

Appendix 2

O-02-39, F/S O-02-39 (2), F/S R-02-111(A)

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1 Resources; Growth Management Analysts; Lora Lucero, Esq.; Michael McKee,
2 Ph.D.; and Sites Southwest.

3 (D) The Planned Growth Strategy project was assisted by planning
4 and engineering professionals from City and County government, the Middle
5 Rio Grande Council of Governments, other local governments, and by
6 individual citizens.

7 (E) The Planned Growth Strategy was guided by the counsel
8 received from participants at Town Halls held in 1998 and 1999 organized by
9 Shared Vision, Inc. and also by the findings of citizen surveys carried out by
10 the City's Office of Management and Operations Improvement.

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

15 (G) The Planned Growth Strategy was reviewed at important
16 junctures by a Policy Advisory Committee consisting of elected officials from
17 the Albuquerque City Council and the Bernalillo County Commission, the
18 Bernalillo County Manager, and the Chief Administrative Officer of the City.

19 (H) The Planned Growth Strategy study contains the first
20 comprehensive and integrated growth management program for the urban
21 area of Bernalillo County.

22 (I) The Planned Growth Strategy found that the Albuquerque area
23 faces critical challenges related to deteriorated infrastructure; back-log of
24 infrastructure rehabilitation and deficiency correction projects; natural
25 resource conservation and preservation related to land, water, and air quality;
26 traffic congestion; timely provision of infrastructure, parks, schools and other
27 facilities to support new development; and the decline of some older
28 neighborhoods.

29 (J) Existing City/County Comprehensive Plan and sector,
30 redevelopment, and area plans contain valuable policies and vision to guide
31 our actions.

32 (K) There are inconsistencies between adopted community plans
33 and the structure of development regulations, design and infrastructure

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1 standards, charges and fees, and approval processes that result in an
2 undesirable gap between conditions and our best aspirations for the
3 community.

4 (L) Over-arching community-building principles have not been
5 incorporated into the routine planning, standards, and functioning of City
6 departments and into their joint efforts with other governmental agencies and
7 public and private organizations.

8 (M) The Planned Growth Strategy is based on a concerned and
9 engaged community, an open and dynamic process of improvement, and
10 confidence that conditions can be made better through local action.

11 (N) In order to achieve the long term goals of the Planned Growth
12 Strategy and the City/County Comprehensive Plan, a number of near- and
13 long-term actions are needed to implement the recommendations of the
14 Planned Growth Strategy report.

15 Section 2. Section 14-13-1-2(A) is amended as follows; “The
16 Albuquerque/Bernalillo County Comprehensive Plan and the Planned Growth
17 Strategy are the basic long range city policies for the development and
18 conservation of the entire metropolitan area.”

19 Section 3. Article 13, Planning; Goals and Objectives, of Chapter 14,
20 ROA1994 shall be renumbered as Article 1 of Chapter 14 and subsequent
21 Articles renumbered appropriately. This action is taken to indicate the
22 importance of long range planning to the community.

23 Section 4. The current Section 14-13-1 ROA 1994 shall be amended by
24 inserting the following new Section:

25 “14-1-1-2 Planned Growth Strategy

26 (A) The City shall adopt future legislation and regulations that, in
27 combination with the identified provisions of this Ordinance, constitute a
28 Planned Growth Strategy. The Planned Growth Strategy, in conjunction with
29 the Albuquerque/Bernalillo County Comprehensive Plan, shall guide the future
30 development of the Albuquerque urban area. The Planned Growth Strategy
31 report shall serve as the comprehensive framework of this urban growth
32 management program. Largely as an implementation adjunct to the Rank One
33 Albuquerque/Bernalillo County Comprehensive Plan, the provisions of the

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1 Planned Growth Strategy as contained herein and as later adopted into law
2 shall also have the status of a Rank One Plan. One or more Town Halls shall
3 be held in the process of developing future legislation and regulations
4 pursuant to the direction contained in this legislation as adopted.

5 (B) The Council finds that the growth and development of the
6 Albuquerque area should be guided by the following principles.

7 (1) The existing Albuquerque community and its built
8 environment, including the young and old, working people, homes, stores,
9 offices and factories, parks, schools, streets, water and sewer systems, its
10 landscape and neighborhoods, and the economic needs of its residents, shall
11 be the principal priority of City government in terms of policies, development
12 regulations, economic development, service delivery and maintenance, and
13 the allocation of public funds.

14 (2) Albuquerqueans, whether in already established areas or in
15 new development at the fringe, should live in stable, supportive, and
16 aesthetically satisfying communities. Neighborhoods should be diverse in
17 terms of income, cultural background, and age; have close proximity to
18 activity centers that contain businesses serving basic needs and civic
19 facilities such as schools, preschools, and parks; are pedestrian, bicycle, and
20 transit friendly; located within short commutes of employment centers;
21 include a mix of housing types and densities; and incorporate a satisfying
22 built and natural environment.

23 (3) The diverse neighborhoods of Albuquerque should have on-
24 going improvement socially, economically, and in the built environment.
25 Urban growth should have positive impacts on residents' lives and their
26 neighborhoods.

27 (4) Sufficient public resources should be made available on an
28 annual basis to maintain and rehabilitate public infrastructure and facilities
29 and to correct deficiencies in infrastructure over time.

30 (5) New homes, offices, and businesses should be adequately
31 served with infrastructure and facilities including streets, water, wastewater,
32 hydrology, parks, schools, and other facilities.

1 (6) The Albuquerque environment shall be protected and
2 restored through preservation of vistas, maintenance of open space, natural
3 resource conservation, biological diversity, and urban growth that is
4 harmonious with the natural environment.

5 (7) In order to conserve the public's wealth, there shall be
6 efficient management of the water and sewer utility, governmental services
7 such as public safety, libraries, schools, etc., and efficient provision of capital
8 facilities such as streets, water and sewer service, hydrology, parks,
9 community centers, schools, and other facilities. The public's wealth should
10 be conserved through the preservation of existing neighborhoods and
11 businesses.

12 (C)Community Oriented Policing, Informal Helping Networks,
13 Neighborhood Economic Development, Community Education, Community
14 Identity and Neighborhood Planning. The vitality and quality of existing
15 neighborhoods is a key element of the Planned Growth Strategy and the
16 City/County Comprehensive Plan. The City shall take an asset-based
17 approach to neighborhood, corridor, center, and community development that
18 focuses on utilizing the capacities of Albuquerque's citizens, organizations,
19 and institutions. The strategic approaches to City service delivery described
20 below are of the highest priority.

21 (1) Community Oriented Policing. Community Oriented Policing is a
22 strategy for the Albuquerque Police Department, neighborhood residents, and
23 other governmental and private agencies to work together in full partnership
24 to identify, prioritize, and solve public safety problems such as crime, drugs,
25 fear of crime, social and physical disorder, and neighborhood decay. The City
26 recognizes that traditional criminal justice methods such as the police, courts,
27 and correctional institutions cannot succeed in isolation from an involved and
28 empowered citizenry. Community Oriented Policing addresses not only the
29 incidence of crime but the underlying causes of crime.

30 (2) Informal Helping Networks. The City recognizes that informal
31 care givers such as family, friends, and neighbors are the primary source of
32 assistance for those seeking and obtaining help. Informal Helping Networks
33 are voluntary, spontaneous, individualized, flexible, and reciprocal. Such

1 networks encourage self-reliance and are based on individuals' abilities and
2 strengths. Such informal helping include personal networks, volunteer
3 systems, mutual aid groups, and neighborhood helping networks. City social
4 and recreational service providers shall identify, facilitate, enhance, and
5 collaborate with these networks in a full partnership among individuals and
6 professional care givers and agencies.

7 (3) Neighborhood Economic Development. The principal focus of
8 Neighborhood Economic Development is on local residents, workers, and
9 businesses. The creation of well-paying, quality jobs with benefits shall be
10 encouraged. The emphasis is on job training and placement, support for
11 business start-ups and the maintenance and expansion of existing
12 businesses. Types of economic development approaches include
13 employment training, capital strategies, business retention strategies,
14 technical assistance, incubators, entrepreneurial training, business
15 enterprises by community organizations such as Community Development
16 Corporations, creation of affordable and mixed-income housing, rehabilitation
17 of existing housing, and similar approaches. There should be stores to supply
18 the minimum daily household needs within or adjacent to neighborhoods. The
19 City shall develop an Neighborhood Economic Development plan.

20 (4) Community Education. The City shall integrate its human
21 service activities, especially related to pre-school and school-aged children,
22 through a full partnership with the Albuquerque Public Schools, into a
23 Community Education model. Community Education is a strategy for serving
24 the neighborhood by providing for the educational needs of all its members.
25 Community Education programs may include, among others, preschool
26 activities for children and parents, continuing and remedial education for
27 adults, cultural enrichment, and recreation. More broadly, Community
28 Education uses the local school as a catalyst for bringing neighborhood
29 resources, including those of governmental and private service agencies, to
30 bear on community problems. An objective of Community Education is the
31 greater realization of neighborhood residents' potential. In Community
32 Education, school facilities are used as community centers.

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1 (5) **Community Identity and Neighborhood Planning.** City/County
2 **Comprehensive Plan objectives for protecting and enhancing unique**
3 **community identity can be realized in part through neighborhood planning. A**
4 **Neighborhood Plan is a written and graphic program for improving the**
5 **neighborhood, based, in large measure, on the interests and participation of**
6 **the neighborhood. It includes the following elements: comprehensive**
7 **description of the neighborhood; goals, strategies, objectives, and programs;**
8 **identification of different parties' responsibilities; needed resources; and**
9 **provisions for implementation. A Neighborhood Plan is based on the**
10 **assumption that neighborhood residents, businesses, churches, agencies,**
11 **and institutions are responsible primarily for defining and achieving the goals**
12 **identified. A Neighborhood Plan is a way of empowering local action without**
13 **which the Plan's long-term goals could not be achieved. The City recognizes**
14 **that neighborhood planning can improve local physical conditions and**
15 **increase community awareness and competence in addressing local**
16 **conditions. The requirements for sector, neighborhood, and redevelopment**
17 **plans shall be amended to incorporate Community Oriented Policing, Informal**
18 **Helping Networks, Neighborhood Economic Development, and Community**
19 **Education.**

20 (D) **Development-related planning, regulations, design and**
21 **infrastructure standards, fees and charges, and approval processes shall be**
22 **reviewed and modified for consistency with the principles of the Planned**
23 **Growth Strategy report and the City/County Comprehensive Plan. To the**
24 **extent practical, these modifications shall be made in Ordinance provisions.**
25 **City staff, with the assistance of other public and private agencies including**
26 **the County of Bernalillo, consultants, and the PGS Implementation Advisory**
27 **Task Force and impact fee subcommittee shall, as needed, act expeditiously**
28 **to develop legislation, regulations, and rules consistent with the following**
29 **implementation practices recommended in the Planned Growth Strategy**
30 **report.**

31 (1) **Preferred Alternative.** A Preferred Alternative shall be adopted
32 **containing a land use plan consisting of forecasts of population, housing, and**
33 **employment. The Preferred Alternative is a key strategic tool for**

1 implementing the Planned Growth Strategy and the City/County
2 Comprehensive Plan.

3 (a) The Bernalillo County-wide totals for population, housing, and
4 employment used for the Preferred Alternative will be the official forecasts
5 selected by the Middle Rio Grande Council of Government (MRGCOG) based
6 on the work of the University of New Mexico Bureau of Business and
7 Economic Research (BBER). If MRGCOG makes available more than one
8 social and economic forecast, the Preferred Alternative shall be based on the
9 one that is most consistent with the policies of the Planned Growth Strategy.

10 (b) The Preferred Alternative shall include phased and timed
11 forecasts of population, housing, and employment by subareas within the
12 metropolitan area. The subareas shall include, but not be limited to, the
13 subareas used in the Planned Growth Strategy report, Data Analysis Sub-
14 Zones, and the service areas used for the provision of infrastructure in the
15 Capital Improvement Program and establishing the development impact fees.
16 The Preferred Alternative forecasts shall be adopted for a 25 year period,
17 subdivided into the first ten years and the following fifteen years. The
18 Preferred Alternative shall be reviewed, and revised if necessary, every 5
19 years.

20 (c) The Preferred Alternative shall be used as the basis of the
21 growth-related Capital Improvement Program (CIP) planning for streets, water,
22 sewer, hydrology, parks, libraries, police, fire and other City facilities. The
23 City shall request the Albuquerque Public Schools to modify the existing Joint
24 Powers to recognize the Preferred Alternative for school planning purposes.
25 The Preferred Alternative forecasts shall be used in conjunction with level of
26 service standards for CIP planning.

27 (d) The Preferred Alternative shall serve as the Land Use
28 Assumptions under the New Mexico Development Fees Act.

29 (e) The Preferred Alternative shall be the basis of, include, and
30 identify the Land Use Measures (LUMs) to be used as part of the air quality
31 conformity determination for the Transportation Improvement Program (TIP)
32 and Metropolitan Transportation Plan (MTP) as made by the
33 Albuquerque/Bernalillo County Air Quality Control Board. A Land Use

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1 Measure means a land use action, set of land use actions, or a land use plan
2 used as the basis for air quality credits to achieve air quality conformity. The
3 LUMs shall be submitted, directly and through the Middle Rio Grande Council
4 of Governments, to the Air Quality Control Board for inclusion in the State
5 Implementation Plan. The Land Use Measures (LUMs) adopted as part of the
6 Planned Growth Strategy shall form a basis for seeking air quality credits as
7 part of the air quality conformity process.

8 (f) The initial Preferred Alternative shall be the population, housing,
9 and employment forecasts contained in the Planned Growth Strategy report
10 after these forecasts have been revised by incorporating current MRGCOG
11 2025 county-wide forecasts.

12 (g) The City and the County of Bernalillo, if approved by the County,
13 shall participate in developing and implementing a cross-acceptance process
14 to establish County-level forecasts of population, housing, and employment
15 with the Middle Rio Grande Council of Governments (MRGCOG).

16 (2) Zoning Code Revisions and Design Standards. The zones as
17 described in paragraphs a through e will be created generally as described
18 below for new growth areas. The new zones (paragraphs a through f) may also
19 serve as overlay zones to guide redevelopment and enhanced development in
20 fully or partially developed areas and where vacant land has been subdivided
21 and zoned. Design standards and zoning specifications shall be developed for
22 specific plan areas as appropriate. Zoning Code revisions and design
23 standards are key strategic tools for implementing the Planned Growth Strategy
24 and the City/County Comprehensive Plan.

25 (a) Planned Village Development. This zone includes a central plaza,
26 central commercial and public facility area, elementary school, central
27 park/plaza, mixed-density residential with higher densities closer to the central
28 plaza, buildings oriented toward the public realm (e.g. streets and parks),
29 interconnected pedestrian and traffic routes, narrow traffic lanes, short blocks,
30 landscaping and xeriscaping, open space, integration of historic/cultural
31 features of the built and natural environments, design standards, and other
32 elements as needed.

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1 (b) Transit-Oriented Development / Corridor. This zone includes
2 minimum densities, an interconnected street system, commercial buildings
3 oriented to the public realm, public spaces, mixed use including higher density
4 residential, on-street parking, pedestrian friendly character, landscaping and
5 xeriscaping, design standards, and other elements as needed.

6 (c) Conservation Subdivision. This zone is used in areas with
7 unique environmental or topographical character. The zone includes: narrow
8 streets, natural drainage and minimal impervious surfaces, limited sidewalk
9 requirements, high minimum passive open space (30%-50%), curvilinear streets,
10 landscaping and xeriscaping, design standards, public spaces, historic/cultural
11 elements in the built and natural environments, appropriate integration of town
12 building principles, and others as needed.

13 (d) Commercial Center. This zone includes: pedestrian scale;
14 restricted front frontage of building facades; rear parking; buildings oriented to
15 the public realm; an interconnected street system; public spaces, landscaping
16 and xeriscaping; transit, pedestrian and biking compatibility; higher density
17 residential development; design standards; integration of historic/cultural
18 features; and other elements as needed.

19 (e) Campus. This zone shall be used for the unified development
20 of office, industrial, institutional and residential uses. It includes the following
21 elements: a minimum open space requirement, landscaping and xeriscaping,
22 pedestrian and bicycling linkages, retail and restaurants, transit orientation,
23 possible higher density residential, public spaces, design standards, integration
24 of historic/cultural features of the built and natural environments, and other
25 elements as needed.

26 (f) Infill Development Zone. This zone includes, among other
27 elements, waived or reduced front and side setbacks and parking and
28 infrastructure concurrency requirements. In lieu of these requirements, design
29 standards are established related to such factors as spacing between building
30 facades, proportions of windows, doorways, and primary façades, and
31 treatment of entry ways. A village center is created or reinforced in an existing
32 neighborhood based upon the following elements: school, park, public facilities,
33 higher density housing, neighborhood serving commercial buildings. Re-

1 creations of historic plazas are encouraged in the North and South Valley as
2 feasible. The zone also authorizes ancillary buildings in existing parking areas
3 of shopping centers and big box retail centers.

4 (g) Special Use Zones. No zone map amendment for SU Special
5 Use zoning shall be approved within areas using the zones identified in this
6 section. Instead parcels shall have zoning specifications based on appropriate
7 permitted uses that expedite development approvals and minimize special
8 hearings and approvals.

9 (h) Design Standards. Design elements shall be developed to
10 include those indicated above and as specified below.

11 (1) Preservation and compatibility with historic, social,
12 cultural, environmental, and architectural elements.

13 (2) Conduciveness to pedestrian mobility, transit, bicycle,
14 and other multi-modal transportation options; including relaxed street
15 standards.

16 (3) Predominant architectural style or styles.

17 (4) Building forms and materials appropriate to the
18 Southwestern climate; green site development and building elements that
19 reduce water and energy consumption and preserve open space.

20 (5) Compatible building massing.

21 (6) Colors that create visual interest and are complemented
22 by the quality of Southwestern light.

23 (7) Integration of building heights with adjacent facades.

24 (8) Human scale details including pattern and scale.

25 (9) Pedestrian scale lighting and signage.

26 (10) Streetscape design elements.

27 (11) Other elements as needed.

28 (3) Reduction of development approval time based on
29 consistency with Planned Growth Strategy principles, the City/County
30 Comprehensive Plan, and adopted local plans.

31 (a) Development permitted under the new zoning categories, or
32 zoning overlays, as described in Section D-2 above when adopted by the City
33 shall be directed to proceed to building permit application.

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1 (b) No zone map amendment for SU Special Use zoning shall be
2 approved within areas using the zones described in Section D-2. Rather parcels
3 shall have zoning categories based on appropriate allowed uses that allows
4 expedited development approvals and minimizes special hearings and
5 approvals.

6 (4) Capital Improvement Program.

7 (a) The Capital Improvement Program is a key strategic tool for
8 implementing the Planned Growth Strategy and the City/County
9 Comprehensive Plan. The Planned Growth Strategy in terms of providing the
10 phasing and timing of urban growth in the Preferred Alternative; identifying
11 standards for infrastructure, facilities and design elements especially to
12 achieve the community building goal; and placing a high priority on the
13 existing community in terms of vitality and development shall provide the
14 over-arching framework that shall guide all departments' capital programs.

15 (b) Infrastructure and facility service areas and tiers shall be the
16 planning areas for infrastructure and facility growth and deficiency correction
17 projects. The tiers are identified in the Planned Growth Strategy report as the
18 Fully Served area, the Partially Served area, and the Unserved area. If
19 necessary, service areas within the tier system shall be based on reasonable
20 service delivery geographic areas (e.g. water trunks or pressure zones,
21 hydrology basins, traffic sheds). The level of service standards shall be
22 consistent with the phasing and timing of growth contained in the Preferred
23 Alternative and the policies of the Planned Growth Strategy and the City/County
24 Comprehensive Plan. The service standards shall be reviewed every five years
25 and may be modified following the reviews. The figures in Exhibit A shall be
26 used in initially defining tiers and service areas.

27 (c) Level of service standards shall be developed for all
28 infrastructure and facilities within tiers and service areas.

29 (d) Rehabilitation. A complete assessment of the City's major
30 capital assets and a program of needed annual capital expenditures to restore,
31 replace, and maintain the infrastructure, facilities, vehicles and equipment in
32 acceptable condition shall be conducted and kept up to date. This shall be the
33 responsibility of the Office of Capital Improvement Program.

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1 (e) Growth. Specific, defined infrastructure and facility expansion
2 projects shall be identified in the Capital Improvement Program that shall enable
3 the level of service standards to be achieved and maintained consistent with the
4 forecasted population, housing and employment growth contained in the
5 adopted Preferred Alternative.

6 (f) Deficiency. An assessment of existing infrastructure and facility
7 capacity in relation to estimates of current population, housing, and
8 employment shall be used in relation to level of service standards for CIP
9 deficiency correction. The City shall assume the costs of scheduled deficiency
10 correction projects. These projects shall be phased over time consistent with
11 the availability of funds and their locations based upon the development and
12 redevelopment priorities of the Planned Growth Strategy and the Preferred
13 Alternative growth forecasts.

14 (g) Funding shall be prioritized within the capital programs of the
15 City from various funding sources to catch-up with the backlog of rehabilitation
16 needs, to address infrastructure deficiencies over time, and to provide basic
17 infrastructure to support urban growth (streets, water, sewer, hydrology, and
18 parks) to reach adopted level of service standards within service areas in
19 reasonable time frames.

20 (h) As identified in the Planned Growth Strategy report, the
21 beginning assumptions about the annual City funding requirements for
22 rehabilitation are as follows: streets: \$21.4 million, water: \$19.5 million,
23 wastewater: \$13.9 million, hydrology: \$1.2 million. From the same information
24 source, the annual City funding requirements for deficiency correction are as
25 follows: streets: \$15.4 million, water: \$500,000, wastewater: \$1 million,
26 hydrology: \$5.7 million. The street conditions inventory shall be independently
27 evaluated to confirm the rehabilitation need figures reported in the Planned
28 Growth Strategy study. Expenditures from all sources for expansion of the bus
29 fleet should be \$4.5 million per year based on a commitment to support
30 operating expenditures for this expansion from the General Fund, rates, and
31 other revenue sources. (This figure is 50% of the need identified in the Planned
32 Growth Strategy study.) The expenditure needs related to growth for street
33 infrastructure contained in the Planned Growth Strategy study shall be re-

1 evaluated based on the CIP planning approach contained in this ordinance.
2 These figures represent spending goals for the City that are prioritized and shall
3 be phased in over time, e.g. for a period of 10 to 15 years.

4 (i) The ten year framework of the Capital Improvement Program shall
5 be of greater significance than its two year element. The ten year program shall
6 be carried out consistently through the two year CIP cycles. Only minor
7 changes should be made in the already approved portion of the ten year
8 program within the two year CIP funding cycles.

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

14 (k) Cost-revenue analyses shall be conducted for major
15 infrastructure expansions.

16 (l) Funding sources for capital projects should be directly linked to
17 expenditure categories by law. The general principles to guide the
18 implementation of this recommendation are as follows. The General Obligation
19 Bond program should be devoted entirely to infrastructure, facility, vehicle and
20 equipment rehabilitation and replacement. Special "Quality of Life" capital
21 projects should be funded by grants and dedicated new taxes. Growth related
22 expenditures should be funded from impact fees (including Utility Expansion
23 Charges), federal, state and private grants, exactions (when developers wish to
24 proceed in advance of public funds being programmed for growth), and
25 reimbursed impact fee waivers as required by law based on adopted plans.
26 Deficiency correction projects should be funded by the Transportation
27 Infrastructure Tax (Gross Receipts), Basic Services Tax (Gross Receipts) federal
28 and state grants, and other sources.

29 (m) Per the Joint Powers Agreement referenced in Section 4.D.1.c of
30 this Ordinance, and a similar agreement with the County of Bernalillo, the City
31 shall attempt to coordinate and integrate the Capital Improvement Program with
32 the Albuquerque Public Schools' facility program and the County of Bernalillo's
33 Capital Improvement Program. A portion of the City's Capital Improvement

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1 Program shall be used to support the use of APS elementary and middle
2 schools for community centers consistent with Community Education
3 principles and adopted policies.

4 (5) Impact Fees / Utility Expansion Charges / Other Development Related
5 Charges.

6 (a) Impact fees, Utility Expansion Charges, exactions, and other
7 development related charges are key strategic tools for implementing the
8 Planned Growth Strategy and the City/County Comprehensive Plan.

9 (b) Impact fees and Utility Expansion Charges shall be initially
10 calculated based upon the full marginal cost of growth, consistent with the
11 City's Capital Improvement Program that provides the facilities and
12 infrastructure to support growth as indicated by the adopted Preferred
13 Alternative. Service areas and tiers shall be the geographical areas for planning
14 infrastructure and facility development. Cumulative benefit impact fee
15 provisions, especially for streets, shall be evaluated (i.e. considering the extent
16 of development's impact on facilities and infrastructure in the urban area).

17 (c) Impact fees and Utility Expansion Charges shall be reduced
18 based upon a schedule, to be created, of facility and infrastructure efficiencies
19 that result from the nature and location of the types of development. Examples
20 include projects that result in jobs closer to predominately residential areas,
21 mixed use projects, neighborhood commercial centers, activity centers
22 consistent with the City/County Comprehensive Plan, higher density housing,
23 affordable housing with smaller lot sizes and fewer utility fixtures.

24 (d) Impact fees and Utility Expansion Charges shall be partially or
25 completely waived based upon developments that are consistent with the
26 policies contained in the adopted Planned Growth Strategy, Comprehensive
27 Plan, and other subarea policies such as in metropolitan redevelopment plans,
28 neighborhood and sector plans, center and corridor plans, and for affordable
29 housing. These waivers shall be provided through utilizing a policy-based
30 ranking system.

31 (e) Other development-related charges shall be modified or fully or
32 partially waived in a consistent manner to support the Planned Growth Strategy,
33 the Comprehensive Plan, and other adopted plans.

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1 (f) The City shall seek statutory authority for impact fees to be
2 enacted for schools (with the agreement of the Albuquerque Public Schools),
3 transit, water rights, and other facilities as determined in the future by the City.

4 (g) Impact fees and Utility Expansion Charges shall not apply to
5 the “Unserved area” tier. The provision of and charges for facilities and
6 services in this tier shall be based upon a development agreement among all
7 affected parties.

8 (6) Infrastructure and Facility Concurrency. Infrastructure and facility
9 concurrency regulations will be established through a future Adequate Public
10 Facilities Ordinance. Concurrency regulations are a key strategic tool for
11 implementing the Planned Growth Strategy and the City/County Comprehensive
12 Plan.

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

21 (b) The facilities and infrastructure subject to an Adequate Public
22 Facilities Ordinance should include streets, water, wastewater, hydrology,
23 parks, and schools. Integration of the City’s CIP and the Albuquerque Public
24 Schools’ facility plans per the provisions of a Joint Powers Agreement shall be
25 sought by the City.

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

32 (d) The demand for facility and infrastructure capacity can be
33 reduced based upon efficiency improvements that result from the nature and

1 location of the development. These factors shall be incorporated into the
2 concurrency review.

3 (e) The Adequate Public Facilities Ordinance should identify the
4 types of development subject to concurrency review (and those exempt from
5 such review), a simplified preliminary review to establish whether capacity
6 limits may be reached by a proposed development, the timing of the
7 concurrency review in the development review process, the issue of reserving
8 infrastructure and facility capacity, provisions for mitigating inadequate facility
9 and infrastructure capacity identified in the review, and other topics as
10 necessary.

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

16 (7) Priorities based on the Planned Growth Strategy and the
17 City/County Comprehensive Plan.

18 (a) The following corridors and centers are priorities for
19 development - redevelopment based on Planned Growth Strategy and
20 City/County Comprehensive Plan policies during the 2000-2010 period.
21 "Priority" below does not imply that other types of development in the locations
22 shall be discouraged.

- 23 (1) The East and West Central Avenue Corridor
- 24 (2) The North 4th Street and Isleta Corridor
- 25 (3) Downtown Center – housing priority.
- 26 (4) Uptown Center – housing / employment mix priority.
- 27 (5) University of New Mexico Center – housing / employment
28 mix priority
- 29 (6) Journal Center – housing / employment mix priority
- 30 (7) Cottonwood Center – employment priority
- 31 (8) Atrisco Business Park Center – employment priority
- 32 (9) West Sunport Center – employment priority.

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1 (10) Use of APS middle schools and elementary schools as
2 community centers based on the Department of Family and Community
3 Services Facilities Master Plan.

4 (11) Re-creation of the North and South Valley historic
5 plazas as feasible.

6 (b) The following more recently adopted plans are priorities for
7 implementation. Recommended projects in these plans are eligible for
8 incentives and waivers through the use of a policy-based ranking system.
9 These plans shall be reviewed by the Planning Department in terms of general
10 consistency with the zoning categories and design standards described in
11 Section D-2 and amended as needed prior to incentives and waivers being
12 applied.

- 13 (1) West Side Strategic Plan
- 14 (2) Downtown 2010 Sector Development Plan
- 15 (3) North Valley Area Plan
- 16 (4) Southwest Area Plan
- 17 (5) Near Heights Metropolitan Redevelopment Plan
- 18 (6) Barelvas Metropolitan Redevelopment Plan
- 19 (7) Sawmill/Wells Park Sector Development Plan
- 20 (8) Central Avenue Streetscape Master Plan
- 21 (9) West Central Metropolitan Redevelopment Plan (after
22 Council adoption)
- 23 (10) Los Candelarias Village Center Metropolitan
24 Redevelopment Plan and Sector Plan.
- 25 (11) Central Highlands Metropolitan Redevelopment Plan
26 (after Council adoption).
- 27 (12) North Fourth Street Redevelopment Plan.

28 (c) Other approved sector, neighborhood, redevelopment, area, and
29 corridor plans in priority Planned Growth Strategy corridors and centers shall
30 be reviewed by the Planning Department with residents in the plan areas and
31 other stakeholders to determine whether the plans still are appropriate for
32 implementation and for their general consistency with the zoning categories
33 and design standards described in Section D-2.

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1 (d) New center, priority corridor, redevelopment, neighborhood, and
2 sector plans shall be added to the implementation priority list upon approval by
3 Council.

4 (8) Development Agreements and No Net Expense (Unserved Area).

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

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

19 (1) Developer-guaranteed self-sufficiency with regard to the
20 public revenues generated to support the costs of facilities and infrastructure
21 needed to serve the new development subject to the agreement according to
22 adopted service standards. Consistent with this policy, the developer must
23 transfer to the City sufficient water rights to support his or her proposed
24 project.

25 (2) Public operational expenditures for the new
26 development should be roughly equivalent to the cost of locating the proposed
27 project in efficiently served urban fringe locations. Otherwise, the developer,
28 property owner, and /or residents shall assume the additional cost.

29 (3) Public facility and infrastructure costs may be reduced
30 based upon facility and infrastructure efficiencies that result from the
31 characteristics of the development (e.g. Conservation Subdivision).

32 (4) Approval of the development agreement (and interim
33 development approvals) shall be conditioned upon sufficient public funds being

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1 appropriated to address the total infrastructure and facility rehabilitation and
2 deficiency correction needs in the existing community. Funding for these
3 purposes shall not be reduced as a consequence of capital spending for
4 development subject to the agreement.

5 (5) Large scale development in the Unserved areas (e.g.
6 new communities subject to the current Planned Communities Criteria) shall be
7 phased and interim approvals provided in the context of generally stabilized or
8 improved conditions in the established area of Albuquerque. The Albuquerque
9 Indicators Progress Commission shall develop these performance measures
10 and standards and submit them to the Council for approval.

11 (9) Related Legislative and Regulatory Changes. The following
12 ordinances, policies, regulations, rules, and processes shall be amended to be
13 consistent with the Planned Growth Strategy and the provisions of this
14 Ordinance. These include the Development Process Manual, the water and
15 sewer Line Extension Policy, the Subdivision Ordinance, the Annexation
16 policy, Planned Communities Criteria and related Comprehensive Plan policies,
17 Storm Drainage Ordinance, Utility Expansion Charge reimbursement policy, the
18 Comprehensive Zone Code, zone map amendment policy, the building permits
19 process, and the Neighborhood Association Recognition Ordinance; etc. An
20 Annexation Ordinance, Transfer of Development Rights Ordinance, and Private
21 Infrastructure District Ordinance shall be enacted. Comprehensive Plan
22 policies also will be reviewed toward the same end. The principle changes
23 needed include, but are not limited to, the following.

24 (a) The current annexation policy and related provisions in the
25 Development Process Manual, in part, indicate conditions under which an
26 annexation request may be denied by the City. The emphasis in the Planned
27 Growth Strategy report is on the urban growth management conditions under
28 which annexation occurs. Annexation provisions shall be linked to the
29 following laws as adopted: urban growth phasing and timing contained in the
30 Preferred Alternative, the related facility and infrastructure level of service
31 standards, the Adequate Public Facilities Ordinance, and the Capital
32 Improvement Program as outlined in this Ordinance. Such linkages will
33 provide critical information to the annexation applicant, the State Municipal

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1 Boundary Commission, the courts, and City officials in order to make decisions
2 regarding annexation applications, reviews, approvals, their implications with
3 regard to the timing of access to urban facilities and infrastructure, and the
4 standards under which these will be provided.

5 (b) The water and sewer utility Line Extension Policy primarily
6 addresses the distribution of financial costs for system expansion among
7 appropriate parties. The Line Extension Policy shall be amended to include the
8 following laws as adopted: the phasing and timing of urban growth as
9 contained in the Preferred Alternative, associated level of service standards,
10 and the Capital Improvement Program as outlined in this Ordinance.
11 Expansion of urban facilities and infrastructure in the Unserved Area as
12 defined is not prohibited, however, they must be provided in a manner
13 consistent with No Net Expense policies in a development agreement. Utility
14 Expansion Charges and other impact fee reimbursements shall be consistent
15 with the policy summarized in Section D.9.i below.

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

28 (d) The Storm Drainage Ordinance shall be amended to include
29 the following laws as adopted: phasing and timing of urban growth addressed
30 in the Preferred Alternative, appropriate level of service standards, the Capital
31 Improvement Program, and the Adequate Public Facilities Ordinance as
32 outlined in this Ordinance.

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

6 (f) City policies and regulations regarding Planned Communities
7 in the Comprehensive Plan Rural and Reserve Areas shall be revised
8 additionally to include the following.

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

13 (2) The adopted density cap for Planned Communities
14 should be raised to at least eight dwelling units per acre to support mass
15 transit.

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

19 (4) The development of housing, commercial and industrial
20 structures, and infrastructure shall be sequenced within a Planned Community.
21 Development agreements shall tie authorization to proceed with one type of
22 development, e.g. housing, with the successful achievement of benchmarks for
23 other types of development, such as job locations, so that mixed use
24 development takes place in a reasonably concurrent way.

25 (5) The adopted "No Net Expense" provisions in Section
26 D.8.b shall be followed.

27 (g) The Development Process Manual shall be revised to be
28 consistent with the land use zoning categories and design standards as
29 described in Section D.2. Infrastructure design standards shall vary by location
30 to be consistent and appropriate for the land use zoning, the community
31 building priorities of the Planned Growth Strategy, natural resource
32 conservation, environmental considerations, the adopted phasing and timing of
33 urban growth in the Preferred Alternative, and related level of service standards.

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1 (h) Transfer of Development Rights. Transfer of Development
2 Rights legislation shall be drafted in order to protect environmentally sensitive
3 areas from undesired development, overcome problems of antiquated and
4 premature subdivisions, and preserve open space and rural character while
5 encouraging development in areas more suitable to more intensive
6 development such as priority centers, corridors, redevelopment areas, to
7 achieve better jobs-housing balance, and for other purposes as appropriate.

8 (i) Development Fee Reimbursements. Development fees (Utility
9 Expansion Charges and impact fees) reimbursed to a developer/property owner
10 advancing payment for the public share of facilities and infrastructure as
11 specified in a development agreement shall be done in a manner consistent
12 with the following policies:

13 (1) All development utilizing capacity of the facilities and
14 infrastructure constructed as a result of the development agreement, including
15 those of the developer/property owner advancing payment, shall pay
16 appropriate development fees.

17 (2) The developer/property owner advancing payment shall be
18 responsible for paying normal development fees and shall not be reimbursed
19 from these payments. The developer/property owners shall be reimbursed
20 through the development fees paid by other developers/property owners
21 utilizing the excess capacity constructed by the facility and infrastructure
22 payments advanced in the development agreement.

23 (3) Incorporating subparagraphs 9-i-1 and 2 above, the
24 reimbursements shall be calculated separately on the basis of the specific
25 facility and infrastructure capacity constructed through the advanced
26 payments and the development fees paid for these facilities and infrastructure.
27 For example, street development fees shall be used only to reimburse street
28 system advance payments.

29 (4) Consideration shall be given in the development
30 agreement provisions for impact fee reimbursements as to whether the
31 proposed development will materially change the adopted Preferred
32 Alternative.

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1 (5) Consideration shall be given as to whether the
2 development agreement provisions for impact fee reimbursements materially
3 affect the funding of growth related projects in the CIP.

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

12 (k) Neighborhood Association Recognition Ordinance. The
13 Neighborhood Association Recognition Ordinance shall incorporate proactive
14 support for Community Oriented Policing, Informal Helping Networks,
15 Neighborhood Economic Development, Community Education, and
16 Neighborhood Planning. The Office of Neighborhood Coordination shall take an
17 asset-based approach in this work.

18 (E) Management and Oversight.

19 (1) Consistent with the policy and budget-making powers of the
20 Council, the City Council Services Department shall serve as the project
21 manager of the effort to develop future legislation and regulation that will
22 constitute the Planned Growth Strategy. This should be accomplished
23 interactively and cooperatively with the City Planning Department and the
24 County of Bernalillo assisting in implementation management as part of an
25 ongoing Management Committee.

26 (2) A Planned Growth Strategy Implementation Advisory Task Force
27 (the Task Force) hereby is created. The Task Force shall meet periodically at
28 the call of the project manager and shall review staff and consultants' work
29 products and make comments and recommendations related to these.
30 Individual members of the Task Force shall be selected by the Council through
31 adoption of a resolution. Should a joint City - County of Bernalillo
32 implementation effort be approved by the County, the organizations
33 represented on the Task Force and associated impact fee subcommittee shall

1 remain the same, however, the individual representatives shall be approved by
2 both the Council and the County Commission.

3 (a) The Planned Growth Strategy Implementation Advisory Task
4 Force shall replace the following committees: the Planned Growth Strategy
5 Advisory Committee, the Comprehensive Plan Public Involvement Committee
6 (Centers and Corridors), the Infill Task Force, the Development Process
7 Executive Committee.

8 (b) The Task Force shall consist of representatives of the following
9 organizations:

- 10 (1) Neighborhood Coalition Representatives (3 members)
- 11 (2) Homebuilders Association of Central New Mexico.
- 12 (3) Albuquerque Interfaith.
- 13 (4) National Association of Industrial and Office Parks.
- 14 (5) 1000 Friends of New Mexico.
- 15 (6) Albuquerque Public Schools.
- 16 (7) Shared Vision.
- 17 (8) Extra-territorial Land Use Commission (1 City and 1
18 County member)
- 19 (9) Member of the N.M. Acequia Association living in
20 Albuquerque.

21 (c) An associated impact fee subcommittee, integrally related to the
22 Task Force, shall be created consisting of the following members.

23 (1) All members of the Planned Growth Strategy
24 Implementation Advisory Task Force,

25 (2) Albuquerque area residential infill developer (with
26 substantial development experience).

27 (3) Member of the Greater Albuquerque Chamber of
28 Commerce or Albuquerque Hispano Chamber of Commerce who is an
29 Albuquerque area fringe industrial and/or office developer (with substantial
30 development experience).

31 (4) Albuquerque Economic Forum.

32 (5) Albuquerque area neighborhood economic development
33 specialist.

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1 (6) League of Women Voters.

2 A maximum of seven members of the impact fee subcommittee shall
3 be engaged in the real estate and development industry including architects,
4 consulting engineers, real estate attorneys, and planning and development
5 consultants, or have a substantial financial interest in such activity.

6 (d) Working groups, with broader public participation, shall be
7 established to assist in implementing portions of the Planned Growth Strategy
8 generally as follows.

9 (1) Zoning Code revisions, design standards, and the
10 Development Process Manual.

11 (2) The Capital Improvement Program, Level of Service
12 Standards, Adequate Public Facilities Ordinance, and Impact Fees (including
13 Utility Expansion Charges or UECs).

14 (3) Financing, staffing, and strategic partnerships.

15 (4) Infill development and redevelopment.

16 (5) Community Oriented Policing, Informal Helping
17 Networks, Neighborhood Economic Development, Community Education, and
18 Neighborhood Planning.

19 (6) Others as appropriate, including consistent changes to
20 other laws, regulations, and policies including the City/County Comprehensive
21 Plan.

22 (e) Planned Growth Strategy implementation products shall be
23 presented to the Albuquerque - Bernalillo County Government Commission.

24 (F) Water Conservation Goal. Conservation is the least expensive water
25 source for the Albuquerque metropolitan area. In addition, benefits are
26 obtained from protecting the riparian habitat of the Rio Grande through water
27 flow and maintaining traditional New Mexico water uses in the Albuquerque
28 Basin. As a result, Water Resources Division of the Public Works Department
29 shall evaluate increasing the water conservation goal of the City from 30% to
30 40% or about 150 gallons per person a day and develop a preliminary plan
31 with significant public input. This plan and recommendation shall be
32 submitted to the Council.

1 (G) Intergovernmental Aspects of Planned Growth Strategy
2 Implementation.

3 (1) Middle Rio Grande Council of Governments (MRGCOG).

4 (a) The adopted Preferred Alternative, consisting of the phased
5 and timed forecasts of population, housing, and employment by subareas, and
6 associated Land Use Measures (LUMs), shall serve as the City's official land use
7 assumptions for the MRGCOG Metropolitan Transportation Plan and
8 Transportation Improvement Program.

9 (b) In order to strengthen the Capital Improvement Program and
10 ensure consistency of infrastructure planning, the City's streets, right of way,
11 transit, and multi-modal transportation improvement projects included in the
12 City's Capital Improvement Program shall be those projects proposed for
13 inclusion in the MRGCOG Metropolitan Transportation Plan and the
14 Transportation Improvement Program.

15 (c) The City shall request that MRGCOG conduct cost-benefit
16 (including revenue) analyses to support decision-making for all major roadway
17 expansion projects within the MRGCOG Regional Planning Area. This approach
18 should be used to evaluate alternative projects. The analysis of alternative
19 projects would consider the impact on traffic congestion and air quality in
20 relation to cost, among other factors.

21 (2) County of Bernalillo. The City shall seek consistency between the
22 laws and regulations of the County of Bernalillo related to urban growth and
23 development and those adopted by the City based on the Planned Growth
24 Strategy, especially related to the phasing and timing of urban growth in the
25 Preferred Alternative; zoning; design standards; facility and infrastructure
26 standards; impact fees; Capital Improvement Programs; Adequate Public
27 Facilities Ordinance; Transfer of Development Rights; and others as needed.

28 (3) Albuquerque Public Schools. The City shall seek consistency
29 between the Albuquerque Public Schools' facility planning, development, use,
30 and charges and those adopted by the City based on the Planned Growth
31 Strategy, especially related to the phasing and timing of urban growth in the
32 Preferred Alternative; facility planning; impact fees; and Adequate Public
33 Facilities Ordinance. Strengthening of the partnership between the

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1 Albuquerque Public School and the City is encouraged in a manner consistent
2 with the Community Education model. The partnership should be carried out
3 by way of provisions of the Joint Powers Agreement.

4 (4) Regional Plan. The City shall encourage the establishment of a
5 Regional Plan within the Middle Rio Grande Council of Governments area using
6 the principles outlined in the Planned Growth Strategy report (Chapter 11,
7 Section 4 of the PGS Part 2 Findings Report).

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

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

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

30 (H) Changes to City Government and Strategic Partnerships in Support of
31 the Planned Growth Strategy.

32 (1) City Government Resources. The Council recognizes that
33 successful implementation of the Planned Growth Strategy policies goes

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

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

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

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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
7 private non-profit organizations, Capital Improvement Program (CIP) infill
8 development set-aside, CIP City Council - neighborhood set aside, all CIP
9 growth related funds, all CIP deficiency correction funds, a possible new CIP
10 set-aside for Community Education, transfers from the General Fund, Local Law
11 Enforcement Block Grant, and other grants whose uses should be consistent
12 with Planned Growth Strategy 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
19 as 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
26 programs that might assist in these efforts include, among others, School of
27 Architecture and Planning especially the Design and Planning Assistance
28 Center, School of Public Administration, College of Education, Law School,
29 Bureau of Business and Economic Research, School of Medicine, and
30 Engineering School. The City also shall attempt to establish a formal strategic
31 partnership for this purpose with the Albuquerque Public Schools. As approved
32 by Council, the City shall provide seed operating and capital funding, such as

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1 through the CIP and Community Development Block Grant, to enable these
2 partnerships.

3 Subsequent sections shall be renumbered as appropriate.

4 Section 5. POLICY ADOPTION. The following policies contained in this
5 legislation shall go into effect as of its enactment date: 4.D.1.c,d,f (regarding
6 the Preferred Alternative); 4.D.4.a,g (regarding the Capital Improvement
7 Program); 4.D.8.b.1,2 (regarding No Net Expense); 4.D.9.a (regarding
8 annexations); 4.D.9.f.4,5 (regarding Planned Communities); 4.F (water
9 conservation goal); and 4.G.1.a,b,c (regarding the Middle Rio Grande Council of
10 Governments).

11 Section 6. PRIORITIES FOR IMPLEMENTATION. Notwithstanding the
12 importance of other implementation elements, work shall be prioritized with
13 regard to the Capital Implementation Program and Impact Fees / Utility
14 Expansion Charges / Other Development Related Charges.

15 Section 7. SEVERABILITY CLAUSE. If any section, paragraph, sentence,
16 clause, word or phrase of this ordinance is for any reason held to be invalid or
17 unenforceable by any court of competent jurisdiction, such decision shall not
18 affect the validity of the remaining provisions of this ordinance. The Council
19 hereby declares that it would have passed this ordinance and each section,
20 paragraph, sentence, clause, word or phrase thereof irrespective of any
21 provision being declared unconstitutional or otherwise invalid.

22 Section 8. COMPILATION. Section 2 and Section 4, subsections A, B, and
23 the first paragraph of subsection D of this ordinance shall be incorporated in
24 and made part of the Revised Ordinances of Albuquerque, New Mexico, 1994.

25 Section 9. EFFECTIVE DATE. This ordinance shall take effect five days
26 after publication in full.

27

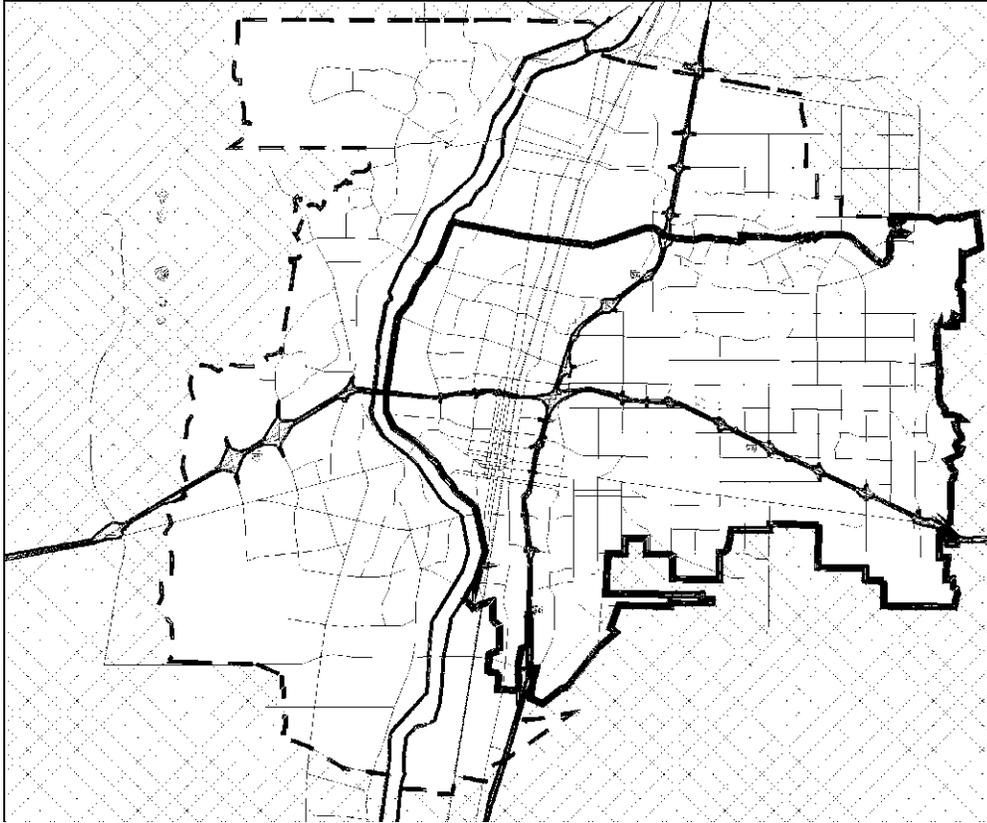
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Exhibit A

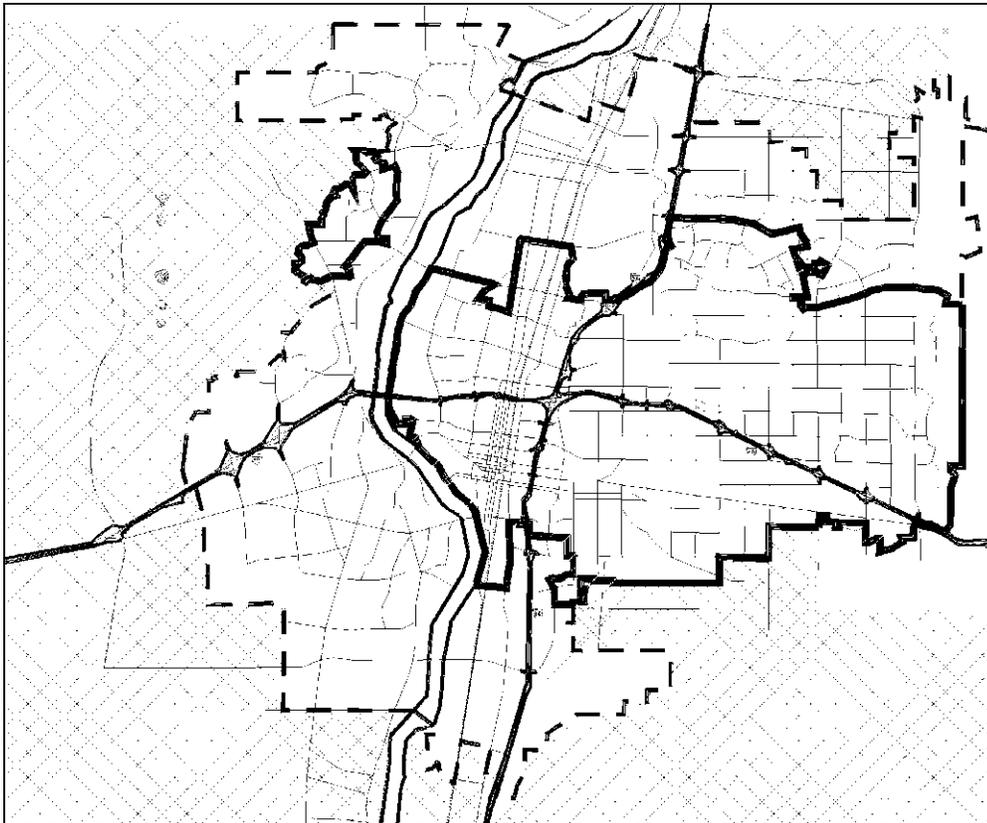
Water Service



Legend

-  Fully Served
-  Partially Served
-  Unserved

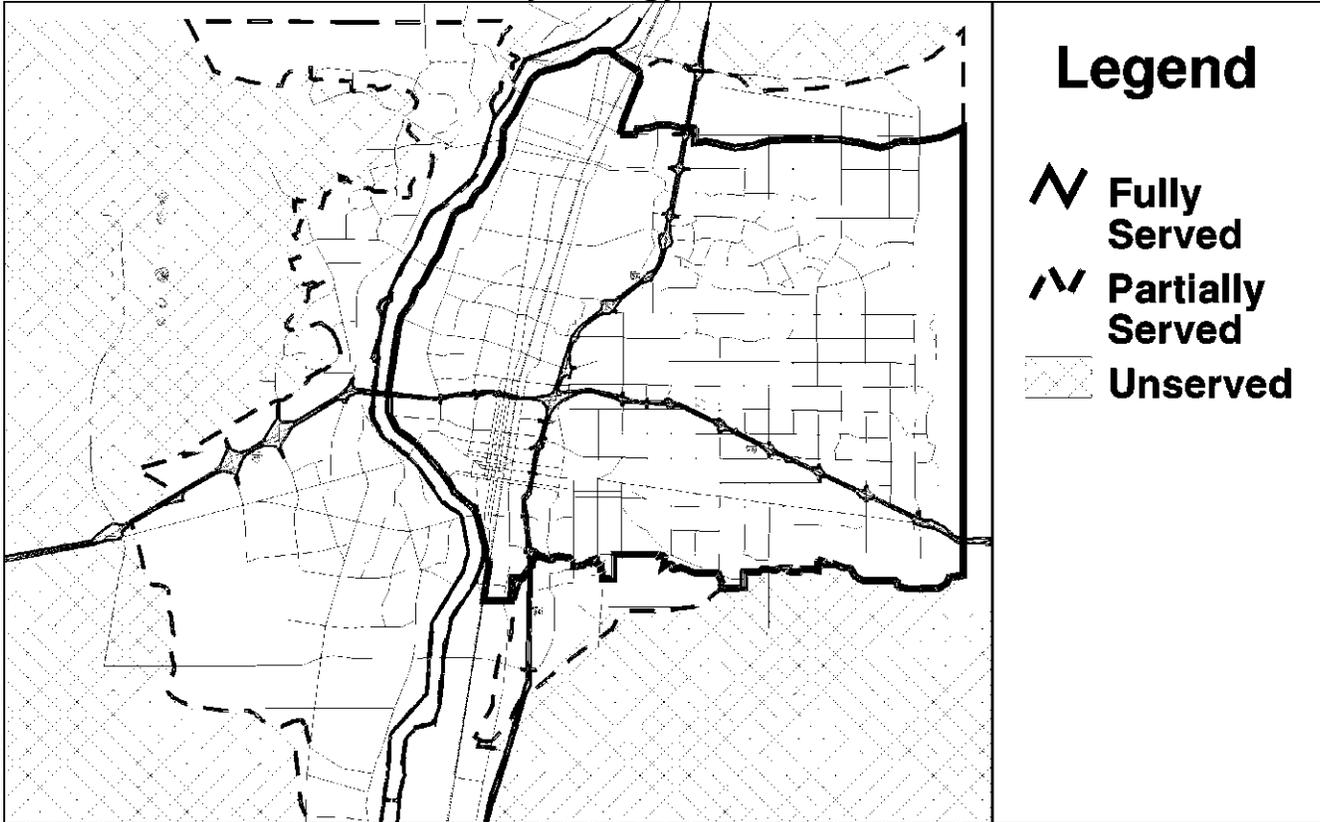
Wastewater Service



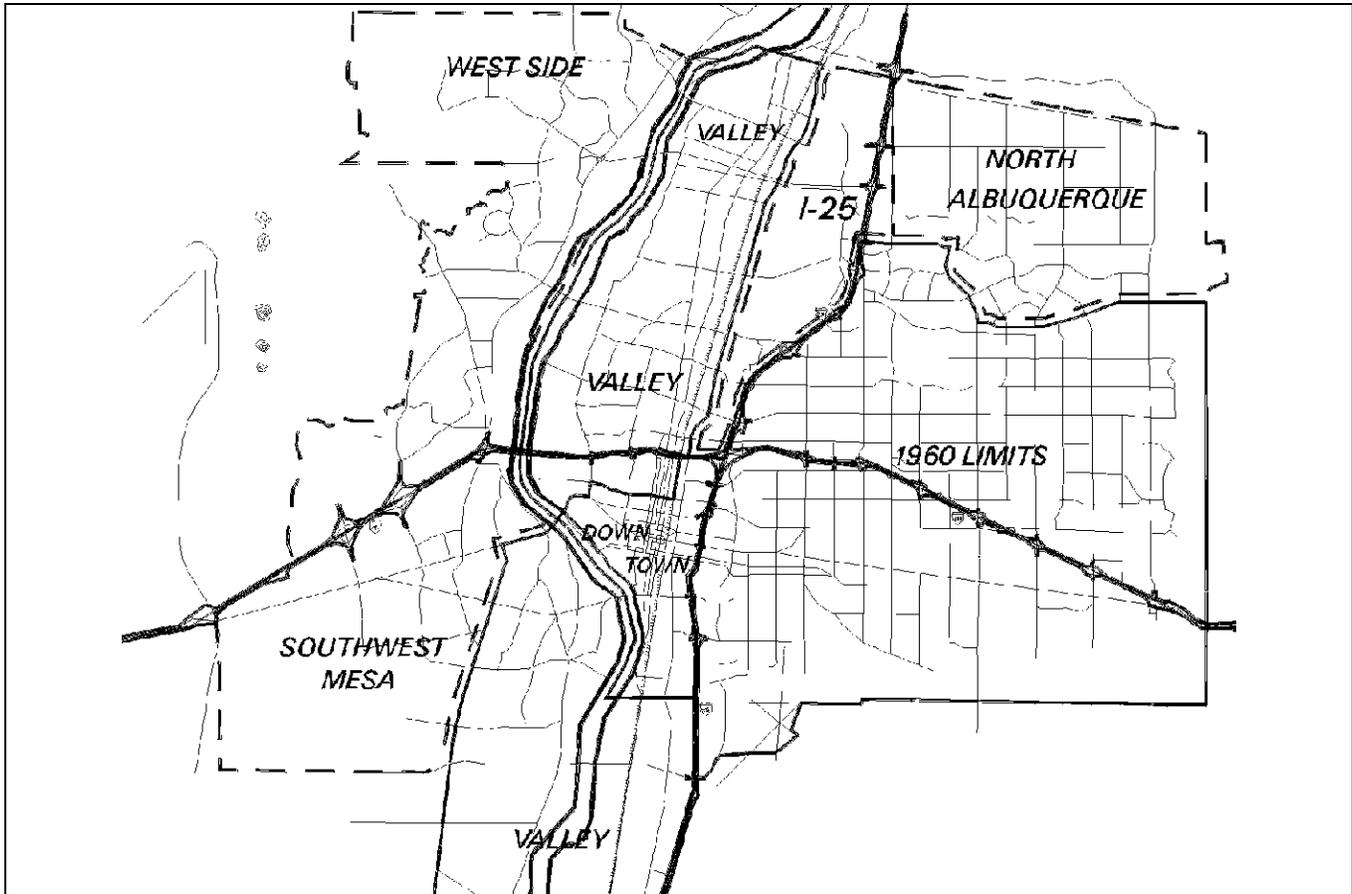
Legend

-  Fully Served
-  Partially Served
-  Unserved

Exhibit A Hydrology Service



Street Traffic Sheds



CITY of ALBUQUERQUE

FIFTEENTH COUNCIL

COUNCIL BILL NO. F/S O-02-39 (2) ENACTMENT NO. _____

SPONSORED BY: MICHAEL CADIGAN

1 **ORDINANCE**

2 **ADOPTING ELEMENTS OF A PLANNED GROWTH STRATEGY TO GUIDE THE**
3 **MANAGEMENT OF CITY OF ALBUQUERQUE URBAN GROWTH; IDENTIFYING**
4 **AND DEFINING CERTAIN IMPLEMENTATION ELEMENTS.**

5 **BE IT ORDAINED BY THE CITY COUNCIL, THE GOVERNING BODY OF THE**
6 **CITY OF ALBUQUERQUE:**

7 **Section 1. FINDINGS.**

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

12 (B) In response to a variety of concerns expressed by the public
13 and local elected officials with regard to the environmental, economic, social,
14 and fiscal impact (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
17 a fully effective growth management system, the City and the County of
18 Bernalillo began a joint effort in 1998 culminating in the two volume Planned
19 Growth Strategy report that was completed in the Fall of 2001.

20 (C) 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;
23 Friedmann Resources; Growth Management Analysts; Lora Lucero, Esq.;
24 Michael McKee, Ph.D.; and Sites Southwest.

1 (D) The Planned Growth Strategy project was assisted by planning
2 and engineering professionals from City and County government, the Middle
3 Rio Grande Council of Governments, other local governments, and by
4 individual citizens.

5 (E) The Planned Growth Strategy report was guided by the
6 counsel received from participants at Town Halls 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 (F) The Planned Growth Strategy development process was
10 assisted by advice and comments from the PGS Advisory Committee that
11 included representatives of the business community, developers,
12 Albuquerque Public Schools, neighborhood associations, and a planning
13 advocacy group.

14 (G) 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
17 Bernalillo County Manager, and the Chief Administrative Officer of the City.

18 (H) The Planned Growth Strategy report contains a
19 comprehensive and integrated growth management policy analysis and
20 program for the urban area of Bernalillo County, and implementation of the
21 Planned Growth Strategy as defined herein should include coordination with
22 Bernalillo County.

23 (I) The Planned Growth Strategy report found that the
24 Albuquerque area faces critical challenges related to deteriorated
25 infrastructure; back-log of infrastructure rehabilitation and deficiency
26 correction projects; natural resource conservation and preservation related to
27 land, water, and air quality; traffic congestion; timely provision of
28 infrastructure, parks, schools and other facilities to support new development;
29 and the decline of some older neighborhoods.

30 (J) The existing City/County Comprehensive Plan and sector,
31 redevelopment, and area plans contain valuable policies and vision to guide
32 the City's actions.

1 **(K) There are inconsistencies between adopted community plans**
2 **and the structure of development regulations, design and infrastructure**
3 **standards, charges and fees, and approval processes that result in an**
4 **undesirable gap between conditions and our best aspirations for the**
5 **community.**

6 **(L) Economic growth and development, i.e., new and well-paid**
7 **jobs, should remain a priority of the City in order to ensure that the City**
8 **continues to remain a vibrant and thriving community with opportunities for**
9 **its citizens now and in the future.**

10 **(M) Recognized comprehensive community-building principles**
11 **have not been and should be incorporated into the routine planning,**
12 **standards, and functioning of City departments and into their joint efforts with**
13 **other governmental agencies and public and private organizations.**

14 **(N) Various work activities identified in the City's FY 03**
15 **Performance Plan are in progress which aim to reform zoning, land use and**
16 **design requirements in keeping with principles of the Planned Growth**
17 **Strategy.**

18 **(O) The Planned Growth Strategy implementation approach shall**
19 **be based on a concerned, informed and engaged community, an open and**
20 **dynamic process of improvement, systematic public comment, and**
21 **confidence that conditions can be made better through local action.**

22 **(P) In order to achieve the long term goals of the policies**
23 **described in the Planned Growth Strategy report and the City/County**
24 **Comprehensive Plan, a number of near- and long-term actions are needed.**

25 **Section 2. DEFINITIONS.**

26 **(A) Planned Growth Strategy. For the purposes of this Ordinance,**
27 **the Planned Growth Strategy consists of the provisions of this Ordinance as**
28 **specifically identified herein and as amended or complemented by subsequent**
29 **legislation that shall be specifically identified as a part of the Planned Growth**
30 **Strategy when such legislation is adopted.**

31 **(B) Infrastructure and Growth Plan. For the purposes of this**
32 **Ordinance, the Infrastructure and Growth Plan consists of the forecasts of**

1 population, housing, and employment, for ten and twenty-five year periods, in
2 total and by subareas, contained in the Planned Growth Strategy report and as
3 adopted by the Council after these forecasts have incorporated the MRCOG
4 2025 county-wide forecasts for total population, housing and employment.
5 The Infrastructure and Growth Plan should be reviewed, and updated if
6 necessary, every three to five years.

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

14 (D) Impact Fee Committee. The Impact Fee Committee shall be
15 the advisory committee pursuant to Section 5-8-37 of the New Mexico
16 Development Fees Act and shall be created according to the provisions of the
17 New Mexico Development Fees Act. The Impact Fee Committee shall also
18 consist of at least 60% of the members of the Planned Growth Strategy
19 Implementation Advisory Task Force.

20 Section 3. Planned Growth Strategy Implementation Advisory Task
21 Force. The Planned Growth Strategy Implementation Advisory Task Force is
22 created and shall be composed of nineteen members appointed by the Mayor
23 from a list of nominees selected by the Council, with the advice and consent
24 of the Council. Each member of the Council shall nominate five members of
25 the Task Force. Two of the members suggested by each Councilor shall be
26 recognized neighborhood association officers or board members or a
27 representative member appointed by the recognized neighborhood
28 association. The Mayor shall select two out of the five suggested members by
29 each Councilor for nomination to the Planned Growth Strategy Implementation
30 Advisory Task Force to be sent to Council for review and final approval. The
31 membership shall represent the following groups:

1 **(A) The real estate and development industry, including**
2 **architects, consulting engineers, real estate attorneys, and planning and**
3 **development consultants. One of these members shall be a residential infill**
4 **developer with substantial development experience and another of these**
5 **members shall be an Albuquerque area industrial and/or office developer with**
6 **substantial development experience developing at or near the fringe of the**
7 **City. The real estate and development industry shall be represented by 4**
8 **members of the Task Force.**

9 **(B) Officers, board members or representatives appointed**
10 **pursuant to Section 3 herein of recognized neighborhood associations with**
11 **more than half of their geographic area within the City. There should be at**
12 **least one member from each of the nine Council districts. Neighborhood**
13 **associations shall be represented by 9 members of the Task Force.**

14 **(C) Civic, environmental, planning, religious, or educational**
15 **organizations. These organizations shall be represented by 3 members of the**
16 **Task Force.**

17 **(D) Business and economic development organizations. One of**
18 **these members shall be a specialist in neighborhood economic development.**
19 **These organizations shall be represented by 3 members of the Task Force.**

20 **(E) The members of the Planned Growth Strategy Implementation**
21 **Advisory Task Force shall be appointed within 90 days from the effective date**
22 **of this Ordinance. The recommendation for replacement of members who**
23 **resign shall be made at the Council meeting immediately following the formal**
24 **resignation of the member.**

25 **Section 4. Impact Fees/Utility Expansion Charges/Other**
26 **Development Related Charges.**

27 **(A) Impact fees, Utility Expansion Charges, and other**
28 **development related charges are key strategic tools for implementing the**
29 **Planned Growth Strategy and the City/County Comprehensive Plan. It is the**
30 **intent of the Council that current development fees, including Utility**
31 **Expansion Charges and park dedication and development charges, be**
32 **incorporated into the impact fee system.**

1 **(B) Impact fees shall be established in a manner fully consistent**
2 **with the New Mexico Development Fees Act. The qualified professionals**
3 **preparing the proposed impact fee program shall be guided by the policies**
4 **contained in this Ordinance and Council Bill No. R-02-111 as adopted. The**
5 **Impact Fee Committee shall review and provide written comments on the**
6 **impact fee program and the Council shall review, conduct at least one public**
7 **hearing, and adopt the impact fees according to the provisions of the New**
8 **Mexico Development Fees Act. Impact fees shall be utilized and spent within**
9 **the service areas where they are collected. The review and written comments**
10 **by the Impact Fee Committee shall be consistent with the policies contained in**
11 **this Ordinance and Council Bills R-02-111 and R-02-112 as adopted.**

12 **(C) Impact fees, including the incorporated Utility Expansion**
13 **Charges shall be initially calculated based upon the full marginal cost of**
14 **growth, consistent with the City’s Capital Improvement Program, that provides**
15 **the facilities and infrastructure to support growth as indicated by the adopted**
16 **Infrastructure and Growth Plan. The impact fee amount charged by the City is**
17 **subject to Council approval and may include reductions and waivers set forth**
18 **in subparagraphs 4D through 4F herein. Service areas and tiers shall be the**
19 **geographical areas for planning infrastructure and facility development.**

20 **(D) Impact fees, including the incorporated Utility Expansion**
21 **Charges shall be reduced based upon a schedule, to be created, of facility and**
22 **infrastructure efficiencies that result from the nature and location of the types**
23 **of development. Non-exclusive examples include projects that result in jobs**
24 **closer to predominately residential areas, mixed use projects, neighborhood**
25 **commercial centers, activity centers consistent with the City/County**
26 **Comprehensive Plan, higher density housing, affordable housing with smaller**
27 **lot sizes and fewer utility fixtures.**

28 **(E) Impact fees, including the incorporated Utility Expansion**
29 **Charges shall be partially or completely waived based upon developments**
30 **that are consistent with the policies contained in the Planned Growth Strategy**
31 **as adopted, the City/County Comprehensive Plan, and other policies and**
32 **recommendations in area plans, metropolitan redevelopment plans,**

1 neighborhood and sector development plans, center and corridor plans, and
2 for affordable housing and for new zoning objectives as described in
3 Resolution R-02-111 as adopted. These waivers shall be provided using a
4 policy-based ranking system.

5 (F) Other development-related charges shall be modified or fully or
6 partially waived in a consistent manner to support the Planned Growth
7 Strategy, the City/County Comprehensive Plan, and other adopted plans.

8 (G) Impact fees, including the incorporated Utility Expansion
9 Charges shall not apply to the “Unserved area” tier. The provision of and
10 charges for facilities and services in this tier shall be based upon a
11 development agreement among all affected parties.

12 (H) The City shall seek statutory authority for impact fees to be
13 enacted for schools (with the agreement of the Albuquerque Public Schools),
14 transit, water rights, and other facilities as determined in the future by the City.

15 (I) The Impact Fee Committee shall be composed of not less than
16 five members who shall be appointed by the Council. The membership shall
17 be as follows:

18 (1) 40% of the members shall be engaged in the real estate
19 and development industry, including architects, consulting engineers, real
20 estate attorneys, and planning and development consultants, or have a
21 substantial financial interest in such activity. One of these members shall be a
22 residential infill developer with substantial development experience and
23 another of these members shall be an Albuquerque area industrial and/or
24 office developer with substantial development experience developing at or
25 near the fringe of the City.

26 (2) 40% of the members shall be recognized neighborhood
27 association officers or board members, or representatives appointed by a
28 recognized neighborhood association, with more than half of the association’s
29 geographic area within the City. A minimum of one member should be from a
30 neighborhood association from each of the following areas:

- 31 a. The area west of the Rio Grande;
- 32 b. The area east of the Rio Grande;

1 c. The area south of Interstate 40.

2 (3) 10% of the members shall represent the following types
3 of organizations: civic, environmental, planning, religious, and educational.

4 (4) 10% of the members shall represent business and
5 economic development organizations. One of these members shall be a
6 specialist in neighborhood economic development.

7 (J) The members of the Impact Fee Committee shall be appointed
8 within 90 days from the effective date of this Ordinance. The recommendation
9 for replacement of members who resign shall be made at the Council meeting
10 immediately following the formal resignation of the member.

11 (K) The report of the Impact Fee Committee shall be made within
12 90 days of the Council's adoption of the Infrastructure and Growth Plan.

13 Section 5. Article 13, Planning; Goals and Objectives, of Chapter 14, ROA
14 1994, shall be renumbered as Article 1 of Chapter 14 and subsequent Articles
15 renumbered accordingly. This action is taken to indicate the importance of
16 long range planning to the community.

17 Section 6. The current Section 14-13-1 ROA 1994 is amended by inserting
18 the following new section after current Section 14-13-1-2 and renumbering the
19 subsequent sections accordingly (this new section will be codified with a
20 different Article number pursuant to Section 3 above):

21 [NEW MATERIAL] PLANNED GROWTH STRATEGY.

22 (A) The City shall prepare amendments and complementary
23 legislation and regulations that, when adopted, in combination with the
24 identified provisions of this Ordinance, shall implement the Planned Growth
25 Strategy. The Planned Growth Strategy, in conjunction with the
26 Albuquerque/Bernalillo County Comprehensive Plan, shall guide the future
27 development of the Albuquerque urban area. The Planned Growth Strategy
28 shall serve as the comprehensive guide for this urban growth management
29 program, but only policies specifically adopted and identified as being a part
30 of the Planned Growth Strategy shall have binding force. One or more Town
31 Hall meetings and other forms of public input shall be used in the process of

1 developing future legislation and regulations pursuant to the direction
2 contained in this legislation as adopted.

3 (B) Infrastructure and Growth Plan. An Infrastructure and Growth
4 Plan, as defined herein, shall be adopted. The Infrastructure and Growth Plan
5 is a key strategic tool for implementing the Planned Growth Strategy and the
6 City/County Comprehensive Plan.

7 (1) The Infrastructure and Growth Plan shall be used as the
8 basis of the growth-related element of the Capital Improvement Program (CIP)
9 planning for streets, water, sewer, hydrology, parks, libraries, police, fire and
10 other City facilities. The City shall request the Albuquerque Public Schools to
11 use the Infrastructure and Growth Plan for preparing and implementing the
12 Albuquerque Public Schools' Facility Master Plan. The City should enter into,
13 or modify existing, joint powers agreements with the Albuquerque Public
14 Schools to reflect its request to use the Infrastructure and Growth Plan. The
15 Infrastructure and Growth Plan forecasts shall be used in conjunction with
16 level of service standards for CIP and school planning.

17 (2) The modification of the Infrastructure and Growth Plan by
18 incorporating the MRGCOG 2025 county-wide forecasts as described in
19 Section 2 (Definitions) shall be guided by the following principles and Council
20 Bill No. R-02-111 as adopted:

21 (a) Grow efficiently by developing where infrastructure
22 and facilities already exist.

23 (b) Take into consideration topological and geological
24 constraints (such as high slopes, poor soils, flood zones), environmental
25 constraints (such as landfills, landfill buffer areas, contaminated sites, leaking
26 underground storage tanks), and aquifer recharge zones.

27 (c) Take into consideration market absorption rates in
28 different areas including those in areas with antiquated and/or premature
29 platting and in redevelopment areas.

30 (d) Locate more jobs where people reside and locate
31 more residences where jobs exist, so that the demand for streets is reduced
32 by fewer auto trips and shorter trips.

1 (e) Grow neighborhoods contiguous to the urban fringe,
2 with each neighborhood ideally containing a school, local serving businesses,
3 park, and pedestrian and bicycle friendly streets.

4 (f) Foster community in older and newer
5 neighborhoods.

6 (g) Prioritize the needs of the older parts of
7 Albuquerque in terms of vitality and development. Encourage infill and
8 redevelopment.

9 (h) Support “centers and corridors”, especially transit-
10 oriented corridors. This will help create a more effective and efficient transit
11 system.

12 (i) Protect the character of the North and South Valley
13 including in the more rural parts of the valley and preserve farm land there.

14 The bases of the Infrastructure and Growth Plan are derived from the
15 consensus recommendations of the two Planned Growth Strategy Town Halls,
16 policies contained in the City/County Comprehensive Plan, Resolution 1998-
17 091 (“Interim Growth Policy”), Resolution 2000-066 (“Centers and Corridors”),
18 Resolution 2000-099 (“Infill Development Task Force”), and City Citizen
19 Satisfaction Surveys, summarized in Sections 1.3.1 through 1.3.4 and
20 described in Chapters 1 through 3 of the Planned Growth Strategy Report, Part
21 2.

22 (3) The Infrastructure and Growth Plan shall serve as the
23 basis of the Land Use Assumptions under the New Mexico Development Fees
24 Act. Prior to the final adoption of the Land Use Assumptions by the City
25 Council, the adopted Infrastructure and Growth Plan shall be reviewed and the
26 Council shall obtain advice and assistance from the Impact Fee Committee.
27 Council directs that the review, advice, and assistance of the Impact Fee
28 Committee be based upon the policies of the City/County Comprehensive Plan
29 and those in the “Infrastructure and Growth Plan” as defined herein. The
30 report of the Impact Fee Committee shall be made within 90 days of the
31 Council adoption of the Infrastructure and Growth Plan after the formation of

1 the Impact Fee Committee. The adoption of the Land Use Assumptions by the
2 City Council shall comply wholly with the New Mexico Development Fees Act.

3 (C) Capital Improvement Program.

4 (1) The Capital Improvement Program is a key strategic tool for
5 implementing the Planned Growth Strategy and the City/County
6 Comprehensive Plan. The Planned Growth Strategy (as adopted herein and as
7 subsequently amended and expanded) shall provide the comprehensive
8 framework that shall guide all City departments' capital programs by providing
9 the phasing and timing of urban growth in the Infrastructure and Growth Plan,
10 by identifying standards for infrastructure, facilities and design elements
11 (especially, but not exclusively) to achieve the community building goal, and
12 by placing a high priority, in terms of vitality and development, on the
13 developed community as it exists at the time the Capital Improvement
14 Program is adopted.

15 (2) Funding from various sources shall be prioritized within
16 the capital programs of the City to catch up with the backlog of rehabilitation
17 needs, to address infrastructure deficiencies over time, and to provide basic
18 infrastructure to support urban growth (streets, water, sewer, hydrology, and
19 parks) to reach adopted level of service standards within service areas in
20 reasonable time frames. Funding shall be prioritized for rehabilitation and
21 deficiency correction in all areas of the City regardless of the date on which
22 the area was annexed.

23 (3) Development Agreements and No Net Expense Policy
24 (Unserviced Area). Development in the water pressure zones that are unserved
25 by urban water master plan facilities or existing private water service
26 companies upon the date of the development agreement (Unserviced area) will
27 be based on the No Net Expense policy. The existing No Net Expense policy
28 should be further defined to include the following.

29 (a) Developers of properties in the Unserviced Area
30 shall be required to assure fiscal self-sufficiency; that is, the public revenues
31 generated by the new development must be sufficient to support the costs of
32 facilities and infrastructure needed to serve the new development. Facilities

1 provided must meet the level of service standards adopted in a development
2 agreement signed by the developer and the City. Consistent with this policy,
3 subsequent legislation shall be drafted setting forth a procedure and requiring
4 the developer to transfer to the City sufficient water rights, or cash sufficient
5 for the City to purchase adequate water rights, to support his or her proposed
6 project. This requirement may be phased in keeping with the project's
7 phasing.

8 (b) Growth related operational and maintenance
9 expenditures for the new development should be roughly equivalent to the
10 public revenues generated by and collected from the development.
11 Otherwise, the developer, property owner, and/or the residents of the
12 development shall assume the additional costs. Nothing herein, however,
13 shall act as or be construed as a moratorium on Planned Communities until
14 such time as specific legislation is enacted to implement the policy guidelines
15 expressed herein.

16 (4) Planned Communities in the Comprehensive Plan Rural
17 and Reserve Areas. The development of housing, commercial and industrial
18 structures, and supporting public infrastructure shall be sequenced within an
19 approved Planned Community. Development agreements shall require that
20 mixed use development take place in a reasonably concurrent way. Nothing
21 herein, however, shall be deemed to abrogate any existing contractual
22 agreements between the City and any developer of a master planned
23 community.

24 (5) Related Legislative and Regulatory Changes. The
25 current annexation policy and related provisions in the Development Process
26 Manual, in part, indicate conditions under which an annexation request may
27 be denied by the City. The emphasis in the Planned Growth Strategy report is
28 on the urban growth management conditions under which annexation occurs.
29 Annexation provisions shall be linked to the following laws as adopted
30 subsequent to this Ordinance: urban growth phasing and timing contained in
31 the Infrastructure and Growth Plan, the related facility and infrastructure level
32 of service standards, the Adequate Public Facilities Ordinance, and the Capital

1 Improvement Program contained in the policies set forth and as defined in the
2 Planned Growth Strategy Resolution (Council Bill No. R-02-111.) Linking these
3 provisions and policy instruments will provide critical information to the
4 applicant for annexation, to the State Municipal Boundary Commission, the
5 courts, and City officials in order to make decisions regarding the review and
6 approval of annexation applications, and their implications with regard to the
7 timing of access to urban facilities and infrastructure, and the standards under
8 which access will be provided. Nothing herein, however, shall act as or be
9 construed as a moratorium on any annexation request until such time as
10 specific legislation is enacted to implement the policy guidelines expressed
11 herein.

12 (6) Water Conservation Goal. Conservation is the least
13 expensive water source for the Albuquerque metropolitan area. In addition,
14 benefits are obtained from identifying innovative ways to conserve water,
15 protecting the riparian habitat of the Rio Grande through water flow and
16 maintaining traditional New Mexico water uses in the Albuquerque Basin. The
17 Water Resources Division of the Public Works Department shall evaluate
18 increasing the water conservation goal of the City to approximately 150
19 gallons per person per day by the year 2005, and develop a preliminary plan
20 with significant public input. This plan and recommendation shall be
21 submitted to the Council.

22 (7) Intergovernmental Aspects of Planned Growth Strategy
23 Implementation – Mid-Region Council of Governments (MRCOG).

24 (a) The adopted Infrastructure and Growth Plan, consisting
25 of the phased and timed forecasts of population, housing, and employment by
26 subareas, and associated Land Use Measures (LUMs), shall serve as the City’s
27 official land use assumptions for the MRCOG Metropolitan Transportation
28 Plan and Transportation Improvement Program.

29 (b) In order to strengthen the Capital Improvement Program
30 and ensure consistency of infrastructure planning, the City’s streets, right of
31 way, transit, and multi-modal transportation improvement projects included in
32 the City’s Capital Improvement Program shall be those projects proposed for

1 inclusion in the MRCOG Metropolitan Transportation Plan and the
2 Transportation Improvement Program.

3 (c) The City shall request that MRCOG conduct cost-benefit
4 (including revenue) analyses to support decision-making for all major roadway
5 expansion projects within the MRCOG Regional Planning Area. This approach
6 should be used to evaluate alternative projects. The analysis of alternative
7 projects would consider the impact on traffic congestion and air quality in
8 relation to cost, among other factors.

9 Section 7. Within sixty days of the adoption of this Ordinance, the
10 Council and the Administration shall develop a work plan, which includes a
11 process, schedule, cost, proposed source of revenue and priorities, for
12 implementing the goals and policies in this Ordinance.

13 Section 8. SEVERABILITY CLAUSE. If any section, paragraph, sentence,
14 clause, word or phrase of this ordinance is for any reason held to be invalid or
15 unenforceable by any court of competent jurisdiction, such decision shall not
16 affect the validity of the remaining provisions of this ordinance. The Council
17 hereby declares that it would have passed this ordinance and each section,
18 paragraph, sentence, clause, word or phrase thereof irrespective of any
19 provision being declared unconstitutional or otherwise invalid.

20 Section 9. COMPILATION. This ordinance shall be incorporated in and
21 made part of the Revised Ordinances of Albuquerque, New Mexico, 1994.

22 Section 10. EFFECTIVE DATE. This ordinance shall take effect five days
23 after publication in full.

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1 Region Council of Governments, other local governments, and by individual
2 citizens; and

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

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

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

18 WHEREAS, the Planned Growth Strategy report and associated legislation
19 were also reviewed and commented upon by the Planned Growth Advisory
20 Task Force, an ad hoc committee of City Councilors, members of the
21 development community, neighborhood representatives, an Albuquerque
22 Public Schools 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
30 resource conservation and preservation related to land, water, and air quality;
31 traffic congestion; timely provision of infrastructure, parks, schools and other
32 facilities to support new development; and the decline of some older
33 neighborhoods; and

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

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

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

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

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

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

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

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

32 Section 1. **DEFINITIONS.**

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

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

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

21 **(D) Impact Fee Committee.** The Impact Fee Committee shall be
22 the 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
31 such increase. No provision of this Resolution establishes any new zoning
32 categories or applies new zoning to any parcel of land. No provision of this
33 Resolution changes or revokes any approved Capital Improvement Program

1 appropriation. No provision of this Resolution amends any adopted Rank 1,
2 Rank 2, or Rank 3 Plan, and no part of this Resolution shall be considered as
3 part of the Comprehensive Plan. The intent of this Resolution is to support
4 and protect the integrity of existing adopted Sector Development Plans.

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

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

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

28 (1) Community Oriented Policing. Community Oriented Policing is
29 a strategy for the Albuquerque Police Department, neighborhood residents,
30 and other governmental and private agencies to work together in full
31 partnership to identify, prioritize, and solve public safety problems such as
32 crime, drugs, fear of crime, social and physical disorder, and neighborhood
33 decay. Traditional criminal justice methods such as the police, courts, and

1 correctional institutions cannot succeed in isolation from an involved and
2 empowered citizenry. Community Oriented Policing addresses not only the
3 incidence of crime but the underlying causes of crime.

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

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

30 (4) Community Education. The City, to the extent possible, shall
31 integrate its human service activities, especially related to pre-school and
32 school-aged children, through a full partnership with the Albuquerque Public
33 Schools, into a Community Education model. Community Education is a

1 strategy for serving the neighborhood by providing for the educational needs
2 of all its members. Community Education programs may include, among
3 others, preschool activities for children and parents, continuing and remedial
4 education for adults, cultural enrichment, and recreation. More broadly,
5 Community Education uses the local school as a catalyst for bringing
6 neighborhood resources, including those of governmental and private service
7 agencies, to bear on community problems. An objective of Community
8 Education is the greater realization of neighborhood residents' potential. In
9 Community Education, school facilities are used as community centers.

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

30 (B) Development-related planning, regulations, design and
31 infrastructure standards, fees and charges, and approval processes shall be
32 identified, reviewed and modified as appropriate for consistency with the
33 following principles of the Planned Growth Strategy and the City/County

1 Comprehensive Plan. City staff, with the assistance of other public and private
2 agencies including the County of Bernalillo, consultants, and the PGS
3 Implementation Advisory Task Force shall act expeditiously to develop
4 legislation, regulations, and rules consistent with the following
5 implementation practices recommended in the Planned Growth Strategy
6 report.

7 (1) Infrastructure and Growth Plan.

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

16 (b) The Infrastructure and Growth Plan shall include phased
17 and timed forecasts of population, housing, and employment by subareas
18 within the metropolitan area. The subareas shall include, but not be limited to,
19 the subareas used in the Planned Growth Strategy report, Data Analysis Sub-
20 Zones, and the service areas used for the provision of infrastructure in the
21 Capital Improvement Program. The MRCOG forecast will be modified in
22 accordance with the Planned Growth Strategy goals. The modifications will be
23 summarized and made available for public review prior to adoption by the City
24 Council. The Infrastructure and Growth Plan forecasts shall be adopted for a
25 25-year period, subdivided into the first ten years and the following fifteen
26 years. The Infrastructure and Growth Plan shall be reviewed, and revised if
27 necessary, every 3 to 5 years.

28 (c) The Infrastructure and Growth Plan shall be a basis of,
29 include, and identify the Land Use Measures (LUMs) to be used as part of the
30 air quality conformity determination for the Transportation Improvement
31 Program (TIP) and Metropolitan Transportation Plan (MTP) as made by the
32 Albuquerque/Bernalillo County Air Quality Control Board. A Land Use
33 Measure means a land use action, set of land use actions, or a land use plan

1 used as the basis for air quality credits to achieve air quality conformity. The
2 LUMs shall be submitted, directly and through the Mid-Region Council of
3 Governments, to the Air Quality Control Board for inclusion in the State
4 Implementation Plan. The LUMs adopted as part of the Planned Growth
5 Strategy shall form a basis for seeking air quality credits as part of the air
6 quality conformity process.

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

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

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

21 (b) Pursuant to applicable City ordinances relating to the
22 amendment of the Zoning Code and Subdivision Ordinance, the zones as
23 described in subparagraphs 1 through 6 will be created as described below as
24 options for new growth areas. The new zones (subparagraphs 1 through 7) may
25 also serve as overlay zones to guide redevelopment and enhance development
26 in fully or partially developed areas and where vacant land has been subdivided
27 and zoned. Design standards and zoning specifications shall be developed for
28 specific plan areas as appropriate. The following subsections provide general
29 guidance for the creation of new zone categories. More detailed descriptions
30 and regulations shall be drafted for each zone category. The zone categories
31 shall be reviewed by the Planning Department, Environmental Planning
32 Commission and the City Council as provided by existing ordinances and
33 resolutions.

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

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

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

22 4. Commercial Center. This zone includes: pedestrian
23 scale, restricted frontage of building facades, rear parking, buildings oriented to
24 the public realm, an interconnected street system, public spaces, landscaping
25 and xeriscaping, transit, pedestrian and biking compatibility, higher density
26 residential development, design standards, integration of historic/cultural
27 features, and other elements as needed.

28 5. Campus. This zone is used for the unified development
29 of office, industrial, institutional and residential uses and includes the following
30 elements: a minimum open space requirement, landscaping and xeriscaping,
31 pedestrian and bicycling linkages, retail and restaurants, transit orientation,
32 possible higher density residential, public spaces, design standards, integration

1 of historic/cultural features of the built and natural environments, and other
2 elements as needed.

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

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

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

23 a. Preservation and compatibility with historic,
24 social, cultural, environmental, and architectural elements.

25 b. Conduciveness to pedestrian mobility, transit,
26 bicycle, and other multi-modal transportation options; including relaxed street
27 standards.

28 c. Predominant architectural style or styles.

29 d. Building forms and materials appropriate to the
30 Southwestern climate; green site development and building elements that
31 reduce water and energy consumption and preserve open space.

32 e. Compatible building massing.

- 1 f. Colors that create visual interest and are
- 2 complemented by the quality of Southwestern light.
- 3 g. Integration of building heights with adjacent
- 4 facades.
- 5 h. Human scale details including pattern and scale.
- 6 i. Pedestrian scale lighting and signage.
- 7 j. Streetscape design elements.
- 8 k. Other elements as needed.

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

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

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

21 (d) The new zones and design standards are encouraged
22 and not mandated in areas that are fully or partially developed, and need not
23 meet the criteria in Section 14-16-2-28(F) ROA 1994. For areas covered by an
24 existing sector development plan area, these zones and design standards may
25 be applied, in a manner appropriate for neighborhood conditions, through the
26 amendment of a sector development plan. The periodic review of a sector
27 development plan pursuant to Section 14-16-4-3 ROA 1994 should provide an
28 additional opportunity to incorporate the new zones and design standards into
29 existing sector development plans. For areas not covered by an existing sector
30 development plan, the new zones and design standards may be applied
31 through the adoption of a sector development plan or a design overlay zone.
32 The approval of these zones and design standards and the attendant reduction
33 of development approval time as suggested in this section shall only be made

1 after a formal review of the proposed changes by residents, property owners,
2 lessees, businesses and neighborhood associations within the applicable plan
3 area and in accordance with Section 14-16-4-3 ROA 1994. The formal review,
4 including a public meeting, shall be conducted with professional planning staff
5 assistance of the City Planning Department, the School of Architecture and
6 Planning of the University of New Mexico, or private planning professionals as
7 agreed upon by the neighborhood association board and the City Planning
8 Department, or by the City Planning Department if there is no neighborhood
9 association in the area. Notwithstanding this formal review requirement, in the
10 event that existing areas are proposed for rezoning under the above categories,
11 neighborhood associations, adjoining landowners and other parties entitled to
12 notice and opportunity for hearing shall be given such notice and opportunity
13 for hearing as provided under existing ordinances.

14 (3) Capital Improvement Program.

15 (a) Infrastructure and facility service areas and tiers shall be
16 the planning areas for infrastructure and facility growth and deficiency
17 correction projects. The tiers are identified in the Planned Growth Strategy
18 report as the Fully Served area, the Partially Served area, and the Unserved
19 area. Smaller service areas within the tier system shall be created, based on
20 reasonable service delivery geographic areas (e.g., water trunks or pressure
21 zones, hydrology basins, traffic sheds.) The level of service standards shall be
22 consistent with the phasing and timing of growth contained in the Infrastructure
23 and Growth Plan and the policies of the Planned Growth Strategy report and the
24 City/County Comprehensive Plan. The level of service standards shall be
25 reviewed every five years and may be modified following the reviews. The
26 figures in Exhibit A shall be used in initially defining tiers and service areas.

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

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

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

6 (e) Deficiency. An assessment of existing infrastructure and
7 facility capacity in relation to estimates of current population, housing, and
8 employment shall be used in relation to level of service standards for CIP
9 deficiency correction. The City shall assume the costs of scheduled deficiency
10 correction projects. These projects shall be phased over time consistent with
11 the availability of funds and their locations based upon the development and
12 redevelopment priorities of the Planned Growth Strategy and the Infrastructure
13 and Growth Plan growth forecasts.

14 (f) The beginning assumptions about the annual City funding
15 requirements for rehabilitation and deficiencies are as identified in the Planned
16 Growth Strategy report. The street conditions inventory shall be independently
17 evaluated to confirm the rehabilitation need figures reported in the Planned
18 Growth Strategy report. Expenditures from all sources for expansion of the bus
19 fleet should be increased based on a commitment to support operating
20 expenditures for this expansion from the General Fund, rates, and other
21 revenue sources. The expenditure needs related to growth and deficiency
22 correction for street infrastructure contained in the Planned Growth Strategy
23 report shall be re-evaluated based on the CIP planning approach contained in
24 this Resolution. These figures represent spending goals for the City that are
25 prioritized and shall be phased in over time, e.g., for a period of 10 to 15 years.

26 (g) The ten year framework of the Capital Improvement
27 Program shall be as significant as its two year element. The ten year program
28 shall be carried out consistently through the two year CIP cycles. Only minor
29 changes should be made in the already approved portion of the ten year
30 program within the two year CIP funding cycles.

31 (h) Each project identified in the Capital Improvement Program
32 shall include information related to location and characteristics, service area,
33 level of service standard, existing level of service, population and employment

1 forecasts, level of service after the project is constructed, and capacity created
2 through the project.

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

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

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

14 (l) A portion of the City's Capital Improvement Program shall
15 be used to support the use of APS elementary and middle schools for
16 community centers consistent with Community Education principles and
17 adopted policies, provided, however, that the City recognizes the first priority of
18 APS with regard to the use of its schools is for school purposes and for the
19 education of its students.

20 (m) It is the goal, to the extent possible, to use the City's
21 Capital Improvement Program plan as the capital improvements plan called for
22 in the New Mexico Development Fees Act. The City's Capital Improvement
23 Program plan should be consistent with provisions of the New Mexico
24 Development Fees Act including: the use of the Land Use Assumptions under
25 the New Mexico Development Fees Act as the Infrastructure and Growth Plan
26 after the adoption of the Land Use Assumptions by the Council, the
27 development of the City's Capital Improvement Program plan, the plan review
28 by the Impact Fee Subcommittee, and the plan review (including public hearing)
29 and approval by the Council.

30 (4) Adequate Infrastructure and Facilities . Adequate infrastructure
31 and facility regulations shall be established through a future Adequate Public
32 Facilities Ordinance (APFO). These regulations are a key strategic tool for

1 implementing the Planned Growth Strategy and the City/County Comprehensive
2 Plan.

3 (a) Adequate Infrastructure and Facilities is a system of
4 regulatory review of infrastructure and facilities either built or in the Capital
5 Improvement Program to determine whether adequate capacity exists or will be
6 provided within a reasonable, established time to support the demand created
7 by proposed development projects. Reasonable time frames should be
8 established in the Adequate Public Facilities Ordinance by taking into
9 consideration the needs of the occupants of new homes and businesses, the
10 estimated cost of building new infrastructure and facilities, and the availability
11 of funds to construct these projects.

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

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

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

28 (e) The Adequate Public Facilities Ordinance should identify
29 the types of development subject to APFO review (and those exempt from such
30 review), a simplified preliminary review to establish whether capacity limits may
31 be reached by a proposed development, the timing of the review in the
32 development review process, the issue of reserving infrastructure and facility

1 capacity, provisions for mitigating inadequate facility and infrastructure
2 capacity identified in the review, and other topics as necessary.

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

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

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

12 2. The City Capital Improvement Program is adopted
13 containing the infrastructure and facility expansion projects that will enable the
14 level of service standards to be achieved consistent with the Infrastructure and
15 Growth Plan.

16 3. City Development Impact Fees are adopted in relation
17 to the City infrastructure and facilities covered by the Adequate Public Facilities
18 Ordinance.

19 4. The Albuquerque Public School's facility plan is
20 adopted containing the school expansion projects that will enable level of
21 service standards to be achieved consistent with the Infrastructure and Growth
22 Plan.

23 5. Funding has been identified and approved for the
24 City's Capital Improvement Program and the Albuquerque Public Schools
25 facility plan for the infrastructure, facility, and school expansion projects
26 needed consistent with the Infrastructure and Growth Plan. The Adequate
27 Public Facilities Ordinance may only cover the types of infrastructure and
28 facilities for which this condition has been met.

29 (h) Adequate Infrastructure and Facilities Planning is to be
30 encouraged among the City of Albuquerque, County of Bernalillo, MRCOG,
31 Albuquerque Public Schools, AMAFCA and other governmental or quasi-
32 governmental entities. The City will seek agreements with these entities toward
33 this end.

1 (i) This Section 4 is not intended to be nor shall be
2 construed as a moratorium on development. The provisions of this Section 4
3 shall not be used to prohibit the construction of any private development or
4 public or private facility until such time as a future Adequate Public Facilities
5 Ordinance is adopted. Notwithstanding the continued application of already
6 adopted Ordinances, Resolutions, or regulations, the provisions of Section 4
7 shall not be used as a guide or a review standard until such time as a future
8 Adequate Public Facilities Ordinance is adopted.

9 (5) Priorities based on the Planned Growth Strategy and the
10 City/County Comprehensive Plan.

11 (a) The “Centers and Corridors” are priorities for
12 development/redevelopment based on Planned Growth Strategy and
13 City/County Comprehensive Plan policies during the 2000-2010 period.

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

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

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

26 (a) Development agreements shall be used to establish
27 what on- and off-site infrastructure and other capital facilities will be built, when
28 they will be built, the cost, and the payment and reimbursement provisions.
29 Development agreements shall be used for all developments in the Unserved
30 area as defined by the area outside of the area served with urban water master
31 plan facilities (indicated as Fully Served and Partially Served areas in Exhibit A
32 attached hereto). To the extent allowed by law, development agreements also
33 shall be used in other areas to remedy a situation in which a review indicates

1 that facility and infrastructure capacities required for and by a development are
2 unavailable or are not programmed in the Capital Improvement Program for
3 construction within a reasonable time.

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

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

11 2. Approval of the development agreement (and
12 interim development approvals) shall be evaluated based upon sufficient public
13 funds being appropriated to address the infrastructure and facility rehabilitation
14 and deficiency correction needs in the existing community. This may be
15 evidenced by annual appropriations to provide sufficient funds to meet current
16 needs and to catch up with the back-log of needs consistent with a multi-year
17 plan to accomplish these goals, as ratified by ordinance. Funding for these
18 purposes shall not be reduced as a consequence of capital spending for
19 development subject to the agreement.

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

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

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

1 **(7) Related Legislative and Regulatory Changes.** The following
2 ordinances, policies, regulations, rules, and processes shall be reviewed and
3 amended as appropriate to be consistent with adopted Planned Growth
4 Strategy ordinances and the provisions of this Resolution. These include the
5 Development Process Manual, the Water and Sewer Line Extension Policy, the
6 Subdivision Ordinance, the Annexation policy, the Planned Communities
7 Criteria and related City/County Comprehensive Plan policies, the Storm
8 Drainage Ordinance, the Utility Expansion Charge reimbursement policy, the
9 Comprehensive Zoning Code, the zone map amendment policy, the building
10 permit process, and the Neighborhood Association Recognition Ordinance,
11 etc. An Annexation Ordinance, Transfer of Development Rights Ordinance, and
12 Private Infrastructure District Ordinance shall be developed for consideration
13 by the Council. The principal revisions needed include, but are not limited to,
14 the following:

15 **(a) The Water and Sewer Utility Line Extension Policy**
16 addresses the distribution of financial costs for system expansion among
17 appropriate parties. The Line Extension Policy shall be amended to include the
18 following laws as adopted: the phasing and timing of urban growth as
19 contained in the Infrastructure and Growth Plan, associated level of service
20 standards, and the Capital Improvement Program as outlined herein.
21 Expansion of urban facilities and infrastructure in the Unserved Area as
22 defined is not prohibited; however, such facilities and infrastructure must be
23 provided in a manner consistent with No Net Expense policies in a
24 development agreement. Utility Expansion Charges and other impact fee
25 reimbursements shall be consistent with the policy summarized [~~in Section~~
26 ~~3(D)(9)(i)~~] herein.

27 **(b) The Subdivision Ordinance** currently addresses the
28 availability of adequate public facilities but does not require the subdivision
29 agreement to specifically address this issue. The Subdivision Ordinance shall
30 be amended to include the following laws as adopted: phasing and timing of
31 urban growth contained in the Infrastructure and Growth Plan, appropriate
32 level of service standards, the Adequate Public Facilities Ordinance, and the
33 Capital Improvement Program as outlined in this Resolution. Provisions for

1 coordinating infrastructure availability with the three-stage sketch, preliminary,
2 and final plat approval shall be established. The design criteria for subdivision
3 approval and design standards in the Development Process Manual also shall
4 be amended to be consistent with the adopted Planned Growth Strategy
5 policies, especially the provisions of Section 3(B)(2)(b)8 herein.

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

11 (d) Requirements for zone map amendments, sector
12 development/neighborhood plans or sector development/neighborhood plan
13 amendments, special exceptions, and plan reviews for Planned Communities in
14 the City/County Comprehensive Plan Rural and Reserve Areas shall be reviewed
15 for consistency with the Adequate Public Facilities Ordinance, when and if
16 adopted, and amended as necessary.

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

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

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

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

29 (f) The Development Process Manual shall be revised to be
30 consistent with the land use zoning categories and design standards as
31 described in Section 3(B)(2)(b). Infrastructure design standards shall vary by
32 location to be consistent and appropriate for the land use zoning, the
33 community building priorities of the Planned Growth Strategy, natural resource

1 conservation, environmental considerations, the adopted phasing and timing of
2 urban growth in the Infrastructure and Growth Plan, and related level of service
3 standards.

4 (g) Transfer of Development Rights. Transfer of
5 Development Rights legislation shall be drafted in order to protect
6 environmentally unique or fragile areas from undesired development,
7 overcome problems of antiquated and premature subdivisions, and preserve
8 open space and rural character while encouraging development in areas more
9 suitable to more intensive development such as priority centers, corridors, and
10 redevelopment areas, to achieve better jobs-housing balance, and for other
11 purposes as appropriate.

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

18 1. All development utilizing capacity of the facilities
19 and infrastructure constructed as a result of the development agreement,
20 including those of the developer/property owner advancing payment, shall be
21 assessed appropriate development fees;

22 2. The developer/property owner advancing payment
23 shall be responsible for paying normal development fees and shall not be
24 reimbursed from these payments. The developer/property owner shall be
25 reimbursed through the development fees paid by other developers/property
26 owners utilizing the excess capacity constructed by the facility and
27 infrastructure payments advanced in the development agreement; and

28 3. The reimbursements shall be calculated
29 separately on the basis of the specific facility and infrastructure capacity
30 constructed through the advanced payments and the development fees paid
31 for these facilities and infrastructure, e.g., street development fees (and the
32 fund provided to cover any impact fee waivers) shall be used only to reimburse
33 street system advance payments.

1 4. **Consideration shall be given in the development**
2 **agreement provisions for impact fee reimbursements as to whether the**
3 **proposed development will materially change the adopted Infrastructure and**
4 **Growth Plan.**

5 5. **Consideration shall be given as to whether the**
6 **development agreement provisions for impact fee reimbursements materially**
7 **affect the funding of growth related projects in the Capital Improvement**
8 **Program.**

9 (i) **Private Infrastructure Districts. Private Infrastructure**
10 **District (PID) agreements shall be consistent with Planned Growth Strategy**
11 **policies as established in this and future legislation especially related to the**
12 **following laws as adopted: marginal cost basis of development fees, fee**
13 **reimbursements and waivers, and No Net Expense policies. The City shall**
14 **approve the specific infrastructure to be constructed through a PID. The City**
15 **shall not guarantee PID infrastructure financing and shall not take over the PID**
16 **at any time in the future.**

17 (j) **Neighborhood Association Recognition Ordinance. The**
18 **Neighborhood Association Recognition Ordinance shall incorporate proactive**
19 **support for Community Oriented Policing, Informal Helping Networks,**
20 **Neighborhood Economic Development, Community Education, and**
21 **Neighborhood Planning. The Office of Neighborhood Coordination shall take an**
22 **“asset-based” approach in this work.**

23 (C) **Management and Oversight.**

24 (1) **The project management of this effort shall be carried out by**
25 **the City Council Services Department, the City Planning Department, the County**
26 **of Bernalillo (as approved by the County), and the Albuquerque Public Schools**
27 **(as approved by the Albuquerque Public Schools). This group shall constitute**
28 **the Management Committee of the project.**

29 (2) **Working groups, with broader public participation, shall be**
30 **established to assist in implementing portions of the Planned Growth Strategy**
31 **generally as follows:**

32 (a) **Zoning Code revisions, design standards, and the**
33 **Development Process Manual.**

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

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

5 (d) Infill development and redevelopment.

6 (e) Community Oriented Policing, Informal Helping
7 Networks, Neighborhood Economic Development, Community Education, and
8 Neighborhood Planning.

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

11 (g) Others as appropriate, including consistent changes to
12 other laws, regulations, and policies including the City/County Comprehensive
13 Plan.

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

17 (D) Intergovernmental Aspects of Planned Growth Strategy
18 Implementation.

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

27 (2) Albuquerque Public Schools. The City shall seek consistency
28 between the Albuquerque Public Schools’ facility planning, development, use,
29 and charges and those adopted by the City based on the Planned Growth
30 Strategy, especially related to the phasing and timing of urban growth in the
31 Infrastructure and Growth Plan, facility planning, impact fees, and Adequate
32 Public Facilities Ordinance. Strengthening of the partnership between the
33 Albuquerque Public School and the City is encouraged in a manner consistent

1 with the Community Education model. The partnership should be carried out by
2 way of a Joint Powers Agreement.

3 (3) Regional Plan. The City shall encourage the establishment of a
4 Regional Plan within the Mid-Region Council of Governments area using the
5 principles outlined in the Planned Growth Strategy report (Chapter 11, Section
6 4, Part 2, Findings).

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

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

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

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

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

1 programs and staffing, the City should implement the Planned Growth Strategy
2 as adopted by using existing staff resources, organized in a more effective way,
3 together with non-City strategic partners. Council recognizes that the City
4 Charter provides the Mayor with the power to organize City government. The
5 following are suggestions regarding how this organizational aspect of
6 implementation might 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
17 Planning, Community Planning, Community Development Block Grant, HOME
18 Administration, Albuquerque Development Services, Tax Increment-
19 Metropolitan Redevelopment, Weed and Seed Program-Neighborhood
20 Programs, Crime Prevention Through Environmental Design, Economic
21 Development Planning); Department of Finance and Administrative Services
22 (Office of Capital Implementation Program); Public Works Department
23 (Neighborhood Traffic Management, street, water, wastewater and hydrology
24 capital planning staff); Albuquerque Police Department (Community
25 Partnerships-Crime Prevention and staff responsible for Community Oriented
26 Policing); Parks and Recreation Department (Community Planning position,
27 staff responsible for capital planning, long range planning and design staff in
28 Planning and Design); Transit Department (route/multi-modal planning staff and
29 staff responsible for capital planning); Cultural Services (capital planning staff);
30 Solid Waste Department (planning and capital planning staff); and other staff
31 members as needed.

32 (c) The following revenue sources are identified as
33 strategic resources to help implement the adopted Planned Growth Strategy:

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

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

21 (2) Strategic Partnerships. The City shall endeavor to establish a
22 strategic partnership with the University of New Mexico to assist in planning
23 efforts related to the Planned Growth Strategy. University schools and
24 programs that might assist in these efforts include, among others, School of
25 Architecture and Planning especially the Design and Planning Assistance
26 Center, School of Public Administration, College of Education, Law School,
27 Bureau of Business and Economic Research, School of Medicine, and
28 Engineering School. The City also shall attempt to establish a formal strategic
29 partnership for this purpose with the Albuquerque Public Schools. As approved
30 by Council, the City may provide seed operating and capital funding, such as
31 through the CIP and Community Development Block Grant, to enable these
32 partnerships. The City shall seek cost saving agreement opportunities with its
33 strategic partners.

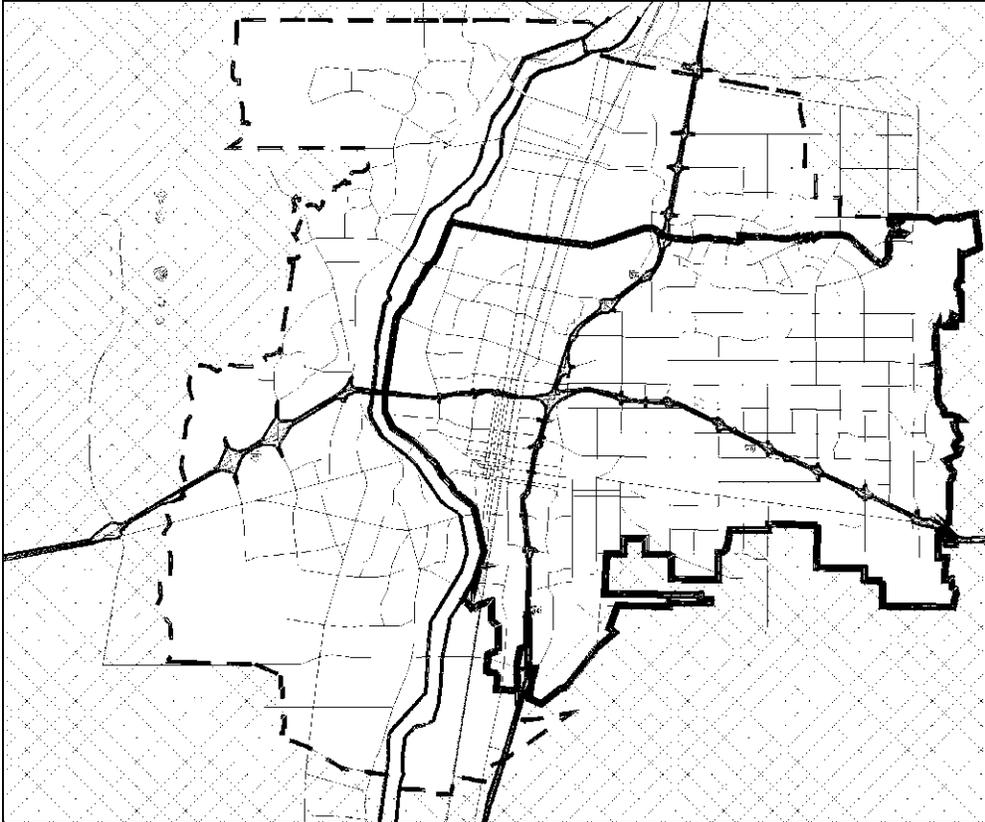
1 (F) Priorities for Implementation. Notwithstanding the importance
2 of other implementation elements, the following areas shall receive the highest
3 priority with regard to implementation: the Infrastructure and Growth Plan, the
4 Capital Improvement Program and Impact Fees/Utility Expansion Charges/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

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

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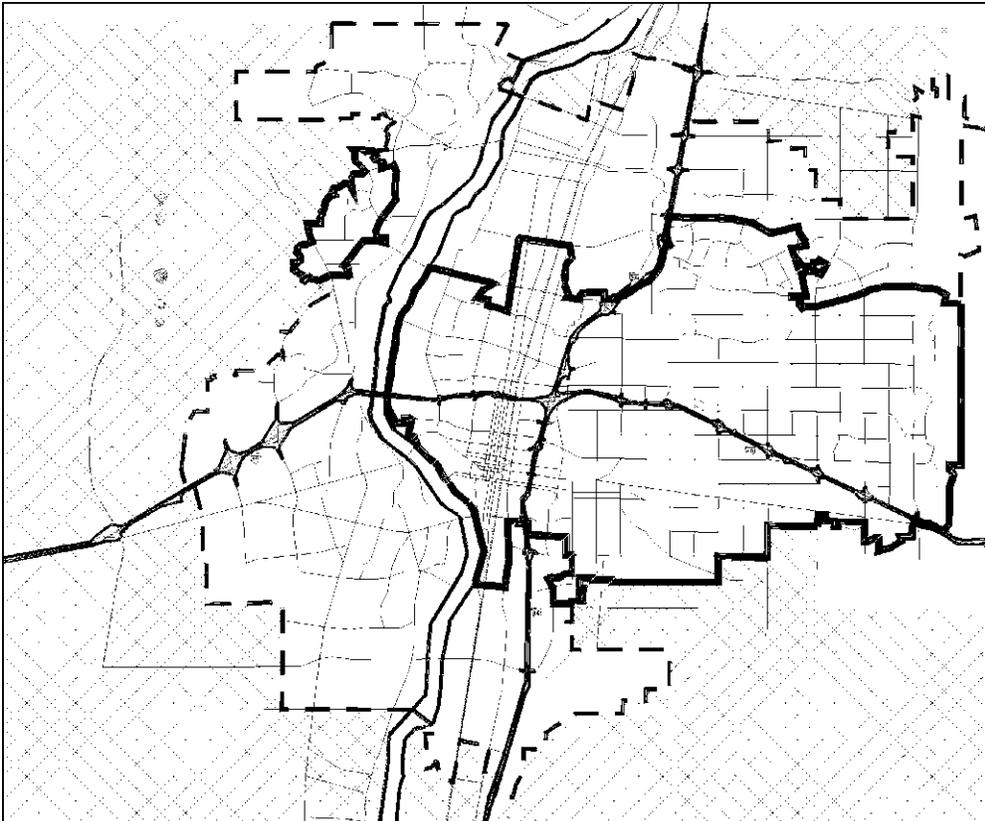
Water Service



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Wastewater Service

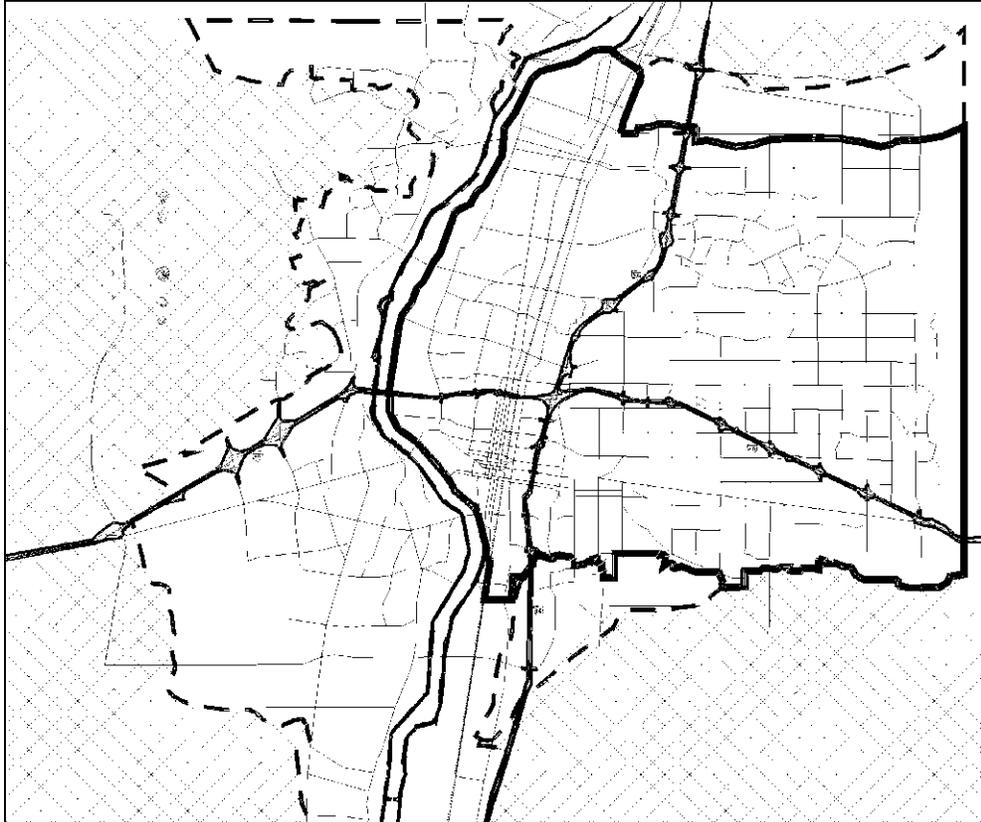


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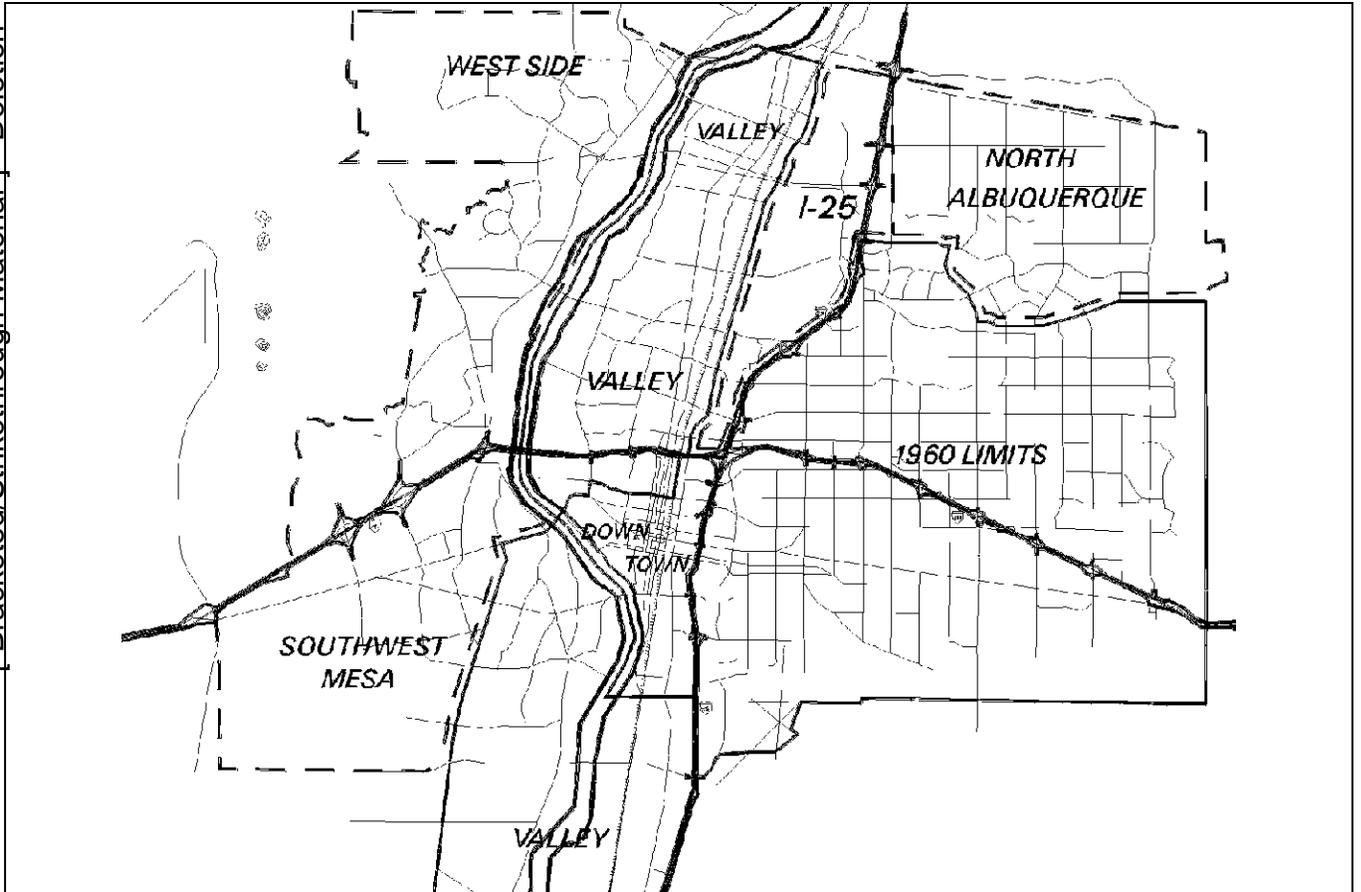
Hydrology Service



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Street Traffic Sheds



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