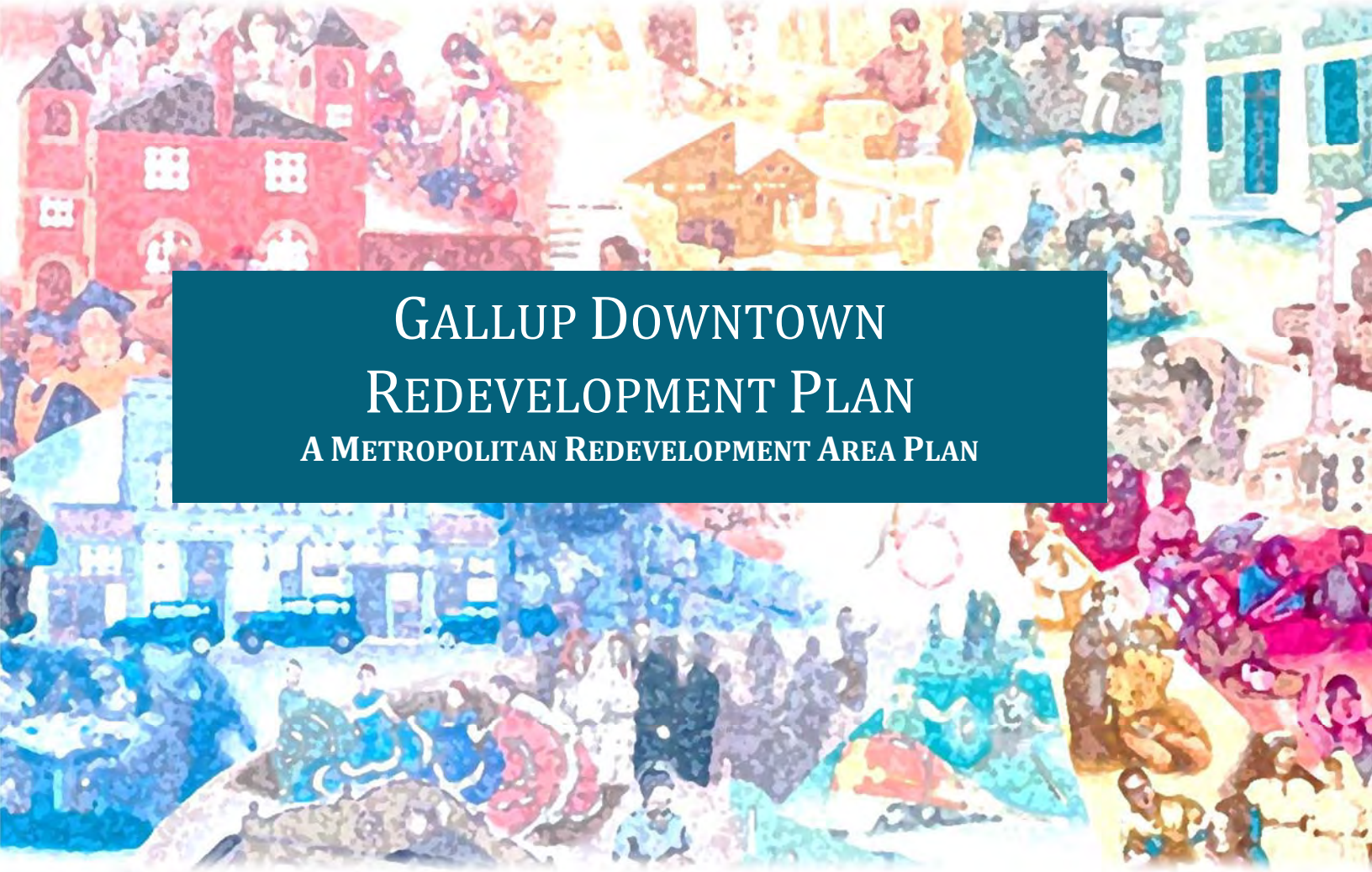

GALLUP DOWNTOWN REDEVELOPMENT PLAN

A METROPOLITAN REDEVELOPMENT AREA PLAN

gallup mainstreet arts & cultural district
DOWNTOWN GALLUP, NEW MEXICO

CITY OF GALLUP

PREPARED FOR:

CITY OF GALLUP
GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT
GALLUP BUSINESS IMPROVEMENT DISTRICT

DECEMBER 1, 2015 DRAFT

ACKNOWLEDGEMENTS

CITY OF GALLUP

Mayor *Jackie McKinney*

District 1*: Linda Garcia*

District 2: *Allan Landavazo*

District 3: *Yogash Kumar*

District 4: *Fran Palochak*

City Manager: *Maryann Ustick*

Planning and Zoning Director: *C.B. Strain*

STEERING COMMITTEE MEMBERS

Francis Bee
Louie Bonaguidi
Sanjay Choudri
Stan Henderson
Brandon Howe
Jennifer Lazarz
Matt Long
Colin McCarty
Carolyn Milligan
Antoinette Neff
Brett Newberry
Mary Ellen Pellington
Michael Sage
Carol Sarath
CB Strain
Emerald Tanner
Maryann Ustick
Evan Williams

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CONSULTANT TEAM

Community ByDesign

RPI ECONOMICS

HARWICK TRANSPORTATION GROUP

ARTSENGAGED

MILAGRO DESIGN

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1 INTRODUCTION

The Gallup Downtown Metropolitan Redevelopment Area (MRA) Plan will define the community's vision for the downtown and identify priority catalytic projects to revitalize the downtown area through a community participation process. The Downtown Plan examines existing conditions and assets, analyses the downtown economics and market, develops a physical land use plan and design guidelines, designs specific redevelopment sites and projects, and identifies sustainable implementation strategies and funding sources for downtown's future physical improvements. When adopted by the City Council, the Downtown Redevelopment Plan becomes a living document that guides downtown revitalization.

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

Through an extensive community participation process, a plan for downtown that reflects its historical context and present opportunities and assets, has been developed. The Downtown MRA Plan will allocate new and future land uses and revitalization projects to create a vibrant sustainable downtown.

The plan includes:

- An asset inventory to determine the significant cultural and historic features and buildings, opportunity sites for redevelopment, and major regional attractions. The history and settlement story will identify key historical and cultural events or populations that can serve as contributing to a place-based identity for the downtown.
- Determine vacant, underutilized and/or available land and buildings within the area that could be redeveloped and recommend adaptive reuses of existing buildings or new development on vacant land.
- Identify priority catalytic projects that will stimulate revitalization efforts and attract private sector reinvestment into the downtown.
- Identify funding sources to implement the plan.

The planning process resulted in a prioritized and phased Downtown Redevelopment Plan with implementation strategies consisting of revitalization projects and steps that the City of Gallup and Gallup MainStreet/Arts & Cultural District can follow for the successful and long term revitalization of the downtown.

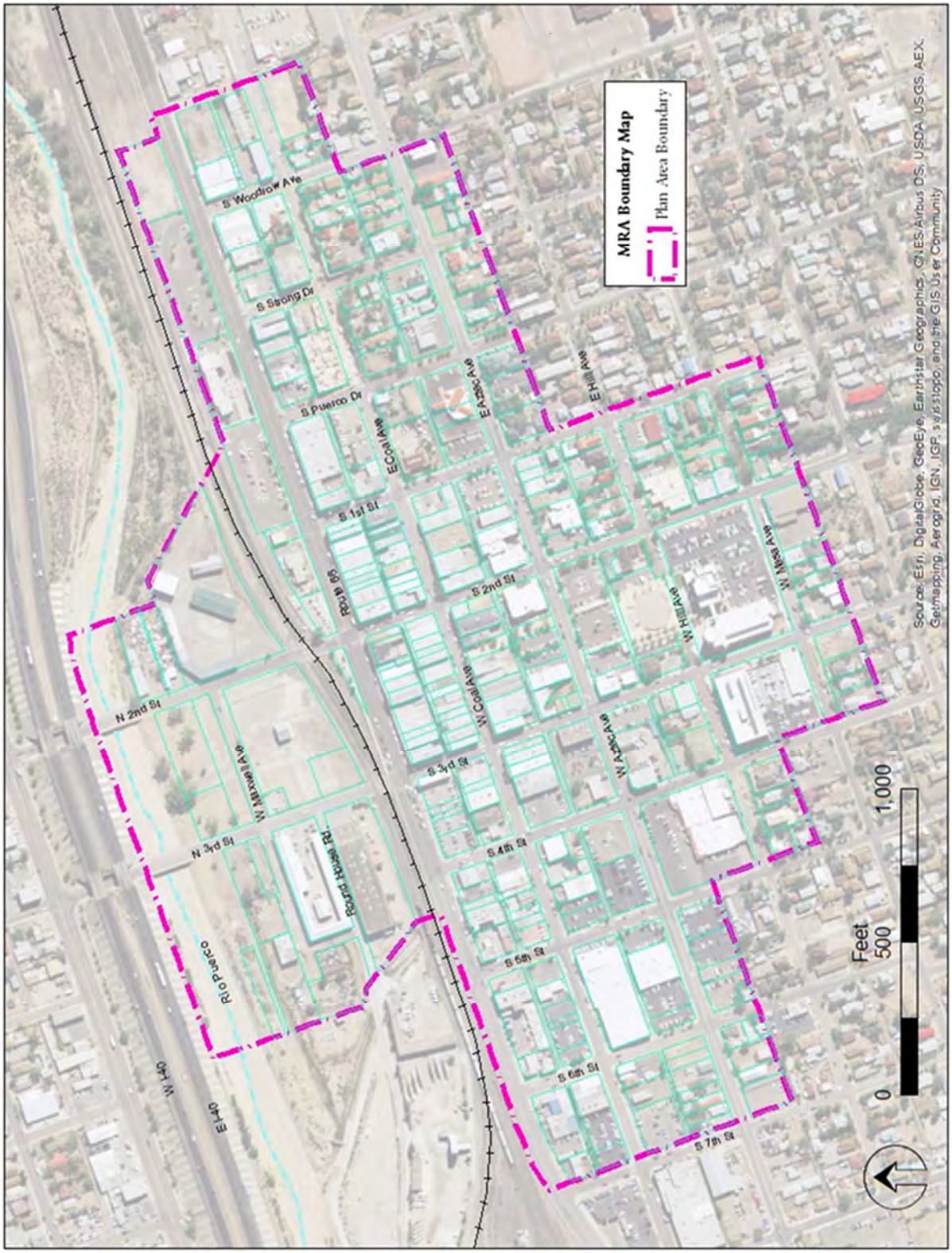


FIGURE 1 –DOWNTOWN METROPOLITAN REDEVELOPMENT AREA (MRA) BOUNDARY MAP

The Metropolitan Redevelopment Area (MRA) boundary encompasses the heart of downtown Gallup, from the north embankment of the Rio Puerco to a half block south of the courthouse complex and on the west from S Seventh Street and Route 66 to a couple blocks east of the visitor's center . This is the area most in need of revitalization and possessing great potential for redevelopment and infill. The boundary is congruent with the proposed boundary identified in the City of Gallup Downtown Metropolitan Redevelopment Area Designation Report Oct. 2014 with a slight adjustment on the north which extends the boundary to the north embankment of the Rio Puerco. The boundary is illustrated on "MRA Boundary Map", and defined within these borders, from Historic Highway 66 at South Cliff Drive:

- SW on Route 66 approximately 100 feet
- NW across Route 66 to the train tracks
- SW along the tracks to S Puerco Dr.
- NW across the tracks to the north side of the Rio Puerco
- SW along this trajectory to Fifth St
- SE to Round House Road
- SE to Route 66
- SW along Route 66 to Seventh St
- SE on Seventh St to mid-block between Aztec Ave and Hill Ave
- NE along mid-block to Fifth St
- SE along Fifth St to mid-block between W Hill Ave and W Mesa Ave
- NE along mid-block to Fourth St
- SE along Fourth St to mid-block between W Mesa Ave and W Green Ave
- NE along mid-block to First St
- NW along First St to mid-block between E Hill Ave and E Aztec Ave
- NE along mid-block to S Woodrow Dr
- NW along S Woodrow Dr to mid-block between E Aztec Dr and W Coal Ave
- NW in alignment with S Cliff Drive back to Route 66

2 EXISTING CONDITIONS

HISTORY AND SETTLEMENT PATTERNS

Gallup is the lone incorporated place in McKinley County, near the Four Corners region of northwest New Mexico. The town is 20 miles west of the Arizona border on Interstate 40, approximately midway between Albuquerque, NM and Flagstaff, AZ. It is bisected by historic U.S. Highway 66, Interstate 40 and the rail line.

When the Spanish Conquistadors arrived in the area now known as northern New Mexico in 1540, a highly sophisticated Native American culture was thriving. The regions inhabitants, the Navajos and the Acoma, Hopi, and Zuni Pueblo Indians displayed sophisticated craft, building and farming methods. A century of suppression and enslavement by the Spanish colonists led to the Pueblo Revolt in 1680. Most of the area pueblos submitted to the Christian colonists in the coming decades, although the Navajo and Apache peoples continued to resist the Spanish Authorities in the 18th and 19th centuries.

The *Long Walk to Bosque Redondo* refers to the 1864 - 1866 deportation to eastern New Mexico of the Navajo people from their land in the Gallup area and beyond by the U.S. government. The 1868 return of the *Diné* resulted in the granting of some traditional lands to the tribe. Eventually the reservation increased to over 16 million acres, surrounding the City of Gallup. Native cultures continue to struggle with poverty, unemployment and racism in the modern city.

Gallup traces its modern origins to the railroads and trading post entrepreneurs of the late 19th century. In 1880, while the railroad was pushing its way slowly westward, a paymaster named David Gallup established a small company headquarters along the projected right-of-way. Rail workers soon began "going to Gallup" to collect their pay, and when the tracks were finally laid through the area in 1881, the new settlement was formally named after the paymaster. Gallup was incorporated as a town in 1891. A local government was established and in 1901 it became the county seat of McKinley County.

In its early days, Gallup was a typical rough-and-ready frontier settlement, with its share of saloons, wooden sidewalks and a single road paralleling the railroad tracks. This route is now known as Main Street/Historic 66 through town. In time wide streets were laid out in a formal grid pattern based on this single road.

For its first half century, the economy of the emerging town was largely supported by plentiful coal mining in the region. Gallup's rich coal fields directly adjacent to the rail line provided fuel for the trains. The town eventually became a major buying and shipping point for wool, piñon nuts, cattle, and sheep.

The town's first inhabitants were those European, Oriental, Mexican and westward-seeking American workers who sought employment in the mines, as well as building the rails. These workers included Italians, Scots, Germans, Slavs, English, Mexicans, Japanese, Blacks, Irish and Croatians. Today descendants of these early immigrants, alongside more recent immigrants and the natives who have always made the area home contribute to the unique ethnic mix of the area.

Early 20th century passenger rail service and the development of the Harvey House Hotel, El Navajo, contributed to the mix of people and increased Gallup's reputation as a trading center. Gallup is now the principal trading hub for Navajo and Zuni people and a center for the wholesaling of Indian arts. Native traditions are celebrated annually at the *Inter-Tribal Indian Ceremonial,* with the 94th held in 2015.

The early 20th century saw the construction of several iconic structures in Gallup. Buildings of special note within the MRA are the former Rex Hotel (circa 1900) which is now the Rex Museum, the pueblo revival McKinley County Court House (1938) and the Spanish colonial revival style El Morro Theater. The Gallup Cultural Center and the Amtrak stop are located on Route 66 in a two-story stucco station built in 1918 in the Mission Revival architectural style. The Harvey House hotel and restaurant, El Navajo was connected to the west wing of the depot. Much of the 1923 hotel portion of the depot was demolished in 1957 to widen U.S. Route 66.

A nomination for listing the Gallup Commercial and Industrial Historic District in the National Register of Historic Places and the State Register of Cultural Properties is being funded by NM MainStreet and prepared under a contract to Heather Barrett, Certified Architectural Surveyor. The nomination's narrative notes the distinct collection of late-nineteenth and early twentieth century commercial and industrial resources that represent McKinley County's diverse history. "Although the predominant architectural idiom is Utilitarian and Decorative Brick Commercial styles, the district also includes notable examples of Romanesque Revival, Art Deco, Mission and Spanish Colonial Revivals."

The El Morro Theater, listed in the National Register in 1988, is an excellent example of the Spanish-Baroque Revival with an ornate, colorful, and lively façade according to Barrett. "The historic El Morro Theater is the centerpiece of downtown Gallup. Carl Boller of Boller Brothers designed the Spanish Colonial Revival-style theater. The symmetrical building has a deeply recessed tiled entry with projecting ticket booth. Two intact storefronts, which housed Holman's Jewelry Company and the El Morro Beauty Shop in the 1940s, frame the central section.

Decorative red tilework outlined with black tile enlivens the lower façade."

The former Ricca and Grand Hotels, 306 West Coal Avenue is another significant historic structure within the MRA. Barrett describes the building as a "… two-story, buff brick commercial building, constructed between 1922 and 1930," with… "a symmetrical façade, which is divided into two storefronts. Built as a hotel, the building also housed a dry goods store and bus depot on the first floor with lodging above.

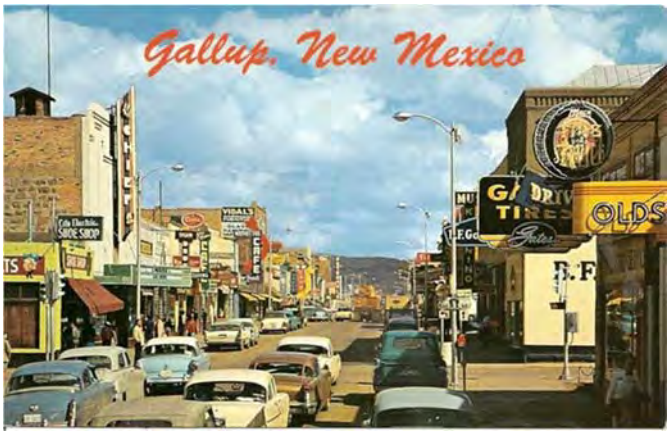
A circa 1920s photograph showing the streetscape indicates this building housed the Ricca Hotel (spelling varies) in the early 20th century. By 1940, the City Directory lists the Grand Hotel here, and by 1960, the building housed Ricca's Mercantile and Furniture Store, as well as the Grand Hotel. Mrs. Virginia Brooks was the hotel manager."

The nomination for listing the Gallup Commercial and Industrial Historic District in the National Register of Historic Places and the State Register of Cultural Properties states that the 1895 two-story Kitchen's Opera House on Historic Route 66 is "a Gallup landmark and one of the oldest buildings in the city. The Gallup Cleaner, the newspaper in the 1890s, reported: *When finished, it (Kitchen's) will be the best opera house between Denver and Los Angeles. It will be fitted up with all modern improvements.* Kitchen's Opera House has hosted important social, political, and sporting events in Gallup for nearly 120 years. It served as the venue for movies, community dances, traveling shows of Shakespeare and various musicals, boxing matches, high school graduation ceremonies, political conventions, and lectures by prominent New Mexicans. The opera house was located on the second floor over a bar and restaurant." The buildings diverse history prompted Roger M. Zimmerman, Ph. D., P.E. to author a book titled, *Kitchen's Opera House, Gallup, New Mexico* and a series of stories told about the Opera House and its influence on the community found at www.kitchensoperahouse.com.

When Route 66, connecting Chicago to Los Angeles, came through town in 1926, numerous motels and service business sprang up on Main Street. The most prevalent businesses were the dozens of Indian Trading Posts that sprouted up displaying Native American arts and crafts to the many travelers along the Mother Road. Many of these vintage trading posts can be seen today, along with galleries, gift shops, old motels, and restaurants along Historic Route 66 and Coal Avenue in Gallup.

At one time Route 66 split traffic through the downtown, with one way traffic heading east on Coal Avenue and west along the rail line on Main, what is now Historic 66. There remain "Y" intersections with Historic 66 at both ends of Coal Avenue, although they are located beyond the boundaries of this redevelopment plan. Two-way traffic now flows along both Historic 66 and Coal Avenue.

The completion of Interstate 40 through Gallup in 1980 fundamentally changed the City's future. With Interstate 40, Gallup now had direct access to Albuquerque and Flagstaff. The highway diverted traffic away from the City's downtown and the historic core experienced a loss of some of its vibrancy in the following decades. The vitality of the Downtown is reviving, in part due to a reawakening of interest in the old Route 66 and the arts heritage of the town.



Since Gallup's founding in 1881, the City has repeatedly reinvented itself and taken advantage of transportation routes. Gallup's role as a regional retail and cultural center is well established. Many of the mostly Native American communities throughout northwestern New Mexico and northeastern Arizona consider Gallup to be their primary destination for goods, services and entertainment, as has been the case for generations. Gallup has a bright future as it seeks to harness its potential from its people and built environment. Through using its ingenuity, sense of place, and embracing a changing economy, Gallup can continue to grow and adapt to form the bright future its citizens want for their city.

EXISTING LAND USE AND ZONING

EXISTING LAND USE

Understanding the mix, amount, character and location of current land uses and activities will help identify opportunities for infill and redevelopment and provide information to guide and monitor strategies to achieve City objectives related to Downtown Gallup becoming a more complete mixed-use area and primary destination for local residents, tourists and regional trade.

The MRA boundary encompasses approximately 130 acres with a mix of commercial, industrial, public and residential, uses as well as developed and undeveloped open space, vacant land, parking and circulation. It encompasses the heart of downtown Gallup, including the center of downtown retail and historic building fabric along Coal Ave. and Route 66, the McKinley County Courthouse complex, the bulk of Gallup's federal, regional, state and city government offices, regional banking and financial services, important civic institutions such as the regional libraries and visitor's center, the industrial area between the rail line and U.S. I-40, and portions of the channeled Rio Puerco. (Please refer to Figure 2"Existing Land Use Study Map").

Development south of Route 66 and the rail line rises up the hill in a regular grid pattern of city blocks with roads parallel and perpendicular to the rail line. The majority of structures are orientated to the streets going east and west, with fewer structures fronting on the north/south streets. A system of midblock alleys runs parallel to east/west streets providing back entrances and utility easements for businesses.

Development north of the rail line sits in the level plain associated with the Rio Puerco and is composed of larger blocks that accommodate primarily industrial, open yard and warehouse uses as well as the channeled Rio Puerco and the concrete structures that support elevated portions of U.S. I-40.

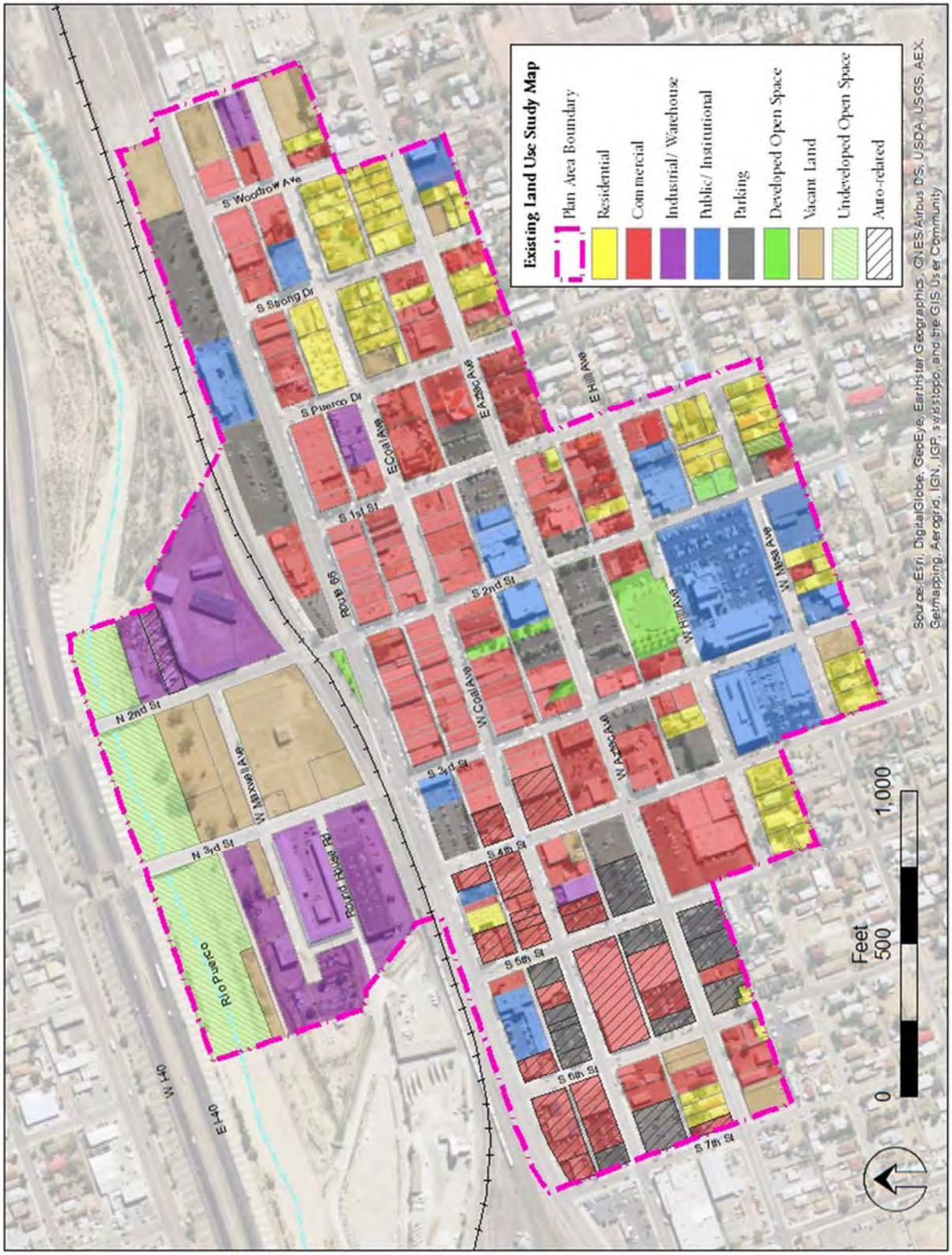


FIGURE 2 - EXISTING LAND USE Map

Commercial uses predominate downtown south of Route 66, occupying approximately 23%, 30.07 acres, of the plan area. Commercial uses include retail, wholesale trading, personal services, banks and financial services, galleries, miscellaneous small businesses, offices, restaurants and bars. **Auto-related** uses such as gas stations, mechanic shops and car dealerships are further differentiated as an overlay on the map to highlight location and size of the auto sector within the commercial, (9.00 acres) and industrial, (0.40 acres) areas of the MRA.

The concentrated and vibrant mix of commercial uses continue to make downtown Gallup a regional destination on weekends and to a lesser extent on weekdays. With a renewed interest in authentic historic downtowns that serve locals there is an opportunity to meet economic development goals by expanding existing businesses, encouraging new commercial uses and repurposing buildings. Challenges to overcome include: The lack of a 24 hour presence due to limited business hours, the low number of restaurants, the lack of overnight accommodations, limited residential development and the noise associated with the rail line. Other obstacles include the difficulty of complying with modern building codes and ADA requirements (see Vacant and Under-used Buildings).

Public and Institutional uses are concentrated in the center of downtown with a few smaller institutions scattered throughout. Occupying approximately 8%, 10.87 acres, of the plan area, they include federal, state, regional and local government offices, the McKinley County Courthouse complex, the post office, El Moro Theater complex, the visitor's center and depot, the regional libraries, accessory uses and churches.

Concentrated public and institutional uses and the associated employment downtown contribute to jobs and conveniences for residents and efficiencies for government agencies. Retaining these uses downtown as they expand services and facilities to serve the regional population growth will be essential to downtown remaining a regional destination and key employment center.

Industrial and Warehouse uses occupy approximately 8%, 10.26 acres, of the area. Most are on large properties located north of the rail line on the grounds of the former roundhouse. Many of the properties are under-used and could be further expanded or redeveloped. Challenges to redevelopment include the lack of a rail line quiet zone, insufficient infrastructure and potential costs related to environmental mitigation.

Approximately, 8%, 10.10 acres, of the area is devoted to **Parking**. This includes reserved parking, dispersed off-site employee and visitor parking and parking associated with the car dealerships. It does not include on-street parking or parking that is an accessory use to a primary use or activity of a site; such as parking for a grocery store.

The off-street parking in the center of downtown is key to accommodating visitors and shoppers and is well used. However, many of the large off-site parking lots at the edges are underused and should be considered an opportunity to establish a "park-once" program and/or be repurposed as recreational

sites as is the case with the future skateboard park soon to be constructed on the parking lot east of the Gallup Visitor's Center.

Approximately 7%, 9.2 acres, of the plan area consists of **Vacant Land** scattered throughout the area. The largest property is associated with the vacant Alpine Lumber site north of the rail line.

Development on vacant lots provides an opportunity to meet objectives related to large scale regional uses such as a museum, event center or library and in appropriate locations for higher density quality residential development.

Residential uses occupy approximately 5%, 6.09 acres, of the area and are located primarily along the edges of the MRA boundary adjacent to historic residential neighborhoods south of downtown. There are approximately 50 single family homes, duplexes and triplexes with an overall suburban density of approximately 7.5 units per acre. Much of the single family housing stock is aging and provides an opportunity for restoration or replacement with higher density residential development or mixed use.

There are a few small multifamily apartment complexes, a couple of group homes and the historic Lexington Hotel which was converted to a single room occupancy facility for individuals transitioning out of homelessness. These developments are medium density and in many cases provide affordable housing to qualifying individuals and families.

The most intensive residential development is the recently completed 44 unit Hooghan Hózhó mixed income family housing project located on Coal Ave. west of South Puerco Drive. It provides a much needed infusion of residential development in the heart downtown and a good example of quality higher density residential development.

Developed Open Space occupies 1%, 1.78 acres, of the plan area. This designation includes areas that are intentionally designed and improved to provide key outdoor public gathering areas such as the Courthouse Plaza, the walkway connecting Coal Ave to the Plaza and the site of a potential future pocket park located at the recently demolished NMDOT buildings on Second Street just north Mesa Ave.

Undeveloped Open Space occupies approximately 5%, 6.43 acres, of the plan area. This designation is for areas that provide important natural functions such as storm water drainage associated with the Rio Puerco and the "Little Puerky" also known as "Pepsi Canyon" where it enters at southern boundary of the plan area east of Second Street before being piped underground at Mesa Ave.

Public streets, alleys, utility easements and the railroad **Right-of-Ways**, (R.O.W.) occupy 34%, 44 acres, of the plan area. This is a typical amount of land for most downtown areas and is needed to provide adequate circulation for public transit, automobiles, pedestrians, and cyclists as well as easements for utilities. The pedestrian friendly “Main Street” design of Coal Ave and Route 66 is a major asset of downtown Gallup. Additional enhancements and expansion of a comfortable and safe pedestrian environment will be key to transforming downtown into a cohesive and vibrant urban area for the local community, regional visitors and tourists.

TABLE 1 – LAND USE BY ACREAGE AND PERCENTAGE OF TOTAL MRA AREA

	Acreage	Percent of Total Area
Commercial	30.48	23%
Public/Institutional	10.87	8%
Industrial/Warehouses	10.26	8%
Parking	10.10	8%
Vacant Land	9.20	7%
Undeveloped Open Space	6.43	5%
Residential	6.28	5%
Developed Open Space	1.78	1%
Public and Railroad R.O.W.	44.07	34%
Total	**130.00**	**100%**

Vacant and Under-used Buildings

Scattered throughout the plan area are numerous vacant and under-used buildings. This contributes to a sense of deterioration and under-use. Most of the vacant and under-used buildings are in the historic fabric associated with Route 66 and Coal Ave. As noted in the City of Gallup MRA Designation Report, October 2014:

"Several historic buildings downtown, notably the old Grand Hotel, remain intact but go largely unused or altogether vacant. While building deterioration in the heart of downtown is largely unseen from the street several buildings are reportedly facing serious structural and interior deterioration, largely due to neglect."

The issue is compounded by the relatively narrow deep lots owned by separate owners making it difficult to achieve economies of scale for redevelopment. Additionally, rehabilitating historic two story buildings is complicated due to the expense and difficulty of complying with modern building codes and ADA standards required for certain uses on the second floor. Finally, many properties may have environmental issues such as asbestos which may require remediation for certain uses.

The plan area has 36 buildings that are over 10,000 square feet. Of those buildings the following are underutilized or vacant and should be considered for repurposing and/or redevelopment:

- Ricca Merc Building, (Grand Hotel) 308 Coal Ave.
- Drake Hotel, 212 Route 66
- "Navajo Garage", 383 Route 66

- Elks Lodge, 149 S. Strong Dr. (NE corner of S. Strong Dr. and E. Coal across from the new Hooghan Hózhó mixed income housing complex)
- Warehouse with parking on top, NW corner of E. Coal Ave. and S. Puerco Dr.
- 105 W. Coal Ave. (former Gallup Print and Office Supply)
- 117 W Coal Ave. Two story building west of Sammy C's Sports Bar
- 231-235 W. Coal Ave.

Redevelopment and/or repurposing of underused smaller buildings should consider the location within the block and adjacent buildings. There may be opportunities to assemble properties or rehabilitate several buildings in a row to lower costs and achieve efficiencies.

EXISTING REGULATORY FRAMEWORK

This section of the plan provides an initial review and summary of Articles of the Gallup City Code that apply to the redevelopment of downtown Gallup and the MRA. This includes code sections related to zoning and development standards, administrative procedures and building regulations as they relate to historic structures. Overall, the current code anticipates re-establishing a vibrant downtown Gallup. To further support infill, redevelopment and revitalization efforts, the code should be reviewed and amended to include a wide range of incentives, flexible approval processes and performance based zoning regulations that accommodate policy objectives from the Growth Management Master Plan and the MRA Plan.

ZONING DISTRICTS

The zoning districts that apply to the MRA plan area include the Central City Overlay District, several base zoning districts and the Business Improvement District. For zoning district boundaries please refer to Figure 3, “Existing Zoning Study Map”.

CENTRAL CITY OVERLAY DISTRICT, CCOD (10-4B-5):

The Central City Overlay District, CCOD, is intended to provide maximum flexibility in meeting the needs of urban redevelopment in the downtown area of Gallup. The boundaries of this district are congruent with boundaries of the metropolitan redevelopment district (MRD) and therefore will be amended with the adoption of the MRA plan to accommodate expanded district boundaries. The provisions of the CCOD apply in addition to the provisions of the underlying base zoning districts and in the case of conflict the CCOD provisions govern.

At this time, with the exception of parking, the CCOD does not prescribe standards or regulations but rather provides a framework for future provisions and amendments, including regulations related to

graphic standards for signing, architectural design review, incentives for providing open/public spaces, and anticipates that additional redevelopment concepts could be considered and codified.

Permitted Uses: In the CCOD the permitted principal uses and structures are the same as the base zoning districts with additional general provisions to encourage conversion of residential and commercial structures into residential/office mixed use in conjunction with owner, proprietor or employee living quarters and the reuse of existing structures for retail or service businesses or food serving establishments.

Parking: The CCOD district exempts applications from all off-street parking requirements. In the case that the applicant proposes parking, it allows Joint Use Parking by multiple property owners, tenants and their business invitees or guests.

BASE ZONING DISTRICTS:

The following base districts are situated in the MRA plan area and are depicted on Figure 3 "Existing Zoning Map".

RM-4	Multiple-Family Residential - Mixed Use District
RM-5	Multiple-Family Residential District
C-2 A	General Commercial District
C-3 A & C-3 B	Heavy Commercial District
I	Industrial District

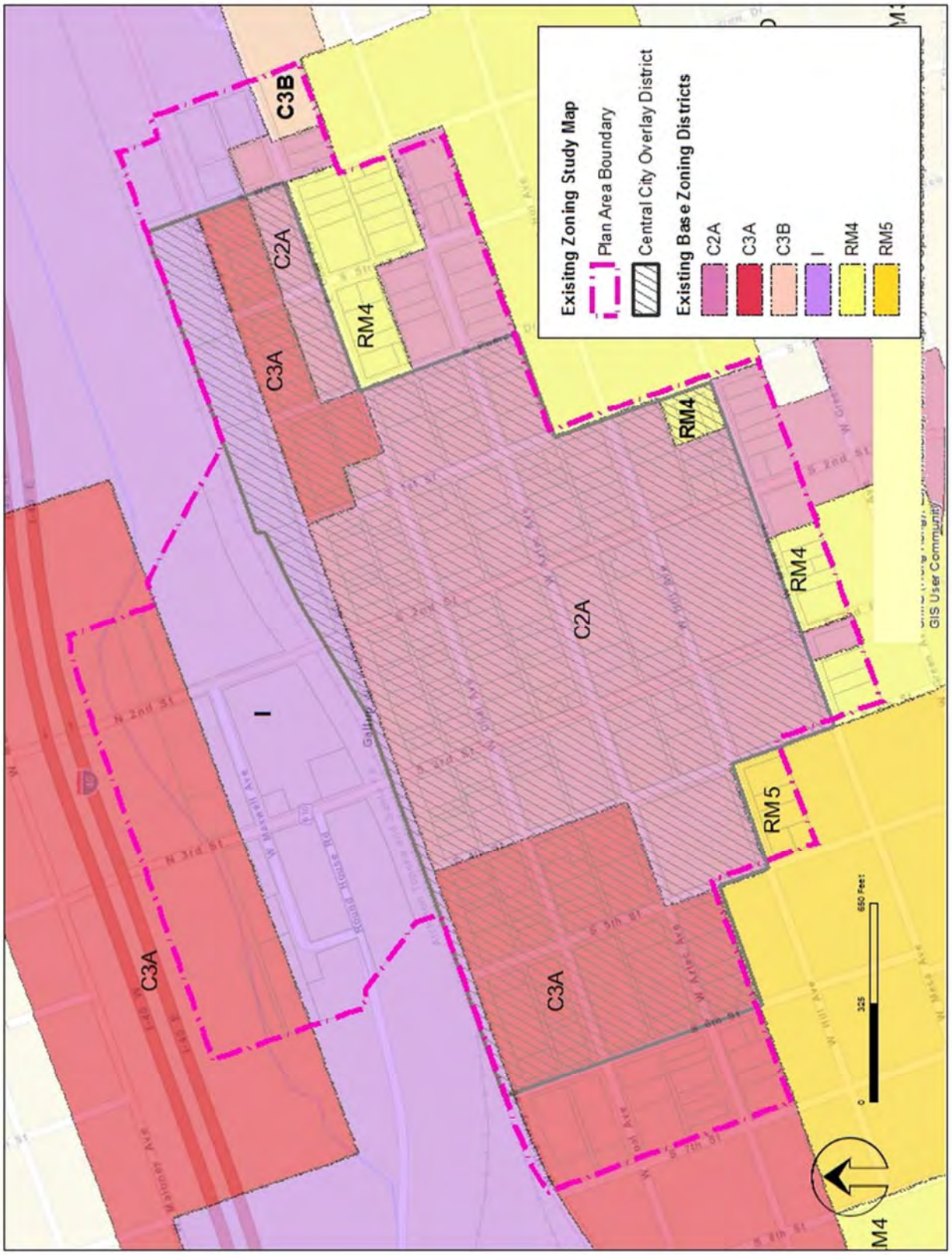


FIGURE 3 - EXISTING ZONING MAP

RM-4 and RM-5 Multiple-Family Residential Districts: The purpose of the RM Multiple-Family Residential Districts is to provide for multiple-family development. Other permitted uses allowed in both designations include personal service shops such as beauty shops and barbershops, home based businesses, day cares, religious monasteries, convents and retreat centers, single-family detached dwellings (but not mobile home dwellings), townhouses, two-family dwellings (i.e., duplexes), recreational clubs and neighborhood parks. Offices, professional (including healthcare) and business, restaurants and schools are allowed as conditional uses.

Dimensional standards for both districts provide for appropriate compact development patterns by allowing by right a maximum density of 30 units per acre for multiple family developments, heights of up to 45 feet, no street yard setbacks and provisions for minimal side/back yard setbacks for commercial and multi-family developments.

> **The RM-4 District** provides for a mixture of residential uses and some light business/commercial uses to accommodate the transitional redevelopment of older, mixed use residential neighborhoods situated directly south of the downtown business area. It allows by right 30 units or less for multiple-family developments and 12 units per acre for townhomes. In addition to the permitted uses listed above it allows studios of artists, handicraft makers and photographers The RM-4 district applies to approximately 7.26 acres of the MRA plan area covering several properties at the edge of the MRA plan boundary that front Mesa Ave and a couple blocks that front Coal and Aztec between Puerco Dr. and Woodrow Ave.
>
> **The RM-5 District** provides for a mixture of multiple-family, duplexes and single-family dwellings where relaxed setback and area standards are necessary to lessen the degree of nonconformance and allow continuation of historical development patterns. It allows by right 30 units or less for multiple-family Within the MRA plan area boundary it applies to half a block, 1.5 acres, fronting the south side of Hill Rd between Fifth and Fourth Streets.

RM-4 and RM-5 Districts are appropriately applied to the southern edge of the plan area providing a transition to the abutting residential neighborhoods. However, the area covered by the RM-4 zone that front Coal and Aztec between Puerco Dr. and Woodrow Ave. is surrounded on three sides by C-3 A commercial zoning (C-2 A) with only a small portion abutting the RM-4 zone and should be evaluated for rezoning to C-2 A.

C-2 A General Commercial District: The purpose of this district is to provide for a wide range of retail sales and services and office related businesses and accommodate existing commercial areas along urban arterials and collectors.

The C-2 A district applies to approximately 56.2 acres of the MRA plan with the bulk of the district located in the central core between S Fourth St. and S First St. from Route 66 on the north to W Mesa Ave on the south.

Regulations in this district allow most uses and activities associated with vibrant downtowns. However, mixed-use developments and residential uses including multifamily developments although allowed

under specific use provisions of the code, are not specifically listed as permitted principal uses in the district contributing to a lack of support and inadequate standards for residential or mixed use developments in downtown. Additionally, there are limiting provisions on open air activities such as farmers markets. Regulations in this district appropriately prohibit or require a conditional use permit for uses associated with industrial, manufacturing and auto related businesses are

Dimensional standards are favorable to the historic development pattern of the area with the exception of minimum frontage standards which may inhibit redevelopment or infill on the long narrow lots that have 25 feet or less street frontage.

C-3 A Heavy Commercial District: The purpose of the C-3 Heavy Commercial District is to provide for the more intensive retail sales and services and storage activities which are inappropriate the core downtown business area due to their large space need, special ingress/egress requirements, and their propensity to create higher than ordinary levels of noise. The C-3 A & C-3 B are designated as sub districts of C-3 due to minor differences in dimensional standards.

The C-3 A district applies to approximately 36.7 acres of the MRA plan located adjacent to the C-2 A district on the west between Fourth St. and Seventh St. and on the east along Route 66 between First St and Woodrow Ave. and adjacent to the Industrial District from one block north of Maxwell Dr. to the north embankment of the Rio Puerco.

C-3 B district applies to approximately 0.9 acres on one property fronting E Coal Ave at the eastern edge of the plan area. It is part of a larger C-3 B district that abuts the plan area.

In addition to uses allowed in the C-2A district, use regulations in the C-3A and C-3B districts permit more intense uses and activities related to open yard storage, the auto sector and limited light manufacturing. Dimensional standards for C-3 A are the same as C2-A district providing for compact urban development. Dimensional standards for C-3B allow more height but are more restrictive on setbacks, min lot size, width and frontage.

I Industrial District: The purpose of the Industrial District as stated in the City of Gallup Code: "is to provide sufficient space in appropriate locations for the manufacture, processing, repair or storage of goods or raw materials. Private and institutional residential uses are not permitted in this district. Although commercial uses are allowed in this district, it is not the intent of this district to encourage commercial development within its boundaries since this district does not afford the same level of environmental protection as provided for in the commercial districts".

The Industrial District applies to approximately 27.3 acres of the MRA plan and is located north of the C-2 A and C-3 A Districts along Route 66 to one block north of Maxwell Dr. St. It covers the area associated with the existing lumber yards and the grounds of the former roundhouse.

Principle uses related to light manufacturing, wholesale and services, machine shops and vocational institutions are permitted. Most heavy manufacturing uses are regulated as conditional. All uses listed principle or conditional in the above commercial districts including hotels are listed as conditional uses.

Dimensional standards provide a framework and additional standards for specific uses related to buffering and increased setback for specific conditional uses may be imposed as part of the site development plan approval.

As the downtown area evolves to accommodate more hospitality, residential and/or public institutions the boundaries and standards of the industrial district may need to be adjusted and/or some properties rezoned.

PLANNING FRAMEWORK

This subsection identifies and summarizes plans, reports and related policies that impact the MRA plan area. The goals, recommendations and policies identified in the planning framework provide important background information, support and sound direction for the development and implementation of this plan.

1. Gallup Arts & Cultural District Resource Team Assessment, 2014

This report assesses Downtowns Gallup's historic role, character and unique ability to meet challenges and seek opportunities presented by the Creative Economy. It provides background information on The New Mexico Arts & Cultural District (A&CD) Program, objectives and benefits of State Authorized Arts & Cultural Districts and recommendations in the following areas: Cultural Planning, Marketing and Promotion, Capacity Building and Finance, Physical Planning and Design.

2. Library Planning and Feasibility Study 2013

This study prepared for the Octavia Fellin Public Library and the City of Gallup provides programming including the size of the building to meet the projected 20 year needs. It also includes an evaluation of potential sites to accommodate the new library.

3. Draft Targeted Brownfields Assessment Nov 2011

The assessment, prepared for US Army Corp of Engineers identifies, assesses and inventories potential brownfield properties in the downtown area. The purpose of the assessment was to assist Connection, Inc. with developing a revitalization strategy for the area. The study area is not wholly congruent with the MRA area; the project area is bordered by Second St. on the west, Ford Ave. on the east, Maloney Ave. on the north and Hill Ave on the south.

4. The City of Gallup Growth Management Master Plan 2009

The Growth Management Master Plan, adopted by the Gallup City Council is a city wide-comprehensive policy guide to decisions about the physical development of community. It is a complete revision and update to the Growth Management Master Plan adopted in September, 1999 which established a community vision statement and growth management policy framework. The 2009 plan provides specific guidance to desired land use in the downtown area and identifies the potential for more intensive use. One of the overriding recommendations includes the emphasis on revitalization and renovation of the existing land uses within the historic Downtown area. To that end the plan provides several strategies including incentivizing infill, adopting urban design standards for streets and pedestrian amenities and implementing specific improvement projects downtown. It also recommends a variety of methods related to redevelopment and maintenance for the continued success of Downtown.

5. Gallup Business Improvement District (BID) Business Plan June 26, 2009.

This plan provides a planning framework for the Business Improvement District, (BID), a private sector initiative to promote the improvement of Gallup's downtown environment, financed by a self-imposed and self-governed assessment on commercial property within the BID boundaries. The BID encompasses approximately 35 blocks covering the core of downtown and the Route 66 corridor. It includes information pertaining to the establishment, legal framework, and organization of the BID and identifies initial improvement projects and initiatives to improve the business climate, physical appearance, sense of welcome, and overall marketability of downtown to attract new businesses, consumers and visitors.

6. Gallup NM Livability Guidelines, Gallup Mainstreet, Sept 2006

These guidelines are intended to help local officials, stakeholders, property owners and tenants recognize and appreciate character-defining features and to provide a framework for asset management to ensure future development is compatible with the historic and cultural character of Downtown Gallup.

7. The Gallup-McKinley Trails and Open Space Master Plan, 2005.

This plan reflects the long range vision for an interconnected trails and open space system in the Gallup-McKinley County area. This Plan integrates the economic consideration of adventure tourism and serving the needs and desires of the local population for a safe recreational and alternative transportation system. It provides specific recommendations for walking paths to downtown, graphic standards for urban trails, the creation of a river park, bicycle routes through downtown and a skatepark.

8. McKinley County Museum Feasibility Study, June 2005

This study was sponsored by NWNMCOG and provides recommendations for both a countywide museum and a network of museums and institutions. Key plan objectives include applying funding as a

regional consortium through a centralized entity and collaborative marketing efforts under a unified brand.

9. "Weaving a Vision For Our Community: *A Gallup Region Town Hall" Dec 2005*

This report prepared by New Mexico First provides extensive background information and analysis on Gallup as a regional economic and cultural center with the potential for revitalization based on the community's sense of place. It also documents the results of a town hall meeting conducted over several days which established the concept that redevelopment efforts should "work for Gallup first and then invite others to join in on the fun" and that the key to successful redevelopment is the forging of a partnership between the public and private sectors with significant leadership and investment by private business.

10. Downtown Gallup Revitalization Plan May 1982

Downtown Gallup Revitalization Plan is a technical assistance report completed in May 1982 for the City Gallup and the Gallup Downtown Development Corporation. The report provides urban design concepts for revitalization and an in-depth exiting conditions and historic building inventory. It concludes that the presence of the (then new) Rio West Mall will introduce an element of serious competition and have a genuine influence on the economic vitality of Downtown. Local and regional shoppers were going to do less shopping Downtown because some of their favorite Downtown stores had moved to the new Mall location and because they disliked the parking, traffic congestion and general lack of upkeep and cleanliness in the downtown area.

DEMOGRAPHICS

The population of Downtown Gallup is described here by census tract 9454. The tract encompasses all of the proposed MRA boundaries and also includes the surrounding residential neighborhoods and contains 2,740 people. Overall the area has much lower earnings and income than the city of Gallup or the state of New Mexico and higher unemployment than the city. Downtown is home to more white residents, a more mobile population and significantly fewer school aged children and middle-aged residents than the city as a whole.

Downtown Gallup has a higher percentage of young adults and of elderly (65+) than the city of Gallup. The median age down-town is just 28.5 versus 31 for Gallup and 36.6 for the state of New Mexico. Downtown also has more single and non-family households and significantly fewer school-aged children than the rest of the city. Of the non-family households in Downtown there is a high percentage of elderly 65 and over (14.6% Downtown versus 10.6% and 13.4% city and state-wide). Almost twice as many residents here have no vehicle. These data describe a population of young, urban-seeking families

and professionals and of an aging population. Data trends across the country mirror this trajectory and suggest that these growing populations are seeking walkability, density and amenity accessibility.

These indications are reinforced by analysis of the geographic mobility of Downtown residents; the Downtown population has higher mobility than the city with a much lower percentage of residents in the same house over 1 year (69.7% versus 84.6%), most of whom have moved Downtown from within the county and who have incomes above 150% poverty level. There is also a significant influx of low-income immigrants (from another state) to the area who are below poverty level.

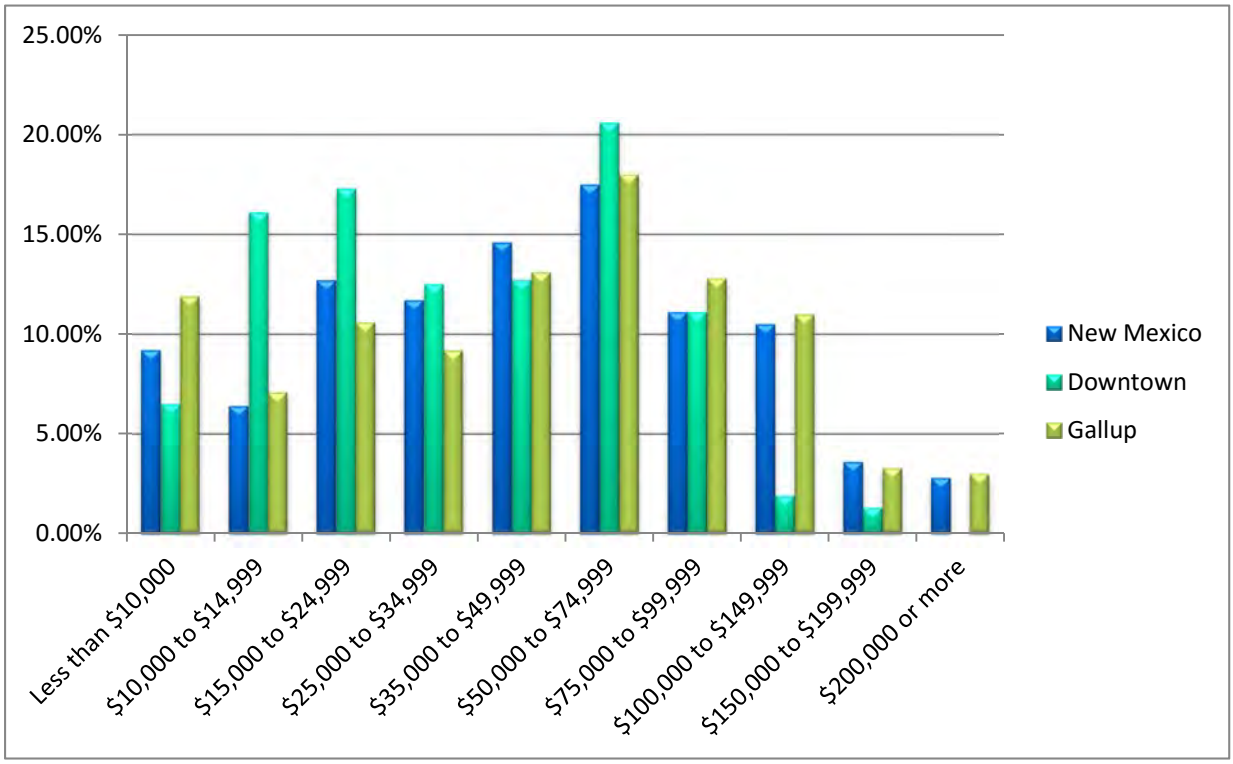
Racially, Downtown is a diverse neighborhood. The major difference between Gallup as a whole and Gallup's Downtown is in the percentage of American Indians in the population; downtown this community represents 16.5% of the population whereas in the city of Gallup it's 35%. Of the American Indian population downtown a vast majority are Navajo, similar to the city make-up. Downtown has more white, black and multi-racial residents than the rest of Gallup making it overall a more diverse community than the city as a whole.

ECONOMICS

The downtown area has a significantly higher percentage of households with earnings in the lowest brackets ($10,000 to $24,999) than both Gallup and the state of New Mexico and much lower percentages of those earning over $100,000 (per annum). Unemployment Downtown is at 7.6%, a full two points higher than Gallup as a whole (5.6%). However, overall poverty is lower Downtown than across the city (16% compared to 20.9%) but poverty is higher Downtown for those with some college or an Associate's Degree (22.5% versus 12.1%) and for whites, blacks and Latinos.

The many government workers Downtown bolster the area's percentage of persons with Bachelor's Degrees yet this same population shows higher poverty rates in Downtown than do the same populations in the city or the state. This young, educated, and largely single population presents great potential for private development in Downtown. Not only can this population serve as the foundation of a thriving private service economy it can also feed a neighborhood retail and entertainment economy. Currently, however, the educated population of Downtown remains underfunded and faced with limited economic choices.

FIGURE 4 - HOUSEHOLD INCOME & BENEFITS (2012) - Source: 2008-2012 American Community Survey



HOUSING

As noted in the Growth Management Plan Update from 2009, Downtown's housing stock, especially in Chihuahuita (just south-west of downtown), is in poor condition. Furthermore, Downtown owner-occupied units are valued significantly lower than units city-wide and state-wide.

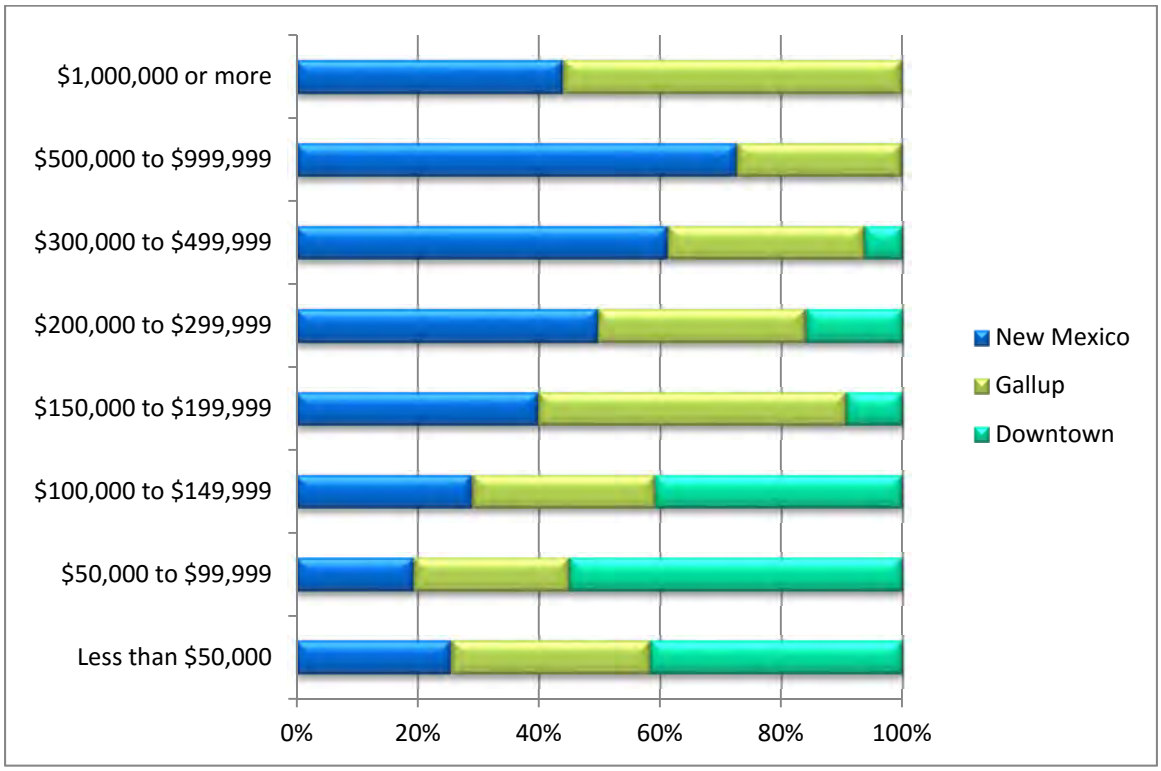
Residential monthly housing costs for both owner-occupied and renter occupied are skewed significantly towards the left compared to the state, indicating flailing rental values. Still, almost twice the percentage of individuals in the area earning $20,000 to $34,999 are paying more than 30% of their income on housing compared to the city of Gallup.

The housing stock in downtown is composed of 16.5% more renter-occupied units than the whole of Gallup (57.5% compared to 41.0%) and contains both longer and more recent residents; downtown surpasses Gallup in the percentage of householders who moved in from 1969 and earlier to 1979 as well as in 2010 or later but lags Gallup in all years in between.

While an effort should be made to preserve and restore homes that are well maintained and better built it may be necessary to replace some homes in the neighborhoods surrounding downtown in order to create a healthy and appealing neighborhood aesthetic.

The long-standing and newly developing community around Downtown is an essential asset to the development and sustainability of Downtown. Residents must be considered essential in every step of the Downtown redevelopment process.

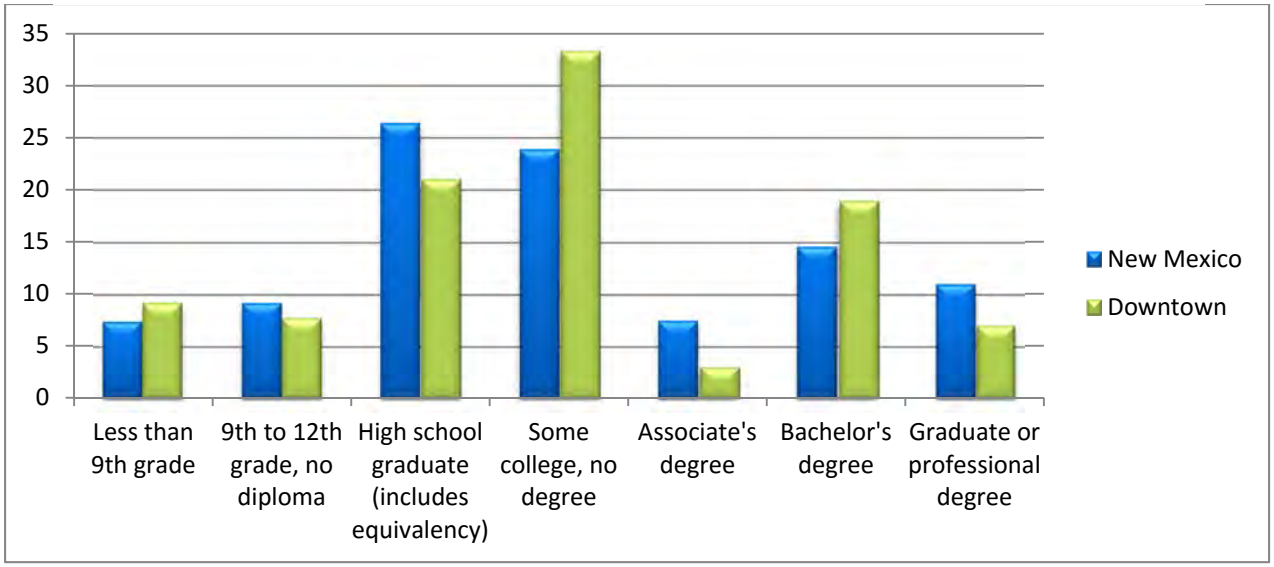
FIGURE 5 - HOME VALUES (2012) - Source: 2008-2012 American Community Survey



EDUCATION

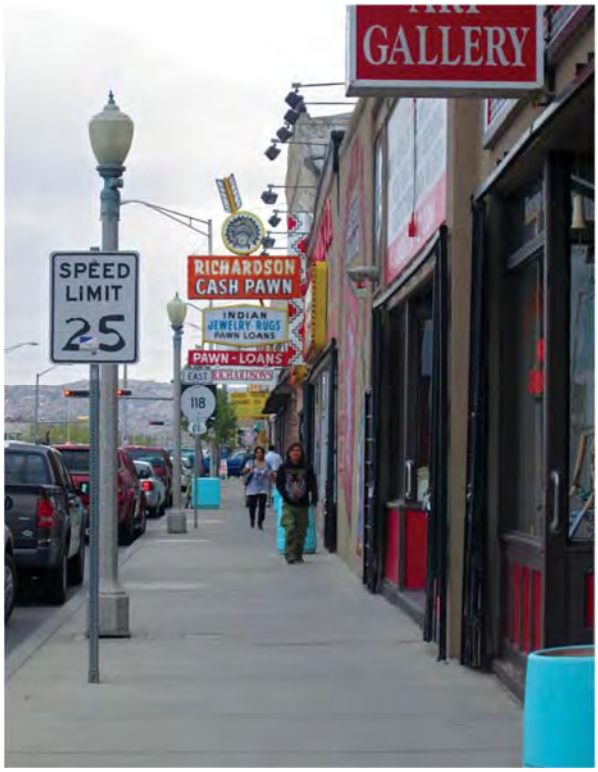
Educational attainment levels downtown indicate a high number of low-wage workers possessing only an Associate's degree or some college but no degree. There is a slightly higher percentage of individuals with Bachelor's degrees downtown than in the city (18.9% versus 12.5%) but fewer with graduate or professional degrees (7% versus 9.9%) roughly evening out to a 3.5% difference between the area and the city of percent with a bachelor's or higher. Downtown also has higher numbers of individuals with less than a 9th grade education. These numbers are mirrored in the poverty level statistics which show that this population Downtown suffers from high poverty levels. This trend is not isolated, as this report noted previously; persons holding Bachelor's degrees also suffer from higher rates of poverty in Downtown than elsewhere.

FIGURE 6 – EDUCATION LEVELS, 25 YEARS AND UP – Source: 2008-2012 American Community Survey



While these degree holders, probably government & government service employees, do boost Downtown's Bachelors education numbers, post-secondary educational attainment in Downtown is under-performing across the board. The presence of the University of New Mexico's Gallup branch is most likely responsible for the Downtown's high showing in the "some college" category. Many "some college" residents are already living in poverty and the numbers suggest that if they stay Downtown after they graduate they will remain in poverty. Considering the geographic mobility numbers and the vast size of the rural population in its market share, Downtown Gallup is likely a beacon for local talent who come with resources, youth and, presumably, capacity but who are presented with scant few incentives to keep their talents in the city for long.

MARKET ANALYSIS



Gallup's Downtown is uniquely positioned for economic success. The entire City of Gallup is the major center for commerce and services, drawing in thousands of customers over a huge region for shopping, services and entertainment. Downtown Gallup is fueled primarily by the arts and cultural trade, making it a completely unique place economically and culturally. So the customer base in the city as a whole is robust and Downtown is completely unique and an interesting place, but much work needs to be done Downtown to capitalize on these advantages. Today the typical Downtown sectors such as retail, entertainment, eating and drinking are relatively weak in the Downtown. A regional center needs a great downtown as the heart of the community, the center for arts, celebrations, civics, entertainment, eating, drinking and professional services. Gallup's role as a regional and cultural center positions it well for a successful downtown, but much work needs to be done to capitalize on this opportunity and grow downtown's impact on the long term success of the city. The key findings in the report are summarized as follows:

The City of Gallup is an established center for a large region and the Downtown could benefit from this citywide success.

- Citywide retail sales to existing residents total $171 million per year while total sales in the city are in excess of $566 million per year, meaning that the city enjoys retail surplus of nearly $400 million annually from sales to regional residents and tourists.

The arts and cultural economy is strong regionally and locally.

- The City of Gallup and McKinley County have 2.5 times more than the state average percentage of workers engaged in the cultural economy.
- 7.4% of McKinley County's workforce is involved in creative economy.

The Downtown has a significant economic role in exporting and manufacturing of arts and cultural goods but not as strong of a role in more typical downtown sectors such as entertainment, eating,

drinking and shopping. More activity and businesses in these sectors would expand livelihoods and add vitality to Downtown Gallup.

- The Downtown is an important component of the regional economy; the secondary trade area has an estimated $9.4 billion in total sales[1]. 11% of these sales are a result of commercial activity in the Downtown.
- 70% of Downtown sales are related to wholesale or manufacturing. The activity in the Downtown from these two sectors accounts for eight percent of total sales in the secondary trade area and represents the production and distribution of Native American Arts and Crafts.
- 62% of people working in the Downtown are working in the professional sector.
- The Downtown captures just 14% of total retail sales occurring in Gallup, and most of these sales are related to non-food and beverage related activities.
- The Downtown only captures four percent of food and beverage retail sales, compared with 16% of retail sales not related to food and beverage.

Based on these findings, the consulting team offers the following Market Recommendations:

- Continue to encourage and develop manufacturing and wholesale activities related to Native American Arts and Crafts.
- Establish Downtown's role in entertainment, dining, and accommodation.
- Encourage and capitalize on additional activity related to professional sector employees.

Build in customers and activity downtown by establishing diverse housing in and near the Downtown

Strengthen and develop existing relationships with organizations focused on improving economic conditions in Downtown Gallup.

Gallup's Role as Regional Economic and Cultural Center

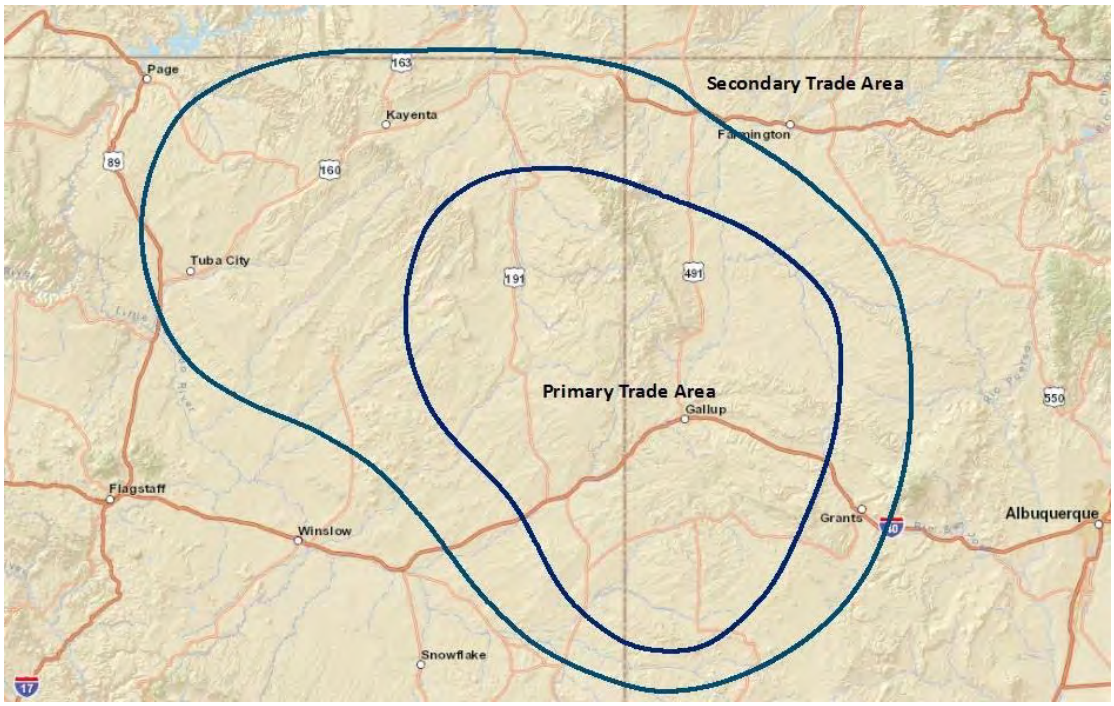
Gallup's role as a regional center is well established. Many of the mostly Native American communities throughout northwestern New Mexico and northeastern Arizona consider Gallup to be their primary

[1] Sales volume is not limited to retail sales and includes activity from other sectors including: finance, manufacturing, transportation, and wholesale.

destination for goods, services and entertainment, as has been the case for generations. A regional center needs a great downtown as the heart of the community, the center for arts, celebrations, civics, entertainment, eating, drinking and professional services. Gallup's role as a regional and cultural center positions it well for a successful downtown, but much work needs to be done to capitalize on this opportunity and grow downtown's impact on the long term success of the city.

The 2011 Market Analysis for Retail, Lodging, and Dining Sectors by Place Dynamics identifies two trade areas: the primary trade area is where residents routinely shop in Gallup for a majority of their purchased goods, and the more distant secondary trade area where residents shop in Gallup but on a less frequent basis than other area centers such as Farmington, Flagstaff, or Albuquerque.

FIGURE 7 - GALLUP REGIONAL TRADE AREAS AS DEFINED BY 2011 MARKET ANALYSIS FOR RETAIL, LODGING AND DINING SECTORS – Source: Place Dynamics LLC



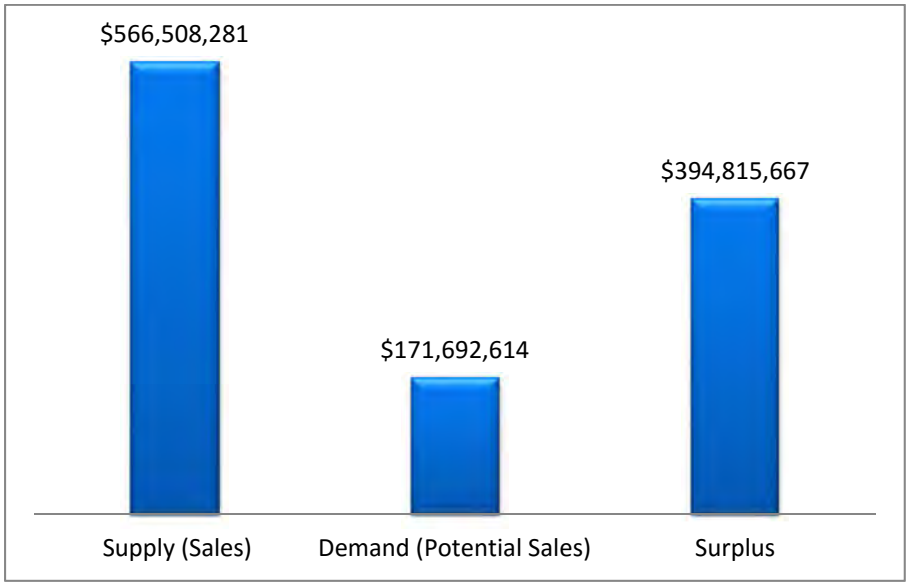
The arts and cultural economy in Gallup and its surrounding region is a significant and critical component. New Mexico's Cultural Economy 2014 by the UNM's Bureau of Business and Economic Research (BBER) for the Department of Cultural Affairs found that Gallup and McKinley County had the highest percentage of workers engaged in the cultural economy, with a rate 2.5 times higher than the state average, with 7.4% of the workforce involved in creative economy. The research also showed a migration of Native Americans to the Gallup area. In a two decade period between 1990 and 2010, the Native American population increased by more than 15%.

Gallup's cultural identity gives it a competitive advantage against regional competitors such as, Farmington and Flagstaff. Interviews conducted for the 2011 market study indicated that Native Americans prefer to shop and get services in Gallup because Gallup is more oriented towards and familiar to Native Americans compared with the other regional centers of Flagstaff and Farmington.

Comparison of estimated retail demand with existing sales in Gallup shows that the city enjoys a large retail surplus. The retail surplus of nearly $400 million exists because retail demand from existing residents totals $171 million while total sales in the city are in excess of $566 million. A retail surplus means that residents living outside of the City of Gallup are traveling into Gallup to purchase retail goods. It also indicates that most of the day to day needs of city residents are being met locally.

Travel and tourism is another important market for Gallup, as McKinley County experiences a significant amount of pass through and destination visitations each year. According to Economic Impact of Tourism in New Mexico Tourism Economics, for New Mexico Tourism Office (2011) visitors spent over $189 million in McKinley County in 2011. Tourism and travel was responsible for over 2,600 jobs and over $55 million in income.

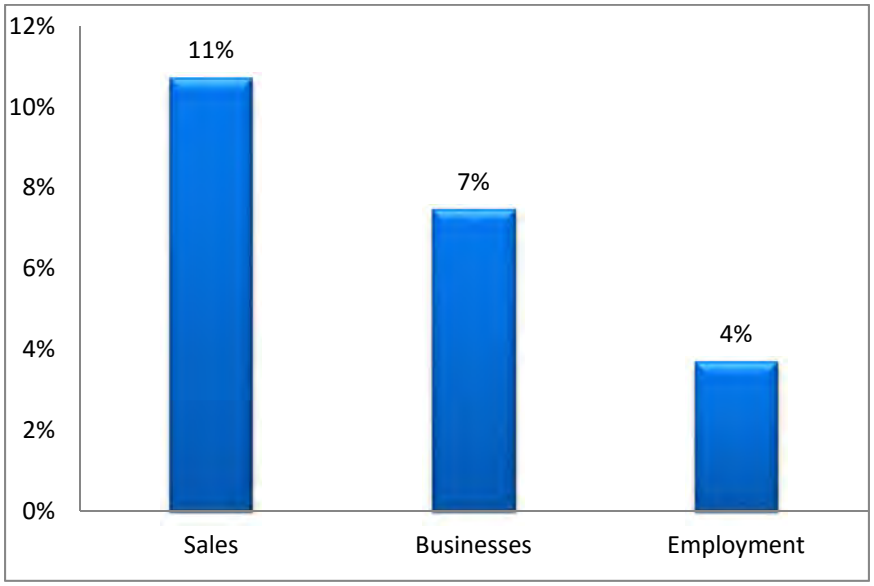
FIGURE 8 - RETAIL SUPPLY AND DEMAND IN GALLUP –
Source: ESRI Business Analyst Online 2015



ECONOMIC ROLE OF DOWNTOWN AND THE ARTS AND CULTURAL ECONOMY IN GALLUP

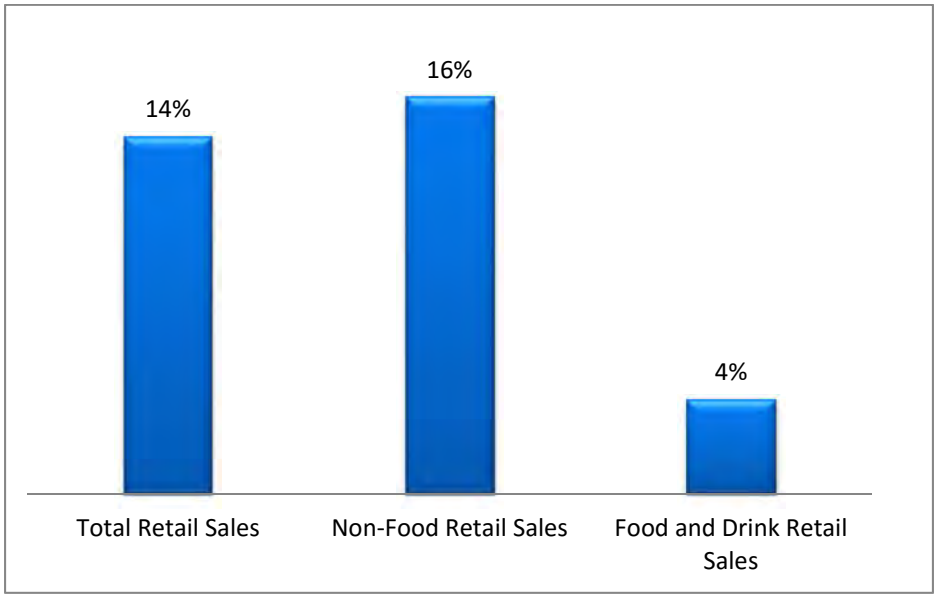
Gallup is an historic trading hub and gathering place for creative people over a large region. Gallup is also an established regional center for a wide variety of goods and services ranging from full service grocery stores to jeweler supply outlets. The Downtown has great potential to capture more of the regional and local sales that it does today. 11% of total sales from the primary and secondary trade area occur in the Downtown and 7% of total commercial establishments and 4% of employment in the secondary trade area are located in the Downtown.

FIGURE 9 - DOWNTOWN ACTIVITY AS PERCENTAGE OF ENTIRE TRADE AREA – Source: ESRI Business Analyst Online 2015



The Downtown captures 14% of total retail sales occurring in Gallup, and most of these sales are related to non-food and beverage related activities. The Downtown only captures 4% of food and beverage retail sales, compared with 16% of retail sales not related to food and beverage.

FIGURE 10 - DOWNTOWN RETAIL AND FOOD CAPTURE RATES –
Source: ESRI Business Analyst Online 2015



Part of the difficulty with establishing more activity in the Downtown is the fact that there are other well-established commercial districts in the city. But there is an untapped opportunity to make downtown a destination for more of the customers who utilize the other commercial districts. According to the Market Analysis for Retail, Lodging, and Dining Sectors, there are three other primary commercial districts in Gallup:

Highway 491 Commercial District –Large retailers that have regional draws, including the Rio West Mall. The area also includes the development along Highway 491 Frontage Road and Maloney Avenue, with numerous big box developments, national and regional chain stores, and restaurants.

- East End Commercial District – composed of highway-oriented uses and some specialty retail, with hotels, restaurants, and some entertainment options.
- West End Commercial District – primarily organized around interchanges and highway related uses, including: truck stops, hotels, fast food, and sparse retail.

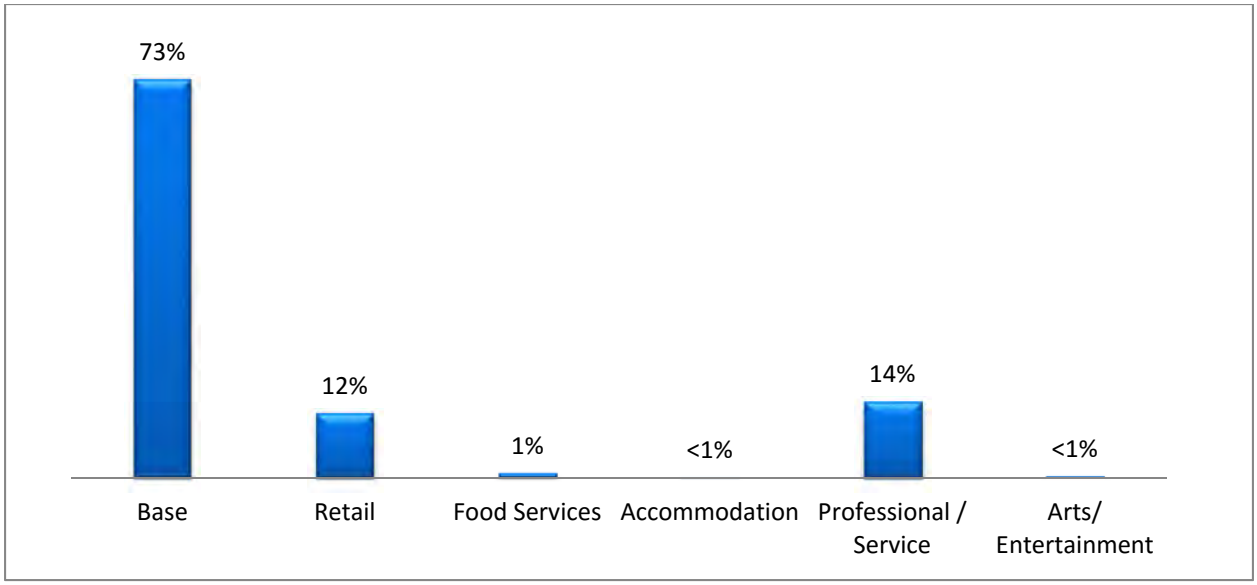
Proprietary market and public domain information organized and distributed by ESRI Business Analyst Online allowed analysts to estimate the level of economic activity by sector occurring inside the Downtown boundary. These market models are an important tool, but interpreting and analyzing the results requires “groundtruthing” and an understanding of the core questions. With input from the steering committee the consulting team developed five primary categories as summarized in Figure x.

TABLE 2 - INDUSTRY SECTOR BREAKDOWN - Source: NAICS

Base	Agriculture, Mining, Utilities, Wholesale, Transportation, Manufacturing, Construction
Retail	Retail
Food Services	Restaurants, Drinking
Accommodation	Hotels/Motels/RV Parks
Professional/Service	Information, Finance, Real Estate, Scientific, Technical, Professional, Education, Health Care, Management, Public Admin, Other

The breakdown of sales in the Downtown are as follows: 73% of sales are a result of base industries economic activity, 12% of sales are related to retail industry, 14% are a result of professional activity, and the remaining 1% of sales are related to food services, entertainment, and accommodation.

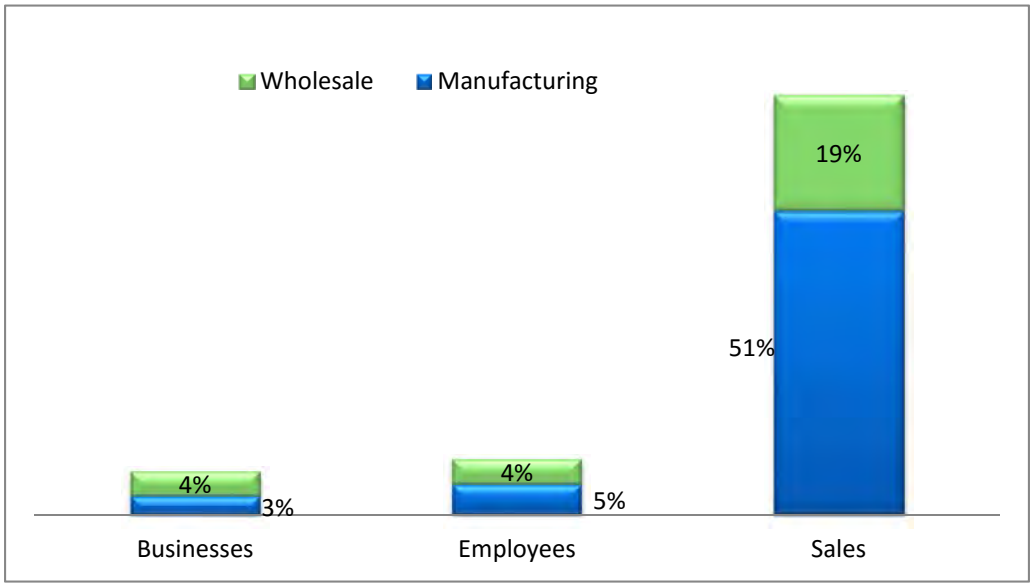
FIGURE 11 - PERCENTAGE OF TOTAL SALES OCCURRING IN DOWNTOWN BY SECTOR – Source: ESRI Business Analyst Online 2015



Almost all of the sales in the dominant 'base 'category are wholesale or manufacturing (see Figure X below). 19% of Downtown sales are a result of wholesale activity and 51% of sales are related to manufacturing. The NAICS manufacturing category includes the following sub categories, which are concentrated in the Downtown and related to making Native American Arts and Crafts: leather products, apparel, textiles, and jewelry. Wholesale subcategories include: jewelry/watch/precious stones, and apparel/piece goods. Manufacturing and wholesale activity is taking place in stores that might appear to be primarily retail land uses, but the manufacturing and wholesale sectors in Gallup account for a much larger portion of sales than retail or any other sector in the Downtown.

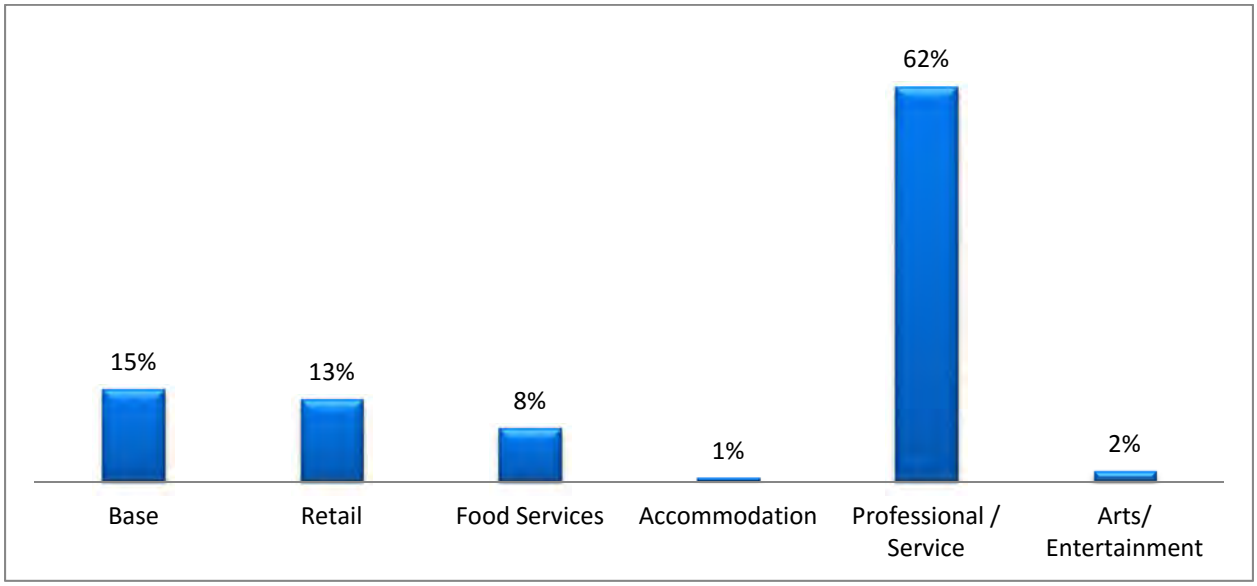
From a regional perspective, the activity in the Downtown from the wholesale and manufacturing sectors accounts for 8% of total sales in the secondary trade area. The concentration of establishments related to the wholesale and manufacturing of Native American Arts and Crafts in Gallup shows up significantly in the regional economic development picture and will continue to be an important sector.

FIGURE 12 - PERCENTAGE OF ACTIVITY IN DOWNTOWN FROM MANUFACTURING AND WHOLESALE –
Source: ESRI Business Analyst Online 2015



While wholesale and manufacturing are the dominant industries for sales in the Downtown, it is the professional sector that employs the most people in the Downtown. 62% of people working in the Downtown are working in the professional sector, compared with 15% in base industries, 13% in the retail sector, 8% in food related businesses, and the remaining 3% in accommodation and entertainment.

FIGURE 13 - PERCENTAGE OF TOTAL EMPLOYEES BY SECTOR IN DOWNTOWN –
Source: ESRI Business Analyst Online 2015



The 2014 Gallup Social Network Analysis Community Profile by the UNM Bureau of Business and Economic Research included a survey that yielded the following findings about Gallup:

- Gallup has a commercially viable art market driven by the traditional Native American handcraft industries
- Gallup is "the engine," "the heart," or "the mecca" for Native American arts. It is *the* place where Native Arts are made, and Gallup is full of artists and art entrepreneurs.
- Gallup has an international reputation for it's' jewelry sales. Customers come from Berlin, Tokyo, and NYC and Gallup often contributes to exhibits at the Metropolitan Museum in Washington, D.C.

The survey also identified challenges:

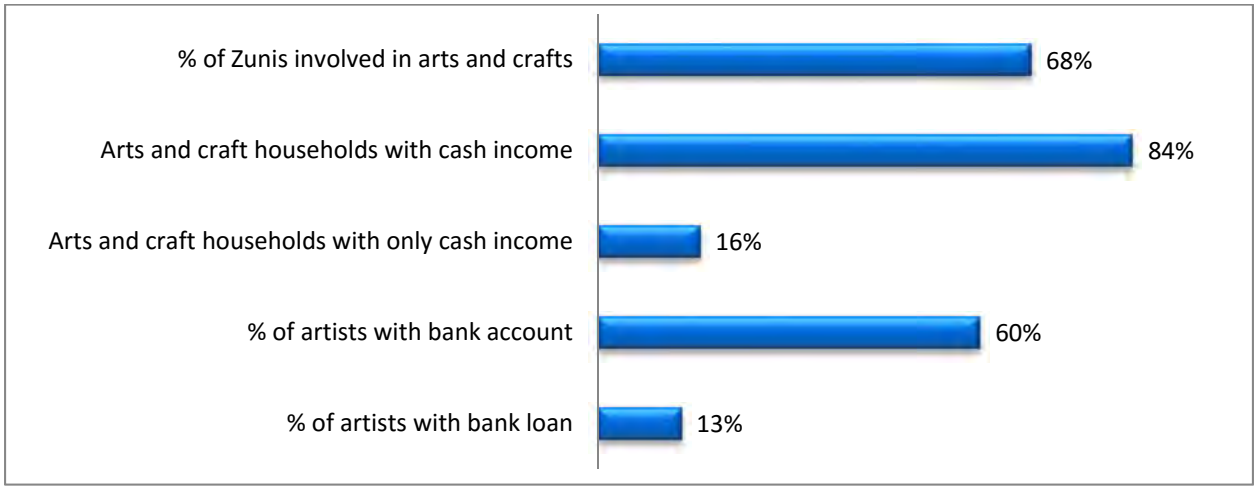
- Geographic isolation is a challenge. Isolation can be an impediment to artists (particularly Native American Artists), as collaboration is much more difficult when artists live up to 75 miles away from each other.
- The economy is stagnant and seasonal; it's difficult to get visitors in Gallup, particularly during the winter.

THE INFORMAL ECONOMY

Much of the Native American arts and crafts economy is informal and not easily tracked. In 2014, UNM's BBER conducted the Zuni MainStreet Community Economic Assessment that conducted a door to door

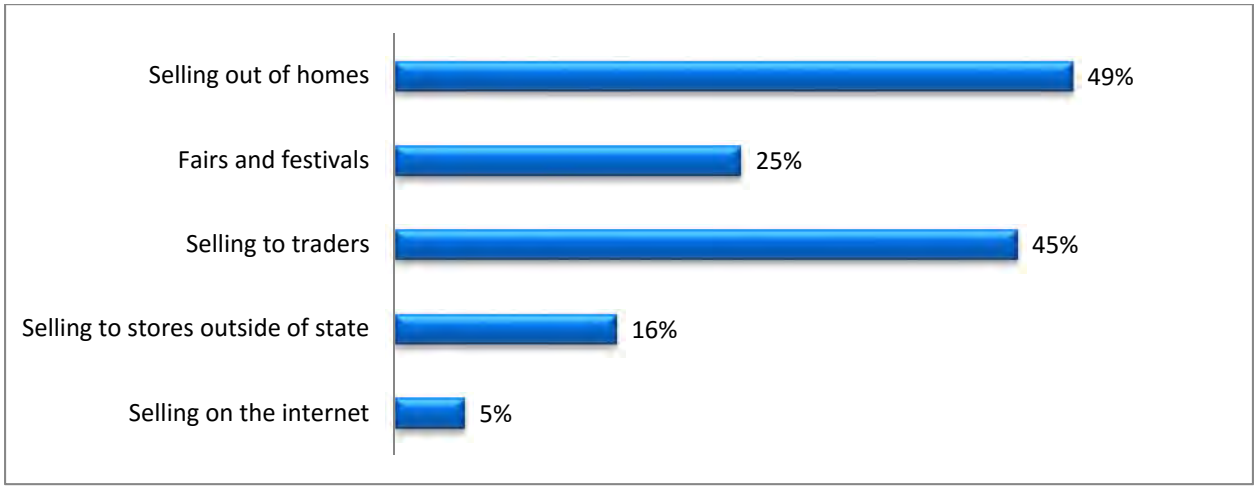
surveys to collect primary data to provide insights into how this unique economy functions. Realizing that Zuni is only a small component of Gallup trade area, this unique study based on primary research has findings that are relevant to the Gallup Downtown Plan. The majority of the Zuni tribe is involved in the cultural arts economy, with 68% of the tribe earning income from arts and crafts. However, this economy is largely a cash industry, with 84% of artists earning most of their income from cash sources, 40% who do not have a bank account, and only 13% using credit to finance business operations.

FIGURE 14 - NATIVE HOUSEHOLDS AND THE CREATIVE ECONOMY –
Source: Zuni Mainstreet Community Economic Assessment



The arts economy is also largely decentralized with nearly half of artists selling goods out of their homes, and a quarter of artists selling at fairs and festivals. 45% of artists sell their goods through traders.

FIGURE 15 - ARTIST BUSINESS PATTERNS –
Source: Zuni Mainstreet Community Economic Assessment



TRANSPORTATION

Transportation is the means by which we move people and goods within a community. Within the Gallup Metropolitan Redevelopment area (MRA), the transportation system is in a grid, formed around two state highways, NM 118 (formerly US 66) and NM 610 (Second St and Third St). These roads accommodate all modes of transportation and provide for circulation and mobility within central Gallup as well as connecting to the greater Gallup community.

ROADWAYS

The state highways are the primary routes within the MRA. NM 118 provides east-west travel through Gallup and NM 610 transports local and regional traffic to and from areas south of Gallup. Within the MRA area, NM 118 is the only principal arterial. Minor arterials include the Second St (NM 610)/Third St couplet and Aztec Ave. Six (6) streets within the MRA are classified as collector streets and they include Puerco Dr, First St, Fourth St, Mesa Ave, Hill Ave and Coal Ave. All other streets are considered local streets. More than 75% of the MRA road miles are functionally classified above local street status.

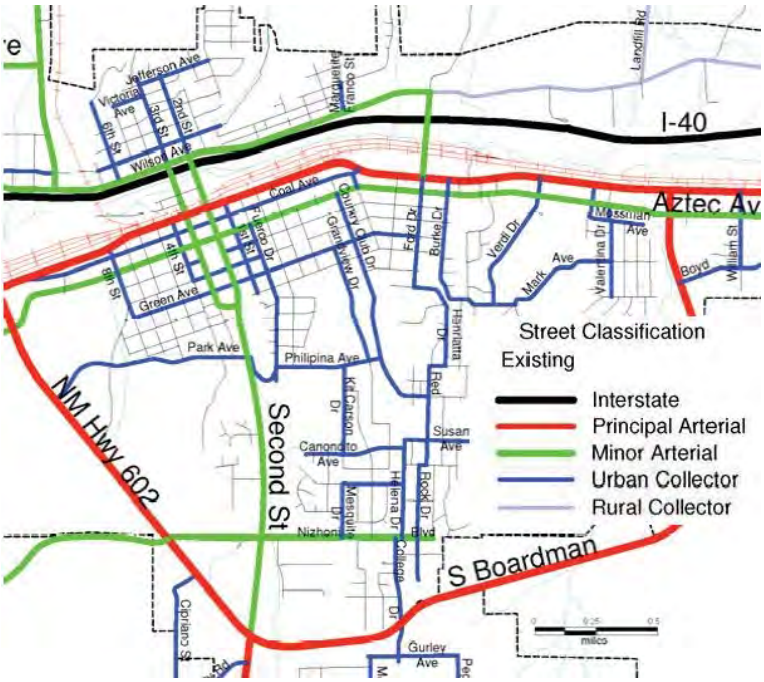


FIGURE 16 - ROADWAY FUNCTIONAL CLASSIFICATION

In the Gallup downtown each roadway in the grid network has urban design components. Most of the roads are two-lane roads with one lane in each travel direction. Exceptions are NM 118 with four (4) travel lanes and a center turn lane and Aztec Ave which is three (3) lanes – a center turn lane and one travel lane in each direction. Second St and Third St form a one-way couplet through the study area.

TRAFFIC VOLUMES

Traffic volumes were obtained from the NMDOT for state and local Federal roads within the study area. Current volumes (2014) were available for state highways but records for Federal local roads are not available after 2011. Table 3 contains the daily traffic volume information.

TABLE 3 - AVERAGE DAILY TRAFFIC VOLUMES

Roadway	2011 ADT	2014 ADT
NM 118 East of Second St	8,788	8,455
NM 118 West of Second St	10,956	8,583
Second St South of NM 118	8,324	8,292
Second St South of Aztec Ave	8,740	8,706
Coal Ave	3,459	
Aztec Ave East of Second St	5,930	
Aztec Ave West of Second St	4,932	

ADT – Average Daily Traffic

PEDESTRIAN FACILITIES

Sidewalks are constructed along most of the streets within the study area. A few blocks are missing sidewalks and these should be constructed for safety and pedestrian connectivity. The sidewalks range in width from approximately 5’ to 10’, with 6’ being the minimum width within most of the study area. Sidewalk within the strictly commercial area is primarily constructed at the back of curb. In the residential areas, a planting/buffer strip is common between the street and walkway.

Pedestrian amenities were reviewed within the study area. Curb ramps were reviewed and at least 23 intersection returns have no curb ramp. Numerous intersections have unidirectional ramps meaning that they do not direct pedestrians in each direction of travel, an issue for the visually impaired. Many older ramps do not have tactile strips for the visually impaired. Traffic signals were also examined at the eight (8) signalized intersections and all were found to have pedestrian signals, though pedestrian actuation is only available at NMDOT highway signals. (This means that the city owned signals are likely running a fixed time signal plan with an automatic pedestrian phase. There is vehicle actuation but no pedestrian activation.) Crosswalks are stripped or inlaid on many of the signalized intersection approaches, though some crossings are not marked. Only one (1) mid-block crosswalk was identified.

BICYCLE FACILITIES

The study area has no designated bicycle facilities; however, bicycles may be ridden along any city street. The *City of Gallup Growth Management Master Plan Update – Transportation Element* indicates

that urban trails for non-motorized users are identified for Aztec Ave and Second St south of NM 118. These facilities have yet to be constructed. No bicycle lanes are identified within the study area.

TRANSIT

The Gallup Express serves the City of Gallup and the study area with three transit routes - #1, #3, and #6. Routes #1 and #3 provide fixed route service with one-hour headways between 6:45 am and 6:00 pm. Route # 1 provides north-south mobility along Second St while Route #3 serves Gallup east and west of downtown along Aztec Ave. Route #6 provides fixed route service between Gallup and Zuni with two trips per day. Gallup Express will provide service up to a ¼ mile off route for an additional charge with two hours advance notice.

Gallup is also served by Navajo Transit with two routes into the MRA. NT Route # 5 and #6 have stops within the study area on Aztec Ave and NM 118 respectively. There are two morning and evening peak hour runs and a mid-morning/mid-afternoon run on NR Route 5. This provides service between the Navajo Nation and Gallup.

Gallup is also served by Amtrak, with the local station on the north side of NM 118, east of First St within the MRA. The Southwest Chief line provides service between Chicago and Los Angeles, and includes Albuquerque to the east and Flagstaff to the west. The daily westbound train departs Gallup at 7:08 PM and the eastbound at 8:21 am.

PARKING

Parking is allowed on-street along each of the MRA roads. All on-street parking is parallel and the only prohibitions are the north side of NM 118 and Aztec Ave west of Second St. On-street parking time limits, 2 hours, are imposed within the central area of Gallup, generally defined as the area bounded by NM 118, Fourth St, Aztec Ave, and First St. The 2-hour limit is imposed between the hours of 8:00 am and 6:00 pm.

OPPORTUNITY SITES AND ASSETS

Lands and facilities in public ownership, vacant buildings and vacant or underdeveloped land that should be considered for redevelopment are identified and mapped here (see MRA Opportunity Sites map). The redevelopment of these opportunity sites and assets has the potential to meet Gallup's goals and vision for downtown and include adaptive reuse of existing buildings, infill development on scattered sites and new land uses and development of the area north of the railroad tracks.

There are many challenges that must be met in order to repurpose or re-adapt buildings, fund new facilities on vacant land and deal with difficult site conditions. Strategies to meet those challenges are identified in the Chapters 4, 5 and 6 of this plan.

LAND AND FACILITIES IN PUBLIC OWNERSHIP

There are numerous lots and facilities that are owned, leased and/ or managed by local, regional and national public agencies. Land and facilities in public ownership provide the opportunity for redevelopment to meet changing community needs and create vibrant public gathering spaces that draw residents and tourists.

VACANT AND UNDERDEVELOPED LAND

Vacant and underdeveloped land includes infill sites scattered throughout the plan area and the large underdeveloped area north of the railroad tracks including the former Alpine Lumber site which the City of Gallup is in the process of acquiring. The larger sites with appropriate access and frontage should be considered for regional attractions while the smaller sites should be developed to be compatible with the surrounding land use and in context with the adjacent historic building fabric.

VACANT AND UNDER-USED BUILDINGS

Scattered throughout the plan area are numerous vacant and under-used buildings. This contributes to a sense of deterioration and neglect. Most of the vacant and under-used buildings are in the historic fabric associated with Route 66 and Coal Ave. Several historic buildings downtown, notably the old Grand Hotel, remain intact but go largely unused or altogether vacant. While building deterioration in the heart of downtown is largely unseen from the street several buildings are reportedly facing serious structural and interior deterioration, largely due to neglect.

The issue is compounded by the relatively narrow deep lots with multiple owners making it difficult to achieve economies of scale for redevelopment. Additionally, rehabilitating historic two story buildings is complicated due to the expense and difficulty of complying with modern building codes and ADA standards required for certain uses on the second floor. Finally, many properties may have environmental issues such as asbestos which may require recognition and remediation for certain uses.

The plan area has 36 buildings that are over 10,000 square feet. Of those buildings, eight are identified in this plan as underutilized or vacant and should be considered for repurposing and/or redevelopment (see list below and Opportunity Sites Study Map). In most cases these buildings, both historic and more modern, are well constructed, well maintained, well located and provide an opportunity to redevelop and/or repurpose for uses that meet revitalization goals for Downtown Gallup.

- Ricca Merc Building, (Grand Hotel) 308 Coal Ave. (NR)
- Drake Hotel, 212 Route 66 (NR)
- "Navajo Garage", 383 Route 66
- Elks Lodge, 149 S. Strong Dr. (NE corner of S. Strong Dr. and E. Coal)
- Warehouse with parking on top, NW corner of E. Coal Ave. and S. Puerco Dr.
- 105 W. Coal Ave. (former Gallup Print and Office Supply)
- 117 W Coal Ave. Two story building west of Sammy C's Sports Bar
- 231-235 W. Coal Ave.

HISTORIC BUILDINGS AND POTENTIAL HISTORIC DISTRICT

Gallup's arts and cultural enterprises are concentrated within the unique historic architecture of downtown. New Mexico MainStreet contracted with an architectural historian to produce a survey and nomination for listing over fifty contributing buildings in the National Register of Historic Places and the New Mexico State Register of Cultural Properties. The New Mexico Historic Preservation Division is currently working on the nomination, preparing it for review by its Cultural Properties Review Committee. Rehabilitating and repurposing historic buildings to support hospitality businesses, such as restaurants, cafes, lodging, retail and entertainment, will be key to meeting revitalization goals. The following buildings are currently listed in the State and/or National Register:

	Name of Building/Address	State Register	National Register
1.	230 W. Coal Avenue, The Chief Theater	Yes	Yes
2.	306 W. Coal Avenue, Grand or Ricca Hotel (Formerly)	Yes	Yes
3.	101 S. Third Street, C.N. Cotton Warehouse	Yes	Yes
4.	205-07 W. Coal Avenue, El Morro Theater	Yes	Yes
5.	235 W. Highway 66, Palace Hotel	Yes	Yes
6.	301 W. Highway 66, Rex Hotel	Yes	Yes
7.	201 S. First Street, Gallup Post Office (Formerly)	Yes	Yes
8.	101 W. Highway 66, White Café (Formerly)	Yes	Yes
9.	216 E. 66th Avenue, Drake Hotel	Yes	Yes
10.	McKinley County Courthouse	Yes	Yes
11.	Railroad Depot	Yes	
12.	West Aztec Avenue, Lebanon Lodge	Yes	Yes

Buildings that are individually listed in the State Register or are contributing buildings in a State-registered historic district may be eligible for the State Income Tax Credit program for certified rehabilitation of historic properties. Similarly, buildings listed in the National Register may be eligible for the federal income tax credit program for the certified rehabilitation of historic properties.

As a part of the planning process the team, with input from the community workshop, identified several "Opportunity Sites," to be considered for specific redevelopment projects and improvements.

Southern Gateway

This site is in the southern part of the plan area fronting Second Street. It includes the existing main library, two lots recently made vacant with the teardown of the NMDOT buildings south of the library and the parking lot at the corner of Street street and Mesa Ave. Adjacent to this parking lot is the ephemeral Little Puerky, which is piped underground at this point.

Central Area

This site includes a vacant lot where the Little Puerky reemerges, the City walkway and parking areas that connect Coal Ave. with the Courthouse Square.

Scattered and Vacant and Under-used Lots

Three parcels are identified as opportunity sites.

- The existing Parking lot at the NW corner of S. Fourth Street and W. Aztec Ave.
- The vacant lot east of Anasazi Traders at the corner of the plan boundary and Rt. 66.
- The vacant lot at the corner of plan boundary and E Coal Ave.

Southern frontage of NM 118 (Route 66)

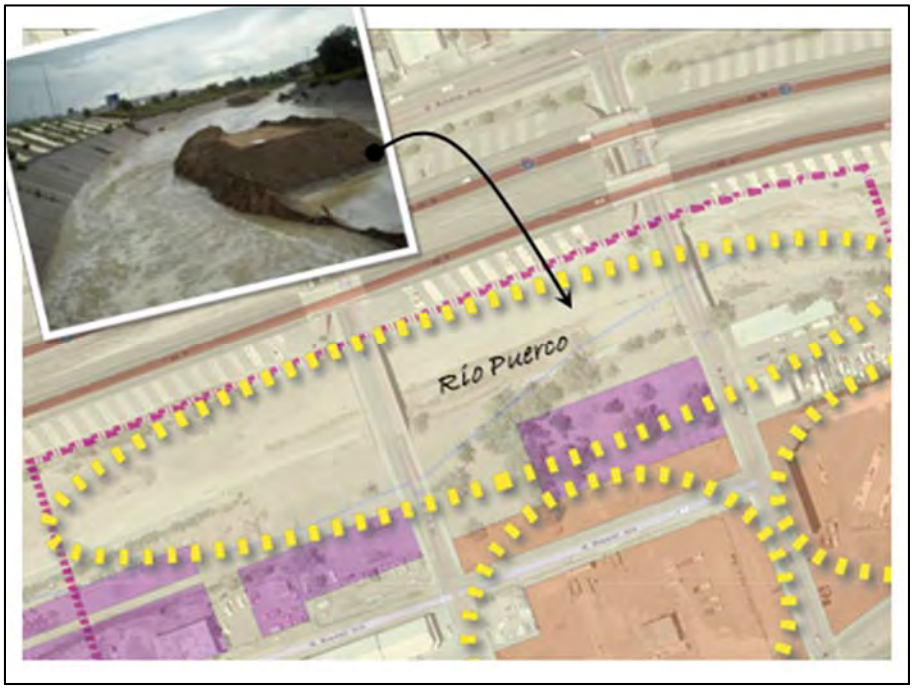
A prominent opportunity site is the City parking lot and museum, (formally the Rex Hotel) located between S. Third Street and S. Fourth Street.

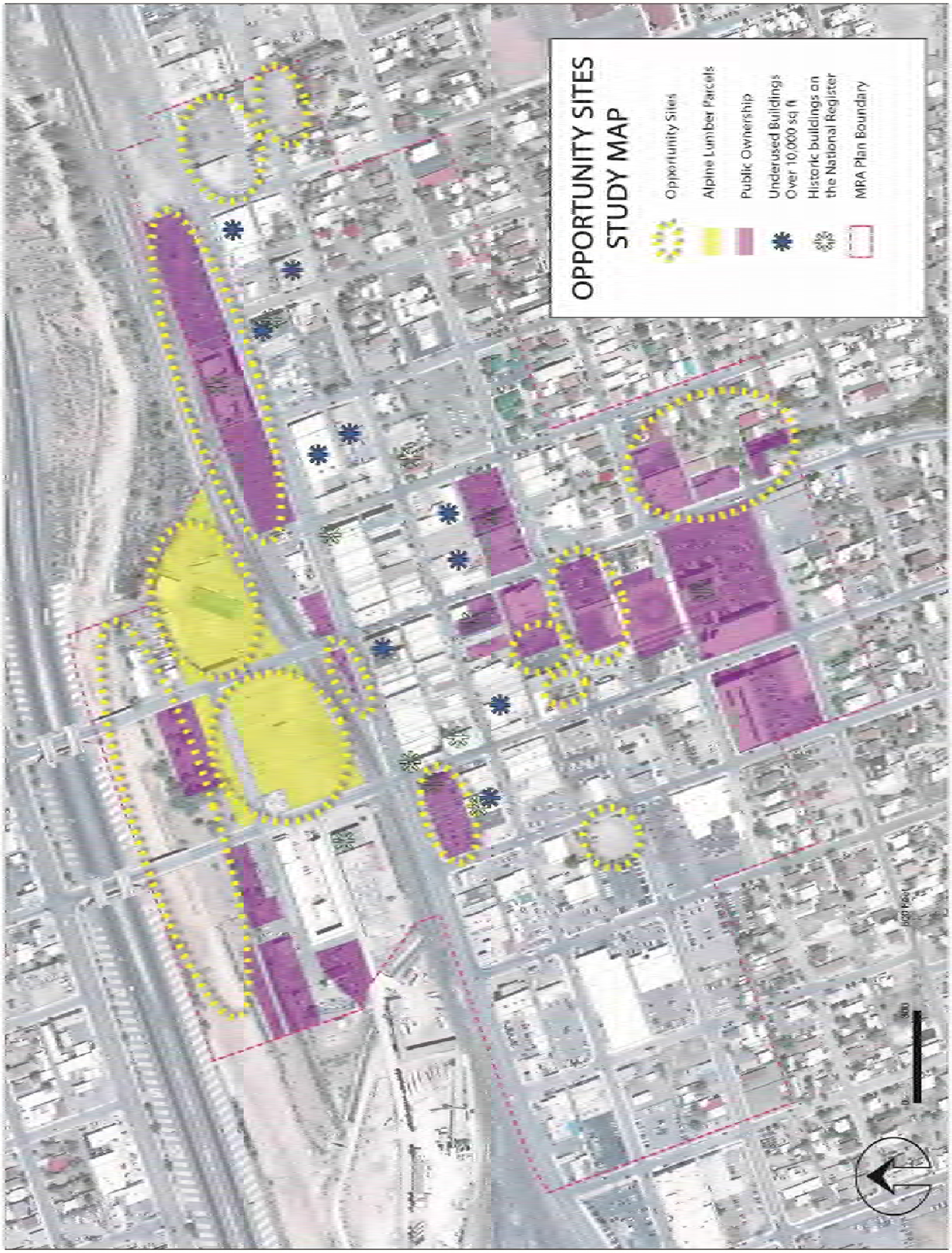
North Frontage of NM 118, (Route 66)

The site of the Cultural Center, Depot and visitor parking lot is between Historic 66 and the rail tracks. A vacant strip of land is at the NW corner of S. Second Street and Route 66.

North of the Railroad Tracks

Multiple parcels formerly owned by the Alpine Lumber Company are between the railroad tracks and the floodplain of the Rio Puerco, another opportunity site.




OPPORTUNITY SITES
STUDY MAP
Opportunity Sites
Alpine Lumber Parcels
Public Ownership
Underused Buildings
Over 10,000 sq ft
Historic buildings on
the National Register
MRA Plan Boundary

3 COMMUNITY PARTICIPATION

The Gallup Downtown Redevelopment Plan is the result of a collaborative effort with City of Gallup, Gallup Business Improvement District and the Gallup MainStreet/Arts & Cultural District working cooperatively with the community and facilitated by CommunityByDesign. The community participation process occurred through a number of ways. A diverse group of residents, representatives of arts and community organizations, City staff, local business owners and other stakeholders in downtown Gallup and surrounding areas, all contributed to the planning process. Citizen involvement, an essential element of the process, was gathered through working group meetings and open houses and community workshops. Drafts of the Gallup Downtown Redevelopment Plan were available on the City website for review.

STEERING COMMITTEE

An 18 member Steering Committee assisted the consultants in creating the plan. Representatives from business, government, not for profits, arts and cultural organizations, hospitality industry and the neighborhood were included in the group. Six meetings were conducted with the Steering Committee during the planning process. Their insights into the community and their investment in creating a vibrant downtown were significant contributions to the planning process.

COMMUNITY INTERVIEWS/FOCUS GROUPS

One on one interviews were conducted with individuals who are stakeholders or could influence the planning and implementation of the Downtown Redevelopment Plan as developers, employers or investors.

COMMUNITY WORKSHOPS

In addition to the monthly Steering Committee meetings, two Community meetings were offered for community input and feedback on both the Arts and Cultural District Plan and the Downtown Redevelopment Plan. These meetings included a Community Workshop and a Community Open House to present the draft plans. The Steering Committee met several times to work on goals and strategies to implement them for each of these meetings.

A community workshop conducted August 21-22, 2015 at the El Morro Second Street Events Center provided the approximate 60 attendees an opportunity to discuss, design and present their vision and projects for the downtown. The results of this two day workshop served as the foundation for the Redevelopment Plan projects. The color display ad in the local *Gallup Independent* newspaper describing the workshop is included in the appendix.

In November a community open house workshop was conducted at the Second Street Events Center that presented the Plan's recommendations and projects. The 60 residents who attended had an opportunity to provide comments on the plan as well as prioritize the projects that they would like to see implemented as the next steps in the plan. The results of the project prioritization are in the Implementation Chapter. The color display ad in the local Gallup Independent newspaper describing the open house and the exhibits are included in the appendix

4 RECOMMENDATIONS AND PROJECTS

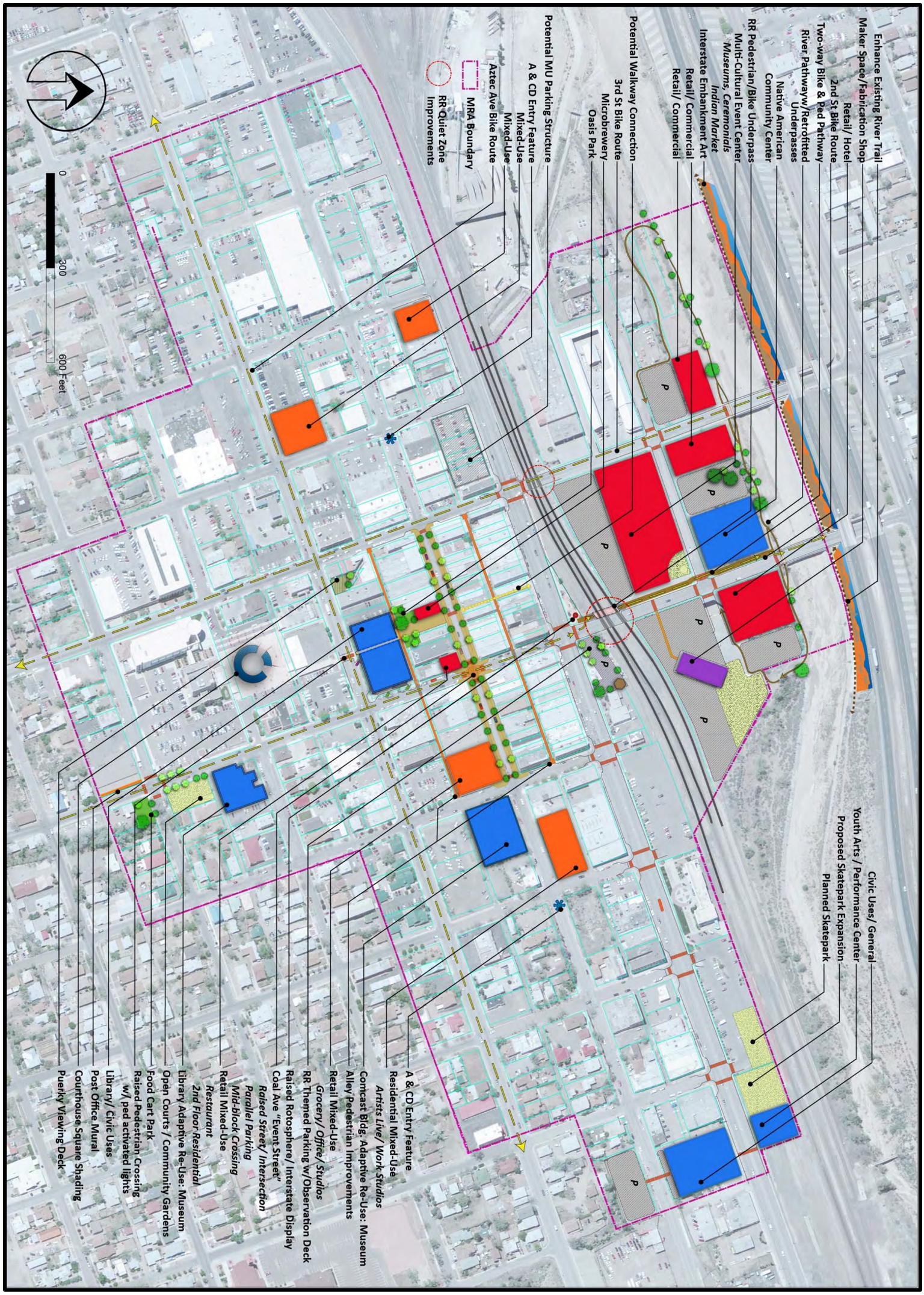
PLAN VISION AND GOALS

Downtown Vision

Downtown Gallup is an attractive and sustainable center of civic life, the arts, and cultural experiences for community activities that celebrate its multicultural heritage. It offers opportunities for prosperity with strong connections to its authentic culture and history that embraces diversity. Gallup supports a balanced mix of uses and services for people living, working, visiting and enjoying downtown.

Downtown Goals:

- Develop quality housing downtown.
- Create pedestrian and bike-friendly connections along streets and alleys.
- Develop state of the art library and cultural facilities that provide true Gallup experiences.
- Develop a regional multimodal transportation hub and public transportation for all ages.
- Create vibrant and attractive gathering places that encourage people to hang out and socialize.
- Provide for a diversity of retail, restaurant, entertainment, and business opportunities.
- Fully utilize the commercial buildings downtown, encourage infill development, and revitalize vacant buildings.
- Promote downtown public art and cultural events.
- Create collaborative partnerships between public and private entities to provide effective programs and facilities.
- Develop a clear and effective channel of communication between downtown business owners.



Community ByDesign

Gallup Downtown Conceptual Redevelopment Plan

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REVITALIZATION PROJECTS

The following recommendations identify revitalization and placemaking projects that will move the Downtown towards achieving the community's goals. These projects incorporate land use, urban design, pedestrian safety enhancements, and transportation elements to create the downtown as a place that people want to live, work, and visit.

Interstate Embankment Murals:

The plan recommends a stylized mural along the Interstate embankments on northern edge of downtown that depicts the surrounding canyons, barrancas, mesas and mountains. This will create a distinctive edge to downtown and reinforces its location within the broader scenic resource rich region. Designs and materials should be innovative, durable and resistant to fading; ideas include the use of stamped concrete, tiles, metal, LED lighting and three dimensional elements.

Multi-Cultural Event Center

Central to the area and key to stimulating private redevelopment and reinvestment opportunities is the development of a Multi-Cultural Event Center to accommodate a wide variety of uses and activities including but not limited to exhibit space, museums, performances and indoor and outdoor events. The large site has adequate parking and compatible adjacent land uses. Community objectives for the Event Center are to attract large regional and national conventions and events, establish an annual Indian Market and to accommodate components and activities of the Gallup Ceremonial.

Makerspace/Fabrication Shop

The existing lumber store building can be repurposed as a Makerspace/Fabrication Shop. The facility is envisioned to support the arts and crafts sector with minimal renovation and operations costs by providing DIY spaces where people can gather to create, invent, and learn. Makerspaces often have 3D printers, software, electronics, craft, welding and hardware supplies and tools.

Retail/Commercial & Retail/Hotel

The plan identifies Retail/ Commercial future land uses on several large sites along the northern boundary of the MRA District with good road access, high visibility from the freeway and a conducive ownership pattern. To complement future public facilities such as the Multi-Cultural Event Center the plan envisions specific uses such as hotels, restaurants and entertainment venues.

Native American Community Center

In addition to the retail/ commercial future land uses, a site has been identified in this area for a future Native American Community Center. It is envisioned to provide a place for social gatherings, overnight accommodations and a wellness center providing wrap around services.

Raised Rotosphere/Interstate Display

Restoring and reinstalling the tall neon Rotosphere, a community landmark for many years, at the NW corner of NM 118 and Coal Avenue will provide a strong sense of place and history associated with Route 66 and attract interest from drivers on I-40.

Establish a Quiet Zone at Second St and Third St Rail Crossings

There are several methods that will create a Quiet Zone through the downtown area that are outlined in the Transportation Recommendations section. However it is accomplished, it is a project that is important to the community and for the revitalization of the downtown.

Mixed-Use/Residential - SW corner of Third St. and NM 118 (RT. 66)

This city owned property and historic hotel is currently being used part-time as a museum. There is a an opportunity to increase the 24 hour presence of the area through adaptive reuse as live/work development geared toward artists with ground floor studios and or gallery open to the public.

Planned Skatepark and Proposed Skatepark Expansion

The construction of a skatepark on the east end of the Gallup Cultural Center parking lot is planned to be underway in 2016 setting the stage for increased civic use of this underused part of downtown. City planners and stakeholders have recognized the need to expand the skatepark and have identified adjacent land for future expansion.

Youth Arts/Performance Center

The community has identified the need to engage the youth through opportunities in the Arts and provide alternatives to conventional youth activities. This vacant site adjacent to the future skatepark provides a potential opportunity and appropriate location for a creative youth centered venue.

Civic Uses/General

While no specific projects have been identified for this large opportunity site fronting both NM 118, (Rt. 66) and Coal Ave., it is shown as appropriate for civic uses due to its key location on the edge of downtown and adjacent to both industrial and residential uses. New infill development on vacant land will increase the overall value of the area and encourage private development.

Retail Mixed-Use: SW corner of Coal Ave. and Second St.

Uses at this key location and historic building should complement activities associated with El Morro Theater and contribute to the vitality of Coal Ave. Specific uses include ground floor retail and/or restaurant and 2nd story residential. The repurposing and restoration of the historic building should benefit from historic tax credits and incentives.

Retail Mixed-Use: SW corner of Coal Ave. and First St.

Redevelop this key corner location which is currently underutilized. The site accommodates the two lots: The "L" shaped building should be restored and repurposed with ground floor retail and second story residential. The other lot is underdeveloped and should be redeveloped as a two story building in coordination with the restoration of the adjacent building. Specific uses identified during the community workshop included a small grocery store, offices and second story apartments.

Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr.

There is an opportunity to redevelop this vacant and under-used lot to increase housing choice that contributes to a vibrant 24 hour presence downtown. Encouraging infill and developing attainable housing with a variety of types, (artists live /work units, apartments, townhomes) and price points will attract individuals, employees, young families, and retirees looking for walkable, active urban lifestyle.

Arts & Cultural District Entry Features

To provide a stronger sense of entry into the Arts and Cultural District, gateway features should be installed at the intersection of Coal Ave. and First St. and Coal Ave. and Third St. Key elements for success include public art, lighting and informational signage/maps that corresponds to a district-wide wayfinding system.

Mixed-Use:NW corner of Fourth St and Aztec Ave., and SE corner of Fifth St. & NM 118 (Rt. 66)

To increase jobs, services and shopping opportunities for downtown, new infill buildings are envisioned for privately-owned parcels that are currently or were used as gas stations, automotive repair shops, and surface parking lots. These lots should be zoned for redevelopment that is consistent with the historic commercial buildings that front Coal Ave. and NM 118 and Route 66.

Post Office Mural

The eastern facade of the Post Office provides an opportunity, a canvas to showcase local talent, history and character of Downtown Gallup.

Food Cart Park

A low maintenance open yard for food carts to park and provide service during lunch and occasional evenings during community events is envisioned for the underused publically owned lot located on SE corner of Second St. and Mesa Ave. Key elements for success include vendor stewardship, minimal drought tolerant landscaping, pervious paving, lighting and signage.

Community Art Garden

A community sponsored and maintained site that provides opportunity for socializing, community collaboration, artistic engagement, education and locally grown food is envisioned for the lot made vacant by the demolition of the NMDOT and MRCOG offices. Specific ideas include a community garden for demonstrations and growing local food plus opportunities to foster arts in all its forms from live performance to art installations. This interactive green space will evolve as the plants grow. Improvements include community stewardship, pervious surfaces, signage, lighting, garden beds, shade structures, trash receptacles and seating.

Library Adaptive Re-Use: Museum

When the existing main library becomes vacant, repurpose the building as a museum. The open floor plan will reduce costs of repurposing and provide a flexible, collaborative environment for exhibits and educational programs.

Comcast Adaptive Re-Use: Museum

In addition to the existing library, the historic post office building currently used by Comcast should be considered for repurposing as a museum. The key location, ample parking and the historic character of the building provide an appropriate and distinctive site for a new museum.

Façade Improvement Program

A façade improvement program could serve as a means to revitalize the downtown area in a partnership with the building owner, City and Gallup MainStreet/A&CD. There are several programs available from NM MainStreet Design technical assistance, to grants and low interest loans, to volunteer-based programs such as NM MainStreet's "Façade Squad".

Bike Routes

Bike routes are identified on Second St., Third St and Aztec Ave through the downtown area to connect downtown retail, restaurants and civic facilities to regional destinations such schools and the regional bike route system. These connections will contribute to the vitality of downtown and its importance as a regional center and support the economic benefits of geo tourism and recreational cycling.

Railroad Themed Parking Lot with Railroad Observation Deck

There is an opportunity to redevelop the parking lot at the corner of Second St. and NM 118 to include railroad themed elements, street furniture and an observation deck.

Potential Walkway Connection: Mid-block between Coal Ave. and NM118 (Rt. 66)

As part of any potential redevelopment projects in this area, the City and Gallup, MainStreet and A&CD should encourage, support and possibly partner with property owners to provide a public walkway connecting Coal Ave and NM118 mid-block between Third and Second Street. This could result in visitors staying longer and a more pedestrian friendly environment.

Potential Mixed-Use Parking Structure

As redevelopment occurs in downtown more parking may needed and should be addressed in a parking management plan that considers a new centrally located public parking structure. An appropriate location is the existing City parking lot on the SE corner of NM 118 (Rt. 66) and Fourth Street. In addition to providing parking the structure should accommodate retail spaces on the ground floor along its street frontage with NM118 (Rt. 66).

River Pathways with Retrofitted Underpasses

The development of a pedestrian and bike pathway along the south bank of the Rio Puerco will add natural beauty and provide open space and connections to regional trails. The pathway is envisioned to be retrofitted to include bridge underpasses and at grade crossing at its intersections with Second and Third Streets. The existing river trail along the north bank of the Rio Puerco which connects to the broader area around downtown should be maintained and enhanced to increase user's sense of safety and comfort.

Bike & Pedestrian Railway Underpass and Two-Way Pathway
An underpass below the railroad tracks will allow safe and full-time connection between the downtown and the areas to the north. There will also be a two-way bike and pedestrian pathway along the west side of Second Street since it will remain to be one-way northbound.

Puerky Interpretive Viewing Deck

This is an interpretive park on a raised wood deck where people can view the underground watercourse that flows below the city, and learn the story of place that is historic Gallup and how the downtown is built over top of this arroyo. This hidden segment of the "Little Puerky" arroyo is presently behind a screen fence on a lot fronting Aztec Ave. just east of Third St.

Library/Civic Uses

The Octavia Fellin Public Library needs a new building to meet present and projected needs. The Library should remain downtown in the civic heart of Gallup. The future Library could occur on the current Children's Library site (razed) and a new two-story building constructed on the existing west parking lot and over the existing walkway. The Aztec pedestrian crossing would be a raised pedestrian table with pedestrian-activated blinking lights to connect to the parking lot across Aztec.

Oasis Park

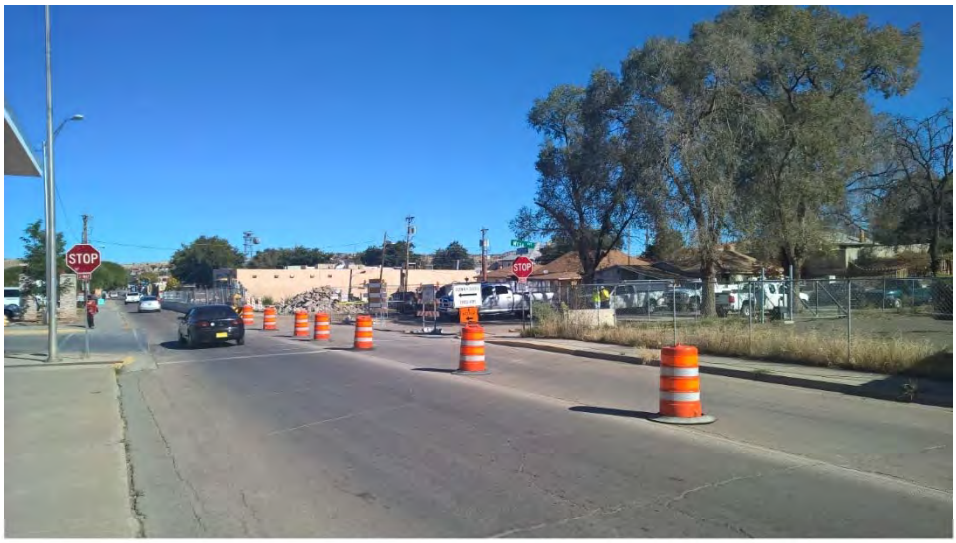
On both sides of the midblock walkway are small underutilized outdoor areas that are defined by surrounding buildings. Together these areas should be connected and improved to provide green space and shade; a pocket oasis, where people can relax, children can play and community events can take place. Elements include adding lighting, signage, landscaping including trees and grass, outdoor furniture and play structures.

Alleyway Pedestrian Improvements

Enhance the existing alleys between Coal/Aztec Aves. and Coal/NM 118 (Route 66) between First and Third St. This will beautify the parking areas, increase pedestrian and bicycle circulation and provide improved employee and visitor access to the rear entrances of businesses and government offices, while still allowing service access. Key elements for success include placing utilities underground, specialty paving, lighting, benches and planters.

Courthouse Square Enhancements

The highly valued Ceremonial Plaza hosts Native American dances, large community events and is a unique place for people to gather on a daily basis. The addition of shading that follows the geometries of the plaza will increase visitor comfort and length of stay. It will also provide additional visual attention to the Courthouse Square since it isn't apparent due to being raised above the streets and parking areas.



South Entry into Downtown on Second St

This entrance into downtown involves several projects that create a dynamic community space. An active **Community Art Garden** area on the site formerly occupied by NWNMCOG offices, a **Food Cart park** on the existing parking lot, a **mural on the Post Office façade**, and enhanced crosswalks, will provide opportunities for the neighborhood and employees to eat and listen to music or garden during their lunch hour. Community stewardship of the community garden for growing local food and participation by artists and musicians can foster the arts in all forms for all ages.

Coal Avenue "Event Street"

Coal Ave. between First and Third Streets is the historic main street and would be retrofitted and enhanced to increase pedestrian comfort, walkability and serve as an event space when the street is closed to traffic, such as for the Ceremonial Parade or ArtsCrawl. This segment of Coal Avenue would be a curbless continuous surface that includes 12' wide sidewalks, and an 8' flex zone for parallel parking and/or community outdoor seating for restaurants using removable bollards, raised planters and distinctive pavement treatment. Other features also include a raised intersection at Second and Coal Ave. and specialty paving at intersections and cross walks.

Coal Avenue Mid-block Crossing and Community Space

The existing mid-block walkway needs to extend into Coal Avenue to expand this community space and create a safer pedestrian crossing across Coal Ave. This mid-block crossing would also complement the Coal Ave Event Street design as a raised curbless street and crossing. Another feature of this project is the reuse of the existing Optician shop into a Microbrewery that would open up its windowless east wall into the public space with an outdoor seating area and large door openings.

BUSINESS AND MARKET RECOMMENDATIONS

Continue to encourage and develop manufacturing, wholesale, and retail activities related to Native American arts and crafts

The importance of the Native American arts and crafts industry cannot be overstated today and it represents further opportunities in the future. Activity related to this sector accounts for 70% of sales in the downtown, 8% of sales in the total market area, and occupies 16% of downtown buildings. This strong sector sets Gallup apart as a regional cultural center and destination. Opportunities for evolving the arts and cultural sector include:

- Increase the concentration of artisans and traders in the downtown by encouraging arts and crafts development in vacant and underutilized downtown properties.
- Develop organizations and facilities to encourage dispersed artisans in remote areas to participate in the downtown's creative economy.
- Promote and market this sector as unique to downtown Gallup.

Establish Downtown's role in entertainment, dining, and accommodation

The downtown currently captures only 4% of the dining and entertainment spending in Gallup, and only 16% of non-food/entertainment sales. This presents an opportunity to increase and develop the downtown as a destination for entertainment for visitors, locals and regional residents. The downtown should not be viewed as competing with other commercial areas; instead it should be viewed as providing a space that is complementary and unique. Specialty shops, restaurants, bars, and an atmosphere with public art, historic buildings, outdoor seating, compactness and walkability, events, and well-designed public spaces can distinguish the area as a unique destination.

Capitalize and encourage additional activity related to professional sector employees and downtown residents

The professional sector is the dominant employer in the downtown today. A higher concentration of people in and near the downtown expands the potential consumer base for businesses, creates a vibrant atmosphere, and cements the area as the cultural and professional center for the region. The presence of government buildings, banks, and professional offices already helps with this goal; however, there are opportunities to "build-in" more companies downtown to add volume and vitality. This important economic sector includes: lawyers, bankers, healthcare providers, consultants, and real estate agents. The same can be said of developing a diversity of housing in and around the downtown, more residents means more activity and more patrons for the businesses on a day-to-day basis.

Strengthen and develop existing relationships with organizations focused on improving economic conditions in Downtown Gallup

The city has worked hard to partner with organizations that are focused on improving the economy in Gallup and the downtown. It is important that the city continues to foster these relationships and capitalize on resources from organizations, including: Gallup BID, gallupARTS, Gallup MainStreet, and McKinley County. These organizations have similar goals and objectives that align with the market opportunities presented here. For example, goals from the BID Business Plan focused on business retention and expansion include:

- Expand existing businesses or recruit new businesses to provide more niche and high-end retail shops, specialty stores, and services to improve walkability and livability in the downtown areas.

- Increase diversity among the type of businesses offered downtown in order to give tourists and local community alike more reasons to visit downtown.

Promote a mix of uses in the Downtown, including: retail, office, arts and entertainment, hotel accommodations, and high density residential areas through expanded use of historic buildings, selected infill, and some transitional expansion along Coal and Aztec Streets.

- Develop a buy-local initiative with citizen-consumer educational materials and compelling activities.
- Create a campaign for extended store hours, such as an open late one evening a week promotion, or seasonal extended hours.
- Develop a signature event.
- Strengthen existing restaurants and enhance the restaurant cluster with additional food choices and perhaps other formats such as vendor carts and temporary, "pop-up" restaurants.
- Recruit retail stores such as an outdoor outfitter with bike rentals, microbrewery, and a health store.

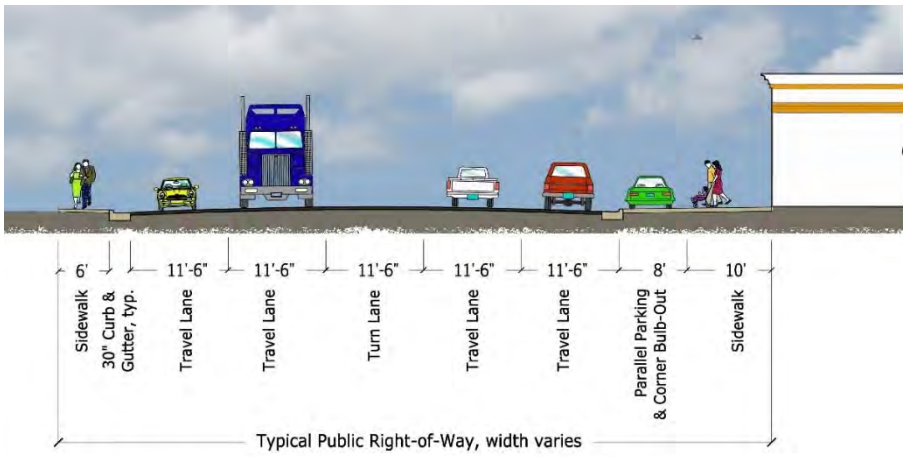
Create Entrepreneur initiatives such as develop an organizations' capacities to form a youth entrepreneurship initiative that builds on the relevant classes offered at the high school and explore the potential for a community commercial kitchen that capitalizes on the area's small farms and local food entrepreneurs.

- Assist owners to acquire financing to articulate their business plans and access key programs. These include Small Business Administration loans administered by area banks, and non-traditional loans provided from alternative lenders like The Loan Fund, Accion New Mexico, and WESST.

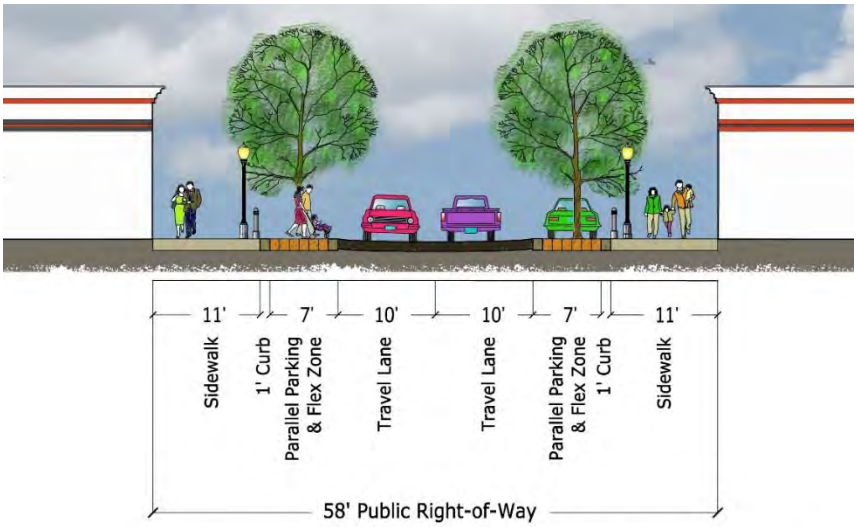
TRANSPORTATION RECOMMENDATIONS

The Gallup Downtown Redevelopment Plan has several recommendations related to making the downtown more bike and pedestrian-friendly while maintaining the existing and projected traffic volumes at an acceptable level of service. These recommendations have included improving Coal Avenue as an Event Street with design amenities to promote events and street closures. Route 66/NM 118 also has several recommendations that will increase pedestrian safety and promote traffic calming through the downtown area.

A



PROPOSED HISTORIC ROUTE 66



PROPOSED COAL AVENUE

Pedestrian/Bicycle underpass under the railroad tracks at Second Street will allow these transportation modes to continue to cross the railroad tracks when the numerous trains are moving into and out of the railyard, or stopped on the tracks for rail car coupling.

Establishing a Railroad Quiet Zone in the downtown area has become increasingly important with the number of trains using the Second and Third Streets at-grade crossings. The City has prepared studies on how to best accomplish a Quiet Zone, ranging from installing the required at-grade crossing safety features, to a grade-separated underpass for vehicles and pedestrians on Second Street that would eliminate the at-grade crossings. There are pros and cons for each of these alternatives that need to be considered before making a final decision. The need for achieving a Quiet Zone and safer track crossings is becoming more critical with the Plan's proposed land uses on the vacant area north of the tracks.

Another alternative is to consider closing both the Second and Third Street crossings. This alternative must examine the impacts of the additional traffic relocated to the two railroad overpasses east and west of downtown, as well as local circulation. The traffic that will be affected by potential modification to Second St and Third St north of NM 118 should not exceed more than 6,000 vpd based upon existing development. This level of additional vehicular traffic should be easily absorbed by the two railroad overpasses at NM 602 and Miyamura.

A few pros and cons associated with closing the two streets at NM 118 include:
Pros:

- Creates Quiet Zone through downtown.
- Ability to fence the railroad tracks and minimize pedestrian access.
- Improved highway safety by eliminating at-grade railroad crossings.
- Operations improvements on both NM 118 and Second St in this vicinity when railroad gates are down. Long closures could lead to short term gridlock in this area.

Cons:

- Creates a greater barrier between the areas north and south of the tracks, making it difficult to incorporate the two areas into 'downtown'.
- Loss of motor vehicle circulation within the overall area.

Although all of these alternatives described above, or permutations that include elements of the alternatives, it is the recommendation of the plan that a significant transportation analysis be conducted for all 'quiet zone' alternatives. The alternatives should include:

1. A quiet zone with no changes to the at-grade crossings.
2. A grade separation design, and the analysis needs to address the traffic operations associated with the proposed network changes, the land use and circulation impacts to severing the north area, and the flooding/pumping issues created by the underpass.
3. Closure of Second/Third at NM 118.
4. Relocation of the railroad to the north of downtown and closure of Second and Third at the river.
5. Relocation of the railroad without closure of Second/Third and instituting a quiet zone at the relocated crossings.

A thorough traffic evaluation of the relocated traffic trips should be conducted in the analysis. A more comprehensive analysis is recommended that compares the alternatives side-by-side. This type of analysis will also be required because all projects on federally funded NMDOT roadways will require NEPA environmental clearances.

5 FUNDING SOURCES

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

1. Public/Private Partnerships

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

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

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

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

5. Infrastructure Capital Improvement Plan

The City's Infrastructure Capital Improvement Program (ICIP) is to enhance the physical and cultural development of the City by implementing the Gallup Growth Management Plan and other adopted

plans and policies. Through a multi-year schedule of public physical improvements, ICIP administers approved Capital Expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating the City's built environment. In practice, the ICIP develops, and sometimes directly implements, diverse projects and improvements to public safety and rehabilitation of aging infrastructure such as roads, drainage systems and the water and wastewater network, public art projects, libraries, museums, athletic facilities, parks and trails, and Senior, Community and Multi-service Centers.

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

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

7. Low-Income Housing Tax Credits (LIHTC)

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

8. Local Economic Development Act (LEDA)

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

9. Community Development Block Grants (CDBG)

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

10. Community Development Revolving Loan Fund

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

are eligible. Loans are limited to $250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can obtain a request forms and technical assistance from the New Mexico Economic Development Department.

11. USDA Rural Development Programs

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

12. State and Federal Tax Credits 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. There is no minimum project expense. This program has proved accessible and useful for small projects that can include façade improvements. Similarly, buildings listed in the National Register may be eligible for the federal income tax credit program for the certified rehabilitation of historic properties.

13. Brownfields Program Funds

The U.S. Environmental Protection Agency (EPA) and NM Environment Department (NMED), through their Brownfields Program, provides funding for rehabilitating affected historic properties. The NMED and EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, NMED and EPA also provide technical information on brownfields financing matters.

14. New Mexico Mortgage Finance Authority (MFA)

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

15. Public Project Revolving Fund (PPRF)

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

program designed to use a $5.1 million appropriation to create greater access to capital throughout New Mexico.

16. NM MainStreet Capital Outlay Fund

The NM State legislature has allocated between $.5 million and $2 million the past three years for MainStreet communities in NM. These funds can be used for master planning, design, engineering and construction purposes for projects that have been identified in a community-based downtown master planning process. These are competitive grants awarded in October.

17. Burlington Northern Santa Fe (BNSF) Railway Foundation Grants

The Burlington Northern Santa Fe Foundation had been BNSF Railway's main vehicle for charitable giving since 1996 when the Burlington Northern and Santa Fe Railroads merged to form the Burlington Northern Santa Fe Railway, now known as the BNSF Railway. The BNSF Railway Foundation has supported and helped improve quality of life for thousands of communities across the 28 states through which BNSF operates, and where BNSF employees live, work and volunteer. Information on their grants and scholarships can be found at http://www.bnsffoundation.org/programs/ .

18. The National Endowment for the Arts (NEA)

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

19. The Kresge Foundation

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

20. Artspace

Artspace is a nonprofit real estate developer specializing in creating, owning and operating affordable spaces for artists and creative businesses. Artspace is the nation's leading developer of arts facilities – live/work housing, artist studios, arts centers, commercial space for arts-friendly businesses and other

projects. Artspace works in three major areas – Consulting Services, Property Development and Asset Management. Consulting Services study the feasibility of new Artspace projects. Property Development creates new Artspace projects through a mix of historic renovation and new construction. Artspace's Asset Management group ensures long-term financial stability and affordability for artists. At present, Artspace owns and operates 35 projects across the country. Twenty-six are live/work or mixed-use projects comprised of more than 1,100 residential units.

21. ArtPlace

ArtPlace has four core areas of activity: a national grants program that annually supports creative placemaking projects in communities of all sizes across the country; our Community Development Investments in 6 place-based community planning and development organizations that are working to permanently and sustainably incorporate arts and culture into their core work; field building strategies that work to connect and grow the field of practitioners; and research strategies to understand, document, and disseminate successful creative placemaking practices.

22. Certified Local Government (CLG) Program

The Certified Local Government program is administered by the State Historic Preservation Division (HPD) for local governments that have adopted a local historic preservation ordinance to protect significant and contributing properties listed on local, state and federal historic registers. Downtown Gallup is in the process of creating a historic district and a recommendation of this cultural plan is for the community to consider adopting a local historic district ordinance and project design review procedures in order to apply for the Certified Local Government program. Acceptance into the state's CLG program would enable Gallup to apply for annual funding support for planning and educational programs to enhance historic preservation in the community and the A&CD. As a Certified Local Government, Gallup could be eligible along with nine other municipalities to apply for program funds directly from HPD. Current funding levels for the CLG fund are approximately $60,000 to $80,000.

6 IMPLEMENTATION

REVITALIZATION STRATEGIES

The following strategies identify revitalization and placemaking projects that will move the city towards achieving the community's vision and goals. These projects incorporate land use, urban design, pedestrian safety enhancements, and transportation elements to create the downtown as a place that people want to live, work, and shop.

- Incorporate the prioritized Downtown redevelopment projects into the City's ICIP (Infrastructure Capital Improvement Plan) for legislative and grant funding purposes.
- Pursue acquisition and development of the properties proposed for the Oasis Park, Puerky Interpretive Deck, the Food Cart Park, MultiCultural Event Center, Skatepark expansion, and Youth Art and Performance Center.
- Organize a community-based "Downtown Placemaking" event to improve the look and feel of the downtown area (e.g., transit stop bench, artwork, beautifying walkway and vendor area, create street art mural, etc.). NMMS can provide technical assistance to implement this endeavor.
- Create a Wayfinding/Historic walking tour interpretive signage system for the downtown that utilizes vehicular signage along the highways and includes pedestrian signage for walking within the downtown.
- Work with the Northwest New Mexico Council of Governments and NMDOT on implementing the pedestrian and street improvements proposed along Coal, Second Street, the Railroad track pedestrian underpass, and the River Park pathway NMDOT's STIP/TAP process (State Transportation Improvement Plan/Transportation Alternatives Program).
- Coordinate a Historic Preservation workshop with the NM Historic Preservation Division for building owners with buildings that are eligible for designation on the NM Cultural Properties Register/National Register for Historic Places and the process for receiving state and federal tax credits.
- Implement an expanded Façade Improvement program that makes available grants or low-interest loans to building owners who are interested in participating.
- Continue to analyze and monitor vacant and underused parcels in the MRA to estimate and market supply available to accommodate anticipated growth and changes in various land uses.

- Conduct a case study on the recently completed Hooghan Hózhó project to offer ideas and a better understanding of what is possible for higher density residential infill development while providing important lessons learned.

- Review and amend the City of Gallup Zoning Code to include a wide range of incentives, flexible approval processes and performance based zoning regulations that accommodate redevelopment objectives and recommended land uses of this MRA Plan.

- Establish incentives for infill development including release from county liens, low interest loans and fee refunds.

- Initiate local and/or state level efforts to adopt a historic building code that is designed to protect Gallup's architectural heritage by recognizing the unique construction problems inherent in historic buildings and offering an alternative code to deal with these problems. The code should provide alternative building regulations for the rehabilitation, preservation and restoration of structures designated as historic buildings. Regulations should facilitate restoration or accommodate change of occupancy so as to preserve a historic structure's original or restored architectural elements and features. The objectives of a historic building code should be to provide for a cost-effective approach to preservation, occupant safety, energy conservation and access for people with disabilities. Development of Gallup Historic Design Guidelines would also serve to protect these assets.

The proposed projects within the Downtown Redevelopment area were prioritized by the community at the November Open House workshop. The following is the result of their ranking of their preferences on implementation.

Community's Project Prioritization based on Open House meeting
(Total of 27 Redevelopment Projects)

Ranking- projects that are tied are listed with the same ranking

1. New Library/Civic Uses
2. Coal Ave "Event Street" Improvements
3. Alleyway Pedestrian Improvements
4. "Little Puerky" Interpretative Viewing Deck
5. Youth Arts/Performance Center
5. Bike and Pedestrian Railway Underpass
5. South Entry on Second St (three projects)
5. Rio Puerco Pathways with Underpasses
9. Library Adaptive Re-Use: Museum
10. Multi-Cultural Event Center
11. Establish Quiet Zones at Second St and Third St Rail Crossings
12. Retail/Commercial & Retail/Hotel
13. Oasis Park
14. Comcast Adaptive Re-Use: Museum
15. Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr
16. Retail Mixed-Use: SW corner of Coal Ave. and First St
16. Potential Walkway Connection
16. Native American Community Center
16. Planned Skatepark and Proposed Skatepark Expansion
20. Makerspace/Fabrication Shop
20. Raised Rotosphere/Interstate Display
20. Retail Mixed-Use: SW corner of Coal Ave. and Second St
20. Railroad Themed Parking Lot with Railroad Observation Deck
20. Courthouse Square Enhancements
20. Potential Mixed Use Parking Structure
26. Mixed-Use: NW corner of Fourth St and Aztec Ave., and SE corner of Fifth St. & NM 118
26. Mixed-Use/Residential - SW corner of Third St. and NM 118

IMPLEMENTATION MATRIX

Project Implementation Timeline	Responsible Entities	Funding Sources
Short Term (1-3 years)		
New Main Library on existing Children's Library site- Phase 1: Needs Assessment/Programming/Site planning	CoG, MC	1, 3, 4, 5, 15
Coal Ave "Event Street": Phase 1 Improvements	CoG, NMDOT, NWNMCOG	3, 4, 5, 6, 9, 16,
Alleyway Pedestrian Improvements	CoG, BID, MS/A&CD, NWNMCOG	1, 3, 4, 5, 6, 9, 16
"Little Puerky" Interpretative Viewing Deck	CoG, MS/A&CD, BNSFF	1, 3, 4, 5, 16
South Entry on Second St: Community Art Garden	CoG, MC, NMDOT, MS/A&CD, MG/WIB, BNSFF	1, 4, 5, 16, 17, 18
Establish Quiet Zones at Rail Crossings- Phase 1: Pedestrian Crossing Improvements	CoG, NMDOT, NWNMCOG, BNSF	3, 4, 5, 6
Raised Rotosphere/Interstate Display	CoG, BID, MS/A&CD	4, 5, 17
Façade Improvement Program	CoG, BID, MS/A&CD	1, 4, 9, 12
Planned Skatepark	CoG, BNSFF	1, 3, 4, 5
Mid-Term (4-6 years)		
Youth Arts/Performance Center	CoG, , MC, UNM-G, BNSFF	1, 2, 3, 4, 5, 15, 19, 21
Bike and Pedestrian Railway Underpass	CoG, NMDOT, NWNMCOG	1, 3, 4, 5, 6, 9, 15
Oasis Park	CoG, BID, MS/A&CD, PD/O	1, 4, 5, 16
Multi-Cultural Event Center	CoG, MC, UNM-G, BIA	1, 3, 4, 5, 15, 18, 21
Courthouse Square Enhancements	MC, CoG	1, 4, 5, 16
Proposed Skatepark Expansion	CoG, BNSFF	1, 3, 4, 5
Rio Puerco Pathways with Underpasses	CoG, NMDOT, NWNMCOG	4, 5, 6, 16, 17
Makerspace/Fabrication Shop	CoG	1, 2, 3, 4, 5, 10, 12, 18, 19, 20
Long Term (7-10 years)		
Library Adaptive Re-Use: Museum	CoG, MC, UNM-G	1, 3, 4, 5, 18
Comcast Adaptive Re-Use: Museum	CoG	1, 2, 3, 4, 5, 12,
Native American Community Center	BIA/NN, CoG	1, 5, 9
Railroad Themed Parking Lot with Railroad Observation Deck	CoG, BNSFF	1, 4, 5, 17
Potential Mixed Use Parking Structure	CoG	1, 3, 5, 15
Private-Sector Initiated (Market-dictated)		
Retail/Commercial & Retail/Hotel	PD/O, CoG	1, 2, 8, 10, 11, 15
Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr	PD/O, CoG	1, 4, 5, 7, 9, 14, 20
Retail Mixed-Use: SW corner of Coal Ave. and First St	PD/O, CoG	1, 2, 8, 10, 15
Potential Walkway Connection	PD/O, CoG	1, 2, 8, 10, 15
Retail Mixed-Use: SW corner of Coal Ave. and Second St	PD/O, CoG	1, 4, 5, 12, 14, 20
Mixed-Use: NW corner of Fourth St and Aztec Ave., and SE corner of Fifth St. & NM 118 (Rt. 66)	PD/O, CoG	1, 4, 5, 12, 14, 20
Mixed-Use/Residential - SW corner of Third St. and NM 118 (Rt. 66)	PD/O, CoG	1, 4, 5, 7, 9, 14, 20

Responsible Entities

CoG	City of Gallup
MC	McKinley County
UNM-G	University of NM- Gallup
BIA/NN	Bureau of Indian Affairs/Navajo Nation
NMDOT	NM Department of Transportation
MS/A&CD	Gallup MainStreet/Arts & Cultural District
BID	Gallup Business Improvement District
MG/WIB	Master Gardeners/Work In Beauty organizations
NWNMCOG	Northwest New Mexico Council of Governments
BNSFF	Burlington Northern Santa Fe Railway Foundation
PD/O	Private Developer/Owner

7 APPENDICES

What's your vision for downtown?

COMMUNITY WORKSHOP

on Revitalizing Downtown

GALLUP

EL MORRO SECOND STREET EVENTS CENTER

210 S SECOND ST.

- **FRIDAY**, AUGUST **21**
- **SATURDAY**, AUGUST **22**

FOOD! LIVE MUSIC!

FRIDAY:

5 pm - 7 pm Community discussion on downtown

SATURDAY:

10 am -11 am Presentation on Ideas for Revitalization

11 am - 3 pm Community creates their vision of downtown

SPONSORED BY THE CITY OF GALLUP, GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT, AND GALLUP BUSINESS IMPROVEMENT DISTRICT.

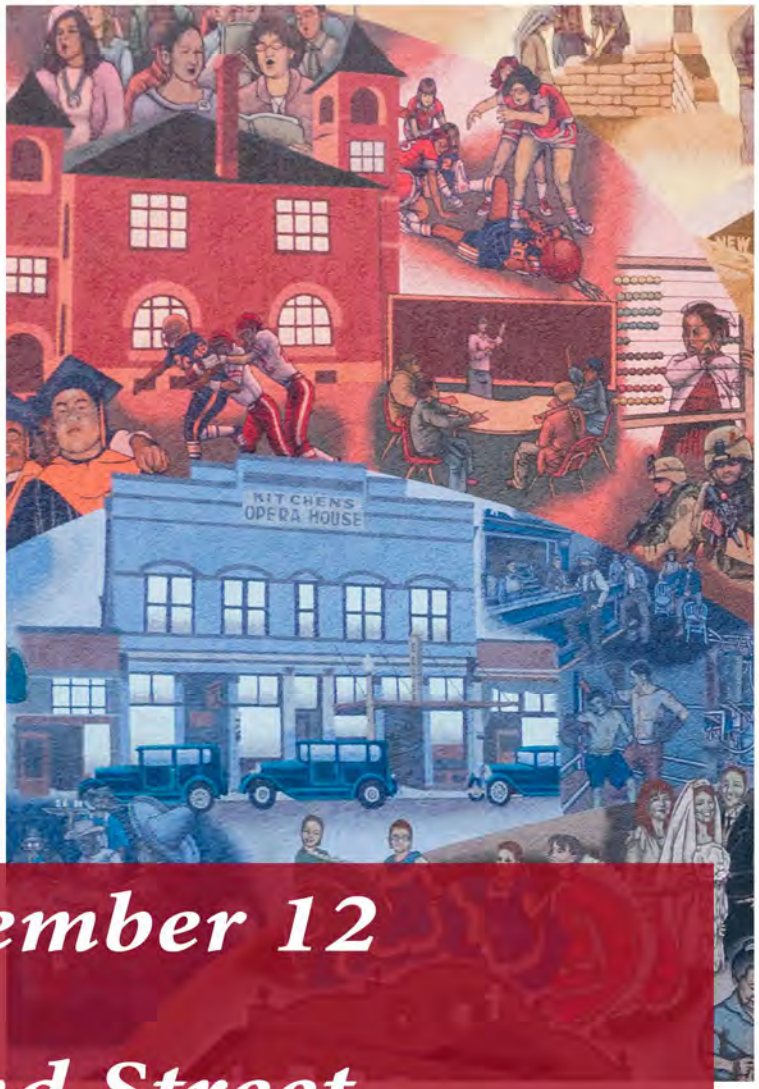
For Special Needs and Additional Information contact CB Strain, Gallup Planning Director at 505-863-1244 ext.11244 or Charlie Deans, CommunityByDesign at 505-471-4218 or charlie@communitybydesign.biz

Your Feedback is Needed

COMMUNITY OPEN HOUSE

Come Review the DRAFT *GALLUP*

Downtown Redevelopment Plan *and the* Arts & Cultural District Plan



The draft Downtown Redevelopment Plan and the draft A & CD Plan are available on the City's website at www.gallupnm.gov/

Thursday, November 12
5 to 7:30 p.m.
El Morro Second Street Events Center 220 S Second Street

SPONSORED BY THE CITY OF GALLUP, GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT, AND GALLUP BUSINESS IMPROVEMENT DISTRICT.

For Special Needs and Additional Information contact CB Strain, Gallup Planning Director at 505-863-1244 ext.11244 or Charlie Deans, CommunityByDesign at 505-471-4218 or charlie@communitybydesign.biz

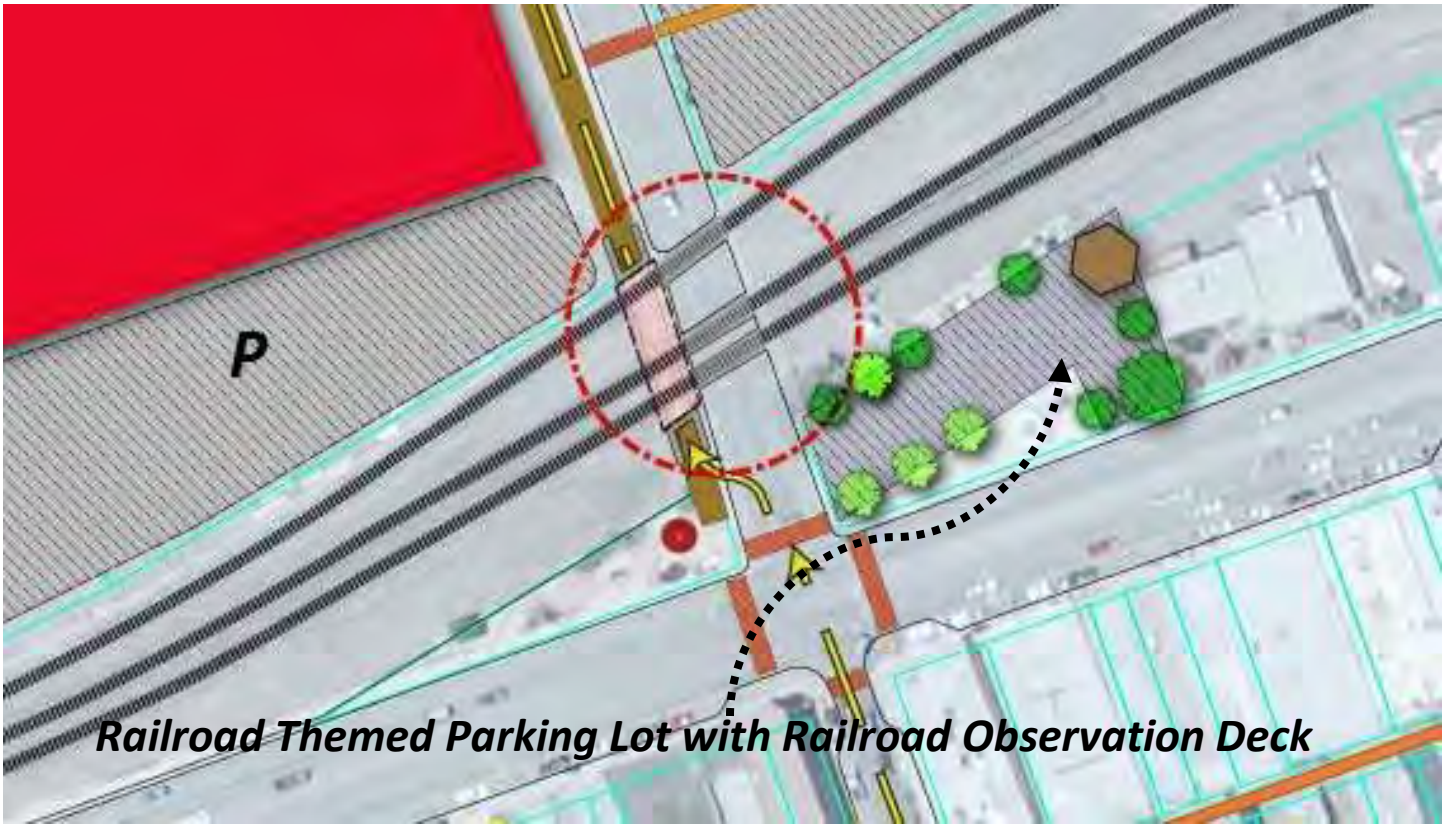
Example of existing Youth Art/
Performance Center:

Youth Arts/Performance Center

The community has identified the need to engage the youth through opportunities in the Arts and provide alternatives to conventional youth activities. This vacant site adjacent to the future skatepark provides a potential opportunity and appropriate location for a creative youth centered venue.

Raised Rotosphere/Interstate Display

Restoring and reinstalling the tall neon Rotosphere, a community landmark for many years, at the NW corner of NM 118 and Coal Avenue will provide a strong sense of place and history associated with Route 66 and attract interest from drivers on I-40.

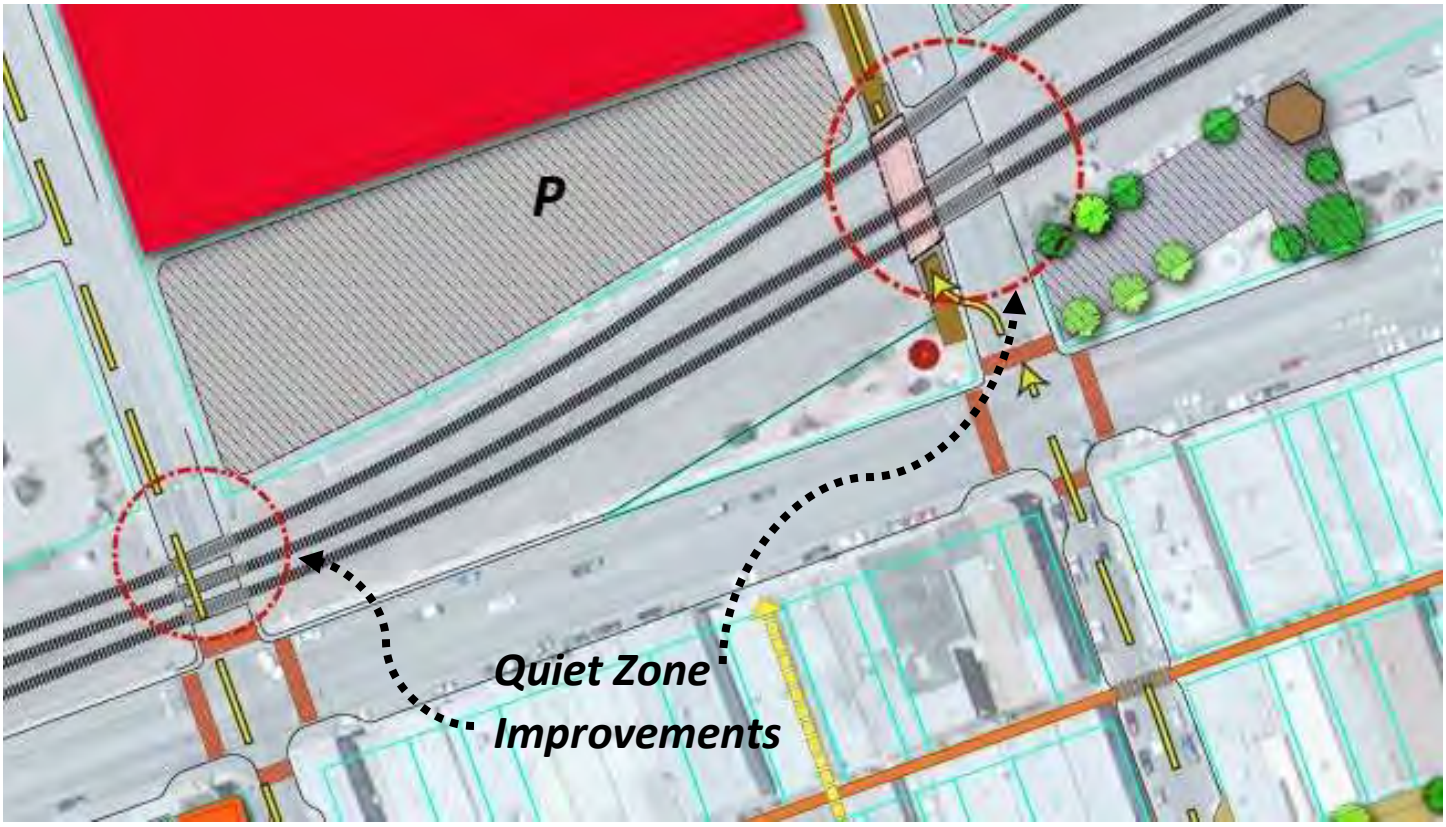


Example of Railroad Theme Welcoming Feature

Westbound intermodal train passes the yard at Gallup.

Railroad Themed Parking Lot with Railroad Observation Deck

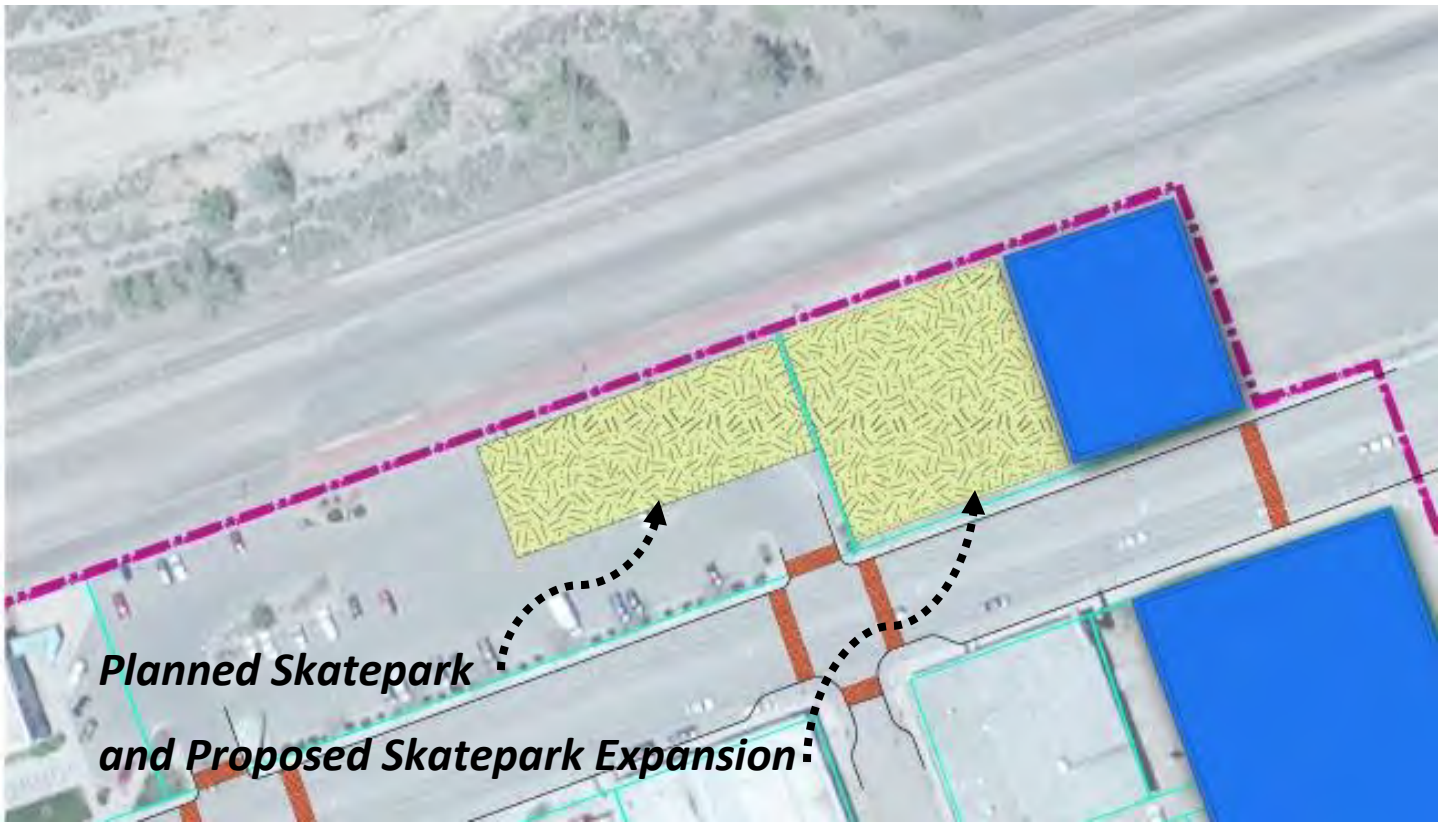
There is an opportunity to redevelop the parking lot at the corner of 2nd St. and NM 118 to include railroad themed elements, street furniture and an observation deck .



Examples of existing quiet zone improvements

Establish a Quiet Zone at 2nd St and 3rd St Rail Crossings

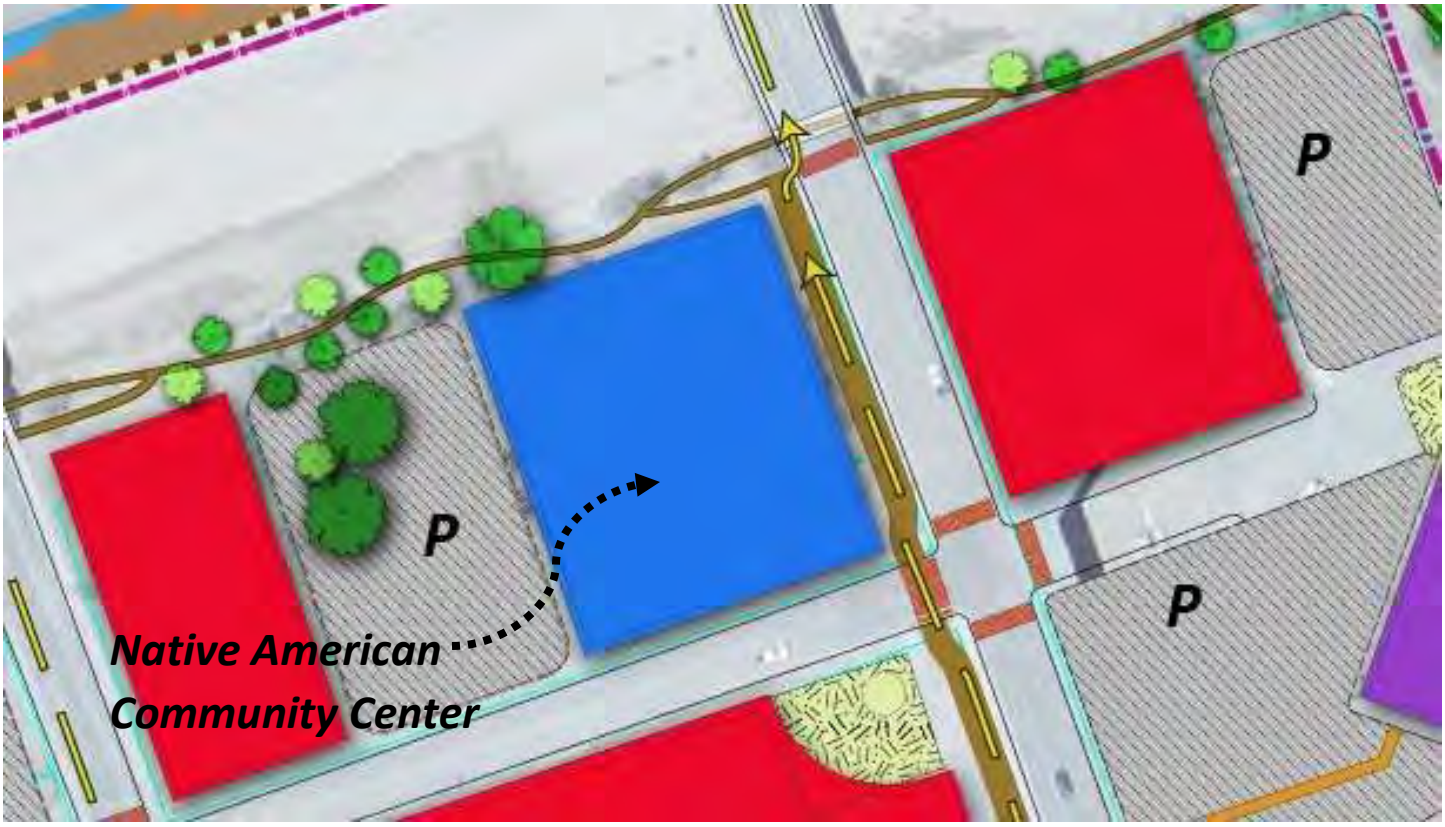
There are several methods that will create a Quiet Zone through the downtown area that are outlined in the Transportation Recommendations section. However it is accomplished, it is a project that is important to the community and for the revitalization of the downtown.



Examples of existing skateparks

Planned Skatepark and Proposed Skatepark Expansion

The construction of a skatepark on the east end of the Gallup Cultural Center parking lot is planned to be underway in 2016 setting the stage for increased civic use of this underused part of downtown. City planners and stakeholders have recognized the need to expand the skatepark and have identified adjacent land for future expansion.



Examples of existing Native American community centers.

Native American Community Center

In addition to the retail/ commercial future land uses, a site has been identified in this area for a future Native American Community Center. It is envisioned to provide a place for social gatherings, overnight accommodations and a wellness center providing wrap around services.

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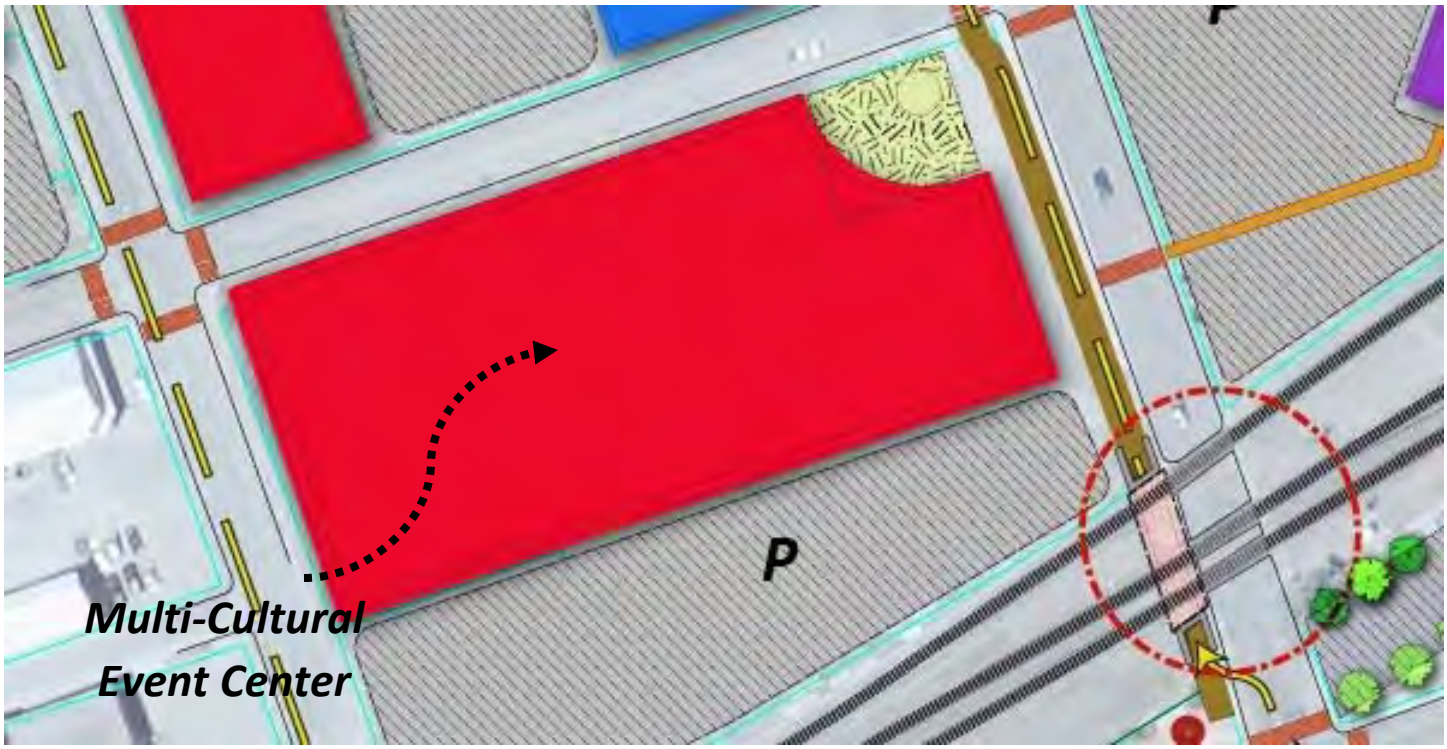
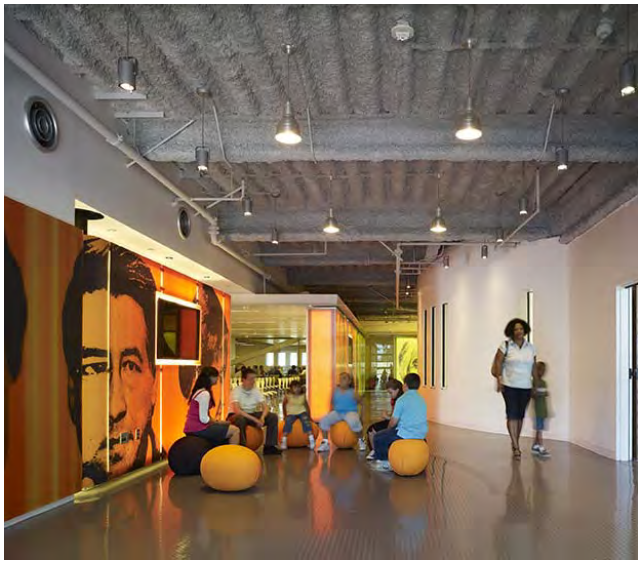
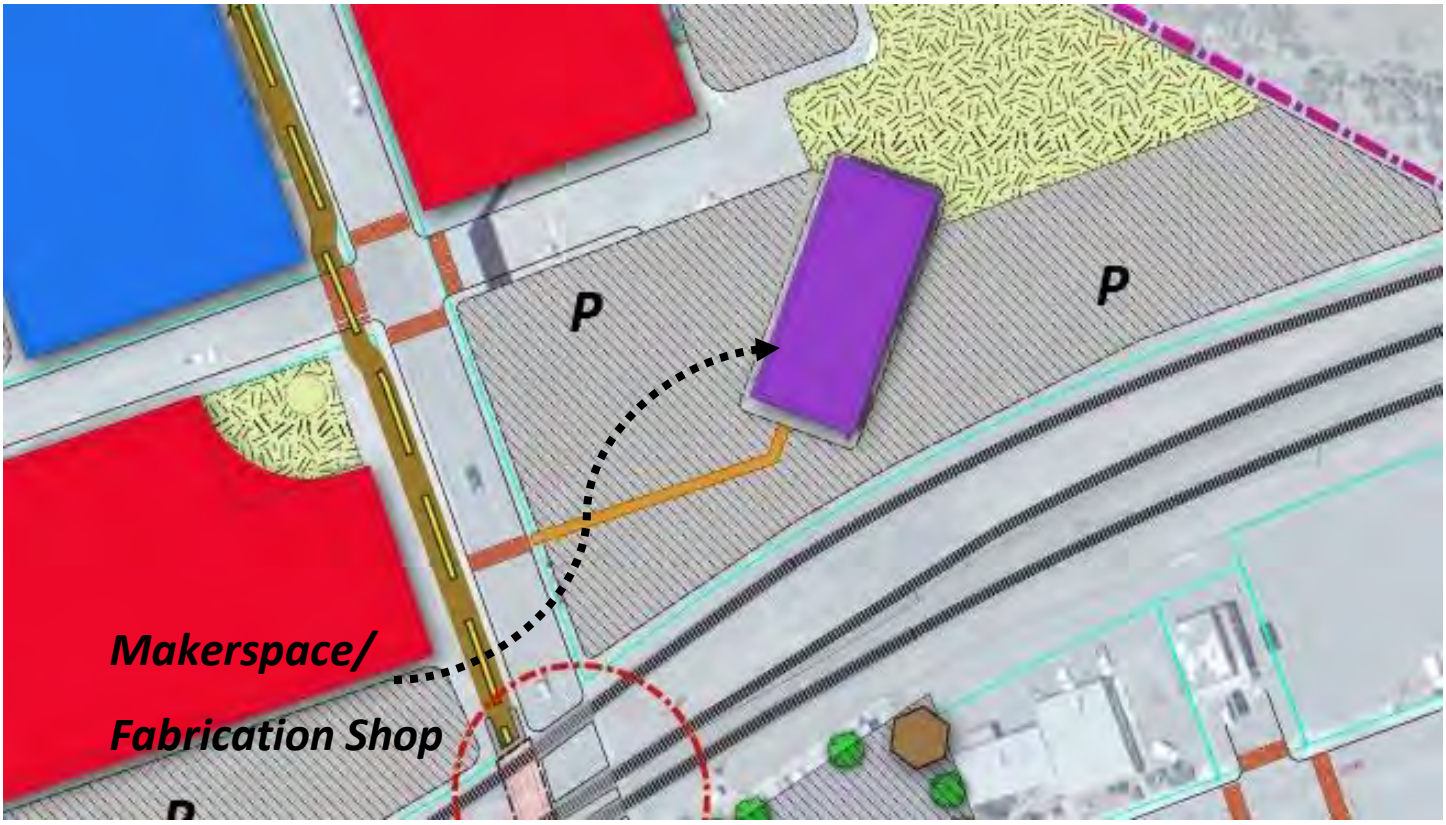




Examples of existing multi-cultural event centers.

Multi-Cultural Event Center

Central to the area and key to stimulating private redevelopment and reinvestment opportunities is the development of a Multi-Cultural Event Center to accommodate a wide variety of uses and activities including but not limited to exhibit space, museums, performances and indoor and outdoor events. The large site has adequate parking and compatible adjacent land uses. Community objectives for the Event Center are to attract large regional and national conventions and events, establish an annual Indian Market and to accommodate components and activities of the Gallup Ceremonial.



Makerspace/Fabrication Shop

The existing lumber store building can be repurposed as a Makerspace/Fabrication Shop. The facility is envisioned to support the arts and crafts sector with minimal renovation and operations costs by providing DIY spaces where people can gather to create, invent, and learn. Makerspaces often have 3D printers, software, electronics, craft, welding and hardware supplies and tools.

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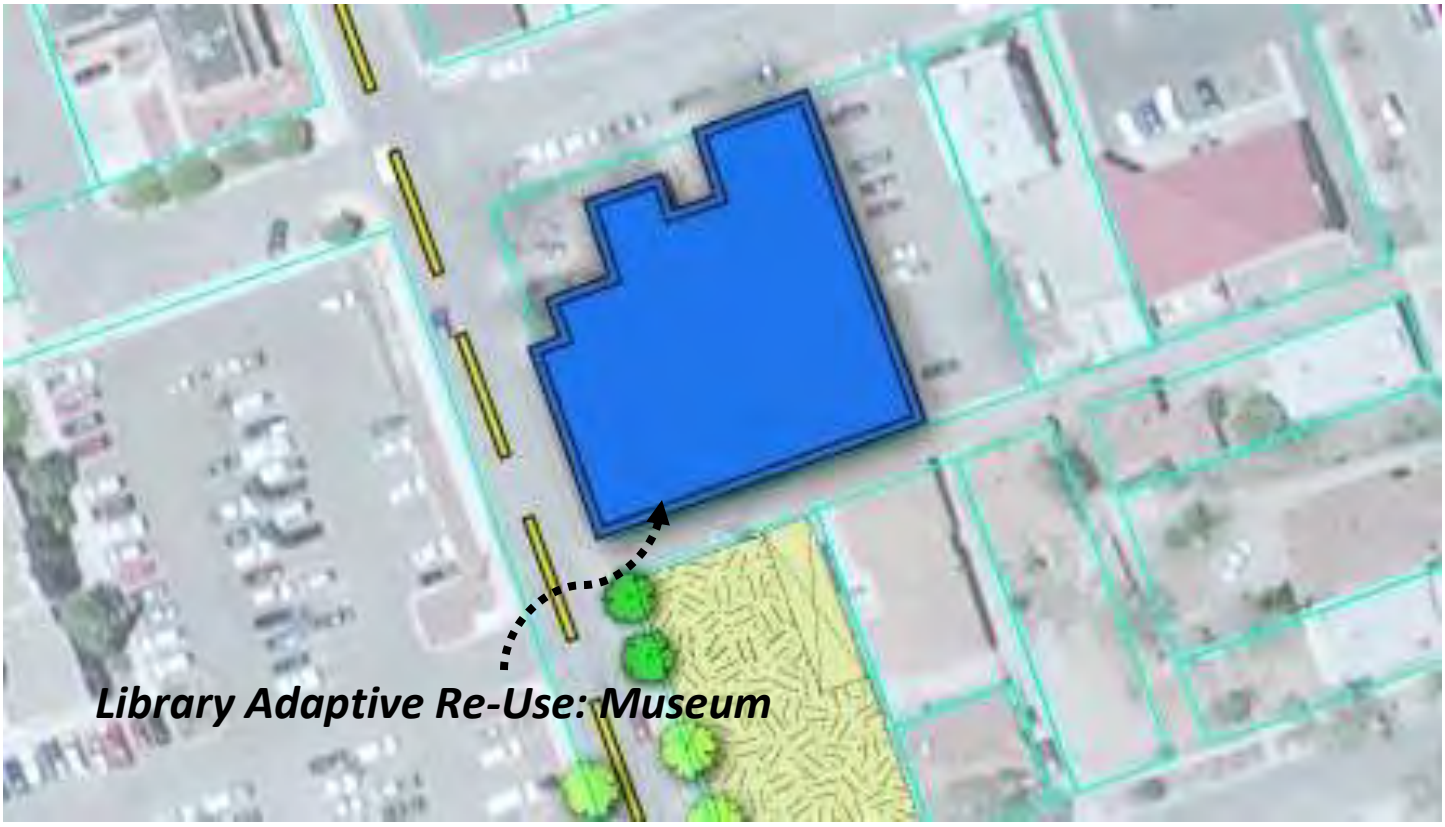
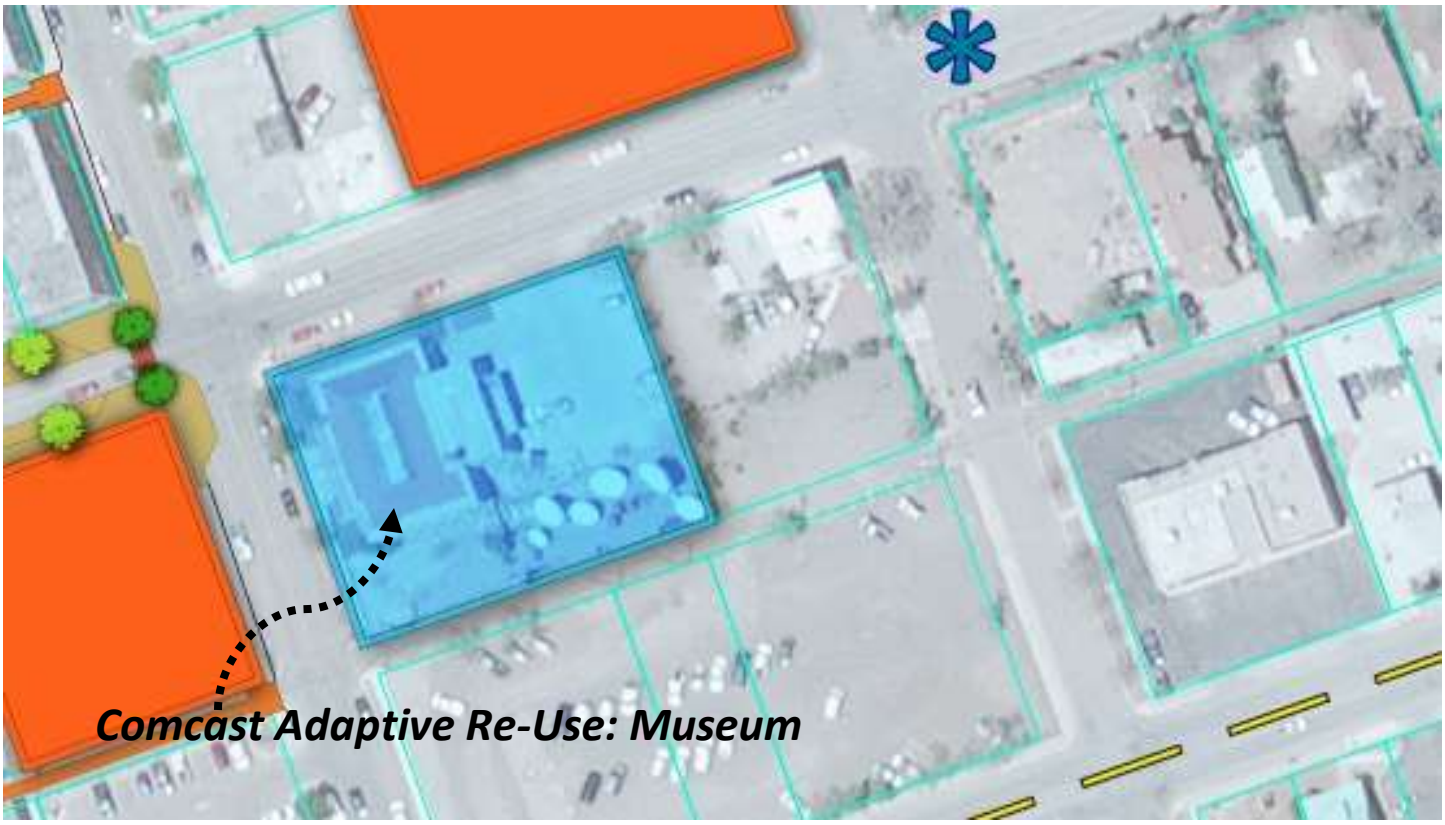


Octavia Fellin Public Library

Example of Museum Exhibit Space

Library Adaptive Re-Use: Museum

When the existing main library becomes vacant, repurpose the building as a museum. The open floor plan will reduce costs of repurposing and provide a flexible, collaborative environment for exhibits and educational programs.



Comcast Building: Historic Post Office

Example of Museum Exhibit Space

Comcast Adaptive Re-Use: Museum

In addition to the existing library, the historic post office building currently used by Comcast should be considered for repurposing as a museum. The key location, ample parking and the historic character of the building provide an appropriate and distinctive site for a new museum.