

BUILDING CONSENSUS FOR A SHARED VISION

...*Government and Community Working Together*

Vision Statement

Albuquerque is: “A thriving high desert community of distinctive cultures coming together to create a sustainable future.”

City of Albuquerque Five Year Goals

SUSTAINABLE COMMUNITY DEVELOPMENT Guide growth to protect the environment and create livable, sustainable communities throughout Albuquerque.

Create quality communities that are walkable and have choices of housing and convenient services

PUBLIC SYSTEMS Ensure that all existing communities are adequately and efficiently served with well planned, coordinated, and maintained sewer, storm, water and road systems and an integrated multi-modal regional transportation system.

Provide safe and affordable urban transportation options that reduce vehicle miles

Provide a balanced distribution of infrastructure to create compact, cost efficient development patterns

COMMUNITY BUILDING Foster community identity, pride, and cohesion, encourage involvement and responsibility for the well-being of the community among citizens, and provide opportunities for everyone to learn about, experience and appreciate diverse cultures

Bring diverse cultures, ages and interests together and share responsibility for realizing the goals through inclusive citizen participation and education

ECONOMIC VITALITY Provide a vital economy in which businesses have opportunities for growth and all Albuquerque residents have opportunities for rising wealth and prosperity

Create diverse jobs with livable wages and benefits and provide a prepared, skilled workforce

HUMAN AND FAMILY DEVELOPMENT Provide multiple sources of support for human growth and development including quality education, recreation, affordable housing, and programs for physical and mental health, to enable people of all ages to fully participate in the economy and the community

ENVIRONMENTAL PROTECTION AND ENHANCEMENT Protect and enhance Albuquerque’s places and natural environment—its mountains, river, bosque, volcanoes, arroyos, clean air and underground water supply

Practice conservation and restoration of water and land resources and avoid new sources of pollution

PUBLIC SAFETY Achieve communities where citizens feel safe and secure and there is a sense of trust and shared responsibility for maintaining a safe environment

Emphasize community policing and crime prevention through education and employability

1. INTRODUCTION

Approximately one hundred and twenty people, representing a cross-section of the Albuquerque community from many different organizations, participated in the Albuquerque Goals Forum held on June 13 and June 27, 1998. The recommended vision and goals reflect these two days of discussion among Albuquerque citizens regarding their desired future.

On June 13, presentations were made of key information on community conditions, including the new indicators of sustainability. Then people participated in smaller facilitated discussion groups on the vision statement, recommended goal areas, and desired future conditions. On June 27, people re-convened in small discussion groups to focus on each one of the new recommended goal areas in more detail.

A desire for “sustainable community development” was a major theme at the Goals Forum. People recognized that Albuquerque is growing and becoming a more complex city. They favored a positive approach to growth, believing that normal, balanced growth offers quality of life opportunities to counteract sprawl and to create walkable, pedestrian-oriented compact communities that conserve both natural and fiscal resources. Participants wanted to retain and strengthen community life in Albuquerque—in the way we develop and the way we interact.

Another theme was the need for the vision and goals to produce results. Some of those familiar with previous goal-setting efforts feared that this process would be another “beginning with no action.” Participants strongly supported the intent of the new city process to use the vision and goals in planning and managing future programs and budgets. Each goal is a workable means of organizing resources and actions.

Some wanted to select one or two priority goals for full funding in order to make substantial progress by focusing resources. Many were willing to consider increasing tax revenues, but only if tied to tangible results. Participants recognized that the most important use of the goals is in providing guidance and purpose to city programs and functions, to answer clearly “Why are we doing this?” and “What are we trying to accomplish?” with limited resources.

Many also wanted to broaden responsibility and believed that the implementation of the vision and goals should be shared between the city and other concerned groups. Because the goals are intradependent, coordination across institutional lines is essential if Albuquerque is to make progress and avoid fragmentation of effort. The goals will more likely be implemented if there is a sense of *ownership, responsibility, commitment, and accountability* throughout the community to move the goals forward.

2. VISION STATEMENT

A vision statement should express the kind of city we want in terms of human needs, a condition to which we aspire. However, even the best vision is of no use if people are not aware of it. Albuquerque's vision needs to be more widely known and understood. Some general comments are:

- We need to have a vision statement that is short and catchy, so that all the community would know it, share it, and celebrate it.
- Make it shorter to bring in new people because often we involve only the same people
- The vision statement should be unique to Albuquerque, not interchangeable with other localities
- Write it so a twelve year old can understand it
- Avoid emotional words that have different meanings to different people; understand diverse meanings of words

In order to broaden awareness of and support for the vision, other organizations should have a vision statement that coordinates with this vision, and all of the schools should undertake processes similar to developing the vision statement and goals.

It is important to communicate the vision and use it in decision making. Specific ways of doing this include: posting it in city offices, using it as a marketing tool on letterheads, enclosing it in water bills neighborhood association newsletters, and advertising it on bumper stickers and buses. These methods would help get the word out to people outside organized groups. These ideas echo those of the Goals Roundtable held in March 1998-- the need to broaden involvement and understanding of the vision and goals among the general public.

KEY ATTRIBUTES OF THE VISION

Each group reviewed the existing "interim vision statement" and discussed the most important concepts to add, delete or emphasize:

A dynamic and diverse community celebrating its heritage, committed to sharing power and opportunity and working in harmony to sustain our environment and create economic vitality for this and future generations.

In general people want to maintain and improve such assets as our environment, arts, and culture, so that the same or improved quality of life that we now enjoy continues to be

here for our children. The concept of sustainability should apply to the economy and social equity as well as the environment.

Two ideas emerged as being the major strengths of Albuquerque--the reasons people stay here and the reasons they return-- the diversity of the people, and the beauty of the natural environment. We need to “balance this place we adore and the needs we have as people.” Our vision must emphasize these assets.

OUR PEOPLE

Diversity

A commitment to diversity is strongly valued by participants. People believe that this is one of our greatest assets that makes us different from other places and suggested that a word such as “embrace” our cultural diversity would convey its importance. There is an important distinction between the concept of diversity and that of heritage. Diversity, not heritage, should be celebrated, because “there’s no single heritage;” instead, we have many cultures.

The following comments are representative:

- We want to preserve and celebrate our differences. We want to keep our individual types and hope that differences wouldn’t generate conflict. We don’t want to be a city of one.
- Albuquerque is a mosaic, not a melting pot.

Other places, such as New York, may be more “diverse” in terms of the number of types of people. But we perhaps are doing and can do a better job of coming together as a city, Albuquerque may have a unique awareness and appreciation of differences—in a positive way-- that can be built upon and strengthened in our vision.

Community building

How people relate to each other is key to making the diversity of our people a community strength. All children should have the opportunity to learn about other cultures. We need places where those of different cultures, ages, socioeconomic backgrounds, etc. can come together to build relationships with those who are different and find what we have in common. We need a strong civic life. This was a prevailing theme throughout the forum.

Interaction among diverse groups is essential for our community to thrive. The key ingredient is “mutual respect” in how people treat each other. The concept of “power” in the vision statement should be eliminated as it is too divisive, with some having power and others not having it. The vision needs to be consistent with human nature. A state

of “harmony” should not be the goal because too often the maintenance of harmony masks the reality of tensions beneath the surface. Instead, we need to manage conflict and work together with respect. The concept of respect for differences is key.

Our community needs a strong commitment to civic participation. All people should have access to education and civic process. We should strive for “everyone to have a voice and be heard.”

OUR PLACE

Environment

There is broad consensus that our natural setting is the other outstanding asset that makes Albuquerque uniquely beautiful and even enchanting. Phrases descriptive of Albuquerque’s particular natural setting would be its high, dry desert climate, light, clear skies and “oasis” location.. We need to not only sustain our environment but to enhance or improve it with mechanisms to maintain these highly valued qualities.

RECOMMENDED VISION STATEMENT

Albuquerque is:

A thriving high desert community of distinctive cultures coming together to create a sustainable future.

3. RECOMMENDED GOALS

Participants reviewed the seven goal areas developed four years ago, and discussed revisions needed to reflect changing needs and new priorities. Seven goal areas are recommended, most of which are related to the previous seven goal areas, with some change of emphasis. A new goal of Community Building is related to the previous goal area of cultural diversity, but goes beyond that to encompass a heightened degree of citizen involvement and shared responsibility in realizing the goals. The revised goals represent a new framework that is strongly interrelated and has consistent themes throughout.

In both sessions of the Goals Forum, people were concerned about growth, focusing on the need for sustainable community development at the neighborhood level, and the importance of growth strategies, including infrastructure and transportation alternatives. Other related themes were the need to build a sense of community cohesion among diverse groups of people and to ensure that everyone has the opportunity through education and other types of support, to participate in the economy and the community.

These goals are not listed in any hierarchical order of importance.

***Sustainable Community Development* Guide growth to protect the environment and create livable, sustainable communities throughout Albuquerque.**

- Develop and redevelop quality neighborhoods with housing located convenient to employment, shopping, and services.
- Offer choices of housing types within each community, including mixtures of income levels and densities.
- Create a strong, vital downtown core as a center for the Albuquerque region
- Create pedestrian oriented environments that encourage positive interaction among people and limit the need for automobile trips
- Ensure that infill development is as feasible as development in new areas.
- Communicate and cooperate with other communities throughout the region
- Maintain normal, balanced growth

People had the most to say about this goal and emphasized that it has a primary role to play in realizing the vision and other goals. Balanced growth provides positive opportunities to enhance quality of life and improve the way communities function. This goal operates at both the community and regional level and encompasses compact land use patterns which foster a sense of community and place, such as mixed housing types within neighborhoods, well planned mixtures of land uses, pedestrian orientation, gathering places, and housing located near jobs. These development patterns enable pedestrian, bicycle or transit access to goods and services and jobs and create an environment conducive to interaction, strengthening connections and relationships among people by creating more compact communities. An emphasis on balanced growth through reinvestment in the existing city and on infill and revitalization helps to conserve the environment by conserving land, reducing automobile use, and counteracting sprawl.

Public Systems Ensure that all existing communities are adequately and efficiently served with well planned, coordinated, and maintained sewer, storm, water and road systems and an integrated multi-modal regional transportation system.

- Provide accessible, fully functional regional transit with convenient and frequent service within proximity of all residences
- Provide safe and affordable transportation options including transit, bikeways and pedestrian lanes that limit the need for automobile use and ensure ease of mobility
- Use infrastructure as a means of guiding development to desired patterns, encouraging infill and other means of creating cost efficiencies.
- Ensure investment and reinvestment in the existing city to prevent deterioration and maintain and improve existing neighborhoods
- Provide a balanced distribution of basic services

Participants discussed the need for growth strategies that ensure quality, well-maintained existing infrastructure and carefully planned and implemented new infrastructure. A regional multi-modal transportation system can improve efficiency, convenience, and equitable access to jobs and services. It also helps to foster the types of development patterns that are most conducive for the fiscal health of the community, such as emphasizing infill before extending services to currently unserved areas, and for protecting and restoring the natural environment.

Community Building Foster community identity, pride, and cohesion, encourage involvement and responsibility for the well-being of the community among citizens, and provide opportunities for everyone to learn about, experience and appreciate diverse cultures

- Provide forums for communication among different socioeconomic groups, interests and cultural backgrounds
- Encourage active participation in decisions affecting the development and realization of city goals
- Encourage representation from different neighborhoods and cultural groups in civic organizations and City boards, commissions, and committees
- Hold events and encourage expressions through art, dance and music that build respect for and celebrate different cultures and bring people together
- Identify communities through the coalescence of facilities, associations and neighborhood and cultural activities
- Provide places where those of different cultures can come together to meet and share information, and learn about and celebrate different cultures and the arts

This goal addresses the strong desire for citizen participation in decisions across all goal areas. It also includes the importance of preserving the diversity of Albuquerque and fostering mutual respect and cooperation. Participants placed a high priority on citizens understanding and appreciating each other and building a community together. This goal is also strongly related to the first two, because development patterns can enhance connections among people.

***Economic Vitality* Provide a vital economy in which businesses have opportunities for growth and all Albuquerque residents have opportunities for rising wealth and prosperity**

- Create diverse jobs that have livable wages and benefits
- Provide a sufficiently prepared, skilled workforce to enable companies to employ local people
- Recruit new business that employs local people at good wages, conserves water and protects air and water quality
- Encourage local businesses that build upon the unique assets of New Mexico and Albuquerque, including its climate and arts
- Provide consistent, equitable and predictable tax revenues that have visible and credible connection to improved services and quality of life and allow investment in the community

The economic vitality goal area includes the need to stimulate abundant and equitable employment opportunities. Our many high tech jobs need to be balanced with a range of mid-level, diverse jobs. Small business success is a key element. Both job opportunities and educational preparation are needed to broaden prosperity throughout the community. Economic vitality also relates to the achievement of other goals, such as assuring safety and security for all residents.

***Human and Family Development* Provide multiple sources of support for human growth and development including quality education, recreation, affordable housing, and programs for physical and mental health, to enable people of all ages to fully participate in the economy and the community**

- Provide easily accessible facilities, information and resources for K-12 education as well as for lifelong learning
- Provide support for all students in Albuquerque to graduate from high school and to meet or exceed nationally recognized academic standards
- Offer special programs to enhance the lives of seniors, children, youth and families, including after-school programs and cross-generational interactive activities
- Provide high quality parks and public spaces for recreation and leisure

Discussion centered around providing opportunities for people of all ages—children, youth, seniors, families, singles—to be able to participate fully in the economy and in community life. Education is critical to ensuring the availability of a skilled labor force that can access good jobs. Participants envisioned the availability of on-going job and skills training and believed that all people should have access to lifelong learning and to support systems that can help people of all ages to thrive.

***Environmental Protection and Enhancement* Protect and enhance Albuquerque’s places and natural environment—its mountains, river, bosque, volcanoes, arroyos, clean air and underground water supply**

- Take adequate measures to provide clean land, air and water for all life forms, encouraging citizens to share the cost and take personal responsibility
- Require new and existing companies to conserve water and protect air and water quality
- Preserve and protect Albuquerque’s open space, natural arroyos, scenic, historic and cultural sites, and wildlife habitat and corridors
- Practice the conservation of energy, water and other natural resources
- Prevent pollution at its source by implementing waste reduction, recycling and energy efficiency programs for businesses and residences
- Protect air quality by providing attractive alternatives to automobile use
- Implement balanced and directed growth commensurate with resources
- Cooperate and communicate with other communities in the region regarding shared watersheds and other natural resources

Participants value and want to protect and restore the natural environment and view water as the defining element in our capacity to sustain growth. This goal relates strongly to sustainable community development, with bicycle and pedestrianways incorporated into the neighborhood and roadway design, to help conserve fuel and protect air quality. Both businesses and residents should be educated and committed to the responsibilities—fiscal and other—for preventing pollution at the source, and for wise and responsible energy usage, sustainable water consumption, recycling, and balanced growth.

***Public Safety* Achieve communities where citizens feel safe and secure and there is a sense of trust and shared responsibility for maintaining a safe environment**

- Ensure equitable access of all neighborhoods to emergency, health, medical, police and fire services
- Provide beneficial activities, including educational and prevention programs to develop job skills and high self esteem for youth and others, and to limit the attraction of crime, violence, gangs, and illegal drugs
- Emphasize community-based policing, increasing outreach programs and the ability of public safety staff to interact with the public
- Foster a sense of community, mutual respect, and responsibility of citizens in watching out for each others safety
- Improve relationships between public safety and the public in resolving conflicts
- Provide places in each community for safe, informal interaction among residents

People envisioned safety being fostered by positive interaction among neighbors and by strengthening the relationship between public safety and the community. Neighbors would look out for each other and share responsibility. Participants emphasized education, development of job skills, and other means of community building and human development as key to preventing drug use and gang violence.

4. DESIRED FUTURE CONDITIONS

Participants listed more detailed desired future conditions they would like to see for each goal area. The recommended new goals are based on a synthesis of this material.

Groups used these guidelines in proposing future conditions:

Specific enough you'll know it when you achieve it

An end result rather than a means of getting there

Something we want, not something we want to get rid of

The list below of these desired future conditions illustrates the importance participants placed on both the physical development and the development of interaction and connections among people.

SUSTAINABLE COMMUNITY DEVELOPMENT

- Physical development patterns that provide for shopping, service, and business centers within walking and biking distance
- Diverse urban forms regionally
- Normal, balanced, controlled growth that protects the environment
- Emphasis on infill development over unserved areas, supported by adequate infrastructure
- Well-planned development that integrates transportation and land use
- Mixed residential types in every neighborhood
- Balanced housing stock, including affordable housing, so that Albuquerque is an attractive location
- Housing located near jobs
- Normal, balanced growth
- Positive approach to growth and creation of community – quality of life opportunities
- Balanced distribution of businesses
- Place in each neighborhood where people can meet and share information, and learn about and celebrate the arts and cultures

PUBLIC SYSTEMS

- Ease of mobility, served by well-executed and coordinated road-building and infrastructure maintenance
- Well-maintained existing infrastructure including roads, water and sewer systems
- Well-planned and coordinated new infrastructure to meet the needs of new development without negatively impacting existing development
- Transportation alternatives including bicycle and scooter lanes

- Accessible, fully-functional regional transit to provide convenient and frequent service within proximity of all homes (90% of citizens have access to a transit system within 5 blocks of home, convenient hours, frequent service)
- A regional transportation system with 24-hour regional bus service; public transportation universally available
- Infrastructure operating at 99% efficiency
- Adequate capacity of stormwater system
- Limited vehicle miles traveled
- Balanced distribution of basic services
- Roads in a state of good repair
- Infill over unserved areas
- Quality built environment that is well maintained

COMMUNITY BUILDING

- A clear well-established community identity, community pride and a sense of individual responsibility for the community among the citizens
- Active community participation in land use, transportation, environmental quality, social services, economic development decisions, and budget process
- A well-publicized, well-disseminated on-going public forum sponsored by media/educational institutions/government/civic organizations to encourage the expression of the opinions and perspectives of the community's different ethnic and cultural groups to help build community
- The continual flow of useful information oriented toward building community
- Broad representation and active participation from the different neighborhoods and cultural groups, public, non-profit, and business in the media and in organizations, City boards, commissions, and committees
- Inclusive community access to decision making
- Positive, diverse neighborhood associations
- Safe, informal interaction and sharing of information among diverse residents in every neighborhood
- All children have an opportunity to learn about their own and other cultures
- Community events and activities that celebrate different cultures and bring people together
- Provide a place in each neighborhood where people can meet and share information, and learn about and celebrate the arts and cultures
- Respect and understanding of New Mexico's natives, Native American and Hispanics, by newcomers
- Opportunity for art and art making in every neighborhood
- Wellness centers helping to maintain healthy people and a healthy community
- Sense of involvement and shared responsibility, desire to participate in realizing the goals by both community and government
- Spirit of civic and community attention nurtured
- School sites used for arts, culture, and education for all citizens

ECONOMIC VITALITY

- New business recruited that does not adversely affect the natural resources, that offers good wages and that employs local people
- New, locally-owned, successful small businesses
- Rising wealth and prosperity
- Balanced distribution of job opportunities and business
- A diverse economy with different jobs and different wage levels
- Business incubators to encourage the development and growth of businesses that provide jobs for workers and self-sufficiency
- Growing businesses that come from New Mexico's unique characteristics (e.g. Blue Corn, Jackalope, Old Town, Sandia technology transfer, art)
- Business has a sufficiently-prepared workforce; the workforce has the basic skills to be employable
- Jobs with a livable wage, health care and other benefits
- Currently homeless, disabled, and impoverished people having jobs
- Albuquerque nationally recognized as a magnet for seniors
- Tourists experiencing the arts in Albuquerque
- A stable, predictable, equitable, and progressive tax base that has a visible and credible connection to improved services and quality of life and allows consistent investment and a balance between taxes and investment in the community

ENVIRONMENTAL PROTECTION AND IMPROVEMENT

- The environment preserved by encouraging non-automobile transportation, by recruitment of "clean" industries and encouragement of existing industries to be cleaner and to enhance the natural environment
- Prevention of pollution by businesss and residents at the source
- Open space preserved, maintained
- Clean landscape; no litter or illegal dumping; commitment to recycling
- Religious sites and beliefs protected
- Natural and unpaved arroyos
- Preserved wildlife habitat and corridors
- Enhanced natural landscape along major arterials; native plants in medians preserved
- Water conserved and recycled; water and air quality protected
- Clean water ensured for all life forms
- Energy and water recycled and conserved
- Water conservation goals achieved; per capita use of water less than 175 gallons per day
- Balanced, sustainable water consumption; aquifer preserved
- Cars using alternative fuels (to minimize air pollution and conserve energy)
- Pedestrian and bicycle paths incorporated into roadway design
- Pedestrian-friendly streets
- Population commensurate with resource carrying capacity

- Public commitment to environmental preservation; highly-effective environmental education in schools

HUMAN AND FAMILY DEVELOPMENT

- Opportunity for positive activities where community members participate and interact and which contribute to their over-all development
- Youth engaged in after-school programs
- Youth and seniors interacting with each other
- Community provides mentors and volunteers in education
- Multiple volunteer groups, multiple support systems
- Business involved in education
- Activities provided by the City that are available, accessible, and affordable to make participation as widespread as possible: cultural and cross generational; recreational; mentoring
- Facilities for learning, recreation, and community interaction
- Easy access so every family is able to participate in learning, recreation child care and community meetings
- Senior facilities in each general area of the city
- Adequate housing, economic security, nutrition, and physical and mental health care
- An available network of the support services needed to maintain their families including affordable, accessible, quality day care
- Academic, employability and technology skills necessary for successful careers and for life
- Business involved in education
- Seniors and youth regularly interact in neighborhood, sharing wisdom and energy
- Schools and communities share facilities, transportation
- Opportunity for lifelong learning
- Citizens able to access information and resources easily
- Equal access of all population to continuing education
- Learning occurring everywhere in community
- Books available to every home
- Every student in Albuquerque meets or exceeds nationally recognized standards for academic achievement as measured on tests for reading, writing, and mathematics
- High quality education K through 12; basic skills to be employable
- A reasonable number of students per class in schools; parents involved
- Education that prepares children to engage in civic participation
- Dropout rates low; all students graduating
- Children prepared to be contributing members of society
- High-quality parks and recreation services

PUBLIC SAFETY

- A safe, secure community
- Public safety emphasized at the neighborhood level, with sense of ownership and responsibility
- Seeing people outside and waving -- getting to know the neighbors
- Adults interacting with neighbors and talking to the children; being interested in each other
- No worry over house burglary
- Watchful neighbors when away from home; letting each other know when they will be out of town
- Calling police when observing strange activity
- Elders living at home
- Children playing at home
- Citizens out at night
- People respecting each other; not “us against them”
- A sense of community, extended relationships, an understanding of a common condition and a shared environment
- Every neighborhood has equitable access to emergency, health, police, and fire services and a location for safe, informal interaction
- Lower than average levels of crime, violence, and drug use, contributing to the attraction of good jobs to the community
- Minimum response times for fire and police services and acceptable levels of care for emergency health services
- Youth and others engaged in beneficial activities, including jobs, not involved with illegal drugs or crime
- No violence, gangs or youth crime
- Programs for prevention of drug use and recovery
- Effective educational programs to develop jobs skills and high self-esteem of all the population to prevent drug use and violence
- Education leading to employment which leads to improved quality of life
- Public transportation for workers and others without cars that provides safety, including hours of service for different shifts and stops that are near destinations
- All neighborhoods have equitable access to emergency, health, police, and fire services
- Public safety emphasized by neighborhood associations

APPENDIX 1

STRATEGIES

Participants at the Goals Forum also had ideas about how to achieve the desired future conditions in each of the goal areas. These were summarized to eliminate duplications and are documented as follows:

Sustainable Community Development Strategies:

- Economic incentives tied to zoning and infill
- Defined future service areas
- Infrastructure repaired to support in-fill development
- Regional planning and cooperation
- Require a mix of houses in subdivisions
- Regional design center
- Regional cooperation, growth and land use strategies

Public Systems Strategies:

- Adequate funding to provide for infrastructure needs
- High percentage (80% suggested) of funding for infill and maintenance
- City and school share buses or other transit systems
- Create a task force to seek policy changes and strategies to manage growth
- Consolidation of city and county governments
- Integrated planning authority of region and state
- Regional cooperation, growth and land use strategies

Community Building Strategies:

- Education that prepares children to engage in civic participation
- Use active outreach: meet, drink coffee, talk. Be creative: go to houses, community centers, use the web, etc.
- City facilitate broadening participation and inclusivity in neighborhood associations
- Publicize community forums widely
- Radio/TV promoting shared identity rather than fragmentation
- Create avenues for expression of ideas and concepts from diverse points of view
- Umbrella organizations to coordinate activities of various groups
- Video conferencing with other cities
- Students involved in meetings; young people (20 to 30 years) included in forums

Economic Vitality Strategies:

Evaluate economic development opportunities based on the % of local people hired; the % of jobs paying greater than the minimum wage, their net water use, and air emissions
Workforce training programs, including apprentice and journeyman opportunities
Business and schools working together
Develop recruiting tools for economic development
Training and services for the homeless, disabled, and disadvantaged to get them into jobs and education of the rest of the public so as to remove employment barriers
Worker mobility through adequate transportation options
Active community involvement in deciding what business development and training are needed
Adequate revenues; look at total tax base -- individual and business; assure businesses are paying their fair share
Assure good services to avoid resentment of taxes
Coordinate and implement a plan to bring together and list all the business services available to develop business and employment opportunities
Provide services to assist people to form and succeed in business, in several languages
Improve and maintain infrastructure to attract new businesses
Establish economic development office
Establish business development center to coordinate services for small business development, with partners from public, private, academic, and non-profit sectors
Create business incubators to encourage the development and growth of businesses that provide jobs for workers and self-sufficiency

Environmental Protection and Improvement Strategies:

Plan and manage water regionally
Design roadways with pedestrian and bicycle paths
Convert all city fleet and buses to natural gas
Set specific goal for granting IRB's that incorporates good environmental performance
Seek clean industries and assist existing industries to be cleaner and to enhance the natural environment
Educate city workers and others about keeping native plants in medians
Complete and implement the open space plan
Show routes and schedules on transit signs
Public education; improve environmental education in schools
Public commitment; everyone in community share responsibility for achieving the goals
Population goals for city and county
Regional solid waste authority

Human and Family Development Strategies:

- After-school programs for children and youth
- A how-to directory: citizen guide
- An ombudsman to assist citizens with obtaining services
- Accessible, polite information service
- Community providing mentors and volunteers to assist with education
- City and schools share facilities
- Alternative schools
- Greatly increased funding
- Collaborate with APS
- Help sponsor assessments
- After-school programs
- Community centers

Public Safety Strategies:

- Prevent crime and violence through community building and human development
- Neighborhood associations emphasize public safety
- Increase learning opportunities such as via TVI distance education
- Encourage seniors to call others for help and to keep watch on their street
- Organized citizen and parent participation; citizens stronger relationship with police
- Establish Good Neighbor Agreements among neighbors and property owners with assistance from Office of Neighborhoods
- Improve public safety operations
- Community hubs for police, fire, transit; do planning and get funding to implement
- Better screening and conflict resolution and sensitivity training for police
- Improve relationships between public safety and public in resolving conflicts
- Strengthen community policing and the ability of the public safety staff to increase block watches and apartment watches and to interact with the public. Need staff, volunteers and training; bring it up to scale.
- Decide upon and implement a recommendation of the committee on police and citizen review
- Encourage and support outreach programs of fire and police departments
- Change media approach; news media report crimes in a non-sensationalized way
- Get media to show PSA's during normal hours (rather than at 3:00 am), perhaps providing a tax break, or by City buying time on TV
- Present public safety information clearly and without buzzwords -- to all people
- Prevent crime and violence through regional coordination

APPENDIX 2

INDICATORS

Following are indicators or possible measurements of community conditions suggested in the discussion groups:

20% of all trips are not single occupancy vehicle

5% mode share of all trips on bicycle by 2005

Ninety percent of citizens have access to public transit system within five blocks of their home

Per capita use of water less than 175 gallons per day

80% public investment in the existing city

Every student in Albuquerque meets or exceeds nationally recognized standards for academic achievement as measured on tests for reading, writing, and mathematics

Every 18 year old has academic, employability and technology skills necessary for successful careers

Eighty percent of students pursue post-secondary education

Median family income increases 25% over 5 years

Regional unemployment less than 5%

Increase percentage of labor force twenty years and older that earns more than \$20,000 per year