

# Appendix

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**RESOLUTION NO. RP2009-05**

**WHEREAS**, the Planning and Zoning Commission and City Council commissioned the preparation of a master plan by Architectural Research Consultants, Inc., for the physical development of the City of Gallup after careful and comprehensive surveys and studies of existing conditions and probable future growth of the municipality and its environs were completed; and

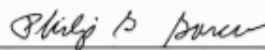
**WHEREAS**, the master plan was made with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the City of Gallup which will, in accordance with existing and future needs, best promote the health, safety, morals, order, convenience, prosperity, or general welfare as well as efficiency and economy in the process of development; and,

**WHEREAS**, the master plan includes descriptive and explanatory matter and recommendations for the development of the City, more specifically, described as a statement of goals, objectives, and strategies; population projections; carrying capacities for critical resources and utilities/infrastructure elements; land use and housing needs for residential, commercial, and industrial development; and general location and character of streets, parks, floodways, and type of development suitable within growth management units, neighborhood units, and blighted districts and slums.

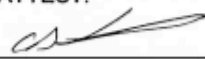
**NOW, THEREFORE BE IT RESOLVED** that the Planning and Zoning Commission recommends adoption to the governing body of the plan prepared by Architectural Research Consultants, Inc. titled Growth Management Master Plan, as the official master plan of the City of Gallup. This document replaces the Master Plan prepared by Community Sciences Corporation (CSC/Counts) and adopted by the Gallup City Council September 28, 1999.

PASSED, ADOPTED, AND APPROVED, THIS 10<sup>th</sup> DAY OF June, 2009.

CITY OF GALLUP, MCKINLEY COUNTY

BY:   
PHILIP G. GARCIA, CHAIRMAN  
PLANNING AND ZONING COMMISSION

ATTEST:

  
C.B. Strain, Community Planner  
Secretary to Planning and Zoning Commission



RESOLUTION NO. R2009-13

WHEREAS, the Planning and Zoning Commission and City Council commissioned the preparation of a master plan by Architectural Research Consultants, Inc., for the physical development of the City of Gallup after careful and comprehensive surveys and studies of existing conditions and probable future growth of the municipality and its environs were completed; and

WHEREAS, the master plan was made with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the City of Gallup which will, in accordance with existing and future needs, best promote health, safety, morals, order, convenience, prosperity, or general welfare as well as efficiency and economy in the process of development; and,

WHEREAS the master plan includes descriptive and explanatory matter and recommendations for the development of the City, more specifically described as a statement of goals, objectives, and strategies; population projections; carrying capacities for critical resources and utilities/infrastructure elements; land use and housing needs for residential, commercial, and industrial development; and general location and character of streets, parks, floodways, and type of development suitable within growth management units, neighborhood units, and blighted districts and slums.

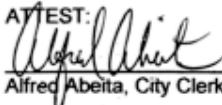
WHEREAS, the Planning and Zoning Commission reviewed the master plan at their regular meeting held June 10, 2009 and send a positive recommendation via approval of Resolution No. RP2009-05 to the governing body.

NOW, THEREFORE BE IT RESOLVED that the Planning and Zoning Commission recommendation adoption to the governing body of the plan prepared by Architectural Research Consultants, Inc., titled Growth Management Master Plan, as the official master plan of the City of Gallup. This document replaces the Master Plan prepared by Community Sciences Corporation (CSC/Counts) and adopted by the Gallup City Council September 28, 1999.

PASSED, ADOPTED, AND APPROVED THIS 23rd DAY OF June, 2009.

City of Gallup, McKinley County, New Mexico

BY   
Harry Mendoza, Mayor

ATTEST:  
  
Alfred Abeita, City Clerk



# **Appendix to Growth Management Master Plan Update**

## **A. Introduction**

The following meeting notes are intended to provide additional information on the public involvement portion of the planning process. The meeting notes should not be interpreted as the policies and recommendations of the plan. In some cases, the notes include background information and ideas that were not put into the plan.

Some or all members of the Growth Management Master Plan Steering Committee attended every meeting. To avoid redundancy, members' names have not been listed for individual meetings. The Steering Committee consisted of:

- Gerald J. Herrera, City Manager
- Lance Allgood, Gallup Joint Utilities Executive Director
- Stanley Henderson, Public Works Executive Director
- Tim Hagaman, New Mexico Economic Development Department Region 1  
Community Development Representative
- Jeff Kiely, Northwest New Mexico Council of Governments Deputy Director
- C.B. Strain, Community Planner
- Lisa Baca Diaz, Primero Planning, City of Gallup Project Manager

## **B. Participants in Plan Update Meetings**

### **Economic Development and Tourism Focus Group**

**April 23, 2008**

- Becky Apel, Chamber of Commerce
- Doug Decker, ED Board Member, County Attorney
- Julianne Diaz Dooley, ED Board Member and Century 21 Realtor
- Mike Enfield, ED Board Member and UNM-G Workforce Development
- Phil Garcia, Gallup Title
- Zonnie Gorman
- Mark Little ED Board Member and business owner
- Rick Murphy, Murphy Builders
- Rhonda Ray, Southwest Indian Foundation
- Ellis Tanner, ED Board Member and business owner
- Larry Winn, Visioning Town Hall

### **Neighborhood Associations Focus Group**

**April 23, 2008**

- Linda Garcia, Neighborhood Task Force
- Alan Landavazo, City Councilman, District 2
- Claudette Perales, Northside Neighborhood Association

**Outdoor Recreation Focus Group**

**April 23, 2008**

Eric Gonzales, ATV, Red Rock Motor Sports  
Greg Kirk, Red Rock Motor Sports  
Bill Lee, Adventures Gallup and Beyond  
Karl Lohman, Youth Conservation Corps  
Frank Mraz, Gamerco Associates, Adventure Gallup and Beyond (AGB), and Shooting Range group  
John Mraz, Gallup Shooters  
Bill Siebersma, Gallup Trails 2010  
Joe Robinson, Gallup Shooters  
Gary Shuster, Gallup McKinley Schools, equestrians  
Bob Weekes, Fox Run Golf Course

**Green Environment Focus Group**

**April 23, 2008**

Bill Bright  
Ender Key, Gallup Herald  
Chris Kinney  
Be Sargeant  
Betsy Windisch

**Land Owners and Developers Focus Group**

**April 24, 2008**

Betty Armstrong, Century 21 Realty  
George Athens, Aztec, LLC  
Rhonda Berg, Red Mesa Foundation  
Larry Brooks  
Mike Burnside, Navajo Housing Partnership  
Sanjay Choudhrie, Care 66  
Dan Frady, ReMax Combined Investments  
Johnny Fuhs, Skywest Development  
Jack Fuhs, Fuhs Construction  
Mark Gardner, Catalpa Hills, County Subdivision Developer  
George Muñoz, Muñoz Developers  
Frank Mraz, Gamerco Associates  
Rick Murphy, Murphy Builders

**Senior Services Focus Group**

**April 24, 2008**

Bernice Aldridge, seniors representative  
Larry Dragan, Southside Senior Center Director  
Claudette Perales, , Retired Seniors Volunteers Program (RSVP)



**Housing Focus Group**

**September 26, 2008**

Howard Britt, Gallup Housing Authority

Sanjay Choudhrie, Care 66

Danny Garcia, Gallup Housing Authority Executive Director

Gomie Garcia, Housing Authority Chair

Pete Kelly, Care 66

Joseph Montoya, NM Mortgage Finance Authority

Mary Lou Mraz, Century 21

**Policy Summit March 26, 2009 Session**

Bernice Aldridge  
Armando Alvarez  
Mary Ann Armijo  
George Athens  
Owen Aubrieman  
Daniel Aukeman  
Darren Baade  
Bill Bright  
Jim Brown  
Gaye Brown de Alvarez  
Mary Jean Christensen  
Julianna Diaz Dooley  
Larry Dragan  
Mike Enfield  
Joseph G. Esparza  
Johnny Fuhs  
Phil Garcia  
Jim Isbell  
Tim Kelley  
Robert Klein  
Bob Kuipers  
Allan Landavazo  
Marla Lilie  
Karl Lohman  
Keegan Mackenzie Chavez  
John Milligan  
Rick Murphy  
Leroy Overton  
Claudette Perales  
Ron Polinder  
Gary Schuster  
Bob Weekes  
Betsy Windsch  
Larry Wisia

**Policy Summit March 27, 2009 Session**

Bernice Aldridge  
Mary Ann Armijo  
Daniel Aukeman  
Bill Bright  
Gaye Brown de Alvarez  
Sanjay Choudhrie  
Mary Jean Christensen  
Lisa Baca Diaz  
Mike Enfield  
Danny E. Garcia  
Phil Garcia  
G.J. Garcia Jr  
Robert Klein  
Bill Lee  
Karl Lohman  
Brett Newberry  
Claudette Perales  
Ben Welch  
Betsy Windisch  
Larry Winn

## C. Meeting Notes

### Economic Development and Tourism Focus Group

April 23, 2008

*What do you feel are the essential building blocks of a healthy economy in Gallup? How would you promote diversified and sustainable businesses in Gallup?*

- The Three "T"s: Trading, Travel, and Tourism
  - Maybe a fourth "T" should be added: Transportation, with the trains and I-40, can reach both coasts
- Gallup is a hub of commerce
  - Some of the "spokes" are missing
  - The economic development community needs to encourage interaction between Zuni, Navajo, and tourists; re-establish its position as a hub again

*Do you foresee changes in the regional market through Navajo economic development, and what might be the consequences to Gallup?*

- There is a need for Navajo Reservation residents to continue to do business in Gallup; *retain or regain competitiveness*
  - Native Americans choosing to shop in Gallup are "tourists" in the sense of visiting Gallup, desiring entertainment as a component of the visit, and wanting convenience in their experience
  - Native American economics, market preferences, and sophistication have changed over the years; some want a nice dinner and a glass of wine when they come to Gallup
    - Native Americans are "outside the box;" some locals and many tourists from outside do not realize that cultural changes are occurring
    - Farmington has pursued Navajo business and has been successful at competing with Gallup
    - Navajos like franchise restaurants as much as anyone
  - Native Americans shop increasingly in Farmington and Albuquerque; perhaps Gallup has lost some share of its commerce to other cities
  - Need a shuttle service for local shoppers
    - Many Navajos are dropped off in town and walk to their destinations
    - There are key spots in Gallup, even though they are spread out
  - Gallup needs to be more business-friendly to Native Americans
  - Typical trips to Gallup involve going to multiple locations. For example, an adult may get his or her tax returns prepared, do grocery shopping, get auto repairs, and a teenager may want to go to the movies, then they might meet for lunch
    - Since destinations are spread out, multiple auto trips are needed, and the trips may be complicated to coordinate
    - Gallup Express does not run routes that suit most of the side trips in Gallup
    - There are few opportunities for linking trips on foot
- The Native American arts and crafts market has really expanded; some very high-end art products are created at this time

- Gallup needs a contemporary gallery
- At a former town hall, the first recommendation for economic development was for realistic ideas; no pie-in-the-sky ideas
  - 33 recommendations came out of the town hall and should be reviewed in this plan update
- Income tax season is one of the biggest shopping events of the year

*What type of businesses/industries should Gallup plan to attract? Do the economic sectors targeted in the CEDs remain the most important prospects?*

- Should attract light manufacturing, warehousing and distribution
- The railroad is not a big seller for warehousing; however, this may change due to need and market for warehousing to store empty rail cars

*What factors limit economic development in Gallup?*

- There are problems with parking availability
- Water availability influences the amount and type of development that can be done
- Infrastructure and transportation
  - The ability to get around town is an issue
  - Gallup needs places that are walkable

*Economic development initiatives are needed*

- Gallup needs a tool kit of incentives to offer to attract economic development
  - The programs of similarly sized cities should be evaluated to consider modeling their efforts
- Gallup's assets should be publicized on a Web site, for example
- Promote the incentives
  - Promotion has not begun
  - For example, help with zoning development credits
  - Outside business wishing to locate in Gallup ask "What kind of utility incentives can I get?" There aren't any.

*Organizing economic development efforts*

- Not everyone is on the same page in Gallup regarding economic development
- There has been talk for years about developing a functioning, unified Web site that incorporates a unified vision, but it has not occurred
- People are afraid to move on economic development issues
- Native Americans often have a defensive attitude
- People are afraid of hurting other groups (ethnic, racial)
- A separate economic development and tourism office outside city government should be created
  - Will be better able to build a consistency in administration that is not subject to political changes
  - Will still need local funding, that is, from the city but without strings attached
  - Drawback may be the anti-donation clause
  - The Downtown Action Team in Albuquerque is an example of an independent group that has been most successful after it separated from government

- The present economic development board is a city organization and appointed by the mayor
- The former board did a lot of work, but did not receive help or follow-through by the city
  - Political conflict hampered the progress in programs being formulated
  - City administrators have not supported programs that were designed to promote economic growth

*Do you think the casino at Churchrock will have a positive or negative effect on the local economy?*

- Negative, negative, negative - most participants were opposed
  - A local casino will take money out the pockets of local people who may be low income
  - The lack of adequate infrastructure, parking and the lack of a local interchange will make the casino unattractive or inaccessible to truckers who are big customers at the other I-40 casinos
  - The casino will have a negative impact on local gross receipts due to less disposable income for locals
- It will provide some employment in the area; around 100 jobs
- The Churchrock location is supposed to be temporary
- Permanent casino was to be built at Manuelito, but now the Navajo Nation is talking about keeping it in Churchrock
- Gallup operates Red Rock Park in Churchrock, so perhaps they will complement each other
  - The location must be on trust land
- An I-40 interchange was approved for Churchrock/Red Rock Park, but the Navajo Nation was unwilling to give up sovereignty on land to be used for drainage and the problem was put on hold
  - May move forward now if sovereignty issues can be resolved
- The city of Gallup is providing utilities to the casino, not the Navajo Nation
- While the casino may be seen as negative to Gallup's economy, we need to accept the fact that it is coming, and prepare for it.

*Vehicle sales have historically been a major contributor to gross receipts in Gallup. What has been the trend in the number of sales and value of sales over the past ten years?*

- Automobile sales have dropped lower than they were 5 years ago
- Seeing increasing competition from Albuquerque and Holbrook
- Offering incentives to Navajos to buy in Gallup

*Many residents of Gallup shop out of town*

- People from the Gallup area go to Albuquerque on weekends to get out of town

*Gallup's Image*

- Gallup lacks self-esteem
- Since 2000, many good things have happened in Gallup
- Gallup can't be the "weird city"
- No weird laws regarding alcohol, recycling, etc.

- Puts up a red flag to businesses looking to relocate to Gallup
- Farmington is more attractive
  - Has a river running through it
  - Has more chain restaurants due to not being "dry" on Sundays
  - Gallup could attract more chains if it allowed Sunday liquor sales

### *Mining*

- The city gets a portion of severance and property tax
- Most operating mines are in eastern McKinley County
- Grants gets the employment base
- Some people from Gallup stay (rent?) in Grants to work in the mines
  - Miners spend their paychecks in Grants and Gallup
- Uranium mining - Churchrock is likely as mines are on fee land
- What's good for the county is good for the city and vice versa

### *Have you heard of "green collar jobs?" What might they be in Gallup?*

- Rubber recycling plant
  - Failed, not coming back
- There is a megawatt solar plant in the works
  - Summit Power
  - Gamerco site
  - Need 25,000 acres for the solar panels/power plant (seems high)
- Nervous about "green carpetbaggers"
- Need a technically competent board to recognize green projects' legitimacy
  - Need technical review
  - So far, no one has sought public funds to do so
- There is a dormant labor pool in Gallup
  - Need light manufacturing

### *What would be the impacts on the local economy from either a major expansion or a major retraction in the size of Indian Health Service and Rehoboth McKinley hospitals?*

- If either hospital went up or down it would have significant impacts on the local economy
- The IHS has begun to ask for insurance from Native Americans; this could impact the quality of health care and the size of operations of the hospital

### *Quality of Life Issues*

- It is hard to attract outsiders to Gallup
  - Goes back to self esteem
  - Need a defensible position
  - We need to ask ourselves, "What would make this a better community to live in?"
  - Need a better golf course like Grants
  - Gallup has a beautiful trails system; attracts younger generation
    - Built without city money for the most part
- Wrangler Rodeo; largest area event at Red Rock Park with 900 entries
- Ceremonial has 18,000 participants
  - Events are needed
- Local bike shop; no longer just "yuppies"

- Kids want decent bikes, including Navajos
- No longer buying cheap Wal-Mart bikes that break on the trails
- Gallup has to be more than the Indian trading city
- Average tourist is a professional and educated; want a vacation experience

*Gallup has a lot of positive characteristics*

- Recent assets include: aquatic center, Courthouse Square, trails,
- Environmental features, clear skies,
- Unique historic character is mostly independent stores, Indian arts and crafts, historic architecture, colorful history celebrated in downtown murals

*The optimal situation*

- Have to have a balance of a diversified economic base, good quality of life, housing, and good education
  - Planning must continue

*Santa Fe may be a more appropriate place to compare to Gallup than Farmington*

- Santa Fe was an Indian, government, and arts place at one time, now it is more diversified
- Gallup is where Santa Fe was years ago
- Gallup needs to brand itself as Santa Fe did with the City Different and Roswell did with UFOs

## **Outdoor Recreation Focus Group April 23, 2008**

*What are the most popular outdoor recreational activities that Gallup residents participate in (trail use, bicycling, climbing, golf, baseball)?*

- Baseball is the traditional popular sport, soccer is getting increasingly popular
- Basketball
- Rodeo
- 100 people are using the shooting range. Membership is 110-200 people
- Golf is popular: an estimated 12,000-15,000 rounds of golf are played per year.
  - Has recently received bad publicity in newspaper and elsewhere
  - Has experienced vandalism by non-golfers, even by golfers who have an attitude of entitlement to be so mischievous
  - Had considered abandoning site and selling to the Indian Health Service to locate the new hospital there
  - Trying to find grants from the state, USGA, to build a new golf course
  - Receives effluent water pumped 5 miles from sewer treatment plant
- There is a lot of excitement regarding the new offerings of outdoor recreation: the shooting range, ATV area, Adventure Gallup trials, climbing and events, McGaffey area trails (Cibola National Forest). It is difficult to measure use of these facilities. Sense is that the use is rapidly growing.
- Hunting and fishing are very popular in the Cibola National Forest
  - McGaffey is considered part of the Gallup community

*What city facilities are available to residents?*

- City golf course
- City tennis courts
- Sports Complex: ballfields
  - Red tape on its use, no follow-up by city staff on requests to rent the facility
  - Receives effluent water pumped 3 miles from sewer treatment plant
- Many of the neighborhood pocket parks have been discontinued from maintenance; equipment removed in some cases, due in part to non-compliance with ADA
  - *Need more information*
- Not all of city facilities, including the fairly new Sport Complex, are being adequately maintained (major problem)
- Turf of soccer field damaged by prairie dogs

*Contributing to the economy – economic development*

- Economic impact studies may show that investments in outdoor recreation venues bring in economic activity
- City and county should consider (another) quality of life tax to further support
- Gallup is one of top ten destinations in New Mexico, partly due to the outdoor recreational opportunities
- Organizationally, the outdoor recreation interests would like to see more structured tie between the development of new venues and economic development
  - Mike Enfield's efforts were appreciated, such as putting together the land lease for the shooting range
- Chamber of Commerce and Adventure Gallup tie
  - Bill Lee's office is located in the Chamber of Commerce
- Lodging and restaurants should benefit from activities
  - Perhaps Lodger's tax should be made available to support outdoor recreation development

*New offerings are largely organized by private parties and supported by the city.*

- ATV
  - The city has provided use of their land, it has been long-term use in unincorporated area
  - Gamero Associates provided an access easement to the property for 10 years
  - ATV organizers want to see improvements: need roads and access. Some users have motor homes and would like to park there while using the area
  - Want to have events like competitions
  - The site has identified archeological resources, consequently development has been hampered
    - When asked if the area may be in the wrong location, the reply was:  
ATVing has been going on here a long time
  - Fence around the area, built by city
  - ATV club manages events
  - Stewardship by users: hauled 2,000 pounds of trash
  - May need surveillance, police patrolling



- Shooting Range
  - 100 years lease from Gamerco (unincorporated area)
  - Used by local law enforcement as well as recreationists
  - County did dirt work, city has contributed, and a legislature appropriation has helped support its development
  - Possibility of an NRA grant
  - No vandalism
  - Goal: to be self-sufficient
- Adventure Gallup
  - High Desert trails system
    - Very impressive, attractive for outsiders to use
    - Publicized now, but its reputation for mountain biking may be eventually better than Moab's
    - Maintained in part by a contract with YCC/GT 2010
  - Bike Tour of the Nations – 5 days, 250 miles Isleta-Laguna-Acoma-Malpais-Gallup
  - Dawn to Dusk endurance bike race: 293 riders
  - Squash Blossom – mountain bike race
  - High Desert Scream
- Pyramid Trail at Red Rock Park, want to connect
  - Trail east along the Rio Puerco to Red Rock
- Suggest a trail from Gallup across Fort Wingate Army Depot to McGaffey area of National Forest
  - Impossible, because Fort Wingate Army Depot tied up in ownership disagreements (Navajo Nation and Zuni Pueblo both claim)
- Groom Gallup, pride in Gallup needed to take care of the parks and public open spaces, weeds in rights-of-way, sweeping sidewalks and streets, etc.
  - City initiative set a good example
  - Use of Detention Center detainees to help clean up the community
    - Like to use them at the shooting range, but they are all voluntary, and pretty busy
- Equestrians need more trails/places to ride
  - Gamerco allows horse riders on some of its lands
- Consideration of a new reservoir holding treated effluent, including the water generated during the winter (4-6 months), when water cannot be applied to Sports Complex fields or Golf Course, and just runs down to the river
  - 3 MGD
  - Pumped up into a basin north of the sewer treatment plant, could be connected to the 2010 trails, could be developed in conjunction with a golf course,
  - Refuge for migratory birds
- The organizational model for the “new venues” of ATV, shooting range, and Outdoor Adventure high desert trails is:
  - Projects are initiated by user groups
  - Work with Gamerco or other land owners
  - Coordination with city and county for selected services or contributions, but

- largely independent
  - Attempting to be self-sufficient through events sponsorship, membership or users fees, contributions, etc.
- Acknowledged that this was a special meeting to get representatives in the same room to discuss mutual concerns.
  - They would like to meet again
  - Suggest that the city parks director attend

## **Green Environment Focus Group**

**April 23, 2008**

*What is the biggest environmental challenge that Gallup faces?*

- Water. Residents are more focused on the energy crunch at this time.

*Awareness of environmental issues*

- The general public is becoming more aware of environmental issues but they don't know what to do about them
- Goal is achievable: put Gallup on the map to be well known as a showplace for water conservation, energy conservation, housing and economics
- Both the public and city officials are unaware of the real extent of environmental problems (global warming, climate change)
  - When do we reach parity on green to normal?
  - How much time do we have?
  - Hanging laundry out to dry is a simple thing to save energy

*Are there green building techniques that you believe would work especially well in Gallup?*

- The state has passed a new green building code
  - The city will have to adopt by July, 2008
- While some are building green, most of Gallup is not there yet
- Bill Bright's house is an example of a renovation of a 70s era house that resulted in a very energy efficient home, no need for heat last winter
- Habitat for Humanity houses try to incorporate energy efficiency
- Like to see mandatory water conservation in any new construction
- Like to see use of recycled materials, since mining or timbering all require more energy
- Like to see solar orientation mandated for new construction and retrofitting in renovations where possible
- A group, Los Amigos, provides weatherization of homes for low income persons
- Bridge the cultural gap
- Adobe is an example of material and energy efficient if insulated
- The city should do mass retrofitting of buildings at a time, such as a city block, so that one person isn't responsible for all of it
- The period for an investment in energy efficiency measures to pay for itself can be very long
  - Costs saved, and payback periods should be calculated for Gallup and publicized to educate the public and encourage more green building.

### *Solar Power Plant*

- Lack of awareness and commitment
- There has not been an awareness of solar power in the community
- There has not been a commitment to solar by the city, even though Gallup is in one of the sunniest places in the country
- A group, Gallup Solar, has been formed to actively pursue a solar power plant that would supply nearly all of the electricity supply to the city
  - Have been discussing for 3-4 years
- There are no solar professionals in Gallup
- Have received a grant of \$45,000 for planning and design from the state
  - Looking at two options for the plant as far as type of plant
  - Have two possible locations from which to choose
- The solar plant would also serve as a destination for tourists and others interested in seeing the plant
- Would create approximately 300 jobs

### *Recycling*

- Gallup needs a fully functioning recycling program
- There is no recycling coordinator working in the city like in other locales
- Recycling uses less water than mining new resources
- People who relocate to Gallup ask where they should take things to recycle, expecting a city-run program
- There is a small recycling program run by volunteers in cooperation with the city
- There is a place in Albuquerque that recycles Styrofoam into bricks, Rastra on Rio Bravo
- Part of the problem is that there are few places to take certain items for recycling; it can cost too much to transport it

### *Energy use*

- City has reduced energy consumption by cutting back on water use in parks (new and better irrigation systems)
  - Saving water also saves energy
- Little has been done to make older city buildings more energy efficient due to lack of money
- Higher energy cost may result in budget cuts elsewhere in the city
- The water and sewer systems were not maintained and have cost the city more money than necessary to repair and replace
  - Could this be avoided by the city with increasing energy costs?

## **Neighborhood Associations Focus Group**

**April 23, 2008**

*What are the most important areas of concern facing your neighborhood?*

Indian Hills Neighborhood

- This neighborhood group had a strong start four years ago, then fell apart due to lack of leadership
- Biggest issues

- ATVs; 4-wheelers
- Speeding through neighborhood
- Coyote Canyon subdivision in Indian Hills

#### Growth at Rehoboth-Red Mesa

- Movie theater in the area didn't really impact nearby neighborhoods
- Indian Hills didn't want trails through their property that would have provided connectivity for the trails system
  - Wanted trails for their own use; may have some already

#### Northside neighborhoods

- Speeding is an issue
- Drugs (actually a problem in all neighborhoods)
  - Distributing from old houses
  - Need condemnation of these houses

#### Chihuahueta neighborhood

- There is a blatant drug house here
  - Keep getting arrested over and over again
  - House is really in bad shape
  - In this and other houses they hook up illegally to the electric lines or use candles
  - People move into boarded-up houses
  - City is trying to enforce through code enforcement as police can't do effectively

#### *What are the positive aspects for older residents living in Gallup?*

- Family associations, loyalty to the community, climate, friends, not too hard to get around as a smaller community

#### *What are the major concerns of the neighborhood associations in Gallup?*

##### Burglary

- Have been breaking into homes while people are home
- Warning people that door-to-door salesman must have an itinerant license
- May be due to drug problems and needing money

##### Trash

- Trying to get people to pick up their trash
- Used to have clean-up days in the neighborhoods
  - They don't have now, but they would like to see them in place again
  - City solid waste will cooperate

##### Streets

- Bad in Gallup due to weather
- Rocky View neighborhood
- Have an unsafe bridge
- Parks, keep taking away neighborhood parks due to issues of liability, in particular, non-compliance with the American with Disabilities Act
- Need speed bumps

##### Other issues

- Over 100 absentee kids at the mid-school each day, getting in trouble
  - There needs to be accountability of parents

- Heroin is a problem in Gallup
- Los Angeles is "shipping" homeless people to Albuquerque and Albuquerque is sending them to Gallup
- Housing is too expensive for most people
- Need employment for high school students
- Speeding near schools is a problem in Gallup
- Graffiti is a problem throughout the city
- Schools are being tagged
- Cars, buildings, sidewalks, most anything are being tagged
- The city only has one person who can't keep up with it all

There is a need for community pride

- Gallup is a progressive community in many ways
- New county courthouse
- New swimming pool
- Performance center
- Shooting range

### **Land Owners and Developers Focus Group April 24, 2008**

*What are the driving forces that could affect our land use in Gallup over the next 20 years either positively or negatively?*

- Retail is the most important driver of the local economy
- Water supply
- Housing market
- Gas at \$4/gallon
- Upcoming casino at Churchrock may attract additional Navajos to Gallup
- Gallup continues to have a somewhat negative reputation, although it has improved, and needs to work on positive "branding"

*How do we make the casino a positive for Gallup?*

- Creation of 200-300 jobs
- If the casino is more oriented to pull customers from the interstate, then it would appear to create some net new income into the area, similar to most casinos in the Rio Grande corridor (Isleta, Dancing Eagle, etc.). If it is mostly oriented to local residents, the impact on the economy may be greater.
  - Access (improvements or location) that makes it easy for vehicles on the interstate to pull in, particularly truckers, is critical to the customer strategy
  - Location of the casino at Red Rock Park could possibly centralize and share certain facilities, and the place is a very attractive. It may make for a more successful casino operation as well as enhance the use of Red Rock Park facilities (co-location efficiencies and synergy)
    - Rodeo and basketball might be even more popular events.
- There are prospects for new businesses in Gallup. Real estate and property owners receive inquiries. If half these things occurred, some good jobs would be created.

*What are issues in the performance of the housing market? The 1999 plan projected a need for 300 new and replacement housing units per year, requiring 50 acres (p. III-8). Gallup has not seen that level of residential building during the decade of 2000. Do you believe that there is a pent-up demand for new and replacement housing?*

- Affordable housing is needed in the range of \$150,000 – \$180,000
  - Houses selling in this range are sometimes in poor condition
  - Houses selling in this range are sometimes small by current standards. Current standards/expectations are for larger houses than in the past (1,200 s.f. for family of 4 persons)
  - Some examples were given of affordable housing that is not occupied; Ford Canyon and public housing complexes citywide
  - In some cases, 8 or 9 people live in an apartment (Nizhoni Apartments) and jewelry is made there.
  - Sanjay Choudrie said it's difficult to find land for affordable housing projects
- Retail workers cannot typically afford a house in the above range
- Average cost to build is \$110-115/square foot
- More Native Americans (particularly Navajos) are moving to Gallup
- Gradually, reform in lending to scattered sites housing on the Navajo Reservation, providing for low cost mortgages
  - More Reservation residents can upgrade their homes on the Reservation, rather than move off-Reservation
- Many potential homebuyers have poor credit ratings and cannot obtain loans
  - 5 years ago, 60% of loan applicants were successful, today 20-30% are successful!

*What can we do about the credit problem?*

- Education, although the schools at one time did not cooperate in allowing an educational program on the importance of keeping a good credit rating
- Modular housing could be one form of desirable new affordable housing
  - The industry is promoting houses as well built as site-built
  - Modular units may not be less expensive than site-built
  - There is a preference for site-built housing

*What are the prospects for travel and tourism expansion in Gallup?*

- Motel chains continue to expand in Gallup
  - New prospect at this time
- Old motels are used as long-term accommodation by some people who cannot afford to rent or buy a house; substitute for affordable housing
  - Some motel residents pay \$30/day and work at minimum wage jobs, kids go to school, but are not picked up on a school bus from the motel
  - Concern about whether motels meet safety regulations, building and occupation codes,
- There is not a market at this time for additional truck stops and associated services; the market is saturated.
  - Several years ago there was an expectation that truck stops, truck washes, and other services would expand at the West Interchange

### *Warehousing*

- Mentioned that a piece of property considered for three 10,000 s.f. buildings, some with refrigeration, but land not ready with utilities nor zoned for industrial use. Not sure where could build.

*When you think about Gallup's housing, should the focus be on preserving existing housing stock, redevelopment, or expanding new development areas?*

- Infill projects, if prepared, could be successful

### *Redevelopment Prospects*

- Houses on Aztec Street near downtown should be allowed to have some commercial activities
  - Off-street parking requirements may need to be relaxed to allow
  - May need to create shared parking lots.

*Are there obstacles that could be removed that would encourage a higher level and quality of development in Gallup?*

- Infrastructure financing is a problem for developers
  - Lance mentioned on the north side \$100 million in needs for repair or replacement of old utility lines, \$20-35 million for a new water supply
  - May need a second sewer treatment plant on the east side of Gallup
  - The Plan needs to address infrastructure financing. It is not reasonable to just expect developers to pay for all future capital improvements.
  - The Allison Road area might develop if a new interchange and crossing, however, sewer is a major cost there. Individual developers do not have projects large enough in scale to be able to pay for a major share of infrastructure costs.
  - The city should invest in infrastructure in selected high-priority development areas.
- Tax increment financing may be a method to finance infrastructure needed for new development.
  - Tim Hagerman offered to set up a meeting on the topic to explain how the tax increment financing districts work and might be used in Gallup
- Some cities are more prepared for growth and appear to act more pro-growth than Gallup.
  - Los Lunas, for example, has capacity in its infrastructure and the reputation of being more friendly to developers
    - Los Lunas has a system of development impact fees
- The railroad is tough to deal with. There was a proposal to have a spur on the north side serving an industrial operation (Gamerco), but the railroad did not want a spur.
- There is a sense that the community talks about its problems, but that progress does not occur; the city does not support it, and does not try to help developers.
- Others pointed out that Gallup is a better place now than it was in the past; a lot of good things have happened in recent years.
- An independent economic development function with support from both the city and county was supported by several participants as a way to get more efforts going forward.

- Clovis and Flagstaff both have independent economic development organizations

*Is there interest in master-planned communities in undeveloped areas, including newly annexed areas? What would it take to organize a comprehensive master-planned community?*

- It has been difficult putting a program together for a master planned community
  - There may still be interest in the Rehoboth Foundation site, but not certain at this time
  - Development to date has not been occurring at a scale to support a master planned community
- State support is needed
  - To help with Gallup's infrastructure needs
    - Elected officials (including Representatives John Peña and Patty Lundstrom) should be involved in this plan process to hear about city's needs and opportunities
  - State Land Office lands may be needed for future development

### **Senior Services Focus Group April 24, 2008**

*How easy is getting around Gallup for older residents?*

- There is a need for transportation from the Mentmore area to the Northside Senior Center
  - Gallup X-press or alternative transit provider might serve
- They have vans to the doctor and for picking up seniors in town
- There are scheduled trips to the grocery store
- There is Saferide for low income seniors, primarily for Native Americans

*Volunteer programs for seniors and staffed by senior volunteers:*

Senior Companion Program

- 11 seniors are paired with senior clients
  - Helps seniors who are alone
  - Can keep them in their home
  - Drive seniors to doctors, on errands
  - Provide companionship
  - Free program
  - Do light housework
  - Source of funding is E grants, the state
  - Was begun in 1991

RSVP Program

- Go to worksites - like to read to children at library, various things
- Have a recognition dinner each year

*How many senior centers does Gallup have? Are they city operated? Do the senior centers provide meals-on-wheels?*



#### Southside Senior Center (Ford Canyon)

- 80-90+ meals a day to seniors for \$1.25 donation
  - Under 60, pay \$4.00
  - Funded by city and state
- Provide meals to homebound seniors
  - Confined due to injury, illness, recovering from surgery, etc.
- Have arts and crafts
- Exercise programs
- Gallup and Ramah pool tournament
- Dutch Treat Night - take seniors out for dinner
- Recently took a trip to the zoo in Albuquerque
- Bingo every Thursday
- Play games

#### Northside Senior Center

- New computer room
- Teaching computer
- 60 meals a day to seniors

#### *What retirement facilities are available in Gallup such as assisted living? Senior apartments?*

- Low income housing for seniors
- Recreation center in the low income housing
- Need affordable housing for seniors
- Probably in center core area
- Close to services, senior centers
- Gallup Housing Authority is having problems providing homes for low income seniors
- The low income housing in the Stagecoach Area is in a very bad crime area
- Representative Patty Lundstrom would like to see
  - Revive project with the city to be near the senior center (south side?)
- CARE 66
- Chuska Apartments - 60 low income housing units
- Casa Mera Apartments on Basillo Street - 72 low income apartments

#### Assisted living is needed

- There are no assisted living facilities in Gallup
- People leave Gallup now to go live in assisted living places in Albuquerque, Grants, and elsewhere

#### Lots of the elderly are alone as their children have moved away

- Often children who have moved elsewhere, take their parent(s) out of the community and place them in facilities nearer to them

#### There are two nursing homes in Gallup

- McKinley Manor
- Little Sisters of the Poor (seniors volunteer here; nursing home)
- Red Rock Care Center
- They both need to upgrade their care of clients
- Grants has the Good Samaritan where some Gallup residents go because the care is better there

*Are senior services adequate in Gallup?*

- Doctors leave Gallup for higher wages elsewhere and this creates a problem finding medical care for seniors
- The community needs more activities for seniors
- More shopping choices are needed
  - Many prefer Target or K-Mart as they are smaller and safer than Walmart
  - Many shop the dollar stores
- Most seniors prefer the Harold Runnels Pool over the Aquatic Center (more youth oriented)
  - They go for water aerobics
  - Has a steam room
  - Being remodeled
- Many seniors are afraid of accidents with young children running around

**Housing Focus Group  
September 26, 2008**

- Relatively few housing starts have been occurring at various price points
  - Pent-up demand from current and potential workers in Gallup to live in Gallup
  - Credit problems and need for financial literacy
  - An indicator of housing loan applicants' poor credit is that, reportedly, only two out of ten loans are approved by a local credit union.
  - Home buyer training, credit counseling
  - Educating high school students about managing money and credit
- Demand for new housing units may not be sufficient for developers to risk building planned communities, favors small projects and in-fill
- Market rate rental housing is one of the housing niches that has significant demand in Gallup
- Temporary housing provided in aging motels
  - It is estimated that there are 600 families living in motels, many of whom are a step from being homeless.
- Lack of affordable housing
  - Needs for families and singles, both long-term and short-term (initial identification)
- Senior housing needs
- Economic development: employment in construction and real estate, housing availability for potential new employers
  - Interest in straw bale housing and modular housing factory to create jobs, while these housing types may not be less expensive
- Need for a demolition program to make a difference in various neighborhoods
- Rehabilitation of deteriorating housing in central neighborhoods and other

neighborhoods

- Greater organizational capacity is needed to stimulate market rate housing, develop affordable housing, develop senior housing, rehabilitate older housing, demolish dangerous houses that affect neighborhoods
  - Public agencies: Gallup Housing Authority, Region 1 no more
  - Non profit agencies: Care 66, Habitat for Humanity
  - Some assistance programs may be untapped, city roles may be enhanced
- Affordable housing plans, NM MFA rules and possible grant
- Mixed use housing component of future land use and urban design
- Environmentally conservative housing to cut energy use/costs, take advantage of local materials and solar energy
- Costs in building new housing (including land, labor, materials, utilities extension, approvals, permitting, financing, real estate marketing) in Gallup are higher than in comparable communities, and may exceed local market demands
- Licensed contractors in Gallup have not been focused on building new housing due in part to other more financially attractive construction opportunities.
- Changes to zoning and subdivision regulations might provide incentives or encouragement to build the types of housing needed in the community
- Weatherization and energy conservation measures
- Housing in the Downtown, U.S. 491 district and other centers