

CITY OF SANTA FE PARKS, OPEN SPACE, TRAILS & RECREATION MASTER PLAN, 2017

SEPTEMBER 30, 2017



ACKNOWLEDGEMENTS

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Draft: December 14, 2017

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Signe I. Lindell, District 1 Councilor
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Peter Ives, District 2 Councilor
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Henry Lucero, Recreation Coordinator
Melissa McDonald, River Watershed Coordinator

Committees

Recreation Advisory Commission (BTAC)
Bicycle and Trails Advisory Commission (PARC)
Golf Advisory Committee

Organizations

La Liga
Santa Fe Softball Association
Santa Fe Working Dog Club
Royal City RC Club
AYSO
Northern Soccer Association
Old Timers Hockey
Santa Fe Skating Club
Sunrise Skate Club
NM Mustangs Girls Hockey Association
Desert Ice Figure Skating Club
Santa Fe Men's and Women's Golf Associations

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TECHNIX

CONTENTS

CHAPTER 1 INTRODUCTION	5
CHAPTER 2 COMMUNITY PROFILE	11
CHAPTER 3 WHAT WE HEARD	23
CHAPTER 4 FACILITY INVENTORY	35
CHAPTER 5 NEEDS ASSESSMENT & BENCHMARKS	55
CHAPTER 6 OPERATIONS & MAINTENANCE	71
CHAPTER 7 RECOMMENDATIONS & IMPLEMENTATION	83
APPENDICES (UNDER SEPARATE COVER)	

CHAPTER 1

INTRODUCTION

As residents already know and plenty of visitors discover, Santa Fe boasts some of the best outdoor recreation opportunities in the County. The City's system of parks, open space areas, trails, and recreational centers are a key component of the identity of the City and contribute to the City's reputation as a place with a high quality of life, strong cultural identity, and major tourism destination. This document highlights the significance of the City's parks and recreation opportunities and outlines a plan to continue to improve, expand, and maintain these important facilities for all residents of all ages.

PURPOSE

This plan creates a blueprint for the City of Santa Fe to pursue improvements to the City's parks, open space areas, trails, and recreation offerings over the next 10 years. The plan provides an assessment of existing facilities, and outlines a series of recommendations to implement improvements in the future. Based on this assessment, as well as public and staff input, the plan updates the City's goals for parks and recreation facilities to help guide future improvements. In addition, this plan proposes facility expansion in existing and future neighborhoods as Santa Fe continues to grow. These recommendations are in turn tied to a specific, priority Capital Improvements Plan (CIP) that includes cost estimates of proposed improvements.

GOALS

1. Develop a comprehensive, visually compelling, and actionable plan to help guide the decisions of City staff and elected officials.
2. Compile and up-to-date inventory of all parks, open space, trails, and recreation facilities and their respective condition, operations and future needs.
3. Provide recommendations to further support parks and recreation programs, operations, and facilities, including options for alternative funding sources.
4. Provide recommendations to update City policies and guidelines regarding the parks and recreation system based on community priorities.

RELATIONSHIP TO OTHER PLANS

Several related plans and studies have been adopted in the past decade that address parks and recreation in Santa Fe. Most recently, in 2008 and 2012, voters approved parks and trails bond initiatives to support capital projects for infrastructure improvements and new parks – a clear indication public support for the City’s outdoor recreational facilities. Following this bond measure, the 2020 Impact Fee Capital Improvement Plan updated the City’s impact fees for parks (and other public infrastructure needs). As part of this change, future revenue will help provide for new parks and amenities tied directly to new residential growth areas.

In addition to recent bond measures, the City has adopted plans that address parks and recreation facilities. This includes the 1999 *Santa Fe General Plan*, which outlined a vision that parks and open space should be linked by trails and linear parks to establish a continuous system of open space along the rivers, acequias, arroyos, and utility easements. The 2014 *Land Use and Urban Design Plan* reemphasized these goals and encourages investment in an extensive multi-use trail network, strong park and trail linkages, and the protection of open space areas.

Plans developed by Santa Fe County are also important to consider. Santa Fe County owns and operates 24 parks and open space areas, totaling 6,610 acres of open space, 155 acres of parks, and 34 miles of trails. The County partners with the City on maintenance efforts for several of these properties including the Santa Fe River Greenway and the Santa Fe Rail Trail. Santa Fe County is currently developing an Open Space Master Plan concerned with asset

management and prioritization. County planning staff has expressed interest in coordinating future trail signage efforts, as well as discussing maintenance partnerships with City Parks and Recreation staff where the County has either adjacent open space or properties within the City limits.

The City of Santa Fe and Santa Fe County’s plans are also supported by the Santa Fe Metropolitan Planning Organization (MPO), which has several adopted transportation plans that address the need to create a safe and connected system of bicycle and pedestrian infrastructure (including trails) that encourage active transportation and access to recreation facilities. These MPO plans identify the gaps in trail connectivity, safety concerns, and the need to improve access to parks, open space and trails throughout the region.

BENEFITS OF PARKS & RECREATION

- Increased physical activity is correlated with access to parks and open space areas.
- Recreational opportunities for all ages are provided.
- Opportunities to get out in nature improves physical and physiological health.
- Residential and commercial property values increase in areas adjacent to parks.
- Parks and recreation are significant tourism draws and can contribute to the local economy.
- Trees within parks and natural areas improve air quality and assist with storm water and erosion control.

BENEFITS OF PARKS & RECREATION

A number of organizations have documented the overall health and wellness benefits provided by parks, open space and trails. The Trust for Public Land published a report in 2005 called *The Benefits of Parks: Why America Needs More City Parks and Open Space*. This report summarizes the findings on the health, economic, environmental and social benefits of parks and open space areas. Among these benefits, several apply directly to Santa Fe, namely benefits associated with providing residents access to outdoor recreation opportunities, contributing to community and neighborhood identity, and supporting economic development and tourism — each of which is discussed below.

PHYSICAL ACTIVITY & HEALTH OUTCOME BENEFITS

Residents in communities with increased access to parks, recreation, natural areas and trails have more opportunities to be physically active, both through recreation and active transportation. By participating in physical activity, residents can reduce their risk of becoming overweight or obese and decrease their likelihood of suffering from chronic diseases (such as heart disease and type-2 diabetes), as well as reduce their levels of stress and anxiety. These benefits can be seen directly in Santa Fe, which has among the lowest rates of adult and adolescent obesity in New Mexico.¹

¹ Park location and access also matters. Providing nearby access (within a mile or less) to parks has been correlated with higher levels of physical activity. According to a study in Los Angeles, people who live within 1 mile of a park are four times more likely to visit the park one or more times per week, compared to those who live farther away. In

SOCIAL AND COMMUNITY

Park and recreation facilities provide opportunities to engage with family, friends, and neighbors, thereby increasing social capital and community cohesion, which can improve residents' mental health and overall well-being. People who feel they are connected to their community and those who participate in recreational, community and other activities are more likely to have better mental and physical health and to live longer lives. Access to parks and recreational facilities has also been linked to reductions in crime, particularly juvenile delinquency. In addition, due to Santa Fe's position as a tourist city, the existing park and open space system contributes to the vibrant cultural identity of the City that visitors experience.

ECONOMIC AND TOURISM

Parks and recreation facilities can bring positive economic benefits through increased property values, increased attractiveness for businesses and workers (quality of life), and through direct increases in employment opportunities. This is especially important in Santa Fe where revenue from tourism is a major component of the local economy. As noted below, outdoor recreation is a significant economic driver in the United States, and one of the many reasons people visit Santa Fe. The recreational opportunities the City has to offer directly support tourism activity, which in turn boosts supporting industries, including the City's retail businesses.

TRENDS & CHANGES

In addition, the Centers for Disease Control and Prevention (CDC) reports that greater access to parks leads to 25% more people exercising three or more days per week.

PREFERENCES

Parks and recreation systems are changing across the country due to demographic shifts, changes in user preferences, and a reduction in available funding levels – among other forces (more information on trends is detailed in Appendix 3). Understanding current trends helps inform potential park and recreation improvements that would benefit Santa Fe and respond to the needs of different user groups.

Viva New Mexico: A Statewide Plan for Outdoor Adventure is New Mexico's 2016-2020 Statewide Comprehensive Outdoor Recreation Plan and highlights how some of these trends are affecting municipalities like Santa Fe. A survey conducted for the plan provided key insights into user preferences as reported for the North-Central region of the State. Among those findings, the plan found that residents in general believed that the region has an adequate number of facilities that meet some or all recreation needs. However, residents were most likely to wish there were more trails, areas where children can play, campsites, and rock climbing opportunities. In addition, residents felt that the primary focus should be on maintenance and upgrades of existing facilities versus the development of new facilities.

Further findings from the north-central regional survey reveal that residents like to go hiking or running, and they do it frequently. Residents have the highest level of satisfaction with recreation options; they gave the highest quality rating for current facilities and amenities, and they are in the best position in terms of number of facilities that are meeting their needs.

A PLAN FOR EVERYONE

As described in more detail in the Community Profile (Chapter 2), Santa Fe is home to a wide range of residents, each of whom has different needs, interests, and preferences for parks and recreation facilities. Given the diverse number of users, understanding the types of facilities these users need — including amenities provided within each park or recreation facility — is crucial to the planning, design, and programming of future facilities. This plan seeks to address the needs and preferences of all Santa Fe residents, of different demographic and interest groups. A few of these primary user group categories include:

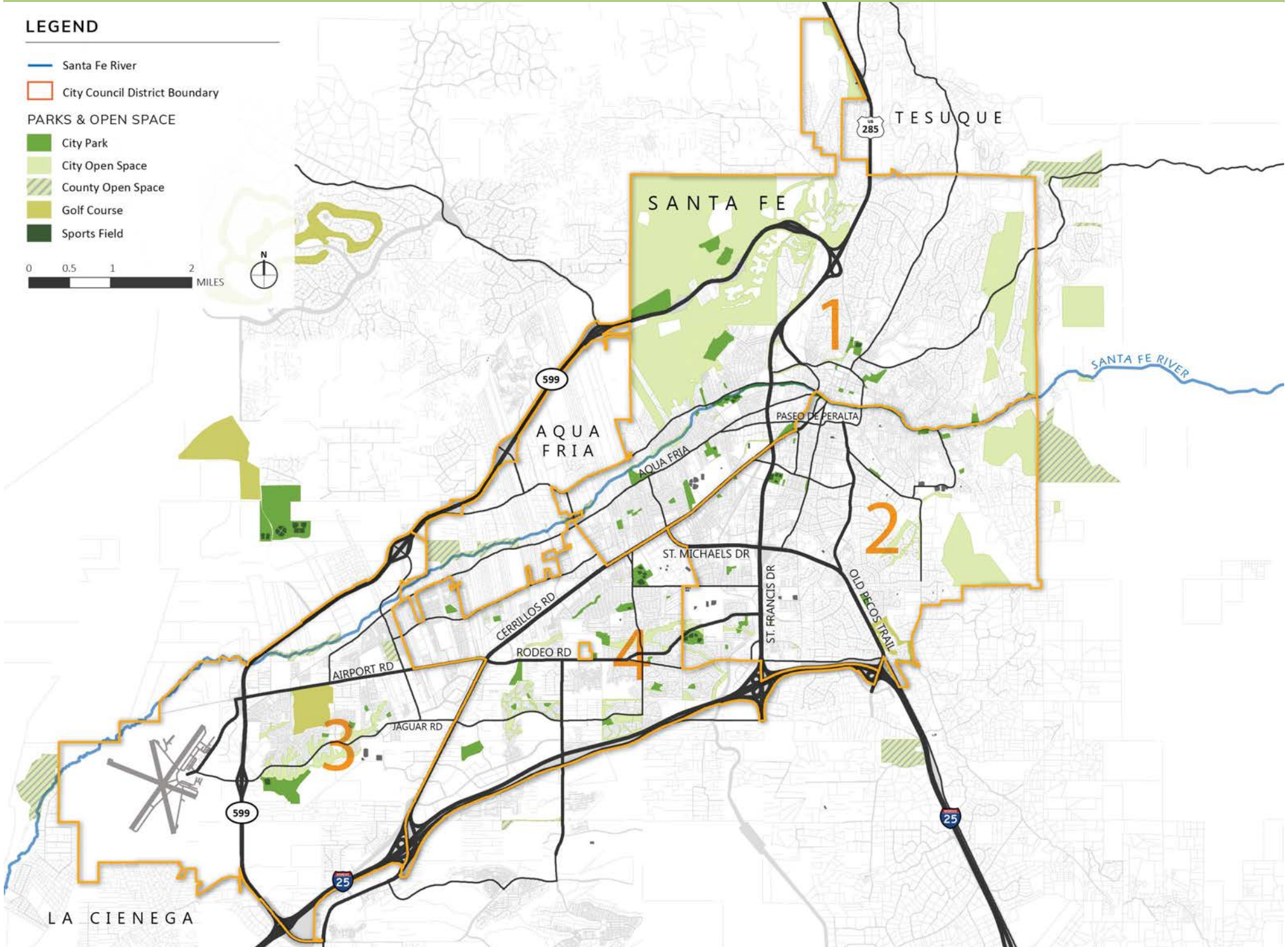
- Residents of Different Ages: youth, teens, young adults, families with children, seniors
- Sports Groups
- Youth Groups
- Recreation Complex Users
- Outdoor Recreation
- Visitors/Tourists

LEGEND

- Santa Fe River
- City Council District Boundary

PARKS & OPEN SPACE

- City Park
- City Open Space
- County Open Space
- Golf Course
- Sports Field





CHAPTER 2

COMMUNITY PROFILE

Located in north-central New Mexico, Santa Fe is the State capital and cultural hub of New Mexico. The city is part of the larger Santa Fe Metropolitan Area, which includes the unincorporated areas of Santa Fe County including the Village of Agua Fria, The Village of Tesuque, La Cienega, Tesuque Pueblo, Las Campas, Eldorado, and several other small communities. Although growing slowly, Santa Fe remains New Mexico's 4th largest city with an estimated 83,875 residents in 2016.

A SHORT HISTORY

Santa Fe was founded in 1610 by Spanish colonists and is the oldest state capital in the nation. The City's history is tied to its colonial history, changing hands from the Spanish, to Pueblo Indians during the 1680 Pueblo Revolt, to Mexican rule after Mexico gained independence from Spain, to eventual admission as part of the United States after the Mexican-American War and Treaty of Guadalupe Hidalgo in 1848.

This history has shaped the City's development patterns, demographics, and economy. As described in more detail in the Land Use description in this chapter, the Santa Fe's development was originally constrained to central areas within a mile radius of the original plaza. This changed beginning in the 1940's and 1950's as new suburban development patterns extended the City to the south and west. Some of these newer subdivisions included neighborhood parks and open space as part of their original platting, while larger regional parks were built by the City as it expanded. This included redevelopment of several sites that had previously been devoted to other uses such as Fort Marcy Park, the Railyard Park, and spaces along the Santa Fe River.

Santa Fe has long been known for its arts, food, architecture, events, history, and scenery. These cultural assets contributed to Santa Fe's position as a top tourist destination in the Southwest. An estimated 1 to 2 million people visit Santa Fe each year. These visitors effectively increase the population of the City significantly (roughly 2,000 to 10,000 people on any given day), especially in the summer, which is a large driver of the local economy¹.

¹Santa Fe Trends, 2016.



FIGURE 1. CAPTION

EMPLOYMENT

As the state capital, Santa Fe has a large concentration of government jobs. Combined, state and federal government jobs make up 26% of the City's total employment. Tourism-related industries, such as hospitality and accommodation, make up 15% of all jobs². More recently, Santa Fe has sought to diversify its economy to attract more "creative professionals" involved in arts production, media, education, professional services and other industries not directly related to tourism or government services.

²Santa Fe Trends, 2016. This excludes Retail jobs.

Santa Fe's primary employment sectors are government jobs, education, healthcare, accommodation and food service, and retail. Together, these sectors represent about 75% of all jobs in Santa Fe County and can be attributed to Santa Fe's position as the State's capital and a well-known tourist destination. A large majority of jobs are within the central core of the City and along major corridors including St. Michael's Drive, St. Francis Drive, and Cerrillos Road. There are also a number of jobs south of the City limits, where Santa Fe Community College is located.

DEMOGRAPHICS

The City of Santa Fe publishes an annual report reviewing the socio-demographic trends within the City. Unless otherwise noted, much of the data in this section draws from the 2016 version of that report.

POPULATION

In 2016, the City of Santa Fe's estimated population was 83,875 people — an increase of 0.34% from 2010.³ Overall, the City's population has been growing at a slower pace relative to other municipalities in New Mexico. Between 2000 and 2010 the annual growth rate was 0.9%. Meanwhile, the Santa Fe Metro Area has grown slightly faster, as more development has occurred in both surrounding municipalities and unincorporated areas of Santa Fe County. In 2015, the population density of Santa Fe was 1,600 people per square mile, compared to 2,940 people per square mile in Albuquerque.

According to projections developed for the 2040 Metropolitan Transportation Plan, the City's population is expected to grow to approximately 95,000 to 98,000 people by 2040, or a 13%-16.6% increase, which is a slower rate of growth compared to both state and national projections.⁴

³ The estimate here includes residents who were living in unincorporated areas in 2010. In 2013, the City Annexed an additional 4100 acres, which increased the City's population from the official 2010 Census count of 67,947. The 2010 population including areas annexed in 2013 was 81,153. Accounting for residents only within the City limits in 2010, the population increased 24% in the same time period.

⁴ Santa Fe MPO 2015–2040 Metropolitan Transportation, page 3-5. The state is expected to grow by approximately 15%-20% and the Country by 17%-20% by

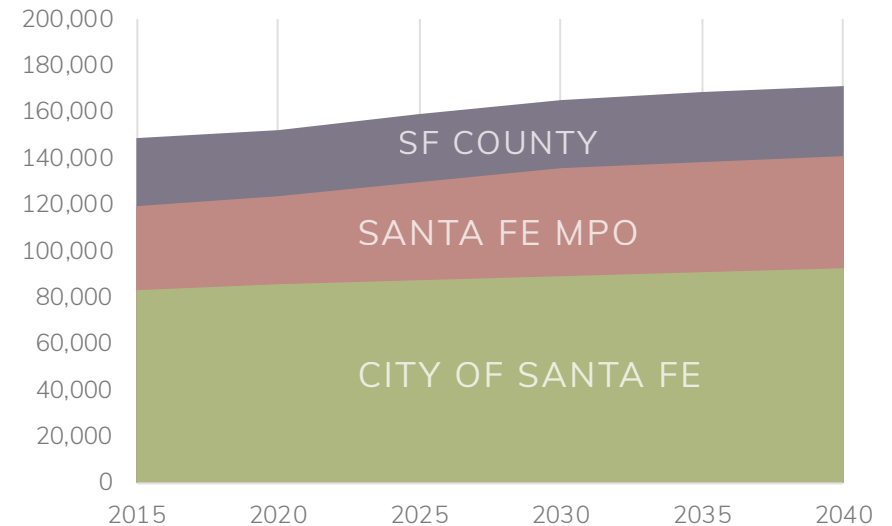
2040. According to 2016 population projections from UNM's Bureau of Business and Economic Research (BBER), residents over 65 years old will increase from around 18.5% of Santa Fe County's population in 2010 to 27.4% by 2040.⁵ This trend is expected to be matched by a small decline (about 1 to 2%) in the percentage of children and working-age adults in the region. As described in the Age Groups section below, these demographic changes will affect both the types of parks and recreation users, as well as the amenities needed at these facilities.

Geographically, population growth has occurred primarily in neighborhoods in southwest Santa Fe, including Tierra Contenta and Las Solaras. Neighborhoods to the north of Airport Road and Southwest Cerrillos Road have also gained population, as well as Hyde Park Estates. These neighborhoods — along with future neighborhoods to the far southwest — are expected to be the primary growth areas in the City (see Map 5 on page 21).

⁵ 2040.

⁵ <http://gps.unm.edu/data/Population%20Projections.html>

FIGURE 2. POPULATION PROJECTIONS, 2015 TO 2040



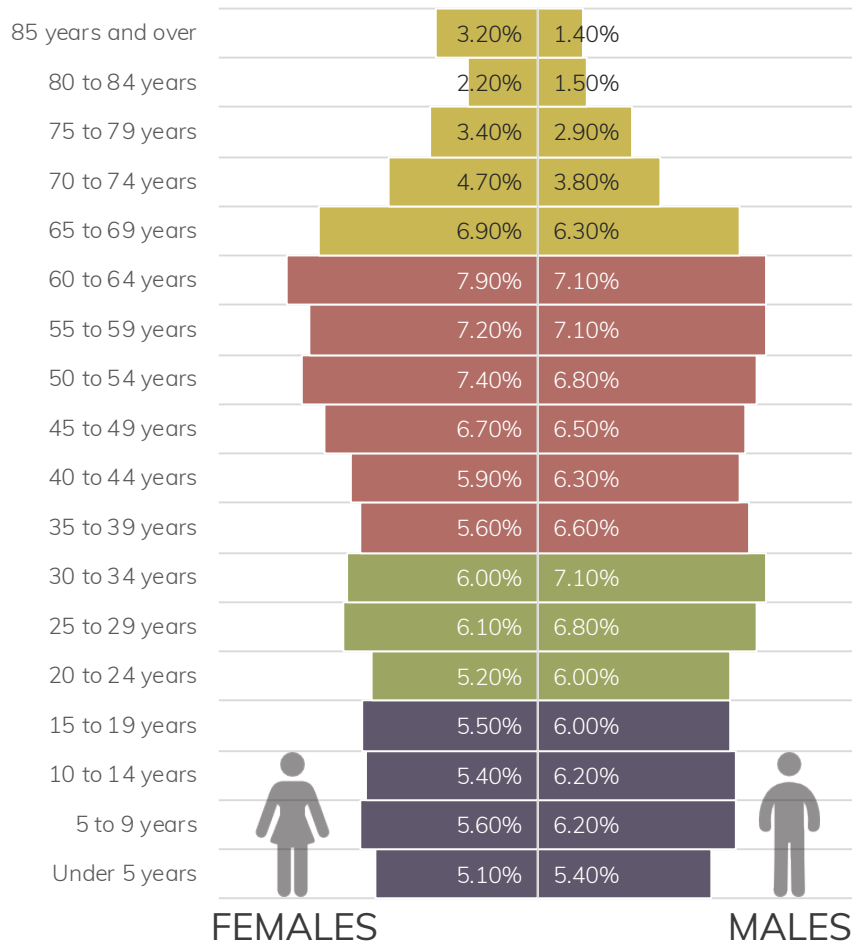
AGE GROUPS

Santa Fe is home to an increasing population of older residents as the population ages and the number of families with children declines. The median age in 2015 was 42.5 years, which is higher than both the state (37.0) and national (37.6) medians. Map 2 through Map 3 show where the highest concentrations of different residents reside.

CHILDREN & YOUTH (0-19 YEARS OLD)

Currently making up 22.5% of the population, this group is expected to decrease as a proportion of the population in the coming years as residents

FIGURE 3. POPULATION DISTRIBUTION, 2010



age.⁶ According to the BBER, children could make up approximately 20% of the region’s population by 2040. Geographically, more youth live in southwest neighborhoods, especially those bordering Airport Road. In addition, there are neighborhood pockets

living in western neighborhoods.

SENIORS (65+)

Seniors make up a growing percentage of the population (18.5%), and this trend is expected to continue. By 2040, seniors could make up 27.4% of the population, heightening the importance of

with a higher percentage of youths in the neighborhoods south of St. Michael’s Drive.

YOUNG ADULTS (20-34 YEARS OLD)

At 18.5% of the population, young adults are beginning to enter the workforce, attend college, and start families. Overall, the population of this group is also expected to decline to about 16% of the total population by 2040, following trends with the youth population. Young adults are mostly found in western neighborhoods where housing is cheaper.

MIDDLE AGE ADULTS (35-64 YEARS OLD)

About 40.5% of residents are in this age group. The percentage of residents in this age range will also decrease to around 36.5% by 2040, although they will continue to make up a majority of the population in the next 25 years. Residents in this age range are geographically dispersed throughout the City, with slightly more residents

meeting the needs of these residents. A majority of seniors live in neighborhoods to the north and east of downtown, as well as north of St. Michael’s Drive.

HOUSEHOLDS

There were a total of 31,981 households in Santa Fe in 2010, with an average household size of 2.07 people. Of these households, 40.5% were single person households, while 59.5% were households with 2 or more people, including married couples and those with children.

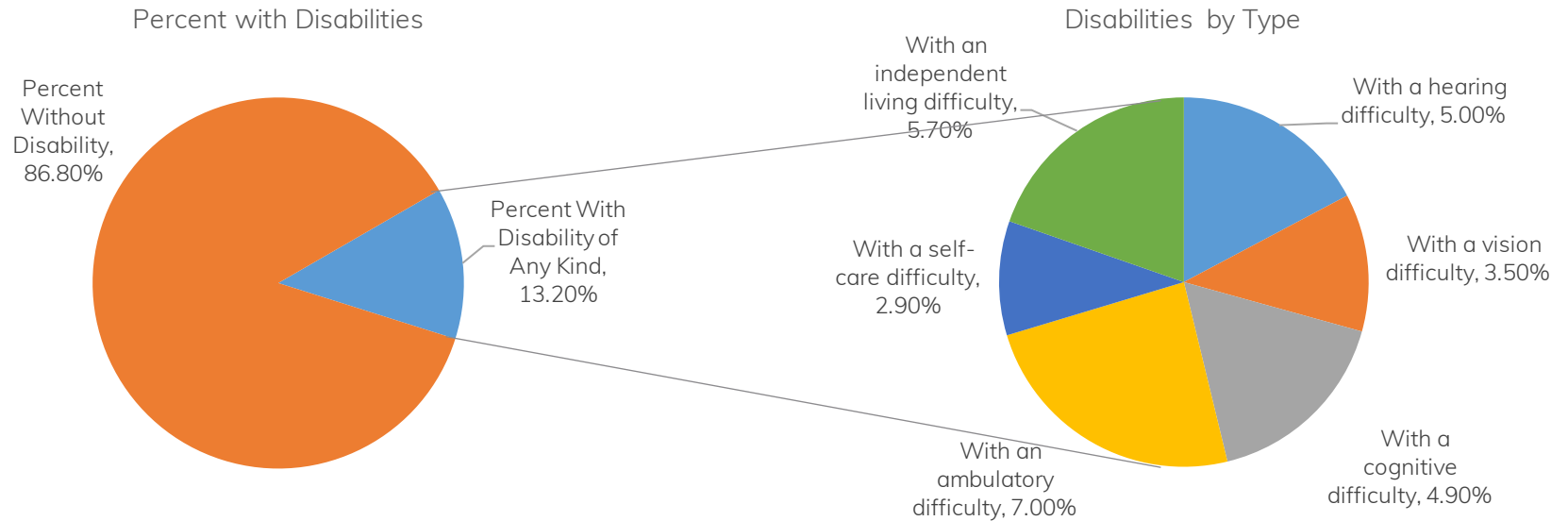
In addition to an aging population, Santa Fe is home to fewer young families with children than other communities in New Mexico. Of all households, 23% had children living with them. Most families with children live in southwest neighborhoods as well as those along Cerrillos Road. As expected, these areas correspond to Census Tracts with a higher youth population, as well as higher population densities. The opposite is true for areas to the east, north, and south of downtown, which in general have fewer households with children. Map 5 on page 21 shows where the largest number of new households are projected to move to by 2040.

INCOME & POVERTY

Median household income in Santa Fe is \$50,737, which is higher than the State median (\$44,963), but lower than the United States median (\$53,889). Areas with higher incomes are predominantly in more central neighborhoods, as well as those to the northeast. Households with lower incomes and higher rates of poverty are predominantly in neighborhoods to the south and west, including those south of Airport Road, and south of Rodeo Road, and new neighborhoods to the far southwest including Las Solaras.

6 SFMPO 2040 Metropolitan Transportation Plan, 2015

FIGURE 4. PERSONS WITH DISABILITIES, 2011-2015 ESTIMATES



PERSONS WITH DISABILITIES

Those with disabilities include residents who have difficulties hearing, seeing, ambulatory difficulties, cognitive difficulties or difficulties with self-care and independent living. In Santa Fe, the estimated number of people with a disability of any type is 10,923 people or about 13.2% of the total population — slightly higher than the national average (12.4%).⁷ About 50% of those with a disability are over the age of 75 and 25% are between 65 and 74, showing how the needs of the senior population, especially those with these disabilities, are important to address in park design, safety considerations, and access to parks and recreation facilities. Disabilities by type are shown in Figure 44.

ETHNIC DIVERSITY

Santa Fe is a majority Hispanic city, with an estimated 54% of residents being of Hispanic or Latino descent of any race. Of those who are not Hispanic, 40% identify as “White alone.” Among racial groups, 86% of residents are White, 3% Native American, 2.2% Asian, 1.6% Black, and 10% “Other Race.”

Geographically, Hispanic residents are more likely to live in southwestern neighborhoods, especially those north of Airport Road and west of the Village of Agua Fria. White, non-Hispanics are more likely to live in more centrally located neighborhoods including downtown and neighborhoods surrounding downtown. Other minority groups are more evenly distributed throughout the City, and are more likely to live closer to White residents.

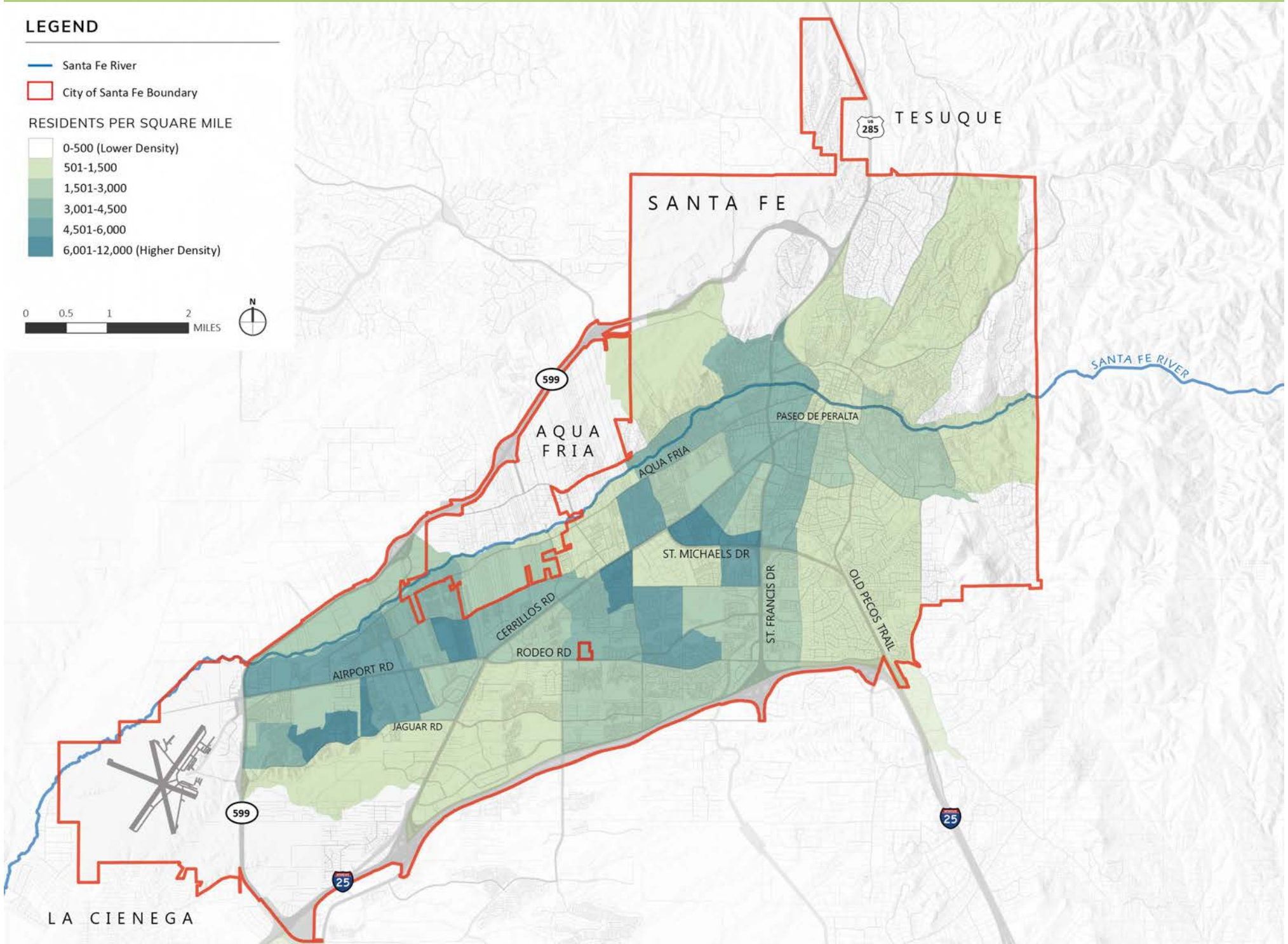
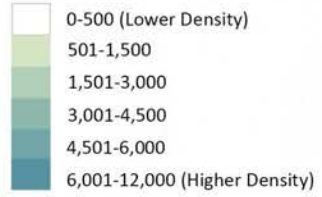
⁷ Those with disabilities “of any sort” can have more than one disability.

LEGEND

— Santa Fe River






□ City of Santa Fe Boundary

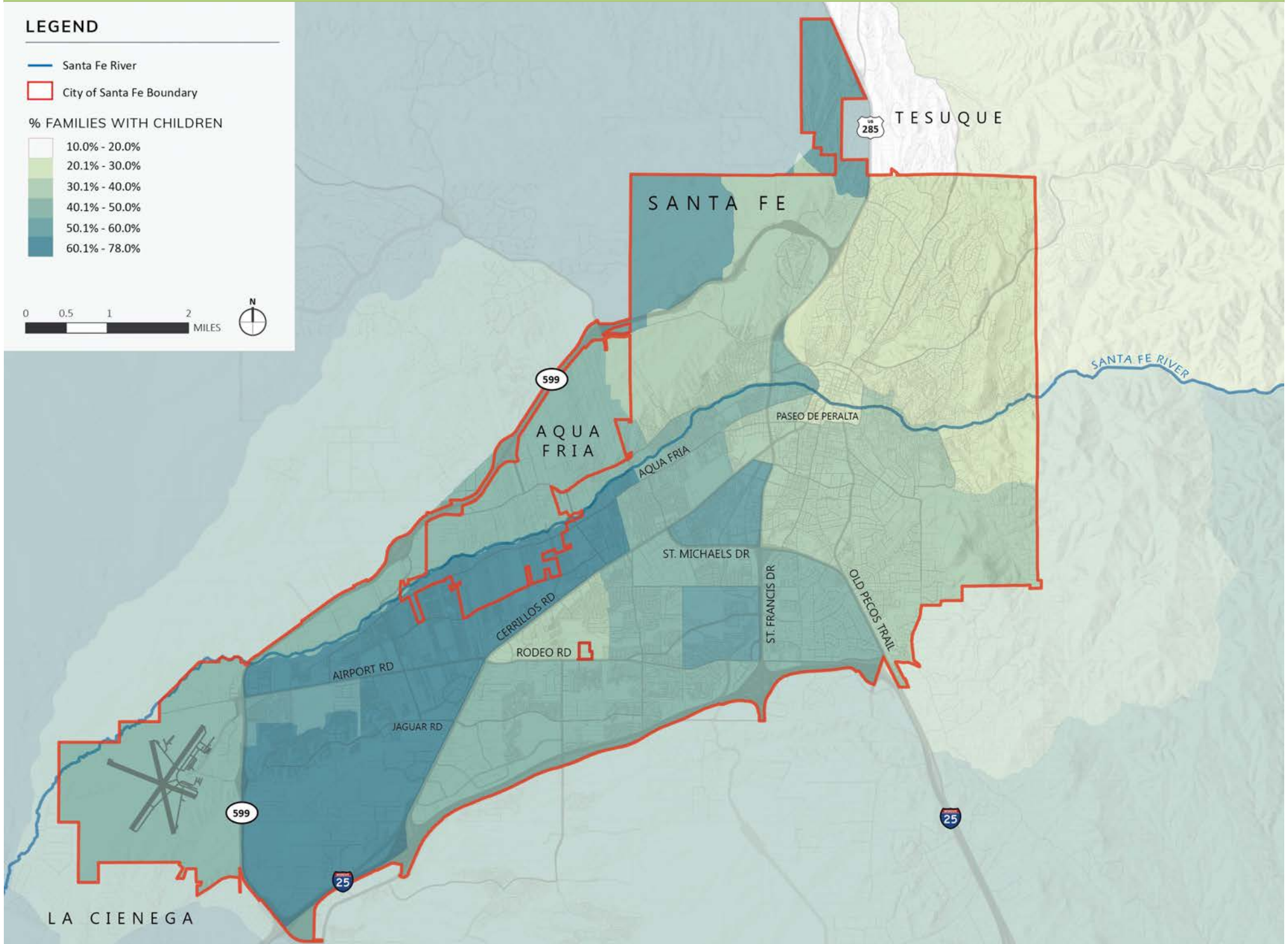
RESIDENTS PER SQUARE MILE



LA CIENEGA

LEGEND

-  Santa Fe River
-  City of Santa Fe Boundary
- % FAMILIES WITH CHILDREN**
-  10.0% - 20.0%
-  20.1% - 30.0%
-  30.1% - 40.0%
-  40.1% - 50.0%
-  50.1% - 60.0%
-  60.1% - 78.0%



PHYSICAL FEATURES

The City of Santa Fe encompassed 52.5 square miles in 2015, and has expanded in size over the last 15 years as it has annexed land to the south and west.

TOPOGRAPHY & NATURAL FEATURES

Santa Fe is located in the northern Rio Grande Valley of New Mexico, at the base of the Sangre de Cristo Mountain Range. The City is approximately 7,000 feet above sea level, making it the highest state capital, although elevations range from 8,700 in the foothills to 5,500 in the southwest. The Sangre de Cristos Mountains, immediately to the east of the City limits, dominate the horizon and are a favorite destination for skiing, hiking, and other outdoor activities. The foothills of the mountains are some of the most sensitive lands within the City, and include many escarpment and drainage areas that are prone to erosion and storm water runoff.

The Santa Fe River runs through the City from the northeast to the southwest, draining to the Rio Grande approximately 15 miles to the west. The river has been an important natural feature in the City's development and currently supplies 40% of the City's drinking water. However, the river is intermittent and does not flow year round. Several arroyos and acequias also drain to the river, creating a system of connected riparian corridors that provide habitat, trails, and open space. Several of the region's larger arroyos form the backbone of the City's off-street trail system, including the Arroyo de los Chamisos Trail and the Acequia Trail.



FIGURE 5. OPEN SPACE AREA

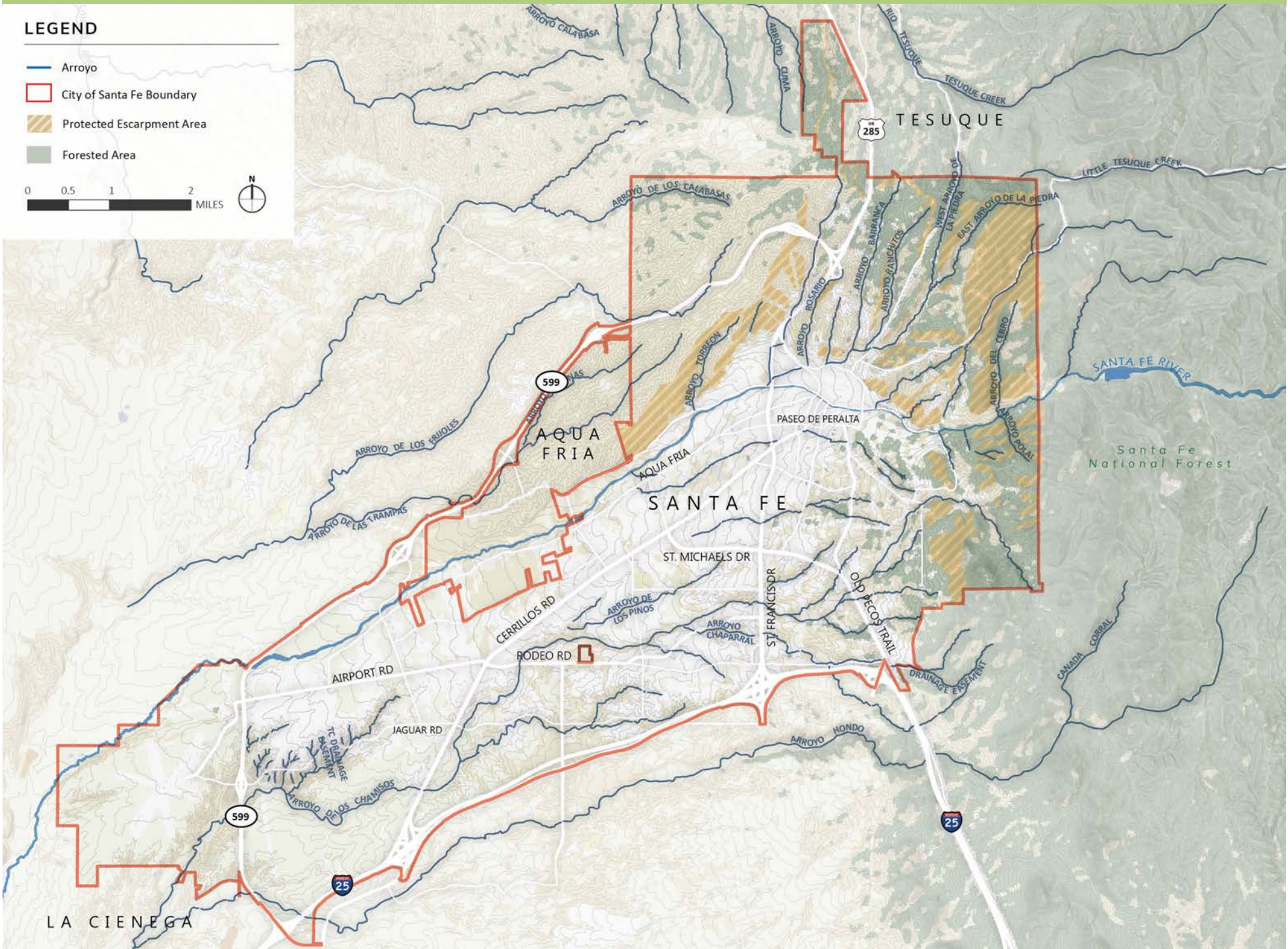
Dominant plant communities in the City vary with elevation: grassland areas are dominant in lower elevations to the west, and piñon-juniper woodlands in central parts of the City. Beginning in the Sangre de Cristo foothills, ponderosa pine and piñon begin to become more dominant, followed by aspen and cottonwoods along drainage courses in the higher elevations. The varying elevations create unique habitats for a wide range of species and the biological diversity in Santa Fe is high, with over 300 plant and vertebrate species estimated to live in Santa Fe County.

PRIMARY OPEN SPACE AREAS

There are several large open space areas within Santa Fe and adjacent to the City. Most prominent are open space areas along the City's arroyos and acequias, including the Arroyo de los Chamisos, Acequia Madre, Arroyo En Medio, and Arroyo las Trampas. Other open space areas include Picacho Peak to the east, La Tierra trails and open space to the north, and the Dale Bale trails area. A detailed description of open space areas and trails is provided in Chapter 4.

LEGEND

- Arroyo
- City of Santa Fe Boundary
- Protected Escarpment Area
- Forested Area



LAND USE & TRANSPORTATION

LAND USE

Santa Fe is a city of neighborhoods, with distinct development patterns, stories, and population groups that are tied to development phases in the City's history. As described in more detail in the 1999 General Plan and Land Use and Urban Design Plan, this history is inscribed on the urban form and the land use patterns that have changed since the City's formation. For much of its history, development was confined to areas within a mile or so of the Plaza, and was constrained by both the topography and the availability of water - both of which remain relevant today.

Beginning in the 1950's the City began to expand to the south and west as several larger residential subdivisions were developed. This pattern led to population growth in outer neighborhoods and a decrease in the population living downtown. It has also changed the fabric of the City from one of traditional adobe homes along narrow streets to one of planned communities following a more conventional residential subdivision layout.

As stated above, future growth is expected to occur in southwestern areas of the City, including Tierra Contenta and Las Soleras. These newer developments continue a shift to larger master planned communities with larger, centralized regional-serving parks such as SWAN Park.



FIGURE 6. LANDSCAPED MEDIAN ALONG AIRPORT ROAD

TRANSPORTATION SYSTEM

The land use patterns and urban form of Santa Fe have contributed to a non-traditional street pattern in older neighborhoods. Instead of a traditional grid, many streets are laid out in a curvilinear order, with meandering arterial streets and winding, narrow side streets that do not always connect directly to a larger road. In new subdivisions, the street pattern is also curvilinear; however, there are not as many through streets or intersections as older areas.

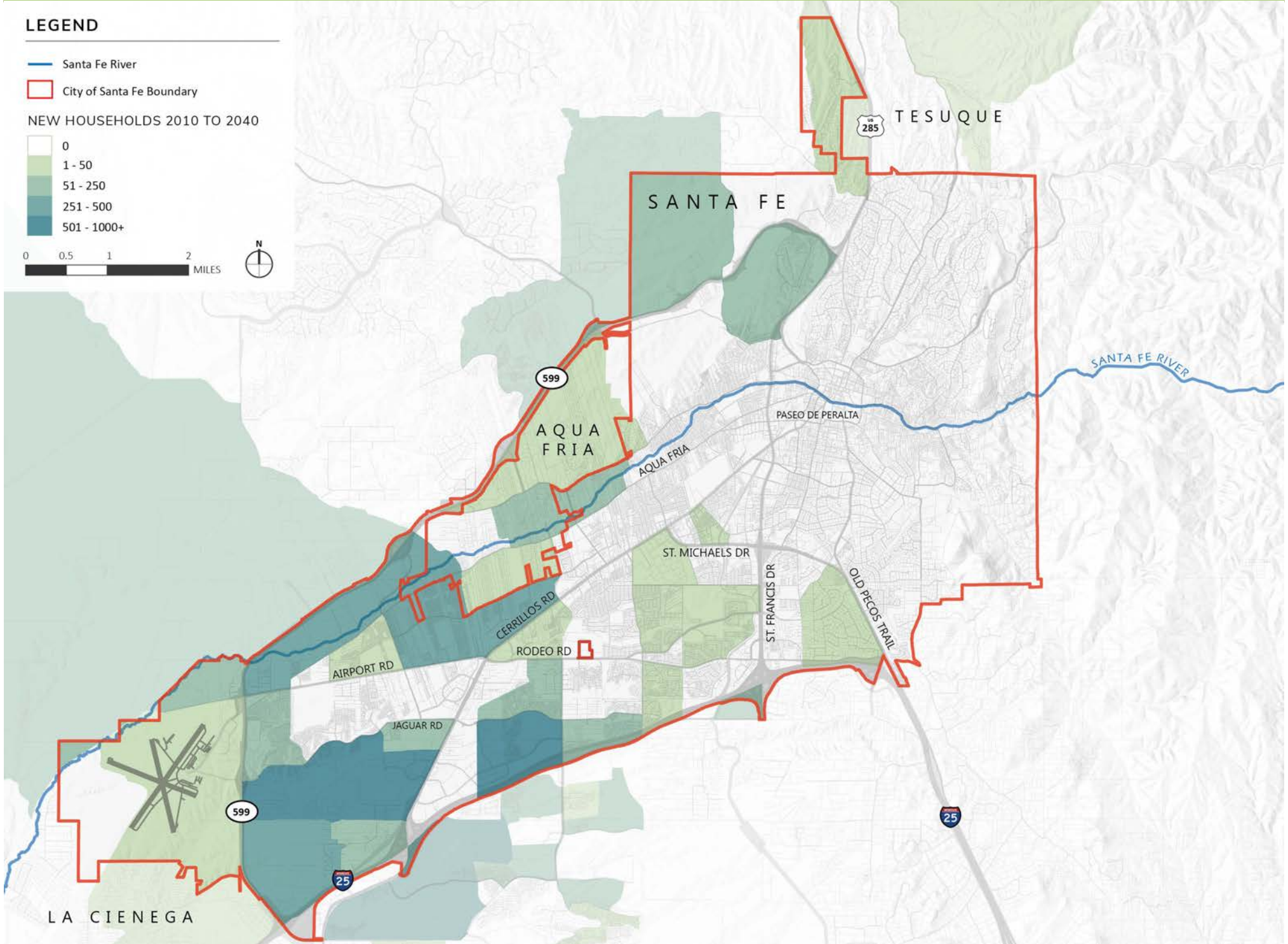
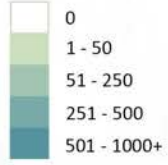
Together, these patterns affect accessibility by increasing the on the ground travel distance to destinations and by creating a network that is not as easy to navigate as a traditional grid system. In turn, this can lead to lower levels of walkability, transit access, reduced access to parks and open space, and more congestion at bottleneck areas. In other words, the street pattern plays a role in enabling more or less accessibility to different park and open space facilities depending on the routes taken to reach each facility type. A larger discussion of park coverage by facility type is included in Chapter 5: Facility Assessment.

LEGEND

— Santa Fe River

□ City of Santa Fe Boundary

NEW HOUSEHOLDS 2010 TO 2040



CHAPTER 3



WHAT WE HEARD

The public participation process used during the development of this plan was integral to understanding the challenges and opportunities for providing exceptional parks and recreation amenities in Santa Fe. The consultant team relied heavily on feedback and data collected from staff and elected official interviews, special committees, focus groups, public meetings and an online survey to gain an understanding of what the City is currently doing well and what it could improve upon.

OVERVIEW OF PLANNING PROCESS

The process occurred over a six-month period beginning in January 2017 and concluding in June 2017. During this time, the consultant team held several staff and elected official interviews, presentations to special committees including the PARC and BTAC, 11 recreation-based focus groups, four public meetings and a two-month online survey. In total, the consultant team gathered information from 572 members of the public as well as staff, elected officials, and members of community organizations. Using multiple means of outreach helped to balance out participation by people who chose to participate in one form and not another, and allowed the consultant team to gather response data from the broadest audience possible. The process provided valuable insight into the strengths, weaknesses, and opportunities of the overall parks and recreation system across the City.

COMMON THEMES FROM PUBLIC OUTREACH

During the public outreach phase, participants identified common issues to be taken into consideration by the Parks and Recreation Department to ensure the success of this master plan. Participants expressed high expectations that this plan provide priorities and actions to increase the maintenance and development of parks and recreation opportunities to residents and visitors throughout the City. Common issues identified are included as priorities for this plan in Table 5: Common Issues for the Parks, Open Space, Trails and Recreation master Plan.

- Increase maintenance, weed and pest control across parks system.
- Develop an equitable system of recreation facilities and amenities, both indoor and outdoor, based on the needs and opportunities included in this section.

FIGURE 7. COMMON OUTREACH THEMES



- Increase partnerships with private and nonprofit organizations and businesses for maintenance and operations of recreation facilities. Possible partnerships include organizations that sponsor soccer, baseball, softball, tennis and pickleball.
- Identify and provide opportunities for staff training and certification.
- Work with the Santa Fe MPO, Santa Fe Conservation Trust, Santa Fe County, PARC and other entities to complete trail connections and expand the trail network throughout City and into the County.
- Identify and address maintenance issues at recreation facilities, especially the Genoveva Chavez Community Center.
- Identify opportunities for future facilities in growing areas of southwest Santa Fe.

CITY STAFF AND ELECTED OFFICIAL BRIEFINGS AND INTERVIEWS

On January 12, 2017, the consultant team held a day-long series of meetings with Parks and Recreation staff members including representatives from the following divisions: Administration; Parks; Recreation; and the Municipal Recreation Complex/ Golf Course. All recreation centers were represented, including Fort Marcy Recreation Complex, Salvador Perez Recreation Center, and the Genoveva Chavez Community Center, including the Ice Arena.

As part of the outreach process, the consultant team conducted interviews and meetings with council members from each district to gain perspective on the needs and wants of constituents in their respective districts. Overall, council members were focused on maintaining and preserving the park and open space

system with limited resources, providing recreational amenities for those underserved throughout the City, and ensuring public engagement strategies targeted a diverse group of users and residents in each council district.

SPECIAL COMMITTEE PRESENTATIONS AND INTERVIEWS

To further coordinate efforts and engage in decision making, the consultant team met with the Parks and Recreation Advisory Commission (PARC) and the Bicycle and Trails Advisory Commission (BTAC) to discuss existing conditions and the development of future projects and policies regarding parks,

recreation and trails. Both commissions agreed maintenance is a priority and would like to see the parks and recreation system maintained at a high quality. PARC was also concerned with plant management and providing access to residents in all City districts. BTAC was mostly concerned with trail maintenance and developing missing trail links and noted the City relies upon the Santa Fe MPO Bicycle and Pedestrian Master Plans for trail implementation in the City.



FIGURE 8. PARTICIPANTS IN A PUBLIC MEETING IDENTIFY AREAS FOR IMPROVEMENT.

COMMUNITY ENGAGEMENT & OUTREACH

FOCUS GROUPS

The purpose of the recreation-based focus groups was to gain an understanding of:

1. How the public uses services offered through the City's recreation centers and programs;
2. Additional services desired by system users; and
3. Service gaps.

Ideas and goals on improvements to recreation facilities and programs were solicited from focus group participants through a series of interview questions. In total, 64 participants provided their experiences and opinions of the overall recreation system in Santa Fe. Participants provided input on their experiences at all of the recreation facilities, parks, trails and open spaces provided by the City, as well as some maintained by the County and federal agencies. Participants included residents who are involved in field sports, the ice arena, dog training, golf, recreation programs, youth camps, and fitness. Participants tended to be avid consumers of all of the facilities and services offered and provided general comments on their experiences at City parks, open spaces and trails.

The focus groups were held over three days, April 4-6, 2017, with timeslots during open recreation time to meet with GCCC users, and evenings for people who could not attend during the day. Comments and groups discussion are summarized below in the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and in the needs/desires summary.



FIGURE 9. PARTICIPANTS IN A PUBLIC MEETING IDENTIFY AREAS FOR IMPROVEMENT.

COMMUNITY MEETINGS

Four community meetings were held to gather public input on satisfaction and ideas for improvements to the parks, open space, trails and recreation system in Santa Fe. The meetings were held on May 15th, 16th, 30th and June 1st, each in a different City Council District to solicit a broad range of feedback throughout the community. In total, 35 people attended the public meetings including City Council members, members of the City Parks & Recreation Commission, neighborhood association members, non-profit and private group representatives, and members of the public. The consultant team organized the meetings to ask attendees questions regarding what is working well for parks, open space, trails and recreation, and what could be improved.

Data collected is summarized in the SWOT analysis below and reflected in plan recommendations. General notes and project ideas gathered from public meetings are summarized in Appendix B.

COMMUNITY SURVEY

The consultant team recognized that many people do not attend public meetings. Therefore, input was solicited through an on-line Community Survey. The survey was designed to reach a broad selection of users and was tailored to the general public. A Spanish translation of the survey was also provided to ensure equal access and diverse public input. The survey was advertised at all of the City recreation facilities and community centers, as well as through email lists, at City events (e.g. Community Day)

and on the City website and through nextdoor.com. Notices of the surveys were also sent out to members of the following organizations:

- Santa Fe Chamber of Commerce
- New Mexico Green Chamber of Commerce
- Santa Fe Hispanic Chamber of Commerce
- Santa Fe Home Builders Association
- Santa Fe Association of Realtors
- Santa Fe Kiwanis Club
- Somos un Pueblo Unidos
- La Liga Soccer

In total, 473 survey responses were collected and analyzed. The common themes mentioned in an open-ended question that asked respondents for their comments about the City parks, recreation and trails system. Common themes included maintenance, completing missing trail links, increasing soccer and multi-use fields, maintaining outdoor tennis and pickleball courts, enforcing leash laws and cleaning up graffiti. For the most part, comments included in the surveys matched the feedback received during interviews, focus groups and community meetings. Sample demographics from the survey including age, gender, race, ethnicity and location are shown below. A complete report of survey results is included in Appendix B: Public Outreach.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Comments and feedback obtained during focus groups, staff meetings, community meetings and gathered from the community survey were organized into a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis about parks, recreation, trails and open space systems and facilities. This analysis includes the current parks and recreation system and opportunities for future growth and improvements. A summary table of the SWOT analysis is shown on the following pages.

STRENGTHS

The diversity of recreation resources, activities and opportunities currently provided by the City is highly valued by the community. Community members expressed their admiration of the City's parks and recreational facilities, and confirmed that the facilities are well used by residents and visitors alike. Those who participated in the public outreach process also applauded the level of maintenance for outdoor facilities, but noted there is room for improvement.

WEAKNESSES

During the public outreach phase, participants were asked what could be improved with the parks, recreation, open space and trail systems throughout the City. Many residents commented on basic maintenance activities, including weed and graffiti removal. Some residents commented on administrative support activities such as marketing and scheduling, and others commented on facility space and condition.

OPPORTUNITIES

Participants' primary focus for opportunities included enhanced maintenance, scheduling of recreation facilities and outdoor spaces, and coordination with sports leagues and local businesses. Some facilities are currently not meeting the needs of the community through deferred maintenance or lack of space and/or programming, and opportunities exist to partner with local organizations to take over maintenance and scheduling for recreational activities and teams.

THREATS

During discussions with focus group and community meeting participants, external threats were mentioned that the Parks and Recreation Department should consider when planning for and managing facilities in the future. The threats seemed to be centered around public relations and transparency. The threats were not necessarily discussed by category, but are related to the parks and recreation system as a whole.

STRENGTHS

PARKS

- Maintenance is good with room for improvement, especially in specific parks. See Appendix B: Public Outreach for comments on specific parks
- Parks crew is responsive and timely in addressing concerns
- Adopt-a-Park and Adopt-a-River programs are working well
- Dog parks are well maintained and a good resource for neighborhoods
- Abundance of smaller parks that are good for gatherings
- Santa Fe is set up well to have great green spaces
- Council Districts 1 and 2 have a good mix of park types that are used by a cross section of residents throughout the City

TRAILS & OPEN SPACE

- Trails are well maintained and condition is good overall
- The BTAC is well organized and thoughtful about trail investments
- Dale Ball and La Tierra Trail Systems are in good condition and provide a great recreation opportunity
- Trail system is good for the size of Santa Fe
- Youth can move around on trail systems relatively well
- Trail connectivity is improving with recent investments and project construction
- Trails are both bicycle and pedestrian friendly
- People generally feel safe while using trails

RECREATION

- Genoveva Chavez Center (GCCC) is nice, well maintained and affordable
- Ice Rink at GCCC is a great amenity, well maintained and programmed
- Types of classes offered are good in all rec centers
- Santa Fe has nice facilities for the size of the City
- Plaza event programming is great
- Salvador Perez and Fort Marcy centers are clean and have decent recreation options for their size
- Marty Sanchez golf course is well maintained and is a good attraction for residents, visitors and wildlife

WEAKNESSES

PARKS

- Weed and pest management needs to be better
- Lighting could be better across the system
- Some residents don't get a sense there is community or neighborhood buy-in for all improvements
- Improve trash/litter pick-up and graffiti removal
- General lack of restroom maintenance, restrooms are vandalism targets
- Fields are not being maintained correctly
- Staff is stretched thin
- Irrigation system maintenance could be better
- Patrol and enforcement for dogs off leash and dog clean-up could be better
- Curfew enforcement could be better
- Some playground equipment is in disrepair
- There are too many pocket parks to maintain
- Some upgrades attract vandalism (esp. Railyard Park)
- Council Districts 3 and 4 could use more park facilities
- Inventory and facility condition inventory should be updated and maintained at least annually

TRAILS & OPEN SPACE

- Neighborhood concerns over safety and security
- Trails have gaps across the City, room for improvement across the City
- Coyotes and wildlife sometimes cause concern about pet safety
- One-third of survey respondents (an some focus group participants) have felt threatened by an aggressive dog off leash on City trails. There is a need for more enforcement and education on keeping dogs on-leash
- Lighting is non-existent in some areas
- Safe crossings are needed along St. Michaels Drive, Cerrillos Road, Airport Road, and St. Francis Drive
- There is not one comprehensive source of information online for trails (map, condition, closures, events, etc.)
- Graffiti is bad in areas, especially on mileage signage
- Need for more public buy-in, volunteer maintenance efforts and adopt-a-trail programs
- Glass on trails from broken bottles sometimes causes safety concerns
- Need improved river environment and watershed health along Santa Fe River
- Need better awareness and education to avoid bike/pedestrian conflicts
- Landscape around trails could be better designed and maintained
- Wayfinding is bad or non-existent in areas

WEAKNESSES, CONT

RECREATION

- Lack of marketing, especially for youth and senior populations
- Staff shortages at times, including lifeguards and general operation staff, force closures of pools or entire centers without warning
- Condensation issue at GCCC and general maintenance issues at all rec centers (cosmetic fixes, flooring, locker rooms in particular)
- Recreation staff is hard to track down and centers are understaffed at times. This is especially true with lifeguards
- Scheduling could use improvement, centers are generally not open late hours for working people
- Recreation scheduling for sports leagues could use improvement and should be done by the leagues in coordination with the City. There is only one point of contact for scheduling, which makes it hard for multiple leagues to schedule time on facilities
- Fee structure is too high for some people, and multi-facility passes are too expensive
- Lack of space leaves sports programming challenges - example: pickleball, table tennis and badminton being programmed on basketball and volleyball courts, competing for space during school vacation times
- There is a need for additional outdoor recreation facilities including swimming, soccer, pickleball, softball and baseball
- Outreach could be better including gathering information seasonally about scheduling, maintenance and issues presented
- Recreation centers should be better about checking in with customers about types of programs/classes needed and times desired
- Basic maintenance at recreation facilities is needed (paint, fixing water fountains, showers, etc.). The process seems to be delayed because maintenance falls under facilities department, not parks and recreation
- Should be online registration and a better interface across the system. The recreation centers operate as two different entities (GCCC and others). Could use one consistent price and facility pass for all three centers

OPPORTUNITIES

PARKS

- There is an opportunity to work with existing leagues and players to develop future outdoor recreation facilities (soccer, pickleball, etc).
- There is an opportunity to work with volunteer groups to help with sports field management and maintenance, and partner with private and non-profit organizations for programming and maintenance
- Neighborhoods and park stewards are willing to increase their involvement in park maintenance
- Some would like to do volunteer gardening if their work is guaranteed to be permanent
- Volunteer based maintenance efforts, park cleanup days
- Cultural facilities and activities at parks and trails are an opportunity to enhance visitor experience, educate users about the community and provide opportunities for tourism attraction
- The City's efforts to improve stormwater management provides an opportunity to capture water for park landscapes and to incorporate Low-Impact-Development (LID), measure water use and look for efficiencies
- The department's existing web site and marketing function is an opportunity to enhance public education on maintaining parks and field restoration
- Consistent management and design practices and working with the public to ensure quick response to maintenance requests
- Increased efforts to integrate park planning and design with development review and subdivision standards

TRAILS & OPEN SPACE

- As mentioned above, there is an opportunity to include open/natural space requirements in park design process, development review and subdivision standards
- The City's efforts to fill in trail system gaps have improved recently, and there is an opportunity to continue working with Santa Fe Conservation Trust, Santa Fe MPO and Santa Fe County to create maintenance and trail development partnerships, and increase safe crossings on busy roads and connections to transit
- Opportunity to coordinate with the County on wayfinding and trail connections to increase access and circulation. The City could also coordinate with the County on trail mapping efforts to have one source of information online
- Opportunities to work with schools, after school programs and non-profit organizations for education:
- Education programs for community, community events to promote bicycle/pedestrian safety and volunteer maintenance/adopt-a-trail
- Education opportunities with natural areas and river environments, promote environmental stewardship through signage

OPPORTUNITIES, CONT

RECREATION

- There is an opportunity to coordinate with leagues, private and non-profit entities for maintenance and scheduling during various sports seasons. Soccer leagues are generating interest in this already
- The City has expressed interest in more training for recreation staff and opportunities for certifications
- An opportunity exists for marketing and outreach to determine fitness/recreation needs and schedule programs
- The ice arena is recognized as one of the premier facilities in the region. There is an opportunity to bring visitors to Santa Fe to use this facility. This is especially true if access could be expanded through extended hours.
- Work with local businesses to create partnerships for food, beverage and retail options in recreation/ community centers
- There is an opportunity to work with sports leagues and recreation programs to provide shared spaces for courts and outdoor sports
- There is a need to work with all recreation centers to create a consistent fee schedule throughout City, and provide recreation passes that can be utilized across the City. An opportunity exists here to streamline fees and share resources between the centers (staff, funding, etc)
- An opportunity exists for economic development and tourism by providing regional tournaments if space was available and facilities were upgraded
- Work with local businesses (hotel, restaurants, etc.) and Tourism Santa Fe for recreation marketing, including the Golf Course, soccer, swimming, pickleball and outdoor recreation/hiking trails

THREATS

- Negative publicity and resulting public perceptions related to in the use of funds from the 2008 and 2012 park bonds could affect support for future bond initiatives.
- There is a threat of losing economic benefits from regional sports events like tournaments. The lack of competition facilities for sports such as soccer, pickleball and swimming was mentioned as a factor in leagues and other sports organizations choosing to hold events elsewhere in the state. Durango and Albuquerque were mentioned as places that successfully compete for these types of events.
- Invasive species are difficult to remove and require more staff and manpower to meet public demand for pesticide free maintenance and the requirements of the City's IPM.



CHAPTER 4

FACILITY INVENTORY

The Parks and Recreation Department oversees a large inventory of parks, open space, and recreational facilities. In 2017, the Department operated 77 parks, making up over 1100 acres; open space facilities totaling close to 4,000 acres; and over 35 miles of improved (paved and unpaved) trails. In addition, the Department is responsible for three recreation centers, three swimming pools, and numerous events. This chapter details the facilities the Department owns and/or operates, as well as providing an overview of existing physical conditions and programming available at recreation centers.

SITE VISITS & ASSESSMENTS

The consultant team conducted detailed site visits, inventory and condition assessments for a representative sample of parks from April through July, 2017 as part of the planning process. During this time, the team visited and conducted detailed assessments including a facility inventory, facility conditions and recommendations for future operations, maintenance and possible site enhancements. Parks assessed during this time are shown in Table 1 on page 37.

PARK NOTES

The team made the following notes regarding maintenance, staffing and planning issues with parks:

- Santa Fe Parks takes care of Police, Fire, Library, Rec Center, School fields with MOU and City medians in addition to the park properties.
- There are no maintenance management plans for park sites.
- Park maintenance and operations do not use a work order system to track work/repair replacement or responding to graffiti, or fixing issues identified by the public.
- Parks Maintenance does not use herbicides or pesticides to assist with maintenance making taking care of the parks very labor intensive.
- Parks Maintenance staff that we spoke with indicated that it's not sustainable to continue developing parks without taking into account the limitations of maintenance staffing and how they are able to take care of the properties; especially regarding materials, and site amenities. For example we heard that the landscape beds are very labor intensive to remove weeds and that the gabion baskets at

Railyard park house mice that they can't get rid of because they are difficult to trap there is a no pesticide policy. This is the same for gophers on the turf fields.

- Trail maintenance is supported by the Santa Fe Conservancy Trust. More park and trail patrol programs would be helpful to assist with notifying and taking care of all the trails.
- Park maintenance is not on the utility Blue Stake call list so they frequently have issues with park utilities being damaged.
- Recommend identifying the needed operations and maintenance budget (including FTE) needed to take care with new parks or future capital improvements so capital is in balance with available Maintenance and Operations.
- Encroachments and dumping is an issue with the parks that have natural areas with adjacent private land owners. Signage citing city code would help with enforcement.

COMMUNITY CENTER NOTES

In addition to park site assessments, the consultant team also conducted tours and overall condition assessments for the Genoveva Chavez Community Center (GCCC), Fort Marcy and Salvador Perez Recreation Complexes, and the Bicentennial Pool. In general, the team noted basic maintenance issues including replacing broken parts in locker rooms, HVAC issues and some staffing level issues.

TRAIL NOTES

The consultant team also conducted condition assessments for the following trail segments:

- Acequia Trail
- Arroyo Chamisos Trail
- Arroyo Mascaras Trail
- Santa Fe Rail Trail
- Santa Fe River Trail
- Tierra Contenta Trail




In general, the team noted that trails are in relatively good condition and are continuing to improve with planning and design efforts. There is room for improvement with connecting missing trail segments which the City is working in conjunction with non-profit partners and other agencies, including the Santa Fe MPO and Santa Fe County.

PARKS ASSESSMENT INVENTORY 2017

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	NOTES
Adam Gabriel Armijo Park (Cerro Gordo Park)	Neighborhood Park	6.5		Consider formalizing just one bike trails into the park from entrance drive to reduce erosion from trails coming down the fall line. There is a lot of irrigated turf- recommend reducing the amount of turf in the center of the park and focus maintenance on turf around the active areas where people picnic and allow farther out turf to become more naturalized to reduce maintenance. Consider adding a site map to guide visitors to the trail down to the river. Improve trail to the river.
Amelia E. White Park	Neighborhood Park	3.0		This is designed to be a formal linear park site, but the turf areas and landscape beds are in poor condition and need maintenance. The planter container's paint is peeling. Recommend reducing the plantings to simple low maintenance shrubs. There are some demand trails that could be formalized to reduce erosion/ maintenance. Also there is a lot of turf area that is in poor condition. Evaluate where best location to restore turf and convert low use areas to natural areas/lower maintenance areas.
Ashbaugh Park	Community Park	16.1		This is a long linear park with a lot of irrigated turf that does not appear to function for sports fields. To reduce water use the City may want to consider reducing the turf areas to be close to the picnic areas and look to let the majority of the site be more natural. Also the site would benefit from wayfinding signage and improved trails.
Candeler Park	Neighborhood Park	6.1		This park has a primitive trail connection to an undeveloped portion of the site on Zia Road. There may be value in developing a formal trail path from Zia to the park with wayfinding signage.
Colonia Prisma Park	Neighborhood Park	2.5		This is a new park surrounded on 3 sides by natural areas. There are wide pathways and paved community gathering areas. Park staff shared this park meets the needs of the neighborhood. There are some weeding issues but it has park stewards to help.
Fort Marcy Park and Ballpark	Community/Special Use Park	16.1/3.8		Flag football league and tournament, ultimate Frisbee and disc golf. Potential to promote to tourists because of location
Frank S. Ortiz Park and Dog Park	Neighborhood/Special Use Park	5.7/135.4		More trees around the play area could define the children's area of the park and provide shade. This would be a good site for concession stand. Dog park was built on a landfill, which caused major issues for the original park design. This would be a good site for concession or food truck/ pet support business

PARKS ASSESSMENT INVENTORY 2017, CONTINUED

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	NOTES
Genoveva Chavez Park	Community Park	9.6		
Las Acequias Park	Neighborhood Park	5.8		This park could benefit from more shelters closer to the northern play area. The northern play area could accommodate more play elements- it's pretty bare given the size of the fall area. Also more seating and picnic area around the northern play area and define irrigated turf areas near the shelters and play areas and convert the farther away areas to natural areas.
Monica Lucero Park (Vista del Sol)	Neighborhood Park	10.5		The bank between the parking lot and play area is bare of vegetation and eroding. This is a location where some terraces or low seat could mitigate continued erosion and provide more seating near the play area. There is a lot of turf that is uneven in condition. Focus turf improvements near play area and a designated field area. There are some demand trails from the park to the regional trail. Improving them to be formal trails will reduce erosion and provide a better visitor experience.
Monsignor Patrick Smith Park (Canyon Road Park)	Community Park	4.6		The neighborhood entrance on the west side of the park from Canyon Rd could use a park identification sign and an accessible path from the sidewalk to the playground. Currently there is a modest demand trail from the sidewalk through the turf.
Nava Ade Park	Neighborhood Park	2.3		Remove berms along the perimeter of the park to facilitate easier maintenance/mowing. Reseed with native seed mix
Railyard Park	Community Park	9.7		Site of 80 special events, City provides sanitary and electrical support for these plus general maintenance. Special site furnishings are expensive to replace and maintain. Look for GI/LID features here. Some of these, like French drains, are maintenance issues and don't work as designed. Gabion baskets are difficult to maintain and house mice/other pests. The wood furnishings are not weathering well and will need to be replaced. Access to the community garden is limited. Limited picnic areas close to the parking. Planting beds are difficult to maintain with manual labor only.
Rancho del Sol Park	Neighborhood Park	1.1		The turf area in this park could be reduced to the area adjacent to the play and picnic areas and transition the remaining areas to native/shrubs/low maintenance vegetation. The surfacing in the play area needs to be replaced its cracking. No park identification sign- needs replacing.

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	NOTES
Salvador Perez Park	Community Park	12.0		Oldest facility in "midtown". Great location. Too small and old. They have a failing HVAC system, condensation issues, complaints. No custodian. Takes some overflow from GCCC – MRC could take some league games. Need new starting blocks. Putting parking lot in area that used to be for community picnics.
Torreon Park	Neighborhood Park	3.2		There is a lot of nice grass at this park. It looks like there are some irrigation leaks as some areas and trees are really lush and other areas are bare/dry. May want to replace lights with LED fixtures at some point.
Villa Caballero Park	Neighborhood Park	4.8		This is a natural area park with trails and benches. There are opportunities to make trail improvements and create a wayfinding trail map to show how trails connect to the neighborhood and how to get to Las Estancias Park.
Water History Park & Museum	Community Park	3.5		This is the historic site of the Historic Santa Fe Hydroelectric power plant. Currently the park seems to be acting as a dog park. There is room for more picnic tables.
Young Park	Neighborhood Park	0.9		No sidewalks developed on the block- currently the ROW is gravel. Developing sidewalks will lower long term maintenance of grave and weed suppression.



PLAY EQUIPMENT



BASKETBALL COURTS



TENNIS COURTS



MULTIPURPOSE FIELDS



SOCCER FIELDS



BASEBALL FIELDS



TRAILS



SKATEPARK



SITE FURNISHINGS



SIGNAGE



COMMUNITY GARDEN



OTHER

PARKS

REGIONAL PARKS

Regional parks are large, often up to 300 acres, and serve the entire community and, at times, surrounding areas. They provide space for high-intensity recreational activities as well as large tracts of open space. These areas frequently attract visitors from outside of the community. The Municipal Recreation Complex (MRC) is the only regional park owned and operated by the City of Santa Fe.


MUNICIPAL RECREATION COMPLEX

The Municipal Recreation Complex (MRC) is a 428.38 acre recreation complex with sports fields, turf lawn areas, baseball fields, soccer fields, volleyball courts, a concession stand, picnic tables, and play equipment. This regional park is often used for recreation leagues including soccer, baseball and softball, and can be scheduled for larger sports tournaments.



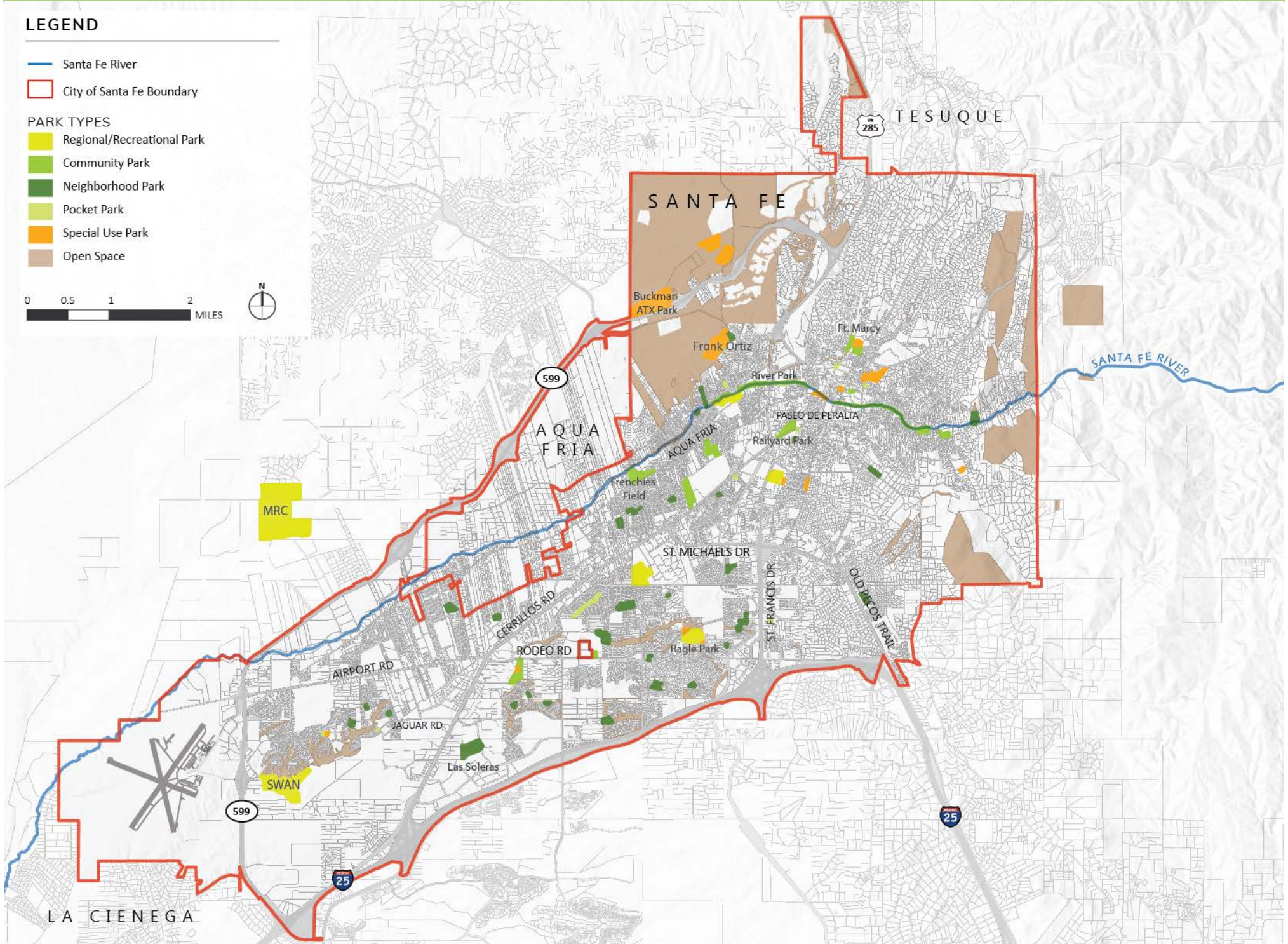
FIGURE 10. FORT MARCY PARK

LEGEND

-  Santa Fe River
-  City of Santa Fe Boundary

PARK TYPES

-  Regional/Recreational Park
-  Community Park
-  Neighborhood Park
-  Pocket Park
-  Special Use Park
-  Open Space



COMMUNITY PARKS

Community parks are larger sites developed for organized play, contain a wider array of facilities and, as a result, appeal to a more diverse group of users. Community parks are generally 15 to 50 acres in size, should meet a minimum size of 20 acres when possible and serve residents within a 1-to-2-mile radius of the site. In areas without neighborhood parks, community parks can also serve as local neighborhood parks.

In general, community park facilities are designed for organized or intensive recreational activities and sports, although passive components such as pathways, picnic areas and natural areas are highly encouraged and complementary to active use facilities. Since community parks serve a larger area and offer more facilities than neighborhood parks, parking and restroom facilities are provided. Community parks may also incorporate facilities, such as athletic fields, recreation centers, senior centers or aquatic facilities.

- Alto-Bicentennial Park
- Ashbaugh Park*
- Cathedral Park
- Fort Marcy Park*
- Franklin E. Miles Park
- Frenchy's Field Park & Commons
- Genoveva Chavez Park*
- Larragoite Park
- Monsignor Patrick Smith Park*
- Ragle Park
- Railyard Park*
- Salvador Perez Park & Complex*
- Santa Fe River Park
- Southwest Activity Node (SWAN) Park
- Villa Linda Park
- Water History Park & Museum*



FIGURE 11. RAILYARD PARK

NEIGHBORHOOD PARKS

Neighborhood parks are generally considered the basic unit of traditional park systems. They are small park areas designed for unstructured play and limited active and passive recreation. They are generally 3-5 acres in size, depending on a variety of factors including neighborhood need, physical location and opportunity, and should meet a minimum size of 2 acre in size when possible.

Neighborhood parks are intended to serve residential areas within short walking distance (up to ½-mile radius) of the park and should be geographically distributed throughout the community. Access is mostly pedestrian, and park sites should be located such that persons living within the service area will not have to cross a major arterial street or other significant natural or man-made barrier, such as an arroyo and railroad tracks, to get to the site. Additionally, these parks should be located along road frontages to improve visual access and community awareness of the sites.

Generally, developed neighborhood parks typically include amenities such as pedestrian paths, picnic tables, benches, play equipment, a multi-use open field for youth soccer and baseball, sport courts or multi-purpose paved areas, landscaping and irrigation. Restrooms are not provided due to high construction and maintenance costs. Parking is also not usually provided; however, on-street, ADA-accessible parking stall(s) may be included. Neighborhood parks in the City of Santa Fe include:

- Adam Gabriel Armijo Park*
- Alvarado Park
- Amelia E. White Park*
- Calle Lorca Park



FIGURE 12. AMELIA WHITE PARK

- Candelero Park*
- Cielo Vista
- Colonia Prisma Park*
- Dos Hermanos Rodriguez Park
- Frank S. Ortiz Park*
- Gallisteo Park
- Gegory Lopez Park
- Herb Martinez Park
- John F. Griego Park (Vietnam Vets)
- La Resolana Park
- Las Acequias Park*
- Las Estancias Park
- Las Soleras Park (future)
- Los Milagros Park
- Maclovio Park
- Martin Luther King Jr. Park
- Monica Lucero Park*
- Nava Ade Park*
- Orlando Fernandez Park (Pueblo Park)
- Pueblos del Sol Park
- Rancho del Sol Park*
- Rancho Siringo Park
- San Isidro Village Park
- Torreon Park*
- Villa Sonata
- Villa Caballero Park*
- Young Park*

*Park facilities and conditions inventoried by consultant team.

SPECIAL USE PARKS

Special facilities include single-purpose recreational areas such as the skatepark, BMX course or the shooting range, along with recreation centers, aquatic centers and plazas in or near the downtown core. No standards exist or are proposed concerning special facilities, since facility size is a function of the specific use. Special use parks in the City of Santa Fe include:

- Atalaya Park
- Cornell Park (Rose Garden)
- Cross of the Martyrs
- De Vargas Park (East/West)
- Fort Marcy Ballpark*
- Handball Park
- Plaza Park
- Prince Park
- Frank S. Ortiz Dog Park*
- Salvador Perez Dog Park
- Villa Linda Dog Park
- Alto Pump Tracks
- Buckman Track ATV/MX Park
- Dirt Jumps
- Freeride Jump Track
- Ragle Pump Tracks
- Zona Pump Tracks

*Park facilities and conditions inventoried by consultant team.



FIGURE 13. FRANK ORTIZ DOG PARK



POCKET PARKS

Pocket parks are small facilities, and are the smallest park classification used to address limited or isolate recreational needs. These parks serve a limited radius (typically up to 1/4 mile) from the site and provide passive and play-oriented recreational opportunities. Passive uses may include picnic areas, community gardens and sitting areas. Examples of pocket parks can include a tot lot with play equipment such as a climber, slide or swings, or a small urban plaza. Locating pocket parks adjacent to other park system components, such as recreational trails, is also desirable. Parking areas are typically not provided at parking lots aside from on-street parking adjacent to the site in some cases. Lighting may be provided for safety and security. Pocket parks within the City of Santa Fe include:

- Arroyo Sonrisa Park
- Casa Linda Park
- Don Diego/Entrada Park
- Louis Montona Park
- Marcel Marc Brandt Park
- Peralta Park
- Plaza Entrada
- Sunnyslope Meadows Park
- Thomas Macaione Park
- Valentine Park

FIGURE 14. COLONIA PRISMA

OPEN SPACE & TRAILS

The City of Santa Fe also manages natural areas and urban forests along stream corridors and on open parcels that are still undeveloped and reserved for future park sites. In addition to these natural areas, many of the existing developed parks have acres that have been left natural or are adjacent to natural areas. These areas attract wildlife and invasive plant and aquatic species that require management similar to that required on open space property.

TRAILS

Recreational trails are non-motorized transportation networks generally separated from roadways. Trails can be developed to accommodate multiple uses or shared uses, such as pedestrians, inline skaters, bicyclists and equestrians. Trail alignments aim to emphasize a strong relationship with the natural environment and may not provide the most direct route from a practical transportation viewpoint. Bikeways are different than recreational trails in that their principal focus is on safe, efficient and direct non-motorized transportation.

Bikeways serve distinctly different user groups than trail users. Typical bikeway user groups would include bicycle commuters, fitness enthusiasts and competitive athletes. Their emphasis is on speed, which can create conflicts with recreation-type trails and their respective user groups.

For shared-use trails, it is important that the alignment and cross sections be designed with flexibility to accommodate higher speeds, passing zones and greater widths. Surfaces will vary with intended use and environmental considerations. Additionally,

parking, consistent signage (wayfinding, access, use hierarchy) and interpretive markers or panels should be provided as appropriate.

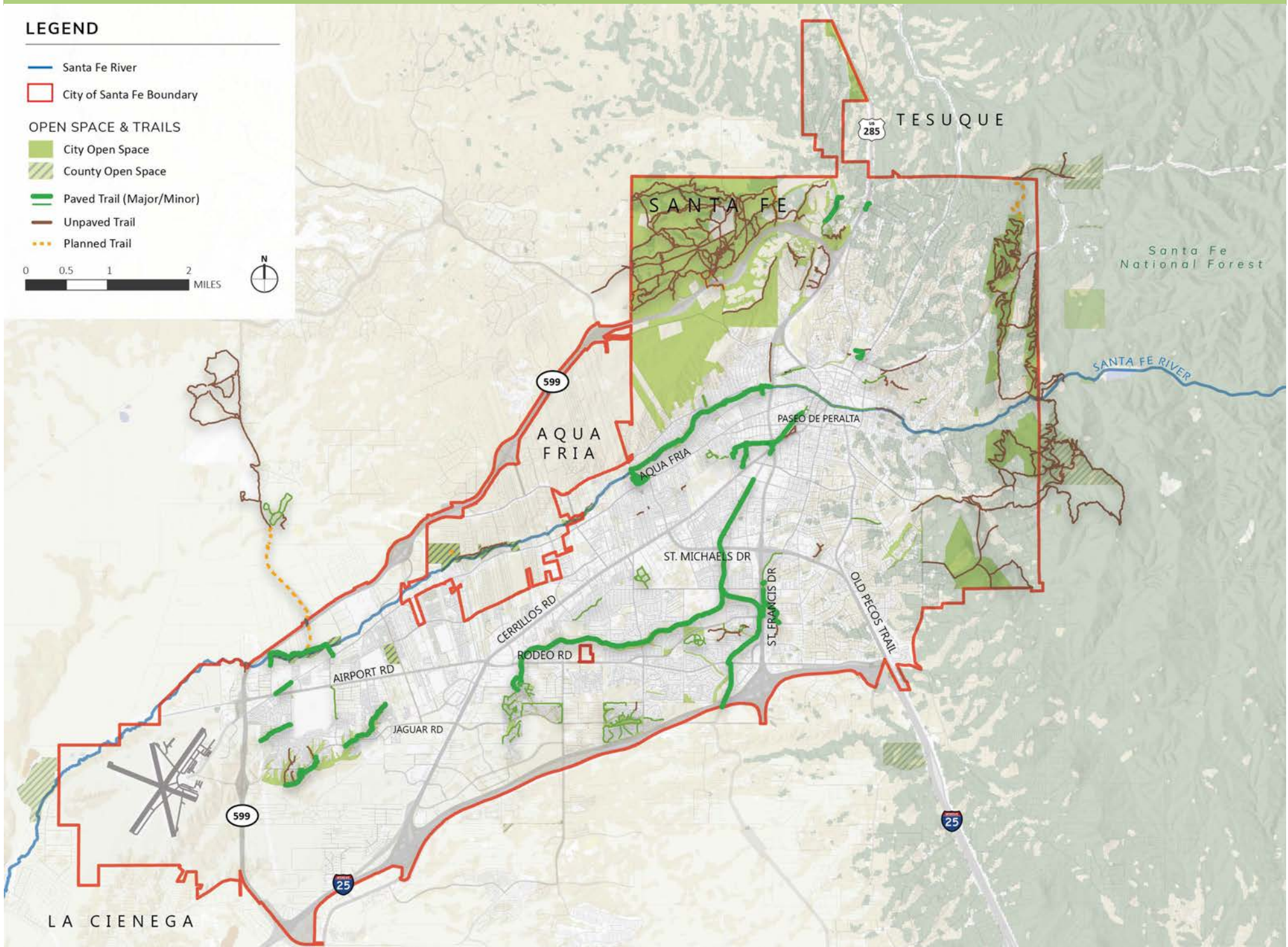
In Santa Fe, trail and bikeway planning and development is shared between different divisions of the City and, the MPO, and sometimes with Santa Fe County.

FIGURE 15. ARROYO CHAMISOS TRAIL



LEGEND

-  Santa Fe River
-  City of Santa Fe Boundary
- OPEN SPACE & TRAILS**
-  City Open Space
-  County Open Space
-  Paved Trail (Major/Minor)
-  Unpaved Trail
-  Planned Trail



RECREATION FACILITIES

Community centers and recreation facilities operated by the City of Santa Fe include the Genoveva Chavez Community Center (GCCC), Fort Marcy and Salvador Perez Recreation Complexes (including pools), and the Bicentennial Pool. Other recreation facilities include tennis courts, ball diamonds and rectangular fields. While some of these facilities can be used for different activities, many are single or narrow purpose. Active recreation facilities are typically more costly to develop and operate over time. Community decisions about the provision of these facilities generally take into consideration the extent of the user base, life cycle management costs, and existence of similar facilities in or near the community.

Some specialized recreation facilities, such as the Marty Sanchez Links de Santa Fe Golf Course, skate parks and dog parks are suited only for specific uses. While these facilities can garner visibility and community support, they may serve only a narrow slice of the community and can be the most costly facilities to maintain and operate over time. City parks and recreation departments typically conduct thorough needs assessments before committing to the development and ongoing maintenance of specialized facilities, carefully vetting plans with the community, advisory boards and governing bodies.

GENOVEVA CHAVES COMMUNITY CENTER

The Genoveva Chaves Community Center (GCCC) is Santa Fe's premier recreation center. The 177,000 square foot facility features three swimming pools (50 meter olympic lap pool, leisure pool with slides and therapy pool), racquetball courts, NHL-size

ice skating rink, fully equipped fitness area, weight room, gymnasium, indoor track and a full slate of classes and leagues. Youth programs and camps are offered year around. Party packages and room rentals are also available.

FT. MARCY RECREATION COMPLEX

Ft. Marcy Recreation Complex is a beautiful facility located in the heart of downtown Santa Fe and is the city's second largest community center. The complex includes a 25-yard pool, fully equipped weight room, selection of cardio-equipment, racquetball courts and a full court gymnasium. Ft. Marcy offers a comprehensive range of fitness classes and sports leagues. The community room is available for parties and event rentals. The adjacent parks have multiple fields, playgrounds, a walking path, a putting green and stationary outdoor fitness equipment.

- Community Room
- Gymnasium
- Locker Rooms
- Racquetball Courts
- Weight Room / Cardio-Vascular Fitness
- Outdoor walking path, putting green and outdoor fitness equipment

SALVADOR PEREZ POOL AND FITNESS CENTER

Salvador Perez Pool and Fitness Center is conveniently located next to the historic Train Park. The Center includes a 25-yard indoor pool, weight room with a full complement of cardio-machines, a community

classroom which is utilized for fitness classes and is available for birthday party rentals. The Train Park provides an outdoor walking path, sand volleyball, playgrounds, tennis courts and artificial turf football/ soccer field and baseball fields.

BICENTENNIAL POOL

Bicentennial Pool is the City's only outdoor pool facility open during the summer typically from Memorial Day to Labor Day. The 25-yard pool includes a slide and tot pool, plus other play features. Bicentennial Pool is a family summertime favorite, and the adjacent Alto Park is perfect for a shady, post-swim picnic.

MUNICIPAL RECREATION COMPLEX

The 1200-acre Municipal Recreation Sports Complex is comprised of two distinct, yet integrated, recreational facilities: the MRC sports fields and Marty Sanchez Links de Santa Fe. The complex supports a number of adult and youth baseball, Rugby, softball and soccer leagues, and the site includes the following:

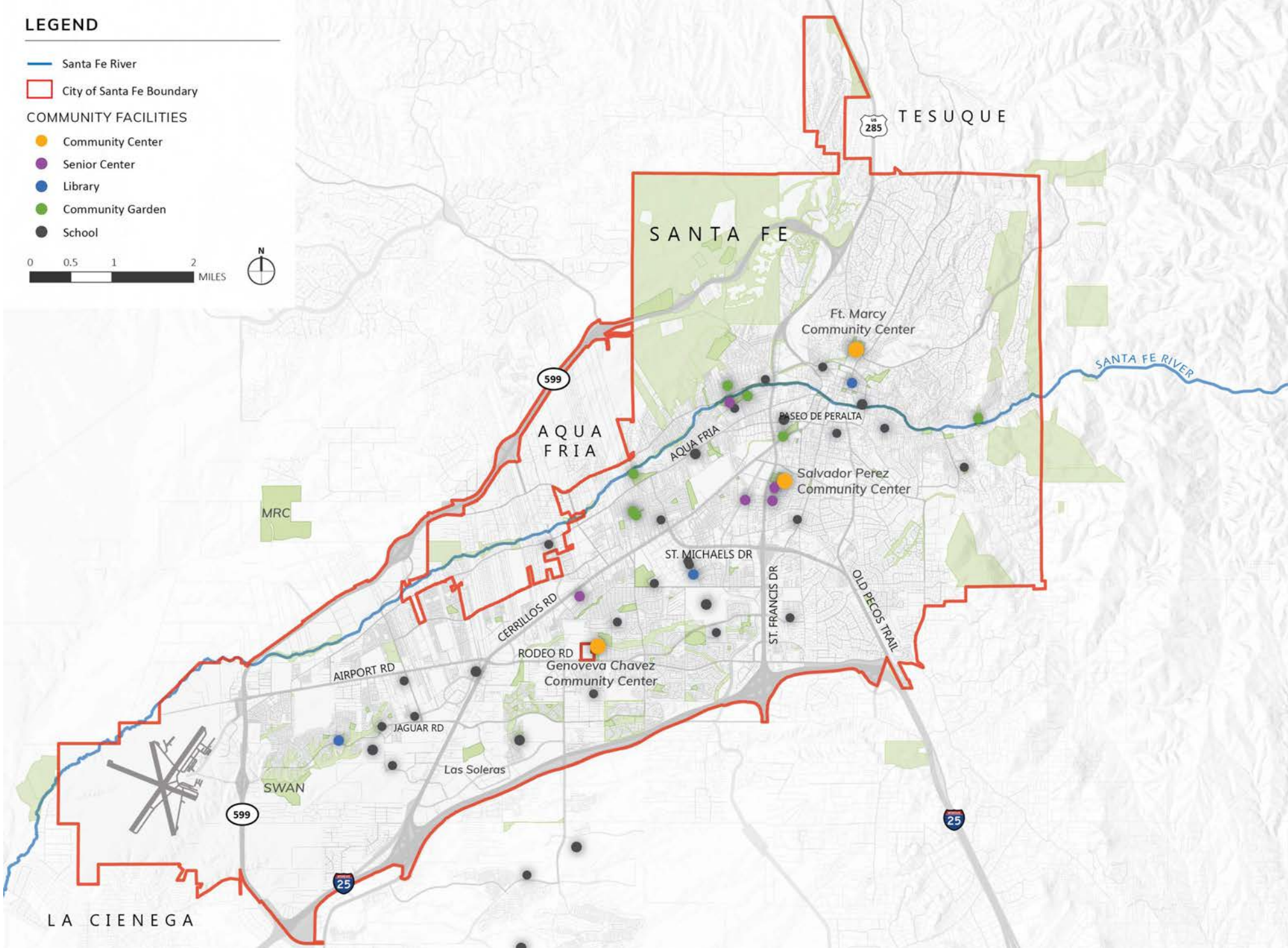
- 5 regulation adult soccer fields surrounded by a walking trail
- 6 softball fields (4 under lights)
- 2 Rugby fields and 2 Flag Football fields
- 1 BMX track - offers a youth BMX park that includes on-site bleachers and meets the requirements for hosting American Bicycle Association events.
- 1 Concession Stand
- 1 large jungle gym on a sand-covered lot

LEGEND

- Santa Fe River
- City of Santa Fe Boundary

COMMUNITY FACILITIES

- Community Center
- Senior Center
- Library
- Community Garden
- School



MARTY SANCHEZ LINKS DE SANTA FE GOLF COURSE

This championship, 18-hole course and par 3 courses were both designed by Baxter Spann, a master landscape architect known for designing stunning golf courses that attract golfers of all skill levels. The course offers year-round, four-season play, including a 35-station all-grass driving range, practice green and putting area. The course is located eight miles west of Santa Fe's historic downtown district, and it also offers full service amenities, such as pro shop, lessons and restaurant. Foot golf is also accommodated on site.

OTHER RECREATION FACILITIES SANTA FE SCHOOL DISTRICT FACILITIES

Santa Fe School District facilities include gymnasiums, tennis courts, sport fields and track ovals. The District makes its facilities available to local organizations, groups or individuals only after the District's need for those facilities have been achieved. The District charges a facility rental fee and requires a security deposit. < note: insert information about relationship btwn City and School District for field and gymnasium usage, and the potential for joint planning/improvements.

ST MICHAEL'S HIGH SCHOOL

St Michael's High School has a 25-acre campus with a football and soccer field, as well as baseball and softball fields. The school also has a full-sized basketball court, auxiliary gymnasium, wrestling room and weight room. Their athletics administration includes a certified athletic trainer to support their programs.

SANTA FE PREPARATORY SCHOOL

Santa Fe Preparatory School encompasses 33 acres in Santa Fe's east side. Both middle and upper schools feature an outdoor quad where students and faculty gather. The school has two turf athletic fields—Brennand Field and Sun Mountain Field. The school has a gym and uses the GCCC for swimming.

SANTA FE YMCA

The Santa Fe YMCA is a membership-based recreation and health club that provides fitness and recreation amenities and is part of the YMCA of Central New Mexico. The facility offers toddler care and pre-school programs, and the center offers afterschool programming at Chaparral and Pinon Elementary Schools.

SANTA FE SENIOR CENTERS

The City of Santa Fe Division of Senior Services offers a variety of programs to senior citizens at five senior centers across the city. The five centers are Luisa Senior Center, Mary Esther Gonzales Senior Center, Pasatiempo Senior Center, Ventana de Vida Senior Center and Villa Consuelo Senior Center. The City offers a variety of programs and activities for seniors age 60 and over, which include fitness, meals, trips, volunteer programs, 50+ Senior Olympics, health and safety, among others. Most services and/or activities are free, but some may request a suggested donation.

PRIVATE FITNESS

Several private fitness clubs and centers operate in Santa Fe, and these enterprises further highlight the latent demand for indoor recreation facilities and for recreation programming choices. These facilities

vary in their offerings, providing workout, nutrition, education and professional coaching at market rates. Local, private fitness facilities include:

- SolCore Fitness
- Anytime Fitness
- Railyard Fitness
- Planet Fitness
- Dynamic Fitness
- Praxis
- Bulldog Gym
- Gym At El Dorado

Since there are a number of private recreation, sports and fitness providers located in the Santa Fe market, these entities should continue to be relied upon to provide more specialized activities that are not easy for the public sector to provide due to a lack of facilities or expertise.

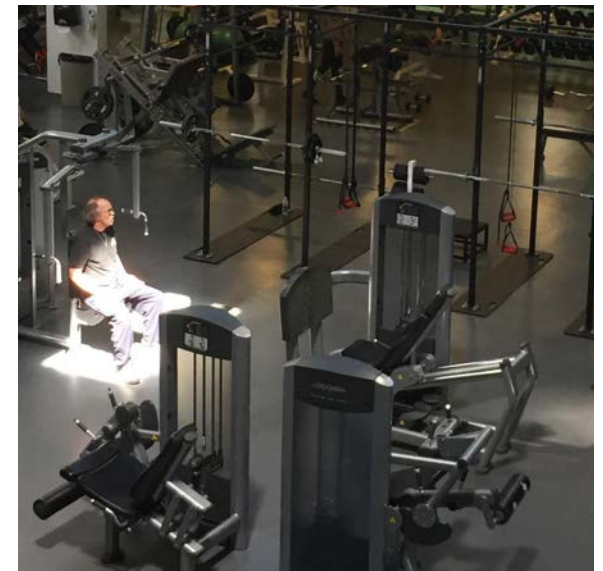


FIGURE 16. WEIGHT ROOM AT GCCC

RECREATIONAL PROGRAMS

Santa Fe's recreation services are a major civic asset that support the physical, mental, and social health of the community. The City currently offers a variety of programming, including fitness, sports, swimming, outdoor recreation, day camps and a variety of other programs and special events for all ages. To continue to provide attractive, responsive and productive programs, the City should:

- Add staffing necessary to enhance the diversity of programs offered, focusing on programs that are in high demand or serve a broad range of users;
- Provide services that address the needs of diverse users, including at-risk communities and those with special needs/abilities; and
- Monitor local and regional recreation trends to ensure community needs and interests are addressed by available programming.

FITNESS & WELLNESS PROGRAMMING

Fitness and wellness programs are one of the fastest growing program areas in public recreation programming. As Americans become increasingly aware of the benefits of good health and that obesity (especially among children) is a major health risk, demand for programming in this area has risen. Fitness/Wellness programs will need to receive increased emphasis (across all program areas) as a response to a renewed interest locally and nationally on improving the overall health and physical condition of people, especially youth.

The Parks and Recreation Department currently offers a wide array of fitness and wellness programs, across its three centers. Programs include a variety of yoga, pilates, zumba, spin, stretching, kickboxing and weightlifting. The City should consider incremental growth in recreation programs that are not currently offered by local or regional providers. Potential options may include crossfit and obstacle course challenge programs, cooking and gardening classes, organized group walks, health and fitness education for youth, and fall prevention programs for seniors. The Department should also emphasize the importance of integrating wellness initiatives into other program areas as well.

To complement existing City programs or those offered by other organizations, the City should consider expanding teen fitness programming to include additional individual athletics, fitness, and alternative sports programs provided additional staff resources are available. In particular, skate, parkour, bouldering, and BMX or mountain biking classes may appeal to teens and take advantage of proposed alternative sports amenities.

GENERAL INTEREST PROGRAMS

Santa Fe's Park and Recreation Department currently does not offer youth or adult general interest classes and programs. However, general interest programs – and summer camps in particular – are often a major focus for recreation departments. This Plan recommends that the City place a greater focus on these programs in the future, with an emphasis on

offering additional summer and school vacation camp programs (currently provided by through the City's Youth and Family Services Division).

EDUCATION

Santa Fe also does not offer youth-focused educational programs. This type of programming is most often being provided by the school district or specialized non-profit or private providers. It is not anticipated that the City will grow its educational programming much in the future. Education programming will primarily be the role and responsibility of other providers; however, the City could offer and promote its parks and trails as venues for use in support of third-party based programs.

OUTDOOR RECREATION

With outdoor areas and resources available, the City should place a greater emphasis on these activities, through partnerships with other agencies and organizations in the Santa Fe area.

SPORT PROGRAMMING

The City's Parks and Recreation Department currently provides for a number of youth and adult drop-in and league based sports, including basketball, soccer, volleyball, table tennis, badminton and racquetball. To meet local needs, the Parks and Recreation Department should continue to provide and enhance youth and adult sports as a core program in the future. Demand for and participation in youth athletic programs is likely to grow in the future. The City also supports local athletic leagues and organizations with access to fields and courts. With the demand for youth sports fields continuing to grow, it is not

unusual for youth sports organizations to build and operate their own fields on their own property or on leased undeveloped public land.

AQUATICS PROGRAMMING

The Santa Fe Parks & Recreation Department has a robust aquatics program, with an emphasis on lessons and water exercise. The City's three indoor facilities offer year-round aquatics programming and, together with the Bicentennial Outdoor Pool, attract visitors from across the region. Swim lessons, water fitness, recreation and leisure swimming, Masters swim, Aqua Zumba, lap swimming, and health and safety programs make up the majority of aquatic programming. City facilities are also used by competitive swim teams and by private rental groups.

The City's aquatics program generally meets the community's needs and will not likely require significant future changes. The Department will need to continue to stress aquatic programming, especially learn to swim classes for children, as a primary program area. Aquatic exercise programs should also continue to be emphasized. With the competitive orientation of the pools, continuing to encourage tournaments and swim team use will be critical.

The public pools in Santa Fe are very popular with residents and have become regional destinations. Given their popularity, the Aquatics Program needs to continue to balance and find opportunities to accommodate varied user group needs (e.g., lap swimming, therapeutics, open swim, etc.). For example, the Aquatics Program should continue to explore ways to expand water safety education to the community through swim lessons and certifications.



FIGURE 17. THE ICE RINK AT GENOVEVA CHAVEZ COMMUNITY CENTER (GCCC)

The strength and continuity of aquatics programming should also be weighed against the physical needs of the pools and their infrastructure. The City should continue to examine and explore options for renovation and upgrades to existing facilities to maximize the availability of pool time. Potential aquatic program and facility enhancements include the following:

- Consider hiring an HVAC person to analyze the Salvador Perez pool to balance the temperature and humidity between outdoors and other rooms.
- Regional swim meets have the potential for revenue generation and added tourism. At the present, only GCCC could be used, but the Salvador Perez pool could meet regulations with investment and upgrades.
- There is a high demand for swim lessons, and the City should explore options to expand its offerings for lessons (group and private) and hire or contract for qualified instructors.

ICE PROGRAMMING

The Genoveva Chavez Community Center provides the only ice arena in Santa Fe, and the Department fully utilizes and programs its ice to accommodate a range of activities, including curling, hockey, skate lessons, speed skating, figure and free skating, parties and rentals. The ice is well-maintained and managed, and stakeholders commented that they believe that this is the best ice in the state.

While the facility and the ice are in very good condition and appreciated by users, there are a variety of suggestions from stakeholders and staff that point to a need to assess scheduling and facility enhancements to improve functionality, capacity and potentially cost recovery of the arena. Suggestions for the ice arena include the following:

- The locker rooms are undersized for hockey and additional space is required for changing and showering.
- The City should consider the expanding lockers to include rental lockers for gear.
- The ice arena has more capacity than what is utilized and programmed due to the scheduling of the entire GCCC facility. Users noted their interest in having the ice open for use later into the evenings. The schedule does not change throughout the year, and the City should explore options to accommodate earlier openings during the summer and more evening time year-round. This may require additional staffing at the front counter or a re-assessment of entry/exit protocols for non-standard building operation times.
- Another way to expand capacity is to consider a second sheet of ice. This could accommodate users' interests in additional skate time and potentially provide the City more flexibility in scheduling, especially for figure skating. An additional sheet of ice could also be used to promote tournaments.
- If an expansion is considered for more ice, the City should also consider space for structured dry land training and exercise programs, to include contract-based trainers.

to provide a robust number of programming, events and activities that are inclusive and accessible to all residents. To expand the range of recreational and therapeutic recreation options, the Department should coordinate and potentially partner with the local chapters of Easter Seals and Special Olympics for programming, fundraising events and sport tournaments.

OTHER PROGRAMMING AREAS SPECIAL NEEDS

It is often difficult for recreation agencies to have significant special needs programs. As a result, recreation departments often offer these programs in partnership with local or regional jurisdictions and service agencies in order to provide high-quality, cost-effective programs. While the City's direct programming for the local special needs population is limited, the Department should strive



CHAPTER 5

NEEDS ASSESSMENT & BENCHMARKS

To better understand how well Santa Fe's Parks and Recreation system serves existing users and how it compares to other municipal park systems, a needs assessment was conducted. Three primary assessments methods were used: 1) a "gap analysis" looking at the service areas of parks and trails to determine how accessible they are to residential areas, as well as reveal areas that are underserved; 2) a level of service (LOS) assessment based on park acreage and population density; 3) a review of operational performance in comparison to other parks and recreation entities.

GAP ANALYSIS

To better understand how well the parks and recreation system serves residents, a gap analysis of the park system was conducted to assess the current distribution of parks throughout Santa Fe. The analysis reviewed the locations and types of existing facilities, land use classifications, transportation/access barriers and other factors to identify those neighborhoods with lower access to parks and recreation facilities.¹

PARK WALKSHEDS

Walkability is an important part of the viability of a community and a significant contributor to promoting public health. The distribution of parks, trails and open spaces assessed through geographic information system (GIS) mapping reveals where there may be physical needs for connecting residents to outdoor recreation facilities. Existing parks and trails are located with an overlay of ¼-, ½-, and 1-mile walking distances to illustrate the coverage for reasonable walking access to the public amenity. The walksheds can also be thought of in terms of walk times: a ½-mile walk generally equates to a 10-minute walk. By mapping ¼- and ½-mile walksheds, areas of the city that are within a 10-minute to a park can be highlighted.

¹ In reviewing parkland distribution and assessing opportunities to fill identified gaps, residentially zoned lands were isolated, since neighborhood parks primarily serve these areas. Additionally, walksheds were defined for parks using a ¼-mile primary and ½-mile secondary service area with travel distances calculated along the road network starting from known and accessible access points at each park.

Maps 9 through 11 show the “walksheds” for Santa Fe’s parks by facility type. As the shading gets lighter, the distance from the park increases. Determining the ‘walksheds’ for a community’s existing parks can reveal the gaps where residential areas have no public parks within reasonable walking distance. These gaps provide a measure of need to provide a more equitable distribution of park facilities. Identified gaps within the park system can become targets for future parkland acquisition.

As can be seen, most of the City is well covered by existing parks (of all types) except for neighborhoods to the southwest including those north of Airport Road. There are also gaps in coverage in certain pockets including along Old Pecos Trail close to I-25, and some neighborhoods north of Cerrillos Road. As noted in the Community Profile chapter, these are also areas that have the highest percentage of children with families, as well as lower incomes and larger household sizes. The southwest is also the primary area within Santa Fe that is expected to see population growth in the future.

DISTRIBUTION BY DISTRICT

When examining park distribution by City Council Districts, the walkshed areas were compared to existing populations. The percentage of the estimated population within each council district that resides within walking distance of an existing park was compared across the City. Council Districts 1 and 4 had the highest level of service for park access with 61% and 60% of the population served, respectively. Council District 3 had the lowest percentage of residents within walking distance of a

park with only 15% of its estimated population within ½ mile of a park. This distribution shows that District 3 – where there are relatively newer subdivisions and developments – is also the Council district currently underserved relative to older neighborhoods.

TABLE 1. POPULATION WITHIN WALKING DISTANCE OF PARKS

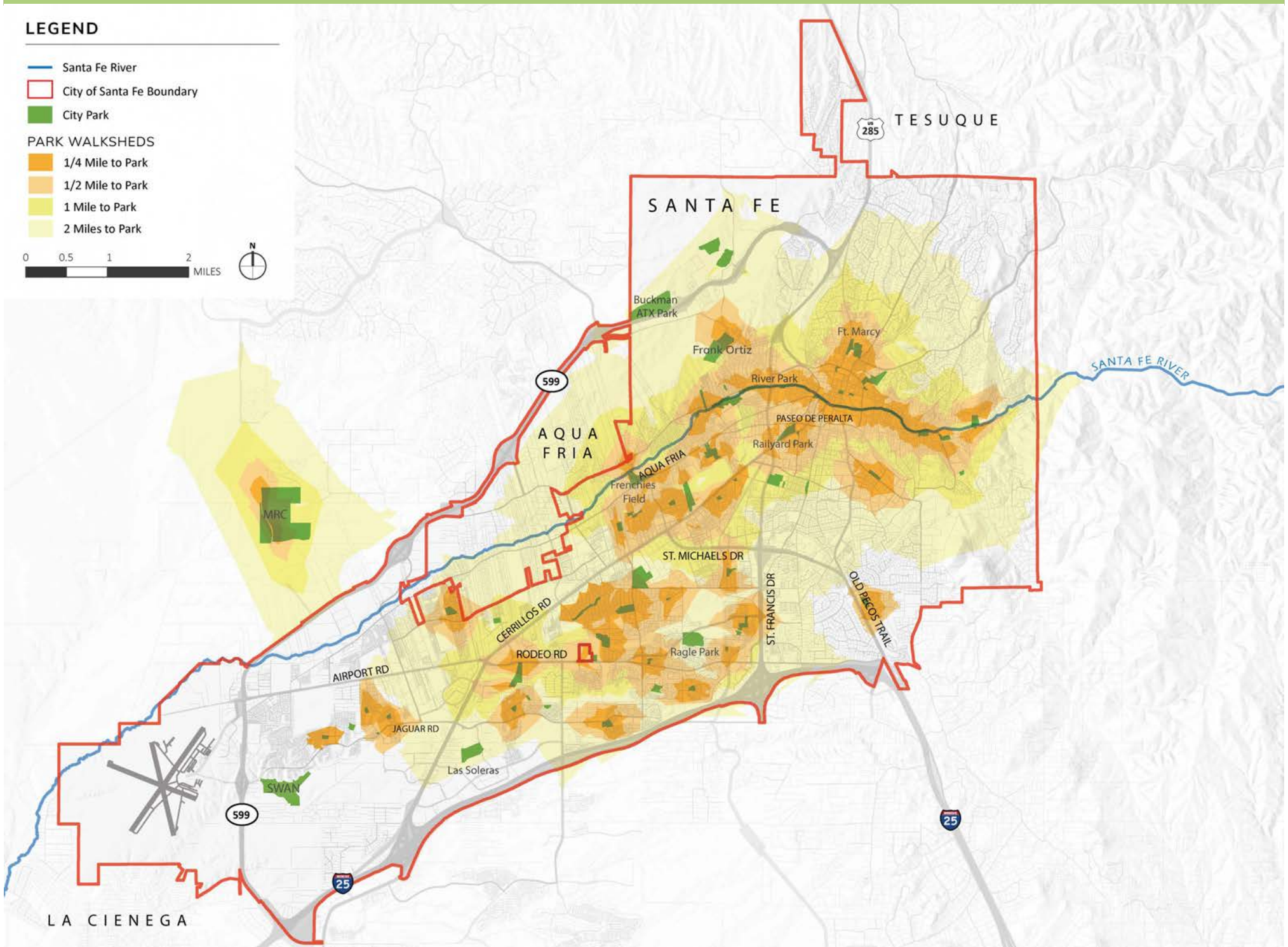
COUNCIL DISTRICT	POP. WITHIN 1/2 MILE OF PARK	% POP. IN SERVICE AREA
1	11,612	61%
2	9,717	50%
3	3,179	15%
4	12,655	60%

LEGEND

-  Santa Fe River
-  City of Santa Fe Boundary
-  City Park

PARK WALKSHEDS

-  1/4 Mile to Park
-  1/2 Mile to Park
-  1 Mile to Park
-  2 Miles to Park



FUTURE PARK SITING CONSIDERATIONS

Walkshed analysis can be used to determine location siting for future parks, as well as target acquisition areas. Generally, park sites should be located such that people living within the service area can reach the park safely and conveniently. Park siting and design should ensure pedestrians do not have to cross a major arterial street or other significant natural or man-made barriers to get to a park, unless safe pedestrian crossings are provided. Neighborhood parks should be located along road frontages to improve visual access and community awareness of the sites. Connecting and frontage streets should include sidewalks or other safe pedestrian facilities. Additionally, subdivision platting and road network plans should encourage a high degree of connectivity to park sites, such that pedestrian access ways are provided to connect disparate developments to park properties.

As can be seen on Map 10 on page 59 61, most future park improvements and/or construction will be concentrated in to the south and west. These areas will most likely see residential development in the future and will benefit the most from additional parks and recreation amenities. These include the planned expansion of SWAN Park, Las Soleras Park, Villa Sonata Park, Villa Caballero Park, and others.



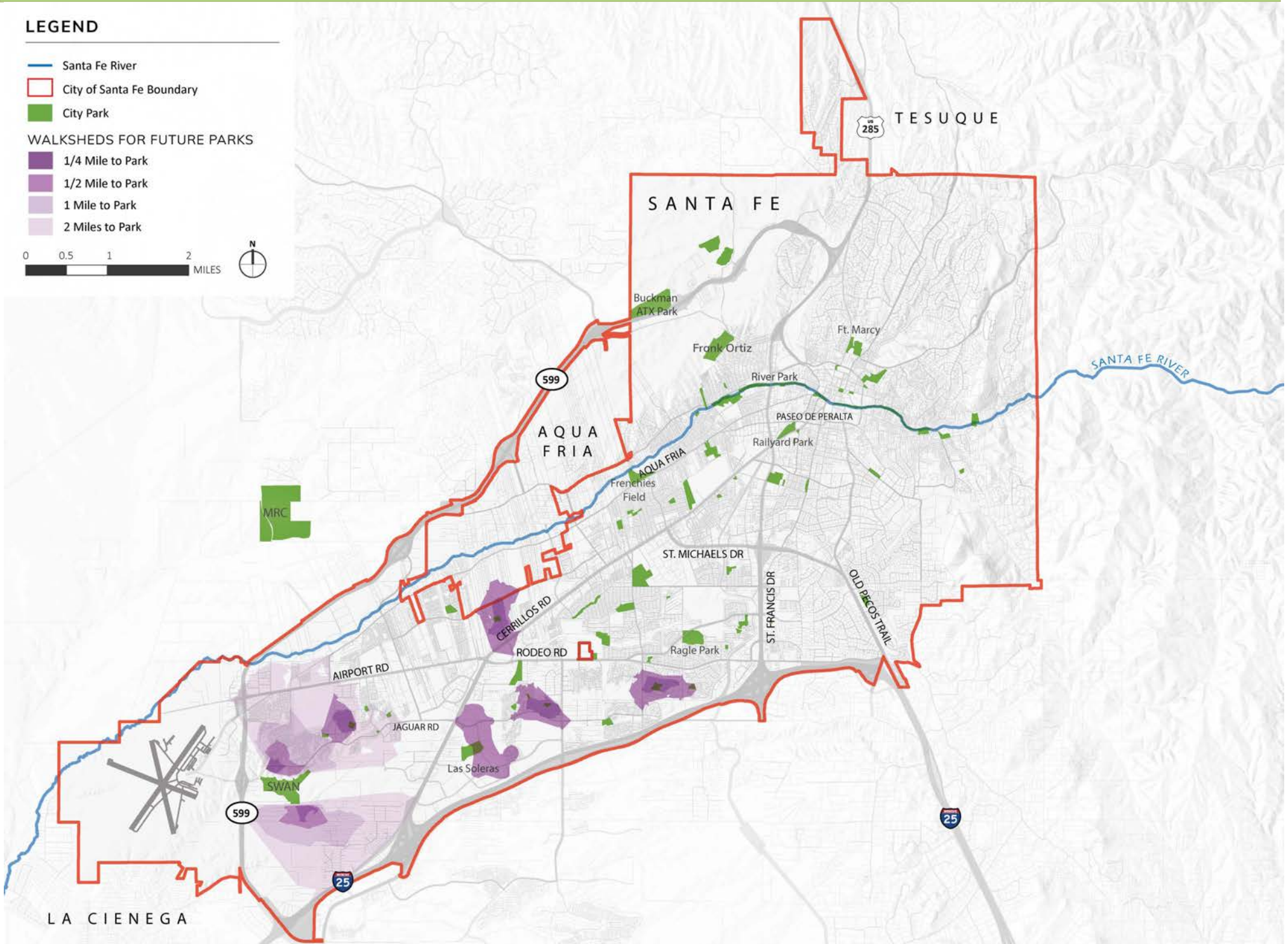
FIGURE 18. COLONIA PRISMA PARK

LEGEND

-  Santa Fe River
-  City of Santa Fe Boundary
-  City Park

WALKSHEDS FOR FUTURE PARKS

-  1/4 Mile to Park
-  1/2 Mile to Park
-  1 Mile to Park
-  2 Miles to Park



TRAIL SERVICE AREAS & LINKAGES

The walkshed mapping also indicates areas that have greater connectivity through paved trails. Trails serve as links to parks and other destinations and provide for better walking environments. The area of the central city contains more trails that link people to outdoor recreation opportunities. However, the trail mapping also reveals the gaps and disconnected segments of existing trails. Connecting those segments will provide benefits for active transportation opportunities and overall community access and health. Trail connections that link longer segments and/or connect to destinations should have higher implementation priority.

As can be seen on Map 11 on page 61, although there is extensive coverage of trails within Santa Fe, there are also neighborhoods that are underserved and connections that still need to be completed. The primary gap is between the neighborhoods of southwest Santa Fe (between Jaguar and Airport Roads) and the trail system to the east. There is a large gap in trail coverage crossing Cerrillos Road to the south, which has been identified in previous plans. There is also a need to connect existing trails to the MRC to the north, which is another connection that has been identified in several other plans. In addition, improved trail connections to Santa Fe Community College, and north into Tesuque would also be beneficial.






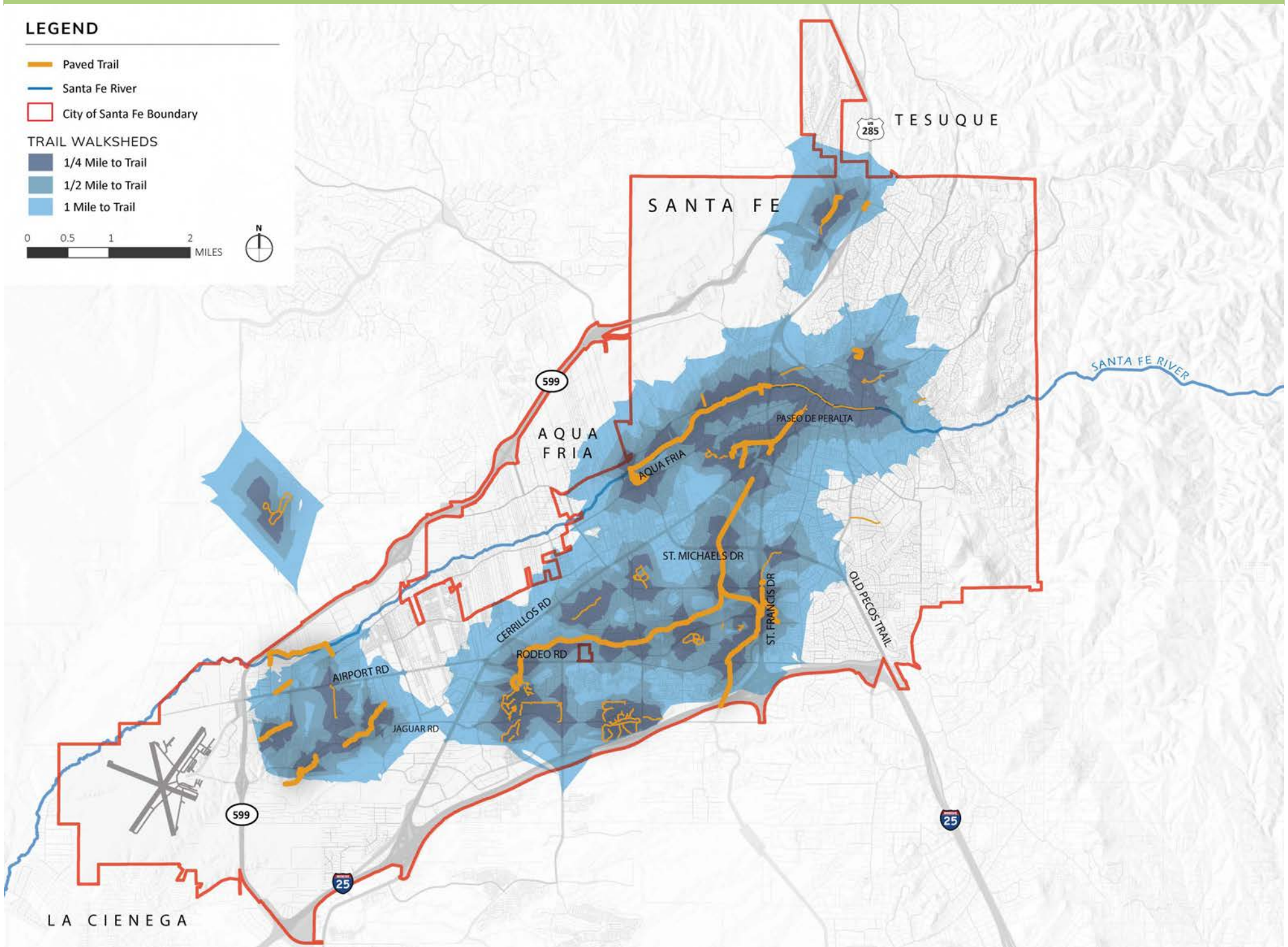
FIGURE 19. TIERRA CONTENTA TRAIL

LEGEND

-  Paved Trail
-  Santa Fe River
-  City of Santa Fe Boundary

TRAIL WALKSHEDS

-  1/4 Mile to Trail
-  1/2 Mile to Trail
-  1 Mile to Trail



LEVEL OF SERVICE

In addition to the gap analysis, a level of service (LOS) review was conducted to further understand the acreage needs for parkland. Service standards are the adopted guidelines or benchmarks the City is trying to attain with their parks system; the level of service is a snapshot in time of how well the City is meeting its adopted standards. The level of service can evaluate how the City and its park system measures up to parks systems across the country with comparable population sizes, population densities and parkland acreages

Traditionally, the application of numeric standards for the provision of parks has applied an acreage of parkland per thousand residents as a target measurement for adopted benchmark standards. However, rather than applying the traditional National Recreation and Park Association's (NRPA) published park standards that primarily frame LOS as parkland acres per capita, many communities are developing guidelines that are customized to their community and its unique park and recreation demands and needs. This plan evaluates the City's current levels of service standards and offers recommendations for the refinement of a more contemporary set of standards.

PREVIOUS STANDARDS

Previous park standards were developed as part of the City of Santa Fe's 1999 General Plan. Park classifications from the 1999 General Plan identified regional parks as serving the entire city. Community parks provided a service area radius of 1.5 miles. Neighborhood parks provided a service area of 0.5 miles. Pocket parks and special use parks did not

TABLE 2. COMPARISON OF PARK INVENTORY AND ACRES IN 1999 AND 2017

PARK TYPE	1999 GENERAL PLAN INVENTORY		2017 INVENTORY		
	FACILITY COUNT	ACRES	# FACILITIES	ACRES	ACRES PER 1,000 POP.
Regional Park	0	0	1	428.4	5.2
Community Park	3	95.7	17	303.6	3.7
Neighborhood Park	23	117	31	117.0	1.4
Pocket Park	13	9.3	10	9.3	0.1
Special Use Park	7	ND	8	23.0	0.3
ATV/MX/Bike Skills Park	NA	NA	6	90.8	1.1
Dog Park	NA	NA	3	136.5	1.6
Population	62,512*		83,875**		
Total	46	816	77	1108	13.2

*Population in 1994; **Estimated population in 2016.

have a quantified service area. Open space areas were considered to serve the entire city. Recreational facilities were stated to serve residents within a 1.5 mile radius. In the General Plan, Table 9.8 City of Santa Fe Park Standards listed the park standard of 5 acres per 1,000 as combined for both community and neighborhood parks. Regional parks did not have an adopted or recommended acreage standard.

The 1999 General Plan calculated that the Parks Department maintained 816 acres of developed park land. There were 3 community parks, 23 neighborhood parks, 7 special use parks, 13 pocket

parks, 5 open space pockets and 7 open space parks. Based on the 1994 population of 62,512, the city provided approximately 13 acres per 1,000 residents. In the 1999 General Plan, the total park acreage for developed community (95.7 acres), neighborhood (117 acres) and pocket (9.3 acres) parks was 222 acres. The level of service for park acreage was 3.6 acres per thousand at that time.

CURRENT STANDARDS & CITYWIDE LOS

Since the 1999 General Plan, the target acreage standard for developed parks (community and neighborhood combined) within the city is 3 acres per thousand.² The current inventory of all Santa Fe public park facilities contains 1,108 acres of parkland. If all these parkland classifications are counted towards meeting the park acreage standard, the level of service would reach 13.2 acres per 1,000 residents. Based on the 2016 estimated population of 83,875 residents, the city now provides well above 3 acres per 1,000 residents if only counting community, neighborhood and pocket parks in the city park acreage (430 acres). The citywide average level of service (within the city limits) is 8.1 acres/1,000, which excludes the MRC. When adding the MRC and its acreage to the parkland acreages in the council districts, the overall citywide level of service measures rises to 13.4 acres per /1,000.

SUPPLY AND DEMAND

The analyses of park acreage and measure of level of service to meet a standard of 3 acres/1,000 for neighborhood and community parks in all council districts currently shows excellent park acreage. Using the total city population of 83,875 results in a park standard that suggests 248 acres is needed to meet the minimum standard of 3 acres/1,000 for developed city neighborhood and community parks. Given that there are currently 420.5 acres of community and neighborhood parks, there are approximately 177 acres of “surplus” acreage above the “demand” based on the standard. In other words, Citywide there is no need for additional park acreage to meet the “demand” indicated by the park acreage standard. However, when examining acreage by neighborhood or council district, as above, there are locations within the City that are not within an accessible distance to these park facilities.

² To determine the demand and need for additional acreage, the park acreage standard is compared with the acres of community and neighborhood parks combined. A standard acreage for pocket parks is not recommended since pocket parks have minimal acreage and their importance is related to strategic location rather than size.

TABLE 3. PARK ACREAGE BY COUNCIL DISTRICT

COUNCIL DISTRICT	ESTIMATED POPULATION	TOTAL PARK ACRES	ACRES PER 1,000 POP.
1	20,321	349.63	17.2
2	20,075	101.51	5.1
3	19,617	103.39	5.3
4	21,091	125.48	5.9
Regional Park (MRC)	N/A	428.38	20.3
Total (without MRC)	83,875*	680	8.1
Total with MRC	83,875*	1108	13.2

*Estimated population in 2016, which is slightly more than the combined total of the Council District population estimates here.

TABLE 4. COMMUNITY AND NEIGHBORHOOD PARK DEMAND & SURPLUS BY COUNCIL DISTRICT

COUNCIL DISTRICT	ACRES	ACRES PER 1,000 POP.	STANDARD 3AC/1,000	SURPLUS
1	106.02	5.2	61.0	45.0
2	93.04	4.6	60.2	32.8
3	101.53	5.2	58.9	42.7
4	119.98	5.7	63.3	56.7
TOTAL	420.57		243	177

TABLE 5. FUTURE PARK DEMAND & SURPLUS

YEAR	ACRES	ACRES PER 1,000 POP.	DEMAND (ACRES)	SURPLUS
2017	420.6	5.0	252	168
2040	420.6	4.3	294	127

These numbers are based on 2040 population projections in the Santa Fe MPO’s Metropolitan Transportation Plan, which estimate that Santa Fe’s population will grow to approximately 100,000 by 2040. Note that this assumes that no new park acreage will be acquired.

BY COUNCIL DISTRICT

Santa Fe’s four City Council Districts contain their own unique mix of parkland facilities and outdoor recreation amenities. To ensure a reasonably equitable distribution of park and recreation facilities, the council districts were examined for their existing service provision based on both city parks and all parkland acreage. In these comparisons, the MRC was excluded since its location is outside the city limits and the fact that it typically requires longer travel to access this facility from home. Comparing all park facilities and their acreage across the four council districts indicates the current level of service is much higher in Council District 1 with 17.2 acres/1,000 in contrast to the other three districts which each have slightly more than 5 acres/1,000 each.

FUTURE DEMAND

Santa Fe is expected to grow in the coming decades and will need to be prepared for that growth with its infrastructure of parks, trails and open spaces. Based on projections developed for the 2040 Metropolitan Transportation Plan, the City’s population is expected to grow to approximately 95,000 to 98,000 people by 2040. Given on the current inventory of neighborhood and community parks, the “demand” for park acreage will rise to approximately 295 acres by 2040. With its current acreage (and excluding and future expansions), Santa Fe’s park system will provide a level of service reaching 4.3 acres/1,000 in 2040.

TABLE 6. PARK LEVEL OF SERVICE STANDARDS AND SERVICE AREAS

PARK TYPE	LOS STANDARD (PER 1000 RESIDENTS)	TYPICAL SIZE (ACRES)	SERVICE AREA RADIUS
Regional Park	none	50-100+	City/County wide
Community Park	5 acres - combined community and neighborhood parks	20-50	1.5 miles
Neighborhood Park		2-19	0.5 miles
Pocket Park	none	Less than 2	immediate neighborhood
Special Use Park	none	Varies	City/County
Open Space Park	none	Varies	City/County wide
Dog Park	none	Varies	neighborhood

GOING BEYOND ACREAGE

Based on these level of service averages above, Santa Fe's park system already contains enough acreage and should have enough land for its immediate future needs to continue to meet a standard of 3 acres per 1,000 people. However, acreage alone does not provide an adequate measure of service provision. Many other variables should be considered when assessing the demands and needs of a community's parks and recreation infrastructure.

While Santa Fe currently exceeds its adopted standards, future population growth will increase pressure on the availability of large tracts of open lands for purchase as future parks. As the park system matures with increasing residential density in some areas (particularly to the southwest), other assessment techniques should be incorporated to gauge the community's need for additional lands, facilities and amenities, which include the following.

PARK PROXIMITY & DISTRIBUTION

The Trust for Public Land produces the City Park Facts Report, which defines park access as the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by freeways, rivers, fences and other obstacles.³ Walking distance is most commonly defined as a half-mile or a ten-minute walk. Of the 100 largest cities in the U.S. that have explicit park distance goals, over 60% use a half mile measurement.

PARK PRESSURE

Park pressure refers to the potential demand on a park. One method of exploration examines the proximity of residential populations to a park and assumes that the residents in a 'parkshed' use the park closest to them and that people visit their closest park more often than those farther away. Using GIS, the 'parkshed' is defined by a polygon or a park service area containing all households having the given park as their closest park. The population within this park service area can then be calculated, providing an estimate of the number of nearby potential park users. The acreage of the subject park is then used to calculate the number of park acres available per 1,000 people within the parkshed. This measure of probable park use and population pressure identifies the adequacy of the park land (in acres per 1,000) rather than simply the location and 'walkability' determined by the park accessibility metric. Depending on the amenities and attractions within the park, the higher the population within a parkshed will result in greater use with a corresponding potential increase in maintenance and operations costs.

PARK AMENITY MIX AND CONDITION

Providing unique outdoor experiences, while working to fulfill basic recreational park amenities, will result in parks with a variety of amenities. The variety and location of amenities available within a community's parks and recreational facilities will create a range of different preferences and levels of park usage by residents. Park systems should

ensure an equitable distribution and quantity of the most common amenities like playgrounds, picnic shelters, restrooms, sports courts, sports field and trails to help distribute the potential usage of load on individual parks.

In addition to understanding the inventory of park amenities, communities must also assess the condition of each park's general infrastructure and amenities. The condition or quality of park amenities is a key measure of park adequacy and a required assurance of public safety. General park infrastructure may include walkways, parking lots, park furniture, drainage and irrigation, lighting systems and vegetation. Deferred maintenance over a long-time period can result in unusable amenities when perceived as unsafe or undesirable by park patrons.

3 <https://www.tpl.org/2017-city-park-facts>

BENCHMARKS & COMPARISONS

The National Recreation and Park Association (NRPA) prepared a report in 2015 using their Park and Recreation Operating Ratio and Geographic Information System (PRORAGIS) database that reflects the current levels of service of park agencies across the country based on population density per square mile. The table below indicates the range of acres per 1,000 population from jurisdictions with less than 500 residents per square mile up to urban communities with over 2,500 persons per square mile.

Based on its current estimated population of 82,800 residents, Santa Fe's population density was 1,600 persons per square mile for its 52.5 square miles land area. In reviewing the PRORAGIS data, Santa Fe's level of service would be just above the median for urban communities with its 13.4 acres per 1,000 population.

It should be noted that diverse approaches are used to classify park lands when applied to meeting a level of service standard. Since the PRORAGIS database relies on self-reporting by municipalities, some agencies only include developed, active parks while others include natural lands with limited or no improvements, amenities or access. The comparative standards in the table below should be weighed with this variability in mind.

In 2015, The Trust for Public Land (TPL) generated a series of comparisons of urban communities across the country examining their different population sizes, population densities and parkland acreage ratios to those populations. While all the cities used in the comparisons were larger than Santa Fe, the

measurements can provide an additional benchmark for establishing an appropriate target for a parkland standard for the City. The TPL study examined a range of high to low density cities and compared their populations, overall land areas (extracting land areas dedicated to airports), population densities, parkland acres and then measured the parkland acreages to the population. Cumulatively, across the range of high, medium and low density cities in the TPL study the median parkland acreage provision was 13.1 park acres per 1,000 residents. While Santa Fe is a much smaller and less dense city than any of the TPL listed cities, its parkland acres to population size compared favorably at 13.4 acres per 1,000 residents.

AGENCY PERFORMANCE - NRPA COMPARISON

Using the most updated aggregated data derived from 2014-2016 data in the NRPA Park Metrics database, an agency performance report was generated for the Santa Fe Parks and Recreation Department. The 2017 Agency Performance Report is a comparative assessment relative to criteria such as population, budget size, staffing, population density, park acreage per thousand, etc. The report provides information that can be used as a tool for informed decisions particularly where significant deviations from comparable jurisdictions raise questions regarding the measured difference. While the comparative performance report provides an observation of how the Santa Fe Parks and Recreation Department measures against other park and recreation agencies across the country, due to the

uniqueness in every park system and the population being served, it should not be used to evaluate actual performance within the park agency.

Some highlights from that report could be considered where significant deviations exist from the median performance measures of other similar park and recreation agencies. It should also be noted that measurements for the Santa Fe NRPA performance report used pre-annexation population figures of 67,947 not the current 82,800 estimated population size.

PARK OPERATING EXPENSES PER ACRE OF PARKLAND

The NRPA performance report indicates that Santa Fe spends a median \$6,794 per acre of parkland, a much higher number than the median (\$2,731/acre parkland) of jurisdictions of similar population density but within 10% of the range of the upper quartile of agencies. If further detail data were available and linked with these variables, the actual amenities and intensity of parkland development might help reveal the variables that limit this seemingly straightforward comparison. Across all agencies in the PRORAGIS database, the median-level operating expenditures is \$6,561 per acre when combining management of both park and non-park sites.

PARK OPERATING EXPENSES PER CAPITA

According to the NRPA general agency performance report, the typical park and recreation agency has annual operating expenses of \$77.32 on a per capita

basis. Santa Fe has a higher than average \$242.84 park operating expense per capita due to its extensive park system and the wide range of facilities provided.

REVENUE PER CAPITA

According to the 2017 NRPA general agency performance database, the typical park and recreation agency generates \$19.04 in revenue annually for each resident living in the jurisdiction it serves. Agencies serving jurisdictions with between 50,000 and 99,999 people generate a median of \$25.58 in revenue per resident each year. While the median for jurisdictions with similar population densities hits a higher target of \$24.93, Santa Fe far exceeds these values with \$51.51 of revenue per capita. Revenues include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources. Revenue per capita is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served. It should be noted that visitors and tourists that use parks within a destination city or location are not reflected in these calculations.

OUTSTANDING CHARACTERISTICS OF SANTA FE AND ITS PARK SYSTEM

When reviewing the comparison of Santa Fe's park and recreation system to those other US cities with a similar population density, a cautionary note is recommended. While the operating expenses shown above are considerably higher than similar population densities, they are directly associated with facilities that few of those other cities provide. Those facilities require much more intense management and staffing and generate much higher

participant numbers. Additional highlights (from the NRPA report) that should be considered for a more balanced comparison with other agencies are listed below.

- The number of participants per program for Santa Fe is 233 compared to 50 participants per program for all reported park and recreation agencies.
- Total number of parks 71 parks compared to 22 parks by similar population densities
- Total park acres for Santa Fe is 971.5 compared to 491 acres.
- Total number of non-park sites for Santa Fe is 300 compared to 3 non-park sites
- Total acres of non-park sites for Santa Fe 1,040 compared to 10 acres as the median of other park and recreation agencies.
- Total miles of trails managed/maintained by Santa Fe is 172 miles compared to median of 14 miles managed by other park and recreation providers.
- Santa Fe's parks department is responsible for a total square footage of operated buildings at 247,000 sf compared to the median 71,053.5 square feet.
- Number of contacts (participants, users, etc.) for building facilities per year is 400,000 for Santa Fe compared to 80,650 per year for other agencies.
- Number of contacts (participants, users, etc.) for park facilities per year is 1,500,000 users compared to 100,000 users.
- Santa Fe owns and operates indoor swim facilities compared to less than one fourth (22.5%) of comparable agencies.

COMPARISONS TO OTHER AGENCIES

This section compares Santa Fe's park and recreation system against national averages and selected comparable cities, based on the following metrics:

- **Parkland:** total parkland and parkland per capita
- **Staffing:** total FTEs, FTEs per 10,000 residents, and FTEs by functional area
- **Expenditures:** Total operating and capital expenditures, per capita, and per acre

National averages are based on the 2017 NRPA Agency Performance Review, and park agencies can vary in many ways – in physical geography, populations served, local responsibilities, funding sources, and public priorities. The comparisons in this section should be paired with other resources and input to determine what levels of parks, staffing, and expenditures are appropriate for the Santa Fe community.

PARKLAND

Santa Fe's park and recreation system encompasses 1,108 acres of parkland, or approximately 4% of the city's total land area. The system provides approximately 13.2 acres of parkland per 1,000 residents. The size of Santa Fe's system is significantly larger than the average park system nationwide, which totals 491 acres (or 9.6 acres per thousand residents). It is also larger than most cities with similar populations – cities of 50,000 to 99,999 residents average 9.1 acres per 1,000 population, see Figure 1. Parkland acreage varies across cities for many reasons, such as the extent of other recreational lands (such as federal, state, schools, and private parks and open space).

Santa Fe's park and recreation system covers more land than that of Flagstaff, AZ; Asheville, NC; St. George, UT; and Santa Barbara, CA – both in terms of total acreage (Figure 1) and percentage of total land area (Figure 2). However, the system is much smaller, in both size and percentage, when compared to Boise, ID; Bend, OR; and Iowa City, IA (see Figures 1 and 2). These cities' large park systems make up 11-12% of their total land area and provide over 25 acres per 1,000 residents.



FIGURE 20. TABLE TENNIS AT THE GCCC

STAFFING

Santa Fe employs a total of 153 full-time equivalent staff (FTE), or approximately 18.2 staff per 10,000 city residents. According to the NRPA, a typical park and recreation agency employs 35 FTE, or 7.3 FTE per 10,000 residents, including full and part-time staff. The number of staff tends to increase for:

Larger jurisdictions: Agencies serving 50,000 to 99,999 residents have an average of 49.8 FTE staff. One-quarter of agencies of this size employ fewer than 26 staff, while one-quarter employ more than 104 staff. Santa Fe's population of 84,099 and staff of 153 FTE place it near the top of these population and FTE ranges. However, while larger agencies tend to have larger staffs they also tend to employ fewer staff per capita than smaller agencies.

Denser jurisdictions: Agencies in urban areas with greater population density tend to employ more staff. Santa Fe's population density is about 1,925 people per square mile, which is more dense than many jurisdictions nationwide.

Larger park systems: Agencies with more parkland or parks tend to have more staff. On average, agencies with 250 acres of parkland or less employ 13.9 FTE compared to 251 FTEs for agencies with more than 3,500 acres of parkland. Santa Fe has 1,108 acres of parkland.

Higher operating expenditures: Agencies with larger operating budgets have more staff. Agencies with less than \$5 million operating budgets average 4 FTE, while those with more than \$10 million average 200.3 FTEs.

Santa Fe's per capita FTEs (18.2) is higher than all of the comparable cities except for Bend, Oregon, see Figure 3. It is also in the highest quartile for similarly sized park and recreation agencies nationwide.

Park agency staff work in a variety of functions. Nationwide, 58% of staff is employed in park operations or maintenance, while 21% provide recreation programming, and 17% work in administration, planning or capital development, see Figure 4. A greater percentage of Santa Fe's staff works in park operations and maintenance (75%), with fewer in recreation programming (8%).

Staff breakdowns were only readily available for Bend, OR; Asheville, NC; and St. George, UT. In these cities, the percentage of staff assigned to each work type varies significantly. St. George's staff breakdown is relatively similar to the NRPA average. Bend and Asheville's staffs are more heavily weighted to recreation programmers.

EXPENDITURES

Santa Fe's annual General Fund budget for parks and recreation is approximately \$17.38 million. This budget is nearly three times the \$6 million NRPA annual operating expense average in cities of 50,000 to 99,999 residents. However, Santa Fe's general fund budget may include non-operating expenditures. The amount a park and recreation agency spends on annual operations can vary significantly based on the size of the park system, number of residents served, and the responsibilities of the agency.

Santa Fe's level of per capita parks general funding (about \$199 per resident) is higher than all other comparable cities, which range from \$94 to \$189 per resident, see Figure 5. Agencies serving larger populations tend to have lower per capita expenditures; however denser areas tend to have higher per capita expenditures.

General fund expenditures in Santa Fe per park acre (\$15,089) are lower than in Santa Barbara and St. George but on par with Asheville and Flagstaff, see Figure 6.

Nationwide, park and recreation agencies serving 50,000 to 99,999 residents spend about \$5 million on capital improvements over a 5-year period. Santa Fe’s capital improvement plan includes about \$4.75 million in projects over a 5-year period, on par with national averages. Santa Fe’s capital budget results in expenditures of about \$11 per capita per year, which is higher than Santa Barbara (\$3/person/year) but lower than all other comparable cities (ranging from \$16 to \$162). Capital budgets tend to be higher in agencies with:

Larger park systems: Agencies with more parkland or more parks tend to have higher capital budgets. For example, agencies with 250 acres of parkland average \$1 million 5-year capital improvement plans, compared to \$30 million for agencies with more than 3,500 acres of parkland. Santa Fe has 1,108 acres of parkland.

Higher operating expenditures: Agencies with larger operating budgets tend to have higher capital budgets. Those with annual operating budgets over \$10 million average \$22.4 million capital budgets.

Denser jurisdictions: Agencies in urban areas with greater population density tend to spend more on capital improvements. Agencies serving areas with 2,500 residents per square mile or more average \$5 million capital budgets, more than three times that of agencies with less than 500 people per acre. Santa Fe’s population density is about 1,925 people per square mile.

TABLE 7. SUMMARY OF PARK AGENCY METRICS

	SANTA FE, NEW MEXICO	SANTA BARBARA, CA	BEND, OR (DISTRICT)	ASHEVILLE, NC	FLAGSTAFF, AZ	ST. GEORGE, UT
Population (1,000s)	84.099	91.842	87.014	88.512	70.320	80.202
Land Area (sq. mi.)	46.0	19.5	33.0	4.9	63.9	70.4
Population per square mile	1,829	4,717	2,636	1,970	1,101	1,139
Land Area (acres)	29,427	12,461	21,126	28,755	40,877	45,056
Parkland (all acres)	1,108	361 (developed)	2,375	822	687	511
Park Acre / 1,000 residents	13.2	3.9	27.3	9.3	9.6	6.4
Annual General Fund Parks Budget	\$16,724,000	\$17,376,000	\$14,519,000	\$10,268,000	\$6,937,000	\$14,567,000
GF Park Budget / 1,000 residents	\$198,861	\$189,194	\$166,858	\$116,007	\$98,649	\$181,629
Capital Improvement Plan Total	\$18,490,000	\$116,027,000	\$70,389,000	\$12,111,000	\$10,213,000	n/a
funded	\$5,599,000	\$1,450,000	\$70,389,000	\$12,111,000	\$10,213,000	n/a
unfunded	\$12,791,000	\$114,577,000	-	-	-	n/a
years included	2017-2022	2016-2021	2017-2021	2016-2020	2016-2020	n/a
Park FTEs	153	97.25	236.53	90.75	24	81

FT. MARCY
A PUBLIC RECREATION

CHAPTER 6



NO SMOKING
NO STUBBINS

CLUB BY TRIANGLE
FORT MARCY COMPLEX
Please do not drink
and drive
No Glass

EXIT ONLY

EXIT ONLY

LEO
JULY 23 - AUG 23

LIBRA
SEPT 24 - OCT 23

VIRGO
AUG 24 - SEPT 23

SCORPIO
OCT 24 - NOV 23

OPERATIONS & MAINTENANCE

Operations and maintenance represents essential functions for Santa Fe Parks and Recreation staff to ensure improvements are properly maintained and managed, and investments are protected over time. Being able to manage maintenance with best practices enables the City to identify and prioritize maintenance requirements for parks and recreation sites and assets, and helps to establish resources necessary to maintain the current system. This section presents an operations and maintenance program that is affordable and well managed to ensure the parks and recreation system best serves the needs of the community and ensures the quality of investments into the system is sustained over time. This includes consideration of existing conditions of the current inventory, and additional improvements being considered over the next five-to-ten years.

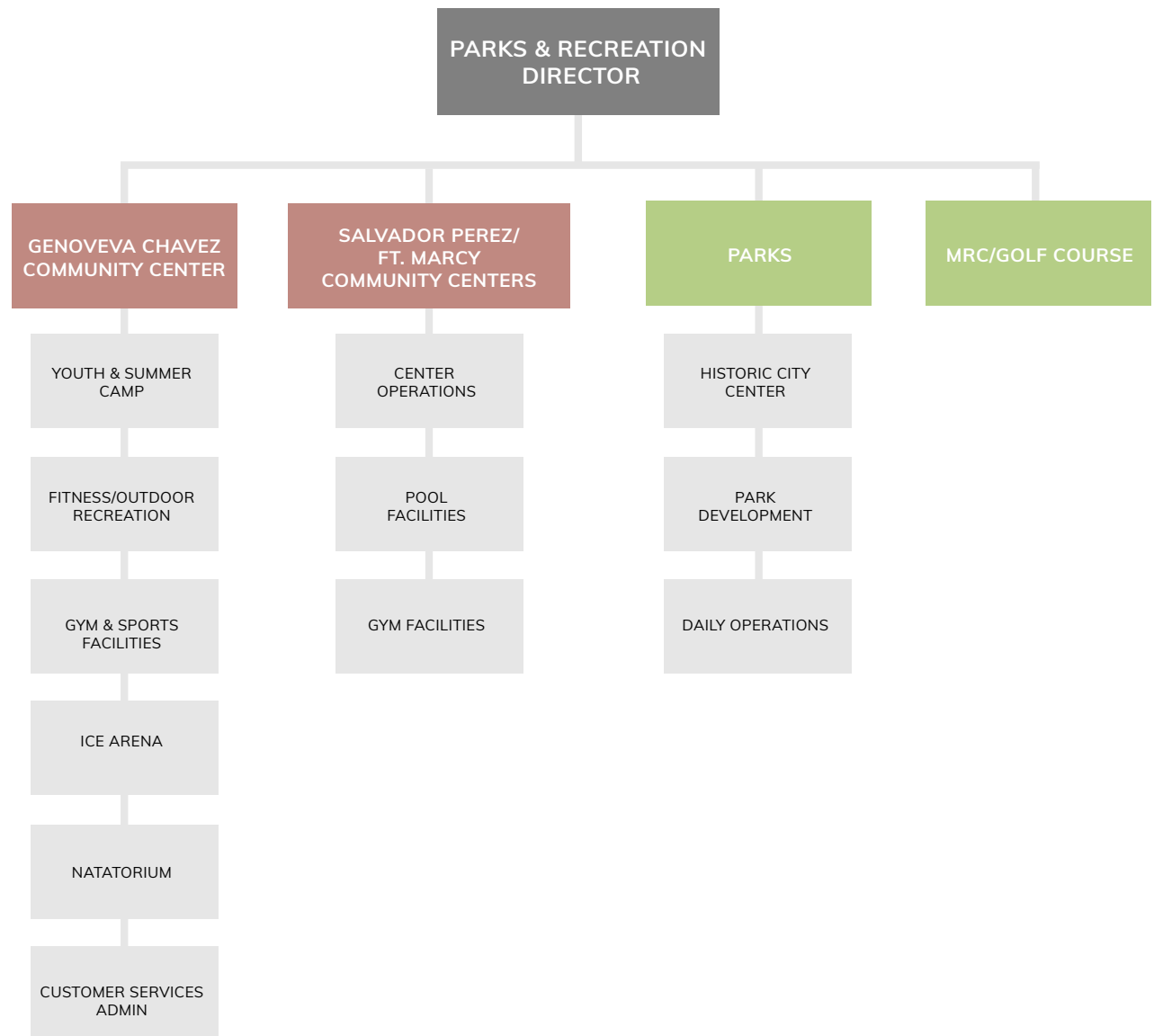
ORGANIZATIONAL OVERVIEW

The mission of the City of Santa Fe Parks and Recreation Department is to promote an enhanced quality of life to its diverse community through sustainable opportunities by offering safe, healthy and accessible resources to parks, facilities and recreational services. The Parks and Recreation Department is divided into four subdivisions including one division for Parks and separate divisions for each community recreation complex: the Genoveva Chavez Community Center (GCCC), Fort Marcy/Salvador Perez Recreation Complex, and the Municipal Recreation Complex (MRC)/Golf Course. The GCCC and MRC are intended to function as individual enterprises.

GUIDING PRINCIPLES

In general, the Department provides the community with quality parks and recreation amenities and opportunities using the following guidelines:

- Address design issues and standardize design requirements
- Standardize regular maintenance requirements
 - Maintain quality control and standards
 - Conduct regular inspections
- Plan for capital repair and replacement
- Promote and maintain a quality recreation experience
- Promote public participation through a responsive public feedback system
- Operate a cost-effective program with sustained funding



OPERATIONS & MAINTENANCE

The purpose of developing operations and maintenance functions is to ensure the City's parks, recreation facilities, trails, open spaces, medians and streetscapes are maintained at a high quality throughout their useful lifetime. For this plan, the consultant team worked with Parks and Recreation staff to gather information about organizational structure, staffing levels, existing policies and procedures, and the overall management of the department. The objective is to assess maintenance standards, asset management, budget and staffing, management of parks and recreation elements, facility management and maintenance performance.

SUMMARY OF CURRENT OPERATIONS AND CONDITIONS

Based on observations and discussions with the Parks and Recreation department director and staff, and by feedback obtained during the public outreach process, the City currently does a good job with the resources available with room for improvement in some areas. Given the size of the park system in Santa Fe, and anticipated population growth and development within the City, current resources prove to be inadequate for upkeep and maintenance in the future as development continues. The current available staff time hours are maxed out to achieve the requirements of parks and recreation facility maintenance for the existing system, and will continue to be maxed out as new parks come online. Maintenance staff is able to deliver on maintenance needs currently, but increased staffing levels and advanced staff training will be needed in the future.

Ideally, maintenance would occur at or above the Base Level Maintenance Standards developed in coordination with National Parks and Recreation Association (NRPA) standards included in Appendix C: Operations and Maintenance. At this time, the City functions effectively at this base level but will need continued staff development and enhanced resources in the future to function above the base level standards.

Based on staff interviews and public outreach, the following observations were made about parks and recreation maintenance and operations:

- Special events have a major time and cost impact on the park's maintenance staff, operations and budget. This needs to be addressed in the City's annual budget, and partnerships with private entities to control waste management and maintenance during these events should be investigated.
- The quality and level of service for park maintenance is comparable with other similar parks systems in the United States. However, Santa Fe maintains a number of parks that is above average for similar communities in the Nation. The consultant team viewed a sampling of parks that ranged from needing maintenance improvements to well maintained. These observations were echoed during the public outreach phase, and the City could benefit from developing a clear set of maintenance standards and operation procedures.
- Most visitor experiences are positive based on comments received during the public outreach phase, but there is room for improvement in pest management, graffiti removal and general maintenance issues. The City does have an adopted Integrated Pest Management (IPM) policy which guides the removal of noxious weeds and pests, but acknowledges the time constraints required for weed removal due to lack of pesticide use.
- Recreation center and building maintenance is deferred at times due to coordination with other City Departments. In general, recreation center maintenance is handled through the City's maintenance department through a work order system and does not fall under the duties of Parks and Recreation Maintenance Staff. This disconnect should be addressed to ensure maintenance efforts are done in a timely manner at recreation facilities.
- Clear written maintenance objectives and frequency of care for each amenity is needed based on the desired outcomes for a quality visitor experience in maintaining the parks for aesthetics, safety, recreation and natural resource sustainability.
- The park maintenance staff does not have an established maintenance plan for park and recreation facilities that is built into daily operations and yearly capital improvement plans.
- Performance measurements and consistent inventory processes is not currently in place, although the City does maintain an inventory of assets. Inventory and performance

TABLE 8. MAINTENANCE FUNCTION BY TYPE OF FACILITY

FUNCTION	ACTIVE PARKS	PASSIVE PARKS	TRAILS	OPEN SPACE	MEDIANS & STREETSCAPES
Turf Maintenance	Essential/Regular	As-Needed	Non-Essential	Essential/Regular	Non-Essential
Tree & Shrub Maintenance	Essential/Regular	As-Needed	As-Needed	Essential/Regular	Essential/Regular
Storm Cleanup	As-Needed	As-Needed	As-Needed	As-Needed	As-Needed
Irrigation System Maintenance	As-Needed	Non-Essential	Non-Essential	As-Needed	As-Needed
Litter Control	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular
Playground Maintenance	As-Needed	As-Needed	Non-Essential	Non-Essential	Non-Essential
Hard Surface Maintenance	As-Needed	As-Needed	As-Needed	As-Needed	As-Needed
Outdoor Court Maintenance	Essential/Regular	Non-Essential	Non-Essential	Non-Essential	Non-Essential
Trail Maintenance	Non-Essential	Non-Essential	Essential/Regular	Essential/Regular	Non-Essential
Site Amenity Maintenance	Essential/Regular	As-Needed	Essential/Regular	Essential/Regular	Non-Essential
Athletic Fields Grounds Maintenance	Non-Essential	As-Needed	As-Needed	As-Needed	As-Needed
Fence and Gate Maintenance	As-Needed	As-Needed	As-Needed	As-Needed	As-Needed
Sign Maintenance	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular
Pest Control	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular
Vandalism and Graffiti Removal	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular
Picnic Shelters	Essential/Regular	As-Needed	As-Needed	Essential/Regular	Non-Essential
Lighting Security / Area	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular	Essential/Regular

LEGEND

ESSENTIAL/REGULAR MAINTENANCE FUNCTION	AS-NEEDED MAINTENANCE FUNCTION	NON-ESSENTIAL MAINTENANCE FUNCTION
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FIGURE 21. TIERRA CONTENTA TRAIL

monitoring should be completed at least once a year in order to manage, maintain and replace assets (if needed) in a timely manner.

- Staffing levels are above National standards according to NRPA data, and staff training is limited. However, Santa Fe has more parkland per 1,000 residents and has a higher population density than compared jurisdictions. Santa fe employs 153 full-time equivalent staff (FTE) and has 13.2 parkland acres per 1,000 residents, which is larger than most cities with similar populations. See the Parks, Recreation, Trails and Open Space Needs chapter for more information on staff, operating budget, and parkland comparison levels.
- There is a limited amount of staff on-site during peak visitation hours at parks and recreation sites to support the volume of maintenance needs, and recreational assets such as competition fields and courts are not being maintained to support adequate programming during peak seasons.
- Volunteer maintenance is done in places, but the City could benefit from additional partnerships with recreation leagues and volunteers for the maintenance of facilities, especially competition facilities that require specialized care and maintenance. Current volunteer maintenance efforts exist with trails and through programs including Adopt-a-Median, Adopt-a-Park and Adopt-a-River.
- There is a need to upgrade maintenance equipment, and maintain a standardized inventory of structures and parts for quick replacement (irrigation, site furnishings, etc).

PARKS DIVISION

MAINTENANCE ACTIVITIES

The Parks Division provides maintenance and stewardship functions for parks, streetscapes, trails, downtown public spaces, open space and other public grounds in the City. **Table 6: Parks Maintenance Functions** lists operations and maintenance functions for each maintenance category including active and passive parks, trails, open space, medians and streetscapes. Routine and remedial maintenance should be taken into account, including day-to-day activities such as mowing, weed control, trash removal, trail sweeping and minor repairs Remedial maintenance, or correcting significant defects and repairing/replacing major components over the lifetime of a facility, should be incorporated into long term capital planning. The following describes typical functional activities for each division, and key activities included should be considered in operations and maintenance planning. The descriptions are intended to provide an overview of key activities to be considered by maintenance staff. In addition to the categories provided below, each category should include regular inspection, quality control, accident and crime monitoring and enforcement, pest management and user feedback. A detailed list of tasks and recommended frequency for each function can be found under Base Level Maintenance Standards in **Appendix C: Operations and Maintenance**.

HISTORIC CITY CENTER

The Parks Division is in charge of park, plaza and streetscape maintenance in the Historic City Center, as well as cleanup and waste management for special events located on and around the plaza. Special

consideration should be given to historic areas of the City where specialized design elements exist. All maintenance functions are to be performed at base level frequency or higher as included in Appendix C: Operations and Maintenance, and special consideration should be given to design details and replacement/upgrades of site amenities as needed.

HISTORIC CITY CENTER

The Parks Division is in charge of park, plaza and streetscape maintenance in the Historic City Center, as well as cleanup and waste management for special events located on and around the plaza. Special consideration should be given to historic areas of the City where specialized design elements exist. All maintenance functions are to be performed at base level frequency or higher as included in Appendix C: Operations and Maintenance, and special consideration should be given to design details and replacement/upgrades of site amenities as needed.

STREETSCAPES & GREENWAYS

The Parks and Recreation Department is in charge of the operations and maintenance most medians and streetscape within the City. These include medians, planting buffers along roadways and landscaped areas within roadway and trail Rights-of-Way. An Adopt-a-Median program does exist where private and non-profit groups provide basic maintenance functions for their respective median.

COMMUNITY & SPECIAL EVENTS

The Parks & Recreation Department has a major focus on special events. The City coordinates and/or staffs 12 major special events and 50 community events

throughout the year. These events are well attended, with over 1 Million people participating in 2016 (combined). The Department provides preparation, maintenance and clean-up for the following special events and festivals:

- City of Santa Fe Triathlon
- Santa Fe Pow Wow
- City Golf Championship
- Zumbathon
- Zozobra
- High Desert Classic
- Bike to Work Week
- Earth Day Celebration
- Bicentennial Pool Doggie Dip

Community and special events should continue to be an area of emphasis. Special events draw communities together, attract visitors from outside the community and are popular with residents. However, due to resource requirements of coordinating special events, the overall growth in the number of events should be carefully managed. This will ensure the City can adequately invest in its overall recreational offerings and maintain high-quality special events. If the City decides to offer more events, it should obtain sponsorships to offset costs and develop a series of seasonal activities.

ADOPTION/VOLUNTEER PROGRAMS

The City currently controls adoption programs for parks, trails, medians and sections of the Santa Fe River. With the growing population and limited resources available to maintain the over 70 parks

in the City, the Parks and Recreation Department has developed these adoption programs to help with regular maintenance activities. Through this program, residents and groups can become a partner in the care and beautification of parks, trails and medians in the community. Groups are requested to adopt for a minimum of three years, and the program is available to any citizen group, community organization, civic group, business, youth group or individual within the City. Some examples of maintenance activities through volunteers under this program include:

- Litter control
- Landscaping
- Plantings

- Spreading mulch and wood chips
- General maintenance (watering, raking, etc.)
- Painting

Groups wishing to adopt a park, trail, median or river section must have an adult supervisor if volunteers are under 18 years old, conduct major cleanups of adopted space at least four times per year (seasonally), and have a designated group leader to serve as a liaison to the Parks and Recreation Department. Participants are also asked to pick up litter and recyclables regularly, and are encouraged to participate in the design, landscaping and painting of materials.

Trails are maintained by the Parks Division with aid from the Santa Fe Conservation Trust and the Bicycle and Trails Advisory Committee (BTAC). The Conservation Trust wishes to continue their partnership with the City for trail development and maintenance, and receives guidance from the City Trails Program (housed under Engineering), BTAC, the Parks and Recreation Department, and the Santa Fe MPO (SFMPO). The SFMPO's Bicycle and Pedestrian Master Plans are used as guiding documents for trail segment development.

SCHOOLS

The Parks Division has Memorandums of Understanding (MOUs) with four local elementary schools where the division maintains the park grounds, turf and irrigation, but does not maintain playground equipment. These schools include Atalaya Elementary, Cesar Chavez Elementary, Sweeney Elementary, and Wood Gormley Elementary.



FIGURE 22. ACEQUIA TRAIL

RECREATION DIVISION

In general, the Parks and Recreation Department is in charge of operations and maintenance of the following community centers/recreation facilities: Genoveva Chavez Community Center, Fort Marcy and Salvador Perez Recreation Complex, and Municipal Recreation Complex/Marty Sanchez Links de Santa Fe Public Golf Course.

Facility maintenance for recreation and community centers is typically directed through the City Facilities Department, and not handled by the Parks and Recreation Department. This includes minor and major repairs, painting, refurbishing and upkeep. Recreation center staff are in charge of fitness equipment maintenance and replacement, and typically help with court, fitness room and community room setup and equipment storage. Equipment storage is based upon agreements with the individual recreation center, or with use agreements through the Parks and Recreation Department. For example, pickleball, table tennis and badminton equipment is stored at the GCCC when not in use. Fitness classes are typically contracted through private vendors.

GENOVEVA CHAVEZ COMMUNITY CENTER

As mentioned earlier, the Genoveva Chavez Community Center (GCCC) is a 177,000 square foot facility featuring swimming pools, an ice arena, fitness area, weight room, gymnasium, racquetball courts and an indoor track. The GCCC offers fitness classes and youth programs year-round, and is staffed by over 60 full and part-time employees, fitness contractors and lifeguards. The GCCC also includes a concession area near the ice arena, which is contracted to a

private partner through an agreement with the Parks and Recreation Department. Rooms are available for rent for parties, meetings and other community or private functions. It is a staff duty to provide setup for rented rooms. GCCC staff also typically helps with court setup and equipment storage for sports and recreation programs including volleyball, basketball, table tennis, badminton, and pickleball.

FT. MARCY RECREATION COMPLEX

The Ft. Marcy Recreation Complex is managed in conjunction with the Ft. Marcy Recreation Complex and provides fitness programs, a weight room, pool, racquetball courts and a full court gymnasium. This complex also offers fitness classes year-round, and is staffed by more than 15 full and part-time employees, fitness contractors and lifeguards. Staff is shared with the Salvador Perez Fitness Center except for the pool which is managed separately.

SALVADOR PEREZ POOL AND FITNESS CENTER

The Salvador Perez Pool and Fitness Center is managed in conjunction with the Ft. Marcy Recreation Complex. Similarly, Salvador Perez provides fitness programs, a weight room, fitness equipment, and a community classroom that is utilized for fitness classes and available for community events. This complex also offers fitness classes year-round, and is staffed by more than 15 full and part-time employees, fitness contractors and lifeguards. Staff for the facility is shared with Ft. Marcy except for the pool which is managed separately.

BICENTENNIAL POOL

Bicentennial Pool is the only outdoor pool in Santa Fe, and is completely managed and maintained under the Parks and Recreation Department. While staff for the Bicentennial Pool is managed underneath the Ft. Marcy/Salvador Perez Recreation Complex, the pool has a separate seasonal staff that is in charge of daily operations. The Parks and Recreation Department oversees the maintenance of Bicentennial Pool.

MUNICIPAL RECREATION COMPLEX

Like the GCCC, the Municipal Recreation Complex (MRC) is run as an enterprise and is operated by its own staff. Staff at the MRC oversee operations and maintenance of outdoor sports fields, concessions, grounds and the Marty Sanchez Links de Santa Fe Golf Course. Similarly to other recreation centers in the City, typical building maintenance is directed through the City's Facilities Department and is not handled by the Parks and Recreation Department. The MRC is comprised of more than 15 part and full-time employees, including seasonal workers and contract staff in charge of golf course operations.

Some maintenance activities at the Golf Course are funded and provided through private donations and fundraising activities, including funds raised by men's and women's golf associations to repair and replace sand bunkers as needed. The City could benefit from utilizing public/private partnerships such as this for the maintenance of other facilities, including parks, continuing partnerships for trail maintenance, and MRC field maintenance.

PROGRAM DEVELOPMENT & ASSESSMENT

The Department has demonstrated its commitment to excellence and continuous improvement. Planned upgrades for recreation software will further improve the Department's record keeping regarding program registration and attendance numbers, and it has a track record of collecting data from recreation program users and the general public to both evaluate existing offerings. Staff periodically should review data from the following sources to determine community needs for programs and services:

- Historical registration trends/success of current programs and services
- Surveys and questionnaires
- Focus groups
- New Mexico Statewide Comprehensive Outdoor Recreation Plan
- Suggestions provided by current instructors and current employees
- Suggestions submitted by prospective instructors/employees
- Staff should continue to evaluate and assess the City's program offerings and prioritize future programs based on a mix of criteria that include:
- Current or potential importance for community-wide or broad individual benefit,
- Community needs or deficiencies,
- Potential for increased participation, and
- Revenue potential.
- Program Planning

The Department should develop a detailed plan for the delivery of recreation services to the citizens of Santa Fe for the next 5 to 10 years. This plan should take into consideration core and secondary services, along with the role of other organizations and recreation providers in the area. There will need to be clearly identified areas of programmatic responsibility to ensure that there is not overlap in resource allocation. From this, the Department should establish a 5-year program plan that identifies the priorities for program development, the responsible staff member and the required resources. Each program area or facility (e.g., GCCC) would then develop their own 5-year plan with a specific and detailed implementation plan for each year.

In the future, Santa Fe may wish to expand the quantity and breadth of adult programs offered via mutually-beneficial partnerships with other recreation providers. In particular, the City should consider additional and more varied health and fitness classes, classes in alternative sports, art and music classes; and educational programs, such as language, and personal and home improvement. Because recreational programming can be influenced by national and regional trends, staff must stay abreast of current trends and continue to evaluate program offerings.

AGENCY COORDINATION

Across the country, recreation departments often serve as a coordinating agency and a clearinghouse for multiple recreation organizations and providers, in an effort to bring a comprehensive scope of recreation programs to a community. This has also increased the number of partnerships that are in place to deliver a broader base of programs in a more cost-effective manner. There is also a much stronger

emphasis on revenue production and raising the level of cost recovery to minimize tax dollar use to offset recreation programming.

STAFFING

In order to continue to grow the number of recreation programs and services that are offered, adequate staffing is necessary to not only conduct the program itself, but also to supervise and administer the activities. With staffing costs being the single greatest expense for parks and recreation departments, many agencies have attempted to minimize the number of full-time staff by contracting for certain programs or partnering with other providers for services. Nationally, the need to reduce full-time staff became even more acute with the poor financial condition of most municipal governments during the recent recession. However, even with this approach, there still needs to be adequate full-time staff to oversee and coordinate such efforts. Part-time staff is the backbone of most recreation departments and comprise the vast majority of program leaders and instructors.

Many departments have converted program instructors to contract employees with a split of gross revenues (typically 70% to the instructor and 30% to the city) or developed a truer contract for services that either rents facilities and/or takes a percentage of the gross from another organization. The use of volunteers can help to augment paid staff but should not be seen as a substitute for them. As part of its detailed planning for the provision of recreation services, the City should explore staffing alternatives and trade-offs to fulfill its mission and meet its programming goals.

PARTNERSHIPS & AGREEMENTS

Typically, management and operations for parks, open space, trails and recreation facilities in Santa Fe is administered by the Parks and Recreation Department in coordination with other City departments, such as facilities and tourism. There may be instances, however, where the City seeks to partner with other departments and agencies (non-profits, private businesses, the public, other jurisdictions, etc.) for the maintenance and operations of facilities. Additional operations and maintenance models are described below.

MANAGEMENT BY A SPECIAL DISTRICT

The City may wish to fund and provide maintenance and operation functions through a special district, which requires the creation of a taxing authority through a ballot measure. Districts could include specific or special areas of town, such as the historic downtown district or the Southwest area, and could consolidate operations and maintenance tasks.

COOPERATIVE MANAGEMENT BETWEEN JURISDICTIONS

This model requires separate jurisdictions to work together to maintain and operate facilities. Funds and facilities may be combined from multiple agencies, or a designated agency may wish to provide funding and/or facilities with the agreement that another agency provides maintenance and operation activities for a selected site. An example of this would be cooperation between the City and County of Santa Fe to manage open space areas which serve residents from both jurisdictions, such

as Dale Ball. The County has expressed interest in coordinating trail and open space planning activities, and could be further interest in sharing maintenance and operation functions on open space and trail areas.

COOPERATIVE MANAGEMENT BY STAKEHOLDERS

Under this model, stakeholders agree to share maintenance and operation functions for specific facilities provided for the City. For example, some soccer leagues have expressed interest in maintaining and operating soccer fields and facilities provided by the City with the understanding that the leagues will

maintain, operate and schedule programs for the fields as long as the City provides the facility. No new taxing district is needed, and maintenance operations could be more specialized under this model.

This model currently exists for trail maintenance in Santa Fe where the City partners with the Santa Fe Conservation Trust and other non-profit entities to maintain trail corridors and certain open space areas. The City provides the facilities and maintenance support while the Conservation Trust and others typically provide most maintenance activities and planning assistance.

FIGURE 23. ARROYO CHAMISOS TRAIL



FUNDING

Likely funding sources for the operations and maintenance include budget allocations, private funding sources, tax revenues and other sources described below. Effective maintenance and operations of City facilities requires careful budgeting and adequate resources to maintain the vast number of parks, open space, trails and recreation facilities the City is in charge of. For FY 2016-2017, the total operating budget for the parks and Recreation Department was \$16,724,402.

POSSIBLE FUNDING SOURCES PARTNERSHIPS

Partnership options for funding include private and other public entities who would benefit from parks and recreation facilities through access, promotion, maintenance and upkeep of facilities adjacent to businesses, schools and private landowners. This creates an opportunity for cost sharing, and should be explored by the City as a viable revenue source.

TAX, BONDS AND SPECIAL DISTRICT FUNDS

Tax districts, including special districts, and bonds are a good revenue source for operations and maintenance and could provide the City with funding for special projects, new park facilities, and operation funds for specific areas of the City. Tax and bond revenues must be voted on by election.

USER FEES

The use of recreation amenities in the City generate a revenue resource that is beneficial to the overall operations and maintenance of parks, open space,

trails and recreation facilities. Currently, the City collects revenues from the GCCC, Fort Marcy and Salvador Perez Recreation Complexes, the Bicentennial Pool, the MRC, and from recreational sports leagues. These revenues are used to fund operations and maintenance, and the City should continue to evaluate their fee structure for these facilities and programs annually to ensure adequate revenue is being generated.

OUTSIDE CONTRIBUTIONS AND IN-KIND SERVICES

These contributions include public and private sector grants, donations, and services provided in-kind through volunteer and non-profit organizations. Grants provide funding for operations and maintenance, while services free up staff time and maintenance resources by providing maintenance for specific parks, medians, trails and open space area. The City currently operates Adopt-a-Park, River and Median programs. Other outside contributions, such as grants and donations, should also be pursued.

TABLE 9. FUNDING SOURCES

FUNDING SOURCE	TOTAL
General Fund	\$8,397,430
Quality of Life	\$84,047
Plaza Use Fund	\$25,000
Recreation Fund	\$10,000
Parks Maintenance Fund	\$316,756
Municipal Recreation Complex (MRC) Golf	\$1,437,766
MRC - FORE Kids Golf Tournament	\$8,089
MRC - Fields	\$194,032
MRC - Debt Service	\$1,182,088
Genoveva Chavez Community Center (GCCC)	\$4,295,121
Railyard Parks	\$165,494
Special Recreation Leagues	\$68,579
Total:	\$16,724,402



CHAPTER 7

RECOMMENDATIONS & IMPLEMENTATION

The information obtained from the public, from staff and through the consultant team's assessments resulted in master plan recommendations. The major sources of information used in determining recommendations are:

- Community input from public meetings
- Stakeholder interviews and focus groups
- Field observation of existing park and facility conditions
- Peer city benchmarking
- Local and national trends
- National best practices
- A review of the City of Santa Fe's administration and operations

Recommendations are presented by components of the park system. These include overall recommendations, recreation programs and facilities, parks, trails and streetscapes and medians. Each recommendation identifies the facility, issues identified, potential solutions, and proposed actions, responsibilities and priority. Table 10 contains recommended solutions, responsible entities and priorities for the issues identified.

TABLE 10. RECOMMENDATIONS AND IMPLEMENTATION

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
Overall					
Operations and Maintenance	Need clear expectation of revenue vs community service expectations	Non-tax revenue does not cover operating costs; it is important to balance affordable service with revenue generation. In FY2015-16, overall recovery was 22% compared to a national median of 29%. Marty Sanchez Links and GCCC recovered 91% and 44% respectively. Recreation recovered 20%.	Set cost recovery target as a percentage of total O&M costs, with a goal to increase overall recovery over time to the national median	Parks and Recreation Department	High
Recreation Programs					
Recreation	Programs are not coordinated across facilities, resulting in service gaps and inconsistent opportunities at different facilities	Several issues were mentioned related to aquatics: difficulty hiring lifeguards, lack of lifeguard development program. However, there are similar issues with fitness and other programs	Complete recreation plan, Consolidate aquatics programs	Parks and Recreation Department	High
Financial	Regional financing	Santa Fe facilities are used by residents of Santa Fe and surrounding communities. Consider a multi-jurisdictional funding structure. (Gunnison County Metropolitan Recreation District; however this district is small with limited resources for its multiple missions)	Consider a City County partnership through a JPA for the MRC. The City and County have done this for other joint functions.	City of Santa Fe, Santa Fe County	Medium
Marketing	Increase use of facilities by visitors, contribute to tourism	There is potential for Parks and Recreation to work more closely with the CVB to market facilities to visitors. The City offers a corporate discount, which is available to State employees, many of whom live outside of Santa Fe.	Collaborate with CVB, offer of short term memberships or day passes, promotion through hotels near existing facilities, including training/information for hotel staff, include in the upcoming assessment of fees and charges.	Parks and Recreation Department	High
Programming	Adding new programs	Public asks for new programs, need to identify new funding or cut other programs	Address in the Recreation Plan, look at a fees and charges policy to offset costs	Parks and Recreation Department	High
Programming	Capacity	Facilities are at capacity, there is room for more outdoor recreation	Potential to outsource outdoor activities if there is room on site - zip line, flowrider, climbing wall. This is something that could be handled by an outdoor recreation specialist	Parks and Recreation Department	Medium
Programming	Demand	Increasing demand for 55+ recreation, basketball, women's basketball, pickleball, exercise classes, wellness programs	Include programming for seniors in the Recreation Plan	Parks and Recreation Department	High
Staffing	Too few staff	People doing jobs outside of their area of expertise to cover staffing gaps	Cross train staff to allow for flexibility and the ability to shift staff to meet needs	Parks and Recreation Department	Medium
Financial	Separate memberships per facility;	Memberships for each facility, class punch card or class fees on top of membership; People taking classes must have membership or pay daily admission; problem for fitness, ice skating where people pay daily fee and class fee, There is some confusion about how the fee structure works.	Revise fee structure to clarify access through daily fees vs. program fees.	Parks and Recreation Department	High

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
Operations and Maintenance	Maintenance is provided by the Facilities Division	Ongoing cooperative relationship with the Facilities Division	Better coordination regarding priorities and response time. Complete asset management plan for City facilities	Parks and Recreation Department; Facilities Division	High
Recreation	Financial	Multiple layers for classes, organizations using recreation centers. Participants pay to get into facility, pay for class separately	Better coordination of classes and teachers; clarify staff status - seasonal and part time city employees vs contract instructors for specialty classes	Parks and Recreation Department; Recreation Plan	High
Recreation		Most recreation is center based. The public mentioned specific concerns related to level of service, class offerings, and inconsistencies among facilities.	Better coordination of similar offerings across centers, and potentially make operations for some programs activity based (aquatics, fitness, etc.)	Parks and Recreation Department; Recreation Plan	High
Operations and Maintenance	Custodial staffing	Inadequate custodial services	Add full time custodians with shifts for all hours of operation, all recreation centers and building supervisors to open and close recreation centers and monitor operations		High
Fort Marcy Recreation Center					
CIP	Aging facility in need of additional upgrades	Renovations at Fort Marcy have been ongoing as funding was available - new roofs and boilers; Need new gym floor, pumps and HVAC upgrades, water conservation upgrades	Program Fort Marcy most urgent needs into the ICIP for FY 2018-2019	Parks and Recreation Department; City Facilities Division	High
Genoveva Chavez Community Center					
CIP	Lack of parking	Need overflow parking when tournaments are held at GCCC	Deignate dirt lot between the skate park and fire house for overflow parking		Medium
CIP	Aging facility in need of additional upgrades	HVAC upgrades, parking lot upgrades, locker room flooring outdoor lighting in 5-year CIP	Routine asset management of 17-year old facility	Parks and Recreation Department; City Facilities Division	Ongoing
Financial	Enterprise operation but not self sufficient	Pool and ice arena are expensive to operate. GCCC share of GRT for enterprise funds does not cover costs; ongoing maintenance issues due to original design	Reconsider including this facility as an enterprise operation	City Council	High
Ice arena	Capacity/demand	Youth skating and hockey are year round. Demand exceeds capacity; adult hockey fall to spring, use by Los Alamos skaters; figure skating has biggest scheduling issue with only 6 hours per week	Extend hours. Work with user groups to determine schedule.	Parks and Recreation Department	High
Ice arena	Expansion	Add outdoor seasonal ice sheet to enable additional use during the peak season. Think there is tourism potential.	The ice arena is an exceptional facility for a City the size of Santa Fe. Work on expanded schedule first.	Parks and Recreation Department	Low
Ice arena	Updgrades for improved use of the arena	Tape and laces in the pro shop or skate shop; additional showers in locker rooms; storage for leagues/coaches; curtains for showers; better wifi for scorekeepers	Include desired items in the Recreation Plan; Add a pro shop to the GCCC to serve all users; City is working on wifi upgrade	Parks and Recreation Department	Medium

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
Marketing	Public awareness of what GCCC has to offer	Perception that residents on the north side of town don't use GCCC because they don't know what is available there	Marketing effort for recreation programs is in process; Coordinate Department marketing for all facilities, including marketing for specialized amenities	Parks and Recreation Department	Medium
Operations and Maintenance	Inadequate staffing	Open 100+ hours per week, 50 staff for 177,000 sf; noticeable absence of staff throughout facility during operating hours. Users mentioned need for better restroom and locker room maintenance, clogged drains, broken electrical outlets, length of time before problems are addressed. Don't see relationship between fees and maintenance.	Recreation plan; Staff schedules and responsibilities to match peak use times and coverage needed throughout the facility; Add staff to cover accounting and registration	Parks and Recreation Department	High
Programming	Facility use	Facility programming is limited. There is capacity in some areas for more activities.	Consider renting space to programs that the City cannot provide	Parks and Recreation Department, Recreation Plan	Low
Programming	Gym schedule	Need to manage scheduling of the gym for leagues and walk in basketball, volleyball, badminton and other users	Coordinate gym use as part of overall recreation programming	Parks and Recreation Department, Recreation Plan	High
Programming	Staffing	The public perception is that the GCCC is understaffed. Independent contractors are instructors for specialized programs such as fitness.	Review programming, schedules and staffing against use by time of day.	Parks and Recreation Department, Recreation Plan	High
Salvador Perez Recreation Center					
CIP	Old facility, great location	Needs new HVAC system, problem with condensation; Renovations have been ongoing as funding is available.	Program Salvador Perez most urgent needs into the ICIP for FY 2018-2019	Parks and Recreation Department	High
Municipal Recreation Sports Complex					
CIP	Expansion of MRC	Planned but not funded	Fully fund remaining phases of MRC. This will resolve some overcrowding and scheduling issues at other parks.	Parks and Recreation Department; Potential for public/private partnership to help with funding and/or ongoing maintenance.	Medium
Operations and Maintenance	Storage shed for equipment	Need for onsite equipment storage	Agreement with leagues, allow leagues to locate storage facilities on site.	Parks and Recreation Department	Medium
Operations and Maintenance	Irrigation/effluent water	Reuse water is not adequate for SWAN, MRC and downstream users; this will get worse with expansion of both SWAN and MRC. SWAN gets priority until their tank is full.	Expand delivery system capacity - project needs to be on CIP	Parks and Recreation Department, Public Utilities Department, Solid Waste Management Agency	High, coordinate with SWAN phases
Operations and Maintenance	Maintenance of backfield area	Dog sports use back field, goatheads and gopher holes	Potential for JPA, partnership with user groups	Parks and Recreation Department, User Groups	Medium

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
Operations and Maintenance	No restroom access for dog sports		Add a permanent restroom	Parks and Recreation Department	High
Financial	Enterprise operation is not self sufficient; supplemented from general fund	Marty Sanchez Links is recognized by staff and the public as an outstanding and affordable golf course. The Increase in local competition, large number of users with discounted fees, and declining popularity of golf have had a financial impact on the facility. Rounds of golf have declined since 2001, now 37,000 rounds of golf annually. Use has been holding steady locally.	Expanded marketing,	Parks and Recreation Department	High
Marketing	Need for better marketing	Public perception is that Santa Fe's excellent facilities could be better marketed, including attracting tourists to the golf course.	Ongoing collaboration with the Convention & Visitors Bureau	Parks and Recreation Department	High
Operations and Maintenance	Use of volunteers	Men's association raises funds through tournaments and uses proceeds to fund volunteers, materials and special projects at the golf course	Continue as an example of public private partnership	Parks and Recreation Department	No Change
Staffing	Training	Staff needs to stay current with best practices in golf management.	Include training in operations budget.	Parks and Recreation Department	High
Staffing	Use of volunteers	Volunteer marshals manage the pace of play, do odd jobs, rake bunkers. They know the rules of golf and the golf course and work 6 hour shifts. In exchange, they get reduced rates – a round of golf per 3 hours worked. This program has worked well for the golf course.	Continue as is	Parks and Recreation Department	No Change
Operations and Maintenance	Struggle to maintain high quality fields	User groups have noted improvement since the MRC staff has taken over field maintenance, but there is concern that the MRC golf course specialist should focus on the golf course. User groups noted lack of manpower for general maintenance, plumbing issues, and field preparation for sports. Users also noted lack of expertise for needs of each sport. Leagues feel that money they pay doesn't go into field maintenance.	Staff training and the potential for a joint powers agreement with user groups are potential solutions for field maintenance. Increase seasonal staff.	Parks and Recreation Department; Recreation Plan	Medium
Parks					
Operations and Maintenance	Maintenance	Concern that new parks Adding new parks without additional funding for operations and maintenance further stresses the entire system. This has made residents hesitant to add parks.	Staff training, scheduling and an asset management approach to maintenance.	Parks and Recreation Department	High

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
CIP	Newly annexed areas are underserved by neighborhood parks	Focus in newly annexed area of southwest Santa Fe has been on community parks rather than neighborhood parks. Community parks meet a need but are less accessible. District 3 reported service level of 5 acres of neighborhood and community park land per capita includes 96 acres for SWAN Park. Without SWAN, the service level is less than .3 acres per 1,000 residents.	Complete phases of SWAN Park, Provide a minimum of two neighborhood parks south of Jaguar Way as the area builds out.	Parks and Recreation Department	Medium
Programming and scheduling	Lack of space for group activities, practice fields	The public perception is that there are not enough active use parks for large groups and sports	Improve scheduling of fields and group facilities; Consider online scheduling. Outdoor Recreation Supervisor to oversee open space group reservations.	Parks and Recreation Department	Medium
Operations and Maintenance	Parks with special maintenance requirements	Some parks have labor intensive maintenance requirements such as hand watering potted plants; Others have high maintenance features like bioswales or French drains that fill with silt or debris and no longer function	Standardize design and maintenance by park type, Standardize fixtures, furnishings and materials to reduce maintenance requirements; pest resistant plants; identify potential problems during design; calculate lifecycle costs as part of design phase.	Parks and Recreation Department	High
Operations and Maintenance	Water management	Parks and golf courses are by their nature major water users, but use can be reduced with efficient systems. Computer clock and smart programming for irrigation systems are desired.	Complete irrigation upgrades. Hire or train a certified water manager to oversee water use.	Parks and Recreation Department	High
Operations and Maintenance	Tennis courts need resurfacing		Include tennis court resurfacing in CIP, consider asset management approach	Parks and Recreation Department	High
Operations and Maintenance	Staffing, training	Inadequate staffing was identified by focus groups as an issue for facility and park maintenance and facility staffing. Staffing level is high compared to peer cities. Reasons could be demands from public events, higher than typical level of service and number of facilities for a City of this size.	Specialized, trained staff deployed system-wide is an approach to more efficient use of resources. Examples include water manager, turf management/sports field specialist, arborist	Parks and Recreation Department	High
Operations and Maintenance	Large staffing commitment to supporting public events	Services for special events have an impact on routine parks maintenance and operations. These are tourism related and not parks and recreation programming. Department has \$25,000 in budget for special events, cost is \$96,000.	Find additional funding for a special events crew, consider moving responsibility to another department. To generate revenue, match fees to the cost of the crew. Offset waived fees through lodgers tax. Require event organizers to hire third party cleanup crews.	Parks and Recreation Department, City of Santa Fe	Medium
CIP	Demand	Groups identified a need for 5-6 more fields, including two artificial turf fields, lights at half of the new fields; Fields dedicated to specific sports would help with scheduling. Concern that there are more players than parks.	Expansion of MRC, SWAN and completion of Las Soleras will resolve this issue. Potential for public/private partnership for maintenance and scheduling.	Parks and Recreation Department	Medium

Type	Issue	Description	Recommended Solutions	Responsibility	Priority
Programming	Scheduling	Public requested online field reservation system, difficulty reserving parks for leagues.	Online reservation software and system.	Parks and Recreation Department	High
Operations and Maintenance	Cost of maintaining concession facilities	Leagues keep concession revenues; department maintains concession stands	Review policy and fees.	Parks and Recreation Department	Low
Recreation	Poor coordination of league access to fields, especially for practice	Leagues are run privately and coordinate field time through recreation staff. Are there too few fields for practice?	Software to enable park and league permitting, coordinated with online reservation system	Parks and Recreation Department	High
Operations and Maintenance	Ongoing erosion, drainage issues at SWAN Park	Erosion under boulders; torreon caused flooding in the neighborhood. Trails in the arroyos with no provision for drainage, Features intended to recharge the aquifer may not be working. Drainage issues from adjacent property; ORVs on side slopes contribute to erosion	Include correcting these issues in future phase	Parks and Recreation Department	Medium
Trails					
CIP	Missing links need to be completed to connect trail system	Missing links have been identified, trail plan is in place	Continue to build out trail system as funding allows. Set priorities through BTAC	Parks and Recreation Department	Ongoing
CIP, Operations	Restrooms on major trails	Permanent restrooms at La Tierra and Dale Ball trails	Vaulted toilet could be long term solution	Parks and Recreation Department	Low
Operations and Maintenance	ATV users where not allowed	ATV users can destroy trails or cause erosion, need fencing	Work with police to enforce prohibited vehicles on trails	Police Department, Parks and Recreation Department	Medium
Operations and Maintenance	Trail maintenance is considered to be good. Some difference of opinion about volunteers vs paid staff	Focus groups consistently described trail maintenance and existing condition as good.	Provide a continued role for volunteers through an Adopt a Trail Program, Coordination with Santa Fe Conservation Trust; hire seasonal staff to supplement existing 1.5 FTE	Parks and Recreation Department, Santa Fe Conservation Trust.	High
Medians and Streetscapes					
Operations and Maintenance	Cost and staffing required exceeds what is available	Medians and streetscapes are hard to maintain, lack funding and manpower to do this	Complete median standards and a specifications book. Project is funded and in progress. Consider moving median and streetscape responsibilities to another department. The City of Albuquerque recently shifted this to Solid Waste.	Parks and Recreation Department	High
Operations and Maintenance	Staffing commitment to cleaning up trash, dumping on City property	Staff time is taken away from routine parks maintenance and operations to pick up trash dumped on public property. Staff is also called on to deal with other issues like homeless camp in arroyos, trash in arroyos, etc.	Additional funding source or other responsible department for trash pickup. Two seasonal staff positions now funded by Tourism for downtown.	Parks and Recreation Department, City of Santa Fe	Medium



Dancing Ground
Community Park
Dedicated October 1, 2011
Special Thanks To:
The Nava Adé Community
The Nava Adé Board of Directors
The Nava Adé Parks Committee
Steve Burns Chavez

APPENDICES

A separate volume of supporting material for this plan is provided in a technical appendix.

