CITY OF AZTEC
NEW MEXICO

DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

CONSENSUS PLANNING

Adopted

JUNE 2018

RESOLUTION NO. 2018-1087

A RESOLUTION MAKING CERTAIN FINDINGS AND DETERMINATIONS PURSUANT TO THE NM METROPOLITAN REDEVELOPMENT CODE, AND APPROVING THE AZTEC DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN.

WHEREAS, Section 3-60A-8 NMSA 1978 of the Metropolitan Redevelopment Code (Sections 3-60A-1 through 3-60A-48 NMSA 1978) states: "A municipality shall not prepare a metropolitan redevelopment plan for an area unless the governing body by resolution determines the area to be a blighted area and designates the area as appropriate for a metropolitan redevelopment plan." , and

WHEREAS , the City of Aztec ("City") and New Mexico MainStreet, and their employees, have for some time engaged in a study of blighted areas within the downtown area, and have submitted their findings and recommendations concerning the area detailed in the Designation Report, a copy of which is attached hereto as Exhibit A; and

WHEREAS, the Downtown of the City of Aztec is the historic center of social and economic activity of the City; and

WHEREAS, the adoption of the Plan will provide benefits and opportunities for redevelopment enabling the area to reach its full economic and cultural potential; and

WHEREAS, project identified in the Plan will positively impact the safety and wellbeing of residents and visitors; and

WHEREAS, pursuant to Section 30-60A-8 NMSA 1978 of the Metropolitan Redevelopment Code, the City Commission caused to be published in the Farmington Daily Times, a newspaper of general circulation, a notice containing a general description of the proposed Aztec Downtown Metropolitan Redevelopment Area and the date , time and place where the City Commission will hold a public hearing to consider the adoption of this resolution; and

WHEREAS, the boundaries of the Aztec Downtown Metropolitan Redevelopment Area are delineated on Exhibit B; and

WHEREAS, The Aztec Downtown Metropolitan Redevelopment Area Plan has been reviewed and approved for adoption by New Mexico MainStreet.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION that:

1. The City Commission, after having conducted a public hearing pursuant to the Metropolitan Redevelopment Code, adopts, as its Metropolitan Redevelopment Area Plan, the Aztec Downtown

Metropolitan Redevelopment Area Plan, as attached hereto as Exhibit B and incorporated herein.

2. The City Commission, after having conducted a public hearing pursuant to the Metropolitan Redevelopment Code, finds that:

A. The Aztec Metropolitan Redevelopment Area Plan proposes activities for the redevelopment of the area that will aid in the elimination and prevention of blight; and

B. The Aztec Metropolitan Redevelopment Area Plan conforms to and complements the Aztec Comprehensive Plan; and

C. The Aztec Metropolitan Redevelopment Area Plan affords maximum opportunity consistent with the needs of the community for the rehabilitation or redevelopment of the Aztec Downtown area by private enterprise or persons, and the objectives of the Aztec Metropolitan Redevelopment Area Plan justify the proposed activities as public purposes and needs.

3. The City shall support efforts to establish development projects intended to make the area more pedestrian friendly and mixed in income and use, thus affording the opportunity for locally- owned small businesses to establish themselves, and the City shall also support community education activities that broaden the local knowledge base and invite members from outside the immediate area to take part in these community education activities.

4. The City shall support these programs in providing technical assistance to local committees interested in developing mixed-use, mixed-income housing programs, and by providing technical assistance to businesses within the Metropolitan Redevelopment Area for the purpose of obtaining funding for redevelopment activities, and providing guidance and technical assistance to businesses wishing to open, operate, and/or expand within the Metropolitan Redevelopment Area.

5. City Commission finds and determines the MRA area benefits from redevelopment projects, which the MRA Downtown report identified and is in the interests of public health, safety, and welfare.

6. All resolutions, or parts thereof, in conflict with this Resolution are hereby repealed; this repealer shall not be construed to revive any resolution, or part thereof, heretofore repealed.

7. If any section paragraph, sentence, word or phrase of this resolution is for any reason held to be invalid or unenforceable by any court of competent jurisdiction, such decision shall not affect the validity of the remaining provisions of this resolution. The Commission hereby declares that it would have passed this resolution and each section, paragraph, sentence, word or phrase thereof

irrespective of any provisions being declared unconstitutional or otherwise invalid.

PASSED, APPROVED, AND ADOPTED this 12th day of June, 2018.

CITY OF AZTEC, NEW MEXICO

Victor C. Snover, Mayor

ATTEST:

Karla Sayler, City Clerk

CITY OF AZTEC
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

ACKNOWLEDGMENTS

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Funding for the City of Aztec Downtown Metropolitan Redevelopment Area Plan was provided through the New Mexico Finance Authority, Economic Development Department's MainStreet Program, and the New Mexico State Legislature.

CITY OF AZTEC
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

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1 EXECUTIVE SUMMARY

"Downtown Aztec is the heart of the community where residents and visitors come to stroll along the sidewalks on Historic Main Avenue and enjoy the thriving mix of restaurants, retail shops and businesses, and community events and gathering spaces. The historic buildings have been lovingly restored and preserved in a way that honors the unique culture and character of this special place along the Animas River and the Aztec Ruins".

1.1 OVERVIEW

The Downtown Metropolitan Redevelopment Area (MRA) Plan is the City of Aztec's guidebook for revitalization of Downtown Aztec over the next ten years. The Downtown MRA Plan was developed through extensive research, on-site reconnaissance, and a community engagement process that included a two-day workshop in one of Main Avenue's historic storefront buildings, two community surveys, and stakeholder interviews. The Downtown MRA Plan presents a community vision for the future of Downtown and identifies specific redevelopment projects, public sector investments, and support actions to help achieve that vision. At its core, the Downtown MRA Plan establishes an expectation for future public and private partnerships and investment, and communicates the types of uses and redevelopment that are appropriate for Downtown Aztec.

The Downtown MRA planning process revealed an actively engaged and interested group of community stakeholders and elected officials. They cherish and value the history and historic buildings that characterize Main Avenue, and want to see the area alive with new activity and thriving businesses that cater to residents and visitors. They understand that Downtown Aztec is well-poised to capture its slice of cultural heritage tourism as exemplified by its proximity to the Aztec Ruins National Monument, Main Avenue Historic District, Lover's Lane and Church Street Historic District, and the Aztec Museum and Pioneer Village.

The Downtown MRA Plan is designed to meet the following goals:

Goal 1: Downtown Aztec is a cultural heritage destination that draws visitors looking to experience the history, culture, and authentic sense of place as exemplified by the Aztec Ruins, Main Avenue Historic District, Lover's Lane and Church Street Historic District, and Aztec Museum and Pioneer Village.

Goal 2: Downtown Aztec buildings have been restored and preserved through redevelopment and adaptive reuse by private investors using a variety of state and federal tax incentives and funding resources. Small retail stores, restaurants, coffee shops, boutique motel, and B&Bs are open and buzzing with activity.

Goal 3: Downtown Aztec is a place where visitors can ride their bicycles or park their vehicles once and leisurely walk, shop, and eat without having to get back in their vehicles. The heavy truck traffic that once dominated Main Avenue has been rerouted to the arterial route and the traffic flow within the Downtown core has been reduced to a safer speed.

Goal 4: Downtown Aztec is host to regularly scheduled community events and celebrations that are held at the newly renovated plaza along Main Avenue and Minium Park.

City of Aztec
DOWNTOWN METROPOLITAN
REDEVELOPMENT AREA PLAN

MRA DISTRICT

1.2 AZTEC FRONTIER COMMUNITY

The New Mexico State Legislature enacted the MainStreet Frontier Communities Initiative program in 2013 for rural communities under 7,500 in population.

The Frontier Communities Initiative provides support for a catalytic economic development project within a traditional or historic commercial district. Technical assistance is provided by New Mexico MainStreet and is tied to the Main Street Four-Point Approach®. The number of Frontier Communities identified each year depends on the New Mexico State Legislature's annual appropriation for the New Mexico MainStreet Program.

> *"One of the main tenets of the Frontier Communities Initiative is to plant the seeds to expand local capacity to develop "community-builders" - people that will continue to work together, after a completed project, to strengthen existing community development and support revitalization work, bolster community pride and identity, preserve cultural heritage, transmit values and history, build economic and social capital, and stimulate economic development".*

The City of Aztec received support through the New Mexico MainStreet Frontier Communities Initiative in FY2015 for the Downtown Aztec Metropolitan Redevelopment Area (MRA) Designation Report. The City of Aztec also received technical assistance in applying for planning grant to the New Mexico Finance Authority for funding of the Downtown Aztec MRA Plan.

1.3 DOWNTOWN MRA DESIGNATION

The Aztec City Commission designated the Aztec Downtown Metropolitan Redevelopment Area in August 25, 2015. The designation was based on a report prepared by the New Mexico MainStreet Program and Community by Design, which documented existing physical and economic conditions within the Downtown area that contribute to blight and substantially impair the social and economic well-being of Aztec residents. The designation report documented:

- Physical conditions, including building conditions; vacant and underutilized properties; broken, deteriorated, or missing sidewalks, curbs, and pavement; and
- Demographic and economic conditions, including population characteristics; educational attainment; income and employment characteristics; and housing characteristics.

The Aztec Downtown Metropolitan Redevelopment Area 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 correct conditions in areas or neighborhoods that "substantially inflict or arrest the sound and orderly development" within the municipality. The municipality may only use these powers within designated metropolitan redevelopment areas.

Once the MRA designation is in place, the Metropolitan Redevelopment Code provides the guidance for preparing a metropolitan redevelopment area 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 her 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:

- 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;
- 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;
- The plan conforms to the general plan for the municipality as a whole; and
- 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
- The MRA designation and the Downtown MRA Plan will assist the community in achieving the following goals:
  - Elimination of detrimental public health and welfare conditions;
  - Conservation, improvement, and expansion of commercial building stock;
  - Expansion of commercial activity;
  - Improvement and expansion of available housing; and
  - Improvement of economic conditions through coordinated public and private investments.

1.4 COMMUNITY ENGAGEMENT

The community engagement process for the Aztec Downtown MRA Plan was comprised of several components designed to achieve stakeholder input, including:

- A kick-off meeting with the Aztec Economic Development Board to introduce the project, discuss the planning process, and receive guidance moving forward;
- A four-hour initial meeting that involved several community stakeholders having lunch together and discussing the issues, a walking tour through the entire Downtown MRA District, and visiting with Downtown business owners at their places of business;
- An intensive, two-day community workshop that included a SWOT Analysis, asset mapping, a presentation on grass roots economic development, concept development, and a public presentation on the evening of the second day;
- Interviews with local media outlets (radio station and two newspapers) before, during, and after the workshop to help advertise meetings, and get stakeholders' take on redevelopment of Downtown Aztec and the ideas generated;
- Creation and distribution of two community surveys - one for the general public and the other for Downtown business owners. The survey was distributed on social media, on the City's web site, at the workshop, and at businesses within the Downtown MRA District;
- Stakeholder interviews, both on the phone and in person, with realtors, City staff, and Downtown business owners; and
- A public meeting to present and receive comments on the draft Downtown MRA Plan.

Left: SWOT analysis session; Right: Redevelopment Scenario in process.

COMMUNITY WORKSHOP

As part of the community engagement process, Consensus Planning held a two-day workshop in the former Boston Music Studios at 109 S. Main Avenue on January 22 and 23, 2017. The purpose of the workshop was to gain input from stakeholders and the general public on their visions and improvements for Downtown Aztec. The workshop included a variety of interactive exercises, discussions, and presentations, which are summarized below.

SWOT Analysis

Workshop participants were invited to participate in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The table below contains the comments generated from the discussion, with subsequent comments provided by walk-in participants.

STRENGTHS	WEAKNESSES
Historic look	State Highway
Strong sense of community - longtime families	No hotel
San Juan County Seat	Unaffordable and limited liquor licenses
Animas and San Juan Rivers	Internet / Wifi
Aztec Ruins	Condition of alleys
Aztec Museum	Parking - perception, signage, wayfinding to lots
San Juan Historical Society	Wayfinding for Museum
Parks - Splash pad	Wednesday Farmers Market
Biking and hiking trails	Not a tourist destination
Pioneer Village	Overpriced commercial prices
Irrigation water - open ditches	Vacant gas station at south entry to Downtown
Buildings - good bones	Old buildings need work - expensive to renovate
Walkability of Downtown streets	Vacant lot by Aztec High School
Traffic Volume	No swimming pool, too costly
Free Parking	Community participation is sparse / input is lacking
Cost of housing is affordable	Lack of employment opportunities
Medical services are nearby - Farmington and Durango	Services - such as veterinarians
Cost of housing is affordable	Unsure of which entity maintains sidewalks - NMDOT, City of Aztec, or private
MRA designation	Perception of unfriendly business environment
Tools available	Lack of funding for business improvements
Historic community strength and resiliency	Noise restrictions downtown limit concerts and events
Brewery	Citations from City are restricting
	Residents are not shopping local

OPPORTUNITIES	THREATS
Mountain bike trails and races	State highway
UFO crash site	Flash floods
Outdoor recreation	Slow economy
Bisti Wilderness	Lack of diversity in economy
Diné population	Limited Transportation
Largo Canyon	Permanent location for Farmers Market
Navajo Homeland	New Arterial - Costs and consequences
Close to Farmington and Durango	Complacency lack of participation
Expanding fiber optic network	Lack of regulation for mobile homes
Farmers market on the way to ruins	Community Center is seen as Senior Center
Get people out of their cars in Downtown	Lack of business friendly attitude
Housing costs compared to Durango are very affordable	Loss of professional employment
Expansion of Historic District	Not enough for 20 -35 age range employment
New young people / families moving in	Need to incentivize younger population to own businesses
Historic Tax Credits - building owners, tenants	
Need for support for historic renovations	
Participation - a little goes a long way	
Market for Downtown	
Use what Aztec has now - Museum, good education	
Community events	
More business spaces available on Main Avenue	
Museum Committee	

Community Asset Mapping

Throughout the workshop and at the public meeting that followed, an aerial map of the MRA District was provided for participants to identify 'Community Assets' (existing buildings, properties, businesses, community ditches, etc.), 'Opportunity Sites' (existing buildings or properties that would be appropriate for redevelopment and/or reuse), and 'Locations Where Physical Improvements are Needed' (streets, sidewalks, pedestrian connections, lighting, etc.). The public was invited to provide comments, ideas, and any additional thoughts on a comment board.

Participants identified community assets primarily along Main Avenue, with many of the dots placed on Minium Park, Aztec Museum and Heritage Center, Aztec HUB, Main Avenue Plaza, Rubia's Restaurant, and the Main Avenue historic buildings.

Opportunity sites identified were the Masonic Lodge, Aztec Theater, vacant building on Chaco and Main Avenue, old gas station on South Main Avenue, historic buildings, and the old American Hotel (currently Miss Gail's Inn).

Locations where physical improvements are needed included Chaco Street and Main Avenue intersection, pedestrian crossings throughout the MRA District, alleys, and lighting.

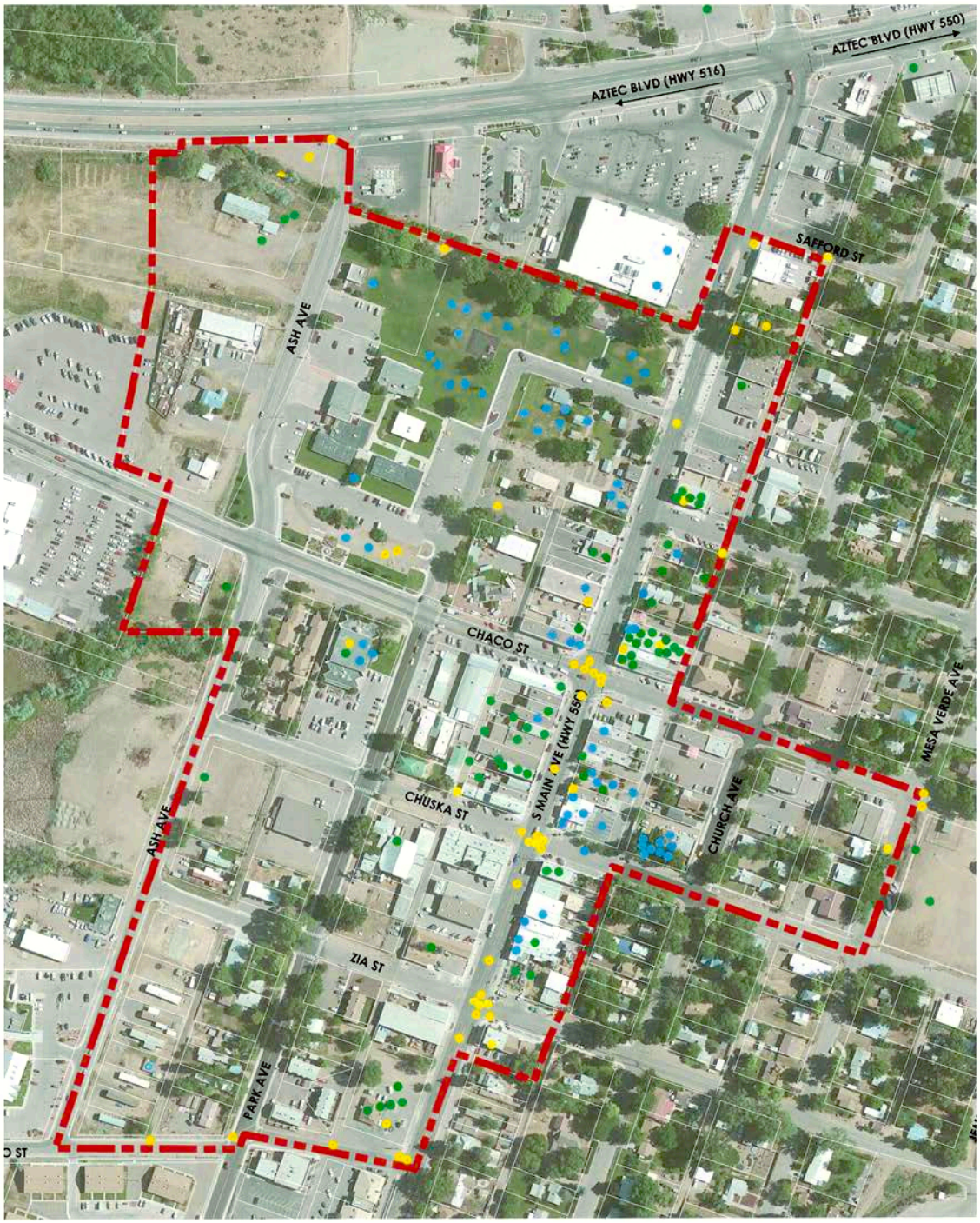
In addition to what was shown on the map, the following comments were provided by the workshop participants:

- Vacant storefronts – work with building owners;
- Alternative ideas, such as pop ups, etc.;
- Need a stoplight and crosswalk at Zia Street and Chuska Street and Main Avenue;
- Alleys need to be maintained;
- Sidewalks / ADA Compliance at Safford Street and Main Avenue; and
- Crosswalks on Main Avenue have low visibility – a solution would be impact parking.

CITY OF AZTEC METROPOLITAN REDEVELOPMENT AREA

USING THE DOTS PROVIDED, PLEASE IDENTIFY THE FOLLOWING ON THE MAP:

- Community Assets (existing buildings, properties, businesses, community ditches, etc.)
- Opportunity Sites (existing buildings or properties that would be appropriate for redevelopment and/or reuse)
- Locations where physical improvements are needed (streets, sidewalks, pedestrian connections, lighting, etc.)



Public Presentation

The workshop culminated with a two hour, well-attended, public presentation on Thursday evening. The presentation provided a summary of the Downtown MRA Plan, an overview of the workshop input, and preliminary recommendations by the consultants. The community participants were invited to provide their thoughts and feedback. Most of the comments from the participants focused on how to improve Downtown's physical conditions (i.e., sidewalks, crosswalks, parking, vacant buildings, etc.), how to prepare for the impact that the new arterial route will have on Downtown traffic, and funding sources for the recommended projects.

Workshop in process at Boston Music Studios.

COMMUNITY SURVEYS

As part of the community engagement process, Consensus Planning created two surveys; one was designed for Downtown business owners and the other for the general public. The surveys were provided on-line through Survey Monkey and in hard copy. Links to the on-line surveys were provided on the City of Aztec's website and Facebook page. The surveys were available approximately two months prior to, during, and after the community workshop. Respondents were encouraged to stay involved in the planning process by providing their name and email address.

The business owner survey generated a total of 19 responses and the general public survey generated 84 responses. The surveys provided

Rubia's restaurant on Main Avenue, next to the public plaza.

an important source of input from the Aztec community and were a solid starting point for the workshop. As a secondary benefit, the surveys provided notification to the community that the planning process to revitalize Downtown Aztec had begun. Below is a brief summary of the survey; detailed survey results are provided in Appendix A.

Business Owner Survey Results

Employees: Most businesses owners (68%) that replied to the survey had fewer than five employees, 11% had between 6-10 employees, and 21% had 10 or more employees. When asked if the business owner had high turnover, 84% said they do not. When asked if they had a difficult time finding qualified employees, 74% said they do not.

When asked if parking Downtown was adequate for both employees and customers, a slightly higher percentage of respondents (58%), felt that parking Downtown was not adequate for employees and a lower percentage (42%) felt that parking was not adequate.

Downtown Destinations: The top three places that respondents visited most frequently in the Downtown area were retail stores (58%), restaurants (42%), and tied for third were art galleries and museums, business offices, and

churches (16%). The top three places that respondents visited occasionally were parks (62%), government institutions (58%), and restaurants (47%). The most rarely visited destinations were business offices (42%), entertainment and special events (33%), and art galleries and museums (26%). The destinations that were mostly never visited were churches (42%), art galleries and museums (26%), and business offices (21%).

When asked what types of businesses or activities they would like to see added in Downtown, almost every category had solid support of 50% or more of the respondents. The businesses and activities that respondents would mostly like to see Downtown included retail stores (89%), casual restaurants (79%), festivals and events (79%), farmers' market (79%), and music venues (69%). Suggestions for other businesses or activities included "family-friendly" activities and natural grocery store.

Amenities: When asked how the respondents would rate the condition of downtown amenities very few rated any as being in excellent condition. Amenities with the most good ratings included lighting (50%), sidewalks (50%), and crosswalks (39%). By far most respondents rated amenities as fair, including building condition (78%), visual attractiveness (56%), and parking (56%). The poorest rated amenities included parking (22%), benches and trash receptacles (22%), and building condition (22%).

Improvements: As a follow up to the amenities rating question, respondents were asked how they would improve the amenities they rated fair or poor. Many respondents suggested cleaning and maintaining sidewalks. Diverting large truck traffic off Main Avenue to create a safer pedestrian environment was also a prevalent recommendation and improving and repairing the facades and storefronts of the historic buildings along Main Avenue was frequently mentioned.

General Public Survey Results

Demographics:
Most of the respondents to the General Public Survey live within the City of Aztec (77%). The remainder live in the unincorporated area around Aztec or in Farmington (23%).

Downtown Destinations: When asked which destinations they most visited, the top three most frequently visited destinations were parks (33%), retail stores (32%), and restaurants (24%). The top three destinations visited occasionally were restaurants (58%), entertainment (41%), and parks (41%). Destinations rarely visited included art galleries and museums (49%), business offices (45%), and churches (33%). Never visited included churches (46%), art galleries and museums (24%), and entertainment and business offices (17%).

The businesses or activities that respondents would most like to see added or expanded in Downtown Aztec were casual restaurants (70%), farmers market (68%), festivals and events (67%), retail stores (63%), music venues (57%), and coffee shops (52%).

Amenities: As with the business owner survey, very few of the general public respondents identified amenities that were in excellent condition, such as lighting (17%), sidewalks (14%), and crosswalks (12%). The top rated amenities in good condition were sidewalks (63%), lighting (58%), benches and trash receptacles (48%), and visual attractiveness (42%). The top three fair rated amenities were building condition (48%), visual attractiveness (40%), and parking (39%). Poor rated amenities included visual attractiveness (15%), building condition (14%), and crosswalks (12%).

When asked what they would do to improve the amenities they rated fair or poor, many of the respondents mirrored the business owners' recommendations of improving the cleanliness of streets and sidewalks, make Main Avenue

safer by diverting large truck traffic, and improvement of historic building conditions. Overall, the general public respondents put a greater emphasis on the need to improve building conditions and the unsafe walking conditions along Main Avenue than the business owners did.

2 ASSET INVENTORY

2.1 OVERVIEW

There are numerous community assets and opportunities that support the redevelopment of Downtown Aztec. The City of Aztec and Downtown business owners should work together to overcome any challenges to fully realizing the value of the following key assets and opportunities:

- Visitors and residents alike cherish the turn of the century historic buildings that line Main Avenue. The historic buildings are attractive and have richly detailed facades. These buildings are a great source of pride to the community and attract visitors into the Downtown area. However, many of the buildings need some level of restoration on their exterior facades, interior, or both.
- The Main Avenue Historic District falls within the MRA District, between Chaco and Chuska Streets, on the west side of Main Avenue. The Church Street and Lover's Lane Historic District is mostly to the east of the Downtown MRA District, but overlaps on a portion of Church and Mesa Verde Avenues. There are a total of eleven buildings on the national and state registers within the Downtown MRA District.
- The Aztec Ruins National Monument (an UNESCO designated World Heritage site), and Aztec Museum and Pioneer Village provide excellent opportunities for Aztec to capitalize on cultural tourism and capture travelers. However, the Aztec Museum is closed several months of the year due to financial constraints, which limits tourism opportunities.
- The Aztec HUB, located at 119 S. Church Street one block from Main Avenue, is the City's small business incubator. The HUB is designed to provide the tools, environment, and assistance to support small businesses at various stages of development. The HUB provides a co-working space, staff available to help individuals with business plans, and low monthly rent for individuals that would like rent space for their small business. The HUB houses 550 Brewery, a small business, and the Chamber of Commerce. The HUB is an important asset to the Aztec as it provides the City a location to support small business and cultivate potential new business owners.
- Although the Aztec MRA District has a full range of land uses (institutional, office, retail, restaurants, and parks and open space), there are ample opportunities for new retail and restaurant businesses to locate within the several vacant buildings and properties.
- Aztec High School and the Animas River are both within easy walking distance to Downtown Aztec. These community assets and attractions help to draw residents and visitors into the Downtown area.
- Main Avenue functions as the heart and center of Downtown Aztec; however, it also functions as the heavily traveled New Mexico Highway 550. Heavy trucks and vehicles travel Main Avenue on a daily basis causing wear and tear to the street surface and adjacent buildings. Heavy traffic also impedes pedestrian safety, which discourages walking and spending leisure time Downtown. Improving sidewalks and crosswalks will ensure a more pedestrian-oriented district and allow Aztec to reap the benefits from the reduced truck traffic on Main Avenue once the arterial route is open for traffic.
- While construction of the arterial route will alleviate heavy truck traffic on Main Avenue, it could also encourage travelers to bypass Downtown. Implementing a signage and wayfinding program that directs travelers into Downtown is a critical

component of the transportation system. Once completed, the City anticipates taking ownership of Main Avenue from the NMDOT. However, if NMDOT retains ownership, the redesign of Main Avenue within the Downtown core must be approved by the NMDOT and should follow the general concepts developed as part of the Downtown MRA Plan *(see Section 4.4, page 64)*.

- The existing Visitor Center is located along N. Ash Street, which could be a missed opportunity. Having the Visitor Center along Main Avenue would bring more people into the Downtown core. A potential location to consider may be the Aztec Museum.
- Perhaps most importantly, the Aztec community is motivated to improving Downtown for visitors, residents, and businesses. This was evidenced by the members of the general public, business owners, and elected officials who participated in the two-day workshop. What is lacking at this time, is an organization, such as MainStreet, that wants to take the helm to lead the community towards a more vibrant and active Downtown.

2.2 HISTORY & DEVELOPMENT

On the west bank of the Animas River stands Aztec Ruins National Monument, a UNESCO World Heritage site that was built in the 12th century by ancestral Puebloans using stone and mortar to create massive masonry and huge apartment houses. The main ruin covers two acres, stands three stories high, and contains 500 rooms averaging 10 by 12 feet. An enclosed plaza is dominated by a Great Kiva. Tree ring dating indicates most of the pueblo was built from 1110-1115 A.D. Evidence indicates that the builders were related to people of the Chaco Culture located at Chaco Canyon to the south. The Animas River, which flows through Aztec, is derived from the Spanish name Rios de Los Animas Perditas ("River of Lost Souls"). The Animas River has continually provided the valley with water so desperately needed in a semi-desert environment.

Aztec's recorded history begins in the summer of 1776 with the arrival of Father Francisco Atanosio Dominquez and Father Francisco Velaz de Escalante, two friars seeking a shorter overland route from Santa Fe to California. Aztec's name can be attributed to Escalante's finding large, ancient ruins that were believed to have been built by the Aztec Indians of Mexico.

An early trading post, Aztec became an established community in 1887. Unlike much of the west, Aztec settlers worked in agriculture and horticulture. Cattle and sheep were prevalent; however farming allowed Aztec to develop a character quite different from the rest of the Southwest. In 1895, Main Avenue boasted a blacksmith, drugstore, barber shop, livery barn, water-powered flour mill, saloon, mercantile store, two lawyers, a doctor and a dentist. By 1900, Aztec was a town of homes with picket fences and flower and vegetable gardens.

Agriculture helped grow Aztec's economy. In 1910 Aztec boasted 30 businesses including general merchandise, grocery, meat market, two newspapers, a bank, two lawyers, a bake shop, three doctors, two dentists, several carpenters and painters. The population of 700 people supported another 300 living in the surrounding farming communities. Aztec was the most convenient place to shop.

OIL and NATURAL GAS

In 1901, the Durango Oil and Fuel Company drilled the first oil test in San Juan County on the east side of Aztec. In 1921 the Aztec Oil Syndicate began drilling on the outskirts of Aztec and found an abundance of oil and found natural gas, which was piped to Aztec for domestic and commercial use, making Aztec the first town in New Mexico to use natural gas for fuel.

From 1916 to 1918, other companies found that "shallow" drilling produced oil. Drilling throughout the basin was increasing and bringing in oil field workers, many of whom were living in Aztec. In 1950, El Paso Natural Gas Company laid a transmission line extending the San Juan Basin to California. This gave Aztec increased revenue and greater opportunity for employment. Soon after, housing and businesses were booming. By 1955, Aztec's population was at an all time high of 7,000. The town built a new courthouse, city hall, and post office, streets were paved, waterlines extended, and parking meters were installed. Activity increased in the mid-1960s with the development of power plants, additional oil activities, and mining for coal and uranium.

Source: Aztec History on www.aztecnm.com

2.3 PLANNING FRAMEWORK

This section provides an overview of the 2002 City of Aztec Comprehensive Plan and the 2010 City of Aztec Economic Development Strategy.

CITY OF AZTEC COMPREHENSIVE PLAN

The City of Aztec Comprehensive Plan was completed in 2002. The intent of the Plan was to work with the greater Aztec community to understand the development trends in Aztec's extraterritorial jurisdiction; develop a vision for future growth based on community values; and advise the City on how it can best accomplish this vision.

The Comprehensive Plan primarily focused on growth in Aztec's Planning and Platting Jurisdiction (PPJ). The Comprehensive Plan did not include goals, objectives, or policies. However, an infrastructure goal for roads acknowledged the impact of large truck traffic on Main Avenue and recommended a "bypass" that would offer an alternative route from NM Highway 550 to NM Highway 516.

The arterial route is currently under construction and anticipated to be ready for traffic use by 2020. The City believes that reducing truck traffic on Main Avenue will encourage walkability and return Main Avenue to a more quiet and safe street for pedestrians and shoppers.

ECONOMIC DEVELOPMENT STRATEGY

The City of Aztec commissioned an Economic Development Strategy (BBP & Associates, 2010), which identified Downtown Aztec as an important, healthy, active, and viable asset. The Economic Development Strategy identified four mega-clusters of targeted industries for Aztec:

- Energy, Specialty Manufacturing;
- High Value-Added Professional Services;
- Tourism, Cultural Heritage, Recreation; and
- Community-Related Services.

Strategies related to advancing mega-cluster industries were identified, with actions associated with each strategy.

Specific action items identified in the Economic Development Strategy that could have a strong effect on Downtown businesses include:

- Identify and support "homegrown" entrepreneurial businesses;
- Create a formal entrepreneurship program to provide guidance to people that want to begin a small business;
- Assist small businesses by communicating and creating awareness of small business assistance programs; and
- Work with nearby larger cities to market Aztec as a nearby destination location for tourism and leisure.

One of the strategies included in the Economic Development Strategy was to develop signage to direct travelers into Downtown and create a "Heritage Trail" that would connect visitors from Downtown to the Aztec Ruins National Monument and the Animas River. Wayfinding will be crucial when the Aztec arterial route is completed.

2.4 EXISTING LAND USE & ZONING

EXISTING LAND USE

The MRA District contains a mix of land uses with commercial and institutional being the most dominant, followed by residential, office, and parks/open space *(see Existing Land Use map, page 19)*. There are a significant number of vacant or underutilized lots and vacant buildings. The Main Avenue Historic District is located within the MRA and the Church Street - Lover's Lane Historic District is located just east of the MRA *(see page 22 for more detail on the Historic District)*. A summary of existing land use and their approximate percentages relative to the District is as follows:

- **Residential** (19%): Single family residential, including several mobile homes, are located along Ash Avenue to the west of Main Avenue, along Chuska Street and on Mesa Verde Avenue to the east of Main Avenue. There are several multi-family parcels scattered throughout the MRA District, including a mixed use parcel on the northwest corner of Main Avenue and Zia Street. A historic building on the southeast corner of Main Avenue and Zia Street has been converted to a multi-family rental property. There are two multi-family apartment properties that contain several residential units.
- **Commercial** (24%): Commercial use includes commercial retail and service, restaurants, and the Aztec Theater, which is located on the east side of Main Avenue between Chuska and Chaco Streets. Restaurants and small retail shops along Main Avenue sell a variety of goods, including soap, antiques, clothing, and agricultural feed products. Retail use along Chuska Street consists of appliance repair and machinery rental and storage. A large parcel on Ash Avenue and Chuska Street was recently developed as an Escape Room, a popular game facility. Commercial services that could be classified as hybrid, small-scale manufacturing include an optical store and a custom outdoor gear and raft store.
- **Office** (3%): Office use includes law, real estate, and insurance offices, and non-profits. These are located along Main Avenue, Park Avenue, and Church Avenue.
- **Institutional** (24%): Institutional uses include properties used and/or owned by the City of Aztec, Aztec Museum and Pioneer Village, and a private preschool facility. The Municipal Complex is located west of Main Avenue, north of Chaco Street. The Aztec Museum is located along Main Avenue. A preschool center located on the corner of Main Avenue and Stafford Street is the only other institutional use. The City's public parking lot along Main Avenue comprises 2% of the area.
- **Parks/Open Space** (9%): This includes Minium Park and the small public plaza along Main Avenue.
- **Vacant Lots and Vacant Buildings** (19%): The vacant lots and buildings are located throughout the MRA District, but primarily on Main Avenue between Chaco and Blanco Streets. The large property on the west side of Ash Avenue is also vacant, although it is primarily a drainage area.

  On the southern edge of Main Avenue at the corner of Main Avenue and Llano Street is a large vacant lot and building at the southern entrance to Downtown. Western Zia Street also has several vacant office and retail buildings. To the west of the Municipal Complex along Ash Avenue, is the largest vacancies of land and office buildings.

Existing Land Use

- Single Family Residential
- Multi-Family Residential
- Commercial
- Restaurant
- Office
- Mixed-Use
- Institutional
- Parks/Open Space
- Parking Lot
- Vacant Building
- Vacant Lot
- Aztec MRA Boundary

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

EXISTING LAND USE

EXISTING ZONING

The current City of Aztec Zoning Ordinance, contained in the Aztec City Code, Chapter 26, was adopted in 2007 and amended thereafter. Out of the ten zoning districts, four are within the MRA District (*see Existing Zoning map, page 21*) as follows:

- **Commercial Limited District (C-1)**: The majority of the Downtown MRA District is zoned C-1. The intent of the C-1 district is: "As a mixed use neighborhood commercial district. An activity permissive in this district should attempt to locate in or near the City's 'Central Business District'. This district should contain the major bulk of the shopper's goods, specialty goods and professional services needed to satisfy the day-to-day requirements of the City's population. The district should also encourage in-fill housing, institutional uses, public buildings and spaces".

- **Commercial General District (C-2)**: A much smaller portion of the commercially zoned property in the Downtown MRA District is zoned C-2, located primarily along the west side of Ash Avenue and outside of the main pedestrian area. The intent of the C-2 district is: "To permit the uses specified under the C-1 District, plus commercial activities of both retail and wholesale nature, designed to serve the community or tourists. This district includes those uses normally adjacent to a central business district, and of a magnitude not normally compatible with residential areas. Some minor industrial usage not associated with objectionable noise and activities are permitted".

- **Mobile Home District (MH)**: Properties zoned MH are primarily between Park and Ash Avenues. The intent of the MH district is: "To permit one mobile home and normal residential accessory uses, but not another dwelling in each lot, or lot of record provided setback requirements could be met. Each lot must be served by community water and sewer service".

- **Office and Institutional District (O-1)**: A significant portion of the Downtown MRA District is zoned O-1. These properties are located at the edges of the MRA District, primarily at the City administrative offices north of Chaco Street, between Chaco and Chuska Streets along Church and Mesa Verde Avenues, and along Park Avenue, south of Zia Street. The intent of the O-1 district is: "To permit R-1 and R-2 uses (Sections 26-11 and 26-12), plus offices, hotels, institutional, and service uses that are compatible with high-density residential areas".

As noted above, the majority of the commercially zoned properties in Downtown Aztec are zoned C-1. The City has generally done a good job of listing the permissive and conditional uses allowed in the C-1 zone; however, there are other issues that are unique to historic Downtown Aztec that appear to be insufficiently addressed. This includes special parking standards appropriate for a small Downtown district; building scale, massing, and size; signage standards that address materials, contrast, lighting; etc.

Existing Zoning

- C-1: Commercial Limited
- C-2: Commercial General
- MH: Mobile Home
- O-1: Office/Institutional
- Aztec MRA Boundary

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

EXISTING ZONING

FIGURE-GROUND ANALYSIS

A figure-ground analysis looks at the ratio of buildings to land. It provides a more detailed view of existing land use by illustrating the relationship between the buildings (figure) and the open space around the buildings (ground). It also demonstrates the relationship between building setbacks and public rights-of-way, massing, and development patterns. Generally, a downtown area should have a high ratio of buildings to land, showing a dense fabric of buildings. Large open areas often reflect gaps in the street fabric and discourage pedestrians from walking from one business to another. This level of pedestrian activity is a characteristic of strong, healthy Downtowns, following a "Park Once" practice.

Main Avenue, particularly within the Historic District and south to Zia Street, exhibits a strong development pattern with most of the buildings pulled up to the street right-of-way *(see Figure-Ground Analysis map, page 23)*. However, the surrounding area is characterized by relatively small buildings on large lots, with substantial front yard setbacks.

2.5 HISTORIC RESOURCES

AZTEC HISTORIC DISTRICTS

There are two historic districts that overlap with the Downtown MRA District. This includes the Main Avenue Historic District and a portion of the Church Street and Lover's Lane Historic District, which consists primarily of historic homes and pedestrian walkways *(see District Boundaries map, page 24)*. The historic buildings and districts in Aztec are loved by the community and visitors alike, contribute to the identity of the community, and are well-documented.

The Main Avenue Historic District is located on the west side of Main Avenue between Chuska Street to the south and Chaco Street to the north. It was designated as a Historic District in 1982 and was added to the National Register in 1985. As described in the1984 nomination to the National Register:

> *"The Main Avenue District is a particularly well-preserved segment of a typical New Mexican commercial street developed from 1900 to 1915. It reflects Aztec's position as the leading marketing center of northwestern San Juan County, an area including the fertile Animas River Valley in New Mexico. This small district includes two of the best preserved examples of Italianate commercial architecture in the state [The Randall Building, #117 and Odd Fellows Hall #107]. …the district appears much as it did in 1915, except that concrete sidewalks have replaced the earlier boardwalk."*

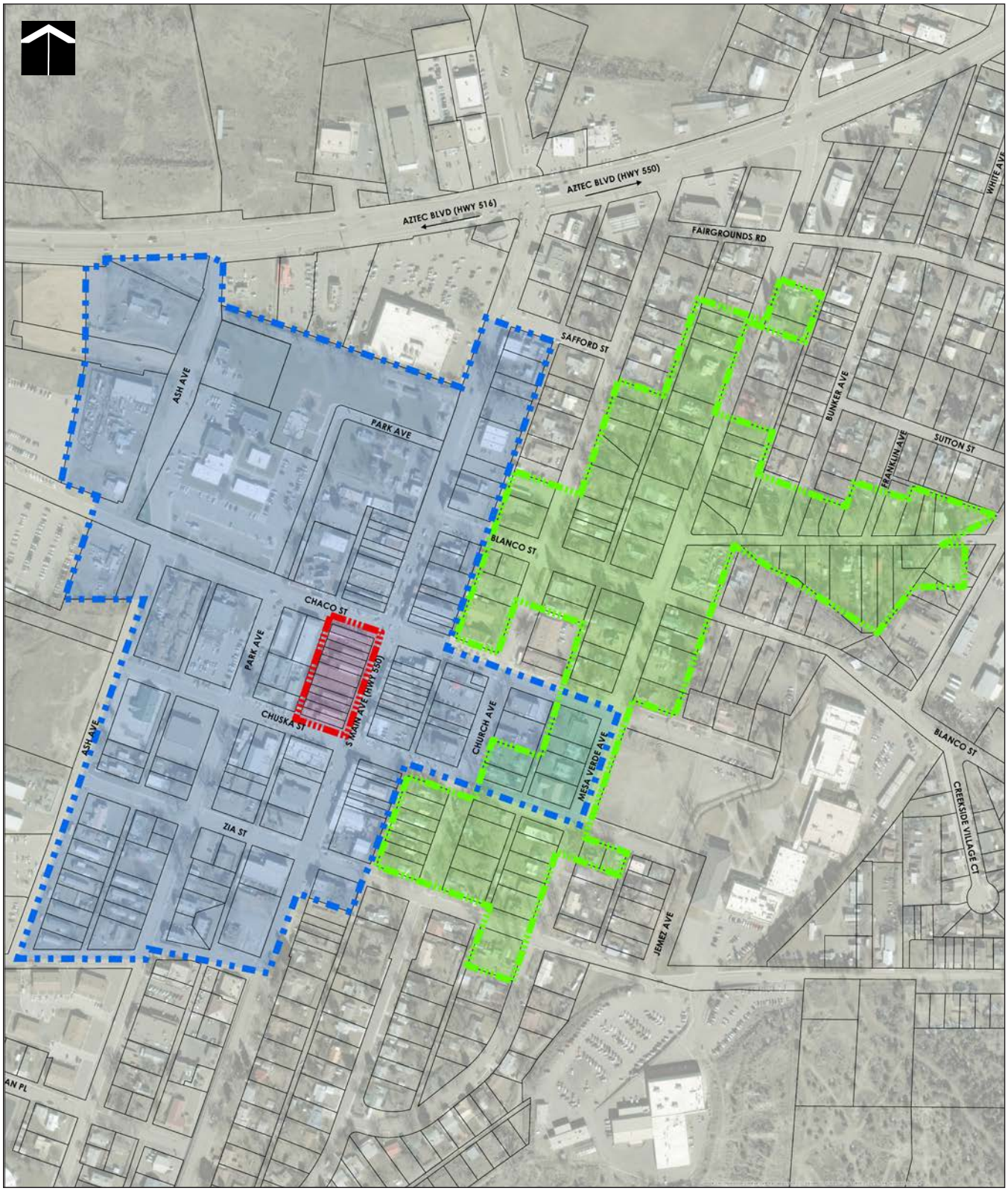
The buildings within the Main Avenue Historic District show a mix of architectural styles, from early smaller buildings made of mud-brick adobe and other locally sourced materials to the ornate Italianate and Neo-Classical, with embellishments and decorative features. Aztec's proximity to the railroad provided materials from the eastern United States for new, like red fired brick and stained glass, which were also added to some older buildings.

Within the Downtown MRA District, there are ten buildings on both the National Register of Historic Places and State Register of Cultural Properties, and one residential building on Park Avenue that is on the National Register only. Six of the eleven properties are within the Main Avenue Historic District, located on the west side of Main Avenue between Chuska and Chaco Street in the heart of Downtown Aztec *(see Historic Structures map, page 25, for structure locations within the Downtown MRA District)*.

Building Footprint
Aztec MRA Boundary

City of Aztec
DOWNTOWN METROPOLITAN
REDEVELOPMENT AREA PLAN

FIGURE-GROUND ANALYSIS



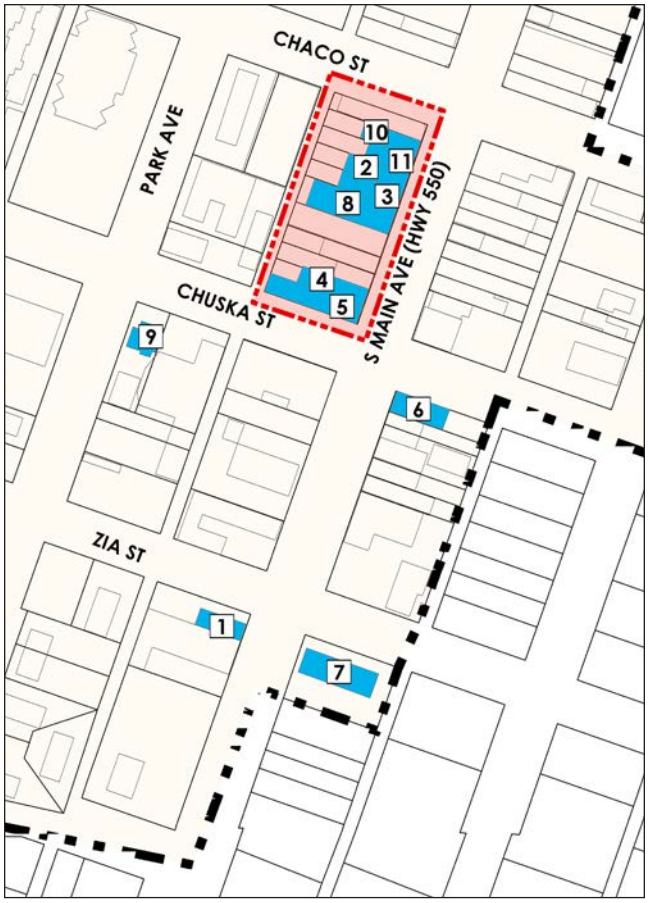
Aztec MRA Boundary

Aztec Main Street Historic District

Church Avenue-Lovers Lane Historic District

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

AREA BOUNDARIES



Historic structures within the Downtown MRA District.

Historic Structure	Year Built	Address
1. McClure Building (Aztec Motor Company)	1900	301 S. Main Avenue
2. Odd Fellows Hall Lodge Building	1903	107 S. Main Avenue
3. Taylor Building	1908	121 S. Main Avenue
4. Bailey and Howe Dry Goods Building (Pinkstaff)	1906	123 S. Main Avenue
5. J.M. Randall Building	1907	117 S. Main Avenue
6. American Hotel	1907	300 S. Main Avenue
7. Townsend Building	1909-13	109 S. Main Avenue
8. Residence*	1900-24	202 Park Avenue
9. Waring-Hubbard Building	1905-08	103 S. Main Avenue
10. Citizen's Bank Building	1910-13	105 S. Main Avenue
11. Thomas Building	1906	200 S. Main Avenue

**On the State Registry only.*

Beyond the registered historic buildings in Downtown Aztec, there are many historically significant buildings that contribute to the story of Downtown Aztec's history located along S. Main Avenue. The Historic Aztec Self-Guided Walking and Bike Tour booklet offers a tour of the Historic Districts in Aztec and provides brief descriptions of historic properties.

In addition to the two existing registered historic districts, there is an expressed interest from the community in designating the area around the Aztec Museum a historic district. A discussion of the process for nominating this area is contained in Chapter 4: Downtown Vision.

LOCAL ORGANIZATIONS

The primary organization advocating for historic preservation is the Aztec Museum Association. The Aztec Museum Association published a self-guided walking and biking tour booklet, which guides explorers from the Aztec Ruins, through Aztec's historic Downtown, to historic homes and churches. The booklet identifies each historic building in the area with pictures and a small description of the historic significance of each structure or place *(see Appendix C for a copy of the booklet)*.

The walking tour was created in conjunction with the San Juan Historical Society, which is also an important resource for compiling and restoring the history of San Juan County. The Society works closely with the Aztec Museum to collect, categorize, and identify historical buildings, photographs, items, and newspaper articles in Aztec.

HISTORIC PRESERVATION BENEFITS

Although some buildings are in disrepair, property owners have taken advantage of benefits available for restoration and rehabilitation of historic buildings. Benefits to owners of historic properties include:

- Individually listed properties (or properties within a registered historic district) can apply for tax credits through the state and federal government for rehabilitation;
- Historic properties are allowed some exceptions to the regulations contained in

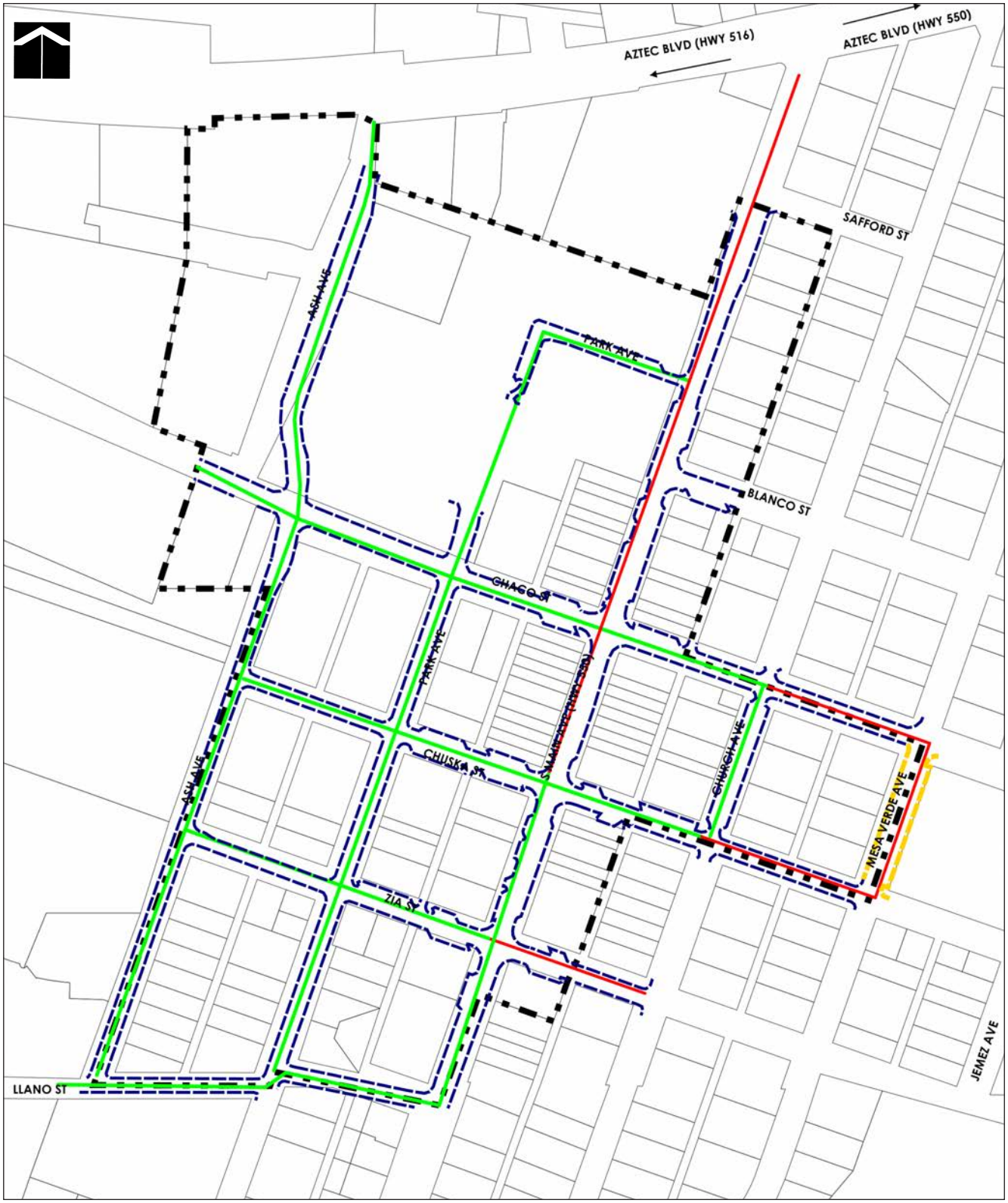
the New Mexico Existing Building Code and the International Existing Building Code in order to support rehabilitation;

- The 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; and
- There is a significant amount of data that indicates registered historic properties experience and maintain an increase in real estate values.

There were some property owners during the two-day workshop and in the community survey that cited the high cost of maintaining and restoring historic buildings as a deterrent to locating in Downtown. The City of Aztec should inform property owners of the benefits of being listed as a historic property and assist property owners in finding beneficial resources. In addition, the City of Aztec could consider applying to the New Mexico Historic Preservation Division (NMHPD) for designation as a Certified Local Government (CLG), which would make it eligible for federal historic preservation grants. Aztec residents value historic properties, and these actions could develop a partnership for historic Downtown rehabilitation.

2.6 STREET & SIDEWALK CONDITIONS

A visual survey was conducted of the right-of-way conditions within the MRA District to determine the infrastructure needs in this area. Overall street and sidewalks conditions are illustrated on the following two graphics *(see pages 27-28)*. The analysis is organized geographically into four separate areas and each area is then described in narrative, noting the curb/gutter, ramps, sidewalk, and road condition. In addition, information is provided whether the area meets Public Right of Way Access Group (PROWAG) specifications and any potential challenges to engineering work.

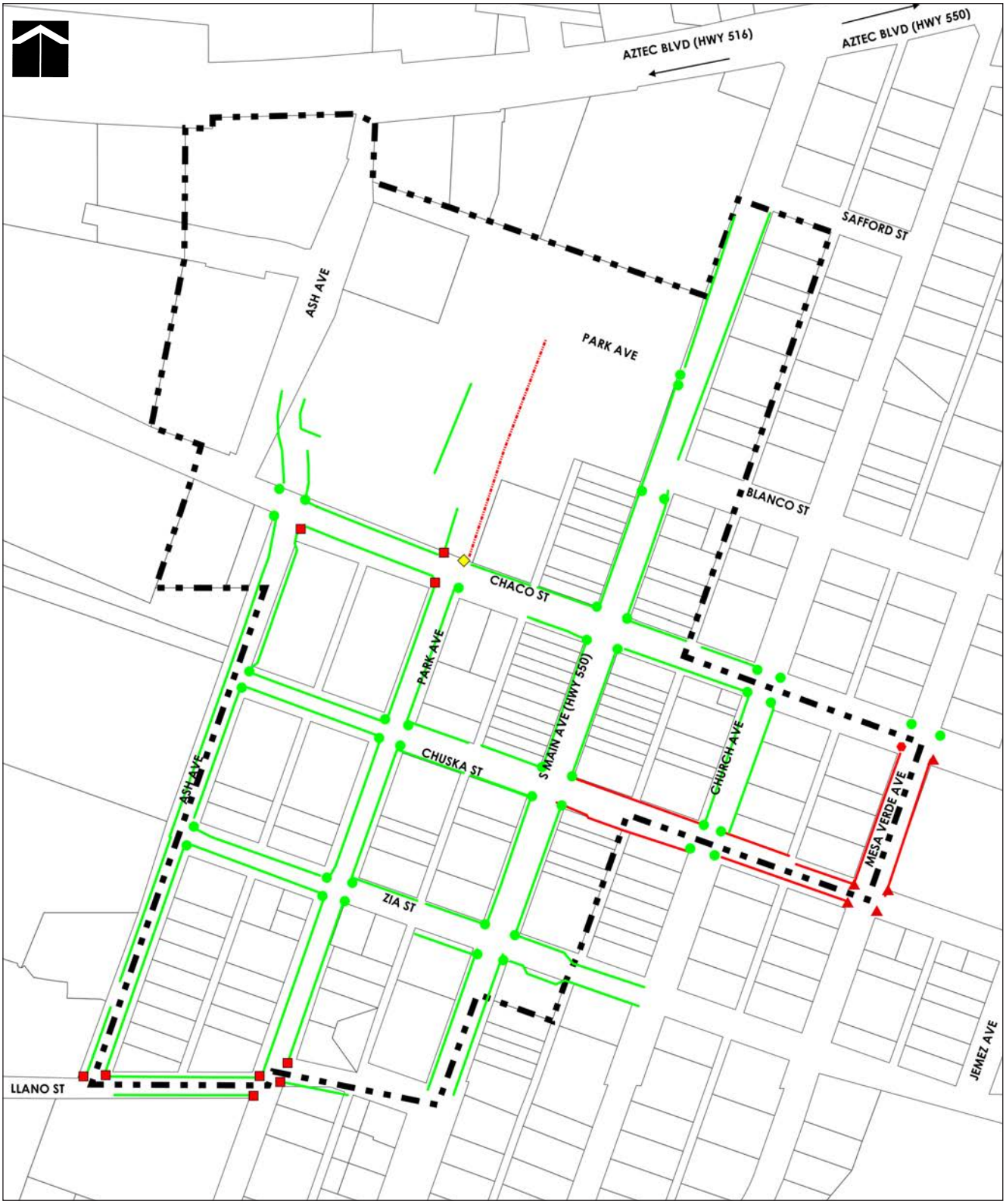


Street Condition

- Curb and Gutter in Good Condition
- Curb and Gutter Needs Replacement
- Street in Good Condition
- Street Needs Resurfacing

City of Aztec
DOWNTOWN METROPOLITAN
REDEVELOPMENT AREA PLAN

STREET CONDITION



Sidewalks and ADA Compliance

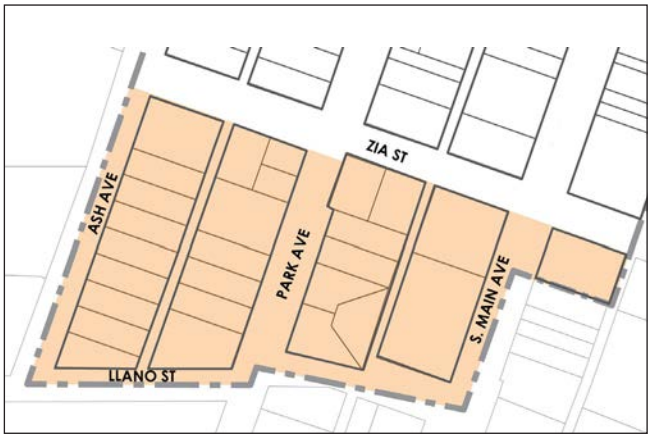
- Meets ADA Requirements
- Non-ADA Compliant - Dirt
- Non-ADA Compliant
- No ADA
- ADA Overgrowth
- Sidewalk - Good Condition
- Sidewalk - Replacement Needed
- No Sidewalk

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

SIDEWALKS & ADA COMPLIANCE

Area 1: Llano Street through Zia Street from S. Main Avenue to Ash Avenue

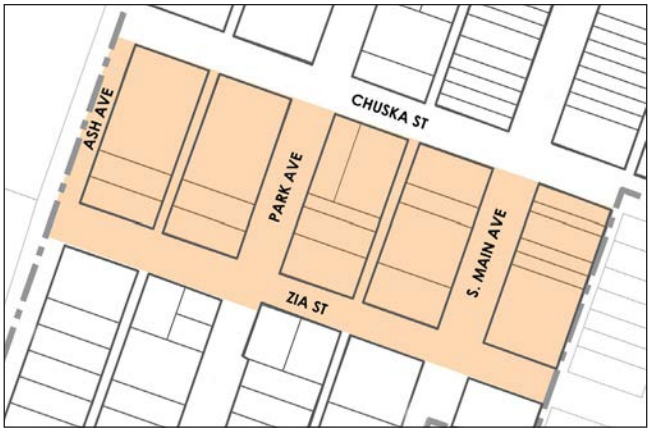
Area 1 consists of businesses, residential homes, and apartments. Transitioning between the different types of lots will be challenging. A one-way delivery lane intersects at the intersection of S. Main Avenue and Llano and adds complications to the project to avoid accidents and allow for Public Right of Way Access Group (PROWAG) compliance. This intersection has two curb ramps that do not comply with PROWAG; however, S. Main Avenue within Area 1 is generally in compliance with the exception of these two curb ramps and the absence of detectable warning surfaces. This is indicative of Area 1 having the required number of curb ramps, but having at least one curb ramp not meet grade. The San Juan Health Partners building (120 Llano Street) interferes with the accessibility of the bordering sidewalk. Additionally, Llano Street does not have a sidewalk on the north side. The sidewalks generally meet PROWAG Standards; however, most do not have an appropriate passing lane every 200 feet. At the intersection of Llano Street and Park Avenue, the street intersection does not comply with PROWAG access route transitions, the trench drain has silted in, and an electrical pedestal is located in the accessibility route on the sidewalk. Striping for access routes across intersections will need to be incorporated. The area has a small shoulder roughly the size of a bike lane where parallel side street parking is a common occurrence. Generally, alleyway transitions do not meet accessibility standards.



Area 1.

AREA 1: LLANO STREET THROUGH ZIA STREET FROM E. MAIN AVENUE TO ASH AVENUE					
Street	Curb/Gutter Condition	Sidewalk Condition	Pavement Condition	Meets PROWAG?	Challenges
S. Main Ave.	Acceptable	Deteriorated in places	Requires Crack Seal	No	One-way entrance
Park Avenue	Acceptable	Acceptable	Acceptable	No	
Ash Avenue	Acceptable	Acceptable	Acceptable	No	Lot entrance cross slope
Llano Street	Acceptable	Acceptable	Acceptable	No	Drainage and utility relocation

Area 2: Zia Street through Chuska Street from S. Main Avenue to Ash Avenue.
Area 2 consists of residential homes and businesses. The transitions into each lot typically exceed the allowable cross slope in PROWAG in order to maintain the flowlines of the street drainage in the street. Generally, the sidewalks in this area do not transition the alleyways and do not provide a continuous accessibility route as required by PROWAG. S. Main Avenue generally meets PROWAG requirements except for the access path in front of Aztec Feed and Supply (216 S. Main Avenue) loading zone. The pavers have been broken and the grade does not meet PROWAG cross slope standards. Generally, the sidewalks are acceptable; however, passing zones have not been incorporated. This area has all curb ramps required with some missing detectable warning devices and that do not meet the required slope.

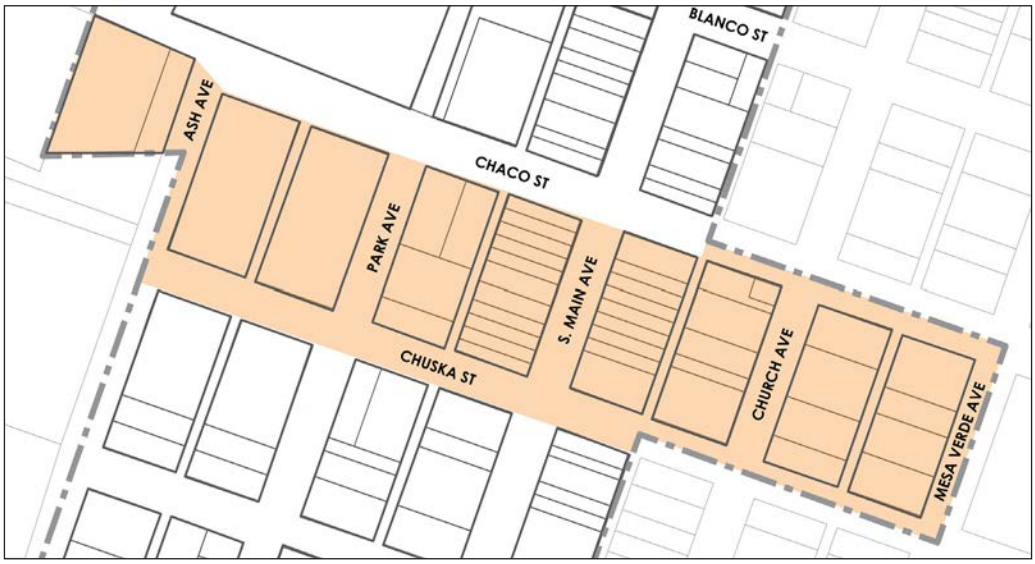


Area 2.

AREA 2: ZIA STREET THROUGH CHUSKA STREET FROM E. MAIN AVENUE TO ASH AVENUE					
Street	**Curb/Gutter Condition**	**Sidewalk Condition**	**Pavement Condition**	**Meets PROWAG?**	**Challenges**
S. Main Avenue	Acceptable	Acceptable	Requires Crack Seal	No	Grade on accessibility path in front of Aztec Feed
Park Avenue	Acceptable	Acceptable	Acceptable	No	VFW is lower than the street (drainage)
Ash Avenue	Acceptable	Acceptable	Acceptable	No	Lot entrances cross slope
Zia Street	Acceptable	Acceptable	Acceptable	No	Alleyway transitions and lot entrance cross slope

Area 3: Chuska Street through Chaco Street from Mesa Verde Avenue to Ash Avenue

Area 3 consists of residential homes, businesses, and community buildings. Generally, all sidewalks and curb ramps are in place except for on Mesa Verde Avenue, where curb ramps are missing. The sidewalk ramp on Ash Avenue needs to be regraded to meet PROWAG requirements. Alleyway transitions continue to be non-compliant throughout the area with abrupt grade changes or severely deteriorated concrete. All curb ramps are present, but some are either non-compliant due to slope and/or lack of detectable warning surfaces. Some deteriorated streets will require resurfacing. Main Avenue resurfacing is recommended to be completed after the opening of the Aztec arterial route.

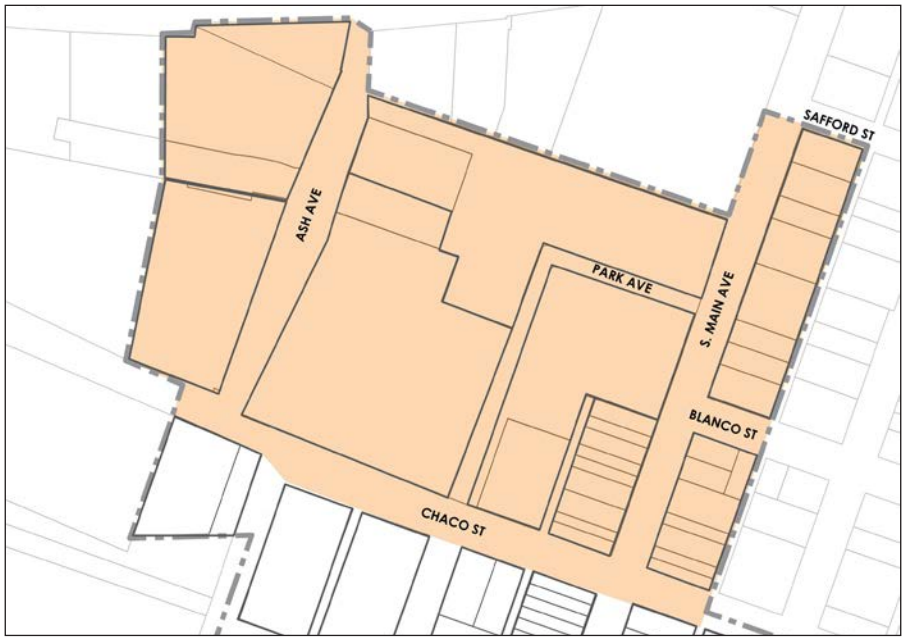


Area 3.

AREA 3: CHUSKA STREET THROUGH CHACO STREET FROM MESA VERDE AVENUE TO ASH AVENUE					
Street	Curb/Gutter Condition	Sidewalk Condition	Pavement Condition	Meets PROWAG?	Challenges
Mesa Verde Avenue	Deteriorated	Deteriorated	Requires crack seal	No	Incorporate curb ramps, no public parking
Church Avenue	Acceptable	Acceptable	Acceptable	No	Sidewalk spot repairs
S. Main Avenue	Acceptable	Acceptable	Requires resurfacing	Yes	
Park Avenue	Acceptable	Acceptable	Acceptable	No	Lot entrance cross slope
Ash Avenue	Acceptable	Acceptable	Acceptable	No	Large slope on access ramp
Chuska Street	Acceptable	Deteriorated	Requires resurfacing	No	Alleyway transitions, private property interruptions in sidewalk, VFW elevation

Area 4: Chaco Street through Aztec Boulevard from S. Main Avenue to Ash Avenue

Area 4 consists of residential homes, businesses, and public service buildings. Generally, all sidewalks and curb ramps are in place with the exception of a continuous accessibility route from Chaco Street south on Park Avenue towards the Aztec Water Park. There are several breaks and steep grades in this area with parking spaces as an obstacle. The parking area forces pedestrians to either travel by roadway or enter the Motor Vehicle Division parking lot and use accessibility routes near the building. Additionally, some maintenance on vegetation is required to maintain accessibility routes and striping should be incorporated at intersections. The curb ramps are present but require the addition of detectable warning surfaces and some changes to grade. All curb ramps are present, but some are either non-compliant due to slope and/or lack of detectable warning surfaces. Some deteriorated streets will require resurfacing. Main Avenue resurfacing is recommended to be completed after the opening of the Aztec arterial route.



Area 4.

AREA 4: CHACO STREET THROUGH AZTEC BOULEVARD FROM S. MAIN STREET TO ASH AVENUE					
Street	**Curb/Gutter Condition**	**Sidewalk Condition**	**Pavement Condition**	**Meets PROWAG?**	**Challenges**
S. Main Avenue	Acceptable	Acceptable	Requires Resurfacing	Yes	
Park Avenue	Acceptable	Acceptable	Requires Crack Seal	No	Elevation change from Chaco St. to Aztec Water Park
Ash Avenue	Acceptable	Acceptable	Acceptable	No	Parking bumper and utility relocation
Chaco Street	Acceptable	Acceptable	Requires Resurfacing	No	ROW for sidewalks, alleyways, vegetation overgrowth

2.7 INFRASTRUCTURE

This section provides a brief description of the existing public infrastructure systems in Downtown Aztec, including water, sanitary sewer, storm drainage, electric, and information technology. Appendix B includes maps showing the general layout of each system, with the exception of information technology.

WATER

The water lines in historic Main Avenue are PVC and were replaced prior to the construction of the street. The majority of the water lines within the MRA boundaries are PVC of varying sizes, with the exception of a few areas as noted. There is 12-inch cast iron along Blanco and 12-inch Ductile in Mesa Verde Avenue, both of an unknown age. The 6-inch water line along Ash Street and the 12-inch water line running through the City Complex buildings are asbestos concrete. According to City of Aztec Public Works, there currently are no deficiencies within the MRA District for servicing the water customers. However, if any road improvements are proposed in the future for any of these areas, the condition of the ductile iron and cast-iron lines should be verified. In addition, the asbestos concrete water lines could be an environmental and health hazard. If repairs or maintenance are required for these water lines, the City should consider a proactive replacement plan.

SANITARY SEWER SYSTEM

Information provided by the City GIS data indicates sanitary sewer lines within the extents of the MRA are present; however, size and type of pipes are unknown. According to the City of Aztec Public Works Department, the sanitary sewer lines within the MRA District are fairly new lines. The businesses along Main Avenue are served from sewer lines running in the alley behind the businesses. The sewer in Ash Street is scheduled to be replaced in the near future. There are no apparent deficiencies in the area for servicing the customers and businesses and sufficient capacity for future growth.

STORM DRAINAGE

There is currently no underground storm drainage system along the length of Main Avenue, except for a few crossings and catch basins at Zia and at the southern end of Main Avenue. It appears that during major storm events the storm runoff inundates Main Avenue and the surrounding neighborhoods. The City of Aztec has engaged a consultant to provide a drainage report and recommendations to address some of these issues with drainage improvements in the Kokepelli Subdivision and along the Hampton Arroyo. At the time of this report, consultants recommendations would provide relief up to the 25-year storm; however, for large storm events, there would still be a threat of flooding. The City of Aztec had constructed a drainage structure at the Aztec Museum (125 N. Main Avenue) in an attempt to divert the runoff during high storm events towards the Animas River by catching the storm water at the Museum and diverting it to the curb and gutters west of the Museum and eventually to the Animas River. This catch basin was constructed to mitigate flooding at the Museum and surrounding businesses on Main Avenue. The majority of the runoff has historically run to the Museum.

The detention pond and culvert improvements recommended in the drainage report should be completed to mitigate or control the run off. However, there appears to be no recommendations for Main Avenue or the surrounding areas; only the structures around the arroyos. The drainage and infrastructure around the Main Avenue area should be studied, the potential for flooding the businesses around the MRA District could be still probable for anything higher than the 25-year storm event.

ELECTRIC

Overhead electric lines run through the alleys behind Main Avenue. All the residences and

businesses are currently served by overhead lines. According to the City's Electric Director, there is currently sufficient capacity to serve the area with opportunity for future growth. It is the City's intent to move the overhead lines underground, with the lines in the alley behind Main Avenue as one of the first to be implemented. The timing for the construction to underground the lines is dependent on budget and the upcoming administration. If there are plans to install fiber in any areas of the MRA District, the electric would piggy back with the construction to save on cost.

INFORMATION TECHNOLOGY

It was indicated during the community workshop that the internet service in the area appears to be deficient. According to the City's IT Director, the existing infrastructure consists of copper cable installed in the 1970s or 1980s and this outdated cable will not provide speed and bandwidth needed. In order to service the area, new fiber optic would provide the necessary infrastructure. The City is currently looking at partnering with businesses and companies where the City would provide the infrastructure or "transportation" and the carriers provide the service. The City currently has an expansion plan, with the first phase the area north of Highway 550. The fiber improvements along Main Avenue are dependent on demand and business opportunity for the carrier.

3 MARKET ANALYSIS

3.1 OVERVIEW

The Market Analysis section provides a broad summary of demographic, economic, and market conditions for Aztec as a whole, Downtown Aztec, and the larger San Juan County area. Tables, figures, and narrative describe the population trends; economic characteristics, including employment and income data, occupation, retail gross receipts and retail gap analysis; existing real estate market for commercial and residential properties; various aspects of tourism and its potential impact to the community; and market trends, including the various aspects of tourism and their existing and potential impact to the community, and small-scale manufacturing.

Sources for the data include the United States Census Bureau and the American Community Survey; New Mexico Department of Workforce Solutions; New Mexico Department of Finance and Administration; New Mexico Department of Taxation and Revenue; New Mexico Energy, Minerals and Natural Resources Department, Oil Conservation Division; National Parks Service; and Environics Analytics. In addition, the consultants conducted interviews with real estate professionals to ascertain the existing market in Aztec, both within the MRA District and Aztec in general.

3.2 POPULATION CHARACTERISTICS

The City of Aztec experienced modest population growth between 2000 and 2015. The City grew by 1.9% as a whole; the male population decreased by 4.8%, while the female population experienced a 9.0% increase. The largest upward shifts were in population ages 55 to 59 years (47.7%) and over 85 years (72.7%). There were relatively modest increases in the youngest age categories and those from 20 to 34 years. A troubling trend shown in the data is the steep decrease in the population from age 10 to 19 years and 35 to 49 years. This population is an important economic driver since they tend to spend and invest more than any other demographic group. However, when looking at the overall outlook for Aztec's population, a positive sign is the City's median age decrease from 30.6 years to 27.8 years. New Mexico as a whole had a median age of 37.0 years in 2015. Lower median age means that the City is not losing its younger citizens and it is a good sign for future growth potential.

TABLE 3.1: POPULATION CHARACTERISTICS

Population	2000	2010	2015	% Change 2000-15
Total Population	6,378	6,778	6,501	1.9%
Male	3,260	3,625	3,102	-4.8%
Female	3,118	3,153	3,399	9.0%
Age				
Under 5 years	7.0%	8.6%	7.8%	11.4%
5 to 9 years	7.1%	7.9%	8.6%	21.1%
10 to 14 years	7.7%	6.7%	5.3%	-31.2%
15 to 19 years	8.2%	6.4%	6.4%	-22.0%
20 to 24 years	7.4%	10.3%	7.6%	2.7%
25 to 29 years	6.8%	8.0%	7.1%	4.4%
30 to 34 years	7.2%	6.9%	9.6%	33.3%
35 to 39 years	7.5%	5.6%	5.4%	-28.0%
40 to 44 years	8.1%	7.1%	6.1%	-24.7%
45 to 49 years	7.1%	5.9%	5.0%	-29.6%
50 to 54 years	5.4%	7.3%	6.4%	18.5%
55 to 59 years	4.4%	5.5%	6.5%	47.7%
60 to 64 years	3.4%	4.4%	4.5%	32.4%
65 to 69 years	3.5%	2.7%	3.9%	11.4%
70 to 74 years	3.1%	1.5%	2.8%	-9.7%
75 to 79 years	3.0%	2.2%	3.2%	6.7%
80 to 84 years	1.5%	1.0%	1.9%	26.7%
85 years and over	1.1%	2.1%	1.9%	72.7%
Median Age	30.6	29.9	27.8	17.2%
18 years and over	73.4%	73.1%	74.2%	1.1%
65 years and over	13.0%	9.5%	13.7%	5.4%

Source: U.S. Census Bureau, 2000 and 2010 SF1 100% and ACS 2011-2015 5-year estimates.

HISTORIC POPULATION

The historic population trend in Aztec is reflective of growth in the energy industry of San Juan County. Prior to 1950, the area was primarily comprised of agriculture and small towns. In the 1950s, oil and natural gas mining commenced in the San Juan Basin. In the 1970s, coal and uranium mining was developed, which drove rapid population growth in most communities in the region. Aztec's population fluctuated as the population followed jobs and migrated between communities in San Juan County. Aztec's population growth from 1960 to 2015 was 63.5%, an average annual rate of 1.0%. There was a slight decrease in population of 4.0%, from 2010 to 2015 due to economic downturns in the energy industry, but this may stabilize as oil and natural gas exploration returns to the San Juan Basin.

Other than a slight decrease in population from 1960 to 1970, the overall trend in San Juan County's population grew at a relatively consistent rate, with an average annual growth rate of 1.8%. Population growth from 1970 to 2010 was a very strong 147.6%, due to increasing jobs in oil, natural gas, coal, and uranium mining. Growth slowed in 2010 as output reductions and plant closures in the energy industry caused high out-migration. Between 2010 and 2015, the population

FIGURE 3.1: HISTORICAL POPULATION, AZTEC, 1960-2015

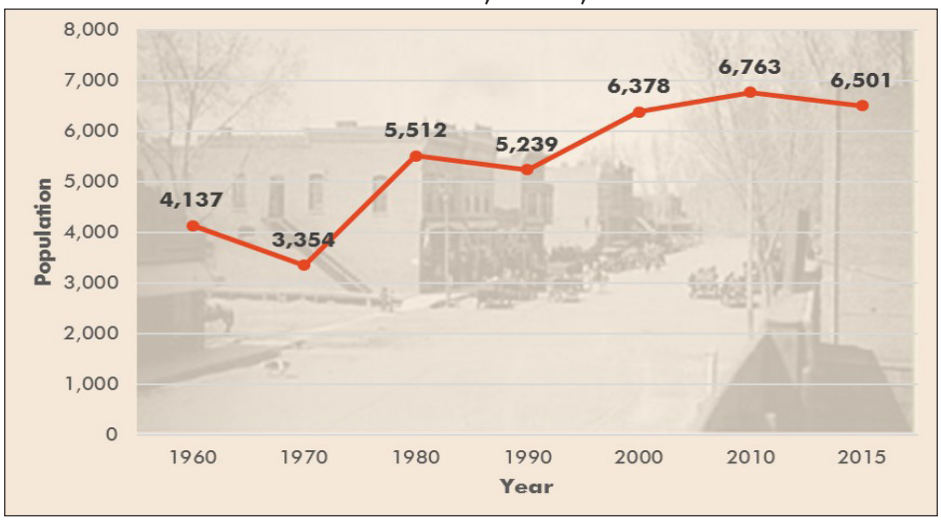


FIGURE 3.2: HISTORICAL POPULATION, SAN JUAN COUNTY, 1960-2015

Source: U.S. Census Bureau.

declined by 9.5%, the largest decrease of any New Mexico County population during this period. As oil and natural gas exploration rebounds in the San Juan Basin, the population should stabilize, but coal-fired utility plants and several oil and natural gas fields have been permanently closed, which may affect growth in the County for years to come.

RACE AND ETHNICITY

Race and ethnicity, as defined and categorized by the U.S. Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify and indicate whether or not they are of Hispanic or Latino origin (ethnicity). The Hispanic or Latino ethnic identity includes people of all races.

As shown in Table 3.2 below, in 2015, 81.5% of Aztec residents identified their race as White. In 2015, those who identified as Hispanic or Latino represented 29.6% of Aztec's population, which is a 39% increase since 2000. Even with this increase, Aztec's Hispanic or Latino population is still lower than New Mexico as a whole at 44.4%. Unlike Bloomfield and Farmington, the City's American Indian and Alaska Native population decreased by 24.1%, while populations in Bloomfield and Farmington increased; 52.0% and 39.9% respectively.

TABLE 3.2: RACE AND ETHNICITY

Race	2000	2010	2015	% Change 2000 - 15*
One race	96.8%	94.7%	97.4%	0.6%
White	79.3%	70.2%	81.5%	2.8%
Black or African American	0.4%	0.0%	0.0%	-100.0%
American Indian and Alaska Native	9.3%	17.7%	7.1%	-24.1%
Asian	0.1%	0.2%	0.2%	74.6%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.0%	0.0%
Some Other Race	7.5%	6.5%	8.3%	10.7%
Two or more races	3.2%	5.3%	2.8%	-12.8%
Ethnicity				
Hispanic or Latino (of any race)	19.9%	24.6%	27.6%	39.0%
Not Hispanic or Latino	83.5%	76.7%	79.6%	-4.7%

Source: U.S. Census Bureau, 2000 and 2010 SF1 100% & ACS 2011 - 2015 5-year estimates.

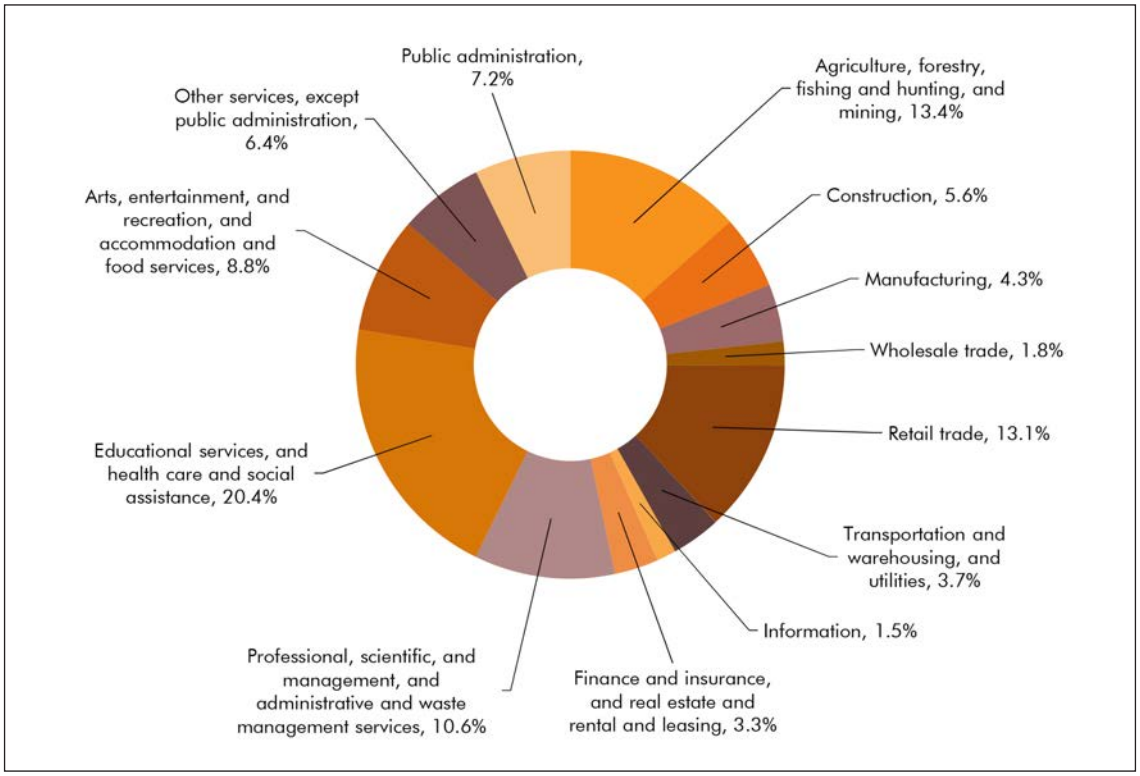
3.3 ECONOMIC CHARACTERISTICS

INDUSTRY SECTORS

The U.S. Census Bureau divides industry sectors into 13 categories *(see Figure 3.3)*. The City of Aztec's economy is heavily weighted in Educational Services, and Health Care and Social Assistance at 20.4%. The secondary sector is Agriculture, Forestry, Fishing and hunting, and Mining at 13.4%, followed closely by Retail trade at 13.1%. The mining sector is one of the higher paying industries in San Juan County as a whole. San Juan County extractive industries (characterized as 'mining' by the U.S. Census Bureau) include coal and oil and natural gas.

Lower prices for barrels of oil globally since 2013 caused many producers in the area to lower production, which has had a negative impact across the regional economy. This trend may be abetting slowly with oil and natural gas mining increasing. The San Juan Basin oil field is slower to react to changes in the oil markets than other areas, so the rebound in mining may take years to fully recover.

FIGURE 3.3: INDUSTRY SECTORS, 2015



Source: American Community Survey, 5-year Estimates 2011-2015.

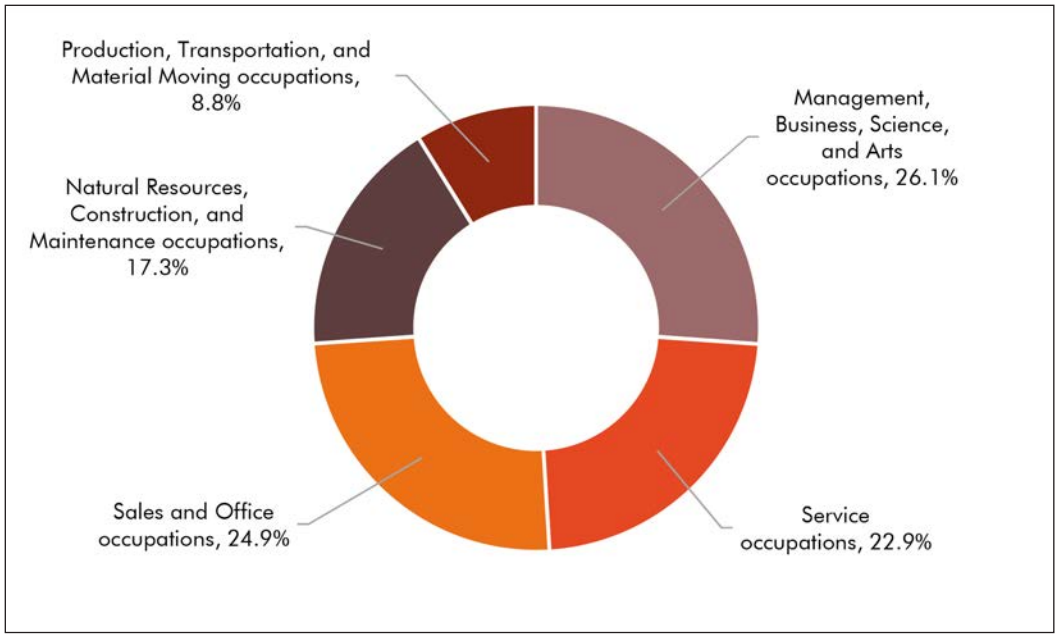
OCCUPATIONS

The U.S. Census divides occupations into five categories *(see Figure 3.4)*. Management, Business, Science, and Arts occupations is the largest occupational category in Aztec, representing 26.1% of all workers. This is significantly below that of New Mexico where this category makes up 35.9% of occupations. Sales and Office is the second largest occupational category at 24.9%. Natural Resources, Construction, and Maintenance occupations, which are linked to the oil and gas industry, make up 17.3% of the workforce.

MAJOR EMPLOYERS

Although most of the major employers in San Juan County are not located in Aztec, many of the residents are employed by these businesses, which are located within commuting distance and primarily around the City of Farmington. Table 3.3 provides a list of the major employers and categorizes them by employment type. The largest employers fall in the categories of education (Farmington Public Schools) and health care (San Juan Regional Medical Center).

FIGURE 3.4: OCCUPATIONS, 2015



Source: American Community Survey, 5-year estimates 2011-2015.

TABLE 3.3: MAJOR EMPLOYERS IN SAN JUAN COUNTY

Employer and Rank	# of Employees	Category
Farmington Public Schools (1)	1,931	Education
San Juan Regional Medical Center (2)	1,726	Health Care
Central Consolidated Schools (3)	984	Education
City of Farmington (4)	743	Government
San Juan County (5)	643	Government
Bloomfield Public Schools (6)	549	Education
Conoco Phillips (7)	512	Mining
San Juan College (8)	494	Education
Aztec Public Schools (9)	455	Education
BHP Biliton - NM Coal (10)	374	Mining

Source: San Juan County, County Fast Facts 2016

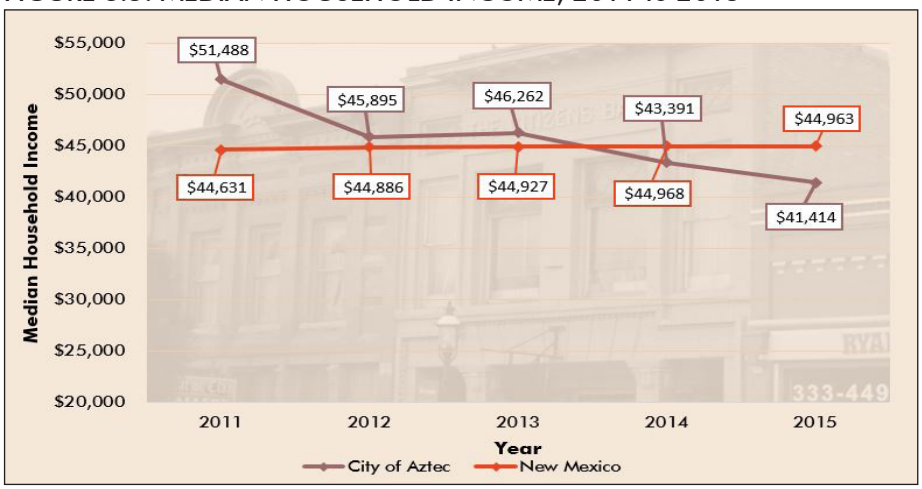
MEDIAN HOUSEHOLD INCOME

In 2015, the median household income in Aztec was approximately $41,000, slightly lower than that of New Mexico as a whole at $45,000. Figure 3.5 shows that while the state's median income has remained flat, median income in Aztec has been trending downward, with a nearly 24% decrease between 2011 and 2015. This reflects the downsizing in the oil and natural gas industry. In particular, permanent closure of the oil refinery in Bloomfield is likely to have had a negative effect on Aztec's economy.

AVERAGE HOURLY WAGES

Understanding average wages is important in determining the amount of discretionary income the community has for spending at local businesses. In 2017, San Juan County ranked fifth out of all 33 counties in New Mexico in hourly wages *(see Figure 3.6)*. At $21.73 per hour, San Juan County has the highest hourly wage out of the five northwestern counties in New Mexico and is $1.40 higher than the state.

FIGURE 3.5: MEDIAN HOUSEHOLD INCOME, 2011 to 2015



Source: American Community Survey, 5-year Estimates 2011-2015.

FIGURE 3.6: AVERAGE HOURLY WAGES, NORTHWEST NM COUNTIES

Source: New Mexico Department of Workforce Solutions.

UNEMPLOYMENT RATES

In 2017, San Juan County was ranked 10th in unemployment in the state at 7.2% and had the third highest unemployment in the five-county region *(see Table 3.4)*. San Juan County's unemployment rate was higher than that of New Mexico as a whole, which had a rate of 6.2% during the same period. From 2012 to 2015, San Juan County's unemployment was stable, but in 2016, there was a sharp increase of 1.9%. The 2017 rates have slightly declined, but remain above historic trends. These rates are closely aligned with the layoffs due to the planned closure of PNM's San Juan Generating Station coal fired power plant outside Farmington and downsized oil and natural gas mining activity. San Juan County's economy make take years to recover from these job losses.

NET TAXABLE PROPERTY VALUES

Property values are another strong economic indicator of how well the community is doing. Between 2012 and 2016, the City of Aztec experienced steady increases in residential net taxable value with an average annual growth rate of 3.3% *(see Figure 3.7)*. Commercial values dipped slightly between 2015-2016, but between 2012 and 2016, showed an annual growth rate of 2.1%.

TABLE 3.4: UNEMPLOYMENT RATES, NOVEMBER 2012-2017

County	2012	2013	2014	2015	2016	2017
SAN JUAN COUNTY (10)	7.1%	6.8%	6.4%	6.9%	8.8%	7.2%
Sandoval County (18)	7.8%	7.4%	7.2%	6.6%	6.6%	6.2%
Cibola County (8)	8.3%	8.4%	8.6%	8.0%	8.3%	7.9%
McKinley County (5)	9.6%	10.2%	10.2%	9.8%	9.5%	8.7%
Rio Arriba County (11)	9.2%	9.5%	8.8%	8.0%	7.5%	6.4%
New Mexico	7.1%	6.9%	6.7%	6.5%	6.7%	6.2%

Source: New Mexico Department of Workforce Solutions.

FIGURE 3.7: NET TAXABLE PROPERTY VALUES, 2012 to 2016

Source: New Mexico Department of Finance and Administration.

TAXABLE GROSS RECEIPTS

Gross receipts tax (GRT) is calculated on every transaction that takes place within the City and is a good indication of the area's economic climate. Losses in GRT are due to less spending in the area for goods and services. When GRT revenue is down, it affects the City's ability to address its capital and operational needs. There was a downward trend between 2012 and 2016 *(see Figure 3.8)*. The highest GRT revenue was in 2013 at $141,848,638 and the lowest was in 2016 at $95,844,853. This shift in spending can be attributed to the lower wages in the area; nonetheless, when wages are lower it reinforces the need to develop a more robust local economy to take advantage of every dollar spent by Aztec residents.

RETAIL OPPORTUNITY GAP ANALYSIS

An important component in understanding the current retail condition is the analysis of the demand and supply for retail sales, which helps to identify strengths and weaknesses within the Aztec market area. This analysis can be useful in guiding future initiatives for business recruitment, expansion, and retention efforts.

The Environics Analytics Retail Market Power (RMP) database was used to provide an estimate for retail sales in the MRA District. Retail sales are categorized according to the North American Industrial Classification System (NAICS), which is based upon how businesses report their gross receipts.

The demand data (derived from the Consumer Expenditure Survey and fielded by the U.S. Bureau of Labor Statistics) represents consumer expenditures and the supply data (derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau) represents the retail sales that occurred in the area. When the demand is greater than the supply, there is an opportunity gap for the retail outlet, which means that resident households are supplementing their additional demand potential by spending money outside of their own geographic area (retail leakage). Conversely, when the demand is less than the supply, there is an opportunity surplus, meaning that local retailers are attracting sales from residents that live in other geographic areas.

As shown in Table 3.5, the MRA District experienced an overall gap in 2017. The area's total retail demand (consumer expenditures) was $3,039,671 and the total supply (retail sales) was $2,452,946, creating a retail gap of $586,725. With the exception of Motor Vehicle & Parts Dealers; Building Material, Garden Equipment Stores; and Health & Personal Care Stores, all other categories show retail leakage. Recruitment efforts for Downtown Aztec should focus on additional restaurants, food and beverage stores, and general merchandise.

FIGURE 3.8: TAXABLE GROSS RECEIPTS, 2012 to 2016

Source: New Mexico Taxation and Revenue Department.

TABLE 3.5: RETAIL MARKET POWER OPPORTUNITY GAP, 2017			
NAICS Category	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle & Parts Dealers - 441	$130,895	$330,550	$199,655
Furniture & Home Furnishings Stores - 442	$83,833	$0	-$83,833
Electronics & Appliances Stores - 443	$69,102	$0	-$69,102
Building Material, Garden Equipment Stores - 444	$467,435	$567,850	$100,415
Food & Beverage Stores - 445	$83,433	$42,001	-$41,432
Health & Personal Care Stores - 446	$241,446	$781,127	$539,681
Gasoline Stations - 447	$264,840	$174,936	-$89,904
Clothing & Clothing Accessories Stores - 448	$181,510	$0	-$181,510
Sporting Goods, Hobby, Book, Music Stores - 451	$81,307	$49,174	-$32,133
General Merchandise Stores - 452	$490,057	$0	-$490,057
Miscellaneous Store Retailers - 453	$122,389	$20,279	-$102,110
Non-Store Retailers - 454	$385,129	$213,310	-$171,819
Foodservice & Drinking Places - 722	$438,295	$273,719	-$164,576
Total Retail Sales & Eating, Drinking Places	**$3,039,671**	**$2,452,946**	**-$586,725**

Source: Environics Analytics, 2017.

3.4 MARKET TRENDS

ENERGY PRODUCTION

San Juan County sits on the San Juan Basin, one of the highest oil and natural-gas producing areas in North America. Small and large drilling operations have been a part of the Four Corners region for decades. Employment in the oil fields and related industries, such as refineries, storage, and pipelines, drive the economy of northwestern New Mexico. Export of natural gas is an immense benefit to the economy of San Juan County. However, the oil and natural gas industry is highly unpredictable, with fluctuating high and low production, thus impacting population, employment, and wages. Recent lower costs per barrel for oil and natural gas globally has caused the industry to pullback on production in the San Juan Basin. This trend appears to be reversing with prices bouncing back; however, San Juan County is showing a slower rebound to these developments. In 2016, San Juan County was ranked second in natural gas production and third in oil production out of all 33 counties in New Mexico. Tables 3.6 and 3.7 show oil and gas production in the eight highest producing counties in the state. Almost all categories are showing less production

TABLE 3.6: OIL PRODUCTION BY COUNTY, 2015 - 2016			
County and 2016 Rank	Oil Barrels (2015)	Oil Barrels (2016)	% Change
Lea (1)	52,770,125	59,467,936	12.7%
Eddy (2)	49,354,149	52,030,275	5.4%
SAN JUAN (3)	3,285,911	2,479,529	-24.5%
Rio Arriba (4)	2,089,999	1,319,526	-37.1%
Sandoval (5)	1,628,196	923,725	-43.3%
Chaves (6)	988,828	663,022	-32.9%
Roosevelt (7)	136,225	125,361	-8.0%
McKinley (8)	21,060	9,629	-54.3%

Source: Oil Conservation Division Annual Reports 2015-2016

TABLE 3.7: NATURAL GAS PRODUCTION BY COUNTY, 2015 - 2016			
County and Rank (2016)	Gas Per Thousand CF (2015)	Gas Per Thousand CF (2016)	% Change
Eddy (1)	231,545,471	264,179,442	14.1%
SAN JUAN (2)	303,341,133	248,602,962	-129%
Lea (3)	168,674,888	213,631,265	26.7%
Rio Arriba (4)	203,795,517	195,676,187	-4.0%
Colfax (5)	16,894,338	14,082,997	-16.6%
Chaves (6)	13,658,860	11,476,505	-16.0%
Sandoval (7)	10,397,220	8,246,133	-20.7%
Roosevelt (8)	-	1,010,683	N/A
McKinley (N/A)	122,726	-	N/A

Source: N.M. Oil and Conservation Division Annual Reports, 2015 - 2016.

TABLE 3.8: HOMES FOR SALE IN AZTEC					
Cost	Mobile Home	2-bed.	3-bed.	4-bed.	Total
$20,000 to $60,000	1				1
$60,001 to $90,000	1		2		3
$90,001 to $120,000	2	2	3		7
$120,001 to $150,000	9	3	9		21
$150,001 to $180,000	3		12	2	17
$180,001 to $210,000	2		1		3
$210,001 to $240,000	2		5		7
$240,001 to $270,000	1		9	3	13
Over $270,000	2		15	6	23

Source: Realtor.com; as of November, 2017.

between 2015 and 2016. San Juan County showed the percentage of oil barrels and natural gas production produced decreased by 24.5% and 129%, respectively.

AZTEC REAL ESTATE MARKET

Housing market data was collected from realtor.com, which pulls listings from the Multiple Listing Service and is known as the most accurate source for this data. In November 2017, there were 95 homes listed in Aztec and 118 lots for sale. The median listing price for a single family home was $122,000 and the average price per square foot was $75. Out of these 95 listings, the least expensive home was listed at $72,500, while the most expensive home was listed at $1,300,000 and situated on 28.1 acres of land.

The majority of homes for sale in Aztec are 3-bedrooms, ranging from $72,000 to over $1.3 million. There were only four mobile homes listed on realtor.com and there were no 1-bedroom homes. Most of the homes in Aztec are priced over $270,000, a cost not affordable for most residents in Aztec.

There are several commercial real estate properties for sale within the MRA District. This includes the (historic) Boston Music Studios building at 109 S. Main Avenue and several that are contributing historic buildings. Typical costs per square footage for commercial real estate in the Downtown area is between $52 and $85 per square foot. Commercial real estate properties are slow to sell in Downtown

Aztec, averaging several months to a year on the market.

Observations from two realtors familiar with Aztec's residential and commercial real estate market include:

- New residents are moving to Aztec looking for a place to retire with more favorable weather conditions than further north in Colorado.
- Younger families are looking at Aztec for a vibrant community with outdoor amenities that has a lower cost of living than Durango, Colorado.
- Real estate professionals are not seeing the same growth in commercial real estate in Downtown Aztec, but are confident that when the truck traffic on Main Avenue is alleviated by the arterial route, the appeal of appeal of Downtown properties will heighten and the rebounding oil and natural gas industry will be reflected in the Downtown's economy resurgence.

AZTEC RUINS NATIONAL MONUMENT

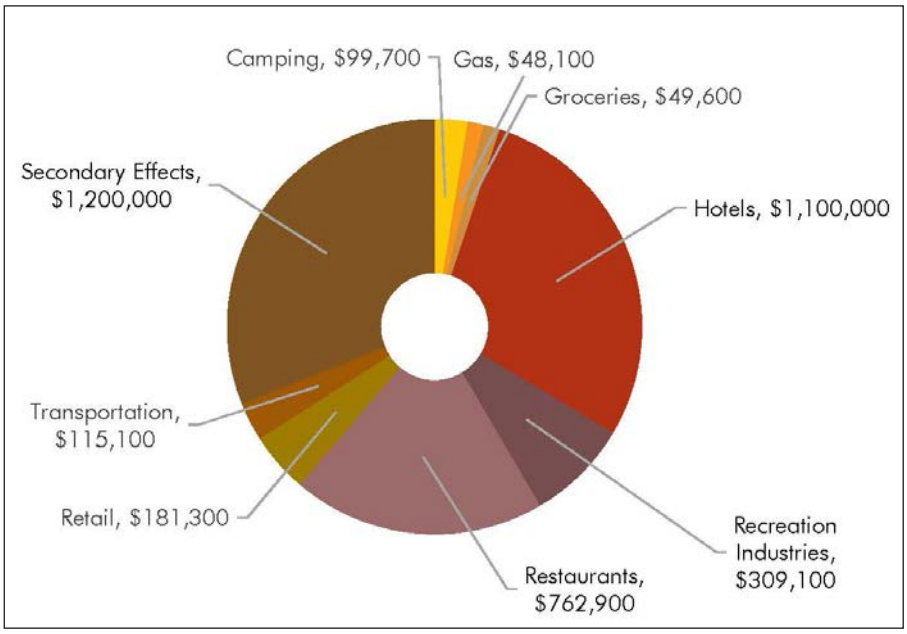
One of the most important features in the Aztec area is the Aztec Ruins National Monument. Mistakenly coined as "Aztec", the Ruins were actually constructed by the ancestral Puebloan peoples of the southwest in approximately 1100 A.D. The Ruins were once used as a central gathering place, a place considered sacred and spiritual. Aztec Ruins National Monument was designated as part of the Chaco Culture World Heritage Site by UNESCO in 1987. Today, a half mile trail winds its way through the ancient structures, revealing the remarkable masonry, engineering, and architectural achievements of its inhabitants. Aztec Ruins is unique in that it is fully within Aztec city limits, making it easily accessible for visitors and travelers along New Mexico Highways 516 and 550.

The economic contribution of the Aztec Ruins National Monument on the local economy is significant. This is best demonstrated by

Photos from Aztec Ruins National Monument.

the National Park Service (NPS) analysis of the economic contributions to local gateway regions, which are communities within a 60-mile radius from NPS lands. According to the NPS's 2016 analysis, 57,700 park visitors spent an estimated $3,364,800 in local gateway communities while visiting Aztec Ruins National Monument. These expenditures supported a total of 52 jobs, $1.2 million in labor income, $2.2 million in value added, and $3.9 million

FIGURE 3.9: IMPACT OF AZTEC RUINS ON ECONOMIC OUTPUT



Source: 2016 National Parks Service Visitor Spending Effects Report.

in total economic output in local gateway economies surrounding Aztec Ruins National Monument. Between 2012 and 2016, the economic contribution to the region grew by over 40%. This translated to over $1 million returned to the regional economy through visitor spending.

Figure 3.9 shows the breakdown of expenditures in overall economic output in the region generated from Aztec Ruins National Monument. The largest expenditures were in the Secondary Effects category at $1.2 million followed by Hotels at $1.1 million and Restaurants at $762,900.

Since this is a regional analysis, the full visitor spending from Aztec Ruins National Monument is being shared across the region, including the larger cities of Farmington and Durango that provide more services and amenities to support visitor spending. However, as the City and the private sector works towards redevelopment of Downtown, growing local businesses, and expanding tourism promotion, it will be well poised to capture more of this visitor spending on hotels, restaurants, recreation, etc.

3.5 TOURISM

Tourism provides economic growth by pulling in money from outside of the local economy, thus growing the City's economy. The City of Aztec is situated at the intersection of two important northern New Mexico highways and surrounded by natural beauty and heritage sites. Many travelers drive through Aztec on their way to Durango. Aztec has great potential to expand and capitalize on local and regional tourism attractions to help boost the economy and bring visitor spending into the local community. The tourism sector in Aztec can be tapped through three important means:

- Cultural Heritage Tourism;
- Geotourism and Outdoor Recreation; and
- Local events and attractions.

CULTURAL HERITAGE TOURISM

Cultural heritage tourism focuses on the environment and cultural-historical heritage of the population. Events and activities where visitors and residents can participate together to promote and celebrate what makes their communities unique can distinguish a smaller community from larger, more commercial,

tourist destinations. Cultural heritage tourism is driven by the local community, so it is not merely catering to tourists, but allowing visitors to experience the local area alongside residents sharing pride in their culture.

The National Trust for Historic Preservation defines cultural heritage tourism as "traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic, and natural resources." The benefits of cultural heritage tourism include:

- Job creation and businesses;
- Increased tax revenues;
- Diversifies local economy;
- Creates opportunities for partnerships;
- Attracts visitors with interest in history and preservation;
- Increases historic attraction revenues;
- Preserves local traditions and culture;
- Generates local investment in historic resources;
- Builds community pride; and
- Increases awareness and perception/image of the site or area's significance.

Commonly referred to as "cultural heritage tourists", they have a tendency to stay longer, spend more, and return to the community. These tourists are typically older than the average traveler, not traveling with children, and are looking for more authentic experiences. They tend to plan their vacations on the internet. Cultural heritage tourism advocates the concept of "sustainable tourism" where the goal is not to just attract more tourists, but rather, to attract "high value" tourists that will help the community maintain a high quality of life for the residents. The National Trust for Historic Preservation found that, nationally, cultural heritage tourists stay on average a half day longer and spend $62 a day more than typical tourists. The goal is to keep the tourist an extra day or two, make sure they enjoy a few meals at the local eating establishments, and take in the unique culture and history that Aztec offers.

AZTEC: A CULTURAL TOURISM DESTINATION

The City of Aztec has untapped potential in being a cultural tourist destination with Aztec Ruins and Historic Main Avenue. Aztec can cultivate the extensive and fascinating history of the City into an attractive experience for visitors.

Aztec Ruins National Monument: The Aztec Ruins are a major contributor towards cultural tourism. The Ruins are a short distance away from Downtown Aztec and plans are underway by the City to connect these two cultural attractions through pedestrian improvements *(see the previous section for more detail on the economic contribution of Aztec Ruins to the region)*. The Monument is open to visitors year round and hosts a number of events throughout the year such as Solstice Observations, Evening of Lights, and Native American Arts and Crafts festivals.

Main Avenue Historic District and Lover's Lane and Church Street Historic District: Aztec has two of the most well-documented historic districts in New Mexico. The historic buildings along Main Avenue are attractive and tell the story of how Aztec developed over time.

As noted in its 1984 nomination form:

> *"The Main Street District is a particularly well-preserved segment of a typical New Mexican commercial street developed from 1900 to 1915. It reflects Aztec's position as the leading marketing center of northwestern San Juan County, an area including the fertile Animas River Valley in New Mexico. This small district includes two of the best preserved examples of Italianate commercial architecture in the state [The Randall Building, #117 and Odd Fellows Hall #107]. …the district appears much as it did in 1915, except that concrete sidewalks have replaced the earlier boardwalk."*

The Lover's Lane and Church Street Historic District is an 8-block area encompassing homes, churches, tourist courts, a service station, office building, and an irrigation system

that provided water to the residential gardens. Approximately 10% of the structures were built between 1887 and 1900, 55% between 1900 and 1915, 25% between the two World Wars, and 10% since World War II. Architectural styles in the district include the Queen Anne, Free Classic and Hipped Cottage, and Bungalow. The historic homes and churches reveal the respect and pride of Aztec's citizens for their identity and history.

Top: J.M. Randall building, c. 1907; Bottom: single family historic home.

Aztec Museum and Pioneer Village: Located along Main Avenue (Highway 550), the Aztec Museum and Pioneer Village recreates the pioneer experience of early Aztec through historic architecture, photographs, antiques, and live reenactments. Pioneer Village is a collection of 12 buildings that were moved or built on site to resemble structures in the early part of the 20th century and each depicting a unique aspect of Aztec's history. The Aztec Museum is open from May through September.

Top: Aztec Museum at 125 N. Main Avenue Bottom: one of the buildings on display at Pioneer Village.

GEOTOURISM

Geotourism is defined by the National Geographic Society as "tourism that sustains or enhances the geographical character of a place-its environment, culture, aesthetics, heritage, and the well-being of its residents." New Mexico's Four Corners Region is part of larger organization that has partnered to work with other allied organizations and

governments in adopting geotourism strategies for their communities.

Aztec and the Four Corners Region was part of a major tourism initiative that collaborated with National Geographic on highlighting the "Four Corners Region Trail of the Ancients". The National Geographic Guide highlights Aztec Ruins National Monument, as well as the scenic landscapes, local culture and cuisine, river guides, and festivals and events. The initiative includes a interactive website Map Guide where visitors can get current information on happenings in the Four Corners Region. This is an important way that Aztec can continue to market the City and its myriad of significant features for visitors. Some of the local attractions that contribute to geotourism include:

Animas River: The Animas River flows through the center of Aztec and close to Downtown. The River provides residents and visitors with a myriad of recreational opportunities, including hiking, fishing, swimming, rafting, etc.

Animas River.

There is easy access to the Animas River from Downtown. West of Main Avenue and Llano Street are two City parks that are connected by a pedestrian bridge; Hartman Park on the east side and Riverside Park on the west side. The City of Aztec and Aztec Ruins National Monument collaborated on building a new pedestrian bridge across the Animas River to connect to the Aztec Ruins, and funded by the City and NMDOT. The City's plan is to continue the trail south to Downtown so that visitors can easily make the walk between these two destinations.

Mountain Biking: With over 30 miles of mountain bike trails and miles of oil and natural gas roads that take bikers through unique landscapes and panoramas, Aztec has gained a reputation as a bikers' haven. The Alien Run Trail, one of the more popular trails in the area, is a 9-mile loop (with an optional and additional 6-mile loop) and rated for intermediate riders. Local legend has it that in 1948, an alien spacecraft with 16 humanoid bodies crashed in the hills outside Aztec. A marker has been placed at the crash site. The Alien Run Mountain Bike Competition is a popular event that draws bikers from the surrounding region.

Alien Run Trail.

Regional Bicycle and Pedestrian Plan: The Farmington Metropolitan Planning Organization (FMPO) is currently in the process of updating the regional Bicycle and Pedestrian Plan, which was adopted by San Juan County and the cities of Farmington, Bloomfield, and Aztec in 2008. The Bicycle and Pedestrian Plan is intended to provide residents and visitors with additional pedestrian and bicycle options to get to and from their destinations. Several trails were identified to run through the City of Aztec.

Most important to the Downtown MRA Plan is the identification of Main Avenue as a connection to the proposed trail west on Llano Street to Hartman Park and Riverside Park and north to the new pedestrian bridge and connection to the Aztec Ruins National Monument. The Downtown MRA Plan calls for a roadway diet to Main Avenue that will include new buffered bike lanes through Downtown Aztec. These new bike lanes, along with the existing wide sidewalks, will help to implement this crucial portion of the Regional Bicycle and Pedestrian Plan.

Navajo Lake State Park: Navajo Lake is the second largest lake in New Mexico. The Lake has multiple campgrounds, marinas, and boat docks and is popular destination for swimming, fishing, and camping. Most recently, wake-boarding and windsurfing has become a popular activity at Navajo Lake.

Navajo Lake State Park.

Lower San Juan River: The lower San Juan River flowing downstream from Navajo Lake is considered the premiere fly fishing destination in the region. The 3.5 mile catch and release area of the lower San Juan River is popular with sports fisherman for its fresh, clear water and abundance of fish.

Natural Arches: The Four Corners Region boasts over 400 natural arches within the vast badlands. In the Aztec area alone there are over 100 arches that adventurers can reach with all terrain vehicles. Maps and instructions on how to safely explore the Natural Arches are available on the aztecnm.com website.

LOCAL EVENTS & ATTRACTIONS

Aztec Highland Games and Celtic Festival: Started in 2010, the Highland Games and Celtic Festival is a two-day event that is held at Riverside Park during October. Athletes from the Four Corners region compete in Celtic heavy athletic events, including the Sheaf Toss, Weight for Height, Braemar Stone, Light and Heavy Scottish Hammer Throw, Light and Heavy Weight for Distance, and Caber Toss. All athletes were a kilt and compete in all eight events. The event also features Celtic music bands.

Aztec SPARKLES Christmas Festival: This family-oriented event is a two-day event organized by the Aztec Chamber of Commerce. Aztec businesses participate in the holiday lights competition. Aztec Sparkles draws people to Downtown to enjoy the holiday lights, arts and crafts, hay rides, etc.

Aztec Sparkles.

Wines of the San Juan: Wines of the San Juan Winery is located southeast of Aztec along the San Juan River in Turley. It offers visitors a variety of local artisanal wines in a idyllic setting. The

winery hosts a variety of family-friendly, seasonal events, vineyard tours, and wine tasting festivals.

Sutherland Farms: Sutherland Farms is a family-owned, working farm and country market. Sutherland Farms hosts events, such as the Green Chile Festival and Pumpkin Festival, and has a market for baked goods, canned goods, and fresh produce. Sutherland Farms can also be rented for parties and private events.

3.6 SMALL SCALE MANUFACTURING

In a report titled "Made in PLACE," Smart Growth America has detailed the possibilities for small-scale manufacturing in cities. According to the report, small-scale manufacturing involves the production of anything from food to electronics, jewelry to specialty plastic. The benefits of small-scale manufacturing are numerous and include:

- On average, these businesses employ 10-30 employees, and often wages are higher than other small businesses.
- Small-scale manufacturing is less intensive than large scale. These businesses can often reside in spaces adjacent to retail or offices.
- Because they are typically locally-owned and operated, they can utilize local raw products more efficiently thereby strengthening the local supply chain and reinvesting locally at a much higher rate (50%) than non-local chains (14%).
- With the advent of online retail, these manufacturers can connect to a vast market and target sales to specific businesses outside of their local area and are not dependent on foot traffic to generate profits.
- Employees of these businesses bring dollars to spend into the Downtown area during their work hours and are more likely to stay Downtown for recreation after work and on weekends.
- Hybrid business models where a manufacturer retails their manufactured goods, such as a brewery and tap room, can also add to the vibrancy of Downtown retail.
- Providing job accessibility and entrepreneurial potential for populations from different socioeconomic, cultural, and educational backgrounds.
- Ideal for Downtown, because they can utilize spaces that are not ideal for traditional retail or occupy unusual spaces, such as homes or abandoned commercial properties.
- Mixed use production spaces can partner with micro-retail or co-working spaces and can partner well with educational institutions seeking to increase training and workforce readinesses for students.

As mentioned before, small-scale manufacturing is diverse and more flexible than traditional large-scale manufacturing. The variety of small-scale manufacturing includes:

- **Artisan**: Uses small tools, light machinery, and hand tools. Products include outdoor recreation goods, jewelry, food production, pottery ware, textiles, furniture, leatherware, fine art, photography, brewery, coffee shop, catering or baking.
- **Small Production**: These may sell direct to consumers or wholesale through a variety of channels. Products may include: 3-D printing, bags, backpacks, and totes, components for larger machinery, chemicals, pharmaceuticals, herbal remedies, body supplies, niche technological devices, customizable wearables, tiles.
- **Small Production and Scaling**: These manufacturers start small and have plans to grow into other cities, or multiple

locations within a city with multiple clients for different products.

Two examples of small-scale manufacturing in Downtown Aztec are Soaps on Main at 108 S. Main Avenue and Jack's Plastic Welding at 115 S. Main Avenue. Opened in 2017, Soaps on Main manufactures its soap products by hand and sells it retail. Jack's Plastic Welding has been in its current location since 1990, providing inflatable boats, dry bags, and waterproof self-inflating mattresses geared towards whitewater river outfitters and specialty paddle sports retail dealers, and a variety of other products.

Top: Soaps on Main; Bottom: Jack's Plastic Welding.

Additional small-scape manufacturing would be appropriate for the Downtown area, with a potential caveat that it be allowed under a conditional use permit where City staff and the City Commission would review the application to ensure that the use would not be harmful to adjacent properties. There are several vacant buildings or properties that could be filled by these types of businesses. Such a venture would provide a venue for local entrepreneurs to create local products, as well as providing a retail location, and education space for classes or training with local public schools.

The City of Aztec can help facilitate small-scale manufacturing growth by:

- Helping to create connections between prospective small-scale manufacturing entrepreneurs and existing businesses.
- Identifying funding sources and educate public on options for funding and supply affordable spaces for starter businesses.
- Encouraging small, light industrial in existing local developments by revising the zoning code.
- Creating cross-sector partnerships between industries in the area. For example, develop a product that the mining industries and their employees can benefit from and that can be made on a smaller-scale.

4 DOWNTOWN VISION

The Downtown Vision chapter is intended to guide Aztec toward a greater level of prosperity that builds upon the unique strengths and assets that make Aztec a special community. A proposed series of recommended redevelopment projects, public sector investments, and support actions are identified. These projects and strategies cover a wide range of physical, institutional, and regulatory action steps. A Redevelopment Scenario, which captures the physical improvements and preferred land uses in a graphic format, is provided.

4.1 INTRODUCTION

VISION and GOALS

Aztec has a wide range of community assets and characteristics that are attractive to visitors and residents alike. People can sense when they drive into Downtown Aztec that they have arrived in a special place. The cultural attractions, the setting along the Animas River, and the beautiful historic buildings on Main Avenue and the historic residential district draw people in and get them interested in spending time in the community. The challenge is there is not enough lodging, retail shops, restaurants, and entertainment venues to entice them to stay for more than a couple hours. The Downtown Aztec Vision seeks to address these shortcomings by proposing a set of redevelopment projects, public investments, and support actions that are designed to jump start the rebirth of this special place.

It is crucial to the success of the Downtown MRA Plan that redevelopment is jointly pursued by the public and private sectors. The strength in making Downtown Aztec a more dynamic, pedestrian-oriented, thriving district depends on the vision and commitment of both sides to work together for the common good.

The following Vision statement and goals capture the community public input received at the two-day workshop and the community surveys:

"Downtown Aztec is the heart of the community where residents and visitors come to stroll along the sidewalks on Historic Main Avenue and enjoy the thriving mix of restaurants, retail shops and businesses, and community events and gathering spaces. The historic buildings have been lovingly restored and preserved in a way that honors the unique culture and character of this special place along the Animas River and the Aztec Ruins".

Goal 1: Downtown Aztec is a cultural heritage destination that draws visitors looking to experience the history, culture, and authentic sense of place as exemplified by the Aztec Ruins, Main Avenue Historic District, Lover's Lane and Church Street Historic District, and Aztec Museum and Pioneer Village.

Goal 2: Downtown Aztec buildings have been restored and preserved through redevelopment and adaptive reuse by private investors using a variety of state and federal tax incentives and funding resources. Small retail stores, restaurants, coffee shops, boutique motel, and B&Bs are open and buzzing with activity.

Goal 3: Downtown Aztec is a place where visitors can ride their bicycles or park their vehicles once and leisurely walk, shop, and eat without having to get back in their vehicles. The heavy truck traffic that once dominated Main Avenue has been rerouted to the arterial route and the traffic flow within the Downtown core has been reduced to a safer speed.

Goal 4: Downtown Aztec is host to regularly scheduled community events and celebrations that are held at the newly renovated plaza along Main Avenue and Minium Park.

4.2 REDEVELOPMENT SCENARIO

As part of the two-day workshop, the consultants and participants generated a range of ideas for the future vision of Downtown Aztec. The Redevelopment Scenario for Downtown Aztec, shown on the next page, is based on the workshop, community survey results, and sound land use and urban design practices. The Redevelopment Scenario provides the framework and guidance for Downtown Aztec to pursue the rehabilitation of occupied and vacant buildings and new development on vacant properties, public sector investment projects, and support actions. A description of the redevelopment projects, public investment projects, and support actions is provided in Sections 4.3 to 4.5.

The Redevelopment Scenario envisions an improved, safe, and accessible walking and biking environment through a Main Avenue road diet within the Downtown core and bike lanes along Llano Street. The Main Avenue road diet spans the area between Blanco Street on the north and slightly south of Zia Street on the south.

The Redevelopment Scenario locates opportunity sites (a combination of priority redevelopment projects and public sector investments), gateways and wayfinding locations, a road diet for Main Avenue with bike lanes, and improved connections to Aztec Ruins and Hartman Park along the Animas River. The area around the Aztec Museum and Pioneer Village is shown as a proposed Historic District. Wayfinding directional sign locations are illustrated along Main Avenue, Chuska Street, Chaco Street, Ash Avenue, and Llano Street. A kiosk is located in the public plaza along Main Avenue.

The preferred land uses concentrate commercial activity along Main Avenue, and allows for mixed use between Chaco Street and along Chuska Street. Residential uses (single family and multi-family) are clustered around Zia Street, west of Main Avenue. The Redevelopment Scenario also envisions residential use on the second floor of two story buildings.

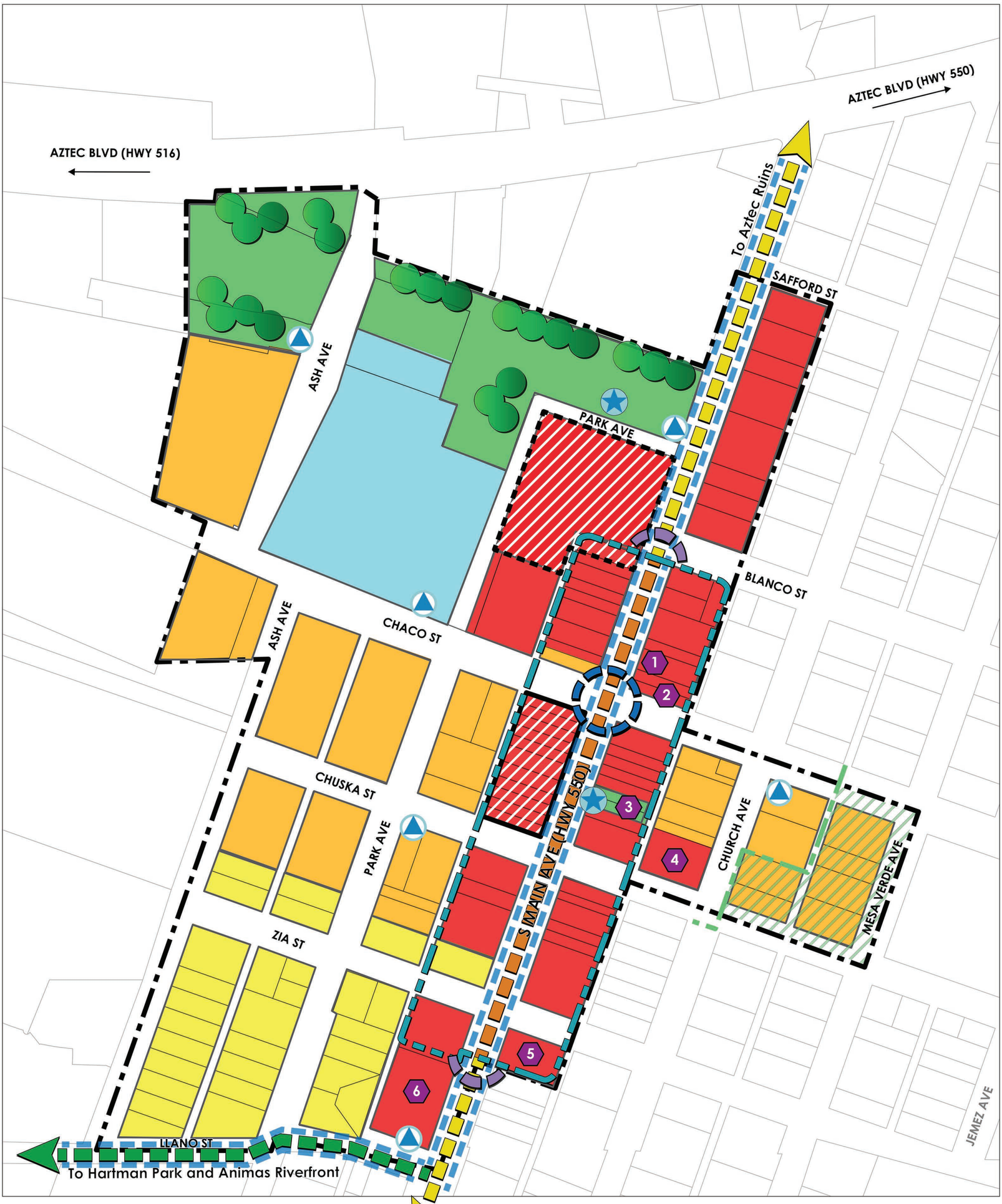
Critical to the success of a Metropolitan Redevelopment Area is the identification of redevelopment projects, public sector investments, and support actions. The ability for the public and private sectors to combine funding resources ensures that funding can be stretched further. The following redevelopment projects, public sector investments, and support actions cover a wide range of needs for Downtown Aztec 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 and Funding Sources section contains the responsible entity(s) for each project or action and the potential funding source. These projects and investments have the most potential as public or private projects to facilitate and support the redevelopment of Downtown Aztec.

4.3 REDEVELOPMENT PROJECTS

The four priority redevelopment projects include a mix of buildings and properties that are either vacant, underutilized, and/or in significant need of redevelopment. These projects have been identified for their unique potential to catalyze public/private partnerships and investment in Downtown Aztec. These four properties are under private ownership:

- Aztec Theater
- Ramsey Realty building
- American Hotel
- Old gas station

It should be noted that these are not the only properties that would be appropriate for redevelopment.



Proposed Land Use

- Residential
- Commercial
- Mixed Use
- Institutional/Government
- Parks/Plaza

Features

- Main Avenue Historic District
- Proposed Historic District (Aztec Museum & Pioneer Village)
- Church Ave-Lovers Lane Historic District
- Downtown Core
- Opportunity Sites
  1. Aztec Theater
  2. Ramsey Realty Building
  3. Public Plaza
  4. HUB Building
  5. American Hotel
  6. Old Gas Station

Circulation

- Existing Four-Lane Road
- Two-Lane Road Diet
- Community Events Access Road
- On-Street Bike Lane
- Intersection Improvement

Wayfinding

- Gateway
- Kiosk
- Directional Sign

Downtown Metropolitan Redevelopment Area Plan Boundary

City of Aztec
Metropolitan Redevelopment Area Plan

REDEVELOPMENT SCENARIO

Prepared for:
City of Aztec
201 W Chaco St,
Aztec, NM 87410

Prepared by:
Consensus Planning, Inc.
302 8th Street NW
Albuquerque, NM 87102

AZTEC THEATER

Rehabilitation of the Aztec Theater has been identified through the MRA planning process as one of the priority redevelopment projects for Downtown Aztec. Although not on the historic registers, the Aztec Theater is an important structure in Downtown Aztec, both for its iconic neon sign and its potential for being a center for the performing arts. Located at 104 N. Main Avenue, this building was constructed in l927 by J. Oscar Manning as the Mayan Theater, and later renamed Aztec Theater. It was most recently the home of Crash Music, which moved out of the building in 2017.

The Aztec Theater Center for Music & The Arts, a 501c3 corporation, is currently in the process of purchasing the Aztec Theater. The organization's goal is to provide a venue for musicians and artists in the Four Corners, with a focus on community youth. The Aztec Theater Center has identified a wide range of restoration needs, including replacement of the roof, removal of interior poles, structural support, restoration of the iconic neon sign and installation of a new marquee; replacement of the HVAC system; electrical and plumbing upgrades; etc. In addition to the neon sign and marquee, the exterior of the building is in significant need of upgrade to make it more aesthetically attractive and inviting.

Before grants and other funding resources are pursued for the Aztec Theater, it is recommended that a full building and structural assessment be completed to determine the extent of the rehabilitation needs. A phasing plan should also be prepared.

Existing conditions of the roof and building interior.

Left: Aztec Theater now; Right: Aztec Theater with a restored sign and marquee and facade improvements.

OLD GAS STATION SITE

The old gas station site is located at the northwest corner of S. Main Avenue and Llano Street at the southern entry into the Downtown core. The property is approximately .69-acres in size and privately owned by Western Refining Retail, LLC. There is currently a small, vacant building on the site, which recently had a roof replacement.

Participants at the two-day workshop identified this property as an opportunity site. It is one of the few vacant and underutilized properties along Main Avenue within Downtown Aztec. Due to its visibility and location at an entry to the Downtown core, this property has great potential for being a catalyst for redevelopment and investment by the private sector. This property would be an excellent location for a new sit-down restaurant with an outdoor patio *(see concept below)*.

Old gas station site; a vacant and underutilized property at Main Avenue and Llano Street.

Redevelopment concept for the old gas station site: restaurant with outdoor seating.

AMERICAN HOTEL

The American Hotel building is located at 300 S. Main Avenue at the south end of the Downtown MRA District. The property is approximately .30-acres in size and privately owned. The two-story building was constructed by G.W. Stone in 1906-07 in response to the demand for a hotel. It was listed in 1985 on both the National and State Historic Registers. As stated in its nomination form, "The building with its decorative cornice is one of the best examples of the local Decorative Brick style." The building was refurbished in 1981, which included the reconstruction of the porch and reopening of some of some of the bricked-in windows, and was in use as Miss Gail's B&B.

The building is currently being used for rental apartments, although it does not appear to be fully occupied. Rehabilitation and reuse as a boutique hotel or B&B would be a wonderful addition to Downtown Aztec, which is currently lacking in hotel accommodations.

The "American Hotel" along Main Avenue as it currently exists.

RAMSEY REALTY BUILDING

The "Ramsey Realty" building is located at 100 N. Main Avenue, a prominent and visible location at the corner of Main Avenue and Chaco Street. The building was built in 1910 and was operated by D.C. Ball & Son as a dry goods store. It is currently under private ownership and for sale. It is a one-story building with a corner entry and brick walls with a stucco finish. The building takes up the entire .08-acre parcel and is relatively large for the Downtown area. It appears that the building has been divided into a large space towards the front and a few office spaces moving east facing Chaco Street.

As it currently sits today, the building exterior is in a relatively deteriorated, blighted condition, and would greatly benefit from a complete facade makeover. Efforts to rehabilitate this building to accommodate new uses would have a catalytic impact to the Downtown MRA District. The building could accommodate a retail business with a maker space; mixed use; or potentially, a restaurant.

Top: "Ramsey Realty building at Chaco Street and Main Avenue. Bottom: A facade makeover with awnings, new stucco, new windows, new door, and removal of the applied rock surface.

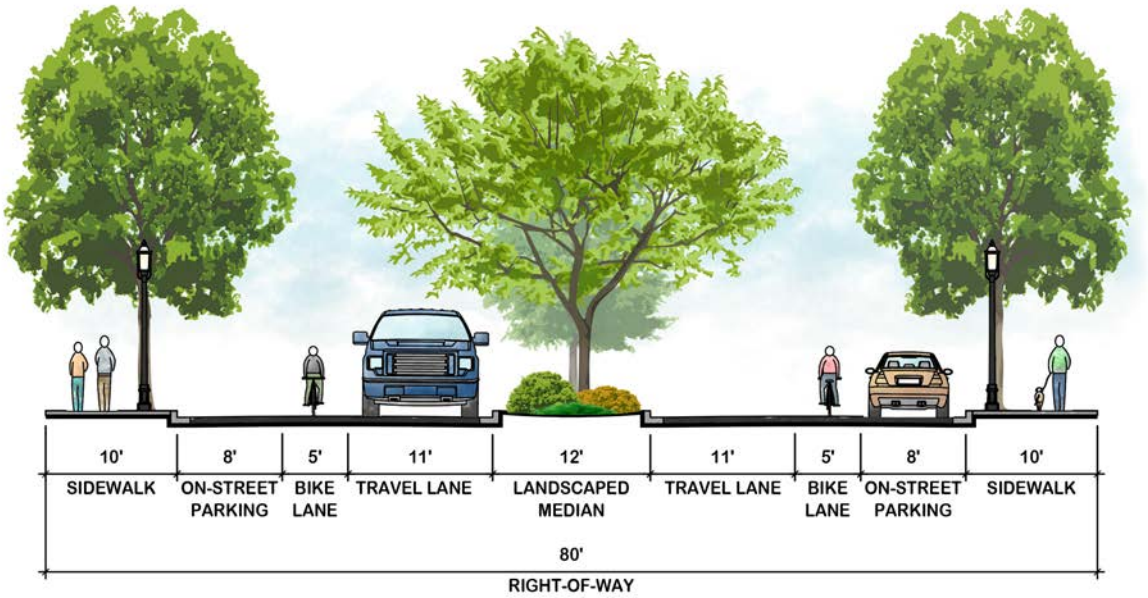
4.4 PUBLIC SECTOR INVESTMENTS

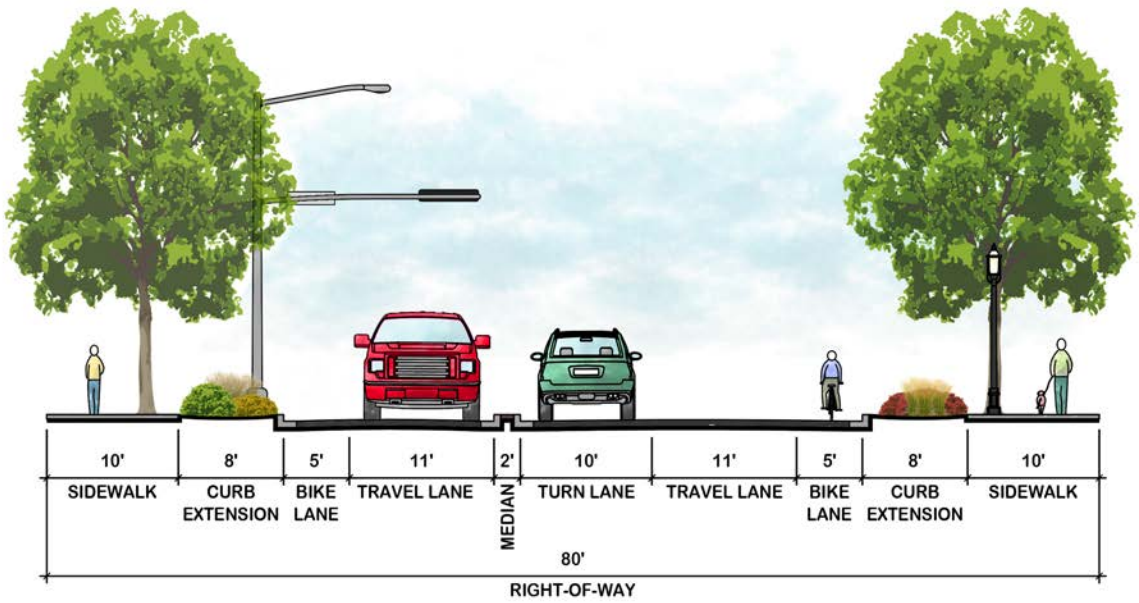
MAIN AVENUE ROAD DIET

Main Avenue is currently a NMDOT facility, and as such, it carries a significant amount of heavy truck traffic. The truck traffic is loud and perceived as being unsafe for pedestrians and damaging to the historic structures along the roadway. Main Avenue currently has four travel lanes, bulb-outs at intersections, pedestrian crossings, and on-street parking.

Participants during the two-day workshop in January 2018 identified Main Avenue as being in need of improvements to allow for slower moving, more comfortable, and safe pedestrian-oriented district. An underlying assumption of the proposed Main Avenue Road Diet is when the Aztec arterial project is completed (anticipated in 2020), the City of Aztec will take over ownership of Main Avenue from NMDOT and will pursue funding for needed improvements. As part of that process, the City should make a final determination of the desired street section.

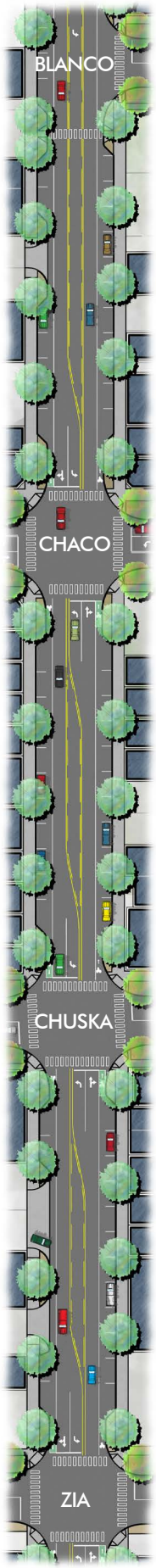
Main Avenue Road Diet, Alternative 1



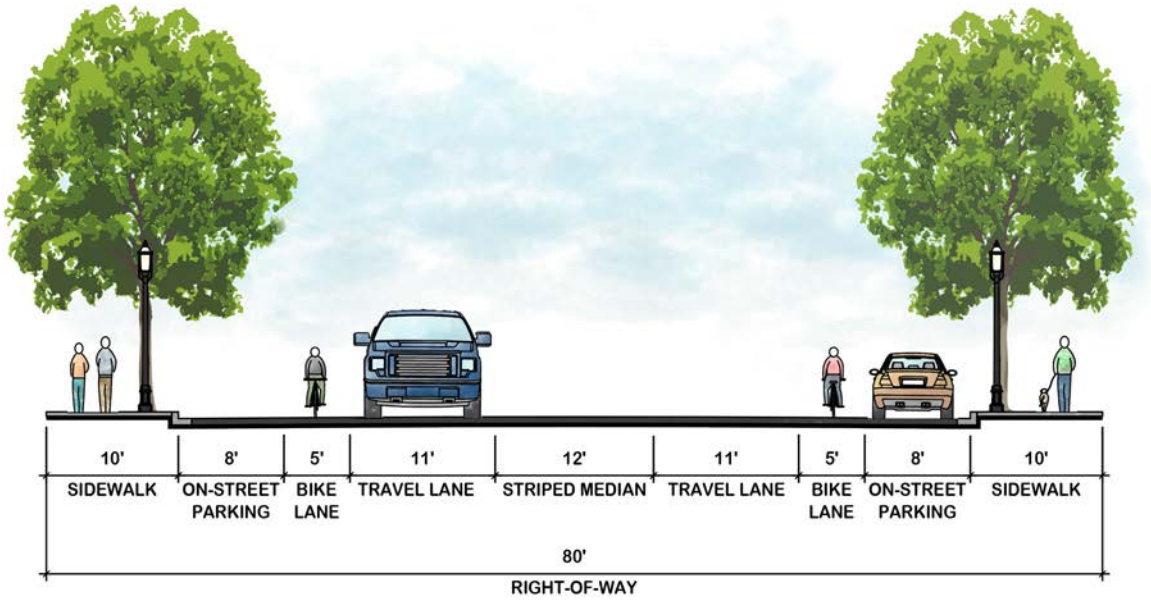


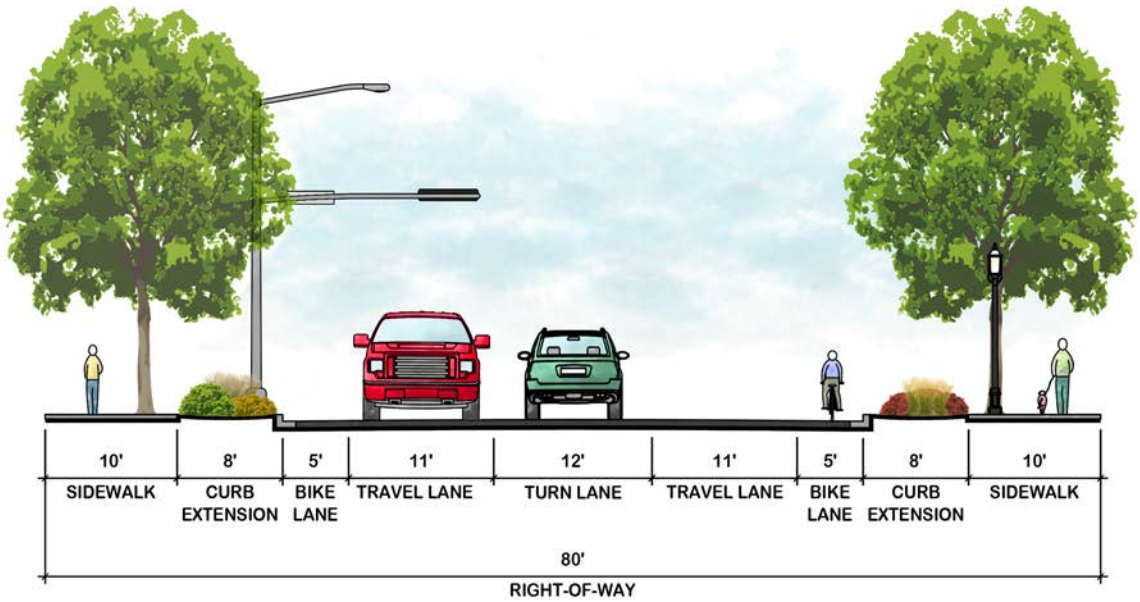
The traffic signal at the intersection of Main Avenue and Chaco Street has a turn arrow, but there is no turn lane so traffic backs up along Main Avenue. This intersection, in particular, was identified by the workshop participants as being in need of improvement.

The redesign of Main Avenue between Blanco Street and Zia Street include two alternative street sections. Both alternatives leave the existing 10-foot sidewalks in place and create 5-foot bike lanes. Alternative 1 includes a 12-foot landscaped median and Alternative 2 includes a striped 12-foot median. Both alternatives include turn lanes at each of the three intersections. Although Main Avenue currently has pedestrian crossings, all of these crossings are in need of new striping and pavement delineating the crossing area. Reducing the speed limit to 25 mph through the Downtown core area is an important component of the Main Avenue Road Diet project.



Main Avenue Street Diet, Alternative 2



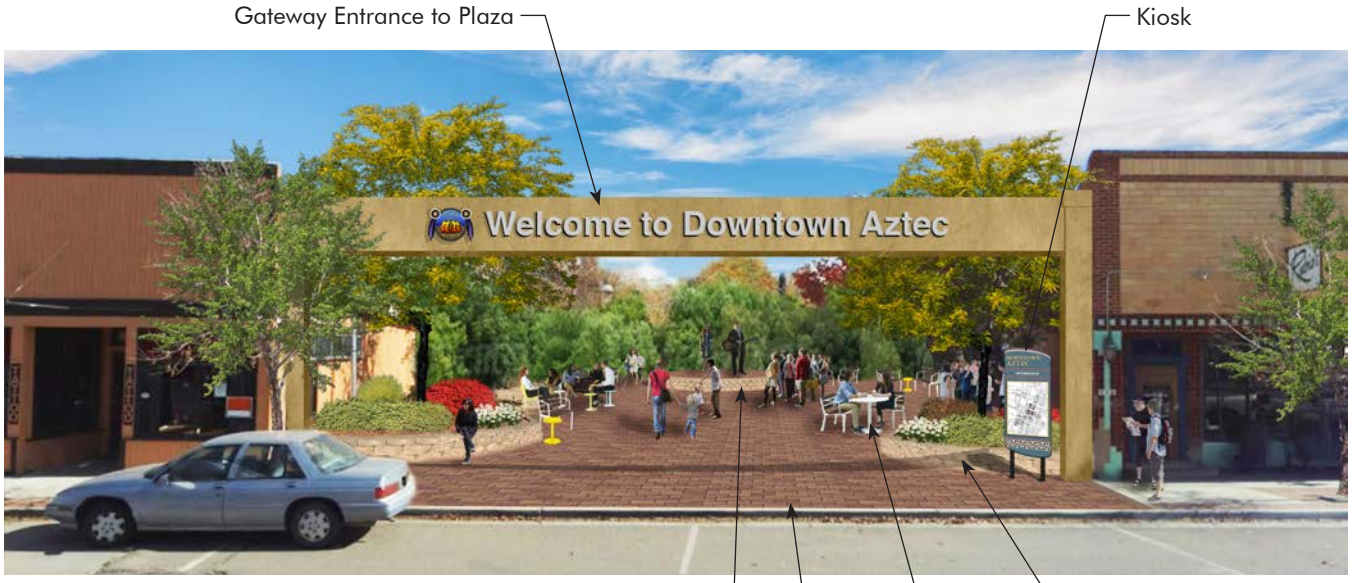


REDESIGN OF THE PUBLIC PLAZA

The public plaza is located within the Downtown core along Main Avenue, adjacent to Rubia's restaurant. The plaza is intended for outdoor events; however, the existing plaza design limits the type and size of events that can be held there. With the exception of Minium Park, this is the only public gathering space within the Downtown core. The plaza is located across the alley from the HUB, and as such, presents an excellent opportunity to connect the two sites and allow for more event space and associated parking and food trucks *(see concepts below and next page*.

Redesigning the plaza to reduce and/or remove some of the planter beds and the water feature that are in the center of the plaza would provide more room for events, such as the farmers' market and performances. Installation of an archway feature between the two adjacent buildings and bringing the paving out to the curb along Main Avenue would present the plaza as more of an outside room than just a space between buildings. Creating a stage that faces and is visible from Main Avenue would attract more people. As a public gathering space, the plaza would also be an excellent location for a kiosk.

Existing public plaza along S. Main Avenue.



Gateway Entrance to Plaza

Kiosk

Raised Planters

Elevated Stage

Tables and Seating

Extend Paving into Sidewalk

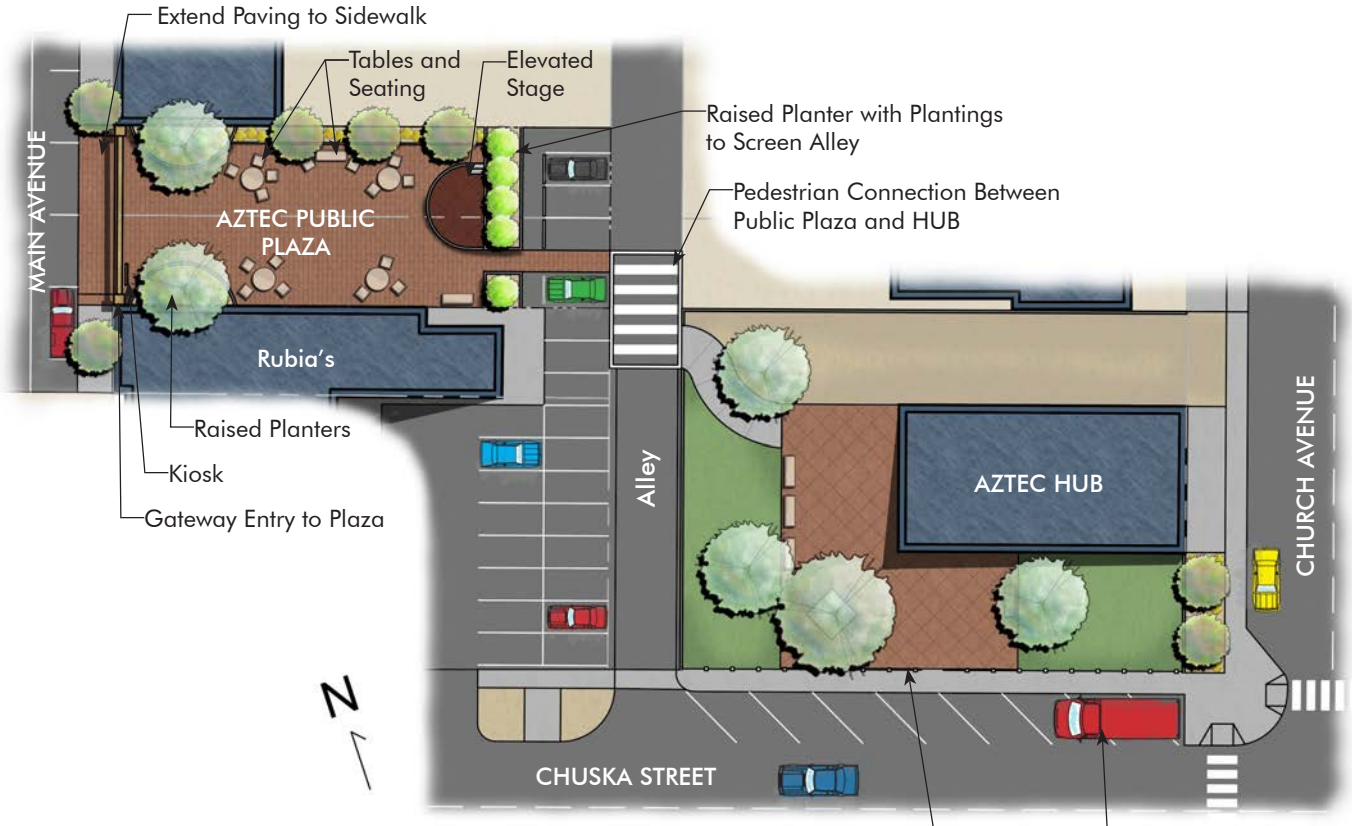
Concept for the Public Plaza along Main Avenue.

IMPROVE THE HUB

The HUB building is located at 119 S. Church. It was purchased by the City of Aztec from the Aztec Presbyterian Church for use as a business incubator. Businesses that attend training classes offered at the HUB receive a discount on rent from the City. Currently, the Chamber of Commerce, 550 Brewing (taproom), and Tethering Ideas/Solar Night Lights are occupying space within the building. The owners of 550 Brewing recently announced that they will be expanding their business to include a restaurant and brewery, and relocating to a new space at 119 N. Main Avenue in the near future. The City is currently in the process of making renovations to the HUB that will bring the building up to code as part of the City's purchase agreement.

The HUB is one of the few properties owned by the City of Aztec, and as such, represents a great opportunity and benefit to the Downtown MRA District. The City should continue its efforts to improve this building to ensure maximum benefit for its intended use as an incubator. The exterior courtyard is across the alleyway from the public plaza, which faces Main Avenue, and improvements to both spaces for use as a public, outdoor event area that could accommodate performances, food trucks, and the farmers' market would provide a major benefit to the Downtown MRA District.

Exterior of the HUB property.



Concept showing improvements to the HUB and connection to the Public Plaza.

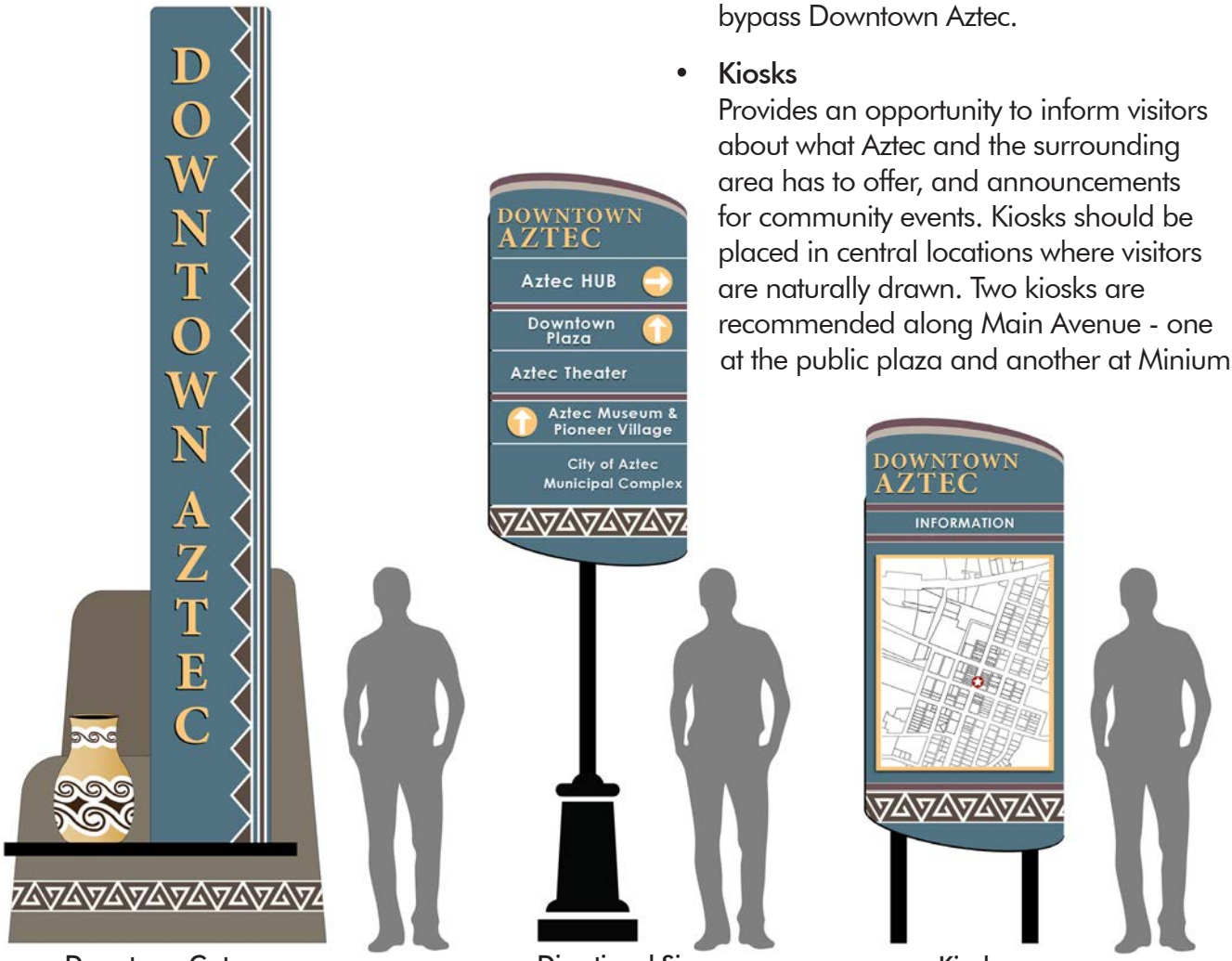
DEVELOP A WAYFINDING PROGRAM

Participants in the two-day workshop identified the lack of a comprehensive wayfinding program to and within Downtown Aztec as a significant concern. Having a wayfinding system will be particularly important when the arterial route is in place so that visitors do not miss going to Downtown. Travelers come through Aztec on their way to Durango, so an effort needs to be made to bring them into Downtown. Providing a comprehensive wayfinding program would be a relatively low cost improvement, but would have a significant positive impact on the economic health of the District. The wayfinding program will help create a community brand for Aztec that is specifically oriented towards Downtown. Components of the wayfinding program should be coordinated in color, material, and font.

- **Gateways**
  Gateways are essentially markers placed on Main Avenue at the two major entries to the core of the Downtown district. Gateways are intended to signal to visitors that they are entering a special area. Gateways are recommended at Blanco Street (north end) and Zia Street (south end). The gateways should include a design and imagery that draws upon the unique character of Aztec.

- **Directional Signs**
  Should highlight tourist destinations, including Aztec Museum and Pioneer Village, Aztec Ruins, Historic Districts, Hartman Park, Animas River, public plaza, and public parking. A special directional sign should be placed at U.S. 550 and the Aztec arterial so that travelers do not bypass Downtown Aztec.

- **Kiosks**
  Provides an opportunity to inform visitors about what Aztec and the surrounding area has to offer, and announcements for community events. Kiosks should be placed in central locations where visitors are naturally drawn. Two kiosks are recommended along Main Avenue - one at the public plaza and another at Minium



Downtown Gateway | Directional Signage | Kiosk

Park. The kiosks should provide a map of the entire Downtown area and other attractions located close to Downtown, such as the Aztec Ruins and the parks along the Animas River.

- **Sidewalk Markers**
  Installation of sidewalk markers along Main Avenue between the Downtown historic districts and the Aztec Ruins would be a fun and interactive method of telling the story and history of Aztec. The markers are envisioned to be bronze and set into the sidewalks, 2-3 per block.

Example of a sidewalk marker.
Location: Downtown Albuquerque.

The Redevelopment Scenario *(see page 59-60)* provides recommendations for locating directional signs, kiosks, and gateways.

REPLACEMENT/INSTALLATION of SIDEWALKS, ADA RAMPS, STREETS, & LIGHTING

As described in Section 2: Asset Inventory, the sidewalks and ADA ramps within the Downtown MRA District are mostly in good condition and meet requirements. There are a few locations that are in need of replacement or are missing ramps or sidewalks *(see Street Conditions map, page 27, and Sidewalks and ADA Compliance map, page 28)*. In addition to streets and sidewalks, installation of light fixtures in the alleys is also recommended.

Street Resurfacing

- Main Avenue, between Aztec Boulevard and Chuska Street
- Zia Street, east of Main Avenue
- Chaco Street, between Church Avenue and Mesa Verde Avenue
- Chuska Street, between Church Avenue and Mesa Verde Avenue
- Mesa Verde Avenue, between Chaco Street and Chuska Street

Curb and Gutter Replacements

- Mesa Verde Avenue, between Chaco Street and Chuska Street

Sidewalk and ADA Improvements

- Park Avenue, north of Chaco Street (sidewalk)
- Chuska Street to Mesa Verde Avenue (sidewalks)
- Chuska/Mesa Verde (ADA ramps)
- Chaco Street/Ash Avenue (ADA ramp)
- Chaco Street/Park Avenue (ADA ramps)
- Chaco Street/Mesa Avenue (ADA ramps)
- Llano Street/Ash Avenue (ADA ramps)
- Llano Street/Park Avenue (ADA ramps)

INSTALL BICYCLE INFRASTRUCTURE

Participants in the two-day workshop indicated support for increasing bicycle infrastructure in Downtown Aztec. In addition to adding bicycle lanes on Main Avenue and Llano Street, as shown on the Redevelopment Scenario *(see page 59-60)*, installation of bicycle racks along Main Avenue and in public gathering areas would serve both residents and visitors to Aztec. This would be a relatively inexpensive improvement to enhance the streetscape and encourage bicycling in the Downtown area.

Bicycle racks can add a creative element to the streetscape.
Location: Nob Hill District in Albuquerque.

4.5 SUPPORT ACTIONS

REESTABLISH AZTEC as a MAINSTREET COMMUNITY

While Aztec is fortunate in that it has many dedicated business owners and residents who cherish Downtown and want to see it flourish, one of its biggest challenges is the lack of an organizational structure. Currently, there is no specific group or organization that is advocating for revitalization and promotion of Downtown Aztec. Determining the interest and commitment of the Downtown business owners and other interested community members in eventually becoming a designated MainStreet Community should first be ascertained by the City of Aztec.

A MainStreet program would be the primary conduit to Downtown business owners, a role that is currently missing in Aztec. Some of its responsibilities should include, but not be limited to:

- Facilitating and maintaining an on-going dialogue with Downtown business owners regarding their needs and priorities, and provide information on tax incentives, grant and loan programs, and investor groups.
- Developing a building and business inventory to help stabilize the Downtown business district and assist business owners with expanding or relocating to other available buildings or properties within Downtown Aztec.
- Recruiting new businesses in order to diversify the types of businesses within the Downtown district. New businesses should include restaurants, cafes, outdoor recreation equipment, motels, etc.
- On-going training and coordination with New Mexico MainStreet (NMMS).
- Following and advancing the Main Street Four-Point Approach® of Economic Vitality, Design, Promotion, and Organization.

The NMMS program provides a tiered approach towards membership. The first step is to apply to NMMS for participation in the program. NMMS will provide the guidance, advice, and training, and the community will learn about the Main Street Four-Point Approach®, establish the organization and public/private partnership with the City, and implement small downtown revitalization projects. Once the organization demonstrates six months of attendance at NMMS workshops, webinars, trainings, and quarterly meetings, it will be allowed to apply to the Accelerator Program, which is a pathway to the Main Street America designation.

NMMS encourages Frontier Community participants, like Aztec, to apply for and successfully complete two successive Frontier Community projects prior to applying for participation in the MainStreet Accelerator process. If the Aztec organization were to be selected, it would receive Accelerator Program services, which is an intensive 18-month capacity-building process establishing the pathway to the Main Street America program. Once the organization successfully completes the required Accelerator Program benchmarks, it may be designated as a MainStreet America Affiliate or Accredited Program.

NOMINATE AZTEC MUSEUM & PIONEER VILLAGE AS A HISTORIC DISTRICT

There is expressed interest in nominating the Aztec Museum and Pioneer Village area along Main Avenue as a historic district. The Aztec Museum Association and San Juan Historical Society should take the lead in pursuing the nomination to both the New Mexico State Register of Cultural Properties and the National Register of Historic Places. The New Mexico Historic Preservation Division (HPD) provides guidance on registering a property. The Aztec Museum Association and San Juan Historical Society may want to engage a professional consultant that is listed on the HDP's website for assistance in completing the nomination process (http://www.nmhistoricpreservation.org/programs/registers.html).

In addition to the list of professional architectural historical consultants, HPD's website provides a summary of the steps in registering a property. The first step is to submit a completed State and National Register Preliminary Questionnaire and photographs to the HPD for an eligibility assessment. Once the property has been determined by the HPD to be eligible, an official nomination form must be completed and submitted for review. The National Park Service has created a document with instructions on completing the National Register Registration Form (https://www.nps.gov/Nr/publications/bulletins/nrb16a/nrb16a_III.htm).

The Cultural Properties Review Committee (CPRC) meets on a bi-monthly basis and reviews and lists historic and prehistoric properties in the State Register and forwards nominations to the Keeper of the National Register. If forwarded, this review may take 45 days or more before the listing occurs on the National Register. Nominations must be received at HPD a minimum of 90 days in advance of the scheduled Cultural Properties Review Committee (CPRC) meeting to ensure timely review. If the property is located within a Certified Local Government (an action that should be considered by the City of Aztec), there is a 60-day local review built into the process.

BECOME A CERTIFIED LOCAL GOVERNMENT PROGRAM

Aztec's historic resources may be augmented by participating in the Certified Local Government (CLG) Program administered by the State Historic Preservation Division (HPD). The CLG program was mandated by Congress in 1980 as an amendment to the National Historic Preservation Act of 1966. It assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program is an important and effective way to incorporate historic preservation into local planning decisions and ensure Aztec's cultural resources are preserved.

The benefits to becoming a CLG include:

- Upon certification, local governments become eligible to apply for federal historic preservation grants.
- CLGs participate directly with the State Register of Cultural Properties and the National Register of Historic Places by reviewing local nominations prior to their consideration by the state Cultural Properties Review Committee.
- CLGs receive technical assistance in historic preservation through training, information materials, statewide meetings, workshops, and conferences.

The New Mexico State Historic Preservation Office (SHPO) facilitates this federal program for the National Park Service and will assist the community with the certification process. The completed application is sent to National Park Service for review and official certification.

In order to become a CLG, a community must address the following minimum requirements to demonstrate to the SHPO and National Park Service that it is committed to historic preservation:

- Establish a qualified historic preservation commission.
- Enforce appropriate state or local legislation for the designation and protection of historic properties. In most cases, this is done in the form of a local ordinance.
- Maintain a system for the survey and inventory of local historic resources.
- Provide for public participation in the local historic preservation program, including participation in the National Register process.
- Follow any additional requirements as outlined in the state's Procedures for Certification. Each state has Procedures for Certification that are approved by National Park Service, which establishes additional requirements for becoming a CLG.

REVISE AZTEC'S ZONING REGULATIONS

The City of Aztec Zoning Ordinance generally does a good job of regulating land uses in Downtown. Most of the commercially zoned property in Downtown Aztec is C-1: Limited Retail/Neighborhood Commercial District. There are certain elements that should be reviewed and considered for revision, including but not limited to:

- **Maximum Building Heights** - the current regulation allows the maximum building height to be determined by multiplying the width of the widest street R-O-W adjoining the property by 1.5 times. While this demonstrates that the regulation is contextually-based, in most cases this would result in a building that would be significantly out of scale to the rest of the 1-2 story buildings in Downtown. For example, the Main Avenue R-O-W is 80 feet; this would result in an allowable building height of 120 feet. The City should consider revising this regulation to allow the new building to fall within the average heights within the block. Allowing for an increase in height at street corners would be appropriate.
- **Permissive and Conditional Uses** - uses should be reviewed and determined if there are any uses that should be added, removed, moved from conditional to permissive uses, or vice-versa. In addition, the City should consider size limitations to certain uses to ensure that new buildings are not out of scale to existing development. For instance, hotels and motels are a permissive use and are encouraged in the Downtown MRA, but a large hotel building in Downtown Aztec could overwhelm adjacent development.
- **Parking standards** - review the minimum number of parking spaces required for the permissive and conditional uses within C-1 zone and consider establishing a maximum number of parking spaces so that parking lots do not dominate the Downtown district. Regulations that encourage visitors to "park once" and walk to different destinations should be developed. This may include encouraging shared parking between uses with different operating hours and parking demand.
- **Signage** - Chapter 20, Sign Ordinance generally does a good job of regulating signs in commercial districts; however, it does not differentiate between the C-1 and C-2 zones. A specific set of sign regulations that addresses size, frequency, color, materials, typefaces, and illumination should be developed for Downtown Aztec. The intent is not to stifle the individuality of the businesses, but rather, promote a coordinated signage program that enhances and does not detract from the character of the Downtown district. The sign regulations should also address awning signs and placement.

  Objectives of a new signage program for Downtown Aztec should include:

  - Allow each individual business to clearly identify its name and the goods and services it offers in a clear and distinctive manner.
  - Encourage signs that create visually interesting streetscapes while also avoiding visual clutter.
  - Promote good signage practices in regard to scale, design, placement, lighting, and relationship to the building.
  - Ensure that all signs enhance the distinctive historic character of Downtown Aztec through selection of materials and colors. What may be appropriate on a modern building may not be appropriate for a historic building.
  - Promote signs that reinforce the pedestrian-oriented character of Downtown Aztec, while balancing the needs of both pedestrians and drivers.

4.6 CHARACTER DEFINING ELEMENTS

RHYTHM, HEIGHT, and SCALE

Buildings within the Downtown MRA District are exclusively one- and two-story structures. Most buildings are generally small, with some exceptions, such as the (former) American Hotel and the large two-story building on the west side of Main Avenue and Chaco Street.

View of large, two-story, mixed use building along Chaco Street.

The buildings within the Main Avenue Historic District are early 20th century, two-story buildings with transom windows, interspersed with flat-roofed one story buildings. Modern buildings along the north section of Main Avenue are mostly one-story, office and retail buildings. Most of the buildings along the west side of Main Avenue sit adjacent to the sidewalk. On the east side, primarily in the north section of Main Avenue, buildings are set back from right-of-way to provide parking.

On adjacent streets, there is a mix of mostly one-story with few two-story buildings commercial buildings and multi-family residential. Single family homes are generally one-story, set back from the sidewalk to allow for driveways.

New structures within the Downtown MRA District should be mindful of their immediate context and abutting properties. Taller buildings are generally considered appropriate at intersection corners, but care should be taken to avoid abrupt changes in building height mid-block. Front setbacks for new structures should also be contextual to abutting properties.

MATERIALS and COLORS

Architectural styles in Downtown Aztec range from the ornate Italianate and Neo-Classical styles to the modest southwestern adobe style. Buildings within and surrounding the Main Avenue Historic District reveal the pattern of development over time. The facades of the J.M. Randall Building and the Townsend Building have typical elements of the Italianate and Neo-Classical styles, including carved columns, scrolls, garlands, and floral patterns. Decorative cornices, such as the circular architectural feature at the roof line of the J.M. Randall Building, provide a distinctive character to Main Avenue buildings.

Examples of intricate brickwork in the Italianate and Neo-Classical styles.

The red decorative brickwork of the buildings on Main Avenue, as shown on the Citizen's Bank Building, is an important feature of local craftsmanship. Other building materials and finishes include metal and painted design

elements. These materials are used for ornamental features that include floral motifs and ornate geometric designs.

S. Main Avenue buildings exhibit a variety of materials. Left: "zippered brick work; Right: floral motif incorporated into pilaster.

Most buildings along Main Avenue have stucco exteriors often with partial brickwork. Colors tend to be rust, brown, tan, or beige. There are exceptions; some Downtown buildings have been painted more vibrant colors such as yellow, black and white, and bright blue. The San Juan County Historical Society building is painted bright red and white. Pressed metal in the form of cornices, roofs, and door and window frames is common along Main Avenue and side streets.

WINDOWS and DOORS

The pattern and placement of windows and doors contribute to the character of the Downtown MRA District. Much of the fenestration of the buildings within Downtown Aztec include large storefront windows along the sidewalk and smaller transom windows on the second story. Most doorways are oriented to the street, which encourages pedestrian activity and walk-in customers. Storefront entrances are a mix of being flush to the sidewalk and recessed.

The large storefront windows are in a variety of styles and allow pedestrians to see inside the building easily. Some of the corner buildings, such as the vacant Ramsey Realty building at Chaco Street and Main Avenue, have doors oriented towards the center of the intersection and windows spanning the front and both sides of the entry. The second-story windows have a variety of pediment designs, frame materials, and colors.

Buildings on S. Main Avenue shops with large storefront windows, and flush and recessed entries.

AWNINGS

Awnings provide depth and texture to the building, as well as providing protection to pedestrians. They also can be used for business signage. Some of the buildings along Main Avenue incorporate fabric or metal awnings, either integral to the building or applied. The fabric awnings are in a variety of shapes, colors, and patterns, which adds texture to the building facade.

Awnings are encouraged within the Downtown MRA District. When new awnings are proposed, they should be encouraged to match the awning material on abutting buildings. For instance, if abutting buildings incorporate fabric awnings, the new awning should also be fabric. Awnings should be placed a minimum of 8 feet above the adjacent sidewalk, have a minimum depth of 4 feet, and should be structurally integrated into the buildings.

STREETSCAPE

The Main Avenue streetscape contains many elements that are attractive to pedestrians. Main Avenue is characterized by wider sidewalks, bulb-outs and enhanced pedestrian crossings at intersections, street trees, and street furniture. One of the most attractive streetscape areas is at the northwest corner of Main Avenue and Chaco Street where the Lil Aztec Flower Shop is located and the business owner has provided flower pots and benches in a colorful palette.

Downtown Aztec also features alleyways, which provide better circulation, better access and parking for business owners and their employees, and less reliance on on-street parking.

Landscape medians are limited to one area within the Main Avenue right-of-way; north and south of Safford Street, which is only partially within the MRA District. Moving south from that area, the medians go away and the sidewalks get wider. Creating landscaped medians into the Downtown core between Blanco and Zia Streets would help to slow traffic and create a more pleasant and intimate experience that Downtown currently lacks because of the heavy truck traffic. Planting the median with deciduous shade trees appropriate for this climate would enhance the streetscape that currently exists.

Main Avenue landscaped median and pedestrian crossing south of Safford Street.

Attractive and colorful streetscape provided by Lil Aztec Flower Shop at the northwest corner of Chaco Street and Main Avenue.

The residential/mixed use area to the east of Main Avenue along Church and Mesa Verde features landscaped parkway strips that separate the sidewalk from the street and provide for a more pleasant pedestrian experience. However, other residential areas between Zia and Llano Streets west of Main Avenue lack parkways and have less landscaping overall, creating a less attractive area for new development or redevelopment.

SIGNAGE and WAYFINDING

Signage along Main Avenue is building-mounted, both flush to the building and blade signs that hang perpendicular to the building over the sidewalk and right-of-way. The signs are not overly large and generally appear to be in proportion to the building. There is no common color scheme to the signs and many are in need of upgrades. As previously mentioned, one of the most distinctive character defining features is Aztec Theater's iconic neon sign, reminiscent of a feathered headdress.

While the City of Aztec has developed directional signage for the Municipal Complex and surrounding facilities, these signs are not oriented to the Downtown district, difficult to read, and are freestanding, which limits where they can be placed. Wayfinding signage specifically designed for Downtown Aztec and to the main attractions is lacking. Developing a comprehensive wayfinding system for Downtown Aztec is a recommendation of the Downtown MRA Plan *(see Section 4.4 for more detail)*.

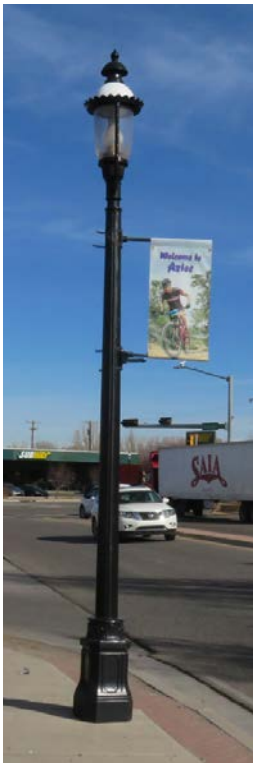
Examples of building-mounted signs and banner sign along Main Avenue; and Municipal Complex directional sign.

STREET FURNITURE AND LIGHTING

Benches are located on the sidewalk along Main Avenue and on side streets east and west of Main Avenue. The benches are in relatively good condition and incorporate the "City of Aztec" as part of the design.

Benches provided along Main Avenue.

Pedestrian-scale light fixtures are provided along Main Avenue from Highway 516 to Llano Avenue, and a half block east and west of Main Avenue. They are vintage style poles with banner holders, painted black, and match the color of the benches. However, the alleys that serve many of the businesses within the Downtown core are not well lit. There is a public perception that the alleys in Downtown are not safe at night, particularly for those businesses that use the alleys for access, deliveries, and parking. The City should determine where additional light fixtures could be added, including the alleys, to increase the sense of safety and security for night time activity.



Vintage style light fixture with banner.

PUBLIC ART

Public art is a integral component in Downtown placemaking and maintaining a sense of place. Public art can be used to tell the story of the community, build community pride, and help the community maintain its authentic character and heritage. Public art provides an avenue for local artists to contribute to the streetscape.

Public art in Downtown Aztec primarily consists of two murals; a street scene with buffalo painted on the side of the Aztec Hardware Store and the mural on the side of Rubia's facing the public plaza. Aztec has several opportunities for public art, along Main Avenue as well as side streets. Art on side streets can draw pedestrians to these less traveled areas for a eclectic art experience. A joint effort between the City and students at Aztec High School would be a powerful community building effort.

Top: Buffalo mural on Aztec Hardware Store; Bottom: Column mural on Rubia's Restaurant.

LANDSCAPE

Landscape features along Main Avenue are characterized by deciduous street trees, flower pots in front of specific businesses, and Minium Park, which has some street frontage along Main Avenue.

The City of Aztec should complete an inventory of existing street trees to determine their general health. Providing additional street trees where needed along Main Avenue and one block east and west of Main Avenue would strengthen and continue the streetscape already established. Landscaped medians on Main Avenue within the Downtown core should be considered (see *Section 4.5, Main Avenue Road Diet, Alternative 1*). Plant species should be chosen for their adaptability to the local climate, and be relatively easy to maintain in healthy condition.

Large, healthy evergreen tree in turf area at Minium Park.

PUBLIC GATHERING SPACES

There are two public gathering spaces in Downtown Aztec; Minium Park, colocated with the City Complex and partially fronting on Main Avenue, and a small public plaza located on the east side of Main Avenue between Chaco and Chuska Streets.

Minium Park as seen from Main Avenue.

Minium Park is characterized by large turf areas, mature trees, shade structures, and parking. The public plaza is well-located along Main Avenue, but as designed, is not conducive to accommodating community events. The Downtown MRA Plan identifies the renovation of the public plaza as a key public investment project (see Section 4.6, Public Plaza).

5 IMPLEMENTATION & FUNDING

5.1 IMPLEMENTATION

The Aztec Downtown MRA Plan identifies priority redevelopment projects, public sector investment priorities, and support actions. These projects and actions have been identified through the public engagement process and are intended to help stimulate or leverage private sector investment, encourage public/private partnerships, and fulfill the community's vision for Downtown Aztec. The projects and actions are listed in Tables 5.1, 5.2, and 5.3 and are supplemented by responsible agencies and potential partnerships, potential funding sources, priority, and time frame. The funding sources listed in the tables may not cover all of the potential ways to fund these projects. This chapter includes a list of funding sources organized by type and are numbered 1 through 43. In addition, some of the larger infrastructure projects may require more than one funding source and may require phasing.

TABLE 5.1: DOWNTOWN AZTEC MRA DISTRICT - PRIORITY REDEVELOPMENT PROJECTS

Physical	Administrative/ Design	Regulatory	Project	Agencies and Partnerships	Funding Sources	Priority	Time Frame
√	√		Aztec Theater	Private Property Owner, City of Aztec, San Juan County Economic Development Council	Capital Outlay, Legislative Appropriations, NMMS, NEA, Private Foundations	High	1-2 Years
√	√		Old Gas Station Site	Private Property Owner, City of Aztec	Capital Outlay, Legislative Appropriations, Private Investment, LEDA	Medium	3-4 Years
√	√		American Hotel	Private Property Owner, City of Aztec	Legislative Appropriations, Private Investment, LEDA	Medium	3-4 Years
√	√		Ramsey Realty Building	Private Property Owner, City of Aztec	Legislative Appropriations, Private Investment, LEDA	Medium	3-4 Years

TABLE 5.2: DOWNTOWN AZTEC MRA DISTRICT - PUBLIC SECTOR INVESTMENTS							
Physical	Administrative/ Design	Regulatory	Project	Agencies and Partnerships	Funding Sources	Priority	Time Frame
√	√		Main Avenue Road Diet	City of Aztec, Private Design Consultant	NMDOT, TAP, MAP, COOP	High	3-4 Years
√	√		Redesign of the Public Plaza	City of Aztec	ICIP, City General Fund	High	1-2 Years
√	√		Improve the Hub	City of Aztec, San Juan County	ICIP, City General Fund, Legislative Appropriations	Medium	2-3 Years
√	√		Develop a Wayfinding Program	City of Aztec	ICIP, Legislative Appropriations, Lodgers' Tax	High	1-2 Years
√	√		Replacement/ Installation of Sidewalks, ADA Ramps, Streets, & Lighting	City of Aztec	ICIP, NMDOT LGRF, COOP	Medium	2-3 Years
√			Installation of Bicycle Infrastructure	City of Aztec	ICIP, City General Fund	Medium	1-2 Years

TABLE 5.3: DOWNTOWN AZTEC MRA DISTRICT SUPPORT ACTIONS							
Physical	Administrative/ Design	Regulatory	Project	Agencies and Partnerships	Funding Sources	Priority	Time Frame
	√		Reestablish Aztec as a MainStreet Community	City of Aztec, New Mexico MainStreet, Downtown Business Owners	City General Fund	High	3-4 Years
		√	Nominate Aztec Museum and Pioneer Village as a Historic District	City of Aztec, San Juan Historical Society, and Aztec Museum Association	Private Donations	Medium	1-2 Years
		√	Become a Certified Local Government Program	City of Aztec, New Mexico MainStreet	City General Fund	Low	3-4 Years
		√	Revise Aztec's Zoning Regulations	City of Aztec	City General Fund	High	1-2 Years

5.2 PROJECT FINANCING

Several of the projects identified in the Aztec Downtown MRA Plan will rely on municipal financing tools available for redevelopment. These include revenue enhancements, planning overlays and tax incentives, self-assessment tax strategies, municipal bonds and capital outlays, and public/private partnerships. An overview of these financing tools are as follows:

PUBLIC/PRIVATE PARTNERSHIPS

Utilizing public/private partnerships is an excellent approach used by municipalities to support redevelopment. The MRA Plan provides the tool needed for New Mexico communities to participate in public/private partnerships without violating the New Mexico Anti-Donation Clause (Article IX, Section 14). There are numerous ways the City of Aztec can engage in public-private partnerships, including land or building donation, land acquisition and disposition through a RFP (Request for Proposal) process to attract a private developer, waiver of utility hook-up fees, assistance in securing loans or grants, infrastructure improvements, or subsidizing leases for City-owned buildings.

A private sector investor group or individuals can play a significant role in strategically targeting building and property acquisitions, building rehabilitation and redevelopment, and new business start-ups. The City of Aztec should make an effort to advertise redevelopment opportunities, to pursue public/private partnerships, and to support business retention efforts. The City should research economic development assistance through New Mexico MainStreet and should continue to utilize as many of the state's available economic tools as is feasible.

Since 2002, there have been 83 communities that have passed a Local Economic Development Act (LEDA). This involves creating an economic development organization and a strategic plan, which allowed public support of economic development tailored to local needs. The City of Aztec has a LEDA ordinance in place which identifies goals for creating jobs, improving and diversifying the local economy; key target industries, and the City's role in job creation. The LEDA ordinance will allow the City to provide resources to support those qualifying businesses including land, buildings, infrastructure, money, and/or industrial revenue bonds.

REVENUE ENHANCEMENTS

Municipal Gross Receipts Tax Revenues: Local Option Gross Receipts Tax (LOGRT) is a financing tool that should be considered to fund infrastructure improvements. Municipalities in New Mexico may impose by ordinance an excise tax not to exceed a rate of 1.5% in a single ordinance or in aggregate. Increments for infrastructure improvement projects could be imposed as a potential funding source. The advantage of GRT collection is that it includes revenue from tourists and shoppers from outside the municipal limits, allowing for broader collection of revenues than some special purpose funding sources.

Ad Valorem Taxes: Property taxes provide a smaller, but still important, revenue stream for municipalities. As previously noted, the City has seen an increase in ad valorem tax revenues, even though there have been no new tax rate increases in that time.

PLANNING TOOLS and TAX INCENTIVES

In addition to Metropolitan Redevelopment Areas and associated plans, other types of planning tools and tax incentives include:

Tax Increment Finance District (TIF): A Tax Increment Finance District (TIF) can be used as a redevelopment tool of blighted "brownfield" (previously developed and potentially contaminated) sites. The municipality can target a blighted area for redevelopment projects that will raise the assessed property values within the TIF district. The new "increment" rise in property

taxes is then captured by the municipality and designated for reinvestment in public projects and infrastructure within the district. The traditional TIF district has been used to create numerous TIF districts in New Mexico, such as the cities of Las Vegas, Lovington, Silver City, Las Cruces, and Albuquerque.

Tax Increment Development Districts (TIDD): A TIDD is another financing tool available for development in New Mexico. It has two major differences that set it apart from the more traditional TIF. First, it can capture two types of tax increment - the GRT increment and the property tax increment. Second, the TIDD can be used both on brownfield and "greenfield" (undeveloped) sites. The GRT portion can either be done as local only or include state GRT as well. State GRT requires approval of the State Board of Finance and the Legislature. Local approval requires a petition to be signed by 51% of the property owners within the proposed TIDD.

A TIDD is a major financial tool for public infrastructure programs that a municipality or a property owner may not be able to generate on their own. Bonds are generated to pay the upfront costs of the TIDD infrastructure and the tax increment revenues pay back the bonds. The captured revenues from the increment must be spent on the public infrastructure within the district. The local governing body, the New Mexico Board of Finance, and the State Legislature must all approve a TIDD. Due to the potential financial magnitude of a TIDD, the development and approval process is substantial and bond finance experts, economists, and attorneys are all typically involved in the application.

A TIDD may be a viable tool to consider using for Downtown improvements. However, due to its complexity and the cost of application, careful analysis would be required prior to initiation. The City may want to consult with the New Mexico State Board of Finance for guidance on a successful application.

State Income Tax Credit for Registered Cultural Properties: The State Income Tax Credit for Registered Cultural Properties program was established in 1984 to encourage the restoration, rehabilitation, and preservation of cultural properties. It is administered by the New Mexico Historic Preservation Division. Since then, more than 800 projects have been approved for New Mexico homes, hotels, restaurants, businesses and theaters that benefited from one of the few financial incentives available to owners of historic properties. To be eligible, buildings must be individually listed in or be listed as contributing to a State Register of Cultural Properties historic district. The maximum amount of project expenses eligible for the tax credit is $50,000, except if listed in an Arts and Cultural District, the maximum is $100,000. The maximum credit is 50% of eligible costs of the approved rehabilitation or 5 years of tax liability, whichever is least. 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.

Federal Historic Preservation Tax Incentives Program: The Federal Historic Preservation Tax Incentives Program, administered by the National Park Service in partnership with the State Historic Preservation Office, is the nation's most effective and largest program specifically supporting historic preservation. With over 39,600 completed projects since its inception in 1976, the program has generated over $69 billion in the rehabilitation of income-producing historic properties.

Downtown Aztec has many historic buildings that could be revitalized and provide positive economic impact to the City of Aztec. As cited in the National Park Service's 2015 Annual Report, there were 1,283 proposed projects and $6.63 billion in rehabilitation approved; 870 completed projects and $4.47 billion in rehabilitation work certified.

El Raton Theater - The historic El Raton Theater, originally built in 1930, received tax credits as well as a preservation loan to reopen the theater. In addition to the tax credits, the El Raton Theater also received a $20,000 Rural Energy for America Program (REAP) grant through the USDA Rural Development program. The grant went towards the installation of a solar power system, which now provides 70% of the power needed to run the El Raton Theater on a daily basis.

Historic El Raton Theater in Raton, NM.

Federal Tax Incentives for Rehabilitating Historic Buildings: Over the program's 35-year history, it has invested over $66 billion toward rehabilitation that has covered 38,819 certified projects. The National Park Service determines whether a historic building qualifies as a certified historic structure and whether the rehabilitation work will preserve the historic character of the building.

Hotel Andaluz - The Hotel Andaluz opened in 1939 as the Hilton Hotel. At the time, it was the tallest building in New Mexico and the first building with air conditioning. After changing names and ownership, the property was placed on the National Register of Historic Places in 1984. In 2009, the property reopened as Hotel Andaluz and included a $30 million renovation that used the Federal Tax Incentives for Rehabilitation Historic Buildings. The renovation preserved the historic nature of the building, but modernized various aspects of the building with technology and environmental sustainability. Hotel Andaluz has been a critical part of an ongoing Downtown Albuquerque revitalization effort by the private sector and the City of Albuquerque.

Hotel Andaluz in Downtown Albuquerque.

New Markets Tax Credits (NMTC): New Markets Tax Credits (NMTC) is a major federal incentive to spur new or increased private investments into operating businesses and projects located within low income communities. The NMTC program was established by Congress in 2000 as part of the Community Renewal and Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts in low-income census tracts across the United States and Territories, as indicated by the American Community Survey. It is helpful for projects to be within a MRA District. In 2004, the program was amended to create three new categories of low income communities, including High Out-Migration Rural County Census Tracts; Low-Population / Empowerment Zone Census Tracts; and Targeted Populations.

The NMTC program allows individual and corporate investors to receive tax credits for equity investments by certified Community Development Entities. The tax credit equals 39% of the original investment and is paid out over a period of seven years (5% for each of the first three years, and 6% for each of the remaining four years). One limitation for many MainStreet

communities in New Mexico is the required project threshold of $5 million to be eligible for these tax credits.

Hotel Parq Central - The Memorial Hospital opened in 1926 as the hospital for employees of the Atchinson Topeka and Santa Fe Railroad. The property consists of three buildings which are listed on the National Register of Historic Places. The project to convert the historic Memorial Hospital into a boutique hotel with 73 guest rooms, conference rooms, and amenities provided 200 jobs during construction and approximately 34 permanent jobs. The total project cost was $19.8 million. The project utilized $13.8 million in NMTC financing from Finance New Mexico, combined with approximately $2.6 million in Historic Tax Credits and equity to complete the financing. In addition, the project utilized a $14.0 million Industrial Revenue Bond issued by the City of Albuquerque, which provides certain tax advantages such as a 20-year abatement of property taxes.

Hotel Parq Central, Albuquerque.

SELF-ASSESSMENT TAX STRATEGIES

There are two popular programs available for property and business owners who wish to tax themselves incrementally in order to pay for improvements and services that enhance their properties. These self-assessment strategies are the Public Improvement District (PID) and the Business Improvement District (BID).

Public Improvement District: A Public Improvement District (PID) is established by the governing body through a petition of the majority of property owners within the district to impose an additional annual property tax assessment on their properties. The assessment is based upon an agreed upon formula used for the purpose of financing upfront costs of public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit or trail improvements, parking lots, park and recreation facilities, libraries and cultural facilities, landscaping, public art, and public safety facilities. The projects are typically financed through bonds with a minimum of 10-year (and more commonly 20 or 25 year) payback periods. The municipality is allowed to contribute funds, equipment, or in-kind services in assistance to the PID.

Business Improvement District: A Business Improvement District (BID) is similar to a PID in that it is established by the governing body, funded by a new increment of property tax assessment, and created through a petition of the majority of property owners in the district. A BID is established to provide additional funding for improvements in a business district. Revenues are collected annually through a special assessment by the City and returned to an approved BID management agency to support business recruitment, retention, and support. Typical BID services include enhanced safety and cleanliness programs, cooperative marketing and signage, hospitality services, transportation services (trolleys, bike racks, safe rides home, etc.), improved lighting or landscaping, and other important district improvements and services. Within MainStreet communities, the BID property community is established under the MainStreet Board, which allows the property committee to benefit from the programs and priorities established by the Board. Two examples of New

Mexico communities that utilize BIDs for their downtowns are the City of Albuquerque and the City of Gallup.

MUNICIPAL BONDS and CAPITAL OUTLAY FUNDS

Municipal bonds will be critical to support future redevelopment projects in Downtown Aztec. Requests for capital outlay appropriations may also help to fill the gap for a major redevelopment project. The state legislature has received positive reports on the impact taxpayer investment has had on MainStreet communities. As reported in Albuquerque Business First, Jon Barela, (former) New Mexico Economic Development Cabinet Secretary, stated:

> *"...New Mexico taxpayers are seeing a return on their investments and business and local governments benefit greatly from that investment". The article goes on to state that in a report prepared by Place Economics and commissioned by the New Mexico Economic Development Department, "since the program began in 1986, for every $1 the state invested in the NM MainStreet Program, the MainStreet communities saw private investment of $21.89 in building rehabilitation and $22.55 in new construction. Since 1986 through July of 2013, New Mexico MainStreet communities saw a gain of 3,200 net new businesses and nearly 11,300 net new jobs."*

Once the Downtown Aztec MRA Plan is adopted, the City should be in a good position to request capital outlay funds.

PRIVATE FOUNDATIONS

Private foundations can play a vital role in providing funding. There are many organizations and foundations that provide grants to municipalities and tax-exempt non-profit groups for redevelopment projects and improvements. The City of Aztec, in partnership with the San Juan County Economic Development Council, should research the criteria and apply for grants that will help achieve the goals of the Downtown MRA Plan. Some examples include the McCune Charitable Foundation, Lannan Foundation, New Mexico Community Foundation, etc.

5.3 FUNDING SOURCES

The funding sources section provides a list of federal and state sources available to both local governments and individuals interested in starting a new business, in need of a small business loan, or engaging in historic preservation within the Downtown Aztec MRA. Each program has eligibility criteria and contact information. The implementation projects and strategies identified in the previous section reference the following funding sources:

CITY BUDGET and TAXATION AUTHORITY

1. **Business Improvement District (BID)**: Downtown business owners may elect to establish a BID to pay for maintenance, safety, hospitality training, or promotion.

2. **General Obligation Bonds**: General obligation bonds may be issued by the City of Aztec to finance capital improvement projects. The City pays the principal and the interest on the bonds and the bonds are redeemed with property tax revenue.

3. **Infrastructure Capital Improvements Plan (ICIP)**: Infrastructure projects are funded through capital outlay and the ICIP. City funds can be leveraged as matching funds to secure larger grants or loans by state or federal agencies.

4. **Local Options Gross Receipts Tax (LOGRT)**: The City of Aztec may opt for a vote by residents to raise the local gross receipts rate to help fund and provide additional revenue for economic development projects, including arts and cultural projects and revitalization, within the Downtown MRA.

5. **Lodgers' Tax**: In the future when lodging becomes available within the City of Aztec, lodgers' tax revenues could be used for promotion and advertising of Downtown attractions and special events. It may also be used to acquire, develop, and operate tourist-related facilities.

6. **Public/Private Partnerships**: The City of Aztec can establish public private partnerships with developers who are seeking additional financial support or incentives to develop community facilities, affordable housing, retail, or office space within the MRA. The City may enter an agreement with an interested party that wants to develop or operate a City-owned property.

7. **Tax Increment Financing (TIF) District**: The City of Aztec may decide to establish a TIF for Downtown Aztec. This would allow future gains in gross receipts taxes or property taxes to pay for streetscape, infrastructure, or building improvements or rehabilitation.

CAPITAL OUTLAY

8. **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, 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/

9. **Local Economic Development Act (LEDA) Capital Outlay Funds**: The City of Aztec has an adopted LEDA ordinance in place. Administered by the New Mexico Economic Development Department, these funds are provided to local governments to help stimulate economic development efforts. Grant funding is based on the receipt of capital outlay funds appropriated by the New Mexico Legislature and are provided on a reimbursable basis only. Guidelines for eligible projects can be found on the NMEDD website, but generally include requirements such as the need to create permanent, full-time, private-sector jobs; the project must be fully-funded and shovel ready, and must target industry clusters such as aerospace and defense, advanced manufacturing, back office and technical support, digital and emerging media, energy, food processing, and logistics, distribution and transportation.

Contact: New Mexico Economic Development Dept.
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0264
Website: gonm.biz/business-resource-center/edd-programs-for-business/finance-development/leda/

10. **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 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's 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.

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

11. New Mexico MainStreet Capital Outlay Fund: NMMS receives funding from the State Legislature each year that MainStreet communities are eligible to apply for to implement identified priority catalytic projects within a MainStreet district. Program funds are competitive.

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

12. New Mexico Resiliency Alliance Resilient Communities Fund: The Fund will support community development projects within two categories: Healthy Community Design and Public Infrastructure, which supports projects that enhance physical infrastructure with elements that improve health outcomes of residents; and Resilient Community Initiatives which enhance resilience and economic prosperity for residents in underserved communities by supporting the development of entrepreneurism, placemaking activities, and cultural preservation activities.

Contact: New Mexico Resiliency Alliance
P.O. Box 9630
Santa Fe, NM, 87504
Website: nmresiliencyalliance.org

13. Transportation Alternatives Program (TAP): The TAP is administered by the New Mexico Department of Transportation. TAP funds can be used for design and construction of streetscape improvements, including sidewalks, trails, bike lanes, lighting, etc. The NMDOT has a competitive process for TAP funds based on how well the application addresses the goals of the program. Approximately every two years, NMDOT coordinates with the state's seven RTPOs and five MPOs on soliciting TAP applications.

Contact: New Mexico Department of Transportation
1120 Cerrillos Road
Santa Fe, NM, 87504
Phone: (505) 827-5100
Website: dot.state.nm.us/content/nmdot/en/Planning.html

14. U.S. Department of Transportation (DOT): The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT's 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.

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

COMMUNITY GRANTS

15. HOPE VI Main Avenue Program: This program provides grants to communities under 50,000 in population for development of affordable housing that is undertaken in connection with a MainStreet revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing. The grants cannot be used on general infrastructure or commercial development.

Contact: US Department of Housing and Urban Development
451 7th Street S.W.
Washington, DC 20410
Phone: (202) 708-1112
Website: portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet

16. Land and Water Conservation Fund (LWCF): This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and

development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals, and Natural Resources Department administers the state program. New Mexico has received $37.4 million dollars from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies, municipalities, counties, schools, and tribes have developed and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service
National Park Service
1849 C Street, NW, Org-2225
Washington, D.C. 20240
Website: www.nps.gov/subjects/lwcf/index.htm

17. **McCune Charitable Foundation**: The McCune Charitable Foundation is dedicated to enriching the health, education, environment, and cultural and spiritual life of New Mexicans. The McCune Foundation funds projects that benefit New Mexico in the areas of arts, economic development, education, environment, health, and social services. Grants for specific projects, operating expenses, and capital expenses are considered. Grants can be awarded to qualified 501(c)(3) nonprofit organizations, federally recognized Indian tribes, public schools, and governmental agencies, but cannot be awarded to individuals.

Contacts: McCune Charitable Foundation
345 East Alameda Street
Santa Fe, NM 87501
Phone: (505) 983-8300
Website: www.nmmccune.org

18. **National Endowment for the Arts (NEA)**: The NEA provides funding for feasibility studies related to the renovation, restoration, or adaptive reuse of facilities or spaces for cultural activities, architectural studies, projects that address cultural tourism, or the revitalization or improvement of cultural districts. Funding is not available for renovation or construction costs.

NEA also administers Our Town Grants, which support creative placemaking projects that help transform communities into lively, beautiful, and resilient places with the arts at their core. Our Town offers support for projects in two areas: 1) arts engagement, cultural planning, and design projects. Matching grants range from $25,000 to $200,000; and 2) projects that build knowledge about creative placemaking. These are projects available to arts and design service organizations and other organizations that provide technical assistance to those doing place-based work. Matching grants range from $25,000 to $100,000.

Contact: National Endowment for the Arts
400 7th Street, SW
Washington, DC 20506-0001
Phone: 202-682-5400
Website: www.nea.gov/
www.arts.gov/grants-organizations/our-town/introduction

19. **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 Avenue NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

20. Navajo Artists Technology Innovation & Vision Enterprise (N.A.T.I.V.E.) Project: A project of Capacity Builders a non-profit dedicated to working with Diné (Navajo) communities to improve the quality of life of tribal people, the N.A.T.I.V.E. Project provides both financial and technical assistance to Native American artists living in the Four Corners. The mission of the program is to increase opportunity, knowledge, exposure, and marketability for Native American artists. The project invests in supports artists and artisans in several ways including: Promotion of Native artists, Financial assistance for art show vendor booth fees, business knowledge workshops, and connecting arts businesses mentors and mentees, and micro loans.

Contact: N.A.T.I.V.E. Project, CBI
418 W. Broadway
Farmington, NM 87401
Phone: (505)-326-4245
Email: info@capacitybuilders.info
Website: capacitybuilders.info

21. Small Cities Community Development Block Grant (CDBG) Program: This program is administered by the State of New Mexico through the Department of Finance and Administration Local Government Division 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 facade improvement programs. There is a $500,000 grant limit (or $750,000 if the application includes a Certified Cost Estimate) per applicant ($50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

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: nmdfa.state.nm.us/CDBG_Information_1.aspx

22. The Grants Collective: Recognizing that New Mexico does not have the philanthropic capacity to fill in the funding gaps that governments cannot, The Grants Collective aims to assist New Mexico agencies and communities compete for national and federal grants outside New Mexico's borders. The Grants Collective works to help build organizational capacities and collaborations in order to facilitate competitive grant applications coming out of New Mexico and bring more financial resources into the state.

Contact: 901 Rio Grande Boulevard NW
Suite D-220
Albuquerque, NM 87104
Phone: 505-226-0171
Email: admin@thegrantscollective.org

23. U.S. Environmental Protection Agency (EPA) Brownfields Program: The EPA Brownfields Program provides grants for rehabilitating affected historic properties. The 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

24. ArtPlace America, National Creative Placemaking Fund: ArtPlace America focuses on creative placemaking and works with foundations, federal agencies, and financial institutions in order to position arts and culture as a core sector of comprehensive community planning and development. The National Creative Placemaking Fund is a competitive

national program that invests money in communities across the country in which artists, arts organizations, and arts and culture activity help drive community development. To date, the Fund has invested $77 million in 256 projects across 187 communities, including 45 states, the District of Columbia, Puerto Rico, and the US Virgin Islands.

Contact: ArtPlace America
195 Montague Street, 14th Floor
Brooklyn, New York 11201
Phone: (347) 853-7817
Website: www.artplaceamerica.org

COMMUNITY/BUSINESS LOANS & ASSISTANCE

25. ACCION New Mexico: Accion is a non-profit organization that increases access to business credit, makes loans and provides training which enable emerging entrepreneurs to realize their dreams and be catalysts for positive economic and social change in the community. Accion offers loans from $200 to $500,000 and above, as well as networking and training opportunities.

Contact: ACCION New Mexico
2000 Zearing Road NW
Albuquerque, NM 87104
Phone: (505) 243-8844
Website: www.accionnm.org

26. Job Training Incentive Program (JTIP): The JTIP 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 50-70% 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 Dept.
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0323
Website: www.goNM.biz

27. New Market Tax Credits: New Market Tax Credits loan funds are intended to help business investment in low-income census tracts. The fund provides financing for development of commercial, industrial, and retail real estate projects (including community facilities) and some housing projects. Loans for up to 25% of the project are available at low interest rates. NMTC loans are combined with other sources of funding that is secured by the applicant and managed by Finance New Mexico.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
Phone: (505) 984-1454
Website: www.nmhistoricpreservation.org/index.php

28. New Mexico 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 Finance Authority
Department of Cultural Affairs
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nmtc@nmfa.net
Website: www.nmfa.net/financing/new-markets-tax-credits/

29. New Mexico Manufacturing Extension Partnership: The New Mexico Manufacturing Extension Partnership (MEP) provides efficiency training, training in lean manufacturing, and ISO 9001 certification to the state's small and medium-sized businesses. The regional MEP extension for Aztec is the Farmington Office & Northwestern New Mexico MEP, which coordinates with San Juan College to provide trainings in the Four Corners area.

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

Farmington Office & Northwest Region
5051 College Boulevard, #5047
Farmington, NM 87402
Phone: (505) 860-9961
Email: denisew@newmexicomep.org

30. 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.

Contact: New Mexico Partnership
110 Second Street SW, Suite 602
Albuquerque, NM 87102
Phone: (505) 247-8500
Website: www.nmpartnership.com/

31. Public Project Revolving Fund (PPRF): The PPRF is an up to $200,000 revolving loan fund that can be used to finance public infrastructure projects, fire and safety equipment, and public buildings. Both market rate loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds. Such funds could be used for larger infrastructure projects.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: www.nmfa.net/financing/public-project-revolving-fund/about-the-pprf-program/

32. SBA 7A Loan Program: This 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 the term.

Contact: Farmington SBDC
San Juan College
Quality Center for Business
5101 College Blvd.
Farmington, NM 87402
Phone: (505) 566-3528
Website: nmsbdc.org/farmington.aspx

33. Small Business Administration (SBA) 504 Loan Program: The SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation where 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

34. SMART Money Loan Participation Program: The SMART Money Loan Participation Program is 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/

35. 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 / PO Box 705
Albuquerque, NM 87103
Phone: (505) 243-3196
Website: www.loanfund.org

36. 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.

Contact: USDA Rural Development New Mexico Office
6200 Jefferson NE
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: www.rurdev.usda.gov/nm/

37. WESST: WESST is a non-profit, economic development organization that provides business skills training, product marketing, development opportunities, and small loans to viable start-up or growing New Mexico businesses owned by women and minorities.

Contact: WESST - Farmington
San Juan College
5101 College Boulevard, Suite 5060
Farmington, NM 87402
Phone: (505) 566-3715

TAX INCENTIVES

38. Angel Investment Tax Credit: This program offers equity financing for private sector companies through tax credits that incentivize private investors. Credits are available for up to $62,500 per taxpayer for an investment made in each of up to five New Mexico companies engaged in qualified research, technology, or manufacturing trades. Eligible companies must have most of their tangible assets and employees based in New Mexico.

Contact: New Mexico Economic Development Dept.
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0330
Website: gonm.biz/business-resource-center/edd-programs-for-business/finance-development/angelinvestment-tax-credit/

39. Beer and Wine Producers Preferential Tax Rate: The Liquor Excise Tax Act imposes taxes on beer, wine, and spirituous liquors. Microbreweries producing less than 5,000 barrels of beer annually and small wineries producing less than 560,000 liters of wine per year qualify for a preferential tax rate. The basic tax rate for beer produced by a brewery is 41 cents; beer produced by a microbrewery (producing less than 5,000 barrels annually) is taxed at 8 cents per gallon.

Contact: New Mexico Taxation and Revenue
Farmington District Office
3501 E. Main Avenue, Suite N
Farmington, NM 87499
Phone: (505) 325-5049
Website: www.tax.newmexico.gov/

40. Federal Historic Preservation Tax Incentives Program: This 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, within 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/index.htm

41. High Wage Jobs Tax Credit: A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: New Mexico Taxation and Revenue Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: gonm.biz/why-new-mexico/competitive business-climate/incentives/high-wage-jobs-tax-credit

42. Low Income Housing Tax Credit Program (LIHTC): The LIHTC program provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar-for-dollar reduction in the developer's tax liability for a 10-year period. Tax credits can also be used by nonprofit or public developers to attract investment to an affordable housing project by syndicating or selling the tax credit to investors. In order to receive tax credits, a developer must set aside and rent restrict a number of units for occupancy by households below 60% of the area median income. These units must remain affordable for a minimum of 30 years.

Contact: New Mexico Mortgage Finance Authority
344 Fourth Street SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: www.housingnm.org/developers/low-income-housing-tax-credits-lihtc

43. 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 provided accessible and useful for small projects that can include facade improvements in MainStreet districts.

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
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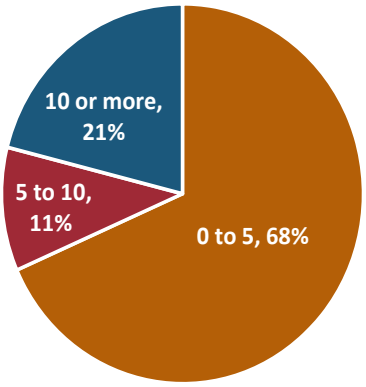
A SURVEY RESULTS

COMMUNITY SURVEY RESULTS

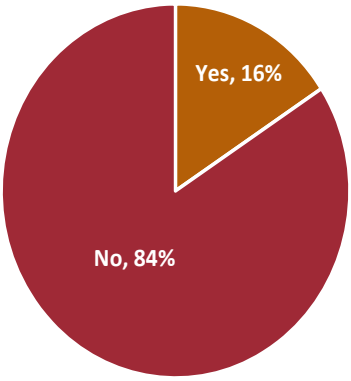
As part of the public engagement process, Consensus Planning designed two surveys to gather input from the Aztec community; one Downtown business owner survey and one general public survey. Both surveys were available online via surveymonkey.com and were also available in printed form. The surveys were available between November 20, 2017 and February 14, 2018. In addition to Survey Monkey, several surveys were completed during the two day workshop held on January 24–25, 2018. In total, there were 19 business owner surveys and 84 general public surveys completed. The results of the Downtown Business owner survey is provided below, followed by the general public survey.

DOWNTOWN BUSINESS OWNER SURVEY

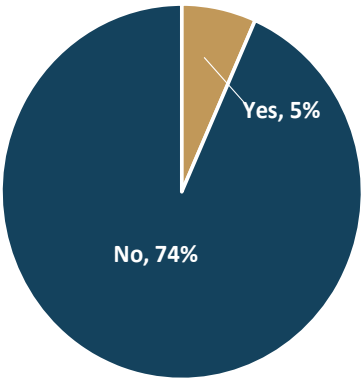
Q2. How many employees do you have?



Q3. Has your business experienced high turnover?



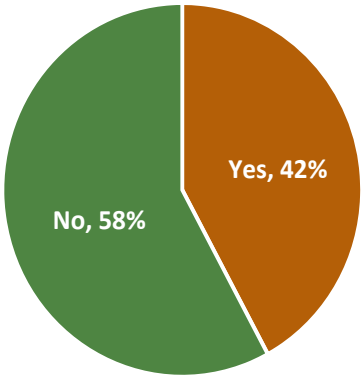
Q4. Have you had a difficult time finding employees?



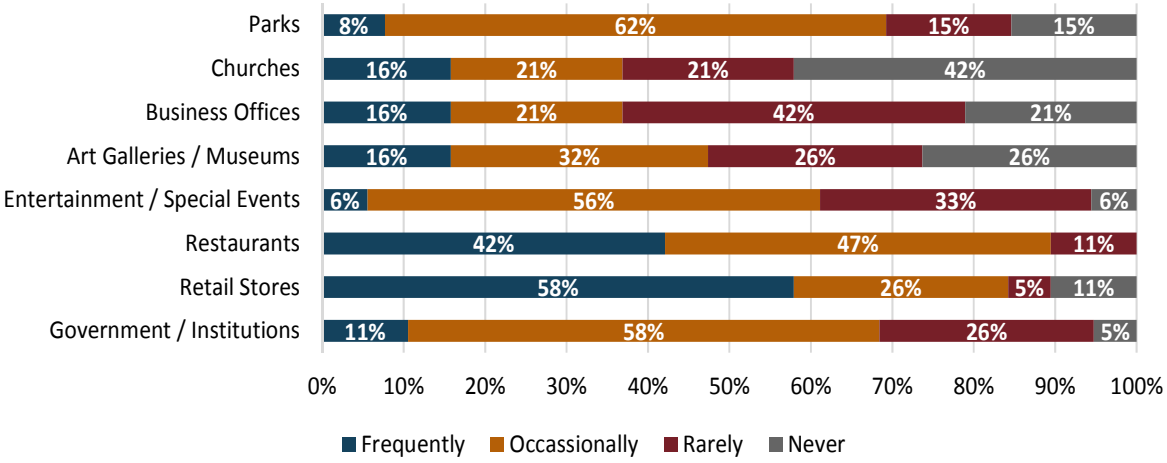
Q.4a. If your answer is yes to Q.4, why?

- Work ethic / self-discipline
- Drug Addiction
- Lack of qualifications, Lack of labor force
- We are an Artist co-op. Although I listed employees they are not nor am I. Together we operate the co-op. Difficulty is based on artist fit and skill set to become part of the team.

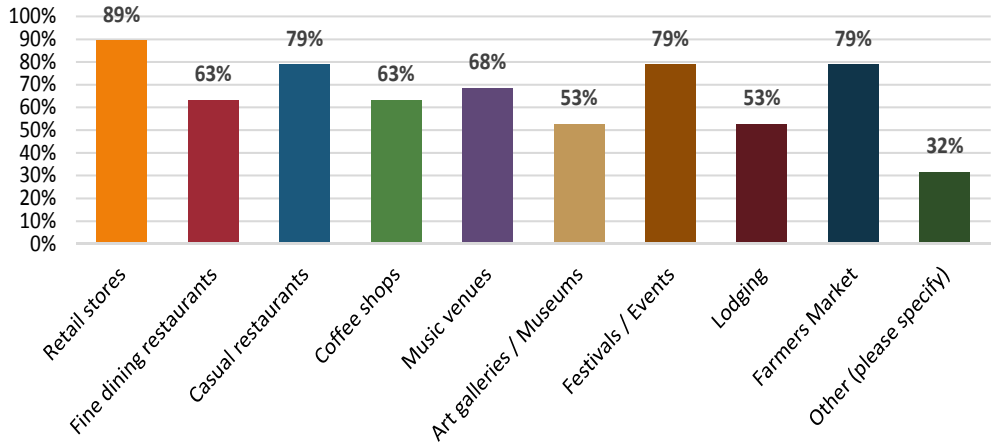
Q5. Do you feel parking for your business is adequate, both for employees and customers?



Q6. How often do you currently visit these Downtown locations?



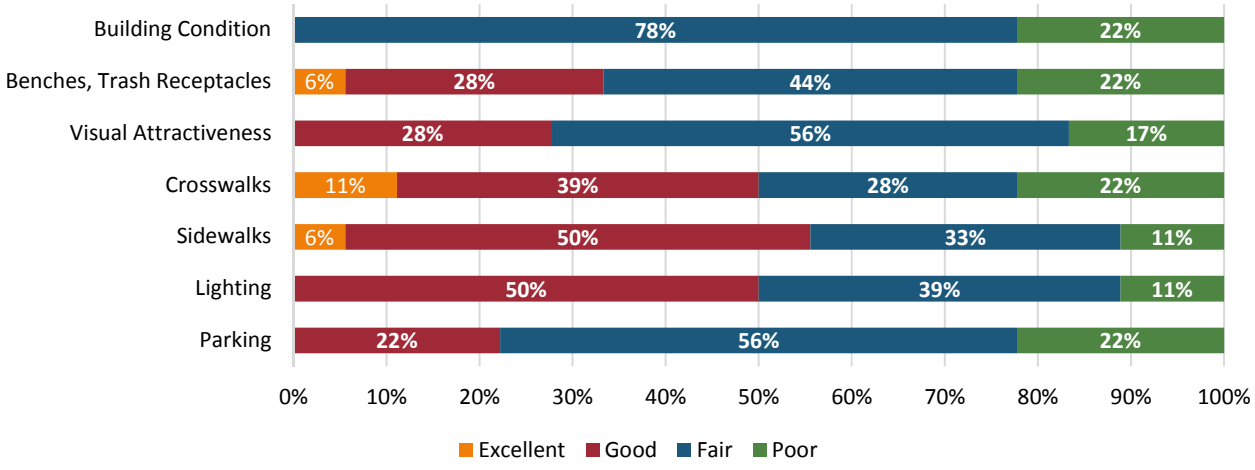
Q7. What type of businesses or activities would you like to see added or expanded in downtown?



Other:

- Anything that brings people to town
- Advertise the walking route to Aztec Ruins
- Any are welcome
- Family friendly
- Hemp-based CBD (Cannabidiol) products
- Unique shops, natural groceries

Q8. How would you rate the following amenities in Downtown?



Q9: If your answer to any of the above (Q.8) is fair or poor, what would you suggest to improve it?

- Parking: Angle parking on side streets, dedicated parking area (cut) one way alleys with parking in alleys. Lighting: Brighter street and off street, alley lights, more traffic control lighting at intersections, automated cross walk lighting curb appeal needs more attention to detail. Benches and trash cans not routinely maintained or cleaned.
- Improving character of Aztec
- The economy! Benches looked nice when new but are not holding up well. Crosswalks need brightening up - maybe flashing lights like the one by Safeway. Add one by the park the same buildings are very shabby. Not enough Main Avenue Parking.
- We need to clean up our sidewalks, especially in front of vacant buildings that have been neglected put out welcoming items on sidewalks in front of our stores, bendies, etc.
- Just more crosswalk/lights/ not sure but scary just to cross street in some places.
- Mainstream colors, use more greenery, update lighting. Go retro or modern... but choose ONE
- Clean up
- As for parking, I would like to see parking lots located a block or so off Main Avenue. This allows more parking while still requiring people to walk short distances thereby increasing foot traffic along our Main Avenue and increasing store/businesses exposure.
- Offer more parking, better lighting at night, smoother sidewalks, and darker paint on roads.
- Keeping up with whatever is put in flowers, sweeping of sidewalks, roads being cleaned.
- More parking lots. Face lifts on buildings.
- There is currently only one designated parking area near Main St. Parallel parking is tough due to large vehicles etc. For the brewery, there is enough parking generally, but when we have an event it is hard to find parking. Heavy Main St. traffic does not help with parking either. Main St. is very dark after dusk and very few businesses are open after 7 pm. There too many boarded up / abandoned buildings on Main St.
- Add stoplights for crosswalks
- I feel downtown has been in a holding pattern until the highway gets finished. Excited to start the next phase.
- Upkeep
- Get heavy truck traffic off main. Expand Main Avenue to the north a pedestrian mall.
- City maintenance of sidewalks, i.e. keeping them clean. Repairing, painting sidewalk benches.
- There are several store fronts on Main Avenue that are in severe disrepair one specifically is filled with old plumbing junk and is an eyesore. Many of the store fronts need painting and revitalization.
- Improve, update, keep up curb appeal.

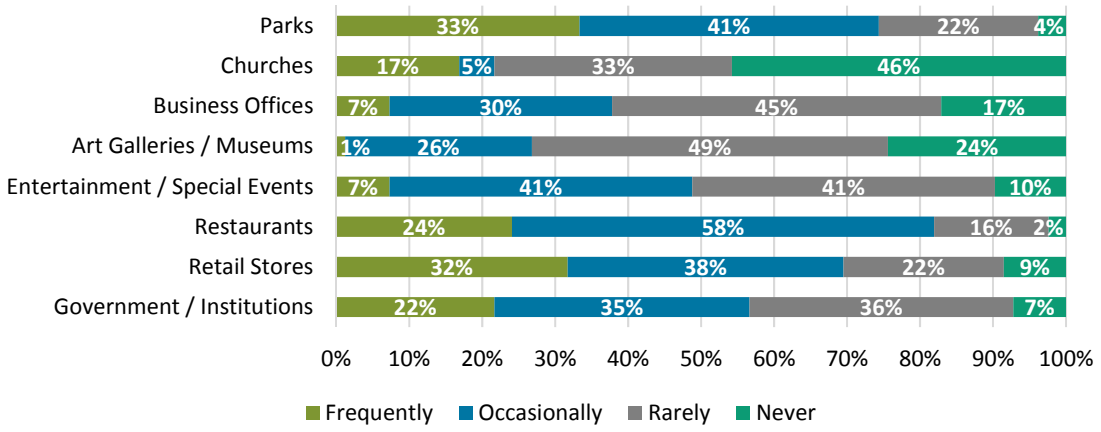
Q.10: What changes do you think would improve Downtown and attract more visitors?

- Maybe a standard or uniform awning or porch for all the building to use. Need to think on some of these??
- More structure / more offers
- Overall improvement in the economy. Really promote the North Corridor to the Ruins Downtown lodging. Microtel too far out.

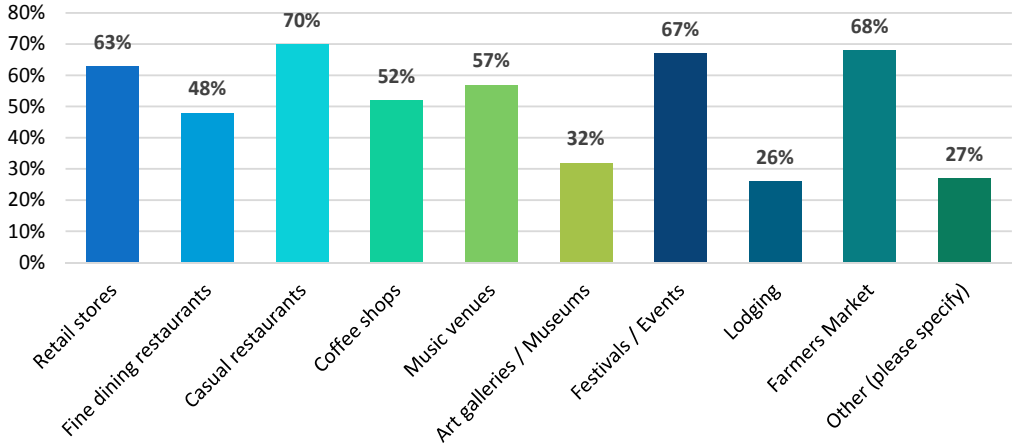
- More shops, restaurants. Things to see or do. Attract people and get them to stay for several hours.
- "coffee shop opened later than 5pm. A fresh bakery store.
- An open-air market every Saturday."
- More businesses open. Oil field needed.
- "I'm looking forward to the by-pass to help with this. It will be quieter and more pleasant to walk along Main without semi-trucks rumbling down the road. I'm hoping that the absence of these large / loud vehicles will increase foot traffic as people will feel safer walking along the street and enjoy Downtown shopping/amenities more.
- Parking issues should be addressed.
- I like that businesses receive rewards / rebates for participating in Aztec Sparkles. I think incentives help motivate business owners.
- I'd like to see more Downtown events right here on or near Main Avenue.
- I would like to participate in a public/private agreement or something of this nature. I would be happy to do what we can to aid in the overall improvement of Downtown."
- Clothing stores, more Main Avenue activities and more advertisement for them.
- Friendly businesses
- "More shopping
- Live entertainment"
- Businesses that stay open after 7pm. Easier / slower traffic flow. Cleaned up building store fronts.
- Marketing downtown as a destination would help.
- See before
- Re-routing the heavy truck traffic so it does not come down Main Avenue. They do not heed the 25mph speed limit.
- More art and music venues. More restaurants including fine dining. Better marketing of our existing stores. Our gallery, Feat of Clay Has been in Aztec for 16 years. We would greatly benefit by having good restaurants in the area and other galleries. I also think we should have more festivals. Bring back the blues festival add art festival perhaps Bluegrass or folk festival or restart the Oktoberfest we used to have. I do think Aztec could be a popular destination for tourism. It could be not only a destination in and of its own right but also a hub to explore this wonderful area.
- More businesses. Arts, Entertainment, Healthy Foods, etc. And Specialty stores

GENERAL PUBLIC SURVEY RESULTS

Q2. How often do you currently visit these Downtown Aztec locations?



Q3. What type of businesses or activities would you like to see added or expanded in Downtown Aztec?

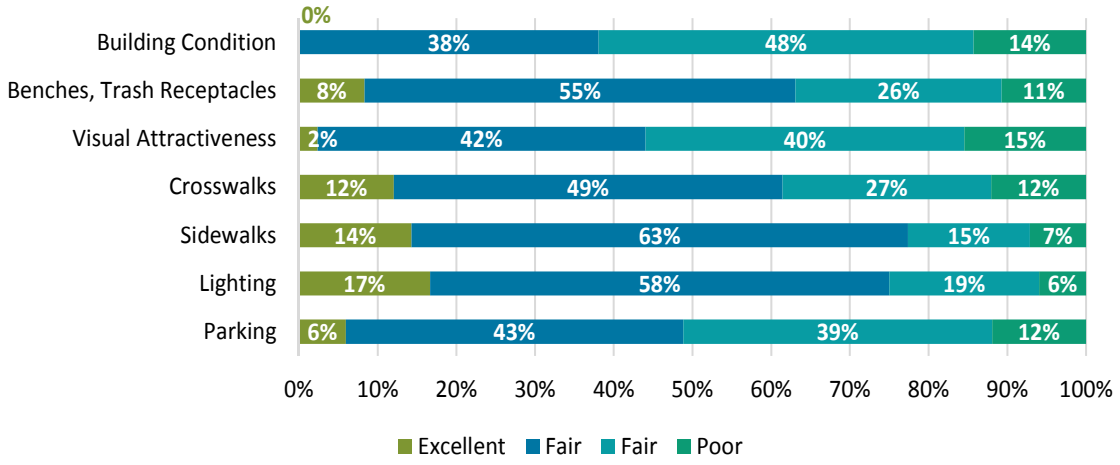


Other:

- Bike paths, River trails, North Main extension
- Bakery, Bar, Good quality Thrift store, Bookstore, Bike Shop
- Complete Aztec Ruins Trail
- Boutiques
- Oil and Gas supply. Any stores that oil field employees will buy parts and spend money. With over 30,000 gas wells in the basin we need places that stay open and work to support the oil and gas industry.
- Outdoor sports enthusiast store. Somewhere to rent paddle boards or tubes for the river or fishing license or gear. Maybe some snow gear. We live in the best area for all of us but yet have nothing in our town that would help us utilize that. But no one is willing to walk or shop downtown Aztec until something is done about the Main Avenue traffic. We need either flashing crosswalk signs at every intersection or we need to slow the traffic down!

- Weekly Open-Air Market
- Year-round market
- An Indoor Play Area, more downtown events, whatever happened to pioneer days with tug-o-war
- More things for young people ages 8-18
- Child and Teen activities
- Bars
- Pet grooming for cats
- City wide yard sale. Similar to Bayfield Co.
- Pub-type restaurant - the successful business will appeal to locals not tourists. I have heard so many times that city government is not friendly to new businesses, making permits, etc. so hard to get. The city has a bad reputation with commercial builders (local).
- There is already a museum but it is not promoted. It is ignored.
- Expand, connect, protect trails for walking, bikes etc. Start and Sunday "family cycle" time when some roads are protected for riders (maybe 2-4 hrs).
- No more Dollar stores or auto parts stores, enough already
- Grocers
- I would like to be able to purchase hemp based CBD products here instead of driving to Farmington or Bloomfield.
- Hardware/building supplies, outdoor/sporting goods
- Mixture of professional/retail/dining/galleries to increase pedestrian traffic in Aztec
- I would love to see the downtown have active businesses in them. What a beautiful part of history in those buildings.

Q4. How would you rate the following amenities in Downtown?



Q.5: If your answer to any of the above (Q.4) is fair or poor, what would you suggest to improve it?

- Facade improvements, public outreach
- City crews do a good job with medians, flowers, crosswalks, hanging baskets, keep after it.
- Have city complete the bypass for commercial trucks.
- Fix benches
- Better maintenance by property owners, repairs and improvements by city as well.
- Main Avenue is a highway, which limits the pedestrian-friendliness (sidewalks, crosswalks, visual attractiveness and parking). Hopefully with the bypass going in, transportation through downtown could be revisited. I would like to see Main St. reduced to one land in each direction, with turn lanes or circles put in at the intersection. This would allow for an expansion of sidewalks, greenspace, or parking (preferably some of everything)
- Building Conditions
- Paint buildings, keep windows clean and don't change the timing of the stop light so people have to wait longer for it the change green. That was a bad attraction idea. It's created tons of traffic on the side street in neighborhood where children are more likely to be walking and playing.
- Parking is needed some businesses have parking in the back but many don't.
- We need a parking lot, besides Safeway, to be able to visit shops on main st.
- Crosswalk signal lights
- Continued maintenance and removal of trees that uproot or block businesses visually
- I would like better parking, and more lighting
- Fresh paint on some of the building would do wonders. Boston Music studio is beautiful while others just appear dirty on the outside especially those whose signs have turned that aged yellow.
- Most of the buildings are storage units in Aztec. Most of the time the buildings are headed down therefore there is no need to fix them up. Also they are so old the plumbing is horrendous. So, anyone that wants or try to open a business there can't afford the building plus the repairs cost too much to get it up to code to run it as a business. The sidewalks are all jacked up we have several spots where people trip and fall. The side streets are way too dark to park on for safety. There could be more trash cans and more benches. We've got to do something about the pigeon problem that poops all over the corner lots.
- More benches and trash receptacles. Demolish old Maverick building and stop using the hill coming in from Bloomfield as a speed trap.
- More parking, paint/update some of the downtown buildings, benches are fine, but need more trash receptacles & fine people for not using them. It's hard to fault people for not throwing away trash properly though when all of the receptacles within a 2-block radius are over flowing. Look at the wall on the side of Aztec Hardware - it is stunning!
- We need more trees at park near Safeway.
- There's no conformity and its awful that Dusenberry has so many buildings he uses for storing junk. It looks tacky.

- Better parking, better crosswalks to promote pedestrian traffic
- Make sure that sidewalks connect to each other and are not blocked off
- repair dilapidated structures
- It has no charm. We don't need anymore car part stores or day care centers.
- Repaint cross walks, and make buildings more vibrant
- Parking is too close to traffic. You cannot open your Door. Some of the Buildings look run down. The streets and sidewalks are dirty and need to be cleaned.
- The sidewalks need some work to even out some places. The dirty sidewalks, especially in front of the plumbing place on Main St., are really unattractive. The second-hand store on the corner across from Miss Gail's Inn makes our city look trashy as you come in because of all the stuff they pile out on the street
- Many of the buildings looks run down.
- Flashing lights in crosswalk, when people step into crosswalk. Have you seen the crosswalks in Bernallilo Main Avenue. Helps with visibility of pedestrians.
- Maybe make it more feasible to own restaurants in this town and not tax the crap out of them so they can't make it and have to shut down.
- "Outside dining venues"
- I go through the downtown area every day and it seems vacant. I know there are some business there but what stands out the most are the vacant buildings and the buildings that are rundown. If there was a way to make it more welcoming, with nice businesses that attract your everyday people of all ages, that would be a way to bring in more money and popularity from places. Especially with Farmington being so close and having everything, there needs to be a way to keep Aztec people local.
- Updates and maintenance update
- Make it cleaner, have the owners of the buildings clean or make their place look nice
- Building restoration. More plants. Diversion of truck traffic.
- The sidewalks are generally good, but are often unswept and covered in bird droppings. A regular cleaning schedule would greatly improve the sidewalks. It's great that we have crosswalks but they are faded and need repainting, and it's hard to get cars to stop for them. Parts of downtown are visually attractive, but there are also some dilapidated buildings that make everything else look bad - this comment can also be applied to my response for 'building condition.'
- The crosswalks are terrifying. This could be improved by reducing traffic flow by completing the arterial, and reducing the downtown speed limit. Enforcement of the current speed limit I think is essential. I think the general feeling of the citizens in Aztec, is that 18 wheelers are exempt from being cited. Both visual attractiveness and building condition could be addressed by having stricter city ordinances with real consequences for violation.
- The crosswalks could stand to be repainted (the ones not at stop lights) so they're more visible to drivers, otherwise pedestrians only have the one light to cross at.
- Completely redesign downtown into single lane traffic with bike lanes and potentially installing roundabouts and other medians and infrastructure designed to slow traffic coming through town. Change parking to an angled style not the parallel way that we currently have. Add more seating spots and trash cans even on the block on either side of Main St.

- Both sides of the road should be landscaped as you enter town from the South near the Roadrunner station. A first impression is critical. As we travel the US we have found the small towns that focus on cleanliness and attention to detail have more activity. Also, the Ramsey Realty building needs to have the stucco redone. Seeing this building conveys the local realtor went out of business. Not a good impression.
- More frequent use of the street sweeper and property owner's upgrading exterior store fronts. The abandoned gas station with chain link fencing needs to be remediated.
- Crosswalks could change when the bypass is complete and truck traffic reduces. Need to clean the street. Until the economy picks up and buildings are occupied this will be a problem. Last year's sand for icy streets is still on the roadway on the west side of the street as you go up the hill headed south - weeds grew in the same place this summer and now are dead. Simply cleaning the street would help appearance.
- Need more businesses with more attractive storefronts. More selection of goods and services.
- Need trash receptacles, a dog park, better choices of restaurants and hotels.
- Not sure
- Improved streetlighting and streetscape. Change traffic pattern to one lane (either direction) ADD BIKE FRIENDLY amenities (Bike lanes, etc.)
- Make crosswalks more visible.
- Add trashcans and doggy poo bag dispensers.
- Rehab building facades and sidewalks - increase walkability.
- Have the money spent on studies and salaries instead spent on paint.
- It would help to see the buildings keep to their original design but see them all have the small-town charm as well.
- The addition of retail or other businesses would liven up the visual attractiveness. Store fronts and open businesses should invite people to wander, shop and spend time and money in those locations
- Do something with the old Maverick Gas Station.
- Get rid of city council and mayor
- Get heavy truck traffic off main
- After by pass is complete make downtown one lane. Improve safety so walking and biking are promoted - slow highway traffic sooner
- Provide additional off-street parking
- Rent empty spaces.
- upgrade exterior of older buildings; paint; repoint brick; do something with windows of unused building so they don't look so abandoned
- I don't know that parking can be improved.
- Buildings and properties are not kept up. Owners do not seem to maintain buildings necessary to improve the ability to attract new businesses. Need some kind of incentive for owners to invest in building and property improvements. City of Aztec management needs to be flexible and open to new ideas from potential business owners.
- Crosswalks need to have control to provide safe passage for pedestrians; some store keepers need to improve their buildings including maintaining the areas in front of

their buildings; government can't do everything - nor do we want government to do everything.

- Many buildings need more attractive outside appearance
- Community needs to decide if downtown is place desirable for outside visitors. Now it is not. If by pass completed and heavy traffic diverted, may want to consider blocking off some of Main Avenue like NYC to make it safer for pedestrians to gather and could possibly help retailers and potential diner. This will likely require a traffic study to devise safe travel around blocked off areas.
- Supply ample trash bins, maybe invest in some of the historic buildings. We would all hate to see them go. They just need tome TLC.
- old buildings need facelift - and keep owners from using as "storage" and require them to clean in front
- The large trucks need removed off of Main Avenue, the sidewalks need widened and public rest spots need added, business development needs to be encouraged by Aztec, more outdoor festivals to bring in tourism.
- The buildings need an update
- My wish for the beautiful town of Aztec would be to bring vitality to the great historical buildings down town (105 West Main) so that people could enjoy them, go in a shop or have something to eat. Enjoy community.

Q.6: What do you think would improve Downtown and attract more visitors?

- The tap room is a good start. More lighting. More traffic enforcement. Another restaurant. Employment.
- Off street parking, use side streets and walk. Slow down vehicle traffic, beautify sidewalks and storefronts. Direct visitors from Ruins to Downtown.
- Complete the bypass, have a downtown Farmer's market - and have more businesses / activities mentioned in #4
- Finish bypass route
- improve economy, noise reduction, fix old buildings, vacant lots. Need more lodging in town.
- Visual improvements, advertising
- Increase greenspace, parking and sidewalk space and reduce traffic
- Signs and More Signs!
- Business that stay open late. There is absolutely no night life in Aztec. Make an actual movie theater and pool halls. Teens need something to do in the town and safe places to hang out with their friends. Teens don't have anything to do. The bonfire for the shooting victims was the only time teens actually ever got to stay out late and hang out with their friends in their hometown. Heck, just make a bonfire once a month with food and beverage sales. Kids would be stoked.
- Better restaurants. Retail store. Parking area.
- Buildings that remain empty and unused should have a fine assessed for every month they stay that way.
- Have the old Mustang Convenience Store Demolished and replaced with an active business.

- Events. People want/need things to do. I am wanting to see new events happen in Aztec.
- Marketing.
- The signs on most of the buildings do not stick out. It's very easy to pass them by, or to not even realize they are there.
- Less dollar stores, auto part stores. Sunday liquor sells so restaurants/breweries will be open and we have stuff to do on Sundays. Nightlife needs to be spiced up a little more, closing down at 11 really sucks when some people don't even get their night started until 9pm.
- Slow traffic down so people can see what businesses we have to offer.
- See above. Better museum signage more stores and more areas like the lot north of Rubia's.
- Ease of parking and walking; more community activities
- I love our small little town ... I wish times were better and I had the money to just support local business... I wish I had an answer for bringing in foot traffic. It's sad to watch businesses come and go so quickly. I hear the utilities for businesses are half the battle. I say start, with the government... to stop penalizing people for being a business. I don't know how small businesses survive in this day and age unless they are tied to the internet. I'd love to see a children's museum or gallery... But I don't think our town could support it. I think the ruins theme is an untapped market... with a cafe type touristy shop. Bookstore. I'd love to see a better playground by Safeway lived here 8 years n still don't remember its name... minimum park? Name never made sense when it's such a big park. I love the musical park at Durango that would be great!
- Refresh! Make it look modern (like Scottsdale, AZ) or Retro (like Morrison or Golden, CO) but CHOOSE ONE!
- Restaurants, night time activities.
- Updating the store fronts,
- I think Aztec needs more than 3 restaurants. But more importantly, what drew me to Aztec was the arts scene. When I moved here, Crash music, Boston Music Studios, and Feat of Clay held the promise of a growing arts scene. Now two of those venues are out of business, which makes me sad. Maybe the City of Aztec needs to do more to subsidize and support the arts here. In turn, my hope is that more visitors will come.
- Retail shops, restaurants
- More food options and alcohol sales for restaurants in Sundays
- More charm to the town. Have businesses clean up their buildings such as Aztec Restaurant. It sits at a major intersection but it looks so ran down. Plant more trees on highway 550 that runs through Aztec. Make a park/picnic area down by the river where all the cottonwood trees have fallen across from Ruins Road
- Have more attractive places to go to
- Fix the parking. Need more place to shop and eat.
- More retail stores, but our community would need to support those business, which doesn't happen now
- Variety of things to do
- Improve the Visual aesthetics add some type of venue

- Need to make it more lively. Outside concerts, festivals, more like Durango
- Make small business ownership more feasible by cutting down on overhead by the city
- Another designated parking area.
- "Nightlife
- Brewery
- Underage club/painting facility for teen art
- Teen police Academy (modeled after APDs, also a citizen's police academy).
- Women's defense class through police dept.
- Brazilian Jiu Jitsu and MMA Academy
- Different types of business, once you learn what is most popular from the people, use that to improve them. One way is to add coffee shops for the younger kids, or even an ice cream shop. Now there is a lot of businesses that are used for needs different than what we need, like the insurance place and the real estate business. They attract less people than a shop would or any other commercial type business.
- Restaurants coffee shops and better traffic control
- Sunday alcohol sells and restaurants that can serve it.
- Enhance the natural beauty of the old buildings without drastically changing them. I think a plaque on each historic building giving its history and a photo or 2 would be quite fascinating.
- Entertainment and added restaurants.
- Finishing the arterial route, and getting heavy traffic off Main St is the No. 1 thing that could improve Downtown and attract more visitors. After that, cleaning up and beautifying the dilapidated buildings, and keeping the sidewalks and streets clean. After that, hosting more events that draw people into Downtown, like moving the Farmer's Market to Minium Park, and Music/Family events in Minium Park.
- Making downtown a more pedestrian friendly environment by reducing traffic volume, and improving conditions of the buildings.
- Clean up the business next to Feat of Clay, brings the whole block down. Otherwise I think it looks great. The new optical place is a wonderful addition! The city does such a great job at the holidays. We have such a cute picture-perfect little town.
- Variety of cafes and shops for residents and visitors to frequent.
- Variety of locally owned restaurants
- As I mentioned earlier, improving the entry corridors. Lighting along the river that is visible from roadways. Lighting the bridge is nice, but it needs to be lit on both sides. At Christmas there should be Blue, Green and Red bulbs in the light posts along Main St. SAY MERRY CHRISTMAS. The Happy holidays banner is offensive to Christians and PC copout.
- Turning downtown into a more pedestrian friendly area- a place where people want to come hang out. Completion of the truck bypass will help make this become more of a reality.
- I think no decisions should be considered until the bypass is completed and you see what happens to the Main St. traffic. Aztec will never be Durango. Making Main St. more appealing to LOCALS (restaurants, small businesses, not catering to tourists)

- would be much more logical. Do not even think of reducing the street to one lane each way!

- Better restaurants and lodging. Use the available waterways, boating, float trips, fishing, etc.
- Focus on attracting outdoor tourism-centric businesses. Make river activities a centerpiece and install infrastructure that fosters outdoor tourism.
- Don't do bypass! It will kill downtown. Downtown probably can't be saved. All three blocks of business district is not viable.
- We need the alternate route finished, it is very dangerous to drive or even walk safely. It would help the small business owners there to have more foot traffic. It would also open opportunities for a nighttime atmosphere if cafes or restaurants/bar/grill moves in. It could create competition with Durango
- I would love to see Crash music re-open to live music. Upgrade venue, open to local AND out-of-town music, create an artistic hot-spot. There are little live music venues in the county. Having an affordable venue for local musicians to practice, give lessons and perform might encourage more of a music culture.
- Better stores
- Stores that carried items that you have to go to Farmington for. this has been done before and all that happens is money is wasted
- "More visual additions-sculpture, etc.
- Extend main to the north—pedestrian mall"
- Same as above - make it easy to stop and shop with less traffic (especially truck traffic).
- Incentives for business
- Enforce speed limits on Main Ave.
- Bistro-type restaurants, pubs & coffee shops with outdoor seating and gathering areas that are open evenings until at least 10 - 11pm (Mon thru Sat)
- Businesses that care
- Live music, festivities more restaurant options.
- Attract new and different businesses, invest in new infrastructure, require building and property owners to maintain a minimum standard (covenants).
- Visitors aren't just tourists; need to be a variety of services/retail which attract both residents and visitors. Stores need to be open and consistent with their hours. If not open, attractive store fronts and hours posted so you know when to come back if so inclined. Slow down traffic; reduce driving lanes (can only occur after arterial constructed and with NMDOT cooperation); widen parking lane; reduced lanes could provide opportunity for increased pedestrian corridors/landscaping. There is lots of parking surrounding Main Avenue corridor, we need to know where it is and be willing to use it. Store staff need to be educated about Aztec features and be ambassadors for Aztec, sharing information and directions for visitors. Public art, historical plaques on buildings, painted "tigers" - its a combination of features that might attract visitors since we all have different interests.
- More restaurants & quaint retail shops
- More stores, so many are closed down these days. And for the love of God, do something with the old Mustang. It's atrocious.

- Places to help draw in crowds to walk around in the evenings.
- Less vacant buildings. Downtown seems closed most of the time
- More retail shops
- More restaurants
- Allow individuals who are interested in a business in Aztec access to the beautiful historical buildings that are just sitting there with no life to them, open them up, dust them off and bring the community in.

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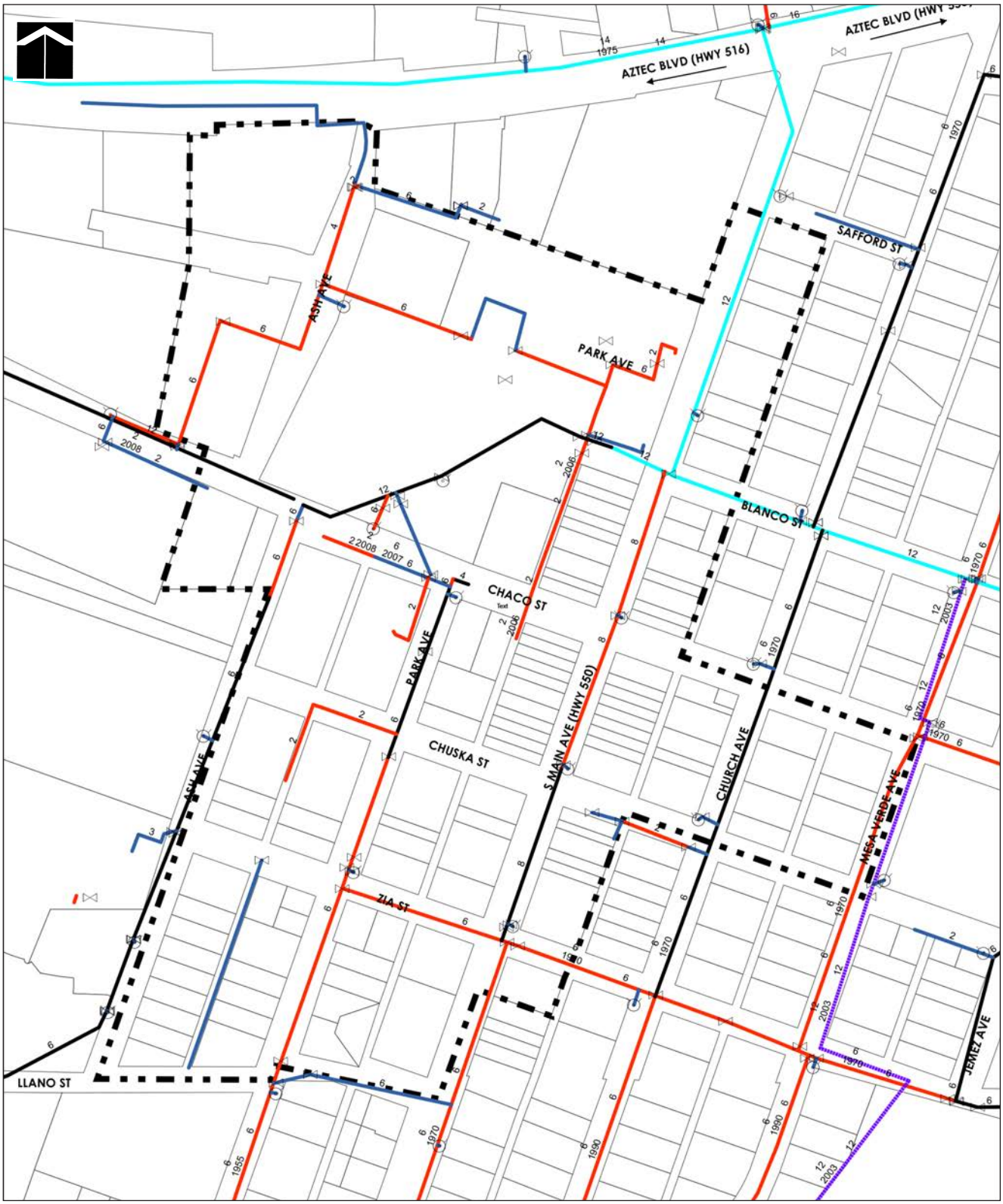
B INFRASTRUCTURE MAPS



Existing Water
Material

- Cast Iron
- Ductile Iron
- PVC
- Transite
- Unknown
- Hydrants
- Water Valves

Note:
Values shown above are for known pipe sizes in inches and year installed. Years and sizes for pipes without values are unknown.

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

EXISTING WATER SYSTEM

Existing Wastewater

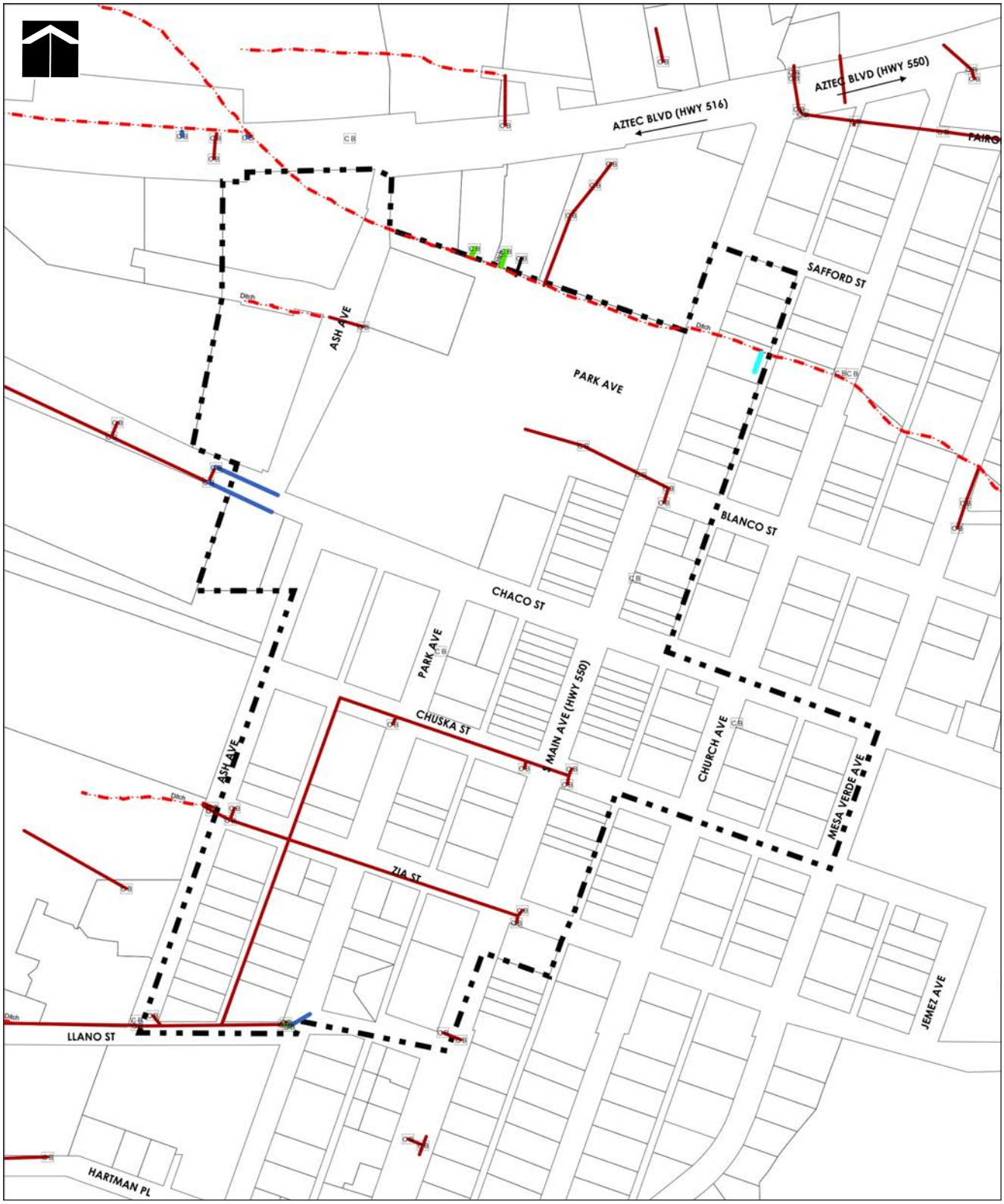
Material

- No Data
- Clay Tile
- PVC
- SDR 35
- Unknown
- Sewer Manholes

Note:
Values shown above are for known pipe sizes in inches and year installed. Years and sizes for pipes without values are unknown.

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

EXISTING WASTEWATER SYSTEM



Existing Storm Water

Material

- Unknown Material
- CMP
- Concrete
- Open Ditch
- PVC
- Pipe
- Steel
- Catch Basins

Note:
Values shown above are for known pipe sizes in inches and year installed. Years and sizes for pipes without values are unknown.

City of Aztec
DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

EXISTING STORM WATER SYSTEM

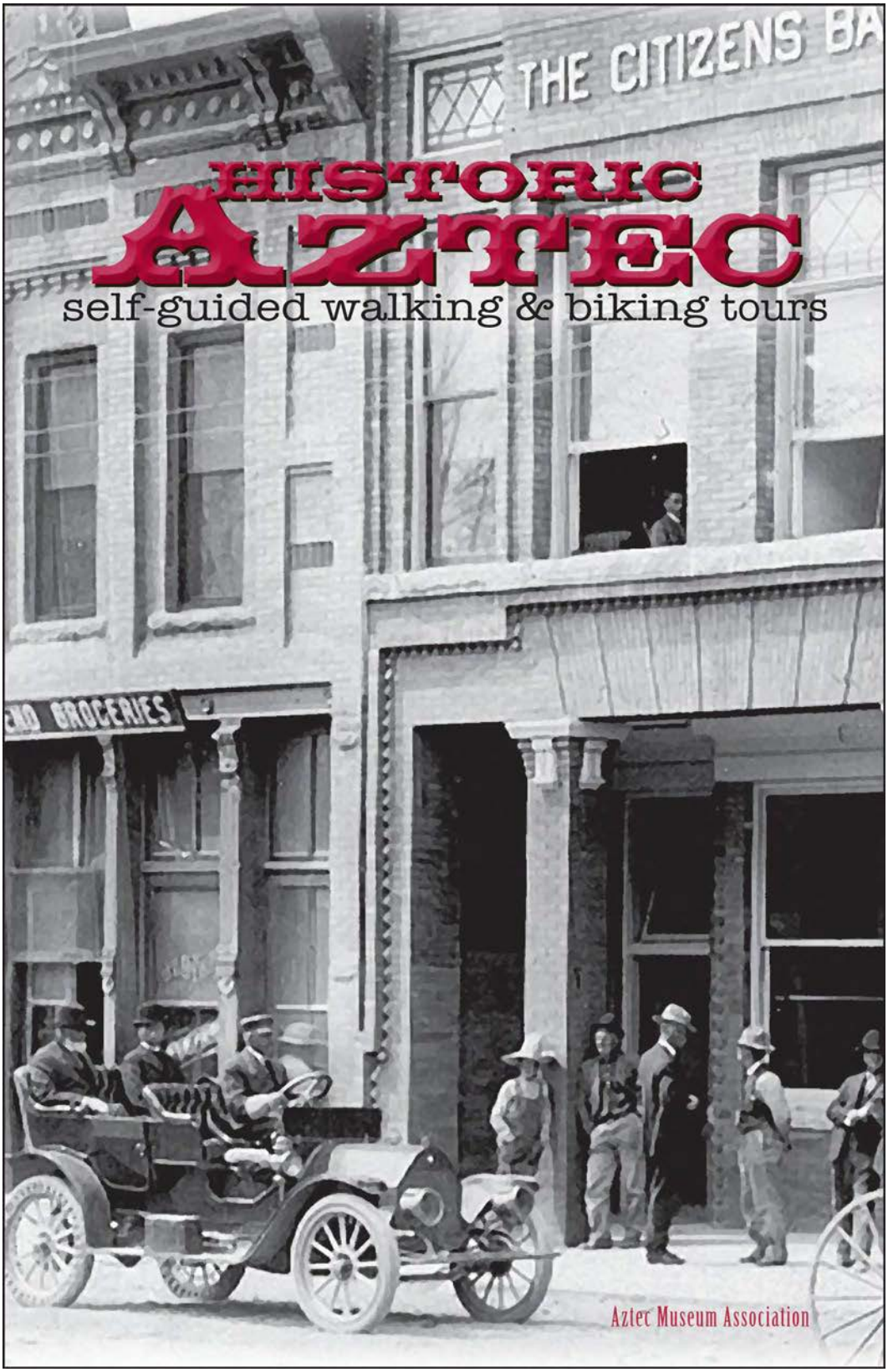
Existing Electrical Lines

- Power Poles
- Overhead Lines
- Underground Lines

City of Aztec
DOWNTOWN METROPOLITAN
REDEVELOPMENT AREA PLAN

EXISTING ELECTRICAL LINES

C AZTEC TOUR GUIDE


THE CITIZENS BA
HISTORIC
AZTEC
self-guided walking & biking tours
GROCERIES
Aztec Museum Association

Pioneer Village at the Aztec Museum

For a thousand years men and women have settled along the Animas River, building structures to meet the community's needs for food, trade, transportation, entertainment, and spiritual observances.

Historic Aztec Self-Guided Walking & Biking Tours
Researched and compiled by Vicky Ramakka, TNRC, LLC
Graphic Design by Anna Chavez, Aztec Media Corp.
Layout Design by Daniel R. Hise, Aztec Media Corp.
Photography by Dale W. Anderson.
Historic photographs courtesy of the Aztec Museum Association, San Juan Historical Society, and the National Park Service.

The assistance of members of the Aztec Museum Association, the San Juan Historical Society, and the Aztec Ruins National Monument staff is gratefully acknowledged. We also acknowledge past members of these organizations and the community of Aztec for their efforts in preserving our history.

Aztec Museum Association
125 North Main Avenue • Aztec, New Mexico 87410
www.aztecmuseum.org

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Explore Our Community

Starting with Aztec Ruins National Monument, this booklet takes you to the heart of Aztec's Historic Downtown, then to homes, churches and irrigation ditches built by early settlers. Much of this booklet focuses on historic structures built in the early 1900s. It was an exciting time as New Mexico gained statehood on January 6, 1912 to become the 47th state. A century later, as we stroll past the works of these early men and women, we experience the one constant that remains: we are still engaged in community building.

The points of interest included in this booklet are a sampling of the architecture, influential citizens and natural features that give Aztec its distinct character. Aztec contains four historic districts encompassing multiple properties and 17 individual properties listed on the New Mexico and/or National Register of Historic Places.

Main Avenue looking north ~ early 1900s

KEY TO HISTORIC DESIGNATION
NHR = National Historic Register
SHR = State Historic Register
N&SHR = both National and State

The map in the center of this booklet guides the explorer along the Main Avenue and Historic Homes Loop, and the Lovers Lane Loop.

1

Aztec Ruins National Monument

Aztec Ruins Central Plaza ~ 2010

Aztec Ruins National Monument was established in 1923 to preserve and protect a remarkable community built along the banks of the Animas River during the late 1000s to the late 1200s by ancestral Puebloan people. Early Euro-American explorers mistakenly assumed these remnants of occupation were related to the Aztec Indians of central Mexico. The area became known as Aztec – referring both to the ruins and the growing town of Aztec on the opposite side of the Animas River.

Designated a World Heritage Site in 1987, visitors from around the world are awed by the organization, complexity, and building skill of these early inhabitants. Using available materials of stone, wood and earth, the ancestral Puebloans built multi-story structures. The largest structure, now known as West Ruin, had more than 500 rooms and several ceremonial kivas. When we stand on its central plaza today, it is easy to imagine how this built environment reflected the ancestral Puebloans everyday life, traditions and culture.

Aztec Ruins Visitors ~ 1908

Some nine hundred years later, Earl Morris, working for the American Museum of Natural History as archeologist in charge of excavation, used materials salvaged from the ruins to build his home in 1920 next to his work site. He adopted the then trendy Spanish-Pueblo Revival style. His home is listed on the State and National Register of Historic Places. It is now used as the Aztec Ruins Visitor Center.

Earl Morris House, now the Aztec Ruins Visitor Center ~ 1926

Aztec Town History

The community of Aztec was well established as a commercial center for the surrounding farmers and ranchers by the late 1880s. In 1890, a group of citizens purchased 40 acres of land from early settler John Koontz for the purpose of establishing the Aztec Town Company. Aztec was incorporated as a town under the laws of the Territory of New Mexico in 1905. A telephone line was constructed from Durango in 1903; the railroad arrived in 1905.

Train Depot 1949

Uptegrove Cafe 1920

"At the close of the first decade, Aztec had over 30 business houses, general merchandise, grocery, meat market, two newspapers, a bank, two lawyers, a confectionery and bake shop, three doctors, two dentists, several carpenters, painters and wall paper hangers. It was a busy town with well stocked stores and offering many services such as jewelry and clock repair, shoe repair, and a tailor shop."

The Bowra Legacy, p. 39

Starting Your Tour

125 N. Main Avenue - Aztec Museum - Old City Hall

The building now housing the Aztec Museum was the brand new Aztec City Hall in 1940. Its twin is the Firehouse next door. City business was conducted here through the World War II era and during the oil and gas boom of the 1950s.

The Aztec Museum brings history alive for residents of the Four Corners and visitors from across the country and around the world. Museum collections include objects related to settlers from a thousand years ago to the present. The Pioneer Village contains 12 structures, all reconstructed from original buildings.

Old Firehouse

The original doors were at street level and swung open for fire trucks to make a fast exit. The firemen were all community-minded volunteers. When a fire alarm sounded, it wasn't uncommon to see half-dressed men running down Main Avenue toward the firehouse, pulling on trousers and shirts.

TOUR PATH - From the Museum, cross North Main Avenue and turn south towards the Historic Downtown District.

North Main Avenue

112 N. Main Avenue - Jarvis Hotel

One of Aztec's first buildings began life here as a one-story adobe building. By 1890 it was owned by James William Jarvis who was born in England in 1798 and died in 1903, having lived across three centuries. In 1894, his daughter-in-law, Mrs. George (Ingo Mary) Jarvis ran a restaurant here. The house was remodeled and a second story was added in 1906.

108 N. Main Avenue - Turn-of-Century Building

J. M. Palmer, one of Aztec's first attorneys, had his office in this building in the 1890s. Circa 1912, it was occupied by Aztec's second newspaper, The Democrat, and in the 1930s by Mr. Palmer's son, Attorney J. Murray Palmer. It has stucco over original adobe.

104 N. Main Avenue
Aztec Theater

Built in 1927 by J. Oscar Manning as the Mayan Theater, and later renamed Aztec Theater, this building has long been an important source of entertainment for San Juan County residents.

102 N. Main Street - Uptegrove Building

Tucked between the Aztec Theater and the building on the corner is one of the most popular spots in Aztec for nearly a quarter of a century. Two brothers, Clare and Tom Uptegrove built here in 1913, and with their wives, Ora and Lela, operated a bakery and confectionery for years.

100 N. Main Avenue - Corner Building

Built in 1910, this building was operated by D.C. Ball & Son as a dry goods store. It features brick walls covered with a more recent stucco façade.

TOUR PATH - Cross Chaco Street to enter Aztec's distinguished historic district. Chaco Street is the dividing boundary between north and south avenues.

Main Avenue Historic District

Main Avenue ~ 1910

These handsome brick buildings established Aztec as an up-and-coming commercial center at the turn of the twentieth century. Just as the Puebloan people before them, these builders relied on readily available materials, such as locally fired bricks manufactured by several kilns in town. However, influences from the East and the coming of the railroad caused Aztec's bustling businessmen to adopt an assortment of architectural styles popular at that time, such as Italianate and Neo-Classical, and to incorporate embellishments such as stained glass windows and pressed metal siding carried in by rail. Still, the brick mason's pride in craftsmanship is evident on these structures' decorative but functional features.

"The Main Street District is a particularly well-preserved segment of a typical New Mexican commercial street developed from 1900 to 1915. It reflects Aztec's position as the leading marketing center of northwestern San Juan County, an area including the fertile Animas River Valley in New Mexico. This small district includes two of the best preserved examples of Italianate commercial architecture in the state [The Randall Building, #117 and Odd Fellows Hall #107]. …the district appears much as it did in 1915, except that concrete sidewalks have replaced the earlier boardwalk."

NM Historic Preservation Division HPD ID#879,
1984 Nomination Aztec Main Street National Register Historic District.

Aztec's Main Street was designated as a Historic District by the state in 1982 and added to the National Register in 1985. Historic Districts are made up of a collection of individual buildings, sites, structures, and objects.

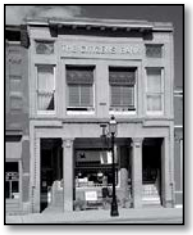
South Main Avenue

101 S. Main Avenue
Col. Williams' General Store

One of the oldest buildings in Aztec, by 1890 it housed a general merchandise store operated by Civil War veteran Col. W. H. Williams. The building was made of adobe, then faced with brick in 1919 to house the Aztec State Bank. Col. Williams was a member of the Aztec Town Company.

103 S. Main Avenue
Waring-Hubbard Building, N&SHR

Built in 1910 by Edmund C. (Ted) Waring, a jeweler and watchmaker. The building was sold in 1933 to Clyde C. Hubbard who operated a grocery store.
Decorative Brick Style



105 S. Main Avenue
Citizens Bank Building, N&SHR

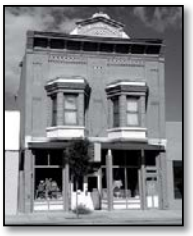
T. A. Pierce moved to Aztec in 1903 and brought a safe with him, qualifying him to begin the first "bank". He built the Citizens Bank by 1910. Law offices were on the second floor.
Neo-Classical Style with typical carved columns, windows have stained glass transoms (A portion of the original interior is reconstructed in the Pioneer Village)

107 S. Main Avenue
Odd Fellows Hall, N&SHR

Odd Fellows Lodge members built this structure in 1903 and have occupied the upper floor ever since. The lower floor was first occupied by the San Juan Stores Company, Joe Prewitt, agent, dealers in General Merchandise.
Italianate/Decorative Brick style, stone sills and lintels

109 S. Main Avenue
Townsend Building, N&SHR

Built by Fred W. Townsend to replace a one-story structure destroyed by fire in 1910. Mr. Townsend operated a meat market on the lower floor and the family lived on the upper floor.
Neo-Classical, pressed metal sheathing and cornice on second story



117 S. Main Avenue
Randall Building, N&SHR

J. M. Randall first built a frame building here in 1900. Randall, one of the city's leading merchants, operated a dry goods store. In 1907, he built around the frame building adding living quarters on the second floor.
Italianate/Decorative Brick Style

119 S. Main Avenue
Hubbard Building

One-story brick building, built in 1906 by A. M. Hubbard for his meat market. In later years, J. W. Dial operated Aztec's first funeral parlor here. Succeeding uses were a restaurant, a saloon, and a variety store.

121 S. Main Avenue
Taylor Building, N&SHR

Dr. M. D. Taylor was practicing in Aztec and expanded his enterprise with this building in 1908. He opened a drug store on the first floor and saw patients upstairs. In 1919, he was elected to serve as a delegate to the Constitutional Convention working for statehood.
Neo-Classical Style

123 S. Main Avenue
Pinkstaff Building, N&SHR

Built approximately in 1908 by Samuel O. Pinkstaff, a member of Aztec's first Town Board. First occupants were C. S. Bailey and Sherman Howe, who ran a dry goods store.
Neo-Classical/Decorative Brick Style, note side of building with segmented arches and continuation of decorative brickwork

200 S. Main Avenue
Thomas Building, N&SHR

This two-story brick building was built in 1906 as a general merchandise store by J. M. Thomas. Upper rooms were living quarters with some rooms rented to overnight guests. Mr. Thomas added scales in the street in front of the store for the use of draymen, coal haulers, and grain dealers. Note the decorative brick coping and arched windows on the side.

201 S. Main Avenue
Brewer Building

Established sometime before 1925. C. G. Brewer and his son, Truman, built a combination business building/living quarters on this corner. Their previous home located between Bloomfield and Blanco was destroyed by high waters of the San Juan River. They salvaged the bricks for this new structure. It functioned as a hardware store for the first half century. Note the stepped parapet.

301 S. Main Avenue
McClure Building, N&SHR

Walker and Frank McClure built a livery stable and feed store at this location in the early 1900s. Later it was occupied by The Index, a newspaper published by C. S. Bailey, and for a brief time in 1919 by The Empress Theater. In 1926, Carl Neitzel bought the building, built an addition on the south side and established a Chevrolet dealership.

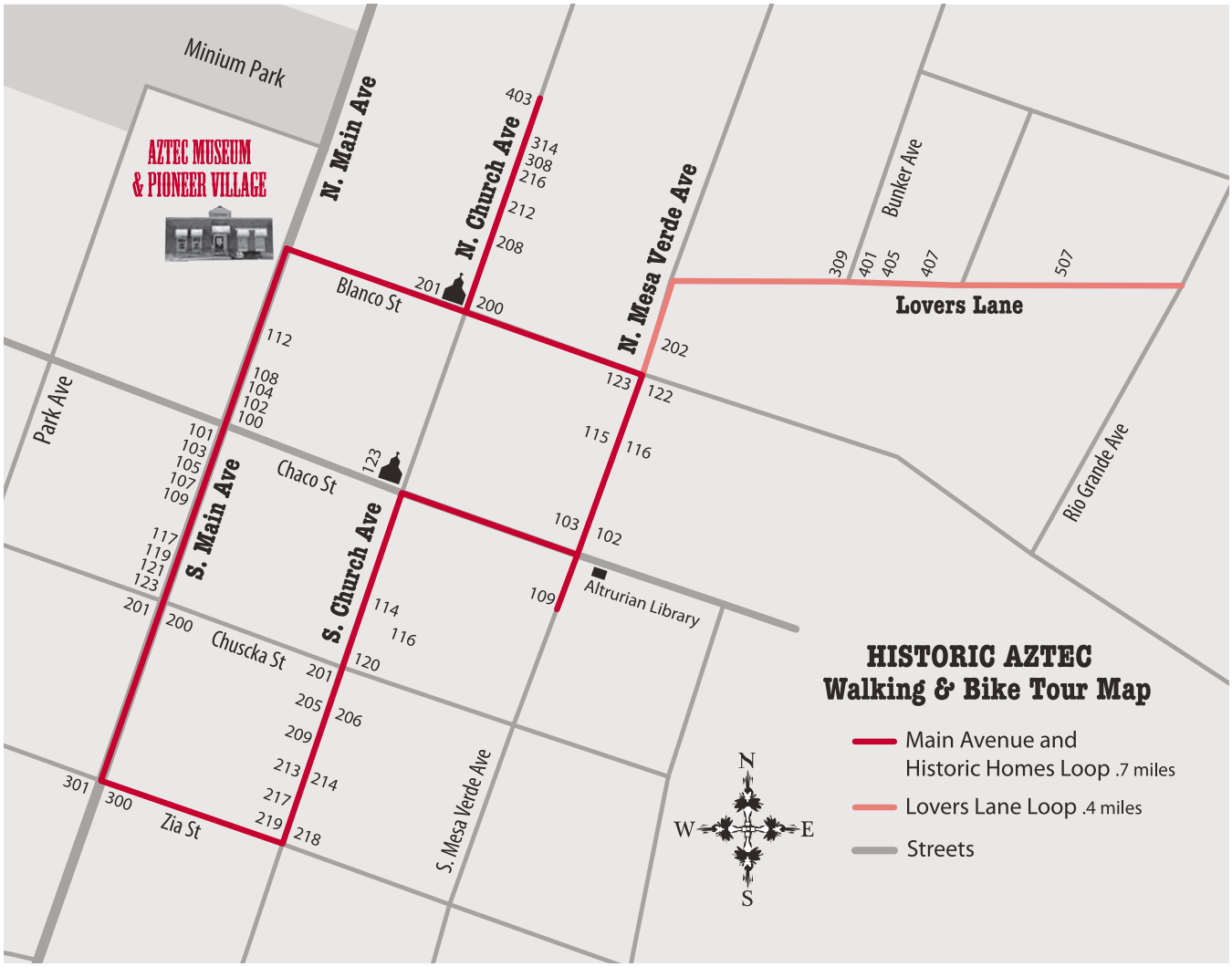
300 S. Main Avenue
American Hotel, N&SHR

The American hotel held its grand opening in March 1907. The one-story attachment at the rear served as the dining room, kitchen and laundry room. The hotel was acclaimed for its excellent meals. Note the segmented arches of the windows, some still having original glass.

The arrival of the railroad in 1905 stimulated trade and commerce, creating a demand for accommodations for increasing numbers of travelers. Guests were met at the train station and transported to the American Hotel by a horse drawn buggy, the Red Apple Flyer Taxi. The hotel's comfortable porch heard news of the world exchanged, and saw business deals being made.

American Hotel ~ 1920s

TOUR PATH - Turn east on Zia Street, then north on South Church Avenue.


HISTORIC AZTEC
Walking & Bike Tour Map
Main Avenue and Historic Homes Loop .7 miles
Lovers Lane Loop .4 miles
Streets
AZTEC MUSEUM & PIONEER VILLAGE
Minium Park
N. Main Ave
N. Church Ave
N. Mesa Verde Ave
S. Main Ave
S. Church Ave
S. Mesa Verde Ave
Blanco St
Chaco St
Chuscka St
Zia St
Park Ave
Bunker Ave
Lovers Lane
Rio Grande Ave
Altrurian Library
403
314
308
216
212
208
201
200
112
108
104
102
100
101
103
105
107
109
117
119
121
123
201
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114
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120
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507
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122
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116
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102
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S

South Church Avenue - 200 Block

Just one block from Main Avenue, Church Avenue was part of the original 40 acre Town of Aztec plat filed in 1890. Many of the town's founders built homes on this street. The street derives its name from the churches long established here.

219 and 217 S. Church Avenue - Twin Brick Houses

Identical houses built before 1908 in a simplified Queen Anne style. Note the fish scale shingles.

218 S. Church Avenue
Bell-Abrams House

Jesse Bell built this simplified Queen Anne circa 1906. During World War I, Rhoda Pinkstaff earned enough money to buy the home for herself and her fiancé, Boyd Abrams. Note the turned posts with decorative brackets, and fish scale shingles.

214 S. Church Avenue
Goulding House

This bungalow-style house was built in 1926. The builder was Charlie Goulding, brother of the Gouldings of Monument Valley, Arizona.

213 S. Church Avenue
Whitford-Uptegrove House

This territorial style house was built circa 1895. It was occupied by the builder, R. B. Whitford, and later by his daughter, Ora Uptegrove.

209 S. Church Avenue
Ray Current House

At 19 years of age, Ray Current bought a barbershop and practiced his trade for 65 years, giving haircuts to generations of Aztec families. This New Mexico Vernacular house was built prior to 1908 and bought by the Currents in 1916. It has been modified with extensive additions.

206 S. Church Avenue
Kennedy-Schutz House

This simplified Queen Anne style house was built by Truman Brewer prior to 1908.

205 S. Church Avenue
Brick House

This house is built of gable frieze board with a catalogue of eight decorative shingle types that were used on other houses in town. This house is similar to the "Twin Houses" a few doors south at 217 and 219 South Church Avenue.

201 S. Church Avenue
Bailey House

This home was built before 1908 and owned by C. S. Bailey. Bailey was a merchant, a member of the 1908 Aztec Town Board, and the publisher and editor of the community newspaper.

South Church Avenue - 100 Block

120 S. Church Avenue
Vaughan-Eubanks House

This simplified Queen Anne home was built circa 1906 by Boone Vaughan who was San Juan County Sheriff 1904-1908. It was purchased by the James F. Eubanks family in the early 1920s.

116 S. Church Avenue
Old Trading Post

(Set well back from street) Built in the 1870s as a trading post, this structure originally faced east. It was later converted to a residence in the New Mexico Vernacular style.

114 S. Church Avenue
Old Telephone Office

This bungalow, built circa 1913, was used by the telephone company until after World War II. Now converted to a home.

123 E. Chaco - United Methodist Church

The United Methodist Church on the corner of Chaco Street and Church Avenue is a Gothic Revival style church built in 1906-07. It is still in use as the United Methodist Church. Note the Gothic arch windows and steeple bell.

TOUR PATH - Turn east and follow Chaco Street to Mesa Verde Avenue. Arriving at the corner of Chaco and Mesa Verde, look right to find the small Altrurian Library structure, and a few steps south is the Lobato house. Proceed north along Mesa Verde Avenue.

Altrurian Library , SHR
Aztec's first library building

As early as 1908, a group of young women formed the Aztec Altrurian Club, Altrurian meaning "unselfish interest in humanity." The organizers held a social and book shower in the upstairs room of the Pinkstaff building to raise funds to establish a library. Eventually with more fund raising, community progress, and WPA assistance, Aztec celebrated the opening of this first dedicated library building in 1938. It served as the community's library until 1962.

The Works Progress Administration (WPA) was a New Deal program created during the 1930s depression to give employment to millions to carry out public works projects. Almost every locale in the United States benefited from WPA projects, especially rural and western communities. Expenditures from 1936 to 1939 totaled nearly $7 billion.

109 S. Mesa Verde Avenue
Lobato House

David E. Lobato was born in 1852. He became the first public school teacher in San Juan County. In 1887, when the New Mexico Territorial Government created San Juan County out of the western half of Rio Arriba County, David Lobato was appointed as one of the first county commissioners. He bought this lot from the Aztec Town Company in 1892 for $20.00. His seventh of 15 children, Guillermo H. (Willie), was born in this house. Guillermo led an adventurous life, as attested to by the Aztec Museum's Lobato Room. The Lobato donations to the museum range from seashells to minerals to memorabilia collections.

North Mesa Verde Avenue

103 N. Mesa Verde Avenue
Case House, SHR

This house was built in 1907 for E. G. Eblen, early County Clerk. Railroad station agent, Maurice Case purchased it in 1916. He remained the agent for 53 years until 1968 when the railroad station closed. Mr. and Mrs. Case lived here until 1985. The house was placed on the historic register because of its fine Queen Anne detailing, featuring a mansard roof with four hipped roof dormers, two polygonal turrets, and an open porch with wood Tuscan columns.

102 N. Mesa Verde Avenue
John Pierce House

Owned by John Pierce, son of T. A. Pierce who established the Citizens Bank building on Main Avenue. John Pierce succeeded his father as president of the bank. This simplified Queen Anne was built circa 1910.

115 N. Mesa Verde Avenue
Bunker-Beaver House, SHR

Built by Fred Bunker circa 1907, it became the home of Dr. Edgar Beaver in the 1920s. It is a fine representative of the Queen Anne architectural style as it was adapted in northern New Mexico. Fred Bunker previously lived on Lovers Lane, where a cross street was named for him. He played an active role in shaping Aztec's history. He accumulated several properties in and around Aztec, and operated various businesses.

Bunker was one of the original members of the Aztec Town Company which purchased 40 acres of John A. Koontz's homestead to establish the town of Aztec in 1890. Bunker also owned the town saloon and was its proprietor for some years.

116 N. Mesa Verde Avenue
Hipped Cottage

This stucco over brick home, built circa 1906, is a good example of the hipped cottage style.

122 N. Mesa Verde Avenue
Bungalow

This bungalow style home was built circa 1915.

123 N. Mesa Verde Avenue
Hillstrom House

The home of Frank Hillstrom, who for many years ran a hardware store with M. M. Fisher. The house was built circa 1900. Its facing is now stucco over rock and brick.

202 N. Mesa Verde Avenue
Pierce Mansion

This was the home of T. A. Pierce, founder of the Citizens Bank on South Main Avenue (#105). It was situated in the middle of a half-acre lot and had the first indoor plumbing in Aztec.
Georgian Revival - Prairie Style, built in 1906

TOUR PATH - To take the Lovers Lane Loop, continue on North Mesa Verde and turn east on Lovers Lane, just after the Pierce Mansion. To keep on the Historic Main Avenue Loop (p. 26), turn west and go one block on Blanco Street to reach North Church Avenue.

Lovers Lane Loop

Properties on the surrounding eight block area, including Lovers Lane and Church Avenue, were placed on the state and national historic registers in 1984-85. Lovers Lane linked Main Avenue and the railroad depot. Fine homes made Lovers Lane an impressive approach to the city from the depot. The Animas Ditch ensured lush gardens and landscaping.

309 Lovers Lane
Wood-Townsend House

Fred Bunker built this home in the late 1890s. Bunker later moved to the North Mesa Verde home (#115). James Franklin Wood purchased it in 1906 and added the second story. Frank G. Townsend, who had operated a trading post at Largo, New Mexico, bought the house in 1918 and moved his family here. It is a simplified Queen Anne with two dormer windows.

401 Lovers Lane
Sherman Howe House

Mr. Randall's son-in-law, Sherman Howe and his family, were the first occupants. Note the second story balcony with railing. In 1881-82, Sherman Howe was among a group of schoolboys exploring the mounded earth on the west side of the Animas River. Being one of the smallest boys, he was lowered into a hole and discovered a warren of rooms, well preserved but abandoned for hundreds of years. Howe later assisted with the excavation of the Aztec Ruins and authored *My Story of the Aztec Ruins*.

"I remember visiting my great grandfather, Sherman Howe, at his residence on Lovers Lane. I was very young and he was quite elderly. Gaunt and tall, he stood at the top of a long staircase. He was flooded in the sunlight that came streaming through the window on the landing As I climbed up the stairs with my hand in my mother's, he smiled benignly at me and pulled from his pocket a shiny new penny which he held out for me to take. Both he and the house were simply grand."

Linda Williams, March, 2010.

405 Lovers Lane
Randall-Ransom House

J. M. Randall sold this house to C. A. Ransom in 1907. Ransom accumulated many houses and business buildings in Aztec.
Original porch and picket fence

407 Lovers Lane
Pitts-Coon House

This two-story brick house was built circa 1910. It was owned by Albert Pitts and his daughter, Ethel Coon.

During the 1920s and 1930s, lots along Lovers Lane became filled in with bungalow style homes. A good example is #507.

507 Lovers Lane
Clyde Hubbard House

This bungalow was built circa 1930, affording Mr. Hubbard with a short walk to the grocery store he operated in the Waring Building at 103 South Main Avenue.

TOUR PATH - On Lovers Lane, pass the Animas Irrigation Ditch by the huge cottonwoods trees, then cross Rio Grande Avenue to view reminders of Aztec's railroad era.

Lovers Lane Loop - Continued

Lower Animas Ditch, N&SHR

Extensive irrigation systems funneled water from the Animas River allowing development of orchards which triggered rapid growth in Aztec. The Animas Ditch was completed in 1889.

"Aztec, in keeping up with the progress, built laterals from the main canal down each street so that homes would have irrigating water for their gardens, and in those days nearly everyone raised a garden.

…These ditches were neighborhood projects built to cover the lands of the owners under a share agreement with water proportioned to the amount of land that each shareholder held for irrigation.

…Each shareholder contributed labor according to his assessed share to maintain the ditch…"

The Bowra Legacy, p. 4

Remnants of these early gardens and orchards can still be seen. Lush yards, flower gardens and shade trees attest to continuing use by many residents of the blessings of irrigation rights.

Hare Warehouses

This complex evolved over the decades, as indicated from its building materials which range from adobe walls to sheet metal. Goods and oil field equipment were unloaded from incoming trains. Outgoing cars were loaded with produce from Aztec's many orchards, or sheep and cattle gathered from outlying ranches.

Denver and Rio Grande Western Railroad

The Denver and Rio Grande Western Railroad arrived in Aztec in 1905. Commerce bourgeoned and permanent buildings in Eastern styles began to appear in both the business and residential sections of town. The railroad line connected Gallup to Durango through Farmington and Aztec.

"Those were the years when Aztec held the self-claimed distinction of being the best apple country on earth. Because of this recognition, the Denver and Rio Grande Western Railroad train that hauled apples from here to Durango, was named 'The Red Apple Flyer'."

The Bowra Legacy, p. 177

During the 1950s gas boom, the train ran daily bringing in pipe and equipment for the gas patch. The last train ran August 31, 1968.

TOUR PATH - Return back along Lovers Lane, veer left and follow Blanco Street west one block. At the Presbyterian Church, on the corner of Blanco and Church Avenue, turn north.

North Church Avenue

201 N. Church Avenue
Presbyterian Church, SHR

This church was built in 1889 on land donated by John A. Koontz. Originally a small adobe rectangle, it has been variously modified and an addition put on the north side. It has been in continuous use as the Presbyterian Church since 1889. Note the cross above the simple front entrance door.

200 N. Church Avenue
Hubbard-Lenfesty House

A Simplified Queen Anne house built circa 1904.

208 and 212 N. Church Avenue - Hipped Cottages
These hipped box style houses were built circa 1910.

216 N. Church Avenue
Rev. Marvin Johnson

This is a Simplified Queen Anne style home of pre-1907. Reverend Marvin Johnson was pastor of the Methodist Church here in 1910. Note the bay window and turned wooden posts on the porch.

308 N. Church Avenue
McWilliams House

Thought to be built around a barn that was moved to this site, this home dates to circa 1908. Members of the McWilliams family lived here from 1929 until Harry McWilliams died in 1979 at the age of 97.

314 N. Church Avenue
Brewer House

C. G. Brewer was a prominent merchant, builder and town mayor in 1906. He established the Brewer Building on South Main Avenue (#201). Note the fish scale tiles, the original wood porch, and the decorative brick arch over the windows.

403 N. Church Avenue
Abrams House, N&SHR

H. D. Abrams built this house circa 1906. It is a well-preserved example of the Free Classic style.

The Abrams family moved to Aztec in 1904 and purchased a 160 acre homestead. The land contained scattered artifacts and ruins, which turned out to be buried structures left by Ancient Puebloans. Another of Aztec's active civic leaders, H. D. Abrams, served on the school board, the town board and as mayor. Also significant were his efforts to protect the Aztec Ruins from being vandalized. He granted permission for excavation to the American Museum of Natural History, which later bought the site. Protection and preservation were assured when the site was transferred to the National Park Service and established as Aztec Ruins National Monument in 1923.

TOUR PATH - The Abrams House can be viewed from the corner of Safford and North Church Avenue. Retrace your path back along North Church to Blanco Street. Turn west at the Presbyterian Church, follow Blanco Street back to the Aztec Museum.

Explore More

Aztec Trails and Open Space

Aztec Trails and Open Space (ATOS) is an action-oriented group of individuals dedicated to trail development and open space preservation for the Aztec community. ATOS purpose is to promote and develop public awareness of our natural and cultural resources with dedication to establishing, protecting, and maintaining trails, river restoration and wildlife habitat within Aztec and San Juan County. ATOS accomplishments are many, especially development of the Riverside Park walking and bicycling trail.

The ATOS website contains walking and biking trail information for Aztec and surrounding areas. It has downloadable maps, brochures, photos, information and videos of Aztec area trails and outdoor recreation.

Aztec Trails & Open Space
PO Box 724 Aztec, NM
www.aztectrails.com

Riverside Park Loop

A pleasant walk, up to 1 ½ miles, with asphalt paved trail segments connected with woodchip trail segments. The trail follows along the Animas River, the Elidge Irrigation Ditch and around the fishing pond. It wanders through wooded wild land sections and open grassy park settings.

Directions: Turn left (south) at the junction of Aztec Boulevard, Highway 516 and Light Plant Road (approximately 1 mile west of stoplight by Safeway going toward Farmington).

Alien Run Mountain Bike Trail

This traill gives hikers and mountain bikers a one-of-a-kind experience, as the 9 mile loop circles the alleged 1948 UFO crash site in Hart Canyon. Some believe a large metallic object with more than a dozen humanoid aliens was secretly removed by the military. A plaque about mid-way along the trail marks the alleged crash site. (Ask locally for a more direct hike to the site.)

Directions: From stoplight by Safeway in Aztec, drive 4 miles north on US 550 towards Durango, CO. Turn right on County Road 2770, stay left and drive 3 miles. Turn left near a small pumping station and travel .5 mi to the top of the hill. Turn right, following a fence for .5 mi and park. Open and close barbwire gate. Follow signs, tracks and red tags on trees.

Latitude: 36.83223340490181, Longitude: -107.97346115112304

The Alien Run Mountain Bike race occurs each year in conjunction with the Four Corners Cup Series and the UFO Symposium hosted by Aztec Public Library.

Stay in Aztec

Aztec has many lodging and dining options. Aztec invites visitors to stay and experience the stress-free, slow-paced relaxation that our community offers. Aztec Chamber of Commerce - www.aztecchamber.com.

Resources

Aztec: Old Aztec from the Anasazi to Statehood, by C. V. Koogler and V. Koogler Whitney, American Reference Publishing Co., 1972.

Aztec: Then and Now, by Marilu Waybourn, San Juan County Historical Society, 2006.

Aztec Ruins National Monument, National Park Service Historical Handbook Series No. 36, by John M. Corbett, Washington, DC, 1962.

Exploring Aztec Ruins Information Leaflet, Aztec Ruins National Monument, Aztec, New Mexico. www.nps.gov/azru

Historic Cultural Properties Inventory Manual, Historic Preservation Division, New Mexico Office of Cultural Affairs, 2001. www.nmhistoricpreservation.org.

New Mexico Registered Cultural Properties By County, HPD ID# 879 Aztec Main Street National Register Historic District, Historic Preservation Division, New Mexico Office of Cultural Affairs, 2001. www.nmhistoricpreservation.org

The Bowra Legacy, A Journalistic History of Aztec & San Juan County, New Mexico, edited by Willa Bowra Hampton and Marilu Waybourn, Aztec Museum Association, 1998.

Content for this brochure is derived mainly from secondary sources, especially the 1981 historic properties survey and the resulting Walking Tour leaflet produced in 1986 by the Aztec Museum. When there was conflicting information, the resource closest to the primary source was generally used.