



# CITY OF CLOVIS METROPOLITAN REDEVELOPMENT AREA PLAN

ADOPTED  
JUNE 2021



PREPARED BY:  
CONSENSUS PLANNING, INC.





**RESOLUTION NO. 3065-2021**

**A RESOLUTION ADOPTING THE 2021 METROPOLITAN REDEVELOPMENT AREA MASTER PLAN AS THE OFFICIAL PLANNING GUIDE FOR THE MRA 1 AND MRA 2 AREAS OF THE CITY OF CLOVIS, NEW MEXICO**

**WHEREAS**, the City of Clovis has determined that it is in its best interest to engage in long range planning activities for the community; and

**WHEREAS**, the MRA 1 and MRA 2 areas are significant residential, commercial and industrial hubs within the community and contain areas that are in need of revitalization; and

**WHEREAS**, the City entered into a contract with Consensus Planning for the creation of a MRA 1 and MRA 2 Metropolitan Redevelopment Area (MRA) Master Plan to address blighted conditions; and

**WHEREAS**, after significant public input the Plan is ready for final adoption; and

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

**WHEREAS**, projects identified in the Plan will positively impact the safety and well-being of residents and visitors to the area; and

**WHEREAS**, the Plan has been reviewed and approved for adoption by the New Mexico Economic Development Department.

**NOW THEREFORE, BE IT RESOLVED** by the governing body, that is the Clovis City Commission that:

The Clovis City Commission hereby adopts the 2021 Metropolitan Redevelopment Area Master Plan 1 and 2 as the official planning guide for those areas.

**PASSED, APPROVED AND ADOPTED** this 17<sup>th</sup> day of June, 2021.

CITY OF CLOVIS, NEW MEXICO



Mayor

SEAL  
(ATTEST)

  
City Clerk





# CITY OF CLOVIS METROPOLITAN REDEVELOPMENT AREA PLAN

## ACKNOWLEDGMENTS

Mayor, Mike Morris

### CLOVIS CITY COMMISSION

#### DISTRICT 1

Leo Lovett  
Juan F. Garza

#### DISTRICT 2

Lauren Rowley  
Gary Elliott

#### DISTRICT 3

Helen Casaus  
Fidel Madrid

#### DISTRICT 4

Chris Bryant, Mayor Pro Tem  
Megan Palla

### STEERING COMMITTEE

Eric Collings  
Donna Labatt  
Leo Lovett  
Fidel Madrid  
Clifford Martin  
Mike Morris  
Gene Porter  
Lauren Rowley

### SUPPORT STAFF

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CHAPTER 1

# EXECUTIVE SUMMARY

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## 1.1 INTRODUCTION

The Clovis Metropolitan Redevelopment Area (MRA) Plan is the culmination of a planning process that began in June 2020. The intent of the MRA Plan is to provide the tools and the guidance needed to facilitate the redevelopment of and reinvestment by the public and private sectors in two older areas of Clovis located south of 7th Street, and east and west of Downtown Clovis. These areas contain some of the oldest neighborhoods in Clovis that have suffered from deteriorated and blighted conditions. The residents in these two areas have lower incomes, larger households, and generally lack the resources to improve their existing conditions. There is a significant need for improving the public realm (i.e. streets, sidewalks, and utilities) and the private realm (i.e. houses, yards, commercial buildings) to ensure the health, safety, and welfare of the MRA residents, MRA business owners, and the general public who visit these two areas.

## 1.2 NEW MEXICO METROPOLITAN REDEVELOPMENT CODE

The Clovis MRA Plan is designed in compliance with the New Mexico Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978), which provides New Mexico cities with the powers to correct blighted conditions in areas or neighborhoods, which “substantially inflict or arrest the sound and orderly development” within the city. Designation of a Metropolitan Redevelopment Area (MRA) must be based on a finding of “blighted” conditions, as defined in the New Mexico Metropolitan Redevelopment Code.

The criteria set by the Metropolitan Redevelopment Code for a “blighted” area includes both physical and economic conditions. A blighted area must be found to have one or more conditions, including:

- ◀ Deteriorated structures;
- ◀ Defective street layout;
- ◀ Faulty lot layout;
- ◀ Unsanitary or unsafe conditions;
- ◀ Deterioration of site improvements;
- ◀ Tax or special assessment delinquency;
- ◀ Improper subdivision;



*Church converted into a dwelling in MRA District 2.*

- ◀ Lack of adequate housing;
- ◀ Impractical planning and platting; or
- ◀ Low levels of commercial or industrial activity or redevelopment.

The Anti-donation Clause of the New Mexico Constitution (Article IX, Section 14) prohibits state and local governments from providing public funds that benefit private interests. The New Mexico Redevelopment Code provides an exception to the Anti-donation Clause through the adoption of an MRA Plan allowing local government to:

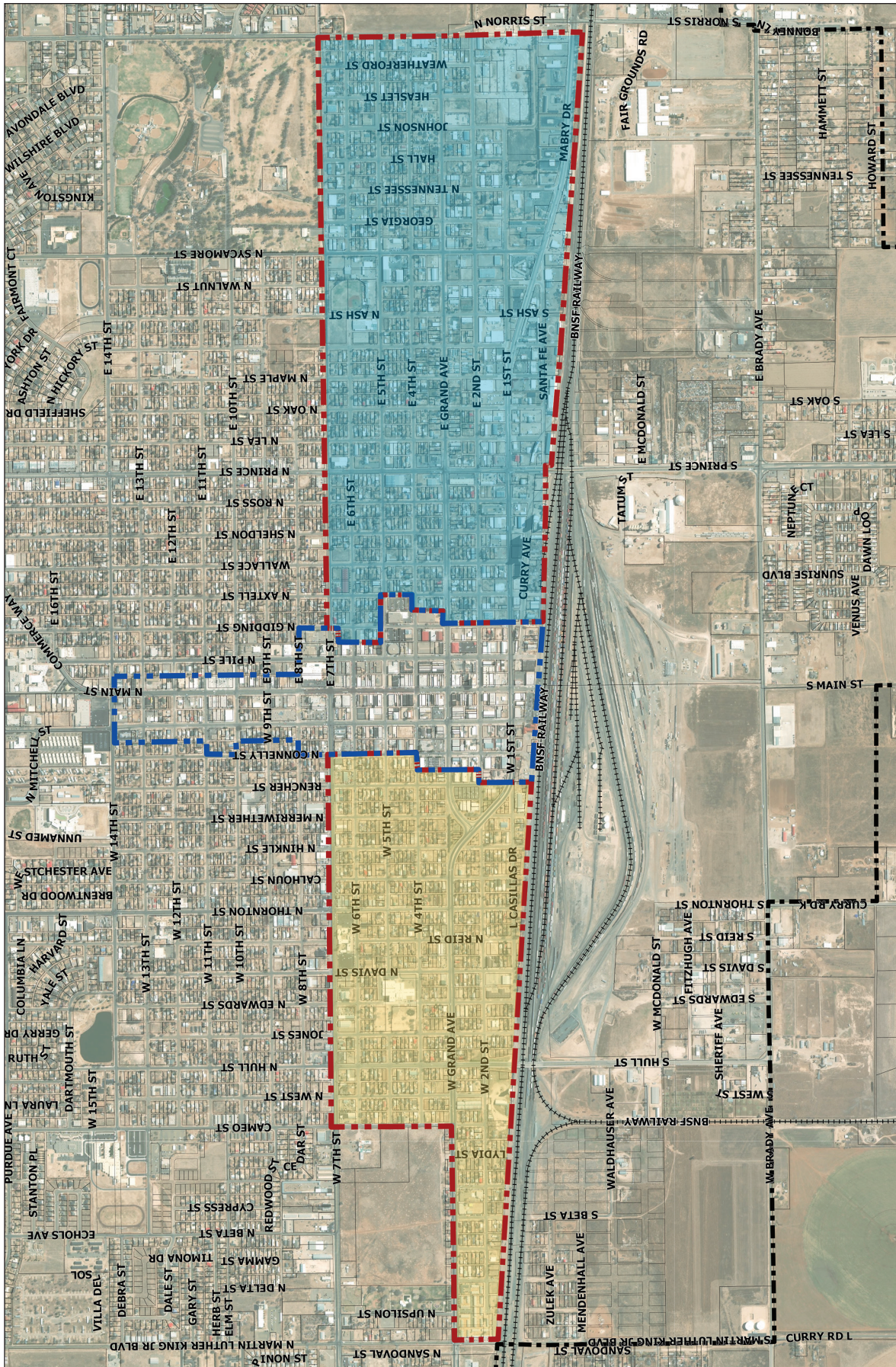
- ◀ Sell, lease, or dispose of public assets;
- ◀ Enter into public/private partnerships;
- ◀ Carry out MRA projects;
- ◀ Invest in MRA project funds; and Issue bonds and/or loans.

The New Mexico Redevelopment Code does not grant a local government the power of eminent domain.

## METROPOLITAN REDEVELOPMENT AREA (MRA) PLANS

MRA Plans provide the necessary framework and vision for redevelopment. It is a planning document that is typically developed through a community engagement process that includes business owners and residents of the area, as well as members of the general public. MRA Plans typically identify specific redevelopment projects, public sector investments, and support actions to help achieve the community’s vision and eliminate the blighted





Clovis Metropolitan  
Redevelopment Area Plan  
MRA DISTRICTS

 Downtown Clovis MRA  
 MRA District 1  
 MRA District 2  
 NORTH



conditions. This may include land acquisition, building rehabilitation and adaptive reuse, demolition, zoning revisions, street and sidewalk improvements, drainage improvements, housing, etc. MRA Plans provide a powerful planning tool for establishing future public/private partnerships and communicate the type of land uses and redevelopment that are appropriate for the area through written narrative, photographs, graphics, maps, and charts. The MRA Plan is developed to be consistent with and further the City of Clovis Comprehensive Plan adopted in December 2018.

## **MRA DESIGNATION**

The City of Clovis determined that in addition to the existing Downtown MRA, which was created in 2005, two areas within the City were distressed and in need of assistance to improve their existing economic and physical conditions (*see MRA Districts map, page 2*). The areas were determined and illustrated in the Future Land Use Scenario contained in the Clovis Comprehensive Plan (Consensus Planning, 2018), and subsequently designated by the City Commission as Metropolitan Redevelopment Areas (MRA) in November 2019. The City then engaged a professional planning firm, Consensus Planning, in May 2020 to facilitate public input and create the MRA Plan.

## **1.3 COMMUNITY ENGAGEMENT**

The City of Clovis established a Steering Committee that was comprised of business owners and residents from the MRA, elected officials, and City staff. The Steering Committee met with the City's consultant, Consensus Planning, several times throughout the planning process and was the primary liaison between the community and the consultant.

Consensus Planning designed and the City distributed a total of six separate surveys, each in English and Spanish - one for business owners within the MRA Districts, one for residents within the MRA Districts, and one for the general public. The surveys were available online via Survey Monkey and also in hard copy, and were designed to gather public input and information on the current economic and physical conditions of the area.

Due to the COVID-19 public health mandate by Governor Lujan Grisham, an online Town Hall was hosted in December 2020 to ensure community members had the opportunity to talk directly with the consultants and members of the Steering Committee.

A summary of the findings and results of the public engagement process follows below.

## **STEERING COMMITTEE MEETINGS**

### **July 8, 2020**

A meeting was held to kick-off the City of Clovis MRA Plan with the Steering Committee and Consensus Planning. Mayor Mike Morris moderated the meeting and began by inviting all Steering Committee members to introduce themselves and then explained the importance of redevelopment in the two MRAs.

Jackie Fishman, Principal with Consensus Planning, explained the purpose of the MRA Plan and the Steering Committee's role in acting as a local sounding board, provide input and ideas, and assist in getting the word out to the public. The Steering Committee discussed strategies to reach residents and business owners in the MRAs, and asked that barriers to internet access be considered when devising outreach and participation plans.

Consensus Planning presented a draft community survey and asked for feedback from the Steering Committee. The Steering Committee recommended separate surveys be created for residents, business owners, and the general public. The Steering Committee felt the surveys should be available in Spanish and English and hard copy and online. City staff was tasked with developing a strategy to ensure notification of the surveys to all properties in the MRAs.

Many of the Steering Committee members expressed a desire to understand the existing conditions in the MRAs and a clear explanation of the benefits of completing an MRA. Claire Burroughes, Assistant City Manager, suggested having group bus tours of the MRAs. Jackie Fishman agreed to create a "Fact Sheet" to describe the City's process of designating the two MRAs,

explain what an MRA is, and explain how the City would solicit public input during the planning process.

### July 29, 2020

A second Steering Committee meeting was held on July 29th. The discussion topics included an update on the community surveys, observations from the bus tours of the MRA Districts, public outreach strategies, and ideas for the Town Hall.

Consensus Planning provided draft copies of the surveys to the Steering Committee and City staff prior to the meeting. Members provided final suggestions for the surveys and agreed they could be finalized and launched. Claire Burroughes (Assistant City Manager) explained how the City planned to mail the surveys according to whether the property was commercial or residential.

The Steering Committee members were asked to share their observations from the bus tours of the MRA Districts. Observations from the Steering Committee included:

- ◀ They were surprised at the large number of vacant lots and buildings.
- ◀ They were very concerned with the substandard living conditions.
- ◀ It was noted that many homes appear to have partial repairs but still had obvious needs.
- ◀ The housing conditions in MRA District 1 have a greater level of deterioration than MRA District 2, though the housing conditions in MRA District 2 are also deteriorated.
- ◀ It would be good to see the perception of the areas evolve into something more positive.
- ◀ There are some well-kept properties in the MRA Districts.
- ◀ MRA District 2 has far more commercial properties than MRA District 1.

Lastly, the Steering Committee discussed options for the Town Hall. Due to COVID-19 limitations on group gatherings, additional planning would be needed to ensure the safety of the participants in the Town Hall. The Steering Committee determined the best location was the Clovis Civic Center. It was agreed that Consensus Planning and City staff would work together to plan the Town Hall.



A "tiny home" created from a school bus in MRA District 2.

### September 30, 2020

The third Steering Committee meeting included a presentation on the results from the six community surveys, an update on the Market Analysis, a discussion of potential opportunity sites in the MRAs, and planning for the Town Hall.

Jackie Fishman presented an overview of the results from the six community surveys. The Steering Committee asked questions and requested that the metrics from the Spanish and English surveys be combined.

The consultant then presented a summary of the population, housing, economic, and retail conditions that was generated from Esri Business Analyst for the Market Analysis contained in this MRA Plan. The analysis clearly revealed the deep economic needs and disinvestment within the MRAs, which in turn underscored the importance of the City's planning effort for redevelopment.

The discussion then turned to the physical conditions of the MRA Districts. Based on the analysis that had been completed, Consensus Planning identified twelve potential opportunity sites for discussion with the Steering Committee. The sites had been selected by Consensus Planning based on their location, size, visibility, ownership, adjacent land uses, and access. After discussion of each site, the Steering Committee ultimately supported the potential opportunity sites identified and agreed they should be presented to the community for further vetting at the Town Hall.



## May 18, 2021

A meeting was held with the Steering Committee to review the draft MRA Plan and provide the opportunity for input. Mayor Morris started the meeting and then turned it over to Jackie Fishman for her presentation. The first part of her presentation included an overview of the survey results and a summary of the Town Hall held on December 1, 2020. The second half of the presentation included a summary of each chapter of the MRA Plan and details about the concepts for the 12 MRA Opportunity Sites. The Steering Committee members were then invited to provide comments and ask questions. Questions addressed issues such as whether the City owned any of the Opportunity Sites, whether there was a possibility for future single family home development, and whether it would be more resourceful for the City to complete the infrastructure as identified in the MRA Plan or acquire properties for redevelopment purposes. At the end of the meeting, the Mayor called for a vote to approve the MRA Plan, which they did unanimously.

## COMMUNITY SURVEYS

Consensus Planning created a total of six surveys in English and Spanish to distribute to residents of the MRA Districts, MRA business owners, and the general public in Clovis. To maximize outreach, the City mailed each property within the MRAs a Fact Sheet and a residential survey or a business owner survey in English and Spanish. Hard copies of the surveys were also available at City Hall. The link to the online version of all surveys was available on the City's website and social media platforms. The Community Surveys ran between August 10 through September 28, 2020 and received the following total responses:

- ◀ 95 MRA residential surveys (84 in English; 11 in Spanish)
- ◀ 62 MRA business owner surveys (60 in English; 2 in Spanish)
- ◀ 131 general public surveys (128 in English; 3 in Spanish)

The following are the key takeaways from each survey. The full survey results in English and Spanish

have been consolidated and are provided in Appendix A.

## Residential Survey

Respondents to the Residential Survey were 38% from MRA District 1 and 62% from MRA District 2. Demographic characteristics of the respondents were:

- ◀ 38% have household incomes of less than \$30,000
- ◀ 68% have lived in their current home for more than 10 years
- ◀ 90% own/purchasing home
- ◀ 80% are very likely or likely to live in their home for the next 5 years

Housing conditions in the MRAs gleaned from the Residential Survey revealed:

- ◀ 61% of the housing stock was built before 1960
- ◀ 54% said their home needs significant repairs – windows, exterior paint/stucco, major plumbing, structural repairs, etc.
- ◀ 84% said they would be very likely or likely to stay in their home longer if repair needs were addressed

When asked what type of residential development or redevelopment would they like to see, the most common choices were:

- ◀ Rehabilitation/repair of existing single-family homes (71%)
- ◀ Additional single-family homes (37%)
- ◀ Rehabilitation/repair of existing apartments or duplexes (30%)

When asked what type of businesses or activities would they like to see added, the most common choices were:

- ◀ Grocery stores (65%)
- ◀ Retail stores (44%)
- ◀ Casual restaurants or drive-through restaurants (41%)

When asked to rate amenities in the area, the amenities with the lowest rating were sidewalks, bike access, visual attractiveness, lighting, and crosswalks.



*K-Bobs Steakhouse on Mabry Drive in MRA 2.*

When asked what their top three things the City should focus on improving, the most common choices were:

- ◀ Improve/maintain streets (78%)
- ◀ Improve/add sidewalks (51%)
- ◀ Assistance in applying for rehabilitation loans/grants (44%)

### **Business Owner Survey**

Respondents to the Business Owner Survey were 20% from MRA District 1 and 80% from MRA District 2. Characteristics of the respondents' businesses included:

- ◀ MRA District 1 respondents: 100% own a commercial property
- ◀ MRA District 2 respondents: 96% own a commercial property
- ◀ 19% own a retail store; 17% own a warehouse business; and 14% own a mixed-use business
- ◀ 79% have been in business for more than 10 years
- ◀ 54% have 0 to 2 employees

When asked what the benefits of having a business in the area, the most common choices were:

- ◀ Location/visibility (57%)
- ◀ Steady traffic flow (36%)
- ◀ Lower costs (14%)

67% of the respondents said the business climate was fair or poor; 31% said good.

When asked what type of businesses or activities should be added in the MRAs, the most common choices were:

- ◀ Commercial services (46%)
- ◀ Retail stores (42%)
- ◀ Casual restaurants/drive-through restaurants (38%)

When asked to rate amenities in the area, amenities with the lowest rating were:

- ◀ Bike access
- ◀ Parks
- ◀ Visual attractiveness
- ◀ Lighting
- ◀ Sidewalks
- ◀ Crosswalks

Respondents said the items most in need of significant improvement were:

- ◀ Vandalism/property crime
- ◀ Litter/trash,
- ◀ Vacant and abandoned buildings

When asked what the top three priorities the City should focus on improving, the most common choices were:

- ◀ Improve/maintain streets (63%)
- ◀ Assistance in applying for rehabilitation loans/grants (35%)
- ◀ Improve/add sidewalks (30%)
- ◀ Improve drainage (30%)

### **General Public Survey**

The General Public Survey was targeted to Clovis community members that live or have a business outside of the two MRAs.

When asked what type of residential development or redevelopment would they like to see, the most common choices were:

- ◀ Rehabilitation/repair of existing single-family homes (74%)
- ◀ Rehabilitation/repair of existing apartments or duplexes (59%)
- ◀ Additional single-family homes (35%)



*US Post Office and Curry County Complex on Gidding Street in MRA 2.*

When asked what type of businesses or activities would they like to see added, the most common choices were:

- ◀ Retail stores (56%)
- ◀ Grocery stores (52%)
- ◀ Casual restaurants or drive-through restaurants (52%)

When asked to rate amenities in the area, the amenities with the lowest rating were:

- ◀ Bike access
- ◀ Visual attractiveness
- ◀ Sidewalks
- ◀ Building condition
- ◀ Streets

When asked what their top three things the City should focus on improving, the most common choices were:

- ◀ Improve/maintain streets (80%)
- ◀ Add parks/green space (58%)
- ◀ Improve/add sidewalks (56%)

## TOWN HALL

The State of New Mexico issued new COVID-19 restrictions right before the Town Hall was to be held in person at the Clovis Civic Center in November. As such, the Town Hall was modified by Consensus Planning and the City of Clovis to an online meeting held on December 1, 2020.

Mayor Morris started the meeting with a brief introduction of the project and the City's goals for improving conditions in the MRA Districts. Jackie Fishman then gave a presentation first explaining that the designation of an MRA must follow the New Mexico Redevelopment Code and be based on blighted conditions as defined in the Code. She further explained that the Code provides an exception to the Anti-Donation Clause of the New Mexico State Constitution through the adoption of an MRA Plan. The presentation included an overview of the MRA

tools, results of the community surveys, key takeaways from the Market Analysis data; and maps illustrating various aspects of existing conditions within the MRA Districts.

Following the presentation, Consensus Planning facilitated a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the two MRA Districts. The participants were engaged in the discussion and their comments were recorded by Consensus Planning staff in real time on the shared computer screen. The participants then were asked to engage in an asset mapping exercise for each of the two MRA Districts, followed by a discussion and identification of potential opportunity sites using maps created by Consensus Planning. Summaries of those three exercises and associated maps are as follows:

### SWOT Analysis

The SWOT Analysis was conducted with the meeting participants to gain a shared understanding of the assets, challenges, and constraints present in the MRA Districts. It provided a good opportunity for discussion with the participants and helped to focus the redevelopment strategies and priorities presented in this MRA Plan. The following Strengths, Weaknesses, Opportunities, and Threats presented on the following two pages provides important insight into the MRA Districts.



*Lincoln-Jackson Elementary School, c. 1959. Source: Clovis Municipal Schools.*

# S

## STRENGTHS

- DISTRICTS 1 AND 2 - RESIDENTS HAVE A DESIRE TO REMAIN IN THE AREAS
- DISTRICTS 1 AND 2 - PRIDE OF OWNERSHIP
- DISTRICT 1- SCHOOL BUILDINGS; LINCOLN-JACKSON SCHOOL (ANCHOR); LA CASITA
- DISTRICT 1 - ROY WALKER GYM
- DISTRICT 1- POTTER PARK (ADJACENT, WEST)
- DISTRICT 2 - HILLCREST PARK (ADJACENT, NORTH)
- DISTRICT 1 - ROADWAY AND DRAINAGE IMPROVEMENTS ALONG MARTIN LUTHER KING BOULEVARD
- DISTRICTS 1 AND 2 - DRAINAGE IMPROVEMENTS ALONG GRAND TO 1ST STREET
- DISTRICTS 1 AND 2 - LIGHTING ALONG MAIN THOROUGHFARES; PROVIDES SECURITY
- DISTRICTS 1 AND 2 - WALKABLE; LOW TRAFFIC
- DISTRICT 1 - LINCOLN-JACKSON IS AN IMPORTANT COMMUNITY ASSET WITH HIGH VISIBILITY TO TRAVELERS ALONG GRAND AVENUE
- DISTRICT 1 - THERE IS A GOOD MIXTURE OF RESIDENTIAL AND COMMERCIAL LAND USES ALONG THORNTON (NORTH SIDE); THERE IS A GROCERY STORE WITHIN WALKING DISTANCE
- SOME NICE ARCHITECTURE AND HOMES IN PRISTINE CONDITION (NORTH OF 9TH STREET)

# W

## WEAKNESSES

- DISTRICTS 1 AND 2 - LOW WALKABILITY DUE TO POOR OR NON-EXISTENT SIDEWALKS; NO BIKE LANES
- DISTRICT 1 - MANY BUILDINGS ON WEST GRAND AVENUE ARE VACANT AND HAVE BEEN BOARDED UP FOR MANY YEARS
- DISTRICT 1- TRAVELERS ALONG GRAND AVENUE SEE VACANT/DETERIORATED BUILDINGS
- DISTRICTS 1 AND 2 - NO SIDEWALKS
- DISTRICTS 1 AND 2 - LOW INCOME; NEED ECONOMIC ASSISTANCE
- DISTRICTS 1 AND 2 - THE RESIDENTIAL RESPONSE RATE TO THE COMMUNITY SURVEY WAS LOW
- DISTRICTS 1 AND 2 - MARGINALIZED POPULATIONS
- DISTRICTS 1 AND 2 - FAR FROM GROCERY STORES AND OTHER AMENITIES; DIFFICULT TO ACCESS NECESSARY GOODS AND SERVICES
- DISTRICTS 1 AND 2 - RESIDENTS STAY BECAUSE OF AFFORDABILITY/LOW COST OF LIVING
- DISTRICTS 1 AND 2 - VERY LITTLE GREEN SPACE/ PARKS WITHIN THE AREAS



# O

## OPPORTUNITIES

- ADJACENT DEVELOPMENT IN THE DOWNTOWN AREA
- PROVIDE PROGRAMS TO ASSIST WITH REDEVELOPMENT AND REHABILITATION OF HOMES AND COMMERCIAL BUILDINGS
- INVESTMENT WILL SPUR REDEVELOPMENT; CATALYTIC DEVELOPMENT PROJECTS
- ECONOMIC ASSISTANCE TO PROPERTY OWNERS TO RENOVATE HOMES
- PARTNER WITH HOUSING ORGANIZATIONS TO ASSIST IN HOME REHABILITATION; PUBLIC PRIVATE PARTNERSHIPS FOR REDEVELOPMENT
- DISTRICTS 1 AND 2 - HIGHWAY 60 PASSES THROUGH BOTH DISTRICTS;
- DISTRICT 1 - ROAD IMPROVEMENT BETWEEN PRINCE & MLK (INCLUDES DRAINAGE) WITHIN THE NEXT FEW YEARS
- IMPROVE THE AREAS
- MITIGATE DISPLACEMENT OF RESIDENTS OF THE AREAS
- THE CITY CAN EXPLORE WAYS TO WORK AROUND THE ANTI-DONATION CLAUSE
- VACANT PROPERTIES
- THE CITY HOLDING PROPERTY OWNERS ACCOUNTABLE
- THE CITY BECOMES THE OWNER OF VACANT/ POOR CONDITION PROPERTIES; THE CITY CAN MAKE PROPERTIES AVAILABLE TO DEVELOPERS/ INVESTORS FOR IMPROVEMENTS/NEW CONSTRUCTION OF HOUSING
- HIGHLIGHT THE GOOD OF THE AREAS TO DISMANTLE THE STIGMA OF THE AREAS WITHIN THE CLOVIS COMMUNITY
- AREAS ARE OPEN TO FIBER OPTICS; SOME AREAS ARE REGISTERED/PREREGISTERED
- DISTRICTS 1 AND 2 - PROVIDE GREEN SPACE
- THE CITY IS CURRENTLY WORKING ON THE FLOOD PLAIN; FLOOD PLAIN IS GOING TO SIGNIFICANTLY REDUCE INSURANCE PREMIUMS
- DISTRICTS - TAX CREDITS AVAILABLE
- DISTRICTS 1 AND 2 - INFILL DEVELOPMENT; INFILL DEVELOPMENT WILL ATTRACT MORE BUSINESS/ COMMERCE IN THE AREAS

# T

## THREATS

- THE AREAS HAVE ISSUES WITH ABSENTEE LANDLORDS AND THEIR UNWILLINGNESS TO MAINTAIN PROPERTIES
- CRIME RATES AND TYPES OF CRIME (ACCORDING TO THE POLICE CHIEF, CRIME LEVELS WERE NOT DIFFERENT IN COMPARISON TO OTHER AREAS OF CLOVIS)
- THE CITY ENFORCEMENT OF CODES AND REGULATIONS IS LACKING; PROPERTY OWNERS TAKE ADVANTAGE OF THE MANY OPPORTUNITIES GIVEN TO THEM TO COMPLY SINCE THERE ARE NO REPERCUSSIONS FOR NON-COMPLIANCE
- VANDALISM OF PRIVATE PROPERTY
- HOMES IN DANGEROUS LIVING CONDITIONS
- LOSS OF CONFIDENCE FROM RESIDENTS IN THE EFFECTIVENESS OF THE CITY
- RAISING RENTS (DUE TO RENOVATIONS) CREATES AFFORDABILITY ISSUES FOR RESIDENTS;
- DISPLACEMENT; GENTRIFICATION
- STIGMA HELD BY RESIDENTS OF CLOVIS THAT ANYTHING SOUTH OF 14TH OR 21ST IS NOT AN AREA TO VISIT

## Asset Mapping

Consensus Planning conducted an asset mapping exercise using aerial maps of the two MRA districts. The participants were asked to identify certain features within each District while Consensus Planning placed symbols on the map in real time on the shared computer screen. "Favorite places" were indicated with a red star, "Community Assets" were identified with a green dot, and "Locations where Physical Improvements are needed" were given a blue dot or line (see *Asset maps, next page*). The discussion is summarized below.

### MRA DISTRICT 1

#### Favorite Places

- ◀ Potter Park – Pool and MLK Memorial (North of Grand Avenue)
- ◀ Lincoln-Jackson School
- ◀ Nor-Va-Jak and Norman Petty Recording Studios
- ◀ Our Lady of Guadalupe Church
- ◀ Roy Walker Recreation Center

#### Assets

- ◀ Hull Street Bridge
- ◀ Andalusia Apartments (not in the MRA Districts)
- ◀ Bruce King Building (Old La Casita School)
- ◀ La Casita Elementary School
- ◀ Lighthouse Mission

#### Places that need improvement

- ◀ Sidewalks around La Casita School should be a priority for improvements. Children walk in street.

- ◀ Grand Avenue has either no sidewalks or they built to minimum standards from Connelly Street to Cameo Street.

### MRA DISTRICT 2

#### Favorite Places

- ◀ Ballfields

#### Assets

- ◀ CATS Facility
- ◀ Prince Street Bridge
- ◀ Former ENMRSH Building
- ◀ Parks and Recreation Building
- ◀ NM Gas Company
- ◀ 7th Street from Maple Street to Norris Avenue
- ◀ Great local restaurants on Mabry Drive

#### Places that need improvement

- ◀ Sidewalks all along Prince Street.



*Bell Park at 7th Street and Ash Street.*



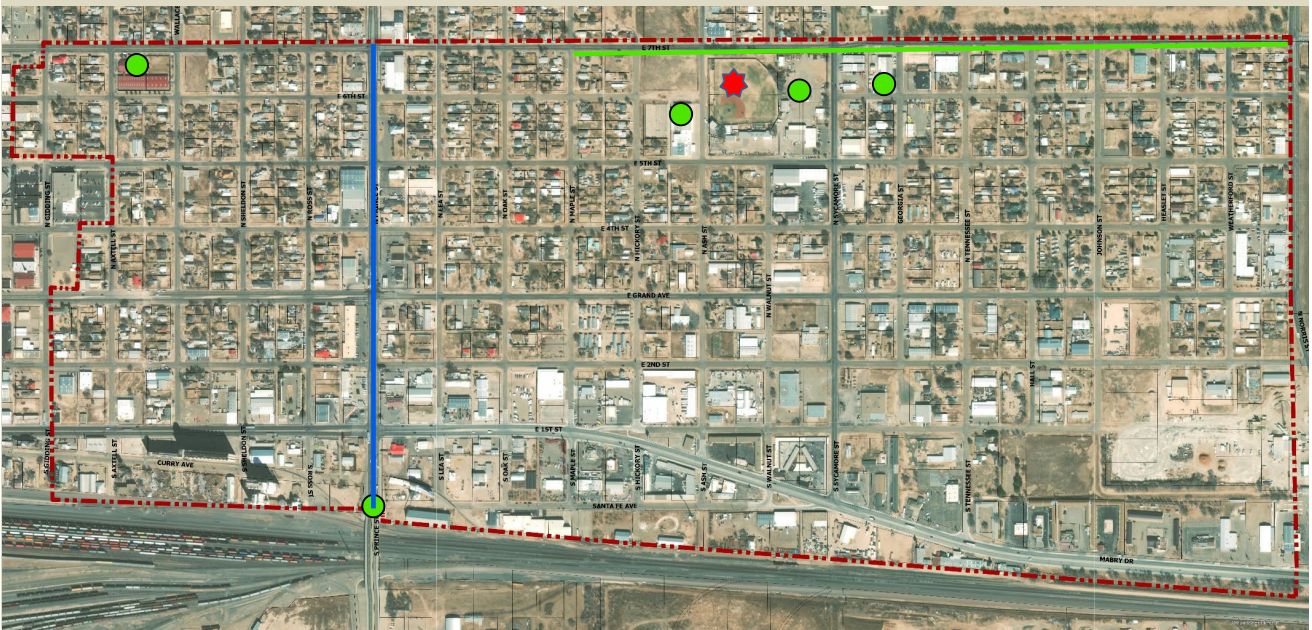
*Clovis Area Transit System 'CATS' on 7th Street and Axtell Street in MRA 2 was identified as an asset.*






# MRA 1 - Asset Mapping



# MRA 2 - Asset Mapping



-  Favorite places
-  Community Assets (existing buildings, properties, businesses, landscape, etc.)
-  Locations where physical improvements are needed (streets, sidewalks, pedestrian connections, lighting, etc.)

## Potential Opportunity Sites

Consensus Planning explained to the participants that one of the primary purposes of the MRA planning process is to identify potential “Opportunity Sites” that could function as a catalyst for private investment and redevelopment. It was further explained that this does not mean there are no other sites that would be appropriate for redevelopment.

Potential Opportunity Sites within each of the MRA Districts were identified by the consultant prior to the Town Hall. Their selection was based on location, visibility, size, adjacent land uses, ownership and potential availability, and existing zoning. Five Opportunity Sites in MRA District 1 and eight Opportunity Sites in MRA District 2 were presented and discussed with the participants.

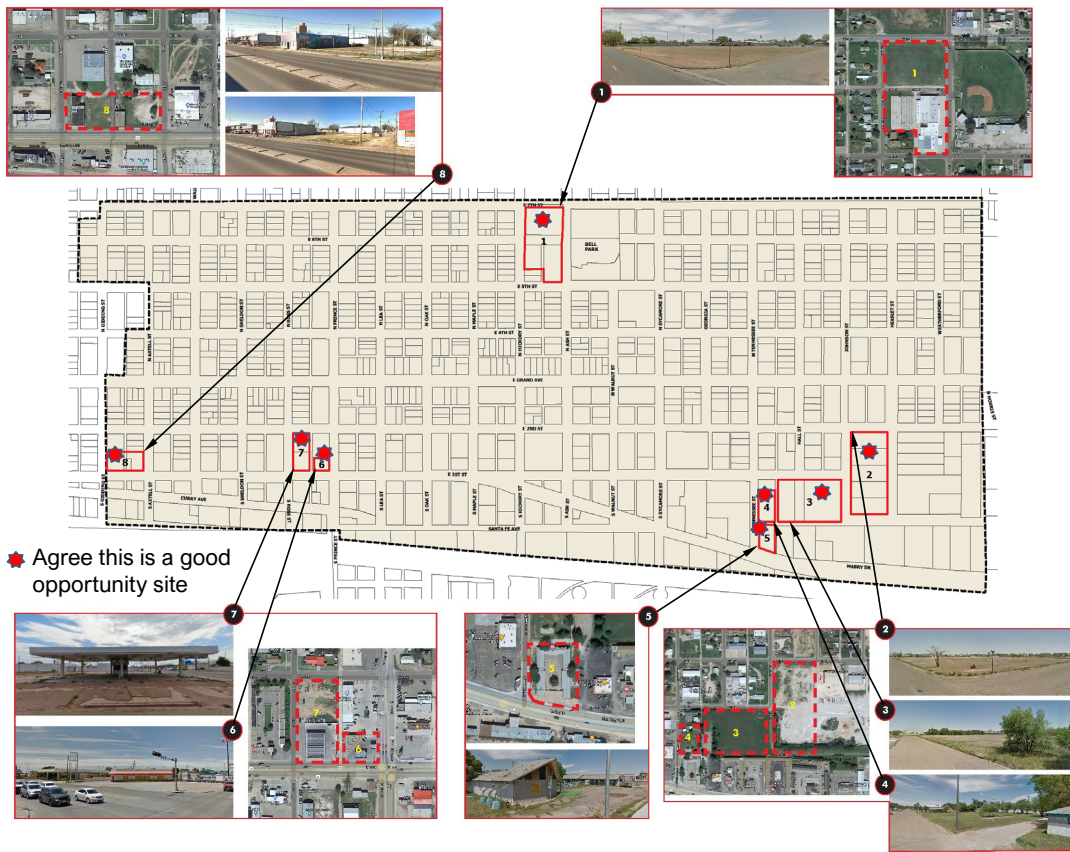
The participants were asked whether they agreed with the selection of the sites and whether additional Opportunity Sites should be included. With the exception of Opportunity Site 2 in MRA District 1, which was determined to contain a functioning business, the meeting participants were in agreement that the sites as presented would function well as Opportunity Sites. Later in the planning process, Opportunity Site 1 in MRA District 1 and Opportunity Site 6 in MRA District 2 were recently acquired for redevelopment. A new Opportunity Site within MRA District 1 was identified in consultation with the City of Clovis. The MRA Plan includes a development concept for each of the eleven remaining sites (*see Chapter 4: MRA Vision*).



# MRA 1 – Potential Opportunity Sites



# MRA 2 – Potential Opportunity Sites



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CHAPTER 2

# EXISTING CONDITIONS & ASSET INVENTORY

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## 2.1 INTRODUCTION

The Clovis MRA Districts contain a range of assets and opportunities that support redevelopment and transition of the two MRAs into more desirable places for existing and future residents, business owners, and visitors. The City of Clovis, residents, business owners, and other interested parties should work together to leverage these assets and opportunities, and overcome the existing challenges.

## 2.2 KEY ASSETS, ATTRACTIONS, & EVENTS

This section provides a summary of the key local assets, attractions, and opportunities that are within, adjacent to, or provide support to the Clovis MRA Districts.

### LINCOLN-JACKSON SCHOOL

The Lincoln-Jackson School is located at 206 Alphon Street within MRA District 1. The colorful mosaic adds to the school's unique character, which is visible from Grand Avenue.

The history of the Lincoln-Jackson School dates back to 1924 when Miss Marjorie Ford opened the school to teach young African American students in the Bethlehem Baptist Church in then segregated Clovis. Mrs. Ida Jackson replaced Miss Ford and helmed the school as it moved into larger facilities until its ultimate destination, where it resides today on Alphon Street. The school takes its name from Mrs. Ida Jackson and President Lincoln. Lincoln-Jackson School was the only school that educated African American students until the school district desegregated its schools in 1954.

The school facility currently includes buildings constructed between 1954 to 1965. In 2017, the school was listed on the State Register of Cultural Properties and the National Register of Historic Places. A historic marker stands outside of the school to inform the public of its historical significance in Clovis. Today, serves as the Clovis Municipal Schools' iAcademy, which utilizes a comprehensive online curriculum.



*Mural of Ida O. Jackson.*

### LA CASITA ELEMENTARY

La Casita Elementary School is located at 400 Davis Street within MRA District 1. Participants in the Town Hall identified sidewalks around La Casita as a high priority for improvements.

La Casita is the only Dual Language School in the Clovis Municipal School District. It was constructed in 1974 and has had three subsequent permanent additions. The Dual Language Program focuses on the development of literacy in two languages (English and Spanish) and includes native and non-native English speakers in the same classrooms. Instruction is phased from 80% Spanish to 20% English in Kindergarten until the amount of instruction in both languages is equal. Enrollment is approximately 350 students from Kindergarten to 5th Grade.



*La Casita Elementary.*



## ROY WALKER RECREATION CENTER

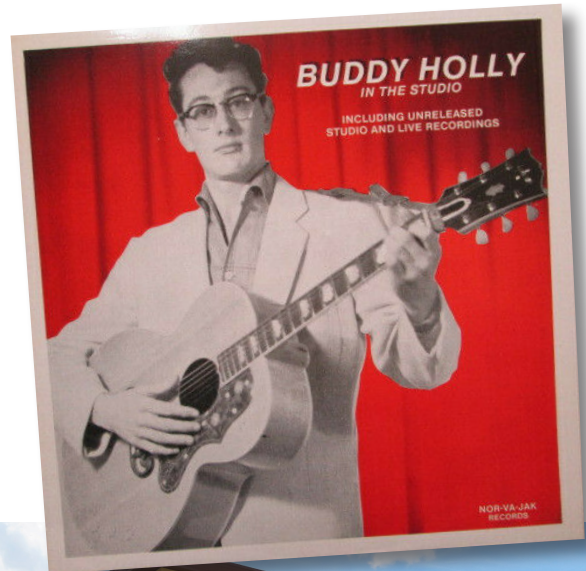
The Roy Walker Recreation Center is located within MRA District 1 at 316 W. Second Street. It is the City's only indoor recreation center with fitness facilities. The facility is 19,269 square feet and contains two full-sized gymnasiums for adult and youth basketball and volleyball, a fully equipped weight room, multipurpose room, and a boxing gym. The facility is well-used by the entire Clovis community and an important part of the surrounding neighborhood. However, significant renovations are needed to the building, which was identified as a priority in the City of Clovis Parks and Recreation Plan (Consensus Planning, 2015).

## NORMAN PETTY RECORDING STUDIOS

Clovis tourism is focused on its role in the roots of Rock and Roll music in the 1950s. Located in MRA District 1 on Seventh Street and West Street is the Norman Petty Recording Studios. Norman Petty helped establish the "Clovis Sound" in his custom studio by recording popular country, rock, and pop artists such as Buddy Holly and the Crickets, Roy Orbison, Buddy Knox, and Chita Rivera, among many others. The Norman Petty Recording Studios, managed by Nor Va Jak Music, Inc., is preserved in its original form with dangling microphones, original control board, album cutting machinery, and instruments. The studios and adjacent apartment are visited by enthusiasts from across the world and are available for tours by appointment.

## NORMAN and VI PETTY ROCK AND ROLL MUSEUM

The Norman and Vi Petty Rock and Roll Museum is housed in the basement of the Clovis Chamber of Commerce, which is located on Grand Avenue within MRA District 2. It is designed to give visitors a glimpse to the birth of Rock and Roll. The Museum's attractions include the original working equipment from the actual studios and memorabilia from Norman and Vi Petty's personal collection. The Museum also has running documentary films starring people that worked with Norman and Vi Petty at the Norman Petty Recording Studio. The Museum can be rented for private events.



*Norman Petty Recording Studios and Nor Va Jak on 7th Street.*

## US HIGHWAY 60/84

Residents and travelers arrive in Clovis via US 60/84 (W. Grand Avenue) on the west and Mabry Drive on the east. US 60 is a major east-west highway traveling from southwestern Arizona to the Atlantic Coast of Virginia. US 60/70/84 meets up at Mabry Drive and Prince Street. The route is popular with travelers heading towards Amarillo, Texas (US 60 north) and Lubbock, Texas (US 84 south). The highway is also a central freight corridor and essential to the transportation of agricultural products from west Texas and New Mexico.

## DOWNTOWN CLOVIS

Once the City's social and economic center, Downtown Clovis is located in the area between and to the north of the two MRA districts. The Downtown District starts south at the Railroad District, follows Main Street north to 14th Street, and encompasses approximately one-block on either side of Main Street to the east and west.

Clovis City Hall, Curry County Administration and Courthouse, Chamber of Commerce, Clovis Carver Public Library, and Clovis Municipal Schools Administration Building, and many financial institutions are located Downtown.

The Downtown MRA was completed in 2005 and has enabled several redevelopment projects, including the historic Hotel Clovis, streetscape improvements, sidewalk improvements, and the Lyceum Theater. Clovis MainStreet is the primary non-profit organization working with business and property owners to revitalize the Main Street Downtown District. The City of Clovis contributed to these efforts to bring more businesses Downtown through the restoration of historic buildings, infill and maintenance of vacant lots, and construction of public improvements. In October 2020, Clovis MainStreet announced that a private investor would be restoring the original 1907 train station into a restaurant.

### **CANNON AIR FORCE BASE**

Cannon Air Force Base (AFB) has played a key role in the growth of Clovis economically, demographically, and culturally since its inception in the 1950s. Military families attend Clovis schools, participate in community events and functions, utilize public facilities, and spend their money at businesses across the City. Cannon AFB sits on 3,789 acres of land eight miles west of Clovis.

First established as the Clovis Army Air Field during World War II, the Air Field personnel led to a large influx of new residents. By 1947, the Air Field closed as the Base was placed on the inactive list. It reopened as Cannon AFB in 1951, and in 1959, the 27th Fighter Wing was established at the Base. In 2007, the Base transitioned to the 27th Special Operations Wing, where it remains today.

Cannon AFB is the largest and most important employer in Clovis. According to the 2019 Cannon AFB Economic Impact Statement, there were 4,745 military and 778 civilian personnel, with 2,855 dependents.

### **CLOVIS CULTURE NATIONAL HISTORIC LANDMARK and BLACKWATER DRAW MUSEUM**

Blackwater Locality 1, the first large-scale excavation of Clovis Culture, is located about 11 miles southwest of Clovis. It is one of the earliest examples of human habitation in North America. It was placed on the National Register of Historic Places in 1961 and was declared a Historic Landmark in 1982.

Archaeological sites at Blackwater 1 have uncovered several tools thought to be created by the Clovis People called "Clovis Points", which are distinctive bone and ivory arrowheads not found anywhere else in North America. Along with evidence of human habitation, Blackwater Draw archaeologists also uncovered evidence of mammoth, ancient bison, giant ground sloth, saber-tooth cats, dire wolf, camel, and more at the site. The research potential of Blackwater Draw Locality 1 has drawn funding and participation from the Carnegie Institute, Smithsonian Institution, and other major scientific research institutions.

The City of Clovis has recognized the unique opportunity for tourism that Clovis Culture represents. Visitors can visit Blackwater Draw Locality 1, where excavation work continues, and the Blackwater Draw Museum located at Eastern New Mexico University in Portales.

### **SOFTBALL TOURNAMENTS**

The Clovis Softball Association hosts several national softball tournaments and events at the Guy Leeder Softball Complex. The events and tournaments draw hundreds of participants from across the country to Clovis, increasing tourism spending. The largest softball tournament held in Clovis is the USSSA Slow Pitch Softball World Tournament, which involves 60 teams and hundreds of players.

Examples of other tournaments include:

- ◀ Annual Umpire Tune-up;
- ◀ Youth Slowpitch Softball;
- ◀ Youth Slow Pitch World Tournament;
- ◀ Men's State Slowpitch Championship;

- ◀ Youth World Softball Tournament;
- ◀ Plateau Annual Custom Classic; and the
- ◀ Halloween Howwwl Tournament.

## COMMUNITY EVENTS

Several popular events in Clovis draw residents and visitors from across the state and region:

- ◀ **Clovis Draggin' Main Music Festival:** The Clovis Draggin' Main Music Festival takes place during the last week of June and includes motor races, tours of Clovis's classic drive-ins, vintage cars, concerts, and vendors along Main Street with shopping, food trucks, and kid zones.
- ◀ **Ethnic Fair:** The City of Clovis has hosted an Ethnic Fair for many years to share the cultural experiences of the area residents. The Chamber has helped promote it to the larger community. The Ethnic Fair is held in Hillcrest Park and includes workshops, arts, food vendors, and performances.
- ◀ **PRCA Pioneer Days Rodeo:** This event is held at the Curry County Events Center. It draws rodeo fans from across the region.
- ◀ **Clovis Christmas Lights Parade:** The Clovis Christmas Lights Parade takes place on the first Saturday in December along Main Street between 14th Street and Grand Street. It consists of lit-up floats and vehicles, marching bands, and walking community group entries. Awards are given for lights, creativity, and use of theme. On the parade day, Downtown brims with family-friendly activities like craft shows, retail open houses, and visits with Santa and Mrs. Claus at the Railroad Park.
- ◀ **Food Truck Fridays:** Clovis MainStreet hosts food trucks for lunch and dinner at the MainStreet Courtyard and parking lot at 8th and Main Street. Participating food trucks vary each week and are posted on MainStreet's website.
- ◀ **Clovis Community College Cultural Arts Series:** The Clovis Community College Cultural Arts Series produces diverse cultural programming from internationally and regionally recognized artists. Events include a variety of performing arts such as dance, plays, musicals, and concerts.



## 2.3 CLOVIS HISTORY

Clovis has a long history of settlement and is home to one of the oldest human habitation sites in North America. Settlement by European descendants occurred primarily around 1906. Clovis was selected as a new townsite on the "Belen cutoff" – a new railway line that quickly became an important east-west connection. Originally known as Riley's Switch, Santa Fe Railway engineers selected the original townsite area. The boundaries were current-day 7th Street on the north, Brady Street on the south, Prince Street on the east, and Thornton Street on the west (the original townsite incorporates the western portion of MRA District 1 and the eastern portion of MRA District 2). A Santa Fe Railroad employee, R.C. Reid, was responsible for surveying the area creating lots for railroad facilities and homes for new workers. The townsite was laid out in checkerboard, north and south streets named after New Mexico Territorial Governors, including Pile, Thornton, Mitchell, and Prince which continue as important streets in the MRAs today.

Clovis was incorporated in 1907, shortly after construction of the railroad. After the arrival of the railroad, Clovis grew rapidly, and by 1910, the population was 3,255 people. Commercial development began along Main Street and soon along Mitchell and Pile Streets. The railroad helped Clovis and the smaller communities getting cattle, and later agricultural products, to market.

The site that would become Cannon AFB was originally Portair Field, a civilian passenger aircraft



facility. With the establishment of the Clovis Army Airfield during World War II, which would eventually become Cannon Air Force Base (AFB), Clovis again experienced growth. The 1940 population was 10,065; by 1950, the population had almost doubled to 17,318. Clovis grew steadily after the war due in part to expansion at Cannon AFB, growth in regional agriculture, and the construction of a major railroad switching yard that increased railroad freight traffic through town and generated hundreds of jobs. The switching yard remains an integral part of the Clovis economy today.

The Clovis population is anticipated to grow from the 2019 population of 38,891 to 46,000 by 2040. Clovis remains the economic center of Curry County, with the economy based in public administration, military, agriculture, railroad, manufacturing, and retail. New industries, such as energy development, are playing an increasingly important role in the City's development.

Development expanded from the original Downtown neighborhoods to the construction of residential and commercial structures within the MRA Districts between 1930 and 1960. Commercial development in the MRA Districts also occurred along Grand Avenue and 7th Street, and later along Mabry Drive.

## 2.4 CLOVIS COMPREHENSIVE PLAN

The Clovis Comprehensive Plan (Consensus Planning, 2018) serves as the City's key policy document that sets the framework for the development and growth of Clovis over a 20-year horizon. The MRA Plan is the realization of one of the critical strategies contained in the Comprehensive Plan and is a first step in improving the blighted physical and economic conditions within the two areas south of 7th Street, east and west of Downtown. It was determined through the planning process that these areas were characterized by aging housing and infrastructure, high level of vacant homes and lots, fewer active businesses, and suffering from a general lack of investment. The Future Land Use Scenario contained in the Comprehensive Plan graphically illustrates the two MRA districts as the focus of the City's community redevelopment efforts.

Goals, objectives, and strategies contained in the Comprehensive Plan that are applicable and provide policy guidance and support for public and private investment in the MRA districts are as follows:

### **Land Use Goal 1: Promote quality infill development and redevelopment on vacant, underutilized, or dilapidated properties within existing neighborhoods that are currently served by municipal infrastructure.**

*Objective 1.3: To encourage development of mixed-use projects in Downtown Clovis and other undeveloped properties.*

**Land Use Strategy 1.1:** Provide incentives for infill development, including reductions or waivers in utility extension and permit fees, expedited approval processes, density bonuses, increased building heights or lot coverage, etc.

**Land Use Strategy 1.2:** Pursue public/private partnerships on the design and construction of mixed use development projects within Downtown Clovis, and Metropolitan Redevelopment Areas and mixed use areas, as identified on the Future Land Use Scenario.

**Land Use Strategy 1.3:** Identify excess City-owned properties that would be available for sale or lease for infill and redevelopment projects.

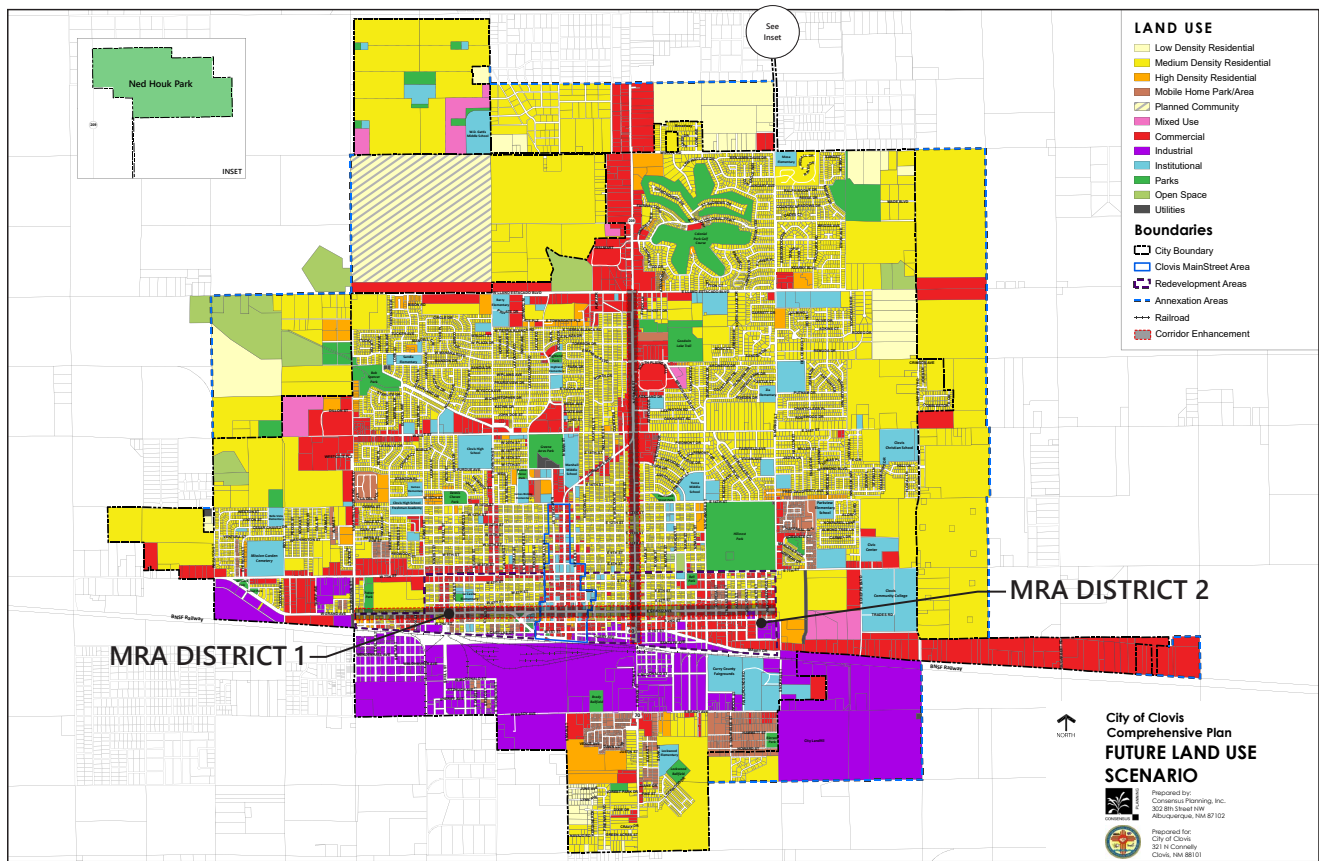
### **Land Use Goal 4: Create an attractive built environment that is complementary to Clovis' history and context within eastern New Mexico.**

*Objective 4.1: To improve the visual quality and aesthetics of Prince Street, Grand Avenue, and other major corridors and entries to Clovis.*

*Objective 4.2: To protect the community's health, safety, and welfare by improving nuisance properties and removing inoperable vehicles, dilapidated structures, weeds, and overgrown vegetation.*

*Objective 4.3: To promote community pride amongst Clovis residents.*

**Land Use Strategy 4.1:** Create streetscape improvement plans for Prince Street and Grand Avenue that address sidewalks and pedestrian crossings, traffic calming measures, landscaping, lighting, street furniture, signage, screening, and parking.



**Land Use Strategy 4.2:** Establish and fund a facade improvement program to support the maintenance and beautification of commercial properties.

**Land Use Strategy 4.3:** Provide adequate City Code Enforcement staff to enforce the existing regulations that address dumping, litter, weeds, and dilapidated and abandoned structures.

**Land Use Strategy 4.4:** Continue to work with and/or cite properties that are vacant, abandoned, and/or substandard that have been determined to be a nuisance to the community. Place municipal liens on properties only where necessary.

**Land Use Strategy 4.5:** Create and maintain a substandard commercial and residential property registry on the City's GIS database.

**Housing and Neighborhoods Goal 1:** Increase the supply, quality, and range of housing types to accommodate all household income levels and households with special housing needs.

*Objective 1.1: To facilitate the construction of new single-family and multi-family housing.*

*Objective 1.2: To mitigate constraints and impediments to affordable housing.*

*Objective 1.3: To address the housing needs of special populations, including single parent households, people with disabilities, active duty military personnel, veterans, and seniors.*

**Housing and Neighborhoods Strategy 1.2:** Identify City-owned land and buildings that are appropriate and available for donation to an affordable housing program.

**Housing and Neighborhoods Strategy 1.3:** Initiate public/private partnerships between the City, Cannon AFB, and private developers for development of income qualified, multi-family rental housing that would be eligible for federal Low Income Housing Tax Credits (LIHTC) and New Mexico Affordable Housing Tax Credits through the New Mexico Mortgage Finance Authority.

**Housing and Neighborhoods Strategy 1.4:** Identify and coordinate with local and regional housing providers on applying for rehabilitation funds for single family homes from the HOME

Investment Partnership Program and USDA Rural Development Section 504 Home Repair grants for eligible seniors aged 62 and older.

**Housing and Neighborhoods Strategy 1.5:** Work with the Clovis Housing Authority and New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.

**Housing and Neighborhoods Strategy 1.6:** Develop incentives, such as density bonuses, fee waivers, and land donations, for private developers to build affordable housing for income qualified, special population households, including veterans, disabled people, seniors, people with mental illness, etc.

**Housing and Neighborhoods Goal 2: Promote the safety and stability of existing residential neighborhoods in Clovis.**

*Objective 2.1: To enhance community pride through the on-going maintenance and upkeep of residential properties.*

*Objective 2.2: To preserve the integrity and character of existing neighborhoods.*

*Objective 2.3: To support the rehabilitation and redevelopment of existing substandard and abandoned housing structures.*

**Housing and Neighborhoods Strategy 2.1:** Continue the City's "Yard of the Month" program to acknowledge residents' efforts to improve the appearance of their properties and neighborhood.

**Housing and Neighborhoods Strategy 2.2:** Continue the City's Parks, Recreation, and Beautification Committee's coordination with Keep Clovis Beautiful, Keep America Beautiful, Tree City USA, and Toss No Mas to improve neighborhoods through tree planting, and weed and graffiti removal.

**Housing and Neighborhoods Strategy 2.3:** Explore the feasibility of developing and managing a land bank for vacant and abandoned residential

properties that can be purchased by non-profit housing providers, home builders, or individuals.

**Transportation Goal 2: Maintain clean, safe, and current roadway standards for street conditions throughout the City of Clovis.**

*Objective 2.1: To establish a long-range maintenance and funding plan for street improvements including resurfacing, paving, crack sealing, and pavement marking.*

*Objective 2.2: To identify roadways and intersections that function below Level of Service C and program available funding accordingly.*

*Objective 2.3: To ensure streets are developed, extended, and/or upgraded to adopted classification standards as development occurs.*

**Transportation Strategy 2.2:** Continue to update and implement the City's ADA Transition Plan for Sidewalks, Roadways, and Accessibility.

**Community Services and Facilities Goal 2: Maintain a comprehensive system of parks and recreational facilities.**

*Objective 2.1: To meet the recreational and fitness needs of youth, teens, adults, and seniors.*

*Objective 2.2: To ensure residents of Clovis have equal access and reasonable proximity to parks and recreational facilities.*

**Community Services and Facilities Strategy 2.1:** Pursue and allocate funding for improvements to existing park and recreation facilities, as identified in the 2015 Parks and Recreation Master Plan and the 2019-2023 ICIP.

**Community Services and Facilities Strategy 2.2:** Acquire and develop new neighborhood parks, as identified in the 2015 Parks and Recreation Master Plan and as shown on the Future Land Use Scenario, to accommodate existing and future neighborhoods.

**Community Services and Facilities Strategy 2.3:** Continue to work with Clovis Municipal Schools on joint use agreements for park and recreation facilities.

## 2.5 EXISTING LAND USE & ZONING

### LAND USE

An existing land use survey of the two MRA Districts was completed to help determine the existing development patterns, the extent and location of vacant land and buildings, and the overall conditions. The survey also helped to identify potential opportunity sites that could catalyze private investment and lay the groundwork for redevelopment strategies.

The two MRA Districts contain a mix of land uses divided between residential and non-residential development. There is a significant amount of vacant land, and vacant residential and commercial buildings in both Districts (see *Table 2.1 and Existing Land Use maps*). Building conditions vary, but there are large numbers of blighted structures and conditions throughout the two Districts.

#### MRA DISTRICT 1

Single-family residential is the most prevalent land use in MRA District 1, comprising 47.04%, followed by institutional (11.41%) and vacant land (10.68%). Vacant residential structures are scattered throughout this District creating an overall high level of instability in the neighborhood. Multi-family residential is concentrated between Grand Avenue and 2nd Street, west of Delta Street, and is managed by the Clovis Housing Authority. Key assets of District 1 include La Casita Elementary at Davis Street and 4th Street, Roy Walker Recreation Center at 2nd Street and Grand Avenue, Lincoln-Jackson School at Grand Avenue and Alphon Street, and Norman Petty Studios at 7th Street and Hull Street.

There is a relatively small amount of commercial development, 9.06%, within MRA District 1, primarily along 7th Street and some along Grand Avenue. Many of the commercial buildings along 7th Street are vacant. There are two large industrial buildings at the northwest corner of 2nd Street and West Street that have long been a nuisance to the community for their unsightliness and noxious odors, are in violation of the

City's Zoning Ordinance, and may not be operating with a business license. There are other industrial properties along 2nd Street backing up to the railroad tracks, at Mabry Drive and Tennessee Street, and along 7th Street.

#### MRA DISTRICT 2

Single-family residential and commercial are the two dominant land uses in MRA District 2; 33.70% and 31.44%, respectively. Industrial use is the third most common land use at 11.92% and is mostly concentrated along the south edge of the District along Santa Fe Avenue, Curry Avenue, and the east end of 2nd Street. Although there is less vacant land in MRA District 2 than MRA District 1, it still constitutes 8.27% of the District. Vacant single-family and vacant commercial buildings comprise 2.60% and 3.68%, respectively. Key assets of District 2 include CATS at 7th Street and Axtell Street, Bell Park (a single baseball field) at 7th Street and Ash Street, and the adjacent Parks and Recreation facilities at Sycamore Street and 5th Street.

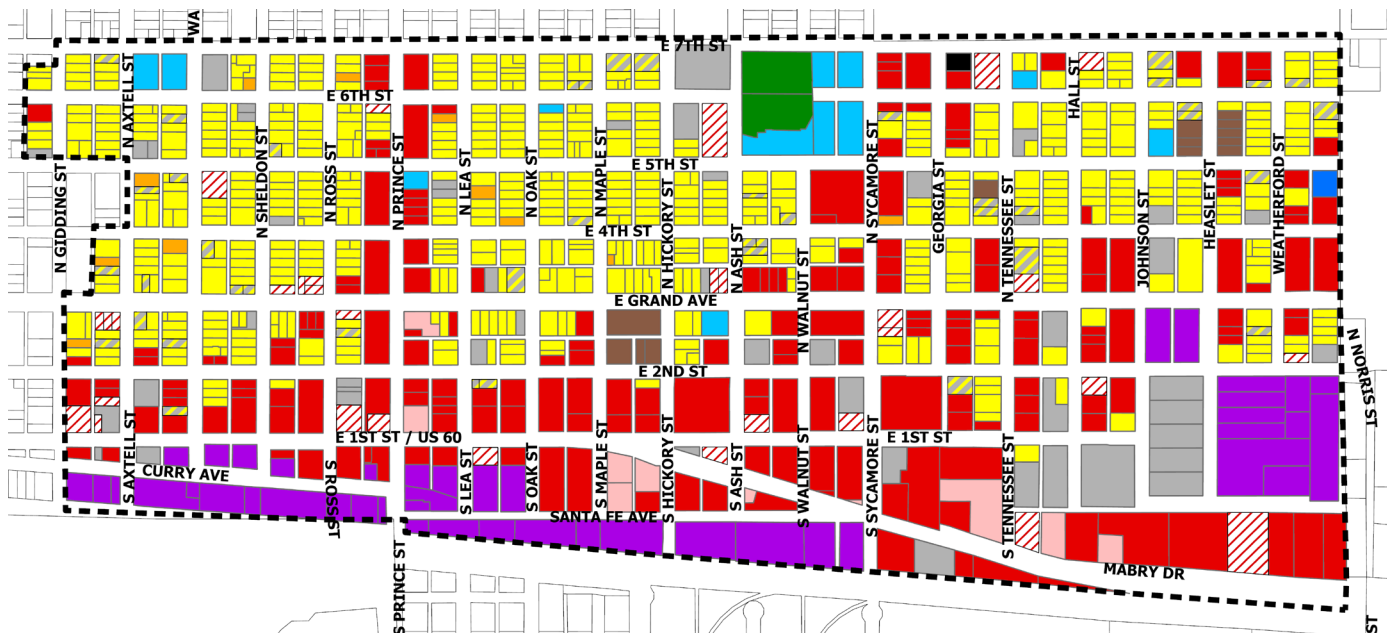
Commercial development is concentrated along Prince Street and from 2nd Street south to 1st Street and Mabry Drive. There are also relatively large clusters of vacant lots in MRA District 2 to the west of Bell Park and to the south of 2nd Street along Johnson Street that are prime for redevelopment.

Land Use	MRA DISTRICT 1		MRA DISTRICT 2	
	Acres	Share	Acres	Share
Single Family Residential	70.32	47.04%	94.28	33.70%
Multi-Family Residential	9.89	6.62%	1.88	0.67%
Mobile Home	--	--	3.65	1.30%
Commercial	9.06	6.06%	87.97	31.44%
Restaurant	0.52	0.35%	5.80	2.07%
Mixed-Use	0.36	0.24%	--	--
Office	--	--	0.48	0.17%
Institutional	17.70	11.84%	7.32	2.62%
Industrial	8.37	5.60%	33.36	11.92%
Utility	0.06	0.04%	0.32	0.11%
Park	4.41	2.95%	4.03	1.44%
Vacant Land	15.97	10.68%	23.13	8.27%
Vacant Single-Family Residential	9.27	6.20%	7.27	2.60%
Vacant Commercial	3.55	2.38%	10.29	3.68%
<b>Total</b>	<b>149.49</b>	<b>100.00%</b>	<b>279.78</b>	<b>100.00%</b>





**MRA DISTRICT 1 - EXISTING LAND USE**



**MRA DISTRICT 2 - EXISTING LAND USE**



- |                           |               |            |                    |
|---------------------------|---------------|------------|--------------------|
| Single-Family Residential | Commercial    | Industrial | Vacant Residential |
| Multi-Family Residential  | Restaurant    | Park       | Vacant Commercial  |
| Mobile Home Park          | Mixed Use     | Utilities  | Roads              |
| Office                    | Institutional | Vacant Lot | MRA_Boundaries     |

## EXISTING ZONING

While land use provides a window of understanding of what is existing on the ground, zoning provides insight into whether regulatory controls may be inhibiting redevelopment efforts. The two MRA Districts are divided between residential and commercial zoning.

There are two residential zones within the MRA Districts; RS-7: Residential Single-Family and RM Residential Multi-Family. The intent of the base residential zoning districts is “to create, maintain and promote a variety of housing opportunities for individual households and to maintain and promote the desired physical character of existing and developing neighborhoods.” There are also two commercial zones within the MRA Districts, CG: Commercial General and CBD: Central Business District, and one industrial zone, I: Industrial.

### MRA DISTRICT 1

Residential zoning is prevalent in MRA District 1; 38.05% of the District is zoned RM: Residential Multi-Family and 14.14% is zoned RS-7: Residential Single-Family, for a combined total of 52.19%. While single-family residential comprises 46.90% of the land use in MRA District 1, only a small area along West Street, south of 6th Street is specifically zoned RS-7. The majority of the RS-7 zone is comprised of one of the City’s four overlay zones, SF-7 Mobile Home Overlay, which is primarily located along the north and south sides of 2nd Street and two other areas north of 4th Street.

The RM: Residential Multi-Family zone is primarily located south of 6th Street, a 1/2 block west of Jones Street to a half block east of Rencher Street. However, the majority of the RM zone is in single-family residential use. This appears to be a mismatch between land use and zoning, and the City may want to better align land use and zoning through voluntary zone map amendments in consultation with the property owners.

The CG: Commercial General zone comprises 41.17% of MRA District 1, and is concentrated along 7th Street, Grand

Avenue, 2nd Street, and along the edges of the District. The CG zone provides for a range of residential, commercial retail, service, distribution, institutional, light manufacturing, and industrial uses that are intended to support low- to medium-intensity neighborhood- and community-servicing commercial and offices uses. Some of the permissive commercial uses in the CG zone may be too intense in close proximity to single-family residential development, which could be addressed by the City through voluntary zone map amendments in consultation with property owners.

### MRA DISTRICT 2

Commercial zoning is prevalent in MRA District 2 with 50.78% of the property located throughout the District zoned CG: Commercial General. Most of the vacant land in MRA District 2 is zoned CG, with a few larger parcels along the west side of Johnson Street. While there is less of a mismatch between existing land use and zoning than in MRA District 1, a fair amount of single-family residential use is occurring in the CG zone.

There is far less RM zoned property in this District than in MRA District 1, only 5.82%, mostly concentrated east of Tennessee Street and south of 6th Street, and small areas along Gidding Street, Sheldon Street, and Lea Street. Very little of the RM zone is in multi-family residential use.

RS zoning comprised 25.72% of the District, primarily located north of 4th Street, west of Walnut Street, east of Georgia Street, and a strip along the south

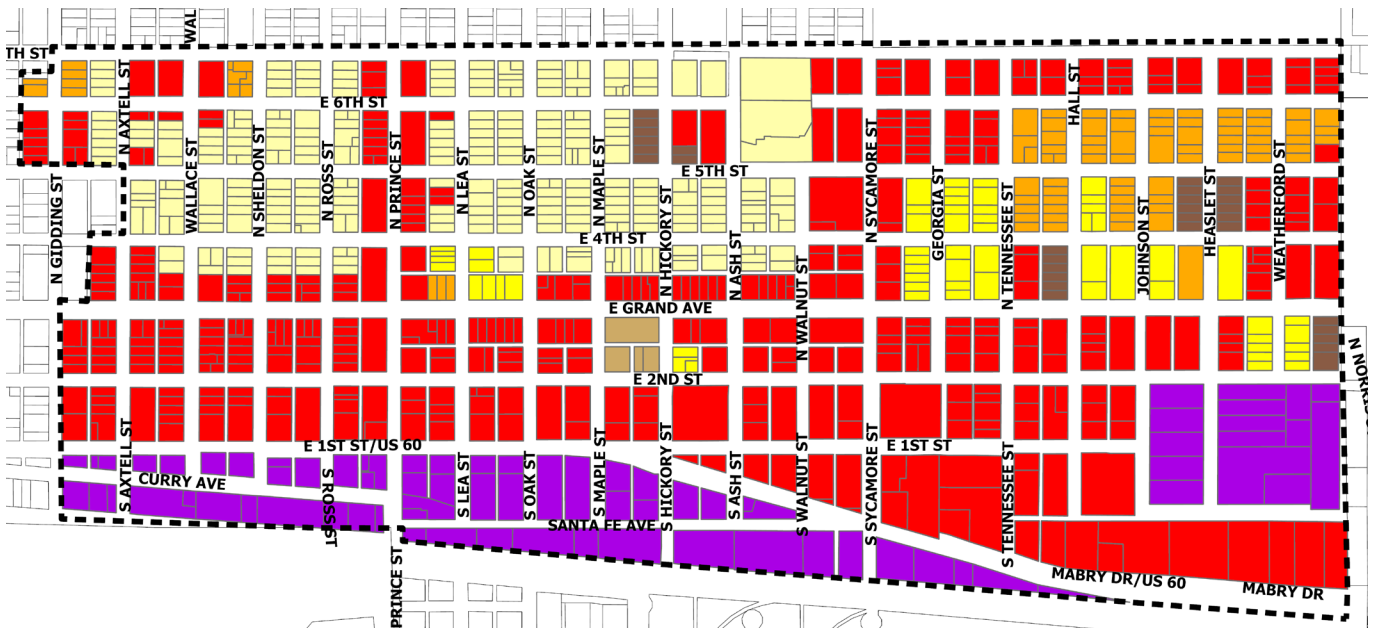
Zoning District	MRA District 1		MRA District 2	
	Acres	Share	Acres	Share
RS-7: Residential Single-Family-7	4.42	2.96%	50.02	17.88%
RS-7 Mobile Home Overlay	12.15	8.13%	14.92	5.33%
RS-7 Mobile Home Park Overlay	--	--	1.86	0.67%
RS-7 Carport Overlay	2.64	1.76%	5.15	1.84%
RS-7 Prefab Carport Overlay	1.93	1.29%	--	--
RM: Residential Multi-Family	56.88	38.05%	16.29	5.82%
CG: Commercial General	61.55	41.17%	142.06	50.78%
CBD: Central Business District	0.96	0.64%	--	--
I: Industrial	8.97	6.00%	49.48	17.68%
<b>Total</b>	<b>149.49</b>	<b>100.00%</b>	<b>279.78</b>	<b>100.00%</b>

side of 4th Street. This is a good example of where zoning and land use are relatively consistent. A small area is south of Grand Avenue at Hickory Street is designated RS Mobile Home Overlay and several parcels located on the north side of Grand Avenue to 5th Street, and two smaller areas south of Grand Avenue are designated as RS Carport Overlay.

Industrial zoned property is far more prevalent in MRA District 2 than MRA District 1, with 17.68% of this District zoned Industrial. Most of this zoning is located south of Santa Fe Avenue and Curry Avenue, east and west of Prince Street. There is also a large area south of 2nd Street, east and west of Heaslet Street, that is zoned Industrial. The parcels on the west side of Heaslet Street are currently vacant and ripe for redevelopment.



**MRA DISTRICT 1 - EXISTING ZONING**



**MRA DISTRICT 2 - EXISTING ZONING**



NORTH

- Residential Single Family -7
- Residential Multi-Family
- Residential Single Family-7, Mobile Home Overlay
- Industrial
- Residential Single Family-7, Mobile Home Park Overlay
- Commercial General
- Central Business District
- Residential Single Family-7, Carport Overlay
- MRA Boundaries
- Residential Single Family-7, Prefab Carport Overlay



## FIGURE-GROUND ANALYSIS

A figure-ground analysis shows the relationship between buildings and the space around the buildings, such as streets, sidewalks, yards, etc. It drills down further than the existing land use analysis into how the property is actually being utilized and can reveal the prevalence of under-utilized properties.

### MRA DISTRICT 1

While single-family residential development should contain yard space, the relationship between the built and non-built areas in this district shows relatively small houses with relatively large rear yards. These are properties that could accommodate accessory dwelling units (ADUs), to help meet the demand for affordable housing.



MRA District 1



MRA District 2



Photos from the MRA Districts showing the relatively low level of land utilization - small houses on large lots. Bottom right is one of the few examples of multi-family development.

The large area of industrial zoned land along 2nd Street, west of Hull Street, shows a very low level of land utilization. The commercial zoned properties along 7th Street has a better ratio of building to land, with the non-building area primarily devoted to parking, but it is not densely built enough to promote walking in this commercial area.

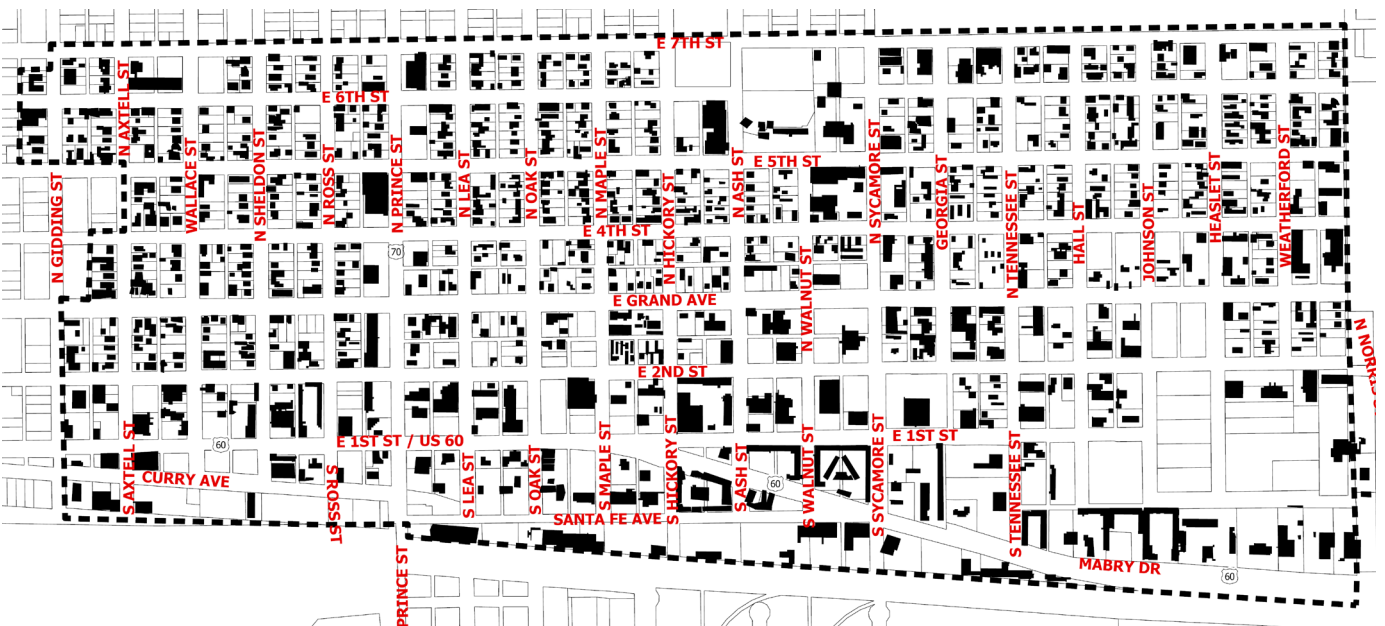
### MRA DISTRICT 2

The single-family residential development in MRA District 2 shows a better utilization of land, with some relatively compact areas that encourage walking. Areas on the east side of this district, east of Tennessee Street, and the industrial zoned properties south of Santa Fe Avenue and Curry Avenue show low land utilization. Institutional properties, such as La Casita Elementary School, are expected to have large open areas for students to enjoy the outdoors.





**MRA DISTRICT 1 - FIGURE GROUND ANALYSIS**



**MRA DISTRICT 2 - FIGURE GROUND ANALYSIS**



■ Buildings

## 2.6 EXISTING STREET & SIDEWALK CONDITIONS

### STREET CONDITIONS

A visual survey of the existing street conditions was conducted by City staff within the two MRA districts. The City of Clovis ranked street conditions from best to worst, with green representing best, yellow in the middle representing fair condition, and red being the worst condition. The vast majority of street conditions in both MRA Districts are in bad condition.

Respondents to the community surveys identified sidewalk and street conditions to be two of the most critical needs to address within the MRA Districts. They also indicated a strong desire for bike lanes. These are areas where the City could make a significant quality of life improvement that would allow residents to walk, bike, and drive safely. Improving these conditions would send a strong and positive signal that the City of Clovis cares about the safety of this community.

The New Mexico Department of Transportation (NMDOT) contracted with an engineering consultant (HDR) to design a two-phase roadway improvement project along W. Grand Avenue (US 60/84) that will begin at MLK Boulevard and continue east to Prince Street. The “East Project” is 1.32 miles starting at US 60/84 at Connelly Street

going east to Prince Street. It is listed on the State Transportation Improvement Plan in FY2023 with a letting date of November 2022. The “Middle Project” is 1.46 miles starting at MLK Boulevard and going east to Connelly Street. It is not known at this time when the second phase of the project will start construction.

The project will include drainage, pavement, sidewalk, lighting, stamped concrete medians, and ADA improvements. However, it was determined there was not enough right-of-way for bike lanes. This will be a significant improvement to the quality of life and safety for residents and businesses, as well as travelers driving through the MRA Districts.

### MRA DISTRICT 1

The only street sections ranked “best” in District 1 are Thornton Street between 7th Street and Grand Avenue and Beta Street, south of 2nd Street. A larger portion of the street sections are ranked in “fair” condition, primarily east of Thornton Street and north of Grand, and short sections along 4th Street, Grand Avenue, and 5th Street.

### MRA DISTRICT 2

Similar to MRA District 1, this District is dominated by poor street conditions, with a few exceptions along Mabry Drive, Prince Street, and 4th, 5th, 6th, and 7th Streets west of Lea Street in fair condition. Only portions of 7th Street are rated “best”.



*Typical poor street conditions with the MRA Districts. Left: MRA District 1 at 7th Street and West Street; Right: MRA District 2 at 2nd Street and Oak Street.*



**MRA DISTRICT 1 - EXISTING STREET CONDITIONS**



**MRA DISTRICT 2 - EXISTING STREET CONDITIONS**



- Best
- Fair
- Worst



## SIDEWALK CONDITIONS

A visual survey of the existing physical conditions of sidewalks within the two MRA Districts was conducted by Consensus Planning. Sidewalks were ranked good, poor, or no sidewalk where missing, with green representing good, blue representing poor, and red being those streets that are missing sidewalks. Many of the existing “good” sidewalks are narrow, being only 3 feet in width. There are very few streets with sidewalks that meet the Americans with Disabilities Act (ADA), which requires a minimum of 3-foot sidewalks with passing spaces every 200 feet and a slope of less than 1:20. This means that wheelchair users must travel in the drive lanes of streets, which is very unsafe. In addition, many street light fixtures along the main corridors are placed where sidewalks should be installed. The NMDOT improvement project on US 60/84 (Grand Avenue/1st Street) will include new sidewalks that fully meet ADA requirements.

## MRA DISTRICT 1

A large portion of MRA District 1 is missing sidewalks. Those streets with sidewalks generally are located along and north of Grand Avenue, east of Hull Street. Poor sidewalk conditions are found along several of the north-south streets, including West Street, Jones Street, Calhoun Street, Merriwether Street, and Rencher Street, and short sections of east-west streets, including 6th Street, Grand Avenue, 2nd Street, and Casillas Street. Participants at the Town Hall in December 2020 identified the area around La Casita Elementary as a priority for sidewalk improvements.

## MRA DISTRICT 2

An even greater portion of the streets in MRA District 2 have missing sidewalks, including entire local and arterial street sections. Only Mabry Drive and most of the east section of 7th Street west of Hickory Street have sidewalks that are in good condition. The areas west of Prince Street, mostly north of Grand Avenue, have sidewalks that are in poor condition.



*Typical residential streets with missing sidewalks and intermittent curbs. Left: MRA District 1; Right: MRA District 2*





## ADA INTERSECTION PRIORITIES

A visual survey of each intersection within the MRA Districts was made by the City of Clovis to determine ADA accessibility and priorities. The City ranked the intersections from high to low priority, with a red diamond signifying high priority, a green diamond signifying medium priority, and a blue diamond signifying low priority. The MRA Plan supports the effort to improve accessibility at all intersections within the MRA districts.

The ADA standards for wheelchair ramps require the following:

- ◀ A ramp with a minimum of 36 inches in width, running slope of 8.33% or less, and a cross slope of 2% or less;
- ◀ A minimum width of 36 inches in clear space at the top of the ramp;
- ◀ Flush transition points at the top and bottom of the ramp; and
- ◀ Flared sides or vertical (returned) edges.

## MRA DISTRICT 1

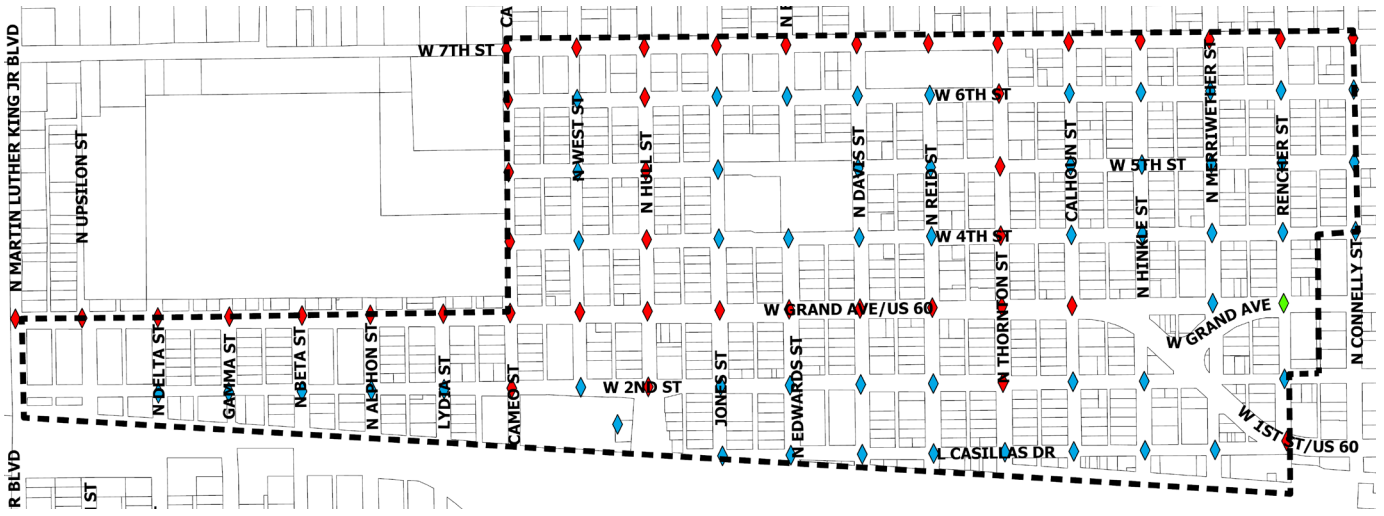
The City ranked intersections as high priority along 7th Street, Grand Avenue, Cameo Street, Hull Street, and Thornton Street. The remainder of the intersections were ranked as low priority, with the exception of the Rencher Street and Grand Avenue intersection, which was ranked as medium priority. As mentioned previously, the NMDOT project along US 60/84 (Grand Avenue/1st Street) will address one of the high priority areas. In general, providing better accessibility in a low income area with residents that have mobility challenges should continue to be a priority for the City of Clovis.

## MRA DISTRICT 2

Like MRA District 1, priority intersections identified by the City are along 7th Street, as well as Prince Street, 1st Street, Sycamore Street, and Norris Street along the east edge of the District. Medium priority intersections are along Grand Avenue, and the remainder are ranked as low priority intersections.



*Top: Intersection at 2nd Street and Alphon Street in MRA District 1 - no handicapped ramps or sidewalks means that wheelchair users are in the street travel lanes. This intersection was determined to be a "low priority" for ADA improvements. Bottom: Commercial building at the northeast corner of 1st Street and Giddings Street - sidewalks are missing or in poor condition and no handicapped ramps.*



MRA DISTRICT 1 - ADA INTERSECTION PRIORITIES



MRA DISTRICT 2 - ADA INTERSECTION PRIORITIES



- ◆ High
- ◆ Medium
- ◆ Low



## 2.7 EXISTING INFRASTRUCTURE SYSTEMS

Ensuring adequate infrastructure capacity is an important component of the City's ability to support redevelopment in the MRA Districts. The next series of maps illustrate the wastewater collection system, water distribution system, and stormwater collection system within the two MRA Districts. With rare exceptions, the electric overhead lines, water lines, and sewer lines are generally routed through the alleys.

### EXISTING WASTEWATER COLLECTION SYSTEM

The City of Clovis recently completed the *Long Term Risk Based Asset Management Survey* (CDM Smith, 2021) for the existing wastewater system, which showed some of the sewer lines in the MRA Districts to have a higher predicted rate of failure than PVC pipe. The probability of failure was primarily based on the age and material of the lines. The City is planning to perform additional condition assessments of the clay wastewater lines by running CCTV camera and evaluating the videos.

The Asset Management Survey was based on an update to the wastewater collection hydraulic model for the entire area of service (CDM Smith, 2021). The purpose of the update was to determine gravity mains that have a greater likelihood of failure due to insufficient capacity. It included an analysis of existing interceptors, lift stations, and force mains to determine the capacity of the existing system under dry weather and future flow conditions, future system needs, model simulations, and recommendations. Gravity mains estimated to be more than 50% full under dry weather conditions are considered to be at a higher risk for failure than those under 50% full. The analysis utilized the *Future Land Use Scenario* and population projections from the City's Comprehensive Plan (Consensus Planning, 2018).

The model predicted that under existing flows, the following interceptors are 50-75% full: Cameo Street (within MRA District 1), 11th Street (north of MRA District 1), and Brady Avenue (south of MRA

District 1). The City's three lift stations have adequate capacity for existing flows.

For future peak flows, additional interceptor segments are predicted to exceed the 50% full criterion. Within MRA District 1, this includes the gravity line along Brady Avenue and where Martin Luther King Jr. Boulevard and the Cameo lines converge to connect to the Brady Avenue line at the Hull Street overpass.

### MRA DISTRICT 1

The sewer lines within MRA District 1 are comprised entirely of clay pipes. As illustrated on the Existing Wastewater Collection System maps on page 37, the majority run north-south and are 6-inch lines, with some 8-inch lines. Along Casillas Drive, the sewer lines vary from 10 to 12-inches.

### MRA DISTRICT 2

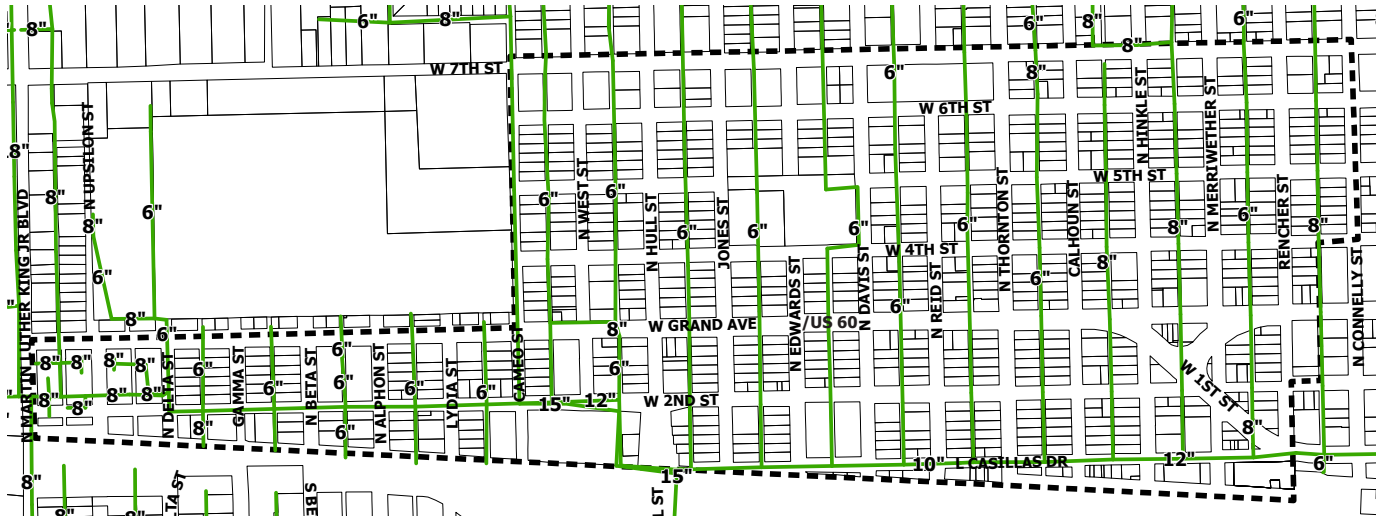
Approximately 60% of the sewer lines in MRA District 2 are clay and the remaining 40% are PVC. The majority run north-south, with 6-inch lines on the eastern portion of the District and 8-inch lines on the western portion of the District. A 12-inch line runs west of Sycamore Street and an 18-inch line runs within the Curry Avenue and Santa Avenue right-of-way.

### EXISTING WATER DISTRIBUTION SYSTEM

The water distribution system in Clovis is owned and managed by EPCOR. It has been determined to be significantly inadequate for "fire flow", which is defined as the flow rate of the water supply system available for fighting fires.

A *Comprehensive Planning Study* for Clovis was completed for EPCOR in October 2019 (CDM Smith). One of the projects identified in the Comprehensive Planning Study was the "Downtown Fire Flow Grid", which was intended to improve fire flow throughout Downtown Clovis to allow for redevelopment or provide fire flow in areas that are currently unserved. This section summarizes the *Downtown Fire Flow Grid Analysis* (CDM Smith, 2020), which included the hydraulic modeling of the Downtown Grid to define the sizes of new pipes to meet a fire flow of 1500 gpm or greater, connections to existing mains, and crossings of US 60/84.





**MRA DISTRICT 1 - EXISTING WASTEWATER COLLECTION SYSTEM**



**MRA DISTRICT 2 - EXISTING WASTEWATER COLLECTION SYSTEM**



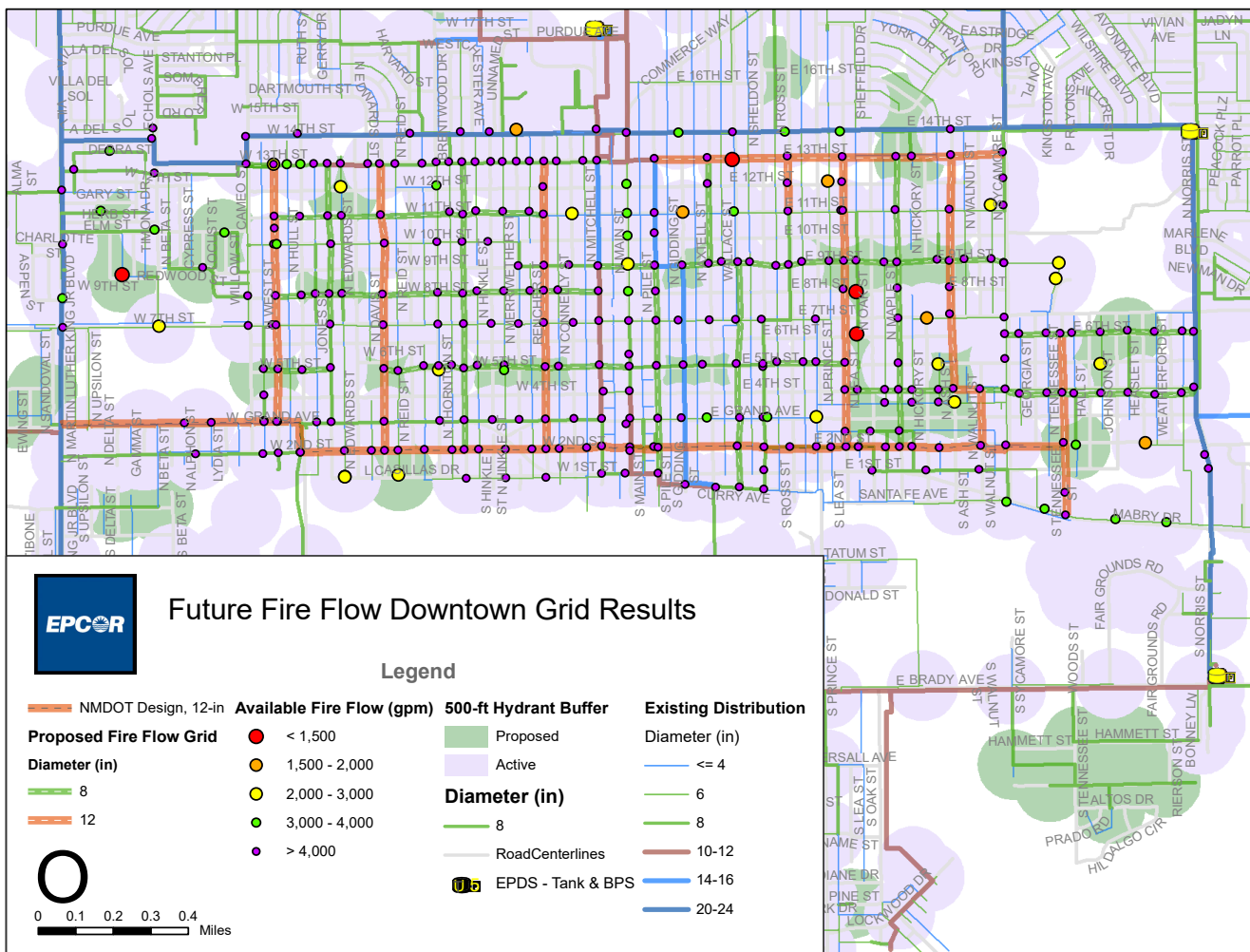
— Sanitary Sewer Lines

As illustrated on the Future Fire Flow Downtown Grid Results, and the Existing Water Distribution System maps on page 39, much of the two MRA Districts have pipelines that are 6-inches in diameter or less, which does not allow for new fire hydrant connections.

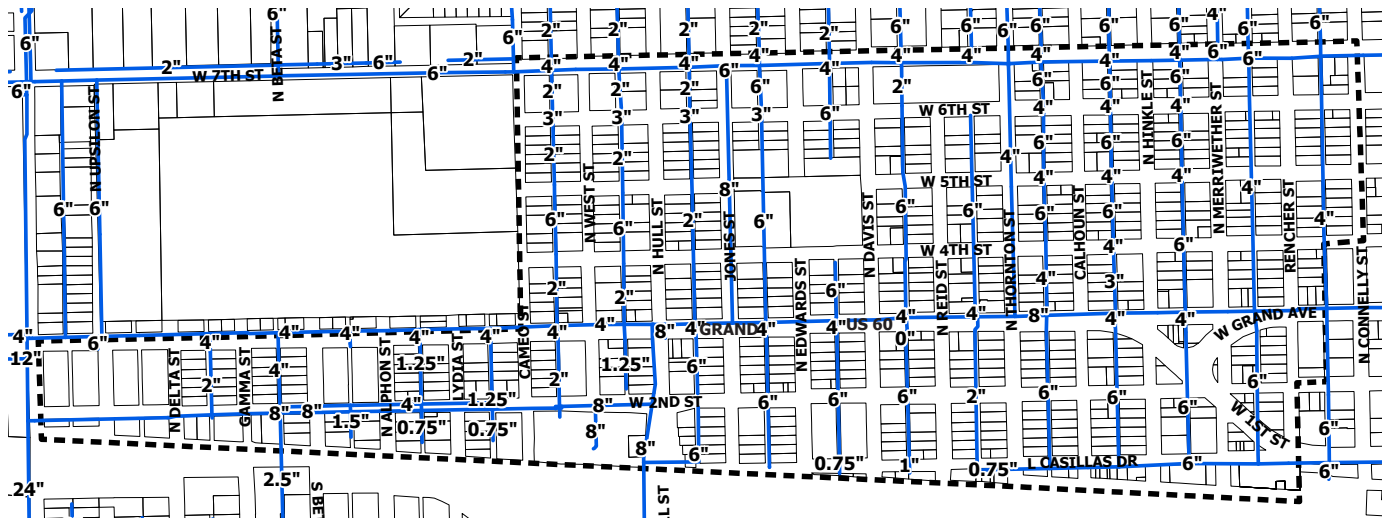
CDM Smith’s model assumed an increased demand of 20% to account for the potential redevelopment in the Downtown area. In addition to sizing the pipes, EPCOR and CDM Smith further refined the locations of the pipes in the Downtown Grid to improve coverage and connect to existing large diameter mains in the distribution system and avoid recent large diameter storm drainage improvements. The boundaries for new pipelines considered for the Downtown Grid were generally from Cameo Street to Norris Street from east to west and from 13th Street to 2nd Street from north to south, which covers the majority of the two MRA Districts.

The modeling determined that the minimum fire flow of 1500 gpm could be met with upsizing to 8-inch pipes. However, EPCOR decided to use 12-inch lines running north-south on alternating grid lines to benefit potential redevelopment that may require fire flows greater than 1500 gpm. The results showed that the proposed Downtown Grid will be capable of achieving sufficient fire flow, with the caveat that new hydrants must be connected to 8-inch and larger lines, and extensions from the lines of up to 500 feet may be required. CDM Smith’s “engineer’s opinion of probable cost” was \$18,467,865, including gross receipts tax.

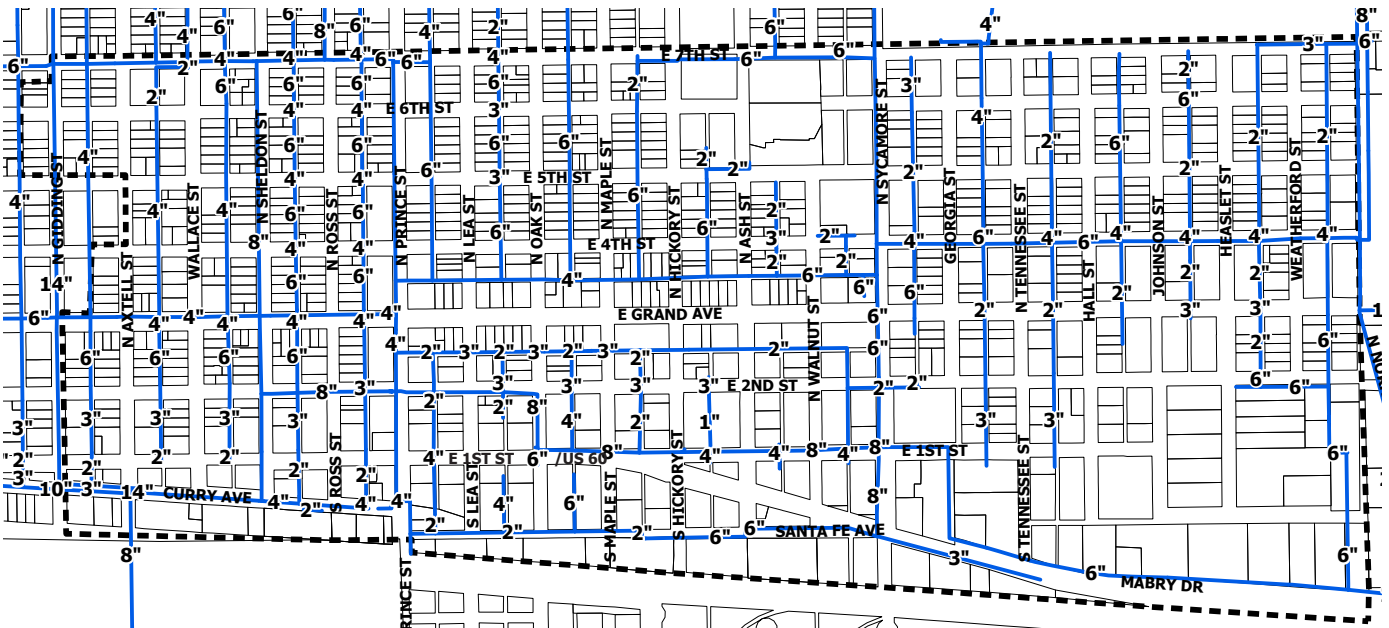
The issue of inadequate fire flow within the MRA Districts is a significant public safety concern that should be addressed by EPCOR, in consultation with the City of Clovis.



Source: Clovis Downtown Fire Flow Grid Analysis, CDM Smith, 2020.



**MRA DISTRICT 1 - EXISTING WATER DISTRIBUTION SYSTEM**



**MRA DISTRICT 2 - EXISTING WATER DISTRIBUTION SYSTEM**



NORTH

— Water Mains





CHAPTER 3

# MARKET ANALYSIS & ORGANIZATION CAPACITY

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### 3.1 INTRODUCTION

The Market and Capacity Analysis provides profiles on the demographics, employment and income, housing, real estate market, and retail market in MRA District 1 and MRA District 2, and then compares it to the remainder of the City of Clovis. It also includes a summary of regional attractions and tourism, educational attainment, and organization capacity within the City of Clovis. The data and information presented in this chapter is intended to help determine the need and capacity of the two MRAs to further redevelopment efforts. The data was obtained using Esri Business Analyst, which provided population and housing data from the 2010 US Census and created population and economic estimates for 2020 based on that data. Using Esri software, polygons were drawn around MRA District 1 and MRA District 2 to extrapolate data specifically for those two areas and then compare that data to the remainder of Clovis.

### 3.2 DEMOGRAPHIC PROFILE

#### POPULATION

Extrapolating data from the 2010 Census, the population of MRA District 1 was 1,749. According to Esri estimates, the 2020 population in MRA District 1 grew slightly to 1,760. In 2020, the most prevalent age cohort in MRA District 1 was 25-34 years (16.2%), followed closely by 15-24 years (15.8%). The median age in MRA District 1 was 30.4, significantly younger than both MRA District 2 and the remainder of Clovis.

The 2010 population of MRA District 2 was 1,934. According to Esri estimates, the 2020 population grew slightly to 2,042. In 2020, the most prevalent age cohort in MRA District 2 was 25-34 years (15.9%), followed by 15-24 years (13.5%). The median age in MRA District 2 was 32.4.

#### RACE and ETHNICITY

Race and ethnicity data is used in conjunction with economic, housing, and health data to

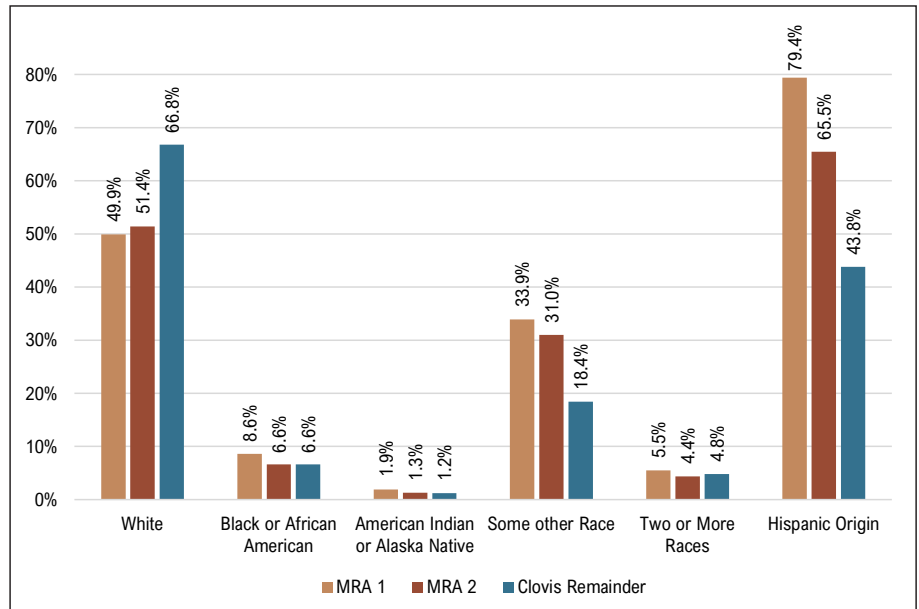
Population	MRA District 1	MRA District 2	Clovis Remainder
Total	1,760	2,042	36,245
Male	956	1,063	18,024
Female	825	979	18,218
<b>Age</b>			
0 - 4 years	9.2%	8.3%	7.9%
5 - 9 years	8.4%	8.3%	7.9%
10 - 14 years	7.0%	7.9%	7.6%
15 - 24 years	15.8%	13.5%	13.1%
25 - 34 years	16.2%	15.9%	14.9%
35 - 44 years	12.0%	11.9%	13.6%
45 - 54 years	10.7%	11.5%	10.7%
55 - 64 years	9.8%	10.2%	10.6%
65 - 74 years	5.7%	6.8%	7.6%
75 - 84 years	4.2%	3.1%	4.2%
85+ years	1.0%	2.5%	1.8%
Median Age	30.4	32.4	34.1

Source: Esri Community Profile, 2020 Population Estimates.

evaluate whether programs and policies are disproportionately affecting specific populations.

Race and ethnicity are the self-identified categories chosen by the residents, with which they most closely identify, and indicate whether they are of Hispanic or Latino origin. People who self identify as Hispanic or Latino may identify as any race. In

FIGURE 3.1: RACE and ETHNICITY



Source: Esri Community Profile, 2020 Population Estimates.

New Mexico, the Hispanic population often identifies their race as “White”. A large portion of the Clovis population identifies as “Some Other Race Alone”, which captures those that report their race as multi-racial, interracial, mixed, or a specific Hispanic or Latino group.

In MRA District 1, the most common racial identities were White (49.9%) and Some other Race Alone (33.9%). Those residents that identify as Hispanic comprised 79.4% of the population, a significantly higher rate than both MRA District 2 and the remainder of Clovis. MRA District 1 had a higher rate that identified as Black or African American (8.6%) than MRA District 2 or the remainder of Clovis, which both had rates of 6.6%.

In MRA District 2, the most common racial identities also were White (51.4%) and Some other Race Alone (31.0%). Those residents in MRA District 2 that self-identified as Hispanic were 65.5% of the population.

Services (33.6%); Construction (18.6%); and Agriculture and Mining (15.1%).

The 2020 Esri estimate for the number of employed working adults 16 years of age and older in MRA District 2 was 849. The three industries with the highest rates of employment in MRA District 2 were Agriculture and Mining (37.7%); Services (35.1%); and Retail Trade (10.8%).

There were key differences in employment between the MRAs and the remainder of Clovis. The Agriculture and Mining industry employed a significantly higher rate of residents in both MRAs, particularly MRA District 2 (37.7%), as compared to the rest of Clovis (6%). Construction was another industry that employed residents of MRA District 1 at a much higher rate (18.6%) than both MRA District 2 (3.5%) and the rest of Clovis (6.8%).

### 3.3 EMPLOYMENT & INCOME PROFILE

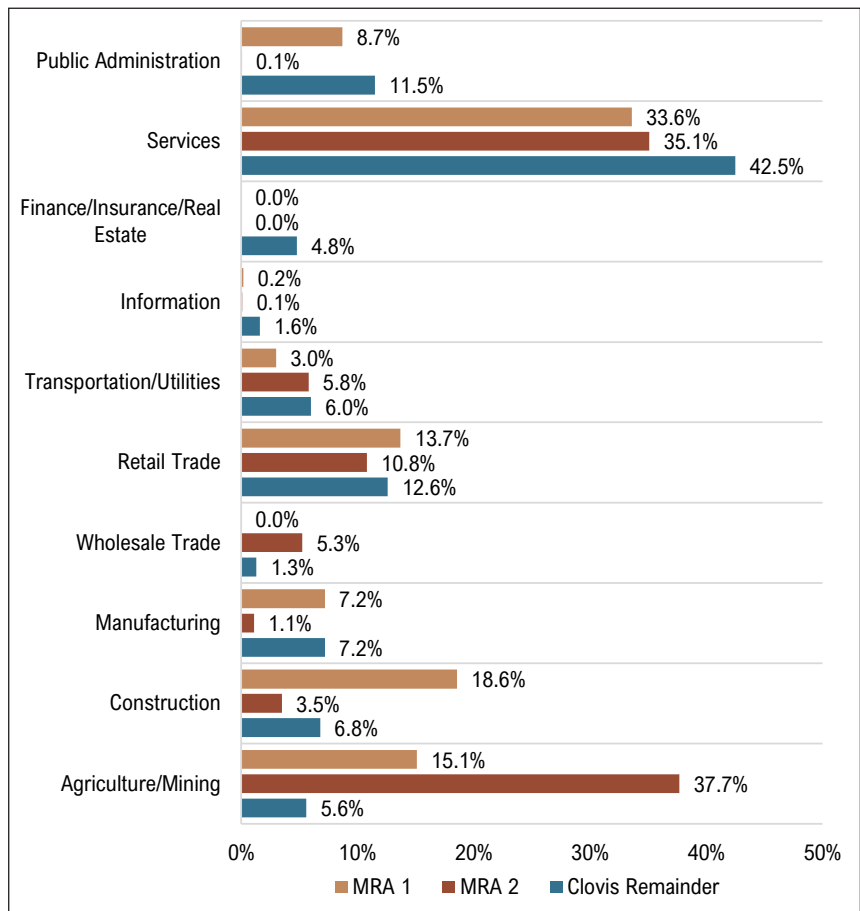
Employment and income data shed light on the economic status of the households within the MRAs. By comparing this information to the remainder of Clovis, it should help the City understand the economic disparities and implement strategies to improve the economic conditions.

#### EMPLOYMENT BY INDUSTRY

Employment is categorized by the North American Industry Classification System (NAICS). The NAICS is the standard used by federal agencies for classifying businesses for collecting, analyzing, and publishing statistical data related to the US economy.

The 2020 Esri estimate for the number of employed working adults 16 years of age and older in MRA District 1 was 542. Of those, the three industries with greatest number of employment were

FIGURE 3.2: EMPLOYMENT BY INDUSTRY



Source: Esri Community Profile, 2020 Employment Estimates.



## EMPLOYMENT BY OCCUPATION

Occupation describes the kind of work the person does on the job. Each occupation category includes several subcategories. For example, the “Professional” category includes Education, Healthcare, Legal, Architecture, and Engineering professions. The “Services” category includes Healthcare Support, Protective Services, Food Preparation, Maintenance, and Personal Care occupations.

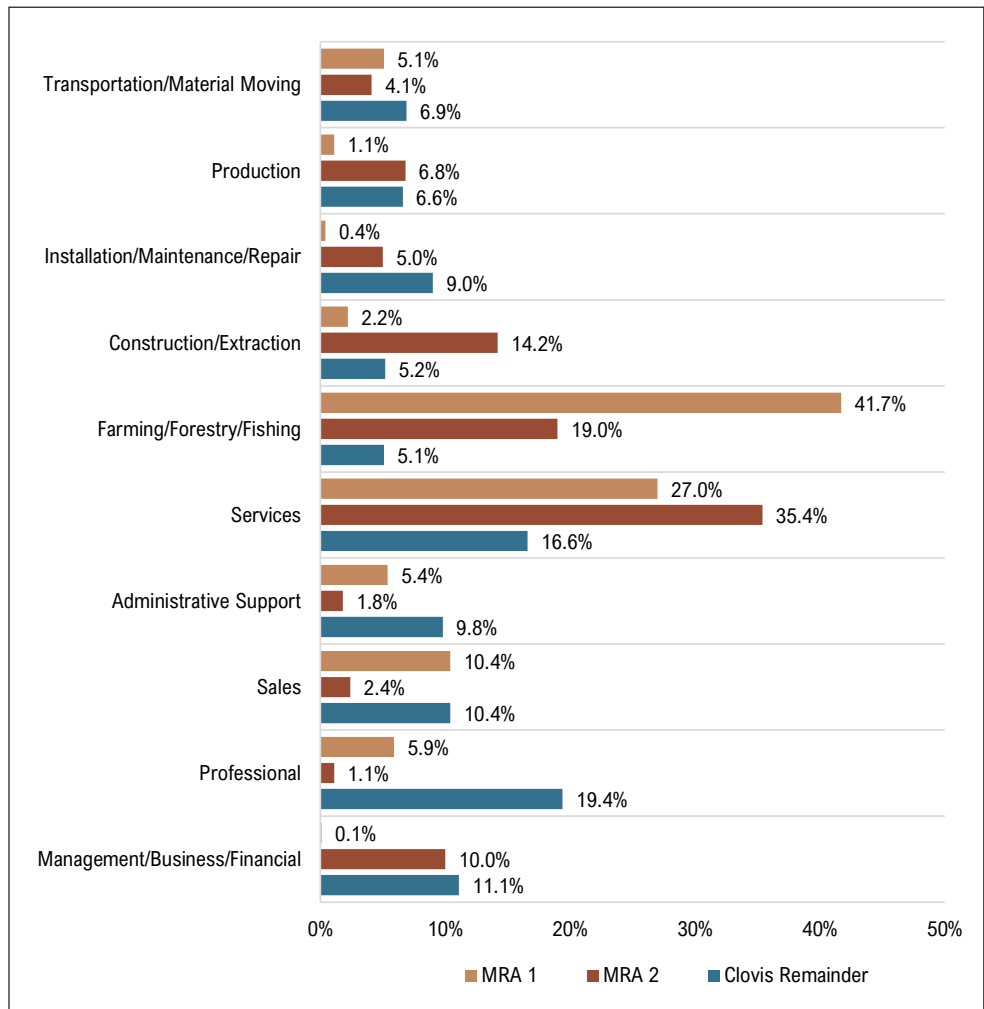
The 2020 Esri estimate for occupation in MRA District 1 shows the highest levels within Farming/Forestry/Fishing (41.7%) and Services (27.0%). The remainder of Clovis has a much smaller proportion of workers in these two occupations (5.1% and 16.6%, respectively).

The 2020 Esri estimate for occupation in MRA District 2 also shows the highest levels within Services (35.4%) and Farming/Forestry/Fishing (19.0%). Both MRAs have a much lower rate in Professional occupations (5.9% and 1.1%, respectively) than the rest of Clovis (19.4%).

## UNEMPLOYMENT

Unemployment occurs when a person who is actively searching for employment is unable to find work. The unemployment rate is the number of unemployed people divided by the number of people in the labor force. High unemployment may be due to lack of employers or a workforce that lacks training or education to fill job openings.

FIGURE 3.3: OCCUPATION



Source: Esri Community Profile, 2020 Employment Estimates.

The 2020 Esri unemployment estimate shows the rate in MRA District 1 was 21.2%, significantly higher than both MRA District 2 (10.9%) and the rest of Clovis (14.4%). These estimates were done before the economic downturn due to the COVID-19 pandemic.

## INCOME

Income is calculated using two metrics; median household income and per capita income. Median household income includes that of the householder and all other individuals 15 years and over living in a household and is the mid-point amongst all households in an area. Per capita income is the average amount of money earned per individual in an area. Income includes wage and salary earnings, interest dividends, net rents, pensions, Social Security Insurance and welfare payments, child

support, and alimony. These metrics assist in understanding the standard of living and quality of life in the MRAs.

In 2020, the estimated median household income in the MRAs was very low - \$20,095 in MRA District 1 and \$29,665 in MRA District 2. In contrast, the median household income for the remainder of Clovis was \$40,811.

Accordingly, estimates for per capita income in 2020 was also very low in the MRAs; \$10,113 in MRA District 1 and \$15,369 in MRA District 2. For the remainder of Clovis, per capita income was estimated to be \$21,110.

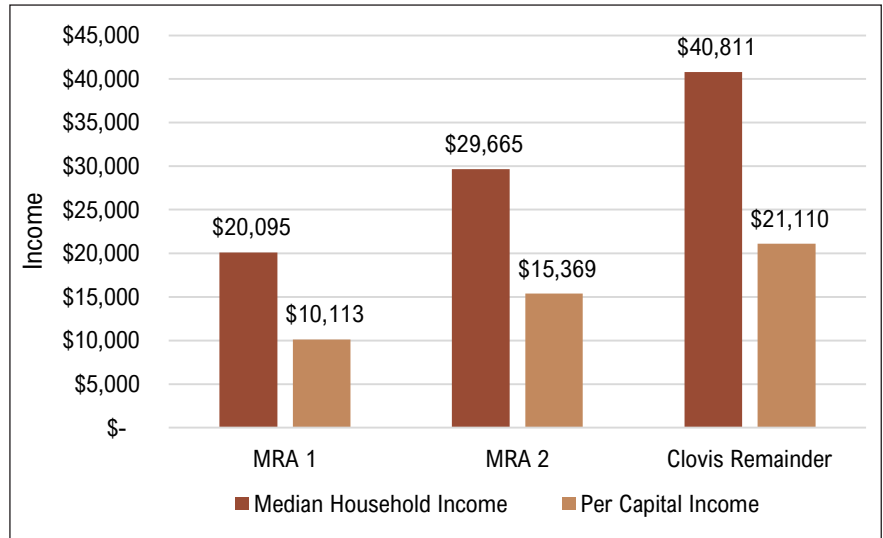
The lower income metrics in the MRAs are a strong indicator that households generally do not have the income or resources for improving their properties and likely struggle with meeting their basic living needs.

### HOUSEHOLD INCOME DISTRIBUTION

Household income distribution is another way of looking at and understanding the economic conditions in the two MRAs. Consistent with the median household income presented above, household income in 2020 for both MRAs fell disproportionately into lower income brackets. In both MRA Districts, a very large percentage of households had less than \$15,000 per year in household income (30.1% and 28.6%, respectively). Further, 86.8% of MRA District 1 and 74.3% of MRA District 2 households fell within income brackets that were below \$50,000.

In contrast, for the rest of Clovis, 16.7% of households had less than \$15,000 in household income, and the largest percentage of households fell within the \$50,000-\$74,000 per year bracket. Household income for Clovis is much more equally distributed across income brackets under \$100,000.

FIGURE 3.4: MEDIAN HOUSEHOLD INCOME & PER CAPITA INCOME, 2020



Source: Esri Community Profile, 2020 Income Estimates.

TABLE 3.2: HOUSEHOLD INCOME DISTRIBUTION

Households	MRA District 1	MRA District 2	Rest of Clovis
<\$15,000	30.1%	28.6%	16.7%
\$15,000 - \$24,999	15.6%	13.0%	11.2%
\$25,000 - \$34,999	25.5%	15.4%	13.7%
\$35,000 - \$49,999	15.6%	17.3%	13.6%
\$50,000 - \$74,999	8.5%	13.7%	18.8%
\$75,000 - \$99,999	2.7%	2.9%	12.5%
\$100,000 - \$149,999	0.8%	7.0%	9.4%
\$150,000 - \$199,999	1.0%	0.0%	2.4%
\$200,000+	0.0%	2.1%	1.8%

Source: Esri Community Profile, 2020 Household Estimates.

### WEALTH INDEX

Another method of measuring economic distress is the Wealth Index (designed by Esri), which is intended to “capture the standard of living and financial stability of area households.” An index of 100 is equal to the national average. Index values below 100 reflect lower than average wealth and values higher than 100 are above average. “Wealth” refers to the accumulation of assets and resources, including property, quality housing, and money.

The 2020 Wealth Index was 21 for MRA District 1, 29 for MRA District 2, and 49 for the rest of Clovis. For New Mexico, the Wealth Index was 71. These metrics are all well below the national average.

### 3.4 HOUSING PROFILE

The Housing Profile provides an overview of household and housing unit characteristics in MRA District 1 and MRA District 2, and once again, compares the MRAs to the remainder of Clovis. This section presents data for households, housing units, and home values.

#### HOUSEHOLDS BY TYPE

Households refer to the characteristics of the individuals living in occupied housing units and are divided between family households and non-family households. In 2020, there were 591 households in MRA District 1 and 767 households in MRA District 2. Of those, family households comprised 63.6% in MRA District 1 and 58.3% in MRA District 2. Non-family households, those whose members live together but are not related or live alone, comprised 36.4% in MRA District 1 and 41.7% in MRA District 2.

In comparison, family households and non-family households in the remainder of Clovis (64.9% and 35.1%, respectively) were relatively similar to MRA District 1. However, the rate of family households in Clovis was higher than MRA District 2 (64.9% versus 58.3%), but the rate for non-family households was lower than MRA District 2 (35.1% versus 41.7%). Average household size and average family size were relatively consistent across the board.

Households	MRA District 1	MRA District 2	Rest of Clovis
Total Households	591	767	13,719
Average Household Size	2.7	2.6	2.6
Family Households	63.6%	58.3%	64.9%
Average Family Size	3.4	3.4	3.2
Non-Family Households	36.4%	41.7%	35.1%

Source: Esri Community Profile, 2020 Household Estimates.

#### MULTI-GENERATIONAL and LARGE HOUSEHOLDS

Multi-generational households are those that comprise three or more generations living in the same home. People live in multi-generational households for financial, emotional, and cultural reasons. In 2010, there was a higher percentage of

multi-generational households in MRA District 1 (7.9%) and MRA District 2 (6.0%) than in the rest of Clovis (4.5%).

The US Census Bureau defines “large households” as those with five or more persons. Depending on the size of the home, large households may result in overcrowded conditions. Not surprisingly, the rates of large households in both MRAs are very high - 15.5% in MRA District 1, 14.9% in MRA District 2, and just 1.8% in the remainder of Clovis.

#### HOUSING UNITS

The US Census Bureau defines a housing unit as “a house, an apartment, a group of rooms, or a single room, occupied or intended for occupancy as separate living quarters.”

In 2020, there were 695 housing units in MRA District 1 and 924 in MRA District 2. Both MRAs have more renter-occupied units than owner-occupied units, in contrast to the remainder of Clovis.

Owner-occupied housing units comprised 38.7% in MRA District 1 and 33.8% in MRA District 2, a much smaller percentage than the 54.1% in the remainder of Clovis. Renter-occupied housing units comprised 46.2% in MRA District 1 and 49.2% in MRA District 2, again much higher than the City percentage of 37.8%.

The MRAs had a significantly higher rate of vacant housing than in the remainder of the City. In MRA District 1, vacant housing units comprised 15%, and in MRA District 2, they comprised 17% of total housing units, nearly double the 8% vacant housing units within the rest of Clovis.

Housing Units	MRA District 1	MRA District 2	Rest of Clovis
Total	695	924	14,919
Owner-Occupied	38.7%	33.8%	54.1%
Renter-Occupied	46.2%	49.2%	37.8%
Vacant Units	15.0%	17.0%	8.0%

Source: Esri Community Profile, 2020 Housing Estimates.

## OWNER-OCCUPIED HOUSING BY VALUE

The distribution pattern of owner-occupied housing values further supports the need for redevelopment in the two MRAs. The rate of housing values estimated to be under \$50,000 was very high; 29.7% in MRA District 1 and 31.7% in MRA District 2, while for the rest of Clovis, values under \$50,000 were at a rate of 10.2%. The most common housing value bracket for the MRAs was \$50,000 to \$99,999 (58.4% and 34.9%, respectively). For the remainder of Clovis, the range of values increased with 22.8% in the \$150,000 to \$199,999 bracket.

## MEDIAN HOME VALUE

Several factors are considered when estimating home values:

- ◀ Value of similar homes in the area;
- ◀ Housing demand;
- ◀ Location;
- ◀ Home size and usable space;
- ◀ Age and condition; and
- ◀ Upgrades and updates to the structure.

According to the Esri 2020 estimate, the median home values were \$67,197 in MRA District 1 and \$76,147 in MRA District 2. In comparison, the median home value in the remainder of Clovis was nearly double at \$140,749. This metric reinforces the finding of distressed housing conditions and the need for rehabilitation of existing units.

Residents expressed the need for improvements in the Community Survey. When asked if their home needed significant repairs, 54% said yes. The needed repairs included exterior paint or stucco, window replacement, major plumbing, and structural repairs.

## 3.5 RETAIL GAP ANALYSIS

An analysis was conducted on the retail market potential for the MRAs using Esri Business Analyst database. Esri Business Analyst utilizes private data sources, as well as the US Census of Retail Trade and Consumer Expenditure Surveys. It should be noted that while the Esri Retail MarketPlace data is presented in 2020 geography, all supply and demand estimates presented in this section are from 2017, the most recent data available. Esri updates

**TABLE 3.5: VALUE OF OWNER-OCCUPIED HOUSING**

Households	MRA District 1	MRA District 2	Rest of Clovis
<\$50,000	29.7%	31.7%	10.2%
\$50,000 - \$99,999	58.4%	34.9%	21.8%
\$100,000 - \$149,999	3.0%	9.3%	22.2%
\$150,000 - \$199,999	3.3%	13.5%	22.8%
\$200,000 - \$249,999	0.0%	9.0%	11.2%
\$250,000 - \$299,999	2.2%	0.0%	4.2%
\$300,000 - \$399,999	3.0%	6.0%	4.9%
\$400,000 - \$499,999	0.0%	6.0%	1.4%
\$500,000 +	0.0%	3.0%	1.2%

Source: Esri Community Profile, 2020 Household Estimates.

Retail MarketPlace data annually for larger metropolitan areas with highly diverse retail marketplaces and less often for smaller markets like Clovis.

The retail gap analysis shows the difference between demand and supply, and whether a particular industry has a surplus or a leakage. When a retail market industry has a surplus, it is drawing customers in from other geographic areas to spend money in that area (positive value). If a market is experiencing leakage (negative value), customers are leaving the area to spend their dollars elsewhere. The retail gap or surplus represents the difference between retail demand and supply (see Tables 3.6 and 3.7).

In general, both areas are substantially lacking in commercial retail. However, given MRA District 1 is primarily a residential area with some commercial development, it is not expected to have the full range of commercial services. As such, MRA District 2 has a far greater amount of total retail sales than MRA District 1; \$129,379,489 versus \$8,487,463.

### MRA DISTRICT 1

The retail gap analysis for MRA District 1 shows leakage in nearly all the key retail categories. Notable exceptions are in Automobile Dealers, Building Materials, Garden Equipment, Supply Stores, and related subcategories, and Restaurants. The majority of retail sales in MRA District 1 were under the main category of Motor Vehicle and Parts Dealers, primarily the Automobile Dealers



**TABLE 3.6: MRA DISTRICT 1 RETAIL GAP ANALYSIS, 2017**

Industry	Demand	Supply	Retail Gap/ Surplus	Number of Businesses
Motor Vehicle & Parts Dealers	\$1,620,577	\$5,463,265	\$3,842,688	2
Automobile Dealers	\$1,336,624	\$4,971,605	\$3,634,981	1
Other Motor Vehicle Dealers	\$130,370	\$0	-\$130,370	0
Auto Parts, Accessories & Tire Stores	\$153,584	\$491,660	\$338,076	1
Furniture & Home Furnishings Stores	\$229,707	\$0	-\$229,707	0
Furniture Stores	\$163,902	\$0	-\$163,902	0
Home Furnishings Stores	\$65,805	\$0	-\$65,805	0
Electronics & Appliance Stores	\$182,998	\$0	-\$182,998	0
Bldg Materials, Garden Equipment & Supply Stores	\$469,829	\$1,339,675	\$869,846	2
Building Material & Supplies Dealers	\$457,100	\$967,646	\$510,546	2
Lawn & Garden Equipment & Supply Stores	\$12,728	\$372,029	\$359,301	1
Food & Beverage Stores	\$1,216,307	\$379,136	-\$837,171	1
Grocery Stores	\$1,077,397	\$0	-\$1,077,397	0
Specialty Food Stores	\$80,634	\$379,136	-\$298,502	1
Beer, Wine & Liquor Stores	\$58,276	\$0	-\$58,276	0
Health & Personal Care Stores	\$438,420	\$0	-\$438,420	0
Gasoline Stations	\$933,118	\$0	-\$933,118	0
Clothing & Clothing Accessories Stores	\$280,448	\$0	-\$280,448	0
Clothing Stores	\$168,271	\$0	-\$168,271	0
Shoe Stores	\$53,721	\$0	-\$53,721	0
Jewelry, Luggage & Leather Goods Stores	\$58,457	\$0	-\$58,457	0
Sporting Goods, Hobby, Book & Music Stores	\$200,695	\$0	-\$200,695	0
Sporting Goods/Hobby/Musical Instr Stores	\$166,315	\$0	-\$166,315	0
Book, Periodical & Music Stores	\$34,379	\$0	-\$34,379	0
General Merchandise Stores	\$1,582,233	\$0	-\$1,582,233	0
Department Stores Excluding Leased Depts.	\$1,125,855	\$0	-\$1,125,855	0
Other General Merchandise Stores	\$456,378	\$0	-\$456,378	0
Miscellaneous Store Retailers	\$239,162	\$403,627	\$164,765	1
Florists	\$11,568	\$0	-\$11,568	0
Office Supplies, Stationery & Gift Stores	\$59,544	\$0	-\$59,544	0
Used Merchandise Stores	\$29,590	\$0	-\$29,590	0
Other Miscellaneous Store Retailers	\$138,459	\$403,627	\$265,168	1
Non-store Retailers	\$96,047	\$0	-\$96,047	0
Electronic Shopping & Mail-Order Houses	\$70,072	\$0	-\$70,072	0
Vending Machine Operators	\$5,624	\$0	-\$5,624	0
Direct Selling Establishments	\$20,351	\$0	-\$20,351	0
Food Services & Drinking Places	\$786,436	\$1,280,596	\$494,160	2
Special Food Services	\$9,231	\$0	-\$9,231	0
Drinking Places - Alcoholic Beverages	\$23,045	\$0	-\$23,045	0
Restaurants/Other Eating Places	\$754,159	\$1,280,596	\$526,437	2
<b>Total Retail Trade and Food and Drink</b>	<b>\$8,275,975</b>	<b>\$8,487,463</b>	<b>\$211,488</b>	<b>-</b>

Source: Esri Retail Marketplace Profile, 2017.

**TABLE 3.7: MRA DISTRICT 2, RETAIL GAP ANALYSIS, 2017**

Industry	Demand	Supply	Retail Gap/ Surplus	Number of Businesses
Motor Vehicle & Parts Dealers	\$3,064,949	\$108,745,807	\$105,680,858	11
Automobile Dealers	\$2,495,508	\$104,155,589	\$101,660,081	7
Other Motor Vehicle Dealers	\$256,835	\$3,137,704	\$2,880,869	2
Auto Parts, Accessories & Tire Stores	\$312,606	\$1,452,513	\$1,139,907	2
Furniture & Home Furnishings Stores	\$448,652	\$614,845	\$166,193	2
Furniture Stores	\$315,444	\$398,004	\$82,560	1
Home Furnishings Stores	\$133,209	\$216,841	\$83,632	1
Electronics & Appliance Stores	\$393,258	\$0	-\$393,258	0
Bldg Materials, Garden Equip. & Supply Stores	\$882,693	\$2,579,105	\$1,696,412	3
Bldg Material & Supplies Dealers	\$857,747	\$1,752,035	\$894,288	2
Lawn & Garden Equip & Supply Stores	\$24,945	\$827,070	\$802,125	2
Food & Beverage Stores	\$2,448,128	\$2,832,547	\$384,419	3
Grocery Stores	\$2,162,841	\$2,585,897	\$423,056	2
Specialty Food Stores	\$161,970	\$246,650	\$84,680	1
Beer, Wine & Liquor Stores	\$123,316	\$0	-\$123,316	0
Health & Personal Care Stores	\$853,697	\$0	-\$853,697	0
Gasoline Stations	\$1,829,576	\$6,272,637	\$4,443,061	1
Clothing & Clothing Accessories Stores	\$603,676	\$0	-\$603,676	0
Clothing Stores	\$360,339	\$0	-\$360,339	0
Shoe Stores	\$109,753	\$0	-\$109,753	0
Jewelry, Luggage & Leather Goods Stores	\$133,584	\$0	-\$133,584	0
Sporting Goods, Hobby, Book & Music Stores	\$431,255	\$0	-\$431,255	0
Sporting Goods/Hobby/Musical Instr Stores	\$357,402	\$0	-\$357,402	0
Book, Periodical & Music Stores	\$73,853	\$0	-\$73,853	0
General Merchandise Stores	\$3,267,942	\$0	-\$3,267,942	1
Department Stores Excluding Leased Depts.	\$2,351,951	\$0	-\$2,351,951	0
Other General Merchandise Stores	\$915,991	\$0	-\$915,991	0
Miscellaneous Store Retailers	\$475,360	\$1,968,353	\$1,492,993	7
Florists	\$22,944	\$146,125	\$123,181	1
Office Supplies, Stationery & Gift Stores	\$120,340	\$1,091,372	\$971,032	1
Used Merchandise Stores	\$60,248	\$537,568	\$477,320	4
Other Miscellaneous Store Retailers	\$271,828	\$193,288	-\$78,540	1
Non-store Retailers	\$190,874	\$0	-\$190,874	0
Electronic Shopping & Mail-Order Houses	\$135,999	\$0	-\$135,999	0
Vending Machine Operators	\$11,315	\$0	-\$11,315	0
Direct Selling Establishments	\$43,560	\$0	-\$43,560	0
Food Services & Drinking Places	\$1,634,145	\$6,366,195	\$4,732,050	10
Special Food Services	\$18,540	\$0	-\$18,540	0
Drinking Places - Alcoholic Beverages	\$51,106	\$0	-\$51,106	0
Restaurants/Other Eating Places	\$1,564,499	\$6,366,195	\$4,801,696	10
<b>Total Retail Trade and Food and Drink</b>	<b>\$16,524,204</b>	<b>\$129,379,489</b>	<b>\$112,855,285</b>	<b>-</b>

Source: Esri Retail Marketplace Profile, 2017.

subgroup, which had a retail surplus of \$3,634,981. The second-highest retail surplus was in Building Materials, Garden Equipment, and Supply Stores, which was \$869,846.

## **MRA DISTRICT 2**

The retail gap analysis for MRA District 2 shows leakage in most categories related to retail stores. Commercial development in MRA District 2 is primarily service related, which is borne out by the data. Nearly half of the sales in MRA District 2 were in the Motor Vehicle and Parts Dealers industry group (\$108,745,807). Gasoline Stations garnered the second highest, but significantly less, level of retail sales (\$6,272,637) in MRA District 2.

## **COMMUNITY FEEDBACK**

The Retail Gap Analysis supports the results of the Community Survey, which asked what type of businesses or activities should be added or expanded within the MRA Districts. Residents and the general public chose grocery stores, retail stores, and casual restaurants and drive-through restaurants. Business owners prioritized commercial services, retail stores, casual restaurants and drive-through restaurants, and warehousing. There is clear and substantial support and demand for these businesses in the two MRA Districts.

## **3.6 REAL ESTATE MARKET**

Consensus Planning interviewed local real estate agents for local quantitative and qualitative data on the residential and commercial real estate market in the two MRA districts. Their input provided an on-the-ground understanding of the real estate market in the MRA districts and helped guide strategies for redevelopment. The real estate website Realtor.com was also consulted for a snapshot of the residential market.

### **RESIDENTIAL MARKET**

The realtors interviewed stated that they sell one or two residential properties within the MRA Districts on average per year, and very few come on the market annually. Realtor.com showed that in November 2020, there were 147 houses for sale in Clovis, and only five were in the MRA Districts. According to the realtors, homes rarely come on

the market in the MRA Districts because the residents have lived in their homes for a long time and sales are typically done through private sales. The MRA Districts rarely attract new residents stationed at Cannon AFB or civilian employees.

The typical size of the homes sold within the MRA Districts are between 800 and 1,200 square feet and contain two bedrooms. In contrast, homes in other areas of Clovis are typically 2,000 square feet and contain three bedrooms. There is no typical cost per square footage, but the houses in the MRA Districts are generally valued at a lower cost than homes in other areas of Clovis, and there is less demand. Homes within the MRA Districts are on average about \$50 per square foot.

In 2020, the average home price within the MRA Districts was \$75,000 to \$85,000, similar to homes in older neighborhoods within the Downtown Clovis area. Larger homes located on the edge of the MRA Districts along 7th Street were priced higher, ranging from \$150,000 to \$165,000. Compared to neighborhoods outside of the districts, the average cost per square footage for an older home in Clovis was \$100 per square foot and \$140 for a new home, with the average home price being \$186,950.

The realtors believe there is a demand for affordable housing in the MRA districts with financial incentives provided by the City. The realtors also indicated there is good potential for infill development with multi-family, a Planned Urban Development (PUD) with smaller houses, or a small subdivision with homes around 1,000 square feet at an affordable price. The most significant deterrents to new residential development within the MRA districts are the disrepair of properties, property value deterioration, and poor area condition.

### **COMMERCIAL MARKET**

One of the realtors interviewed represents between two and four commercial properties in the MRAs. It is challenging to attract buyers because there is not enough growth to drive buyers to the area. The commercial attractiveness drops off west of Norris Avenue as the physical conditions worsen and the

traffic count drops off. The typical size of existing commercial development in the MRA districts is small, approximately 3,000 square feet; outside of the districts, the typical size is 5,000 square feet and above.

The average vacant lot in the MRAs is \$4 to \$6 per square foot. An empty warehouse averages \$40 per square foot, and a finished-out office averages \$60 a square foot, substantially lower than the rest of Clovis. Most lots north of Prince Street average \$15 to \$20 per square foot, an existing building averages \$100 per square foot, and a new building averages \$150.

While commercial properties are challenging to sell or lease throughout Clovis, the two MRA districts are particularly more difficult due to the existing physical conditions. Buyers that locate in this area do so because of lower prices for commercial properties. However, there is currently not much demand for commercial properties as they are deterred by the physical conditions, age of the properties, and lack of property and building maintenance. Many of the properties are in severe disrepair, with some exceptions. The City of Clovis should improve the situation by making improvements to streets, sidewalks, and streetscapes, and participating in development costs, including land acquisition, to provide the needed incentive for new businesses to locate in the MRA districts.

## **3.7 EDUCATION & EDUCATIONAL ATTAINMENT**

### **CLOVIS MUNICIPAL SCHOOLS**

Clovis Municipal Schools provides public education for students from the City of Clovis, surrounding areas of Curry County, and Cannon Air Force Base. In the 2019-2020 school year, the District's enrollment was approximately 8,125. The District contains 13 elementary schools, Pre-K through 5th grade; three middle schools, 6th through 8th grades; one Freshman Academy, 9th grade; and one high school, 10th through 12th grades. La Casita Elementary School, located in MRA District 1 on W. 4th Street and Davis Street, serves the two MRA Districts.

According to the New Mexico Public Education Department, Clovis Municipal Schools has an overall performance rate slightly higher than the New Mexico average. This measure is calculated based on academic proficiency, academic growth, English learner progress, graduation, and college and career readiness. In 2019, Clovis Municipal Schools had an 83% four-year graduation rate, higher than the state average of 74%.

### **POST SECONDARY EDUCATION**

Access to post-secondary education is vital to increasing educational attainment levels. A vital resource for post-secondary education within the City limits is Clovis Community College, located at 417 Schepps Boulevard east of MRA District 2. Clovis Community College offers in-person and online classes in degree and certificate programs, adult education, business and industry training, and high school dual credit. A standout among many exceptional programs at Clovis Community College is the Allied Health and Nursing Programs, renowned in the state and region for graduating students immediately prepared for employment in the medical fields.

Eastern New Mexico University (ENMU) is located in Portales, 20 miles south of Clovis. ENMU is the predominant four-year university in eastern New Mexico. It offers more than 60 associate, bachelor's, and master's degrees. ENMU has developed and expanded online instruction to include hundreds of courses, several that are fully online, as well as many adult education classes and high school dual credit courses.

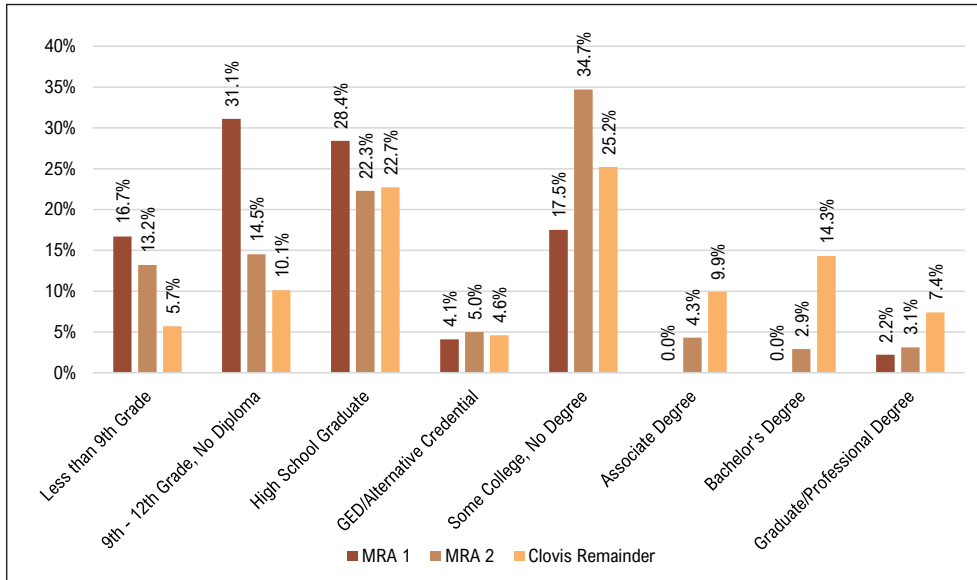
### **EDUCATIONAL ATTAINMENT**

Educational attainment refers to the level of education a person has completed. Higher educational attainment correlates with higher incomes, better health outcomes, and greater quality-of-life.

MRA District 1 residents have a lower educational attainment than both MRA District 2 and the remainder of Clovis. The most prevalent level of education attained by MRA District 1 residents that are 25 years of age and over is "9th-12th grade, no diploma" (31.1%). MRA District 1 has no individuals



**FIGURE 3.5: EDUCATIONAL ATTAINMENT**



Source: Esri Community Profile, 2020 Population Estimates.

with either an Associate or Bachelor’s Degree and just 2.2% have attained a Graduate/Professional Degree.

The most prevalent level of education attained by MRA District 2 residents that are 25 years of age and older is “Some college, No degree” (34.7%). This rate is significantly higher rate than MRA District 1 (17.5%) and the remainder of Clovis (25.2%). A much smaller number have attained an Associate degree (4.3%), Bachelor’s degree (2.9%), or Graduate/Professional degree (3.1%).

Both MRAs have a much higher rate of individuals that have attained less than 9th grade (16.7% and 13.2%, respectively) than the remainder of Clovis (5.7%). These lower educational attainment levels limit the population’s earning power and the ability to invest in their properties.

### 3.8 ORGANIZATIONAL CAPACITY COMMUNITY GROUPS

Clovis is fortunate to have a number of organizations that could be tapped to provide assist in improving the existing economic conditions of the two MRA districts. The organizations have varying missions and roles, that range from providing support and advice to existing businesses, attracting new businesses to the community, promoting Cannon AFB, existing

and future industries, and hosting community events. The members of these organizations have a long and deep commitment to the Clovis community.

#### Clovis/Curry County Chamber of Commerce

The Chamber of Commerce is active in advancing the area’s economic success. Its website contains a wealth of information for business owners, industry leaders, and residents. The Chamber organizes several programs and committees

to support local industries and employers which aim to foster strong relationships with Cannon AFB, grow local business leadership, promote agriculture, welcome newcomers, and cultivate young professionals. The Chamber of Commerce manages the Norman and Vi Petty Rock and Roll Museum. It also hosts several popular events in Clovis, such as the Draggin’ on Main Music Festival, Ethnic Fair, and PRCA Pioneer Days Rodeo.

#### Clovis Industrial Development Corporation (CIDC)

The CIDC is the City’s local economic development organization. The mission of the CIDC is to develop business and industry that will strengthen and diversify the economic base of Clovis and Curry County by investing in new capital and creating new jobs. The CIDC works with the City of Clovis to advance economic development goals by recruiting businesses and supporting existing businesses within the City’s identified targeted industry groups identified in the City’s Economic Development Plan. The CIDC manages the Clovis Industrial Park and the Curry County Business Incubator located in the Business Enterprise Center.

#### Business Enterprise Center

The Business Enterprise Center is located at 105 E. Grand Avenue within the Downtown Clovis MRA. It houses the Clovis/Curry County Chamber of

Commerce, Clovis Industrial Development Corporation, and the Norman and Vi Petty Rock and Roll Museum. The Business Enterprise Center contains office space for lease, conference rooms, meeting rooms, board rooms. The Norman and Vi Petty Museum is available to rent for special functions.

### **Clovis Economic Incentive Board**

The City's LEDA Ordinance established the Clovis Economic Incentive Board whose members include City Commissioners, other members of City government, and appointed members of the Clovis business community. The Board advises the City of Clovis Commission on economic development matters, including providing recommendations on the application of economic incentives, coordinating with organizations and individuals both City-wide and regionally to develop economic development projects, and presenting information regarding economic development opportunities to the City Commission.

### **Small Business Development Center**

The region's Small Business Development Center (SBDC) is located at Clovis Community College. The SBDC offers business advising, training, education, resource materials, and referrals for anyone improving or expanding a small business in Curry, DeBaca, and Roosevelt counties.

Services available for interested small business owners include:

- ◀ Business Start-Up and acquisition issues;
- ◀ Sources of capital;
- ◀ Computer assistance;
- ◀ Assistance with marketing plans and research;
- ◀ Information about government procurement opportunities;
- ◀ Information and referrals; and
- ◀ Business workshops and conferences.

### **Clovis MainStreet**

Clovis MainStreet is a non-profit organization that advocates for the revitalization of the Clovis Historic Downtown District, which is located between the two MRA districts. Its mission is to make Downtown Clovis a vital and unique place to live, work, and play through community partnerships. Clovis

MainStreet coordinates events, classes, and activities that draw visitors and volunteers into the Downtown District. Clovis MainStreet has been involved in the redevelopment of the Railroad District, streetscape improvements, and renovation of the historic Downtown theaters, and its Executive Director has played an active role on the MRA Steering Committee.

## **MUNICIPAL CAPACITY**

### **Local Economic Development Act**

The City of Clovis Local Economic Development Act (LEDA) Ordinance provides enabling legislation that allows the City to provide funding support for job creation that would otherwise be deemed unconstitutional under the New Mexico State Constitution's Anti-Donation Clause. Public funds can be used to "foster, promote and enhance local economic development efforts that create or retain jobs while continuing to protect against the unauthorized use of public money and other public resources." The LEDA Ordinance provides the City with a powerful tool to assist businesses in expanding, relocating, and growing with the support of local and state funds.

The LEDA Ordinance includes criteria for a qualifying entity to receive investment funding from the City of Clovis. It identifies goals and strategies to create partnerships, recruit new businesses, support the growth of existing businesses, develop the industrial base of Clovis, and construct or improve infrastructure to support new development.

Targeted businesses and industries include:

- ◀ Aviation / aerospace and defense;
- ◀ Cannon AFB and its support industries;
- ◀ Manufacturing;
- ◀ Logistics, warehouse, distribution and transportation;
- ◀ Back office and customer support;
- ◀ Renewable energy;
- ◀ Value-added agriculture / food processing;
- ◀ Retention and expansion of business and industry; and
- ◀ Recruitment of tech industry.

The MRA districts, particularly MRA District 2, contains available vacant land that could be utilized by companies that are willing to invest in this area of the community. The City's role could include acquiring vacant land and offering it as an incentive to an existing or new business.

**Recent LEDA Legislation:** In 2021, the New Mexico State Legislature amended several sections of the Local Economic Development Act (LEDA) authorization legislation (§5-10-1 et seq. NMSA). SB49 amended the definition of a "retail business" so that retail projects could be eligible for local LEDA support in municipalities of more than 15,000 population. It also removed a requirement that such retail project not directly compete with any existing local businesses. HB11 amended certain definitions and created a program for the New Mexico Finance Authority to provide recovery grants for New Mexico businesses hit by falling revenue during the COVID pandemic. In the special session, SB1 provided LEDA support for very large projects with at least \$350 million of construction and infrastructure costs over a 10-year period.

**Local Options Gross Receipts Tax (LOGRT):** New Mexico communities that have adopted a LEDA ordinance are permitted to pass a Local Options Gross Receipts Tax (LOGRT). This is done with the electorate voting to raise its LOGRT, which is set at 1/8 of 1%. The generated revenue must be used for economic development projects. The legislation provides communities with the option of designating two of its four increments for economic development plans, payment of bonds, and infrastructure improvement. The LOGRT provides a source of additional revenue to fund economic development projects.

**Municipal Hold Harmless Increments:** The State of New Mexico adopted legislation during the administration of Governor Bill Richardson that exempted groceries from state and local gross receipts taxes. To replace the income lost, municipalities were allowed to implement a "hold harmless" provision that would allow three 1/8th tax increments. The City of Clovis has already implemented one of these tax increments. The remaining two tax increments can be implemented

by the Clovis City Commission without going to voters; however, it has not been done at this time.

### **Clovis Economic Development Tax**

The City of Clovis adopted a designated economic development tax to incentivize economic development, as allowed by the Statewide Economic Development Finance Act, [6-25-1 NMSA 1978]. Utilizing this funding mechanism for economic development projects within the MRA Districts would be an excellent public investment that would positively impact economic conditions and create new jobs. The MRA Plan identifies several commercial redevelopment projects that in partnership with the City of Clovis, could provide jobs for Clovis residents. The incentives could be crafted to require a certain percentage of employees hired be residents of the MRA Districts.

### **Grant Coordinators**

The City of Clovis employs two Grant Coordinators that work under the Assistant City Manager's direct supervision that perform research, and identifies and responds to public and private grant opportunities. The Grant Coordinators provide a comprehensive range of services to ensure the City is responding to public and private grants and is managing and maintaining grants in accordance with the specific parameters of the grant programs. This is an excellent resource that can help support redevelopment goals and strategies to improve conditions within the MRA districts.

### **Retail Strategies**

In November 2020, the City of Clovis hired Retail Strategies for a multi-year contract to conduct real estate analysis, data, and analytics to help the community improve its retail base by seeking retail businesses to fill empty stores, which will in turn assist with job creation, improve quality of life, and increase tax revenues. Retail Strategies will provide small business support through digital marketing and virtual e-commerce training and feedback. Properties within the two MRA Districts suitable for retail development have been shared with Retail Strategies to add to its portfolio of potential retail locations being promoted to national retail businesses.

## NEW LEGISLATION

The Clovis City Commission is currently considering an ordinance that would amend the 2015 International Property Maintenance Code (IPMC), as adopted by the City of Clovis. The need for the amendment is based on the City's finding of contradictory and unfeasible provisions in the IPMC related to the abatement of unsafe buildings, structures, and debris.

The ordinance was introduced at the City Commission meeting on April 1, 2021 and will be considered for final action on May 6, 2021. Once adopted, this legislation will be a powerful tool for the City to address the vacant, abandoned, and dilapidated structures and properties that dominate the MRA Districts and discourage private investment.

The amendment will more closely align Section 15.14.020 of the City Code with Section 3-18-5 of the New Mexico Statutes. The ordinance amends Section 15.14.020 and adds Section 15.14.030 as follows:

Section 15.14.020 - Dangerous buildings or debris; removal; notice; right of municipality to remove and abate; lien.

- A. Whenever any building or structure is ruined, damaged and dilapidated, or any premise is covered with ruins, rubbish, wreckage or debris, the City Commission may by resolution find that the ruined, damaged and dilapidated building, structure or premise is a menace to the public comfort, health, peace or safety and require the removal or abatement of the building, structure, ruins, rubbish, wreckage or debris.
- B. A copy of the resolution shall be served on the owner, occupant or agent in charge of the building, structure, or premise. If the owner, as shown by the real estate records of the County Clerk, occupant or agent in charge of the building, structure, or premise cannot be served within the City of Clovis, a copy of the resolution shall be posted on the building, structure, or premise and a copy of the resolution shall be published one time.
- C. Within ten days of the receipt of a copy of the resolution or of the posting and publishing of a copy of the resolution, the owner, occupant or agent in charge of the building, structure or premise shall commence removing or abating the building, structure, ruin, rubbish, wreckage or debris, in a timeline and manner approved by the City, or file a written objection with the municipal clerk asking for a hearing before the City Commission.
- D. If a written objection is filed as required in this section, the City Commission shall:
  - (1) Fix a date for a hearing on its resolution and the objection;
  - (2) Consider all evidence for and against the removal resolution at the hearing; and
  - (3) Determine if its resolution should be enforced or rescinded.
- E. Any person aggrieved by the determination of the governing body may appeal to the District Court by:
  - (1) Giving notice of appeal to the Governing Body within five days after the determination made by the City Commission; and
  - (2) Filing a petition in the District Court within twenty days after the determination made by the City Commission. The district court shall hear the matter de novo and enter judgment in accordance with its findings.
- F. If the owner, occupant or agent in charge of the building, structure or premise fails to commence removing or abating the building, structure, ruins, rubbish, wreckage or debris, or fails to adhere to the timeline and method of removal or abatement approved by the City:
  - (1) Within ten days of being served a copy of the resolution or of the posting and publishing of the resolution; or
  - (2) Within five days of the determination by the governing body that the resolution shall be enforced; or



(3) After the district court enters judgment sustaining the determination of the City Commission, the City may remove the building, structure, ruins, rubbish, wreckage or debris at the cost and expense of the owner. The reasonable cost of the removal or abatement shall constitute a lien against the building, structure, ruin, rubbish, wreckage or debris so removed and against the lot or parcel of land from which it was removed. The lien shall be foreclosed in the manner provided in Sections 3-36-1 through 3-36-6 NMSA 1978.

- G. The City may pay for the costs of removal or abatement of any condemned building, structure, wreckage, rubbish or debris by granting to the person removing such materials, the legal title to all salvageable materials in lieu of all other compensation.
- H. Any person or firm removing any condemned building, structure, wreckage, rubbish, or debris shall leave the premises from which the material has been removed in a clean, level and safe condition, suitable for further occupancy or construction and with all excavations filled.

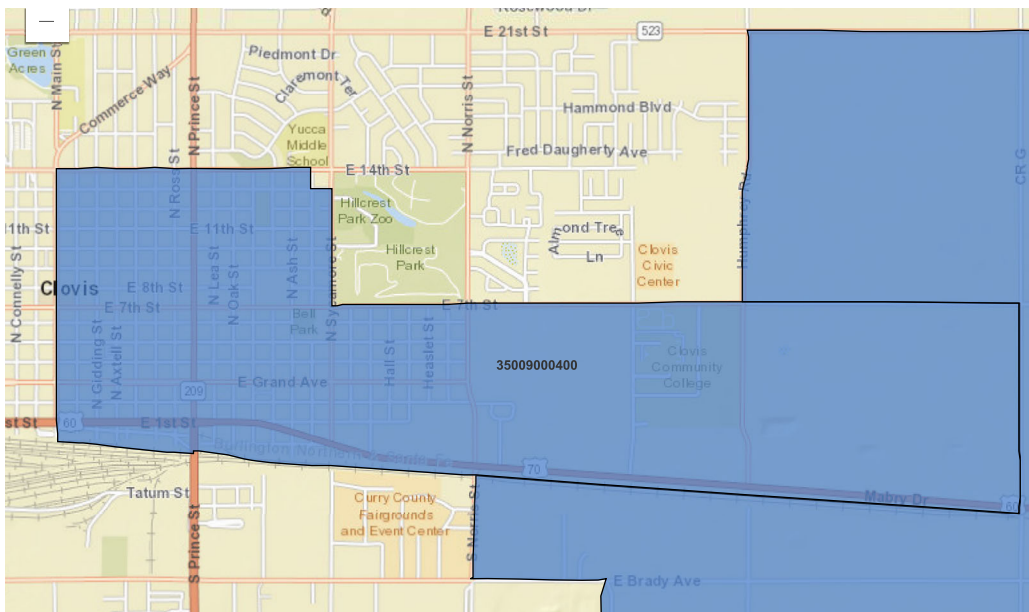
## OPPORTUNITY ZONE

In 2018, the US Department of the Treasury designated 63 Opportunity Zones in New Mexico. The purpose of the Opportunity Zones is to spur economic growth and job creation in low-income communities while providing tax benefits for investors who invest new capital in businesses operating in Qualified Opportunity Zones. Taxpayers can invest in these zones through Qualified Opportunity Funds (QOF). Once a census tract is designated, it retains the Opportunity Zone tax status for at least ten years.

A large portion of Census Tract 35009000400 is a designated Opportunity Zone, which encompasses the entire MRA District 2. The City has committed to expediting all needed inspections and permits for a new facility in this area. The larger Census Tract to the south is also a designated Opportunity Zone, which contains the Clovis Industrial Park and the Southwest Cheese plant.

To encourage Opportunity Zone development, the New Mexico Economic Development Department (NMEDD) offers incentives as part of the Local Economic Development Act (LEDA). The State of New Mexico will use LEDA to guarantee an additional \$1 million of funding to projects located

in a New Mexico Opportunity Zone if they meet specific criteria. The NMEDD website contains information on New Mexico Opportunity Zones through the NM Opportunity Zone Hub, which provides resources for businesses, communities, investors, and partners.



Opportunity Zone 35009000400 in proximity to the MRA Districts.

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CHAPTER 4

# MRA VISION

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## 4.1 OVERVIEW

As documented in Chapter 2: Existing Conditions and Asset Inventory, as well as in the community surveys, the economic, physical, and social conditions of the MRA Districts are rather dire by any measure. By embarking on this planning effort, the City of Clovis has made a commitment to start addressing these longstanding needs. It is not an easy task given the breadth of these needs, but the approach should be to first ensure the public health, safety, and welfare is prioritized. Improving the public realm - streets, sidewalks, fire protection, sanitary sewer - is where the City's investments will have the biggest impact. Secondly, taking a more aggressive approach to mitigating unsafe housing conditions and addressing the broad scale issue of vacant, abandoned, and dilapidated buildings through condemnation and acquisition of properties will also have a positive impact on the quality of life in the MRA Districts. Once the City becomes the owner of some of these properties, it can then incentivize private investment in the MRA Districts by donating the property to suitable commercial developers and affordable housing providers. The goal is that once these incremental improvements begin, it will catalyze private investment and start to remove the negative stigma that this area of Clovis has endured for a long time.

The City of Clovis is primed to address these blighted conditions through a multi-pronged approach that includes public/private partnerships; working with other public entities, such as EPCOR, New Mexico Finance Authority, and the NMDOT; and identifying funding sources that can be used to improve infrastructure, streets, and sidewalks, and encourage economic development projects that would improve the economy and potentially employ residents of the MRA Districts.

## 4.2 MASTER PLAN GOALS

In addition to the overarching goals contained in the Clovis Comprehensive Plan, the following goals are intended to capture the essence of what the City of Clovis and the community is striving to achieve for the MRA Districts:

- ◀ **Goal 1:** Create residential neighborhoods that are safe, well-maintained, and become a source of pride for the residents who live there.
- ◀ **Goal 2:** Address unsafe building conditions within the MRA Districts through the demolition and re-purposing of vacant, abandoned, and dilapidated buildings.
- ◀ **Goal 3:** Engage with housing providers to help diversify and increase the housing stock in the MRA Districts with units that are affordable to households at 60% or below of the average median income (AMI) in Curry County.
- ◀ **Goal 4:** Utilize the funding mechanisms available to the City of Clovis to help recruit businesses willing to expand or relocate within the MRA Districts and prioritize hiring local residents.
- ◀ **Goal 5:** Increase the safety and mobility in the MRA Districts by systematically improving overall street conditions, and installing sidewalks, handicapped ramps, and pedestrian crosswalks.
- ◀ **Goal 6:** Create new neighborhood parks that are easily accessed by residents and address their need for green space.
- ◀ **Goal 7:** Address the land use conflicts that have occurred within the MRA Districts and have led to unsafe housing conditions and neighborhood instability.

## 4.3 OPPORTUNITY/ REDEVELOPMENT SITES

There is ample opportunity for redevelopment of existing vacant and underutilized buildings and properties within the two relatively large MRA Districts. During the planning process, twelve Opportunity Sites were chosen using criteria such as location, visibility, parcel or building size, existing zoning, adjacent land uses, current ownership, and their potential to catalyze private investment. The site at the northwest corner of Prince Street and 1st Street was recently purchased for redevelopment, which reduced the number of highlighted Opportunity Sites to eleven. Several properties are owned by out of state entities, either individuals or trusts, that appear unmotivated to invest in this community. It is important to note, however, that there are far more properties available for redevelopment than the eleven sites highlighted in this MRA Plan. Likewise, the concepts shown for these Opportunity Sites are not set in stone; rather, they are intended to illustrate the type of land use that could fit on the site and inspire developers to invest in this community. There are other land uses that may be equally appropriate for these properties.

The location of the Opportunity Sites within the two MRA Districts are as follows (*see Opportunity Sites, page 63*):

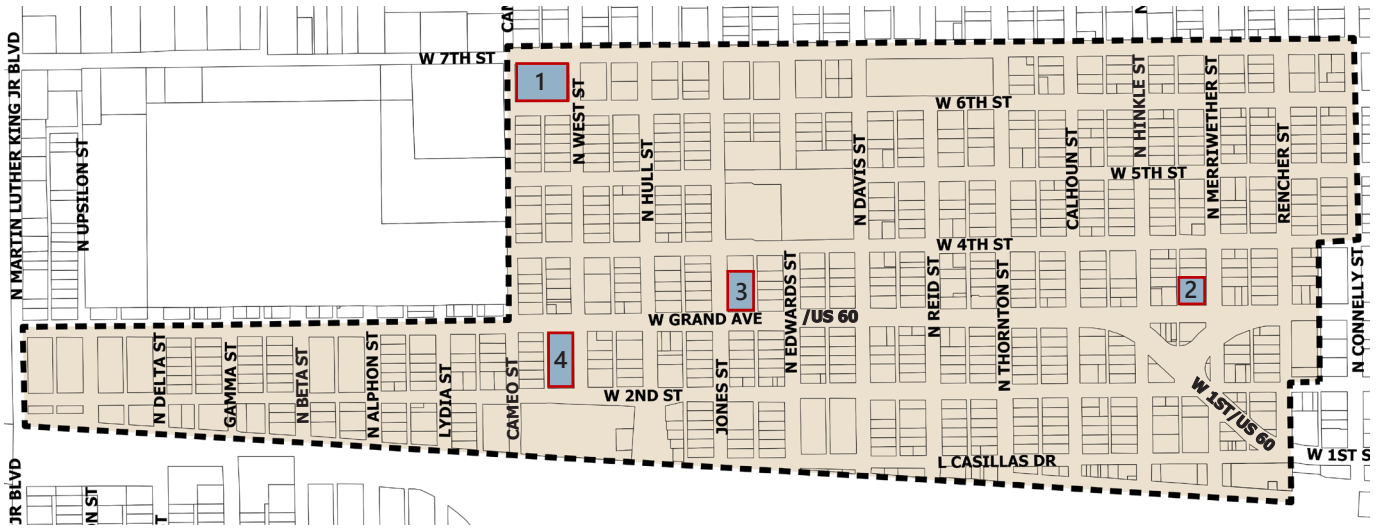
### MRA DISTRICT 1

- ◀ **Opportunity Site 1:** Two lots located along 7th Street between West Street and Cameo Street
- ◀ **Opportunity Site 2:** Vacant lot located at the northwest corner of Grand Avenue and Merriwether Street
- ◀ **Opportunity Site 3:** Four vacant lots located at the northeast corner of Grand Avenue and Jones Street
- ◀ **Opportunity Site 4:** Vacant structures located at the southwest corner of Grand Avenue and Jones Street

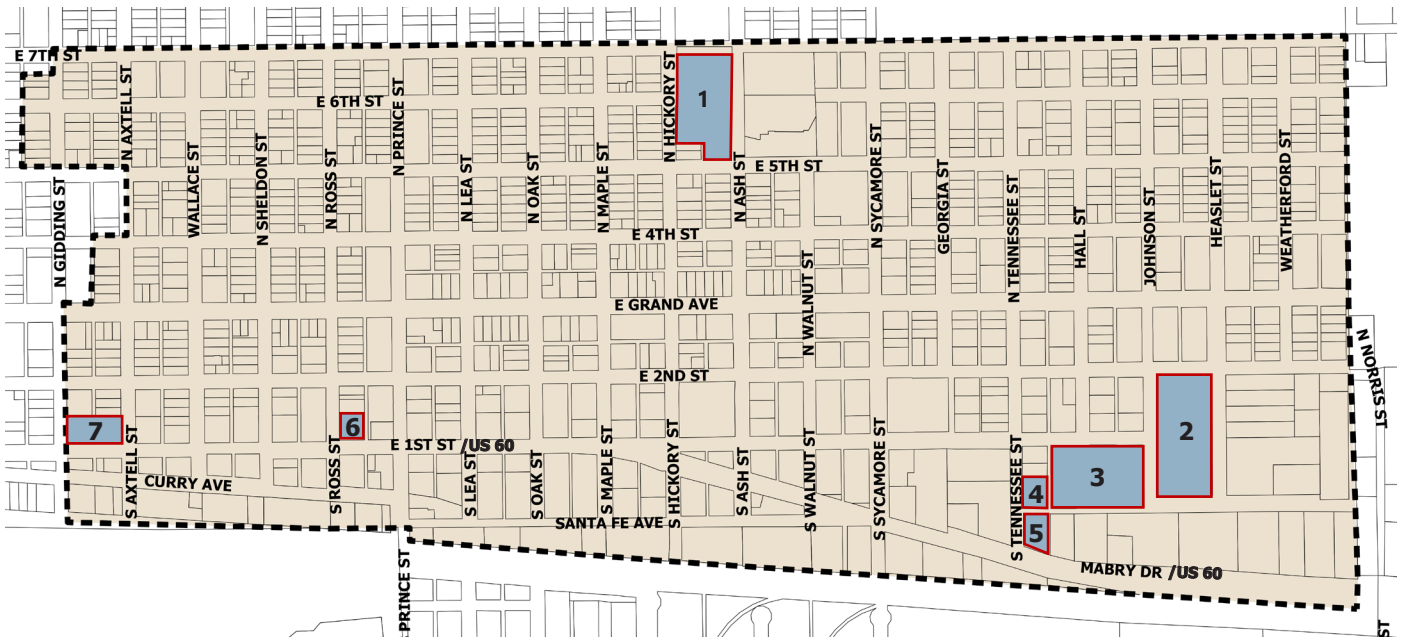
### MRA DISTRICT 2

- ◀ **Opportunity Site 1:** Three lots (one vacant and the other two containing vacant buildings) located on 7th Street between Hickory Street and Ash Street
- ◀ **Opportunity Site 2:** Five vacant lots located on 2nd Street between Johnson Street and Heaslet Street
- ◀ **Opportunity Site 3:** Two vacant lots located at the southwest corner of 1st Street and Johnson Street
- ◀ **Opportunity Site 4:** Vacant lot located on Tennessee Street between 1st Street and Mabry Drive
- ◀ **Opportunity Site 5:** Vacant lot (motel building recently demolished) at the northeast corner of Mabry Drive and Tennessee Street
- ◀ **Opportunity Site 6:** Vacant building located at the northeast corner of 1st Street and Ross Street
- ◀ **Opportunity Site 7:** Three lots (one vacant lot and two with vacant buildings) located on 1st Street between Giddings Street and Axtell Street

Development concepts for each of the twelve Opportunity Sites are described and illustrated starting on page 64. The concepts illustrate a preferred land use based on community members' stated needs, existing land use and adjacent land uses, existing zoning, location, visibility, parcel and/or building size, and the potential for catalyzing private investment. The exception is Opportunity Site 2 in MRA District 1 where the preferred land use illustrated in the concept is a neighborhood park that would be developed and maintained by the City of Clovis.



MRA DISTRICT 1 - OPPORTUNITY SITES



MRA DISTRICT 2 - OPPORTUNITY SITES



Opportunity Sites



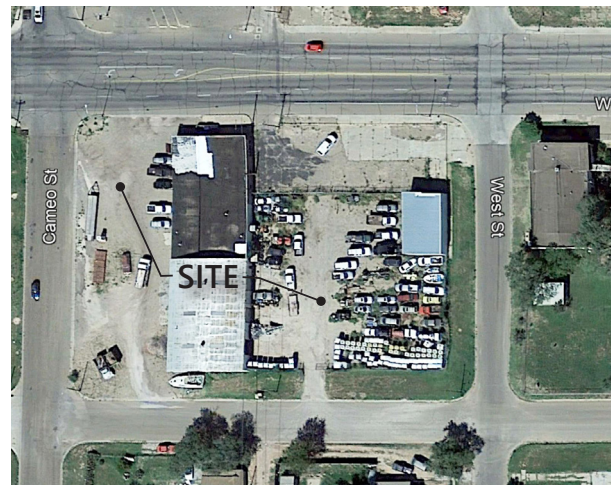
## MRA DISTRICT 1: OPPORTUNITY SITE 1

### Sit-Down Restaurant & Cultural Development

While the MRA District 1 District is primarily developed with residential uses, the 7th Street corridor provides an excellent opportunity for commercial development. Residents and business owners alike within the District cited the lack of commercial services and the desire for more restaurants in the area.

The property located along 7th Street between West Street and Cameo Street is to the west of the Norman Petty Studios (Museum). The property is currently developed with industrial use, which is not conducive to reinvestment and redevelopment of the area. This site provides an excellent opportunity for development that will also further the City's goals to increase cultural tourism, provide an expanded area adjacent to the Norman Petty Studios, and provide additional parking to serve visitors. The property is zoned General Commercial and comprised of two lots that total 1.24 acres. It has excellent visibility and full access from 7th Street, as well as Cameo Street and Hull Street.

The concept shown below shows a sit-down restaurant as one element of the redevelopment. Large roll-up doors provide access to a shaded, outdoor patio. The building could either be oriented facing north towards 7th Street or east



View from the 7th Street and West Street intersection with the corner of the Norman Petty Studios building shown on the left.

towards Norman Petty Studios. The site has ample area for parking and outdoor events. The redevelopment concept assumes the vacation of West Street between 7th Street and 6th Street, which would allow for an uninterrupted development area from Norman Petty Studios to this property.





## MRA DISTRICT 1: OPPORTUNITY SITE 2

### Neighborhood Park

One of the amenities frequently cited as missing within the MRA Districts is neighborhood parks. While the City of Clovis manages an impressive number of parks, the majority are intended for active recreation and there are no neighborhood parks that provide a green space that is easily accessed by residents in the MRA Districts, particularly MRA District 1.

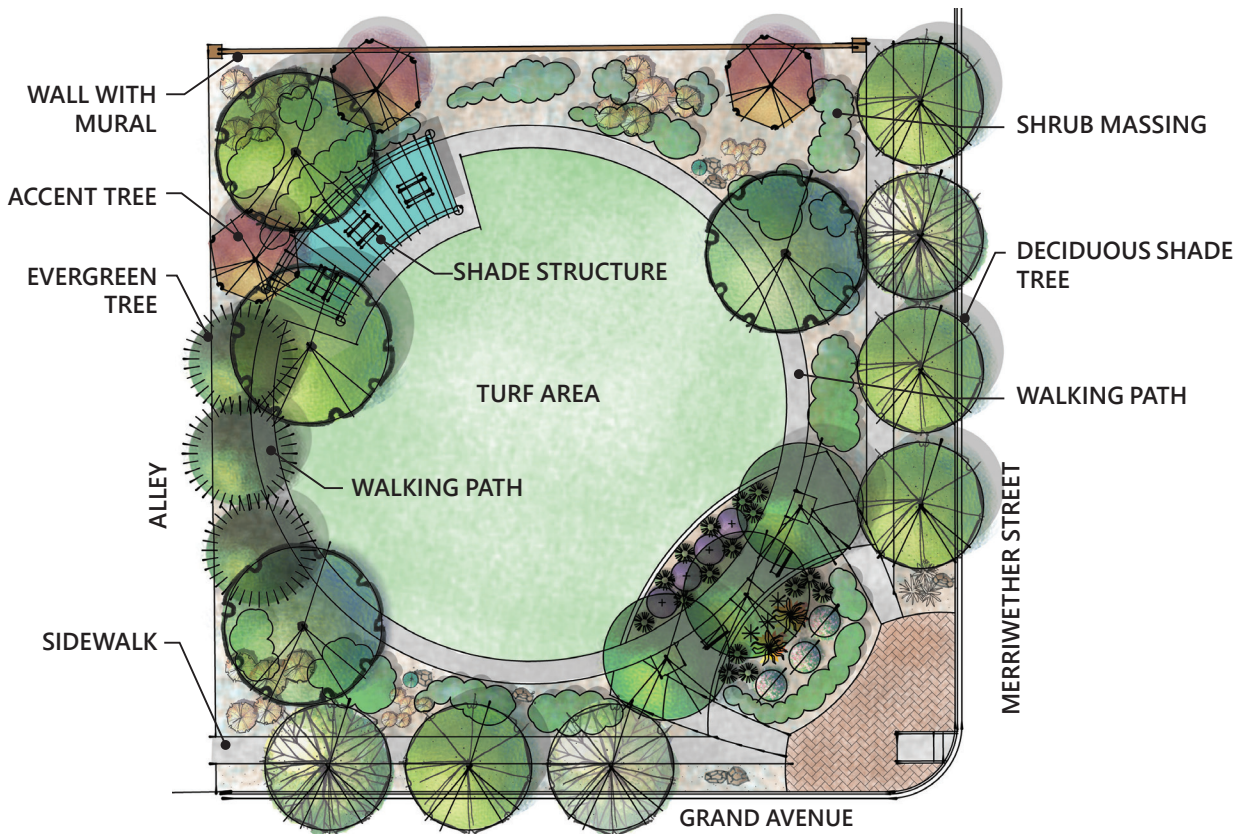
The vacant property at the northwest corner of Grand Avenue and Merriwether Street provides good visibility and access for the development of a new neighborhood park. The property is approximately .5-acre in size, privately-owned, and zoned General Commercial. Unlike the other Opportunity Sites that are intended for commercial, light industrial, or residential development, the underlying assumption for Opportunity Site 2 is that the City will develop this site as a neighborhood park.

The concept shown below includes a large turf area in the center, a shade structure with picnic tables, a perimeter walking path, and a combination of



View from Grand Avenue.

shade trees, evergreen trees, and shrub massing. The north property line includes a wall that would provide a nice backdrop for a community mural.



## MRA DISTRICT 1: OPPORTUNITY SITE 3

### Neighborhood Grocery Store

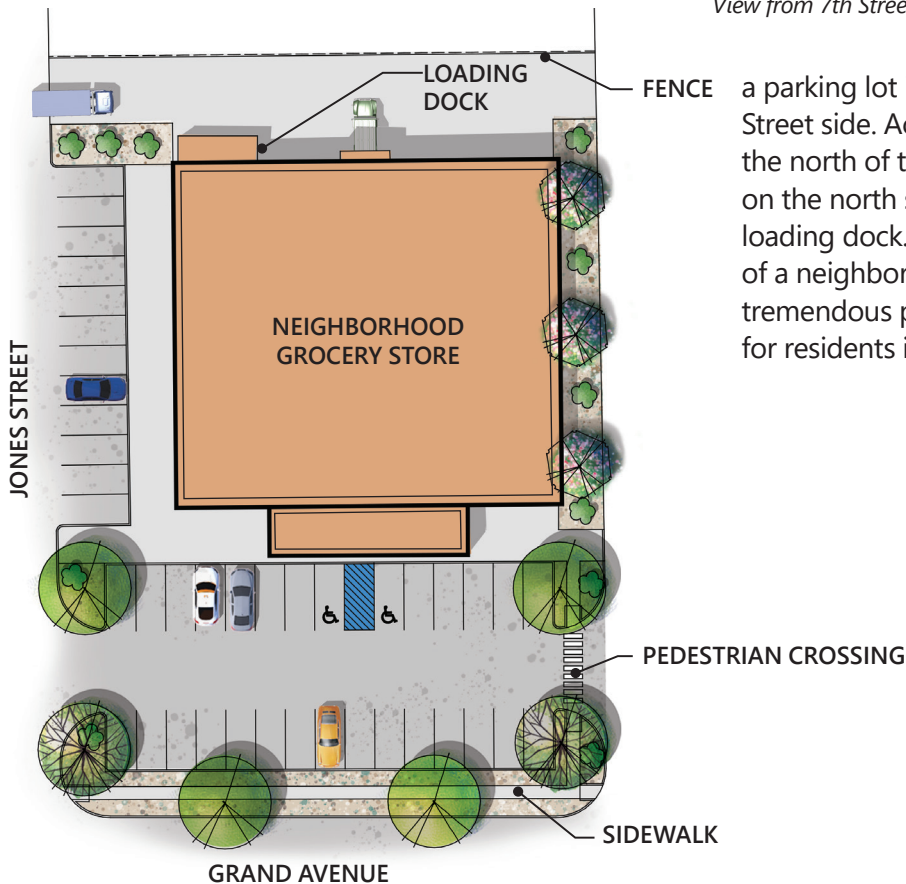
One of the most important commercial uses that is missing from the MRA Districts is grocery stores. This was confirmed by a majority of residents that participated in the Community Survey who identified grocery stores as one of their main priorities for new development in the MRA Districts.

The property located at the northeast corner of Grand Avenue and Jones Street has excellent visibility and full access from Grand Avenue that would support commercial development. It is comprised of four vacant lots that total .68 acres in size and are under separate ownership. The existing zoning is General Commercial. A metal building current sits on the site. Single family residential development is to the north and west. An alley runs along the east property line and commercial development is further east along Grand Avenue.

The concept below shows a neighborhood-scale grocery store that is approximately 12,000 square feet in size. The store faces Grand Avenue with



View from 7th Street to the northwest.



a parking lot in the front and along the Jones Street side. Access and loading are provided to the north of the building. A fence is provided on the north side of the property to screen the loading dock. Encouraging the development of a neighborhood grocery store would have a tremendous positive impact to the quality of life for residents in the MRA District.



## MRA DISTRICT 1: OPPORTUNITY SITE 4

### Townhouse Development

The MRA Districts are limited in the type, quantity, and quality of housing. Diversifying the housing stock and providing affordable housing options are important goals in the Comprehensive Plan.

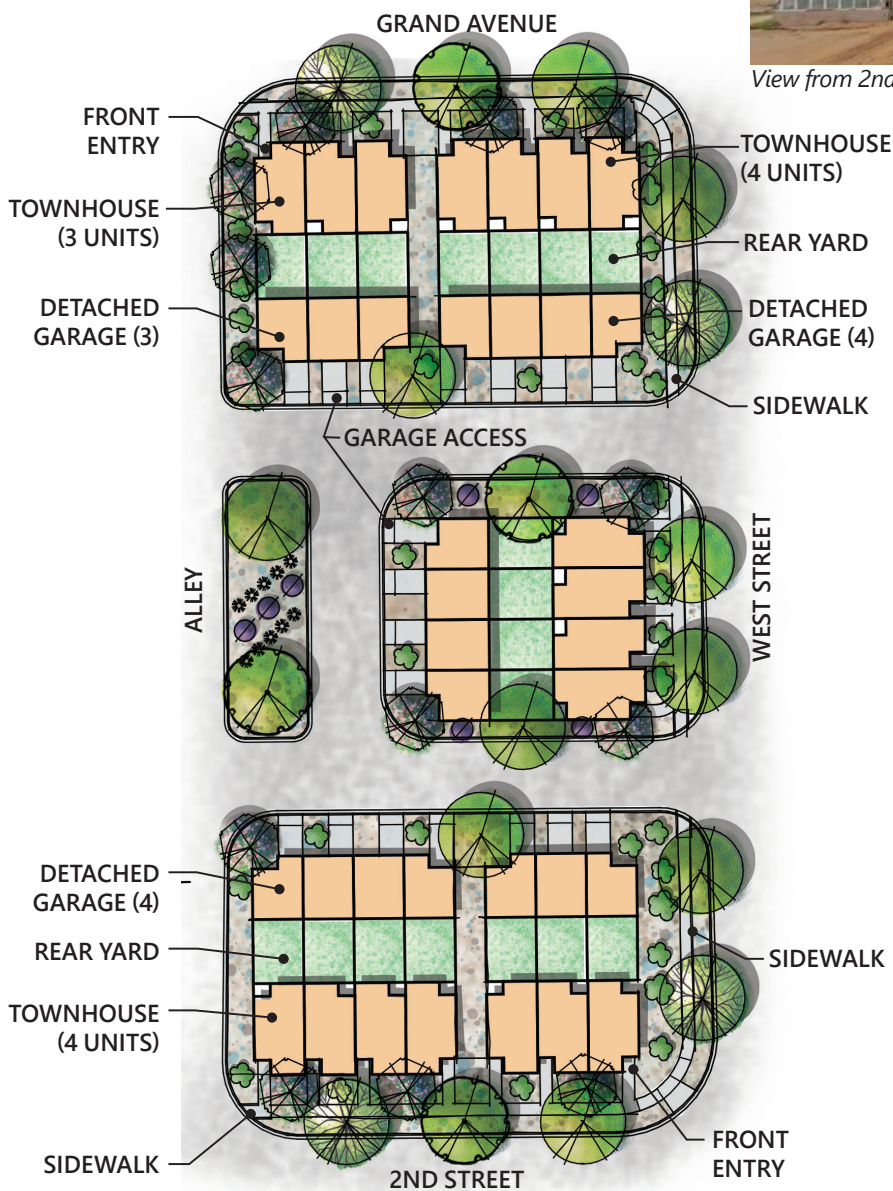
The 1-acre property at the northwest corner of 2nd Street and West Street is currently occupied by two quonset huts that store grain, which gives off an intensely noxious odor. The property is zoned General Commercial and its current use is a violation of the City's Unified Development Ordinance. Mitigating this nuisance property and repurposing it for the development of new housing would be a

significant improvement for MRA District 1. A zone change to RM should be considered.

The concept below shows 18 townhouse units in groups of three and four units that face the street. These could be built as one or two story units. The garages are detached from the units, and are accessed from the rear. An accessory dwelling unit or office could be provided as a second story above the garage. This configuration provides a private rear yard for each of the units. Access to the property is from West Street and the alley to the west.



View from 2nd Street.



## MRA DISTRICT 2: OPPORTUNITY SITE 1

### Multi-family Residential with Retail

As previously mentioned, there is a lack of housing diversity and affordable housing within the MRA Districts. However, there are not many properties that are suitably located and large enough to accommodate multi-family development.

MRA District 2 has one of the larger sites that could accommodate this type of development and would be an excellent location for a Low-Income Housing Tax Credit (LIHTC) project. The property along 7th Street between Hickory Street and Ash Street is a series of three lots under separate ownership. The largest lot is along 7th Street and zoned residential, vacant, and 3.43-acres. The two lots to the south



View from 7th Street and Hickory Street to the southeast.



are zoned commercial and contain vacant commercial buildings on .64 and .96 acres, for a total site area of 5.03 acres. The site is across the street to the west from Bell Park.

The concept shown to the left consolidates the three lots and assumes the vacation of 6th Street. It includes a series of apartment buildings with a combination of one and two stories, a community building, and a children's play area. The building closest to the 7th Street and Ash Street intersection includes a small retail space that capitalizes on its location and visibility from the street. Street trees and sidewalks are provided along each street edge. Vehicular access is provided from 7th Street, Ash Street, and 5th Street.





## MRA DISTRICT 2: OPPORTUNITY SITE 2

### Office/Warehouse Development

Targeting properties appropriate for new commercial development and employment opportunities within the MRA Districts is an important goal of the MRA Plan. Most of the vacant properties are limited in size and are in close proximity to single family development. The area between 1st Street and Mabry Drive and Tennessee and Heaslet Street has several vacant properties (Opportunity Sites 2-5) that would be appropriate for commercial redevelopment.

Opportunity Site 2 is located at the southeast corner of 2nd Street and Johnson Street. It is a long, narrow site comprised of five vacant lots, all approximately .92 acres each, and owned by three



View from 2nd Street and Johnson Street to the southeast.



separate entities. At a total 4.6 acres in size, Opportunity Site 2 is one of the larger available sites with industrial zoning within MRA District 2.

Business owners cited warehousing as one of their priorities in the Community Survey. The concept shown to the left shows two multi-tenant office/warehouse buildings that could be configured to accommodate 2 to 13 individual tenants. The intent would be to allow potential tenants to choose whether they want a smaller or larger space by combining or keeping the spaces separate. Each space has access from the front of the building for customers and rear access/roll up doors in the back for loading and unloading purposes. Parking is provided in front and behind the buildings. Some of the parking spaces in the back could be used for equipment storage, but should be screened from public view. Street trees are provided along each street frontage and access is from Johnson Street, close to the intersection with 2nd Street.

## MRA DISTRICT 2: OPPORTUNITY SITE 3

### Indoor Storage, RV Storage, & Rentals

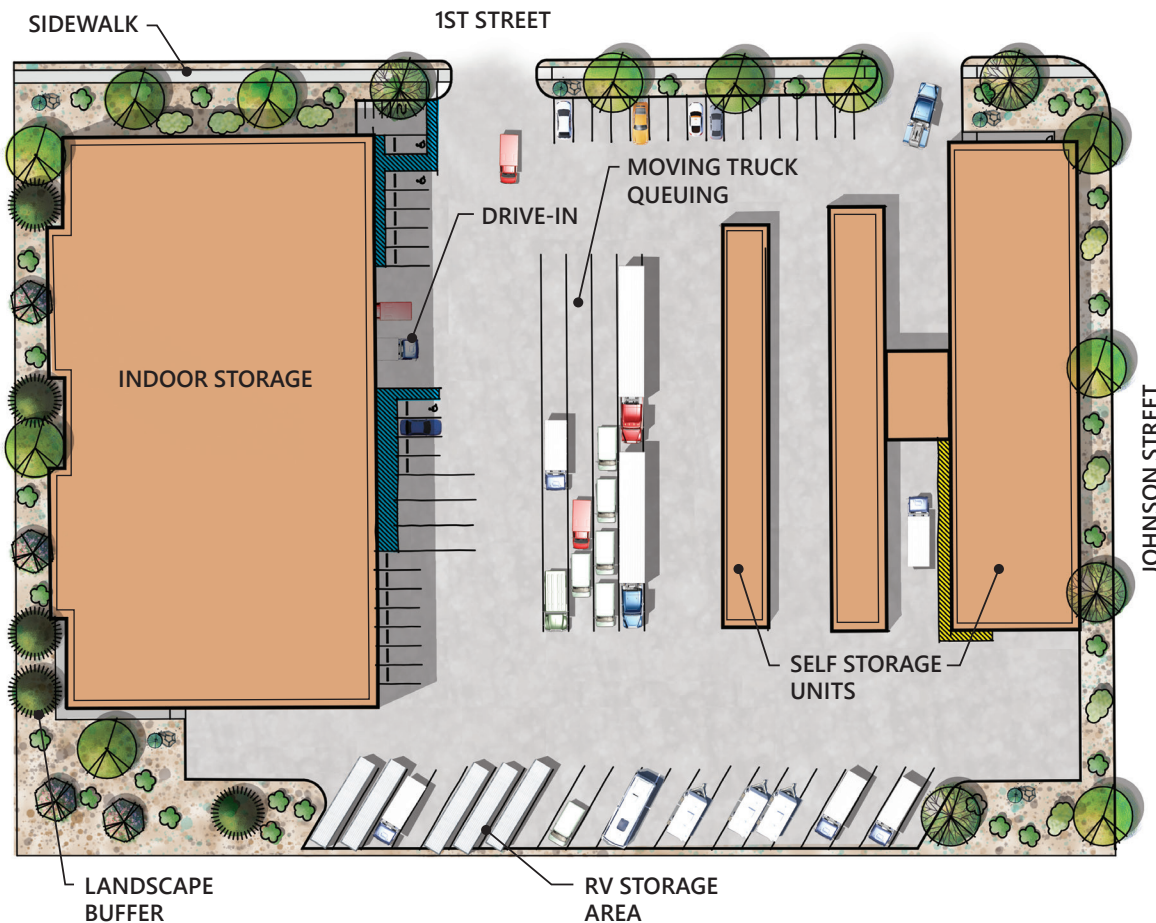
As previously mentioned, MRA District 2 has several larger sites that could accommodate more intense commercial development that is not within close proximity to single-family residential development.

Opportunity Site 3 is located at the southwest corner of 1st Street and Johnson Street, west of Opportunity Site 2, and north of Mabry Drive. It is comprised of two vacant lots owned separately under two trusts. The property is zoned General Commercial and approximately 3.46 acres in size.

The concept below shows a series of storage facilities, including one large storage building, and three other buildings that would accommodate customers with a variety of storage needs. The concept also includes an area for the storage of recreational vehicles along the south edge of the property. An area for moving trucks is provided in the center of the site.



View from 1st Street to the south across the site.





## MRA DISTRICT 2: OPPORTUNITY SITE 4

### Medical Office

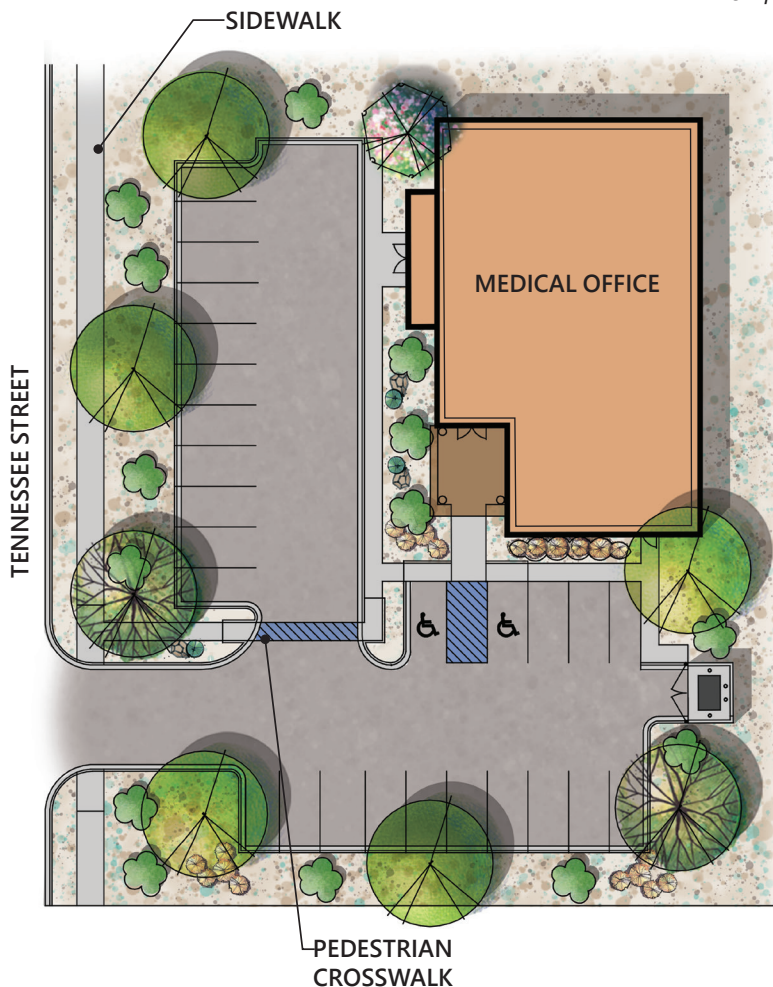
Opportunity Site 4 is located along Tennessee Street, north of Mabry Drive in an area characterized by commercial services and light industrial uses. K-Bobs Steakhouse is to the west across Tennessee Street. The site is situated to the west of Opportunity Site 2 and to the north of Opportunity Site 5.

This property contains a small house, but is mostly vacant and zoned General Commercial. It is approximately .57-acres in size and owned by a private entity from out of state. It appears that a small structure had once been on the property. There is a lot with a single-family home to the north.

The concept below shows the redevelopment of this property for a medium-sized medical office,



View from Tennessee Street to the northeast.



a land use that is not currently present in the District. This use would provide an important service to the residents, particularly those who may have mobility issues. It could also be redeveloped for a veterinarian clinic. Redevelopment for medical office use would provide a good transition in land use between the single family development adjacent on the north and the more intense commercial development along Mabry Drive. Activity at this site would occur during normal working hours and would not be disruptive to the adjacent residential neighbors. Vehicular access to this property is provided from Tennessee Street.

## MRA DISTRICT 2: OPPORTUNITY SITE 5

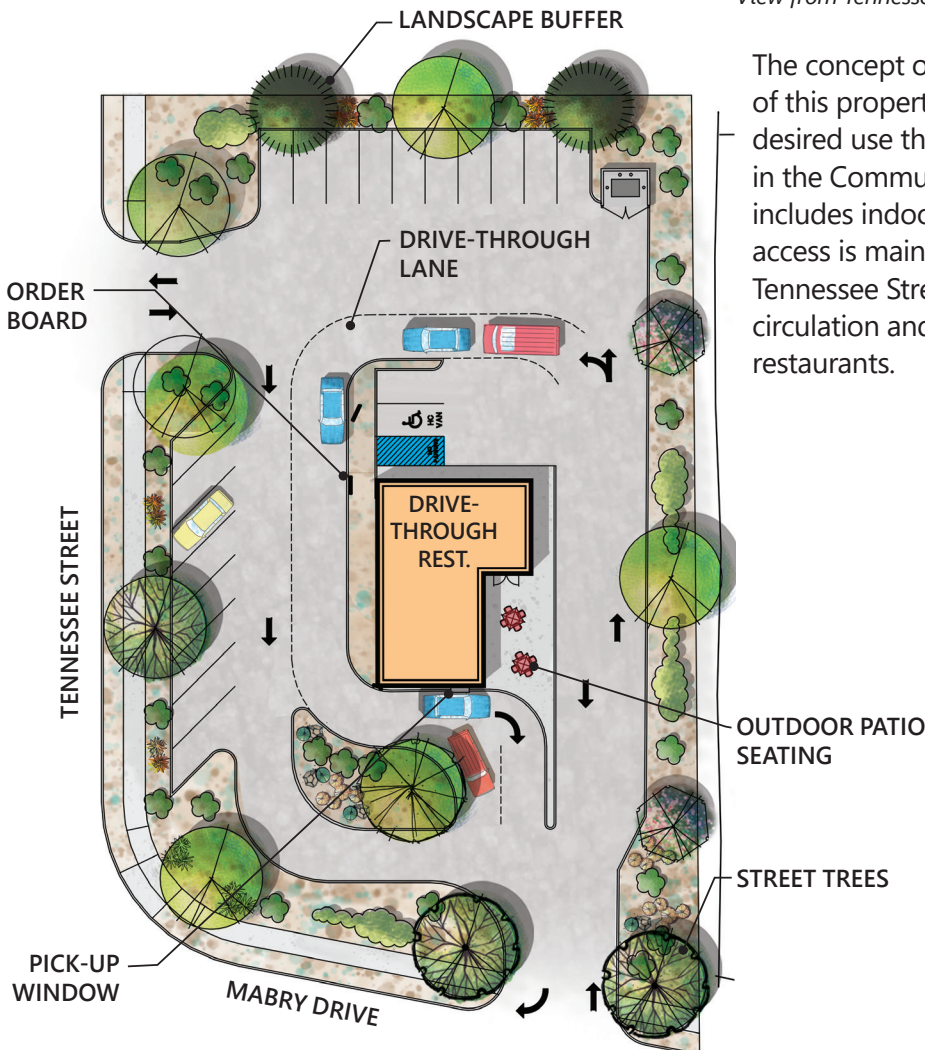
### Drive-Through Restaurant

Opportunity Site 5 is located on the northeast corner of Mabry Drive Street and Tennessee Street, south of Opportunity Site 4. It is in an existing commercial area containing other restaurants, such as K-Bobs Steakhouse (to the west) and Juanito's (to the east). The property is zoned General Commercial and is .62-acres in size. It is owned by an out of state trust and has been vacant for years.

The property previously was developed as a motel and had fallen into deep disrepair. The motel structure was recently demolished in April 2021. Given its strong visibility along Mabry Drive, it is assumed that redevelopment of this site into a productive commercial use with new construction will have a catalytic impact and provide a more attractive entry to MRA District 2.



View from Tennessee Street of the motel after demolition.



The concept on the left shows the redevelopment of this property as a drive-through restaurant, a desired use that was identified by the participants in the Community Surveys. The concept also includes indoor and outdoor seating options. Full access is maintained on both Mabry Drive and Tennessee Street, which facilitates the site circulation and stacking needed for drive-through restaurants.

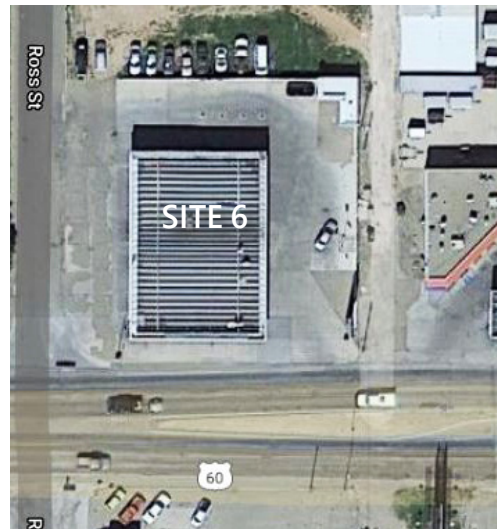


## MRA DISTRICT 2: OPPORTUNITY SITE 6

### Multi-Tenant Retail

Across the alley to the west of the existing vacant Allsup's (recently acquired for redevelopment) is a vacant gas station building and property. This property provides an excellent location for commercial redevelopment along 1st Street.

The property is zoned General Commercial and is .48-acres in size. The concept to the left shows the redevelopment of property into a multi-tenant retail building. General retail, office, sandwich shop, or a combination of uses would be appropriate in this location. The concept shows the side of the building situated close to the 1st Street frontage. Vehicular access is from Ross Street north of an existing driveway and from 1st Street at an existing driveway.



View from 1st Street to the northwest.



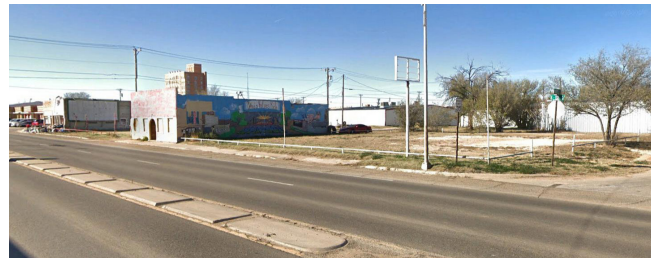
## MRA DISTRICT 2: OPPORTUNITY SITE 7

### Multi-Tenant Commercial Retail and Sit-Down Restaurant

Opportunity Site 7 is a commercial property located on the north side of 1st Street, between Gidding Street and Axtell Street. This site is an excellent candidate for commercial redevelopment due to its visibility and access, with potential to catalyze other development in the area. It is comprised of three lots zoned General Commercial and a total of 1.03 acres, including the alley.

The larger of the two vacant buildings is located at the corner of Gidding Street and 1st Street. The smaller building is located on the small center lot at east edge of the alley that runs north-south in the center of the site. Consolidating these three lots for redevelopment purposes would allow greater flexibility for what could be developed on the property.

The concept below shows a consolidation of the three lots. The alley is vacated for vehicular access only; a utility corridor is maintained through the site between the buildings. The existing building at the corner of Gidding and 1st Street is redeveloped into a multi-tenant retail building. A fenced, outdoor patio seating area is provided at the northeast corner of the building. The existing building in the center is demolished to allow better utilization



View from 1st Street to the northwest.

of the site for parking and another multi-tenant commercial building that could accommodate retail, office, and/or a sit-down restaurant. An outdoor patio seating area is located on the east side of the building. Access is provided from Gidding Street and Axtell Street. No direct access is shown from 1st Street, a controlled access, NMDOT facility.

See the next page for photo-simulations of Opportunity Site 7.





VIEW FROM DRIVEWAY AT AXTELL STREET



VIEW FROM NORTH TO OUTDOOR PATIO SEATING AREA AT THE REDEVELOPED BUILDING



## 4.4 PRIORITY INFRASTRUCTURE IMPROVEMENTS

The primary responsibility of local government is to ensure the public's health, safety, and welfare is protected and maintained. The MRA Districts contain some of the most dire physical conditions found in a New Mexico community. Each component of the MRA Districts' infrastructure and transportation systems is severely deficient. There is no greater need than for the City of Clovis to work with its community partners at the local, state, and federal level to address these conditions. Making investments in the MRA Districts will send a strong message to the residents that they have not been forgotten and their needs are important. As such, the MRA Plan recommends the following priorities for improving the physical conditions in the Districts:

### IMPROVE FIRE FLOW & INSTALL FIRE HYDRANTS

The fire flow deficiencies in the MRA Districts, as well as Downtown Clovis, are documented in Chapter 3 (see page 38). Fire hydrants cannot be connected to water lines that are less than 6-inches in diameter, which are the vast majority of the water lines. The challenge is the water system is owned and managed by EPCOR; however, the City of Clovis should work with EPCOR on this critically important public health, safety, and welfare issue. The first step has been taken by EPCOR by completing a conditions analysis. EPCOR and the City of Clovis should work cooperatively on a systematic approach to apply and secure funding for the design and construction of new replacement water lines and installation of new fire hydrants in the MRA Districts to ensure there is adequate fire flow to protect this area from the devastating effects of fire.

### IMPROVE STREETS & REPLACE/INSTALL SIDEWALKS & ADA RAMPS

As documented in Chapter 3: Existing Conditions and Asset Inventory, and confirmed by the results of the Community Survey, there is an overwhelming need to improve streets and install sidewalks and ADA ramps in the MRA Districts (see *Existing Street Conditions, Existing Sidewalk Conditions, and ADA*

*Priority Intersections, pages 32-37*). With the exception of US 60 (Grand Avenue/1st Street), which is slated for improvement by the NMDOT, addressing this public safety issue is the responsibility of the City of Clovis. This is a priority for the MRA Districts and an effort should be made to systematically plan for, fund, and construct the improvements.

### IMPROVE WASTEWATER COLLECTION SYSTEM

The wastewater collection system within the MRA Districts, as well as Downtown Clovis, have been found to be deficient, as determined by the update to the wastewater collection hydraulic model and the Asset Management Plan survey (see Chapter 3, see pages 38-41). The City should prioritize replacement of interceptors at Cameo Street, Brady Avenue, and the convergence of the MLK Boulevard and Cameo lines that connect to the Brady Avenue line. As previously noted, all the sewer lines within MRA District 1 are clay and 60% are clay within MRA District 2. The City of Clovis should develop a systematic approach for replacement of these lines over time to avoid system failure. A greater priority should be given to areas with higher density and around La Casita Elementary School. Not only is this a public health, safety, and welfare issue, left undone, these deficiencies discourage new businesses and industries to locate within the MRA Districts.

### PROVIDE BIKE LANES

As part of the effort to improve streets and install sidewalks, the City should also designate bike lanes where the right-of-way is sufficiently large enough. Bike facilities and access is one of the transportation related improvement that was prioritized by the participants in the Community Surveys. Although the NMDOT determined Grand Avenue/1st Street did not have adequate right-of-way to include bike lanes for the project, the City should designate an east-west corridor, such as 7th Street, and north-south corridors, such as Sycamore Street and Thornton Street, for bike lanes.



## 4.5 SUPPORT ACTIONS

Support actions are the steps the City of Clovis should take to ensure the successful implementation of the MRA Plan. Redevelopment of the MRA Districts will not occur without the City creating the right climate and incentives for private investment and the needed structure to oversee and manage the process. As such, the MRA Plan recommends the following support actions:

### ESTABLISH A METROPOLITAN REDEVELOPMENT COMMISSION

The Clovis City Commission should establish a Metropolitan Redevelopment Commission in accordance with the New Mexico Metropolitan Redevelopment Code (3-60A-16 to 3-60A-48 NMSA 1978). The MR Commission would provide the necessary structure needed to adequately oversee the revitalization of the two new MRA Districts and the existing Downtown MRA District. The MR Commission would be an advisory board to the City Commission. Members should include a real estate professional, a developer, a banker, a member of the Planning and Zoning Commission, and business owners and residents from the MRA Districts. Responsibilities should include the following:

- ◀ Reviewing responses from developers to Requests for Proposals for projects that involve partnering with the City of Clovis;
- ◀ Identifying priorities for expenditures of available public funds for redevelopment purposes;
- ◀ Providing recommendations on the sale of City property for redevelopment purposes; and
- ◀ Reviewing applications for Metropolitan Redevelopment Bonds and LEDA grants for projects that create new jobs in the MRA Districts.

### ACQUIRE PROPERTIES FOR REDEVELOPMENT

With the exception of park and recreation facilities, the City of Clovis does not own properties within the MRA Districts. One of the key incentives for encouraging private investment and development

is for the City to contribute land and/or buildings as part of a public/private partnership. As identified in the discussion on Opportunity Sites, there are many properties owned by out of state entities that are not invested in the community. These properties are contributing to the blighted conditions in the MRA Districts and should be targeted for condemnation and acquisition by the City to make them available for commercial and housing redevelopment purposes. The City is well-positioned to move forward on this in conjunction with the adoption of the ordinance establishing Section 15.14.030 of the City Code by the Clovis City Commission.

### ZONING & UDO TEXT AMENDMENTS

The City of Clovis went through an extensive process to update its Unified Development Ordinance (UDO) in 2018-2019; however, there are a number of land use conflicts within the MRA Districts that may be functioning to destabilize the neighborhoods. As previously noted, while the majority of the land use in MRA District 1 is residential, much of the properties are designated with General Commercial zoning, which allows some relatively intense land uses. There may be an opportunity to work with the property owners to rezone their properties to better match the existing residential land use. The City should also examine the permissive uses within the residential and commercial zoning districts to ensure that where commercial uses are allowed, they are not too intense to be in close proximity to single-family residential development. An alternative would be to create a less intense neighborhood commercial zone that allows commercial uses that serve residential development, but does not permit distribution, light manufacturing, and industrial uses.

### PURSUE HOUSING DEVELOPERS

Both MRA Districts include a large amount of single-family development, particularly MRA District 1. While allocating or securing funding for rehabilitation projects will provide the greatest positive impact to the residents, there is also a demonstrated need for new housing development (i.e. single-family, townhouse, and multi-family residential). The MRA Plan identifies suitable sites for higher density residential development (see

*Opportunity Sites, pages 67-68*). There are also numerous other sites within both MRA Districts that could be utilized for new single-family housing development, either using a scattered housing approach or a project that would encompass several adjacent lots.

The City of Clovis should be proactive in identifying suitable and willing partners, either a non-profit housing provider or a private developer, to construct new housing in the Districts. The City's contribution could include the donation of City-owned properties and/or extension of utilities to serve the new development. Partnering with a housing developer to apply for Low Income Housing Tax Credit (LIHTC), Housing Trust Fund, or Ventana Fund project would increase the likelihood for the project being awarded (*see 93-95 for more information on Housing Assistance resources*).

### **ALLOCATE/SECURE HOUSING REHABILITATION FUNDS**

As mentioned above, the rehabilitation of existing housing units would have the greatest positive impact on the residents of the MRA Districts. Securing funding for rehabilitation is not an easy task, but there are avenues available for the City to assist in this effort. The Clovis City Commission should consider setting aside a modest amount of funding each year and establishing an application process for income-qualified households (i.e. 50% or below of the Area Median Income) and seniors households with roofing, plumbing, and structural rehabilitation needs. The City should also provide education to residents on available single-family housing rehabilitation loan and grant programs offered by USDA Rural Development, HOME Investment Partnerships Program, Ventana Fund, and Habitat for Humanity-Roosevelt and Curry Counties (*see pages 95-97 for more information on Housing Assistance resources*).

### **RIGHT-OF-WAY VACATIONS**

There are two right-of-way vacations that will help facilitate redevelopment of opportunity sites in the MRA Districts. This includes the vacation of West Street between 7th Street and 6th Street in MRA District 1 (Opportunity Site 1) and the vacation of

6th Street between Ash Street and Hickory Street in MRA District 2 (Opportunity Site 1).

The vacation of West Street would allow for a new sit down restaurant, parking for visitors, and an expanded event area adjacent to the Norman Petty Studios (*see MRA District 1, Opportunity Site 1, page 66*). The vacation of 6th Street would allow the properties to the north and south to be combined into a large enough site to support an affordable multi-family housing project (*see MRA District 2, Opportunity Site 1, page 70*). The vacations would be administrative actions by the City of Clovis.

### **PARTNER WITH CLOVIS COMMUNITY COLLEGE ON HOUSING CONSTRUCTION TRAINING PROGRAM**

The City of Clovis should initiate and partner with the Clovis Community College on developing a housing construction training program. This program would provide the benefits of developing marketable skills for Clovis residents to enter the labor force, address the need in the MRA Districts for housing rehabilitation and new housing, and address the labor needs for the planned new housing within two large subdivisions within Clovis. Courses could include electrical, plumbing, HVAC mechanical, carpentry, OSHA certification, etc.

CHAPTER 5

# IMPLEMENTATION & FUNDING SOURCES

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## 5.1 IMPLEMENTATION

Implementation of the MRA Plan will primarily be the responsibility of the City of Clovis. However, one of the overarching principles of the MRA Plan is to encourage public/private partnerships, particularly for the catalytic redevelopment projects identified in this document. The public sector investment priorities are those projects that fall to the City of Clovis. The support actions are not capital intensive and are mostly administrative.

Tables 5.1 through 5.4 list each of the projects and actions, and are supplemented by responsible agencies and potential partnerships, potential

funding sources, priority, and general time frame. The time frames are dependent on available resources and funding, and are not considered mandatory. The funding sources listed for each of the projects are unlikely to cover all of the potential methods of funding these projects.

Section 5.2 includes an overview of project financing mechanisms and Section 5.3 provides a comprehensive list of funding sources organized by type. It is acknowledged that some of the larger projects, particularly those involving major infrastructure improvements, may require more than one funding source and may require phasing.

**TABLE 5.1: CLOVIS MRA DISTRICT 1 - OPPORTUNITY SITES/REDEVELOPMENT PROJECTS**

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
✓	✓		Opportunity Site 1 - Sit Down Restaurant and Cultural Development @ 7th Street between West Street and Cameo Street	Private Developer; Manager's Office; MR Commission; Retail Strategies	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2026
✓	✓		Opportunity Site 2 - Neighborhood Park @ NW Corner of Grand Avenue & Merriwether Street	Parks & Recreation Dept.	General Fund	High	2021-2023
✓	✓		Opportunity Site 3 - Neighborhood Grocery Store @ NE Corner of Grand Avenue & Jones Street	Private Developer; Manager's Office; MR Commission; Retail Strategies	LEDA Funds; Legislative Appropriations; Private Investment	High	2021-2024
✓	✓		Opportunity Site 4 - Townhouse Development @ SW Corner of Grand Avenue & Jones Street	Private Developer; Manager's Office; MR Commission	LEDA Funds; Legislative Appropriations; MFA Ventana Fund; NM Housing Trust Fund; USDA Rural Development; Private Investment	Medium	2023-2026

**TABLE 5.2: CLOVIS MRA DISTRICT 2 - OPPORTUNITY SITES/REDEVELOPMENT PROJECTS**

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
✓	✓		Opportunity Site 1 - Multi-Family Residential / Mixed Use @ 7th Street Between Hickory Street & Ash Street	Private Developer; Manager's Office; MR Commission; MFA	LEDA Funds; Legislative Appropriations; MFA Ventana Fund; NM Housing Trust Fund; LIHTC; Private Investment	High	2022-2026
✓	✓		Opportunity Site 2 - Office/Warehouse Development @ 2nd Street, Between Johnson Street & Heaslet Street	Private Developer; Manager's Office; MR Commission; Clovis Industrial Development Corporation	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2025
✓	✓		Opportunity Site 3 - Indoor Storage, RV Storage, & Rentals @ SW Corner of 1st Street & Johnson Street	Private Developer; Manager's Office; MR Commission; Clovis Industrial Development Corporation	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2025
✓	✓		Opportunity Site 4 - Medical Office @ Tennessee Street, Between 1st Street & Mabry Drive	Private Developer; Manager's Office; MR Commission	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2025
✓	✓		Opportunity Site 5 - Drive-Through Restaurant @ NE Corner of Mabry Drive and Tennessee Street	Private Developer; Manager's Office; MR Commission; Retail Strategies	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2025
✓	✓		Opportunity Site 6 - Multi-Tenant Retail @ NW Corner of 1st Street & Ross Street	Private Developer; Manager's Office; MR Commission; Retail Strategies	LEDA Funds; Legislative Appropriations; Private Investment	High	2021-2023
✓	✓		Opportunity Site 7 - Multi-Tenant Retail & Sit-Down Restaurant @ 1st Street, Between Giddings Street & Axtell Street	Private Developer; Manager's Office; MR Commission; Retail Strategies	LEDA Funds; Legislative Appropriations; Private Investment	Medium	2022-2025



**TABLE 5.3: CLOVIS MRA DISTRICTS - INFRASTRUCTURE PRIORITY IMPROVEMENTS**

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
✓	✓		Improve Fire Flow & Install Fire Hydrants	EPCOR; Clovis City Commission	Legislative Appropriations; USDA Rural Development; NMFA - PPRF	High	2021-2035
✓	✓		Improve Streets & Replace/Install Sidewalks & ADA Ramps	Public Works Dept.	General Fund; Legislative Appropriations; NMDOT TAP, MAP, COOP	High	2021-2035
✓	✓		Improve Wastewater Collection System	Public Works Dept.	General Fund; Legislative Appropriations; USDA Rural Development; NMFA	High	2021-2035
✓	✓		Provide Bike Lanes	Public Works Dept.	General Fund	Medium	2022-2023

**TABLE 5.4: CLOVIS MRA DISTRICTS - SUPPORT ACTIONS**

Physical	Administrative/ Design	Regulatory	Project	Responsible Agencies and Potential Partnerships	Potential Funding Sources	Priority	Time Frame
	✓		Establish a Metropolitan Redevelopment Commission	Clovis City Commission; Manager's Office	N/A	High	2021-2022
	✓		Condemnation/ Acquisition of Properties for Redevelopment	Clovis City Commission; Manager's Office; MR Commission	General Fund	High	Ongoing
	✓	✓	Zoning Map and UDO Text Amendments	Clovis City Commission; Planning & Zoning Commission; City Zoning Staff	General Fund (if done in-house or by Private Consultant)	Medium	2023-2025
	✓		Pursue Housing Developers	Manager's Office	N/A	Medium	Ongoing
	✓		Allocate/Secure Housing Rehabilitation Funds	Clovis City Commission	General Fund; USDA Rural Development; HOME Investment Partnerships; Ventana Fund; Habitat for Humanity	High	Ongoing
	✓		Vacate West Street and 6th Street	Clovis City Commission; Planning & Zoning Commission	N/A	High	2021-2022
	✓		Partner with Clovis Community College on Housing Construction Training Program	Manager's Office; Clovis Community College	N/A	High	2022-2024

## 5.2 PROJECT FINANCING

Several of the projects identified in the Clovis MRA Plan will rely on municipal financing tools available for redevelopment. These include revenue enhancements, planning overlays and tax incentives, self-assessment tax strategies, municipal bonds and capital outlays, and public/ private partnerships. This section provides an overview of these financing tools.

### PUBLIC/PRIVATE PARTNERSHIPS

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

A private sector investor group or individuals can play a significant role in strategically targeting building and property acquisitions, building rehabilitation and redevelopment, and new business start-ups. The City of Clovis should make an effort to advertise redevelopment opportunities, to pursue public/private partnerships, and to support business retention efforts.

### Local Economic Development Act

Since 2002, there have been 83 communities that have passed a Local Economic Development Act (LEDA). This involves creating an economic development organization and a strategic plan, which allowed public support of economic development tailored to local needs. The City of Clovis has a LEDA ordinance in place, which identifies goals for creating jobs; improving and diversifying the local economy; key target industries; and the City's role in job creation. The LEDA ordinance allows the City to provide resources

to support those qualifying businesses including land, buildings, infrastructure, money, and/or industrial revenue bonds.

### REVENUE ENHANCEMENTS

#### Municipal Gross Receipts Tax Revenues

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

#### Quality of Life Gross Receipts Tax

The legislation requires that the revenue must be dedicated to cultural programs and activities provided by the municipality and to cultural programs, events, and activities provided by contract or operating agreement with a non-profit or publicly-owned cultural organization.

#### Ad Valorem Taxes

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

### PLANNING TOOLS and TAX INCENTIVES

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

#### Metropolitan Redevelopment Bonds

The designation of MRAs and the use of incentives are designed to encourage growth and investment where existing market forces inhibit revitalization efforts. The intent is to provide a benefit to the area and the larger community from the increased activity and catalytic potential of those initiatives. Metropolitan Redevelopment Bonds allow maximum property tax abatement of seven years,

and only on the net improvements to the property. The existing valuation of the property remains taxable during and after the seven-year period. There is no financial obligation on the part of the City resulting from the issuance of the bonds. The MRB applicant is responsible for all payments and liabilities associated with the bond debt. There is no indebtedness on the part of the City. The overriding criterion for all MRB projects is the benefit to the MRA where the project is located. The benefits should help to further the goals identified in the MRA Plan.

**Bank of the West Center:** An example of where a MRB has been used is the Bank of the West Center located in the Downtown Albuquerque MRA. This was the first MRB request in Albuquerque in 14 years. The Bank of the West Center is currently comprised of a surface level parking lot, two office buildings containing approximately 230,000 square feet, a restaurant, and a parking structure. In September 2018, a MRB was approved by the Albuquerque City Council to facilitate façade, landscape, and streetscape improvements and will also help finance the development of a new mixed-use project called Elevate @ Lomas + Third on the surface level parking lot. This project will include over 12,000 square feet of ground floor retail, 198 residential units, and amenities for the existing office tenants and new residents.

The Bank of the West Center MRB application was submitted in late 2017. Since then, the City of Albuquerque has seen four other applications representing over \$112 million in new development projects.

### **Tax Increment Finance District**

A Tax Increment Finance District (TIF) can be used as a redevelopment tool of blighted “brownfield” (previously developed and potentially contaminated) sites. The municipality can target a blighted area for redevelopment projects that will raise the assessed property values within the TIF district. The new “increment” rise in property taxes is then captured by the municipality and designated for reinvestment in public projects and infrastructure within the district. The traditional TIF district has been used to create numerous TIF

districts in New Mexico, such as the cities of Las Vegas, Lovington, Silver City, Las Cruces, and Albuquerque.

### **Tax Increment Development Districts**

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

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

**City of Las Cruces:** In 2007, voters in the City of Las Cruces approved a TIDD to help fund revitalization efforts in the Downtown MRA. The first use of TIDD funds was to close a \$1 million gap between the amount needed to fund the opening of the northernmost blocks of Main Street and the amount of funding the City allocated for the project. The loan was amortized for more than 15 years, but was repaid one year from the date the funds were borrowed due to the income generated by the TIDD.

## New Markets Tax Credits (NMTC)

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

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

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

## SELF-ASSESSMENT TAX STRATEGIES

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

### Public Improvement District

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

### Business Improvement District

The Business Improvement District (BID) tool was created by the State of New Mexico in 1978 in Section 3 Article 63. A BID is similar to a PID in that it is established by the governing body, funded by a new increment of property tax assessment, and created through a petition of the majority of property owners in the district. A BID is established to provide additional funding for improvements in a business district. Revenues are collected annually through a special assessment by the City and returned to an approved BID management agency to support business recruitment, retention, and support. Typical BID services include enhanced safety and clean-up programs, cooperative marketing and signage, hospitality services, transportation services (trolleys, bike racks, safe rides home, etc.), improved lighting or landscaping, and other important district improvements and services.



**City of Gallup:** The Gallup City Council approved a local ordinance enacting a BID in 2009 after a majority of property owners within the boundaries of the District voted in favor. This involved a property assessment of 1% of the assessed value of each property within the District boundaries under then 2006 real property tax assessment. The Gallup BID was renewed by the City Council in 2014 and 2019. The average assessment bill is \$180.29, and there are 174 assessed properties in the District.

The Gallup BID is a 501(c)3 non-profit organization that partners with Downtown property owners, merchants, City of Gallup, and the broader community to enhance business development, energize the Downtown District, and improve the overall quality of life in Gallup. The BID manages a facade improvement program designed to provide reimbursement for improvements made in the past 12 months to properties within the designated district, up to the assessed and paid amount. These improvements must benefit the appearance and/or safety of the BID area. Such improvements include, but are not limited to: facades, stucco, paint, signage, landscaping, alley improvements, security systems for outdoor areas, historic preservation, street furnishing, and demolition of offensive structures.

## **MUNICIPAL and CAPITAL OUTLAY FUNDS**

Municipal bonds will be critical to support future redevelopment projects in the Clovis MRA Districts. Requests for capital outlay appropriations may also help to fill the gap for a major redevelopment project. Once the Clovis MRA Plan is adopted, the City should be in a good position to request capital outlay funds.

## **PRIVATE FOUNDATIONS**

Private foundations can play a vital role in providing funding. There are many organizations and foundations that provide grants to municipalities and tax-exempt non-profit groups for redevelopment projects and improvements. The

The City of Clovis should research the criteria and apply for grants that will help achieve the goals of the MRA Plan. Some examples include the McCune

Charitable Foundation, Lannan Foundation, New Mexico Community Foundation, etc.

## **5.3 FUNDING SOURCES**

The funding sources section provides a list of local, state, and federal sources available to both local governments and individuals interested in starting a new business, in need of a small business loan, or engaging new affordable housing development within the Clovis MRA Districts. Each program has eligibility criteria and contact information.

### **CITY BUDGET & TAXATION AUTHORITY**

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

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

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

**4. Local Options Gross Receipts Tax (LOGRT):** The City of Clovis may opt for a vote by residents to raise the local gross receipts rate to help fund and provide additional revenue for economic development projects within the MRAs.

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

**6. Tax Increment Financing (TIF) District:** The City of Clovis has the option of establishing a TIF for the MRAs. This would allow future gains

in gross receipts taxes or property taxes to help pay for streetscape, infrastructure, or building improvements or rehabilitation.

## CAPITAL OUTLAY

### 7. Cooperative Agreements Program (COOP) Local Government Road Fund:

The COOP assists local governments and other public entities to improve, construct, maintain, repair, and pave highways, streets, and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section  
1120 Cerrillos Road  
P.O. Box 1149  
Santa Fe, NM 87504-1149  
Phone: (505) 827-5498  
Website: dot.state.nm.us

### 8. Local Economic Development Act (LEDA) Capital Outlay Funds:

The City of Clovis adopted a LEDA ordinance that should be used to help fund economic development projects. Grant funding is based on the receipt of capital outlay funds appropriated by the New Mexico Legislature and are provided on a reimbursable basis only. Guidelines for eligible projects generally include requirements such as the need to create permanent, full-time, private-sector jobs. The project must also be fully-funded and shovel ready, and must target specific industry clusters.

Contact: NM Economic Development Dept.  
Joseph M. Montoya Building  
1100 St. Francis Drive  
Santa Fe, NM 87505  
Phone: (505) 827-0264  
Website: gonm.biz

### 9. Municipal Arterial Program (MAP) Local Government Road Fund:

The MAP program assists municipalities in construction of streets that are principal extensions of the rural highway system and other streets which qualify under NMDOT

criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the state's share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March for funding to be considered by the fiscal year beginning July 1.

Contact: NMDOT Engineer Maintenance Section  
1120 Cerrillos Road  
PO Box 1149  
Santa Fe, NM 87504-1149  
Phone: (505) 827-5498  
Website: nmshtd.state.nm.us

### 10. New Mexico Resiliency Alliance Resilient Communities Fund:

The Fund supports community development projects in two categories: 1) Healthy Community Design and Public Infrastructure, which supports projects that enhance physical infrastructure with elements that improve health outcomes of residents; and 2) Resilient Community Initiatives which enhance resilience and economic prosperity for residents in under-served communities by supporting the development of entrepreneurship, placemaking activities, and cultural preservation activities.

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

**11. Transportation Project Fund (TPF):** The NMDOT Project Oversight Division is soliciting applications for the Department's Transportation Project Fund (TPF), formally known as Local Government Transportation Project Fund (LGTPF), for fiscal year 2022. Local and tribal governments in New Mexico are eligible to apply for state funded grants. Eligible projects are in the following categories:

- ◀ Environmental and other studies;
- ◀ Planning;
- ◀ Design;
- ◀ Construction; and
- ◀ Acquisition of rights of way necessary for the development of transportation infrastructure, which includes highways, streets, roadways, bridges, crossing structures and parking facilities, including all areas for vehicular,

transit, bicycle or pedestrian use for travel, ingress, egress and parking.

Contact: NMDOT  
1120 Cerrillos Road  
Santa Fe, NM 87504  
Phone: (505) 699-9946  
Website: dot.state.nm.us

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

Contact: NMDOT  
1120 Cerrillos Road  
Santa Fe, NM 87504  
Phone: (505) 827-5100  
Website: dot.state.nm.us

**13. U.S. Department of Transportation (DOT):** The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT's Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified as Interstate, Principal Arterial, Minor Arterial, or Major Collector.

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

## COMMUNITY GRANTS

**14. Land and Water Conservation Fund (LWCF):** This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals,

and Natural Resources Department administers the state program. New Mexico has received millions in funding dollars from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas.

Contact: National Park Service  
1849 C Street, NW, Org-2225  
Washington, D.C. 20240  
Website: nps.gov

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

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

**16. National Endowment for the Arts (NEA):** The NEA provides funding for feasibility studies related to the renovation, restoration, or adaptive reuse of facilities or spaces for cultural activities, architectural studies, projects that address cultural tourism, or the revitalization or improvement of cultural districts. Funding is not available for actual renovation or construction costs. The NEA also administers Our Town Grants, which support creative placemaking projects that help transform communities into lively, beautiful, and resilient places with the arts at their core. Our Town offers support for projects in two areas: 1) arts engagement, cultural planning, and design projects. Matching grants range from \$25,000 to \$200,000; and 2) projects that build knowledge about creative placemaking. These are projects available to arts and design service organizations and other

organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000.

Contact: National Endowment for the Arts  
400 7th Street, SW  
Washington, DC 20506-0001  
Phone: 202-682-5400  
Website: [nea.gov](http://nea.gov)

**17. Small Cities Community Development Block Grant (CDBG) Program:** This program is administered by the State of New Mexico through the Department of Finance and Administration Local Government Division for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for revitalization, including redevelopment of streets and infrastructure. There is a \$500,000 grant limit (or \$750,000 if the application includes a Certified Cost Estimate) per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: New Mexico Local Government Division  
131 S. Capitol  
Bataan Memorial Bldg., Suite 201  
Santa Fe, NM 87503  
Phone: (505) 827-8053  
Website: [nmdfa.state.nm](http://nmdfa.state.nm)

**18. U.S. Environmental Protection Agency (EPA) Brownfields Program:** The EPA Brownfields Program provides grants for rehabilitating affected historic properties. The Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization  
Mail Code 5105 T  
1200 Pennsylvania Ave. NW  
Washington, DC 20460  
Phone: (202) 566-2777  
Website: [epa.gov/brownfields](http://epa.gov/brownfields)

**19. ArtPlace America:** ArtPlace America focuses on creative placemaking and works with foundations, federal agencies, and financial institutions in order to position arts and culture as a core sector of comprehensive community planning and development. The National Creative Placemaking Fund is a competitive national program that invests money in communities across the country in which artists, arts organizations, and arts and culture activity help drive community development.

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

## COMMUNITY/BUSINESS LOANS & ASSISTANCE

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

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

**21. Job Training Incentive Program (JTIP):** The JTIP is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70% of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: NM Economic Development Dept.  
Joseph M. Montoya Building  
1100 St. Francis Drive  
Santa Fe, NM 87505  
Phone: (505) 827-0323  
Website: [gonm.biz](http://gonm.biz)



## 22. New Mexico Manufacturing Extension

**Partnership (MEP)** The MEP provides efficiency training, training in lean manufacturing, and ISO 9001 certification to the state's small and medium-sized businesses.

Contact: NM MEP  
4501 Indian School Road NE, Suite 202  
Albuquerque, NM 87110  
Phone: (505) 262-0921  
Website: [newmexicomep.org](http://newmexicomep.org)

**23. New Mexico Partnership:** The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives, including:

- ◀ Initiate real estate searches;
- ◀ Coordinate site-selection trips;
- ◀ Personalize briefings and orientations;
- ◀ Assist in evaluating and applying for incentives;
- ◀ Facilitate the permitting process;
- ◀ Organize strategic meetings with key government and community officials;
- ◀ Collaborate on media and public relations; and  
Provide data on key business factors.

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

## 24. New Mexico Rural Efficient Business Program:

The NM Economic Development Department, NM Energy, Minerals, and Natural Resources' Energy Conservation and Management Division, and the USDA work together to help rural, small businesses, and agricultural producers reduce their energy consumption (and increase their profits). The program includes workshops and customized energy site assessments held in rural locations in each region of the state. Participants' cost for the workshops and site assessments is free, although space is limited.

Contact: NM Economic Development Dept.  
Finance Development Team  
1100 S. St. Francis Drive  
Santa Fe, New Mexico 87505

Phone: 505-827-0264  
Website: [nmruralbiz.com](http://nmruralbiz.com)

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

Contact: New Mexico Finance Authority  
207 Shelby Street  
Santa Fe, NM 87501  
Phone: (505) 992-9635  
Toll Free: (877) ASK-NMFA  
Website: [nmfa.net](http://nmfa.net)

**26. SBA 7A Loan Program:** The SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend the term.

Contact: Clovis SBDC  
Clovis Community College  
417 Schepps Boulevard  
Clovis, NM 88101  
Phone: (575) 769.2811  
Website: [clovis.edu/sbdc](http://clovis.edu/sbdc)

## 27. Small Business Administration (SBA) 504 Loan Program:

The SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation where the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified  
Development Company  
625 Silver Avenue SW, Suite 195  
Albuquerque, NM 87102  
Phone: (505) 843-9232  
Website: [elcdc.com](http://elcdc.com)

**28. SMART Money Loan Participation Program:**

The SMART Money Loan Participation Program is intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: NM Finance Authority  
207 Shelby Street  
Santa Fe, NM 87501  
(505) 992-9638  
Website: nmfa.net

**29. The Loan Fund:** The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund  
423 Iron Avenue SW / PO Box 705  
Albuquerque, NM 87103  
Phone: (505) 243-3196  
Website: loanfund.org

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

Contact: USDA Rural Development  
6200 Jefferson NE  
Albuquerque, NM 87109

Phone: (505) 761-4950  
Website: rurdev.usda.gov/nm/

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

Contact: WESST - Roswell  
Bank of America Building  
500 N. Main Street, Suite 700  
Roswell, NM 88201  
Phone: (575) 624-9850  
Website: wesst.org

**TAX INCENTIVES**

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

Contact: NM Economic Development Dept.  
Joseph M. Montoya Building  
1100 St. Francis Drive  
Santa Fe, NM 87505  
Phone: (505) 827-0330  
Website: gonm.biz

**33. Beer and Wine Producers Preferential Tax Rate:**

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

Contact: NM Taxation and Revenue  
Roswell District Office  
400 Pennsylvania Ave., Suite 200  
Roswell, NM 88202  
Phone: (575) 624-6065  
Website: tax.newmexico.gov

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

Contact: NM Taxation and Revenue Department  
1100 South St. Francis Drive  
Santa Fe, NM 87504  
Phone: (505) 827-0700  
Website: gonm.biz

**35. Low Income Housing Tax Credits (LIHTC):** The LIHTC program provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar-for-dollar reduction in the developer's tax liability for a 10-year period. Tax credits can also be used by non-profit or public developers to attract investment to an affordable housing project by syndicating or selling the tax credit to investors. To receive tax credits, a developer must set aside and rent restrict a number of units for occupancy by households below 60% of the area median income and the units must remain affordable for a minimum of 30 years. In addition to tax credits, the financing "gap" for certain LIHTC projects may be filled with a below market rate HOME loan. Tax credits and rental HOME loans are awarded annually through a competitive application process according to the state's Qualified Allocation Plan.

Contact: NM Mortgage Finance Authority  
344 Fourth Street SW  
Albuquerque, NM 87102  
Phone: (505) 843-6880  
Website: housingnm.org

**36. New Market Tax Credits:** New Market Tax Credits are intended to help business investment in low-income census tracts. The fund provides financing for development of commercial,

industrial, and retail real estate projects (including community facilities) and some housing projects. Loans for up to 25% of the project are available at low interest rates. NMTC loans are combined with other sources of funding that is secured by the applicant and managed by Finance New Mexico.

Contact: NM Finance Authority  
207 Shelby Street  
Santa Fe, NM 87501  
Phone: (505) 984-1454  
Website: nmhistoricpreservation.org

**37. New Mexico Affordable Housing Tax Credit:** This program encourages private investment in affordable housing by providing donors to qualified housing developments with a credit on their state taxes. The donation must be made to an affordable housing development that has been approved by MFA. Donors receive investment vouchers for up to 50% of the donation's value, which they can use towards a tax deduction on their state taxes. Eligible projects include the development of single-family homes and multifamily rental housing throughout New Mexico.

## HOUSING ASSISTANCE

**38. Habitat for Humanity-Roosevelt and Curry Counties:** Habitat for Humanity helps people build and improve the place they can call home. Working with volunteers, Habitat for Humanity homeowners help build their own homes, which are eligible for MFA's zero-interest loan and mortgage assistance. Habitat for Humanity also helps lower-income homeowners with critical home repairs through zero interest loans and repayment plans based on actual ability to pay. ReStore, located in Clovis, sells new and gently used home improvement goods, furniture, home accessories, building materials, and appliances at below retail prices.

Contact: Habitat for Humanity-Roosevelt and Curry Counties  
Address: 620 W. First Street  
Portales, NM 88130  
Phone: (575) 935-0760

*Note: The following funding sources numbered 39-47 are programs administered by the New Mexico Mortgage Finance Authority.*

**39. HOME Investment Partnerships Program:**

Assistance is provided to income-qualified homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, including applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections. Non-profits, housing authorities, and local governments administer the homeowner rehabilitation program. Funds are awarded through an RFP/application process. The MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

**40. New Mexico Housing Trust Fund:** The Housing Trust Fund provides flexible funding for affordable housing initiatives for persons or households of low or moderate income served by nonprofit and for-profit organizations, governmental housing agencies and entities, regional housing authorities, tribal governments, and housing agencies, etc. Interest rates are approximately 1 to 5% per annum. Construction is up to three years (current maximum \$1,500,000). Long-term amortizing up to 30 years (current maximum: \$500,000). Requirements for rental households are those earning 60% or less AMI, and for single family households, at or less than 80% AMI.

**41. Primero Investment Fund Loan Program:**

Primero is a flexible, low-cost loan program created to finance the development of affordable rental or special needs residential facilities that would be considered “high risk” by traditional lenders. The purpose of the program is to leverage other public and private funds and to expand the housing development capacity of New Mexico’s nonprofit, tribal, and public agency housing providers. The Primero Investment Fund has been broadened over the years to include the financing of all types of

projects that cannot be accommodated by existing sources, particularly the secondary market, and to develop new delivery systems through non-profit organizations and other institutions to increase affordable housing production. Public and tribal agencies, and for-profit and nonprofit sponsors are all eligible. Rental, owner-occupied, and special needs projects of any size maybe financed under this program during any stage of the development process. New construction, conversion, and acquisition/rehabilitation projects may also be financed.

**42. Section 515 Multi-family Housing Preservation Revolving Loan Fund:**

This program provides loans to rehabilitate housing currently financed by Rural Development through its multifamily housing loan program under Sections 514, 515, and 516 of the Housing Act of 1949. It is supported by funds provided by USDA Rural Development in the amount of \$2 million. MFA provides matching funds equal to \$550,000. Eligible borrowers include nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, and housing agencies, etc. Applicants must have ownership or site control of an eligible Section 514, 515, or 516 property.

**43. Ventana Fund:** The Ventana Fund is a Certified Development Financial Institution (CDFI) established in 2014 to meet the critical need for an increased supply of early-stage financing for affordable housing construction and rehabilitation projects in New Mexico. It is a 501(c)(3) nonprofit corporation organized by private citizens and housing professionals. The Ventana Fund is committed to financing affordable housing in low-income communities, economically distressed communities, and market niches that are under-served by traditional financial institutions. Target markets include low-income populations earning less than 80% AMI, tribal communities, rural communities, and CDFI investment areas. Ventana Fund also focuses on hard-to-finance projects, such as older rental projects needing rehabilitation.



#### **44. 542(c) FHA-Insured Multi-family Risk Sharing:**

The purpose of this program is construction and permanent loans for affordable rental developments. Risk Share loans may be used as credit enhancement for bond transactions. Loans up to \$2,000,000 may be funded by MFA and are designed to minimize transaction/due diligence costs and expedite processing for small projects. Eligible borrowers include single asset mortgagors including non-profit organizations, for-profit corporations, joint ventures, limited liability companies and partnerships. This program is available for new construction, substantial rehabilitation, and refinancing or acquisition of projects having no less than five units per site.

Contact: NM Mortgage Finance Authority  
344 Fourth Street SW  
Albuquerque, NM 87102  
Phone: (505) 843-6880  
Website: [housingnm.org](http://housingnm.org)

### **CLOVIS MFA-APPROVED LENDERS**

MFA approved lenders work with homebuyers to apply for MFA homebuyer programs that can help with down payments, closing costs, and competitive interest-rate mortgage loans. MFA-approved lenders in Clovis can help determine which programs are best for each situation.

#### **45. Bell Bank**

NMLS# 419538  
Phone: 575.309.1028  
Address: 815 E. Llano Estacado  
Website: [bell.bank](http://bell.bank)

#### **46. Michigan Mutual, Inc.**

NMLS# 1328404  
Address: N. Prince St., Suite B  
Phone: 575.762.7006 ext. 5305  
Website: [mimutual.com/clovis](http://mimutual.com/clovis)

#### **47. Primary Residential Mortgage, Inc. dba Frost Mortgage Lending Group**

NMLS# 1546278  
Address: N. Prince St., Suite A  
Phone: 575.762.5363 ext. 2610  
Website: [gofrostmortgage.com](http://gofrostmortgage.com)

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APPENDICES

# SURVEY RESULTS

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# CLOVIS METROPOLITAN REDEVELOPMENT AREAS SURVEY RESULTS



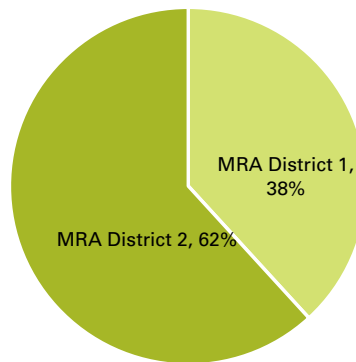
The City of Clovis and Consensus Planning conducted a series of six surveys as part of the Metropolitan Redevelopment Area (MRA) planning process. The surveys were geared towards residents and residential property owners within MRA District 1 and MRA District 2; business owners and commercial property owners within MRA District 1 and MRA District 2; and the general public from the greater Clovis area. Each of the surveys was created in English and Spanish. The City of Clovis mailed English and Spanish surveys to property addresses within the two redevelopment areas. The City also sent postcards to the general public notifying them of the survey. All versions of the surveys were available on-line using the Survey Monkey platform. The responses were collected between August 10 and September 28, 2020.

## RESIDENTIAL SURVEY

A total of 95 residential surveys were collected; 84 in English and 11 in Spanish.

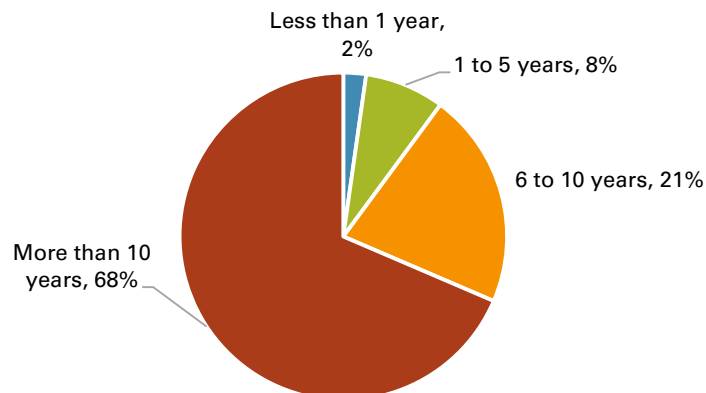
Q1. Referring to the maps in the Fact Sheet above, please click below which of the MRA Districts you live in.

Answered: 89 Skipped: 6



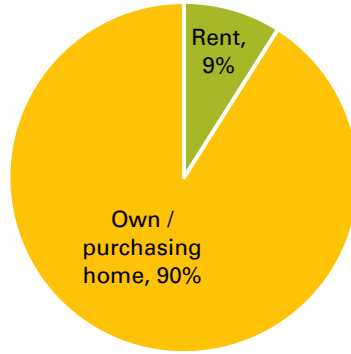
Q2. How long have you lived in your current home?

Answered: 90 Skipped: 5



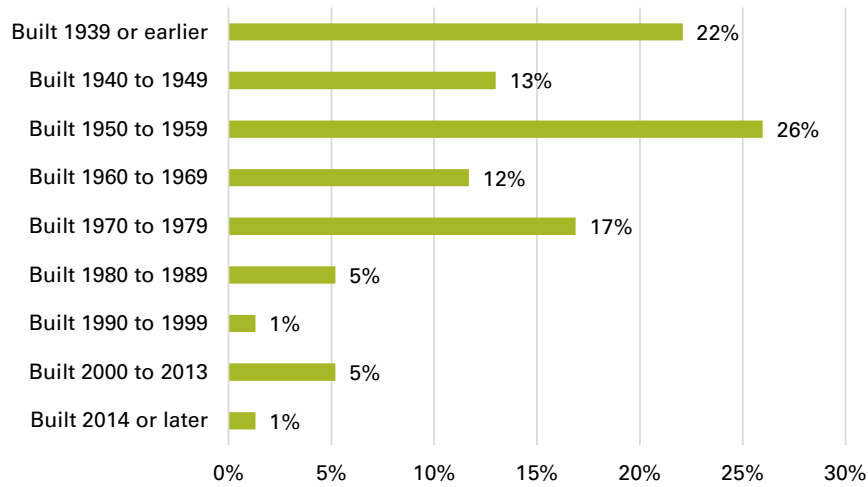
Q3. Do you rent or own the home you live in?

Answered: 90 Skipped: 5



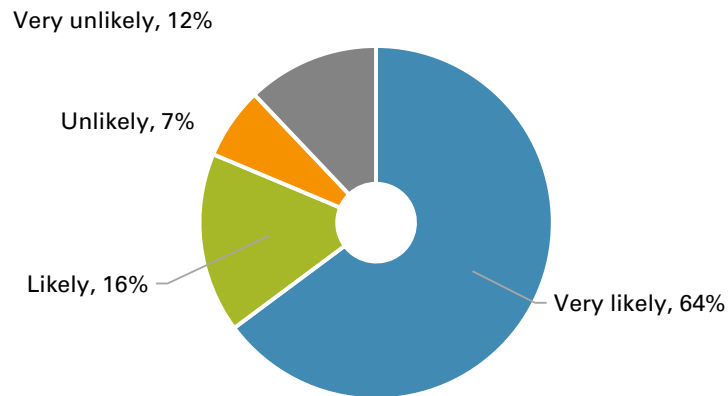
Q4. What year was your home built?

Answered: 77 Skipped: 16



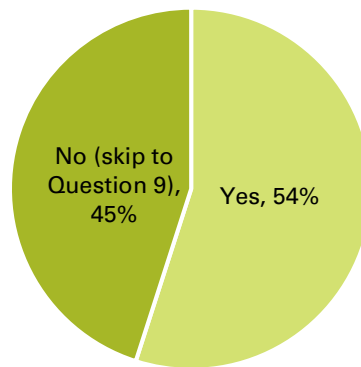
Q5. How likely are you to live in this home for the next 5 years?

Answered: 92 Skipped: 3



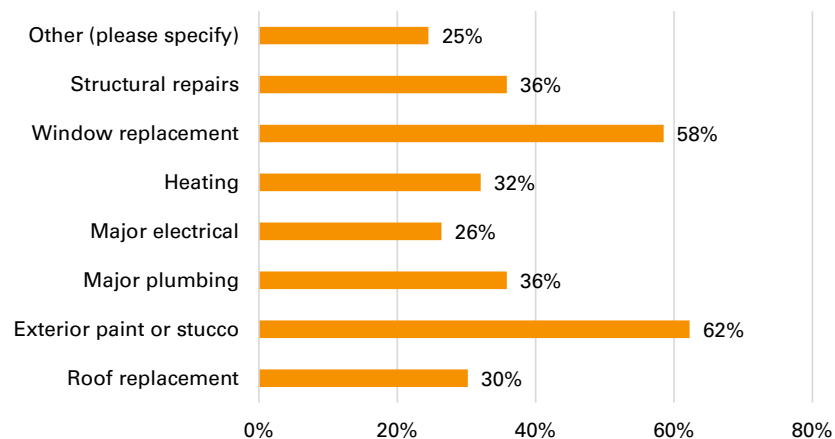
## Q6. Does your home need any significant repairs?

Answered: 92 Skipped: 3



## Q7. If your answer to Question 6 was "Yes", what significant repairs does your home need? (choose all that apply)

Answered: 53 Skipped: 42

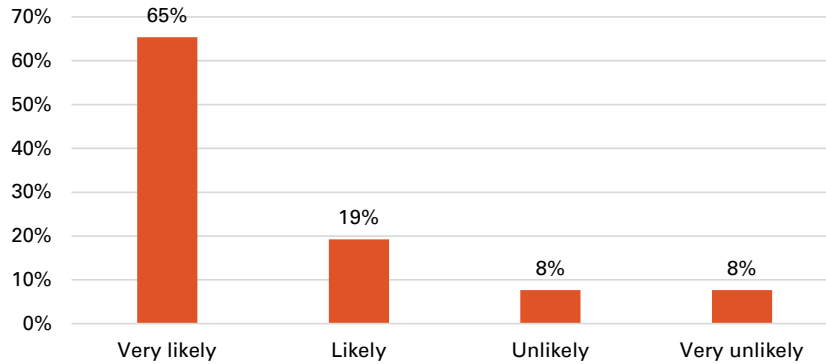


### Q7. Other Answers:

- ◀ Ceiling
- ◀ Insulation.
- ◀ Handicap Restroom.
- ◀ Gas line needs replace.
- ◀ Efficient cooling
- ◀ These apartments at Clovis Housing Authority off of Grand and MLK need to be updated to hold modern electricity needs but other than that, they are in great condition.
- ◀ Upgrade on heating and AC.
- ◀ Leveling, painting, repair chain fence, some plumbing, handicap accessibility.
- ◀ Cooling
- ◀ 70 year old handicap senior needs help.
- ◀ Anadir un cuarto.
- ◀ Banquetas

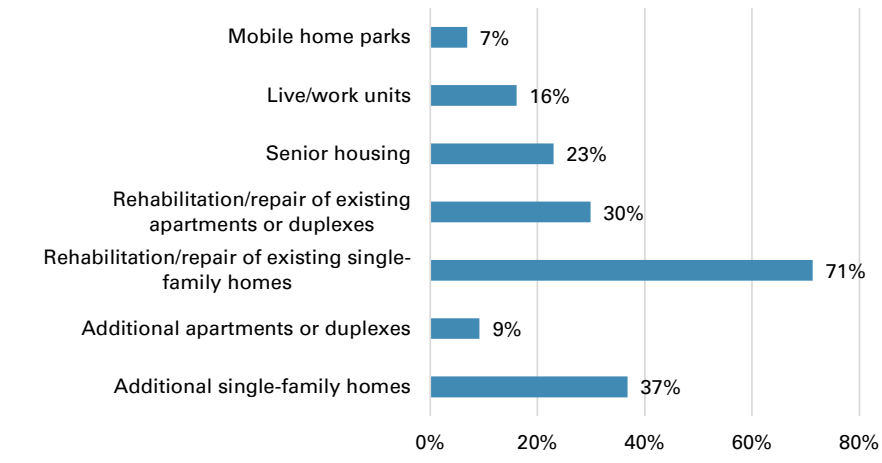
**Q8. If your home has significant repair needs (as you identified in Question 7), how likely would you be to stay in your home for a longer time if those repair needs were addressed?**

Answered: 52 Skipped: 43



**Q9. What type of residential development or redevelopment would you like to see within MRA1 and MRA 2? (choose all that apply)**

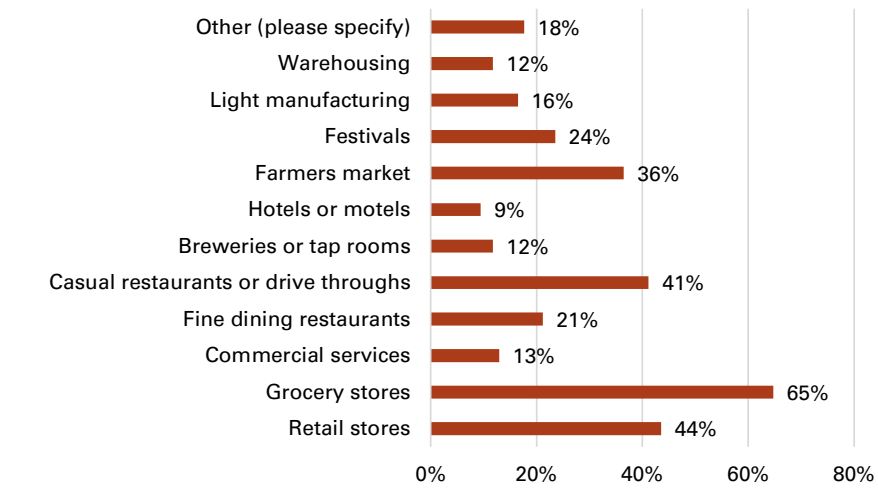
Answered: 87 Skipped: 8





**Q10. What type of businesses or activities would you like to see added or expanded within MRA 1 and MRA 2? (choose all that apply)**

Answered: 85 Skipped: 10

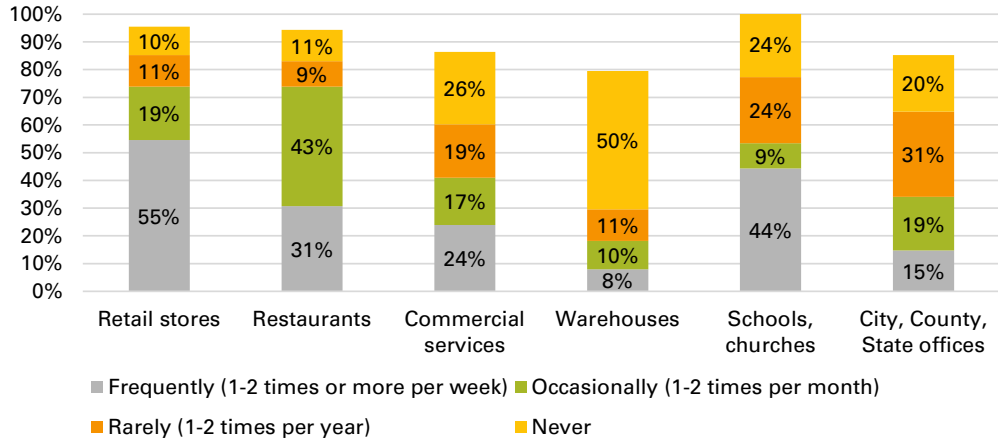


**Q10. Other Answers:**

- ◀ None- there is an abandoned storage unit across the street!
- ◀ More stop signs and speed limit signs specially on 5th street.
- ◀ Fishing pond.
- ◀ None
- ◀ More recreation indoors and outdoors.
- ◀ Gas station Stripes on this side.
- ◀ This town needs work not just structural but also we need things to do!
- ◀ A recreational center like a real Boys and Girls Club where the focus is to keep kids off the streets while investing skills they can use to benefit their own future along with giving to society.
- ◀ Child care for working parents, city transportation.
- ◀ Dollar stores or coffee house, small supermarket.
- ◀ None of the above.
- ◀ Flea market.
- ◀ Police Substations.
- ◀ Bakery / Donut shop.
- ◀ Parques.

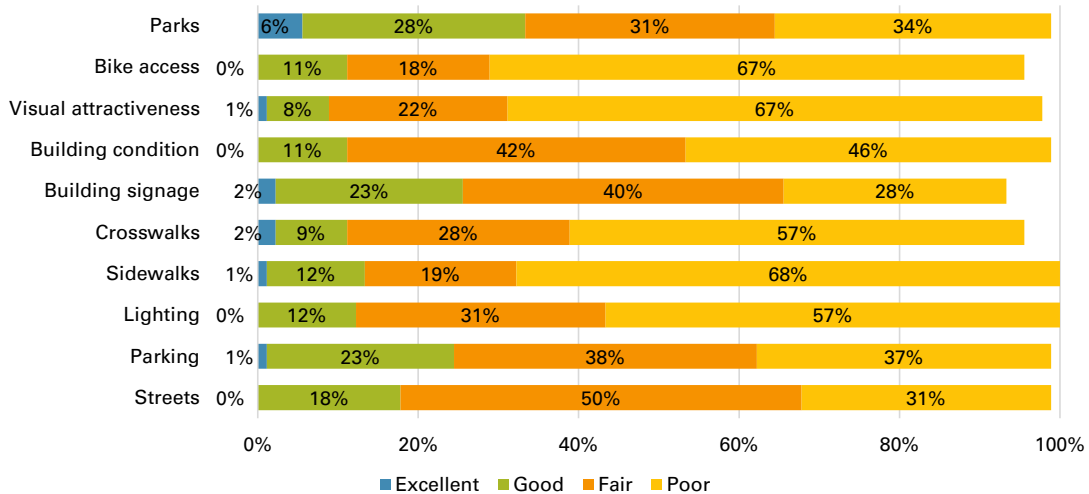
**Q11. How often do you currently visit these non-residential locations within MRA 1 and MRA 2?**

Answered: 88 Skipped: 7



**Q12. How would you rate the following amenities within MRA 1 and MRA 2?**

Answered: 90 Skipped: 7



**Q13. If your answer to any of the items in Question 12 was "Fair" or "Poor", how would you suggest improving it?**

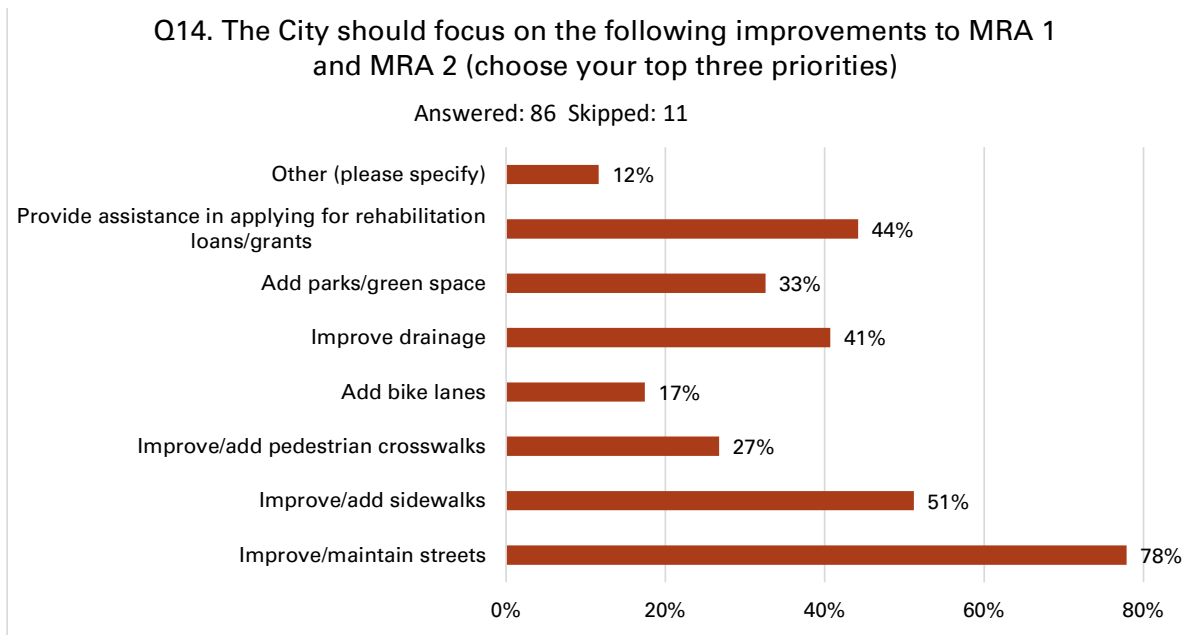
- ◀ All of the items above.
- ◀ Using better quality of materials.
- ◀ More infrastructure- (lights- sidewalks, bike/jogging paths near park- Hillcrest).
- ◀ People need to clean the area and their property.
- ◀ Homes need major repairs, streets are desperate need of repair, sidewalks are needed. Too many homes are vacant and in deplorable condition they need to be torn down, owners are ignoring.
- ◀ Make sure all street lights are working. Replace Streets that need it. Put New stop Signs where Needed.
- ◀ "Add light, parks, bike access. Work on streets, crosswalks, buildings. Tear down some buildings and/or houses."
- ◀ Work and this area more.
- ◀ Repairing streets & sidewalks enforce mowing and weeding. Enforce safety measures in vacated houses. Junk removal.

- ◀ Knocking down storage units and then condemning some houses where NO good is happening!
- ◀ More lighting in the alleys. Bike access would so great idea to work on.
- ◀ Make more sidewalks, make lights brighter so it can be a little safer.
- ◀ Please fix them.
- ◀ Make Claiborne Refrigeration get rid of their junk yard/trash heap on the corner of 4th & Davis. They have junk, trash & wrecked vehicles there which de-value our properties and attract insects/vermin. And nearly every street needs repairs, especially Grand/ U.S. 68/70/84. It has been completely ignored for 30+ years, as has this whole area.
- ◀ Move and better parks. Fix the streets.
- ◀ Rebuild or update.
- ◀ Redo brighter or more, clean paint or tear down & more bike access.
- ◀ Fix the streets the city tore up.
- ◀ Fix the lights that are up Put more crosswalks in.
- ◀ Fix the lights that is there.
- ◀ Update lighting, need of stop sign on 6th & Sheldon (there was one there before) streets and sidewalks need redoing.
- ◀ Redevelopment of the whole MRA District 1 all is disrepair need lots of work.
- ◀ Need to add stop signs & lighting Streets need some much loving care. There are no sidewalks to speak of. Just need to bring everything up to 2020 standards.
- ◀ Repair them.
- ◀ Streets need improvement to many pot holes.
- ◀ Well fixing these road would be a good start its wear and tear on our vehicles plus we pay sewer and trash bill but it seems like it all goes to fire depts and police units the city needs major improving in lighting, more stop signs or yield signs on residential areas, cause people here suck at driving. Abandoned buildings make this place look ghetto.
- ◀ Most all streets do not have sidewalks. Neighborhoods are old run down and not safe.
- ◀ "More street lights.
- ◀ Abandoned homes & businesses knocked down vagrants are tin these houses that are abandoned very unsafe."
- ◀ Streets repaved or replaced too much parking in streets. Light is scarce. Sidewalks none. No crosswalk marking. Build condition have house falling down, visual get tired of junk cars & trash No bike access Hillcrest needs cleaned up
- ◀ More lighting is needed, too many abandoned buildings, not enough sidewalks, need more parks for family picnics, streets need a little more up keep. I know that the sudden changes in temperatures (our weather) does not help.
- ◀ Fixing some streets
- ◀ Clean it up! Lots of areas without sidewalks. Signage- more. Building Conditions- repair or tear down. Visual- gets back to clean the area up! to make more attractive
- ◀ More lighting I would hope would reduce drug sale in our neighborhood. The city and code enforcement could do a better job with these run down houses and enforce the trash and clean up in our neighborhood. (711 East 5th Clovis NM).
- ◀ A lot of things are dated and street lights in residential areas could be better.
- ◀ New streets, more lighting.
- ◀ I believe if things were redone to make the area look like a respectable area then maybe the area would actually be respected. It currently looks really worn down and send off a message to newcomers and citizens that the area is not safe. Along with that, it also sends a message to lawbreakers that this is a safe place for them to reside in.

- ◀ Replace sidewalks and old buildings. Actually enforce code violations.
- ◀ "Make more bike access, do something with the run down houses, add a few more sidewalks in often used places".
- ◀ Update old and obsolete fixtures.
- ◀ Tear down old buildings, renew streets provide sidewalks, have inspections due their job, provide better lighting, remove junk and dismantled VEH's.
- ◀ Most parking is on the streets. No bike trails. One park in the area. Lights are needed at the park and on the US Flag. Trees need to be planted and flowers planted. Crosswalk are needed on the Main Streets and sidewalk repair. Street lights. Water parks for citizen. Police sub station for safety of the people. More apartment for low income families.
- ◀ "Better pavement.
- ◀ Building repairs"
- ◀ Improving side walks. Re paving roads. Increase drainage during high rain falls. Create bike lanes. Create more crosswalks. Fix up buildings to create a better visual attractiveness.
- ◀ Redo the streets and sideways.
- ◀ Updates
- ◀ Work on basic infrastructure in the area, offer grants to home owners to assist in improvements and repairs.
- ◀ More lights on the little streets
- ◀ Streets need repair. Parking blocks traffic.
- ◀ Better street lighting, it's very dark in our neighborhood at nigh. Better upkeep with weeds in open fields and in most yards. Too many cracked sidewalks or non-existent. Lots of older abandoned building posing hazards for transients and not pleasant to look at.
- ◀ Crosswalks mostly ok- no parks, etc
- ◀ New sidewalks on both sides of street. More lighting, marked cross walks for school, need a park close by.
- ◀ Repair and improve area.
- ◀ "Street are terrible. Some house need tore down. Some building need taking down Visual condition some good some bad"
- ◀ Fix the roads and lighting
- ◀ Clean up old buildings and abandoned houses.
- ◀ Spend money.
- ◀ There is limited parking off street, lighting in my area is poor. I have to pay for light pole in my yard, no sidewalks/crosswalks on or near my property. Houses and apartments are falling down- eye sore, no bike access but on major intersections. Improving park safety & monitoring will make safer environment for families.
- ◀ Repair streets enforce speed limit on East Grand Ave. Enforce building codes, especially stop illegal trailers/RV's used as permanent expansion to existing homes. Remove or repair blighted structures. Enforce code concerning literal junkyards in front of single family homes. ENFORCE EXISTING CODES! Stop waiting for citizens to report. You employ many inspectors.
- ◀ Streets: better maintenance & care of paving. Parking: restrict street parking. Lighting: street lights (more). Sidewalks: install when repaving along curbs sure x-walks. Vision, Attractiveness & Parks: use recycled water for more parks in area. Remove all houses not up to code. ENFORCE existing city codes. DO NOT allow trailers sitting yard & lived in. Poor safety and health problems. Demolish & remove substandard houses, especially vacant & damaged. Fire damage. ENFORCE CITY CODES!!!
- ◀ Upgrade infrastructure
- ◀ Clean allies, repair sidewalks, streets remove old houses, buildings.
- ◀ Remodel.

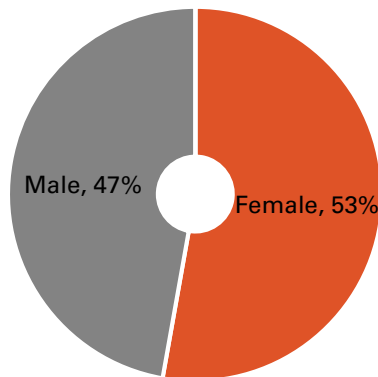


- ◀ Get someone to improve the condition of the problem.
- ◀ Repairs.
- ◀ Give some of the old building a fresh coat of paint, Cut down the weeds, clean up the trash, fix the roads, polish things up.



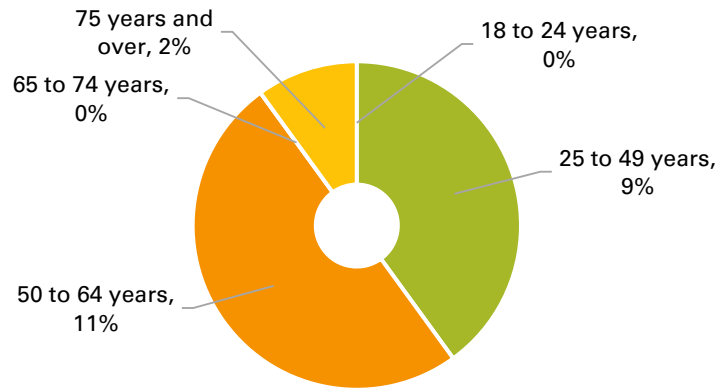
**Q15. What is your gender?**

Answered: 89 Skipped: 6



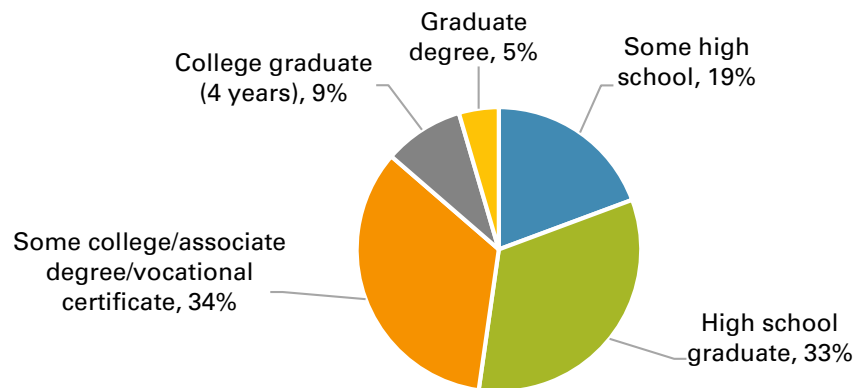
**Q16. What is your age category?**

Answered: 89 Skipped: 6



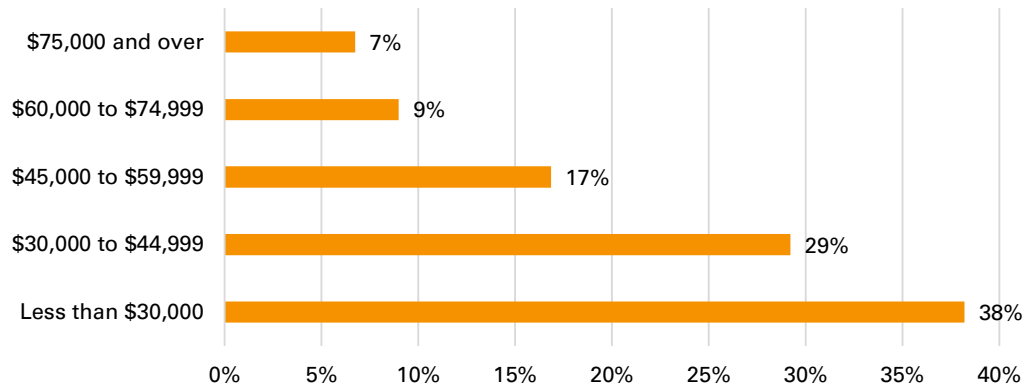
**Q17. What is the highest level of education you have attained?**

Answered: 88 Skipped: 7



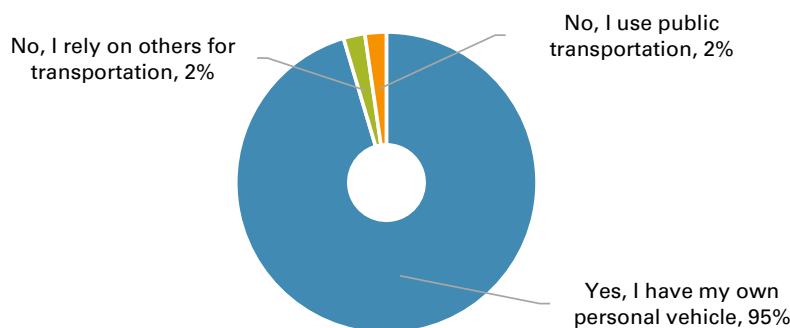
**Q18. Which of the following categories best describes your total household income?**

Answered: 89 Skipped: 6



**Q19. Do you have your own personal vehicle or do you rely on others for transportation?**

Answered: 87 Skipped: 8



**Question 20. Are there any additional comments you would like to share with the City of Clovis about MRA District 1 and MRA District 2?**

- ◀ Yes, I hope you all hello me with my heating I do not have any heat.
- ◀ None of the people living here have the ability to upgrade their homes. If the city can help it would be good.
- ◀ It is a rental for us.
- ◀ This has been a long time coming for Clovis Residents in these areas. So glad to see this Is in progress.
- ◀ I would love to see Clovis clean up some of these older neighborhoods. I would like to see some houses built on the vacant lots. A grocery store or laundromat would be wonderful.
- ◀ Thank you for all you do for the City of Clovis.
- ◀ I like my neighborhood just wish some things would change. Storage unit is an eye sore and only attracts the wrong people- there is a lot of suspicious activity around here!
- ◀ I love my location and would love to see it improved.
- ◀ Stop ignoring this side of town, as has been the practice for over 30 years! That is how things have gotten to the point where they are now, nobody cares about us down here. We are "out of sight, out of mind" because this is not a "well to do" area of town.
- ◀ Cleaning of alleys (garbage containers).
- ◀ Significant improvements are needed to enhance area.
- ◀ The level of crime in this area is high and needs more police.
- ◀ Provide more accessible stops and make provisions for fixed route or demand response accessibility for city of Clovis.
- ◀ We need more factory jobs and more grocery stores and retail stores on this side of town.
- ◀ I live in MRA1- this place over here the city never keeps the grass cut. I have kids and they can be playing outside and a snake can be in the tall grass and bite them. All they do is drive around, never pick up any trash or nothing, pot holes are just being covered when the road should be fixed. This place needs major work knocking down buildings that don't need to be there should be taken down. This place is horrible, we need more stores and restaurants.
- ◀ Would be more inclined to care for exterior of home if not for salvage yard and junk yard just on my block
- ◀ The area need to have home owner or renter keep up maintain their alley & etc. Stop letting houses park more than 2 or 3 vehicles No need to have junkers around their property.
- ◀ "Our neighborhood is deteriorating wish home owners and city would take more pride on this side of town! Thank you!"
- ◀ No

- ◀ I believe if we (the city as a whole) focus on the upkeep of the city and investing in our future generation, then they will have the mindset to take care of the big investment going into our city. Just my opinion :)
- ◀ I purchased this house about 35 years ago. The area was ok then. Now there are slumlords renting houses to drug dealers and other unscrupulous people. It can be a scary place to live now.
- ◀ I don't know what improving the area will do because the amount crime and drug related incidents seem to make it a lost cause.
- ◀ City has done nothing to remove politics in these areas. Total disregard for persons trying to better the community.
- ◀ Clean up Clovis on the west side of town. Repair and place more street lights in the area.
- ◀ No
- ◀ Clean up neighborhood & provide assistance for property rehabilitation.
- ◀ Help in repairing. Let people live without feeling their local government is trying to take or demolish their property. Respect the privacy, and understand that it can be hard to maintain a property with diminished income. Sometimes people have developed difficult circumstances from helping others, and they are recovering from the expenses. Basically, times are hard - have compassion for the lives you are proposing to change.
- ◀ I really hope you guy do something to this mra2
- ◀ No.
- ◀ This part of Clovis would look so nice if it was improved.
- ◀ More times on trash pick up and to pick up trash by dumpsters old boards and furniture.
- ◀ Need stop/yield signs.
- ◀ Improve housing & cleaning up area would add potential to new families to move into area. Adding things for children to do will help eliminate ideal hands & help eliminate crime.
- ◀ Property and business owners need to clean up their properties.
- ◀ I have reported many code violations over the years offenders consistently re-offend. Current measures are not enough. Why invest in the economic development of Clovis when it looks terrible? There is a reason businesses stay away. Clovis is mismanaged and behind in a very visible way.
- ◀ MRA District 1&2 are some of the oldest areas of town and drastically need attention. Repair or rehab grants will probably work better than loans unless low interest commercial loans could be approved and strict following used to insure compliance with city codes & use of funds properly. This is a major problem with many cities. What small city has conquered this problem & how?
- ◀ There no continuity in our area rundown properties next to well kept homes.
- ◀ No
- ◀ Start on the project ASAP.
- ◀ I need help with my home need repairs and no money.
- ◀ Que los propietarios mantengan limpio.
- ◀ Las calles, luces.

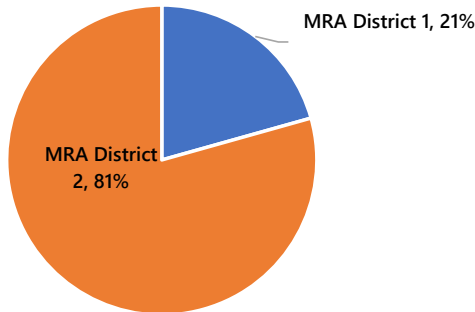


## BUSINESS OWNER SURVEY

A total of 62 business owners responded; 60 in English and 2 in Spanish.

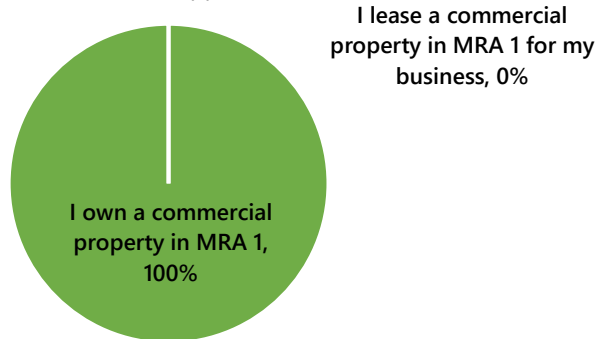
Q1. Referring to the maps in the Fact Sheet above, please click below on which one of the MRA Districts where your business is located.

Answered: 62 Skipped: 0



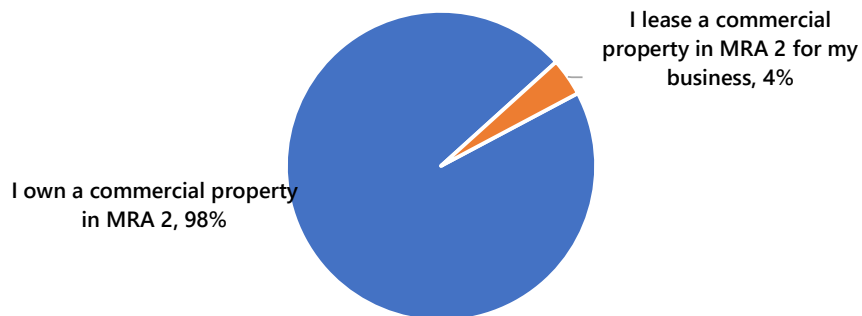
Q2. If your answer to Question 1 was "MRA 1" do you own or lease the property in MRA 1?

Answered: 11 Skipped: 51



Q3. If your answer to Question 1 was "MRA 2", do you own or lease the property in MRA 2.

Answered: 50 Skipped: 12

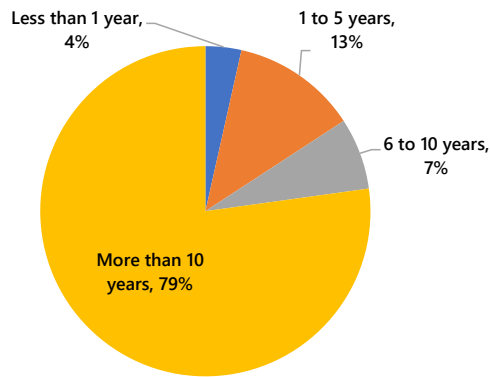


**Q4. Other Answers:**

- ◀ Closed
- ◀ Akers RV Park
- ◀ Home
- ◀ Auto Repair
- ◀ Retired 6 yrs ago
- ◀ Rentals
- ◀ HVAC
- ◀ Selling of storage units
- ◀ Not specified
- ◀ Newspaper
- ◀ Warehouse Venue/Gallery
- ◀ Construction company
- ◀ Wholesale distributor
- ◀ Rescue Mission
- ◀ Storage
- ◀ Construction
- ◀ Commercial Bank
- ◀ Private
- ◀ Empty lot
- ◀ Truck Sharing

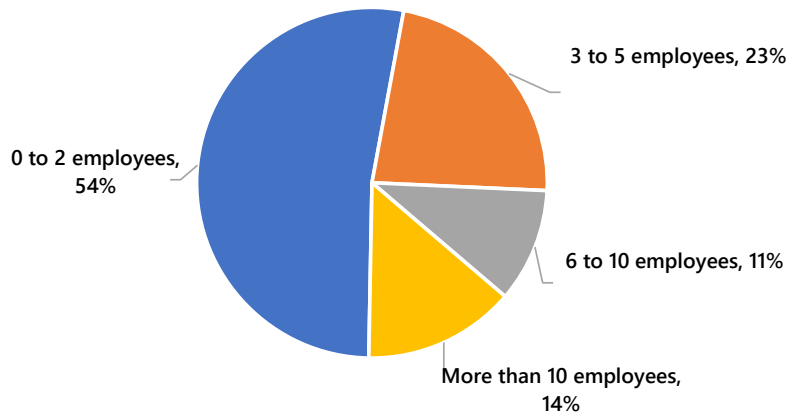
**Q5. How long have you been in business in your current location?**

Answered: 56 Skipped: 5



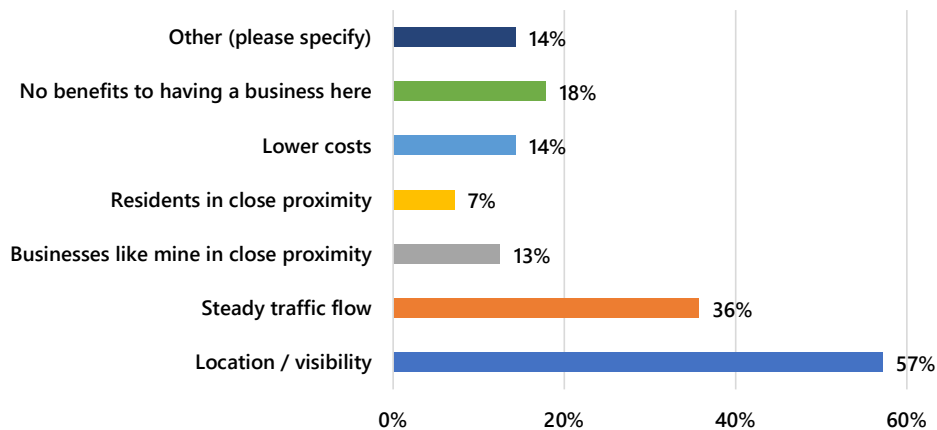
### Q6. How many employees do you have?

Answered: 56 Skipped: 6



### Q7. What do you believe are the benefits of having a business within MRA 1 or MRA 2? (choose all that apply)

Answered: 56 Skipped: 6

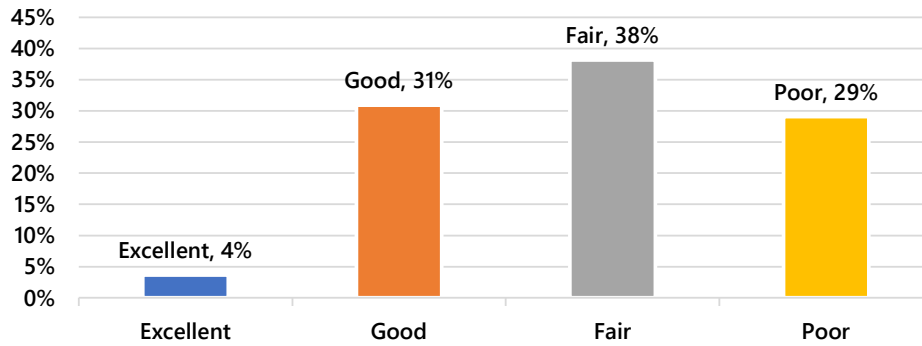


#### Q7. Other Answers:

- ◀ Established Landscape & near Hillcrest Park.
- ◀ Rent Reasonable.
- ◀ Appeal of historic building with character.
- ◀ We have been a successful family owned business in this location since 1984.
- ◀ Busiest intersection.
- ◀ Too close Clovis Concrete covered with dust & dirt all times.

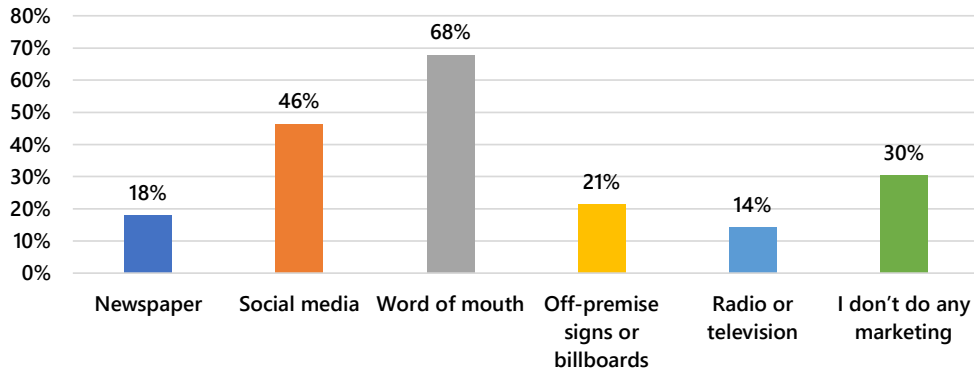
**Q8. How would you describe the business climate within the MRA 1 and MRA 2?**

Answered: 55 Skipped: 7



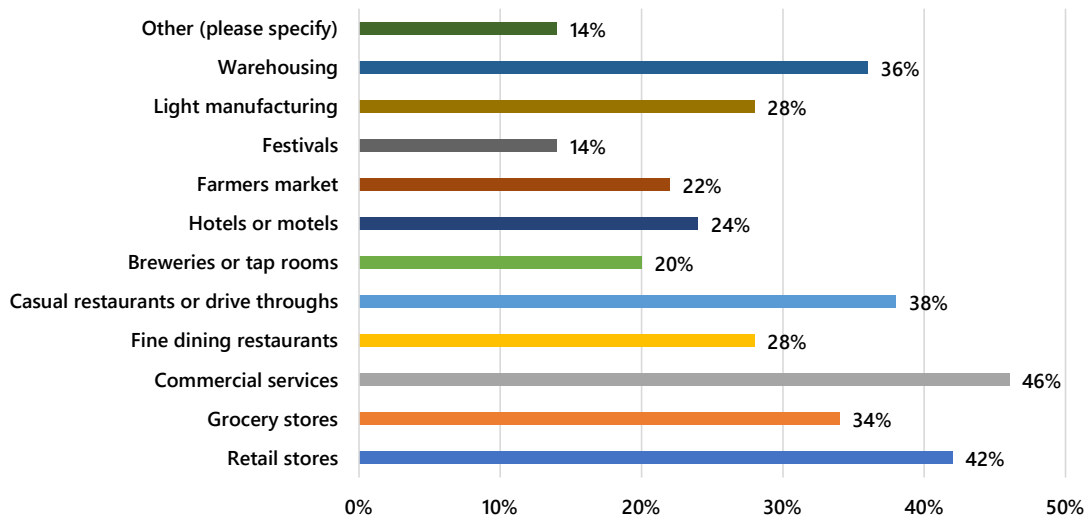
**Q9. How do you market your business to Clovis residents and/or visitors to Clovis? (choose all that apply)**

Answered: 56 Skipped: 6



**Q10. What type of businesses or activities would you like to see added or expanded within MRA 1 and MRA 2? (choose all that apply)**

Answered: 50 Skipped: 12



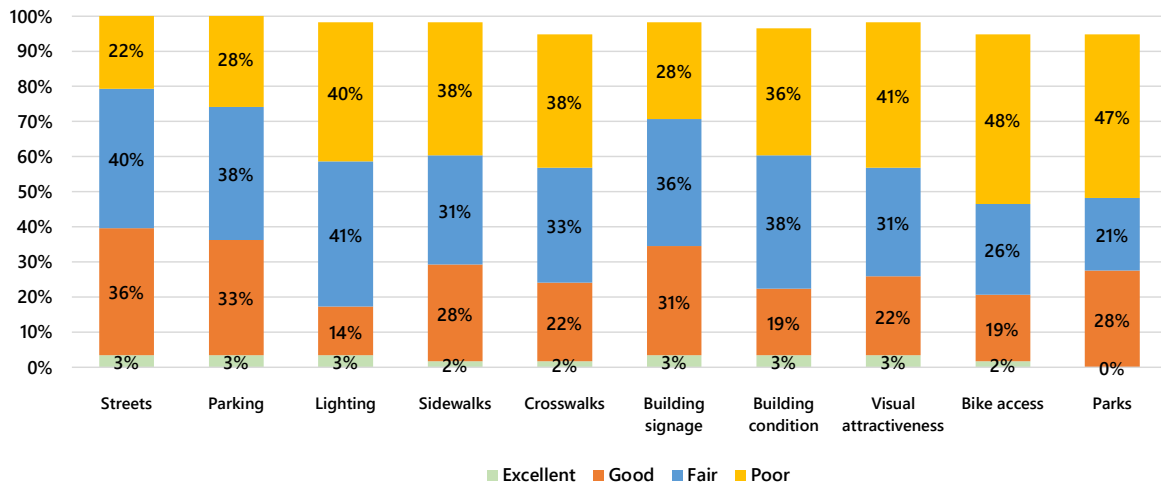


## Q10. Other Answers:

- ◀ No preference.
- ◀ All of the above! Need parks
- ◀ Anything that adds value.
- ◀ No idea.
- ◀ Building is for sale.

## Q11. How would you rate the following amenities in MRA 1 and MRA 2?

Answered: 58 Skipped: 4

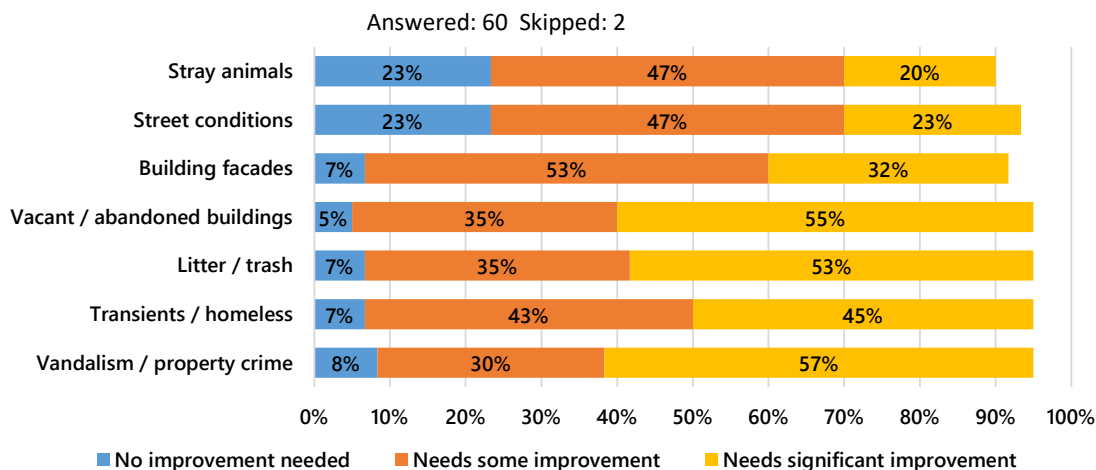


## Q12. If your answer to any of the items in Question 11 was "Fair" or "Poor", how would you suggest improving it?

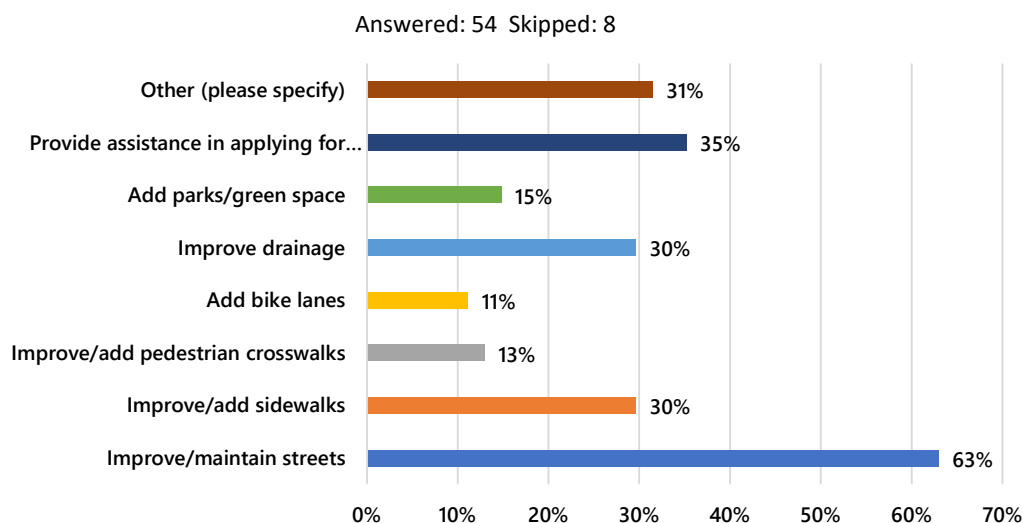
- ◀ Roads are rough- poor road lighting- sidewalks need redone- crosswalks need repainted.
- ◀ Our property is not well lit. Someone ran into our street light and the city just left it laying down on our property. Never reinstated it. Finally hauled it away when I reported someone was trying to steal it.
- ◀ Enforce existing codes & remove distressed housing; install city street lights; Improve city landscaping by completing Effluent Reuse Plan and EXPANDING to MRAs for resale as defined in Clovis Comprehensive Plan 12/03/2018, Chap 6.5, Pages 85-88. Clovis needs trees and green areas which require water. Effluent use should be expanded and supplied for toilets, landscaping and other uses to conserve potable water.
- ◀ "Add some parks or green spaces, lighting, crosswalks.
- ◀ Improvements/incentives for public/private visual attractiveness.
- ◀ Incentives for grocery and laundromat to come down here."
- ◀ Clean up.
- ◀ No crosswalks no bike lanes not many sidewalks other buildings near and here is disrepair no park in area M2 all streets in Clovis need maintenance.
- ◀ Most sidewalks in bad condition need to be repaired or replaced.
- ◀ I am located on the corner of 1st & Prince which was updated recently, but the other streets do need to be updated.
- ◀ Cost share to make physical improvements to existing store fronts.
- ◀ Too much junk- too many run down buildings- houses that need to be torn down- too many junk cars in the streets and on peoples property.
- ◀ Fix streets city tore up.
- ◀ "Newer construction.

- ◀ Don't know about signage down on E 7th"
- ◀ Sidewalks and better drainage.
- ◀ Lighting needs to be improved.
- ◀ Put drains on Grand St. It floods in every rain no parks, poor lighting more crime
- ◀ Clovis needs yo reach out to some commercial brands like chick-fil-a, Chilis, new Pizza Hut (between Prince & Norris). Also, micro brewery & tap room, brand name hotel and some type of Jiffy Lube maybe or Discount Tire. \* Also a newer Allsup.
- ◀ Put more street lighting.
- ◀ Replace roads in a timely manner and sidewalks.
- ◀ Most of the streets are not taken care of. There is no parking. Lighting is very little. No crosswalks. Building signs are old in most parts, visual is very poor old buildings not kept up, trash everywhere. No bike access and parks are not kept up.
- ◀ Doing damaged streets the way Mabry was done. Filling in pot holes never fixes the problem and is messy.
- ◀ Clean up of blighted areas, removal of inhabitable structures. Clean up vacant lots. Sidewalks reworked. Alleys cleaned up.
- ◀ Several of the buildings are not up to code and should be removed. The city could provide incentives to remove or clean up buildings of certain age. Maybe wave the dump disposal fees?
- ◀ Leave MRA2 alone we all like it.
- ◀ Make people clean up repair property plant trees.
- ◀ Street lamps, sidewalks, stronger police presence (not traffic tickets but crime enforcement), someone picking up all the litter (besides me).
- ◀ Clean up neighborhood / weed and trash control.
- ◀ Build a park!
- ◀ More street lights, more active patrol with follow up. Monitor & station for unkempt properties.
- ◀ Fix up/ clean up projects.
- ◀ Fix streets improve building conditions.
- ◀ Need more lighting.
- ◀ Lighting.
- ◀ Is a highway don't think we can improve on that.
- ◀ Improve street conditions.
- ◀ Clovis needs more bicycle routes.
- ◀ Need more street light on all corners and some alley ways.
- ◀ Reconstructing and remodeling area.
- ◀ Rebuild streets demolish nasty looking houses.
- ◀ Who will pay for it. Most of this I don't want or need.
- ◀ All housing is run down Power cords running across street Weeds out of control.
- ◀ Complete face lift for this area of town.
- ◀ Spending a little money on infra structure.
- ◀ Add parks.

**Q13. Of the following issues, how many are present within MRA 1 and MRA 2 today? Please rate the level of improvement needed.**



**Q14. The City should focus on the following improvements to MRA 1 and MRA 2 (choose your top three priorities).**



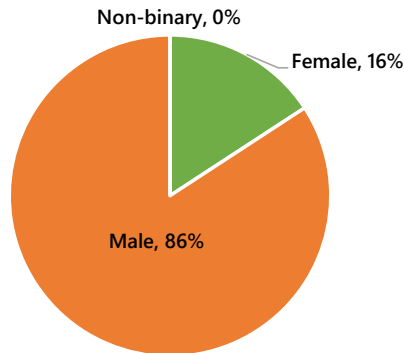
**Q14 Other Answers:**

- ◀ Tear down unoccupied buildings.
- ◀ Enforce City codes on yards & buildings and Extension of Effluent Reuse Pipelines to MRAs.
- ◀ Trash & litter especially in alleys.
- ◀ Clean up or remove abandoned/derelict buildings/homes.
- ◀ General clean up of the area.
- ◀ Enforce speed limits.
- ◀ Street lighting.
- ◀ Clean up Preen St.
- ◀ Over crowded car repair lots. Homeless crack house on 2nd between Wallace/Axtel 2 story house.
- ◀ Litter and trash disposal.
- ◀ Clean up.
- ◀ Streets are awful everywhere.
- ◀ Unified fix-up, clean up projects.

- ◀ Improve lighting on corners streets and alleys.
- ◀ Remodel buildings.
- ◀ Again demolish nasty looking houses.
- ◀ Street flooded with every rain.

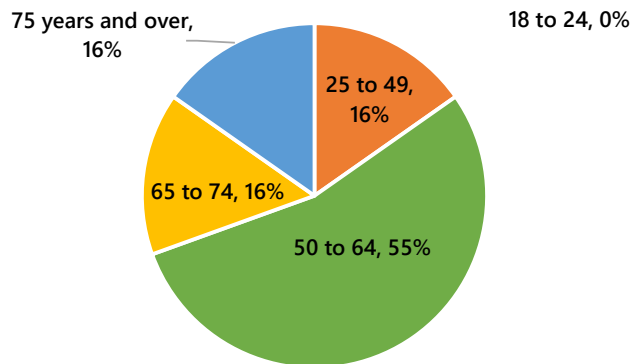
**Q15. What is your gender?**

Answered: 56 Skipped: 6



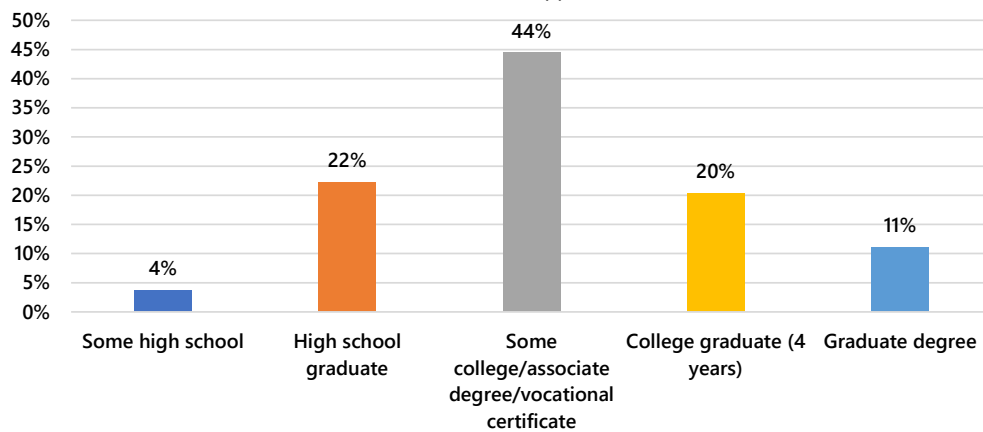
**Q16. What is your age category?**

Answered: 58 Skipped: 4



**Q17. What is the highest level of education you have attained?**

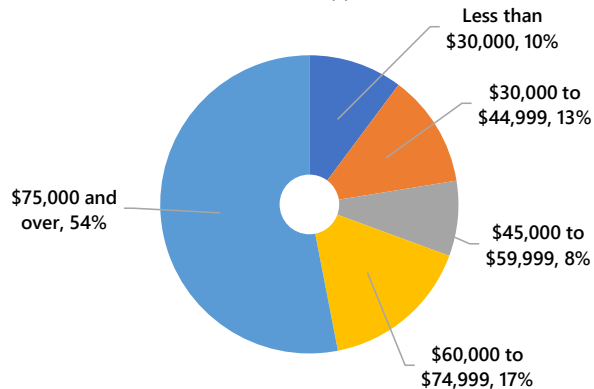
Answered: 54 Skipped: 8





**Q18. Which of the following categories best describes your total household income?**

Answered: 48 Skipped: 14



**Q20. Are there any additional comments you would like to share with the City of Clovis about MRA District 1 and/or MRA District 2?**

- ◀ Empty properties attract homeless people. We have a view trashy property across the street that is embarrassing.
- ◀ "Trees and Green areas make living in Clovis more enjoyable as well as well maintained buildings. Trashy yards, old vehicles, old mobile homes, and run down buildings detract from our environment and should be eliminated from view by continually enforcing existing city codes.
- ◀ Figure out ways to involve more citizens in the improvements so that they take ownership and personal responsibility for our inner city.
- ◀ Most don't apply to me. Area theft & lack of police not doing anything biggest issue with all area people & business'
- ◀ Clean up drug houses. Thanks.
- ◀ Would like to see sidewalk improvement in area of my property. Weed and vegetation problem in alleys, vacant lots & abandoned buildings need to be addressed.
- ◀ Have property owners update ot tear down old buildings or have them sell the properties to someone
- ◀ The area on 1st St between main & Prince is disgusting. especially behind the elevator on Curry Ave. City inspections has said for 10 years they are going to do something ans nothing ever gets done.
- ◀ Need speed limits and stop signs posted.
- ◀ Have grants for building improvements on Grand fix the drain.
- ◀ "We have a warehouse in MRA 2.
- ◀ Don't spend much time there"
- ◀ In this survey I mainly focused on Mabry Dr. as that is where my property is, but also because Clovis is losing a lot of revenue by not catching that revenue due to lack of new services that roll through on Mabry Dr.
- ◀ Please consider street closure to allow for parking.
- ◀ I believe that more regulation on successful business and in MRA 2 will not help the community only hurt the family owned businesses that are here and will remain here without more regulations..
- ◀ Crack house on 2nd between Wallace/Axtel between 1st and Grand on Wallace houses needs trash/ filth.
- ◀ Questions 15, 17, & 18 never should have been on the survey.
- ◀ Thank you for looking to improve these areas. So many people from out of town travel this area.
- ◀ The streets in Clovis are terrible. They will rattle and pull car apart, and knock alignment out, destroy tires.

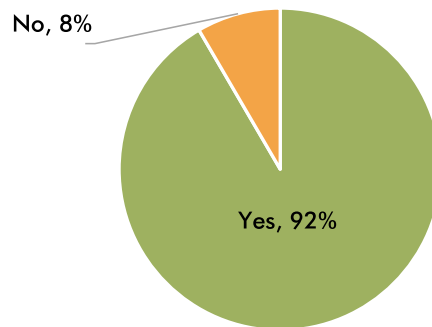
- ◀ Increase police support to help control crime and vandalism.
- ◀ Private property needs to be cleaned up.
- ◀ I am a private homeowner not a business owner but this part of town is really gone to the dogs- vacant homes encourage homeless.
- ◀ Drugs are a serious problem here, and that needs to be addressed.
- ◀ I will be dead in ten years or less not going into debt for curb appeal. Keep trying to clean up my place and get operational. Doing best I can with what I got.
- ◀ I have this building for sale if you know anyone interested in a commercial lot/building. Phone 575-769-8000.
- ◀ None

## GENERAL PUBLIC SURVEY

The General Public Survey received 131 total responses; 128 in English and 3 in Spanish.

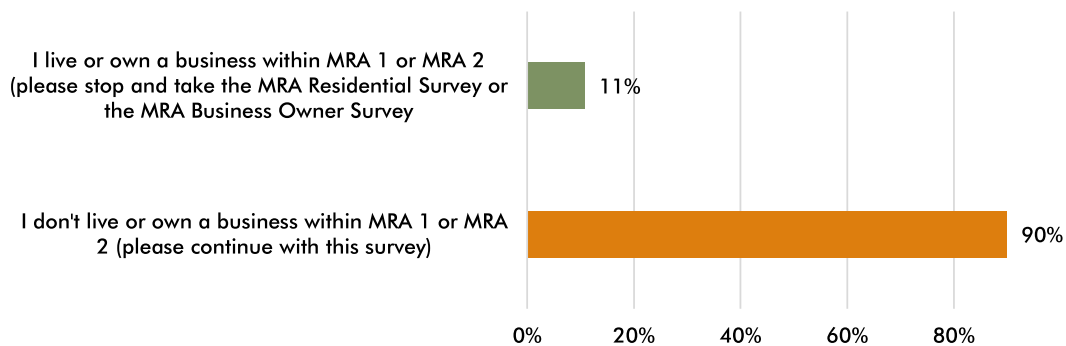
### Q1. Do you live in the City of Clovis?

Answered: 130 Skipped: 1



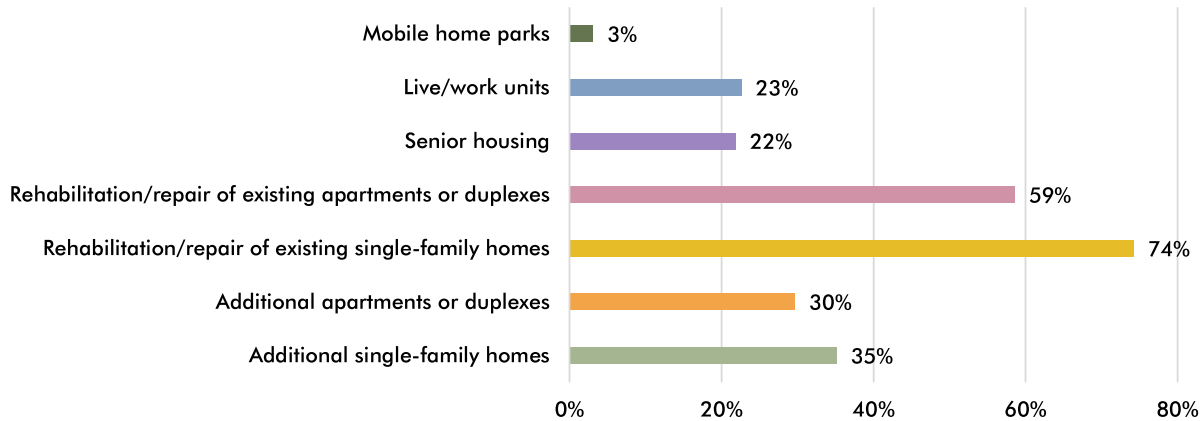
### Q2. Referring to the maps in the FACT SHEET above, please confirm that you do not live or own a business within either one of the Metropolitan Redevelopment Areas (MRA).

Answered: 130 Skipped: 1



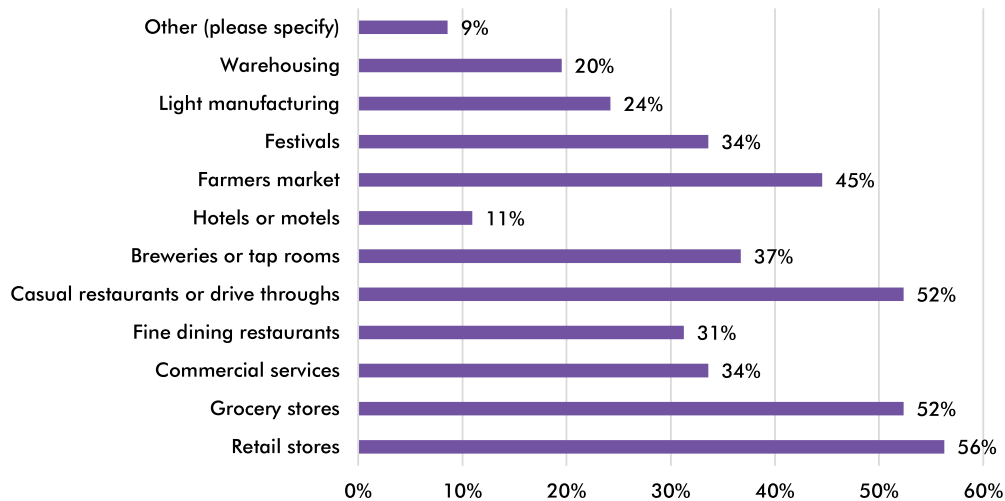
**Q3. What type of residential development or redevelopment would you like to see within MRA 1 and MRA 2? (choose all that apply)**

Answered: 128 Skipped: 3



**Q4. What type of businesses or activities would you like to see added or expanded in MRA 1 or MRA 2? (choose all that apply)**

Answered: 128 Skipped: 3

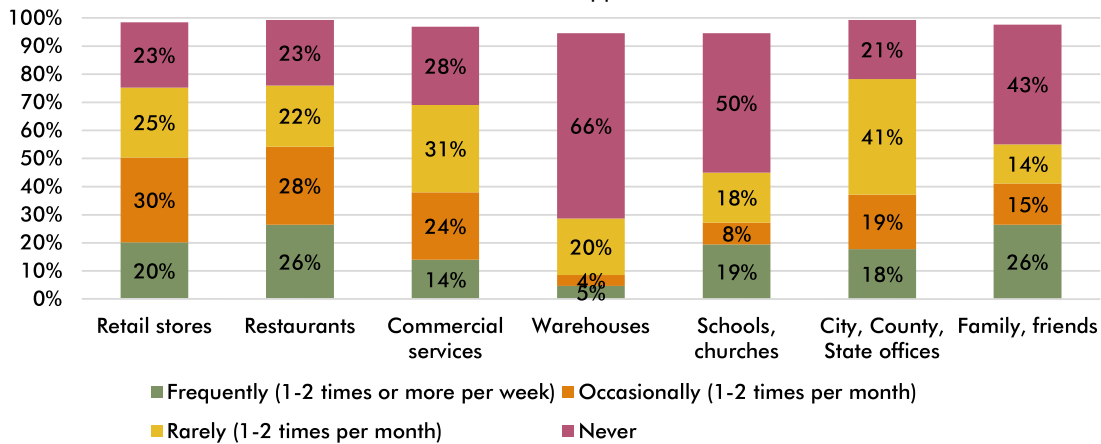


**Q4 Other Answers:**

- ◀ Parks or playgrounds
- ◀ Cannabis Dispensary
- ◀ School to be up and operating the way it was attended to. Also we need to regulate our City Police Officers and Facilities...there is much fraudulent activity being done behind the scenes where Owners are Targets and being held in the facilities they own.
- ◀ Recreational, family fun parks
- ◀ Gyms
- ◀ Drug rehab
- ◀ Movie Theater
- ◀ Police presence
- ◀ Upscale structures
- ◀ Parks and recreation
- ◀ Bakeries

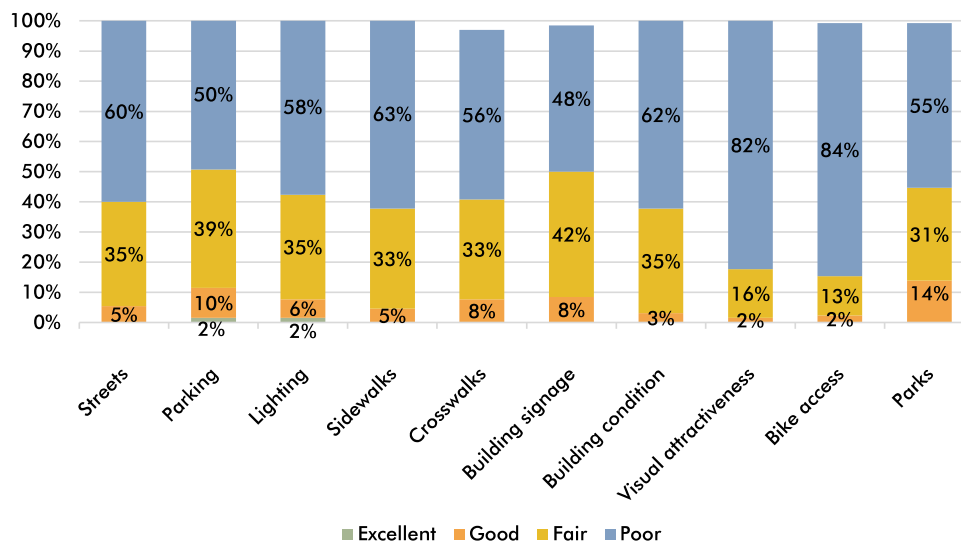
**Q5. How often do you currently visit these locations within MRA 1 and MRA 2?**

Answered: 130 Skipped: 1



**Q6. How would you rate the following amenities within MRA 1 and MRA 2?**

Answered: 130 Skipped: 1



**Q7. If your answer to any of the items in Question 6 was "Fair" or "Poor", how would you suggest improving it?**

- ◀ Clean up and repair
- ◀ Start by requiring businesses and residents to clean up their property. Perform building inspections of structures showing excessive signs of deterioration and condemning them if need be.
- ◀ Upkeep
- ◀ "Improvements in lighting, streets/crosswalks
- ◀ Additions of parks
- ◀ Improve the attractiveness of the areas"
- ◀ Streets need major overhaul, too many cracks and potholes. Need to mark parking and designate bicycle paths. Overall the dilapidated buildings and junk cars need to be removed. More parks or walking parks need to be added. Crosswalks need repainting.
- ◀ Tear everything down, and start from scratch. Everything there is old and falling apart. then build new housing, parks and stores will move in



- ◀ NEW AND REMODEL CONSTRUCTION.
- ◀ Improving buildings in disrepair and cleaning up around residential areas.
- ◀ Upgrade street lighting,(LED) fix streets & drainage, landscaping throughout the area would add huge visual appeal.
- ◀ Repair or tear down old boarded buildings.
- ◀ The areas of MRA District 1 and 2 require extensive rehab. The area is extremely run down the buildings are falling apart and the roads are damaged beyond normal repair. Clovis as a whole has a bad reputation and having our businesses and city government in this area brings negative impact to the public perception of Clovis due to the ascetics and conditions of most buildings and roadways in this area.
- ◀ New construction
- ◀ Sidewalks that aren't blocked or obstructed in any way. roads and bike lanes need to be more defined by better paint and signs.
- ◀ Extensive repairs
- ◀ Anything you do is better than what we have.
- ◀ Replace /expand roads
- ◀ We need lighting and bike paths to keep pedestrians and bicycle riders safe. Also, the sidewalks are cracked and jut out which isn't safe.
- ◀ Tear a lot of the buildings/houses down and rehabilitate those that can be saved.
- ◀ Clean up, tear down abandoned buildings in disrepair, paint, add parks, etc.
- ◀ Safety needs to be improved.
- ◀ More parks restaurants and family friendly more safety precautions walking distance place for easy access for non vehicle persons.
- ◀ When driving around Clovis it look so sad and dead here, and there is no eye catching or visual buildings to show off to the people who comes through. There is nothing here to draw people or even to invite people here to make the extra revenue. There is nothing really here for the children like amusement parks, trampoline place, indoor activities, game station and water park. At the parks there is not enough seating by the play area with shade. To be honest if it wasn't for Cannon Air Force Base, Clovis would be a ghost town...
- ◀ The roads could use paving but I think street lighting on every corner would help deter criminal activity. And sidewalk work. But a lot of abandoned homes that could be demolished or sold for cheap to good community friendly investors. We don't want to house criminals in our backyards!!! Thank you so much for what y'all do. I live 2 blocks north of zone 2 on Wallace.
- ◀ Repair the street how the street was fix on the other side of 7th and Price. Sure do like it.
- ◀ Complete makeover
- ◀ Overall improvement needed, multifaceted approaches are needed. Public works improvements for roads, sidewalks, and parks.
- ◀ Many of the buildings are run down and trashed. This area needs an entire makeover and encouragement for businesses to stay in the area. This is one of the first thing you see when you come into Clovis, giving a bad impression to anyone visiting.
- ◀ Fair
- ◀ We need to monitor money that is going into the City Grant's to be sure that we are not unknowingly taking from someone else under the impression that we are authorized to access any monies or benefits that righteously belong to someone else.
- ◀ Streets are cracked and bumpy,, add more lighting,add restaurants and stores.
- ◀ Fix the roads good, roads are main priority and everyone agrees. Some buildings would make the area look better if they were upgraded, lots of old abandoned buildings.
- ◀ Make the parks safer. Add bike access, improve the visual attractiveness etc. Lots of improvement on upkeep needed.

- ◀ Fix, repair, or replace as needed. Tear down the old and build new, give to Habitat for Humanity if possible. Enforce clean and clutter free properties.
- ◀ Cleaning up area abandoned buildings
- ◀ Need to clean up vacant lots, homes businesses. Would like to see improvements that include curbside appeal, planting of trees, more appealing visually - currently looks old and run-down.
- ◀ More bike lanes, street lights, parks, improve roads (fix potholes).
- ◀ Remodeling it
- ◀ I am not sure but the streets, sidewalks and homes need improvements.
- ◀ Adding bike lanes and side walks (these are nonexistent in this area other than on 7th street between sycamore and maple that is new) finding a better way of road drainage instead of the huge dips on every street crossing, mandating a better living wage for people whom live in this area as most that live in these areas are below the poverty level and only make enough wages to survive at bare minimum and cannot afford upkeep of residential houses beyond necessity in the grand scheme of priorities.
- ◀ Fix the roads and add better street lights.
- ◀ Add stop sign, add sidewalks, add street lights, add crosswalks. Invest in business and clean up yards and demo abandoned homes.
- ◀ "Make new streets they are all messed up w big pot holes.
- ◀ Remodeling
- ◀ Add more for the children in this area and clean it up and make it look more maintained.
- ◀ All needs replacement or new build in all areas.
- ◀ We need sidewalks ,landscaping, fix the drainage. This highway is just horrible. And be persistent on how homeowners keep their property.
- ◀ To rebuild especially for HANDICAP.
- ◀ Improve drainage, offer grants for building improvements.
- ◀ Designated area for bikes and tear down unsightly buildings for a neighbor park.
- ◀ Help renovate or reconstruction.
- ◀ Basic improvements and maintenance.
- ◀ There are a lot of buildings/homes that need to be torn down/rebuilt, better street lighting at night, better landscaping, junk cars removed and the area updated.
- ◀ By improving how its built or done.
- ◀ Redesign and refacing of existing buildings. Improving sidewalk and bicycle rights of way. Improve night time lighting.
- ◀ Spending the money to rehabilitate aged sidewalks, lighting, etc. and add bike access areas.
- ◀ Code compliance, hold residents accountable for their rundown trailers and homes. Very poor visual aesthetic in these areas but no one is holding these people accountable. CLEAN UP CLOVIS! It's a dump here.
- ◀ Fix sidewalks and do better with animal control so a person go for a walk without being in danger of an attack or being hit by a car.
- ◀ No suggestion
- ◀ Hillcrest Park could use more improvement. Streets are horrible all through the town, streets light neighborhoods def needs more lighting. No real access for bikes.
- ◀ Most of these areas are older parts of town and they have not gotten the dollars needed to maintain the roads, sidewalks, and some of the properties need to be cleaned up of debris in the yards.
- ◀ NEED TO REPLACE
- ◀ No suggestions at this time.
- ◀ A consistent "look" to commercial building with similar, modern exteriors, landscaping, remove billboards in the city.

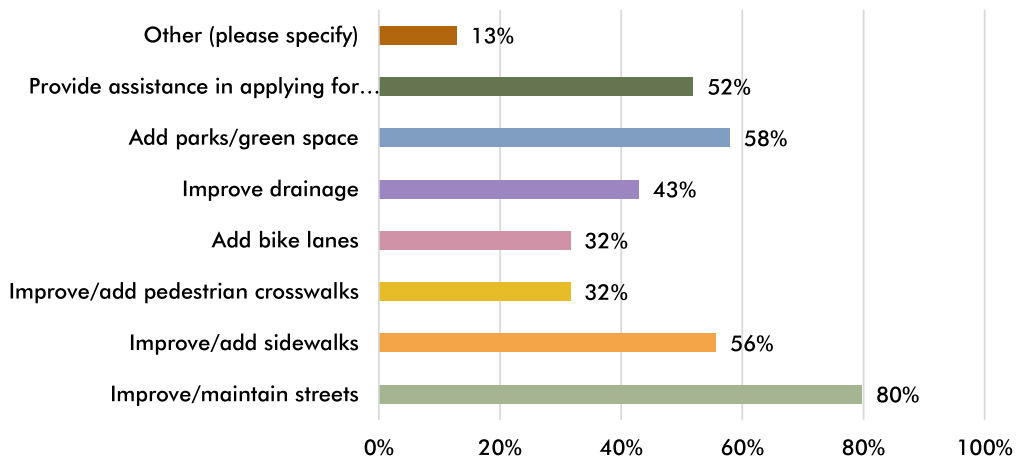
- ◀ Repair the housing and tear down vacant buildings.
- ◀ Continue to replace or renovate.
- ◀ Clean up areas. All streets in Clovis are fair & these areas are the same - repair & maintain.
- ◀ Most or all of the side walks are broken and uneven, weed are always over grown street lights don't work. a bunch of rundown and vacant buildings. Big streets like 7th, Maybry, MLK, and others in this areas need to kept up and less of eye sores to the citizens of Clovis also to the people passing by. These are streets that head in or out of Clovis so they should be beautified and have more businesses like in North Prince, available people that live in this area.
- ◀ Burn down all the vacant (crack) houses. Make parks/recreational facilities. Build senior citizens area or foster care (hotel).
- ◀ Have code enforcement start making people mow their weeds and tear down abandoned properties.
- ◀ Let's start with marked intersections. These places are free for alls. Why are the expensive homes the ones that have safety?
- ◀ Creating an attractive location where people can gather for special events and or programs to bring the community into the area...i.e. Roy Walker Gym and area has an attractive location that could be utilized a gathering place!
- ◀ It takes money. Need to allocate more to streets.
- ◀ There needs to be a lot of clean up in this area of town.
- ◀ Takes \$ we don't have.
- ◀ Make it prettier.
- ◀ Keep up with streets and having code enforcement focus on these areas
- ◀ Repairing buildings.
- ◀ In many areas there are no sidewalks or crosswalks, I said streets fair, which is a lie.
- ◀ Remove abandoned/run down buildings. Add parks, improve sidewalks and lighting. Get a police force that actually gives a damn and wants to make positive change.
- ◀ Zoning blocks as art theme districts with murals and more attractive walking lanes. Fresh paint would help. Severe restrictions on trash accumulation.
- ◀ Areas seem 'Run-Down'. Improved visuals in housing areas.
- ◀ Tear it all down and start over.
- ◀ Fill in potholes, make streets level. Create additional parking for some locations. Repair/restore buildings. By fixing the roads and the building conditions this should help to make the areas more attractive.
- ◀ Clean up the area to start with.
- ◀ Investments
- ◀ "Fixing it"
- ◀ I would start improvements by resurfacing or rebuilding the streets.
- ◀ "To improve sidewalks: make the downtown area walkable. Place trees along building fronts to break the view of a mile long straight road. Place additional flowers/plants on sidewalk to help beautify the area.
- ◀ To improve the walkability of the downtown area: provide outdoor seating for restaurants with sufficient foliage outside to shade customers from the sun or add center islands down the street with trees and greenery. Add cycling lanes to Main St. Often times Transportation Engineers get it wrong - adding extra lanes to roads tends to induce more traffic rather than alleviate it. Perhaps transitioning to a dedicated two lane with a left hand cycling path would be beneficial.
- ◀ Improve the exterior of commercial businesses along Main St. Most of the buildings are the same color: tan. Not the most attractive and vibrant.
- ◀ Mix the use of the buildings along Main St. There are multiple two story buildings where the first floor is used for a business and the second floor is empty, why? Mix the use of these buildings. For example,

housing businesses on the first floor, with apartments on the second floor.

- ◀ Draw residents to the downtown area: Festivals, farmers markets, etc. The empty lot across the street from Bandelero Brewery could be used to host live music weekly. Customers from the brewery can walk across the street and enjoy music under porch lighting.
- ◀ Residents need to have a reason to visit the downtown area. Right now every other building along Main St is closed or in the process of closing. There simply is not much of a draw to bring customers in - so why go to a place that has limited services available and isn't very walkable? "
- ◀ Make investment in streets, lights and sidewalks. Get community involved in helping clearing and clean up properties.
- ◀ 1st a walk through needs to be done. Then let your ideas flow. Anything new will do the area well.
- ◀ More lights, fixing the building, making the area less shady.
- ◀ Rebuilding.
- ◀ Improve all of those items.
- ◀ Hold owners of property accountable for upkeep and conditions of buildings and surrounding property.
- ◀ Owners take responsibility and improve property.
- ◀ The whole area is run down. You would almost need to relocate families out of that neighborhood and make it warehouses that would attract businesses. Possibly an industrial park. The area around main street has a lot of potential for dining and shopping. A couple of nice parks would also be a good addition for neighborhoods.
- ◀ Creating standards and codes for the area for upkeep. This area feels rundown, outdated. Hoping there could be some funding to help the folks who live in the area upgrade and help make this are look and feel better.
- ◀ New development. Fix all the buildings that look bad. Fix the streets.
- ◀ No
- ◀ There is no grocery stores, and very little retail.
- ◀ Repair/restore buildings & homes if feasible, otherwise demolish. Repave streets, repair sidewalks. Add parks/playgrounds.
- ◀ Let them go out and look so that you can see for yourself.
- ◀ Improve attractive visual condition.
- ◀ Repave the streets, remake the sidewalks, install nice mailboxes for each house. All mailboxes on the west are on the one side of the street.

**Q8. The City should focus on the following improvements to MRA 1 and MRA 2 (choose your top three priorities)**

Answered: 130 Skipped: 1



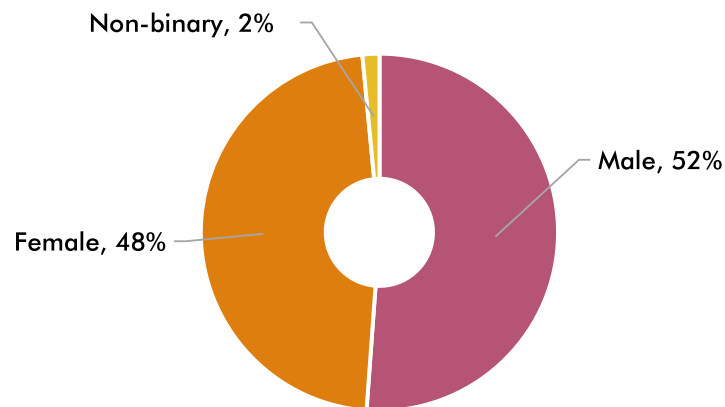


### Q8 Other Answers:

- ◀ The main problem in this area is that it is full of very old houses owned by low income families that can't afford to keep their houses in good shape. Home improvements are the biggest needs in these areas.
- ◀ Remove unsightly, dilapidated buildings.
- ◀ Upgrade the outer appearance of the older building. Putting rock and asphalt, or whatever that tar substance is a waste of funding. Maybe brick should be the choice for the road like main street.. Don't have to worry about damages done to the cars.
- ◀ Get rid of dilapidated buildings and houses.
- ◀ We need re position and Revise, update any outdated revisions.
- ◀ Increase the mandated living wage to an actual living wage.
- ◀ Fix drainage we all have problems on my streets.
- ◀ Add gyms. .
- ◀ Code compliance.
- ◀ A tiny home village would be a great idea.
- ◀ More police
- ◀ Does drainage need improved?? Better lighting??
- ◀ Clean up areas
- ◀ Clean up blighted properties, remove abandoned buildings
- ◀ No bike lanes.
- ◀ Conditions of buildings on main thoroughfare of town.
- ◀ Improve shopping options.

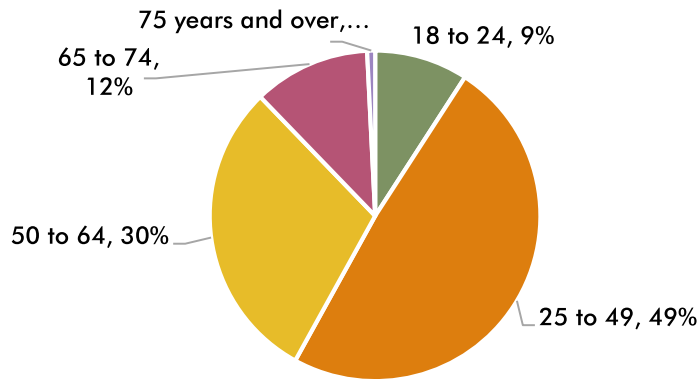
### Q9. What is your gender?

Answered: 130 Skipped: 1



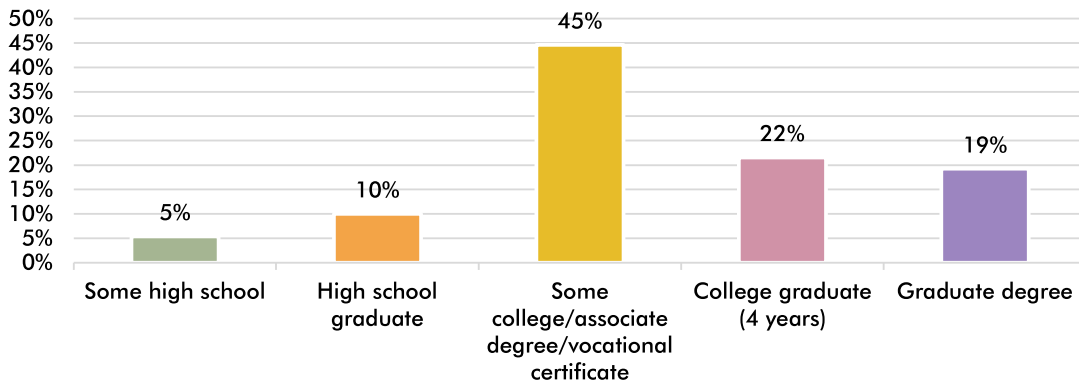
**Q10. What is your age category?**

Answered: 130 Skipped: 1



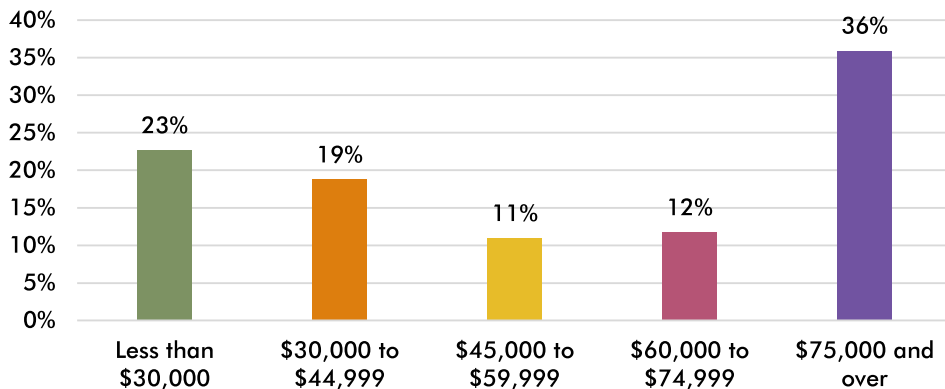
**Q11. Which of the following categories best describes your total household income?**

Answered: 130 Skipped: 1



**Q12. Which of the following categories best describes your total household income?**

Answered: 128 Skipped: 4



**Q13. Are there any additional comments you would like to share with the City of Clovis about MRA District 1 and/or MRA District 2?**

- Both of these areas and the areas in between them have been an eye sore for Clovis well over 30 years. Unless you are going to bulldoze all of it, no matter what you do it isn't going to change anything. I just

don't understand why you didn't make your boundary from 14th street to the railroad tracks.

- ◀ Let's do it!
- ◀ The city should focus on removing unsightly buildings and improving the visual appearance of these areas.
- ◀ As part of the shared public information for this project, consider posting those properties which are abandoned and those which can be purchased due to tax levies.
- ◀ Thank you.
- ◀ Please pay attention! 575 749 5665
- ◀ Let's improve Clovis, so far not looking to good. Why invite people to a depressing place.
- ◀ You are saying you want to improve the area but I have not heard anything as what you are going to do with the 1000's of people that live there???? Where the money is coming from to pay for all this work???? Code (3-60A-1 to 3-60A-48 NMSA 1978) my give you the rights to plan The MRA but I see this a about a 10 year under taking
- ◀ I am Catalina Teresa Ortiz. I have been a victim identity theft and Treason i would appreciate that my situation be looked into for the sake of my children and so on...
- ◀ MRA District 1 has been neglected by the city,and many people there have no transportation,So having a variety of stores would really help the west side of Clovis.
- ◀ Thank you for taking these areas into consideration!
- ◀ This can be an asset to our community. Love all the new breweries. This area should be a destination, let's sell ourselves better. We are better than this.
- ◀ fix the roads the correct way by proper compaction of sub grade to prevent pot holes!
- ◀ "It would be nice if all citizens took a little more time to beautify the city in which we live"
- ◀ Maybe add police surveillance cameras.
- ◀ Please add stop signs and sidewalks! Help citizens clean up properties and demo abandoned homes. There is a huge drug problem in this area and abandoned homes attract drug addicts.
- ◀ Allies need to be redone from 1st street all through 21st they are extremely horrible. We pay good earn money to make sure trash is picked up and they do very little. All these allies can be clean so that I can walk to throw my trash easily especially for the Handicap
- ◀ Don't be too hasty to force changes on these people without offering them help. Have patience and understanding. If you force people to the streets by seizing their property and demolishing their homes, it can cost more than just letting them live in peace. Focus on helping them have the improvements without duress. Most I know in the areas in question are struggling. Consider how would you want your family and friends treated by the government.
- ◀ This along with property along the highway in and out of town really needs a face lift!
- ◀ It would be nice if there was a grocery store and gyms
- ◀ I am excited to see what the City does with the information it collects and to see an actual redevelopment plan implemented.
- ◀ Need to improve code compliance in these areas. Nobody is being held accountable for the way their property looks. Just terrible. Can't believe City officials aren't embarrassed by the looks of things around here these days.
- ◀ We need more affordable housing and projects to help the poor and/or elderly repair their existing homes.
- ◀ Thanks for the work you have completed.
- ◀ The lack of police services affects the entire city and not just the two redevelopment areas. It is a wast of money to improve the streets if you not going to keep the criminal element in check. The broken windows theory is an excellent model for improving areas and improving the infrastructure is a good start, but there must be high visibility enforcement for quality of life violations. This means aggressive code enforcement and law enforcement, both of which are lacking in the entire City of Clovis.

- ◀ I doubt anything will get done. I've seen this before.
- ◀ It would be great for homeowners or business owners to get access to funds to be able to make improvement to their homes.
- ◀ We really need a proactive police force that embraces the broken window theory and forgets the phrase "there is nothing we can do". Officers should be working hard to enforce the smaller quality of life ordinances and crimes to control larger crime issues in Clovis.
- ◀ Clovis looks like a town that is run down, streets are bad, too much trash. We could do better. I love the way Portales renewed their downtown area nice lamp posts, benches, etc.
- ◀ Investing in infrastructure pays dividends in the future.
- ◀ Improvements make the residents of the area believe that you care.
- ◀ I believe individuals have to want improvement and be involved in the process, including volunteering to improve the areas in which they live and work.
- ◀ It would be nice to see this part of the city come back to life
- ◀ Thank you for this.
- ◀ Public lights.