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# Bridge/Isleta Revitalization Plan

*Rio Grande Community Development Corporation*

City of Albuquerque  
County of Bernalillo

Dekker Perich



County of Bernalillo  
Zoning, Building & Planning Department

600 Second Street NW • Suite 400 • Albuquerque, NM 87102 • (505) 924-3700 • Fax (505) 924-3750

NOTIFICATION OF DECISION  
BERNALILLO COUNTY BOARD OF COUNTY COMMISSIONERS H77

November 19, 1997

Rio Grande Community Development Corporation  
PO Box 12791  
Albuquerque, NM 87195

SUBJECT: FILE NO.: SPC-97-1

DESCRIPTION: The Bridge/Isleta Revitalization Plan. The purpose of the Plan is to identify actions that will improve business opportunities, provide local shopping opportunities to residents, and improve the quality of life in the neighborhood. The Plan boundaries are Bridge Boulevard between Goff Boulevard and the Rio Grande and Isleta Boulevard between Bridge Boulevard and Arenal Road.

**ACTION: ADOPTION OF THE BRIDGE/ISLETA REVITALIZATION PLAN**

TO WHOM IT MAY CONCERN:

At the November 18, 1997 public hearing, the Bernalillo County Board of County Commissioners **ADOPTED** the Bridge/Isleta Revitalization Plan. The purpose of the Plan is to identify actions that will improve business opportunities, provide local shopping opportunities to residents, and improve the quality of life in the neighborhood. The Plan boundaries are Bridge Boulevard between Goff Boulevard and the Rio Grande and Isleta Boulevard between Bridge Boulevard and Arenal Road. The plan is based on the following Findings and subject to the following Condition.

**FINDINGS:**

1. The Bridge/Isleta Revitalization Plan is located in the Established Urban and Semi-Urban Areas of the Albuquerque/Bernalillo County Comprehensive Plan.
2. The Bridge/Isleta Revitalization Plan promotes the health, safety, and welfare of the community.
3. Funding is available through the Enterprise Communities grant for the small business incubator.
4. There is substantial participation from the community.

**BERNALILLO COUNTY PLANNING COMMISSION**  
**NOVEMBER 19, 1997**  
**SPC-97-1**  
**PAGE 2**

5. The Isleta Boulevard project through the Bernalillo County Public Works will be an integral part of the Bridge/Isleta Revitalization Plan.
6. The Bridge/Isleta Revitalization Plan is consistent with the Southwest Area Plan.

**CONDITION:**

1. The plan shall be dedicated in memory to Arturo Vasquez.

If you have any questions concerning this matter, do not hesitate to call me at 924-3704. My office is in the County Zoning, Building and Planning Department, 600 Second Street NW, Suite 400, Albuquerque, NM 87102.

Sincerely,

  
Nano K. Chavez  
Program Planner Senior

NKC:yac:11-18-97.nod

XC: File

Roger Paul, County Public Works Department  
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County Planning Commission

CITY of ALBUQUERQUE  
TWELFTH COUNCIL

COUNCIL BILL NO.           R-260          

ENACTMENT NO. 100-1997

SPONSORED BY: Adele Hundley

RESOLUTION

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APPROVING A BRIDGE/ISLETA REVITALIZATION PLAN.

WHEREAS, the New Mexico Legislature has passed the Metropolitan Redevelopment Code (herein "Code"), Sections 3-60A-1 to 3-60A-48 inclusive, NMSA, 1978, as amended, which authorizes the City of Albuquerque, New Mexico (the "City") to prepare metropolitan redevelopment plans and to undertake and carry out metropolitan redevelopment projects; and

WHEREAS, the City Council, the governing body of the City, (the "City Council") after notice and public hearing as required by Code, has duly passed and adopted Council Resolution No. R-327, Enactment 32-1996, finding, among other things, that one or more slum areas or blighted areas exist within five miles of the corporate limits of the municipality and that the rehabilitation, conservation, development and redevelopment of and in the Area designated as the Bridge/Isleta Revitalization Area is necessary in the interest of public health, safety, morals and welfare of the residents of the City; and

WHEREAS, the City Council, by Resolution No. R-327, Enactment 32-1996, has made certain additional findings which declare the Bridge/Isleta Revitalization Area to be blighted, has designated the Area as appropriate for a Metropolitan Redevelopment Project and has called for the preparation of a metropolitan redevelopment plan identifying the activities to be carried out to eliminate the present conditions; and

WHEREAS, the Albuquerque Development Commission, which acts as the Metropolitan Redevelopment Commission under the provisions of City Council ordinance 14-8-4-1994, (the "Commission") has held at least one public hearing on the metropolitan redevelopment plan designated the "Bridge/Isleta Revitalization Plan" for the redevelopment of the Bridge/Isleta Area, as required

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1 by the Code, at which hearing comments from the public as a whole were  
2 gathered and considered by the City; and

3 WHEREAS, the City Council has conducted a public hearing, after proper  
4 notice as required by the Code, on the Plan; and

5 WHEREAS, the Plan proposes acquisition and redevelopment of certain  
6 sites within the project area; and

7 WHEREAS, the Plan proposes a coordinated redevelopment of several  
8 public and private projects in the Bridge/Isleta area which will meet the objectives  
9 of the code and will benefit the City's efforts to revitalize the Bridge/Isleta  
10 Metropolitan Redevelopment Area; and

11 WHEREAS, this Plan for the Bridge/Isleta project will promote the local  
12 health, general welfare, safety, convenience and prosperity of the inhabitants of  
13 the City and will benefit the City's effort to revitalize the Downtown Core.

14 BE IT RESOLVED BY THE COUNCIL, THE GOVERNING BODY OF THE CITY OF  
15 ALBUQUERQUE:

16 Section 1. The City Council, after having conducted a public hearing  
17 pursuant to the Code, finds that:

18 A. The Plan and the proposed redevelopment of the Bridge/Isleta  
19 Area will aid in the elimination and prevention of blight or conditions which lead  
20 to the development of blight.

21 B. The Plan does not require the relocation of any families or  
22 individuals from their dwellings; therefore, a method for providing relocation  
23 assistance is not required for the project.

24 C. The Plan complements the Albuquerque/Bernalillo County  
25 Comprehensive Plan and affords maximum opportunity consistent with the needs  
26 of the community for the rehabilitation and redevelopment of the Bridge/Isleta  
27 Redevelopment Area by public activities and private enterprise; and the objectives  
28 of the Plan justify the proposed activities as public purposes and needs.

29 D. The Plan, attached as Exhibit A, and made a part hereof, is  
30 approved in all respects.

1           Section 2. If any section, paragraph, clause or provision of this Resolution  
2 shall for any reason be held to be invalid or unenforceable, the invalidity or  
3 unenforceability of such section, paragraph, clause or provision shall not affect  
4 any of the remaining provisions of this Resolution.

5           Section 3. Those portions of R-32-1996 in conflict with this Resolution  
6 are hereby repealed.

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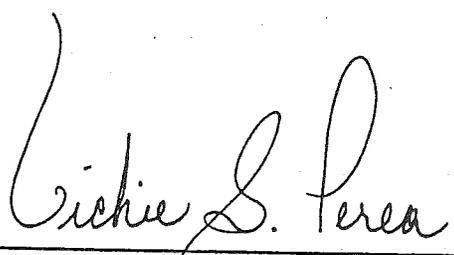
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1 PASSED AND ADOPTED THIS 15th DAY OF September, 1997

2 BY A VOTE OF: 8 FOR 0 AGAINST.

3 Yes: 8

4 Excused: Hundley

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10 Vickie S. Perea, President  
City Council

11 APPROVED THIS 15th DAY OF October, 1997



Martin J. Chavez, Mayor  
City of Albuquerque

18  
19 ATTEST:

20   
21 City Clerk

# Bridge/Isleta Revitalization Plan

prepared for

**The City of Albuquerque**  
**Albuquerque Development Services**  
**Ken Balizer, Manager**

prepared by

**Rio Grande Community Development Corporation**  
**Arturo Vazquez, Project Coordinator**

with design and analysis by

**Dekker/Perich & Associates, P.C.**  
**Dale R. Dekker, AIA, AICP, Principal**  
Harrison Higgins, AICP, Director of Planning  
Barbara Garrity, Project Manager  
Stanton Espinosa  
Sarah Hardgrave  
Lori Weber

## **The City of Albuquerque**

The Honorable Martin Chavez, Mayor

Vickie Perea, City Council President  
Ruth M. Adams, Councilor  
Alan Armijo, Councilor  
Michael Brasher, Councilor  
Sam Bregman, Councilor  
Tim Cummins, Councilor  
Vincent Griego, Councilor  
Adele Hundley, Councilor  
Angela Robbins, Councilor

## **City of Albuquerque Development Commission**

James A. Clark, Chair  
Alex Romero, Vice Chair  
Loretta A. Armenta  
Vangie Gabaldon  
Marian Matthews

**The County of Bernalillo**

Tom Rutherford, Chair, Board of County Commissioners  
Barbara J. Seward, Vice Chair  
Les Houston, Member  
Steve D. Gallegos, Member  
Ken Sanchez, Member

Juan R. Vigil, County Manager

The Bridge/Isleta Revitalization Project was completed under the supervision of the Board of Directors of the Rio Grande Community Development Corporation (RGCDC) and a Technical Review Team and Citizens Advisory Council comprised of:

**RGCDC Board of Directors**

Frank Baca, President  
Julie Stephens, Vice President and Treasurer  
Ann Kanapilly, Secretary  
Cristina Carrillo  
Lorenzo Garcia  
Leonard Hinckley  
Debbie Martinez  
Orlando Olivas  
Rob Strell

**Citizens Advisory Council**

Patrick Ayala  
Rick Bach  
Ron Casias  
Connie Corley  
Tina Garcia  
Willam New  
Luz Ouzts  
L. Kelly Pasztor  
Deryle Perryman  
Jackie Radoslovich  
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Libo Sanchez  
Terry Sanchez

**Technical Review Team**

Ken Balizer, Director, City of Albuquerque Development Services  
Sandi Bluehouse, Bernalillo County Public Works  
Barbara Garrity, Dekker/Perich & Associates  
Annette Krawic, Bernalillo County Environmental Health  
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Paul Lusk, University of New Mexico, Atrisco Neighbors, RGCDC  
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Nano Takuma, Bernalillo County Planning and Zoning  
Arturo Vazquez, Rio Grande Community Development Corporation

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# INTRODUCTION

## Background

The Bridge / Isleta Revitalization Plan encompasses land which fronts on two of Bernalillo County's major thoroughfares, Bridge and Isleta Boulevards. These two roads run through a portion of the South Valley, an unincorporated area lying southwest of the City of Albuquerque's downtown and west of the Rio Grande. The plan includes Isleta Boulevard between Bridge and Arenal Boulevards, and Bridge Boulevard between the Rio Grande and Goff Blvd. It is important to note that while the Revitalization Plan encompasses a specific portion of these arterial corridors, research conducted for the plan included census data and surveys distributed to residents in the vicinity.

The Revitalization Plan will be implemented in part by Atrisco community members through the Rio Grande Community Development Corporation (RGCDC), a South Valley community development corporation, in collaboration with the City of Albuquerque and Bernalillo County. The purpose of this plan is to identify actions which will improve business opportunities, provide local shopping opportunities to residents, and improve the quality of life in the neighborhood and in general. Concurrently, Bernalillo County will be reconstructing Isleta Boulevard, from Bridge Boulevard to Arenal Road, including sidewalks, lighting and landscaping. This reconstruction of public property may encourage private owners to improve their property, a goal of this plan. A map locating the Revitalization Area appears on page 2.

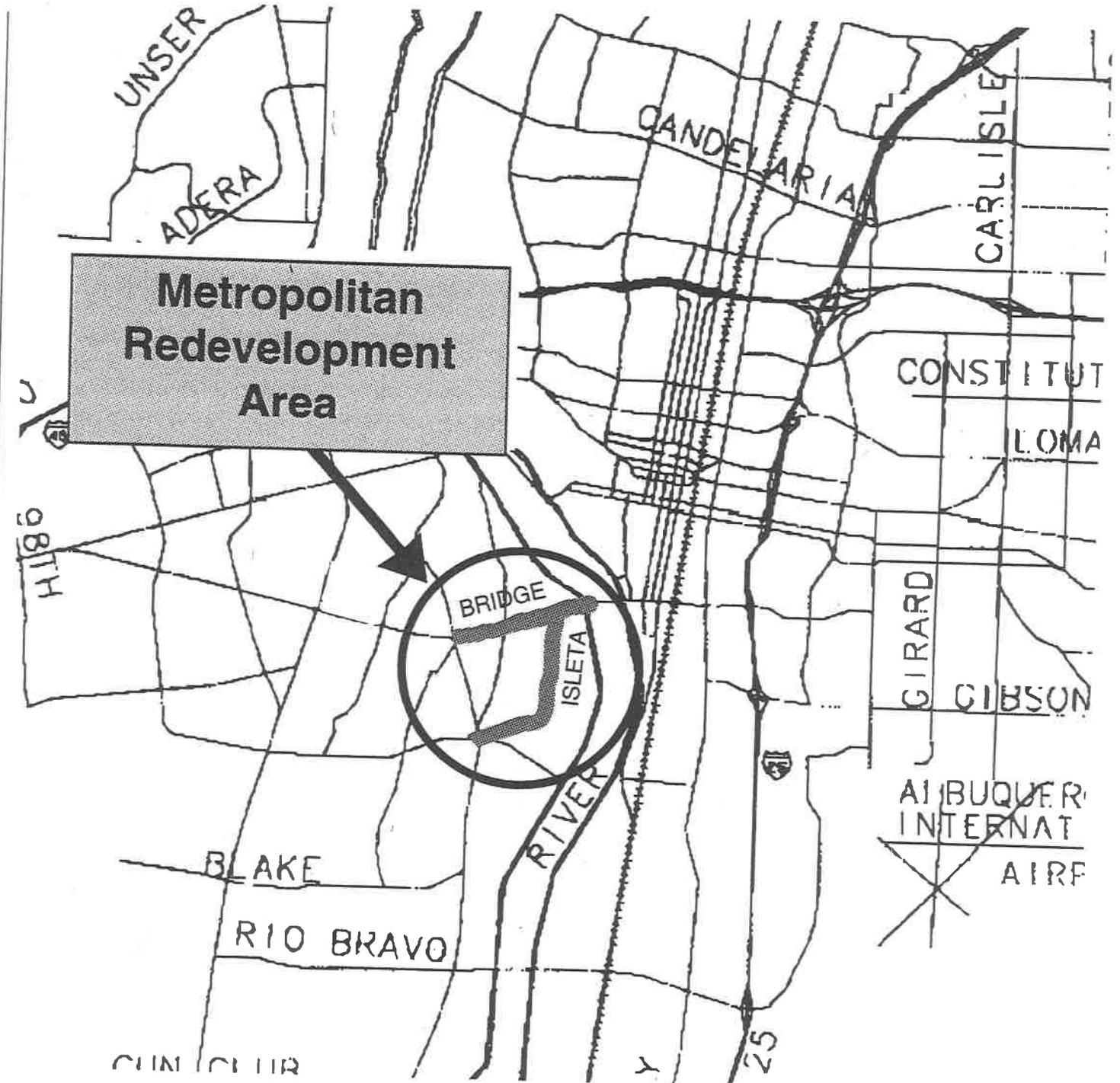
## Project Sponsor

RGCDC worked with City of Albuquerque and County of Bernalillo staff to identify a vehicle for undertaking this study. The State of New Mexico Metropolitan Redevelopment Code (see below) was the vehicle chosen. The study was then commissioned by the City of Albuquerque through the Family and Community Services Division, with City monies from the Metropolitan Redevelopment Fund. The Metropolitan Redevelopment Code authorizes the creation of Metropolitan Redevelopment Areas (MRAs).

## Metropolitan Redevelopment Code, Area and Plan

The Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978) allows metropolitan municipalities in New Mexico to designate Metropolitan Redevelopment Areas "within the corporate limits of the municipality and the area outside of the corporate limits, but within five miles of such limits...." The Code provides local governments in New Mexico with the power to correct conditions which "arrest the sound and orderly development" of an area. These powers can help reverse an area's decline and stagnation and can be used only within a designated Metropolitan Redevelopment Area (MRA). Designation of an MRA is based on findings of "slum" or "blight" conditions, as defined in the Metropolitan Redevelopment Code (3-601-8). The Isleta and Bridge corridors were designated an MRA

Map 1:  
Location Map



by the City of Albuquerque in 1996 because of physical and economic conditions in the area, as identified in the Metropolitan Redevelopment Area Designation Report prepared by the RGCDC (see Map 2, page 4 and Appendix A for the report).

## The Need for Revitalization

The MRA is characterized in part by vacant and underutilized buildings, vacant lots, and various degrees of blight. This result evolved over time from several factors: gradual urbanization of this section of the Atrisco neighborhood, the decline of the local agricultural economy, the 1985 widening of Bridge Boulevard, the use of I-25 as an alternative travel route to local streets, and the greater availability of goods and services available within the City of Albuquerque since the 1950's. Blight can be defined as an imbalance in economic forces which leads to decline in the physical and economic condition of land and buildings. This can have a negative aesthetic, economic and social impact on the entire community. This revitalization plan identifies land-use and development policies and proposes catalytic projects to re-establish a measure of equilibrium to the area and to provide a more balanced approach to various economic forces and functions. The plan also describes how to implement them. The goal is to increase economic opportunity for area residents as well as to increase the tax base to Bernalillo County for the support of additional services to local residents.

## The Historic Nature of the Community and its Present Status

### Historic Atrisco

As indicated, this study took place entirely within the boundaries of the oldest settled community in the South Valley, Atrisco. The Plan area (depicted on Map 2) will be referred to as the Metropolitan Redevelopment Area (MRA), although as stated earlier, research included the Atrisco neighborhood and the adjacent residential community, all lying within Bernalillo County's South Valley.

The Metropolitan Redevelopment Area is located in a part of the South Valley that has an historical and cultural uniqueness associated with its traditionally agriculturally based economy and with its present semi-rural character. The MRA is located within the historic Atrisco land grant and the area traditionally known as *Municipio* (municipality) *de Atrisco*, founded in 1620.

The name "Atrisco" itself points to a history predating European settlement in New Mexico. The settlers used the Nahuatl word "Atlixco," which means "place by the water." Spaniards settled in Atrisco in the late 1600s, predating the settlement of the villa of Albuquerque across the river. The Atrisco Land Grant was made in 1768 to the descendants of Don Fernando Duran y Chavez, who had developed Atrisco and the neighboring Isleta area for sheep ranching. The Town of Atrisco was incorporated as a municipal corporation on April 11, 1892. It was clear that the boundaries of the Town of Atrisco were in fact the boundaries of the claim for acreage for the land grants.

## Map 2:

### Metropolitan Redevelopment Area Boundaries

*Criteria for inclusion in a  
Metropolitan Redevelopment Area  
Boundary included:*

- 1. Frontage fronts on Bridge Boulevard between Goff Boulevard and the Rio Grande or on Isleta Boulevard between Bridge Boulevard and Arenal Road.*
- 2. Property is commercial in use or zoning and is next to commercial property at intersections along Bridge Boulevard or Isleta Boulevard.*
- 3. Property is vacant and next to property that fronts on Bridge Boulevard or Isleta Boulevard.*



In this century, the Atrisco grant was converted into the Westland Development Corporation.

Both the indigenous communities and Spaniards who settled this portion of the Rio Grande Valley were agricultural people. At the center of their life was the town. The historic town of Atrisco had four plazas. The location of two plazas has been lost, but two are known. Of these, one was originally called La Plaza de Señor Fernando de los Chavez, and was located where Sunset Gardens, Foothill and Atrisco Drives meet, a former site of the Holy Family Church. The other was originally called Ranchos de Atrisco and was located where La Vega, Armijo, and Old Gatewood (now part of Isleta Boulevard) meet. The area just west of the Westside Community Center and north of Saint Anne's is what is now called Armijo Plaza.

Isleta and Bridge Boulevards have a rich history. Running north-south through Atrisco, Isleta Boulevard may be a portion of the ancient Camino Real, which united the people of old Mexico with their brothers and sisters to the north. For three hundred years Isleta Boulevard served as the economic and communication spine of the Atrisco community. Bridge Boulevard has served as a major east-west connector between the western pueblos and army forts, and other more recent destinations on the West Side, and the City of Albuquerque.

Agriculture has played an important role in the history of this area, and the residents today have expressed a desire to restore agriculture to its primary place in their now semi-rural way of life. Partnerships are needed between public, private and non-profit sectors to make this possible.

The area surrounding the MRA is rich in human resources and community assets, including a high percentage of home ownership and local ownership of historic agricultural lands under continued cultivation. Building on these basics, orderly development can occur that will not replace or alter the character of the community but that will instead preserve its way of life.

### **Bridge and Isleta Boulevards in 1997**

However, together with this community spirit lies a significant degree of discontent. The residents have expressed that development decisions which affect the MRA and adjacent areas need to reflect more timely and meaningful participation by residents. In the past, residents felt that decisions were made that did not reflect their concerns and wishes.

This plan reflects the opinions and goals expressed at several public meetings held to discuss the MRA Plan. Local consumers expressed that there are few opportunities to shop near home for goods and services so they travel out of the area to shop. This shopping pattern, lack of adequate services to this area, and lack of amenities in the area discourages employers from locating in the MRA. This in turn reinforces buyers' decisions to shop elsewhere. For those employers who have emerged here, gross sales in the area are far below what the figure should be given the

area's population and levels of disposable income. (Source: "Atrisco: Strategies for Empowerment," UNM Community and Regional Planning, Advanced Studio Project, Paul Lusk, Professor, Spring 1988.)

According to the 1988 UNM study of this area, "Atrisco: Strategies for Empowerment," residents in the study area spent approximately \$14.8 million on food consumed at home. Of this amount only \$1.5 million was spent in this community. This indicates \$13.3 million spent elsewhere. (Note: while income data has changed, there has been no significant change in Atrisco in the area of business development since the publication of this study. Thus there has been no significant change in the change categories of analysis.)

The lack of business investment in the study area may be due to a perceived lack of the buying power in the community. This perception is compounded by a general lack of information on South Valley area buying habits. Therefore, there may be substantial capacity for commercial activities in the study area despite lower income figures for this portion of the metropolitan area than is perceived by the business community.

Expanding business and creating an economic base outside of the City of Albuquerque often requires both adequate and available water and sewer service. Isleta and Bridge Boulevard are served by City utilities. In cases where extensions are required, commercial properties are required to sign an annexation agreement for water and sewer service that states that in the event the property becomes contiguous to the City limits, the property owner may be required to agree to be annexed. The possibility of annexation concerns most of the residents who actively participated in this study since they are opposed to the loss of neighborhood identity they perceive as accompanying incorporation into the City. Given the current variety of annexation policy and procedure and its relationship to extensions of water and sewer services, the absence of any revenue sharing between the City and County, and current structuring of public finance in New Mexico around gross receipts, the issue is a complicated one.

For land owners who need water and sewer extensions, annexation would be addressed at the time water and sewer is requested in accordance with adopted City Policy and Ordinances. (City Water and Sewer Extension Policy No. 14 of Council Bill No.R-390 Enactment #20-1984.) Annexation would be required when the site becomes contiguous to the City limits. Current annexation policy conflicts with the desire to generate local economic engines which may contribute to enhanced County services. It also conflicts with local desires to remain within unincorporated Bernalillo County.

Another impact on businesses within the MRA was the widening of Bridge Boulevard from Isleta Boulevard to Goff Rd. in 1985. Eleven businesses out of twenty-nine moved out of the area or closed permanently. It is unclear whether they were vital or marginal businesses prior to construction; however, the loss resulted in unsightly vacant or underutilized buildings. Business people and residents are concerned that the same effects not result from the reconstruction of Isleta Boulevard. This past and recent history shaped the discussions of public meetings that led to the policies and project recommendations adopted and presented herein.

# THE BRIDGE AND ISLETA CORRIDORS

## The Corridors

**Bridge Boulevard** historically has served as the major east-west corridor for the South Valley. The section of Bridge Boulevard included in the MRA extends from the Rio Grande to Goff Boulevard. Major retail nodes are found on Bridge Boulevard between the Rio Grande and Isleta Boulevard, at the intersection of Sunset Road, Five Points Road, and Bridge Boulevard, and at Goff and Bridge Boulevards. Retail and service businesses are scattered the length of this portion of Bridge Boulevard. The predominant land use and zoning along Bridge is commercial, with many residences interspersed throughout.

Since the widening of Bridge Boulevard in 1985, traffic has increased and traffic speeds have increased. In some areas on-street parking is not allowed, and where there is on-street parking, it is difficult to park. Existing buildings are in need of revitalization through renovation of existing buildings or through new construction on existing sites.

The Zoning code has not been universally adhered to nor strictly enforced; and, therefore, several firms on the boulevards are openly in violation of the zoning codes.

**Isleta Boulevard**, as part of the ancient Camino Real, was a trade route linking points north and south, and served as the economic and communication spine of the historical Atrisco community. The portion of the Boulevard between Bridge Boulevard and Arenal Road continues to serve trade to the various retail and service businesses which are located in commercial nodes; where Isleta and Bridge intersect, and where Isleta, Arenal and Goff intersect. In addition, a vestigial retail node is found at the corner of Isleta Boulevard and Armijo Road, which was the site of the historic Armijo Plaza.

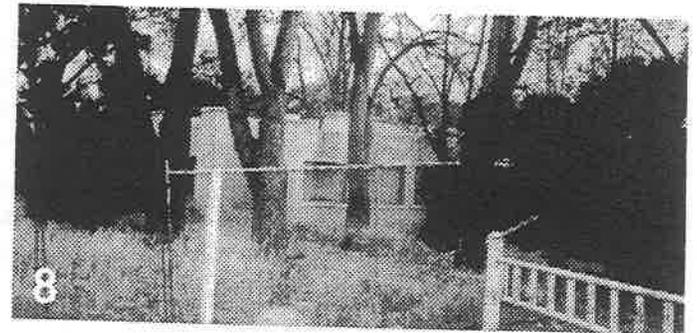
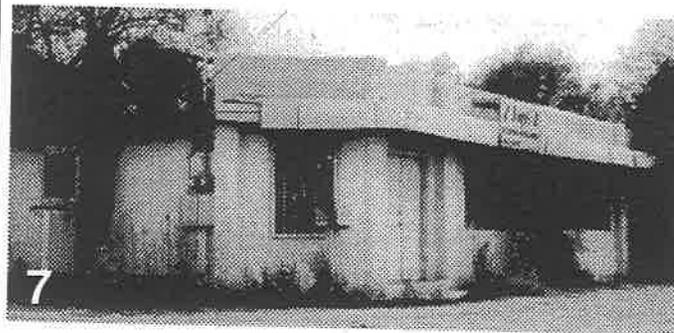
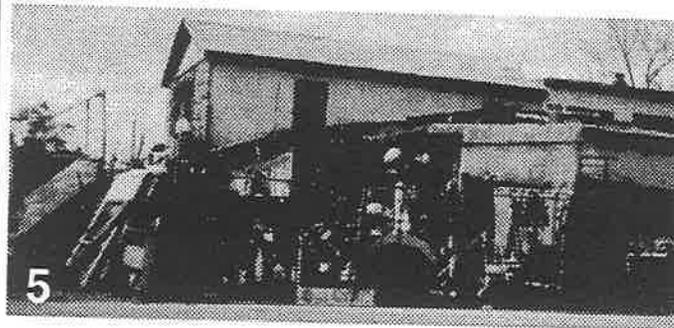
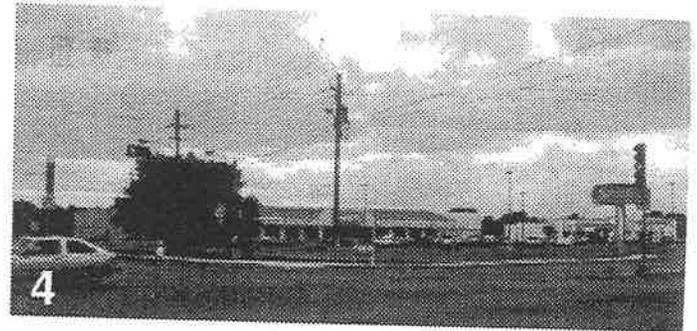
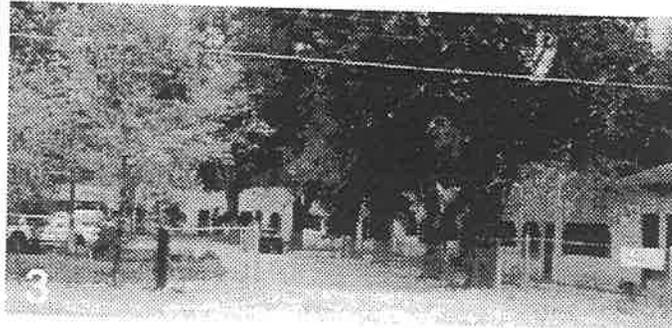
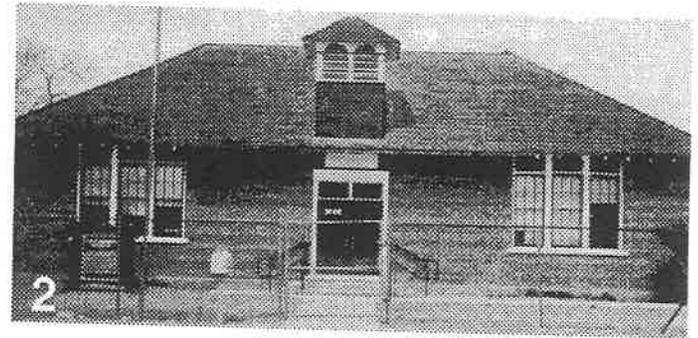
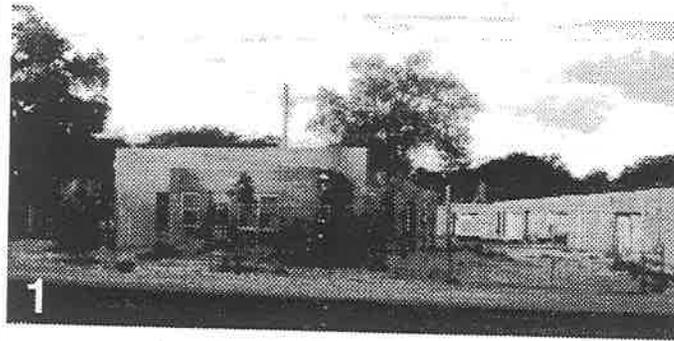
Retail and other commercial businesses are located along the length of Isleta interspersed with residential and agricultural uses. Isleta is primarily zoned for commercial use and residents have expressed interest in maintaining current zoning for residential uses on commercially zoned property. The MRA Designation Report noted that the street is "blighted."

This blight is partially the result of unplanned change from agricultural and residential uses to commercial use, both on this portion of the Boulevard as well as in surrounding areas. There are, however, agricultural parcels that are fallow and over-grown with weeds, giving the appearance of abandonment. Several vacant and underutilized buildings contribute to the impression of blightedness.

The "unplanned change" from agricultural to commercial uses has taken place over the last 25 years. Traditionally the South Valley was supported by an agricultural economy. Beginning in the early 1970's, as part of the 1972 Comprehensive Plan process, and continuing through recent revisions of the South West Area Plan, support for

# Photo Survey

1. Vacant motel on Isleta Boulevard
2. Old Armijo School on Isleta Boulevard
3. Former motel on Isleta Boulevard
4. Smith's Grocery at Goff Road and Isleta Boulevard
5. Outdoor storage on Bridge Boulevard
6. Old trailer on second story on Isleta Boulevard
7. Angie's Beauty Salon at Armijo Road and Isleta Boulevard
8. Boarded up residence at Isleta Boulevard.



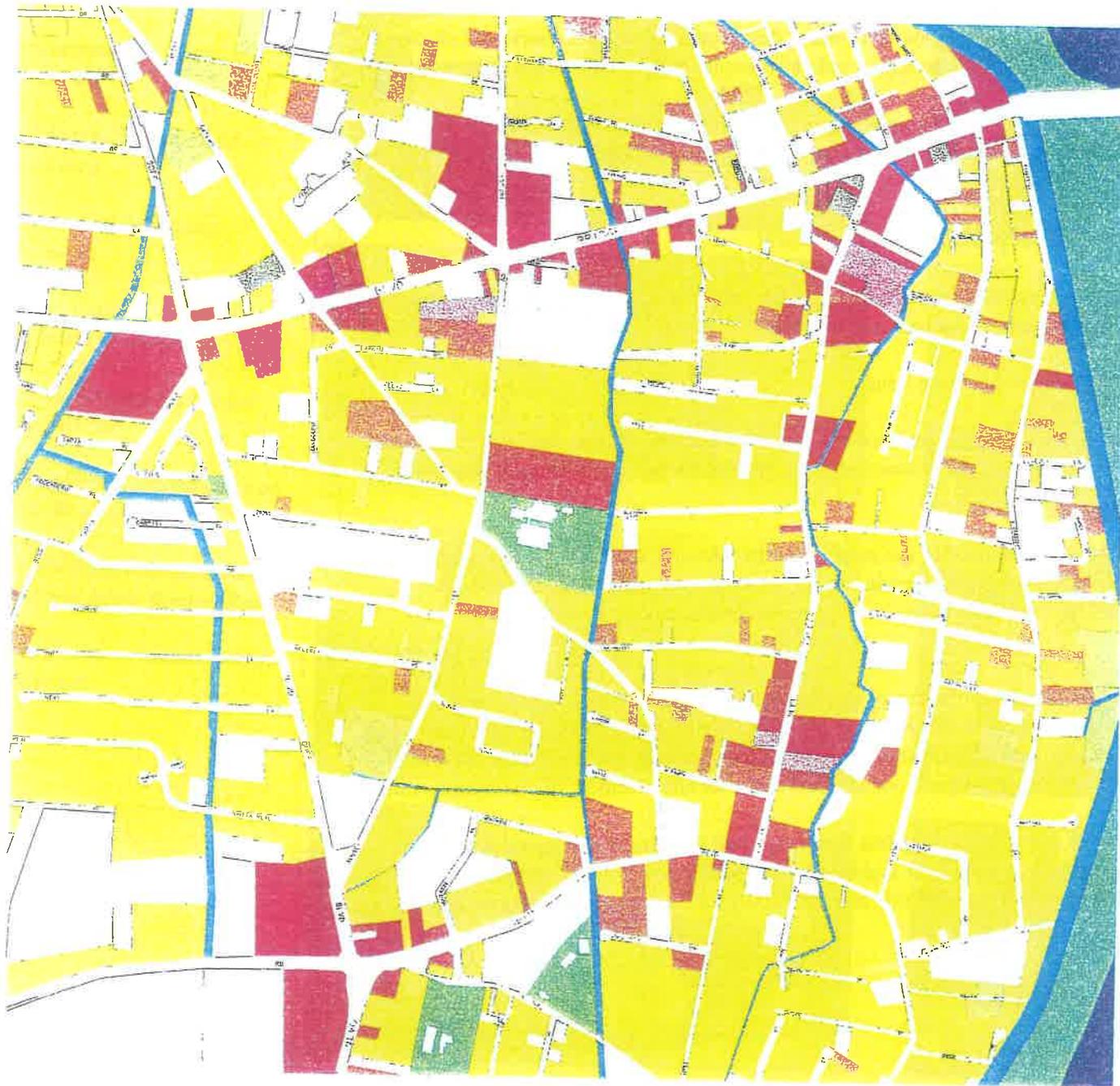
agriculture, appreciation of culture, and environmental concerns were addressed in the goals and policies of plans that addressed South Valley concerns. South Valley residents have participated in the various planning efforts in order to voice their concerns and to ensure preservation of the South Valley's quality of life. At times, however, the growth agenda of the City and the County have conflicted, resulting in inconsistent land use development pattern in South Valley neighborhoods jointly planned by the two jurisdictions. Individual developers, property owners, and elected officials have also either overlooked or sought variances from plan policies, despite regular opposition from residents

Angela Acosta, in her unpublished 1996 manuscript "Planning in the South Valley: Previous Efforts, Obstacles, and Plan Implementation Strategies," lists several obstacles to plan implementation that have contributed to unplanned change in the area:

- A lack of funding at the County level for planning and enforcement.
- The absence of "buy in" for planning policies from elected officials, as evidenced by the frequent issuance of special use permits for uses not predicted by planners and residents.
- A lack of County agency coordination on planning issues.
- Plans are viewed by elected officials as advisory and not binding, an interpretation that has been reinforced by New Mexico case law on the subject and the absence of clear implementation procedures in planning documents.
- According to planning experts who have looked at the issue, including Acosta, the City of Albuquerque's and, more recently, Bernalillo County's. planning agenda, which are distinctly pro-growth and pro-development, remain in conflict with the South Valley's residents vision as incorporated into the adopted plans.

The adverse results of unplanned change include the pollution of the land along Isleta from underground gasoline storage tanks and auto repair shops, as well as a lack of standardized zoning regulations to govern the type of frontage, signage, parking, and other auto-related issues, lack of pedestrian walkways and streetscaping, and a total lack of beautification. This has of course led to a decline in property values rather than an enhancement of community values.

The recent development of retail malls south of the MRA on Isleta Boulevard and Rio Bravo Boulevard has drawn economic vitality away from this section of the Boulevard. It is difficult to measure, however any increased traffic on Isleta directly related to this recent development. It may provide an opportunity for businesses on Isleta to capture drivers heading to retail sites on Rio Bravo.

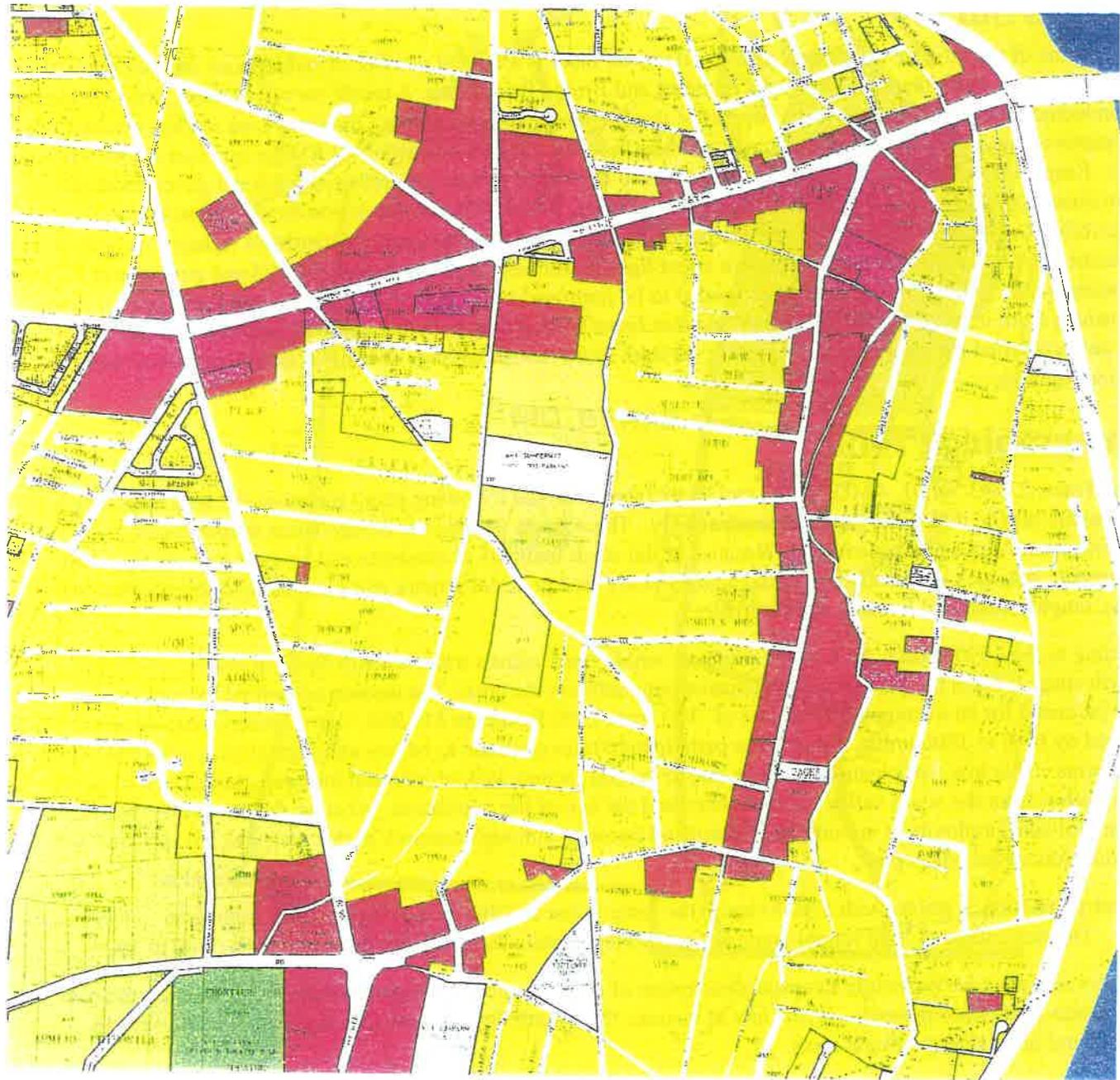


## GENERALIZED LAND USE

-  SINGLE FAMILY
-  MULTI FAMILY
-  COMMERCIAL RETAIL
-  COMMERCIAL SERVICE
-  WHOLESALE AND WAREHOUSING
-  INDUSTRIAL AND MANUFACTURING
-  PUBLIC AND INSTITUTIONAL
-  PARKS AND RECREATION
-  PARKING LOTS AND STRUCTURES
-  TRANSPORTATION AND UTILITIES
-  DRAINAGE AND FLOOD CONTROL
-  AGRICULTURE
-  VACANT

Scale is 1" = 750'





# ZONING

- [ ] NOT CLASSIFIED
- [ ] OPEN SPACE & RECREATION
- [ ] AGRICULTURAL
- [ ] RESIDENTIAL
- [ ] RESIDENTIAL/AGRICULTURAL
- [ ] OFFICE
- [ ] COMMERCIAL
- [ ] INDUSTRIAL, WHOLESALE & MANUFACTURING
- [ ] INSTITUTIONAL
- [ ] UTILITIES & TRANSPORTATION

Scale is 1" = 750'



## Business Survey

Despite some of the adverse conditions mentioned above, there is a critical number of stable firms on both boulevards. The RGCDC data base identifies 106 firms on Isleta and Bridge Boulevards. A recent survey of these firms (Appendix D), conducted by the RGCDC, with the support of the University of New Mexico Business Link Office, resulted in a 31% response rate. The respondents indicated a strong need for public landscaping on Bridge and Isleta Boulevards (61%). Respondents also indicated a need for owners to landscape private properties. Both local government and private owners should take responsibility for weeding (36%), while 71% felt that it was local government's responsibility to sweep streets and gutters. Respondents also called for improved, standardized signage, on both streets and businesses (30%) and called for improved street lighting for both boulevards paid for by local government (77%). Respondents also felt that business facades needed to be improved by owners (52%), but opined that a lack of funds kept owners from improving their properties and that firms needed help with this and with graffiti removal. Sixty-seven percent called for improved public safety, through more foot patrolling, slowing of traffic, improved sidewalks and street lighting.

## Demographic Profile

Census Tracts 23, 43, 44.01, 44.02, 45.01, and 45.02 (shown on the following page) comprise the area from which the demographic profile data were gathered for this study. These tracts include the Bridge/Isleta Metropolitan Redevelopment Area and adjacent land. Because of the small numbers of residents and given the similarity of the demographic statistics in surrounding areas, a larger study area provides a more complete view of the population, income, employment, and housing characteristics.

According to the 1990 census, 78% of the residents within these census tracts were of Spanish origin, which indicates a growth since 1980 in the percentage of Hispanic population in the area. The median household income increased \$3000 (adjusted for an average inflation rate of 3%) from 1980 figures to \$18,968. Also, owner-occupied units increased by 66% to 1300 units. Labor force participation rates continue to be low although slightly improved from the 1980 census. This low participation could be due to several factors; lack of jobs and job preparation, lack of public transportation from the south valley to other areas, and the age of the population. Another factor may be the under recording of self-employment in home businesses and farming, although research in this area was not included within the parameters of the MRA plan.

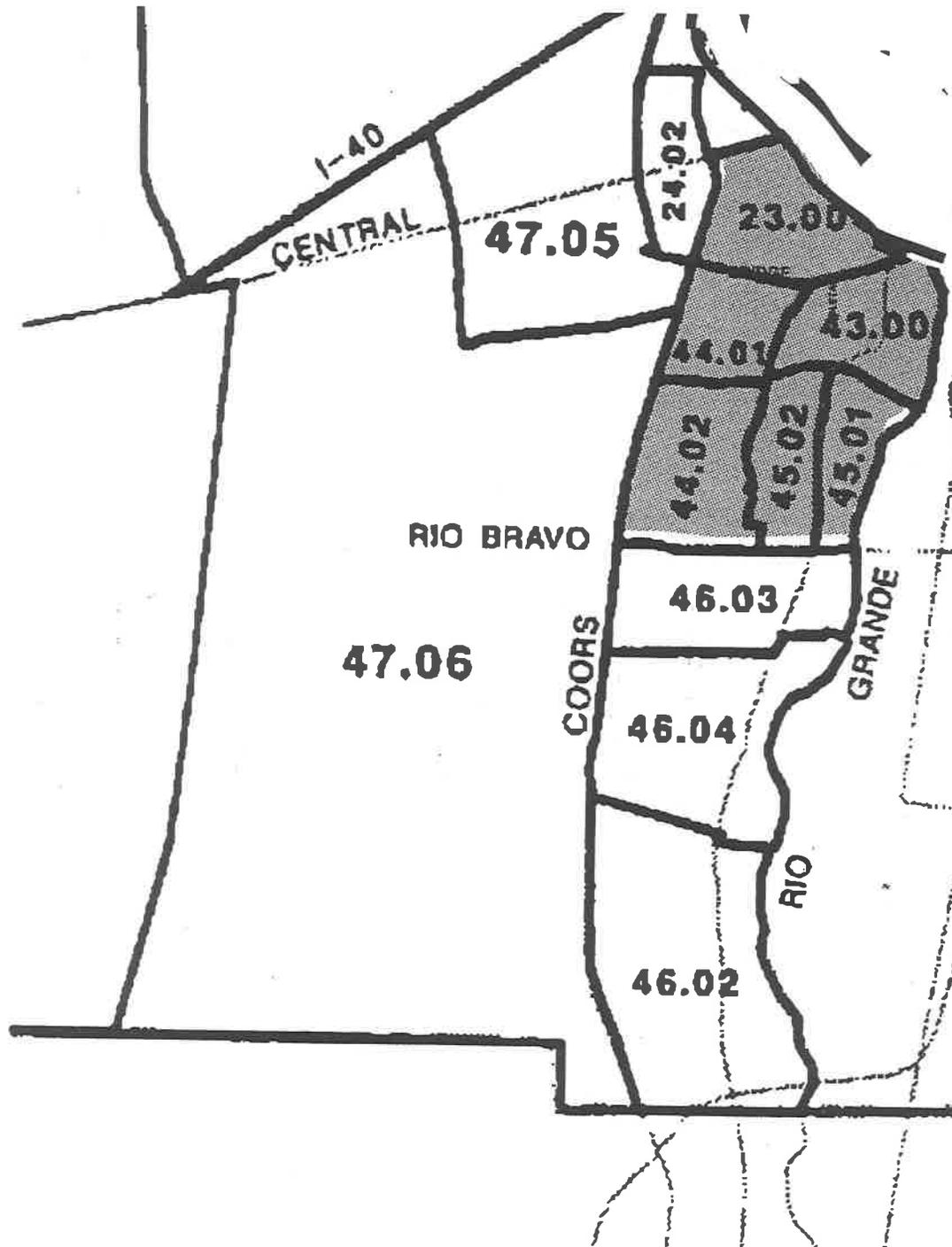
Resident population is stable, with 57% living in the same house in 1990 as they did in 1985, compared to 44% for the county. The percentage of high school graduates and college graduates have both increased from 1980 to 1990.

The tables in Appendix B provide a capsule description of the socio-economic status of the area. In brief, the data demonstrates a stable community. While low in income, the community has valuable assets in homeownership, farmland and in its strong cultural roots.

# Map 5:

## Census Tracts

*Shaded area denotes the census tracts used for the demographic profile.*



# THE PLANNING PROCESS FOR THE BRIDGE/ISLETA REVITALIZATION PLAN

## Goals

The preliminary goals for the planning process for Isleta and Bridge Boulevards were as follows:

- Demonstrate and provide opportunities to enhance small business activity and increase employment opportunities within the community.
- Identify approaches and projects that could empower residents through furthering economic self-sufficiency and sustainability.
- Restore the economic and aesthetic values of existing retail and commercial nodes through linkages with architectural design and land use.
- Provide a framework for restoring the integrity and distinctive character of the neighborhood.

From the beginning of these efforts it was recognized that achievement of any or all of these goals would require private, public, non-profit and community participation and cooperation. Furthermore, real success could be measured only by the number of employment, business, agricultural and self-employment opportunities for residents and owners which resulted from this process. Additional measures of success would also include improvements in the quality of life, the aesthetics of the neighborhood, and enhancements in perceived as well as actual public safety.

This planning effort initiated a community-driven planning process that identified and evaluated opportunities for the revitalization of the Bridge/Isleta corridors. This bottom-up process was important in generating appropriate solutions for the issues and goals of the community.

## The Process

A citizen-driven participation process was designed for revitalization planning. The process provided for the realization of self-determination, community empowerment and control, while accomplishing the concrete tasks associated with the revitalization of the two boulevards.

The process was designed in four-cycles. Each cycle refined the ideas and principles developed in the previous cycle. The first step in the cycle was to hold a Community Plenary session to present information and generate revitalization ideas. The second step was to convene a meeting of a Technical Team made up of County and City staff to address short, mid and long-term issues, and to recommend the ideas that could be developed further, and which needed further discussion. A third step was the convening of an Community Advisory Committee to receive the reports of the Plenary and the Technical Team, and to set the agenda for the next Community Plenary, when the next cycle would begin again. There were three Community Advisory Committee meetings to review the notes of the plenaries, identify issues and prepare the next plenary agenda. Three Technical Team meetings were held to review project and policy items with respect to the possible conflicts, obstacles with existing plans/policies, and to discuss the do-ability of projects. Both groups were advisory to the main plenary process.

Key elements in the community participation process were the RG CDC published newsletter for the Revitalization Planning project and a Bridge/Isleta business survey. The newsletter was sent to 500 households throughout the planning area. This mailing was followed up by a non-scientific phone survey of available selected households to further determine community response.

The business survey of Isleta/Bridge businesses was carried out with the assistance of the South Valley Small Business Development Center and Shared Vision, with the University of New Mexico Business Link Office participating. This survey, provided a variety of ideas on revitalizing the MRA corridor. The newsletter and the business survey with results are located in Appendix C and D, respectively.

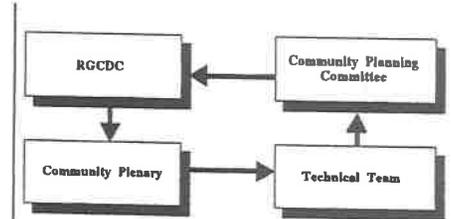
## Overview of Public Meetings

Seven community meetings were held during a 10 month period. In addition to Community Plenary sessions, the community advisory committee and technical team met three times each to discuss and review the input received at the meetings. Concerns that could be addressed immediately, specifically those concerned with zoning enforcement, were referred the appropriate officials, in this case the County's

The Plenary meetings were held in the Rio Grande High School cafeteria. Each lasted 3 hours.

### Plenary #1

The project was introduced, issues were identified, questions were compiled, and the initial Metropolitan Redevelopment Area (MRA) boundaries were presented, discussed and approved. The boundary map appears on page 4 of this document. This meeting was important for establishing plan boundaries and building consensus on community issues and concerns.



## **Plenary #2**

Questions from Plenary session #1 were answered in written form through the RGCDC newsletter, which also announced Plenary #2. This meeting reviewed the questions and answers from Plenary #1 to establish continuity. Breakout groups addressed needed or desired goods and services the participants desired. (The list appears in Appendix E.) A vision for the study area and MRA corridor was formed.

## **Community Vision**

The following community vision statement was formed:

*We see a neighborhood that is semi-agricultural, where our grandchildren and their grandchildren work in small businesses and family farms and use the acequias for irrigation. The acequias are well maintained and kept clean and attractive, and elderly persons, women and families walk along them. Commercial and industrial firms are located in the areas planned for them, and they do not harm the environment, nor do they have a negative impact on the social and historical character of our community. Our family members work in these firms, and they also purchase goods and services they need right in our own community. We see a community where the social infrastructure supports community life. There are good schools, many parks and lots of open space, centers for the elderly, child care centers, and good police and fire protection. Our residential areas have clean streets with adequate drainage, and all homes and businesses have adequate sewage and waste disposal, as well as safe drinking water. The buildings in our community reflect its values, while they also point to significant events in our history and culture.*

## **Plenary #3**

Presentations were made by a panel of representatives to discuss opportunities and constraints in the MRA corridors. Speakers included staff from Bernalillo County, the City of Albuquerque, and Dekker/Perich and Associates. A County zoning inspector discussed enforcement issues in the project area, and County Parks and Recreation personnel discussed present and planned park space. Dekker/Perich outlined factors involved in making a feasibility assessment for a project, as well as site selection factors to consider when identifying a development opportunity.

The introduction of a map of vacant and underutilized space in the MRA (Map 6 on page 17 ) led to a discussion and prioritization of goods and services, and the formulation of development concepts for specific sites (concepts are listed by group in Appendix F). Participants broke into three working groups and development concepts were formulated.

# Map 6: Vacant and Underutilized Land

- Legend*
-  Vacant Land
  -  Vacant or Underutilized Buildings



## **Plenary # 4**

### **Special Session on Isleta Boulevard Reconstruction**

The County of Bernalillo Public Works Department presented the latest plans for reconstructing Isleta. Landscaping plans were reviewed and accepted by the Plenary participants. Breakout sessions focused on providing guidance for landscaping and artwork at Armijo Plaza, and for the acquisition and restoration of the Sanchez Farm for use as a community park.

## **Plenary # 5**

Based on the public input gathered at Plenary 3, RGCDC and Dekker/Perich presented three recommended development projects and one alternate project to be considered for feasibility studies. The recommended projects were a territorial style shopping center where the Five Points Shopping Center currently exists, a business incubator at Bridge and Isleta, and a community farm at the Sanchez property. The alternate site was an entertainment complex at Isleta and Arenal. Participants reached consensus on the shopping center, the incubator and the entertainment complex. The group felt confident of researching the requirements of a community farm themselves.

Public improvements along Isleta were discussed and participants from the community supported the design being proposed, and the location and type of improvements needed primarily on Bridge Boulevard. The improvements on Bridge Boulevard (street lights, paving materials, etc.) would be the same or similar style as those on Isleta Boulevard

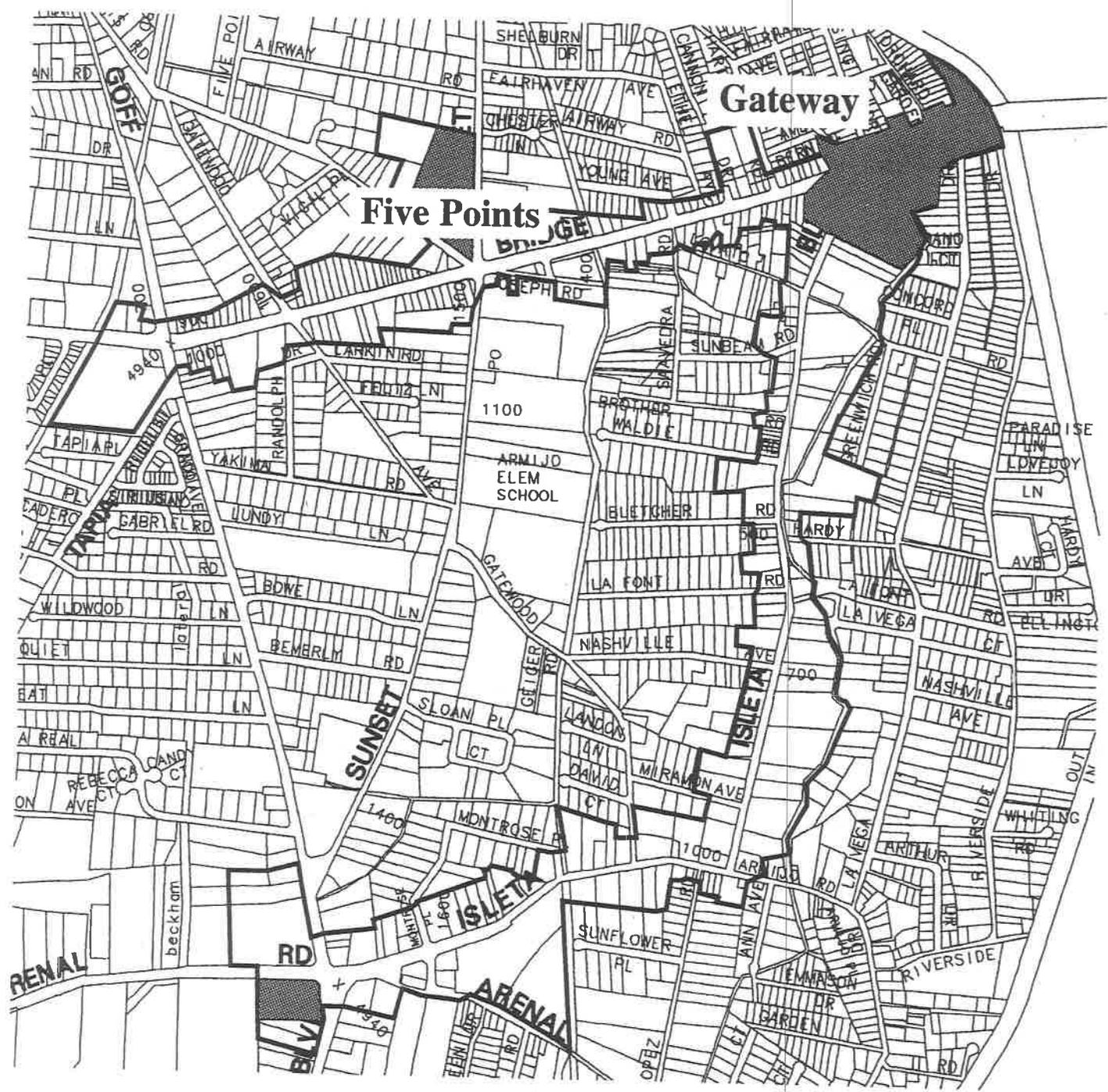
## **Plenary # 6**

Five hundred newsletters were sent to households throughout the planning area and distributed to land and business owners on Bridge and Isleta Boulevards as invitations to the last plenary session. The newsletter included a full presentation on development policies for the MRA.

A presentation of the results of the feasibility studies was made, discussed and adopted. A draft of the plan development policies was presented, and feedback was obtained for inclusion in the final draft. Participants were asked to also provide written feedback for the final draft.

Final drafts of the Revitalization Plan would be available at 6 sites in the south valley community prior to the hearing. At the hearing individuals would have a chance to make final comments. Areas where consensus is not reached would be identified as an addendum to the plan.

Map 7:  
 Sites Identified for  
 Case Studies



## RECOMMENDED GOALS

The following goals were formulated during community planning sessions, relate to the goals of the planning process itself, and set objectives for obtaining the community vision.

The residents of the MRA neighborhood wish their community to maintain its natural beauty, its attractive lifestyle(s) and agriculture, while at the same time providing for growth that will keep workers and resident shoppers in the community. The goals here set forth are aimed at providing the framework for achieving that vision. They are consistent with the recommendations of the Southwest Area Plan and add another more localized layer of planning for community development.

### Land Use Goals

By definition the MRA includes only commercially zoned property fronting on Bridge or Isleta Boulevard. However, as noted above, development has not progressed in a uniform pattern. Much of the property within the MRA retains a semi-rural aspect. Agricultural uses are mixed with both residential and commercial uses.

The planning process identified several goals in regard to land use:

1. To promote Bridge Boulevard between the Rio Grande and Isleta Boulevard as a semi-rural "Main Street" and gateway to Atrisco and other South Valley communities.
2. To promote the concentration of commercial development and the expansion of retail and service provision on existing and traditional commercial corridors, thereby deferring for as long as possible any further conversion of agriculturally zoned land and residentially zoned land to commercial, manufacturing or industrial uses.
3. To promote the redevelopment of specific existing commercial, industrial and manufacturing sites, especially those currently in a blighted condition, before converting commercially zoned land currently occupied by residential or agricultural uses.
4. To promote low intensity recreational uses for the local segment of Rio Grande bosque and, in some areas, along acequias (irrigation ditches).
5. To enforce current zoning and land use regulations.

### Economic Development Goals

The economic development goals identified by the planning process again centered on preservation of the MRA's traditional semi-agricultural economy and development pattern.

1. To expand the inventory of goods and services available within the MRA.
2. To promote the commercial revitalization of existing traditional commercial corridors and nodes.
3. To use economic development to correct existing blight.

4. To provide technical assistance and capacity building to local merchants and business people.
5. To provide opportunities for the expansion of base employment within the MRA.
6. To bolster the area's agricultural economy.
7. To promote entrepreneurship among area residents and business people.
8. To accurately measure the economic potential and public revenue enhancement possible through revitalization within the MRA.

## **Tourism Goals**

The potential for attracting a tourist economy to the area was deemed significant enough to warrant specific planning for the development of this special sector of the local economy. Goals concerning tourism include the following:

1. To promote tourism along the historic Camino Real, of which Isleta Boulevard is believed to be a segment.
2. To encourage tourism related to traditional New Mexican agricultural practices, including the management of the acequia system.
3. To promote the food products of local agriculture.
4. To identify and target for restoration historic buildings and agricultural sites within the MRA.

## **Public Safety Goals**

Public safety goals developed along two distinct lines: 1) correcting the conditions, both real and imagined which contribute to the public's perception of the area as unsafe; and 2) correcting traffic conditions and patterns on Bridge and Isleta Boulevards which are considered unsafe for pedestrians.

1. To promote community policing and neighborhood watches among merchants, business owners and residents.
2. To promote compliance with the zoning ordinance and related trash and litter ordinances.
3. To provide adequate, safe and signalized pedestrian crossing on Bridge Boulevard.
4. To promote "pedestrianism" on Bridge Boulevard.
5. To promote adequate and safe streetside and adjacent lot parking for storefronts.
6. To coordinate economic development with public service enhancements.

## **Urban Design Goals**

Urban design goals were a direct outcome of the desires expressed during the planning process to preserve the distinct character of the built environment, traditional agricultural development and the natural beauty of the surrounding Rio Grande bosque.

1. To provide quality urban design to streetscapes and public spaces with the MRA.
2. To preserve the semi-rural character of the area through urban design.
3. To provide the area with a distinct community identity through urban design.

4. To provide informal urban design guidelines for compatible private development within the MRA.
5. To coordinate urban design with economic development initiatives.

## **Public, Private and Community Partnerships**

1. To provide opportunities for partnership among the public, private, non-profit and community sectors in the area.
2. To increase each sector's awareness of the opportunities and constraints facing its partners from the other sectors.

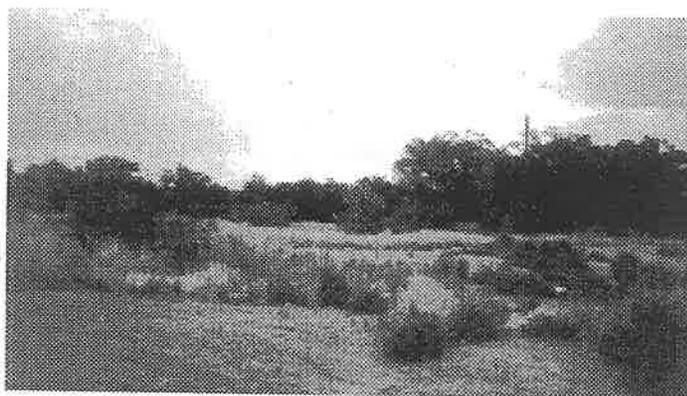
## THREE CASE STUDIES OF DEVELOPMENT PROJECTS ANALYZED FOR ECONOMIC FEASIBILITY

As part of the planning process, three case studies were developed. The projects were chosen according to their individual abilities to provide the catalytic action necessary to meet the goals identified above. Five commercial nodes were identified over the course of the study at community plenary sessions. These nodes were selected based on their locations at major intersections, existing commercial uses, the presence of vacant or underutilized land and buildings, adequate property size for expansion and parking, and the owners willing to invest in redevelopment. The five nodes identified were: Goff/Bridge, Sunset/Bridge, Isleta/Bridge, Sanchez Farm on Isleta, Isleta/Arenal.

Plenary session participants also identified goods and services that were needed. Secondly, the goods and services were placed by participants on maps of the five commercial/retail sites that were identified as important commercial



*La Familia Market Building*



*Vacant land behind McDonald's and La Familia Market*



*Goff Plaza at Goff Blvd. and Bridge Blvd.*

nodes in need of revitalization. A third step further prioritized the goods and services, and developed the preliminary concepts for the sites. The last step was the selection of the three priority sites to be studied for economic feasibility for development. These sites were identified and selected over a three month period: Sunset/Bridge, Isleta/Bridge, Isleta/Arenal. These development sites were selected consistent with goals to redevelop existing blighted retail and industrial land.

Dekker/Perich refined the projects and provided feasibility studies and preliminary design for the three projects. The feasibility studies and preliminary designs seek to reveal the constraints and opportunities to redevelopment of existing commercial sites within the MRA. For the most part, the analyses are modeled according to the limitations of private commercial development in the Albuquerque metropolitan area.

With the exception of the streetscape improvements programmed for Bridge Boulevard, all of the projects are income-generating projects to some extent. The values are calculated for each of the three sites for a range of rents. The difference between the project cost and the capitalization value can result in either a surplus or a deficit. Given the assumptions about project costs, the projects with deficits will not be feasible without public incentives. For example, the City or County may acquire and donate land to a project, therefore eliminating the cost of land from a project. Issuing tax-exempt bonds would significantly increase the capitalized value of any project because of the lower interest rates demanded by the tax-exempt bond market. Public incentives and funding sources are discussed in more detail in the funding sources section.

## **Project Costs, Income / Expense Analysis and Pro Formas**

The Small Business Incubator, the Shopping Center, and the Movie Theater costs, income expense analysis, and pro formas are presented on the following pages by project. The start-up costs (i.e., land acquisition, design and construction) are presented in the first Table (Project Costs) for each project. Tables 1 through 11 show costs for the development projects programmed at the three sites, as well as the streetscape improvements.

The following Tables show the estimated income and operating expenses for the three projects. The analysis estimated net operating income (NOI) in order to determine the amount of equity required for each project. The maximum mortgage loan amount is determined using a debt coverage ratio of 1.2 for the shopping center. The maximum loan amount is set at 75% of project cost for the shopping center and 45% of project cost for the movie theater (the highest percentage at which NOI is greater than annual debt service).

The last Table for each project are 10-year pro formas. The 10-year income stream for each project is calculated in order to determine how long it will take for the project to start operating with a positive cash flow, and to identify the time period and amount of the positive NOI.

The rents used to determine the NOI are those rents deemed achievable in the local market that produce a positive

capitalized value for the shopping center and the movie theater. Other operating costs for the shopping center and the incubator are based on similar projects in the Albuquerque area. The costs and expected revenues for the movie theater are based on standard percentages in the movie theater industry.

## **Other Costs**

A lenders package fee is included for the shopping center and the movie theater only, since it is assumed this will be waived or donated for the incubator. Local fees and permits assume a lump sum for Bernalillo County Planning Commission and Development Review Board review. There is a fixed cost per water and sewer hookup. Building permit and plan check fees are a percentage of project costs. Insurance, title, and appraisal fees are typical for the Albuquerque area. The interest rate is assumed to be 8%, which is slightly higher than current market rates. The interest rate would be reduced if tax-exempt bonds are used to finance the project. Reduced loan points are assumed for the incubator only.

## South Valley Gateway and Small Business Incubator Site

This site consists of 3.69 acres and was conceptualized as a complex that includes a "gateway" concept at the entryway to the South Valley as one drives over the Rio Grande bridge, the three blocks on Bridge Blvd. between the river to Isleta, the La Familia building on Isleta and additional vacant land behind the McDonald's restaurant on Isleta. The three blocks on Bridge leading to Isleta Blvd. would be revitalized with business facade and streetscape improvements, such as pedestrian lighting, benches, and landscaping. Additional parking would be created in the rear of the businesses on the south side of Bridge Blvd., and the La Familia building would be renovated. A small business incubator would be built on the vacant land. The incubator would begin with 10,000 square feet and later add another 20,000 square feet in two 10,000 square foot building phases.

This project attempts to address several of the goals identified during the planning process. It seeks to correct existing blight through redeveloping the existing Bridge Boulevard commercial corridor as a semi-rural Main Street. Implementing a "Main Street" type program would also make available technical assistance and capacity building to local merchants. The proposed public spaces commemorate the Camino Real and Coronado's crossing of the Rio Grande. The streetscape improvements seek to promote "pedestrianism" on Bridge and to provide better delineated streetside parking. The gateway also seeks to provide a strong community identity and access to recreational opportunities along Rio Grande bosque trails. The incubator will provide the technical assistance necessary to grow home-based enterprises into viable commercial concerns which could employ area residents. Rehabilitating the existing La Familia building would correct a prominent episode of neighborhood blight.

The small business incubator appears preliminarily to be a feasible proposal given the assumptions and the constraints described below. These include the availability of substantial start-up, construction and operating funds from a variety of federal and local public sources as well as funds from private sources. Further analysis of the incubator's feasibility, which should include a local and regional market study and incubator business plan, is required before drawing any definitive conclusions regarding the proposal's feasibility. A feasibility study of this scope should cost between \$15,000 and \$30,000. No assumptions were made regarding the incubator's targeting specific types of industries or supporting industries in defined geographic areas. Additional information concerning those items will be among the results of further analysis.

The business incubator costs were calculated assuming that the land would be transferred to RGDCD at no cost. Although there is \$285,000 of Enterprise Communities funds available for implementing this project, additional incentives, e.g., property-tax abatement or a direct grant, will be required to cover the deficit and keep rents at \$9.50 per square foot per year, which was determined to be an optimum rent by the incubator market study.

Table 1 below shows the project cost for the incubator. The incubator is sized at 20,000 square feet, based on incubator industry standards of minimum building size required to generate sufficient rents to cover operating costs. The incubator is programmed to be built in two phases, consisting of two 10,000 sf buildings. Leasable space is assumed to be 85% of gross space. A cost analysis is provided for the first phase only.

Land acquisition costs are assumed to be zero for the incubator since the vacant land adjacent to the La Familia Market was to be purchased by the City.

Site development costs, including landscaping, paving, and removal of existing paving, are assumed to be \$2 per square foot. It is assumed that some professional services such as architecture, engineering, landscape architecture, soils testing and surveying would be performed on a pro bono basis.

In Table 2 there are no after-tax cash flow figures for the incubator since it is assumed to be operated as a non-profit corporation.

The incubator expenses include salaries for a full-time director (\$30,000 per year) and a full-time secretary/receptionist (\$18,000 per year).

Table 1:

**Small Business Incubator  
Project Costs**

Property Size (Acres)	3.69 (a)	New Construction (sf)	10,000 (c)
Property Size (sf)	160,824	FAR for Developable Area	0.07
Existing Improvements		New Parking Required (# spaces)	90 (b)
Building (sf)	10,000	Net Leasable Incubator Space (sf)	8,500 (d)
Parking (# spaces)	90 (b)	Tenant Mix	(e)
Developable Area (sf)	150,824	New Office Commercial Construction (sf)	4,250
		New Manufacturing/Workshop (sf)	4,250
<b>Land Cost</b>	<b>\$241,235 (f)</b>	<b>Professional Fees</b>	
<b>Site Development Costs</b>		Legal Fees	\$10,000 (g)
Area of site improvements (sf)	140,824	Title and Appraisal Fees	\$10,000
Site Improvements (@ \$2/sf)	\$281,647	Insurance Fees	\$2,000
Landscape Architecture (@ 5%)	\$14,082 (g)	NMGRT (@5.5625%)	\$111
Engineering (@5%)	\$14,082	<b>Subtotal Professional Fees</b>	<b>\$22,111</b>
Soils Testing	\$10,000 (h)	<b>Financing Costs</b>	
Surveying	\$10,000 (h)	Interim Interest Expense (@7%)	\$57,934
<b>Subtotal Site Development Costs</b>	<b>\$470,635</b>	Loan Points (@2%)	\$16,553
<b>Building Construction Costs</b>		Subtotal Financing Costs	\$74,487
Area of improvements (sf)	8,500	<b>Subtotal Soft Costs</b>	<b>\$113,657</b>
Building Construction (@ \$40/sf)	\$340,000	<b>Subtotal Costs</b>	<b>\$987,330</b>
Architecture (@5%)	\$17,000	Contingency (@3%)	\$29,620
<b>Subtotal Building Construction Costs</b>	<b>\$357,000</b>	<b>Total Estimated Cost</b>	<b>\$1,016,950</b>
NMGRT (@5.5625%)	\$46,037	<b>Incentives</b>	
<b>Subtotal Hard Construction Costs</b>	<b>\$873,672</b>	Land write-down	(\$241,235)
<b>Other Costs</b>		Professional services donated in-kind	(\$30,000)
Lender's Package			
Local fees and permits			
CPC and DRB Costs	\$10,000		
UEC -Water	\$2,526		
UEC- Sewer	\$1,636		
Building Permit/ Plan Check Fees (@.35%)	\$2,897		
<b>Subtotal Fees and Permits</b>	<b>\$17,059</b>		
		<i>This estimate is conceptual in nature and is subject to change (up or down) once a thorough investigation of site issues and developer input is received.</i>	
		<b>Net Estimated Cost</b>	<b>\$775,714</b>

Leasable Area (SF)	8,500	
Project Cost	\$775,714	
Mortgage Loan	\$387,857	(a)
Developer's required equity	\$387,857	
Rent (\$/sf/yr; Zero Net)	\$9.50	(b)
Vacancy Rate	10%	(c)

**Anticipated rental income**

Rent	\$80,750	
Less Vacancy	(\$8,075)	
<b>Gross operating income</b>	<b>\$72,675</b>	

**Anticipated operating expenses**

Staff	\$48,000	(d)
Real Estate Taxes	\$5,311	(e)
Property Insurance	\$2,000	(f)
Other (@\$1.50 per sq. ft.)	\$12,750	(g)
<b>Total Operating Expenses</b>	<b>(\$68,061)</b>	

**Net Operating Income** **\$4,614**

Annual Debt Service (\$27,150)

**Cash Flow**

Cash return on equity	(\$22,536)
<b>Return on equity</b>	<b>-5.81%</b>

**Table 2:**

**Small Business Incubator  
Income and Expenses**

**Notes:**

- (a) Mortgage amount figured at 50% of project cost.
- (b) High value; range \$9 is break-even rent. (\$3 per sq. ft. per year for manufacturing to \$9 per sq. ft. per year for office), from rental comps and NAIOP Commercial Space Directory for Albuquerque 1995/96.
- (c) Mid value; range (4% to 15% from sales and rental comps, 1995 Real Estate Planning Guide and CB Commercial Real Estate Database.
- (d) FT director @ \$30,000, FT secretary/receptionist @ \$18,000.
- (e) Valued at \$45 per sq. ft. of gross building space; taxable value = 1/3 assessed value; mill rate=\$35.766 per \$1,000.
- (f) From sales packet for similar building.
- (g) Mid value; from realtors and rental comps; range (\$.90 to \$2.00 per sq. ft. per year) from National Business Incubation Association, includes maintenance, utilities, etc.

# Table 3: Small Business Incubator Pro Forma

Notes:  
(a) Rents and expenses increase at 3% per year (ave. CPI for past 5 years).

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Leasable Area (SF)	8,500									
Project Cost	\$775,714									
Required Equity	\$387,857									
Mortgage	\$387,857									
Rent (\$/sf/yr)	\$9.50	\$9.79	\$10.08	\$10.38	\$10.69	\$11.01	\$11.34	\$11.68	\$12.03	\$12.40
Vacancy Rate	50%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Space Leased	4,250	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650
<b>Anticipated Rental Income (a)</b>										
Rent	\$40,375	\$74,855	\$77,101	\$79,414	\$81,796	\$84,250	\$86,778	\$89,381	\$92,063	\$94,824
Gross Operating Income	\$40,375	\$74,855	\$77,101	\$79,414	\$81,796	\$84,250	\$86,778	\$89,381	\$92,063	\$94,824
<b>Anticipated Operating Expenses (a)</b>										
Staff	\$48,000	\$49,440	\$50,923	\$52,451	\$54,024	\$55,645	\$57,315	\$59,034	\$60,805	\$62,629
Real Estate Taxes	\$5,311	\$5,471	\$5,635	\$5,804	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930
Property Insurance	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Other	\$12,750	\$13,133	\$13,526	\$13,932	\$14,350	\$14,781	\$15,224	\$15,681	\$16,151	\$16,636
<b>Total Operating Expenses</b>	<b>(\$68,061)</b>	<b>(\$70,103)</b>	<b>(\$72,206)</b>	<b>(\$74,372)</b>	<b>(\$76,604)</b>	<b>(\$78,902)</b>	<b>(\$81,269)</b>	<b>(\$83,707)</b>	<b>(\$86,218)</b>	<b>(\$88,804)</b>
<b>Net Operating Income</b>	<b>(\$27,686)</b>	<b>\$4,752</b>	<b>\$4,895</b>	<b>\$5,042</b>	<b>\$5,193</b>	<b>\$5,349</b>	<b>\$5,509</b>	<b>\$5,674</b>	<b>\$5,845</b>	<b>\$6,020</b>
<b>Yearly Debt Service</b>	<b>(\$27,150)</b>									
<b>Cash flow</b>	<b>(\$54,836)</b>	<b>(\$22,398)</b>	<b>(\$22,255)</b>	<b>(\$22,108)</b>	<b>(\$21,957)</b>	<b>(\$21,801)</b>	<b>(\$21,641)</b>	<b>(\$21,476)</b>	<b>(\$21,305)</b>	<b>(\$21,130)</b>

*This estimate is conceptual in nature and is subject to change (up or down) once a thorough investigation of site issues and developer input is received.*

## Implementation Guidelines for the Small Business Incubator

- Establish an incubator working group consisting of community members, potential partners and funders in the incubator project to clarify goals and oversee further feasibility and implementation planning.
- Apply for funding from the U.S. Economic Development Administration to do further planning (requires 25% local match). Contract with a consultant who is experienced both with incubator operations and with conducting incubator feasibility studies.
- Apply to City of Albuquerque Community Based Organization Capacity Training Program to develop business plan for the incubator.

- d. Survey people at SBDC and microlender orientation sessions about their interest in proposed incubator services and space. Hold focus groups with entrepreneurs and local business leaders. Survey artisans, farmers market vendors, caterers, and small food processors regarding their needs for space and business support services.
- e. Study potential demand for retail outlet and/or links to nearby tourist attractions.
- f. Conduct a commercial real estate survey; interview local realtors and bankers regarding availability of space suitable for small businesses and microenterprises, as well as for targeted industries.

**Task List**

*Phase I (Year 1, pre-incubator)*

*Task Length (months)*

Project Administrator (PA) Prepares and submits proposals for Incubator Development to City and County	3
PA establishes Incubator Working Group	1
PA applies to EDA for grant for further planning	2
PA issues RFP for feasibility study	3
PA and consultant conduct feasibility study, outcomes include:	6-12
Goals, mission statement, structure, tenant selection, and operating procedures	
Market demand and market niche	
Space design and phasing	
Business Plan	
PA begins tenant screening; identifies anchor tenants	3
PA establishes temporary space for early incubator clients (optional)	3
PA obtains funds for rehabilitation and/or new construction	6

*Phase II (Year 2, project funding is obtained)*

PA obtains special use permit for site	3
Proportion of incubator space is preleased	3
PA hires contractor and rehabilitates facility	3-6
PA hires contractor and builds new facility	6-12
PA explores possibility of retail outlet on site, or on Bridge/Isleta	6 *

*Phase III (Years 3-5)*

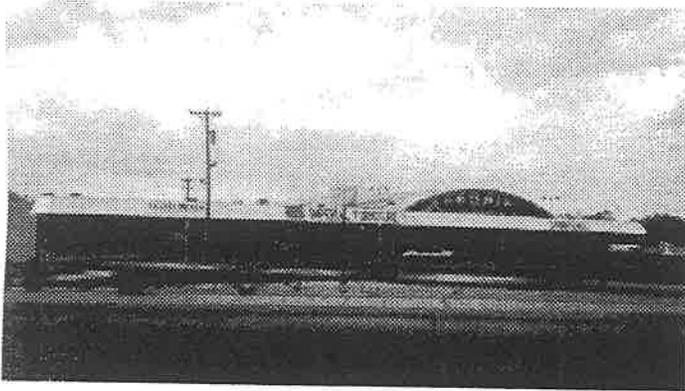
PA hires contractor and builds second 15,000 square-foot building	
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## Five Points Shopping Center Site

This site is located at Bridge Boulevard and Sunset Boulevard and consists of approximately 6 acres. It was conceptualized as a territorial style retail complex, with a variety of services not currently available in the MRA. An anchor tenant would be sought, and the Atrisco Farmer's Market would become a permanent part of the complex. Low-water usage landscaping would replace significant areas of asphalt. The existing building at the corner would be razed.

Providing permanent, well designed space for the Farmer's Market is one way of bolstering the local agricultural economy. The designers hoped that one of the storefronts in the shopping center would provide year round retail space for food products manufactured from local produce. Finally, active re-use of the site would replace uses,



*Current Five Points Shopping Center*



*Small Business Development Center (looking SE from Five Points Shopping Center)*

including event licensed liquor establishments, that have resulted in episodic public safety problems.

The shopping center at Five Points is proposed as a project that is achievable within current market constraints and requires no public incentives to be feasible. The project is feasible at a rent of \$11 per square foot per year assuming a 9% capitalization rate. At rents of \$12 and \$13 per square foot per year, the project is feasible at higher capitalization rates.

Feasibility within the current marketplace was part of the proposal's original definition. As a result, no public incentives were considered as part of the feasibility analysis. Rents of \$11 to \$13, while delivering a feasible project and while within current market definitions, may not be able to be supported by tenants currently at the site nor by local merchants based solely within the South Valley neighborhood. Public incentives may be available for the project. Specific opportunities for incentives exist in mitigating the impact on the developer of both on-site and off-site and infrastructure improvements. Specific anchors or other types of tenants were not considered as part of the

feasibility analysis. These kinds of considerations and the community's desire to affect the types of goods and services offered at the shopping center could take place as part of the process of marketing the site to developers and potential tenants.

The project costs for land acquisition, site preparation and construction are shown in Table 4.

The shopping center provides 59,700 square feet of retail space. The leasable space is assumed to be 100% of gross space. 302 parking spaces are provided at a rate of 1 per every 200 gsf of building space (minus 10% for being on a bus line). The land acquisition cost is assumed to be \$2 per square foot. This is a mid value for land costs based on sales comparisons for shopping centers (\$0.96 to \$2.04 per square foot) and prices for developable retail land in the South Valley per the 1995/1996 NAIOP Commercial Space Directory for Albuquerque (\$1 to \$5 per square foot).

Site development costs, including landscaping, paving, and removal of existing paving, are assumed to be \$3 per square foot. This figure is \$1/sf higher than for the other two projects because of the greater level of landscape improvements in keeping with its Territorial design.

Professional services are priced as percentages of site development costs.

Building construction costs are assumed to be \$45 per square foot for the shopping center shell, with a tenant improvement allowance of \$20 per square foot. These are mid-range costs according to Albuquerque area builders. Architecture costs are a percentage of shell construction costs.

Table 5 includes no personnel costs for the shopping center, only a management fee. Table 6 shows the shopping center after-tax cash flow is positive in Year 2, assuming an average 41% vacancy rate in the first year, 10% subsequent years, and annual rents of \$12 per square foot.

Property Size (Acres)	6.06	(a)
Property Size (sf)	263,974	
FAR	0.23	
Developable Area (sf)	59,700	
Required Parking (# spaces)	298	(b)
Retail Units	6	

**Land Acquisition Costs**

Property Cost (\$/sf)	2.00	(c)
<b>Subtotal Land Acquisition Cost</b>	<b>\$527,947</b>	

**Land Development Costs**

Site Construction Costs		
Land Development Costs (\$/sf)	3.00	(d)
Site improved	204,274	
<b>Subtotal Site Development Construction Costs</b>	<b>\$612,821</b>	

**Professional Services**

Landscape Architecture (@ 3%)	\$18,385	
Engineering (@ 5%)	\$30,641	
Soils Testing	\$10,000	
Surveying	\$5,000	
<b>Subtotal Professional Site Services</b>	<b>\$64,026</b>	
NMGRT on Site and Professional (@5.5625%)	\$37,650	
<b>Subtotal Site Development Costs</b>	<b>\$714,496</b>	

**Building Construction Costs**

**Shell Construction Costs**

Building Construction (\$/sf)	45.00	
Area of Improvements	59,700	
<b>Subtotal Shell Construction Costs</b>	<b>\$2,686,500</b>	

**Tenant Improvements**

Tenant Improvement Allowance	20.00	(e)
Net Leasable Area	59,700	
<b>Subtotal Tenant Improvement Costs</b>	<b>\$1,194,000</b>	

*This estimate is conceptual in nature and is subject to change (up or down) once a thorough investigation of site issues and developer input is received.*

**Table 4:**

**Shopping Center  
Project Costs**

**Notes:**

- (a) Source: Bernalillo Co. Assessor.
- (b) 1 space required per 200 sq. ft. of gross building space less 10% for transit line.
- (c) Mid value; range from sales (\$0.96 to \$2.04 per sq. ft) comps, and NAIOP Commercial Space Directory for Albuquerque 1995 (\$1 to \$5 per sf).
- (d) Low value; range (\$5 to \$15 per sq. ft. per year) from 1995 Real Estate Planning Guide.
- (e) Low value; range (\$20 to \$35 per sq. ft. per year) from Enterprise Builders.

Table 5:

**Shopping Center  
Income and Expenses**

**Notes:**

- (a) High value; range (\$7 to \$12 per sq. ft. per year) from sales and rental comps and 1995 Real Estate Planning Guide
- (b) Mid value; range (4% to %15) from sales and rental comps, 1995 Real Estate Planning Guide, and CB Commercial Database.
- (c) Mid value; range (\$1.24 to \$3.31 per sq. ft. per year) from rental comps.
- (d) Low value, maintenance, etc.; oper. exp. range (\$0.55 to \$2.35 per sq. ft. per year) from sales comps; \$1.30 for Goff Plaza includes taxes, insurance, maintenance, no landscaping.
- (e) Valued at \$60 per sq. ft. of gross building space; taxable value = 1/3 assessed value; mill rate = \$35.766 per \$1,000.
- (f) Charter Insurance; assumes \$5,000 deductible, metal frame, sprinklers.
- (g) 6% commission on 3 years rent @ \$12 per sq. ft.; 10% vacancy.
- (h) Source: Geltmore, Inc.

Leasable Area (sq. ft.)	59,700	
Project Cost	\$6,682,086	
Mortgage Loan	\$5,874,760	
Developer's required equity	(\$807,326)	
Rent (\$/sf/yr; triple net)	\$10.00	(a)
Vacancy Rate	10%	(b)
Common Area Maintenance (\$/sf/yr)	\$2.00	(c)
Other Operating Expenses (\$/sf/yr)	\$0.55	(d)
<b>Anticipated rental income</b>		
Rent	\$597,000	
Less Vacancy	(\$59,700)	
<b>Effective Rental Income</b>	<b>\$537,300</b>	
Common Area Maintenance	\$119,400	
<b>Gross operating income</b>	<b>\$656,700</b>	
<b>Anticipated operating expenses</b>		
Real Estate Taxes	\$42,278	(e)
Property Insurance	\$8,019	(f)
Leasing Commissions	\$10,746	(g)
Other	\$32,835	
Total Operating Expenses	(\$93,877)	
<b>Net Operating Income</b>	<b>\$562,823</b>	
Debt coverage ratio	1.20	(h)
Annual Debt Service	\$469,019	
Monthly debt service	\$39,085	
Maximum Loan Amount	\$5,874,760	
Loan to Value Ratio	83.33%	
<b>Pre-tax Cash flow</b>		
Cash return on equity	\$93,804	
<b>Return on equity</b>	<b>11.62%</b>	

*This estimate is conceptual in nature and is subject to change once a thorough investigation of site issues and developer input is received.*

Leasable Area (SF)	59,700
Project Cost	\$6,682,086
Required Equity	(\$807,326)
Mortgage	\$5,874,760

**Table 6:  
Shopping Center  
Pro Forma**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Rent (\$/sf/yr)	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26	\$11.59	\$11.94	\$12.30	\$12.67	\$13.05
Vacancy Rate (a)	41%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Common Area Maintenance (\$/sf/yr)	\$2.00	\$2.06	\$2.06	\$2.12	\$2.19	\$2.25	\$2.32	\$2.39	\$2.46	\$2.53
Other Expenses (\$/sf/yr)	\$0.55	\$0.57	\$0.58	\$0.60	\$0.62	\$0.64	\$0.66	\$0.68	\$0.70	\$0.72
Space Leased (b)	35,223	53,730	53,730	53,730	53,730	53,730	53,730	53,730	53,730	53,730
<b>Anticipated rental income (c)</b>										
Rent	\$352,230	\$553,419	\$570,022	\$587,122	\$604,736	\$622,878	\$641,564	\$660,811	\$680,636	\$701,055
Common Area Maintenance	\$70,446	\$110,684	\$110,684	\$114,004	\$117,424	\$120,947	\$124,576	\$128,313	\$132,162	\$136,127
<b>Gross operating income</b>	<b>\$422,676</b>	<b>\$664,103</b>	<b>\$680,705</b>	<b>\$701,127</b>	<b>\$722,160</b>	<b>\$743,825</b>	<b>\$766,140</b>	<b>\$789,124</b>	<b>\$812,798</b>	<b>\$837,182</b>
<b>Anticipated operating expenses (c)</b>										
Real Estate Taxes (d)	\$42,278	\$42,278	\$43,546	\$43,546	\$44,852	\$44,852	\$46,198	\$46,198	\$47,584	\$47,584
Property Insurance	\$8,019	\$8,259	\$8,507	\$8,762	\$9,025	\$9,296	\$9,575	\$9,862	\$10,158	\$10,462
Leasing Commissions (e)	\$82,744	\$11,068	\$11,400	\$11,742	\$12,095	\$12,458	\$12,831	\$13,216	\$13,613	\$14,021
Other	\$32,835	\$30,438	\$31,351	\$32,292	\$33,260	\$34,258	\$35,286	\$36,345	\$37,435	\$38,558
<b>Total Operating Expenses</b>	<b>(\$165,875)</b>	<b>(\$92,043)</b>	<b>(\$94,804)</b>	<b>(\$96,342)</b>	<b>(\$99,232)</b>	<b>(\$100,864)</b>	<b>(\$103,890)</b>	<b>(\$105,620)</b>	<b>(\$108,789)</b>	<b>(\$110,625)</b>
<b>Net Operating Income</b>	<b>\$256,801</b>	<b>\$572,060</b>	<b>\$585,901</b>	<b>\$604,784</b>	<b>\$622,928</b>	<b>\$642,961</b>	<b>\$662,250</b>	<b>\$683,504</b>	<b>\$704,009</b>	<b>\$726,557</b>
Debt coverage ratio	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Yearly Debt Service	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019	\$469,019
<b>Pre-tax Cash flow</b>										
Cash return on equity	(\$212,218)	\$103,041	\$116,882	\$135,765	\$153,909	\$173,942	\$193,231	\$214,485	\$234,990	\$257,537
<b>After-tax Cash Flow</b>										
Mortgage Amortization	\$62,193	\$66,546	\$71,204	\$76,189	\$81,522	\$87,228	\$93,334	\$99,868	\$106,858	\$114,339
Depreciation	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)	(\$223,787)
Taxable Income	(\$373,813)	(\$54,200)	(\$35,701)	(\$11,833)	\$11,644	\$37,384	\$62,779	\$90,565	\$118,061	\$148,089
Tax Liability/ Savings (@38%)	\$142,049	\$20,596	\$13,566	\$4,497	(\$4,425)	(\$14,206)	(\$23,856)	(\$34,415)	(\$44,863)	(\$56,274)
<b>After tax cash return</b>	<b>(\$70,170)</b>	<b>\$123,637</b>	<b>\$130,448</b>	<b>\$140,262</b>	<b>\$149,484</b>	<b>\$159,736</b>	<b>\$169,375</b>	<b>\$180,070</b>	<b>\$190,126</b>	<b>\$201,264</b>

**Notes:**

- (a) Average vacancy rate for Year 1, assuming vacancy Q1=60%, Q2=47%, Q3=35%, Q4=23%.
- (b) Average space leased for Year 1, assuming vacancy Q1=60%, Q2=47%, Q3=35%, Q4=23%.
- (c) Income and expenses increase at 3% per year (ave. CPI for past 5 years).
- (d) 3% increases in Years 3, 5, 7, and 9.
- (e) 6% leasing commissions paid for 3 years; leaseup increasing for each of four quarters in Year 1; 10% vacancy Years 2-10.

*This estimate is conceptual in nature and is subject to change once a thorough investigation of site issues and developer input is received.*

## Implementation Guidelines for the Five Points Shopping Center

- a. Establish a working group consisting of potential partners, community representatives from South Valley and potential funders for the renovation of the Five Points Center project to clarify territorial-style retail center concept, goods and services to be provided, community development goals and to oversee further feasibility and implementation planning.
- b. Apply for funding from the U.S. Economic Development Administration, local governments and foundations for funds for project planning and pre-development costs, including architectural renderings, soil tests, etc..
- c. Establish equity fund, and apply to state and local governments for CDBG and EZ/EC Funds, obtain social investment grants and loans, for CDC equity in project.
- d. Secure site control through joint venture agreement with owner, or option to either buy or lease.
- e. Identify local developer to joint venture within development of project, or hire development staff to proceed with development.
- f. Work with South Valley Small Business Development Corporation, New Mexico Community Loan Fund, WESSTCORP, Hispano Chamber of Commerce, NM Business Resource Center and the South Valley Chamber of Commerce to identify potential entrepreneurs for leasing of new or renovated space in Five Points.
- g. Work with Atrisco Farmers Market to stabilize its management, expand its base of farm product producers, and design a permanent space and facilities for the Market.
- h. Initiate a market survey of potential lessees in Five Points, develop orientation sessions about their interest in proposed renovated space. Hold focus groups with entrepreneurs and local business leaders to develop exact mix of goods and services to include in Five Points. Market space to potential lessees.
- i. Develop project pro-forma and secure funding.
- j. Initiate physical development and construction process.

Site Data:

Land Area: 6.96 Acres (299,213 S.F.)

Proposed Uses: 1 Story Retail 99,200 S.F.

F.A.R.: 1.4

Parking Required: 1 Space/270 S.F. = 99,200/270 = 366 Spaces

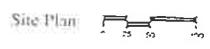
Parking Provided: 366 Spaces

Legend:

- A: 17,740 S.F. Retail
- B: 11,300 S.F. Strip Center
- C: 70,160 S.F. Retail



Perspective View



# Five Points Shopping Center - Framework Plan

Bridge Isleta Revitalization Plan



## Isleta and Arenal Movie Theater Site

This site consists of 4.39 acres and is located on the southwest corner of Isleta and Arenal. A movie theater is recommended for this site, although it would accommodate a facility smaller than the 8-screen theaters current the standard under construction. Industry leaders stated that this would be the minimum size built in order to be competitive with other theaters showing new releases. The site is small by industry standards (5 acres is the norm), but still workable. If an operator chose to develop a larger theater, there is a parcel of underutilized land (a closed drive-in theater) adjacent to the site (to the west) that could provide the additional land. The movie theater concept responds to the need for family and youth entertainment in the MRA and creates the traffic necessary to provide additional business opportunities for this area. The site would qualify for a Free Zone designation, which indicates that there is no other first-run theater within five miles; the designee may receive all of the first-run movies without competition. There is no other theater in the South Valley, and the two closest theaters are about five miles away, neither of which are first-run theaters.

The theater proposed for this site would be 23,000 sf, with 394 parking spaces and landscape improvements. Final theater design would be compatible with surrounding business interests. This project seeks to provide an anchor for related entertainment and restaurant opportunities in the MRA and to provide area residents with opportunities for local night time recreation. Although only a few of the jobs generated by the project could be considered base economic employment, they would provide part time work for students living in the area or attending nearby Rio Grande High School.

The capitalized value of the theater project shows a deficit at 8%, 9%, and 10% capitalization rates. This project would require some sort of public incentive, such as a land write down or property-tax abatement in order to attract a theater developer and in order to render the proposal feasible. An examination of the full scope of incentives and their potential net affect on the feasibility of the project is beyond the scope of this plan. Nevertheless, even the incentives mentioned above may only have a moderate impact on the feasibility of the project given the limited impact of land expense and taxation on the project's costs. The proposal was framed as being developed by an individual or entity separate and distinct from an operator-tenant. According to film exhibition industry experts, this is the most typical of all possible scenarios, although it should be added that the scenario considered is usually effected within the context of larger retail developments than the one being considered here.

The project costs are shown in Table 7. The 8-screen theater is 23,000 sf and provides 1,444 seats. Parking is provided at a rate of one space per every four seats (minus 10% for being on a bus line), or 394 spaces.

The land acquisition cost is \$2/sf. Site development costs, including landscaping, paving, and removal of existing paving, are assumed to be \$2 per square foot. The movie theater will require a retention pond which will cost approximately \$15,000, according to a local civil engineer.

The building shell cost is \$75 per square foot, a typical cost according to theater industry specialists, which includes construction of an office space and the projection booth. The tenant improvement costs include screens, seats, projection equipment, and concessions equipment. Architecture costs are a percentage of shell construction costs.

The operating costs for the movie theater (Tables 8 and 9) include a management fee for the developer and personnel costs for the operator.

Table 10 shows the movie theater after-tax cash flow is positive in Year 1.

# Table 7:

## Movie Theater Project Costs

**Notes:**

- (a) Source: Bernalillo Co. Assessor.
- (b) Will accommodate 8 screens with 1,444 seats total; mezzanine not included (approx. 3,000-5,000 sq. ft.) in project square footage but construction cost will cover.
- (c) 1 parking space required for every 4 seats, less 10% transit discount.
- (d) Source: CB Realty.
- (e) Cost includes asphalt and landscaping.
- (f) Cost includes mezzanine (office and projection booth), and some signage.
- (g) 8 screens @ \$130,000/screen for equipment.

<b>Land Acquisition Costs</b>			
Property Cost (@ \$2/sf)	\$382,195	(d)	
<b>Subtotal Land Acquisition Cost</b>	<b>\$382,195</b>		
<b>Land Development Costs</b>			
<b>Site Construction Costs</b>			
Area of site improvements (sf)	146,318		
Land Development (\$2/sf)	\$292,635	(e)	
Retention Pond	\$15,000		
<b>Subtotal Site Development Construction Costs</b>	<b>\$307,635</b>		
<b>Professional Services</b>			
Landscape Architecture (3%)	\$1,000		
Engineering (5%)	\$3,000		
Soils Testing	\$7,000		
Survey	\$3,500		
<b>Subtotal Professional Site Services</b>	<b>\$14,500</b>		
NMGRT on Site and Professional	\$18,724		
<b>Subtotal Site Development Costs</b>	<b>\$340,860</b>		
<b>Building Construction Costs</b>			
<b>Shell Construction Costs</b>			
Building Construction (\$/sf)	\$75	(f)	
Area of Improvements (sf)	23,000		
<b>Subtotal Shell Construction Costs</b>	<b>\$1,725,000</b>		
<b>Tenant Improvements</b>			
<b>Tenant Improvement Allowance</b>			
	\$1,040,000	(g)	
<b>Subtotal Tenant Improvement Costs</b>	<b>\$1,040,000</b>		
Property Size (Acres)	4.39	(a)	
Property Size (sf)	191,098		
Retention Pond (sf)	21,780		
Developable Area (sf)	169,318		
New Construction (sf)	23,000	(b)	
FAR for Developable Area	0.14		
<b>Professional Costs</b>			
Architecture (3%)	\$51,750		
<b>Subtotal Professional Costs</b>	<b>\$51,750</b>		
<b>Hard Construction Costs</b>			
NMGRT on Building, TI, and Professional Costs	\$163,724		
<b>Subtotal Hard Construction Costs</b>	<b>\$2,980,474</b>		
<b>Other Costs</b>			
<b>Local fees and permits</b>			
CPC and DRB Costs	\$13,000		
UEC - Water	\$2,526		
UEC- Sewer	\$1,636		
Building Permit, Plan Check Fees	\$10,432		
<b>Subtotal Fees and Permits</b>	<b>\$27,594</b>		
<b>Professional Fees</b>			
Legal Fees	\$25,000		
Insurance Fees	\$25,000		
Title and Appraisal Fees	\$10,000		
NMGRT	\$3,375		
<b>Subtotal Professional Fees</b>	<b>\$63,375</b>		
<b>Financing Costs</b>			
Interim Interest Expense (8%)	\$238,438		
Loan Points (3%)	\$89,414		
<b>Subtotal Financing Costs</b>	<b>\$327,852</b>		
<b>Subtotal Soft Costs</b>	<b>\$418,821</b>		
<b>Subtotal Costs</b>			
<b>Contingency (@ 5%)</b>	<b>\$206,117</b>		
<b>Total Estimated Costs</b>			
	<b>\$4,328,467</b>		

Gross Area (sq. ft.)	23,000	
Project Cost	\$4,328,467	
Mortgage Loan	\$3,462,773	
Developer's required equity	\$865,693	
Rent (\$/sf/yr; triple net)	\$12.00	(a)
Vacancy Rate	0%	(b)
Common Area Maintenance (\$/sf/yr)	\$2.00	(c)
Other Operating Expenses (\$/sf/yr)	\$0.55	(d)
<b>Anticipated rental income</b>		
Rent	\$276,000	
Less Vacancy	0	
<b>Effective Rental Income</b>	<b>\$276,000</b>	
Common Area Maintenance	\$46,000	
<b>Gross operating income</b>	<b>\$322,000</b>	
<b>Anticipated operating expenses</b>		
Real Estate Taxes	\$16,288	(e)
Property Insurance	\$5,194	(f)
Leasing Commissions	0	(g)
Other	\$12,650	
Total Operating Expenses	(\$34,132)	
<b>Net Operating Income</b>	<b>\$287,868</b>	
Annual Debt Service	\$279,052	
Monthly debt service	\$23,254	
<b>Loan to Value Ratio</b>	<b>96.94%</b>	
<b>Pre-tax Cash flow</b>		
Cash return on equity	\$8,816	
Return on equity	1.02%	

*This estimate is conceptual in nature and is subject to change once a thorough investigation of site issues and developer input is received.*

**Table 8:**

**Movie Theater  
Income and Expenses -  
Developer**

**Notes:**

- (a) High value; range (\$7 to \$12 per sq. ft. per year) from sales and rental comps and 1995 Real Estate Planning Guide.
- (b) Mid value; range (4% to %15) from sales and rental comps, 1995 Real Estate Planning Guide, and CB Commercial Database.
- (c) Mid value; range (\$1.24 to \$3.31 per sq. ft. per year) from rental comps.
- (d) Low value, maintenance, etc.; oper. exp. range (\$0.55 to \$2.35 per sq. ft. per year) from sales comps; \$1.30 for Goff Plaza includes taxes, insurance, maintenance, no landscaping.
- (e) Valued at \$60 per sq. ft. of gross building space; taxable value = 1/3 assessed value; mill rate = \$35.766 per \$1,000.
- (f) Charter Insurance; assumes \$5,000 deductible, metal frame, sprinklers
- (g) 6% commission on 3 years rent @ \$12 per sq. ft.; 10% vacancy.
- (h) Geltmore, Inc.

Table 9:

**Movie Theater  
Income and Expenses -  
Operator**

**Notes:**

- (a) 4 shows per day, 363 days per year
- (b) 47.7% of operating income
- (c) Valued at \$60 per sq. ft. of gross building space; taxable value is one third of assessed value; mill rate is 35.766
- (d) Insurance
- (e) Optimum attendance at any theater is 70%.

No. Seats	1,444	
Ave. Price per ticket	\$4.00	
No. Shows per Year per Seat	1,452	(a)
Occupancy rate	35%	(e)
Concessions (ave./person/show)	\$1.50	
<b>Anticipated income</b>		
Annual Ticket Sales	\$2,935,363	
Annual Concessions	\$1,100,761	
<b>Gross operating income</b>	<b>\$4,036,124</b>	
<b>Anticipated operating expenses</b>		
Movie rental	\$1,467,682	
Annual Operating Costs	\$1,925,231	(b)
Annual Real Estate Taxes	\$135,329	(c)
Annual NMGRT (@5.5625%)	\$224,509	
Property Insurance	\$25,000	(d)
<b>Total Operating Expenses</b>	<b>\$3,777,751</b>	
<b>Net Operating Income</b>	<b>\$258,373</b>	
Leasable Area (sq. ft.)	191,098	
Project Cost	\$4,328,467	

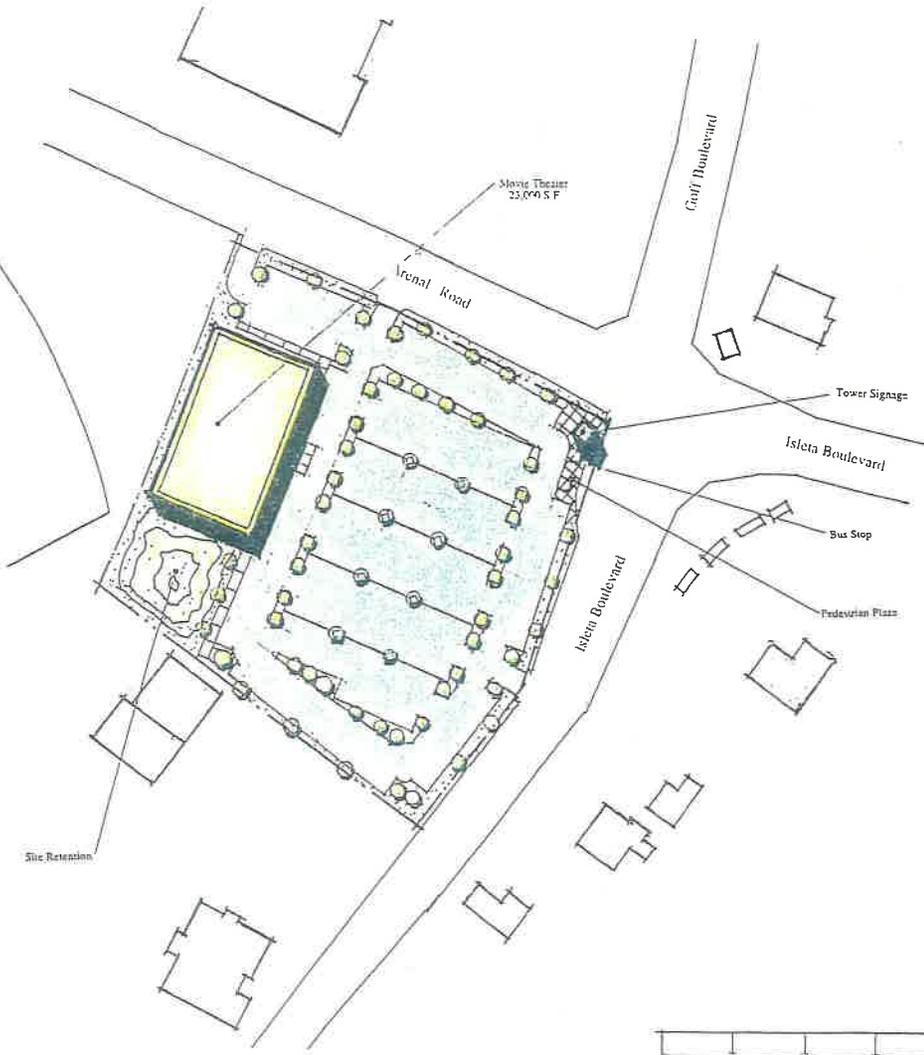
Leasable Area (SF)	23,000
Project Cost	\$4,328,467
Required Equity	\$865,69
Mortgage	\$3,462,773

**Table 10:  
Movie Theater  
Pro Forma**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Anticipated income</b>										
Rent	\$276,000	\$284,280	\$292,808	\$301,593	\$310,640	\$319,960	\$329,558	\$339,445	\$349,629	\$360,117
Less Vacancy	0	0	0	0	0	0	0	0	0	0
<b>Gross operating income</b>	\$276,000	\$284,280	\$292,808	\$301,593	\$310,640	\$319,960	\$329,558	\$339,445	\$349,629	\$360,117
<b>Anticipated operating expenses</b>										
Real Estate Taxes	\$16,288	\$16,776	\$17,280	\$17,798	\$18,332	\$18,882	\$19,449	\$20,032	\$20,633	\$21,252
Property Insurance	\$5,194	\$5,350	\$5,510	\$5,676	\$5,846	\$6,021	\$6,202	\$6,388	\$6,580	\$6,777
Leasing Commissions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$12,650	\$13,030	\$13,420	\$13,823	\$14,238	\$14,665	\$15,105	\$15,558	\$16,025	\$16,505
<b>Total Operating Expenses</b>	\$34,132	\$35,156	\$36,211	\$37,297	\$38,416	\$39,568	\$40,755	\$41,978	\$43,237	\$44,535
<b>Net Operating Income</b>	\$241,868	\$249,124	\$256,598	\$264,296	\$272,225	\$280,391	\$288,803	\$297,467	\$306,391	\$315,583
<b>Yearly Debt Service</b>	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052	\$279,052
<b>Pre-tax Cash flow</b>										
Cash return on equity	(\$37,184)	(\$29,928)	(\$22,455)	(\$14,757)	(\$6,828)	\$1,339	\$9,751	\$18,415	\$27,339	\$36,530
<b>After-tax Cash Flow</b>										
Mortgage Amortization	\$36,658	\$39,224	\$41,970	\$44,908	\$48,052	\$51,415	\$55,014	\$58,865	\$62,986	\$67,395
Depreciation	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)	(\$120,776)
Taxable Income	(\$121,302)	(\$111,480)	(\$101,260)	(\$90,624)	(\$79,552)	(\$68,022)	(\$56,011)	(\$43,496)	(\$30,451)	(\$16,851)
Tax Liability/ Savings 38%	\$46,095	\$42,362	\$38,479	\$34,437	\$30,230	\$25,848	\$21,284	\$16,528	\$11,571	\$6,403
<b>After tax cash return</b>	\$8,910	\$12,434	\$16,024	\$19,681	\$23,402	\$27,187	\$31,035	\$34,943	\$38,910	\$42,934

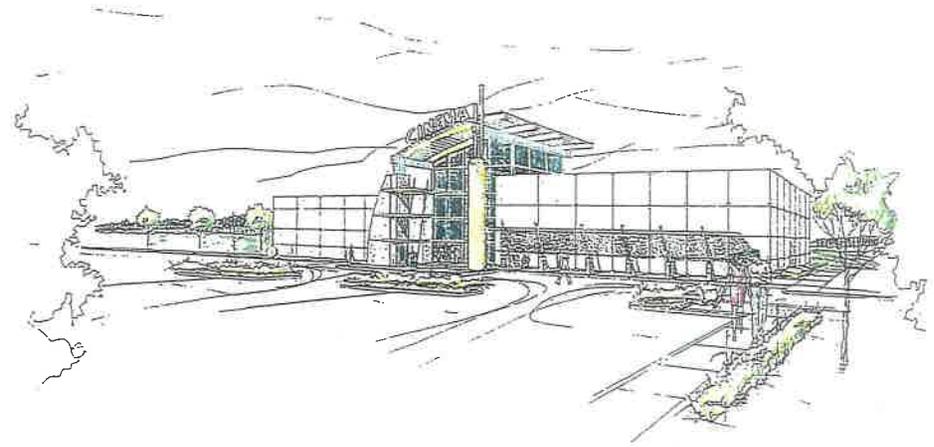
## **Implementation Guidelines for the Movie Theater**

- a. Secure commitment from City or County to write down cost of land .
- b. Contact the site locators for national and regional theater operators that resulted from the project research and provide them with the 5-mile demographic and market information also already produced. Invite them to inspect the site. Most of the large theater operators will perform their own feasibility studies for a site.
- c. Marketing adjacent sites to large restaurants. Restaurants located nearby would help to attract theater operators.

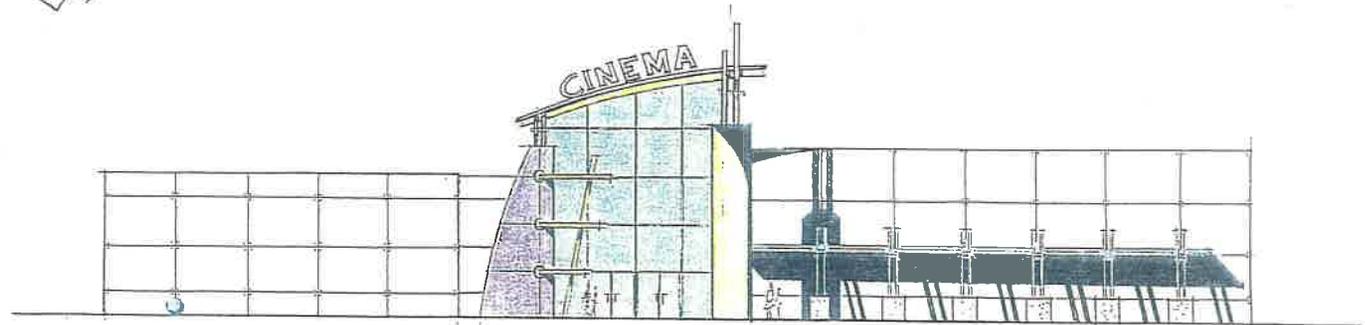


**Project Data:**

Land Area:	4.39 Acres (191,228 s.f.)
Proposed Uses:	
1 Story Movie Theater	22,000 s.f.
Seating Capacity	1,644 seats
F.A.R.	12
Parking Required:	
1 space/4 seats (1,644 seats/4)	411 spaces
17% reduction for Transit Link	26 spaces
Total Parking Required	385 spaces
Parking Provided:	325 spaces



Perspective View



Entry Elevation

**Movie Theater / Framework Plan**  
 Bridge - Isleta Revitalization Plan

## Streetscape Improvements

The streetscape improvements, detailed in Table 11, are assumed to be Bernalillo County Public Works projects and will be paid for entirely with public funds (county and federal). Intermodal Surface Transportation Efficiency Act (ISTEA) funds may be available for enhancements relating to historic preservation, for example, signage, as discussed in Section F. Facade improvements implemented by individual businesses along Bridge Boulevard could be financed by a loan pool created by area banks under their Community Reinvestment Act (CRA) agreements, as discussed in the Funding Sources section..

The streetscape improvements costs are based on unit costs for similar projects in the Albuquerque area. The project covers approximately 1000 linear feet. Light fixtures were assumed to require 3 bays and 2 poles per interval. Public art projects would mark the Gateway to the South Valley on Bridge, just west of the river. The lot behind the businesses along the south side of Bridge Blvd., just east of Isleta Blvd., could provide off-street parking. Its cost is assumed to be \$1.50 per square foot.

	No. Units	Unit Cost	Cost
<b>Lighting</b>			
Service Connection	1	\$10,000 ls	\$10,000
Removal Electrical Disconnects	1	\$1,000 ls	\$1,000
Light Foundations	48 (b)	\$200 ea	\$9,600
Fixtures, Conductors, Conduits	48	\$1,000 ea	\$48,000
Standard Poles and Fixtures	32 (c)	\$1,500 ea	\$48,000
Custom Fixture	16	\$3,000 ea	\$48,000
<b>Subtotal Lighting</b>			<b>\$164,600</b>
<b>Sidewalk Improvements</b>			
Removal of existing construction	483 (d)	\$24 sy	\$11,600
Concrete Sidewalk	2,750	\$35 sy	\$96,250
Benches	16	\$300 ea	\$4,800
Bicycle Racks	6	\$300 ea	\$1,800
Kiosk	1	\$10,000 ea	\$10,000
Curb and Gutter	2,240	\$9 lf	\$20,160
Drop Inlets	16	\$1,400 ea	\$22,400
Drop Curve	4	\$575 ea	\$2,300
<b>Subtotal Sidewalk Improvements</b>			<b>\$169,310</b>
<b>Median Improvements</b>			
			<b>\$42,328</b>
<b>Landscaping</b>			
Street Trees	32	\$200 ea	\$6,400
Irrigation	1 (e)	\$15,000 ls	\$15,000
Tree grates	32	\$300 ea	\$9,600
Groundcover	677	\$50 sy	\$33,867
<b>Subtotal Landscaping</b>			<b>\$64,867</b>
<b>Public Art</b>			
Coronado Memorial	1	\$25,000 ls	\$25,000
South Valley Gateway	1	\$50,000 ls	\$50,000
Art Installation	1	\$50,000 ls	\$50,000
<b>Subtotal Public Art</b>			<b>\$125,000</b>
<b>Parking Lot</b>			
Area of improvements	80,340 sf		
Land cost (@\$1.50 sq. ft.)		ls	\$120,510
Site Development (@\$2 sq. ft.)		ls	\$160,680
<b>Subtotal Parking Lot</b>			<b>\$281,190</b>

	No. Units	Unit Cost	Cost
<b>Other Costs</b>			
Traffic Control	1	\$5,000 ls	\$5,000
Construction Signs, Sign Supports	8	\$820 ea	\$6,560
Barricades	30	\$400 ea	\$12,000
Orange Barrels	40	\$350 ea	\$14,000
Pedestrian Barricades	1	\$2,000 ls	\$2,000
<b>Subtotal Other Costs</b>			<b>\$39,560</b>
<b>Overhead, Profit, and Contingency (@30%)</b>			
			<b>\$228,556</b>
<b>Subtotal hard construction costs</b>			
			<b>\$1,115,410</b>
<b>Professional Costs</b>			
Architect		5%	\$49,521
Landscape Architect		3%	\$1,946
Civil engineer		5%	\$49,521
Soils		\$5,000 ls	\$5,000
Surveying		\$5,000 ls	\$5,000
<b>Subtotal Professional Services</b>			<b>\$110,987</b>
<b>Subtotal soft construction costs</b>			
			<b>\$110,987</b>
<b>NMGRT on hard and soft costs</b>			
		5.6125%	\$68,832

**TOTAL ESTIMATED COST** **\$1,295,229**

Table 11:

**Streetscape Cost Analysis**

**Notes:**

- (a) Based on current streetscape improvements projects in the Albuquerque area.
- (b) 16 intervals, 3 bays per interval
- (c) 16 intervals, 2 poles per interval.
- (d) \$4/lf for curb removal; \$8.50/sy to remove concrete/backfill.
- (e) 8 zone valves @ \$135 ea; 24 flood bubblers @ \$55 ea.; 8 large valve boxes @ \$150 ea.

*This estimate is conceptual in nature and is subject to change once a thorough investigation of site issues and developer input is received.*

## **Implementation Guidelines for Streetscape Improvements**

- a. Complete application for ISTEA Transportation Enhancement Funds and submit to Bernalillo County Public Works Dept., who will forward application to the Council of Governments to get on list for funding.
- b. Hire urban designer to develop streetscape alternatives. Meet with community leaders and representatives to evaluate alternatives.
- c. Put construction documents out to bid. Hire contractor.

# IMPLEMENTATION OF THE STRATEGY FOR THE REVITALIZATION PLAN

## Public Benefits

Among the public benefits resulting from development projects are job creation, the maintenance of capital in the community, increased gross receipts taxes (GRT), and increased property taxes. Table 13 shows the estimated benefits generated by each of the three projects.

## Benefits of Tax Increment Financing

Tax Increment Financing (TIF) is a method of funding public investment in an area by recapturing, for a period of time, all or a portion of the increased tax revenues that may result if redevelopment stimulates private investment. As private investments add to the tax base within a redevelopment area, the increased tax revenues are placed in a special fund that can only be used for public purposes permitted by law, such as the retiring of redevelopment bonds used for such front-end expenses as land assembly or infrastructure. Alternatively, TIF property tax abatement incentives allow the incremental property tax to be waived. Both the New Mexico Metropolitan Redevelopment Code and New Mexico Enterprise Zone legislation allow TIF incentives.

Table 14 (page 63) indicates the amount of TIF benefits that would be provided by the three projects. The TIF benefit would be far greater if all the mill levies could be captured (Nonresidential=35.766 mills), rather than only the County portion (Nonresidential=10.545 mills). State law allows a project to be included in a TIF district for 20 years, with a one-time five-year extension for a total of 25 years. Because the tax increment generated by the individual projects is not large, it would be preferable that TIF be captured for the entire MRA, rather than on a project by project basis.

## The Rio Grande Community Development Corporation

In February of 1986 the RGCDC was formed when a group of concerned South Valley business people and area residents recognized that the private sector needed a cohesive organizational focus to promote the potential of the South Valley. The RGCDC was incorporated as a vehicle for encouraging and shaping public and/or private investment for improving the social and economic conditions in the South Valley, and was granted 501(c)3 status by the U.S. Internal Revenue Service as a private non-profit, tax exempt organization in 1987.

The long-term mission of the RGCDC includes the following:

- To identify and develop the abilities of the community for self-development that promotes self-reliant principles of economy, growth management, and community revitalization.
- To build locally held assets that are available for community reinvestment, individual enterprise, and business capitalization, including retention of local dollars or disposable income available to persons within the area.
- To provide a means of enriching inherent social and cultural values within the context of community.

## **Role of RGCDC in Implementation**

For a community to realize its community economic development goals it must have a strong, locally controlled community development corporation. The role of the corporation is to shape private and public investment in the community to maximize the benefits to the existing community residents through careful planning and collaborative relations with local residents, business owners, private investors and public agencies invested with the power to assist development. This can only occur when there is a strong commitment on the part of local government to cooperate with local planning efforts and to support the local community development corporation in its efforts. This will increase equity in the distribution of resources, efficiency in the use of those resources, as well as effectiveness in achieving the goals of a balanced development for the Albuquerque area, as well as development which satisfies communities.

The Rio Grande Community Development Corporation (RGCDC) has a 10 year history of working to improve the South Valley, and has developed positive working relationships with elected and appointed officials in the resolution of problems facing the South Valley. The implementation plan would build on those successes and relationships. Also, the RGCDC's working relationship with the South Valley Small Business Development Center, and that Center's business development expertise, will be assets in implementing the policies and development opportunities in this Plan.

## **Role of City and County Government in Development Incentives**

Needed from the local governments will be a full array of development incentives to be marketed to local businesses including facade improvements, land-cost write downs, fee waivers, tax abatements, JTPA training incentives, as well as the incentives provided through the Empowerment Zone/Enterprise Communities program. While the use of these incentives will be different in each business and site development case, the key element will be RGCDC's role as marketer of the incentives to developers and businesses to achieve the objectives and policies of the Revitalization Plan. The incentives will provide the leverage necessary to negotiate compliance with the Plan objectives. With this assurance, the RGCDC can be effective in the implementation of the Revitalization Plan.

## **Shopping Center**

The median employment-size class for food stores, drug stores and proprietary stores in Bernalillo County is 10 to 19 employees according to the U.S. Census 1992 County Business Patterns Report. The median employment-size class for other types of retail establishments is 5 to 9 employees. Assuming 1 store with 15 employees and 5 stores with 7 employees, there will be 50 jobs generated by this project.

The expected annual GRT (\$14,923) generated by the center is calculated on the basis of the average taxable gross receipts for a retail establishment in the South Valley, which is \$44,713 (see Table 14, Sales Tax), assuming that there are 6 retail units in the shopping center and the tax rate is 5.5625%.

## **Small Business Incubator**

The Phase I incubator building can house from approximately 12 tenants at 1,000 square feet per tenant (typical manufacturing space) to 47 tenants at 250 square feet per tenant (typical for an office), assuming 1,000 square feet of common space in 12,750 net leasable space. Assuming a 10% vacancy rate and an average tenant space of 500 square feet, the incubator can accommodate approximately 24 tenants. An incubator rule of thumb for job generation is 3 to 4 jobs per business within 5 years. Thus, a conservative estimate of the number of jobs created would be 72.

Assuming a tenant mix of 50% services and 50% manufacturing, the expected annual GRT is \$150,803 using the average taxable gross receipts of \$20,614 for a services business and \$33,525 for a manufacturing establishment.

## **Movie Theater**

The median employment-size class for movie theaters in Bernalillo County is 10 to 19 employees. A conservative estimate for the number of jobs created by this project is 15 jobs.

The gross receipts for an 8-screen movie theater is approximately \$1.5 million, according to industry experts. Thus, the expected GRT would be \$82,688.

The estimated increase in property taxes generated by each of the three projects is based on the building gross square footage of each of the projects. The assessed value is estimated at \$60 per square foot for the shopping center and movie theater, and \$45 per square foot for the incubator. As discussed in Sections E and F, this can be captured into a Tax Increment Financing (TIF) fund to repay debt incurred in financing the project. The amount of the tax increment could also be waived as part of a tax abatement incentive to make any of the projects more attractive to the developer.

**Table 12:  
Public Benefits from  
Three Projects**

	<b>Shopping Center</b>	<b>Movie Theater</b>	<b>Business Incubator</b>
<b>New Employees</b>	50	15	70
<b>Annual GRT generated</b>	\$14,923	\$224,509	\$150,803
<b>Annual Property Tax increase</b>	\$26,235	\$7,651	\$2,405

## Project Priority

The small business incubator is recommended to be the first project implemented by the RGCDC for the following reasons:

- funding is available from the Enterprise Communities grant, and there are other grant sources that may be available
- manufacturing or office employment is desirable in the South Valley, as it will provide jobs, training, and tax revenues
- the South Valley Small Business Development Center is in the plan area and would be a valuable resource to the nascent businesses

The Five Points Shopping Center and the Movie Theater at Isleta and Arenal are recommended to be implemented as soon as the resources are available to do so. The resources would be capital, investors, volunteers, staff, a local or national developer friendly to the Plan's objectives and cooperation from the County and/or City to provide incentives.



County of Bernalillo  
Zoning, Building & Planning Department

600 Second Street NW • Suite 400 • Albuquerque, NM 87102 • (505) 924-3700 • Fax (505) 924-3750

NOTIFICATION OF DECISION  
BERNALILLO COUNTY BOARD OF COUNTY COMMISSIONERS **H77**

November 19, 1997

Rio Grande Community Development Corporation  
PO Box 12791  
Albuquerque, NM 87195

SUBJECT: FILE NO.: SPC-97-1

DESCRIPTION: The Bridge/Isleta Revitalization Plan. The purpose of the Plan is to identify actions that will improve business opportunities, provide local shopping opportunities to residents, and improve the quality of life in the neighborhood. The Plan boundaries are Bridge Boulevard between Goff Boulevard and the Rio Grande and Isleta Boulevard between Bridge Boulevard and Arenal Road.

**ACTION: ADOPTION OF THE BRIDGE/ISLETA REVITALIZATION PLAN**

TO WHOM IT MAY CONCERN:

At the November 18, 1997 public hearing, the Bernalillo County Board of County Commissioners **ADOPTED** the Bridge/Isleta Revitalization Plan. The purpose of the Plan is to identify actions that will improve business opportunities, provide local shopping opportunities to residents, and improve the quality of life in the neighborhood. The Plan boundaries are Bridge Boulevard between Goff Boulevard and the Rio Grande and Isleta Boulevard between Bridge Boulevard and Arenal Road. The plan is based on the following Findings and subject to the following Condition.

**FINDINGS:**

1. The Bridge/Isleta Revitalization Plan is located in the Established Urban and Semi-Urban Areas of the Albuquerque/Bernalillo County Comprehensive Plan.
2. The Bridge/Isleta Revitalization Plan promotes the health, safety, and welfare of the community.
3. Funding is available through the Enterprise Communities grant for the small business incubator.
4. There is substantial participation from the community.

**BERNALILLO COUNTY PLANNING COMMISSION**  
**NOVEMBER 19, 1997**  
**SPC-97-1**  
**PAGE 2**

5. The Isleta Boulevard project through the Bernalillo County Public Works will be an integral part of the Bridge/Isleta Revitalization Plan.
6. The Bridge/Isleta Revitalization Plan is consistent with the Southwest Area Plan.

**CONDITION:**

1. The plan shall be dedicated in memory to Arturo Vasquez.

If you have any questions concerning this matter, do not hesitate to call me at 924-3704. My office is in the County Zoning, Building and Planning Department, 600 Second Street NW, Suite 400, Albuquerque, NM 87102.

Sincerely,

  
Nano K. Chavez  
Program Planner Senior

NKC:yac:11-18-97.nod

XC: File

Roger Paul, County Public Works Department  
Glenda Ramos, BCGIS  
Neal Weinberg, AGIS  
Julie Stephens, RG CDC, 831 Isleta SW, 87105  
Al Soto, 1009 Isleta SW, 87105  
Orlando Olivas, 1911 Conita Real SW, 87105  
Harrison Higgins, Dekker/Perich & Assoc., 6801 Jefferson NW, 87107  
County Planning Commission

**Table 13:**

**Gross Receipts Tax**

Notes:

- (a) No. of Returns and Reported Tax Due from RP-80 statistics for "Remainder of Bernalillo County;" excludes Corrales, Los Ranchos, Tijeras, and annexed portion of Rio Rancho; No. Returns used as proxy for No. of Establishments
- (b) Excludes Commercial Research and Development Laboratories (SIC 7391)
- (c) Weighted with percentages for types of business from Bridge/Isleta Business Survey (B/I) and the South Valley Business Survey (SOUTH VALLEY) conducted by the UNM Technical Assistance Office and RGCDC for Shared Vision.

Industry	Quarter 4-94	Quarter 1-95	Quarter 2-95	Quarter 3-95	Total
<b>Construction</b>					
# Returns	861	892	874	858	3,485
Taxable GR	\$43,155,925	\$44,057,794	\$38,609,447	\$33,803,026	\$159,626,192
Ave. Taxable GR					\$45,804
<b>Manufacturing</b>					
# Returns	281	368	305	345	1,299
Taxable GR	\$8,634,815	\$9,254,454	\$10,985,186	\$14,674,922	\$43,549,377
Ave. Taxable GR					\$33,525
<b>Wholesale</b>					
# Returns	244	265	247	273	1,029
Taxable GR	\$11,584,014	\$11,147,412	\$11,273,009	\$13,454,255	\$47,458,690
Ave. Taxable GR					\$46,121
<b>Retail</b>					
# Returns	928	989	931	1,029	3,877
Taxable GR	\$40,486,816	\$42,452,829	\$44,397,936	\$46,015,398	\$173,352,979
Ave. Taxable GR					\$44,713
<b>Fin., Ins., RE</b>					
# Returns	103	116	126	158	503
Taxable GR	\$1,551,282	\$1,610,809	\$1,719,365	\$3,291,975	\$8,173,431
Ave. Taxable GR					\$16,249
<b>Services (b)</b>					
# Returns	1,745	2,016	1,679	1,975	7,415
Taxable GR	\$33,177,776	\$40,485,773	\$35,415,143	\$43,777,510	\$152,856,202
Ave. Taxable GR					\$20,614

Per Establishment Annual Taxable Gross Receipts (c):

TGR B/I = 0% Construction + 10% Mfg. + 3% Wholesale + 42% Retail + 0% Fin., Ins., RE + 41% Services + 3% Other  
 (Non-Profit) TGR B/I = \$34,723

TGR SOUTH VALLEY = 5% Construction + 9% Mfg. + 9% Wholesale + 31% Retail + 5% Fin., Ins., RE + 41% Services  
 TGR SOUTH VALLEY = \$32,584

Source: RP-80 Statistical Report, New Mexico Taxation and Revenue Dept.

# RECOMMENDED IMPLEMENTATION STRATEGIES

These policies were formulated in support of the development opportunities which were selected.

Their scope goes beyond the Bridge/Isleta Revitalization Plan efforts. The residents of the South Valley/ Atrisco wish their community to maintain its natural beauty, its attractive lifestyle(s) and agriculture, while at the same time providing for growth that will keep workers and resident shoppers in the community. The policies here set forth are aimed at providing the framework for achieving that vision. They are consistent with the recommendations of the Southwest Area Plan, and add another more localized layer of planning for community development.

## Land Use Policy

Because of increasing pressures from development in the MRA and surrounding area, and because of the need to protect and enhance the semi-agricultural, residential, water and other land use characteristics of the community, the County of Bernalillo and the City of Albuquerque will utilize land use controls to carry out these strategies.

### *Strategies:*

1. Only commercial, residential and industrial projects that demonstrate they will not harm the environment nor will they have a negative social impact will be pursued and permitted by the County and the City in conformity with adopted policy plans.
2. Commercial, residential and industrial development should not displace current residents.
3. Renovation and re-use of existing commercial, residential and industrial structures will be encouraged.
4. All new development to connect to water and sewer lines.

## Economic Development Policy

To protect the semi-rural and agricultural character of the MRA and surrounding area, and to limit impacts on residential areas, these strategies will be implemented in order to provide economic opportunities and goods and services to the community.

### *Strategies:*

1. Commercial development will be encouraged on Bridge Blvd., and in the existing commercial zones on Isleta Blvd..
2. The County and City will utilize land controls to buffer residential and agricultural land uses from industrial and commercial activity.

3. The County and City will strive to promote new economic activity within these parameters that provide a maximum number of jobs.
4. The County and City will assist businesses for retention and expansion purposes.
5. The County will assist in promoting diversified agricultural production through the Sanchez Farm Project.
6. Small business startups will be encouraged through stimulation of home-based businesses and incubator services, but will be monitored to see that they do not affect neighbors or the environment, or change the character of the south valley.
7. Provide incentives for facade and building improvements with design standards that complement the character of the area, to improve and beautify commercial zones.
8. Provide landscaping on commercial streets to make them attractive.
9. Increase conformity to zoning codes. Education and incentives are also needed from community and merchant groups.
10. Increase public safety in business areas through foot-patrolling and business checks by public and private groups.

## **Tourism Policy**

The South Valley has many characteristics that could attract tourists from the greater Albuquerque area neighborhoods, as well as from other areas. Policies are needed that will guide the development of projects that are tourist oriented, while protecting the community from disruption.

### *Strategies:*

1. Promote the revitalized Isleta Blvd. as part of the historic Camino Real.
2. Encourage local business persons to establish tourism related activities.
3. Develop a plan to revitalize acequias for irrigation, and to promote their additional use as walkways and bicycle paths for local residents and tourists.
4. Emphasize historical agricultural sites for tourist visitation
5. Promote sales of local agricultural products to local consumers, city residents and tourists
6. Work with the State Historic Preservation Division to identify and restore historic buildings and archeological sites that define and preserve the uniqueness of the MRA and surrounding area.

## **Traffic Policy**

Because of growth in the surrounding areas, streets and boulevards are becoming overcrowded with automobiles and unsafe for pedestrian traffic, and more growth is anticipated. Residents must be protected while traffic is allowed to pass through our community safely, and with as little disruption to pedestrian and bicycle traffic as possible.

Additionally, traffic must have access to businesses while maintaining safety to the public.

*Strategies:*

1. Slow the traffic on Bridge Boulevard between the Rio Grande and Isleta Blvd..
2. Increase ridership on public conveyances through park-and-ride facilities at new Coors and Rio Bravo, and new Coors and Bridge.
3. Eliminate dangerous curves on all major streets.
4. Provide adequate street lighting.
5. Provide adequate traffic lights and stop signs on major thoroughfares.
6. Ensure handicap access is available to streets and boulevards.
7. Buffer residential areas from traffic.

## **Public, Private and Community Partnerships**

1. The City of Albuquerque will evaluate the current "annexation agreement" requirements for hook-ups and use of City water and sewer for business or residential developments.
2. The County of Bernalillo will provide a feasibility study to determine the cost and desirability of connecting all south valley residences and businesses to water and sewer lines, or other alternative systems as approved by the Bernalillo County Environmental Health Department, to promote the health, welfare and safety for residents.

## Funding Sources

The following is a discussion of the various funding sources and types of incentives available to the three projects discussed in this report.

### Metropolitan Redevelopment Act

The Metropolitan Redevelopment designation allows the City to implement a variety of projects and programs intended to alleviate conditions of slum and blight in the area. The New Mexico Metropolitan Redevelopment Act (3-60A NMSA 1978) grants the City broad powers to acquire and redevelop land in a designated area with adopted Metropolitan Redevelopment Plan. These powers include issuing Metropolitan Redevelopment bonds and using tax increment financing (TIF) for development projects (see discussion on "Public benefits"). These bonds may provide lower interest financing than conventional bank loans. The act allows 7-year property tax abatement for TIF projects, if bonds are issued.

### Federal and State Enterprise Zone/Community

All of the projects are located in a federally designated Empowerment Zone/Enterprise Community. Some funds may be available for implementation of this plan. However, these funds have job generation requirements. Empowerment Zone/Enterprise Community designation allows tax-exempt bonds to be issued. Additionally, the County of Bernalillo will conduct a study of incentives that could be targeted to the Isleta-Bridge MRA to bring the revitalization plan to fruition.

State Empowerment Zone/Enterprise Community designation would require action on the part of the County. This designation, which remains in effect for 15 years, enables a similar set of financing mechanisms and incentives as specified in the NM Enterprise Zone Act (5-9-1 to 5-9-15 NMSA 1978). Property tax abatement can be offered to projects without bonds having to be issued and TIF (see above discussion on "Metropolitan Redevelopment Act") is allowed for 5 years. The requirements for state designation include that the area not exceed 25% of the population of a municipality or 25% of the land area. The proposed EZEC designation must be combined with any existing EZ in the municipality.

Another requirement for State designation is that the area's average unemployment rate for the last 18 months, for which data is available, must be higher than the state average by at least 1%. Additionally, at least 60% of households must have median incomes less than 80% of the median household income for the municipality. The combined unemployment rate for the area in 1990 was 10.75%; the state rate in 1990 was 6.3%. The median household income for Albuquerque in 1990 was \$27,555 (80%=\$22,044). According to the 1990 census, 1,885 households in the study census tracts had incomes ranging between \$15,000 and \$24,999. This is 46% of the 8,140 households in the area. A door to door survey of household income would need to be undertaken in order to evaluate if income levels fulfill State requirements for designation. A sub-area may qualify if the entire area does not.

Both the federal and state designations give priority to technical assistance and funding. For example, if a request for funds were to be submitted to the U.S. Economic Development Administration for the incubator project or for ISTEA funds for streetscape improvements, these requests should be given priority.

### **U.S. Economic Development Administration**

According to a 1994 industry survey conducted by the National Business Incubation Association, the U.S. Economic Development Administration (EDA) is the primary source of funds for incubator startup after local governments. EDA funds feasibility and market studies, as well as public works projects including building construction. The agency can approve up to \$25,000 at the regional level; larger requests must go to the federal government for approval. EDA grants require a 25% local match and are contingent on Congressional budget appropriations.

### **ISTEA Funds and State Historic/Scenic Highway Designation**

Bridge and Isleta Boulevards are state highways and should be eligible for ISTEA funds to pay for enhancements associated with streetscape improvements as well as historic preservation efforts, including signage. This funding is allocated up to 6 years in advance by the State Highway Dept.'s five-year plans. Requests for ISTEA enhancement funds must be initiated by the County public works department, which has reviewed the preliminary streetscape improvement plans and has offered to sponsor an application for this funding.

Both Bridge and Isleta Boulevards may be eligible for designation as historic or scenic routes. This designation also qualifies an area to apply for federal funding. Again, the process must be initiated by the County Public Works Department.

### **Capital Improvement Program**

The CIP Division acts as a clearinghouse for the expenditure of all capital funds of the City. This includes General Obligation (G.O.) bond funds which are paid from City property taxes; enterprise funds, which include Water/Wastewater, Aviation, and Solid Waste funds; Quality of Life funds and a "basic services" (Ord.89) fund, each paid through a separate quarter-cent gross receipts tax; Metropolitan Redevelopment funds; and the Urban Enhancement Trust Fund.

### **Community Reinvestment Act**

The federal Community Reinvestment Act is intended to ensure that financial institutions meet the needs of

communities in which they operate. To meet their CRA obligations, local financial institutions market their services and seek lending opportunities in low-income neighborhoods like the study area. For example, local banks in the area could form a loan pool to fund facade improvements for individual businesses along Bridge Boulevard. The pool could be administered by the New Mexico Community Development Loan Fund.

### **Business Improvement District**

The NM Business Improvement District Act (3-63-1 to 3-63-16 NMSA 1978) allows the establishment of business improvement districts (BIDs) to administer and finance local improvements within the district. A BID can finance projects by imposing a tax on gross receipts or some other sort of fee on businesses in the district. A first step toward forming a BID in the study area would be to form a local merchants association. However, imposing additional fees on businesses is probably not feasible at this point in time.

**Table 14:  
TIF Analysis**

	Shopping Center		Movie Theater		Incubator	
Building Size (gross sq. ft.)	58,070		23,000		15,000	
Market Value per Sq. Ft (a)	\$60		\$60		\$45	
Current Tax Base (b)	\$448,565		\$241,462		\$81,254	
New Base	\$1,149,786		\$455,400		\$222,750	
Increment	\$701,221		\$213,938		\$141,496	
Tax rate (c)	0.010545	0.035766	0.010545	0.035766	0.010545	0.035766
Tax Increment	\$7,394	\$25,080	\$2,256	\$7,652	\$1,492	\$5,061
Debt Coverage	1.2	1.2	1.2	1.2	1.2	1.2
Debt Service (d)	\$6,162	\$20,900	\$1,880	\$6,376	\$1,243	\$4,217
Principal (e)	\$70,685.37	\$239,747.06	\$21,563.23	\$73,137.06	\$14,261.66	\$48,371.99
Issue Costs (@ 4%)	\$2,827	\$9,590	\$863	\$2,925	\$570	\$1,935
Reserve (f)	\$6,162	\$20,900	\$1,880	\$6,376	\$1,243	\$4,217
<b>NET PROCEEDS</b>	<b>\$37,377</b>	<b>\$126,772</b>	<b>\$11,403</b>	<b>\$38,677</b>	<b>\$7,542</b>	<b>\$25,581</b>

Notes:

- (a) Based on sales comps for retail properties for Sites 1 and 2; office building comps for Site 3; confirmed by County appraiser
- (b) Taxable value = .33 x Market Value; base value for TIF is net taxable value at time of inclusion in district
- (c) County non-residential mill rate = 10.545 mills; total mill rate = 35.766 mills, includes TVI, AFC, MRGCD; rates assumed to stay constant
- (d) Amount that can be covered by increment
- (e) Amount that can be covered over 20 years at 6%
- (f) Debt service for one year

## SOUTH VALLEY: Isleta and Bridge Boulevards Corridors Metropolitan Redevelopment Area Designation Report

### INTRODUCTION

The Metropolitan Redevelopment Code (3-60A-1 to 3-60-48 NASA, 1978) provides cities in New Mexico with powers to correct conditions within their areas of operation which "substantially inflict or arrest the sound and orderly development" of the city. "Areas of operation", according to the MR Code, "means the area within the corporate limits of the municipality and the area outside of the corporate limits but within five miles of such limits..." These powers can help reverse an area's decline and stagnation; however, they can be used only within designated Metropolitan Redevelopment Areas.

This report proposes that the Isleta and Bridge Boulevards Corridors area be designated a Metropolitan Redevelopment Area. The MRA boundaries includes properties selected according to the following criteria:

1. Property fronts on Bridge Boulevard between Goff Blvd. and the Rio Grande, or on Isleta Boulevard between Bridge Blvd. and Arenal Road.
  2. Property is commercial in use and is contiguous with commercial property at intersections along Bridge Boulevard or Isleta Boulevard.
  3. Property is vacant and contiguous with vacant property that fronts on Bridge Blvd. or Isleta Blvd.
- (See Map 1)

Designation of a Metropolitan Redevelopment Area is based on findings of "slum" or "blight" conditions, as defined in the Metropolitan Redevelopment Code (3-60A-8). The criteria for a "blighted" area in the Code\* can be divided into two major groups: physical conditions and economic conditions. The following analyses of the Isleta/Bridge Corridor area according to criteria for each category of blight indicates that the Isleta/Bridge Corridor area exhibits a number of these factors, which, combined, contribute to a blighted condition.

\* "Blighted area" means an area within the area of operation other than a slum area, which, by reason of the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, insanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivisions or lack of adequate housing facilities in the area or obsolete or impractical planning and platting, or an area where a significant number of commercial or mercantile businesses have closed or significantly reduced their operations due to the economic losses or loss of profit due to operating in the area, low levels of commercial or industrial activity or redevelopment, or any combinations of such factors, which substantially impairs or arrests the sound growth and economic health and well being of a municipality or locale within a municipality or an area which retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use. (Metropolitan Redevelopment Code, Section 4).

unemployment rate is 12%, while 56 % are high school graduates, compared with 76.5 % for Albuquerque's population.

A survey of businesses conducted this year (95) by the RGCDC for the Isleta Blvd. and Bridge Blvd. corridor indicates that 50+% were begun in the last 5-7 years, indicating a high turnover rate among companies. In general, they are isolated, under-capitalized, in need of technical assistance and marketing of their products, and would likely benefit from revitalization.

### CONCLUSION

As shown in the report, existing conditions meet the criteria for a "blighted" area. These conditions have "substantially impaired the sound growth and economic health and well being..." (MR Code) of the Isleta Boulevard and Bridge Boulevard area.

The designation of the area as a Metropolitan Redevelopment Area will assist in achieving the following goals:

- \* Eliminate conditions which are detrimental to public health, safety and welfare
- \* Conserve, improve and expand affordable housing availability to families
- \* Improve economic conditions through coordinated public, community and private actions

With the powers made available by Metropolitan Redevelopment Area designation, the City will be working with the community non-profit and private sectors to create opportunities for appropriate new housing, assist in the establishment of new commercial ventures, and implement public improvements.

# APPENDIX B

## Census Data

### 1980 Census

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
County	419,700	43%	63.80%		18.1		36.80%			\$16,239		76.5	22.8						
23	8,494	66%	55.60%	4722.66	20.3		80.60%	6846.16	2631	\$11,603	30,527,493	45.5	4.9	2779	1340	67.3%	1870.27	\$54,100	6.8%
43	5,051	66%	58.30%	2944.73	17.7		71.60%	3616.52	1675	\$12,439	20,835,325	58.5	10.6	1729	911	67.5%	1167.08	\$40,200	7.8%
44.01	3,173	58%	51.20%	1624.58	17		88.50%	2808.11	929	\$11,117	10,327,693	49.7	5.8	1044	562	76.9%	802.836	\$36,300	6.2%
44.02	3,533	69%	60.30%	2130.40	20.1		67.30%	2377.71	995	\$15,162	15,086,190	52.7	6.4	1187	727	80.4%	954.348	\$42,200	11.5%
45.01	3,247	68%	53.60%	1740.39	24.9		84.40%	2740.47	937	\$10,359	9,706,383	39.3	4.7	1127	527	67.6%	761.852	\$30,600	6.4%
45.02	3,491	54%	53.80%	1878.16	20.3		71.20%	2485.59	1072	\$11,154	11,957,088	54.1	3.9	1186	581	65.5%	776.83	\$37,000	7.6%
Summary	26,989			55.73%			77.34%		8239	\$11,972	11,948	50.0	6.1	9052	4648		70.0%	\$36,833	

### 1990 Census

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
County	480,577	44%	67.7%	325350.630	19.1	0.2	38.2%		185582	\$27,382		82.1%	26.7%	201,235	112,589	60.7%		\$85,300	10.2%
23	7,613	62.9%	59.8%	4552.574	18.5	2.1	83.3%	6341.63	2444	\$19,431	47,489,364	56.3%	7.7%	2,806	1,516	77.4%	2171.84	\$56,300	8.8%
43	4,863	52.6%	59.4%	2888.622	17.6	1.7	73.2%	3559.72	1548	\$22,386	34,653,528	59.0%	10.7%	1,763	1,045	67.5%	1190.03	\$61,800	10.7%
44.01	2,976	60.7%	51.4%	1529.664	20.9	1.3	84.0%	2499.84	957	\$15,167	14,514,819	40.7%	5.4%	1,001	1,081	76.9%	769.77	\$58,600	11.3%
44.02	3,444	56.9%	61.6%	2121.504	21.2	0.8	68.4%	2355.7	1081	\$21,849	23,618,769	59.8%	6.7%	1,061	869	80.4%	853.04	\$66,300	10.7%
45.01	3,223	58.3%	58.6%	1888.678	18.8	1.7	84.4%	2720.21	1010	\$16,491	16,655,910	52.2%	7.2%	1,127	683	67.6%	761.85	\$51,300	7.7%
45.02	3,423	53.1%	54.0%	1848.42	20.5	1.6	74.8%	2560.4	1109	\$15,906	17,639,754	51.7%	5.5%	1,186	726	65.5%	776.83	\$57,100	
Summary	25,542			58.1%			78.4%		8149		\$18,968	53.3%	11.7%	8,944	5,920		72.9%	\$58,567	

### Categories

1	population	11	weighted median household income
2	same house since 1985	12	high school graduate
3	labor participation rate	13	college graduate
4	weighted labor participation rate	14	total housing units
5	travel time to work	15	owner occupied units
6	dwelling units/acre	16	owner occupied
7	Spanish origin	17	weighted owner occupied
8	weighted Spanish origin	18	median house value
9	number of households	19	rental vacant
10	median household income		

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# APPENDIX C

## Newsletter

*Inside this Newsletter*

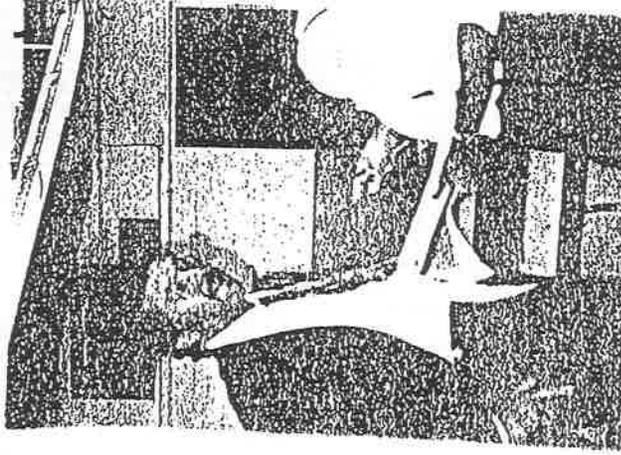
<b>2 Plan:</b> Plan facts, next steps, and Maps: Boundaries and Zones
<b>3 &amp; 4 Qs and As</b> Participants questions are answered by RGCCDC.
<b>5 RGCCDC:</b> all you wanted to know about RGCCDC and how you can join
<b>6 Progress</b> on Isleta Blvd construction. a map.

**RGCCDC sponsors community participatory planning meeting at Rio Grande H.S.**

**The Rio Grande Community Development Corporation** sponsored a participatory planning meeting on June 15th at the Rio Grande High School. (The RGCCDC wishes to thank Principal Al Sanchez for the use of the facility, as well as for his personal [and personable] attention.) The meeting was held to inform the community about the planning process that has been initiated by RGCCDC for the improvement of Isleta and Bridge Blvds. About 90 persons attended the meeting and contributed ideas, concepts and perspectives on planning for the South Valley's future.

Frank Baca, President of the RGCCDC, explained why the RGCCDC started this process: "We know that there is development going on all around us, and we want to be able to

participate in a meaningful way in that will take place., and how it will affect the Valley. We saw the physical improvements planned for Isleta by the County, and we knew that that would pave the way for new investment. So we went to the City and the County and asked them for funds to establish a Metropolitan Redevelopment Area and to initiate a community planning process that would bring people in the Valley together to plan the kind of development that will take place in the MRA. We feel that this is a great opportunity for us to take the leadership in shaping our own future."



**Frank Baca Speaks to Community Planning Meeting at Rio Grande H.S.**

Mr. Baca went on to explain how the preparation of a Metropolitan Redevelopment Area plan fits into the general community economic development strategy of the RGCCDC. The work of the Small Business Development Center, which RGCCDC brought into the community, will prepare SV residents and business owners to take advantage of the economic opportunities that open up

as a result of the revitalization process.

Meeting facilitator, Steve Baca, former SV resident, and private consultant designed a meeting process that helped everyone to participate fully. After hearing a description of what a Metropolitan Redevelopment Area was and what the planning process was about, participants went into small groups to identify important questions that needed to be answered before the planning could continue. (See pages 4 & 5). The questions then were asked of a panel, with RGCCDC, the County, the City and Dekker/Perich & Associates, an architectural and planning firm, answering. It was agreed that the questions and answers would be answered in written form and distributed before the next meeting. It was noted that while 3/4 of the group were business owners and residents of Isleta and Bridge, not all the property owners were present, and it was agreed that an attempt will be made to get them all to the meeting.

The group then discussed the Metropolitan Redevelopment Area plan boundaries (See Map 1) recommended by the RGCCDC. The discussion brought out the group's desire to see a major portion of the South Valley included in a planning process. However, Art Vazquez, of RGCCDC, underscored the fact that the contract which RGCCDC had with the City, did not provide sufficient resources to include a larger area. A portion of the group wanted a larger area, but on a motion which was seconded (Silva/Romero), the majority of the group agreed to the boundaries as a starting point for planning for the rest of the Valley. Resources will be sought to pursue this. he meeting concluded on time, even though people stayed talking until 9:40.

# Revitalization Plan Facts:

1. The planning process is being carried out under the State's Metropolitan Redevelopment Area Legislation. It requires area boundaries to be established and, then, a plan to be prepared and adopted by local government prior to allocation of available resources to the area. (See Map 1). The funds obtained by RGCCDC were allocated through a performance-based contract which requires boundaries to be identified, and a plan to be prepared with community input. Three, specific, do-able, development projects are to be determined by the community as part of the plan.
2. The RGCCDC is the lead agency; the City of ABQ and the County are participating with Dekker/Perich and Associates, consultant to the RGCCDC, as part of a technical team, to evaluate the possibility of these ideas, report back to the Community Planning Committee, which has been established by RGCCDC to help sort out the ideas and issues to be included in the Plan.
3. The community meetings will provide the ideas through the participatory planning meetings. RGCCDC and Dekker/Perich and Associates will determine their feasibility and report this to the Community Planning Committee, which will help sort out the ideas and issues to be included in the plan.
4. RGCCDC will submit the Plan to the County and City for adoption, and will follow up on the plan for implementation.

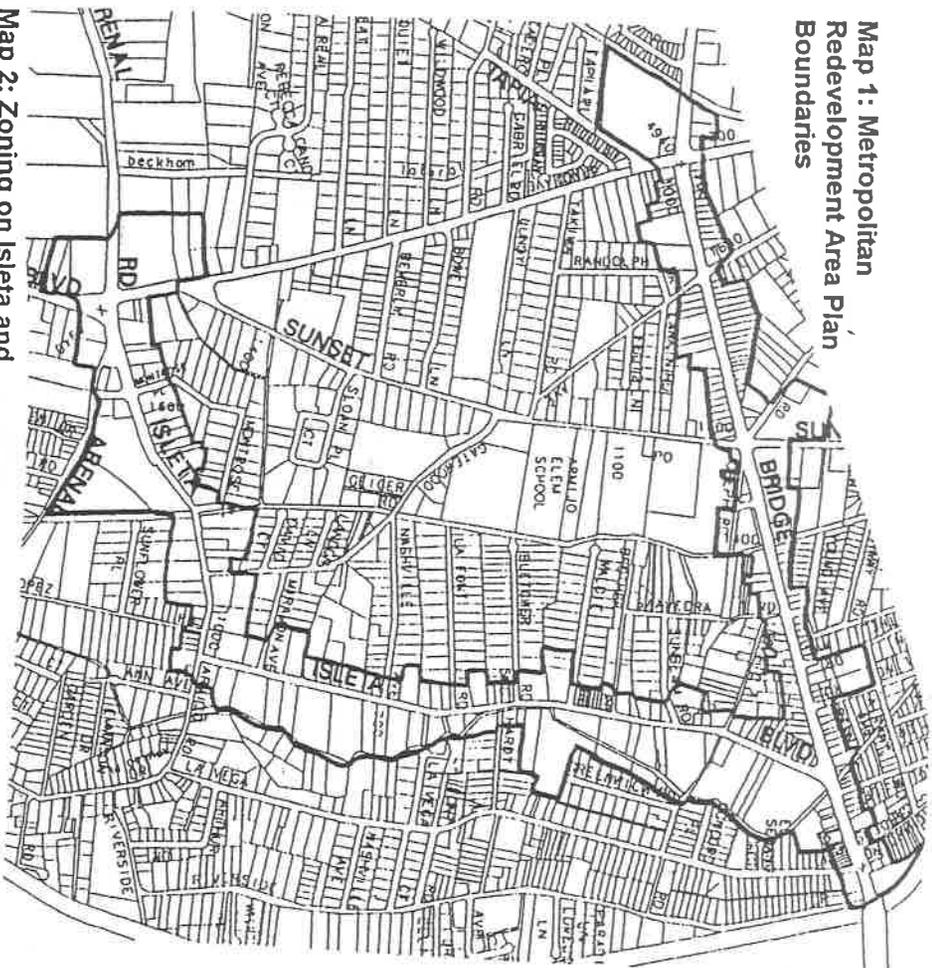
## NEXT STEPS IN THE PROCESS:

At the next meeting on July 18, at the Rio Grande High School, we will as ourselves 3 questions:

1. What kind of South Valley do we want to leave our grandchildren and great grandchildren?
2. How do we make this happen in the Planning Area?
3. What specific changes, and where, do we want to see happen?

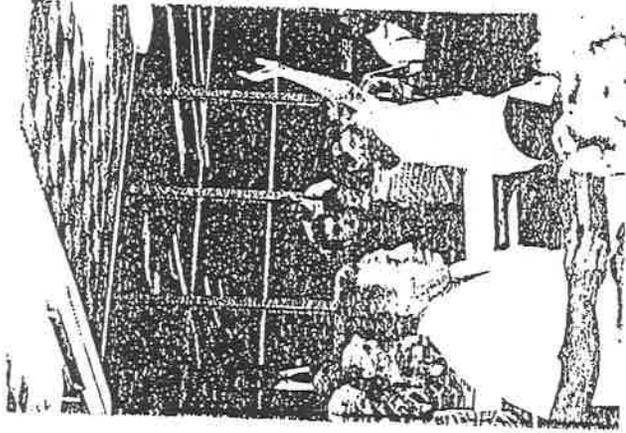
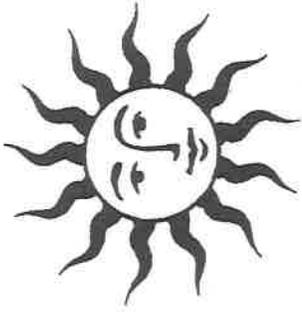
So: Cruise Isleta and Bridge, look at major retail areas, vacant land, deteriorated buildings, etc., and think about 1 & 3.

Map 1: Metropolitan  
Redevelopment Area Plan  
Boundaries



Map 2: Zoning on Isleta and  
Bridge Bivds showing commercial  
use





There are different aspects of blight: here are four categories.

1. Economic blight: simply, markets are lost, demand disappears and business income stops. The physical result is that jobs are lost and physical plants, farms, houses deteriorate. In agriculture, land turns to weeds and/or lays fallow, in business diversity of goods offered decreases, vacancy rates increase and excess duplication of retail stores increases.

2. Physical blight: when the physical aspects (those you can see), buildings, agricultural land, etc., deteriorate as a result of economic loss: it also may be a function of use and (lack of) maintenance, as well as a function of age. The older the structure the more likely it is to suffer blight. This is not inevitable in either commercial or residential buildings, but may require special maintenance programs.

3. Functional blight: this is when a retail establishment gets caught in the middle of increased demand and supply requiring increased technology and space, i.e., technological obsolescence. Larger retail centers draw the existing market to newer, shinier facilities with increased diversity of goods and, often, lower prices.

4. Frictional blight: this exists when a business has a negative effect on surrounding areas or uses, or when these things have an adverse effect on the business. (e.g., a junkyard in an area with restaurants and retail shops).

Often, blight constitutes a problem for our community in terms of loss of agricultural production, goods and services not readily available, as well as loss of entry level jobs. It also results in a loss of value for surrounding areas. We felt that the boundaries we proposed for the MRA fit the categories above.

Keeping this in mind, "revitalization planning" is an attempt to reduce or eliminate the effects of blight by identifying types of businesses or

residences, projects, programs, etc., agricultural, commercial and residential, that can fit into the prevailing needs and demand in the community and/or attract consumers from outside the community. In other words, to reestablish balance to changed circumstances.

2. Q. What is the role of RGDC is all this?

A. As RGDC President Frank Baca said, there is development going on all around us. Developers are buying/grabbing land (and owners are selling) and building all around us without regard for community values or desires. They aren't asking the community what it wants. At present, the community has no plan. So we found out about the Metropolitan Area Redevelopment legislation, and asked the City for funds to establish an MRA to supplement the County's reconstruction of Isleta. In other words, we wanted to be pro-active and not reactive.

We could have put together an area and plan and then held the required hearings. But the commitment to the community expressed in RGDC's mission statement is to seek opportunities in preservation and development that will empower the community through participation and determination of their identification. t. We therefore designed a process that assists the community to come up with the concepts and strategies, and then identify 3 specific development possibilities and we'd test them (with Dekker/Perich and Associates) to see if they're workable, and then come up with a plan for carrying them out. The RGDC fully intends to broker the implementation of the plan, and where appropriate, as a not-for-profit community development corporation, serve as the developer.

3. Q. Why are you extending zoning for commercial space? Why not redo existing commercial space that is deteriorating? Leave existing residential and agricultural usage alone?

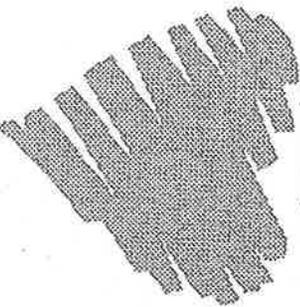
A. If you'll recall what we outlined for our tasks at the meeting, we are

**Questions and Answers: the** questions in this section were raised by the meeting participants. We promised to answer them in writing.

1. Q. What do you mean by revitalization planning?

A. This question goes to the heart of our efforts for Bridge and Isleta Blvds. As we indicated at the meeting, while the Metropolitan Redevelopment Code gives two possible choices, slum or blight, for determining a Metropolitan Redevelopment Area, we chose the designation of "blight" in determining the MRA boundaries. Now blight is any force that results in "withering, cessation of growth, stagnation and/or death of some parts." If a health state can be defined as a state of balance, then blight is an imbalance, where things are not quite working right.

placing an emphasis on preserving the character of the South Valley. We hope to fight the blight. The scope of our planning project is limited to the frontage on Isleta and Bridge. Now, most of the frontage is zoned commercial or industrial, even where there is or has been obvious residential or agricultural usage, and that's a problem.



4. Q. How can we preserve the Valley's quality of life? extend ditches, fields, rural areas? How do we keep/change existing zoning? What will happen to private residences? Why emphasize commercial, why not residential?

A. Preserving the Valley's quality of life will require a long, difficult process. At present it is being chipped away at by zoning changes, special use permits, and other mechanisms. Developers, banks, political actors have traditionally had the power to bring these about. So every change that we don't agree with has to be challenged, pressure must be applied until the community is satisfied. However, this must be based on a plan that has a broad base of support in the community. Preparation of a plan that will extend ditches, fields and rural areas must have a social and economic rationale to be acceptable. As you participate in the planning process, however, you can identify where you want preservation or change to take place, at least on Isleta and Bridge Blvds at this point.

In our approach to this planning process, we emphasized commercial because that is the prevailing zoning for Isleta and Bridge Blvds, despite residential and other use. (See Map 2), and where most blight exists. But we anticipated including residential

opportunities as well, as you identify them.

5. Q. Won't the City (Burque) benefit from this development? Don't they own the thoroughfares? rights of way? Once the area is improved won't the City annex? How can we de-annex?

A. Please look at the Map 3, showing City owned land in our planning area. The white areas are City owned land. Therefore, Goff Plaza, a small residential area, and portions of Bridge to the West of Goff are City owned. The benefit from this revitalization effort will be minimal. At present we don't know of any City policy to annex the South Valley or portions thereof. This revitalization effort will not lay the groundwork for City annexation: it already has State authority to operate 5 miles outside its limits.

6. Q. Will development serve the existing community? How can we get family oriented entertainment? Why haven't you included social services?

A. As we outlined above, we are concerned about the same question: development without displacement, development that enhances rather than destroys existing community usage. That's why we're undertaking this effort. But its up to you to work with us to determine that kind of development and what you want to see, and where you want family entertainment and other amenities to be placed. We'll do the follow-up. Social services planning requires a different set of actors to be involved, and we would very much like suggestions as to who they are and how we can include them in this planning process.

7. Q. How can we be sure that the plan get implemented? What resources exist to do the plan? How do we end red-lining by financial institutions?

A. We're aware that many plans have been done with community participation, and some have ignored the community's input, and other's

have been shelved. What is different here is that this planning is being carried out by one of your organization's, the Rio Grande Community Development Corporation, whose board is made up of South Valley residents and business owners. RGCCDC will pursue its implementation. You can join us by becoming a board member or an individual member of RGCCDC (\$10 a year) and helping us.

Now, any development will have to be pursued with private and public resources. At present we have a working relationship with City and County governments and some financial institutions. We are aware, as they are, of practices of red-lining. However, financial institutions have to comply with the provisions of the Community Reinvestment Act, and, where necessary, working together we can bring about CRA enforcement.

8. Q. What can we do to improve the appearance of the boulevards? Despite dollars spent some areas are still blighted.

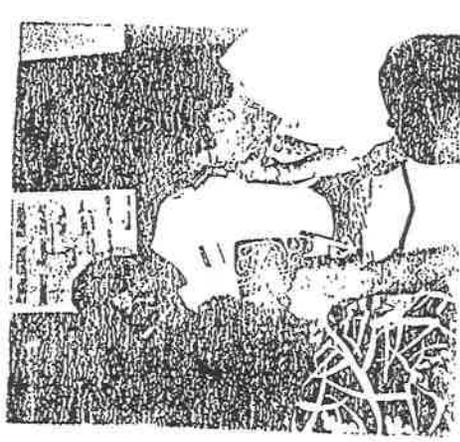
A. This question raises the issue of code enforcement, and the impact of blighted areas on surrounding areas. This is a very difficult question for the South Valley. The SV has been a rural area with rural values, but is transitioning into a semi-urban or semi-rural area. The prevailing attitude with respect to property is that owners should be able to do what they like with their property without restriction. This runs smack into the face of urban development with its emphasis on planned usage as expressed in zoning statutes. So, for example, without naming anyone, the County has been to court and gotten a judgement to remove articles, etc. from an business area that constitutes a health hazard and affects surrounding businesses as a zoning violation. However, this will require the expenditure of funds by the County (about \$35,000) to clean up the area (the owner doesn't have the money). The Commission wont spend the money because 1.) its not politically popular and 2.) the community doesn't care about what a

property owner does with their property. Therefore, for zoning to be enforced and necessary expenditures to be allocated, the community has to support zoning enforcement, and let the political leaders know that this is a real issue.

9. Q. What impact will development have on existing residential and business taxes?

A. Development will result in increased property taxes, on an individual and sector basis. Assessments are a function of capital investment and market value (and politics). The rate of increase will result therefore on the type of development (a paint job will not have a significant effect, an addition will), market conditions and political

A South Valley Opportunity Site: how should it be improved?



### The Rio Grande Community Development Corporation: 10 years of working for the South Valley.

The RGCDC was formed in February, 1986, when a small group of area residents and business people became concerned that development in the Valley was negatively affecting agriculture and small businesses. The RGCDC was then incorporated as a vehicle for advocating and directing public and private investments for improving the social and economic situations in the South Valley. The long-term mission of the RGCDC is the creation of opportunities for the community to participate in the identification, planning and implementation of projects in the South Valley that increase economic opportunities for residents, while preserving the way of life and character of the Valley.

The RGCDC has, over the last ten years, relied primarily on volunteers participating on it board and task forces to get its work done. The board chose the form of a community development corporation to introduce the concepts of community development and reinvestment to the Valley. The board of the RGCDC and its many volunteers are Valley residents, many of whom have extensive experience in community activity and development, as well as residents who have participated and learned in the process.

We have conducted two business surveys, one in 1986 and again in 1995, to identify small business needs. As a result of the 1986 survey, we developed a strategy to bring in a Small Business Development Center, and were successful in 1994. It now operates at 933 Sunset Rd. We are working to see that the Isleta improvement becomes a reality. But we need your help.

How you can join your South Valley local development organization.

We have two categories of membership.

1. Board membership: this requires a minimum of a monthly meeting and willingness to do extensive committee work, which will require additional time. Since we're essentially a volunteer group, we depend on people who are willing to work hard for nothing.

2. General Member: this requires two meetings per year. One will be an annual dinner, which we are starting next year. For this dinner we would like your attendance, your help in selling tickets and your help in getting it organized.

The second meeting will be a general membership meeting to evaluate our over-all direction.

Both memberships cost \$10.00 per year. If you interested, fill out the form below, and return it to us. You'll also get a newsletter, at least quarterly.

Rio Grande Community Development Corporation  
933 Sunset Rd, SW

South Valley, NM 87105

Yes, I'm interested in joining the Rio Grande Community Development Corporation.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

8710\_ \_\_\_\_\_

Phone #: \_\_\_\_\_

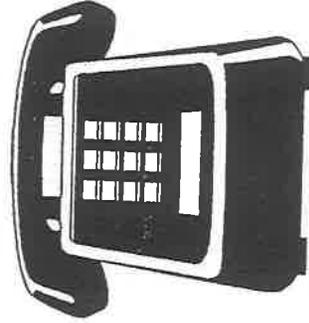
Let me know how I can become a Board Member \_\_\_\_\_

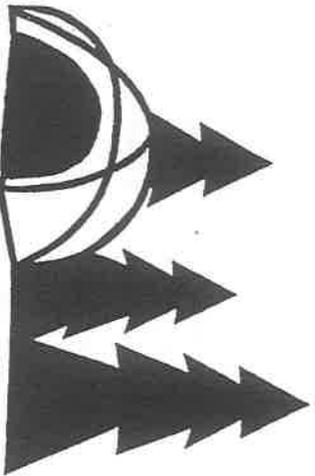
General Member \_\_\_\_\_

\*Enclosed is \$10.00 (You can give more if you like: we need every penny.)

RGCDC: 248-0132 Give us a ring!

We'd like to get feedback from you about the content and format of the "El Vocero del Valle Sur". We'll publish your story, too!





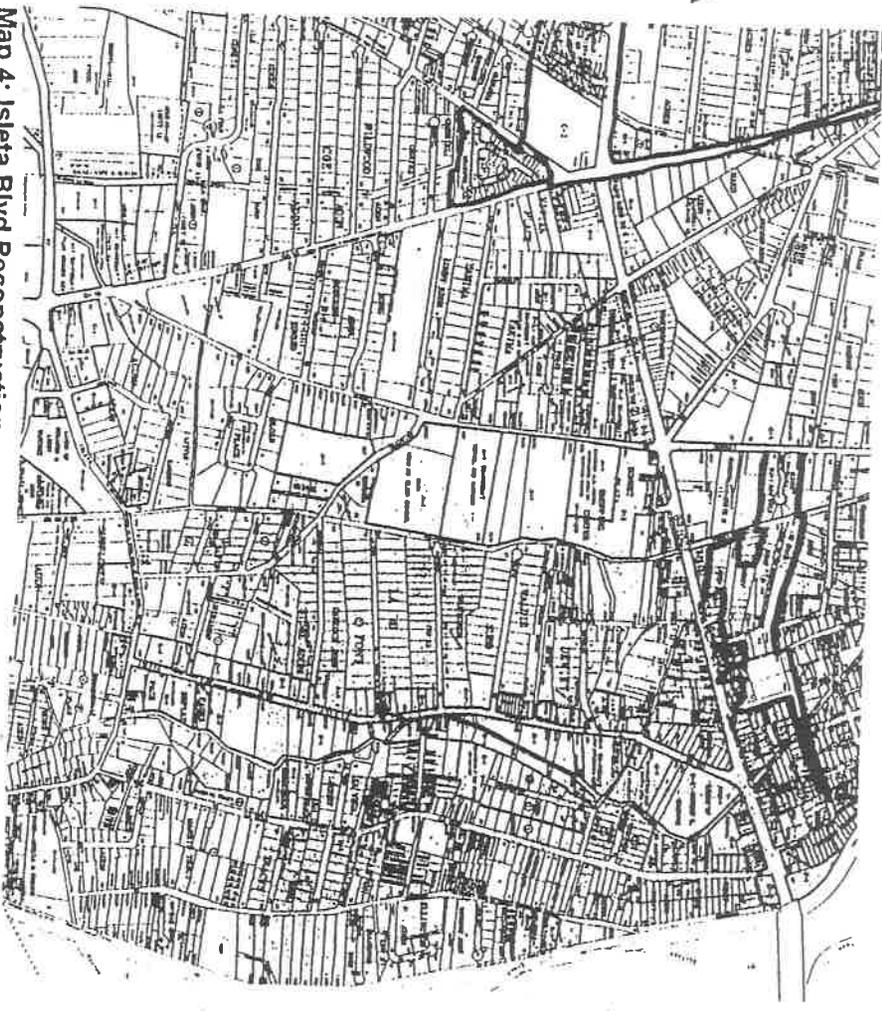
Enjoying the Weather?!

County proceeds with planning for reconstruction of Isleta Blvd. RGCDC will coordinate meetings with owners of properties.

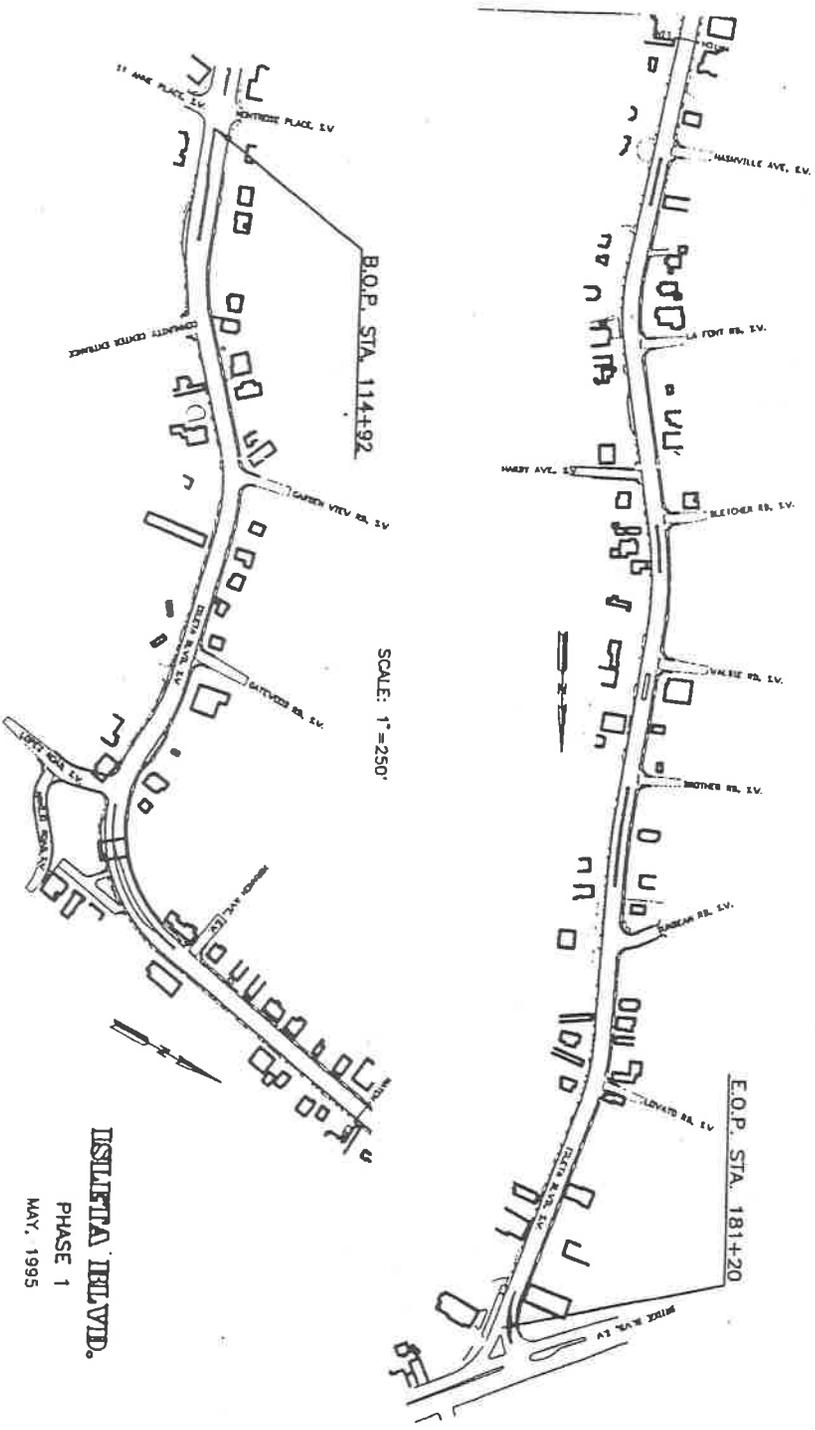
The County of Bernalillo is proceeding with its plans for reconstructing Isleta Blvd. Present timetables call for the planning to be completed by the end of this year, with construction to take place mid-to late-1996. The accompanying map shows the changes to street routing, islands and corners at feeder streets which are being planned. Andrews, Asbury and Robert, Inc. is the engineering firm responsible for developing the construction plans.

Map 3: City owned land in MRA

area:



Map 4: Isleta Blvd Reconstruction Plans.



ISLETA BLVD.

PHASE 1  
MAY, 1995

ANDREWS, ASBURY & ROBERT, INC.  
CONSULTING ENGINEERS  
1700 KENNEDY BLVD. N.W.  
ALBUQUERQUE, N.M. 87102

# Appendix D - Business Survey

## Survey: South Valley Revitalization Plan for Isleta and Bridge

### I. Business Profile

- 1) Type of business: \_\_\_\_\_
- 2) Years in Operation: \_\_\_\_\_
- 3) Ownership is:           Female           Male
- 4) Is this a minority owned business: Yes           No
- 5) Square footage of Business: \_\_\_\_\_
- 6) Square footage of entire lot: \_\_\_\_\_
- 7) Gross annual sales for:       1990\_\_\_\_\_ 1991\_\_\_\_\_ 1992\_\_\_\_\_ 1993\_\_\_\_\_ 1994\_\_\_\_\_
- 8) Net worth of business: \_\_\_\_\_
- 9) Number of Employees: \_\_\_\_\_
- 10) How many employees live within a:
   
       1/2 mile       1mile           5miles           10miles or more away from the business
- 11) Number of employees that are:       Male\_\_\_\_\_       Female\_\_\_\_\_
- 12) Number of employees that are in the age range of:   16-21   22-22   28-35   36-45   46-55
- 14) What percent of your customers live within:
   
       1/2 mile of business   1mile           5miles           10miles away or more
- 15) Number of employees in:   1990\_\_\_\_\_ 1991\_\_\_\_\_ 1992\_\_\_\_\_ 1993\_\_\_\_\_ 1994\_\_\_\_\_ 1995\_\_\_\_\_
- 16) Do you have plans for expansion:       Yes           No

If yes, What type: \_\_\_\_\_

When do you expect to begin: \_\_\_\_\_

What will the estimated costs be: \_\_\_\_\_

Where will you seek funding: \_\_\_\_\_

17) What are your business hours: \_\_\_\_\_

18) Do you: Rent Own

19) How much was your rent in: 1990 \_\_\_\_\_ 1991 \_\_\_\_\_ 1992 \_\_\_\_\_ 1993 \_\_\_\_\_  
1994 \_\_\_\_\_ 1995 \_\_\_\_\_

20) Who are your top 3 suppliers and where are they located

1. \_\_\_\_\_ South Valley Abq NM other State International

2. \_\_\_\_\_ South Valley Abq NM other State International

3. \_\_\_\_\_ South Valley Abq NM other State International

21) Where do you do your business banking: South Valley Abq other

Name of Bank: \_\_\_\_\_

**II. Personal Profile**

1) Male Female 2) Age: \_\_\_\_\_

3) Married Single Divorced Separated

4) How many members in your immediate family: \_\_\_\_\_

5) Education attainment: Some high school High school some college collage grad

Professional Graduate studies

- 6) Do you live within your business area: 1/2mile 1mile 5mile  
10miles away or more
- 7) Why did you start your business: Location family business close to home  
target area for clients other \_\_\_\_\_
- 8) Why did you choose the Isleta/Bridge area: \_\_\_\_\_  
\_\_\_\_\_
- 9) Do any members of your family work at your business: Yes No
- 10) Are you employed elsewhere: Yes No  
If yes where: South Valley Abq other area: \_\_\_\_\_

III. Revitalization: What are some of the improvements to the general area that would enhance business opportunities for area of Isleta and Bridge

	What could government do			What could businesses do			What could residents do		
	Immediately	midterm	long term	Immediately	midterm	long term	Immediately	midterm	long term
Landscaping									
curbs and gutters									
drainage									
street repair									
signage									
lights									
street cleaning									
street repair									
Improvement of business fasads									
blighted areas									

1) What would you like to see done with vacant lots: \_\_\_\_\_

\_\_\_\_\_

2) abandoned buildings: \_\_\_\_\_

3) How would you beautify Isleta and Bridge: \_\_\_\_\_

\_\_\_\_\_

4) How do you think these could be implemented: \_\_\_\_\_

5) What would be needed:      Ombudsperson      Business Association      Task force      Neighborhood Associations

6) What advantages does the Isleta Bridge area provide for your business: \_\_\_\_\_

\_\_\_\_\_

7) Does the South Valley need to improve it's image:      Yes      No

If so how can this be done: \_\_\_\_\_

**IV. Needs Assessment for Isleta Bridge Businesses**

Business Planning	Financial Planning	Business Strategies	Office Management
Inventory management	Cash flow management	Marketing and Advertising	Personnel management policies, hiring, firing
_____	_____	_____	_____
Pricing	Book keeping	Display strategies	Diversification
_____	_____	_____	_____
Putting together a business plan	Taxes-property income business personal	Business Image: Use of business cards, stationary, office supplies, etc..	Personnel training Type:
_____	_____	_____	_____
Purchasing	How to apply for a loan	Sales techniques	Technology
_____	_____	_____	_____
Workshops on zoning, building codes, city & county policies		Business technical assistance and resources available	Insurance- liability, fire, inventory, workman's compensation
_____		_____	_____
Parking		Expansion	Energy conservation
_____		_____	_____

# APPENDIX E

## Desired Goods and Services

### Project Suggestions

bagels  
bakery  
bookstore  
bowling alley  
clothing stores  
coffee house  
computer software  
county market: permanent site growers market  
expand storage lot  
fabric store  
community owned and operated farm  
food market  
gallery  
hallmark cards  
health club/spa

health food store (Montañita)  
multi-family housing  
mercado with produce, arts, crafts  
nice restaurant  
Peña  
pizza/italian restaurant  
miniature golf  
reopen drive-in  
shopping center  
small shops  
sporting goods  
sports center  
theater  
territorial theme shopping center w/ garden  
walkways & outdoor cafes  
care for children while parents shop

cultural museum  
display of weaving  
expand and clean-up medical center at Bridge  
and Isleta  
Frederico Armijo sculpture  
improve Apple Orchard  
improved bus stop  
local gov't center: planning, zoning, econ. dev.  
park  
remove junk yard #1  
remove junk yard #2  
skateboard and roller blade opportunity  
restore farm = community owned and operated  
(Sanchez Property)  
widen Isleta to three lanes and landscape

### Public Policy and Services Recommendations

attract Valley/local suppliers of products for local  
businesses  
cleanup bottle graveyard behind casa liquors  
community policing  
facade improvement wider landscaped sidewalks  
link with schools to create educational  
opportunities  
lots of green open spaces

low interest loans for remodeling  
low lighting  
maintain structures that are worth maintaining  
more \$ = renovation of existing businesses  
recreation  
Village Centers  
rezone C-1 to R-1 where appropriate  
uniform signs

bike paths on acequia  
branch library  
bus service to Valley  
more pedestrian paths  
park at five points with bike trails from  
neighborhood to neighborhood  
Rio Grande State Park expansion: trails  
school on wheels

# APPENDIX F

## Preliminary Development Concepts

### Table 1

#### **Territorial Shopping Center at Bridge and Isleta (La Familia)**

all shops on priority list

Hallmark

bookstore

health food store

restaurant

computer software

landscaping

trees w/walkways

low-level lighting

#### **Recreation Area Arenal and Isleta (bingo)**

Bowling alley

Theatre

Miniature Golf

#### **Cultural Center Arenal and Isleta (Smith's)**

Art Gallery

Cultural Museum

Coffee Shop

Artists demonstrating painting, weaving, etc.

Senior Citizens' Resource Center

### Table 2

#### **Territorial Shopping Center La Familia or Five Points**

Gateway to the Valley

bakery

bookstore

---

fabric store  
Peña (music/food)  
kids store  
theatre  
nice restaurant  
trailhead to historic riverwalk

**County Market 2 large adjacent lots on E side of Isleta**

farm produce  
local arts and crafts  
temporary spaces  
local, small-scale producers

**Community Farm Sanchez Farm**

incorporate Rio Grande High School/TVI  
experimental agriculture

**Table 3**

**Mercado/Growers Market Five Points**

Community Farm  
Heathfood Store

**Retail Shopping Center Bridge and Isleta**

Clothing  
Fabric Store  
Bakery  
Bookstore  
Coffeehouse

**Restaurant/Movie Theater/Bowling Arenal and Isleta**

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# Glossary of Terms and Acronyms

**amortization:** a gradual paying off of a debt by periodic installments. example: A \$100,000 loan is arranged at a 12% interest rate. The borrower pays \$13,500 in the first year. Of the payment, \$12,000 is for interest, \$1,500 for amortization. After the payment, the loan balance is amortized to \$98,500.

**anchor tenant:** the main tenant in a shopping center.

**annexation:** the process by which an incorporated city expands its boundaries to include a specified area. The rules of annexation are established by state law and generally require a public ballot within the city and the area to be annexed. Other incorporated areas are generally protected from annexation by an adjacent city. example: Annexation is generally sought by a city to expand its boundaries by taking in an area to which it may already be providing services.

**blighted area:** a section of a city in which a majority of the structures are dilapidated. example: Urban renewal is planned for several blighted areas of the city. Within these areas, houses that do not meet housing codes are to be rehabilitated or demolished and new buildings constructed.

**business incubator:** a small business center for newly formed small business in which tenant business often share the expenses of some services (receptionist, book keeping) and equipment (telephones, photocopy machines). These centers also offer technical assistance and capacity building services to tenant businesses.

**business retention and expansion:** the economic development goal of retaining existing business in a locality and helping it to expand.

**capitalization rate:** the rate of return used to derive the capital value of an income stream. The formula is:  
Value = annual income/capitalization rate.

example: The estimated net operating income of an office building is \$12,000 per year. An appraiser decides the appropriate capitalization rate is 12%, comprised of a 10% return on investment and 2% for depreciation. The estimated value of the building is \$100,000.

**capitalization value:** the value estimated by converting an income stream into a lump sum amount. example: A small parking lot generates \$10,000 of income each year. If the appropriate capitalization rate is 8% for this type of property, considering the quality and duration of the expected income, the capitalized value is \$125,000. This is computed by dividing the \$10,000 income stream by 8% (.08).

**commercial nodes:** local centers of retail and business activity often located in the vicinity of major street intersections.

**CPC:** County Planning Commission, the appointed body in Bernalillo County responsible for reviewing and approving land planning, land use, and subdivisions for unincorporated areas of the County.

**depreciation (appraisal):** a charge against the reproduction cost (new) for an asset for the estimated wear and obsolescence. Depreciation may be physical, functional, or economic. example: the estimated reproduction cost (new) of a theater being appraised is \$500,000. Wear and tear sustained during its life is estimated at \$100,000. Functional obsolescence caused by lack of air-conditioning and high ceilings causes an estimated loss of \$100,000. It is in a decaying area of the city estimated at causing \$100,000 of economic obsolescence. Total depreciation is estimated at \$300,000.

---

**DRB:** Design Review Board, in some municipalities the staff body of government responsible for reviewing and approving land planning, land use, and subdivision within its jurisdiction.

**economic development:** increasing the economic vitality of a community, county, or region through investment and job creation in that area.

**EDA:** Economic Development Administration, part of the United States Federal Commerce Department.

**EZ/EC:** Empowerment Zone / Enterprise Community

**facade improvements:** improvements made on the outside front wall of a building.

**fee waivers:** an urban renewal incentive for new construction or rehabilitation involving the waiving of some or all local government fees associated with building.

**Free Zone designation:** indicates that there are no other first-run movie theaters within five miles.

**income stream:** a regular flow of money generated by a business or investment. example: A net lease that pays \$1,000 per month rent for 10 years provides an income stream.

**JTPA training incentives:** incentives provided for technical and vocational training and other forms of work force development through the federal Job Training Programs Act.

**land-cost write down:** an incentive for new construction involving the purchase of land targeted for renewal by a municipality. The land is then sold by the municipality to a private entity for below the market price.

**lenders package fee:** a package of architectural drawings submitted to a financial institution in order to secure financing.

**lessee:** a person to whom property is rented under a lease. A tenant.

**MRA:** Metropolitan Redevelopment Area

**net operating income (NOI):** income from property or business after operating expenses have been deducted, but before deducting income taxes and financing expenses (interest and principal payments). The formula is:  
$$\text{NOI} = \text{gross income} - \text{operating expenses}$$

**pedestrianism:** the urban design goal of promoting foot traffic over vehicular traffic, often involving the redesign of sidewalks, parking, and streetlighting.

**plenary:** attended by all members.

---

**police power:** the right of any governmental body to enact and enforce regulations for the order, safety, health, morals, and general welfare of the public.

**pro bono:** literally, "for free."

**pro forma statement:** (from Latin pro forma, "according to form"). Financial statements showing what is expected to occur. example: the broker prepared a pro-forma statement for the prospective purchaser. It showed the expected cash flows for the property.

**public incentives:** a variety of strategies used by local governments to promote economic development and urban renewal in areas where market inefficiencies obstruct development.

**RGCDC:** Rio Grande Community Development Corporation

**revitalization:** the renewal of both the urban fabric and economy of formerly vibrant, often inner city, neighborhoods.

**SBDC:** Small Business Development Center, an organization providing technical assistance on a local basis to small businesses.

**tax abatements:** an urban renewal or economic development incentive involving the forgiveness of or partial relief from tax liabilities.

**Tax Increment Financing (TIF):** a method of funding public investment in an area by recapturing, for a period of time, all or a portion of the increased tax revenues that may result if redevelopment stimulates private investment.

**UEC:** Utility Expansion Charge, the City of Albuquerque hook-up fee for water and sewer extension.

**urban renewal:** the process of redeveloping deteriorated sections of the city, often through demolition and new construction. Although urban renewal may be privately funded, it is most often associated with government renewal programs.

**zoning:** a legal mechanism for local governments to regulate the use of privately owned real property by specific application of police power to prevent conflicting land uses and promote orderly development. All privately owned land within the jurisdiction is placed within designated zones that limit the type and intensity of development permitted.

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