

# WEST CENTRAL METROPOLITAN REDEVELOPMENT AREA PLAN

## Final Draft

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### Prepared for:

City of Albuquerque  
Planning Department  
Albuquerque Development Services Division

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# TABLE OF CONTENTS

|   |           |  |    |
|---|-----------|--|----|
| <b>ACKNOWLEDGEMENTS</b>   | <b>1</b>  | <b>Figures</b>   |    |
| <b>EXECUTIVE SUMMARY</b>  | <b>2</b>  | Figure 1. Neighborhood Associations  | 7  |
| <b>I. INTRODUCTION</b>  | <b>6</b>  | Figure 2. Census Tracts within Study Area  | 12 |
| A. Background   | 6         | Figure 3. Zoning   | 15 |
| B. Project Sponsor  | 6         | Figure 4. Land Use   | 16 |
| C. Metropolitan Redevelopment Code, Area and Plan                     | 6         | Figure 5. Vacant Land  | 17 |
| D. Location of the MRA  | 6         | Figure 6. Retail Centers Within Three Miles of Central Avenue                          | 23 |
| E. Statement of Purpose / The Need for Revitalization                 | 8         | Figure 7. West Central Avenue and Old Coors Boulevard Architectural Character          | 25 |
| <b>II. THE PLANNING PROCESS</b>                                       | <b>9</b>  | Figure 8. West Central Avenue and Old Coors Boulevard – Infrastructure and Landscaping | 26 |
| A. Public Participation   | 9         | Figure 9. Atrisco Business Park – Architectural Character                              | 28 |
| <b>III. EXISTING CONDITIONS</b>                                       | <b>11</b> | Figure 10. Atrisco Business Park – Infrastructure and Landscaping                      | 29 |
| A. Economics & Market Characteristics                                 | 11        | Figure 11. Opportunity Sites   | 41 |
| B. Design Characteristics   | 24        | Figure 12. Atrisco Business Park Conceptual Design Plan                                | 49 |
| C. Area History   | 31        | Figure 13. Atrisco Business Park Design Plan   | 50 |
| D. Existing Plans   | 31        | Figure 14. Atrisco Town Center Conceptual Design Plan                                  | 59 |
| E. Implementation Resources   | 32        | Figure 15. Atrisco Town Center Design Plan   | 60 |
| F. Summary of Existing Conditions                                     | 34        | Figure 16. Atrisco Crossing Conceptual Design Plan                                     | 69 |
| <b>IV. VISION, GOALS &amp; OBJECTIVES</b>                             | <b>37</b> | Figure 17. Atrisco Crossing Design Plan  | 70 |
| A. Vision Statement   | 37        |  |    |
| B. Goals and Objectives   | 37        |  |    |
| <b>V. SELECTION OF OPPORTUNITY SITES AND REDEVELOPMENT STRATEGIES</b> | <b>38</b> |  |    |
| A. Options: Opportunity Sites and Programs                            | 38        |  |    |
| B. Matrix of Redevelopment Strategies                                 | 42        |  |    |
| C. Selected Redevelopment Strategies                                  | 44        |  |    |
| <b>VI. PROPOSED OPPORTUNITY SITES AND REDEVELOPMENT STRATEGIES</b>    | <b>46</b> |  |    |
| A. Introduction   | 46        |  |    |
| <b>VII. APPENDICES</b>  | <b>77</b> |  |    |
| A. Neighborhood Survey Summary of Findings                            | 77        |  |    |
| B. Neighborhood Survey – Questionnaire                                | 84        |  |    |
| <b>WEST CENTRAL METROPOLITAN REDEVELOPMENT AREA PLAN</b>              |           |  |    |

# TABLE OF CONTENTS

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## Tables

|  |    |
|--|----|
| Table 1. Socio-Economic Data for Surrounding Neighborhoods   | 13 |
| Table 2. Zoning in the West Central MRA  | 18 |
| Table 3. Land Use in the West Central MRA  | 18 |
| Table 4. West Central MRA - Matrix of Opportunity Sites and Strategies   | 42 |
| Table 5. Atrisco Business Park Proposed Building Program   | 51 |
| Table 6. Atrisco Business Park Estimated Project Costs   | 52 |
| Table 7. Atrisco Business Park Income and Expenses   | 53 |
| Table 8. Atrisco Town Center Proposed Building Program   | 61 |
| Table 9. Atrisco Town Center Estimated Project Costs   | 62 |
| Table 10. Atrisco Town Center Income and Expenses  | 64 |
| Table 11. Atrisco Crossing Proposed Building Program   | 72 |
| Table 12. Atrisco Crossing Estimated Project Costs   | 73 |
| Table 13. Atrisco Crossing Income and Expenses   | 75 |
| Table 14. Types of Stores/Businesses Would Prefer to See More on West<br>Central Avenue/Old Coors Drive          | 77 |
| Table 15. Comparison of Shopping Opportunities on West Central to Other<br>Places in Albuquerque (Summary Table) | 78 |
| Table 16. Undesirable Types of Businesses  | 82 |

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## EXECUTIVE SUMMARY

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The West Central Metropolitan Redevelopment Area (MRA) was established in May 2001 by the Albuquerque City Council, pursuant to the provisions of the New Mexico Municipal Redevelopment Code. This designation provides the City of Albuquerque with a variety of legal tools for implementing projects that contribute to area redevelopment, including the following:

- redevelopment of blighted properties
- zoning changes
- enhanced public services
- financial incentives such as tax increment financing, bond financing and tax exemptions
- land acquisition and assembly

The West Central MRA includes properties that front along Central Avenue from the Rio Grande to just west of Unser Boulevard and along Old Coors Boulevard from Central Avenue to Bridge Boulevard, as well as the Atrisco Business Park.

In March 2002, the Albuquerque Development Services Division of the City of Albuquerque Planning Department issued a request for proposals for a redevelopment plan for the West Central Metropolitan Redevelopment Area.

The West Central MRA Plan, developed through an open public process, describes activities to be carried out in the MRA and the recommended implementation tools. The Plan consists of the following elements:

- Analysis of Existing Conditions
- Vision, Goals and Objectives for the MRA
- Proposed Opportunity Sites and Redevelopment Strategies

### *Existing Conditions*

The MRA is an established commercial district with some larger anchor businesses and a significant number of neighborhood-oriented retail and service businesses. The Atrisco Plaza area is close to the Rio Grande Bosque and several entertainment attractions across the river. There is a concentration of neighborhood-oriented and Mexican specialty businesses along Old Coors Boulevard. The Atrisco Business Park provides a large amount of industrial land with good access to I-40.

The MRA has an oversupply of commercial space, however. There are numerous vacancies, and much of the space is obsolete or in poor condition. The overall area suffers from a rundown, visually cluttered appearance. The relatively high crime rate in the area burdens existing businesses and discourages new business investment.

### *Vision for the West Central MRA*

The West Central MRA draws on the rich history of the Atrisco Land Grant and its dramatic location along the Rio Grande to provide one-of-a-kind opportunities for shopping, entertainment, high-quality owner-occupied housing, and industrial development.

It is a principal location in the Albuquerque metro area for warehousing/distribution, light assembly operations, and high-tech businesses. It is a vibrant center for Mexican and other ethnic specialty retail items. It also contains one of the city's premier walkable mixed-use activity centers, which opens onto the Rio Grande Bosque.

### *Goals and Objectives*

#### Economics

Goal 1. Increase the economic vitality of the MRA.

Objective 1.Reduce crime in the MRA.

Objective 2.Attract public and private investment to key opportunity sites and locations in the MRA.

Objective 3.Capitalize on the tourist and retail customers who already are drawn to nearby attractions east of the river.

Objective 4. Achieve a more sustainable mix of land uses.

Objective 5.Reduce the leakage of neighborhood spending from the MRA.

Objective 6.Increase the number of jobs in the MRA.

Objective 7.Upgrade infrastructure to support economic development.

#### Design

Goal 1. Improve the overall appearance of the MRA.

Objective 1.Encourage private property owners to maintain and improve the condition and appearance of their properties.

Objective 2.Make streetscape and other physical improvements in the public right-of-way.

Objective 3.Improve design conditions in the MRA without imposing hardships on business and property owners.

Goal 2. Make design improvements to accentuate the distinctive identity of the opportunity sites and their surroundings.

Objective 1.Strengthen visual and pedestrian linkages to the Rio Grande and the Bosque.

Objective 2.Create appropriate design themes for specific opportunity sites.

### *Opportunity Sites*

The West Central MRA Plan presents an overall redevelopment approach for the MRA and specific redevelopment strategies for three “opportunity sites.” The West Central MRA Plan focuses on specific “opportunity sites,” in order to concentrate limited resources in areas with the greatest chance of success. These strategies are contained in a vision statement and redevelopment strategy for each site and a conceptual site plan. The MRA Plan also presents, as examples of how the redevelopment strategies could be implemented, a detailed site design and redevelopment project for each site. The project descriptions include a preliminary analysis of financial feasibility and an estimate of the level of public assistance that might be required. The MRA Plan envisions that these or other projects that are consistent with the plan recommendations would be carried out by means of public/private partnerships, as funds are available.

The following criteria were used to select the opportunity sites:

- Strategic location

- Size of properties available for redevelopment
- Existing economic assets
- Evaluation by local Economic Development professionals
- 

Based on these criteria, the West Central MRA Plan recommends three opportunity sites:

- Atrisco Business Park
- “Atrisco Town Center,” at the intersection of Old Coors Boulevard and Central Avenue
- Atrisco Plaza Area

#### Atrisco Business Park

The vision for the Atrisco Business Park is as a principal location in the Albuquerque metro area for warehousing/distribution, light assembly and other types of industry and an employment center.

The recommended redevelopment strategy is to make streetscape, landscaping and gateway improvements in the public right-of-way along Unser Boulevard in order to improve the appearance and image of the site as a high-quality industrial location. The MRA plan also proposes the development of additional industrial and commercial space on underutilized properties at the Unser Central intersection.

The implementation plan calls for the City to undertake gateway and streetscape improvements along Unser Boulevard to enhance the site’s overall appearance and image.

Once those improvements are underway, the City should also acquire under-utilized properties near the Unser/Central intersection and issue a request for proposals for a private developer to undertake redevelopment of the node. The City and the selected developer should enter into a development agreement providing for the sale of the property to the developer and specifying the project requirements.

#### Atrisco Town Crossing

The vision for the Atrisco Town Center is as a healthy community shopping area serving surrounding neighborhoods and a vibrant center in the Albuquerque metro area for Mexican and other ethnic specialty items.

The recommended redevelopment strategy is to make physical design improvements to create a more inviting, pedestrian-friendly environment and to provide additional space for convenience commercial and ethnic specialty businesses.

The implementation plan calls for the City to undertake streetscape and other public improvements to create a more appealing and pedestrian-friendly shopping environment. Once those improvements are underway, the City should acquire vacant properties in the vicinity of the intersection and issue a request for proposals for a private developer to undertake the redevelopment of the Atrisco Town Center. The City and the selected developer should enter into a development agreement providing for the sale of the property to the developer and specifying the project requirements.

### Atrisco Plaza Area

The vision for the Atrisco Plaza Area is as one of the city's premier walkable mixed-use activity centers, which takes full advantage of its location adjacent to the Rio Grande Bosque.

The recommended redevelopment strategy is to create a distinctive sense of place tied to the river and the area's rich history, to create a mixed-use entertainment center with city-wide and regional appeal, and to focus and strengthen existing convenience commercial activities on a smaller portion of the site.

The implementation plan calls for the City to acquire the Atrisco Plaza property and issue a request for proposals to select a private developer to undertake the redevelopment of Atrisco Crossing. The City and the selected developer should enter into a development agreement providing for the sale of the property to the developer and specifying the project requirements.

### Implementation Resources

Funds to pay for redevelopment initiatives in the MRA will come mainly from the following sources:

- Tax Increment Financing – a provision of the Metropolitan Redevelopment Act that permits tax proceeds generated from increases in property valuation in a designated TIF district (such as a MRA) to be placed in a separate fund for economic development purposes.
- City of Albuquerque Capital Implementation Program
- City of Albuquerque Community Development Block Grant Program

# I. INTRODUCTION

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## A. Background

In 2000 the Albuquerque Development Services Division of the City of Albuquerque's Department of Family and Community Services initiated a study to document conditions of blight that were sufficient to warrant designation of West Central as a Metropolitan Redevelopment Area (MRA). On May 19, 2001 the area was officially designated as an MRA by the Albuquerque City Council. This document constitutes the MRA plan for the area.

## B. Project Sponsor

The Albuquerque Development Services Division, which is now a part of the Planning Department, is primarily responsible for initiating projects and programs in the MRA.

## C. Metropolitan Redevelopment Code, Area and Plan

The MRA plan is the second step in the process of revitalizing blighted areas under the provisions of the New Mexico Municipal Redevelopment Code [3-60A-1 to 3-60A-48, NMSA 1978]. The first step was the MRA designation by City Council. The MRA designation provides municipal governments with several legal tools for implementing projects that contribute to area redevelopment.

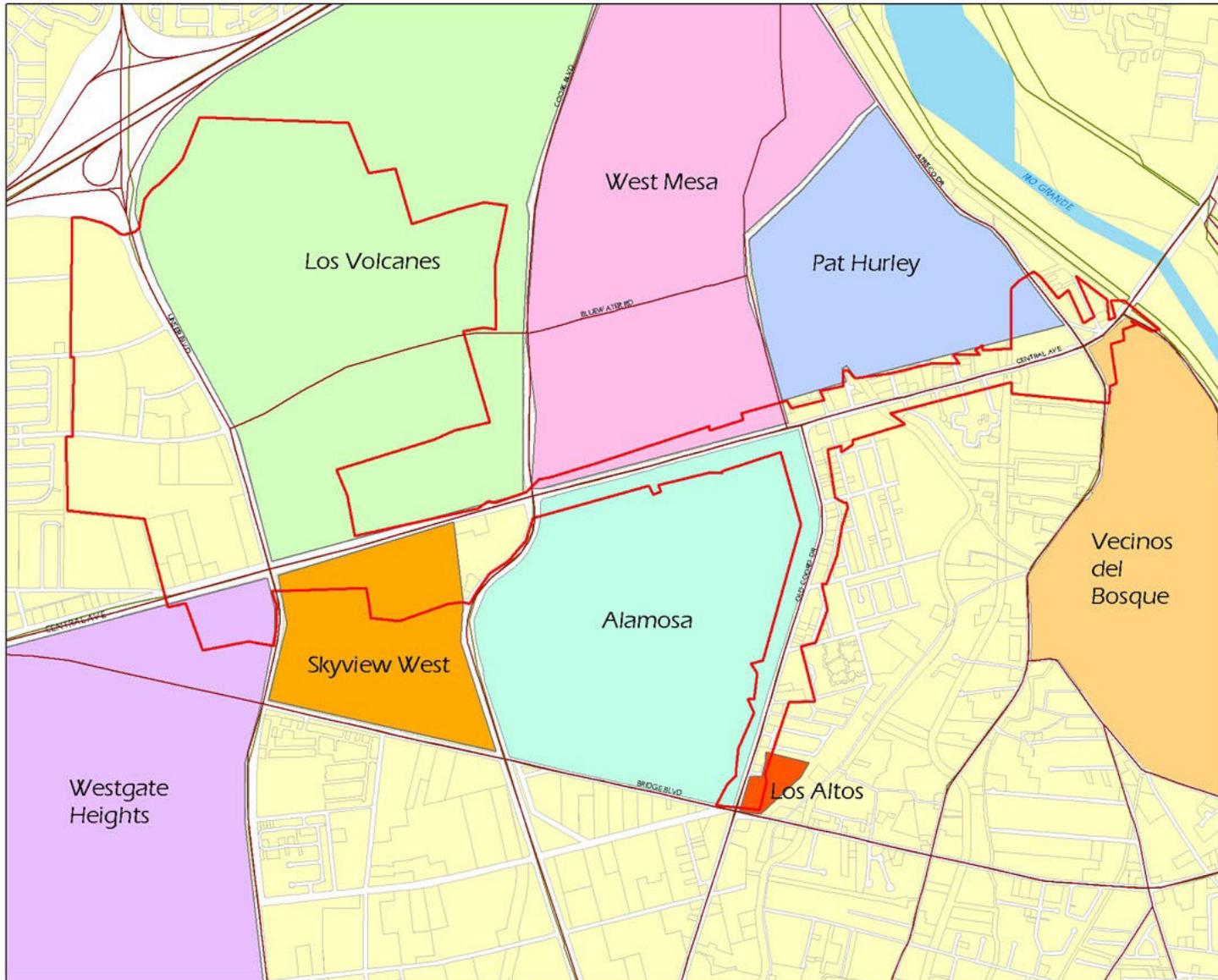
The MRA designation gives the local government the authority to carry out a variety of projects designed to eliminate the blighted conditions identified in the designation report. Examples of such activities include land acquisition, demolition and removal of structures, redevelopment of blighted properties, zoning changes, and enhanced public services. In addition, certain financial incentives, such as tax increment financing, bond financing and tax exemptions are possible within the designated MRA. The intent is to provide maximum opportunity for redevelopment by private businesses with public support of redevelopment objectives.

The metropolitan redevelopment plan, developed through an open public process, describes the activities to be carried out in the MRA and the recommended implementation tools.

## D. Location of the MRA

The MRA boundaries are shown in Figure 1. The area includes properties along Central Avenue from the Rio Grande River on the east to just west of Unser Boulevard, and includes properties along Old Coors Road and the Atrisco Business Park at its western end. The river area is predominantly commercial, with multifamily residential and the major industrial area of Atrisco Business Park. Neighborhoods that lie within or adjacent to the MRA include Westgate Heights, Sunrise Homeowners, Los Volcanes, Skyview West, Alamosa, West Mesa, and Pat Hurley.

Figure 1. Neighborhood Associations

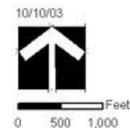


### West Central Metropolitan Redevelopment Area

Neighborhood Associations

#### Legend

- West Central Metropolitan Redevelopment Area
- Land Parcels
- Rio Grande



## E. Statement of Purpose / The Need for Revitalization

The purpose of the MRA plan is to eliminate the problems created by blighted conditions along West Central.

### 1. The Need for Revitalization

The Albuquerque City Council found that the following conditions substantially impair and arrest the sound growth and economic well being of the City and the West Central and Old Coors areas. These conditions were found to constitute an economic and social burden and a menace to the public, health, safety, and welfare in their present condition and use.

- Substantial number of deteriorated structures;
- Unsafe conditions
- Deterioration of site and other improvements
- Lack of adequate zoning enforcement,
- Obsolete and impractical planning and platting
- Low levels of commercial activity and redevelopment

The area within the MRA boundary was found to be appropriate for metropolitan redevelopment projects and was designated as the West Central Metropolitan Redevelopment Area. The Council found that rehabilitation, conservation, development, and redevelopment of and in the West Central Metropolitan Redevelopment Area are in the interest of the residents of the City.

This plan conforms to adopted plans of the City of Albuquerque, including:

- The Albuquerque/Bernalillo County Comprehensive Plan
- The West Side Strategic Plan
- The Southwest Area Plan
- West Route 66 Sector Development Plan
- West Mesa Sector Development Plan
- Coors Corridor Plan

### 2. Statement of Purpose

The West Central MRA Plan presents an overall redevelopment approach for the MRA and specific redevelopment strategies for three “opportunity sites.” These strategies are contained in a vision statement, goals and objectives for each site and a conceptual site plan. The MRA Plan also presents, as examples of how the redevelopment strategies could be implemented, a detailed site design and redevelopment project for each site. The project descriptions include a preliminary analysis of financial feasibility and an estimate of the level of public assistance that might be required. The MRA Plan envisions that these or other projects that are consistent with the plan recommendations would be carried out by means of public/private partnerships, as funds are available.

## II. THE PLANNING PROCESS

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### A. Public Participation

The planning process included several methods of involving area business owners and residents in the plan. Throughout the project, the consultant team worked with an appointed neighborhood Community Action Team (CAT) that provided ongoing feedback and insight into conditions in the MRA. In addition, the consultant team conducted a survey of area residents to determine shopping patterns and preferences and conducted general public meetings at key points in preparation of the plan.

#### 1. C.A.T

A Community Action Team composed of 11 neighborhood business owners, landowners and residents met several times during the project to develop a vision statement, goals and objectives; select opportunity sites; review work products and inform the process.

#### 2. Neighborhood Survey

During May 2003, Research & Polling, Inc., an Albuquerque market research firm, conducted a telephone survey of 252 residents of the area within ½ mile of Central Avenue. The intent, as defined in the City's rfp for the MRA plan was to conduct a neighborhood survey with particular attention being placed on the type of business that residents prefer in the area, types of public works projects that will enhance the area and types of businesses that should be discouraged from the area. Furthermore, the survey was to pay special attention to senior residents to gain an understanding of cultural and historical issues in the target area such as the Atrisco land grant to determine their desires for the West Central area. The results of the survey are contained in the Appendix.

Briefly, the survey showed that residents are more likely to shop for groceries, gasoline and auto supplies on West Central than in other parts of town. Residents purchase other goods and services outside of the neighborhood. Residents responded that they would shop more frequently in the area if there were more stores in the area. In particular, they would like to see more discount stores. For the most part, the characteristics of shopping on West Central are about the same as in other places in Albuquerque. West Central is a more convenient location, but the variety and selection of stores and the attractiveness of stores are worse than in other locations.

#### 3. Neighborhood Charrette

Sites Southwest held a neighborhood meeting / charrette for the West Central Metropolitan Redevelopment Area Plan on Saturday morning, August 23 at the Alameda Community Center from 9 a.m. to noon. About a dozen people were in attendance.

Project team members gave an overview of the project, presented a draft vision statement for the MRA, and showed the existing conditions, proposals, and conceptual designs for three opportunity sites in the area. They described the boundaries of the MRA and explained how tax increment financing could work to issue bonds to finance redevelopment projects (explained in more detail elsewhere in this report).

In general, meeting participants voiced support for the proposed redevelopment concepts. They were particularly enthusiastic about the proposal for the Atrisco Plaza area calling for a mixed-use, entertainment-oriented development with a strong connection to the bosque. Several participants, concerned about the prevalence of subsidized low-income housing in the area, asked that the MRA vision statement be revised to emphasize the development of high-quality housing. Participants also pointed to the importance of bringing good-quality jobs to the area.

#### **4. Southwest Area Neighborhoods (SWAN) Meeting**

Sites Southwest also presented the draft West Central Metropolitan Redevelopment Area Plan at a meeting of the Southwest Area Neighborhoods (SWAN) on Monday, September 8. The project team summarized the findings of the market analysis and presented the proposed redevelopment strategies for the three opportunity sites. During and after the presentation, people had a number of comments and questions. Once again, meeting participants were generally supportive of the proposed redevelopment strategies.

### III. EXISTING CONDITIONS

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The following chapter describes existing conditions in the West Central MRA as they pertain to opportunities for redevelopment. It considers the area from three vantage points: 1) Economics and Market Characteristics, 2) Design Characteristics and 3) Implementation Resources

#### A. Economics & Market Characteristics

The market research for this plan was designed to accomplish three objectives:

- Determine viable businesses; determine vacant, underutilized land and/or available land;
- Determine market potential and support for local businesses; and
- Determine vacant, underutilized and /or available land in the designated area for potential development.

Because of its length, the West Central MRA includes significant commercial and industrial areas, presenting opportunities for a diverse array of redevelopment strategies. Central Avenue forms the commercial spine of the MRA. Although it has struggled in recent years, West Central has a long history as a place of business, first for establishments serving the thriving tourist trade on Route 66, and then increasingly for businesses serving a growing west side population. Old Coors Road, in contrast, has a less-intense commercial character, with mainly small local businesses oriented to nearby neighborhoods. Finally, Atrisco Business Park is the largest industrial park on the city's west side. A number of noteworthy businesses occupy the park, and a substantial amount of vacant land is still available for development.

The market study examines several factors that shape the business environment of the West Central MRA. These include

- Socioeconomic characteristics of the surrounding residential neighborhoods
- Physical condition of commercial/industrial properties in the MRA
- Commercial and industrial environment in the MRA
- Commercial competition from nearby centers

This information is used to identify promising redevelopment strategies and opportunity sites in the West Central MRA.

#### 1. Socioeconomic Characteristics

Table 1 shows socio-economic characteristics of the neighborhoods surrounding the West Central MRA (Census tracts 23, 24.01, 24.02, and 47.05) and for the city of Albuquerque.

Figure 2. Census Tracts within Study Area

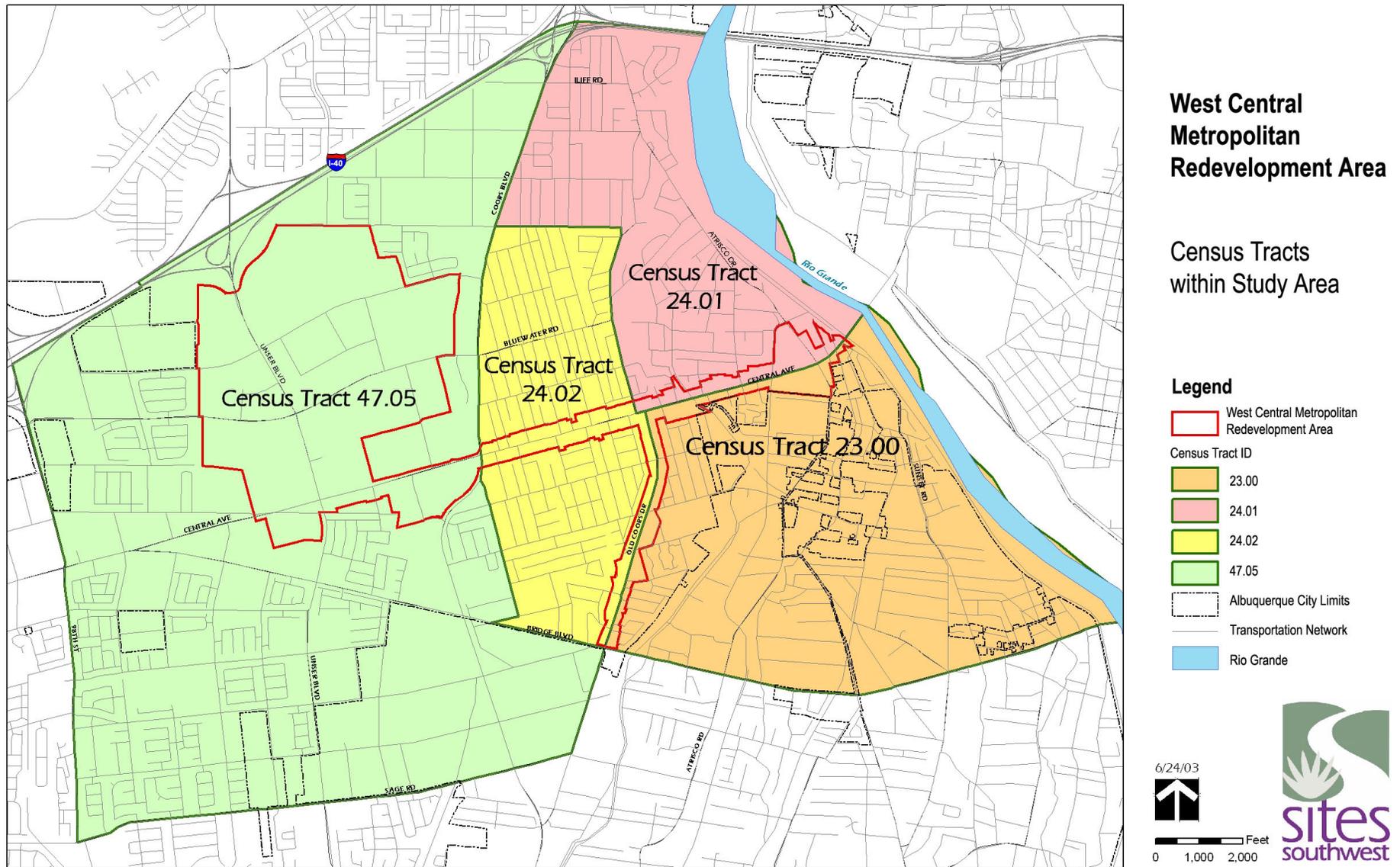


Table 1. Socio-Economic Data for Surrounding Neighborhoods

| Subject                                | Census Tract 23 |         | Census Tract 24.01 |         | Census Tract 24.02 |         | Census Tract 47.05 |         | Albuquerque |         |
|--|-----------------|---------|--------------------|---------|--------------------|---------|--------------------|---------|-------------|---------|
|  | Number          | Percent | Number             | Percent | Number             | Percent | Number             | Percent | Number      | Percent |
| Total population                       | 7,815           | 100     | 5,268              | 100     | 7,606              | 100     | 9,005              | 100     | 448,607     | 100     |
| <i>Age</i>                             |                 |         |                    |         |                    |         |                    |         |             |         |
| Median age (years)                     | 31.6            | (X)     | 35.7               | (X)     | 30.4               | (X)     | 25.8               | (X)     | 34.9        | (X)     |
| <i>Ethnicity</i>                       |                 |         |                    |         |                    |         |                    |         |             |         |
| Hispanic or Latino (of any race)       | 6,642           | 85      | 4,209              | 79.9    | 6,223              | 81.8    | 6,818              | 75.7    | 179,075     | 39.9    |
| <i>Household Size</i>                  |                 |         |                    |         |                    |         |                    |         |             |         |
| Average household size                 | 2.99            | (X)     | 2.9                | (X)     | 3.01               | (X)     | 2.93               | (X)     | 2.4         | (X)     |
| <i>Housing Tenure</i>                  |                 |         |                    |         |                    |         |                    |         |             |         |
| Owner-occupied housing units           | 1,764           | 67.7    | 1,416              | 78.7    | 1,680              | 66.4    | 1,978              | 64.8    | 110,606     | 60.4    |
| Renter-occupied housing units          | 843             | 32.3    | 384                | 21.3    | 850                | 33.6    | 1,074              | 35.2    | 72,630      | 39.6    |
| <i>Educational Attainment</i>          |                 |         |                    |         |                    |         |                    |         |             |         |
| Percent high school graduate or higher | 57.3            | (X)     | 75                 | (X)     | 67.6               | (X)     | 74.8               | (X)     | 85.9        | (X)     |
| Percent bachelor's degree or higher    | 6.8             | (X)     | 12.7               | (X)     | 6.8                | (X)     | 9.6                | (X)     | 31.8        | (X)     |
| <i>Language Spoken at Home</i>         |                 |         |                    |         |                    |         |                    |         |             |         |
| English only                           | 2,938           | 41.6    | 2,249              | 45.8    | 2,674              | 38.3    | 4,358              | 54.7    | 301,429     | 72.1    |
| Spanish                                | 3,980           | 56.3    | 2,576              | 52.5    | 4,141              | 59.4    | 3,374              | 42.3    | 95,935      | 23      |
| <i>Employment Status</i>               |                 |         |                    |         |                    |         |                    |         |             |         |
| In labor force                         | 3,228           | 56.6    | 2,428              | 59.8    | 2,988              | 54.4    | 4,413              | 71.1    | 232,320     | 66.2    |
| Employed                               | 2,890           | 50.6    | 2,285              | 56.3    | 2,632              | 47.9    | 4,044              | 65.1    | 216,913     | 61.8    |
| <i>Income</i>                          |                 |         |                    |         |                    |         |                    |         |             |         |
| Median household income (dollars)      | \$29,768        | (X)     | \$40,410           | (X)     | \$29,307           | (X)     | \$33,129           | (X)     | \$38,272    | (X)     |

Source: 2000 US Census

Compared to the city as a whole, the 30,000 residents of the surrounding neighborhoods have the following characteristics:

- A lower median age
- A higher proportion of people of Hispanic ethnicity (80% or so compared to 40%)
- A higher average household size

- A higher percentage of owner-occupied housing units
- A higher proportion of households in which Spanish is the language spoken at home
- Lower percentages of adults who have graduated from high school or college
- Lower percentages of people who are in the labor force and employed
- A generally lower median household income

One consequence of the lower household incomes is the relatively high numbers of subsidized low-income housing units within the study area census tracts. The regional office of the Department of Housing and Urban Development manages 531 such units in the area, and Albuquerque Housing Senior Services manages another 100 units.

## 2. Physical Conditions

### a. Zoning

Most of the parcels in the MRA that front on Central Avenue are zoned C-2 Commercial. The following zones also can be found west of Coors Road:

- *SU-1 for a Planned Development Area*, for uses permissive and as regulated in the O-1, C-1, and C-2 zones, and Planned Residential Development (PRD) at 20 dwelling units per acre.
- *SU-2 IP*, for uses permissive and conditional and as regulated in the M-1 zone, excluding automobile dismantling, salvage yards, adult book store or adult photo studio as either permissive or conditional uses.
- SU-1 for Church
- 

Along Old Coors Road between Central Avenue and Churchill Road, zoning is C-2 Commercial. The rest of the parcels on Old Coors are zoned C-3 Commercial except for a few parcels zoned M-1 Manufacturing.

Most of the parcels in the Atrisco Business Park are zoned IP Industrial Park. In addition, several parcels are zoned SU-1 for a Planned Industrial Park.

A design overlay zone also applies to the parcels that front on Central Avenue (this overlay zone was established through the West Route 66 Sector Development Plan). Among other provisions, the overlay zone requires a minimum landscaped setback from the right-of-way line of ten feet for parcels east of Coors Road and 25 feet for parcels west of Coors Road. This provision encourages a more suburban feel to the streetscape.

Recent amendments to the sector plan have removed the previous prohibition on outdoor storage and merchandising within 50 feet of the public right-of-way, as well as the requirement to enclose such material with a six-foot wall (although outdoor storage is still prohibited in the front yard). The previous sign standards, which followed the C-1 zone, have also been replaced with C-2 standards. Further, artistic neon or neon-like signs are now given a 20% increase in the maximum allowable size.

Figure 3. Zoning

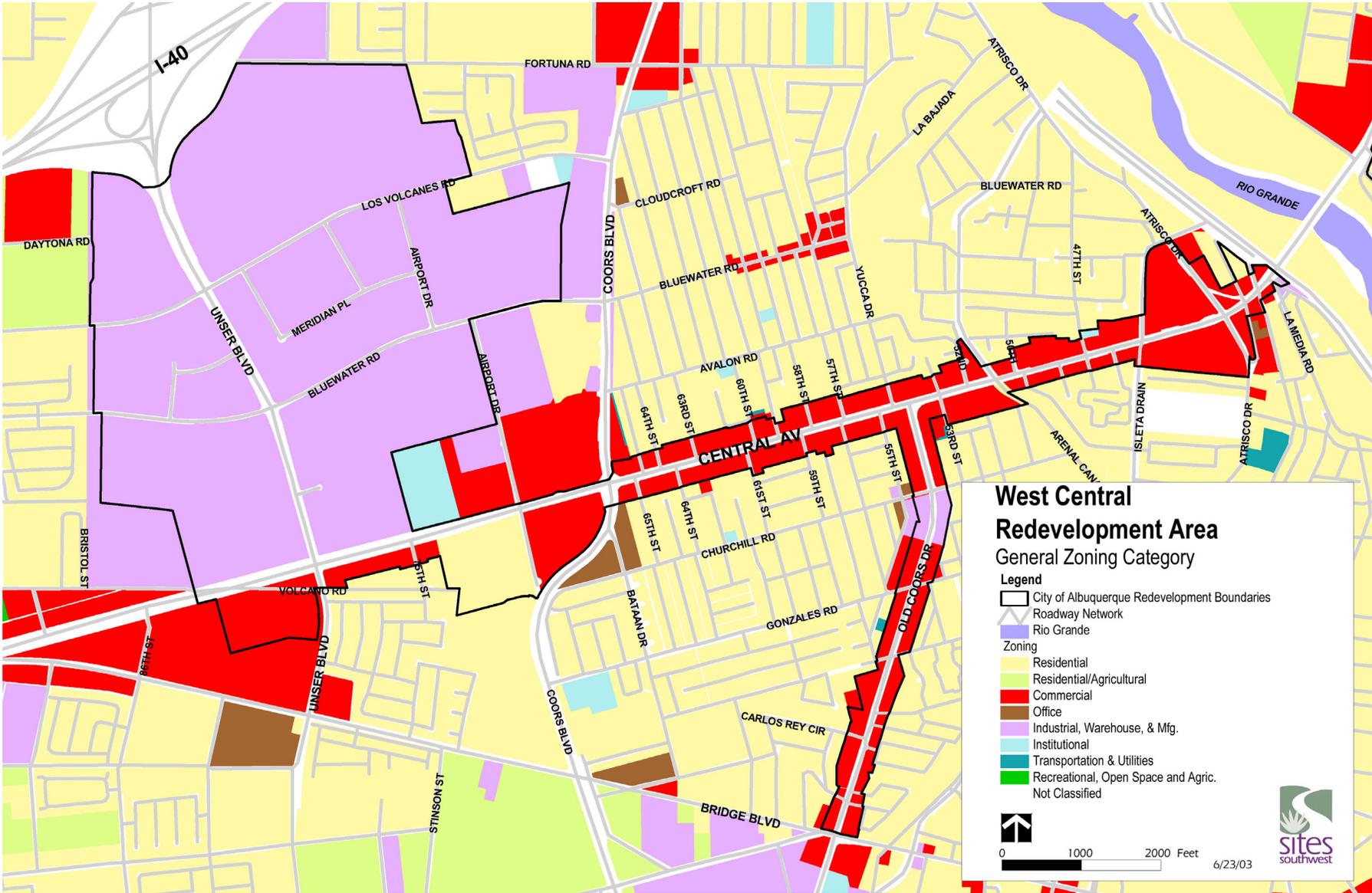


Figure 4. Land Use

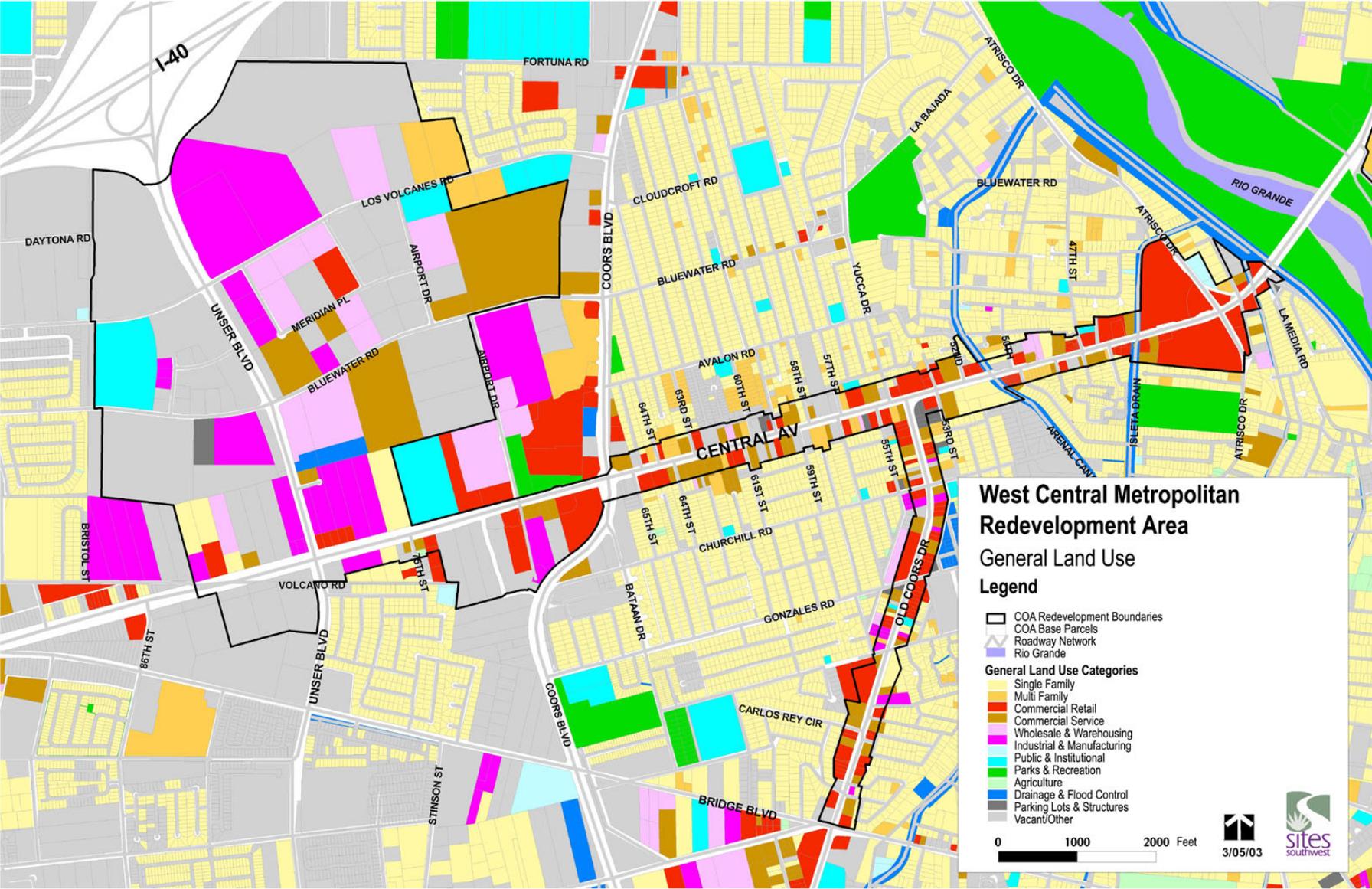


Figure 5. Vacant Land

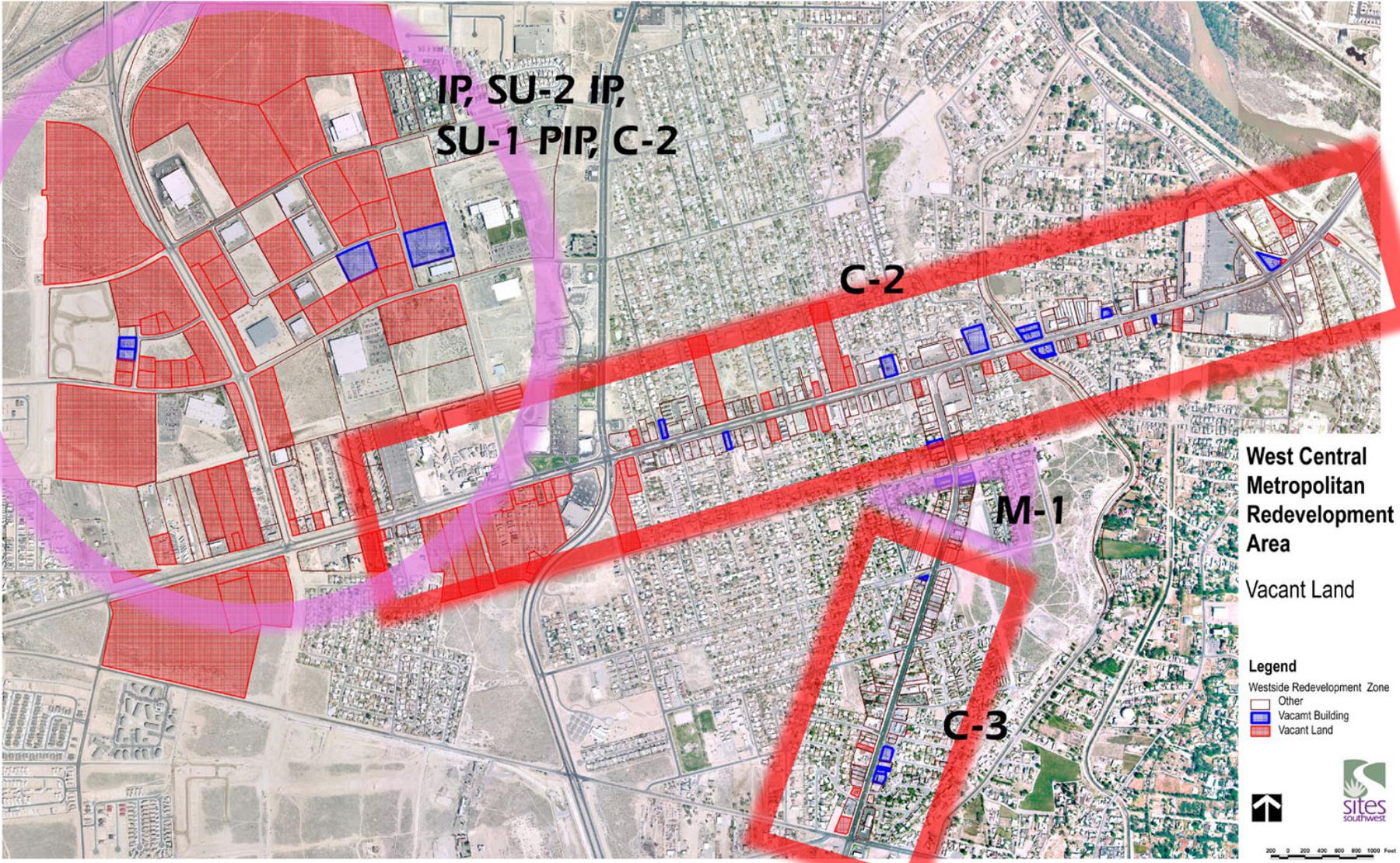


Table 2. Zoning in the West Central MRA

| Zoning                        | Number Of<br>Parcels | Acres        | % Of Total Acreage |
|-------------------------------|----------------------|--------------|--------------------|
| C-2                           | 38                   | 142.7        | 16.9%              |
| C-2 (SC)                      | 1                    | 15.2         | 1.8%               |
| C-3                           | 14                   | 27.9         | 3.3%               |
| IP                            | 12                   | 415.8        | 49.2%              |
| M-1                           | 2                    | 5.4          | 0.6%               |
| SU-1 Planned Development Area | 1                    | 13.2         | 1.6%               |
| SU-1 Planned Industrial Park  | 5                    | 134.4        | 15.9%              |
| SU-2 IP                       | 2                    | 90.9         | 10.7%              |
| <b>TOTAL ACRES</b>            | <b>75</b>            | <b>845.4</b> | <b>100.0%</b>      |

Table 3. Land Use in the West Central MRA

| Land Use                   | Number of<br>Parcels | Acres        | % of Total Acreage |
|----------------------------|----------------------|--------------|--------------------|
| Agriculture                | 1                    | 0.3          | 0.0%               |
| Commercial Retail          | 60                   | 117.1        | 13.6%              |
| Commercial Service         | 56                   | 125.5        | 14.5%              |
| Drainage & Flood Control   | 2                    | 4.4          | 0.5%               |
| Industrial & Manufacturing | 18                   | 111.0        | 12.8%              |
| Multi Family               | 18                   | 26.1         | 3.0%               |
| Parking Lots & Structures  | 5                    | 5.9          | 0.7%               |
| Public & Institutional     | 7                    | 37.0         | 4.3%               |
| Single Family              | 27                   | 27.8         | 3.2%               |
| Transportation & Utilities | 1                    | 1.7          | 0.2%               |
| Wholesale & Warehousing    | 12                   | 66.6         | 7.7%               |
| Vacant/Other               | 54                   | 340.5        | 39.4%              |
| <b>TOTAL</b>               | <b>261</b>           | <b>863.8</b> | <b>100.0%</b>      |

## b. Commercial Space

Commercial uses predominate along Central Avenue and Old Coors Road. General characteristics of commercial space are summarized below.

- Vacant commercial land: 36 acres
- Vacant commercial buildings: 19 buildings
- Condition of commercial space: generally average; several buildings in poor condition, however
- Commercial rents: typically \$5-8/square foot in shopping centers; as low as \$2/sq.ft. elsewhere
- Average weekday traffic flows
  - Central Avenue: 21,000 to 30,00 vehicles
  - Old Coors Road: 12,200 to 15,200 vehicles
  - Coors Road: 25,200 to 34,800 vehicles

Some of the commercial space is located in one of the seven strip shopping centers found in the MRA, which generally cluster around the major intersections. The remainder can be found in stand-alone buildings scattered up and down the two corridors, often in less-advantageous locations.

The largest shopping center in the MRA is Atrisco Plaza, which comprises about 220,000 square feet of commercial space on a 14.5 acre site at the east end of the West Central Metropolitan Redevelopment Area. The shopping center is currently 64% vacant. Spaces in the center range in size from 400 square feet to 40,852 square feet. There is a 21,655 square foot pad building set out at the corner of Central Avenue and Atrisco Road. Once a supermarket is bought to the site, the owner intends to make façade improvements to the center. A bus stop has recently been constructed along Central Avenue.

Fiber optic cable is located in the street along Central Avenue.

The average daily traffic counts along Central Avenue and Atrisco Road are 30,000 vehicles and 8,900 vehicles, respectively.

## c. Industrial Space

Virtually all of the industrial space in the West Central MRA is found in the Atrisco Business Park, which comprises 515 acres at the west end of the West Central MRA. General characteristics of this space are listed below:

- Vacant industrial land: 289 acres
- Vacant industrial buildings: 4 buildings
- Condition of industrial space: very good condition; much of it is recently built
- Industrial rents: approximately \$8/square foot

Meridian Business Park is the most active portion of the Atrisco Business Park. It has approximately one million square feet of commercial and industrial space. More than half of this space- about 540,000 square feet - has been built since 1999. The business park currently has a vacancy rate of about 11%, according to the park developer. The rest of Atrisco Business Park has another 750,000 square feet of space, with a vacancy rate of about 3%.

The business park is zoned IP Industrial Park. It is served by City water and sewer and 277/480 volt, three phase power. There is no broadband service, however, so many tenants are having T1 lines installed. Many of the buildings are fully sprinklered with 24'-28' clear ceiling heights and dock-high and drive-in truck loading.

Much of the space was developed originally as build-to-suit sale or lease space for single businesses. The current developer of Meridian acquired the property in 1997 and has mainly been developing multi-tenant speculative space since then. Demand for this type of space was strong during the late '90s as the North I-25 industrial corridor built out and land prices began to rise. Distribution and light-industrial uses looking for less expensive space found the Atrisco Business Park increasingly attractive. For a time, the business park could lease up space as fast as it could build it, according to the developer. Demand for industrial space has softened, however, in the recent economic slow-down.

Phase Two of Meridian Business Park comprises 50 acres north of Los Volcanes Road, between the Coca Cola and Cardinal Health facilities. The developer anticipates beginning development within the next five years, when Phase One is built out.

### 3. Commercial and Industrial Environment

#### a. Commercial Environment

Central Avenue serves as a principal arterial street for the west side of the city. The annual average weekday traffic count in 2001 ranged from 21,000 vehicles to 30,000 vehicles, which is comparable to the major commercial streets in elsewhere in Albuquerque. The traffic count for Old Coors Road was about half as high, ranging from 12,200 to 15,200 vehicles a day. Commercial activity is concentrated at the principal intersections in several shopping centers. The largest and most successful commercial node is at the Coors intersection, which has two supermarkets and several national chain retail establishments. Smaller local businesses predominate at the smaller Atrisco and Old Coors commercial nodes. Businesses typically offer convenience goods and services such as food, pharmaceuticals, small household goods, laundry and dry cleaning, personal finance, and auto-related services. Relatively few businesses offer higher-priced items such as furniture, adult clothing, or appliances.

The inventory of businesses located in the commercial nodes is summarized below:

##### Atrisco Commercial Node

- Two large shopping centers
- Principal anchor: K Mart
- Discount and specialty merchandise and apparel
- Personal and financial services
- Several fast food restaurants

##### Old Coors Commercial Node

- Two smaller shopping centers

- No anchor
- First Security Bank branch
- Several fast food restaurants
- Miscellaneous retail and service businesses (thrift store, women's apparel, electrical/plumbing supply, produce, used cars, rental supply, insurance)

#### Coors Commercial Node

- Coors Central Shopping Center
- Principal anchors: Smith's and Albertson's supermarkets (each with bank branch and pharmacy, video, photo, and flower sections)
- Walgreen Drug Store, True Value Hardware, Blockbuster Video, First Choice Community Dental Center, Giant Service Station
- Discount retail stores, fast food restaurants, financial services, beauty shops

#### Elsewhere on Central Avenue

Numerous businesses are also located in between these nodes on Central. Auto repair shops, used car dealers, thrift stores, pawnshops, and self-storage facilities are common, usually an indication of a more marginal commercial environment. Much of the commercial space appears to be older and in run-down condition. There also are a significant number of vacant and redevelopable properties.

#### Old Coors Road

Commercial activity along Old Coors Road has a somewhat different character. While auto-oriented retail and service establishments are common, the street also has a large number of businesses with a pronounced Mexican ethnic character: three panaderias, a tortillaria, three Mexican restaurants, a Mexican grocery store, a Chile products store, a music store, and a family clothing store.

#### Recent Trends

Recent developments underscore the fragile economic health of the eastern end of the West Central commercial corridor. Furr's Supermarkets went out of business in 2001, resulting in the loss of the grocery store at Atrisco Plaza when none of the other major supermarket chains in town chose to move into the vacant space. Around the same time, the Kmart Corporation began construction on a new Super Kmart store at Coors Plaza, with the intention of eventually closing the store at Atrisco. The company's bankruptcy has put plans for the new store on hold and given the existing store a temporary reprieve, but it probably hasn't changed Kmart's evaluation of the Atrisco property as a marginal site.

#### Summary

In summary, the West Central MRA and its immediate surroundings contain a large and diverse array of good-quality commercial activity. This is particularly the case for the commercial node at the Coors/Central intersection. To a lesser extent it is true for the smaller commercial concentrations at the Atrisco/Central and the Old Coors/Central intersections. The section also appears to contain an oversupply of commercial space, however, as indicated by the large number of marginal businesses and run-down commercial buildings in-between the nodes. Continuing residential development west of Coors Boulevard will tend to pull the commercial center of gravity to the west, placing additional competitive pressure on older commercial properties along the corridor.

## b. Industrial Environment

Virtually all of the industrial uses in the MRA can be found in the Atrisco Business Park. At least 27 businesses are currently located there. Most of these are national wholesale distribution, assembly and light manufacturing operations. There are very few local tenants. The following are some of the larger operations:

- Rio Grande Gems and Findings
- Thomas and Betts Elastimold
- Cardinal Health
- Coca Cola Bottling Plant

As national tenants, the occupants of Atrisco Business Park are impacted by the national economy and the health of their parent companies. Recent trends have had a negative impact. For example, Honeywell Building Systems' manufacturing facility closed in 2002.

## 4. Commercial Competition

Another factor influencing the commercial environment in the West Central MRA is the degree of commercial competition in the surrounding area. Shopping centers of over 10,000 square feet and their tenants located within three miles of the Central Avenue corridor were identified as the principal retail competitors for the study area. A three-mile radius is generally considered to define the area from which neighborhood-serving, convenience businesses receive their main competition.

Figure 6 shows the shopping centers within this three-mile buffer, as well as several larger commercial centers that typically comprise more than one shopping center and several stand-alone businesses. The main commercial center is the recently developed West Bluff Center. It represents the first regional commercial center on the west side of Albuquerque outside of the Cottonwood area. It has two strong anchors in the Super WalMart (for general and discount merchandise) and the Home Depot (for home and garden supplies), as well as several other national chain restaurants and retailers. Elsewhere, most business activity is more dispersed, tending to be located in smaller shopping centers or in individual commercial properties. Businesses typically offer convenience goods and services; relatively few businesses offer higher-priced "shopper's goods."

The commercial competition for the West Central MRA is summarized below.

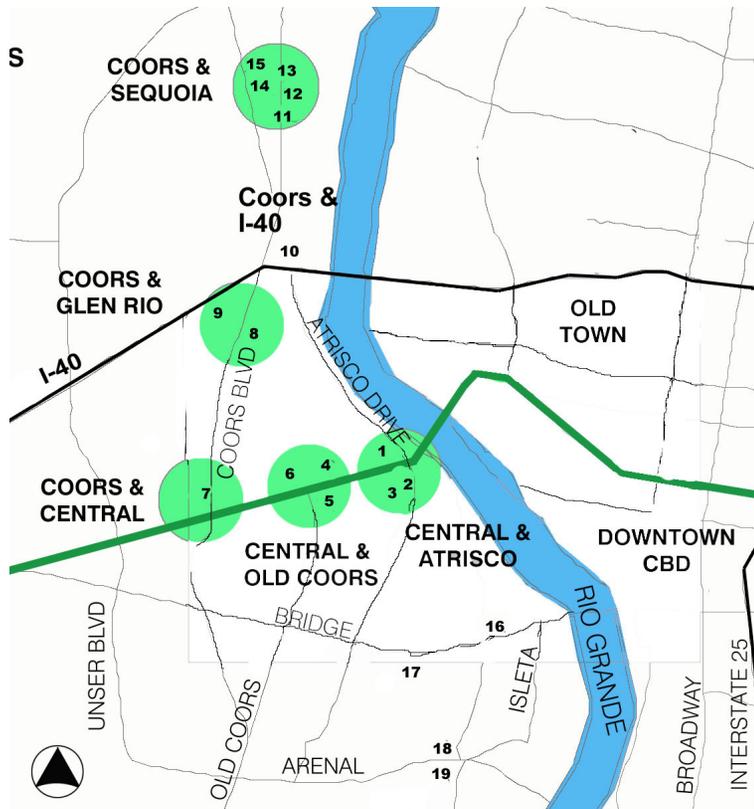
### *West Bluff Center*

- Super WalMart, Home Depot, Staples, Blockbuster Video, Radio Shack, GNC
- Ten restaurants, including Chili's, International House of Pancakes, and a Starbucks
- Miscellaneous retail and personal services businesses

### *Coors and Sequoia*

- Five shopping centers
- Some larger stores: Furr's Supermarket, Walgreen Drugstore, Ladera 6 Cinemas, Goodyear Tire
- Smaller, neighborhood-serving businesses such as fast food restaurants, barber and beauty shops, cleaners, laundromats, insurance agencies, pet care stores, and assorted other specialty retail and personal services businesses.

Figure 6. Retail Centers Within Three Miles of Central Avenue



|                              | Shopping Center               | Age | Square Feet | Vacancy Rate | Rent/SF   | Anchors   |
|------------------------------|-------------------------------|-----|-------------|--------------|-----------|---|
| <b>Atrisco and Central</b>   |                               |     |             |              |           |   |
| 1                            | Atrisco Plaza                 | 19  | 219,433     | 33%          | \$5-12    | Verizon Wireless, School                          |
| 2                            | K-Mart Center                 | 33  | 96,000      | 0%           | \$7       | K-Mart "Big K", Pic N Save                        |
| 3                            | West Central Plaza            | 22  | 17,000      | 0%           | \$6-8     | --  |
| <b>Old Coors and Central</b> |                               |     |             |              |           |   |
| 4                            | Route 66 Mercado              | --  | 23,600      | --           | \$7       | Dolly Madison                                     |
| 5                            | 5312 Central                  | --  | 30,000      | --           | \$5       | Samons Electric and Plumbing Supply, Garden Fresh |
| 6                            | 5401 Central                  | 20  | 20,250      | 0%           | \$5-6     | Peter Piper Pizza                                 |
| <b>Coors and Central</b>     |                               |     |             |              |           |   |
| 7                            | Coors Central Shopping Center | 15  | 170,000     | 17%          | \$6-14    | Smith's Supermarket, Walgreens, Family Dollar     |
| <b>Coors and Glen Rio</b>    |                               |     |             |              |           |   |
| 8                            | Volcano Plaza                 | 20  | 33,816      | 7%           | \$8.10    | --  |
| 9                            | Glen Rio                      | 17  | 14,000      | 46%          | \$8       | --  |
| <b>Coors and I-40</b>        |                               |     |             |              |           |   |
| 10                           | West Bluff Center             | 2   | 398,229     | 0.7%         | \$12-\$24 | Anchors, Super WalMart, Home Depot Staples        |
| <b>Coors and Sequoia</b>     |                               |     |             |              |           |   |
| 11                           | Coors Plaza                   | 21  | 10,000      | 10%          | \$6       | NM Educators Federal CU                           |
| 12                           | Corona del Sol                | 13  | 16,004      | 18%          | \$9-\$12  | --  |
| 13                           | Sequoia Square                | 12  | 19,200      | 16%          | \$9       | Albuquerque Bicycles                              |
| 14                           | Ladera Shopping Center        | 16  | 124,352     | 20%          | \$10      | Albertsons Supermarket, Ladera Theaters           |
| 15                           | Plaza Ladera                  | 12  | 21,272      | 0%           | \$14      | Gin Mill  |
| <b>South Valley</b>          |                               |     |             |              |           |   |
| 16                           | Five Points Plaza             | 8   | 10,000      | 0%           | \$10-12   | Checker Auto                                      |
| 17                           | Goff Plaza                    | 34  | 75,000      | 3%           | \$8-10    | Solo Freshmart, Family Dollar                     |
| 18                           | Plaza Rio                     | 11  | 61,000      | 20%          | \$14      | Price Rite Warehouse                              |
| 19                           | Martin Brothers               | --  | 39,600      | --           | \$6       | Martin Brothers                                   |

Source: CREI Research, Sites Southwest

*Coors and Glen Rio*

- Two shopping centers
- Smaller, neighborhood-serving businesses such as fast food restaurants, barber and beauty shops, cleaners, and other personal services businesses

*Coors Boulevard*

- Numerous fast food restaurants and auto-related businesses

*Smaller Commercial Nodes on Bridge and Isleta Boulevards*

- Two supermarkets
- Smaller, more marginal convenience and specialty retail establishments serving surrounding neighborhoods

## **B. Design Characteristics**

The MRA designation report noted that West Central district is filled with poorly designed vacant buildings. Conditions vary within the district, from new buildings and buildings that are well maintained to vacant buildings and buildings in poor condition. Vacant land in the district is characterized by weeds, poor drainage, and parked or abandoned vehicles.

The purpose of the design analysis is to identify positive design features of the area that provide a model for redevelopment that enhances the existing unique character of West Central's commercial districts. Sites Southwest conducted a photographic inventory of the corridor to document these characteristics.

The photographs on the following pages illustrate architectural character, public infrastructure and landscapes. Architectural character includes building styles, color and materials, scale of development and the relationships of buildings to their surroundings. Public infrastructure includes roadways, sidewalks and stormwater management. Landscape features include plantings, lighting, signage, parking accessibility and screening and perimeter fencing.

West Central and Old Coors Road are very different in character from Atrisco Business Park, so the design analysis considered these areas separately.

Figure 7. West Central Avenue and Old Coors Boulevard Architectural Character

**Character/Style**

- The architectural style and content of many of the businesses along Old Coors Blvd. recall themes of Old Mexico.
- Generally, the appearance of buildings become more contemporary as you travel from West to East along Central Ave.

**Colors, Materials**

- Many buildings have a strong use of primary colors adding vitality and life to the streetscape.
- Stand alone buildings are generally built with CMU block or frame construction. Stucco and/or paint are the most common finishes.
- Multi-tenant buildings are generally steel frame construction with heavily signed, street-facing facades.

**Continuity, Theme, Scale and Relationship to Surroundings**

- The architecture along the street is tied together with the strong use of primary colors, Mexican and New Mexican motifs.
- The architecture along Central Ave. has some of the same elements as found along Old Coors Blvd. but also has remnants of the old Route 66 primarily concentrated on the west end of the study area.
- The East end of the study area along Central Ave. is predominately local and national retail chains.



Figure 8. West Central Avenue and Old Coors Boulevard – Infrastructure and Landscaping

### Signage

There are several types of signage along Old Coors Blvd. and Central Ave.

- Freestanding signs dominate the streetscape on both Old Coors Blvd. and Central Ave.
- Historic Signs – Historic neon, Route 66 style signs can be found along central in various conditions. The highest concentration of historic signs are on the West end of the study area on Central.
- Billboards can be found throughout Old Coors Blvd. and Central Ave.
- Monument Signs can be found along Central Ave. and Old Coors Blvd. but they aren't prevalent.



### Landscaping

- Landscaping varies from parcel to parcel.
- Many building are on constrained lots and don't have a luxury of space to install landscaping.
- Some stretches along Central Ave. have some established landscaping that improves the character of the area.
- Planters and landscaping were recently installed in the public right-of-way along Old Coors Blvd.

Median landscaping has been installed recently on Central Ave.

### Parking – Accessibility and Screening

- Parking for businesses is generally onsite.
- Parking lots are generally between the street and the building.
- Some lots have done a good job screening parking with fencing.



**Gateways – Character and Effectiveness**

- The new neon Route 66 gateway signs frame the entrance on the East end of the study area.
- The intersection of Old Coors Blvd. and Central Ave. serves as a gateway to the South Old Coors Blvd. neighborhoods.
- There is really no existing gateway per se entering the study area on Central Ave. from the West.



**Storm Water Management**

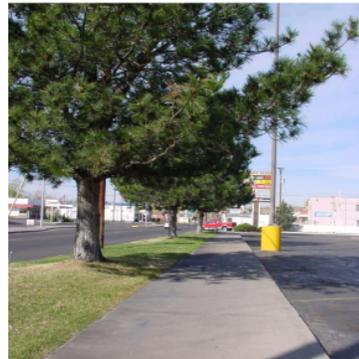
- Standard practice for storm water treatment for the area along Central Avenue is to drain to storm drain inlets in the street.

**Lighting**

Lighting is primarily street lighting with cobra head style fixtures

**Pedestrian Facilities**

- Most of Central Ave. and Old Coors Blvd. have 4' to 6' wide sidewalks on both sides of the street.
- There is bus service and bus stops on both sides of the street on both Old Coors Blvd. and Central Ave.



**Perimeter Fencing**

- Many lots, especially auto-related businesses have perimeter fencing to protect assets.

Some lots have done an effective job of installing fences that fit the character of the neighborhood and improve the appearance of their properties.



Figure 9. Atrisco Business Park – Architectural Character

**Character/Style**

- Most of the buildings are large box warehouses.
- Some buildings have added architectural ornamentation to break up large expanses of exterior wall or built interesting entrances and building details.

**Colors, Materials**

- Buildings are generally light and earth-tone in color.
- Buildings are primarily CMU block construction or steel frame buildings with metal or pre-fabricated concrete cladding.

**Continuity, Theme, Scale and Relationship to Surroundings**

- There are generally 3 types of buildings
  - Large regional company headquarters/ manufacturing plants on single tenant property.
  - Large distribution plants on single tenant property
  - Small manufacturing/retail/distribution in multiple tenant building.
- There is no readily apparent theme within the development.
- Buildings are generally 30' +/- tall warehouse type of buildings. In the context of a business park, the buildings seem to be in scale with the size of the development and each other.



**Figure 10. Atrisco Business Park – Infrastructure and Landscaping**

**Perimeter Fencing**

- Many of the buildings have well done perimeter fencing.
- Most of the freight oriented businesses have chain link fences.

**Pedestrian Facilities**

- Pedestrian facilities are being built as infrastructure is being built.
- Sidewalk networks are incomplete because of undeveloped land.

**Parking – Accessibility & Screening**

- Many of the larger corporate headquarters have done a nice job screening large parking areas from the adjacent roadways.
- All businesses are generally easily accessible from adjacent roadways.



### Signage

- Signage is sparse in the business park.
- Small monument signs located in clear view of the adjacent roadway.

### Gateways – Character and Effectiveness

- There are two major entrances to the Business Park. Neither entrances have any developed gateway features.
- Major intersections have no developed gateway or directional signage features.
- Some of the larger buildings have developed entrances with entrance gates, guard posts, landscaping etc.

### Storm Water Management

- Most of the development has features to deal with storm water on site.

### Landscaping

- Landscaping varies from parcel to parcel.
- Larger corporate headquarters have developed parcels in a campus style.
- Most businesses have minimally landscaped parcels.

### Lighting

Other than some minimal security lighting, lighting is sparse.



## C. Area History

The Atrisco area has a rich history that extends back to the mid-17<sup>th</sup> century, when some of the earliest Spanish settlements in New Mexico were established in the vicinity. In 1692 Don Fernando Duran y Chavez received two grants of land, including the 41,533-acre Atrisco Land Grant, for his help as a volunteer in the effort to reconquer the land after the 1680 Pueblo Revolt.

The grant was expanded by 25,948 acres in 1768 to accommodate the growing population of the area. With this addition, the Atrisco Land Grant now extended from the Rio Grande to the Rio Puerco.

The coming of the railroad to Albuquerque in 1880 spurred the rapid growth of cattle and sheep grazing. By 1900 local cattle and sheep herds numbered one million and five million head, respectively.

Despite the provisions of the 1848 Treaty of Guadalupe Hidalgo, which brought New Mexico into the United States as a territory, the standing of the Atrisco Land Grant was in question until the 1890s, when a series of court decisions finally acknowledged the validity of the original land grant and recognized the Town of Atrisco as the rightful successor of the original grantees. Around this time the Atrisco Land Grant entity was formally incorporated.

The twentieth century brought rapid economic change to the region. Oil exploration commenced in the area during the 1920s and 1930s, and the easement for Highway 66 was established. Presaging future trends, the first major housing development occurred in 1959 in the Westgate area.

Finally, in 1967 the Atrisco Land Grant Corporation reorganized as a for-profit stock corporation, the Westland Development Co., Inc. and began the development of the Atrisco Land Grant lands in earnest.

## D. Existing Plans

The City of Albuquerque has adopted a three-rank hierarchy of plans to help guide the development and conservation of the City and the County. The Albuquerque/Bernalillo County Comprehensive Plan, which focuses on the community as a whole, is a Rank One document. Facility and area plans, which focus on large sections of the community, are Rank Two documents. A Sector Development Plan, which focuses on a particular neighborhood, is a Rank Three document and must be consistent with higher ranking plans. There are two sector development plans that impact the West Central MRA. The two plans are highlighted below and include a set of recommendations for amending the sector plans to reflect the goals of the MRA.

### 1. West Mesa Sector Development Plan

The West Mesa Sector Development Plan was adopted in November 1978, guided by “the principal goals of the conservation and renewal of neighborhoods and the improvement of living conditions of low- and moderate-income families.” The plan area encompasses residential neighborhoods north of Central Avenue between Coors Road and the Atrisco Lateral. To achieve the proposed goals, the Plan identified long- and short-term objectives that addressed such issues as blight, improved public facilities and infrastructure, housing, and code enforcement. The intention

of this plan was the “enhancement of the area as a primarily residential area with a strip of commercial uses along Central Avenue.” The West Mesa Sector Plan overlaps the West Route 66 Plan on the north side of Central Avenue from the Rio Grande to Old Coors Road. Since the adoption of the West Mesa Sector Development Plan, zoning along Central Avenue has been amended through the 1988 West Route 66 Sector Development Plan. These zoning amendments were intended to strengthen the commercial corridor along Central Avenue, thus reinforcing the West Mesa Plan and potentially increasing commercial uses available for the adjacent residential areas.

Only a small portion of the West Mesa Sector Plan impacts the MRA. This includes an R-2 zoning in the northeast corner of the Atrisco Town Center. Based on the MRA goals, this section might be re-zoned to C-2.

## 2. West Route 66 Sector Development Plan

The purpose of the West Route 66 Sector Development Plan, approved in January 1988, is “to enhance the negative community image of West Central Avenue and instill community confidence in this area as a developable segment of the City.” This Plan identifies infrastructure requirements, land use, zoning, and design standards for future development. One of the important developments of this plan was the amendment of land uses and zoning changes from the adoption of the Comprehensive City Zoning Code in 1959 and subsequent zoning actions in the 1960’s. The plan area extends from the Rio Grande River along both sides of Central Avenue to the intersection of Central and I-40. The plan area is divided into three segments. Segment one includes the area from the Rio Grande west to Old Coors Road; segment two extends from Old Coors Road west to 106<sup>th</sup> Street; and segment three extends from 106<sup>th</sup> street out to the Central/I-40 intersection. The West Central MRA falls within segments one and two of the plan area.

The uses proposed in the MRA Plan for Atrisco Crossing, Atrisco Town Center, and the Atrisco Business Park are largely consistent with the zoning established in the Sector Plan. Amendments might include: restricting adult entertainment businesses (currently conditional use), allowing residential as a permitted use (currently conditional use), and permitting permanent amusement park.

## E. Implementation Resources

Early in the planning process, the consultant team began to identify implementation resources for projects and programs in the MRA. These include realistic public works projects and future funding sources. The MRA designation also allows the use of creative financing tools such as tax increment financing. Potential resources are described below.

The following section describes various financial resources that could be used to fund redevelopment projects in the West Central MRA. Local, state, and federal resources are considered. Some involve direct assistance (loans and tax incentives) to individual businesses; others can be used by the City of Albuquerque to finance public improvements associated with redevelopment projects and general redevelopment programs.

## 1. Local Resources

### a. Capital Implementation Program

\$400,000 from the 1997 G.O. bond cycle has been programmed to fund redevelopment activities in the Atrisco Plaza area. These funds must be expended in connection with a specific redevelopment project (as opposed to an ongoing program). They can be used for purposes such as property acquisition.

The City intends to ask for another \$1 million in the 2003 G.O. bond cycle for the entire MRA.

### b. Metropolitan Redevelopment Funds (MR Fund)

The MR fund is used to fund redevelopment initiatives in the city's designated Metropolitan Redevelopment Areas. It is the product of prior tax increment districts (see the explanation of tax increment financing below). The fund currently has about \$550,000, but most of these monies have been earmarked to help deal with properties that were recently closed down by the city's nuisance abatement task force.

### c. Community Development Block Grant (CDBG)

The City of Albuquerque receives an annual Community Development Block Grant from the U.S. Department of Housing and Urban Development to fund redevelopment activities in low- and moderate-income communities across the city. In 2003 the grant amount was \$5,366,000. The City's consolidated plan, which specifies how the funds are to be spent over a five-year period, has established several programs that could support redevelopment activities in the West Central MRA: Crime Prevention through Environmental Design (CPTED), which funds neighborhood improvements designed to reduce crime and enhance security; Acquisition of Nuisance Property, which funds the purchase of property creating conditions of slum and blight; Neighborhood Business Assistance Fund, which assists businesses with low-interest loans, façade improvements and technical assistance; and Job Training for Businesses in Low/Mod Areas, which provides funding for training employees.

### d. Tax Increment Financing (TIF)

The West Central MRA will be able to take advantage of tax increment financing. Tax proceeds generated from increases in property valuation in a designated TIF district (such as a MRA) are placed in a separate fund for economic development purposes. Bonds can be issued against the future TIF revenues to finance redevelopment projects that will encourage revitalization and increasing property values.

### e. Industrial Revenue Bonds

The City can issue IRBs to finance privately-operated development projects. The project financed is actually owned by the City and leased to the private company under a finance lease; the lease payments cover the cost of the debt service. The principal benefit to the company is exemption from property taxes for the term of the lease as well as certain gross receipts taxes.

IRB financing can be used for headquarter office buildings, warehouses, manufacturing facilities, service-oriented facilities not primarily engaged in the sale of goods and commodities at retail, health care facilities, warehouse and distribution facilities, irrigation systems, and office buildings in certain instances. Facilities primarily for the sale of goods at retail within the boundaries of a municipality are not eligible.

## **f. State Resources**

### Business Loans

The State of New Mexico has several loan programs to support business expansion and relocation to the state.

- Business Bonds
- Private Activity Bonds for Manufacturing Facilities
- Real Property Business Loan
- Severance Tax Permanent Fund/Participation Interests in Business Loans
- Severance Tax Permanent Fund/Purchases of SBA/FmHA Obligations
- 

### Community Development Revolving Loan Fund

This program provides loans of up to \$250,000 to municipalities and counties to construct or implement projects necessary to encourage the location or expansion of industry, in order to create jobs, stimulate private investment, promote community revitalization, and expand the local tax base. Eligible uses include infrastructure improvements, rehabilitation or installation of public facilities, site improvements and utilities, and commercial or industrial buildings or structures and other commercial or industrial real property improvements.

## **g. Federal Resources**

### New Markets Tax Credit

Under the New Markets Tax Credit program, investors who make an equity investment in an eligible “community development entity” (CDE) can receive a tax credit worth more than 30 percent of the amount invested over the life of the investment. Eligible CDEs can include for-profit community development financial institutions (CDFIs), for-profit subsidiaries of community development corporations, SBA-licensed New Markets Venture Capital companies, and Specialized Small Business Investment Companies. By increasing their capital base, this tax credit will enable CDEs to lend and invest more and attract additional outside capital.

The most appropriate implementation tools for individual projects are discussed later in the report with more detailed descriptions of the strategies for each opportunity site.

## **F. Summary of Existing Conditions**

The analysis of public input and existing conditions presented above is summarized below in the form of a strategic “SWOT” analysis, which identifies the MRA’s internal strengths and weaknesses, as well as external opportunities and threats presented by conditions and trends outside of the MRA.

WEST CENTRAL METROPOLITAN REDEVELOPMENT AREA PLAN

## 1. Strengths

- The MRA is an established business district with some larger anchor establishments.
- The MRA has a significant number of neighborhood retail and auto-related businesses (Rt. 66/Unser cluster)
- Relatively low rents and smaller commercial spaces provide opportunities for mom-and-pop entrepreneurs.
- Surrounding neighborhoods are largely low- and moderate-income in character, providing suitable demographics for discount retail businesses.
- The strong Hispanic character of surrounding neighborhoods provides a potentially appealing market for ethnically-oriented businesses.
- Central Avenue is a major transportation and public transit corridor that brings a large number of potential customers pass by MRA businesses every day.
- The MRA has a large amount of industrial land with good access to I-40.
- The MRA has a number of national industrial operations.
- Some buildings along Central and Old Coors have architectural and decorative elements that recall themes of old Mexico.
- Remnants of Old Route 66, including neon signs and old motor courts, remain along Central Avenue.

## 2. Weaknesses

- The MRA has an oversupply of commercial space.
- Much of the commercial space is obsolete and/or in poor condition.
- Overall, the MRA suffers from a run-down, visually cluttered appearance.
- Relatively low incomes in the surrounding neighborhood limit the kinds businesses that can be attracted to the area.
- The MRA has a relatively high crime rate, which burdens existing businesses, discourages new business activity, and discourages people from coming to the area to shop.
- The MRA has few public facilities and institutional uses that could draw more potential customers to the area.

## 3. Opportunities

- The MRA has a significant amount of vacant land available for redevelopment.
- There is an opportunity to link the eastern end of the MRA to existing and planned visitor and recreational attractions on the other side of the river and to a revitalizing downtown.
- There is an opportunity to create employment in Atrisco Business Park to strengthen the western end of the MRA as a business location. The business park is predominantly warehousing and distribution, but the opportunity exists to diversify the types of businesses located in the park to increase employment.
- The Coors Plaza property provides and opportunity for additional commercial development in the thriving Coors commercial node.

#### 4. Threats

- Continuing residential development west of Coors Road and south of Central is tending to draw commercial activity away from older parts of the MRA east of Coors Road.
- Commercial activity at the recently developed West Bluff Center and the Coors/Central shopping area provides stiff competition for businesses in the MRA. Major national retailers now offer general merchandise, home and yard supplies, and other higher priced goods in locations that are convenient to most of the neighborhoods surrounding the MRA.
- Rapid residential growth on the Southwest Mesa and resulting demand for residential lots is contributing to residential encroachment into the Atrisco Business Park.

The vision statement, goals and objectives for the West Central MRA that follow are intended to capitalize on the area's strengths and opportunities, while correcting or minimizing the impact of its weaknesses and threats from the surrounding community.

## IV. VISION, GOALS & OBJECTIVES

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### A. Vision Statement

“The West Central MRA is one of the principal places in the Albuquerque metro area for warehousing/distribution and light assembly operations and availability of ethnic specialty retail items. It also contains one of the city’s premier walkable, mixed-use activity centers, which capitalizes on its dramatic location on the Rio Grande Bosque.”

### B. Goals and Objectives

The goals and objectives for the West Central MRA are grouped into two categories – economics and design.

#### 1. Economics

Goal 1. Increase the economic vitality of the MRA.

Objective 1.Reduce crime in the MRA.

Objective 2.Attract public and private investment to key opportunity sites and locations in the MRA.

Objective 3.Capitalize on the tourist and retail customers who already are drawn to such nearby attractions east of the river as Old Town, the Albuquerque Biological Park, Tingley Beach, and the Rio Grande Zoo.

Objective 4. Achieve a more sustainable mix of land uses, including market-rate housing and neighborhood-serving public and institutional uses (for example, a library, a medical clinic or urgent care facility, educational facilities or major entertainment center).

Objective 5.Reduce the leakage of neighborhood spending from the MRA.

Objective 6.Increase the number of jobs in the MRA.

Objective 7.Upgrade infrastructure to support economic development.

#### 2. Design

Goal 1. Improve the overall appearance of the MRA.

Objective 1.Encourage private property owners to maintain and improve the condition and appearance of their properties.

Objective 2.Make streetscape and other physical improvements in the public right-of-way.

Objective 3.Improve design conditions in the MRA without imposing hardships on business and property owners.

Goal 2. Make design improvements to accentuate the distinctive identity of the opportunity sites and their surroundings.

Objective 1.Strengthen visual and pedestrian linkages to the Rio Grande and the Bosque.

Objective 2.Create appropriate design themes for specific opportunity sites.

## V. SELECTION OF OPPORTUNITY SITES AND REDEVELOPMENT STRATEGIES

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### A. Options: Opportunity Sites and Programs

As noted above, a major emphasis of this MRA plan is to primarily focus redevelopment efforts on a few key locations, in order to concentrate limited resources in areas with the greatest chance of success. Momentum for redevelopment will then radiate out from these areas to other parts of the MRA. The idea is to catalyze a process of revitalization that eventually becomes self-sustaining.

The following criteria were used to identify sites in the MRA that present significant opportunities for redevelopment:

- Strategic location
- Size of properties available for redevelopment
- Existing economic assets
- Evaluation by local Economic Development professionals
- 

Based on these criteria, the following opportunity sites have been identified:

- Atrisco Business Park
- Old Coors/Central Avenue intersection
- Atrisco Plaza Area

Figure 11 shows the location of the opportunity sites in the MRA. An assessment of each site according to the selection criteria is presented below.

#### 1. Atrisco Business Park

##### a. Location

The Atrisco Business Park is situated at the Unser Boulevard exit from I-40, providing a good location for businesses that depend on interstate access. It also has excellent visibility from the highway.

##### b. Size

The Business Park encompasses 506 acres, including 271 acres of vacant land.

##### c. Existing Economic Assets

The Business Park is the largest industrial property on the Westside and the only industrially-zoned land in the MRA. Existing industrial space is modern, of good quality, and competitively priced. The Business Park also has good infrastructure. Further, it has a number of prominent tenants, including Coca Cola and Cardinal Healthcare.

#### d. Evaluation of Economic Development Professionals

Local economic development officials generally view the Atrisco Business Park positively. They point to the following strengths:

- The location offers good access to I-40. This is particularly important for the types of businesses that have located at the business park.
- The building product is of good quality and inexpensive compared to comparable industrial parks in the area. The typical lease rate of ~\$6 per square foot is \$1 per square foot lower than elsewhere in the city.
- Nearby residential areas offer plenty of reasonably priced housing.

The following drawbacks undercut its attractiveness, however:

- The overall aesthetics of the industrial park are poor compared to what is available in many competitor cities in the region. There is little in the way of streetscape improvements such as entry gateways, landscaping and uniform signage.
- The appearance of nearby commercial and residential areas, particularly along Central Avenue, can discourage some businesses considering the business park as a location.
- There are few lunch-time restaurants in the area, aside from fast food restaurants on Coors Boulevard.

Officials from Albuquerque Economic Development, Inc. (AED) suggest that the business park is well-suited for the types of businesses currently located there. There may be an opportunity to bring higher-end office uses to the vacant parcels on the north end of the business park, given the excellent visibility from the interstate and the high quality surrounding uses (Coca Cola, Cardinal Health). However, it probably would be difficult to get, say, a high-tech incubator to locate in that kind of environment. (High tech businesses as a rule choose to locate near similar operations, so they probably would be more inclined to go to the North I-25 corridor, Sandia Science and Technology Park, or the UNM Science and Technology Park.)

## 2. Old Coors and Central Intersection

### a. Location

This commercial area is centered on a key intersection midway between the Atrisco Plaza area and Coors Road, which affords high average daily traffic counts and excellent visibility.

### b. Size

The Old Coors-Central area does not currently have large vacant properties. However, the configuration in a “T”-intersection creates a relatively dense concentration of commercial space that could benefit from streetscape design and other aesthetic improvements.

### c. Existing Economic Assets

This area is an established neighborhood-oriented shopping district with a variety of businesses, including a Samon’s Electrical Supply, several restaurants, a bank, and a women’s clothing store. A number of Mexican specialty stores are located in the vicinity as well.

**d. Evaluation of Economic Development Professionals**

The Old Coors/Central area has not been a location that economic developers have focused on, due in part to its retail/services focus and the lack of sites that could accommodate larger businesses.

**3. Atrisco Plaza Area**

**a. Location**

The Atrisco Plaza Area is located next to the Rio Grande Bosque, one of the premier natural features in the region. It is also a short distance from several existing and proposed visitor and recreational attractions across the river, including the Albuquerque Biological Park, the Albuquerque Zoo, Tingley Beach, and Old Town. Finally, the District is close to the revitalizing downtown and its expanding inventory of entertainment attractions and downtown housing.

**b. Size**

The Atrisco Plaza Area includes two large shopping centers that cover 26 acres. The size of these properties and their depth from Central Avenue provide opportunities for a variety of redevelopment approaches.

**c. Existing Economic Assets**

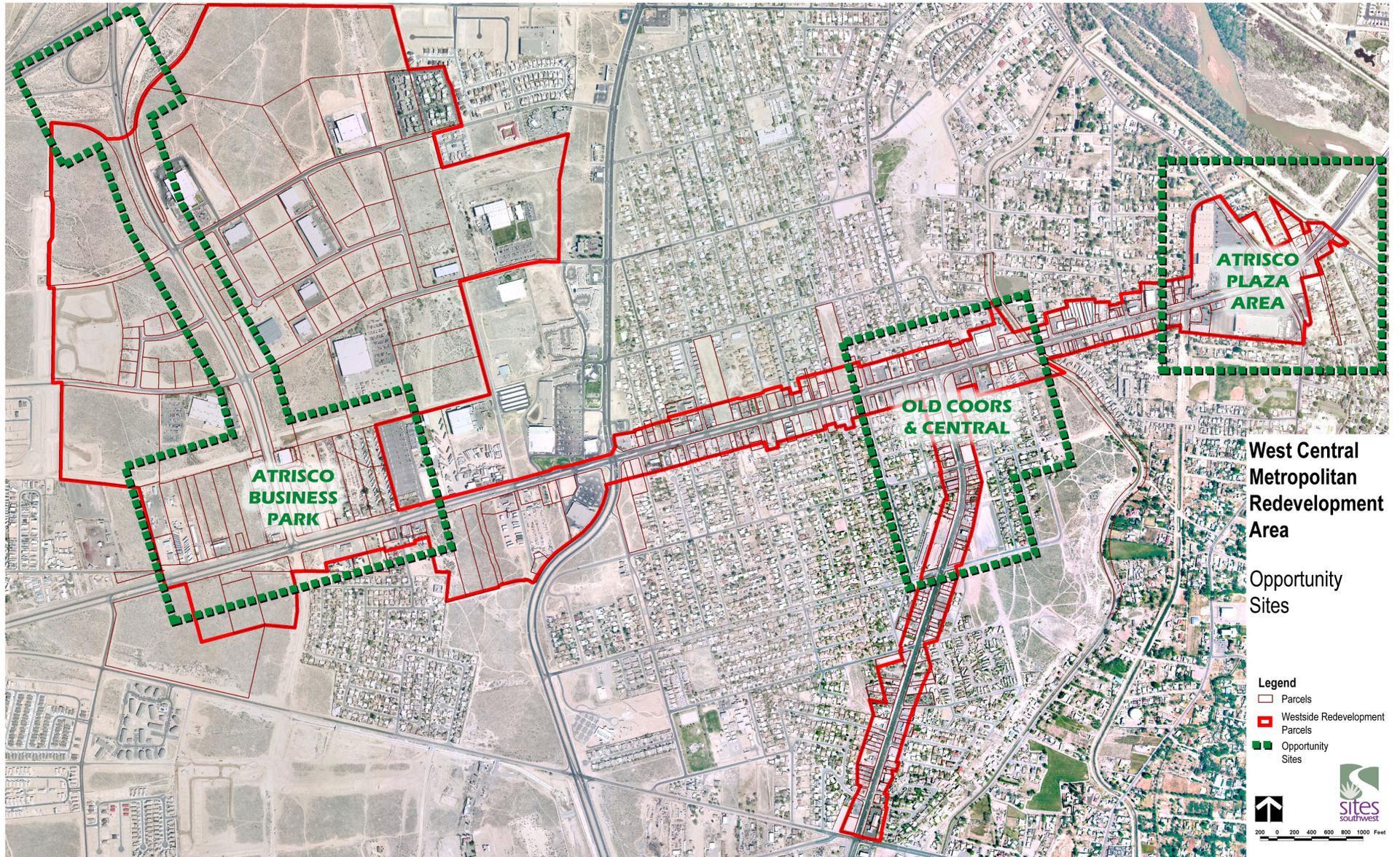
The Atrisco Plaza Area is an established commercial node anchored by a Kmart store and containing a number of neighborhood-serving establishments.

**d. Evaluation of Economic Development Professionals**

Albuquerque Economic Development periodically shows the Atrisco Plaza property to business recruitment candidates, particularly to call centers looking for inexpensive space. The appearance of the surrounding neighborhood poses a problem, however, prompting questions of why the center failed. It also raises concerns about safety, an important issue especially for businesses that have women employees working the late shift. Another challenge confronting the site has been the slow national economy in recent years. Many of the bigger cities in the region have real estate markets that are more depressed than Albuquerque's; as a result, businesses can often find higher quality space for the same or lower price than at Atrisco Plaza.

A representative from the City's Office of Economic Development suggested that a use other than retail could be appropriate for the Atrisco Plaza Area. The site could be attractive for a business that needs access to a bilingual workforce. Alternatively, a cultural/recreational use (e.g., a museum) could tie in with the aquarium and botanical gardens across the river.

Figure 11. Opportunity Sites



## B. Matrix of Redevelopment Strategies

A number of possible redevelopment strategies for the opportunity sites were identified through the course of the public participation process and as a result of the market analysis. Table 4 is a matrix showing these strategies with their respective assets and liabilities.

**Table 4. West Central MRA - Matrix of Opportunity Sites and Strategies**

| Opportunity Site Strategies   | Assets  | Liabilities  |
|---|---|--|
| <i>Atrisco Business Park</i>  |   |  |
| 1. Install gateway features   | Enhances already strong industrial location   | Requires expenditure of public funds<br>Requires public/private maintenance and operation  |
| 2. Install streetscape improvements   | Enhances already strong industrial location   | Requires expenditure of public funds<br>Requires public/private maintenance and operation  |
| 3. Redevelop underutilized land at Unser/Central intersection as industrial/office/commercial space | Removes blighted conditions at a main gateway to the business park.<br>Brings private investment into MRA | Requires land assembly<br>Requires identification of private developer<br>Could compete with existing industrial space in Atrisco Business Park  |
| 4. Establish a high-tech business incubator   | Could bring businesses with higher-paying jobs to the MRA.  | Location is not close to existing high-tech businesses and supporting institutions<br>Requires identification of management organization   |
| 5. No Action  | Doesn't require public expenditures.  | Without improvements, Atrisco Business Park will have difficulty competing with industrial space in region<br>Continuing encroachment of residential uses<br>Awkward configuration and poor condition of underutilized properties at Unser/Central will present obstacles to incremental redevelopment |

Section V. Selection of Opportunity Sites and Redevelopment Strategies

| Opportunity Site Strategies   | Assets  | Liabilities  |
|---|---|--|
| <i>Atrisco Town Center</i>  |   |  |
| 1. Reinforce neighborhood commercial center   | Builds on foundation of existing businesses   | Could require public expenditure.                                      |
|   | "Gaps" in selection of retail and service businesses provide opportunities for business recruitment and development                   | Could require use of eminent domain.                                   |
|   | Brings private investment into MRA  | Requires identification of private developer                           |
|   |   | Requires ongoing management of district                                |
| 2. Establish an ethnic specialty commercial district                                      | Surrounding neighborhoods have a large Hispanic population, and in particular a large Mexican immigrant population                    | Requires ongoing management of district                                |
|   | Existing Mexican specialty businesses provide a foundation for an ethnic retail district  |  |
| 3. Make design improvements to enhance the site as a convenience commercial shopping area | Enhances location with new, more attractive commercial space, improved pedestrian linkages, and design features                       | Requires expenditure of public funds                                   |
|   |   | Requires public/private maintenance and operation                      |
| 4. Make design improvements to enhance the site as a ethnic specialty shopping area       | Helps create a distinctive sense of place tied to the site's identity as a location for Mexican and other ethnic specialty businesses | Requires expenditure of public funds                                   |
|   |   | Requires public/private maintenance and operation                      |
| 5. No action  | Doesn't require public expenditures.  | Does not address outdated commercial space.                            |
|   |   | Does not address poor pedestrian linkages and poor overall site layout |
|   |   | Site must compete with larger commercial centers                       |
| <i>Atrisco Crossing</i>   |   |  |
| 1. Establish a mixed-use entertainment center   | Capitalizes on proximity to entertainment attractions across the river  | Could require assembly of a number of land parcels.                    |
|   | Capitalizes on location adjacent to bosque  | Could require use of eminent domain.                                   |
|   | Brings private investment into MRA  | Requires identification of private developer                           |

| Opportunity Site Strategies  | Assets  | Liabilities   |
|--|---|---|
| 2. Reinforce the existing community commercial center  | Would draw people from across the city and region<br>Improved site layout, design, and visibility | Could require public expenditure<br>Site must compete with larger commercial centers<br>Requires identification of private developer  |
| 3. Create a distinctive sense of place by integrating the site with the bosque and the river | Capitalizes on proximity to unique natural feature.   | Could require public expenditure<br>Requires coordination with other agencies that have a management role with respect to the bosque. |
| 4. Medical Offices   | would generate additional traffic to support businesses   | Trend has been to locate near medical centers   |
| 5. School  | would reinforce location as a community center  |   |
| 6. Atrisco Land Grant Museum   | would reinforce location as a community center  | Could require expenditure of public funds.  |
| 7. Rent up existing commercial space at Atrisco plaza  | Doesn't require public expenditures.  | Site suffers from poor visibility/site layout<br>Site must compete with larger commercial centers                                     |

### C. Selected Redevelopment Strategies

Based on the input received from the CAT, the public survey, the public charrette, and the SWAN meeting, the West Central Metropolitan Redevelopment Area Plan recommends the following opportunity sites and redevelopment strategies.

#### 1. Atrisco Business Park

##### a. Economics

- Redevelop under-utilized properties at the Central/Unser intersection as additional industrial, office, or commercial space

##### b. Design

- Create gateway features at the Central/Unser intersection and at the I-40 exit
- Make streetscape improvements along Unser Boulevard

## 2. Atrisco Town Center

### a. Economics

- Reinforce the site as a convenience commercial shopping area
- Reinforce the site as a center for Mexican and other ethnic specialty businesses

### b. Design

- Make design improvements to enhance the site as a convenience commercial shopping area
- Make design improvements to enhance the site as a center for Mexican and other ethnic specialty businesses

## 3. Atrisco Crossing

### a. Economics

- Create a mixed-use entertainment center
- Strengthen the site as a center for community commercial uses

### b. Design

- Create a distinctive sense of place at the site by integrating the development with the bosque and the river

The following section looks at these opportunity sites and redevelopment strategies in greater detail.

## VI. PROPOSED OPPORTUNITY SITES AND REDEVELOPMENT STRATEGIES

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### A. Introduction

The following chapter discusses the recommended opportunity sites in greater detail. In each case the emphasis is on developing a unique and distinctive sense of place. For each location the following information is presented:

- A “SWOT” analysis detailing the internal *strengths* and *weaknesses* and the external *opportunities* and *threats* that may be present;
- A Vision Statement, Goals and Objectives that describe the desired future for each site and present recommendations to reach it;
- A Redevelopment Concept that spells out in greater detail the recommended economic development and design strategies;
- A Design Plan that presents site plans and other sketches to illustrate the vision for each opportunity site; and
- An Implementation section that recommends specific development projects and, where necessary changes to existing development policies and regulations.
- A list of anticipated benefits from the proposed redevelopment.
- 

During the planning process, community residents emphasized the importance of the area’s history, dating back to the Atrisco Land Grant and the Town of Atrisco. The Atrisco Business Park already reflects this heritage in its name. This MRA plan proposes new names for the other opportunity sites to reinforce the area’s historic identity:

- *Atrisco Town Center*, for the Old Coors and Central intersection
- *Atrisco Crossing*, for the Atrisco Plaza area
- 

### 1. Atrisco Business Park

#### a. SWOT Analysis

The strategic analysis of the Atrisco Business Park identified the following strengths, weaknesses, opportunities, and threats:

##### Strengths:

- An experienced, active developer at Meridian Business Park
- Good quality, competitively-priced commercial and industrial space
- Available on-site infrastructure
- Good access and visibility from I-40, providing a desirable location for warehousing/distribution, assembly, and light manufacturing businesses
- Proximity to new West Side residential development

Weaknesses:

- The lack of gateway or entrance features at Central Avenue and I-40
- The poor appearance of Unser Boulevard
- The poor appearance of surrounding development, especially along Central Avenue
- The distance from “bosses” in the Northeast Heights

Opportunities:

- A large amount of vacant land

Threats:

- The encroachment of residential development and other non-industrial uses into the park
- The potential relocation of wholesale/distribution and light assembly businesses to the Paseo del Volcan corridor
- The vulnerability of the business park’s national tenants to the fluctuations of the national economy

**b. Vision Statement, Goals and Objectives**

Based on this analysis, the MRA plan proposes the following vision statement, goals and objectives for the Atrisco Business Park.

Vision Statement

The Atrisco Business Park is a principal location in the Albuquerque metro area for warehousing/distribution, light assembly, and other types of businesses and a major employment center.

Goals and Objectives

*Economics*

- - Goal 1. Strengthen Atrisco Business Park as a location for industrial activity and as an employment center.
    - Objective 1. Redevelop under-utilized properties at the Unser/Central intersection as new office, industrial or commercial space.

*Design*

- Goal 1. Create a distinctive visual identity and sense of arrival at the site.
  - Objective 1. Create gateway features at the Central-Unser intersection and at the I-40 exit.
  - Objective 2. Make streetscape improvements along Unser Boulevard.
- Goal 2. Enhance the appearance of the surrounding environment.
  - Objective 1. Redevelop blighted properties at the Unser/Central intersection.

### c. The Redevelopment Concept

The vision for the Atrisco Business Park is as a principal location in the Albuquerque metro area for warehousing/distribution, light assembly and other types of industry and an employment center. The recommended redevelopment strategy is to enhance the overall appearance of the property and to provide additional industrial space.

#### Market Analysis Summary

- Area economic development organizations consider Atrisco Business Park to be a strong location for warehousing/distribution and light assembly operations. It provides good access to Interstate 25 and modern, well-equipped space at competitive prices.
- The appearance of surrounding neighborhoods undermines the appeal of the business park as a business location.
- The main entrances to the business park along Unser Boulevard from I-25 to the north and from Central Avenue to the south are unattractive. Several junkyards and other run-down properties occupy prominent locations at the Central/Unser intersection.

#### Economic Development Strategy

- Redevelop under-utilized properties at the Central/Unser intersection as additional industrial, office, or commercial space.

#### Design Strategy

The design strategy for the Atrisco Business Park is to improve the appearance of the site in order to strengthen its image as a high-quality industrial location. Special attention is given to the entranceways into the industrial park, which, as noted previously, present a poor first impression. The strategy includes the following elements, which are illustrated in Figure 12:

- Create major gateway elements at the Unser/Central intersection and the entrance from I-40.
- Create landscaped nodes at the major intersections on Unser Boulevard.
- Install median landscaping and other streetscape improvements along Unser Boulevard.
- Redevelop blighted properties at the Central/Unser intersection

Figure 13 shows one possible design concept for the Atrisco Business Park in greater detail.

Figure 12. Atrisco Business Park Conceptual Design Plan

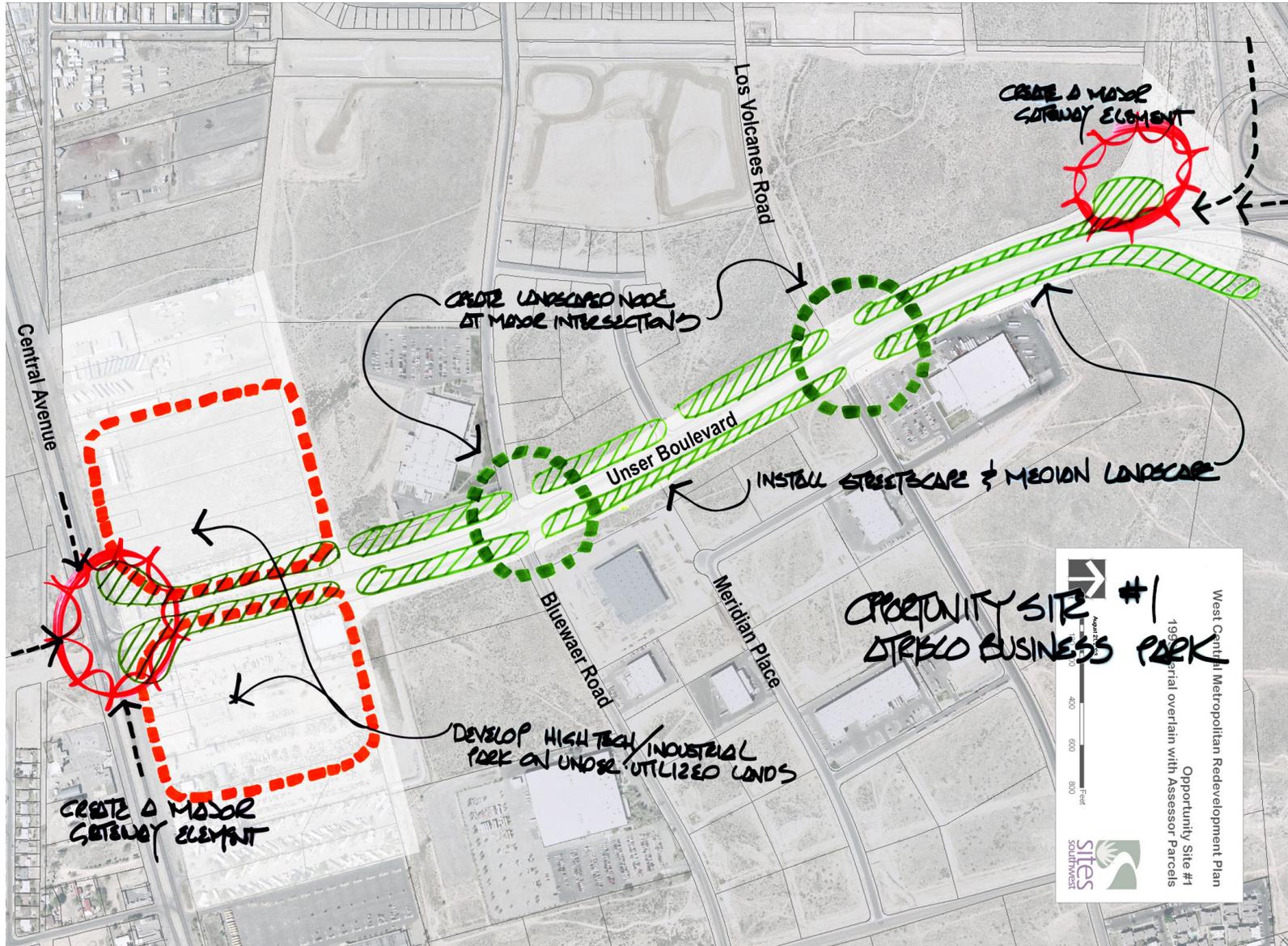
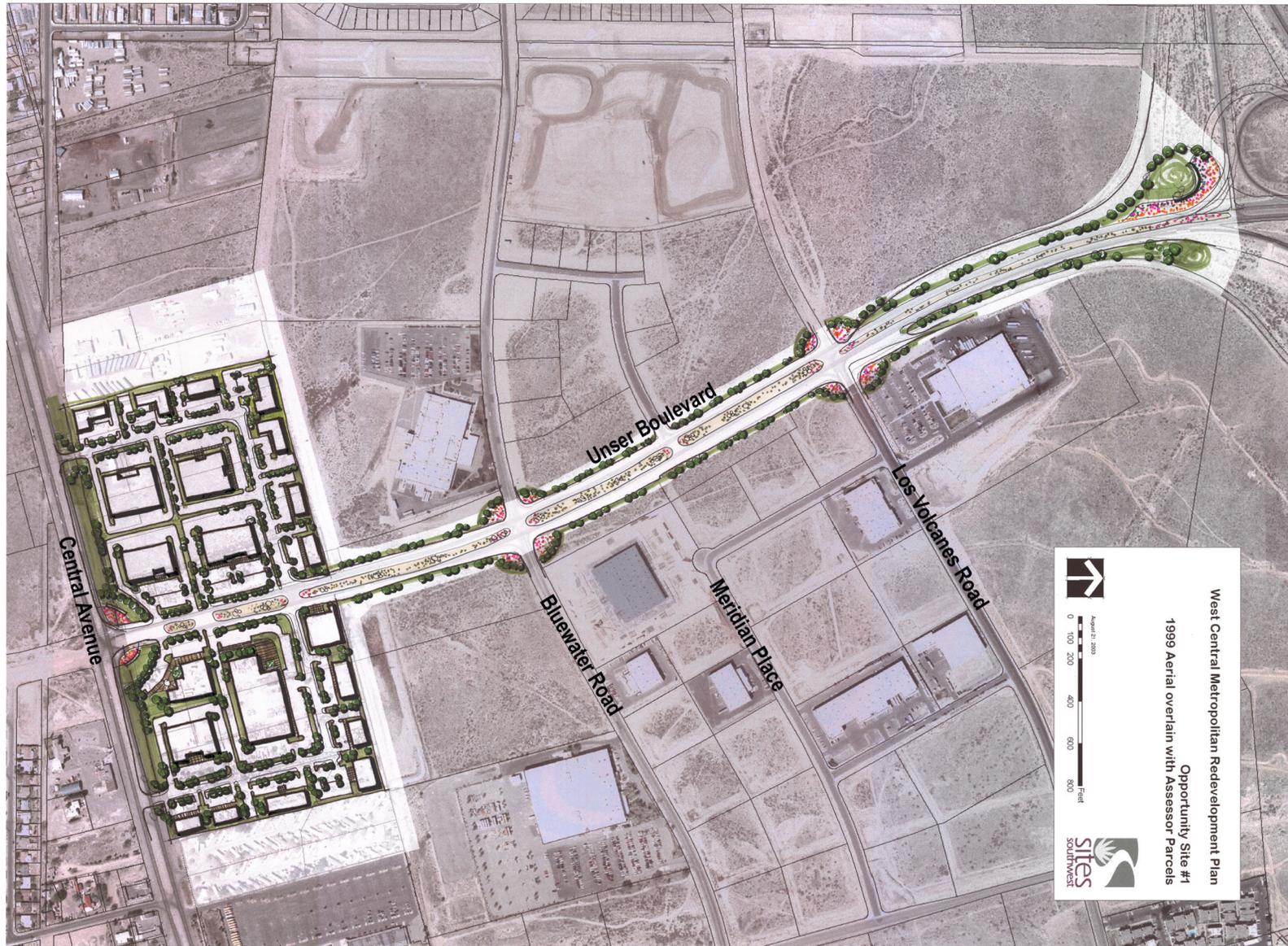


Figure 13. Atrisco Business Park Design Plan



**d. Implementation**

The City should begin by undertaking the gateway and streetscape improvements along Unser Boulevard described above to enhance the site’s overall appearance and image.

Once these improvements are underway, the City should acquire under-utilized properties near the Unser/Central intersection and issue a request for proposals for a private developer to undertake redevelopment of the node. The City should try to negotiate a sale with the owners but may need to consider property condemnation where a sale cannot be arranged.

The City and the selected developer should enter into a development agreement providing for the sale of the property to the developer and specifying the project requirements. To assist the selected developer with the assembly of other properties, the City may need to consider condemnation in cases where a sale can not be arranged.

Financial Analysis

In order to give a preliminary sense of financial feasibility and to determine how much public subsidy may be required, the following section presents a financial analysis of a hypothetical redevelopment project for the Atrisco Business Park.

The northwest corner of Central and Unser encompasses several parcels being used by an existing salvage yard, and the property is for sale. This project proposes redevelopment of the parcels as a small business park with ancillary commercial at the intersection.

The proposed building program is shown in the following table.

**Table 5. Atrisco Business Park Proposed Building Program**

| Description         | Land Area | Building Area           | Proposed Improvements               |
|---------------------|-----------|-------------------------|-------------------------------------|
| New retail space    | 1.5 Ac.   | 20,000 sf of new space  | Construction of new retail space    |
| New office space    | 17.4 Ac.  | 85,018 sf of new space  | Construction of new office space    |
| New warehouse space |           | 255,055 sf of new space | Construction of new warehouse space |

*Project Costs*

- **Land acquisition**

Properties for sale include three five-acre tracts priced at \$2.95 per square foot and a 3.9 acre tract without Central Avenue frontage priced at \$2.25 per square foot.

- **Site Development Costs**  
Site development includes demolition and grading, as well as paving of new parking areas and common landscaping. Total site development costs are estimated to be \$1,759,967.
- **New Construction**  
A total of 10,000 square feet of commercial space would be constructed as part of the project at an estimated construction cost of \$70 per square foot. Office space costs are estimated to be \$85 per square foot, and warehouse space is estimated to cost \$50 per square foot.
- **Services and Fees**  
Fees and contingency costs include permit fees, architectural and engineering fees, and other miscellaneous soft costs. These costs are estimated to total \$6,204,997.

**Table 6. Atrisco Business Park Estimated Project Costs**

|   |                 |  |                     |
|---|-----------------|--|---------------------|
| <b>Estimated Project Costs</b>              |                 |  |                     |
| <b>Land and Building Acquisition</b>        | <b>40 acres</b> |  | <b>\$4,888,400</b>  |
| <b>Site Development Costs</b>               |                 |  | <b>\$1,759,967</b>  |
| Demolition and grading                      |                 |  | \$627,264           |
| Site work                                   |                 |  | \$522,720           |
| Parking                                     |                 |  | \$244,079           |
| Landscaping                                 |                 |  | \$365,904           |
| <b>New Construction</b>                     |                 |  | <b>\$20,104,011</b> |
| Retail space                                | 20,000 sf       |  | \$1,400,000         |
| Office space                                | 85,018 sf       |  | \$5,951,276         |
| Warehouse space                             | 255,055 sf      |  | \$12,752,735        |
| <b>Fees and Contingency</b>                 |                 |  | <b>\$6,204,997</b>  |
| Architectural/Engineering Fees              |                 |  | \$1,093,199         |
| Permit Fees                                 |                 |  | \$65,592            |
| Other Fees                                  |                 |  | \$3,953,007         |
| Contingency                                 |                 |  | \$1,093,199         |
| <b>Financing Costs and Interim Interest</b> |                 |  | <b>\$1,751,096</b>  |
| <b>Total Project Cost</b>                   |                 |  | <b>\$34,708,471</b> |

▪ **Financing Costs and Interim Interest**

Up front financing costs include construction loan and permanent loan points and interim interest during construction. Financing and interim interest are approximately five percent of total budgeted costs.

*Income and Expense Analysis*

The income and expense analysis is based upon the assumptions described below.

▪ **Rental Income**

Rent was calculated at \$20.00 per square foot for the retail space and a blended \$9.00 per square foot for office/warehouse space. These lease rates are somewhat higher than current retail and industrial lease rates for newer buildings in and near Atrisco Business Park.

▪ **Vacancy Rates**

A vacancy rate of five percent is factored into the income and expense calculations.

▪ **Operating Expenses**

Operating expenses include insurance, maintenance and management fees.

▪ **Financing Assumptions**

The debt service expense assumes a 20 year mortgage at 6.5% interest with a required debt service of 1.2.

▪ **Project Feasibility**

This project would require a subsidy of about \$850,000 in addition to the debt and equity capital it could attract.

**Table 7. Atrisco Business Park Income and Expenses**

|                            |                        |             |
|----------------------------|------------------------|-------------|
| <b>Income and Expenses</b> |                        |             |
| Project Costs              |                        |             |
| Office Net Leasable Area   |                        |             |
| Office                     | 85,018 sf @ \$14.32 sf |             |
| Warehouse                  | 255,055 sf @ \$8.32 sf |             |
| Retail                     | 20,000 sf @ \$20.82 sf |             |
| <b>Income</b>              |                        |             |
| Office Rents               |                        | \$1,217,036 |
| Warehouse Rents, incl CAM  |                        | \$2,120,780 |
| Retail Rents, incl. CAM    |                        | \$416,300   |
| Less vacancy               |                        | \$187,706   |
| Gross Operating Income     |                        | \$3,566,410 |

|  |  |                     |
|--|--|---------------------|
| <b>Income and Expenses</b>             |  |                     |
| <b>Expenses</b>                        |  |                     |
| Maintenance                            |  | \$30,606            |
| Maintenance Reserve                    |  | \$75,615            |
| Insurance                              |  | \$5,401             |
| Management                             |  | \$106,222           |
| Commissions/TI                         |  | \$75,615            |
| <b>Total Expenses</b>                  |  | <b>\$293,459</b>    |
| Net Operating Income                   |  | \$3,272,950         |
| Debt Coverage Ratio                    |  | 1.2                 |
| Annual Debt Service                    |  | \$2,727,459         |
| <b>Maximum Permanent Financing</b>     |  | <b>\$30,052,524</b> |
| Required Initial Investment            |  | \$4,908,857         |
| Equity attracted at 15% rate of return |  | \$4,059,361         |
| Financial Gap                          |  | \$849,496           |

### Funding

The estimated cost to purchase the properties for the possible development project is \$4,888,400.

The City has programmed CDBG funds to acquire properties creating conditions of slum and blight.

The City is requesting \$1 million in the 2003 G.O. bond cycle to fund redevelopment activities throughout the MRA. TIF funds will eventually be available to support redevelopment activities.

### **e. Benefits**

The redevelopment strategy for Atrisco Business Park will bring the following benefits.

- It will strengthen the business park as a location for business, increasing the number of well-paying jobs in the area.
- It will improve the appearance of Central Avenue corridor.
- It will increase property values in the MRA, generating TIF funds for further improvements in the MRA.

## 2. Atrisco Town Center

### a. SWOT Analysis

The strategic analysis of Atrisco Town Center identified the following strengths, weaknesses, opportunities and threats:

#### Strengths:

- Location at a major intersection
- High traffic levels on Central Avenue
- A well-known location
- A strong anchor business (Samon's)
- A number of established businesses serving the neighborhood, including the following types:
  - Miscellaneous Retail
  - Fast Food Restaurants
  - Thrift/discount
  - Personal Finance
  - Auto-related
- Several ethnic Mexican businesses (e.g., music/CDs, bakery, video rental store, giftshops)

#### Weaknesses:

- Crime in the area (both perceived and actual)
- Poor pedestrian linkages (sidewalks and crosswalks)
- Limited parking
- Awkward arrangement of buildings
- A number of run-down and vacant buildings (e.g., at SW corner of intersection)
- The negative perception of the surrounding area

#### Opportunities:

- Vacant and underutilized land and buildings potentially available for redevelopment
- Location on historic Route 66
- The area's history (South Valley, Atrisco Land Grant)

#### Threats:

- Changes in retail formats that favor large stores and growing competition from nearby commercial centers (e.g., West Bluff Center, Coors Plaza area)

## **b. Vision Statement, Goals and Objectives**

Based on this analysis, the MRA plan proposed the following vision statement, goals and objectives for the Atrisco Town Center.

### Vision Statement

The Atrisco Town Center is a healthy shopping area for surrounding neighborhoods and a vibrant center in the Albuquerque metropolitan area for ethnic specialty items.

### Goals and Objectives

#### *Economics*

Goal 1: Reinforce the Atrisco Town Center as a convenience commercial shopping area.

Objective 1. Attract additional convenience retail and service businesses to the area.

Goal 2: Establish the Atrisco Town Center as a center for ethnic businesses

Objective 1: Attract additional ethnic businesses to the area.

#### *Design*

Goal 1: Make design improvements to enhance the site's accessibility and convenience as a shopping district.

Objective 1. Improve pedestrian accessibility

Objective 2. Provide on-street parking

Objective 3. Redevelop vacant and under-utilized properties to create a denser, more vibrant shopping district.

Goal 2: Use design improvements to establish a unique "sense of place"

Objective 1. Create a pedestrian-oriented ethnic shopping district street theme.

Objective 2. Create a design overlay zone to guide building colors, materials and signage.

## **c. The Redevelopment Concept**

The vision for the Atrisco Town Center is as a healthy community shopping area serving surrounding neighborhoods and a vibrant center in the Albuquerque metro area for Mexican and other ethnic specialty items. The recommended redevelopment strategy is to make physical design improvements to create a more inviting, pedestrian-friendly environment and to provide additional space for convenience commercial and ethnic specialty businesses.

### Market Analysis Summary

- Surrounding neighborhoods have a large Hispanic population, and in particular a large Mexican immigrant population.
- Existing Mexican specialty businesses provide a foundation for an ethnic retail district.
- Large numbers of cars pass through the intersection every day. Central Avenue is also a major bus route and would likely be a principal route of a future light rail system.
- Existing convenience commercial businesses provide a foundation for a neighborhood commercial center that could be strengthened by the addition of various “missing” retail and service businesses.
- Competition from larger nearby commercial centers, such as Coors Plaza, West Bluff Center, and (to a lesser extent) Atrisco Plaza, limits the type of businesses that are feasible at this location. The presence of dominant anchors, superior access, and proximity to growing residential neighborhoods has made these centers the preferred locations in the area for national retailers. Further, smaller local businesses in the MRA will find it hard to match the pricing and selection of the larger stores for general merchandise, groceries, and home improvement items.
- The intersection provides an opportunity to create a convenient, pedestrian-friendly commercial node where customers could park once and shop at several stores.
- Several vacant and underutilized properties could provide space for additional commercial development. These include the vacant properties at the Southwest corner of the intersection, the large Samon’s parking lot, the mobile home park property on the south side of Central, and the vacant property along the Arenal Canal.

### Economic Development Strategy

The economic development strategy is to attract additional convenience retail and service businesses and additional Mexican and other ethnic specialty businesses to the area. The following types of businesses should be targeted for recruitment.

#### *Neighborhood-Oriented Commercial Businesses*

- Pharmacy
- Convenience store/market
- Florist
- Barber shop
- Laundry
- Dry cleaner
- Medical offices
- Post office

#### *Ethnic Specialty Retail and Service Businesses*

- Restaurants
- Apparel/fashion
- Dress shop
- Food stores

- Herbal remedies store
- Travel agency

### Design Strategy

The design strategy for Atrisco Town Center is to create a vibrant, pedestrian-oriented shopping environment that establishes the site as the principal location for neighborhood-oriented shopping along Central Avenue and a true town center. Design features should also accentuate the ethnic character of much of the area's commercial activity. The strategy includes the following elements, which are illustrated in Figure 14:

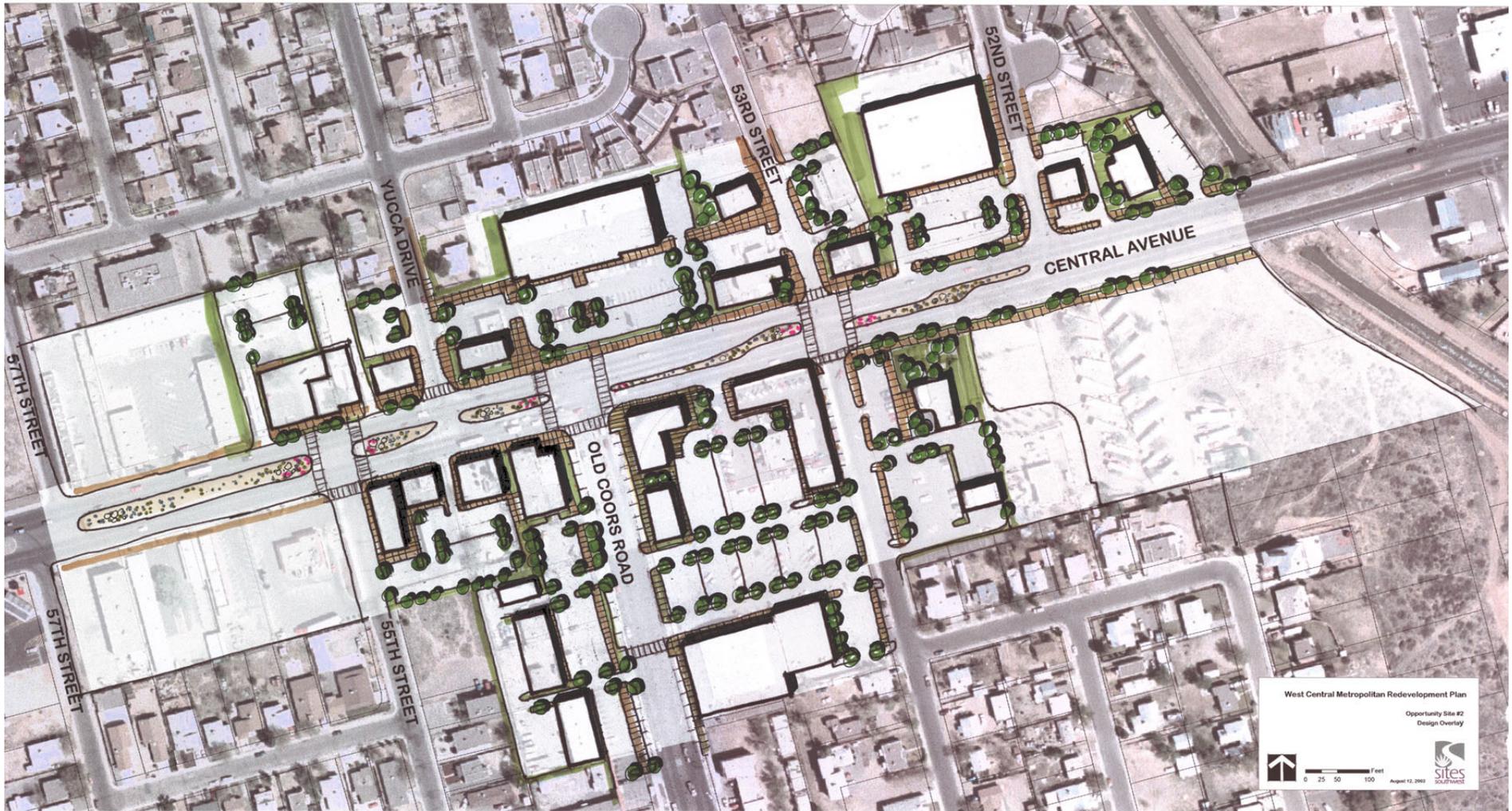
- Create a "town center" gateway element at the Old Coors/Central intersection.
- Maintain recent median landscape improvements and plant additional street trees.
- Strengthen the pedestrian network with sidewalk and crosswalk improvements so that shoppers can walk safely and comfortably throughout the commercial center.
- Maximize on-street and off-street parking to enhance convenience for shoppers.
- Redevelop vacant and under-utilized properties to create a more dense and vibrant commercial node.

Figure 15 shows one possible design concept for the Atrisco Town Center in greater detail.

Figure 14. Atrisco Town Center Conceptual Design Plan



Figure 15. Atrisco Town Center Design Plan



**d. Implementation**

The City should begin by undertaking the streetscape and other public improvements described above to create a more appealing and pedestrian-friendly shopping environment.

Once these improvements are underway, the City should acquire vacant properties in the vicinity of the Old Coors/Central intersection and issue a request for proposals for a private developer to undertake the redevelopment of the Atrisco Town Center. The City should try to negotiate a sale with the owners but may need to consider property condemnation where a sale cannot be arranged.

The City and the selected developer should enter into a development agreement providing for the sale of the property to the developer and specifying the project requirements. To assist the selected developer with the assembly of other properties, the City may need to consider condemnation in cases where a sale can not be arranged.

Financial Analysis

In order to give a preliminary sense of financial feasibility and to determine how much public subsidy may be required, the following section presents a financial analysis of a hypothetical redevelopment project for the Atrisco Town Center.

The proposed redevelopment project at Central and Old Coors will enhance and strengthen an existing commercial center at the intersection. This project encompasses 1.3 acres on the southwest corner of Central Avenue and Old Coors. The project includes renovation of an existing 8,000 square foot building and development of an adjacent 20,000 square foot vacant parcel. The focus of the redevelopment and new development is community oriented retail geared to the surrounding Hispanic population. Potential uses would complement the emerging specialty retail cluster just to the south of the property and help attract shoppers to the existing retail and service businesses within walking distance of the intersection.

The project would contain a mix of renovated and new retail space. The City could retain ownership of the property and lease it to retail tenants or include the property and existing building in a redevelopment package for a private developer.

The proposed building program is shown in the following table.

**Table 8. Atrisco Town Center Proposed Building Program**

| Description            | Land Area | Building Area            | Proposed Improvements   |
|------------------------|-----------|--------------------------|---|
| Renovated retail space | .85 Ac.   | 8,000 sf renovated space | Façade improvements and interior renovation of existing Thrift Store building |
| New retail space       | 20,000 sf | 4,000 sf of new space    | Construction of new retail space  |

*Project Costs*

- **Land acquisition**  
The proposed site encompasses two parcels, both of which are currently for sale. The thrift shop site is priced at \$498,000, and the vacant parcel is priced at \$225,000.
- **Site Development Costs**  
Site development includes demolition and grading, as well as paving of new parking areas and landscaping. Total site development costs are estimated to be \$52,440.
- **New Construction**  
A total of 4,000 square feet of commercial space would be constructed as part of the project at an estimated construction cost of \$70 per square foot.
- **Building Renovations**  
Façade renovations are proposed for the thrift store building at an estimated cost of \$25 per square foot.
- **Services and Fees**  
Fees and contingency costs include permit fees, architectural and engineering fees, and other miscellaneous soft costs. These costs are estimated to total \$151,106.

**Table 9. Atrisco Town Center Estimated Project Costs**

|   |                  |  |                    |
|---|------------------|--|--------------------|
| <b>Estimated Project Costs</b>              |                  |  |                    |
| <b>Land and Building Acquisition</b>        | <b>1.3 acres</b> |  | <b>\$723,000</b>   |
| <b>Site Development Costs</b>               |                  |  | <b>\$52,440</b>    |
| Site work and parking                       |                  |  | \$42,440           |
| Landscaping                                 |                  |  | \$10,000           |
| <b>New Construction</b>                     | <b>4,000 sf</b>  |  | <b>\$280,000</b>   |
| <b>Renovation/Façade Improvements</b>       | <b>8,000 sf</b>  |  | <b>\$200,000</b>   |
| <b>Fees and Contingency</b>                 |                  |  | <b>\$151,106</b>   |
| Architectural/Engineering Fees              |                  |  | \$26,622           |
| Permit Fees                                 |                  |  | \$1,597            |
| Other Fees                                  |                  |  | \$96,265           |
| Contingency                                 |                  |  | \$26,622           |
| <b>Financing Costs and Interim Interest</b> |                  |  | <b>\$50,229</b>    |
| <b>Total Project Cost</b>                   |                  |  | <b>\$1,456,775</b> |

- **Financing Costs and Interim Interest**

Up front financing costs include construction loan and permanent loan points and interim interest during construction. Financing and interim interest are approximately three percent of total budgeted costs.

*Income and Expense Analysis*

The income and expense analysis is based upon the assumptions described below.

- **Rental Income**

Rent was calculated at \$10.00 per square foot for the renovated space and \$12.00 per square foot for new construction. These lease rates are consistent with shopping center lease rates along Central Avenue, but somewhat higher than rates in older strip centers because this space will be new or newly renovated.

- **Vacancy Rates**

A vacancy rate of five percent is factored into the income and expense calculations.

- **Operating Expenses**

Operating expenses include insurance, maintenance and management fees.

- **Financing Assumptions**

The debt service expense assumes a 20 year mortgage at 6.5% interest with a required debt service of 1.2.

- **Project Feasibility**

This project would require a subsidy of about \$212,000 in addition to the debt and equity capital that it could attract.

**Table 10. Atrisco Town Center Income and Expenses**

|  |            |             |
|--|------------|-------------|
| <b>Income and Expenses</b>             |            |             |
| <b>Project Costs</b>                   |            |             |
| Net Leasable Area                      | 12,000 sf  |             |
| Renovated space                        | 8,000      |             |
| New space                              | 4,000      |             |
| <b>Income</b>                          |            |             |
| Rent per sf per year, incl CAM         |            |             |
| Renovated space                        | \$10.98/sf | \$87,824    |
| New space                              | \$12.98/sf | \$51,912    |
| Less vacancy                           | 5%         | \$6,987     |
| <b>Gross Operating Income</b>          |            | \$132,749   |
| <b>Expenses</b>                        |            |             |
| Maintenance                            |            | \$1,224     |
| Maintenance Reserve                    |            | \$3,024     |
| Insurance                              |            | \$216       |
| Management                             |            | \$4,248     |
| Commissions/TI                         |            | \$3,024     |
| Total Expenses                         |            | \$11,736    |
| <b>Net Operating Income</b>            |            | \$121,013   |
| Debt Coverage Ratio                    |            | 1.2         |
| Annual Debt Service                    |            | \$100,844   |
| Maximum Permanent Financing            |            | \$1,111,154 |
| Required Initial Investment            |            | \$358,340   |
| Equity attracted at 15% rate of return |            | \$146,668   |
| <b>Financial Gap</b>                   |            | \$211,672   |

**Funding**

The City has programmed CDBG funds to acquire properties creating conditions of slum and blight. The City is also requesting \$1 million in the 2003 G.O. bond cycle to fund redevelopment activities throughout the MRA. TIF funds will eventually be available to support redevelopment activities.

### e. Benefits

The proposed redevelopment strategy for the Atrisco Town Center will bring the following benefits:

- It will increase the availability of ethnic specialty goods and services to serve the large Hispanic/immigrant population in surrounding neighborhoods.
- It will strengthen the existing neighborhood commercial center by filling in gaps in commercial activity.
- It will establish a more convenient, walkable commercial district.
- It will improve the appearance of the Central Avenue corridor.
- It will increase property values in the MRA, generating TIF funds for further improvements in the MRA.

## 3. Atrisco Crossing

### a. SWOT Analysis

The strategic analysis of Atrisco Crossing identified the following strengths, weaknesses, opportunities, and threats:

#### Strengths:

- Proximity to entertainment attractions such as the Albuquerque Zoo, the Albuquerque Biological Park, Old Town, and the soon-to-be renovated Tingley Beach
- Proximity to the Rio Grande Bosque
- Established commercial node with K-Mart as the anchor and the following types of businesses:
  - Discount Retail
  - Restaurants
  - Miscellaneous Retail
  - Miscellaneous Personal Services
- Large contiguous parcels with the potential for a “big idea” development
- Location on a major transportation corridor

#### Weaknesses:

- Poor visibility of the shopping center from Central Avenue
- Weak site linkages to the Bosque; there is no public pedestrian access, and views are blocked by existing development
- An unappealing entrance to the area from the Rio Grande, with the street frontage dominated by marginal retail uses
- An obsolete retail concept
- A high vacancy rate at Atrisco Plaza
- The large debt on the property and the resulting high purchase price
- Crime (perceived and actual)

- The poor reputation and appearance of the surrounding area

Opportunities:

- To develop a connection with the tourist/visitor attractions east of the Rio Grande
- To develop connections with a revitalizing downtown
- To capitalize on location next to the Bosque to create a unique place with regional appeal
- To create linkages to a future Bosque “Central Park”

Threats:

- The movement of population to the west beyond Coors Boulevard
- The shift of commercial activity to the west and north
- The weak financial condition of Kmart Corporation

**b. Vision Statement, Goals and Objectives**

Based on this analysis, the MRA plan proposes the following vision statement, goals and objectives for Atrisco Crossing.

Vision Statement

Atrisco Crossing is one of the city’s premier walkable mixed-use activity centers, which opens onto the Rio Grande Bosque. It also serves surrounding neighborhoods as a vibrant convenience commercial shopping district.

Goals and Objectives

*Economics*

Goal 1: Create a more sustainable mix of land uses.

Objective 1: Attract non-retail uses to the area.

Goal 2: Strengthen Atrisco Crossing as a center for convenience shopping.

Objective 1: Attract additional retail and service businesses to the area.

*Design*

Goal 1. Create a distinctive sense of place for the development.

Objective 1. Integrate development with the Bosque and the river.

Objective 2. Provide a gateway for the West Central MRA from the east side of the river.

### c. The Redevelopment Concept

The vision for the Atrisco Plaza area is as one of the city's premier walkable mixed-use activity centers, which takes full advantage of its location adjacent to the Rio Grande Bosque. The recommended redevelopment strategy is to create a distinctive sense of place tied to the river and the area's rich history, to create a mixed-use entertainment center with city-wide and regional appeal, and to focus and strengthen existing convenience commercial activities on a smaller portion of the site.

#### Market Analysis Summary

- Competition from larger nearby commercial centers (Coors Plaza, West Bluff Center) limits the type of businesses that are feasible at this location. The presence of dominant anchors, superior access, and proximity to growing residential neighborhoods have made these centers the preferred locations in the area for national retailers. Further, smaller local businesses in the MRA will find it hard to match the pricing and selection of the larger stores for general merchandise, groceries, and home improvement items.
- Large numbers of cars pass through the intersection every day. Central Avenue is also a major bus route and would likely be a principal route of a future light rail system.
- Existing discount and convenience commercial businesses demonstrate the continuing potential of the location as a community commercial node. The Kmart provides a large anchor for the location.
- Proximity to entertainment attractions east of the river provides an opportunity for additional entertainment-oriented development.
- Proximity to the Bosque and the river provides an opportunity to create a one-of-a-kind destination with city-wide and regional appeal.
- Establishment of the proposed Bosque "Central Park" would place one of the metro area's premier outdoor recreational and open space facilities adjacent to the site.
- The size of parcels in the area makes possible a large-scale redevelopment.

#### Economic Development Strategy

The economic development strategy for the Atrisco Plaza area is to bring new entertainment-oriented businesses to the site and to broaden the selection of convenience commercial businesses. The following types of businesses should be targeted for recruitment.

##### *Mixed-Use Entertainment Center*

- Major entertainment attraction (e.g., amusement park)
- Restaurants
- "Impulse" specialty retail

##### *Community Commercial Businesses*

- Full-service supermarket
- Ethnic/Mexican food market (e.g., Gigante)
- Pharmacy (e.g., Eckerd's)
- Discount retailer
- Hardware store (e.g., Ace or True Value, Baldrige, Hacienda, Raks)

- Medical offices/Urgent Care facility
- Personal services: dry cleaning, florist, travel agency

### Design Strategy

The design strategy for Atrisco Crossing is to capitalize on the site's location adjacent to the Rio Grande Bosque and its rich history to create a one-of-a-kind setting for high-quality entertainment, dining, and shopping. The idea is to create a unique and compelling place that draws people from throughout the region, while also providing a dramatic gateway to Albuquerque's west side. The strategy includes the following elements, which are illustrated in Figure 16:

- Create a major gateway element with signs, landscaping, and other physical improvements at the Atrisco/Central intersection.
- Create visual, pedestrian, and design connections to the bosque.
- Bring water from the riverside drain through the site to create a bosque effect within the development.
- Realign Atrisco Road north of Central Avenue along the MRGCD easement on the western edge of the site. This modification would provide for more flexibility in site development.
- Create a strong pedestrian link with the entertainment attractions located across the river. This connection could consist of a pedestrian walkway suspended below the existing Central Avenue Bridge.
- Buffer surrounding neighborhoods from light, noise and traffic.
- 

Figure 17 shows one possible design concept in greater detail.

Figure 16. Atrisco Crossing Conceptual Design Plan

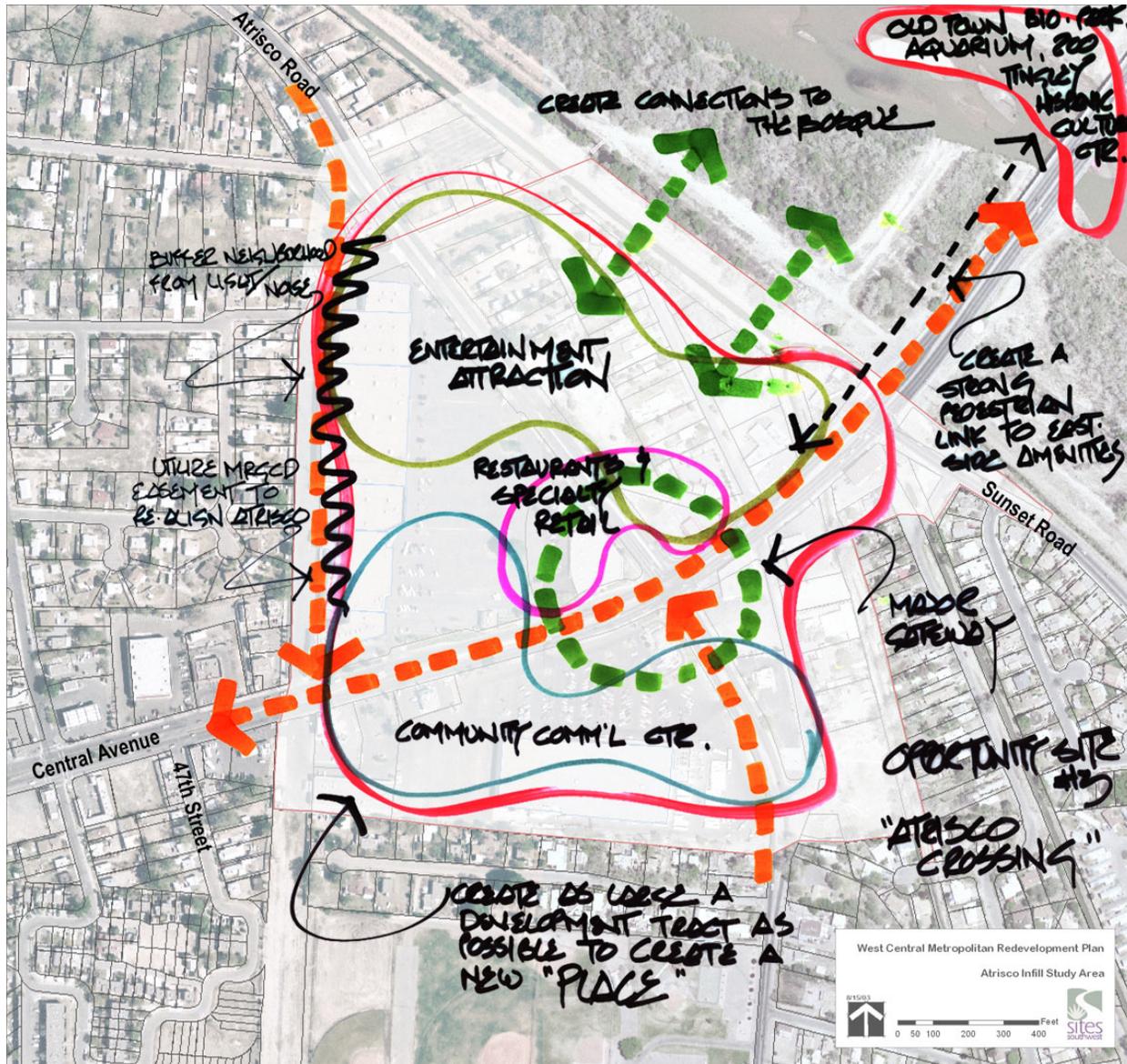


Figure 17. Atrisco Crossing Design Plan



**d. Implementation**

The City should acquire the Atrisco Plaza property and issue a request for proposals to select a private developer to undertake the redevelopment of Atrisco Crossing. The City should try to negotiate a sale with the owners but may need to consider property condemnation if a sale cannot be arranged.

The City and the selected developer should enter into a development agreement providing for the sale or lease of the property to the developer and specifying the project requirements. To assist the selected developer with the assembly of other properties, the City may need to consider condemnation in cases where a sale can not be arranged.

In order to bring the entire potential redevelopment site within the MRA, the City should also expand the MRA boundary to include all of the properties between Atrisco Road and the Atrisco Canal north of Central Avenue.

Financial Analysis

In order to give a preliminary sense of financial feasibility and to determine how much public subsidy may be required, the following section presents a financial analysis of a hypothetical redevelopment project for the Atrisco Plaza area.

The redevelopment of Atrisco Plaza and its surrounding area is proposed as the west side complement to the Albuquerque Bio Park on the east side of the Rio Grande. This project encompasses 52 acres north and south of Central Avenue and incorporates existing retail uses. Consistent with the entertainment focus east of the river, a major component of this project, approximately 21 acres, is proposed to be an outdoor amusement park with related administrative space, indoor amusement facilities, and parking. Complementary retail, including restaurants and impulse retail center on the existing Atrisco Central intersection. Community serving retail includes the existing Kmart, a new 46,000 square foot grocery and related parking. Small shops along Central in Atrisco Plaza would remain, and an established post secondary school would be relocated to renovated space adjacent to the retail shops.

The project would contain a mix of renovated space and new retail space. The City would retain ownership of the amusement park property and lease it to a private operator.

The proposed building program is shown in the following table.

**Table 11. Atrisco Crossing Proposed Building Program**

| Description   | Land Area | Building Area                                       | Proposed Improvements   |
|---|-----------|---|---|
| Amusement Park  | 25.1 Ac.  | 60,000 sf renovated space                           | Clearance and demolition of portions of Atrisco Plaza<br>Landscape improvements<br>Relocation of Atrisco Road |
| Central Avenue – North side<br>Restaurants – 7 sites<br>Impulse retail<br>School and retail | 13.2 Ac.  | 42,000 sf<br>10,000 sf<br>46,000 sf renovated space |   |
| South of Central<br>Renovated Kmart<br>Grocery store<br>Retail                              | 16.2 Ac.  | 94,000 sf existing<br>46,000 sf<br>37,000 sf        | Clearance and demolition of existing buildings<br>Landscape improvements<br>Relocation of Atrisco Road        |

*Project Costs*

- **Land acquisition**

The project assumes acquisition of approximately 55 acres. The estimated land cost is \$18,225,000 based on for sale prices and an analysis of assessed valuation compared to land prices in the area.

Acquisition includes purchase of Atrisco Plaza and ancillary buildings on parcels within the site.

- **Site Development Costs**

Site development includes demolition and grading, as well as paving of new parking areas and landscaping. Total site development costs are estimated to be \$2,236,000.

- **New Construction**

A total of 93,000 square feet of commercial space would be constructed as part of the project. This includes a 46,000 square foot grocery store and 47,000 of retail space.

Other new construction, including restaurants and a pharmacy would be the responsibility of the building owner/occupant. These businesses would lease land.

- **Building Renovations**

Major improvements are proposed for the remaining parts of Atrisco Plaza, including 60,000 square feet for the amusement park, 46,000 square feet for the relocated school, and the existing retail frontage on Central. The project includes a façade renovation for the Kmart building.

- **Services and Fees**

Fees and contingency costs include permit fees, architectural and engineering fees, and other miscellaneous soft costs. These costs are estimated to total \$3.79 million.

**Table 12. Atrisco Crossing Estimated Project Costs**

|   |                    |  |                     |
|---|--------------------|--|---------------------|
| <b>Estimated Project Costs</b>              |                    |  |                     |
| <b>Land Acquisition</b>                     | <b>57.55 acres</b> |  | <b>\$18,225,003</b> |
| <b>Site Development Costs</b>               |                    |  | <b>\$2,236,000</b>  |
| Demolition and grading                      |                    |  | \$900,000           |
| Site work                                   |                    |  | \$749,000           |
| Landscaping                                 |                    |  | \$587,000           |
| <b>New Construction</b>                     | <b>93,000 sf</b>   |  | <b>\$7,200,000</b>  |
| <b>Renovation/Façade Improvements</b>       | <b>147,370 sf</b>  |  | <b>\$1,135,000</b>  |
| <b>Fees and Contingency</b>                 |                    |  | <b>\$3,785,281</b>  |
| Architectural/Engineering Fees              |                    |  | \$1,121,000         |
| Permit fees                                 |                    |  | \$32,008            |
| Other fees                                  |                    |  | \$1,845,673         |
| Contingency                                 |                    |  | \$786,600           |
| <b>Public Improvements</b>                  |                    |  | <b>\$2,000,000</b>  |
| Road relocation                             |                    |  | \$2,000,000         |
| <b>Financing Costs and Interim Interest</b> |                    |  | <b>\$1,074,027</b>  |
| <b>Total Project Cost</b>                   |                    |  | <b>\$35,655,311</b> |

- **Financing Costs and Interim Interest**

Up front financing costs include construction loan and permanent loan points and interim interest during construction. Financing and interim interest are approximately three percent of total budgeted costs, excluding lease up income.

*Income and Expense Analysis*

The income and expense analysis is based upon several assumptions about how this project will work. The project includes several phases, with a combination of building leases and land leases. The components of the project are proposed to work as follows:

- **Amusement Park**

The amusement park would be leased to an amusement park operator, including a land lease and lease of 60,000 square feet of renovated space for administrative offices and indoor facilities. The land lease would encompass 25 acres. The total annual rent on this piece of the project is \$399,542, including building and land lease.

- **North Side Retail**

Retail space for lease on the remaining 13.2 acres north of Central includes 46,000 square feet for the relocated school and 12,500 square feet of retail space along Central. Both of these areas are renovated portions of the existing Atrisco Plaza. The school lease is assumed to be \$6.00 per square foot, and the lease rate for the 12,500 square feet is \$20.00 based on the prime Central Avenue exposure.

Seven restaurant pads are provided along the Central Avenue frontage in front of the amusement park. These pad spaces are assumed to lease for \$85,000 per year per pad.

- **South Side Retail**

Retail buildings on the south side of Central include the existing Kmart and several proposed spaces. The Kmart is assumed to have a façade renovation and will continue its land lease as part of the project. The rents for new retail spaces will range from \$10.00 per square foot for the grocery to \$18.00 per square foot for smaller retail tenants along the Central frontage.

- **Vacancy Rates**

A vacancy rate of five percent is factored into the income and expense calculations.

- **Operating Expenses**

Operating expenses include insurance, maintenance and management fees.

- **Financing Assumptions**

The debt service expense assumes a 20 year mortgage at 6.5% interest with a required debt service of 1.2.

- **Project Feasibility**

The project would require a subsidy of about \$5.4 million in addition to the debt and equity financing that it could attract.

Table 13. Atrisco Crossing Income and Expenses

|  |                              |              |
|--|------------------------------|--------------|
| <b>Income and Expenses</b>             |                              |              |
| <b>Project Costs</b>                   |                              | \$35,655,311 |
| Net Leasable Building Area             | 240,370 sf @ \$8.40 avg rent |              |
| Ground Lease – Bldg Area               | 160,000 sf @ \$7.47 avg rent |              |
| <b>Income</b>                          |                              |              |
| Building Rents and Ground Leases       |                              | \$3,403,940  |
| Less Vacancy                           |                              | \$170,197    |
| Effective Gross Operating Income       |                              | \$3,233,743  |
| <b>Expenses</b>                        |                              |              |
| Maintenance                            |                              | \$24,037     |
| Maintenance Reserve                    |                              | \$60,093     |
| Insurance                              |                              | \$4,206      |
| Management                             |                              | \$83,602     |
| Commissions/TI                         |                              | \$60,093     |
| Total Expenses                         |                              | \$232,031    |
| Net Operating Income                   |                              | \$3,001,712  |
| Debt Coverage Ratio                    |                              | 1.2          |
| Annual Debt Service                    |                              | \$2,501,426  |
| Maximum Permanent Financing            |                              | \$27,561,984 |
| Required Initial Investment            |                              | \$8,798,841  |
| Equity attracted at 15% rate of return |                              | \$3,417,277  |
| Financial Gap                          |                              | \$5,381,564  |

Funding

The estimated cost to purchase the Atrisco Plaza property and other properties included in the possible development project is \$18,225,000.

The City currently has programmed \$400,000 from the 1997 G.O. bond cycle to fund redevelopment activities in the Atrisco Plaza area. The City has also programmed CDBG funds to acquire properties creating conditions of slum and blight. The City is requesting another \$1 million in the 2003 G.O. bond cycle for the entire MRA. TIF funds will eventually be available to support redevelopment activities.

**e. Benefits**

The proposed redevelopment strategy for Atrisco Crossing will bring the following benefits:

- It will improve the appearance of the gateway to West Central Avenue, providing a more appealing “first impression” of the corridor.
- It will create linkages to the Bosque.
- It will provide entertainment activities for youth and families.
- It will provide seasonal jobs for youth.
- It will strengthen the existing community commercial center by filling in gaps in commercial activity.
- It will provide an ethnic market and possibly other businesses to serve the large Hispanic/immigrant population in surrounding neighborhoods.
- It will increase property values in the MRA, generating TIF funds to finance additional improvements in the MRA.

## VII. APPENDICES

### A. Neighborhood Survey Summary of Findings

Research & Polling, Inc., an Albuquerque market research firm, conducted a survey of 252 residents of the neighborhoods within approximately ½ mile of the MRA in May 2003. The purpose of the survey was to determine resident preferences for shopping and services along Central Avenue, current shopping patterns, and likelihood of more frequent shopping along Central if the retail environment were to improve through a greater variety or quality of stores.

Residents living near West Central and Old Coors Drive express great interest in the prospect of having more stores located in their area. In fact, two-thirds (67%) of residents say they would be *very likely* to shop more frequently in the area if a greater number of stores were located there and another 25% are *somewhat likely* to shop in the area more often. The perceived need for more shopping options is illustrated by the fact that nearly half (48%) of area residents believe the overall variety and selection of stores in the immediate area is worse when compared to other places in Albuquerque where they go shopping. Similar results are also observed when residents are asked about the attractiveness of the stores (47%).

When asked in an unaided manner, area residents say they most desire to have more discount stores (Wal-Mart, Target, Kmart), grocery stores, sit-down restaurants and clothing stores located in the area. That many residents would like to see more discount stores, clothing stores and sit-down restaurants is not surprising given that many residents are going outside the area for these types of stores and services. Nearly three-quarters (72%) of residents say they have purchased clothing outside the immediate area within the past month compared to just 26% who have done so locally. Furthermore, 74% have gone to sit-down restaurant in other areas of Albuquerque compared to 38% who have eaten out in the West Central/Old Coors area.

**Table 14. Types of Stores/Businesses Would Prefer to See  
More on West Central Avenue/Old Coors Drive**

*(Top 10 Unaided Responses)  
Total Sample (N=252)*

| Type                          | Percentage |
|-------------------------------|------------|
| Discount stores               | 29%        |
| Grocery stores                | 20%        |
| Sit-down restaurants          | 15%        |
| Clothing stores               | 13%        |
| Mall                          | 8%         |
| Costco/Sam's Club type stores | 7%         |
| Home improvement stores       | 6%         |
| Medical services              | 6%         |
| None in particular            | 23%        |
| Don't know/won't say          | 2%         |

*Note: The sum of the percentages exceeds 100% due to multiple responses*

Area residents were asked in an unaided, open-ended manner what types of businesses they would like to see more of on West Central Avenue and Old Coors Drive. The plurality of residents (29%) say they would like more discount stores such as Wal-Mart, Target or Kmart, while 20% say more grocery stores are needed and 15% would like to see more sit-down restaurants. Other frequently mentioned businesses or stores include clothing stores (13%), shopping malls (8%), Costco/Sam's Club type store (7%), home improvement stores (6%) and medical services (6%).

**Table 15. Comparison of Shopping Opportunities on West Central to Other Places in Albuquerque (Summary Table)**

*Ranked By Highest Percentage 'Better'  
Total Sample (N=252)*

| <i>Response</i>                         | <i>Better</i> | <i>About The Same</i> | <i>Worse</i> | <i>Don't Know/<br/>Won't Say</i> |
|---|---------------|-----------------------|--------------|----------------------------------|
| Convenience of the location             | 40%           | 39%                   | 17%          | 4%                               |
| Parking availability                    | 22%           | 55%                   | 18%          | 5%                               |
| Customer service of merchants           | 18%           | 55%                   | 22%          | 6%                               |
| Price of the merchandise                | 15%           | 60%                   | 20%          | 5%                               |
| Overall variety and selection of stores | 14%           | 33%                   | 48%          | 5%                               |
| Hours of operation                      | 12%           | 68%                   | 16%          | 5%                               |
| Attractiveness of the store             | 8%            | 41%                   | 47%          | 4%                               |
| Quality of the merchandise              | 7%            | 61%                   | 27%          | 5%                               |

Area residents were asked if they believe various aspects of the shopping on West Central and Old Coors Drive is better, about the same or worse than other places where they shop. As shown above, residents are most apt to say the convenience of location of the shopping on West Central and Old Coors Rd. is better (40%), though 39% say the convenience of location is about the same as other places and 17% say it is worse. Over one-fifth (22%) of area residents also believe the parking is better at the local shops, though 18% disagree, saying parking is better at the other places they shop and 55% say it is about the same. Similar results are observed for customer service, with 18% saying it is better in the local area, though 22% say the customer service is better in other areas where they shop.

Residents are slightly more apt to say the price of merchandise is better in the other areas they shop (20%) than it is in the local area (15%), though the majority say they are about the same (60%). While the prices may be somewhat similar, there are clear differences in the perceived variety, selection and attractiveness of area stores. Nearly half (48%) of area residents say the variety and selection of stores in the Central and Old Coors area is worse than the other places they shop

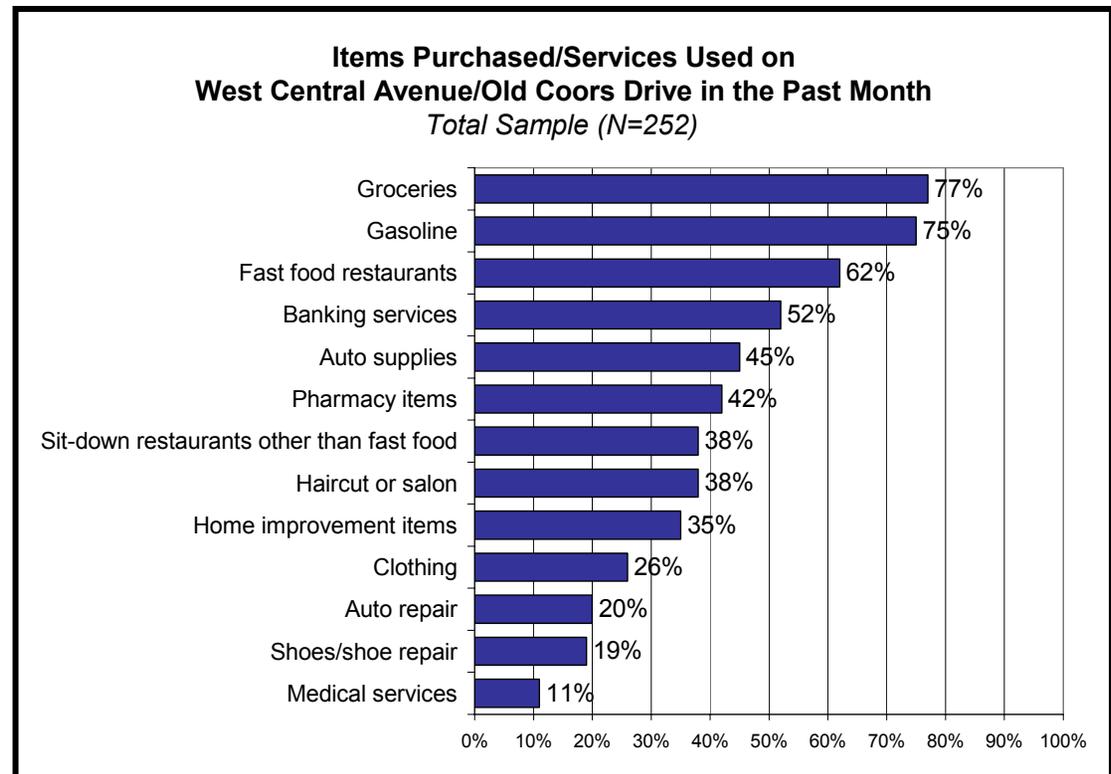
and 47% say they attractiveness of the stores is worse. It should also be noted that residents are four times as likely to say the quality of merchandise in their area is worse than other places where they shop as they are to say it is better (27% and 7%, respectively). The majority of residents (61%) say the quality of merchandise is about the same.

It should be noted that residents with a household income of \$40,000 or more tend to be more critical of the shopping in the Central and Old Coors area than are residents with lower levels of income. For instance, 73% of those earning \$40,000 or more say the overall variety and selection of stores is worse, compared to other areas they go shopping and 69% say the attractiveness of the stores is worse. No significant trends are observed for other demographic subgroups.

Residents were asked if they or a household member has purchased various products and services on West Central Avenue or Old Coors Drive in the past month. As shown above, residents are most apt to have purchased groceries (77%) and gasoline (75%) in the area within the past month, while 62% have gone to a fast food restaurant and just over half (52%) have used local banking services.

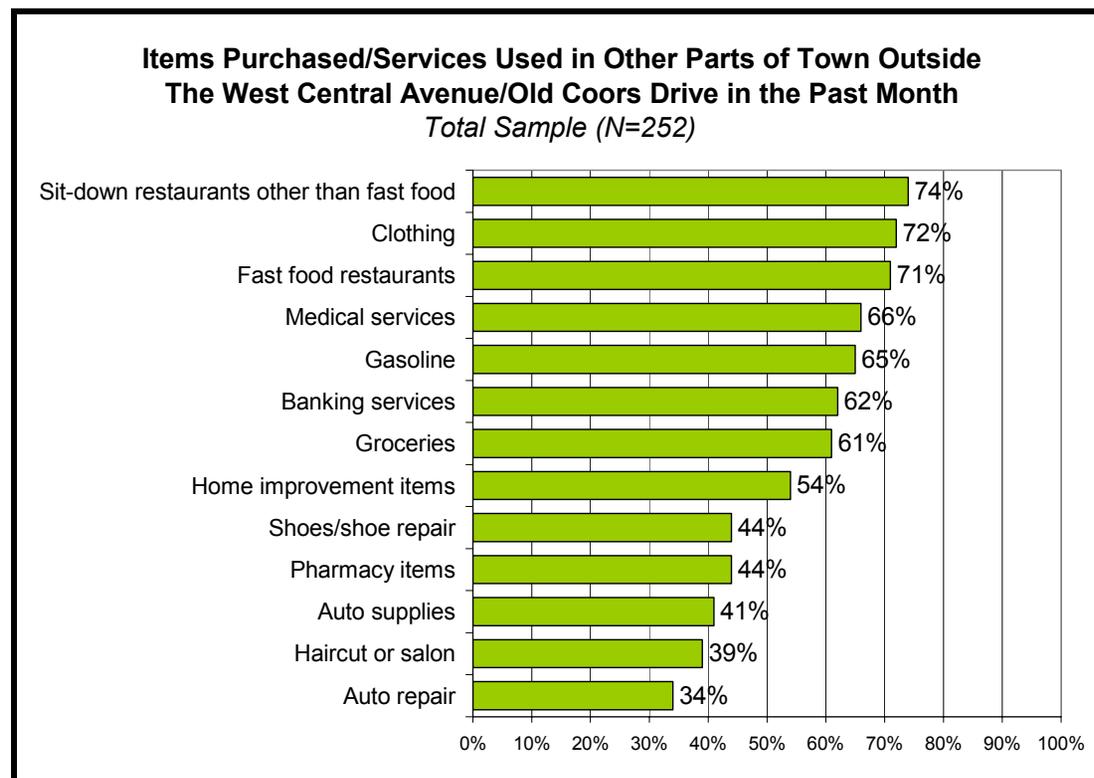
Other frequently purchased items or services include auto supplies (45%), pharmacy items (42%), sit-down dining (38%), hair cuts or salon services (38%) and home improvement items (35%). It should also be noted that one-in-four (26%) area residents have purchased clothing on West Central or Old Coors Drive in the past month. The services or items purchased least frequently in the area include auto repair services (20%), shoes/shoe repair (19%) and medical services (11%).

There are some interesting demographic differences in shopping habits. Residents with higher levels of household income are less inclined to shop locally than are those with lower levels of income. For instance, 34% of those with a household income of less than \$30,000 have purchased clothing locally compared to just 17% of those earning \$30,000 or more. Furthermore, 84% of those with a household income less than \$30,000 have purchased groceries locally compared to 67% with higher levels of income. Those with lower levels of income are also twice as likely to have gone to a local hair salon. Looking at age, we find that seniors (48%) are more apt than others (36%) to have dined at a local sit-down restaurant. In comparison, 77% of residents under the age of 35 have eaten at a local fast food restaurant compared to 57% of older residents.

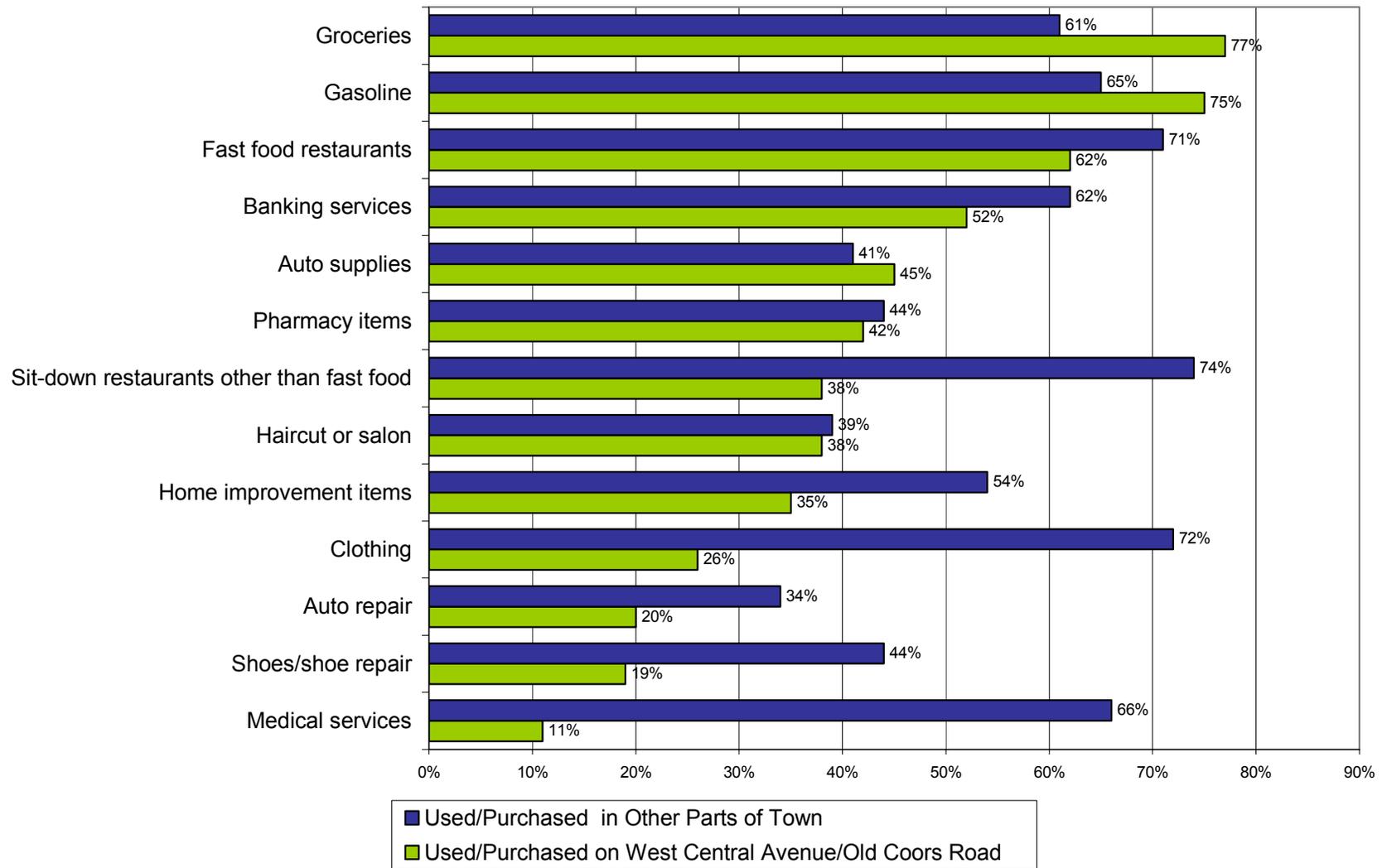


Residents were re-read the list of various items and services and asked if they have purchased each outside of the West Central/Old Coors Drive area in the past month. As shown above, residents are most apt to say they have gone to a sit-down restaurant outside the area within the past month (74%), though 72% also say they have purchased clothing outside the area and 71% went to a fast food restaurant. Other goods and services frequently purchased in other areas of Albuquerque include medical services (66%), gas (65%), banking services (62%), groceries (61%) and home improvement items (54%).

It should be noted that younger residents and those with higher levels of income are more apt than others to purchase goods and services outside of the West Central Avenue/Old Coors Drive area. It is also interesting that while just 33% of area residents under the age of 50 have dined at a sit-down restaurant in the West Central Avenue/Old Coors Drive area in the past month, 82% have done so in other areas.



**Comparison of Items Purchased/Services Used on  
West Central Avenue/Old Coors Drive & Other Parts of Town in the Past Month**  
*Total Sample (N=252)*



The graph on the preceding page illustrates the purchasing habits of area residents in terms of what they are buying in the West Central/Old Coors Drive area and what they are purchasing outside the area. For some items and services, we observe a large discrepancy in purchasing habits. The biggest differences are observed for medical services, clothing, sit-down restaurants and shoes/shoe repair. While just 26% of area residents say they have purchased clothing in the West Central Old Coors Drive area in the past month, 72% have made such a purchase outside the area. Furthermore, we find that 74% of residents have had a sit-down dinner at a restaurant outside the area, compared to 38% who have eaten somewhere near West Central and Old Coors Drive.

There are only two instances in which residents are more apt to have purchased items locally rather than in other areas of Albuquerque. Seventy-seven percent of residents say they have purchased groceries in the West Central and Old Coors area compared to 61% who have bought groceries outside the area. Furthermore, 45% of residents have purchased auto supplies in the local area which is slightly higher than 41% who have gone outside the area.

**Table 16. Undesirable Types of Businesses**

*(Top 8 Unaided Responses)*  
*Total Sample (N=252)*

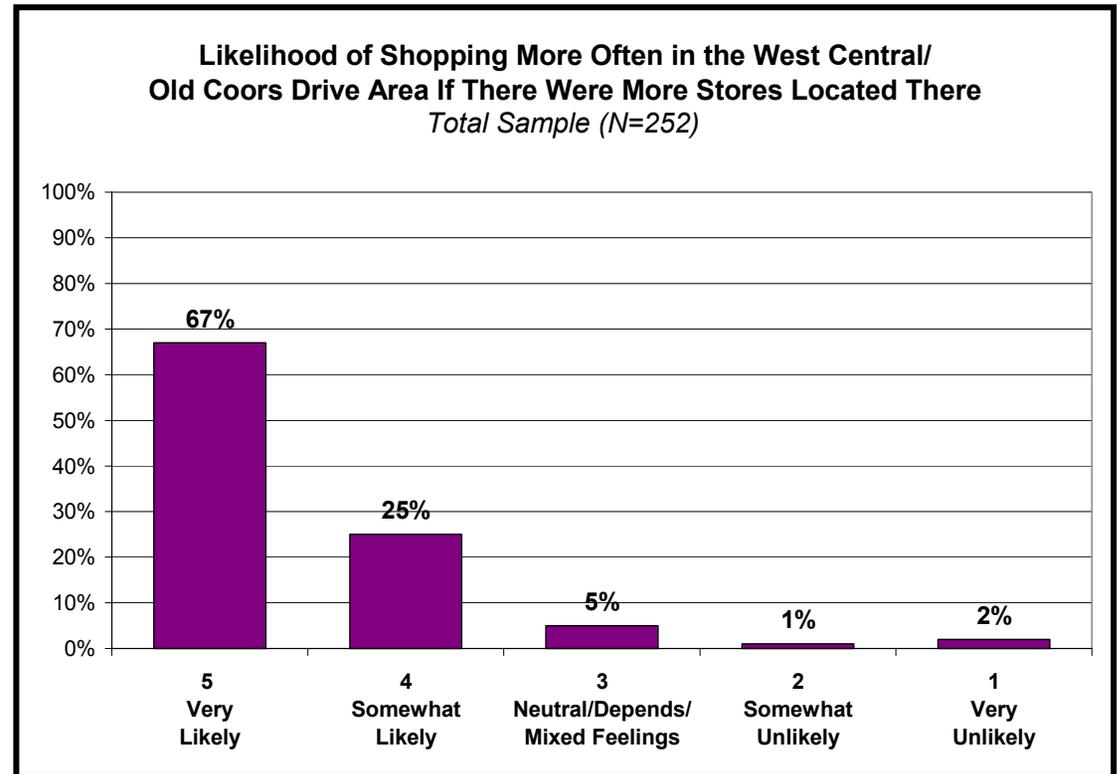
| Type                         | Percentage |
|------------------------------|------------|
| Sexually oriented businesses | 16%        |
| Bars/nightclubs              | 14%        |
| Hotels/motels                | 7%         |
| Auto repair                  | 6%         |
| Tattoo parlors/body piercing | 5%         |
| Drug dealers                 | 5%         |
| None in particular           | 44%        |
| Don't know/won't say         | 8%         |

*Note: The sum of the percentages exceeds 100% due to multiple responses.*

Residents were asked in an unaided, open-ended manner if there are any types of businesses which are undesirable or they would rather not have on West Central and Old Coors Drive. As shown above, 16% of residents say they would prefer not to have sexually oriented businesses in the area, while 14% say they would not like to see bars/night clubs. The majority of residents (52%) did not mention any particular type of business they find undesirable or would not like to have located in the area.

As shown to the right, two-thirds of area residents say they would be *very likely* to shop on West Central and Old Coors Drive more often if more stores were located there and another 25% say they would be *somewhat likely*. Very few residents (3%) indicate they would *not* be more likely to shop in the area if more stores were located there.

It should be noted that Hispanic residents are more apt than Anglos to say they would be *very likely* to shop in the area more often if there were more stores (71% and 52% respectively). Furthermore, residents with three or more household members are more apt to say they would be *very likely* to shop locally than are residents in smaller households (71% and 62%, respectively). Finally, 71% of residents under the age of 50 say they would be *very likely* to shop in the area more often compared to 60% of seniors.



## B. Neighborhood Survey – Questionnaire

**West Central/Old Coors Road Survey**  
**Sites Southwest/City of Albuquerque**  
**May 2003**  
**FINAL**  
**N = 250**

Hello. My name is **YOUR NAME** from Research & Polling, Inc. We are conducting a survey for the city of Albuquerque to learn about shopping preferences among residents in your neighborhood. I assure you we are not selling anything, and we would greatly appreciate your opinions.

**1. What types of stores and businesses would you like to see more of on West Central Avenue or Old Coors Road? (Probe) What else? (TAKE UP TO 5 RESPONSES) (DO NOT READ)**

- |   |                             |
|---|-----------------------------|
| 01. Auto supplies                                   | 11. Grocery stores          |
| 02. Auto repair                                     | 12. Gym/workout facilities  |
| 03. Banks/banking services                          | 13. Home improvement stores |
| 04. Barber/beauty salon                             | 14. Mall                    |
| 05. Clothing stores                                 | 15. Medical services        |
| 06. Discount stores (Walmart/Target/Kmart)          | 16. Mexican goods/supplies  |
| 07. Dollar stores (Greenbacks/Dollar General, etc.) | 17. Sit-down restaurants    |
| 08. Dry cleaners                                    | 98. None in particular      |
| 09. Fast food restaurants                           | 99. Don't know/won't say    |
| 10. Gas stations                                    |                             |

OTHER (SPECIFY): \_\_\_\_\_

I'd like you to compare the shopping opportunities you have on West Central and Old Coors Road to other places where you shop in Albuquerque. For each item I read, tell me whether West Central and Old Coors Road is better, about the same or worse than other places where you shop. (RANDOMIZE)

|  | BETTER | About<br>THE SAME | WORSE | DON'T KNOW/<br>WON'T SAY |
|--|--------|-------------------|-------|--------------------------|
| 2. Overall variety and selection of stores ..... | 1      | 2                 | 3     | 4                        |
| 3. Quality of the merchandise .....              | 1      | 2                 | 3     | 4                        |
| 4. Customer service of merchants.....            | 1      | 2                 | 3     | 4                        |
| 5. Price of the merchandise .....                | 1      | 2                 | 3     | 4                        |
| 6. Parking availability.....                     | 1      | 2                 | 3     | 4                        |
| 7. Attractiveness of the store .....             | 1      | 2                 | 3     | 4                        |
| 8. Hours of operation .....                      | 1      | 2                 | 3     | 4                        |
| 9. Convenience of location.....                  | 1      | 2                 | 3     | 4                        |

I'd like to read you a list of shopping items or services. For each one please tell me whether you, or a household member, have purchased it on the West Central Avenue or Old Coors Road area in the past month...

|   | YES | No | DON'T KNOW/<br>WON'T SAY |
|---|-----|----|--------------------------|
| 10. Groceries .....                                 | 1   | 2  | 3                        |
| 11. Gasoline.....                                   | 1   | 2  | 3                        |
| 12. Clothing.....                                   | 1   | 2  | 3                        |
| 13. Banking services .....                          | 1   | 2  | 3                        |
| 14. Fast food restaurants .....                     | 1   | 2  | 3                        |
| 15. Sit-down restaurants other than fast food ..... | 1   | 2  | 3                        |
| 16. Medical services.....                           | 1   | 2  | 3                        |
| 17. Auto supplies .....                             | 1   | 2  | 3                        |
| 18. Haircut or salon.....                           | 1   | 2  | 3                        |
| 19. Shoes/shoe repair.....                          | 1   | 2  | 3                        |
| 20. Auto repair .....                               | 1   | 2  | 3                        |
| 21. Home improvement items.....                     | 1   | 2  | 3                        |
| 22. Pharmacy items .....                            | 1   | 2  | 3                        |

I'd like to re-read the same list and ask whether you or a household member has purchased these items and services in other parts of town; outside the West Central Avenue/Old Coors Road area, in the past month...

|   | YES     | NO      | DON'T KNOW/<br>WON'T SAY |
|---|---------|---------|--------------------------|
| 23. Groceries .....                                 | 1 ..... | 2 ..... | 3                        |
| 24. Gasoline .....                                  | 1 ..... | 2 ..... | 3                        |
| 25. Clothing .....                                  | 1 ..... | 2 ..... | 3                        |
| 26. Banking services .....                          | 1 ..... | 2 ..... | 3                        |
| 27. Fast food restaurants .....                     | 1 ..... | 2 ..... | 3                        |
| 28. Sit-down restaurants other than fast food ..... | 1 ..... | 2 ..... | 3                        |
| 29. Medical services .....                          | 1 ..... | 2 ..... | 3                        |
| 30. Auto supplies .....                             | 1 ..... | 2 ..... | 3                        |
| 31. Haircut or salon .....                          | 1 ..... | 2 ..... | 3                        |
| 32. Shoes/shoe repair .....                         | 1 ..... | 2 ..... | 3                        |
| 33. Auto repair .....                               | 1 ..... | 2 ..... | 3                        |
| 34. Home improvement items .....                    | 1 ..... | 2 ..... | 3                        |
| 35. Pharmacy items .....                            | 1 ..... | 2 ..... | 3                        |

**36. Are there any types of businesses which are undesirable or that you would rather not have on West Central Avenue and Old Coors Road? (Probe) What else? (TAKE UP TO 5 RESPONSES) (DO NOT READ)**

- |   |                                  |
|---|----------------------------------|
| 01. Auto supplies                                   | 12. Grocery stores               |
| 02. Auto repair                                     | 13. Gym/workout facilities       |
| 03. Banks/banking services                          | 14. Home improvement stores      |
| 04. Barber/beauty salon                             | 15. Homeless shelters            |
| 05. Clothing stores                                 | 16. Mall                         |
| 06. Discount stores (Walmart/Target/Kmart)          | 17. Medical services             |
| 07. Dollar stores (Greenbacks/Dollar General, etc.) | 18. Mexican goods/supplies       |
| 08. Drug dealers                                    | 19. Sexually oriented businesses |
| 09. Dry cleaners                                    | 20. Sit-down restaurants         |
| 10. Fast food restaurants                           | 98. None in particular           |
| 11. Gas stations                                    | 99. Don't know/won't say         |

OTHER (SPECIFY): \_\_\_\_\_

**37. How likely would you be to shop more often in the West Central/Old Coors Road area if more stores were located there? Would you be *very likely*, *somewhat likely*, *somewhat unlikely* or *very unlikely*?**

- 5. Very likely
- 4. Somewhat likely
- 3. Neutral/Depends/Mixed feelings (*volunteered*)
- 2. Somewhat unlikely
- 1. Very unlikely
- 6. Don't know/won't say

**THANKS FOR YOUR PATIENCE. NOW, I WOULD LIKE TO ASK SOME QUESTIONS FOR STATISTICAL PURPOSES ONLY.**

**38. Please stop me when I read your age category. (read categories)**

1. 18 to 34 years
2. 35 to 49 years
3. 50 to 64 years
4. 65 years and over
5. Won't say (*DO NOT READ*)

**39. Do you consider yourself to be Anglo, Hispanic, African-American, Native American Indian or of other descent?**

1. Anglo
2. Hispanic
3. Black/African-American
4. Native American Indian
5. Other
6. Won't say

**40. How long have you lived in your neighborhood?**

1. Less than 8 years
2. 8 to 20 years
3. More than 20 years
4. Won't say

**41. Including yourself, how many people live in your household?**

- |                    |                |
|--------------------|----------------|
| 1. One/just myself | 5. Five        |
| 2. Two             | 6. Six or more |
| 3. Three           | 7. Won't say   |
| 4. Four            |                |

**42. Please stop me when I read the category that best describes your total household income. (read categories)**

1. Less than \$20,000
2. \$20,000 to \$29,999
3. \$30,000 to \$39,999
4. \$40,000 to \$49,999
5. \$50,000 to \$59,999
6. \$60,000 and over
7. Won't say (*DO NOT READ*)

**THIS CONCLUDES OUR SURVEY. THANK YOU FOR YOUR TIME. HAVE A GOOD DAY.**

*NOTE TO POLLER, WAS RESPONDENT:*

1. Male
2. Female

Respondent's Phone Number \_\_\_\_\_

Poller Name \_\_\_\_\_

Poller Code \_\_\_\_\_

Block Group (From phone sample) \_\_\_\_\_