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MiABQ Millennials Project, Phase 2

**Recommendations for Downtown Revitalization:**  
Cultivating Special Events, Small Business & Residential Development



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Recommendations for Downtown Revitalization:  
Cultivating Special Events, Small Business & Residential Development**

**PREPARED FOR:** Mayor Richard J. Berry & City of Albuquerque (CABQ)

**CC:** CABQ Department of Economic Development, CABQ Department of Cultural Services, CABQ Small Business Regulatory Advisory Commission

**PREPARED BY:** Permitting & Regulations Committee,  
MiABQ Downtown Albuquerque Millennials Project

← Please note: We are now known as SPI Team (structure, policy, incentives)

Per Mayor Berry and the City of Albuquerque's invitation, MiABQ's Permitting & Regulations Committee is pleased to share our second set of Recommendations for Downtown Revitalization. With an eye towards contributing to a truly robust and healthy urban ecosystem – one that inspires our contemporaries to live, work, play and stay Downtown – the research and recommendations presented herein focus on cultivating special events, small business and residential development; summarized below and detailed in the full attached report, they are meant to serve both as a jumping off point for City-driven improvements and as a blueprint for our committee's forthcoming projects:

**{{ Background & Approach }}**

**About MiABQ**

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Permitting & Regulations Committee Findings

Permitting & Regulations Committee Approach:

- \* Surveyed qualified community members through an anonymous online questionnaire designed to capture their insights on operating in the local market (special events survey responses: 26 complete, 44 partial; small business survey: 75 complete, 26 partial)
- \* Consulted with and reviewed data collected by city and state task forces, departments, economic development and research partners
- \* Researched, communicated with and drew inspiration from comparable municipalities that have successfully incentivized Downtown development and revitalization
- \* Engaged various community and city leaders, department heads, employees and committees on their experiences with and visions for improving Downtown
- \* Met bi-weekly and performed regular reviews of information / research

**{{ Phase One, 2014 }}**

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**Proposal A: Downtown Albuquerque Special Events Initiative**

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Why to Revise Special Events Permitting in Albuquerque

Recommendation #1: Appoint a full time City special events liaison

(CABQ)

Recommendation #2: Revise permitting timeline, approval process, and fee structures

(CABQ)

Recommendation #3: Centralize the special events permitting process online

(CABQ)

Recommendation #4: Standardize the special events permitting process

(CABQ)

Recommendation #5: Demonstrate the City's commitment to special events

(M • C)

*Status: CABQ is aware, engaged, and acting on these recommendations; they have created a permanent special events liaison staff position and are on track to purchase, implement and debut online software this spring.*

**{{ Phase Two, 2015: A Critical Mass of Inhabitants }}**

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**Community Profile & Overview**

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Current Municipal / State Market Incentives

Owning & Operating a Small Business in Albuquerque (Survey Findings)

Market Statistics: Housing & Residential

Market Statistics: Retail & Office

**Proposal B: Downtown Albuquerque Small Business Initiative**

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Recommendation #1: Streamline redundant municipal and state business registration processes and operational requirements

(CABQ)

Recommendation #2: Assess, expand and tailor resources for local startups and existing small businesses

(CABQ)

Recommendation #3: Appoint a full time City of Albuquerque Small Business Ombudsman

(CABQ)

Recommendation #4: Stimulate Downtown business and mixed-use relocation, establishment and development by offering a comprehensive package of incentives including façade and streetscape improvement programs; creation of Downtown enterprise zones; and universal angel investor programs

(CABQ)

**Proposal C: Downtown Albuquerque Living Initiative**

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Recommendation #1: Create financial incentives to stimulate multi-family housing developments in Downtown

(CABQ)

Recommendation #2: Secure commitments from larger Downtown-based private sector employers to offer a set of stipends to their employees to relocate downtown and to inspire those currently living downtown to stay

(M • C)

Recommendation #3: Actively engage the real estate development community, including mixed-use and apartment developers, in this process

(M • C)

**Proposal D: Downtown Albuquerque Expert Advisor Initiative**

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Recommendation #1: Engage national policy and Downtown revitalization experts in dialogue around sustainable attraction and retention of millennials – and incorporate insights into incentives programs

(MiABQ)

Recommendation #2: Arrange for expert guest to visit Albuquerque, give public talk, provide private coaching session to MiABQ group, and meet with city and state officials about potential long-term policy approaches

(MiABQ)

**Proposal E: Downtown Albuquerque Metrics of Success (measuring impact)**

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**ADDENDUM: SUMMER 2015 PROGRESS REPORT**

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{{ Key }}

(CABQ) Recommendation requires City of Albuquerque's leadership / implementation

(MiABQ) Recommendation will be coordinated / carried out by MiABQ

(M • C) MiABQ offers support to City of Albuquerque in pursuit of recommendation

## Background & Approach

**Impetus:** MiABQ was drawn together through the March 5, 2014 Downtown Millennials Summit organized by Downtown Action Team, Historic District Improvement Company (HDIC) and the City of Albuquerque Department of Economic Development, with the support of Mayor Richard J. Berry. We are committed to contributing to a truly robust and healthy urban ecosystem – one that inspires our contemporaries to live, work, play and stay Downtown.

**Vision:** **WE WANT A CITY THAT WANTS US. AND SHOWS US.**

MiABQ encourages the activity, engagement and vision of Albuquerque's Millennial generation in making Downtown a vibrant, revitalized community and the locus of innovation, art and activity in our City.

MiABQ Permitting & Regulations Committee explores the City of Albuquerque's permitting, incentive and regulatory structures through balanced, supportive, community-driven approaches – in order to make informed, concrete recommendations for how to improve them. In so doing, we aim to increase cultural stewardship, support economic development and facilitate the public-private partnerships that are so crucial to urban vitality.

We believe that a city is as good as its urban center and its young people, and that Albuquerque is rich with potential – but needs to make meaningful changes in order to nurture and grow these assets.

We recognize that in order for the recommendations herein to achieve any kind of resonant, lasting impact, and for Downtown to achieve the potential we all know it has, careful attention must be given – by the City of Albuquerque – to issues of health, human services, education, income inequality and poverty, and public wellbeing. Every member of our community must be honored for their humanity, have access to meaningful opportunities for enrichment, and feel safe and secure living in Albuquerque.

**Objectives:** The projects of MiABQ Permitting & Regulations Committee are geared towards the following:

- \* Removing barriers to Downtown vitality
- \* Generating meaningful solutions for the solvable problems in our community
- \* Leveraging available resources, insights and areas of expertise to support progress in Albuquerque
- \* Supporting longstanding neighborhood history and traditions
- \* Facilitating new grassroots and cultural projects
- \* Increasing vibrancy and sense of community through shared public experiences
- \* Making it simpler to coordinate and organize those experiences
- \* Revising permitting and regulatory structures that are prohibitive, obtrusive and / or discouraging to special events, small businesses, and local development
- \* Creating a municipal framework that allows for locally-generated and / or event-based engagement to happen, with more frequency and greater ease, particularly in Downtown

**Approach:** MiABQ Permitting & Regulations Committee formulated our recommendations by:

- \* Surveyed qualified community members through anonymous online questionnaire designed to capture their insights on operating in the local market (special events survey responses: 26 complete, 44 partial; small business survey: 76 complete, 26 partial)
- \* Consulted with and reviewed data collected by city and state task forces, departments, economic development and research partners
- \* Researched, communicated with and drew inspiration from comparable municipalities that have successfully incentivized Downtown development and revitalization
- \* Engaged various community and city leaders, department heads, employees and committees on their experiences with and visions for improving Downtown
- \* Met bi-weekly and performed regular reviews of information / research



## Proposal A: Downtown Albuquerque Special Events Initiative

**Status:** *CABQ IS AWARE, ENGAGED, AND ACTING ON THESE RECOMMENDATIONS; THEY HAVE CREATED A PERMANENT SPECIAL EVENTS LIAISON STAFF POSITION AND ARE ON TRACK TO PURCHASE, IMPLEMENT AND DEBUT ONLINE SOFTWARE THIS SPRING.*

**Initial Focus:** The MiABQ Permitting & Regulations Committee reviewed municipal infrastructure affecting several areas of economic and cultural development Downtown. Our first 90-day project focused on the Special Events Permitting Process because...

We recognize that Special Events serve as anchors of community engagement – specifically for young people – and positively contribute to the transformation of cities (nationwide), through a reverberating impact on dynamism, character, reputation and growth.

We also recognize that challenges in the related Permitting Process could be reduced through straightforward measures that would simultaneously increase efficiency across City departments.

**Need:** Albuquerque's strong sense of local identity and expansive reputation as a world-class cultural destination are critical to long-term sustainability, continued economic development, and the convention and tourism brand of the city.

The current Special Events Permitting Process was rightly designed to protect health and human safety in our community. However, in practice, it requires Special Events Organizers to receive approvals from 11 different city departments (often by hand-delivering the permit application from department to department over the course of several months), navigate complex bureaucratic structures, and work at the whim of inconsistent standards and guidelines.

**Findings:** Our research confirmed: The Special Events Permitting Process is lengthy, costly and difficult to navigate – which is ultimately discouraging to event organizers, affects the efficiency and morality of city employees, and sends a message that Albuquerque doesn't value these community celebrations and important drivers of activity.

For example, an out-of-town Professional Convention Organizer who brought 600 visitors to Albuquerque in the summer of 2013 noted (in our online survey on 4/23/14):

"While we had a tremendous conference (one of the best), the horrific permit and application process we had to go through to use the Civic Plaza was the most unwelcoming, ridiculous, bureaucratic and just nonsensical thing I've gone through in 27 years of being in this business...17 years ago, I had an event on the White House Lawn for 200 people and the permit and application process was 10 times easier."

And a local event organizer, who ended up abandoning the permitting process and cancelling the intended event because of obstacles and costs faced along the way, wrote in the same survey:

"The Special Events Permitting process is completely backwards. The amount of money and time that small event organizers spend on events should have a different process and support system. The city instead treats the largest event down to the smallest block party the same and first time organizers understandably get frustrated, intimidated and confused by the process."

### Proposal A: Downtown Albuquerque Special Events Initiative

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Why to Revise Special Events Permitting in Albuquerque

Recommendation #1: Appoint a full time City special events liaison

(CABQ)

Recommendation #2: Revise permitting timeline, approval process, and fee structures

(CABQ)

Recommendation #3: Centralize the special events permitting process online

(CABQ)

Recommendation #4: Standardize the special events permitting process

(CABQ)

Recommendation #5: Demonstrate the City's commitment to special events

(M • C)

## Recommendation #1

(CABQ)

### APPOINT A FULL-TIME CITY OF ALBUQUERQUE SPECIAL EVENTS LIAISON

- Problem:** *THE SPECIAL EVENTS PERMITTING PROCESS IS UNDULY BURDENSOME ON CITIZENS WHO ARE ORGANIZING EVENTS THAT ARE BENEFICIAL TO OUR COMMUNITY AND TRYING TO ADHERE TO CABQ STANDARDS.*
- Solution:** We recommend the creation of a dedicated City staff position (permanent, full-time rather than the current “temporary” classification the position holds) responsible for supporting and recruiting special events, assisting citizens with the permitting processes, and ensuring that permits move successfully through City departments and approvals. Ideally, and to achieve maximum impact, this position would be part of CABQ Economic Development and work in concert with CABQ Cultural Services.
- Support:** Other cities – like Austin, Colorado Springs, Louisville and Philadelphia – have designed Special Events Permitting processes and dedicated, supportive oversight bodies that, as one survey respondent who has permitted there noted, are “*more about attitude than process. There is an insistence on [municipal] cooperation rather than on being an obstacle.*”
- Precedent:** The creation of permanent full-time staff position – CABQ Film Liaison (Carrie Wells) – dedicated to helping Film Industry representatives navigate the CABQ Permitting Process.

## Recommendation #2

(CABQ)

### REVISE SPECIAL EVENTS PERMITTING TIMELINE, COMMITTEE APPROVAL PROCESS AND FEE STRUCTURES

- Problem:** *SPECIAL EVENTS PERMITTING IS COSTLY AND CONFUSING.*
- Solution:** Begin the permitting process with the Special Events Liaison, who helps assess feasibility, advises on expectations / timelines and prepare for the Special Events Permit Committee Hearing. Event Organizers then attend the Special Events Permit Committee Hearing to receive approval on all components of the permit; if there are outstanding requirements that need to be met, they can be clearly articulated at that meeting, and the Event Organizer may remit revisions for approval through a centralized online system.
- Support:** Our survey respondents remitted between \$196 - \$10,000+ in fees, physically delivering them to anywhere from 1 – 9 different departments. The most commonly articulated description of the Special Events Permitting Process was summed up by one survey respondent: “*Different departments didn't know who was approving what. So I'd go to the one listed on the permit and be told I needed to go somewhere else to get it approved.*”
- Precedent:** The success of the system developed and utilized by CABQ Film Office to secure requisite approvals for public location shoots (which require the same sign offs as a Special Event Permit).

## Recommendation #3

(CABQ)

### CENTRALIZE THE SPECIAL EVENTS PERMITTING PROCESS ONLINE

- Problem:** *SPECIAL EVENTS PERMITTING IS EXTRAORDINARILY TIME CONSUMING.*
- Solution:** In combination with the other solutions, digitize the Special Events Permitting Process by using an online platform. Allow Event Organizers to remit required documentation, requisite fees and event plan revisions through this single web-based system. Allow CABQ employees to review and approve these components the same way. Build in accountability measures so that published event timelines can be adhered to across City departments.
- Support:** Our survey respondents reported expending consistent, ongoing resources (including those listed above) in order to secure their permits in: Less than one month (15%); one to three months (54%); four to six months (23%); seven to nine months (4%); ten to twelve months (4%).
- Precedent:** Pending CABQ Budget Approval, the Planning Department is poised to purchase the permitting software Computronics, which it intends to share with CABQ Cultural Services – Special Events Permitting. The CABQ Film Office currently uses DocuSign, a relatively simple solution.

## Recommendation #4

(CABQ)

### STANDARDIZE THE SPECIAL EVENTS PERMITTING PROCESS

- Problem:** *SPECIAL EVENTS PERMITTING IS INCONSISTENT AND DIFFICULT TO NAVIGATE, BOTH TO FIRST-TIME AND SEASONED EVENT ORGANIZERS.*
- Solution:** Publish clear expectations and timelines for Special Events organizers so that they know what permitting will entail, what they need to prepare, how long it will take and how much it will cost. Attend to exceptions on a case by case basis, but treat the general process with general standards. Share “Permitting Toolkits,” including check lists and examples of successful permits.
- Support:** Almost universally, our survey respondents – especially those who have permitted multiple events – reported inconsistencies in the process, as described: “*Communication between all of the city departments was very frustrating and information was constantly changing with no explanation of why.*”
- Precedent:** Again, the success of the system developed and utilized by CABQ Film Office to secure requisite approvals for public location shoots (which require the same sign offs as a Special Event Permit).

## Recommendation #5

(M • C)

### DEMONSTRATE THE CITY OF ALBUQUERQUE'S COMMITMENT TO SPECIAL EVENTS

- Problem:** *SPECIAL EVENTS ARE NOT RECOGNIZED AS A DRIVER OF ECONOMIC DEVELOPMENT AND URBAN REVITALIZATION, AS EVIDENCED BY THE MODES OF GOVERNANCE OVERSEEING THEM.*
- Solution:** Clearly articulate that the City of Albuquerque recognizes the important social, cultural and economic impact of Special Events in our community – and educate City departments / representatives to treat them as a priority in principal and practice.
- Support:** As one survey respondent asked pointedly: “[*Why isn't there*] training on the economic value of arts and cultural events to the City of Albuquerque? What's the difference between the value of those contributions and those of film-making?”
- A tremendous amount of research has been done to demonstrate the impact of arts and culture – specifically special events – in New Mexico; a few highlights:
- \* In 2010, Albuquerque non-profit arts organizations and their audiences generated **\$91.9 million in economic activity**, including **\$30.3 million in direct event-related spending**  
Source: Arts & Economic Prosperity Index IV, Americans for the Arts / The State of the Creative Economy, Creative Albuquerque, 2012
  - \* In 2011, Balloon Fiesta alone generated **\$117 million in economic impact**, drew nearly **450,000 visitors** and engaged over **290,000 local residents**  
Source: 2011 Balloon Fiesta Economic Impact & Guest Research Study, CRC & Associates, 2012
  - \* In 2012, Bernalillo County citizens demonstrated a strong participation in cultural activities, **scoring 233.6 against a national average of 173**  
Source: Local Arts Index 2012, Americans for the Arts / The State of the Creative Economy, Creative Albuquerque, 2012
  - \* Annually, Albuquerque draws more than **3.6 million visitors**, often described as *Cultural Tourists*, who generate over **\$2 billion in revenues** and **\$30.7 million in local and state tax revenues**, and support **23,000 hospitality industry jobs** in our city.  
Source: Albuquerque Convention and Visitors Bureau
- Precedent:** The City of Albuquerque and Mayor Richard J. Berry have articulated their commitment to and belief in the economic impact of the Film Industry in our community, as well as explicitly instructed City Departments to support this point of view and to facilitate locally-based productions whenever possible; as a result, the Film Permitting Process – which is essentially the same as the existing Special Events Permitting Process in its requirements – can be completed in as little as 24 hours.
- Model:** Cities like AUSTIN, TEXAS have demonstrated a clear understanding of the economic impact of special events and have allocated significant resources to successfully encouraging the growth of special events in their community, showing a **36% increase in just one year**.  
Source: ImpactNews.com



## A Critical Mass of Inhabitants

“Streetscaping can only take you so far. A so-called critical mass of inhabitants was needed to attract the services, businesses and restaurants required to liven up the downtown core, particularly on evenings and weekends.”

Source: [How 104th Street Became the Heart of Downtown Edmonton](#), CBC News

**Current Focus:** With an eye towards contributing to a truly robust and healthy urban ecosystem – one that inspires our contemporaries to live, work, play and stay Downtown – the following research and recommendations build upon our 2014 efforts to streamline the special events process and focus on cultivating business and residential development.

The following recommendations for business and residential development are meant to serve both as a jumping off point for City-driven improvements and as a blueprint for our committee’s forthcoming projects:

**Community Profile & Overview** page 9  
Current Municipal / State Market Incentives  
Owning & Operating a Small Business in Albuquerque  
Market Statistics: Housing & Residential  
Market Statistics: Retail & Office

**Proposal B: Downtown Albuquerque Small Business Initiative** page 16  
Recommendation #1: Streamline redundant municipal and state business registration processes and operational requirements (CABQ)  
Recommendation #2: Assess, expand and tailor resources for local startups and existing small businesses (CABQ)  
Recommendation #3: Appoint a full time City of Albuquerque Small Business Ombudsman (CABQ)  
Recommendation #4: Stimulate Downtown business and mixed-use relocation, establishment and development by offering a comprehensive package of incentives including façade and streetscape improvement programs; creation of Downtown enterprise zones; and universal angel investor programs (CABQ)

**Proposal C: Downtown Albuquerque Living Initiative** page 19  
Recommendation #1: Create financial incentives to stimulate multi-family housing developments in Downtown (CABQ)  
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**Proposal D: Downtown Albuquerque Expert Advisor Initiative** page 21  
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**Proposal E: Downtown Albuquerque Metrics of Success (measuring impact)** page 21 (M • C)

**Report Authors** page 22

**ADDENDUM: SUMMER 2015 PROGRESS REPORT** page 23

**Key:** (CABQ) Recommendation requires City of Albuquerque’s leadership / implementation  
(MiABQ) Recommendation will be coordinated / carried out by MiABQ  
(M • C) MiABQ offers support to City of Albuquerque in pursuit of recommendation

# Community Profile & Overview

## CURRENT MARKET INCENTIVES

**Summary:** The State of New Mexico and the City of Albuquerque have in place several incentives to aid business and housing development in the State and the City generally, including:

- \* Industrial Revenue Bonds (IRBs)
- \* Job Training Incentive Program
- \* Business Loans
- \* Financing Incentives, including: Direct Investment; Business bonds; Market Rate Real Estate Investments; Venture Capital Investment Program; Metropolitan Redevelopment Bonds; Tax Increment Financing (TIF)
- \* No Inventory Tax
- \* Tax Breaks, including: Tax Exemption Related to IRBs; Manufacturing Investment Tax Credit; Technology Jobs Tax Credit; Double-Weighted Sales Factor; Research and Development Gross Receipts Tax Deduction; Research and Development Small Business Tax Credit; High-Wage Jobs Tax Credit; Child Care Income Tax Credit; Telemarketing Gross Receipts Tax Exemption; Aerospace Tax Deductions; Renewable Energy Production Credit; Distilling and Brewing Preferential Tax Rate; Film Production Tax Rebate; Angel Investment Tax Credit; Advanced Energy Manufacturers Tax Credit

Source: City of Albuquerque Economic Development Department

## OPERATING A BUSINESS IN (DOWNTOWN) ALBUQUERQUE

**Findings:** MiABQ surveyed qualified community members through anonymous online questionnaire designed to capture their insights on operating in the local market. We received 76 complete and 26 partial responses, which painted the following picture.

Certain narratives and suggestions for improvement emerged across our respondent pool; they included concerns and sentiments like:

**Investment //** "The city, county, and state need to make major investments in our communities. Encourage development, spending, infrastructure improvements, education and activity to show that there is belief in the success and future of the community. That will help encourage others to come and start business and hopefully slow and reverse the outmigration of talented and motivated young professionals to places where they feel they can succeed, because currently they do not feel that place is here."

**Business Climate //** "We are not creating an environment that is supportive to start businesses. The actual process of opening a business is straightforward and easy. That is not the problem. It's an issue of resources for the new business owner and a poor climate where other business owners feel confident enough to purchase goods and services."

**Progress //** "Albuquerque needs to stop ignoring all of the wake up calls. We're in trouble people. We need to invest more in our community, we need educated workers, we need businesses to locate here. The good news is there are tons of people talking and even taking action; the bad news is that it seems silo'd and territorial - so the big question is if there will ever be progress."

**Resources //** "I like doing business here but it feels like navigating the resources are a maze - it's not obvious who to go to for what. It is time consuming to have to meet with so many different people to get to the right person."

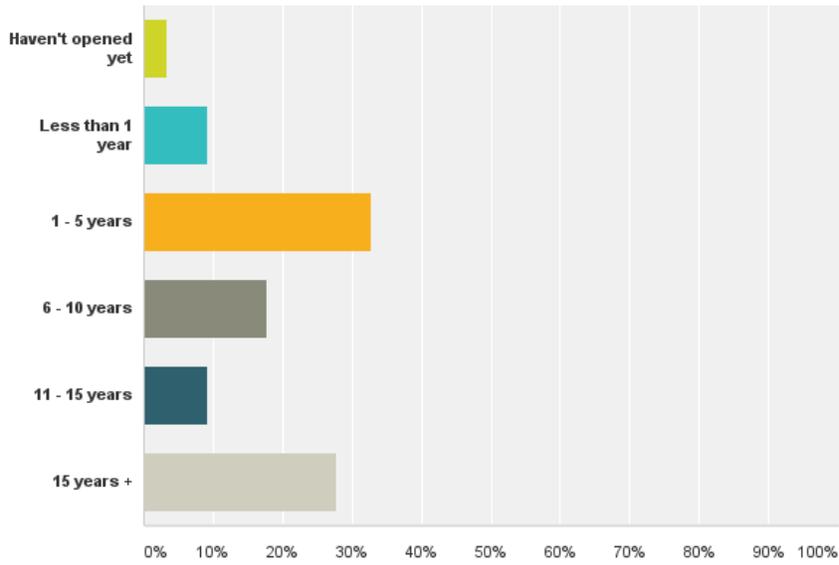
**Safety //** "Focus on safety in community. And not just Public safety in the APD sense, but more importantly, roadways and security throughout community"

**Education //** "Everything starts with education. That and increasing business incubators, economic development, and celebrating our creativity and ingenuity."

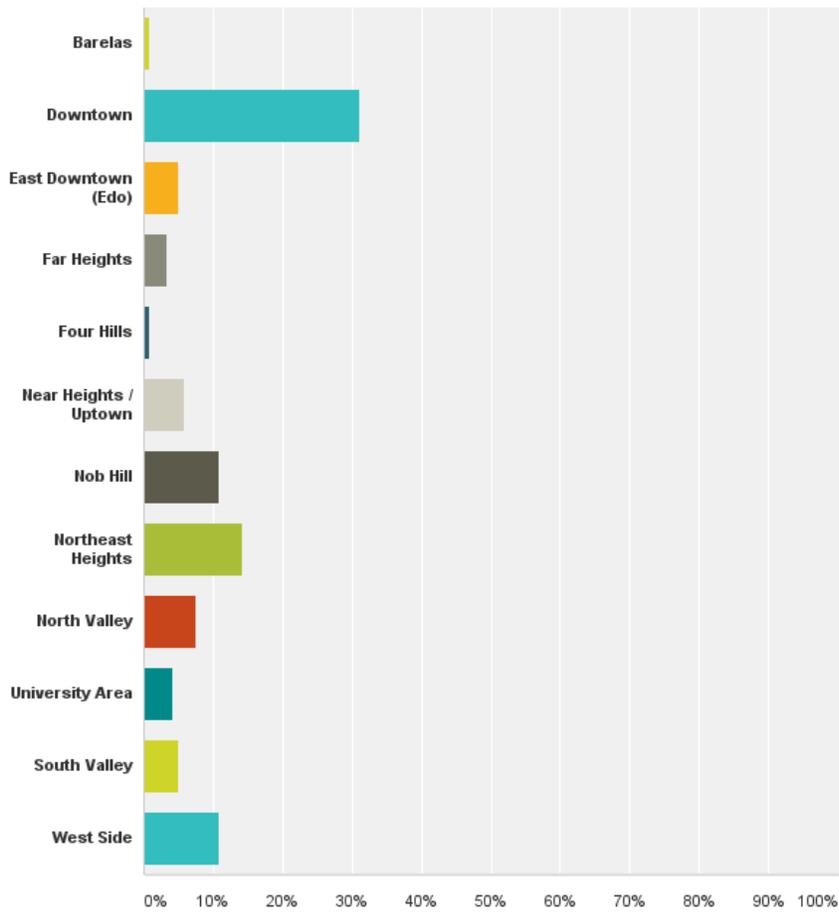
**Community //** "The city needs to nurture both the physical neighborhoods and the communities of people who would help grow economic activity here."

## OPERATING A BUSINESS IN (DOWNTOWN) ALBUQUERQUE – SURVEY FINDINGS (CONTINUED)

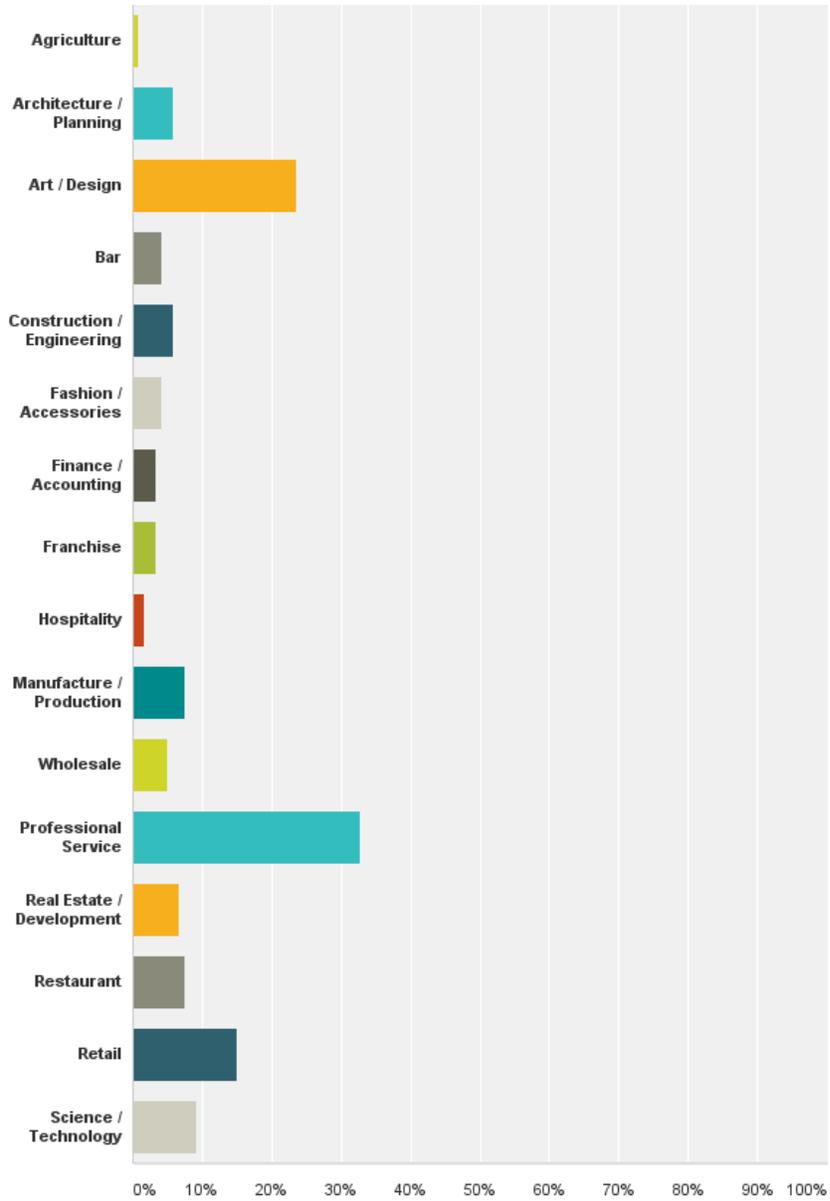
*For how many years have you operated or, if closed, did you operate your small business?*



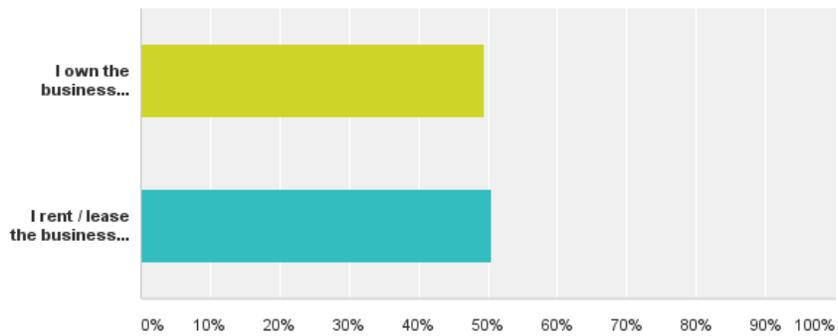
*In what neighborhood is your business located?*



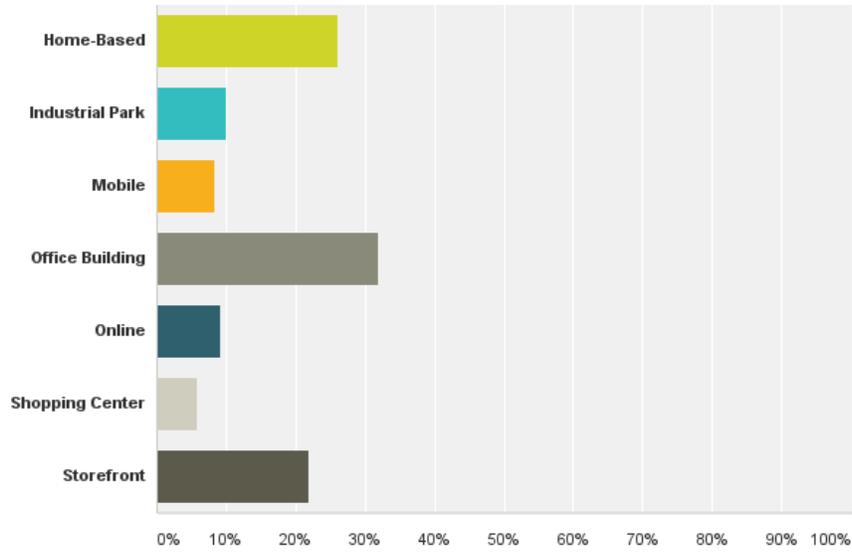
Which of the following best describes your small business category?



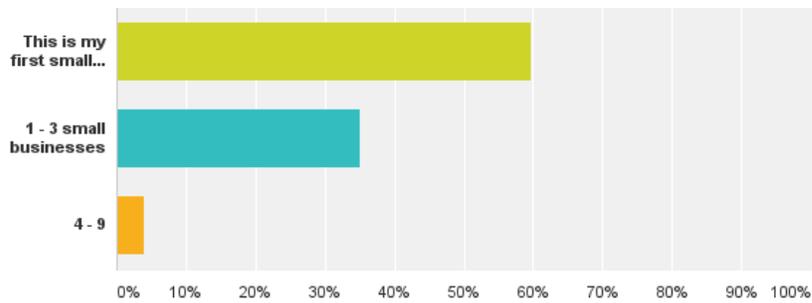
What is the status of your primary small business location?



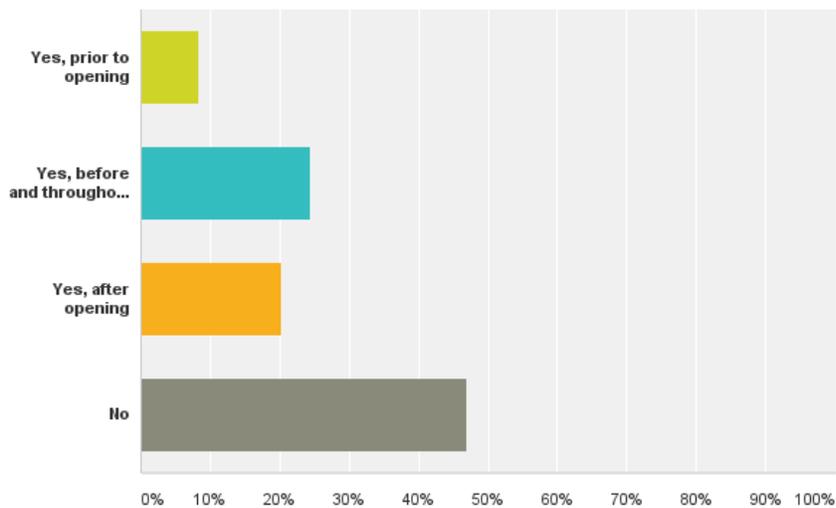
Which of the following best describes your primary small business location?



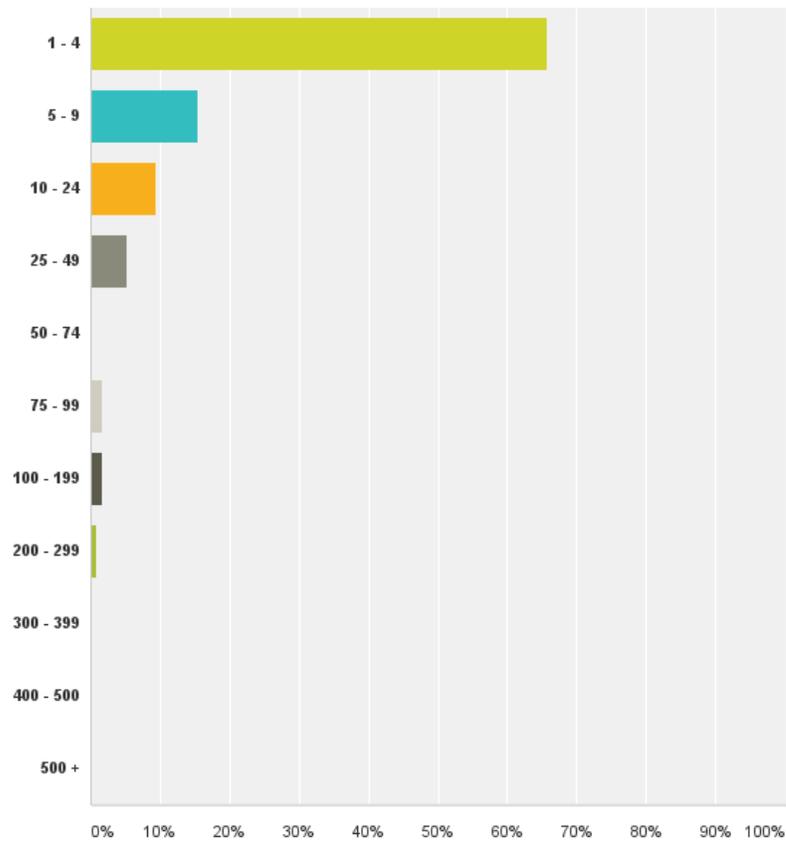
Prior to your most recent small business endeavor, how many small businesses have / had you operated in Albuquerque?



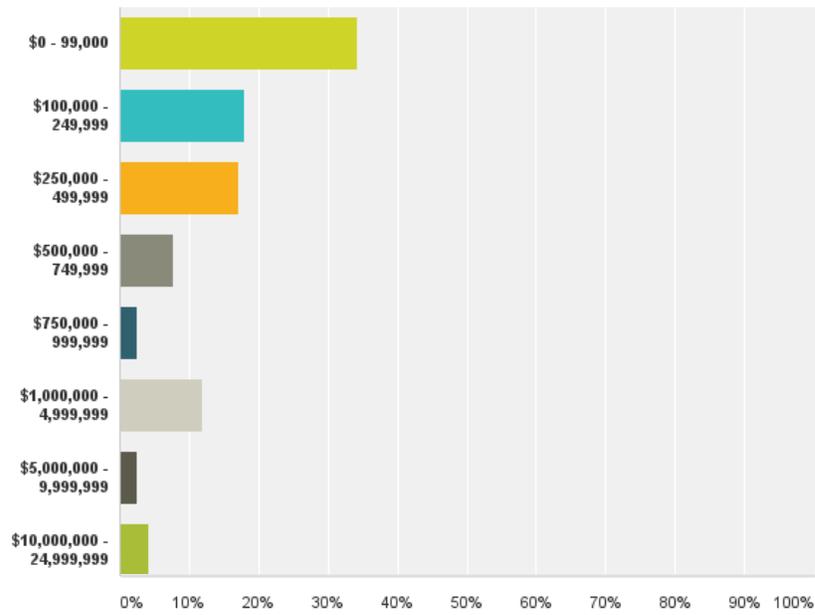
Have you consulted with small business resources and / or support organizations (e.g. consultants, incubators, financial institutions, educational institutions, professional development organizations, etc.)?



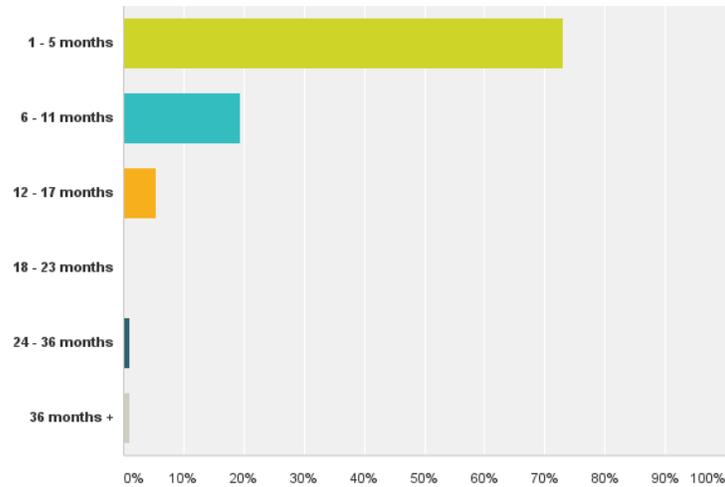
How many FTE / full time equivalent employees does your small business have? (Please note that we are focusing on businesses with 500 employees or less.)



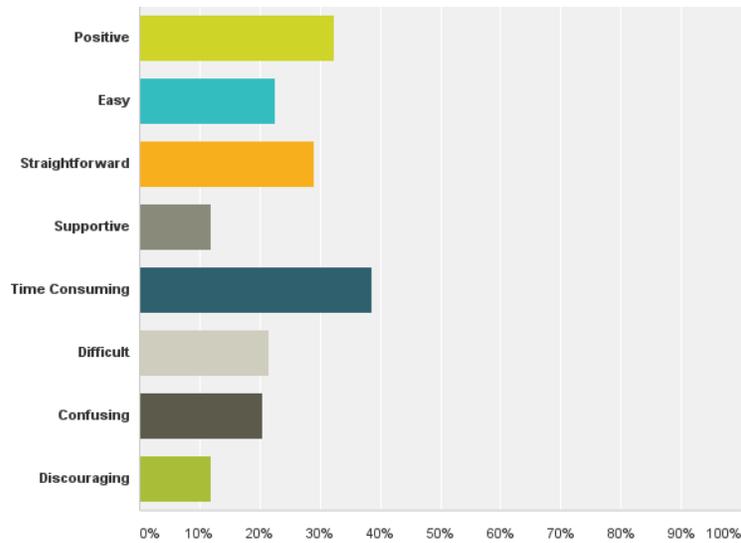
What is the expected annual gross sales revenue of your small business this year?



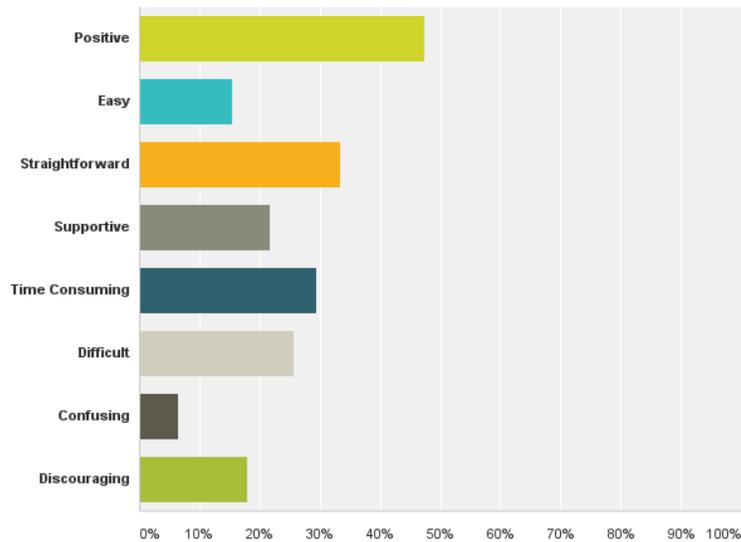
From beginning to end, how long did it take you to license, permit and / or open your business?



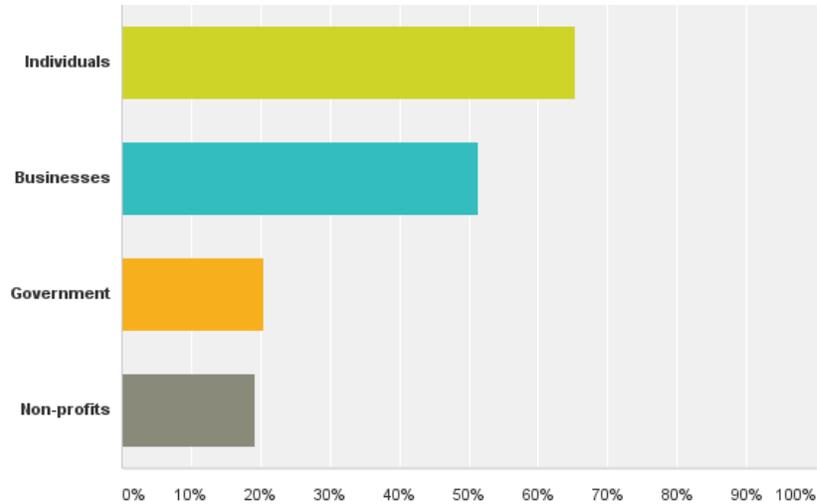
Please choose the best description(s) of **OPENING** your small business in Albuquerque; select all that apply:



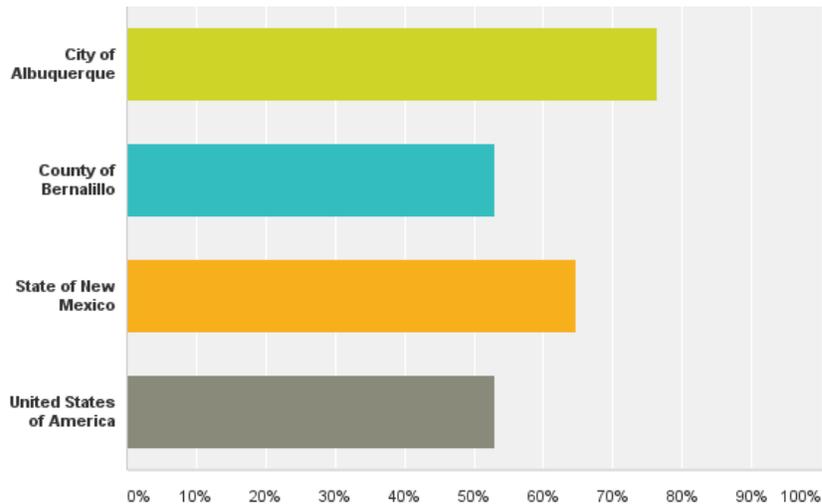
Please choose the best description(s) of **OPERATING** your small business in Albuquerque; select all that apply:



Which of the following best describes your core audience / client? Select all that apply:



If you selected "government," please specify which branch(es); check all that apply:



## DOWNTOWN ALBUQUERQUE MARKET STATISTICS – 3Q2014

Source: Billy Eagle, CBRE, Albuquerque, NM

### Housing & Residential

Downtown Albuquerque, "MLS 80," is located south of I-40 and west of I-25, north of Cesar Chavez, east of the Rio Grande. Existing multi-family market statistics illustrate the need for additional housing in Downtown Albuquerque.

The market statistics for MLS 80 are as follows:

- \* Total Number of Units: 1,018
- \* Number of Vacant Units: 52
- \* Weighted Occupancy: 94.89%
- \* Total Square Footage: 562,810
- \* Weighted Average Per Square Foot: 533
- \* Weighted Average Rent: \$659
- \* Rent Per Square Foot: \$1.19

Relevant observations of this housing and residential submarket:

- \* Properties are typically highly occupied in MLS 80.
- \* Studios and 1 bedroom units dominate, and are occupied at a higher rate than larger units

- \* MLS 80 possesses the smallest average unit size in the city, which appears to be a product of the urban-centric nature of the submarket. As a result, per square foot rents are much higher.
- \* Small unit types are still desirable, reinforced by the high occupancy of the studios and 1 bedroom units.

### Retail & Office

Downtown Albuquerque Submarket is south of I-40 and west of I-25, north of Coal, east of the Rio Grande.

#### Retail Statistics:

- \* Building Square Feet: 475,163 square feet
- \* Vacancy Rate: 23.7%
- \* YTD Net Absorption: -30,700 Square feet
- \* Asking Lease Rate Range: \$8.00-\$28.00/SF/YR

#### Office Statistics:

- \* Building Square Feet: 3,035,225 square feet
- \* Vacancy Rate: 28.7%
- \* YTD Net Absorption: 38,067 Square feet
- \* Asking Lease Rate Range:
  - o Class A \$21.00/SF/YR/Full Service
  - o Class B: \$16.25/SF/YR/Full Service
  - o All Classes: \$14.77/SF/YR/Full Service

#### Relevant observations of this office and retail submarket:

- \* The Downtown Class C building availability includes approximately 247,000 square feet. Over 50% of the Class C building availability in the submarket is attributed to the former PNM building, Alvarado Square, being vacated.
- \* The Downtown Class B building availability includes 106,000 square feet at First Plaza currently occupied by Gap Inc., which will relocate to 80,000 square feet in the N I-25 submarket in 1Q2015.
- \* The Downtown submarket asking lease rate has seen continuous downward trends for \$15.75/SF to \$14.77/SF annually, as evidenced by its high availability in the submarket.

## Proposal B: Downtown Albuquerque Small Business Initiative

### Recommendation #1

(CABQ)

**STREAMLINE REDUNDANT BUSINESS REGISTRATION PROCESSES: BRING THE STATE OF NEW MEXICO'S ONE-STOP BUSINESS PORTAL TO THE CITY OF ALBUQUERQUE TO ELEMIMATE DUPLICATIVE ADMINISTRATIVE TASKS**

**Problem:** *SMALL BUSINESSES DO NOT HAVE THE RESOURCES, WHETHER THE TIME, MONEY OR KNOWLEDGE, THAT NAVIGATING THE LARGELY REDUNDANT ADMINISTRATIVE PAPERWORK THAT STATE AND LOCAL GOVERNMENTS REQUIRE TO CARRY ON A BUSINESS.*

**Solution:** We recommend that the City of Albuquerque Economic Development Department engage in discussions with the New Mexico Department of Information Technology (DOIT) now, during the development stages of the One-Stop Business Portal, to explore the potential opportunities for data sharing and streamlining of redundant business registration processes at both the city and state level moving forward.

Specific data sharing opportunities may include common business registration data that are required by state and local government agencies, such as industry and business description, physical location and mailing addresses, and owner's information.

The One-Stop Business Portal has immense potential to ease the burden on and help small businesses grow.

**Support:** Our MiABQ survey respondents reported that a significant hurdle in starting a business is the burdensome and redundant process when filing and providing the necessary documentation to start a business, as well as when conducting the necessary transactions with the City and State to maintain that business.

Additionally, survey respondents indicated as a major frustration in carrying on the business a sense of profound disconnect and lack of communication between the different offices of government involved in business oversight.

One respondent identified the biggest barrier to operating a small business in Albuquerque as, "Not having the city, county, and state agencies on the same page. They all have different requirements that overlap, but they didn't appear to work together in any manner."

Another stated, "We are not creating an environment that is supportive to start businesses. The actual process of opening a business is straightforward and easy. That is not the problem. It's an issue of resources for the new business owner and a poor climate where other business owners feel confident enough to purchase goods and services."

And a third suggested, "The city needs to make it easier for small business to open here and thus attract more business."

**Precedent:** Signed into law on March 6, 2014, Senate Bill 9, the One-Stop Business Portal Act, directs the DOIT to develop a website by July 1, 2017, that will streamline businesses' transactions with the state to significantly reduce the time and paperwork associated with taxation, workers' compensation, licensing, permitting, and registrations.

**Model:** City of Fernley & State of Nevada: In 2013, the City of Fernley partnered with the State of Nevada to become the first city to integrate its business licensing processes with the state's One-Stop Business Portal, SilverFlume. Since then, two additional Nevada counties, Douglas and Churchill, began using SilverFlume.

## Recommendation #2

(CABQ)

**INCENTIVIZE DOWNTOWN BUSINESS ESTABLISHMENT, RELOCATION AND DEVELOPMENT: CREATE A "STORE FRONT UPGRADE" REIMBURSEMENT PROGRAM TO INCENTIVE BUSINESSES AND BUSINESS OWNERS TO REVITALIZE DOWNTOWN BUSINESS SPACES**

**Problem:** *BUSINESSES ARE MOVING AWAY FROM, AND NOT RELOCATING INTO, DOWNTOWN.*

**Solution:** This program would provide financial assistance to property owners to overcome the unique and challenging barriers associated with reusing older buildings, which, our survey responses indicate, will reduce the incidence of vacancy in the older downtown buildings. Such assistance would be restricted to the improvement of barriers to free access, fire suppression systems, fire-rated stair towers, upgraded utilities, or to façade improvements.

These economic incentives would be available to commercial building owners, developers, or business owners (in cooperation with building owners). As an example, the program would incentivize revitalization by providing grant funds to reimburse \$10 per square foot of qualifying improvements, to a maximum grant of \$25,000. The grant would not exceed 75% of the total project costs. This program could be used in addition to the Downtown Albuquerque Living Initiative" (see Proposal C below).

**Support:** As shown in the real estate market profile, Downtown Albuquerque's retail vacancy rate (23.7%) and office market vacancy rate (28.7%) are high – and have been on a long-term downward trend compared with other municipal markets. Our MiABQ survey's results demonstrate that the few people who are interested in opening businesses downtown are faced with very high costs to upgrade their spaces to comply with local codes. They invest immense capital in the renovation of things like restrooms to ADA compliance, renovate fire sprinkler systems, electrical systems, etc., and then have little to no money left to spend on marketing and promotion of their businesses.

To a survey question regarding opening a business downtown, one of our respondents noted that the tenant improvements fell to them, making them feel, "Frustrated... small business owners should not have to pay for infrastructure to enhance the downtown core. Agents working in building and planning often act as adversaries rather than allies trying to make our city a better place."

Another noted, when asked how to shift the burden, "Assistance or tax credits for infrastructure costs, Sidewalks, fire hydrants and storm drainage should not come out of small business pockets. It makes it impossible to do projects."

**Model:** Several cities which have seen downtown revitalization in recent years – including among others, Austin, Texas, Oklahoma City, Oklahoma, Grand Rapids, Michigan, Gastonia, North Carolina, Pittsburgh, Pennsylvania, and Cleveland, Ohio – offer similar small business reimbursement programs for business that locate within the cities' designated improvement district. Here are two examples:

**OKLAHOMA CITY:** The State of Oklahoma designates Enterprise Zones, which are located in disadvantaged counties, cities or portions of cities. One such designated zone was Oklahoma City, which has seen significant revitalization of its downtown. These Enterprise Zones allow for provision of extra incentives to businesses locating there, including a Double the Investment/New Jobs Tax Credit and low interest loans through Oklahoma City's enterprise district loan funds. Local communities may exempt local taxes for six years (instead of the regular five). Small Linked Deposit Loans, which are available to other businesses, may be for longer terms when granted to a business inside the Enterprise Zone. The enterprise district management authorities are also empowered to establish venture capital loan programs and to solicit proposals from enterprises seeking to establish or expand facilities in the Enterprise Zones. By statute, funds for some of these programs come from the issuance of general obligation bonds by the district involved. These loans can be for up to 100% of the estimated cost of the building and equipment.

**AUSTIN:** The City of Austin created the Business Retention and Enhancement Program (BRE) to provide low-interest loans to qualifying costs as an economic development program to support the re-establishment of downtown (specifically between Congress Avenue and East 6th Street) as retail and urban entertainment district destinations. The BRE provides these low-interest loans to: existing businesses located within the designated downtown area that are being displaced because of development, and to attract new businesses to the designated area. Austin administers the BRE program, and provides loans not to exceed \$250,000 to eligible businesses. Interestingly, Austin provides preference to locally-owned businesses and to minority-owned or women-owned business enterprises. Also, Austin limits the loans to established businesses in particular commercial uses, such that the applicant must have a minimum of two (2) years operating experience in: Art Galleries, Food Sales, General Retail Sales, Indoor Entertainment, Restaurants, or Theaters.

### Recommendation #3

(CABQ)

#### CREATE A CITY OMBUDSMAN THAT ASSISTS BUSINESS OWNERS IN OBTAINING THE NECESSARY PERMITS AND APPROVALS FOR OPERATION OF A BUSINESS

**Problem:** *BUSINESSES HAVE A DIFFICULT TIME COMPLYING WITH REGULATORY AND ADMINISTRATIVE BURDENS THAT INHERE IN CARRYING ON A BUSINESS DOWNTOWN.*

**Solution:** The City of Albuquerque, possibly through the Economic Development Department, should create a position (or possibly devote a portion of the appropriate city employee's time) to work as sort of ombudsman between local businesses and municipal and state governments. This ombudsman would serve as a liaison between companies, communities, local economic development organizations and regulatory agencies.

**Support:** A general complaint that ran throughout our MiABQ survey responses, for downtown business owners, but also for business owners outside of downtown, was that a significant and sometimes fatal hurdle to carrying on a business was working with various government agencies to obtain the proper permitting and code compliance for their businesses.

For example, one respondent noted, "I like doing business here but it feels like navigating the resources are a maze- its not obvious who to go to for what. It is time consuming to have to meet with so many different people to get to the right person."

Another suggested, "It would be nice if there were [one] source that explained step by step what to do. It would be a lot easier if there was one place to go to get resources where the employees are knowledgeable and helpful and nice."

**Model:** INDIANAPOLIS, INDIANA. The Indiana Economic Development Corporation created a regulatory ombudsman to assist in the process of obtaining the permits and approvals necessary for a business operation. The ombudsman assists both current and potential Indiana businesses with a variety of topics, including agency contacts and communication facilitation, license and permit requirements and applications, permit tracking, and

regulatory compliance. In addition, the ombudsman serves as a liaison between businesses and various state agencies, such as the Indiana Department of Environmental Management, the Department of Natural Resources, the Department of Transportation, the Department of Revenue, the Department of Workforce Development, and the Indiana Secretary of State. The ombudsman also serves on a variety of workgroups and task forces dealing with issues of importance to economic development in Indiana. The regulatory ombudsman is also the Secretary of Commerce's proxy on three state environmental rulemaking boards: The Air Pollution Control Board, the Water Pollution Control Board, and the Solid Waste Management Board. The ombudsman not only provides permit application assistance and tracking, but also establishes early communications with the technical staff of the regulatory agencies to ensure that permits are efficiently processed. This service is an effort to minimize the amount of time spent on regulatory compliance.

## Proposal C: Downtown Albuquerque Living Initiative

### Recommendation #1

(CABQ)

#### CREATE A FINANCIAL INCENTIVE TO STIMULATE MULTI-FAMILY HOUSING DEVELOPMENT IN DOWNTOWN ALBUQUERQUE

**Problem:** *DOWNTOWN PROPERTY OWNERS AND DEVELOPERS DO NOT SEE AN UPSIDE TO INVESTMENT IN DOWNTOWN PROPERTIES BECAUSE OF A LACK OF DOWNTOWN INHABITANTS.*

**Solution:** "Downtown Albuquerque Living Initiative" (DALI) would provide financial incentives to property owners and developers within a certain area Downtown to stimulate multi-family residential and multi-use developments.

**Suggested Target Area:** The boundaries of the Downtown 2025 Sector Development Plan, which offers exciting attractions and amenities including the Kimo Theatre, Proposed Imperial Building Grocery Development (opening 1Q2016), churches, schools, major hotels, and the newly remodeled Convention Center.

**Suggested DALI program period:** We propose that the financial incentive be paid for the first 5,000 residential units under contract to participate in this Program, or, if 5,000 units are not reached, for a four-year period from July 2015 – June 30, 2019.

The DALI will incorporate financial and other economic incentives and benefits to assist in the development of mixed use residential development. The Financial Incentives would include a set dollar reimbursement amount per residential unit built (with a minimum such as 10 units), and/or an exemption from Ad Valorem taxes for ten consecutive years. The DALI's other benefits could include:

- \* **Parking:** Formation of a Parking Benefit District, which allows residents of newly developed apartments to pay an annual fee for a parking space in any of the parking spaces within the parking benefit district.
- \* **Improved Streetscapes:** City-funded or city-incentivized development of adjacent streetscapes and facades.
- \* **Sustainability:** An inherent benefit to residential projects in a downtown environment is that it is by nature sustainable. New projects are located in a highly walkable environment where residents will be less automobile dependent and will have access to a variety of public transit options. Dense, downtown residential projects make more efficient use of existing infrastructure, requiring fewer miles of roads, water lines, etc. per person. And because the new projects are considered infill development, they do not displace any natural habitat.

**Support:** Ultimately, this is an issue of holistic and sensitive placemaking. As one survey respondent noted, "The city needs to nurture both the physical neighborhoods and the communities of people who would help grow economic activity here."

**Model:** HOUSTON, TEXAS. The City of Houston implemented an almost identical program - The Downtown Living Initiative Chapter 380 Program – to incentivize downtown development. Houston's web page states: "The purpose of the [Downtown Living Initiative Chapter 380 Program] is to promote economic development and stimulate business and commercial activity in the target area by providing economic and other development incentives for certain new multifamily residential mixed-use developments." The city of San Antonio, Texas recently enacted a similar incentive program under Texas Local Government Code Chapter 380.

## Recommendation #2

(M • C)

### ENGAGE AND WORK WITH LARGER DOWNTOWN PRIVATE SECTOR EMPLOYERS TO INCENTIVIZE DOWNTOWN LIVING FOR THEIR EMPLOYEES

**Problem:** *DOWNTOWN PROPERTY OWNERS AND DEVELOPERS DO NOT SEE AN UPSIDE TO INVESTMENT IN DOWNTOWN PROPERTIES BECAUSE OF A LACK OF DOWNTOWN INHABITANTS.*

**Solution:** As a compliment to the housing supply created by the DALI, create additional Downtown housing demand by engaging larger Downtown based private sector employers to offer stipends to their employees to relocate downtown, and a similar stipend for employees currently living downtown to stay.

Our group plans to engage the largest downtown employers to see if they would be willing to be a community partner in downtown revitalization through this living initiative. We believe that Presbyterian Health Services, Lovelace Hospital, Molina Healthcare, and PNM are the most logical private employers to start with. Once these private sector employers show leadership in getting a nominal amount of their employees to live downtown, we would implore the large public sector employers (The City of Albuquerque and Bernalillo County) to follow suit, offering similar stipends to their employees to relocate. Similarly, given Albuquerque's recent push toward making Downtown the city's tech hub, we could engage technology companies, including national defense contractors, to offer these same incentives for employees who would benefit and add to Downtown's technology-centered community.

**Support:** Our survey respondents indicated that the current Downtown residential pool isn't enough to sustain their businesses; said one, the climate is "Not bad... [but we] need more people coming from other part of city to grow our business."

**Model:** DETROIT, MICHIGAN – The Detroit Downtown Living Incentives is a program in which private companies pooled together \$4 million in incentives to lure a younger workforce into downtown by offering forgivable loans, allowances and matching funds (from \$1 – \$20,000) to new and existing renters and homeowners in downtown Detroit. Not surprisingly, because the residential market demand has increased, new development is occurring. These larger private companies in downtown Detroit included: Blue Cross Blue Shield, Compuware, DTE, Marketing Associates, Quicken Loans, and Strategic Staffing Solutions. They offered the following stipends:

- \* New homeowners receive up to \$20,000 forgivable loan towards the purchase of their primary residence
- \* New renters receive a \$2,500 allowance of funding toward the cost of their apartment in the first year followed by additional funding of \$1,000 for the second year.
- \* Existing Renters receive a \$1,000 allowance of funding for renewing a lease.
- \* Existing homeowners receive matching funds of up to \$5,000 for exterior improvements for projects of \$10,000 or more.

## Recommendation #3

(M • C)

### ACTIVELY ENGAGE THE REAL ESTATE DEVELOPMENT COMMUNITY/ APARTMENT DEVELOPERS IN THIS PROCESS

**Problem:** *THE DALI, ONCE SUCCESSFUL, WILL STIMULATE DEMAND FOR DOWNTOWN RESIDENCES WHICH MAY EXCEED THE SUPPLY OF DESIRABLE HOUSING.*

**Solution:** Engage the real estate development community and the Apartment Association, to ensure that the final incentives work for their members, and to ensure that the effort of creating this incentive works for the people who will ultimately be taking the risk of adding the supply of residential units to the market.

Because the DALI and the private companies' downtown residential incentives will create additional increased demand for downtown residences, if demand outruns the supply of new residential units, the revitalization of Downtown will likely be stifled. To ensure that this does not occur, the leaders of this effort must engage the real estate development community and Apartment Association throughout this process to coordinate development with the demand, as those organizations will ultimately be taking significant risk in adding the supply of residential units to the market.

**Support:** Our MiABQ survey respondents who carry on their businesses downtown, or were interested in locating their businesses downtown, uniformly reported "AN INTEREST IN LIVING CLOSE TO WHERE THEY WORK."

These anecdotal responses correspond with the overwhelming data available online and elsewhere that the younger Generation Y (a.k.a, the millennials), and the aging Baby Boomer Generation are interested in relocating to urban areas where they can live, work and play all in the same community.

Reflecting the sentiment of many of our survey respondents, one shared, "We purposefully set out to create a business we could walk to and be a part of the community we lived in. We moved here from the East Coast."

**Model:** The other municipality models included herein demonstrated a successful navigation of and partnership with the real estate development community following implementation and positive results of their other endeavors.

## Proposal D: Downtown Albuquerque Expert Advisor Initiative

### Recommendation #1

(MiABQ)

**ENGAGE NATIONAL POLICY AND DOWNTOWN REVITALIZATION EXPERTS IN DIALOGUE AROUND SUSTAINABLE ATTRACTION AND RETENTION OF MILLENNIALS – AND INCORPORATE INSIGHTS INTO FUTURE INCENTIVES PROGRAMS**

### Recommendation #2

(MiABQ)

**ARRANGE FOR EXPERT GUEST TO VISIT ALBUQUERQUE, GIVE A PUBLIC TALK, PROVIDE PRIVATE COACHING SESSION TO MIABQ GROUP, AND MEET WITH CITY AND STATE OFFICIALS ABOUT POTENTIAL LONG-TERM POLICY APPROACHES**

**Support:** We know that our municipal leaders recognize the value of engaging broad perspectives and expert insights. We believe that we can support the City of Albuquerque's efforts to revitalize Downtown by coordinating such resources – and in so doing, help to cultivate a sense among our community that the municipality is dedicated to achieving healthy, sustainable development.

Expert visitors will help us to clarify how we might best achieve the following, which a survey respondent articulated honestly and astutely, reflecting many of the other respondent's points of view: "The city, county, and state need to make major investments in our communities. Encourage development, spending, infrastructure improvements, education and activity to show that there is belief in the success and future of the community. That will help encourage others to come and start business and hopefully slow and reverse the outmigration of talented and motivated young professionals to places where they feel they can succeed, because currently they do not feel that place is here."

## Proposal E: Downtown Albuquerque Metrics of Success

(M • C)

**Problem:** *OUR NARRATIVES – POSITIVE AND NEGATIVE – ABOUT DOWNTOWN ALBUQUERQUE ARE OFTEN ANECDOTAL AND LACK QUANTITATIVE SUPPORT*

**Solution:** The following comparative, longitudinal data – much of which is already available from the sources engaged in this document – will allow us to gauge the successes of and tell complete stories about the Downtown Albuquerque Initiatives contained herein, as well as other initiatives being led by the City of Albuquerque:

- \* Residential, Office and Retail Occupancy Rates
- \* Quarter by Quarter Average Lease Rate Comparison
- \* Business Retention Rates
- \* Growth of Population/Housing Inventory
- \* Increase in Square Footage Value of Business / Housing Units
- \* Growth in Property and Gross Receipts Taxes
- \* Closings Database
- \* Announcements Database
- \* Crime Metrics
- \* Feedback from Property Owners

**Model:** CLEVELAND, OHIO – Ryan Manthey from Downtown Cleveland Alliance, in an interview, said:

“There are a few measurements that we use to gauge our success as a Downtown BID. Although the incentive packages are utilized by businesses that relocate Downtown, we gauge our success by the occupancy rates in the residential, office and retail markets. In addition to the occupancy rates, the direction of the average lease rates is a good measurement as well. For example, if the average asking price per square foot over a year-by-year comparison is increasing, our property owners (who are the primary funders of the organization), are happy. Those are the primary measurements that we use to gauge our success as a BID...”

“Gauges of success as a BID:

- 1.) Residential, office and retail occupancy rates
- 2.) Quarter by quarter average lease rate comparison
- 3.) Feedback from property owners...

“We have partnerships with CBRE, Jones Lang LaSalle, Colliers, Newmark Grubb Knight Frank etc. We use their reports of the office market in the Central Business District to obtain these numbers. Although the reports will differ quarter to quarter based on differences in measuring techniques, they generally tell the same story. The specific numbers will differ, but it is rare that the direction of the numbers differs in the reports.”

## MiABQ Permitting & Regulations Committee



Please note: We are now known as SPI Team (structure, policy, incentives)

This report was composed by committee members:

Julia Mandeville, *Chair* // Harwood Art Center – Escuela del Sol Montessori / Catalyst Club

Zoya Dixon // Downtown Action Team / Downtown Mainstreet

Matthew M. Beck, Esq., The Rodey Law Firm

Alex Curtas, ProgressNow New Mexico

Jason Espinoza, Association of Commerce & Industry

David Silverman, Geltmore, LLC

With support from committee members:

Javier Benavidez, MPA, MCRP, Center for Civic Policy

Diahndra Grill, University of New Mexico / JustWrite Inc.

John Kynor, Q Realty, Inc. / Greater Albuquerque Association of Realtors

Brendan Picker, City of Albuquerque Public Art Program / Denver Public Art Program

Cara Tolino, Street Level Productions

Tim Trujillo, Dekker/Perich/Sabatini / UrbanABQ

# ADDENDUM: SUMMER 2015 PROGRESS REPORT



MIABQ.COM

BY COMMUNITY, FOR COMMUNITY.

## MIABQ: PERMITTING & REGULATIONS COMMITTEE RECOMMENDED PRIORITIES // PHASE TWO

### SHORTTERM PRIORITIES

Per our phase two recommendations, and based on conversations with Mayor Berry, Gary Oppedahl, Delaney Woodward and Brian Reilly, we believe the following should be immediately prioritized:

#### Proposal A: Downtown Albuquerque Special Events Initiative page 5 (M • C)

\*\* MiABQ will conduct a follow up survey with our original respondents to gather comparative data and offer assessments of how the changes made to the special events process by CABQ have affected user experience.

#### Proposal B: Downtown Albuquerque Small Business Initiative page 16 (CABQ)

Recommendation # 1: Streamline redundant municipal and state business registration processes and operational requirements

\* CABQ Economic Development is implementing Computronics platform to consolidate and simplify registration / operational requirements for businesses.

\*\* MiABQ will work with statewide contacts to build dialogue around the one-stop business registration portal and how it might best integrate with local registration processes.

\*\* MiABQ will issue a business owner survey specific to the registration processes, to help identify particular spaces where state : local requirements overlap, conflict, could be simplified.

\*\* MiABQ will create digital media content to demonstrate – in the words of local business owners – how and why streamlining / centralizing these processes benefits them.

#### Recommendation #3: Appoint a full time City of Albuquerque Small Business Ombudsman (CABQ)

\* CABQ Economic Development is introducing a “Navigators” program and is pursuing funding to support a position that looks like the ombudsman described in MiABQ’s recommendations.

\*\* MiABQ will provide support and communications as needed.

#### Proposal D: Downtown Albuquerque Expert Advisor Initiative page 21 (MiABQ)

Recommendation # 1: Engage national policy and Downtown revitalization experts in dialogue around sustainable attraction and retention of young people – and incorporate insights into incentives programs

#### Recommendation #2: Arrange for expert guest to visit Albuquerque, give public talk, provide private coaching session to MiABQ group, and meet with city and state officials about potential long-term policy approaches (MiABQ)

\*\* MiABQ has begun conversations with national policy experts at New America and Roosevelt Institute to identify our inaugural expert guest.

\*\* MiABQ will coordinate the expert guest’s visit and all program components.

\*\* MiABQ will prepare and deliver a set of recommendations to the City of Albuquerque, using the methodology we’ve adopted in our recommendations to-date, and will consult the advisor throughout the work / incorporate their visit insights into the final document

## LONGTERM PRIORITIES

And that the following should be contemplated further, evaluated, and pursued subsequently:

### Proposal B: Downtown Albuquerque Small Business Initiative

page 16

Recommendation #2: Assess, expand and tailor resources for local startups and existing small businesses

(CABQ)

Recommendation #4: Stimulate Downtown business and mixed-use relocation, establishment and development by offering a comprehensive package of incentives including façade and streetscape improvement programs; creation of Downtown enterprise zones; and universal angel investor programs

(CABQ)

### Proposal C: Downtown Albuquerque Living Initiative

page 19

Recommendation #1: Create financial incentives to stimulate multi-family housing developments in Downtown

(CABQ)

Recommendation #2: Secure commitments from larger Downtown-based private sector employers to offer a set of stipends to their employees to relocate downtown and to inspire those currently living downtown to stay

(M • C)

Recommendation #3: Actively engage the real estate development community, including mixed-use and apartment developers, in this process

(M • C)

## MiABQ 2.0

### MIABQ ORGANIZING COMMITTEE

**Members:** Matt Beck, Alex Curtas, Valerie Hermanson, Dan Majewski, Julia Mandeville, Leila Salim, David Silverman, Kristen Woods, Brad Woodward

**Co-Coordinator:** Matt Beck & Julia Mandeville

### GREEN TEAM CORE GROUP

**Members:** Andrew Bernard, Alex Curtas, Laurie Firor, Valerie Hermanson, Dan Majewski, Ragan Matteson, Leila Salim, Tim Trujillo, Kristen Woods

**Coordinator:** Leila Salim

### PERMITTING & REGULATIONS CORE GROUP

**Members:** Matt Beck, Alex Curtas, Jason Espinoza, Julia Mandeville, David Silverman

**Coordinator:** Julia Mandeville



Please note: We are now known as SPI Team (structure, policy, incentives)

\* indicates a CABQ update

\*\* indicates a MiABQ Permitting & Regulations Committee follow up action item