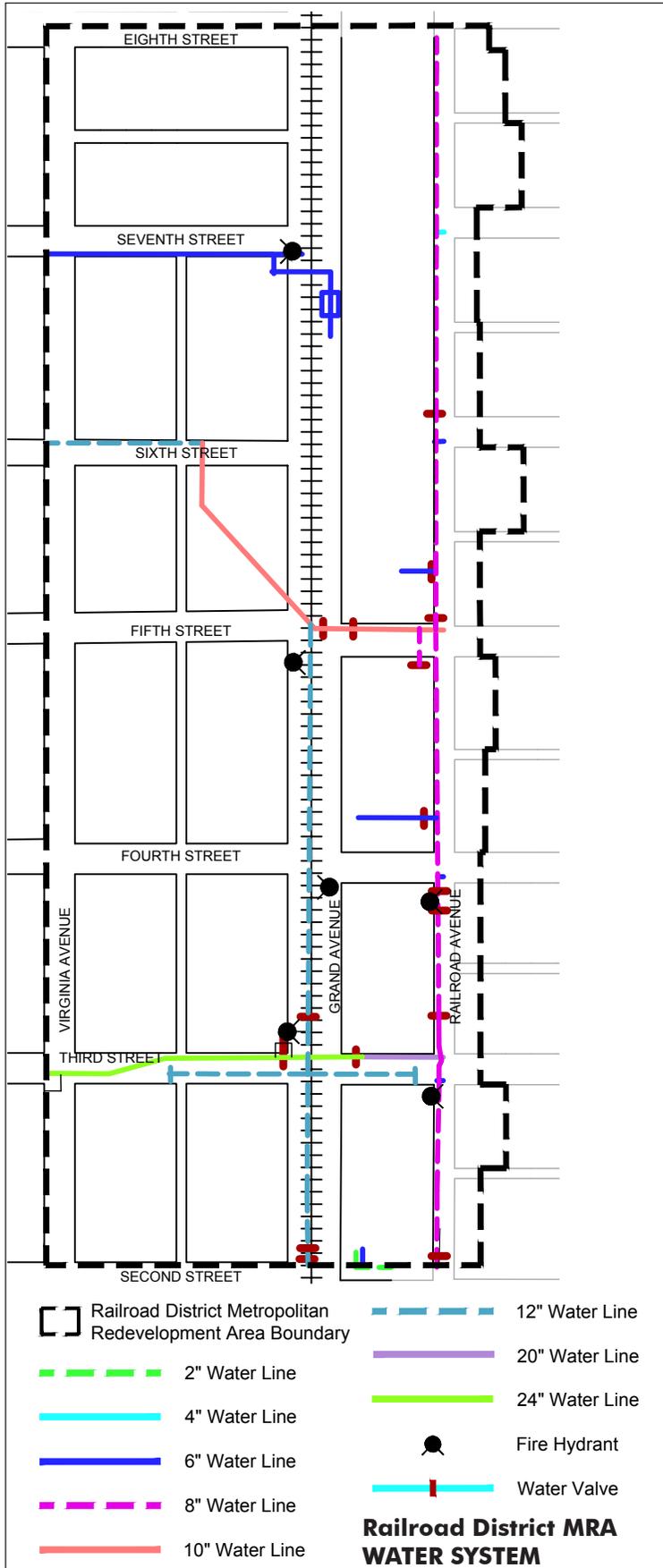
Existing Utilities

Storm Drainage:

There are currently no underground storm drainage systems in the Railroad District. A summary of the drainage issues is as follows:

- Third Street through Eighth Street from Main Street to Virginia Avenue: storm flow drainage is west to east and carried within the street section to Virginia Avenue.
- Virginia Avenue from Second Street to Eighth Street: storm flow drainage is south to north and carried within the street section to North Spring River.
- Third Street through Fifth Street from Virginia Avenue to the railroad right-of-way: storm flow drainage is west to east and carried within this street section.
- Third Street through Fifth Street across the BN&SF Railway right-of-way: Currently, the drainage along these three roadways is west to east and under the railroad tracks. Drainage issues were addressed when the crossings were recently replaced.
- Third Street through Fifth Street from the BN&SF right-of-way to Railroad Avenue: The drainage is west to east to North Garden Avenue.
- Railroad Avenue from Second Street to Eighth Street: storm flow drainage is south to north to the cross streets. The cross streets drain east to Garden Avenue.

3: ASSET INVENTORY

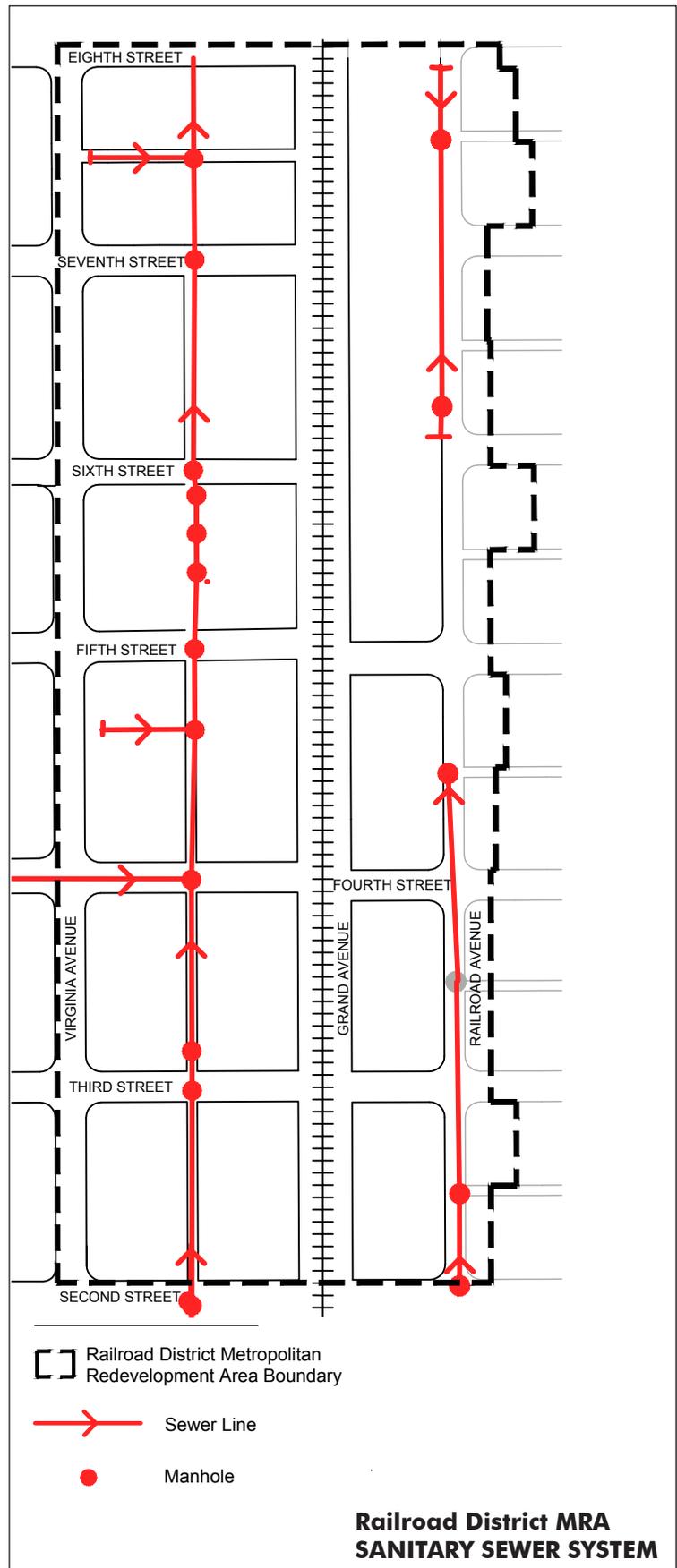


Water System:

Water lines are located within Virginia Avenue, Railroad Avenue, and within the Railroad right-of-way between Second Street and Fifth Street. These lines vary widely in size and materials, from 6-inch to 12-inch PVC and cast iron. There is a 24-inch concrete cylinder water line within Third Street. The condition of this line is not known, but should be considered for replacement prior to any new roadway reconstruction. There is a 6-inch PVC water line on Railroad Avenue between Second Street and Fifth Street that was installed in 2004. However, north of Fifth Street, there is an 8-inch cast iron water line that was installed in 1956 that should be replaced prior to any reconstruction within Railroad Avenue. The Railroad District appears to be served by water; however, line updates and /or extensions may be required to serve individual site development projects.

Sanitary Sewer System:

There are existing sanitary sewer lines in the alleys between Main Street and Virginia Avenue and the alley between Virginia Avenue and the railroad property. There are also existing sanitary sewer lines within Railroad Avenue and in the alleys running east of Railroad Avenue. It is assumed that these are 8-inch lines of varying materials and conditions. The existing line should be able to carry any additional flows added due to new development. Short extensions may be required to serve individual site development plans or redevelopment.



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THE PLAN

Chapter 4



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4.1 VISION

The Railroad District is a vibrant area, functioning as a fun and “arty” extension of Downtown Roswell: the warehouse buildings and vacant parcels are rehabilitated with restaurants, markets, studios, museums, brewery and taproom, and shops; there are outdoor music and art festivals; and people are walking, riding bicycles, and shopping in the retail businesses. The farmers market is buzzing with early morning activity from local farmers and people looking to purchase fresh produce. The District reflects the strong and vibrant agricultural and artistic community that makes Roswell unique.

4.2 REDEVELOPMENT SCENARIO

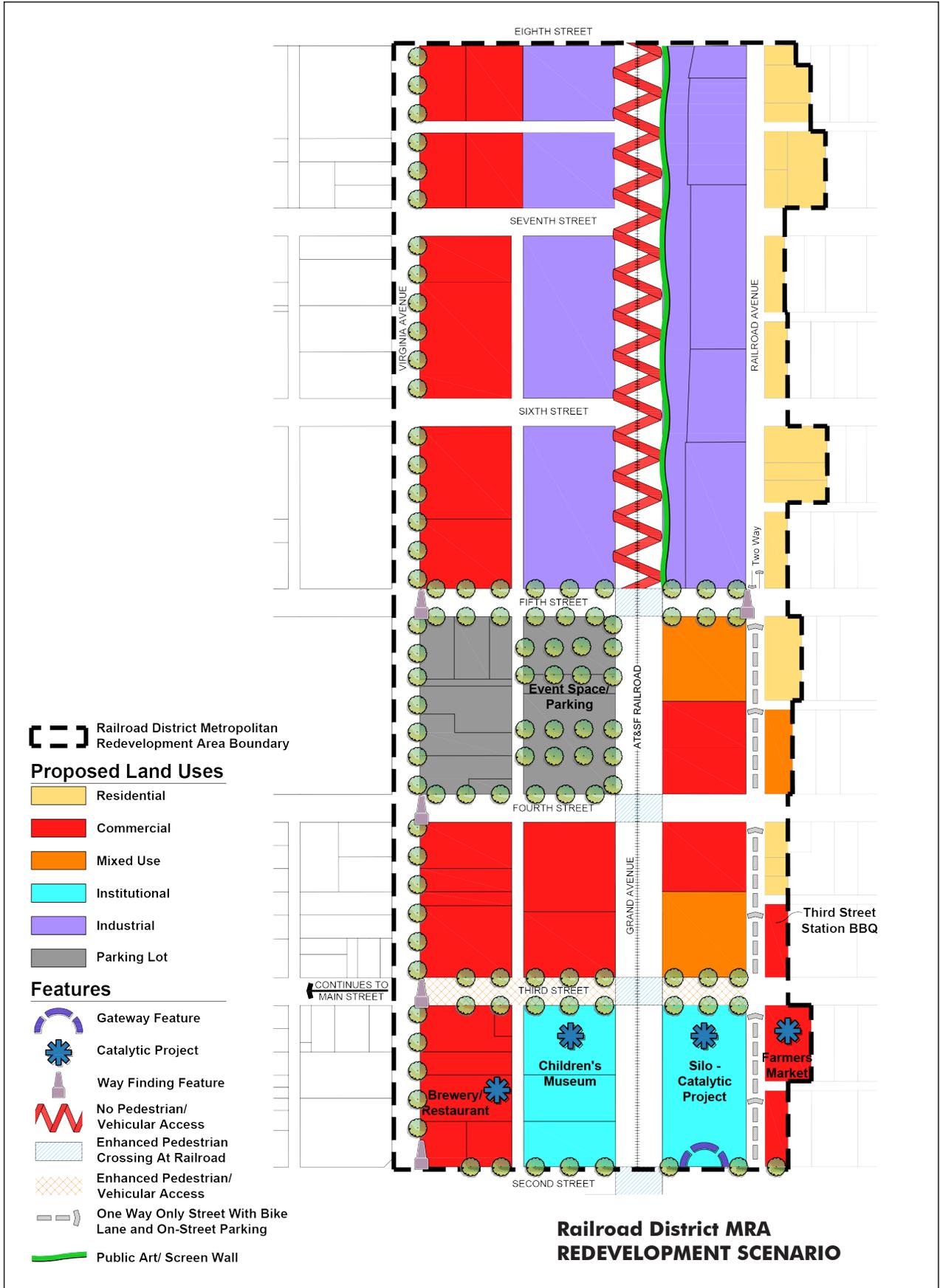
As a component of the July workshop, the Consultants, Steering Committee, general public, and City staff produced ideas and images for the Railroad District. A proposed redevelopment scenario for the Railroad District was prepared showing catalytic redevelopment projects, public sector investments, public art locations, a one-way configuration for Railroad Avenue from Second Street to Fifth Street, and wayfinding elements to identify the area, which are illustrated on the Railroad District Future Land Use Scenario (see page 34).



Councilor Grant checking out one of the warehouse buildings during the walking tour of the Railroad District.

The Redevelopment Scenario provides a framework for the Railroad District to support rehabilitated warehouse buildings, new development on existing vacant lots, improved and accessible railroad crossings, public art located throughout the area, with sidewalks shaded by trees. The entire Railroad District would be safe and accessible to pedestrians and bicyclists. The land use scenario identifies four priority catalytic redevelopment projects:

- 1) Children’s Museum and Market
- 2) Adaptive Reuse of the Silo Building
- 3) Development of a Brewery and Taproom
- 4) Farmers’ Market



4.3 CATALYTIC REDEVELOPMENT PROJECTS, PUBLIC SECTOR INVESTMENTS, and SUPPORT ACTIONS

Critical to the success of a Metropolitan Redevelopment Area is the identification of implementation strategies, catalytic projects and investments, and actions. The ability for the public and private sectors to combine funding resources ensures that funding can be stretched further. The following strategies, projects and investments, and actions cover a wide range of needs for the Railroad District, from the appearance of the built environment to the future uses in the area, to how the public accesses and enjoys the area. The Implementation Table contains the responsible entity(s) for each project or action. The catalytic projects and investments have the most potential as public or private projects to facilitate and support the redevelopment of the Railroad District.

GOAL 1: ENCOURAGE THE PRESERVATION AND ADAPTIVE REUSE OF THE EXISTING STRUCTURES WITHIN THE RAILROAD DISTRICT.

CATALYTIC REDEVELOPMENT PROJECTS

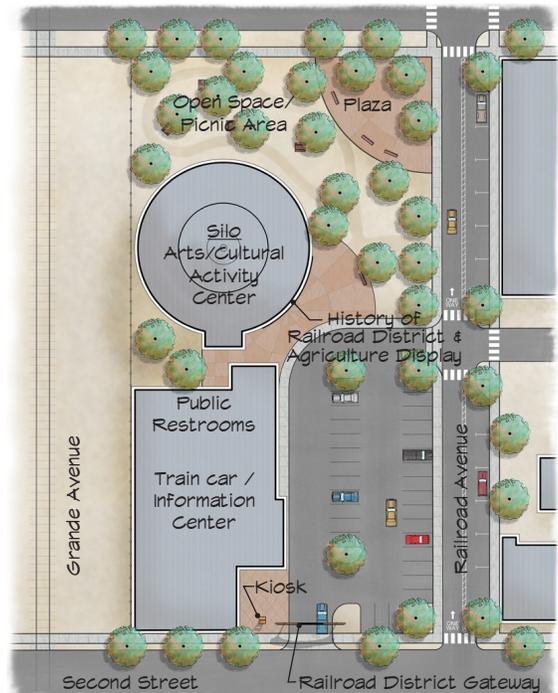
The adaptive reuse of the existing warehouse buildings with a variety of uses will create a vibrant district with a distinct character, drawing both visitors and residents alike to the Railroad District. The following four projects have the potential to catalyze redevelopment of the District:

1.1 Children’s Museum and Market: The current property owner of the historic Joyce Pruitt Warehouse is currently working to rehabilitate and convert the building into a science and technology based Children’s Museum and market place. This project has the potential to draw a large number of people to the Railroad District, both Roswell residents seeking educational entertainment for children, as well as visitors to Roswell. A project of this magnitude will need support from the City of Roswell, particularly with regard to improvements within the adjacent public rights-of-way.



Proposed Children’s Museum and Market.

- 1.2 **Adaptive Reuse of the Silo Building:** Reuse of the silo was a popular concept with public meeting participants. The iconic building holds a strong emotional connection for many Roswell residents and is a striking sight for visitors to Roswell. The building is visible from Main Street. A number of different ideas for the adaptive reuse of the building were discussed, from apartments or a hotel, to an art gallery, to recreational activities such as a rock climbing wall. The need for a facility that serves the entertainment and recreational needs of the youth and young adults of Roswell was expressed. Such a facility would also be attractive to visitors to Roswell. The silo sits on an underutilized site, as such, the site could be used for the display of public art and be well landscaped with trees and other plant materials. Educational signage that discusses the history of the area and the role it has played in the development of Roswell, with historic photos, would also be appropriate for the property.



Silo Reuse Concept.

- 1.3 **Development of a Brewery and Taproom:** The development of a brewery and taproom could provide an opportunity to spur significant economic development activity within the Railroad District. Throughout New Mexico and the United States, craft breweries and their accompanying taprooms have resulted in the revitalization of struggling industrial areas. The I-1 zoning and the industrial aesthetic of the area make the Railroad District an ideal location. The SWOT analysis completed during the planning process identified the lack of evening activities as a weakness. While there are a number of potential locations, the former Cadillac dealership on Virginia Avenue, between Second Street and Third Street, was identified as a good location for this use.



The former Cadillac Dealership, as seen from the adjacent alley.

- 1.4 **Farmers' Market:** During the walking tour of the Railroad District, one of the largest property owners in the area was able to meet with City staff and the Consultant Team. He discussed his plans to rehabilitate the warehouse building on the southeast corner of



Warehouse proposed to be rehabilitated as a Farmers' Market.

Third Street and Railroad Avenue into a farmers market. The market would provide a venue for local producers to easily sell their produce. Farmers' markets have become increasingly popular throughout the United States with their focus on locally grown fruits and vegetables, as well as value-added agricultural products such as cheese, salsa, and local arts and crafts.

SUPPORT ACTIONS

- 1.5 **Rezone and Adopt Design Guidelines for the Railroad District:** As identified in the MainStreet Roswell Master Plan and reiterated in this Railroad District MRA Plan, rezoning the area to allow for a wider range of uses would support redevelopment in the District. Development standards for the new zoning district should include unique setbacks, parking, and landscaping requirements that reflect the constrained nature of redevelopment on sites with existing structures. This support action should also include the adoption of Design Guidelines that strive to reflect the distinct industrial character and context of the Railroad District as the area redevelops. The Design Guidelines should address appropriate building materials (e.g., corrugated metal, brick), height, lighting, signage (e.g., neon, painted building signs, projecting signs), etc.
- 1.6 **Identify Significant Historic Properties:** Identification of significant historic properties within the Railroad District can provide a number of benefits to property owners. This action could be completed by either the City, Roswell MainStreet, or individual property owners, and should also include an educational component that explains the benefits to being listed as a historic property. The benefits include:
- Individually listed properties (or properties within a registered historic district) can apply for tax credits through the state and federal government for rehabilitation of a historic property.
 - Historic properties are allowed some exceptions to the regulations contained in the New Mexico Existing Building Code and the International Existing Building Code in order to support rehabilitation. The provisions

of the Codes that relate to the construction, repair, alteration, addition, restoration, movement of structures, and change of occupancy are not mandatory for historic buildings.

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

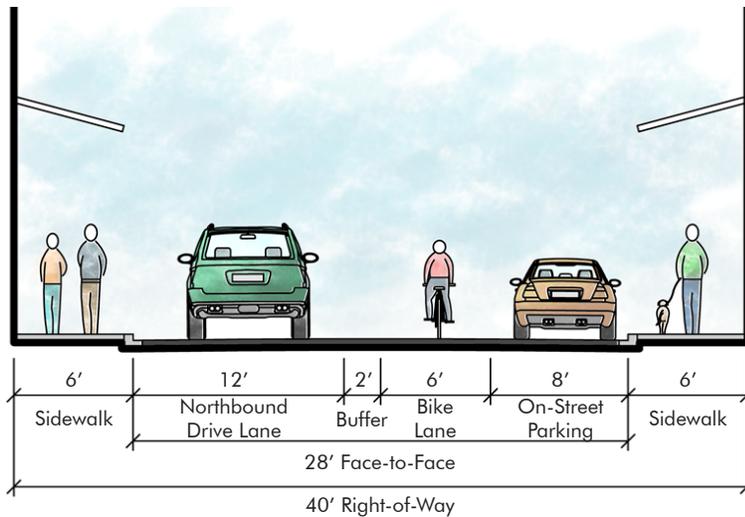
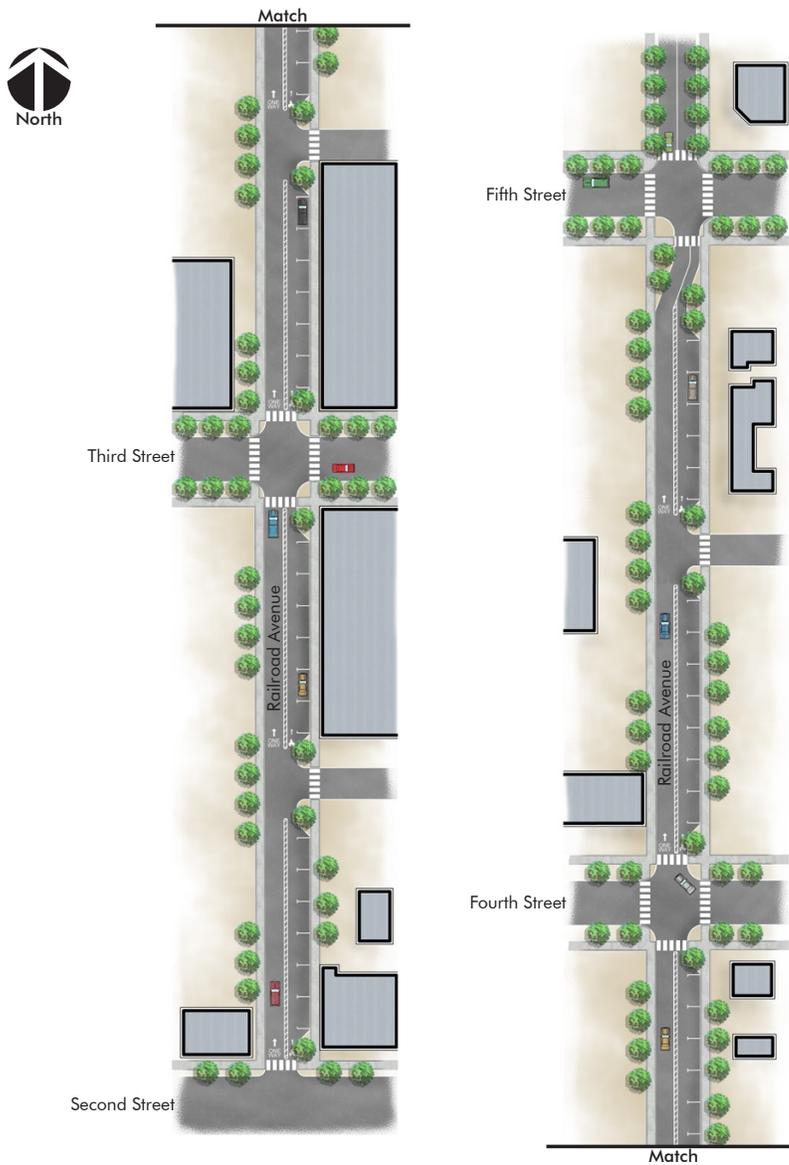
1.7 Establish a Remediation Fund: The fund would be used to assist property owners with remediation, such as asbestos removal or lead paint abatement, in order to support the reuse of existing buildings. Remediation costs can often be cost-prohibitive and can make financing for rehabilitation of buildings challenging. Public sector support in providing funding for remediation efforts can make a rehabilitation project more financially feasible. Funding for a remediation assistance fund could come from various sources; for example through Metropolitan Redevelopment funds, appropriations from the City of Roswell or the State Legislature, or from federal loan and grant programs available through the State of New Mexico and other sources. Once the remediation fund is established, property owners within the designated MRA could apply for grants or low interest loans for assistance with remediation costs. Administration of programs such as this can occur through municipal agencies or through a private organization.

GOAL 2: CREATE A WELL-CONNECTED AND ACCESSIBLE AREA FOR ALL TRANSPORTATION MODES.

PUBLIC SECTOR INVESTMENT PRIORITIES

2.1: Conversion of Railroad Avenue as One-way from Second Street to Fifth Street: Railroad Avenue runs north to south through the District parallel to the railroad tracks. The existing 40-foot right-of-way contains 28 feet of pavement and 6 feet of intermittent sidewalks. A number of buildings are built up to the edge of the right-of-way, which is a significant constraint. There is no room for wider sidewalks, landscaped parkways, or on-street parking. Railroad Avenue from Second Street to Third Street is currently one-way traveling north, which provides space for on-street parking to serve the existing businesses in the area. Extending the existing one-way configuration from Second Street to Fifth Street, with a design to provide on-street parking, wider sidewalks, landscaped parkways and bump-outs, and a bicycle lane, would address these constraints in a creative manner and would make the area more focused on pedestrians (*see page 39 for the plan concept and typical street section for Railroad Avenue*).

Railroad Avenue, One-Way: Plan and Section



- 2.2: **Make Improvements along Third Street from Main Street to Railroad Avenue:** These improvements provide a direct linkage between Main Street and the existing Third Street Station restaurant adjacent to the Joyce Fruit Warehouse and the silo building. Improvements to the railroad crossing should be included as part of this project.
- 2.3: **Make Streetscape Improvements Throughout the Railroad District:** Creating a pedestrian focused area is paramount to the success of the Railroad District. The City should install or replace sidewalks, ADA ramps, curb and gutter, street lights, street furniture, and street trees throughout the area to make it more inviting for pedestrians.
- 2.4 **Install Bicycle Racks:** There is increasing interest in bicycles as a alternative means of transportation. Bicycle racks would serve both residents and visitors to Roswell and would be a relatively inexpensive improvement.

GOAL 3: PROMOTE A DISTRICT-WIDE “PARK-ONCE” STRATEGY.

PUBLIC SECTOR INVESTMENT PRIORITIES

- 3.1 **Purchase Billy Ray’s Lot and Convert to Public Parking:** This would be a good central location for shared public parking.
- 3.2 **Convert the Vacant Lot Bounded by the BN&SF Railroad Tracks, the Alley, and Fourth and Fifth Streets to a Multi-functional Space:** This lot could be converted to multi-functional outdoor gathering space for community functions that could also provide parking, as necessary.
- 3.3 **Investigate the Creation of a TIF District (or similar funding mechanism):** The establishment of a TIF within the Railroad District would be another source for funding infrastructure improvements.

GOAL 4: SUPPORT ATTRACTIVE, CLEAN, AND WELL MAINTAINED PROPERTIES AND PUBLIC SPACES.

PUBLIC SECTOR INVESTMENT PRIORITIES

- 4.1 **Provide Space for Public Art Installations:** Public art draws people to an area and can have a catalytic effect on redevelopment. The Railroad District provides an exciting public art venue for both permanent and temporary art installations. Art-based place making stimulates local economies and can lead to greater innovation, diversity, and civic engagement.

SUPPORT ACTIONS

- 4.2 **Promote Landfill Tipping Fee Waiver Period:** The City currently waives landfill tipping fees for a certain time period during the year; however, this waiver is not well known by the community.
- 4.3 **Adopt a Vacant Building Ordinance:** A Vacant Building Ordinance is a regulatory tool that has been used in a number of communities in New

Mexico. It typically requires a building owner to register their vacant building, file contact information for the owner or property representative, and an acknowledgment of the duties of maintenance, which can include keeping the weeds and trash removed, doors and windows secured to prevent entry by unauthorized people, fencing maintained and structurally sound, property free of graffiti, etc. The registration typically provides authorization for the local building inspector and/or fire marshal to inspect the building for any immediate safety violations. The building owner is required to pay an initial inspection fee and subsequent fees as long as the building remains vacant. Some communities, such as Silver City, require the building owner to carry liability insurance. A Vacant Building Ordinance can also include provisions that in the event of partial or complete destruction of the building, the building can be rehabilitated or demolished within a set time period and penalties be assessed for building owners that fail to register the building.

- 4.4 Adopt a Railroad District Facade Improvement Program:** This would entail the award of small grants to building owners for improving the building facades. The funding for this could be generated from the fees collected through the Vacant Building Ordinance.
- 4.5 Sponsor Small Scale or “Street Art” Projects:** These are typically small projects completed outside the context of traditional art venues. Examples include painted meter boxes, murals, sidewalk chalk festivals, etc..

Goal 5: PROVIDE GREATER VISIBILITY TO THE RAILROAD DISTRICT.

PUBLIC SECTOR INVESTMENT PRIORITIES

- 5.1 Construct and Install Wayfinding Elements:** As part of the overall Wayfinding Plan, provide gateways and other wayfinding elements leading into and within the Railroad District. A gateway at the parking entrance at the silo building site off Second Street would be visible and would help lure visitors into the Railroad District. Obelisks should also be located at several intersections surrounding the Railroad District. Making the street signs uniquely different from surrounding areas - using the historical black and white street signs that were once prevalent throughout Roswell - can help identify the area more distinctly.



Wayfinding elements, July Workshop.

4.4 ENGINEERING COST ESTIMATES

These following engineering costs are estimated using 2015 Average Unit Bid Prices and could vary depending on multiple factors, including phasing, actual year of construction, and verifiable quantities. The quantities used for the estimate were not taken from an actual survey and could vary after the design is completed.

ESTIMATED COST SUMMARY		
Area	Estimated Cost	Including 15% contingency
1	\$482,600	\$554,990
2	\$454,000	\$522,100
3	\$536,500	\$616,975
4	\$151,800	\$174,570
5	\$206,800	\$237,820
6	\$616,000	\$708,400
Total	\$2,447,700	\$2,814,855

4.5 IMPLEMENTATION

The Railroad District Metropolitan Redevelopment Area Plan identifies priority redevelopment projects, public sector investment projects, and support actions. These projects and actions are intended to help stimulate or leverage private sector investment, induce a private developer to take on a redevelopment project, or develop a public/private partnership that makes a catalytic project feasible. The following tables on pages 43-44 provide a list of the catalytic redevelopment projects, public sector investment project, and support actions; responsibility and partnerships, and potential funding sources. It should be noted that the funding sources list is not intended to be limited to these sources only. It is recognized that some of the larger projects will likely require more than one funding source and may be completed in phases.

CATALYTIC REDEVELOPMENT PROJECTS and PUBLIC SECTOR INVESTMENTS					
Physical	Administrative/ Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources
Catalytic Redevelopment Projects					
√	√		1.1: Children’s Museum and Market	Private Property Owner / MainStreet Roswell / City	Private Developer / MainStreet Revolving Loan Fund / New Mexico Historic Preservation Loan Fund
√	√		1.2 Adaptive Reuse of the Silo Building	Private Property Owner / MainStreet Roswell / City	Private Developer / MainStreet Revolving Loan Fund / New Mexico Historic Preservation Loan Fund
√	√		1.3 Brewery and Taproom	Private Property Owner / MainStreet Roswell / City	LEDA/IRBs (for beer distribution) Private Developer/ MainStreet Revolving Loan Fund / New Mexico Historic Preservation Loan Fund
√	√		1.4 Farmers’ Market	Private Property Owner / MainStreet Roswell / City	Private Developer / MainStreet Revolving Loan Fund
Public Sector Investment Priorities					
√	√		2.1 Conversion of Railroad Avenue to One-way from Second Street to Fifth Street	City / Private Design Consultant	City General Fund / Legislative Appropriations / NMDOT LGRF / COOP
√	√		2.2 Improvements Along Third Street from Main Street to Railroad Avenue	City / Private Design Consultant	City General Fund / Legislative Appropriations / NMDOT LGRF / COOP
√	√		2.3 Streetscape Improvements Throughout the District	City / MainStreet Roswell / Private Design Consultant	City General Fund / Legislative Appropriations / NMDOT LGRF / COOP
√			2.4 Install Bicycle Racks	City / MainStreet Roswell	City General Fund
√	√		3.1 Purchase Billy Ray’s Lot and Convert to Public Parking	City / MainStreet Roswell	City General Fund
√	√	√	3.2 Conversion of Vacant Lot to Multi-Functional Outdoor Space	City / Private Design Consultant	City General Fund
	√	√	3.3 Investigate Creation of a TIF District (or similar funding mechanism)	City / MainStreet Roswell	City General Fund
√	√		4.1 Provide Space for Public Art Installations	City / MainStreet Roswell	City General Fund / NM MainStreet
√	√		5.1 Construct and Install Wayfinding Elements	City/ MainStreet/ NMDOT	City General Fund/ Legislative Appropriations

SUPPORT ACTIONS					
Physical	Administrative / Design	Regulatory	Implementation Action	Responsibility and Partnerships	Funding Sources
Support Actions					
		√	1.5 Rezone the Railroad District	City	City General Fund
	√		1.6 Identify Significant Historic Buildings	City / Roswell MainStreet / Private Property Owners	City General Fund / NM MainStreet / Private Property Owners
	√		1.7 Establish a Remediation Fund	City	City General Fund / MainStreet Roswell
	√		4.2 Promote Landfill Tipping Fee Waiver Period	City	City General Fund
		√	4.3 Adopt Vacant Building Ordinance	City / MainStreet Roswell	City General Fund
√	√		4.4 Adopt a Railroad District Facade Improvement Program	City / NM MainStreet / MainStreet Roswell / Private Property Owners	Private Property Owners / NM MainStreet / MainStreet Roswell
√	√		4.5 Sponsor Street Art Projects	City / NM MainStreet / MainStreet Roswell	NM MainStreet / MainStreet Roswell

FUNDING SOURCES

Appendix A



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The funding sources section provides a brief list of federal and state resources available to both local governments and people interested in starting a new business, in need of a small business loan, or engaging in historic preservation. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

GENERAL COMMUNITY DEVELOPMENT

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 obtain a request forms and technical assistance from the New Mexico Economic Development Department.

Contact: New Mexico Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0382
Website: www.gonm.biz/businessassistance/Financial_Assistance.aspx

Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

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

Local Government Planning Fund

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to “forgive” the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling \$737,900 and has approved an additional 14 projects totaling \$304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards but the State share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

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

Public Project Revolving Fund (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA’s investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed ‘AAA’ - insured interest rates. As of June 30, 2005, the NMFA had made 451 loans totaling \$628 million.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Small Cities Community Development Block Grant Program (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 towns 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. Applicants may apply for funding assistance under the following categories:

- Community infrastructure
- Public facility capital outlay
- Emergency
- Planning
- Housing
- Economic development
- Colonias

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

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. Assistance is available in the following areas.

Rural Business and Cooperative Services provides the following assistance programs:

- Business and Industry Direct Loans (B&I Direct)
- Business and Industry Guaranteed Loans (B&I Guar)
- Intermediary Relending Program (IRP)
- Rural Business Enterprise Grants (RBEG)
- Rural Business Opportunity Grants (RBOG)
- Rural Economic Development Loans (REDL)
- Rural Economic Development Grants (REDG)

The Rural Housing Service/Community Services provides the following assistance programs:

- Guaranteed Home Ownership Loan
- Home Improvement Loans and Grants
- Self-Help Housing
- Rural Rental Housing Loans (RRH)
- Guaranteed Rural Rental Housing Program (538 GRRHP)
- Farm Labor Housing
- Housing Preservation Grant (HPG)
- Community Facility Loans and Grants
- Fire and Rescue Loans

The Rural Utilities Service provides the following assistance programs:

- Community Facility Program
- Telecommunications Loan Program
- Distance Learning and Telemedicine Loan and Grant Program
- Electric Loan Program
- Solid Waste Management Grants
- Technical Assistance and Training Grants

Information on these assistance programs is available through the State USDA Rural Development office:

Contact: USDA Rural Development New Mexico Office
6200 Jefferson NE
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: <http://www.rurdev.usda.gov/nm/>
Rural Housing Services - Phone: (505) 761-4944
Rural Business Services - Phone: (505) 761-4953
Rural Utility Services - Phone: (505) 761-4955
Office of Community Development - Phone: (505) 761-4951

U.S. Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters. There are some new grant programs available in 2012.

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

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

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

BUSINESS DEVELOPMENT RESOURCES**Job Training Incentive Program (JTIP)**

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

Contact: New Mexico Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: http://nmed.sks.com/businessassistance/Job_Training_Incentive_Program.aspx

SMART Money Loan Participation Program

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

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: www.nmfa.net/NMFAInternet/NMFA_Web.aspx?ContentID=12

SBA 504 Loan Program

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

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

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term. Some banks make SBA loans and some choose not to.

Contacts: U.S. Small Business Administration
New Mexico District Office
625 Silver Avenue SW, Suite 320
Albuquerque, NM 87102
Phone: (505) 248-8225
Website: www.sba.gov/nm

Roswell Small Business Development Center
Eastern New Mexico University- Roswell
20 West Mathis
Roswell, NM 88203
Phone: (575) 624-7132
Website: www.nmsbdc.org/roswell.aspx

The Loan Fund

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

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state's small and medium sized businesses.

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

New Mexico Partnership

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

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

Particularly relevant to the City of Roswell, NM Partnership can assist with aerospace / aviation tax credits, which cover aircraft maintenance and remodeling; aircraft manufacturing; research and development; and space gross receipts deductions. NM Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership
110 Second Street SW, Suite 602
Albuquerque, NM 87102
Phone: (505) 247-8500
Website: web.nmsu.edu/~camp/http://nmpartnership.com/NMP_Services.aspx

HISTORIC PRESERVATION

National Trust for Historic Preservation

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

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

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

State Tax Credit for Registered Cultural Properties

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

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

NM Historic Preservation Loan Fund

Below market rate loans are made by New Mexico Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to: repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the State sufficient collateral security interest in the property.

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

MainStreet Revolving Loan Fund

This fund is administered on behalf of New Mexico MainStreet by the Historic Preservation Division of the Department of Cultural Affairs. A low cost, revolving loan fund available to property owners within a MainStreet District that meet certain income eligibility criteria and that were previously denied a loan in the same amount and for the same purpose by two financial lenders. Financial assistance is available for the restoration, rehabilitation, and repair of properties, and can be tapped to upgrade buildings to meet contemporary building and fire codes. The work must be completed within one year from the date of project loan and the loan be repaid within five years. Property owners must maintain the property as restored, rehabilitated, or repaired in no case less five years.

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

U.S. Environmental Protection Agency (EPA)

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

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

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

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

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CASE STUDIES

Appendix B



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ANTHEA, GREEN JEANS FARMERY, & MARFA, TEXAS

The following case studies illustrate how some of the opportunities and assets discussed in the Railroad District MRA Plan have been developed in other locales and provide ideas for Roswell to consider in relation to the Railroad District.

Anthea at Granite, Albuquerque: Anthea at Granite is a three-story extended stay condo-tel containing a 5,300 square foot restaurant, coffee shop, and urban market on the first floor. The urban market offers a variety of groceries, locally produced merchandise, as well as coffee, food, beer, and wine. The concept for the project is to provide accommodations for those working and staying in Albuquerque for three to six months, such as in the film industry or those working with the



Rendering of Anthea at the Granite, Albuquerque, New Mexico.

University of New Mexico or Sandia National Laboratories. Anthea at the Granite is located in Downtown Albuquerque on a vacant parking lot within the McClellan Park Metropolitan Redevelopment Area. Prior to the development, the parcel was surrounded by deteriorating infrastructure. The City of Albuquerque supported development of the project through the provision of new sidewalks, landscaping, updated infrastructure, and water line connections. In addition, as a development within a MRA, impact fees were waived. In total, the project was able to save approximately \$100,000. This project provides an example of how the public sector can support private development within a Metropolitan Redevelopment Area.

Green Jeans Farmery, Albuquerque: Green Jeans Farmery is a food and health-oriented development comprised of recycled shipping containers. The development includes a hydroponic farm for fruits, vegetables, herbs and flowers, a community market, a tap room as the anchor tenant, restaurants, and a fitness studio. The development is comprised of 31 shipping containers that create the restaurant and farm spaces, with two containers placed vertically to serve as signs. The project is located on a site that has been difficult to develop, as it is a small and irregularly shaped property. The shipping containers provide a flexible building medium. Recycled shipping containers have been used for developments across the world, in a variety of settings and at a variety of scales, representing an opportunity to provide an innovative building form



Green Jeans Farmery under construction, Albuquerque, New Mexico.

that provides an industrial urban aesthetic. This project provides an example of a building material that could be used for infill projects within the Railroad District that would be appropriate for the industrial aesthetic of the area and could bring positive attention to the District.

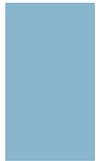
Marfa, Texas: Marfa became an international destination for art lovers and cultural tourists for its remarkable art installations. Art in Marfa took off after minimalist artist Donald Judd decided to work and install his art in Marfa in 1971. With the assistance of the Dia and Chinati Art Foundations, Judd acquired surplus federal government property at Fort Russell, including munitions factory buildings that he transformed into galleries to show his art and that of his contemporaries. The emphasis is on works in which art and the surrounding landscape are inextricably linked. Marfa subsequently became an arts colony that attracts upwards of 10,000 visitors annually to its museum, galleries, and exhibit and performance spaces. With Judd's vision, art installations and major foundation funding, the small town of 2,000 people has been transformed into an unlikely arts community, attracting national publicity from many magazines and was featured on 60 Minutes. Other entrepreneurs and artists have relocated to Marfa and the community is thriving. The renaissance is remarkable for its inclusiveness with the majority Hispano/Mexican population that are primarily ranchers and blue collar workers. Marfa shows how an active art community can draw national and international attention to a community.



15 Untitled Works in Concrete 1980-1984, Donald Judd Chinati Foundation, Marfa, Texas.

MRA DESIGNATION REPORT

Appendix C



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1. INTRODUCTION

Roswell is the largest municipality within Chaves County and is the county seat. Downtown Roswell provides the economic engine for the community and beyond. It is primarily comprised of commercial buildings, with many of them having historic significance. Housing is found on the edges of Downtown, within the Historic District on the west starting at Pennsylvania Avenue, and starting on the east side of Railroad Avenue and moving further east.

Through the MainStreet Roswell Master Plan process, it was determined that a portion of Downtown Roswell exhibits physical conditions that are detrimental to the public health, safety, or welfare of the residents of the community, and as such, these conditions currently stand in the way of Downtown’s sound and orderly development. The concept of designating the area referred to as the ‘Railroad District’ as a Metropolitan Development Area and its proposed boundary were presented at public meetings and was met with strong support from the participants.

This designation report proposes that the Railroad District be designated a Metropolitan Redevelopment Area to allow the City of Roswell to take a more proactive role in improving this area. The boundaries of the MRA include Eighth Street on the north, Second Street on the south, Railroad Avenue on the east, and Virginia Avenue on the west (see page 108). The necessary analysis and documentation of factors that contribute to blight in the Railroad

District are documented in this report. This is the first step in the designation process; the next step will be for the City to initiate the process to create an MRA plan document.



Examples of blighted properties and public infrastructure throughout the Railroad District



Railroad District: A Proposed Metropolitan Redevelopment Area

2. DESIGNATION OF A METROPOLITAN REDEVELOPMENT AREA

The New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978) provides municipalities with the powers to undertake and correct conditions in areas that “substantially inflict or arrest the sound and orderly development” within the municipality. In order to use these powers, the governing body of the municipality must determine by resolution an area to be a slum area or blighted area, and designate the area as appropriate for a metropolitan redevelopment project.

The Metropolitan Redevelopment Code provides the criteria for determining an area to be a slum or blighted area. Section 3-60A-2. Findings and Declarations of Necessity provides:

“It is found and declared that there exist in municipalities of the state slum areas and blighted areas that constitute a serious and growing menace, injurious to the public health, safety, morals and welfare of the residents of the state; that the existence of these areas contributes substantially to the spread of disease and crime, constitutes an economic and social burden, substantially impairs or arrests the sound and orderly development of municipalities and retards the maintenance and expansion of necessary housing accommodations; that economic and commercial activities are lessened in those areas by the slum or blighted conditions, and the effects of these conditions include less employment in the area and municipality, lower property values, less gross receipts tax revenue for the state and municipalities and reduces the use of buildings, residential dwellings and other facilities in the area that the prevention and elimination of slum areas and blighted areas and the prevention and elimination of conditions that impair the sound and orderly development of municipalities is a matter of state policy and concern in order that the state and its municipalities shall not continue to be endangered by these areas that contribute little to the tax income of the state and its municipalities and that consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization or other forms of public protection, services and facilities.”

As defined in the Code, Section 3-60A-4:

“Blighted area means an area within the area of operation other than a slum area that, because of the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, insanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or lack of adequate housing facilities in the area or obsolete or impractical planning and platting or an area where a significant number of commercial or mercantile businesses have closed or significantly reduce their operations due to the economic losses or loss of profit due to operating in the area, low levels of commercial or industrial activity or redevelopment or any combination of such factors, substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use.”

3. EXISTING PHYSICAL CONDITIONS

The Railroad District has a plethora of vacant and dilapidated warehouse buildings, vacant lots, and sidewalks either missing or in very poor condition. There are very few viable businesses within this area. On the east edge of the proposed MRA, the row of lots facing Railroad Avenue is primarily comprised of residential structures, which show extreme deterioration. Structural, drainage, and public infrastructure issues are visible throughout the area. These conditions combined have led to the decline of this area.

This section of the report documents the physical and economic conditions of the Railroad District that meet the Metropolitan Redevelopment Code's criteria for establishment of an MRA. It is broken down into separate subsections that document building conditions, street and sidewalk conditions, and vacant and underutilized properties.

Building Conditions

Building conditions throughout the Railroad District are generally in very poor condition. Most of the commercial buildings are constructed of metal and have long been vacant and neglected by their owners. Structural issues are also readily apparent. Residential buildings are located along the east side of Railroad Avenue and are also in a severe state of deterioration. Some of these buildings appear to be inhabited, but it is unknown whether these inhabitants are building owners, renters, or in some cases, they may be squatters.



An example of one of the many vacant warehouse buildings in deteriorated condition located in the Railroad District



Buildings showing significant deterioration and neglect.



A mix of vacant industrial and residential buildings.



More vacant buildings and blighted properties.

Street and Sidewalk Conditions

In general, the street and sidewalk conditions through the Railroad District are in deteriorated condition or the sidewalks are missing altogether. This creates an unsafe condition for pedestrians and has a deleterious impact on the area.



Missing and badly cracked sidewalks run throughout the District severely compromising pedestrian accessibility



Deteriorated sidewalk and inadequate storm drainage systems are evident

4. ECONOMIC CONDITIONS

There is a large number of vacant, dilapidated buildings within the Railroad District. As a result, the area experiences a very low level of economic activity with a lack of investment apparent from both the public and private sectors. Residential use is extremely low within the Railroad District and is primarily located along Railroad Avenue. A few of these residential structures may be inhabited by squatters.

Comprehensive Plan

The City of Roswell Comprehensive Master Plan, adopted in May, 2005, estimated there were approximately 5,600 acres of land zoned industrial with more than 70% located at the Roswell International Air Center (RIAC). The Plan also estimated that there were 7,900 undeveloped acres of land throughout the City, with more than 4,800 acres zoned industrial. What this seems to indicate is a saturation of under-utilized or vacant industrial land and a trend for industrial development to occur away from the Railroad District. Without the need for this area to stay exclusively industrial, there are other land uses that could be developed that would benefit the MainStreet District and the community as a whole. One of the recommendations of the Master Plan is for the City of Roswell to consider rezoning some of the property within the Railroad District.

The Comprehensive Plan provides some general policy direction as follows:

Land Use, Zoning, & Code Enforcement, Objective 1-A: *“Encourage infill development within the City limits by providing infrastructure (water/sewer/paved streets) to areas that need them, reducing development costs.”*

Housing, Objective 3-E: *“Remove dilapidated structures to promote infill development and improve the health, safety, and welfare of neighborhoods.”*

Transportation, Goal #5: *“Continue to improve local streets so alternative modes of transportation can have better mobility and access, especially in the downtown business district.”*

Transportation, Objective 5-A: *“Strive to meet the Americans with Disabilities Act requirements for streets and intersections, throughout the City, especially in the downtown business district.”*

Commerce and Industry, Goal 11, Objective 11-H: *“Master plan the Downtown Business District, ensuring ample parking and transportation circulation in an aesthetically pleasing environment.”*

Social/Economic, Objective 12-F: *“Implement new ways to promote the museums, galleries, and recreational facilities in Roswell.”*

Jobs Comparison

Another clear indication of the blighted situation is the lack of employment within the Railroad District. Based on 2009 Census Bureau data, the Railroad District includes approximately 100 jobs as compared to approximately 2,500 jobs in the balance of the MainStreet District. This works out to 2.1 jobs per acre for the Railroad District versus 32.9 jobs per acre for the rest of the MainStreet District. From field observations, it appears that most of these jobs are along the east side of Virginia Avenue and that the

rest of the Railroad District is primarily vacant buildings and land. Creation of new jobs within the Railroad District will have positive impacts to the entire MainStreet District by providing additional customers for restaurants and retail stores.

5. CONCLUSIONS

This designation report provides the necessary documentation of existing conditions within the Railroad District which meet the criteria for an MRA designation as defined by the New Mexico Metropolitan Redevelopment Code (Article 3-60-1 to 3-60A-48 NMSA 1978). The existing conditions illustrate an amalgam of factors that show:

“...the existence of these areas contributes substantially to the spread of disease and crime, constitutes an economic and social burden, substantially impairs or arrests the sound and orderly development of municipalities and retards the maintenance and expansion of necessary housing accommodations; that economic and commercial activities are lessened in those areas by the slum or blighted conditions, and the effects of these conditions include less employment in the area and municipality, lower property values, less gross receipts tax revenue for the state and municipalities and reduces the use of buildings, residential dwellings and other facilities in the area...”

Designation of the Railroad District MRA will assist the City of Roswell in achieving the following goals:

- Eliminate unsafe conditions and thereby protect public health, safety, and welfare
- Increase new employment opportunities
- Increase property values and subsequently, increase property taxes collected
- Increase gross receipts tax revenues
- Improve and expand housing stock

The New Mexico Metropolitan Redevelopment Code provides the City of Roswell with the powers to ameliorate blighted conditions, create opportunities to expand existing businesses, attract new commercial activity to the area, and implement public improvements. The City will work in conjunction with the private sector to accomplish these goals.

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POTENTIAL MRA EXPANSION

Appendix D



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D.1 OVERVIEW

As the core area of the MRA becomes more self-sustaining as a result of redevelopment activities by both public and private entities, the City of Roswell may determine that the original MRA boundaries need to be expanded. The two logical areas include properties to the north, and to the south of the MRA core. These areas are described in more detail below.

North

This area includes those properties between Eighth Street to College Boulevard and from the alley between Main Street and Virginia Avenue to Garden Avenue. The area comprises almost nine city blocks, four of which have industrially oriented existing businesses, and some vacant property just south of Spring River. The areas north of Spring River are a variety of older residential and vacant property and buildings, as well as animal stockyards on the Garden Avenue side. While specific land use determinations for the properties in this area would be made at a future date, the general pattern within the core MRA would probably be continued northward.

South

The south expansion area would start by incorporating the area the alley between Main Street and Virginia Avenue southward to the Hondo River and then crossing the BNSF railroad and then continuing north to the southeast corner of the MRA core area. This area comprises approximately eight city blocks, and includes a variety of older industrial uses, vacant properties, the City's Water Department, and a future restaurant site. As with the northern expansion area, specific land use determinations for these properties would be made at a future date.

The diagram on the following page shows these expansion areas.

APPENDIX D:
POTENTIAL MRA EXPANSION

