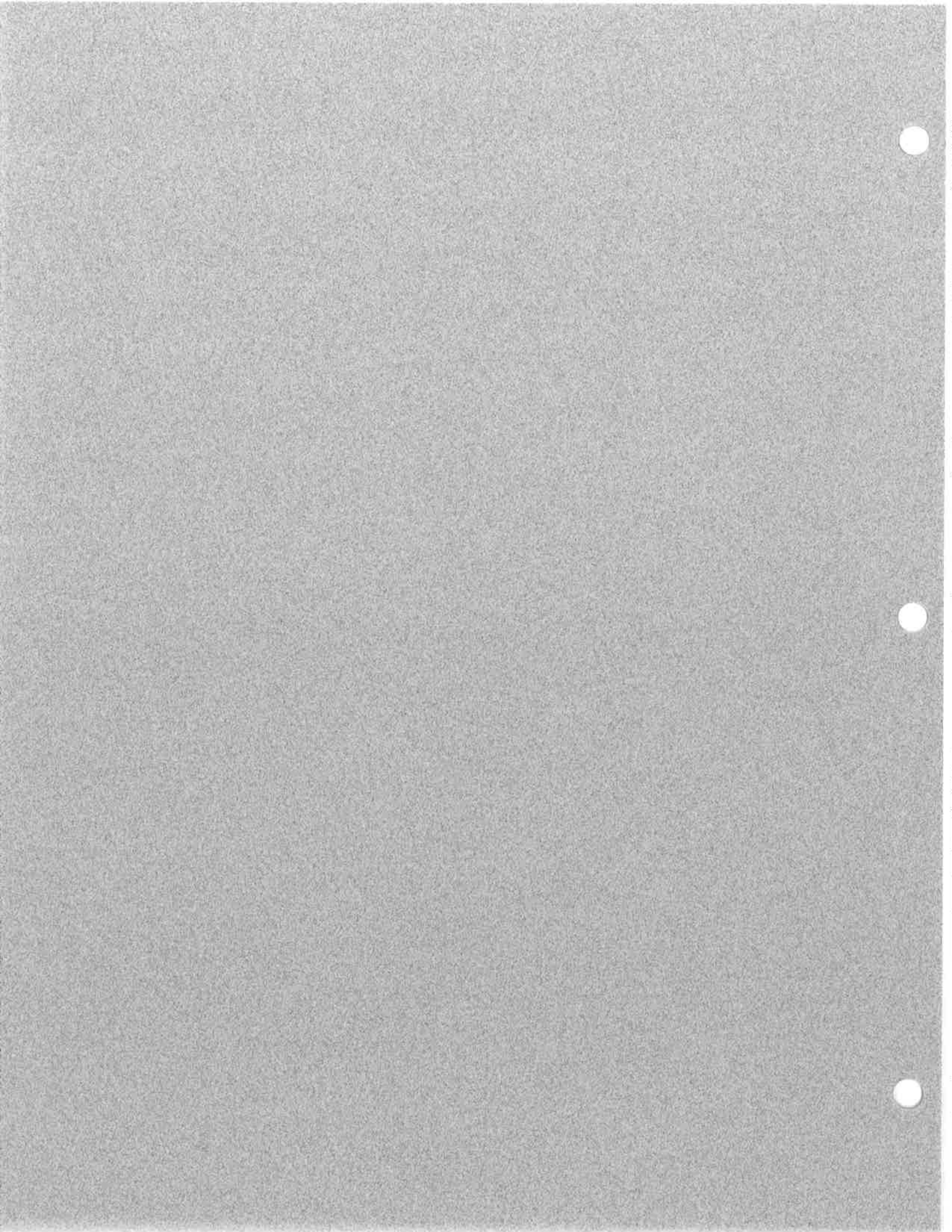


**COMMUNITY SERVICES
AND DEVELOPMENT**



9 COMMUNITY SERVICES AND DEVELOPMENT

It is imperative that the goals, policies, and programs outlined in this document nurture a vital community and reach out to all segments of the population. While community development is supported by policies throughout this document, its importance is attested to by providing a separate chapter focused on the need for community services and development. This chapter establishes policies to provide more affordable housing, enhance economic opportunities, human services, children and youth programs, and adequate public services such as libraries, schools, fire and police protection, parks, recreation centers, and open space for all residents of the city.

The following themes relate to this chapter:

THEMES

- Affordable Housing - Actively participate in the creation of affordable housing.
- Quality of Life - Enhance the quality of life of the community and ensure provision of community services for residents.
- Transportation Alternatives - Reduce automobile dependence and dominance.
- Economic Diversity - Develop and implement a comprehensive strategy to increase job opportunities, diversify the economy, and promote arts and small businesses.
- Regional Perspective - Maintain a regional growth management perspective.
- Water - Undertake comprehensive efforts to conserve water and ensure adequate supplies with growth.
- Urban Form - Promote a compact urban form and encourage sensitive/compatible infill development
- Community-Oriented Development - Orient new development to the community; foster public life, vitality, and community spirit.
- Mixed Use - Provide a mix of land uses in all areas of the city.

GUIDING POLICIES

9-1 AFFORDABLE HOUSING

- 9-1-G-1 Endeavor to assure that decent, safe, sanitary, and affordable housing will be available and accessible for all citizens, particularly for the poor, disabled, and homeless.
- 9-1-G-2 Develop financial and management structures that will promote availability of housing for those who could not otherwise afford it.
- 9-1-G-3 Coordinate interdepartmental efforts and staff assignments involving affordable housing issues.

- 9-1-G-4 Expand interdependent activities and cooperate in public and private efforts to achieve affordable housing.

9-2 ECONOMIC DEVELOPMENT

- 9-2-G-1 Promote diversification of the Santa Fe economy.
- 9-2-G-2 Promote increased job opportunities with higher wages for Santa Fe residents.
- 9-2-G-3 Support retail uses that serve the needs of Santa Fe residents and workers.
- 9-2-G-4 Develop and maintain an attractive climate for conducting business in Santa Fe.
- 9-2-G-5 Promote small businesses.
Many of the small businesses are also locally owned.

9-3 COMMUNITY SERVICES

Arts

- 9-3-G-1 Increase access to the arts for Santa Feans.
Encourage a wide variety of arts, cultural activities, and experiences for city residents.
- 9-3-G-2 Provide support and services for Santa Fe's nonprofit arts organizations and individual artists.
The production and sale of art (performing and visual) should be supported by providing access to affordable housing, live/work/retail space, affordable studios, business incubators, performing and rehearsal space, and community galleries.
- 9-3-G-3 Increase the amount and quality of arts in education in Santa Fe schools and through other means.
- 9-3-G-4 Advocate the development of a community-wide arts and cultural needs assessment and plan for Santa Fe County.

Children and Youth

- 9-3-G-5 Participate in the development and implementation of community-wide programs for children and youth which enhance their quality of life and provide environments that are responsive to their developmental needs.
- 9-3-G-6 Provide programs for children and youth from birth through age twenty-one.
- 9-3-G-7 Provide grants in the areas of child care, early childhood education, and home visiting; mental health, health education, and life skills training; developmentally appropriate recreational activities; youth development and training opportunities; and supplementary educational programs for public school children.

Human Services

- 9-3-G-8 Ensure that any resident regardless of income, gender, religious affiliation, age, creed, race, sexual orientation, or handicap can receive human services in the community, and support initiatives that make such safety net services available, affordable, and accessible.
- 9-3-G-9 Develop a crisis center to provide detoxification and assessment services for both adults and youths experiencing mental health and substance abuse emergencies.
- 9-3-G-10 Participate in and promote healthy community initiatives that improve the health and mental health status of residents.

Libraries

- 9-3-G-11 Provide library services to all residents of the city, and improve library facilities as well as the delivery and accessibility of information.

Senior Services

- 9-3-G-12 Provide facilities and programs for the growing number of clientele.

9-4 SCHOOLS

- 9-4-G-1 Participate with the Santa Fe School District to maintain and improve educational facilities and services.
- 9-4-G-2 Collaborate with the Santa Fe School District to provide educational facilities with sufficient permanent capacity to meet the needs of current and projected enrollment.
- 9-4-G-3 Work with the Santa Fe School District to coordinate joint use of school facilities for community use.
- 9-4-G-4 Collaborate with the Santa Fe School District to explore ways in which capital outlay funds can be used to accommodate both social and educational community needs.
- 9-4-G-5 Collaborate with the Santa Fe School District to assess the impact to existing school facilities from new development.
- 9-4-G-6 Collaborate with the Santa Fe School District to explore the implementation of developer impact fees as a means of ensuring sufficient educational facilities.
- 9-4-G-7 Establish a cooperative relationship between the city and Santa Fe School District to identify ways in which both entities can meet the expanding needs of community growth and quality education.

9-5 PARKS, RECREATION, AND OPEN SPACE

- 9-5-G-1 Establish a continuous system of open space along the rivers, acequias, arroyos, and utilities.

Parks and open space should be linked by trails and linear parks.

- 9-5-G-2 Locate new parks and other open space to enhance the open space network.
- 9-5-G-3 Provide an adequate amount of park area per capita to meet the needs of all segments of the city's population.
- 9-5-G-4 Distribute parks and other open space in a geographically equitable manner, and provide trail linkages between them.
This document seeks to provide a community park within 1.5 miles of most residences and a neighborhood park within 0.5 miles.
- 9-5-G-5 Ensure that public park and recreational facilities are physically and perceptually accessible to all residents and not just to residents of individual subdivisions.
- 9-5-G-6 Use environmentally sensitive practices in park location, design, and maintenance.
Practices could include alternative wastewater and drainage treatments, water harvesting, and greater use of native and drought tolerant plants and recycled organic matter.

9-6 FIRE AND POLICE PROTECTION

- 9-6-G-1 Continue to provide high quality, effective, and efficient safety services for city residents and backup support for the county fire and police departments.
- 9-6-G-2 Minimize the loss of life and property resulting from the hazards of fire, medical and rescue emergencies, hazardous materials incidents, and disaster response and recovery within the Urban Area.
- 9-6-G-3 Provide adequate training to police and firefighters to combat both structural and wild land fires.

9-7 NEIGHBORHOOD AND COMMUNITY PLANNING

- 9-7-G-1 Ensure that active community involvement in the planning process is a priority within city government.
- 9-7-G-2 Ensure community involvement in the development review process.
- 9-7-G-3 With community involvement, develop a long-range approach to preparing a community and neighborhood planning program in the city.

9.1 AFFORDABLE HOUSING

Santa Fe is committed to the provision of decent, safe, accessible, and affordable housing for all of its citizens. Throughout the compilation of roundtable issues and needs, citizen concerns about the provision of affordable housing have been consistent and citywide. It is recognized that the cost of housing far exceeds the income of many Santa Fe families. Santa Fe's national reputation, a rapid spiraling of real estate prices, demand in the second-home market, and increasing building costs have priced many Santa Feans out of the home-buying market. The situation is exacerbated by the low wage scale of the region.

While middle income families find housing options extremely limited, the poor, the homeless, and many of the elderly from the community have almost none. As land values have increased, low income areas have been "gentrified." The closing of mobile home parks has increased the need for low income housing.

9.1.1 HIGH HARD COST OF BUILDING

The hard cost of building in Santa Fe is highest of any city in New Mexico. Hard costs include the labor and materials required for the project. These costs, when submitted for projects by local suppliers and subcontractors, are higher than the bids submitted by those from outside the area. Some reasons given for this higher cost include: smaller market in Santa Fe contributes to lower volume, therefore, higher prices; material transportation costs to Santa Fe are more expensive as are the costs of fuels. The nature of being engaged in the construction business in Santa Fe is such that it is more beneficial for a contractor to concentrate his efforts on a few high-end homes where profit margins are greater than it would be to build many economy grade homes. As a result of this, few if any contractors are willing to direct their efforts toward providing affordable housing. Because there is a great demand for housing (particularly high-end housing) and because of the profit motive, the efforts of the community's building delivery system have been redirected toward meeting the needs of those who can most afford them, thereby, leaving the needs of lower income households unmet.

9.1.2 HOUSING STOCK GENTRIFICATION

Many affluent persons have "discovered" Santa Fe. Demand from wealthier out-of-state buyers and visitors for land, houses, and vacation rentals has rapidly driven up the price of real estate. The wealthy infuse much welcomed cash into the community; however, the process creates high priced ghettos or stimulates the gentrification process. Impacts upon the community have included making housing unaffordable to local persons who are dependent upon the local economy—forcing many to move away in search of living situations they can afford. Some fear the resulting displacement is destroying neighborhoods and pushing out Hispanics who make up 48 percent of the population. In the process, the "character" of the city, which was the attraction to Santa Fe, is being lost.

9.1.3 LACK OF AFFORDABLE DEVELOPMENT BUILDING SITES

There is a lack of affordable building sites in Santa Fe. Raw land costs for suitable residential development in Santa Fe are unexplainably high. The most inexpensive developed lot in an R-5 subdivision in Santa Fe sells for \$40,000 to \$50,000. At this price for the land, it is all but impossible to develop affordable housing for sale on the open market. Currently, in the city there is land zoned for over 10,000 housing units as yet unbuilt. This would seem to indicate that there are many investors sitting on land and asking prices that the market will not currently bear. Some of this land is serviced by infrastructure while other areas are not. The land not currently serviced by infrastructure would require a substantial front-end investment for placement of the infrastructure to service the land. The cost of placing the infrastructure and its carrying costs contributes much to the cost of the end product.

Santa Fe's cost of living is 12 percent higher than national averages, and its housing costs are 37 percent higher. Low- and moderate-income Santa Fe families are increasingly priced out of the homebuying market. As a result, the proportion of homeowners to renters is dropping about two percent a year. Many citizens pay 50 percent or more of their income for housing, thus depressing discretionary income.

Within five years, the city faces increasing problems of housing affordability for many of its low- and moderate- income citizens, particularly the elderly, Hispanic, and single parent families who already suffer disproportionately the most acute housing problems. Within five years, without intervention, there will be an even larger gap between the number of housing units needed for all persons of low- and moderate- income and the supply available. The cost, size, and type of housing units being built and expected to continue to be built are not what is needed to meet present and future housing needs of Santa Fe's expanding population. There is no assured source of financial assistance to provide housing subsidies to low-income Santa Feans who need them.

Housing is a problem not only for Santa Fe citizens, but also for Santa Fe businesses and the overall economy. High housing costs make it difficult for businesses to attract and keep employees. Companies will not locate here if their employees cannot afford homes; thus, the business community needs to join with the city in becoming an advocate for affordable housing.

9.1.4 REGULATION

Approximately 20 percent of the cost of a new home can be attributed to government regulation—some of it necessary, but much of it outmoded, needlessly restrictive and inefficiently administered. For instance, review processes are often duplicative, lengthy, and overly complex, requiring developers to fill out repetitious forms and wait for each approval before proceeding to the next step while paying the costs of waiting. These costs include taxes on land held in expectation of building, interest on loans, and the inevitable increases in the price of labor and materials—all passed on to the consumer in the form of higher home prices. A reduction in processing time can result in significant cost savings by reducing the carrying costs for the project and limiting the inflationary spiral for labor and materials that occurs during the processing of the development.

The review and approval process, should be consistent, timely, accountable, and clear. The uniform application of the city's standards and policies offers some guarantee to the developer that money spent for preparation of plans and specifications will not be wasted by the last minute interpretation of standards.

9.1.5 FINANCING

One of the primary strategies to promote affordable housing is to make money available on reasonable terms to qualified people. There are several avenues which address this issue, including negotiations for more flexible terms with the banks, city participation in the form of a bond issue, and private foundation funding. Other strategies which will be used to address the financial aspect of housing are a financial counseling program, use of Low-Income Housing Tax Credits, support for the downpayment assistance program, and use of sweat equity and owner built programs.

9.1.6 LAND USE

The most important element of planning for affordable housing is higher density. Part of what has made Santa Fe so appealing—neighborhoods with five to nine units per acre—will help achieve affordable housing goals. At a minimum, five units per acre are necessary to yield housing that may be affordable to lower-income households. Anything less will produce housing affordable to households earning at least \$70,000, which represents only 10 percent of the households in Santa Fe. Densities less than five units per acre undermine the city's entire affordable housing effort. Along with mandatory minimum densities of at least five units per acre, design and development guidelines should be created. Issues regarding aesthetics, health and safety, and general livability are important regardless of the cost of housing.

The city should take a proactive role to ensure an adequate supply of land is available so there are no artificial constraints on easily developable land. Overarching policy initiatives would include an annexation policy that ensures a constant supply of developable land.

Once developments are approved, developers and owners should ensure the properties are being developed or in active use. As an incentive, a penalty tax on vacant buildable land that has received development approval should be enacted.

9.1.7 ADMINISTRATION / MANAGEMENT

Housing is becoming one of the most critical economic problems facing our community today. Providing or preserving affordable housing for our current and future residents is more difficult now than it was just a few years ago. Therefore, public-private partnerships are essential for increased efforts for affordable housing.

Federal support for affordable housing has been drastically cut. Public-private partnerships will help fill the gaps left by the loss of public funding by creating mechanisms to provide affordable housing, including the actual development of affordable units. Overhead costs of development should decrease through the solicitation of volunteer efforts including the professional assistance of engineers, architects, planners, contractors, and support services such as title insurance companies.

Nonprofit housing agencies should take advantage of the most cost effective building techniques, materials, floor plan layouts, and management systems. The cooperating agencies provide services to the city through the land trust, with the value of the services being exchanged for leased land from the city.

Neighborhoods are changing in ways that are not traditional to the city. Poorer families have fled or been pushed out of older, economically integrated areas of town, and neighborhoods have become more homogeneous at higher income levels. Because of this, a large emphasis should be placed on home ownership housing rehabilitation, rental rehabilitation programs, and the development of revitalization programs using urban homesteading strategies.

Salvage supply is a mechanism by which the cost of materials could be lowered for the development of housing units. This would encompass a centrally located storage facility for salvaged or donated building materials. The facility would be responsible for receiving,

handling, and distributing building materials to nonprofits and qualified residents. The possibility of bulk buying of construction materials through a cooperative may also be explored.

9.1.8 TRAINING / MARKETING / INFORMATION

The housing issue is complex. Myriad functions and the efforts of many persons eventually result in providing housing for a household. Many view the process as cumbersome or inefficient and have sought methods to facilitate the process. Because of its complexities, the housing issue requires the communication and cooperation of all participants in the production/provision of housing. This is not always possible, as goals of one entity may be diametrically opposed to the goals of another. Coordinating the efforts of the community will minimize the impact on a particular group or individual.

9.2 ECONOMIC DEVELOPMENT

For a detailed discussion of existing economic conditions and growth prospects, see *Working Paper: Existing Conditions and Planning Issues -- Urban Area and Extraterritorial Zone*, June 1995, Chapter 2: Population and Economic Growth Employment.

Existing Employment

According to the New Mexico Department of Labor, a typical Santa Fe County establishment employs eight persons, and over 60 percent of all businesses have fewer than five employees, not including self-employed individuals (see Tables 9.1 and 9.2). The small-business orientation of the local economy creates a need for small business assistance, and affordable sites and space. A mix of land use that provides sites for business activities within or in conjunction with residential neighborhoods and that accommodates home occupations and offers potential ways to encourage small businesses in the city.

Since the 1970s, the local economy has been dominated by government and service oriented employment, as shown in Table 9.2. In 1992, Santa Fe County reported about 65,650 jobs, of which 22.4 percent were in the government sector and 34.1 percent in the service sector. The number of jobs in Santa Fe County grew at an average annual rate of four percent between 1980 and 1992. The county's 1993 unemployment rate of 4.3 percent was one of the lowest in the state.

The New Mexico Department of Labor reports a civilian labor force or people of working age (16-64) who are in the labor force (i.e., persons 16-64 nonmilitary) in Santa Fe County of 60,134 persons in 1992, compared to 46,209 nonagricultural wage and salary jobs, which are reported by businesses paying workers unemployment compensation tax. The high ratio of civilian labor force to wage and salary jobs shows that there are a large number of Santa Fe County residents who work outside the county or are self employed. Data from the U.S. Bureau of Economic Analysis confirms this characteristic of the Santa Fe economy. The Bureau of Economic Analysis reports a total of 65,649 nonfarm jobs, including agricultural services. Approximately 23 percent of nonfarm jobs are held by proprietors.

**TABLE 9.1
SANTA FE COUNTY BUSINESSES AND EMPLOYMENT BY INDUSTRY TYPE
AND SIZE OF BUSINESS, MARCH 1994**

Industry	Establishments by Number of Employees							
	Reporting Units	-0-	1-4	5-9	10-19	20-49	50-99	100+
Agriculture, Forestry and Fishing	75	19	26	15	12	3	0	0
Manufacturing	199	35	83	31	29	16	2	3
Mining	25	4	15	3	2	1	0	0
Construction	612	191	218	124	43	29	5	2
Transportation and Public Utilities	102	17	38	20	9	15	3	0
Wholesale Trade	179	24	85	35	23	12	0	0
Retail Trade	1,021	133	382	213	133	111	38	11
Finance, Insurance and Real Estate	349	52	189	53	34	12	5	4
Services	1,611	233	882	240	129	80	28	19
Total	4,173	708	1,918	734	414	279	81	39
Industry	Number of Workers							
	Reporting Units	-0-	1-4	5-9	10-19	20-49	50-99	100+
Agriculture, Forestry and Fishing	389	0	55	93	152	89	0	0
Manufacturing	1,974	0	175	206	383	555	147	508
Mining	100	0	28	18	32	22	0	0
Construction	3,156	0	480	809	541	810	280	236
Transportation and Public Utilities	1,086	0	90	140	108	473	275	0
Wholesale Trade	1,084	0	175	233	312	364	0	0
Retail Trade	11,815	0	957	1,428	1,736	3,416	2,509	1,769
Finance, Insurance and Real Estate	2,458	0	368	331	460	404	375	520
Services	13,709	0	1,758	1,542	1,722	2,218	1,957	4,512
Total	35,771	0	4,086	4,800	5,446	8,351	5,543	7,545

Source: New Mexico Department of Labor, 1994.

Santa Fe's major employers include the State of New Mexico, with approximately 9,000 employees in Santa Fe County; Santa Fe Public Schools, with 1,650 employees; St. Vincent's Hospital, with a staff of over 1,300; and the City of Santa Fe, with 1,000 employees.

TABLE 9.2**SANTA FE COUNTY: PERCENTAGE EMPLOYMENT BY INDUSTRY TYPE, 1970-1992**

Industry	1970	1975	1980	1985	1990	1992
Agriculture, Forestry and Fishing	1.4	1.3	1.6	1.4	0.7	0.7
Manufacturing	3.5	3.6	4.1	3.5	4.8	4.3
Mining	1.0	1.2	1.2	0.6	0.8	0.6
Construction	5.0	6.8	6.7	8.9	7.3	6.4
Transportation and Public Utilities	3.3	3.5	2.7	2.9	2.0	2.0
Wholesale Trade	1.5	1.5	1.6	1.7	2.2	2.5
Retail Trade	16.7	18.0	17.8	19.3	19.6	19.9
Finance, Insurance and Real Estate	5.3	5.4	6.3	7.0	7.4	7.0
Services	21.5	24.0	25.2	25.4	33.5	34.1
Government	39.0	33.0	33.9	30.0	21.8	22.4
Total Employment	22,125.0	28,707.0	36,708.0	46,045.0	59,662.0	65,649.0
Source:	U.S. Department of Commerce, Bureau of Economic Analysis, May 1994; City of Santa Fe, Santa Fe County.					

As shown in Table 9.2, the relative share of the total employment for the various industry sectors has remained fairly stable over the last 22 years (1970-1992), except for the two largest sectors of the economy—services and government—which have exchanged places since 1970. The share of the government sector declined from 39.0 percent of total employment to 22.4 percent. During the same time period, employment in the services sector increased from 21.5 percent of total employment to 34.1 percent. Thus, shifts in employment since 1970 have resulted in less dependence on government employment. However, earnings data compiled by the Bureau of Economic Analysis show that the retail and service jobs that represent the largest gains in employment over the last two decades generate below average earnings. The economic growth goals of the public as expressed through public meetings are to diversify the local economy while providing better paying jobs.

Employment Prospects

Jobs are a high priority for Santa Fe residents. Residents are concerned that although the work force is highly educated and many workers could fill higher skilled positions, the jobs being created are in the low-paying services sector, such as those related to retailing and visitor services and activities. Paralleling national trends, the majority of new job growth over the next 20 years is also likely to be in the service sector. While Santa Fe's culture and the educated work force are assets, the high cost of land and housing deters many prospective employers.

Several recent studies of the city and regional economy have identified industry clusters other than tourism and government that have been successful in Santa Fe. These include arts and crafts; biomedical research and manufacturing; fashion, including clothing and jewelry;

food processing; film production and communications; furniture manufacturing; medicines, including traditional and alternative medicines and healing; outdoor recreation equipment manufacturers and distributors; publishing; and technology transfer, particularly related to Los Alamos National Laboratories. General Plan policies encourage development of these industries as well.

Employment Growth

Employment growth for the Urban Area is estimated based on the population increase that would occur with the residential development envisioned for year 2020. The distribution of jobs across the various sectors is expected to reflect growth projections and a balanced land-use/housing program. Retail, services, and government are likely to be the leading employment sectors.

9.2.1 TOURISM, THE ARTS, AND RETAIL

Tourism

Tourism is a major component of the Santa Fe economy, and the city is a major contributor to the state's \$2.6 billion tourism industry. Santa Fe County ranks second in the state for travel expenditures. In 1991, the most recent year for which data are available, travelers spent approximately \$260 million in Santa Fe County. There were over 6,400 wage and salary jobs supported by tourism, and payroll for tourist-related business was \$58.4 million. Traveler spending in Santa Fe County generated \$13.6 million in state revenues and \$4.2 million in local tax revenues.

To meet the visitor demands for lodging, there are an estimated 4,045 hotel, motel, and bed and breakfast rooms in Santa Fe, according to the Santa Fe Convention and Visitors Bureau. During the past six years, the number of rooms in the city has increased by four percent per year. Hotel occupancy in Santa Fe County is typically the highest of any city in the state. In fact, hotel and motel occupancy exceeded 70 percent in each of the past five years, and in 1993, it reached 76 percent. The city's lodgers tax receipts exceeded \$3.4 million in 1993, up 22 percent from 1992. Table 9.3 shows growth in the number of hotel rooms, along with trends in lodgers tax receipts and gross receipts from hotels and convention attendance.

To provide continued opportunities for tourism, this document designates an adequate amount of land for commercial uses (which includes visitor-services establishments). There may be a need for a tourism plan that details the impact and mapping of tourism in Santa Fe.

Year	Number of Hotel/Motel Rooms	Bed and Breakfast Rooms	City Lodgers Tax Receipts (\$000,000)	Gross Receipts from Lodging (\$000,000)	Convention Attendance
1988	3,140	54	1.5	63.3	39,246
1989	3,189	68	1.9	74.6	39,187
1990	3,172	96	2.3	79.6	40,782
1991	3,606	92	2.6	94.9	45,622
1992	3,659	110	2.8	104.9	36,837
1993	3,662	150	3.4	126.1	51,431
1994	3,843	202	NA	NA	NA
Average Annual Percent Change	3.4	24.6	17.8	14.8	5.6
Sources: Santa Fe Convention and Visitors Bureau; Sunwest Bank Economic Review, New Mexico Taxation and Revenue Department.					

Retail

Retail trade accounts for about 20 percent of the jobs in Santa Fe County. The Bureau of the Census identified 942 retail establishments in the county in 1991, with 11,000 employees and an annual payroll of \$140.7 million. Earnings in the retail sector are the lowest of any business category. Retail sales in the Urban Area are expected to increase by \$400 to \$500 million over the next 20 years (Table 9.4). The large number of retail jobs in Santa Fe in combination with the relatively low pay for these jobs is a major concern of Santa Fe residents.

Downtown retailing activity is dominated by eating and drinking establishments and art galleries. In addition, vendors around the Plaza sell jewelry and other hand-made accessories. In recent years, annual rents in selected areas have climbed past \$100 per square foot and national specialty retail chains, such as Banana Republic and J. Crew, have moved in. In the public scoping meetings for the General Plan, residents expressed a need for more local-serving retail and small services in Downtown. In particular, residents want to maintain retail businesses that serve everyday needs, such as the existing Woolworth's located on the Plaza.

**TABLE 9.4
PROJECTED URBAN AREA RETAIL SALES**

Store Type	Projected Sales 2015 (\$000,000)		
	Low	Medium	High
Building	58.6	60.4	62.3
Hardware	12.7	13.1	14.5
General Merchandise	75.6	78.0	80.4
Department	140.9	145.4	149.9
Retail Food	237.9	245.5	253.0
Motor Vehicle	32.2	33.3	34.3
Service Station	11.8	12.2	12.6
Mobile Homes	15.1	15.5	16.0
Auto Part	29.6	30.6	31.5
Apparel	104.8	108.1	111.4
Furniture	63.5	65.5	67.6
Restaurant	173.4	178.9	184.4
Liquor	27.9	28.8	29.7
Drug	36.7	37.9	39.0
Package	18.9	19.5	20.1
Misc. Retail	446.0	460.3	474.5
Total	1,485.6	1,533.0	1,581.2
Source: Southwest Land Research.			

9.2.2 ECONOMIC DEVELOPMENT STRATEGY

A viable economic development strategy is proactive: it anticipates and responds to future growth prospects. Besides ensuring that adequate sites are available for future commercial and industrial development at appropriate locations, the city needs to take a comprehensive look at all aspects of the local economy. The broader policy issue is how involved the city should be in economic development; should this include planning and technical assistance or direct financial assistance? The strategy outlined in this chapter includes a number of specific programs as well as policies intended to improve the overall business climate and establish positive working relations with the private sector. This strategy is intended to protect and enhance existing business and nurture new startups; work with business, education, and service providers to enhance the skills of the labor force; target industries that will diversify Santa Fe's economy and provide good wages; and improve access to affordable housing and local-serving retail.

This chapter of the General Plan reflects the issues and priorities established in the *Community Economic Development Plan* (adopted 6/96). The city *Economic Development*

Plan is a strategic plan for the development of Santa Fe's economy and therefore is much more detailed than this General Plan chapter. The city *Economic Development Plan* addresses local and regional relationships in the context of Santa Fe's economy, identifies existing industries with potential for development, develops goals and effective actions to achieve these goals, and creates opportunities for economic development.

There are many "players" interested in Santa Fe's economic development, including the City of Santa Fe, Santa Fe County, the State of New Mexico, Santa Fe Economic Development, Inc., TRADE, the Santa Fe Chamber of Commerce, numerous professional and business organizations, landowners, lending institutions, the Santa Fe Community College, the Santa Fe School District, and many others, in addition to the general community. The policies outlined in this document respect the roles of these groups and seek to establish partnerships that leverage each group's knowledge and skills to make economic development efforts more successful.

9.3 COMMUNITY SERVICES

Community Services are a vital sector of the community. Meeting the needs of the art community, children and youth; human services, libraries, and senior services are some of the major services which make up the community service sector. This section focuses on those aspects of the arts, youth, human services, library and senior services that have a physical planning dimension. There are many other worthwhile programs that the city is involved in, such as health care and family violence prevention; these are not a focus of the General Plan. Safety services are discussed in the Fire and Police Protection Section.

9.3.1 ARTS

The City of Santa Fe Arts Policy, adopted by City Council on November 30, 1988, provides the framework for support of Santa Fe's arts and culture. Santa Fe is known worldwide as an arts center. Santa Fe has more artists, arts organizations, and museums per capita than any other city in the nation. The city is fortunate to have a wide variety of professional and nonprofessional, for-profit and nonprofit, arts organizations, artists, and businesses offering a wide range of art forms. Santa Fe's artists and arts organizations contribute significantly to the quality of our community life; they are resources that could not be replaced and provide the community unequalled cultural opportunities.

Arts energize and inspire to such a degree that many think the Santa Fe lifestyle and environment are art forms in themselves. In turn, excellence in artistic endeavors of all kinds is encouraged through the relationship of Santa Fe and its artists. Further, the history, spirit, and character of the community are expressed through the fine, applied, and living arts. Our artists are major contributors to the quality of our community life.

Recognizing that the arts enhance the life of our city and the lives of our citizens in many ways, the City Council has directed that the city pursue policies that support the arts in such a manner that its citizens and visitors to the city all benefit from their interaction with the arts. The city encourages excellent standards of design and brings artists and the wider community together. The city strives to assure that its procedures demonstrate a positive stance towards artists and artistic institutions.

The 1993 *Santa Fe Arts Impact Study* reflects the state of the arts in Santa Fe. The Study estimates that with an economic multiplier of 1.85, the arts annually account for 25.9 percent of the local economy. The *Santa Fe Arts Commission Long Range Policy and Action Plan, 1994-1999* (adopted by City Council on November 9, 1994) was developed to provide direction for the support of arts and cultural affairs. Both publications were developed with extensive public input through surveys, interviews, focus groups, and public meetings.

9.3.2 PROGRAMS FOR CHILDREN AND YOUTH

Santa Fe takes pride in its strong sense of community by providing numerous programs for children and youth. The Children and Youth Section manages grants to these programs. The city has taken several steps in recent years to assert its commitment to youth and declared 1996 as the Year of Children and Youth. These steps include:

- **Children and Youth Fund and Commission.** The Children and Youth Fund comes from an annual allocation of up to three percent of the city's share of state gross receipts tax revenues. The Children and Youth Fund Commission serves in an advisory capacity to the Mayor and the City Council on matters concerning the young people of Santa Fe. The Commission's charge includes advocating for children and is a special concern of the Commission. This Commission sets policy and oversees the Children and Youth Fund which provides annual grant funding for over 40 programs that serve Santa Fe's younger generation. At least half of the children who participate in programs must be from low-to-moderate income families. The programs offer opportunities for learning to respect diversity of all kinds.
- **Community Child Care Task Force.** The city formed the Community Child Care Task Force in 1995 which focuses on employer-sponsored child care, family resource centers, schools as community centers, and mentors to improve the quality of child care.
- **Family-Friendly City.** The city has taken steps to provide parenting resources, approve flexible work schedules, serve as a resource and referral service for dependent care, and enhance child-related benefits for employees. The city is trying to set an example to encourage community support for children and families in positive and beneficial ways.
- **Encouraging and Empowering Youth.** The Mayor's Office of Intercultural Affairs organized the Voices of Youth summit to find out what Santa Fe's young people are thinking and to give them a voice in city government. The number-one concern was the lack of recreation and activities; other concerns included teen violence, suicide, alcohol and substance abuse, gang activity, pregnancy, crime, and graffiti. The city is in the process of establishing a working youth council. The council will prepare and submit proposals, which address some of the issues brought out at the Youth Summit as well as other future concerns, to the City Council.
- **Affordable Child Care Center.** The Community Development Division staff has been working to provide space and support for a child care center to be completed in 1997 in the old La Familia building at 1121 Alto Street. The center will serve up to 80 children, ages 2-5, 51 percent from families with low to moderate incomes, and will meet the need for affordable, accessible, high quality child care.
- **Partnerships.** A full partner in the education of its people, the city provides activities, programs, and services for young people through the Parks and Recreation Department,

Police, Arts Commission, Libraries, and Children and Youth Section. It works with the Santa Fe Public Schools to continue educational experiences outside the classroom by using community resources. The city also funds special arts projects that supplement the school curriculum, offers specialized programs through city-funded arts organizations to citizens of all ages, from those in the elementary schools to nursing homes, and sponsors the mentor-based Mayor's Community Youth Mural Program to combat graffiti.

- **Apprenticeships for On-the-Job Training.** To better prepare high school students for job opportunities and entrepreneurship after they graduate, the city appointed the Apprenticeship Task Force in 1995 to encourage efforts to provide training to youth. The Task Force led to the creation (in 1996) of the Santa Fe Education and Apprenticeship Network, which is working to promote and coordinate a wide range of apprenticeship and internship opportunities.

Some areas in the city, such as the lower west side, have many children in them with no appropriate places planned for them to play. Spaces and sites for libraries and safe indoor and outdoor hang-outs for children and teens are needed now and will be increasingly needed in the future. General Plan policies seek to support the provision for these facilities throughout the city.

- **Future Facilities.** Provision for future facilities with space for child care programs, health and mental health resources, recreational activities, and youth development programs should be considered when planning for land use. For example,
 - Satellite children's museum sites,
 - Art centers for youth including performance space and exhibition space,
 - Portable buildings in every park to serve as community centers,
 - Parks in every neighborhood,
 - Health clinics at schools,
 - Space for summer and after school programs throughout the city,
 - Ropes courses in public parks,
 - Public schools and churches as community centers,
 - Family resource centers in neighborhoods,
 - Tutoring sites,
 - Ecology projects,
 - Wetlands and gardens in city parks and public schools,
 - Spaces that encourage the integration of children and youth and adults such as parks designed for young children including those with disabilities,
 - More meeting rooms,
 - More pools,
 - A southside recreation center, and
 - Designated space in the Railyard property for youth and family activities.

By keeping the idea of designing for children, youth, and families in mind when designing public spaces, a more family and child-friendly city will be created. Input from children, youth, and families will be solicited as new developments are planned.

9.3.3 HUMAN SERVICES

Human services are a vital sector of the community. The quality of life of our citizens depends in part on meeting their need for quality health care, social services, family development, residential care services, personal support, and crisis intervention. City human services planning, coordination, and funding policies shall be integrated with other municipal departments as well as county, state, federal, private, and nonprofit sectors to ensure effective human service delivery. The city shall also promote appropriate human service geographic distribution, operational sustainability, site location, residential, and paratransit integration to serve families and citizens in our community.

Current initiatives include:

- **Human Services Committee.** The City Council adopted a health and human services resolution in May 1992 which established a human services fund, which represents two percent of the state-shared gross receipts to fund a wide range of human service programs. A Human Services Committee was created to oversee the fund and recommend specific programs for City Council approval. Service providers who receive funding shall serve a majority of residents who have very low or low incomes.
- **Crisis Response Project.** A major community initiative is underway to develop a crisis response system which deals more effectively with substance abuse and mental health emergencies. There are over 14,000 emergency incidences every year in our community involving substance abuse and mental illness affecting both adults and young people. This state of emergency resulted in the City Council adopting a *Crisis Response Plan* in February 1996 prepared by the City of Santa Fe Crisis Response Task Force. The plan calls for developing and implementing multiple strategies to divert persons in crisis away from expensive hospitalization and detention into more appropriate treatment options and to reduce the number of behavioral health crises in our community including the development of a crisis facility.

Human Service Collaboration

The spiraling decrease in federal and state financial support for human services emphasizes the need to create more collaborative relationships between service providers to ensure a safety net of health and human services. A myriad of organizational opportunities must be explored and developed to encourage resource sharing partnerships, mergers, alliances, and service shifting to ensure the availability of human services for the community. The city must strengthen its safety net of human services during the next decade.

Future Needs

There will be an ever increasing demand for human services over the next twenty-five years. Fewer public funding resources and increased competition for the remaining dollars will result in dramatic changes in the service provider landscape. The city shall adopt new human

service strategies, where necessary, to ensure that a safety net of services can continue to exist which involve long-term planning, coordination of multiple stakeholders, and funding to include increasing the two percent share of the state's gross receipts for human services.

Major changes in the local health care system, such as managed care and health maintenance organizations, will alter the affordability, accessibility, and availability of health services for citizens of the entire community. There will be a greater emphasis on developing networks of comprehensive health and human services for adults and young people to ensure a continuum of prevention, treatment, and crisis services.

The city will see an increased need for in-home health care, homemaker, elderly day programs, nursing and case management services; full spectrum professional counseling for mental health, alcoholism and substance abuse, sexual assault, domestic violence and elder abuse; early intervention and prevention services, homeless services, AIDS/HIV services; and basic necessities such as food, utilities, rent, and clothing. These needs will most dramatically impact persons in lower income groups especially the elderly, children, special needs populations, such as disabled persons and single parents, and those individuals without health insurance or other forms of financial assistance.

9.3.4 PUBLIC LIBRARIES

Library Facilities and Staffing

Santa Fe currently operates three library facilities—the Main Library, the La Farge Library, and the Library Bookstop—which serve both city and county residents. The Main Library is located Downtown, about one block from the Plaza. The La Farge Library is located on Llano Street near Siringo Road, and the Library Bookstop is located in the Villa Linda Mall.

The Library's three collections include a total of 238,771 catalogued items (as of June 1995), and a large number of uncatalogued items in the form of microfiche, magazine backfiles, vertical file material, microfilm, and other items. The Main Library houses about 56 percent of the total collection and contains the most comprehensive reference materials and older books. The La Farge Library contains 36 percent of the collection and was originally designed for school children. More adults are now using this library because of its accessibility and free parking. The Library Bookstop is a storefront with current circulating books but few reference materials. It was designed as a stop-gap facility until a larger library could be built. Library users can request any book to be transferred to any of the libraries for their convenience.

Library staffing includes 52 full-time and part-time staff members, which is equivalent to a 44.5 full-time-effort. A considerable number of volunteer hours supplement the work done by paid staff.

Library Use and Services

The city's libraries serve both city and county residents; about 42 percent of whom are active library users. In Fiscal Year 1994-1995, over 680,000 customers entered the library to look for books and information, to use the meeting rooms and other library services, or just to read and relax. This translates into over 56,000 visitors per month.

The libraries accommodate approximately 300 classes from local schools during the year for tours, programs, instruction, and research. In addition, the library assists the jail library in obtaining materials. Through Interlibrary Loan the libraries share resources with other libraries in the city, around the state, and across the country.

Over 542,000 library items are borrowed by the public each year, and almost 1,500 items were borrowed from other libraries through Interlibrary Loan. Reference staff answer over 170,000 questions annually. In the past five years, items loaned to the public increased 23.9 percent, and information questions increased 46 percent. It is expected that the demand for informational and educational resources will continue to grow disproportionately to population growth in the future.

Future Library Needs

In order to meet the informational and educational needs of the community and improve access to resources, the library intends to construct a new facility on the southside of the city. However, no site has been selected, and funding is not currently available. A 24,000 square foot facility would serve the growing number of residents, schools, and businesses on the southside and help relieve the congestion at the Main Library. A southside facility would eliminate the need for the Library Bookstop, and it would affect the future role and use of the La Farge Library.

9.3.5 SENIOR SERVICES FACILITIES AND SERVICES

The Division of Senior Services was established in 1977 with the mission to allow older adults to remain living in their own homes as comfortably and independently as possible, and to hopefully avoid institutionalization while remaining an active contributor to the community. Currently there are nine senior centers serving approximately 585 square miles. These centers are located in Edgewood, Cerrillos/Las Lomas, El Rancho, Santa Cruz, Chimayo and four within the City of Santa Fe which include Mary Esther Gonzales (1121 Alto Street), Pasatiempo (668 Alta Vista), Luisa (1510 Luisa Street), and Camino Consuelo (1200 Camino Consuelo) Senior Centers. The complexity of the consolidated program offers a wide variety of services such as:

- **Transportation** - to and from medical appointments, social service agencies, meal sites, grocery shopping, and various recreational activities.
- **Nutrition** - Seven meal sites provide warm nutritious meals Monday through Friday in a comfortable sociable dining room setting. Five meals-on-wheels routes service the less fortunate, frail, or homebound elderly seniors who cannot attend the congregate sites.
- **Senior Olympics** - encourages a healthy lifestyle for those 50 years of age and older by offering a variety of recreational and sporting activities throughout the course of the year. These individuals compete against one another and travel to local, state, and regional competitions.
- **Activities Program** - offers seniors the opportunity to use their leisure time in creative, enjoyable self-fulfilling experiences with activities that offer physical, mental, social, and cultural experiences through expression of their individuality. Instructional classes include arts and crafts, ceramics, retablos, embroidery, clay beading, weaving, and health

related activities such as exercise classes and line dancing. The program also sponsors and provides chaperons for a variety of trips and excursions.

- **Retired Senior Volunteer, Foster Grandparent, and Senior Companion Programs** offer volunteer opportunities for seniors age 55 and older. These programs provide options for individuals to remain as active contributors to the community by furnishing various services to include companionship to frail, homebound individuals, assist children with special and exceptional needs, as well as many other essential services.
- **Preventive Health Program** - offers preventive and educational health information and assistance to include blood pressure testing, cholesterol testing, vision and hearing screenings, acupuncture, pain management, nutritional information (healthy cooking) and the annual community awareness health fair. This service continues to enhance the quality of life for seniors and promotes a healthier lifestyle.
- **In-Home Supportive Services** - offers home management assistance in the areas of light housekeeping, laundry, minor meal preparation, transportation, and escort assistance to and from medical appointments, grocery stores, senior centers, social service agencies, etc.
- **Safe Kids/Safe Seniors** - recognizes that children and seniors are among the community's most valuable resources and addresses issues related to safety and prevention of unintentional injuries for those two sectors of the population. Children and senior awareness is provided through workshops, presentations, and safety literature. This pilot program, the first of its kind, focuses on the youth and elderly to become more safety conscious.
- **Outreach Service** - provides minimal case management assistance, acts as an advocate on behalf of senior clientele, assists in obtaining services such as housing, income, welfare, Medicare, Medicaid, etc.
- **Respite** - offers relief for a primary care giver who is with an individual who has been diagnosed with Alzheimer's or dementia-related disorders and is with the client seven days a week, 24 hours a day. Services include, but are not limited to, companionship, maintaining a safe and clean environment, minor meal preparation, nonmedical personal care (dressing, bathing, grooming), low-impact exercise, transportation, etc.

These essential services enable the Division of Senior Services to complete its overall mission—enhancing the quality of life for those older individuals who reside within the county.

Senior Services Usage of Services

During Fiscal Year 1995/1996 the Division of Senior Services provided the following services:

- Transportation provided 57,131 rides;
- Nutrition served 73,704 congregate meals and home delivered 64,688 meals;
- Recreational activities logged 3,790 group sessions;
- Outreach/Advocacy provided representation for 3,673 individuals;

- Health promotion/assessment screened 5,304 individuals;
- In-Home support services were provided to 3,600 individuals, including housekeeping and nonmedical personal care; and
- Respite logged over 6,502 hours of relief.

9.4 SCHOOLS

The need for better schools and increased opportunities for youth is the second leading priority for city residents. While the provision of schools is under the purview of the Santa Fe School District, the General Plan sites schools and other educational facilities to foster close relationships between residences, transit, and bicycle and pedestrian trails.

9.4.1 CURRENT FACILITIES

The Santa Fe area is served by the Santa Fe School District, which currently operates 20 elementary schools, two middle schools (grades 6-8), two junior high schools (7-8), and two high schools (grades 9-12) (Figure 9-1). One of the 20 elementary schools, César Chávez Elementary opened for the 96-97 school year. Eighteen elementary schools serve grades K-6, and two elementary schools serve grades K-5. Sixteen of the elementary schools are in the Urban Area.

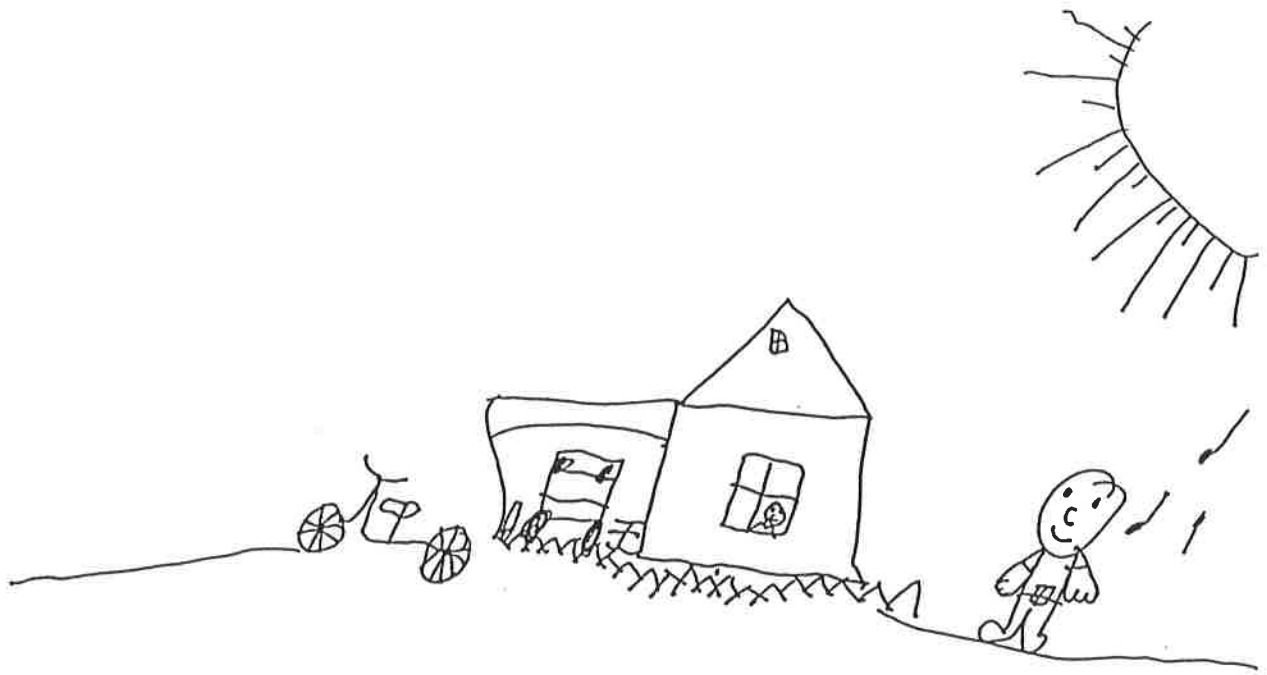
Of the remaining three elementary schools, one is in the Extraterritorial Zone and the other two are just outside the Extraterritorial Zone boundary. The district also operates kindergarten school for the deaf, special education programs, and a Bilingual Early Childhood Center. None of the schools operate on a year-round basis although several schools host summer school programs.

Enrollment

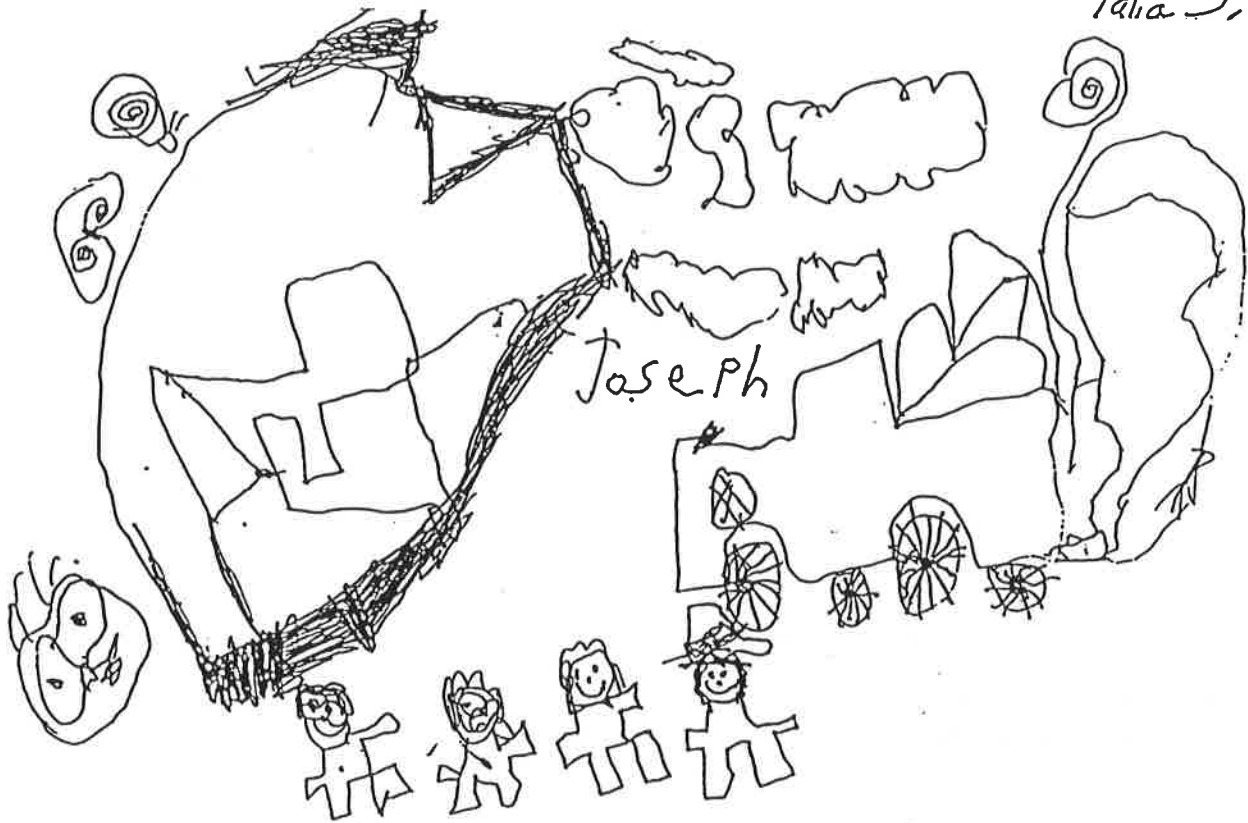
A total of 13,280 students were enrolled in the district's schools in fall 1995 (Table 9.5). Of these, 12,066 were enrolled in elementary, middle, junior high and high schools in the Urban Area and 1,214 were enrolled in elementary schools serving the Extraterritorial Zone (Tesuque, El Dorado, and Turquoise Trail elementary schools).

Capacity

Enrollment projections are established for all new school construction (Table 9.6). While many district schools are currently enrolled at or beyond original capacity, portable buildings have been added to school sites to accommodate additional students.



Talia S.



Children's Drawings from General Plan Neighborhood Meetings

**TABLE 9.5
SANTA FE PUBLIC SCHOOLS 1995-1996 ENROLLMENT BY SCHOOL**

School	Total
ELEMENTARY SCHOOLS	
Acequia Madre	155
Agua Fria	679
Alvord	153
Atalaya	202
Carlos Gilbert	256
Chaparral	501
E. J. Martinez	453
El Dorado ¹	617
Gonzales	635
Kaune	295
Kearney	439
Larragoite	334
Nava	273
Piñon	608
Salazar	630
Sweeney	615
Tesuque ¹	140
Turquoise Trail ¹	466
Wood Gormley	324
Elementary Subtotal	7,775
MIDDLE SCHOOL	
Alameda	467
De Vargas	557
Capshaw	467
Ortiz ²	603
Middle/Junior Subtotal	2,094
HIGH SCHOOLS	
Capital ³	1,328
Santa Fe High	1,968
High Subtotal	3,296
OTHER ENROLLMENT	
SFPS/NMSD	25
Bilingual Early Childhood Center	90
Other Subtotal	115
GRAND TOTAL	13,280
¹ Tesuque elementary is located in the Extraterritorial Zone, and El Dorado and Turquoise Trail are located just outside the Extraterritorial Zone boundary but serve the area.	
² Includes 6th grade students	
³ Includes 7th and 8th grade students at Capital High School	
Source: Santa Fe School District, January 1996.	

**TABLE 9.6
FUTURE SCHOOL NEEDS**

Level of School	Increase in Enrollment by 2020	Enrollment Accommodated at Existing and Under Utilized Facilities	New Facilities Needed
Elementary	2,542	235	4-5
Middle	682	60	1
High	1,054	250	1
Total	4,278	545	6-7

Roughly half of the district's elementary schools are located within or close to Downtown, where enrollment expansion through the use of portable classrooms is not possible due to space constraints. On the southside, several elementary, one middle, and one high school are at or beyond capacity. Portable buildings cannot be added to these sites to accommodate additional enrollment, since all of the district's 112 portables are currently being used for this purpose. Additional portables would need to be purchased to accommodate higher enrollment.

9.4.2 FUTURE SCHOOL NEEDS

The entire school district service area may increase by 31,000 residents by year 2020 or a total population of approximately 126,000. Based on current enrollment ratios, this will result in an increase in enrollment in the Santa Fe School District by 2,542 elementary, 682 junior high, and 1,054 high school students. This translates into a need of approximately 5 new elementary, 1 junior high, and 1 high school (See Table 9.6). Locations of new elementary schools, middle schools, and a new high school are identified on Figure 9-1 (nine potential public school locations are identified in Figure 9-1); specific sites for these, as well as for the remaining schools needed will have to be identified in consultation with the school district. Sites are distributed considering availability of vacant land and the location of existing schools. Two new elementary schools are sited in the Tierra Contenta area.

As of 1995, the area served by the Santa Fe Public Schools had an approximate population of 95,000. School district enrollment figures for 1995-96 show a total of 13,280 K-12 students.

New Elementary Students = 2,542

$$1995 - 7,775 \div 95,000 = .082$$

$$2020 - 31,000 \times .082 = 2,542$$

New Junior High/Middle School Students = 682

$$1995 - 2,094 \div 95,000 = .022$$

$$2020 - 31,000 \times .022 = 682$$

New High School Students = 1,054

$$\begin{array}{rcl} 1995 & - & 3,296 \div 95,000 = .034 \\ 2020 & - & 31,000 \times .034 = 1,054 \end{array}$$

Sites for new public schools within the Urban Area are located in Tierra Contenta, the Northwest Sector, and south of the Villa Linda Mall between Cerrillos Road and Richards Avenue.

Ancillary and Service Program Space Needs

Enrollment projections provide only a partial picture of future space needs. In the last several years, the district has experienced significant demands on existing school facilities from ancillary and service program needs. These programs have supplanted regular classroom use, thus decreasing the number of classrooms available for regular use. Thus, while enrollment numbers have not increased dramatically, the number of available classrooms has decreased.

Special Needs Student Population Increase

The population of special needs students is increasing at a much higher rate than that of general students. The district expects the special needs students population to increase from 4.6 to 6.4 percent of the student population by the year 2005.

9.5 PARKS, RECREATION, AND OPEN SPACE

Park and recreation facilities serve an important role in maintaining the quality of life. Some parks provide opportunities for a broad range of activities such as hiking, mountain biking, and nature studies, while others are gathering places where neighborhood residents can relax, contemplate, and take in the beautiful views. Recreation facilities can range from athletic fields for soccer and baseball, tennis courts, and golf courses to tot-lots.

Whatever the level of service, facilities need to be accessible. In addition to the city's facilities, Santa Feans have access to the Santa Fe National Forest to the east, and state lands to the west, which provide plentiful opportunities for active recreation. Many traditional trails are being lost due to development. The county, however, has only two park facilities: Agua Fria Community Park, which has fallen into total disrepair, and the Santa Fe County Fair Complex and Rodeo Grounds. As a result, residents living in surrounding areas are forced to rely on the city's already limited park resources.

During the community meetings on the General Plan, residents frequently commented on the need for more neighborhood parks as well as recreation facilities, such as an ice skating rink, bike and walking paths, swimming pools, soccer fields, and even skateboarding ramps. Recent growth in the southwestern portion of the city has created a particularly strong need for more parks in this area. The city is developing a new Municipal Golf Course and Recreation Center, surrounding an inactive landfill that is expected to be completed by 2001. The Municipal Golf Course and Recreation Center will be approximately 1,290 acres in size and will include facilities for both passive and active recreation, meeting many community needs.

Policies in this document focus on providing a range of park facilities, such as small neighborhood parks; larger passive and active community parks, and additional recreational facilities, to serve residents in every neighborhood and of all ages. To meet current needs, as well as future demand, this document recommends increasing the amount of park land per person over the next 20 years.

9.5.1 PARK CLASSIFICATIONS

Regional Parks generally range from 50 to 100 or more acres in size. They serve the entire city and can support natural outdoor recreation, large-scale sports activities, golf courses, and any of the amenities otherwise found in smaller parks.

Community Parks are oriented toward active recreational activities. They are typically 20 to 50 acres in size and support amenities such as swimming pools, tennis courts, adult and youth organized sports, gymnasiums or recreation centers, and other elements typically found in smaller parks. The service area is about a 1.5-mile radius.

Neighborhood Parks are primarily for passive use, with some active areas, serving the needs of the immediate neighborhood. They are typically two to 19 acres in size and support neighborhood-oriented events with such amenities as picnic tables, shelters, grills, and basketball courts. They also accommodate other nonorganized sports activities. The service area is about a 0.5-mile radius.

Pocket Parks/Open Space Pockets are also primarily for passive use, serving limited populations. They are typically less than an acre in size. Pocket parks may contain amenities such as miniplaygrounds, picnic tables, benches, sculptural elements, fountains, and landscaping. Open space pockets provide small in-fill open space in developed areas and are used for informal recreation.

Special Use Parks are historic parks, interpretive or educational parks or trails, plazas or walkways serving the entire city.

Open Space Parks, serving the entire city, are primarily used for informal recreation, viewing, or contemplation. Open space parks may be minimally developed to allow for hiking, bicycling, interpretive or educational trails, or specialized outdoor sports. They also feature wildlife habitat.

Linear Parks are typically located along arroyos and riparian corridors and connect to other parks. They include open space and paths or trails for multiple uses.

Trails are for hiking, walking, bicycling, jogging, or horseback riding. They vary in size and some serve single neighborhoods while others serve the entire city.

Recreational Facilities support parks and recreational programs as well as provide for other city services. Recreational facilities consist of community recreation centers, swimming pools, and sports complexes. Facilities for recreational purposes serve residents within a 1.5-mile radius.

Open Space, in addition to parks, is designated in the General Plan to serve a variety of purposes ranging from biological conservation to buffers that provide a transition between urban uses and rural land

Open Space for Natural Resource Protection. These are the RPAs, where development is limited such as for riparian corridors, 100 year flood zones, escarpments, and steep slopes..

Open Space for Safety. These are areas where development may endanger public safety, such as areas with steep slopes (with slopes 30 percent or greater) or subject to flooding.

Corridor Protection. This classification is designed to provide a distinct urban edge and create a physical and visual separation between urban and rural areas. Permitted uses include agricultural operations compatible with surrounding urban uses, nurseries, parks and recreational open space, campgrounds, and cemeteries. Residential use is limited to one residence per existing legal parcel. Future Land Use (Figure 3-2) shows the location of the buffer around the areas proposed for development with urban uses.

Visual Open Space. These are areas under public and private ownership where development is not expected over at least the next two decades.

9.5.2 PARKS INVENTORY

Existing Facilities

The city's Department of Parks and Recreation currently maintains about 1,040 acres of park land and open space, excluding small greenways and landscaped medians. This acreage includes 816 acres of developed parkland and 127 acres of undeveloped parkland. There are 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 provides approximately 17 acres per 1,000 residents for developed community and neighborhood parks. Most parks are heavily used by all central county residents.

These parks are classified primarily by size, but location and function are also considered. As a result, several parks are classified as community parks even though they are less than ten acres in size, such as Herb Martinez, La Resolana, Larrogoite, and Monica Lucero parks. Such classifications give the impression that Santa Fe has a large number of community parks for a city of its size. In reality, small park facilities dominate and larger community and regional parks are lacking.

Thirteen of the city's 58 parks are undeveloped, totaling almost 127 acres. Many of these undeveloped parks have come to the city primarily through the park dedication requirements and are located in recently developed areas in the south and west, with some in the extreme north. Although these parks are located in areas of high demand, many are inside subdivisions and are not perceptually accessible to the general public.

In addition to parks, the city has developed 2.2 miles of trail along the Arroyo Chamiso and plans to expand the trail in the future. Other undocumented trails exist along the trail drainage ways, and there are primitive trails in the foothills. The overall continuity of the trail system, however, is weak and requires extensive land acquisition and planning.

Feasibility studies are currently underway for future trail development projects, including the Santa Fe River Trail and the Santa Fe Rail Trail.

Existing park and recreation facilities are inventoried in Table 9.7; the existing and proposed facilities are depicted in Figure 9-2.

Major facilities under development include:

- **Municipal Golf Course and Recreation Area.** This 1,290-acre recreation area (490 acres are developed) will help fulfill the large demand for golfing and recreational facilities for city as well as county residents. Recreation opportunities will include active and leisure sports, outdoor activities, unstructured as well as organized play, and activities for all ages, groups, and individuals. Specific uses will include golfing, softball, baseball, rugby, soccer, basketball, volleyball, and tennis; picnicking and special events; and walking, hiking, running, and biking. This facility is envisioned to primarily function as an adult facility. This assumes that the adult population is more mobile than the city's youth. This would also allow a portion of the neighborhood parks to be returned to neighborhood status instead of being forced into community park use. The recreation area will also include the county landfill administrative complex, county Sheriff's Department training facility, and a public works facility. The recreation area has been designed to irrigate the golf course and playing fields with gray water, which will be cost effective and will conserve scarce water resources. Construction of Phase I, which includes the golf course (the soccer/basketball/volleyball/tennis complex) and softball fields, was completed in the spring of 1998. Construction of phases II through IV is proceeding.

Santa Fe River Park. The *Santa Fe River Corridor Master Plan* is a comprehensive plan to develop a system connecting public parks and natural preserves along the Santa Fe River corridor from Two-Mile dam to La Cienega. The plan includes a continuous off-street bicycle and pedestrian trail and linear park along the river from Monsignor Patrick Smith Park on East Alameda to Frenchy's Field on Agua Fria Street and beyond. The plan also includes restoration of the river ecology, where appropriate, which would provide a thriving habitat for wildlife, plants and fish. River restoration would require recirculating water into the river and would require further analysis of gray water availability and flood control. On November 30, 1995, the City Council allocated \$2.1 million to begin implementing the master plan.

**TABLE 9.7
PARK INVENTORY, 1995**

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		Total
		Existing Facility	Under Acquisition/ Development	
COMMUNITY PARKS				
Fort Marcy/Mager's Field Complex	1937/80	27.0	--	
Gen. Franklin E. Miles/Nat. Guard	1966	27.9	--	
Ragle	1968/76	40.8	--	
Total Community Parks		95.7	--	95.7
NEIGHBORHOOD PARKS				
Ashbaugh	1956	15.0	--	
Alto/Bicentennial Park	1966/73	19.1	--	
Herb Martinez (Carlos Rey)	1960/61/66	6.8	--	
Larragoite	1969	9.4	--	
Monica Lucero (Vista del Sol)	1969	7.3	--	
Salvador Perez	1956/64	14.2	--	
Villa Linda	1984	11.3	--	
Santa Fe Estates	--	--	19.4	
Amelia E. White	1966	3.0	--	
Atalaya (leased school land)	--	4.3	--	
Calle Lorca (Southridge)	1976	3.0	--	
La Resolana (Carlos Rey)	1960/61/66	2.7	--	
Msr. Patrick Smith (Canyon Road)	1966	4.5	--	
Torreon	1976	4.3	--	
Candelero	1979/81	2.2	--	
Marc Brandt (Siringo Road)	1961	4.8	--	
Las Acequias	1984	5.1	--	
Calle Alvarado (De Vargas Hts S)	1978	--	4.8	
La Villa Serena	1979	--	2.1	
Villa Caballero	1981	--	4.8	
Rio Vista		--	4.4	
Las Estancias	1966	--	7.8	
South Meadows	1983	--	4.5	
Total Neighborhood Parks		117	47.8	164.8
SPECIAL USE PARKS				
Cathedral (Leased from State of N.M.)		1.0	--	
De Vargas (W&E) (Sun and Moon)	1912	2.9	--	
Prince Park (Old Fort Marcy)	1969	10.1	--	
Plaza	1912	1.0	--	
Santa Fe River (W&E)	1912	19.0	--	
Peralta (Grant Park)		0.2	--	
Commemorative Walkway		0.3	--	
Total Special Use Parks			--	34.5

TABLE 9.7
PARK INVENTORY, 1995 (Continued)

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		Total
		Existing Facility	Under Acquisition/ Development	
POCKET PARKS				
Tom Macaione (Hillside)	1912	0.3	--	
Santa Fe Riverside (Boy's Club)	1912	0.5	--	
Rancho Siringo	1960	--	0.5	
Canada Gardens	1980	--	0.4	
Sunnyslope Meadows	1954	--	0.3	
Young Park	1937	1.0	--	
Cornell (Rose Garden)	1935	1.8	--	
Gregory Lopez (Casa Alegre)	1951	1.7	--	
John F. Griego (Barrio La Canada)	1959	1.1	--	
"Vietnam Veterans"				
Cerro Gordo (Adam Armijo)	1968	1.8	--	
Orlando Fernandez (Pueblo Park)		1.1	--	
Maclovia	1954	--	1.3	
Zia Vista	1984	--	1.9	
Total Pocket Parks		9.3	4.4	13.7
OPEN SPACE POCKETS				
Estancia Primera	1981	3.5	--	
Las Americas	1982	0.5	--	
Pueblos del Sol	1992	9.0	--	
Arroyo Paraisos	1974	17.1	--	
Tierra Escondida Subdivision		0.5	--	
Total Open Space Pockets		30.6	--	30.6
OPEN SPACE PARKS				
Frenchys Field	1987	15.8	--	
Frank Ortiz (Solana)		10.5	--	
Sierra Del Norte Subdivision		59.1	--	
Sun Mountain		235.0	--	
Talaya Hill		230.0	--	
Hyde Park Road		90.0	--	
Cerro Gordo Road		--	75.0	
Total Open Space Parks		624.6	75.0	699.6
TOTAL PARKLAND				1038.9
TRAILS				
Arroyo Chamiso Urban Trail		2.2 miles	--	
Atalaya Wilderness Trail		--	2.7 miles	

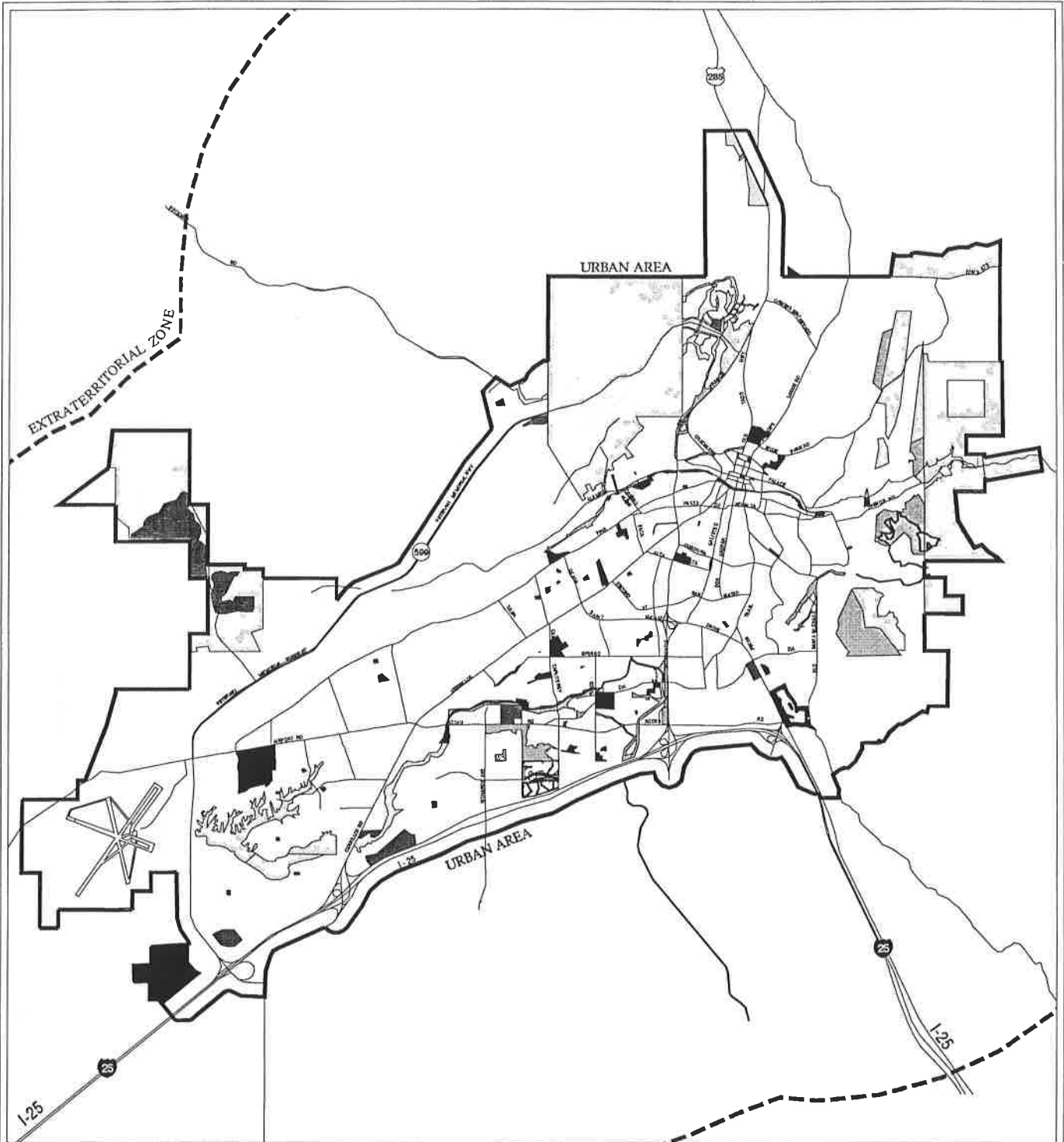
TABLE 9.7
 PARK INVENTORY, 1995 (Continued)

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		Total
		Existing Facility	Under Acquisition/ Development	
PARK AND RECREATION FACILITIES				
Salvador Perez Pool				
Alto/Bicentennial Pool				
Tino Griego Pool (City Facility on Santa Fe Public Schools Land)				
Fort Marcy/Mager's Field Complex				
Dr. Richard Angle Tennis Courts				
Chamiso Tennis				
Monica Roybal Center				
Galisteo Tennis Courts				









Source: City of Santa Fe and *Draft Parks, Recreation and Open Space Master Plan*, June 1995.

9.5.3 CURRENT PLANS

Although this document establishes the overall framework for providing park and recreation facilities, the city maintains a *Parks, Recreation, and Open Space Master Plan* for more detailed planning and implementation. The plan was last adopted in 1987 and is currently being updated. Completion of this master plan may follow adoption of the General Plan. It will include development standards for all park classifications as well as a comprehensive strategy for planning and programming, management, acquisition, funding, and financing for park, recreation, and other open spaces within the city.



Parks, Trails & Open Space

-  Proposed Urban Area Boundary
-  Parks - Existing
-  Parks - Proposed
-  Open Space - Existing
-  Open Space - Proposed
-  Trails - Existing
-  Trails - Proposed
-  Major Roads

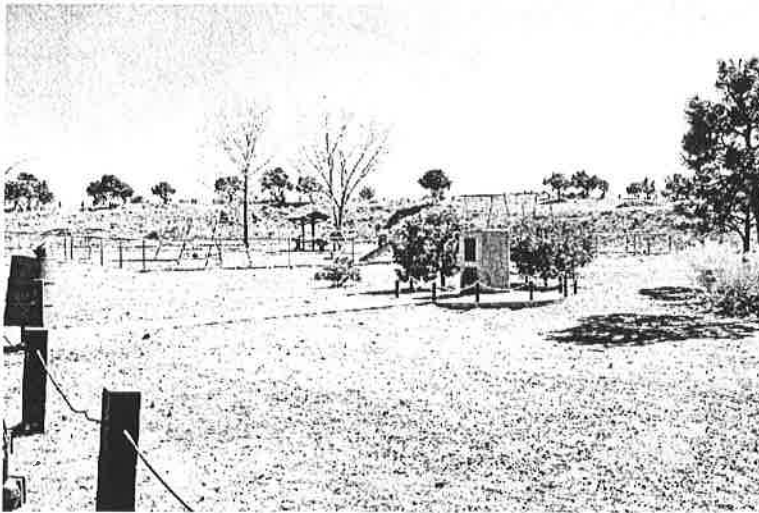
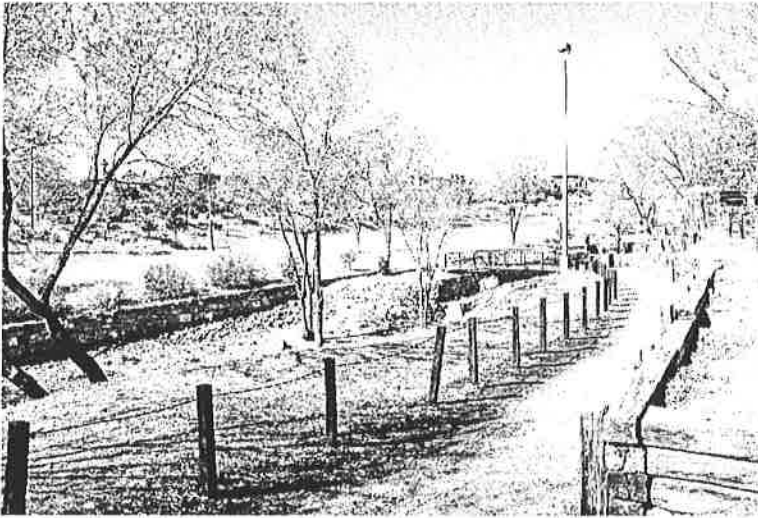


Scale in Miles

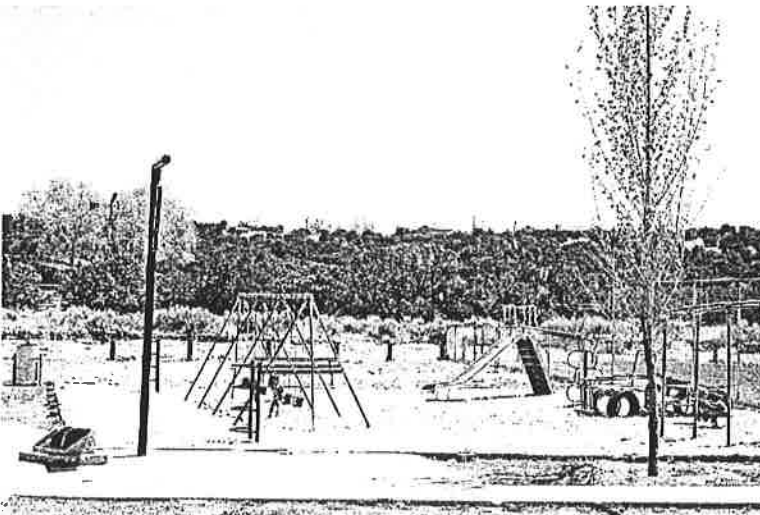
City of Santa Fe
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Figure 9-2



Fort Marcy Park (top); Frank Ortiz Park, an open space park (middle); and Villa Linda Park (bottom), a neighborhood park with active recreation facilities.



9.5.4 STANDARDS

This document maintains the city's standards for community and neighborhood parks at 5.0 acres per 1,000 residents. Standards for park size and service radii are outlined in Table 9.8.

TABLE 9.8 CITY OF SANTA FE PARK STANDARDS			
Facility	Standard (per 1,000 residents)	Typical Size	Service Area
Regional Parks	—	50-100+ acres	City
Community Parks	5 acres (combined for Neighborhood and Community Parks)	20-50 acres	1.5 mile radius
Neighborhood Parks	(see Community Parks standard)	2-19 acres	0.5 mile radius
Pocket Parks/ Open Space Pockets	—	Less than 2 acres	--
Open Space Parks	—	Varies	City
Trails and Linear Parks (pedestrian, bicycle, and bridle)	—	Varies	Neighborhood and City
Note: Standards are for net usable recreation area (that is, exclusive or arroyos, flood plains, and other rights-of-way)			

9.5.5 FUTURE NEEDS AND PARKLAND PROVISION

During the public scoping meetings for the General Plan and the public input meetings for the *Parks, Recreation and Open Space Master Plan*, residents expressed many of the same priorities for providing adequate facilities for the community. Residents encouraged the city to provide easily accessible parks, particularly in the southern part of the city and on the northern side of Arroyo Chamiso Trail near Richards Avenue. Residents also wanted more recreation facilities, such as an ice skating rink, an Olympic-size swimming pool, soccer fields, bike paths, and trails.

The need for future parks in the Urban Area is determined by applying distribution standards to the expected population increase at buildout of the General Plan. Table 9.9 summarizes the demand for additional parkland that would result. Table 9.8 shows the classification and primary service areas of existing parks.

Facility	Acres Needed at Buildout ¹	Existing Acreage	Additional Acreage Needed	No. of Parks Needed
Community Parks	254	96	158	6
Neighborhood Parks	381	177	204	22
Note: Based on a buildout Planning Area population of 127,000				
Source: Blayney Dyett				

Regional Parks

No specific standards for per capita needs are established in the General Plan. A large regional park is currently being constructed to the west of the city on BLM lands (see Section 9.5.2 Parks Inventory). This contains a municipal golf course and softball, soccer, and baseball fields, which will help relieve the overuse of the current recreational facilities. This document proposes two additional regional parks, to be located in the northern and southern portions of the city.

Community and Neighborhood Parks

Six new community parks with an average size of 30 acres will be needed to serve future residents in Santa Fe. One community park will be located in the Northwest Sector, and the others will be located in the southeastern and southwestern sectors. There will be a need for 22 new neighborhood parks. These community and neighborhood parks are shown on Future Land Use (Figure 3-2). They are located to maximize residents' accessibility to them.

Pocket Parks/Open Space Pockets

With an average size of less than two acres, these parks are too small to be shown on Future Land Use (Figure 3-2). They will be shown, however, in the master plans prepared for new neighborhoods in the city.

Opportunities to provide neighborhood parks in many existing neighborhoods are limited because they are built-out. Future Land Use (Figure 3-2) depicts neighborhood parks in areas where sites are available. In other existing neighborhoods deficient in parks, pocket or miniparks may be appropriate; these are not shown on Figure 3-2.

Linear Parks/Trails

Linear parks and trails will be proposed along all major riparian corridors to form a necklace of open space. Trails will be provided along some of the linear parks for activities such as hiking, walking, bicycling, jogging, and horseback riding. Detailed planning of linear parks and trails is to be done as part of the revision of the *Parks, Recreation, and Open Space Plan*.

9.6 FIRE AND POLICE PROTECTION

9.6.1 FIRE PROTECTION

The Santa Fe Fire Department provides a variety of essential emergency services and prevention programs to city residents. The Fire Department is comprised of two divisions: Field Services, and Support Services.

1. The Field Services Division delivers all the services which are directly provided to the public. Included are ambulance service, fire suppression, rescue, fire cause investigation, arson investigations, code enforcement, public education, and response to hazardous material incidents.
2. The Support Service Division is responsible for those functions that support the Department's delivery of services. Included are training, fleet management, facilities management, emergency preparedness planning, and operation of the city's 911 Center.

Hazardous Materials

The Fire Department's Hazardous Material Incident Response Team is responsible for controlling releases of hazardous materials, but generally it does not take possession of materials due to the substantial financial liabilities. The Fire Department has been involved in the development of draft environmental regulations for hazardous materials and may have a role in enforcing these regulations following adoption. The team's level of training and equipment will need to be maintained in the future, but no expansion is anticipated.

Emergency Management

The Fire Department has an "all hazards" plan for the region that includes evacuation and shelter provisions. This plan requires continuous updating and exercising, and, to this end, the city and county, along with Federal Emergency Management Agency, have created a regional emergency preparedness coordinators position. These departments will update the "all hazards" plan based on the General Plan update to better anticipate growth and plan future stations and services accordingly.

Fire Stations

The Fire Department currently delivers emergency service from four primary fire stations. A fifth fire station, housing an engine and a paramedic unit has been developed and became operational in mid-1998. The new station is located near the intersection of Rodeo Road and Richards Avenue. The city's current station at Cerrillos and Airport Road will need to be relocated in the future to better meet the changing needs on the city's southside. In addition, the city has unstaffed stations on West Alameda and at Siler Road. The Siler Road station serves as a service and training facility. In the event of a major fire, on-call personnel can be altered to staff one or both of these stations. The current station locations and equipment have been in place for nearly 20 years.

The unincorporated areas adjoining the city are within active county fire districts. The county operates five volunteer fire districts in the Extraterritorial Zone. The city has entered into a working joint powers agreement with the county for both fire protection and

emergency medical services. The city provides Advanced Life Support to all area County Fire Districts; to Agua Fria, La Cienega, and Tesuque for all medical calls, and to Arroyo Hondo, El Dorado, Turquoise Trail, and Pojoaque when requested for critically ill or injured patients. The city also protects the areas to the east, including Hyde State Park, Santa Fe National Forest, Hyde Park Estates, and the Summit. Figure 9-3 shows the location of the city's and the county's Extraterritorial Zone fire stations, the emergency response regions for each of these stations, and the need for new stations.

Emergency Services System Performance and Response Time

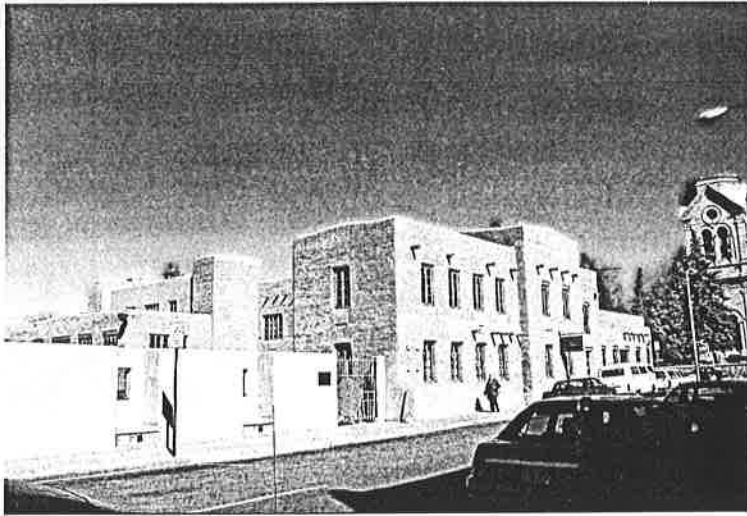
During 1995 the Fire Department responded to more than 7,000 emergency medical calls, 50 structural fires, almost 1,000 other fire-related calls, and several releases of hazardous chemicals. Recent surveys of emergency response capabilities within the city show an average response time of seven minutes. This was calculated from the time of the 911 call reception until the arrival of the first Fire Department unit on the scene. The Fire Department is modeling travel time on the city's Geographic Information System in order to define specific response areas and identify gaps in coverage. The city's Insurance Services Office rating is currently a 4, which is considered good. The response time for the volunteer fire stations in the Extraterritorial Zone averages from 5 to 15 minutes.

Staffing

The Fire Department is a predominately career department with the majority of services being directly provided by the Department's career paramedics, firefighters, and inspectors. Volunteer firefighters provide limited supplemental staffing at structural fires. The Fire Department maintains a minimum of 23 on-duty personnel. In addition, the Department has 5-10 volunteer and 14 call-back firefighters. On-duty staffing allows the Department to operate four engines (three persons each), four paramedic units (two persons each), one rescue unit (two persons), and one shift commander. Looking ahead, the Fire Department would like to achieve between 1.5 to 2.0 firefighters per 1,000 of population served.

Future Needs

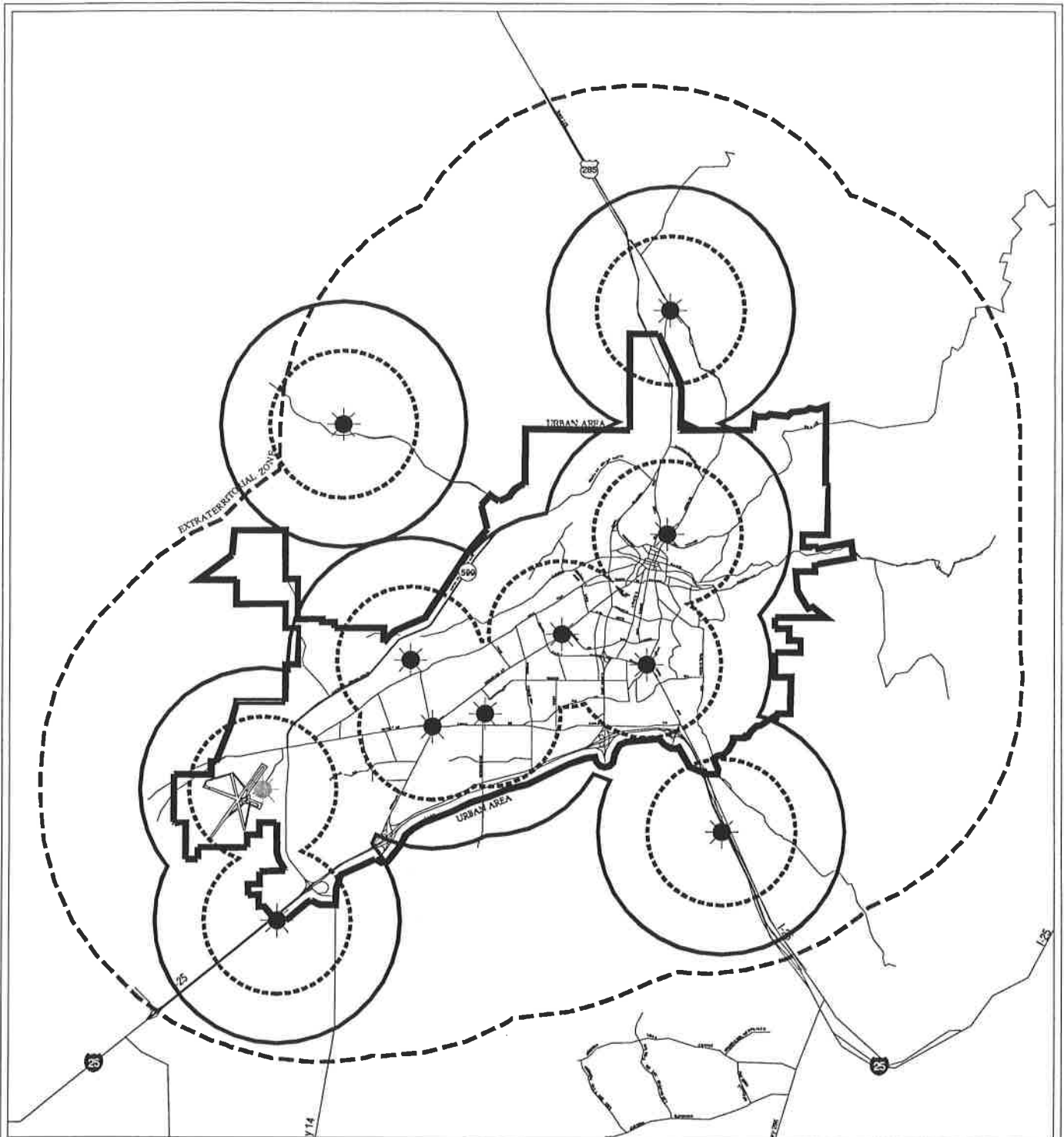
The existing facilities, staffing, and equipment are now only marginally adequate based on population served, travel distance, and call volume. Current plans call for constructing a fifth fire station to better serve the city's southside. There will be a need for an additional station in the south/southwest and probably in the northwest; the determination of the needs and locations of future fire stations will be based upon modeling to be performed by city staff. Presently, in the Extraterritorial Zone, there is one new fire station being planned, which will be located in the Agua Fria fire district.










The Indian Arts Museum.



Vendors along the Plaza.



Fire Stations & Emergency Response Areas

-  Proposed Urban Area Boundary
-  Existing Fire Station
-  Proposed Fire Station
-  1.5 Mile Response Region
-  2.5 Mile Response Region
-  Extraterritorial Zone (5 Mile)
-  City Limits



Scale in Miles

City of Santa Fe
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Figure 9-3

As development extends into mountainous terrain, several challenges have been created for fire protection. Access during severe weather can be difficult or impossible. Also, this wild land/urban interface mixes the demands of wild land fire fighting with structural fire fighting. The two types of fire fighting require very different techniques and equipment. Older, more traditional neighborhoods, also can make access problematic due to narrow streets. This problem is compounded when a lack of off-street parking forces residents to park on these narrow streets.

In order to maintain the current level of prevention activities, the Fire Department will need to increase its staff of inspectors based on the number of new structures, population, and the demand for Certificates of Occupancy.

As the number of personnel on staff grows, the need for adequate training facilities and staff will also increase. The city's current training center is in an excellent location but is outdated and needs replacement. An initial upgrade of the facilities is slated for the summer of 1997. In addition, the Fire Department's apparatus repair area will need to be substantially upgraded to facilitate the maintenance of a larger fleet.

9.6.2 POLICE PROTECTION

The city's changing demographics and the number of visitors pose significant challenges to policing. Recognizing the rapidity of change occurring around us, it is incumbent upon the community to develop a police agency which has the flexibility and adaptability to respond when necessary and to anticipate, where possible, the needs of the community.

This requires collaboration between the police, other city agencies, the school system, and the public. As part of the concept of "community policing," the city has also taken steps to establish neighborhood substations.

Neighborhood Substations

Several neighborhood substations have been established. These substations will make it easier and more convenient for the public to take care of their policing needs. The substation locations are reviewed periodically to ensure they are situated in the most advantageous areas and will receive the greatest possible community use. Currently substation locations include the Main Library downtown, new Siringo Road Administrative Complex, City Hall, West Alameda, and Frenchy's Park. The Police Department is evaluating sites for other substations such as the Plaza Entrada and the Railyard property.

Other Programs

In addition to the neighborhood substations, the city has established many other programs to strengthen policing and foster closer ties between law enforcement and the community. These include:

1. **Americorp-Enterprise Program.** Community volunteers and the Police Department work hand-in-hand to determine neighborhood needs and develop programs to address those needs. In addition, volunteers are available to assist the department and victims of crime by making repairs or securing property that has been damaged as a result of crime.

2. **School Resource Officer Program.** A juvenile unit and gang unit have been created to address current concerns, including truancy and violence. Officers are assigned to the high schools with the agreement and cooperation of the schools.
3. **Advisory Boards and Committees.** Recognizing the need for greater community involvement in the area of policing, the Santa Fe Police Department has named an advisory committee to work with the Community Relations Unit to examine needs of diverse neighborhoods and begin to work toward cooperative goals to enhance the quality of life and ensure the safety of Santa Fe residents.
4. **Citizen Police Academy.** A program in which members of the community and law enforcement are taught methods for crime reduction; collaboration would occur to solve community problems.
5. **Explorer Program.** A program that is being developed in which teens and young adults learn about policing and responsibility in the community.
6. **Safe Haven and Eyes Against Crime.** This program is in the infant stages and will assist in crime prevention and cooperation with the community.

9.7 NEIGHBORHOOD AND COMMUNITY PLANNING

In the late 1960s, groups of neighbors started to come together as “neighborhood associations,” with distinct neighborhood boundaries. These groups formed to discuss the common issues and ideas that concerned people living alongside each other.

In 1980, the Neighborhood Planning Policy was adopted. This policy outlined criteria by which neighborhood associations could be recognized by the city. The policy established:

- Notification procedures regarding proposed developments,
- The process for recognition of neighborhood associations, and
- The process for creation of a neighborhood plan.

The 1983 City General Plan listed and mapped the boundaries of 20 Neighborhood Associations, eleven of which were formally recognized. A few additional associations have been formally recognized since that time. Many other groups, although not formally recognized, are registered on a contact list of residential associations maintained by the Planning Division. Currently the list contains over 100 registered associations. There are approximately 45 neighborhood groups, 55 homeowners and subdivision groups, and other types of residential associations as well.

In August 1989, the City Council passed a resolution amending the Neighborhood plan section of the 1983 General plan to “encourage neighborhood groups to prepare neighborhood plans and to clarify and identify the various elements of planning documents.”

This document envisions new processes for both community and neighborhood-level planning. It proposes development of a program to allow neighborhood conservation districts to be developed to provide specific design guidelines and standards for the conservation and enhancement of neighborhoods. This document also calls for the development of

Community Area Plans, which will provide greater planning detail for Santa Fe's neighborhood communities' needs, including land use, zoning and infill development issues. This document allows for neighborhood statements or improvement plans to be completed for smaller neighborhood areas in order to address specific issues.

Existing neighborhood boundaries, plans, and statements of concern may be used as the base for new neighborhood improvement plans, districts, community area plans, or neighborhood statements. All existing plans will need to be updated. All neighborhood and community plans will have authority only upon adoption by the City Council and must be consistent with the General Plan.

This document also calls for enhanced citizen input and participation in the development review process through revisions to the land use code, and the creation of informational materials explaining the overall planning process.

9.7.1 NEIGHBORHOOD CONSERVATION DISTRICTS

This document recommends the development of a process for creating neighborhood conservation districts (see Table 9.10). A neighborhood conservation district is an overlay zone that is developed through analysis of the issues in an area and recognition of the qualities that may need to be protected or enhanced through an overlay of regulatory restrictions or allowances. This kind of district would be effective for neighborhood groups that are concerned about changes in community character and the effect that infill and increased urban density may have on their neighborhood. These overlay districts have considerable regulatory power, but also require considerable community consensus and planning effort to develop and implement.

The neighborhood conservation districts do not change the underlying zoning, rather they develop a set of regulations that overlie the base zoning. These regulations are developed to address the specific needs of the neighborhood and to govern such aspects as building height, bulk and massing, lot area requirements and the uses of land. The neighborhood conservation district regulations supersede existing land use regulations and may be either more or less restrictive.

Community consensus is required for the initiation of a neighborhood conservation district. Property owners and residents would then work together to create the plan. Agreement of the majority of the property owners in the area and approval of the governing body are required for adoption of the plan for a neighborhood conservation district. The Districts would be highlighted on the zoning map and would refer the reader to the District document. The neighborhood conservation district document contains the specific overlying regulations. It also acts as a reference document and a description of the neighborhood's future character for consideration when making decisions regarding the neighborhood.

**TABLE 9.10
NEIGHBORHOOD AND COMMUNITY PLANNING**

Type of Subarea Plan	Scale of Subarea Plan	Purpose of Subarea Planning	Involvement of Citizens/ NAs in Subarea Planning
Neighborhood Conservation Districts	<p>Neighborhood District</p> <p>A neighborhood, or a portion of a neighborhood, that wishes to conserve aspects of their common physical, cultural and/or social charter.</p>	<ol style="list-style-type: none"> 1) The Neighborhood Conservation District becomes a zoning overlay district. 2) These districts do not change the underlying zoning. 3) These regulations govern aspects such as building heights, the uses of land and structures, etc. They supersede some land use regulations and may be either more or less restrictive. 	<ol style="list-style-type: none"> 1) Neighborhood Conservation Districts are initiated by citizens with approval of a majority of neighbors and the governing body. 2) Citizens may work with city staff to develop the Neighborhood Conservation District plan. 3) Requires strong commitment from the neighborhood. 4) The Neighborhood Conservation District plan must be approved by a majority of the residents/owners in the district and by the governing body.
Community Area Plans	<p>Community Planning Area</p> <p>Larger than a neighborhood, containing a few to several entire neighborhoods.</p>	<ol style="list-style-type: none"> 1) Details and guidelines for social, economic, and land use development in the community planning area. 2) The plan must include an implementation component. 3) The Community Area Plan must be consistent with the General Plan. 4) The plan may suggest changes to city policy or ordinances. 5) The Community Area Plan must be adopted by the governing body. 	<ol style="list-style-type: none"> 1) Community planning areas are defined by the city with input from public. 2) All citizens in an area are involved in initial idea development and later review of the Community Area Plan through public meetings and workshops. 3) A broad-based citizen team is closely involved with staff in developing the Community Area Plans, through research, writing, and review stages, and approval by the governing body.
Neighborhood Statements or Neighborhood Improvement Plans	<p>Neighborhood</p> <p>Area defined by boundaries of a Neighborhood or Association.</p>	<ol style="list-style-type: none"> 1) The Neighborhood Statement expresses the concerns, interests, and proposed actions of a specific neighborhood. 2) The Improvement Plan will contain an assessment of the physical improvement needs of the neighborhood. 3) Both may be included as a component of the Community Area Plan and adopted by the governing body. 	<ol style="list-style-type: none"> 1) Neighborhoods are defined by neighborhoods groups with approval of the city. 2) Neighborhood members create the Neighborhood Statement or Improvement Plan with help from city staff.

9.7.2 COMMUNITY AREA PLANS

This document calls for the development of a program for creating long-range detailed plans for community areas throughout the city. The preparation of these Community Area Plans will be an essential part of implementing the General Plan (see Table 9.10). Community Area Plans provide more detailed land use information for specific areas of the city and serve as a framework for evaluating subdivisions, site plans, or current planning proposals.

Neighborhoods have completed plans in the past that have not been adopted or acted upon by the city. In order to arrive at implementable solutions to community problems, the neighborhoods and city staff must work together to address issues at the community level. Community Area Plans will be based on the General Plan, and will be consistent with the plan, providing greater detail and specific policies for the area. Community Area Plans will be done for community planning areas, which will consist of a cluster of neighborhoods and adjacent areas not covered by neighborhood associations. The planning area will be defined through collaboration of citizens, city staff, and officials. The focus of the planning will be on arriving at solutions that reflect community needs and that will be implementable. These plans will look at system issues—traffic congestion, community service provision, impacts of development, affordable housing—on a community and citywide scale. Site specific issues—local streetscapes, potential infill sites, parking problems, crime and safety issues, and pocket parks—will be addressed on a neighborhood scale. Existing neighborhood plans and other applicable policy and plan statements—such as open space, bike trail, urban design, and historic preservation plans—will be reviewed and their ideas evaluated according to current concerns and the General Plan.

Community area planning is the means by which we as a community will be able to evaluate the advantages to infill and neighborhood centers. Through this process, neighborhoods and the city can work together to resolve the tangible trade-off of decreasing sprawl and traffic congestion by increasing density within the Urban Area. With education, evaluation, and discussion, neighbors may better understand the benefits to the neighborhoods and to the community-at-large. Implementing an infill policy will be positive for Santa Fe when: (1) infill effectively works as a trade-off for sprawl; (2) neighborhood and community-wide open space needs are addressed; (3) there is meaningful neighborhood participation; and (4) the resultant infill developments are site sensitive and respect the character of existing neighborhoods. Along with identifying potential infill sites in existing neighborhoods, the city should work with the community to determine overall needs in terms of open space and parks, infrastructure, traffic and circulation, schools, libraries, community, daycare and senior centers.

The community area planning process will be used to locate and design compatible infill in established neighborhoods. Working with neighborhoods to develop Community Area Plans, vacant parcels can be identified and evaluated for their appropriateness for infill development, open space or other appropriate uses.

During development of the community area planning program, the city will look at the neighborhood association process to determine if changes in the process should be made. These changes may include encouraging associations to consistently notify and involve a high percentage of the residents within their area to ensure that equitable representation is attained. All existing residential groups, however whether formally recognized or not, will be

clearly defined within each community planning area and will be included in the planning process.

9.7.3 NEIGHBORHOOD STATEMENTS AND IMPROVEMENT PLANS

Neighborhood associations will be encouraged to develop neighborhood statements and neighborhood improvement plans. Associations will be responsible for creating an organizing committee, setting tentative planning area boundaries, preparing a work plan, budget and schedule. The city will provide technical support as needed. The city will develop an outreach program to assist neighborhoods in initiating neighborhood plans. The city will also encourage neighborhood groups to join together to create a limited number of planning bodies that are truly representative of their members and that can gain the support of local groups. The city will maintain effective communication with neighborhood associations so that the resulting plans are consistent with the Community Area Plans.

The Neighborhood Statement is intended to allow some neighborhood individuality within each Community Area Plan and to address topics that are of concern to the neighborhood but are not General Plan topics. This could take the form of a brief one page statement, a map of the neighborhood, and neighborhood vision and issues, or it could be a more complex listing of the specific guiding and implementing policies of each neighborhood.

Neighborhood Improvement Plans outline the specific needs of the neighborhood for such things as infrastructure and services. They may propose actions to be undertaken by the city, by other community entities, and by neighborhood citizens and the neighborhood association itself to address specific neighborhood improvements.

9.7.4 COMMUNITY INVOLVEMENT IN DEVELOPMENT REVIEW

This document supports the enhancement of the development review process to better facilitate community involvement and encourage public input on development proposals. The Early Neighborhood Notification Ordinance was adopted as part of the Santa Fe City Code (Chapter 14) in 1999 to improve the process for public notification, early involvement of the public with project applicants and staff and public input throughout the review process. The General Plan also proposes development of a Public Participation Handbook that will explain the development review process and the stages and methods for public input.

IMPLEMENTING POLICIES

9-1 AFFORDABLE HOUSING

Regulation

- 9-1-I-1 Consolidate in concise and easily-understood written form and make available to the public, in a single central location, all information regarding building and development codes, procedures, processes, standards, regulations, and ordinances.
- 9-1-I-2 Develop a comprehensive step-by-step guide to city fees and other levied costs. Analyze and carefully consider the cost impact on affordable housing

prior to the adoption of any ordinance regarding development review requirements. Work with local developers as they attempt to streamline the development review process to create cost savings in new housing development.

Both the Hume and the Howell Studies commissioned by the city offer ways of economizing the process. This would include elimination of multiple hearings and multiple reviews and require an increase in the quality of submittals.

- 9-1-I-3 Encourage utility companies (within the constraints imposed by the Public Service Commission) to not charge for off-site extension costs for projects meeting affordable housing criteria. Encourage the use of efficient utility trenching to minimize costs, keeping in mind safety issues. Encourage flexibility of sewerline locations.
- 9-1-I-4 Review for internal consistency all new and existing rules and regulations, ordinances, and policies to ensure they meet goals of the city's General Plan. Investigate the use of a unified zoning and subdivision ordinance.
- 9-1-I-5 Adopt codes for alternative building technologies, such as rammed earth, straw bale, pumicecrete, and preformed insulating building units. Redesign street standards in accordance with the Visual Preference Survey. Create an affordable housing incentives program.
- This affordable housing incentive program would contain such features as fast track processing, flexible performance zoning, setbacks, footage requirement reductions and use of modified street, sidewalks, gutter and drainage system requirements.*
- 9-1-I-6 Appoint a housing ombudsman to assist with the development review process for affordable developments.
- The ombudsman would serve as an intermediary between the developer and the staff to resolve problems as quickly as possible.*
- Existing staff members could be assigned the responsibility of expediting projects satisfying the criteria for affordable housing or the entire development team could have the responsibility for expediting the project.*
- 9-1-I-7 An inclusionary zoning ordinance would set minimum affordability criteria on any new developments. The developer would have the option of providing a percentage of affordable units on-site, off-site, or making a contribution in lieu of actual units.
- Both the percentage of units and the contribution will be determined by a linkage system based on the need for affordable housing produced from high-end housing. The contributions would be put into the Housing Trust Fund.*

Financing

- 9-1-I-8 Develop and obtain financial resources to assist with low interest loans, loan guarantees, down payment assistance, predevelopment funds, investment funds, rental assistance, soft-second mortgages, shared-appreciation

mortgages, or other financial assistance. Initiate an investment fund for community development projects funded from Tierra Contenta land sales. Pursue every available federal financial source of funds for use by the city and the Affordable Housing Roundtable for affordable housing initiatives. Expand negotiations with lenders to maximize existing affordable loan programs and start new ones. Broaden the use of bonding authority specifically for affordable housing.

- 9-1-I-9 Increase funding for the Housing Trust Fund with permanent revenue sources from transfer taxes and developer contributions. Lobby the state and federal governments for a progressive income and property tax structure. Work with developers of low/moderate income multifamily housing who can take advantage of the Low-Income Housing Tax Credit program. Investigate tax increment financing for affordable housing programs. Lobby the state legislature to enact a special tax on high-end housing upon each transfer of ownership.

The proceeds from the tax would go to the Housing Trust Fund.

- 9-1-I-10 Aggressively seek financing sources for infrastructure improvements to the city-owned land which are appropriate for affordable housing. Expand efforts to waive or reduce permit and impact fees for affordable houses.

If the city should continue to share in the costs of providing off-site infrastructure, the city and developers should enter into contractual agreements to ensure that cost savings are passed through to the consumers. The city's participation in the cost of off-site facilities would be predicated on the provision of affordable housing.

- 9-1-I-11 Promote the siting of manufactured housing in all areas of the city, provided that it meets appropriate design standards. Promote and enforce the development of granny flats for long-term rental, not vacation use.

- 9-1-I-12 Adopt a policy of providing city-owned land for affordable housing sites for eligible persons, families, and households as defined under the city's affordable housing program. Adopt an "affordable housing land-banking program." Consider trading easily-developed city-owned land which is inappropriate for affordable housing for undeveloped land which would be appropriate for this purpose in the future. Expand mechanisms such as ground leases and shared-equity strategies in providing affordable housing opportunities on city-owned land. Investigate whether other publicly-owned land within or adjacent to the city limits might be available for the provision of affordable housing. Consider exchanging city-owned land, which has infrastructure or topographic constraints that make it inappropriate for affordable housing, for already-developed and improved parcels of land which are suitable for this use. Provide infrastructure for land on which low-moderate income housing will be built. For projects meeting affordable housing criteria, permit a density bonus compatible with terrain management regulations and supported by city services.

Administration / Management

- 9-1-I-13 Build on capabilities of existing builders and nonprofit groups by looking for ways to expand their organizational, financial, and technical capacity. Provide funding for some of the nonprofit agencies' staff costs. Encourage developers to initiate assisted housing projects or to allocate a portion of their planned unsubsidized developments for assisted housing.
- 9-1-I-14 Develop and encourage sweat equity programs. Encourage house sharing/matching. Allow for and sanction group homes. Provide for weatherization repair. Create a homesteading program. Allow for housing cooperatives. Promote housing rehabilitation for both owner and rental housing.
- 9-1-I-15 Look for ways to preserve low-income rental apartments at risk of being converted to market rate rents. Support and construct transitional housing facilities throughout the city.
- 9-1-I-16 Play an active role in helping change attitudes regarding the perceived negative impact of high-density housing on social and economic values. Serve as research support and advocate for all agents involved in working to create affordable housing.
- 9-1-I-17 Proceed to identify factors affecting housing costs: land use controls, building codes, infrastructure/community services, tax exempt/tax credit financing, syndication, interest rates, loan costs, construction costs, profit motive, etc.
- 9-1-I-18 Identify and target low/moderate income groups excluded from market-rate housing. Develop informational and instructional material for families in need of housing.
- 9-1-I-19 Assist in providing construction training programs for people who want to build their homes. Expand home buyer training programs. Encourage education forums for cost-saving, innovative home-building technologies.
- 9-1-I-20 Support all initiatives under federal fair housing requirements. Oversee the biannual update of housing needs and data.
- 9-1-I-21 Design and construct a housing database that will provide a mechanism to monitor the local housing situation and develop a system to make decisions relative to housing strategies.
- The housing database should contain information on the condition, location, vacancy rate, and both market supply and demand conditions of the housing stock. Specific data on building rates, construction supply rates, number and type of subsidized units, and available resources should be provided as part of the overall package.*
- 9-1-I-22 Award density bonuses when projects include a set percentage of affordable housing units.
- 9-1-I-23 Create programs to provide development incentives, such as fee reductions; guaranteed, fast-tracking of permit applications; density bonuses; and

assistance programs such as CIP funds for infrastructure redevelopment or assistance with off-site development costs.

9-2 ECONOMIC DEVELOPMENT

Economic Diversification

- 9-2-I-1 Maintain a balanced land use inventory with sufficient land for a wide selection of commercial and industrial sites in appropriate locations throughout the Urban Area.
- 9-2-I-2 Create partnerships to share information, improve communications and connections between groups, and, ultimately, increase opportunities for technology transfer.
- 9-2-I-3 As part of the city's *Economic Development Plan*, outline a program to promote export of Santa Fe's arts and crafts, holistic health practitioners, fashions, jewelry, publishing, and home furnishings in conjunction with tourism marketing.
- Use of the lodgers tax revenue is limited, but the "Santa Fe style," as exemplified in the arts, fashion and furnishings, is a big attraction for tourists; therefore, there is a natural connection in promoting these industries jointly.*
- 9-2-I-4 Identify specific sites for target industries from among the sites for industrial, commercial, and business park uses shown on Future Land Use (Figure 3-2). Develop these as ready-to-go sites complete with infrastructure and all the necessary approvals, or with built structures sized and configured to target desired tenants, such as those that could help diversity the economy.
- The study could identify the best configuration of space, amenities needed, and affordable price among target industries. The industrial sites in the airport area and in Tierra Contenta would be good candidates for this. The city can use the existing studies to identify targeted industries. Special attention could be given to businesses that graduate from the incubator stage or need to expand from the owner's home (see additional policies below).*
- 9-2-I-5 Reserve the industrial sites in the airport area for "ready-to-go" development.
- The area east of the airport is a good location for additional industrial development because of its accessibility to major roads and its unsuitability for residential development.*
- 9-2-I-6 Continue support for the Small Business Development Center and its Small Business Development Program.
- The Small Business Development Center at Santa Fe Community College offers technical and fund-raising assistance to small businesses. The City of Santa Fe funds the Small Business Development Program, which targets very small startups and guarantees loans to those that have difficulty obtaining conventional financing.*

- 9-2-I-7 Develop small business incubators with specific “themes” to increase the synergy of the businesses. Nurture start up businesses and expanding home-based businesses.
- Santa Fe’s first business incubator is under development and is expected to begin providing subsidized space and shared support facilities to new businesses by early 1997. Specific themes for incubators could include high-tech and biomedical businesses; multimedia, film production, and publishing; and home furnishings, fashions, jewelry, arts and crafts. To the extent possible, these incubators should be located in relevant existing industrial or commercial districts.*
- 9-2-I-8 Continue to support home-based occupations as a way of nurturing fledgling businesses.
- The recently adopted Home Occupation Ordinance will support implementation of this policy.*
- 9-2-I-9 Give priority for business assistance for startup or expansion to those businesses which further the city’s goals, including:
- Industries with high export or high growth potential;
 - Those that expend significant amounts on worker training;
 - Those that pay above-average wages;
 - Those that add value to the region’s agricultural products;
 - Those that use Santa Fe’s natural resources sparingly and responsibly; and
 - Those that use recycled materials.
- Setting priorities is even more critical when resources for business assistance (training, technical assistance, and loans) are scarce. Industries with high growth potential have already been identified by the city. Other studies could be commissioned to assist the city in developing criteria to address the goals listed here. There are many precedents for such targeting. For example, the state of Kansas targets its business incentives to manufacturing firms that pay above-average wages and spend at least two percent of their payroll on worker training.*
- 9-2-I-10 Support community-based economic development initiatives consistent with the General Plan.
- Residents and businesses working together can create initiatives to diversify opportunities and maintain or improve living standards in their communities. Economic development, including ways of supporting arts and small businesses should be a part of any neighborhood and other detailed plans that may be prepared.*

Higher-wage Job Opportunities

- 9-2-I-11 Establish partnerships with public and higher education providers and worker training programs to ensure that every Santa Fe resident entering the workforce has basic employment skills and that existing workers have the opportunity to upgrade skills or become business owners.

Such partnerships could focus on joint marketing of existing resources such as literacy classes, continuing education programs, workshops to develop entrepreneurial skills, and mentorship programs.

- 9-2-I-12 Link economic development policies to workforce development by requiring firms participating in economic development initiatives to provide job-training and career-development program for their employees.

The city and its economic development and workforce development partners could develop a program to link student and apprentices seeking work opportunities to the small businesses that obtain assistance from the Small Business Development Center or that are tenants in the incubator.

Local-serving Retail

- 9-2-I-13 Commission a market and feasibility study to determine demand for a public marketplace in Downtown, potentially at the city-owned parking lot (Water Street) or in the Railyard.

The study should outline financing options and suggest optimal size, configuration, tenant types, and other characteristics. Such a marketplace could supply residents' and workers' demand for retail stores (e.g., produce, meat, fish, baked goods, deli foods, flowers, personal services, and small business services). The city could use a sale-leaseback agreement with a developer to create this marketplace on city-owned land to ensure that it would be rented to the desired types of business.

- 9-2-I-14 Ensure availability of appropriate locations for "big box" retailing.

Although the large scale of these retailers is inappropriate for parts of Santa Fe, many people want the low-cost goods they provide. These types of retail should be located where the street network is capable of handling the traffic, where residential districts will be suitably buffered and where historic view corridors are not compromised.

Business Climate

- 9-2-I-15 Commission and update relevant studies on the Santa Fe economy and its role in the regional, national, and international economy.

These studies could include industry cluster studies that identify industries with high growth potential or potential to diversify the economy, or those that relate to other goals described above.

- 9-2-I-16 Support research to identify specific workforce skills needed in the Santa Fe economy.

The private industry council, the Santa Fe Community College, and workforce training programs have primary responsibility for linking jobs to workers, but the city can support these efforts by providing access to data and by assisting in obtaining research funding.

- 9-2-I-17 Maintain efficient licensing and permitting procedures and regulations. Also prepare an easily-updated handbook on permitting procedures useful to new and existing businesses, which could be made available on-line.

Regulation should be appropriate to accomplish the city's goals, but should not be unnecessarily burdensome or time-consuming. The city must strive to maintain this delicate balance so that appropriate development is expedited. Periodic reviews with business and residential community input can help to identify problem areas.

- 9-2-I-18 Continue to provide information to the community regarding land use and economic development options for nurturing a balanced, healthy economy.

An informed public is the city's best ally in making appropriate policy decisions.

- 9-2-I-19 Maintain economic development staff to assist new and expanding businesses in site selection, training, and opportunities for technical and financial assistance. Assist groups of businesses to undertake common promotional campaigns.

- 9-2-I-20 Continue to identify, pursue, and capture state, federal, and other economic development, and worker training funds.

9-3 COMMUNITY SERVICES

Arts

- 9-3-I-1 Continue to support cultural activities presented by nonprofit organizations with the one percent lodgers tax and the general fund.

- 9-3-I-2 Continue to fund the Art in Public Places Program with the goal of beautifying the city by placing art in city buildings and parks and enhancing infrastructure.

- 9-3-I-3 Encourage the development of community partnerships to facilitate the continuation and development of arts programming for Santa Fe residents.

- 9-3-I-4 Support arts education in the local schools, including grades K-12 and programs in higher educational institution which enhance career opportunities in the arts.

- 9-3-I-5 Develop a community-wide cultural plan.

- 9-3-I-6 Develop a community arts and cultural center with space for live performances, exhibition of community-based visual artists, demonstrations, rehearsals, and classes.

This was the number one priority identified by the public process which led to the Santa Fe Art Commission Long Range Policy and Action Plan, 1994-1999.

- 9-3-I-7 Increase performances and other arts events in city plazas, centers, and parks to promote community gatherings.

Ordinances regarding Plaza and park uses, fees and noise must be reviewed.

Children and Youth Programs

- 9-3-I-8 Continue to encourage all community members to be more child and family-friendly.
- 9-3-I-9 Continue to promote the development of high quality (based on national standards), accessible, affordable child care facilities and permit child care facilities in all land use districts.
- 9-3-I-10 Continue to promote the use of existing neighborhood facilities, such as schools, churches, and libraries as community centers with resources for children, youth, and families.
- 9-3-I-11 Continue to partner with CIP, Community Development Block Grant funding, Parks and Recreation, Libraries, and other public entities to develop facilities and programs for children and youth.
- 9-3-I-12 Continue to involve community members in an annual needs assessment process to refine existing funding priorities.
- 9-3-I-13 Continue to work with other governmental agencies, schools, grantmakers, businesses, health care providers, and nonprofit organizations to make resources available to low income children and youth.
- 9-3-I-14 Continue to implement the Education, Children and Youth Section of the Vision Santa Fe (1990), the Children and Youth Commission's vision and mission statements, the annual priorities stated in the Children and Youth Request for Proposals, and future planning documents.

Human Services

- 9-3-I-15 Develop multiservice centers in strategic locations throughout the community by coordinating locations, shared space usage, staffing, and services between health and human service tenants.
- 9-3-I-16 Leverage CIP and Community Development Block Grant funding to assist with the development of human service multiservice centers.
- 9-4-I-17 Develop, prioritize, and update assessment baseline data of health and human services needs in the community.
- 9-3-I-18 Identify factors related to affordability, availability, and accessibility to arrive at which services are most needed that the city can purchase from local service providers.

- 9-3-I-19 City human service funding shall target human services which can be effectively measured, demonstrate consumer involvement, and target individuals in lower income brackets.
- 9-3-I-20 Develop innovative strategies which partner human service providers with economic development initiatives to assist clients and service users with job opportunities and employment support.
- 9-3-I-21 Encourage and assist in developing service alliances, mergers, and comprehensive service networks which can operate in managed care environments through health maintenance, preferred provider, and managed care organizations.
- 9-3-I-22 Assist in the development of continuum of care services which expand outpatient and community-based human services as a cost-effective alternative to hospitalization and institutionalization.
- 9-3-I-23 Engage in multiple partnerships with the county, state, and federal government, grantmakers; schools; colleges; and private entities to design or revamp human service system components which improve the delivery of health and human services.
- 9-3-I-24 Continue to implement and evaluate established health and human services strategies found in existing city plans including *Vision Santa Fe, Community Needs Assessment*, and the *Crisis Response Plan*.
- 9-3-I-25 Integrate new General Plan strategies with existing human service strategies to ensure continuity of planning and implementation.

Libraries

- 9-3-I-26 Acquire land and secure funding for a new library facility on the southside of the city to meet existing and future needs in the area.

The new library facility should be considered for inclusion as part of the Southside Recreational Facility currently being planned.
- 9-3-I-27 Investigate and implement methods to improve the accessibility and delivery of information using new computer technology at the city's libraries.

Information in electronic format not only makes it possible to store and retrieve a greater amount of material, but it also changes the way information is delivered to the public.
- 9-3-I-28 Work with other agencies to develop a citywide information system that includes public terminals in schools, recreation centers, senior centers, police substations, and other public facilities with the ability to connect to library resources and other resources on the Internet.

Developing this citywide information system would significantly improve access to information for all city residents and employees. In addition, the need for people to actually come to the libraries will decline, relieving some of the space needs.

- 9-3-I-29 Improve cooperation between the library and other community groups and services in providing similar or complementary services to the public.
The library can increase its cooperative programs with Parks and Recreation and with local schools, and could become a partner in supporting other community activities. For example, an emphasis on economic development and encouragement of small businesses in the city could result in improving the library's collection of business materials. An emphasis on bicultural education could result in programs for children and adults, exhibits, and informational and educational institutions for the entire community.
- 9-3-I-30 Continue to make library services more accessible to the handicapped and impaired.
Library accessibility is not limited to the physical facility, but extends to the accessibility of information itself. Any improvements in accessibility or delivery of information to the general public should consider the special needs of the handicapped. For example, the Library will provide enlarged text on selected computer screens in 1996.
- 9-3-I-31 Adequately staff libraries to meet the changing needs of library users.
The recent increase in library use has not been matched by increases in staff. In addition, the implementation of new computer technology will require staff members to be able to educate and provide support to library users.

Senior Services

- 9-3-I-32 Expand and/or renovate the Mary Esther Gonzales facility to provide a more functional facility to serve the growing clientele.
- 9-3-I-33 Acquire land and secure funding for a new main administrative/recreation facility to include:
- Respite Day Care Room - to provide respite in a day care setting for those diagnosed with dementia, thereby providing a more structured service that allows clients a more social environment.
 - Auditorium/Training Center/Room - to provide information and educational forums to senior clientele.
 - Additional Office Space - to provide relief for the overcrowded office space situation.

9-4 SCHOOLS

- 9-4-I-1 Locate future schools in growth areas.
- 9-4-I-2 Collaborate with the Santa Fe School District to update facilities master plans.
- 9-4-I-3 Work with the Santa Fe School District to implement City-District land exchanges in developing areas where schools are needed (Figure 3-2).

Schools should be located close to residences, have good access, and be in close proximity to transit and trails.

- 9-4-I-4 Collaborate with the Santa Fe School District to explore ways to achieve economy by reducing operating and maintenance costs for joint use facilities.

9-5 PARKS, RECREATION, AND OPEN SPACE

Facilities

- 9-5-I-1 Develop a comprehensive network of trails/paths and linear parks that extends from the National Forest in the east to the Northwest Sector, passing through existing neighborhoods, Downtown, and into new development areas. The network should be in accordance with the trails designated on Future Land Use (Figure 3-2).
- The network should also improve linkages between different modes of transportation. It should include expansion of the Arroyo Chamiso Urban Trail and development of the Santa Fe River, Santa Fe Rail, Atalaya Wilderness trails, and other identified trails in the Extraterritorial Zone.*
- 9-5-I-2 Require, as part of any development application, that new neighborhoods provide public access points to the city's trail system, which would facilitate activities such as hiking, bicycling, and horseback riding.
- 9-5-I-3 Ensure that at least ten acres are set aside for parkland as part of any development program for the Railyard owned by the city.
- 9-5-I-4 As part of the update of the *Parks, Recreation and Open Space Master Plan*, ensure that there are provisions for community gardens in neighborhoods that desire them.
- 9-5-I-5 Do not permit the development of any additional public or private golf courses.
- Strong public opposition was voiced during General Plan scoping meetings.*
- 9-5-I-6 Use the *Santa Fe River Plan* as the implementing tool for the General Plan regarding the river, ensure that all capital improvements are in keeping with the intent of the plan, and work on funding its implementation.

Standards

- 9-5-I-7 Maintain park standards.
- These standards are for net usable park area (that is, exclusive of arroyos and other rights-of-way that are not usable for recreation or are set aside for resource protection purposes).*
- 9-5-I-8 Prohibit counting private open space towards the park dedication requirement established in the City Code if that open space is not accessible to the general public.
- 9-5-I-9 Encourage consistency between city and county park standards.

The county should be encouraged to adopt and implement standards that could meet the recreation needs of residents in unincorporated areas.

Acquisition and Dedication of Park Land

9-5-I-10 Locate parks in newly developing areas to achieve good geographical distribution and neighborhood accessibility. While payment of in lieu of fees for parks should be minimized, park dedication should be accepted only if facilities meet the size, accessibility, and distribution objectives of the General Plan.

The city should determine the best location for parks dedicated for public ownership based on Figure 9-2, together with the project proponent.

9-5-I-11 Review the fees in lieu of park lands.

9-5-I-12 Strive to acquire park sites prior to urbanization of new areas, and develop them within a reasonable amount of time, to serve a set area.

The statutory limitation for spending park impact fees should be maintained.

9-5-I-13 Undertake detailed planning for trails and acquisition programming for land along arroyos to develop linear parks as part of updating the *Parks, Recreation, and Open Space Plan*.

These linear parks should link existing and new parks, as well as major destinations such as school-neighborhood centers.

9-5-I-14 Locate pocket parks in neighborhoods as part of detailed neighborhood plan preparation.

9-5-I-15 Ensure that the City Code requires public and private pedestrian easement/dedication for trails.

9-5-I-16 Consider the use of transient occupancy taxes for a portion of park acquisition or maintenance.

Transient Occupancy Taxes are already levied for other purposes.

Management and Maintenance

9-5-I-17 Encourage joint use of school recreational facilities where neighborhood recreational facilities are not adequate or available.

The city may help with maintenance of these school recreation facilities through a joint powers agreement.

9-5-I-18 Examine the feasibility of creating separate divisions for park acquisition, design development, and for open space and park maintenance, or assign park maintenance responsibilities to another department.

The city's Department of Parks and Recreation is currently charged with developing and maintaining park and recreation facilities, but views itself as an operations and maintenance unit. The Department is organized into two divisions: Parks Division, which is responsible for developing and maintaining parks and other open spaces; and the Recreation Division,

which is responsible for youth programs, pools, recreation centers, and other recreation programs.

This organizational structure creates conflicts between acquisition and maintenance needs, with the result that park acquisition and development in recent years has not kept pace with population growth.

- 9-5-I-19 Initiate neighborhood park maintenance programs or create park maintenance districts that are responsible for neighborhood pocket parks and open space pockets.

Residents within these park maintenance districts would be charged a fee for the upkeep of the park(s), or the city could provide funding to the residents for maintaining their parks. If a new park is initiated by a neighborhood or is part of a neighborhood plan, the park maintenance district would have the resources to maintain it.

- 9-5-I-20 Outline environmentally appropriate and sustainable park construction and maintenance practices as part of the *Parks, Recreation, and Open Space Plan*.

These could also include standard details that are appropriate to Santa Fe for use in park development.

- 9-5-I-21 Incorporate native plants and xeriscapes as part of park design, and undertake permaculture education programs.

- 9-5-I-22 Encourage development of test plots with local and private educational facilities.

- 9-5-I-23 Continue, and expand when feasible, use of gray water for irrigation.

Gray water is currently being used by the Santa Fe Country Club, Santa Fe Green Polo Fields, and Santa Fe Racing (The Downs). In addition, gray water has been proposed for use by the Municipal Golf Course and Recreation Area. Currently, the city has commitments for all of its available gray water, approximately 6.6 million gallons per day.

- 9-5-I-24 Incorporate water harvesting programs for gray water and runoff as part of park design and maintenance programs.

- 9-5-I-25 Reduce the amount of turf in existing and new park facilities.

9-6 FIRE AND POLICE PROTECTION

Fire Protection

- 9-6-I-1 Undertake a program to upgrade waterlines to provide adequate fire flow and infrastructure for water storage for existing neighborhoods.

- 9-6-I-2 Require new development to provide adequate water extensions and fire flow to serve the project in compliance with the *Sangre de Cristo Water Company Master Plan* standard requirements for the area.

- 9-6-I-3 Balance the need for adequate emergency vehicle access in new development through the development approval process with urban design issues related to street widths.
- The City Code must incorporate adequate standards for emergency vehicle access. Access in mountainous terrain can be difficult or impossible in severe weather.*
- 9-6-I-4 Improve the average emergency response time to six minutes or less within the Urban Area.
- A response time of six minutes provides for two minutes for incident reporting and dispatch and four minutes for travel time. Statistical evidence shows that the loss of life from medical emergencies, as well as loss of life and property damage from fire, increases dramatically after about six minutes without proper intervention.*
- 9-6-I-5 Maintain the joint powers agreement with the county for both fire protection and emergency medical services.
- 9-6-I-6 Require postoccupancy inspections for all public buildings, as part of the Prevention Division's standard procedures.
- 9-6-I-7 Through the impact fee assessment process, ensure that the costs of fire-protection, capital equipment, and facilities are equitably distributed.
- The low-intensity of development and difficult terrain on hillsides can, for example, result in higher costs compared to development in the flatlands.*

Police Protection

- 9-6-I-8 Continue to improve the capabilities of the automated police information and record management system.
- This system enables police personnel to handle more calls for service and minimize the need for more personnel.*
- 9-6-I-9 Acquire land to develop a detention facility to meet the city's needs beyond the year 2005.
- This facility could be developed in cooperation with the state.*
- 9-6-I-10 Provide adequate police staffing to serve new growth and development.
- Police staffing needs should consider key variables, such as the number of calls received, economies of scale, new organizational structures, and crime trends by type of crime.*
- 9-6-I-11 Consider locating new police stations as part of neighborhood centers in the new neighborhoods.
- This would support the city's community policing concept.*

Joint Fire and Police Facilities

- 9-6-I-12 Initiate efforts to locate and design at least one joint police and fire station.

A joint fire and police station should improve public accessibility and community interaction, and can serve as an experiment for future stations.

- 9-6-I-13 Acquire land to develop a long-term joint fire and police training center.
- The training center should include the following facilities: classrooms, driver training and pursuit driving track, live fire and hazardous material training, a shooting range, and other related fire fighting and police academy activities. This facility should provide for the comprehensive training of new fire fighters and police officers, continue in-service training of personnel and volunteers, and encourage cooperative police training with surrounding police departments.*

Hazardous Materials Protection

- 9-6-I-14 Coordinate updating the city Fire Department's "all hazards" plan with the county and Federal Emergency Management Agency.

9-7 NEIGHBORHOOD AND COMMUNITY PLANNING

- 9-7-I-1 Establish a program for allowing neighborhood conservation districts to be developed. This would provide a mechanism for neighborhood planning documents to be incorporated in the City Code allowing for more or less restrictive regulations in those districts according to their specific needs.
- 9-7-I-2 Using the General Plan as a framework, develop a collaborative planning process for defining community planning areas and completing Community Area Plans.
- 9-7-I-3 As part of preparing detailed community or redevelopment plans, prepare a detailed analysis of overall community conditions.
- This analysis should include: land use details, environmental quality index, analysis of public environment within existing developments, degree to which the area of the neighborhood has a strong community focus, access to needed services and facilities, and whether residents have a sense of identity as a distinct community/neighborhood.*
- 9-7-I-4 Work to provide opportunities and ample time for citizens to comment on a wide range of city plans, policies, and programs early in the process, and give equal consideration to all citizens.
- 9-7-I-5 Working with community members and existing neighborhood groups, develop a system for city recognition of neighborhood groups that is easily accessible to all neighborhood groups throughout the city and reflects the diversity of neighborhoods in Santa Fe.
- 9-7-I-6 Provide technical assistance to neighborhoods in completing Neighborhood Statements or Improvement Plans.
- 9-7-I-7 Support local community groups in developing self-directed community involvement initiatives.

- 9-7-I-8 Develop a policy regarding adequate notice for public land use decisions that affect existing neighborhoods.
- 9-7-I-9 Continue to hold public hearings to review major CIP changes and reprogramming to afford consistency with the General Plan.
- 9-7-I-10 Ensure that neighborhood planning mechanisms are in place prior to the adoption of any new zoning categories under the General Plan.
- 9-7-I-11 Prepare a *Public Participation Handbook* that outlines and explains the framework for community groups and the general public to be involved at different levels of the planning process, including long range planning and development review.
- 9-7-I-12 Make available to the public all data contained in the city's Geographic Information System including natural resource and transportation coverages and existing land uses as well as all plans and studies prepared for the city.
Wherever possible, this data should be available in electronic format.
- 9-7-I-13 Develop a process that includes early notification and participation by affected neighborhood groups in all aspects of development review and the design of major capitol improvements.
- 9-7-I-14 Encourage the use of urban design and streetscapes that promote community interaction.
Community interaction can be enhanced through active green spaces, plazas, landmarks, and street landscaping.
- 9-7-I-15 Continue to initiate community meetings when modifications to the existing road networks are proposed in the area.
- 9-7-I-16 Work with communities, property owners, and developers to plan the redevelopment of local commercial areas, larger shopping centers, and strip commercial areas to make these areas more positive community landmarks.
- 9-7-I-17 Support urban revitalization projects and community planning efforts that link housing and employment opportunities with the redesign or creation of mixed-use community centers.
- 9-7-I-18 Establish ties with regional planning and design schools to develop long-term, work-study programs geared towards specific community planning projects, and use these schools as resources for planning and design expertise.
- 9-7-I-19 Seek grants for and sponsor urban design competitions for community development and redevelopment projects, open spaces and plazas, as well as institutional and other public buildings.
- 9-7-I-20 The city shall assist existing neighborhoods in defining themselves, assessing their current conditions and needs, implementing available mechanisms that will conserve or enhance their existing character, and developing such additional mechanisms as are needed.