

INTERNATIONAL MARKETPLACE
MARKET RESEARCH AND DESIGN STUDY

OCTOBER 2001

PREPARED FOR
ALBUQUERQUE DEVELOPMENT SERVICES

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1. INTRODUCTION

In early 2000 the City of Albuquerque completed the Near Heights Metropolitan Redevelopment Area (MRA) Plan for the area of Albuquerque surrounding Central Avenue from San Mateo Boulevard to Moon Street. One of the centerpiece redevelopment projects identified in the plan is the development of an International Marketplace at the intersection of Louisiana Boulevard and Central Avenue, a location that includes the existing Ta Lin Supermarket, the New Mexico State Fairgrounds, and an established array of ethnic businesses.

The surrounding area in the La Mesa and Trumbull neighborhoods has long been a center for Albuquerque's Asian, Latin American, Native American and African American communities. This is reflected in the variety of the area's ethnic restaurants, markets, stores, and places of religious worship.

The International Marketplace will draw on the area's ethnic character to offer a festive, authentic alternative to the prevalent "big box" and generic strip shopping centers in Albuquerque. It will create an attractive, pedestrian-oriented mixed-use center that will draw customers from surrounding neighborhoods and the Albuquerque metro area as well as tourists.

The purpose of the marketing strategy and development concept contained in this report is to further define the International Marketplace concept and to begin predevelopment plans for public improvements, the expansion of the Ta Lin Supermarket and the addition of ancillary retail, office and residential development on the 11 acres at the southeast corner of the intersection of Louisiana Boulevard and Central Avenue. The International Marketplace is expected to accomplish the following objectives of the MRA Plan:

- ❖ Redevelop a substantial site in order to change present land uses to more productive and compatible uses.
- ❖ Create a new activity center that can be a catalyst for other redevelopment in the Near Heights in general and along East Central Avenue in particular.

1.1. PROJECT DESCRIPTION

The marketing strategy and design concepts focus on the overall marketplace, as shown in Figure 1, and more specifically on a proposed development at the southeast corner of the intersection. The broader strategy is to build on existing activity to strengthen the entire marketplace area, with the first phases to include public improvements and the private construction of a new Ta Lin Supermarket, a specialty grocery store that offers Asian, Mexican and Cuban food and gift items, and the Hawaiian Restaurant, specializing in Chinese and Southeast Asian cuisine. New construction is envisioned to fill in vacant land with smaller retail shops, offices, residential uses and parking. Potential semi-public areas may include a plaza area and cultural center. Renovation of existing structures and site improvements are envisioned to enhance the overall International Marketplace concept

1.2. PLANNING PROCESS

To accomplish these tasks, consultants researched similar projects in other cities and collected data to estimate the magnitude and general character of the project's market and trade area. They conducted two focus groups—one with neighborhood residents and one with potential tenants—to determine consumer demand and potential tenant requirements, and distributed a consumer survey. They also photographed and documented current and surrounding site conditions, including buildings, utility availability, and traffic counts, and held an all-day design workshop with the neighborhood to gather ideas for the business mix, project image and site layout.

The report summarizes the research and offers recommendations in the following format:

Section 2. Site Documentation describes the site's boundaries, access, land use, existing conditions, potential utility connections, and zoning.

Section 3. Marketing Strategy draws upon the above research to perform a market analysis and develop a marketing strategy for the project.

Section 4. Conceptual Plan illustrates overall concepts for the marketplace and presents the proposed site design for the project's first phase based on the desires of the landowner, the City, customers and potential tenants, taking into account the site's constraints.

Section 5. Financial Analysis evaluates the financial feasibility of the project and contains recommendations for public investment to ensure the success of the marketplace.

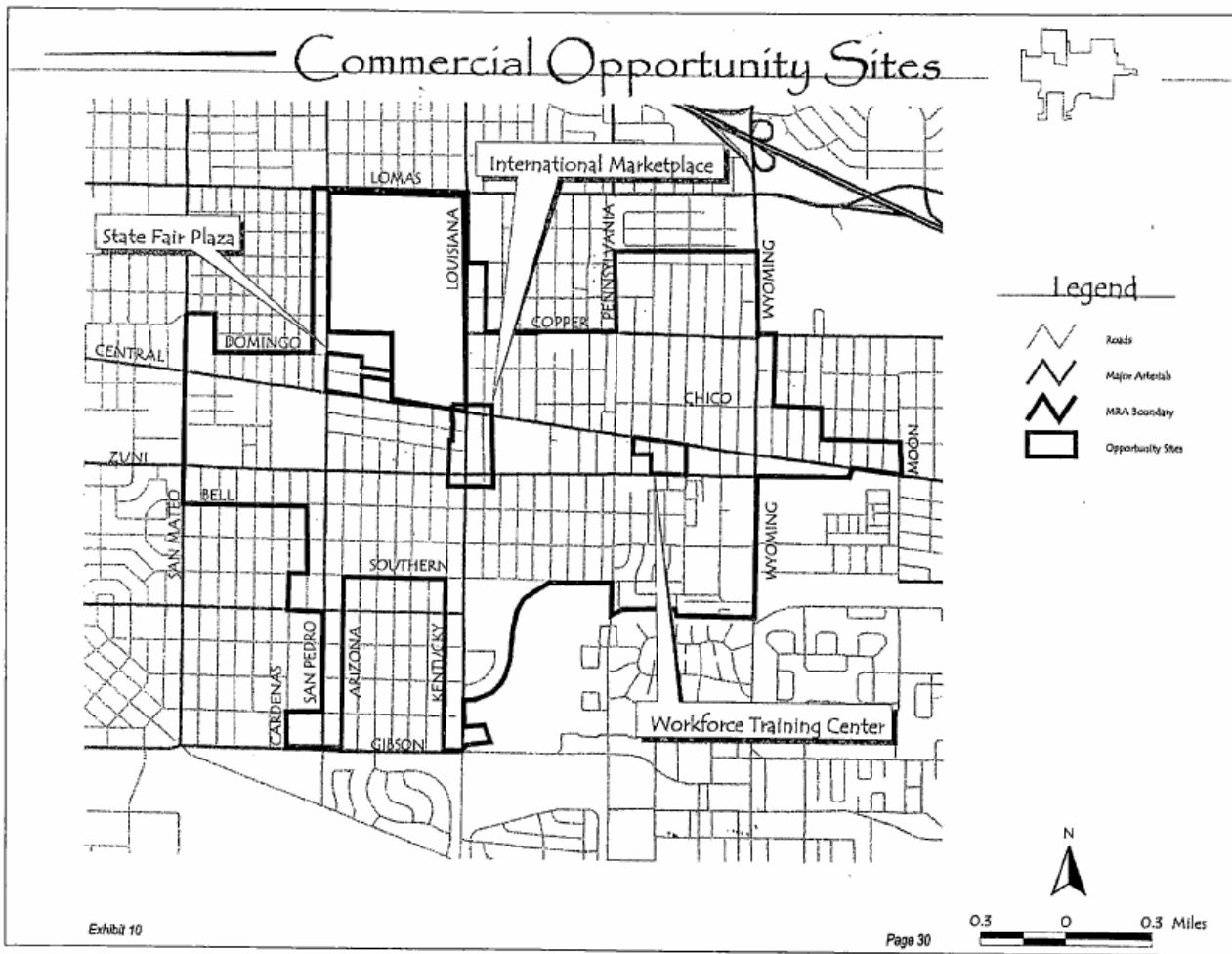


Figure 1. Near Heights Metropolitan Redevelopment Area Plan, Draft, May 2000

THE INTERNATIONAL MARKETPLACE
 MARKET RESEARCH AND DESIGN STUDY-10/2001

1.3. PROJECT BACKGROUND

The project evolved through the mutual interest of the City, which hopes to spark revitalization in this part of town, and the area's largest landowner, who is seeking to expand the Ta Lin Supermarket and build a warehouse on his property.

The Near Heights Metropolitan Redevelopment Plan identifies the intersection of Louisiana and Central as the recommended "opportunity site" out of three proposed for commercial development in the area, based on community input. It proposed the International Marketplace as a "physical and symbolic center for the various ethnic communities that have settled in the Near Heights." It could be home to many ethnic businesses, community institutions, restaurants and stores, creating an atmosphere of "bustling activity."

The City's Infill Development Task Force selected the redevelopment of the southeast corner of the intersection as one of three pilot projects for mixed-used development. Formed in the summer 2000, the 15-member Task Force is charged with identifying obstacles to infill development and designing strategies and incentives to overcoming these hurdles. To provide information on this, the task force chose to study the challenges faced by the three pilot projects from their conception through the City approval process.

The owner of the Ta Lin Supermarket has purchased land in the site area for several years in an attempt to assemble a large enough site for expansion of the supermarket, a warehouse to accommodate his expanding wholesale business and addition of other retail with an international focus. Through meetings with the owner, the consulting team learned that the landowner wanted to construct a new 30,000 square-foot store as well as a warehouse of similar size on the Ta Lin property.

The proposed plan and program for the area accommodates this priority and sets out phases and additional opportunities on the Ta Lin site and in the marketplace as a whole.

2. SITE DOCUMENTATION

2.1. SITE BOUNDARIES

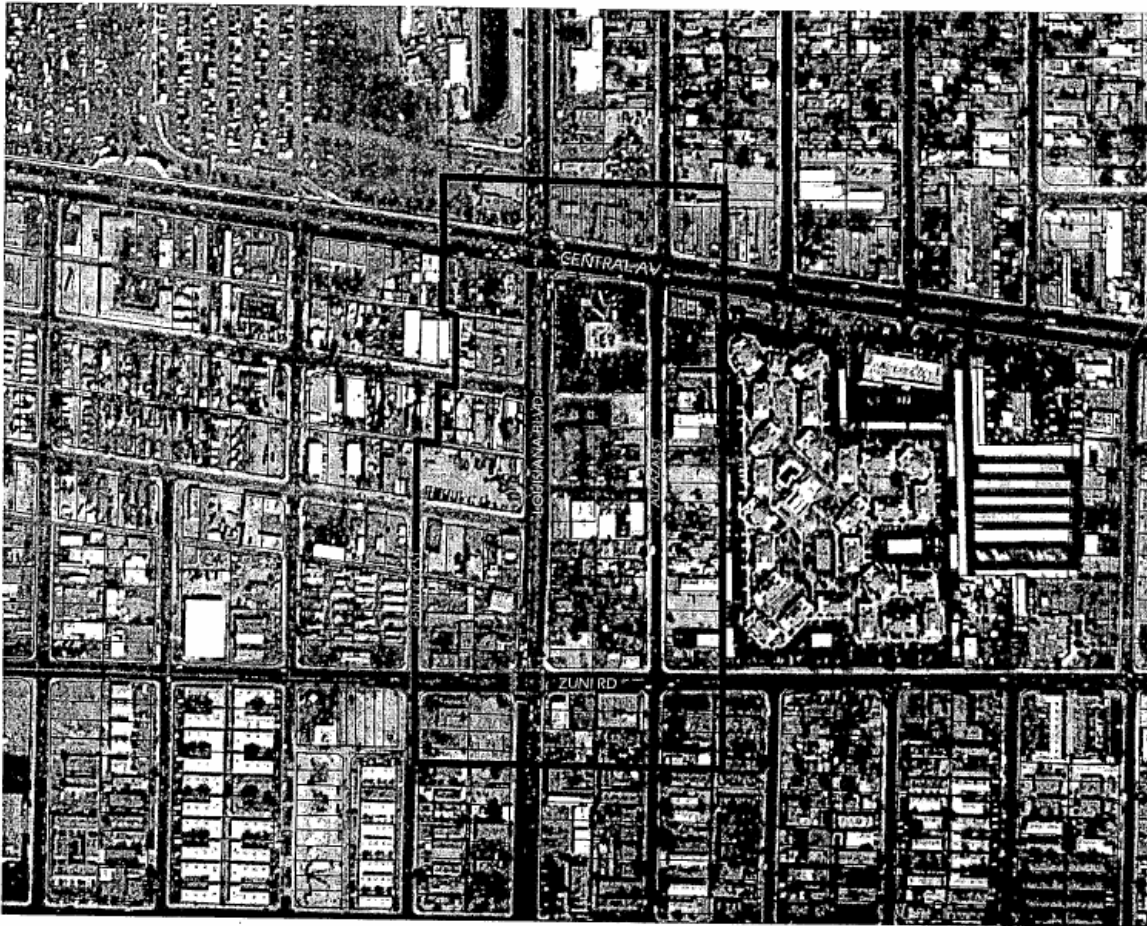
The boundaries for this project were set in the Near Heights Metropolitan Redevelopment Plan. They embrace an area from Central Avenue on the north to Zuni Road on the south and from properties adjacent to Alcazar Street on the east to Kentucky Avenue and properties adjacent to Louisiana Boulevard on the west (see Figure 2).

2.2. ACCESS

The site lies at the intersection of Central Avenue and Louisiana Boulevard. These two roadways are designated principal arterials in the City's Long Range Roadway System. An estimated 35,000 vehicles pass by the site on Central Avenue each day, and 22,500 pass by the site on Louisiana. Traffic volumes at Louisiana and Zuni along the southern part of the marketplace are 19,600 vehicles per day.



City Bus Route 3 travels the length of Louisiana from Kirtland Air Force Base (on the south) to Osuna (on the north) with an average daily ridership of 992 people. The time interval between busses, or headways, at Central and Louisiana during the weekday is generally 20 minutes. The Route 66 bus covers Central Avenue from Tramway (on the east) to Unser Boulevard on the west side with an average daily ridership of 7,366 people. Headways at Central and Wyoming are ten minutes during the prime weekday hours. Route 93 covers Zuni with an average daily ridership of 279 people. Bus stops near the proposed project are currently located on or near the major street corners and most offer benches, but not shelters, for sitting.

A draft transit plan designates Louisiana Boulevard and Central Avenue (west of Louisiana) as proposed Major Transit Corridors. These would have the most frequent bus service and perhaps dedicated bus lanes as well as possibly higher densities and employment complementary to walking and transit use. Central east of Louisiana is proposed as an enhanced transit corridors, which would also encourage higher densities of housing and investment in pedestrian and transit-oriented improvements.



International Marketplace Infill Demonstration Study

Study Area

 International Marketplace Area as shown in MRA
 Base Parcels

May 17, 2001
Ver. 3



100 0 100 200 300 Feet



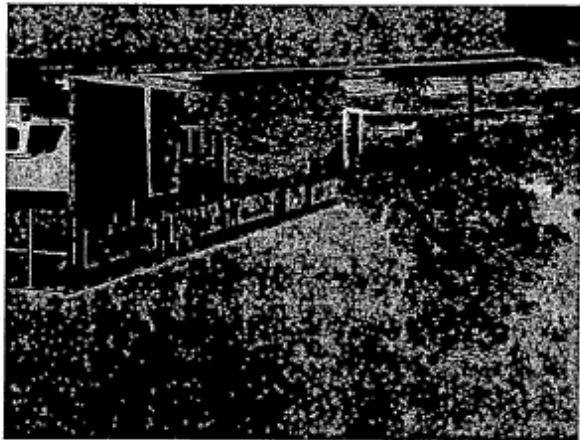
Figure 2. Study Area

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2.3. EXISTING CONDITIONS

LAND USE

The site is a mixture of commercial and residential uses. Land uses on the site east of



Ta Lin Supermarket

Louisiana include the 18,000-square-foot Ta Lin Market, large parking areas, the Hawaiian Restaurant, an adjacent restaurant which is vacant, an abandoned building, two small-scale retail buildings, several houses (along Alcazar), a Buddhist Temple and vacant, unimproved lots. Other land uses in the immediate area include a Vietnamese restaurant, several auto body and repair services, construction equipment storage areas, vacant lots, a small-scale commercial development with restaurants, retail, and local services; fast food restaurants, and a bar (see Figure 5).

BUILDING AND SITE CONDITIONS

Much of the area appears blighted. Vacant lots, deteriorated buildings, trash and construction debris, and chain link fencing with razor wire are pervasive.

The site's westerly slope creates drainage problems for the existing Ta Lin Supermarket and parking area. An Infill Task Force's evaluation indicates that these could be easily addressed, however.

WATER, SEWER, AND OTHER UTILITIES

Public water lines exist on the four main streets bordering the main proposed development on Block 10 (12-inch lines on Central and Louisiana, a 6-inch line on Alcazar, an 8-inch on Zuni) and 8-inch sanitary sewer lines exist on all the streets but Zuni. Their size renders them all available for routine service connections, but they are not equally accessible. For example, the Louisiana water line is on the far side of a divided four-to-six-lane roadway.

The water system capacity could provide instantaneous flows of approximately 5,000 gallons per minute (gpm), meeting the master plan criteria of about 100,000 square feet of mixed commercial use, according to the Public Works Department. At a minimum, development would likely require the installation of public fire hydrants on the east side of Louisiana. Moreover, the Alcazar line size would limit the size of any buildings totally dependent on it. Its maximum capacity of 1,700 gpm would be

sufficient fire protection for a 4,000 square foot wood frame structure or a 14,000 square-foot non-combustible structure. Anything larger would require upsizing the line or constructing a mid-block loop to Louisiana or the 8-inch line in the apartment complex to the east. The loop would be a public line, requiring exclusive easements.

Low-hanging overhead utility lines run parallel to Louisiana Boulevard and along both the eastern and western sides of Block 10. They also cross at several points over the site and would have to be moved or buried for new development to occur.

ZONING

The site has a mixture of commercial and residential zones. The area to the west, across Louisiana, is zoned C-3. To the northeast lies the New Mexico State Fairgrounds. To the north properties are zoned C-2. To the east and south of the site is a mix of C-1, C-2, and R-3 zoning. A newly constructed, gated apartment complex lies directly to the east of the site.

The Infill Development Task Force stated that the appropriate zoning for the mixed-use development on Block 10 is SU-1 for commercial, office, and residential uses. This zoning would allow for true mixed-use development, creative and sensitive site planning, and a more thoughtful consideration of parking requirements and location.

The Trumbull Neighborhood Sector Development Plan, adopted in 1981, identified the International Marketplace site as an appropriate location for mixed-use development. At the time the plan was prepared, however, the City Zoning Code allowed SU-2 special neighborhood zoning only in areas designated "Redeveloping Urban" in the Albuquerque/Bernalillo County Comprehensive Plan. Since that time, the Zoning Code has been amended to permit the use of the SU-2 zone in any neighborhood where other zones are inadequate to address special needs. SU-2 special neighborhood zoning and a design overlay are thus another way to promote mixed-use development and creative site planning on the site.

3. MARKETING STRATEGY

3.1. ETHNIC MARKETPLACES BACKGROUND RESEARCH

The ethnic commercial district or mercado is a place where commerce celebrates a cultural identity different from the mass culture. Such districts draw on the ethnic identity of their surrounding communities—whether it be Hispanic, Asian, African American, German, Italian or other—to create centers or districts to serve the ethnic population as well as attract and offer variety and education to the population at large. Landscape architect Ignacio Bunster-Ossa made this astute observation in a recent Planning Advisory Service memo (PAS 1993):

Ethnicity is experienced as something corporeal that we can touch and feel. It is a shared experience, a communion or exchange between people at a basic social level. This exchange goes back to the dawn of cultures when tribal chiefs traded objects of craft as a sign of communion, of acceptance of each other's cultures. Every time we make a purchase in an ethnic establishment we perpetuate this ancient rite.

The ethnic nature cannot be imposed from outside by decorative trimmings or clichéd images. Its authenticity evolves instead from the ethnic artisans themselves as they create and display their crafts—food, pottery, jewelry, or other products. People are naturally drawn to these unique goods and services: music tapes not heard on popular radio, foreign language movie theatres, the hairdresser “who speaks the relevant second language” (PAS 1993).



Olvera Street

In a survey of ten such markets or districts, published as part of the PAS memo, one researcher classified them into three different models.

- ❖ The Evolving District develops in phases as immigrants move into an urban area. While it tends to be multi-ethnic at first, it typically focuses on the dominant ethnic group over time. They generally make use of the existing architecture, which may have no design relevance to their ethnicity. The regional population and tourists may slowly filter into the district.
- ❖ The Planned Center tends to be a large new or renovated stand-alone building designed to accelerate an evolving district, such as the Asian Garden Mall in Little Saigon, California. They are riskier ventures than those that develop incrementally and usually sport design images that evoke the cultural icons of the ethnic group.
- ❖ The Specialty Marketplace is a development with strong themes evoking the popular, idealized image of a culture. It targets a tourist and non-ethnic population. Such marketplaces are even riskier, but can succeed commercially if positioned within the context of a broader tourist program.
- ❖ The Hybrid Marketplace draws on all these elements. For example, Olvera Street in Los Angeles is a historic commercial district offering restaurants, museums, a park, a church, tourist products, and clothing. It draws its market from multiple sources due to its proximity to a Latino community, church, park setting, and its link to City tours.

All three models tend to start with three basic elements: a food market, a restaurant, and a crafts store. While there is no prescription for success, they do tend to share certain economic and design elements.

ECONOMIC ELEMENTS

Basic economic elements common to these marketplaces include

- ❖ A target population of sufficient size. Anderson and Bunster-Ossa found after reviewing ten ethnic marketplaces that an average of 76 percent of consumers were linked with the district's ethnic orientation. The ethnic population base must be present to maintain cultural authenticity. Alternatively, stylized environments can successfully draw a tourist market.

Local residents often consider the district their community shopping center and shop for general merchandise, convenience retail goods, and personal and

professional services. Residents from the greater metropolitan area are attracted by restaurants, food stores, crafts and entertainment.

Tourists, on the other hand, tend to purchase crafts, art, jewelry, t-shirts, and other souvenirs. They are searching for a particular ambience. Their seasonal appearance requires more planning and promotion. Targeting them may demand more capital investment, but they also tend to spend more.

- ❖ A viable anchor: Often a cultural center such as a museum, church, or performance space, is the major anchor attracting and reinforcing the cultural identity. Food markets are often the anchor use in ethnic districts.
- ❖ Location: The project should be highly visible and easily accessible. It should be of sufficient scale.
- ❖ Affordable land and rents

BASIC DESIGN ELEMENTS

The two most essential design ingredients of an ethnic commercial district are a "felt ambience" and the availability and accessibility of craft objects. While difficult to prescribe, such ambience is made up of such elements as the "chaos of layered neon signs along the street, the aroma of kitchens spreading down the sidewalk, the dim lights in restaurants, the haphazard contacts with the locals." The sidewalks should be narrow and crowded with vending carts or café tables or displays whenever possible. Parking should be parallel to the sidewalk and against the curb (PAS 1993). Pedestrians and cars can mix, but pedestrians should feel safe. Public spaces can be enlivened with weddings, seasonal festivals, and other entertainment. Ethnicity should be allowed to thrive as an individual expression.

The second element is the availability of crafts, the specialty food and products created by the artisans from the culture. It allows visitors to experience the ethnicity as something to be seen, touched, felt and tasted.

ALBUQUERQUE INTERNATIONAL MARKETPLACE

The International Marketplace planned for Albuquerque most closely follows a hybrid model of the evolving and planned district. The present 18,000-square foot Ta Lin Market already successfully caters to a number of ethnic groups in the neighborhood: Southeast Asian, Chinese, Japanese, Mexican, Cuban



Ta Lin Supermarket

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The case studies included two ethnic commercial districts, two ethnic markets that focus on tourists, two that target the local neighborhood, three ethnic markets that target multiple consumer groups, and one with a multi-ethnic identity. Individual profiles of each market can be found in the Appendix.

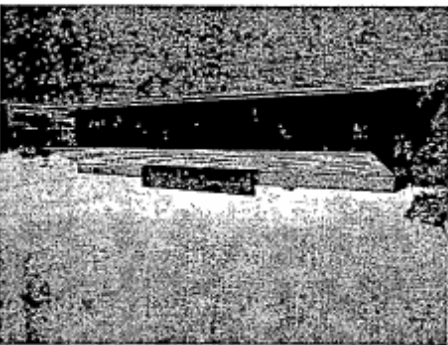
- ❖ Marketplace origin
- ❖ Mix of land uses
- ❖ Retail tenant profile
- ❖ Non-retail tenant profile
- ❖ Physical layout
- ❖ Lease information
- ❖ Trade area characteristics and customer base
- ❖ Management arrangement

The consultant team conducted original research to profile seven ethnic markets of various types throughout the United States to determine the following:

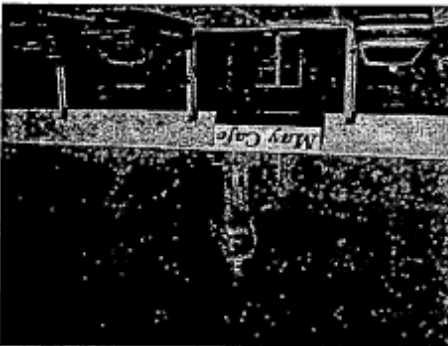
CASE STUDIES

and East Indian. The Hawaiian Restaurant on the north end of the site specializes in Chinese and Southeast Asian cuisine. Across Louisiana to the west the May Café does a steady business serving Vietnamese dishes to ethnic and Anglo populations alike. Further to the west, the Route 66 retail center houses a pharmacy, herb shop, and manicure shop. Thus, the area has incrementally evolved into a fledgling center for the Asian community. There remains on the site, however, a substantial amount of vacant land and several unused buildings. The present buildings are scattered among parking lots with few features to create a coherent center.

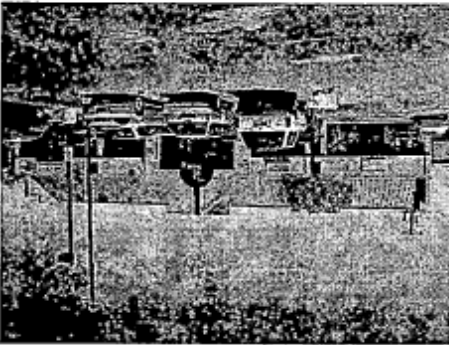
Already an anchor for the site, an expanded Tai Lin market with an ancillary warehouse are expected to help accelerate the location's evolution into a significant destination. New and remodeled retail space, designed to attract pedestrians, will provide additional room for a variety of retailers. Their products and decor will help create the necessary ambience for the marketplace.



Hawaiian Restaurant



May Café

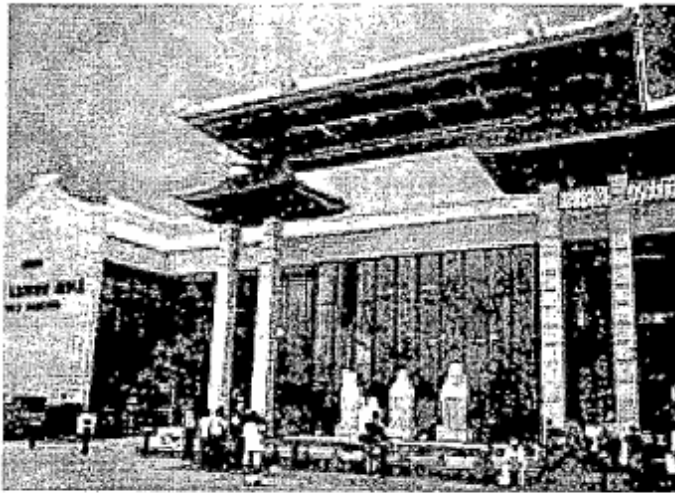


Route 66

Markets reviewed in the case studies ranged from renovated stand-alone buildings as small as 17,500 square feet (El Mercado) to seven blocks of commercial businesses (Japantown).

1. Origins

Most markets or centers were created by remodeling and adding space to existing buildings, although some are new construction. A non-profit organization renovated an existing building in Chicago to create El Mercado in 1992, while private investors created the 20,000 square-foot San Diego Farmer's market in an existing brick warehouse in 1986. The City of Los Angeles converted the existing one- to three-story buildings lining the oldest street in the city into the Olvera Street Mexican Market in the 1920's; it was designated a state historic park in 1953. In contrast, the Bridgecreek real estate investment group built the new two-story, 165,000 square-foot Asian Garden Mall in 1987 in Orange County, California.



Asian Garden Mall

2. Size, Trade Area and Businesses

The Asian Garden Mall's 200 shops successfully target the local ethnic population, offering supermarkets and restaurants; gold jewelry, bridal, fabric and herb stores; and professional services. It draws from the 180,000 Vietnamese who live in the "Little Saigon" area to attract about one million customers a year, 90 percent of whom are Asian or Asian-American. It is also located on a main thoroughfare.

Nearly two million people visit Olvera Street's 80 businesses annually, drawing on Los Angeles' large resident and tourist population. A regular stop on City tours, Olvera Street entices tourists with restaurants, Mexican craft imports, and the oldest adobe house in the city. Festivities at the church, cultural institute, and the large plaza appeal to local residents. While some parking is available, its location is also within walking distance of the combined Amtrak and new underground light rail system.

Japantown in San Jose, California, evolved with the first waves of Japanese immigrants in the 1800s, and again after World War II's internment of Japanese-Americans which impelled the population to gather closer together. Its 218 businesses are mostly "Mom and Pop" stores with housing above and between, catering equally to Asian-American residents and people who work in the area. Included in the district are temples and churches, a resource center, and a museum.

Success at first eluded El Mercado in Chicago, which draws its customers from African-American ethnic communities within two miles of the site. Its original design—an open layout with small booths fronting central walkways and separate check-outs—failed in its mission to revitalize the area. Customers were confused by the separate check-outs. Moreover, the non-profit Bickerdike Community Development Corporation was never able to lease more than one-third of the space. With their businesses floundering due to lack of capital and business experience, many tenants failed to make rent payments on a regular basis. After a neighborhood survey pointed to a grocery store as the main retail need in the community, BDC restructured the project and brought in a local supermarket as the major tenant. The owner now subleases the remaining space to a few small food businesses.

Of a similar size, the San Diego Farmer's Market also depends on local Hispanic residents for its existence, as the area's reputation for criminal activity deters outsiders. Its 40 businesses in 200-500 square foot stalls draw customers with specialty food shops—butcher, fish, eggs, bakery—as well as a supermarket.



Olvera Street

restaurants, and a variety of retail including stores for clothing, boots, shoes, flowers, restaurants, records, toys, travel, and hair and nail salons.

Even the Phoenix Park N' Swap, which consists of 2,000 vendors arranged in 189 square-foot stalls around covered walkways on a 57-acre parking lot, draws 90 percent of its 2.6 million annual visitors from the Phoenix area. Many vendors are large wholesalers looking for an inexpensive retail outlet. Products include Mexican and African imports, exotic birds, T-shirts, global musical instruments, as well as food booths operated by the management.

In contrast, Market Square in San Antonio, Texas, targets the tourist market. Located near the Alamo and Riverwalk attractions, the 30,000 square foot El Mercado offers 30 shops, while the 60,000 square-foot Farmer's Market Plaza contains 19 specialty stores, 6 cafes, 20 kiosks, and 18 pushcarts. About 85 percent of its clientele are tourists, drawn to the variety of regional goods including leather products, paper mache, blankets, apparel, pottery, jewelry, and food. The rest are local residents.

Success of these marketplaces can be attributed in part to their proximity to large, established ethnic populations, their location near tourist attractions, and their easy access from major roads or transit routes.

3. Design and Layout Features

Site design of the various markets ranges from one small building containing a supermarket and several smaller food outlets (El Mercado) to several blocks of two to three-story buildings (Japantown).

In the three markets housed entirely within a single building, small stores or vendor stalls line the perimeter and open onto main corridors or walkways. The two-story Asian Garden Mall also places small booths one step down in the middle of the mall and offers office space on the second floor. The spaces range from 65-square-foot booths to 3,000 square-foot stores, for an average size of 600 square feet. The San Diego Farmer's Market booths range from 200-500 square feet, and it also provides tables in a food



Asian Garden Mall

court for people to eat. As noted previously, El Mercado started with a similar site layout, providing booths about 200 square feet in size. It later switched to a large supermarket format with several smaller stores and a central check-out station.

Located in a new building, the Asian Garden Mall incorporates a variety of Asian motifs and decorative elements into its design. Statues of the Buddha and the gods of Longevity, Prosperity, and Fortune greet customers outside the mall entrance. A pagoda-style roof with green tile caps the building and while pillars and red wood trim decorate the interior. A landscaped courtyard with flowers, sculptured trees and a fountain offers a place for people to sit and relax.

El Mercado sports ethnic decorations from Latin America such as flags, piñatas, and murals. In contrast, the City of San Diego would like to improve the appearance of the privately owned San Diego Farmer's Market, housed in an old brick warehouse in a run-down area of the town.



Olvera Street

Olvera Street market uses the original brick and sometimes adobe buildings—generally one to three stories high—that line the street. A row of booths down the center, ranging from 50 to 100 square feet, splits and narrows the brick walkway in two. Tile-covered porticos, stairways, patios, fountains, mature trees, lattice, and walkway coverings of grapevines and mesh add interest and variation to the street wall. Colorful displays by the retailers incorporate Mexican motifs. The street opens on to a large plaza with a statue and huge tree used for performances and gatherings.



Olvera Street Plaza

Information on parking spaces was scant. The two markets for which there was information available provided from 2.9 to 4 spaces per 1,000 square feet of retail space, including restaurants.

4. Management/Leasing Information

Private companies manage three of the markets (Asian Garden Mall, Phoenix Park N/ Swap, San Diego Farmer's Market), city governments manage two (Olvera Street, Market Square), and a non-profit community development corporation manages one (El Mercado in Chicago). The Japantown Business Association represents businesses in the district and manages a business improvement district that prepares marketing brochures, promotional events, and district banners, light poles, and gateways. One advantage of City involvement in development or management is the ability to incorporate into the market places public spaces that enrich the center but do not cover their costs, such as plazas, museums and cultural institutes.



Japantown Sign

Most lease arrangements are triple net, meaning that the base charge excludes other expenses such as utilities, maintenance, property taxes and insurance that tend to rise over time. There are exceptions. Olvera Street market tenants originally operated under monthly concession agreements; the City of Los Angeles now negotiates 55-year gross leases that include all costs. The San Diego Farmer's Market uses month-to-month agreements based on vendor receipts, and the Phoenix Park N'Swap charges daily rates for Saturday and Sunday. For specific lease rates, see Table 2.

Market Name and Location	Description	Origins	Physical Size	Customers and Trade Area	Business Types
Asian Garden Mall, "Little Saigon," Orange Co., CA	Indoor, air-conditioned, two-story mall; small central performance space. Office and medical uses upstairs.	Built in 1987 by the Bridgescreek Group, real estate development co. Founded by Frank Jao.	165,000 SF new leasable space	Approx. 1 million customers a year, 90 percent Asian or American, half live 30-100 miles away. 180,000 Vietnamese, 2,000 businesses in area.	Food (restaurants, bakeries, supermarkets), gold jewelry (wholesale/retail, design, manufacturing), recording studios, retail (bridal, fabric, herbal), professional services. Offices on second floor.
El Mercado, Humboldt Park, Chicago, Ill.	Indoor, one-story grocery store with a few smaller food stores. Original concept of public marketplace with booths and separate checkouts failed.	Non-profit development Bickerlike existing, renovated structure	17,500 SF in	Most drawn from ethnic communities within 2 miles of site.	Supermarket and several small food stores
Japantown, San Jose, CA	7-block commercial district in grid of cross streets; mostly mom and pop stores.	Began in late 1800s with Japanese immigrants; fueled by Japanese American relocations after World War II.	7 blocks of commercial businesses	Half Asian-American residents of the area; half people who work in the area. A few from greater San Jose and the region.	Mostly mom and pop establishments. Also several places of worship such as temples and churches, resource center and museum.
Market Square, San Antonio, TX	Comprises El Mercado, two-story buildings lining pedestrian streets, and the Farmer's Market Plaza, with stores, cafes, and kiosks.	Originally a Mexican market serving neighborhood. Developed for tourism in 1970's.	El Mercado: 50,000 SF; Farmer's Market Plaza: 60,000 SF; three plazas	85 percent are tourists; 15 percent local residents. Site near Alamo and Riverwalk tourist attractions.	Variety of regional goods such as leather products, paper-mache, blankets, apparel, pottery, jewelry, food.

Table 1. Matrix of International Marketplace: Description, Trade Area, Businesses

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Market Name and Location	Description	Origins	Physical Size	Customers and Trade Area	Business Types
Olvera Street, Los Angeles, CA	One of oldest streets in LA, closed to traffic and lined with variety of hispanic shops and businesses. Part of larger historic complex publicly managed.	Converted to Mexican marketplace in 1920's. Surrounding area designated state historic park in 1953.	Total SF N/A. Contains 80 businesses, plaza, church, cultural institute, historic adobe house.	Approx. 2 million people visit Olvera Street each year. Most are local or out-of-town tourists. Church has baptisms, christenings and weddings. Regular stop for City tours.	Businesses: 54 retail: (leather goods, toys, clothing, jewelry, Mexican imports, musical instruments, pottery, baskets, cards, puppets, etc.) 7 fast food, 4 full-service restaurants, 5 candies, cookies and pastries, one bank, one church. Also art gallery in old hotel, city's oldest adobe house, visitor center, cultural institute, church, large plaza with huge tree in center.
Phoenix Park N' Swap, Phoenix, AZ	An outdoor market with vendor stalls arranged around parking lot.	Started by current owner in 1962. Expanded into American Park N' Swap.	378,000 SF of vendor stall space on 57-acre parking lot.	Draws approx. 50,000 per weekend or 2.6 million annually. 90% from Phoenix area, 10% tourists.	All commercial. Half are regular monthly vendors, 30% occasional, and 20% rent by the day. Many large wholesalers. Products: Mexican and African imports, exotic birds, T-shirts, global musical instruments, etc. Food booths operated by management.
San Diego Farmer's Market, San Diego, CA	Variety of small stalls inside an old brick warehouse in run-down area of town.	Private investors bought in 1986 and converted to market.	20,000 SF	Principally residents of surrounding Hispanic neighborhood. Crime stigma deters others.	Specialty food shops (butcher, fish, egg, bakery), supermarket, clothing, shoes, boots, flowers, restaurants (3), records, toys, hair and nail salons, photos, travel.

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Table 2. Matrix of International Marketplaces: Physical Layout, Size, Design

Market Name and Location	Physical Layout	Store number and Sizes	Design Features	Lease Types/Amounts	Parking	Management
Asian Garden Mall, "Little Saigon," Orange Co. CA	Small stores line perimeter, SF booths in middle, office space on second floor.	200 stores range from 65 SF booths to 3,000 SF stores; average 600 SF.	Asian motifs and decor; statues, pagoda-style roof; pillars, landscaped courtyard.	1st Floor: \$72 SF retail; 2nd floor: \$24 SF office. Added charges: \$24 SF, triple net.	Private management heavily advertised company at first in ethnic newspapers. Sponsored music, fashion shows. Now tenants do advertising.	Asian Garden Mall, "Little Saigon," Orange Co. CA
El Mercado, Humboldt Park, Chicago, Ill.	Original: open layout with small booths along central walkways. Current: one supermarket, several small food stores.	Original booths were Supermarket now approx. 200 SF.	Ethnic decorations from Latin America: flags, pinatas, murals.	Original: \$45-\$50 SF; Current: Approx \$25 SF; Approx. 2,900 SF per Non-profit community development corporation. Initial newspaper and radio ads and entertainment events not translate into long-term increased sales.	El Mercado, Humboldt Park, Chicago, Ill.	
Japantown, San Jose, CA	Pedestrian-friendly grid of cross streets with housing between and above the businesses.	218 businesses	NA	Typically \$1.75/SF; \$2.50-\$3.00 SF includes all charges; Triple net leases.	Japantown, San Jose, CA	
Market Square, San Antonio, TX	El Mercado: shops in two-story buildings line pedestrian streets. Farmer's Market Plaza: specialty stores, cafes circling a food court, kiosks, pushcarts.	El Mercado: 50 shops; Specialty stores, 6 cafes, 20 kiosks, 18 pushcarts	Patterned after Mexican market. Western decor.	NA	Managed by City of San Antonio. Tenant association pays for advertising.	

Market Name and Physical Layout Location	Store number and Sizes	Design Features	Lease Types/Amounts (Annual amount)	Parking	Management
Olvera Street, Los Angeles, CA	80 businesses and several public institutions. Retail space: 200-300 SF, 400-600 SF, 700-1,700 SF. Restaurants: 1,300 SF to 3,700 SF. Booths: 50-100 SF	Walkway coverings of grapevines, material. Old trees and fountains, flower chains and baskets, tile roofs, old brick buildings, lattice work, flower pushcarts, flags, striped awnings, benches.	Formerly monthly concession agreements. City now negotiates 55-year gross leases. Rent ranges from \$12-\$81 SF for food vendors, restaurants; \$5-\$28 SF for retail. Some initial subsidies.	Small parking lot on one side. Street parking. Near metro/train station.	Owned and managed by City of Los Angeles. Full calendar of events scheduled throughout year.
Phoenix Park N' Swap, Phoenix, AZ	Space for 2,000 vendor stalls, 189 SF each.	Covered walkways	Daily rents for Saturday and Sunday range from \$15 to \$45.	Acres of parking	Private. Web page for American Park N' Swap has info on each facility. Relies on word of mouth.
San Diego Farmer's Market, San Diego, CA	40 businesses occupy stalls 200-500 SF.	Old rustic building. City wants to improve appearance and appeal.	Month-to-month agreements based on receipts; \$190 SF restaurants, \$50 SF retail booths, waiting list.	Street parking, many walk.	Private. Management done little to improve appearance or promote market. No exterior signs, no bathrooms. New management in works.

3.2. DEMAND

The following section examines potential sources of demand for the International Marketplace. First, several market segments are reviewed to determine the extent of consumer demand for ethnic goods and services in the Albuquerque area. These segments include nearby residents, ethnic communities in the city, and the general population of Albuquerque. Results from a neighborhood focus group and survey provide additional information about potential consumer preferences. Next, area businesses are profiled to determine the extent of the demand for commercial space. Results from a business focus group and interviews with local ethnic businesses provide additional information about specific business requirements

PRIMARY TRADE AREA ANALYSIS

The primary trade area surrounding the International Marketplace site is defined as San Mateo Boulevard on the west, Lomas Boulevard on the north, Gibson Boulevard on the south and Moon Boulevard on the east. The following summarizes the demographic characteristics of the population of this trade area.

PRIMARY TRADE AREA POPULATION

The population of the primary trade area is nearly 43,000, and there are over 19,000 households. The average household size is 2.19 persons per household, which is less than the City average of 2.38 persons per household. Median age is 33.1, slightly less than the City median of 34.7.

The estimated median annual household income is \$26,094, which is 63 percent of the City median annual household income.

The trade area is densely populated relative to Albuquerque as a whole. Gross population density is 15.8 persons per acre, with an average overall housing density of 7.9 units per acre (see Figure 3).

Total spending for retail items, including home and garden supplies, auto supplies and gas, groceries, eating out and housewares is over \$260,000,000.

Table 3. Population Housing, Income and Expenditure Potential, 2000

	<i>Study Area</i>	<i>Albuquerque Metro</i>
Population		
Population	42,994	488,892
Households	19,135	199,053
Average Household Size	2.19	2.38
Families	10,334	128,586
Median Age	35.1	34.7
Housing		
Housing Units	21,649	217,253
Annual Income		
Per Capita Income	\$15,121	\$23,234
Median Household Income	\$26,094	\$41,182
Median Household Wealth	\$15,974	\$60,072
Annual HH Spending		
Home and Garden	\$324	\$528
Auto Supplies and Gas	\$1,095	\$1,427
Groceries and Sundries	\$5,212	\$6,242
Eating Out	\$3,017	\$4,165
Housewares, Appliances, and Electronics	\$4,039	\$5,996

Source: US Census, Claritas

Note: Chart compares statistics from the population living within the study area with the population within the Albuquerque metro area.

RACE AND ETHNICITY

According to the 2000 Census, the trade area is 46% Hispanic or Latino, 39% white, non-Hispanic, 3.9% Black or African-American alone, 6.4% Native American alone, 2.7% Asian alone, 0.2% other and 1.8% mixed race.

TRAFFIC FLOW

An estimated 35,000 vehicles pass by the site on Central Avenue each day, and 22,500 vehicles pass by the site on Louisiana (Figure 4). Traffic volume at Louisiana and Zuni along the southern part of the marketplace are 19,600 vehicles per day. In addition, three transit routes pass by the site: Route 66 on Central Avenue, with an average daily ridership of 7,366 people, Route 66 on Louisiana, with an average daily ridership of 992 people, and Route 97 on Zuni, with an average daily ridership of 279 people.

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EMPLOYMENT

There are nearly 1,200 businesses in the trade area with over 10,447 jobs. Over half of the area's jobs are service jobs, while retail and basic jobs each represent just under one quarter of the total. In addition, there are 13,637 jobs at Kirtland Air Force Base, which is directly accessible to the site via the Louisiana gate.

OTHER MARKETS

The International Marketplace will draw clientele not only from the surrounding neighborhoods but also from the Greater Albuquerque metro area and in-state and out-of-state visitors.

ETHNIC POPULATION IN ALBUQUERQUE

Ethnic populations throughout Albuquerque are another potential market for ethnically-oriented businesses in the International Marketplace. According to the 2000 Census, the population of Albuquerque is 15.3% Mexican (68,537 people), 2.2% Asian (10,068 people), 0.6% Vietnamese (2,829 people), 0.4% Puerto Rican (1,716 people), and 0.4% Cuban (1,694 people).

Although small in absolute size, several of these ethnic and racial groups have increased rapidly in recent years. Since 1990, the Asian population in Albuquerque has grown 57%, the Vietnamese population has grown 150%, the Puerto Rican population has increased 82%, and the Cuban population has increased 295%. On the other hand, the Mexican population actually declined 2.6% in the same period. For perspective, the total Albuquerque population has grown 16.6% since 1990.

Despite their recent rapid growth, these ethnic groups are probably not large enough to provide the exclusive base of customer support for the International Marketplace. It is also unclear whether they will continue to grow at the same rate. They represent a major market for the International Marketplace, however, and the main source of entrepreneurs to operate ethnic businesses.

THE NEW MEXICO STATE FAIRGROUNDS

Events at the New Mexico State Fairgrounds draw large numbers of people throughout the year to the vicinity of the proposed International Marketplace. These people, from all over the city and across the state, are potential customers for businesses and restaurants in the marketplace. In 2000, the New Mexico State Fair attracted 658,621 visitors during the two weeks of fair time in September. Another 546,248 people attended other events at the state fairgrounds throughout the year. The Flea Market, held each weekend, drew an estimated 700,000 visitors. All together, an estimated 1.9 million people came to the state fairgrounds during 2000.

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Unfortunately, there are no estimates of annual visitor expenditures made at the fairgrounds.

KIRTLAND AIR FORCE BASE

Another source of potential customers for the International Marketplace is Kirtland Air Force Base, whose Louisiana Gate is located about 1 ¼ miles south of the project site. Nearby restaurants have indicated, for instance, that base personnel are frequent patrons. The location of the project site on Louisiana also places it along a major route between the base and the malls and restaurants in the Uptown area. For FY 2000, Kirtland Air Force Base had 23,607 personnel, excluding active duty military dependents. This number includes the roughly 7,000 employees of Sandia National Laboratories. The total annual payroll was \$1.24 billion.

OVERALL POPULATION IN ALBUQUERQUE

There is little available secondary information regarding expenditures for ethnic goods and services for different population groups, so estimating the potential level of support for the International Marketplace for the general population of Albuquerque is difficult. However, a recent zip code survey of customers conducted by the owners of the Ta Lin Market shows that a significant proportion of their patrons come from outside of the primary trade area. Perhaps 80% of the surveyed customers live in zip code areas outside of the primary trade area. Approximately 15% of the surveyed customers come from outside of the greater Albuquerque area.

In addition, the owners of the Ta Lin market estimate that about 40% of their customers are non-Asian. The owner of the May Café restaurant across the street estimates that over 90% of his customers are non-Asian.

Thus it appears that a significant number of people from outside of the trade area and the Asian community already come to the vicinity of the International Marketplace and to the existing Ta Lin Market to shop or dine. This bodes well for the ability of the International Marketplace, with an expanded array of ethnic businesses and a more attractive shopping environment, to draw customers from across Albuquerque.

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3.3. CONSUMER BEHAVIOR AND PREFERENCES: NEIGHBORHOOD FOCUS GROUP RESULTS

Sites Southwest conducted a focus group with 13 neighborhood residents at the Cesar Chavez Community Center on May 23 from 6 p.m. to 8 p.m. to learn more about where they shopped for various goods and services, which of these were lacking in the local area, and what functions could be served by the proposed International Marketplace. About half the group was Spanish-Speaking, half was of Asian descent, and one was Anglo. Simultaneous translations in Spanish and Vietnamese were provided. There were 11 women and 2 men.

PRODUCTS AND SERVICES AVAILABLE IN THE NEIGHBORHOOD

1. **Favorite Places**—Asked to name their favorite place in the neighborhood, several participants mentioned parks (Phil Chacon and one at Emerson), particularly as places for children to play. Several also mentioned food stores such as the Ta Lin Market and the Fair 'N Square grocery store. Other favorite places were the weekend flea market and casino located in the State Fairgrounds and the police substation at Louisiana Boulevard and Kathryn Avenue, which gives residents a feeling of safety. One suggestion was for police to patrol the International Marketplace on horseback.
2. **Products and Services Purchased in the Neighborhood:** Residents tend to buy groceries, clothes, gifts, and restaurant meals within the neighborhood. Many take advantage of their proximity to the Wal-Mart on San Mateo to purchase clothing, to the malls on Louisiana for gifts, and the Ta Lin market for ethnic groceries. Particular items and stores mentioned include:
 - ❖ Groceries: 99B (on San Pedro), Ta Lin Market (Louisiana), Solo, Raley's, the Carneceria Chihuahua for meat, and the Carneceria Durango, the Farmer's Market, Smith's, and Pic N'Save
 - ❖ Clothes: 50 Percent Off, Wal-Mart
 - ❖ Gifts: Huong Thao, Wal-Mart, A Lan, Coronado Mall, Mimosa
 - ❖ Meals: McCarty's, Victor's Kitchen, May Café, Que Huong, the Tortillaria Cuactemoc, Rex, and the Hawaiian Restaurant
 - ❖ Video Rentals: Saigon Video, A Lan
 - ❖ Cosmetics: A Lan and gift shops
3. **Products and Services Purchased Outside the Neighborhood:** In this discussion, members of the focus group named items that were lacking in the neighborhood—and sometimes even in the state. This discussion pointed out

unmet needs in the neighborhood and, for some items, a market niche opportunity for retailers. Most of the items in demand were related to entertainment or education, such as books and videos in their native languages, jewelry, and electronics. Focus group participants also traveled outside the neighborhood for a better selection of groceries. Several complained about the lack of activities for youth and the lack of organized daycare on a sliding fee basis for children ages 0-3. Items for which there is an unmet need in the neighborhood include:

- ❖ Mexican Bakery: Residents now travel to the one on Wyoming and Central.
- ❖ Native language books: Customers buy Asian language books in Los Angeles, California, and Spanish language books in Chihuahua, Mexico. One said she can't find a Spanish language dictionary. ("I won't buy books from the WEB, I like to look at them.")
- ❖ Spanish and Asian videos: Only small selections are available at A lan and Saigon.
- ❖ School supplies and school uniforms: Only available at specialty stores in Albuquerque.
- ❖ Groceries: Some residents travel to Price Rite at Five Points in the South Valley for better values.
- ❖ Electronics: Residents, like most consumers in Albuquerque, buy these products at the category killer stores such as Circuit City, Compuserv, and Office Max.
- ❖ Jewelry: Residents purchase jewelry at New York Gold.
- ❖ 24-hour automated teller machine
- ❖ Daycare: None for children 0-3 on a sliding fee scale.

In addition to commercial needs, focus group participants voiced a need for space for particular activities. These centered on youth activities such as places to skateboard, in-line skate, and play table games such as ping pong and pool. Several suggested a space, such as a plaza, for family dances, cultural events and other kinds of entertainment. Police allegedly interfere with gatherings at Phil Chacon Park. Safety while participating in these events is a high priority.

4. Suggestions for the International Marketplace

This series of questions solicited participants' opinions about creating an international marketplace at this location, what products or services they would like to be available, other uses of the space, how they would travel to the market, and suggested neighborhood improvements.

Suggested products and services include:

- ❖ Eastern medicine products and practitioners. For example, a palm reader and an oriental herb store. (There is a Mexican herb store across Louisiana Boulevard in the Route 66 shopping center.)
- ❖ An outdoor market similar to those in Mexico, the French Quarter in Louisiana, and in Austin, TX with street vendors.
- ❖ Authentic ethnic fast food to-go such as soup, spring rolls, beef-on-a-stick as contrasted with MacDonal'd's or other franchise fast food.

Suggestions for other types of space uses include:

- ❖ Outside music and art
- ❖ Folk dances
- ❖ Cooking classes, and other ways for Anglos to learn about different cultures
- ❖ Branch library with Asian and Spanish books (Trumbull is the closet library.)
- ❖ Retail should be located on the first floor; professional offices or residences could be located above.

5. Design Issues

The group consensus was that because so many cultures are represented in the area, the international market should not be limited to only Asian and Hispanic themes and businesses. Participants did think it useful to group together businesses from the same culture on the site. Regarding design, most preferred the crowded and varied ambience of Olvera Street when shown various photographs of other markets. Several asked to limit the size of new buildings so that a view of the mountains could be preserved.

Most also preferred a more generic architectural design that would allow shop owners to put their own ethnic stamp on their shop through signs and décor. They suggested a closing time of 9 p.m.

6. Transportation and Parking:

Some participants said they would walk to the proposed center. Others said they were "too lazy" or didn't feel safe walking there from their homes. A few said they would take the bus. Generally, people want to be able to park their cars on the edges of the market and then walk around a pedestrian-scale market area.

3.4. INTERNATIONAL MARKETPLACE QUESTIONNAIRE RESULTS

Sites Southwest also distributed a questionnaire to participants of a design charrette and to people attending a gathering of the Asian American Association. The questionnaire asked people about the kinds of businesses, services, and other uses they would like to see at the International Marketplace, their preferences for different design options, and other necessary improvements in the area. Twenty-eight questionnaires were returned, and their responses are summarized below.

TYPES OF PRODUCTS OR BUSINESSES

Respondents from the surrounding neighborhood showed the following preferences for various products and businesses at the International Marketplace:

Groceries/food	70%
Restaurants	60%
Farmers' Market	50%
Bakery	40%
Clothing	30%
Craft items (jewelry, pottery, etc.)	20%
Music/CDs	20%
Flowers	10%

Respondents from outside of the neighborhood showed the following preferences:

Restaurants	78%
Groceries/food	61%
Farmers' Market	61%
Craft items (jewelry, pottery, etc.)	50%
Bakery	44%
Flowers	33%
Clothing	28%
Music/CDs	22%

SERVICES

Respondents from the surrounding neighborhoods showed the following preferences for services at the International Marketplace:

Beauty/barber shop	60%
ATM	40%
Video rental	20%

Dry cleaning	20%
Check cashing	10%
Laundry	0%

Respondents from outside of the neighborhood showed the following preferences:

ATM	67%
Beauty/barber shop	50%
Video rental	33%
Check cashing	28%
Dry cleaners	22%
Laundry	11%

OTHER USES

Respondents from the surrounding neighborhood showed the following preferences for various other uses at the International Marketplace:

Cultural center	80%
Performance space	70%
Museum	60%
Day care	20%

Respondents from outside of the neighborhood showed the following preferences:

Cultural center	94%
Performance space	67%
Museum	22%
Day care	22%

LAYOUT AND DESIGN

Respondents from the surrounding neighborhood showed the following preferences for various site layout and design features for the International Marketplace:

Indoor Mercado	60%
Plaza	50%
Shopping center/mall	40%
Street vendors	30%
Outdoor dining space	30%
Outdoor merchandise displays	10%

Respondents from outside of the neighborhood showed the following preferences:

Plaza	72%
Outdoor merchandise displays	50%
Indoor Mercado	39%
Outdoor dining space	39%
Shopping center/mall	33%
Street vendors	17%

OTHER NEEDED IMPROVEMENTS IN THE AREA

Respondents from the surrounding neighborhood listed the following improvements in the area as important for the success of the International Marketplace:

- ❖ Improved security and a reduction in crime
- ❖ Good on-site and on-street lighting
- ❖ Improved cleanliness
- ❖ Pedestrian-friendly sidewalks

Respondents from outside of the neighborhood listed the following improvements:

- ❖ Improved security and a reduction in crime
- ❖ Improved cleanliness
- ❖ Streetscape/landscape improvements
- ❖ Better public transportation
- ❖ Pedestrian improvements

LOCAL STORES PATRONIZED

Local businesses where respondents from the surrounding neighborhood shop mainly include food markets (the Ta Lin market, the 99 B market, Smith's, Raley's, and Albertson's), Wal-Mart, and various Vietnamese restaurants.

Respondents from outside of the area mainly shop at food markets (Ta Lin, 99 B, and Raley's), Wal Mart, and local restaurants.



Payday Shopping Center

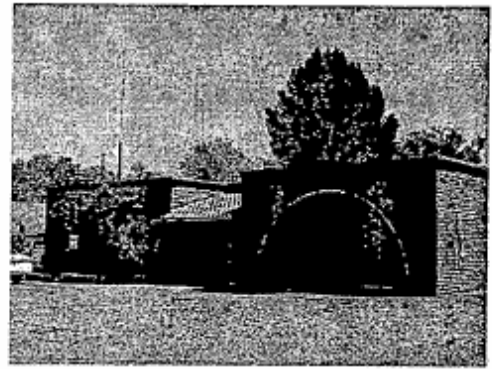
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3.5. PROFILE OF BUSINESSES

Ethnic businesses in the primary trade area will probably provide much of the demand for new commercial space at the International Marketplace, at least in the short term. The following section gives a profile of businesses from both the trade area and from a quarter-mile radius of the International Marketplace site (the "pedestrian area").

PRIMARY TRADE AREA BUSINESSES

The trade area has approximately 1,200 businesses from virtually every business type. The number of businesses in the major Standard Industrial Classification categories is shown below in Table 4.



Jewelry Shop



Saigon Beauty Shop

Table 4. Primary Trade Area Businesses by Major SIC Category

Category	Totals
Agriculture, Forestry, and Fishing	17
Construction	65
Manufacturing	45
Transportation, Communications, Electric, Gas, and Sanitary Services	12
Wholesale Trade	52
Retail Trade	318
Food Stores	34
Auto Dealers and Service Stations	92
Home Furniture and Furnishings	20
Eating and Drinking Places	74
Finance, Insurance and Real Estate	110
Apartments	38
Mobile Home Parks	8
Services	499
Personal Services	67
Business Services	54
Auto Repair	102
Health Services	33
Social Services	47
Public Administration	71

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Stores in the Retail Trade category make up 27% of the total. Almost two-thirds of these are auto dealers/service stations, eating and drinking establishments, and food stores (Figure 5). Businesses in the Services category make up 42% of the total. The most common types include auto repair, personal services, business services, and social services.

Business types being considered for the International Marketplace include retail businesses such as restaurants, food, clothing, jewelry, and gift stores and personal service businesses such as beauty shops, barber shops, travel agents, tailors, and alternative medicine practitioners. Table 5 shows the number of such businesses from the trade area. The number of businesses under Hispanic or Asian ownership is also indicated.

Table 5. Selected Business Types in the Primary Trade Area

Business Type	Number	Ethnicity of Owner	
		Hispanic	Asian
Eating and drinking establishments	86	26	17
Food stores	34	8	4
Beauty/barber shops	34	7	10
Jewelry stores	26	1	9
Clothing stores	17	6	2
Other retail goods	22	5	2
Pharmacies	3	2	
Total	222	55	44

The trade area only has three general merchandise stores (i.e., department stores, variety stores), none of which represent the major national chains. There is a Wal-Mart store (a discount retailer) located on the western edge of the study area on San Mateo between Central Avenue and Zuni. The area also has a substantial number of business types that typically are associated with a marginal commercial environment.

Auto-related (retail and service)	188
Used merchandise	15
Motels	15
Check cashing/personal credit	14

PEDESTRIAN AREA BUSINESSES

The pedestrian area (within a quarter mile radius of the intersection of Central Avenue and Louisiana Boulevard) has 75 businesses. Table 6 shows the number of businesses of the types under consideration for the International Marketplace. The number of businesses under Hispanic or Asian ownership is also indicated.

Table 6. Selected Business Types within 1/4-mile of the Project Site

Business Type	Number	Ethnicity of Owner	
		Hispanic	Asian
Eating and drinking establishments	10	4	4
Beauty/barber shops	5		4
Jewelry	6	1	
Food stores	3	2	1
Gifts	2		2
Pharmacy	1		
Clothing	1		
Other retail	2		
Total	30	7	11

Table 6 confirms that Asian businesses are concentrated in the area surrounding the project site. Asian-owned businesses represent about 15% of all businesses in the pedestrian area and about 37% of the kinds of businesses being considered for the International Marketplace.

Like the study area, the pedestrian area also contains a substantial number of business types that often indicate a marginal commercial environment.

Auto-related	18
Personal Loans	5
Motels	2

3.6. BUSINESS PREFERENCES AND REQUIREMENTS: BUSINESS FOCUS GROUP RESULTS

Sites Southwest conducted a business focus group on Wednesday, May 30 from 8 am to 10 am at the Cesar Chavez Community Center. Several business owners from the area surrounding the project site, representing a number of ethnic backgrounds, were invited to attend.

The following business people participated in the focus group.

- ❖ The owner (with her husband) of a home-based Kachina carving business
- ❖ The owner of a business providing travel-related services (airline reservations, passport processing, mailing boxes) and sundries (groceries, music and video tapes) to the Filipino community
- ❖ The owner of a cheesecake business currently located on Fourth Street just north of downtown

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- ❖ The owner of a nearby Vietnamese restaurant (and the owner also of two nearby shopping centers with predominantly Asian businesses as tenants)

Participants were asked about their reactions to the proposed International Marketplace, their perceptions about the area as a place to operate a business, the characteristics of their customers, and their requirements, as prospective tenants, for store size, rents, tenant mix, parking, security, visibility, and other physical features and amenities.

The comments of the focus group participants are summarized in the following sections.

IMPRESSIONS OF THE SITE AND SURROUNDING AREA

Participants' comments about the site and the surrounding area focused on the customer traffic potential, security, and appearance issues.

Customer Traffic

According to one participant, the location is "truly admirable," and the Marketplace should be able to draw a significant number of visitors from fairgrounds crowds. However, the restaurant owner from the area noted that the fairgrounds only generate significant additional traffic for local businesses during the two weeks of the State Fair.

Security/Safety

Participants agreed that safety and security are problems for the area. It was noted that the area is known as the "war zone." Others mentioned burglaries and public drinking as specific problems. (Apparently a number of people, most of whom were drunk, have recently been struck by cars while crossing Central Avenue.) In general, the group agreed that security would be a big issue for the Marketplace.

Appearance

Several participants mentioned that the area is very dirty. There is a problem with litter at the bus stop near the site.

CURRENT CUSTOMERS

The participants have a variety of customers.

- ❖ The restaurant's customers are drawn from all over town. Approximately 5% are Asian, and the remaining 95% are of various ethnic backgrounds.

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- ❖ The business providing various travel-related services, groceries and tapes serves mainly Filipino customers. It is the only Filipino business in the region, according to the owner, apart from a restaurant.
- ❖ The customers of the Indian carving business are mainly personal collectors (80%). The remaining 20% are galleries. Most of their current customers would be unlikely to come to this part of town. They would go instead to Old Town, where there are numerous jewelry stores, galleries and Indian artisans.
- ❖ The cheesecake maker has only been in business about 11 months and so does not have a clear sense yet of her customers. Most of her customers have come by word of mouth, in some cases from out-of-state. She has tried selling her product to restaurants but has had difficulty getting a good price.

Other Comments

One participant commented that advertising, including joint advertising among the businesses, would be important for the Marketplace.

DESIRABLE TENANTS FOR THE INTERNATIONAL MARKETPLACE

Participants were asked their opinion about the kinds of businesses that should be in the International Marketplace. Suggested types of businesses include the following:

- ❖ Service businesses oriented towards Vietnamese-speaking people (insurance, carpet cleaning)
- ❖ Stores selling handmade items
- ❖ On-site artisans
- ❖ A bookstore selling books from different languages and cultures

Other Comments

Several participants emphasized strongly that the Marketplace should not bring in the typical chain stores found in the rest of Albuquerque. It should try instead to establish a genuine ethnic atmosphere, with businesses that have an authentic relationship with their products (such as on-site artisans). Demonstrations by artists, in particular, would interest people. The Marketplace could periodically feature artists from different ethnic backgrounds.

The owner of the two shopping centers at the southwest corner of Central Avenue and Louisiana Boulevard said, not surprisingly, that he would prefer that International Marketplace not have the same type of businesses as those in his centers (these include a video store, gift shop, herb store, beauty shop, and two restaurants).

Finally, it was suggested that professional offices (e.g., dentists, optometrists) would not be appropriate; they would not draw enough people to the Marketplace.

SPACE REQUIREMENTS

Most of the participants indicated that they would need a fairly small store space.

- ❖ The Indian crafts business would need ~400 square feet, with shelves and show cases to display merchandise and some space in the rear for storage, layaway, packaging/shipping, employee breaks, and a restroom. The owners would have an interest in live/work space. For artisans, this arrangement would provide more security and enable them to stay open later.
- ❖ The owner of the Filipino travel business said that her current store space is ~800-1,000 square feet. She would want another ~300 square feet in storage space.

Other Comments

Second-floor space would be good for offices but not for retail businesses.

RENT REQUIREMENTS

Most of the participants would be looking for a low rent payment. One participant commented that most small businesses could not afford more than ~\$300-\$600 per month in rent. With higher rents, it can be difficult to come up with the security deposit. Another participant said that her current rent is \$550 per month.

Other Comments

One participant commented that the hardest part for a business is getting started. Another participant suggested that the original tenants in the International Marketplace should be given some consideration in their rents. Perhaps their rents could be reduced for the first year or two. And another suggested that the leases could be structured so that the longer the term, the lower the rent amount. Perhaps no rent could be charged during the first few months to help businesses get established.

OTHER REQUIREMENTS/RECOMMENDATIONS

Finally, the focus group participants offered the following general recommendations for the International Marketplace.

- ❖ On-site security
- ❖ Convenient parking
- ❖ An L or U-shaped structure with parking in front

- ❖ Storefront windows
- ❖ A plaza with trees and seating
- ❖ The central courtyard should have several openings, including from the parking area.
- ❖ An inviting, well-designed entrance/gateway from the New Mexico State Fairgrounds.
- ❖ The Marketplace should be organized so that businesses of the same ethnic background are located together.
- ❖ Related businesses should be located together, and businesses of the same type should be located apart.
- ❖ Since restaurants have specialized equipment and plumbing requirements, it may be necessary to locate them together.
- ❖ It will be important to revitalize the surrounding area.
- ❖ The two existing restaurant structures should be removed.

3.7. BUSINESS INTERVIEWS

Sites Southwest also spoke separately with the owners of three other businesses to supplement the information it received through the business focus group. Each owner expressed some interest in leasing space in the International Marketplace. The following business people were interviewed:

- ❖ The owner of a Vietnamese gift shop
- ❖ The owner of an East Indian market
- ❖ The owner of business that imports woven products from Chiapas, Mexico and Guatemala.

Summaries of the interviews are presented below.

VIETNAMESE GIFT SHOP

- ❖ Products: The gift shop sells a variety of jewelry, pictures and other gifts. It also offers clothing alteration services.
- ❖ Customers: The store's customers come from a variety of ethnic backgrounds – Vietnamese, Thai, Cuban, Mexican, and American.
- ❖ Space Requirements: The owner was uncertain about how much space she might need, but her current shop appears to be 300–500 square feet in size. She would need space for storage in the rear.
- ❖ Rent Requirements: \$500–\$1,000 per month.
- ❖ Other Requirements: Convenient parking and adequate security (perhaps an on-site security guard)

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- ❖ Other Comments: The owner noted that the area is a center for Vietnamese businesses, and that even though many Vietnamese people move to other parts of the city once they get established, they still return to the area for shopping and worship.

She also mentioned that the other Asian businesses in the shopping center are interested in possibly relocating to the International Marketplace.

Finally, she knows of other Vietnamese people who have expressed an interest in opening a business in the International Marketplace. Possible business types include a jewelry repair shop and a bakery.

EAST INDIAN FOOD MARKET

- ❖ Products: The market sells a variety of East Indian food products; video rentals in three Indian languages.
- ❖ Space Requirements: ~2,000 square feet
- ❖ Rent Requirements: The owner would like to purchase a condominium store space. She would not be interested in leasing space.
- ❖ Other Requirements: rear storage space; a small kitchen to provide prepared Indian food for sale, with a gas stove and vent, a sink, and a refrigerator; at least two 220V outlets; convenient parking near the front of the store; and adequate security.
- ❖ Other Comments: The International Marketplace should have a prominent sign out near the intersection of Central and Louisiana.

IMPORTS FROM CHIAPAS AND GUATEMALA

- ❖ Products: The business sells woven products and other apparel items made in Chiapas, Mexico and Guatemala. Prices for the products typically range from \$8 to \$60. The business currently operates out of the home. The owner would like a store space to operate a small coffee house/sitting room, display products, hold occasional exhibitions of Indian cultures, and screen cultural films in the evenings (her other job involves distributing independent films to various media outlets). She would also like to prepare and deliver healthy lunches to office workers around town.
- ❖ Customers: Her customers are diverse ethnically and well educated. They travel frequently and are looking for unique products that they will cherish. They like to receive information about the producers of the products, and they are often interested in social and health issues.
- ❖ Space Requirements: The owner could not give an exact estimate of how much space she would need. She did say that she would not need a lot of storage

space, since she does not maintain a lot of inventory. (Instead, she places orders for customers on a monthly basis, and the customers pay in advance.)

- ❖ Rent Requirements: ~\$700 per month plus utilities
- ❖ Other Requirements: a sink and outlets for making coffee
- ❖ Other Comments: The owner said that the International Marketplace should try to incorporate a courtyard with trees and a simple fountain.

3.8. SUPPLY

STUDY AREA SHOPPING CENTERS

The study area has 11 shopping centers of at least 10,000 square feet in size. Table 7 summarizes their characteristics.

Table 7. Summary of Shopping Center Characteristics in the Primary Trade Area

Number of Centers	Total GLA	Size (sf)		High Rent (per sf, annual)		Low Rent (per sf, annual)		NNN Charges*	
		Average	Range	Average	Range	Average	Range	Average	Range
11	591,962	53,815	10,000-166,349	\$8.82	\$6-\$15	\$6.64	\$3.50-\$10	\$1.64	\$1-\$2.10
		Vacancy		Age (years)		Anchored			
		Average	Range	Average	Range	Average	Range		
		13%	0-56%	28	8-46	45%			

Source: Fourth Quarter 1999 Retail Market Report, CREI Research

* Triple net charges exclude the costs of maintaining the building: taxes, insurance, utilities, and maintenance.

Only three of these centers are less than 20 years old. There has been no new shopping center development in the study area in over nine years. Annual rents at these centers are \$8.28-\$10.46 per square foot on average (including triple net charges; typically property taxes, insurance and utilities and maintenance). Eight of the 11 centers have vacancy rates below 4%. Five of the centers have large anchor tenants. These include Solo Freshmart, Raley's Supermarket, and Blockbuster Video.

PEDESTRIAN AREA COMMERCIAL SPACE

Five small strip shopping centers with 20 businesses are located in the pedestrian area. Only one of these centers is larger than 10,000 square feet. This center, built 16 years ago, has annual rents of \$11.80 per square foot (including triple net charges) and a vacancy rate of 12.8%.

Most businesses in the area occupy individual buildings or older storefront properties. Many of these spaces are older structures in relatively poor condition and often have limited parking and inadequate signage. According to the limited information



available, annual rents for these spaces are around \$6.00-\$7.00 per square foot. This translates into approximately \$163 per month for a 300 SF space or \$270 per month for a 500 SF space.

In some cases, owners of commercial space in the area help set up relatives in business and provide further rent discounts. It appears that the owners purchased the buildings at prices below the cost of new construction, which allows them to provide this level of support.

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4. FINDINGS AND CONCLUSIONS

4.1. RECOMMENDED TENANTS

The market analysis indicates that the International Marketplace will probably have to target several markets in order to prosper, including local and citywide ethnic communities and the local and citywide general population. The tourist market should be viewed as a secondary source of customers at best. The project site is not located near the major tourist destinations in the city, and the focus in the recommended tenant mix on an expanded Ta Lin Market and other food stores does not match up well with the typical purchasing preferences of tourists.

The diversity of these target markets presents a challenge for deciding on an appropriate mix of tenants, particularly for a relatively small project. On the one hand, there needs to be enough businesses for each target market to provide for convenience and comparison shopping opportunities. On the other hand, the target markets may have widely differing product, service and price preferences.

Special emphasis should therefore be placed on store types with a broad appeal. Ethnic restaurants, food stores, alternative medicine stores and jewelry stores have the potential to draw customers from across the city as well as from their respective ethnic communities. Restaurants would also be excellent evening anchors, providing an opportunity for customers to make a night out of dining and shopping.

Other local ethnic businesses, such as beauty and barber shops and video rental stores, probably have a more limited appeal beyond a particular ethnic group. Gift shops and clothing stores could conceivably draw customers from outside of the area, but many such stores in the area carry product lines that seem to be narrowly targeted to the local ethnic community. There is a place for these types of stores in the International Marketplace, but they should not be allowed to dominate the tenant mix.

The expanded Ta Lin Supermarket will be the marketplace anchor. The 30,000 square feet proposed is a good size for this project. The owners' plans to expand their product lines to include such basic grocery items as milk, eggs, and bread should increase the number of customers, particularly from nearby neighborhoods. The supermarket will need to provide adequate parking (one space per 300 sf) close to the store entrance. The store draws customers from throughout Albuquerque and northern New Mexico so convenient parking is essential. Streetscape elements can provide visual interest and incorporate parking lots into the fabric of the marketplace.

Several small ethnic businesses already located in the trade area as well as businesses from outside the immediate area have expressed an interest in relocating to the International Marketplace. The consolidation of like businesses into a "marketplace" location could benefit the businesses by increasing customer traffic. In a better location with more customer traffic, these businesses should be able to afford rents closer to market rate. The Marketplace could be fully leased and successful at the right rent level and with certain ongoing maintenance, safety, and business support.

Research regarding specialty centers indicates that small "mom and pop" businesses base decisions on their comfort level with the project. Our business interviews corroborate a concern about competition in the marketplace. Tenants and existing businesses may want some guarantees that the tenant mix will limit direct competition among similar stores. Yet competition among stores can draw more customers to a shopping center. Over time it can even encourage greater specialization among competitors, resulting in a wider selection of goods and services and a more competitive marketplace. An ongoing effort will probably be necessary to convince prospective tenants of the advantages of locating in such an environment.

The following initial tenant mix is recommended:

- ❖ A full-service restaurant in addition to the Hawaiian Restaurant (preferably non-Asian, perhaps Cuban or Mexican) and several ethnic fast food restaurants and stores selling prepared food
- ❖ Food stores that specialize in ethnic food products not carried in the Ta Lin Market
- ❖ Stores drawn from existing ethnic businesses in the area, particularly those in poor locations: Asian clothing stores, gift stores, jewelry stores, and beauty shops; Mexican Carnicerias; travel agencies
- ❖ Stores providing goods currently not available to local or citywide ethnic communities: native-language books, CDs, and videos; alternative medicine products/practitioners
- ❖ Stores that import craft items from other countries
- ❖ Stores that sell craft products made by local artisans

At the outset, it should be easier to attract tenants from among existing ethnic businesses in the area, who will see the advantage of locating with other ethnic businesses in a convenient, high profile center. Once the International Marketplace establishes itself as a unique shopping destination, it should be possible to attract a more diverse array of businesses (both in terms of products/services and ethnic background) from across the city.

4.2. SUPPORTABLE RENTS

Small businesses from the area typically occupy low-cost space, with typical rents of \$500 to \$1,000 per month, or \$6.00 to \$8.00 per square foot. Often the space is of low quality, with a poor location, limited parking, poor visibility, and a rundown appearance. Businesses contacted through focus groups and by phone and site visits indicate that under their current operating conditions, they need these low rents to remain viable. In a better location with more customer traffic, however, these businesses should be able to afford rents closer to market rate, or around \$10 per square foot.

Very small marginal businesses pay below market rents and have high turnover. Property owners in the area often make special deals for relatives that may be even lower than the area's low rents. Leasing agents for the project should be skilled at dealing with such businesses.

4.3. SITE AND BUILDING CHARACTERISTICS:

Store space should be designed as small modules that can accommodate very small stores or be combined to provide more space for larger establishments. The individual modules could be on the order of 12.5 feet wide by 40 feet deep, for a total of 500 square feet. The typical store layout should include a small storage area in the rear with room for a small office and restroom. A smaller number of stores should have a small kitchen to permit limited food preparation.

Small temporary booths or carts are a potential way to accommodate very small vendors. Plywood booths that can be locked are successfully used at Olvera Street in Los Angeles. These would be very affordable to a marginal or start-up business or could be a second location for a business that is located elsewhere in Albuquerque. They also offer a way to create a "crowded" and colorful atmosphere and could be removed and stored if the spaces were empty. Olvera Street's puestos are approximately 9' X 8' in size.

Low-cost construction is preferred to keep the project viable. At the same time, materials should be durable and easy to maintain in order to minimize maintenance costs. Flexible storefronts are preferred. Character can be provided by the businesses themselves through colorful signage, wall murals, window and outdoor displays. Banners and awnings are a way to achieve a festive atmosphere at a low cost. Multilingual signs can set the international theme.

Linkages and walkability from one part of the International Marketplace to another are important. The center should be designed to encourage walking and visits to

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multiple stores. This can be a challenge when the anchor is a grocery, since people won't want to leave perishables or frozen items in the car while they shop.

Retail businesses should be in the most visible and public locations. Services such as oriental medicine, insurance, accounting, etc. could go in a less prominent location such as second floor space above the shops or on Alcazar away from main retail locations.

4.4. SECURITY, MAINTENANCE, AND BUSINESS SUPPORT

Crime is a concern of neighborhood residents and businesses. Based on the team's observations during site visits, vagrants are a serious deterrent to potential customers. Women in the neighborhood focus group indicated that they would be unlikely to walk or ride a bicycle in the area because of fear of crime. A partnership with the local police is critical to prevent nuisance activity. Assaults may not be common, but they do occur (just recently, in fact). Business owners should not have to confront people who could be dangerous.

The marketplace should incorporate CEPTED (Crime Prevention through Environmental Design) principles. This City of Albuquerque program analyzes the environment and structures of proposed projects to determine what changes might result in fewer crimes in the future. For example, site layouts that create areas with poor visibility from the street should be avoided, as these could provide hiding places for illicit activities. Special private security may also be necessary to make the area feel safe.

Site maintenance will be important to ensure an appealing environment. Ideally, this should be provided for through a common area maintenance fee, but tenants could also provide in-kind services (i.e. pick up trash, sweep in front of their store, maintain a flower box).

Businesses in the International Marketplace may need support in marketing, merchandizing and other types of small business support. We recommend a leasing agent or other entity to recruit tenants and pay attention to tenant mix. The leasing agent could also organize special events, coordinate entertainment, and assist with joint marketing.

4.5. PROJECT PHASING

The project will need to be phased. The first phase is the new grocery store and warehouse; next phases would be leased space, public space, and maybe institutional space such as the Asian Cultural Center.

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If the project seeks conventional financing, it will probably need to pre-lease 65%-75% of the space in order to obtain a commercial mortgage on the lease space.

4.6. AREA CONSIDERATIONS

The business support offered to tenants of the new space should be generally available throughout the metropolitan redevelopment area. It needs to include both sides of Louisiana. Likewise, public streetscape improvements along Louisiana should be designed to link the project site with the businesses across the street.

It should be noted, however, that the high average daily traffic volumes on Central Avenue (35,200 cars) and Louisiana Boulevard (21,200 cars) and the lack of medians to provide a safe place for pedestrians to stop while crossing the street will severely hamper efforts to create good pedestrian linkages between the site and surrounding shopping areas.

If tenants at the International Marketplace resist having competitors located within the center, it may be possible, working with other property owners, to recruit them to nearby commercial space (such as the two small shopping centers across the street). This should help make the entire area a shopping destination and strengthen the International Marketplace in the long run.

APPENDIX A CASE STUDIES

International Marketplace

Case Studies - Ethnic Markets and Commercial Districts

1. Asian Garden Mall, Winchester, California
2. El Mercado, Chicago, Illinois
3. Japantown, San Jose, California
4. Market Square, San Antonio, Texas
5. Olvera Street, Los Angeles, California
6. Phoenix Park N' Swap, Phoenix, Arizona
7. San Diego Farmers' Market, San Diego, California

1) Asian Garden Mall, Westminster, California

How it started

Asian Garden Mall was built in 1987 by the Bridgecreek Group, Inc., a real estate development and management company founded in 1975 by Frank Jao.

Businesses

The Asian Garden Mall contains approximately 200 businesses. The following are the most common types of businesses:

- ❖ Gold jewelry (wholesale/retail, design, light manufacturing)
- ❖ Restaurants
- ❖ Music (recording studios)
- ❖ Professional services
- ❖ Bridal shops
- ❖ Fabric Shops
- ❖ Herbal stores
- ❖ Asian supermarkets
- ❖ Bakeries

Other Uses

Office uses occupy a small amount of space on the second floor.

Types and Amounts of Leases

Leases are generally triple-net. Lease amounts are \$72 per square foot annually for retail space on the first floor. Retail space on the second floor leases for about \$24 per square foot. Additional charges add another \$24 per square foot. Office space on the second floor leases for \$12 per square foot.

Physical Layout

The Asian Garden Mall is an indoor, air-conditioned mall with 165,000 square feet of leasable space. Small store spaces line the perimeter, and small booths are located one step down in the middle. Stores range in size from 65 square foot booths to up to 3,000 square foot spaces. The typical store size is about 600 square feet.

The mall incorporates a variety of Asian architectural motifs and decorative elements into its design. Statues of the Buddha and the gods of Longevity, Prosperity, and Fortune greet customers outside the mall entrance. The roof is done in a pagoda style with green tile. White pillars and red wood trim decorate the interior. A landscaped courtyard with flowers, sculptured trees and a fountain provides a place for people to sit and relax.

A central performance stage is available for use by community groups.

The mall provides 4 parking spaces per 1,000 square feet of gross leasable space. Parking lots are located immediately adjacent to the mall in the front and on the sides of the building.

The mall is located on a main commercial thoroughfare. The street is 100 feet wide and carries a high volume of traffic. More than 2,000 businesses are located in the immediate area.

Trade Area and Customers

Approximately 1 million customers visit the mall annually. Almost ninety percent of the visitors are Asian or Asian-American. Half of these do not live in Orange County and come from 30 to 100 or more miles away. Many are tourists from other states or countries, and a growing number are coming from Viet Nam.

The Asian Garden Mall is located in "Little Saigon," which encompasses parts of the cities of Westminster, Garden Grove, and Santa Ana in Orange County. An estimated 180,000 Vietnamese residents make it the largest Vietnamese community outside of Viet Nam.

Management

In the beginning, the mall advertised heavily with local Vietnamese newspapers and radio. The management also frequently programmed events for the central performance stage, such as fashion shows and musical performances. Now that the mall is successful, management does less advertising. The mall tenants do a lot of

advertising, however, and they usually mention the Asian Garden Mall as part of their advertisements.

2) El Mercado, Humboldt Park, Chicago, Illinois

How it started

The Bickerdike Development Corporation (BDC), a non-profit organization, developed El Mercado as a public marketplace in 1992. The project had several goals:

- ❖ Economic revitalization of a commercial strip
- ❖ Provide culturally relevant products and services for the surrounding ethnic communities
- ❖ Create jobs and small business opportunities for local residents

The BDC was never able to lease out more than one-third of the space in the building. Further, many of the tenants did not make their rent payments on a regular basis (if at all). This was due largely to the fact that the businesses were not doing well. Most were undercapitalized and lacked business skills and experience. It soon became clear in addition that El Mercado was not meeting the needs of the surrounding community. Many area residents, accustomed to supermarket shopping, found El Mercado inconvenient (e.g., multiple checkout counters) and not necessarily cheaper than more conventional stores. In fact, a neighborhood survey undertaken at that time revealed that many residents considered a grocery store to be the main retail need of the community.

Since that time, the BDC has restructured the project, bringing in a local supermarket as the major tenant (the owner subleases the remaining space to a couple of small food businesses). The supermarket is reportedly doing very well at the site.

Businesses

El Mercado originally had several vendors offering a variety of products, including the following:

Core Products

- ❖ 2-3 fresh produce stores
- ❖ dairy store
- ❖ fish market
- ❖ carneceria
- ❖ "Goya" booth

Specialty Products/Services

- ❖ African American hair products
- ❖ Sign engraving
- ❖ Fresh Juice business

Other

- ❖ 2 restaurants
- ❖ bank branch

Currently El Mercado has a grocery store as the major tenant and a couple of smaller food stores.

Other Uses

El Mercado has commercial uses only.

Types and Amounts of Leases

Leases were annual gross leases; the vendors paid only for the booth space. Lease amounts were \$45-\$50 per square foot to begin with. Later, vendors were able to lease additional booth space for about half the original rate.

Physical Layout

BDC completely renovated an existing structure of 17,500 square feet for El Mercado. New mechanical systems, floors, and lighting were installed. The interior had an open layout with numerous small booths situated along central walkways. A typical booth had dimensions of approximately 10 feet by 20 feet. The interior was filled with ethnically significant decorative items, such as flags from various Latin American countries, piñatas, and murals.

The lack of a centralized checkout station, and the need to pay for goods at each booth, caused confusion with many customers.

EL Mercado has an on-site parking lot that can accommodate about 50 cars.

Trade Area and Customers

El Mercado drew most of its customers from ethnic communities within approximately a two-mile radius of the site. The population of this area is quite large, given the generally high densities characteristic of Chicago. The ethnic groups in the area include Puerto Ricans, Mexicans, Central Americans, Cubans, and African Americans.

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Trade Area and Customers

Japantown is a pedestrian-friendly commercial district of about seven blocks laid out in a grid of cross streets. Housing is located between and above businesses.

Physical Layout

Most leases in the area are triple-net. Lease amounts are typically \$1.75 per square foot, and \$2.50-\$3.00 per square foot including all charges.

Types and Amounts of Leases

Besides businesses, Japantown is the home to several places of worship (Buddhist Temple, Churches) and the Japanese-American Resource Center and Museum.

Other Uses

Most businesses are small, "mom-and-pop" establishments.

- ❖ Japantown Farmers' Market
- ❖ Travel Agencies
- ❖ Beauty Salons
- ❖ Miscellaneous Retail Stores
- ❖ Professional and Personal Services
- ❖ Grocery/Food Stores
- ❖ Restaurants (Japanese, Cuban Ethiopian)

Japantown contains 218 businesses. Types of businesses include the following:

Businesses

Japantown, located near downtown San Jose, grew up in the late Nineteenth century with the first wave of Japanese immigrants to the United States. Many Japanese-Americans relocated to the community beginning in 1945 after spending the war years in internment camps. Over time, a thriving business community has emerged to serve both the ethnic Japanese and the larger San Jose communities.

How it started

3) Japantown, San Jose, California

BDC spent a substantial amount money on advertising in newspapers and on radio at the beginning of the project. They also frequently sponsored cultural and entertainment events to attract people to the site, including bands and dance groups. Unfortunately, these events did not translate into long-term sales increases.

Management

About half of Japantown's customers are Asian-Americans who live in the immediate neighborhood, or who have family there. Almost half are people who work in the area, including especially downtown office workers. A small number are from other parts of San Jose or the region.

Management

The Japantown Business Association represents businesses in the district. It also manages a business improvement district that supports a variety of programs and initiatives, including marketing brochures, frequent promotional events, an anti-graffiti program, and district banners, special light poles and gateways. The Association also does some advertising of the district in local papers.

The district also hosts a variety of cultural events throughout the year that are put on by local Japanese cultural organizations.

4) Market Square, San Antonio, Texas

How it started

Market Square originally was a Mexican market serving the surrounding neighborhood. In the 1970s the area was developed into a tourist attraction.

Businesses

Market Square is made up of El Mercado and Farmers' Market Plaza. El Mercado has a total of 30 shops. Farmers' Market Plaza has 19 large specialty stores, 6 cafes situated around a food court, 20 kiosks, and 18 pushcarts. The market offers a variety of goods such as leather goods, paper-mache, blankets, apparel, pottery, jewelry, and other regional products.

Other Uses

Market Square hosts a number of community celebrations throughout the year. It also is the location for the Centro de Artes.

Types and Amounts of Leases

N/A

Physical Layout

El Mercado encompasses 30,000 square feet of leasable space located in two-story buildings lining pedestrian streets. The Farmers' Market has an additional 60,000 square feet of space. There are also three plazas.

Trade Area and Customers

Tourists make up approximately 85% of the visitors to Market Square, and local residents make up the remaining 15%. The market is located in downtown San Antonio, near to such major tourist attractions as the Alamo and the Riverwalk

Management

The City of San Antonio manages Market Square. The tenant association raises funds for advertising.

5) Olvera Street, Los Angeles, California

How it started

Olvera Street is one of the oldest streets in the city of Los Angeles. It was preserved in the late 1920s and converted into a Mexican marketplace. In 1953 the surrounding area was designated a state historic park, El Pueblo de Los Angeles Historical Monument, that commemorates the founding site of Los Angeles.

Businesses

Eighty businesses are located on Olvera Street.

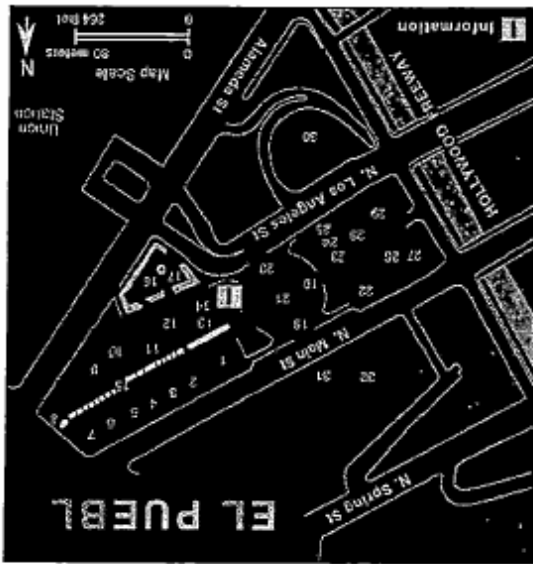
- Retail merchandise: 54 businesses
- Artistic services: 7 businesses
- Fast-food restaurants: 9 restaurants
- Full-service restaurants: 4 restaurants
- Candies, cookies, and pastries: 5 businesses
- Banks: 1 bank
- Churches: 1 church

Other Uses

El Pueblo de Los Angeles comprises several visitor attractions, including a visitor center, the Mexican Cultural Institute, a historic hotel converted to an art gallery, a historic fire house structure, the city's oldest house, and the city's oldest church.

The oldest church is considered to be the heart of the Mexican community in Los Angeles. It remains a large and very active parish, with frequent baptisms, christenings, and weddings.

Olvera Street Site Plan



Types and Amounts of Leases

Until recently, tenants signed monthly concession agreements. The City of Los Angeles is currently negotiating 55-year gross leases with the businesses. Annual rents for food vendors and restaurants range from \$12.00 to \$81.60 per square foot. Annual rents for retail stores range from \$5.00 to \$28.00 per square foot.

Physical Layout

Olvera Street is a pedestrian commercial street. Stores fill the historic buildings that line the street; smaller shops and booths are located in a center row.

Vendor booths are generally 50-100 square feet in size. Restaurants range in size from 1,300 to 3,700 square feet. Retail space is divided into small (~200-300 square feet), medium (~400-600 square feet), and large (~700-1,700 square feet) categories.



Olvera Street Entrance

Trade Area and Customers

Most people who come to Olvera Street are local or out-of-town tourists.

An estimated 2 million people visit Olvera Street and El Pueblo de Los Angeles each year.

Management

Olvera Street, along with the rest of El Pueblo de Los Angeles, is owned and managed by the city of Los Angeles. A full calendar of events is scheduled throughout the year.

The site is a regular stop on most City tours run by area tour companies.

6) Phoenix Park N' Swap, Phoenix, Arizona

How it started

The current owner started the Phoenix Park N' Swap in 1962. He now owns American Park N' Swap, which operates several similar facilities around the country.

Businesses

The Park N' Swap has over 2,000 spaces for vendors. A wide variety of products are available—exotic birds, African artifacts, global musical instruments, Mexican imports, European valuables, wholesale household items, and T-shirts. Food can be purchased from booths operated by the management.

Regular monthly vendors make up 50% of the total. Occasional monthly vendors make up another 30%, and "casual" vendors (who rent by the day) make up the remaining 20%. Many of the vendors are large wholesalers who use the Park N' Swap as their retail outlet. The vendors come from all over the country and even from around the world.

Other Uses

The Phoenix Park N' Swap has commercial uses only.

Types and Amounts of Leases

Vendor spaces can be rented per day or per month. Rents on Saturday and Sunday (the busiest days) range from \$15 to \$45, depending on location and amenities (e.g., electricity, covering).

Physical Layout

The Park N' Swap is an outdoor facility located on a 57-acre parking lot. The 9' by 21' vendor stalls are arranged around covered walkways. Plenty of parking is available.

Trade Area and Customers

The Park N' Swap draws approximately 50,000 people per weekend, or about 2.6 million people annually. About 90% of visitors are from the Phoenix area; the remaining 10% are mainly tourists who come from all over. Visitors are drawn from a variety of ethnic and racial backgrounds.

Management

The owner does very little marketing of the Park N' Swap, relying mainly on word-of-mouth. American Park N' Swap does maintain a web page that provides information about each of its facilities.

7) San Diego Farmers' Market, San Diego, California

How it started

A group of private investors bought an old warehouse and converted it to the market in 1986.

Businesses

The Farmers' Market contains more than 40 businesses including:

Record store	Restaurants (Mexican, seafood, taco shop)
Shoe store	Botanical shop (herbs, vitamins)
Boot store	Pottery shop
Clothing stores (6)	Flower shops (2)
Supermarket	Toy stores (3)
Butcher shop	Hair salon
Fish market	Nail salon
Egg shop	Photo studio
Flower shop	Travel agency
Bakery	

Other Uses

The Farmer's Market has commercial uses only.

Types and Amounts of Leases

Tenants at the Farmers' Market have month-to-month rental agreements.

The current management sets rental amounts according to stores' receipts. Typical rents are reportedly extremely high: \$190 per square foot for a restaurant and \$50 per square foot for a retail booth. Nevertheless, businesses are doing well, and there is a waiting list for store space.

Physical Layout

The Farmers' Market occupies an old brick warehouse 20,000 square feet in size. The commercial space is arranged in an open, "swap meet" layout. Small stalls of 200-500 square feet open onto main corridors where shoppers stroll and eat at tables in a food court. The stalls have 10-foot ceilings, and the building as a whole has 20-foot ceilings. In general, the building is quite old and "rustic" in appearance.

The Farmers' Market is part of an older commercial district serving the surrounding neighborhoods. Most of the available parking is on-street, and most customers walk to the building.

Trade Area and Customers

Residents of the surrounding mainly Hispanic neighborhood are the principal customers of the Farmer's Market. Few people come from outside of the area, in part because of a stigma to the area due to crime.

Management

The current management has reportedly done little to promote the Farmers' Market to potential customers outside of the area, or to improve the atmosphere of the building. There are no signs on the building exterior and no bathrooms.

The owners are in the process of hiring new management for the market. The city of San Diego is also working with the owners to improve the appearance and appeal of the market. An effort will be made to draw customers from beyond the surrounding neighborhoods.

APPENDIX B COMMUNITY SURVEY

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Response Sheet
International Marketplace Focus Group
Tuesday, May 23, 2001

We need your help to make the International Marketplace a success - and a place that you'd enjoy. Please answer the following questions and either place the sheet in the return box or fold and mail to the address on the back. Thanks!

1. Do you live in the surrounding neighborhood? (Please check one)
Yes _____ No _____

2. Please indicate your zip code and the two major cross streets closest to where you live. _____

3. What types of products/businesses would you like to see available in such a market? (Circle your top three choices.)
Groceries/food Music/CDs Clothing
Craft items (jewelry, pottery, etc.) Farmers' market Restaurants
Flowers Bakery
Other _____

4. What services would you like to see available in such a market? (Circle your top three choices.)
Beauty/barber shop Dry cleaners Laundry
Video rental Check cashing ATM
Other _____

5. Are there other uses that you would like to see in such a place? (Circle your top two choices.)
Cultural center Day care
Museum Performance space
Other _____

6. What types of layout and design do you prefer? (Circle your top three choices.)
Outdoor merchandise displays Street vendors Outdoor dining space
Plaza Indoor mercado Shopping center/mall
Other _____

7. What other improvements need to happen in the area for the International Marketplace to be a success?

8. Where do you currently shop in the neighborhood?

9. Please put any other comments or questions that you have here. _____

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APPENDIX C COMMUNITY WORKSHOP MATERIALS

Ethnic Markets and Commercial Districts

Physical Layout

❖ Narrow sidewalks

❖ Outdoor merchandise displays

❖ Vending carts/stalls

❖ Plazas

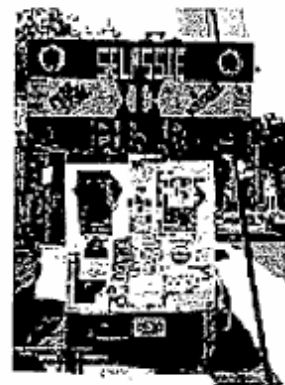
❖ Indoor mercado



Ethnic Markets and Commercial Districts

Atmosphere

- ❖ Festival atmosphere
- ❖ Pedestrian-oriented
-people strolling along the street
- ❖ Crowds
- ❖ Street life - events, performances, music
- ❖ Sounds, aromas, colorful signs and banners
- ❖ Cultural designs and symbols



Ethnic Markets and Commercial Districts

Common Types of Businesses and Activities

❖ Food Markets/Stores

❖ Restaurants

❖ Craft Stores

❖ Farmers' Market

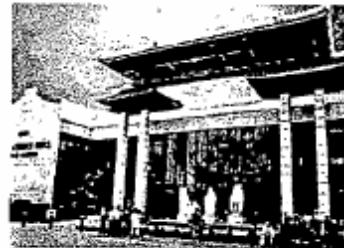
❖ Convenience Goods/Services
-serving surrounding neighborhoods

❖ Cultural Facility
-*Museum*
-*Performance Space*
-*Cultural Center*
-*Place of Worship*

❖ Festivals

❖ Entertainment

❖ Cultural Events





albuquerque

world market district

East Central Avenue Revitalization
En-visioning an Albuquerque World Market District

A Community Workshop

Saturday, May 19

10am-4pm at the southeast corner
of Central and Louisiana in front of the
Ta Lin Market

Join us all day or stop by for a few minutes. Bring along images and objects that express your ideas about the district and its potential. We'll use these to create a large community collage.

The workshop is sponsored by the City of Albuquerque, Department of Family and Community Services and will be facilitated by architects and planners from Sites Southwest and Garrett Smith Ltd.

Workshop Events

- | | |
|-----------|---|
| 10am-11am | Opening Remarks
City of Albuquerque Department of Family and Community Services
Sites Southwest
Garrett Smith Ltd. |
| 11am-noon | Community Collage and Discussion
At noon, participants will form smaller discussion groups. Artists, architects and planners will join each group to facilitate and to record the ideas generated. If you are an artist, architect or planner and wish to help, contact Kathleen or Ron at 766-6968. |
| noon-1pm | Lunch |
| 1pm-3pm | Facilitated Groups |
| 3pm-4pm | Presentation and Discussion |

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**World Market Charrette Discussion
Ta Lin Supermarket
May 19, 2001**

What would area residents like to see in the area?

- A national supermarket
- A national discount merchandise store such as Kmart
- Doctor's offices
- Barbershops
- Expansion and articulation of Ta Lin retail activities
- Non traditional medicine, yoga, herbs, massage
- Ethnic music stores
- Ethnic book stores

What ethnic groups does the Ta Lin Market currently target?

- Vietnamese
- Thai
- Chinese
- Japanese
- East Indian (many Route 66 motels are owned by East Indians)
- Cuban
- Mexican

What other ethnic groups are represented in the district?

- Middle Eastern
- Albanian
- Eastern European
- Central American
- Native American

What is the history of the area?

Catholic Social Services began resettling refugees of different ethnicities in the area in 1974.

Ta Lin Market opened 10 years ago

In 2000, the Near Heights Metropolitan Redevelopment Plan proposed the development of an International Marketplace as a physical and symbolic center for the various ethnicities that reside in the area and a catalyst to further development of a commercial corridor along Central Avenue.

What qualities and amenities should the International Marketplace project comprise?

- Ethnic arts and businesses
- Ethnic food as the centerpiece
- Ethnic cooking demonstrations
- Provide lease spaces for existing businesses

Outdoor dining
Shaded, safe outdoor public plaza area
An exciting yet comfortable destination for people from all over the city
An authentic and useful resource for people in the neighborhood
An ethnic discount travel agency
Small craft manufacturing, e.g. clothing, jewelry, tailoring
Vendor wagons or stands could be incorporated for smaller businesses.
Place for festivals, amphitheater
Exhibition space
See the world without leaving Albuquerque, celebrate cultural diversity.
Celebration of major holidays for representative ethnicities
Coordinate with COA Heritage Council Cultural Calendar, The Celebration of Culture
Lots of activity
Bold signage
High visibility from Louisiana and Central
Convenient parking
Bicycle friendly
Shaded arcades

How can the City support the International Marketplace?

Better bus stops, perhaps busses could drive through the site as they do at the malls, at least they should pull into bus turnouts
Reduce or slow down traffic.
Provide a pedestrian friendly environment w/ links to state fair etc.
Make pedestrian areas safe, inviting and ADA compliant
The walkability study will identify specific instances where the existing sidewalks are not pedestrian friendly and/or where they are not ADA compliant.
Median beautification
Street lighting improvements
Relocate the fire station to the intersection of Louisiana and Central.
Dedicate a portion of the project as a park, to be funded with city or state funds.
Tenant association could provide maintenance funds for the park, (if city continues to fall short of operation and maintenance funds)
(Mayor Baca said that the city gross receipts taxes are generating insufficient funds to operate and maintain city services.)
Provide financial support to tenant businesses
Provide business owner's workshop
Help district businesses identify and obtain sources of other funding., eg. The Facades Improvement Program.

APPENDIX D FOCUS GROUP DESIGN PREFERENCES



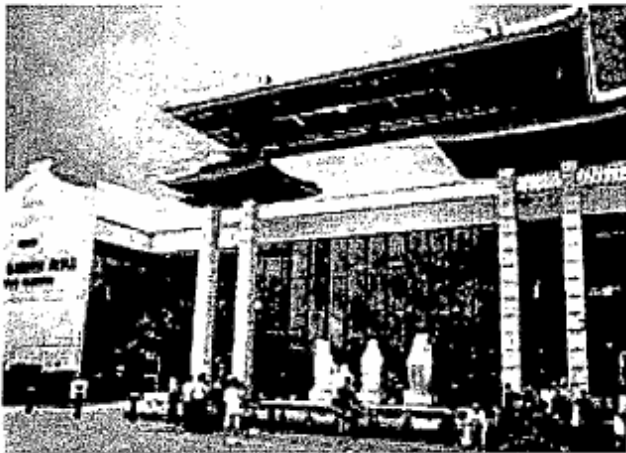
First Choice, Neighborhood Focus Group
Tied for Third Choice, Business Focus Group

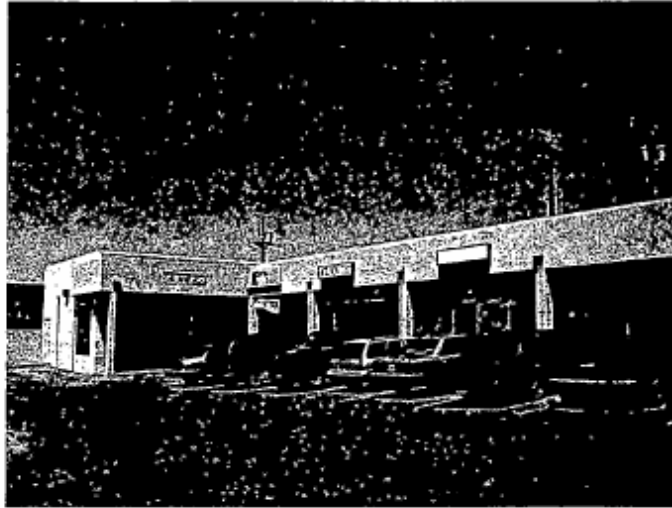


Third Choice, Neighborhood Focus Group
Second Choice, Business Focus Group



Second Choice, Neighborhood Focus Group

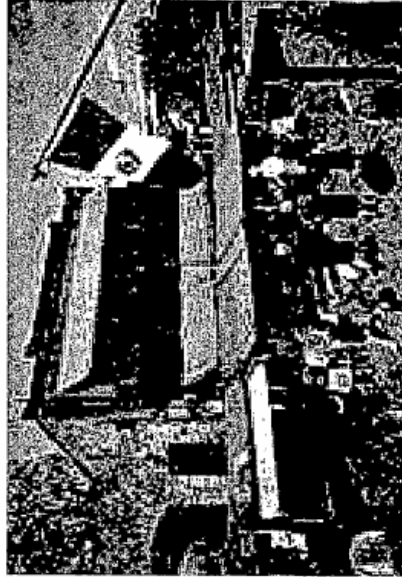




Fourth Choice, Neighborhood Focus Group
First Choice, Business Focus Group



Tied for Third Choice, Business Focus Group





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APPENDIX E UTILITY SERVICEABILITY LETTER

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RECEIVED JUL 20 2001
City of Albuquerque
P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

July 19, 2001

Sites Southwest
5150-A San Francisco NE
Albuquerque, New Mexico 87109
Attn: Barbara Herrington

Re: International Market / proposed redevelopment of Block 10,
La Mesa Addition No. 2

K-18/19

Ms. Herrington:

Existing Conditions: The property includes the block bounded by Central, Alcazar, Zuni and Louisiana SE. Existing public utilities include public water lines in all adjoining rights of way. See attached map for sizing. While there is no sanitary sewer in this part of Zuni there are 8-inch sanitary sewer collectors in the other three streets. Existing and past commercial development has had service from these lines. By size all lines are available for routine service connections, but are not equally accessible; i.e. the Louisiana water line is on the far side of a divided 4 to 6-lane roadway.


Proposed: No specific development plans are pending, but conceptual plans call for approximately 100,000-sq feet of mixed commercial use. This will include both new and renovated retail and warehouse uses a super market, and two renovated restaurants.

Fire Protection: System capacity in the area meets master plan criteria, meaning existing lines can provide instantaneous flows of approximately 5,000 GPM. However building permits may be contingent on some construction to meet current standards. At minimum this would include accessible public fire hydrants on the east side of Louisiana. Also, depending on access and circulation, the Alcazar line may become a limiting factor. By itself the 6-inch has a maximum capacity of approximately 1700 GPM. This will limit size and or construction type of any buildings totally dependant on this line. As an example: assuming ordinary wood frame construction 1700 GPM would allow a maximum building area of approximately 4,000 sq. ft. Assuming non-combustible construction the same flow would allow a building of approximately 14,000-sq. ft. Increased capacity in Alcazar would require upsizing the line, or construction of a mid-block loop from Alcazar to Louisiana and or the 8-inch line in the apartment complex to the east. Any such loop would be a public line. Exclusive easements would be required. Design and Construction of any required improvements would be at the Developer / Property Owners expense and must be coordinated through the City of Albuquerque 'COA' Public Works Department via the 'DRC / City Work Order'.

Service: Once fire protection is resolved service will be available via routine connection. Metered water service(s) must be coordinated through the Customer Service Office: 768-2840. Given accessibility new service connections in Louisiana should be avoided unless they are part of a DRC Work Order. On the other hand sanitary connections for restaurants must be to either Louisiana or Central. (Otherwise minimal flows in the Alcazar dead end would probably result in chronic maintenance and odor problems.) In Addition to installation and construction costs, both sanitary sewer and metered water service will be subject to Utility Expansion Charges 'UEC' payable at the time service is requested. Credits will generally be applied based on water meters removed from service.

This is intended as general information. Availability statements should be requested in conjunction with specific development proposals. To avoid unnecessary delays this should be done prior to the building permit process. Please do not hesitate to call if you have questions or need additional information: 924-3987.

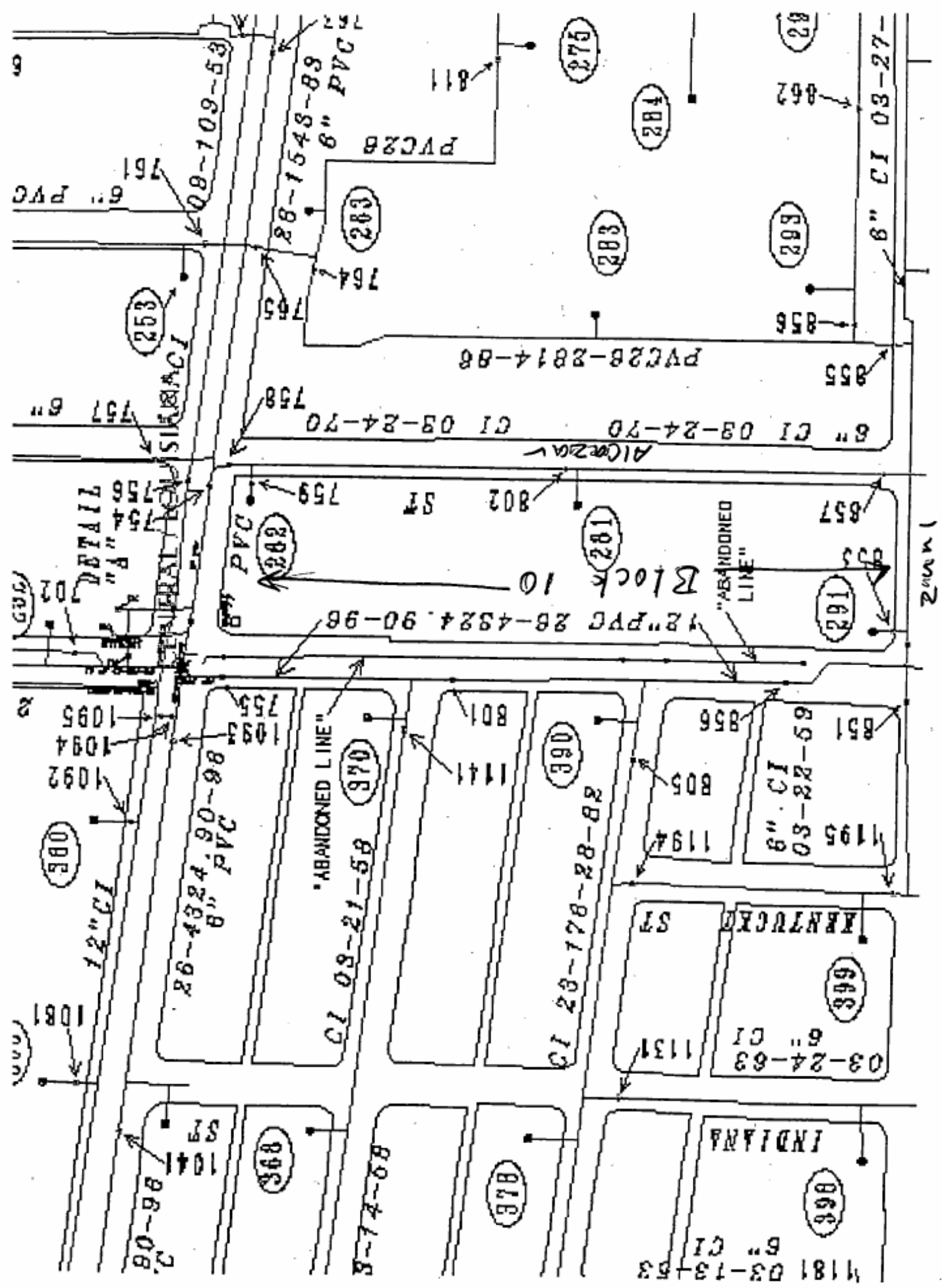
Sincerely,


John F. McDonough
Associate Planner
Development Services
Public Works Department

Attachment: System / Location Map(s)

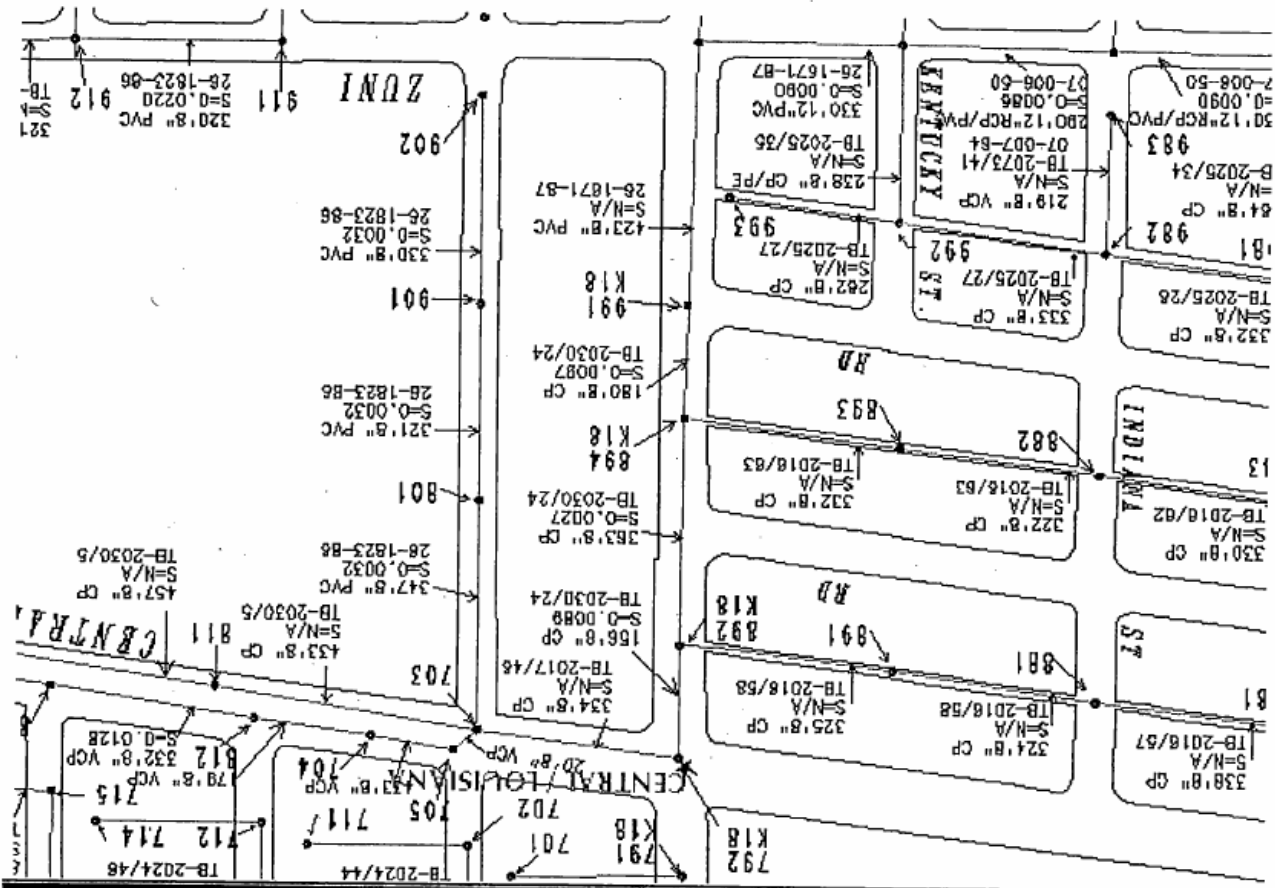
c: f/ availability K-18/19
f/ readers #10707

11



K-18/9
 Existing
 Water

see letter to
 10-19-01
 60601 # 67



×y: 3.82628,2.7591 Pan/Zoom
 dx.dgy: -2.18996,-0.35679 Dist: 2.21883

67
 Seller's
 Exit
 K-18/19
 Server

7-19-01

APPENDIX F INFILL TASK FORCE, ASSESSMENT OF EXISTING CONDITIONS

INFILL PROJECT NO. 2 – CENTRAL / LOUISIANA

Infill site #2 is located at the southeast corner of Central Avenue and Louisiana Boulevard. When the application was submitted, the site included 15 parcels in Block 10 and 11, La Mesa, No. 2, containing approximately 5.86 acres. Since the submittal, the applicant has acquired an additional 3 parcels, bringing the applicant's total area for this request to 6.4 acres. Currently, the applicant continues to acquire additional lots which may be part of the proposed infill site.

6.4
acres

The subject site lies within the Trumbull Neighborhood Sector Plan and within the Near Heights Metropolitan Redevelopment Area Plan. The subject site's northern boundary is Central or Historic Route 66. This area has long been a center for Albuquerque's Asian, Latin American and Native American communities which is reflected by the variety of the area's ethnic restaurants, markets, stores and places of religious worship.

The proposal for the site is an "International Marketplace," a mixed use development with retail shops, restaurants, offices and residences, community centers, plazas and places of religious worship.

1. Existing conditions and constraints on the site.

The proposed infill site lies at the intersection of Central Avenue and Louisiana Boulevard. These two roadways are designated principal arterials in the City's Long Range Roadway System. A draft transit plan designates Louisiana Boulevard and Central Avenue (west of Louisiana) as proposed Major Transit Corridors. The plan designates Central Avenue, east of Louisiana, as an Enhanced Transit Corridor.

The subject site is zoned a mixture of commercial and residential uses. Land uses on the subject site currently include the Ta Lin Supermarket, large parking areas, the Hawaiian Restaurant, a vacant restaurant, an abandoned building, two small-scale retail buildings, several houses and vacant, unimproved lots.

The area to the west of the site, across Louisiana, is zoned C-3. To the northeast is the New Mexico State Fairgrounds. To the north are properties zoned C-2. To the east and south of the site there is a mix of C-1, C-2, R-2 and R-3 zoning. Currently, land uses in the immediate area include several auto body and repair services, construction equipment storage areas, vacant lots, a small scale commercial development with restaurants, retail and local services, fast food restaurants, bars and a Buddhist temple. A newly constructed gated apartment complex lies directly to the east of the subject site. This development appears to be the only new improvement in the immediate area.

Much of the area appears blighted. Vacant lots, deteriorated buildings and chain link fencing with razor wire are pervasive. The applicant describes neighborhood problems with vagrancy, alcohol, prostitution and crime. The only landscaping improvements in the area occur in the parking lot of the Ta Lin Supermarket.

major → 10 minute headway
entrance → 2 to 3 route
20 minute
headway

Infill Project #2: Central / Louisiana
Page 2

The Near Heights Metropolitan Redevelopment Area (MRA) Plan lists three major constraints to commercial development in the immediate area of the subject site: the negative public perceptions of this area, the prevalence of adult businesses in the area, and local merchant competition with the area's big box retailers. According to MRA Plan, the negative perception is based both on historic realities and current appearance of blighted conditions in the area. However, the designation of the MRA, combined with the joint efforts of APD and local residents and businesses, is bringing more favorable press coverage to the area. The City's Zoning Code is currently regulating the concentration of adult business such that they may not be located within 1000 feet of each other or within 500 feet of a school, church or residential area.

→ Police Department
2. Physical problems related to the site.

The applicant has stated that the site's westerly slope creates drainage problems for the existing Ta Lin Supermarket and parking area. A site visit to the subject site reveals that these drainage problems appear to be easily addressed.

Low hanging overhead utilities run parallel to Louisiana Boulevard along both the eastern and western sides of Block 10. Low hanging overhead utility lines also cross at several points over the subject site. Moving or burying these lines would be required for any new development on the site.

The proposed infill site encompasses properties on both Block 10 and 11, La Mesa, No.2, bisected by Alcazar Street. The applicant has stated interest in vacating a portion of the street to develop a "pedestrian street" with limited vehicular access, to connect the proposed development area. In addition, several of the lots (mainly those located in Block 11 and in the southern portion of Block 10) are not currently contiguous to the larger developable area of the proposed site. This may create a problem for the development of the entire acreage proposed for the infill site.

sub 100' reduced parking
major transit
The applicant states in their submittal that a previous impediment to the development of the site was their inability to meet the city's parking requirements. The designation of Louisiana and Central as proposed Major Transit Corridors will make the subject site easily accessible by mass transit. As a result, parking requirements could be reduced.

Central and Louisiana Boulevard are designated principal arterials in the City's Long Range Roadway System and support moderately high volumes of traffic during the mid-day hours, often traveling at high speeds (1999 ADT for Louisiana: 21,200; 1999 ADT for Central: 35,200). The applicant has raised concerns that these conditions may make ingress and egress to the subject site difficult. Currently, there is a "continuous left" turn lane located along Louisiana Boulevard.

3. Zoning problems with the proposed development.

Currently, the subject site is a mixture of commercial and residential zoning. The surrounding neighborhood is also a mixture of commercial and residential zoning. The appropriate zoning for this mixed-use development is SU-1 for commercial, office and residential uses. This zoning would allow for a true mixed uses development as well as creative and sensitive site planning. This zoning would also allow for the more thoughtful consideration of parking requirements and parking location.

The Trumbull Neighborhood Sector Development Plan does not establish zoning; no amendment to the sector plan would be required.



Planning Department



Infill Development Program

Vacant Land Survey

In an effort to encourage and facilitate infill development of vacant and underutilized property within the 1960 City Boundaries, the City of Albuquerque is developing an Infill Development Program. The purpose of the Program is to establish a standard process for handling infill projects and to identify strategies and incentives to encourage the development of infill sites. An Infill Task Force, composed of 15 members representing various organizations, was formed in the summer of 2000 and given the responsibility of identifying obstacles to infill development and developing strategies to overcome these obstacles.

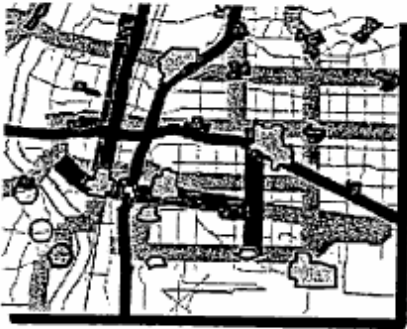
As part of the process for developing strategies, the Task Force selected three sites from the Vacant Land Survey. These sites will serve as pilot projects for mixed-use development and will provide the Task Force the opportunity to learn first-hand what types of challenges infill projects face. The sites are: 1) Central/Louisiana - proposed as an "International Market Place", 2) Central/Walter - proposed as a vertical mixed-use project with office/residential above retail, and 3) Juan Tabo, north of Montgomery - proposed as a mixed-use project with adjacent parking structure to accommodate existing and proposed uses.

During the summer months, the Task Force will be meeting with adjacent neighborhoods and property owners of each site to discuss issues and proposals for the sites. During the course of these meetings, an agreed-upon site plan should result that will then be taken through the approval process. Development of these sites is scheduled to occur within a three-year timeframe.

Later in the fall of 2001, an Infill Development Task Force Report will be prepared that will contain the findings and conclusions of the pilot projects and specific recommendations for encouraging infill development. For further information regarding this program, please contact Simon Shima, Development Services Division, (505)924-3935, e-mail sshima@cabq.gov or Carmen Marrone, Advance Planning Division, (505)924-3814, email cmarrone@cabq.gov.



Planning Department



Centers & Corridors Study

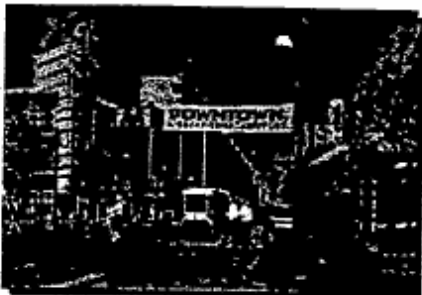
Centers and corridors provide a visionary framework for infill and redevelopment throughout the community. Activity centers such as downtown, and major transit corridors such as Central Avenue (historic Route 66) can be magnets for focusing development effectively to foster transit, walking, and compact, mixed use neighborhoods.

The centers and corridors framework will provide a strategic basis for targeting public infrastructure investment, streetscape, transit and pedestrian improvements and, therefore, private development incentives to create a more efficient and sustainable urban form. Housing and job growth encouraged in these areas could shorten or eliminate many car trips, enhance walking connections and convenience to adjacent neighborhoods, and offer Albuquerqueans exciting places of urban vitality in which to live, work, shop and entertain themselves.

Under discussion at this time are five types of centers—Major, Community-Scale, Specialty, Neighborhood, and Rural Village Centers—as well as three types of corridors. Major Transit Corridors would have the most frequent bus service and perhaps dedicated bus lanes and aim to promote higher densities and employment complementary to walking and transit use; Enhanced Transit Corridors would also see higher densities of housing and jobs, and investment in pedestrian and transit oriented improvements; Express Corridors would be oriented to longer distance and higher speed trips by both buses and private vehicles, and concentrate employment uses at nodes rather than all along the corridor.

The Centers and Corridors Concept and a draft map locating them are the focus of public review and proposed amendments to the Comprehensive Plan in 2000.

Questions should be directed to Advance Planning Manager Joel C. Wooldridge, FAICP at 505/924-3931 or email jwooldridge@cabq.gov



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