

City of Albuquerque  
Request for Proposals for

# BROWN PROPERTY COMMUNITY WORKSHOP

RFQ #745472

**NOVEMBER 16, 2016**



Submitted by:

**sites**  
southwest



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# PROJECT UNDERSTANDING & OBJECTIVES

## OUR UNDERSTANDING OF THE PROJECT

In order to support the goals of the North Fourth Street Corridor Plan, the City of Albuquerque has purchased key properties along the corridor as potential redevelopment opportunity sites. The Brown property is a well-located property that is suitable for residential and commercial use that, if developed thoughtfully, could be a catalytic project to jump start additional private-sector investment along the corridor.

We understand the neighborhood associations along North Fourth are highly engaged, as is the North Valley Coalition. The charrette process should further engage the public in developing the vision for the property and provide them with information about what is possible and feasible. Depending on the existing makeup and preferences of the Working Group, we suggest outreach to encourage participation by development oriented organizations like ULI and NAIOP. Our team believes it will be critically important to work through a consensus-based approach to reconciling community vision with real estate market realities, in order to align expectations among community stakeholders and development stakeholders.

New development along the corridor indicates a high potential for success. Both the residential and commercial components of the new mixed-use projects seem to be working well and are changing the context along the corridor. The new UNM clinic to the south and proximity to St. Therese

and Garfield Middle School are other assets of this location.

The site is within the North Corridor Metropolitan Redevelopment Area. The result of this project can serve as the site-specific MRA plan for this project.

The outcome of this work will inform an RFP process for redevelopment of the property, with development criteria for the RFP and recommendations for maintaining community support throughout the development process. Our team shares the City's goal for this project to create a development vision and criteria or inclusion in the RFP that has strong community support and that developers consider financially viable.

We see this as being similar to the workshops conducted to "reality test" the IDO but with a greater focus on the development options and desired attributes for this site. Jose Zelaya has developed a more three-dimensional approach to a community based site planning game that translates directly into preferred uses, site layouts and building massing options. Jeremy Nelson has two decades of experience in both planning and development fields. Drawing on that dual experience, he has facilitated community outreach with highly engaged stakeholders on planning and development related issues in communities of all sizes (including Albuquerque).



# RELATED EXPERIENCE

Sites Southwest was involved in the Near North Valley Sector Plan effort. While this plan was not completed, key provisions were incorporated into the North Fourth Street Corridor Plan. Sites Southwest was also involved in the development of the corridor plan overlay zone districts.

We are familiar with the neighborhoods in the North Valley and would enjoy the opportunity to work with neighborhood residents again.

Sites SW has worked on a number of MRA plans, including site specific MRA plans. We have developed a simplified "pencil out" proforma template for quick assessment of project

feasibility. This template will be further simplified and linked to the site plan components for use in the site planning game.

Sites Southwest staff have organized and facilitated interactive workshops for a variety of place based projects. These include workshop exercises that allow participants to lay out future land uses according to anticipated population and employment growth, park planning workshops using to scale park elements and costs to develop actual site layouts within budget constraints, and site specific planning workshops.



## EXPERIENCE WITH SIMILAR PROJECTS

### NEAR NORTH VALLEY SECTOR DEVELOPMENT PLAN



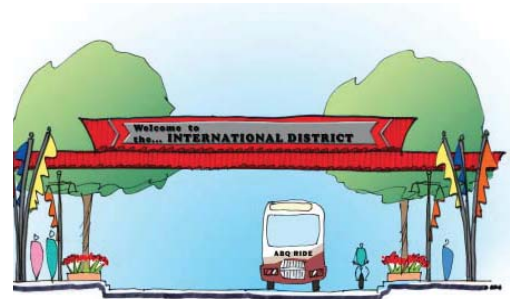
Albuquerque's Near North Valley neighborhood offers a mix of residential types and densities with a rural flavor less than 1.5 miles north of downtown Albuquerque. This Sector Plan was not adopted in its entirety, but elements of the plan were used in other related plans. Important features of the Sector Development Plan draft are zoning and other strategies to maintain the rural character of the area while promoting higher densities and pedestrian walkability in appropriate locations. To achieve this balance, Sites SW staff held a participatory visioning session with the citizen steering committee as well as a design charrette aimed at determining which locations would be most appropriate for higher densities.

Use of digital isometric drawings allowed residents to visualize alternative configurations of accessory dwelling units on lots. A plan for pedestrian pathways takes advantage of the unique system of acequia ditches to increase connectivity. The planning process included work with a steering committee composed of residents, property owners, businesses and neighborhood institutions and public meetings with outreach to the area's Spanish speaking population.

#### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios
- Report documenting outcome of workshops

## NEAR HEIGHTS MRA PLAN



The Near Heights is a diverse neighborhood located along Central Avenue in Albuquerque. Sites Southwest drew on the residents' and business owners' rich ethnic backgrounds and enthusiastic involvement to develop five strategies for redeveloping the neighborhood's two primary commercial corridors along San Mateo and Gibson Boulevards. Project ideas expanded on nearby successes, including transforming the area into part of Albuquerque's International District. Community outreach was designed to reach as many residents and businesses as possible. Public participation techniques included community meetings, a design charrette and face-to-face surveys of business owners. The project team analyzed the strengths and opportunities in the expansion area to propose catalyst projects for three vacant sites, including a mixed-use residential/office/community use development, a new retail/public plaza/café development and a pedestrian and bicycle friendly streetscape project. The Sites team estimated project costs and analyzed financial feasibility.

### Similar Components:

- Participatory and interactive design charrettes
- Site planning alternative scenarios
- Report documenting outcome of workshops

## VILLAGE OF LOS RANCHOS FOURTH STREET REVITALIZATION



The Fourth Street Revitalization of the Village of Los Ranchos will transform the corridor into an economic and civic hub for this small municipality in Bernalillo County's North Valley. The project includes both master planning and design of this Route 66 remnant. The former two-lane street sans pedestrian facilities is now a right-of-way composed of roadways, utility poles, primarily asphalt with undefined parking and no pedestrian or biking improvements. Local residents, merchants and visitors will benefit as this thoroughfare transforms into a more complete street with restaurants, commerce, civic spaces and more.

As part of a market study to identify opportunities for revitalizing the corridor, Sites Southwest surveyed residents and businesses in the village. Survey results highlighted the need for a central district in which people can live, work, shop, eat, socialize and be entertained. The goal of the village is a set of activities that will boost the local economy and sustain a vibrant corridor. The market study identified economic opportunities and positive investments that will add vitality to the village center.

The village wants physical improvements that retain the community's history and culture, while enhancing long-term sustainability. Planned improvements include: permeable paving for sidewalks, landscaping, lighting, low impact development drainage, on-street parking, a new reduced lane street with crosswalks and pedestrian beacons.

Sites Southwest is the project's prime consultant. The team is completing design and construction documents in 2016 and will support the village through construction of this exciting street makeover.

### Similar Components:

- Participatory and interactive design charrettes
- Participatory design program alternative scenarios
- Group discussions and debate of issues, constraints
- Report documenting outcome of workshops

## ANTHONY MASTER PLAN



Anthony, New Mexico is in a rapidly growing part of southern Dona Ana County within the El Paso, Texas metro area. Incorporated in 2010, Anthony leaders needed help directing the future of this new city. Sites Southwest created a Comprehensive Master Plan that holistically evaluates key issues facing the community.

Public involvement in the planning process included four public meetings/workshops conducted in English and Spanish, to allow the community to fully participate in the development of the plan. The first public meeting/workshop gave participants the opportunity to identify their town’s assets and problems, and develop a shared vision for the future. At the second public meeting, community members worked in teams to create large maps demonstrating where they believed future residential and commercial development should occur, as well as the locations of important community destinations and pathways. During the third meeting, Sites Southwest presented several future land use scenarios, based on population projections, infrastructure and environmental constraints, current development patterns, an inventory of vacant parcels, and input from the public. The scenarios addressed the issues identified by the public and incorporated their vision and land use ideas. The result of the planning process is a document and future land use plan that can guide development and policy-making.

### Similar Components:

- Participatory and interactive design charrettes
- Participatory land use design program scenarios
- Group discussions and debate of issues, constraints
- Report documenting outcome of workshops



## LAS CRUCES DOWNTOWN DESIGN CHARRETTE



Sites Southwest held a week-long Design Charrette at the City of Las Cruces’ Museum of Fine Arts in the downtown Las Cruces. The museum provided a public design venue where the Sites Southwest team could merge the extensive stakeholder input with the conceptual framework established by the City Council approved Las Cruces Downtown Revitalization Plan. The outcome was specific design recommendations for the revitalization of downtown Las Cruces.

Planning for the revitalization of Las Cruces began in 2003, continuing through conceptual design in 2005 and design and construction of specific projects that is continuing to today. The extensive public outreach and participatory planning process was important to the longevity of the vision. The city has systematically implemented the vision over a period of more than ten years, transforming Main Street into an attractive, pedestrian oriented downtown with a revitalized retail presence and community gathering spaces.

### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios
- Group discussions and debate of issues, constraints
- Report documenting outcome of workshops

## ARTESIA CITY HALL CAMPUS PLAN

Jose Zelaya worked with Artesia Mainstreet and the City of Artesia to create a development concept for the site surrounding the existing City Hall property with the goal of creating a strong Civic presence for the downtown center.

The process was designed to identify an appropriate development concept that will allow the COA facilities to be consolidated and to remain in downtown Artesia. The current City Hall needs expansion to appropriately serve the community. The study revealed that the City should consider the significance of its historical and physical presence to the center of town to contribute to the energy of the business district.

Jose facilitated a diverse committee comprised of representatives of different facets of the community including merchants, city officials and city staff. The resulting City Hall Campus concept provides a centralized strong presence for city offices and an ongoing anchor to Artesia's central downtown commercial district. The project also rendered a Veterans Park scheduled for opening in the Fall of 2012 and a two-story City building waiting for funding allocation. The site planning process used for this project is the process proposed for the Brown property workshops.



### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios

## FOURTH & MONTANO NEIGHBORHOOD PLAN

Jose Zelaya supported Consensus Builder in a participatory process to re-envision the area surrounding Fourth Street and Montano. Through a series community exercises, Consensus Builder organized a coalition of neighborhoods to address a series of issues affecting their area. The area has a complex mix of residential neighborhoods, new commercial areas, traditional commercial district and new commercial development. The core of the area has a village setting surrounded by agricultural fields that are still in use.

The plan successfully integrated all the pieces of the area and planned for future growth. The plan also identified a series of pilot projects. The result of the study rendered an Emerging Vision for the area. This vision has been the first step of many projects and efforts in the last few years..



### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios

### SANTA ROSA VISIONING PLAN

This study proposes a downtown revitalization approach using civic buildings and public spaces to promote re-investment and activity in the commercial district. Key to the success of the project was to provide a functioning judicial facility. This required the integration of the historic courthouse building and 1930's WPA addition into one facility along with building and code upgrades.

José Zelaya lead the group that collaborated with City and County officials to gain public support and build consensus. Communication to the public was clear and constant. Public support resulting from this study was well received; within months a referendum was passed to increase sales tax generating funds to construct the project.



#### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios
- Consensus building

### CLOVIS RAILYARDS STUDY

The Clovis Railyards is an adaptive reuse study of the vacant railroad facilities. The project proposes a flexible site for a farmers market and other retailing, cultural and community amenities as well as downtown parking.

The current buildings, arranged in a campus layout, create the right setting to support a number of activities and a great pedestrian urban environment. The project was planned to have an internal life but also to connect to the street front and act as a recognizable entry to downtown Clovis.



#### Similar Components:

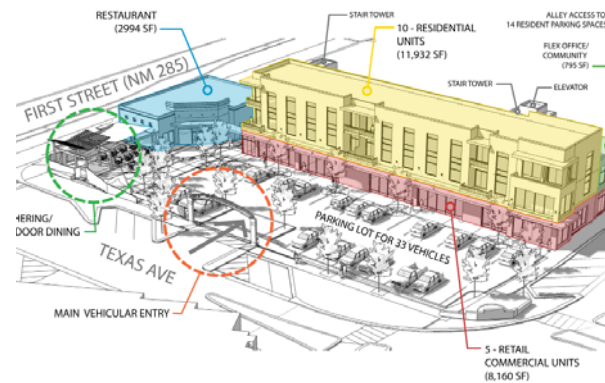
- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios
- Consensus building

## 1ST AND TEXAS MIXED USE DEVELOPMENT STUDY

José Zelaya, AIA designed a 22,000 SF three story mixed use development project for a property in the corner of Texas Ave. and Hwy 285. Located in close proximity to the heart of Artesia, the site has the potential to help support downtown growth and activities. It is a highly visible site due to its location next to 1st Street which is also NM 285 a major artery that connects south eastern New Mexico.

The design re-purposes a currently under-utilized key property. The property not only functions as a gateway to the City itself but also as an introduction to the new street improvements and commercial investment along Texas Avenue. The proposed design accommodates five large retail spaces, and a restaurant on the ground level and 10 (2 bdr) apartments on the 2nd and 3rd floors. This 30,000 SF multi-story will utilize the latest green technology, and will serve as both a smart building practice and as a marketing strategy. Additionally, the mixed use design would act as a catalyst for the local urban fabric. The site design incorporates open space and commercial programming to reinvigorate development along Texas Avenue and modern loft living will bring much needed housing units into the urban core.

During a series of design charrettes, Jose worked hand in hand with a group of investors, business owners, and neighbors in developing a scheme that will both meet the city's regulations as well as the neighborhood expectations. While maximizing the possibilities of the site the team kept real-time updates on an electronic pro-forma that balanced out the return on the investment of the property.



### Similar Components:

- Participatory and interactive design charrettes
- Graphic and digital visualization of design program scenarios
- Consensus building

**WESTMINSTER STATION TOD (WESTMINSTER, CO)**

Jeremy Nelson is the lead developer for a mixed-use project located on city-owned parcel adjacent to new RTD light rail station and parking garage. Proposed program consists of 155 “market rate affordable” rental units and 26KSF ground-floor commercial / public use to be developed in two phases. Project is currently undergoing due diligence and securing financing commitments.

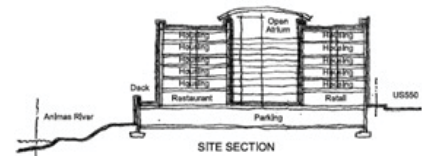


**DOWNTOWN MIXED-USE INFILL PROJECTS (GRAND JUNCTION, CO)**

Jeremy Nelson is the lead developer for two mixed-use projects in downtown Grand Junction on publicly-owned sites. Proposed program for both sites consists of some ground-floor commercial, flex space, and a mix of for-rent apartments and for-sale townhomes. Project is currently undergoing due diligence and securing financing commitments.

**CAMINO DEL RIO BLVD. MIXED-USE PROJECT (DURANGO, CO)**

Jeremy Nelson is a junior partner on a proposed mixed-use, infill redevelopment project in downtown Durango. Proposed program includes a mix of market-rate condos and LIHTC rental apartments, ground-floor commercial space including outdoor dining, and potential public open space improvements. Project is currently undergoing due diligence and securing financing commitments.



**SOUTH LINCOLN REDEVELOPMENT PLAN (DENVER, CO)**

Jeremy Nelson supported development plan, including significant community outreach, for phased redevelopment of 17.5 acres adjacent to RTD light rail station; first phases have been built (including a 100-unit senior housing project) as part of the 800+ new units envisioned.



**WEST DUBLIN BART STATION TRANSIT VILLAGE (DUBLIN, CA)**

Jeremy Nelson supported entitlement approval for a \$150 million, mixed-use, TOD project next to a new BART station that itself was partially-funded by a \$20 million developer contribution towards station construction costs.



## TEAM RESUMES



**Phyllis Taylor, AICP, Planning Principal/Project Manager, Sites Southwest LLC**

**Education: MBA - University of New Mexico; MA, Urban Affairs - Washington University (St. Louis); BA, Behavioral Science - Rice University**

**Certification: American Institute of Certified Planners, February 1982, AICP #016184**

Ms. Taylor's experience ranges from large scale comprehensive plans to neighborhoods to focused planning for single sites. She brings a background in real estate market analysis to her projects, recognizing the importance of social, natural and manmade capital to the development of healthy, sustainable communities. In addition to comprehensive plans, her experience includes: topic specific strategic plans for affordable housing; downtown redevelopment; utility systems; parks, recreation and open space; and economic development.

Ms. Taylor has successfully designed approaches for and managed a variety of land planning projects during her 36-year professional career. These projects range from broad community comprehensive plans to smaller-scale metropolitan redevelopment plans and sector development plans, facility plans and market analyses. Through working on these plans, she has acquired extensive experience in developing land use regulatory policy and zoning ordinances as well as in working with affected property owners. The Nob Hill SDP, which included hybrid form-based and land use zoning regulations, won the NM Chapter of the American Planning Association Comprehensive Planning Award.



**José M. Zelaya, AIA, NCARB, Urban Designer, Sites Southwest LLC**

**Education: M.Arch - UNM, 2003; Post Graduate - Urban Environmental Management - IHS, Holland, 2004; M.Arch - Urban Planning - UNAH Universidad, 1992**

**Registration/Certification: Registered Architect in New Mexico, Minnesota, North Dakota**

José Zelaya is an architect and urbanist with almost 20 years of experience in architectural and town planning projects of various scales. He works closely with communities to respond to their desires for good design, public space and community revitalization. Mr. Zelaya is a professor of town design in the School of Architecture at the University of New Mexico and has lectured for various organizations.

He has also served the New Mexico MainStreet organization as their Architectural Design Program Associate. Mr. Zelaya is a co-author for *The Plazas of New Mexico*, a book that documents and examines the public spaces in the state. He brings extensive experience in the documentation, planning and design of public spaces in New Mexico. His work throughout the state recognizes the delicate balance between semi-rural and urban spaces and how to explore their economic development potential and vitality. Mr. Zelaya also brings a natural ability to graphically communicate ideas with stakeholders and the public.



**George Radnovich, FASLA, Senior Landscape Architect/Site Planning, Sites Southwest LLC**

**Education: Bachelor of Architecture - UNM, 1975**

**Registration/Certification: New Mexico Registered Landscape Architect - (#92)**

George Radnovich is a founding Principal of Sites Southwest. He supplies a broad spectrum of site planning and design expertise to both public and private sectors throughout the southwestern United States. Through his professional practice, Mr. Radnovich has developed an approach to land and landscape design which stems from ecology and integrates into the built environment. His skills and capabilities include: regional analysis and ecologic planning, community and urban design, parks planning and design, site planning and planning for sustainability.

Mr. Radnovich has provided expertise for numerous projects. He has extensive experience in the coordination of large complex projects and joint and multiple-use developments, exemplified by his efforts with Master Planning, Urban and Rural Streetscapes, Planned Communities, Biological Parks and Botanical Gardens.



**Barbara S. Herrington, AICP, Planner/Project Manager, Sites Southwest LLC**

**Education: MA, Community and Regional Planning - UNM; BA, English - Pennsylvania State University**

**Certification: American Institute of Certified Planners, #019214**

Ms. Herrington has worked in planning and community development for 18 years. As the Planning Project Manager, she brings a wealth of experience in stakeholder involvement processes, land use policies and regulations, and market research. In a recent project, she brought a diverse group of stakeholders together to create a shared vision and corridor plan for the NM 14 State Highway in the East Mountains. The concept and optional zoning directed mixed-use commercial development and employment to specific nodes/centers while preserving rural residential in between, supported by design guidelines and roadway modifications.

Ms. Herrington's experience includes planning and developing public participation plans, facilitating neighborhood and larger community-wide meetings, and leading focus groups. She finds the participatory strategic planning process particularly useful in developing specific actions and projects to meet goals. She has designed and conducted surveys, written press releases and produced reports.



**James Foty, Planner, Sites Southwest LLC**

**Education: MA, Community and Regional Planning, UNM, 2015; BS, Philosophy & Political Science, University of Oregon, 2009**

James Foty is a graduate of the Community and Regional Planning Program at UNM. His professional project at UNM looked at ways to evaluate complete streets projects and designs. Besides complete streets, Mr. Foty's planning interests include urban design, streetscapes, green infrastructure, transit planning, plan evaluation and sustainable development. Mr. Foty is originally from Albuquerque but took a 12-year diversion in Oregon before returning to New Mexico for graduate school. His previous experience includes working for the Mid-Region Metropolitan Planning Organization as a research assistant. While there, he worked on their Long Range Transportation Systems Guide which included design specifications for new roadways. An additional core project was working with Presbyterian Hospital to promote active living options, walkability and improved health outcomes in the International District and South Valley. At Sites Southwest, Mr. Foty has worked on downtown master plans, metropolitan redevelopment plans, comprehensive plans and small area/neighborhood plans. His contribution to those documents includes research, data analysis, writing and mapping. Mr. Foty has a passion for creating plans that set out clear, achievable goals and action steps.

**Josh Johnson, Planner, Sites Southwest LLC**

**Education: MA, Community & Regional Planning - UNM; BS, Landscape Architecture - CSU**



Joshua Johnson graduated from the Landscape Architecture program at Colorado State University and the Community and Regional Planning Program at the University of New Mexico, where his professional project presented a mixed-use development plan along St Michael's Drive in Santa Fe. His previous experience includes working for the North Front Range Metropolitan Planning Organization (NFRMPO) in Fort Collins, Colorado as a Transportation Planner and Graphics Specialist. At the NFRMPO, Mr. Johnson was instrumental in completing the Long Range Regional Transportation Plan, as well as working on project funding and implementation in the Transportation Improvement Program, walkability advocacy and regional bicycle planning. He served on advisory committees for bicycle, pedestrian and transit plans in Fort Collins and the surrounding areas, and was a member of the Northern Colorado Bicycle and Pedestrian Collaborative. Mr. Johnson has also worked for the Resource Center for Raza Planning (RCRP) at UNM on a variety of economic development and land use plans, including a living cultural corridors study for Rio Arriba County and Santa Fe County. At Sites Southwest, he has worked on downtown master plans, metropolitan redevelopment plans, comprehensive plans, specific area plans, design studies, and affordable housing plans.





**Jeremy Nelson, Redevelopment Advisor Sites Southwest LLC**

**Education: MA, Urban Planning - University of California at Los Angeles; BA, History - Reed College**

Jeremy Nelson advises public and private clients on strategic community revitalization and redevelopment. His practice focuses on catalyzing community consensus and sustainable economic development, through the integration of land use and transportation planning, urban design and placemaking, and real estate development projects.

Throughout his 15-year career, Mr. Nelson has worked at diverse organizations, including the City of Portland Planning Bureau, Group 4 Architecture + Design, Livable City, and the Land Use and Transportation Coalition. Most recently, Jeremy was a Vice President at Vialta Group (a joint venture with Balfour Beatty) and a principal/practice leader at Nelson\Nygaard Consulting where he managed multimodal transportation projects for communities of all sizes, as well as a variety of public-private infill redevelopment projects.

Mr. Nelson is a frequent speaker on sustainable planning and revitalization strategies, sharing a comprehensive perspective on community transformation coupled with a practical focus on implementation to achieve real-world results. Collaborating with a select group of partners, several of Jeremy's projects have been recognized with "best practice" awards by the Congress for New Urbanism, American Planning Association, American Institute of Architects, Association of Landscape Architects, and Association of Environmental Professionals.



# ASSIGNMENT OF RESPONSIBILITIES

Task	TASK ROLES					
	Phyllis Taylor	George Radnovich	Jose Zelaya	Jeremy Nelson	Barbara Herrington	James Foty/Josh Johnson
<b>Development Program</b>	Review market data and format for workshops	Review development scenarios	Draft development program scenarios	Contribute expertise in marketability, site circulation	Review market data and assemble assumptions for feasibility analysis	Assist with market assumptions materials, assist with development program graphics
<b>Site Planning Game</b>	Review cost and revenue assumptions		Develop site planning game model and physical components, facilitate Working Group workshop	Review and add to market assumptions	Develop cost and revenue assumptions and pro forma template, help organize Working Group workshop	Assist with revenue assumptions and pro forma template
<b>Site Plan Concepts</b>		Review site plan concepts and analysis	Develop three to four site plan concepts and prepare analysis	Review site plans for market responsiveness		
<b>Workshop Design Review</b>	Present market assumptions to staff and Working Group		Present concepts and process to staff and Working Group, finalize game			
<b>Workshop Session One</b>	Attend and assist with workshop	Attend and assist with workshop	Develop site planning game presentation and handouts	Attend and assist with workshop	Outreach and organization for workshop	Develop market trends presentation and handouts
<b>Workshop Session Two</b>	Attend and assist with workshop	Attend and assist with workshop	Facilitate workshop	Attend and assist with workshop	Outreach and organization for workshop. Attend and assist with workshop	Attend and assist with workshop
<b>Workshop Documentation</b>	Review and help finalize report		Document of process and results; conduct final review	Review and help finalize report	Proof report	Assist with documentation and report production



# SCOPE OF WORK & DELIVERABLES

## TASK 1. DEVELOPMENT PROGRAM

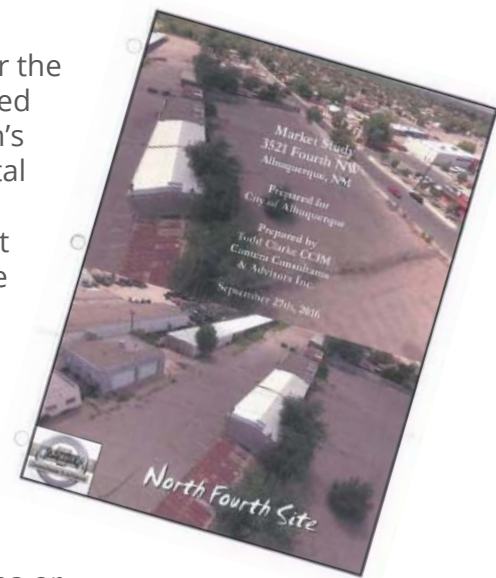
The development program will be derived from the Cantera market study for the property, interviews with real estate professionals, review of current/projected real estate data (including pipeline projects), community input, and our team's field observations. We assume the property will be cleared and environmental cleanup completed by the city prior to redevelopment. The team, together with the working group will develop alternative programs to include different target markets, dwelling types, densities, mix of uses, and site amenities. The Cantera market study documents demand characteristics, vacancies and absorption, asking rents and product recommendations that will be used to inform the project feasibility components of the development program and the planning game.

The team will review the North Fourth Street Corridor Plan and other related documents to understand adopted goals for the area. The draft IDO and corridor plan overlay zone will provide parameters for urban design. The MRA designation and relationship to a future MR plan for the area or for this site will help the team understand how a city contribution of land might incentive development. All known information will be pulled into a summary of potential development types and assumptions about each type that can be refined and used in site plan concepts and the site planning game.

The team will meet with the city staff and Working Group to discuss development ideas, confirm development programs, develop scenarios, develop site plan concepts and structure the planning game.

## TASKS 2 THROUGH 4.

We propose to adjust the order of these items to allow for development of the site plan concepts in a workshop format with the Working Group. This approach was used very successfully with groups in Artesia to develop a site plan for a new city hall and a plan for a mixed-use development that included retail, multifamily residential, and a restaurant. The plans were developed a with a small group like the Working Group, where each individual member of the group was quickly able test a large number of ideas and keep their preferred concepts for further analysis. The group was able to self-analyze and discuss pros and cons of the preferred concepts. The consultant team quantified the differences for more detailed consideration. The group then selected their preferred options. An important qualification of our team is that we don't believe consensus means "everybody gets everything they want." Instead, our facilitators will guide the stakeholders to a consensus vision where "everybody gets some of what they want and can live with everything else."



In the Fourth Street planning game, the Working Group can narrow their options to three or four site plan concepts the group feels are the best solutions. Through this exercise, the Working Group will “test” the site planning game and, come up with a draft set of priorities and potential development criteria. This process has been tested extensively by our team in a number of development projects. To our surprise, the community driven site game results are no different than those done by professionals on a charrette setting. The Working Group will also be able to come up with a draft set of priorities and potential development criteria. More importantly; the Working Group will help define development goals that reflect neighborhood desires, community identity and contributions to the public realm. These provide the basis for the public workshop. We anticipate staff participation in these tasks, providing guidance and answering questions as the Working Group works through the site planning game.

The tasks would be conducted as follows:

### SITE PLANNING GAME

The site planning game is a three-dimensional exercise where anyone engaged in the process can successfully configure the development of a site using simple tools. The participants will work with scaled wood blocks that represent each component of the building and site program. The base model and individual work bases provide the background and physical constraints for the project. Each member of the group will test various concepts on their own and bring their best ideas to the group. This exercise will begin with a briefing from the design team to the participants to define the game, its process and goals. We will also illustrate typical layouts for building types, rules and design goals to achieve.



The consultant team will develop the materials for the site planning game. These will include

- List of desired attributes for the North Fourth Corridor as identified in planning documents. These will be provided in a format that allows participants to rank the attributes. Site plans can be rated according to how well they satisfy the most desired attributes.
- One three-dimensional model of the area surrounding the site.
- Aerial photo base of the area surrounding the site for each group.
- Site plan template with basic code requirements (setbacks, easements, and other constraints; buildable area).
- Program elements to scale for each scenario (building components, parking lot layouts, landscaping and public space templates).
- Additional program elements for modifications and adjustments to the scenarios.
- Zoning requirements – potentially relevant zones from the corridor plan and proposed IDO language.
- Cost and revenue assumptions for each program element.
- Simple pro forma template to be used in estimating project feasibility, including potential gap financing needs and potential gap funding sources.

Deliverable: Workshop materials: base maps, relevant plan sections, zoning text, scaled blocks and program elements

## SITE PLAN CONCEPTS

The site plan concepts will be developed with the Working Group in a workshop format using the site planning game materials. Each member of the group will test various concepts on their own and bring their best ideas to the group. The consultant team will do a more detailed analysis of the top ideas, laying out pros and cons as discussed by the group. Site plans can be rated according to how well they satisfy the desired attributes described in criteria set forth on Task 1. In addition to satisfying the IDO, MRA and corridor plan goals; other criteria will include how each plan best responds to environmental conditions, cost and constructability, views, street presence, architectural character, etc.

Deliverables: One facilitated workshop with the Working Group

## WORKSHOP DESIGN REVIEW

The final meeting of the Working Group in this phase will be to narrow down the concepts to the top three or four, critique and help refine the site planning game for a larger public workshop, and review and make final recommendations for the public workshop process, presentation and materials.

Deliverables: Working group meeting, development program scenarios, conceptual site plans and game design

## WORKSHOP SESSION ONE

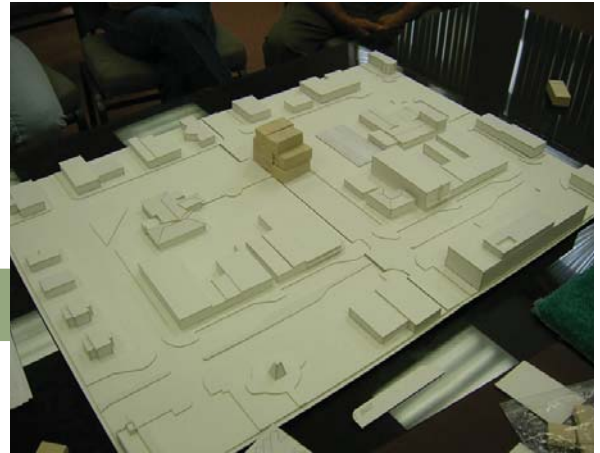
The purposed of the first session is to inform participants about the site, the planning work and market study that has been done, a series of options for the site, and the purpose and format of the site planning exercise to be conducted in Session Two. The team will develop the presentation and handouts that can be reviewed by participants prior to the second session. Generally, the presentation and handouts will cover the following information:

- History of the site
- Market study results
- Community goals expressed in the corridor plan and by the Working Group
- Opportunities presented by MRA designation – i.e. the city's potential contributions
- Planning principles to be refined through the workshops and embodied in the project criteria
- Opportunities based on the market study
- Best practice development projects from Albuquerque and elsewhere
- Site plan concepts
- Pro forma basics
- Preview of the site planning game



The consultant team will work with city staff on organizing the session, including outreach through the Near North Valley Neighborhood Association and the North Valley Coalition. Outreach to the development community will be through the Urban Land Institute and NAIOP if these organizations are not represented on the Working Group.

Deliverables: Workshop handouts, presentation, organize and facilitate workshop



## WORKSHOP SESSION TWO

Each group will be given one of the site plan alternatives, the rationale behind the alternative, the elements for the alternative, pro forma assumptions and the planning principles to be applied. Participants will work in groups to evaluate their alternative and improve on it. They will have access to other program elements that can be used to modify the site plan and the project pro forma. The team will provide a facilitator for each group, workshop instructions, and all materials necessary for working through development scenarios including a site plan, building “blocks” at scale, and a live pro forma spreadsheet.

The outcome for each group will be a report back on their preferred development program for the site, key attributes that should be incorporated into the development project, any barriers resulting from applying zoning regulations to their project, and whether the project is financially feasible given their cost and revenue assumptions.



Deliverables: Workshop handouts and materials, organize and facilitate workshop

## WORKSHOP DOCUMENTATION AND FINAL MEETING WITH THE WORKING GROUP

The final report will document the process and input received from the public workshops. This will include graphics, workshop materials, photos, raw results of the site planning game, and the synthesized summary of priority site concepts and project criteria.

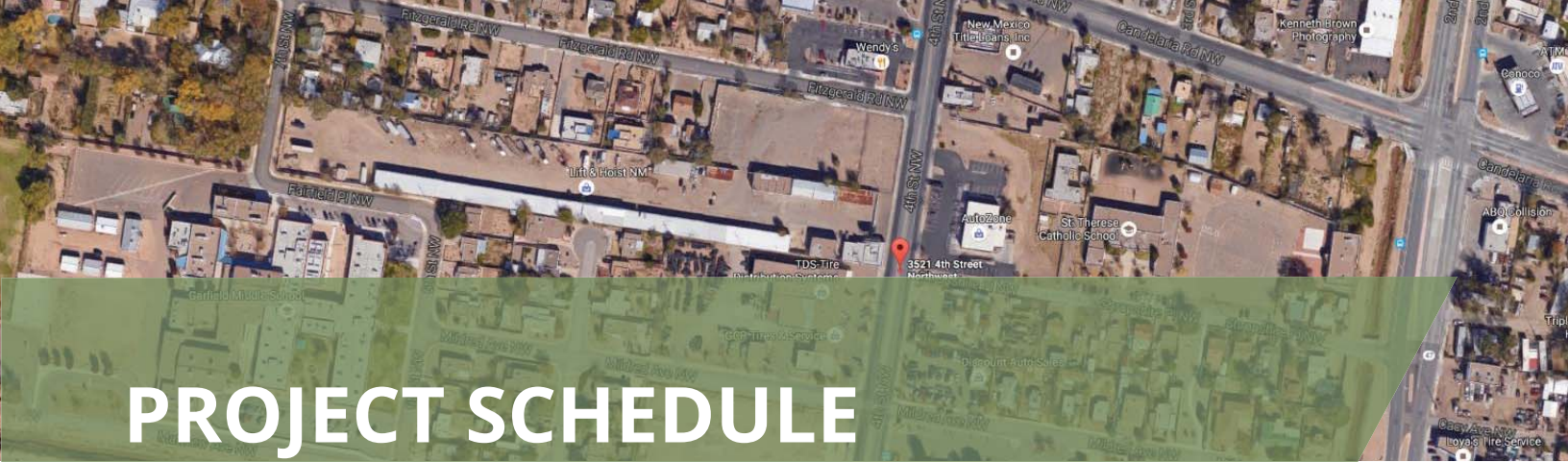
### Deliverables:

- Documentation of process and recommendations developed through the workshops
- Final report summarizing the workshops, stakeholder and other discussions, site recommendations, RFP criteria and guidance for ongoing community review
- Implementation strategy, including any necessary next steps for public agencies.

A. BUILDING LOCATION IN CITY OWNED PARCEL (cont.)

	PROS	CONS
 A-3 (2 STORES)	<ul style="list-style-type: none"> <li>- Addresses Texas Ave.</li> <li>- Good building orientation N-S.</li> </ul>	
 A-3 (2 STORES)	<ul style="list-style-type: none"> <li>- Same as above.</li> <li>- Further reduces footprint.</li> </ul>	
 A-4	<ul style="list-style-type: none"> <li>- Addresses and connects Texas Ave, 5th Street, Memorial Park, and Mainstreet.</li> <li>- Conceals parking lot.</li> </ul>	<ul style="list-style-type: none"> <li>- Narrow floor plan.</li> </ul>





# PROJECT SCHEDULE

## Task & Approximate Work Length

Total Weeks



Meetings



Deliverable



Final Materials

