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Executive Summary

Santa Fe County is crafting a Sustainable Growth Plan, a coordinated and comprehensive update of the General Plan (adopted in 1999). Typically, communities adopt comprehensive plans for a 20-year planning period, though the plans are generally updated every five to ten years. The Santa Fe General Plan reflects the conditions and preferences that were important at that time. New and challenging issues require consideration and action to ensure that policies and decisions reflect County preferences and values.

The Sustainable Growth Plan will be a statement of the County's vision for its own future and a guide to achieve that vision through the year 2025. The view of the future expressed in the Plan will be shaped by local community values, ideals and aspirations about the best management and use of the County's resources.

The Sustainable Growth Plan will be a guide to growth and development, for public and private decision-makers. The Plan will identify County goals, establish policies to be used in making decisions, identify appropriate development types and prioritize implementation strategies. The Plan also will address land use, housing, economic development, sustainable

development, sustainable and renewable energy, natural and cultural resource protection, water, transportation, public facilities and services.

The Sustainable Growth Plan supports and is based on the County and its communities working cooperatively to define future growth areas and establish land use and infrastructure policies. It is a guide to action that will:

- Focus on the efficient provision of facilities and services;
- Establish the relationship between future growth, public facilities, economic development, community character and quality of life;
- Establish standards and review processes by which future development proposals may be evaluated;
- Maintain adequate public facilities and services for existing and new development;
- Designate preferred growth/economic development areas and identify appropriate incentives; and
- Make recommendations to implement growth management techniques, amend regulations, and prioritize budgets and capital facility improvement plans.



OUTREACH AND CHARRETTE REPORT CONTENTS

The Sustainable Growth Plan is being drafted through an extensive public participation process, which began with four multi-day Charrette events held in different locations throughout the County in February and March 2009. This Outreach and Charrette Report is intended to provide a brief overview of planning and growth management principles and concepts as presented and discussed prior to and during the Charrette process, background information on the history and status of land use planning in the County, and the outcomes of the Charrettes and other participation activities which will form the core of the Plan’s vision statement and policy framework. This Report is intended to inform participants of the process that has occurred to-date and to present the initial policy direction for the Sustainable Growth Plan so that participants may respond to and refine the ideas and policy directives presented herein.

While this Report is based on public participation, it is important to note that there was not consensus among all participants that growth management is the preferred alternative for the County or for their particular community. Section 4, detailing the public participation process, includes a brief discussion of the input received that was not supportive of growth management. While this document reports data received from

participation efforts and assembles a preliminary policy framework to support growth management goals, the ultimate decision to revise, adopt and implement such a framework rests with the County’s professional management and elected and appointed leadership.

This Outreach and Charrette Report is organized as follows:

- Section 1: Role for Planning**, includes the purpose of planning and the history of County planning efforts.
- Section 2: Growth Management**, introduces the concept of sustainable development and its application in the County through the use of a Tiers-based land management system.
- Section 3: Intergovernmental Cooperation**, presents the need for coordination and cooperation on a regional level and proposes a new role for community participation.
- Section 4: Public Participation**, discusses the outcomes of the Charrette process and other participation opportunities and sets forth a proposed Countywide Vision Statement.
- Section 5: Policy Framework**, establishes goals, policies and strategies determined through the Charrette process.
- Section 6: Glossary**, defines common planning terms found in this document or used in County planning presentations.



ISSUES AND OPPORTUNITIES

Through the participation process, key issues and opportunities were identified as priorities that should be addressed through the Plan's policy framework and implementation strategies. Key Issues and Opportunities identified in the Charrettes are categorized by Community, Sustainability, and Development. The goals, policies and strategies of the Plan are essential to address the challenges facing Santa Fe County.

NEXT STEPS

The Sustainable Growth Plan will be a tool to address change, to achieve the desired quality of life, to build on the efforts of several recent and concurrent planning processes, and will be a strategic document that defines a discrete work program by prioritizing tasks in order to achieve the vision of the combined planning efforts. This Plan will set the stage for revisions to the County's Land Development Code (LDC).

This Charrette Report will be refined through the planning process to form the cornerstone of the Plan Update. The process will culminate with two public hearings before the Board of County Commissioners. Other additional opportunities for public participation will be announced on the project website. **Exhibit 1** illustrates the process.

Issues and Opportunities

Community

- The need to create meaningful opportunities for public participation.
- The need to honor and integrate the existing Community Plans and Ordinances.
- The need to recognize the history, culture and environment of the various areas in the County and to recognize the desire for self-sufficiency and independence

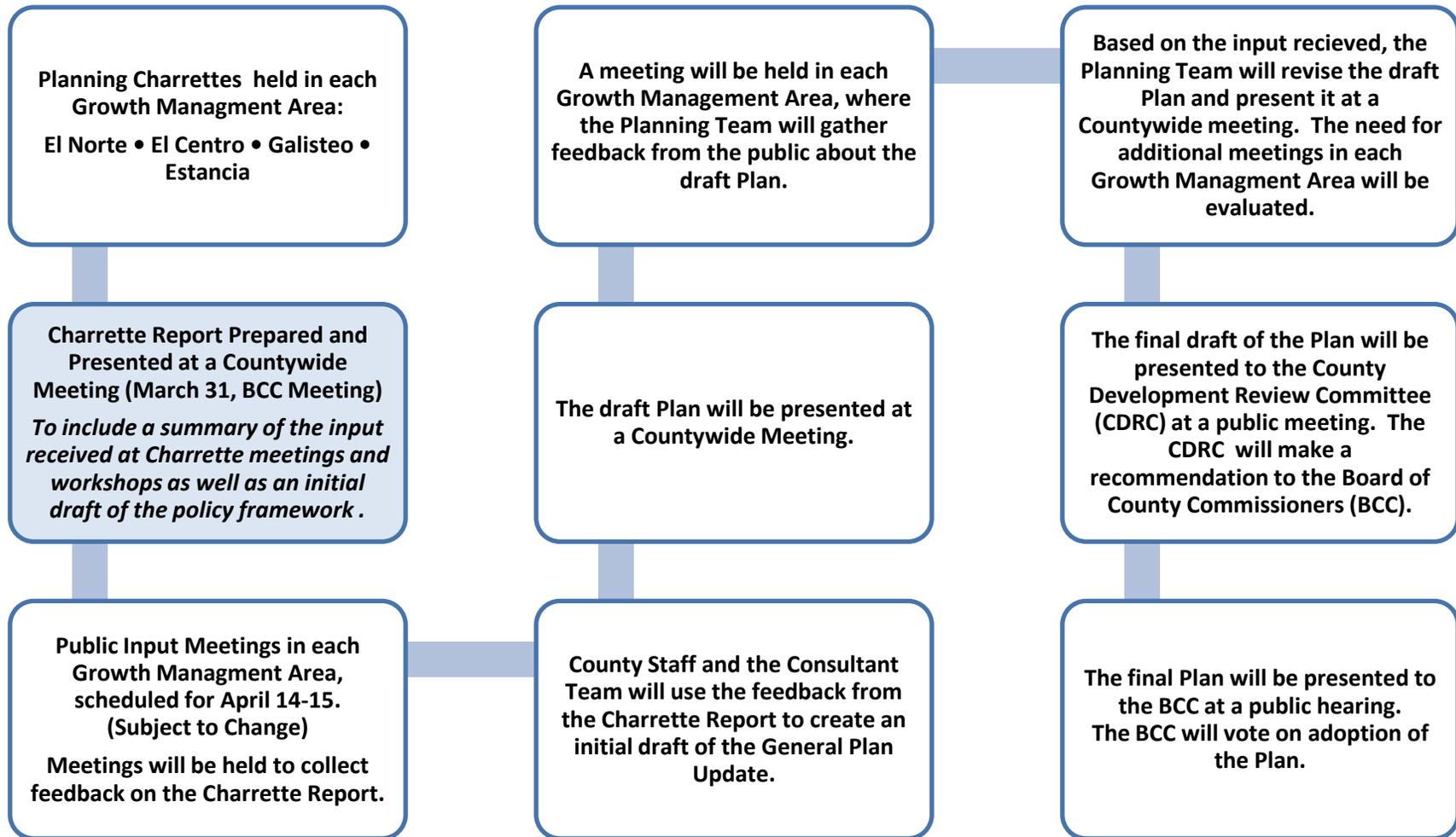
Sustainability

- The need to support and ensure sustainability.
- The need to protect water quantity and quality.
- The need to protect agricultural and ranching land.
- The need to achieve coordinated sustainable growth strategies.
- The need to protect natural and cultural resources.
- The need to balance urban growth and environmental integrity.
- The need for fiscal balance and responsibility.
- The need to encourage development of alternative energy sources.

Development

- The need to provide a variety of opportunities for different development types
- The need to consider the cumulative impacts of development.
- The need to prepare for long-term growth.
- The need to limit sprawl while allowing a variety of lifestyles and development patterns.
- The need to minimize traffic congestion and opportunities for conflict among roadway users.
- The need to protect and preserve right-of-way for future roadway needs and fund future roadway improvements.
- The need for adequate facilities & services and equitable funding mechanisms.

Exhibit 1: Planning Process



1. ROLE FOR PLANNING

Planning is forethought in action – effective plans guide decision-makers as they weigh competing objectives so that short-term interests of today are balanced against the long-term considerations for the future. The Plan is structured as a guide to manage the development of land and to time the provision of public facilities to adequately serve the expanding population. It sets out in one document the basic parameters that must be considered when managing the use of the land. Avoiding inefficient and costly development patterns and providing for growth in the County (in both incorporated and unincorporated areas) requires a coordinated approach.

The Sustainable Growth Plan (the “Plan”) is a statement of the County’s vision for the future and a guide to achieve that vision. The view of the future expressed in a plan is shaped by local community values, ideals and aspirations about the best management and use of the community’s resources. Such a plan uses text, maps and diagrams to establish goals, policies and strategies that address physical, economic and social issues. Goals, policies and strategies describe how a community meets the challenge of future development.



The Sustainable Growth Plan is a statement of the County’s vision for the future and a guide to achieve that vision.

The Sustainable Growth Plan will be a tool to manage change, to achieve the desired quality of life, to build on the efforts of several recent and concurrent planning processes, and will be a strategic document that defines a discrete work program by prioritizing tasks in order to achieve the vision of the combined planning efforts. This Plan will set the stage for revisions to the County’s Land Development Code.

The planning process identifies emerging trends and changing conditions in Santa Fe County, identifies reasonable growth and infrastructure extension areas and improves the ability of service providers to provide public facilities and services. It also identifies growth trends, existing and projected infrastructure deficiencies and needs and provides the factual framework to analyze alternative growth strategies. The planning process balances competing interests and objectives; private costs and benefits are weighed against public costs and benefits. A key element of this process will be to incorporate a Growth Tiers approach, which structures growth management planning and implementation by geographic areas. This mechanism establishes a framework for determining which of many varied techniques should be used to achieve growth management objectives for different areas of the County. Each tier has specific strategies appropriate for the nature and extent of development in that tier.

Public-private partnerships are important to the planning process. Santa Fe County recognizes the vital role that private development plays in shaping the community’s future, therefore the Plan will also coordinate the orderly provision of public facilities with public and private development activities in a manner that is consistent with the fiscal resources of the County. Public and private investment in public facilities will ensure that

there is adequate infrastructure and emergency response to serve new growth at adopted levels of service. Land use policies will be implemented through the County's land development regulations, capital improvement plans and agreements and partnerships with public and private service providers, jurisdictions and private land owners, residents, businesses and developers in Santa Fe County.

1.1.1 Who implements the Plan?

Who should be charged with the implementation of the goals, objectives, policies and strategies? It should be a joint effort of the Board of County Commissioners, the County Development Review Committee, County Manager, and the Santa Fe County department heads and staff. The policies and strategies of the Plan must be implemented in a timely manner in order to ensure that the vision of the Plan becomes a reality. The Implementation chapter identifies and prioritizes strategies to ensure that the growth management framework is implemented. The strategies matrix establishes priorities for public action and also guides private decisions to support Plan priorities.

1.1.2 How should the Plan be used?

The Plan is a guide to action. It is not, itself, an implementation tool. By ensuring that individual actions are consistent with the goals and policies of the Plan, the County can effectively achieve its vision for coordinated growth management. The Plan should guide the preparation of detailed facility master plans and capital improvement programs. The Plan should be a dynamic document, subject to periodic amendment when conditions within the County change significantly; periodic updates of the Plan will be needed to ensure that it continues to meet the needs of County businesses and residents.

1.2 Background

Planning efforts today build on those of the past – important history, trends, assumptions and goals can be carried forth as a reminder of past ideas, successes and failures to inform future planning efforts. While much

of the 1999 Plan has become outdated, an overview of the assumptions and directives of that Plan guide and frame the current update.

1.2.1 1999 General Plan

Santa Fe County's 1999 General Plan outlined an ambitious and laudable vision:

Santa Fe County will be a place of communities where social connections and local uniqueness are valued and fostered; where local communities have an opportunity to plan for their future; where the natural environment and open space are protected; where water resources are conserved and available for present and future generations; where diversified housing and economic development are integrated and assured; where the plan directs the location of growth to efficiently accommodate the use of limited resources; and where private property rights are protected and development requirements shall strike a reasonable balance.

The assumptions of the 1999 Plan were:

- That growth rates would continue to be higher in the County than the City;
- That this growth endangered some important values held by County residents, such as protection of traditional communities and protection of the special places & open spaces in the County;
- That there would be a greater demand for existing and “new” services from County government; and
- That there would continue to be limited resources to provide services.

To address these concerns, the 1999 Plan concluded that growth should better directed and brought into alignment with the values expressed by County residents. The specific actions to manage growth

according to principles defined in the County Growth Management Plan include:

1) Focus on community needs, values and feedback in relation to future planning and local economic development.

- a) Continue the County’s programs of community, district and corridor planning.
- b) Local land use decisions should support a healthy, diverse and resource adaptive regional economy as an essential component for the County’s ability to provide a high quality of life and a high level of community services and amenities.
- c) Accommodate local small businesses such as live/work, home occupation and light industries.

2) Decide on the location and character of future growth.

- a) Growth should be focused in “communities,” both existing & new, where infrastructure and services can be delivered more efficiently, where diversified housing, jobs and social opportunities can be provided.
- b) The County should contain a diversity of housing choices to enable residents within a wide range of economic levels and age groups to live within its boundaries. Housing opportunity should be an integral component of a coherent plan for future County growth.
- c) The County’s character should express and reflect the highly unique sense of place and the desirable qualities of Santa Fe County through innovative new development and preservation of historic communities.
- d) There should be definable distinctions between the traditional and modern – the rural and urban – through sensitive scale and design. There should be a clear definition of sprawl in the context of Santa Fe County’s development patterns with the recognition that a great part of the County’s distinctive character is the opposite of sprawl.

- e) Implement innovative or creative new development patterns and concepts that enhance or reflect local character.
- f) Designate select areas of the unincorporated County to be developed at urban densities, provided that services and infrastructure exist to serve the area.
- g) Plan for clear edges between the urban and the rural either by creating physical edges (through protected areas) or by looking at intermediate appropriate densities.
- h) Implement zoning that encourages and allows for creative design.

3) Protect the natural environment, including rural and open spaces between communities.

- a) Restrict development in areas of ecological, archaeological or cultural sensitivity.

4) Conserve water and other infrastructure resources for present & future generations.

- a) The amount and type of growth shall relate to future water supply. The County water supply remains a limited resource; therefore, growth should occur in accordance with available, sustainable sources.
- b) The extension of infrastructure and services should occur in a logical, responsible and efficient manner. Development should also be responsible for its fair and equitable share of the costs associated with growth.
- c) To assess and require private homeowners and associations to pay to operate and maintain private infrastructure represents an unreasonable burden for the public.
- d) Make local government responsible for the operation and maintenance of infrastructure designed to public infrastructure standards.
- e) Require that internal infrastructure be installed and paid for by developers.

- 5) **Balance individual property rights with the values expressed by communities.**
- 6) **Provide the appropriate governmental resources to implement a unified growth management strategy.**
 - a) Coordinate with adjacent counties and municipalities on joint planning efforts and plans.

1.2.1 County Strategic Plan

As a continuation of the 1999 Growth Management Plan, Santa Fe County began a strategic planning process to identify issues related to growth in the County. The County Strategic Planning process was informed by previous planning initiatives such as water plans, community and district plans, departmental working and fiscal plans, open space plans and roads planning, all related to growth in the County. A Strategic Plan process was initiated with a Strategic Planning Retreat in 2003. Two action items resulted from the retreat:

1. Work on specific projects in inter-departmental “teams” to ensure communication and collaboration.
2. Move toward a two year budget cycle enabling County-wide planning to be tied effectively to the budget cycle.

In October 2005, senior staff and management reconvened for a two-day workshop where the goal was “A Plan for Managing Santa Fe County Growth.” Staff identified implications for growth and as a result held interviews and focus groups with the Board of County Commissioners and department heads.

A subsequent planning retreat was held with key senior staff and Commissioners in February, 2006, the result being a recommendation that the County focus on managing growth through a unified growth management plan that identifies implementation actions. Study sessions with the Board also were held in March 2006, resulting in a “Strategic Plan for Managing Santa Fe County Growth,” which included a vision and description of the desired future of Santa Fe County. The County was directed to determine where growth should occur and

how the growth would be supported with infrastructure and utilities. The plan also recognized that effective growth management should:

- Plan for efficient and sustainable energy alternatives;
- Better fund the operation and maintenance of open space, parks and trails;
- Implement an economic development plan;
- Plan for a future transportation network;
- Develop a County Housing program emphasizing home ownership, rental, and workforce housing for County employees;
- Direct growth to areas where services can be more economically delivered;
- Use zoning to maintain the rural economy and separation between communities; and
- Direct and phase growth to allow the County to manage its operations and budgets.

The “Strategic Plan for Managing Santa Fe County Growth” was adopted by County Resolution 2006-58 on March 28, 2006.



The Growth Management Strategy process was the foundation for the current planning process, along with the need to address oil and gas development and establish a coordinated and comprehensive growth management framework. During the strategic planning process, public presentations, workshops, and study sessions resulted in the Board of County Commissioners authorizing staff to move forward with a Growth Management Zoning Strategy, which will be designed and implemented through the LDC update following validation of the General Plan update policy framework.

1.2.2 Implementation Challenges

Implementation of the 1999 Plan has been undermined by a variety of incremental planning and development decisions.

- Subdivisions and large scale development have occurred outside of growth areas, where infrastructure is not available. Water limitations and base densities are exceeded on a regular basis, causing harm to the environment and threatening the sustainability of these communities.
- Much of the recent growth in Santa Fe County is located within sensitive environmental and cultural areas,

threatening the delicate environment and the character of Traditional and Contemporary Communities and rural areas.

- Transportation and utility deficiencies in new and existing development in many areas of the County cause increased demands on County resources, which in addition to straining the County budget cause significant emergency access and service difficulties.
- There is a lack of consistency and predictability in the planning and development review process that impacts County service providers, residents and developers alike.
- Shifting urban and suburban service demands to areas that lack adequate services and facilities threatens to create detrimental fiscal impacts.

The purpose of the Plan update is to establish a growth management framework that gives legal weight to the Plan and identifies and prioritizes implementation strategies. There are a wide variety of growth-related issues at play in Santa Fe County, including population and demographic changes, development patterns that continue to alter the natural and built environment, and environmental and economic challenges, which are best addressed through a comprehensive growth management framework. Growth management is a multi-faceted concept that attempts to address the complex dynamics of growth, economic development, housing, environmental and cultural resource protection, facilities and service provision and a variety of other aspects of community development.



2. GROWTH MANAGEMENT

At the outset of the planning process, the County recognized that it is best-suited to take the initiative to develop a coordinated strategy for growth management for all jurisdictions, communities and rural areas to promote efficient use of valuable infrastructure that is already in place, minimize the cost of new infrastructure and facilities, and to prevent unnecessary loss of the surrounding open space and agricultural land. While allowing appropriate development opportunities, County will seek to promote development and economic growth in areas that can be effectively and efficiently served by public facilities and utilities. This premise framed the Charrette process, and the following information about growth management is presented as a backdrop for creation of the Sustainable Growth Plan. **Map 1** shows a base map of the County and its communities.

The County and the Planning Team are analyzing existing conditions and trends related to growth management, including impacts of growth and development and alternate land use patterns on facility and service demand, the environment, water, economic development, community character and fiscal sustainability. Current practices are unsustainable and could result in a declining quality of place and quality of life for residents if allowed to follow recent trends.

For instance, existing approved platted lots and master planned lots in Santa Fe County can supply over 50 years growth based on average annual growth. This type of speculative development makes it impossible for the County to provide a rational extension of services, such as water and sewer, law enforcement, fire and emergency services, road provision and maintenance, schools and other critical infrastructure.

The County desires sustainable future development that meets the needs of existing residents without compromising the future. The County is committed to providing the appropriate governmental resources to implement a unified, County-wide, growth management strategy. A growth management strategy will support environmental, social and economic sustainability for Santa Fe County and its residents.

2.1 Sustainable Development

Discussions of sustainability transcended all topical discussions at the Charrettes, from land use, to housing to economic development. It was clear that the growth management objectives of the Plan should emphasize sustainability. The following discussion defines sustainable growth and presents several basic planning frameworks used to achieve the goals of sustainability. While this discussion is general in nature, it is meant to inform the discussion for Santa Fe County in particular by providing a common understanding of sustainable development from which to begin.

Sustainability seeks to accomplish the best outcomes for the human and natural environments both today and in the future. Something can be defined as sustainable if it meets the needs of the present without compromising the ability of future generations to meet their own needs. Related to land use and community planning, sustainable development can be defined as a form of growth which integrates three overarching goals: maintenance and improvement of the environment, human and social growth, and economic prosperity. Sustainable planning seeks to achieve each of these goals in a balanced manner, not sacrificing one to achieve another. Sustainable planning encompasses the past, present and future effects of each decision or policy, and is considered to be a long-term, rather than short-term, process.

Ultimately seeking “livable communities,” sustainable planning can be implemented through the incorporation of principles such as the Ahwahnee Principles.

The County desires sustainable future development that meets the needs of existing residents without compromising the future.

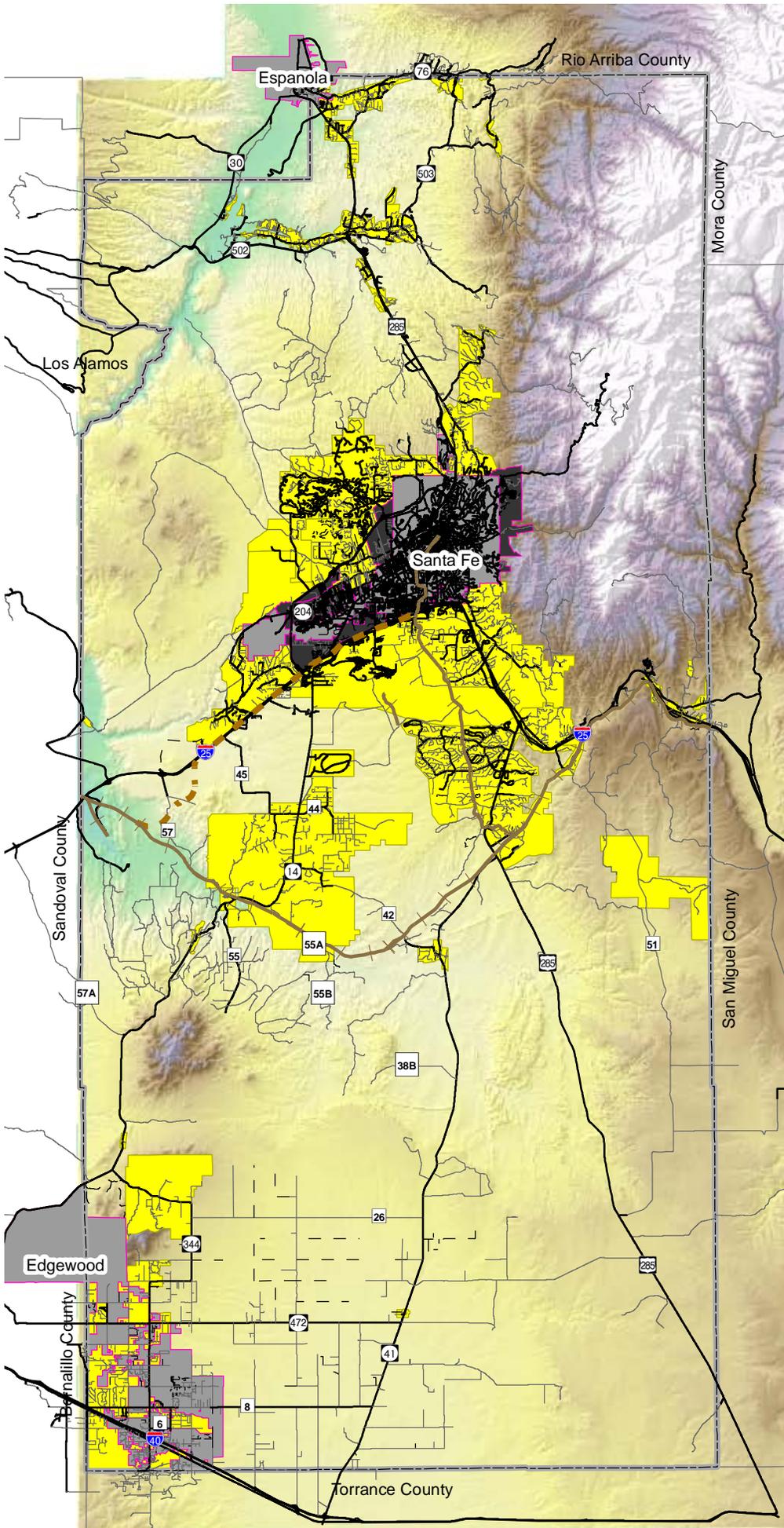
2.2 Ahwahnee Principles

Seeking to develop a core set of community design and planning principles for more livable communities, several leading planning professionals developed the Ahwahnee principles, focused on the creation of people-oriented development in line with the human scale. Such growth and development considers the unique relationship of people with the environment in which they live and interact. Designed to be used in the planning and development of all communities, regardless of size or location, fifteen principles for more livable communities were established. While not necessarily applicable to every type of development in the diverse Santa Fe County landscape, it is important to consider the concepts and techniques used generally to achieve sustainability, and to refine those techniques for local application.

Ahwahnee Principles

1. All planning should be in the form of complete and integrated communities containing housing, shops, work places, schools, parks, and civic facilities essential to the daily life of the residents.
2. Community size should be designed so that housing, jobs, daily needs, and other activities are within easy walking distance of each other.
3. As many activities as possible should be located within easy walking distance of transit stops.
4. A community should contain a diversity of housing types to enable citizens from a wide range of economic levels and age groups to live within its boundaries.
5. Businesses within the community should provide a range of job types for the community's residents.
6. The location and character of the community should be consistent with a larger transit network.
7. The community should have a center focus that combines commercial, civic, cultural, and recreational uses.
8. The community should contain an ample supply of specialized open space in the form of squares, greens, and parks whose frequent use is encouraged through placement and design.
9. Public spaces should be designed to encourage the attention and presence of people at all hours of the day and night.
10. Each community or cluster of communities should have a well-defined edge, such as agricultural greenbelts or wildlife corridors, permanently protected from development.
11. Streets, pedestrian paths, and bike paths should contribute to a system of fully connected and interesting routes to all destinations. Their design should encourage pedestrian and bicycle use by being small and spatially defined by buildings, trees, and lighting; and by discouraging high speed traffic.
12. Wherever possible, the natural terrain, drainage, and vegetation of the community should be preserved with superior examples contained within parks or greenbelts.
13. The community design should help conserve resources and minimize waste.
14. Communities should provide for the efficient use of water through the use of natural drainage, drought tolerant landscaping, and recycling.
15. The street orientation, the placement of buildings, and the use of shading should contribute to the energy efficiency of the community.

Base Map



Legend

- Railroads
- Railrunner Alignment
- Paved
- Unpaved
- Planned
- Private
- Santa Fe County Boundary
- Incorporated
- Proposed Santa Fe Annexations
- Counties
- Communities
- High : 3,991
- Low : 1,633

2.3 Smart Growth

Incorporating the concepts of sustainable development and the Ahwahnee Principles for livable communities, "Smart Growth" is the management of growth through fiscally sound, socially balanced and environmentally responsible means. Smart Growth requires that infrastructure be efficiently provided, and emphasizes the creation of a balanced mix of uses, transportation options and environmental sensitivity. Smart growth is not achieved through the use of a single tool that accomplishes all of a community's objectives; it is achieved through the use of an integrated approach that uses carefully chosen tools calibrated to the County's needs and ability to implement specific programs. Smart Growth directs growth into compact and sustainable development patterns within areas already served with infrastructure, or in areas where infrastructure provision is planned and included in a Capital Improvement Program (CIP). Smart growth protects environmental and cultural resources and community lifestyles. Smart growth does not seek to change the character of the community, but instead builds on the community's existing characteristics and supports amenities that improve the quality of life for residents. It is a framework for achieving Santa Fe County's vision for the future.



Sustainable Growth Concepts for Santa Fe County

- Direct the location of future growth to areas where adequate facilities and services can be efficiently provided;
- Direct and phase growth so the County can manage its operations and operating and capital budgets;
- Provide a variety of housing opportunities that meet the needs of residents without undue stress on the environment or County infrastructure;
- Preserve and promote the County's character by protecting existing communities and encouraging sensitive design in new development that reflects regional, historic and cultural heritage;
- Distinguish between the character and function of rural and urban environments and ensure that opportunities for each are defined, while providing clear edges between the two;
- Create and connect central mixed-use places;
- Preserve, protect and provide public access to trails and open space;
- Preserve and protect community, agriculture and ranch lands;
- Conserve and protect water and other cultural and natural resources;
- Implement clear and concise development regulations that achieve the County's vision and make the review process;
- Implement clear and concise development regulations that achieve the County's vision and make the review process more efficient;
- Provide a variety of opportunities for community participation;
- Address service and facility deficiencies; and
- Ensure that new development is responsible for its fair share of the costs associated with growth to avoid future service and facility deficiencies.

2.4 Growth Tiers

Prior to and during the Charrette process, County Planning Staff and the Consultant Planning Team began work defining and refining a tiers-based growth management system for Santa Fe County. Growth tiers allow similar policies and programs to be used in similar areas while distinguishing unique areas and using special policies to address their growth.

The tier system structures growth management planning and implementation by geographic areas. It establishes a framework for determining which of many varied techniques should be used to achieve growth management objectives for different areas of the County. Each tier has specific strategies appropriate for the nature and extent of development in that tier.

The tiers concept recognizes that different areas of the County face



different challenges related to growth and development. Thus, different levels of service and different funding mechanisms for such services apply in each tier. The tiers are structured to encourage appropriate (and discourage inappropriate) development patterns. While individual communities or areas may need specialized strategies for dealing with growth, they must still be viewed in terms of their interrelationships with the community as a whole.

The Development Tiers include a Communities Tier, a Growth Areas Tier, a Rural Tier and a Conservation Tier. The Communities Tier is further divided into Incorporated Areas, Contemporary Communities and Traditional and Historic Communities. The Growth Areas Tier is further divided into Primary and Secondary Growth Areas.

The Tiers system is the first step in moving the County to a more reliable and functional land use scheme with a future land use and zoning map that will provide confidence to residents and businesses about future development expectations. Each Tier includes a broad mix of land uses that describe and identify preferred future development patterns. Tiers are not zoning designations – they are intended to guide local decisions on zoning, subdivision and other land use matters and reflect a future land use condition. Tiers are used to establish a framework for determining which growth management goals, policies and strategies should be used in different areas of the County, recognizing the uniqueness of each area and community, and to direct the location, timing and phasing of growth in order to achieve rational growth patterns, efficiently provide facilities and services and protect rural, agricultural, environmentally sensitive or other important open spaces from inappropriate development.

Tiers will lay the groundwork for a new County land use regulations, to be set forth in the Land Development Code update. While the County's hydrologic zoning scheme sets forth maximum densities throughout the County, the existing land development code still allows two and a half acre zoning. This creates the low-density subdivision pattern that is neither urban nor rural, a pattern that requires urban facilities and services but

is not dense enough to fiscally support such services. The Tiers system defines areas of specific levels of service in order to efficiently direct growth and preserve the remaining rural character.

2.5 Creation of a Sustainable Development Tier Scenario *(in progress)*

Through the Alternatives exercise and feedback received during the Charrette process public participation, a Sustainable Growth Alternative is under development.

The Sustainable Growth Map for Santa Fe County is not a zoning map. The Development Tiers Map is conceptual and functions as a guide on which future land use decisions can be made. Future land uses are based on the goals and objectives set forth as short term and long term planning strategies in the General Plan and its updates. Tools such as growth management programs, land use ordinances, transportation plans, and capital improvement plans all are used to implement the General Plan. Consideration should be given to the following:

- **Sustainable Growth Tiers are not zoning designations** -- they are intended to guide local decisions on zoning, subdivision and other land use matters.
- **Sustainable Growth Tiers reflect a future condition** -- uses designated on the map may be appropriate in 10 to 20 years, but currently may not be appropriate due to reasons of compatibility, availability of adequate public facilities, or proximity to services.
- **The Sustainable Growth Tiers Map is dynamic** -- as justified by changing conditions in the community, the Development Tiers should change. While map amendments should not be made frequently, periodic adjustments to better achieve community goals will help the community achieve its planning goals.
- **The Sustainable Growth Tiers Map and text of the Plan are to be used together** -- the text and maps of the Sustainable Growth Plan will guide interpretation and implementation of the overall growth management strategy.

Three maps are presented in this Report, which are drafts meant to spur greater conversation. **Map 2** is the “Sustainable Growth Alternative,” which can be accomplished through a more coordinated regulatory approach that considers locational and environmental factors. **Map 3** includes projected sprawl development, shown in grey shading, based on potential build-out as determined through a GIS-based land suitability analysis for development and a fifty-year development potential, modeled by County Staff. **Map 4** shows the potential sprawl and Sustainable Growth Alternative on one map, to demonstrate the conservation benefits that can be achieved by preventing sprawl through the tiers approach. **Exhibit 2** describes the tiers for Santa Fe County.



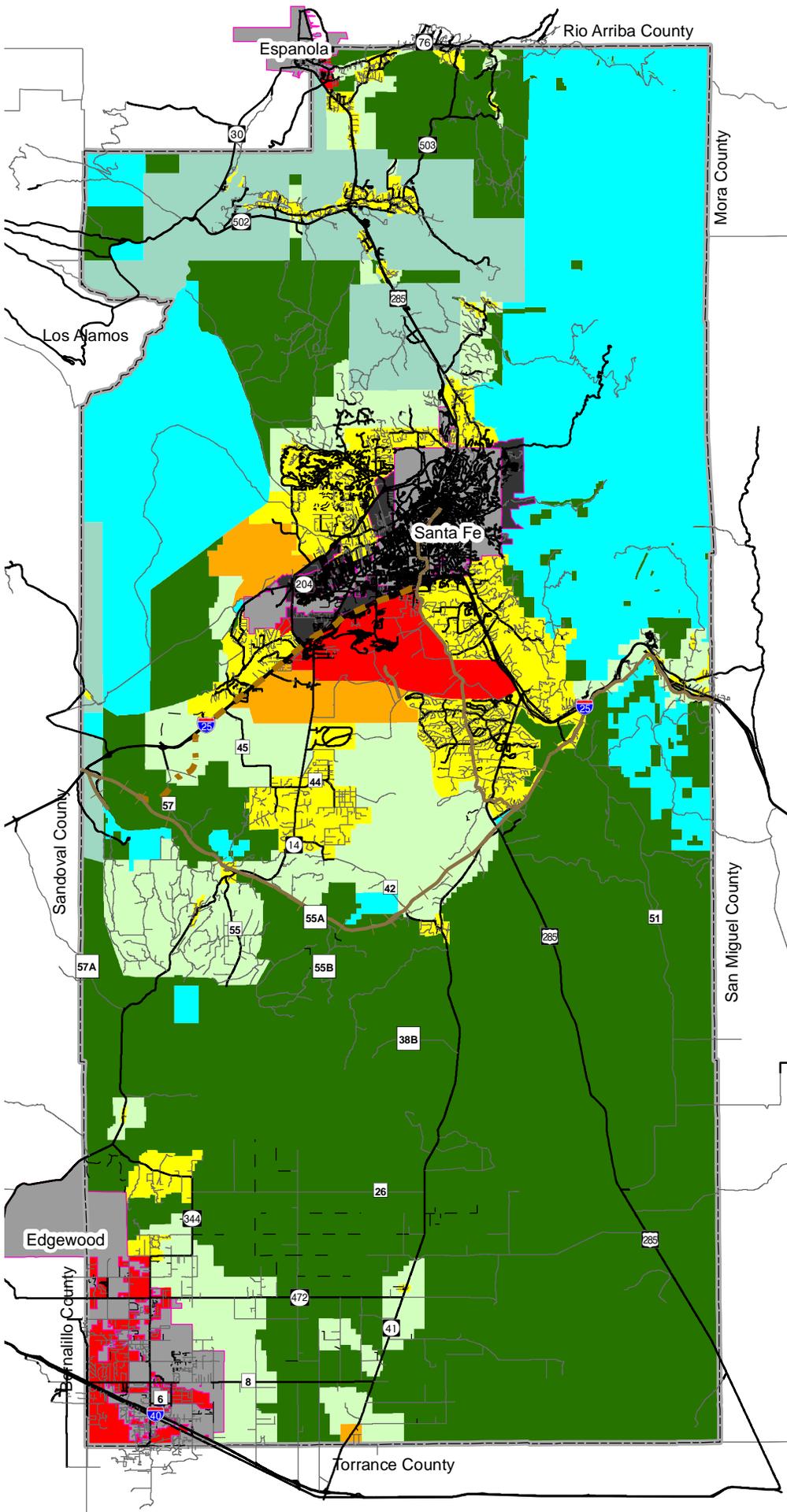
Exhibit 2: Sustainable Growth Tiers

	Communities Tier			Growth Areas Tier		Rural Tier	Agriculture / Conservation Tier
	Incorporated Areas	Contemporary Communities	Traditional / Historic Communities	Primary Growth Areas	Secondary Growth Areas		
Purpose	Coordinate with incorporated communities to support logical growth patterns and rational extension of facilities and boundaries.	Coordinate with unincorporated communities to support logical growth patterns and rational extension of facilities and boundaries.		Prepare for future urban and suburban development patterns and accommodate most of the County's future growth.		Accommodate very little to no growth, and specifically no new urban or suburban development.	
	Accommodate the most dense residential and most intensive non-residential development in the County.	Accommodate growth and development consistent with the adopted community plan and discourage development not consistent with adopted community plan.		Generally treated as a growth accommodation area. Accommodate growth and development, based on the availability and adequacy of facilities and services and consistency with the Sustainable Growth Plan.		Protect (<i>to keep from being damaged or lost</i>) and preserve (<i>to keep or maintain intact</i>) sensitive environmental lands, aquifers, habitat and cultural areas and agricultural and ranch uses.	
		Emphasize build-out and infill development opportunities.	Emphasize community protection.	Growth can be accommodated because facilities and services are available or planned.	Development subject to logical and rational standards for the extension of facilities and services, based on defined public facility service areas, equitable financing tools and adopted capital improvement plans.	Protect and preserve the rural lifestyle and sense of community that has long defined Santa Fe County.	Preserve large tracts of land maintaining large contiguous open spaces.

	Communities Tier			Growth Areas Tier		Rural Tier	Agriculture/ Conservation Tier
	Incorporated Areas	Contemporary Communities	Traditional / Historic Communities	Primary Growth Areas	Secondary Growth Areas		
Land Use	Urban and suburban uses as determined by each municipality.	Urban and suburban uses as determined by an adopted community plan.	Suburban and rural uses consistent with an adopted community plan.	Urban and suburban uses permitted based, assuming adequate and available public facilities.	Urban and suburban uses may be permitted when public facilities and services become available.	Intended primarily for large lot rural development uses.	Intended primarily for agricultural, ranch, open space and resource dependent uses.
				New rural (large lot) development would not be permitted.	New rural (large lot) development would be discouraged.		
				Use efficient infrastructure development as tool to provide locations for affordable housing, opportunities for economic development and support for, community institutions, services and amenities.		Future growth must incorporate open space preservation, cluster development and other techniques of environmentally sensitive development.	
						Recommended minimum average lot size: 40-acres.	Recommended minimum average lot size: 160-acres.

	Communities Tier			Growth Areas Tier		Rural Tier	Agriculture / Conservation Tier
	Incorporated Areas	Contemporary Communities	Traditional / Historic Communities	Primary Growth Areas	Secondary Growth Areas		
Public Facilities	New development to be responsible for facility and services costs; Existing County residents not to subsidize those costs; All available financing tools to be considered to equitably fund costs; No unplanned expansion of public water/sewer.						
	Full urban services required for new development.	Full urban services required for new development.	No new private water/sewer unless agree to participate in public system when available.	Full urban services would be required for new development.	Full urban services would be required for new development.	Levels of service (LOS) depend on the density/intensity of a development and location. Generally, a rural LOS throughout Tier.	Public services provided in this tier should meet the needs of planned land uses while protecting the identified environmental resources.
						The County will strongly discourage the construction of public facilities that would have detrimental environmental impacts or that would encourage the development of uses that would have detrimental impacts.	
Phasing	Water and sewer infrastructure is or will be generally available.	Water and sewer infrastructure is or will be generally available.	Water and sewer may be available, with no plans to expand except to correct existing deficiencies.	Water and sewer infrastructure is or will be generally available.	Water and sewer is generally not available. County's role to support rational and equitable extension policies.	Water and sewer is generally not available. County's role to support rational and equitable extension policies.	Water and sewer is generally not available. County's role to support rational and equitable extension policies.
				Provide or plan to provide adequate public facilities and services within 10 years.	Plan to provide adequate public facilities and services in 10 to 20 years.		

Sustainable Development Scenario



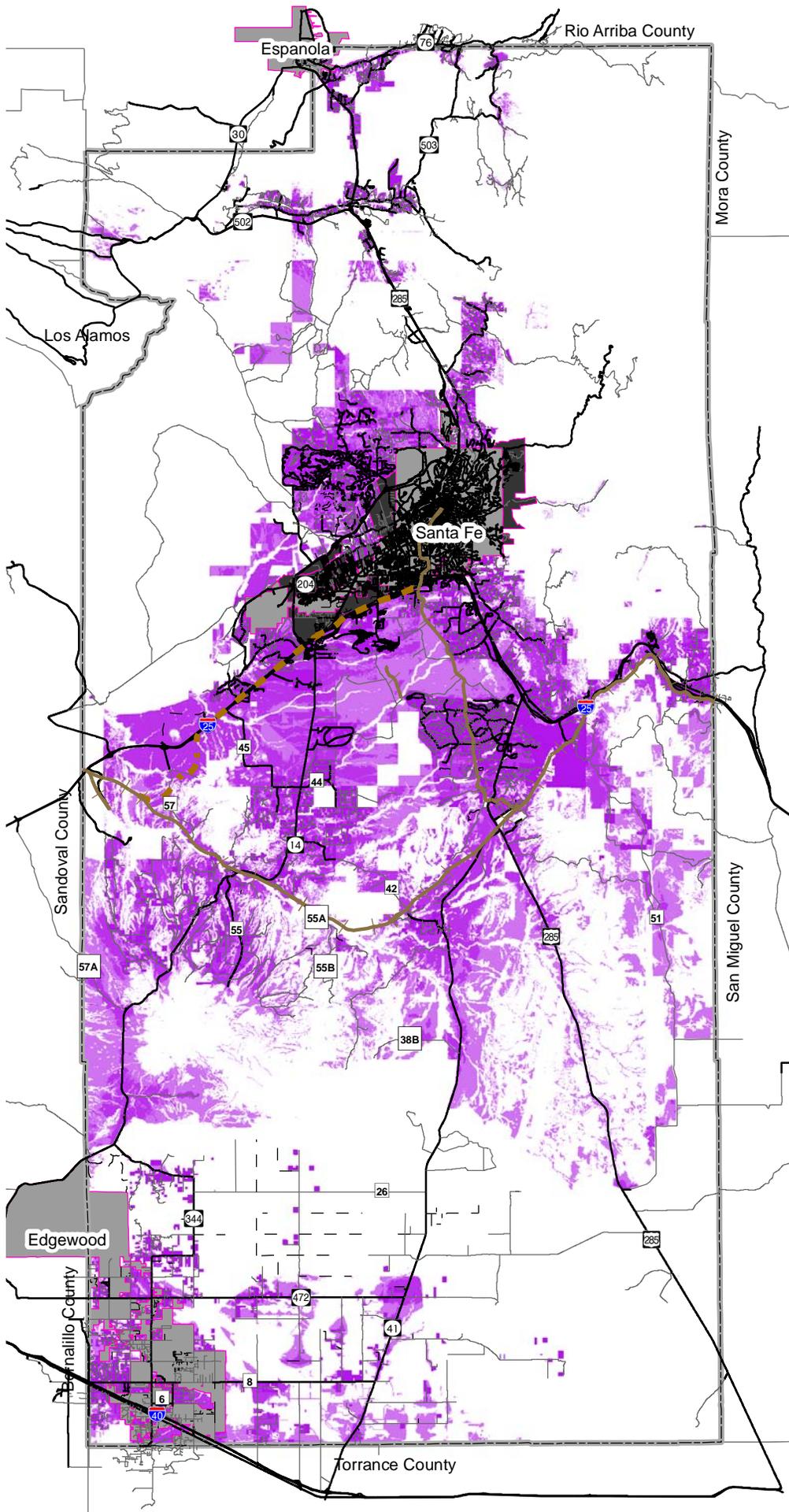
Legend

- Railroads
- Railrunner Alignment
- Paved
- Unpaved
- Planned
- Private
- Santa Fe County Boundary
- Incorporated
- Proposed Santa Fe Annexations
- Counties

Tiers

- Agriculture / Conservation
- State / Federal Land
- Rural
- Communities
- Secondary Growth Areas
- Primary Growth Areas
- Municipalities
- Pueblo Lands

Projected Sprawl Development

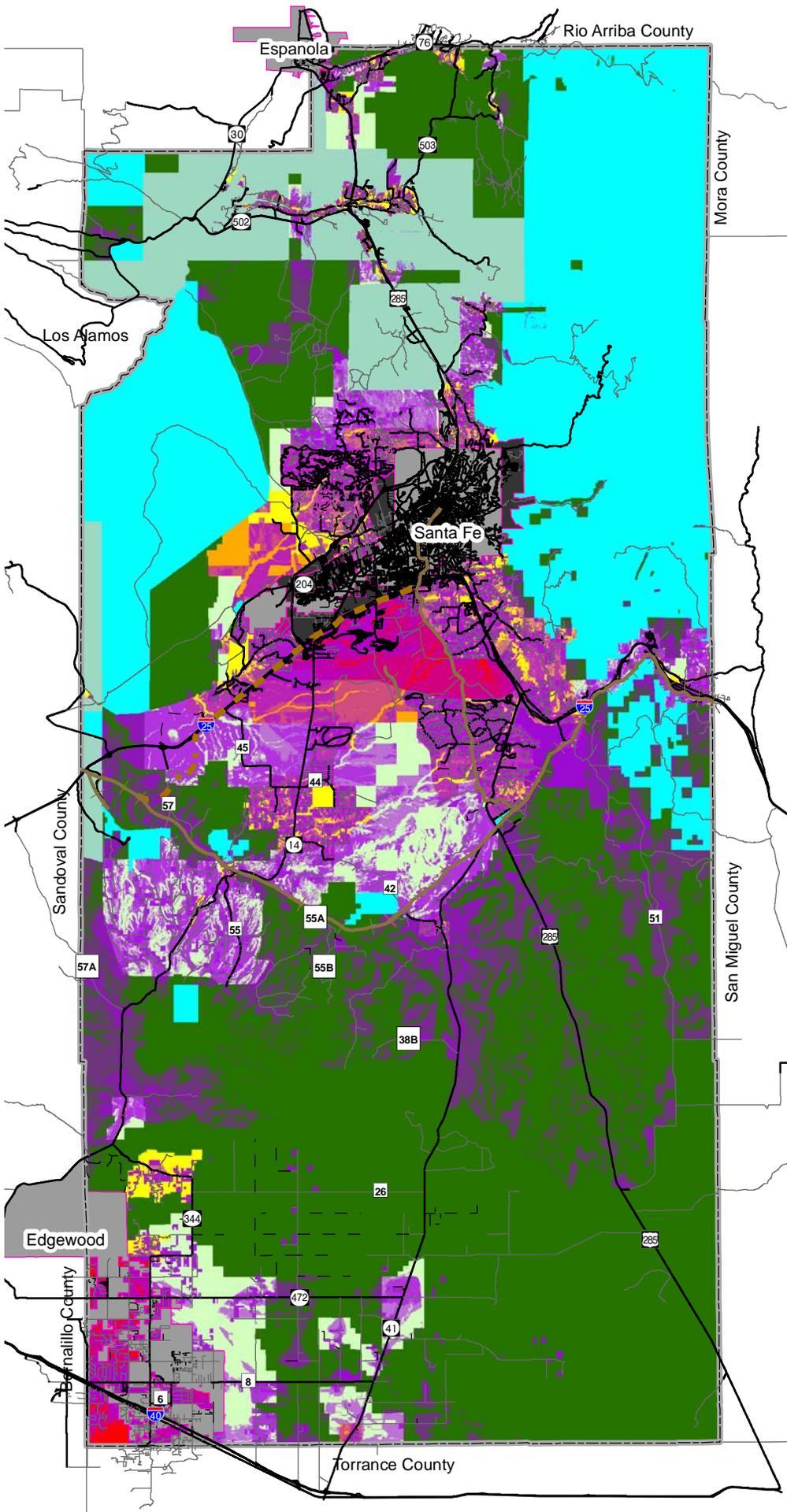


Legend

- Railroads
- Railrunner Alignment
- Paved
- Unpaved
- Planned
- Private
- Sante Fe County Boundary
- Incorporated
- Proposed Santa Fe Annexations
- Counties
- Projected Sprawl

Sustainable Development Scenario

With Projected Sprawl Development



Legend

- Railroads
- Railrunner Alignment
- Paved
- Unpaved
- Planned
- Private
- Santa Fe County Boundary
- Incorporated
- Proposed Santa Fe Annexations
- Counties
- Projected Sprawl

Tiers

- Agriculture / Conservation
- State / Federal Land
- Rural
- Communities
- Secondary Growth Areas
- Primary Growth Areas
- Municipalities
- Pueblo Lands

3. INTERGOVERNMENTAL COOPERATION

The Sustainable Growth Plan will coordinate with other jurisdictions. Many problems faced by local governments are regional in nature, including issues such as population growth, environmental preservation, growth patterns, and the adequacy of public facilities and services. The Sustainable Growth Plan will strongly support partnerships between Santa Fe County, its municipalities and communities, Pueblos and tribal governments, institutions and non-governmental organizations and other service providers. These partnerships should focus on coordinated growth management and service provision strategies.

In other communities, lack of intergovernmental coordination has resulted in the loss of population and economic development. Such losses undermine economic stability and reduce public facility and service efficiencies, thereby making it more costly for all County residents. This makes the County less attractive for major economic development that would benefit the entire planning area and the region. These adverse consequences can be avoided by: coordinated comprehensive planning; the adoption and implementation of key growth management goals,



objectives and policies; and sustained monitoring of development over the planning period.

The Sustainable Growth Plan lays the foundation for building more effective regional partnerships in the County. Intergovernmental cooperation is any arrangement by which two or more jurisdictions can communicate visions and coordinate plans, policies, budgets and capital improvement programs to address and resolve regional issues of mutual interest. Many issues in today's interdependent, complex society cross jurisdictional boundaries, affecting more than one community, with the actions of one governmental unit impacting others.

Increasingly, we have come to the realization that many vital issues are regional in nature – watersheds, air quality and other ecosystems, economic conditions, land use, service delivery, commuter patterns, housing, employment centers and other growth impacts 'spill over' municipal or County boundaries and impact the region as a whole. Our communities are not islands. The problems a community faces do not begin and end at its borders, so why should its solutions? The health of Santa Fe County's communities, including Traditional Communities, Traditional Historic Communities, Contemporary Communities, the Pueblos, the incorporated municipalities, the rural areas of the County and the welfare of the region are interconnected.

The Sustainable Growth Plan will recommends that Santa Fe County and other local governmental units, which include other counties, cities, communities, Pueblos and service providers, coordinate their actions with each other. Since many issues cross jurisdictional boundaries, the activities of one level of government have extraordinary impacts beyond its jurisdictional boundary. Coordinated planning efforts will result in benefits to citizens of all communities in the region, such as:

- **Cost savings** - by increasing efficiency, avoiding unnecessary duplication and using area-wide cooperation and economies of scale to provide services that would otherwise be too costly, as well as to stabilize taxes by improving the performance and delivery of programs and services.
- **Quality of life** – use levels of service for transportation, police, fire, emergency, ambulance, sewer, water and environmental protection, to preserve lifestyle choices and maintain community character.
- **Environmental and cultural resources** – by protecting a ‘critical mass’ of environmentally sensitive areas and connecting protected areas to provide habitat corridors, which may include protecting adjacent areas in different jurisdictions, ecosystems throughout the region can benefit.
- **Economic development** - by enhancing economic growth by planning, funding and providing the infrastructure and services needed for sustainable community and regional growth, including requiring developments whose impacts on services and facilities cross the approving jurisdiction’s boundaries to pay their fair share of the costs needed to mitigate the impacts generated by their growth and demand.
- **Early identification of issues** - to identify and resolve potential conflicts at an early stage, before public and private entities have established rigid positions, before the political stakes have been raised and before issues have become conflicts or crises.
- **Address regional issues** - by communicating and coordinating actions to address and resolve issues which are regional in nature.
- **Reduce conflicts** - by resolving issues before parties engage in litigation, resulting in diverting funds that could have been used to provide facilities and services, unwanted outcomes, and reducing tensions to improve the working relationships of local government, service providers and community organizations in the region.

- **Consistency and predictability** - of plans, development regulations, policies, implementation actions and development approvals between service providers and among neighboring jurisdictions, for residents, businesses and developers that establishes a framework of reasonable expectations and decision-making in the development process.
- **Jurisdictional cooperation** – established for the purpose of providing regional suggestions, standards and development review, it provides adjacent communities with the information necessary to make informed decisions regarding the regional impact of proposed development and encourages and supports the ability of service providers to adequately plan for the expansion of facilities and services, to meet the future needs of residents and development in the area.

3.1 Regional General Welfare

While there is no legislation in New Mexico mandating intergovernmental review of large-scale developments, large scale development would likely have impacts beyond the County and across municipal, community, sovereign, federal, and state borders. The Sustainable Growth Plan recognizes the need to think about growth on a regional level and to consider regional impact and implications.

3.2 Pueblo Coordination

Building on positive relationships with the Pueblos is key to achieving coordinated growth management and efficient service and facility provision. The Sustainable Growth Plan will recommend the expansion of coordination and cooperation between the County and the Pueblos for mutual benefit, recognizing the benefits of information sharing and joint participation in a wide variety of projects that can benefit the community.

3.3

The Sustainable Growth Plan lays the foundation for building more effective regional partnerships in the County.

Role for Community Planning

The Sustainable Growth Plan process is an outgrowth of the community planning process, which was created in order to assist community members in identifying and developing solutions to community problems and assist communities in developing strategies to achieve their vision.

Encouraging planning at a more local level, community planning allows residents to identify problems and solutions specific to their community. Each settlement area has a unique history, pattern of development and set of future goals. The community planning process is designed to include these characteristics, from a local perspective, in the future growth and development plans for community and the County. Community planning presents a unique opportunity for residents to plan for and address local community issues, regional issues and county-wide issues, including those which may be overlooked from a county-wide perspective.

The community planning program is intended to create a process whereby community members and the County jointly learn and document how development and growth both impact and can be directed to benefit communities throughout the County. The County has adopted ten Traditional and Contemporary Community Plans, with one pending completion. Two Highway Corridor Plans have also been adopted.

It is important to note that Santa Fe County community plans are not just about land use and adopting zoning regulations. They are also concerned about educating residents in governance, power sharing and community problem solving. Community plans are created through a consensus process and not by individual voting and, thus, they tend to take longer to finalize.

Existing Community Plans and Ordinances are a critical component of the growth management framework. However, these processes have focused on planning for small, defined environments. The Sustainable Growth Plan recognizes the need to plan on a larger, County-wide scale, recognizing that problems don't stop and start at our community boundaries, and neither should the solutions.

Community planning will be the basis for the Plan's perspective and communities will continue to maintain a significant role in the ongoing planning and development review processes. All Community Plans and Ordinances will be incorporated into the Plan and LDC updates. Santa Fe County will incorporate and build on the adopted and in-progress community plans and ordinances through the updates.

Additionally, the Sustainable Growth Plan will set forth a legal, manageable and transparent role for community and area-based participation. A new community-involvement process that is more meaningful and efficient will be defined through the Sustainable Growth Plan.

The Future of Citizen Participation

Santa Fe County is proposing a new, broader and more expansive role for citizen participation in community affairs. No longer limited solely to development review, citizen and community input will include significantly more opportunities to impact County actions regarding land use, budgeting, infrastructure planning and the provision of social and community services.

The foundation for this shift is based on the principles of good government and growth management; points that many stakeholders raised, and requested, during the recent Charrette process.

Santa Fe County can accomplish this transition and be more responsive to citizen and community needs by redirecting County staff resources from a 'supporting' role to an 'engaging' role, as partners in County government and as community advocates, helping residents and businesses shape community programs and policies and become an integral part of the decision-making process.

NOTE – This proposed participation process is in draft format and has not been finalized. It is provided here for discussion and feedback purposes and will be revised based on input received.

Exhibit 3: Comparison of Participation Opportunities

3.3.1 Proposed Participation Process

One of the key needs identified during the Charrette process was an improved public participation process for planning and development review issues. This section includes a **draft proposed process** that will be refined through the Sustainable Growth Plan process. The proposed process is intended to formalize opportunities for review and participation while clarifying roles and creating an implementable administrative process. **Exhibit 3** compares existing and proposed participation opportunities.

Existing Local Development Review Functions	Proposed Role for Community Representation	Function
<input checked="" type="checkbox"/>		Review of most development applications
	<input checked="" type="checkbox"/>	Review of development review applications
	<input checked="" type="checkbox"/>	Conduct pre-application meetings with developers, when required
	<input checked="" type="checkbox"/>	Standing to appear and appeal Planning Commission recommendations
	<input checked="" type="checkbox"/>	Participate in annual budget review and prioritization
	<input checked="" type="checkbox"/>	Participate in annual capital improvement planning review and prioritization
	<input checked="" type="checkbox"/>	Participate, as needed, as subcommittee with Planning Commission for special purpose issues
	<input checked="" type="checkbox"/>	Participate in quarterly Town Hall meetings with County staff and department directors
	<input checked="" type="checkbox"/>	Participate in annual leadership retreat
	<input checked="" type="checkbox"/>	Participate in annual Congress of Community Organizations
	<input checked="" type="checkbox"/>	Participate in planning studies for community, including but not limited to capital improvement plans, improvement / assessment districts, level of service assessments, etc.
	<input checked="" type="checkbox"/>	Participate in non-land use projects, including but not limited to applying for public art grants, undertaking programs to combat illiteracy or prevent teen pregnancy, etc.

3.3.1.1 *Community Planning Organization*

A Community Planning Organization (CPO) is an appointed group of representatives with the authority to recommend and make comments on non-administrative pre-development applications within the community or area represented. Any community planning area within the County is eligible to form a CPO. The CPO will make written comments and recommendations to decision-makers such as the Planning Commission or Board of County Commissioners and to reviewing agencies, such as utility providers or state agencies.

CPOs will receive notification of all development applications proposed within the CPO's governing territory. The CPO's official comments and recommendation shall be prepared and submitted at the relevant Planning Commission or Board of County Commissioner's meeting. Members shall receive training on the planning process on an annual basis.

It is anticipated that, at a minimum, organizations wishing to participate as CPOs must demonstrate that they have the organization and authority necessary to communicate with the County and represent their community. The CPOs will designate their own board members. For preliminary organizational purposes, County staff has identified communities that appear to have the existing structure and organization required to be immediately designated as a Community Planning Organization upon the adoption of the Sustainable Growth Plan. County staff has also identified communities believed to be interested in participating as CPOs once they have further organized. **Exhibit 4** shows these communities.

3.3.1.2 *Registered Organizations*

A Registered Organization (RO) is any local group formed for the purpose of collectively addressing issues and interests common to an area. Examples of groups which are eligible to register include: neighborhood associations, HOAs, acequia associations and business associations. ROs are represented by the CPO and do not have direct

recommending or final approval authority, other than the same public hearing rights as all other organizations or persons within the County.

3.3.1.3 *Communication*

The general public will be notified of planning and development issues through the County's website, through participation at meetings, through local news organizations and through their representatives on the CPO, Planning Commission and Board of County Commissioners. The public may also be notified of meetings and planning news through email notifications by signing up on the County's website.

The public and ROs will also be notified of planning and development issues through quarterly "Road Show" meetings held by County staff. These "Road Show" meetings will bring County staff out to the different areas of the County by holding meetings in different areas throughout the County. County staff from a variety of departments will be available to present projects, plans and other information on a variety of issues. Status reports will also be given regarding regional issues. Citizen input will also be sought concerning Capital Improvements Planning and other topics.

3.3.1.4 *Congress of Communities*

An annual Congress of Community Organizations (COCO) shall be held to apprise the CPOs and ROs of the County's annual budgeting, CIP and planning process. In addition to hearing from County Staff, CPOs will have the opportunity to brainstorm and discuss issues of relevance to their respective communities and the County as a whole. Time will be set aside to review issues from the previous year; to address proposed changes to improve the planning process; to inform the CPOs of County initiatives and developments, including the CIP; to train new CPO members; and to allow CPOs to work together to prioritize the County's CIP. The public and ROs will be represented by their local CPO at this annual meeting.

Exhibit 4: Community Planning Organization (CPO) Phasing

Community	To Be Designated as CPO upon Plan Adoption	Eligible for Future Designation as CPO
Agua Fria	X	
Arroyo Hondo		X
Arroyo Seco	X	
Canada de los Alamos		X
Canoncito		X
Cedar Grove		X
Cerillos	X	
Chimayo		X
Community College District	X	
Cuarteles		X
Cundiyo		X
El Dorado	X	
285 Corridor	X	
Lamy	X	
Galisteo	X	
Glorieta		X
Golden		X
La Bajada	X	
La Cienega / La Cienguilla	X	
La Cueva		X
La Puebla		X

Community	To Be Designated as CPO upon Plan Adoption	Eligible for Future Designation as CPO
Madrid	X	
Ojo de La Vaca		X
Pojoaque / El Rancho / Jacona / Nambe / Cuyamungue	X	
Rancho del Valle		X
Rancho Encantado		X
Rio Chiquito		X
San Marcos	X	
San Pedro	X	X
Santa Cruz		X
Silverado	X	
Sombrillo	X	
Stanley		X
Sunlit Hills		X
Tesuque / Chupadero / Rio en Medio	X	
Tres Arroyos de Poniente	X	X
Valle Vista		X
White Lakes		X
Las Companas		X

4. PUBLIC PARTICIPATION

Santa Fe County has a strong tradition of community-based planning. Without the support of residents and decision-makers, the Sustainable Growth Plan will gather dust on the shelf. With support, the Plan will have local champions that help the vision become a reality.

Broad-based community support for development of a Plan is achieved by directly involving citizens and stakeholders and vesting them in the planning process. Any interested person or group should be encouraged to provide input and review and discuss recommendations. A participatory planning process that addresses the concerns of citizens will set the stage for successful implementation of Plan strategies.

4.1 What is a Charrette?

A Charrette is a multi-day collaborative land use and design process that provides a consensus-based foundation for planning. The Charrette is not only a planning and design process, but also a forum for the community to come together, to discuss issues and to prepare for the future. The intensive schedule and extended time required for the Charrette allow the



Planning Team to gather public input, respond to public concerns, provide opportunities for public education on planning principles, and maintain a community-based planning approach.

4.2 Charrette Process

The Sustainable Growth Plan is centered on a Charrette process that took place during February and March 2009. Recognizing the vast changes in the physical, cultural, historic and environmental conditions across the County, as well as the need to hold meetings in locations convenient to the public, a series of four three-day Charrettes were scheduled, one for each Growth Management Area (GMA) in the County: El Norte, El Centro, Galisteo and Estancia. The boundaries of each Growth Management Area (GMA) were delineated for growth management planning purposes according to the following criteria:

- Geographic Boundaries with topographic features and hydrologic basins;
- Continuity with existing Community Planning areas and boundaries to avoid fragmentation;
- Observation of political boundaries (*i.e.* Tribal lands, Federal lands, State lands);
- Consideration of major transportation networks as corridors connecting all GMAs;
- Existing parcel boundaries;
- Sensitivity to the Landscape and Historical context (*i.e.* Land Grants, Archaeological Sites, Historic communities, settlement patterns and transportation routes); and
- Consideration of open space buffers.

The Charrette process was used to identify key issues and opportunities for the Plan Update, define a Plan Vision, identify draft goals and policies and develop the Sustainable Growth Alternative Tiers Map. Citizens were encouraged to attend the Charrette in the GMA in which they live, but

were welcomed to attend the public meetings at any of the Charrettes. The Charrettes were scheduled as follows:

- El Norte Charrette; February 2-4, 2009
- El Centro Charrette; February 9-11, 2009
- Galisteo Charrette; February 23-25, 2009
- Estancia Charrette; March 2-4, 2009

The intensive schedule and extended time spent in the County, with stakeholders, allowed the Planning Team to gather public input, respond to public concerns, provide opportunities for public education on planning principles, and maintain the “community-based” planning approach that has been established in the County.

Each Charrette included:

- An introductory meeting with elected and appointed officials who represent or have an interest in the GMA, to ensure that the Planning Team understands the Area’s needs and opportunities;
- A “Kick-off” meeting with the public that included a presentation and hands-on activities;
- A day-long public open house, where County residents could drop by to talk with a planner, view project maps and see how the planning process was progressing;
- More than a dozen stakeholder work sessions, including meetings with community leaders, service providers and interest groups; and
- A final public workshop, at which the Planning Team presented findings from each of the stakeholder work sessions and provided additional opportunities for public input and recommendations.

The stakeholder work sessions were roundtable interviews with small groups of participants that were invited to share their experiences and ideas with the Planning Team. These interviews were formatted to gather critical information in a limited timeframe and, while not closed to the public, were not intended to be an open forum, such as the public workshops and open house.

Each Charrette was held at a location in the GMA being addressed. The Charrettes were advertised in the *Santa Fe New Mexican*, the *Albuquerque Journal North*, the *Independent*, and the *Mountain View Telegraph*, as well as on the project and County websites. The Charrettes were publicized formally and informally via e-mail distribution lists and other news media.

Organizations that participated in the Charrettes are listed as follows:



Participating Organizations

- | | | |
|---|--|--|
| ACE Task Force | Earthworks Institute | La Bajada Community Ditch, Inc. |
| Acequia Association of Santa Cruz | East Mountain Regional Trails Council | La Bajada Village |
| Acequia de la Cienega y los Pinos | El Cojon Grande Acequia, Tesuque | La Capilla Acequia |
| Acequia del Medio Tesuque | El Guicu Acequia | La Cienega Valley Association |
| Acequia Madre de Tesuque | Eldorado Area Water and Sanitation District | La Cienega Water Association |
| Adventure Trails Ranch | Entranosa Water and Wastewater Association | La Puebla Association |
| Agriculture Revitalization Initiative | Environment Education Resource Center | Lamy Community Association |
| Agua Fria Village Association | Espanola Basin Regional Issues Forum | Lamy D.U.A. |
| Agua Fria Water Association | Estancia Basin | Lamy Water Association |
| American Water Company | Estancia Valley Economic Development Association | Las Candelas de Los Cerrillos |
| Arroyo Seco Association | Farm to Table | Las Nubes Subdivision |
| Belicia Estates Homeowners Association | Food and Agriculture Quality Council | Las Tres Villas Association |
| Beneficial Farm | Galisteo Archaeological Sites Protection Committee | Los Vaqueros Subdivision |
| Bureau of Land Management | Galisteo Planning Committee | Madrid Cultural Projects |
| Candlelight Neighborhood Association | Galisteo Water Association | Madrid Landowners Association |
| Cerrillos Hills Park Coalition | Galisteo Watershed Planning Partnership | Madrid Merchants Association |
| Cerro Pelon Ranch | Gallegos Ranch | Madrid Water Cooperative |
| Chimayo Acequia Parciantes | Glorieta Conference Center | Moriarty-Edgewood School District |
| Chimayo Cultural Preservation Assoc | Glorieta Estates Mutual Domestic Water Consumers Association | National Park Service |
| Chimayo Mutual Domestic Water Association | Greater Espanola Economic Development | Neighborhood Housing Services |
| Cielo Colorado Subdivision | Habitat for Humanity | New Mexico Cattle Growers Association |
| City of Espanola Mayor and Planners | Homewise | New Mexico Economic Development Department |
| Concerned Citizens of Cerrillos | Jacona Land Grant | New Mexico Workforce Development |
| Creative Santa Fe | King Brothers Ranch | New Mexico Acequia Association |
| Cuatro Villas Mutual Domestic Water Users Association | | New Mexico Acequia Commission |
| Cundiyo Acequia Commission and Parciantes | | New Mexico Department of Public Health |
| Cundiyo Land Grant | | New Mexico Department of Tourism |
| Dos Griegos Homeowners Association | | New Mexico Department of Transportation |

Participating Organizations

- New Mexico Environment Department
- New Mexico Land Conservancy
- New Mexico State Land Office
- New Mexico State Parks and Recreation
- New Mexico Wilderness Alliance
- North Central New Mexico Economic Development District
- North Central Regional Transit District
- Northern New Mexico Stockman's Association
- Northern New Mexico College
- Northern Rio Grande National Heritage Area
- Office of the New Mexico State Engineer
- Old Roads Ranch Subdivision
- Old Santa Fe Trail Association
- Oshara Village
- Pinon Hills Subdivision
- Pojoaque Basin Water Alliance
- Pojoaque Soil and Water Conservation District
- Pojoaque Valley Irrigation District
- Pojoaque Valley Planning Committee
- Pojoaque Valley Public School District
- Presbyterian Medical Services
- Quivira Coalition
- Rancho Alegre Subdivision
- Rancho de Bosque Subdivision
- Rancho Viejo
- Rancho Viejo South Homeowners Association
- Regional Development Corporation
- Regional Planning Organization
- Rio Arriba County Planning
- Riverbank Ranch
- Rural Conservation Alliance
- San Marcos Association
- San Marcos Planning Committee
- San Pedro Neighborhood Association
- San Pedro Quarry
- San Sebastian Ranch
- Santa Cruz Irrigation District
- Santa Cruz Land Grant
- Santa Fe Community College - Small Business Center
- Santa Fe Conservation Trust
- Santa Fe Homebuilders Association
- Santa Fe Housing Trust
- Santa Fe New Mexican
- Santa Fe Watershed Organization
- Santa Fe Farmer's Market Institute
- Santa Fe Metropolitan Planning Organization
- Santa Fe Southern Railway
- Santa Fe Transit Advisory Board
- Sonrisa Homeowners Association
- Southwest Bellamah Neighborhood Association
- Synergia Ranch
- Tesuque Mutual Domestic Water Association
- Tuesday Car Table
- The Independent
- The Ridges Homeowners Association
- Thornburg Enterprises
- Thunder Mountain Water
- Tierra de Casta Subdivision
- Town of Edgewood Mayor and Councilors
- Turquoise Trail Association
- Turquoise Trail National Scenic Byway
- United States Forest Service
- United States Highway 285 South Coalition
- Valley Unity Group
- Vista Grande Public Library
- Vista Ocaso Neighborhood Association
- Vista Redonda Mutual Domestic Water Consumers Association
- West Santa Fe Association
- Wildlife Corridors of New Mexico

4.3 Websites

The County website (www.santafecounty.org) and project website (www.plansantafecounty.org) are valuable tools for providing information to the public, gathering feedback and enhancing communications. Both websites were established prior to the Charrettes and include meeting notices, background information, project updates and other information. The websites include tools that allow stakeholders to register for notification of upcoming events and send comments to the Planning Team. An on-line survey was also conducted via the project website, as described below.

4.4 Survey Summary

An online community survey was conducted for the Santa Fe County General Plan Update. The survey was online and available at the four Charrettes. A total of 72 survey responses were received.

The survey was not a scientific survey because it did not attempt to poll a random sample of County residents. The purpose of the survey was to identify the common concerns and ideas of the people who live and work in Santa Fe County.



4.4.1 Survey Responses

Four of the survey questions provided respondents with the opportunity to write short answers. The answers to these questions have been summarized in *word clouds*, shown in Exhibits 5-7, that illustrate common themes between different answers. In each word cloud, words that were used more frequently appear larger in size; the word used most frequently will be the largest word in the word cloud. Each word cloud excludes words commonly used in the English language (such as “and” or “the”) so that the results provide a snapshot of the answers’ meaning rather than the wording.

The first survey question asked respondents to describe what they liked most about living or working in Santa Fe County. Many responses mentioned the County’s open spaces, the rural character, and other unique characteristics of the environment and people.

Respondents were also asked to describe positive changes they have seen in the County in the recent past. Responses included the Railrunner service, new parks, the preservation of open space, and a number of the County’s planning efforts.

Finally, respondents were asked to describe changes in the County that concern them. Responses to this question overwhelmingly mentioned development, particularly “sprawl” development around the incorporated cities, and development occurring without necessary water.

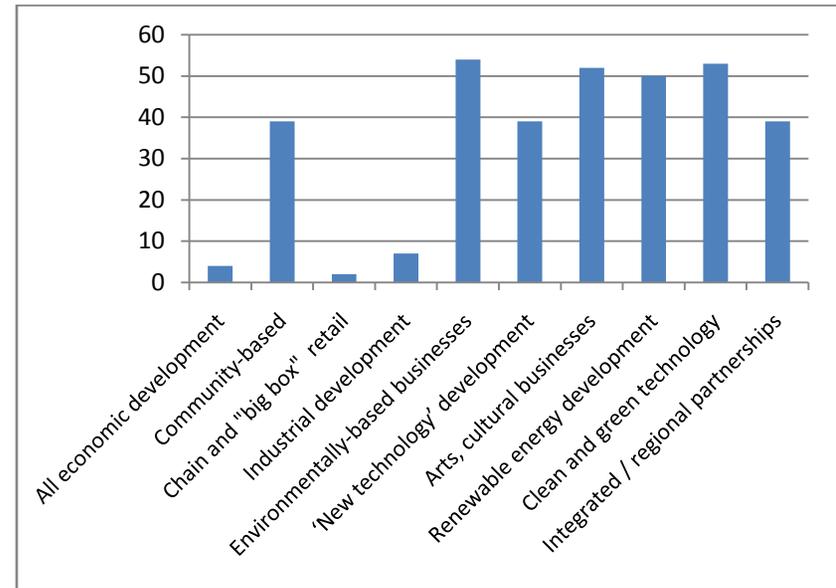
Word Clouds

In the following word clouds, words that were used more frequently appear larger in size; the word used most frequently will be the largest word in the word cloud. Each word cloud excludes words commonly used in the English language (such as “and” or “the”) so that the results provide a snapshot of the answers’ meaning rather than the wording.

Respondents were asked to indicate their preferences regarding which types of economic development efforts the County should encourage. Respondents answered most positively about environmentally-based businesses, such as agriculture and ecotourism, and clean and green technology development, with 54 and 53 respondents answering that the County should encourage these types of businesses, respectively. Most respondents also supported the development of community- and neighborhood-based businesses; “new technology” development; arts, culture, and recreational businesses; renewable energy development; and integrated and regional economic partnerships.

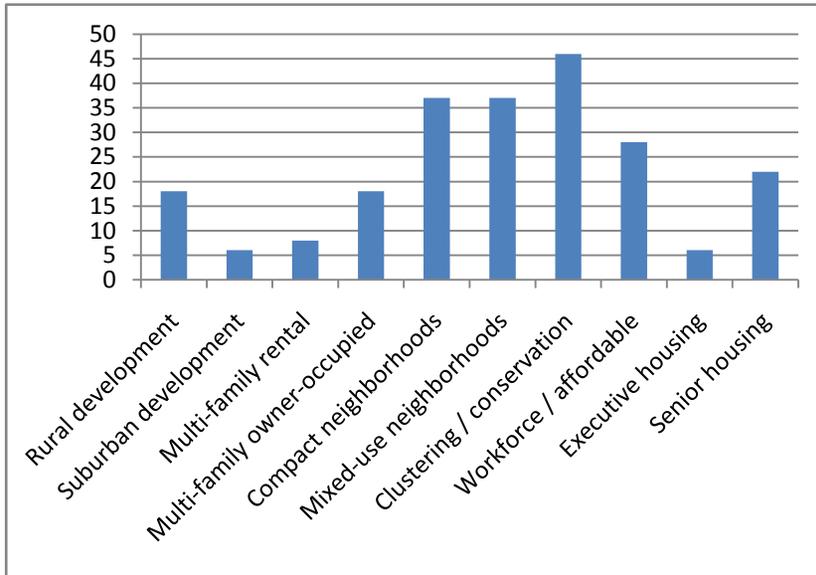
There was a clear divide between the types of economic development that was supported by respondents and that which was not. Respondents were not supportive of chain and “big box” retail development, industrial development, or of all economic development efforts.

Exhibit 8: What Types of Economic Development Should the County Encourage?



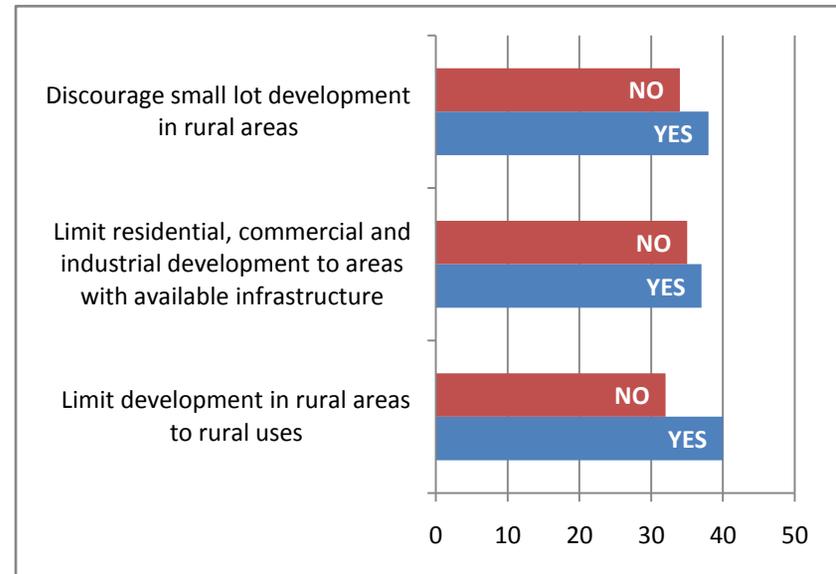
Respondents were asked to indicate their preferences for the type of residential development that should the County should encourage. Respondents answered most positively about clustering and conservation subdivisions, with 46 respondents answering that the County should encourage that type of residential development. Compact residential neighborhoods and mixed use neighborhoods also received an affirmative response from a majority of respondents. Respondents were not supportive of suburban, multi-family rental, and executive, or "upper bracket," residential development.

Exhibit 9: What Types of Residential Development Should the County Encourage?



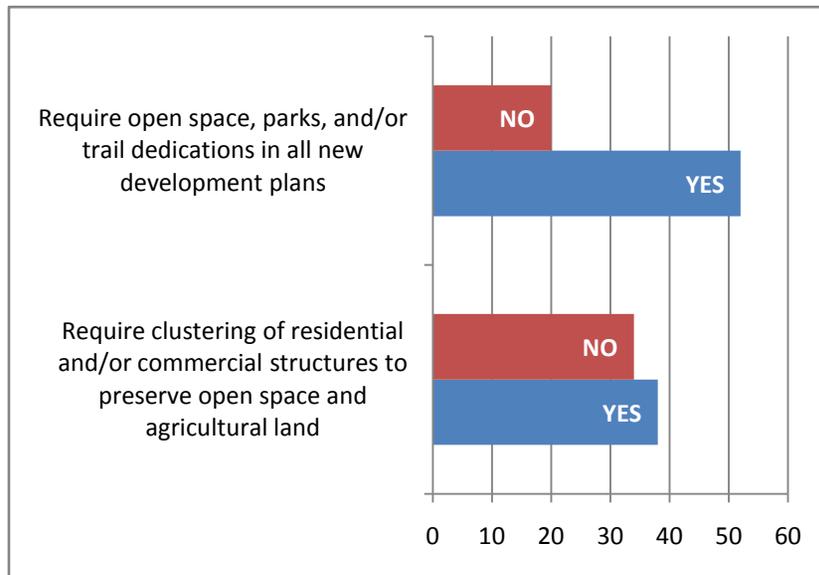
Respondents were asked to indicate their preferences for rural areas, environmental land and open space. A majority of respondents indicated support for discouraging small lot development in rural areas and limiting development in rural areas to rural uses. A slight majority was supportive of limiting development to areas with available (either existing or planned) infrastructure.

Exhibit 10: How Should the County plan for Rural Areas?



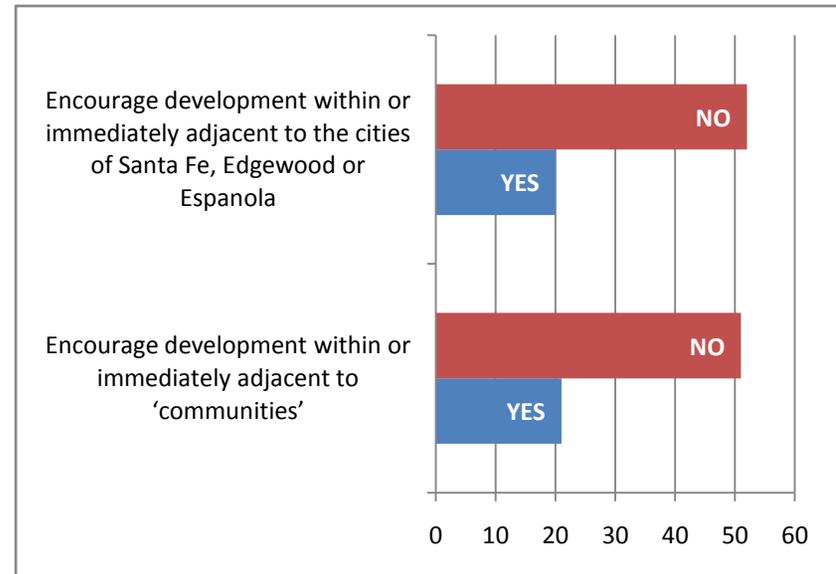
Respondents indicated a strong preference for requiring open space, parks, and/or trail dedications in all new development, by a more than two to one margin. Respondents were also in favor, by a closer margin, of requiring clustering to preserve open space and agricultural land.

Exhibit 11: Development and Open Spaces



However, despite indicating a desire to limit development in rural areas, respondents were not in favor of encouraging development within or adjacent to the incorporated cities or the communities in the County.

Exhibit 12: Development Location



The survey included two questions regarding infrastructure and new development. Respondents were overwhelmingly in favor of using the availability of adequate infrastructure to establish the timing and conditions for development approvals. Over two-thirds of respondents also indicated that new development should pay for the new infrastructure and services it requires.

Exhibit 13: Adequate Infrastructure

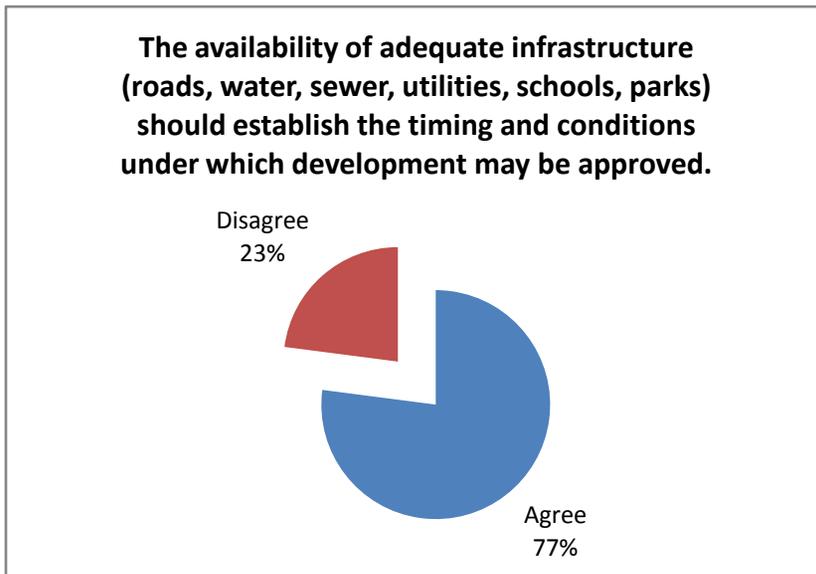
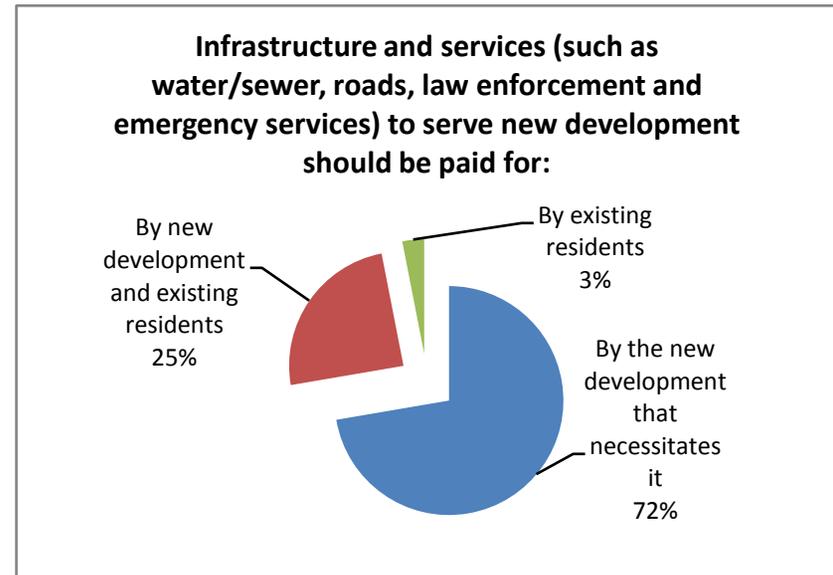


Exhibit 14: Costs of New Growth



4.4.2 Countywide and GMA Visions

The final survey question asked respondents to describe their vision for the future of Santa Fe County. Comments about a vision for the County as a whole and for each Growth Management Area were also collected during each Charrette. A word cloud for each Growth Management Area is shown in **Exhibit 15**. The survey and Charrette responses were combined and then used to create a Countywide Vision word cloud, shown in **Exhibit 16**.

safe and available water supply. The County must ensure that existing and future development not only maintain and protect the available water, but also protect the aquifer recharge areas and the ability of the natural water system to maintain its function and refresh its supply. Growth and development must not negatively impact the County's hydrogeology. Water is a limited vital resource, and should be treated as such. Water conservation should be the norm, and protection of groundwater quality and aquifer recharge areas is a priority.

- **The need to protect agricultural and ranching land.** Agriculture and ranching are vital to the economic, environmental and character components of the County. A wide range of fiscal incentives and tools are needed to ensure the ongoing viability of these important endeavors.
- **The need to achieve coordinated growth strategies.** While the County's hydrologic zoning scheme sets forth maximum densities throughout most of the rural portion of the County, the system has been manipulated, leading to a low-density subdivision pattern that is neither urban nor rural, a pattern that requires urban facilities and services but is not dense enough to fiscally support such services. The Tiers system defines areas of specific levels of service in order to efficiently direct growth and preserve the remaining rural character. The Tiers system is the first step in moving the County to a more reliable and functional land use scheme with a future land use and zoning map that will provide confidence to residents and businesses about future development expectations.
- **The need to protect natural and cultural resources.** The County's abundance of prime ranching and agricultural areas, environmentally sensitive areas and important historical archeological and cultural sites makes preservation an important goal. Any strategy for agricultural, environmental or culturally sensitive land preservation must balance property owners' development preferences with the public benefits of protecting such land. In addition to the land's specific features and agricultural, environmental and/or cultural value, adopted strategies must address a variety of factors which influence the viability of a particular tract of land for preservation, including parcel size, adjacent development patterns, available utilities and market value.

- **The need to balance urban growth and environmental integrity.** While sustainability is a simple and appealing concept, it is difficult to measure. Incremental losses of agricultural lands, open space or habitat rarely have measurable or predictable impacts -- it is the cumulative impact of many decisions over time that have more profound effects. This, combined with the fact that developed land is rarely redeveloped as open space, increases the importance of ensuring that adequate land is set aside to maintain the community's environmental integrity, including the ability to incorporate adequate stormwater and aquifer re-charge management practices. By protecting the environment, Santa Fe County can maintain the viability of the landscape for continued habitation as well as the ongoing economic and cultural benefits derived from a healthy natural environment. Key components of the County's economy are dependent upon a healthy and intact natural environment, such as tourism, arts-related development, real estate, movie filming and production, agriculture and ranching.
- **The need for fiscal balance and responsibility.** A balanced, vigorous economy in combination with fiscally responsible policies ensures the long-term fiscal health of the County and its residents and businesses. The County must balance the need to protect its environment and promote and protect economic development with various impacts on the land and County costs. Through its partnerships with the private sector and the use of available revenue and regulatory programs (such as tax increment financing (TIF), enterprise zones, assessment/benefit districts and development excise fees), Santa Fe County and its cities and communities can successfully manage and direct new development to achieve the maximum benefits while minimizes negative fiscal externalities.
- **The need to encourage development of alternative energy sources.** Rising energy costs across all sectors, especially natural gas and gasoline, have had a large and immediate impact on personal, corporate and public budgeting and wealth over the past few years. Diminishing supplies and global politics are likely to accelerate these cost increases. Budgetary impact, combined with a strong feeling of personal and public responsibility to minimize human impact on the environment, has fueled the impetus for energy conservation in the

community, including increased interest in green building techniques and standards, as well as support for alternative forms of transportation. As Santa Fe County deals first hand with the impacts of oil and gas development it becomes even more clear how critical it is to reduce our dependence on fossil fuels. There are already homes in the County that are “off the grid,” using solar energy to meet their personal needs. There is an opportunity for Santa Fe County to support alternative energy development and use on a greater scale as demonstration product and a show of commitment to protecting the environmental resources of the County.

4.1.3 Development

- **The need to provide a variety of opportunities for different development types.** Santa Fe County is a geographically large and diverse landscape with a variety of lifestyles celebrated by residents and visitors. It is the duty of the Plan to provide opportunities for these various lifestyles and development patterns while ensuring sustainability and preventing incompatibilities.



- **The need to consider the cumulative impacts of development.** The approach to planning and development regulation must be comprehensive, considering the end in mind and not considering the permitting of each individual development proposal independently. It is the cumulative impacts of individual development projects that impact the character of the County and the way it functions as a place. Facility and service deficiencies exist in many parts of the County due to unplanned development that is too expensive to serve.
- **The need to prepare for long-term growth.** The relatively low capital costs associated with rural tracts and rural subdivisions (no sidewalks, curbs or gutters, limited fire flow, etc.) create an incentive for low intensity development. When land is developed at low intensities at the edge of communities it can create a political and physical barrier to growth at urban intensities. Physically, the costs of extending urban facilities through suburban subdivisions can be very costly. Politically, residents who feel that they live in a rural environment are likely to protest urban intensity development. It is in the best interests of the County, its cities and communities, to ensure that rural development in the Future Growth Tiers is configured to allow for future urbanization while areas in the Conservation Tier are preserved for agricultural and ranching, low-impact recreational, environmental and cultural preservation and other similar uses.
- **The need to limit sprawl while allowing a variety of lifestyles and development patterns.** Limiting sprawl and premature development is critical to maintaining the area’s character, preventing traffic congestion, maintaining natural resources and efficient provision of facilities and services. Edges and open space buffers should be maintained around existing and new communities.
- **The need to minimize traffic congestion and opportunities for conflict among roadway users.** Coordinating roadway improvements and funding with other County, Cities and the State will provide opportunities for transportation network improvements and circulation patterns that address congestion, connectivity and accessibility for existing and projected traffic volumes. It also supports integrated planning for Growth Tiers, key intersections and along critical corridors. Roadways should be improved and maintained to

standards that allow road users to interact safely and adequate emergency response.

- **The need to protect and preserve right-of-way for future roadway needs and fund future roadway improvements.** As the community grows and development occurs, accessibility becomes a critical determinant of land utilization. The Plan can help ensure that the site plan review processes address the need for adequate future right-of-way. The County and its municipalities will need to explore all funding options to pay for future transportation needs generated by new development, which may include a percentage of fair share participation from new development, facilities benefit assessment or development agreements vesting future phased development through contribution of transportation facilities.
- **Facilities & Services.** New development necessitates public facilities and services, and if proportional improvements are not made to serve new development, the overall level of service declines for County taxpayers. New development should contribute equitably to the funding of facilities and services necessitated by such development. However, numerous facility and service deficiencies within the County have been identified that are a result of existing, not new development. Tools for equitably funding improvements to correct deficiencies in a timely manner should be identified.

4.2 A Broad Spectrum of Views

It is important to note that there was not unanimous agreement among all participants that growth management is the preferred alternative for the County or for their particular community. Some issues were noted for their positions along quite a broad spectrum, which can make for spirited discussions. Though this should not have been unexpected, the vast majority of participants in the charrettes and other outreach processes were in agreement that growth management is necessary to preserve the quality of life residents enjoy.

While this document reports data received from participation efforts and assembles a preliminary policy framework to support growth management goals, the ultimate decision to revise, adopt and implement such a framework rests with the County's professional management and elected

and appointed leadership. Those leaders have the difficult task of reconciling the preferences of their wide constituency and determining the best course for the County to take.

While some of the following concepts may not be consistent with a comprehensive growth management strategy, one of the goals for the Charrette process is to put all ideas on the table. Santa Fe County is large and diverse enough to support a wide variety of opinions, lifestyles and development patterns, but some vision elements expressed in the process were mutually exclusive. Even when participants agreed in principle with a concept or vision, the strategies proposed to achieve that vision were oftentimes diverse, emphasizing that the need to consider multiple strategies. The following discussion includes a brief overview of this broad spectrum of viewpoints and that a comprehensive growth management plan can address many of these concerns.

- **Self Determination and Limited Intervention.** Some residents, especially in the more rural parts of the County and in the Estancia area, voiced a desire for less government and more freedom for property owners to determine their own land use and development patterns. They preferred to have minimal planning and to "be left alone," to make decisions independently or within their own communities, to let the market (and 'return') determine whether development was appropriate. The Plan needs to not over-regulate and provide for urban and rural development standards and administrative approval processes that facilitate routine development practices.
- **Large Lot, Sprawl Development.** Many people in Santa Fe County live a rural lifestyle on large lot development, that is, lots that are 2.5 acres and larger. Despite the rural level of services available to serve this type of development, as well as limited emergency access in some cases, many participants prefer to keep this lifestyle and want the County to continue to allow similar large lot development close to existing development, which allows for hobby farms and other similar pursuits in addition to access to jobs and services. The Plan needs to recognize that there are urban and rural levels of service is key to protecting these choices, to balance demand for facilities and services with the ability and desire to fund them.

- **Limit Density.** Some participants oppose “density” of all kinds, especially near their own homes. Reasons include the desire for independence and privacy, preference for a rural lifestyle, preservation of open space and agricultural land, limits to demand for services and additional growth and other reasons. A few participants opposed clustered growth in general. The Plan needs to identify areas that can accommodate density and discourage density in areas that should remain rural.
- **Stop Growth.** Some participants were opposed to all new growth, whether ‘managed’ or ‘high quality’ growth, and want the County to impose all possible limits on growth, especially in particular communities. While this is an understandable reaction from those who like the County the way it is, or even the way it was in the past, stopping growth altogether is neither possible nor necessarily desirable in terms of sustainability and protection of property rights. The Plan needs to reflect that not all areas are growth areas.
- **Water Supply.** Some participants, especially in El Norte, oppose provision of a County water system. Reasons include the desire to not pay for such water, the belief that the water will be of lower quality than well water, and the desire to maintain independence from an organized system. Others want to see development limited to wells or privately-owned community systems. In cases where well water has run dry or is of poor or unsafe quality, some participants desire to have the County contribute to small community systems that will benefit existing residents without inducing new growth. The Plan needs to recognize water supply limitations, alternatives and implications and communicate with stakeholders so that informed choices are made.
- **Energy Conservation and Renewable Energy.** Nearly all participants supported a ‘greener’ Santa Fe County, but some were opposed to the development of renewable energy production such as solar and wind energy. Some were concerned about the potential negative impacts to wildlife and other natural and cultural resources, others to the visual impacts, others to what conserving would mean for development costs. While a growth management system is intended to support a healthy natural environment, some participants believe that the plan should be much more aggressive in addressing climate change and other environmental issues. The Plan needs to find a balance that protects resources and encourages responsible (and reasonable) development practices.
- **Community Focus.** While the Plan and process support stakeholder participation, some participants believe that the Plan should be based entirely on community preferences and that it should focus on communities as distinct entities virtually equal to the County. Some also voiced the opinion that County staff and consultant planners should facilitate creation and implementation of the Plan, but the entire direction and policy framework of the Plan should come from the public. The Plan needs to recognize that what is good for the communities also is good for the County, and that a Plan built from the inside-out, from the communities to the unincorporated areas can provide basis to bind the region into a cohesive network of places.

4.3 Vision

A long-term, consensus-based vision, rooted in community values, is the foundation of the Santa Fe County planning process. The **vision statement** helps citizens and decision-makers remember the ends to which the Plan aspires. In concert with Plan goals, it should temper and guide the interpretation, application and amendment of the Comprehensive Plan over time.

Santa Fe County is a place of sustainable communities where:

- The County is a model for growth management and smart growth;
- Community participation is ensured and diversity desired;
- Partnerships are valued and communities engage in a cooperative manner;
- Communities are linked and integrated;
- Agriculture, farmland and food production are supported and maintained;
- Archaeological and cultural resources are preserved;
- History and heritage are respected;
- Private property rights are recognized with minimum government intervention;
- Water conservation is intrinsic;
- Wildlife and Natural Resources are protected;
- Ecosystem provides ability to sustain life for future generations;
- Open space is protected and trails are integrated and connected;
- Energy efficiency is incorporated into all development;
- Development takes advantage of sustainable technologies;
- Guiding principles for development include carrying capacity of ecosystems and self-sufficiency in energy, food and water;
- Diversified housing choices are part of all communities.

5. POLICY FRAMEWORK

Goals, policies and strategies are developed to describe how the County will meet the challenge of growth management. The following policy framework is based on comments received during the Charrette process. There is no particular order to the policies or strategies, which will continue to be revised during the process. In subsequent drafts, the strategies will be ordered by priority in an “Implementation Matrix.” Priorities, responsible entities, timing and budgetary impact will be defined in the Implementation Matrix.

Goal: Description of a desired state of affairs for the community in the future. Goals are the broad, public purposes toward which policies and programs are directed. Goals are phrased to express the desired results of the Sustainable Growth Plan.

Policy: Statements of government intent against which individual actions and decisions are evaluated. Policies indicate the *direction* the community should take.

Strategy: Individual regulations and action which, taken together, will enable the community to achieve Goals, Objectives and Policies. Strategies are the basis for implementation of the Plan by identifying and recommending specific courses of action.

Since goals and policies are action-oriented, each goal and policy below begins with an “action term.” To provide consistency, the following definitions for each “action verb” shall be used to guide their interpretation.

Allow – to permit

Conserve – to protect from loss or harm

Discourage – to try to prevent, show opposition to; to express disapproval of

Encourage – to promote, advance, or foster; give support, aid

Enhance – to raise to a higher degree, magnify; to improve

Ensure – to secure or guarantee; to make sure or certain

Limit – to confine or restrict; to reduce to the smallest possible amount

Preserve – to maintain and uphold; keep up for continued survival

Protect – to defend or guard from attack; to keep safe, shield from damage

Provide – to supply or equip; to make available, furnish

Pursue – to seek to attain or accomplish; to carry on, continue

Require – to place under an obligation; to demand; to order

Seek – to try to locate or discover; to search for

Support – to uphold by aid, which may include financial or staff resources

5.1 Land Use and Development

Goal 1: Ensure logical and efficient land use and development patterns that support sustainable development and provide flexibility to accommodate a wide range of land uses.

Policy 1.1: Provide a variety of development patterns and lifestyle options in the County, including options for rural lifestyle and equestrian-based development.

Policy 1.2: Limit development and determine minimum/maximum densities based on the availability and supply of water and other facilities and services.

Policy 1.3: Limit large lot development surrounding growth areas as it precludes rational expansion of development.

Policy 1.4: Provide a range of development patterns to support different lifestyle options.

- Policy 1.5: Prevent speculative family transfers while supporting true family transfer process.
- Policy 1.6: Prevent any form of illegal subdivision or unplanned growth.
- Policy 1.7: Support development of villages to accommodate growth.
- Policy 1.8: Support the use of family compounds as an alternative to family transfers in order to cluster development.
- Policy 1.9: Discourage piecemeal development plans; encourage coordinated, phased development plans.
- Policy 1.10: Discourage leapfrog development; encourage contiguous development patterns.
- Policy 1.11: Encourage the location of higher density development within communities, with lower density development outside these communities.
- Policy 1.12: Support the Town of Edgewood’s infill annexation efforts.
- Policy 1.13: Encourage growth along the State Road 472, U.S. Route 66, and State Road 344 corridors due to the proximity of water facilities.

Goal 2: Ensure clear, consistent and equitable development regulation and review.

- Policy 2.1: Ensure an efficient development review process and clear, concise development regulations.
- Policy 2.2: Provide opportunities for creative development in the Code without relying on the variance procedure.
- Policy 2.3: Promote development of a variety of housing types by not regulating the size of dwelling units in the Land Development Code.
- Policy 2.4: Provide flexibility in the Land Development Code.

- Policy 2.5: Ensure that Code is enforced in the development review process and in property maintenance.
- Policy 2.6: Limit administrative decisions as part of the development review process.
- Policy 2.7: Limit the use of variances as part of the development review process.

Goal 3: Preserve, support and enhance the character and function of existing communities and neighborhoods.

- Policy 3.1: Community and neighborhood development should be centered toward community service facilities, which includes but is not limited to schools, community centers, business or governmental activity centers or squares and open space.
- Policy 3.2: Encourage connectedness and centeredness in communities.
- Policy 3.3: Support mixed use development within County villages.
- Policy 3.4: Preserve rural areas and support villages and communities by encouraging denser development to locate within villages and communities, including infill and compact development.
- Policy 3.5: Ensure that development regulations allow for neighborhood-scale services in small communities.

Goal 4: Preserve and enhance the unique community and rural-area character and design features in the County.

- Policy 4.1: Preserve the history, rural character, agriculture and scenic beauty of the County and its communities.
- Policy 4.2: Preserve rural character along the highway corridor going through Arroyo Seco.
- Policy 4.3: Address commercial uses in traditional communities, include lighting, signage and other design components.

<p>Policy 4.4: Encourage attractive and coordinated gateway corridor transitions.</p>	
<p>Policy 4.5: Encourage coordinated transitions between rural and urban/suburban areas.</p>	<p>2. Timing and phasing of development; 3. Timing, phasing and financing of infrastructure and services; 4. On- and off-site impacts caused by the development; and 5. Conditions of approval and other responsibilities and obligations.</p>
<p>Land Use Strategy a. Adopt amendments to the Land Development Code clarifying and simplifying the development review process and development regulations within one coordinated document.</p>	<p>Land Use Strategy g. Use extraterritorial zoning/jurisdiction and other intergovernmental agreements and tools.</p>
<p>Land Use Strategy b. Establish procedures in the Land Development Code to develop family compounds as an alternative to family transfers. Work cooperatively with local lenders to understand and support loans for such unconventional development.</p>	<p>Land Use Strategy h. Communicate with the Home Builders Association, especially regarding issues of building codes and development review.</p>
<p>Land Use Strategy c. Identify potential future annexation areas.</p>	<p>Land Use Strategy i. Use rational basis for development standards for rural residential.</p>
<p>Land Use Strategy d. Development proposed within a designated future annexation area should be submitted to the municipality for review and recommendation, specifically relating to municipal development and design standards and infrastructure provision and financing requirements.</p>	<p>Land Use Strategy j. Define growth boundary at incorporated line for Edgewood.</p>
<p>Land Use Strategy e. If water or wastewater is to be provided by the City of Santa Fe, the City should be included in the development review process to determine whether municipal development standards should apply and whether an annexation agreement should be provided.</p>	<p>Land Use Strategy k. Provide clarity about “good development” concepts, including sustainability and open space provision.</p>
<p>Land Use Strategy f. Use development agreements to fairly and reasonably address development proposal issues not addressed in the LDC. Development agreements shall consider the following:</p>	<p>Land Use Strategy l. Coordinate with NMDOT to ensure that highway decisions do not adversely affect village development or preservation.</p>
<p>1. Applicable development and design standards and guidelines;</p>	<p>Land Use Strategy m. Establish design guidelines to protect the visual identity of the communities.</p>
<p>Land Use Strategy o. Adopt amendments to the Land Development Code that include design standards for rural highways and other corridor types.</p>	<p>Land Use Strategy n. Adopt amendments to the Land Development Code that include design standards for commercial uses in communities.</p>

- Land Use Strategy p. Develop a Pattern Book that identifies countywide design elements and design elements unique to specific areas and communities.
- Land Use Strategy q. Establish standards/procedures for adobe construction.
- Land Use Strategy r. Use plantings to discourage roadside stops.

5.2 Conservation, Open Space, Trails and Recreation

Goal 5: Preserve and protect the health and accessibility of the County’s vast natural resources to enhance the local quality of life and maintain a healthy and sustainable natural environment.

- Policy 5.1: Support conservation easements and other methods to retain property ownership while protecting land, including important agricultural areas, open space, historic/cultural assets and other beneficial properties.
- Policy 5.2: Support educational programs about the importance of land conservation.
- Policy 5.3: Prioritize land for preservation that has access/proximity to water, acequias, public lands, existing preserved land, wildlife corridors or flora/fauna habitat.
- Policy 5.4: Support clustering of development to protect open space.
- Policy 5.5: Support local, state and federal designation of historic districts to protect historic villages, irrigated acreage and acequias, such as Chimayo and Galisteo.
- Policy 5.6: Support clustering of development to protect agricultural lands and open space, and require that projects receiving density bonuses cluster development.

- Policy 5.7: Support partnerships with other governmental agencies, non-profits, non-governmental agencies and private interests to permanently protect desirable open space and natural resource areas.
- Policy 5.8: Promote public support for land conservation and open space protection.
- Policy 5.9: Promote Santa Fe River as a unifying theme in conservation efforts.

Goal 6: Preserve and protect the open, rural, and scenic quality of the private lands due to historical land uses based in agriculture.

- Policy 6.1: Support the maintenance of agricultural lands, primarily irrigated agriculture and the acequia system, and the resulting traditional long-lot form.
- Policy 6.2: Support clustering the residential footprint on a small portion of the long lot in order to preserve maximum areas for cultivation, wildlife, and open land. This building form should be considered in conjunction with the need for water and wastewater systems that will support such densities.
- Policy 6.3: Pursue opportunities with the Jacona land grant and adjoining lands to provide interconnected trails and open space preservation, including possible conservation subdivision.

Goal 7: Provide open space, trail and recreation resources.

- Policy 7.1: Provide an interconnected system of trails for pedestrians, equestrians and cyclists.
- Policy 7.2: Incorporate open space requirements, internal trails, and connections to regional trails in new subdivisions and planned unit developments.
- Policy 7.3: Provide continuous regional trail connections.

- Policy 7.4: Provide open space and trails in the buffer areas between increasing residential densities and public lands.
- Policy 7.5: Create new opportunities for safe access, parking, and trailheads to public lands and other open spaces.
- Policy 7.6: Support development of a regional trail connection along the Rio Grande corridor; between the Pojoaque school campus, through the Jacona Land Grant, through private land and BLM to the Canada Ancha and the Buckman area. Seek opportunities to work with land owners for easements and possible acquisitions in this corridor.
- Policy 7.7: Limit motorized vehicle use on trails.

- Conservation Strategy a. Pursue development of a trail system using the existing acequias.
- Conservation Strategy b. Provide sewer service to support higher density clustered development.
- Conservation Strategy c. Adopt amendments to the Land Development Code to protect open space in accordance with the following provisions:
 1. Allow and encourage clustering of development and conservation subdivision.
 2. Provide density bonuses and other incentives to encourage clustering of development.
 3. Create a master planned zoning district for conservation purposes.
 4. Record and enforce conservation easements.

- 5. Incorporate open space requirements, internal trails, and connections to regional trails in new subdivisions and planned unit developments.
- Conservation Strategy d. Develop educational programs and outreach about the importance of land conservation, focusing on the provision of public access to build public support.
- Conservation Strategy e. Pursue designation of State Route 76 as a scenic by-way.
- Conservation Strategy f. Coordinate with the State Department of Cultural Affairs and State Historic Preservation Department to identify and protect important cultural and historic assets.
- Conservation Strategy g. Support use of the transferrable state tax credit to contribute to the cost of conservation easement donation and stewardship costs.
- Conservation Strategy h. Record conservation easements on plats.
- Conservation Strategy i. Incorporate open space requirements, internal trails, and connections to regional trails in new subdivisions and planned unit developments, specifically including, but not limited to the following:
 1. The “Proposed La Cienega Extended Planning Area” and the need for designated meaningful open space and trails connections in the subdivision at Santa Fe Canyon Ranch (formerly Thompson Ranch), and any future subdivision plans for the Gallegos Ranch, as well as other private lands that are currently in agriculture and provide a buffer between federal lands and the traditional communities at La Cienega and La Cieneguilla.

	<p>2. Any future subdivision and development of the Hughes Ranch, along Bonanza Creek and Alamo Creek, adjacent to SR 14 and south of the Community College District</p> <p>3. Large private in-holdings in the Santa Fe National Forest on Glorieta Mesa that are planned to be subdivided</p> <p>4. Large private in-holdings in the Santa Fe National Forest and Bureau of Land Management Lands accessed by the Buckman Road between the Rio Grande and Las Campanas.</p>		<ol style="list-style-type: none"> 1. The Dale Ball (foothill) Trails 2. The Talaya Hill Open Space 3. The Little Tesuque Creek Open Space 4. The need to work with private land owners and federal land managers in the La Cienega area , the Buckman Road area, and Glorieta Mesa on creating transition and buffer zones to public lands and trails.
<p>Conservation Strategy j.</p>	<p>Provide continuous regional trail connections in El Centro , especially including, but not limited to the following:</p> <ol style="list-style-type: none"> 1. The Santa Fe River Corridor. 2. The Rail Trail from Rabbit Road to Lamy along the Santa Fe Southern Route and Spur Trail Connection to the Community College. 3. The Arroyo Hondo Trail. 4. A proposed trail within the NMDOT right of way of the Burlington Northern Santa Fe railroad from Cerrillos to Lamy. 5. A rail to trail conversion of the old New Mexico Central Line (Kennedy Alignment) from Thornton Ranch Open Space to Richards Avenue and the Community College. 6. A proposed regional trail along the Canada Ancha from Las Campanas to Buckman. 	<p>Conservation Strategy l. Prevent and remove encroaching fences that limit trail use and access.</p> <p>Conservation Strategy m. Preserve La Bajada area as open space.</p> <p>Conservation Strategy n. Manage open space, including participation by law enforcement. Monitor quality/use/activity of open space.</p> <p>Conservation Strategy o. Map primary and secondary trail corridors. Require that development accommodate and promote trail development through dedications and access provision to mapped trails.</p> <p>Conservation Strategy p. Adopt amendments to the Land Development Code requiring that major subdivisions adjacent to an improved green corridor on the Official Map shall provide a spur to connect to the green corridor. Major subdivisions adjacent to an unimproved green corridor on the Official Map shall provide a financial guarantee to provide a spur when the green corridor is improved.</p>	
<p>Conservation Strategy k.</p>	<p>Provide open space and trails in the buffer areas between increasing residential densities and public lands in El Centro, specifically including, but not limited to the following:</p>	<p>Conservation Strategy q. Ensure that open space is high quality and contiguous. Establish standards for open space dedication.</p> <p>Conservation Strategy r. Provide rural and urban open spaces to build community.</p>	

Conservation Strategy s.	Include open space acquisition in the CIP.
Conservation Strategy t.	Explore opportunities to improve the maintenance of County owned parks and open space through partnerships, grant funding, and other creative techniques.
Conservation Strategy u.	Coordinate with the Bureau of Land Management for open space planning throughout the County.
Conservation Strategy v.	Develop bike routes and/or auto tour routes that connect tourist/cultural/landmark areas.
Conservation Strategy w.	Develop car tours for special events to support tourism and the Pueblos.
Conservation Strategy x.	Provide bike routes, including signage, shoulders and other design features.
Conservation Strategy y.	Pursue rails to trails opportunities.
Conservation Strategy z.	Use incentives to protect open space, such as transfer of development rights and land swaps among private and public property owners.
Conservation Strategy aa.	Develop trail along Route 66.
Conservation Strategy bb.	Focus COLPAC on creating trails east of Moriarty rather than in Edgewood.
Conservation Strategy cc.	Define ways to cross Hwy 285 to maintain/provide trail connections.
Conservation Strategy dd.	Consider environmental conditions, impacts of and to waterways during drought conditions in designation of trails corridors.
Conservation Strategy ee.	Use Sierra Club trails book to plan trails system.
Conservation Strategy ff.	Educate the public about trails, including development of a trails handbook, provision

of a trails maps, development of a website and/or visitors center. Information should include routes, trail types, and responsible trail use.

5.3 Facilities and Services

Goal 8: Preserve and protect public health, safety, welfare, property and quality of life through adequate provision of social and community services.

- Policy 8.1: Support the County's role as a social service provider to provide assistance to non-profit providers rather than expand government role as primary provider of services.
- Policy 8.2: Ensure that agencies prepare for the impact of the aging of the population on service demand and delivery.
- Policy 8.3: Seek to distribute facility locations Countywide to serve the population in consideration of existing disbursed development, extra-territorial growth and commuter patterns.
- Policy 8.4: Support provision of home health care options for the disabled and elderly.
- Policy 8.5: Support new medical office development to relieve pressure on existing medical providers and facilities.
- Policy 8.6: Coordinate funding requests and support flexible funding options from the State Legislature and other funding sources to allow providers to tailor and prioritize investment needs.
- Policy 8.7: Pursue County provision of library services.
- Policy 8.8: Encourage that funding be directed to specific areas of the County rather than to specific projects to allow phasing and prioritizing of funding.

- Policy 8.9: Ensure that projects are prioritized as part of the annual budgeting and ICIP process.
- Policy 8.10: Support the efficient provision of services and facilities by directing growth to areas most effectively served.
- Policy 8.11: Provide additional opportunities for youth facilities and community recreation.
- Policy 8.12: Support provision of internet and technology access Countywide.
- Policy 8.13: Encourage providers to consider the aging of the population in long-term planning efforts.
- Policy 8.14: Provide additional multi-use community center facilities throughout the County, especially in areas that are underserved and do not have good access to services in other communities.
- Policy 8.15: Promote County as an advocate to get projects completed by other service providers, such as coordination with postal service and DOT.
- Policy 8.16: Encourage existing facilities, such as schools, to share resources with other County programs.
- Policy 8.17: Pursue proactive siting and funding community services facilities rather than “inheriting” facilities.

Goal 9: Ensure adequate and efficient provision of necessary facilities and services.

- Policy 9.1: Ensure that administrative fees are sufficient to cover the costs of development review and permitting.
- Policy 9.2: Ensure the fiscal sustainability of the County through the efficient provision and phasing of public facilities and services that are funded through the full range of revenue-generating tools.
- Policy 9.3: Ensure the consideration of the cumulative impacts of development on facilities and services, for all

providers, to provide for a coordinated solution that defers service provision resolution to later development.

- Policy 9.4: Encourage and require undergrounding of new utility lines and undergrounding of existing lines when possible.

Goal 10: Ensure adequate provision of solid waste services.

- Policy 10.1: Address illegal dumping in County and on pueblo land.
- Policy 10.2: Ensure solid waste fees reflect true cost to provide service.
- Policy 10.3: Support agreement with Pojoaque to develop a County transfer station.

Services Strategy a. Development review applications should consider the cumulative impact of the proposed development on schools, including but not limited to student generation and traffic.

Services Strategy b. Create a Development Review Advisory Board that provides notification, review and recommendation for all development review applications, to include representation for all service providers and jurisdictions the proposed development is adjacent to or within its respective service area.

Services Strategy c. Define role for non-profits in community service provision.

Services Strategy d. Increase awareness of County satellite offices and senior centers through outreach programs.

Services Strategy e. Expand the capacity of the Mobile Health Van by acquiring additional vans and clinic workers.

Services Strategy f. Improve collaboration between the County, schools, senior centers, and libraries.

- Services Strategy g. Complete health impact assessment (“health-ability”) for new development.
- Services Strategy h. Use excess space at school facilities to provide health and human services functions, share operating costs.
- Services Strategy i. Adopt amendments to the Land Development Code requiring that new development funds its fair share of the costs of services and facilities necessitated by said development.
- Services Strategy j. Explore the full range of funding options for facilities and services and the fiscal implications for the County.
- Services Strategy k. Review and adjust administrative fees on a regular (annual, semi-annual?) basis to ensure that fees cover true County costs.
- Services Strategy l. Review and adjust solid waste disposal and/or collection fees on a regular (annual, semi-annual?) basis to ensure that fees cover true County costs.
- Services Strategy m. Require an impact analysis for facilities and services to ensure that the cumulative impacts of development are measured and considered.
- Services Strategy n. Enter into a Memorandum of Understanding for the expansion of animal control facilities throughout the County.
- Services Strategy o. Use development agreements to encourage design, engineering and installation of facilities for regional use (oversizing) and create policies for reimbursement.
- Services Strategy p. Allow limited very-low density development where the County does not provide facilities or services.
- Services Strategy q. Develop a long-term plan for the provision of County facilities that also identifies specific areas where the County does not intend to provide facilities.

- Services Strategy r. Establish a mechanism for local improvement districts that could be used to address local infrastructure needs.

5.4 Water/Wastewater

Goal 11: Water goal

- Policy 11.1: Ensure that water use is monitored and meters are read.
- Policy 11.2: Ensure that well development does not negatively impact acequias.
- Policy 11.3: Ensure water conservation in new development, through tools such as water catchment systems and grey water use.
- Policy 11.4: Limit the need for water back-up systems through conservation efforts.
- Policy 11.5: Ensure development is served by an adequate, sustainable water supply.
- Policy 11.6: Preserve water quality through wastewater management.
- Policy 11.7: Ensure compliance with water conservation ordinance.
- Policy 11.8: Discourage development or building expansion where water hook-ups are not available.
- Water Strategy a. Develop a countywide water management plan.
- Water Strategy b. Develop a comprehensive hydrological model.
- Water Strategy c. Require, monitor and enforce the use of water meters.
- Water Strategy d. Work with USGS and Office of State Engineer to do water modeling.
- Water Strategy e. Establish water reclamation programs and policies.
- Water Strategy f. Create a regional water authority.

- Water Strategy g. Coordinate county-wide waste water projects.
- Water Strategy h. Install wastewater systems to prevent the contamination of drinking water in the County.
- Water Strategy i. Prohibit the development of lands that are “dry” due to the transfer or sale of irrigation rights. Prohibit “double dipping” through the digging of domestic wells where no water rights exist.
- Water Strategy j. Define role of Mutual Domestic in relationship to County.
- Water Strategy k. Provide wastewater treatment facilities on Hwy 472, which already has water lines.
- Water Strategy l. Establish well and surface water monitoring program.
- Water Strategy m. Collaborate with NMED to identify and prevent water contamination issues.
- Water Strategy n. Use solar aquatics system for waste water treatment.

cul-de-sacs, one-way in and out routes and other disconnected roadway types.

- Policy 12.5: Ensure sufficient water infrastructure to meet required fire flows.
- Policy 12.6: Ensure new development is served by multiple ingress and egress points.
- Policy 12.7: Require sprinklers and on-site water storage in rural areas without water access.
- Policy 12.8: Support progressive telecommunications infrastructure and planning.
- Policy 12.9: Prevent encroachment and support access management along all roadways, especially those that are developing, such as the Hwy 14 corridor.
- Policy 12.10: Maintain functionality of airport by preventing encroachment or incompatible development.
- Policy 12.11: Enforce code requirements and property maintenance to facilitate access by emergency equipment.
- Policy 12.12: Bring existing driveways up to code and ensure that new development meets requirements for driveways.
- Policy 12.13: Prevent and address encroachment of fences and vegetation into right-of-way.
- Policy 12.14: Mitigate existing non-conformities that prevent adequate access by emergency personnel or create other public health hazards.
- Policy 12.15: Prevent variances that would impede delivery of emergency services, such as road grades.
- Policy 12.16: Ensure that speed humps and other traffic calming devices allow adequate emergency response.
- Policy 12.17: Ensure transportation improvements include crossovers and pullouts to allow emergency

5.5 Public Safety

Goal 12: Preserve and protect public health, safety, welfare and property through adequate provision of law enforcement, fire and emergency response services.

- Policy 12.1: Require minimum development standards to allow adequate emergency access and response.
- Policy 12.2: Support provision of multiple direct routes and access to all development for purposes of public safety provision.
- Policy 12.3: Direct and consolidate growth to maximize service efficiency.
- Policy 12.4: Support an interconnected roadway network that allows for maximum access and circulation. Limit

response vehicles to reach vehicular accidents. Incorporate Fire Department review into all transportation improvement projects.

Policy 12.18: Install gates at high water crossing to reduce reliance on manpower from public safety providers to prevent high water crossing and prevent need for emergency rescue.

Policy 12.19: Don't build roads in or across arroyos due to high risk of flash flooding.

Policy 12.20: Educate public about need for communication towers.

Policy 12.21: Support public outreach programs including education and provision of fire alarms/smoke detectors to those in need.

Policy 12.22: Support continued professionalization of fire department as well as enhancement of benefits to encourage volunteership.

Policy 12.23: Provide manned fire stations rather than all volunteer stations.

Policy 12.24: Mitigate invasive species that cause brush build-up and cause a wildfire hazard.

Policy 12.25: Make fire impact fees apply Countywide rather than by district to provide flexibility to prioritize need. Ensure new development has appropriate fire flows and hydrants. Work to remedy deficiencies in existing development when possible.

Policy 12.26: Increase fire impact fees to upgrade equipment and meet service expectations and demand.

Policy 12.27: Enhance law enforcement presence and consider development of substations to allow law enforcement to be more proactive and involved in the community. Substations would allow the public to access law enforcement.

Policy 12.28: Develop infrastructure necessary to support mass evacuation.

Policy 12.29: Develop frontage road infrastructure on highways, especially on Rail Runner route and in other areas with limited re-routing options.

Goal 13: Promote communication and cooperation among service providers and with the public to enhance service levels.

Policy 13.1: Communicate to new and existing residents the available and planned level of service to eliminate misconceptions and encourage prevention activities.

Policy 13.2: Provide education and outreach about wildfire dangers.

Policy 13.3: Enhance coordination and communication with Pueblos, including the development review process. Promote public safety as a strong component of the Intergovernmental Summit to enhance coordination.

Policy 13.4: Consider need for services created by growing issues of illegal immigration and impact on service system – law enforcement, public health, social services, etc.

Policy 13.5: Pursue opportunities for joint development review by fire department of pueblo development to facilitate provision of service.

Policy 13.6: Coordinate between fire department, Public Works and NMDOT to ensure that roadways are safe and do not pose a safety hazard to emergency response equipment or personnel.

Policy 13.7: Enhance coordination between City and County Fire Departments at department level, including cooperation on prevention, education, outreach and information sharing.

Policy 13.8: Facilitate coordination among Fire Department, Vegetation Control and School District to maintain adequate ROW for emergency response vehicles and school bus service

Policy 13.9: Enhance communications infrastructure and coordinate with EMS, Fire Department, Sherriff and Public Works.

Safety Strategy a. Adopt amendments to the Land Development Code that include the following provisions:

1. Require adequate circulation, access, multiple routes and other transportation infrastructure in new development to ensure adequate emergency access. Limit development of one-way in/out routes, dead-ends and cul-de-sacs.
2. Require adequate fire flows in new development.
3. Require sprinklers and on-site water storage in rural areas without water access.
4. Reconcile ridgetop screening requirements with the need for defensible space.
5. Require adequate right-of-way in all communities and rural areas.

Safety Strategy b. Identify needed improvements and funding sources to support mass evacuation.

Safety Strategy c. Support development of a safety zone on 599 N of I-25 to Cayo del Rio (development along 599) to protect at-risk populations, including schools, from exposure to risks due to 20' natural gas line.

Safety Strategy d. County Wildland Extension Service should provide resources to help homeowners address vegetation issues on their property.

Safety Strategy e. Take advantage of formalized easements for water/waste water projects to do other work on vegetation and encroaching fences and structures.

Safety Strategy f. Establish a Countywide Emergency Management Plan.

Safety Strategy g. Adopt the International Fire Code.

Safety Strategy h. Thin trees and vegetation in forests and neighborhoods to reduce fire risk. Use matching funds to complement soil conservation grants to thin forests.

5.6 Transportation

Goal 14: Promote and encourage a range of multi-modal transportation options.

Policy 14.1: Provide connections to and utilization of the Rail Runner.

Policy 14.2: Encourage a jobs/housing balance and high speed communication infrastructure to reduce transportation demand.

Policy 14.3: Provide alternatives for people to get to Rail Runner stations, such as bus service.

Policy 14.4: Provide transportation connections from communities to City of Santa Fe via expanded public bus service.

Policy 14.5: Ensure that transit options are considered at the same time as ROW needs for new roads in consideration of the needs of the whole community.

Policy 14.6: Support freight by rail.

Policy 14.7: Promote the use of park and ride to support transit useage.

Goal 15: Provide a safe, efficient, interconnected roadway network

- Policy 15.1: Improve communication between jurisdictions that share the maintenance of a road in order to streamline and improve maintenance.
- Policy 15.2: Ensure that changing demands on the transportation system are considered in planning efforts, including the aging of the population.
- Policy 15.3: Ensure that the regional perspective is considered in transportation planning.
- Policy 15.4: Protect roadway users from inappropriate or dangerous truck traffic.
- Policy 15.5: Enhance connections between community “centers” with transportation and development patterns that work together.
- Policy 15.6: Encourage statewide planning for truck routes, including a defined role for state truck routes and preventing trucks from taking inappropriate shortcuts.

Goal 16: Ensure safe, context-sensitive design standards for transportation improvements that reflect local preferences and the needs of all types of transportation users.

- Policy 16.1: Ensure adequate road design and constructions that includes shoulders, grading and sidewalks.
- Policy 16.2: Encourage the use of context sensitive design of roadways.
- Policy 16.3: Support the use of traffic calming techniques, weight restrictions and other strategies for the reduction of heavy truck traffic through traditional villages.
- Policy 16.4: Support safe routes to school through planning and capital improvements.
- Policy 16.5: Enhance pedestrian access.
- Policy 16.6: Preserve scenic quality of roadways.

- Policy 16.7: Promote the use of state scenic guidelines for all County roads as well as context sensitive design.
- Policy 16.8: Limit air, noise and water pollution due to transportation.

- Transportation Strategy a. Provide bike lane on route 592, including improvements such as widening shoulders on blind curves.
- Transportation Strategy b. Restrict cyclists on Bishop’s Lodge Road because it is too dangerous.
- Transportation Strategy c. Adopt amendments to the Land Development Code that include minimum roadway design standards for different street types.
- Transportation Strategy d. Improve road connections throughout the County through the use of special assessment districts and federal and state funds.
- Transportation Strategy e. Require landowner to show feasible and legal road access before approving a subdivision.
- Transportation Strategy f. Develop a plan for future road access through National Forests in cooperation with the National Forest Service.
- Transportation Strategy g. Provide other service providers such as school districts with the opportunity to comment on subdivision applications.
- Transportation Strategy h. Explore dust remediation efforts for gravel and dirt roads to reduce particulate matter in the air.
- Transportation Strategy i. Design and improve roadways to accommodate pedestrians, cyclists and equestrian uses.

Transportation Strategy j. Coordinate road improvements among various jurisdictions (Moriarity, Bernallilo, Edgewood, Santa Fe County).

Transportation Strategy k. Pave roads to protect and improve air quality.

Transportation Strategy l. Explore opportunities for park and ride services to enhance transit provision and usage.

Transportation Strategy m. Obtain appropriate easements and right of way for future improvements.

Transportation Strategy n. Reduce curb cuts in new development and orient non-residential development to the interior of centers, rather than corridor-facing.

Transportation Strategy o. Use assessments to fund arterial paving.

Transportation Strategy p. Use I-40 to enhance connectivity. Improve access/interchanges and frontage road.

Transportation Strategy q. Pave Barton Road (by BLM) at SAS facility and enhance connections.

Transportation Strategy r. Maintain historic bridges.

Transportation Strategy s. Support transportation an integral part of the tourist economy.

Transportation Strategy t. Undertake corridor planning, including for Hwy 14, 42, 41, Waldo Road and others.

Transportation Strategy u. Continue scenic designation south of Ortiz on 14. Hwy 14 should be a National Scenic Byway for entire length.

Transportation Strategy v. Create tool box using Context Sensitive Design for Turquoise Trail to use for other scenic byways.

Transportation Strategy w. Maintain a list of County roads and identify obligations and status.

Transportation Strategy x. Identify new ROW on official map.

Transportation Strategy y. Coordinate efforts of transportation stakeholders – the Road Advisory Task Force, Arterial Roads Task Force, CCD Plans, the Connections Charrette and MPO.

Transportation Strategy z. Coordinate MPO and DOT with County preferences and needs.

Transportation Strategy aa. Define functional classification of County roads.

Transportation Strategy bb. Expand Road Advisory Task Force to include LR planning and coordinate with other agencies.

Transportation Strategy cc. Coordinate with RPA to extend bus service and prioritize revisions and expansions.

Transportation Strategy dd. Define standards for Transit-Oriented Development.

Transportation Strategy ee. Establish clear policies for the development and maintenance of private roads.

Transportation Strategy ff. Coordinate with the Federal Forest Service to build and maintain roads to County standards.

5.7 Energy

Goal 17: Promote and encourage the development and use of sustainable, renewable energy production and distribution infrastructure and discourage dependence on non-renewable energy use.

Policy 17.1: Support development of renewable energy production and distribution.

Energy Strategy a. Support the development of sustainable energy through the establishment of local power authorities and a County loan fund to facilitate initial investments in sustainable power generation.

- Energy Strategy b. Continue to provide opportunities for off-the-grid lifestyles in the County.
- Energy Strategy c. Pursue regional renewable energy, energy efficiency and sustainable design projects with private and public partners.

5.8 Housing

Goal 18: Ensure the provision of a variety of safe, affordable, available and adequate housing opportunities for Santa Fe County residents and employees to promote social and economic sustainability.

- Policy 18.1: Support the provision of affordable live/work units.
- Policy 18.2: Require that affordable housing units be built to the same construction and building standards as market-rate units.
- Policy 18.3: Ensure that required affordable housing units are designed to “look like” market-rate units.
- Policy 18.4: Encourage the use of “green” construction materials and techniques for affordable and market rate housing units to achieve environmental benefits and lower life-time operating costs for home owners, using incentives and regulations.
- Policy 18.5: Support development of affordable units through incentives tailored to the needs of developers in different parts of the County, such as expedited development review, funding for infrastructure, community water systems and/or green construction techniques that benefit homeowners and the environment.
- Policy 18.6: Support development of affordable units through use of density bonuses.
- Policy 18.7: Support development of a County-administered fund to provide a flexible source to fund the needs of affordable housing providers.

- Policy 18.8: Encourage development of affordable for-rent and for-sale housing options.
- Policy 18.9: Pursue the development of permanently affordable for-sale housing units through establishment of a permanent affordable housing fund.
- Policy 18.10: Conserve County investment in provision of affordable units by developing a program for permanently affordable units and allowing the County to participate in equity gained by subsidized units.
- Policy 18.11: Support a mixed income distribution throughout the County through provision of permanently affordable and market rate owner-occupied and rental housing.
- Policy 18.12: Encourage provision of special needs housing, including housing for the elderly.
- Policy 18.13: Promote affordable housing options other than mobile homes, which provide limited opportunity for building equity, and family transfers, which have other land use implications.
- Policy 18.14: Enhance the quality of housing stock throughout the County and reduce substandard housing conditions.
- Policy 18.15: Promote home-ownership when it is financially viable and support opportunities to prevent foreclosure.
- Policy 18.16: Ensure that affordable units have access to adequate public facilities including schools, transportation and water.
- Policy 18.17: Support provision of deferred loan funds to low income families.
- Policy 18.18: Promote safety, efficiency and comfort as integral components of affordable housing.

- Policy 18.19: Encourage flexibility in state and other funds to provided needed assistance rather than just building funds.
- Policy 18.20: Pursue village concept as a model for new housing development.
- Policy 18.21: Support public-private partnerships for the provision of affordable housing.
- Policy 18.22: Promote a flexible approach for regulation and provision of affordable housing services in different parts of the County.
- Policy 18.23: Support development of “self-help” housing models based on self-sufficiency and sweat-equity.
- Policy 18.24: Support program s that provide education and outreach about affordable living programs and other ways to address poverty.
- Policy 18.25: Support programs and service providers that serve the homeless population and support programs to reduce homelessness through housing provision and other social services.
- Policy 18.26: Encourage landlords to become approved to accept Section 8 housing vouchers by maintaining high quality housing units.
- Policy 18.27: Coordinate social, economic development and housing programs to move people up the spectrum of assistance programs and graduate to the next level of assistance in order to break the cycle of poverty and open up programs to new participants.
- Policy 18.28: Limit development of rental guest houses where it is incompatible with existing development or would create a public nuisance.
- Policy 18.29: Seek to prevent and limit overcrowding of housing units.

- Policy 18.30: Encourage the provision of affordable housing as a method to lessen the pressure for family transfers.
- Policy 18.31: Recognize that speculative development values may not result in property value increase to nearby developed lands.
- Policy 18.32: Encourage the use of locally produced materials such as adobe, pumice and stone for affordable housing construction materials.
- Policy 18.33: Promote rehabilitation and maintenance of existing housing stock.

Housing Strategy a. Adopt amendments to the Land Development Code related to development of affordable housing units including the following provisions:

1. Require that affordable units constructed to meet minimum County requirements be built to the same construction and building standards as market-rate units.
2. Allow the construction of live/work units.
3. Require that architecture and materials of exteriors of affordable units constructed to meet County requirements be the same as for market-rate units.
4. Incentives for affordable housing provision including density bonuses, expedited review, funding for infrastructure, hook-up to community water systems and use of green construction techniques and materials.

Housing Strategy b. Adopt amendments to the Land Development Code related to development of energy-efficient and environmentally sustainable housing units including the following provisions:

- 1. Require minimum energy-efficiency in the development of all housing, including requirement for the use of Energy Star appliances.
 - 2. Provide incentives for the inclusion of energy-efficiency in new development.
 - 3. Develop a sliding-scale system for inclusion of requirements for green construction techniques and materials with higher standards for larger scale housing projects.
- Housing Strategy c. Amend the County’s Inclusionary Housing Ordinance to include the following provisions:
- 1. Provision of affordable rental housing and “fee in lieu” as an option to provide flexibility for developers, service providers and the County.
 - 2. Reduce the amount of required affordable housing. Consider variable rates in different parts of the County depending on need, availability of facilities and services and other public goals and policies.
 - 3. Increase the maximum income to qualify for inclusionary housing units to 150% of median income.
 - 4. Allow phasing of affordable housing requirements.
- Housing Strategy d. Develop resource materials for County housing developers and builders regarding “off the shelf” solutions and alternatives for efficient materials and techniques to reduce environmental impact and life-time energy costs while limiting development costs in comparison to conventional construction.
- Housing Strategy e. Develop a permanent affordable housing fund and establish a mechanism that allows the County to participate in equity gained through affordable housing appreciation.

- Housing Strategy f. Develop resources, including educational materials and funding, to improve substandard housing conditions and help homeowners maintain and rehabilitate existing housing units, especially through owner-participation/sweat-equity programs.
- Housing Strategy g. Provide resources to prevent foreclosures.
- Housing Strategy h. Explore options/models for provision and design of rural multi-family housing.
- Housing Strategy i. Develop a Housing Opportunity Program to coordinate with the City of Santa Fe program.
- Housing Strategy j. Provide technical assistance legal assistance for clear title, easements and family transfers.
- Housing Strategy k. Develop a revolving loan fund for down payment assistance.
- Housing Strategy l. Use land trusts as an affordable housing option.

5.9 Economic Development

Goal 19: Support a diverse and sustainable local economy that supports the local workforce and provides new opportunities for local employers and residents.

- Policy 19.1: Support small business development through business incubators and other support services.
- Policy 19.2: Support the Regional Economic Development Initiative in Economic Development efforts for Northern New Mexico.
- Policy 19.3: Encourage development of the four key growth industries defined by the Regional Economic Development Initiative to provide and diversify the County’s job base – value-added agriculture, technology, renewable energy and new media.
- Policy 19.4: Support economic development through community development, which includes

opportunities for workforce development, education and other outreach and social development.

Policy 19.5: Support self-help and self-reliance programs as a model of economic development and reducing poverty.

Policy 19.6: Support Santa Fe County educational programs and institutions.

Policy 19.7: Leverage existing educational resources and encourage knowledge sharing from local colleges and universities to enhance workforce development.

Policy 19.8: Support leadership development programs in communities and at local schools and institutions.

Policy 19.9: Encourage youth-retention programs to retain young professional in Santa Fe County. Establish networking opportunities, vibrant places and other key attractors to prevent the County from becoming a retirement communities.

Policy 19.10: Support “green collar” initiatives to attract green businesses and support green workforce development.

Policy 19.11: Support development of place-neutral export businesses such as consulting to capitalize on high quality of place in Santa Fe County.

Policy 19.12: Support non-profit development.

Policy 19.13: Support development of industries with sustainable wages and high quality work environments.

Policy 19.14: Support economic development projects such as the Media District.

Policy 19.15: Promote the use of existing infrastructure and County investment to support economic development.

Policy 19.16: Support the local film industry.

Policy 19.17: Encourage state support of movie filming and production.

Policy 19.18: Support small enterprises, compatible home based businesses, and studios.

Policy 19.19: Encourage economic development that is focused on land regeneration, local energy, local food, and green building.

Goal 20: Preserve and promote tourism as a critical component of the local economy.

Policy 20.1: Protect the County’s natural, historic, cultural and community resources to support the development of eco-tourism opportunities.

Policy 20.2: Support participation in the programs of the Northern Rio Grande National Heritage Area by the County, its communities and other local organizations to promote tourism in Santa Fe County.

Economic Strategy a. Complete an impact analysis for racino.

Economic Strategy b. Seek economic development opportunities for Hwys 40 and 41.

Economic Strategy c. Invest in local and regional facilities that support special events and activities that attract visitors to the area.

Economic Strategy d. Establish a business incubator to support start-up businesses, especially in the smaller communities.

Economic Strategy e. Provide flexible regulations, tax breaks, and other incentives to support local businesses and assist them with retrofitting buildings to achieve code compliance.

- Economic Strategy f. Allow short term rentals that support the local tourism economy.
- Economic Strategy g. Explore options for providing tax credits for renewable energy development and/or use.
- Economic Strategy h. Explore potential for creation of a Galisteo Basin Archeological Center.
- Economic Strategy i. Provide infrastructure to support economic development.

5.10 Agriculture / Ranching

Goal 21: Preserve and promote agriculture as a critical component of the local economy, culture and character.

- Policy 21.1: Pursue and support the development of agricultural products and markets.
- Policy 21.2: Support opportunities for organic farming.
- Policy 21.3: Support branding and marketing of local products.
- Policy 21.4: Support communication across the entire value chain of agricultural production to encourage profit-sharing and development of new markets/products.
- Policy 21.5: Preserve and support the Acequia system as an important part of the County’s heritage and agricultural development.

Goal 22: Preserve the ranching communities and culture of the County.

- Policy 22.1: Support equine development related to development of the casino/racetrack, including ranchettes and supporting businesses. Provide equine trails that connect to racino.
- Policy 22.2: Discourage trespassing on ranch land and rangelands, including firewood collecting, poaching, hunting, etc.

- Agriculture Strategy a. Support development of a small business incubator for development of specialty agriculture projects in El Norte.
- Agriculture Strategy b. Partner with local communities to promote development of agricultural products and markets, including the development farmers markets.
- Agriculture Strategy c. Develop education programs and outreach to support organic farming in the County.
- Agriculture Strategy d. Pursue beneficial taxing of parcels preserved through easements to encourage preservation and continued agricultural use.
- Agriculture Strategy e. Develop a TDR program to protect agricultural land, with a possible receiving zone located on State or BLM lands.
- Agriculture Strategy f. Adopt amendments to the Land Development Code to prevent ¼ acre lot splits on acequias.
- Agriculture Strategy g. Pursue mechanisms for protection of agricultural land, such as tying water rights to agricultural land.
- Agriculture Strategy h. Develop programs to support the financial viability of agriculture through tools available, such as cost sharing, temporary or permanent easements and beneficial taxation.
- Agriculture Strategy i. Develop an agricultural preservation ordinance.
- Agriculture Strategy j. Pursue waterbanking and development of a water trust to support acequias.
- Agriculture Strategy k. Address acequia development standards in floodplain ordinance.
- Agriculture Strategy l. Establish working groups to address issues in acequias:
 - 1. Establish policies

- 2. Identify mapped boundaries
- 3. Manage bylaws
- 4. Address issues such as easement width, public vs. private areas, access, etc.
- Agriculture Strategy m. Establish special review process for arable land with water rights.
- Agriculture Strategy n. Provide education materials to landowners for better range management.
- Agriculture Strategy o. Adopt the Code of the West and educate new residents about the Code of the West.
- Agriculture Strategy p. Coordinate ranching policies with areas beyond the County – the entire Estancia Basin and surrounding counties.
- Agriculture Strategy q. Coordinate stakeholders, including State Land Office, State Livestock Board and Ranchers.
- Agriculture Strategy r. Address conflicts between ranching and cultural/historic preservation – for instance, limitations on controlled burns without assessment of cultural artifacts.
- Agriculture Strategy s. Address conflicts with transmission lines to serve renewable energy.
- Agriculture Strategy t. Ensure that leases are responsive to protecting ranches and that options are provided.
- Agriculture Strategy u. Codify status of agriculture.
- Agriculture Strategy v. Require that agricultural operations are sustainable by applying a factor of one head of cattle per section per inch of rainfall or the Animal Unit Month (AUM) formula.
- Agriculture Strategy w. Establish communication to address trust issues between public/ranches on open space issues.
- Agriculture Strategy x. Address conflicts between ATV use and recreational conflicts with ranch uses.

- Agriculture Strategy y. Address large ranches that are put up for sale. Define county’s role and desired process.
- Agriculture Strategy z. Define alternate uses of ranches – co-location, dude ranches, re-use of Downs with agricultural focus, eco-tourism, archeo/culture.
- Agriculture Strategy aa. Work with state to allow phased easements.
- Agriculture Strategy bb. Coordinate pueblos/ranches in areas of overlap.
- Agriculture Strategy cc. Support development of community gardens (“edible landscape”) to use agricultural water.
- Agriculture Strategy dd. Inform Acequia Associations of development and subdivisions near existing acequias and provide a process to allow input on development decisions within 25’ of acequias
- Agriculture Strategy ee. Establish a process for County to work with Acequia Associations and identify a staff liaison person.
- Agriculture Strategy ff. Identify and map Acequias
- Agriculture Strategy gg. Allow accessory uses of agricultural properties to include structures for winter crops.
- Agriculture Strategy hh. Coordinate with ranches and state and federal agencies to protect archaeological sites.

5.11 Natural/Cultural/Historic Resources

Goal 23: Preserve and promote healthy watersheds and watershed-based planning in the County to prevent natural hazards and support a healthy and sustainable natural environment.

- Policy 23.1: Prevent upstream sedimentation.
- Policy 23.2: Support planning from a watershed perspective to prevent pollution and protect resources.

Policy 23.3: Support watershed restoration work.

Policy 23.4: Preserve and protect wetlands, riparian areas, aquifer recharge areas and wildlife corridors.

Goal 24: Ensure a healthy natural environment and protect and preserve natural resources.

Policy 24.1: Require a full environmental impact assessment as part of the development review process to limit negative impacts on- and off-site.

Policy 24.2: Encourage removal of Siberian Elms, Russian Olives and other invasive species and replacement with desirable indigenous species.

Goal 25: Protect and preserve the County’s historic, cultural, community and scenic resources.

Policy 25.1: Identify and protect sites with significant historic and cultural resources.

Policy 25.2: Support Galisteo Protection Act.

Policy 25.3: Protect cultural and historic sites.

Policy 25.4: Preserve and protect scenic viewsheds and ridgetops.

Policy 25.5: Protect the night skies from light pollution.

Policy 25.6: Ensure that green building codes and other national codes adopted by the County respect the New Mexico context and do not prohibit local green building techniques (such as requiring insulation that would disrupt the use of passive solar heating).

Resources Strategy a. Adopt amendments to the Land Development Code that prevent upstream sedimentation of water bodies.

Resources Strategy b. Coordinate with upstream jurisdictions to prevent sedimentation.

Resources Strategy c. Consider creation of watershed authority.

Resources Strategy d. Educate and involve communities and residents in watershed restoration work.

5.12 Planning, Participation, Outreach and Implementation

Goal 26: Support meaningful community involvement in on-going growth management planning and development review activities in the County, viewing the public as an integral component of County governance.

Policy 26.1: Support continued, meaningful citizen involvement in County planning processes.

Policy 26.2: Provide regular opportunities for interaction between County planning staff and the public.

Policy 26.3: Enhance County communications with the public through a website and e-mail notification.

Policy 26.4: Tailor County strategies and programs to respond to unique conditions in the various areas and communities of the County.

Policy 26.5: Ensure multiple opportunities and venues for public participation during the development review process.

Policy 26.6: Support cooperation among the County’s communities in the CIP process.

Policy 26.7: Provide a public outreach process prior to development of public infrastructure.

Policy 26.8: Provide opportunities for public input into the ICIP process.

Policy 26.9: Enhance opportunities to improve communication with and engagement of the public for all development applications, Plan and LDC amendments, budget, CIP and ICIP deliberations and any other matters with the potential for or likelihood of significant impact to County residents, businesses, facilities, services or natural resources.

- Policy 26.10: Provide virtual and real central public meeting space.
- Policy 26.11: Ensure a coordinated and efficient County government structure.
- Policy 26.12: Provide and support a detailed, County-wide GIS database of existing data and enhance data inclusion and availability.
- Planning Strategy a. Establish an e-mail list and a web page to include information pertaining to County projects in each GMA, GMA DRC meetings, Community Action Group meetings and other regular meetings/participation opportunities to be held in each GMA. The website should include a contact function to allow citizens to contact County Staff as well as a registration function to allow citizens to add their name to a list to be contacted about upcoming meetings and development proposals.
- Planning Strategy b. Establish a schedule of quarterly public meetings for County staff to present County projects and communicate with participants. Meetings should be well-publicized and open to the public at-large. Such meetings should be informational/communication in nature and participants will not have an official capacity to recommend approaches.
- Planning Strategy c. Establish Community Action Groups for each Growth Management Area to address non-land use planning issues, including economic, social and community development issues. Provide staff support to each CAG. Allow each CAG to register with the County as an established organization with adopted by-laws in order to apply for grant money and other assistance.
- Planning Strategy d. Establish a communication plan and notification process for planning projects and other necessary communications with the public that are not governed through the Land Development Code.
- Planning Strategy e. Adopt amendments to the Land Development Code that include detailed provisions for public notification during the development review process and establish multiple venues and/or opportunities for public comment and participation.
- Planning Strategy f. Provide opportunities for the public to participate in planning for the Airport. County should assist in dealing with impacts of airport.
- Planning Strategy g. Participate in a planning process for the Jacona Land Grant and provide opportunities for public participation.
- Planning Strategy h. Provide travelling exhibits of educational topics related to planning, growth management and other topics of interest to outlying parts of county.
- Planning Strategy i. Provide education about water rights.
- Planning Strategy j. Create a community plan for La Puebla – County should provide facilitation and expertise on impacts of possible decisions.
- Planning Strategy k. Establish a regular and periodic exchange of GIS information and datasets with municipalities, communities and service providers.
- Planning Strategy l. Establish and support an Association of Communities to coordinate and prioritize budgets, CIPs and CIPs with the County. Other opportunities for cooperation and collaboration should be encouraged.
- Planning Strategy m. Improve communication regarding infrastructure investments in sensitive areas, including communication in advance of road planning or the completion of engineering studies.
- Planning Strategy n. Provide an online mapping feature on the County’s website to provide GIS information to the public.

- Planning Strategy o. Involve local college/university students in projects focused on inventorying resources and supplying information to the public.
- Planning Strategy p. Make forms, permitting information, documents, plans and reports available on-line.
- Planning Strategy q. Improve communication and outreach to young people. Coordinate with local schools to involve young people in local government and decision-making.
- Planning Strategy r. Improve communication between the Land Use and Assessment Departments.
- Planning Strategy s. Expand outreach to Hispanic population and provide Spanish translation of County documents.
- Planning Strategy t. Plan for growth in the Airport Development District due to availability of Buckman Diversion water.
- Planning Strategy u. Coordinate GIS-data sharing with State and Federal agencies.
- Planning Strategy v. Coordinate development review, building permits and assessor offices to encourage parcel data to be updated in a timely manner.
- Planning Strategy w. Create online mapping tool for citizens to view County GIS data.
- Planning Strategy x. Update building structures file when building permits are issued.

including but not limited to the Bureau of Land Management (BLM), the Forrest Service, the State Land Office, Acequias, Land Grants and Pueblos.

- Policy 27.2: Support coordination and communication among the County, its communities, municipalities and surrounding municipalities and counties.
- Policy 27.3: The County should act as a liason among the various agencies with land use jurisdiction and the County’s citizens.
- Policy 27.4: The County should take the initiative to craft agreements, spearhead cooperation and provide information among various entities consistent with a proactive growth management system.
- Policy 27.5: Provide information and support for residents seeking to communicate/coordinate with non-County agencies with land use authority.
- Policy 27.6: Seek to coordinate development opportunities and plans with land grants.
- Policy 27.7: Seek to coordinate with the State Land Office to identify opportunities to include state lands in rational growth planning.
- Policy 27.8: Coordinate to provide water to state lands to facilitate rational, planned development.
- Policy 27.9: Coordinate long-term leases with State Land Office to facilitate master planned development that includes mixed use development, open space preservation and affordable housing provision.
- Policy 27.10: Pursue opportunities for land swaps with federal and state agencies to facilitate rational growth patterns and achieve Plan goals, such as preservation of contiguous open space and provision of efficient facilities and services.

5.13 Intergovernmental Cooperation

Goal 27: Promote intergovernmental cooperation and coordination to address regional planning issues and support County goals.

Policy 27.1: Support coordination and communication among entities and jurisdictions with authority in the County, including Federal, State and local entities,

Policy 27.11: Enhance communication with the County’s school districts about growth, development, land use and infrastructure investments.

Policy 27.12: Improve coordination and communication between County and federal and state agencies for the purposes of land use planning and infrastructure coordination.

- Cooperation Strategy a. Designate a County office to collect and disseminate information about communication with the various agencies and jurisdictions with land use authority to interested citizens.
- Cooperation Strategy b. Coordinate with the State Land Office to identify opportunities to include state lands in rational growth planning.
- Cooperation Strategy c. Identify opportunities for land swaps with federal and state agencies to achieve rational development patterns.
- Cooperation Strategy d. Where property requires access through land owned or managed by the Federal Government, notify the appropriate federal agency prior to approving a subdivision.
- Cooperation Strategy e. Coordinate with state to support county preferences for development along highways, including preferences for signage and vending.
- Cooperation Strategy f. Coordinate development standards including family transfers, ridgetop buildings and lighting standards on State and Federal lands.
- Cooperation Strategy g. Coordinate with Edgewood and Torrance County regarding community services such as senior services and community centers.
- Cooperation Strategy h. Coordinate with Edgewood to ensure adequate provision of emergency services.

- Cooperation Strategy i. Coordinate with the City of Santa Fe to plan for and address issues with the airport.
- Cooperation Strategy j. Partner with the Town of Edgewood to assist in code enforcement.
- Cooperation Strategy k. Work with Town of Edgewood to establish a regional animal shelter.
- Cooperation Strategy l. Support infill and annexation in Edgewood, especially annexation of “donut holes” and internal areas.
- Cooperation Strategy m. Discourage growth on the outskirts of Edgewood in order to avoid annexation pressures.
- Cooperation Strategy n. Partner with the Town of Edgewood on the development of a sewer system.

5.14 Pueblo Cooperation

Goal 28: Coordinate and cooperate with the Pueblos in Santa Fe County to pursue efficient facility and service provision, coordinated growth management strategies and other mutually beneficial goals.

- Policy 28.1: Support amendment of the New Mexico subdivision act to require notification to Pueblos of certain development proposals.
- Policy 28.2: Provide support and information to the Pueblos regarding roadway improvements and easement issues.
- Policy 28.3: Support the Pueblos efforts to be involved in voting/election process.
- Policy 28.4: Ensure communication between the County and the Pueblos regarding emergency service issues.
- Policy 28.5: Promote cooperation with the Pueblos to address the needs of all persons who are in need of emergency services in the Pojoaque Valley.
- Policy 28.6: Support and respect local Pueblo Feast Days.

<p>Policy 28.7: Support Pueblo involvement in transportation planning, especially in the Regional Transit Districts (RTDs).</p>	<p>Pueblo Strategy e. Encourage Pueblo RTD representatives to share their thoughts with County RTD representatives and County planners.</p>
<p>Policy 28.8: Support use of in-place Pueblo utilities for use by non-Tribal County residents.</p>	<p>Pueblo Strategy f. Incorporate the needs of the Pueblos into the RTD tax use plan.</p>
<p>Policy 28.9: Pursue cooperative utilities projects with Pueblos.</p>	<p>Pueblo Strategy g. Ensure Pueblo concerns over weekend use of RTD transportation, pick-up/drop-off schedules and pick-up/drop-off locations are taken into account in transportation planning decisions.</p>
<p>Policy 28.10: Pursue solutions to land use related issues with the Pueblos.</p>	<p>Pueblo Strategy h. Identify and mitigate the cause or causes of increased runoff in arroyos passing through Pueblo land.</p>
<p>Policy 28.11: Provide support to the Pueblos for issues related to roadways not maintained by the County.</p>	<p>Pueblo Strategy i. Identify Pueblo issues regarding US 84-285 and address these issues with area NMDOT representative. Send identified issues to the NMDOT in writing.</p>
<p>Policy 28.12: Preserve and protect natural and cultural resources.</p>	<p>Pueblo Strategy j. Seek Pueblo input on the protection of natural and cultural resource areas, especially those areas located on Tribal lands.</p>
<p>Pueblo Strategy a. Discuss possibility of snow removal service for tribal roads.</p>	<p>Pueblo Strategy k. Establish method for Pueblo involvement in development review procedures as a way to provide protection to natural and cultural resources.</p>
<p>Pueblo Strategy b. Develop a contact list for communications between the County Fire Department and Local Fire Departments and their corresponding Tribal governments.</p>	
<p>Pueblo Strategy c. Identify funding options for meeting emergency services needs (equipment, training, programs, etc.); including loans, bonding, private industry, federal funds, grants, homeland security, etc.</p>	
<p>Pueblo Strategy d. Communicate with all tribal governments in the County about the possibility of conducting an “Emergency Services” summit for local and tribal governments.</p>	

6. GLOSSARY

Adequate Public Facilities – The requirement that public facilities and services be available to serve a proposed development at adopted level of service standards concurrent with development timing. Such facilities may include law enforcement, fire and emergency services, transportation, schools or other necessary facilities.

Assessment District - A geographic area designated to pay for infrastructure costs for a specific project. Properties within the district each pay a portion of the total project cost premised on the concept that those properties benefit from the improvement project.

Board of County Commissioners (BCC) – The elected officials charged with administering the government of Santa Fe County. There are five County Commissioners, one representing each of the County’s five districts.

Capital Improvement – An acquisition by the County of real property, such as a major construction project or the acquisition of major equipment.

Capital Improvements Plan (“CIP”) – A timetable or schedule of all future capital improvements to be carried out during a specific period and listed in order of priority, together with cost estimates and the anticipated means and sources of financing each project.

Charrette – An intensive, multi-day workshop that provides a consensus-based foundation for the Plan Update through the use of public workshops, focus groups, stakeholder interviews, and open houses.

Conservation Easement – The grant of a property right or interest which is designed to protect an area of land in its natural, scenic, open or wooded condition. Typically a conservation easement is used to protect a specific area of land from further development while maintaining its present use, such as agriculture or open space.

County Development Review Committee (CDRC) – The seven member committee appointed on rotating terms by the Board of County Commissioners that act as the County’s planning and zoning commission. One member represents the City of Santa Fe while the other six members represent different areas of the County. The CDRC makes recommendations and decisions related to land use, subdivision and zoning.

General Plan – The master, long-range plan intended to guide the growth and development of the County for a set period of time. The General Plan includes inventory and analytic sections leading to recommendations for the community’s land use, future economic development, housing, recreation and open space, transportation, community facilities and community design. Goals, objectives, policies and strategies for each of these elements are contained with the General Plan.

Growth Management – A wide range of techniques used in combination to determine the amount, type and/or rate of growth and to direct it to designated areas. Techniques used to execute growth management policies may include, but are not limited to: transfer of development rights (TDR), tiers, open space and farmland preservation, adequate public facilities ordinances, and flexible zoning and subdivision regulations.

Growth Management Area - The boundaries of each Growth Management Area (GMA) were delineated for growth management planning purposes according to the following criteria:

- Geographic Boundaries with topographic features and hydrologic basins;
- Continuity with existing Community Planning areas and boundaries to avoid fragmentation;
- Observation of political boundaries (*i.e.* Tribal lands, Federal lands, State lands);
- Consideration of major transportation networks as corridors connecting all GMA’s;

- Existing parcel boundaries;
- Sensitivity to the Landscape and Historical context (i.e. Land Grants, Archaeological Sites, Historic communities, settlement patterns and transportation routes); and
- Consideration of open space buffers.

Growth Management Plan – For Santa Fe County, the General Plan Update will focus on growth management as the framework for addressing the County’s issues and opportunities. “Growth Management Plan” and “General Plan” may be used interchangeably for the Santa Fe County planning process.

Impact Fees – A charge or assessment imposed by the local jurisdiction against new development in order to generate revenue for funding the costs of capital improvements or facility expansions necessitated by and attributable to the new development.

Infill Development – Development designed to occupy scattered or vacant parcels of land that remain after the majority of development has occurred in an area.

Impact Analysis – An assessment as to the positive or negative impact that a development proposal will have on County resources, such as financial or environmental health. A Fiscal Impact Analysis measures the anticipated impact on the County’s fiscal health (the County’s revenues and expenditures for public improvements, delivery of services and net cash flow). An Environmental Impact Analysis measures the anticipated impact on the County’s environmental health (the on-and off-site environmental impacts to the ecosystem likely to be produced by a development project).

Intergovernmental Agreement (IGA) – An agreement between two or more governmental units, such as a county or city. Also known as a Memorandum of Understanding (MOU).

Joint Powers Agreement – An agreement between two or more entities, such as a county, a city and/or a special district whereby the

entities agree to jointly perform services, cooperate with, review development, enforce regulations or undertake other similar actions.

Land Development Code (“LDC”) – The Land Development Code is the collection of the County’s land development regulations, including zoning, subdivision and design regulations.

LEED (Leadership in Energy and Environmental Design) – A programmed set of standards for environmentally sustainable construction. LEED-certified structures use key resources more efficiently than conventional building standards to create less of an impact upon the environment.

Level of Service (“LOS”) – An existing or determined level of manpower expenditure or capital commitment by the County per unit of user demand, typically expressed per capita, per dwelling unit or per square foot of gross floor area (for non-residential uses). Examples include the number of police officers per 1,000 population, or the square feet of public park per 1,000 population.

Mixed Use – Areas in which various uses, such as office, commercial, institutional and residential, are combined in a single building or on a single site in an integrated development project. A single site may include contiguous properties. Traditional development patterns were generally mixed use prior to the advent of single-use zoning districts.

Smart Growth – Policies, legislation, regulations, procedures and strategies meant to achieve more compact, efficient development patterns served by adequate infrastructure and facilities. Smart Growth minimizes environmental and fiscal impacts of new development.

Sustainability – “[To meet] the needs of the present without compromising the ability of future generations to meet their own needs.” *Source:* World Commission on Environment and Development (Brundtland Commission).

Sustainable Development – Development based on the tenets of Smart Growth that is designed to balance fiscal, social and environmental considerations and minimize negative impacts to existing communities and the environment. Sustainable development typically includes the following development characteristics: compact form, adjacent to existing development, energy efficient, socio-economically diverse and balanced, low environmental impact and in line with adopted growth management plans and policies.

Tiers – A growth management system used to direct the location, timing and phasing of growth in order to achieve rational growth patterns, efficiently provide facilities and services and protect rural, agricultural, environmentally sensitive or other important open spaces from inappropriate development.

Transferable Development Rights (“TDR”) – A technique to direct growth which involves the transfer of zoning density or development rights from one building site to another. TDR requires the creation of a sending district (where lower densities and less development is desired) and receiving zones (where higher densities and more development is desired).