

# CITY of ALBUQUERQUE

## FIFTEENTH COUNCIL

COUNCIL BILL NO. F/S R-02-111(A) ENACTMENT NO. \_\_\_\_\_

SPONSORED BY: MICHAEL CADIGAN

1 RESOLUTION

2 RECEIVING THE PLANNED GROWTH STRATEGY (PGS) REPORT; ACCEPTING  
3 THE PLANNED GROWTH STRATEGY AS THE COMPREHENSIVE GUIDE FOR  
4 MANAGING CITY OF ALBUQUERQUE URBAN GROWTH; FOSTERING THE  
5 ESTABLISHMENT OF NEW NEIGHBORHOODS AND IMPROVING CONDITIONS  
6 IN EXISTING NEIGHBORHOODS; IDENTIFYING AND DEFINING  
7 IMPLEMENTATION ELEMENTS; AND CREATING A PLANNED GROWTH  
8 STRATEGY IMPLEMENTATION ADVISORY STRUCTURE.

9 WHEREAS, the City has authority to adopt a comprehensive "master" plan  
10 as granted under Chapter 3, Article 19, NMSA 1978 and by the City Charter as  
11 provided under Home Rule provisions of the Constitution of New Mexico; and

12 WHEREAS, in response to a variety of concerns expressed by the public and  
13 local elected officials with regard to the environmental, economic, social, and  
14 fiscal impacts (the costs and benefits) of growth and development in the  
15 metropolitan area, and the concern that the Albuquerque/Bernalillo County  
16 Comprehensive Plan and other policy and implementation tools in use are not a  
17 fully effective growth management system, the City and the County of Bernalillo  
18 began a joint effort in 1998 culminating in the two volume Planned Growth  
19 Strategy report that was completed in the Fall of 2001; and

20 WHEREAS, the Planned Growth Strategy report was developed with the  
21 assistance of consultants, including Parsons Brinckerhoff; Camp Dresser &  
22 McKee; Ch2M-Hill; Wilson and Company; Freilich, Leitner & Carlisle; Friedmann  
23 Resources; Growth Management Analysts; Lora Lucero, Esq.; Michael McKee,  
24 Ph.D.; and Sites Southwest; and

1       WHEREAS, the Planned Growth Strategy project was assisted by planning  
2 and engineering professionals from City and County government, the Mid-  
3 Region Council of Governments, other local governments, and by individual  
4 citizens; and

5       WHEREAS, the Planned Growth Strategy report was guided by the counsel  
6 received from participants at Town Hall meetings held in 1998 and 1999  
7 organized by Shared Vision, Inc., and also by the findings of citizen surveys  
8 carried out by the City's Office of Management and Operations Improvement;  
9 and

10       WHEREAS, the Planned Growth Strategy development process was assisted  
11 by advice and comments from the PGS Advisory Committee that included  
12 representatives of the business community, developers, Albuquerque Public  
13 Schools, neighborhood associations, and a planning advocacy group; and

14       WHEREAS, the Planned Growth Strategy report was reviewed at important  
15 junctures by a Policy Committee consisting of elected officials from the  
16 Albuquerque City Council and the Bernalillo County Commission, the Bernalillo  
17 County Manager, and the Chief Administrative Officer of the City; and

18       WHEREAS, the Planned Growth Strategy report and associated legislation  
19 were also reviewed and commented upon by the Planned Growth Advisory Task  
20 Force, an ad hoc committee of City Councilors, members of the development  
21 community, neighborhood representatives, an Albuquerque Public Schools  
22 representative, and at-large community members; and

23       WHEREAS, the Planned Growth Strategy report contains a comprehensive  
24 and integrated growth management policy analysis and program for the urban  
25 area of Bernalillo County, and implementation of the Planned Growth Strategy  
26 as defined herein should include coordination with Bernalillo County; and

27       WHEREAS, the Planned Growth Strategy report found that the Albuquerque  
28 area faces critical challenges related to deteriorated infrastructure; back-log of  
29 infrastructure rehabilitation and deficiency correction projects; natural resource  
30 conservation and preservation related to land, water, and air quality; traffic

1 congestion; timely provision of infrastructure, parks, schools and other facilities  
2 to support new development; and the decline of some older neighborhoods; and

3 WHEREAS, the existing City/County Comprehensive Plan and sector,  
4 redevelopment, and area plans contain valuable policies and vision to guide the  
5 City's actions; and

6 WHEREAS, there are inconsistencies between adopted community plans and  
7 the structure of development regulations, design and infrastructure standards,  
8 charges and fees, and approval processes that result in an undesirable gap  
9 between conditions and our best aspirations for the community; and

10 WHEREAS, economic growth and development, i.e., new and well-paid jobs,  
11 should remain a priority of the City in order to ensure that the City continues to  
12 remain a vibrant and thriving community with opportunities for its citizens now  
13 and in the future; and

14 WHEREAS, recognized comprehensive community-building principles have  
15 not been and should be incorporated into the routine planning, standards, and  
16 functioning of City departments and into their joint efforts with other  
17 governmental agencies and public and private organizations; and

18 WHEREAS, various work activities identified in the City's FY 03 Performance  
19 Plan are in progress which aim to reform zoning, land use and design  
20 requirements in keeping with principles of the Planned Growth Strategy; and

21 WHEREAS, the Planned Growth Strategy implementation approach shall be  
22 based on a concerned, informed and engaged community, an open and dynamic  
23 process of improvement, systematic public comment, and confidence that  
24 conditions can be made better through local action; and

25 WHEREAS, in order to achieve the long term goals of the policies described  
26 in the Planned Growth Strategy report and the City/County Comprehensive Plan,  
27 a number of near- and long-term actions are needed including an overall work  
28 program which will guide the prioritization, timing, organization, funding and  
29 conduct of the actions.

30 BE IT RESOLVED BY THE COUNCIL, THE GOVERNING BODY OF THE CITY OF  
31 ALBUQUERQUE:

1 Section 1. DEFINITIONS.

2 (A) Planned Growth Strategy. For the purposes of this Resolution, the  
3 Planned Growth Strategy consists of the adopted provisions of Bill No. F/S O-  
4 02-39(2) as amended and/or complemented by subsequent legislation that shall  
5 be specifically identified as a part of the Planned Growth Strategy when such  
6 legislation is adopted.

7 (B) Infrastructure and Growth Plan. For the purposes of this  
8 Resolution, the Infrastructure and Growth Plan consists of the forecasts of  
9 population, housing, and employment, for ten and twenty-five year periods, in  
10 total and by subareas, contained in the Planned Growth Strategy report and as  
11 adopted by the Council after these forecasts have incorporated the MRCOG  
12 2025 county-wide forecasts for total population, housing and employment. The  
13 Infrastructure and Growth Plan should be reviewed, and updated if necessary,  
14 every three to five years.

15 (C) Planned Growth Strategy Implementation Advisory Task Force.  
16 The Planned Growth Strategy Implementation Advisory Task Force is the  
17 principal citizen advisory group that shall review, comment upon, and make  
18 recommendations regarding all of the City's efforts to implement the Planned  
19 Growth Strategy. A number of members equal to at least 60% of the total  
20 membership of this Task Force shall also sit on the Impact Fee Committee.

21 (D) Impact Fee Committee. The Impact Fee Committee shall be the  
22 advisory committee pursuant to Section 5-8-37 of the New Mexico  
23 Development Fees Act and shall be created according to the provisions of the  
24 New Mexico Development Fees Act. The Impact Fee Committee shall also  
25 consist of at least 60% of the members of the Planned Growth Strategy  
26 Implementation Advisory Task Force.

27 Section 2. LIMITATIONS. No provision of this Resolution specifically  
28 increases or is intended to increase any taxes, rates, or charges, e.g., this  
29 Resolution does not establish or change any development impact fee, Utility  
30 Expansion Charge, or park fee, nor shall it be interpreted as requiring any such  
31 increase. No provision of this Resolution establishes any new zoning categories

1 or applies new zoning to any parcel of land. No provision of this Resolution  
2 changes or revokes any approved Capital Improvement Program appropriation.  
3 No provision of this Resolution amends any adopted Rank 1, Rank 2, or Rank 3  
4 Plan, and no part of this Resolution shall be considered as part of the  
5 Comprehensive Plan. The intent of this Resolution is to support and protect the  
6 integrity of existing adopted Sector Development Plans.

7 The policies described in this Resolution and those to be adopted in the  
8 future shall not have binding force until such policies are incorporated into duly  
9 adopted ordinances or resolutions. Those policies shall not be used formally,  
10 informally or in any other way in any land use matter pending or which comes  
11 before the Planning Department, Environmental Planning Commission,  
12 Development Review Board, Zoning Hearing Examiner, [øf] Zoning Board of  
13 Appeals or City Council, including its Committees, until such time as  
14 implementing legislation for the policy is adopted.

15 Section 3. POLICY GUIDANCE FOR FUTURE PLANNED GROWTH  
16 STRATEGY LEGISLATION. The following provisions are intended as policies to  
17 guide the development of subsequent legislation and regulations through a  
18 process outlined in the first paragraph of Section 3(B) below. These policies are  
19 guides, allowing the parties involved in developing future legislation and  
20 regulations reasonable discretion in applying their provisions.

21 (A) Community Oriented Policing, Informal Helping Networks,  
22 Neighborhood Economic Development, Community Education, Community  
23 Identity and Neighborhood Planning. The vitality and quality of existing  
24 neighborhoods is a key element of the Planned Growth Strategy and the  
25 City/County Comprehensive Plan. The City shall take an “assets-based”  
26 approach to neighborhood, corridor, center, and community development that  
27 focuses on utilizing the capacities of Albuquerque's citizens, organizations, and  
28 institutions. The strategic approaches to City service delivery described below  
29 are of the highest priority.

30 (1) Community Oriented Policing. Community Oriented Policing is a  
31 strategy for the Albuquerque Police Department, neighborhood residents, and

1 other governmental and private agencies to work together in full partnership to  
2 identify, prioritize, and solve public safety problems such as crime, drugs, fear  
3 of crime, social and physical disorder, and neighborhood decay. Traditional  
4 criminal justice methods such as the police, courts, and correctional institutions  
5 cannot succeed in isolation from an involved and empowered citizenry.  
6 Community Oriented Policing addresses not only the incidence of crime but the  
7 underlying causes of crime.

8 (2) Informal Helping Networks. Informal care-givers such as family,  
9 friends, and neighbors are the primary source of assistance for those seeking  
10 and obtaining help. Informal Helping Networks are voluntary, spontaneous,  
11 individualized, flexible, and reciprocal networks that encourage self-reliance and  
12 are based on individuals' abilities and strengths. Such informal helping includes  
13 personal networks, volunteer systems, mutual aid groups, and neighborhood  
14 helping networks. City social and recreational service providers shall identify,  
15 facilitate, enhance, and collaborate with these networks in a partnership among  
16 individuals and professional care givers and agencies.

17 (3) Neighborhood Economic Development. The principal focus of  
18 Neighborhood Economic Development is on local residents, workers, and  
19 businesses. The creation of well-paying, quality jobs with benefits shall be  
20 encouraged. The emphasis is on job training and placement, support for  
21 business start-ups and the maintenance and expansion of existing businesses.  
22 Types of economic development approaches include employment training,  
23 capital strategies, business retention strategies, technical assistance,  
24 incubators, entrepreneurial training, business enterprises by community  
25 organizations such as Community Development Corporations, creation of  
26 affordable and mixed-income housing, rehabilitation of existing housing, and  
27 similar approaches. Neighborhood scale stores should be available to supply the  
28 minimum daily household needs within or adjacent to neighborhoods. The City  
29 shall develop a Neighborhood Economic Development plan, addressing the  
30 economic development approaches identified in this paragraph and other

1 complementary ones as determined by a community advisory group to the plan  
2 including neighborhood association representatives.

3 (4) Community Education. The City, to the extent possible, shall  
4 integrate its human service activities, especially related to pre-school and  
5 school-aged children, through a full partnership with the Albuquerque Public  
6 Schools, into a Community Education model. Community Education is a strategy  
7 for serving the neighborhood by providing for the educational needs of all its  
8 members. Community Education programs may include, among others,  
9 preschool activities for children and parents, continuing and remedial education  
10 for adults, cultural enrichment, and recreation. More broadly, Community  
11 Education uses the local school as a catalyst for bringing neighborhood  
12 resources, including those of governmental and private service agencies, to bear  
13 on community problems. An objective of Community Education is the greater  
14 realization of neighborhood residents' potential. In Community Education, school  
15 facilities are used as community centers.

16 (5) Community Identity and Neighborhood Planning. The  
17 City/County Comprehensive Plan objectives for protecting and enhancing unique  
18 community identity can be realized in part through neighborhood planning. A  
19 Neighborhood Plan, is a written and graphic program for improving the  
20 neighborhood, based on the interests and participation of the neighborhood. It  
21 includes the following elements: comprehensive description of the  
22 neighborhood; goals, strategies, objectives, and programs; identification of  
23 different parties' responsibilities; needed resources; and provisions for  
24 implementation. A Neighborhood Plan is based on the assumption that  
25 neighborhood residents, businesses, churches, agencies, and institutions are  
26 responsible primarily for defining and achieving the goals identified. A  
27 Neighborhood Plan is a way of empowering local action without which the  
28 Plan's long-term goals could not be achieved. Neighborhood planning can  
29 improve local physical conditions and increase community awareness and  
30 competence in addressing local conditions. The requirements for new and  
31 periodic review of sector, neighborhood, and redevelopment plans shall be

1 amended to incorporate consideration of Community Oriented Policing, Informal  
2 Helping Networks, Neighborhood Economic Development, Community  
3 Education, and any adopted new zoning categories as set forth herein.

4 (B) Development-related planning, regulations, design and  
5 infrastructure standards, fees and charges, and approval processes shall be  
6 identified, reviewed and modified as appropriate for consistency with the  
7 following principles of the Planned Growth Strategy and the City/County  
8 Comprehensive Plan. City staff, with the assistance of other public and private  
9 agencies including the County of Bernalillo, consultants, and the PGS  
10 Implementation Advisory Task Force shall act expeditiously to develop  
11 legislation, regulations, and rules consistent with the following implementation  
12 practices recommended in the Planned Growth Strategy report.

13 (1) Infrastructure and Growth Plan.

14 (a) The Bernalillo County-wide totals for population, housing,  
15 and employment used for the Infrastructure and Growth Plan will be the official  
16 forecasts selected by the Mid-Region Council of Governments (MRCOG) based  
17 on the work of the University of New Mexico Bureau of Business and Economic  
18 Research (BBER). If MRCOG makes available more than one social and economic  
19 forecast, the Infrastructure and Growth Plan shall be based on the one that is  
20 most consistent with the policies of the Planned Growth Strategy.

21 (b) The Infrastructure and Growth Plan shall include phased and  
22 timed forecasts of population, housing, and employment by subareas within the  
23 metropolitan area. The subareas shall include, but not be limited to, the  
24 subareas used in the Planned Growth Strategy report, Data Analysis Sub-Zones,  
25 and the service areas used for the provision of infrastructure in the Capital  
26 Improvement Program. The MRCOG forecast will be modified in accordance  
27 with the Planned Growth Strategy goals. The modifications will be summarized  
28 and made available for public review prior to adoption by the City Council. The  
29 Infrastructure and Growth Plan forecasts shall be adopted for a 25-year period,  
30 subdivided into the first ten years and the following fifteen years. The



1 Infrastructure and Growth Plan shall be reviewed, and revised if necessary,  
2 every 3 to 5 years.

3 (c) The Infrastructure and Growth Plan shall be a basis of,  
4 include, and identify the Land Use Measures (LUMs) to be used as part of the  
5 air quality conformity determination for the Transportation Improvement  
6 Program (TIP) and Metropolitan Transportation Plan (MTP) as made by the  
7 Albuquerque/Bernalillo County Air Quality Control Board. A Land Use Measure  
8 means a land use action, set of land use actions, or a land use plan used as the  
9 basis for air quality credits to achieve air quality conformity. The LUMs shall be  
10 submitted, directly and through the Mid-Region Council of Governments, to the  
11 Air Quality Control Board for inclusion in the State Implementation Plan. The  
12 LUMs adopted as part of the Planned Growth Strategy shall form a basis for  
13 seeking air quality credits as part of the air quality conformity process.

14 (d) The City and the County of Bernalillo, if approved by the  
15 County, shall participate in developing and implementing a cross-acceptance  
16 process to establish County-level forecasts of population, housing, and  
17 employment with the Mid-Region Council of Governments (MRCOG) or its  
18 successor MPO.

19 (2) Zoning Code and Related Revisions and Design Standards.

20 (a) Zoning Code and Subdivision Ordinance revisions and design  
21 standards are key strategic tools for implementing the Planned Growth Strategy  
22 and the City/County Comprehensive Plan. Nothing herein shall be construed as a  
23 mandate to change the zoning in a particular area, or amend an adopted sector  
24 plan, nor shall the enactment of this Resolution be construed as “changed  
25 conditions” independently justifying a change in existing zoning pursuant to R-  
26 270-1980. Nothing here shall be construed as an amendment of R-270-1980.

27 (b) Pursuant to applicable City ordinances relating to the  
28 amendment of the Zoning Code and Subdivision Ordinance, the zones as  
29 described in subparagraphs 1 through 6 will be created as described below as  
30 options for new growth areas. The new zones (subparagraphs 1 through 7) may  
31 also serve as overlay zones to guide redevelopment and enhance development in

1 fully or partially developed areas and where vacant land has been subdivided and  
2 zoned. Design standards and zoning specifications shall be developed for specific  
3 plan areas as appropriate. The following subsections provide general guidance for  
4 the creation of new zone categories. More detailed descriptions and regulations  
5 shall be drafted for each zone category. The zone categories shall be reviewed by  
6 the Planning Department, Environmental Planning Commission and the City  
7 Council as provided by existing ordinances and resolutions.

8                   1. Planned Village Development. This zone includes a central  
9 plaza, central commercial and public facility area, elementary school, central  
10 park/plaza, mixed-density residential with higher densities closer to the central  
11 plaza, buildings oriented toward the public realm (e.g., streets and parks),  
12 interconnected pedestrian and traffic routes, narrow traffic lanes, short blocks,  
13 landscaping and xeriscaping, open space, integration of historic/cultural features  
14 of the built and natural environments, design standards, and other elements as  
15 needed.

16                   2. Transit-Oriented Development / Corridor. This zone  
17 includes minimum densities, an interconnected street system, commercial  
18 buildings oriented to the public realm, public spaces, mixed use including higher  
19 density residential, on-street parking, pedestrian friendly character, landscaping  
20 and xeriscaping, design standards, and other elements as needed.

21                   3. Conservation Subdivision. This zone is used in areas with  
22 unique environmental or topographical character. The zone includes: narrow  
23 streets, natural drainage and minimal impervious surfaces, limited sidewalk  
24 requirements, high minimum passive open space (30%-50%), curvilinear streets,  
25 landscaping and xeriscaping, design standards, resource conservation standards,  
26 public spaces, historic/cultural elements in the built and natural environments,  
27 appropriate integration of town building principles, and others as needed.

28                   4. Commercial Center. This zone includes: pedestrian scale,  
29 restricted frontage of building facades, rear parking, buildings oriented to the  
30 public realm, an interconnected street system, public spaces, landscaping and  
31 xeriscaping, transit, pedestrian and biking compatibility, higher density residential

1 development, design standards, integration of historic/cultural features, and other  
2 elements as needed.

3                   5. Campus. This zone is used for the unified development of  
4 office, industrial, institutional and residential uses and includes the following  
5 elements: a minimum open space requirement, landscaping and xeriscaping,  
6 pedestrian and bicycling linkages, retail and restaurants, transit orientation,  
7 possible higher density residential, public spaces, design standards, integration of  
8 historic/cultural features of the built and natural environments, and other elements  
9 as needed.

10                   6. Employment Zone. This zone provides for industrial uses,  
11 manufacturing of products, warehousing and distribution of goods and services  
12 necessary to support a vibrant community and to provide meaningful employment  
13 for its citizens. This zone should be located near major transit and vehicle  
14 movement corridors and provide easy access to other zones within the  
15 community.

16                   7. Infill Development Zone. This zone includes, among other  
17 elements, waived or reduced front and side setbacks and parking, and Adequate  
18 Public Facilities Ordinance requirements. In lieu of these requirements, design  
19 standards are established related to such factors as spacing between building  
20 facades, proportions of windows, doorways, and primary façades, and treatment  
21 of entry ways. A center is created or reinforced in an existing neighborhood based  
22 upon some combination of the following neighborhood-scale elements: school,  
23 park, public facilities, higher density housing, neighborhood serving commercial  
24 buildings. Re-creations of historic plazas are encouraged in the North and South  
25 Valley as feasible. This zone also authorizes ancillary buildings in existing parking  
26 areas of shopping centers and big box retail centers.

27                   8. Design Standards. Design elements shall be developed for  
28 use City-wide to include those indicated above and as specified below.

29                   a. Preservation and compatibility with historic, social,  
30 cultural, environmental, and architectural elements.

- 1                   b.    Conduciveness to pedestrian mobility, transit,  
2 bicycle, and other multi-modal transportation options; including relaxed street  
3 standards.
- 4                   c.    Predominant architectural style or styles.
- 5                   d.    Building forms and materials appropriate to the  
6 Southwestern climate; green site development and building elements that reduce  
7 water and energy consumption and preserve open space.
- 8                   e.    Compatible building massing.
- 9                   f.    Colors that create visual interest and are  
10 complemented by the quality of Southwestern light.
- 11                  g.    Integration of building heights with adjacent  
12 facades.
- 13                  h.    Human scale details including pattern and scale.
- 14                  i.    Pedestrian scale lighting and signage.
- 15                  j.    Streetscape design elements.
- 16                  k.    Other elements as needed.

17                  (c)   Reduction of development approval time based on  
18 consistency with Planned Growth Strategy principles, the City/County  
19 Comprehensive Plan, and adopted plans.

20                         1. Development permitted under the new zoning categories  
21 or zoning overlays, as described in Section 3(B)(2) herein, when adopted by the  
22 City, shall be directed to proceed to building permit application when the  
23 development is in an appropriate location and context.

24                         2. No zone map amendment for SU Special Use zoning shall  
25 be approved within areas using the zones described in Section 3(B)(2). Instead,  
26 parcels shall have zoning specifications based on appropriate permitted uses that  
27 expedite development approvals and minimize special hearings and approvals.

28                  (d)   The new zones and design standards are encouraged and  
29 not mandated in areas that are fully or partially developed, and need not meet the  
30 criteria in Section 14-16-2-28(F) ROA 1994. For areas covered by an existing  
31 sector development plan area, these zones and design standards may be applied,

1 in a manner appropriate for neighborhood conditions, through the amendment of  
2 a sector development plan. The periodic review of a sector development plan  
3 pursuant to Section 14-16-4-3 ROA 1994 should provide an additional  
4 opportunity to incorporate the new zones and design standards into existing  
5 sector development plans. For areas not covered by an existing sector  
6 development plan, the new zones and design standards may be applied through  
7 the adoption of a sector development plan or a design overlay zone. The approval  
8 of these zones and design standards and the attendant reduction of development  
9 approval time as suggested in this section shall only be made after a formal  
10 review of the proposed changes by residents, property owners, lessees,  
11 businesses and neighborhood associations within the applicable plan area and in  
12 accordance with Section 14-16-4-3 ROA 1994. The formal review, including a  
13 public meeting, shall be conducted with professional planning staff assistance of  
14 the City Planning Department, the School of Architecture and Planning of the  
15 University of New Mexico, or private planning professionals as agreed upon by  
16 the neighborhood association board and the City Planning Department, or by the  
17 City Planning Department if there is no neighborhood association in the area.  
18 Notwithstanding this formal review requirement, in the event that existing areas  
19 are proposed for rezoning under the above categories, neighborhood  
20 associations, adjoining landowners and other parties entitled to notice and  
21 opportunity for hearing shall be given such notice and opportunity for hearing as  
22 provided under existing ordinances.

23 (3) Capital Improvement Program.

24 (a) Infrastructure and facility service areas and tiers shall be the  
25 planning areas for infrastructure and facility growth and deficiency correction  
26 projects. The tiers are identified in the Planned Growth Strategy report as the  
27 Fully Served area, the Partially Served area, and the Unserved area. Smaller  
28 service areas within the tier system shall be created, based on reasonable service  
29 delivery geographic areas (e.g., water trunks or pressure zones, hydrology basins,  
30 traffic sheds.) The level of service standards shall be consistent with the phasing  
31 and timing of growth contained in the Infrastructure and Growth Plan and the

1 policies of the Planned Growth Strategy report and the City/County  
2 Comprehensive Plan. The level of service standards shall be reviewed every five  
3 years and may be modified following the reviews. The figures in Exhibit A shall be  
4 used in initially defining tiers and service areas.

5 (b) Level of service standards shall be developed for all  
6 infrastructure and facilities within tiers and service areas.

7 (c) Rehabilitation. A complete assessment of the City's major  
8 capital assets and a program of needed annual capital expenditures to restore,  
9 replace, and maintain the infrastructure, facilities, vehicles and equipment in  
10 acceptable condition shall be conducted and kept up to date. This shall be the  
11 responsibility of the Office of Capital Improvement Program.

12 (d) Growth. Specific, defined infrastructure and facility  
13 expansion projects shall be identified in the Capital Improvement Program that  
14 shall enable the level of service standards to be achieved and maintained  
15 consistent with the forecasted population, housing and employment growth  
16 contained in the adopted Infrastructure and Growth Plan.

17 (e) Deficiency. An assessment of existing infrastructure and  
18 facility capacity in relation to estimates of current population, housing, and  
19 employment shall be used in relation to level of service standards for CIP  
20 deficiency correction. The City shall assume the costs of scheduled deficiency  
21 correction projects. These projects shall be phased over time consistent with the  
22 availability of funds and their locations based upon the development and  
23 redevelopment priorities of the Planned Growth Strategy and the Infrastructure  
24 and Growth Plan growth forecasts.

25 (f) The beginning assumptions about the annual City funding  
26 requirements for rehabilitation and deficiencies are as identified in the Planned  
27 Growth Strategy report. The street conditions inventory shall be independently  
28 evaluated to confirm the rehabilitation need figures reported in the Planned  
29 Growth Strategy report. Expenditures from all sources for expansion of the bus  
30 fleet should be increased based on a commitment to support operating  
31 expenditures for this expansion from the General Fund, rates, and other revenue

1 sources. The expenditure needs related to growth and deficiency correction for  
2 street infrastructure contained in the Planned Growth Strategy report shall be re-  
3 evaluated based on the CIP planning approach contained in this Resolution. These  
4 figures represent spending goals for the City that are prioritized and shall be  
5 phased in over time, e.g., for a period of 10 to 15 years.

6 (g) The ten year framework of the Capital Improvement Program  
7 shall be as significant as its two year element. The ten year program shall be  
8 carried out consistently through the two year CIP cycles. Only minor changes  
9 should be made in the already approved portion of the ten year program within  
10 the two year CIP funding cycles.

11 (h) Each project identified in the Capital Improvement Program  
12 shall include information related to location and characteristics, service area, level  
13 of service standard, existing level of service, population and employment  
14 forecasts, level of service after the project is constructed, and capacity created  
15 through the project.

16 (i) Cost-revenue analyses shall be conducted for major  
17 infrastructure expansions, as appropriate.

18 (j) The Planned Growth Strategy Implementation Advisory Task  
19 Force and the working group established for revisions to the Capital Improvement  
20 Program shall consider the possibility of linking funding sources for capital  
21 projects directly to expenditure categories by law.

22 (k) Pursuant to the joint powers agreement referenced in  
23 Council Bill No. F/S O-02-39(2), and a similar agreement with the County of  
24 Bernalillo, the City shall attempt to coordinate and integrate the Capital  
25 Improvement Program with the Albuquerque Public Schools' facility program and  
26 the County of Bernalillo's Capital Improvement Program.

27 (l) A portion of the City's Capital Improvement Program shall be  
28 used to support the use of APS elementary and middle schools for community  
29 centers consistent with Community Education principles and adopted policies,  
30 provided, however, that the City recognizes the first priority of APS with regard

1 to the use of its schools is for school purposes and for the education of its  
2 students.

3 (m) It is the goal, to the extent possible, to use the City's  
4 Capital Improvement Program plan as the capital improvements plan called for in  
5 the New Mexico Development Fees Act. The City's Capital Improvement Program  
6 plan should be consistent with provisions of the New Mexico Development Fees  
7 Act including: the use of the Land Use Assumptions under the New Mexico  
8 Development Fees Act as the Infrastructure and Growth Plan after the adoption of  
9 the Land Use Assumptions by the Council, the development of the City's Capital  
10 Improvement Program plan, the plan review by the Impact Fee Subcommittee,  
11 and the plan review (including public hearing) and approval by the Council.

12 (4) Adequate Infrastructure and Facilities . Adequate infrastructure and  
13 facility regulations shall be established through a future Adequate Public Facilities  
14 Ordinance (APFO). These regulations are a key strategic tool for implementing  
15 the Planned Growth Strategy and the City/County Comprehensive Plan.

16 (a) Adequate Infrastructure and Facilities is a system of  
17 regulatory review of infrastructure and facilities either built or in the Capital  
18 Improvement Program to determine whether adequate capacity exists or will be  
19 provided within a reasonable, established time to support the demand created by  
20 proposed development projects. Reasonable time frames should be established in  
21 the Adequate Public Facilities Ordinance by taking into consideration the needs of  
22 the occupants of new homes and businesses, the estimated cost of building new  
23 infrastructure and facilities, and the availability of funds to construct these  
24 projects.

25 (b) The facilities and infrastructure subject to an Adequate Public  
26 Facilities Ordinance should include streets, water, wastewater, hydrology, parks,  
27 and a plan for current or future capacity for schools. Integration of the City's  
28 Infrastructure and Growth Plan and CIP and the Albuquerque Public Schools'  
29 facility plans pursuant to the provisions of a Joint Powers Agreement shall be  
30 sought by the City.



1 (c) Appropriate service standards, waivers from the APFO  
2 requirements, set-asides of infrastructure capacity, and policy-based ranking  
3 systems for new development shall be used to encourage desired development in  
4 infill and redevelopment areas, population/employment centers, community and  
5 village centers, prioritized corridors, etc., as supported by the adopted Planned  
6 Growth Strategy and the City/County Comprehensive Plan.

7 (d) The demand for facility and infrastructure capacity can be  
8 reduced based upon efficiency improvements that result from the nature and  
9 location of the development. These factors shall be incorporated into the APFO  
10 review.

11 (e) The Adequate Public Facilities Ordinance should identify the  
12 types of development subject to APFO review (and those exempt from such  
13 review), a simplified preliminary review to establish whether capacity limits may  
14 be reached by a proposed development, the timing of the review in the  
15 development review process, the issue of reserving infrastructure and facility  
16 capacity, provisions for mitigating inadequate facility and infrastructure capacity  
17 identified in the review, and other topics as necessary.

18 (f) Proposed development projects that require more facility  
19 or infrastructure capacity than is available or programmed for construction in the  
20 Capital Improvement Program within a reasonable time frame, can proceed  
21 through private contributions-in-aid with appropriate pay back provisions for  
22 capacity constructed.

23 (g) The following steps must be completed before a future  
24 Adequate Public Facilities Ordinance is adopted by the City.

25 1. The Infrastructure and Growth Plan and Land Use  
26 Assumptions under the N.M. Development Fees Act are adopted by the Council.

27 2. The City Capital Improvement Program is adopted  
28 containing the infrastructure and facility expansion projects that will enable the  
29 level of service standards to be achieved consistent with the Infrastructure and  
30 Growth Plan.



1 (b) Incentives and waivers as described in this Resolution may  
2 be used to implement the policies and recommendations of all adopted area,  
3 sector development, neighborhood, redevelopment, and centers and corridors  
4 plans. Incentives and waivers shall be applied through a policy-based ranking  
5 system or systems created by the City Planning Department, the Office of Capital  
6 Improvement Program, and other City agencies as needed.

7 (c) Policy-based ranking system(s) upon which incentives and  
8 waivers are provided shall be reviewed through at least one public meeting of the  
9 proposed system to which residents, property owners, lessees, businesses and  
10 neighborhood associations within the applicable area have been notified.

11 (6) Development Agreements and No Net Expense (Unserved Area).

12 (a) Development agreements shall be used to establish what  
13 on- and off-site infrastructure and other capital facilities will be built, when they  
14 will be built, the cost, and the payment and reimbursement provisions.  
15 Development agreements shall be used for all developments in the Unserved area  
16 as defined by the area outside of the area served with urban water master plan  
17 facilities (indicated as Fully Served and Partially Served areas in Exhibit A  
18 attached hereto). To the extent allowed by law, development agreements also  
19 shall be used in other areas to remedy a situation in which a review indicates that  
20 facility and infrastructure capacities required for and by a development are  
21 unavailable or are not programmed in the Capital Improvement Program for  
22 construction within a reasonable time.

23 (b) Development in the Unserved area will be based on the  
24 No Net Expense policy. The existing No Net Expense policy should be further  
25 defined to include the following principles.

26 1. Public facility and infrastructure costs may be  
27 reduced based upon facility and infrastructure efficiencies that result from the  
28 characteristics of the development (e.g., Conservation Subdivision and  
29 improvement of jobs/housing balance).

30 2. Approval of the development agreement (and  
31 interim development approvals) shall be evaluated based upon sufficient public

1 funds being appropriated to address the infrastructure and facility rehabilitation  
2 and deficiency correction needs in the existing community. This may be  
3 evidenced by annual appropriations to provide sufficient funds to meet current  
4 needs and to catch up with the back-log of needs consistent with a multi-year  
5 plan to accomplish these goals, as ratified by ordinance. Funding for these  
6 purposes shall not be reduced as a consequence of capital spending for  
7 development subject to the agreement.

8                                   3. Large scale development in the Unserved areas  
9 (e.g., new communities of 5,000 to 10,000 acres subject to the current Planned  
10 Communities Criteria) shall be phased and interim approvals provided in the  
11 context of generally stabilized or improved conditions in the established area of  
12 Albuquerque The Planned Growth Strategy Implementation Advisory Task Force  
13 shall develop these performance measures and standards and submit them to the  
14 Council for approval.

15                                   (c) Nothing herein shall be deemed to abrogate any existing  
16 contractual agreements between the City and any developer of a master planned  
17 community.

18                                   (d) Nothing herein shall act or be construed as a moratorium on  
19 development in the Unserved Area until such time as specific legislation is  
20 enacted to implement the policy guidelines expressed herein.

21                                   (7) Related Legislative and Regulatory Changes. The following  
22 ordinances, policies, regulations, rules, and processes shall be reviewed and  
23 amended as appropriate to be consistent with adopted Planned Growth Strategy  
24 ordinances and the provisions of this Resolution. These include the Development  
25 Process Manual, the Water and Sewer Line Extension Policy, the Subdivision  
26 Ordinance, the Annexation policy, the Planned Communities Criteria and related  
27 City/County Comprehensive Plan policies, the Storm Drainage Ordinance, the  
28 Utility Expansion Charge reimbursement policy, the Comprehensive Zoning Code,  
29 the zone map amendment policy, the building permit process, and the  
30 Neighborhood Association Recognition Ordinance, etc. An Annexation Ordinance,  
31 Transfer of Development Rights Ordinance, and Private Infrastructure District

1 Ordinance shall be developed for consideration by the Council. The principal  
2 revisions needed include, but are not limited to, the following:

3 (a) The Water and Sewer Utility Line Extension Policy  
4 addresses the distribution of financial costs for system expansion among  
5 appropriate parties. The Line Extension Policy shall be amended to include the  
6 following laws as adopted: the phasing and timing of urban growth as contained  
7 in the Infrastructure and Growth Plan, associated level of service standards, and  
8 the Capital Improvement Program as outlined herein. Expansion of urban facilities  
9 and infrastructure in the Unserved Area as defined is not prohibited; however,  
10 such facilities and infrastructure must be provided in a manner consistent with  
11 No Net Expense policies in a development agreement. Utility Expansion Charges  
12 and other impact fee reimbursements shall be consistent with the policy  
13 summarized [~~in Section 3(D)(9)(i)] herein.~~

14 (b) The Subdivision Ordinance currently addresses the  
15 availability of adequate public facilities but does not require the subdivision  
16 agreement to specifically address this issue. The Subdivision Ordinance shall be  
17 amended to include the following laws as adopted: phasing and timing of urban  
18 growth contained in the Infrastructure and Growth Plan, appropriate level of  
19 service standards, the Adequate Public Facilities Ordinance, and the Capital  
20 Improvement Program as outlined in this Resolution. Provisions for coordinating  
21 infrastructure availability with the three-stage sketch, preliminary, and final plat  
22 approval shall be established. The design criteria for subdivision approval and  
23 design standards in the Development Process Manual also shall be amended to  
24 be consistent with the adopted Planned Growth Strategy policies, especially the  
25 provisions of Section 3(B)(2)(b)8 herein.

26 (c) The Storm Drainage Ordinance shall be amended to  
27 include the following laws as adopted: phasing and timing of urban growth  
28 addressed in the Infrastructure and Growth Plan, appropriate level of service  
29 standards, the Capital Improvement Program, and the Adequate Public Facilities  
30 Ordinance as outlined in this Resolution.

1 (d) Requirements for zone map amendments, sector  
2 development/neighborhood plans or sector development/neighborhood plan  
3 amendments, special exceptions, and plan reviews for Planned Communities in  
4 the City/County Comprehensive Plan Rural and Reserve Areas shall be reviewed  
5 for consistency with the Adequate Public Facilities Ordinance, when and if  
6 adopted, and amended as necessary.

7 (e) City policies and regulations regarding Planned  
8 Communities in the City/County Comprehensive Plan Rural and Reserve Areas  
9 shall be considered for revision additionally to include the following.

10 1. A set of unifying principles as recommended in  
11 Section 1.3.4 of the Planned Growth Strategy Report, Part 2 (“Preferences for  
12 Albuquerque’s Growth and Development”), should be used to guide the  
13 development of Planned Communities.

14 2. The adopted density cap for Planned Communities  
15 should be raised to better support mass transit.

16 3. Existing size requirements of 5,000 to 10,000  
17 acres per Planned Community should be amended to allow smaller Planned  
18 Communities that meet the remaining criteria.

19 (f) The Development Process Manual shall be revised to be  
20 consistent with the land use zoning categories and design standards as described  
21 in Section 3(B)(2)(b). Infrastructure design standards shall vary by location to be  
22 consistent and appropriate for the land use zoning, the community building  
23 priorities of the Planned Growth Strategy, natural resource conservation,  
24 environmental considerations, the adopted phasing and timing of urban growth in  
25 the Infrastructure and Growth Plan, and related level of service standards.

26 (g) Transfer of Development Rights. Transfer of Development  
27 Rights legislation shall be drafted in order to protect environmentally unique or  
28 fragile areas from undesired development, overcome problems of antiquated and  
29 premature subdivisions, and preserve open space and rural character while  
30 encouraging development in areas more suitable to more intensive development

1 such as priority centers, corridors, and redevelopment areas, to achieve better  
2 jobs-housing balance, and for other purposes as appropriate.

3 (h) Development Fee Reimbursements. Development fees  
4 (Utility Expansion Charges, impact fees and other development related charges)  
5 reimbursed to a developer/property owner advancing payment for the public  
6 share of facilities and infrastructure as specified in a development agreement  
7 shall be done in a manner consistent with the following policies, an adopted  
8 Impact Fee Ordinance, and the New Mexico Development Fees Act:

9 1. All development utilizing capacity of the facilities  
10 and infrastructure constructed as a result of the development agreement,  
11 including those of the developer/property owner advancing payment, shall be  
12 assessed appropriate development fees;

13 2. The developer/property owner advancing payment  
14 shall be responsible for paying normal development fees and shall not be  
15 reimbursed from these payments. The developer/property owner shall be  
16 reimbursed through the development fees paid by other developers/property  
17 owners utilizing the excess capacity constructed by the facility and infrastructure  
18 payments advanced in the development agreement; and

19 3. The reimbursements shall be calculated separately  
20 on the basis of the specific facility and infrastructure capacity constructed  
21 through the advanced payments and the development fees paid for these  
22 facilities and infrastructure, e.g., street development fees (and the fund provided  
23 to cover any impact fee waivers) shall be used only to reimburse street system  
24 advance payments.

25 4. Consideration shall be given in the development  
26 agreement provisions for impact fee reimbursements as to whether the proposed  
27 development will materially change the adopted Infrastructure and Growth Plan.

28 5. Consideration shall be given as to whether the  
29 development agreement provisions for impact fee reimbursements materially  
30 affect the funding of growth related projects in the Capital Improvement  
31 Program.

1 (i) Private Infrastructure Districts. Private Infrastructure District  
2 (PID) agreements shall be consistent with Planned Growth Strategy policies as  
3 established in this and future legislation especially related to the following laws  
4 as adopted: marginal cost basis of development fees, fee reimbursements and  
5 waivers, and No Net Expense policies. The City shall approve the specific  
6 infrastructure to be constructed through a PID. The City shall not guarantee PID  
7 infrastructure financing and shall not take over the PID at any time in the future.

8 (j) Neighborhood Association Recognition Ordinance. The  
9 Neighborhood Association Recognition Ordinance shall incorporate proactive  
10 support for Community Oriented Policing, Informal Helping Networks,  
11 Neighborhood Economic Development, Community Education, and Neighborhood  
12 Planning. The Office of Neighborhood Coordination shall take an “asset-based”  
13 approach in this work.

14 (C) Management and Oversight.

15 (1) The project management of this effort shall be carried out by  
16 the City Council Services Department, the City Planning Department, the County  
17 of Bernalillo (as approved by the County), and the Albuquerque Public Schools (as  
18 approved by the Albuquerque Public Schools). This group shall constitute the  
19 Management Committee of the project.

20 (2) Working groups, with broader public participation, shall be  
21 established to assist in implementing portions of the Planned Growth Strategy  
22 generally as follows:

23 (a) Zoning Code revisions, design standards, and the  
24 Development Process Manual.

25 (b) The Capital Improvement Program, Level of Service  
26 Standards, Adequate Public Facilities Ordinance, and Impact Fees (including Utility  
27 Expansion Charges).

28 (c) Financing, staffing, and strategic partnerships.

29 (d) Infill development and redevelopment.



1 (e) Community Oriented Policing, Informal Helping Networks,  
2 Neighborhood Economic Development, Community Education, and Neighborhood  
3 Planning.

4 (f) Incorporation of the Planned Growth Strategy, as needed,  
5 into the City/County Comprehensive Plan.

6 (g) Others as appropriate, including consistent changes to  
7 other laws, regulations, and policies including the City/County Comprehensive  
8 Plan.

9 (3) The Management Committee shall review regularly the progress of  
10 implementation of the Planned Growth Strategy and related policies with the  
11 Albuquerque–Bernalillo County Government Commission.

12 (D) Intergovernmental Aspects of Planned Growth Strategy  
13 Implementation.

14 (1) County of Bernalillo. The City shall seek consistency between  
15 the laws and regulations of the County of Bernalillo related to urban growth and  
16 development and those adopted by the City based on the Planned Growth  
17 Strategy, especially related to the phasing and timing of urban growth in the  
18 Infrastructure and Growth Plan, zoning, design standards, facility and  
19 infrastructure standards, impact fees, Capital Improvement Programs, Adequate  
20 Public Facilities ordinances, Transfer of Development Rights ordinances, and  
21 others as needed.

22 (2) Albuquerque Public Schools. The City shall seek consistency  
23 between the Albuquerque Public Schools' facility planning, development, use, and  
24 charges and those adopted by the City based on the Planned Growth Strategy,  
25 especially related to the phasing and timing of urban growth in the Infrastructure  
26 and Growth Plan, facility planning, impact fees, and Adequate Public Facilities  
27 Ordinance. Strengthening of the partnership between the Albuquerque Public  
28 School and the City is encouraged in a manner consistent with the Community  
29 Education model. The partnership should be carried out by way of a Joint Powers  
30 Agreement.

1           (3)     Regional Plan. The City shall encourage the establishment of a  
2 Regional Plan within the Mid-Region Council of Governments area using the  
3 principles outlined in the Planned Growth Strategy report (Chapter 11, Section 4,  
4 Part 2, Findings).

5           (4)     State of New Mexico. The City will seek statutory changes to  
6 establish consistency requirements for the capital programming and funding of  
7 the New Mexico State Highway Department and the Albuquerque Metropolitan  
8 Arroyo Flood Control Authority (AMAFCA) with the City's Capital Improvement  
9 Program and the Regional Plan.

10          (5)     Intergovernmental Adoption. The City will encourage the  
11 compatible adoption of these policies by the County of Bernalillo and inter-  
12 governmental bodies as appropriate. Policy changes identified in this legislation  
13 that are subject to a joint City–County of Bernalillo body, such as the  
14 Albuquerque Metropolitan Area Water and Wastewater Board and the  
15 Albuquerque–Bernalillo County Government Commission, shall be submitted to  
16 the appropriate process for adoption. The City should enter into a Joint Powers  
17 Agreement with the County of Bernalillo to implement the adopted Planned  
18 Growth Strategy.

19          (6)     City-County of Bernalillo Consolidated Government. The City  
20 shall attempt to incorporate the adopted Planned Growth Strategy policies and  
21 implementation mechanisms into the charter and laws of a future consolidated  
22 City-County of Bernalillo government. It is suggested to the charter commission  
23 that due to the importance of continuity in urban growth management, changes  
24 to these adopted policies and implementation mechanisms should require a 2/3  
25 vote in the affirmative of the governing body of a consolidated City-County of  
26 Bernalillo government.

27          (E)     Changes to City Government and Strategic Partnerships in  
28 Support of the Planned Growth Strategy.

29          (1)     City Government Resources. The Council recognizes that  
30 successful implementation of the Planned Growth Strategy policies goes beyond  
31 changes in policies, laws, and regulation. Rather than creating new programs and

1 staffing, the City should implement the Planned Growth Strategy as adopted by  
2 using existing staff resources, organized in a more effective way, together with  
3 non-City strategic partners. Council recognizes that the City Charter provides the  
4 Mayor with the power to organize City government. The following are  
5 suggestions regarding how this organizational aspect of implementation might  
6 take place.

7 (a) It is recommended that staff members key to Planned  
8 Growth Strategy implementation remain in traditional line departments but also  
9 operate as a functional unit under the Chief Operations Officer (Deputy Chief  
10 Administrative Officer). It is suggested that this Deputy Chief Administrative  
11 Officer sign off on expenditures of the funds identified in subparagraph c below.

12 (b) Staff members from the following City Departments and  
13 programs are recognized as critical to implementation: Planning Department  
14 (Community Revitalization, Neighborhood Coordination, Long Range Planning,  
15 staff members responsible for the Zoning Code and Development Process  
16 Manual); Department of Family and Community Services (Research and Planning,  
17 Community Planning, Community Development Block Grant, HOME  
18 Administration, Albuquerque Development Services, Tax Increment-Metropolitan  
19 Redevelopment, Weed and Seed Program-Neighborhood Programs, Crime  
20 Prevention Through Environmental Design, Economic Development Planning);  
21 Department of Finance and Administrative Services (Office of Capital  
22 Implementation Program); Public Works Department (Neighborhood Traffic  
23 Management, street, water, wastewater and hydrology capital planning staff);  
24 Albuquerque Police Department (Community Partnerships-Crime Prevention and  
25 staff responsible for Community Oriented Policing); Parks and Recreation  
26 Department (Community Planning position, staff responsible for capital planning,  
27 long range planning and design staff in Planning and Design); Transit Department  
28 (route/multi-modal planning staff and staff responsible for capital planning);  
29 Cultural Services (capital planning staff); Solid Waste Department (planning and  
30 capital planning staff); and other staff members as needed.

1 (c) The following revenue sources are identified as strategic  
2 resources to help implement the adopted Planned Growth Strategy: Community  
3 Development Block Grant, Home Investments Partnership Program (HOME),  
4 Emergency Shelter Grants Program, Metropolitan Redevelopment Fund,  
5 Neighborhood Housing and Community Economic Development Fund, Housing  
6 Trust Fund, water and sewer UEC waivers, grants from Federal, State and private  
7 non-profit organizations, Capital Improvement Program (CIP) infill development  
8 set-aside, CIP City Council - neighborhood set aside, all CIP growth related funds,  
9 all CIP deficiency correction funds, a possible new CIP set-aside for Community  
10 Education, transfers from the General Fund, Local Law Enforcement Block Grant,  
11 and other grants whose uses should be consistent with Planned Growth Strategy  
12 policies

13 (d) City Strategic Planning. Together with the City/County  
14 Comprehensive Plan, adopted Planned Growth Strategy policies shall provide  
15 guidance for the development of the City's five year goals and shorter-term  
16 objectives. Implementation of the adopted Planned Growth Strategy and  
17 City/County Comprehensive Plan, as appropriate, shall be addressed and  
18 incorporated into all Program Strategy and Program Activity plans developed as  
19 part of the City's strategic management and budgeting activities. The  
20 Albuquerque Indicators Progress Commission shall develop monitoring and  
21 evaluation measures to gauge the success of Planned Growth Strategy  
22 implementation in relation to baseline measures.

23 (2) Strategic Partnerships. The City shall endeavor to establish a  
24 strategic partnership with the University of New Mexico to assist in planning  
25 efforts related to the Planned Growth Strategy. University schools and programs  
26 that might assist in these efforts include, among others, School of Architecture  
27 and Planning especially the Design and Planning Assistance Center, School of  
28 Public Administration, College of Education, Law School, Bureau of Business and  
29 Economic Research, School of Medicine, and Engineering School. The City also  
30 shall attempt to establish a formal strategic partnership for this purpose with the  
31 Albuquerque Public Schools. As approved by Council, the City may provide seed

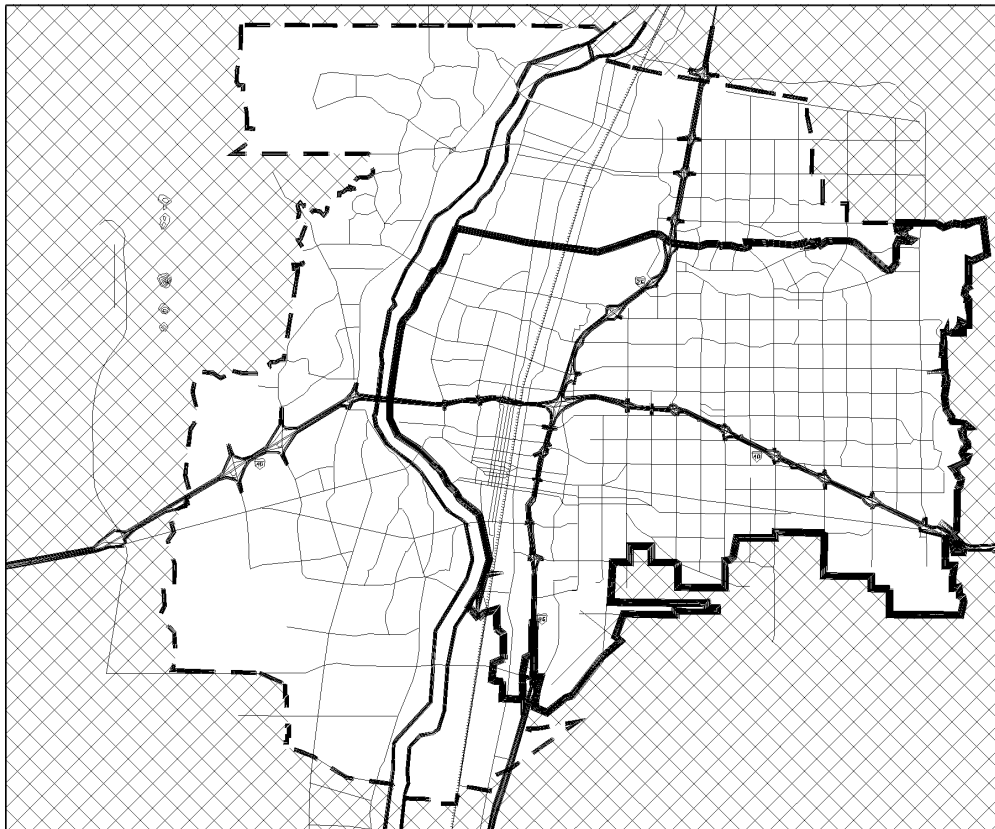
1 operating and capital funding, such as through the CIP and Community  
2 Development Block Grant, to enable these partnerships. The City shall seek cost  
3 saving agreement opportunities with its strategic partners.

4 (F) Priorities for Implementation. Notwithstanding the importance of  
5 other implementation elements, the following areas shall receive the highest  
6 priority with regard to implementation: the Infrastructure and Growth Plan, the  
7 Capital Improvement Program and Impact Fees/Utility Expansion Charges/ Other  
8 Development Related Charges.




9 Section 4. **WORK PROGRAM.** This resolution identifies a myriad of work  
10 actions necessary to implement the goals of the Planned Growth Strategy.  
11 These actions are complex and interdependent, as well as time- and resource-  
12 intensive. Upon approval of this resolution, the project management team  
13 identified in the “Management and Oversight” section will convene and prepare  
14 an overall work program which identifies: 1) specific products, processes  
15 and/or amendments necessary for Planned Growth Strategy implementation, 2)  
16 working groups (and their composition) to be formed for the purposes of  
17 developing and/or amending these products and processes, 3) tasks and  
18 subtasks that will lead to accomplishment of the identified products, processes  
19 and amendments, 4) priorities for which products, processes and/or amendment  
20 work should begin first, with timing of the results identified in relation to other  
21 actions that depend on their completion, and 5) resources needed (personnel  
22 and funding) to carry out each working group’s tasks and subtasks. The  
23 overall work program will be completed by January 31, 2003 and be used by the  
24 Mayor and City Council in the preparation of the annual objectives and budget  
25 performance plan for FY 2004 and subsequent years, until the work actions are  
26 complete.

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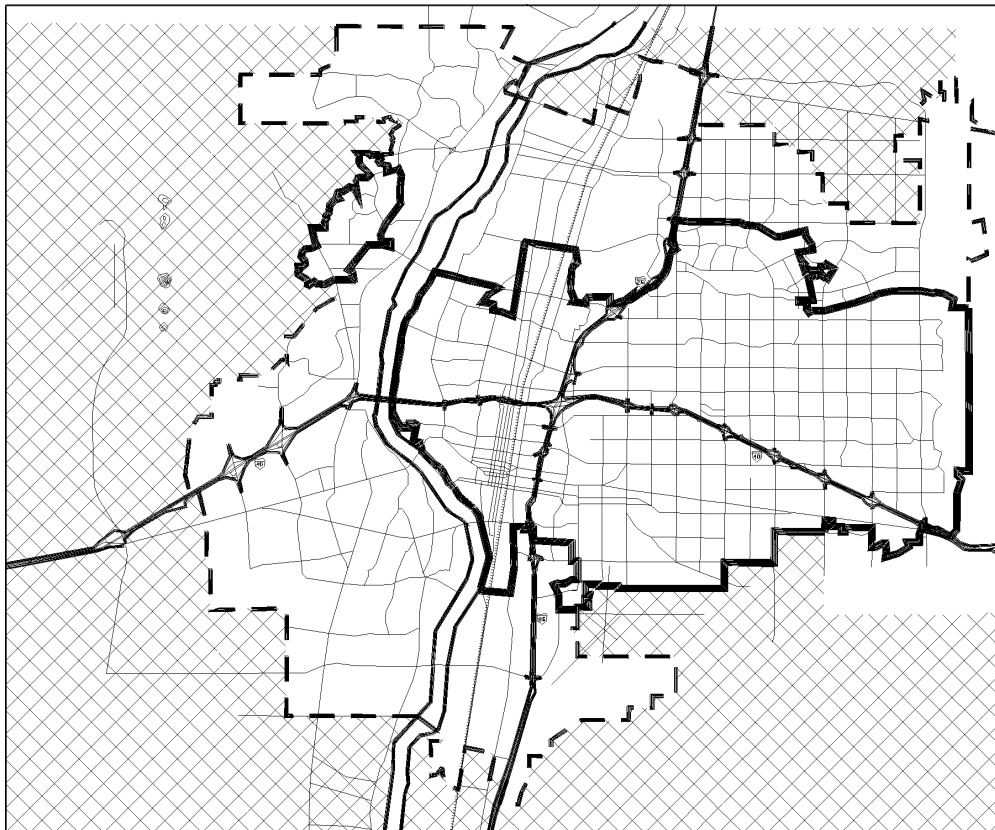
### Water Service






### Legend

-  Fully Served
-  Partially Served
-  Unserved

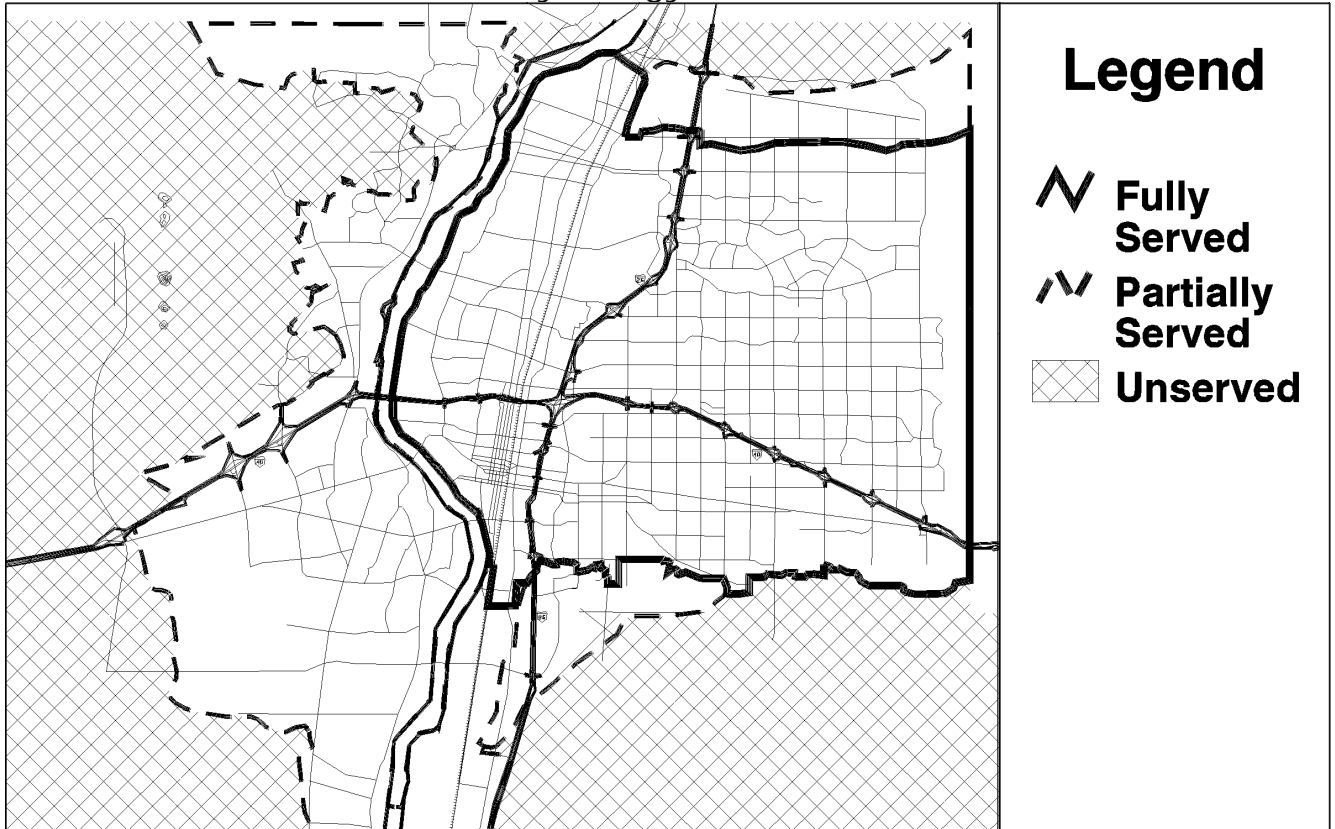
### Wastewater Service



### Legend

-  Fully Served
-  Partially Served
-  Unserved

### Hydrology Service



### Street Traffic Sheds

