

*Creating a Sustainable Future
through Quality Growth*

STRATEGY AND ACTION PLAN



CONSENSUS REPORT ON THE
SHARED VISION TOWN HALL



*October 16 and 17, 1998
Albuquerque, New Mexico*

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Participants in the Town Hall believed that the Albuquerque metropolitan area should not continue to grow as it has been growing. Growth must be planned and plans must be followed. New strategies are needed that channel growth into vital centers of activity for living, working and playing that encourage walking and use of transit so as to reduce our reliance on automobile travel and create more choices in living options.

Maintenance of infrastructure—water, sewer and roads.

Maintenance of existing neighborhoods where most people live is the highest priority for which we need funding.

- Find new revenues to eliminate the maintenance backlog and remedy deficiencies
- Conduct an accurate assessment of repair and maintenance needs citywide
- Re-evaluate the capital improvements program linked to the growth strategy
- Increase efficiencies through better coordination and outsourcing
- Ensure that new areas pay their fair share to develop and sustain all services.

Infill on vacant or underutilized land within the existing city.

Infill is a high priority and a higher percentage of growth—at least double the current amount—should flow into the existing metropolitan area.

- Choose a pilot transportation corridor for development of light rail or other transit
- Inventory and identify desired development and preservation districts
- Create financial and regulatory incentives and upgrade infrastructure for target areas
- Revitalize downtown to create a 24 hour full service center
- Involve neighborhoods in shaping where and how higher densities and mixed-use development will occur in coordination with major transit corridor plans.

Edge development at the edge of the built part of the city.

The growth of the city must be balanced and sustained within both infill and edge development. Planned communities are better than rural sprawl in addressing tax base and environmental impacts.

- Set priorities for provision of urban services
- Use a broad-based cost benefit analysis for fiscal responsibility
- Evaluate and prioritize proposals for self-sustained planned communities based on adopted criteria



Implementation.

These strategies must be implemented in ways that respect cultural and environmental resources so as not to lose those qualities that give our community its identity and uniqueness.

- Recommend options for improved city, county and metropolitan/ regional coordination and governance of growth strategies
- Undertake appropriate revisions to the general plan and regulatory policy
- Reach out to the entire community with interactive education and visualization to publicize and illustrate key ideas.
- Form a Consensus Action Team to evaluate, coordinate, and monitor implementation.



INTRODUCTION

This Growth Strategy for the Albuquerque metropolitan area is the result of a town hall held on October 16 and 17, 1998, at which a broad-based cross section of interested citizens came together to thoughtfully consider the important question of how our community is to grow and develop. The report reflects the discussion and consensus of the town hall. Shared Vision, Inc. (SVI), a private non-profit corporation, in partnership with the City of Albuquerque and County of Bernalillo, served as a neutral convenor and facilitator of this process of civic involvement.



Audience with visiting mayors.

The town hall was open to anyone who wished to participate in an open democratic process valuing community education and dialogue. The approximately three hundred and fifty participants included neighborhood associations, business interests, developers, government officials and commissioners, and a variety of civic groups. Registrations indicate the following breakdown of those who attended:

- 28% neighborhood associations, residents, community-based organizations, students
- 13% civic and advocacy groups
- 29% state and local government employees
- 6% elected officials and commissioners – local, regional and state
- 9% professional planning consultants, architects, attorneys, engineers
- 15% business and development including finance, developers, builders, realtors

For the first time, a separate children's workshop was also held at the town hall. The Institute for Environmental Education along with architectural students from the University of New Mexico School of Architecture and Planning worked with a fifth grade class from Montezuma Elementary school to help them envision the future city they would like to see. This report includes drawings produced by these future citizens.



Children's workshop

On Friday October 16, town hall participants heard presentations on growth issues, consisting of panel discussions by the mayors of Austin, Denver, Fort Collins and San Antonio; presentations on the Planned Growth Strategy study



commissioned by the City and County; and discussion of proposed implementation initiatives by local officials.

On Saturday October 17, approximately one hundred and fifty people participated in twelve discussion groups and a plenary session to develop consensus on a metropolitan growth strategy. Having heard



Local Panel (left to right- Ned Farquhar, Larry Wells, Councillor Tim Cummins, Commissioner Barbara Seward, and Victor Chavez)

the presentations on Friday, those who attended were well informed and prepared to address the topic. In addition, each participant received a packet of information on growth, including background articles by the two major newspapers. This foundation of information led to a thoughtful, engaged dialogue and resulted in a product that forms a sound basis for the next phase of action.

Saturday's session provided an opportunity for people to exchange different views and talk through complex issues. Everyone who registered for the town hall was assigned to a discussion group in order to ensure a balanced mixture of interests in each group. The richness of the conversation among diverse points of view created new substantive concepts and reinforcement of community values.

Participants were asked to evaluate four possible growth options and then to develop a consensus strategy and recommended action steps for implementation. A community conversation emerged around three topics:

1. How are we to maintain our infrastructure?
2. How are we to grow within existing developed areas?
3. How are we to grow into new undeveloped areas?

Each discussion group developed a consensus growth strategy and action steps to carry out their recommended growth strategy. They selected five highest priority actions based on the following criteria:

- Can start within six months.
- Would send a message that the Town Hall is going to produce results.
- Is feasible to implement.
- Involves different segments of the community working together

Each group reported out their strategy and one doable action at the final plenary session. The Strategy that follows summarizes the conclusions of each group.

The value of the town hall will be realized only to the extent that the ideas and consensus contained in it lead to broader education and action on the part of citizens, business



community, developers, neighborhoods, and elected officials. People called for local governments and others to facilitate the community vision and see that it is implemented consistently. They wanted the Strategy to be publicized and disseminated to the broader community. A Consensus Action team will be set up to oversee the implementation of the Growth Strategy and Action Plan.



Discussion group.

A committee representing the various constituencies who attended Saturday's session reviewed this document to ensure that it reflects

the discussion among one hundred and fifty people as closely as possible. Recorders' and flipchart notes are available upon request, as are lists of other actions developed by the discussion groups but not included in the Growth Strategy priorities.





I. CONSENSUS GROWTH STRATEGY

Participants in the Town Hall strongly and without exception believed that the Albuquerque metropolitan area should not continue to grow as it has been growing. By managing growth differently, we can create opportunities for beneficial change. A two-pronged approach is recommended emphasizing both infill and planned communities, respecting cultural and environmental resources in neighborhoods and the expanding city so as not to lose those qualities that give our community its identity and uniqueness as growth occurs.



Keeping and Creating Communities

Whether in new or older neighborhoods, people want to see not just development, but creation of communities, also referred to as activity centers or nodes consisting of a “number of neighborhoods in a proximate area.” These desired communities would have certain characteristics—they would have a diversity of people and income levels, more choice in types of housing to include higher densities, and a mixed use, compact development pattern with housing located in proximity to jobs and services. They would be designed to encourage walking, bicycling and use of transit.

“Our motto: Think regionally, act locally.”

They would be designed to attract and draw people. Each community would have a distinctive character and a center with convenient stores, restaurants, services and public spaces where people can come together, creating a sense of vitality and interaction.

Links with Transportation

The long range transportation planning process should shift the emphasis to a balanced transportation system which focuses on systems other than automobiles. Participants favored a targeted rather than unfocused approach to growth, locating development strategically in centers and along higher density transportation corridors to create more choice in living opportunities with good access to transit.

“Maintaining choice is important, but people should pay for their choices.”





Maintenance

Participants in the town hall were educated and knowledgeable regarding the backlog of infrastructure maintenance and rehabilitation needs that are negatively impacting older neighborhoods, and were willing to support new sources of revenue on a temporary basis in order to catch up. All agreed that maintenance of existing neighborhoods where most people live is the highest priority for which we need funding. We must also create a more

"Catch up on maintenance of existing infrastructure and ensure that capability for continued maintenance is not jeopardized by extending services to new areas."

equitable distribution of services/ resources and address inequalities in areas that have been neglected.

Resources are currently not adequate to meet the needs of maintaining and rehabilitating infrastructure—water and sewer lines and roads—within older parts of the city, and without such resources, these areas will continue to deteriorate. Greater cost efficiencies can be achieved through planning for urban services for new communities, and by emphasizing the redevelopment of existing communities where development has minimal impact on existing city resources.

"We need to more effectively utilize our dollars allocated."

Infill

In general, people supported the creation of a more compact urban form, emphasizing infill within the existing city and then extending step by step outward. There was widespread agreement that infill is a high priority and that a higher percentage of growth—perhaps double the current amount—should flow into vacant or underutilized land within the existing metropolitan area, where appropriate and feasible.

"Preserve the vitality of existing neighborhoods."



Infill should be planned and targeted to specific centers and corridors rather than occurring in a blanket fashion throughout the city. There is the opportunity to carefully fill in and redevelop properties to create vital centers and a vital core with more choice in the type of living options available to people. These targeted areas can model our infill policy.



For redevelopment to be acceptable, it should be high quality and enhance neighborhood character. Agricultural areas and neighborhoods with particular historic or cultural character would be enhanced, preserved and maintained.

Downtown

Participants widely supported the revitalization of Downtown as a key part of the Growth Strategy. Downtown has a special status as the “heart and soul” for the metropolitan region, and it deserves special attention and treatment to draw people and create a 24-hour full-service center. Downtown can be a model for an emerging mixed-use center for playing, working, and living.

“The one common denominator to revitalized cities is a vital downtown.”

Edge

There was recognition that there is not enough vacant or underutilized land to accommodate all demand with infill development alone and that some growth needs to be absorbed at the edge of the built part of the city. The growth of the city must be balanced and sustained within both.

Participants addressed how this growth should occur, and agreed that edge development should be planned and sustainable. Edge growth should have clear parameters with priorities set based on resources and fiscal responsibility as defined in a broad-based cost benefit analysis. Concern was expressed about setting growth boundaries because strict boundaries could force development outside the governing area and result in a contiguous urban area without adequate open space.

“Edge development is the toughest issue.”

The city, county and public schools need to plan and set clear priorities for provision of urban services. This planning should occur prior to development rather than reacting to development.

In addition to development within urban service areas, there was support for developing planned self-sufficient new communities on large land holdings in outlying areas separated by open space: these must be based on availability of water and should be connected to the heart of the city by multi-modal transportation corridors. Planned

“Cost issues are critical on the edge.”



mixed-use developments were listed as a key element of a consensus growth strategy. These communities should be “self-sufficient”, in terms of providing the maximum number of basic services (schools, jobs, shopping) that the community will sustain and at no net cost to local governments. New development should provide sufficient tax base to pay for itself.

“Since there is not enough room with ‘infill’ alone, planned communities are better than rural sprawl in addressing tax base and environmental impacts.”

There should also be alternatives that allow individuals the choice to live without urban services.

Incentives

Participants favored the use of regulatory and financial incentives to encourage desired development patterns. The strategy calls for identifying “desired development zones” in which densities could be increased and “desired preservation zones” throughout the metropolitan area. Fiscal and regulatory incentives would encourage higher density, mixed use development in the desired development zones.



Plenary Session, Consensus Strategy

Public Involvement

Implementation of the Growth Strategy must take the values of the community into account—protection of neighborhoods and open space, property rights, environmental resources, and cultural and geographical diversity. While people subscribe to the growth strategy in theory, there is concern about how it will be applied and how it will affect existing communities. Plans for improved access to transportation must be clear and in place before higher density mixed use development is feasible.

A targeted approach to growth requires choices, and neighborhoods must have a strong say in these choices. Infill will not be automatically accepted; it will first be necessary to



Plenary Session, David Campbell, Plenary Chair

undertake an extensive interactive communication phase using visualization as to what these concepts really mean and how they will be implemented. An emphasis on infill will require special resources and attention, and must involve neighborhoods from the very beginning in shaping where and how higher densities and mixed use development will occur.

It will be necessary to generate and reinforce market acceptance of more sustainable forms of development. Reaching out to the entire community with education and visualization is a critical next step to implement the growth strategy created at the town hall.



II. ACTION PLAN

- C-PA** Consensus Priority Action reported out at the final Plenary session
- CS** Plenary Consensus Strategy
- GCS** Group Consensus Strategy developed by an individual discussion group
- 5-PA** One of five Priority Actions developed by the individual discussion groups
- GB** Brainstorming by individual discussion groups

Note: All consensus action steps recommended as priorities have been included, even if they would require statutory changes to be implemented.

A. MAINTENANCE (defined as maintenance of infrastructure—water, sewer and roads)

Strategic Action: Study and recommend funding sources to remedy deficiencies and to provide necessary on-going infrastructure maintenance. These may include revenue sharing options, re-evaluation of the capital improvements programs or restoring the quality of life tax. (C-PA)

This strategy has three parts:

A.1. Identify revenue options to eliminate the maintenance backlog, redevelop and improve existing infrastructure, and stay current.

Sources of Revenues. The following sources of revenue were identified by the small discussion groups. Since there is no consensus on the kind of funding, these proposals need further evaluation; the recommended funding should then be implemented in a timely manner.

Options for further study:

- Dedicate a percentage of the capital improvements program to repair and replace existing infrastructure, after reviewing and evaluating amounts currently allocated.
- Develop an infrastructure/ maintenance GO bond issue earmarked and targeted for that use only. The bond issue should include streetscape/ redesign and be broader than simply traffic considerations. (GCS)
- Implement a ¼ cent gross receipts tax increase for repair and replacement of existing infrastructure. Restore the quality-of-life tax to provide facilities essential for our quality of life and an endowment fund to provide maintenance (GCS)
- Create a flexible, prioritized well-defined ten year maintenance plan that addresses existing infrastructure needs and incorporates funding mechanisms. (GCS)



- .. Increase property taxes to reduce the backlog or to stay current on infrastructure maintenance in the future. (GCS) (GB)
- .. Quadruple property tax rate for unimproved vacant land in the City. (5-PA)

A.2. Inventory, define and prioritize the maintenance and rehabilitation needs of existing infrastructure to ensure careful, coordinated, efficient reallocation of resources for infrastructure maintenance. (C-PA) Conduct an accurate assessment of repair and maintenance needs citywide. (5-PA)

To be successful in eliminating the backlog, we need a better understanding of infrastructure problems. There was strong support for re-evaluating the capital improvements program in terms of its effect on infrastructure. Maintenance needs to be prioritized by geographic area with a commitment to link to the capital improvements program. Short and long term goals are needed with a definite timeline that identifies implementation resources. (5-PA) The capital program needs to be CLEARLY tied to the growth strategy and the Comprehensive Plan. (5-PA)

In addition the city needs to institute management systems to ensure that this backlog does not occur again. Efficient maintenance requires the planning and management of resources with forethought. The city needs to evaluate, streamline and update policies that are not working and to improve project management. There is a need to ensure coordination among roads, lighting, sewer and water maintenance with consideration given to outsourcing and contracting of services to introduce competition into the maintenance of systems and improve coordination. Efficiencies can be increased through compact development patterns and long term planning for maintenance of existing and new infrastructure.

Existing plans and their fiscal commitments should be funded or rescinded prior to adopting new plans. (GB)

A. 3. Ensure that new areas pay their fair share to develop and sustain all services. Pay future maintenance by establishing impact fees to help pay for maintenance of as-yet unbuilt roads, water and sewer. (GCS)

Issues of maintenance and new development are related, and means of financing both must be addressed. Maintenance is a high priority for which we need funding via taxes and fees linked to usage. In order to ensure that maintenance needs of older areas are met, we need a plan to maintain infrastructure in new areas as well as developed areas. Service to and maintenance of existing areas must assume a priority. Extending services to new areas should not be done at the expense of service to and maintenance of existing areas. The political cost of charging for maintenance needs to be taken on. Before new development the city needs to determine how maintenance can be paid for in advance.

A.4. Improve schools in older neighborhoods. (GB)



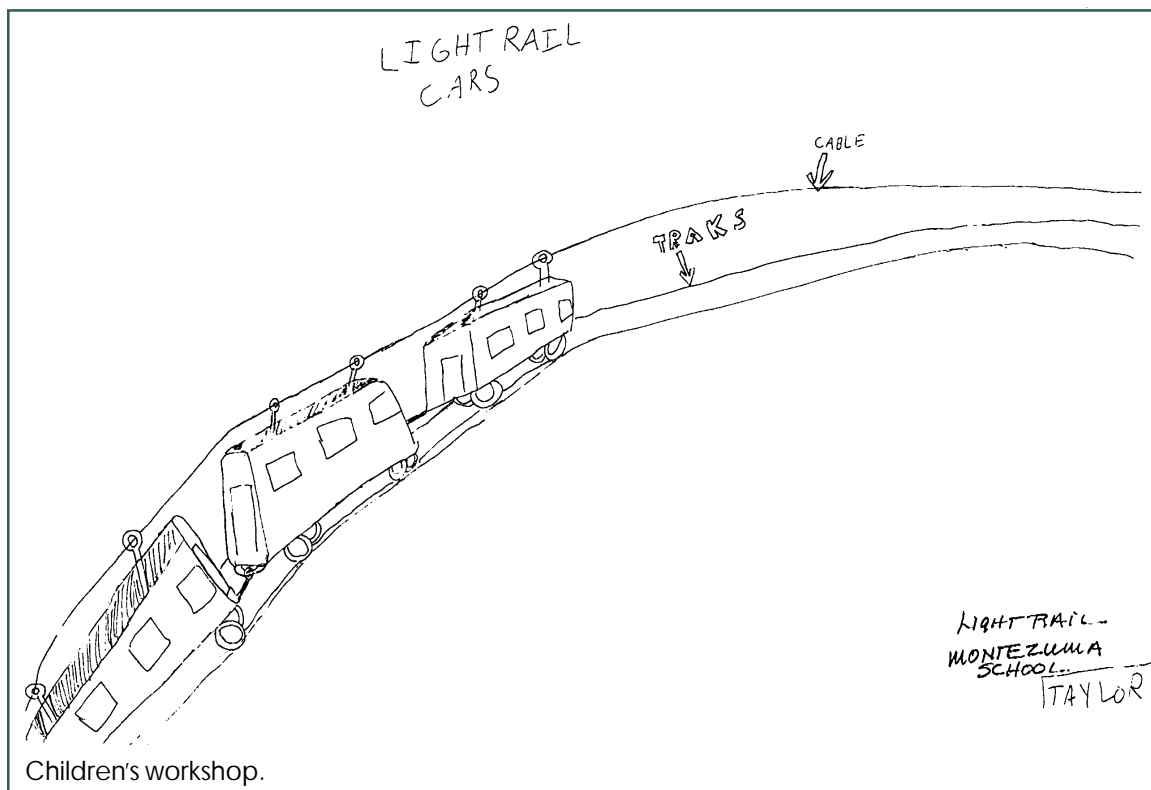
B. INFILL (defined as development on vacant lots or underutilized land within the existing city)

Strategic Action: Identify desired development and preservation districts and offer financial and development process incentives for infill within target areas. (C-PA)
Identify and channel development to specific areas for infill. (GCS)

This strategy has four parts:

B. 1. Inventory infill sites and identify developable and redevelopable zones. Exclude farm land and cultural, religious, historical and other unique attributes of the city to be protected. (5-PA) Identify desired development zones. (5-PA)

B.2. Choose a pilot transportation corridor for development of light rail or other types of transit. Identify opportunity sites and the type of development desired along the corridor. (C-PA) Identify corridors and centers; focus activity centers and transportation corridors on up to 10 areas and prioritize two and begin to develop soon. (GCS) Create four or five areas with centralized community spaces that would provide a base for businesses and community and be the hub of the transportation corridors. (GCS)



Participants wanted to choose pilot areas for immediate action that could serve as a model for implementation. High capacity corridors and activity centers should be identified and prioritized through extensive public involvement, working closely with neighborhoods so that they are not negatively affected. (5-PA)



Particular emphasis needs to be placed on integrating desired infill areas with transit planning. The long-range transportation process should be overhauled to shift the emphasis to a balanced transportation system to focus on systems other than automobiles. (GCS) A new system of transportation and more strategic use of transit goes hand in hand with the creation of higher density mixed use communities. Transit-intensive, walkable neighborhoods should be developed and redeveloped wherever possible. Destinations for transit must be pedestrian friendly and service must be reliable and frequent. The transit piece must be in place first for higher densities to be acceptable to neighborhoods.

B.3. Create innovative financial incentives to provide quality and cost-effective infill and implement incentives or fee waivers for developers, businesses, and investors who will use the designated centers and corridors space throughout the city. (GCS)

Fiscal and regulatory incentives would encourage higher density, mixed use development in the desired development zones. (GCS) Examples of incentives are: assistance with financing, property tax abatements, reduction of permit/ impact fees, or relaxation of zoning restrictions within the corridor/ redevelopment zone. There was support for using reduced impact fees, permit fees, or waivers as a way to promote growth in desired areas. (5-PA)

A first step would be to research current local and state tax laws to come up with recommended changes to create incentives for maintenance/infill & new funding mechanisms.

B.4. Support infill through upgrades to infrastructure and streamlining the development process for infill development within targeted areas.

In addition to financial incentives, local government needs to support infill with upgrades to infrastructure. Delivery of upgraded city services to targeted areas can encourage higher densities and mixed use development.

Another suggestion is to reduce the development process time for infill as an incentive. (GCS)

C. EDGE (defined as development at the edge of the built part of the city)

Strategic Action: Set priorities for development on the edge of the city. (C-PA) Extend new roads and utilities to unserved areas in accordance with an agreed upon capital implementation plan. Evaluate and prioritize proposals for self-sustained planned communities. (C-PA)

C.1. Build out and develop primarily in areas where there are existing services available as a first priority, while doing timely planning for the next areas of outlying development and providing an integrated, cost-effective, resource-based infrastructure. (GCS) Identify desired development zones. (5-PA) Define the urban service area. (5-PA)



The city, county and public schools need to plan and set clear priorities for provision of urban services. This planning should occur prior to development rather than reacting to development. Fiscal responsibility is critical. Infrastructure should be integrated and cost-effective, and services should be extended based on a general plan strongly linked to the capital program.

"If we have edge development planned, it provides a tax base that benefits local government."

Planning for development and infrastructure on the edge should be resource and cost based and should be timely to guide development. The issue of water availability and the need to recharge the aquifer came up as the most frequently mentioned environmental constraint. Participants wanted development and engineering standards which are ecologically sensible, i.e. development that does not cause a net loss to the aquifer so that resources are not depleted.

"We have the capacity to plan, we just don't do it or use it."

One group wanted to extend services to the Developing Urban Area as specified in the Comprehensive Plan. (GCS)

C. 2. Conduct and complete a broad-based cost benefit analysis as a basis for setting priorities for urban services (GCS).

C.3. Implement impact fees. (5-PA) Impact fees should be based on a cost-benefit analysis of where development should or should not occur. (5-PA)

C. 4. In addition to development within urban service areas, develop planned self-sufficient new communities on large land holdings in outlying areas separated by open space: these must be based on availability of water and transit. (GCS)

Edge development should have a variety of uses and densities, including mixed-use areas that respect cultural, historical, and natural resources and accommodate diversity of lifestyle. Participants agreed on the desired characteristics and form of growth on the edge, with a strong preference for master-planned mixed-use communities with a variety of uses and densities that address social, economic, and environmental sustainability. These communities should contain the maximum number of basic services (schools, jobs, shopping) that the community will sustain.(GCS) They should offer affordability and diversity of housing choices. They should incorporate internal open space, connections between neighborhoods and linked transportation centers. They should be connected to the heart of the city by multi-modal transportation corridors. (GCS)

"There is real value to being able to look out and see the edges."

Many favored the concept of satellite communities separated by open space but in these cases financial self-sufficiency is a requirement, and areas need to be defined and prioritized. Planned, self-sufficient communities should comply with the adopted planned communities criteria under which infrastructure would be provided subject to the policy of no net cost—including life cycle costs and benefits—to local government.



Appropriate standards for sustainable development of new sites are needed. At the same time, zoning should allow the flexibility to use new development and planning concepts.

"Balancing of edge and inner (infill) development." (CS)

D. IMPLEMENTATION

Strategic Action: Create a representative implementation committee that evaluates these strategies, turns these ideas into action, monitors and coordinates growth plans, and provides oversight. (5-PA)

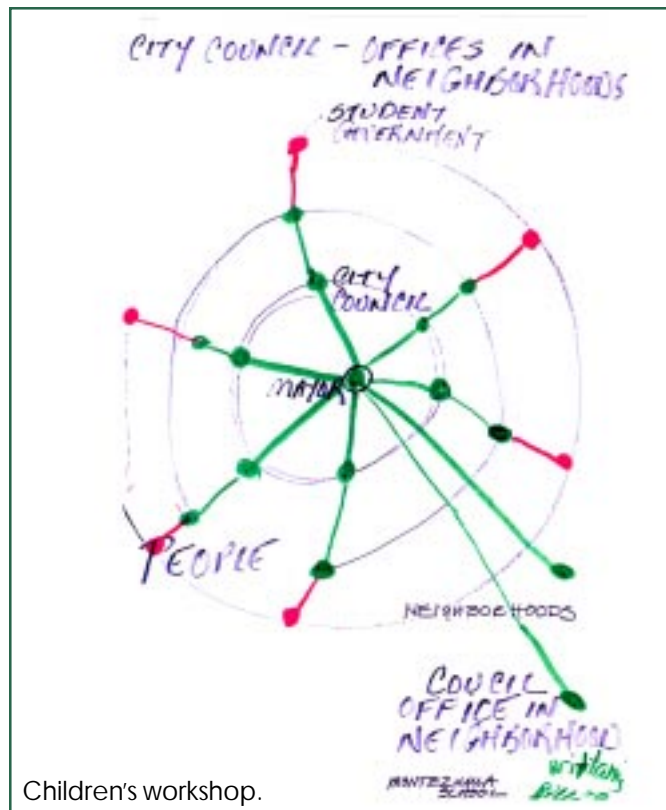
All wanted action and follow through to come from this meeting. People wanted to provide a focal point for accountability in implementing this community-generated growth strategy by forming an independent, citizen-led action implementation committee. (GCS) A vehicle that facilitates cooperation between the public and private sectors is needed for implementation. The implementation committee would:

- Prioritize actions to implement the growth strategy by timeframes.(5-PA)
- Facilitate the growth strategy and ensure that it is implemented consistently.

D. 1. Undertake revisions to the comprehensive plan, zoning code and other regulatory policies to implement the growth strategy. Review, analyze and incorporate appropriate parts of existing policies, plans, and intergovernmental agreements as appropriate. (C-PA)

- Develop a good metropolitan plan (i.e. comprehensive plan or general plan) that can be implemented through marketing and public involvement. This plan should include a clear schedule for building infrastructure, etc., for next 20 years. It

should address designated high density areas to include redevelopment which will exist along transportation corridors. The metropolitan plan should address "where and what", and communities should address "how", allowing for development of unique community characteristics. The metropolitan plan must be coordinated among local jurisdictions, should be consistent and predictable, and encourage designs consistent with local community character. (GCS)



- .. Complete the regional systems plan to provide context for the metropolitan plan. (GCS)
- .. Amend city and county ordinances and zoning to implement the plan and the growth strategy, involving extensive public participation. Zoning regulations should reflect the growth strategy and allow mixed uses and densities in appropriate designated areas. (5-PA) Zoning amendments should remove obstacles to desired development and support transit oriented/ pedestrian friendly development on corridors/centers. Regulations should allow flexibility in new areas and not drive development to outlying rural locations. (GCS)
- .. Develop design standards for new and existing neighborhoods that make it safe and inviting for children to walk/bicycle for school and play (5-PA)
- .. Use the ten community planning coalitions (partners) as a primary avenue for citizen involvement in decision making. (5-PA)

D.2. Coordinate city, county and metropolitan/ regional growth strategies. Examine, recommend and implement options for metropolitan governance, revenue sharing, or other structural change to improve the planning and management of growth. (C-PA) Coordinate all designated urban service areas with public school plans – for infill, maintenance and edge development. (GCS)

“Professional planning is needed, but it doesn't produce buy-in.”

City/County/Regional cooperation is essential to reduce duplication of services, reduce competition for revenue, improve resource management, and define urban service areas. The City and County need to agree on where urban development will happen. Participants in the town hall supported city-county cooperation or consolidation and wanted to initiate planning now for some form of city/county metropolitan government involving revenue and cost sharing. The cost benefit analysis of growth strategies would provide a base of information. (GCS)

D.3. Publicize Albuquerque's vision and growth strategy. Make the growth strategy visible by using visual techniques. Illustrate ideas for mixed-use development, higher density housing, plazas and other public meeting spaces. Use techniques such as a visual preference survey, visual glossary, and computerization. Develop a visual presentation package and speakers bureau to meet with and educate citizens on the growth strategy. Develop a “roadshow” and educational packet to neighborhood associations.



Visual presentation by Robert McCabe, Planning Director, City of Albuquerque



Public involvement and marketing will be essential to implementation of a metropolitan growth plan with ownership and accountability. Effective and meaningful public participation in planning for growth is necessary to build public confidence and support and should include visualization.

People called for on-going, effective public participation as key to ensuring that infill works as intended. A flexible approach to combining redevelopment/reuse and infill would take into consideration the nature of surrounding neighborhoods. The public would participate in identifying the location of centers and corridors in which higher density development would occur or areas to be preserved. The infill strategy requires strong and diverse community involvement in the decision-making process.

The following recommendations were part of the group consensus from each discussion group:

- Reach out to the entire community in order to build and implement a vision for the future. This broader community must include all ages, cultures, and income levels.
- Develop a community education campaign on growth issues. Create an education package from this conference and distribute to all neighborhood associations and stakeholders. The education package should be unbiased, discuss the current situation, include realistic costs and benefits and analyze the consequences of different decisions. Hold a series of neighborhood decision making and planning meetings to address infill. The City and County should establish and fund a mechanism for public education and involvement. The education campaign should be done professionally.
- Create mechanisms for meaningful public input throughout the planning and development processes. These processes must address how densification and implementation of centers and corridors will be accomplished (to avoid “bad experiences”).
- Continue and expand the existing community planning process.
 - Talk/ listen to more people and improve the dissemination of information
 - Make the Design Center available for public use
 - Talk with the Downtown Action Team
- Immediately initiate a visual preference survey that informs the public about development options and solicits meaningful public input regarding the location and nature of desired development zones and high capacity transit corridors.
- Use visual aides to develop an acceptance for infill. We need to deal with the culture that exists, in terms of “what people want” and educate the public as to how and what alternatives are available. Design a visual glossary of concepts such as high capacity corridors, mixed use, cluster housing, etc. to get everyone speaking the same language. Design is important and must be shown by examples from other successful development to avoid “cookie cutter” solutions.



- Recruit local citizen action teams to help develop and redevelop.
- Conduct visual education of citizenry on the growth strategy using computer modeling.
- Initiate a series of "community conversations"
 - include those without a previous voice
 - include "controversial" topics
 - use neutral third party facilitators
 - use a win-win approach
 - hold in the community locally
 - issue household by household invitations



APPENDIX 1

Priority Doable Action Steps

Following are priority action steps developed by each group that were not reported out in the plenary session and are not included in the consensus strategy.

- .. Set up regional authorities for air quality, water quality & quantity, and transportation
- .. Spend less on new roads and more on transit & alternative transportation.
- .. Provide a funding mechanism to expand transit infrastructure to support desired development.
- .. Embrace work on sustainability and make decisions (Refer to Sustainability Committee work and 31 factors (includes adequate air quality). Get the entire community involved in the sustainability issues and undertake PR efforts to increase awareness.
- .. A process needs to be developed to have all communities input/support then recommend results to planning commission for implementation.
- .. In low density areas, develop park & ride centers to encourage use of mass transit or HOV's.
- .. Enact more/necessary user base tax revenues.
- .. Definition of terms used.
- .. Ask office of ABQ Neighborhood Coordination to go to the Office of Neighborhood Community Planning Partnerships and other groups (now being done).



ACKNOWLEDGEMENTS

Thanks to the following participants in the Town Hall on Saturday October 17 for reviewing and commenting on the drafts of this report:

Fabrizio Bertolotti, City of Albuquerque Planning Department

Nadyne Bicknell, Shared Vision, Inc.

David Campbell, Shared Vision, Inc.

Christina Carrillo, South Valley Public Health Office/ Leadership Albuquerque

Victor Chavez, Greater Albuquerque Chamber of Commerce

Terri Cole, Greater Albuquerque Chamber of Commerce

Ned Farquhar, 1000 Friends of New Mexico

Jim Folkman, New Mexico Homebuilders Association

Mardon Gardella, University Neighborhoods Association

Laura Mason, Albuquerque City Council Office

Ric Richardson, University of New Mexico, School of Architecture and Planning

Jim Strozier, Shared Vision, Inc.

Margaret Thompson, Supper Rock Neighborhood Association

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