

RESIDENT MARKET

Data in **Table 4** present population and demographic information. In 2009, the City's population was estimated at 10,400 persons, a 1.1 percent decline since 2000. As a whole, Grant County contained an estimated 31,000 persons in 2009, virtually unchanged from 2000. These rates of change are significantly lower than the 13.2 percent increase in population statewide. The Downtown has an estimated 324 residents, or approximately 3 percent of the City population. In general the population downtown lives in smaller households and earns more per capita than the remainder of the City's population and those living in the county outside of the City.

Table 4

Selected Population and Demographic Indicators, 2009

Downtown Silver City, Town of Silver City, Grant County and State of New Mexico

Indicator	Downtown	Remainder Silver City	Remainder County	Silver City	Grant County	State of New Mexico
2000 Population	342	10,203	20,457	10,545	31,002	1,819,046
2009 Population	324	10,102	20,584	10,426	31,010	2,058,296
Percent Change in Population	-5.3%	-1.0%	0.6%	-1.1%	0.0%	13.2%
Median Age	37.1	NC	NC	35.9	40.2	35.5
Total under 25	105	3,572	6,535	3,677	10,212	740,917
Percent under 25	32.4%	35.4%	31.7%	35.3%	32.9%	36.0%
Total over 65	49	1,552	3,675	1,601	5,276	249,548
Percent over 65	15.1%	15.4%	17.9%	15.4%	17.0%	12.1%
Households	160	4,231	8,416	4,391	12,807	785,869
Average Household Size	1.99	NC	NC	2.30	2.37	2.56
Families	82	2,695	5,851	2,777	8,628	519,050
Percent Families	51.3%	63.7%	69.5%	63.2%	67.4%	66.0%
Median Household Income	\$28,665	NC	NC	\$34,858	\$36,611	\$44,681
Average Household Income	\$41,341	\$43,966	\$46,357	\$43,870	\$45,504	\$58,045
Per Capita Income	\$19,909	\$18,414	\$18,953	\$18,924	\$19,111	\$22,470
Aggregate Household Income	\$6,614,560	\$186,018,610	\$390,136,558	\$192,633,170	\$582,769,728	\$45,615,766,105

NC = Not Calculated.

Source: ESRI and ConsultEcon, Inc.

EDUCATIONAL ATTAINMENT

Data in **Table 5** show population by educational attainment in 2009. In general residents of Silver City have achieved similar levels of educational attainment as residents of the State as a whole.

Table 5
Population 25+ by Educational Attainment, 2009
Downtown Silver City, Town of Silver City, Grant County and State of New Mexico

	Downtown	Remainder Silver City	Remainder County	Silver City	Grant County	State of New Mexico
Total	219	6,530	14,049	6,749	20,798	1,317,379
Less than 9th Grade	11.0%	6.8%	9.0%	6.9%	8.3%	8.3%
9th - 12th Grade, No Diploma	12.3%	9.4%	9.9%	9.5%	9.8%	10.1%
High School Graduate	24.7%	27.7%	32.3%	27.6%	30.8%	28.0%
Some College, No Degree	18.3%	24.1%	22.4%	23.9%	22.9%	21.6%
Associate Degree	4.6%	6.0%	6.7%	6.0%	6.5%	7.0%
Bachelor's Degree	13.7%	15.0%	10.6%	15.0%	12.0%	14.3%
Graduate/Professional Degree	15.5%	10.8%	9.1%	11.0%	9.7%	10.6%

Source: ESRI and ConsultEcon, Inc.

LABOR FORCE

Data in **Table 6** show the occupational profile of the downtown, city, county and state. Silver City and Grant County have a higher percentage of employed persons in the agriculture and mining industries than the state as a whole. An estimated 58 percent of the Town’s employed population over 16 years old is employed in Service industries, which encompass both professional and personal services occupations. By occupation, 54 percent of the Town’s employed population is in White Collar jobs, 24 percent in Service jobs and 23 percent in Blue Collar jobs. Silver City has a greater percentage of employed population in Services and Blue Collar occupations than the state as a whole.

Table 6

Employed Population 16+ by Industry and by Occupation, 2009

Downtown Silver City, Town of Silver City, Grant County and State of New Mexico

Indicator	Downtown	Remainder Silver City	Remainder County	Silver City	Grant County	State of New Mexico
<i>2009 Employed Population 16+ by Industry</i>						
Total	122	3,749	7,244	3,871	11,115	883,176
Agriculture/Mining	5.7%	5.8%	10.6%	5.8%	8.9%	2.9%
Construction	5.7%	8.5%	9.9%	8.4%	9.4%	8.5%
Manufacturing	0.8%	1.6%	0.8%	1.6%	1.1%	3.9%
Wholesale Trade	0.0%	1.1%	1.6%	1.1%	1.4%	2.4%
Retail Trade	10.7%	10.0%	9.2%	10.0%	9.5%	11.0%
Transportation/Utilities	4.9%	3.8%	4.4%	3.8%	4.2%	4.3%
Information	3.3%	2.5%	1.6%	2.5%	1.9%	1.9%
Finance/Insurance/Real Estate	3.3%	4.0%	3.8%	4.0%	3.9%	5.2%
Services	63.9%	58.0%	53.1%	58.2%	54.9%	52.0%
Public Administration	1.6%	4.9%	5.0%	4.8%	4.9%	7.9%
<i>2009 Employed Population 16+ by Occupation</i>						
Total	120	3,750	7,245	3,870	11,115	883,176
White Collar	58.3%	53.3%	52.6%	53.5%	52.9%	60.3%
Management/Business/Financial	5.8%	7.6%	9.3%	7.5%	8.7%	11.0%
Professional	41.7%	26.3%	23.7%	26.8%	24.8%	25.6%
Sales	5.8%	8.6%	8.2%	8.5%	8.3%	10.6%
Administrative Support	5.0%	10.8%	11.4%	10.6%	11.1%	13.1%
Services	21.7%	24.0%	21.1%	23.9%	22.1%	19.2%
Blue Collar	20.0%	22.8%	26.1%	22.7%	24.9%	20.5%
Farming/Forestry/Fishing	0.0%	0.3%	0.8%	0.3%	0.6%	0.9%
Construction/Extraction	8.3%	8.7%	10.8%	8.7%	10.1%	7.3%
Installation/Maintenance/Repair	4.2%	4.8%	6.0%	4.8%	5.6%	3.9%
Production	2.5%	3.7%	3.4%	3.7%	3.5%	3.5%
Transportation/Material Moving	5.0%	5.2%	5.4%	5.2%	5.3%	4.8%

Source: ESRI and ConsultEcon, Inc.

CONSUMER EXPENDITURES

Data in **Table 7** show estimated consumer expenditures by downtown, city and county residents. In 2009, Grant County residents spent an estimated \$214 million in the retail goods category. Almost one third of this retail spending, or \$69 million, came from Town residents.

Table 7
Consumer Expenditures by Category, 2009
Ranked by Total by City Category

Category	Downtown	Remainder Silver City	Remainder County	Silver City	Grant County
Retail Goods	\$2,367,418	\$67,050,433	\$144,426,127	\$69,417,851	\$213,843,978
Shelter	\$1,421,455	\$38,785,666	\$78,227,559	\$40,207,121	\$118,434,680
Food at Home	\$454,974	\$12,362,040	\$26,262,612	\$12,817,014	\$39,079,626
Health Care	\$385,537	\$10,908,821	\$23,852,954	\$11,294,358	\$35,147,312
Food Away from Home	\$320,431	\$8,871,217	\$18,419,112	\$9,191,648	\$27,610,760
Entertainment/Recreation	\$305,490	\$8,714,779	\$18,692,959	\$9,020,269	\$27,713,228
Household Furnishings & Equip	\$174,860	\$5,024,493	\$10,532,310	\$5,199,353	\$15,731,663
Apparel & Services	\$167,454	\$4,589,570	\$9,420,058	\$4,757,024	\$14,177,082
Travel	\$158,860	\$4,613,372	\$9,689,873	\$4,772,232	\$14,462,105
TV/Video/Sound Equipment	\$120,235	\$3,297,958	\$6,829,960	\$3,418,193	\$10,248,153
Investments	\$123,261	\$3,704,273	\$8,933,303	\$3,827,534	\$12,760,837
Education	\$112,551	\$3,078,588	\$5,765,188	\$3,191,139	\$8,956,327
Vehicle Maintenance & Repairs	\$90,354	\$2,537,446	\$5,422,975	\$2,627,800	\$8,050,775
Computers & Accessories	\$21,326	\$592,836	\$1,198,497	\$614,162	\$1,812,659

Note: Categories not mutually exclusive.

Source: ESRI and ConsultEcon, Inc.

VISITOR MARKET

Silver City has day trip and overnight visitors, of which a large share is likely from other parts of New Mexico and adjacent states.

DAY TRIPS AND PASS-THROUGH TOURISTS

Silver City is relatively remote and therefore may not attraction a large number of day trip or pass-through tourists. Interstate 10 is about one hour away. Hence, many of Silver City's visitors are destination visitors, coming for pre-determined trip purpose. Improving signage and wayfinding that directs visitors to the downtown will enhance its visibility among pass through visitors unfamiliar with the area. The Silver City Visitor Center had an estimated 21,400 walk-in visitors in 2008.

OVERNIGHT VISITORS

Many overnight visitors will be visiting friends and relatives that live in Silver City and Grant County. The downtown should be a place that local residents want to bring friends and family who may be visiting them. People visiting friends and relatives often stay in family and friend homes, but sometimes in paid overnight accommodations. The number of tourists visiting friends and family (VFR) are generally in a range of ratios between 0.5 and 2 persons per local resident annually. A conservative assumption is that there is one VFR per local resident, indicating approximately 31,000 VFR's in Grant County every year. Other overnight visitors stay in Silver City's hotels, motels, bed & breakfasts, RV/mobile parks and campgrounds. There are 5 hotels and bed and breakfasts in the downtown. The Murray Hotel is currently being redeveloped and plans call for 65 hotel rooms. There are a reported 300 rooms in Silver City, mostly in hotels along the highways. With an assumed occupancy rate of 50 percent, average travel party size of 2 persons, and average length of stay of 2 days, the total number of overnight visitors staying in Silver City accommodations is estimated at 54,750 annually.

SEASONAL VISITORS

There is some indication that Silver City attracts both seasonal visitors and retirees. In 2000, an estimated 1 percent of the Town's housing units were for seasonal, recreational or occasional use. In the same year, 3.3 percent of Grant County's housing units were for seasonal, recreational or occasional use compared to 4.1 percent of housing units statewide. More recent 3-year (2006-2008) estimates from the Census Bureau's American Community Survey indicate that 5.1 percent, or 729 units of the county's total housing units and 4.9 percent of the state's housing units are for seasonal, recreational or occasional use. Assuming that there are an average of 6 visitors per household, consisting of seasonal residents and their guests, there are an estimated 4,374 visitors annually due to seasonal homes.

LOCAL ATTRACTIONS

The most visited local attraction is the Gila Cliff Dwellings National Monument, which is located 44 miles to the north of Silver City. In 2009, it had 43,000 visitors. Peak months for visitation were March and July, with May and June also strong. Low months for visitation are December through February. The Silver City Museum, located in the downtown, and Western New Mexico University Museum, located near the downtown, draw 14,100 and 6,500 visitors, respectively.

EVENTS

Events are an important component of Silver City's tourism draw. The Am-Bank Wild Wild West Pro Rodeo draws an estimated 8,000 to 10,000 spectators from Arizona and New Mexico. The Mimbres Region Arts Council operates a number of annual and regular events: the Silver City Blues Festival draws an estimated 7,000 to 9,000 attendees and Pickamania and the Weekend at the Galleries draw an estimated 2,000 to 3,000 attendees each. The Tour of the Gila, a bicycle road race, draws an estimated 5,000 to 7,000 spectators. The Red Paint Pow Wow draws an estimated 6,000 spectators.

Synthesis

As a destination, the Silver City downtown serves both resident markets and tourist markets. The downtown competes for spending in the resident market with other shopping centers in the Town of Silver City and commerce in outlying towns. Some businesses are more reliant on one market segment than the other, and most businesses will need to appeal to both resident and tourists. Following is an evaluation of the competitive context for Silver City downtown businesses by market segment.

- **Competition for local retail and services expenditures** - Downtown retail businesses compete with businesses in newer and larger buildings, with parking lots outside of downtown for local resident and tourist expenditures. Silver City is projected to have a stable population over the next 5 years. Therefore, local businesses compete for the same customer base of expenditures. There is some churn in the resident market due to new students and employees of Western New Mexico University. Patients at the medical center and their families are also an opportunity for downtown businesses.
- **Competition for pass-through expenditures** - New Mexico scenic byways are an important tourism activity generator in New Mexico. Silver City is on or near two scenic byways.
- **Competition for New Mexico, Arizona, and Texas resident tourism expenditures** – Tucson’s, El Paso’s and Las Cruces’ growing populations create larger markets from tourist expenditures within a day’s driving distance. Events are a good day or weekend trip opportunity if adequately marketed to appropriate audiences in these cities.
- **Competition for other U.S. domestic and international tourism expenditures** - Tourists take scenic byways to explore New Mexico’s unique natural and cultural heritage through national parks, monuments, forests, tribal lands, varied rural Main Street communities that offer them authentic experiences. Tourist volume is down nationwide and the same is true in New Mexico.

Based on a review of downtown economic trends, business mix, resident and visitor market context, a SWOT analysis was prepared.

Strengths

- Central place for region
- “Eds and Meds” – Western New Mexico University and Gila Regional Medical Center are stable, large employers
- Historical authenticity and integrity of downtown building stock
- Vibrant daytime worker population and educational campus
- Recognized as rural tourist destination and good place to live
- New tourism infrastructure downtown

Weaknesses

- Increased level of commercial vacancy
- Economic recession creates difficult business environment
- Job losses in mining sector

Opportunities

- Expanded and new festivals and events
- Arts and cultural district and MRA district tools

Threats

- Economic recession affecting state and local government revenues and budgets
- Historic buildings often costly to renovate
- New commercial development outside of downtown

GAPS AND BUSINESS OPPORTUNITIES

The findings of this report are consistent with BBER's observation that "the only manner in which the local business (community) could expand its trade (area) is by attracting a greater number of visitors and exporting goods and services for which it has unique advantages." The former strategy requires more reasons for visitors to come to Silver City and greater market awareness inside and outside its existing visitor segments. National exposure as a great place to live in magazines several years ago is still reported as an important way for visitors to find Silver City on the Internet. More and more visitors are finding information online that will help them determine where they want to visit. Silver City is competing for destination visitors from afar as well as weekend visitors from Tucson and El Paso.

The latter strategy of exporting goods and services requires entrepreneurial businesses that bring outside dollars into the community. This would require bringing entrepreneurs, who have pre-existing markets outside of Silver City or helping entrepreneurs within the community connect better to markets outside of Silver City.

3. COMMUNITY PARTICIPATION

The Silver City Metropolitan Redevelopment Area Plan is the result of an exciting collaborative effort by the Town of Silver City, Silver City MainStreet and Silver City Arts and Cultural District working cooperatively with the community. The community participation process occurred through a number of ways. A diverse group of residents, representatives of community organizations, Town staff, local business owners and other stakeholders in downtown Silver City all contributed to the planning process. Citizen involvement, an essential element of the process, was gathered through working group meetings and open houses and community workshops.

There were also opportunities for the neighborhood to keep track of the project and provide comments through the project's website. Drafts of the Plan were available on the project's webpage for review.

WORKING GROUP

A 15 member Working Group was the principle means of community input, assisting the consultants in creating the plan. Representatives from business, government, not-for-profits, arts and cultural organizations, hospitality industry and the neighborhood were included in the group. 10 meetings were conducted with the Working Group during the planning process. Their insights into the community and their investment in creating a vibrant downtown were significant contributions to the planning process.

COMMUNITY INTERVIEWS

One on one interviews were conducted with ten individuals who are stakeholders or could influence the planning and implementation of the Plan as developers, employers or investors. The list of individuals interviewed was determined by the staff and Working Group members.

COMMUNITY WORKSHOPS

In addition to the monthly Working Group meetings, three Community Meetings were offered for community input and feedback. The first, an Open House, was held on November 17, 2009 at the Silco Theater. The stakeholders circulated through four stations identifying issues, opportunities and aspirations facing downtown Silver City in one of four identified areas. The Steering Committee then met to work on goals and strategies to implement them for each of these areas. The advertisement and the comments collected that night are included in the appendix.



A Community Workshop/Charrette, conducted over two days in March of 2010, provided the neighborhood residents and property owners an opportunity to discuss the Downtown Plan vision, identify projects for the plan, and prioritize the revitalization projects. The display ad and breakout group results from the workshop are included in the appendix.



In August, 2010, a final community open house was conducted at the Silco Theater that presented the Plan's recommendations and projects. The 60 residents who attended had an opportunity to provide comments on the plan and the projects that they would like to see implemented as the next steps in the plan. The comments made at the open house on the draft plan are compiled in the appendix of this document.



4. RECOMMENDATIONS AND REDEVELOPMENT PROJECTS

PLAN VISION

The planning process for the Silver City downtown plan began with determining a vision for revitalization of the historic downtown. The vision statement was developed in a reiterative process with the Working Group and affirmed at the community workshop. The statement represents the aspirations for the community's future.

Based on the community's vision for the area's future, the assessment of the issues and opportunities and the residents' conceptual plans created at the community workshop, a number of redevelopment plan recommendations and projects were developed.

Downtown Silver City is the cultural heart and a vital economic center of our diverse community. It is the place where the community lives, works, and gathers for sustaining creative expression, enterprise, and heritage. Our residents, families, and visitors contribute to the success of its eclectic shops, restaurants, artistic and entertainment venues, and outstanding museums.

MARKET ANALYSIS RECOMMENDATIONS

Foster Business Development

Business development recommendations focus on sustaining existing businesses in Silver City and creating the conditions for new businesses to start up. Downtown's business mix is marked by small, independent businesses that are often owned and operated by one person. In addition, there is a strong cluster of specialty retailers, many focused on arts, crafts and unique products, as well as services, many focused on health and wellness. Therefore, the following recommendations should be tailored to the specific needs of creative enterprises to encourage the expansion of this sector.

1. Develop entrepreneurship curriculum in schools that engages Silver City's university, banks, large employers, and public and non-profit agencies in business education, technical assistance, mentorship, and small-scale financing.
2. Develop clearinghouse of information on how to start and grow an Internet business, home-based or other non-store business.
3. Create business networking and mentoring sessions between entrepreneurs focused on markets outside Silver City.

Foster Local Market Development

Local market development recommendations focus on improving the downtown's connections to the area's customer base. According to multiple community participants, the downtown appeals to a subset of the community and some local residents have not visited downtown in years. To overcome this, the downtown must enhance its relevancy to all members of the community. To this end, the creation of a civic campus downtown and maintaining public and social sector uses will reinforce the downtown's role as a government center in the region, making downtown a regular destination for community members' government and civic business.

1. Develop a "buy local" campaign or community coupon book program. The "buy local" campaign would focus on downtown businesses and what they have to offer. A community coupon book could be mailed to households throughout the community.
2. Develop discount program for regular and/or student customers throughout Main Street businesses.
3. Implement regular community events focused on attracting local, rather than tourist, markets. This might include local resident appreciation days whereby all businesses stay open special hours and offer discounts to residents. Family-oriented activities and entertainment would support these events.
4. Develop regular schedule of what's happening downtown to include calendar of events and recent changes, such as new business openings, art installations or other physical improvements.

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5. Undertake a communitywide customer survey to identify shopping preferences and perceptions of regular and non-regular downtown customers. This survey could serve as the basis for specific promotions, events, and businesses that would increase downtown patronage.

Foster Cultural Heritage Tourism Development

Cultural heritage tourism recommendations are intended to increase tourism within the community by building on Silver City's existing creative cluster. Downtown Silver City is an important tourist attraction and physical improvements will reinforce its position as a destination and the center of touristic activity. The Murray Hotel redevelopment will expand the number of rooms in the downtown, so more overnight tourists will have direct access to the downtown. It will be important for downtown Silver City to expand its base of attractions to encourage tourists to stay longer and return in the future.

1. Develop and promote overnight and day packages focused on cultural heritage themes. These packages should be experiential and interactive in nature. For example, a local painter might host a workshop in which participants paint local scenery. Other topics might include local history and archeology, local ecology, and health and wellness.
2. Add new signature events in downtown that are worthy of a day or overnight trip. Existing events, such as the Tour of the Gila and Blues Festival, draw thousands of visitors over a short period of time.



Photo courtesy of WNMU

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3. Develop a new multi-faceted arts and cultural center in downtown to serve as the hub of creative activity, as well as a launching point for visitor activities and experiences. This facility could serve as a venue for performances, a showcase for region’s creative sector, and affordable space for creative enterprises. Potential locations for a new arts and cultural facility include the currently vacant theaters.
 4. Create temporary artist studio space out of vacant storefronts. Some communities, such as Pittsfield and Fall River in Massachusetts, have worked with landlords to fill vacant storefronts on a temporary basis with working artists and arts organization studios. The artist does not pay rent but pays for utilities and upkeep of the space. Artists agree to create art installations in the windows and be open to the public during certain periods. If the landlord finds a tenant, the artist will vacate the space within a 30- or 60-day period.
 5. Increase downtown linkages to natural and recreational assets in the region. While there is a strong presence of local history and the arts in downtown Silver City, the region’s scenic beauty and recreational opportunities are an important tourism draw, as well as an important reason for relocating to Silver City. The downtown could be positioned as the “base camp” for regional excursions, with additional recreation-oriented businesses, such as touring companies and outfitters.

Improve ACD and Downtown Design and Identity

ACD and Downtown Design and Identity recommendations focus on improving the downtown’s identity and creating a better visitor experience to reinforce the downtown as a desirable destination for residents and visitors alike.

1. Refresh and activate Big Ditch Park, making it a more appealing destination.
2. Enhance downtown signage and wayfinding from US 180 and SR 90 to improve awareness of downtown and facilitate navigation to and within the District.
3. Enhance connections to Big Ditch Park from Bullard.

HISTORIC DISTRICTS/ASSETS INVENTORY RECOMMENDATIONS

Recommendations for Boundary Expansions, Listings, & Additional Survey Work

Overall, the early nominations seem to have set appropriate boundaries for the historic districts. Upon review of existing material, several possible preservation-related projects were identified, including:

1. The town should officially submit an update to the National Register with an expanded period of significance for at least the Silver City Historic District (see comments under “Recent Survey within Study Area”).
2. Silver City is encouraged to follow-up on recommendations from the 2003 resurvey of mid-twentieth century resources by RRP. The town should expand that work to include the other historic districts and resources that were not covered by the 2003 work.
3. The town may want to seek National Register status for Black’s Addition Historic District, which is currently only listed in the State Register. The National Park Service identified several areas that needed further investigation in the original nomination submitted in 1982. A revised nomination may also be a means of expanding the period of significance to include buildings constructed after the early 1930s. Although this brings no additional incentives for residential resources, it would allow any contributing historic commercial resource (including rentals) to utilize the federal tax credit.
4. Additionally, there is potential for a boundary expansion for Black’s Addition that would include the blocks between West 6th Street and College Avenue, from the west side of D Street to the east side of F Street. This area was surveyed by Common Bond Preservation in July 2010, and includes 26 contributing and 9 non-contributing resources.
5. Consultant recommends pursuing a Multiple Properties Documentation Form (MPDF) for the Luck Houses. A MPDF creates the historic context in which to nominate related buildings. The houses and story are unique to Silver City. Additional research may expand upon the knowledge already known about Mrs. Luck and the craftsmen associated with these houses and landscape features.
6. Consultant recommends reviewing procedures and policies relating to the Design Review Committee (DRC), finding ways to strengthen their role within the framework of the Historic Overlay Zone. Other New Mexico communities, such as Taos and Las Cruces, are currently undertaking revisions to either design standards or their overlay zones, and may serve as models.
7. Although outside of the immediate purview of this plan, it is recommended that the town consider funding an architectural survey of Hardee and Powel Additions, north of the University, to assess the possibility of additional district listings. If needed, this could simply be a “windshield” survey to determine the ratio of contributing verses non-contributing resources.

PARKING STUDY RECOMMENDATIONS

The Parking Study report found in the Appendix offers analysis and advice on standards for on-street parking, sight distance issues, intersection design and control and signing and marking of on-street parking. Silver City must consider the unique characteristics of each situation when making determinations for parking and traffic control; narrow streets, short blocks, high curbs, restricted sight distance. The recommendations of the Parking Study Report are as follows:



1. Silver City should adopt a series of guidelines for the design of on-street parking facilities in the downtown area. These guidelines should include intersection prohibition offsets, parking space dimensions, and striping and signing considerations. A sample set of guidelines are included in Table 8 of the Parking Study Report found in the Appendix.



2. Bullard St should delineate the parking areas with 4" white terminal stripes and 4" wide longitudinal stripes the length of the parking area. Individual parking spaces should not be striped to maximize capacity. The width of the parking area should vary from 8' to 10' depending upon the curb heights within each block.

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3. Parking restrictions should be considered along one side of the street in the following road segments in the downtown study area. These streets do not currently have adequate width (30') to maintain two parking lanes and a 14' wide travelway.
 - a. Yankie St between Bullard St and Arizona St
 - b. Market St between Texas St and Arizona St
 - c. Kelly St between Bullard St and Texas St
 - d. Texas St between Sonora St and San Vicente St
 - e. Texas St between Spring St and Broadway St
 - f. Texas St between Yankie St and 7th St
 - g. Arizona St between Spring St and Broadway St
 - h. Arizona St between Market St and 6th St
 - i. Pinos Altos St between Spring St and Broadway St
 - j. Sonora St

This could result in a loss of up to approximately 80 parking spaces. An estimated 91 spaces could be developed off-street within currently vacant properties along the downtown streets, with the primary development areas along Spring St, Pinos Altos St, and east of the Bullard St development.

4. Formalize parking in the Mainstreet Plaza area north of 7th St and east of Bullard St. The area is currently unpaved, and if it remains unpaved, wheelstops should be considered to provide positive guidance for parking. Because the Plaza is used for a weekend market, additional accommodation may be required to minimize the pedestrian tripping hazard associated with wheelstops. Low-profile wheelstops with sloping faces may be considered to mitigate this concern, with a greater ability to delineate spaces than provide a barrier to a parked vehicle. Alternative signing and markings should also be reviewed prior to formalizing parking within the Mainstreet Plaza area.
5. Back-in angle parking should be considered along Broadway St between Texas St and Pinos Altos St. The angle parking may be implemented along each side of Broadway St between Texas St and Arizona St, and along the north side of the street between Arizona St and Pinos Altos St. Each of the angle parking spaces should be striped, and as appropriate, some could be designated as small car spaces to optimize capacity. Initially, this should be considered a demonstration project for the community and all striping should be temporary striping.

The back-in angle parking will be new to Silver City, and as such, there will be a learning curve for the local citizens. A public information campaign should be conducted to instruct drivers how to negotiate entry into a space. The movement is initially the same as parallel parking, and signing has been developed by numerous jurisdictions to instruct unfamiliar drivers. Installation of such signing should be considered.

6. Construction of curb extensions (bulb outs) should be considered in conjunction with installation of back-in angle parking. These extensions should initially be striped and supplemented with raised pavement markers. If the back-in angle parking is to become permanent, then permanent curb extensions should be installed. The curb extensions will minimize and define the parking prohibition area, and will greatly enhance pedestrian safety by reducing the crossing distance of Broadway St by as much as 50%. The curb extensions should be designed by a registered engineer, with special consideration given to drainage design. Curb extensions may be landscaped and include street furniture.

7. Loading zones should be established east of Bullard St on 7th St, Kelly St, Yankie St, and Spring St to accommodate large vehicle deliveries. Currently, delivery vehicles are parking in travel lanes on two-lane streets which is a safety concern. Established loading zones should be properly signed and marked.



8. A loading zone should also be considered along Texas St between Yankie St and Broadway St , along the west side of the road. Each loading zone in downtown should be at least 65' in length to accommodate large delivery vehicles.

9. On-street handicap spaces should be uniform in size. Existing handicap spaces vary in length from 25' to almost 40'. A length of 25' should be adequate for handicap parking, and the spaces should be fully delineated on the pavement.

10. Expand and enhance bicycle parking within the downtown. Formal public bicycle parking is located at three intersections: Bullard St at Broadway St, Bullard St at 6th St and Yankie St at Texas St. Safety is a concern at the Bullard St at Broadway St and Yankie St at Texas St locations because the parking areas are located within the roadway prism. Bicycle parking should be located behind raised curbing, not at street level. If curb extensions are considered at downtown intersections, a component of the improvements should include incorporation of bicycle parking accommodations within the extensions. This would yield more frequent parking locations and provide greater safety for the cyclist. If curb extensions are not considered, parking should be focused along the east side of Bullard St, with barrier protected areas established along the short roadway segments between Bullard St and Big Ditch Park. A bicycle parking area could also be established within the parking lot at the corner of Yankie St and Arizona St.

11. Reorient parking signing to face traffic parking along the streets. All street signing should be oriented to face approaching traffic, not turned 90° so that the sign face is parallel with the street edge. Refer to the Manual on Uniform Traffic Control Devices – Section 2A.20.

-
12. Verify and adjust the mounting heights of all signing within the downtown area. Numerous signs are mounted such that average height pedestrians may hit the signs while walking along the sidewalk. Refer to the Manual on Uniform Traffic Control Devices – Section 2A.18.
 13. Conduct a street Circulation Study to evaluate changes in circulation as a result of implementing these recommendations. This study should consider reverting some of the one-way streets to two-way, changing the direction of the Market St one-way, and alternative design measures at the offset intersection of Bullard/College/Pope streets.

WAYFINDING RECOMMENDATIONS

Wayfinding is a process of determining and following a path or route between an origin and a destination. This is achieved with signage and maps, special lettering, colors, symbols, iconic shapes, texture, and surface treatment.

Since the 16th century, travelers have used wayfinding. But the term wayfinding was first used by Kevin Lynch, a Boston architect, in his book "The Image of the City". In describing the system of wayfinding for cities, his elements were paths, edges, landmarks, nodes and districts - all mental representations of the physical space we try to form. Spatial orientation and the cognitive map or image is found through perceptions, thinking and decision-making. Part of wayfinding is the term wayfinding, the communication of information to help travelers make decisions on how to get there. While today's technology eases wayfinding with GPS, DOT Travel Info, MP3 Podcasts, travel videos and brochures - the overwhelming favorites are signs with simple yet easily understood information, placed at strategic intervals to guide the visitor.

Silver City does not have a wayfinding system. Finding Bullard and Downtown is rather difficult. Visitors coming in from the east, south and north may end up on Rt 90 on the east side of the Big Ditch and may find the Visitor Center by chance, but signage is minimal. Visitors arriving from the west will also find themselves at the confusing intersection of many roads - Rt 180, Rt 90, Juniper, Pope and 14th. With all the movements at this junction, it is almost impossible to watch traffic and read signs.

Three major roadways lead to Silver City, but once within the Town limits, there is meager information to direct visitors to Silver City's jewels; the Historic Downtown and the Arts and Cultural District. Analysis of the issues facing visitors, both in awareness of the town's assets and navigating their way there, led to the following strategies and recommendations.

Signage will be the key component for improving wayfinding in downtown Silver City. Good wayfinding signage is a utility to aid visitors. Vehicular guide signage, pedestrian signage, mapping, parking and destination identification are integral to a complete wayfinding system that will help visitors as they find their way within the city.

Design Aims:

- Create a cohesive visual theme for Downtown Silver City through the signage character.
- Clearly direct visitors to the historic downtown from the highways leading into the Town.
- Utilize the Silver City Visitor Center as a launch point for Downtown tourism.
- Make signs legible for location and user (drivers, pedestrians, bicyclists). Scale signage to meet the environment, ranging from larger signage for higher speed vehicular use to small signs for pedestrian use.
- Clearly define the boundaries of the Arts and Cultural District.

Wayfinding Sign Types and Their Functions:

- A. **Identification Signs** - These are vehicular directional signage, directing visitors to the Silver City Visitor Center. The primary effect of the new wayfinding Identification signs at the outskirts of the City along main routes leading into Silver City is to guide every visitor first to the Visitor Center. Repetition of these large signs helps the traveler orient himself. The Visitor Center has free and easy parking and information about the Arts and Cultural District (ACD), as well as the story of the Big Ditch, WNMU, hospitals, theaters, museums, hotels, schools, restaurants, historic districts, architecture, galleries, stores, gardens, so on. It is also a short walk across the bridge over the Big Ditch to the heart of the ACD where almost everything of interest is located.
- B. **Directional Signs to ACD Gateways** - Directional Signs provide direction to the Historic Downtown. As visitors approach the Visitor Center, they will observe smaller Gateway signs in case they may want to drive through the ACD. These signs define the boundaries of the ACD and give importance to the area. The size of the signs will be smaller because drivers' speeds will be much lower than on Routes 180 and 90.
- C. **Orientation Signs/Maps** - An Orientation sign or kiosk, in the form of a map and other information, will inform the visitor about the locations of buildings, the Arts and Cultural District and other downtown features. Over time, additional Orientation signs with the same map and information may be placed at the two ends of Bullard to improve wayfinding for visitors to the historic downtown.
- D. **Iconic Signs** - These are smaller signs which will be placed throughout the ACD to locate and clarify specific buildings, such as museums, theaters, restaurants, hotels, etc. Some may be building signs, others at curbside, on a lamppost, on benches, in the sidewalk, sides of buildings, on sign posts. A variety of designs, colors, sizes, materials, lettering, logos, and shapes should be considered.



Potential Sign Locations:

The accompanying map indicates the recommended locations for the top three tiers of signage.

Identification Signs should be placed on the highways to direct visitors as they first enter the Town.

Directional Signs should be placed along major thoroughfares to direct visitors to the downtown gateways at Broadway, College, Pope, and Market.

Orientation Signs should be located at the Visitor Center and at both ends of Bullard Street to provide users centrally located places to review maps and other information that identify downtown Silver City destinations.

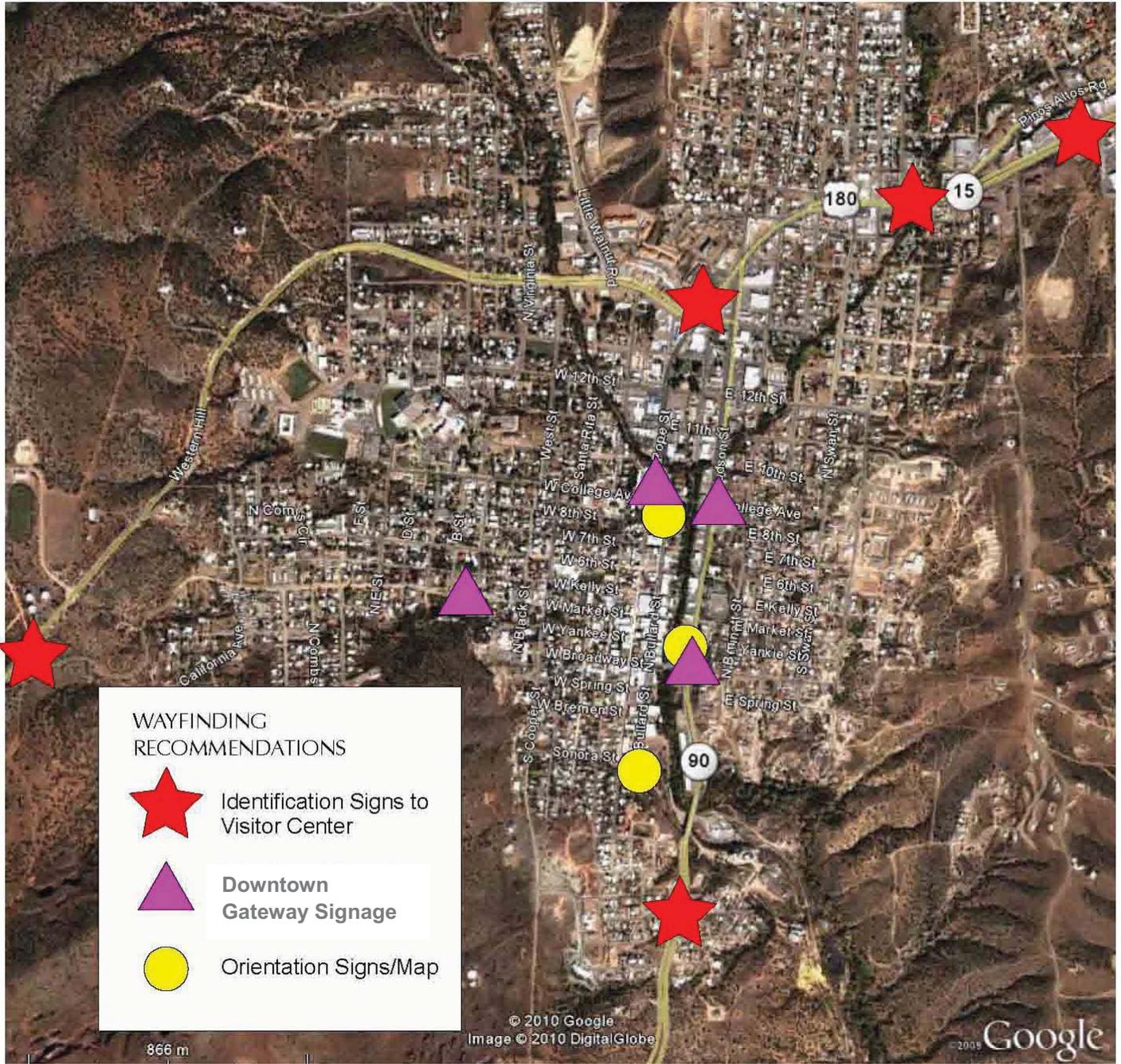
Performance and Legibility Considerations

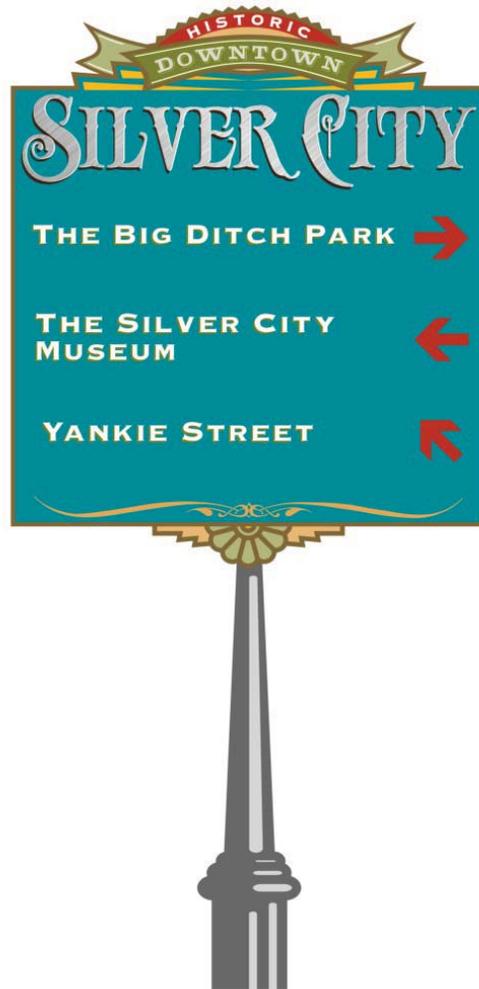
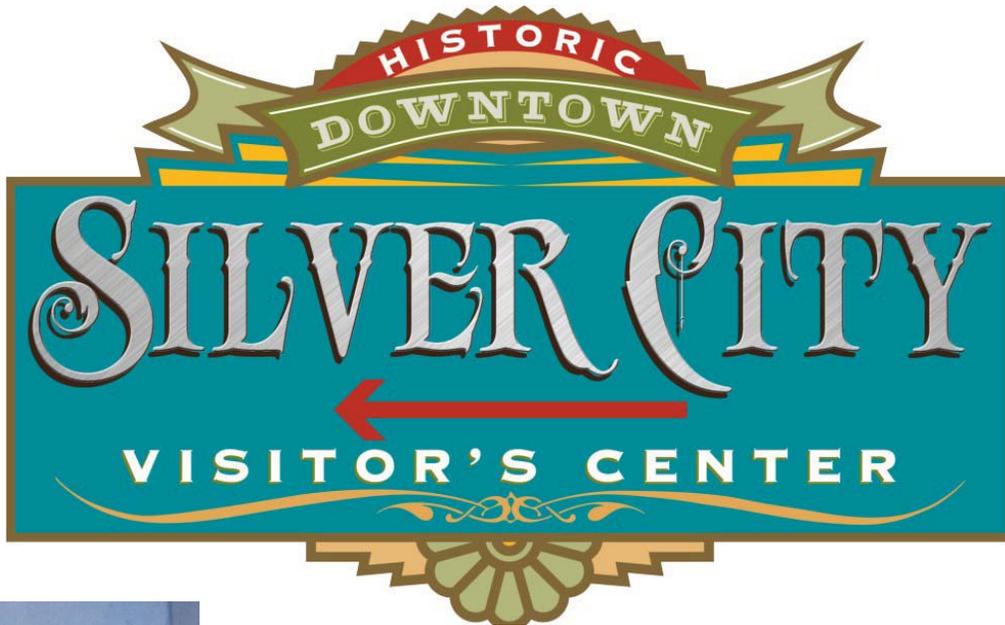
A deSign Committee, including artists and fabricators, is recommended to serve as arbiters for sign selection. Consideration of colors, lettering size and style, and sign size to assure legibility must be made. Materials must be durable and vandal resistant.

Other Wayfinding Recommendations:

1. Use eye-catching mosaics or iconic tiles in sidewalk to demarcate the Arts and Cultural District boundary.
2. Design and distribute Downtown/ACD brochures with maps keyed to landmarks and wayfinding elements.



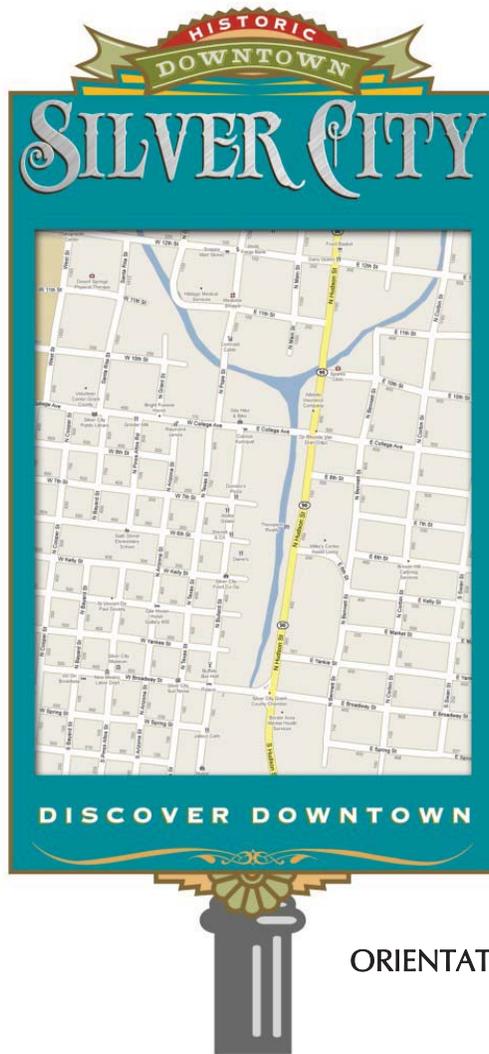




SIGNAGE CONCEPT

Design themes for signage were derived from various Silver City architectural details and the NM A&CD logo.

DIRECTIONAL SIGNAGE



ORIENTATION MAP/SIGNAGE

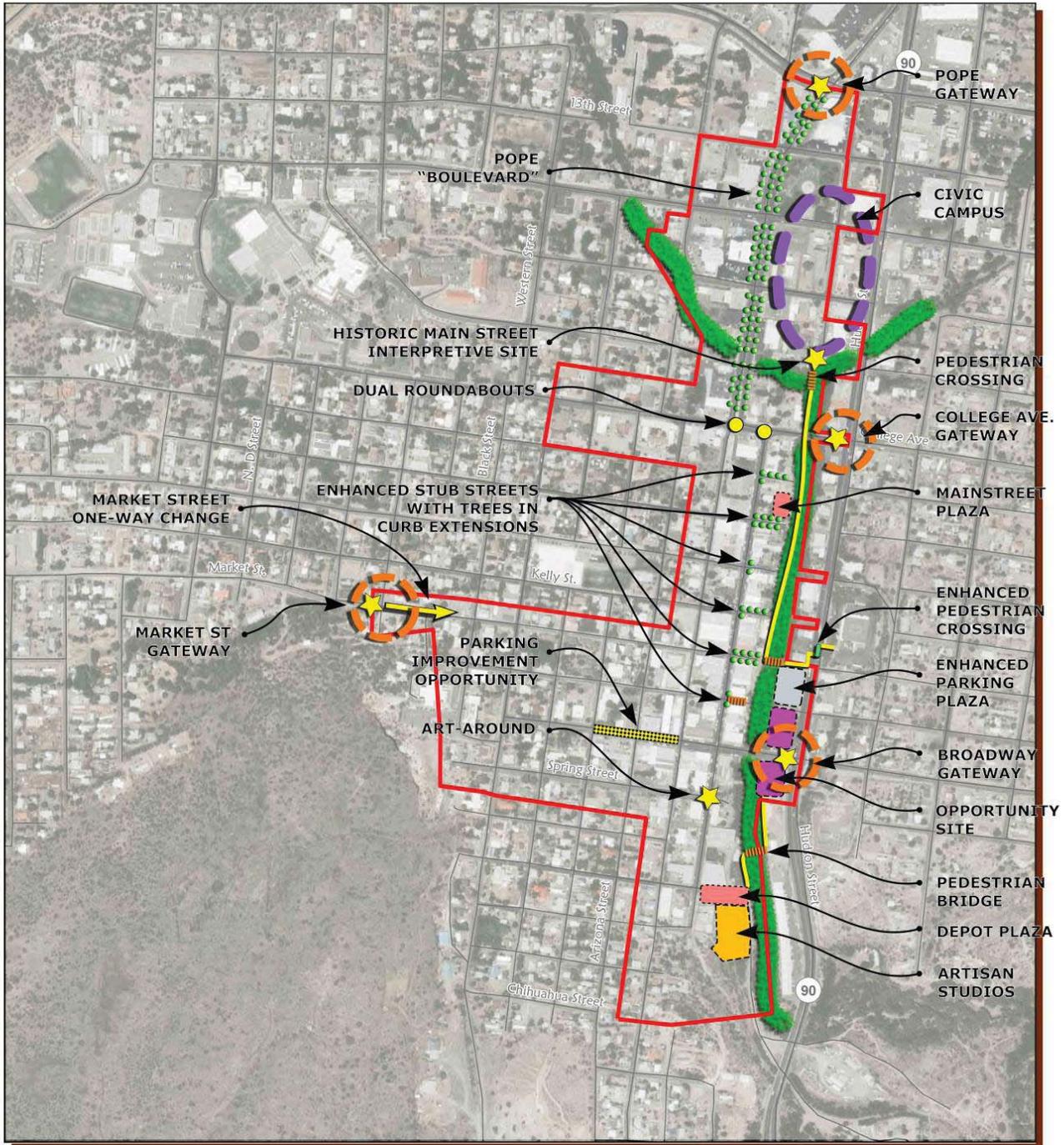


STREET SIGNAGE

COMMUNITY WORKSHOP CONCEPTUAL PLAN RECOMMENDATIONS

The following Community Workshop Conceptual Plan represents the key workshop ideas and projects that resulted from the community workshop held August 31, 2010. The ideas and projects are further developed, with conceptual designs of how they could be implemented. The Projects are identified on the Conceptual Plan as opportunity sites, followed by a listing of “**Key Workshop Ideas**” or conceptual designs for each of the individual projects. The following projects are not listed in priority here.

Silver City Downtown Action Plan



COMMUNITY WORKSHOP CONCEPTUAL PLAN

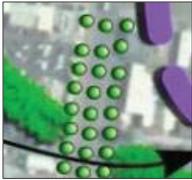
3/27/2010



Community
ByDesign
621 Silver Dr. NE
Albuquerque, NM 87106
505.988.1363

Rvsd 8/30/2010

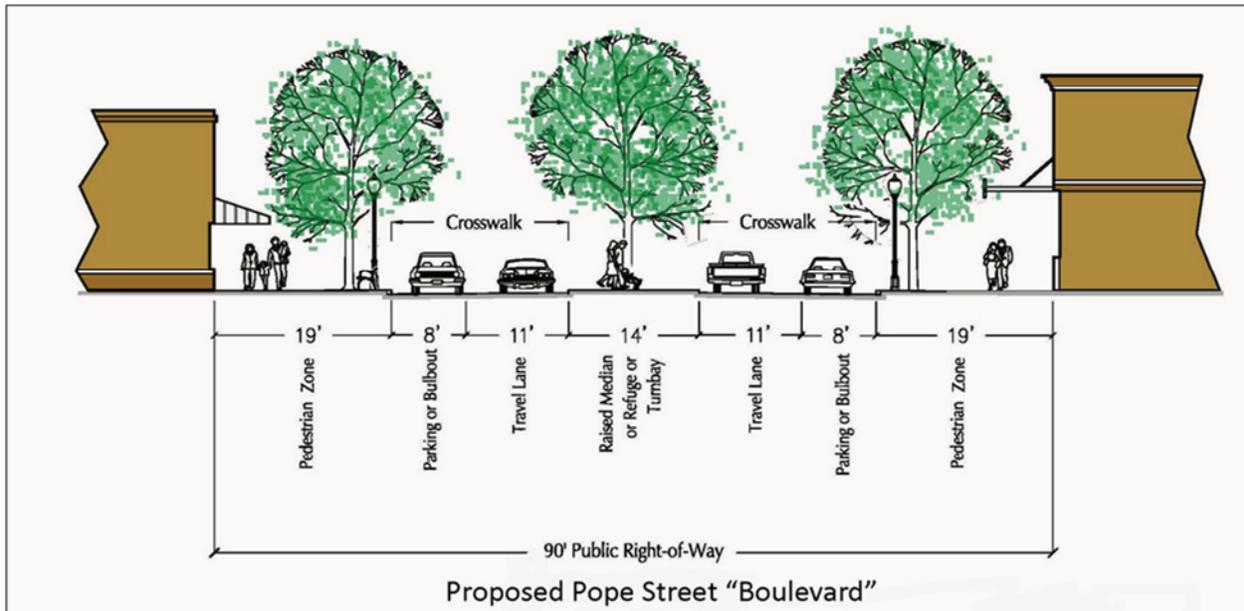
- | | | |
|--|---|--|
|  PUBLIC GATHERING PLACE |  KEY OPPORTUNITY SITES |  PUBLIC ART/TRAFFIC CONTROL |
|  KEY GATEWAYS |  CIVIC CAMPUS AREA |  TRAFFIC FLOW IMPROVEMENT |
|  BIG DITCH CULTURAL SPINE | |  PEDESTRIAN ROUTE |



KEY IDEA 1 – Pope Street “Boulevard” – Re-envision Pope Street as a “Boulevard”, incorporating a median, narrower travel lanes and landscaping to slow traffic and create a green, more inviting and walkable entry from the north.

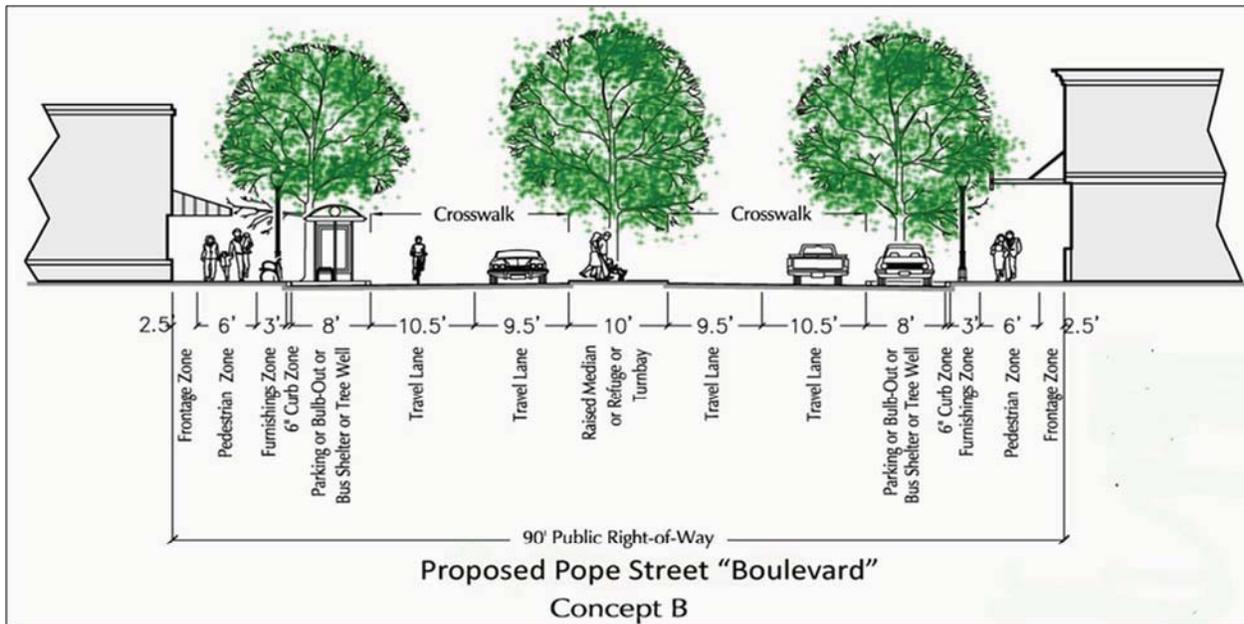
POPE “BOULEVARD” CONCEPT A

19 Foot Sidewalks, Two Travel Lanes, Two Parking Lanes, and a 14 Foot Median



POPE “BOULEVARD” CONCEPT B

12 Foot Sidewalks, Four Travel Lanes, Two Multi-Use Lanes, and A 10 Foot Median



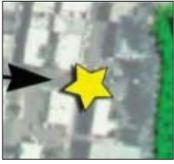


KEY IDEA 2 - Circulation Feasibility Study for Pope-College-Bullard - Study the feasibility of improvements to the Pope-College-Bullard intersection to make it more pedestrian and bicycle friendly, improving traffic flow and reducing confusion at this complex intersection.



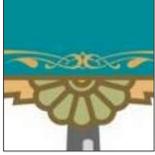
A CONCEPT FOR POPE & COLLEGE INTERSECTION IMPROVEMENTS

Two roundabouts redefine traffic flow at this complex intersection.



KEY IDEA 3 – Downtown Gateways - Develop key gateways into the Historic Downtown. Concepts such as specialty paving, sculpture, monumentation, signage and ornamental vegetation can invite people Downtown. Implementation of these gateways should be a part of wayfinding strategies.



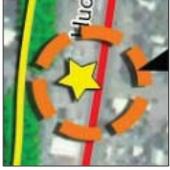


KEY IDEA 4 – Wayfinding and Signage - Create a comprehensive system of wayfinding and signage.



WAYFINDING SYSTEM

Utilize a consistent wayfinding system, including signage, to alert and orient visitors to the offerings of the Historic Downtown. Concepts such as specialty paving, sculpture, signage, monumentation and ornamental vegetation can invite people to the area. Development of key gateways into the Historic Downtown can increase business. See wayfinding recommendations.



KEY IDEA 5 – Public Art - Create unique public art focal points at key locations



KEY IDEA 6 – Green Spine - Utilize the green “spine” of vegetated creeks to tie together the Town’s resources. Extend pedestrian facilities and add bridges at strategic locations.





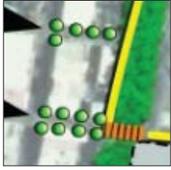
KEY IDEA 7 – Main Street/Big Ditch Confluence Interpretive Site - Connect the Big Ditch with the remnant of the original Main Street to the north. Include interpretive display about the creation of the Ditch.



MAIN STREET PEDESTRIAN BRIDGE AND INTERPRETATIVE KIOSK

Located at the San Vicente/Big Ditch origin north of Historic Downtown where Main Street drops into the Big Ditch.





KEY IDEA 8 – Connect Bullard St and the Big Ditch - Enhance Downtown’s connection with the Big Ditch and expand gathering opportunities. Create a series of east-west green fingers to increase gathering space and bring the park into downtown and the community into the park.



ENHANCED STUB STREETS WITH LANDSCAPING DRAWS PEOPLE IN AND TIES BULLARD WITH THE BIG DITCH PARK.



ELEVATED YANKIE STREET PLAZA "STREET BRIDGE"

Increase downtown use opportunities by adding a flexible use "street bridge" at sidewalk height over the Yankie Street stub street. The Plaza connects to the Big Ditch. Water can safely flow underneath the deck and a ramp allows access from Bullard Street.

EXPAND GATHERING SPACE AT THE SOUTHERN END OF DOWNTOWN



One opportunity to increase the outdoor event venue options at the south end of Downtown is to utilize the one block stretch of Yankie Street between Bullard and Texas Streets. Landscaping and amenities along this block will improve the user experience. On special occasions vehicular traffic can be blocked and the area limited to pedestrians. This option would complement the Yankie Street deck gathering area to the east, together creating a large flexible venue for Downtown events.



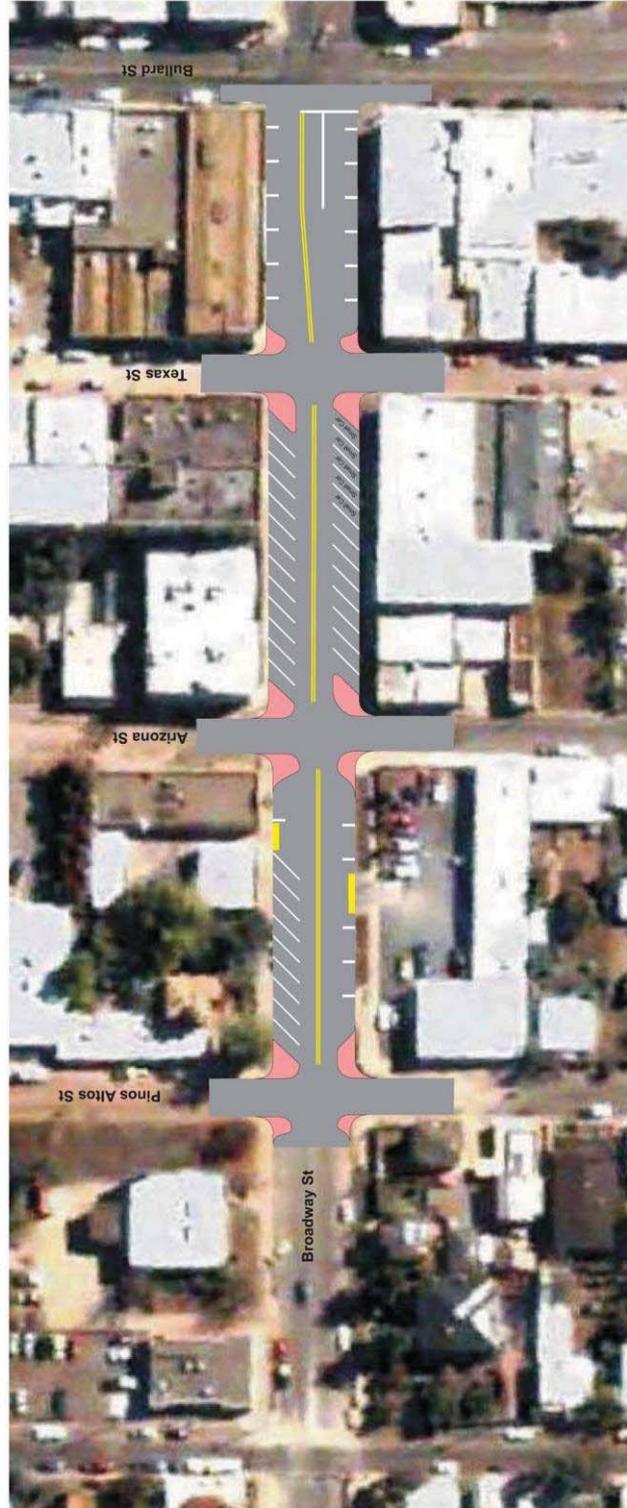
KEY IDEA 9 – Broadway Parking Improvements - Improve parking along Broadway.

**BACK-IN ANGLE
PARKING – BROADWAY
BOULEVARD**

Back-in Angle Parking - Broadway St



Not to Scale



Pinos Altos to Arizona:
 9 Back-in spaces north side @ 45°
 1 Parallel spaces north side
 5 Parallel spaces south side.

Arizona to Texas:
 13 Back-in spaces north side @ 45°
 13 Back-in spaces south side @ 45°
 with 5 small car spaces designated.

This drawing is conceptual, based upon estimated distances. The number of spaces are based upon 20' and 22' parallel parking space lengths and baseline diagonal parking space dimensions of 9.5' wide and 18.0' long. The 30" low curb between Arizona St and Texas St will permit back-in diagonal parking along each side of the street, leaving an approximate 25' driving aisle. The narrower roadway width and raised sidewalk at Pinos Altos St will not permit diagonal parking along each side of the road. Curb extensions are shown to reduce the pedestrian crossing distances and to improve the sight distance for vehicles on the cross streets. Striping may be used in lieu of curb extensions.

- No Parking - Driveway
- Curb Extension



KEY IDEA 10 –Bullard/Spring Streets Intersection - Enhance Bullard and Spring Street intersection in response to local use.



**BULLARD STREET
TURNAROUND AT
SPRING STREET**

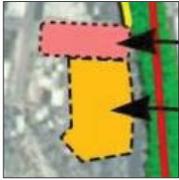
A mini-traffic circle or “Art-Around” helps to alert visitors to the local u-turn pattern at this intersection.



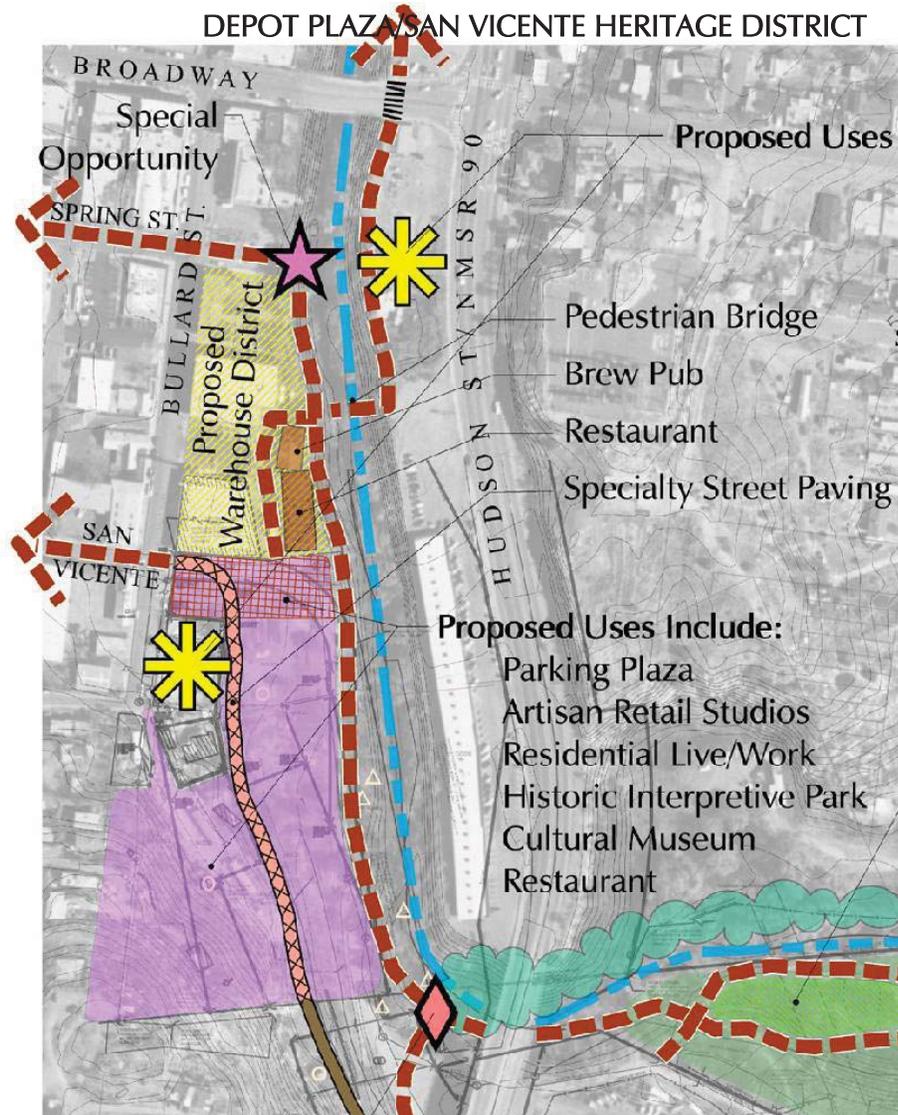
Source: www.pedbikeimages.org / Dan Burden

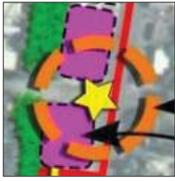


Source: www.pedbikeimages.org / Heather Bowden

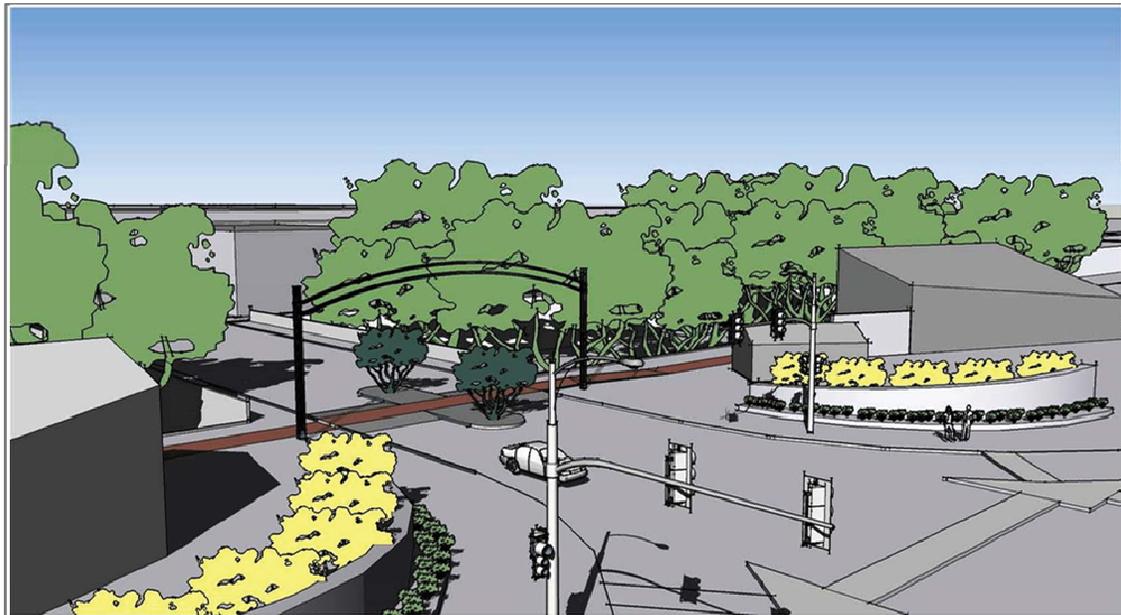


KEY IDEA 11 – Depot Plaza /San Vicente Heritage District - Infill the vacant lands at the south end of Bullard.





KEY IDEA 12 – Hudson-Broadway - Utilize the key opportunity site at Hudson and Broadway to create special features announcing arrival at a “special place.”

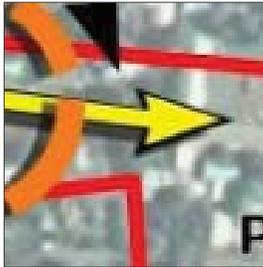


BROADWAY BOULEVARD GATEWAY CONCEPT

Monumentation, signage, artwork, plantings, & specialty paving create a sense of arrival Downtown.



KEY IDEA 13 – “Civic Campus” - Create a “Town Civic Campus,” consolidating Town offices, services and buildings in a central, compact, pedestrian-friendly location.



KEY IDEA 14 – Redirect Market Street - Consider changing Market Street to one way heading east towards Downtown, potentially making it simpler for out of town visitors to navigate their way into the Town.



KEY IDEA 15 - Restrooms - Increase the number and/or availability of restrooms accessible to the public within the Historic Downtown.



KEY IDEA 16 – Theater District - Create a Theater District centered on the three Bullard Street theaters of the Silco, Gila and El Sol as performing arts/film venues and cultural center hub. All three theaters should be restored and preserved. The synergy of three historic performing/cultural outlets in close proximity would be unmatched in New Mexico.



KEY IDEA 17 – Façade Improvement Program - A façade improvement program could serve as a means to revitalize the downtown area in a partnership with the building owner, Town and Silver City MainStreet. There are several programs available from NM MainStreet Design technical assistance, to grants and low interest loans, to volunteer-based programs such as NM MainStreet's "Façade Squad".

5. FUNDING SOURCES

A number of funding sources from local, State and Federal agencies have been identified as potential opportunities to finance the implementation of the Silver City Metropolitan Redevelopment Area Plan.

1. Public/Private Partnerships

There are a number of opportunities for partnerships to occur between various entities. Partnerships hold the highest potential for redevelopment opportunities to occur in the Downtown Silver City area. The Town can provide incentives through public financing, land holdings, or eminent domain authority, to serve as incentive/collateral for groups such as the NM Community Development Loan Fund, Accion; Westcorp, Small Business Association, and private developers.

2. NM MainStreet Capital Outlay Fund

The NM State legislature has allocated between \$1.5 and \$2 million the two past years for MainStreet communities in NM. These funds can be used for master planning, design, engineering and construction purposes for projects that have been identified in a community-based downtown master planning process. These are competitive grants awarded in October.

3. New Mexico Community Development Loan Fund

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

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

Tax increment financing is created through a local government's property tax assessments increments and in the case of TIDDs, gross receipt tax increments. The incremental difference in tax is used to finance the improvements within the district. In New Mexico, tax increment financing is enabled in forms through the Metropolitan Redevelopment Code, Enterprise Zone Act and the Urban Development Law. Creating a TIF District would be beneficial to the downtown area and provide an incentive for private sector reinvestment. Given the low tax base in the area, it would be advantageous if both City and County would participate in contributing their respective increments to the TIF district.

5. Infrastructure Capital Improvement Plan

The Town of Silver City's Infrastructure Capital Improvement Program (ICIP) is to enhance the physical and cultural development of the Town by implementing the Silver City Comprehensive Plan and other adopted plans and policies. Through a multi-year schedule of public physical improvements, ICIP administers approved Capital Expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating Silver City's built environment. In practice, the ICIP develops, and sometimes directly implements, diverse projects and improvements to public safety and rehabilitation of aging infrastructure such as roads, drainage systems and the water and wastewater network, public art projects, libraries, museums, athletic facilities, parks and trails, and Senior, Community and Multi-service Centers.

6. Industrial Revenue Bonds (IRB)

An IRB is a form of tax-exempt municipal bond issued by a state or local government entity to finance the acquisition, construction or equipping of a facility. IRB tax-exempt financing for manufacturing projects has been restored under the federal Revenue Reconciliation Act of 1993 on a permanent basis. Today, IRBs continue to provide companies with an important alternative to conventional financing of manufacturing projects. Cities, public agencies, development authorities, and similar entities can issue tax-exempt, private-activity, industrial revenue bonds for manufacturing projects. All issuances are subject to state-wide volume caps. Some states offer umbrella programs to finance several smaller projects from a single issue; where revenue bonds could promote local economic development through encouraging local businesses and hiring a higher wage local work force as a priority.

7. Safe, Accountable, Flexible, and Efficient Transportation Equity Act (SAFETEA)

Federal SAFETEA Enhancement funds, in excess of \$200 billion, have been allocated to integrate transportation projects with environmental and community revitalization goals over a period of more than six years ending in December, 2010. They are applicable beyond highways, road and transit maintenance and may also be used for relevant environmental restoration, pollution abatement, historic preservation, trails, bike paths and pedestrian infrastructure including aesthetic enhancements.

8. Equity Capital

SBA's Small Business Investment Companies (SBIC) licensed and regulated by the SBA, SBIC's are privately owned and managed investment firms that make capital available to small businesses through investments or loans. They use their own funds plus funds obtained at favorable rates with SBA guarantees and/or by selling their preferred stock to the SBA.

9. Tax incentives and tax-exempt financing

a. Historic Rehabilitation Tax Credits

Investors can receive a credit against their total income taken for the year in which a rehabilitated building is put into service. Rehabilitation of certified historic structures qualifies for a credit equal to 20 percent of the cost of the work; rehabilitation work on non-historic structures built before 1936 qualifies for ten percent.

b. New Markets Tax Credits (NMTC)

The NMTC Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period. In each of the first three years, the investor receives a credit equal to five percent of the total amount paid for the stock or capital interest at the time of purchase. For the final four years, the value of the credit is six percent annually. Investors may not redeem their investments in CDEs prior to the conclusion of the seven-year period.

c. Low-income Housing Tax Credits (LIHTC)

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

10. Local Economic Development Act (LEDA)

The Local Option Gross Receipts Tax (LOGRT) of the Local Economic Development Act (LEDA) provides a means of financing improvements in the downtown through an increase in gross receipts tax that is earmarked for downtown public improvements and arts and cultural facilities.

11. Main Street Hope VI Housing Grant

The U.S. Department of Housing and Urban Development offers grants to qualifying Main Street organizations to rehabilitate older commercial buildings for affordable housing uses. Program goal is to convert unused commercial space to residential affordable housing to support Main Street redevelopment and historic properties rehabilitation. Communities are to have less than 50,000 population and fewer than 100 public housing units (local authority). Total funds available are \$4 million. There is a significant need for housing in Silver City's downtown area; this program makes grants specifically to support the creation of affordable housing in Main Street settings. Learn more about this program at www.hud.gov/offices/pih/programs/ph/hope6/grants/mainstreet/.

12. Housing Maintenance Assistance Program

Funds from the Low Income Home Energy Assistance Program and Community Development Block Grants (CDBG) can be used to establish a revolving loan fund that can be used for home maintenance for low income residents.

13. Low Income Housing Initiative

As demand warrants, the City should purchase or dedicate existing land to providing additional units of Section 8 housing and apply for the necessary funding to promote its development.

14. Community Development Block Grants (CDBG)

HUD funds may be available for local Community Development Block Grants (CDBG) loans and "floats." CDBGs are used to finance locally determined activities and can include coping with contamination and financing site preparation or infrastructure development. Eligible activities include planning for redevelopment, site acquisition, environmental site assessment, site clearance, demolition, rehabilitation, contamination removal and construction. Also, when a grant recipient can show that previously awarded CDBG funds will not be needed in the near term, it may tap its block grant account on an interim basis, using a "float" to obtain short-term, low interest financing for projects that create jobs. Money borrowed from grants in this way may pay for the purchase of land, buildings and equipment, site and structural rehabilitation (including environmental remediation) or new construction.

15. Business Improvement District (BID)

The Town should consider establishing a Business Improvement District (BID) as a means to improve the safety and maintenance of the downtown. A BID is created by the Town Council and must be approved by a majority of the property owners within the district. Revenues are collected annually by the City and returned to a BID management agency to support business development and management services such as staffing, maintenance and clean up programs, hospitality services, public safety campaigns, transportation services (trolleys, bike racks, after hours rides), and other important neighborhood improvement services.

16. NMMS Revolving Loan Fund

Low-interest loans for restoration, rehabilitation and repair of existing properties in New Mexico MainStreet communities. Typical loans are expected to range from \$1,000 to \$25,000. Properties do not have to have historic status, but must be extant. NM Historic Preservation Division manages the program in partnership with NMMS and lenders.

6. IMPLEMENTATION

The Downtown Metropolitan Redevelopment Area Plan outlines numerous strategies and recommendations that the Town of Silver City should follow to provide for effective and efficient community development in Downtown Silver City. The key to utilizing this Plan is to review it on a regular (annual) basis and revise as needed to reflect the implementation steps accomplished. This Implementation plan provides a Project table, summarizing the projects outlined in the Plan, and assigns responsibility and funding sources.

Residents reviewed the “Key Ideas” proposed in the Plan at the community Open House meeting conducted in August, 2010 at the Silco Theater. Attendees placed comments on 16 project graphics exhibited at the Open House. While the community did not prioritize these projects, they did provide their feedback on post-it notes they attached to each project graphic. Included in the appendix is a listing of the combined residents’ comments on what they liked and disliked about these recommended actions for revitalization of the downtown area. The Town has initiated working in partnership with other economic development organizations to accomplish many of these projects.

“KEY IDEA” PROJECT	RESPONSIBLE ENTITY	*FUNDING SOURCES
1. Pope Street “Boulevard”	TSC, NMDOT	# 2, 4, 5, 7, 15
2. Feasibility Study Pope/College/Bullard	TSC, SCMS, NMDOT	# 2, 4, 5, 7, 15
3. Downtown Gateways	TSC, SCMS, NMDOT	#2, 4, 5, 7, 15
4. Wayfinding & Signage System	TSC, SCMS, NMDOT, Private Sector	#2, 4, 5, 7, 15
5. Public Art Focal Points	TSC, SCMS, Private Sector	#1, 2, 4
6. Green Spine	TSC, SCMS	#4, 5, 7
7. Main Street/Big Ditch Confluence Site	TSC, SCMS	#4, 5, 7
8. Connect Bullard & Big Ditch	TSC, SCMS	#4, 5, 7
9. Broadway Parking Improvements	TSC, SCMS	#5
10. Bullard/Spring Intersection Improvements	TSC, SCMS	#5
11. Depot Plaza/San Vicente Heritage District	TSC, Private Sector	#1, 2, 4, 9, 11, 13, 14
12. Hudson-Broadway Gateway	TSC, SCMS, NMDOT	#2, 4, 5, 7, 15
13. Town Civic Campus	TSC	#1, 5
14. Market Street Redirection	TSC	#5
15. Downtown Restrooms	TSC, SCMS, Private Sector	#1, 2, 4, 5
16. Theater District	TSC, SCMS, Private Sector	#1, 4, 8, 9
17. Façade Improvement Program	TSC, SCMS, Private Sector	#1, 2, 4, 16

Acronyms: NMDOT New Mexico Department of Transportation
 SCMS Silver City MainStreet/Arts & Cultural District
 TSC Town of Silver City

*Suggested funding sources for individual projects, other sources may also be available.

7. APPENDIX

- *COMMUNITY OPEN HOUSE 11/17/2009*
- *COMMUNITY WORKSHOP 3/26-3/27/2010*
- *COMMUNITY OPEN HOUSE 8/31/2010*
- *DOWNTOWN PARKING STUDY*
- *METROPOLITAN REDEVELOPMENT AREA DESIGNATION REPORT*

COMMUNITY OPEN HOUSE 11/17/2009

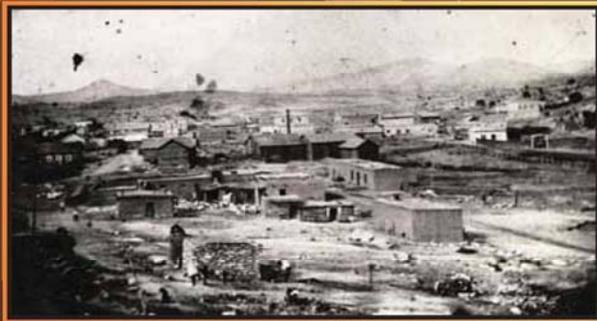
THE TOWN OF SILVER CITY AND SILVER CITY MAINSTREET PROJECT
INVITE YOU TO THE COMMUNITY OPEN HOUSE MEETING
ON THE

Silver City Downtown Action Plan

**Tuesday,
November 17, 2009**
anytime from 4:30 pm to 7:00 pm

**The Silco Theater
311 North Bullard Street**

The Downtown Action Plan is a planning effort focused on the downtown that will include public amenities, streetscape, reuse of historic building, wayfinding, signage and parking. Come and ask questions about the Downtown Action Plan and provide input on your concerns and aspirations for Downtown Silver City and the Silver City Arts and Cultural District.



There will be a short presentation at 5:00 pm by Charlie Deans with CommunityByDesign.

*Come by anytime between 4:30 pm to 7:00 pm and meet
the Downtown Action Plan consultant team!*

Refreshments will be served!



For additional information go to our website at www.downtownsilvercity.com
Questions or special needs? Contact Peter Russell, Silver City Community Development, at 575-534-6392 or
Charlie Deans, CommunityByDesign, at 505-833-1111

FEEDBACK GATHERED AT THE 11/17/2009 COMMUNITY OPEN HOUSE

ARTS & CULTURAL DISTRICT/WAYFINDING STATION

- Make maps of downtown available in readily available printed materials
- Landmarks:
 - Visitor center - +, +, +
 - Billy the Kid
 - Bike shop
 - Large hardware store on highway
 - Museum
 - Big Ditch
 - Arts District
- Place detour sign on highway to increase Arts & Cultural District traffic
- Not “Old Town” but “Historic Downtown”
- Improve signage to out of town attractions – how to get there.
- Combine residential with downtown business to strengthen downtown, residents are invested in their neighborhoods
- Improve downtown signage/wayfinding, such as for Yankee/Texas Arts District
- Need directional signage (billboard?) as far out as Memory Lane
- Why go to downtown? For government or utility business
- Cleanup/renovate vacant storefronts
- Hudson to Visitor Center = route to historic downtown
- Info kiosks (three sided) around downtown with maps/flyers/events/information
- Reference maps (posted or on flyers) with symbols keyed to elements/symbols on the ground
- Consistent size or regulations for signage control, limits on a-frame signs
- Need signage outside district to lead to three downtown entries
- Silver City Colors: copper/metallics, colors of the native stone (greys, browns, smoke, yellows), colors of Silco Theater tiles
- College/Pope/Bullard intersection is very confusing
- Pope south @ College needs better directions to Historic District
- “Big Ditch” name confusion. Needs posted explanation
- Increase accessibility to Big Ditch, create walking/tour loop
- Artist guidebook has good maps of region and local areas. Good visitor reference.

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- Pope @ College – need big sign on building to direct to Historic District
 - Need better/clearer signage coming north on 90, get them off Hudson onto Bullard
 - “Big Ditch” nothing to keep visitor there
 - Need explanation of history, name
 - Call it San Vicente, not “Big Ditch”, ditch implies garbage dump, needs new image and local value.
 - No one working at Visitor Center on Sundays, requiring private businesses to provide visitor information on busy tourist day.
 - Lots of empty storefronts = transition from services for locals to visitor interests & services
 - Silver City survives as a tourist town without providing tourist services. Do town residents/businesses want to be a tourist town.
 - Hard to find way, very difficult to know what is where
 - Need sign at Visitor Center saying “Historic Downtown Parking”
 - Need an arthouse or theater downtown with special student rates to lure WNMU students downtown.
 - Need working artisans within district. Allow work process to be seen.
 - Communicate with artists/craftsmen/artisans about skills, plans, assets, aspirations.
 - Utilize websites to provide wayfinding info for tourists. Link to other websites to keep information up to date.
 - Want to see “Old West” ambiance retained.
 - Preserve historic buildings.
 - Include Silver City Daily Press in A&C district boundary (map shows line through center of building)
 - Add southwest corner of Hudson & Broadway intersection to A&C district to provide gateway to downtown.

HISTORIC PRESERVATION AND ADAPTIVE RE-USE STATION

General comments:

- District must be a combination of residential and commercial to increase energy and vitality.
- Increase hiking and biking opportunities, linking railroad area to Bear Mountain to the north.
- Don’t invite tourists downtown without providing accessible restrooms. High curbs with three-foot drop and lack of handrails are problems.
- For a vibrant downtown, you need people downtown. Use second floor apartments. “It can be done; it has been done, even with old buildings. No excuses.”
- Tax credits are not used and not widely understood.

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- Need a better mix of retail, businesses, and restaurants along Bullard Street. Layers of use will create vibrancy.
 - “Can’t be us verses them” in regards to business arteries into town. Don’t divide the city into parts.
 - Lack of dining options. Isaac’s Restaurant is for sale. Vicki’s Café is for sale. Twisted Vine is closed.
 - Several buildings at Bullard and College streets are for sale. Important location.
 - Re-institute programs on restoring old homes. Develop incentives, such as a paint partnership.
 - SHPO and NPS difficult to work with on tax credit projects.
 - Educate people on incentives for energy efficiency (tax credits)
 - Land Use Code currently undergoing revisions. Increased mixed use is one component.
 - Downtown is missing focus—a “center.” Murray Hotel, which has a strong presence, could be that center. Important resources such as the Museum, Courthouse, and former post office in immediate area.
 - Need more wayfinding.
 - Town needs to be proactive about buying sites. INVEST! (i.e. Jeff’s Auto Service Center on Broadway and lot at corner of Broadway and Hudson)
 - Design Review process needs more teeth.

Landmark Buildings and Opportunity Sites

- Important buildings for district: University, Co-Op, vacant buildings such as the former J.C. Penney’s and the theaters
- Old Elks Building would be good rehabilitation project.
- Need for gateway to the University on College Street. Create an allee or boulevard. The lavender garden cited as good example of what can be done.
- Silver Creek is a neglected site.
- Property above the North Addition Historic District is prime location for new library and nature center.
- Opportunity sites include: Jeff’s Auto on Broadway, corner of Broadway and Hudson as a gateway, re-development of The Mission, “Warehouse District.”

Big Ditch

- There were contrasting opinions about the Big Ditch. Some said visitors don’t know anything about it. Others said space used for spring Art Festival, new site of Farmer’s Market, and that residents use as lunch spot.
- A lot of crime, more police patrols needed.
- Needs to be better utilized, develop more as walkable paths linking assets of the community.
- The Big Ditch is a mix of public and private lands (see original plats).

Existing historic districts and potential for additional listings and/or expansion:

- The integrity of the Chihuahua Hill Historic District has declined so much that it should probably be de-listed.
- Silver Heights (1920s-1950s) might have potential for listing.
- Possible additions to WNMU Historic District
- Boundary expansion to Black's Addition below the University (north of 6th Street, west of D Street).

OTHER NOTES:

- Black's Addition is listed in the State Register only.
- Check WNMU district boundaries.

STREETS AND PARKING STATION

- Signage and one-way streets:
 - Difficult to read and particularly confusing for visitors
 - One Way streets should be one way all the way
 - Yankee Street: folks are always going the wrong way.
- Parking:
 - Need More!
 - Not enough handi-cap parking spots
 - Curb height is too high! Very difficult for passengers to get out of cars parked parallel to the street
- Streets:
 - Why is there no center stripe down Bullard?
 - Why one way streets? What is the relationship between one way streets and parking?
 - Use street signs to designate Arts and Cultural District by using a unique design
- Consider Jeff's Auto as a KEY parking location and opportunity site
- 15 MPH speed limit is not enforced
- Handicap parking is not enforced
- One way on streets have got to go: visitors are confused and it gets dangerous
- Look at ordinance and regulations for problems (they are badly written and difficult to enforce/unenforceable)
- Street maintenance needs improvement
- Walkers from Hudson to Downtown generally come from the eastside
- Parking for the Museum:
 - Previous angled parking provider more & easier parking & was more welcoming
- Steam clean the sidewalks both public and private
- Dangerous corner: Kelley onto Bullard due to visibility and parked cars