

# Downtown Las Cruces Metropolitan Redevelopment Area (MRA) Plan



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Las Cruces  
Downtown  
*and*  
City of  
Las Cruces

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# I. INTRODUCTION

The Las Cruces Metropolitan Redevelopment Area (MRA) was established in 2006 by the Las Cruces City Council, pursuant to the provisions of the New Mexico Municipal Redevelopment Code. This designation provides the City of Las Cruces with a variety of legal tools for implementing projects that contribute to revitalizing the area, including:

- redevelopment of blighted properties
- zoning changes
- enhanced public services
- financial incentives such as tax increment financing, bond financing and tax exemptions
- land acquisition and assembly

The Las Cruces MRA includes the land between Picacho, Campo, Alameda, and El Paseo/Main Street. A map of the MRA is shown in Figure 1.

The conditions to be mitigated through the application of MRA tools are documented in the 2006 Designation Report in the Appendices of this report.

The MRA Plan, developed through an open public process, describes activities to be carried out in the MRA and the strategies for implementation. The Plan consists of the following elements:

- Vision and Goals for the MRA
- Opportunities and Projects
- Implementation Strategies and Funding Sources



## A. BACKGROUND

In 2006, following the designation of the Downtown Las Cruces Metropolitan Redevelopment Area (MRA), the City of Las Cruces and Las Cruces Downtown, a non-profit MainStreet organization, with research, development and financial assistance from the New Mexico MainStreet Program, initiated the planning process to prepare the Downtown Las Cruces Metropolitan Redevelopment Area (MRA) Plan.

### Planning Process and Intent

Preparation of the MRA Plan was through a collaborative effort with the Downtown Las Cruces MRA Steering Committee comprised of stakeholders from Las Cruces Downtown, the Alameda and Mesquite Neighborhood Associations, downtown businesses and property owners, and the City of Las Cruces. The Steering Committee met on a regular basis during the development the MRA Plan. These meetings were open to the public and interested individuals were encouraged to attend. The plan was developed through an extensive community-based process that was supported through quantitative data collection and analysis from a consulting team led by New Mexico MainStreet.

The intent of the participants involved in developing the MRA Plan is to revitalize downtown, to create jobs and to be a vibrant center for government, public events, arts and culture, retail, and housing. It is about enhancing the quality of life for the residents and visitors alike. It also is about attracting investment into the downtown. The dynamic interplay of these elements will determine the future of downtown and is the central focus of this plan.

### Area History

Downtown Las Cruces has been shaped by over 200 years of rich multicultural history. Once the center of a growing city, Downtown Las Cruces was the place to be. A radical change occurred in the 1960s when Urban Renewal swept the country with new concepts and physical plans for city life. Las Cruces joined the process, demolishing 60 percent of its buildings downtown, reconfiguring Main Street as a pedestrian mall, and converting the two-way streets into one-way corridors. This created a 'racetrack' pattern through downtown, further compounding inaccessibility and economic hardship. Its fate was sealed when retail moved closer to the highway and consolidated into shopping malls. Unable to compete, despite the newly paved 'yellow brick road' and metal shade structures, downtown has remained a marginal economic district.



The catalyst for the current and successful downtown revitalization was a senior citizen named Alice Peden, the late founder of Las Cruces Downtown. She was passionate about the state of Main Street and enlisted the support of then Mayor, Ruben Smith, and many of

the townspeople who had been trying to improve the condition of Main Street for many years. Those included the late City Councilor Henry Gustafson, Pat Beckett, Steve Newby, Heather Pollard and Annie Ikard. From this group came Las Cruces Downtown, the private



sector engine that, along with the city of Las Cruces, has driven the revitalization process. *A view of Downtown's Urban Renewal phase, circa 1970*

Today, downtown Las Cruces has a new name, **Main Street Downtown**, which was the public's choice for naming the district in 2005. Main Street Downtown attracts a considerable number of residents and visitors on Wednesday and Saturday mornings throughout the year to buy produce and arts and crafts from over 200 vendors at the Farmer's and Crafts Market. In addition, special events, evening theater performances, and a few specialty stores and restaurants bring people downtown. Still the center of local government, downtown will see a new City Hall complex at Church and Main Streets and an expansion of the Branigan Library, which is the main library at Picacho Avenue and Main Street within three years. Construction on the new Federal Courthouse, which is downtown at Griggs Avenue and Church Street is expected to be completed within three years.



## Existing Plans and Studies

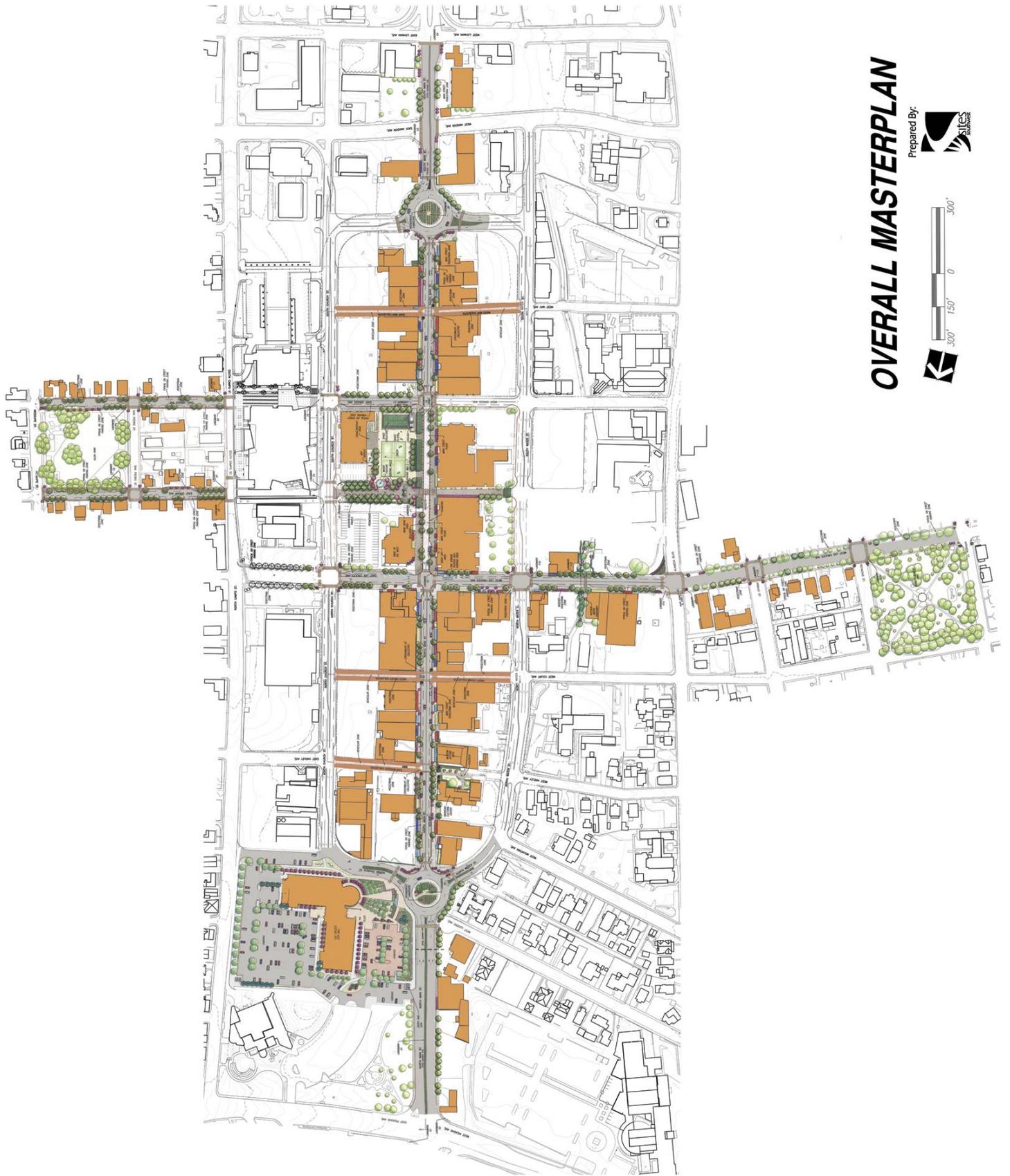
The City of Las Cruces has undertaken a number of plans and studies on the redevelopment of the Downtown over the last thirty years. A foundation relevant to the MRA planning process began in earnest in 1994 when the Regional Urban Design Assistance Team or RUDAT offered design charette service through volunteers with the American Institute of Architects. The RUDAT proposed restoration of two-way traffic on Main Street and creation of a new civic plaza downtown. The proposal touched off a city-wide debate on what to do about the Downtown Mall and was the catalyst for the formation of the non-profit organization, Las Cruces Downtown (LCDT).

A public planning process that was initiated in 2002 culminated in January 2004 with City Council's approval of the *Las Cruces Downtown Revitalization Plan*. Among the recommendations proposed, the first was: "Take advantage of the City's authority under the New Mexico Metropolitan Redevelopment Act to create a Metropolitan Redevelopment Area [for the Downtown] and capitalize on financing opportunities and incentives."

Based on the 2004 plan, the process continued through 2005 when the City Council adopted the *Las Cruces Downtown Revitalization Final Schematic Design & Concept Report*. This "Master Plan for the revitalization of downtown Las Cruces [includes] detailed schematic design scenarios, costs and phasing strategies." It was intended to present catalytic project proposals to initiate development led by the private sector as a response to the public funding of the Main Street Plaza--a new pedestrian oriented environment in downtown.

In the fall of 2005, the City engaged BBC Research & Consulting (BBC) and Housing Solutions to examine the potential for designating an area in downtown Las Cruces as a Metropolitan Redevelopment Area (MRA). Both socioeconomic and economic characteristics of the downtown area were examined, as well as a physical analysis of 246 properties in the area. The study found that the downtown area met the conditions defined as "blight" in the State of New Mexico Metropolitan Redevelopment Code. These conditions include a predominance of defective or inadequate street layout contributing to the lack of patrons and the difficulty to access goods and services; a faulty layout in relation to usefulness resulting from combining the closure of Main Street to traffic and the decline in retail traffic through doors that either front on a deserted pedestrian mall or parking lots; unsafe conditions supported by police data; and obsolete or impractical planning that suggested an enclosed pedestrian mall would work in Las Cruces when over 90 percent of these malls nationwide have reopened their Main Streets. The *MRA Analysis of Downtown Area, City of Las Cruces* served as the document for the City's declaration of a Downtown MRA in November, 2006.

The MRA Plan builds on and utilizes these three previous Downtown Plans as part of the implementation of this MRA Plan. The physical planning and design of the Downtown area as described in these Revitalization Plans serve as the basis of the Redevelopment Plan for this MRA Plan. The MRA Plan is not intended to replace, supersede or render those plans as obsolete. These previous plans are referred to in the appendix of the MRA Plan and hence are made a part of this Plan.



## B. DESCRIPTION OF THE METROPOLITAN REDEVELOPMENT CODE, AREA AND PLAN

The **Metropolitan Redevelopment Code** is a state statute known as the Redevelopment Law [3-60A-5 to 3-60A-14 to 3-60A-18 NMSA1978] which empowers municipalities to rehabilitate and redevelop downtown areas that are deteriorated, blighted or underutilized in order to stimulate economic development and community well-being by establishing it as a Metropolitan Redevelopment Area (MRA).

The **Metropolitan Redevelopment Area** is a geographic area that has existing economic and physical conditions such as: high unemployment/low income levels; low business activity; vacant/underutilized properties; deteriorating buildings; unsafe conditions; and/or zoning conformance issues. Once the area is identified and determined to meet the criteria outlined in the state statute, the municipality formally designates the area for a MRA Plan. This is the first step in the process of revitalizing blighted areas under the provisions of the Redevelopment Law.

The **Metropolitan Redevelopment Area Plan** is the second step in revitalization. The MRA Plan identifies specific redevelopment **projects** that when implemented will eliminate the blighted conditions and stimulate economic activity. These **projects** can include: land acquisition/assembly; building improvements and demolition; zoning regulations; transportation and parking improvements; community facilities; and/or housing.

The MRA Plan is heard at a public hearing after notice has been given to all property owners within MR Area and the public is notified. Following the hearing the City Council may approve a MRA Plan if it finds that the proposed activities will aid in the elimination or prevention of deteriorated, blighted or underutilized conditions and conforms to the general plan for the city as a whole.

There are many tools that can be initiated within the MRA including:

- Public/private partnerships (Development Agreements)
- Creation or revision of zoning regulations
- Land assembly
- Improved services and infrastructure
- Business Improvement Districts (BID) and Arts and Entertainment Districts
- Funding and financial incentives
  - Tax Increment Financing (TIF)
  - Revenue bond financing
  - Tax deferrals or credits
  - State/Federal funding opportunities

## C. PLAN PURPOSE

The MRA Plan is an implementation plan to eliminate the problems by proposing activities and projects to be carried out in the area including land acquisition, demolition, zoning and

land uses, traffic controls, recreational and community facilities, housing, commercial and industrial facilities and public transportation. The MRA Plan provides tax incentives that include a wide variety of mechanisms to encourage redevelopment through the use of public taxation tools. These often take the form of tax credits or tax deferrals. By crediting or deferring taxes to be paid on property, income, or sales, governments create incentives for businesses to act on redevelopment opportunities. Conversely, special tax programs can be used specifically to fund improvements in the area benefited by the tax.

The City can take advantage of either option, but would choose the approach that would provide the best benefit. The powers afforded a city under the Metropolitan Redevelopment Code are numerous, but mainly consist of the power to use city-owned property or acquire property by purchase, refurbish or replace it, and then lease or sell the new or remodeled property to a qualified developer in response to a request for proposals issued by the city. As of 2007 the city is specifically prohibited by state statute from exercising its power of eminent domain for the purpose of acquiring property for economic development. The city may issue tax-exempt revenue bonds and/or may employ tax increment financing to finance the redevelopment project.





## II. VISION AND GOALS

The MRA Plan utilizes and updates the vision and goals that were developed in the 1994 RUDAT Report, the 2003 *Las Cruces Downtown Revitalization Plan*, and the 2005 *Las Cruces Downtown Revitalization Final Schematic Design & Concept Report*. Although there have been some changes in priorities or conditions contained with those plans, they still serve as a blueprint for the future of the Downtown.

The following vision statement was developed by the MRA Plan Steering Committee and then was reviewed and revised by the community. It is intended to be a dynamic and evolving vision that should be reviewed annually to serve as the common ground for what the downtown should look and feel like as revitalization occurs over time.

### A. DOWNTOWN VISION

*Downtown will become the most interesting walkable environment in Las Cruces and ample street trees will provide additional shade and beauty to all of the Downtown streets. Downtown will be a center for arts, cultural and civic facilities with a concentration of contemporary and traditional arts and crafts. Many artists will create “live/work” studios in the Downtown area. Downtown will continue to be the location of major public events, festivals and the Farmer’s Market. There will be new night clubs, brew pubs, restaurants and other entertainment venues to complement the existing theaters. Downtown will be the center for unique retail establishments and will draw customers from the region as well as from the tourist community. Retail, office and housing will be built on vacant or underutilized land. Residents of the historic Mesquite and Alameda Neighborhoods will be seen in greater numbers Downtown because of the convenient retail and service businesses.*

### B. MRA PLAN GOALS

Goals for the MRA Plan were initially identified from the previous Downtown Plans and then updated by the Steering Committee through the community planning process including:

- Identify, promote and develop opportunities in the downtown area that build on the existing infrastructure and attract businesses and new development.
- Increase the arts, cultural and entertainment value of the historic downtown area.
- Promote sustainable and resource-efficient design throughout the downtown.
- Improve and support the public transportation network into the downtown area.
- Enhance existing public spaces to be vibrant gathering places.
- Create and promote housing opportunities in and near the downtown area.
- Protect and enhance the adjacent existing neighborhoods.

- Coordinate City regulations with the goals of downtown businesses, residents and property owners.
- Maintain a safe downtown for Las Cruces residents and visitors.

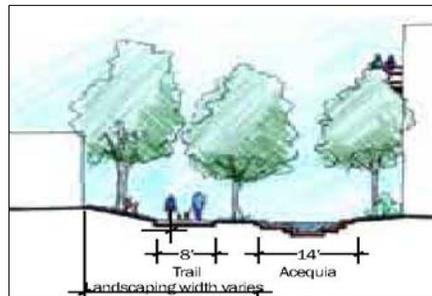
### III. OPPORTUNITIES AND PROJECTS

#### MRA PLAN PRIORITY PROJECTS

The following is a summary of the redevelopment projects that resulted from the MRA planning process. These build on the projects identified in the 2003 *Las Cruces Downtown Revitalization Plan*, and the 2005 *Las Cruces Downtown Revitalization Final Schematic Design & Concept Report*.

The projects are intended to serve as catalysts toward achieving the goals identified in the MRA Plan, and to reverse the blighted physical and economic conditions defined in the 2006 MRA Designation Report. Projects are listed in order of priority as determined by the MRA Plan Steering Committee.

- Provide funding and technical assistance to property owners and residents for the rehabilitation of residential and/or historic structures.
- Provide funding and technical assistance to businesses to bring existing buildings up to building code and ADA requirements.
- Develop a transit connection between NMSU and downtown.
- Develop rental apartments/ affordable housing.
- Design and construct the Las Cruces Acequia Multi-use Exercise Trail with connections into the neighborhoods.
- Expand the existing Farmer’s Market and secure a permanent location.
- Create shared parking structures.



*Rendering of proposed parking structure at Griggs and Water by Sites Southwest.*

- Design and construct the east/west streetscape improvements which include landscape and pedestrian improvements to the Klein Park/Pioneer Park corridor.
- Provide funding and technical assistance for a façade improvement program.
- Create a center for arts and crafts manufacturing, i.e., an Artisan’s Village.
- Provide opportunities for start-up businesses through a business incubator center.
- Encourage and recruit unique after-hours dining and retail establishments.
- Provide an increased security presence throughout the downtown area via bike and foot patrols.
- Create a Wi-Fi hot zone in downtown.
- Design and construct a playground area for children in the downtown area.



*Civic Plaza conceptual design by Sites Southwest*

## IV. IMPLEMENTATION STRATEGIES AND FUNDING SOURCES

The MRA Plan builds on and utilizes the master plan and strategies that were developed in the 2003 *Las Cruces Downtown Revitalization Plan*, and the 2005 *Las Cruces Downtown Revitalization Final Schematic Design & Concept Report*. Although there have been some changes in priorities or conditions contained with those plans, they serve as the physical Metropolitan Redevelopment Plan for the Downtown.

### A. IMPLEMENTATION STRATEGIES

- Establish a Rehabilitation and Façade Improvement Program.
- Adopt the International existing Building Code and its related appendices that provide allowances for upgrading older buildings in conformance to the Building Code and ADA requirements.
- Provide educational information/workshops on building codes and how older buildings in the MRA may benefit and provide incentives for upgrading.
- Provide information on the plan review process and waive plan review fees and time frames for permit approval for buildings and improvements that are consistent with the vision and goals of the MRA Plan.
- Utilize the NM MainStreet Program’s technical services to augment assistance available to building owners.
- Identify lending institutions interested in working with small, locally-owned and local-serving businesses.
- Apply for SAFETEA 21 Enhancement funds to develop a transit connection and alternate modes enhancements between the downtown area and other city destinations such as NMSU and recreation areas.
- Create an Arts and Culture District utilizing the new State legislation.
- Utilize the NM Economic Development Department and NM Finance Authority Start Up Program to assist in creating a Business Incubator.
- Utilize the TIF District fund to establish Revenue Bonds for the construction of a strategically located parking structure that is leveraged for private reinvestment.

### B. FUNDING SOURCES

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

### **1. Public/Non-profit/Private Partnerships**

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

### **2. New Mexico Community Development Loan Fund**

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

### **3. Tax Increment Financing (TIF) Districts**

Tax increment financing is created through a local government's property tax assessments. The incremental difference in tax is used to finance the improvement within the district. In New Mexico, tax increment financing is enabled in forms through the Metropolitan Redevelopment Code, Enterprise Zone Act and the Urban Development Law. The City of Las Cruces has not yet used tax increment financing within its designated Metropolitan Redevelopment Area (MRA). Given the low tax base in the area, it would be advantageous if the City also requested the County to participate in the District with their tax increment.

### **4. Capital Improvement Program**

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

### **5. SAFETEA - 21(Safe, Accountable, Flexible and Efficient Transportation Equity Act)**

Federal SAFE TEA-21 Enhancement funds, in excess of \$200 billion, is allocated to integrate transportation projects with environmental and community revitalization goals over a period of six years. SAFETEA-21 funds are applicable beyond highways, road and

transit maintenance and may also be used for relevant environmental restoration, pollution abatement, historic preservation, trails, bike paths and pedestrian infrastructure including aesthetic enhancements.

## **6. Federal Financing Programs:**

### **Loans**

#### **a. EDA's Title IX**

EDA's Title IX program deals with two types of problems: "sudden and severe" economic dislocations (SSED), such as plant closings; and long-term economic deterioration (LTED) of the local economic base. SSED grants are used to prepare an adjustment strategy or carry out projects that will save jobs or create new ones for dislocated workers. By approaching SSED creatively, local officials could link Title IX resources to a number of financing needs present at brownfield locations, especially at sites where a long-time industrial operation has just shut down. LTED grants typically are made to establish or recapitalize locally-managed revolving loan funds that support business development; these funds are designed to overcome specific capital markets gaps and encourage business activity. EDA's participation in revolving loan funds through the Title IX program, has been especially effective at retaining small companies in distressed areas; such funds could be designed to play a prominent role in helping companies set up or maintain operations at brownfield sites.

#### **b. HUD funds for local CDBG loans and "floats"**

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

#### **c. EPA revolving loan funds**

The Albuquerque and Bernalillo County Brownfields Cleanup Revolving Loan Fund Pilot (BCRLF) is administered through a Coalition of City of Albuquerque and Bernalillo County. The Albuquerque Development Services is designated as lead agency and the New Mexico Community Development Loan Fund acts as fund manager. The Albuquerque and Bernalillo Count BCRLF was awarded \$1 million in May of 2000. Use of BCRLF monies is restricted to brownfield properties that have been determined to have an actual release or

substantial threat of release of a hazardous substance. These loans are used for the environmental cleanup of the properties.

**d. SBA Microloans**

These loans are administered through responsible nonprofit groups, such as local economic development organizations or state finance authorities that are selected and approved by the SBA. The SBA loans the money to the nonprofit organization which then pools the funds with local money and administers direct loans to small businesses. SBA microloans are administered much like a line of credit and are intended for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies and working capital. The funds are intended to be dispersed with close monitoring of the recipient and a self-employment training program may accompany the loan. The maximum maturity for a microloan is six years. The average loan size is \$10,000. The loan cannot be used to pay existing debts. They can be used to capitalize a brownfield revolving loan fund.

**e. SBA's Section 504 development company debentures**

Small businesses can receive long-term capital for fixed assets from SBA-certified local development companies who issue notes backed by SBA. These resources can support up to 40 percent of a project's total costs, up to \$750,000. A private financial institution must provide 50 percent of the project financing, but has first claim on collateral. The remaining 10 percent of funding must be obtained from the developer, a non-federal economic development program, or owner equity.

**Loan Guarantees**

**f. HUD Section 108 loan guarantees**

Under Section 108, state and local governments receiving CDBGs can receive federally guaranteed loans, often at lower interest rates, to cover the cost of multi-year development projects too large for single year financing with CDBG funding. City or state applicants can pledge up to five times their annual CDBG grants as collateral. States can also pledge their own CDBG allocation on behalf of their small cities.

**g. SBA's Section 7(a) and Low-Doc programs**

Under Section 7(a), SBA will guarantee up to 90 percent of private loans of less than \$155,000 to small businesses and up to 85 percent of loans between \$155,000 and \$500,000. The Low-Doc Program offers SBA-backing of 90 percent and a streamlined application, review, and approval process for guarantees of loans of less than \$100,000.

**Grants**

**h. HUD's Brownfield Economic Development Initiative (BEDI)**

HUD awards competitive BEDI grants to local and state governments in conjunction with Section 108 loan commitments. These grants may be used to provide additional security for the Section 108 loan, for project costs, or to reduce the interest rate. Brownfields EDI grants are targeted specifically to brownfields projects and must be used to improve the viability of projects financed with new Section 108 commitments.

**i. HUD’s CDBG Grants**

The CDBG program, one of the nation’s largest Federal grant programs, is administered by the Department of Housing and Urban Development to promote the revitalization of neighborhoods and the expansion of affordable housing and economic opportunities. This includes activities that support the redevelopment of properties in distressed areas if such activity supports the mission of the program. CDBG is a “bricks and mortar” program, with the rehabilitation of affordable housing traditionally being the largest single use of CDBG funds.

**j. EDA Title I and Title IX**

Grants are available to governments and nonprofit organizations in distressed areas to fund improvements in infrastructure and public facilities, including industrial parks.

**k. Army Corps of Engineers (cost-shared services)**

The Corps is a partner with the Environmental Protection Agency and other federal agencies in helping communities prevent, assess, safely clean up, and sustainably reuse Brownfields. The Corps can lend its engineering and design services at low to no cost.

**Equity capital**

**l. SBA’s Small Business Investment Companies**

Licensed and regulated by the SBA, SBIC’s are privately owned and managed investment firms that make capital available to small businesses through investments or loans. The use their own funds plus funds obtained at favorable rates with SBA guaranties and/or by selling their preferred stock to the SBA.

**7. Tax incentives and tax-exempt financing**

**a. Historic Rehabilitation Tax Credits**

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

**b. New Markets Tax Credits (NMTC)**

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

### c. Low-income Housing Tax Credits (LIHTC)

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

## 8. Financing for Brownfield Redevelopment Projects

### a. Federal Financing: Loans:

- EDA's Title IX EDA's Title IX program deals with two types of problems: "sudden and severe" economic dislocations (SSED), such as plant closings; and long-term economic deterioration (LTED) of the local economic base. SSED grants are used to prepare an adjustment strategy or carry out projects that will save jobs or create new ones for dislocated workers. By approaching SSED creatively, local officials could link Title IX resources to a number of financing needs present at brownfield locations, especially at sites where a long-time industrial operation has just shut down. LTED grants typically are made to establish or recapitalize locally-managed revolving loan funds that support business development; these funds are designed to overcome specific capital markets gaps and encourage business activity. EDA's participation in revolving loan funds through the Title IX program, has been especially effective at retaining small companies in distressed areas; such funds could be designed to play a prominent role in helping companies set up or maintain operations at brownfield sites.
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# ACKNOWLEDGEMENTS

City of Las Cruces

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William Mattiace

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José V. Frieze, District 1  
Dolores Connor, Mayor Pro-Tem, District 2  
Dolores C. Archuleta, District 3  
Steven C. Trowbridge, District 4  
Gil Jones, District 5  
Ken Miyagishima, District 6

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Terrence Moore

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David Weir, Director

The Downtown Las Cruces MRA Plan was jointly developed by the Las Cruces Economic Development and Revitalization Department, Las Cruces Downtown and NM MainStreet. Technical assistance and partial funding was provided through the NM MainStreet Program of the Economic Development Department.

A special thanks goes to the many volunteers who gave countless hours of their time in developing the Plan.

## APPENDICES

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