

P.U.M.A.

GLOBAL TRENDS REPORT:

*Top 10 Global Trends affecting
North American downtowns
and how to respond at home*



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“Top 10 Global Trends affecting North American downtowns and how to respond at home”

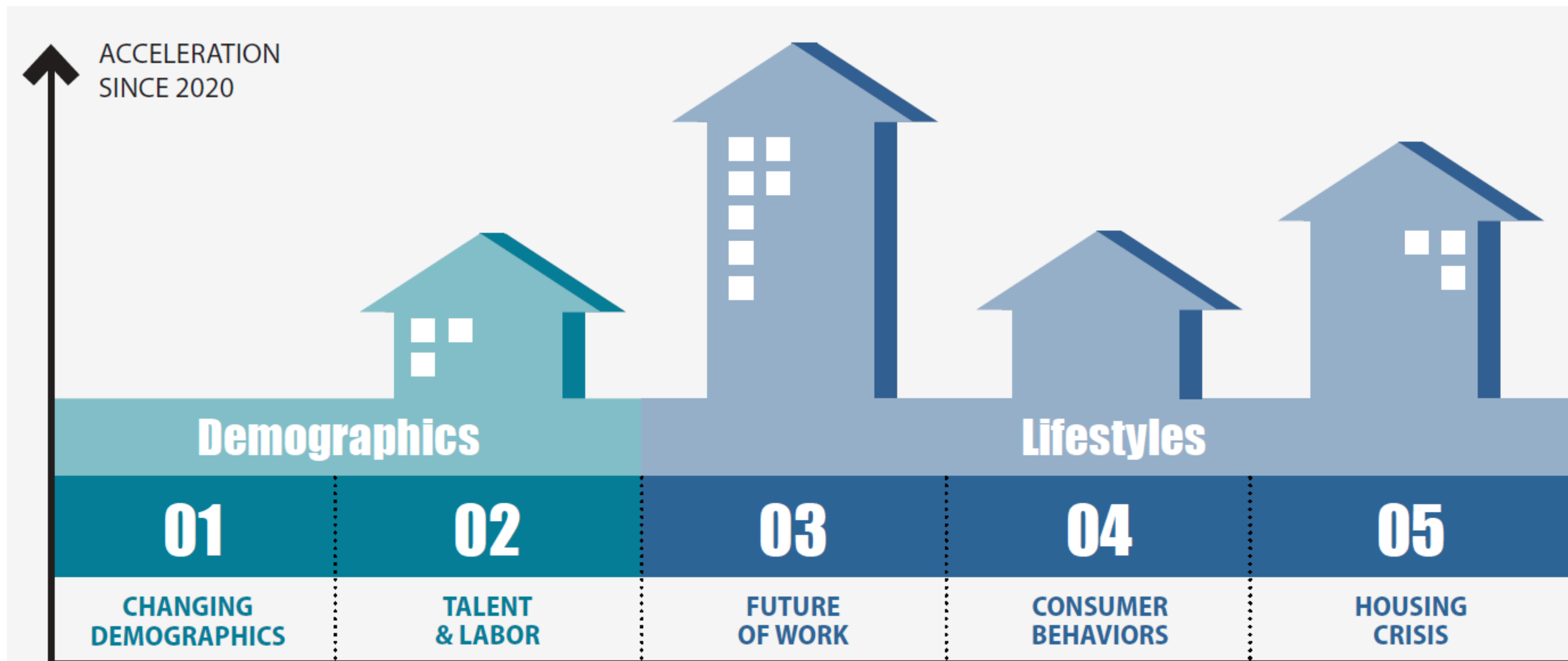
2007	2011	2014	2017	2020
DEMOGRAPHICS Changing American Demographics Immigration Trends Changes within the “Creative Class”	DEMOGRAPHICS Changing American Demographics Education, Talent & Jobs Emergence of Young Professional Women	DEMOGRAPHICS Changing American Demographics Education, Talent & Jobs Influence of Women	DEMOGRAPHICS Changing American Demographics Education, Talent & Jobs Rise of the Mid-Tier City	DEMOGRAPHICS Changing American Demographics Education, Talent & Jobs
LIFESTYLES Traffic Congestion & Value of Time Trends In Health Care/Wellness/ Recreation Growth of Tourism America’s Growing Debt Burden	LIFESTYLES Changing Consumer Behaviors Shifts in Transportation & Mobility Health, Wellness & Urban Form The Age of Austerity	LIFESTYLES Changing Consumer Behaviors Shifts in Transportation & Mobility Health & Wellness Rise of Regionalism	LIFESTYLES Changing Consumer Behaviors Shifts in Transportation & Mobility Housing & Livability Regionalism	LIFESTYLES Changing Consumer Behaviors Shifts in Transportation & Mobility Housing The Power of Place
COMPETITION Emergence of a Planetary Middle Class Continued Advances In Technology, Environmentalism, Sustainability, Climate Change	COMPETITION Emergence of a Planetary Middle Class Continued Advances In Technology Sustainability Mainstreamed	COMPETITION Shifts in Global Wealth Continued Advances In Technology Social Equity – The Neglected Pillar of Sustainability	COMPETITION Shifts in Global Wealth Continued Advances In Technology Social Equity	DISRUPTION Divisive Politics Continued Advances In Technology Climate Change Social Equity

2023

DEMOGRAPHICS
Changing Demographics
Talent & Labor

LIFESTYLES
Future of Work
Consumer Behaviors
Housing Crisis

DISRUPTION
Finding Community in a Polarized Age
Public Health & Safety
Climate & Environment
Technology
Growing Inequality & Inequity



DEMOGRAPHICS

Changing Demographics

- Aging country – all Boomers 65+ by 2030
- Population increasingly diverse
- Millennial and Gen Z remain attracted to urban areas

Talent & Labor

- Millennials to make up 75% of workforce by 2026
- Increased flexibility sought by workforce



LIFESTYLES

Future of Work

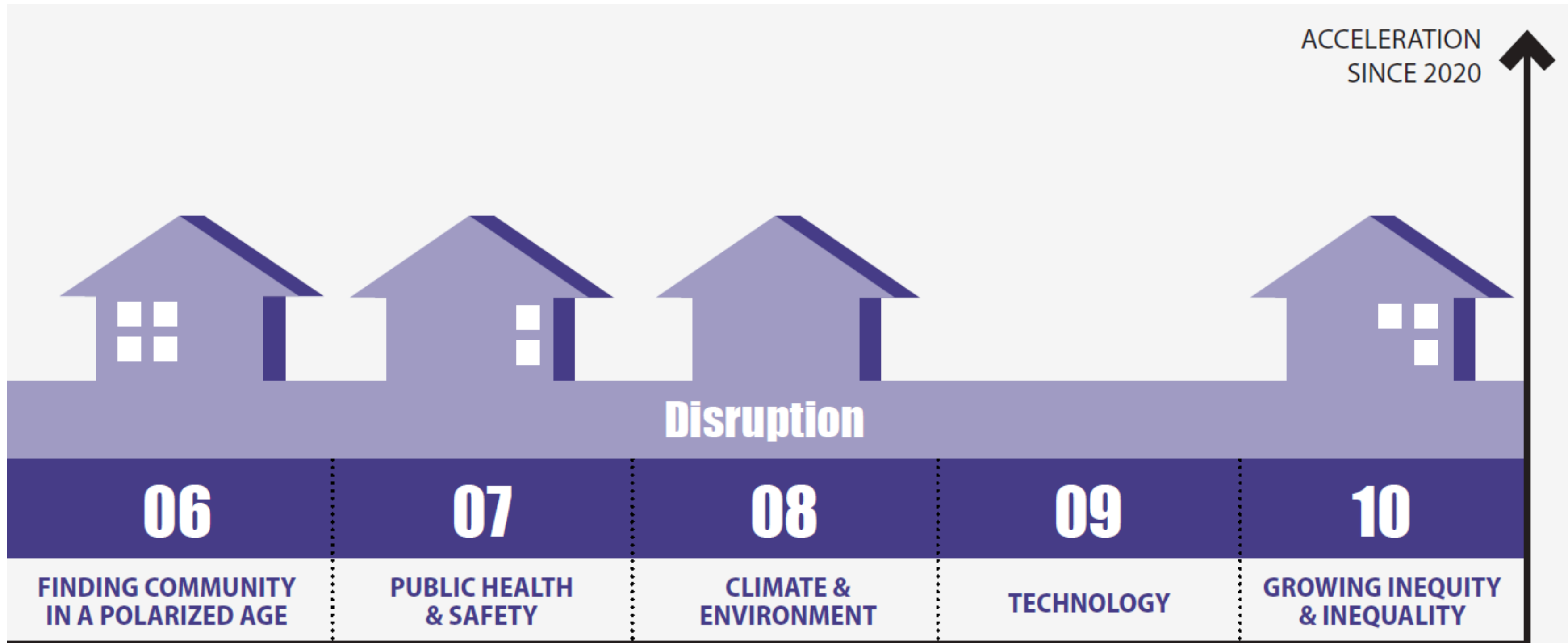
- Hybrid model and erosion of five-day work week to remain
- Offices (and downtowns) will need to add amenities > office attendance significantly higher in amenity-rich neighborhoods

Consumer Behaviors

- Strong spending trends continue
- Non-white communities vastly underserved on retail > untapped purchasing power

Housing Crisis

- National housing shortage > estimated shortfall of 3.8M units, expected to last through 2020s
- Demand for downtown housing remains strong



DISRUPTION

Finding Community in a Polarized Age

- Increasing divergence between Red and Blue America > partisan sorting, but at county rather than state level
- Growth in loneliness
- Downtowns building on historic role as regional “third places”

Public Health & Safety

- Acceleration of challenges related to mental health, gun violence, opioid epidemic
- Homelessness crisis intertwined with public health challenges

DISRUPTION

Climate & Environment

- Increasingly damaging and deadly weather events > but not yet effecting migration
- Greater Millennial/Gen Z concern

Technology

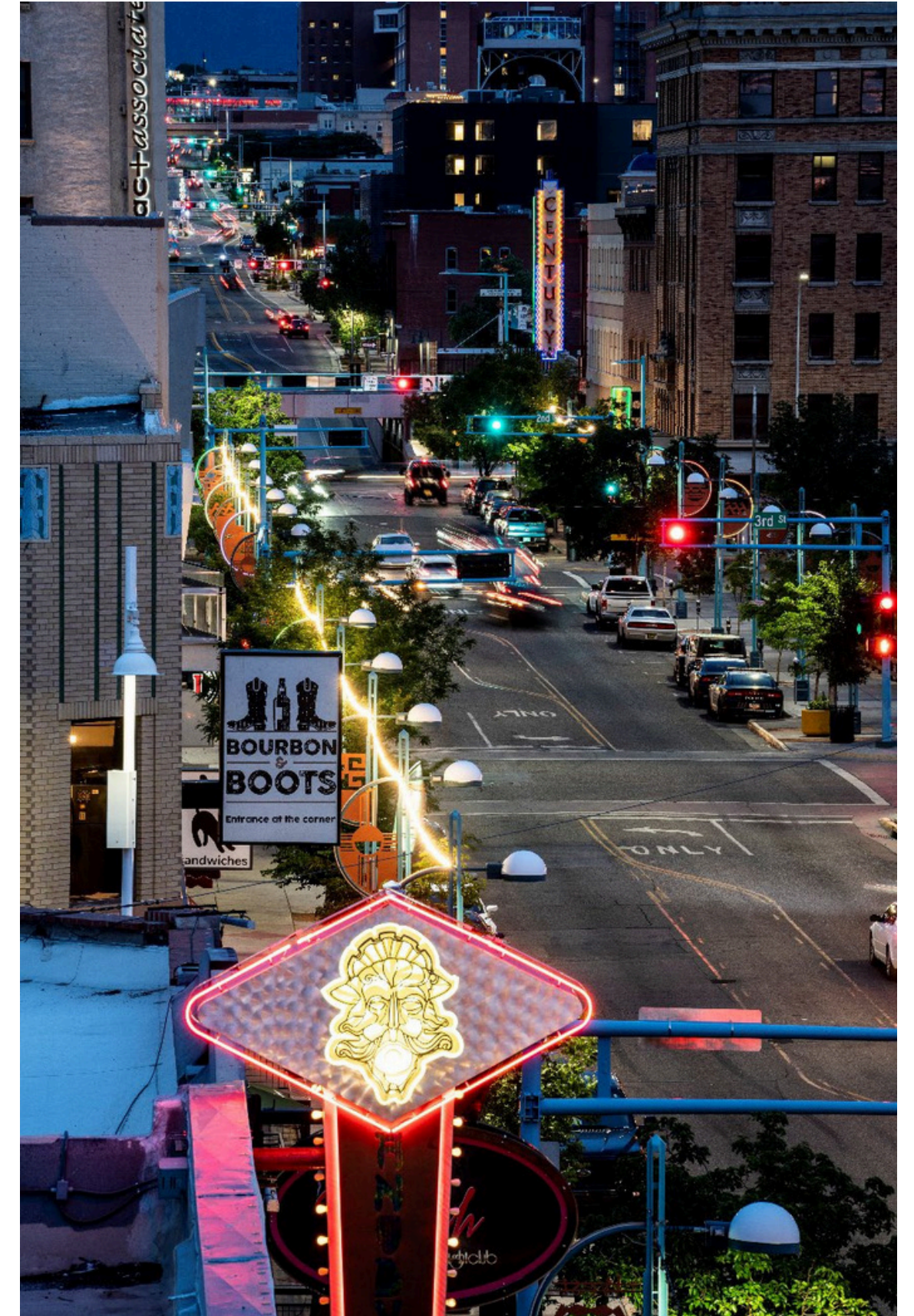
- AI > the next big influence in the economy, impacts uncertainFriction between data gathering, surveillance, security, and privacy

Growing Inequality & Inequity

- Income inequality continues to grow; pronounced along racial and ethnic lines
- Gen Z more politically/socially active > 80% won't work for companies that don't share values

CONCLUSIONS FOR DOWNTOWNS

- Pandemic was the “great accelerator”
- Demographics remain favorable for downtowns, but cannot be taken for granted
- All downtown-dominant real estate sectors require fresh thinking



CONCLUSIONS FOR DOWNTOWNS

- In an increasingly polarized age, downtowns can capitalize on their traditional role as central gathering places
- Many of downtowns most pressing challenges will require local and regional collaboration to solve
- Downtowns will benefit from embracing a new generation of leadership



IMPLICATIONS FOR DOWNTOWN MANAGEMENT ORGANIZATIONS

- The fundamentals are...
fundamental
- Activate storefronts and reinvent offices
- Create inviting spaces...



IMPLICATIONS FOR DOWNTOWN MANAGEMENT ORGANIZATIONS

- ...and program them differently
- Focus on creating amenities – and becoming a neighborhood – for living
- Welcome diverse cultures, offering both social and economic opportunities



IMPLICATIONS FOR DOWNTOWN MANAGEMENT ORGANIZATIONS

- Diversify revenue sources
- Be data-driven
- Collaborative and creative problem-solving needs to be the mantra of DMOs
- Build influence by adapting to a changing world



THE BOTTOM LINE:

Downtowns face more headwinds today than they have in decades. The pandemic accelerated demographic, lifestyle, and disruptive trends, creating new challenges.

The good news is that today is not the 1980s when there was little market support for center cities – downtowns remain gifted with advantages that provide a springboard for the next generation of vitality.

More than ever, it is imperative that downtown management organizations champion and lead the adaptations and transformations needed in the years ahead.

The background image shows a street scene in downtown Albuquerque. On the left, there's a street with light trails from moving vehicles. On the right, there are multi-story buildings with various architectural details, including windows and signs. A large blue rectangular overlay covers the center of the image, containing the title text.

DRAFT BID Plan Framework

Downtown Albuquerque

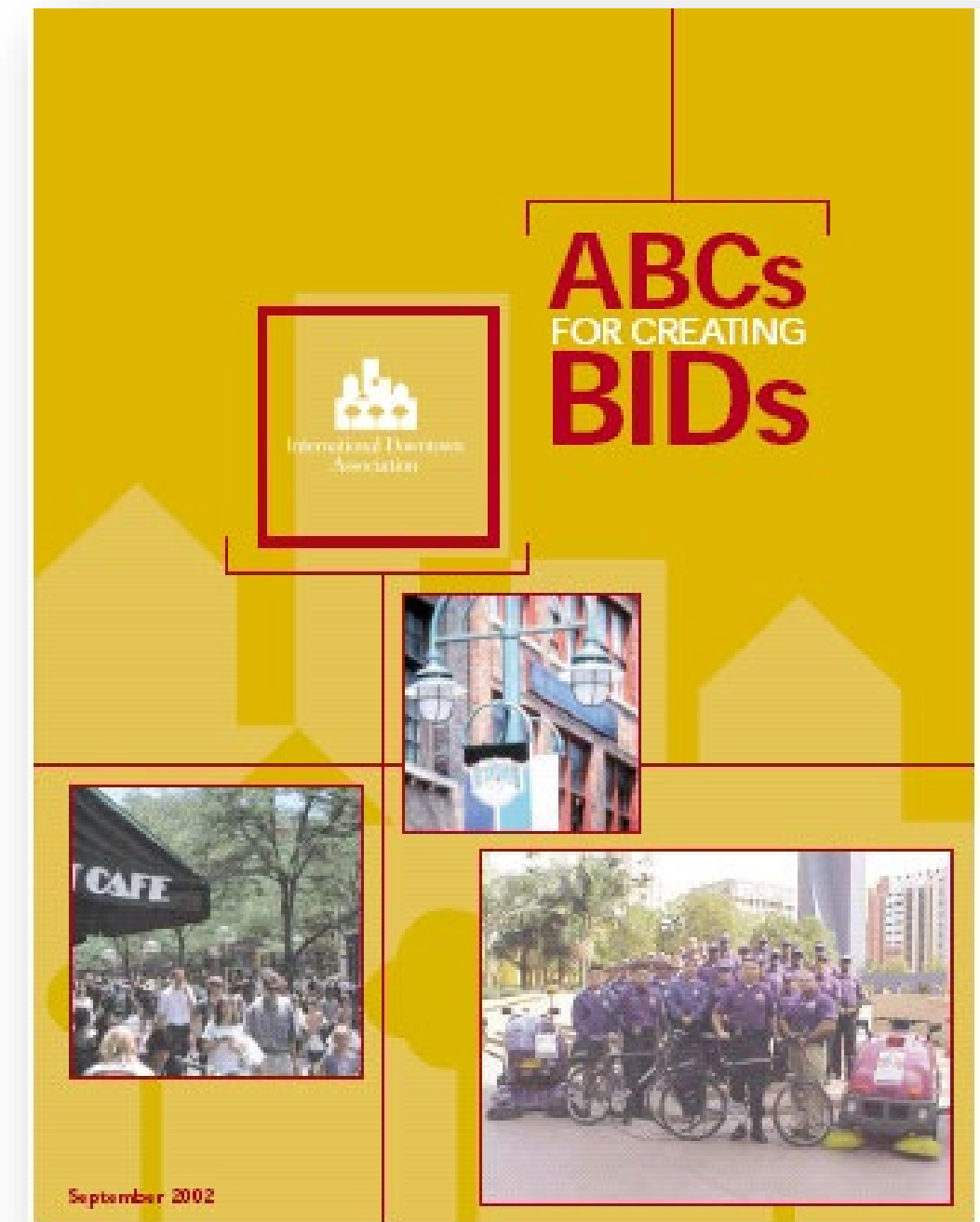
April 2025

What Is a BID?

- A financing mechanism used to provide revenue for a variety of local improvements and services that enhance (but do not replace) existing municipal services
- Self-imposed and self-governed and must be supported by private sector property owners and businesses
- Works in the same way as a common area maintenance (CAM) agreement in shopping malls and office parks
- Makes business districts more competitive by providing a managed, maintained and marketed environment

Brief History of BIDs

- Concept started in U.S. in 1970s
- Now more than 1,000 throughout North America
- Urban BIDs started with focus on clean & safe services, then diversified into other services
- Today BIDs are part of sophisticated downtown management organizations



Why Property Owners Invest in BIDs

- Multiple service options
- Reliable source of revenue
- Leverages other improvement resources & influence
- Costs relate to benefits – inherently fair
- Governed by those who pay – accountability
- Encourages private sector management
- Requires stakeholder support
- Renewal rate 99%

Common BID Services

- Enhanced Safety/Hospitality
- Enhanced Cleaning
- Beautification & Maintenance
- Marketing
- Placemaking Enhancements
- Programming & Events
- Retail/Restaurant Support
- Capital Improvements
- Parking & Mobility



Comparable Downtowns With BIDs

City/Population	BID Size	Top BID Services	Annual BID Assessments
Tucson /540,000	54 blocks	Safe & Clean, Marketing, Economic Development	\$ 1.7 million
Colo Springs /480,000	32 blocks	Beautification, Safe & Clean	\$ 900,000
Sacramento /525,000	66 blocks	Safe & Clean, Business Development, Events	\$ 4.0 million
Spokane /230,000	80 blocks	Safe & Clean, Economic Vitality, Activation	\$ 1.65 million
Tulsa /410,000	80 blocks	Economic Development, Safe & Clean	\$ 1.6 million

BID Formation – New Mexico Statute

- **New Mexico requires the following steps:**
 - ✓ Starts with petition of support from owners
 - ✓ Petition submitted to City, planning committee is formed
 - ✓ Planning committee creates BID plan
 - ✓ Council holds public hearing to approve plan and BID
- **All other states start with Plan, then Petition ABQ Downtown**
- **BID process has adjusted** to develop a “Plan Framework” to create parameters and shape expectations for property owners

Work Completed So Far

☐ **2023-2024: BID Concept Explored**

- ✓ Property owner proponent group formed Reviewed best
- ✓ practices from other cities City supports retaining consultant
- ✓ to assist property owners

☐ **November 2024 through April 2025: BID Plan Framework**

- ✓ Property owner working group
- ✓ Site visits, fieldwork, outreach with property owners and key civic partners
- ✓ Base level of services documented by City
- ✓ Database development, initial plan modeling

Priorities Survey Results

*Ranking exercise
conducted during
February site
visit; avg.
rankings shown
to the right*

Stakeholder Meetings:

#1 Public Safety (2.2)

#2 Cleaning & Maintenance (3.5)

#3 Beautification (5.7)

#4 Small Business Support (6.1)

#5 Programming & Events (6.2)

#5 Placemaking Enhancements (6.2)

#7 Marketing & Communications (6.3)

#8 Capital Improvements (6.4)

#9 Advocacy (6.5)

#10 Parking & Mobility (8.2)

Working Group:

#1 Public Safety (1.2)

#2 Cleaning & Maintenance (3.7)

#3 Advocacy (5.7)

#4 Beautification (6.6)

#4 Marketing & Communications (6.6)

#6 Capital Improvements (7.0)

#7 Small Business Support (7.2)

#8 Placemaking Enhancements (7.5)

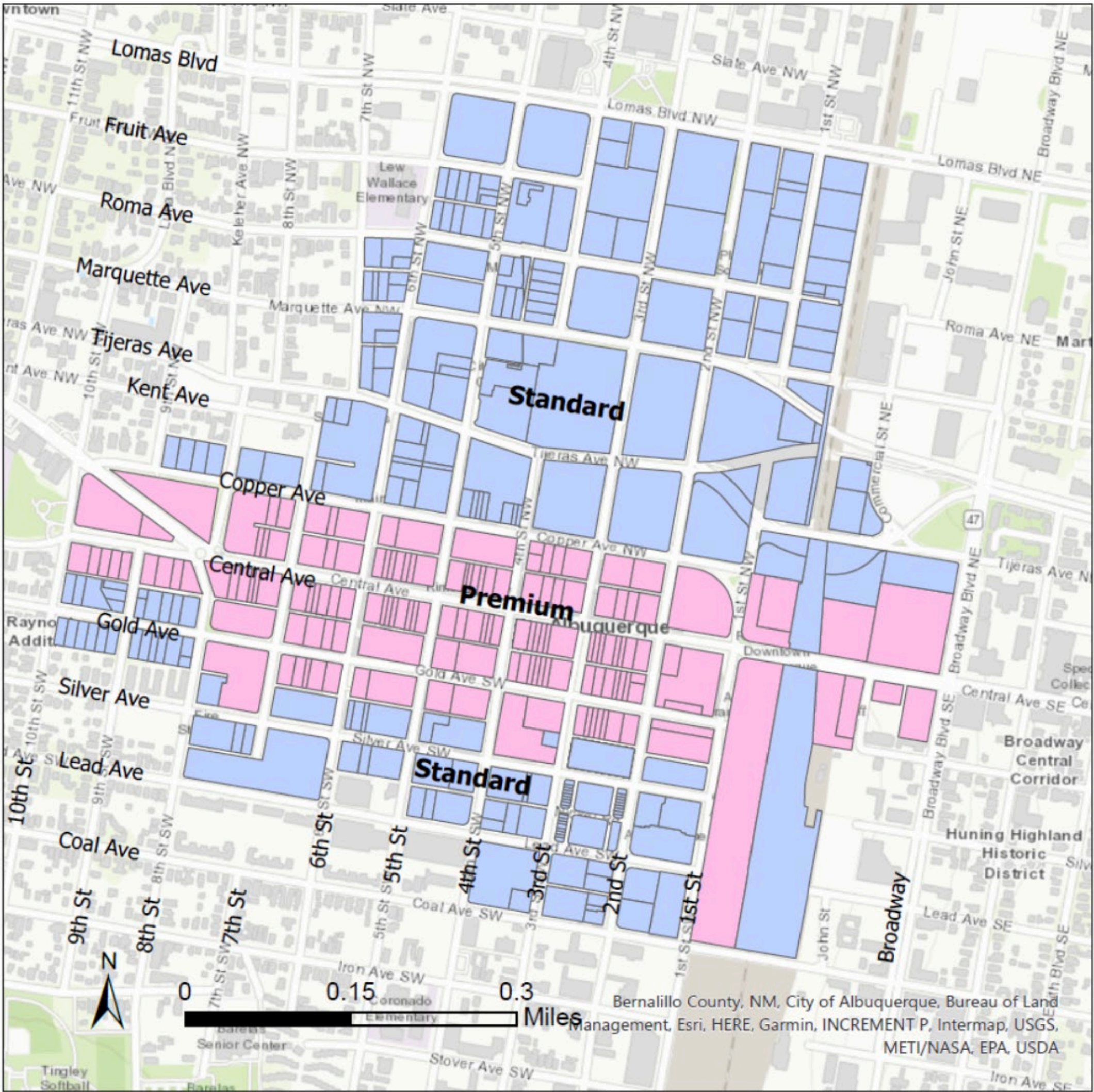
#9 Programming & Events (7.6)

#9 Parking & Mobility (7.6)

BID Objectives

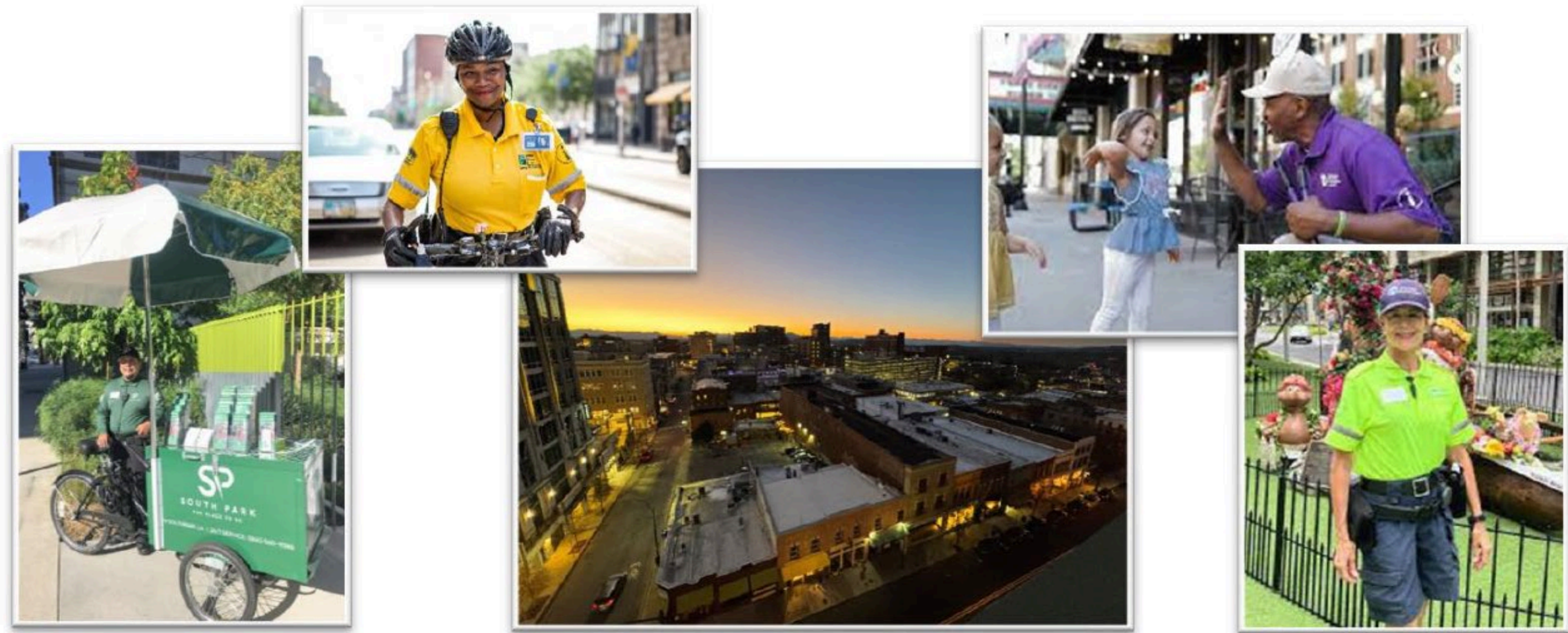
- ☐ Provide enhanced services, leadership, and advocacy to improve downtown – champion Downtown for the long-term
- ☐ Make Downtown safe and welcoming to all
- ☐ Align stakeholders to speak with a unified voice for Downtown
- ☐ Increase business activity, attract new investment
- ☐ Enhance property values, increase sales and occupancies
- ☐ Accountable to property owners and professionally managed

Study Area Map (preliminary)



Safe Services:

- Highly visible Ambassador presence circulating throughout the district on foot, bike, or vehicle
- Hospitality and continual public engagement
- Observing and reporting issues
- Business engagement
- Engaging with members of the street and unhoused population



*300+ hours of average weekly service are estimated;
service 7 days/week; seasonal shifts*

Enhanced Cleaning Services:

- Litter removal
- Debris sweeping
- Graffiti abatement
- Pressure washing
- Street furniture cleaning
- Weed removal

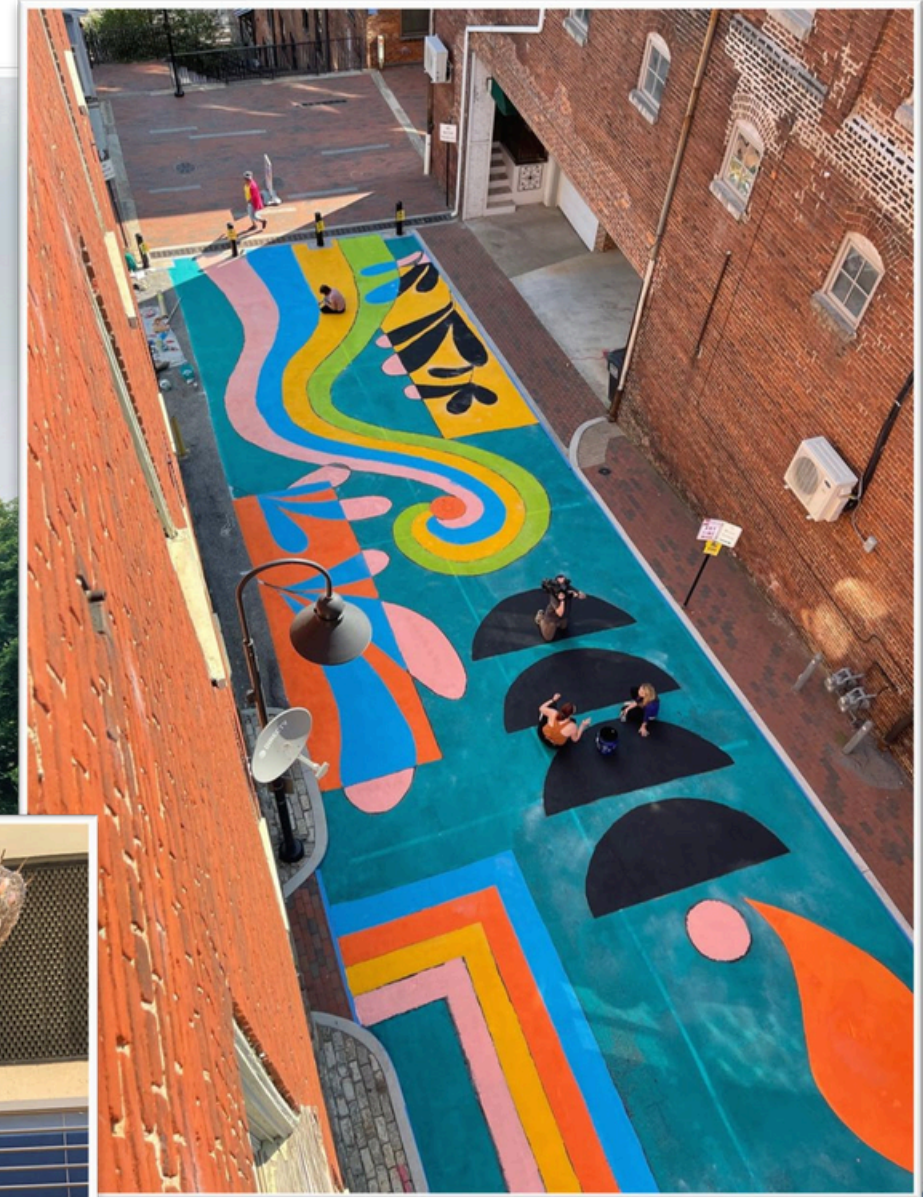


300+ hours of average weekly service are estimated; service 7 days/week, morning through evening; seasonal shifts

Special Projects:

Intended to give the BID flexibility with a portion of funds. Examples include:

- Beautification & public art
- Seasonal plantings & tree canopy care
- Holiday décor
- Programming/animation of public spaces
- Special targeted
- maintenance efforts &
- cleanups



Assessment Options

Assumptions:

- Fair and equitable distribution of BID benefits to properties
- Based on nationwide best practices
- City, Convention Center, and County pay fair share of assessments
- Additional contributions can be sought from other exempts

Governance

- ☐ Governed by BID board; mixed interests and representation
- ☐ 12- to 18-member board; staggered 3-year terms
- ☐ Non-profit organization to be formed to deliver services

Illustrative Only!

- ☐ 3 major commercial property owners
- ☐ 2 medium commercial property owners
- ☐ 2 small commercial property owners
- ☐ 1 multi-family property owner
- ☐ 1 resident tenant (who rents primary place of residence within the district)
- ☐ 1 retail tenant; 1 dining/beverage tenant; 1 office tenant; 1 at-large
- ☐ 1 City and 1 County representative

Base Level Agreement

- ☐ City of Albuquerque has drafted a document summarizing base level of pre-BID City services
- ☐ By law, BID will not replace any pre-existing basic City services



City of Albuquerque
Office of the Mayor

Timothy M. Keller | Mayor
Samantha Sengel, EdD | Chief Administrative Officer
Kevin Sourisseau, CPA | Chief Financial Officer
Patrick Montoya | Chief Operations Officer
Terry Brunner | Chief of Staff
Matthew Whelan | Deputy Chief Administrative Officer
Carla Martinez | Associate Chief Administrative Officer

February 28, 2025

Downtown BID Working Group
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Albuquerque, NM 87109
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Re: City of Albuquerque Baseline Service Levels in Downtown

Dear Downtown BID Working Group:

The City of Albuquerque is pleased to provide the attached Baseline Service Levels Downtown BID area, which outlines the existing services provided in the proposed Downtown Business Improvement District (BID). This document is intended to serve as a reference guide for the BID working group as we collaborate to ensure a safer, cleaner, and more prosperous downtown.

The City recognizes the importance of a strong public-private partnership in revitalizing and enhancing downtown Albuquerque. The formation of a BID represents a unique opportunity for stakeholders to work together in shaping the future of our city's core. As a committed partner in this effort, the City is providing this baseline services document to establish a shared understanding of current municipal services in the Downtown BID study area and to assist in identifying potential opportunities where BID resources may complement existing efforts.

This document outlines the baseline municipal services currently provided within the proposed Downtown BID study area. It is not a legally binding agreement but rather a general expression of current service levels for stakeholder awareness. However, this document serves as a good faith effort to maintain the services stated herein for the term of the BID.

The City of Albuquerque appreciates the working group's engagement and leadership in this initiative. We look forward to continued discussions on how we can collaborate to strengthen downtown as a thriving hub for businesses, residents, and visitors alike.

Thank you for your time and dedication to this important effort.

Sincerely,

Dr. Samantha Sengel
Chief Administrative Officer

Timeline & Next Steps

Task	Schedule
BID Framework Plan	Spring
BID Petition Process	Spring
City Council Hearing & Ordinance	Summer