



MINE THE GAP

Transforming Challenges into Opportunities in
Albuquerque's Affordable Housing Ecosystem

>>>> Project Values

We hope this blueprint serves as a foundation for future work led by the City of Albuquerque.

● Set strategies and goals with specific communities in mind

We aim to root our recommendations in research and awareness of existing communities and their needs.

● Leverage Existing Assets

Albuquerque's strengths should be celebrated and its challenges should be mined for opportunities. Additionally, looking to existing assets encourages homegrown solutions reflective of the city's specific context.

● Build actionable and aspirational paths

Our recommendations aim to be realistic and implementable within the next ten years. We also hope to inspire transformative thinking and action.

● Encourage thoughtful engagement with all stakeholders

We hope these ideas spark conversation, not just among city staff, but also with residents, non-profits, developers, landlords, activists, and more. Connecting with all stakeholders on these issues is key to moving these ideas forward.

Key Findings

What's the takeaway? What did we hear? What's working well? What are the opportunities?

Demographic

People making < 50% AMI constitute 74% of the cost burdened renters

Single parents are overrepresented in the cost burdened renters

Single person households make up 51% of the cost burdened renters

Enrolled college students are overrepresented in the cost burdened population

Native American and Black individuals are overrepresented in the cost burdened renters & homeless population

Mismatch - Homes affordable to very low income renters are occupied by higher-income renters

40% of Albuquerque's population will be **65 and older** by 2030

Condition

Over-reliance on solely **HUD's funding and program**

Recurring funding streams are required to support non-profit agencies

Albuquerque is the "**donut hole**" of Southwest economy

Public schools, healthcare, and Sandia National Lab are ABQ's major employers

Affordable housing developments are **concentrated in the Southeast Quadrant**

Affordable housing stock is vulnerable to **expiring subsidies & age-related deterioration**

NIMBYism, political opposition, and **refusal of section 8 tenants**

Opportunities for Growth

Great amount of **vacant land** as a potential resource

Underperforming and **underutilized downtown areas**

Great existing **non-profit and city initiatives** working on housing affordability

Lack of **collaboration and connection** between city-wide programming

Lack of **development capacity**

Lack of **comprehensive housing vision** across all agencies



Scaling the Problems

21,600 AFFORDABLE RENTAL UNITS

FOR EXTREMELY + VERY LOW INCOME RENTERS (EXTRAPOLATED FROM UI STUDY WITH 2016 DATA)

+

900 RAPID REHOUSING UNITS

FOR HOMELESS POPULATION

\$160,000 AVERAGE BUILDING COST PER UNIT

800 SQFT AVERAGE UNIT SIZE - \$200 PER SQFT

\$100M TOTAL EQUITY INVESTMENT PER YEAR

FOR NEW UNITS CONSTRUCTION (30% OF CONSTRUCTION COST FOR 21,600 NEW UNITS OVER 10 YEARS)



Lightening the Load

LOW INCOME HOUSING TAX CREDIT

+

NEW MARKET TAX CREDITS

CREATIVELY UTILIZING AND ADVOCATING FOR
ALBUQUERQUE'S FAIR SHARE OF FEDERAL AND STATE SUBSIDY

**INCLUSIONARY &
INCENTIVE ZONING TACTICS**

LEVERAGING PRIVATE FUNDING THROUGH DEVELOPMENT INCENTIVES



Lightening the Load

TAKING ADVANTAGE OF LOW INCOME HOUSING TAX CREDIT + NEW MARKET TAX CREDITS

Albuquerque can take advantage of more of its share of Low Income Housing Tax Credits and leverage other tax programs such as New Market Tax Credits by both **advocating at the state and federal level** for a higher share of Tax Credit dollars, as well as by partnering with large regional developers who may be able to help build capacity in order to make appropriate use of more funding. See our slides on [Importing Capacity](#) for further information on regional partnerships.

LEVERAGING INCLUSIONARY & INCENTIVE ZONING FOR PRIVATE SUBSIDY

Inclusionary Zoning can be used in creative and nimble ways to either **mandate or incentivize the private sector to subsidize some affordable home building**. For more information on how this can be achieved, please see our slides regarding [School Oriented Development](#) and [Office Building Conversion](#)



Ecosystem of Strategies

The strategies outlined in this brief work in tandem, supporting and building upon each other to compose a cohesive approach to housing affordability specific to Albuquerque.



GROWING FUNDS

Creatively utilize existing assets as capital sources

ACTIVATING LOCATION & SUPPLY

Create systems for acquiring land, developing new homes, and preserving existing affordable units through public entities, zoning regulations, and new legislation

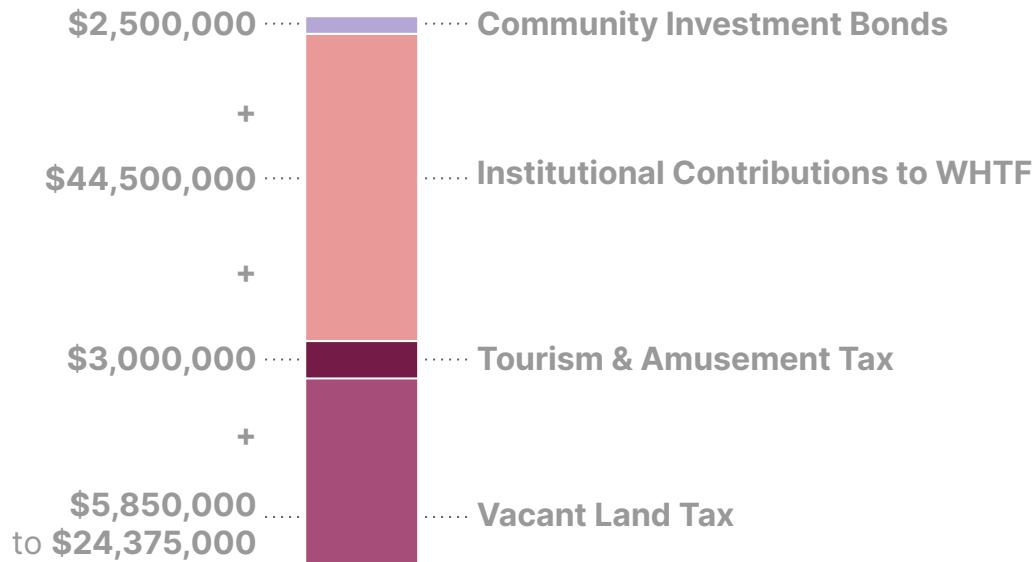
NURTURING CAPACITY & COLLABORATION

Organize government offices, non-profits, local industry, and community members in order to build capacity and increase productive communication





Creatively utilize existing assets as capital sources



= **GROWING FUNDS**
~ \$65,000,000
Annually

Creatively utilize existing assets as capital sources



Community Investment Bonds

An accessible and flexible social financing tool that strengthens connections between a city and its community

RATIONALE

These funds are **connected to specific projects and assets**. Bonds can be set **as low as \$250** and can be **reinvested instead of redeemed**.

Community bonds build local economies, capturing value that is usually extracted from the same populations that generate it.

Not only do they **generate personal wealth**, but they also **encourage citizen participation** and investment in the success of the city's projects.

KEY FINDINGS

Over-reliance on solely
HUD's funding and program

NIMBYism, political opposition, and
refusal of section 8 tenants

Recurring funding streams are
required to support non-profit
agencies

Great existing **non-profit and city
initiatives** working on housing
affordability



Community Investment Bonds

An accessible and flexible social financing tool that strengthens connections between a city and its community

FROM WHERE

Community members, small local organizations (e.g. places of worship), and local social investors

THROUGH WHAT

Small-scale municipal bonds, offered on an easily accessible website. A brand strategy and marketing campaign will promote these bonds.

TO WHAT

Workforce Housing Trust Fund

HOW MUCH

~\$2,500,000 Annually

PRECEDENTS

Somerville Minibonds

Miami Forever Bonds



Community Investment Bonds

An accessible and flexible social financing tool that strengthens connections between a city and its community

*Invest in your
community*

Buy a Community
Investment Bond

Log In

Create Account

Projects Your Investment Supports:



A cohesive branding strategy and marketing campaign supports the Community Investment Bond program's growth.

Institutional Investment in the WHTF

Complementing community investment bonds, institutional contributions can help to grow the WHTF

RATIONALE

In seeking additional funding for affordable housing projects via the Workforce Housing Trust Fund, **institutional investments** can provide significant funding.

As such, there must be a **clear pathway** for institutional investors to direct their funds to Albuquerque.

KEY FINDINGS

Over-reliance on solely
HUD's funding and program

Recurring funding streams are required to support non-profit agencies

Public schools, healthcare, and Sandia National Lab are ABQ's major employers



Institutional Investment in the WHTF

Complementing community investment bonds, institutional contributions can help to grow the WHTF

Combined New Mexico Deposit Volume of the top 5 banks in New Mexico:

\$16.57 Billion

Albuquerque Proportion (by population):

\$4.45 Billion (27%)

Investing 1% of this into the WHTF could provide:

\$44,500,000

FROM WHERE

- Financial institutions with a significant presence in Albuquerque, as part of their fulfilling **Community Reinvestment Act obligations**
- Other major institutions with a significant presence in Albuquerque, including Sandia National Labs, as a **social impact investment**
- Healthcare networks with a significant presence in Albuquerque, as an investment of their **endowment**

THROUGH WHAT

Investment agreements between the city and investing institutions

TO WHAT

Workforce Housing Trust Fund

HOW MUCH

~\$44,500,000 Annually

PRECEDENTS

Harvard Local Housing Collaborative

Tourism & Amusement Tax

Creatively utilizing Albuquerque's entertainment revenue



Albuquerque's Annual
International Balloon Fiesta

RATIONALE

Albuquerque's Tourism Industry brings in an estimated **\$2 Billion** from outdoor recreation, amazing festivals like the Albuquerque **International Balloon Fiesta**, and the **New Mexico United Soccer Team**, in addition to many more events and entertainment platforms.

Yet the city generates relatively **little revenue** from these industries outside of hotels and lodging.

We are proposing the city consider **generating revenue for the Workforce Housing Trust Fund** by taking advantage of the revenues of major festivals and entertainment industries.

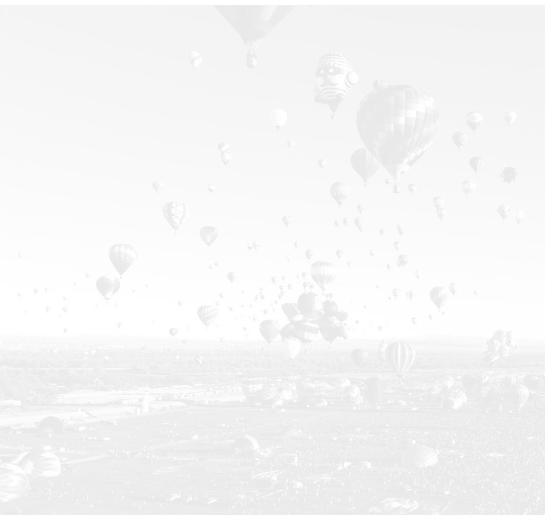
KEY FINDINGS

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Tourism & Amusement Tax

Creatively utilizing Albuquerque's entertainment revenue



Albuquerque's Annual
International Balloon Fiesta

FROM WHERE

- **10%** of current Hospitality and Lodging Fee
- **3% tax** on Albuquerque International Balloon Fiesta revenue
- **\$5 Fee** on New Mexico United Single Match Ticket, **\$10 Fee** on Season and Half Season

TO WHAT

Workforce Housing Trust Fund

HOW MUCH

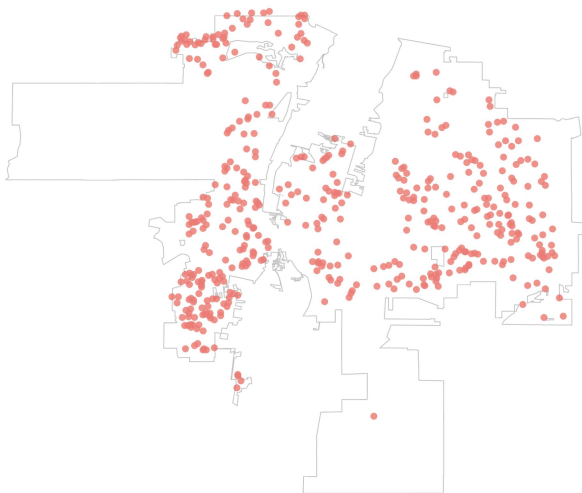
~\$3,000,000 Annually

PRECEDENTS

Philadelphia Amusement Tax
Chicago Amusement Tax

Vacant Land Tax

Leveraging Albuquerque's vacant land as an asset for revenue generation and potential catalyst for land acquisition



There are an estimated 500-1300 Vacant and abandoned properties across Albuquerque

[Map of Albuquerque Vacant Parcels](#)
[City of Albuquerque Report on Vacant Property](#)

RATIONALE

Through research by the City of Albuquerque, insights gained from conversations with residents and professionals in the city, and our own observations while visiting, we found **vacant land to be recurrent theme** in Albuquerque's environment. We are proposing a Vacant Land Tax in order to leverage vacant parcels as a **resource**. By taxing vacant land throughout Albuquerque, the city may be able to generate substantial revenue as well as incentivize land owners to sell to their property to the city.

KEY FINDINGS

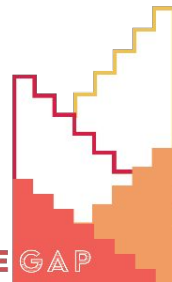
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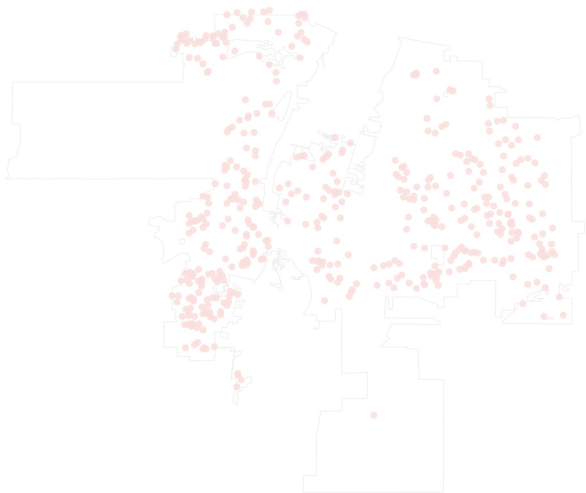
Great amount of **vacant land** as a potential

Underperforming and **underutilized downtown areas**



Vacant Land Tax

Leveraging Albuquerque's vacant land as an asset for revenue generation and potential catalyst for land acquisition



There are an estimated 500-1300
Vacant and abandoned properties
across Albuquerque

[Map of Albuquerque Vacant Parcels](#)
[City of Albuquerque Report on Vacant
Property](#)

STRATEGY

Leveraging a tax on vacant land could produce several positive results for Albuquerque, especially if the city **prioritizes which properties** may be most beneficial to tax in order to gain revenue, and which properties, such as those **close to transit and schools** throughout the city, may be best to negotiate with land owners in order to acquire.

The city may also **consider adjusting the tax based on geography**, taxing at a higher rate based on proximity to transit or schools in order to further incentivize property sale to the city.

The Vacant Land Tax should be considered as a tool to produce a number of outcomes including revenue generation, property acquisition, and **incentivizing or disincentivizing particular urban forms** - for example, some cities in the United States **tax parking lots at higher rates** to incentivize businesses to keep parking to a minimum and maximize space for other functions. Examples of several strategies concerning vacant property can be found on the next page of this document.

Generating clear and cohesive data is paramount to implementing a tax like this. To do this, the city may consider employing a program like the [Housing Corps](#) proposed in the last section of this document.

Vacant Land Tax

Leveraging Albuquerque's vacant land as an asset for revenue generation and potential land acquisition

Range of Vacant Parcel Data Collected from City of Albuquerque:

500-1300 Vacant Parcels

Estimated Average Property Value of Vacant Parcels:

\$150,000*

Taxing 3-12% of 1300 Vacant Parcels (Maximum Estimated Revenue):

\$5,850,000 -
\$24,375,000

FROM WHERE

3-12% Tax Based on national precedents (linked below)
500-1300 vacant properties throughout the city (not including parking lots) based on varying data collected from the City of Albuquerque

[Map of Albuquerque Vacant Parcels](#)

[City of Albuquerque Report on Vacant Property](#)

TO WHAT

Workforce Housing Trust Fund

HOW MUCH

\$5,850,000-\$24,375,000 Annually

PRECEDENTS

[Harrisburg, PA-Split Rate Taxation:](#)

[Washington D.C.-Vacant/Blighted Land:](#)

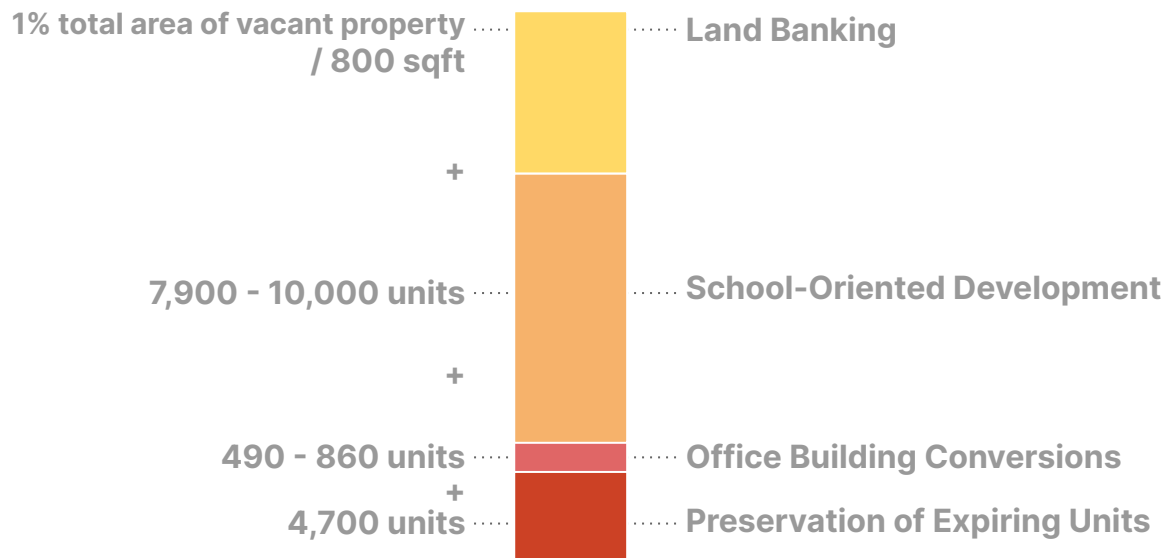
[Seattle Washington-Parking Lots](#)

*Property Values Estimated Calculated as Conservative Estimate Based on Data on [Property Values in Affordable Neighborhoods in Albuquerque](#)





Creating systems for acquiring land, developing new homes, and preserving existing affordable units through public entities, zoning regulations, and new legislation



= **ACTIVATING
LOCATION & SUPPLY**

~ 15,500 units
and more

Creating systems for acquiring land, developing new homes, and preserving existing affordable units through public entities, zoning regulations, and new legislation



Land Banking

Creatively leveraging foreclosed, underutilized, and vacant land to catalyze new life in Albuquerque's neighborhoods



Vacant Properties in Downtown ABQ

RATIONALE

Land banking is the practice of aggregating parcels of land for future sale or development. Rather than conceptualizing property vacancies as blight, the city can transform them into **opportunities for rejuvenation** through **legislative and economic frameworks**. The vacant land tax may encourage property owners to offload underutilized properties to the city. For property owners who desire but are financially unable to develop their vacant parcels, "partial land banking" through **gap financing** in exchange for equity share in the property is another creative method of leveraging these opportunities.

KEY FINDINGS

Over-reliance on solely **HUD's funding and program**

Great existing **non-profit and city initiatives** working on housing affordability

Underperforming and **underutilized downtown areas**

Great amount of **vacant land** as a potential

Recurring funding streams are required to support non-profit agencies



Land Banking

Creatively leveraging foreclosed, underutilized, and vacant land to catalyze new life in Albuquerque's neighborhoods



Vacant Properties in Downtown ABQ

FROM WHERE

500–1300 vacant properties
+ **parking lots** throughout the city

TO WHAT

City acquisition of land

THROUGH WHAT

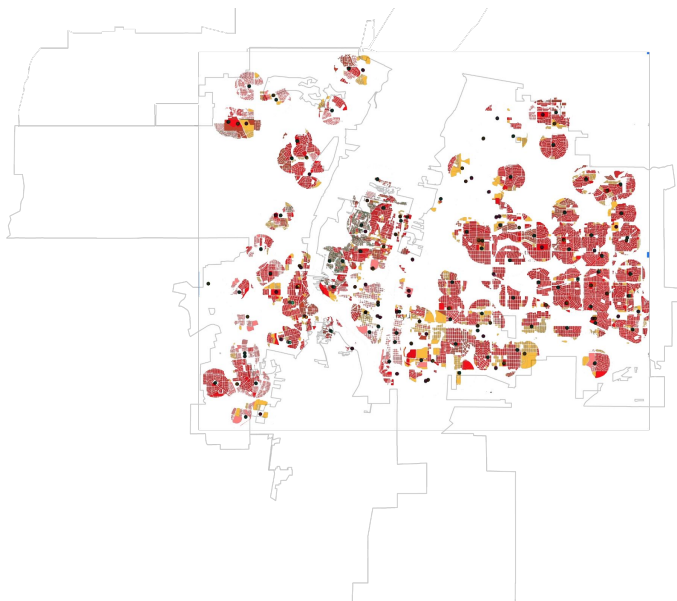
City Affordable Housing Team
Albuquerque Housing Authority
Local and regional non-profit developers

PRECEDENTS

Property Management and Housing
Research Division (Wohnbau Forschung) of the City of Vienna
Center for Community Progress: Vacant Land Stewardship
Local Housing Solutions: Land Banks

School-Oriented Development

Opening new opportunities for residential development centered around schools throughout the city



Areas for School-Oriented Development within 1/2 mi from public schools

RATIONALE

We identified single parents as a segment of the population that is disproportionately cost-burdened by rent. Additionally, Albuquerque Public Schools is one of the largest employers in the city, with teachers' salaries starting at \$41,000 (or 76% of the city's median income).

Extending the framework of the city's **cottage development zoning** to apply around schools would serve these families, school staff, and others, while **distributing opportunities** for small-scale and affordable housing development in every sector of the city. We also encourage the city to **explore a partnership with Albuquerque Public Schools** to develop affordable housing on APS-owned parcels.

KEY FINDINGS

Single parents are overrepresented in the cost burdened renters

Public schools, healthcare, and Sandia National Lab are ABQ's major employers

People making < 50% AMI constitute 74% of the cost burdened renters

Affordable housing developments are **concentrated in the Southeast Quadrant**



School-Oriented Development

Opening new opportunities for residential development centered around schools throughout the city



Zoning for single-family residential within ½-mile of Albuquerque Public Schools

~785,500,00 sf

1% of single-family residential within ½-mile of APS

7,850,000 sf

Cottages and ADUs developed on 1% of single-family residential

7,850 cottages / 9,800 ADUs

FROM WHERE

Residential districts within a **half-mile** of all public schools

THROUGH WHAT

Zoning overlay that would allow **ADU** and **cottage development** as-of-right

This overlay could offer **incentives** (e.g. reduced parking minimums) for developments meeting certain thresholds of affordable units, or mandate that **15% of units** built would be **affordable** to renters making **less than 50% AMI**.

TO WHAT

Allow gentle infill development on approximately **22,000 acres** of land throughout Albuquerque

PRECEDENTS

[ABQ's Gentle Infill zoning updates](#)
[Pocket Neighborhoods](#)



Cottage development

"a low-density residential community with small individual dwellings. [They] typically include shared spaces, such as open space, gardening areas, community buildings, or parking."

Image: Third Street Cottages, Pocket Neighborhoods

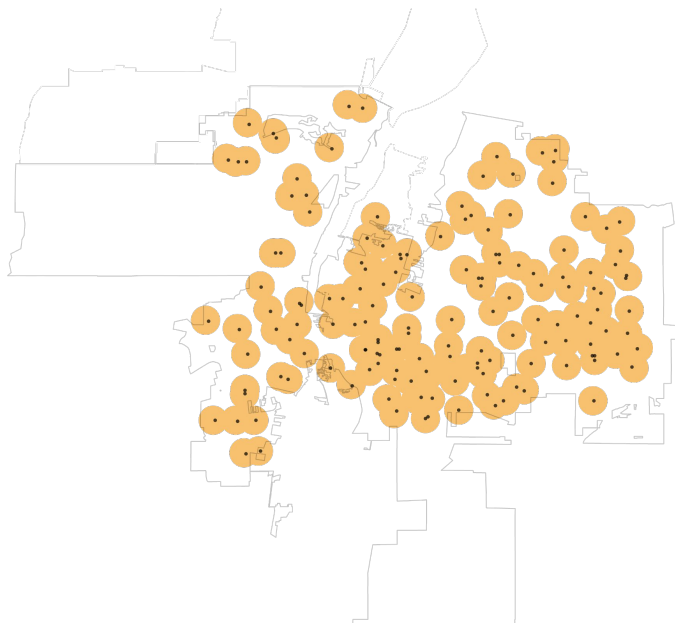


School-Oriented Development

Opening new opportunities for residential development centered around schools throughout the city



Could be expanded to partnerships with **UNM** in the future



Areas for within 1/2 mi from Albuquerque's Public School's owner parcels

FROM WHERE

APS-owned parcels

THROUGH WHAT

Partnership with APS
New Mexico Affordable Housing Act's donation authorization
Collaboration with teachers, staff, parents on public engagement

TO WHAT

Rehabilitate or develop new residences on school-owned parcels

PRECEDENTS

Education Workforce Housing, California
Portland Public Schools + Pearl Family Housing



School-Oriented Development

Opening new opportunities for residential development centered around schools throughout the city



Partner with Albuquerque Public Schools

Establish a relationship between FCS, Planning, OEI, and APS to understand the goals and powers of each office



Identify APS sites with ample space

Choosing initial sites close to transit could be a strong strategy for introducing this type of development

Image: Example of potentially developable property
["Where Might Teacher Housing Work?"](#)



Involve parents and teachers

Build coalitions with the community members who stand to gain from this: parents and teachers. Involve these constituencies in the zoning and design processes



Office Building Conversion

Converting vacant office buildings into residential units and reviving the underutilized downtown area



Map of Downtown and I-25

RATIONALE

Adapting the well-accepted framework of the **Motel Conversion Ordinance** from the ABQ's Planning Department, there is potential in Albuquerque's post-pandemic office buildings with **high vacancy rates**, located in **high-opportunity areas** such as the Downtown and near I-25.

Conversion of vacant office buildings to **small affordable homes** located **near job opportunities** would assist the creation of sorely needed affordable units catered toward **single-person households**. At the same time, this strategy will **revive the underutilized downtown** to attract people and bring foot traffic to support local businesses.

KEY FINDINGS

Single person households make up 51% of the cost burdened renters

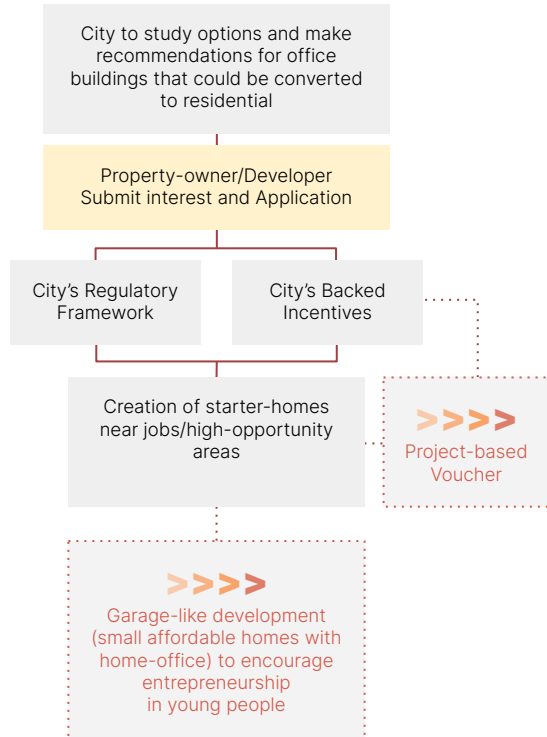
Underperforming and **underutilized downtown areas**

Affordable housing developments are **concentrated in the Southeast Quadrant**

Great existing **non-profit and city initiatives** working on housing affordability

Office Building Conversion

Converting vacant office buildings into residential units and reviving the underutilized downtown area



FROM WHERE

Approx. Total Vacant Office Area in ABQ - 1,974,000 sqft

Target 20% - 35% of Total Vacant Office Area - **394,800 sqft to 690,900 sqft**

Average size of affordable housing units - 800 sqft

Approximate new affordable units created - **490 units to 860 units**

THROUGH WHAT

- Property owner/developer-led initiative
- Supported by city's **regulatory framework**:
 - Zoning override
 - "Adaptive-reuse" local ordinances that help to streamline approval processes, reduce parking lots requirements, review individual kitchen re, and clarify building code requirements.
- Encouraged with **incentives** to spur adoption:
 - Tax Incentives
 - Transfer of Development Rights
 - Other Incentives - Precedent from Calgary, offering downtown office owners \$75/sqft, up to \$10 million per property to convert to residential buildings.

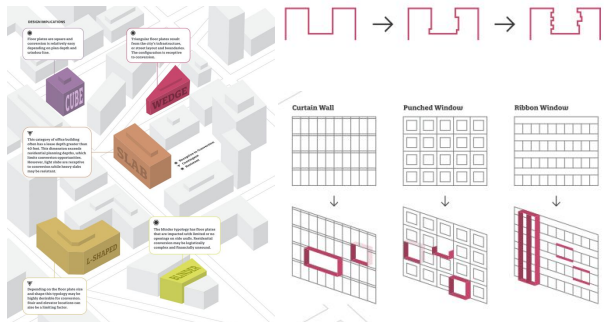
TO WHAT

Small Affordable Homes **or** Housing Co-operatives with Shared Kitchen

Deloitte argued that costs for adaptive reuse are **16% cheaper than new**, and can be done in **18% less time**.

Office Building Conversion

Converting vacant office buildings into residential units and reviving the underutilized downtown area



Office Building Typology and Classes

Identify the suitable and feasible office buildings typology, classes, and floor plan

[Design Parameters for Urban Office-to-Residential Conversion](#)

[Guideline & Precedents from California](#)

[NYC Parameters - Lease Span 45ft](#)

Consider Facade Adjustment

Aesthetic necessary to attract new residents and create vibrant neighborhoods.



Vibrant, Mixed-Use High Opportunity Neighborhood

Delivers multifamily rent premiums, all while cutting back on underutilized office stock.

PRECEDENTS

[ABQ Office Vacancy Rate Data 2021](#)
[NYC Zoning Override from Commercial to Residential](#)
[Guideline Precedents from California](#)
[California SB 6 Bill & Urban Footprint Assessment](#)



Fully-functioning Interiors



Preservation of Expiring Affordable Units

Addressing Albuquerque's expiring affordable units to avoid exacerbating the city's affordable housing challenges



RATIONALE

Given the great number of units expiring, steps must be taken to **mitigate the impacts** on to both current residents of the units and the housing market at large.

The affordable housing stock faces expiring subsidies (**nearly 3,000 units by 2025, and 4,700 by 2030**).

KEY FINDINGS

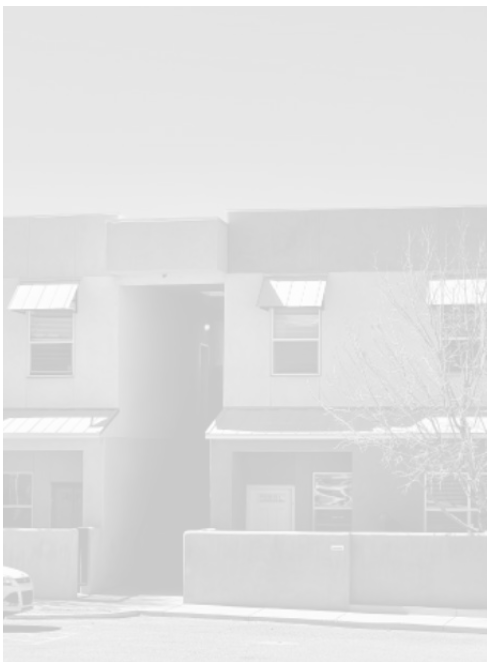
Affordable housing stock is vulnerable to **expiring subsidies & age-related deterioration**

Great existing **non-profit and city initiatives** working on housing affordability



Preservation of Expiring Affordable Units

Addressing Albuquerque's expiring affordable units to avoid exacerbating the city's affordable housing challenges



THROUGH WHAT

City and state Right of First Refusal legislation. This type of legislation requires property owners currently holding subsidized affordable units to allow tenants, the city, or specific mission-based organizations the right to purchase the property before any other bidder has the opportunity. In essence this allows the property the opportunity to **remain in the possession of an entity with interest in maintaining its affordability.**

FOR WHAT

Opportunities for existing **tenants**, the **city**, or **mission-based organizations** to purchase affordable properties when they expire.

PRECEDENTS

This provision is already in place for some LIHTC properties.
More information on Right of First Refusal Legislation
Washington, DC Tenant Opportunity to Purchase



Importing Capacity

Partnering with regional and national affordable housing developers to expand Albuquerque's supply

Housing Corps

Establishing a workforce development program to train residents in essential sectors and strengthen relationships with key partners in Albuquerque

NURTURING CAPACITY AND COLLABORATION

Spectrum of Housing

A holistic and humanizing approach greater than the sum of its parts

**Organizing government offices, non-profits,
local industry, community members in order to
build capacity and increase productive communication**

Importing Capacity

Partnering with regional and national affordable housing developers to expand Albuquerque's supply



RATIONALE

We heard from a number of people in the field that **annual production of affordable housing is low** and there are not enough developers, non-profit or for-profit, to meet the demand. We propose that the city **form partnerships** with regional and national affordable housing developers to expand capacity and increase production.

We recommend connecting with **Housing Partnership Network** to tap into their mission-driven network of 100+ housing and community development organizations and build capacity in Albuquerque. In particular, we are highlighting member organizations like **Mercy Housing** and **Chicanos Por La Causa**, which already develop affordable housing in neighboring states.

KEY FINDINGS

Affordable housing stock is vulnerable to **expiring subsidies & age-related deterioration**

Lack of **development capacity**

Albuquerque is the **"donut hole"** of Southwest economy

Importing Capacity

Partnering with regional and national affordable housing developers to expand Albuquerque's supply



Tiempo Inc.'s Mountain Pointe
Nogales, AZ

FROM WHERE

Developers from neighboring states in the southwest and western US

THROUGH WHAT

New partnerships between the city and mission-driven regional and national developers

TO WHAT

Contribute new capacity to help make Albuquerque's affordable housing ecosystem more robust

PRECEDENTS

Housing Partnership Network

Mercy Housing (Arizona, Colorado, Utah)

Chicanos por la Causa's Tiempo Inc. (Arizona)

BRIDGE Housing (California)

Eden Housing (California)

Raza Development Fund (Arizona)

Rocky Mountain Communities (Colorado)

Housing Corps

Establishing a workforce development program to train residents in essential sectors and strengthen relationships with key partners in Albuquerque

RATIONALE

Albuquerque has faced challenges around a **lack of capacity in housing development** and economic stagnation more broadly. However, the city has assets it can leverage to address these challenges. In particular, Albuquerque is home to a number of strong educational institutions.

Additionally, the recent development of the **Community Health Worker Initiative** offers a compelling model for training support staff to help residents navigate challenging protocols, non-profit organizations, and bureaucratic tape to ensure personal and community wellbeing.

In addition to strengthening the workforce, this program could also make **wages for these industries competitive** and more livable in the Albuquerque region or provide access to quality housing as part of compensation.

KEY FINDINGS

Enrolled college students are overrepresented in the cost burdened population

Albuquerque is the **“donut hole”** of Southwest economy

Lack of **development capacity**

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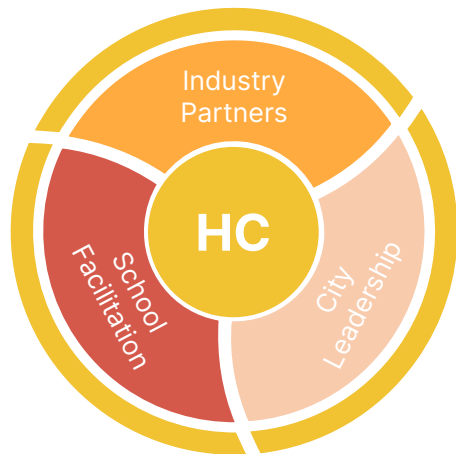
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Lack of **collaboration and connection** between city-wide programming



Housing Corps

Establishing a workforce development program to train residents in essential sectors and strengthen relationships with key partners in Albuquerque



FROM WHERE

Youth and adults committed to developing **new professional skills**

THROUGH WHAT

Workforce development programs that train students in fields like **construction, engagement/outreach, paralegal support**

TO WHAT

A growing workforce of skilled professionals ready to join construction, non-profits, and city departments to **support increased housing production** in Albuquerque

PRECEDENTS

Just-A-Start YouthBuild and Workforce Development programs
Community Health Worker Initiative

Spectrum of Housing

1. INCLUSIVE COMMUNITY OUTREACH, EDUCATION, AND VISIONING PROCESS

RATIONALE

Albuquerque has progressive and forward-thinking government departments and non-profits, however community leaders often **struggle with implementation** of progressive policies, zoning, or developing sufficient affordable housing because of a **lack of defined community goals** and **political opposition**.

We believe by designing deep, long-term **outreach and education** practices around housing issues, Albuquerque can **build political constituency** and deepen equitable, collaborative processes to define and realize community goals.

This builds on the Urban Institute’s recommendation for “**an inclusive process to set a shared vision**” that “should be **internally led so it has widespread community buy-in.**”

KEY FINDINGS

Enrolled college students are overrepresented in the cost burdened population

Single person households make up 51% of the cost burdened renters

NIMBYism, political opposition, and **refusal of section 8 tenants**

Native American and Black individuals are overrepresented in the cost burdened renters & homeless population

Single parents are overrepresented in the cost burdened renters

Lack of **comprehensive housing vision** across all agencies



Spectrum of Housing

1. INCLUSIVE COMMUNITY OUTREACH, EDUCATION, AND VISIONING PROCESS

FROM WHERE

Led by the **Office of Equity and Inclusion**

THROUGH WHAT

City staff should design and implement regular education and engagement to broad constituencies, ensuring audiences of diverse geographies, incomes, and industries are targeted. This effort should be facilitated in tandem with regular communication about community needs and vision.

TO WHAT

Building trust, relationships, political constituency, shared visioning

PRECEDENTS

Detroit Long-Term City Planning (2014)
[Newton, MA Zoning Redesign Process](#)

Spectrum of Housing

2. HOUSING SPECTRUM STRUCTURE AND STAFF

RATIONALE

Building on the City’s successful roundtable collaborations related to the Wellness Motel, we recommend creating a **coalition of city staff, developers, and others** to address housing challenges in Albuquerque.

Regular roundtables could bring together staff from Family and Community Services, Office of Equity and Inclusion, Office of Civil Rights, and Planning, as well as developers and other organizations working to advance affordable housing opportunities in Albuquerque.

This organizational structure would be intended to build collaboration and capacity across the city. Team members would be able to **support residents moving** from situations in which they were unhoused **to support services, rental, and homeownership opportunities.**

KEY FINDINGS

Over-reliance on solely HUD’s funding and program	Great existing non-profit and city initiatives working on housing affordability
Lack of collaboration and connection between city-wide programming	Lack of comprehensive housing vision across all agencies



Spectrum of Housing

2. HOUSING SPECTRUM STRUCTURE AND STAFF

FROM WHERE

Housing Corps, Industry Partners e.g. Pro Bono work at law firms, healthcare sponsorships, Department of Labor grants

THROUGH WHAT

Digital network and organization of case workers organized in partnership between Family and Community Services, Office of Equity and Inclusion, and Office of Civil Rights

TO WHAT

A spectrum of residents in need of housing assistance from supportive services, rapid rehousing, homeownership, and subsidized renting

PRECEDENTS

Ladder of Tenure in Burlington, Vermont

Spectrum of Housing

3. COMPREHENSIVE HOUSING PLAN

RATIONALE

The city recently produced its “2022-2025 Strategies for Increasing and Protecting Affordable Housing” agenda. It is imperative that the work of **building meaningful relationships between invested parties and integrating the workflows between them** be prioritized as this plan is realized. Between this plan, the Urban Institute research, and the ideas shared in this blueprint, ideas emergent from regular contact between agencies and departments are sure to yield creative solutions and effective practices, but those relationships must be nurtured and the importance of collaboration must be emphasized.

A comprehensive local housing plan should provide a **guiding strategic framework** for the city to **identify and coordinate the many policy tools and stakeholders** that will be required to make substantial progress toward meeting their housing needs. To this end, the city is well equipped, but more collaboration and inclusive planning will take projects and ideas further.

KEY FINDINGS

Over-reliance on solely
HUD’s funding and program

Lack of
collaboration and connection
between city-wide programming

Lack of
comprehensive housing vision
across all agencies

Spectrum of Housing

3. COMPREHENSIVE HOUSING PLAN

FROM WHERE

Collaborative leadership between Office of Equity and Inclusion, Department of Family and Community Services, Office of Civil Rights, and Planning Department

THROUGH WHAT

Community engagement process with diverse stakeholders

TO WHAT

A spectrum of residents in need of housing assistance from supportive services, rapid rehousing, homeownership, and subsidized renting

PRECEDENTS

[Local Housing Solutions: Plan](#)

[Boston 2030](#)

[Washington DC Housing Equity Report](#)

A white stepped graphic, resembling a staircase or a series of descending steps, is positioned on the left side of the image. The background is a gradient from yellow on the right to purple on the left. The text 'AREAS FOR FURTHER EXPLORATION' is centered within the white stepped shape.

**AREAS FOR
FURTHER
EXPLORATION**

**Exciting ideas generated from dialogue with
the City of Albuquerque**

Accommodating Albuquerque's Aging Population

RATIONALE

Through conversation with the City of Albuquerque, our team learned of the increasing need for **housing to accommodate Albuquerque's aging population**, 40% of which will be 65 and older by 2030.

Future housing solutions should consider this constituency and the challenges they face in transitioning from owning to renting, wanting to downsize and age in place, seeking companionship and inter-generational community, and needing more accessible living arrangements.

KEY FINDINGS

40% of Albuquerque's population will be **65 and older** by 2030



CONCLUSION & RESOURCES

**Summary, contact information, and
list of references**

Summary

In summary, the proposals in this document work together to **strengthen** and **creatively utilize** existing assets within Albuquerque in order to shift challenges into **aspirational and actionable opportunities** for growth.



Ecosystem of Strategies



WE LOOK FORWARD TO HEARING FROM YOU

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THANK YOU

Transforming Challenges into Opportunities in
Albuquerque's Affordable Housing Ecosystem

References

- **Key Findings** - US Census Bureau American Community Survey (ACS) 2019 5-year estimates, prepared by Harvard Joint Center for Housing Studies; “Albuquerque Affordable Housing and Homelessness Needs Assessment,” Urban Institute (May 2020); interviews with Lisa Huval, Rick Giron, Myra Segal, Isaac Benton, Amy Coburn, Tom Gifford, Chris Calot, Mikaela Renz-Whitmore, Jolene Wolfley, Michelle Melendez, Mike Loftin, Johanna Gilligan, Melissa Kaminsky, Torri Jacobus, Jeff Payne, Donna Maestas De-Vries, Sonja Unrau, Jacobo Martinez, René Acuña, Felipe Rael; [“Sectioned Off,” SearchlightNM](#)
- **Scaling the Problem** - ACS; Urban Institute report (May 2020)
- **Community Investment Bond** - [Somerville Minibonds](#); [Workforce Housing Consolidated Plan \(2008-2012\)](#); [Workforce Housing Trust Fund Program Report \(2020\)](#)
- **Institutional Contributions to WHTF** - Vadnais, Juliana. “Largest Banks in New Mexico.” Albuquerque Business First, December 1, 2017. <https://www.bizjournals.com/albuquerque/subscriber-only/2017/12/01/banks.html>.
- **Tourism & Amusement Tax** - [Annual ALB Tourism Revenue](#); [Current Hotel & Lodger Fee Structure](#); [New Mexico United Ticket Sales](#); [New Mexico United Home Games, Philadelphia Amusement Tax](#); [Chicago Amusement Tax](#)
- **Vacant Land Tax** - [Vacant Land Estimation](#); [Vacant Land Tax Precedent](#); [Property Value Estimation](#)
- **Land Banking** - [Local Housing Solutions: Land Banks](#); [Center for Community Progress: Vacant Land Stewardship](#); [City of Albuquerque Vacant & Abandoned Houses Task Force: Findings and Recommendations \(2018\)](#)
- **School-Oriented Development** - [Portland precedent](#); [Albuquerque Public Schools salaries](#); [APS teacher turnover rate \(2016\)](#); [Cambridge Affordable Housing Overlay](#); [IDO's Cottage Development](#); [Education Workforce Housing in California](#); [“Where Might Teacher Housing Work?”](#); [New Mexico Affordable Housing Act](#)
- **Office Buildings Conversion** - [ABQ Office Vacancy Rate Data 2021](#), [Design Parameters to Convert Office to Residential](#), [Guideline and Precedence from California](#), [California SB 6 Bill & Urban Footprint Assessment](#), [Design Parameters for Urban Office-to-Residential Conversion](#), [NYC Zoning Override from Commercial to Residential](#)
- **Preservation of Existing Affordable Units** - [Local Housing Solutions: Right of First Refusal](#)
- **Importing Capacity** - [Housing Partnership Network](#); [Mercy Housing](#); [Chicanos por la Causa](#); [BRIDGE Housing](#); [Eden Housing](#); [Raza Development Fund](#); [Rocky Mountain Communities](#)
- **Housing Corps** - [Community Health Workers Initiative](#); [Just-A-Start](#); [Madison Park Development Corporation](#); [Construction Workers' Salary](#)
- **Spectrum of Housing** - [Ladder of Tenure](#); [Community Engagement in Newton, MA](#); Urban Institute report (May 2020); Detroit Long Term City Planning (2014)