

# 7. Appendices

## A. Community & Business Priorities

### 1. Community Priorities

The following businesses, services and activities, and spaces were proposed by the community members who attended public meetings and then prioritized according to their desirability.

1. Cyber café for kids
2. Local coffee shop/café
3. Business incubator and job training
4. Asian American Center, Community wellness center, community garden, dance studio and gymnastics
5. Neighborhood identity/theme with themed street lights, art on sidewalks; swimming pool; ice cream shop; mixed-use on San Mateo
6. Economic Development
  - Bakery
  - Farmer's market at Wilson Park
  - Non-chain restaurants with live music
7. Public Infrastructure
  - Open plaza/gathering place
  - Better bike paths (particularly along Kathryn)
  - Music performance space
  - Upgrade to Great Streets standards where possible
  - Projects at intersections with connections for pedestrians, street trees: San Mateo/Kathryn, San Pedro/Kathryn, Louisiana/Kathryn.
  - Bike path on Kathryn to Cesar Chavez Community Center
8. Community Services/Facilities
  - Recreation for kids – summer programs for middle schoolers, skate park
  - Community Services Center – domestic violence, medical services, wellness
  - Family recreation center with picnic tables, skate park, pool, playground, basketball hoops, skateboarding

## 2. Business Priorities

Forty business owners in the area were surveyed in person about their business and the general business climate in the area. Some of their general characteristics were as follows:

- Most lease their buildings, although 11 own.
- Their length of time in business in area ranged from 1 week to 56 years with a median of 5.5 years and average of 14 years.
- Replies to the question: “How is business?” ranged from “slow lately” (particularly the restaurants) to “very good.” At least nine said they were affected by the closing of Lovelace Medical Center.

When asked which of the following measures they thought would improve the business climate in the area, business owners cited the following (shown with the percentage of owners who agreed).

1. Improved safety—62%
2. More people working in the area—59%
3. Establish distinct international character—49%
4. Better lighting—41%
5. Funds for façade improvements—35%
6. More people living in the area—32%
7. Higher incomes in the area—30%
8. Better streetscape—24%

Other observations made by at least one of the business owners were:

- Need more police presence
- Clean up rundown properties, build on vacant lots
- Would like a grocery store
- Need newer look/business assistance
- Would like better, upper-scale restaurants in the area
- Improve signage, curb appeal



## B. Market Analysis

The market analysis looks at the existing and potential demand for goods and services in the area and compares it to the existing supply.

### 1. Demand Characteristics

As a rule of thumb, customers are likely to walk to commercial/shopping areas within an eighth to a quarter mile from their home (5-10 minute walk) and drive to shopping centers up to three miles away. This is typically considered the primary trade area. There are many exceptions to this—among them, natural or psychological barriers such as rivers or freeways and the stronger pull of regional shopping centers, which draw from a larger area.

There are three primary sources of demand for goods and services in the Near Heights Expansion MRA: 1) nearby residents, 2) employer-based clientele, and 3) regional customers.

This market study examined in most detail the socioeconomic characteristics of the first group—people living in the 87108 zip code, which ranges east to west from Carlisle to Wyoming, and north to south from Lomas Blvd. to both sides of Gibson.

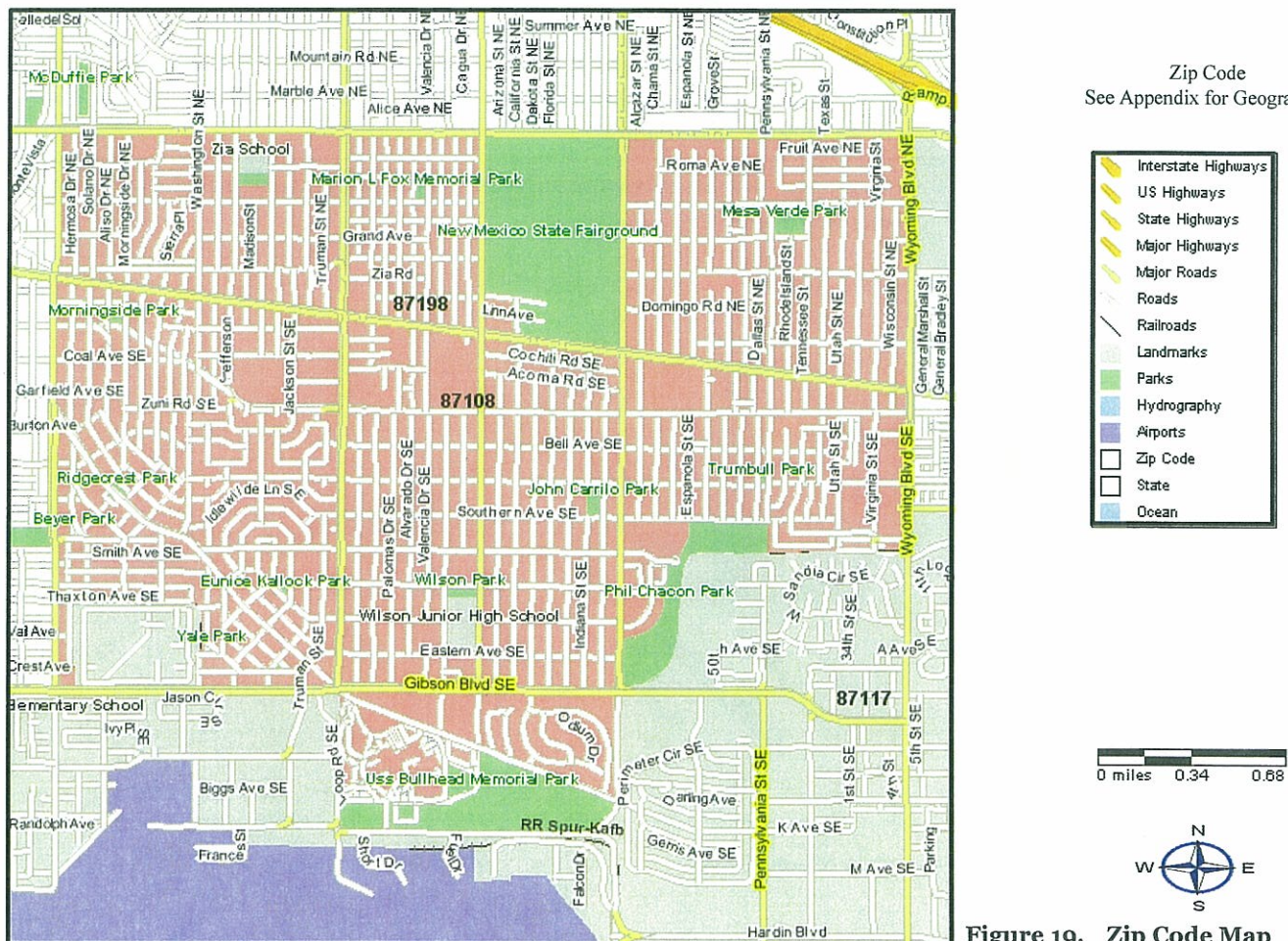


Figure 19. Zip Code Map (87108)

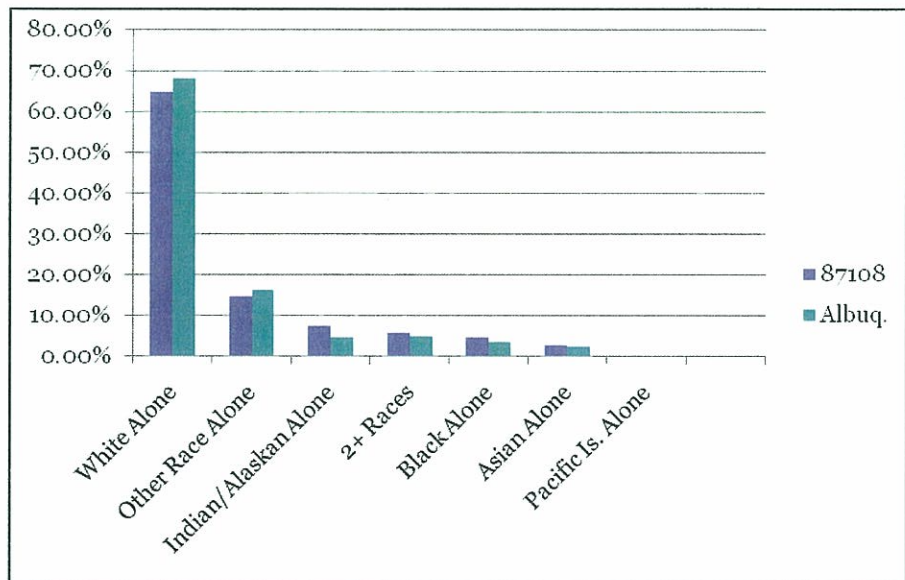


This information was the most readily available. The team selected the zip code area for several reasons. First, it was the zip code listed by nearly all the residents who attended the MRA meetings. Second, the distance is approximately three miles wide by two miles long. Third, the bordering streets—Lomas, Carlisle, Wyoming and Gibson—are major roads that act as psychological barriers. Residents living west of Carlisle, for example, tend to shop in Nob Hill or on Central Ave. Barring a special attraction that draws City-wide, most customers for the San Mateo/ Gibson Commercial Corridors are likely to come from this area. The area also includes the Wal-mart Supercenter at San Mateo and Zuni and the shopping center that houses John Brooks grocery and Big Lots at Zuni and San Mateo. Both places frequented by meeting attendees.

### Socioeconomic Characteristics of the Trade Area

Compared with Albuquerque residents in general, those living in the MRA trade area (zip code 87108) are slightly older, slightly less educated, and more racially diverse. (See Table 1). For example, the median age in the trade area was 36.3 in 2008 compared with 35.9 for Albuquerque in general. Some 54.5 percent of Albuquerque residents had received a high school diploma or higher and 31.6 had earned a bachelor's degree or higher compared with 50 percent and 25.5 percent, respectively, in the trade area. The difference in racial diversity can be seen in the chart below:

**Figure 20. Racial Diversity in Near Heights Expansion MRA Trade Area compared with Albuquerque**



Source: Claritas 2008



Compared with Albuquerque in general, the trade area is home to a higher percentage of American Indian and Alaskan natives, Black/ African Americans, Asians, and those who considered themselves two or more races. The percentage of Native Hawaiian or Pacific Islanders is about the same as in the general Albuquerque population. Regarding ethnicity, just over half of the trade area is Hispanic or Latino (of any race) compared with only 44 percent of Albuquerque residents generally. Not surprisingly, only 59 percent of those living in the trade speak only English at home compared with 72 percent in Albuquerque generally. Those in the trade area are more likely to speak Spanish at home as well as English.

Perhaps the greatest disparity is in incomes. The median household income (an equal number of households earn more than and less than this) in Albuquerque was \$45,358 and the average household income was \$59,558, compared with only \$29,480 and \$40,065 in the trade area. Per capita income in the trade area was only \$18,549 compared with \$25,002 in Albuquerque generally (Claritas, 2008).

Of those residents employed in the civilian workforce, a similar percentage in both the trade area and Albuquerque worked for private businesses. Slightly fewer of the trade area residents worked for local, state or the Federal government while more of them were self-employed.

Many more households rent housing in the trade area (64.9%) than in Albuquerque generally (38.1%). This is consistent with the average household size, which is slightly smaller in the trade area (2.18 compared with 2.36 in Albuquerque).

While rent paid in the trade area ranged from \$100 a month to \$2,000 a month or more, 63 percent of tenants paid between \$350 and \$599 a month. The 2007 median price asked for vacant for-sale houses and condos in the trade area was \$186,641. The 2007 estimated median house or condo value in the trade area was \$160,511, compared with \$107,500 in 2000 (city-data.com).

**Table 7. Comparison of Demographics in 87108 to the City of Albuquerque**

Characteristic	87108	Zipcode	Albuquerque	
	Number	Percent	Number	Percent
Total Population (2009 Estimate)	38,092	100.0%	520,224	100.0%
2014 Population Projection	38,931	100.0%	562,250	100.0%
No. of Households	16,955	100.0%	215,946	100.0%
Average Household Size	2.18	(X)	2.36	(X)
Median Age (years)	36.3	(X)	35.9	(X)
Median Household Income	\$29,480	(X)	\$45,358	(X)
Average Household Income	\$40,065	(X)	\$59,558	(X)
Per capita income	\$18,549	(X)	\$25,002	(X)
<i>Ethnicity</i>				
Hispanic or Latino (of any race)	19,518	51.2%	229,910	44.2%
<i>Population by Race</i>				
White Alone	24,658	64.7%	353,491	68.0%
Black/African American Alone	1,767	4.6%	18,775	3.6%
Amer. Indian & Alaskan Native Alone	2,864	7.5%	24,040	4.6%
Asian Alone	1,043	2.7%	12,441	2.4%
Native Hawaiian/Other Pacific Islander Alone	53	0.1%	696	0.1%
Some Other Race Alone	5,522	14.5%	85,277	16.4%
Two or More Races	2,185	5.7%	25,504	4.9%
<i>Educational Attainment</i>				
High School Graduate or Higher	12,800	50.0%	187,376	54.5%
Bachelor's Degree or Higher	6,518	25.5%	108,733	31.6%
<i>Language Spoken at Home</i>				
English Only	20,741	59.2%	347,646	72.3%
Spanish	11,720	33.5%	110,359	22.9%
Asian/Pacific Islander	713	2.0%	6,848	1.4%
Indo-European	614	1.8%	8,649	1.8%
<i>Employment Status</i>				
Age 16+ in Civilian Labor Force	16,465	100.0%	253,939	100.0%
Private workers (for-profit/non-profit)	12,275	74.6%	189,650	74.7%
Government workers (Federal, State, Local)	3,049	18.5%	51,582	20.3%
Self-employed	1,118	6.9%	16,111	6.3%
<i>Housing Tenure (of occupied units)</i>				
Owner Occupied	5,960	35.2%	133,650	61.9%
Renter Occupied	10,995	64.9%	82,296	38.1%

Source: Claritas 2009



### **Employer-based Clientele**

A number of large employers in the area create a market for lunch and daytime errands. Kirtland Air Force Base employs 35,690 civilians and 4,860 military personnel, although the market varies somewhat with security concerns at the base. Some 8,400 people work at Sandia National Labs and 1,600 work at the Veteran's Administration complex. Gibson Medical Center employs about 100 in addition to housing doctor's offices and their staff. This likely will increase once the center's operations are in full swing.

### **Regional Customers**

Regional customers were the most difficult to obtain data about as they, by definition, come from all over the region. Specific businesses noted whether or not any of their customers were regional. Businesses that said they drew regional customers included a garden supply store, banks, medical supply, motorcycle repair, used bookstore, and several others.

## **2. Supply Characteristics**

### **Commercial Space**

Commercial uses predominate along both San Mateo and Gibson Boulevards. General characteristics are summarized below:

- Vacant commercial land: 10.4 acres
- Condition of commercial space: Fair to good
- Commercial rents: \$20.25 per square foot (First Quarter 2009)
- Average weekday traffic flows
  - San Mateo Blvd.: (from Gibson to Zuni) 13,400—17,500 in 2008; down from 21,200-23,400 in 2004
  - Gibson Blvd.: (from San Mateo to Louisiana) 26,100—16,300 in 2007; down from 29,200-23,600 in 2004
  - San Pedro Blvd. : (from Gibson to Zuni) 7,100—12,000 in 2008; down from 9,700-12,100 in 2004

### **Commercial Environment**

There tend to be more small local businesses along San Mateo Boulevard and more national franchises along Gibson Boulevard.

#### *San Mateo Commercial Corridor*

Retail and service businesses predominate along the San Mateo corridor from Gibson Blvd. to Bell Ave. in the MRA expansion area. These include thrift stores, specialty garden supply sales, a woodworking shop, a furniture store, and a used bookstore. Service businesses include hair salons, photography, a dry cleaners, tax services, a laundromat, and several social service places. There are three restaurants which serve Mexican food, Thai food and fast-food tacos, in addition to a small

grocery offering primarily fruit and vegetables. A Dairy Queen is just to the east of the San Mateo corridor, along Kathryn. Remaining establishments include at least eight auto-oriented businesses (auto care and repair, oil and lube, radiator/exhaust, auto details and trim and a car wash) and four churches or drop-in clubs. There is one gas station at Kathryn Ave. In between are pockets of single-family houses, duplexes and medium density apartments.

#### *Gibson Commercial Corridor*

By contrast, food establishments are the predominant businesses along the Gibson corridor. Gibson sports some 18 restaurants between San Mateo and Louisiana Boulevards. Many are familiar fast food franchises such as McDonalds, Sonic, Twisters, Papa John's and Starbucks, but a few are local restaurants, such as Cervantes and the Copper Canyon Café. Two more locally-owned establishments are slated to move in—a Sunshine Café and an anticipated new Salvadoran restaurant just to the west of San Mateo. The 99B Asian Grocery store anchors the Siesta Hills Shopping Center. The next most prevalent types of businesses are the approximately eight auto-related places (carwash, brake repair, oil and lube and seven service businesses (daycare, truck rentals, self-storage, motel, martial arts studio, preschool, computer network technical assistance). There are at least two gas stations in the vicinity. Rounding out the commercial establishments are a motorcycle repair place, a dollar store, and medical sales related to Gibson Medical Center.

**Table 8. Type of Land Use By Location**

Type of Land Use by Location (2007-2008)*	All three locations	San Mateo	Gibson	Willow Village
Food (Mostly fast-food except 6 & veg/fruit store)	26	5	18	3
Retail (Dollar stores, hobby, thrift/antiques, garden supply/organics/hydroponics/greenhouse, paperbacks)	16	11	3	2
Services (Storage, laundry, cleaners, taxes, survey, hair salons, daycare, IT)	22	10	7	5
Auto-related (repair and service)	16	8	8	0
Gas Stations	3	1	2	0
Churches/Clubs	5	4	0	1
Medical	5	0	4	1
Multi-Family	17	9	8	0
SF Res & Duplexes (Lots)	15	15	0	0
Vacant Lots	23	21	2	0
Vacant Buildings (or shopping center spaces)	4		2	2

\*Sources: SSW and COA walking surveys. These are approximate counts

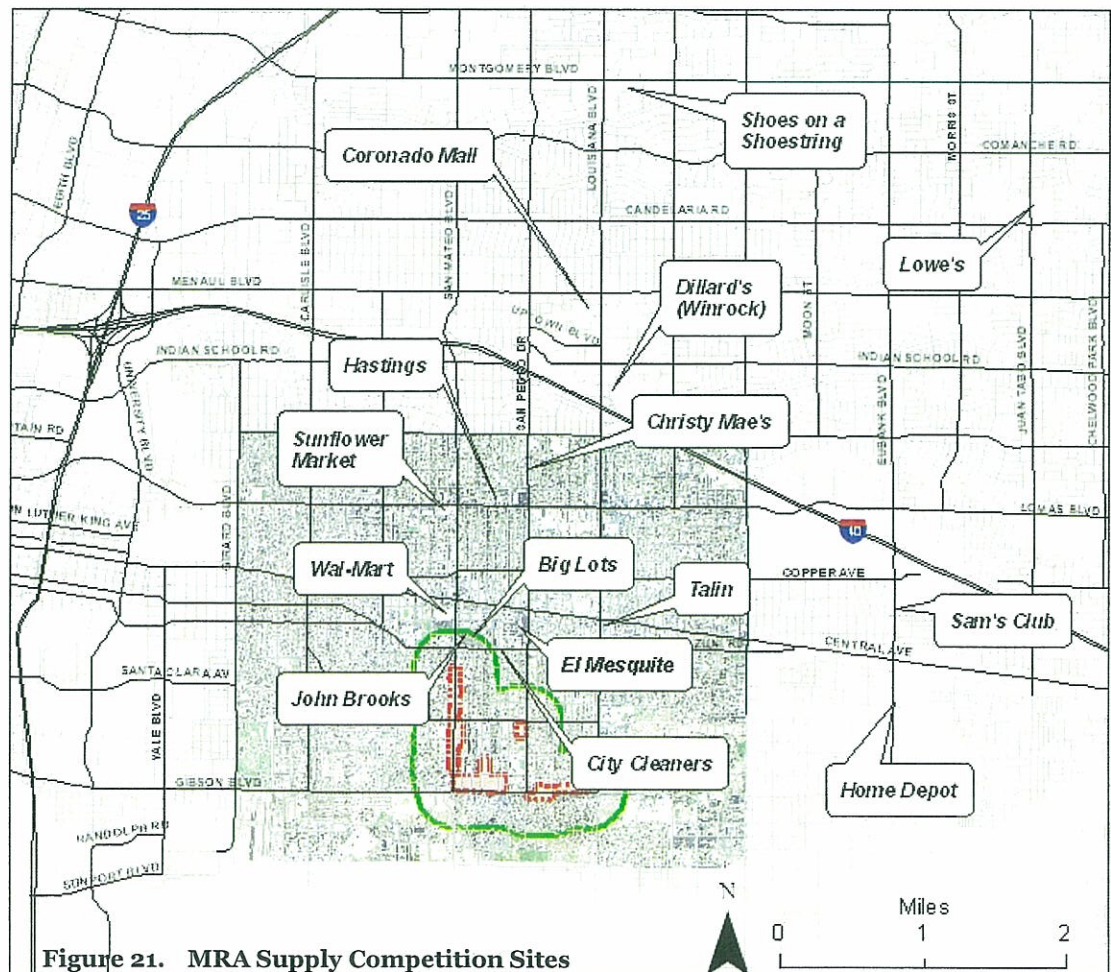


### *San Pedro Drive*

San Pedro Drive passes by Wilson Middle School, San Pedro Library, and both single and multi-family residential areas as well as the Willow Village Shopping Center. An older shopping center, this center was included at the request of the local residents in hopes of giving the center more tools for revitalization.

### **Commercial Competition**

Neighborhood residents report shopping at nearby stores and restaurants outside the expanded MRA. These “outside” establishments indicate places of commercial competition for the Near Heights MRA Expansion Area (Figure 21). Residents tended to purchase groceries at John Brooks, Sunflower Market, El Mezquite, the Talin and Wal-mart. For hardware and home items, they frequented Home Depot and Lowes. Shoes were purchased from Dillard's, Shoes on a Shoe String, or Mervyns (which recently closed). Videos, DVDs and CDs came from Fair Heights Videos or Hastings, while books came from Page One, at Juan Tabo and Montgomery. The need for general purchases drew them to Wal-mart, Big Lots, Coronado Mall, and Sam's Club. Participants generally felt that the area lacked eating establishments, home medical services, and that the San Pedro library was too small.



### **Commercial Trends**

The 550,000 SF Gibson Medical Center (formerly the Lovelace Medical Center) facilities are located just south of the planning area, bounded by Ridgecrest and Gibson. The former Lovelace hospital has merged with a downtown branch and no longer provides outpatient surgery or emergency services. The current facility has been renamed the Gibson Medical Center and recently was purchased by a local investor. The downsizing seems to have had less of a disruptive or destabilizing effect on the neighborhood and business than anticipated. The heaviest impact of the closing thus far, and the sinking economy in general, seems to have been borne by area restaurants, who lost Lovelace employees and patient families as customers, and Lovelace-related medical businesses.

Other closings include the Blockbuster video store in the Parkland Shopping Center on San Mateo, the laundromat on San Mateo and the Baskin-Robbins/donut shop on Gibson have been closed for several years. There is a lien on an oriental restaurant in the Siesta Hills Shopping Center. El Norteno Restaurant, serving Mexican food, recently experienced a fire but is anticipated to reopen.

On the more positive side, other medical offices have moved into the Gibson facility. A private health club is slated to develop the Parkland Shopping Center on the southeast corner of San Mateo and Kathryn. In addition, a new Mexican restaurant the Whole Enchilada, and Sandia Fruits and Vegetable recently opened on San Mateo, and two new restaurants are anticipated for the Gibson corridor: a new café and a Salvadoran eatery.



### 3. SWOT Evaluation of Existing Conditions

The following evaluates the strengths, weaknesses, opportunities and threats (SWOT) to the area to provide a framework and guide to potential solutions.

#### **Area Strengths**

- Residentially dense (38,092 in 87108 zip code).
- Area employment includes Kirtland Air Force Base, Sandia Labs, the Veteran's Administration Hospital, and new tenants at the Gibson Medical Center.
- Close proximity to the international airport or the Interstate (for businesses that are regional).
- Percentage of ethnic population higher than rest of Albuquerque.
- Area recently renamed the International District, providing a new identity.
- Fairly high numbers of cars travel the Gibson/San Mateo/San Pedro corridors.
- Streetscape construction on San Mateo in 1984 that created a generally walkable area with shade trees (though it also narrowed parking at stores). Easy to cross the street.
- Good bus service with shelters and benches.
- Lots of bicycle riders in neighborhood.
- Strong, motivated neighborhood associations.
- Talin Market and cluster of Asian restaurants, other ethnic businesses, draw people from around the City.
- Cluster of auto businesses on San Mateo and Gibson.
- Proximity to the State Fair.
- Neighborhood leadership in helping people stay sober, off drugs (Endorphin Power Company, Next Steps Club etc.).
- Presence of Southwest Team for Entrepreneurial Success (STEPS) (which follows Sirolli Institute model for economic development).
- Fair number of viable businesses (especially franchises) along Gibson.

### **Area Weaknesses**

- Large gaps in street wall frontage—“missing teeth”— along San Mateo impede attracting more pedestrians.
- Few businesses along San Mateo to draw neighborhood people. Have some restaurants, a few thrift shops, the fruit and vegetable store. The bookstore and garden store depend on the traffic from the KAFB, the VA Hospital and the Gibson Medical Center.
- Neighborhood is dark at night. No pedestrian lighting.
- People don’t feel safe in the area (and businesses have been burglarized).
- Negative perception of the area as a crime area.
- Liquor stores result in drunks passing out around the apartment buildings as well as empty bottles and trash.
- Kirtland AFB since 9-11 closes the base periodically, diminishing traffic flow.
- Low household incomes compared with the rest of the City.
- Independent businesses along the corridor lack the common management, control of retail mix and access to the latest marketing and retail information that is common in malls.
- Streetscape construction removed some of the parking available in front of stores along San Mateo.
- Residents are only about one-third homeowners; the rest rent.
- Shopping centers and business districts have a number of vacancies.

### **Area Opportunities**

- Gibson Medical Center is filling its vacant spaces with new tenants.
- A major new development is planned along San Mateo, south of Kathryn by a private developer.
- Potential for area to become known as the International District. Already a number of ethnic businesses and residents have persuaded the NM State Legislature and the City of Albuquerque to adopt a resolution to that effect.
- Number of vacant lots and buildings along San Mateo for redevelopment.
- New commercial investment can take advantage of MRA impact fee waivers and other MRA benefits.

### **Area Threats**

- General economy is down. Hard to get loans for businesses; more people are out of work.
- Jobs in general are restructuring.
- Public/private funding may be limited in the future.



## C. Bibliography

1. 48th NM State Legislature, *Metropolitan Redevelopment Code*, Article 60A, July 15, 2007.
2. Architectural Research Consultants, Inc., "Filling the Service Gap in the Southeast Heights," prepared for the Albuquerque/Bernalillo County Library System, June 2008.
3. Biebel Charles D., Szoka Pahl, Mary Rose; Taylor, Phyllis. Updated by Phyllis Taylor. Albuquerque's Environmental Story, Educating For a Sustainable Community, The Built Environment - A Sense of Place Near Heights.
4. City of Albuquerque, Development Services Division. *Near Heights Metropolitan Redevelopment Plan*, 2000.
5. City of Albuquerque, Metropolitan Redevelopment Agency. Eastern / Alvarado MRA Designation Report and Project Plan, 2007.
6. City of Albuquerque, Metropolitan Redevelopment Agency. Near Heights MRA Expansion Area Designation Report, 2008.
7. La Mesa Sector Development Plan. 1976, November
8. National Association of Realtors, *Economic Development Case Studies*, February 2005.

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**Potential  
Opportunity Site  
(Identified by  
University of New  
Mexico School  
of Architecture  
Studio Project)**

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**D. Alternate Opportunity Site (University of New Mexico School of Architecture Studio Project)**

The following site in the Near Heights MRA was developed in a class project by University of New Mexico Assistant Professor Kristina Yu's Architecture 301 studio in Fall 2008 with input from the Near Heights MRA Expansion Communities. The students examined and visually analyzed a number of aspects of the site and neighborhood, including density, crime, housing prices and design among others. Some of their information and illustrations are included here for additional ideas and inspiration.

**1. Alternate Opportunity Site: Six Vacant lots at the northwest corner of Trumbull Ave. and San Mateo Blvd.**

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**San Mateo Blvd./Trumbull Ave. Mixed Use Development**

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**SWOT Analysis**

**Strengths/Opportunities:**

- Vacant properties
- New commercial development can take advantage of the impact fee waiver
- One owner
- Along major arterial
- Mix of housing and retail

**Weaknesses/Threats:**

- Possible multiple owners
- Rezoning necessary for mixed use
- Economy may be uncertain for future development
- Difficulty getting development loan from the bank due to economy
- Lack of City funding to purchase property to initiate an RFP.

**Goals and Objectives**

To integrate housing into the commercial sector, ultimately enhancing the economic vitality of a major arterial walkable street.



## **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.

## **Potential Partners**

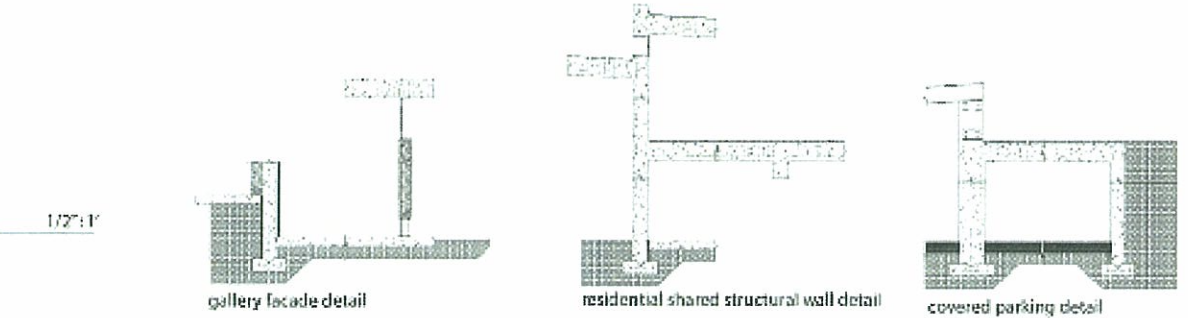
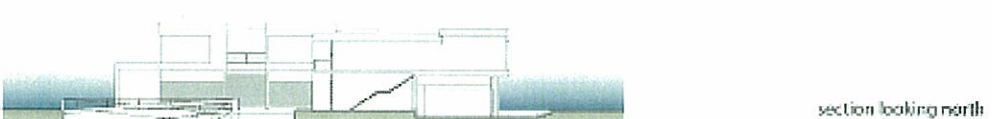
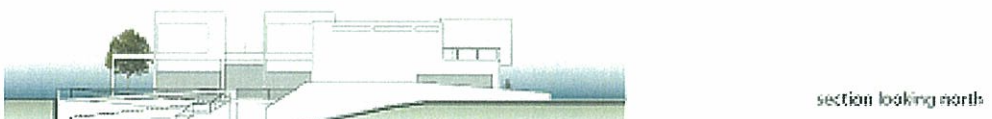
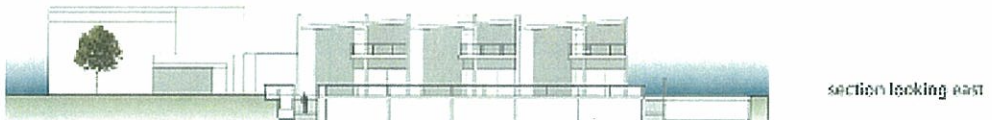
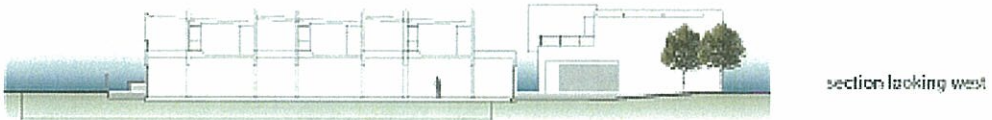
- Assistant Architecture Professor Kristina Yu, and UNM's School of Architecture Studio 301
- University of New Mexico Associate Professor of Community and Regional Planning Moises Gonzales

## **Implementation Steps**

- Determine owner/ if land is for sale/ price.
- Purchase Property and review UNM architecture and planning work in the area.
- Issue an RFP.

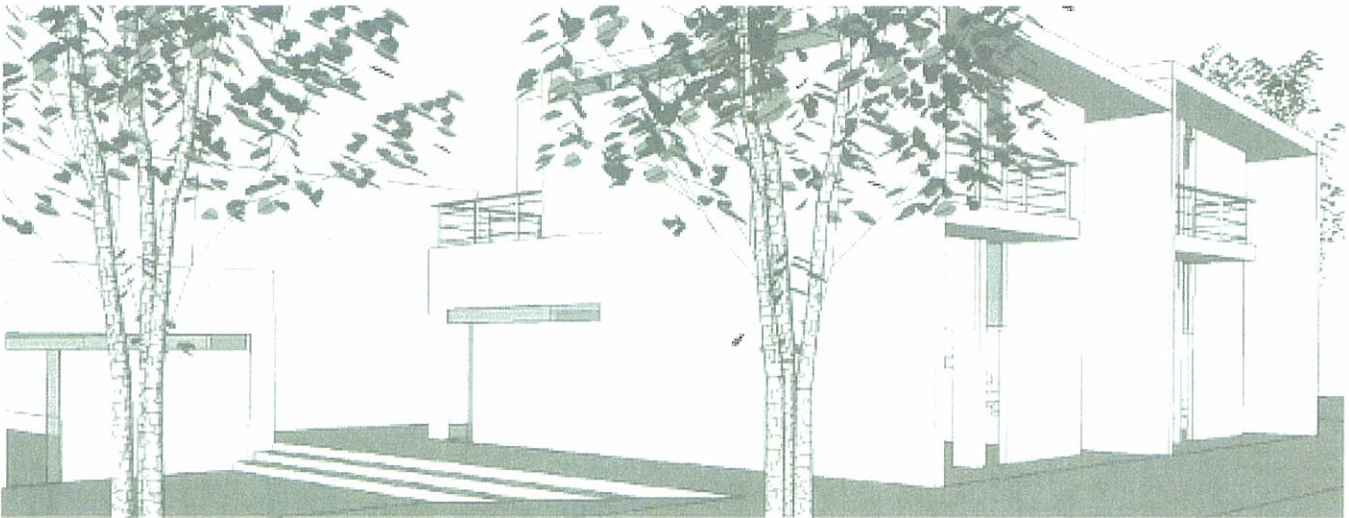
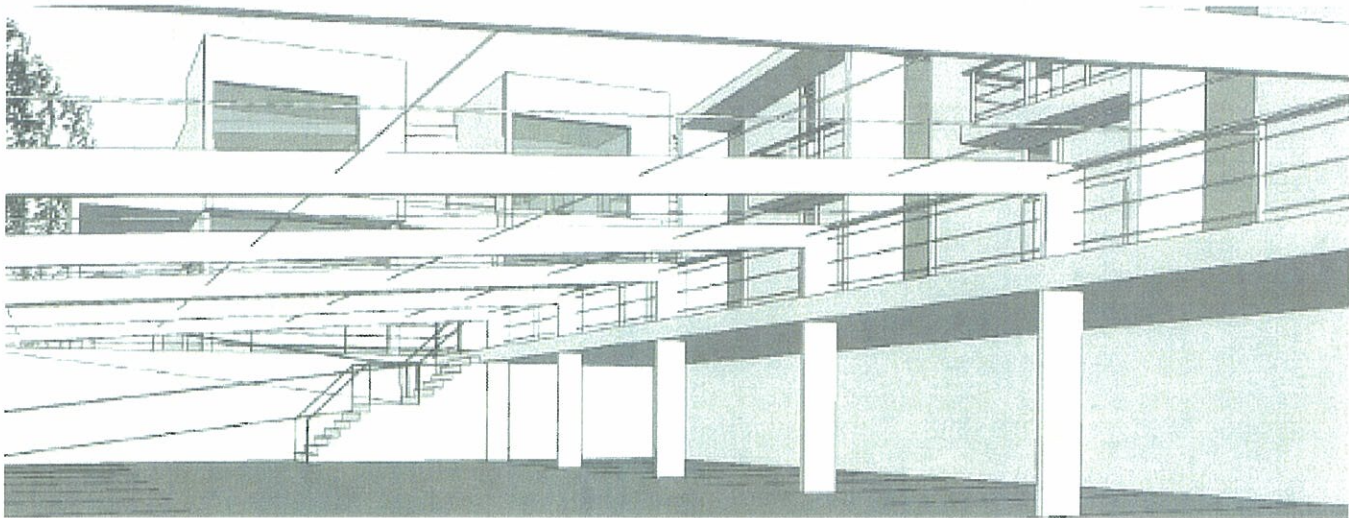
Potential Opportunity Site (Identified by University of New Mexico School of Architecture Studio Project)

san mateo . works . and . lives

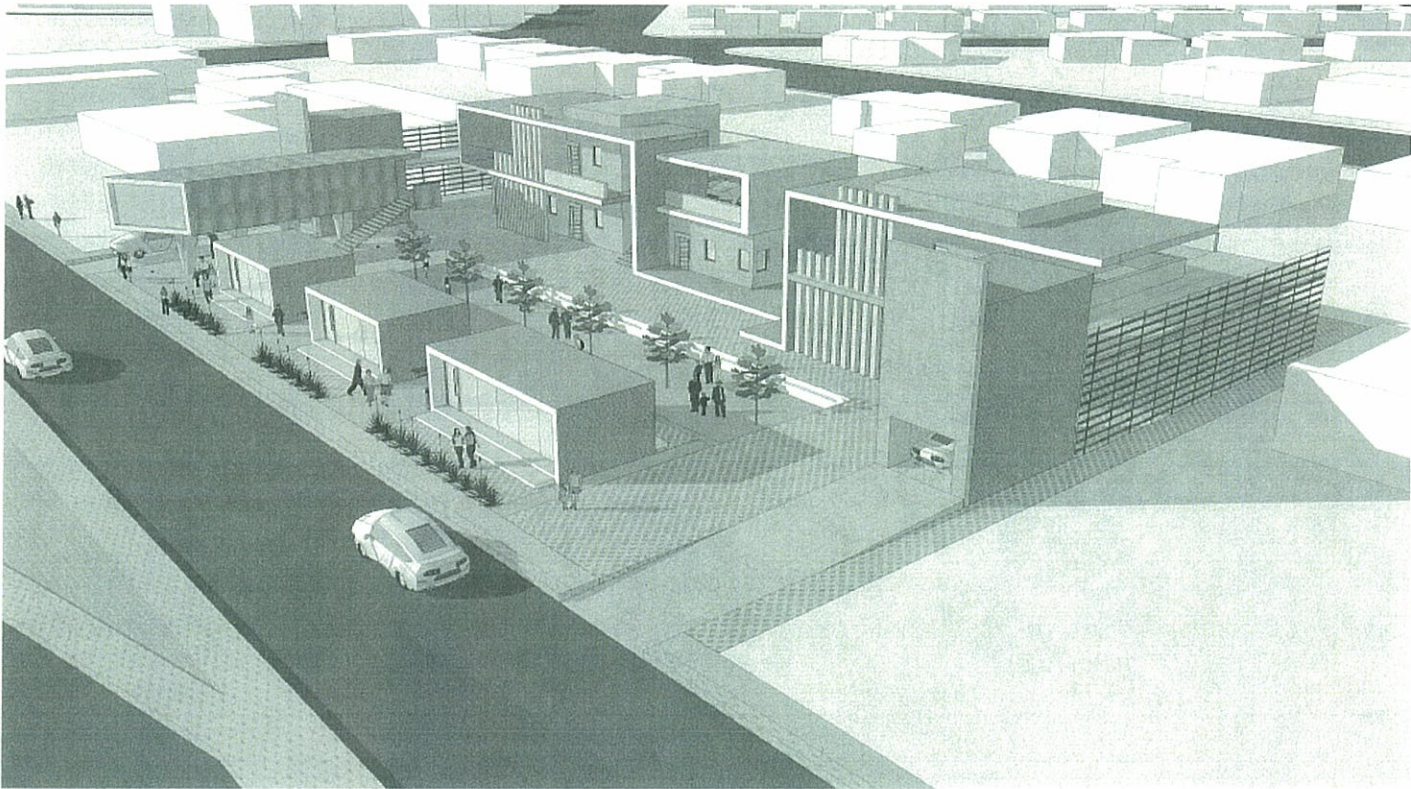




Potential Opportunity Site (Identified by University of New Mexico  
School of Architecture Studio Project)



**Potential Opportunity Site (Identified by University of New Mexico  
School of Architecture Studio Project)**





## E. Small Business Resource List

### **Accion**

Non-Profit organization that increases access to business credit, makes loans and provides training to assist emerging entrepreneurs.

#### **ACCION New Mexico**

**20 First Plaza NW, Suite 417**

**Albuquerque, New Mexico 87102**

**Phone: 505 243-8844**

**Toll-Free: 800 508-7624**

**Web Site:** <http://www.accionnewmexico.org/>

**E-mail:** [accion@accionnm.org](mailto:accion@accionnm.org)

### **Enchantment Land Certified Development Corporation**

Private, non-profit corporation that assists communities with their economic development goals by offering competitive long-term loans to finance capital assets

#### **Enchantment Land Certified Development Company**

**625 Silver Avenue SW, Suite 195**

**Albuquerque, NM 87102**

**Phone: 505 843-9232**

**Toll-Free: 888 282-9232**

**Fax: 505 764-9153**

**Web Site:** <http://www.elcdc.com/>

### **New Mexico Community Capital**

Provides equity capital and business growth services for small business ventures in rural communities.

#### **New Mexico Community Capital**

**115 S. Camino del Pueblo**

**Bernalillo, NM**

**Phone: 505 924-2820**

**Toll-Free: 866 222-1552**

**Fax: 505 213-0333**

**Web Site:** <http://www.elcdc.com/>

**E-Mail:** [info@nmccap.org](mailto:info@nmccap.org)

**New Mexico Development Loan Fund**

Organization that provides loans, training and technical assistance to business owners and non-profit organizations throughout the state and the entire Navajo Nation.

**Mailing Address:**

**The Loan Fund**  
**PO Box 705**  
**Albuquerque, NM 87103**

**Street Address:**

**The Loan Fund**  
**423 Iron SW**  
**(Corner of Iron & 5<sup>th</sup> SW)**  
**Phone: 505 243-3196**  
**Toll Free: 866 873-6746**  
**Fax: 505 243-8803**  
**Web Site: <http://www.nmcdlf.org>**  
**E-mail: [info@loanfund.org](mailto:info@loanfund.org)**

**New Mexico Small Business Development Center**

Partnership of the U.S. Small Business Administration, the State of NM, the NM Association of Community Colleges, and the private sector to provide small businesses and entrepreneurs with an assortment of services

**NMSBDC Lead Center**

**Santa Fe Community College**  
**6401 Richards Avenue**  
**Santa Fe, NM 87508**  
**Phone: 505 428-1362**  
**Toll-Free: 800 281-7232 or 800 281-SBDC**  
**Web Site: <http://www.nmsbdc.org/suguide.html>**

**Sandia National Labs New Ventures and Consulting Program**

Provides skills training services and support to small businesses, start-ups, spin-offs, and entrepreneurs as well as free workshops in areas critical to business success.

**Business Point of Contact:**

**[supplier@sandia.gov](mailto:supplier@sandia.gov)**  
**Phone: 800 765-1678**  
**Web Site: <http://www.sandia.gov/bus-ops/small-business/index.html>**



**University of New Mexico Science and Technology Corporation**

Non-Profit corporation formed by and owned entirely by UNM to protect and transfer its faculty inventions to the commercial marketplace.

**STC**

**801 University Blvd., SE Suite 101**

**Albuquerque, NM 87106**

**Phone: 505 272-7900**

**Fax: 505 272-7300**

**Web Site: <http://stc.unm.edu>**

**E-Mail: [info@stc.unm.edu](mailto:info@stc.unm.edu)**

**WESST Corp**

Non-profit corporation that facilitates the start-up and growth of women and minority-owned businesses throughout the state of New Mexico.

**WESST Enterprise Center**

**609 Broadway Blvd., NE**

**Albuquerque, NM 87102**

**Phone: 505 246-6900**

**Fax: 505 243-3035**

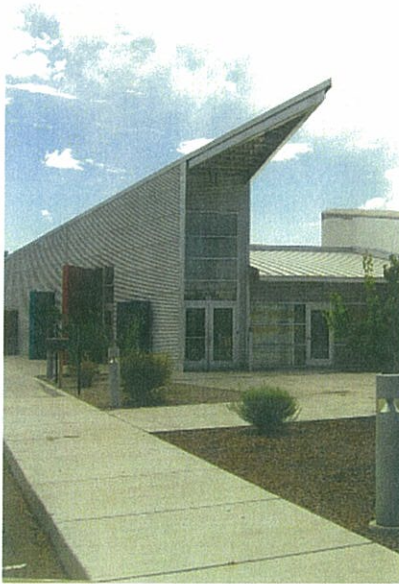
**Toll Free: 1-800-469-3778**

**Contact: Clare Zurawski, Albuquerque Regional Manager**

**Web Site: <http://www.wesst.org>**

## F. Case Studies of Similar Projects

### 1. Example Project: South Valley Economic Development Center, Albuquerque, New Mexico

**Program:**

**Size:** 15,000 square feet

**Retail/Commercial:** Commercial

**Residential:** None

**Housing price mix:** N/A

**Major sources of funding:** U.S. Department of Housing and Urban Development (HUD), U.S. Department of Commerce, U.S. Department of Health and Human Services, NM State Legislature, Bernalillo County, Office of University Partnerships, City of Albuquerque

**Mission:**

"We opt to build from within. We want to build capacity from within the community. By creating self-employment opportunities we involve the community in the vision, their vision." (Former Bernalillo County Commissioner Theresa Cordova)

**Formation and Financing:***Actors:*

RCRP, The Resource Center for Raza Planning of the University of New Mexico, a group of mostly graduate students in Community and Regional Planning lead by Bernalillo County Commissioner and UNM Community and Regional Planning Professor Theresa Cordova

RGCDC, The Rio Grande Community Development Center, founded in 1986 "to pursue community-wide healthy economic and social development that enriches traditional cultural values and historical uses of the land, reducing poverty through entrepreneurial spirit and enterprise and supporting the peoples voice in development."

Office of University partnerships, U.S. Department of Housing and Urban Development (HUD), Madlyn Wohlman-Rodriguez.

Bernalillo County government



*Actions:*

1995 RGCDC receives \$50,000 planning grant from the City of Albuquerque to study the economic development needs of the South Valley.

Period Following Approximately \$2.5 million in grants trickled in from federal, state and government organizations including the Housing and Urban Development Department, the New Mexico State Legislature, the Department of Commerce, Bernalillo County, and the U.S. Department of Health and Human Services.

RCRP Receives funding from Hispanic Serving Institutions Assisting Communities grant program to conduct needs analysis surveys in the South Valley Neighborhood:

1. Feasibility Study to access the incubators current and projected demand
2. Marketing Plan identifying customers, regional markets, and competition
3. Community Planning Process to involve the community
4. Community Assessment providing documentation on South Valley resources, i.e. residents skills, the local economy, employment issues, service needs, and potential business opportunities.

RCRP Helped raise \$2.2 million in grants and assisted with business and marketing plans and economic development plans for the SVEDC. RCRP was also instrumental in involving engineers and subcontractors in the community process.

RGCDC Successfully purchased two acres of land to construct the incubator. RCRP's analysis surveys proved helpful in garnering funds for construction.

April 2005 South Valley Economic Development Center opens doors.

*Services*

1. 2-3 year limit to use
2. Office Space: Low-cost, with flexible leases. Priority on office space is given to businesses that employ South Valley residents; however, all interested tenants are considered.

Amenities include:

- a. Training and networking opportunities

- b. High speed internet access
  - c. Phone services
  - d. Utilities
  - e. Office equipment
  - f. Receptionist services
  - g. Conference room
  - h. Kitchenette
  - i. Custodial services
- 3. Commercial Kitchen: Fully-equipped, state-of-the-art, FDA-certified for rent on a one-time or ongoing basis. Rates vary between \$14 and \$35 per hour. The kitchen is available 24 hours, 7 days a week. Kitchen orientations are held twice a month. Reservations are requested.
- 4. On-Site Training in business management amenities include:
  - a. Business startup consulting
  - b. Help getting insurance, permits, and licenses
  - c. Marketing help
  - d. Accounting and bookkeeping assistance
- 5. La Plazita Coffee Shop: sells goods produced in the SVEDC Kitchen and produce of local area farms, such as the Sanchez farm and Erda Gardens, and Los Poblanos Farms.  
Amenities:
  - a. Fair trade coffee,
  - b. Wireless internet
  - c. High ceilings
  - d. Natural light
  - e. Dance and cultural performances

“SVEDC has incubated 29 businesses. Fourteen of these were office tenants, eighteen were kitchen businesses, two are non-profits, and one support organization.”

(SVED Economic Impact Report; June 2008)

## Partnerships

### *Actors:*

Mesa del Sol, a 12,900-acre mixed-use district located on Albuquerque’s South Mesa, being developed by Forest City Covington, NM, LLC in conjunction with other partners including the NM State Land Office, UNM, and with the support of the City of Albuquerque, Bernalillo County and the State of NM.

- Rio Grande Growers Association, (RGGA) an association of landscape growers and greenhouse operators in the South Valley



- MR-COG, Mid-Region Council of Governors
- CNM, New Mexico Community College
- Works New Mexico. Their mission is to improve the quality of the work force and to develop individual entrepreneurs.
- SCORE: The Service Corp. for Retired Executives, a national nonprofit organization of current and retired business people who mentor and counsel small businesses.
- LINC'S: a federal program that works directly with clientele and offers placement services and work experience. LINC'S works with employers like the Albuquerque City Transit System, the District Attorney's Office, Child Support and Health & Human Services Offices, and the Hispanic Cultural Center to provide students with relevant work experience.
- SER: Service Education/Employment and Redevelopment de Albuquerque, focuses on adult education programs, providing adults with training required to get a GED.
- WESST: a nonprofit organization providing quality entrepreneurial services throughout the state of New Mexico.
- La Plazita Institute: La Plazita is an organization that works with at-risk youths to run the Sanchez Farm, a community farm located in the community. La Plazita Gardens is leading the community in their vision of engaging youth and other members of the South Valley to practice innovative farming.

Senator Jeff Bingaman's Office

#### *Activities*

##### **1. SVEDC, Rio Grande Growers Association (RGGA), and Mesa del Sol**

RGGA was organized and is managed by the SVEDC, which filed articles of incorporation for the organization. The RGGA will be substantially controlled by the SVEDC for its first years of operation, though this control will be handed over to the growers' association eventually. By forming an association the group members are able to act as an economy of scale and perform pool-purchasing.

The RGGA formed to benefit from an arrangement proffered by Mesa del Sol development.

- April 22, 2008      Mesa del Sol/RGGA agreement was signed  
Mesa del Sol funds administrative expenses for the SVEDC  
Providing start-up capital for grower's association,  
(\$100,000)  
Mesa del Sol will appoint a landscape expert.
- Phase I:              The growers will provide Mesa del Sol with plants for  
its Aperture Park and for streetscape plantings along  
University Blvd. extension.
- Phase II:             Mesa del Sol requires its landscapers to purchase  
approximately 50% of all plants going into the  
development from the RGGA.

## **2. SVEDC, La Plazita Gardens at the Historic Sanchez Farm**

La Plazita runs the small café located at the SVEDC. They strive to integrate more fresh vegetables directly from the Sanchez farm, managed by La Plazita, into their menu. They also offer muffins and salsa prepared by entrepreneurs at the SVEDC commercial kitchens.

The Sanchez Farm consists of approximately 11 acres, divided into 20 individual plots, and is part of a community farming effort. Many groups are working with youth on the farm to keep them out of trouble. Other groups farming this site include UNM, Gardens Edge, ARCA and Erda Gardens. (The New Mexico Program contributed to its formation)

## **3. SVEDC and SCORE**

SCORE has provided personal free business advice for an average of 2.3 small businesses each month from the SVEDC location.

## **4. SVEDC and LINC'S**

LINC'S works out of SVEDC to place students in jobs that offer relevant work experience with government employers and others.

## **5. SVEDC, MR-COG, CNM, and New Mexico Works**

MR-COG negotiated with SVEDC to bring CNM to the SVEDC kitchen, where some classes are held.

MR-COG arranged for New Mexico Works program to locate to the SVEDC.

## **6. SVEDC and WESST**

WESST will offer business classes entitled the Start Smart training series at SVEDC.

## **7. SVEDC and Senator Bingaman's office**

Senator Bingaman's office initiated a project aimed at pooling all of the



South Valley group's projects into a shared information report entitled the Rio Grande Projects Initiative. The Rio Grande Projects Initiative aims to interview program leaders about current projects. The initiative will contain information on 12 South Valley projects including the name of the project lead, where the project will take place, project size, project benefits and needs. This initiative is directed by Tim Nisly of the SVEDC and is available on-line at: [www.svedc.org](http://www.svedc.org).

"SVEDC works with over 27 businesses, financial, and community organizations to impact the South Valley. 17 small businesses use the SVEDC's services every day." (SVEDC Economic Impact Report, June)

## **New Mexico State Incubator Program and SVEDC Phase II**

### *New Mexico State Incubator Program*

The New Mexico Business Incubator Program, established by the NM State Legislature in 2005 has certified 4 incubators to date:

1. The Enterprise Center
2. The SVEDC
3. Santa Fe Business Incubator
4. The Quality Center for Business

Elizabeth Davis is the Director of the NM Economic Development Department's incubator certification program. ([www.goNM.biz](http://www.goNM.biz))

NM Economic Development Department's Incubator Certification Program recently awarded funding for three groups: The WESST Corp Enterprise Center, The Quality Center for Business at San Juan College in Farmington, and the SVEDC.

The SVEDC will receive \$100,000 to complete Phase II of their construction. SVEDC received the award for their outstanding collaborative efforts with other groups and incubators around New Mexico.

Economic Development Department received \$100,000 for business incubator operating grants and the RFP to award these funds. Maximum grants amounts were set at \$25,000 recently.

### *SVEDC Phase II*

Phase II's projected cost is \$1.25 million dollars to construct two building needed for light manufacturing and childcare services and training. SVEDC is launching a TV channel to the South Valley (SVTV) dedicated to providing educational material such as ESL and GED prep.

"The Santa Fe Business Incubator alone has assisted 51 companies that have generated more than 350 jobs in its 8 years of operation." (Albuquerque Journal, January 13, 2006)

“For every \$1 of government money contributed to an incubator client companies generate \$30 in tax revenue alone.”(Albuquerque Journal, January 13, 2006)

References:

American Friends Service Committee

Albuquerque Journal, December 8, 2007  
Helping Small Businesses, Juan-Carlos Rodriguez

“IBID”, January 31, 2007  
Café Is a Collaboration Between Two South Valley Community Based Groups,  
Juan-Carlos Rodriguez

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New South Valley Incubator Tackles Its Future, Rory McClannahan

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Growers to Provide Foliage to Subdivision, Juan-Carlos Rodriguez

Bernalillo County

July 28, 2003  
Cordova involves South Valley residents in economic development vision,  
Carolyn Gonzales

For Immediate Release City of Clovis Wins 2007 Governor’s Community  
Award for Economic Development, Michael Henningsen

January 13, 2006  
Incubators will push for slice of state windfall

April 22, 2008  
Mesa del Sol Signs Pact for Plants with South Valley Economic Development  
Center

September 4th, 2007  
South Valley Center Fosters Small Business Success, Ashleigh Sanchez

South Valley Economic Development Center, September 2008 Newsletter

SVEDC Economic Impact Report; June



## 2. Project: Crawford Square, Pittsburgh, Pennsylvania

### Program:



Source: National Association of Realtors

**Size:** 18.5 acres

**Retail/Commercial:** None

**Residential:** Garden stack and townhouse units, 1-, 2-, and 3-bedrooms

**Housing price mix:** ranges from \$350 – \$1,190/month

**Percentage of affordable units:** Approximately 50% of all unit types are affordable. Affordable units have rents based on 50% or 60% of the HUD table of median income levels. Rents are set at 33% of the 50% or 60% as determined by metropolitan area income levels.

**Percentage of market rate units:** 50%

**Major sources of funding:** Sun America Affordable Housing Partners, Urban Redevelopment Authority of Pittsburgh, Pennsylvania Housing Finance Agency (HOME), Local leader consortium, Department of Community Affairs, Local Foundations

**Number of construction jobs created:** N/A

**Number of permanent jobs created:** 10, multifamily housing management and maintenance

**Role of public money:** Federal low income housing tax credits, HOME Funds

**History of the area:** Located in uptown Pittsburgh, immediately adjacent to downtown, the Lower Hill district once was home to a vibrant community. However, in the 1960s and 1970s, the area was severed from downtown by highway construction and downtown redevelopment. Urban renewal progressed to uptown, but the community organized to halt any further downtown incursions at Crawford Street.

In the 1970s and 1980s several residential plans were considered, but never approved because they were not financially feasible. By the 1990s, the area was considered to be the most dangerous part of the city.

In the late 1980s and early 1990s, the Urban Redevelopment Authority (URA), the owner of most of the land in what would become Crawford Square, contracted with McCormack Baron, a developer in St. Louis with a reputation for successfully transforming similar urban sites. The goal that they later developed with members of the community was to develop a mixed-income neighborhood with the image of a market rate development in which there was no distinction between subsidized and market rate units.

**Process:** In the early stages of the pre-development phase there was considerable community resistance. According to McCormack Baron, “Some members of the community were concerned that the project would exclude minorities and low-income residents, while others were concerned that the development might provide housing exclusively for low-income residents.”

The Hill Cooperative Development Corporation (HCDC) and the Hill residents were engaged in the planning stages and invited to biweekly meetings in the pre-development phase to ease community concerns and they eventually endorsed the development. There was a series of working sessions with the leadership group. Additionally, there was a series of meetings and workshops to gauge the needs of the members of the community, their goals, and what they wanted to achieve. The bottom line, which emerged after several of these meetings, was that the residents wanted a neighborhood and not a project. They wanted brick facades and residences that looked like traditional housing. They also expressed a need for connections to the rest of the city that would require a change in the street pattern.

**Project description:** Today, Crawford Square is a successful residential development that once again is a vital and healthy part of the city. Although the local real estate community never believed that anyone would want to live there, it has proven to be a complete success. Because the project is held in high regard, it has set a new precedent for the city and it also received the attention of the Department of Housing and Urban Development (HUD), which in turn had an impact on how they fund Hope VI projects.

Crawford Square has proven to be a catalyst for a revitalization of the commercial district on nearby Center Street as well as Bedford Square, another mixed-income residential neighborhood. It has greatly improved the housing options in the lower hill district, increased occupancy viability, and lowered the crime rate. Housing values have increased and the residential development has led to spin-off commercial developments. It has stimulated business start-ups, including a grocery store. The development has also provided housing opportunities for people born and raised in the hill district.

**Challenges:** Partly because it is steeply sloping, Crawford Square was a difficult site. The preparation costs were high. As part of an old and run-down neighborhood, the basic water/sewer lines had to be repaired. Therefore, the redevelopment costs were substantial. As noted, there was also considerable community resistance to the project in the pre-development stages.

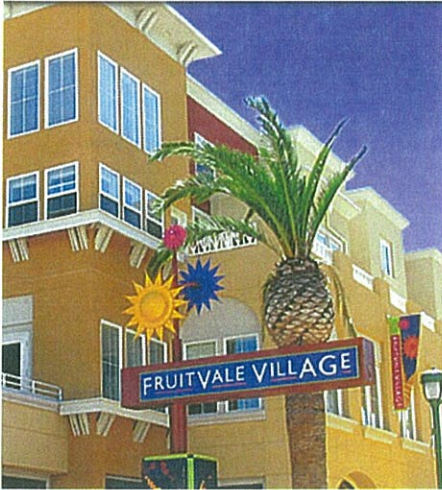


Tools to encourage projects like Crawford Square:

- Organizations like the Urban Redevelopment Authority that have the ability to assemble properties and facilitate their development through financing assistance
- Local lender consortia comprised of banks and businesses that make low interest money available
- Federal low income housing tax credits
- Working collaboratively with the community and local leadership groups

Information gathered from interviews with Ray Gindroz (Principal, Urban Design Associates) and information submitted by McCormack Baron (Developer) as well as:

Jones, Tom, et. al. Good Neighbors: Affordable Family Housing. McGraw-Hill New York 1995. pp. 168-171. (National Association of Realtors 2005).



### 3. Project: Fruitvale Village, Fruitvale, CA

**Project type:** Revitalization of former transit parking lot into a livable community.

**Size:** 15 + acres total, (Phase I=257,000 square feet)

**Retail/Commercial:** Retail: 39,707 square feet, Office: 114,510 square feet (Phase I)

**Residential:** 52,716 square feet in 47 units, developed as one- and two-bedroom rental lofts and apartments. Ten of the 47 units are designated as affordable housing for residents earning between 35-80% of the Area Median Income. (Phase I)

**Major sources of funding:** Funding for the \$100+ million dollar project came from 30 sources, including a CDBG from the City of Oakland, GO Bonds sold by the City of Oakland, HUD grants, transportation funding from the Metropolitan Transportation Commission, the Unity Council, and Citibank Community Development.

**Number of jobs created:** The retail jobs are projected to create more than 200 new jobs which are in addition to employment at the new community service centers (clinic, library, and senior center) and other offices. With the eventual generation of 11,300 transit riders; many more jobs are anticipated.

**Project Description:** Fruitvale Transit Village is a success story that arose from community opposition to construction of a multi-level parking structure for BART (Bay Area Rapid Transit). A partnership that developed out of opposition turned what was initially a façade improvement project into a vital community that is one of the city top sales tax contributors.

The East Oakland community consisted of low-income Hispanic and Asian residents and businesses. The area was recognized as crime-ridden, and residents also felt that the proposed parking structure would create a barrier between neighborhoods, the BART station and shopping areas. They believed that this was an opportunity to develop a more comprehensive plan for the area. BART decided to work with the community and the Unity Council to formulate the vision and to proceed with revitalization plans that ultimately included an attractive plaza surrounded by live/work lofts, retail stores, business offices and community service centers such as a Head Start Child Center, a medical clinic, and a senior center. The Village is connected to International Boulevard via a pedestrian mall. Additional housing is planned for the second phase.



**Process and Challenges:** When BART released plans for the new structure in the early 1990's the Unity Council organized a public campaign to oppose the plan and worked with governmental agencies, BART and other non-profit groups, eventually creating the Fruitvale Development Corporation to support their real estate development efforts. Land assembly was one of the most challenging aspects of the project; eventually, a complicated land swap between the City of Oakland and BART provided the land necessary for the project.

A critical aspect of the project was that the anchor tenants for the development were to be non-profits that could meet two main requirements: the ability to pay rent and the ability to create foot traffic, which was not easy to find. The council decided to include housing in the mix and limited retail tenants to those would not compete directly with those on International Boulevard.

Another important consideration is that each component of the project was to be financially self-sufficient, including the child care center, office, retail, and housing.

**Key Features:**

Transit-based mixed-use revitalization project

Large pedestrian plaza that connects all the facilities within the Village to the BART, a bus intermodal transit center and an attended bicycle parking facility

Fruitvale Village has been recognized as a model for transit-based development and for the partnerships that were created to overcome the barriers posed by expense and the complexity of the project.