



# Building Blocks for a Brighter Future



**FY 2023 IMPACT REPORT**





**MESSAGE FROM THE ALAMOGORDO MAINSTREET  
EXECUTIVE DIRECTOR**

**“As the Mayor of Alamogordo, I am proud to partner with Alamogordo MainStreet on their revitalization efforts. Their commitment to our community and their tireless efforts to create a vibrant, dynamic downtown area have had a tremendous impact on our city. By working together, we have been able to attract new businesses and enhance the overall quality of life for our residents. I look forward to continuing our partnership with Alamogordo MainStreet as we work to build a bright future for our community.”**

**Mayor Susan Payne**  
*City of Alamogordo*



**Nolan Ojeda**  
*Alamogordo MainStreet Executive Director*

Over the past year, we have made significant strides in preparing for the construction project **MainStreet Makeover**, which promises to bring new life and vitality to our downtown area. We have also focused on reorganizing Alamogordo MainStreet for greater efficiency, streamlining our operations, and better aligning our resources to support the needs of our downtown businesses. In addition to these efforts, we have continued to prioritize events and programs that support the growth and development of small businesses in our community.

Through targeted marketing and outreach, we have been able to reach a wider audience and draw more visitors to our downtown area, helping to boost sales and promote economic growth. I am proud of the work that we have accomplished over the past year, and I hope that this report will serve as a testament to the dedication and hard work of everyone involved in the revitalization of downtown Alamogordo.

Thank you for your continued support, we couldn't do this without you!

*Nolan Ojeda*



**Alamogordo MainStreet's mission is to preserve, enhance, beautify, and economically develop Alamogordo's historic downtown district with respect to local heritage and culture.**



# THE MAIN STREET APPROACH™



# TRANSFORMATION STRATEGIES & STANDARDS



**The National Main Street Center (NMSC)** was established as a program of the National Trust for Historic Preservation in 1980 as a way to address the myriad issues facing older and historic downtowns, helping to restore economic vitality, while celebrating their historic character, and bringing communities together. In 2013, NMSC relaunched as an independent subsidiary of National Trust, and is now known as Main Street America.

Today, Main Street America is a network of more than 1,200 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development using The Main Street Approach™.

In New Mexico, Main Street America partners with the State Coordinating Program, New Mexico MainStreet (NM Economic Development Department) to support local programs in 30+ communities around the state.

**Economic Transformation Strategies** are the center of the Main Street Approach™ that articulate a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy. Alamogordo MainStreet's Transformation Strategies are organized around the Four Points, informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement.

An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination. Some "ready-to-use" strategies — called Catalyst Strategies — fall into two broad categories: those that are focused on a specific customer segment and those that are focused on an industry, product, or service segment.



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**Economic Vitality** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

**Design** supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

**Promotion** positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

**Organization** involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

## Main Street America's Six Standards:

The Six Standards are comprised of 35 performance indicators and 163 elements that outline what it means to be a highly successful Main Street program. The Six Standard include:

- I. **Broad-Based Community Commitment To Revitalization**
- II. **Inclusive Leadership And Organizational Capacity**
- III. **Diversified Funding And Sustainable Program Operations**
- IV. **Strategy-Driven Programming**
- V. **Preservation-Based Economic Development**
- VI. **Demonstrated Impact And Results**



Alamogordo MainStreet has met or exceeded all Six Standards of the Main Street America Evaluation Framework and has been designated by New Mexico MainStreet as an Accredited program for the 2023 calendar year following a comprehensive review in Fall 2022.

# ECONOMIC TRANSFORMATION STRATEGIES



# AT A GLANCE · OUR IMPACT

JAN 2022 - MAY 2023



## Strategy 1

Re-establish the downtown MainStreet district a center for multigenerational residents to eat, shop and play. Our revitalization efforts should attract a diverse audience, and our first priority is to focus on commerce and activities that appeal to local residents. Alamogordo MainStreet will re-engage and attract a multi-generational audience, both residents and “locals as tourists”.

- Lead the *MainStreet Makeover* Construction Mitigation efforts
- Complete the Arts and Culture District Designation Jump Start Program
- Host Family Friendly Events Downtown

## Strategy 2

Connect Holloman AFB personnel and their families to downtown offerings. Military personnel and their families at Holloman AFB are somewhat isolated from downtown and have limited opportunities for shopping or entertainment on base. This strategy capitalizes on an untapped market and also fills some critical gaps to an important and valued population of the Alamogordo community.

- Maintain Building Inventory for Business Recruitment
- Host Events Downtown to Provide Nightlife
- Partner with MainGate United to connect Holloman AFB personnel and families to downtown offerings

## Capacity Building Strategy

Grow the organizational capacity to meet the mission and sustain operations. Maintain an organization that can represent diverse stakeholders, harness a variety of public and private resources, coordinate multiple partners, and carry out a comprehensive, four-point array of essential projects and activities.

- Organization Wide Restructure
- Recruitment of New Board Members
- Creation of a Volunteer Coordinator
- Creation of a Financial Committee
- Rework of Economic Strategies

**\$1,113,400**

Amount of Private Reinvestment

**3,224**

Volunteer Hours



**\$1,900,000**

Amount of New Mexico MainStreet Capital Outlay Funding

**\$124,021**

Amount of NMMS Services Utilized  
(July 2020 - April 2023)



**33**

Buildings Rehabilitated

**\$4,000**

Amount of Public Reinvestment



**35**

Businesses Supported



**6**

Partnerships Engaged



**\$14,000**

Grants Received

**10**

Net New Jobs Added

**7**

Net New Businesses Added



**1**

Design/Placemaking Project Completed



**12**

Events Conducted

**~15,000**

Event Attendees





# Project Highlights

## 2022 - 2023



## Community Events Downtown

We held several events this past year including large scale events, Atomicon, Rockabilly, and Christmas on MainStreet, that all saw about 5000 attendees each. We partnered with downtown businesses to hold Downtown Nites on the first Friday of every month over the summer. We partnered with the Alamogordo Farmer's Market to organize a Wednesday market downtown during the summer.

With the help of the Center of Commerce, the City of Alamogordo, and The Small Business Development Center we were able to hold the most successful Shop Small Saturday event in history, during which many businesses reporting making record breaking revenue.



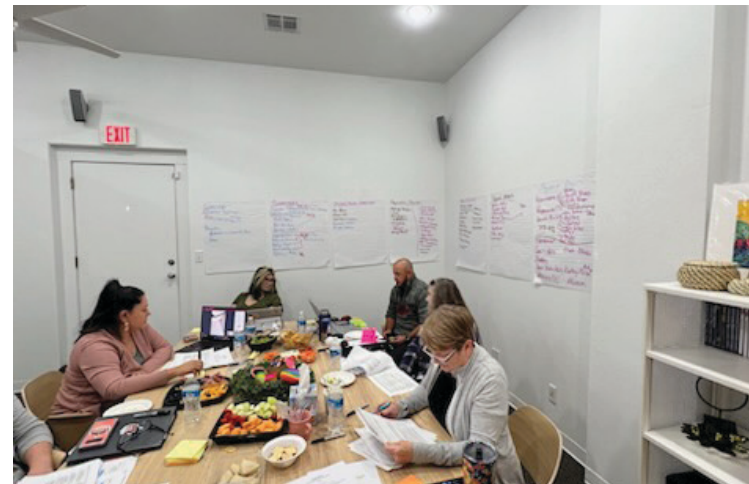


## Arts and Cultural District Jump Start Program

We have started the process to become a State-Authorized Arts and Cultural District (ACD) through our acceptance into the ACD Jump Start program. We formed an official ACD Committee, which has been working with a state specialist in identifying opportunities and beginning the planning phase to create the official district.

We held 5 public meetings with our local community where we looked at market research data, demographic information, and taken public input into account to identify projects that will be used in our application.

The creation of a State-Authorized ACD in Alamogordo will create huge benefits for our local economy including increased foot traffic downtown, more business opportunities, higher business retention rate and increased access to funds from grants, Economic Development Act funds and tax incentives.



## ADDITIONAL HIGHLIGHTS

We saw a renewed excitement and interest in our downtown district when our local community turned out for **Shop Small**, where they generated an estimated **\$20,000** in revenue for our downtown businesses.

We are so excited to capitalize on that community enthusiasm through our streetscape renewal project, **Alamogordo MainStreet Makeover**, which wouldn't have been possible without the award of **\$1.9M** from Capital Outlay funding through the state Economic Development Department.

Alamogordo MainStreet has played a vital role in revitalizing the downtown area through its successful events, economic development projects, and community outreach initiatives. These efforts have brought awareness to the district and generated interest from both existing and new businesses looking to open or relocate downtown. As a result, the area has experienced a surge in private investment, with businesses attracted to the area's potential for growth and development.

## MainStreet Makeover Construction Mitigation

During the construction phase of the MainStreet Makeover project, which will be facilitated by the City of Alamogordo through funds from the New Mexico MainStreet Great Blocks Capital Outlay program, our businesses within the district may see a decrease in foot traffic. In order to mitigate potential negative effects, we have formed a committee and created a multifaceted communication plan around the project.

This plan includes updates on the project scope and timeline, education about alternative parking and business hours, and accessibility information. In addition to the informative side of this initiative, we have produced and will be disseminating videos and images to show what the future of the Alamogordo MainStreet district will look like. Using the fixer-upper themes that have been popularized by networks like HGTV, we expect to generate excitement and increase buy-in from the larger community.

## Alamogordo MainStreet Reorganization

During the COVID-19 pandemic, Alamogordo MainStreet took a dip in effectiveness and engagement with the local community. Starting in June of 2022, through changes in leadership and a strategic program to reorganize, the Board of Directors were injected with a renewed enthusiasm and focus. We met every week for 3 months to look at our committee structure, revisit and update our Economic Transformation Strategies and Capacity Building Strategy, as well as review and update all of our major administrative documents.

The results have been outstanding. In the last 10 months, the Alamogordo MainStreet Board has formed multiple new committees, including the Arts and Cultural District Jump Start Committee, the MainStreet Makeover committee, an all new Murals committee, just to name a few, as well as complete several long running projects, like our collaboration with the Tularosa Basin Museum of History on the creation of a Railway History park within the City of Alamogordo-adopted Alamogordo MainStreet Metropolitan Redevelopment Area plan.

**“Alamogordo MainStreet has been instrumental in bringing new life and vitality to our downtown area. Their efforts have helped to attract new businesses, create jobs, and enhance the overall quality of life for our residents.”**

**Sharon McDonald**  
City Commissioner





## LOOKING AHEAD — PREVIEW OF COMING YEAR



### Alamogordo MainStreet Makeover

This streetscape revitalization project will dramatically transform our downtown district. In addition to the visible improvements — new sidewalks, new greenery, new lights and new benches — there will also be much needed invisible improvements to underground utilities like sewer and water lines.

We couldn't be more excited for the outcome of this project but we understand that there will be some short

term pain for a lot of long term benefit. We will be working closely with the City of Alamogordo and contractors to ensure concerns are addressed, communication is clear and frequent, and that progress is shown so we can all be excited together.

Ultimately, we expect this project to result in increased foot traffic, higher business retention rates and more new businesses coming into the district.

## LOOKING AHEAD — PREVIEW OF COMING YEAR



### Holloman AFB Involvement Downtown

In the Air Force, Holloman has a reputation as an undesirable place to get stationed. *We want to change that reputation.* We are striving to get a better understanding of what the men, women, and families stationed at Holloman AFB are looking for when coming to Alamogordo for shopping, dining, and entertainment. We will be conducting a multifaceted market analysis of the needs and wants of the personnel and their

families at the base and will be using that data to inform future AMS projects. We will also be working on getting the word out about all the great businesses we already have in the district, and to that end, will be partnering with several spouse groups on Holloman AFB to coordinate spouse events with businesses downtown.





## LOOKING AHEAD — PREVIEW OF COMING YEAR



### Downtown Events

The MainStreet Makeover will have a big effect on foot traffic and business downtown this year, but we aren't going to let that stop us from having some of our most anticipated annual events, including Christmas on MainStreet, Downtown Nites, and the Alamogordo Farmer's Market. These events bring a lot of business downtown, and are integral to many of our local businesses yearly income. We have looked

at several alternative set ups for each of these events, including expanding to the alleys behind the businesses or working with the City to close additional streets. Due to the changeable nature of a large construction project like the MainStreet Makeover, we know we will have to get creative to ensure these events still go on and our local businesses reap the benefits, but whatever it takes, we will make it happen!

“As a business owner in downtown Alamogordo, I am grateful for the revitalization efforts of Alamogordo MainStreet. Their work has helped to create a more vibrant, welcoming atmosphere in our city center, which has led to increased foot traffic and a growing customer base for my business. Their commitment to preserving our community’s history and embracing the future has been truly inspiring, and I am excited to see what the future holds for downtown Alamogordo. Thanks to Alamogordo MainStreet, we are seeing new businesses and opportunities emerge, which is great news for our local economy.”

**Ms. Alice**  
Victoria, Downtown Alamogordo

### Projects of Opportunity

Given the right resources and partnership with the City of Alamogordo, we are leaving room to tackle some additional exciting and much needed projects. We hope to collect enough funding and resources to continue progressing our goal of establishing a state authorized Arts and Cultural District. We also hope to move forward with establishing a new business accelerator that would bring a coffee shop or restaurant to the district. Finally, we hope to raise funds to work with property owners downtown to match their investment in fixing facades and infrastructure that is vital to generating a beautiful and vibrant downtown. These projects will have a major impact on the Alamogordo MainStreet district, and on the economy of Alamogordo as a whole, but they will require additional resources and partnership with the City to accomplish.

**Want to get involved?**

Contact the Alamogordo MainStreet Executive Director at [director@alamogordomainstreet.org](mailto:director@alamogordomainstreet.org) or visit [alamogordomainstreet.org](http://alamogordomainstreet.org) for more information.





THANK YOU TO OUR SUPPORTERS!



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### Partners



### Alamogordo MainStreet 2022 Volunteer of the Year!



#### Martha Jones

Martha has been an integral part of our community for many years, and her tireless efforts have helped to improve numerous projects that make our town a better place. She has made significant contributions to the success of events like Downtown Nites, the Alamogordo Farmer's Market, and Christmas on MainStreet.

In addition to her many volunteer hours, Martha has an outstanding attitude that is infectious to those around her. She always goes above and beyond to ensure that everyone involved in these projects feels appreciated and valued.

We are incredibly grateful for Martha's dedication and hard work, and we look forward to continuing to work with her to make Alamogordo an even better place to live, work, and play.

### Funders & Sponsors



### Superstars!

<b>Martha Jones</b>	<b>Rhonda Baldonado</b>	<b>Autumn Hobson</b>	<b>Taylor Ojeda</b>
<b>Megan Wade</b>	<b>James Sheppard</b>	<b>Bill Boylan</b>	

- |                  |                  |                    |
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**Alamogordo MainStreet**  
900 New York Avenue  
Alamogordo, NM 88310  
575.295.8804  
or 575.446.3612

**Connect with Us!**

**f:** @alamogordomainstreet  
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**alamogordomainstreet.org**

