

5. Proposed Opportunity Sites & Catalytic Projects

A. Introduction

The following chapter discusses the recommended opportunity sites in greater detail and proposes catalytic projects that might succeed on those sites. In each case, the focus is on developing a unique and distinctive sense of place. In addition, the choice of potential projects was mindful of the following preferences expressed by the community during public meetings:

- Prefer for-sale housing over multi-family rentals
- Favor mixed-use projects with access to transit
- Desire projects to be sensitive to cultural diversity
- Favor projects that promote biking/walking
- Prefer developers who are willing to work with the community

B. Site and Project Information

The discussion of each site and proposed project includes the following information:

- A SWOT analysis, detailing the internal *strengths* and *weaknesses* as well as external *opportunities* and *threats* that may be present.
- A statement of the Vision, Goals and Objectives that describe the desired future for each site and present recommendations to reach it.
- A Redevelopment Concept that describes the recommended economic development in more detail.
- A Design Plan that illustrates the vision for each opportunity site through site plans and other graphics,
- An Implementation Section that recommends specific development projects and, where necessary, changes to existing development policies and regulations.
- Anticipated benefits from the proposed redevelopment.

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Opportunity Site #1. Eastern Ave./Alvarado St. Corner

The Eastern Ave./Alvarado St. Corner site is a 3.7-acre tract of land donated to the City by Lovelace Healthcare System. Located a block to the north of Gibson Blvd., the site currently accommodates a black-top parking lot and is surrounded by a black wrought-iron fence.



SWOT Analysis:

Strengths/Weaknesses:

- City already owns and controls the property.
- Site is vacant except for the parking lot.
- Site is only a block north of Gibson Blvd. and sits behind the Siesta Hills Shopping Center.
- On-site infrastructure is available.
- Site is a block away from public transportation to the west on San Mateo Blvd. and to the south on Gibson Blvd.
- Impact fee waiver for commercial development in a MRA area.
- Site is not on one of the major corridors (San Mateo or Gibson), so is less desirable for retail.
- Development on the site may have less impact on the area than development on San Mateo Blvd. or Gibson Blvd.

Opportunities/Threats:

- Large parcel could accommodate mixed use development—housing and a public or private use.
- Residents want space for meeting rooms, computers, family recreation, neighborhood café, small business assistance, commercial kitchen.
- Asian-American community is looking for space to construct an Asian-American Center.
- There are financial incentives available for affordable housing, although the existing residents are not in favor of deteriorated, low income apartments.
- There is potential to attract private or non-profit investment.
- Community would like more parks in the area.
- Non-profits in area need room to expand.
- Current economy is uncertain.
- Public or private investment may not be immediately forthcoming.
- Mixed-use projects are more complex to package financially.

Vision, Goals and Objectives

Vision: Eastern Ave. / Alvarado St. site is a new mixed-use project on 3.7 acres that contains a) a public use such as an economic incubator and commercial kitchen, b) office space for non-profit organizations potentially with for-sale housing on the same lot or upper floors, c) an Asian-American Center with garden/plaza, or d) a public plaza with two-story townhomes. Each option includes a public plaza.

Goal 1. Develop a mixed-use project consisting of a public use, such as an economic incubator and or commercial kitchen; office space for non-profit organizations; a café; condominiums or two-story townhomes; a plaza and shared parking.

- **Objective 1.** Secure a public use and potential tenants for the non-profit office space, with funding.
- **Objective 2.** Develop a public-private partnership between COA and a private developer to build for-sale housing on the property.

Alternative Goal. Develop an Asian-American Center with a garden, plaza and possible housing.

Implementation

To achieve this vision, the recommended development strategy is for the City to work with the a City agency or non-profit organization to secure a public or non-profit use—if such a use is to be included in the site program—then develop an RFP to partner with a developer to build for-sale office space and condominiums or townhomes. A zone change may be required to allow an economically feasible, mixed-use project to be developed on this site. The existing O-1 (Office) zoning may have to be changed to SU-1 zoning for specific uses, which would require a site development plan to be approved for the site. The City and the selected developer(s) should enter into a development agreement providing for sale of the property to the developer.

The community also recommends first holding a design charrette and incorporating international elements into the design.

Implementation Steps

- Secure a public and/or non-profit use and/or private housing developer
- Research potential funding sources for feasibility, construction costs, operations
- Research the program, the square footage needed and the type, number, and size of housing units.
- Conduct a project-specific market analysis to determine price points.
- Determine adequacy of infrastructure (water, sewer, utilities) or necessary upgrades
- Prepare site-specific plan
- Prepare RFP package
- Select developer for project through RFP process
- Development agreement

Potential Partners/Tenants

- District 6 Coalition
- St. Joseph's Community Health
- South San Pedro Neighborhood Association
- Southeast Heights Health Coalition
- The Southeast Team for Entrepreneurial Success (STEPS)
- Endorphin Power Company
- First Nations Community Health Source
- The Women's Collective, a Project of St. Joseph's Community Health

Financial Analysis

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 Eastern Ave./Alvarado St. Corner site.

Table 2. Eastern Ave./Alvarado St. Corner Proposed Building Program

Description	Land Area (SF)	Building Area (SF)
New office space	15,300	15,300
New condominiums	50,331	85,362
Cafe	2,090	2,090
Public Facility	9,522	9,522

• Project Costs

□ Land acquisition

Land was donated to the City so land costs were set at "0" in the pro forma calculations.

□ Site Development Costs

Site development includes demolition and grading, the plaza and patios, common landscaping, and other streetscape elements such as sidewalks, site furnishings, pedestrian lighting, screen walls, specialty paving, shade structures, and bollards. Total site development costs are estimated to be \$835,200.

□ New Building Construction

For this hypothetical project, the following building space would be constructed:

- 15,300 square feet of office space / 76 parking spaces
- 85,362 square feet of for-sale residential space (approximately 77 condominium units) / 115 parking spaces
- 2,090 square feet of café space / 33 parking spaces
- 9,522 square feet of public facility space / 47 parking spaces

The calculations assume a construction cost of \$75 a square foot for residential and a blended rate of \$135 a square foot (including tenant improvements) for the office/commercial/public facility space. Total building construction costs are estimated to be approximately \$3.1 million for the office space and cafe, \$7.2 million for the condominiums, and \$1.6 million for the public building.

□ **Services and Fees**

Professional services and fees, construction interest, water and sewer charges, and permits-- known as “soft costs”—were calculated at 12 percent of hard costs. They are included in the total construction costs for each type of use.

□ **Financing Costs and Interim Interest**

These costs were built into the total construction costs for each use.

Table 3. Estimated Project Costs: Eastern Avenue/Alvarado Street Corner

Land and Building Acquisition	3.7 Acres	\$0
Site Development Costs		\$828,200
Demolition and Grading		\$65,000
Plaza/Patios		\$65,500
Landscape		\$155,000
Other Streetscape elements		\$542,700
New Construction (Hard and Soft Costs)		\$10,049,478
Office and Commercial Space	17,390 SF	\$2,924,000
Residential Space	85,362 SF	\$5,815,000
Public Facility Space	9,522 SF	\$1,309,700
Total Project Cost		\$10,877,678

• **Income and Expense Analysis**

□ **Assumptions**

- Total residential construction costs plus a 10 percent profit allow the condominiums to be sold at \$100 a square foot. The square footage costs include parking construction. Higher prices might generate a subsidy for the office component.
- The public facility construction cost and rent would be contributed by government funds.

□ **Feasibility**

- Break-even commercial rents for the office and restaurant spaces came to a (blended) rate of \$19.94 a square foot. While this is just below the median rent for the Southeast Heights for the first quarter of 2009, it is still high for this area of town. More realistic lease rates might be between \$10 and \$15 a square foot for new office space, which would require additional subsidies. A vacancy rate of 5% is factored in. Square footage costs cover parking construction.
- This part of the project would deliver a cash-on-cash return of 8% and has a cap rate of about 9.6%.
- Debt service expense assumes a 20-year mortgage at 8.0% on a maximum loan-to-value of 75%.

□ **Remaining Costs**

- The remaining costs unaccounted for in the commercial rent or residential sales figures are those for demolition and grading, patio and plaza, landscaping, and streetscape elements. The total for these is an estimated \$828,200.

• **Benefits**

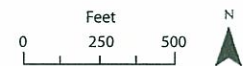
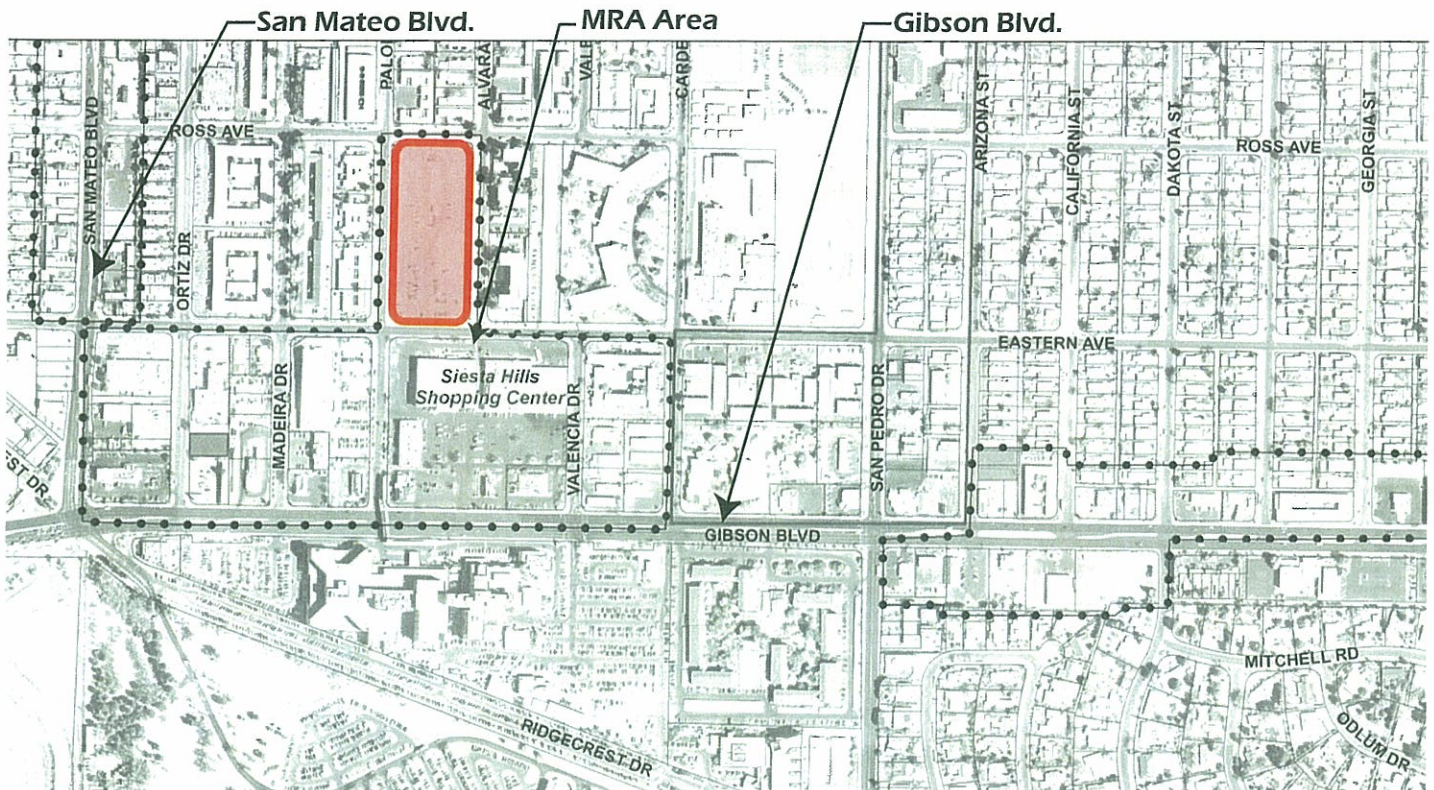
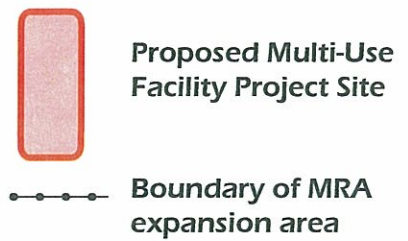
The proposed project for the Eastern Ave./Alvarado St. Corner would further Redevelopment Strategy 4 by helping non-profit organizations and other businesses expand in the area and by drawing on existing residents' special talents to help them create new businesses in the MRA. It also would support Redevelopment Strategy 2 in drawing more residents to the area by providing more home ownership opportunities. The proposed project would bring the following benefits.

- It will provide a lower-cost space for a public use or local non-profit services working with the community.
- It will provide opportunities for home ownership.
- It will add households to the trade area.
- It will increase property values in the MRA, generating Tax Increment Financing (TIF) funds for further improvements in the MRA.

Opportunity Site #1 Eastern Avenue/Alvarado Street Corner

Proposed Multi-Use Facility Project Site

The corner site at the intersection of Eastern Ave. and Alvarado Street provides an opportunity for public/private development that could combine for-sale housing with other potential uses.



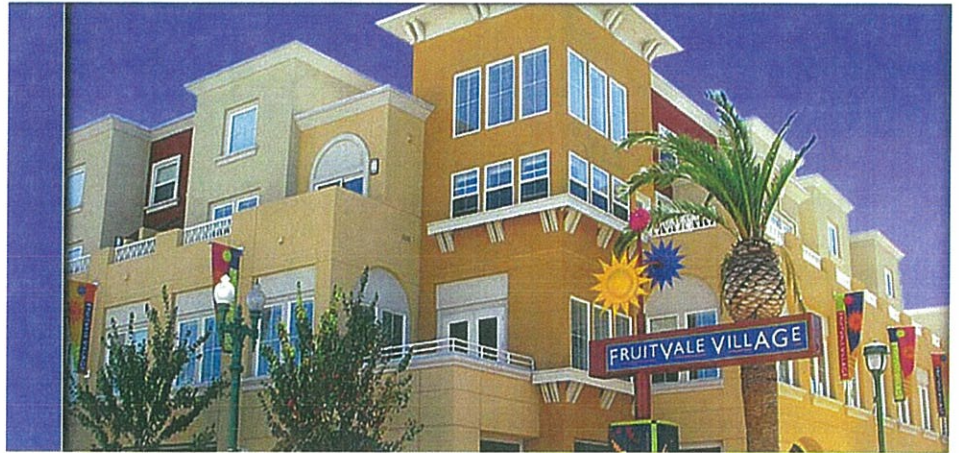
The Boulevard – Kirkland, WA

The Boulevard is a three story building with a multilayered front that features small enclosed patios for some units. The design of the building interprets downtown Kirkland's Strategic Plan and combines an existing pedestrian walkway with landscaped plazas and through-ways. The building has 167 condominiums ranging from studios to 2+ bedrooms, a fitness club and business center.

Figure 5. Opportunity Site # 1 Eastern Ave. - Alvarado Street Corner

Opportunity Site #1

The proposed multi-use facility development at the NW corner of Eastern Ave. and Alvarado Street could include a public or nonprofit use, housing, meeting rooms, office space, computer access, family recreation, or all of the above. These photographs represent examples of these types of projects.



Fruitvale Village, Oakland, CA - The 15-acre Fruitvale Village replaced a BART parking lot in Oakland, CA with 114,510 SF of office space, 39,707 SF of retail space and 47 one and two-bedroom rental lofts and apartments. Anchor tenants were non-profit organizations such as Head Start, a medical clinic, and a senior center.



South Valley Economic Development Center
Albuquerque, NM



Townhomes - South Broadway, Albuquerque, NM

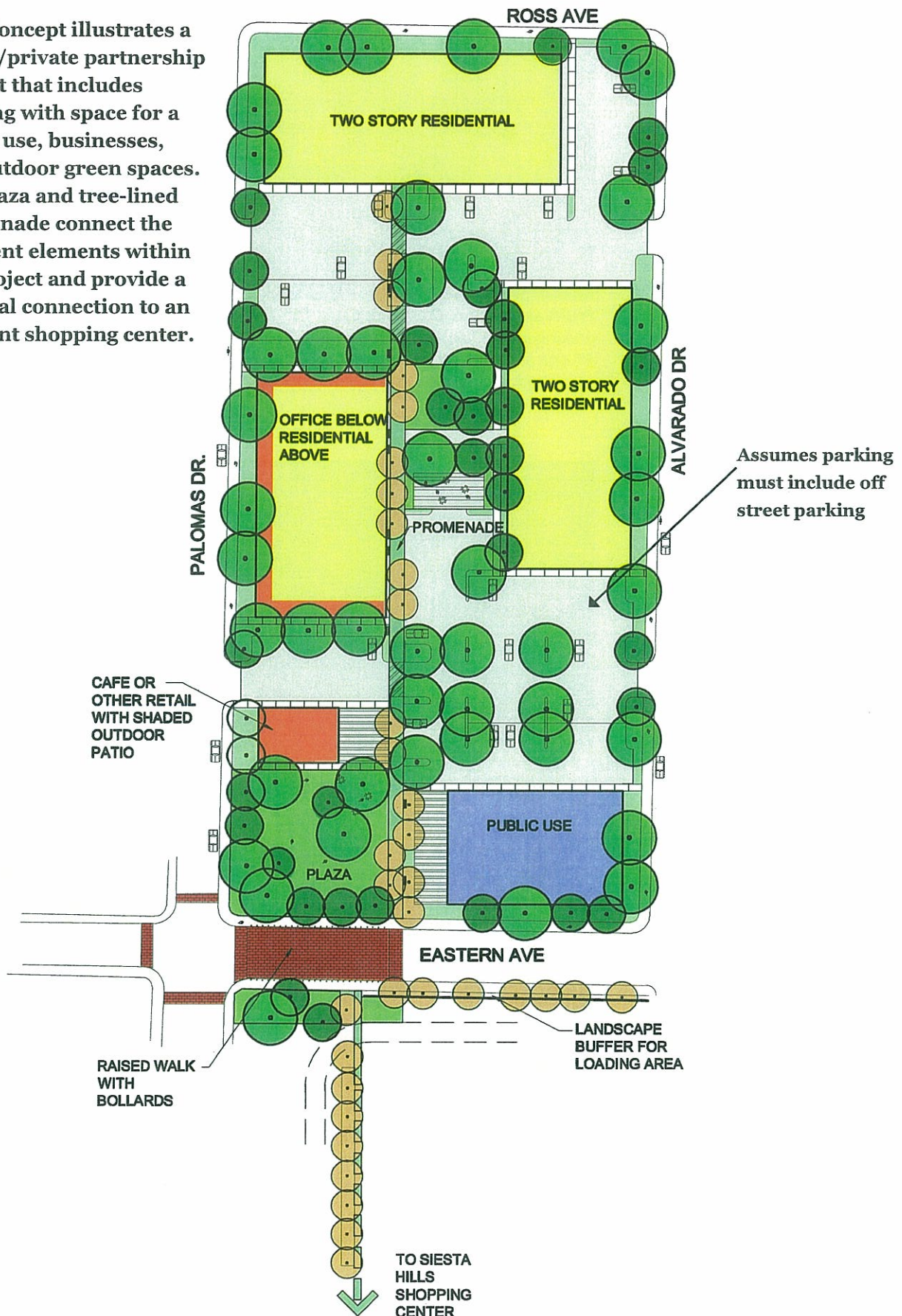


San Diego Science Center - San Diego, CA



Figure 6. Opportunity Site #1 Eastern Avenue/Alvarado Street Corner Concept

This Concept illustrates a public/private partnership project that includes housing with space for a public use, businesses, and outdoor green spaces. The plaza and tree-lined promenade connect the different elements within the project and provide a physical connection to an adjacent shopping center.



Opportunity Site #2. SWOT Analysis

San Mateo Blvd., Kathryn Ave. and Gibson Blvd. International Streetscape Project

The San Mateo Blvd. & Kathryn Ave. International Streetscape Project opportunity site stretches primarily along Kathryn Ave. from San Mateo Blvd. to San Pedro Dr. and along San Mateo Blvd. from Bell Ave. to Gibson Blvd. It also includes a few sites for gateways and markers on Gibson Blvd.

Strengths/Opportunities:

- City controls and can program rights-of-way.
- Site comprises major and minor corridors in area.
- National firm is planning to develop parcels at the southeast corner of San Mateo Blvd. and Kathryn Ave.
- Expanded MRA was recently included in City and State designation of International District.
- International theme and design elements could help create distinctive sense of place.
- Neighborhood has called for more pedestrian lighting within the residential area and creation of an east-west pedestrian/bikeway route.
- A number of residents use the bus service or ride bicycles.

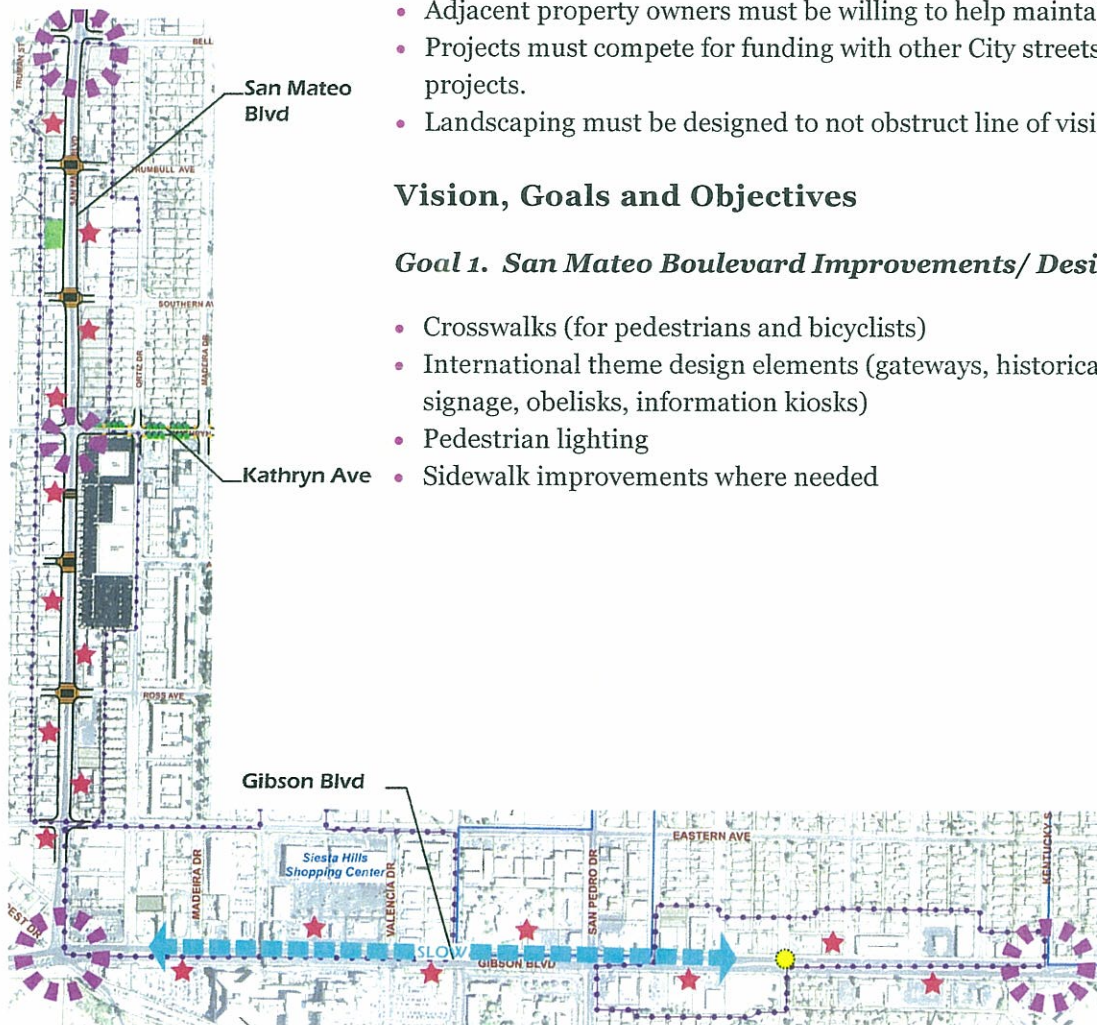
Weaknesses/Threats:

- Need sufficient right-of-way along Kathryn Ave. to implement bike lanes, street trees, and pedestrian lighting.
- Adjacent property owners must be willing to help maintain landscaping.
- Projects must compete for funding with other City streetscape and art projects.
- Landscaping must be designed to not obstruct line of vision for motorists.

Vision, Goals and Objectives

Goal 1. San Mateo Boulevard Improvements/ Design Elements

- Crosswalks (for pedestrians and bicyclists)
- International theme design elements (gateways, historical markers, signage, obelisks, information kiosks)
- Pedestrian lighting
- Sidewalk improvements where needed



Vision: Streetscape improvements announce an International theme with gateways and heritage markers for the neighborhood's ethnic businesses and character. Kathryn Ave. is an internal neighborhood pedestrian/ bikeway connecting San Mateo Blvd. to the Willow Village Shopping Center at San Pedro Dr. during the day and evening. Eventually this could extend as far as Louisiana Blvd. to the east and Whittier Elementary on the west.

Goal 2. Kathryn Avenue Improvements/Design Elements (San Mateo Blvd. to San Pedro Dr.)

- Bicycle lanes or route (depending on available right-of way)
- Pedestrian street lighting
- Street trees and landscaping where they do not obstruct motorists' vision.
- Sidewalk improvements
- Design elements to foster occasional street closure for farmers markets of other neighborhood events.

Goal 3. Gibson Boulevard Elements

- Traffic calming at Gibson and Dakota
- International design elements: gateways, heritage markers

Implementation

The recommended redevelopment strategy is to work with the City and the State legislature to obtain funding for design and construction of these improvements. Pedestrian lighting should, if possible, match installations used elsewhere in the City to facilitate maintenance and placement. Landscape and street tree design should preserve clear vision for motorists, particularly at intersections.

Implementation Steps

- Determine whether anything is planned for these roadways currently
- Measure roadways and sidewalks to determine right-of-way
- Research right-of-way, underground utilities
- Hold design charrette
- Determine boundaries, scope, design ideas, cross-section concepts
- Cost estimates
- Speak with legislature and Councilors regarding future funding
- Request future General Obligation Bond funding and/or grant funding

Potential Partners

- City Metropolitan Redevelopment Agency
- City Councilor, State Legislators
- Local businesses
- District 6 Coalition
- City Public Arts Program
- Area Neighborhood Associations
- St. Joseph's Community Health
- South San Pedro Neighborhood Association
- Southeast Heights Health Coalition
- Moises Gonzales, University of New Mexico Associate Professor of Community and Regional Planning who is working in the area

Table 4. Opportunity Site #2 Streetscapes Costs

San Mateo Streetscape (Bell to Gibson)		
1	Pedestrian Lighting	\$300,000
2	Gateway kiosks (2)	\$140,000
3	Site Furnishings	\$7,500
4	Heritage Markers	varies with type
	Sub Total	\$447,500
	20% Tax and Contingency	\$89,500
	Total	\$537,000
Kathryn- Marketplace and Streetscape (San Mateo to San Pedro)		
1	Landscape (parkways)	\$210,000
2	Gateway Kiosks (2)	\$140,000
3	Specialty Street Paving	\$305,000
4	Removable Bollards	\$3,000
5	Site Furnishings	\$12,000
6	Pedestrian Lighting	\$170,000
	Sub Total	\$840,000
	20% Tax and Contingency	\$168,000
	Total	\$1,008,000
Gibson Blvd. - Select Elements		
1	Gateways (1 @ Kentucky)	\$75,000
2.	Heritage markers	varies with type
3.	Traffic calming (Dakota)	varies with design
	Sub Total	\$75,000
	20% Tax and Contingency	\$15,000
	Total	\$90,000

Assumptions:

* Demolition, soft costs, not included

** Excludes costs for heritage markers, traffic calming

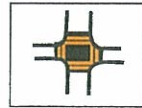
Benefits

This proposed project furthers Redevelopment Strategy 1 by continuing the area's transformation into an international, multi-cultural "destination" that will attract residents, employees, and tourists from all over the city and even beyond. It also supports Redevelopment Strategy 2 by making it easier and more pleasant for existing residents to walk or bicycle to retail establishments. Additionally,

- Adding pedestrian lighting will increase the feeling of safety and security in the area.
- Adding bike lanes and crosswalks will increase the opportunity for multi-modal transportation.
- Street trees and sidewalk improvements will encourage more pedestrian traffic in the area.

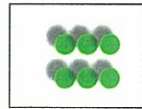
Opportunity Site #2 San Mateo Blvd., Kathryn Ave., and Gibson Blvd. International Streetscape

Streetscape improvements throughout the MRA district will help create a sense of place and destination while improving conditions and safety for visitors and residents



Crosswalk Improvements on San Mateo Blvd.

Add 4 new crosswalks at intersections and 1 mid-block median crossing as marked on map. Utilize medians and curb bump-outs as safe harbors for pedestrians.



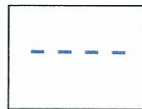
Street Tree Improvements (see enlargement)

Add street trees to Kathryn Ave for pedestrians walking to the community center and to help counteract urban heat and pollution. Do not block motorists' views at intersections.



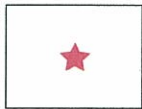
New Pedestrian Lighting (see enlargement)

Add pedestrian lighting to Kathryn Ave. from San Mateo Blvd. to San Pedro Blvd. and along San Mateo Blvd. from Bell Ave. to Gibson Blvd.



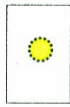
Bike Lanes (see enlargement)

Add bike lanes or route to Kathryn Ave. depending on available right-of-way. Colored paving and/ or dividers help separate vehicular traffic from cyclists.



International District Identity Markers

These markers will celebrate the international identity of the Near Heights neighborhood and help create a sense of place. They can come in many shapes and styles such as banners on lightpoles, informative kiosks, monuments or artwork (see examples on following page).



Traffic Calming

Add traffic calming devices at Gibson Blvd. & Dakota/Lovelace intersection



Slow Traffic

Slow traffic along Gibson Blvd east of San Mateo



Potential Gateway Locations

The gateways will signal arrival at the International District and help create a sense of place

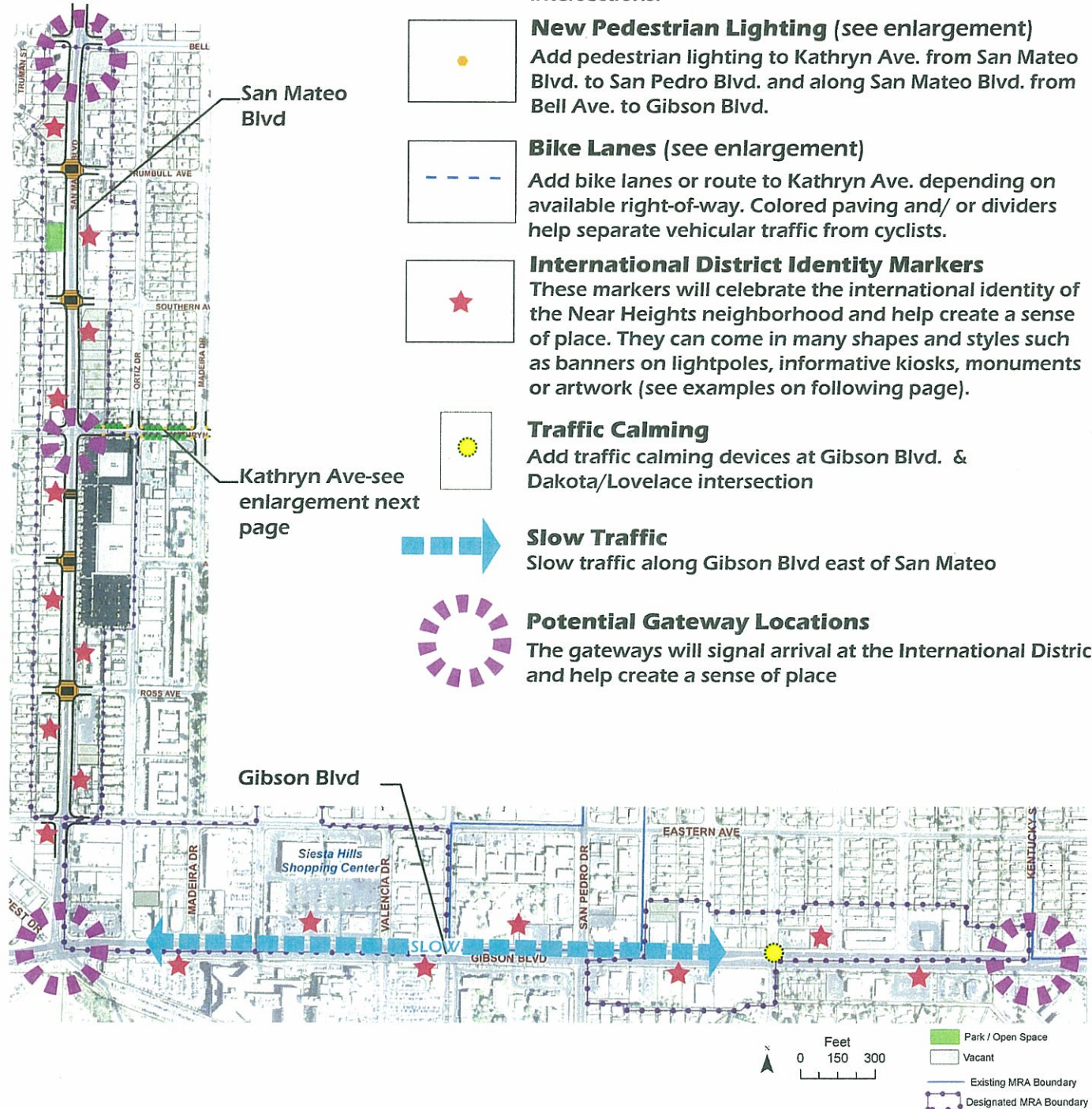
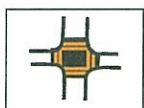


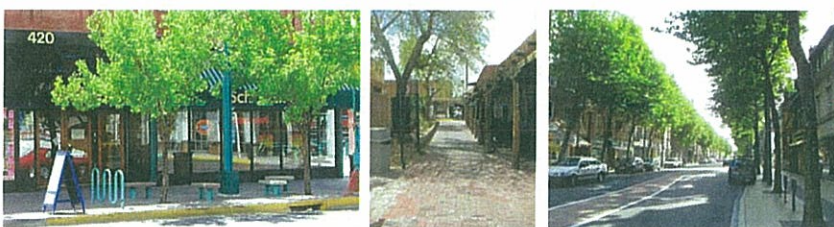
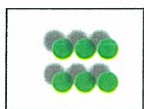
Figure 7. Opportunity Site #2 San Mateo Blvd., Kathryn Ave. and Gibson Blvd. Streetscape Project



Kathryn Ave. Street Improvements (enlargement)



1. Add crosswalks at signals or medians



2. Add street trees for shade and beauty



3. Add street lighting specifically for pedestrians



4. Add bike lanes to Kathryn Ave.



5. Design street markers that highlight this International Neighborhood

Figure 8. San Mateo Blvd. & Kathryn Ave. Streetscape Project Example Streetscape Elements

Opportunity Site #2 International Streetscape Improvements - Promoting Identity and History

The Near Heights of Albuquerque

comprises a multi-ethnic population with a varied mix of backgrounds, experiences, and heritage. The MRA Plan draws on this heritage to develop and promote the multi-cultural flavor of the area and transform it into a destination for City residents and tourists.



International Heritage Neighborhood Gateways and Identity Markers will help create a sense of place and identify the area within the MRA boundary as a unique part of town while celebrating its varied and rich heritage.

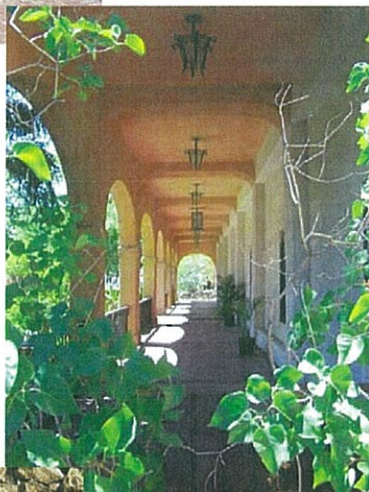
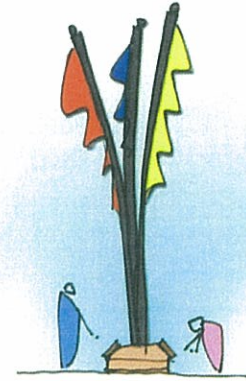
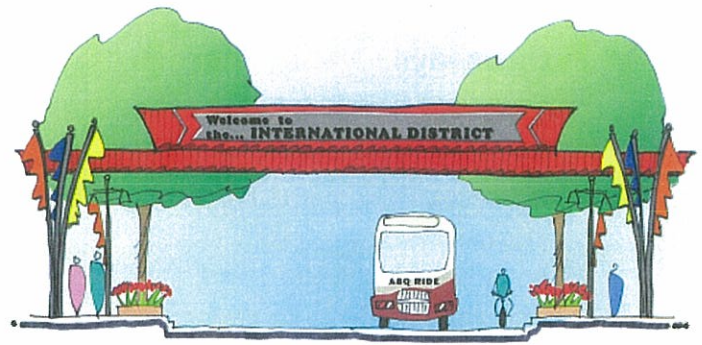


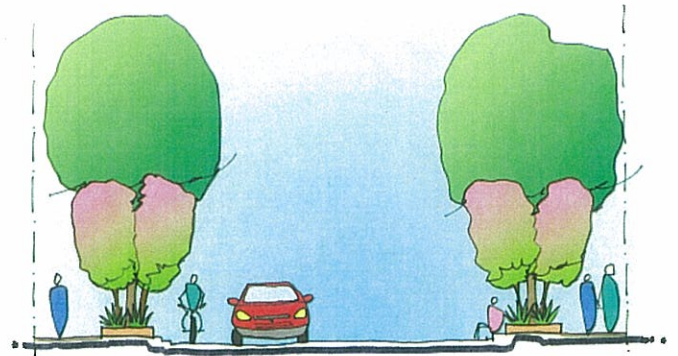
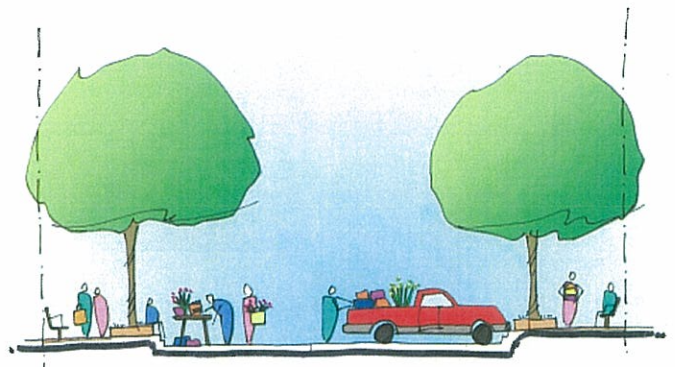
Figure 9. San Mateo Blvd. & Kathryn Ave. Streetscape Project

Figure 10. Kathryn Avenue Streetscape Concepts

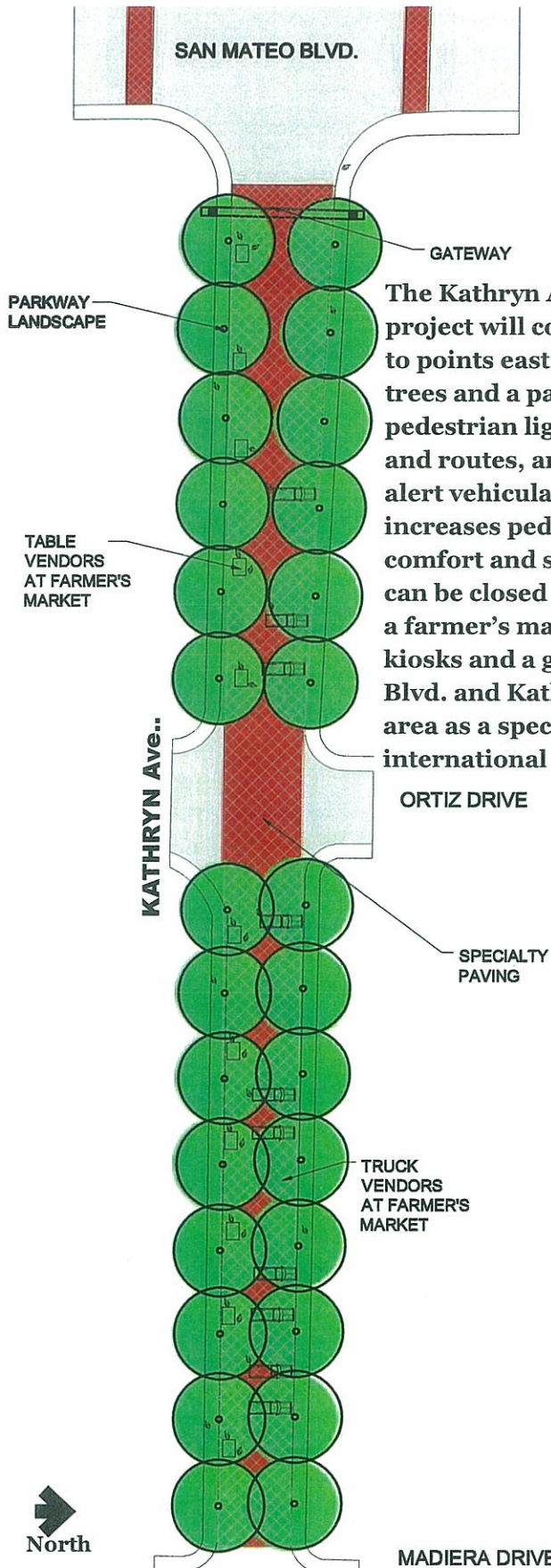
Gateway at San Mateo & Kathryn



Informational Gateway Kiosks at Kathryn Ave. & San Pedro Dr.



Street Sections

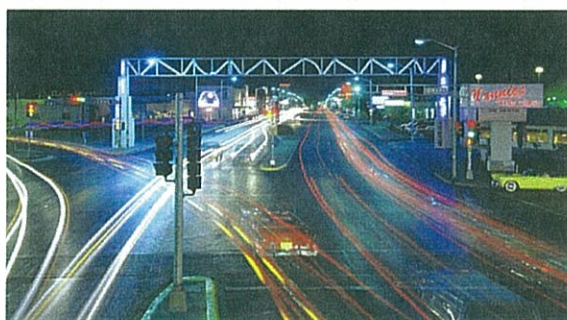
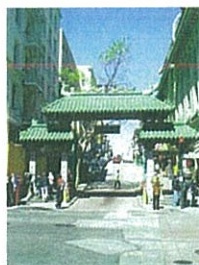
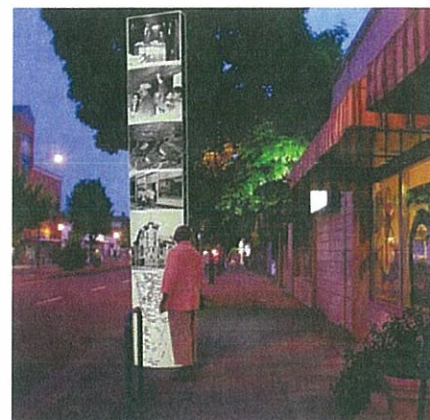
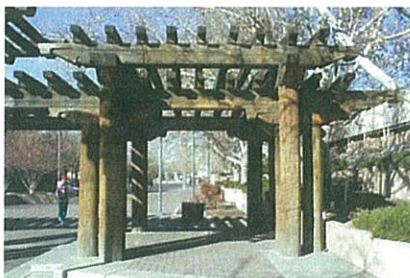


The Kathryn Ave. Streetscape project will connect San Mateo Blvd. to points east. By providing street trees and a parkway landscape, pedestrian lighting, bicycle lanes and routes, and specialty paving to alert vehicular traffic, the project increases pedestrian and cyclist comfort and safety. The streetscape can be closed periodically to host a farmer's market. Informational kiosks and a gateway at San Mateo Blvd. and Kathryn Ave. highlight this area as a special place within the international heritage community.



Gateways

Gateways help identify a neighborhood with a defined approach and boundary, providing the visitor with a sense of entry and destination and helping achieve the overall sense of place.



Heritage Markers ★
Heritage markers placed throughout the neighborhood can celebrate the rich heritage of the area and create a sense of place.

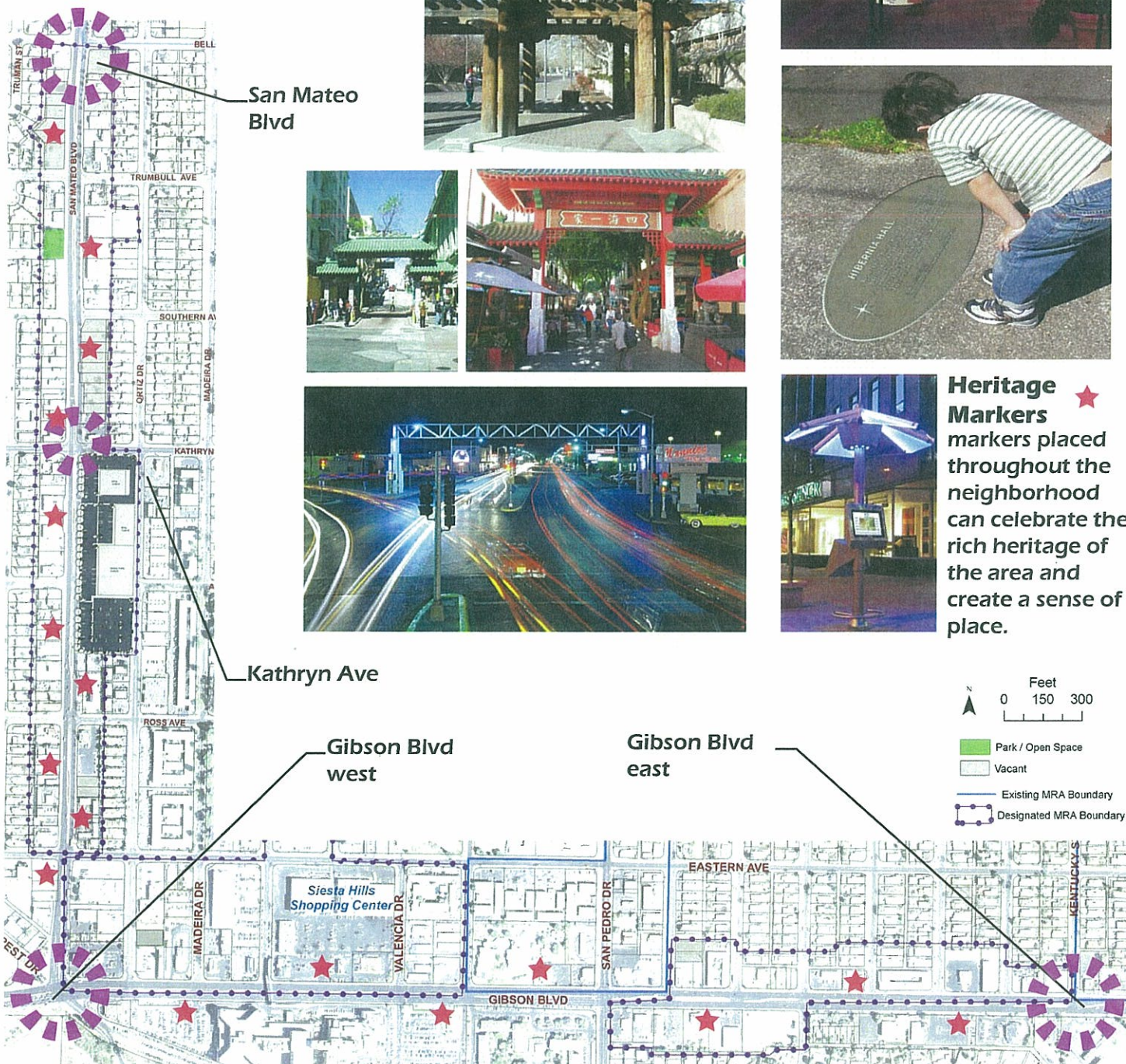
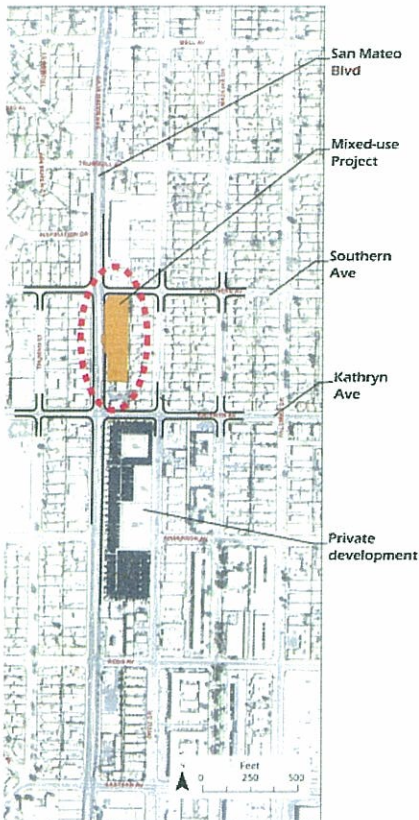


Figure 11. San Mateo Blvd. & Kathryn Ave. Streetscape Project Neighborhood Identity

Opportunity Site #3

San Mateo Blvd./ Southern Ave. Mixed-Use Development

*The San Mateo Blvd./
Southern Ave. project
site comprises nine
vacant lots on the east
side of San Mateo Blvd.,
beginning south of
Southern.*



SWOT Analysis:

Strengths/Opportunities:

- Site is vacant and of sufficient size.
- Site appears to have one owner.
- Site has been for sale.
- New development can take advantage of MRA impact fee waivers and other MRA incentives for commercial development.
- Site is along a major arterial.
- Site is near forthcoming private redevelopment site at San Mateo Blvd. and Kathryn Ave. and could potentially draw clientele farther north on San Mateo Blvd.
- Development on the site could help form a continuous street frontage that is more attractive to pedestrians than vacant lots.
- A few existing businesses are interested in expanding in the area.
- Site offers potential to attract private investment.

Weaknesses/Threats:

- Land may be too expensive.
- Lots are shallow.
- Could be land assemblage problems.
- Current zoning may have to change to attract mixed-use development.
- Current economy may not be conducive to starting new businesses or expanding old ones.
- Getting a development loan from the bank may be difficult in current economy.



Vision, Goals and Objectives

Vision: Successful mixed-use development of neighborhood retail and/or housing constructed on vacant lots along San Mateo Blvd. south of Southern Ave.

Goal: To develop the site as a mixed-use project with neighborhood retail or office space, a cafe, and a public plaza. Development might also include residential either on a second floor or adjacent to retail.

- **Neighborhood suggested retail/services:**

- Retail or office space on lower level or adjacent
- Bakery, coffee shop, ice cream shop, outside seating
- Open plaza/garden/band shell (City investment)
- Music performance space
- Police substation
- International language bookstore
- Dance studio
- International food court
- Retail outlet for goods created by the community

Implementation

The redevelopment strategy would be for the City to purchase the site and issue an RFP for a private or non-profit developer to design and develop the site. The City might fund a plaza or park within the development.

Implementation Steps

- Contact property owner regarding price, willingness to sell
- Purchase of property by City
- City issues RFP for developer

Potential Partners/Tenants

- Local non-profits and public agencies who would lease space
- Existing businesses seeking to expand
- St. Joseph's Community Health
- South San Pedro Neighborhood Association
- Southeast Heights Health Coalition
- University of New Mexico Associate Professor of Architecture Kristina Yu.
- The Women's Collective, a Project of St. Joseph's Community Health

Financial Analysis

- 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 San Mateo Blvd./Southern Ave. Mixed-Use site.

Table 5. San Mateo Blvd./Southern Ave. Mixed-Use Building Program

Description	Land Area (SF)	Building Area (SF)
New retail space	7,500	7,500
Plaza space	3,750	3,750

• Project Costs

□ Land acquisition

Land cost is unknown at this time. Cost was set to “o” for calculations.

□ 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 \$210,000.

□ New Construction

A total of 7,500 square feet of retail space would be constructed as part of the project at an estimated construction cost of \$105 per square foot. In addition would be 3,750 square feet of plaza space. The cost of 42 parking spaces is included in total development costs.

□ Services and Fees

Fees and contingency costs include permit fees, architectural and engineering fees, and other miscellaneous soft costs. These costs are estimated at 12% of hard costs.

Table 6. San Mateo Blvd./Southern Ave. Mixed Use Building Program

Estimated Project Costs

Total Estimated Project Costs	\$1,597,000.00
Site Development Costs	\$210,000.00
Demolition and Grading	
Site Work	
New Construction	\$750,000.00
Retail Space (7500 SF)	\$708,750.00
Plaza/Patio Space (3750 SF)	\$40,500.00
Public Improvements	\$331,300.00
Landscape	\$100,000.00
Alley	\$39,000.00
Service Parking	\$2,800.00
Sidewalk Paving	\$32,500.00
Pedestrian Lighting	\$70,000.00
Site Furnishings	\$41,000.00
Screen Walls	\$12,000.00
Monument Signs	\$8,000.00

Assumptions

Architecture, demolition, soft costs, not included

- **Income and Expense Analysis**

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

- **Rental Income**

Rent was calculated at \$13.78 per square foot for the retail space. These lease rates are close to current retail in the area.

- **Vacancy Rates**

A vacancy rate of 5% 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 8% interest at a loan-to-value ration of 75%.

□ **Project Feasibility**

This project would require a subsidy for the cost of the land, the site development and landscape/plaza costs in addition to the debt and equity capital it could attract.

Benefits

The proposed project for the San Mateo Blvd./Southern Ave. Mixed-Use Site could further Redevelopment Strategy 2 by providing updated space for retailing of neighborhood-desired products and services and potentially adding more residents to the area. Depending on the products and services offered, it could also attract area employees and help existing businesses to expand, supporting Redevelopment Strategies 3 and 4. In addition, it will bring the following benefits.

- It will improve the appearance of the San Mateo Blvd. corridor, helping eliminate the feeling of emptiness and vacancy with its accompanying weeds and trash.
- Additional residential properties will put more “eyes on the street.”
- It will increase property values in the MRA, generating Tax Increment Financing (TIF) funds for further improvements in the MRA.
- It will support the private development planned for the Southeast corner of Kathryn Ave. and San Mateo Blvd.

Opportunity Site #3 San Mateo Blvd./Southern Ave. Mixed-Use Development

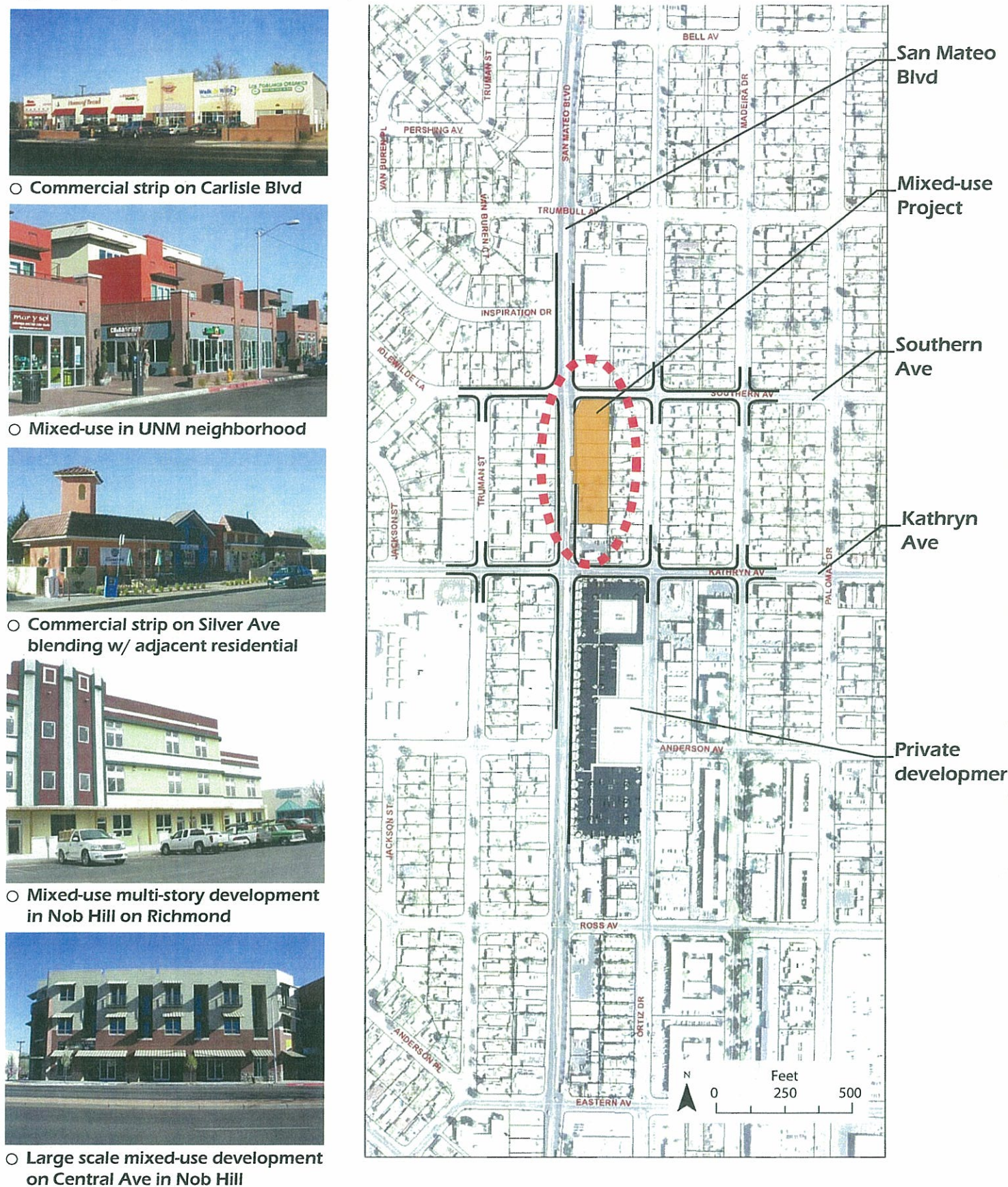
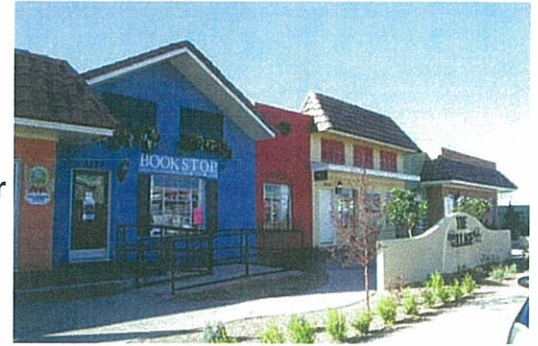


Figure 12. Opportunity Site #3 San Mateo Blvd./Southern Avenue Mixed-Use Development

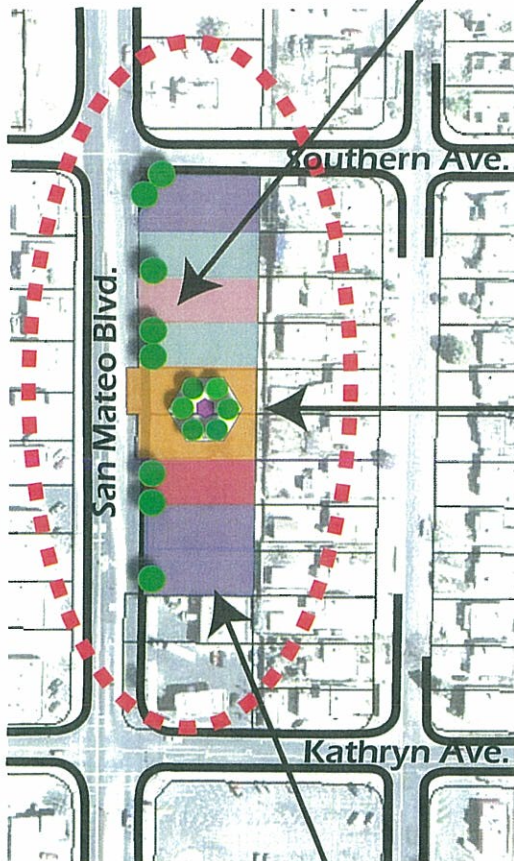


Pedestrian amenities such as shade trees, planters, seating and gathering areas on a spacious sidewalk help create an inviting site.



Businesses distinguished by different colors or architectural features add interest.

Mixed-use Project:



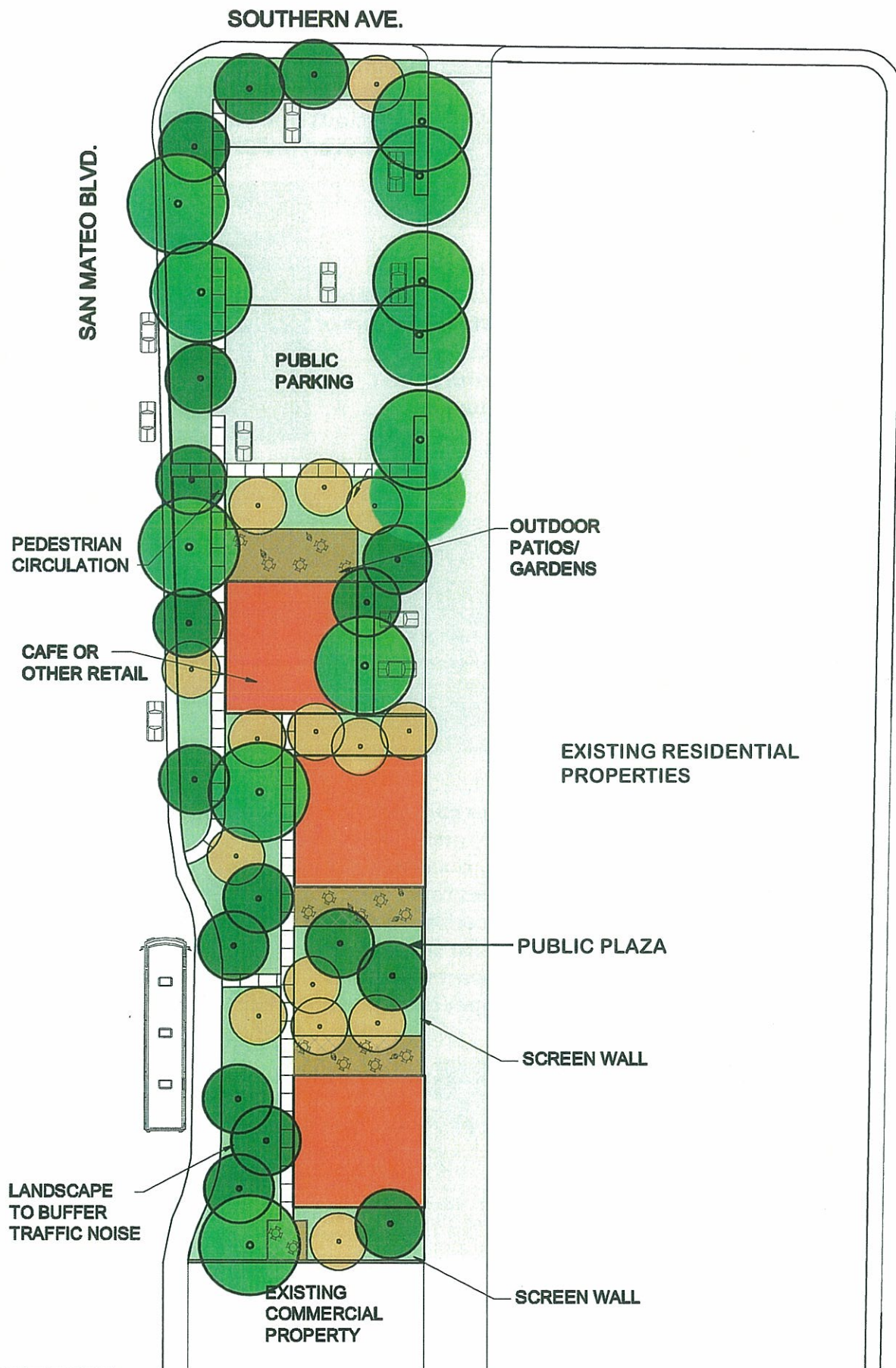
This mixed-use development in a 2-story building provides retail and other commercial outlets at street level with apartments on the upper level.



A strip mall renovation adds new roof lines, differing exterior colors and textures combined with colorful awnings for a new look. A short wall and landscaping help separate a busy road from the development.

Figure 13. Opportunity Site #3 San Mateo Blvd./Southern Avenue Mixed-Use Development

Figure 14. Concept for Mixed-Use Project corner of San Mateo Blvd. and Southern Ave.



C. Potential Implementation and Funding Sources

A number of funding sources from local, State and Federal agencies have been identified as potential opportunities to finance the implementation of the Near Heights Expansion MRA Redevelopment Plan.

1. Public/Private Partnerships

There are a number of opportunities for partnerships to occur between these various entities. Partnerships hold the highest potential for redevelopment opportunities to occur in the Near Heights expansion area. The City can provide incentives through public financing, land holdings, to serve as incentive/collateral for groups such as the NM Community Development Loan Fund, Accion, Wesst Corp, Small Business Association and private developers.

New Mexico Community Development Loan Fund

The New Mexico Community Development Loan Fund is a private, non-profit organization that provides loans, training and technical assistance to business owners and non-profit organizations. Their services support the efforts of low-income individuals and communities to achieve self-reliance and control over their economic destiny. Loans are available to new and existing small businesses for such needs as equipment, inventory, building renovations and operating capital. They provide loans to non-profits for such needs as bridge financing against awarded private and public contracts, capital improvements and equipment, and loans to non-profits that develop affordable housing.

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.

Tax Increment Financing Districts

Tax increment financing is created through a local government's property tax assessment. The incremental difference in tax is used to finance the improvement within the district. In NM, tax increment financing is enabled in forms through the Metropolitan Redevelopment Code, Enterprise Zone Act and the Urban Development Law. The City of Albuquerque uses tax increment financing within its designated Metropolitan Redevelopment Areas (MRA).

Capital Improvement Plan

The purpose of the City of Albuquerque's Capital Improvement Plan (CIP) is to enhance the physical and cultural development of the City by implementing the Albuquerque/Bernalillo County Comprehensive Plan and other adopted plans and policies. Through a multi-year schedule of public physical improvements, CIP administers approved capital expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating Albuquerque's built environment. In practice, the CIP develops, and sometimes directly implements, diverse projects and improvements to public safety and rehabilitation of aging infrastructure such as roads, drainage systems and the water and wastewater network.

Industrial Revenue Bonds (IRB)

In economic effect, an IRB is a loan by a lender/bond purchaser to a company, where the loan proceeds and the loan repayments flow through a government issuer. The tax benefits of IRBs result from the form of the loan and the involvement of a government issuer. In its simplest form, an IRB structure involves a company (typically a corporation, a limited partnership or limited liability company) that wants to purchase and/or construct and/or equip a facility. Instead of purchasing, constructing or equipping directly, the company enters into an agreement (usually a lease) with a government issuer. The agreement provides that the company will lease the facility from the government issuer, construct and equip the facility and, at the end of the lease term, purchase the facility from the issuer at a nominal price. Importantly, the company constructs and equips the facility as the agent of the issuer. In order to obtain the funds to purchase, construct and equip the facility, the issuer issues bonds. The City does not finance bonds; nor does the City provide any credit enhancement. The proceeds of the bond sale are used to pay the expenses of the facility. The bonds are paid off solely with the payments made by the company to the issuer under the lease.

Only "projects" can be financed with IRBs. Projects include land, buildings, furniture, fixtures and equipment. Municipal projects (as opposed to county projects) do not include facilities used primarily for the sale of goods or commodities at retail and certain regulated utility projects. Projects do not need to include land; they can be for equipment only. Also, any land included in a project need not be owned in fee. The costs of projects that can be financed are limited to capital costs and transaction costs. Working capital generally cannot be financed with IRBs, nor is there any benefit associated with doing so.

Metropolitan Redevelopment Bonds

Metropolitan Redevelopment Bonds, while similar in some respects to Industrial Revenue Bonds, have certain differences. These projects

are restricted to designated Metropolitan Redevelopment Areas, and are available to a wider variety of projects. The public purpose for these projects is to stimulate redevelopment activities in economically distressed areas.

Metropolitan Redevelopment Bonds provide a limited property tax abatement on the net improvements to the project site (i.e., current property taxes on the existing value of the property are not exempted). The maximum property tax abatement period is for seven years. Also, Metropolitan Redevelopment Bonds do not offer gross receipts or compensating tax exemptions on the purchase of equipment for the facility. However, they are a reasonable option for projects that may not generally qualify for Industrial Revenue Bonds.

As with Industrial Revenue Bonds, the City does not provide the financing or credit enhancement for the bonds; the applicant is responsible for finding their own financing, based solely on the rates they can negotiate with the purchasers of the bonds. All financing and legal costs are paid by the applicant.

Transportation and Equity Act for the 21st Century (TEA-21)

Federal TEA-21 Enhancement funds, in excess of \$200 billion, is allocated to integrate transportation projects with environmental and community revitalization goals over a period of six years. TEA-21 funds are applicable beyond highways, road and transit maintenance – funds may also be used for relevant environmental restoration, pollution abatement, historic preservation, trails, bike paths and pedestrian infrastructure including aesthetic enhancements.

2. State Financing Programs

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 Obligation
- Federal Financing Programs

3. Loans

1. HUD funds for local CDBG loans and “floats”

Community Development Block Grants are used to finance locally determined activities and can include coping with contamination and financing site preparation or infrastructure development. Eligible activities include planning for redevelopment, site acquisition, environmental site assessment, site clearance, demolition, rehabilitation, contamination removal and construction. Also, when a grant recipient can show that previously awarded CDBG funds will not be needed in the near term, it may tap its block grant account on an interim basis, using a “float” to obtain short-term, low interest financing for projects that create jobs. Money borrowed from grants in this way may pay for the purchase of land, buildings and equipment, site and structural rehabilitation (including environmental remediation) or new construction.

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. 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 Near Heights MRA Plan: 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.

2. SBA Micro loans

These loans are administered through responsible nonprofit groups, such as local economic development organizations or state finance authorities that are selected and approved by the SBA. The SBA loans the money to the nonprofit organization which then pools the funds with local money and administers direct loans to small businesses.

SBA micro loans are administered much like a line of credit and are intended for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies and working capital. The funds are intended to be dispersed with close monitoring of the recipient and a self-employment training program may accompany the loan. The maximum maturity for a micro loan is six years. The average loan size is \$10,000. The loan cannot be used to pay existing debts.

3. SBA' Section 504 development company debentures

Small businesses can receive long-term capital for fixed assets from SBA-certified local development companies who issue notes backed by SBA. These resources can support up to 40 percent of a project's total costs, up to \$750,000. A private financial institution must provide 50 percent of the project financing, but has first claim on collateral. The remaining 10 percent of funding must be obtained from the developer, a non-federal economic development program, or owner equity.

4. Facade Improvement Loans

These loans/grants were made available in the past through HUD-CDBG funds to business owners to give their buildings a face-lift. All facade improvement funds are administered by Family and Community Services through a community development corporation.

4. Loan Guarantees

1. HUD Section 108 loan guarantees

Under Section 108, state and local governments receiving Cobs can receive federally guaranteed loans, often at lower interest rates, to cover the cost of multi-year development projects too large for single year financing with CDBG funding. City or state applicants can pledge up to five times their annual CDBG grants as collateral. State can also pledge their own CDBG allocation on behalf of their small cities.

2. SBA's Section 7(a) and Low-Doc programs

Under Section 7(a), SBA will guarantee up to 90 percent of private loans of less than \$155,000 to small businesses and up to 85 percent of loans between \$155,000 and \$500,000. The Low-Doc Program offers SBA-backing of 90 percent and a streamlined application, review, and approval process for guarantees of loans of less than \$100,000.

5. Grants

1. HUD's CDBG Grants

The CDBG program, one of the nation's largest Federal grant programs, is administered by the Department of Housing and Urban Development to promote the revitalization of neighborhoods and the expansion of affordable housing and economic opportunities. This includes activities that support the redevelopment of properties in distressed areas if such activity supports the mission of the program. CDBG is a "bricks and mortar" program, with the rehabilitation of affordable housing traditionally being the largest single use of CDBG funds.

2. EDA Title I and Title IX

Grants are available to government and nonprofit organizations in distressed areas to fund improvements in infrastructure and public facilities, including industrial parks.

3. HUD-CDBG Façade Improvement Funds

Grants or loans for façade improvements are sometimes made available to private businesses from the federal Department of Housing and Urban Development and Community Development Block Grants through a local community development corporation. Such funds can only be applied to an area designated as low-to-moderate income.

6. Equity capital

1. SBA's Small Business Investment Companies

Licensed and regulated by the SBA, SBIC's are privately owned and managed investment firms that make capital available to small businesses through investments or loans. The use of their own funds plus funds obtained at favorable rates with SBA guaranties and/or by selling their preferred stock to the SBA.

7. Tax incentives and tax-exempt financing

1. Historic Rehabilitation Tax Credits

Investors can receive a credit against their total income taken for the year in which a rehabilitated building is put into service. Rehabilitation of certified historic structures qualifies for a credit equal to 20 percent of the cost of the work; rehabilitation work on non-historic structures built before 1936 qualifies for ten percent.

2. New Markets Tax Credits (NMTC)

The NMTC Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39% of the cost of the investment and is claimed over a seven-year credit allowance period. In each of the first three years, the investor receives a credit equal to five percent of the total amount paid for the stock or capital interest at the time of purchase. For the final four years, the value of the credit is six percent annually. Investors may not redeem their investments in CDEs prior to the conclusion of the seven year period.

3. Low-income Housing Tax Credits (LIHTC)

The LIHTC program offers a ten-year credit for owners of newly constructed or renovated rental housing and sets aside a percentage of the units for low-income individuals for a minimum of 15 years. The amount of the credit varies for new construction and renovation. The project must receive allocation of New Mexico State's annual credit ceiling or use multi-family housing tax-exempt bonds that receive allocation of New Mexico State's bond volume cap. Allocations are made on the basis of the New Mexico State Qualified Allocation Plan.

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6. Existing Conditions

The expanded MRA encompasses the primarily commercial street frontages along San Mateo Boulevard from Bell Avenue to Gibson Boulevard and along Gibson Boulevard from San Mateo Boulevard to Kentucky Street. It also picks up the vacant 3.7-acre City-owned parcel bounded by Eastern Avenue, Alvarado Avenue, Ross Avenue, and Palomas Drive and the Willow Village Shopping Center at San Pedro Drive and Kathryn Avenue.

A. Physical Characteristics, Zoning and Land Use

1. Acreage in MRA Expansion

The total size of the new MRA expansion area is approximately 93 acres (including ROWs). This is about six percent of the existing adjacent MRA of 1,010 acres. Land along the San Mateo corridor constitutes nearly 36 acres. Land included along the Gibson Corridor encompasses 52 acres. Finally, the Willow Village Shopping Center on San Pedro is 4.8 acres.

2. Zoning

Zoning in the planning area is primarily neighborhood commercial (C-1) along San Mateo except for the large parcel of C-2 (community commercial) at the southeastern corner of San Mateo and Kathryn and two small R-2 (medium-density residential) parcels near the north and south ends. Gibson Blvd., east of San Pedro, is also zoned C-1 neighborhood commercial, while to the west it is zoned primarily C-2, with a few pockets of medium and high density residential. The Eastern/Alvarado site is zoned O-1 (Office), while Willow Village Shopping Center carries a C-1 (neighborhood commercial) designation.



3. MRA and Surrounding Land Use

Land use in the expansion area largely reflects the zoning designations, except for a number of residences that occupy commercially zoned lots along San Mateo. There are retail and service-oriented commercial properties along San Mateo and along the north side of Gibson. The largest size and concentration of vacant lots can be found along San Mateo, particularly on the east side. The vacant 3.7 acres at the Eastern/Alvarado site was formerly a parking lot. Willow Village Shopping Center houses neighborhood retail, services and restaurants.

Examining the internal square of blocks framed by San Mateo, Gibson, Louisiana and Zuni shows that the southwest quadrant of blocks is primarily multi-family apartment buildings (plus Wilson Middle School and the Willow Village shopping center) while single-family homes occupy blocks in the other three quadrants. Single-family neighborhoods lie to the west of San Mateo and to the southwestern side of Gibson. South of Gibson lie the Gibson Medical Center (formerly Lovelace), the Veteran's Administration Medical Center, and Kirtland Air Force Base.

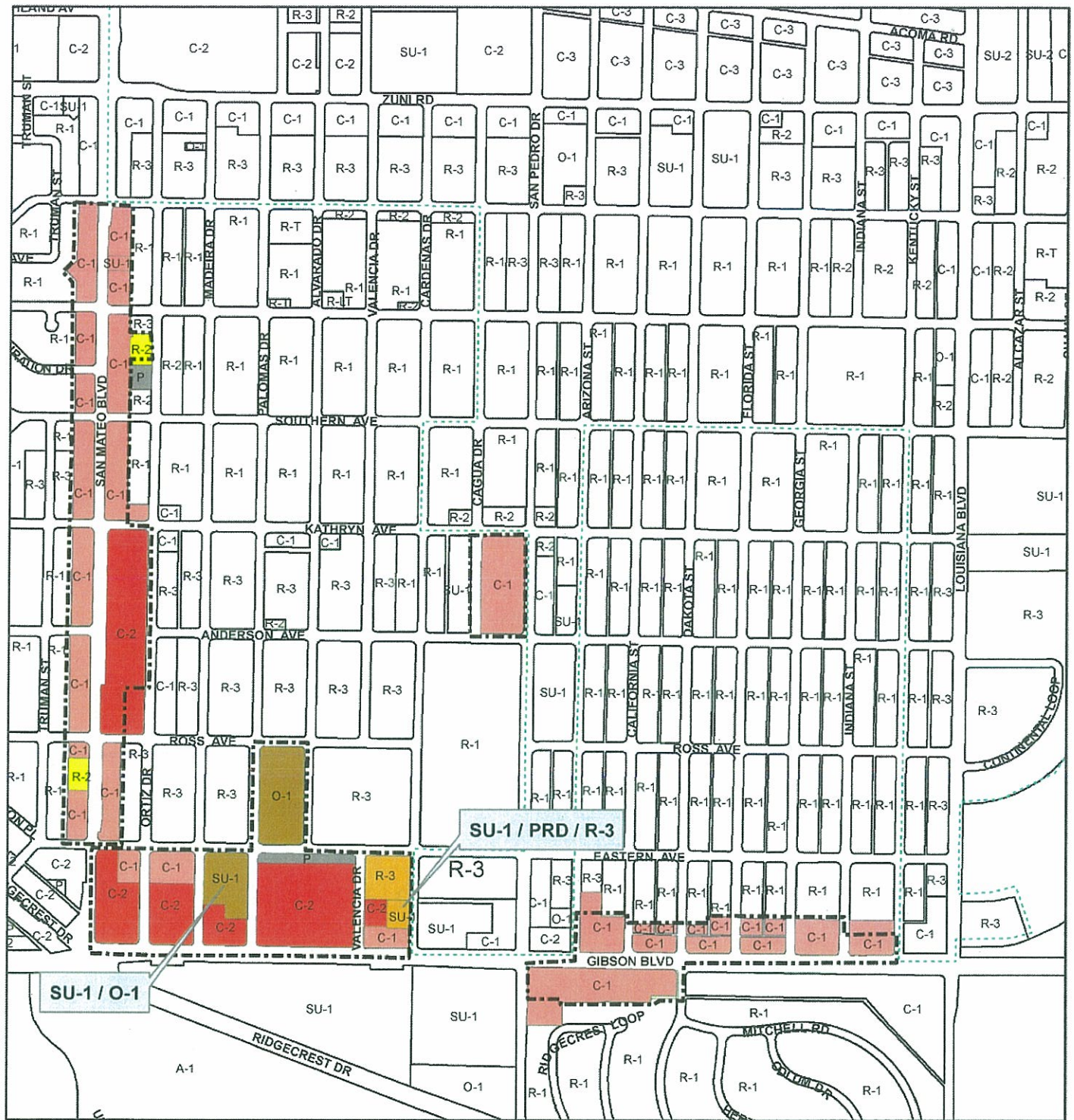
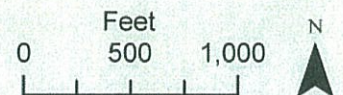
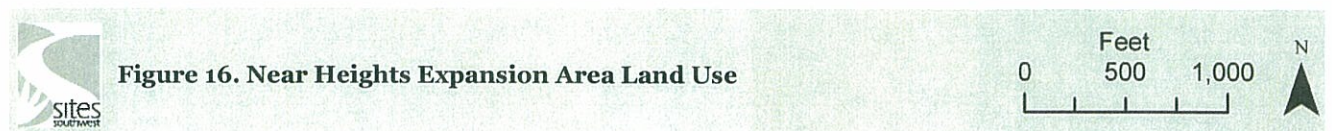
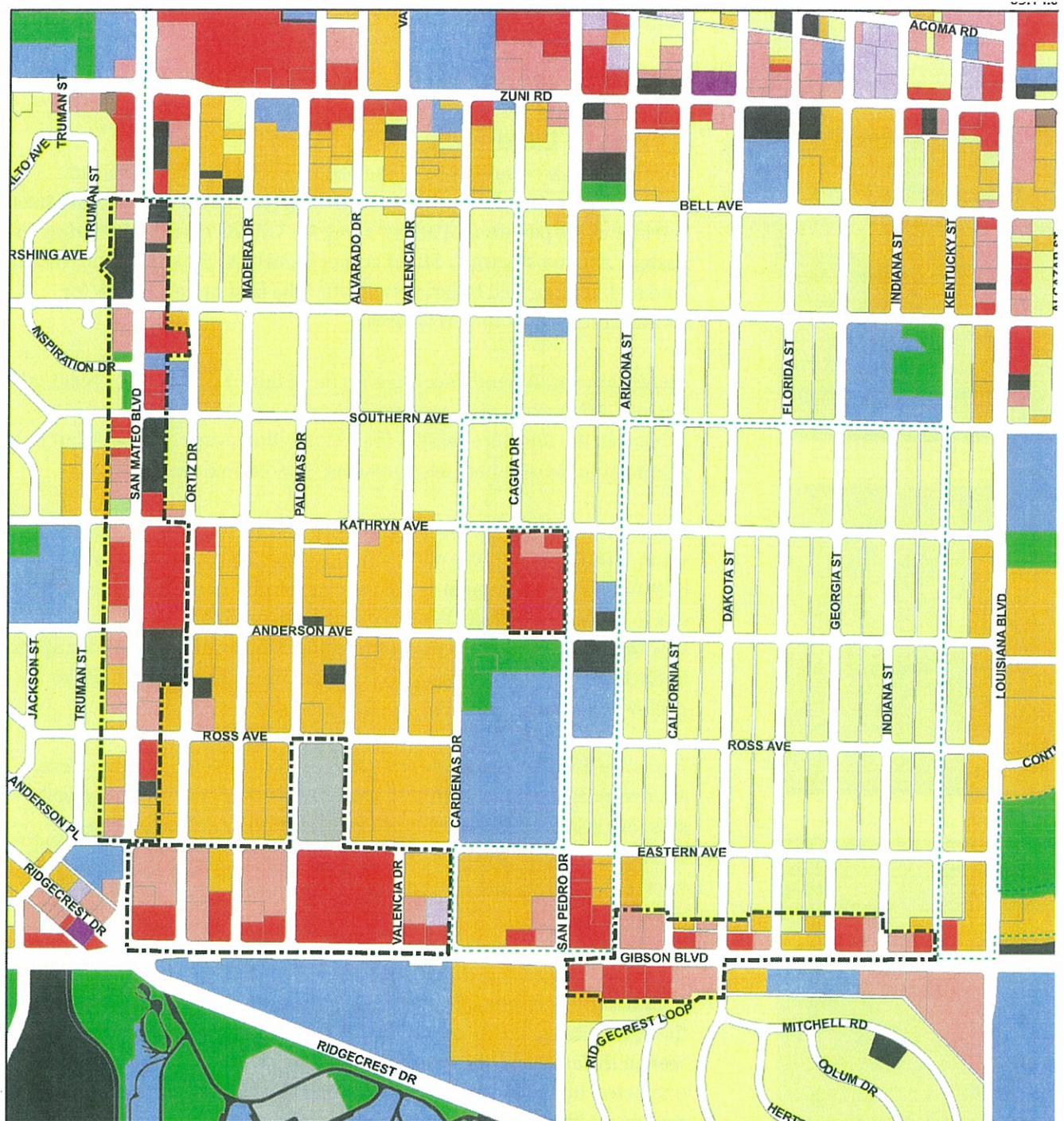


Figure 15. Near Heights Expansion Area Zoning







4. Vacant Land

The planning area suffers from the presence of a number of vacant parcels, which comprises 20 parcels (nearly 5 acres) along the San Mateo corridor and 5 parcels (5.4 acres) along the Gibson corridor including the Eastern Avenue/Alvarado Street corner parcel. At the same time, vacant land and deteriorated buildings can offer the best opportunities for revitalization of a commercial area.

Altogether, vacant land encompasses more than 7 acres or 8 percent of the total MRA expansion acreage. The percentage of vacant land is 20 percent in the northern section (San Mateo Boulevard corridor) but only 3 percent in the southern section along Gibson Boulevard.



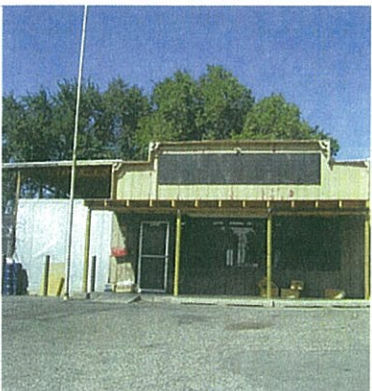
Along San Mateo Boulevard the lot sizes vary from 0.12 acres to 1.86 acres, although a number of vacant lots are grouped together to form larger parcels, some under the same ownership. Lots tend to be shallow due to the additional right-of-way used to expand the roadway. There is now limited parking for businesses that formerly relied on parking space in the front of their buildings. Street trees are other casualties of the narrowed parking facilities.

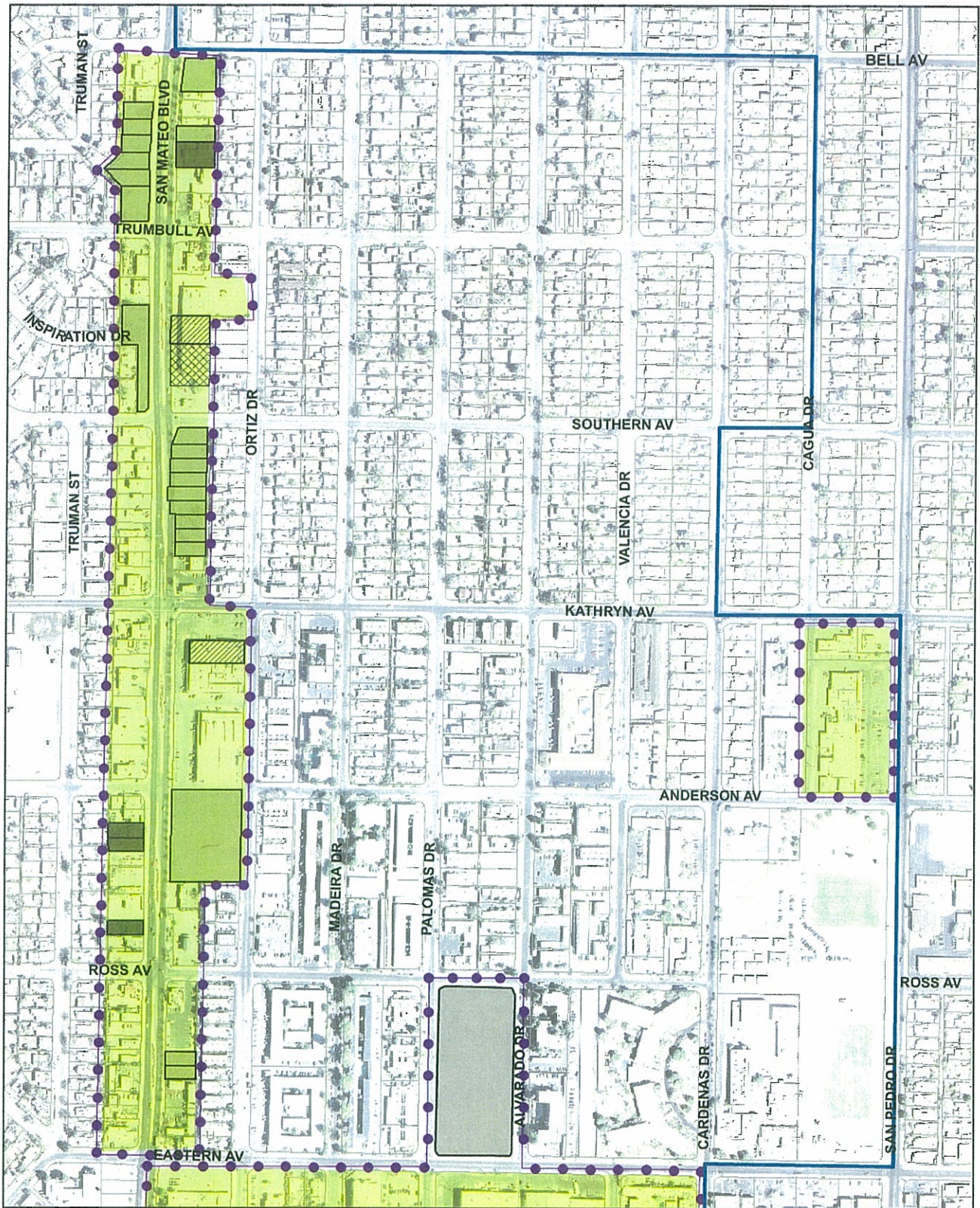
There are five vacant parcels along the Gibson corridor, ranging from approximately 0.15 acres to 1.21 acres. While a few parcels are paved, most are gravel or dirt and blighted by tall weeds and trash. The exception is the lot fronting Arizona, which is neatly mowed. Residents say the empty lots create a haven for trash, drug deals and homeless persons.



5. Deteriorated Buildings

A number of commercial properties in the proposed MRA area along the San Mateo and Gibson corridors present a blighted condition, as seen in the adjacent photos. Altogether, deteriorated buildings make up 0.71 acres in the San Mateo corridor and 3.75 acres along the Gibson corridor. Although there are some thriving small businesses, including ethnic grocery stores, restaurants, and auto-related shops, there are also a number of vacant, boarded-up commercial buildings.

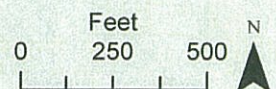


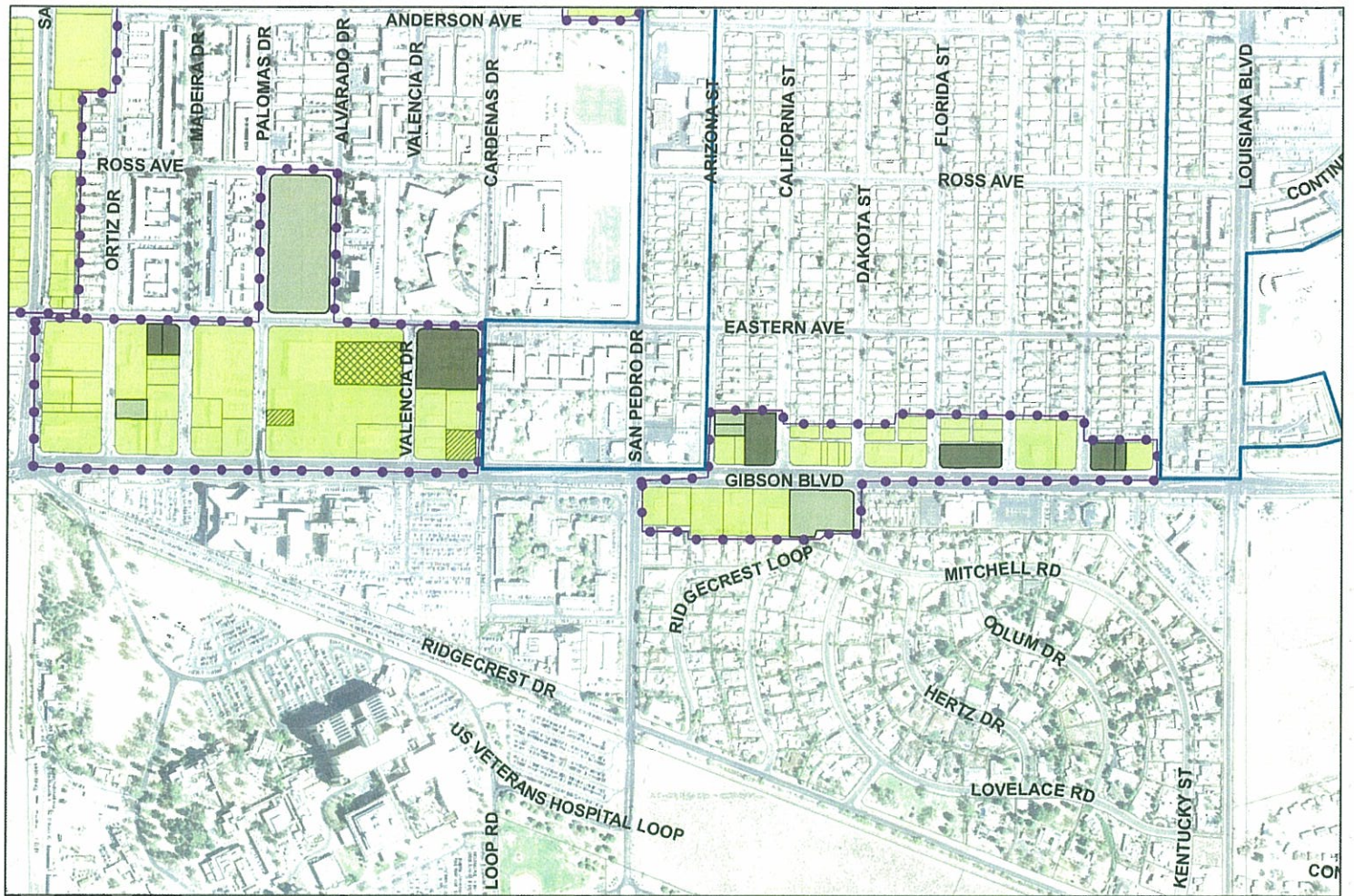


- | | | |
|--------------------------|---|-----------------------|
| Existing MRA Boundary | Closed Business | Deteriorated Building |
| Designated MRA Expansion | Deteriorated Building & Closed Business | Vacant |

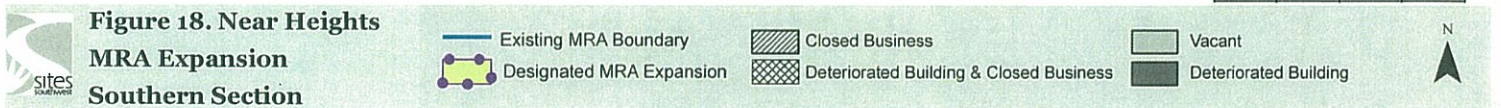


Figure 17. Near Heights MRA Expansion Northern Section





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Feet



B. Area Character and Design

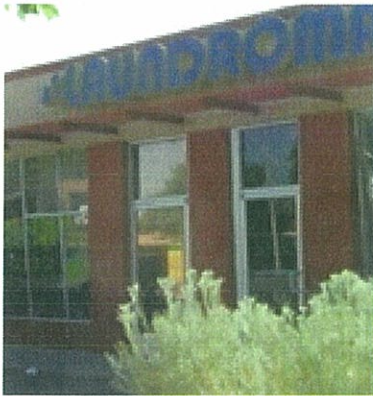
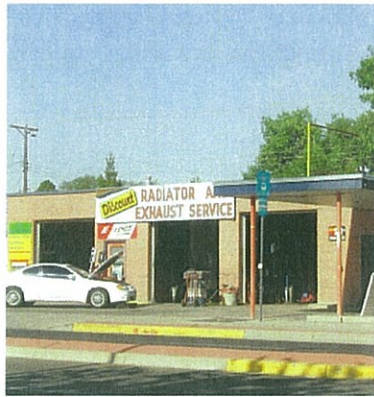
The purpose of the design analysis is to identify positive design features of the area that provide a model for redevelopment to enhance the existing character of the Near Heights Redevelopment Area. Sites Southwest conducted a photographic inventory of the San Mateo and Gibson corridors to document these characteristics.

Conditions vary within the district, from well-maintained buildings with mature landscaping to vacant buildings and buildings in poor condition. The San Mateo corridor is characterized by small-scale, one-story commercial buildings and strips. The Gibson corridor is characterized by national chains and larger-scale developments. Vacant land in the district is primarily located along San Mateo.

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, bus stops and storm water management. Landscape features include plantings, lighting, signage, and parking.

For the purpose of this design analysis, the San Mateo and Gibson corridors are considered separately.

San Mateo Corridor



Architectural Character

- Small-scale, one-story local businesses
- Mixture of commercial strips and free-standing buildings
- Presence of taxpayer strips – a row of stores united under a single roof. These were developed in the early 1900s along streetcar lines and automobile corridors as urban settlement spread out from the city center. They derive their name from the speculative developers who built them because the buildings were designed to generate enough revenue to pay the taxes and hold the space for more concentrated development.
- Typical components include large display windows and a large parapet wall above windows for signage.
- Brick and stucco are common materials for façades
- Use of bright, bold colors

Public Infrastructure

- Tree-lined streets with shade for pedestrians
- Bus shelters with attractive landscaping
- Landscaped medians
- Lack of pedestrian lighting; street lighting is designed to accommodate automobiles with cobra head style fixtures.
- Storm water treatment is drained into inlets on San Mateo.



Landscaping Features

- Some attractive landscapes and xeriscapes
- Landscape buffers between sidewalks and businesses
- Free-standing, small-scale signs oriented toward pedestrians and automobiles
- Signage painted directly on the building

Gibson Corridor



Architectural Character

- One-story, free-standing buildings
- National chains with generic franchise architecture
- Buildings designed for automobiles with ample parking and drive-thru windows
- Neutral colors
- Remnants of older generation automobile-oriented development such as motels





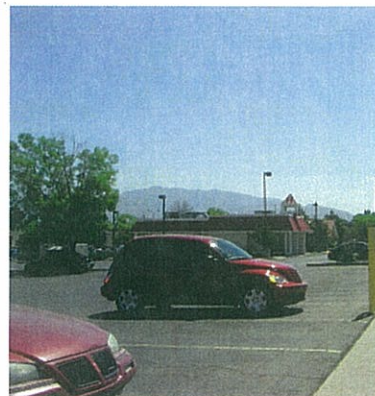
Public Infrastructure

- Lack of pedestrian lighting; street lighting is designed to accommodate automobiles with cobra head style fixtures
- Benches at bus stops
- Landscaped medians on eastern end of corridor
- Storm water treatment is drained into inlets on Gibson



Landscaping Features

- Well-maintained landscapes and xeriscapes
- Landscaping strips between the sidewalk and businesses
- Large, internally lit, free-standing signs
- Billboard signs on western end of corridor
- Ample parking, generally in front of buildings along Gibson



C. Policy Framework

The following existing plans give guidance to redevelopment plans for the Near Heights MRA expansion area:

Albuquerque/Bernalillo County Comprehensive Plan (2003)

The Comprehensive Plan is a Rank 1 plan that sets Albuquerque's course of action for the long-term physical development of the City. The Plan designates development areas of different intensities and character, including activity centers and transportation corridors. Within the Near Heights Expanded MRA boundaries, both the San Mateo and Gibson corridors are identified as Enhanced Transit Corridors. The goal is *"to develop corridors, both streets and adjacent land uses, that provide a balanced circulation system through efficient placement of employment and services, and encouragement of bicycling, walking and use of transit/paratransit as alternatives to automobile travel, while providing sufficient roadway capacity to meet mobility and access needs."* Enhanced Transit Corridors have a maximum speed of 35 to 45 mph and are served primarily by express bus service. These corridors are designed to maximize pedestrian connections to transit with 6- to 8-foot sidewalks. Development along Enhanced Transit Corridors should provide street entrances, have a minimum setback to provide for landscaping or pedestrian activity areas, and parking in the rear or on the side. Policies to promote this goal for Enhanced Transit Corridors include structuring capital expenditures and land use regulations to support additional housing and jobs along the corridor, increasing transit ridership by adding dwelling units, promoting and integrating pedestrian opportunities, and developing a metropolitan recreational and commuter bicycle and trail network.

The intersection of San Mateo and Gibson is identified as a Major Activity Center in the Comprehensive Plan. The goal of activity centers is to *"expand and strengthen concentrations of moderate and high-density mixed land use and social/economic activities which reduce urban sprawl, auto travel needs, and service costs, and which enhance the identity of Albuquerque and its communities."* As a Major Activity Center, the San Mateo/Gibson intersection "provides the most highly concentrated locations of commercial, service and employment uses in conjunction with area-wide needs." The San Mateo/Gibson Major Activity Center should serve the entire metropolitan population and beyond and be accessible by all modes of travel. Typical land uses for a Major Activity Center include commercial, office, and technology centers and medium to high-density residential in sensitive relationship to employment. Major Activity Centers generally have net densities above 30 dwelling units per acre.

2030 Metropolitan Transportation Plan (MTP) for the Albuquerque Metropolitan Planning Area, Mid-Region Council of Governments (2007)

The Metropolitan Transportation Plan is a long-range, regional planning tool developed by the Mid-Region Council of Governments, which includes representatives of the constituent municipalities, school districts, and water management agencies in Bernalillo, Valencia, Sandoval, and Tarrant counties. This MTP includes policy and funding designations for the development of an integrated transportation system that facilitates the efficient movement of people and goods. It evaluates the current transportation system, how the region is likely to grow and what the transportation system should look like in the future. The Albuquerque Metropolitan Planning Area includes the Near Heights Expanded MRA boundary, but the MTP does not include any specific recommendations for the area.

Near Heights Metropolitan Redevelopment Plan (2000)

This redevelopment plan covers Central and Zuni Avenues from San Mateo to Moon as well as a north-south commercial corridor along San Pedro from Gibson to Lomas, encompassing 1,010 acres but excluding the State Fairgrounds. Charged with developing concepts for three projects that would stimulate private investment in this blighted area, the team came up with a commercial corridor project, a motel re-use project, and a housing master plan. It selected opportunity sites for these projects and analyzed constraints and opportunities. It proposed an International Marketplace (now the expanded Talin Market World Food Fare), assisted living for the elderly at the hotel re-use project, and a housing plan that would rehabilitate declining rental properties and expand opportunities for home ownership in the area.

Eastern Alvarado MRA Designation Report and Project Plan (2007)

This was the original designation report and project plan for the 3.7-acre Eastern Ave./Alvarado St. Corner vacant lot donated for redevelopment to the City of Albuquerque by Lovelace Healthcare Systems. The report noted that an over-abundance of multi-family housing in the area had saturated the rental housing market, resulting in many vacant, blighted lots. It documented a need for additional for-sale housing. This plan will be supplanted by the Near Heights Expansion Area MRA Plan, which will incorporate the Eastern Ave./Alvarado St. Corner parcel into its boundary, when adopted.

Near Heights MRA Expansion Area Designation Report (2008)

This report designated the Near Heights Expansion area—primarily the commercial corridors of San Mateo Boulevard, from Bell Ave. to Gibson, and Gibson Boulevard, from San Mateo to Kentucky, and including the large shopping center at San Pedro Drive and Kathryn Ave. It documented the combination of vacant lots, closed businesses, and deteriorated buildings that contribute to blight in the area, qualifying it as a metropolitan redevelopment area.

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