

# City of Deming Downtown Master Plan



Prepared for:  
City of Deming    Luna County    Deming MainStreet



A METROPOLITAN REDEVELOPMENT AREA PLAN

May 2013

# ACKNOWLEDGEMENTS

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## Deming Downtown Master Plan

### A METROPOLITAN REDEVELOPMENT AREA PLAN

<b>I. INTRODUCTION</b> .....	<b>3</b>
<b>II. EXISTING CONDITIONS</b> .....	<b>5</b>
History and Settlement Patterns .....	5
Planning Framework.....	7
Existing Zoning And Land Use .....	9
Cultural Resources and Historic Preservation .....	10
Demographics.....	13
Market Analysis .....	22
Transportation .....	20
<b>III. COMMUNITY PARTICIPATION</b> .....	<b>21</b>
Steering Committee.....	23
Community Workshops .....	23
<b>IV. RECOMMENDATIONS AND REDEVELOPMENT PROJECTS</b> .....	<b>25</b>
Plan Vision and Goals .....	25
Economic and Business Development Recommendations .....	25
Revitalization and Placemaking Projects .....	37
<b>V. FUNDING SOURCES</b> .....	<b>49</b>
<b>VI. IMPLEMENTATION</b> .....	<b>52</b>
<b>APPENDIX</b>	
<b>REFERENCES CITED</b>	

# I. INTRODUCTION

The Deming Downtown Master Plan/Metropolitan Redevelopment Area 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 Master Plan becomes a living document that guides downtown revitalization for years to come.

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; however, the city may only use these powers within the designated Metropolitan Redevelopment Area (MRA). Designation of an MRA is based on findings of deteriorated or dilapidated conditions, which include physical as well as economic conditions.

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 Master 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.
- Evaluate the transportation, transit, traffic, parking, and pedestrian issues in the area and create a walkable pedestrian-friendly environment through enhancements and traffic calming measures.
- 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 plan identifies projects such as:

- Adaptive reuse of buildings for civic/retail/office/residential uses
- Gateways and entries
- Squares, Plazas and public spaces
- Pedestrian-friendly streets, pathways and connections
- Arts, entertainment, heritage tourism
- Transportation options and parking
- Landscaping and Greenways

The planning process resulted in a prioritized and phased Downtown Master Plan with implementation strategies consisting of revitalization projects and steps that the City of Deming and Deming MainStreet can follow for the successful and long term revitalization of the downtown.



## II. EXISTING CONDITIONS

### History and Settlement Patterns

While Deming's namesake, Mary Ann Deming, never actually set foot in Deming, the indigenous people who preceded her, the Mimbres Indians, lived in small villages along the river that bears their name today. They were attracted to the fertile Mimbres River Valley, which would later become home to the modern day City of Deming. As the area transitioned from Spanish to Mexican to American political jurisdiction, the first permanent settlement of Deming rose alongside the railroad in 1880. With the rush to build a railroad through the newly acquired Gadsden Purchase, new settlements



were needed to service the railroad's employees, passengers, and infrastructure. The new city was filled with the vital promise of the recently constructed railroad's economic prosperity. From its founding, Deming has looked to innovation and creativity as sources of community pride and prosperity.

The Mimbres people knew the value of farming in the Mimbres River Valley. As time progressed, the site of Deming would become home to the Apache. While Deming was long ignored by the Spanish and Mexican governments in favor of neighboring Las Cruces and the Rio Grande Valley, the course of its history was changed by the Mexican-American War. The Mexican-American War put the area where Deming would be built into American hands, ending hundreds of years of Spanish and Mexican rule. At the war's end in 1848, the Mexican Cession, consisting of the present day states of New Mexico, Arizona, Colorado, Utah, Arizona, Nevada, and California, transferred from Mexican to American jurisdiction. Nevertheless, the fate of the Mesilla Valley, integral to any viable southern transcontinental railroad, was left to a commission per the Treaty of Guadalupe Hidalgo. When the commission awarded the Valley to Mexico in exchange for the Santa Rita Mountains, this set the stage for the future Gadsden Purchase. From this time forward, Deming's history became tied closely with the border between the United States and Mexico.

Modern Deming's history began six years later when the Mexican government finalized Ambassador James Gadsden's proposal to sell nearly 30,000 square miles to the United States for a new, "deep south" transcontinental railroad. To the east, the North and South struggled over the existence of slavery in the South. From then War Secretary Jefferson Davis, the South sought a new railroad to the Pacific that bypassed the Rocky Mountains. While the industrial North largely shrugged off the need for a transcontinental railroad, the South saw a transcontinental railroad from Arkansas or Texas to San Diego as a new innovation for the export of its agricultural products (Gadsden Purchase, 2012). Through the work and worry of Southerners James Gadsden and Jefferson Davis, their proposed transcontinental railroad was seen as a firewall against the industrial North's displacement of the Mississippi River in favor of the railroad (Gadsden Purchase, 2012). Both men knew that the United States would need a transportation network across its newly vast expanse to speed the movement of people and goods. Davis and Gadsden were determined that this new railroad would both serve the interests of and originate in the South.

## II. EXISTING CONDITIONS



The Civil War delayed Davis and Gadsden's dream of a southern transcontinental railroad until 1881 when Southern Pacific Railroad reached Deming. Founded only a year earlier, Deming's next phase of history would also be shaped by transportation. The railroad brought rapid growth to this new frontier town. People flocked to Deming seeking their fortunes. The railroad built the foundation for the city's economy. From a rooming house to brothels, services sprang up to serve the railroad workers. Later, the Topeka, Atchison, and Santa Fe Railroad

connected to the Southern Pacific Railroad reinforcing Deming's role as a major point of moving goods and people between the East and West Coasts (Deming New Mexico DesertUSA, 2012).

A mere six years after its founding, Deming grew to a population of 1,600 people changing from a sleepy town site to a bustling small city. With the formation of a newspaper, *The Deming Headlight*, along with a social club, four churches, two schools, and four hotels, Deming gained the necessary tools to become an established community. Along with those community amenities, Deming faced many challenges typical of similar new Western cities with "frequent murders, brawls, and shoot-outs in the Town, and many of the downtown buildings were home to brothels." Deming became a melting pot for many groups of people—Anglo and Chinese railroad workers, Anglo and Hispanic ranchers and ranch hands, and the descendants of former African-American Buffalo soldiers from nearby Fort Bayard.

As Deming entered the 20th century, the community incorporated as a Village in 1902. Soon Deming would transition again when much of its railroad-related work relocated to El Paso. With the rise of the livestock industry and the founding of Holy Cross Sanitarium and Camp Cody, Deming saw its economy diversify away from its singular role as a railroad town. Holy Cross Sanitarium attracted people from across the United States seeking treatment for their tuberculosis in Deming's dry, arid climate. The rise of Pancho Villa in northern Mexico, and his subsequent raid of nearby Columbus, New Mexico, led the United States government to found Camp Cody to protect its interests along the border. Camp Cody became home to thousands of American soldiers during this period. The Depression and World War II era forced Deming to reinvent itself yet again. Like the rest of the

country, development slowed during this period. In response to the Depression, the Works Progress Administration (WPA) brought new public sector development--a "new library, fire station, and road infrastructure" to the City. Much like the arrival of the railroad, the construction of Interstate 10 through Deming in 1964 fundamentally changed the City's future. Traffic was now diverted away from the City's downtown. With Interstate 10, Deming now had direct access to Tucson, Las Cruces, and El Paso. Deming regained its place on a major east-west shipping route between Texas and California. With



## II. EXISTING CONDITIONS

this new infrastructure in place, Deming attracted new citizens, especially veterans, who wanted to take advantage of its climate and medical rehabilitation facilities (Deming Comprehensive Plan, 2010). Since Deming's founding in 1880, the City has repeatedly reinvented itself and taken advantage of transportation routes. Deming is now a regional retail center that attracts people from nearby smaller communities on both sides of the border. Deming 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 cross border economy, Deming can continue to grow and adapt to grasp the bright future its citizens want for their city.

### Planning Framework

#### City of Deming: Comprehensive Plan Update

The 2010 City of Deming: Comprehensive Plan Update covers land use, economic development, housing, community development, recreation, transportation, water/waste water and other utilities infrastructure, hazard mitigation, greenhouse gas emissions, and implementation for the City of Deming municipal limits.

Land use in Deming has seen recent changes in the annexation of ~2,700 acres, building code amendments on water conservation, sign regulation, and gray water irrigation, a new City planner, improved code enforcement, and Downtown Historic District designation. Issues that still affect land use in Deming are infill housing development on small lot sizes, conflicts with rezoning of industrial areas to higher density multi-family residential district, lack of buffering and screening between commercial and industrial development and residential area or public streets, absentee land owners, "shoestring" (long, narrow stretches of land) annexations, extraterritorial jurisdiction governing, water quality degradation, and downtown community character and urban design renovations. Deming identified goals for creating light industrial zones for high tech manufacturing, enterprise zone areas, and mixed-use areas for future land use scenarios.



There are three housing organizations in Deming, the Western Regional Housing Authority, Luna County Housing Corporation, and Habitat for Humanity. Housing issues in Deming include: need for affordable workforce housing, housing for seniors and seasonal, migrant workers; an increase in homelessness; and a need to improve the quality and appearance of housing stock. These concerns lead to the goals of affordable, durable, and quality housing at all income levels, safe and attractive neighborhoods, adequate senior housing, and addressing homelessness.

Economic development, in terms of addressing poverty and unemployment, housing, education, youth issues, drugs and alcohol, violence, proximity to Mexican Border, seniors, and health care, were community development issues identified. In turn, community development goals were recognized as addressing long-term root causes, supporting groups with specific community development goals, and creating awareness of existing community programs, organizations, and services.

Deming's transportation issues included commercial traffic at NM 11 getting into I-10 and Peru Mill Industrial Park; congestion at Columbus highway, Gold and Pine intersection, roadways NM 549, Country Club Road, Florida Street, NM 11, Interstate 10, and 8<sup>th</sup> Street, and congestion at Gold and

## II. EXISTING CONDITIONS

Cedar intersection; safety due to flooding at Gold Street and I-10; limited transportation access; multimodal transportation; parking at Gold Street; and improvements at Gold Street, Spruce Street, and Pine Street. Deming also is concerned with water and wastewater infrastructure due to the increasing population, which will require improvements, a new landfill with recycling options, and new policies.

Water and wastewater priorities are a storm drainage plan implementation and wastewater effluent irrigation. Community facilities and recreation issues in Deming include: improvement of Voiers Park (Pit Park) with an amphitheater, pavilion, and extensive trail system and the planning stages for a 35-acre multi-use sports complex. Community facilities and recreation goals are to maintain and upgrade existing facilities, sports complex development, and incorporate water conservation techniques. Deming also is working toward reducing its greenhouse gas emissions (GHG) through renewable energy industry encouragement, infill development encouragement, Corre Caminos regional transit system support, solar powered lights replacements, energy efficient building codes, recycling program encouragement, and annual GHG emission inventory.

### Deming MainStreet – Community Economic Assessment



At the time of Deming MainStreet – Community Economic Assessment document (March 2008), Deming’s population was larger in youth and older residents with a small working-age resident group. Growth was found to have declined since 1990. Education also was low. Housing was old and low in price with most residents owning their own homes. Income was also found to be very low with a high poverty rate when compared to state and national averages. The unemployment rate also was higher with “a lack of good-

paying blue collar jobs and very few white collar jobs” in the local economy (University of New Mexico, 2008, p. 5). Deming is fiscally sound with gross receipts generation that could increase due to the community’s location along a major highway. Deming’s MainStreet district is comprised of a very small and low-income residential population, where home values are higher than and household spending is less than the city. MainStreet employers are 9 to 5 with very little evening and weekend-oriented businesses. It employed 11% of the employment base from 17% of Deming’s businesses, most of which, 75%, are in the government and finance sector.

Deming’s assets include: “a warm and sunny climate, affordable land and property, and many natural, cultural, ...historical attractions in the area that could help to draw in new residents and tourists...location near several transportation routes, low tax rates, large industrial park with incentives, ...historic buildings, and an active 9:00 to 5:00 business environment” (University of New Mexico, 2008, p. 12) and new businesses from the Mexican border. Deming’s challenges are its low paying jobs, low population of working-age group, and absentee property owners. University of New Mexico’s Bureau of Business and Economic Research recommended that enticing higher paying jobs, attracting retirees and tourists, and leveraging assets are strategies that Deming could use.

### Comprehensive Transportation Study for City of Deming/Luna County

The Comprehensive Transportation Study for City of Deming/Luna County recognized that Deming’s transportation issues involve commercial traffic using NM 11 leading to safety concerns and congestion. Participants at a community meeting of public officials and private citizens identified traffic congestion problems at NM 549, NM 11, County Club Road, I-10, Florida Street, and 8<sup>th</sup> Street.

## II. EXISTING CONDITIONS

Fourteen intersections were found to have “congestion or inadequate geometry” (WH Pacific, 2008, p. 24). They identified several safety concerns at five intersections, storm drainage problems at Gold Street and I-10, and the need for Safe Routes to Schools according to Deming’s Public School system. Discontinuity and access to developable areas was another concern at 14 locations. Multimodal service also was looked at and consideration was given to pedestrian and bicycle services at the golf course, Dona Ana road, Florida Street, the high school track, and park and ride lots. Other concerns included: improvements at Gold Street, Spruce Street, and Pine Street; Interstate traffic diversion during extreme weather conditions; downtown parking maneuvers or obstructions; sign clutter at Pine Street and Gold Street; speeding along Country Club Road; population growth; County roads vegetation sign blockage; and realignment of Tapia Road.

Traffic capacity, safety, and continuity were identified as deficiencies within Deming’s roadway network, especially along NM 11, US 180, and County Club Road. NM 11 could be addressed by “developing a designated truck route” (WH Pacific, 2009, p. ES-3). Adding turning lanes to congested or inadequate geometric intersections is a recommendation. A Transportation Improvement Program (TIP) was created in short, intermediate, and long-range increments. Addressing congestion or traffic safety issues and the Gold Street project is in the short-range (2010-2015) plan. Addressing roadway deficiencies and growth areas, the Gold Street project, and Pine Street project are in the 2015-2020 (intermediate-range) plan. The long-range plan includes addressing network deficiencies related to growth. Transportation goals include: traffic and road management through TIP implementation, street expansion, and diverse funding; multi-modal transportation plan by following Deming Municipal Airport Action Plan and Corre Camino expansion; respecting neighborhood and residential area integrity; and coordinating with regional transportation entities.

### Existing Zoning and Land Use

The Deming Downtown Master Plan’s area boundaries are Ruby Street to the east, Cedar Street to the north, Elm Street from Ruby Street to Platinum Avenue to Poplar Street to Copper Street then to Elm Street again to the south, and Zinc Street to the west. The Deming Main Street area boundaries, contained wholly within the Deming Downtown Master Plan area, are Cedar Street to the north, Platinum Avenue to the east, Maple Street to the south, and Copper Street to the west.

The northern third of Deming Downtown Master Plan’s area boundaries, Cedar Street to the north, Ruby Street to the west, Spruce Street to the south, and Zinc Street to the west, is zoned as “C” commercial because this area fronts Interstate 10. The Garcia Civic Center is also in this area. The middle third of the Plan’s area boundaries, Spruce Street to the north, Ruby Street to the east, Elm Street to the south, and Zinc Street to the west, is a mix of zones. With City Hall and the Deming Luna Mimbres Museum, this area is a transition area between City Hall and the Luna County Courthouse to the south. “C” commercial zoning is present along Spruce Street including the majority of blocks to Hemlock Street to the south. Some blocks between these streets contain both “C” commercial zoning and “B” multi-family dwelling. “C” commercial zoning wraps around City Hall to Elm Street. On the western side of this section, the zoning is “B” multi-family dwelling while on the eastern side it is a combination of “A” single family dwelling and “B” multi-family dwelling. The southern third of the Plan’s area boundaries, Elm Street to the north, Platinum Avenue to the east, Poplar Street to the south, and Copper Street to the west, continues the mixed use theme from the middle third Plan section. “C” commercial zoning lies at the heart of this section, focusing on Gold and Silver Streets, fronting the Luna County Courthouse. On the western side of this section, the majority of the zoning is “B” multi-family though there is a small section of “A” single family dwelling in its far southwestern corner. On the eastern side of this section, there is “C” commercial zoning near the Courthouse, however, it transitions to “A” single family dwelling zoning. “A” single family dwelling zoning makes up the majority of this section’s side with a small “B” multi-family dwelling zone on Ruby Street’s western side between Elm and Birch Streets.

The Downtown Deming Master Plan’s area boundaries provide the necessary mix of zoning required to support a vibrant neighborhood commercial corridor between Copper Street and Platinum Avenue. In

## II. EXISTING CONDITIONS

addition, the “C” commercial zoning in the northern third of the Plan’s area provides opportunities for regional commercial activity where Deming can become a regional commercial center for southwestern New Mexico. The Plan area’s government institutions—Deming City Hall, the Luna County Courthouse, and the Garcia Civic Center—provide a solid foundation for economic growth and development, which is supported by the Plan area’s current zoning.

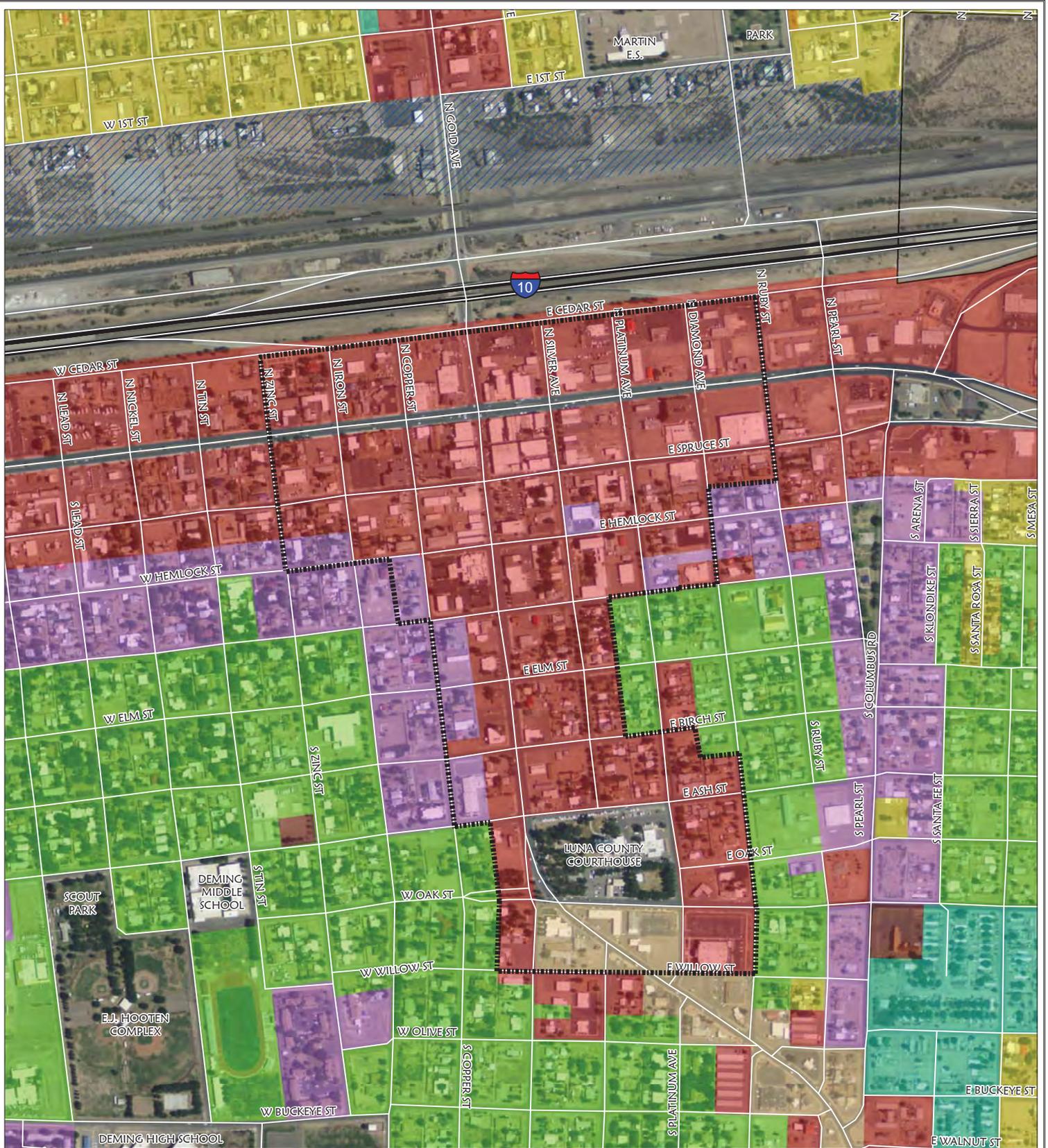
### Cultural Resources and Historic Preservation

The Deming Historic District was registered in 2012, and encompasses approximately 30 acres and is roughly bound by Pine Street on the north, the alley to the east of Silver Avenue on the east, Maple Street on the south and the middle of Copper Street on the west. The boundary includes both sides of Maple, Pine, and Silver streets. Copper Street is the only one divided mid-street, as the area transitions to mainly residential on the west side. The majority of the resources in the district were constructed between 1886 and 1960. Of the 96 resources in the district, 65 are considered contributing. Three properties are already listed in the National Register, including the Deming Armory (NR#391884), the Seaman Field House (NR #413627), and the J. A. Mahoney Building (NR#382915).

The original townsite was developed on a flat grid system with streets ranging between 60 and 100 feet wide. The north-south streets and avenues, which tend to be wider in the downtown area, are named for precious metals such as Gold, Silver, Platinum, and Copper, while the east-west streets are named after trees, including Pine, Spruce, Hemlock, and Maple. Today, both Gold Avenue and Pine Street are major travel arteries through Deming, Highways 180 and Business Highway 10 (549) respectively.

Modern streetscape improvements such as Chinese pistachio trees with iron tree grates and cast iron benches have been incorporated into the urban fabric. The historic district contains a surprising number of highly intact late nineteenth and early twentieth century commercial buildings that display integrity in setting, location, workmanship, design, and materials. The historic feel and associations with railroad-era development and the mining industry are apparent. Some of Deming’s significant extant buildings include: City Market, later Meyer’s Meat Market (ca. 1886); the Deming National Bank (ca. 1889); the Baker Hotel (ca. 1908-1913); Mountain States Telephone and Telegraph Company (ca. 1908-1913); and Morgan Hall (ca. 1939). (*H. Barrett, NPS National Register of Historic Places Registration Form, 2012*)





# Deming Downtown Master Plan

## Deming, New Mexico

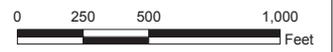


 Deming Downtown Master Plan

- |  |  |   |
|--|--|---|
|  A-Single Family Dwelling |  C-Commercial               |  D-Industrial          |
|  B-Multi Family Dwelling  |  C1-Neighborhood Commercial |  G-Government          |
|  B1-Multi Family Dwelling |  C2-Commercial              |  T-Trailer-Mobile Home |



**Community  
ByDesign**  
621 Vassar Dr. NE  
Albuquerque, NM 87106  
505-508-3361



Imagery Source: National Agriculture Imagery Program (NAIP) 2011 - 1 meter natural color

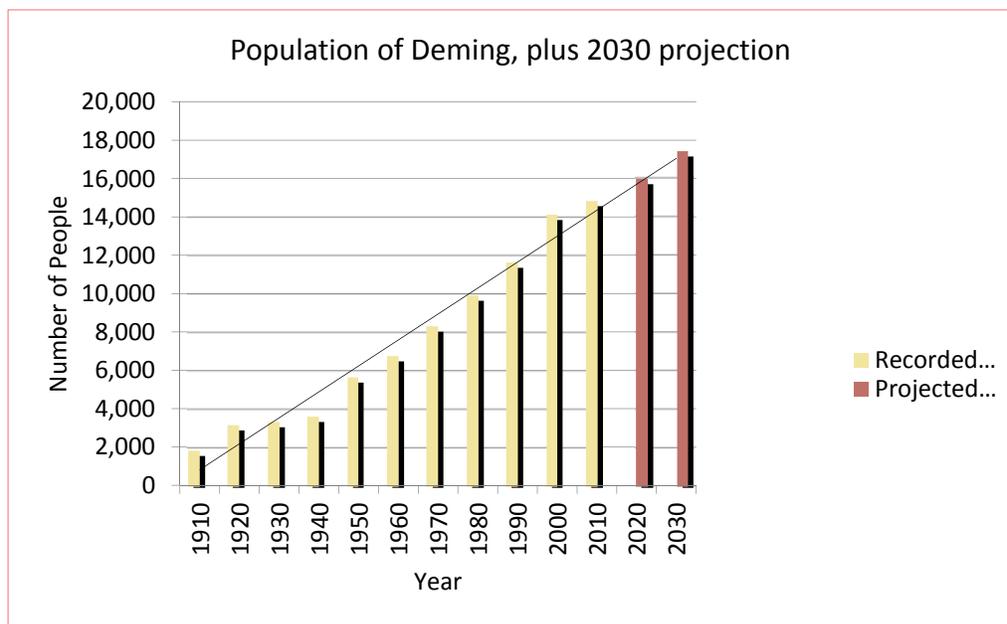
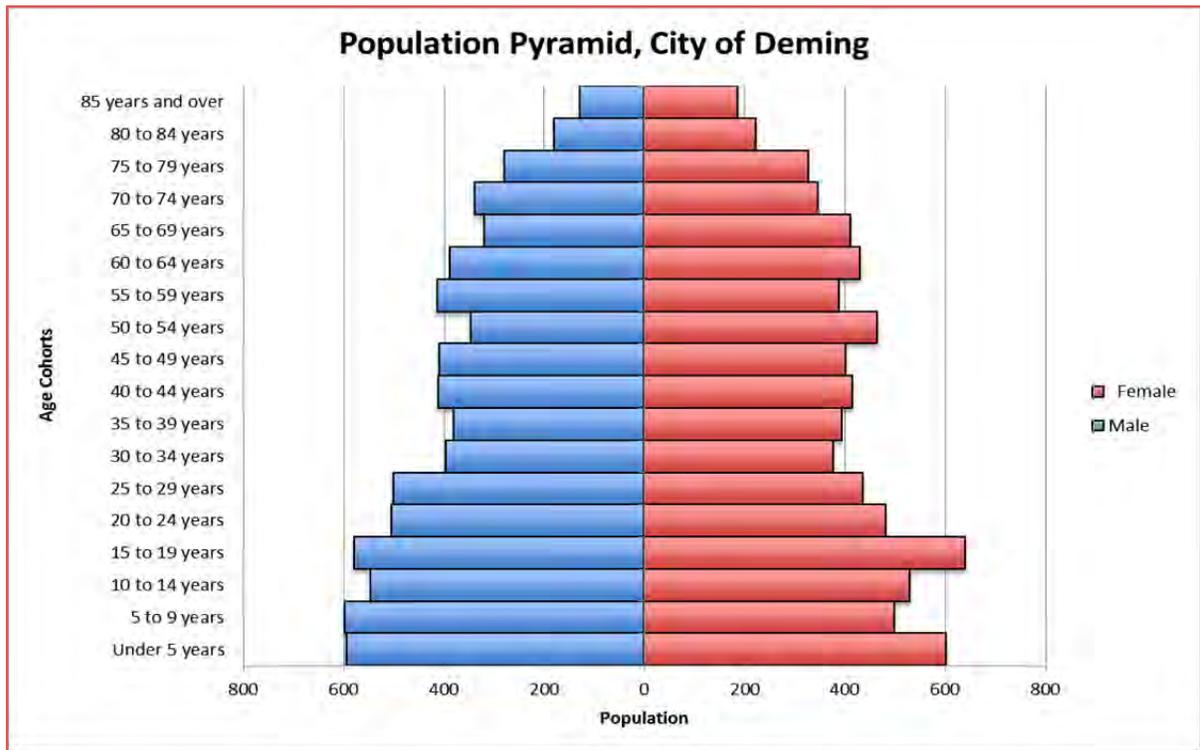
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## II. EXISTING CONDITIONS

### Demographics

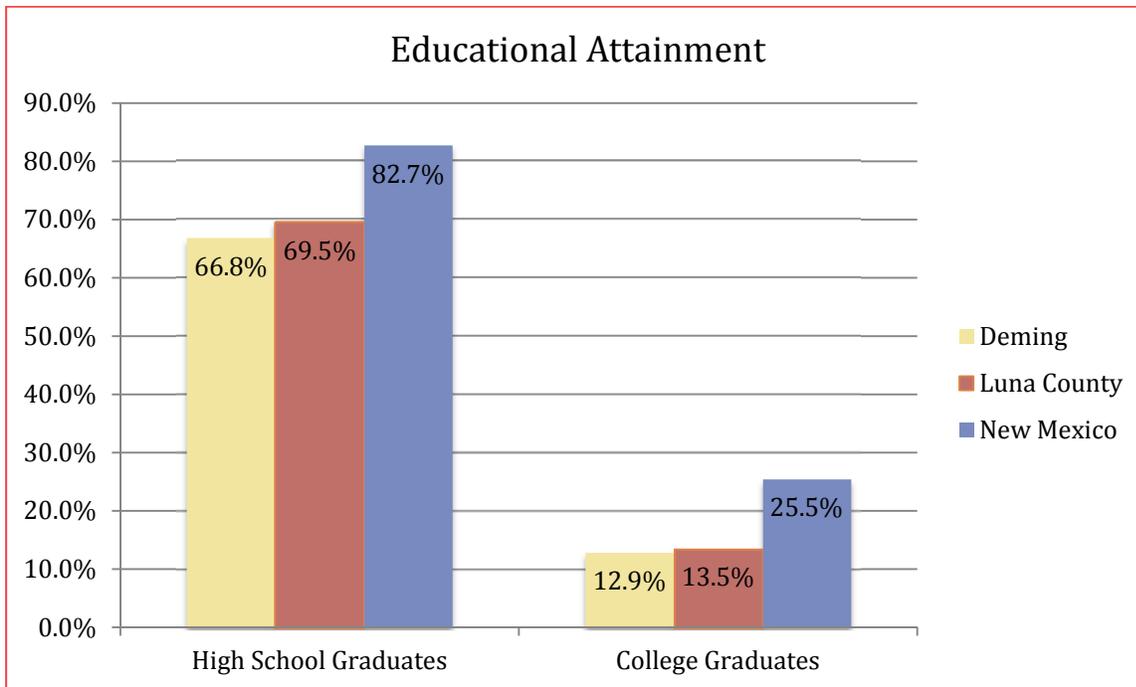
Deming has a total population of 14,855, according to the 2010 U.S. Census. The figure below depicts the age and sex composition of Deming. The median age is 36.0 years. The population pyramid shows a stable growth population due to the strong birth rate related to females in the child-rearing age group. There is an out-migration of young adults, but an in-migration of active older adults and retirees into the city. This would indicate that Deming will continue to grow at its historic growth rate of approximately 1% annually; this will result in a 2030 population of 17,400 residents.



Source: U.S. Census Bureau

## II. EXISTING CONDITIONS

Deming residents have educational attainment levels that are similar to those for Luna County as a whole. Local education levels, however, are notably lower than for the entire state. The percentage of Deming residents who have graduated from high school (66.8%) is about one-fifth lower than the rate for all of New Mexico (82.7%). The percentage of college graduates in the population of Deming (12.9%) is only half that of the state (25.5%).



### Education Opportunities

Deming Public Schools (DPS) is made up of one high school, one middle school, one intermediate school, six elementary schools, and one 3-4 year old program; all serving approximately 5400 enrolled students. DPS also is made up of 788 staff members, 301 teachers, 125 educational assistants, and 362 support personnel. Deming High School is located at 1100 S Nickel Street. Red Mountain Middle Schools is at 1001 S Diamond Ave. Deming Intermediate School is located at 500 W Ash Street. Bataan Elementary is at 2200 Hwy 418, Bell Elementary at 1000 E Maple, Chaparral Elementary at 1400 E Holly, Memorial Elementary at 1000 S Tenth St., and Ruben S. Torres Elementary at 1910 8<sup>th</sup> Street. Columbus Elementary is located at 7450 Altura Dr Columbus, NM, and My Little School, a 3 to 4 year old program, is located at 905 S Zinc.

According to Deming Public School, the school district is “the 15<sup>th</sup> largest school district in the state” (SharpSchool, 2012) with all of its teachers and educational assistants identified as ‘Highly Qualified,’ and has added five new schools in five years. It also has partnerships with Western New Mexico University, Eastern New Mexico University, Doña Ana Community College, and Mimbres Valley Learning Center.

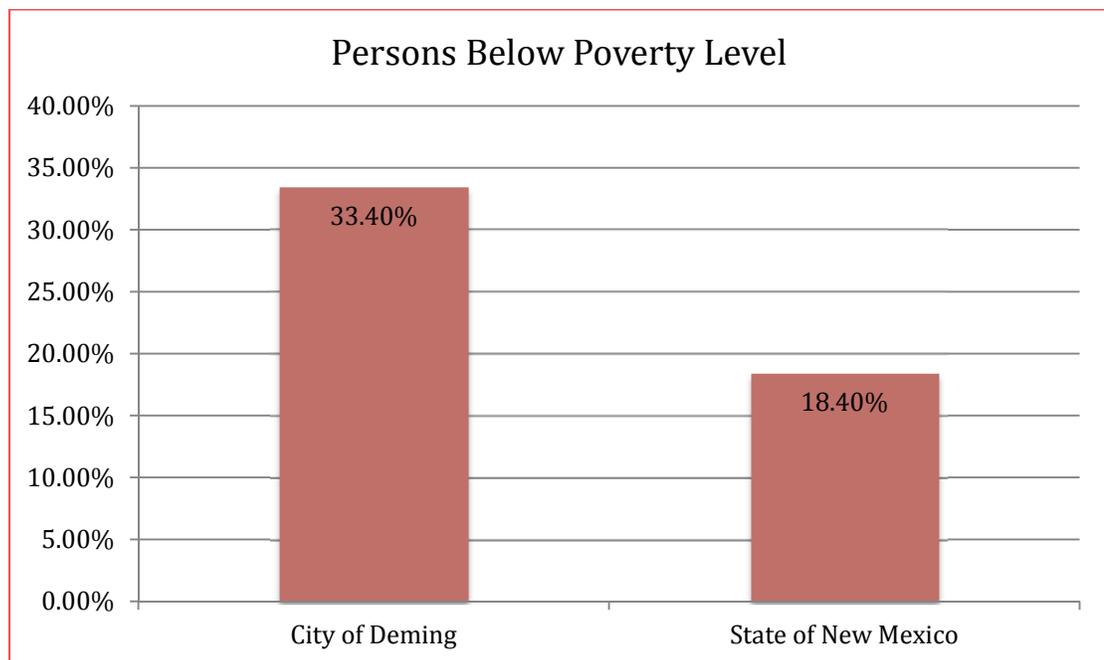
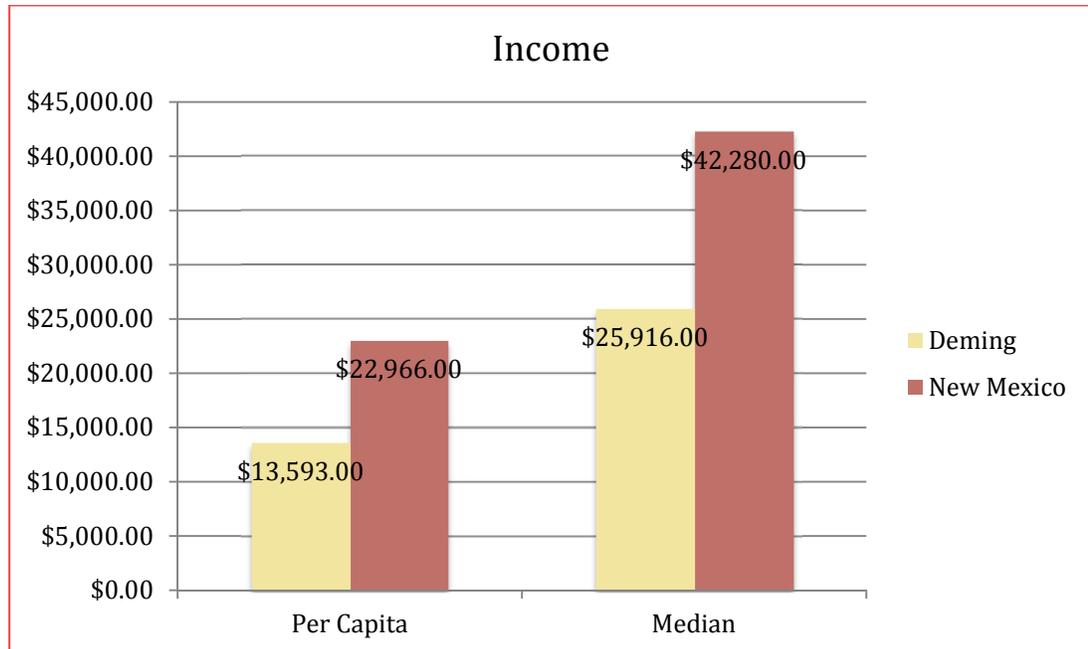
Deming has higher education opportunities at the New Mexico State University (NMSU), University of Texas at El Paso (UTEP), and Eastern Arizona College (EAC). NMSU – Luna County Extension is located in Deming and focuses on agriculture, horticulture, home economics, 4-H youth development, and community and economic development (New Mexico State University, 2008). UTEP is an approximate 1 hour and 40 minute drive. UTEP has various undergraduate, graduate, and doctoral programs available for students (University of Texas at El Paso, N/A). Eastern Arizona College is a two and half hour drive from Deming and provides Associate of Arts, Applied Science, Business, and Science. EAC also has a partnership with a University for a Bachelor of Applied Science program and several

## II. EXISTING CONDITIONS

certificate programs (Eastern Arizona College, 2011). New Mexico State University – Luna County Extension Office is located at 210B Poplar St Deming, NM, University of Texas at El Paso is at 500 W University Ave El Paso, TX, and Eastern Arizona College at 615 N Stadium Ave Thatcher, AZ.

### Income

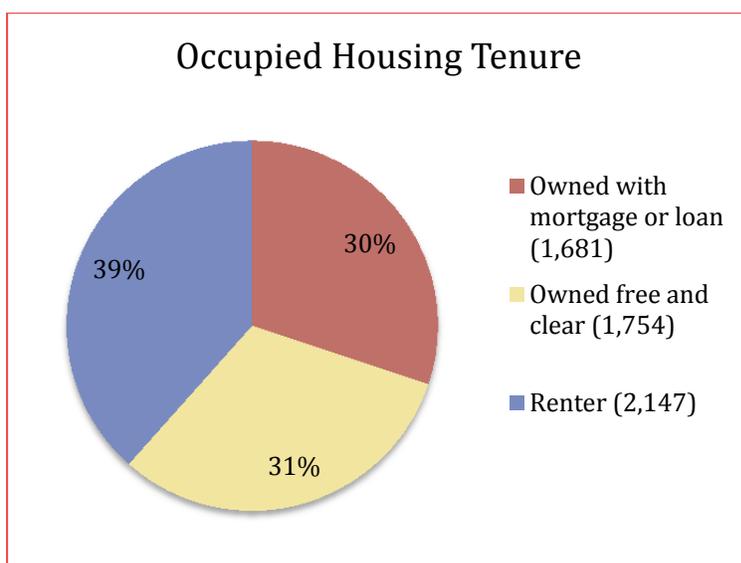
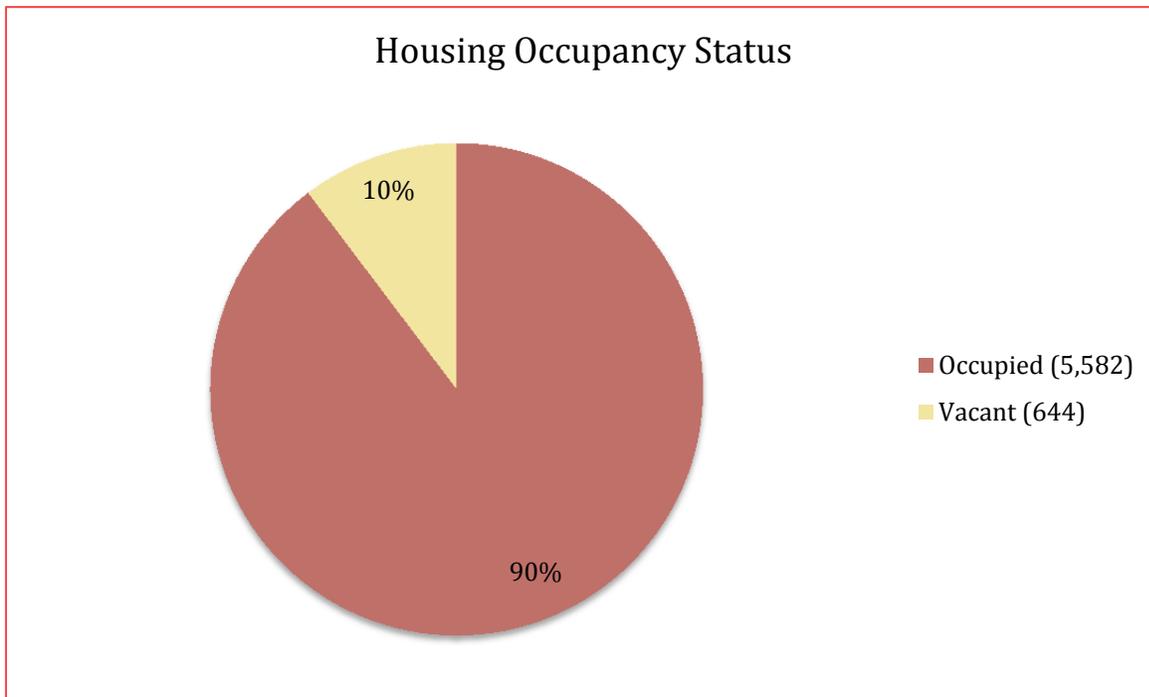
Deming's per capita income and median household income are lower than the state of New Mexico. Deming's per capita income is \$9,373 (41%) less than the New Mexico. The median income is about \$16,000 (39%) less than New Mexico. Deming also has a higher percentage of persons below the poverty level (33.4%) than New Mexico (18.4%). The figures below illustrate the income disparity and poverty levels in Deming compared to the state of New Mexico.



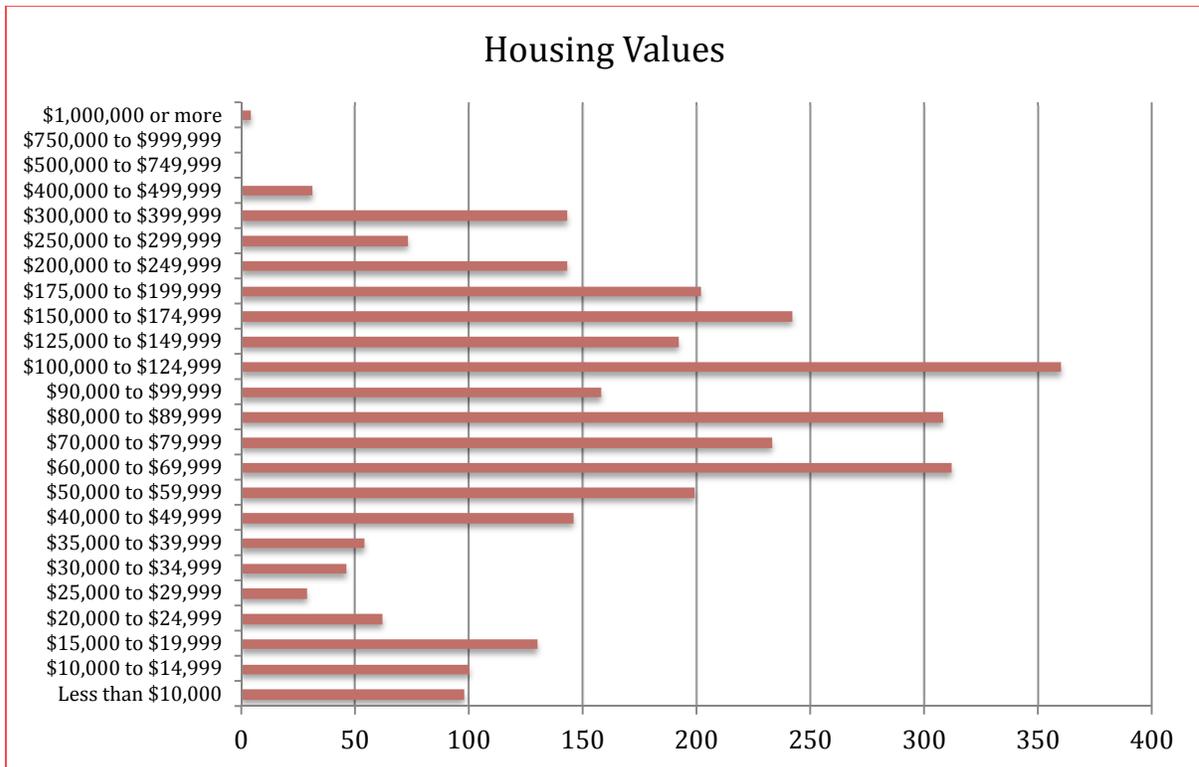
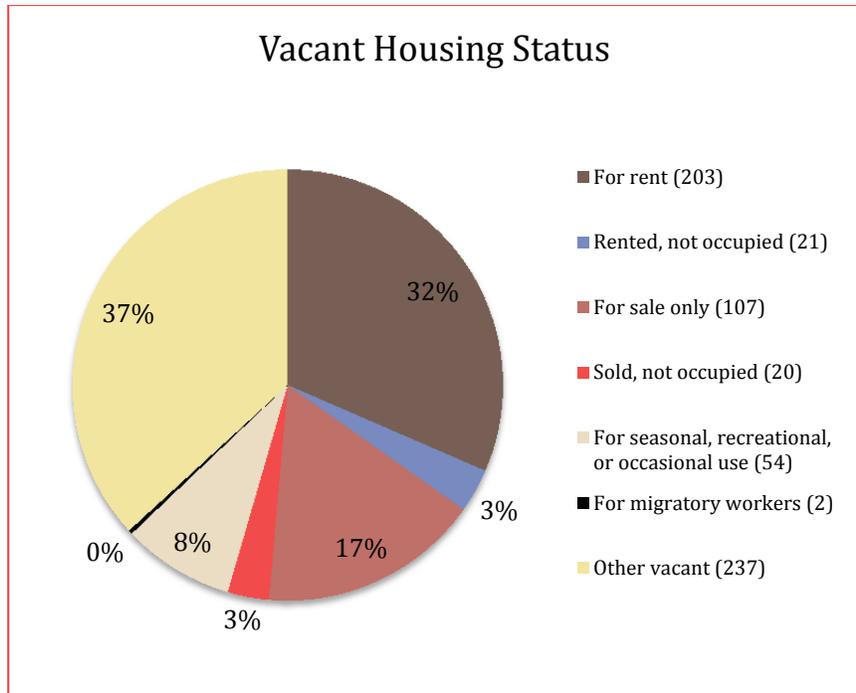
## II. EXISTING CONDITIONS

### Housing

According to Census 2010, the city of Deming has a total of 6,226 housing units with 5,582 occupied and 644 vacant. A majority (90%) of the housing stock is occupied, compared to 10% that is vacant. Of the 5,582 housing units that are occupied, 61% are owner-occupied, while 39% are occupied by renters. The figure below shows that 1,681 units are under mortgages or loans and 1,754 are owned free and clear. A majority of the vacant housing in Deming is identified as "other vacant" at 37% followed by units available for rent (32%). Housing values range from less than \$10,000 to \$1,000,000 or more, according to the 2006-2010 American Community Survey (U.S. Census, 2006-2010b). The median home value in Deming is \$87,300 (U.S. Census, 2006-2010b). The following figures illustrate the housing characteristics in Deming.



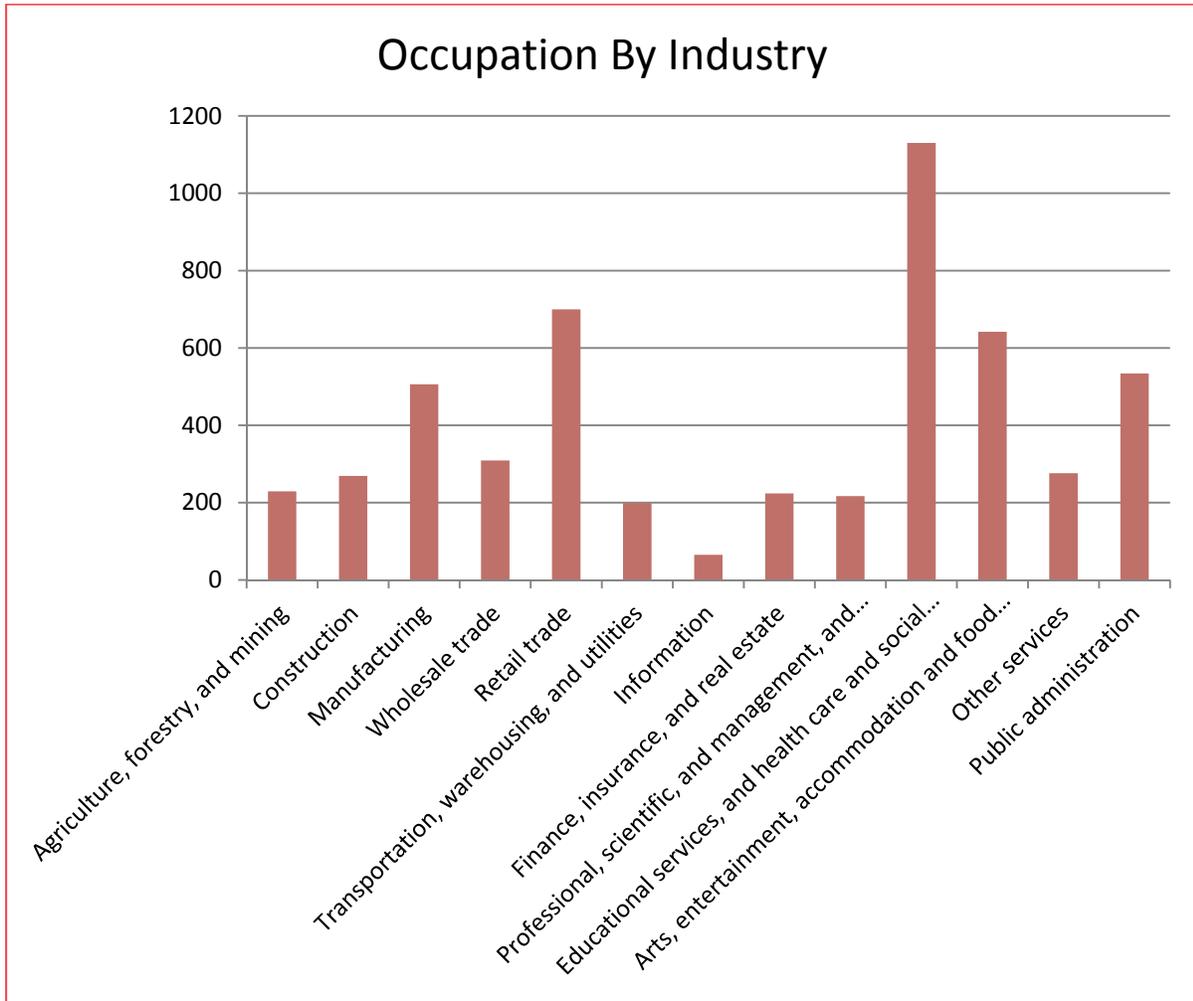
## II. EXISTING CONDITIONS



## II. EXISTING CONDITIONS

### Employment

Of the 5,300 residents in Deming who are considered the civilian employed population over 16 years of age (Census Bureau, 2010), the highest percentage of this work force (21%) is in education and health care, followed by 13% in retail trade, and 12% in arts, entertainment and food services. When compared to the state of NM, Deming's strength is in Wholesale trade (a location quotient of 2.6) and in Manufacturing (LQ=1.8).



## II. EXISTING CONDITIONS

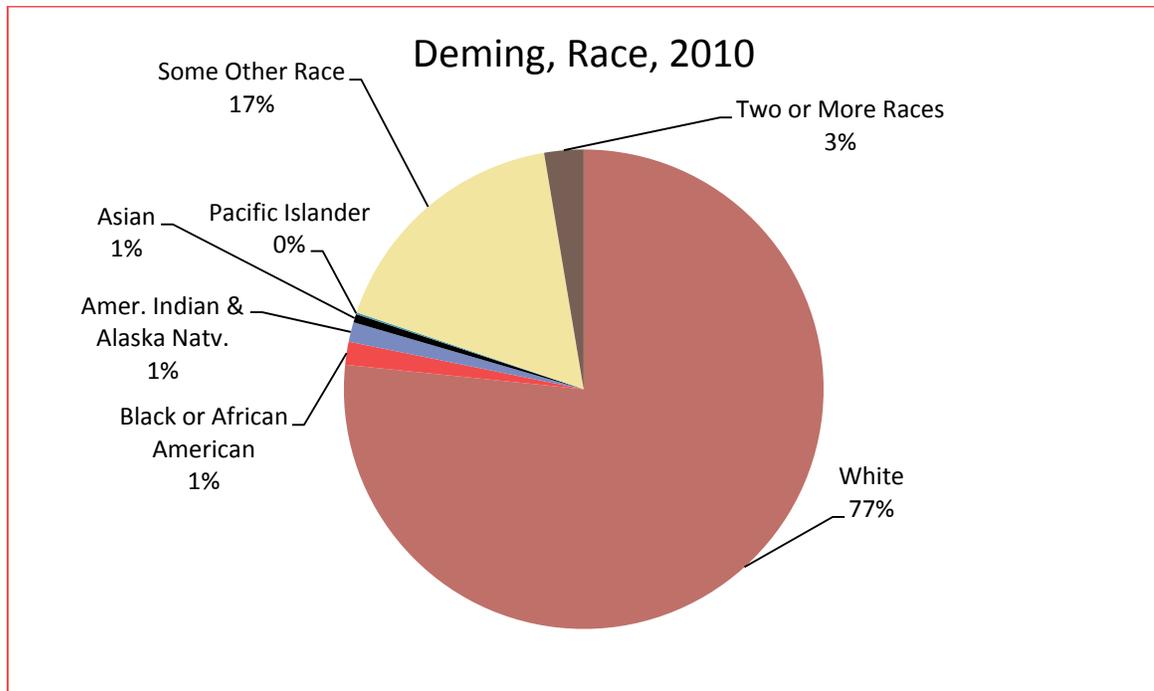
### Race and Ethnicity

The racial composition of the Deming population differs from that of the state as a whole. In Deming, 77% of the population is white, while in New Mexico, 68% of residents are white. The racial compositions of Luna County and Deming are very similar.

#### Race, 2010

	<u>Deming</u>	<u>Percent</u>	<u>Luna</u> <u>County</u>	<u>Percent</u>	<u>NM</u>	<u>Percent</u>
<b>Total Population</b>	<b>14,855</b>	<b>100.00%</b>	<b>25,095</b>	<b>100.00%</b>	<b>2,059,179</b>	<b>100.00%</b>
<b>White</b>	<b>11,383</b>	<b>76.63%</b>	<b>19,511</b>	<b>77.75%</b>	<b>1,407,876</b>	<b>68.37%</b>
<b>Black or African American</b>	<b>230</b>	<b>1.55%</b>	<b>288</b>	<b>1.15%</b>	<b>42,550</b>	<b>2.07%</b>
<b>Amer. Indian &amp; Alaska Natv.</b>	<b>197</b>	<b>1.33%</b>	<b>317</b>	<b>1.26%</b>	<b>193,222</b>	<b>9.38%</b>
<b>Asian</b>	<b>85</b>	<b>0.57%</b>	<b>119</b>	<b>0.47%</b>	<b>28,208</b>	<b>1.37%</b>
<b>Pacific Islander</b>	<b>17</b>	<b>0.11%</b>	<b>19</b>	<b>0.08%</b>	<b>1,810</b>	<b>0.09%</b>
<b>Some Other Race</b>	<b>2,550</b>	<b>17.17%</b>	<b>4,176</b>	<b>16.64%</b>	<b>308,503</b>	<b>14.98%</b>
<b>Two or More Races</b>	<b>393</b>	<b>2.65%</b>	<b>665</b>	<b>2.65%</b>	<b>77,010</b>	<b>3.74%</b>

SOURCE: U.S. Census Bureau



## II. EXISTING CONDITIONS

In Luna County and in Deming, Hispanics make up a larger percentage of the population (68.6% in Deming and 61.5% in Luna County), compared to New Mexico (46%).

### Hispanic Population

	<u>Deming</u>	<u>Percent</u>	<u>Luna</u> <u>County</u>	<u>Percent</u>	<u>NM</u>	<u>Percent</u>
Hispanic or Latino (of any Race)	10,190	68.60%	15,423	61.46%	953,403	46.30%

SOURCE: U.S. Census Bureau

### Market Analysis

Deming's MainStreet commercial district trade area is defined as the geographical area from which the district draws most of its local customers. Generally, customers will travel the shortest distance possible to fulfill their needs for goods and services. Convenience shopping for day-to-day needs typically occurs in short trips of within five to fifteen minutes. Consumers are willing to travel greater distances to make larger purchases of comparison goods like home furnishings, clothing and autos, or to partake in entertainment, recreation and dining experiences. In rural areas, drive times for such trips may be around 30 minutes.

It can be argued that there are almost as many trade areas as there are individual businesses. Nevertheless, the generalized concept of primary, secondary and tertiary trade areas is useful for building the district's business development strategies.

Downtown Deming holds a central market position in a rural region with a drive-time trade area of 30 minutes. Within a 30-minute drive of downtown reside 24,418 residents.

The following chart shows some key characteristics for the populations within 5-, 15- and 30-minute drive times of the MainStreet district. On the next page, a drive time map plots MainStreet's primary, secondary and tertiary trade areas.

### Deming Trade Area Population, 2010

#### Within 5-, 15- and 30-Minute Drive Times of MainStreet District

	<u>5 Minutes</u>	<u>15 Minutes</u>	<u>30 Minutes</u>
Population	14,705	22,026	24,418
Households	5,529	8,349	9,366
Median Household Income	\$25,292	\$25,841	\$25,588
Median Age	37.7	38.0	38.2

SOURCE: ESRI. Drive times are measured from 105 W. Spruce Street.

### Target Markets

Deming MainStreet is positioned to appeal to ample target consumer markets.

- City Residents: As stated above in the Demographics section, the population living within city limits is 14,855.
- MainStreet District Residents: Within the MainStreet district reside about 975 people, most of who are poor, but nevertheless have consumer demands for goods and services. (UNM BBER, 2008).

## II. EXISTING CONDITIONS

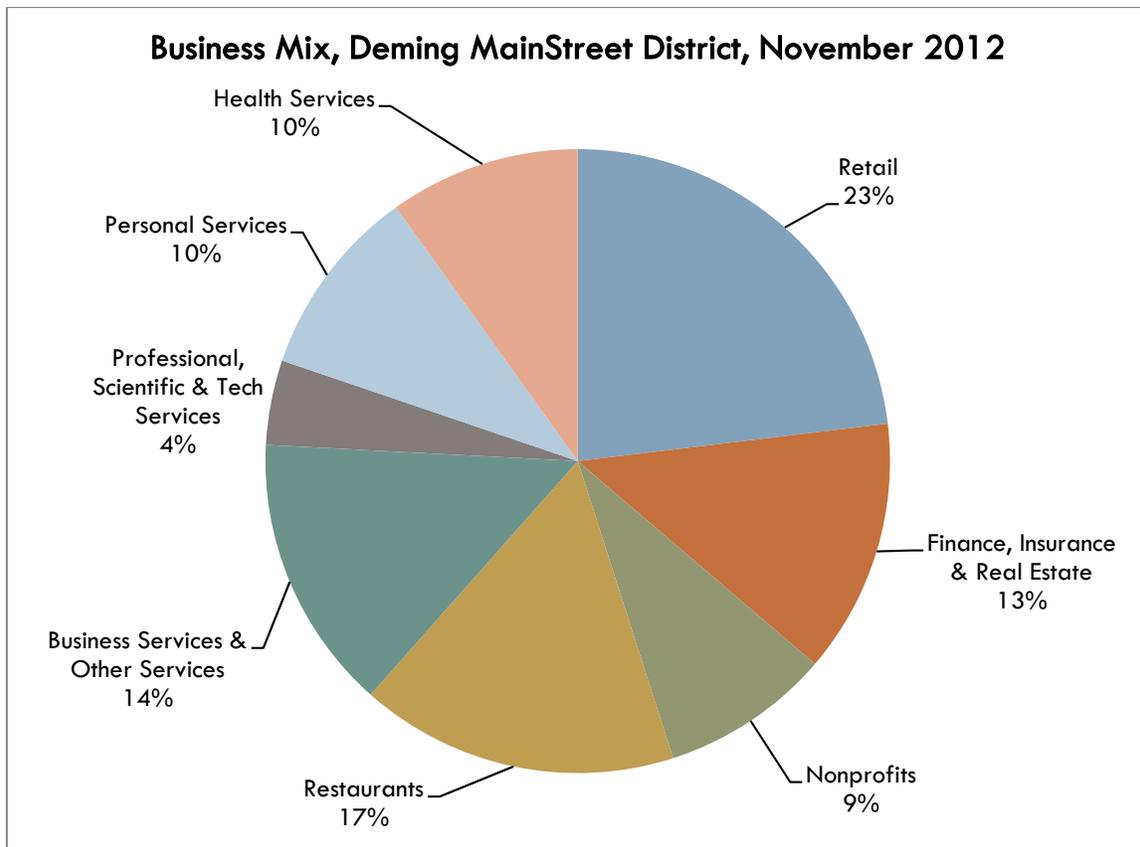
- **Nearby Residents:** A total of 14,705 persons lives within a convenient, five-minute drive time of the MainStreet district. (ESRI) That represents almost the entire (99%) population of the city.
- **Trade Area Residents:** As presented above in the Trade Area Demographics section, within a 15-minute drive of downtown reside 22,026 people. The regional trade area population within a 30-minute drive totals 24,418.
- **Area Workers:** About 469 workers hold jobs located in the immediate MainStreet district and 3,982 jobs are located within city limits. (UNM BBER, 2008) In addition to those counts, drawn from New Mexico Department of Labor statistics of employees covered by unemployment insurance, are the jobs provided by many small, independent businesses inside and out of the MainStreet district. (The labor statistics do not count proprietors, unincorporated self-employed persons, and unpaid family members.)
- **Highway Travelers:** As a transportation hub, downtown Deming is well-situated to capture substantial highway travelers. At each US Interstate 10 exit that serves downtown, Annual Average Daily Traffic (AADT) is measured at about 25,000 vehicles. (NMDOT, 2012, counts taken in 2009)
- **Destination Visitors:** As opposed to travelers just passing through town, Deming attracts visitors who have made the community a destination.
- **Mexican Citizens:** Community leaders comment that perhaps thousands of workers and customers regularly cross the border from Mexico into Deming to work, shop and obtain services.
- **Business Mix**
- Deming MainStreet maintains an inventory of businesses and other land uses in the MainStreet district. With a total of 91 businesses, the district has strong representation of retail; finance / insurance / real estate; nonprofits such as churches; restaurants; and services. (The business mix analysis includes only businesses and nonprofits, and does not include government, housing or vacant buildings and sites.)

### Business Mix, Deming MainStreet District, November 2012

	<u>Count</u>	<u>%</u>
Retail	21	23.1%
Finance, Insurance & Real Estate	12	13.2%
Nonprofits	8	8.8%
Restaurants	15	16.5%
Business Services & Other Services	13	14.3%
Professional, Scientific & Tech Services	4	4.4%
Personal Services	9	9.9%
Health Services	9	9.9%
<b>Total Businesses</b>	<b>91</b>	<b>100.0%</b>

- SOURCE: Deming Luna County MainStreet

## II. EXISTING CONDITIONS



### Transportation

Deming Municipal Airport is a publicly owned airport with 22 aircrafts, 18 of which are single engine, 2 are multi-engine, a jet plane, and a helicopter (AirNav, 2012). This airport averages 78 operations per day (AirNav, 2012). Grant County Airport is 32 miles northwest and Las Cruces International Airport at 40 miles East. Grant County Airport provides the nearest commercial service by Great Lakes Airlines with service to Albuquerque (Grant County New Mexico, 2011). Burlington Northern Santa Fe (BNSF) and Union Pacific provide railway carrier services for the City of Deming. Amtrak also provides transportation services for the City of Deming through the Sunset Limited route from California to Florida (City of Deming, 2010). Amtrak Deming stops are east to west at 3:18 PM and west to east at 1:10 PM (Amtrak, 2012).

The City of Deming is accessible by Interstate 10. Interstate 10 runs from Los Angeles to Jacksonville and increases in traffic in the winter (City of Deming, 2010). Fifty-seven miles east runs Interstate 25, which passes through central New Mexico. Two state highways, NM-11 and NM-9, are near Deming. NM-11 connects to the Port of Columbus on the U.S./Mexico border and NM-9 is south of Deming and is parallel to the U.S./Mexico border (City of Deming, 2010).

A preliminary public parking study was conducted in the MainStreet district that evaluated the existing parking inventory and utilization. There's approximately 510 public parking spaces, either on-street or in public parking lots, that have about a 60% utilization during the week (about 40% on the weekend). Future parking needs will be more than adequately served with the new public parking area that is proposed in the new Walgreen's Pharmacy development. The Downtown Plan has also identified "shared parking" opportunities on two existing church parking lots that are underutilized during the week. The management and perceived parking issues could be most effectively resolved with information and wayfinding on the location of the public parking lots.

### III. COMMUNITY PARTICIPATION

The Deming Downtown Master Plan/Metropolitan Redevelopment Area Plan is the result of a collaborative effort by the City of Deming, Luna County, and Deming Main Street working collaboratively with the community. The community participation process occurred through a number of ways. A diverse group of residents, representatives of community organizations, City and County staff, local business owners and other stakeholders in downtown Deming all contributed to the planning process. Citizen involvement, an essential element of the process, was gathered through steering committee meetings and community workshops. Drafts of the Downtown Master Plan were available on the city's webpage for review.



#### STEERING COMMITTEE

A 10 member Steering Committee was an invaluable means of community input, assisting the consultants in creating the plan. Representatives from business, government, not-for-profits, arts and cultural organizations, hospitality industry and the neighborhood were included in the group. 10 monthly 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 WORKSHOPS

In addition to the monthly Steering Committee meetings, two Community Workshops were offered for community input and feedback. A Community Charrette, conducted over two days on November 2 and 3, 2012, provided the residents and business owners an opportunity to discuss the Downtown Plan vision, identify projects for the plan, and prioritize the revitalization projects. The display ad and breakout group results from the workshop are included in the appendix.



### III. COMMUNITY PARTICIPATION



In March 2013, a final community open house was conducted at the Deming Conference Center to present the Plan's recommendations and projects. Over 40 residents attended and had an opportunity to provide comments on the plan and 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 Chapter VI: Implementation.



## IV. RECOMMENDATIONS AND PROJECTS

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The following recommendations identify economic and business development, historic preservation, and revitalization and placemaking projects that will move the downtown 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 be with people they care about.

### **Downtown Vision:**

Downtown Deming is a vibrant and dynamic destination that is safe and welcoming. It's the place where residents and visitors alike come together to work, live, play and worship. It is a thriving arts and entertainment district both day and night that reflects our history and true sense of place.

### **Downtown Goals:**

- Create vibrant public gathering spaces that draw residents and tourists.
- Encourage a mix of land uses that support businesses and increase residential densities.
- Create "Complete Streets" with pedestrian/bicycle facilities and interconnected alleys.
- Develop downtown as a multi-modal transportation hub.
- Create an atmosphere that is business friendly, supports a business incubator space, and encourages local entrepreneurship.
- Provide accessible and convenient parking for businesses and residences.
- Promote opportunities and create venues for community events and the arts.

## IV. RECOMMENDATIONS AND PROJECTS

### Economic and Business Development Recommendations

Virtually all of the strategies set forth in this plan are designed to strengthen the MainStreet district's role in the marketplace. Throughout the steering committee and public input process that drives the Deming Downtown Master Plan; participants have consistently included ambitious community aspirations and goals for business development. Citizens would like a healthier business environment that encourages local entrepreneurs to thrive. They desire a stronger mix of downtown businesses that fully address the up-to-date demands of target market groups. They wish to attract new investment in businesses that fill strategic market gaps, and in housing and mixed-use projects that reclaim the community's most important historic resources. They want to help business and property owners to access financing that will allow them to create the downtown of the future.



Accordingly, priority business development strategies have emerged to address those goals. These strategies are organized in four topic areas:

1. RETAIN AND STRENGTHEN EXISTING BUSINESSES
2. UNDERSTAND THE ECONOMICS OF THE MAINSTREET DISTRICT
3. ATTRACT NEW BUSINESS INVESTMENT
4. ASSIST OWNERS TO ACQUIRE FINANCING

#### RETAIN AND STRENGTHEN EXISTING BUSINESSES

**Conduct Business Visits:** What are business owners' priority needs? How can the MainStreet program help address those needs? What would business owners like to learn about the MainStreet organization? How would they like to become more involved in downtown activities? What are their hopes and dreams for their businesses? Do they envision changes for their businesses in the coming months and years? How might the MainStreet program help them manage the change process? Are there issues with which they might be struggling and could their peers provide some helpful coaching?

The most effective tool for business retention, strengthening and expansion is communication. And the best communication is face-to-face. Deming / Luna County MainStreet should implement a program of business visitations conducted by joint paid staff-volunteer leader teams of two to four people.

## IV. RECOMMENDATIONS AND PROJECTS

Scheduled meetings should follow an informal structure that emphasizes topics that are priorities for each individual business. Rather than a rigid interview form, the interviewers can come prepared with a list of topics from which they can draw to keep the dialogue flowing productively. These face-to-face dialogue sessions are one of the most effective ways of deploying the MainStreet program's volunteer leaders. While it is vital that each year's action plan accomplishes business visits, the emphasis should be on quality of the collective conversation rather on the mere quantity of visits.

**Convene Business Training and Networking Forums:** Downtown Master Plan participants expressed interest in Deming MainStreet continuing to provide workshops and one-on-one training on topics such as small business website development, social networking media marketing, healthy local food promotion, and merchandising techniques. Of course, business owners often have a need for better communication with their peers, but their time constraints prohibit them from setting up gatherings on their own. Informal business networking forums convened by the MainStreet organization can help address this need. Business owners and managers need a place where they can informally compare stories and share strategies.



Partner with the Small Business Development Center, Deming Luna County Economic Development, Chamber, and financial institutions to produce business enhancement workshops and individualized, in-business consulting. Consider providing business forums three or four times a year. Use a format and schedule a time that works best for your downtown business community's personality. For example, Corrales MainStreet convenes a quarterly *Business After Hours* gathering. These forums provide refreshments and time for socializing and networking, usually supplemented by a brief presentation from a resource speaker.

**Produce Promotions, Events, and Marketing Efforts:** The MainStreet Promotion Committee should continue its vital work in marketing downtown, producing special events, building business promotions, and evolving the district's brand and image. During the master planning process for this plan, plus the various strategic planning processes conducted by the Deming MainStreet program, leaders have identified many great ideas for boosting promotion efforts. These include the following:

- 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
- Establish a weekly event with district restaurants and pop up vendors that provide healthy local food to the Sunday church crowd
- Design marketing efforts that target specific customer groups such as new "affluent senior" residents, travelers, and other target markets discussed below
- Create a brand and marketing strategy for downtown Deming
- Evaluate existing events for impact and success
- Develop a signature event
- Produce a downtown business directory

## IV. RECOMMENDATIONS AND PROJECTS

- Broaden media contacts
- Enrich web presence and social media content

### UNDERSTAND THE ECONOMICS OF THE MAINSTREET DISTRICT

To function effectively as a business development organization, Deming MainStreet should approach strategic market analysis as an ongoing responsibility. Consultant studies are useful, but only inasmuch as their findings are *used* to inform leaders in their work to help lower the investment risk for business ventures. The Internet makes it increasingly easy to access numerous data sources to stay abreast of current trends. Moreover, maintaining an ongoing dialog with multiple downtown stakeholders promises to be the only way to truly understand market dynamics.



Stay apprised of market opportunities throughout the downtown revitalization and management process. Mine the wealth of quantitative and qualitative market information available to the community. Periodically update strategic market understanding with Internet research, phone calls, interviews, and networking forums.

### ATTRACT NEW BUSINESS INVESTMENT

Conduct specific market research to meet information needs as they arise in the course of providing guidance to a business development prospect or in preparing business recruitment marketing materials.

**Study Existing Market Data:** Consult the demographic, socioeconomic, housing and other data compiled and analyzed for the Deming Downtown Master Plan to glean strategic market information. Use the Plan and its appendices as references to help complete business development tasks. For example, data and findings can be incorporated into a market profile brochure to share with business prospects. Demographics and sales leakage data can be used to illustrate a market opportunity for a new venture.

**Stay Current with Critical Trends:** The local economy is a constantly changing mix of challenges and opportunities. There are many compelling ways for business owners, property owners, public officials, and other leaders to keep up to date.

- Convene a study session of community leaders and visitor industry representatives to further strategize ways that the MainStreet district can capitalize on the community's tourism potential.
- Appoint a "market data" subcommittee of the EP committee. Charge that subcommittee with keeping the downtown's data bank up to date as well as with serving as the "go to" group when assistance in finding and analyzing market information is needed.
- Network with business and property owners, city officials, real estate professionals, and community economic development leaders to exchange strategic market information. This can be accomplished in business and property owner visitations, education and networking forums, interviews and emails.

**Assess Target Consumer Markets:** As discussed above in the Community Profile section, the MainStreet district is positioned to serve several existing target consumer markets. These include city residents, downtown residents, residents who live nearby within a five-minute drive time of downtown,

## IV. RECOMMENDATIONS AND PROJECTS

trade area residents within 15- and 30-minute drive times, area workers, highway travelers, destination visitors, and Mexican citizens who regularly travel back and forth across the border.



In addition to strategizing ways to better serve those existing markets, master-planning participants identified a strategy of growing MainStreet's customer market by targeting and attracting new residents to the community. They brainstormed the wants and needs of a leading example target market group, "affluent seniors." This group of future newcomers would be attracted to Deming's climate, culture and history, and in particular, to the future MainStreet district's walkability, range of housing choices, arts and entertainment venues, and service and other businesses that carefully sell to their

needs. With income and wealth typically higher than the households in the trade area, these new residents would bring a needed injection of purchasing power to the community.

**Analyze the Business Mix and Clusters:** The composition of the MainStreet district's business mix is presented above in the Community Profile section. Compare the district's offerings to the market demands of various target market groups. Identify gaps that may represent business development opportunities. Explore the dynamics of downtown's business clusters so that new business prospects can be guided to strategic locations. Continual observation of how businesses perform individually and within their clusters, and how vacancies relate to clusters, provides invaluable insight into business recruitment opportunities. Visit key business clusters on foot to observe the interdependent relationships of the businesses in the cluster. Convene conversations with business owners to learn how their business functions in synergy with the ones around it and across the downtown. What businesses complement their business? What business recruitment targets do they believe would help increase their business' sales? Consider business cluster synergies when planning potential uses for key vacancies.

**Identify Business Development Opportunities:** During the past couple of years, the downtown master plan process, community meetings, and the MainStreet Economic Positioning Committee have been productive at brainstorming existing business targets for strengthening and expanding, as well as ideas for the types of new businesses to recruit and nurture. Leaders should continue this process in an ongoing effort to keep their "business wish list" connected to current market dynamics.

As analyzed in the Community Profile Section, above, sales leakage data show possible opportunities for further market development downtown through expansion of existing businesses and recruitment of new ones. Industry groups with market gaps (where locally-generated demand exceeds supply by local businesses) include furniture, home furnishings, health and personal care, clothing, sporting goods / hobbies / musical instruments, books, office supplies and gifts, and used merchandise.

In various committee and public planning sessions, participants identified many ideas for business development opportunities:

- Strengthen existing restaurants

## IV. RECOMMENDATIONS AND PROJECTS

- Enhance the restaurant cluster with additional food choices and perhaps other formats such as vendor carts and temporary, "pop-up" restaurants
- Recruit an ice cream / sandwich shop and a coffeehouse
- Develop a farmers market
- Through "pop-up" and seasonal businesses in synergy with the farmers market, incubate ventures that serve area demand for healthy, local food. Over time, develop a cooperative health food market
- Strengthen other existing businesses such as hair salons
- Recruit retail stores such as a fabric store, clothing boutique, and a health and beauty products store
- Recruit service businesses such as veterinarian, pet care, grooming and boarding; massage, physical therapy, eye, dental and medical clinics, gym, yoga studio, and other health and healing arts businesses; and financial and legal services
- Recruit arts and entertainment venues such as a theatre
- Create new downtown housing choices by rehabilitating landmark buildings and reclaiming upper floors, constructing infill buildings, and developing vacant or underutilized sites



The next step is to refine the wish list into viable targets by assessing the potential of various business ideas, and selecting a limited number of priority targets.

**Establish Priority Business Development Targets:** Fortunately, as listed above, Deming has several promising ideas for business development opportunities that leaders can pursue to strengthen existing businesses and augment the business mix with new homegrown entrepreneurial ventures and new businesses recruited from outside of town. The community will look toward the MainStreet EP committee and the board to provide leadership in articulating the market vision for the MainStreet district. Effective business development requires conscious choices about what existing businesses the program will assist, which new entrepreneurs it will nurture, and what businesses it will recruit. Only with a prioritized set of achievable business development targets can the program achieve the necessary focus, a compelling appeal to prospects, and lasting results.

- Choose one to three existing businesses to help strengthen and expand
- Select one homegrown entrepreneur to help nurture. Work in partnership with business development partners
- Establish one to three priority business recruitment targets. Compare business recruitment ideas against multiple criteria -- the best targets will complement existing businesses, serve target customer groups, fill gaps in the business mix, complement business clusters, be identified as a goal by stakeholders, have strong demand as shown by analysis of sales potential, and help fulfill the community's market vision for MainStreet
- Convene a strategy session to select targets that are promising when held up to business development criteria

## IV. RECOMMENDATIONS AND PROJECTS

- Prepare a “business development matrix” that summarizes strategic business development criteria (market vision and position, business mix analysis, business clusters, target consumer markets, market viability for various expansion and recruitment target ideas, and strategic locations for business ventures), compares business development targets to those criteria, and itemizes business enhancement programs and activities
- Commit to more deeply exploring the business feasibility of the priority recruitment targets and to pursuing them in marketing, outreach, networking and entrepreneur development efforts
- Set forth the selected priority business recruitment targets in the MainStreet program's website and in business recruitment marketing materials

**Assemble Business Development Marketing Materials:** Business development features on the MainStreet program's website are essential, but existing businesses and new business prospects still need paper materials as well.



- Assemble a downtown-specific business recruitment packet of printed marketing materials and market data. Include program brochures, business directory, a promotions and events calendar, and the items highlighted below

- Publish a market profile sheet that summarizes all of the reasons that a business should choose to locate in downtown Deming -- strong demographics, substantial daytime employment, lots of travelers and tourists, a great mix of businesses, public and private reinvestment projects, new market opportunities, and

business support services from MainStreet, the City and their partner organizations

- Drawing from the market profile piece, create a business development rack card that can easily be stocked and distributed at key locations such as City Hall, SBDC office, and visitor center / Chamber office
- Prepare business opportunity profile sheets that summarize the market viability of top recruitment targets. Include information on target market groups, market gap analysis, sales potential, rough break-even analysis, downtown marketing and promotion services, business planning assistance services, and incentives. Append relevant data sheets and highlights from reports and studies
- Using the downtown building inventory, maintain an easy-to-use, downtown-specific listing of properties available for lease or sale as business locations. Include building names, addresses, square footage, lease rates, purchase prices, building features, agents and contact information
- For priority business recruitment locations, prepare property profile sheets that include more extensive building descriptions and photographs
- Position the MainStreet office to serve as the lead "in-take" site for receiving business prospects visiting the downtown. Provide dependable office hours, a ready supply of marketing materials, a business cluster plan map on the wall, and an area suitable to convene meetings with prospects
- Devise a collaborative plan for how each recruitment partner organization will respond to business inquiries about downtown as an investment location. Each partner needs to be

## IV. RECOMMENDATIONS AND PROJECTS

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equipped with marketing materials, to be prepared to communicate a consistent message to the prospect, and to be clear about what contact person to whom to refer the lead

**Add Business Development Features to Web Presence:** Augment the community's Internet presence by adding downtown business development features to Deming MainStreet's website. These include trade area demographics, information on public and private investment, and a listing of buildings and sites available for business locations.

- Achieve a strong, consistent presence on the Internet that markets to the world downtown Deming as a great location to establish a business. The site should communicate to potential business prospects the desirability of locating their ventures in the downtown and should provide abundant information to help them make the decision to do so. The City's, DLCED's and other partner organization's websites should reinforce that message through complementary content and useful data links
- Business development website features include many of the items of a good hardcopy recruitment packet -- market profile and demographics, available business locations listing, and property profiles of priority recruitment locations. The site should include downtown's market position statement, descriptions of priority business recruitment targets, highlights of public and private investment in the district, profiles of vibrant businesses, and an outline of the array of MainStreet program services and other entrepreneur support services that a business can depend on when the owner chooses to locate downtown
- Collaborate with business development partner organizations to ensure that all entities' websites provide consistent information to business prospects. Communities can use the Internet to *net* new businesses. Smart communities know that their net should not have any gaping holes. Websites' content, contacts and links need to reinforce each other and clarify the message that Deming embraces small business investment. Prospects want to perceive that organizations will work in partnership to help them find the right locations and the right help to launch their ventures

**Market Business Opportunity Locations:** As covered above, good relationships with property owners, communications with real estate industry representatives, business development marketing materials, and a well-maintained listing of vacant opportunity business locations all help to ensure effective marketing of properties. In addition to those ongoing business development activities, Deming MainStreet should boost its strategic marketing of vacancies through more aggressive street presentation.

- Position vacancies as opportunity sites for successful businesses. Asset-based business recruitment capitalizes on putting some of Deming's best assets -- its historic, human-scale downtown commercial buildings -- in the best possible light. Ensure that business prospects find vibrant locations full of potential and not dark, dirty vacancies that look abandoned. Manage a program for promoting vacant buildings and sites as attractive locations for businesses. Strategies include window cleaning, litter pickup, old mail removal, removal of low-quality signs, and weed clearance; real estate agent signs and signs with contact information for leaders from the MainStreet program and its business development partners; temporary window displays of downtown merchandise, project plans or upcoming events; large-scale photographs of the building's architectural details mounted on easels; "phantom galleries" featuring the work of local artists; and window lighting
- The image projected by vacancies' neighbors is vitally important too. Some of downtown Deming's store windows show superior visual merchandising, while others sometimes display a cluttered confusion of products, worn-out paper signs and sometimes even garbage. Perhaps some of downtown's model merchandisers can help other businesses with their window displays

**Reveal Leads for New Business Prospects by Networking Inside and Outside the Community:** The networking activities outlined above in the Business Retention and Strengthening Section are all part of an effective business recruitment program. With priority recruitment targets, priority business

## IV. RECOMMENDATIONS AND PROJECTS

locations, a strong web presence, and recruitment marketing materials, downtown leaders will be ready to be intentional, structured and assertive in their outreach efforts.

- Conduct visits to property and business owners, finance and real estate professionals, city and county officials, Small Business Development Center, and Chamber of Commerce, to brainstorm leads for business expansion and recruitment prospects.
- Field business recruitment teams to visit downtown businesses seeking more space or a better location, local and regional businesses considering relocation to the downtown, and area entrepreneurs looking to launch a business. Host prospects to come to downtown Deming for a tour, visit key potential neighbor businesses, meet with leaders, and check out potential locations. Link prospects with small business development service providers and help them strategize a successful enterprise.

**Consider Alternative Business Formats:** Because today's troubled economy makes it more challenging than ever to launch new full-time and full-size business ventures, consider assisting the development of alternative business formats to round out the district's offering of goods. For example, Albuquerque's and Austin's food carts are a compelling attraction for locals and visitors. Pop-up businesses, temporary stores that time offerings with the seasons, and high-traffic and high-demand periods, and use social networking to drive sales, are popping up in places like Portland. Specialty vendor kiosks, a tried-and-true staple of festival marketplaces, continue to offer a great way for entrepreneurs to enter the market with a modest-sized set-up and low rent.

**Create Entrepreneur Initiatives:** Planning participants have expressed community interest in programs that help to launch and sustain entrepreneurs. Continue to explore and develop organizations' capacities form a youth entrepreneurship initiative that builds on the relevant classes offered at the high school summer entrepreneur program at New Mexico State University. Similarly, 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

**Assist Owners to Use Financing Tools:** Several existing small business and property rehabilitation financing tools go underused by MainStreet district businesses. Using the list presented in the Funding Sources Section below, and working with business development partners such as the Small Business Development Center, help owners 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. They also include state and federal historic preservation tax credits administered by the New Mexico Historic Preservation Division.

**Convene Financing Technical Assistance Teams for Catalytic Projects:** Mixed-use and adaptive reuse projects often suffer from a private financing gap because development costs are not fully covered by the project's income generation in the near term. This is especially typical in larger, catalytic projects involving buildings that are important to the community. Examples in Deming include the Baker Hotel, National Bank Building and other historic resources. These types of projects need public "gap financing" that can help launch the development and see it through the start-up years, accepting loan repayment over a longer term and at a lower interest rate. Such "patient capital" helps to leverage a mix of private financing to achieve a project. Deming MainStreet, in partnership with other Deming organizations, can host technical assistance teams that can help the community explore how to develop a sophisticated public-private financing structure for a catalytic project. Consider inviting local leaders from the financing community along with state officials from departments like Economic Development Department and New Mexico Finance Authority.

**Continue to Develop Advanced Financing Tools:** As Deming MainStreet acquires additional years of experience; leaders can expect to increase the program's sophistication in using financing tools.

## IV. RECOMMENDATIONS AND PROJECTS

- Assist building owners to achieve state and national historic designation for their properties. Assist with applications for state and federal historic preservation tax credits.
- Help small business owners to package applications for SBA and other loans with banks and non-traditional lenders.
- This Downtown Master Plan and its accompanying Metropolitan Redevelopment Area will help the community to develop sophisticated public-private financing tools such as Tax Increment Financing. Over time, leaders may wish to consider Local Economic Development Act GRT augmentation for downtown business development, and perhaps a Business Improvement District.



### Recommendations for Historic Preservation:

- Consider extending the existing commercial historic district to continue down Silver Avenue, linking downtown and the courthouse.
- Evaluate the residential district west of downtown to see if it is eligible for listing in the State and National Historic Registers.
- Survey the area between Cedar and Spruce to the east for several blocks to see if this area is eligible to establish a new historic district with a later period of significance.
- Evaluate one or two individually-eligible buildings on Pine Street. 701 West Pine is a large two-story brick residence (it was a boardinghouse in its early history and had strong associations with a prominent Deming family). There may also be a mid-twentieth century motel on West Pine that is potentially eligible for listing on the Register.



## IV. RECOMMENDATIONS AND PROJECTS

### Revitalization and Placemaking Projects

There are a number of projects that were identified during the community workshop that will serve as catalytic projects on revitalizing downtown and making places for people and activities. These projects will be implemented as funding becomes available. A constraint to creating improved walkability along Pine Street is the high volume of large truck traffic on this street through downtown as a result of an access issue to I-10 from Cedar St frontage road. It is strongly recommended that this access issue is resolved with the Federal Highway Administration, so that street improvements and pedestrian safety enhancements can be implemented. There is little that can be done under existing conditions except for new striping of crosswalks at the intersections. Several pedestrian improvement locations have been identified on the Conceptual Downtown Plan for Pine Street.

#### Expand the facade improvement program

Deming/Luna County MainStreet should continue to promote their Façade Improvement program, and utilize the assistance from the NMMS Design Associates on building improvements and color schemes. But with the increasing success of the program, there needs to be an application/selection process instituted to increase the objectivity on buildings selected, and also to leverage resources the building/business owner is willing to provide for the façade work.



Former AT&T building before and after having its "slip cover" removed



## IV. RECOMMENDATIONS AND PROJECTS

### Continue with pedestrian enhancements/improvements to alleys.



The City has completed alley improvement projects as pedestrian environments with improved lighting, paving and landscaping. There are more downtown alleys that present opportunities to increase pedestrian connectivity while also improving the aesthetics of these backwater areas. While utilities and service vehicular access should still be maintained in the alleys, enhancements could consist of decorative paving, container plantings, murals on building walls, sculptural art pieces, and lighting elements. Ideally, the one block segment will connect two destinations, such as community buildings, public facilities, parking areas, or a café. An excellent alley opportunity is the alley that serves the entrance to the “Pie Shop”.

Proposed “Pie” Alley improvements



## IV. RECOMMENDATIONS AND PROJECTS

### Initiate a “Phantom Gallery” art program in empty storefront display windows.

There are several empty storefront display windows along Pine St and Gold Ave that could be utilized as showcases of local artists. Santa Fe (as well as other cities) has instituted a program to ask property owners to donate their empty window space to create a 90 day installation space. Artists can create non-traditional displays that engage the viewer such as old bike rim sculptures with crystals, looping images of historical footage, and temporary wall of drums. This could also be a project that youth organizations could be involved in implementing.



Art in Vacant Store Display Windows



## IV. RECOMMENDATIONS AND PROJECTS

### Develop an “Art Park” concept in the pocket park on Pine Street

The small park located on Pine Street, just a few doors east of Gold Avenue and directly across from the Deming Performing Arts Center, is currently underutilized. This park could be improved to include outdoor lighting, a performance area as well as display public art. This is an opportunity to work collaboratively with the Deming Garden Club (for plantings) and the Deming Arts Center (youth mural project) to help realize project completion.



Art Park Concepts



## IV. RECOMMENDATIONS AND PROJECTS

### Create an interpretive/way-finding signage system for the downtown.

The City and Deming MainStreet should work together to develop interpretive points of interest and to identify parking areas with clear labeling and way finding signage. This can include a working tour of the downtown historic district. Lyndecker Plaza is ideally located to serve as the central point of information and way-finding hub.



## IV. RECOMMENDATIONS AND PROJECTS

### Develop a Deming Farmers Market Plaza.

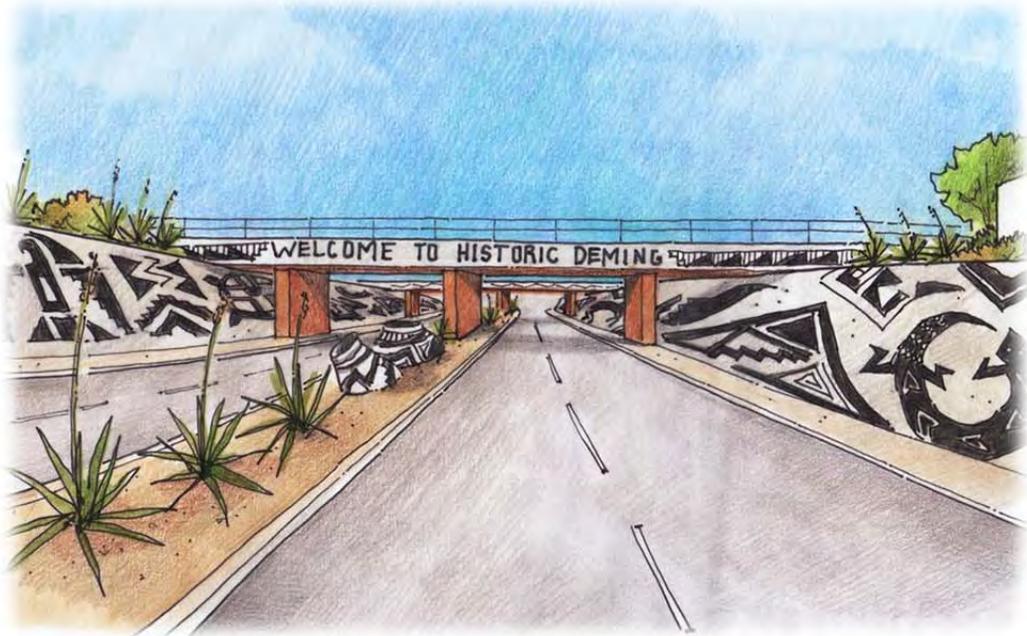
The City and Deming MainStreet are in the process of developing a Farmers Market site on the city-owned parking lot at Cooper and Spruce Streets. This is an important endeavor at an excellent location that will create a healthier community. With success of the Farmers Market over time, improvements could be made to the lot that will still allow parking but can enhance the Market's activities such as outdoor electrical outlets, lighting, an outdoor stage, storage, public restrooms, and specialty paving.



## IV. RECOMMENDATIONS AND PROJECTS

### Design and install Gateway Entry Features.

There are several ideas from the community design workshop that were discussed on the importance of gateway features as one enters the downtown area. A theme that has been accepted is the Mimbres pottery design. This can be incorporated into the gateway designs in a number of ways. There are four suggested locations for these gateway features on the Downtown Conceptual Plan; two are on Gold Ave and two are on Pine Street. The one at the Interstate overpass north of the city would use the overpass embankments and the bridge with an applied design, and a large public art sculpture in the median. The other three would be mid-block gateway features that would include public art in the median with signage. These would also serve to provide increased pedestrian safety and traffic calming.



## IV. RECOMMENDATIONS AND PROJECTS

### Implement Silver Avenue Corridor Enhancements.

Silver Avenue is in many ways an exceptional street, but has the potential to be a *great street*, connecting Pine St with the Historic County Courthouse. Improvements such as median, landscaping, lighting, bike lanes and pedestrian crossings, that are designed to complement the existing materials of the Avenue (such as the stone median edges), could create a new and unique activity center for the downtown. There are several significant buildings and land uses on this street that, when supported by the revitalized existing residential area, creates an exciting opportunity to attract reinvestment and activity into this corridor.



## IV. RECOMMENDATIONS AND PROJECTS

### Develop a Deming Performing Arts/Conference Center Complex

The City and the Deming Performing Arts Theater is utilizing the existing Morgan Hall as offices and a performing arts facility. The City has also recently renovated an existing city building (a former Safeway store) into the Deming Conference Center. While both of these facilities are a wonderful addition to the downtown cultural scene, they could be operating at a much higher level as a venue for performing arts and cultural conferences. One step that is necessary is the acquisition of the building that is between these two city buildings, which coincidentally was the former Deming Cineplex Theater, and join all three buildings internally by expanding across the existing alley. This will create the opportunity to design these buildings as an integrated complex that will greatly increase its ability to attract theater groups, performances and conventions. This project will be implemented as funding becomes available.



## IV. RECOMMENDATIONS AND PROJECTS

### **Silver Avenue Residential Enhancement District.**

The existing residential area along Silver Avenue between Maple and Ash Streets is a fine example of Deming's early residential architecture and neighborhood development. While there are pockets of fine examples from this era, this area has seen disinvestment over the years. There is also a great opportunity to create this area as a walkable neighborhood to the downtown and a magnet for housing the cultural work force. This could be accomplished through zoning incentives for infill development, allowing separate or attached accessory dwelling units (e.g., "grannie flats") and encouraging live/work units that maintain the residential look and feel of the neighborhood. There is also an excellent opportunity to increase the residential density along Gold Avenue within this district. The Silver Avenue Corridor Enhancements would also be implemented in this district to increase the private reinvestment in the existing homes and in new infill development on vacant lots.

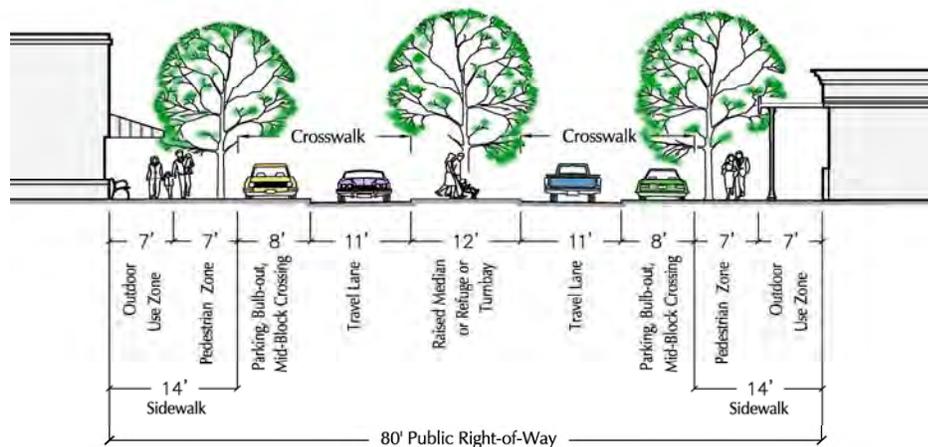


## IV. RECOMMENDATIONS AND PROJECTS

### Poplar Street Road Diet and Pedestrian Enhancements

Poplar Street is a very wide street with four travel lanes with on-street parking and narrow sidewalks. The street is a neighborhood collector with very low traffic volumes. This segment of Poplar St runs south of the historic County Courthouse, and is primarily County offices on the north edge of the street. This two block section could be reduced to two 11 foot travel lanes with a landscaped median.

By maintaining the on-street parking and adding curb extensions and crosswalks with a pedestrian refuge in the median, would allow the sidewalks to widen to 14' wide, and reduce the pedestrian street crossing distance from 60' to 22'. This would greatly increase the walkability between the County offices and also serve as an event space when the street is closed to traffic, such as during the Duck Races. This project will be implemented as funding becomes available.



## IV. RECOMMENDATIONS AND PROJECTS

### Downtown Bike Routes System

The Downtown Master Plan has identified an interconnected bike route system through the downtown area that is safe and on neighborhood collector streets. By connecting this system into destinations such as schools, community facilities and public buildings with the downtown restaurants and stores will increase the viability of the downtown area. There is a need for a regional bike route system as well that could serve to connect to into the downtown area and increase recreational tourism. . This project will be implemented as funding becomes available.



## IV. RECOMMENDATIONS AND PROJECTS

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### Multi-modal Transportation Facility

A Multi-modal facility could be a small shelter that can serve as a central point for Greyhound Bus, Corre Caminos transit, and a staging area (and possible ticket office) for Amtrak passengers. It would include enclosed bike parking, lighting, seating, public restrooms, and food vending machines. Shown below are two examples of the scale and function of this facility. The location of the Multi-modal transportation facility is to be determined.



## V. 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 Deming Downtown Master Plan/Metropolitan Redevelopment Area Plan.

### **1. Public/Private Partnerships**

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

### **2. NM MainStreet Capital Outlay Fund**

The NM State legislature has allocated between \$1 and \$2 million the two 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.

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

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

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

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

### **5. Infrastructure Capital Improvement Plan**

The City's Infrastructure Capital Improvement Program (ICIP) is to enhance the physical and cultural development of the City by implementing the Deming Comprehensive Plan and other adopted plans and policies. Through a multi-year schedule of public physical improvements, ICIP administers approved Capital Expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating 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. Industrial Revenue Bonds (IRB)**

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

## V. FUNDING SOURCES

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several smaller projects from a single issue; where revenue bonds could promote local economic development through encouraging local businesses and hiring a higher wage local work force as a priority.

### **7. 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 Multi-modal projects and Enhancement projects that may be used for trails, bike paths and pedestrian infrastructure enhancements.

### **8. Equity Capital**

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

### **9. Tax incentives and tax-exempt financing**

#### **New Markets Tax Credits (NMTC)**

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

#### **Low-income Housing Tax Credits (LIHTC)**

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

### **10. Local Economic Development Act (LEDA) LoGRT**

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

### **11. Main Street Hope VI Housing Grant**

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

### **12. Housing Maintenance Assistance Program**

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

### **13. Low Income Housing Initiative**

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

### **14. Community Development Block Grants (CDBG)**

HUD funds may be available for local Community Development Block Grants (CDBG) loans. CDBGs are used to finance locally determined activities and can include coping with contamination and financing site preparation or infrastructure development. Eligible activities include planning for redevelopment, site acquisition, environmental site assessment, site clearance, demolition, rehabilitation, contamination removal and construction.

### **15. Business Improvement District (BID)**

A downtown business organization would organize and seek approval from the city to establish a Business Improvement District (BID) as a means to improve the safety and maintenance of the downtown. A BID must be approved by a majority of the property owners within the district. Revenues are collected annually by the City and returned to the BID business organization to support business development and management services such as staffing, maintenance and cleanup programs , hospitality services, public safety campaigns, transportation services (trolleys, bike racks, after hours rides), and other important business improvement services.

### **16. General Obligation (GO) Bond Issue.**

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.

### **17. Quality of Life Tax**

The City or County elected officials can approve, and then put to the voters, a Quality of Life gross receipts tax increase to fund the cultural and recreational improvements of the plan. This GRT increment can be a minimum of 1/16 %.

### **18. State Historic Properties Income Tax Credit Program**

The State Income Tax Credit for Registered Cultural Properties program was established in 1984 to encourage the restoration, rehabilitation and preservation of cultural properties. Since then, more than 800 projects have been approved for New Mexico homes, hotels, restaurants, businesses and theaters that benefited from one of the few financial incentives available to owners of historic properties. The program has nearly a 7:1 community investment ratio for every dollar provided through a credit. In a recent five-year period, the statewide program saw approved rehabilitation construction projects totaling \$7.4 million, spurred by the catalyst Of \$1.4 million in taxpayer-eligible credits. The state income tax credit is available to owners or long-term lessees of historic structures who complete qualified, pre-approved rehabilitations of historic structures or stabilization or protection of archaeological sites. The property must be individually listed in, or be listed as contributing to a State Register of Cultural Properties historic district. It may be a residence, an income-producing property (such as an apartment building, office or store), or an archaeological site. The maximum amount of project expenses eligible for the tax credit is \$50,000 although the total project cost may exceed this amount.

## VI. IMPLEMENTATION

The Master Plan/MRA Plan outlines numerous strategies and recommendations that the City of Deming and Deming/Luna County MainStreet should follow to provide for effective and efficient community development in Downtown Deming. The key to utilizing this Master Plan is to review it on a regular (annual) basis and revise as needed to reflect the implementation steps accomplished. This Implementation Chapter describes a Project Prioritization table, which is a summary of the projects outlined in the Master Plan, and assigns responsibility, and identifies funding sources (indexed to the numbered sources listed in Funding Sources chapter). These projects will be implemented as funding becomes available.

The following projects were prioritized by the residents at the community open house meeting conducted in March, 2013 at the Conference Center. These priorities represent the residents' opinions on what their top projects are for implementation for revitalization of the downtown area. The priorities were determined through the residents placing one of five dots on one of the 13 project graphics exhibited at the open house (the graphics are shown in Chapter IV: Recommendations and Projects). These priorities do require the city or other organizations from pursuing implementation in this order; it only serves as guidance based on the residents preferences of what they would like to see occur when projects are discussed within the decision making and funding process. The City, working in partnership with the State, County, other economic development organizations, is how these projects will be accomplished.

Project Prioritization	Responsible Entity	Funding Sources*
1. Farmers Market Plaza (27)	City, DLCMS	#1, 2, 4, 14, 15, 17
2. Downtown Bikes Route System (22)	HCKLC	#4, 5, 7, 15, 17
3. Pedestrian Enhancements to Alleys (20)	City, DLCMS	#1, 2, 4, 5, 15, 17
4. Silver Ave Corridor Enhancements (18)	City	#1, 4, 5, 7, 16
4. Poplar St Road Diet and Enhancements (18)	NMDOT/MAP-21	#4, 5, 7, 16
6. Interpretive Wayfinding System (14)	City, DLCMS	#2, 4, 5, 15, 17
7. Gateway Entry Features (13)	City, DLCMS	#2, 4, 5, 15, 17
8. Performing Arts/Conference Center (12)	DPAG, DTG	#1, 2, 4, 5, 10, 16, 17, 18
8. Multi-modal Facility (12)	SWRTD, NMDOT/MAP-21	#1, 4, 5, 7, 16
10. "Phantom Galleries" Art Program (10)	City, DLCMS, DAC	#1, 2, 4, 15, 17
11. "Art Park" at Pine St Park (8)	City, DLCMS, DAC, DMG	#1, 2, 4, 15, 17
11. Expand Façade Improvement program (8)	DLCMS	#1, 2, 4, 14, 17, 18
13. Silver Ave Residential Enhancements (6)	City, HAR5	#1, 4, 5, 9, 11, 12, 14

<i>City</i>	<i>City of Deming</i>
<i>LC</i>	<i>Luna County</i>
<i>DLCMS</i>	<i>Deming/Luna County MainStreet</i>
<i>HCKLC</i>	<i>Healthy Communities/Kids Luna County</i>
<i>DPAG-</i>	<i>Deming Performing Arts Group</i>
<i>DTAG</i>	<i>Deming Theater Group</i>
<i>DMG</i>	<i>Deming Master Gardeners</i>
<i>HAR5</i>	<i>Housing Authority Region V</i>
<i>SWRTD</i>	<i>Southwest Regional Transit District</i>
<i>NMPC</i>	<i>NM Property Control Division</i>
<i>NMDOT</i>	<i>New Mexico Department of Transportation</i>

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

A. Community Workshop Display Ads/Flyers

B. MRA Designation Report

# DEMING DOWNTOWN MASTER PLAN

*The City of Deming and Deming MainStreet  
Invite You to a Two Day*

## Community Workshop on Revitalizing Downtown Deming

*WHAT'S YOUR VISION FOR DOWNTOWN?*

*Food!*

*Youth Performances!*

*Music!*

**Deming Downtown Conference Center  
119 E. Pine (east of Morgan Hall)**

### **Friday, November 2nd**

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**6 pm to 7 pm** Community  
Discussion on Downtown Conditions  
and Issues

### **Saturday, November 3rd**

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**9:30 am to 11:00 am** Inspirational  
Ideas on Downtown Revitalization

**11:00 am to 4 pm** Community  
Creates Their Vision of Downtown

**Dance Performance by the  
Danzantes del Cielo Ballet Folklorico  
...and music by Bob Eller!!**

*Questions or special needs? Bill Duncan, Deming MainStreet, 575-494-1294, [mainstreetbill@q.com](mailto:mainstreetbill@q.com)  
or Charlie Deans, 505-471-4218, [charlie@communitybydesign.biz](mailto:charlie@communitybydesign.biz)*

The Draft Downtown Deming Community Profile and Plan Goals Document is available at [www.cityofdeming.org](http://www.cityofdeming.org).  
The Plan is funded from legislative appropriations to the New Mexico MainStreet/Economic Development Department.

# The City of Deming, Luna County & Deming MainStreet invite you to a **COMMUNITY OPEN HOUSE** on the **Deming Downtown Master Plan**



## *Revitalize Downtown Deming!*

- Create vibrant public gathering spaces that draw residents and tourists.
- Create “Complete Streets” with pedestrian/bicycle facilities and interconnected alleys.
- Create an atmosphere that is business friendly, supports a business incubator space, and encourages local entrepreneurship.
- Promote opportunities and create venues for community events and the arts.



**Come by anytime between 4 - 7 p.m. Thursday, March 14th, 2013**  
**Deming Downtown Conference Center** 119 E. Pine (east of Morgan Hall)

Questions or special needs? Bill Duncan, Deming MainStreet, 575-494-1294, [mainstreetbill@q.com](mailto:mainstreetbill@q.com)  
or Charlie Deans, 505-471-4218, [charlie@communitybydesign.biz](mailto:charlie@communitybydesign.biz)

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# CITY OF DEMING

## DOWNTOWN METROPOLITAN REDEVELOPMENT AREA DESIGNATION REPORT

Prepared for:

City of Deming, New Mexico

Deming MainStreet

NM MainStreet/Economic Dev. Department

October, 2012

Prepared by:



City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**INTRODUCTION**

The New Mexico Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978) provides cities in New Mexico with the powers to correct conditions in areas or neighborhoods within municipalities which “substantially inflict or arrest the sound and orderly development” within the city. These powers can help reverse an area’s decline and stagnation; however, the City may only use these powers within designated Metropolitan Redevelopment Areas.

The designation of a Metropolitan Redevelopment Area (MRA) is based on findings as defined in the Metropolitan Redevelopment Code (3-60S-8). The criteria for designation of a MRA include physical and economic conditions such as “...*the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, unsanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or lack of adequate housing facilities in the area or obsolete or impractical planning and platting or an area where a significant number of commercial or mercantile businesses have closed or significantly reduced their operations due to the economic losses or loss of profit due to operating in the area, low levels of commercial or industrial activity or redevelopment or any combination of such factors, substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use;*

This report proposes that Downtown Deming be designated a Metropolitan Redevelopment Area (MRA). The MRA boundaries include Downtown and the Deming MainStreet District.

The following analysis demonstrates that Deming’s downtown neighborhood exhibits a combination of factors that contribute to deteriorated or dilapidated conditions in the area. According to the goals of the 2010 Deming Comprehensive Plan Update “*New development in Deming shall be accommodated through infill on vacant lots or through redevelopment of abandoned or dilapidated properties whenever possible.*” Physical conditions of the downtown and economic conditions expressed by business activity and the demographics of the population in downtown all point to the need for the City to pursue alleviating the deteriorated or dilapidated conditions and implement revitalization efforts in this area.

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**MRA PLAN BOUNDARY**

The boundary of the proposed Deming Metropolitan Redevelopment Area encompasses roughly the area traditionally considered downtown plus areas extending east to Ruby Street, west to Zinc Street and south as far as Ash Street.

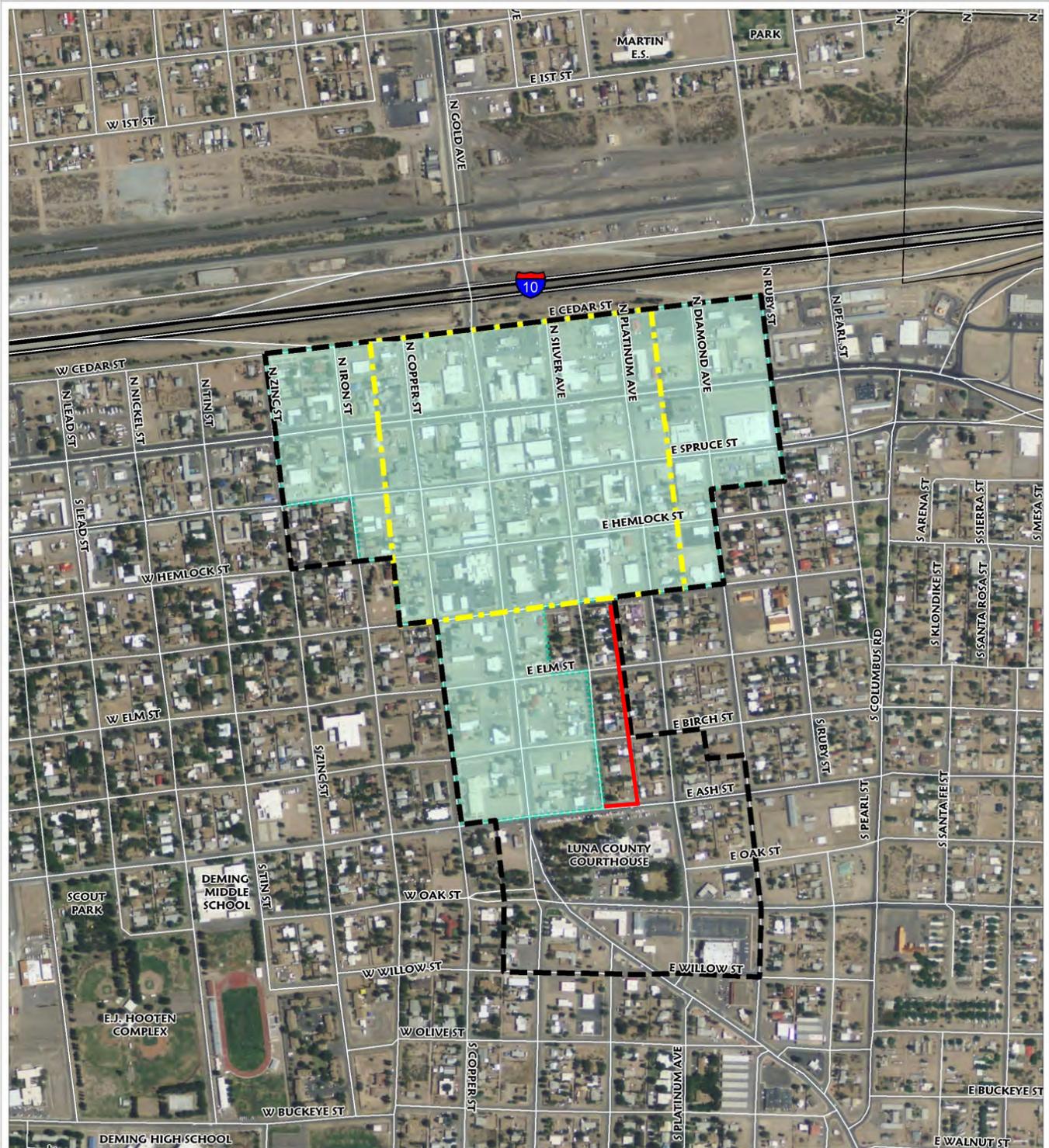
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**THE MRA BOUNDARY**

From the intersection of Zinc and Cedar the boundary is:

- East on Cedar Street to Ruby Street
- South on Ruby to the half-block point between Spruce Street and Hemlock Street
- West on the above mentioned half-block line to Diamond Street.
- South on Diamond Street to Maple Street.
- West on Maple Street to the alley between Silver Avenue and Gold Avenue.
- South along this alley one block to Elm Street.
- East on Elm Street to Silver Avenue.
- South on Silver Avenue to Ash Street
- West on Ash Street to Copper Street
- North on Copper Street to Maple Street.
- West on Maple Street one-half block to alley between Copper Street and Iron Street
- North one block along this alley to Hemlock Street
- West on Hemlock to Iron Street
- North on Iron Street to Spruce Street.
- West on Spruce to Zinc Street.
- North on Zinc Street to Cedar and the point of origin.

See boundary map.



# Deming Downtown Master Plan

## Deming, New Mexico



-  Deming Downtown Master Plan Boundary
-  Deming MainStreet Boundary
-  Deming Metropolitan Redevelopment Area Boundary



Imagery Source: National Agriculture Imagery Program (NAIP) 2011 - 1 meter natural color

Date: October 5, 2012

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**EXISTING CONDITIONS ASSESSMENT**

Land uses within the MRA are mostly commercial. Public and institutional uses are also found inside the boundary, as are a few residential uses. The following sections identify the physical conditions and the economic conditions of the area that warrant establishment of this neighborhood as a Metropolitan Redevelopment Area.

Development within the downtown Metropolitan Redevelopment Area began in the late 19<sup>th</sup> century with the arrival of the railroad. The community thrived as a rail hub in its early years and has maintained itself as a transportation center and a regional commercial hub. Interstate 10 bypassed the historic City core in 1964, leading to a decline of the physical and economic conditions within the MRA area. Consumer preferences transitioned away from independent businesses and toward the big box retail establishments and homogenized motel and restaurant experiences which were primarily located to the outskirts of town and along the interstate corridor.

**PHYSICAL CONDITIONS**

Commercial land uses are concentrated along Cedar Street, Pine Street, Spruce Street, Copper Street, Gold Avenue, Silver Avenue and Platinum Avenue. These land uses vary, with public sector uses predominating, supplemented by support industries such as banking and insurance. Retail and hospitality are also represented in the area. Deteriorating structures are located throughout the downtown neighborhood. Most are vacant, but some occupied buildings are in need of maintenance and repairs. Poor building maintenance, vacant structures, accumulation of weeds and litter, lack of landscaping, unmaintained lots, broken and non-existent sidewalks and boarded facades are examples of the general deteriorated conditions.

The combination of poor or unsafe structural conditions and vacant structures negatively impacts the growth and well-being of the community and contributes to the decline of the entire downtown area.

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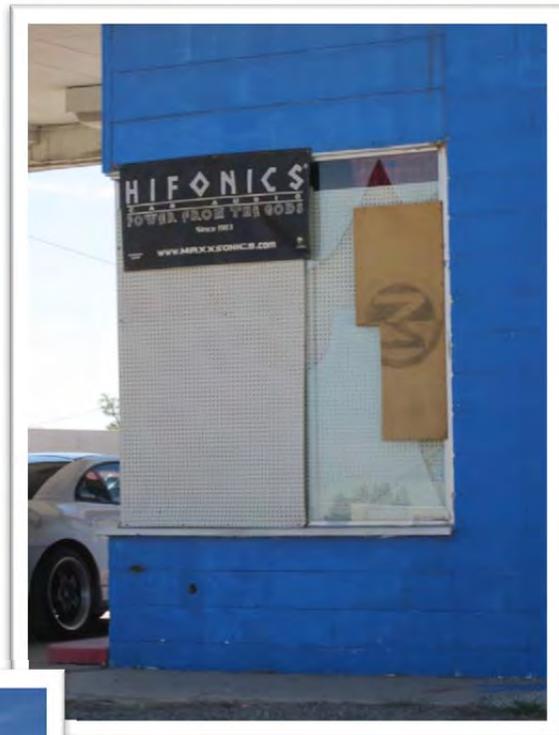
**BUILDING CONDITIONS**

Older buildings within the MRA range from good condition to deteriorating and dilapidated. The presence of many vacant or deteriorated buildings and properties is noted in the Comprehensive Plan and in a visual survey of the downtown neighborhood.

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Downtown M.R.A. Designation Report



*One of many dilapidated buildings with deteriorated facades.*



*Structures within the MRA add to the area blight with broken windows and boarded facades.*

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City of Deming, New Mexico  
Downtown M.R.A. Designation Report



*Roofs in need of improvement to protect structures from further deterioration.*



*Poor building conditions add to the visual blight in the downtown area.*



October, 2012

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

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VACANT AND UNDERUTILIZED PROPERTIES

A considerable number of commercial businesses have closed or significantly reduced their operations in the downtown. This has resulted in vacant commercial structures that contribute to the deteriorated appearance of parts of downtown Deming. Early downtown structures act as important reminders of Deming's history. Multiple boarded storefronts and commercial buildings are scattered throughout the MRA. In addition to vacant buildings are a number of underutilized properties that are used for storage. Vacant or underutilized parcels are found throughout the area. Trash, weeds, and litter are found on this vacant land, creating a general sense of neglect to the neighborhood.



*This vacant restaurant is one of several abandoned downtown food service establishments contributing to blight within the MRA.*

October, 2012

City of Deming, New Mexico  
Downtown M.R.A. Designation Report



*This vacant building on North Gold contributes to the deteriorated appearance of downtown with multiple boarded windows.*

*A vacant commercial structure adds to the visual blight and hazard within the MRA.*



*A large storefront on Pine sits abandoned but offers great opportunity for redevelopment.*



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City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**



*Examples of the many vacant lots which are scattered throughout downtown. Weeds and trash add to the blight created by these empty lots.*



October, 2012

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**Downtown M.R.A. Designation Report**

STREETS AND SIDEWALKS

The availability and quality of sidewalks varies within the proposed MRA. Street and curb conditions also vary within the area. Some areas are burdened by broken, weed-choked sidewalks. Curb-cuts for accessibility are not consistently available. Both of these conditions create hazards for pedestrians. Other areas are consistently without any pedestrian amenities. While the major thoroughfares, Pine, Spruce, Gold and Silver, generally have sidewalks and curbs in good condition, there are frequent examples of deteriorating pavement, broken or missing curbs and weed choked gutters within the MRA boundary.



*Broken sidewalks, missing sidewalks and a lack of accessible curb-cuts create hazards for pedestrians, wheelchairs and strollers.*



*Deteriorating street pavement is found on many downtown streets*

October, 2012

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**ECONOMIC CONDITIONS**

As indicated by the numbers of vacant buildings in the downtown area of Deming, businesses have closed or moved out of downtown creating an area with a lower level of economic activity than is preferred for a community's downtown. The completion of Interstate 10 and associated highway bypass over 50 years ago effectively shut down Downtown commerce. Subsequent losses of business revenues, jobs, and tax income and population declines have negatively impacted the city.

**SELECTED DEMOGRAPHIC, HOUSING AND ECONOMIC CHARACTERISTICS**

**DEMOGRAPHICS**

The estimated residential population of the proposed Metropolitan Redevelopment Area is small, only 975 in 2008 (BBER forecast from U.S. Census 2000). The population of this area is slightly older and has resided in Deming for a longer period than the population of the City of Deming as a whole. Ethnically, compared to Deming as a whole, the MRA neighborhood has a larger Hispanic population (71%) than all of Deming (64%). Average household incomes in the district are about ten percent lower than the City, but median household incomes are 17 percent lower. The estimated 2006 median household income was only \$21,344 per year, less than the median household income of the City (\$25,049). In 2010, the median household income in Deming was \$25,916, which itself is 40% below that of New Mexico as a whole (\$43,829).

Deming population has experienced a slight increase in the period from 2000 to 2010 following a sharp increase in the period from 1990 to 2000 according to the Census Bureau. A 30% population boom in the 1990s was followed by much slower growth, about a half a percentage point per year since 2000. In 2010, the median age of the population in Deming (34.7) is only slightly higher than that of the state (35.2). Examination of the age breakdown reveals that the working age population is lower than that of the state – 53.9% versus 61.6% - while the percentage of youth is higher. Residents 18 years of age and younger represent 27.6% of Deming's population versus 25.2% state-wide. Deming's retirement age population is much higher than the state average, 18.5% versus 13.2%.

These statistics suggest that working age residents are moving elsewhere, that large families remain in the city and that there are many older residents. This situation implies that there are many dependent residents in the city putting demands for labor and services on a small workforce.

October, 2012

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

In Deming, only 29 % of residents 25 and older have any post-secondary education, much lower than the state average of 52%. This is surprising in that Deming is the County seat, which requires professional services such as legal services and accounting which require higher education. The University of New Mexico Bureau of Business and Economic Research’s March, 2008 study, *Deming Mainstreet: Community Economic Assessment* found troubling the fact that “the percentage of residents 25 years of age and older without a high school diploma is a staggering 40 percent, nearly double the state percentage (21 percent).”

Poverty remains a problem, with nearly one in three in Deming living below the poverty line 2006 - 2010. This is significantly above the state rate of 18.4 percent at the same time.

MRA DEMOGRAPHICS		
	MRA	Deming
<b>Population (2006)</b>	975	14,529
<b>Households (2006)</b>	413	5,503
<b>Hispanic Origin (2006)</b>	71%	64%
<b>19 y/o &amp; Under (2006)</b>	29%	31%
<b>20-39 y/o (2006)</b>	24%	23%
<b>40-64 y/o (2006)</b>	30%	27%
<b>65 y/o &amp; Over (2006)</b>	18%	18%
<b>Median Household Income (2006)</b>	\$21,344	\$25,049
<b>Average Household Income (2006)</b>	\$32,470	\$35,711
<b>Median Net Worth (2006)</b>	\$34,234	\$37,123

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City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**HOUSING**

The housing stock in Deming is old and home prices are low. According to 2010 Census, Deming has a total of 6,229 housing units with 5,582 occupied and 647 vacant. The median year houses in the downtown were built is 1950. Median values of owner-occupied housing were lower in 2010 than the County median value (\$87,300 compared to \$91,700). The median gross cost of rental housing as a percent of median household income in Deming exceeded that for Luna County (22 percent vs. 20.8 percent). According to BBER

MRA HOUSING CHARACTERISTICS		
	DEMING 2010	LUNA COUNTY 2010
<b>Housing Units Total 2010</b>	6,226	10,999
<b>Number of Owner Occupied Units</b>	3,435	6,706
<b>Vacancy Rate (for sale)</b>	127	246
<b>Renter Occupied Housing Units</b>	2,147	2,887
<b>Vacancy Rate (for rent)</b>	224	319
Source: U.S. Census 2010		

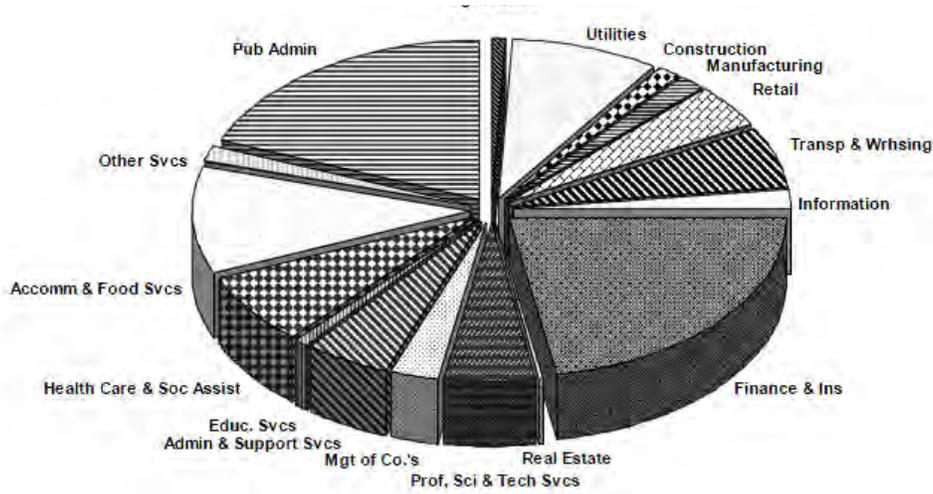
**EMPLOYMENT**

The MRA area has a good base of 9 to 5 employers, but weekend and evening oriented businesses, such as entertainment, accommodations, restaurants and retail are lacking in the area. In 2006, BBER estimated that 17 percent of Deming’s businesses were in the downtown. These businesses employed 469 people, 11 percent of the city’s total employment base at the time.

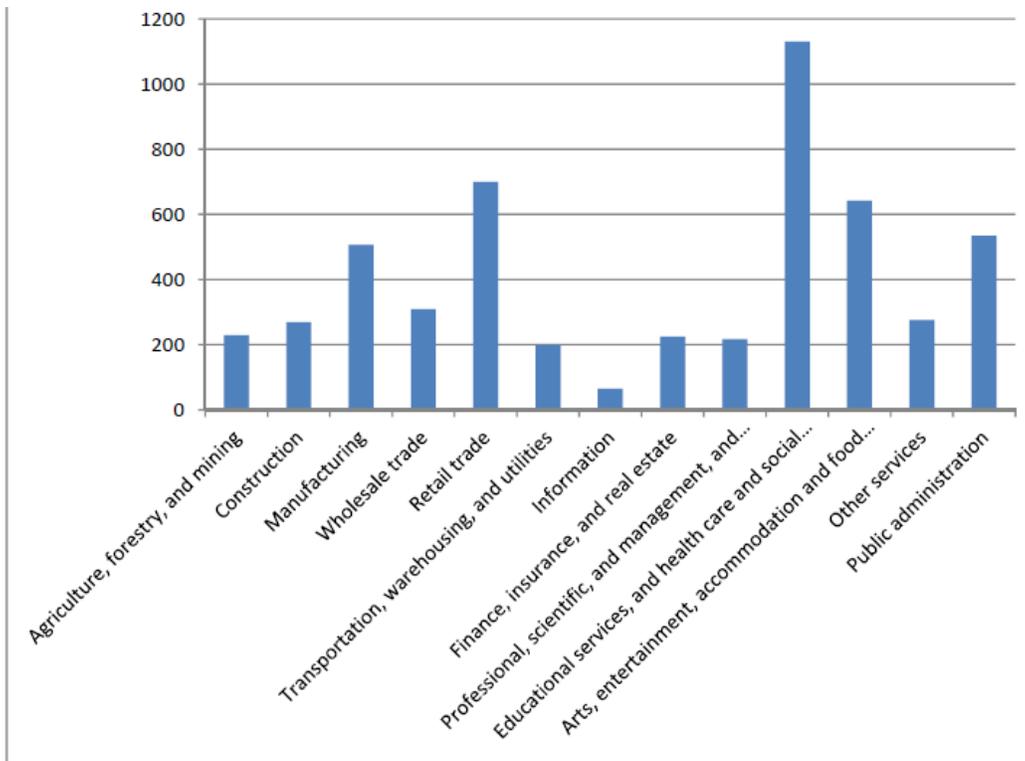
The Deming MainStreet economy is anchored primarily on public administration and higher-order services. 75 percent of government and finance/insurance employees work in the district. Arts, entertainment, accommodations and recreation businesses are lacking or very limited in number. The Downtown MRA area has a shortage of basic retail and service functions for residents and employees.

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

EMPLOYMENT IN MRA, BY INDUSTRY, 2005



Source: NM Department of Labor, ES-202 (Covered Employment Statistics), 2006. Calculations by BBER, 2007.



DEMING EMPLOYMENT BY INDUSTRY, 2010

City of Deming, New Mexico  
**Downtown M.R.A. Designation Report**

**CONCLUSIONS**

This report demonstrates the existing conditions within Deming which meet the criteria for deteriorated or dilapidated conditions as defined by the Metropolitan Redevelopment Code (3-60A-8). The conditions described in this report detail a combination of factors which “..substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use...”

The designation of the Deming Metropolitan Redevelopment Area will assist the community in achieving the following goals:

- Conservation, improvement and expansion of commercial building stock.
- Elimination of detrimental public health and welfare conditions.
- Expansion of commercial activity
- Improvement and expansion of available housing.
- Improvement of economic conditions through coordinated public and private investments.

With the powers made available to municipalities by the NM Metropolitan Redevelopment Code, the City of Deming will be working with the private sector to create opportunities for new housing, assist in preserving existing businesses in the area, expand the business community and implement public improvements and investments in the downtown Deming area.

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