

# Appendix A: Strategy Implementation Details

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This appendix contains the detailed components related to the implementation of each strategy. This information is intended to provide guidance and a starting point for implementation activities – it is expected that the detailed steps, roles, resources, and timelines will be further defined as implementation begins.

Where applicable, the strategies have either an estimated annual carbon emissions reduction impact by 2040 identified based on scenario modeling or an estimate of carbon capture to use as these strategies and their impact are further quantified. Since the carbon impacts were bundled into comprehensive strategies, the impacts have been assigned to the most relevant strategy while supportive strategies may support carbon emissions savings but do not have explicit emissions savings identified.



# Ecological Resilience

## Energy

EN1: Implement energy efficiency and renewable energy systems at City facilities*		
<b>What</b>	Continue to implement energy efficient equipment and scale-up the use of renewable energy technologies at City facilities where practical, cost-effective, and proven to reduce energy use and associated operating expenses. Enhance collaboration between the City of Santa Fe and local renewable energy companies and the local utility to develop innovative programs and projects to achieve this goal.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Continue identifying opportunities to upgrade facility mechanical and lighting systems with more energy efficient equipment through annual capital improvement projects and municipal facility improvement plans.</li> <li>• Retrofit facilities assessed in the City’s energy audit with energy efficient equipment through an energy performance contract via an energy services company (ESCO).</li> <li>• Identify opportunities to scale-up the use of renewable energy systems at City facilities as identified through the 100 percent renewable energy feasibility study.</li> <li>• Collaboration between the City of Santa Fe, local renewable energy companies/developers, and the local utility.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Works Department
	Support	<ul style="list-style-type: none"> <li>• All City divisions/departments in municipal buildings who budget for annual operations, maintenance and building improvements, and for paying the associated energy costs of their facilities.</li> <li>• Public Service Company of New Mexico (PNM)</li> <li>• New Mexico Gas Company</li> </ul>
<b>Resources</b>	Existing Resources	Annual capital improvement project budgets (as identified by each City department and division)
	Needs Funding	Additional funding for the design and installation of energy efficiency equipment and renewable energy systems
<b>Carbon</b>	est. 3,800 MTCO <sub>2</sub> e of annual emissions savings by 2040	
<b>Timing</b>	Immediate	

**EN2: Expand community participation in energy efficiency programs\***

<b>What</b>	Enhance partnerships between the City of Santa Fe and local electric and gas utilities to promote energy efficiency programs to the community that are either free of charge or cost a nominal fee to participate in. Help utility customers reduce energy use, and in turn, save money on monthly utility bills.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Enhance collaboration between the City of Santa Fe and local electricity and natural gas companies to promote programs to the public.</li> <li>• Conduct annual energy efficiency events whereby the public can participate to determine if their home qualifies for free services and/or incentives to reduce monthly energy consumed and save money on their bills.</li> <li>• Encourage residents of Santa Fe to take advantage of energy efficiency audits of their homes and the free replacement of light bulbs, power strips, and rebates associated with replacements of refrigerators or heating and air conditioning units.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Sustainability Team</li> <li>• PNM</li> <li>• New Mexico Gas Company</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Southwest Energy Efficiency Project (SWEET)</li> <li>• American Council for an Energy Efficient Economy (ACEEE)</li> <li>• NM Energy Smart Academy at SFCC</li> <li>• Utility customers</li> </ul>
<b>Resources</b>	Existing Resources	Public utility programs
	Needs Funding	City funding to contribute to public education campaign
<b>Carbon</b>	est. 111,700 MTCO <sub>2e</sub> of annual emissions savings by 2040	
<b>Timing</b>	Immediate	

EN3: Conduct energy efficiency and renewable energy public information campaign*		
<b>What</b>	Conduct an annual public information campaign to educate and inform residents and commercial building owners about the benefits of implementing energy efficient and renewable energy technologies, and the benefits of installing solar power. Encourage non-profits to take the lead in public information campaign deployment and coordinate the campaign with existing City public information efforts.	
<b>How</b>	<ul style="list-style-type: none"> <li>Collaborate with non-profits and utilities to develop and administer an ongoing energy efficiency and renewable energy education campaign promoting the benefits of each, how they can be financed and implemented in homes and businesses, and secure pledges from home and business owners to go solar.</li> <li>Explore public-private partnerships with outreach providers.</li> <li>Consider development of a one-stop-shop for consumers to find information and companies that can deliver energy efficiency and renewable energy programs, projects and financing. Audiences could include homeowners, contractors, buyers, realtors, appraisers, financiers.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>Private sector solar companies and energy efficiency companies/consultants</li> <li>PNM</li> <li>New Mexico Gas Company</li> <li>Non-profits focused on renewables and energy efficiency:</li> <li>Santa Fe Green Chamber of Commerce</li> <li>Santa Fe Area Homebuilders Association</li> <li>New Energy Economy</li> <li>Homewise</li> <li>Climate Change Leadership Institute</li> <li>Architecture 2030</li> </ul>
	Support	<ul style="list-style-type: none"> <li>City of Santa Fe Public Utilities Sustainability Team</li> <li>Santa Fe County</li> <li>Santa Fe Community College</li> <li>New Mexico Energy, Minerals, and Natural Resources Department</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>Existing budgets from private sector companies and non-profits</li> <li>City of Santa Fe public education campaigns (e.g., those administered by the Water Conservation Office and Environmental Services Division)</li> </ul>
	Needs Funding	<ul style="list-style-type: none"> <li>Additional resources as raised by non-profits</li> <li>City Sustainability Coordinator to support outreach coordination</li> </ul>
<b>Carbon</b>	est. 17,400 MTCO <sub>2</sub> e of annual emissions savings by 2040	
<b>Timing</b>	Immediate	

**EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy\***

<p><b>What</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with energy efficiency and renewable energy advocates to develop an advocacy strategy to encourage the creation and adoption of energy efficiency and renewable energy in New Mexico. Advocate for issues at the New Mexico Public Regulation Commission (PRC) and leverage the City’s local leadership to create a clean energy coalition of cities and counties in NM, advocating for ideas such as:</li> <li>• Reinstate state tax credit related for installing solar energy systems.</li> <li>• Expand property assessed clean energy (PACE) program to include energy efficient technologies.</li> <li>• Amend the state Public Utilities Act to allow for community solar/shared solar projects and community choice aggregation (CCA) programs, as well as more competitiveness and transparency in proposals for renewable energy generation.</li> <li>• Increase the state renewable portfolio standard (RPS) to 50 percent by 2030 and 100 percent by 2040.</li> <li>• Increase the use of energy storage systems.</li> <li>• Advocate at the PRC the removal of the 15 percent solar power load limit on PNM regional transmission lines.</li> <li>• Advocate at the PRC for the adoption of standards being proposed by the New Mexico Attorney General’s Office and consumer advocates requiring New Mexico electric utilities to reduce carbon dioxide emissions from power plants serving in-state customers by 4 percent a year through 2040.</li> </ul>				
<p><b>How</b></p>	<ul style="list-style-type: none"> <li>• Coordinate efforts among a variety of stakeholders such as non-profits, private sector entities, municipalities and counties to determine existing efforts and priorities.</li> <li>• Develop a comprehensive advocacy strategy and/or list of energy policy priorities across entities.</li> <li>• Lead and support advocacy efforts.</li> </ul>				
<p><b>Who</b></p>	<table border="1"> <tr> <td data-bbox="349 1171 618 1472"> <p>Lead</p> </td> <td data-bbox="618 1171 1427 1472"> <ul style="list-style-type: none"> <li>• City of Santa Fe Mayor’s Office</li> <li>• New Mexico non-profits:</li> <li>• New Mexico Solar Energy Industries Association</li> <li>• Sierra Club</li> <li>• Western Resource Advocates</li> <li>• Climate Change Leadership Institute</li> <li>• Citizens Climate Lobby</li> <li>• New Energy Economy</li> </ul> </td> </tr> <tr> <td data-bbox="349 1472 618 1877"> <p>Support</p> </td> <td data-bbox="618 1472 1427 1877"> <ul style="list-style-type: none"> <li>• SSFC</li> <li>• Santa Fe County</li> <li>• City of Albuquerque</li> <li>• Bernalillo County</li> <li>• City of Rio Rancho</li> <li>• Silver City</li> <li>• Natural Resources Defense Council (NRDC)</li> <li>• Conservation International</li> <li>• Vote Solar</li> <li>• Institute for Local Self Reliance (ILSR)</li> <li>• Solar Energy Industries Association (SEIA, Washington, D.C.)</li> </ul> </td> </tr> </table>	<p>Lead</p>	<ul style="list-style-type: none"> <li>• City of Santa Fe Mayor’s Office</li> <li>• New Mexico non-profits:</li> <li>• New Mexico Solar Energy Industries Association</li> <li>• Sierra Club</li> <li>• Western Resource Advocates</li> <li>• Climate Change Leadership Institute</li> <li>• Citizens Climate Lobby</li> <li>• New Energy Economy</li> </ul>	<p>Support</p>	<ul style="list-style-type: none"> <li>• SSFC</li> <li>• Santa Fe County</li> <li>• City of Albuquerque</li> <li>• Bernalillo County</li> <li>• City of Rio Rancho</li> <li>• Silver City</li> <li>• Natural Resources Defense Council (NRDC)</li> <li>• Conservation International</li> <li>• Vote Solar</li> <li>• Institute for Local Self Reliance (ILSR)</li> <li>• Solar Energy Industries Association (SEIA, Washington, D.C.)</li> </ul>
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<b>Resources</b>	Existing Resources	Non-profit budgets
	Needs Funding	<ul style="list-style-type: none"> <li>• Additional resources as raised by non-profits</li> <li>• Resources dedicated to engaging lobbyist on behalf of advocates to lobby state legislature and Public Regulation Commission</li> </ul>
<b>Carbon</b>	est. 100,000 MTCO <sub>2e</sub> annual emissions savings by 2040	
<b>Timing</b>	Immediate	

<b>EN5: Develop public electric vehicle charging infrastructure*</b>		
<b>What</b>	Implement the infrastructure needed to encourage and support an increase in electric vehicles (EVs) through coordination and investment to install public EV charging stations around the community.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Assess areas of the community and City-owned, County-owned, and State-owned properties where EV chargers could be installed.</li> <li>• Identify funding sources for public EV charger installation and maintenance.</li> <li>• When feasible, connect EV chargers to renewable energy systems.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe: Transportation, Public Utilities, Public Works and Economic Developments</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• State of New Mexico</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	Resources to install and maintain public EV chargers
<b>Carbon</b>	est. 16,000 MTCO <sub>2e</sub> of annual emissions savings by 2040	
<b>Timing</b>	Near-Term	

<b>EN6: Develop residential PACE program</b>		
<b>What</b>	Property assessed clean energy (PACE) programs help customers finance their energy efficiency and renewable energy improvements through voluntary assessments on their properties. Assist Santa Fe County in the development, administration, and promotion of a residential PACE program since it is the entity responsible for collecting County property tax.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Research existing residential PACE program administration models and options.</li> <li>• Identify the necessary steps in developing a program that can be administered throughout Santa Fe County.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• Santa Fe County</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Department; Planning and Land Use Department</li> <li>• U.S. Department of Energy, Better Buildings Program</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	<ul style="list-style-type: none"> <li>• Program development costs</li> <li>• Administrative staff costs</li> <li>• Program administration/implementation costs</li> <li>• Public education costs</li> </ul>
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

EN7: Implement combined heat and power system		
<b>What</b>	Implement a new anaerobic digestion system to more efficiently treat biosolids and sludge at the City of Santa Fe Wastewater Treatment Plant (WWTP). A by-product of anaerobic digestion is methane gas which can be burned to provide heat used in the anaerobic digestion process, and to also run a biogas fueled engine generator to create on-site electricity. Such a system, when combined with existing solar systems that are on-site, can achieve net-zero electricity consumption by the plant.	
<b>How</b>	<ul style="list-style-type: none"> <li>Utilize existing plans and data from newly constructed anaerobic digesters to right-size and design the combined heat and power system (CHP).</li> <li>Fund and install the system.</li> </ul>	
<b>Who</b>	<b>Lead</b>	City of Santa Fe: Public Utilities Department
	<b>Support</b>	<ul style="list-style-type: none"> <li>CHP design consultant</li> <li>U.S. Department of Energy, Combined Heat and Power Office</li> <li>Public Service Company of New Mexico</li> </ul>
<b>Resources</b>	<b>Existing Resources</b>	
	<b>Needs Funding</b>	<ul style="list-style-type: none"> <li>Funding for the design, construction, operations and maintenance would reside in annual WWTP budget.</li> </ul>
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

EN8: Increase access to solar for community residents and businesses*		
<b>What</b>	Increase access to solar for community residents and businesses in the Santa Fe area by exploring options of public-private partnerships or supporting development of an existing non-profit, or a newly created non-profit, or other organization with a mission not focused on generating a profit to design and install solar systems at more beneficial rates than existing private sector solar companies.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Convene a task force to address how best to remove barriers to financing of solar installations and whether this can be part of the mission of a local non-profit organization.</li> <li>• Potentially work with SFCC to develop a solar design and installation program by hiring qualified designers and installers from Santa Fe Community College's accredited solar program.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Works Department and Public Utilities Department Sustainability Team</li> <li>• A non-profit who can develop a solar design and installation program, such as:               <ul style="list-style-type: none"> <li>• Climate Change Leadership Institute</li> <li>• New Energy Economy</li> <li>• Bioneers</li> <li>• Santa Fe Community College/Training Center Corporation</li> </ul> </li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• Local banks and credit unions</li> <li>• Impact investors</li> <li>• Santa Fe Community College</li> </ul>
<b>Resources</b>	Existing Resources	Financing instruments for solar systems from local banks and credit unions
	Needs Funding	Resources raised by non-profit to be used for solar system design and installations
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

EN9: Upgrade street lighting*		
<b>What</b>	As the next step in a City-funded street lighting assessment, develop phase two of the project to begin converting street lights to LED fixtures. This can be combined with development of a comprehensive street lighting plan to provides for additional public safety and enhance quality of neighborhoods.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop phase two of the street lighting assessment.</li> <li>• Based on the assessment, identify sectors of the City where City-owned street lights can be replaced with LED fixtures.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Works Department
	Support	City of Santa Fe: Public Utilities Department
<b>Resources</b>	Existing Resources	Annual capital improvement project budget within Public Works Department.
	Needs Funding	Additional funding will be required for any ancillary services desired from implementing “smart” street lights, such as remote monitoring of individual lights, programming, and other advanced lighting controls.
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

EN10: Explore resilient City energy system		
<b>What</b>	Explore the development of a “resilient City energy system” to eliminate power outages in critical facilities, optimize energy use, and reduce greenhouse gas emissions.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Identify critical facilities that should be included in resilient system planning.</li> <li>• Conduct a feasibility study to determine best options for critical facilities.</li> <li>• Integrate multiple onsite renewable energy generation sources and potentially battery storage options with grid-tied power to provide emergency back-up at critical facilities to ensure 100 percent power up-time.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Works Department
	Support	<ul style="list-style-type: none"> <li>• Public Service Company of New Mexico</li> <li>• New Mexico Gas Company</li> <li>• Private sector companies</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	New resources included in City budget and/or capital improvement plan
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Long-Term	

EN11: Explore energy efficiency utility		
<b>What</b>	Explore creation of an energy efficiency utility within the City's Public Utilities Department to develop and implement energy efficiency and renewable energy technologies in residential and commercial buildings. The new utility can develop energy efficiency and renewable energy programs to make available to the public and can potentially use on-bill financing through the water utility as a funding stream.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Research best practices and funding stream/financial models.</li> <li>• Create utility via City ordinance.</li> <li>• Staff utility appropriately with subject matter experts and coordinate with non-profits on program development and outreach.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Department City of Santa Fe Public Works Department
	Support	<ul style="list-style-type: none"> <li>• Non-profits focused on renewables and energy efficiency:</li> <li>• Sierra Club</li> <li>• New Energy Economy</li> <li>• Homewise</li> <li>• Climate Change Leadership Institute</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	Development of funding stream/financial model and program administration
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Long-Term	

EN12: Provide solar financial clearinghouse		
<b>What</b>	In absence of a New Mexico state solar tax credit, the City of Santa Fe can take the lead in convening interested parties and providing information to the public on various forms of financing – from banks, credit unions, PACE and private sector solar companies – for solar installations that would amortize the loans to residents and businesses in the Santa Fe area, such that the monthly loan payment would not exceed the borrower’s current average monthly electric bills.	
<b>How</b>	<ul style="list-style-type: none"> <li>• The City, local investors, lenders and private sector companies can collaborate on how to reduce financial barriers and lower the cost of solar / increase the number of solar installations for homeowners and business owners.</li> <li>• The City can provide a clearinghouse of financial resources information to the public.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Sustainability Team</li> <li>• Non-profits focused on renewables and energy efficiency:</li> <li>• Sierra Club</li> <li>• New Energy Economy</li> <li>• Homewise</li> <li>• Climate Change Leadership Institute</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Private sector solar companies</li> <li>• Local banks and credit unions</li> <li>• New Mexico Loan Fund</li> <li>• Impact investors, including foundations</li> </ul>
<b>Resources</b>	Existing Resources	Existing financing instruments from private sector companies, banks and credit unions
	Needs Funding	Subsidies for solar installations (if determined necessary) Clearinghouse development and administration
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Long-Term	

## Ecosystems

ES1: Coordinate environmental stewardship campaign		
<b>What</b>	Coordinate public information messages across departments to incorporate applicable sustainability related information focused on environmental stewardship and the importance of protecting Santa Fe’s ecosystems.	
<b>How</b>	<ul style="list-style-type: none"> <li>• City’s outreach personnel can work together to incorporate messaging regarding how resident or business behaviors impact Santa Fe’s environment, such as waste reduction, water conservation, energy use, and recreation.</li> <li>• Coordinate with Santa Fe County staff to share content and ensure message consistency.</li> <li>• Work with experienced non-profits or consultants to create and administer cohesive, integrated public information, and education messaging.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Sustainability Team
	Support	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• Sierra Club</li> <li>• Randall Davey Audubon Center</li> <li>• Wild Earth Guardians</li> <li>• The Nature Conservancy</li> <li>• Conservation International</li> <li>• Natural Resources Defense Council</li> <li>• Environment New Mexico</li> <li>• U.S. EPA</li> <li>• New Mexico State Environment Department</li> </ul>
<b>Resources</b>	Existing Resources	Using internal budgets for outreach programs, messages can likely be incorporated
	Needs Funding	More robust messaging or consultants to develop integrated ad campaigns
<b>Timing</b>	Immediate	

## ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts

<b>What</b>	Increase and maintain preparedness, mitigation, education, and planning efforts so that communities are prepared for, can respond to, and rebound from wildfire. Additionally, address the connections between and impacts of wildfire on watersheds and stream health.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop a community wildfire resiliency and response strategy to address fire mitigation priority areas, wildfire response tactics, and potential funding sources for ongoing wildfire resiliency efforts.</li> <li>• Continue implementing programs and projects that mitigate potential fires through the Greater Fireshed Coalition and the City of Santa Fe Fire Department.</li> <li>• Educate and inform the public about the need for fire safety within the City and County through community meetings, online resources, events and appropriate means.</li> <li>• Update the 2010 Municipal Watershed Plan to incorporate forestry for integrated fireshed and watershed protection. Incorporate actions into stormwater management planning that provide ecological solutions that effectively slow down and capture stormwater while sequestering carbon</li> <li>• Explore and establish sustainable funding sources for ongoing wildfire mitigation treatments and stream restoration in the forested headwaters of the Santa Fe River.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Fire Department</li> <li>• Greater Fireshed Coalition</li> <li>• City Stormwater/Watershed Staff</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• US Forest Service</li> <li>• Regional fire-and-forest-related stakeholders</li> <li>• Santa Fe Watershed Association</li> </ul>
<b>Resources</b>	Existing Resources	Existing budgets for fireshed programs
	Needs Funding	Funding for mitigation and stream restoration needs to be identified through grants or fees Public education and outreach may need additional funding
<b>Timing</b>	Immediate	

### ES3: Expand air quality monitoring and reporting

<b>What</b>	Ensure the Santa Fe region retains high air quality through ongoing assessment and monitoring. Make air quality monitoring results easily available to the public and establish systems for air quality alerts.	
<b>How</b>	<ul style="list-style-type: none"> <li>Assess the current air quality monitoring capabilities and determine the needs and locations for additional monitoring systems</li> <li>Determine staff and funding for monitoring and compiling data.</li> <li>Identify opportunities to share air quality monitoring results and determine protocols for air quality alerts.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Sustainability Team
	Support	<ul style="list-style-type: none"> <li>U.S. Environmental Protection Agency (EPA) (technical and financial assistance)</li> <li>City of Santa Fe Fire Department-smoke alerts</li> </ul>
<b>Resources</b>	Existing Resources	U.S. EPA funding for installing monitors in cities
	Needs Funding	Additional monitoring equipment if needed
<b>Timing</b>	Near-Term	

ES4: Develop urban ecosystems improvement strategy		
<b>What</b>	Develop an urban ecology and wildlife assessment and strategy plan identifying opportunities to improve urban ecosystems within the Santa Fe community.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Adopt Santa Fe County’s report, Santa Fe County Wildlife Habitat GIS Modeling: Workshop and Conservation Priorities, and utilize it as a guide to develop a system by which ecosystem/adaptive management programs and projects are identified, prioritized and implemented.</li> <li>• Create or incorporate Best Management Practices (BMPs) for wildlife conservation actions for the species identified during the mapping process, with guidance from the New Mexico Department of Game and Fish State Wildlife Action Plan.</li> <li>• Work in conjunction with Parks and Recreation Department Parks, Open Space, Trails, &amp; Recreation Master Plan to identify green corridors between existing trails and open spaces, parks, and public spaces.</li> <li>• Assist neighborhoods and business districts to survey and assess the urban landscape in which they live through volunteer programs such as Keep Santa Fe Beautiful.</li> <li>• Implement an ecological restoration pilot project in the City to be assessed for effectiveness and determine how to develop restoration ecology projects in open spaces and urban landscapes.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe: Parks and Recreation Department, Public Works Department, Public Utilities Department, and Planning and Land Use Department</li> <li>• Keep Santa Fe Beautiful</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Community groups</li> <li>• Neighborhood associations</li> <li>• Homeowner Associations</li> <li>• Schools</li> <li>• Churches</li> <li>• Business groups</li> <li>• Civic groups, both public and private</li> <li>• Environmental stakeholders</li> <li>• Ecosystem experts</li> <li>• Santa Fe County</li> </ul>
<b>Resources</b>	Existing Resources	Some aspects may be within various City of Santa Fe departments plans and programs
	Needs Funding	<ul style="list-style-type: none"> <li>• Funding within City of Santa Fe to dedicate department/division staff to developing report and GIS staff time in mapping habitats and corridors, in addition to purchase of specialized software required to map locations</li> <li>• Programs to assist the public and businesses to take part in urban ecology assessment may need funding</li> </ul>
<b>Timing</b>	Near-Term	

ES5: Enhance urban forest stewardship		
<b>What</b>	Maintain and improve Santa Fe’s urban forest to reduce urban heat-island effects, increase biodiversity, provide wind protection, sequester carbon, and prevent soil erosion.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Complete a tree canopy assessment using Santa Fe County LIDAR data to identify areas of the City by intensity levels of covered, surviving, dead, diseased, infested, invasive and non-adapted species, heat islands, and barren land.</li> <li>• Using best management practices from the conservation industry, prioritize and target areas for immediate, near-term and long-term mitigation.</li> <li>• Expand the use of native species and adapted non-native species of grasses, shrubs and trees throughout the City through ordinance changes, internal City policy, and education.</li> <li>• Update and follow the City's Integrated Pest Management Plan.</li> <li>• Fill the Urban Forester Position.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• Santa Fe County LIDAR data manager</li> <li>• City of Santa Fe: GIS Manager, Parks and Recreation Department, and other applicable departments</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Municipal Tree Board</li> <li>• City of Santa Fe: River Watershed and Trail Division</li> <li>• Adopt-a-Park volunteers</li> <li>• Homeowners</li> <li>• Commercial nurseries</li> </ul>
<b>Resources</b>	Existing Resources	Annual budget for time and materials
	Needs Funding	<ul style="list-style-type: none"> <li>• Budget for the long-term maintenance of the data</li> <li>• Funding for Urban Forester position</li> </ul>
<b>Carbon</b>	est. 7000 MTCO <sub>2</sub> e annual emissions savings by 2040 <sup>1</sup>	
<b>Timing</b>	Near-Term	

<sup>1</sup> Based on carbon calculator <https://www.fs.usda.gov/ccrc/tools/tree-carbon-calculator-ctcc> for 0.066 MTCO<sub>2</sub>e/tree/yr; estimated number of 99,268 trees in Santa Fe (extrapolated based on concurrent work for Cleveland scaled to 37 sq. miles area of Santa Fe).

ES6: Increase carbon sequestration in plants and soil		
<b>What</b>	Soils and plants play valuable roles in removing carbon from the atmosphere. This strategy focuses on developing a better understanding of current carbon sequestration levels and modifying forestry and land management practices and/or developing a soil improvement program to increase carbon sequestration.	
<b>How</b>	<ul style="list-style-type: none"> <li>Collaborate with federal, state and county land management entities to establish a baseline of the amount of carbon being sequestered by surrounding lands and forests and develop or follow best management practices (BMPs) for maintaining or improving carbon sequestration.</li> <li>Improve soil conditions of City-owned lands to improve carbon sequestration levels using BMPs for soil management, erosion control, and native plant biodiversity.</li> <li>Assess existing BMPs from programs throughout the country, such as those recommended by the Savory Institute and California’s Healthy Soils Program, which incentivize farmers and ranchers to adopt better management practices that are beneficial to the environment and their overall productivity.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>City of Santa Fe Parks and Recreation Department</li> </ul>
	Support	<ul style="list-style-type: none"> <li>US Department of Agriculture (USDA)</li> <li>Savory Institute</li> <li>New Mexico Soil and Water Conservation Districts</li> <li>Agriculture-related stakeholders</li> <li>New Mexico State University Cooperative Extension Service</li> <li>New Mexico Department of Agriculture Natural Resources and Food Safety Divisions</li> <li>Local non-profit stakeholders such as Quivira Coalition</li> <li>U.S. Department of the Interior (DOI), Bureau of Land Management (BLM)</li> <li>U.S. Forest Service</li> <li>U.S. National Park Service</li> <li>State of New Mexico</li> <li>Santa Fe County</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>Soil management through Parks maintenance</li> <li>Staff working with agencies to assess carbon sequestration</li> </ul>
	Needs Funding	New programs for promoting agriculture BMPs
<b>Carbon</b>	28.3 MTCO <sub>2</sub> e/acre is the carbon stock of cold desert <sup>2</sup>	
<b>Timing</b>	Near-Term	

<sup>2</sup> [https://pubs.usgs.gov/pp/1797/pdf/pp1797\\_Chapter1.pdf](https://pubs.usgs.gov/pp/1797/pdf/pp1797_Chapter1.pdf) value and reference typical for carbon sequestration calculations

ES7: Adopt conservation best management practices		
<b>What</b>	Revise the City’s land use and development code, and other relevant ordinances and plans, to support accepted conservation best management practices and triple bottom line analysis.	
<b>How</b>	<ul style="list-style-type: none"> <li>• City staff to study existing ordinances for areas to improve or encourage conservation best management practices.</li> <li>• Develop suggested code changes and review with development community.</li> <li>• Adopt proposed code changes.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Planning and Land Use Department
	Support	City of Santa Fe Public Works, Public Utilities, and Parks and Recreation Departments
<b>Resources</b>	Existing Resources	Internal City of Santa Fe staff
	Needs Funding	May need funding resource to engage consultants for code revisions.
<b>Timing</b>	Long-Term	

ES8: Complete ecosystem value assessment		
<b>What</b>	Assess the essential value the City and County ecosystems offer to Santa Fe’s economic vitality, viability, health, and well-being.	
<b>How</b>	<ul style="list-style-type: none"> <li>• City and County staff to collaborate to determine the value of ecosystems to Santa Fe County and City with entities experienced in developing such valuations.</li> <li>• This will help inform triple bottom line determinations of policies and programs to improve ecosystems.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Department Sustainability Team</li> <li>• Santa Fe County</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Project partners as identified who possesses valuation experience</li> <li>• This could include consultants and/or university interns from UNM or SFCC, working under the guidance of experts among faculty</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	New resources needed to engage valuation expert.
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Long-Term	

ES9: Remediate Los Alamos National Laboratory waste		
<b>What</b>	Work with the federal government to encourage sufficient funding to continue implementing best practices in the remediation of Los Alamos National Laboratory (LANL) nuclear and RCRA hazardous wastes.	
<b>How</b>	The City of Santa Fe will continue to work closely as a member of the Regional Coalition of LANL Communities, the Northern New Mexico Citizens Advisory Board, and with its congressional delegation and state representatives to engage federal resources and technical assistance in working with LANL to utilize best practices in remediating nuclear and chemical wastes.	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Department
	Support	<ul style="list-style-type: none"> <li>• New Mexico Congressional Delegation</li> <li>• New Mexico State Regulatory Entities</li> <li>• Los Alamos National Laboratory</li> <li>• Department of Energy/ National Nuclear Security Administration and other federal government agencies, as appropriate</li> </ul>
<b>Resources</b>	Existing Resources	Existing staff from state and federal governments, LANL for ongoing coordination
	Needs Funding	Ongoing funding for remediation work
<b>Timing</b>	Long-Term	

## Water

WA1: Optimize management of reclaimed water		
<b>What</b>	Leverage reclaimed wastewater to increase the resiliency of Santa Fe’s water supply. Currently, about 70 percent of the total water produced for Santa Fe Water customers is returned to the City’s wastewater treatment facility yet only 30 percent of total reclaimed water is used. Regardless of the impacts of climate change and drought, some portion of the water produced for City residents will always be available from this source, making it extremely resilient.	
<b>How</b>	<ul style="list-style-type: none"> <li>Identify options for how best to utilize reclaimed water including a triple bottom line evaluation of the impacts of each evaluated option.</li> <li>Pursue opportunities to expand reclaimed water projects including potable reuse</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department - Water Division
	Support	<ul style="list-style-type: none"> <li>City of Santa Fe: Wastewater Division</li> <li>Bureau of Reclamation</li> <li>Santa Fe County</li> </ul>
<b>Resources</b>	Existing Resources	Existing reclaimed water resources
	Needs Funding	Seek grant funding
<b>Timing</b>	Immediate	

WA2: Enhance groundwater modeling and monitoring*		
<b>What</b>	Declines in surface water accumulation are anticipated to increase reliance on groundwater. Manage groundwater as an important resource to be maintained for future increases in demand or reductions in water supply. Emphasize groundwater monitoring and more detailed modeling and studying of local geology to evaluate aquifer recharge and contaminant transport.	
<b>How</b>	<ul style="list-style-type: none"> <li>Continue monitoring projects and work to collect technical information to help inform more accurate administrative models developed by the Office of the State Engineer and New Mexico Environment Department.</li> <li>Maintain memorandums of understanding (MOUs) with LANL regarding the Work Plan for sampling Buckman Wells to evaluate groundwater contamination and the BDD Work Plan for evaluating storm water runoff.</li> <li>Evaluate feasibility of an Aquifer Storage and Recovery Project.</li> <li>Evaluate a large-scale water recycling system using solar power to pump water back uphill daily where it would first serve as a solar battery by generating electricity at night and then flowing downstream for reuse.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department - Water Division
	Support	
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Timing</b>	Immediate	

<b>WA3: Use triple bottom line criteria for water utility decision making</b>		
<b>What</b>	Increase utilization of multi-priority evaluation criteria, such as the triple bottom line, to inform decision making.	
<b>How</b>	<ul style="list-style-type: none"> <li>Following on the success of Triple Bottom Line criteria for the evaluation of the Santa Fe Basin Study, implement this evaluation method more broadly for City decision making.</li> <li>Align this approach with the TBL evaluation criteria and methodology used for the Sustainable Santa Fe 25-Year Plan.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department
	Support	<ul style="list-style-type: none"> <li>City of Santa Fe: Legislative Services, Finance Department</li> <li>Water Rates Consultant</li> </ul>
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

<b>WA4: Evaluate water pricing structures</b>		
<b>What</b>	Continue to evaluate pricing strategies to ensure adequate funding, water accessibility, and conservation.	
<b>How</b>	<ul style="list-style-type: none"> <li>Utilize City's budget planning process to forecast necessary capital expenditures needed to ensure the viability and resiliency of the City's Water infrastructure.</li> <li>Work with utility pricing consultant to ensure that pricing is designed to socially equitable for all members of the Santa Fe Community while ensuring ongoing water conservation.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department
	Support	<ul style="list-style-type: none"> <li>City of Santa Fe: Finance Department</li> <li>Utility Pricing Consultant</li> </ul>
<b>Resources</b>	Existing Resources	Existing City department budgets.
	Needs Funding	
<b>Timing</b>	Immediate	

WA5: Expand water conservation program*		
<b>What</b>	Santa Fe has a robust water conservation program that includes rebates and incentives, leak detection, outreach, and enforcement. Continue to support and enhance the City of Santa Fe’s water conservation program.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Ensure adequate funding is available to support water conservation efforts by the City.</li> <li>• Continue to evaluate and improve effectiveness of the programs that the Water Conservation Office develops and implements.</li> <li>• Expand financial incentives for water conservation</li> <li>• Consider additional water restrictions in extreme draught conditions</li> <li>• Evaluate new opportunities to increase water conservation for various Utility clients and support upgrades, through the incentive program, to achieve them.</li> <li>• Expand commercial restaurant audit from pilot to full program, and develop focus on large water users such as hospitality and healthcare.</li> <li>• Support the Residential WERS program through Land Use Department and encourage a water modeling assessment for commercial and multi-family properties.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department - Water Conservation Office
	Support	<ul style="list-style-type: none"> <li>• Water Conservation Committee</li> <li>• City of Santa Fe: Land Use Department</li> <li>• Public Utilities City Council Committee</li> <li>• City of Santa Fe City Council</li> <li>• Santa Fe County</li> <li>• Santa Fe Green Chamber of Commerce</li> </ul>
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Timing</b>	Immediate	

WA6: Continue water system education and outreach		
<b>What</b>	Continue to provide robust education and outreach about Santa Fe’s water system and conservation opportunities. Continue to encourage use of the EyeOnWater application to help customers monitor their daily water use.	
<b>How</b>	<ul style="list-style-type: none"> <li>Track the benefits of the Water Conservation Office’s new Passport Program for 4th graders designed to teach kids about how our water use and environment interact.</li> <li>Work with various stakeholders to design tours/field trips and/or presentations to educate residents about the components of Santa Fe’s water system.</li> <li>Ensure that the ‘energy-water’ nexus (see Energy section call out) is explained to all customers so they understand that water conservation and reduction has broader impacts than just on that side of the equation.</li> <li>Coordinate with other environmental outreach efforts across the city to cross-reference relevant messages and to boost each program’s visibility and efforts to multiple audiences.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department - Water Conservation Office
	Support	<ul style="list-style-type: none"> <li>Santa Fe Public Schools</li> <li>Santa Fe Community College</li> <li>Santa Fe Watershed Association</li> <li>Santa Fe County</li> <li>Buckman Direct Diversion</li> <li>City of Santa Fe: Wastewater Division, Environmental Services Division</li> </ul>
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Timing</b>	Immediate	

WA7: Enhance leak detection		
<b>What</b>	Utilize and educate on the most effective and available water monitoring and leak detection methods.	
<b>How</b>	<ul style="list-style-type: none"> <li>Encourage customers to utilize the most current leak detection methods and monitoring technology to reduce unnecessary water waste.</li> <li>Work with the Water Conservation Office to make sure that educational and marketing around leak detection methods/technologies are part of the standard outreach messaging for the community.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Wastewater Division and Billing & Customer Service Office
	Support	City of Santa Fe: Public Utilities Department - Water Conservation Office
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Timing</b>	Immediate	

WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*		
<b>What</b>	Reduce pressure on the water supply by supporting on-site techniques to recycle and reuse water. Increase focus on storm water catchment for local use, recycling of grey and black water from sinks and showers for appropriate applications, and infiltration of stormwater by keeping water from moving off site.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Create a pilot program for a neighborhood/area of the City to explore the capture, treatment and reuse of greywater (e.g., water from showers, sinks, etc.) to be used for irrigation in those areas.</li> <li>• Increase rainwater harvesting by marketing existing rainwater harvesting rebate programs currently in place within the City.</li> <li>• Expand and require programs for rainwater harvesting (e.g., mandatory installation of gutter on pitched roofs, etc.) to provide trackable and achievable conservation opportunities.</li> <li>• Work with state agencies to address limitations to stormwater storage seeking to be allowed to store a like amount of water to that which would have infiltrated the aquifer under pre-development conditions.</li> <li>• Change the current stormwater fee to allow a focus on permeability in addition to the other projects it supports.</li> <li>• Continue investigations into opportunities for optimizing the reuse of wastewater.</li> <li>• Work with neighborhoods to identify coordinated solutions to neighborhood scale stormwater opportunities.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Works Department, Stormwater Manager</li> <li>• City of Santa Fe Public Utilities, Water Resources, Water Conservation and Waste Water Divisions</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Works Department, Streets Division</li> <li>• City of Santa Fe Parks Department</li> </ul>
<b>Resources</b>	Existing Resources	Existing City department budgets
	Needs Funding	
<b>Timing</b>	Near-Term	

WA9: Showcase water efficiency retrofits at City facilities*		
<b>What</b>	Utilize the latest water conserving technologies at City of Santa Fe facilities to demonstrate leading edge practices for the community to follow, to reduce water consumption, and enhance water quality.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Inventory existing water efficiency practices at City facilities.</li> <li>• Audit water use at city facilities as a baseline.</li> <li>• Identify opportunities for improvements and/or demonstration projects.</li> <li>• Explore partnership opportunities with technology providers and/or creative funding strategies for improvements.</li> <li>• Complete improvements and publicize process and outcomes.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Works Department Facilities Division
	Support	City of Santa Fe: Public Utilities Department - Water Conservation Office
<b>Resources</b>	Existing Resources	Facilities budgets
	Needs Funding	Projects not identified in existing facilities plans
<b>Timing</b>	Near-Term	

WA10: Establish a scoop-the-poop campaign		
<b>What</b>	Raise awareness around water quality issues associated with pet waste through a “scoop-the-poop” campaign.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Increase educational efforts to inform the public via website, social media and print</li> <li>• Coordinate with the Santa Fe County and NM DOT</li> <li>• Work with non-profits to create a cohesive message</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe: Public Works Department, River and Watershed Coordinator, Stormwater Division, Parks and Recreation Department</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• Santa Fe River Commission</li> <li>• Santa Fe Watershed Association</li> <li>• Sierra Club</li> <li>• Randall Davey Audubon Center</li> <li>• Wild Earth Guardians</li> <li>• The Nature Conservancy</li> <li>• U.S. EPA</li> <li>• New Mexico State Environment Department</li> </ul>
<b>Resources</b>	Existing Resources	Using internal budgets for outreach programs and messaging
	Needs Funding	<ul style="list-style-type: none"> <li>• More robust messaging or consultants to develop integrated ad campaigns would need additional funding</li> <li>• More bag stations and signage</li> </ul>
<b>Timing</b>	Near-Term	

WA11: Develop a Drought Preparedness Plan*		
<b>What</b>	Prepare for long term drought from climate change as the “new normal” as described, and in addition to, the Santa Fe Basin Study. Establish stricter water conservation ordinances in the event of prolonged drought to protect groundwater resources.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Review and update previous population and water demand projections.</li> <li>• Explore potential climate change scenarios and their impacts on the water supply system.</li> <li>• Identify any external pressures that might also influence the water supply (i.e., regional demand, wildfire, etc.)</li> <li>• Look to drier desert Western states for examples of more water restrictions in residential and commercial landscaping, building fixtures, and other means to decrease the demand for water.</li> <li>• Explore how to measure/restrict water use through wells in the County that affect overall groundwater supply.</li> <li>• Develop strategies for different drought scenarios, including voluntary and mandatory measures that apply if different drought threshold conditions are present.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Utilities Department – Water Division
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Land Use, Public Works, and Fire Departments</li> <li>• Water Conservation Committee</li> <li>• Public Utilities City Council Committee</li> <li>• Santa Fe County</li> </ul>
<b>Resources</b>	Existing Resources	Existing Water Division staffing
	Needs Funding	Potential outside technical resources for plan development
<b>Timing</b>	Long-Term	

## Waste

WS1: Conduct waste education and outreach		
<b>What</b>	Conduct clear and effective waste and recycling public outreach and education programs in the greater Santa Fe area.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Create a yearly Residential Services Calendar, which is mailed to all residential solid waste customers. It features information regarding all Environmental Services Division (ESD) collection programs and Keep Santa Fe Beautiful (KSFB) events, as well as water conservation tips and other relevant information geared for residents to act to reduce their environmental footprint</li> <li>• Partner with Santa Fe Solid Waste Management Authority (SFSWMA) and Santa Fe County to share resources and ensure outreach messages are consistent so that residents understand recycling programs in various locations in and out of the City limits.</li> <li>• Ensure that residents understand what to do with their main waste and recyclable materials, and they know where to find information regarding difficult to handle items; especially glass.</li> <li>• Talk to people in person through speaking engagements, special events, and school programs.</li> <li>• Utilize a full print/broadcast media plan yearly, including a dynamic website and social media.</li> <li>• Utilize clear and consistent signage and labels on all City provided collection containers and drop-off sites.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Public Utility Department and other City partners</li> <li>• Keep Santa Fe Beautiful</li> <li>• Santa Fe County</li> <li>• SFSWMA</li> <li>• Media Partners</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• Staffing and most of the public education campaign are covered by existing budgets and anticipated future budgeting</li> <li>• The fees generated by the City's Reusable Bag Ordinance are an additional source of funding for waste reduction outreach</li> </ul>
	Needs Funding	
<b>Timing</b>	Immediate	

WS2: Implement zero waste strategy		
<b>What</b>	Refine and implement a zero-waste strategy with phased waste reduction goals, including both regulatory and volunteer actions to reduce the production of waste and change the focus from landfilling to waste reduction, recycling, and composting.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Continue to refine a long-term zero waste strategy that accounts for program and rate analysis, public input, and phased goal setting.</li> <li>• Engage in program development wherever possible; target items that do not currently have a management option, enhance existing programs as new technology or markets open, and work to ensure markets for recyclable commodities such as glass and textiles.</li> <li>• Modernize data measurement and tracking of key waste recycling metrics through new operation and fleet technology (and through the City’s internal tech upgrade), to allow for tracking and reporting through an online dashboard of annual waste related statistics.</li> <li>• Encourage organics diversion by using City resources, SFSWMA, and private sector partners to increase access to industrial composting programs; offer education to residents wanting learn home composting and support a Master Composter Program through Keep Santa Fe Beautiful.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Information Technology and Telecommunications and Utility Billing departments</li> <li>• Keep Santa Fe Beautiful</li> <li>• ESD residential and commercial customers</li> <li>• Recycling industry partners</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• Staff can begin planning process based on current conditions</li> <li>• Funding is in place or planned for conducting regular rate analyses for new and existing services that are required by the implementation of this plan</li> </ul>
	Needs Funding	<ul style="list-style-type: none"> <li>• Updating or acquiring new data management systems will be at a cost to the City but could be mitigated if modules exist to tie-in to existing or planned Enterprise Resource Planning (ERP) systems for the City as a whole</li> </ul>
<b>Carbon</b>	est. 9,000 MTCO <sub>2</sub> e of annual emissions savings by 2040	
<b>Timing</b>	Near-Term	

<b>WS3: Improve recycling for City operations</b>		
<b>What</b>	Improve existing internal City recycling program and establish a new operational policy that requires 100 percent recycling participation in all City offices	
<b>How</b>	<ul style="list-style-type: none"> <li>• Ensure that all buildings have both trash and recycling containers for all employees and visitors; adjust levels of service as needed.</li> <li>• Establish internal food waste diversion program.</li> <li>• Partner with Facilities Management Division to provide training to the cleaning staff to ensure that recycling and trash remain separated and placed in their appropriate containers; and that where composting containers are implemented, they are properly handled.</li> <li>• Create an internal recycling awareness campaign targeting City employees.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division and Public Utility Committee
	Support	City of Santa Fe: Mayor and/or City Manager, Legislative Services, and Facilities
<b>Resources</b>	Existing Resources	Staffing and most of the public education campaign are covered by existing budgets
	Needs Funding	<ul style="list-style-type: none"> <li>• Based on the evaluation current service levels, there might be the need to allocate funding for new or upgraded containers to collect recycling at various City sites</li> <li>• Any composting program established will require new containers and training and a composting operation, either public or private, to accept materials</li> </ul>
<b>Timing</b>	Near-Term	

<b>WS4: Encourage extended producer responsibility</b>		
<b>What</b>	Use the City's influence to encourage local, state, and federal legislation supporting Extended Producer Responsibility (EPR), shifting the burden of handling products at the end of their life from government back to the manufacturers and retailer.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Pass a Resolution supporting Extended Producer Responsibility policy and legislation on all levels; and using EPR as a factor in the City's purchasing decisions.</li> <li>• Use existing models from other cities and Product Stewardship Councils to craft language for a resolution to support Product Stewardship and EPR by the Governing Body of the City.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	City of Santa Fe: Legislative Services and Finance Department
<b>Resources</b>	Existing Resources	This can be accomplished with current resources.
	Needs Funding	
<b>Timing</b>	Near-Term	

<b>WS5: Establish residential pay-as-you-throw pricing</b>		
<b>What</b>	Establish Pay-As-You-Throw (PAYT) pricing for residential trash by charging more for higher capacity trash carts to reward recycling and penalize landfilled waste.	
<b>How</b>	<ul style="list-style-type: none"> <li>Analyze the costs of a PAYT program with our Rate/Financial Consultant, and develop a pricing structure to support the investment and cost of collection; include analysis of varying levels of curbside collection of yard waste and food organics.</li> <li>Invest in multiple sizes of trash and recycling carts and incentivize personal waste reduction.</li> <li>Offer home composting education to residents through a Master Composter Program administered through KSFB.</li> <li>Continue to offer Recycling Drop-off Centers for residents as an alternative for glass, large cardboard and overflowing recycling containers.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	Rate Analysis Consultant Keep Santa Fe Beautiful
<b>Resources</b>	Existing Resources	Public Utilities yearly contracts with a consultant to conduct financial and rate analysis; will assist to analyze additional costs for multiple sized carts and set proper rates for each size
	Needs Funding	Based on analysis, new carts and equipment may be required to implement
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

WS6: Pass universal recycling ordinance		
<b>What</b>	Pass a Universal Recycling Ordinance for all of Santa Fe, requiring all commercial businesses, multi-family complexes, special events, and other spaces to offer on-site traditional and organics recycling to residents and patrons.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Work with the Legislative Analyst to find sponsors and craft language for a resolution to support Universal Recycling by the Governing Body of the City.</li> <li>• Using a phased in approach, establish or enhance City Codes that require equal space for recycling and trash containers, and organics/food waste where appropriate.</li> <li>• Grow Drop-off program by sites or commodities collected.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Legislative Services, Land Use, Parks and Recreation, Public Works, and other departments as applicable</li> <li>• Santa Fe Solid Waste Management Agency</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• ESD and other City staff to study existing ordinances, research laws and best practices in Zero Waste Communities, and make recommendations for City of Santa Fe ordinance changes</li> <li>• ESD staff to work with existing customer base to provide increased communication and support</li> </ul>
	Needs Funding	<ul style="list-style-type: none"> <li>• New customer acquisition will require additional staff resources (for training and communication) to add new services and provide education/communication</li> <li>• Additional trucks and containers may be necessary to provide services to a new customer base</li> <li>• Modification of existing infrastructure for increased mandatory recycling and organics diversion</li> <li>• Enhanced programs with the City, SFSWMA, private composters, non-profits, and the retail industry to ensure economically viable programs for handling the growing food waste problem</li> <li>• Increased recycling at special events could require additional human resources for overtime or temp labor to be allocated to departments providing services.</li> <li>• Based on participation and analysis, the ESD may need to acquire property to place new recycling drop-off centers</li> <li>• Additional drop-off centers could require improvements to site(s) as well as additional dumpsters to provide service for materials collected</li> </ul>
<b>Timing</b>	Near-Term	

WS7: Reduce construction and demolition waste		
<b>What</b>	Require that waste from construction and demolition (C&D) projects is minimized, reused, or recycled.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Update building code requirements to include mandatory recycling of C&amp;D materials</li> <li>• Change City of Santa Fe Solid Waste Ordinance to remove loophole that allows for non-City waste haulers to provide C&amp;D collection and hauling services to landfill to control and track material flow and ensure enough materials to build a reuse program</li> <li>• Work with the Planning and Land Use Department to research and include C&amp;D recycling in building codes, and that these requirements are communicated through the permitting process and enforced by inspectors</li> <li>• Ensure that reuse and recycling markets exist by working with SFSWMA and private sector partners</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division (ESD)
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Solid Waste Management Agency</li> <li>• City of Santa Fe: Planning and Land Use Department</li> <li>• Chambers of Commerce, Local Builders groups</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• ESD and other City staff to study existing ordinances, research laws and best practices in other cities, and make recommendations for COSF ordinance changes</li> <li>• ESD and Land Use staff to work with existing customer base to provide increased communication and support</li> <li>• ESD and other City staff to study existing ordinances, research laws and best practices in other cities, and make recommendations for COSF ordinance changes</li> </ul>
	Needs Funding	<ul style="list-style-type: none"> <li>• Additional trucks and containers may be necessary to provide services to a new customer base</li> <li>• Modification of existing infrastructure at BuRRRT or Caja del Rio Landfill for mandatory C&amp;D diversion to create on-site recycling/reuse opportunities for residents and customers (included in Resource Recovery Park concept)</li> <li>• Enhanced programs with the City, SFSWMA, private sector recyclers, non-profits, and the retail industry to ensure economically viable programs for handling the diverted C&amp;D materials</li> </ul>
<b>Timing</b>	Near-Term	

**WS8: Ensure municipal environmentally preferable procurement**

<b>What</b>	Use the City of Santa Fe’s purchasing power to support the recycled economy by implementing Environmentally Preferable Procurement (Green Purchasing) guidelines for all City purchasing decisions.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Work with the Finance Department and Purchasing to create a Green Purchasing Policy that requires sustainable products, businesses, services, and food vendors be used when meeting certain criteria.</li> <li>• Policy to grant permission to choose products based on a variety of factors in addition to cost.</li> <li>• Create incentives to encourage vendors providing green products or services and local or organic foods, to bid on City supply services and RFP/RFBs</li> <li>• Create a training program for employees engaged in the procurement process to provide them specific ways they can write specifications and/or contracts to encourage Green Purchasing</li> <li>• Work with the Legislative Analyst to find sponsors and craft language for a resolution to support the Green Purchasing Policy by the Governing Body of the City</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division
	Support	City of Santa Fe: Finance/Purchasing, Legislative Services, and various departmental procurement assignees
<b>Resources</b>	Existing Resources	Research and crafting the resolution likely accomplished with current resources
	Needs Funding	Some funding and time allocation may be needed for staff training and support
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

<b>WS9: Grow recycling and reuse economy</b>		
<b>What</b>	Create local economic development strategies or programs to target recycling and reuse businesses.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Establish creative public-private partnerships for economically viable programs that use diverted materials locally.</li> <li>• Work with other local governments in the region, as well as waste and recycling organizations (NMSWANA; NMRC) to create opportunities and dialogue, best practices, and materials flow.</li> <li>• Partner with the Chamber, Green Chamber, and other institutions to attract green businesses.</li> <li>• Partner with School District, SF Community College, and other educational institutions to promote local training and green entrepreneurs.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Environmental Services Division and Economic Development
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Mayor and City Council</li> <li>• Santa Fe County</li> <li>• Santa Fe Solid Waste Management Agency/Joint Powers Board</li> <li>• Santa Fe Public Schools</li> <li>• Santa Fe Community College, St. John’s College, UNM</li> <li>• NM Environment Department</li> <li>• New Mexico Recycling Coalition (NMRC) and Solid Waste Association of North America-New Mexico Chapter (NMSWANA)</li> <li>• Green Chamber of Commerce and Santa Fe Chamber of Commerce</li> <li>• Private companies in the recycling/reuse business</li> <li>• Non-profit partners in the recycling/reuse business</li> </ul>
<b>Resources</b>	Existing Resources	Planning for many of these items can be accomplished with current staff resources
	Needs Funding	<ul style="list-style-type: none"> <li>• Creating a grant or funding program, or growing the Verde Fund, would require resources to be budgeted</li> <li>• Providing training for either business development or job training would require resources</li> <li>• Creating local business incentives for green business development would require resources and approval by the Governing Body</li> </ul>
<b>Timing</b>	Near-Term	

WS10: Create resource recovery park		
<b>What</b>	Create a resource recovery park that includes recycling, composting, household hazardous waste, electronics/appliances, construction and demolition, and reuse or second chance stores that provide recycling, creative, and employment opportunities.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Establish creative public-private partnerships for economically viable programs</li> <li>• Work with other local governments in the region and state to ensure materials flow to market</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe: Environmental Services Division</li> <li>• Santa Fe Solid Waste Management Agency</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: City Council</li> <li>• Santa Fe County</li> <li>• Green Chamber of Commerce and Santa Fe Chamber of Commerce</li> <li>• Private companies in the recycling/reuse business</li> <li>• Non-profit partners in the recycling/reuse business</li> </ul>
<b>Resources</b>	Existing Resources	Planning for many of these items can be accomplished with current staff resources
	Needs Funding	Evolving into a resource recovery park requires capital investment to renovate existing facilities or to build additional structures to house various services
<b>Timing</b>	Long-Term	



## Economic Vitality

### Community Development

CD1: Continue Verde Fund community project*		
<b>What</b>	Continue the Verde Fund, an offering originally created with a one-time funding source. The Fund's mission is to combat the effects of poverty, mitigate the impacts of climate change, and create economic and environmental resiliency. It combines public investments with public and private sector resources to develop community-focused programs such as net-zero carbon emission housing, residential and commercial energy-efficiency retrofits, environmental remediation, and workforce training targeting Santa Fe's low-income population.	
<b>How</b>	Existing program administrators to identify new partnerships and resources to continue program development, expansion, and implementation.	
<b>Who</b>	Lead	City of Santa Fe: Affordable Housing Department
	Support	<ul style="list-style-type: none"> <li>• Non-profit program administrators</li> <li>• Community stakeholders</li> <li>• Private sector entities</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	Additional resources needed to expand program, as identified by program administrators
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

CD2: Develop new Economic Development Strategy		
<b>What</b>	Update Santa Fe’s Economic Development Strategy to address current needs and emerging opportunities to grow and support the local economy. Implement the strategy such that it can be regularly and efficiently updated, responsive to changes on the ground and be easily accessed and understood by residents.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Inventory current programs, practices, and policies, and evaluate their strengths, weaknesses, opportunities, and threats.</li> <li>• Engage community members and organizations for information about initiatives and policies that would be helpful to the business community and the community at large.</li> <li>• Develop strategies to encourage startups, improve the balance of trade, more local investment, and growth of “pollinator” businesses.</li> <li>• Similarly, develop and implement strategies to strengthen historic business clusters such as fine art, film and tourism, and support the growth of nascent or growing clusters such as technology, creative economy and value-added food (also known as consumer-packaged goods and agtech) to diversify opportunity and increase resiliency.</li> <li>• Explore opportunities to establish a working collaboration of public, private, and philanthropic (PPP) capital to provide integrated financing for economic development purposes.</li> <li>• Establish new metrics to monitor key economic trends including business leakage, capital flows, local investment levels, entrepreneurship, etc.</li> <li>• Create consistent and coherent brand positioning of Santa Fe for internal and external communication.</li> <li>• Produce an annual report summarizing economic health of the community.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department
	Support	<ul style="list-style-type: none"> <li>• Chambers of Commerce</li> <li>• Federal, state, regional and local economic and agriculture departments</li> <li>• Existing business leaders</li> <li>• Foundations and nonprofits aligned to social equity, education and workforce development related to the different industries</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development funds (for plan)
	Needs Funding	<ul style="list-style-type: none"> <li>• Potential consulting resources for plan support</li> <li>• Resources for implementing plan</li> </ul>
<b>Timing</b>	Immediate	

<b>CD3: Facilitate existing and emerging industry roundtable</b>		
<b>What</b>	Generate social capital and promote economic growth by breaking down barriers to entrepreneurship and business expansion.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Build and implement a convening program whereby the City of Santa Fe regularly engages with current and potentially new industries and their members to define 1-5 year needs so that the City can build goals and initiatives to meet those needs, such as policy improvements, incentive programs, workforce training and placement and infrastructure investments.</li> <li>• Create a recruiting program for companies that would be a great fit for Santa Fe.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department
	Support	<ul style="list-style-type: none"> <li>• Chambers of Commerce</li> <li>• Entrepreneurial and other business leaders in each industry</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development budget
	Needs Funding	
<b>Timing</b>	Immediate	

<b>CD4: Simplify business licensing</b>		
<b>What</b>	Change the perception and reality that it is challenging to do business in Santa Fe by streamlining the business licensing process through technology.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Remove barriers to obtaining business license by meeting with multiple departments on city and state level to identify the hurdles and eliminate them.</li> <li>• Deploy and test technological tools such as interim open counter.gov tools and energov.com (December 2019).</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Fire Department, Finance, Engineering, MetroPlanning</li> <li>• Chamber of Commerce</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development budget
	Needs Funding	
<b>Timing</b>	Immediate	

CD5: Expand regional economic development collaboration		
<b>What</b>	Increase cooperation and collaboration on economic development projects, programs and industry clusters with Albuquerque, Los Alamos, and other cities in northern New Mexico, and across the entire state.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Approach wealth managers in Los Alamos to market Santa Fe “Opportunity Zone” investments. The Zones were created to incentivize investment in vulnerable communities and do not exist in Los Alamos.</li> <li>• Create an exchange of financial and social capital with prosperous and resourceful neighboring cities of Los Alamos and ABQ.</li> <li>• Leverage Los Alamos’ technology assets to position the Santa Fe brand and business opportunities.</li> <li>• Collectively define one or more projects that will be developed and implemented between 2 or more localities.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development
	Support	<ul style="list-style-type: none"> <li>• New Mexico Economic Development Office</li> <li>• All local economic development departments such as Albuquerque, Santa Fe County and Los Alamos</li> <li>• Local and regional Pueblos</li> <li>• Other economic development organizations such as SBDC</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development funds
	Needs Funding	Additional resources may be needed for educational programs
<b>Timing</b>	Near-Term	

CD6: Increase availability of affordable and workforce housing		
<b>What</b>	Work with developers, financial institutions, and non-profits to increase the available housing for residents and workers, decreasing the high instances of commuting and related GHG emissions.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Follow and implement recommendations from the City of Santa Fe Affordable Housing Plan.</li> <li>• Establish an ongoing and renewable source of local funds, either through a bonding or tax mechanism, to meet the affordable housing gap.</li> <li>• Support real estate development and housing rehabilitation.</li> <li>• Focus resources, policy, land use and programming on ensuring that all of Santa Fe’s residents, including its low-wage workers, elderly and disabled live in the high quality, energy-efficient housing located in high opportunity neighborhoods.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Department of Affordable Housing
	Support	<ul style="list-style-type: none"> <li>• Other City of Santa Fe Departments: Asset Development, Economic Development and Land Use</li> <li>• Real estate and construction community</li> <li>• Financial Institutions</li> <li>• Non-profits</li> </ul>
<b>Resources</b>	Existing Resources	Various community development funds from state and federal levels
	Needs Funding	Long-term funding source
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

### CD7: Catalyze redevelopment of Opportunity Zones

<b>What</b>	Leverage Santa Fe’s Opportunity Zones to spur redevelopment and investment activities. Opportunity Zones are a new community development program established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. The Opportunity Zones program provides a tax incentive for investors to re-invest their unrealized capital gains into Opportunity Funds that are dedicated to areas designated by the chief executives of every U.S. state and territory. Five of New Mexico’s Opportunity Zones are in Santa Fe and include Midtown LINC, Siler Road Quarter, Cerrillos and Jaguar Road District, South City Hospital – Railrunner- Airport Runner.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop a State or City fund to generate investment.</li> <li>• Market program to wealth managers, developers and banks.</li> <li>• Engage property owners and developers to fulfill the vision of the Midtown LINC.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department
	Support	<ul style="list-style-type: none"> <li>• Other City of Santa Fe Departments: Land Use, Asset Management, Affordable Housing</li> <li>• Santa Fe County Office of Economic Development</li> <li>• New Mexico Office of Economic Development</li> <li>• Community groups</li> <li>• Individual and institutional investors</li> <li>• Real estate and construction community</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development budget
	Needs Funding	
<b>Timing</b>	Near-Term	

CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus		
<b>What</b>	Create a development plan for the Midtown Campus site based on community input. Currently, the City has engaged with residents to determine principles and potential uses for the site. The planning and execution phases will be developed while keeping the site open as a community engagement and income generating space to prevent blight and help cover the City's debt obligation.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Create and manage a public process to develop guidelines for adoption by city council to guide future use.</li> <li>• Analyze gap between residents desires and needs with an impact study.</li> <li>• Incorporate sustainability concepts regarding energy, water, waste, transit, affordable housing and community vitality.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development and Asset Management Departments
	Support	<ul style="list-style-type: none"> <li>• Other City of Santa Fe Departments: Affordable Housing, Land Use, Engineering, MetroPlanning</li> <li>• Federal, state and regional economic development agencies</li> <li>• Local community leaders to engage with vulnerable communities and residents</li> <li>• Business leaders</li> <li>• Urban planners, architects, designers and developers</li> <li>• Education providers</li> </ul>
<b>Resources</b>	Existing Resources	Land Use and Economic Development budgets
	Needs Funding	<ul style="list-style-type: none"> <li>• Support for planning and design process</li> <li>• Development costs</li> </ul>
<b>Timing</b>	Near-Term	

CD9: Create entrepreneurship ecosystem model		
<b>What</b>	Work with the Kauffman Foundation, a New Mexico nonprofit that aims to advance entrepreneurial success, to create a regional, results based entrepreneurship ecosystem. Use this as a template for nation-wide roll-outs.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Explore connections between entrepreneur groups (accelerators, incubators, non-profits, association, chambers).</li> <li>• Identify duplicate work streams.</li> <li>• Clarify and differentiate roles.</li> <li>• Define metrics for each group.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department in collaboration with departments from other cities. Leadership may move to Albuquerque department.
	Support	<ul style="list-style-type: none"> <li>• Kauffman Foundation</li> <li>• Economic development departments or leaders from Albuquerque, Los Alamos, Espanola and local Pueblos</li> <li>• Local business entrepreneurs</li> <li>• Chambers of Commerce</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development funds
	Needs Funding	
<b>Timing</b>	Near-Term	

CD10: Develop Telecommunications Strategic Plan		
<b>What</b>	Address broadband needs and conditions and develop a strategic plan to improve broadband infrastructure.	
<b>How</b>	<ul style="list-style-type: none"> <li>Identify Santa Fe broadband challenges and needs.</li> <li>Develop a plan to stimulate competitive market place.</li> <li>Execute the plan. This has begun by the passage of five telecommunication franchises by the Governing Body in May 2018.</li> <li>Encourage research, development and investment for enduring broadband infrastructure.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Economic Development Department
	Support	<ul style="list-style-type: none"> <li>City of Santa Fe: Information Technology Department</li> <li>Chambers of Commerce</li> </ul>
<b>Resources</b>	Existing Resources	Economic Development funds (for plan)
	Needs Funding	Infrastructure investment
<b>Timing</b>	Near-Term	

CD11: Create sustainable technology research and development consortium		
<b>What</b>	Create a Sustainability Technology research and development (R&D) consortium among state universities national laboratories, think-tanks, and other key institutions with capabilities in sustainability, to research, develop and deploy technologies and methodologies that scale-up sustainability throughout the greater Santa Fe region.	
<b>How</b>	<ul style="list-style-type: none"> <li>Model the consortium after the Houston Advanced Research Consortium (HARC) – to focus on building a sustainable future for New Mexico and operate as a research hub to promote sustainability programs, as well as developing and deploying projects.</li> <li>Research and development activities would support the implementation of policies and technologies that promote sustainability based on scientific principles.</li> <li>A first focus could be on multi-technological water recycling ideas.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>City of Santa Fe: Economic Development, Public Works Departments, Public Utilities Sustainability Team</li> </ul>
	Support	<ul style="list-style-type: none"> <li>Sustainable Santa Fe Commission</li> <li>Santa Fe Community Foundation</li> <li>NM higher education institutions: UNM, NMTech, SFCC, CNM; NM National Labs: LANL, Sandia Lab</li> <li>Think Tanks: SFI, SAR</li> <li>Other institutions with strong sustainability programs: e.g., Rice University Sustainable Design Program, University of Michigan School of Environment and Sustainability</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	The Sustainable Santa Fe Fund at the Santa Fe Community Foundation could be the vehicle for developing funding from the private and philanthropic sectors, to be combined with City funding.
<b>Timing</b>	Long-Term	

## Built Environment

BE1: Ensure healthy indoor air quality		
<b>What</b>	Identify opportunities to improve awareness of and practices that support healthy indoor air quality. As buildings are constructed to conserve energy, natural ventilation is often reduced. People, furnishings, and pets are all ongoing sources of indoor air pollution, while off-gassing of construction materials adds extra pollutant sources for some time after initial construction or remodeling. Continue to employ the green code for new homes which requires continual mechanical ventilation and mitigation of radon, a naturally occurring radioactive gas associated with lung cancer.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Create and implement a public education campaign including healthy indoor air in conjunction with energy and water conservation outreach.</li> <li>• Create a radon-specific public education campaign to inform people about the risk, how to test existing buildings, and how to mitigate existing buildings should radon levels exceed EPA levels for recommended mitigation.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use Department
	Support	City of Santa Fe: Water Conservation Office, and Renewable Energy Planner
<b>Resources</b>	Existing Resources	
	Needs Funding	Staffing: create an additional position in sustainable land use to run outreach program
<b>Timing</b>	Immediate	

<b>BE2: Eliminate greenhouse gas emissions from building operations*</b>		
<b>What</b>	Expand the City’s green code offerings to other building types and develop offerings to incentivize the transition to net zero emission buildings. Santa Fe adopted the 2030 Challenge in 2006 with the goal of making all new building GHG-neutral by 2040. The City’s green code is on track to ensure that all new buildings will be net zero by 2030. The City’s subsequent commitment to becoming carbon-neutral entirely by 2040 means that existing buildings will also need to be carbon-neutral by that time. This is done using a performance requirement. Currently new single-family residences must achieve reduced energy demand by either including energy efficiency strategies or generating energy on-site. The amount of efficiency increases over time until all homes must use all carbon neutral energy by the year 2030.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Update green code for residential additions and remodels to also be an energy, water use and indoor air quality performance code.</li> <li>• Review Historic District architectural restriction to allow for energy efficiency and renewable energy retrofits.</li> <li>• Create a multi-family residential green building code and retrofit program that includes performance requirements for energy, water and indoor air quality.</li> <li>• Create a commercial building energy and water use reporting requirement.</li> <li>• Explore using water funds for energy retrofit incentives given the water-energy nexus.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use Department
	Support	City of Santa Fe: Attorney’s Office (to determine legal uses of water funds for energy efficiency incentives)
<b>Resources</b>	Existing Resources	
	Needs Funding	Staffing: fill existing vacancy in Land Use Department
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

<b>BE3: Eliminate greenhouse gas emissions from City building operations*</b>		
<b>What</b>	Support the development of a commercial green building code and retrofit program to include energy, water, and indoor air quality by extending its application to City buildings.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Ensure that the City buildings follow the commercial green building code adopted</li> <li>• Create a program to reduce imbedded greenhouse gas emissions when tools become available to do so</li> <li>• Apply green building strategies to all City buildings</li> <li>• Require energy and water scores at point of sale</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use Department
	Support	City of Santa Fe: Public Works Department (apply the commercial green code to City building projects)
<b>Resources</b>	Existing Resources	
	Needs Funding	Staffing: create an additional green code implementation position
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

<b>BE4: Pilot building energy and water performance reporting*</b>		
<b>What</b>	Leverage public-private partnerships with industries to develop a Building Energy and Water Performance Reporting pilot project, starting with the hospitality industry, to track energy and water use, ultimately leading to reductions.	
<b>How</b>	<ul style="list-style-type: none"> <li>Commercial buildings over a minimum size would report their energy and water performance data to the City while continuing to make upgrades.</li> <li>The City would then monitor monthly and assess performance compared to non-program participants.</li> <li>Create an App on the City's website for easy reporting.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>City of Santa Fe Land Use and Planning and Public Utilities Departments</li> </ul>
	Support	<ul style="list-style-type: none"> <li>Private industry, such as hospitality and lodging</li> <li>Santa Fe Watershed Association, through their Green Lodging Program</li> <li>Non-profit program administrators</li> </ul>
<b>Resources</b>	Existing Resources	Existing green lodging program resources
	Needs Funding	Pilot project development and administration
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

<b>BE5: Reduce water use through the built environment</b>		
<b>What</b>	Pilot, encourage, and adopt built environment improvements and development techniques to reduce water use and support water reuse.	
<b>How</b>	<ul style="list-style-type: none"> <li>Conduct pilot neighborhood-scale rainwater capture project using land use incentives such as those included in the Midtown Local Initiative Corridor (LINC) overlay district.</li> <li>Pilot a neighborhood-scale graywater collection, treatment, and subsurface irrigation system for landscaping project.</li> <li>Explore loans and financing options to encourage investment into water efficiency projects.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Works, Asset Development, and Public Utilities Departments
	Support	
<b>Resources</b>	Existing Resources	
	Needs Funding	Staffing possibly, depending upon where the project is led from and the staff capacity of that dept./div.
<b>Timing</b>	Near-Term	

BE6: Update land use plan		
<b>What</b>	Develop an updated land use plan that encourages vibrant neighborhood gathering places by integrating transit with housing, entertainment, commercial, and open spaces.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Launch an integrated planning process to address issues such as:</li> <li>• Zoning and density targets for new housing, parks and neighborhood commercial and mixed-use developments.</li> <li>• Peripheral commuter parking garage locations that reduce downtown parking demand and increases transit use.</li> <li>• Targeted areas for infill and redevelopment activities.</li> <li>• Connectivity within the city to jobs, meetings places, entertainment, schools, shopping and other neighborhood gathering centers.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use, Public Works Departments
	Support	Interested community members
<b>Resources</b>	Existing Resources	Existing departmental staffing
	Needs Funding	Planning Consultants
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near-Term	

**BE7: Pilot and incentivize sustainable development practices**

<b>What</b>	Create healthy, safe, and sustainable neighborhoods by encouraging, incentivizing, and piloting development practices that result in higher residential densities, support a mix of uses and mixed incomes, provide access to education and wellness amenities, and are located along major transportation corridors and development nodes. Explore using the eco-district model to pilot an eco-district approach in Santa Fe. Learn from other vivid examples like East Lake near Atlanta, Georgia.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Identify opportunity areas for eco-district or sustainable development communities that align with adopted City plans.</li> <li>• Amend the Land Use Development Code to encourage sustainable development practices, including stormwater infiltration systems, renewable energy where possible, densities and transit access considerations, bike and pedestrian pathways, affordable housing, drought resistant landscaping, etc.</li> <li>• Incentivize desired sustainable development practices (e.g., along transportation corridors, workforce housing, etc.).</li> <li>• In capital planning, consider multiple criteria when budgeting for improvements to roads that include stormwater infiltration methods, bike lanes, pedestrian pathway improvements, lighting, etc.</li> <li>• Train various Land Use staff in eco-districts and other sustainable land use tools.</li> <li>• Explore opportunities for public-private partnerships between the City of Santa Fe, Santa Fe Green Chamber of Commerce, local and national foundations, pre-school to college education partners, non-profits, neighborhood associations and leading civic organizations.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use Department
	Support	<ul style="list-style-type: none"> <li>• Private Developers</li> <li>• Green Chamber of Commerce</li> <li>• Education Sector</li> <li>• Non-profits</li> </ul>
<b>Resources</b>	Existing Resources	Existing departmental staffing
	Needs Funding	Public-private investment for development projects
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Long-Term	

## Transportation

T1: Develop municipal employee alternative transit incentive program		
<b>What</b>	Develop a program for City employees that provides them with incentives to utilize alternative modes of transportation when commuting to and from work.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop a municipal employee incentive program to encourage more employees to walk, bike and/or take public transit to work and home.</li> <li>• Encourage businesses to consider similar incentives including the offering of transportation rebates to employees who consistently bicycle/walk/bus to work.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Human Resources Department
	Support	
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• City staff and general fund</li> <li>• Many nation-wide exemplary programs to glean from</li> </ul>
	Needs Funding	
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

T2: Promote healthy and active transportation modes*		
<b>What</b>	Promote healthy and active modes of transportation, such as walking and bicycling, throughout the community.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Continue supporting activities like Bike-to-Work Week, Safe Routes to School.</li> <li>• Continue promoting community-wide bicycle events and group rides.</li> <li>• Leverage and support programs such as the Vamanos Santa Fe Walks Program initiated in 2018.</li> <li>• Continue investing in transportation infrastructure that supports healthy and active modes.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe</li> <li>• Santa Fe County</li> <li>• Santa Fe Metropolitan Planning Organization</li> </ul>
	Support	Area non-profits and local businesses
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• City staff and general fund</li> <li>• Many nation-wide exemplary programs to glean from</li> </ul>
	Needs Funding	Establish annual funding through budget, and requires a full-time coordinator.
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

<b>T3: Modernize City vehicle fleet*</b>		
<b>What</b>	Encourage the wide-scale use of electric vehicles (EVs) in the community starting with the City of Santa Fe (converting its administrative fleet vehicles to hybrid and/or electric as soon as possible, assessing annually the costs and benefits of converting all City fleets to electric and proceeding to convert as many other fleets as possible to electric by 2025, and widely developing the infrastructure to support this conversion by establishing EV charging stations powered by renewable energy at central and strategic locations throughout the City.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop a replacement program converting City fleet to hybrid and/or EVs by 2025.</li> <li>• Ensure the development of EV charging station infrastructure powered by renewable energy.</li> <li>• Create parking incentives for the use of EVs and hybrid vehicles in the City (such as free parking for those vehicles).</li> <li>• Create disincentives for the use of fossil-fuel vehicles: gasoline tax, etc.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Green Chamber of Commerce</li> <li>• Chainbreaker Collective</li> <li>• Climate Change Leadership Institute</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• City fleet budget</li> <li>• Tax incentives</li> </ul>
	Needs Funding	Funding for charging station development and maintenance
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

T4: Adopt transit and EV-supportive zoning and land use regulations*		
<b>What</b>	Implement zoning and land use regulations that support transit use, EV use, and the development of transit and electric vehicle infrastructure.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Revise zoning and land use regulations for mixed use areas, so that residences, schools, stores, and businesses are close together, reducing the need for driving and proposed developments have adequately planned for connections with transit and rail and public EV charging.</li> <li>• Modify existing residential zones by increasing density and multi-family height requirements.</li> <li>• Eliminate minimum parking requirements and replace with maximum parking requirement intended to reduce required parking spaces by 25%.</li> <li>• Include share parking and EV parking incentives and encourage on-street parking options.</li> <li>• Improve land use regulations by ensuring that new developments are planned with adequate connections and access to public transportation as well as have adequate EV charging stations.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Land Use Department
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe: Elected Officials</li> <li>• Community members</li> </ul>
<b>Resources</b>	Existing Resources	City staff
	Needs Funding	
<b>Carbon</b>	est. 4,800 MTCO <sub>2</sub> e annual emissions reductions by 2040	
<b>Timing</b>	Near-Term	

T5: Increase transit ridership*		
<b>What</b>	Increase ridership of Santa Fe Trails, especially on weekends and evenings, and address first and last mile needs to support transit ridership.	
<b>How</b>	<ul style="list-style-type: none"> <li>• As part of the upcoming comprehensive service plan, analyze key transit route trip frequencies on evening and weekend hours and the costs and benefits of adding new weekend hours/routes to increase ridership.</li> <li>• Assess the needs of first and last mile infrastructure improvements near transit stops, including the feasibility of implementing the use of low-emission rideshare or passenger vans to meet the needs of first and last mile transit demands.</li> <li>• Explore options for free or reduced transit fares.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Transit Division
	Support	
<b>Resources</b>	Existing Resources	“Remix” transit planning software to run analysis and prioritize access improvements
	Needs Funding	Resources needed to procure and utilize
<b>Carbon</b>	est. 9,600 MTCO <sub>2</sub> e annual emissions reductions by 2040	
<b>Timing</b>	Near-Term	

<b>T6: Invest in multi-modal transportation options*</b>		
<b>What</b>	Explore ways to diversify and enhance transportation funding to support investments in public transit, sidewalks, and bike paths to improve access and mobility for all users.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Research best practices from other communities and potential revenue models.</li> <li>• Consider a municipal gasoline tax to generate revenues dedicated to multi-modal transportation improvements.</li> <li>• Evaluate the costs/benefits of potential gas tax and/or other revenue models.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe
	Support	
<b>Resources</b>	Existing Resources	
	Needs Funding	<ul style="list-style-type: none"> <li>• City Budget and Capital Improvement Programing Priorities</li> <li>• Federal and State Funding Options via the Santa Fe Metropolitan Planning Organization (MPO)</li> </ul>
<b>Timing</b>	Long-Term	

<b>T7: Integrate transit-supporting technology*</b>		
<b>What</b>	Implement technology service solutions such as mobile phone applications that maximize an individual’s real-time access to data and information around transit services, bicycle and walking routes, and efficient roadway travel, such as EV charging and ride share programs.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Research technology providers and models that might work in the Santa Fe community.</li> <li>• Leverage existing plans to implement transit bus-tracking and alert system and explore options to expand to other transportation modes.</li> <li>• Invest in mobile technology that encourages individuals to seek out alternative modes of transportation.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe
	Support	City of Santa Fe: Transit Division, Information Technology and Telecommunications (ITT) Department, and GIS Division
<b>Resources</b>	Existing Resources	
	Needs Funding	Additional resources and staff time required.
<b>Timing</b>	Long-Term	

<b>T8: Employ transportation coordinator</b>		
<b>What</b>	Create a bicycle, pedestrian, and transit (transportation) coordinator position within the City of Santa Fe to focus on integrating land use and transportation planning, and work closely with City departments and divisions to ensure that best-practices are integrated into long-term planning and projects under development, as well as support and promote active transportation events.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Explore and determine funding and staffing options for a transportation coordinator position.</li> <li>• Develop a position description and priority qualifications.</li> <li>• Screen applicants and fill position.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Public Works Department
	Support	
<b>Resources</b>	Existing Resources	
	Needs Funding	Resources for full time employee
<b>Timing</b>	Long-Term	

<b>T9: Develop smart transportation system and multi-modal network*</b>		
<b>What</b>	Develop a “Smart Cities” plan to improve City of Santa Fe transportation system. This includes smart transportation technologies such as smart parking meters, transit sensors and cameras to collect data, infrastructure that relays real-time transit status, signal priority technology, and system-wide incident detection and reporting. Continue to build high-quality bicycle lanes, sidewalks, crosswalks, and networks of walking and hiking trails accessible to all neighborhoods in the City and build with identified “Smart City” technologies.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Leverage efforts focused on real-time transit service updates and explore ways to integrate with other apps and services.</li> <li>• Research “Smart Cities” best practices and options for cities like Santa Fe.</li> <li>• Collect community feedback about priority technologies and locations.</li> <li>• Implement preferred technologies in City infrastructure projects and in coordination with private development projects.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe – Transit Division, Public Works</li> <li>• Santa Fe MPO</li> <li>• New Mexico Department of Transportation (NMDOT)</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Smart City Coalition</li> <li>• Smart Cities Council</li> </ul>
<b>Resources</b>	Existing Resources	Possible grant opportunities
	Needs Funding	
<b>Timing</b>	Long-Term	



# Quality of Life and Social Equity

## Education and Training

ET1: Coordinate school sustainability education		
<b>What</b>	Continue partnerships between the City of Santa Fe and Santa Fe Public Schools (SFPS) and develop sustainability-related curriculum to support in-class learning that aligns with Common Core and Next Generation Science Standards. In addition, work to expand educational programming during and after school to introduce hands-on, experiential learning grounded in sustainability-based curriculum. Finally, continue coordination among City staff and elected official(s), SFPS administration, school board members, and relevant stakeholders to develop, integrate and support sustainability-based programs and curriculum in schools.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Work with principals and teachers to identify current curriculums focused on science, technology engineering and math.</li> <li>• Evaluate curriculums for content and what might be missing from a sustainability perspective.</li> <li>• Identify elements of Next Generation Science Standards that may be integrated into curriculum development and ultimately adopted as new standards.</li> <li>• Evaluate ECO School programs and curriculum to identify opportunities to create additional programming focused on sustainability education, job training, and skills development.</li> <li>• Identify current after school programs that can leverage existing hands-on activities, tours or other programming focused on sustainability.</li> <li>• Coordinate with schools, City departments and stakeholder partners to develop and offer new activities to after school programs.</li> <li>• When sustainability curriculum has been developed, collaborate with school officials and education stakeholders to identify opportunities to help integrate subject matter into schools to support teachers in classroom, and deliver value added programs to be leveraged by teachers in-class.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Department Sustainability Team</li> <li>• Santa Fe Public Schools Administration, Teachers, and Staff</li> <li>• Santa Fe Community College (SFCC) sustainability and dual credit programs and camps</li> <li>• Other relevant non-profits and stakeholders</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Bioneers –piloting K-12 materials in California</li> <li>• SFPS after school programs coordinators</li> <li>• Environmental non-profits</li> <li>• Institutes of higher education</li> </ul>
<b>Resources</b>	Existing Resources	Staff from City of Santa Fe, SFPS and other stakeholders
	Needs Funding	In the event of new curriculum and program, resources would need to be identified and budgeted appropriate to be able to achieve and fund implementation

<b>Carbon</b>	Carbon reduction may be determined through implementation
<b>Timing</b>	Immediate

<b>ET2: Collaborate with ECO School</b>		
<b>What</b>	Expand the sustainability education opportunities at the ECO School, to help create the opportunity for a hands-on, living laboratory of experiential learning that delivers a high-level of sustainability education, training, and skills development.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Work with SFPS administration and ECO School principal and teachers to identify “real world” projects which staff or other subject matter experts in the community could teach to provide experiential education in the classroom.</li> <li>• Look at partnering with local businesses and/or Santa Fe Community College on using the ECO School as a platform for sustainability job training programs.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Department Sustainability Team
	Support	<ul style="list-style-type: none"> <li>• ECO School Leadership and Staff</li> <li>• Local non-profit and private sector stakeholders</li> <li>• Santa Fe Community College</li> </ul>
<b>Resources</b>	Existing Resources	Existing City staff and programs/projects that can be leveraged with partners for administration in ECO School
	Needs Funding	Additional funding needed for resources to support projects
<b>Timing</b>	Near-Term	

<b>ET3: Collaborate with Santa Fe Community College</b>		
<b>What</b>	Collaborate with Santa Fe Community College (SFCC), SFPS and local job-creation stakeholders to create sustainability-related job training and skills development to help support the expansion of the local economy.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Convene relevant job-related and education stakeholders to assess the current state of job training programs and opportunities for new development.</li> <li>• Develop new and refined training opportunities that complement one other.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Department Sustainability Team and Human Resources Department</li> <li>• Santa Fe Community College</li> <li>• Santa Fe Public Schools</li> </ul>
	Support	Local economic and job-related stakeholders
<b>Resources</b>	Existing Resources	Existing budgets within City of Santa Fe, SFCC and SFPS
	Needs Funding	
<b>Timing</b>	Near-Term	

<b>ET4: Create City sustainability internship program</b>		
<b>What</b>	Launch a City-led internship program for local students to grow their professional skills and to help the City of Santa Fe in its sustainability implementation, monitoring, and reporting efforts.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop an internship schedule and parameters (e.g., duration, compensation, department, desired skills)</li> <li>• Coordinate with SFCC and other local educational institutions to provide outreach about the program and assist in recruitment and training</li> <li>• Launch internship program</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities and Human Resources Departments
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Community College</li> <li>• Santa Fe Public Schools</li> </ul>
<b>Resources</b>	Existing Resources	Existing budgets within City of Santa Fe
	Needs Funding	
<b>Timing</b>	Near Term	

<b>ET5: Establish City employee sustainability training program</b>		
<b>What</b>	Ensure that all City of Santa Fe employees are aware of the Sustainable Santa Fe 25-Year Plan, sustainability practices in City facilities, and triple bottom line evaluation approaches.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Develop a training curriculum.</li> <li>• Schedule training opportunities for existing and new employees.</li> <li>• Deliver training offerings</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Sustainability Team
	Support	City Wide Sustainability-related Staff
<b>Resources</b>	Existing Resources	Existing budgets within City of Santa Fe
	Needs Funding	
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Near Term	

## Health and Well-Being

HW1: Align public health and wellness policies and programs		
<b>What</b>	Continue providing health and wellness programs, services and education to the public. Review, align, and publicize wellness policies and programs throughout the Santa Fe region.	
<b>How</b>	<ul style="list-style-type: none"> <li>Continue collaboration between the City of Santa Fe, Santa Fe County, and other health and wellness related stakeholders in the community to ensure that health and wellness policies and programs are aligned and complementary to one another.</li> <li>Explore opportunities for service providers to coordinate messaging and enhance offerings so that they are simpler and easier for community members to understand and access.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>City of Santa Fe Human Resources Department</li> <li>Santa Fe County</li> </ul>
	Support	<ul style="list-style-type: none"> <li>Community health and wellness service providers</li> <li>Farm to Table, New Mexico Farm to Schools and partners</li> <li>Santa Fe Food Policy Council</li> <li>Santa Fe Community College – Controlled Environment Agriculture program</li> <li>Other regional food stakeholders</li> <li>Santa Fe Public Schools and School Board</li> <li>Non-Metro Area Agency on Aging</li> <li>Related State agencies</li> <li>Aging and Long-Term Services and Area Agency on Aging</li> <li>NM Public Education Department’s Farm to School and Nutrition Program</li> <li>NM Department of Health, Healthy Kids Healthy Communities Program</li> <li>Presbyterian Health Services</li> <li>CHRISTUS St. Vincent Hospital</li> <li>NM Appleseed</li> </ul>
<b>Resources</b>	Existing Resources	Existing Santa Fe County and City of Santa Fe budgets.
	Needs Funding	
<b>Timing</b>	Immediate	

<b>HW2: Expand outdoor activities and programs</b>		
<b>What</b>	Expand and support afterschool programs, City-sponsored activities, and summer camps that focus on outdoor activities, and increase the number of seniors and school-age participants in them.	
<b>How</b>	Collaboration between the City of Santa Fe, Santa Fe County, Santa Fe Public Schools, and other outdoor related stakeholders in the community to ensure programs are aligned in reaching out to senior and school-age children and youth to encourage participation.	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Parks and Recreation and Public Utilities Departments</li> <li>• Santa Fe County</li> <li>• Santa Fe Public Schools</li> <li>• Associated non-profit organizations</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Local outdoor-oriented stakeholders.</li> <li>• Santa Fe Conservation Trust Vamanos Santa Fe Walks Program</li> </ul>
<b>Resources</b>	Existing Resources	Existing budgets
	Needs Funding	
<b>Timing</b>	Immediate	

<b>HW3: Launch Municipal bike share program</b>		
<b>What</b>	Design and implement a bike-share program for municipal employees.	
<b>How</b>	Develop program parameters and obtain bike share equipment. Launch employee bike-share pilot program between City of Santa Fe Market Street and City Hall offices.	
<b>Who</b>	Lead	City of Santa Fe Land Use and Planning (MPO) and Transportation Department
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Conservation Trust</li> <li>• City Senior Services</li> <li>• CHRISTUS St Vincent Hospital</li> <li>• La Familia Medical Center</li> <li>• Southwest Care</li> </ul>
<b>Resources</b>	Existing Resources	Some bikes exist
	Needs Funding	Funding needed for additional equipment
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

HW4: Expand Municipal employee health and wellness programs		
<b>What</b>	Continue to provide and expand employee wellness, nutrition, and education programs to municipal employees.	
<b>How</b>	Continue to build upon existing health and wellness programs and activities offered to municipal government employees such as the Mogro local food cooperative purchasing program, the access to City recreation centers, and health related webinars.	
<b>Who</b>	Lead	City of Santa Fe Human Resources and Parks and Recreation Departments
	Support	Local health and wellness stakeholders and health care providers
<b>Resources</b>	Existing Resources	Existing City of Santa Fe budget.
	Needs Funding	
<b>Timing</b>	Near-Term	

## Food Systems

FS1: Improve Supplemental Nutrition Assistance Program awareness and access		
<b>What</b>	Improve access to and awareness of the Supplemental Nutrition Assistance Program (SNAP) for residents struggling with food insecurity, while also supporting the goal of helping residents' economic situations improve so that long-term assistance is not necessary.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Coordinate efforts between food related non-profits and all governmental sectors to secure state and federal funding that enables access to SNAP benefits.</li> <li>• Further support programs such as the Double Up Food Bucks (federal, state and local) programs and the Santa Fe Food Depot's SNAP application outreach program.</li> </ul>	
<b>Who</b>	Lead	Santa Fe Food Policy Council (includes City of Santa Fe representation)
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe Economic Development Department</li> <li>• Santa Fe County</li> <li>• Santa Fe Food Policy Council</li> <li>• New Mexico Farm to Table</li> <li>• Santa Fe Farmers Market and Santa Fe Farmers Market Institute</li> <li>• Santa Fe State Legislative Delegation</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• State and federal sources of SNAP funding. Current resources include \$400,000 state recurring funding administered by the NM Department of Agriculture and the federal Food Insecurity Nutrition Incentive (FINI) program administered by USDA.</li> <li>• Santa Fe Food Depot SNAP Training and Outreach Program</li> </ul>
	Needs Funding	Resources needed to support Santa Fe Food Policy Council to craft, coordinate and administer outreach to NM State Legislature and federal government to increase funding on behalf of partners
<b>Timing</b>	Immediate	

FS2: Increase municipal use of locally grown produce*		
<b>What</b>	Update procurement process at City of Santa Fe to increase amount of New Mexico grown produce for use at senior centers operated by the City of Santa Fe.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Integrate goal into City of Santa Fe annual budgeting and procurement processes.</li> <li>• Work in tandem with Santa Fe County Senior Services, and tie goal to regional and state initiatives such as the New Mexico Food and Agriculture Policy Council and the Resilience in New Mexico Agriculture Strategic Plan of 2017 and partners to explore coordination of programmatic, infrastructure, and financial resources.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe – Senior Services and Procurement Office
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Food Policy Council (includes City of Santa Fe representation)</li> <li>• New Mexico Farm to Table</li> <li>• NM Aging and Long-Term Services</li> <li>• Area Agency on Aging</li> <li>• Other food-related stakeholders</li> <li>• New Mexico Food and Agriculture Policy Council</li> <li>• State Legislature</li> </ul>
<b>Resources</b>	Existing Resources	Current City budget
	Needs Funding	Funding increases needed annually to achieve 2 percent increase target
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

FS3: Increase institutional use of locally grown produce*		
<b>What</b>	Expand program in conjunction with Santa Fe Public Schools to increase the amount of New Mexico grown produce used in school cafeterias and all student nutrition programs. Additionally, develop a similar program in conjunction with Santa Fe County to coordinate purchases of New Mexico grown produce for use in County administered correctional facilities.	
<b>How</b>	<ul style="list-style-type: none"> <li>Partner and work closely with Santa Fe Public Schools, local non-profits, food organizations, state and federal agencies, and others to expand, facilitate and administer program.</li> <li>Work with Santa Fe County Corrections Director and Procurement Office to change procurement practices and meal program contracts to include greater amounts of locally grown produce.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>Santa Fe Public Schools</li> <li>Santa Fe County</li> </ul>
	Support	<ul style="list-style-type: none"> <li>Santa Fe Food Policy Council (includes City of Santa Fe representation)</li> <li>Farm to Table, New Mexico Farm to Schools partners</li> <li>NM Public Education Department Farm to School and Nutrition Program (NMPED)</li> <li>New Mexico Food and Agriculture Policy Council</li> <li>State Legislature</li> </ul>
<b>Resources</b>	Existing Resources	Existing SFPS, NM PED, Santa Fe County, and organization budgets.
	Needs Funding	
<b>Carbon</b>	Carbon reduction may be determined through implementation	
<b>Timing</b>	Immediate	

FS4: Educate about locally-grown food options and benefits*		
<b>What</b>	Educate and inform public about the benefits of locally grown produce, and the programs and resources that the public may take advantage of to obtain locally grown food.	
<b>How</b>	Collaborate on a public information campaign that educates and informs the public about the benefits of locally grown produce, and the programs and resources that the public may take advantage of to obtain locally grown food through programs such as the farmers' markets and emergency/private food assistance programs.	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Sustainability Team</li> <li>• Santa Fe Food Policy Council</li> <li>• Relevant food related stakeholders and non-profits</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe County's Accountable Health Community Program</li> <li>• Santa Fe Farmers Market Institute</li> <li>• MoGro</li> <li>• Santa Fe Food Depot and food pantries</li> <li>• Kitchen Angels</li> <li>• Feeding Santa Fe</li> <li>• NM SHARE</li> <li>• NM Human Service Department SNAP</li> <li>• City and County Housing Authorities</li> <li>• Associated public agencies and non-profit organizations</li> </ul>
<b>Resources</b>	Existing Resources	Existing Santa Fe County food procurement budget Santa Fe Farmers Market Institute.
	Needs Funding	
<b>Timing</b>	Immediate	

FS5: Inform urban and local farmers and ranchers about local programs*		
<b>What</b>	Promote food related policies such as the City urban agriculture ordinance and the County’s farm and ranching implementation plan to educate urban and local farmers and ranchers about programs they can utilize that may help increase production.	
<b>How</b>	Develop and administer an online agriculture clearinghouse that provides a host of resources and agriculture related data to help spur market growth throughout the county, resulting in greater levels of agriculture production, include information related to urban agriculture within the City limits.	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Sustainability Team, Economic Development Department, Planning and Land Use Department</li> <li>• Santa Fe County</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Food Policy Council</li> <li>• New Mexico Farm to Schools</li> <li>• Santa Fe Food Policy Council</li> <li>• Farm to Table New Mexico</li> <li>• Other regional food stakeholders</li> </ul>
<b>Resources</b>	Existing Resources	Existing Santa Fe County budget
	Needs Funding	Outreach campaign may need additional funding
<b>Timing</b>	Immediate	

FS6: Support regional food economy development*		
<b>What</b>	Support development of a regional food economy – a system that maximizes local food production and distribution in the Santa Fe region to enhance the local economy and community health.	
<b>How</b>	Develop agricultural incentives and innovative programs to support small farmers, improve food distribution, improve the efficiency of existing community commercial kitchens, and assess the need for additional facilities.	
<b>Who</b>	Lead	Santa Fe County
	Support	<ul style="list-style-type: none"> <li>• City of Santa Fe Public Utilities Sustainability Team</li> <li>• Santa Fe Food Policy Council</li> <li>• Farm to Table New Mexico</li> <li>• New Mexico Farm to School Program</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	<ul style="list-style-type: none"> <li>• Funding, policies, and programmatic resources will be needed to develop incentives and programs.</li> <li>• Explore all federal and state programs for support</li> </ul>
<b>Timing</b>	Near-Term	

FS7: Establish healthy food zones		
<b>What</b>	Establish “healthy food zones” near schools and public institutions to promote the availability of nutritious food and limit the marketing and availability of unhealthy foods.	
<b>How</b>	Collaborate with Santa Fe Public Schools and community organizations to establish zones and determine how to best get healthy food into the schools and community within the zone.	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• City of Santa Fe</li> <li>• Santa Fe Public Schools</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Food Policy Council</li> <li>• Other food related stakeholders.</li> <li>• Neighborhood organizations</li> </ul>
<b>Resources</b>	Existing Resources	Existing City, County and school budgets
	Needs Funding	Additional resources as provided by NM Public Education Department
<b>Timing</b>	Near-Term	

FS8: Ensure transit service to food outlets		
<b>What</b>	Advocate for public transportation routes to food outlets that offer a full range of whole and fresh food options.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Work with Santa Fe County and City of Santa Fe transportation divisions to develop and/or identify existing modes of transportation to local food outlets.</li> <li>• Coordinate efforts with the comprehensive transit service planning activities.</li> <li>• Explore current City and County agencies transportation systems and identify any policy changes needed to create more access.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• Santa Fe County</li> <li>• City of Santa Fe – Public Works Department Transit Division</li> <li>• Chain Breakers</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Food-related non-profits who may be able to provide transportation systems themselves</li> <li>• North Central Regional Transit District (NCRTD)</li> <li>• Santa Fe Food Policy Council</li> </ul>
<b>Resources</b>	Existing Resources	<ul style="list-style-type: none"> <li>• Existing Santa Fe County and City of Santa Fe transportation programs/budgets</li> <li>• State and federal resources that provide support</li> </ul>
	Needs Funding	Possible additional funding and resources for non-profit program development and administration
<b>Timing</b>	Near-Term	

## Social Equity

SE1: Seek diverse representation and leadership on City boards and committees		
<b>What</b>	Ensure low-income residents, people of color, and underserved community members have a voice and leadership presence in all City of Santa Fe boards and committees to ensure diverse perspectives and to guide the Sustainable Santa Fe 25-Year Plan implementation and development.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Explore board and committee recruitment and selection processes to identify opportunities for a more inclusive approach.</li> <li>• Consider adding a new Sustainability Commission seat focused on social equity and represented by an appropriate community member and/or a group that represents the interests of underserved members of the community.</li> <li>• Provide feedback to the City regarding policies, procedures and protocols involving the combination of social equity and sustainability in all board and commission matters.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe: Mayor’s Office
	Support	<ul style="list-style-type: none"> <li>• All Boards and Commissions</li> <li>• Advocacy groups such as</li> <li>• Tewa Women United</li> <li>• Earth Care</li> <li>• Chainbreaker Collective</li> <li>• New Mexico Women.org</li> <li>• Interfaith Power &amp; Light</li> <li>• La Familia Medical Center</li> <li>• Change Leadership Institute</li> <li>• Other relevant non-profits</li> </ul>
<b>Resources</b>	Existing Resources	Can be done with existing resources
	Needs Funding	
<b>Timing</b>	Immediate	

<b>SE2: Develop social equity indicators</b>		
<b>What</b>	Develop locally-relevant social equity indicators and use them to inform and guide social equity related sustainability actions going forward. The indicators might draw from some of the performance trends contained in the Sustainable Santa Fe 25-Year Plan, but could also draw upon other local data sources.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Create an inventory of Santa Fe social equity indicators currently in use.</li> <li>• Research and develop new indicators that are locally relevant, trackable, and reflect change.</li> <li>• Develop a process to track and report on indicators over time.</li> <li>• Develop processes to consider and evaluate the impacts of potential decisions on the indicators.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Public Utilities Sustainability Team
	Support	Sustainable Santa Fe Commission
<b>Resources</b>	Existing Resources	
	Needs Funding	Needs financial resources to accomplish
<b>Timing</b>	Near-Term	

<b>SE3: Provide emergency rental assistance</b>		
<b>What</b>	Provide direct emergency rental assistance to very low-income residents.	
<b>How</b>	Make sure every annual City budget includes emergency rental assistance for very low-income residents in Santa Fe	
<b>Who</b>	Lead	City of Santa Fe: Office of Affordable Housing
	Support	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Local non-profits including Chainbreaker Collective and Habitat for Humanity</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	Requires annual financial resources
<b>Timing</b>	Immediate	

#### SE4: Explore climate sanctuary city designation

<b>What</b>	Explore designation of Santa Fe as a “climate sanctuary city” – a place that climate refugees (people hardest hit and displaced by climate change whether in the United States, the Americas or abroad) are welcome to re-start and renew their lives.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Research other climate sanctuary cities or regions and their associated best practices and lessons learned.</li> <li>• Draft a resolution for City Council to adopt. The resolution could state that it is an intention not only to urgently help mitigate climate change to ward off the worst impacts but also to open the community and reach out to those in need of re-location due to the ravages of climate change that are already underway.</li> <li>• Establish a process to identify volunteers and hosts in our community, a coordinated network of primary and second home owners in Santa Fe, as well as volunteers and the local business community who are willing to offer help, short term residences and homes to climate refugees.</li> </ul>	
<b>Who</b>	Lead	City of Santa Fe Mayor’s Office
	Support	<ul style="list-style-type: none"> <li>• Sustainable Santa Fe Commission</li> <li>• Interfaith Power &amp; Light</li> <li>• Churches, synagogues and other places of faith</li> <li>• AmeriCorps</li> <li>• Climate Change Leadership Institute</li> <li>• Earth Carte</li> <li>• Other community-based organizations</li> </ul>
<b>Resources</b>	Existing Resources	Probably accomplished with existing resources
	Needs Funding	
<b>Timing</b>	Near-Term	

<b>SE5: Convene homelessness prevention task force</b>		
<b>What</b>	Continue to engage in conversations and explore creation of a local homeless prevention task force to explore best practices from other communities, coordinate with agencies and service providers, and propose and recommend solutions to reduce homelessness.	
<b>How</b>	<ul style="list-style-type: none"> <li>• Leverage the work of the 2012 blue ribbon panel and the 2017 Affordable Housing Plan to inventory and establish a baseline of existing efforts and service providers.</li> <li>• In coordination with the New Mexico Coalition to End Homelessness, convene a task force of local organizations to identify the greatest homelessness challenges in the community and to explore potential collaboration opportunities and solutions.</li> </ul>	
<b>Who</b>	Lead	<ul style="list-style-type: none"> <li>• City of Santa Fe: Community Services</li> <li>• New Mexico Coalition to End Homelessness</li> </ul>
	Support	<ul style="list-style-type: none"> <li>• Santa Fe Resource and Opportunity Center</li> <li>• Interfaith Community Shelter</li> <li>• St. Elizabeth Shelter Resource Center</li> <li>• Life Link</li> <li>• Health Care for the Homeless</li> <li>• Other local nonprofits and service providers</li> </ul>
<b>Resources</b>	Existing Resources	
	Needs Funding	<ul style="list-style-type: none"> <li>• Staff support for task force administration</li> <li>• Funding for any projects or programs resulting from task force recommendations</li> </ul>
<b>Timing</b>	Near-Term	

# Appendix B: Strategy Evaluation Methodology

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To complete both the ongoing dynamic practicality evaluation and add new strategies to the baseline sustainability evaluation, this appendix details the use and functionality of the provided Excel spreadsheet tool. It should be noted that the spreadsheet tool also includes prompts and some explanatory instructions on a “Tool Guide” tab.

The primary evaluation used for the static portion of the plan consists of a modified Triple Bottom Line (TBL) alignment and a carbon neutrality component. This methodology results in scores ranging from 0 to 2 for each strategy that indicate their degree of synergy within each element and across the TBL, plus the strategy’s potential emission reduction contributions to Santa Fe’s carbon neutrality goal on a 0 to 3 scale.

## **TBL+C Baseline Methodology**

The Excel tool has a tab called “TBL+C\_Baseline” for data input and printed output of the various Triple Bottom Line Planning Pathway Element scoring and Carbon Neutrality score as well as a combined score. The table can be sorted by any of the values for deeper analysis and the methodologies presented below can be replicated for adding any new strategies.

### **Step 1: Triple Bottom Line Evaluation**

Each strategy was evaluated for alignment with the objective for each plan element. The plan elements were grouped together by TBL Planning Pathways corresponding to the triple bottom line topics of Ecological Resilience, Economic Vitality, and Social Equity. Based on the alignment of the content of the strategy to the element objective, each was assigned a score between 0 and 2. Scores were then averaged across each Planning Pathway and then added up to a total TBL score to indicate total synergies with a maximum value of 6.

Strategies that had direct impacts to other Objectives were considered to the extent that they have natural overlap (for example, a significant reduction in potable water consumption would save the energy required to treat and transport). However, to maintain a consistent and replicable scoring approach, alignment to Objective language was the arbiter of various score rankings.

### **TBL Scores**

#### **Negative to Neutral (0)**

Strategies that were not aligned or not applicable to the element Objective

#### **Minimal to Some (1)**

Strategies that had minimal or some alignment to the element Objective

#### **Significant (2)**

Strategies that had significant alignment to the element Objective

## Step 2: Carbon Neutrality

Each strategy was then reviewed and scored with a lens towards if it represents a critical step in Santa Fe achieving carbon neutrality by 2040. Each strategy was evaluated in terms of relative impact to achieving that goal, in terms of amount of carbon emissions reduced and in terms of enabling steps towards carbon emissions reduction. For more details on the carbon analysis methodology, please see Appendix D.

### GHG Reduction Potential Scores

#### Negative to Neutral (0)

Strategies that either had no impact or might even result in additional carbon emissions

#### Some (1)

Strategies that had some tangential effects on emissions reductions and/or had some direct effects that were minimal or limited in magnitude

#### Significant (2)

Strategies that had a significant impact on progress towards carbon neutrality with impacts that may be important on a local scale

#### Critical (3)

Strategies that made substantial headway toward carbon neutrality and/or deemed critical components of reaching the goal

See Baseline Strategy Screening Matrix in plan body and the end of this appendix for strategies ranked by TBL+C score.

## Strategy Screen Methodology

As part of implementation planning, the factors of resource availability and timeline were considered and will be re-evaluated on a regular basis to determine practicality. During the creation of the plan, City staff were asked to consider these factors and provide a preliminary ranking. While the first pass included resource availability as a component of the timeline (i.e., a strategy that was identified as immediate includes the assumption that it can be implemented with existing or committed resources), those factors have been broken out for a more nuanced evaluation of the strategies moving forward. The overall ranking combining resources and timeline indicates an assessment of practicality and serves as a recommendation and assessment of strategies for final selection. This is represented in the Excel tool by a “Strategy Screen” tab which automatically populates the TBL+C values from the “TBL+C\_Baseline” tab and allows users to enter values for Timeline and Resources to provide scores and sort columns. The individual Element columns are hidden by default as is the TBL summary score column.

## Step 3: Timeline Estimates

Timeline addresses the current priority in terms of alignment with efforts that are planned with timelines associated. If a strategy is to be implemented, there needs to be a sense of when, and the timeline estimation process allows staff to consider each strategy in light of the total planned and unplanned activities over the next budget cycle, political cycle, or planning cycle. This process requires

prioritization to identify which strategies can reasonably be accomplished in the short term while others may need to wait. This prioritization can also be driven by political desire, community pressures, and funding opportunities, but ultimately must fit within the context of existing cycles to reasonably be accomplished. Whether by staff assignment or other facilitated processes, using the criteria below allows for timelines to be integrated and included for decision making criteria. The scores are entered into the spreadsheet for each strategy and prompts are included within the tool.

## Timeline Scores

### Immediate (2)

High-priority strategies that **are already underway** or are expected to **begin within the next two years**. These strategies may have been indicated as Near-Term in the previous update cycle.

### Near-Term (1)

Strategies that are **highly desired and have some existing momentum to build on such that they can reasonably be assumed to occur within the next three to five years** and may have been identified as Long-Term in the previous update cycle. These may be flagged as priorities in other documents:

- Capital Improvements Plan
- Long-range plans (e.g., General Plan, Neighborhood and Area Plans)
- Strategic/Departmental Plans

### Long-Term (0)

These are strategies are expected to be implemented **more than five years from now**, whether due to complexity, lower desirability, lower impact, lack of political will, or simply not making the cut so that other strategies can be implemented effectively. These strategies should capture staff and community ideas to be revisited at each update cycle.

## Step 4: Resource Estimates

Resources include things like dedicated staff time, funding for program administration or capital investments, in-kind support from volunteers or other organizations, etc. This effort is primarily the responsibility of City staff, but if community members can identify resources and share them, it may be an opportunity to help accelerate the pace of strategy implementation. This process uses a combination of ranking and narrative to identify specific resources and resource gaps. For each strategy, resources are scored as follows:

## Resource Scores

### Known Committed Resources (2)

These are strategies that already have committed resources to proceed and implement (e.g., dedicated staff, secured funding, workplans identified) and are considered most viable. They are also considered completely resourced, so while additional resources may support greater impact, they are not necessary for successful implementation. These may include strategies from the Limited New Resources Needed category as of the previous update cycle or may change from one of the less-resourced categories depending on current funding, staffing, etc.

### Limited New Resources Needed (1)

These are strategies that need new or additional resources to implement but that can likely be obtained through an existing budgeting process and/or community channels (i.e., less than 1 FTE and/or less than \$50,000). These should be considered priority for identification of resources and could also include strategies from other categories as resources become available.

### New Resources Needed (0)

These are strategies that need new resources to implement and will require some coordination of budgeting processes, partnered or shared resources, and/or grants (i.e., 1-2 FTE or \$50,000-100,000). Without resources, implementation of these strategies will need to continue to wait.

### Practicality Table

The table below hides the TBL and Carbon Scores and unhides a column (column T) that sums the two for a practicality score before sorting largest to smallest to demonstrate the highest scoring practicality strategies. It includes all the highest scoring strategies (4) and the first few medium scoring strategies (3). The practicality score is a hidden column of the Strategy Screen tab of the spreadsheet tool. The complete initial Strategy Screen Matrix is presented graphically at the end of this appendix.

Screenshot of the practicality evaluation from the spreadsheet tool

Strategy Name	Practicality		Practicality
	Timelin	Resources	Total Practicality Score
FS3: Institutional use of locally grown produce* making	2	2	4
WA5: Water conservation program*	2	2	4
FS2: Municipal use of locally grown produce*	2	2	4
WS1: Waste education and outreach	2	2	4
HW4: Municipal bike share program incentive program	2	2	4
FS4: Locally-grown food options and information* about local programs*	2	2	4
WA4: Water pricing structures	2	2	4
HW1: Public health and wellness policy and program alignment	2	2	4

## Total Score Methodology

The total score for the initial Strategy Screening is a sum of the TBL score, GHG score, and Practicality Score. This provides both a comprehensive summary score based on synergies, impact and practicality as well as presenting in such a way that if individual criteria are more important to decision makers then they have the option to see what they are. The final processing step is to sort the spreadsheet by the total score, using the largest to smallest function. The sorted spreadsheet can then be printed out using the print function on legal sized paper to allow for ease of readability. The summary tables presented earlier in the plan and inserted at the end of this appendix provides this full ranking and criteria for the first cycle of ranking.

## Total Prioritized Sustainability Score

The strategies below have all columns hidden except the Total score which is sorted largest to smallest. Values range from the highest (9.5) to one of the natural breaks as a mid-score (7.33)

Screenshot of the total score from the spreadsheet tool

Strategy Name	Total Overall Strategy Score
FS4: Educate about Locally-grown food options and benefits*	9.50
WA3: Use triple bottom line criteria for utility decision making	9.00
<b>EN2: Expand community participation in energy efficiency programs*</b>	<b>8.83</b>
<i>FS3: Increase institutional use of locally grown produce*</i>	8.58
FS5: Inform urban and local farmers and ranchers about local programs*	8.58
FS2: Increase municipal use of locally grown produce*	8.33
T4: Adopt transit and EV supportive zoning and land use regulations*	8.17
<b>EN4: Develop coalition of New Mexico cities and counties for energy policy</b>	<b>8.17</b>
WA5: Expand water conservation program*	8.17
WS1: Conduct waste education and outreach	7.92
BE6: Update land use plan	7.67
<i>CD6: Increase availability of affordable and workforce housing</i>	7.67
WA4: Evaluate water pricing structures	7.67
<i>CD1: Continue Verde community project*</i>	<b>7.58</b>
EN1: Implement energy efficiency and renewable energy systems at City	7.58
<i>ET4: Create City sustainability internship program</i>	7.58
EN3: Conduct energy efficiency and renewable energy public information	<b>7.42</b>
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts	7.33
HW3: Launch municipal bike share program	7.33

# Baseline Strategy Screening Matrix



ECOLOGICAL RESILIENCE



Energy



Ecosystems



Water



Waste

BE7: Pilot and incentivize sustainable development practices <sup>^</sup>	1	1	1	1
EN2: Expand community participation in energy efficiency programs <sup>*^</sup>	2	0	1	0
BE6: Updated land use plan <sup>^</sup>	1	2	1	0
CD6: Increase availability of affordable and workforce housing <sup>*^</sup>	1	1	1	1
CDI: Continue Verde Fund community project <sup>*^</sup>	2	1	1	1
FS6: Support regional food economy development <sup>*^</sup>	1	0	1	1
BE2: Eliminate greenhouse gas emissions from building operations <sup>*^</sup>	2	1	0	1
FS4: Educate about locally-grown food options and benefits <sup>*^</sup>	0	0	1	1
EN5: Develop public electric vehicle charging infrastructure <sup>*^</sup>	1	1	0	0
T6: Invest in multi-modal transportation options <sup>*^</sup>	0	0	0	0
T4: Adopt transit and EV-supportive zoning and land use regulations <sup>*^</sup>	1	0	1	0
T5: Increase transit ridership <sup>*^</sup>	0	0	0	0
EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy <sup>*^</sup>	2	1	1	0
EN9: Upgrade street lighting <sup>*^</sup>	2	1	1	0
WA3: Use triple bottom line criteria for water utility decision making <sup>^</sup>	1	1	1	1
ENII: Explore energy efficiency utility <sup>^</sup>	2	0	1	0
T9: Develop smart transportation system and multi-modal network <sup>*^</sup>	0	0	0	0
BE3: Eliminate greenhouse gas emissions from City building operations <sup>*^</sup>	2	1	1	1
ES5: Enhance urban forest stewardship	1	2	2	1
ES7: Adopt conservation best management practices	1	2	2	1
ENI: Implement energy efficiency and renewable energy systems at City facilities <sup>*^</sup>	2	1	1	0
ET4: Create City sustainability internship program	1	1	1	1
FS3: Increase institutional use of locally grown produce <sup>*</sup>	0	0	1	1
FS5: Inform urban and local farmers and ranchers about local programs <sup>*</sup>	0	1	1	1
FS8: Ensure transit service to food outlets	1	0	0	1
T7: Integrate transit-supporting technology <sup>*^</sup>	0	0	0	0
EN3: Conduct energy efficiency and renewable energy public information campaign <sup>*^</sup>	2	1	0	0
EN6: Develop residential PACE program <sup>^</sup>	2	1	1	2
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts	0	2	2	0
FS2: Increase municipal use of locally grown produce <sup>*</sup>	0	0	1	1
ETI: Coordinate school sustainability education	1	1	1	1

<sup>\*</sup>Closely aligns with Advancing Sustainability Working Group recommendations.

<sup>^</sup>High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score
1	2	2	1	2	1	2	2	6.17
2	2	0	1	1	0	1	3	5.83
1	2	2	0	1	1	2	2	5.67
2	2	1	0	1	1	2	2	5.67
2	2	0	1	1	0	2	2	5.58
2	1	1	1	2	2	1	2	5.58
1	2	0	1	1	0	0	3	5.5
2	0	1	2	2	2	2	2	5.5
1	2	2	1	1	1	2	2	5.42
1	1	2	1	1	1	1	3	5.33
1	2	2	1	1	1	1	2	5.17
1	2	2	0	1	0	1	3	5.17
1	1	0	1	0	0	1	3	5.17
1	2	1	1	1	0	1	2	5.08
1	1	1	1	1	1	1	2	5.00
1	1	0	1	0	0	1	3	4.92
1	1	2	0	1	0	1	3	4.83
1	2	0	0	1	0	1	2	4.75
1	1	1	1	2	1	1	1	4.75
1	1	1	1	1	2	1	1	4.67
2	2	0	1	0	0	0	2	4.58
2	1	1	2	1	1	1	1	4.58
2	1	1	2	1	2	2	1	4.58
2	1	1	1	2	2	1	1	4.58
1	1	2	1	2	2	2	1	4.58
1	1	2	1	2	0	2	2	4.58
1	1	0	2	0	0	2	2	4.42
1	0	0	1	0	1	0	2	4.33
1	2	1	1	1	1	1	1	4.33
2	1	1	1	2	2	1	1	4.33
1	1	1	2	1	1	1	1	4.25



ECOLOGICAL RESILIENCE



	Energy	Ecosystems	Water	Waste
ET5: Establish City employee sustainability training program	1	1	1	1
T8: Employ transportation coordinator	0	0	0	0
EN8: Increase access to solar for community residents and businesses*^	2	0	1	0
ES1: Coordinate environmental stewardship campaign	1	2	1	1
ES4: Develop urban ecosystems improvement strategy	0	2	2	1
ES6: Increase carbon sequestration in plants and soil	1	2	1	1
WA5: Expand water conservation program*	1	1	2	2
BE4: Pilot building energy and water performance reporting*^	1	0	1	0
CD11: Create sustainable technology research and development consortium	1	0	2	1
T2: Promote healthy and active transportation modes*^	0	0	0	0
WA9: Showcase water efficiency retrofits at City facilities*	1	1	2	1
WS10: Create resource recovery park	1	1	0	2
EN12: Provide solar financial clearinghouse^	2	0	1	0
EN7: Implement combined heat and power system^	2	0	0	0
WS1: Conduct waste education and outreach	1	1	1	2
WA11: Develop a Drought Preparedness Plan*	1	2	2	2
WS6: Pass universal recycling ordinance	0	1	0	2
WS9: Grow recycling and reuse economy	1	0	0	2
WA4: Evaluate water pricing structures	1	1	2	1
WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*	1	1	2	1
CD9: Create entrepreneurship ecosystem model	1	0	1	1
ET3: Collaborate with Santa Fe Community College	1	1	1	1
BE5: Reduce water use through the built environment	1	0	2	1
T3: Modernize City vehicle fleet*	0	0	0	0
WS5: Establish residential pay-as-you-throw pricing	0	0	0	2
WS8: Ensure municipal environmentally preferable procurement	1	1	1	2
ES8: Complete ecosystem value assessment	0	2	1	1
HW3: Launch Municipal bike share program	0	0	0	0
ET2: Collaborate with ECO School	1	1	1	1
WA7: Enhanced leak detection	1	1	2	1
WS2: Implement zero waste strategy	0	1	0	2
TI: Develop municipal employee alternative transit incentive program	0	0	0	0
EN10: Explore resilient City energy system	2	0	1	0

\*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

	Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score
	1	1	1	2	1	1	1	1	4.25
	2	1	2	1	2	1	2	1	4.17
	1	1	0	1	0	0	2	2	4.17
	0	1	1	2	1	1	1	1	4.17
	1	1	0	2	1	1	1	1	4.17
	1	0	1	1	1	2	1	1	4.17
	1	1	0	1	0	2	1	1	4.17
	1	2	0	1	0	0	1	2	4.00
	2	1	0	1	0	0	1	1	4.00
	0	1	2	1	2	0	1	2	4.00
	1	2	0	1	1	0	1	1	4.00
	2	1	0	2	0	0	2	1	4.00
	1	1	0	1	0	0	1	2	3.92
	1	1	0	1	0	0	2	2	3.92
	1	1	0	1	1	1	1	1	3.92
	1	1	1	1	1	1	1	0	3.75
	2	1	0	1	1	1	1	1	3.75
	2	1	0	2	0	0	2	1	3.75
	1	1	0	0	0	1	2	1	3.67
	1	1	0	1	0	1	1	1	3.67
	2	1	1	0	0	1	1	1	3.58
	2	1	1	2	1	1	1	0	3.58
	1	2	0	1	0	0	1	1	3.50
	1	0	2	0	1	0	1	2	3.50
	1	1	0	1	1	2	1	1	3.42
	1	1	0	0	1	1	0	1	3.42
	2	1	1	1	2	0	1	0	3.33
	1	1	2	1	2	0	1	1	3.33
	2	0	1	2	1	1	1	0	3.25
	1	1	0	0	0	0	1	1	3.17
	1	1	0	1	0	1	1	1	3.17
	1	1	2	1	1	0	1	1	3.08
	1	1	0	1	0	0	1	1	2.92



ECOLOGICAL RESILIENCE



	Energy	Ecosystems	Water	Waste
WA10: Establish a scoop-the-poop campaign	0	1	1	2
WS7: Reduce construction and demolition waste	0	1	0	2
WS4: Encourage extended producer responsibility	1	0	0	2
SE4: Explore climate sanctuary city designation	1	0	1	0
CD7: Catalyze redevelopment of Opportunity Zones	1	0	1	0
ES3: Expand air quality monitoring and reporting	1	2	0	0
SE5: Convene homelessness prevention task force	0	1	0	1
WA1: Optimize management of reclaimed water	2	1	2	0
WS3: Improve recycling for City operations	0	0	0	2
FS7: Establish healthy food zones	0	0	0	0
FS1: Improve Supplemental Nutrition Assistance Program	0	0	0	1
CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus	0	0	0	0
ES9: Remediate Los Alamos National Laboratory waste	0	2	1	1
BE1: Ensure healthy indoor air quality	1	0	0	0
HW1: Align public health and wellness policies and program	0	0	0	0
SE3: Provide emergency rental assistance	0	0	0	0
CD10: Develop Telecommunications Strategic Plan	0	0	0	0
WA2: Enhance groundwater modeling and monitoring*	1	2	2	0
WA6: Continue water system education and outreach	1	1	2	1
HW2: Expand outdoor activities and programs	0	1	0	0
HW4: Expand Municipal employee health and wellness programs	0	0	0	1
CD2: Develop new Economic Development Strategy	0	0	0	0
SE2: Develop social equity indicators	0	0	0	0
CD5: Expand regional economic development collaboration	1	0	0	0
SE1: Seek diverse representation and leadership on City boards and committees	0	0	0	0
CD3: Facilitate existing and emerging industry roundtable	0	0	0	0
CD4: Simplify business licensing	0	0	0	0

\*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score
0	1	1	1	2	1	1	0	2.92
1	1	0	1	0	0	1	1	2.92
1	0	0	1	0	1	1	1	2.83
1	1	1	1	1	1	2	0	2.75
2	2	1	0	0	0	2	0	2.67
0	0	2	1	2	0	2	0	2.67
0	1	1	1	2	1	2	0	2.67
1	1	0	1	0	1	1	0	2.67
0	1	0	1	0	2	0	1	2.58
1	1	0	2	2	2	1	0	2.42
1	0	0	1	2	2	2	0	2.42
2	2	0	1	1	0	2	0	2.33
1	0	0	1	1	1	1	0	2.33
1	2	0	1	2	0	1	0	2.25
1	1	1	1	2	1	1	0	2.25
1	2	0	1	2	0	2	0	2.25
2	1	1	0	1	0	2	0	2.08
1	0	0	1	0	1	0	0	2.08
1	0	0	1	0	0	1	0	2.08
1	0	0	2	2	0	1	0	1.83
0	0	1	1	2	1	1	0	1.83
2	1	0	1	0	0	2	0	1.75
1	1	1	1	0	0	2	0	1.75
2	0	0	1	0	1	1	0	1.67
1	0	0	1	1	0	2	0	1.33
2	0	0	1	0	0	1	0	1.17
1	0	1	0	0	0	1	0	0.92

## Initial Strategy Screening Matrix

The following matrix illustrates the results of the initial practicality evaluation as well as the baseline TBL+C evaluation. The TBL scores are summarized by planning pathway, and total scores are illustrated for the carbon neutrality category and the two practicality scores of timeline and resources. This matrix can help to make final decisions for the initial year of implementation and can be recast as subsequent iterations of implementation are undertaken.

FS4: Educate about locally-grown food options and benefits*
WA3: Use triple bottom line criteria for water utility decision making
EN2: Expand community participation in energy efficiency programs*
FS3: Increase institutional use of locally grown produce*
FS5: Inform urban and local farmers and ranchers about local programs*
FS2: Increase municipal use of locally grown produce*
T4: Adopt transit and EV-supportive zoning and land use regulations*
EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy*
WA5: Expand water conservation program expansion*
WSI: Conduct waste education and outreach
BE6: Updated land use plan
WA4: Evaluate water pricing structures
CDI: Continue Verde Fund community project continuation*
ENI: Implement energy efficiency and renewable energy systems at City facilities*
ET4: Create City sustainability internship program
EN3: Conduct energy efficiency and renewable energy public information campaign*
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts
HW3: Launch Municipal bike share program
ETI: Coordinate school sustainability education
ET5: Establish City employee sustainability training program
BE7: Pilot and incentivize sustainable development practices
ESI: Coordinate environmental stewardship campaign
WA7: Enhanced leak detection
EN9: Upgrade street lighting*
T1: Develop municipal employee alternative transit incentive program
T2: Promote healthy and active transportation modes*
ES5: Enhance urban forest stewardship
CD6: Increase availability of affordable and workforce housing*
WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*



Timeline

Resources

Total Practicality Score

Overall Strategy Score

0.5	1.00	2	2	2	2	4		9.50
1	1.00	1	2	2	2	4		9.00
0.75	1.33	0.75	3	2	1	3		8.83
0.5	1.33	1.75	1	2	2	4		8.58
0.75	1.33	1.5	1	2	2	4		8.58
0.5	1.33	1.5	1	2	2	4		8.33
0.5	1.67	1	2	1	2	3		8.17
1	0.67	0.5	3	2	1	3		8.17
1.5	0.67	1	1	2	2	4		8.17
1.25	0.67	1	1	2	2	4		7.92
1	1.67	1	2	1	1	2		7.67
1.25	0.67	0.75	1	2	2	4		7.67
1.25	1.33	1	2	2	0	2		7.58
1	1.33	0.25	2	2	1	3		7.58
1	1.33	1.25	1	1	2	3		7.58
0.75	0.67	1	2	2	1	3		7.42
1	1.33	1	1	2	1	3		7.33
0	1.33	1	1	2	2	4		7.33
1	1.00	1.25	1	2	1	3		7.25
1	1.00	1.25	1	1	2	3		7.25
1	1.67	1.5	2	0	1	1		7.17
1.25	0.67	1.25	1	2	1	3		7.17
1.25	0.67	0.25	1	2	2	4		7.17
1	1.33	0.75	2	1	1	2		7.08
0	1.33	0.75	1	2	2	4		7.08
0	1.00	1	2	2	1	3		7.00
1.5	1.00	1.25	1	1	1	2		6.75
1	1.67	1	1	1	1	2		6.67
1.25	0.67	0.75	1	1	2	3		6.67

CD9: Create entrepreneurship ecosystem model

ET3: Collaborate with Santa Fe Community College

FS6: Support regional food economy development\*

FS8: Ensure transit service to food outlets

T3: Modernize City vehicle fleet\*

EN5: Develop public electric vehicle charging infrastructure\*

HW1: Align public health and wellness policies and program

T5: Increase transit ridership\*

EN8: Increase access to solar for community residents and businesses\*

ES4: Develop urban ecosystems improvement strategy

ES6: Increase carbon sequestration in plants and soil

WA2: Enhance groundwater modeling and monitoring\*

WA6: Continue water system education and outreach

BE4: Pilot building energy and water performance reporting\*

WA9: Showcase water efficiency retrofits at City facilities\*

HW2: Expand outdoor activities and programs

T9: Develop smart transportation system and multi-modal network\*

WS4: Encourage extended producer responsibility

ES7: Adopt conservation best management practices

SE4: Explore climate sanctuary city designation

WS6: Pass universal recycling ordinance

WS9: Grow recycling and reuse economy

CD7: Catalyze redevelopment of Opportunity Zones

ES3: Expand air quality monitoring and reporting

WA1: Optimize management of reclaimed water

BE2: Eliminate greenhouse gas emissions from building operations\*

WS5: Establish residential pay-as-you-throw pricing

WS8: Ensure municipal environmentally preferable procurement

SE1: Seek diverse representation and leadership on City boards and committees

T6: Invest in multi-modal transportation options\*

EN6: Develop residential PACE program

ET2: Collaborate with ECO School

CD3: Facilitate existing and emerging industry roundtable



Timeline

Resources

Total Practicality  
ScoreOverall  
Strategy Score

0.75	1.33	0.5	1	1	2	3		6.58
1	1.33	1.25	0	1	2	3		6.58
0.75	1.33	1.5	2	1	0	1		6.58
0.5	1.33	1.75	1	1	1	2		6.58
0	1.00	0.5	2	2	1	3		6.50
0.5	1.67	1.25	2	1	0	1		6.42
0	1.00	1.25	0	2	2	4		6.25
0	1.67	0.5	3	1	0	1		6.17
0.75	0.67	0.75	2	1	1	2		6.17
1.25	0.67	1.25	1	1	1	2		6.17
1.25	0.67	1.25	1	1	1	2		6.17
1.25	0.33	0.5	0	2	2	4		6.08
1.25	0.33	0.5	0	2	2	4		6.08
0.5	1.00	0.5	2	1	1	2		6.00
1.25	1.00	0.75	1	1	1	2		6.00
0.25	0.33	1.25	0	2	2	4		5.83
0	1.33	0.5	3	0	1	1		5.83
0.75	0.33	0.75	1	1	2	3		5.83
1.5	1.00	1.25	1	0	1	1		5.75
0.5	1.00	1.25	0	1	2	3		5.75
0.75	1.00	1	1	1	1	2		5.75
0.75	1.00	1	1	1	1	2		5.75
0.5	1.67	0.5	0	1	2	3		5.67
0.75	0.67	1.25	0	1	2	3		5.67
1.25	0.67	0.75	0	2	1	3		5.67
1	1.00	0.5	3		0	0		5.50
0.5	0.67	1.25	1	1	1	2		5.42
1.25	0.67	0.5	1	1	1	2		5.42
0	0.33	1	0	2	2	4		5.33
0	1.33	1	3	0	0	0		5.33
1.5	0.33	0.5	2	1	0	1		5.33
1	1.00	1.25	0	1	1	2		5.25
0	0.67	0.5	0	2	2	4		5.17

- WS2: Implement zero waste strategy
  - WS10: Create resource recovery park
  - CD4: Simplify business licensing
  - EN10: Explore resilient City energy system
  - EN11: Explore energy efficiency utility
  - EN7: Implement combined heat and power system
  - WA10: Establish a scoop-the-poop campaign
  - WS7: Reduce construction and demolition waste
  - HW4: Expand Municipal employee health and wellness programs
  - BE3: Eliminate greenhouse gas emissions from City building operations\*
  - CD2: Develop new Economic Development Strategy
  - WA11: Develop a Drought Preparedness Plan\*
  - CD5: Expand regional economic development collaboration
  - T7: Integrate transit-supporting technology\*
  - WS3: Improve recycling for City operations
  - BE5: Reduce water use through the built environment
  - FS7: Establish healthy food zones
  - FS1: Improve Supplemental Nutrition Assistance Program
  - BE1: Ensure healthy indoor air quality
  - SE3: Provide emergency rental assistance
  - T8: Employ transportation coordinator
  - CD10: Develop Telecommunications Strategic Plan
  - EN12: Provide solar financial clearinghouse
  - SE5: Convene homelessness prevention task force
  - CD11: Create sustainable technology research and development consortium
  - CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus
  - ES8: Complete ecosystem value assessment
  - ES9: Remediate Los Alamos National Laboratory Waste
  - SE2: Develop social equity indicators
- \*Closely aligns with Advancing Sustainability Working Group recommendations.



Timeline

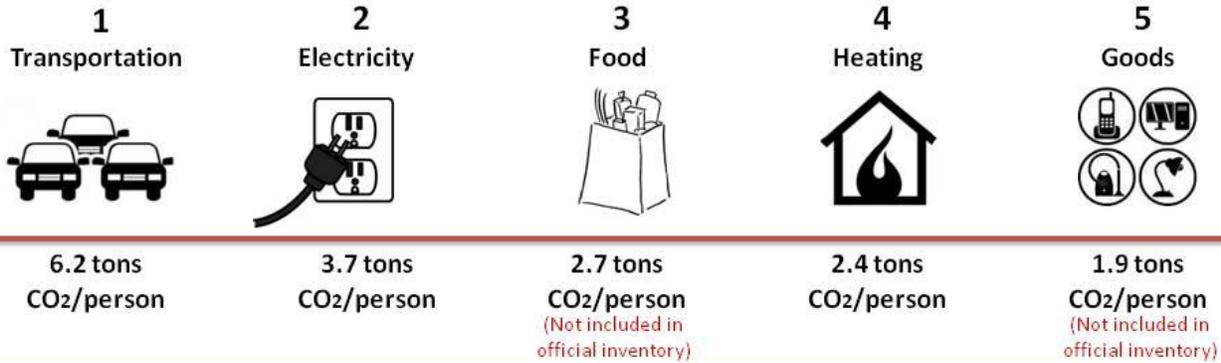
Resources

Total Practicality  
ScoreOverall  
Strategy Score

0.75	0.67	0.75	1	Timeline	Resources	Total Practicality Score	Overall Strategy Score	5.17
1	1.00	1	1	0	1	1		5.00
0	0.67	0.25	0	2	2	4		4.92
0.75	0.67	0.5	1	1	1	2		4.92
0.75	0.67	0.5	3	0	0	0		4.92
0.5	0.67	0.75	2	1	0	1		4.92
1	0.67	1.25	0	1	1	2		4.92
0.75	0.67	0.5	1	1	1	2		4.92
0.25	0.33	1.25	0	1	2	3		4.83
1.25	1.00	0.5	2		0	0		4.75
0	1.00	0.75	0	2	1	3		4.75
1.75	1.00	1	0	0	1	1		4.75
0.25	0.67	0.75	0	1	2	3		4.67
0	1.33	1.25	2	0	0	0		4.58
0.5	0.33	0.75	1	1	1	2		4.58
1	1.00	0.5	1	1	0	1		4.50
0	0.67	1.75	0	1	1	2		4.42
0.25	0.33	1.75	0	1	1	2		4.33
0.25	1.00	1	0	2	0	2		4.25
0	1.00	1.25	0	2	0	2		4.25
0	1.67	1.5	1	0	0	0		4.17
0	1.33	0.75	0	1	1	2		4.08
0.75	0.67	0.5	2	0	0	0		3.92
0.5	0.67	1.5	0	1	0	1		3.67
1	1.00	0.5	1	0	0	0		3.50
0	1.33	1	0	0	1	1		3.33
1	1.33	1	0	0	0	0		3.33
1	0.33	1	0	0	1	1		3.33
0	1.00	0.75	0	1	0	1		2.75

# Appendix C: Greenhouse Gas Emissions Baseline

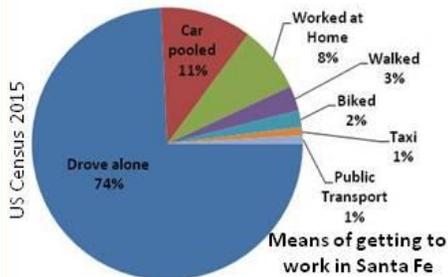
## Greenhouse Gas Emissions for Santa Fe City & County



Source: 2015 GHG Emissions Inventory: The City of Santa Fe and Santa Fe County

### Can we clean up transportation?

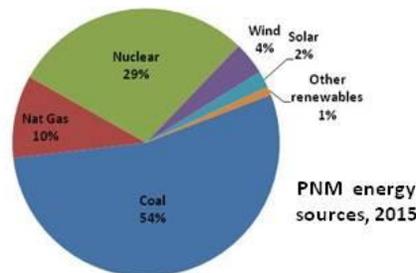
Transportation is about connecting people to goods and services. How can we have a built environment and services that make it convenient to drive less?



1. **Reduce Demand:** bike or walk to work, carpool, or take the bus.
2. **Support the development of denser neighborhoods, oppose urban sprawl.**

### Where's our electricity come from?

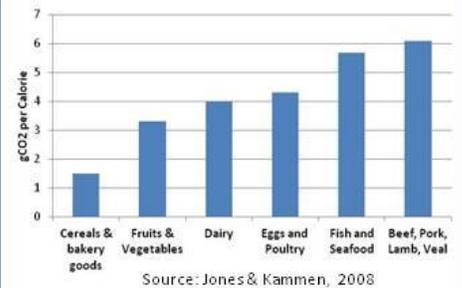
PNM is the electricity service provider for most homes in NM. Currently, 54% of PNM's electricity comes from coal, the dirtiest form of electricity production



1. **Reduce Demand:** install LED lights, buy an efficient refrigerator with a rebate.
2. **Tell PNM you want more renewables!**
3. **Get a loan and install solar PV on your roof.**

### How does my food pollute?

15% of all human-produced emissions come from livestock, mostly cattle, primarily from production of their food, and methane release through their digestion. (FAO, 2013)



1. **Reduce consumption of meat, especially beef and seafood.**
2. **Buy food produced locally, reducing transportation emissions.**

### Following an Equitable Path towards Carbon Neutrality

Santa Fe's City Council passed a resolution to be Carbon Neutral by 2040. This means that the amount of carbon dioxide emissions from activities are vastly reduced and balance with sequestration so that there are no NET emissions. This will require:

1. PNM transitions to 100% carbon-free electricity
2. Transportation sector becomes 100% electric
3. Increase efficiency of heating and electrical use in homes and businesses
4. Built environment becomes denser, and public transportation becomes more convenient
5. Reduction in consumption of meat, and disposable consumer goods

Not all actions that reduce greenhouse gas lead to sustainable development. We need to understand how a program or policy answers the following questions:



**Does it reduce CO<sub>2</sub>? Does it conserve water? Does it preserve natural habitats?**

**Do vulnerable community members benefit? Do they have a voice in the process?**

**Does it create new jobs or industries? Does it save money for homes and businesses in the long term?**

# OFFICIAL 2015 GHG EMISSION INVENTORY

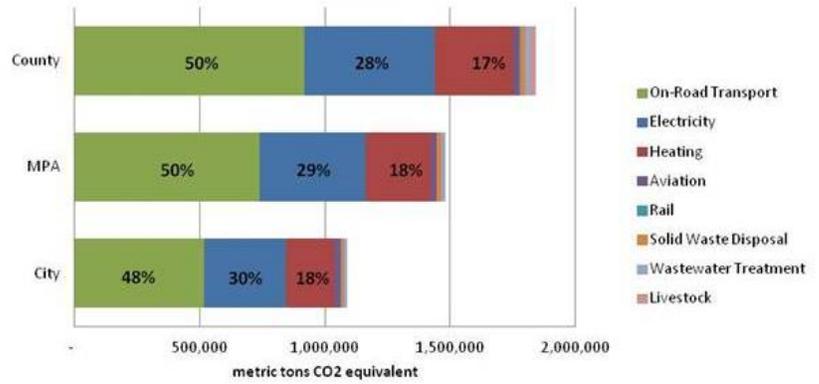


**City of Santa Fe**  
 Pop: 83,500  
 Area: 37 sq mi  
 Density: 2,232 per/sq mi

**Santa Fe Metropolitan Planning Area (MPA)**  
 Pop: 119,800  
 Area: 478 sq mi  
 Density: 250 per/sq mi

**Santa Fe County**  
 Pop: 148,400  
 Area: 1,911 sq mi  
 Density: 78 per/sq mi

2015 GHG Emissions for Santa Fe County, MPA, and City



**Not all emission categories are included in the official inventory**

The Climate Working Group, on behalf of the Sustainable Santa Fe Commission, developed a greenhouse gas emissions inventory for Santa Fe and nearby communities, in accordance with the standards of measurement adopted by the Compact of Mayors. The inventory focuses on emissions PRODUCED within the geographic boundaries. These emissions are easier to measure and track, but EXCLUDES important sectors, like food, goods, and services. The inventory can be downloaded at: [www.sustainablesantafe2040.com/climate](http://www.sustainablesantafe2040.com/climate)

# Appendix D: Carbon Neutrality Analysis Methodology

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## Greenhouse Gas Inventory

The GHG inventory established baseline emissions for the County, MPA, and City. The City used 2015 for the baseline year and followed Global Protocol for Communities (GPC) reporting requirements. Emissions were reported for Scope 1 and 2 sources, but not for Scope 3.

The GPC classifies emissions as Scope 1, 2, or 3. Scope 1 emissions refer to those that are emitted within the City boundary (or other designated area), Scope 2 emissions are those occurring as the result of electricity, heating, steam, or other cooling demands, even if they are generated outside of the City, and Scope 3 are all other emissions that might occur outside of the chosen boundary as a result of choices or actions occurring within the boundary.

The sources in the inventory include:

- |                          |                           |
|--------------------------|---------------------------|
| • Electricity            | • Natural Gas             |
| • On-road Transportation | • Aviation                |
| • Rail                   | • Solid Waste Disposal    |
| • Wastewater Treatment   | • Livestock (County only) |

This analysis found that the total carbon emissions were 1.1, 1.5, and 1.9 million metric tons carbon dioxide equivalents (MT CO<sub>2</sub>e) for the City, MPA, and County respectively. In all three cases, on-road transportation, electricity, and natural gas use are the three largest sources making up over 95% of total emissions. These three sources are the areas in which the City can affect the largest change.

The City will update the inventory regularly to show the impact of carbon reduction strategies on the City's emissions. Outlined in the GHG inventory is a plan for improving data quality in subsequent iterations to allow policy and behavior changes to be reflected in the inventory. For full details on the GHG Inventory, please see the [2015 GHG Emissions Inventory – The City of Santa Fe and Santa Fe County](#), available for download at [www.sustainablesantafe2040.com](http://www.sustainablesantafe2040.com)

## Mitigation Strategy Analysis

Once the inventory established a baseline, the first step in strategy analysis was to determine the MPA's estimated emissions if no changes were made to current growth and emissions patterns (Business as Usual), which was estimated to about 1.6 million MT CO<sub>2</sub>e in 2030. To be on track to meet the City's carbon neutrality goal by 2040, the MPA's 2030 GHG emissions need to be 592,000 MT CO<sub>2</sub>e or a total emissions reduction of 985,000 MT CO<sub>2</sub>e.

Brendle Group analyzed the carbon reduction potential of several strategies meet this carbon reduction goal. The strategies developed were designed to provide the greatest impact by addressing the three major GHG sources identified by the inventory. The strategies fall into three main categories: energy efficiency, transportation, and renewable energy.

## Federal Programs

The impact of national policies designed to reduce the country's GHG emissions were calculated to show what the MPA's emissions would be if there were no changes in local use patterns or policies. The two policies included in this analysis were the Corporate Average Fuel Efficiency (CAFE) standards for vehicle fuel efficiency and the Clean Power Plan requirements for decreasing the GHG emissions intensity of electricity generation.

### CAFE Standards

These standards were established in 1975 to govern the minimum fuel efficiency of cars and trucks sold in the United States. In 2009, these fuel efficiency standards were updated to address GHG emissions from vehicles to combat global warming. Under these standards any new vehicles purchased by residents would have to have a fuel efficiency of at least 53 MPG in 2030, which is estimated to raise the average fuel efficiency of the vehicle fleet by 20 MPG given the current rate of new vehicle purchases. This would result in GHG emissions reduction of about 347,100 MT CO<sub>2</sub>e in 2030 or about 35% of the required reductions.

In 2018, the EPA rejected the fuel efficiency standards set in 2008 for model years 2022-2025 and the standards are in the process of being reexamined. The impact of this decision is still unknown. While the standards for sales in the United States will likely be lowered, there are still substantial world markets that continue to push vehicle fuel efficiency in Europe and China as well as several states that are considering fuel efficiency standards of their own if federal standards are overturned. These markets as well as public demand for fuel efficient vehicles will likely continue to push most manufacturers to continue to increase the fuel efficiency of vehicles (Kulisch, 2018). The impact of the CAFE standards on the MPA's emissions will likely be reduced if these national standards are significantly reduced or repealed.

### Clean Power Plan and PNM Resource Plan

The Clean Power Plan was enacted in 2015 to address GHG emissions from electricity generation across the country. This plan requires individual states to create local plans to meet the carbon reduction standards set by the policy. The Clean Power Plan mandated a 32% decrease in emissions from 2012 baseline levels by 2030 nationally, and a 28% decrease over that same timeline for the New Mexico Power grid. PNM has chosen to exceed the requirements of the CPP, setting emissions factor reductions goals of 60% below 2012 baseline by 2040 and have already reduced their emissions factor to 40% below the 2012 baseline in 2018. If PNM stays on track to meet their 2040 goal, the MPA's total emissions will be reduced by 232,000 MT CO<sub>2</sub>e in 2030 about 24% of the required reduction.

In March of 2017, the President ordered a review of the Clean Power Plan, which resulted in an Energy Independence Report by the EPA in October 2017. It is expected that the plan will be repealed, or the requirements significantly reduced. However, since PNM has set emissions reduction goal above and beyond the requirements of the CPP, this may have little effect on the electricity emissions factor changes planned. This is an extremely notable commitment that will bear ongoing scrutiny but represents a relatively aspirational target for a power providing utility.

## Energy Efficiency

Building energy use makes up almost half of the total emissions for the MPA, so energy efficiency is an important component of a carbon neutrality plan. Building energy efficiency was analyzed through strategies addressing four sectors 1) residential new construction, 2) existing residential buildings, 3) commercial new construction, and 4) existing commercial buildings.

### New Construction

The energy working group has set a goal for all new buildings to be net zero by 2030. For this analysis it was assumed that the energy use of new buildings could be reduced by 70% through energy efficiency measures and the remaining energy was provided by renewable energy sources. Phasing in this policy, so all new buildings are net zero by 2030 would reduce the MPA's emissions by about 12,500 MT CO<sub>2</sub>e or about 1% of the required reductions.

### Existing Buildings

To estimate the energy savings potential of existing buildings, typical savings from programs around the country were examined. These programs included utility incentives, property assessed clean energy (PACE) financing, energy management, and education campaigns. Through this analysis it was estimated that the MPA could achieve 17% reduction in energy use from residential buildings and 28% reduction from commercial buildings. These energy efficiency improvements would result in GHG emissions reduction of about 133,000 MT CO<sub>2</sub>e, or about 10% of the required reductions.

## Transportation

On-road transportation is the largest GHG source for the MPA making up about 48% of total emissions. This source is difficult to address in car dependent cities especially in low density cities like Santa Fe. Three strategies designed to reduce vehicle emissions were analyzed: 1) Reduce necessary travel miles, 2) Shift travel to higher occupancy vehicles, and 3) Improve vehicle fuel efficiency.

Land use change goals set by the working groups based on smart growth principles ensure that the necessary amenities are near where residents live and work reducing travel necessary for daily activities. Coupling these infill and smart growth principles with affordable workforce housing will further amplify the carbon emissions reduction benefits as members of that population are more likely to have to drive farther as well as more likely to have older and less fuel-efficient vehicles as primary means of transportation. The effect of encouraging 50% of new construction to follow these principles on total vehicle miles traveled was calculated. While smart growth can have a significant impact on the travel patterns of residents within the new developments, the growth rate for Santa Fe is low, so this strategy only reduced transportation emissions by about 6,300 MT CO<sub>2</sub>e.

Next, the strategies for switching resident travel from single-occupancy vehicles to other transportation modes was examined. This included increasing transit ridership by 2% per year, based on a working group goal, and facilitating the growth of car sharing programs. Together these programs are estimated to reduce transportation emissions by 17,000 MT CO<sub>2</sub>e.

Finally, the impact of increasing the fuel efficiency of the vehicles remaining on the road was analyzed. The substantial impact on emissions from CAFÉ standards is included in the adjusted baseline since it is a national effort and not influenced by City policies. This analysis focused on encouraging electric vehicles,

which will be required to meet the City’s carbon neutral goal. To be carbon neutral, any energy required for on-road transportation must be met by renewable energy sources, which necessitates electric vehicles. If the City can encourage 50% of new vehicles purchased to be electric vehicles the estimated GHG emissions reduction is 40,000 MT CO<sub>2</sub>e.

With these three strategies together, transportation emissions can be reduced by 63,300 MT CO<sub>2</sub>e or about 6% of the required reductions.

### Renewable Energy

To reach carbon neutrality, all of the MPA’s remaining energy needs must be met by renewable energy. Any renewable energy installed by PNM to meet their Clean Power Plan obligations has been included in the MPA’s adjusted business as usual estimate. This strategy focuses on installations by the MPA to supplement the Utility’s efforts. Based on a previous study, it was estimated the MPA could install 44 Megawatts of solar. This would result in GHG emissions reduction of 120,000 MT CO<sub>2</sub>e or about 6% of the required reductions.

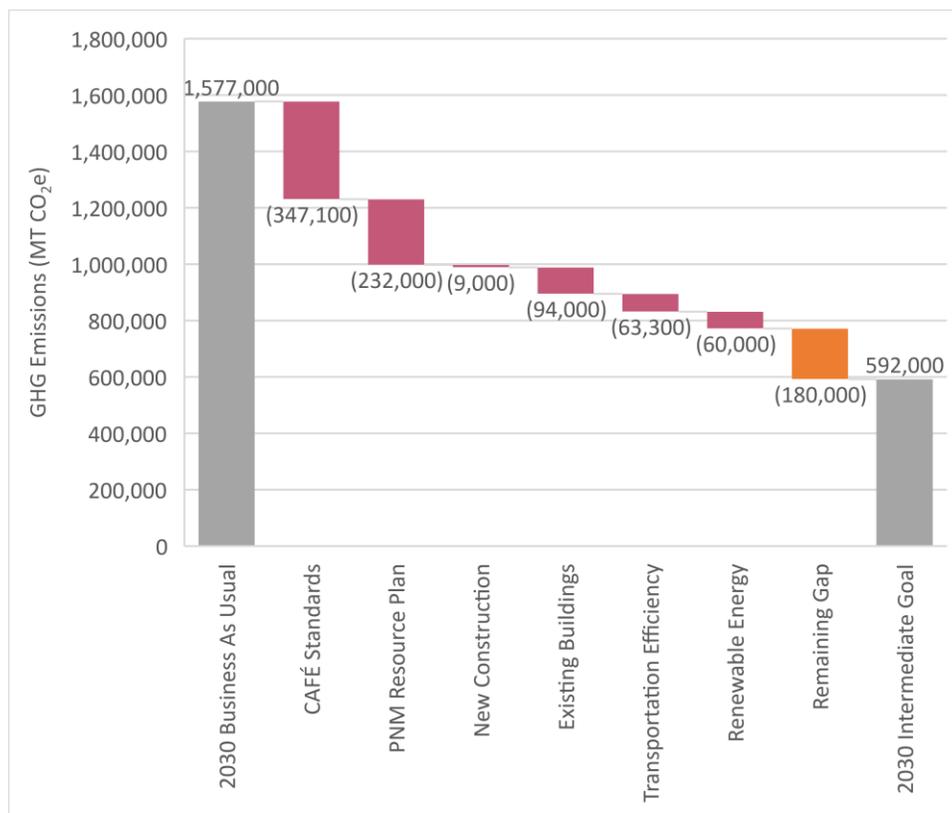


Figure 2: Estimated Impact of GHG Reduction Strategies

### Carbon Emissions Gap Recommendations

As shown in Figure 2, the estimated impact of these strategies on the MPA’s GHG emissions in 2030 emissions is about 805,000 MT CO<sub>2</sub>e bringing the MPA’s total emissions down to about 772,000 MT CO<sub>2</sub>e. To be on track to be carbon neutral by 2040, the MPA’s emissions in 2030 should be 592,000 MT CO<sub>2</sub>e or less. This leaves a gap of 180,000 MT CO<sub>2</sub>e of GHG emissions or about 18% of the required reductions not addressed by the strategies outline above. To address this gap the City can:

1. Keep current in emissions reduction best practices. As new strategies are developed, the City should analyze their applicability to Santa Fe and incorporate any that will have a significant impact on the MPA's emissions.
2. Set more ambitious targets for emissions reductions from individual strategies or combined strategies; more comprehensive foci on transportation or renewables for example could result in higher penetration and greater emissions reductions.
3. Continue to work with the local utility to encourage investment in cleaner fuel options for electricity generation beyond their goals and/or encourage more enabling efforts that would allow for greater penetration of renewables whose emissions credits could remain outside of PNM's portfolio.
4. Support state and national policies that encourage energy efficient building code and renewable energy investments.
5. Encourage implementation of new technologies that can help reduce the MPA's emissions through consumer education, incentives, and City policies.
6. Purchase renewable energy credits (RECs) to offset any remaining emissions. Where possible, these RECs should be based on local or statewide projects that reduce emissions closer to the MPA.

By keeping the GHG inventory current and tracking progress in these carbon-intensive sectors, the City of Santa Fe will be able to identify the current gap to reach their goal and make informed decisions on how to close the gap in the short and longer terms.

# Appendix E: Community Conversations



## **Sustainable Santa Fe**

**Summary: 25-Year Sustainability Plan  
Community Conversations, Spring 2017**

## Overview

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The City of Santa Fe aspires to significantly reduce our climate impacts while becoming a thriving green city and world leader in taking care of our environment, our economy and each other. The City has passed a number of resolutions that highlight the intention of the city's governing body to move Santa Fe in a direction of greater environmental, economic, and social sustainability. To that end, in 2014 the governing body passed Resolution 2014-85 declaring the city's intent to become carbon neutral by 2040. To help achieve that goal, in 2015 the Sustainable Santa Fe Commission (SSFC) was charged with supporting the City's Renewable Energy Planner in developing a 25-Year Sustainability Plan that addresses renewable energy, energy efficiency, land use, water use, and carbon emission reduction efforts to not only achieve the goal of carbon neutrality, but to also develop a path by which the city can improve the overall well-being of its citizens.

The SFCC formed 10 working groups comprised of over 50 subject matter experts from the community to identify and develop a set of sustainability-related recommendations that could be implemented in the near-, medium-, and long-term to achieve the city's goals .

The potential impact of the plan is predicated upon the active public participation from the diverse sectors of the Santa Fe community. The commission developed mechanisms to receive ideas and feedback on the plan, such as a publicly accessible website, [www.SustainableSantaFe2040.com](http://www.SustainableSantaFe2040.com), which showcases work to date on the plan and elicits feedback on its content, and four community conversations held throughout Santa Fe in the month of May.

This report provides a summary of the community meetings held at the Genoveva Chavez Community Center (May 3); Hotel Santa Fe (May 9); Southside Public Library in conjunction with EarthCare (May 13); and the Chainbreaker Collective (May 20).

## Meetings: Approach

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The meeting locations were determined based on the goal of producing the meetings in a variety of city districts to obtain a set of diverse participants and feedback. Two sessions, at the GCCC and Hotel Santa Fe locations, were held from 5:30-7:30pm during weekdays, and the sessions at the Southside Library and Chainbreaker Collective were held on Saturday afternoons. To further encourage public participation, food and beverages, childcare and translation services were provided at all sessions. The best attended event, the Southside Library, offered lunch to all participants.

Each session took a similar approach in informing, educating and soliciting feedback from the attendees. An initial welcome by a city or county official expressed the importance of sustainability, except at the Chainbreaker Collective session, where a short overview of global warming and its impacts were presented. Beth Beloff, the chair of the SSFC then provided a brief overview of the history of the commission and the overall schedule and objectives of the session.



Each meeting had a poster session of roughly 20-30 minutes whereby 14 informational posters in English and Spanish conveyed the plan's draft priority recommendations from the commission's working groups. Each poster was organized by brief background on the topic, the environmental, equity and economic impacts of the topic (triple bottom-line impacts), and a set of five priority goals and actionable items related to each topic (each poster can be found at [www.SustainableSantaFe2040.com](http://www.SustainableSantaFe2040.com)). During the poster session participants were given Post-it notes to indicate on each poster what issues they felt were missing and whatever thoughts and concerns they wished to voice. Each participant was also given five sticker dots to "vote" on what they considered to be their top five goals. The exercise was designed to elicit feedback for the commission as to the public's key issues based on the commission's initial set of draft recommendations.

At the [GCCC and Hotel Santa Fe sessions](#), after the poster session, the attendees participated in five table discussions organized by grouped topics: *Energy/Built Environment; Transportation/Land Use; Water; Housing/Food/Education; and Environmental Stewardship/Climate/Waste*. Cross-cutting issues discussed at all the tables were *Social Equity* and *Economic Development*. Facilitators at each table (Rosemary Romero, Lucy Moore, Virginie Pointreau, Andrew Erdman (City Water Division), Claudia Borchert (County Sustainability Manager), and Christian Casillas (Sustainability Consultant) posed the questions of:

1. What issues are most important to you?
2. What issues are missing from the posters?
3. What is your highest priority for action?
4. How do you see yourself participating in the solution?



The [Southside Library session](#) had a similar format, however, the session was facilitated by EarthCare, and there were three tables organized by scale of sustainability actions: 1) *resources we control and use in our homes - waste, water, food - and what barriers there are to action (USE, HOME)*; 2) *access to resources - how our housing, transportation, education, and employment impact our ability to live a sustainable life and what our ideas are for how to change that (DISTRIBUTION, NEIGHBORHOOD)*; and, 3) *supply side of resources - where our resources originate and what we can do to protect and make more environmentally friendly the ways in which our resources are acquired (SUPPLY, SYSTEM WIDE)*.

The [Chainbreaker session](#) had four tables organized into the two topics which most impact climate change in Santa Fe: 1) *Transportation*, and, 2) *Built Environment*; all other topics were subsumed under these topics. The conversations at this session were more freewheeling, with questions focusing on which issues were the most important to the participants. Facilitators were members of the Chainbreaker Collective.

At the end of each session, facilitators at each table summarized their discussions, and noted to participants that subsequent planning sessions would be undertake, and encouraged attendees to provide any additional feedback they had on survey cards or directly on the sustainability website.



## Community Feedback: Overview



ATTENDEES	GCCC	HOTEL SANTA FE	SOUTHSIDE LIBRARY	CHAINBREAKER COLLECTIVE
TOTAL ATTENDEES	40	45	64	36
REPEAT ATTENDEES	0	3	2	3
87501 (NE)	3	9	8	10
87505 (E)	10	4	14	8
87506 (NW)	1	0	10	2
87507 (W)	8	5	21	5
87508 (S of Rodeo Road)	3	5	8	1
87573 (Pojoaque)	1	0	0	0
84535 (Glorieta)	0	0	2	0

\* Attendees identifying zip codes were optional.

SURVEY RESPONSE	GCCC	HOTEL SANTA FE	SOUTHSIDE LIBRARY	CHAINBREAKER COLLECTIVE
(A) Very Effective and Useful	3	1	4	3
(B) Effective and Useful	6	11	7	7
(C) Somewhat Useful	1	1	3	1
(D) Not Effective and Useful	0	0	0	0
No Response	3	5	5	6

\* Responding to survey was optional.

Key feedback points from survey cards:

#### GCCC

- Continue to educate the public on all forms of sustainable practices.
- Incorporate solar solutions in the community.
- Advance all forms of environmental technologies in city operations.
- Increase ad and marketing campaigns around sustainability – more media attention!
- Work with environmental organizations to implement plan.

#### Hotel Santa Fe

- Train an array of people on jobs needed to be done, like permaculture, local food production, etc. Need more training for jobs.
- Build high density mixed use neighborhoods.
- Install better internet/high speed internet in community.
- Hire people to go door to door with targeted campaigns.
- Get sustainability curriculum into schools.

### Southside Library

- Find ways to help people in the community with sustainability programs.
- Plan development that doesn't gentrify neighborhoods.
- Keep engaging different demographics that make up Santa Fe.
- Find ways to have people ride more bikes.
- Employ youth in the summer to teach them about sustainability; create Youth Sustainability Corps.
- Need better public transportation to grocery stores.
- Set a goal of 100% renewables.

### ChainBreaker Collective

- Encourage leadership in neighborhoods, to encourage positive discussions on sustainability.
- Keep doing ongoing forums such as this one in a variety of locations in English and Spanish, and leverage public transportation to get people to attend.
- Focus on equity supporting most impacted people with access to existing and new resources; working for buy-in from all stakeholders.
- The best way to advance our economy is to change the paradigm from profit to quality. Educate the public about local vs. corporate.
- We need better access and retention in higher education for marginalized communities; innovative collaboration with youth of color and indigenous youth.
- Education as part of equity – not everyone understands sustainability concept.

## Community Feedback: Key Points

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Detailed summaries from each community conversation can be found and downloaded at [www.sustainablesantafe2040.com/public-forums.html](http://www.sustainablesantafe2040.com/public-forums.html). Below is a short summary of feedback and suggestions from event participants that were placed on posters and communicated at the table sessions.

### Poster Feedback

- With buildings emitting such a large amount of co2, retrofitting should be a priority.
- Eco-Districts shouldn't be limited to low-income neighborhoods.
- Build Santa Fe's 1<sup>st</sup> high density mixed-use neighborhood center.
- Compost food leftovers and distribute leftovers from restaurants to those in need
- Encourage neighborhood/community gardens in all neighborhoods
- Encourage city-wide composting and green-waste pickup
- Curbside compost pickup to get economies of scale for processing.

- Link zero waste to economic development (e.g., forest/watershed restoration turn wood chips to power, like they teach at SFCC).
- Buy local, create a long-range plan that increases local procurement by 10% by 2025 (for example).
- Community dialogues and activism on how to lift entire communities out of stuck systems (including poverty) and into sustainability and resiliency.
- We need to place greater importance on immigrant communities that don't have the resources to get ahead.
- Have a program to convert yard waste to compost.
- Require all restaurants and apartment buildings to compost food scraps.
- All development should be designed to benefit low-income communities first and to prevent gentrification and displacement.

#### Table Discussions Feedback

##### Access to Solar

- Change policies that would enable neighborhood solar microgrids, or municipalize the utility.
- The community should explore ways to raise funding to provide solar.
- How do we get solar to the most vulnerable populations?
- Solar needs to be available to everyone in the community.
- Change policies that would enable neighborhood solar microgrids, or municipalize the utility.
- Is there a way to buy solar in bulk in community to drive down the costs?
- Senior centers or homeless shelters could be pilot projects.
- Let's make solar more affordable by providing expanded programs like low-interest loans for solar.

##### City and Sustainability

- How do we make sustainability a part of decision making?
- There needs to be way to evaluate sustainability policy decisions.
- The city needs to put resources into a sustainability planner or office of sustainability, so that it may develop and implement sustainability programs in the community.
- City government should be taking a stronger role in ensuring the use of solar power for all its buildings – implementing all energy sources the law allows to achieve 100% renewable energy use. These demonstration sites could provide job development and economic development. In conjunction with this effort, the City can offer rebates to homeowners to encourage the use of solar energy on homes.
- Develop cost-effective funding mechanisms to promote energy efficiency in LMI households. (There is an existing federal low-income weatherization program that offers home owners \$6500 to increase home efficiency; educate? Expand?

#### Transportation

- Need more hubs, so that to get to your destination you don't have to travel to only one or two hubs.
- Some buses are crowded (e.g., on Cerrillos), while others are almost empty. Should have smaller buses on less crowded routes.
- Should have private micro-buses/vans that will be faster and more frequent going to many more destinations/neighborhoods.

#### Density

- How do we move away from a strip-mall infrastructure to a city design (more dense housing, work/live neighborhoods, etc.) where the average person can get most of their needs met within easy walking distance of home?
- Partner with the State, PNM and local government to encourage the state to:
  - Develop a tax on carbon dioxide emissions
  - Tax on Gasoline (which can be local also)
  - Subsidies for renewable energy
  - Develop storage capacity for renewable energy (such as pumped hydro storage)
  - Lobby for grid changes to allow 100% level of renewables

#### Food Security

- Those with little money are forced to buy unhealthy food because it is cheap and because healthier, fresher food outlets may not be within reach to home or work.
- Education about the benefits of fresh produce and non-processed foods is critical to change shopping and eat habits.
- There are fears that natural or manmade disasters can threaten a very fragile food supply.
- Climate change will inevitably impact farmers and ranchers; they need to know how to be resilient.

#### Infrastructure

- The City needs to address issues of too much black top that affects increasing heat and inability to cool off land. Perhaps creating policies around use of rain gardens, infiltration points for water tables and run-off will be important to harness an important resource such as run-off.

#### Education

- Education is important and there needs to be more of it; the kids teach their parents.
- Businesses need to be educated on how to save energy.

## Conclusion

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These community conversations are but a starting point in initiating an ongoing dialogue with the community focused on a variety of sustainability-related topics. At each meeting, it was clear that educating and informing the public about the programs, policies, and projects that are occurring around

sustainability are a priority for the community. The SSFC believes such dialogue is important in achieving the goal of carbon neutrality, and the adoption of many programs and projects that will be recommended to be undertaken in the 25-Year Sustainability Plan.

Overall, the sessions were well received by the participants, and the number of attendees indicates a high level of interest in sustainability efforts from community members throughout the city and county. The format of the sessions also demonstrate a willingness of community members to engage in providing feedback through a variety of ways, enabling them to feel that their voices are being heard and their opinions valued.

# Appendix F: Advancing Sustainability Advisory Working Group Final Report

## Advisory Working Group Memo

<p><u>Advisory Working Group Name: Advancing Sustainability</u>            Drafters and Co-Chairs: Regina Wheeler and Conci Bokum</p>
<p>Date Submitted: June 11, 2018</p>
<p>Please state your objectives in this policy in three bullet points:</p> <ul style="list-style-type: none"> <li>• Mitigate climate change: Reduce greenhouse gas emissions per 2040 carbon neutrality goal.</li> <li>• Adapt to climate change: Build resilience</li> <li>• Build civic and economic infrastructure and social equity</li> </ul>
<p><u>State of Play:</u>            Climate change is threatening our viability as a healthy community and long-term drought may be the new normal for Santa Fe. Problems in the areas of water, energy use, transportation and food arise. This is a progressive community with many resources to meet the challenges that climate change has brought. We must prioritize actions to conserve resources and increase resilience.</p>
<p><u>Action Items:</u></p> <ol style="list-style-type: none"> <li>1. Increase water conservation with more stringent restrictions in times of limited surface water resources to proactively protect ground water resources for community resilience in response to future water supply limitations. Milestones: c, i, m, n, o, v</li> <li>2. Solarize City facilities where it makes financial sense, including through public private partnerships, pursuant to Resolution 2018-15 (Renewable Energy RFI) and Resolution No. 2017-61 (Develop Feasibility for 100% Renewables). Milestones: d, w</li> <li>3. Form coalition of cities and counties to promote energy efficiency and renewable energy at legislature and PRC to represent interests of residents. Milestones: a, b, e</li> <li>4. Create a City Office of Sustainability vested with the authority to coordinate implementation of policies and plans across the City. Milestones: g, h, o</li> <li>5. Convert additional City vehicles to electric vehicles this year, make plan for maximum conversions annually and support adoption of EVs in the community. Milestones: j, z</li> <li>6. Increase access to and use of public transit with free transit and last mile solutions. Milestones: k, q, r</li> <li>7. Strengthen local food economy and access to local, healthy, affordable food by increasing locally grown and locally processed foods in schools, senior centers, public institutions, and businesses. Milestones: l, p, s, t, u, y</li> <li>8. Ensure all road projects include bike and pedestrian safety for safe, walkable neighborhoods. Milestones: k</li> <li>9. Expand energy conservation in City, commercial and residential building and facilities. Milestones: f, x</li> <li>10. Permanently fund Verde Fund and expand impact through partnerships. Milestones: p</li> </ol>
<p><u>Viewpoints:</u>            Given the wide range of challenges, every citizen is affected, and there are numerous government, civic, business, non-profit and community organizations that need to be involved.</p>
<p><u>Milestones</u>            6-month:</p> <ol style="list-style-type: none"> <li>a. Collaborate immediately in PRC cases with short-term deadlines that could affect City's energy options, such as in the El Paso Electric filing to own community solar and PNM's energy efficiency filing.</li> </ol>

<ul style="list-style-type: none"> <li>b. Formalize coalition of likeminded Cities and Counties, like Albuquerque, to intervene in future PRC cases and support clean energy policy in the 2019 legislature.</li> <li>c. Audit City water use and implement straightforward conservation measures.</li> <li>d. Receive proposals for solarization of City facilities including financing options.</li> <li>e. Pass resolutions and assign legislative priority to support renewable energy legislation such as on Community Solar, battery storage, expanded renewable portfolio standard, and competitive procurement by utilities in the next legislative session.</li> <li>f. Adopt 2018 International Energy Conservation Code (IECC).</li> <li>g. Create and staff Office of Sustainability.</li> <li>h. Create internal Sustainability Council, coordinated through the Office of Sustainability, constituted of key staff so that all departments are working toward sustainability and implementing resolutions and codes.</li> <li>i. Formalize a collaborative structure to work on water and sustainability with the County (like the Food Policy Council) to leverage resources and realize outcomes.</li> <li>j. Amend existing ESCO contract to include purchase of 50 electric vehicles and 5 publicly available car charging stations.</li> <li>k. Include bike and pedestrian facilities in all currently funded road projects.</li> <li>l. Train youth in year-round local food production and showcase at National Farm to School Month.</li> </ul> <p><b>9-month:</b></p> <ul style="list-style-type: none"> <li>m. Update emergency drought ordinance to adjust triggers for mandatory water conservation and reduce reliance on non-renewable ground water supplies.</li> <li>n. Reduce commercial water consumption with focus on hospitality and healthcare through incentivized and prescribed methods in coordination with the Green Chamber pilot project.</li> <li>o. Implement triple bottom line (social, economic, environmental) decision making criteria methodology already in the Sustainable Santa Fe Plan for departments to use.</li> <li>p. Permanently fund Verde Fund at minimum \$300,000 per year (Resolution 2016-42).</li> <li>q. Institute free use of Santa Fe Trails and para-transit.</li> <li>r. Evaluate and make recommendations to address last mile transit options such as using rideshare or bicycle access to get people from the bus to their office or home.</li> <li>s. Establish baseline for measuring progress on local food economy as recommended in the Food Policy Council Food Economy Report.</li> <li>t. Direct City staff to purchase local fresh produce in senior centers and other public facilities, for example, by utilizing school contracts.</li> <li>u. Champion buy local outreach campaigns and the New Mexico Grown legislation to encourage public and private entities to purchase local fresh produce and locally produced food, for example through expansion of the Import Replacement project with the Green Chamber of Commerce.</li> </ul> <p><b>12-month:</b></p> <ul style="list-style-type: none"> <li>v. Expand loan, rebate, incentive program to install drip irrigation and water conservation measures on private property. For low to moderate income (LMI) households, provide loans through Homewise or other public or private programs.</li> <li>w. Solarize Airport and all feasible City facilities.</li> <li>x. Secure funding &amp; partners for direct installation of energy efficiency measures for LMI homes.</li> <li>y. Amend City procurement code to prioritize purchases of locally grown fruits, vegetables and locally processed foods, including food vendor contracts at City facilities.</li> <li>z. Continue and expand EV purchasing for community use, like the Nissan Fleetail program.</li> </ul>
<p><b>4-year vision:</b> The actions recommended by Advancing Sustainability Working Group will have been successfully implemented and the City will be able to report on measurable results that increase the resiliency and sustainability of our community.</p>
<p><b>Resource People:</b> Groups include the Sustainable Santa Fe Commission, Food Policy Council, Santa Fe County, City and County water groups, Chainbreakers, Bicycle Trails Advisory Committee, Green Chamber, Homebuilders Association, Occupancy Tax Advisory Board, Habitat for Humanity, etc.</p>