

WEST SIDE STRATEGIC PLAN



***SECTION C
ACTION PLAN***

C. ACTION PLAN

Timing and funding for infrastructure development on the West Side is an extremely complex topic. Although it was hoped that this Plan would identify all costs and timeframes associated with West Side infrastructure, any full resolution of these issues must await results of the impact fee studies currently underway, and review of existing funding policies which has not yet occurred.

Infrastructure timing and funding is extremely complex.

The text within the Action Plan identifies future actions needed to implement the Plan, to the extent that these can be identified. **A matrix has also been prepared (included at the end of this section) which identifies each policy in this Plan, responsibility for implementation, desired completion date, and cost of implementation (when available).** This matrix provides easy reference for Plan implementation progress. Additional revision of the Action Plan will occur regularly (every 5 years at a minimum), and future editions of the Action Plan will incorporate the adopted impact fee rates and other new funding policies to strengthen this section.

Concurrency Goals/Timing Issues

The idea that facilities and services will be available when needed by a development is called concurrency. The concept of concurrency has been introduced in several previous plans, including the Comprehensive Plan, through statements which read “Infrastructure shall be available when needed”. These concepts have never been defined or enforced, and questions remain even now as to whether the community has the political and economic will to require concurrency. While concurrency seems simple on the surface, in application it can become extremely difficult. The State of Florida has spent several legislative sessions defining what concurrency means and how it should be applied. Questions that arise include:

- When is concurrency required?
i.e., at the time of construction permits, time of occupancy, or within “x” years of occupancy?
- What facilities need to be concurrent?
i.e., all facilities or some of the facilities? In practice, having all facilities concurrent may not be practical and can also be very expensive.
- How is concurrency calculated?
i.e., first come first served, or are capital facility needs prorated over all future development?

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A concurrency management system will have several components. These are described below as a series of steps.

- Identify the facilities and services to be included in the system.
- Set a Level of Service standard for each facility type (this is being done as part of the Development Impact Fees program).
- Determine when, during the review of a proposed development, to test for concurrency (whether the development meets the LOS standards).
- Develop a procedure for monitoring or accounting for the LOS of each facility.
- Determine procedures and requirements for reserving capacity and establishing vested rights.

A Level of Service standard is part of the calculation of whether a facility has the capacity to serve additional users. The calculations include the following steps:

- $\text{LOS standard} \times \text{Units} = \text{Needed capacity of the project.}$
- $\text{Current capacity of the system} + \text{funded improvements} = \text{Total capacity.}$
- $\text{Total capacity} - \text{capacity now in use} = \text{Available capacity}$
- $\text{Available capacity} - \text{needed capacity} = \text{Surplus or (Deficit).}$

Because Level of Service issues have not yet been resolved, and will not be resolved until after successful implementation of the Development Impact Fees program, the capacity and funded improvements portions of concurrency are impossible to define at this time. The Strategic Plan recommends that a concurrency program be studied as one of the follow-up tasks of this Plan.

Policy C-1: The City of Albuquerque, within one year from adoption of the West Side Strategic Plan, shall analyze and make recommendations to the City Council and other governmental bodies with regard to a procedure for linking development approvals with the availability of critical infrastructure to support development including transportation, hydrology, water and wastewater. Such a study shall include level of service standards which represent adequate available infrastructure; service delivery modeling approaches; a project specific Capital Improvement Program; commitment

of financial resources for infrastructure projects; integration with adopted City policy with regard to funding priorities for infrastructure; linkages with development impact fees or other development related charges; methods for insuring efficient delivery of services including, but not limited to , service delivery zones and the phasing of service delivery; and key points in the development approval process at which infrastructure concurrence analysis will be conducted.

Infrastructure Financing

Current infrastructure costs for the City are described in the “Service Level, Cost & Revenue Assumptions - Fiscal Impact Model” printed by the City in August of 1994. These include capital costs for major and local facilities, operating costs, and rehabilitation costs. These “normal” costs may be affected by the size of the area served and density of development, the level of service provided, and the major facilities needed. The public sector costs may be met by different agencies, such as the City, County, AMAFCA, NMSHTD, or others. The sharing of costs between the different agencies can significantly affect the City’s costs and the resulting obligations of the private sector.

The City staff members involved in predicting infrastructure and service costs for new growth agree that the nucleated urban form required by this Plan will result in cost savings over the traditional grid-based sprawl form of development, but this cost savings is difficult to quantify. A good example of the problems inherent in these predictions is in determining water and sewer costs to service new Communities on the West Side. Estimation of utility costs are complicated by the fact that the provider may vary by area and by time.

For example, the Black Ranch may be served by itself, by Rio Rancho Utilities, by New Mexico Utilities, by a County funded utility, or it may be served by one of these in the early years and by the City or another provider in later years. Water supply issues may also require new and expensive solutions, such as the treatment and distribution of San Juan/Chama water for drinking purposes. New constraints resulting from water and wastewater treatment issues may outweigh the savings generated by compact urban forms connected along transit corridors. At this point in time, there are too many unknowns for the actual costs to be described.

Instead, the Strategic Plan provides a summary of the types of infrastructure funding which are available, and which will be utilized to build the West Side infrastructure systems and provide services to existing and future Albuquerqueans.

City staff agree that compact urban form results in cost savings for the community.

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These funding mechanisms are described below:

Capital Improvements Program

Capital Improvements Programs are simply a method of programming and prioritizing funds, generally from a variety of sources. The City of Albuquerque prepares and publishes a 10-year capital improvements program as mandated by City Ordinance, Article X. The program is reviewed and revised every two years in preparation for approval of General Obligation Bonds by the voters. The first year or two of the program remains relatively certain, but the projects are less certain in later years. Also, some of the budget is lumped together in generic categories without listing specific projects, making analysis difficult.

Major capital improvements for the City of Albuquerque are funded primarily with General Obligation Bonds (10 year duration) or Revenue Bonds. In many cases, these bond funds are matched with Federal and/or State contributions and private assessments. Matching funds include those from the Federal Highway Administration, Federal Aviation Administration, Environmental Protection Agency, Community Development, Economic Development Administration, State Highway and Transportation Department, and Special Assessment Districts.

At issue is whether to spend funds on deficiencies or on new projects.

A growing issue has been whether to spend funds on existing City deficiencies or on new construction projects. No detailed analyses of CIP spending by geographical subarea were available for this Plan, but the general consensus of City staff is that in the past spending has been skewed toward new construction with a continuing accumulation of deferred maintenance needs. The recent trend has shifted direction, with most of the spending now going toward maintenance and rehabilitation needs, and less toward new construction. The City Council has passed an ordinance requiring City Council review and approval of the Mayor's proposed criteria for the bond program. In the review and approval process, the Council mandated the following criteria:

All CIP projects shall be categorized as: Growth, Rehabilitation, Deficiency, or Mandates. The capital funds programmed for rehabilitation, deficiencies, and mandates shall comprise:

<u>Amount</u>	<u>Program</u>	<u>Funding Source</u>
At least 80%	Within each Dept.	G.O. Bonds
At least 80%	Public Works: Water	Enterprise
At least 90%	Public Works: Wastewater	Enterprise

As a result of the Council's mandate, less than 20% of the programs shown above will be programmed in the 1995 two-year capital budget for projects

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classified as growth related (i.e. required to serve new growth or future growth rather than existing facilities). The West Side would then typically get only a portion of that 20%. As the West Side is a new growth area and will have few rehabilitation needs in the newer sections, it is likely that this area receives only a portion of the City's spending, even though a majority of new building permits and new growth occurs there. It may be appropriate to re-examine these percentages in light of the strong growth trends of the community in recent years. Historical patterns of allocating funds may no longer apply under these changed conditions. Some City Departments prefer that this issue be debated as part of the development fee hearings, rather than in this Plan. However, the West Side residents have expressed great interest in the geographical distribution of CIP funds, so it is probably appropriate to discuss the issue in both planning efforts. It should be noted that this discussion is simply that - a discussion, not a set of policies or directives. Public review of spending priorities can be beneficial to the entire City, and should be encouraged to continue.

It is interesting to note that the Northeast Heights was largely built by capital program spending when it was the major growth area. Now that the Heights has largely built out and the population base is present to support Council districts, the spending focus has shifted to maintaining and improving the infrastructure there, rather than building new infrastructure in the next growth area (West Side). While it is recognized that maintenance needs cannot be deferred indefinitely, and that the existing infrastructure needs attention and funding, it is also important to protect the region's future tax base in its primary growth on the West Side.

The 1993 City General Obligation Bond Program was \$80,115,000. CIP projects specific to the West Side totalled \$9,650,000 of this total (some of which were new construction and some of which were rehabilitation or other mandate programs). This is 12% of the year's funding program for an area seeing over 60% of the City's growth, and which includes approximately 18% of the City's population. A further breakdown of the 1993 City CIP projects reveals the following:

Community Services, Environmental Health, Fire, Etc.

39 Total Projects, 7 West Side Projects

Parks and General Services

50 Total Projects, 13 West Side Projects

Parks and General Services/Open Space and Facilities

33 Total Projects, 5 West Side Projects

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Public Works/Streets and Storm Drainage

42 Total Projects, 7 West Side Projects

In 1994, there were requests for \$209 million of projects which were trimmed down to \$74 million in the Mayor's proposed Capital Program. Of these, \$12 million (16%) were for the West Side.

The CIP needs to link improvements to adopted plans.

An additional issue related to CIP spending is how to link programmed improvement priorities with adopted plans. In the past, there has been very little linkage between improvements recommended in City planning documents, and when and what appeared in the CIP. This linkage will be more closely monitored in the future through community based planning efforts in the Planning Department, and the use of staff members designated by geographic area to ensure that recommended infrastructure in each subarea of the City gets programmed at the appropriate time.

Note that this CIP section refers only to City expenditures. Both AMAFCA and the County also fund improvements on the West Side. It is estimated that over 30% of AMAFCA's facility investments in the last 30 years have been on West Side projects. This relates directly to the location of arroyos and the drainage patterns of the Albuquerque area.

Impact Fees

Under this approach, an analysis of infrastructure impact is conducted and then impact fees are levied on various types of development. The fees are collected at time of building permit issuance. Impact fees require a "nexus" finding, i.e., the fee must have a relation to the impact. Fees must be spent within certain time limits and often within defined service areas. Impact fees can not be used to correct existing deficiencies or to provide infrastructure for previous growth.

Impact fees will affect the funding for future growth on the West Side.

Since by definition, impact fees are only collected on new development, the fees have a relation to growth and may increase the cost of new development. In order to calculate impact fees, it is necessary to establish level of service standards that can be used to calculate infrastructure needs. Impact fees will have a tremendous impact on funding infrastructure for future growth on the West Side. They will not correct the existing lag between the development already present, and the infrastructure needed to support that development.

The New Mexico Development Fees Act of 1993 has forced the City and County to prepare an impact fees program in order to assess development fees in the future. The Act sets up specific standards for how to handle fees and on what is and is not allowed. The impact fees program will be publicly reviewed during

1995, but was not available at the time of this Plan's writing. Once the impact fees program is successfully implemented, this Action Plan portion of the Strategic Plan should be amended to incorporate the costs and service level standards adopted.

Project Impacts

Some cities run a fiscal impact model on each development and determine fees based on the analysis. While workable, this method tends to be less comprehensive than the impact fees method described above. The 1993 Development Fees Act would appear to remove this approach as an option for funding or determining fees. However, the fiscal model can be utilized to help to calculate impact fees, and can be used as an analytical tool to determine the pros and cons of an annexation or service extension action.

City revenues come from both property taxes and gross receipts taxes. An examination of fiscal impact by land use type and location could help the City set its growth and annexation strategy. For example, it is likely that many residents may shop within the City irrespective of where they live. It is not unusual for residential uses to have a direct negative fiscal impact.

Will Serve Letters

Will serve letters are often used when there are independent agencies or special districts, for example, schools, fire districts, utility districts, etc. Under this system, each agency may set their own fee schedule or capital improvements program. The idea is that developments are not approved unless all the will serve letters are in place.

The use of impact fees negates the use of will serve letters for most functions. However, a major infrastructure need - schools - has been excluded from the impact fee legislation. It may be appropriate to further examine the legality and practicality of requiring will serve letters for schools. Under such an arrangement, the developer would need to meet with the school district to determine any needs for additional land for facilities, prior to the school's willingness to provide the will serve letter. Various payment techniques are available for how identified land could be acquired. Something similar to this was anticipated in the Planned Communities, as Albuquerque Public Schools is identified as a party to development agreements generated.

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Gross receipts tax revenues account for two-thirds of the City's general fund.

Gross Receipts Taxes

The gross receipts tax comprises approximately two thirds of the general fund revenues for Albuquerque, which was about \$160 million for FY94. None of these funds are currently used for capital facilities. This amount compares to the annual capital facilities expenditure of \$153 million for the same time. To some extent, the use of property tax for infrastructure and gross receipts tax for operating expenditure is an arbitrary distinction. In many parts of the country, the funds are simply merged and used to pay both capital and operating expenditures.

This distinction between funds could be critical in looking at a regional strategy since it is not unusual for people to live in one taxing jurisdiction and shop in another. In relation to the West Side Strategic Plan, the way gross receipts taxes are calculated and distributed can impact governmental structure, both in terms of City of Albuquerque annexation policy and the idea of regional authorities.

Quality of Life Fund

The Quality of Life Fund is funded by a quarter-cent sales tax begun in 1988 and scheduled to run until December 1995. Revenue is projected at \$188 million and roughly \$135 million has currently been earmarked for specific projects (mostly related to the new biological park on the east side of the river near Central Avenue). Over time, this fund has appropriated \$4.69 million for West Side transportation projects and \$800,000 for storm drainage projects (or 4% of the earmarked funds).

Several Citizens Steering Committee members noted that during the Quality of Life Fund public meetings to determine how additional revenues should be spent, no new projects were identified for the West Side. In fact, one project proposed using some of the money to “clean up” the lands adjacent to the Rio Grande, but only for the east side of the river. West Side residents are becoming increasingly frustrated over their perception that they pay the same taxes as East Side residents but get fewer services. These perceptions exist in other areas of the City as well. Efforts should be made to make sure that equalized services are indeed available to all Albuquerqueans regardless of their subarea.

State Funds

Each legislative session includes a variety of bills for State financing of local projects.

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Typical projects include:

Recreation Centers	Water and Sewer Expansions
Tennis Courts	Parking Lot Paving
Road Paving Projects	Soccer Fields
Community Centers	Open Space Acquisition
Parks and Trail Facilities	

Legislative funding for key West Side projects for which local funds are unavailable will be increasingly important in the next decade while an attempt to catch up to existing growth is made. In the future, impact fees will allow greater recovery of costs for new development, but a lag exists currently between existing growth and needed infrastructure. It is reasonable for the State to finance some of the larger regional projects which transcend jurisdictional boundaries. Additionally, it is largely the new development and growth from areas like the West Side which is fueling the State's current excess revenue fund. Some of this revenue should be invested in the future in these growth areas.

Bernalillo County

Bernalillo County, similar to the City of Albuquerque, does a bond issue every other year. These have been running \$20-25 million, however, the issue which went to voters in 1994 was for \$37.7 million. The bond issue has generally been set to not raise the mill levy. The current increase beyond average spending is based on a combination of new development and a reassessment year. It is anticipated that this bond can be accommodated within the current mill levy.

The County also completes a 10 year capital impacts program as required by the State for various State funding. The program is used to document requests for special legislative funding from the State.

In the future, Bernalillo County may control significant areas of urban density population on the West Side. This will require extensive programming of capital funds which are linked more directly with planning and development policies than they have been in the past. Like the City, the County will have to make some commitments to West Side infrastructure in the next 20 years and systematically program the expenditures consistent with phasing priorities of this Plan.

Other Funding Sources

Other funding sources include a variety of project specific funds, many of which can only be spent on certain things, or which are used for matching funds.

It is reasonable for the State to finance some of the larger regional projects which transcend jurisdictional boundaries.

In the future, Bernalillo County may control significant areas of urban density population on the West Side.

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These include:

- a. City enterprise funds, which include water/wastewater, aviation, parking, transit, refuse, golf, and solid waste funds
- b. special “quality of life” or other onetime taxes
- c. basic services (Ordinance 89) fund
- d. Metropolitan Redevelopment funds
- e. Urban Enhancement Trust funds
- f. developer contributions (now under impact fees)
- g. AMAFCA contributions for flood control
- h. Conservancy District for irrigation water
- i. neighborhood association matching funds, and
- j. Albuquerque Public Schools

National Trends

A recent trend study* of large cities indicating recent actions in relation to expenditure and revenues gives some interesting insight that could be useful in Albuquerque. The percent of cities taking action were as follows:

Expenditure Actions Taken

Reduced growth rate in operating spending	70%
Improved productivity levels	54%
Reduced actual level of capital spending	48%
Contracted out more services	44%
Froze municipal hiring	37%
Reduced full-time City employees	20%
Signed interjurisdictional cost-sharing agreements	20%
Reduced City services levels	15%

Revenue Actions Taken

Increased level of fees/charges	52%
Implemented new fees/charges	26%
Increased property tax rates	22%
Increased rates of other taxes	17%
Imposed or raised development impact fees	13%
Increased sales tax rates	10%
Implemented a new tax or taxes	9%
Expanded the tax base	6%
Increased income tax rates	3%

*Source: Michael A. Pagno, 1994, City Fiscal Conditions in 1994. *Research report on America's cities, Washington, D.C.: National League of Cities, pp. 24-25.*

Intergovernmental Agreements/Legislative Needs

There are a variety of intergovernmental agreements which will need to be put in place for truly regional problem solving to occur. The Regional Authority (or other regional model) is the clearest example of this type of agreement. Other agreements include: joint powers agreements between Bernalillo County and City of Albuquerque, between Albuquerque and Rio Rancho, between APS and both the County and City, and other interjurisdictional agreements for funding and acquisition projects with AMAFCA, the National Park Service, and others. Public and private partnership agreements will also be critical for infrastructure funding on the West Side. These various agreements are critical to the successful implementation of this Plan and must be implemented during the first five year period.

Additionally, there will be special legislative needs at the State level to implement the Plan. The State would have to grant powers for the establishment and operation of any regional bodies. If the regional approach utilized is that of an enhanced MRGCOG, the additional powers of that agency would have to come from the State. There are also some unique funding needs on the West Side, which may best be addressed from the State level, with participation from all local governments. Cost-sharing between all agencies is the most efficient leveraging method for funding infrastructure systems of a regional scale. Requests for special legislative appropriations should be made during the first five year period to try to catch up with existing needs for roads, drainage systems, schools, parks, and open space land acquisition. Requests for special appropriations should be made by a consortium of local governments with matching funds identified wherever possible in order to enhance the chances of success for these requests.

Cost sharing for regional infrastructure is the most efficient approach.

Development Process Action Steps

The two key actions required to implement real change in the West Side development process is the preparation of a Unified Development Code and the West Side Design Guidelines. Both of these actions should begin in 1996, before more time is lost in which to influence the urban form and quality of design on the West Side. This will require joint funding from the City and County. Both of these jurisdictions should be equally involved in the preparation of these new development controls from the beginning, in order to uniformly enforce and administer the new standards, and to build consensus within the community on what the West Side should become in the future. The process of developing these new standards must be as publicly inclusive as possible, and include input from neighborhoods, developers, landowners, and the general public in order to establish standards with broad public support.

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Preparation of a Unified Development Code and Design Guidelines is required to implement this Plan.

Plan Monitoring and Refinement

Physical development on the West Side will occur over many decades. This Plan shall be refined, monitored, and updated often to ensure that it is kept current and responsive to changing conditions and community needs. Plan updating through small amendments will be made annually. Plan revision of major sections will be completed every five years. It is expected that at the end of the 20 year time frame of this Plan, it will have been completely rewritten several times in response to changing information, new costs, altered levels of service, and different funding strategies which will emerge over time. The basic intent of the urban form, and vision of the West Side residents, will remain intact over time. By approving this Plan, both Bernalillo County and the City of Albuquerque are committing to a long-term program of West Side Strategic Plan implementation, which includes revisions as needed.

Recommended Plan and Policy Amendments

It is recommended that the existing West Side plans and policies be amended, rescinded, or absorbed into the policies of this Plan at the same time that this Plan is adopted. In this way, the plans will be made readily consistent, without a lag time where even more plan inconsistencies are being enforced by elected officials than what is occurring today. Many of the existing plans are outdated and superseded by this Plan and can simply be rescinded. Others will remain in place, but will require amendments to make them consistent with this Plan. These amendments and revisions will be submitted to elected officials as a parallel package for approval along with this Plan. The amendments package will be available in October 1995. There are currently a number of ongoing planning projects that affect the West Side. All draft plans related to the West Side shall be completed in a timely fashion.

Action Plan Matrix

The matrix pages which follow summarize all of the policies of the Plan, and include responsibilities for implementation of each policy. This Action Plan matrix is a key strategic tool which will be used to ensure Strategic Plan implementation. In addition to the Action Plan Matrix, a brief outline of immediate Plan implementation steps is included below. In order to begin implementing this Strategic Plan, the City Council and County Commission must immediately commit to funding the Plan follow-up steps. The outline of actions required in the first five years is included as follows:

Immediate Actions

- Process amendments to existing West Side plans consistent with the West Side Strategic Plan policies (City and County Planning)
- Establish a "skills center" at the Atrisco Business Park (City Planning, City Office of Economic Development, and T-VI)
- Aggressively enforce West Side weed, litter, and zoning violations (City and County zoning)
- Begin planning and design work for West Central Streetscape improvements (City Public Works and City Planning)
- Revise City utility extension and annexation policies to be consistent (City and County Public Works and Legal)
- Implement co-location policies to ensure that joint public/public and public/private facilities opportunities are realized (All City and County departments)
- Require review agencies to enforce naturalistic treatment of arroyos (City and County review agencies and AMAFCA)
- Complete and adopt an Archaeological Protection Ordinance (City and County)
- Complete the Open Space Facility Plan (City Open Space Division)
- City and County to each designate a minimum of one staff person to specifically coordinate West Side Strategic Plan actions.
- Investigate development alternatives for the basalt flow area (City and County Planning, Public Works, Legal, and Parks)

Action Plan: Years 1 - 3

- Develop West Side Community/Neighborhood Plans and Design Guidelines (City and County Planning and Public Works)
- Sponsor a task force to investigate a Regional Authority to address regional issues of transportation, water, waste water, air quality, etc. (MRGCOG, City and County elected officials, Rio Rancho, other communities)
- Prepare a Bosque Protection Strategy (City Open Space Division and City and County Planning)
- Prepare a Unified Development Code and new Citywide performance standards (City and County Planning)
- Prepare a West Side Transportation Plan responding to urban form (City and County Public Works, MRGCOG, City Transit and Parking Department)
- Complete water and wastewater master plan responding to West Side urban form and alternative service delivery options (City and County Public Works)

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Action Plan: Years 2 - 4

- Develop the City and County Capital Programs to reflect appropriate funds for West Side public facility and infrastructure deficiencies (City and County)
- Complete the update of the Double Eagle II Master Plan including an area-wide location study (City Aviation)
- Complete the Planned Communities Criteria (City and County Planning)
- Create West Albuquerque Gateway at I-40 and Central Avenue (Public Arts Program and Shared Vision)
- Propose local, State, and federal legislation to address constraints to alternative drainage options (City and County Public Works and Legal)

Action Plan: Years 3 - 5

- Prepare comprehensive West Side Mobility Plan (MRGCOG, All City and County Departments)
- Adopt appropriate legislation to address deannexation of areas throughout the West Side most suitable for County jurisdiction (City and County Legal)

Action Plan: Years 4 - 5

- Prepare planning and funding strategies for West Central Streetscape Improvements from Coors Blvd. to I-40 (City Public Works and Planning)
- Prepare funding strategies for billboard buyout program (City and County Zoning)
- Prepare a Rio Puerco Plan (County Planning)

WEST SIDE ACTION PLAN MATRIX

Abbreviations

ACC	Albuquerque City Council	COAHD	City of Albuquerque Hydrology Division
AED	Albuquerque Economic Development	COALSD	City of Albuquerque Library Services Division
AFD	Albuquerque Fire Department	COAOED	City of Albuquerque Office of Economic Development
AM	Albuquerque Mayor	COAONC	City of Albuquerque Office of Neighborhood Coord.
AMAFCA	Albuq. Metropolitan Arroyo Flood Control Authority	COAOSD	City of Albuquerque Open Space Division
APD	Albuquerque Police Department	COAPD	City of Albuquerque Planning Department
APS	Albuquerque Public Schools	COAPGSD	City of Albuquerque Parks & Gen. Services Department
BCC	Bernalillo County Commissioners	COAPWD	City of Albuquerque Public Works Department
BCEHD	Bernalillo County Environmental Health Department	COATPD	City of Albuquerque Transit Department
BCM	Bernalillo County Manager	COAUD	City of Albuquerque Utilities Division
BCPRD	Bernalillo County Parks and Recreation Department	CRR	City of Rio Rancho
BCPC	Bernalillo County Planning Commission	MRGCOG	Middle Rio Grande Council of Governments
BCPWD	Bernalillo County Public Works Department	NMEDO	New Mexico Economic Development Office
BCPZD	Bernalillo County Planning and Zoning Department	NMED	New Mexico Environment Department
COAAD	City of Albuquerque Aviation Department	NMSHTD	New Mexico State Highway and Trans. Dept.
COACSD	City of Albuquerque Family & Community Serv. Dept.	NPS	National Park Service
COADDD	City of Albuquerque Design & Development Division	OSAB	Open Space Advisory Board
COADRB	City of Albuquerque Development Review Board	PE	Plains Electric
COAEHD	City of Albuquerque Environmental Health Dept.	PNM	Public Service Company of New Mexico
COAEPC	City of Albuquerque Environmental Planning Comm.	T-VI	Albuquerque Technical Vocational Institute

Policy #	Description	Responsibility	Funding Request	Completion Date
FUTURE URBAN GROWTH MANAGEMENT POLICIES				
A-1	Future adopted policies will take precedence over any incompatible policies in WSSP	ACC and all implementing agencies	N/A	Ongoing
A-2	Review WSSP one year following adoption	ACC, AM, COAPD	1997	1998
A-3	South Valley Area Plan policies take precedence over WSSP in overlapping areas	COAPD, BCPZD	N/A	Ongoing

THE COMMUNITY CONCEPT

1.1	Designate 13 distinct Communities, Control form	COAPD, BCPZD, COAEPC, BCPC	1997	1997
1.2	Provide transit feasibility and access plan for each development in the Regional Center	COATPD, Private developers	Ongoing	Ongoing
1.3	Prohibit strip commercial developments	COAPD, BCPZD, BCPC, COAEPC	Ongoing	Ongoing
1.4	Delete previous West Side Urban Centers from existing plans	COAPD, BCPZD	1997	1997
1.5	Require pedestrian/bicycle access to Community and Neighborhood Centers	COAPD, BCPZD, Private developers	Ongoing	Ongoing
1.6	Preserve large areas dedicated to employment uses, recruit users	COAPD, COAEDO, BCPZD, NMEDO	1997	Ongoing
1.7	Locate technology skills center at or near Atrisco Business Park	COAEDO, APS, NMEDO	1997	1998
1.8	Develop specific design policies for non-residential buildings in Centers as part of design principles	COAPD, BCPZD	1997	1999
1.9	Future neighborhood and community centers may be designated and developed	COAPD, BCPZD	Unknown	2020
1.10	Designated neighborhood & community centers shall be reviewed periodically for viability and appropriateness	COAPD, BCPZD	Unknown	Ongoing
1.11	Develop incentives encouraging private sector to develop activity centers in line with policies of this plan	COAPD, BCPZD	Unknown	Unknown
1.12	The ideal community activity center of 35 to 60 acres will have parcels and buildings in scale with pedestrians	COAPD, BCPZD	N/A	Ongoing
1.13	The Community Activity Center shall provide the primary focus for the entire community	COAPD, BCPZD	N/A	Ongoing

1.14	The typical Community Center shall be accessible by a major street or parkway as a hub for transit service	COAPD, COATPD, COAPWD	As Built	Ongoing
1.15	Neighborhood Centers of 15 to 35 acres shall contain generally small parcels and buildings	COAPD, BCPZD	N/A	Ongoing
1.16	Neighborhood Centers shall be located on local collector and sometimes arterial streets.	COAPD, BCPZD	N/A	Ongoing
JURISDICTIONAL, DENSITY, AND CHARACTER				
2.1	Prevent expansion of other municipalities within the Plan Area	ACC, BCC, BCM, AM	1997	Ongoing
2.2	Develop consistent and uniform development policies to jointly manage the areas within Plan Boundary	COAPD, BCPZD, BCPC, COAEPC	1997	1998
2.3	Modify boundaries to clarify service delivery	COAPD, BCPZD, ACC, BCC	1997	1998
2.4	Amend water and sewer extension policies relating to annexation	COAPD, BCPZD, ACC, BCC	1997	1998
2.5	Determine whether public schools have sufficient capacity when considering approval of subdivisions	APS, COAPD	Ongoing	Ongoing
SPECIFIC WEST SIDE COMMUNITIES				
3.1	Designate Cottonwood Mall area as the West Side Regional Center	COAPD, COAEPC, Private Developers	1997	1997
3.2	Describe appropriate locations for residential and non-residential development in or near the Regional Center within Seven Bar	COAPD, COAEPC, Private Developers	N/A	1997
3.3	Include mixed-uses and multi-modal transportation in the Regional Center and discuss location of a transit center	COAPD, MRGCOG, COAPTD, Private Developers	Ongoing	1999

3.4	Several clusters of neighborhoods will develop within Seven Bar Ranch. Each shall be served by a Neighborhood Center	COAPD, BCPZD	N/A	Ongoing
3.5	Require setback for trails and open space along the entire length of the Calabacillas Arroyo	COAPD, BCPZD, AMAFCA, COAOSD, Private Developers	Ongoing	Ongoing
3.6	Complete acquisition and design tasks for Westside Blvd., McMahon, Universe, Rainbow, Unser, Golf Course, Coors Bypass, and NM 528 incorporating transit opportunities	COAPWD, BCPWD, NMSHTD, MRGCOG, CRR	1997	2000
3.7	Negotiate to determine the best method to protect the Calabacillas Pueblo and identify appropriate funding sources for public acquisition	COA, COAOSD, property owners	1997	1998
3.8	The largest mix of land uses and highest density shall develop in the Community and Neighborhood Centers	COAPD, BCPZD	N/A	Ongoing
3.9	Resolve critical road issues affecting the Paradise Community	BCPZD, COAPD, MRGCOG, NPS, BCM, AM	1997	1998
3.10	Respect open space designation on the south side of the Calabacillas Arroyo and preserve views through design guidelines	BCPZD, COAPD, AMAFCA, COAOSD, COAPWD, BCPWD, Private developers	1997	1999
3.11	Preserve Piedras Marcadas Arroyo in its most naturalistic state	BCPZD, COAOSD, COAPD, AMAFCA, COAPWD, NPS BCPWD, Private developers	1997	1998
3.12	Allow continued growth in Taylor Ranch	COAPD, COAEPC, Private developers	N/A	Ongoing
3.13	The Montaña Bridge has been built. The City should continue consideration of multi-modal opportunities	COATPD, COAPWD	Ongoing	Ongoing
3.14	Carefully analyze zone change requests in Alban Hills	BCPZD, BCPC	N/A	Ongoing

3.15	Apply and enforce design guidelines to avoid further degradation of views to and from the escarpment	COAPD, BCPZD, COAEPC, COAOSD, Private developers	N/A	Ongoing
3.16	Define land uses in Community and Neighborhood Centers in Taylor Ranch Community including mixed-use and multi-modal access	COAPD, COAPWD, COATPD	N/A	2004
3.17	Allow regional trail connections and designated open space along the Boca Negra Arroyo, subject to regulations within the Petroglyph National Monument	COAOSD, COAPD, NPS, COAEPC, OSAB	1997	Ongoing
3.18	Protection and preservation of the bosque is critical. Development east of Coors Boulevard shall be sensitive to this community asset.	COAPD, BCPZD	N/A	Ongoing
3.19	Discussions shall continue between Ladera Neighborhoods and the NPS regarding monument visitor impacts	COAONC, NPS, Neighborhood Associations	1997	Ongoing
3.20	Begin the process to consolidate separate electrical transmission corridors into common corridors or place underground	COAPD, COAEHD, PNM, PE	1997	2006
3.21	Strip commercial development not allowed north of St. Joseph's Drive in Ladera Community	COAPD, COAEPC, Private Developers	N/A	Ongoing
3.22	Provide adequate street lighting in the Ladera community within "dark sky" parameters	COAPWD	1997	1999
3.23	Encourage non-residential development on the western side of the Ladera Community in Neighborhood Centers relating	COAPD, Private Developers	N/A	Unknown
3.24	The area just west of Coors and north of I-40 up to a point about 1000 feet south of Ladera Drive should be designed and developed as the Community Activity Center for Ladera	COAPD, Private Developers	N/A	Unknown

3.25	Analyze new development proposals and rezonings to avoid negative impacts on the National Monument and other surrounding properties.	COAPD, NPS, COAEPC, BCPZD, BCPC	N/A	Ongoing
3.26	Amend the zoning on West Central Ave. to allow jewelry manufacturing	COAPD	1997	1998
3.27	Make streetscape and roadway improvements to West Central Ave. to enhance vehicular and pedestrian safety and to improve appearance and image	COAPWD, COAPD	1998	2000
3.28	Create task force to solve social problems of West Central Ave.	APD, COAONC, Private landowners	1997	Ongoing
3.29	Retain rural character and density south of West Central Ave., except along Bridge or near Coors and Bridge	BCPZD, COAPD, Private Developers	N/A	Ongoing
3.30	A full range of mixed land uses should be supported along both sides of this corridor. Nodes should be emphasized at Central and Coors (Community Center scale) and Atrisco Plaza (Neighborhood Center scale)	COAPD, Private Developers	2003	Ongoing
3.31	Continue activities of the West Central Merchants Association in West Central and Atrisco Park	Private Businesses	N/A	Ongoing
3.32	Protect views to the east from the bluffs above the river in the West Central Community	COAPD, COAEPC, Private landowners	N/A	Ongoing
3.33	Allow new residential and non-residential development to occur in Atrisco Park Community	COAPD, COAEPC, Private developers	1997	Ongoing
3.34	Promote job growth within the Atrisco Business Park	COAPD, COAEDO, AED, NMEDO, landowners	1997	Ongoing

3.35	Establish a “skill center” at the Atrisco Business Park to provide job training for West Side residents	COAPD, COAEDO, Albuquerque T-VI, APS	1997	1999
3.36	Support redevelopment of the five acre tracts west of Atrisco Business Park	COAPD, COAEPC, Private developers	N/A	2000
3.37	Extend West Central Ave. improvements west of Coors Blvd.	COAPD, COAPWD, BCPZD, BCPWD, MRGCOG	1997	2002
3.38	Expand non-residential development near Coors Blvd. and West Central Ave.	COAPD, COAPWD, COAEPC, Private developers	N/A	Ongoing
3.39	Support the creation of a “Gateway to Albuquerque” monument and assorted land uses at I-40 and West Central Ave. through public/private partnership	COAPD, NPS, Tourist-related agencies	1997	2000
3.40	Continue growth at urban densities in the Bridge/Westgate Community	COAPD, COAPWD, COAEPC, Private developers/businesses	1997	2006
3.41	Promote public/private financing in Bridge/Westgate Community, Encourage employment	COAPD, COAEDO, COAEPC, Private developers/businesses	1997	2006
3.42	Support mixed-use higher density development within Bridge/Westgate Activity Centers	COAPD, Private Developers	N/A	Ongoing
3.43	Prohibit very low density, rural development in the Bridge/Westgate Community	COAPD, COAEPC, Private developers	N/A	On-going
3.44	Consider locating new public service facilities in the Bridge/Westgate Community	COACSD, APD, AFC, COALD	1997	2006
3.45	Support physical and social enhancements for Bridge and Central Ave.	COACSD, COAPWD, APD, COAONC	1997	2006
3.46	Enforce existing ordinances relative to zoning, weeds, junkyards, signage, etc. along Coors Boulevard	COAPD, BCPZD, COAEHD, BCEHD	1997	Ongoing
3.47	Revisit and amend all existing plans to reflect current priorities in the WSSP	COAPD, BCPZD	1997	Ongoing

3.48	Promote low-density development within the Gun Club Community except in Activity Centers	BCPZD, BCPC, Private landowners	N/A	Ongoing
3.49	Retain one acre lot minimums for Gun Club Community and prevent more septic tanks and individual wells	BCPZD, BCEHD, BCPC, Private landowners	1997	Ongoing
3.50	Explore extension of City utilities and/or community water and wastewater systems into the Gun Club Community	State of New Mexico, BCPWD, BCEHD, BCBCC, BCM, COAPWD	1998	2001
3.51	Preserve existing agricultural uses and rural development standards in the Gun Club Community	BCPZD, COAPD, BCPC, COAEPC, BCM, AM	1997	1998
3.52	Agree on annexation boundaries for the Gun Club Community	BCPZD, BCPWD, BCPC, Private developers	1997	1998
3.53	Acquire Hubbell Oxbow as Open Space	COAOSD, COAOSB, BCC	1998	2001
3.54	Accommodate growth in Westland North and develop with Planned Communities Guidelines	COAPD, COAEPC, Westland, COAPWD	1997	Ongoing
3.55	Combine power line corridors into consolidated easements	COAPD, COAEHD, PNM, PE, Westland	1998	2011
3.56	Define amount and schedule for Atrisco Terrace acquisition, dedication, preservation	COAOSD, OSAB, COAPD, COAEPC, Westland	1997	1998
3.57	Allow appropriate designed development which will protect visual and physical features of the Atrisco Terrace	COAPD, COAEPC	N/A	Ongoing
3.58	Define location and scheduled improvements of regional drainage facilities at Westland North	COAHD, COAPWD, NPS, AMAFCA, Westland, BCPWD	1997	1998
3.59	Encourage urban density development for Westland North under City or County	BCPZD, COAPD, COAEPC, BCPC, Westland	N/A	Ongoing
3.60	Westland North to follow design guidelines sensitive to visual impacts of the National Monument	COAPD, COAEPC, COAOSD, Westland	1997	Ongoing

3.61	A Community Center, appropriate Employment Centers, and Neighborhood Centers are identified for the Westland North Community	Private Developer	N/A	N/A
3.62	Screen water storage facility near the southern terminus of the Escarpment by painting it and providing native landscaping, screen other water storage facilities	COAUD, NPS	1997	1998
3.63	Require development of Westland South consistent with Planned Communities Guidelines	BCPZD, BCPC, Westland	N/A	Ongoing
3.64	Discuss method and timing of acquiring Southwest Mesa Escarpment Sandhills at Westland South	COAOSD, OSAB, BCPC, Westland, BCPRD	1997	1999
3.65	Preserve adequate space for trails and open space along Amole Arroyo	BCPZD, COAOSD, OSAB, AMAFCA, BCPWD, BCPRD	1997	1999
3.66	Ensure that the Rio Bravo Community be developed within framework of Planned Communities Guidelines	BCPZD, BCPC, Westland	N/A	Ongoing
3.67	Utilize community water and wastewater systems with Rio Bravo Community	BCPWD, COAUD, BCM, BCC, State Legislature	1998	Ongoing
3.68	Define how, when, and amount of open space to be acquired for Southwest Mesa Escarpment Sandhills in the Rio Bravo Community	COAOSD, OSAB, BCBCC, Westland, BCPRD	1998	1999
3.69	Allow mixed use, high density development near confluence of Paseo del Volcan and Rio Bravo	BCPZD, BCPC, Westland	N/A	Ongoing
3.70	Develop strategy for future development of North Mesa Community	BCPZD, BCPC, BCM	1998	1999
3.71	Undertake studies to define Westside Blvd., Irving, and Paseo del Norte corridors	MRGCOG	1998	2001
3.72	Develop and plan the Black Ranch under Planned Communities Guidelines	BCPZD, BCPC, Black Family	N/A	Ongoing

3.73	Provide County services to Black Ranch	BCPWD, BCC, BCM, Black Family	When Appropriate	Ongoing
3.74	Enforce development within Far West Mesa area under Planned Communities Guidelines	BCPZD, BCPC, Westland	N/A	2040
3.75	Prepare Rio Puerco Plan	BCPZD, BCPC, landowners	1998	2000
3.76	Finish studies and plans to determine the future DEII	COAAD, COAEPD	1997	1998
3.77	Clarify future intent for open space trust lands adjacent to DEII	COAOSD, OSAB	1997	1998
3.78	Study best long-term use for Shooting Range Park and Grasslands Preserve area, designate Rio Puerco Escarpment as Open Space	COAOSD, OSAB, COAPGSD, COAPD	1997	2000
3.79	Invite NPS to participate in future West Side planning efforts	COAPD, BCPZD, NPS	N/A	Ongoing
3.80	Foster a mutually positive atmosphere between NPS, City, and County	NPS, BC, COA	N/A	Ongoing
3.81	Minimize negative impacts upon the National Monument and adjacent neighborhoods	COA and BC elected officials, NPS, COAONC, COAOSD	N/A	Ongoing
3.82	Continue involvement of the City and County in the Park Service's General Management Plan process	NPS, BCPZD, COAPD, BCM, AM, COAOSD	N/A	Ongoing
3.83	Restrictions on public access to Petroglyph National Monument	BC, COA, NPS	N/A	Ongoing
3.84	Stormwater flows affecting Petroglyph National Monument and surrounding lands	BCPWD, COAPWD, NPS	1997	1998
3.85	Target export jobs for West Side	AED, COAOED, NMEDO	1997	Ongoing
3.86	Reduce time required for development approvals for targeted industries	COADRB, COASOED, AED, COAPD, COAPWD	N/A	1998
3.87	Develop job-ready workforce for West side; encourage T-VI to locate campus near Atrisco Business Park	AED, COAOED, T-VI	1998	1999

3.88	Carry out redevelopment efforts south of I-40 to encourage job creation there	COAPD, BCPZD, COAPWD, BZPWD, COAOED	1998	1999
3.89	Establish non-profit development corporation to encourage targeted industries to locate on West Side	COACSD, COAOED, AED, BCPZD, T-VI	1997	1998
3.90	Explore establishing high quality office/industrial park in eastern portion of Westland North Community	AED, COAOED, COAPD, BCPZD, COAOSD, NPS, Private Developers	1998	1999
3.91	Explore establishment of Uptown-like office development in Cottonwood Mall area	COAPD, COAEPC, COAOED, Private Developers	1998	1999
3.92	Encourage & support telecommuting & home-based businesses on West Side	COAOED, COAPD, ACC	1998	1999
3.93	Develop regional metropolitan economic development strategy	ACC, AM, BCC, BCM, CRR, MRGCOG	1998	1999
DEVELOPMENT PROCESS ISSUES				
4.1	Control development phasing by programming public infrastructure investment	COAPWD, BCPWD, BCM, AM, BCC, ACC, COAPD, BCPZD	Ongoing	Ongoing
4.2	Program infrastructure, new facilities, and additional services consistent with the general intent of phasing plan	COAPWD, BCPWD, COACSD, COAPD, BCPZD, APD, AFD	Ongoing	Ongoing
4.3	Establish phasing boundaries through Growth Management Strategy; provide infrastructure through capital program	ACC, AM	Ongoing	Ongoing
4.4	Prepare and enforce a joint Unified Development Code (UDC)	COAPD, BCPZD, COAEPC, BCPC	1997	1999
4.5	Replace other development codes with the UDC once it is developed	COAPD, BCPZD, COAEPC, BCPC	1998	1999
4.6	Implement specific design guideline sections immediately	COAPD, BCPZD, COAEPC, BCPC	N/A	1997
4.7	Jointly develop and enforce West Side Design Guidelines	COAPD, BCPZD, COAEPC, BCPC	1997	1999

4.8	Recognize the different values that give communities their identity via the design guidelines and agree on the content of the guidelines	COAPD, BCPZD	N/A	Ongoing
4.9	Make the process to develop design guidelines as publicly inclusive as possible	COAPD, BCPZD	1997	1999
4.10	Promote and establish land uses and urban patterns that provide alternatives to single occupancy vehicles	COAPD, COAEPC, BCPZD, BCPC	1997	Ongoing
4.11	Keep existing design standards until new guidelines are adopted and previous standards rescinded	COAPD, BCPZD, COAEPC, BCPC	N/A	1999
4.12	Consider applying incentives to developments deemed appropriate within areas served by infrastructure as Conditions of Approval	COAEPC, BCPC	1997	Ongoing
4.13	Include specific items as incentives in areas served by infrastructure	COAEPC, BCPC	1997	Ongoing
4.14	Provide incentives against sprawl in the new policy for areas served by infrastructure	COAPD, BCPZD, COAEPC, BCPC, Private developers	1997	1999
4.15	Consider applying value housing incentives to development applications designated as Conditions of Approval	COAEPC, BCPC, COAPD, BCPZD	N/A	Ongoing
4.16	Define value housing criteria	Private developers, COAPD, BCPZD, COAEPC, BCPC	N/A	Ongoing
4.18	Study additional means to achieve value housing on the West Side and in other parts of the metropolitan area	COAPD, BCPZD, BCBCC, ACC	1997	1999
4.19	Amend Unified Development Code once additional approved value housing policies are created	COAPD, BCPZD	1998	1999
4.20	Clarify municipal limits and define utility extension policy	COAPD, BCPZD, BCC, ACC, BCPWD, COAPWD	1997	1998

4.21	Define new annexation policies relative to service delivery	COAPD, BCPZD, BCC, ACC	1997	1998
4.22	Define strategy for long-term governance of the metropolitan region	COAPD, BCPZD, ACC, BCC, BCM, AM, MRGCOG	1997	1998
REGIONAL AUTHORITY RECOMMENDATIONS				
5.1	Sponsor joint Regional Authority Task Force to study and achieve meaningful regional problem solving	ACC, BCC, MRGCOG, BCM, AM, AMAFCA	1997	1998
5.2	Designate a lead entity and supporting entities to implement Regional Authority Task Force findings	Regional Authority Task Force	1997	1998
5.3	Establish regional implementation techniques by 1999	Regional Authority Task Force	1998	1999
5.4	Support MRGCOG's regional planning program & insure consistency between regional plan and local plans	All implementing agencies	Ongoing	Ongoing
TRANSPORTATION SYSTEM				
6.1	Use regional transportation model to assess differences in system based on urban form and define a needed transportation network	MRGCOG, BCPWD, COAPWD, BCPZD, COAPD	1997	1998
6.2	Define steps and means to assess progress of trip reduction by 2015	MRGCOG	1997	1999
6.3	Assess river crossing capacity for area based on population projections and locations	MRGCOG	1997	1998
6.4	Build Long Range Major Street Plan facilities as soon as possible	COAPWD, BCPWD, MRGCOG, AM, BCM, State, Federal	1997	Ongoing
6.5	Study ways to share interjurisdictional costs for transportation impacts	MRGCOG, Regional Authority Task Force	1998	1999
6.6	Prepare a West Side Transportation Plan	MRGCOG, COAPWD, BCPWD	1997	1999

6.7	Ensure that transportation studies are multi-modal	MRGCOG	N/A	Ongoing
6.8	Examine long-term alternative transportation methods including light rail	MRGCOG, COAPWD, COATPD, BCPZD, BCPWD	1998	Ongoing
6.9	Complete a streetwide classification system, coordinate with Community Identity	COA	1998	2000
6.10	Continue to study transit potential either as part of policy 6.6 or in a separate study	MRGCOG, COAPWD, BCPWD	1997	1999
6.11	Complete Transportation Evaluation Study	MRGCOG, COAPDT, CRR, BCPWD	Already Funded	1997
6.12	Continue to investigate joint power agreements to expand bus service beyond municipal limits	COAPWD, MRGCOG, BCPWD, CRR, Regional Authority Task Force	1997	Ongoing
6.13	Incorporate “transit friendly” land use patterns into the Unified Development Code	COAPD, COAPWD/Transit, BCPZD, COAEPC, BCPC	1997	1999
6.14	Continue the “Congestion Management System” study with demand reduction included	MRGCOG	Already Funded	1997
6.15	Form Transportation Management Associations for Regional Center, Employment Centers and Community Centers	COAPWD, COATPD, Private Developers	1997	1998
6.16	Consider High Occupancy Vehicle lanes in design of arterial	COAPWD, COATPD	1997	1998
6.17	Note transit corridors on City & County zone maps	COATDP, COAPD	N/A	1998
6.18	Include air quality in the discussions of the Regional Authority Task Force	COAEHD, BCEHD, ACC, BCC, BCM, AM	1997	1998
6.19	Continue leadership on air quality issues and work toward cooperative solutions throughout the region	COAEHD, BCEHD, ACC, BCC, BCM, AM, CRR	1997	Ongoing
6.20	Maintain and monitor existing air quality standards	COAEHD, BCEHD	1997	Ongoing
6.21	Include dust control measures in new West Side development standards	COAEHD, BCEHD, COAPD, BCPZD	1997	1998

6.22	Identify additional regional trail connections and work toward acquisition of needed rights-of-way	COAPGSD, COAOSD, COAPD, BCPRD, BCPZD, AMAFCA	1997	Ongoing
6.23	Require trail access to the regional trail network and through the Community Centers, Employment Centers, Neighborhood Centers, parks and open space identified in the plan	COAPD, COAOSD, COAPGSD, BCPZD, Private developer	N/A	Ongoing
6.24	Incorporate commuter bicycle trail needs into all future transportation plans and facilities	COAPD, COAPWD, BCPWD, MRGCOG	1997	Ongoing
6.25	Include internal bicycle/pedestrian trails in new developments which link to the primary trails network	Private developers, COAPD, BCPZD, COAEPC, BCPC	N/A	Ongoing
6.26	Incorporate trails with roadway projects	BCPWD, COAPWD, MRGCOG	N/A	Ongoing
6.27	Conduct a detailed DEII study	COAAD, MRGCOG	1997	1999
6.28	Designate certain transportation facilities as “scenic” and control design	COAPWD, MRGCOG, BCPWD, BCPZD, COAPD	1998	Ongoing
6.29	Include specific road issues in the West Side Transportation Plan of policy 6.6	BCPWD, COAPWD, MRGCOG, NMSHTD	1997	1999
NATURAL AND CULTURAL RESOURCES, RECREATION AND SPECIAL AREAS				
7.1	Include Bosque transition area protection techniques in the West Side Design Guidelines	COAPD, COAOSD, BCPZD, COAEPC, BCPC, COADDD, Private developers	1997	1999
7.2	Establish a priority list of key parcels in the Bosque transition zone which should be protected	COAPD, BCPZD, OSAB, COAOSD, COADDD	1997	1998
7.3	Consider amending the overlay zone to protect Bosque transition area	BCPZD, BCPC, COAPD, COAEPC, COAOSD, COADDD	1997	1998
7.4	Initiate contact between the National Park Service and Neighborhood Associations near Petroglyph National Monument	COAONC, COAOSD, COADDD	1997	Ongoing
7.5	Jointly prepare and administer an Archaeological Ordinance	COAPD, COAOSD, BCPZD, COAEPC, BCPC, Landowners, COADDD	1997	1998

7.6	Recognize that Calabacillas, Piedras Marcadas, Boca Negra, San Antonio, and Amole Arroyos require unique development standards to satisfy drainage and open space needs	AMAFCA, COAPD, COAOSD, COAPWD, BCPWD, BCPZD, COAPGSD, NPS, COADDD	N/A	Ongoing
7.7	Include specific standards for development adjacent to arroyos in the Unified Development Code and the West Side Design Guidelines	COAPD, COAOSD, COAPWD, BCPZD, BCPWD, AMAFACA, COADDD	1997	1999
7.8	Jointly prepare and administer all arroyo plans, trail designs, and flood control/drainage measures	COAPD, COAOSD, COAPWD, BCPZD, BCPWD, AMAFCA, NPS, COADDD	1997	Ongoing
7.9	Completion of all draft arroyo plans	COAPD, COAPGSD	1997	Ongoing
7.10	Protect and expand West Side open space	COA, BC, Private developers, COADDD	1997	Ongoing
7.11	Finalize the Rank 2 Open Space Facility Plan	COAOSD, COAEPC, OSAB, COADDD	N/A	1997
7.12	Jointly prepare a strategy for acquiring open space lands within and between communities using various techniques	COAPD, COAOSD, OSAB, BCPZD, COAEPC, BCPC	1997	Ongoing
7.13	Major Public Open Space dedicated to City or County shall be consistent with the Development Impact Fees Act or individual development agreements	COAPD, BCPZD, COAOSD	N/A	Ongoing
7.14	Respond to the urban form and Community planning intent in future park land acquisitions & acquire adequate park land as early as possible	COAPD, COAPGSD, BCPZD, COADDD	N/A	Ongoing
7.15	Prepare strategy for funding needed for existing park facilities not eligible under Development Fees	COAPD, COADDD, COAPGSD, BCPZD, BCM, AM, ACC, BCC	1997	1998
7.16	Promote joint use of park facilities whenever possible and evaluate opportunities on a case-by-case basis	COAPD, COAPGSD, BCPZD, AMAFCA, BCPWD, COAPWD	N/A	Ongoing
7.17	Provide stronger incentives for private park development	COAPD, COADDD, COAPGSD, COAEPC, Private developers	1997	1997

7.18	Promote cooperative recreation program planning	COAPGSD, COAOSD, BC, APS, Non-profit agencies	1997	Ongoing
7.19	Consider Volcano Cliffs for development through one or more Special Assessment Districts	COAPD, COAOSD, COADDD, BCPZC, NPS, State, COAPWD	1997	1999
7.20	The City is not responsible for the portion of SAD costs greater than the benefit of the parcel	COAPWD, ACC	N/A	N/A
7.21	Establish a task force to study and make recommendations considering development issues and/or space purchases for the Volcano Cliffs Area	COAPD, COAOSD, COADDD, BCPZD, NPS, State, COAPWD	1997	1998
7.22	Classification of Volcano Cliffs as a priority 2 community does not prohibit earlier provision of services, consistent with “no net expense” policies; consider alternative techniques for providing services at no additional cost to City	COAPWD, ACC	N/A	N/A
7.23	Encourage orderly, efficient & environmentally sensitive development of Volcano Cliffs	COAPD, COAPWD, Private developers	N/A	N/A
7.24	Encourage development in Volcano Cliffs that assembles lots, clusters housing, utilizes water conservation techniques, and avoids scattered site development in adjacent areas	COAPD, COAPWD, Private developers	N/A	N/A
PUBLIC FACILITIES				
8.1	Plan jointly the co-location of public service facilities	BC & COA - all department	N/A	Ongoing
8.2	Locate public facilities within or adjacent to Regional Center, Employment Centers, Community Centers, or Neighborhood Centers	BC, COA, Private developers, businesses	N/A	Ongoing
8.3	Prohibit stand alone public facilities unless all options have been explored	BC, COA	N/A	Ongoing

8.4	Jointly prepare and distribute a document stating intent regarding co-location to departments and agencies	COAPD, BCPZD, BCM, AM	1997	1997
8.5	Seek cooperation of APS in co-location efforts for new school facilities	COAPD, BCPZD, APS	N/A	Ongoing
8.6	Achieve goals of co-location policies in siting parks and other facilities and discuss opportunities on a case-by-case basis	COAPD, BCPZD, COADDD, COAOSD	1997	Ongoing
8.7	Amend West Side Plan for consistency once service level standards and costs are defined through Development Fees	COAPD, BCPZD, COAEPC, BCPC, BCC, ACC	1997	1998
8.8	Locate new fire stations in or near Regional Centers, Community Centers, Employment Centers, Neighborhood Centers	COAPD, BCPZD, AFD, ACC	1997	Ongoing
8.9	Amend West side Plan once new service level standards and costs for police are defined through Development Fees	COAPD, BCPZD, COAEPC, BCPC, APD, BC Sheriff	1997	1998
8.10	Consider co-location for future police facilities in specific locations	COAPD, COADDD, APD	1997	Ongoing
8.11	Prepare strategy for West Central Ave. improvements	APD, AM, ACC, Merchant Association	1997	1998
8.12	Locate new library facilities in areas located in or near Regional Center, Community Centers, Neighborhood Centers, or Employment Centers	COALSD, COAPD	1997	Ongoing
8.13	Co-locate library facilities with other public facilities	COALSD, COAPD, COADDD	N/A	Ongoing
8.14	Continue dialogue regarding sharing library services with public schools to meet the needs of the community	COALSD, APS, COADDD	1997	Ongoing
8.15	Establish better strategy for better use and location of facilities	ACC, BCC, APS, NMED, COAPD, COADDD	1997	Ongoing

8.16	Location of elementary, middle, and high schools according to center hierarchy whenever possible	COAPD, APS, BCPZD, COAEPC, BCPC, COADDD	N/A	Ongoing
8.17	Consistency of policies, forecasts and demographic projections among agencies for school district utilization	COAPD, BCPZD, APS, MRGCOG, COADDD	N/A	Ongoing
8.18	Request state legislature to assist schools in acquiring sites at discount	ACC, AM, APS, State Legislature	N/A	1998
8.19	Consider joint-powers agreements for shared facilities between APS and City or County	APS, ACC, AM, BC, BCM	Ongoing	Ongoing
8.20	Request APS comments on development proposals from standpoint of providing adequate school facilities to meet growth demands	APS, COAPD	N/A	N/A
WATER/WASTEWATER FACILITIES				
9.1	Initiate the formation of a Regional Authority Task Force to address water supply and quality	COAPWD, BCPWD, ACC, BCC, MRGCOG, BCM, AM	1997	1998
9.2	Support jointly new metro area water conservation standards	COAPWD, BCPWD, Private developers	1997	Ongoing
9.3	Incorporate water conservation principles into the Unified Development Code and West Side Design Guidelines	COAPWD, BCPWD, COAPD, BCPZD, COAEPC, BCPC, Private developers	N/A	1999
9.4	Follow east to west expansion of water zones	COAPD	Ongoing	Ongoing
9.5	Include West Side service issues in water and wastewater master plan	COAAUD, BCPWD	Continuing Current Effort	1997
9.6	Prepare standards for wastewater treatment and water supply in unincorporated areas to eliminate proliferation of septic tanks and shallow wells	BCPWD, BCEHD	1997	1998
9.7	Jointly establish a utility service policy for unincorporated areas	COAPWD, BCPWD, ACC, BCC	1998	1999

9.8	Define future utility service areas and methodologies for new West Side Planned Communities	COAPD, COAPWD, BCPZD, BCPWD, COAEPC, BCPC	1998	Ongoing
9.9	Require multiple-use utility easements whenever possible to provide joint-use corridors	COAPD, COAPWD, COAOSD, AMAFCA, BCPZD, BCPWD, PNM, COAPGSD	N/A	Ongoing
9.10	Study and prepare a strategy on options to water and wastewater treatment standards	COAPD, COAPWD, BCPZD, BCPWD, State Engineer, adjacent pueblos	1998	1999
DRAINAGE AND ARROYOS				
10.1	Require the retention of naturalistic arroyos and drainage channels	COAPWD, BCPWD, AMAFCA, COAEPC, BCPC, COADRB, COADRC, Private Developers	N/A	Ongoing
10.2	Include performance based standards for drainage improvements in the Unified Development Code	COAPWD, BCPWD, AMAFCA, COAPD, BCPZD, COAEPC, BCPC	1997	1999
10.3	Use of earth tone colors, natural building materials, or vegetative slope covering will be considered	COAHD, AMAFCA	N/A	Ongoing
10.4	Identify costs associated with increased maintenance needs of prototypical naturalistic arroyos and channels	COAHD, BCPWD, AMAFCA, ACC, BCC	1997	1998
10.5	Consider joint use drainage facilities whenever feasible	COADDD, COAHD, BCPWD, AMAFCA, COAPD, COAOSD, BCPZD, BCPRD	1997	Ongoing
10.6	Until Unified Development Code and West Side design guidelines are developed, policies and guidelines in the Facility Plan for Arroyos and adopted Rank 3 Corridor Plans shall be followed	COAPD, BCPZD, COAEPC, BCPC	1997	1999
10.7	Seek cooperation of NPS to allow reasonable drainage improvements which cross the Monument	COAHD, BCPWD, AMAFCA, COAPD, NPS, BCPZD, BCM, AM	1997	Ongoing

ACTION PLAN-CONCURRENCY

C.1	Analyze and make recommendations for linking development approvals with the availability of infrastructure	COAPD, COPWD, ACC, MA	1997	1998
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