BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE (BPAC)

BPAC STRATEGIC PLAN (FY2023-2033)

MEMBERS (FY 2023)

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BICYCLING AND PEDESTRIAN ADVISORY COMMITTEE

INTRODUCTION

The Bicycling and Pedestrian Advisory Committee (BPAC) was first established on September 24, 2003 as the Bicycle and Trails Advisory Committee (BTAC) via Resolution No. 2003-87. It was renamed on January 27, 2021 BPAC via Resolution No. 2021-8 (Appendix A). It's an advisory committee of the City of Santa Fe's Public Works Department, Complete Streets Division.

As articulated in Resolution 2021-8, "*The purpose of the Bicycling and Pedestrian Advisory Committee is to provide input and advice that supports the ongoing development and maintenance of a transportation infrastructure that makes bicycling and walking in the City of Santa Fe safe, equitable, viable, and comfortable modes of transportation, commuting, and recreation. This includes the responsibility to deliberate on City projects, plans, and policies that impact both on-road and off-road bicycle and pedestrian infrastructure, and to advise the Governing Body on such matters."*

BPAC consists of ten members: one of whom is a member of the City Council who serves as its Chair, along with nine members of the public, eight of whom are City residents and one who may be a County resident. They are appointed by the Mayor for two-year staggered terms for no longer than six consecutive years. They represent diverse interests among recreationists, youth and neighborhood groups, commuters, pedestrian, and bicyclists.

Currently, BPAC has three subcommittees appointed by the Chair whose memberships consist of four BPAC members and three members of the public. These three subcommittees are: (1) Policy, Planning and Law ("PPL"); (2) Promotion, Education and Programming ("PEP"); and, (3) Technical Review ("TR"). Each subcommittee is chaired by a BPAC member.

This Strategic Plan developed for Fiscal Years 2023 through 2033 was initiated in January 2022 by the Policy, Planning, and Law subcommittee. It's the first strategic plan developed by the Committee in recognition that a long-term view and a workable strategy and action plan are needed to achieve its vision, mission and objectives. Ten years was chosen as the time-frame for the plan since the majority of roadways and trails projects take an average of ten years from project development through construction. Moreover, the federal *Infrastructure Investment and Jobs Act* – a $1.2 trillion funding mechanism for infrastructure, which the City is relying on for much of the design and construction of transportation alternative infrastructure coincides with the time-frame of this strategic plan. The methodology used for developing the plan follows the Multiple Scenario Strategic Planning Process ("MSSP") described in Appendix B.

In more recent years, BPAC has partnered with a few organizations such as the Santa Fe Metropolitan Planning Organization, Santa Fe Conservation Trust, City of Santa Fe Public Safety

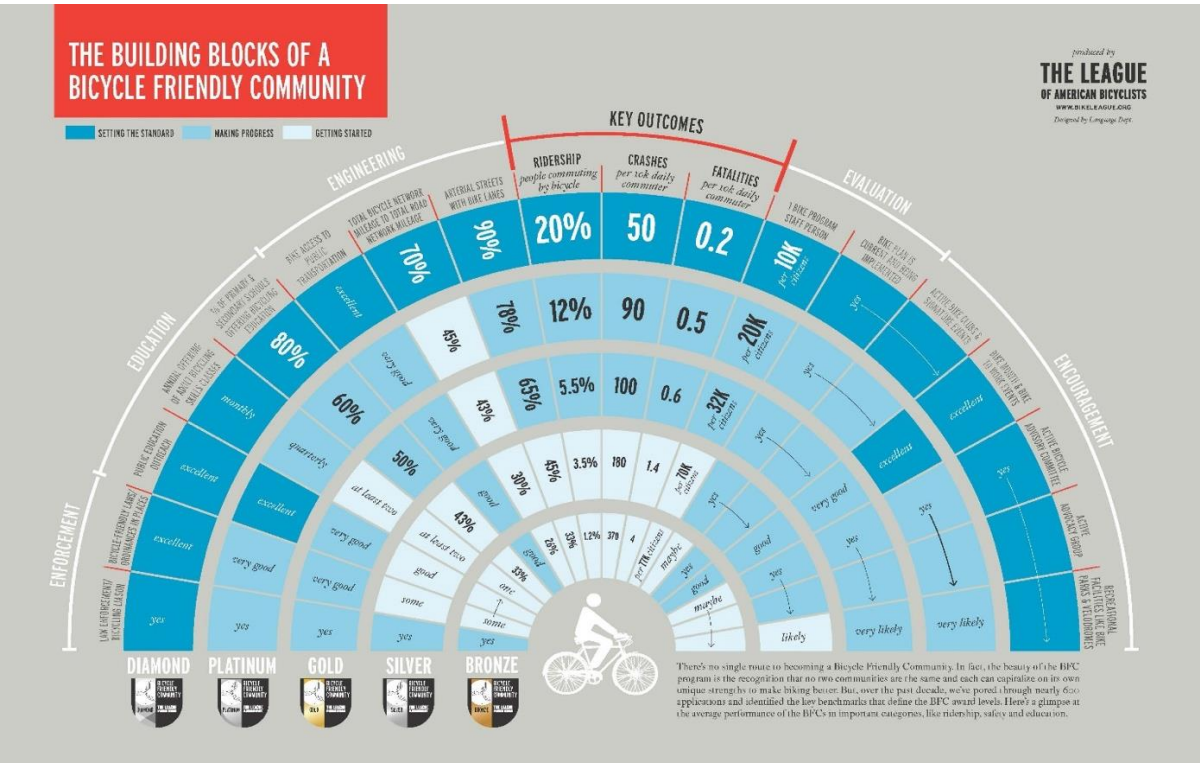
Committee and the Santa Fe Safe Route to Schools Program, which they can rely on to implement parts of the Strategic Plan.

It is also important to note that the survey undertaken in October, 2021 conducted by the Promotion, Education and Programming subcommittee, has been a rich resource for formulating the strategy and action plan. Full survey results are attached as Appendix C.

VISION – A COMMUNITY'S DESIRED IMAGE OF THE FUTURE

By 2050, the City of Santa Fe has achieved the League of American Bicyclists Diamond-level Bike Friendly Community designation where 20% of Santa Feans are commuting by bicycle with 0.2 fatalities and 50 crashes per 10,000 daily commuters. This is achieved through following the Complete Streets design guidelines resulting in 90% of Santa Fe arterial streets having bicycle lanes. See Fig. 1, *The Building Blocks of A Bicycle Friendly Community*, The League of American Bicyclists.

Figure 1: The Building Blocks of A Bicycle Friendly Community



MISSION STATEMENT

Ensure that bicycling and walking in the City of Santa Fe are safe, equitable, viable, and comfortable modes of transportation, commuting, and recreation. Within 10 years, by the end of this planning period (FY 2033), the City of Santa Fe has successfully obtained the League of

American Bicyclists Gold-level Bicycle Friendly Community designation, increasing City's bicycle ridership from 1% to 5.5%; and 65% of City's arterial streets have bicycle lanes. See Fig. 1, *The Building Blocks of A Bicycle Friendly Community*, The League of American Bicyclists.

DUTIES & RESPONSIBILITIES

Per Section 3 of Resolution 2021-8 the duties and responsibilities of Committee Members are:

a) Assist in the prioritization of bicycle and pedestrian infrastructure projects to be completed using city, state, and federal funds, through the development of the Santa Fe Metropolitan Planning Organization ("SFMPO") Bicycle Master Plan and the SFMPO Pedestrian Master plan;
b) Review preliminary designs for new Public Works projects involving public roadways and trails funded out of city, state, or federal sources to ensure designs comply with the City's commitment to make bicycling and walking safe, equitable, viable, and comfortable modes of transportation. Design plan reviews shall take place at 30% design and before plans are presented to the public for comments or submitted for review to the New Mexico Department of Transportation ("NMDOT");
c) Advise on policies, programs, and ordinances as they relate to bicycle and pedestrian infrastructure safety, design, construction, and operation and maintenance;
d) Develop, review, and advise on media and educational campaigns providing information and promoting bicycle- and pedestrian-related activities and education;
e) Work with other agencies for the enhancement of city and county trail systems;
f) Review and recommend updates to the Bicycle Master Plan, Pedestrian Master Plan, Metropolitan Transportation Plan, Parks Master Plan related to trails, and the City's Land Use Development Code as they pertain to bicycle and pedestrian infrastructure and associated regulations;
g) Seek funding from city, state, and federal sources to implement the City-led projects identified in the SFMPO's 2019 Bicycle Master Plan and 2020 Metropolitan Transportation Plan and consider reoccurring funding sources from the City to be applied to the implementation of policies, programs, and other projects that are supported by the plans;
h) Pursue the League of American Bicyclists Diamond-level Bicycle Friendly Community designation for the City of Santa Fe, as well as any other local, state, or national awards or designations that the City deems worthy of pursuit;
i) Advise on polices, projects, ordinances, and funding as they relate to bicycling and walking as safe, equitable, viable, and comfortable modes of transportation; and
j) Educate the public on the work of the Committee.

EXTERNAL ANALYSIS: FORMULATING ALTERNATIVE FUTURES (2023-2033)

As described in Appendix B, the next step in the MSSP is the External Analysis referring to the formulation of multiple scenarios that begins with the identification of key opportunities and threats that BPAC has no control over, but would likely impact BPAC's mission achievement. These opportunities and threats, called *key decision factors,* are listed in Table 1 below, and are categorized as socio-cultural, economic, political, technological/infrastructure and environmental.

Table 1: Key Decision Factors (Opportunities and Threats)

Key Decision Factors (Opportunities and Threats)	Socio-Cultural (S) Economic (Eco) Political (P) Technological or Infrastructure (TI) Environmental (Env)	Opportunity (+) Threat (-)
1) Federal funding (Infrastructure and Investment Jobs Act)	Eco	+
2) Numerous organizations with bicycle and pedestrian focus (SFMPO, Santa Fe Conservation Trust, Earth Care, Bike Santa Fe, Chainbreaker Collective, Local Bike Shops, etc.)	S, Env	+
3) Supportive City Council	P	+
4) League of American Bicyclist Silver Level Bike Friendly Community Designation	S	+
5) High fuel prices, which means more income for the state but which makes driving less affordable to much of the public.	Eco	+/-
6) E-bikes (game changer especially for older adults and longer trips, but expensive. However prices will come down)	TI, Eco, Env	+
7) Aging population (decreasing stamina for bicycling; older drivers have higher accident rates (crashes and fatality) compared to	S, Eco, Env	+/-

Key Decision Factors (Opportunities and Threats)	Socio-Cultural (S) Economic (Eco) Political (P) Technological or Infrastructure (TI) Environmental (Env)	Opportunity (+) Threat (-)
younger drivers; no longer active in the workforce, therefore bicycle/walk for recreation; superior purchasing power)		
8) No grants funding for maintenance of trails, sidewalks, roads/streets, etc. Funded via Gross Receipts Tax ("GRT") or operational funds therefore many trails, roadways, sidewalks, etc. are not in good condition.	Eco, P	-
9) Limited connectivity particularly in Districts 3 and 4.	TI	-
10) Unsafe roads to bicycle and walk	TI	-
11) Sprawl/Land use pattern – long distances to bicycle/walk to work, school, shopping or entertainment	S, TI	-
12) Insufficient resource for effective traffic enforcement	Eco	-
13) Strong car culture/ weak bicycle culture	S	-
14) Lack of educational/ environmental awareness	S, Eco, Env	-
15) Less bicycle and pedestrian infrastructure (especially bicycle trails) in Southwest of the City where growth is the fastest and poverty rate the highest.	S, Eco, TI	-
16) Competing priorities	Eco, P	-
17) Open space vs housing (rise of gated communities where wealthy people live in neighborhoods with excellent, well-maintained streets, sidewalks, trails, open space and parks)	S, Eco	-
18) Tourists' needs and wants vs residents' needs and wants	S, Eco, P	-/+

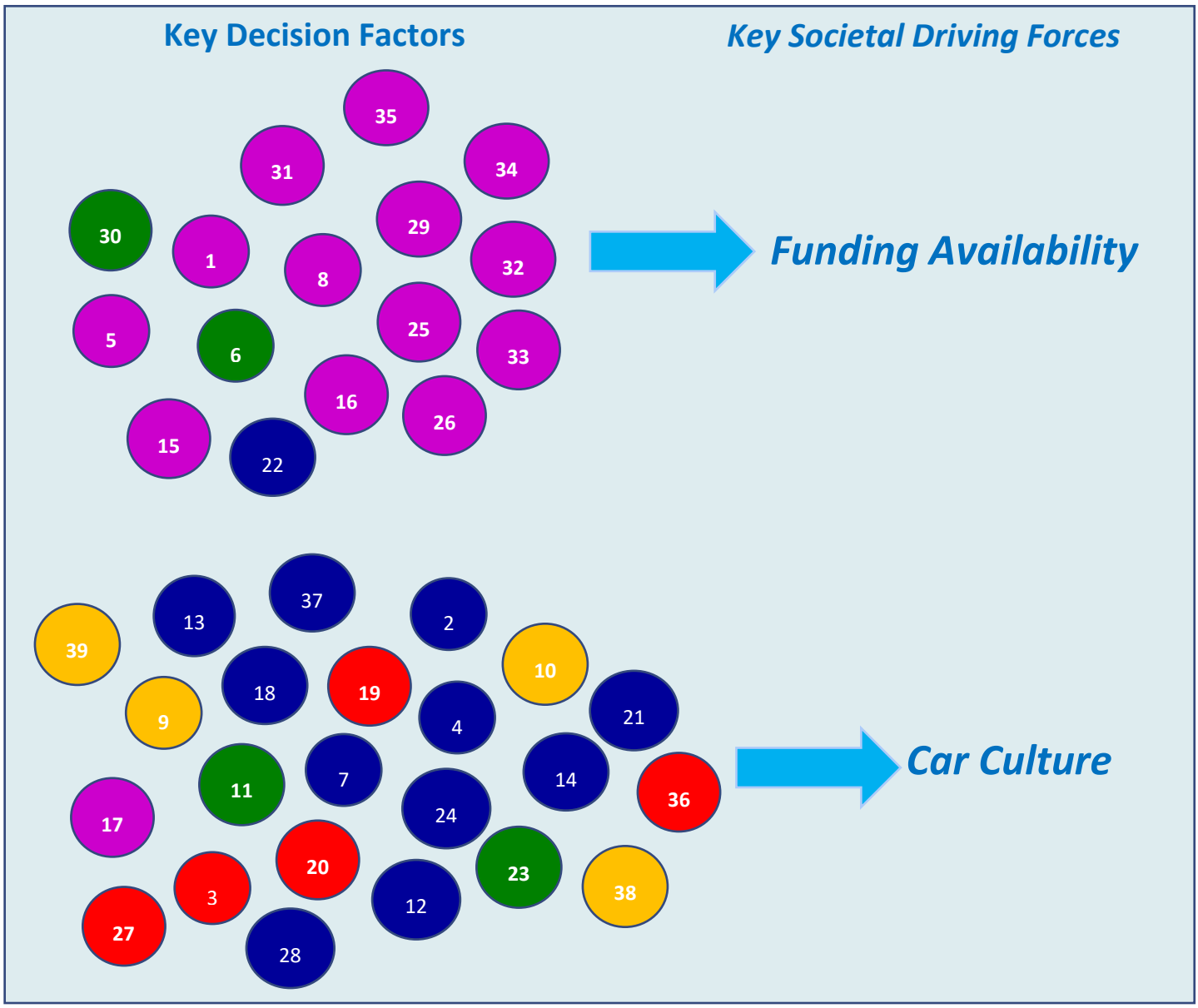
Key Decision Factors (Opportunities and Threats)	Socio-Cultural (S) Economic (Eco) Political (P) Technological or Infrastructure (TI) Environmental (Env)	Opportunity (+) Threat (-)
19) Lack of pro-bicycle and pedestrian policy implementation (i.e. Complete Streets, Smart Growth, Infill)	S, P	-
20) Lack of political will	S, P	-
21) High crashes and fatality (State level particularly)	TI	-
22) Infrastructure that favors cars over bicycles and pedestrians.	S, TI	-
23) Sidewalks are too narrow and inappropriate for bicycles, but often the only safe route; majority are not ADA compliant; majority of sidewalks are not well maintained because maintenance is the responsibility of homeowners.	TI, S	-
24) Stigma towards people riding public transit; therefore unwilling to make first and last mile (FLM) of the trip via bicycle or walking.	S	-
25) More funding for roadways compared to bicycle trails.	Eco	-
26) High real estate value downtown where work is more available.	Eco	-
27) Lack of recognition of the work of BPAC.	S, P	-
28) Differing goals between design engineers who have an interest in moving motor vehicles quickly and transportation planners who encourage multiple modes of travel sharing facilities; engineers currently have more influence in project outcomes.	S, TI	-
29) High cost of living.	Eco	-/+
30) Undependable public transit system – running too hot/ too cold; not enough drivers; buses not in good condition; routes too long and not direct to places of work; lack of a grid system that makes buses efficient.	S	-

Key Decision Factors (Opportunities and Threats)	Socio-Cultural (S) Economic (Eco) Political (P) Technological or Infrastructure (TI) Environmental (Env)	Opportunity (+) Threat (-)
31) High inflation rate.	Eco	-/+
32) Looming economic recession (may be global due to Russian-Ukraine war).	Eco	-/+
33) Perceived high cost of construction and maintenance of bicycle and pedestrian infrastructure per user compared to cost of roadways per motor vehicles user resulting in lower Cost-Benefit Ratio for walking/ bicycling investments.	Eco, P	-
34) Local funding such as GRT, and Roads Impact Fees collected to fund roads and trails infrastructure all-time high.	Eco	+
35) Reducing climate change impacts and increasing resiliency and adaptation (high cost with huge impact to economy; how committed is City government to Carbon Neutrality by 2040; is 2040 too late?).	Env	-/+
36) Will state or Federal government pass law that will force a shift to emission-free vehicles (e-vehicles, bicycles, mass transit), or will resource depletion do the same, thus controlling events?	P, Env	-+/
37) BPAC Survey shows that Santa Feans bicycle and walk for recreation (exercise and entertainment); not to work, school or shopping.	S, TI	-
38) BPAC survey indicates that 72% of Santa Feans surveyed don't bicycle or walk to work, school, etc. because bicycle and pedestrian facilities are "inconvenient to access, not in their neighborhood, hard to get to, and/or they don't go where they want to go." While 23% of survey respondents stated "they don't feel safe."	TI	-

Key Decision Factors (Opportunities and Threats)	Socio-Cultural (S) Economic (Eco) Political (P) Technological or Infrastructure (TI) Environmental (Env)	Opportunity (+) Threat (-)
39) BPAC survey respondents identified the following infrastructure is needed in Santa Fe to increase bicycling and walking: a. Physically separated/protected bike lane (90%) b. Easily navigable bikeways to the southside (74%) c. Streets closed to motorized traffic/cycling with pedestrian access only (61%) d. Universal user activated blinking stop signals at crosswalks (58%) e. Bike boxes (designated space for bikes at intersections to direct them through the intersection) (53%)	TI	-

The next step in MSSP is to coalesce or cluster the 39 key decision factors identified in Table 1 above into two or three groups which are called *societal driving forces.* As shown in Figure 1, the key decision factors coalesced into two (2) societal driving forces, namely: 1) availability of funding from federal, state and City to build safe, accessible, and convenient bicycle and pedestrian infrastructure; and 2) prevailing car culture defined as a way of life characterized by a prioritization of cars over other modes of transportation, and excessive use of or reliance on motor vehicles in American society. This is in part, a result of land use and transportation decisions that often lock society into an auto-dependent paradigm, and in part, due to society's higher valuing of convenience, speed and social status over equity and environmental considerations.

Figure 2: Clustering of Key Decision Factors into Societal Driving Forces

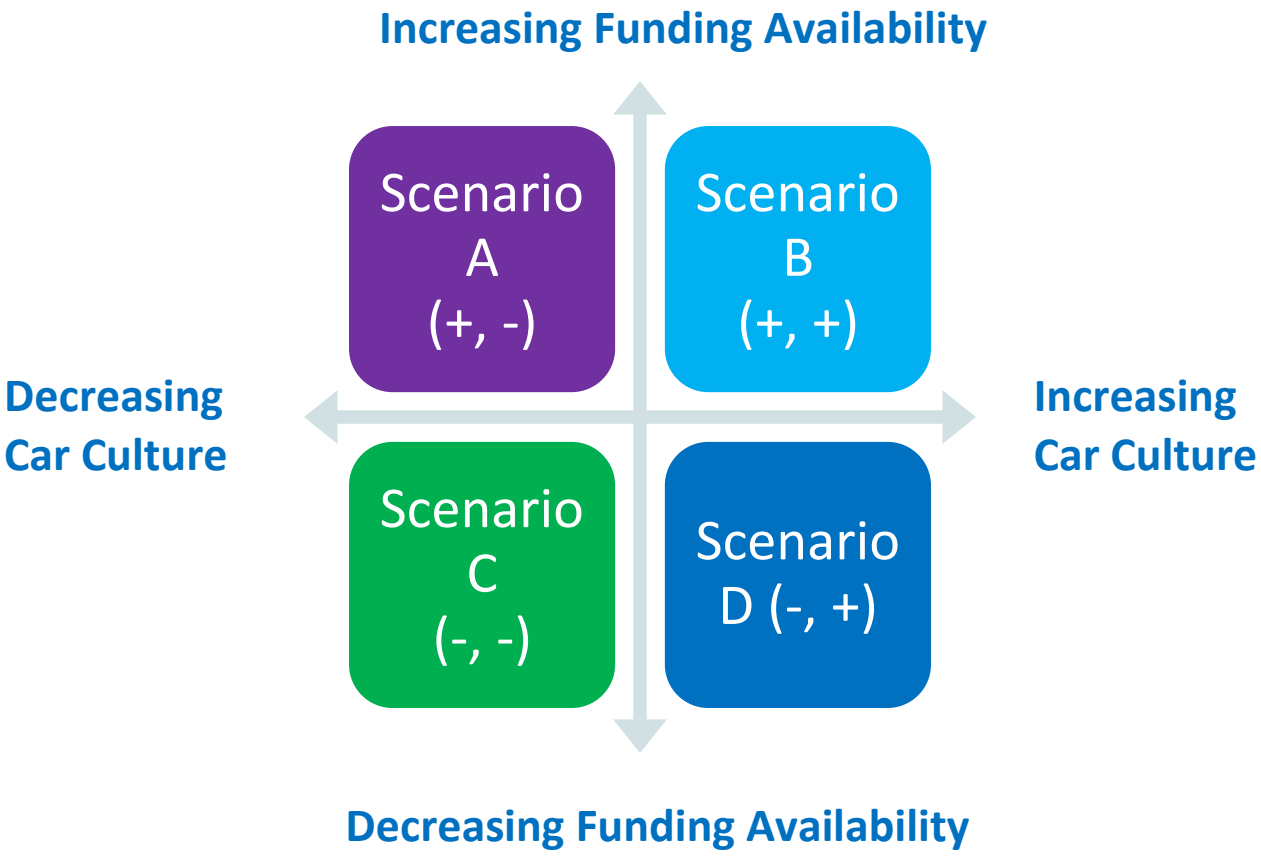


LEGEND:

- 2 — Socio-cultural
- 8 — Economic
- 20 — Political
- 10 — Technological/ Infrastructure
- 23 — Environmental

The next step in MSSP's External Analysis is the formulation of alternative future *scenarios***.** This step is done by first making the societal driving forces neutral, or non-directional, then positioning them in axial relationship, or what is called *scenario formats*. Their number will depend on the number of societal driving forces. For example, two societal driving forces generate four scenario formats as shown in Figure 2 below.

Figure 3: Scenario Formats



The combination of the two societal driving forces forms the scenario logics that will define the characteristics of each scenario. For example, in Figure 3, Scenario B has increasing (+) *Funding Availability* and increasing (+) *Car Culture*. With the logics of Scenario B (+,+), one expects that the percentage of the total federal, state and city funding allocated for multi-modal transportation especially for bicycle and pedestrian infrastructure is much higher in Scenario B compared to Scenario C and D with decreasing (-) *Funding Availability* but much less than Scenario A, where Society's valuing of *Car Culture* is decreasing (-). See Figure 3 for key characteristics of each scenario.

Figure 4: Scenarios Key Characteristics (2023-2033)

Scenario Key Indicators*	**Scenario A** ***"Our Vision"*** **(+, -)**	**Scenario B** ***"Our Planning Period Mission"*** **(+, +)**	**Scenario C** ***"Not A Bad Future for Planet Earth"*** **(-, -)**	**Scenario D** ***"Most Likely Future to Unfold"*** **(-, +)**
% of the total federal, state and city funding allocated for multi-modal transportation especially bicycle and pedestrian infrastructure	15%	5%	2%	0.5%
% of City population bicycling or walking to work, school, shop or recreation	20%	5.5%	3.5%	1%
Economic Recession	Moderate	No	Long & Deep	Short
Global Climate change impacts	Very Low	Moderate	Low	Unabated
Connectivity	Excellent	Moderate	Poor	Very Poor
Total bicycle & pedestrian network mileage to total road network mileage	70%	30%	15%	5%
Arterial streets with bicycle lanes and ADA compliant sidewalks	90%	45%	15%	5%
Bike access to public transportation	Excellent	Average	Above Average	Poor

* For bicycling key indicators, we used the League of American Bicyclists' Bicycle Friendly Community criteria for the 5 designations (Bronze through Diamond).

After we describe the characteristics of each scenario, we then choose the *most likely scenario* to unfold in the future (2023-2033) to guide the strategy and action plan. For this planning period, BPAC thinks Scenario D will unfold – the future BPAC needs to contend or to plan for.

INTERNAL ANALYSIS: BPAC'S STRENGTHS & WEAKNESSES

This analysis involves the identification and evaluation of BPAC's Strengths and Weaknesses for achieving its mission. They are usually identified in terms of human, financial, physical, informational, and temporal resources. In contrast with the Opportunities and Threats identified in the External Analysis section, BPAC has control over its own Strengths and Weaknesses enumerated below. However, they are not listed in order of importance.

STRENGTHS

- Committed group to achieve the mission and purpose
- Members have relevant experience and knowledge
- Diverse skill set
- Mandate is documented through a resolution
- Members are active
- Cohesive / unified view of mission
- Staggered terms
- Unlike other Advisory Committees, BPAC is chaired by a City Councilor
- BPAC has a seat on Public Safety Committee, which is also chaired by a City Councilor
- Has long-time, well-established partnerships with SFMPO and SFCT
- City is Silver-level Bicycle Friendly Community through BPAC
- Member – League of American Bicyclists

WEAKNESSES

- Little direct power to mandate meaningful changes; is dependent on others in government (Public Works, SFMPO, Land Use)
- Lack of diversity - gender, racial, some districts not represented, etc.
- Lack of volunteers
- Silos of committees – except for Public Safety Committee, BPAC does not interact or coordinate their activities with other City Committees or Commissions such as Public Transit or Planning Commission
- Long meetings - dissuading participation or discouraging volunteers
- Limited Staff support – only support from Staff Liaison. No Stenographer; no full-time bike and ped coordinator with Civil Engineering or similar degree to provide clout
- No strategic plan
- Duties & responsibilities in the resolution exceed what members have the power to do due to lack of resources: funding and staff
- Lack of clarity in members' mind – is BPAC a City Advisory Committee or Complete Streets Advisory Committee? Is there a difference? Is BPAC advising the City or Public Works Department?

- Where does the responsibility for City's bicycle and pedestrian planning lie? Is it with BPAC, SFMPO, or Public Works Department's Complete Streets? What is the process for prioritizing projects?

SWOT ANALYSIS – KEY ISSUES IDENTIFIED

This step brings together the separately identified strengths (*S*) and weaknesses (*W*) of BPAC to achieve the mission in the context of Scenario D – the most likely future to unfold in FY2023-2033– opportunities (*O*) and threats (*T)* for mission achievement. This will result in identification of *key issues* that need to be addressed for achieving the mission.

Evaluating the Opportunities and Threats of the Most Likely Future (see Scenario D, Figure 4 above) against BPAC's Strengths and Weaknesses (see Table 1 above), the following key issues must be addressed in the Strategy and Action Plan.

- Shift the prevailing car culture towards a more multi-modal transportation culture. Included in this shift is finding a way to a) reduce stigma towards people who ride public transit; and 2) create a community where walking and bicycling live safely and comfortably with faster, longer-distance modes.
- Integrate Land Use and Transportation Planning to create bicycle and pedestrian-friendly communities that will result in connected neighborhoods and places with accessible, convenient, and safe bicycle and pedestrian facilities.
- Develop a meaningful public involvement process in road and street design that includes respect for all user input into the project. The enabling Resolution authorizes review and input when plans are at 30% and final design stages. Involvement at the conceptual stage for both the public and BPAC will result in designs that better accommodate all users.
- Need for paradigm shifts including:
    a. from roadways to streets. Roads are thoroughfares designed to speed travel between two points, streets have homes or shops on both sides to facilitate public interaction;
    b. moving cars to moving people so all modes have equal value;
    c. limiting choice to multiple choice;
    d. from traffic signals to roundabouts;
    e. street landscaping important component of Complete Streets;
    f. counting all trips; not only vehicles miles traveled (VMT); and
    g. from Gray Infrastructure to Green Infrastructure.

THE STRATEGY FOR CHARTING A DIFFERENT FUTURE

Shift City policies, programs and practices including those of Land Use and Public Works, toward bicycle and pedestrian friendly infrastructure to help people feel safe and more

comfortable about traveling by bicycle or walking with other traffic. Substantial increases in bicycling and walking require an integrated package of many different, complementary interventions, including infrastructure provisions and pro-bicycle and pedestrian programs, supportive land use planning, and restrictions on car use. Both the Strategy and the Action Plan below need top-down buy-in from all levels of city government.

ACTION PLAN (FY2023-2033)

The Action Plan developed to implement the strategy is a three-pronged approach that addresses distance; providing appropriate bicycle and pedestrian infrastructure; and the integration of public transport, education and marketing programs. Although the Strategy developed is for 10 years, the Action Plan below is focused on the first five years of strategy implementation (2023-2027).

The implementation of this Action Plan will be led by one of the three BPAC Subcommittees:

Policy, Planning & Law (PPL) – Ensures that the City of Santa Fe's plans, policies, and laws support BPAC's purpose and the City's goal to make bicycling and walking safe, equitable, viable, and comfortable.

Promotion, Education & Programming (PEP) – Develops, reviews, and advises on communications campaigns that inform and educate Santa Fe residents and visitors on the bicycle and walking rules and regulations, BPAC, relevant events, safety, and other communications that support BPAC's purpose.

Technical Review (TR) – Ensures that Santa Fe's infrastructure projects include critical components that contribute to the safety, accessibility, connectivity and equity of bicyclists and pedestrians.

ACTION 1: *Formulate policies, programs and practices that would make travel distances to work, school, or shopping easily to moderately bikeable/ walkable.*
Task 1.1: Work with Land Use Department in Code Rewrite. Advocate for bicycle and pedestrian-friendly land use codes. Examples are: a. cluster commercial and residential development in higher density centers, rather than extended in linear strips along roads; b. restrict development of neighborhood commercial areas to a pedestrian scale and design; c. encourage grid design in new residential developments or require interconnection of cul-de-sac neighborhoods with "cut-through" non-motorized access public rights-of-way to allow safe, access along streets within and between neighborhoods; d. coordinate land use decisions with existing and planned public transportation services and the needs for non-motorized access; and

e. using the permitting process, require bicycle parking at all commercial establishments.

Rationale: Through appropriate land use codes, the design and location of residential development, retail, commercial and institutional buildings can provide an environment that is safe and convenient for pedestrian and bicycle travel, and give people shorter travel distances between origins and destinations.

Complete By: December 2026

Lead Subcommittee: PPL (Coordinate work with Land Use Department Senior Planner Daniel Alvarado, AICP, djalvarado@santafenm.gov, (505) 955-6670.)

Task 1.2: Amend the City's *Unified Traffic Ordinance* to include e-bike regulations.

Rationale: E-bikes can travel at a faster rate than a traditional bike. Most e-bikes will allow you to move 15 to 20 mph compared to 10 to 15 mph on a traditional bike. This is also a huge opportunity for older adults and tourists to become more active because riding an e-bike is considerably less strenuous than a traditional bike since the level of electric assistance can be adjusted so that less human power is needed during a ride.

Complete By: December 2022

Lead Subcommittee: PPL (If needed, work with City's Legal Services Staff Liaison, Jesse Guillen, jbguillen@santafenm.gov, 505-955-6518.)

Task 1.3: Assess bicycle and pedestrian connectivity defined as the ability to reach important destinations, such as work places, schools, grocery stores, and banks, via pathways or roads with low vehicle volumes and low speed limits. Include in analysis first and last mile connectivity defined as the beginning or end of an individual trip made primarily by public transportation.

Based on connectivity analysis, develop a bicycling and pedestrian network system that will provide bicycle and pedestrian facilities that allow immediate, low-stress access to the street network that do not require cyclists and pedestrians to use links that exceed their tolerance for traffic stress, and that do not involve an undue level of detour.

Prioritize projects for funding and implementation that improve connectivity within and between neighborhoods.

Rationale: Connectivity is perhaps the most critical aspect of a bicycling network and should feature prominently in network planning. A bicycle and pedestrian network that has high connectivity should not be incoherent – it should not have areas disconnected from others, or the connecting route should not be so circuitous that most people

would consider them effectively unconnected – thereby discouraging people to bicycle or walk.

Complete By: December 2026

Lead Subcommittee: TR with PEP (Work with SFMPO Officer, Erick Aune, AICP, ejaune@santafenm.gov, (505) 330-8483.)

ACTION 2: *Assist Public Works and Land Use Departments in Ensuring that the Design, Maintenance and Construction of all City streets including private ones, roadways, and trails have appropriate bicycle and pedestrian facilities. Appropriate means facilities are safe, equitable, viable and comfortable.*

Task 2.1: Develop a user-friendly checklist for reviewing roadway and trails design and construction plans based on Complete Streets Design Principles and Vision Zero.

Rationale: Both Complete Streets and Vision Zero Policies assert that good roadway and street design can positively influence the behaviors of all users and should be the first step toward goals to change behavior and enhance safety.

If a user-friendly checklist has been developed, then reviewing plans won't be as daunting a task for BPAC members.

Complete By: December 2023

Lead Subcommittee: TR (Work with SFMPO Officer, Erick Aune, AICP, ejaune@santafenm.gov, (505) 330-8483.)

Task 2.2: Develop relationships with relevant City staff to encourage more diverse input into the conceptual designs of new or upgraded developments and transportation facilities. Urge City leadership to develop procedures that include and encourage neighbors and interested parties, including BPAC, in meaningful participation during the early stages of projects.

Rationale: Early public participation will result in outcomes that better reflect the priorities and interests of the community. Most neighborhood opposition to projects include concerns that traffic will increase and make their neighborhoods less safe. By involving neighborhood and bike/pedestrian advocates early on, and throughout the process of project design, the resulting project will likely be welcomed, rather than opposed, by the Community.

Complete By: Continuous

Lead Subcommittee: PEP

Public Works: Complete Streets: Regina Wheeler, Department Director (rawheeler@santafenm.gov, (505) 955-6622)
Land Use: Jason Kluck, Department Director (jmkluck@santafenm.gov, (505) 955-6729)
SFMPO: Erick Aune, SFMPO Officer (ejaune@santafenm.gov, (505) 330-8483)

Task 2.3: Facilitate the approval and implementation of the *Inspection and Maintenance Plan for On-road Bicycle and Pedestrian Infrastructure* Resolution.

Rationale: Annual and routine maintenance of on-road bicycle and pedestrian infrastructure such as street sweeping, pavement markings, traffic signals, and wayfinding signage are critical components to safety of vulnerable road users: children, older adults, people who walk and bike, people with disability and homeless people. Yet, the City of Santa Fe does not have a Maintenance Plan/Program. Therefore maintenance is usually underfunded.

Complete By: June 2023

Lead Subcommittee: PPL (If needed, work with City's Legal Services Staff Liaison, Jesse Guillen, jbguillen@santafenm.gov, 505-955-6518.)

Task 2.4 Facilitate the adoption and codification of Complete Streets.

Rationale: In the US, in the decade between 2009 and 2018, traffic deaths for motor vehicle occupants declined by 1%, but pedestrian deaths increased by 53%, and deaths among cyclists increased by 36%. The statistics for the City of Santa Fe follows the national data.

Vision Zero aims at reducing and eventually eliminating all serious injuries and deaths related to traffic crashes and the transportation system. Vision Zero proponents argue that our roads are currently built to optimize motor vehicles' speed and convenience over safety. Vision Zero asserts that traffic deaths are preventable when streets and roads are re/designed to anticipate user error and protect all users, especially the most vulnerable.

Complete By: December 2026

Lead Subcommittee: PPL (Work with: a) SFMPO Officer, Erick Aune, AICP, ejaune@santafenm.gov, (505) 330-8483; and b) Land Use Department Senior Planner Daniel Alvarado, AICP, djalvarado@santafenm.gov, (505) 955-6670.

Task 2.5: Update the City's Traffic Calming Program

Rationale: The last time the City's Traffic Calming Program was updated was in 2013. Since then, technologies, design standards, policies, and social behaviors and conditions have significantly changed but the program has not changed and implementation by the citizen is difficult. No programs or plans should be static.

Complete By: December 2023

Lead Subcommittee: TR & PPL (Work with: a) City Traffic Engineer Jeanne Wolfenbarger, PE, jawolfenbarger@santafenm.gov; b) Traffic Calming Consultant Leroy Pacheco, PE, engineer@leroypacheco.com, (505) 423-4068; and c) SFMPO Officer, Erick Aune, AICP, ejaune@santafenm.gov, (505) 330-8483.)

Task 2.6: Assist the SFMPO in prioritizing bicycle and pedestrian on-road and off-road projects that support safety, equity, access, connectivity, and convenience. See Table 2 for List of Projects prioritized by BPAC since June 2020.

Rationale: Although SFMPO has an excellent Metropolitan Transportation Plan, and has developed a list of project priorities for the City of Santa Fe, BPAC being the City's Advisory Committee with members from each 4 Council Districts and County resident has better connection with City constituents, and therefore can represent better Constituents' wants and needs.

Complete By: Continuous

Lead Subcommittee: TR

Table 2: BPAC's Approved Priority Projects (2020 – present)

A) Roadway and Sidewalk Improvements:

1) Bishop's Lodge Road Reconstruction – Project Termini: Paseo de Peralta to City/County Boundary (2.8 mi). Engineering design funded via Transportation Project Fund ($800,000) and Road Impact Fees ($327,000) for a total of $1,127,000. Design phase started January 1, 2022.
2) Buckman Road Pavement Rehabilitation – Project Termini: Cattle guard to Camino de las Crucitas (1.32 mi). Engineering design funded via Local Government Road Fund ($73,000). Cooperative Agreement not yet executed.
3) Add curb cut/bulb out at the end of Acequia Trail and Montezuma Avenue.

B) Trail Improvements

1) Acequia Trail - Otowi to La Cieneguita via Maclovia and Hermanos Rodriguez Parks with connection to Cielo Vista Park. ~$1,650,000
2) Tierra Contenta Arroyo Chamiso Trail – design: Along South Meadows and to Camino Entrada, via school crossing and city-owned corridor to Camino Estrada (design) ~$425,000
3) NM Central Rail Trail - Pinon Elementary School to Pueblos del Sol Trails - Safe Routes to School. ~$650,000

4) Mid-town Campus Trail - Using east boundary easement, from Siringo to driveway near St. Michael's Dr., w/connections to LaFarge Library, Middle School, St. Michael's Village W. shopping center. ~ $1,400,000
5) Arroyo Chamisos Trail Extension - Linking East and West Zia and connect to Botulph Road and/or Gail Ryba Trail. ~ $1,500,000
6) El Camino Real Academy Trail connecting Cottonwood Mobile Home Village to El Camino Real Academy. ~ $2,000,000
7) Mutt-Nelson Rd Trail to connect to Tierra Contenta Trail & SWAN Park

C. Signage/Striping Improvements

1) Wayfinding Project (Phase 1-3) (Phase 1 for implementation FY2023)
2) Sharrows Maintenance (Submitted to Traffic Operations Manager; for implementation FY2023)
3) Striping on Calle Mejia (Submitted to Traffic Operations Manager and City Traffic Engineer for evaluation)
4) Tierra Contenta Wayfinding (To be constructed with Tierra Contenta Trail Extension from Buffalo Grass to South Meadows in FY2023)
5) Striping on Paseo de Peralta on Canyon Rd (To be submitted to City Traffic Engineer and Traffic Operations Manager for evaluation)

ACTION 3: *Integrate public transport, education, and marketing programs.*
Task 3.1: Obtain media coverage in news outlets; propose to the *Santa Fe New Mexican* to include a regular column on biking and walking in Santa Fe; and increase visibility through social media outlets. **Rationale:** Can reach wider audience, educate on the work of BPAC. **Complete By:** June 2023 **Lead Subcommittee:** PEP
Task 3.2: Lobby to have input, and/or a seat at the table of other key City Committees/Commissions, particularly on Mayor's Committee on Disability, Parks and Trails, Planning Commission, Public Transit and Recreation. **Rationale:** BPAC's achievement of its mission, in part, depends on the activities/ work of other City Committees/Commissions. However, currently, BPAC has only a seat on Public Safety Committee. **Complete By:** June 2027 **Lead Subcommittee:** PEP

Task 3.3: Develop partnerships with other government entities, NGOs, and private entities to overcome lack of financial and human resources. See Table 3 for list of entities to partner with.

Rationale: The City cannot afford to support all its Committees with Staff and funding.

Complete By: June 2027

Lead Subcommittee: PEP

Task 3.4: Develop promotional or marketing program with Santa Fe Trails, Rail Runner, and North Central Regional Transit District focusing on First and Last Mile (FLM).

Rationale: The neighborhoods in the City are quite fragmented with low connectivity and equity. Many are dependent on cars. Although this condition can be corrected via road reconstructions, land use policy implementation such as Smart Growth, the most likely scenario indicates otherwise. There are neither resources nor desire to change this condition. Further, a huge percentage of work force live outside Santa Fe such as Española, Albuquerque, Bernalillo, and Rio Rancho. Therefore, BPAC needs to focus on encouraging more people to use Public transportation in tandem with bicycling/walking the first and last mile.

Complete By: June 2027

Lead Subcommittee: PEP **(**Need to work with Santa Fe Trails Division Director Thomas Martinez, tamartinez@santafenm.gov, (505) 955-2006; and Michaela Beggins, Communications Manager, (505) 469-0946.)

Task 3.5: Develop key information needed for providing safe, equitable, viable and comfortable bicycle and pedestrian infrastructure via surveys or other means.

Rationale: To implement this Action Plan effectively, BPAC will need information from residents and visitors alike. Examples are information on how do people think about connectivity or equity; what do they think about the quality of our streets, roadways and trails; what do they want to see; what services do they need; etc.

Complete By: Continuous

Lead Subcommittee: PEP (Work with SFMPO Officer, Erick Aune, AICP, ejaune@santafenm.gov, (505) 330-8483.)

Table 3: List of Possible Partner Organizations

Santa Fe Organizations/Entities

- Santa Fe Public Schools
- Santa Fe Conservation Trust
- Chainbreaker
- Railyard Park Conservancy
- Santa Fe Community College
- Christus Community Health
- Santa Fe Community Foundation
- Girls, Inc.
- Earthcare
- Homewise
- NM Techworks
- Institute of American Indian Arts

Retail

- BTI (Bicycle Technologies International)
- Sirius Cycle
- Broken Spoke
- Second Street Brewery
- REI

Biking Groups

- Bike Santa Fe
- Santa Fe Fat Tire Society
- Seniors on Bikes (SOBs)

Hiking Groups

-

Events

- Santa Fe Century

Other

- Food Depot
- AARP
- The Green Chamber of Commerce

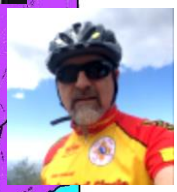
CONCLUSION

This Plan was developed by the BPAC Policy, Planning, and Law Subcommittee with input from and the approval of the entire BPAC Committee, facilitated and drafted by Staff Liaison Romella Glorioso-Moss. It is intended to be a dynamic document that changes with a changing Santa Fe and its citizens.

BPAC Subcommittees will work to implement the Plan and report to the full committee as appropriate. BPAC will officially review the Plan twice a year, revising as tasks are accomplished, goals are reached, and new ones added. As BPAC members term out and new ones join, the transitions will be transparent, as the Plan will be a major driver of the work of the committee.

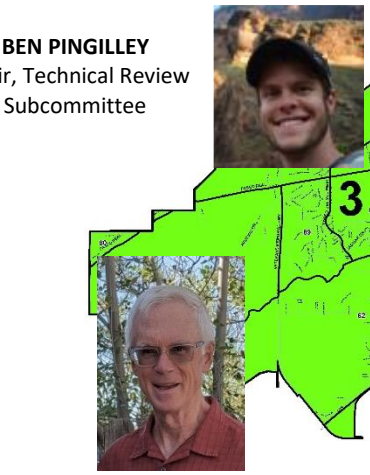
BICYCLING AND PEDESTRIAN ADVISORY COMMITTEE MEMBERS FY 2023

YOLANDA EISENSTEIN
Chair, Policy, Planning & Law Subcommittee



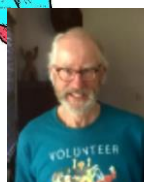
KHALIL SPENCER
Vice-Chair

COUNCILOR MICHAEL GARCIA
CHAIR



JUDITH GABRIELE
Chair, Promotion, Education & Programming Subcommittee

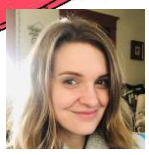
BEN PINGILLEY
Chair, Technical Review Subcommittee



TONY GERLICZ

PALOMA SANCHEZ
Not Pictured

STEVEN PILCHER



CANDACE ELLA MARTINEZ

ERIK AABOE
Santa Fe County Representative

ROMELLA GLORIOSO-MOSS
Staff Liaison

OUR PARTNERS

APPENDICES

APPENDIX A

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2021-8

INTRODUCED BY:

Councilor Michael J. Garcia

Councilor JoAnne Vigil Coppler

Councilor Carol Romero-Wirth

A RESOLUTION

RE-ESTABLISHING THE BICYCLE AND TRAIL ADVISORY COMMITTEE.

WHEREAS, the Bicycle and Trail Advisory Committee ("BTAC") was created by Resolution No. 2003-87 on September 24, 2003; and

WHEREAS, Resolution No. 2003-87 was subsequently amended by Resolution No. 2010-33, Resolution No. 2010-64, and Resolution No. 2017-46; and

WHEREAS, in 2007, the Santa Fe Metropolitan Planning Organization (SFMPO) Policy Board, of which the City of Santa Fe is a member, adopted a Complete Streets Policy, directing transportation planners and engineers to routinely plan, design, construct, operate, and maintain the entire right of way for safe access of all users, including pedestrians, bicyclists, motorists, and transit riders regardless of age, ability and mode of transportation; and

WHEREAS, in 2013, the City of Santa Fe was recognized by the League of American Bicyclists as a Silver-level Bicycle Friendly Community, and the Committee and the MPO continue to work to achieve the Gold-level by 2024 by considering the infrastructure needs of pedestrians and bicyclists in all City-led transportation projects; and

WHEREAS, the City's Land Use Development Code requires the accommodation of bicycle and pedestrian traffic along City streets as well as through off-road trails and requires all new public streets to provide adequate pedestrian and bicycle facilities; and

WHEREAS, a bicycle-friendly Santa Fe can help promote improved public health through active living, stimulate local and regional economic development, and achieve carbon neutrality by 2040 as adopted by the Governing Body in 2017; and

WHEREAS, the SFMPO's 2019 Bicycle Master Plan, which is updated every 5 years, has recognized the Committee's critical role in identifying, prioritizing, and requesting implementation by the City of 26 on-road bicycle facilities projects including designated bike lanes, striped shoulders, lanes shared with motor vehicle traffic, and 80 off-road or trails improvement projects including paved multi-use trails and formal or informal soft-surface paths, for all of which the City serves as the lead agency; and

WHEREAS, the New Mexico Department of Transportation has defined "bicycle and pedestrian infrastructure" to include bicycle lanes including protected and buffered lanes, bicycle parking and storage facilities, curb extensions, intersection treatments such as bicycle boxes, stop bars, lead signal indicators, landscaping, paved shoulders, pedestrian- and bicyclist-scale lighting, pedestrian overpasses or underpasses, separation/buffers, shared-lane markings or sharrows, sidewalks, signage especially high-visibility signage, signalized pedestrian crossings and mid-block crossings, and trails or shared-use paths.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF SANTA FE, NEW MEXICO that this Resolution re-names and re-establishes the Bicycle and Trails Advisory Committee as the Bicycling and Pedestrian Advisory Committee.

Section 1. NAME: The advisory committee shall be called the Bicycling and Pedestrian Advisory Committee ("Committee").

Section 2. PURPOSE: The purpose of the Bicycling and Pedestrian Advisory

Committee is to provide input and advice that supports the ongoing development and maintenance of a transportation infrastructure that makes bicycling and walking in the City of Santa Fe safe, equitable, viable, and comfortable modes of transportation, commuting, and recreation. This includes the responsibility to deliberate on City projects, plans, and policies that impact both on-road and off-road bicycle and pedestrian infrastructure, and to advise the Governing Body on such matters.

Section 3. DUTIES AND RESPONSIBILITIES: The Committee shall:

(a) Assist in the prioritization of bicycle and pedestrian infrastructure projects to be completed using city, state, and federal funds, through the development of the Santa Fe Metropolitan Planning Organization ("SFMPO") Bicycle Master Plan and the SFMPO Pedestrian Master plan;

(b) Review preliminary designs for new Public Works projects involving public roadways and trails funded out of city, state, or federal sources to ensure designs comply with the City's commitment to make bicycling and walking safe, equitable, viable, and comfortable modes of transportation. Design plan reviews shall take place at 30% design and before plans are presented to the public for comments or submitted for review to New Mexico Department of Transportation ("NMDOT");

(c) Advise on policies, programs, and ordinances as they relate to bicycle and pedestrian infrastructure safety, design, construction, and operation and maintenance;

(d) Develop, review, and advise on media and educational campaigns providing information and promoting bicycle- and pedestrian- related activities and education;

(e) Work with other agencies for the enhancement of city and county trail systems;

(f) Review and recommend updates to Bicycle Master Plan, Pedestrian Master Plan, Metropolitan Transportation Plan, Parks Master Plan related to trails, and the City's Land Use Development Code as they pertain to bicycle and pedestrian infrastructure and associated

regulations;

(g) Seek funding from city, state, and federal sources to implement the City-led projects identified in the SFMPO's 2019 Bicycle Master Plan and 2020 Metropolitan Transportation Plan and consider reoccurring funding sources from the City to be applied to the implementation of policies, programs, and other projects that are supported by the plans;

(h) Pursue the League of American Bicyclists Diamond-level Bicycle Friendly Community designation for the City of Santa Fe, as well as any other local, state, or national awards or designations that the City deems worthy of pursuit;

(i) Advise on polices, projects, ordinances, and funding as they relate to bicycling and walking as safe, equitable, viable, and comfortable modes of transportation; and

(j) Educate the public on the work of the Committee.

Section 4. MEMBERSHIP: The Committee shall consist of a member of the City Council who shall also serve as its chair, along with nine members of the public, of whom eight shall be residents of the city and one who may be a resident of Santa Fe County. Recommendations for members shall be made by the City Council to the Mayor, who shall appoint the committee members, balancing interests among recreationists, youth and neighborhood group users, commuters, and bicyclists, with Council approval. The chair may appoint subcommittees, as needed, to study, in-depth, certain responsibilities assigned to the Committee and to present such information to the Committee. The subcommittees shall be made up of no more than four members of the Committee and three interested members of the public.

Section 5. TERMS: the public members shall be appointed for two-year staggered terms. Subsequent terms shall be for two years to maintain staggering of terms. Members shall serve for no longer than six (6) consecutive years. The members shall serve at the pleasure of the Mayor and may be removed at any time with or without cause.

Section 6. VACANCIES: Vacancies shall be filled in the same manner as initial

appointments and shall be for the remainder of the term. Vacancies shall be filled as to maintain the balance of interest group representation.

Section 7. MEETINGS: A quorum shall be at least six members. The Committee shall also conduct all meetings in accordance with adopted City policies and procedures and shall use *Robert's Rules of Order* in conducting its meetings. The committee shall meet monthly.

BE IT FURTHRE RESOLVED that this Resolution supersedes, rescinds, and replaces any other resolution that created or amended the Bicycle and Trails Advisory Committee, including, but not limited to, Resolution Nos. 2003-87, 2010-33, 2010-64, and 2017-46.

PASSED, APPROVED, and ADOPTED this 27th day of January, 2021.

ALAN WEBBER, MAYOR

ATTEST:

Kristine Mihelcic (Feb 1, 2021 13:26 MST)

KRISTINE MIHELCIC, CITY CLERK

APPROVED AS TO FORM:

ERIN K. McSHERRY, CITY ATTORNEY

Legislation/2021/Resolutions/2021-8 BTAC Amendments

APPENDIX B

STRATEGIC PLANNING NOTES (2022.04.30)

Introduction to Multiple Scenarios Strategic Planning (MSSP)

Laurence A. G. Moss & Romella S. Glorioso
IAMC, Santa Fe, NM & Port Townsend, WA, USA www.amenitymigration.org

Strategic analysis and planning determines where an entity or research undertaking should be focused, so that the core effort will be concentrated on that path. Its origin is centuries old, including Sun Tzu's *Art of War*, the famous 5th C BCE strategizing for peace. Futures research, as we know it today, has its beginning in the 1940s early systems thinking, where it was linked mainly to safety issues and strategic analysis (Berkhout & Hertin, 2002). Accepting as common the high variability and low predictability of future outcomes, strategists in the 1950s and 1960s developed a more rigorous approach to identifying likely futures by systemically integrating intuitive and analytical skills in formulating multiple future scenarios. This was further refined at Stanford Research Institute in the 1970s and early 1980s. While a Senior Planner at the Institute, and subsequently, Laurence Moss further developed the method for applied research, and planning by public and not-for-profits entities. In discussing this *MSSP* methodology with Moss in 1994, Murray Gell-Mann, Nobel Prize physicist, referred to it as *non-linear analysis and planning*.

Why Use MSSP ?

Using a multiple futures approach in strategic analysis & planning is especially useful for understanding and managing our increasingly complex and uncertain state. The method more successfully investigates and plans, not mechanistically part by part, but through the identification and understanding of societal patterning. It takes advantage of our *whole brain* capability, integrating logic and intuition to identify, analyze and solve issues and take advantage of opportunities. With teams, other groups or a larger community it more effectively harnesses and using their resources by obtaining clear and common understanding, intent and action. The method is particularly focused on better understanding and gaining timely foresight about the strategic external environment of an objective. Typically less resource consuming than other strategic methodologies, *MSSP* identifies and uses only the information most relevant to the phenomenon to be understood and objective to be achieved.

Key Characteristics of MSSP

- set of alternative, multiple future scenarios (not a single future view or foresight)
- clearly understood and agreed upon strategic concern, mission or objective
- use of pattern recognition to understand change, complexity and uncertainty
- focus on understanding of the external environment/ strategic environment
- bounded complexity and uncertainty
- participatory
- iterative

- strategy viability in changing external and internal environments
- use of external environment surveillance

The MSSP Process

Referring to the attached *Figure 1:The Multiple Scenarios Strategic Planning Process* will assist in understanding the description of the intuitive-logic process outlined below.

Vision

A vision is characteristically a preferred, positive image of the future. A strategic analysis or planning process may or may not begin with visioning of such a future condition, for example, that of a watershed, community or research outcome. It is particularly useful in bringing together a new team, other interest group or refocusing an existing one.

Mission (Strategic Objective)

Formulating an entity's or research mission is a critical element in this strategic planning process. The mission is a clearly stated and understood reason for analysis and planning, and should be specific enough to use as a tool for monitoring and evaluating the effectiveness of the strategy or action plan formulated to achieve the mission (see below). All principals involved in formulating the mission must agree upon it. As well, they must commit to it for the time estimated for its achievement, or an otherwise agreed upon period, such as until a mission's annual review. While a vision is characteristically a positive, and usually general view of the future, the mission is more bounded in scope, time and more specific in its objective(s). Importantly, analysis and planning for its achievement must include both positive and negative factors or influences (see below). Caveat: mission and vision may be confused when their differences are not clearly understood**.**

External Analysis

Step 1: This analysis begins with identifying the positive and negative key decision factor*s* (KDF), or influences, in a mission's external strategic environment, ones that are likely to greatly impact mission achievement; or its failure. This *external environment* is often referred to as the *world-of-the-mission*. KDFs may be identified as characteristically socio-cultural, economic, political, technological and environmental in their nature. Positive key decision factors are typically referred to as *opportunities*, and negative key decision factors as *threats,* or *constraints,* to mission achievement.

Step 2: Identify the clustering of the key decision factors that form a pattern of *societal driving forces* (SDF) in the external environment (see *Figure 2.* below). These forces will most likely drive the unfolding, alternative futures of the mission. This step harnesses both intuitive insight and analytical reasoning.

Step 3: Formulate alternative future scenarios of the external environment of the mission**.** This is done by first making the societal driving forces neutral, or non-directional, then positioning them in axial relationship, or what are called *scenario formats*. Their number

will depend on the number of societal driving forces identified. For example, 2 societal driving forces generate 4 scenario formats.
Future scenarios are a tool strategic analysts and planners use to make sense of our fluid, turbulent, and typically complex environment and its uncertain future. They are descriptions of conditions occurring in a particular period of time, and need to be plausible, internally consistent stories of main events and key stakeholders' actions reflecting the *key decision factors*. Typically, they inform the analysis about systemic relationships among conditions that are typically not generally perceived and anticipated.

Some analysts and planners contend that people cannot cope with several scenarios and so become confused. Others, including the authors, have found this is not the case, and moreover, hold that the very uncertainty that requires a scenario approach demands using multiple scenarios. Why ? 1) A well-structured set of future scenarios describes the range of uncertainty that must be addressed for mission achievement; 2) multiple scenarios significantly broaden the awareness of the analyst or client; and 3) they increase resilience and the ability to respond to the certainty of future uncertainty in both research and planning systems, and resulting strategy.

Step 4: Choose from the set of future scenarios the *most likely scenario* of the future to guide decisions and actions for a set period of time (while also monitoring and scanning for possible need to shift to an alternative one: see below). There is discussion about what is better to use, the *most desirab*le or the *most likely* scenario. Some strategists say it is better to choose the most desirable one, because the analyst or client will do their best to achieve the mission. However, in using this approach undesirable factors and critical issues or threats to the mission have a strong tendency to disappear in analyses. The less likely alternative scenarios should continue to be considered, mainly in the surveillance process (see below). They will assist especially in identifying change in the mission's external environment, which can lead to early awareness of another scenario in the set becoming more likely, and will assist in shifting a strategy or plan to address this new external environment.

Internal Analysis
This involves identifying and evaluating of an entity's or study's internal strengths and weaknesses for achieving its mission. They are usually identified in terms of *human, financial, physical, informational* and *temporal* resources. A caveat: learners of this process should guard against confusing internal and external factors. As a precaution when using this method, private sector entities typically have separate teams undertake the external and internal analyses.

SWOT Analysis
This step brings together for mission achievement the separately identified *strengths (S)* and *weaknesses (W)* of the entity or research to achieve its mission in the context of the chosen scenario's *opportunities (O)* and *threats (T)* for mission achievement. This action

should result in identification of the *key issues* that need to be addressed in formulating the strategy.

Strategy

Strategy is the core *elements* and *actions* an entity or study must include for achieving its mission. It describes how the entity will respond to salient opportunities and threats in the mission's unfolding world, especially by managing its strengths and weaknesses typically by modifying or changing them. It sets out how key issues identified in the SWOT Analysis will be managed to achieve the mission. The strategy is the sum of all products of the strategic analysis and serves as the foundation for *tactical actions* in the context of the mission's external environment and internal resources. Typically, strategy is composed of a several *strategic objectives* or *thrusts*, which form the bridge to tactics, and are usually spelled out in an *action plan* (see below). When resources permit, contingency strategies may be developed for the alternative, less likely scenarios that have been formulated in the above process. Caveat: attempts to create a single strategy for two or more scenarios usually result in too diluted or general a strategy to be of practical value, and therefore not a real strategy.

Action Plan

The action plan entails the tactical level of this strategic planning process, or how the strategy is to be implemented. It clearly sets out, *who, what where, when* and *how* resources are necessary to implement the strategy**,** and typically within a 3 to 5 year time frame. The plan is usually disaggregated into specific programs and projects. Caveat: the *who* refers to exactly who in the entity will be responsible for implementing the plan, its programs and its projects.

Surveillance

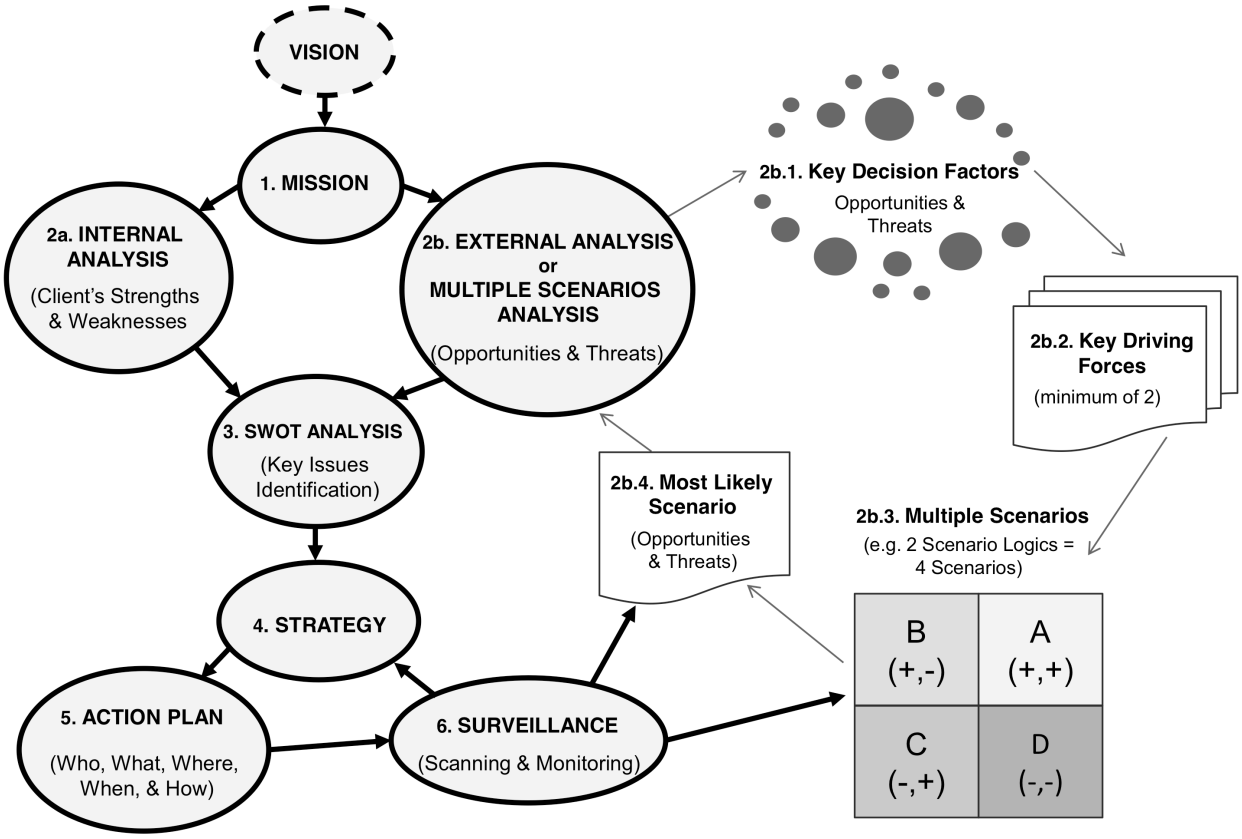
Multiple futures strategic analysis and planning includes a powerful surveillance system to assess progress toward mission achievement, including the continuing validity of the chosen most likely future scenario, strategy, and action plan. Surveillance is carried on at set times, continuously to annually, in accordance with the uncertainty an entity faces and its resources. Emphasis is placed on assessing the external, strategic environment, and especially on: does the chosen most likely scenario, or an alternative one, continue to be the most likely external environment of the mission? There are two surveillance activities: *scanning* and *monitoring*. Caveat: the authors have found that this is often the weakest aspect of the use of this method, a condition that is usually due to too infrequent surveillance, and/ or insufficient resources being committed for this activity.

Scanning focuses on future uncertainty, and alerts analysts and decision-makers to the signs of change. It is a systematic attempt to detect what the futures analyst Igor Ansoff termed *the weak signals* of emerging new conditions in the external environment, and to do so sufficiently early and accurately that an entity has as much lead time as possible to shift to more likely, and usually in this method, an already identified alternative scenario,

and more appropriate strategy and plan. The earlier scanning detects these signals, the more resources a user can save.

Monitoring in this method is a more frequent activity of tracking known indices, events and conditions (identified above in the *External Analysis*). Compared with scanning, monitoring collects information in the present to be systemically assessed cumulatively, and in conjunction with interpretation of the scanning activity.

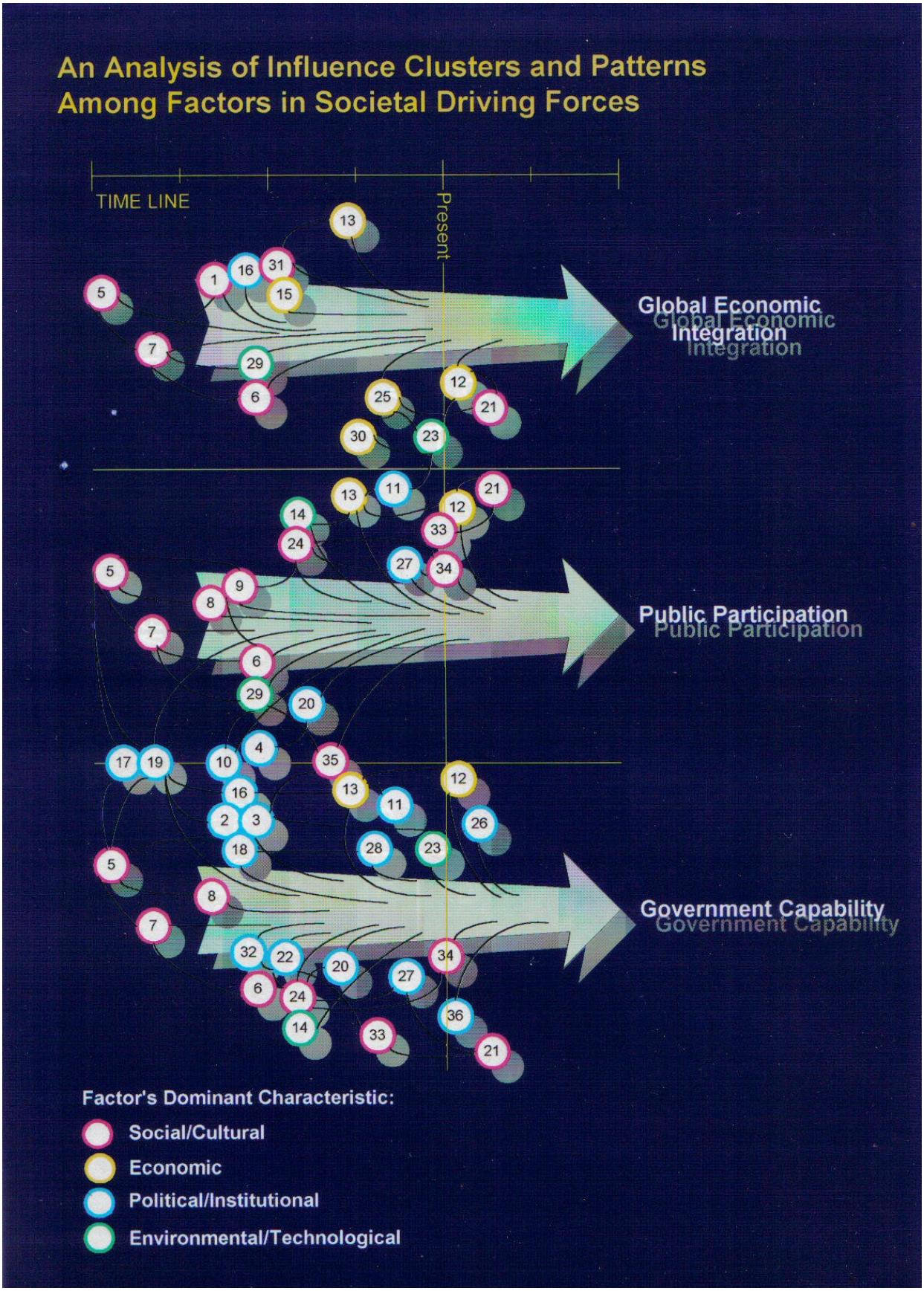
Figure 1: The Multiple Scenarios Strategic Planning Process



Source: Glorioso, R.S. (2014) Planning for sustainable living in high-amenity communities: Charting the course in an era of climate change. In: Moss, L.A.G. & Glorioso, R.S. (eds.) *Global Amenity Migration: Transforming Rural Culture, Economy & Landscape*, The New Ecology Press.

Figure 2: Illustration of Clustering of Key Factors into Societal Driving Forces

In this example, for the mission of establishing a national urban environmental quality platform to attract knowledge intensive economic and social activity, its external strategic environment has 36 key factors, or influences, that cluster into 3 societal driving forces: *Global Economic Integration, Public Participation, Government Capability* (to implement the mission). In this case the key positive and negative factors have 4 dominant characteristics: *social/ cultural, economic, political/ institutional and environmental/ technologica*l.


An Analysis of Influence Clusters and Patterns Among Factors in Societal Driving Forces
TIME LINE
Present
Global Economic Integration
Public Participation
Government Capability
Factor's Dominant Characteristic:
Social/Cultural
Economic
Political/Institutional
Environmental/Technological

Note: While the authors have been successful in analyses and formulation of strategies and strategic plans, this has been less the case with mission achievement. For our experience and observation this outcome is likely due to the *MSSP* methodological expert, often a consultant, not being retained during the implementation of a strategy or plan, or for environmental surveillance. This outcome is also often the case if the mission was to institutionalize this method in an entity's research and/ or planning systems, and the expert was not available to monitor and evaluate the mission's achievement over time. Further, such follow-on usually demands a committed entity insider who will champion the method's use through its implementation phase, or again, in the process of institutionalizing the methodology. Unfortunately, this seems to be an uncommon condition.

Recommended Reading

Below is a selection of further reading about multiple future scenarios analysis and planning. It includes a short hand form of the methodology called *scenario planning*. This form, while not as powerful a tool as the one outlined above, is still a considerable improvement over the commonly used single future scenario approach (implied or prescribed), for example in urban, rural and regional research and planning. In addition, the author includes several successful applications they have undertaken.

Berkhout, F. and J. Hertin (2002) Foresight futures scenarios: Developing and applying a participative strategic planning tool, *Greener Management International* (pp. 37-52).

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Moss, Laurence A.G. and Romella S. Glorioso (2010) Strategy for a Sustainable Similkameen Valley, BC, Canada, Glorioso, Moss & Associates & Similkameen Valley Planning Society, Kaslo & Keremeos BC, Canada (available at: www.researchgate.com; www.academia.edu).

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Smith, E. (2007) Using a Scenario Approach: From Business to Regional Futures. In: Hopkins, L. D. and M.A. Zapata (Eds.), *Engaging the Future*, Lincoln Institute of Land Policy, Cambridge, USA (pp.79-101).

Schwartz, Peter (1991) *The Art of the Long View: Planning for the Future in an Uncertain World*, Doubleday,New York & London.

Wack, Pierre (1985) Scenarios: Uncharted Waters Ahead, *Harvard Business Review*, Sept.- Oct. (pp.73-89).

This technical paper was initially written for associates and clients of the International Amenity Migration Centre and Laurence Moss & Associates (Kaslo, BC, Canada, Santa Fe, NM and Port Townsend, WA, USA). Interest in the paper by a larger community has suggested this revision.

L.A.G. Moss & R.S. Glorioso, 2018.06.10 (revised 2022.04.30)

APPENDIX C

BPAC KEY SURVEY FINDINGS

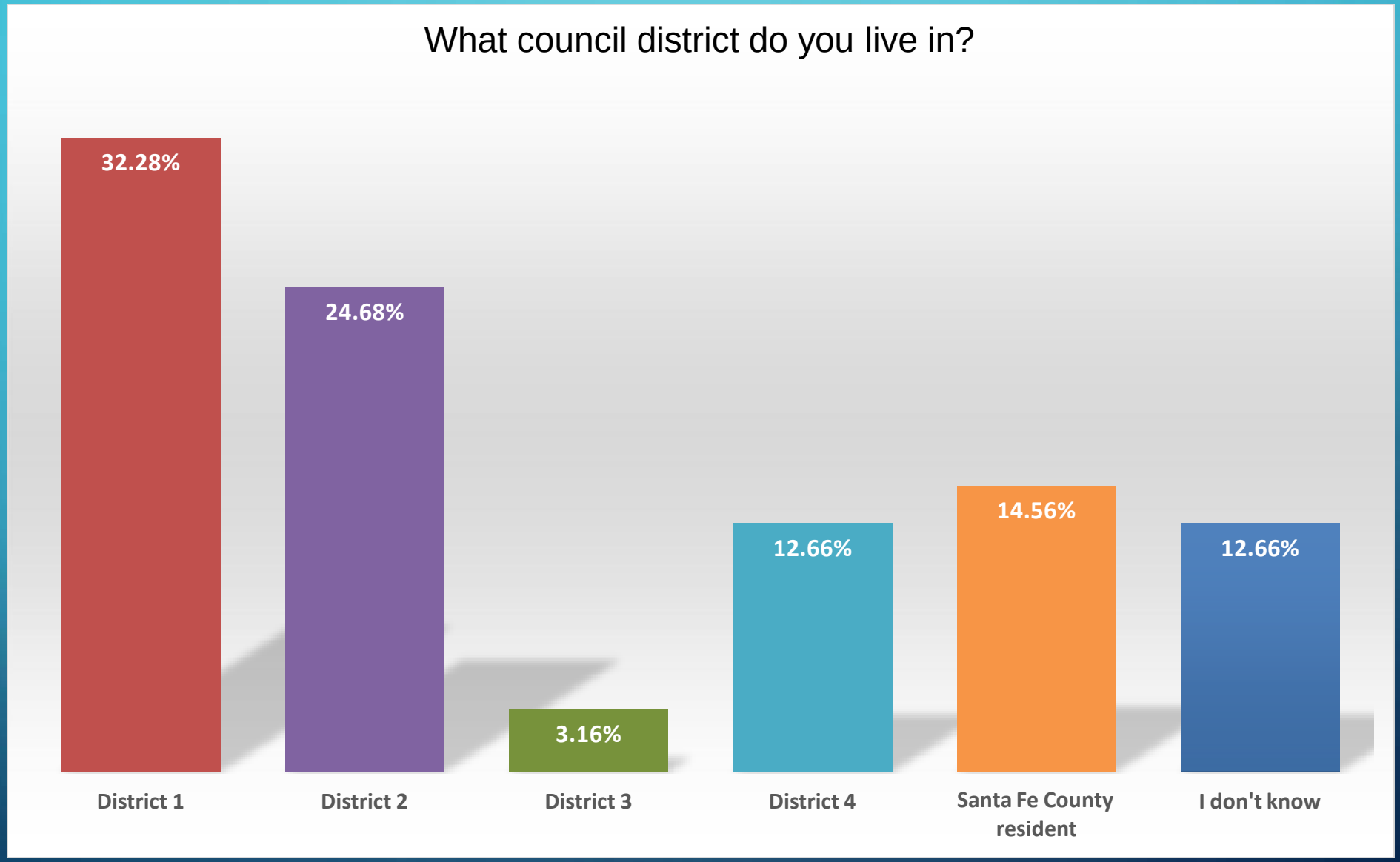
PROMOTION, EDUCATION & PROGRAMMING

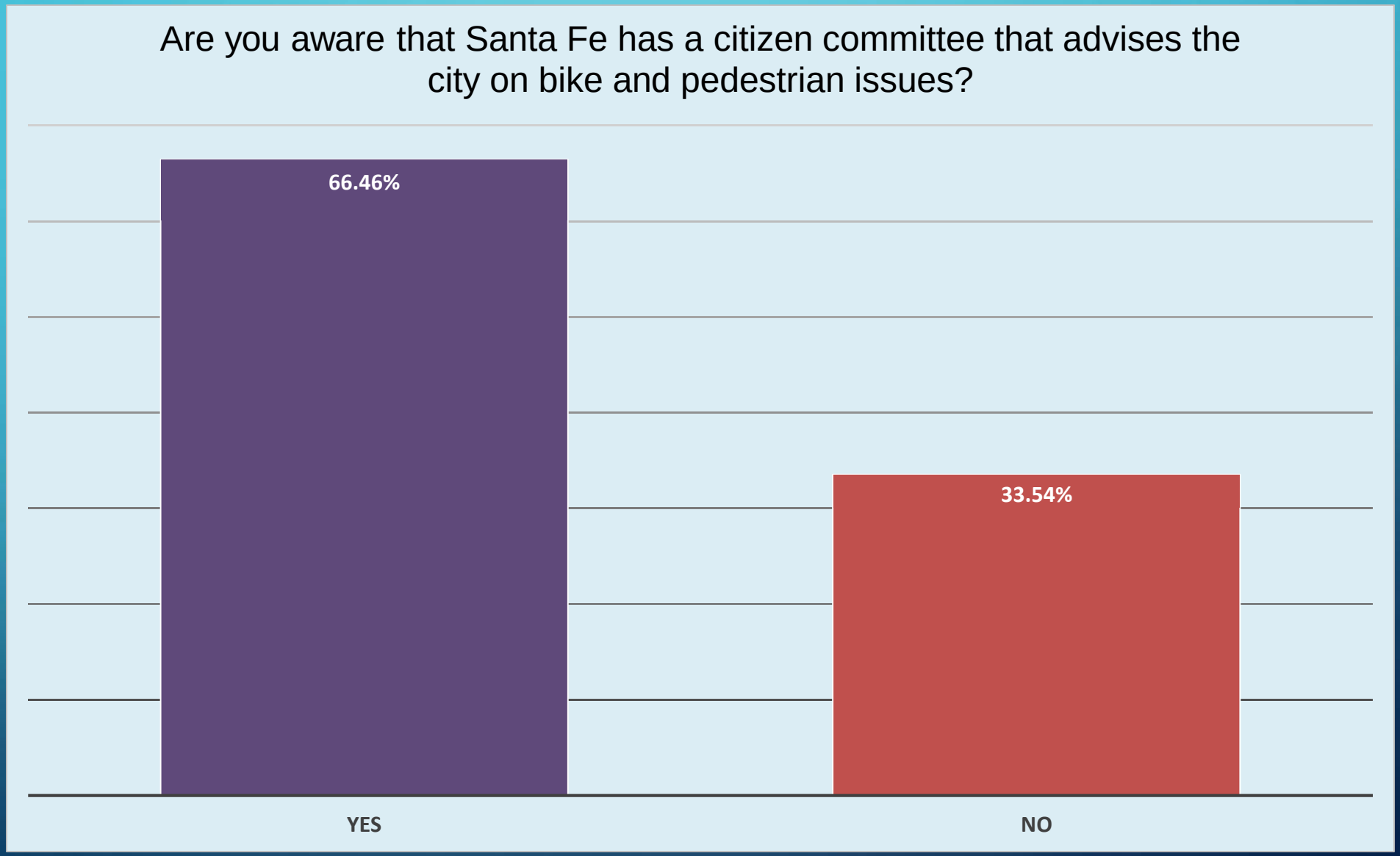
JUDITH GABRIELE, SUBCOMMITTEE CHAIR

BPAC SURVEY RESULTS

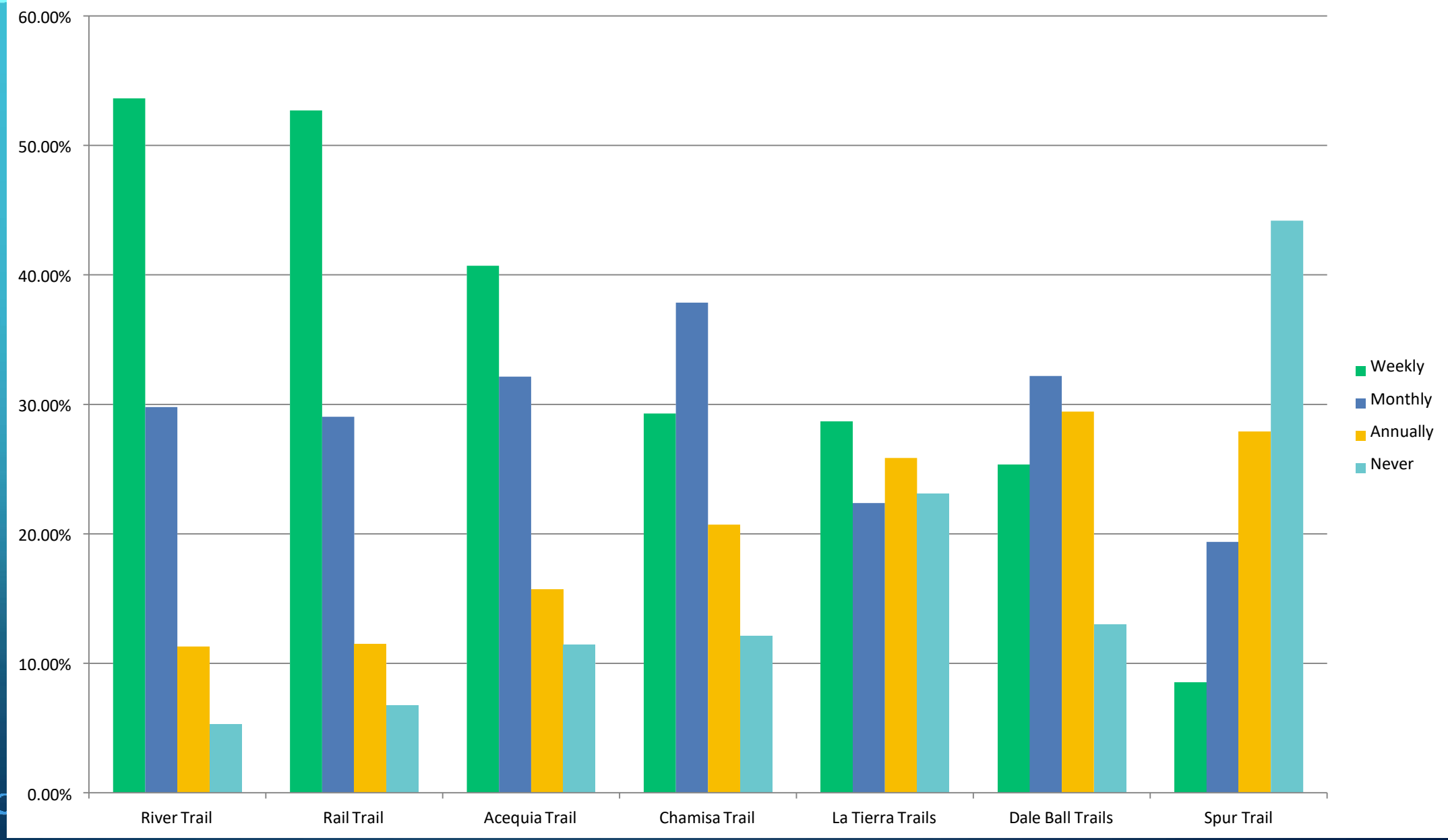
- October 9 through November 15, 2021
- Total of 200 Online and Paper Survey Respondents
- Total of 18 Questions
- Conducted with the assistance of the SFMPO

Are you a resident or second homeowner in Santa Fe?

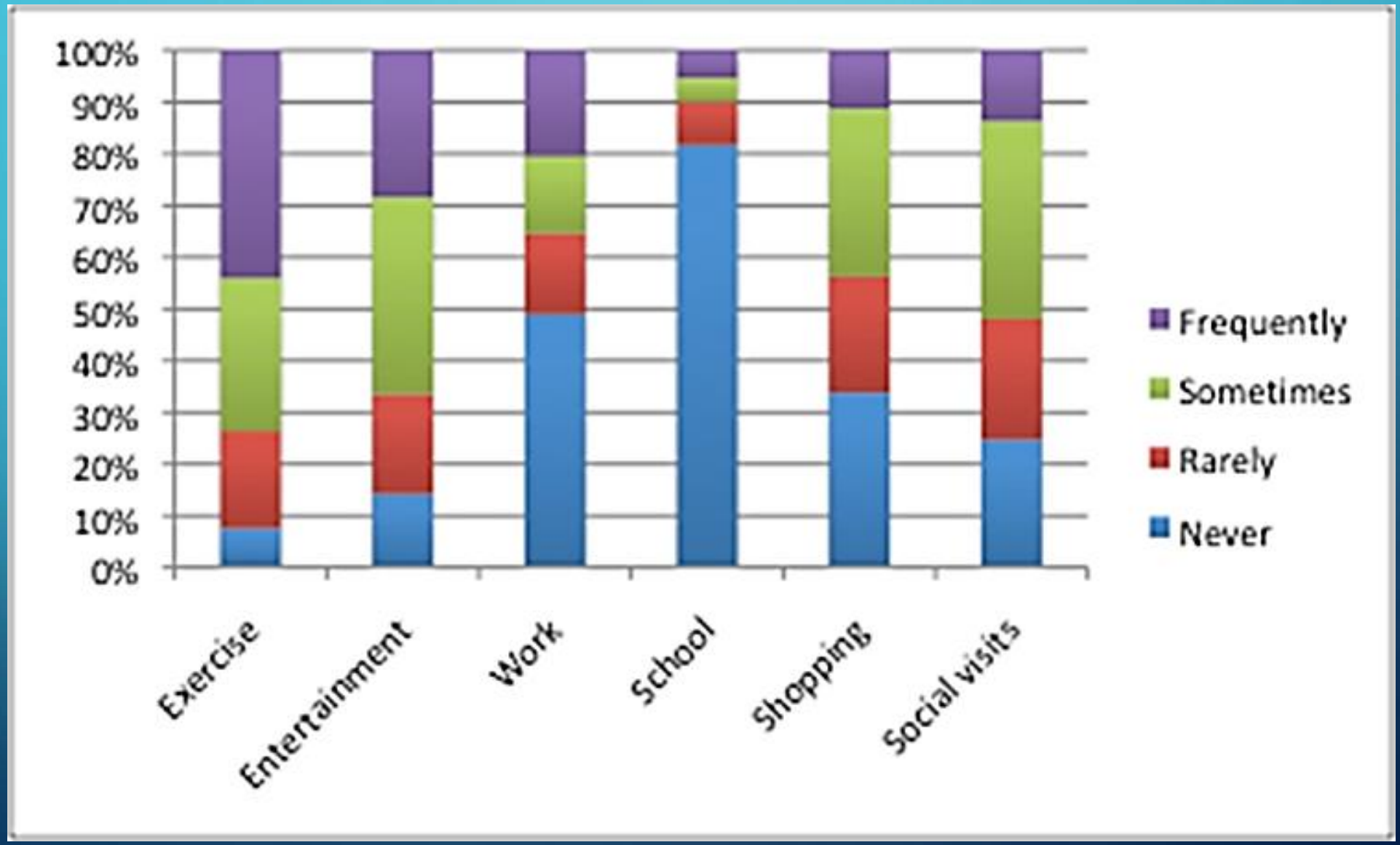

What council district do you live in?
32.28%
24.68%
3.16%
12.66%
14.56%
12.66%
District 1
District 2
District 3
District 4
Santa Fe County resident
I don't know


Are you aware that Santa Fe has a citizen committee that advises the city on bike and pedestrian issues?
66.46%
33.54%
YES
NO

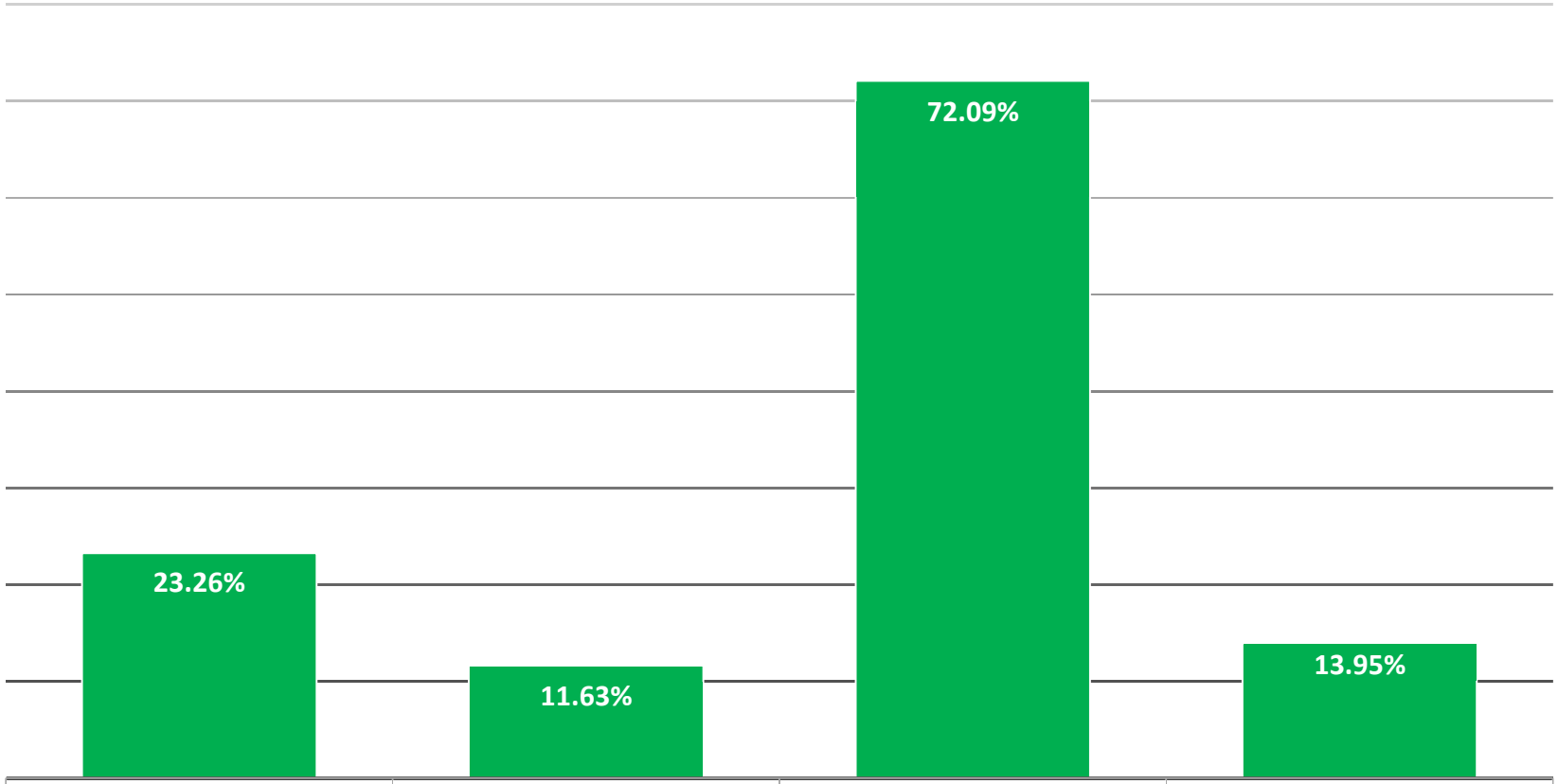
How often do you walk, bike, or actively recreate on these trails?



For each of the following types of trips, please indicate how often you use BICYCLING as your primary mode of transportation.

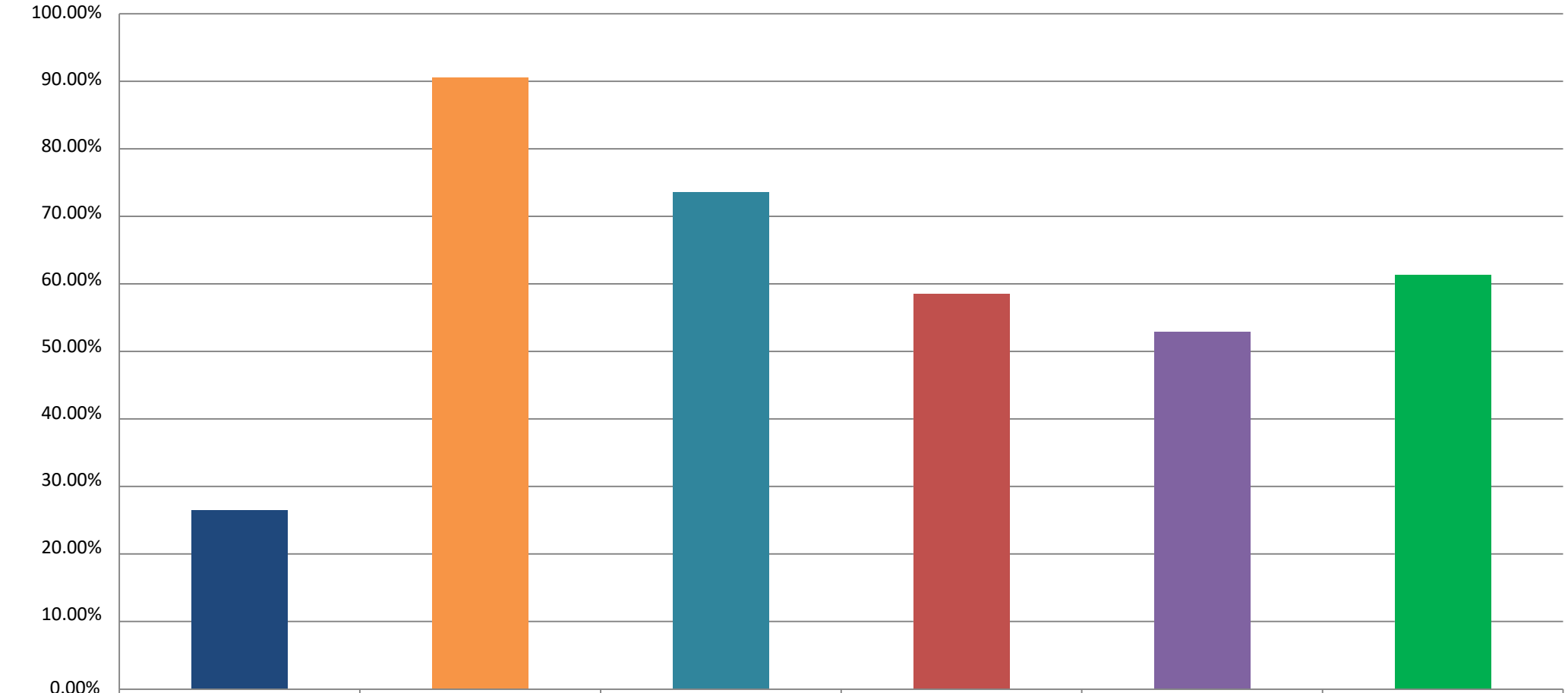


If you don't use the city bike and walking trails for walking, biking or actively recreating, please explain why.

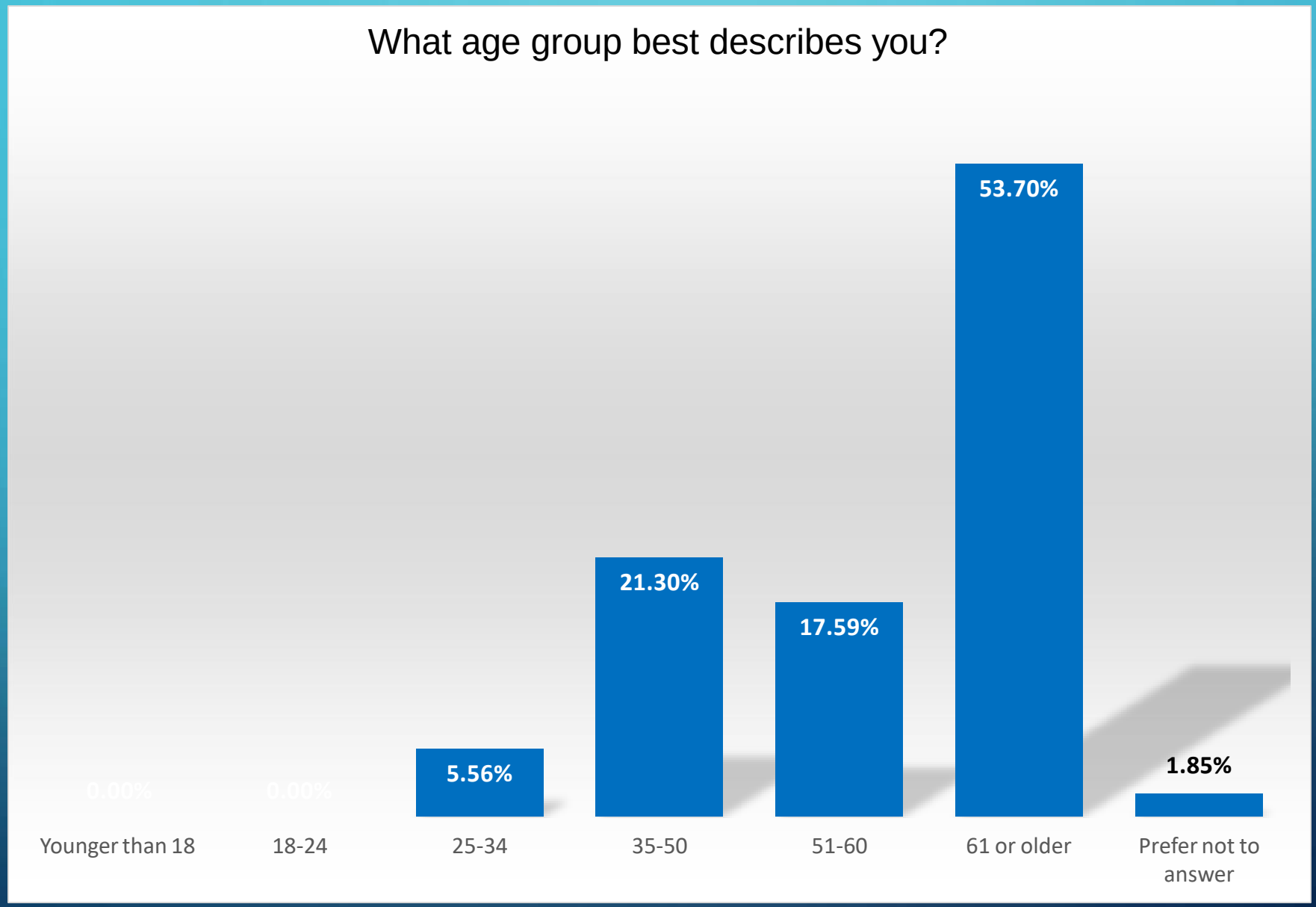


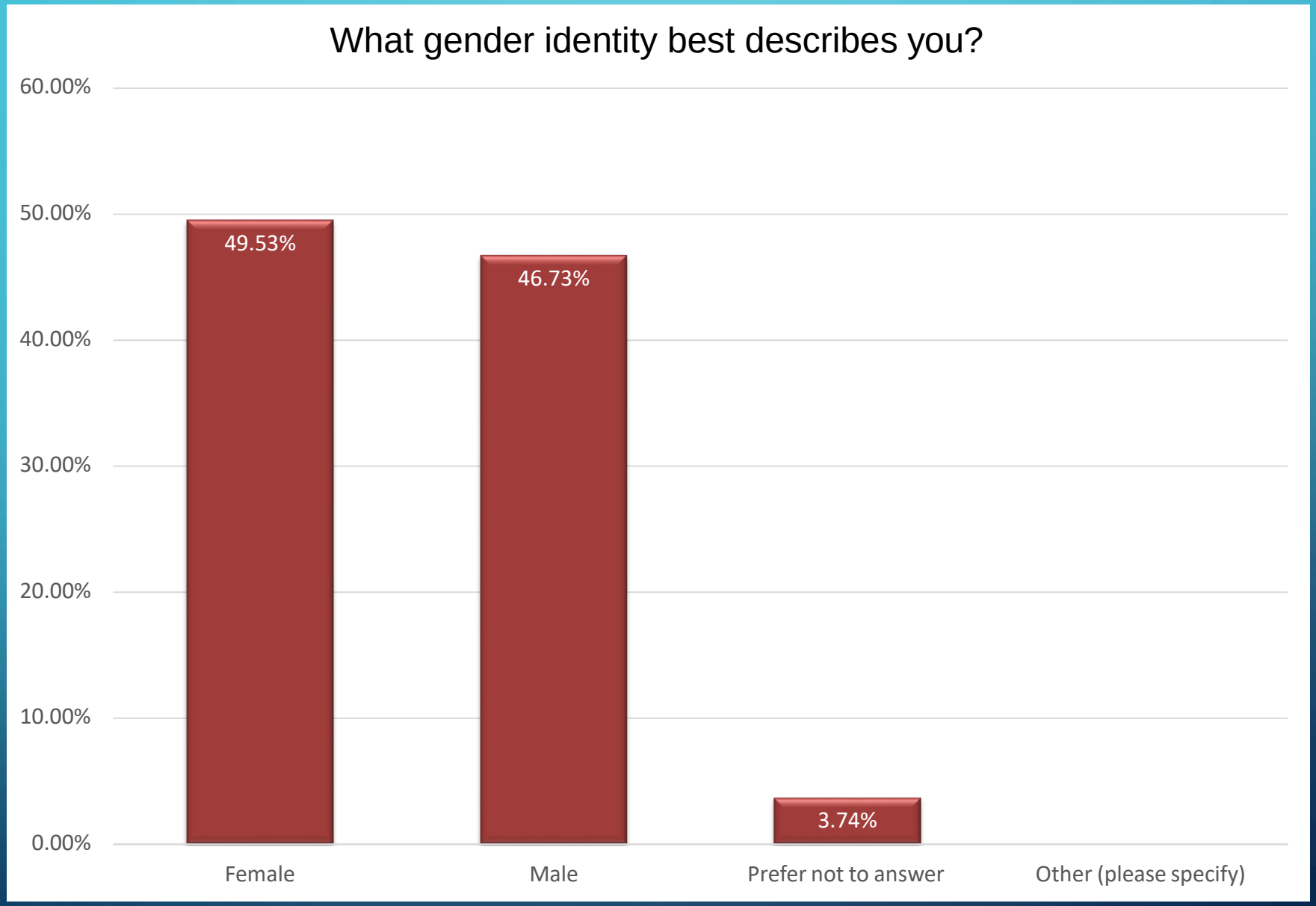
	I don't feel safe	They're in bad shape	They're inconvenient to access, not in my neighborhood, hard to get to, and/or they don't go where I want to go (connectivity)	They're too crowded
Responses	23.26%	11.63%	72.09%	13.95%

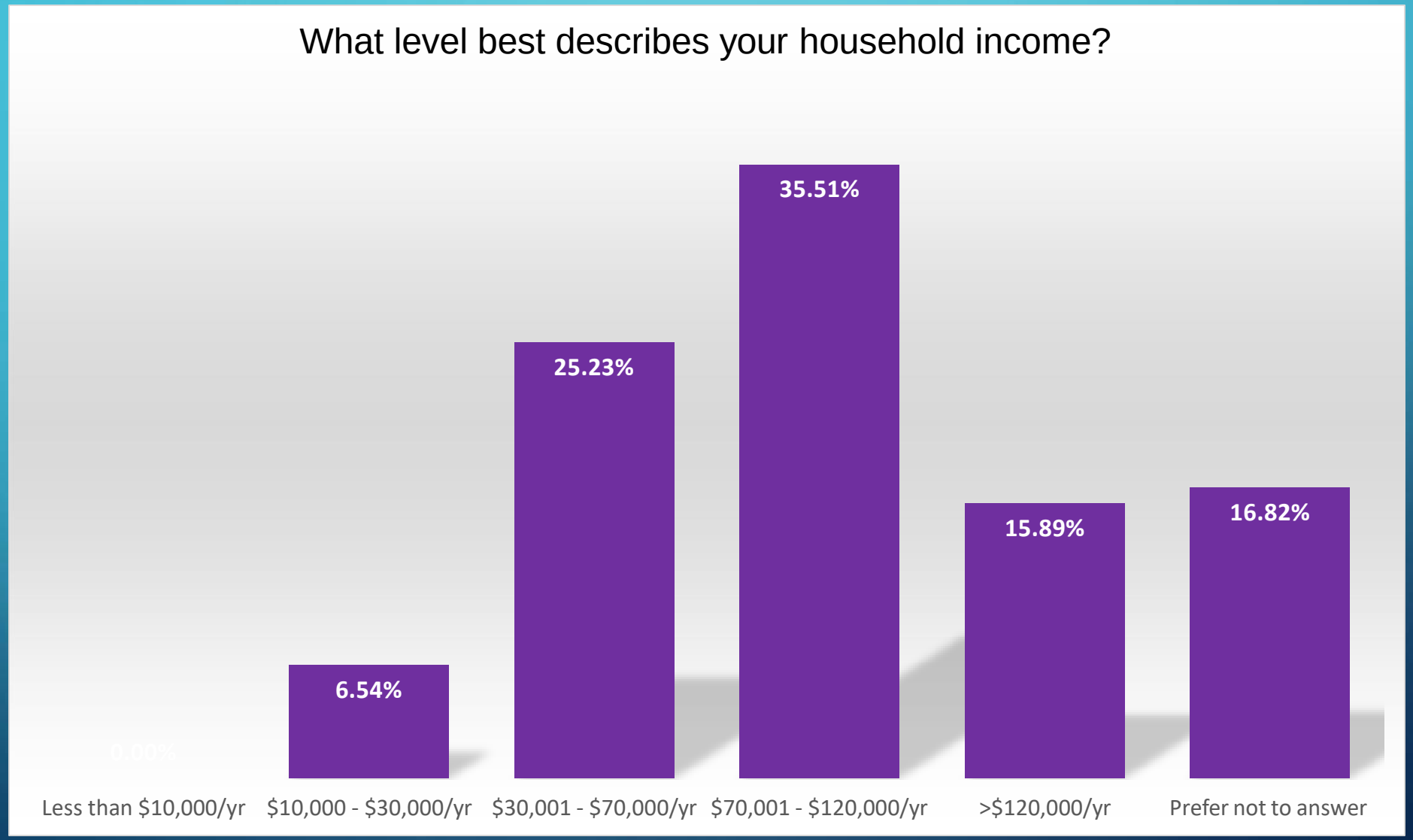
What kind of bike/pedestrian infrastructure does Santa Fe need that we don't currently have?



	Bike sharing systems	Physically separated/protected bike lanes	Easily navigable bikeways to the southside	Universal user activated blinking stop signals at crosswalks	Bike boxes (designated space for bikes at intersections to direct them through the intersection)	Streets closed to motorized traffic/cycling with pedestrian access only
Responses	26.42%	90.57%	73.58%	58.49%	52.83%	61.32%


What age group best describes you?
0.00%
0.00%
5.56%
21.30%
17.59%
53.70%
1.85%
Younger than 18
18-24
25-34
35-50
51-60
61 or older
Prefer not to answer


What gender identity best describes you?
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
49.53%
46.73%
3.74%
Female
Male
Prefer not to answer
Other (please specify)


What level best describes your household income?
0.00%
6.54%
25.23%
35.51%
15.89%
16.82%
Less than $10,000/yr
$10,000 - $30,000/yr
$30,001 - $70,000/yr
$70,001 - $120,000/yr
>$120,000/yr
Prefer not to answer

QUESTIONS