



Sustainable Santa Fe 25-Year Plan

October 2018



Javier Gonzales Mayor 2014-2018 City of Santa Fe



One of my earliest memories as a young boy was walking alongside the Acequia Madre with my Grandpa John. With the water flowing, all I wanted to do was jump in and splash it all over, and on whomever was in proximity! My grandpa always encouraged us to play and enjoy our land and water, but he always said that we must treat it with respect. He'd say enjoy but, "Agua es la Vida." Water is life. I don't think my Grandpa knew what climate change was at the time, but he knew our planet was changing and we needed to preserve and care for our land, water, and air. Future generations will judge the decisions we make today. It is our moral responsibility to assure that those generations breathe clean air, drink clean water, and have land that can sustain us. This Sustainable Santa Fe 25-Year Plan begins with the premise that we can do our part and mitigate the impacts of climate change on our city for future generations. Our goals are ambitious, but they are achievable if we have the courage to change the way we think, and equally important, how we act. From more electric vehicles and charging stations to Microgrid Technology which supports the use of more renewable energy, our Sustainable Santa Fe Commission has delivered a blueprint that is comprehensive and offers proven solutions.

We only achieve our goals if each of us makes a personal decision to act. I hope you believe, as I do, that we can make a difference. Now let's roll up our sleeves and get to work.

Alan Webber Mayor 2018 City of Santa Fe



As a city, Santa Fe sits on the hinge of history.

We are the nation's oldest state capitol; we are surrounded by pueblos and communities that have understood how to survive and flourish in concert with nature over millennia. And we are located in the high desert, in an environment which could easily bear the brunt of today's harsh impacts of climate change. That is our challenge and our opportunity, to learn the lessons of sustainability from our deep past and to apply them constructively to assure our livable future.

I genuinely believe that Santa Fe and New Mexico have arrived at a unique moment. We have it within our reach to be the most sustainable city and the most sustainable state in America. We have the systems and the knowledge, the practices and the values, the technology, and the will to embrace sustainability—to make sustainability the foundation for our future. For us, it is more than a way of life; it is a way of living—and has been since the beginning of time.

Now with this report we have a workable plan and a pragmatic pathway to guide us as we move forward. The actions outlined in this plan will show us how we can meet our City's goal of carbon neutrality by 2040; they will give us new strategies we can use to achieve environmental quality, economic vitality, and social equity. This plan calls on all of us in Santa Fe to take on leadership roles and responsibilities; it is a plan for our community, a chance for us to create together the future we all want to preserve the past we all cherish.

Please read this plan, embrace it, and contribute to implementing it. There's only one way we can become the most sustainable City in America: By doing it together.

Preface

The development of this 25-year Sustainability Plan has been quite an exhilarating and immersive journey, spanning two mayors and City Councils, both with high priority commitments to sustainability and reducing our impacts on, and adapting to, climate change. In that time, we cast the net broadly in bounding the planning effort. We created eleven working groups of community experts and City and County staff. Under the auspices of the Sustainable Santa Fe Commission, we conducted four community conversations. Together, these efforts afforded us opportunities to look comprehensively at elements of sustainability, including environmental, economic, and social issues facing our community.

In developing this Plan, we encountered numerous challenges, but top among them are the following:

- **A Systems Approach:** We tackled the challenge of how to take a complex system and address the parts without reinforcing siloed thinking. We hope the Plan successfully reintegrates the parts represented by working groups and organized as elements into a holistic view in which the whole made up of interrelated elements is indeed greater than the sum of the parts.
- **Triple Bottom Line:** It is one thing to present an integrated plan and another to implement a decision-making structure at the City that embeds a way of evaluating decisions from a sustainability point of view. The Plan presents a Triple Bottom Line approach/tool that helps evaluate decisions in an integrated way from the perspectives of Environmental Resilience, Economic Vitality, and Quality of Life/Social Equity — in addition to specifically calling out climate action.
- **Short versus Long Term Thinking:** This Plan requires considering short-term wins and low hanging fruit, while still keeping in mind which long-term goals need to be started now if we are to reach them within the 25-year planning time frame. In most cases, if we design short-term solutions carefully, we can also build the groundwork for the more significant long-term change. We attempted to balance the political tendency toward short-term targets and practical solutions with the imperative that longer-term stretch goals, vision, targets, and solutions are what are needed to achieve sustainability for Santa Fe by 2040.
- **Regional versus Local Actions:** Sustainability issues extend beyond political boundaries; not all sustainability objectives and goals can be met with local actions alone. This requires proactively influencing decisions beyond our City boundaries. Climate neutrality provides a good example, as some key goals require State and regional actions to ensure we meet our local expectations. If we are to meet our 100% renewable energy aspirations, State legislative changes will be needed. Efforts to sequester more carbon in plants and soil will need regional support. Reduction of carbon in the transportation sector, including greater adoption of electric vehicles, can be enhanced through County and State actions. Other key actions can be met locally, like increasing access to energy efficiency retrofits and onsite solarization in the built environment, increase in workforce housing, and land use planning favoring infill mixed use developments with transit hubs. The challenge is moving toward such lofty goals when action is predicated in part on collaboration and coordination at a regional scale.

The Plan is but a foundational piece, a platform of ideas, strategies, targets, and actions forged through the participation of hundreds of stakeholders. It is not an end but rather a beginning. What follows needs to be a commitment of leadership, action, and resources. It requires the formation of a sustainability organization in the City that reinforces action, coordination, interdepartmental integration, and advocacy. It requires continuation of a “living” planning process that is accountable and adaptable. The City cannot do it alone, thus the need for continued outreach and engagement of all stakeholders in our broad community.

I want to express deep gratitude to the Commissioners and all others who gave generously of their time and expertise in the development of this Plan. I want to especially thank the City of Santa Fe Environmental Services Division Director for her leadership in harnessing staff expertise and for capable project management. Brendle Group staff deserve praise for their guidance and wisdom, drawing from their consulting work with hundreds of other cities to create sustainability and climate action plans.



Beth Beloff, Chair
On behalf of the Sustainable Santa Fe Commission

Executive Summary

This Sustainable Santa Fe 25-Year Plan reflects the City Council commitments to carbon neutrality and sustainability planning, and builds on the efforts of the Sustainable Santa Fe Commission (SSFC), dedicated community members, and City staff to provide a roadmap towards a sustainable future. It is a living document, fully intended to evolve as the proposed strategies are implemented, priorities shift, technology changes, and lessons are learned.

The mission of this planning effort was to establish a Plan to guide the citizens and government of Santa Fe toward achieving a sustainable community. Using a Triple Bottom Line framework and carbon neutral aspiration, goals were established to provide guidance for elements of sustainability that were being addressed by specific working groups of the Sustainable Santa Fe Commission. In turn, these working groups helped identify and define the components of each element including developing objectives, targets, and strategies. The Plan development was coordinated with the SSFC, managed by City staff, and will be maintained by the City in partnership with the SSFC. The Implementation section of the plan details the processes to maintain momentum and share progress, and establishes a pathway for ongoing refinement and success.

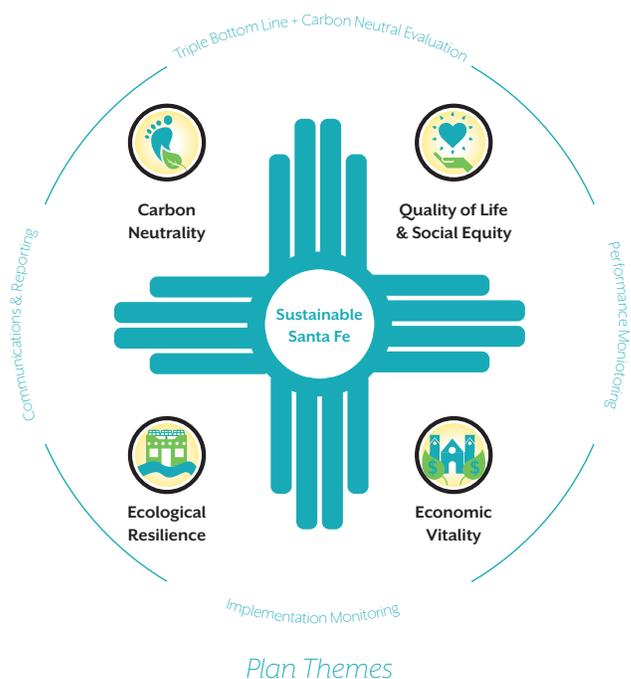
Santa Fe's Sustainability Vision

We envision a thriving community where climate impacts are neutralized, natural resources are abundant and clean, and sustainable economic activity is generated through enhancing social equity and the regenerative capacity of the environment.

As a community-wide effort, the Sustainable Santa Fe 25 Year Plan involved numerous community working groups, public forums, and stakeholders representing various community groups. This engagement and participation must continue to grow along with the plan in order to reach the levels of participation necessary to achieve meaningful change. Included in the Implementation section are recommendations for ongoing dialogue and opportunities for community members to be included and heard.

Keys to Success

In order for this Plan to result in the type of impacts and synergies desired, there are several foundational considerations that must be addressed. Dedicated staffing is needed to ensure that the efforts identified continue to the fullest extent possible. Coordination is needed so that projects across departments and in the community can explore synergies and take advantage of opportunities that more traditional compartmentalized processes may not uncover. The continued engagement of the community, through direct interactions, volunteer groups, and public events, is critical to shift the paradigms that will support a sustainable future. Finally, the type of ongoing tracking, monitoring, and adjustments need to keep the Plan relevant and strategies up to date need the type of attention that volunteers are not able to give, necessitating not only staffing, but commitment across departments.



City of Santa Fe Elements, Objectives, and Targets



Carbon Neutrality

The City has a goal of reaching achieving carbon neutrality by 2040.

- A. Transition to 50% renewable energy by 2025.
- B. Integrate low carbon energy supplies and energy efficient practices throughout the built environment.
- C. Increase the use of low-carbon transportation options.



Ecological Resilience

Energy



Establish a clean energy landscape with a secure and diversified portfolio that maintains reliable, low-cost, efficient, low water use, and low air and carbon emissions services.

- A. Reduce community electricity and natural gas consumption by one percent per year (representing a reduction of 6 million kilowatt-hours (kWh) of electricity and 615,000 therms of natural gas annually).
- B. Identify and increase participation in community renewable energy programs, including on-site solar installations and community solar projects.
- C. Reduce electric consumption annually with energy efficiency at City facilities.
- D. Increase use of renewable energy at City facilities.
- E. Ensure that publicly accessible electric vehicle charging stations are located with 5 miles of any part of Santa Fe.

Ecosystems



Enhance the ecological resilience of Santa Fe by restoring native ecosystems' structure and function, and ensuring that urban development supports and restores ecological processes, including carbon sequestration.

- A. Quantify the impacts of air pollutants on health in Santa Fe and develop appropriate response plan.
- B. Enhance the connectivity of greenbelt and habitat corridors across the community.
- C. Determine a baseline of carbon sequestration levels from plants and soils and increase carbon sequestration.

Water



Utilize innovative technologies, long range planning, regional planning and proactive approaches to ensure an integrated and resilient One Water approach, optimizing water demand and supply.

- A. Continue to see a year over year weather normalized decrease in total potable water consumed by all sectors.
- B. Increase the use of reclaimed water for municipal operations.
- C. Increase the number of residential and commercial graywater systems.
- D. Create at least two neighborhood-scale water conservation projects and programs.
- E. Increase the number of public and private use of raingarden and other infiltration projects.

Waste



Promote the conservation of natural resources through a Sustainable Materials Management approach enacting programs and practices that encourage all sectors, manufactures, retailers, and consumers to act consciously to reduce, reuse, and recycle waste.

- A. Provide universal access to recycling for residents and customers everywhere in Santa Fe (at home, at work, and on the go).
- B. Achieve average regular residential recycling participation rate of 90%.
- C. Improve existing internal City recycling program and establish a new operational policy that strives for 100 percent recycling participation in all City offices and at all events on City properties.
- D. Incorporate criteria regarding recycled content and Extended Producer Responsibility into procurement guidelines for City purchasing.



Economic Vitality

Community Development



Achieve long-term sustainable economic growth and improved social cohesion by stimulating a diverse, innovative economy with high-wage, high impact jobs alongside jobs with living wages that enable community reinvestment.

- A. Simplify and modernize business licensing and permitting processes.
- B. Increase exports (economic based business) while reducing imports (to minimize overall leakage).
- C. Increase entrepreneurship, public-private partnerships, and philanthropic funding.
- D. Establish an approach to develop a baseline to monitor local sustainability-related employment levels and average wages.

Built Environment



Adopt building and land use practices that minimize the use of natural resources and enable low carbon and healthy lifestyles for all community members.

- A. Adopt increasingly stringent building energy codes on a regular three-year cycle for new buildings to meet the 2030 Challenge of net-zero greenhouse gas emissions.
- B. Increase the number of existing residential and commercial buildings reporting HERS and WERS scores.
- C. Require healthy indoor air exchanges in all new buildings and larger remodels/additions, and with energy efficiency retrofit projects.
- D. Require radon mitigation in all new buildings and in existing buildings with high levels.
- E. Pilot an eco-district or planned sustainable development project.
- F. Increase percent of high density (R7, RI4) or mixed-use developments permitted annually by 10 percent.

Transportation



Plan for and invest in a safe, modernized transportation system that supports low-emission, active, and equitable mobility options for all users.

- A. Achieve annual reductions in daily vehicle miles traveled (DVMT).
- B. Achieve annual increases in the total miles of sidewalks, on-road bicycle lanes and multi-use paths.
- C. Increase public transit ridership annually.
- D. Increase the proportion of low and zero emissions City fleet vehicles.
- E. Increase the proportion of low and zero emissions vehicles used in the community.



Quality of Life & Social Equity

Education & Training



Encourage schools and vocational organizations to incorporate sustainability related topics and hard skills in their curriculum and share the information through targeted community outreach to develop capacity to address sustainability issues.

- A. Ensure that every City of Santa Fe employee is aware of the goals and objectives of the Sustainable Santa Fe 25-Year Plan.
- B. Increase City of Santa Fe coordination and public outreach on sustainability topics.
- C. Ensure every K-12 school has access to locally relevant sustainability-related curriculum and experiential learning opportunities.
- D. Increase the number of local sustainability-related higher education courses and programs.

Health & Wellness



Improve community health and well-being by implementing services, programs, and policies that support positive health outcomes for people of all ages and backgrounds.

- A. Increase the number of City employees that participate in employee health and wellness, exercise, and nutrition programs.
- B. Increase community participation in health and wellness, exercise and nutrition programs.
- C. Increase the number of participants during bike-to-work and bike-to-school weeks.

Food Systems



Support and strengthen the connections between and within local food systems by working with producers, processors, marketers, and consumers to enhance sustainable practices, support a thriving local food economy, and ensure food security.

- A. Achieve annual increases in the City of Santa Fe's procurement of New Mexico grown produce.
- B. Increase community access to food outlets.
- C. Increase opportunities for local food producers to sell and distribute food locally.

Social Equity



Empower participation in the implementation of the Sustainable Santa Fe 25-Year Plan while acting to increase equity community-wide by actively engaging and attempting to meet the needs of underserved and underrepresented populations.

- A. Adopt and employ triple bottom line analysis practices for City of Santa Fe decision making.
- B. Establish a recurring and reliable revenue source to invest in community social equity and sustainability initiatives.
- C. Ensure that all households and businesses can access 100 percent clean renewable energy in Santa Fe.
- D. Reduce community homelessness.

Strategy Evaluation

The Plan provides a comprehensive triple bottom line and carbon neutrality analysis of the full range of currently proposed strategies. It also establishes the process for future analysis and prioritization of strategies, so that the Plan can continue to evolve.

Priority Recommendations

Looking to the first year following the Sustainable Santa Fe 25-Year Plan adoption, the following priority themes emerged from the planning process:

- Ensuring City government accountability, leadership and advocacy
- Coordinating education and outreach
- Maximizing energy efficiency
- Accelerating renewable energy
- Maximizing water conservation
- Developing/redeveloping in a more sustainable way
- Increasing options for affordable and workforce housing
- Transforming the transportation system
- Enhancing resiliency and regeneration of natural systems and processes
- Reinvesting in the local economy
- Empowering the next generation

Baseline Strategy Screening Matrix

The matrix below provides a graphical representation of the strategy analysis for triple bottom line alignment and carbon impact, sorted to show the highest scoring strategies on top. The results are based on a spreadsheet-based decision support tool that the City will continue to use as part of the implementation and review process. The methodology for scoring is detailed in Appendix B, Strategy Evaluation Methodology, and this baseline screening includes TBL and GHG reduction components. The TBL scoring generally consists of evaluating each strategy for alignment with the objectives of individual elements. The individual elements are grouped by TBL Planning Pathway as shown below and the scores averaged for each Pathway. The carbon reduction potential is calculated separately and weighted more heavily due to the plan focus on carbon neutrality. The scores are then added up to provide the TBL+C baseline score. It provides information that can guide discussions based on stakeholder priorities and is supplemented with additional screening criteria added at each implementation cycle.



ECOLOGICAL RESILIENCE



Energy



Ecosystems



Water



Waste

Baseline Strategy Screening Matrix

BE7: Pilot and incentivize sustainable development practices [^]				
EN2: Expand community participation in energy efficiency programs ^{*^}				
BE6: Updated land use plan [^]				
CD6: Increase availability of affordable and workforce housing ^{*^}				
CD1: Continue Verde Fund community project ^{*^}				
FS6: Support regional food economy development ^{*^}				
BE2: Eliminate greenhouse gas emissions from building operations ^{*^}				
FS4: Educate about locally-grown food options and benefits ^{*^}				
EN5: Develop public electric vehicle charging infrastructure ^{*^}				
T6: Invest in multi-modal transportation options ^{*^}				
T4: Adopt transit and EV-supportive zoning and land use regulations ^{*^}				
T5: Increase transit ridership ^{*^}				
EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy ^{*^}				
EN9: Upgrade street lighting ^{*^}				
WA3: Use triple bottom line criteria for water utility decision making [^]				
EN11: Explore energy efficiency utility [^]				
T9: Develop smart transportation system and multi-modal network ^{*^}				
BE3: Eliminate greenhouse gas emissions from City building operations ^{*^}				
ES5: Enhance urban forest stewardship				
ES7: Adopt conservation best management practices				
EN1: Implement energy efficiency and renewable energy systems at City facilities ^{*^}				
ET4: Create City sustainability internship program				
FS3: Increase institutional use of locally grown produce [*]				
FS5: Inform urban and local farmers and ranchers about local programs [*]				
FS8: Ensure transit service to food outlets				
T7: Integrate transit-supporting technology ^{*^}				
EN3: Conduct energy efficiency and renewable energy public information campaign ^{*^}				
EN6: Develop residential PACE program [^]				
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts				
FS2: Increase municipal use of locally grown produce [*]				
ET1: Coordinate school sustainability education				
ET5: Establish City employee sustainability training program				
T8: Employ transportation coordinator				
EN8: Increase access to solar for community residents and businesses ^{*^}				

^{*}Closely aligns with Advancing Sustainability Working Group recommendations.

[^]High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	6.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.83
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.5
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.5
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.42
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.08
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	5.00
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.92
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.83
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.75
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.75
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.42
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.25
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.25
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	4.17



ECOLOGICAL RESILIENCE



Energy



Ecosystems



Water



Waste

Baseline Strategy Screening Matrix

ES1: Coordinate environmental stewardship campaign				
ES4: Develop urban ecosystems improvement strategy				
ES6: Increase carbon sequestration in plants and soil				
WA5: Expand water conservation program*				
BE4: Pilot building energy and water performance reporting*^				
CD11: Create sustainable technology research and development consortium				
T2: Promote healthy and active transportation modes*^				
WA9: Showcase water efficiency retrofits at City facilities*				
WS10: Create resource recovery park				
ENI2: Provide solar financial clearinghouse^				
EN7: Implement combined heat and power system^				
WS1: Conduct waste education and outreach				
WA11: Develop a Drought Preparedness Plan*				
WS6: Pass universal recycling ordinance				
WS9: Grow recycling and reuse economy				
WA4: Evaluate water pricing structures				
WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*				
CD9: Create entrepreneurship ecosystem model				
ET3: Collaborate with Santa Fe Community College				
BE5: Reduce water use through the built environment				
T3: Modernize City vehicle fleet*				
WS5: Establish residential pay-as-you-throw pricing				
WS8: Ensure municipal environmentally preferable procurement				
ES8: Complete ecosystem value assessment				
HW3: Launch Municipal bike share program				
ET2: Collaborate with ECO School				
WA7: Enhanced leak detection				
WS2: Implement zero waste strategy				
T1: Develop municipal employee alternative transit incentive program				
ENI0: Explore resilient City energy system				
WA10: Establish a scoop-the-poop campaign				
WS7: Reduce construction and demolition waste				
WS4: Encourage extended producer responsibility				
SE4: Explore climate sanctuary city designation				

*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



ECOLOGICAL RESILIENCE



Energy



Ecosystems



Water



Waste

Baseline Strategy Screening Matrix

	Energy	Ecosystems	Water	Waste
CD7: Catalyze redevelopment of Opportunity Zones	Light Pink		Light Pink	
ES3: Expand air quality monitoring and reporting	Light Pink	Dark Pink		
SE5: Convene homelessness prevention task force		Light Pink		Light Pink
WA1: Optimize management of reclaimed water	Dark Pink	Light Pink	Dark Pink	
WS3: Improve recycling for City operations				Dark Pink
FS7: Establish healthy food zones				
FS1: Improve Supplemental Nutrition Assistance Program				Light Pink
CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus				
ES9: Remediate Los Alamos National Laboratory waste		Dark Pink	Light Pink	Light Pink
BE1: Ensure healthy indoor air quality	Light Pink			
HW1: Align public health and wellness policies and program				
SE3: Provide emergency rental assistance				
CD10: Develop Telecommunications Strategic Plan				
WA2: Enhance groundwater modeling and monitoring*	Light Pink	Dark Pink		
WA6: Continue water system education and outreach	Light Pink	Light Pink	Dark Pink	Light Pink
HW2: Expand outdoor activities and programs		Light Pink		
HW4: Expand Municipal employee health and wellness programs				Light Pink
CD2: Develop new Economic Development Strategy				
SE2: Develop social equity indicators				
CD5: Expand regional economic development collaboration	Light Pink			
SE1: Seek diverse representation and leadership on City boards and committees				
CD3: Facilitate existing and emerging industry roundtable				
CD4: Simplify business licensing				

*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

	Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.67
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.67
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.67
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.67
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.58
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.42
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.42
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.33
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.33
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.25
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.25
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.25
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.08
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.08
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	2.08
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.83
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.83
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.75
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.75
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.67
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.33
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	1.17
	Dark Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	0.92

Acknowledgements

We would like to thank the many people who gave time and expertise in putting together this 25-Year Sustainability Plan.

Thanks to the members of the **Sustainable Santa Fe Commission**, who have worked on this plan for almost three years—especially Beth Beloff, SSFC Chair, who has worked tirelessly to see the Plan to completion. Commissioners served as chairs for the various working groups, and volunteered at the Community Conversations. The members of the Commission, present and past include: Kathleen Holian- Vice Chair, Tejinder Ciano, Robb Hirsch, Bob Mang, Mary Schruben, Kimberley Griego-Kiel, Luke Spangenburg, Dan Pava, Jack McGowan, Glenn Schiffbauer, Linda Smith, Amanda Hatherly, Christian Casillas, David Van Winkle, and Mike Loftin.

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Consultant: Brendle Group

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Catherine Carter, Public Utilities	Matt Brown, Economic Development
Caryn Grosse, Public Utilities	Melissa McDonald, Public Works
Christine Chavez, Public Utilities	Patricio Pacheco, Public Utilities
Elizabeth Camancho, Economic Development	Richard Thompson, Parks and Recreation
Erick Aune, Metropolitan Planning Organization	

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The Santa Fe Community Foundation and McCune for providing grants to conduct the Community Conversations.

Over the three year process, we may have missed some specific names, but we applaud all of the active and passionate folks who pitched in, participated, and gave us feedback. Among those are the following experts who served as **Working Group**

Participants, Volunteers, Employees, and Supporters:

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Dana Richards	Kim Shanahan	Pam Roy	Sue Perry	

In September of 2015, the current Sustainable Santa Fe Commission was formed by Council Resolution. We also wish to acknowledge the former citizen committees that were merged to form the modern SSFC, the former Sustainable Santa Fe Commission and the Climate Action Task Force. These concerned and active citizens of Santa Fe have been working toward the goal of carbon neutrality for many years. *Salud!*

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Chapter 1

Introduction

Dating back to its Native American roots and subsequent founding over 400 years ago, Santa Fe has long valued its natural and built environment. Collaboration for effective land and water resource management has created a lasting community ethic. Now, Santa Fe features vibrant environmental, social, and economic systems that enable the community to renew, evolve, and thrive.

The City of Santa Fe has made a commitment to develop the necessary policies, projects, programs, and infrastructure to respond to the threats associated with climate change, while addressing the health and vitality of the community. In 2007, the City Council created the Sustainable Santa Fe Commission (SSFC), a group of mayor-appointed citizens with expertise in the environmental field. In 2008, the City’s first Sustainable Santa Fe Plan was aimed at implementing a variety of programs to help the City become more adaptive and resilient to climate change. Many goals and objectives of that plan have been achieved, particularly in the areas of water, waste, transportation, renewable energy, and green building codes.

In 2014, under the leadership of Mayor Javier Gonzales and City Councilor Peter Ives, the City Council adopted resolution 2014-85 declaring its intent for the City of Santa Fe to become carbon neutral by 2040; they also created the Climate Action Task Force. In 2015, the governing body adopted resolutions 2015-30 and 2015-57 combining these efforts and directing the newly appointed members of the SSFC to “...advise the Governing Body on the programs, policies, and projects that will help to improve the City’s environment as well as the health and quality of life of the people of Santa Fe; encourage the City’s economic growth; and ensure the long-term sustainability of the City’s future.” It also instructed the Commission to work with Staff to develop a 25-year Sustainability Plan (plan) to reduce Santa Fe’s carbon emissions and energy consumption to achieve the City’s goal of becoming carbon neutral by 2040.

Santa Fe reinforced these commitments in 2015 when it joined the Compact of Mayors – a coalition of over 600 cities worldwide that have resolved to aggressively reduce greenhouse gas emissions, enhance resilience to climate change, and publicly report their progress through standardized measurement of their emissions. Most recently, the City passed resolution 2017-52 stating its support for the United States staying in the Paris Climate Agreement and urging the U.S. Environmental Protection Agency to reconsider the nation’s withdrawal from that agreement.

Plan Themes

The Sustainable Santa Fe 25-Year Plan is rooted in three themes, summarized below and described in detail on the following pages:

- The *Triple Bottom Line* (TBL) of environmental, economic, and social considerations;
- *Carbon neutrality*, that responds to the challenge of climate change in order to become a more resilient community; and
- A *living and dynamic plan* which is critical to seeing these concepts evolve into actual outcomes.

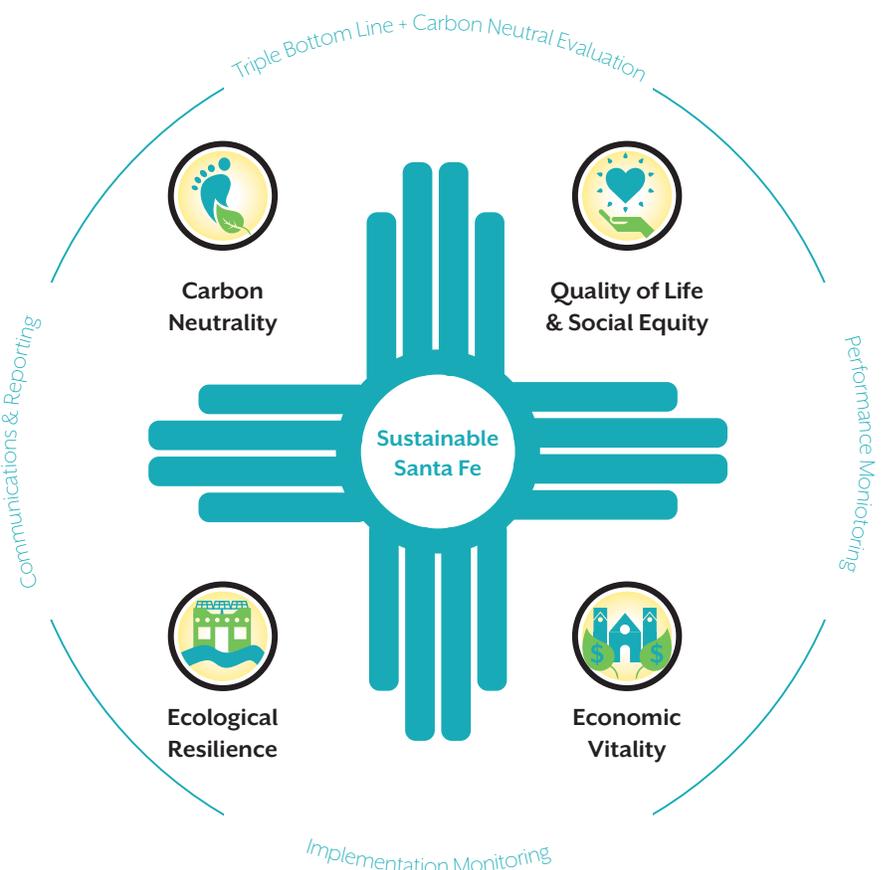


Figure 1: Plan Themes

Triple Bottom Line

The environmental, economic and social pillars of sustainability, referred to as the *Triple Bottom Line* (TBL), are interdependent overlapping concepts. *Sustainability* means meeting the community's environmental, economic and social needs without compromising those of future generations. Santa Fe looks to enhance ecological resiliency, which is the ability of ecosystems to withstand, and adapt to, the stressors brought on by climate change and other human activities. Building a vital and diverse economy will help provide a high quality of life with equitable opportunities for Santa Feans. A TBL perspective recognizes that all dimensions support one another in creating a sustainable community. The Venn diagram illustrates how the three parts of the triple bottom line work in concert with one another to form a complete system. The categories under each of the three major parts also represent how the working groups were organized. A TBL approach involves looking at problems and opportunities systematically, such as the Sustainable Materials Management and One Water approaches described later in this Sustainable Santa Fe 25-Year Plan. As Seen in Figure 2, carbon neutrality is a cross-cutting theme.

Quality of Life & Social Equity

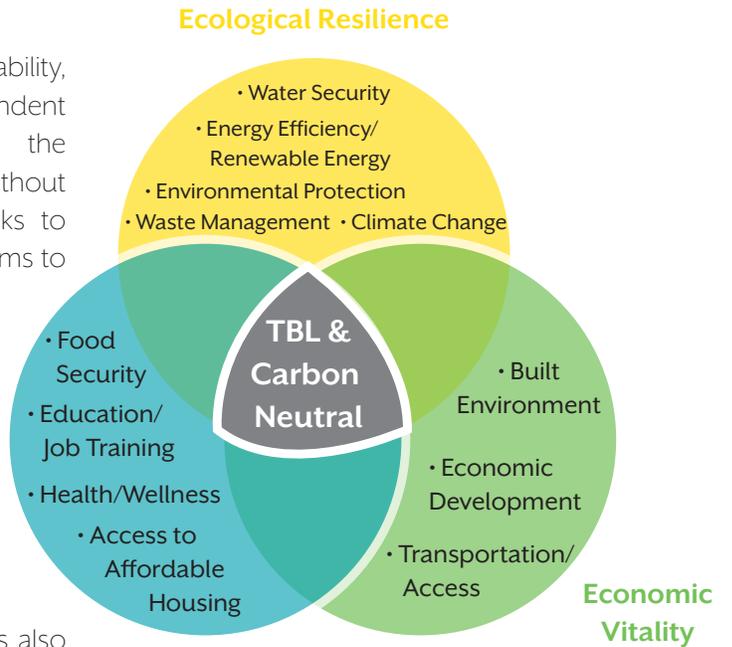


Figure 2: Triple Bottom Line



Ecological Resilience

An ecologically resilient Santa Fe is one that not only protects and conserves its natural resources, but also seeks to adapt and restore them despite the pressures of climate change and its impacts on the region. Located in the dry Southwest, Santa Fe is acutely vulnerable to the impacts of climate change. Locally, climate change is anticipated to exacerbate the threats of drought, wild fire, diminishing water supply, and extreme temperatures. These impact the region's energy, ecological, water, transportation, economic, food, health, and sociological systems. To adapt to these known vulnerabilities, Santa Fe must be resilient in its ability to absorb disturbances, anticipate challenges, be prepared to cope with stress, and evolve to adverse climate stressors and risks. Additionally, a *resilient mindset* is required now so that the community can respond and recover quickly to anticipated adversity in the years ahead.



Economic Vitality

An economically vital community is one that invests in and uplifts its unique human and natural capital. For Santa Fe, this means community development that encourages local entrepreneurship, cultivates innovation, and supports a skilled workforce. It provides a systems approach to infrastructure – in the built environment, in the transportation system, and in broadband systems – that reflects community values of affordability, quality of life, and accessibility. It provides economic security for its residents with living wage job opportunities and reinvigorates a sense of community from each neighborhood to the entire city. An economically vital Santa Fe can support the community's human activities while enhancing other living systems.



Quality of Life and Social Equity

A socially equitable community with high quality of life is one in which every person has access to resources to successfully meet their basic needs. Santa Fe has a unique mix of people from different ethnic, cultural, and economic backgrounds. To support this diverse community, this plan strives to convey and facilitate a strong social sustainability framework to address the issues of affordable housing, transportation, diversity, food systems, education, health and wellness, and climate change.



Carbon Neutrality

Santa Fe is a complex community located in the Southwest, the hottest and driest region in the United States, with more intense droughts and increasing fire danger anticipated due to climate change. Temperatures have increased 2° F in the last century, with the 2001-2010 decade being the warmest since records began 110 years ago. Over the last 50 years, there has been less precipitation falling as snow late in the winter and snow melt has occurred earlier. Reduced availability of water impacts both human populations and ecosystems while excessive heat has led to increasing health impacts. In general, low-income populations are most vulnerable to the ravages of climate change both in terms of health impacts and bearing the costs in mitigating those effects. As a state with among the highest solar potential in the nation, as well as high wind energy and geothermal potential, New Mexico can lead in the generation of renewable energy to replace fossil fuel energy sources. This leadership would result in greater economic diversification and strength, and would help Santa Fe achieve some of its carbon neutral goals.

The Sustainable Santa Fe 25-Year Plan addresses the City's goal to achieve carbon neutrality by 2040. *Carbon neutrality* means achieving net-zero greenhouse gas (GHG) emissions in carbon dioxide equivalencies (MTCO₂e), therefore lessening the emissions contributing to climate change. This goal will be achieved by reducing greenhouse gas emissions from all sources and sectors, including transitioning to a 100 percent renewable energy supply by 2040. The City of Santa Fe generated approximately 1.1 million metric tons of carbon dioxide equivalents in 2015, the majority of which came from building energy use and transportation. To get to neutrality, the City and its partners will need to continue to encourage more renewables both locally and in utility power supplies, continue to become more efficient with energy use at home and in businesses, and tackle the especially challenging issue of lowering transportation related emissions. The City will also need to explore innovative ways to reach the target, that may include the temporary purchasing of Renewable Energy Credits (RECs), carbon sequestration in soils and vegetation, and other means to close the gap that may persist, albeit at a lower level, even with a dedicated effort to reduce community emissions. The fact that the City has developed an inventory and examined scenarios empowers the community with the knowledges to act; details are provided in the *Climate Neutrality Considerations* section.

A Living and Dynamic Plan

The Sustainable Santa Fe 25-Year Plan must be able to adapt to changing environmental stressors, economic conditions, and community values and opportunities. To do so, the Plan incorporates continuous improvement in the targets for both human and ecosystem health, monitored through periodic reviews, minor adjustments, and major updates to the plan. The processes for tracking these trends, monitoring the status of targets, re-prioritizing strategies and updating the plan are detailed in the Implementation section. Success necessitates an organizational structure in City government that can oversee and support implementation activities, described in the *Implementation* section.



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Our Path Forward

At the core of achieving the vision of this Plan is building the organizational capacity of the City of Santa Fe to implement the many strategies and ideas outlined. The City government can then leverage its network of public and private institutions to influence local, regional, and state action to benefit community members. Through their actions, residents and businesses can create change to make Santa Fe more sustainable and resilient. These nested relationships build on and reinforce the foundation established by the City of Santa Fe.

The following are foundational elements for the City of Santa Fe organization to implement the ideas of this plan:

- Dedicated sustainability staff and related budget;
- Formalized sustainability coordination across the organization through an interdepartmental staff Sustainability Council;
- Realignment of the mission and duties of the Sustainable Santa Fe Commission to support and complement implementation at the City and the community;
- Formalizing a collaboration with the County on sustainability actions;
- Building a coalition of public and private institutions to work together on local, regional, and state sustainability issues; and
- Continuing and enhancing collaboration with the residents and businesses of Santa Fe by engaging the community in planning processes and dialogues, sharing outcomes, and empowering actions; and
- Incorporating Triple Bottom Line considerations in all levels of City government decision making.

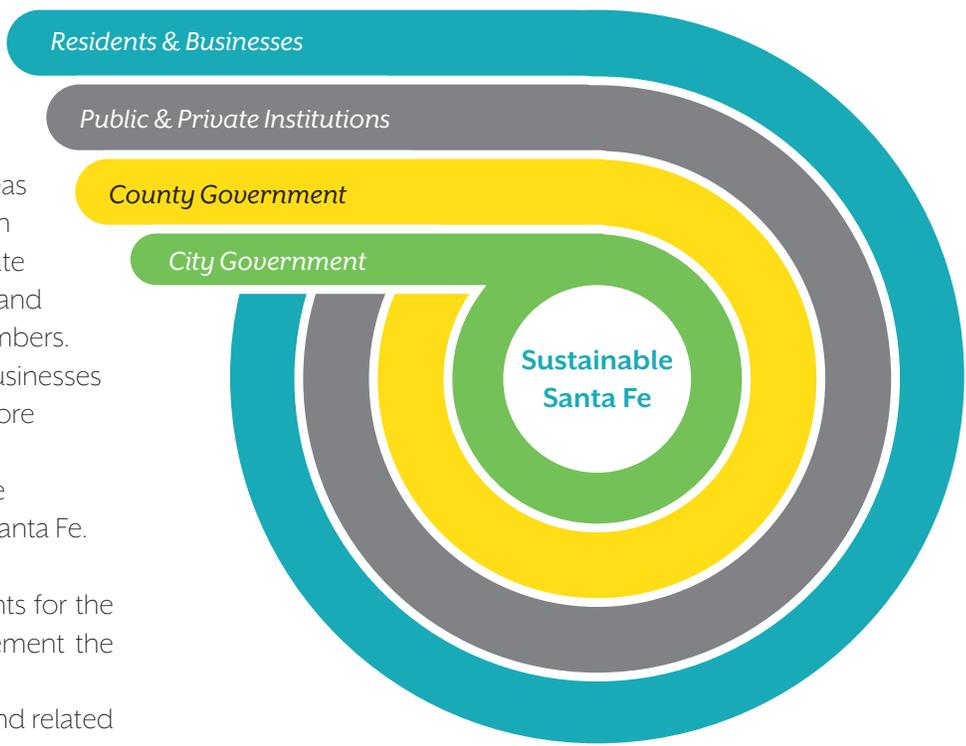


Figure 3: Path Forward



Priority Recommendations

Looking to the first year following the Sustainable Santa Fe 25-Year Plan adoption, the following priority themes emerged from the planning process:

- Ensuring City government accountability, leadership and advocacy
- Coordinating education and outreach
- Maximizing energy efficiency
- Accelerating renewable energy
- Maximizing water conservation
- Developing/redeveloping in a more sustainable way
- Increasing options for affordable and workforce housing
- Transforming the transportation system
- Enhancing resiliency and regeneration of natural systems and processes
- Reinvesting in the local economy
- Empowering the next generation

Priorities for the Sustainable Santa Fe 25-Year Plan were built from the recommendations and efforts of the various working groups of the Sustainability Commission. The key elements of sustainability that were deemed important to the community were represented by these working groups, and the climate topic is overarching enough to represent an additional impact analysis. Through an iterative process of analysis and review, priority themes emerged that guide the short and long-term strategies within the Plan. The Sustainability Commission provided ongoing feedback on the plan, as did City staff and the community via the Community Conversations. Each plan element was customized for Santa Fe, with objectives approved by the stakeholders and the details of each strategy built out and refined by working group members representing the community with staff and consultant input. The themes above represent the ongoing concepts embodied in this plan and by the people working on helping Santa Fe become a more sustainable community.

The methodology for initial prioritization and categorization of the strategies is presented in the following sections. Each strategy was analyzed and scored to indicate alignment with Santa Fe's Triple Bottom Line Planning Pathways and potential impact towards the carbon neutrality goal. Strategies were also scored by City staff to indicate how each fit into existing workplans, including both timeline and resource availability. This information is captured in the Implementation section, and provides comprehensive information for decision makers to utilize in the regular prioritization process.

Implementation Costs

The Sustainability Plan does not authorize specific expenditures. The implementation costs of each strategy will vary. Any expenditures will follow normal City policy and budgeting processes and be approved on their own merits. The Sustainability Plan does provide an instrument to coordinate strategies across departments and prioritize them related to carbon and triple bottom line benefits.



SUSTAINABILITY SPOTLIGHT

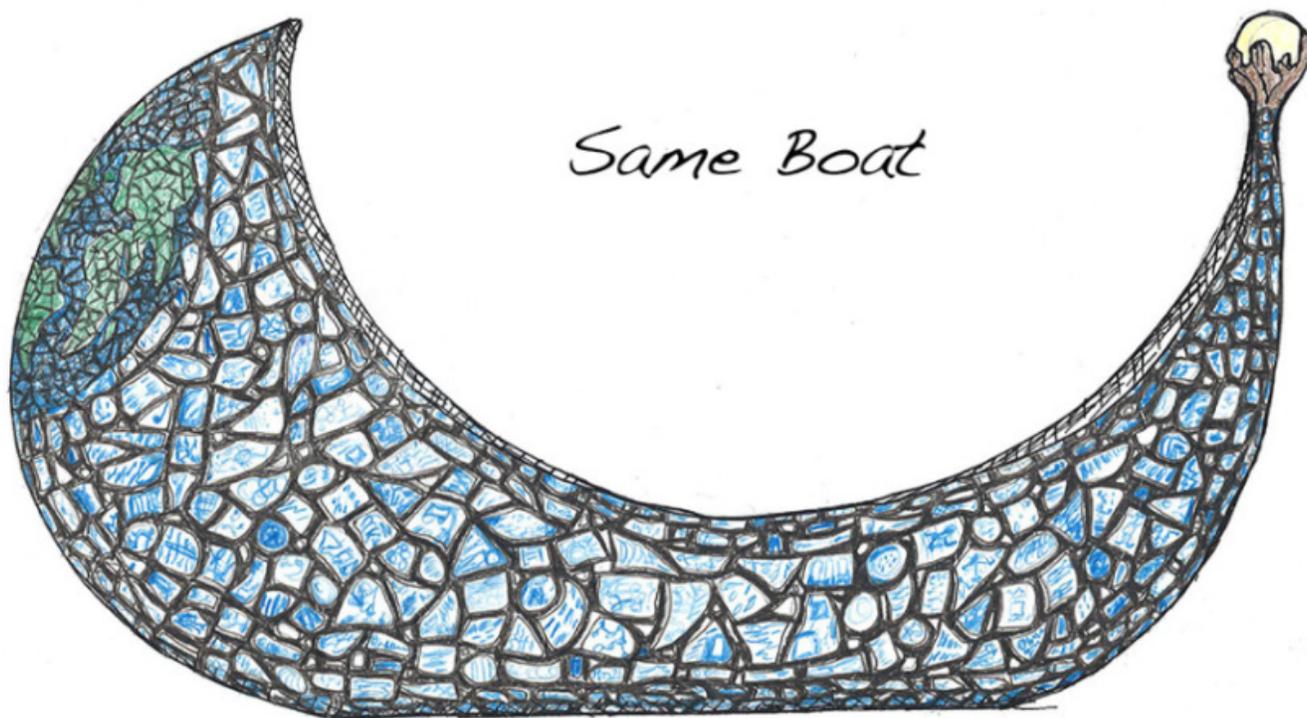
Santa Fe County's Participation and Role in Addressing of Climate Change and Sustainability

While not an official participant in the development of this essential plan, Santa Fe County (County) recognizes that we are all in the same boat. As such the County lauds the City's leadership in developing the Sustainable Santa Fe 25-Year Plan's 2040 carbon-neutrality goal and the regional perspective on how to achieve this imperative.

The County, too, has demonstrated its commitment to actively participate in increasing our region's sustainability and resiliency while reducing our region's greenhouse gas emissions and impacts on climate change. Through Resolution 2017-68, the County joins the City and over 1,200 mayors, business leaders, governors, and college presidents throughout the United States in supporting and adopting the emission reduction goals of the Paris Agreement. Like the City, the Santa Fe Board of County Commissioners (BCC) has approved numerous policies, plans, programs, projects, and regulations that show the County's resolve to address global warming.

Additionally, in 2017, the County founded the Sustainability Division within the Public Works Department to work help implement current and future sustainability directives. This team joins the other County employees, who continue to work with the City and other partners to address sustainability issues in the realms of community, agriculture, food, culture, education, energy, water, environment, transportation, waste, equity, health, the built environment, economics, and preparedness. The County is looking forward to cooperatively implement actions in this plan!

Look for related Santa Fe County plans, policies, and programs featured throughout this plan as opportunities for coordination and greater regional impact on sustainability issues in Santa Fe. The County looks forward to joining the City in moving toward a more just, balanced, prosperous, and healthy future.



Christy Hengst Art Installation, 2017, Monica Lucero Park, Santa Fe





Chapter 2

Plan Organization & Development

Plan Organization

The Sustainable Santa Fe 25-Year Plan includes a complex web of ideas and recommendations that support Santa Fe's sustainability vision, mission, and goals, which are the guiding context for the plan. These reflect the contributions of the many community members and other stakeholders that engaged in the planning process and set the stage for future decision making and actions.

Vision

We envision a thriving community where climate impacts are neutralized, natural resources are abundant and clean, and sustainable economic activity is generated through enhancing social equity and the regenerative capacity of the environment.

Mission

Our mission is to establish this plan to guide the citizens and government of Santa Fe toward achieving a sustainable community.

Goals

Ensure environmental resilience to climate change and other impacts of human development through carbon neutrality planning and environmental protection and restoration.

Ensure economic vitality through sustainable economic growth and a diverse and innovative economy with 21st century infrastructure.

Improve Santa Feans' quality of life and ensure equitable access to quality education, job training, healthy food, transportation, and general well-being.

Carbon Neutrality Considerations

The assumptions, analysis, and recommendations to achieve carbon neutrality by 2040 are based on the Greenhouse Gas Inventory (updated in 2017) a subsequent mitigation strategy analysis, and the recommendations and strategies developed by the Sustainable Santa Fe Commission as part of this plan. Those considerations are summarized in this section, along with the carbon impact table summarizing the potential greenhouse gas emissions impact of each plan strategy.

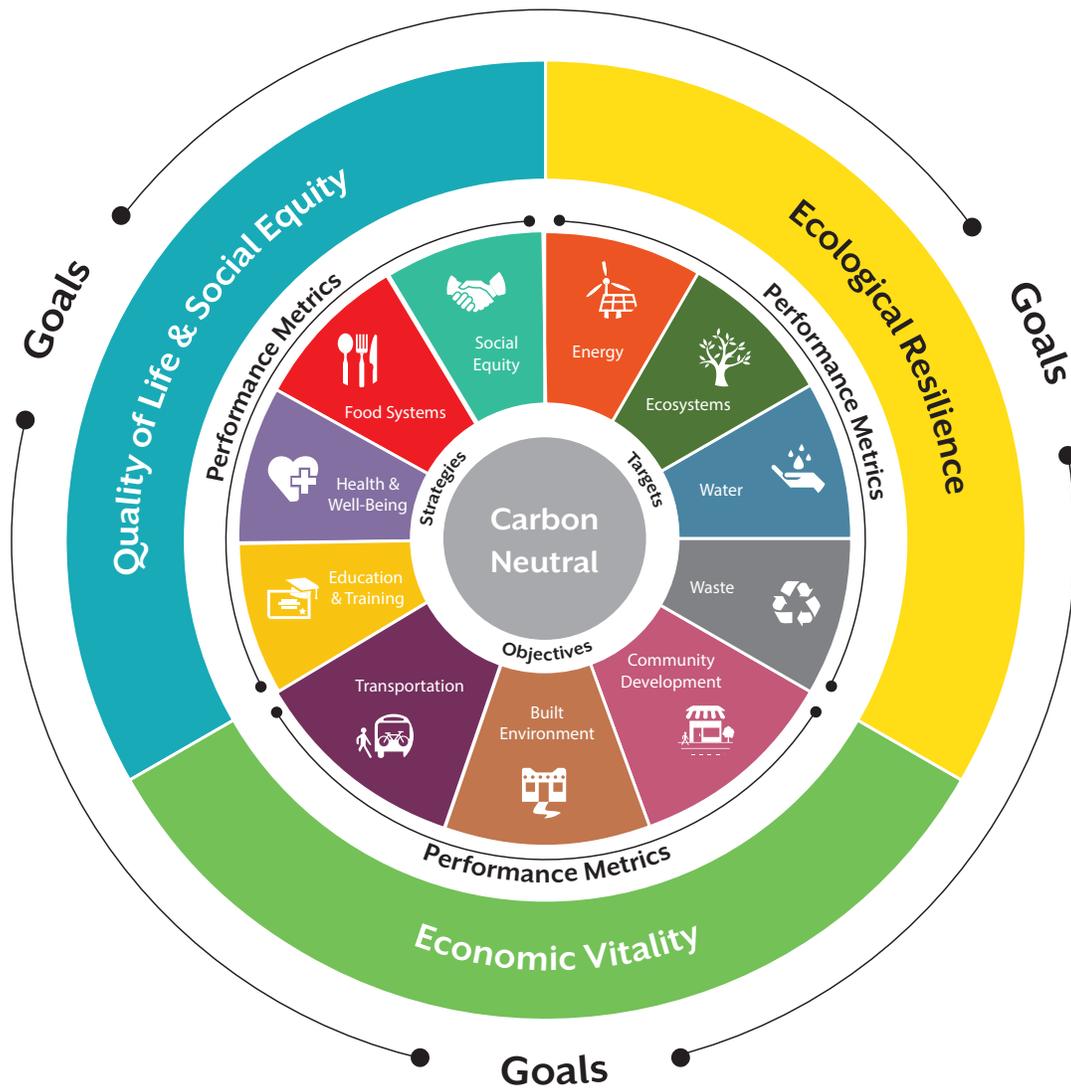


Figure 4: Plan Framework

TBL Planning Pathways

The TBL planning pathways comprise the bundles of elements, objectives, targets, and strategies to support achievement of the Plan’s vision, mission, and goals. The TBL planning pathways are:



Each planning pathway follows a similar organizational structure comprised of overview information, triple bottom line outcomes, and topic-based sustainability elements that are supported by detailed objectives, targets and strategies. Carbon neutrality cross-cuts the three aspects of the triple bottom line.

Overview

Each planning pathway begins with a narrative summary of the pathway and the elements it addresses. Also included are summaries of major City of Santa Fe and other community accomplishments and initiatives related to the pathway. The overview also includes ideas for community members to act and become part of Santa Fe’s sustainability achievements and solutions.

Performance Trends

These are high level indicators of overall progress that can be used to demonstrate overall sustainability and resiliency performance across the planning pathway. These performance trends can be used to answer the question, “How are we performing?”

Planning Pathway Synergies

These sections provide a visual, qualitative summary of how each of the strategies within an element aligns with other elements across the Sustainability Planning Pathways and demonstrates where the highest degrees of synergy can be found.

Sustainability Plan Elements

These are commonly recognized sustainability topic areas such as Water, Transportation, and Health and Well-Being. Each Element contains the following:

Background

The Background provides a summary of the topic, including relevant plans, policies, programs, and organizations. Also included are important statistics, major opportunities and challenges presented by this topic.

Objectives

These are statements of intent and desired progress that support the overall vision, goals, and planning pathway. In other words, the objectives answer the question, “What does success look like for this element?”

Targets

Targets are measurable outcomes that guide implementation and illustrate progress towards achieving goals. Targets generally align with the strategies and may contain some type of measurable value against achievement (or not). The targets help answer the question, “What have we accomplished?”

Strategies

Strategies are specific actions that align with the objective to support goal achievement. The names of each strategy are provided in the plan body; see Appendix A for the strategy details. The strategy details follow a similar template, as illustrated below.

Strategy Name		
What	A brief description of what the strategy entails	
How	Specific tactics and/or steps to complete the strategy	
Who	Lead	Responsible entity(ies)
	Support	Supporting departments, groups, and organizations
Resources	Available Resources	Funding, staffing, or other resources already available and committed
	Needs Funding	Funding, staffing, or other resources needed
Carbon	Where applicable, strategies have estimated annual carbon emissions reduction impacts quantified or enabling metrics provided to assist in future quantification.	
Timeline	<i>Immediate</i> These are strategies that, for the most part, are already underway or are expected to begin within the next two years.	
	<i>Near-term</i> This includes strategies that are highly desired and have some existing momentum to build on such that they are priorities within the next three to five years.	
	<i>Long-term</i> These are strategies that likely need additional development to implement, and are expected to be implemented more than five years from now.	

Note that the Sustainable Santa Fe 25-Year Plan strategies that closely align with the Advancing Sustainability Working Group recommendations are marked with an asterisk (*) for quick reference. See Appendix F for details about the Working Group recommendations.

Baseline Sustainability Analysis

Following the strategies, a summary of TBL interactions and carbon impact for all strategies is provided in the Baseline Strategy Screening Matrix. The matrix provides ranked criteria for decision making purposes prior to the inclusion of the practical considerations of resource availability and timeline to integrate with other efforts, which follows in the *Implementation* section.

Plan Development

Development of the Sustainable Santa Fe 25-Year Plan was guided by five major themes:

1. Leading by Example

The City of Santa Fe is already a recognized sustainability leader and the organization can continue to take the lead in inspiring the community to engage in more sustainable practices. This plan was developed with an intent to identify ways in which the City can expand and reinforce that leadership role by promoting sustainability in its facilities and magnifying staff efforts through collaboration in policy and program implementation.

2. Employing a Regional Perspective

Sustainability necessitates an integrated approach as issues, challenges, and solutions cross traditional geographic and political boundaries. The geographic area of consideration for the plan is the Santa Fe Metropolitan Area (MPA), which correlates to the U.S. Census Bureau's Metropolitan Statistical Area and includes a portion of the County.

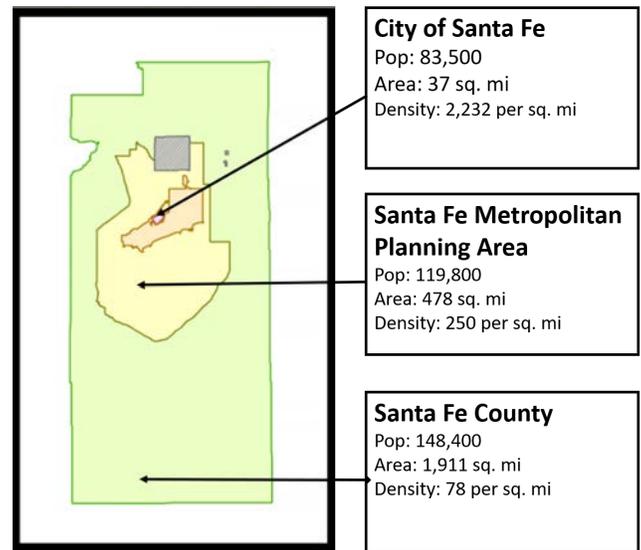


Figure 5: Plan Area

3. Leveraging Existing Efforts and Best Practices

Development of this plan leveraged past and existing planning efforts from the City, County, Sustainable Santa Fe Commission, and local organizations. Further, many peer communities have led the way in sustainability planning and implementation, serving as a source for best practices for the plan.

4. Integrating Triple Bottom Line Considerations

Special attention was paid in identifying and addressing the TBL linkages, interrelationships, and tradeoffs of various topics throughout the plan development process. Early in the process, the TBL perspective was used to identify potential organizational structures and topics within the plan. During the objective, target, and strategy development stages, each item was examined and enhanced for TBL considerations. Furthermore, each strategy was carefully evaluated for TBL outcomes to inform the list of implementation priorities. For details about the strategy evaluation and prioritization process, see the Implementation section.

5. Engaging the Community

This plan is built on public engagement and community ideas. Throughout its development, the SSFC's website (www.sustainablesantafe2040.com) provided an online platform to follow process updates, access draft documents, and share feedback. In addition, two types of engagement opportunities helped inform and shape the plan development:

Working Groups

To address the myriad issues that are interrelated to sustainability, the Sustainable Santa Fe Commission (SSFC) organized 11 working groups, each under the leadership of a Commissioner. These working groups were composed of subject area experts from the community and City staff. They met regularly to characterize the issues in the area, set goals, provide draft plan language, and formulate recommended strategies reflected in this plan. In total, more than 100 people participated in this effort.

SSFC Working Groups



Ecological Resilience

1. Environmental protection/restoration
2. Water
3. Energy
4. Waste
5. Climate change



Economic Vitality

6. Economic development
7. Built environment
8. Transportation



Quality of Life & Social Equity

9. Education and training
10. Social equity
11. Health and wellness/food security

Community Conversations

In May 2017, four community conversations were conducted – in the four City districts – to collect ideas from the community to inform the plan's development and its priority recommendations. The themes from these conversations have been incorporated into this plan. There were over 100 people who engaged in the process. Community Conversations are summarized in Appendix E.



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Carbon Neutrality Considerations

Reaching the goal of carbon neutrality by 2040 requires an accounting of carbon emissions, analysis of best practices required to make reductions in the most impactful areas, and consideration of how to overcome any gaps. The most recent greenhouse gas (GHG) inventory was based on a 2015 baseline, and should be updated as needed to confirm progress. The analysis of various scenarios to reduce emissions from current levels helped to inform the strategies in this plan and identify their impact on reaching carbon neutrality. For more details on the methodology on the mitigation strategy analysis, please see Appendix D. Finally, suggestions for ways to close that interim gap were provided to reach carbon neutrality by 2040.

Greenhouse Gas Inventory

The City of Santa Fe seeks to achieve carbon neutrality by 2040 in a way that not only reduces emissions but also significantly alleviates poverty, supports a thriving economy, and ensures a sustainable environment.

The Climate Working Group, on behalf of the Sustainable Santa Fe Commission (SSFC), developed a GHG emissions inventory for the City of Santa Fe, the Santa Fe Metropolitan Planning Area (MPA), and Santa Fe County. The inventory used standards of measurement adopted by the Compact of Mayors, a global coalition of cities committed to addressing climate change, which the City of Santa Fe joined in 2015. The reporting protocol used was the Global Protocol for Community Scale GHG Emissions, or GPC.

The inventory is primarily territorial-based. This means that the emissions are those that are produced within the geographic boundaries of the chosen jurisdictions. The notable exception is electricity, which is usually generated outside of the jurisdiction boundaries, but is included since it is a significant emissions source.

The inventory, comprising sector by sector data using a baseline year of 2015, is shown in the figure below.

Figure 6 demonstrates that the largest emissions come from on-road transportation (48-50%), followed by electricity (28-30%), and heating (17-18%) in the three jurisdictions. Stated another way, buildings (heating and electricity) and transportation are responsible for about 96 percent of the territorial GHG emissions for the City, MPA, and County.

Additional sectors considered, including aviation, rail, wastewater, solid waste, and livestock (all contributing about 1%), are small in magnitude relative to the primary contributors.

An important note of distinction is that while the Inventory did look at Scope 1 and 2 emissions, it did leave out Scope 3 emissions. Scope 3 emissions are indirect emissions, including those embodied in product manufacture and waste disposal, and are challenging to capture. However, when it comes to enacting carbon mitigation policies or projects, every sector must be scrutinized to identify where the lowest hanging fruit resides, in terms of the mitigation costs and co-benefits for projects or policies.

See Appendix C for more details about the City and County's GHG emissions inventory.

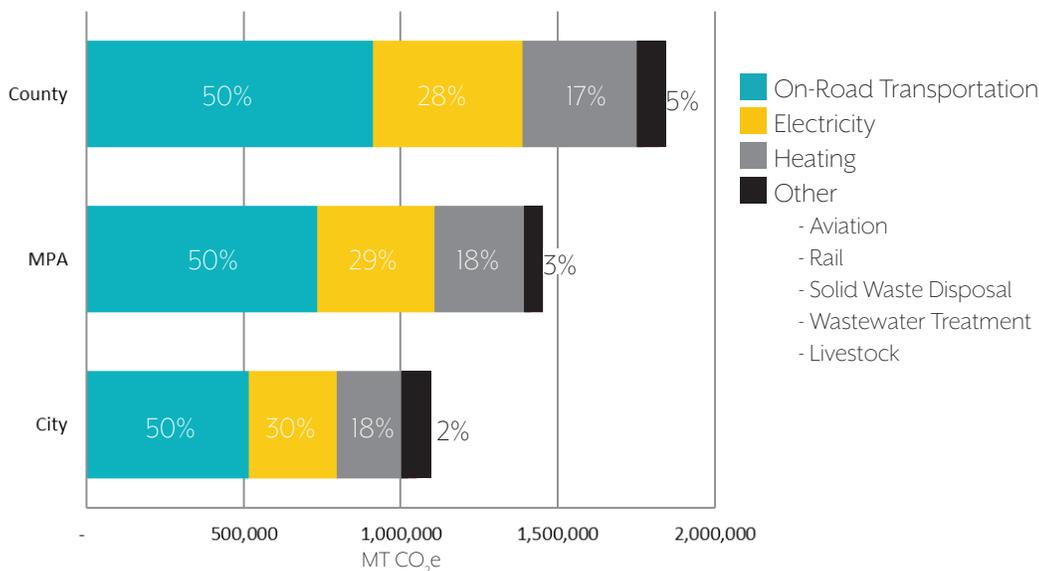


Figure 6: GHG Emissions for Santa Fe City, MPA, and County

Mitigation Strategy Analysis

Once the GHG inventory was complete, a number of scenarios were developed to address the largest components of the carbon emissions using an Excel-based spreadsheet tool. Trends that affect emissions at the federal and utility-level were considered, with the increased fuel efficiency standards and PNM's commitments to reducing their power carbon intensity having the largest impacts. Then, using best practices nationally as examples and preliminary goals set by the Sustainable Santa Fe Working Groups, reductions were estimated resulting from Plan efforts locally.

The following chart represents an interim 2030 goal to put the MPA on a path towards carbon neutrality. The year 2030 was chosen to align with many of the working group goals, notably the goal of net zero energy for new buildings, and as a marker for the City and MPA to gauge progress. In order to stay on the course towards net zero carbon by 2040, the total emissions from the MPA in 2030 need to be 592,000 metric tons of carbon dioxide equivalencies (MT CO₂e), or more than 60% of the 1.6 million MT CO₂e identified in the 2015 inventory.

The Corporate Average Fuel Economy (CAFE) standards mentioned above are being reconsidered under the Trump Administration, but market forces and state regulations are expected to continue to push the automotive market towards increased efficiency as well as reduced carbon. Similarly, updates to replace the Clean Power Plan are expected, the Public Service Company of New Mexico (PNM) is continuing to achieve significant carbon emissions reductions in their power portfolio that will help decarbonize the electric sector. The additional plan strategies focusing on transportation and buildings will make another significant dent, and the synergistic nature of sustainability activities has the potential to achieve additional carbon reductions. Under this model, even with the ambitious reductions planned, in 2030 there would still be a gap of 180,000 MT CO₂e to remain on the trend line to reach neutrality by 2040.

Greenhouse Gas Emissions Reductions: The Big Picture

In order to provide a more comprehensive look at carbon mitigation strategies, some of the economics of implementation were examined along with other practical implications for Santa Fe. Findings included:

- Energy efficiency in new and existing buildings is generally the most cost-effective means for reducing carbon emissions.
- Renewable energy generation, from utility providers as well as directly by community members, has the potential to reduce the greatest amount of carbon emissions.
- Transportation in Santa Fe presents a significant emissions challenge as compared to other US cities due to factors such as average vehicle age, land use patterns, and distribution of services.
- Federal activities, such as the future of federal vehicle efficiency standards (CAFE) and the Clean Power Plan, could have significant impacts on Santa Fe's carbon emissions.
- In the most likely scenario, there will be a gap to reaching carbon neutrality by 2040, that will likely need to be addressed through the purchase of carbon offsets.

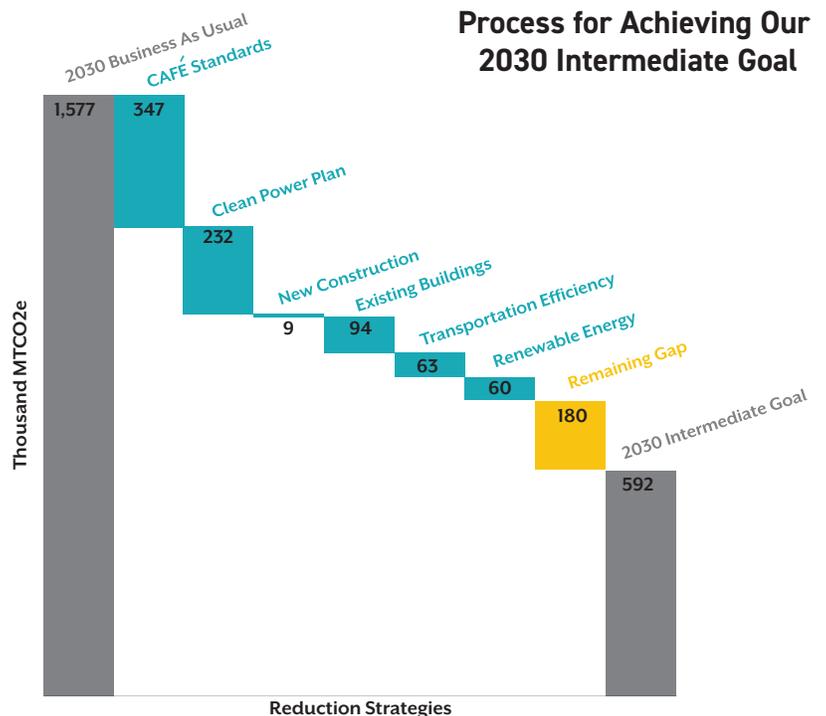


Figure 7: Process for Achieving Our 2030 Intermediate Goal

Closing the Gap

To close the remaining gap, the City can take a host of additional actions, including:

1. Keep current with emissions reduction best practices. As new strategies are developed, the City should analyze their applicability to Santa Fe and incorporate any that will have a significant impact on emissions.
2. Set more ambitious targets for emissions reductions from individual strategies or combined strategies; more comprehensive foci on transportation, including related land use issues, or renewables for example could result in higher penetration and greater emissions reductions.
3. Continue to work with the local utility to encourage investment in cleaner fuel options for electricity generation beyond their goals and/or encourage more enabling efforts that would allow for greater penetration of renewables whose emissions credits could remain outside of PNM's portfolio.
4. Support state and national policies that encourage energy efficient building code, more efficient transportation and renewable energy investments. In addition, support for regulations allowing more solar options and an increased renewable portfolio standard could help demonstrate a statewide commitment to offsetting carbon emissions.
5. Encourage implementation of new technologies that can help reduce the MPA's emissions through consumer education, incentives, and City policies.
6. Continue to work with community stakeholders to capture additional carbon in soil, vegetation, and other innovation capture solutions.



Carbon Impact Table

The following table introduces the plan strategies that are most impactful to reach the goal of carbon neutrality. The analysis was based on the SSFC working group recommendations, the quantified strategies identified in the mitigation strategy analysis, and independent evaluation of the strategies deemed most critical to enabling the policy and practical changes that will result in carbon neutrality by 2040.

	Greenhouse Gas Reduction Potential Score
BE2: Eliminate greenhouse gas emissions from building operations*^	3
EN11: Explore energy efficiency utility^	3
EN12: Provide solar financial clearinghouse^	3
EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy*^	3
T5: Increase transit ridership*^	3
T6: Invest in multi-modal transportation options*^	3
T9: Develop smart transportation system and multi-modal network*^	3
BE3: Eliminate greenhouse gas emissions from City building operations*^	2
BE4: Pilot building energy and water performance reporting*^	2
BE6: Updated land use plan^	2
BE7: Pilot and incentivize sustainable development practices^	2
CD1: Continue Verde Fund community project*^	2
EN1: Implement energy efficiency and renewable energy systems at City facilities*^	2
EN12: Provide solar financial clearinghouse^	2
EN3: Conduct energy efficiency and renewable energy public information campaign*^	2
EN5: Develop public electric vehicle charging infrastructure*^	2
EN6: Develop residential PACE program^	2
EN7: Implement combined heat and power system^	2
EN8: Increase access to solar for community residents and businesses*^	2
EN9: Upgrade street lighting*^	2
FS4: Educate about locally-grown food options and benefits*^	2
FS6: Support regional food economy development*^	2
T2: Promote healthy and active transportation modes*^	2
T3: Modernize City vehicle fleet*	2
T4: Adopt transit and EV-supportive zoning and land use regulations*^	2
T7: Integrate transit-supporting technology*^	2
WA3: Use triple bottom line criteria for water utility decision making^	2

*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



Chapter 2

Ecological Resilience



Overview

At an elevation of 7,000 feet, bordered by the Sangre de Cristo Mountains to the east, pinyon-juniper woodlands to the west, and short-grass prairie to the south, Santa Fe's ecosystems are diverse. Our climate and natural resources provide us with ample leisure and recreational opportunities, which in turn support our tourism economy. Yet, a changing climate presents significant threats, like drought and wildfire, which put our economy, health, and ecosystems at risk. Therefore, the strength of our community and our economy are intricately linked to the stewardship and resilience of our natural and managed ecosystems.

We must remain mindful of our energy, water, and waste choices. Energy and water underpin our community vitality, impacting nearly every aspect of our economy. The choices about how and when to use energy with emphasis on energy efficiency and clean energy alternatives, can support the reliability of the electric grid, reduce GHG emissions, and improve energy cost effectiveness. Further, we continue to look for ways to reduce water consumption, manage our water supply, enhance water quality, and plan to adapt to adverse climate impacts like drought.

We are making great strides in reducing and recycling our waste, and we continue to explore ways to reduce our waste stream and waste impacts. Challenges related to the nuclear and hazardous waste from Los Alamos National Laboratory (LANL) present opportunities to strengthen relationships to support and accelerate cleanup activities that protect our ecological assets from upstream contamination.

Our Environmental Resilience pathway features the following elements:



Energy



Water



Ecosystems



Waste

Related Plans and Policies*

City of Santa Fe Plans

- Hazard Mitigation Plan
- Comprehensive Solid Waste Assessment & Management Study
- Comprehensive Solid Waste Management Plan
- Parks, Open Space, Trails, & Recreation Master Plan
- Stormwater Management Plan
- Wastewater Treatment Facility 5-year Master Plan
- Wildfire Plan

Regional Plans and Policies

- Santa Fe County Solarize Santa Fe! Resolution 2014-49
- Santa Fe County Electric Utility Resource Procurement Legislation Resolution 2017-24
- Santa Fe County Climate Change Resolution 2013-130
- Greater Santa Fe Fireshed Coalition Resilience Strategy
- New Mexico State Wildlife Action Plan
- Santa Fe County Community Wildfire Protection Plan
- Santa Fe County Open Space Plan
- Santa Fe Watershed Association and City of Santa Fe Arroyo Assessment Report
- Santa Fe Watershed Association Climate Adaptation Plan
- The Santa Fe Basin Study: Adaptations to Projected Changes in Water Supply and Demand
- Wetlands Action Plan for Santa Fe County
- Santa Fe County Agriculture and Ranching Implementation Plan
- Santa Fe County Solid Waste and Curbside Recycling Ordinance
- Santa Fe County Lead by Example Resolutions 2013-07 and 2013-41

** This is a selection among many more additional resources.*



Do Your Part!

- Install a programmable thermostat to lower utility bills and manage heating and cooling systems more efficiently.
- Replace conventional light bulbs with LED bulbs in homes and businesses to lower energy use and costs.
- Installing a solar system can reduce electricity costs while bettering the environment by using clean, renewable energy.
- Download the Eye on Water app (eyeonwater.com/signup) to monitor your usage and set alerts for leaks and high consumption.
- Upgrade your toilets and clothes washer to high-efficiency models which are eligible for a rebate.
- Install rain barrels or a cistern to capture rain water for your garden. These are also eligible for a rebate!
- Look for the Water Conservation Office's Laundry to Landscape rebate which helps cover the cost of installing a valve to redirect used laundry water to irrigation.
- Conditioning soil in yards or gardens using best practices for composting can help soil retain more water and naturally absorb more carbon out of the atmosphere.
- Volunteer with Keep Santa Fe Beautiful to pick up litter.
- Bring your Own Bag! Santa Fe has a plastic bag ban in effect and requires a charge for paper bags.
- Keep a food waste journal for a couple of weeks to record how much food you are throwing away. This will help you adjust your buying habits.
- Learn to compost your yard trimmings and food scraps (after reducing them of course!).

Performance Trends

Metric	Unit	Source
Greenhouse Gas Emissions	MTCO2e per year per capita and by source	GHG inventory
Median Air Quality Index	Annual Median AQI	EPA Air Quality Index Report
Domestic and Municipal Water Consumption	Gallons per year per capita	Public Utilities Department
Landfilled Waste	Total pounds per year per capita	Environmental Services Division
Electric Vehicle Charging Stations Density	Publicly accessible level 2 and above charging stations per capita	Building Department
Photovoltaic System Installations	Annual number of new photovoltaic systems permitted (residential and commercial)	Building Department
Renewable Electricity Supply	Percent of electricity supplied by renewable sources	PNM

Ecological Resilience Synergies

Strategies that align with the objectives in the Energy, Ecosystems, Water and Waste elements support ecologically resilient outcomes. The strategies below represent the top tier of strategies that have the greatest number of relationships with these elements. Please see the full *Baseline Strategy Screening Matrix* for more details.

					Average Ecological Resilience Score
WA11: Develop a Drought Preparedness Plan*	1	2	2	2	1.75
EN7: Implement combined heat and power system^	2	1	1	2	1.5
ES5: Enhance urban forest stewardship	1	2	2	1	1.5
ES7: Adopt conservation best management practices	1	2	2	1	1.5
WA5: Expand water conservation program*	1	1	2	2	1.5
CDI: Continue Verde Fund community project*^	2	1	1	1	1.25
BE3: Eliminate greenhouse gas emissions from City building operations*^	2	1	1	1	1.25
ESI: Coordinate environmental stewardship campaign	1	2	1	1	1.25
ES4: Develop urban ecosystems improvement strategy	0	2	2	1	1.25
ES6: Increase carbon sequestration in plants and soil	1	2	1	1	1.25
WA9: Showcase water efficiency retrofits at City facilities*	1	1	2	1	1.25
WSI: Conduct waste education and outreach	1	1	1	2	1.25
WA4: Evaluate water pricing structures	1	1	2	1	1.25
WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*	1	1	2	1	1.25
WS8: Ensure municipal environmentally preferable procurement	1	1	1	2	1.25
WA7: Enhanced leak detection	1	1	2	1	1.25
WA1: Optimize management of reclaimed water	2	1	2	0	1.25
WA6: Continue water system education and outreach	1	1	2	1	1.25
WA2: Enhance groundwater modeling and monitoring*	1	2	2	0	1.25

*Closely aligns with Advancing Sustainability Working Group recommendations.

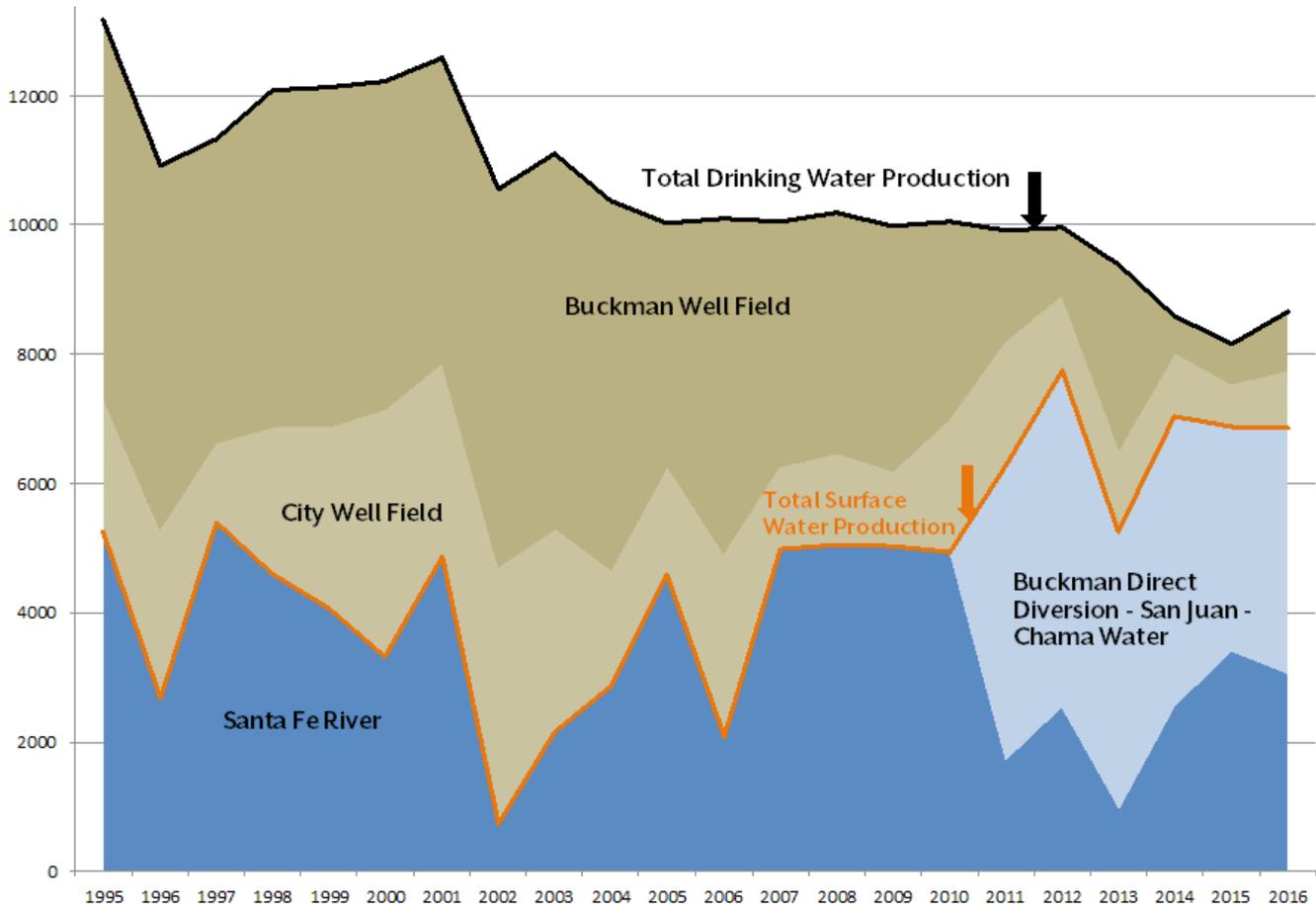
^High carbon reduction potential.



SUSTAINABILITY SPOTLIGHT

Water Conservation and Demand

Santa Fe's conservation efforts have effectively decoupled water demand from population – over the past years, total system demand has been dropping as the population served has continued to grow.



Santa Fe Drinking Water System Production by Source (since purchase of company in 1995)

This trend shows that Santa Feans are working to increase the efficiency of their water use, but it also makes it difficult to project water demand into the future. Coupled with uncertainty in supply caused by climate change, this makes projections of water availability by source difficult to do. The City, working with the Bureau of Reclamation, completed the Santa Fe Basin Study in 2015 to evaluate the adequacy of Santa Fe's water supply to meet projected demand in 2055 based on Climate Change, population growth projections, and levels of use somewhat higher than present practice.

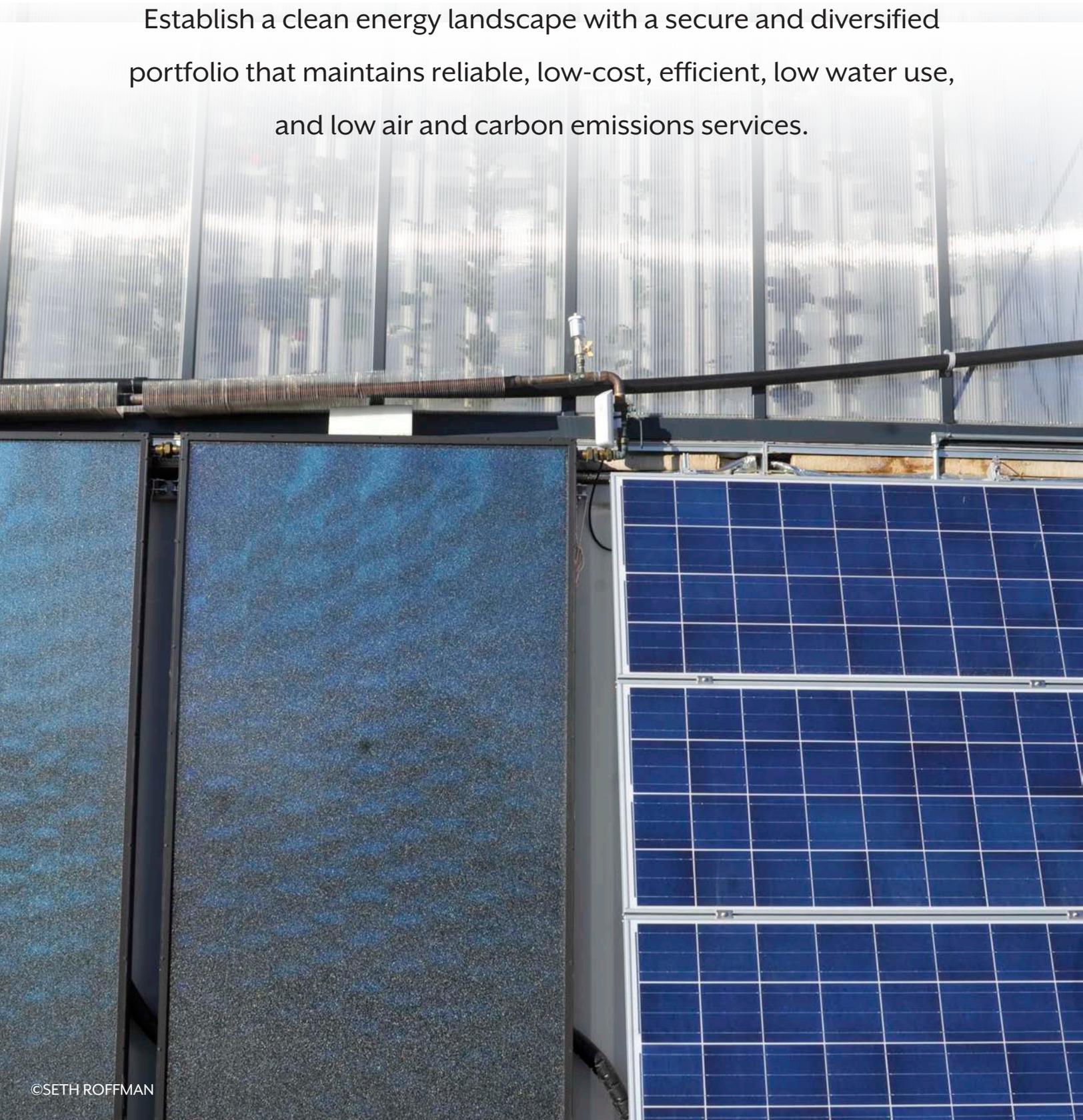
The Basin Study identified an unmet future demand that ranged from 5,000 to 9,400 acre-feet in the year 2055 if no steps are taken to reduce demand or to augment supplies through programs such as the optimization of treated effluent. The intention of such projections is not to set hard numbers for anticipated future demand – the graph above shows the effectiveness of new strategies such as conservation efforts in changing long terms trends in water usage – but to evaluate extreme scenarios to better target planning for capital investments in the water system to meet long term needs. The City continues to pursue the findings of this report and is working on parallel projects to optimize the use of effluent, to develop more nuanced climate change and water supply projections, and to continue to evaluate and update estimates for population growth.





Energy

Establish a clean energy landscape with a secure and diversified portfolio that maintains reliable, low-cost, efficient, low water use, and low air and carbon emissions services.



Background

Energy plays a foundational role in Santa Fe, powering homes, businesses, and facilities, enabling the diverse activities that support the community. Second to transportation, community electricity and natural gas use are the largest drivers of greenhouse gas emissions. Therefore, choices about how and when to use energy, as well as increased emphasis on energy efficiency and clean energy alternatives, can support the reliability of the electric grid, GHG emissions reductions, and energy cost effectiveness. Energy priorities to address in the Sustainable Santa Fe 25-Year Plan include energy efficiency, renewable energy, electric vehicle (EV) technology, education and financing options, and the energy-water nexus.

Santa Fe is powered primarily by natural gas and electrical power, and in rural parts of the County, propane and rural electric cooperatives. Natural gas is provided by New Mexico Gas Company. Electrical power is primarily supplied by the Public Service Company of New Mexico (PNM), who generates and purchases power from a mix of sources. In 2018, PNM's energy generation portfolio includes 56.1% coal, 21.8% nuclear, 12.3% natural gas, 7.1% wind, 2.6% solar, and 0.1% geothermal. PNM's 2017-2036 Integrated Resource Plan (IRP) proposes no new coal in their energy supply mix, and elimination of the company's use of coal-fired generation by 2031. Per the IRP, by 2025, 31.4 percent of PNM's total load will be supplied by renewable energy and carbon-free resources would supply two thirds of customers' energy needs by 2035. These efforts will help support Santa Fe's journey to achieve carbon neutrality and 100 percent renewable electricity by 2040. However, a mix of other energy efficiency and renewable energy initiatives are necessary to achieve these goals.

Implementing energy efficient technologies, such as LED lighting or heating and cooling equipment, as well as weatherization methods, can reduce energy use, associated GHG emissions, and energy costs. Currently Santa Fe's utility providers offer rebates and programs to support energy efficiency activities. More can be done to increase access to and participation in these opportunities.

Santa Fe's demographic and economic conditions are ripe for opportunities to scale-up energy efficiency and renewable energy programs and projects in City facilities and the community. For example, Santa Fe's housing stock is old, making residential housing a prime target for energy efficiency upgrades. Addressing energy use can help reduce the cost burdens on residents. Nearly half of renters and owners spent more than 30 percent of their income on housing and utility costs, and nearly one in five people in Santa Fe live in poverty.

Further, New Mexico has ideal environmental conditions for both rooftop solar and wind farm developments. Community solar, or "shared solar", can lower the cost of solar which cannot readily be placed on rooftops. However, there are barriers to overcome: from regulatory, administrative (PRC), infrastructure, market challenges to general education and awareness, and to availability of financing options.

Related to the community's energy consumption is the adoption of electric vehicles (EVs). While EVs help reduce transportation-related emissions, increased adoption of EVs will likely mean greater electricity consumption by those vehicle owners. Therefore, the infrastructure and renewable energy supply supporting EV charging is paramount in achieving emissions reductions goals.

Did You Know?

There is a strong nexus between energy use and water consumption. Water is a scarce resource in the southwest which requires a significant amount of energy to move water from a source, to treatment, and then into distribution for end-users. Similarly, the generation of energy from coal and nuclear sources requires high water use for cooling. Santa Fe's water utility is a model in the nation for water conservation and has also been developing renewable energy sources to reduce the carbon intensity of its operations. Looking forward, the community will need to continue to reduce water consumption to achieve its energy and carbon neutrality goals, and low-water energy generation will be essential.

Targets

- A. Reduce community electricity and natural gas consumption by 1 percent per year (representing a reduction of 6 million kilowatt-hours (kWh) of electricity and 615,000 therms of natural gas annually).
- B. Identify and increase participation in community renewable energy programs, including on-site solar installations and community solar projects.
- C. Reduce electric consumption annually with energy efficiency at City facilities.
- D. Increase use of renewable energy at City facilities.
- E. Ensure that publicly accessible electric vehicle charging stations are located with 5 miles of any part of Santa Fe.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

EN1: Implement energy efficiency and renewable energy systems at City facilities*^

Continue to implement energy efficient equipment and scale-up the use of renewable energy technologies at City facilities where practical, cost-effective, and proven to reduce energy use and associated operating expenses. Enhance collaboration between the City of Santa Fe and local renewable energy companies and the local utility to develop innovative programs and projects to achieve this goal.

EN2: Expand community participation in energy efficiency programs*^

Enhance partnerships between the City of Santa Fe and local electric and gas utilities to promote energy efficiency programs to the community that are either free of charge or cost a nominal fee to participate in. Help utility customers reduce energy use, and in turn, save money on monthly utility bills.

EN3: Conduct energy efficiency and renewable energy public information campaign*^

Conduct an annual public information campaign to educate and inform residents and commercial building owners about the benefits of implementing energy efficient and renewable energy technologies, and the benefits of installing solar power. Encourage non-profits to take the lead in public information campaign deployment and coordinate the campaign with existing City public information efforts.

EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy*^

Coordinate with energy efficiency and renewable energy advocates to develop an advocacy strategy to encourage the creation and adoption of energy efficiency and renewable energy in New Mexico. Advocate for issues at the New Mexico Public Regulation Commission (PRC) and leverage the City's local leadership to create a clean energy coalition of cities and counties in NM, advocating for ideas.

EN5: Develop public electric vehicle charging infrastructure*^

Implement the infrastructure needed to encourage and support an increase in electric vehicles (EVs) through coordination and investment to install public EV charging stations around the community

EN6: Develop residential PACE program^

Property assessed clean energy (PACE) programs help customers finance their energy efficiency and renewable energy improvements through voluntary assessments on their properties. Assist Santa Fe County in the development, administration, and promotion of a residential PACE program since it is the entity responsible for collecting County property tax.

EN7: Implement combined heat and power system[^]

Implement a new anaerobic digestion system to more efficiently treat biosolids and sludge at the City of Santa Fe Wastewater Treatment Plant (WWTP). A by-product of anaerobic digestion is methane gas which can be burned to provide heat used in the anaerobic digestion process, and to also run a biogas fueled engine generator to create on-site electricity. Such a system, when combined with existing solar systems that are on-site, can achieve net-zero electricity consumption by the plant.

EN8: Increase access to solar for community residents and businesses*[^]

Increase access to solar for community residents and businesses in the Santa Fe area by exploring options of public-private partnerships or supporting development of an existing non-profit, or a newly created non-profit, or other organization with a mission not focused on generating a profit to design and install solar systems at more beneficial rates than existing private sector solar companies.

EN9: Upgrade street lighting*[^]

As the next step in a City-funded street lighting assessment, develop phase two of the project to begin converting street lights to LED fixtures. This can be combined with development of a comprehensive street lighting plan to provides for additional public safety and enhance quality of neighborhoods.

EN10: Explore resilient City energy system

Explore the development of a “resilient City energy system” to eliminate power outages in critical facilities, optimize energy use, and reduce greenhouse gas emissions.

EN11: Explore energy efficiency utility[^]

Explore creation of an energy efficiency utility within the City’s Public Utilities Department to develop and implement energy efficiency and renewable energy technologies in residential and commercial buildings. The new utility can develop energy efficiency and renewable energy programs to make available to the public and can potentially use on-bill financing through the water utility as a funding stream.

EN12: Provide solar financial clearinghouse[^]

In absence of a New Mexico state solar tax credit, the City of Santa Fe can take the lead in convening interested parties and providing information to the public on various forms of financing – from banks, credit unions, PACE and private sector solar companies – for solar installations that would amortize the loans to residents and businesses in the Santa Fe area, such that the monthly loan payment would not exceed the borrower’s current average monthly electric bills.

Also see the Built Environment element for strategies related to energy use in buildings.



Ecosystems

Enhance the ecological resilience of Santa Fe by restoring native ecosystems' structure and function and ensuring that urban development supports and restores ecological processes, including carbon sequestration.



Background

The Santa Fe region's natural resources and ecological processes sustain life and support community and economic vitality. Continued conservation, management, and stewardship of ecosystems is important, especially as they begin to experience and adapt to the impacts from climate change.

Watershed protection is vital, as rain and snowfall from the mountains provide the water that flows southeastward through a network of arroyos, which serve as habitat and interconnections for natural ecosystems. Likewise, wildfire preparedness is critical as fires are a natural part of the ecological processes of forests. Further, Santa Fe is located downstream from Los Alamos National Laboratory (LANL), leading to concerns about hazardous waste contamination, and presenting opportunities to remediate upstream contamination and restore ecological processes.

The City of Santa Fe can lead in stewardship of the community's air, water, soil, flora, and fauna, by restoring ecological processes and incorporating conservation best management practices into community planning and infrastructure projects. In turn, enhancing biodiversity, strengthening wildlife corridors, and further connecting trails and open spaces, will help enhance biodiversity, community resiliency, livability, health, and wellbeing.

There are numerous environmental organizations within the Santa Fe region that focus on nearly all aspects of improving the natural environment. These organizations compliment, enhance, or fill gaps in City programs. Much of the input from these organizations and individuals call for identifying overlapping areas of interest, responsibility and jurisdiction, and to engage with residents and businesses to plan specific projects, implement specific improvements and remediation, and participate in existing projects and plans that affect their environments.

Did You Know?

In cooperation with a wide variety of public and private partners, the City of Santa Fe is one of five communities working with the Environmental Protection Agency (EPA) in a national pilot project for stormwater planning; and will produce the *City of Santa Fe Stormwater Management Plan*. This effort uses long-term planning to promote effective stormwater management in the community, while also supporting the community's broader vision and goals, such as flood reduction, increased neighborhood aesthetics, improved recreational opportunities through water quality improvement, protection of critical infrastructure, and public health protection. The plan addresses steps to ensure infiltration of stormwater to increase biodiversity in the watershed, control soil erosion, reduce pollutants in our arroyos and river, and provide shade, beauty, wildlife habitat, and wind protection along trails, streets, parks, and open spaces. Specific efforts include the completion of the Alameda Rain Gardens Project, the expansion of the City's Adopt-a-River program to include arroyos, and the implementation of green infrastructure projects.

Additionally, the Parks and Recreation Department will complete an updated *City of Santa Fe Parks, Open Space, Trails, & Recreation Master Plan* in 2018. This plan addresses the 1,100 acres of parks, 4,000 acres of open space and 35 miles of trails that are maintained by the Parks and Recreation Department. The goals of interconnected open space and trails for ecological restoration and preservation, wildlife habitat, and human connection with nature that are part of this sustainability plan work in conjunction with these planning efforts.

Targets

- A. Quantify the impacts of air pollutants on health in Santa Fe and develop appropriate response plan.
- B. Enhance the connectivity of greenbelt and habitat corridors across the community.
- C. Determine a baseline of carbon sequestration levels from plants and soils and increase carbon sequestration.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details.

ES1: Coordinate environmental stewardship campaign

Coordinate public information messages across departments to incorporate applicable sustainability related information focused on environmental stewardship and the importance of protecting Santa Fe's ecosystems.

ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts

Increase and maintain preparedness, mitigation, education, and planning efforts so that communities are prepared for, can respond to, and rebound from wildfire. Additionally, address the connections between and impacts of wildfire on watersheds and stream health.

ES3: Expand air quality monitoring and reporting

Ensure the Santa Fe region retains high air quality through ongoing assessment and monitoring. Make air quality monitoring results easily available to the public and establish systems for air quality alerts.

ES4: Develop urban ecosystems improvement strategy

Develop an urban ecology and wildlife assessment and strategy plan identifying opportunities to improve urban ecosystems within the Santa Fe community.

ES5: Enhance urban forest stewardship

Maintain and improve Santa Fe's urban forest to reduce urban heat-island effects, increase biodiversity, provide wind protection, sequester carbon, and prevent soil erosion.

ES6: Increase carbon sequestration in plants and soil

Soils and plants play valuable roles in removing carbon from the atmosphere. This strategy focuses on developing a better understanding of current carbon sequestration levels and modifying forestry and land management practices and/or developing a soil improvement program to increase carbon sequestration.

ES7: Adopt conservation best management practices

Revise the City's land use and development code, and other relevant ordinances and plans, to support accepted conservation best management practices and triple bottom line analysis.

ES8: Complete ecosystem value assessment

Assess the essential value the City and County ecosystems offer to Santa Fe's economic vitality, viability, health, and well-being.

ES9: Remediate Los Alamos National Laboratory waste

Work with the federal government to encourage sufficient funding to continue implementing best practices in the remediation of Los Alamos National Laboratory (LANL) nuclear and RCRA hazardous wastes.



Water

Utilize innovative technologies, long range planning, regional planning and proactive approaches to ensure an integrated and resilient One Water approach, optimizing water demand and supply.



Background

The City of Santa Fe depends on an adequate supply of clean water for its viability and growth. The key characteristics of Santa Fe's water supply system include surface and groundwater sources. The City has two sources of surface water: the Santa Fe River, and San Juan – Chama Project (SJCP) that diverts water from the Rio Grande via the Buckman Direct Diversion (BDD). Likewise, the City of Santa Fe has two sources for groundwater: the City's Well Field and the Buckman Well Field.

Drinking water demand in the Santa Fe region is met in several ways. The City of Santa Fe Water Division serves customers within City limits, the Santa Fe County Public Utilities Department provides water to several areas of development adjacent to City limits, the Agua Fria Community Water System Association serves residents of Agua Fria Village, and the Buckman Direct Diversion Water Treatment Plant (BDD) is a treatment facility shared by the City and County which provides a portion of the drinking water consumed by each.

The consumption of energy further impacts the City's water footprint. Like most non-renewable and hydropower consumers, Santa Feans' use of energy has a significant impact on water use that is easy to overlook. See the *Energy* section for more details about the water-energy nexus.

With the role to responsibly manage its water supply, the City is invested in long-term water conservation and efficiency strategies. The City is a leader in implementing innovative technologies, planning strategies, and outreach programs. For example, the addition of the Buckman Direct Diversion and reductions in demand due to water rate structures and voluntary conservation measures undertaken by City water customers, have enabled City water managers to reduce reliance on groundwater with the intention of preserving as much water in the ground as possible to be used for supply in times of future shortage.

Climate change impacts across the region are projected to influence Santa Fe's water resources, including reduction in available water supply and water quality. By the year 2055, climate change modeling predicts reductions in the San Juan River of up to 25% and overall reductions along with increased variability in the Santa Fe River. Given the scope and challenges facing water in the region, the Sustainable Santa Fe 25-Year Plan is looking to implement a One Water approach where all water has a value and should be managed in a sustainable, inclusive, regional and integrated way.¹ The interconnected nature of the system – surface water, groundwater, stormwater, and wastewater – is optimized, and the combined impact on the ecosystem is recognized and more resilient. The One Water approach mirrors the consideration of water types to resource types in the Waste section under the Sustainable Materials Management approach.

Did You Know?

Santa Fe receives most of its rainfall in intense and infrequent precipitation events. The City provides incentives for individual buildings to install water catchment systems, but there are challenges associated both with the legality of large scale rainwater harvesting and with the cost and space implications of building systems large enough to capture large and infrequent precipitation events.

Under New Mexico law, storm water cannot be impounded for greater than 96 hours without a permit, to ensure that water is not diverted from downstream users with water rights. Therefore, rainwater catchment systems on rooftops are legal, but diversion and capture of storm water running over-land is not.

¹ The U.S. Water Alliance is the hub for the One Water movement. More details about the One Water movement can be found here: <http://uswateralliance.org/one-water>.

Targets

- A. Continue to see a year over year weather normalized decrease in total potable water consumed by all sectors.
- B. Increase the use of reclaimed water for municipal operations.
- C. Increase the number of residential and commercial graywater systems.
- D. Create at least two neighborhood-scale water conservation projects and programs.
- E. Increase the number of public and private use of raingarden and other infiltration projects.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

WA1: Optimize management of reclaimed water

Leverage reclaimed wastewater to increase the resiliency of Santa Fe's water supply. Currently, about 70 percent of the total water produced for Santa Fe Water customers is returned to the City's wastewater treatment facility yet only 30 percent of total reclaimed water is used. Regardless of the impacts of climate change and drought, some portion of the water produced for City residents will always be available from this source, making it extremely resilient.

WA2: Enhance groundwater modeling and monitoring*

Declines in surface water accumulation are anticipated to increase reliance on groundwater. Manage groundwater as an important resource to be maintained for future increases in demand or reductions in water supply. Emphasize groundwater monitoring and more detailed modeling and studying of local geology to evaluate aquifer recharge and contaminant transport.

WA3: Use triple bottom line criteria for water utility decision making^

Increase utilization of multi-priority evaluation criteria, such as the triple bottom line, to inform decision making.

WA4: Evaluate water pricing structures

Continue to evaluate pricing strategies to ensure adequate funding, water accessibility, and conservation.

WA5: Expand water conservation program*

Santa Fe has a robust water conservation program that includes rebates and incentives, leak detection, outreach, and enforcement. Continue to support and enhance the City of Santa Fe's water conservation program.

WA6: Continue water system education and outreach

Continue to provide robust education and outreach about Santa Fe's water system and conservation opportunities. Continue to encourage use of the EyeOnWater application to help customers monitor their daily water use.



WA7: Enhanced leak detection

Utilize and educate on the most effective and available water monitoring and leak detection methods.

WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*

Reduce pressure on the water supply by supporting on-site techniques to recycle and reuse water. Increase focus on storm water catchment for local use, recycling of grey and black water from sinks and showers for appropriate applications, and infiltration of stormwater by keeping water from moving off site.

WA9: Showcase water efficiency retrofits at City facilities*

Utilize the latest water conserving technologies at City of Santa Fe facilities to demonstrate leading edge practices for the community to follow, to reduce water consumption, and enhance water quality.

WA10: Establish a scoop-the-poop campaign

Raise awareness around water quality issues associated with pet waste through a “scoop-the-poop” campaign.

WA11: Develop a Drought Preparedness Plan*

Prepare for long term drought from climate change as the “new normal” as described, and in addition to, the Santa Fe Basin Study. Establish stricter water conservation ordinances in the event of prolonged drought to protect groundwater resources.

Also see the Built Environment element for strategies related to water use in buildings.

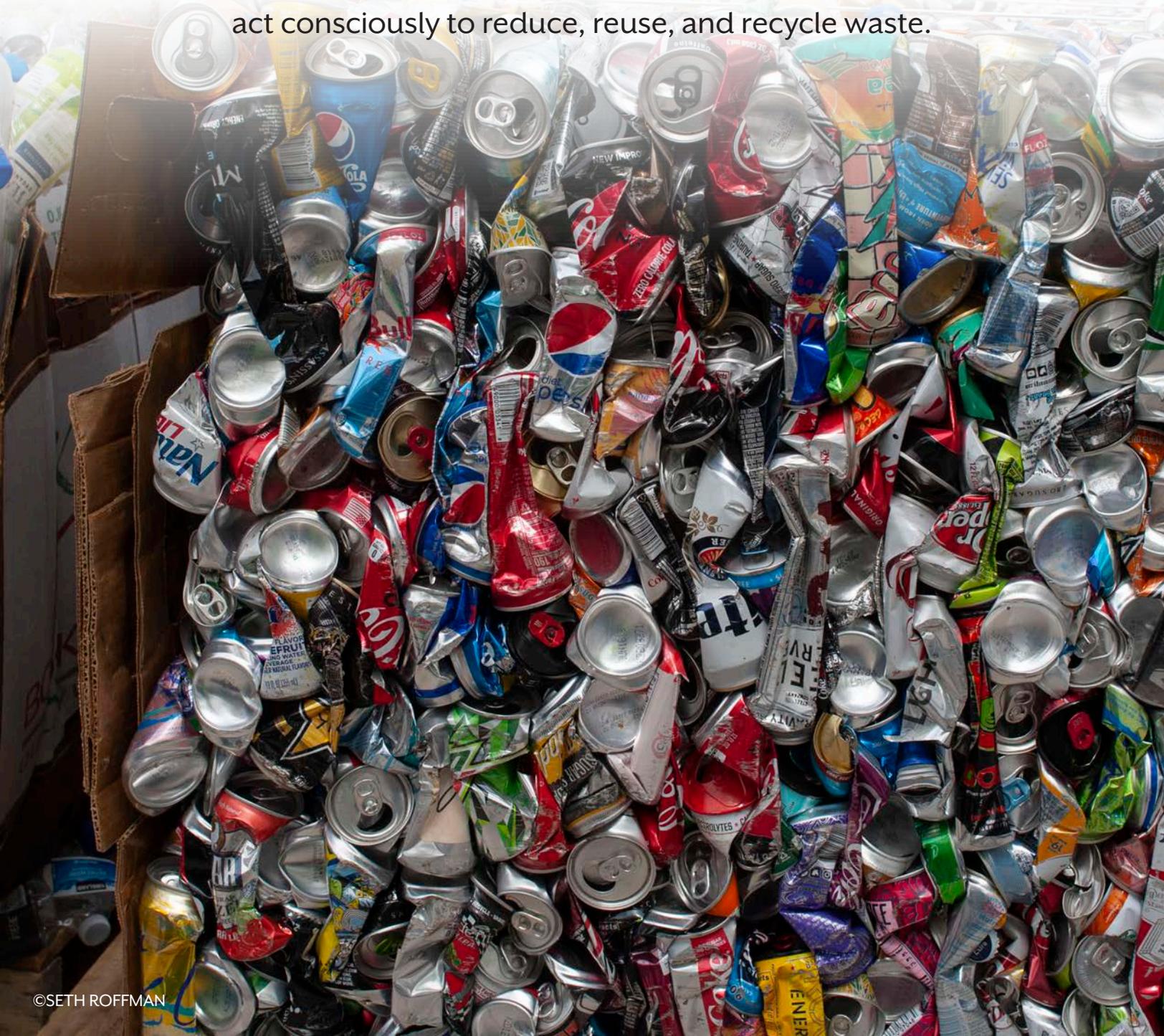


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Waste

Promote the conservation of natural resources through a Sustainable Materials Management approach enacting programs and practices that encourage all sectors, manufactures, retailers, and consumers to act consciously to reduce, reuse, and recycle waste.



Background

Waste is the material byproducts of daily activities and is made up of materials from many different sources. Management of solid waste in Santa Fe is divided among three agencies: City of Santa Fe Environmental Services Division (ESD), Santa Fe Solid Waste Management Agency (SFSWMA), and Santa Fe County Public Works Department (SFCPW). ESD provides trash and recycling collection services to all residential and commercial entities in the City – about 34,000 single-family accounts and 2,500 businesses. The Caja del Rio landfill is managed by SFSWMA and both the City and County use this facility for disposal of waste. The landfill accepts approximately 150,000 tons of waste per year, and serves all of Santa Fe County.

Shifting from a waste management perspective to a Sustainable Materials Management approach, the Sustainable Santa Fe 25-Year Plan supports the use and reuse of resources productively and sustainably throughout their life cycles preserving value, minimizing environmental impacts, and conserving natural resources. This approach recognizes that there are more environmentally responsible waste options including reduction, minimization, reuse, recycling, composting, and energy recovery.

Santa Fe is on the road to achieve zero waste, meaning that 90 percent or greater of waste generated is diverted from the landfill, supporting the systemic shift in how the community and its waste systems operate. Zero waste through materials management can begin to shift economic inefficiencies and local market limitations to empower Santa Fe consumer's and regional industry to embrace resource responsibility. Waste practices can support the highest and best use of resources for reinvestment in the local economy to create more income, wealth, and jobs for residents while minimizing negative environmental impacts.

Targets

- A. Provide universal access to recycling for residents and customers everywhere in Santa Fe (at home, at work, and on the go).
- B. Achieve average regular residential recycling participation rate of 90%.¹
- C. Improve existing internal City recycling program and establish a new operational policy that strives for 100 percent recycling participation in all City offices and at all events on City properties.
- D. Incorporate criteria regarding recycled content and Extended Producer Responsibility into procurement guidelines for City purchasing.

Did You Know?

Zero Waste is designing and managing products and processes to systematically avoid and eliminate the volume and toxicity of waste and materials, conserve and recover all resources, and not burn or bury them. This does not mean absolutely eliminating waste at all costs. Many cities have created and implemented Zero Waste plans, and some have set ambitious goals they are finding difficult to meet. But Santa Fe does believe it is important to set stretch goals for the future that inform decisions today, using an overarching philosophy. That means implementing programs and practices that strive to eliminate waste, enabling residents to throw out less trash and be creative in their reuse efforts.

¹ Participation rate equals number of homes that set out recycling at least once a month divided by total number of homes.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details.

WS1: Conduct waste education and outreach

Conduct clear and effective waste and recycling public outreach and education programs in the greater Santa Fe area.

WS2: Implement zero waste strategy

Refine and implement a zero-waste strategy with phased waste reduction goals, including both regulatory and volunteer actions to reduce the production of waste and change the focus from landfilling to waste reduction, recycling, and composting.

WS3: Improve recycling for City operations

Improve existing internal City recycling program and establish a new operational policy that requires 100 percent recycling participation in all City offices.

WS4: Encourage extended producer responsibility

Use the City's influence to encourage local, state, and federal legislation supporting Extended Producer Responsibility (EPR), shifting the burden of handling products at the end of their life from government back to the manufacturers and retailer.

WS5: Establish residential pay-as-you-throw pricing

Establish Pay-As-You-Throw (PAYT) pricing for residential trash by charging more for higher capacity trash carts to reward recycling and penalize landfilled waste.

WS6: Pass universal recycling ordinance

Pass a Universal Recycling Ordinance for all of Santa Fe, requiring all commercial businesses, multi-family complexes, special events, and other spaces to offer on-site traditional and organics recycling to residents and patrons.

WS7: Reduce construction and demolition waste

Require that waste from construction and demolition (C&D) projects is minimized, reused, or recycled.

WS8: Ensure municipal environmentally preferable procurement

Use the City of Santa Fe's purchasing power to support the recycled economy by implementing Environmentally Preferable Procurement (Green Purchasing) guidelines for all City purchasing decisions.

WS9: Grow recycling and reuse economy

Create local economic development strategies or programs to target recycling and reuse businesses.

WS10: Create resource recovery park

Create a resource recovery park that includes recycling, composting, household hazardous waste, electronics/appliances, construction and demolition, and reuse or second chance stores that provide recycling, creative, and employment opportunities.



Chapter 3

Economic Vitality



Overview

Santa Fe is a vibrant and exciting community, internationally recognized for our unique arts, music, and crafts. Our economy is largely defined by tourism, shaped not only by our cultural amenities and diversity, but also by the appeal of our community's unique design and physical character.

As the state capital, our community is also home to myriad government jobs. We have a flourishing array of creative industries, an abundance of nonprofits and community organizations, and a growing local entrepreneurial culture. Looking to the future, further diversification of our economic base will help us become more resilient to any downturns.

Being a world-class destination has provided economic benefits that are not always evenly dispersed. Our cost of living is relatively high, there is a palpable socio-economic divide, and distinct pockets of high poverty. Efforts to nurture an economy that reinvests in local businesses will be essential to provide opportunities so all community members can thrive.

Our land use decisions and buildings choices also present opportunities for us to strengthen our economy. Our focus on sustainable development patterns and incorporation of green building practices and technologies can help reduce operating costs, increase housing options to address high housing costs, reduce our environmental impacts, and strengthen our social fabric.

Similarly, our investments into transportation infrastructure and programs can increase mobility options and decrease costs for residents, workers, and visitors, while also reducing our transportation-related emissions.

Our Economic Vitality pathway features the following elements:



Community Development



Transportation



Built Environment

As a living and dynamic plan, a future addition could include a Tourism element.

Related Plans and Policies*

City of Santa Fe Plans

- Land Development Code
- Land Use and Urban Design Plan
- West Santa Fe River Corridor Plan
- Re-Mall Mixed Use Village
- Santa Fe Metropolitan Transportation Plan 2014-2040
- Impact Fee Capital Improvements Plan
- St. Michael's Drive Visions of the Future (2009)
- Rail Corridor Study
- Economic Development Strategy
- Southwest Santa Fe Community Area Master Plan
- Downtown Plan
- Railyard Master Plan
- REMike Study (2013)
- The City of Santa Fe's 2017 Economic - Development Crossroads (2017)
- Pollinating Prosperity (2017)
- Economic Development Strategy (2008)

Regional Plans and Policies

- Santa Fe County 2015 Sustainable Growth Management Plan
- Santa Fe County 2016 Sustainable Land Development Code
- Santa Fe County Economic Development Program
- Santa Fe County Transfer of Development Right Program

** This is a selection among many more additional resources.*



Do Your Part!

- Buy local and direct. For example, check out our Farmers Market and local artisans first!
- Support workforce development by offering internships or mentorship opportunities.
- Support entrepreneurship by contributing expertise or angel investment dollars through various business incubators.
- Volunteer with nonprofits such as Youthworks and Habitat for Humanity to support housing for low-income families.
- Support a mix of uses in your neighborhood that serve neighborhood residents and allow people to walk or bike to them.
- Consider walking or bicycling for a percentage of your trips, especially since most single passenger automobile trips occur within ¼ of a mile from home.
- Take advantage of lower carbon transportation options such as transit or hybrid or electric vehicles.

Performance Trends

Metric	Unit	Source
Unemployment Rate	Percent of Population 16 Years and Over	Bureau of Labor Statistics
Walkability Index	Number (from 0 to 100)	Walk Score
Residential Density	Dwelling Units per Acre	GIS analysis
Average Housing and Transportation Costs	Percent of Income (includes average housing and transportation costs)	H+T Fact Sheet
All Transit Performance Score	Score (from 1 to 10)	H+T Fact Sheet
Licensed Businesses	Number of Businesses Licensed in Santa Fe	Office of Economic Development

Economic Vitality Synergies

Strategies that align with the objectives in the Community Development, Built Environment, and Transportation elements support economic vitality. The strategies below represent the top tier of strategies that have the greatest number of relationships with these elements. Please see the full *Baseline Strategy Screening Matrix* for more details.



Average Economic Vitality Score

BE7: Pilot and incentivize sustainable development practices [^]	1	2	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
BE6: Updated land use plan [^]	1	2	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
CD6: Increase availability of affordable and workforce housing* [^]	2	2	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
EN5: Develop public electric vehicle charging infrastructure* [^]	1	2	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
T4: Adopt transit and EV-supportive zoning and land use regulations* [^]	1	2	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
CD7: Catalyze redevelopment of Opportunity Zones	2	2	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
T5: Increase transit ridership* [^]	1	2	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
T8: Employ transportation coordinator	2	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.67
CD11: Create sustainable technology research and development consortium	2	1	0	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.5
CD1: Continue Verde Fund community project* [^]	2	2	0	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
HW3: Launch Municipal bike share program	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
EN1: Implement energy efficiency and renewable energy systems at City facilities* [^]	2	2	0	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
ET4: Create City sustainability internship program	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts	1	2	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
ET3: Collaborate with Santa Fe Community College	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
ES8: Complete ecosystem value assessment	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
EN2: Expand community participation in energy efficiency programs* [^]	2	2	0	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
FS6: Support regional food economy development* [^]	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
FS5: Inform urban and local farmers and ranchers about local programs*	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
CD9: Create entrepreneurship ecosystem model	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
FS3: Increase institutional use of locally grown produce*	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
FS8: Ensure transit service to food outlets	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
FS2: Increase municipal use of locally grown produce*	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
T6: Invest in multi-modal transportation options* [^]	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
T9: Develop smart transportation system and multi-modal network* [^]	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
T7: Integrate transit-supporting technology* [^]	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
EN9: Upgrade street lighting* [^]	1	2	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
T1: Develop municipal employee alternative transit incentive program	1	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus	2	2	0	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33
CD10: Develop Telecommunications Strategic Plan	2	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	1.33

*Closely aligns with Advancing Sustainability Working Group recommendations.

[^]High carbon reduction potential.



SUSTAINABILITY SPOTLIGHT

The Five Forms of Capital

A premise behind Genuine Wealth¹ is that it is sourced from growing five forms of capital at three levels of system: enterprise output, proximate outcome, and community impact.² The following definitions provide a helpful synopsis from which to explore the five capitals or sources of wealth.

Social capital refers to the capacities of a community to foster cooperation among people and groups of people (at work and in civic endeavors) whose interdependent efforts are needed to achieve common goals, in a spirit of trust and help for ever-increasing mutual and community benefit.

Natural capital is supplied by the interdependent web of natural living systems that generate, provide sustenance, and enable the evolution of all life on the planet.

Built capital consists of physical and “soft” assets that are used to enable the flow of goods or services of an enterprise and/or a community, and which can also be further developed to add greater value.

Human capital refers to the capacities (including health and well-being) of an individual, acquired and/or increased through education, training, development, and experience, to operate, maintain, improve, and regenerate value-adding processes.

Financial capital facilitates economic production, though it is not itself productive. Money is capital if it is invested to provide valuable goods and services or to produce some other form(s) of capital returns. Financial capital contributes to increasing community wealth if it is invested to generate increased human, social, natural, or built capital, as well as financial returns.

This framework is helpful in illuminating the various capital resources needed and available to support implementation of each strategy in the Sustainable Santa Fe 25-Year Plan. These forms of capital will be necessary to leverage, build, and monitor to improve the path to sustainability.

1 *Genuine Wealth: Wellbeing, prosperity, and health.

2 Sources: [Global Development and Environment Inst](#), [Neva R. Goodwin](#) (Lead Author); [Cutler Cleveland](#) (Topic Editor) . “Capital”. In: Encyclopedia of Earth. Eds. Cutler J. Cleveland (Washington, D.C.: Environmental Information Coalition, National Council for Science and the Environment). [First published in the Encyclopedia of Earth November 6, 2006; Last revised Date November 6, 2006; Retrieved September 30, 2010 <<http://www.eoearth.org/article/Capital>>



SUSTAINABILITY SPOTLIGHT

The Verde Fund

The Verde Fund was created in 2016 by City Council under the leadership of Mayor Javier Gonzales as a vital program with a mission to help reduce systemic poverty, achieve carbon neutrality, and empower Santa Fe's workforce. The initiative fosters collaboration across local organizations and its first year of implementation has been tremendously successful.

The Fund provides grant dollars from the City of Santa Fe and empowers local groups and organizations to leverage matching contributions by proposing specific projects that benefit the community. In 2017, the City of Santa Fe allocated an initial \$300,000 for the fund's first cycle. The two community-led initiatives that received grant awards were the Verde Community Impact Collaborative (i.e., Verde Community Project led by Youthworks) and Homewise.

The Verde Community Impact Collaborative is leveraging a \$200,000 grant and more than \$300,000 in in-kind contributions from 12 community organizations. Together, these organizations are training young people in sustainability careers like weatherization, healthy food production and distribution, and biofuel production. These investments into youth pay dividends back into the local community.

For example, through its weatherization initiatives, Youthworks is training local youth in weatherization techniques, which helps them develop job skills and participate in meaningful work that benefits their community. By focusing the weatherization improvements on low income homes, the Community Project helps improve living conditions in Santa Fe by reducing water and energy consumption, improving comfort and safety, and helping residents save money from the resulting lower utility bills.

Similarly, through Youthworks, in collaboration with the Fire Department, young people are learning forest thinning techniques to reduce wildfire risk. The slash materials are then chopped and turned into compost, which is used in greenhouses that grow food that is distributed locally.

The second grant of \$100,000 was awarded to Homewise, a local organization focused on housing and financial health for low income families. Homewise is leveraging the grant funding into an additional \$400,000 of debt capital, which will enable more than 100 low income households to access low interest loans for solar PV installations and make energy and water conservation upgrades to their homes.

Together, these two initiatives will grow an initial \$300,000 in City funding into more than \$1 million in community investment that will help create jobs, empower local youth, improve Santa Fe's neighborhoods, and support the community's carbon neutrality efforts. Continued monitoring of the successes and lessons learned of these two initiatives will help ensure success of future Verde Fund projects.



Community Development

Achieve long-term sustainable economic growth and improved social cohesion by stimulating a diverse, innovative economy with high-wage, high impact jobs alongside jobs with living wages that enable community reinvestment.



Background

The Sustainable Santa Fe 25-Year Plan addresses economic development as a nested element within the broader context of community development. Community and socio-economic issues in Santa Fe include a high cost of living, underemployment, and limited economic mobility. Addressing these community issues is vital to growing and enhancing the local economy and equity for Santa Feans.

Santa Fe's economy has historically been dependent on a few industries to provide employment and a tax base. This includes tourism, art, real estate, film, and retail industries which are particularly vulnerable to economic fluctuations. Santa Fe also experiences high levels of government employment and an older workforce compared to other U.S. cities.

Looking forward, an updated Economic Development Strategy (planned for 2018) will help reposition the Santa Fe community for long term, sustainable economic growth and greater economic resiliency. Together, the Economic Development Strategy and the Sustainable Santa Fe 25-Year Plan will aspire to explain and address the economic realities of Santa Fe. They will identify existing economic assets and opportunities to leverage and reinforce and explore new or emerging opportunities to diversify the economy, reduce leakage, increase exports, and create opportunities for people of all walks of life to thrive.

From the lens of enabling a community to become more sustainable, many of the social equity and environmental issues identified in the plan as *challenges* to be addressed, can be reexamined as opportunities for economic and community development. For example, by addressing the lack of affordable housing for Santa Feans, the community has potential to create construction activities and jobs, bolster revenue for schools, and reduce the transportation-related emissions associated with long commutes. Thus, economic development, when consciously joined with quality of life, social equity, and environmental resilience issues becomes Community Development – a more holistic approach for enhancing sustainability and economic vitality.

Did You Know?

The Santa Fe Economic Development Department (ED) focuses on using our talent and resources to create conditions for the economy to evolve and expand so that all community members can thrive. It also focuses on enhancing wealth across all five forms of capital: natural, human, social, built, and financial.

ED works in coordination with other City of Santa Fe departments and divisions, along with myriad other local, regional, and state private, nonprofit, and government organizations to expand employment opportunities and create a culture of reinvestment in the Santa Fe community.

The Department's 2008 Economic Development Strategy focused on diversifying the Santa Fe economy with an emphasis on high wage jobs and career paths, pursuing overall affordability where local wages can support living in Santa Fe and reducing leakage, and bolstering Santa Fe's leadership and/or potential in innovation. While much has changed since 2008, many of these themes and needs remain true

Targets

- A. Simplify and modernize business licensing and permitting processes.
- B. Increase exports (economic based business) while reducing imports (to minimize overall leakage).
- C. Increase entrepreneurship, public-private partnerships, and philanthropic funding.
- D. Establish an approach to develop a baseline to monitor local sustainability-related employment levels and average wages.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

CD1: Continue Verde Fund community project*^

Continue the Verde Fund, an offering originally created with a one-time funding source. The Fund's mission is to combat the effects of poverty, mitigate the impacts of climate change, and create economic and environmental resiliency. It combines public investments with public and private sector resources to develop community-focused programs such as net-zero carbon emission housing, residential and commercial energy-efficiency retrofits, environmental remediation, and workforce training targeting Santa Fe's low-income population.

CD2: Develop new Economic Development Strategy

Update Santa Fe's Economic Development Strategy to address current needs and emerging opportunities to grow and support the local economy. Implement the strategy such that it can be regularly and efficiently updated, responsive to changes on the ground and be easily accessed and understood by residents.

CD3: Facilitate existing and emerging industry roundtable

Generate social capital and promote economic growth by breaking down barriers to entrepreneurship and business expansion.

CD4: Simplify business licensing

Change the perception and reality that it is challenging to do business in Santa Fe by streamlining the business licensing process through technology.

CD5: Expand regional economic development collaboration

Increase cooperation and collaboration on economic development projects, programs and industry clusters with Albuquerque, Los Alamos, and other cities in northern New Mexico, and across the entire state.

CD6: Increase availability of affordable and workforce housing*^

Work with developers, financial institutions, and non-profits to increase the available housing for residents and workers, decreasing the high instances of commuting and related GHG emissions.

CD7: Catalyze redevelopment of Opportunity Zones

Leverage Santa Fe's Opportunity Zones to spur redevelopment and investment activities. Opportunity Zones are a new community development program established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. The Opportunity Zones program provides a tax incentive for investors to re-invest their unrealized capital gains into Opportunity Funds that are dedicated to areas designated by the chief executives of every U.S. state and territory. Five of New Mexico's Opportunity Zones are in Santa Fe and include Midtown LINC, Siler Road Quarter, Cerrillos and Jaguar Road District, South City Hospital – Railrunner- Airport Runner.

CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus

Create a development plan for the Midtown Campus site based on community input. Currently, the City has engaged with residents to determine principles and potential uses for the site. The planning and execution phases will be developed while keeping the site open as a community engagement and income generating space to prevent blight and help cover the City's debt obligation.

CD9: Create entrepreneurship ecosystem model

Work with the Kauffman Foundation, a New Mexico nonprofit that aims to advance entrepreneurial success, to create a regional, results based entrepreneurship ecosystem. Use this as a template for nation-wide roll-outs.

CD10: Develop Telecommunications Strategic Plan

Address broadband needs and conditions and develop a strategic plan to improve broadband infrastructure.

CD11: Create sustainable technology research and development consortium

Create a Sustainability Technology research and development (R&D) consortium among state universities national laboratories, think-tanks, and other key institutions with capabilities in sustainability, to research, develop and deploy technologies and methodologies that scale-up sustainability throughout the greater Santa Fe region.





Built Environment

Adopt building and land use practices that minimize the use of natural resources and enable low carbon and healthy lifestyles for all community members.



Background

The built environment refers to the modification of natural environments with human-made surroundings that provide the setting for daily life. Collectively, the built environment includes physical and organizational infrastructure like structures (e.g., buildings) and facilities (e.g., energy/water utilities, roads, and transit systems) needed for the operation of a society. These are the spaces where community members live, work, learn, shop, and play.

Therefore, how communities are built and operate have both positive and negative environmental and social impacts. To reduce the negative impacts, the Sustainable Santa Fe 25-Year Plan supports the concept of smart growth where the planning, design, and maintenance of these systems consider the balance between the natural and built environments. A sustainable built environment inherently enhances Santa Fe's ecological processes, economic vitality, and community development.

The vision of a sustainable built environment in Santa Fe features efficient land use patterns that support transit, walking, and biking as safe and convenient modes of transportation. It further features parks, open spaces, and other shared amenities that increase the quality of life, support active lifestyles, and provide access to nature for all Santa Feans. Likewise, a sustainable built environment is one where buildings are energy and water efficient and maintain healthy indoor air quality.

City of Santa Fe land use, urban design, and neighborhood plans guide development of the built environment. They define the vision, desired character, and future land uses for the community. For example, the City's Land Development Code regulates how land is developed including density, uses, setback, heights, and other aspects of physical development. Likewise, the City of Santa Fe adopted a Green Building Code for residential construction. As the City adopts and integrates smart growth principles to develop a more sustainable built environment, plans and codes will need to be periodically updated to reflect best practices and emerging opportunities.

Targets

- A. Adopt increasingly stringent building energy codes on a regular three-year cycle for new buildings to meet the 2030 Challenge of net-zero greenhouse gas emissions.
- B. Increase the number of existing residential and commercial buildings reporting HERS and WERS scores.
- C. Require healthy indoor air exchanges in all new buildings and larger remodels/additions, and with energy efficiency retrofit projects.
- D. Require radon mitigation in all new buildings and in existing buildings with high levels.
- E. Pilot an eco-district or planned sustainable development project.
- F. Increase percent of high density (R7, R14) or mixed-use developments permitted annually by 10 percent.

Did You Know?

The City of Santa Fe has adopted a Green Building Code that applies to the construction of new single-family residential dwellings and accessory dwellings (also known as "guest houses"). The purpose of the program is to reduce GHG emissions, ensure availability of water resources, and increase energy efficiency.

The Green Building Code requires minimum performance on Home Energy Rating System (HERS) and Water Efficiency Rating Score (WERS) reports. Other green building practices that the code addresses include lot design, lot construction, quality of construction materials, waste reduction and recycling, enhanced durability and maintenance, salvaged or reused materials, resource efficient materials, pollutant control, moisture management, building operations and management, and other innovative practices.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

BE1: Ensure healthy indoor air quality

Identify opportunities to improve awareness of and practices that support healthy indoor air quality. As buildings are constructed to conserve energy, natural ventilation is often reduced. People, furnishings, and pets are all ongoing sources of indoor air pollution, while off-gassing of construction materials adds extra pollutant sources for some time after initial construction or remodeling. Continue to employ the green code for new homes which requires continual mechanical ventilation and mitigation of radon, a naturally occurring radioactive gas associated with lung cancer.

BE2: Eliminate greenhouse gas emissions from building operations*^

Expand the City's green code offerings to other building types and develop offerings to incentivize the transition to net zero emission buildings. Santa Fe adopted the 2030 Challenge in 2006 with the goal of making all new building GHG-neutral by 2040. The City's green code is on track to ensure that all new buildings will be net zero by 2030. The City's subsequent commitment to becoming carbon-neutral entirely by 2040 means that existing buildings will also need to be carbon-neutral by that time. This is done using a performance requirement. Currently new single-family residences must achieve reduced energy demand by either including energy efficiency strategies or generating energy on-site. The amount of efficiency increases over time until all homes must use all carbon neutral energy by the year 2030.

BE3: Eliminate greenhouse gas emissions from City building operations*^

Support the development of a commercial green building code and retrofit program to include energy, water, and indoor air quality by extending its application to City buildings.

BE4: Pilot building energy and water performance reporting*^

Leverage public-private partnerships with industries to develop a Building Energy and Water Performance Reporting pilot project, starting with the hospitality industry, to track energy and water use, ultimately leading to reductions.

BE5: Reduce water use through the built environment

Pilot, encourage, and adopt built environment improvements and development techniques to reduce water use and support water reuse.

BE6: Updated land use plan^

Develop an updated land use plan that encourages vibrant neighborhood gathering places by integrating transit with housing, entertainment, commercial, and open spaces.

BE7: Pilot and incentivize sustainable development practices^

Create healthy, safe, and sustainable neighborhoods by encouraging, incentivizing, and piloting development practices that result in higher residential densities, support a mix of uses and mixed incomes, provide access to education and wellness amenities, and are located along major transportation corridors and development nodes. Explore using the eco-district model to pilot an eco-district approach in Santa Fe. Learn from other vivid examples like East Lake near Atlanta, Georgia.



Transportation

Plan for and invest in a safe, modernized transportation system that supports low-emission, active, and equitable mobility options for all users.



Background

The City of Santa Fe and Santa Fe County have made significant investments to improve multi-modal transportation for the benefit of the community from multi-use trails and bicycle lanes to public transit. The City of Santa Fe has focused on providing residents and employees with better access to public transportation by helping people to find carpoolers and vanpoolers through Santa Fe Ridefinders and eRideshare service, available through the City website.

These programs complement the City's Santa Fe Trails bus system and Santa Fe Ride Complimentary ADA Paratransit program which have an annual combined ridership of around 1 million trips and utilizes a fleet of 33 compressed natural gas (CNG) buses. The City also continues to work closely with the New Mexico State Department of Transportation (NMDOT) in improving local roadways, providing services to commuters who use the Rail Runner train service and the North Central Regional Transit District (NCRTD) shuttles serving four regional counties, as well as the NMDOT Park and Ride Shuttles serving commuters from Los Alamos, Espanola, Albuquerque, and Las Vegas, with an annual ridership of 186,000.

At present, Santa Fe's transportation system is reliant on personally-owned vehicles used to connect people to a widely distributed housing and commercial landscape. The City's transportation vision is to develop a more balanced, equitable, and efficient system that enables everyone to more easily access goods and services, through an integrated, multi-modal system, while reducing GHG emissions and vehicle miles travelled. Achieving this vision necessitates a transformation of the ways and means in which the City and County measure, fund, design, and build transportation systems. In addition to investing in multi-modal infrastructure, land use development patterns and plans will need to reflect higher density, mixed-use, and transit-oriented development. Further, building more affordable workforce housing will reduce commutes for people that may currently have to live further away to afford housing, both reducing GHGs and enhancing economic and community development.

Targets

- A. Achieve annual reductions in daily vehicle miles traveled (DVMT).
- B. Achieve annual increases in the total miles of sidewalks, on-road bicycle lanes and multi-use paths.
- C. Increase public transit ridership annually.
- D. Increase the proportion of low and zero emissions City fleet vehicles.
- E. Increase the proportion of low and zero emissions vehicles used in the community.

Did You Know?

Vehicle emissions are the largest contributor to GHG emissions within Santa Fe County. Daily vehicle miles travelled, within Santa Fe County, grew by 13 percent between 2010 and 2015, with an estimated 74 million gallons of gasoline and 15 million gallons of diesel consumed within the county.

Hybrid and plug-in electric vehicles (EVs) typically produce lower tailpipe emissions than conventional vehicles, but in calculating GHG emissions from these vehicles it is necessary to consider the source of the electricity. According to the Alternative Fuels Data Center, state averages in New Mexico show that all electric vehicles produce approximately 6,648 pounds of CO₂e annually, compared to 11,435 pounds per year for a conventional gasoline vehicle. As the carbon intensity of the electric supply to Santa Fe decreases over time, the GHG emission savings associated with EVs will continue to grow, making EV adoption an important part of Santa Fe's journey to carbon neutrality.



Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

T1: Develop municipal employee alternative transit incentive program

Develop a program for City employees that provides them with incentives to utilize alternative modes of transportation when commuting to and from work.

T2: Promote healthy and active transportation modes*^

Promote healthy and active modes of transportation, such as walking and bicycling, throughout the community.

T3: Modernize City vehicle fleet*

Encourage the wide-scale use of electric vehicles (EVs) in the community starting with the City of Santa Fe (converting its administrative fleet vehicles to hybrid and/or electric as soon as possible, assessing annually the costs and benefits of converting all City fleets to electric and proceeding to convert as many other fleets as possible to electric by 2025, and widely developing the infrastructure to support this conversion by establishing EV charging stations powered by renewable energy at central and strategic locations throughout the City.

T4: Adopt transit and EV-supportive zoning and land use regulations*^

Implement zoning and land use regulations that support transit use, EV use, and the development of transit and electric vehicle infrastructure.

T5: Increase transit ridership*^

Increase ridership of Santa Fe Trails, especially on weekends and evenings, and address first and last mile needs to support transit ridership.

T6: Invest in multi-modal transportation options*^

Explore ways to diversify and enhance transportation funding to support investments in public transit, sidewalks, and bike paths to improve access and mobility for all users.

T7: Integrate transit-supporting technology*^

Implement technology service solutions such as mobile phone applications that maximize an individual's real-time access to data and information around transit services, bicycle and walking routes, and efficient roadway travel, such as EV charging and ride share programs.

T8: Employ transportation coordinator

Create a bicycle, pedestrian, and transit (transportation) coordinator position within the City of Santa Fe to focus on integrating land use and transportation planning, and work closely with City departments and divisions to ensure that best-practices are integrated into long-term planning and projects under development, as well as support and promote active transportation events.

T9: Develop smart transportation system and multi-modal network*^

Develop a "Smart Cities" plan to improve City of Santa Fe transportation system. This includes smart transportation technologies such as smart parking meters, transit sensors and cameras to collect data, infrastructure that relays real-time transit status, signal priority technology, and system-wide incident detection and reporting. Continue to build high-quality bicycle lanes, sidewalks, crosswalks, and networks of walking and hiking trails accessible to all neighborhoods in the City and build with identified "Smart City" technologies.



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Chapter 4

Quality of Life & Social Equity



Overview

A strength of Santa Fe is the vibrancy and diversity of our people from all walks of life. We value our quality of life, the beauty of our natural surroundings, and our unique mix of people, culture, artistry, and commerce.

Our community benefits from many institutions, non-profits, and other organizations working together to educate and train community members. Continuing to work with our education and training partners on sustainability efforts will help ensure that all Santa Feans can understand and contribute to achieving the Sustainable Santa Fe 25-Year Plan goals.

While Santa Fe is known for our recreational and natural amenities that support active lifestyles, some community members experience health and wellness challenges, such as affordability of and access to medical care, obesity, substance abuse, and hunger. These challenges go together with issues like cost of living, transportation options, and environmental quality. Thus, addressing the root of these challenges is as vital as addressing the challenges themselves. Moreover, addressing hunger and nutrition in our community will require looking at our local distribution and procurement systems, in addition to our food programs and providers.

Some serious social equity challenges test Santa Fe's social cohesion and resiliency. These include gentrification of neighborhoods, increasingly limited supply of affordable housing, and homelessness. To address these challenges, it is critical to promote interaction and dialogue, and to enhance connectivity and tolerance.

Our Quality of Life and Social Equity pathway features the following elements:



Education & Training



Food Systems



Health Well-Being



Social Equity

Related Plans and Policies*

City of Santa Fe Plans

- 2017 Affordable Housing Plan
- 2016 Analysis of Impediments to Fair Housing

Regional Plans and Policies

- Human Impact Partners, Chainbreaker Collective, NM Health Equity Partnership: 2015 Equitable Development and Risk of Displacement: Profiles of Four Santa Fe Neighborhoods
- Planning for Santa Fe's Food Future: Querencia, a Story of Food, Farming, and Friends
- Santa Fe County Health Action Plan
- Santa Fe County Health Services Gap Analysis

** This is a selection among many more additional resources.*



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Do Your Part!

- Participate and attend education and training classes and seminars at SFCC available to the community focused on renewable energy, energy efficiency, water conservation and food production.
- Improve our education system by donating to Partners in Education and volunteering in the public schools in support of literacy and Science, Technology, Engineering & Mathematics (STEM).
- Support the Double Up Food Bucks Program (which enables low income residents to double their purchases of fresh fruits and vegetables) through the Santa Fe Farmers Market Institute.
- Frequent the Southside or Railyard Farmers Markets.
- Support our leadership as a Sanctuary City.
- Join the community of excellent non-profit organization such as Interfaith Power & Light, EarthCare, Chainbreaker Collective, Somos Un Pueblo Unido, Tewa Women United, Habitat for Humanity, Esperanza and/or so many others that are together helping take care of one another, the environment and the integrity of our community.

Performance Trends

Metric	Unit	Source
Population with (at least) a High School Degree	Percent of population 25 years and over	American Community Survey 5-year estimates
Community Obesity Index	Percent of individuals	New Mexico Dept. of Health
Adult Mental Distress	Percent of adults experiencing mental distress	New Mexico Dept. of Health
Food Insecurity Rate	Rate of individuals in each Area (e.g., Santa Fe County)	Feeding America
Gini Coefficient	Number between zero (0) and one (1) to represent income distribution	Gini Index
Municipal Equality Index	Score between zero (0) and 100	Human Rights Campaign

Quality of Life & Social Equity Synergies

Strategies that align with the objectives in the Education & Training, Health & Well-Being, Food Systems, and Social Equity elements support Quality of Life & Social Equity outcomes. The strategies below represent the top tier of strategies that have the greatest number of relationships with these elements. Please see the full Baseline Strategy Screening Matrix for more details.



Average
Quality of Life &
Social Equity Score

FS4: Educate about locally-grown food options and benefits*^	2	2	2	2		2
FS7: Establish healthy food zones	2	1	2	2		1.75
FS3: Increase institutional use of locally grown produce*	1	2	2	2		1.75
FS8: Ensure transit service to food outlets	1	2	2	2		1.75
FS1: Improve Supplemental Nutrition Assistance Program	2	2	2	1		1.75
FS6: Support regional food economy development*^	1	2	2	2		1.5
FS5: Inform urban and local farmers and ranchers about local programs*	1	2	1	2		1.5
FS2: Increase municipal use of locally grown produce*	1	2	1	2		1.5
BE7: Pilot and incentivize sustainable development practices^	1	2	1	2		1.5
SE5: Convene homelessness prevention task force	1	2	1	2		1.5
T8: Employ transportation coordinator	1	2	2	1		1.5
ES5: Enhance urban forest stewardship	1	2	2	1		1.25
ES7: Adopt conservation best management practices	1	2	2	1		1.25
ES1: Coordinate environmental stewardship campaign	1	2	1	2		1.25
ES4: Develop urban ecosystems improvement strategy	1	2	2	1		1.25
ES6: Increase carbon sequestration in plants and soil	1	2	2	1		1.25
ET1: Coordinate school sustainability education	1	2	2	1		1.25
ET4: Create City sustainability internship program	1	2	1	2		1.25
ET5: Establish City employee sustainability training program	1	1	1	2		1.25
ET2: Collaborate with ECO School	1	2	0	2		1.25
ET3: Collaborate with Santa Fe Community College	1	1	1	2		1.25
WA10: Establish a scoop-the-poop campaign	1	2	0	2		1.25
WS5: Establish residential pay-as-you-throw pricing	1	1	1	2		1.25
HW2: Expand outdoor activities and programs	1	2	0	2		1.25
HW4: Expand Municipal employee health and wellness programs	1	1	1	2		1.25
HW1: Align public health and wellness policies and program	1	2	0	2		1.25
ES3: Expand air quality monitoring and reporting	2	1	1	1		1.25
EN5: Develop public electric vehicle charging infrastructure*^	1	1	1	2		1.25
SE4: Explore climate sanctuary city designation	1	2	0	2		1.25
T7: Integrate transit-supporting technology*^	1	1	1	2		1.25
SE3: Provide emergency rental assistance	1	2	0	2		1.25

*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



SUSTAINABILITY SPOTLIGHT

Affordable Housing and Ending Homelessness

Santa Fe has long prioritized efforts to ensure that sufficient affordable housing is available to meet the needs of the community. The City's most recent [Affordable Housing Plan](#) was adopted in January of 2017.

The purpose of the City of Santa Fe Affordable Housing Plan is to “assess housing need in Santa Fe and to provide recommendations for addressing the needs.” Most importantly, the Plan recognizes that housing needs fall along a spectrum, from the homeless to the homeowner and there is no “one size fits all” approach to addressing Santa Fe's shortage of affordably-priced homes. Additionally, the City has long supported the capacity of its local non-profit partner organizations to provide services, develop housing and implement programming, making them more efficient, effective and relevant to the community.

The plan reviews changes in the City's demographics, income, housing cost burden, the breakdown between people living in rental versus home-ownership, and other data. It uses that data to create an “Affordability Gaps Analysis” to assess the gap between inventory and affordability for a complete range of housing types, tenures, and incomes. It includes recommendations to close the gaps in affordability through revisions to the City's Land Use Code and inclusionary zoning program, as well as continued support for ongoing City housing programs, expansion of funding sources, and implementation of other policies. These goals can be summarized as follows:

Establish an ongoing and renewable source of local funds, either through a bonding or tax mechanism, to meet the affordable housing gap. This will require voter approval and a well-coordinated and comprehensive public outreach campaign to build support for the issue. Local funds are desired because they are relatively unrestricted and their use can be customized to meet the needs most relevant to the community. Also, uncertainty on the federal level threatens the availability of established funding sources such as HUD's Community Development Block Grant (CDBG) and its Continuum of Care assistance, as well as support for public housing programs.

Support real estate development and housing rehabilitation. This is possible through the donation of City-owned land, building and infrastructure, the deployment of City resources, streamlining land use approvals, and making regulation more flexible. Rental occupancy is at an historic high and annual rent increases have exceeded 10 percent over the last few years. The tight market makes housing situations precarious for lower income renters but also is greatly influencing the expansion of local businesses and employment opportunities. Through the provision of subsidized rental units, including set asides for people transitioning out of homelessness, additional support for rental assistance for renters with low-wage jobs, the construction of market rate rental homes, and energy efficiency upgrades to lower long-term housing costs, can we ensure the health of the entire housing ecosystem.

Focus resources, policy, land use and programming on ensuring that all of Santa Fe's residents, including its low-wage workers, elderly and disabled live in the high quality, energy-efficient housing located in high opportunity neighborhoods. Only when living in Santa Fe means equitable access to education, affordable housing, transportation and employment, regardless of income, can our community be considered truly sustainable.



SPEED
LIMIT
25



Education & Training

Encourage schools and vocational organizations to incorporate sustainability related topics and hard skills in their curriculum and share the information through targeted outreach community-wide to develop capacity to address sustainability issues.



Background

Education and training are crucial in developing Santa Fe's human capital and, therefore, attracting growth of existing jobs as well as attracting new ones. Furthermore, informed and educated community members are essential in helping Santa Fe achieve its sustainability objectives and carbon neutrality goal.

The Santa Fe community is fortunate to have myriad community partners in the areas of education and training. Santa Fe Community College (SFCC) is a significant actor in providing workforce education and training, as well as an incubator for high tech business solutions. SFCC is advancing sustainability through investment in Leadership in Energy and Environmental Design (LEED) certified buildings, a garden-to-table culinary arts program, solar arrays, zero waste research, and more.

Through its Energy and Water Conservation Program, Santa Fe Public Schools (SFPS) has been engaged in sustainability practices. Since 2010, this important sustainability work has dramatically improved energy and water use efficiency at many district facilities. Highlights of those efforts include reducing water consumption by 38 percent, installing 1.5 megawatts of solar photovoltaic systems on 11 campuses, reducing waste sent to landfill by 30 percent, and developing food waste composting programs at 14 schools. Sustainability-related education in SFPS has also been growing to complement the practices that have been implemented at schools.

Building on the existing classroom instruction and community delivered support programs is an opportunity for schools to work with sustainability stakeholders and the City of Santa Fe. As a partnership, it is more feasible to develop and deliver a set of integrated sustainability-related programs and curriculum that supports teachers and students in and out of the classroom.

Further, to reinforce what is being taught in Santa Fe's schools, the introduction of a robust community education and information outreach campaign can help to educate the public at-large about the importance of sustainability efforts, programs and projects in the community, and the benefits they provide to all.

Did You Know?

There is a strong nexus between energy use and water consumption. Water is a scarce resource in the southwest and it requires a significant amount of energy to move water from a source, for treatment, and then into distribution to end-users. Similarly, the generation of energy from coal and nuclear sources requires high amounts of water use. Santa Fe's water utility is a model in the nation for water conservation and has also been developing renewable energy sources to reduce the carbon intensity of its operations. Looking forward, the community will need to continue to reduce water consumption to achieve its energy and carbon neutrality goals, and low-water energy generation will be vital.

Targets

- A. Ensure that every City of Santa Fe employee is aware of the goals and objectives of the Sustainable Santa Fe 25-Year Plan.
- B. Increase City of Santa Fe coordination and public outreach on sustainability topics.
- C. Ensure every K-12 school has access to locally relevant sustainability-related curriculum and experiential learning opportunities.
- D. Increase the number of local sustainability-related higher education courses and programs.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations.

ET1: Coordinate school sustainability education

Continue partnerships between the City of Santa Fe and Santa Fe Public Schools (SFPS) and develop sustainability-related curriculum to support in-class learning that aligns with Common Core and Next Generation Science Standards. In addition, work to expand educational programming during and after school to introduce hands-on, experiential learning grounded in sustainability-based curriculum. Finally, continue coordination among City staff and elected official(s), SFPS administration, school board members, and relevant stakeholders to develop, integrate and support sustainability-based programs and curriculum in schools.

ET2: Collaborate with ECO School

Expand the sustainability education opportunities at the ECO School, to help create the opportunity for a hands-on, living laboratory of experiential learning that delivers a high-level of sustainability education, training, and skills development.

ET3: Collaborate with Santa Fe Community College

Collaborate with Santa Fe Community College (SFCC), SFPS and local job-creation stakeholders to create sustainability-related job training and skills development to help support the expansion of the local economy.

ET4: Create City sustainability internship program

Launch a City-led internship program for local students to grow their professional skills and to help the City of Santa Fe in its sustainability implementation, monitoring, and reporting efforts.

ET5: Establish City employee sustainability training program

Ensure that all City of Santa Fe employees are aware of the Sustainable Santa Fe 25-Year Plan, sustainability practices in City facilities, and triple bottom line evaluation approaches.



Health & Well-Being

Improve community health and well-being
by implementing services, programs, and policies that support
positive health outcomes for people of all ages and backgrounds.



Background

Santa Fe is leading a movement towards healthier lifestyles that promote individual well-being and support community sustainability. Health is a key component of sustainability in that it embodies positive outcomes from other factors such as a clean environment while contributing to them via activities such as biking that reduce negative impacts. The City of Santa Fe, Santa Fe County, and other key community partners are working to provide sufficient services and capacities to support healthy and active living opportunities across the community and region. For example, the Santa Fe County Health Services Division promotes the health and well-being of County residents through access to health services and initiatives to support the Santa Fe County Health Action Plan. Priorities identified in the action plan including enrollment in health insurance, reducing drug and alcohol abuse, reducing low birth weight, reducing suicides, and increasing consumption of healthy food. Focusing on these issues will not only help individuals' health outcomes, but will also support to the community's economic vitality and ecological resiliency.

The County's 2017 Health Services Gap Analysis identifies numerous priorities to better align resources and efforts. Several opportunities identified for the City of Santa Fe include expanding the availability of housing units county-wide, expanding shelter services, opening a behavioral health crisis center, enhancing transportation and services for seniors, and coordinating on funding communications approaches. As with the County Health Action Plan, these priorities extend across the triple bottom line to include economic, built environment, infrastructure, social equity and environmental justice needs.

The City of Santa Fe can support the health and wellness of community members by continuing to partner with local organizations, as well as by providing opportunities for community members to access the outdoors, participate in recreation and wellness activities, use active transportation modes, and leading by example with City employee programs and offerings.

Did You Know?

Childhood obesity is a serious health and sustainability issue in New Mexico. The State of Obesity: Better Policies for a Healthier America (August 2017), a project of the Trust for America's Health and the Robert Wood Johnson Foundation, found that New Mexico's obesity rate is currently 28 percent – ranking it 33rd in the nation. This rate was 17.4 percent in 2000 and only 8.1 percent in 1990.

The New Mexico Department of Health's (NMDOH) Obesity 2017 Update, an annual assessment on the state's childhood obesity, cites the need to create sustainable environmental, policy, and systems changes to support vibrant communities and healthy children, with a focus on groups most vulnerable to and affected by obesity.

In addition to the quality of life and social equity issues associated with childhood obesity (e.g., the rates of overweight and obese American Indian kindergarteners and third-graders is much higher than all students in these grades), these trends are linked to other environmental and economic factors as well. For example, access to health care and healthy food can play a role in nutrition and obesity rates. Similarly, access to parks, trails, and recreational opportunities further support healthy and active lifestyles.

Targets

- A. Increase the number of City employees that participate in employee health and wellness, exercise, and nutrition programs.
- B. Increase community participation in health and wellness, exercise and nutrition programs.
- C. Increase the number of participants during bike-to-work and bike-to-school weeks.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations.

HW1: Align public health and wellness policies and program

Continue providing health and wellness programs, services and education to the public. Review, align, and publicize wellness policies and programs throughout the Santa Fe region.

HW2: Expand outdoor activities and programs

Expand and support afterschool programs, City-sponsored activities, and summer camps that focus on outdoor activities, and increase the number of seniors and school-age participants in them.

HW3: Launch Municipal bike share program

Design and implement a bike-share program for municipal employees.

HW4: Expand Municipal employee health and wellness programs

Continue to provide and expand employee wellness, nutrition, and education programs to municipal employees.





Food Systems

Support and strengthen the connections between and within local food systems by working with producers, processors, marketers, and consumers to enhance sustainable practices, support a thriving local food economy, and ensure food security.



Background

Santa Fe's food economy is robust, both within the City limits and throughout Santa Fe County. A recent analysis of the local food economy by the Santa Fe Food Policy Council (SFFPC) showed in Santa Fe County, food represented 16 percent of the manufacturing sector; 2 percent of the wholesale sector; 30 percent of the retail sector; and, 67 percent of the accommodation and food services sector. Translating those percentages into annual gross receipts, food represented \$961.3 million in Santa Fe County, and \$808 million in the City of Santa Fe.

Despite a strong food economy, food insecurity is pervasive within Santa Fe County. Nearly one-quarter of children have been identified as being food insecure. This is just below New Mexico's average of 27 percent (NM Voices for Children, KIDS COUNT, 2015), which is the second highest rate in the country.

To address the disparity between the food economy and food insecurity the SFFPC introduced a community food plan in 2014, "Planning for Santa Fe's Food Future: Querencia, A Story of Food, Farming, and Friends," to ensure that a safe, healthy, and affordable food supply will be available to all Santa Feans for decades to come. The plan recommends a variety of actions designed to promote food security ; improve access to retail food outlets that offer healthy and affordable food; encourage healthy eating by all residents to reduce obesity and diet-related diseases such as diabetes; educate consumers, support farmers and ranchers; enhance the food system infrastructure (distribution and storage facilities, transportation, processing); and protect the natural resources necessary to produce food.

The City of Santa Fe and the Santa Fe Board of County Commissioners adopted the plan in 2014, and is the guiding document for City and County officials, food and farm organizations, and a variety of community groups that support healthy living, resilient communities, and robust economies.

The City and County continue to develop and implement policies, programs, and projects in conjunction with the SFFPC and the State of New Mexico that will continue to support and expand the local food economy with emphasis placed on providing low-income populations with better access to healthier food options.

Did You Know?

Food systems are another major point of connection in the water and energy nexus, and food choices have tremendous impacts on an individual and community's carbon footprint.

The growing and cultivation of food requires water and energy sources, as does the processing, distribution, and storage of it. Eating food grown locally has potential to reduce carbon emissions, but the type of food consumed (grain-based diets are significantly lower in carbon intensity) and how it was produced (many fertilizers and practices, especially traditional tillage of fields are relatively carbon intense) are important factors in the food's carbon footprint as well.

Local food has benefits well beyond GHG emissions reductions as it strengthens the local economy, builds connections and sense of community, is often more nutritious, helps conserve open spaces, supports wildlife and ecosystems, and more.

Targets

- A. Achieve annual increases in the City of Santa Fe's procurement of New Mexico grown produce
- B. Increase community access to food outlets.
- C. Increase opportunities for local food producers to sell and distribute food locally.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details. Strategies with an asterisk (*) following the title are closely aligned with Advancing Sustainability Working Group recommendations. Strategies with a caret (^) following the title have high carbon reduction potential.

FS1: Improve Supplemental Nutrition Assistance Program

Improve access to and awareness of the Supplemental Nutrition Assistance Program (SNAP) for residents struggling with food insecurity, while also supporting the goal of helping residents' economic situations improve so that long-term assistance is not necessary.

FS2: Increase municipal use of locally grown produce*

Update procurement process at City of Santa Fe to increase amount of New Mexico grown produce for use at senior centers operated by the City of Santa Fe.

FS3: Increase institutional use of locally grown produce*

Expand program in conjunction with Santa Fe Public Schools to increase the amount of New Mexico grown produce used in school cafeterias and all student nutrition programs. Additionally, develop a similar program in conjunction with Santa Fe County to coordinate purchases of New Mexico grown produce for use in County administered correctional facilities.

FS4: Educate about locally-grown food options and benefits*^

Educate and inform public about the benefits of locally grown produce, and the programs and resources that the public may take advantage of to obtain locally grown food.

FS5: Inform urban and local farmers and ranchers about local programs*

Promote food related policies such as the City urban agriculture ordinance and the County's farm and ranching implementation plan to educate urban and local farmers and ranchers about programs they can utilize that may help increase production.

FS6: Support regional food economy development*^

Support development of a regional food economy – a system that maximizes local food production and distribution in the Santa Fe region to enhance the local economy and community health.

FS7: Establish healthy food zones

Establish “healthy food zones” near schools and public institutions to promote the availability of nutritious food and limit the marketing and availability of unhealthy foods.

FS8: Ensure transit service to food outlets

Advocate for public transportation routes to food outlets that offer a full range of whole and fresh food options.



Social Equity

Empower participation in the implementation of the Sustainable Santa Fe 25-Year Plan while acting to increase equity community-wide by actively engaging and attempting to meet the needs of underserved and underrepresented populations.



Background

The Sustainable Santa Fe 25-Year Plan seeks to support every Santa Fean to ensure that they have equal access to resources to meet basic needs. Therefore, the Sustainable Santa Fe 25-Year Plan upholds a strong social sustainability framework for residents and visitors to feel welcomed, safe, and valued in the community. Key social equity issues to be addressed include homelessness, affordable housing, and inclusion.

The City of Santa Fe and community partners should work together to ensure that low income people and disadvantaged groups benefit from the policies and services that are involved in the City's sustainability-related endeavors. Direct outreach and ensuring City social service workers are aware of the specific services they can offer people in need can help ensure they are taken advantage of. Conversely, sustainability-related policies and actions of the City should not harm (or pose an adverse impact or undue exposure to risk) low-income people and disadvantaged groups. Considering the potential negative impacts of strategies before they are implemented helps identify blind spots and opportunities to limit or eliminate the negative impacts on populations that will be proportionally greater affected.

The final component is inclusivity, inviting disadvantaged groups to play a direct role where possible, and accommodating needs such as transportation and child care to enable greater participation.

Targets

- A. Adopt and employ triple bottom line analysis practices for City of Santa Fe decision making.
- B. Establish a recurring and reliable revenue source to invest in community social equity and sustainability initiatives.
- C. Ensure that all households and businesses can access 100 percent clean renewable energy in Santa Fe.
- D. Reduce community homelessness.

Did You Know?

Climate justice is a concept that intersects the social issues and inequities that climate change perpetuates. Ramifications of climate change threaten the Santa Fe community's environmental and economic systems; however, the distribution of impacts vary disproportionately. Low-income people and disadvantaged groups have less of an ability to adapt to the negative consequences of climate change. They then are particularly vulnerable to its effects.

To address the disproportionate impacts of climate change, the City of Santa Fe with community support through partnerships aims to implement the concept of *climate justice*, that no individuals or groups of people should be asked to carry a greater environmental and economic burden than the rest of the community.

It is incumbent on the City of Santa Fe and all Santa Feans to contribute to the reduction of GHG emissions causing climate change in a way that uplifts all peoples and empowers the community holistically. Coming to terms with the injustices embedded in climate change means, likewise, coming to terms with social inequities in the community.

Strategies

For more information about strategies see Appendix A, Strategy Implementation Details.

SE1: Seek diverse representation and leadership on City boards and committees

Ensure low-income residents, people of color, and underserved community members have a voice and leadership presence in all City of Santa Fe boards and committees to ensure diverse perspectives and to guide the Sustainable Santa Fe 25-Year Plan implementation and development.

SE2: Develop social equity indicators

Develop locally-relevant social equity indicators and use them to inform and guide social equity related sustainability actions going forward. The indicators might draw from some of the performance trends contained in the Sustainable Santa Fe 25-Year Plan, but could also draw upon other local data sources.

SE3: Provide emergency rental assistance

Provide direct emergency rental assistance to very low-income residents.

SE4: Explore climate sanctuary city designation

Explore designation of Santa Fe as a “climate sanctuary city” – a place that climate refugees (people hardest hit and displaced by climate change whether in the United States, the Americas or abroad) are welcome to re-start and renew their lives.

SE5: Convene homelessness prevention task force

Continue to engage in conversations and explore creation of a local homeless prevention task force to explore best practices from other communities, coordinate with agencies and service providers, and propose and recommend solutions to reduce homelessness.





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Chapter 5

Baseline Sustainability Analysis

Triple Bottom Line + Carbon

Strategies in the plan have been scored based on the impact of each towards the carbon neutrality by 2040 goal as well as by the relationships and synergies across the TBL planning pathways. See Appendix B: Strategy Evaluation Methodology for detailed methodology and full results. Together, these form the Baseline Strategy Screening Matrix, presented below, which is intended as a static evaluation of the strategies within the Sustainable Santa Fe 25-Year Plan, only to be updated as new strategies are added.

Triple Bottom Line Considerations

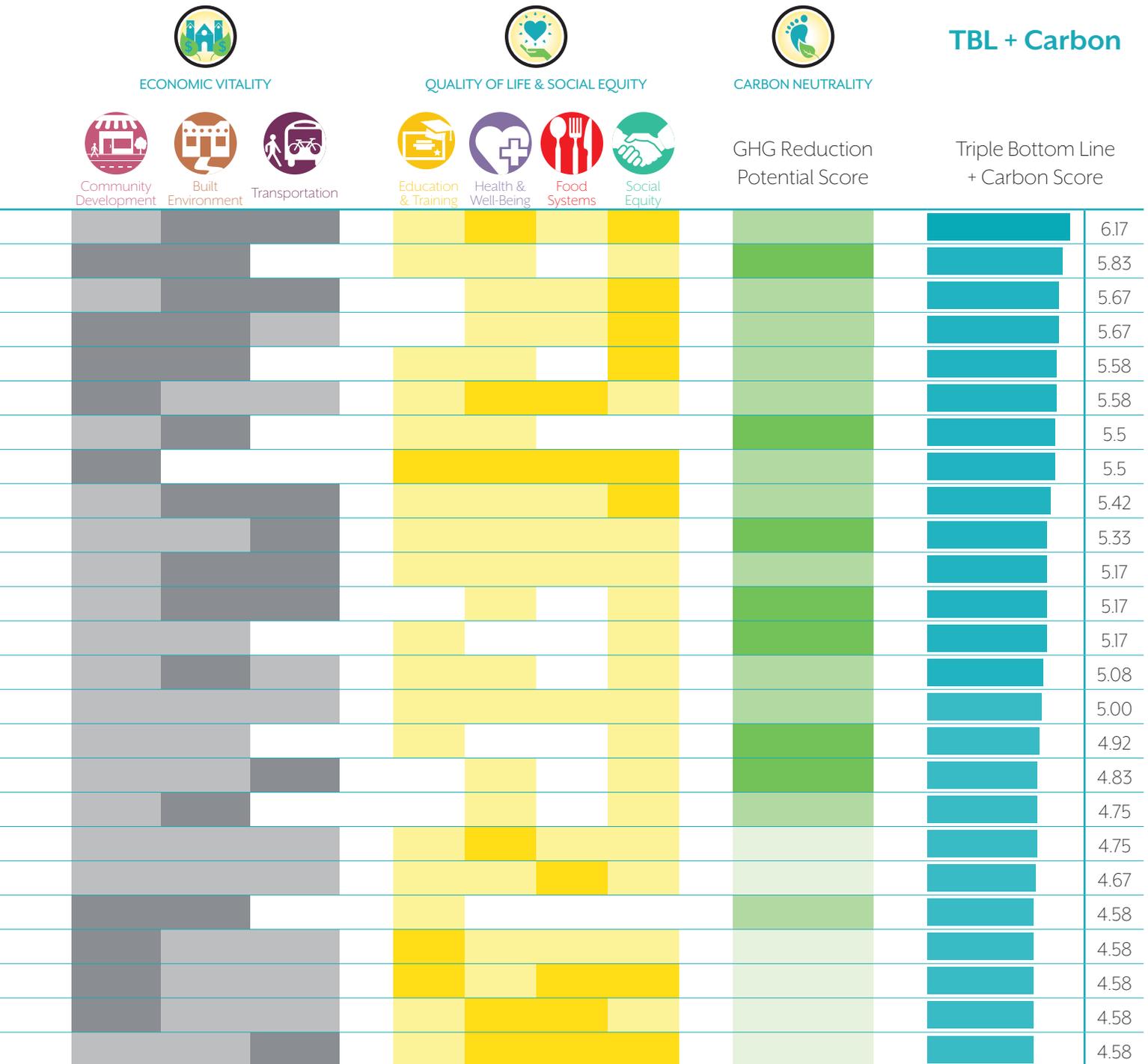
Relationships across planning pathways indicate the propensity of a strategy to support multiple objectives and sustainability outcomes. Strategies below have the highest degree of relationship not only within a TBL planning pathway, but across them.

				Total Triple Bottom Line Score	
BE7: Pilot and incentivize sustainable development practices [^]	1	1.67	1.5	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	4.17
ES5: Enhance urban forest stewardship	1.5	1	1.25	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.75
ES7: Adopt conservation best management practices	1.5	1	1.25	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.75
WAI1: Develop a Drought Preparedness Plan*	1.75	1	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.75
BE6: Updated land use plan [^]	1	1.67	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.67
CD6: Increase availability of affordable and workforce housing* [^]	1	16.7	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.67
FS3: Increase institutional use of locally grown produce*	.5	1.33	1.75	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
ET4: Create City sustainability internship program	1	1.33	1.25	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
FS5: Inform urban and local farmers and ranchers about local programs*	.75	1.33	1.5	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
FS6: Support regional food economy development* [^]	.75	1.33	1.5	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
CD1: Continue Verde Fund community project* [^]	1.25	1.33	1	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
FS8: Ensure transit service to food outlets	.5	1.33	1.75	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
ET3: Collaborate with Santa Fe Community College	1	1.33	1.25	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.58
FS4: Educate about locally-grown food options and benefits* [^]	.5	1	2	<div style="width: 100%; height: 10px; background-color: #008080;"></div>	3.50

*Closely aligns with Advancing Sustainability Working Group recommendations.

[^]High carbon reduction potential.

This TBL+C score was completed as part of the plan development process and provides a static analysis baseline for the regular implementation cycles. This analysis is only intended to be revised for new strategies added as part of plan updates. It provides information that can guide discussions based on stakeholder priorities and is supplemented with additional screening criteria added at each implementation cycle.





ECOLOGICAL RESILIENCE



Energy



Ecosystems



Water



Waste

T7: Integrate transit-supporting technology*^					
EN3: Conduct energy efficiency and renewable energy public information campaign*^	■	■			
EN6: Develop residential PACE program^	■	■	■	■	■
ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts		■	■		
FS2: Increase municipal use of locally grown produce*			■	■	■
ET1: Coordinate school sustainability education	■	■	■	■	■
ET5: Establish City employee sustainability training program	■	■	■	■	■
T8: Employ transportation coordinator					
EN8: Increase access to solar for community residents and businesses*^	■		■		
ES1: Coordinate environmental stewardship campaign	■	■	■	■	■
ES4: Develop urban ecosystems improvement strategy		■	■	■	■
ES6: Increase carbon sequestration in plants and soil	■	■	■	■	■
WA5: Expand water conservation program*	■	■	■	■	■
BE4: Pilot building energy and water performance reporting*^	■		■		
CD11: Create sustainable technology research and development consortium	■		■	■	■
T2: Promote healthy and active transportation modes*^					
WA9: Showcase water efficiency retrofits at City facilities*	■	■	■	■	■
WS10: Create resource recovery park	■	■			
EN12: Provide solar financial clearinghouse^	■		■		
EN7: Implement combined heat and power system^	■				
WS1: Conduct waste education and outreach	■	■	■	■	■
WA11: Develop a Drought Preparedness Plan*	■	■	■	■	■
WS6: Pass universal recycling ordinance		■		■	■
WS9: Grow recycling and reuse economy	■			■	■
WA4: Evaluate water pricing structures	■	■	■	■	■
WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*	■	■	■	■	■
CD9: Create entrepreneurship ecosystem model	■		■	■	■
ET3: Collaborate with Santa Fe Community College	■	■	■	■	■
BE5: Reduce water use through the built environment	■		■	■	■
T3: Modernize City vehicle fleet*					
WS5: Establish residential pay-as-you-throw pricing				■	■
WS8: Ensure municipal environmentally preferable procurement	■	■	■	■	■
ES8: Complete ecosystem value assessment		■	■	■	■

*Closely aligns with Advancing Sustainability Working Group recommendations.

^High carbon reduction potential.



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

TBL + Carbon



Community Development



Built Environment



Transportation



Education & Training



Health & Well-Being



Food Systems



Social Equity

GHG Reduction Potential Score

Triple Bottom Line + Carbon Score

Community Development	Built Environment	Transportation	Education & Training	Health & Well-Being	Food Systems	Social Equity	GHG Reduction Potential Score	Triple Bottom Line + Carbon Score	Score
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	3.33
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	3.25
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	3.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	3.17
Grey	Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	3.08
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.92
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.92
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.92
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.83
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.75
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.58
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.42
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.42
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.33
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.25
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.25
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.25
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.08
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.08
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	2.08
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.83
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.83
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.75
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.75
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.67
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.33
Dark Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	1.17
Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Light Green	Teal	0.92



Chapter 6

Implementation

The Sustainable Santa Fe 25-Year Plan is intended to function as a living, dynamic document that shifts and evolves with changing community needs and priorities. This plan section establishes processes for ongoing evaluation and prioritization, defines the required organizational capacity for implementation, identifies means for engaging and empowering the community, and establishes protocols for future monitoring and reporting.

Strategy Evaluation

The plan strategies have been evaluated using both baseline sustainability criteria and dynamic concepts of resources and timelines. The baseline sustainability evaluation uses a combination of triple bottom line evaluation based on Santa Fe specific objectives and carbon neutrality impacts, and is intended to remain largely static or fixed. The practicality evaluation examines resource availability and strategy timelines and is intended to be re-evaluated on a regular cycle. This evaluation is intended to provide the basis for final decision making for prioritized strategies, as described in the process below.

Baseline Sustainability Evaluation

As noted in the sections above, each strategy was evaluated across associated with each element's objective based on alignment to the details of the strategy in question and the language of the objective. Once complete, the strategies had their score averaged across each of the triple bottom line pathways, resulting in individual scores which were then added up for a TBL score indicating the total synergies across the TBL.

The impact on the 2040 carbon neutrality goal was then scored for each strategy under the GHG reduction potential score using a combination of planning level estimates of quantitative GHG emissions reduction impacts and qualitative logic with a focus on those strategies that would be most effective or critical to achieving carbon neutrality. The weighting of the scoring was standardized such that the carbon score would be the equivalent of the score of one of the planning pathways.

These scores were then added together and are provided as the Baseline Strategy Screening Matrix. The "TBL+C" scores combine the degree of relationship across the TBL planning pathways and the more direct impact quantification of the GHG reduction potential score.

Practicality Evaluation

Once the baseline work was complete, the first iteration of the dynamic practicality evaluation was performed, primarily by City staff. This involved identifying timelines for strategy completion, with immediate resulting in the highest score and long-term resulting in the lowest, and availability of resources, with fully-resourced strategies garnering the highest scores and those with unavailable resources the lowest. Each of these scores was on the same scale as the prior categories, resulting in timeline and resources each being equivalent in scoring weight to a planning pathway or the GHG impact.

Total Score and Ranking

The values from the static baseline sustainability evaluation and practicality evaluation were added together to create the overall strategy score, which was then sorted to identify which strategies fulfill the most criteria for ease of reference. The output of the Initial Strategy Screening Matrix provided below provides reviewers with the ability to look at scores in each of the TBL planning pathways, GHG reduction potential, timeline and resources. This allows for the various criteria to be examined in a relatively objective manner to help determine priorities for the current implementation cycle.

Initial Strategy Screening Matrix Summary

The following matrix illustrates the results of the initial practicality evaluation as well as the baseline TBL+C evaluation, sorted by strategy in plan order for ease of reference. The TBL scores are summarized by planning pathway, and total scores are illustrated for the carbon neutrality category and the two practicality scores of timeline and resources. This matrix can help to make final decisions for the initial year of implementation and can be recast as subsequent iterations of implementation are undertaken.

 <p>Energy</p>	EN1: Implement energy efficiency and renewable energy systems at City facilities*^
	EN2: Expand community participation in energy efficiency programs*^
	EN3: Conduct energy efficiency and renewable energy public information campaign*^
	EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy*^
	EN5: Develop public electric vehicle charging infrastructure*^
	EN6: Develop residential PACE program^
	EN7: Implement combined heat and power system^
	EN8: Increase access to solar for community residents and businesses*^
	EN9: Upgrade street lighting*^
	EN10: Explore resilient City energy system
	EN11: Explore energy efficiency utility^
	EN12: Provide solar financial clearinghouse^
 <p>Ecosystems</p>	ES1: Coordinate environmental stewardship campaign
	ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts
	ES3: Expand air quality monitoring and reporting
	ES4: Develop urban ecosystems improvement strategy
	ES5: Enhance urban forest stewardship
	ES6: Increase carbon sequestration in plants and soil
	ES7: Adopt conservation best management practices
	ES8: Complete ecosystem value assessment
	ES9: Remediate Los Alamos National Laboratory waste
 <p>Water</p>	WA1: Optimize management of reclaimed water
	WA2: Enhance groundwater modeling and monitoring*
	WA3: Use triple bottom line criteria for water utility decision making^
	WA4: Evaluate water pricing structures
	WA5: Expand water conservation program*
	WA6: Continue water system education and outreach
	WA7: Enhanced leak detection

*Closely aligns with Advancing Sustainability Working Group recommendations. ^High carbon reduction potential.



ECOLOGICAL RESILIENCE



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

Timeline

Resources

Total Practicality Score

Overall Strategy Score

Ecological Resilience	Economic Vitality	Quality of Life & Social Equity	Carbon Neutrality	Timeline	Resources	Total Practicality Score	Overall Strategy Score
1	1.33	0.25	2	2	1	3	7.58
0.75	1.33	0.75	3	2	1	3	8.83
0.75	0.67	1	2	2	1	3	7.42
1	0.67	0.5	3	2	1	3	8.17
0.5	1.67	1.25	2	1	0	1	6.42
1.5	0.33	0.5	2	1	0	1	5.33
0.5	0.67	0.75	2	1	0	1	4.92
0.75	0.67	0.75	2	1	1	2	6.17
1	1.33	0.75	2	1	1	2	7.08
0.75	0.67	0.5	1	1	1	2	4.92
0.75	0.67	0.5	3	0	0	0	4.92
0.75	0.67	0.5	2	0	0	0	3.92
1.25	0.67	1.25	1	2	1	3	7.17
1	1.33	1	1	2	1	3	7.33
0.75	0.67	1.25	0	1	2	3	5.67
1.25	0.67	1.25	1	1	1	2	6.17
1.5	1.00	1.25	1	1	1	2	6.75
1.25	0.67	1.25	1	1	1	2	6.17
1.5	1.00	1.25	1	0	1	1	5.75
1	1.33	1	0	0	0	0	3.33
1	0.33	1	0	0	1	1	3.33
1.25	0.67	0.75	0	2	1	3	5.67
1.25	0.33	0.5	0	2	2	4	6.08
1	1.00	1	2	2	2	4	9.00
1.25	0.67	0.75	1	2	2	4	7.67
1.5	0.67	1	1	2	2	4	8.17
1.25	0.33	0.5	0	2	2	4	6.08
1.25	0.67	0.25	1	2	2	4	7.17

 Water	WA8: Increase on-site water harvesting, recycling, reuse, and ground infiltration*
	WA9: Showcase water efficiency retrofits at City facilities*
	WA10: Establish a scoop-the-poop campaign
	WA11: Develop a Drought Preparedness Plan*
 Waste	WS1: Conduct waste education and outreach
	WS2: Implement zero waste strategy
	WS3: Improve recycling for City operations
	WS4: Encourage extended producer responsibility
	WS5: Establish residential pay-as-you-throw pricing
	WS6: Pass universal recycling ordinance
	WS7: Reduce construction and demolition waste
	WS8: Ensure municipal environmentally preferable procurement
	WS9: Grow recycling and reuse economy
	WS10: Create resource recovery park
 Community Development	CD1: Continue Verde Fund community project*^
	CD2: Develop new Economic Development Strategy
	CD3: Facilitate existing and emerging industry roundtable
	CD4: Simplify business licensing
	CD5: Expand regional economic development collaboration
	CD6: Increase availability of affordable and workforce housing*^
	CD7: Catalyze redevelopment of Opportunity Zones
	CD8: Repurpose Santa Fe University of Art and Design (Midtown) Campus
	CD9: Create entrepreneurship ecosystem model
	CD10: Develop Telecommunications Strategic Plan
	CD11: Create sustainable technology research and development consortium
 Built Environment	BE1: Ensure healthy indoor air quality
	BE2: Eliminate greenhouse gas emissions from building operations*^
	BE3: Eliminate greenhouse gas emissions from City building operations*^
	BE4: Pilot building energy and water performance reporting*^
	BE5: Reduce water use through the built environment
	BE6: Updated land use plan^
	BE7: Pilot and incentivize sustainable development practices^

*Closely aligns with Advancing Sustainability Working Group recommendations. ^High carbon reduction potential.



ECOLOGICAL RESILIENCE



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

Timeline

Resources

Total Practicality Score

Overall Strategy Score

Ecological Resilience	Economic Vitality	Quality of Life & Social Equity	Carbon Neutrality	Timeline	Resources	Total Practicality Score	Overall Strategy Score
1.25	0.67	0.75	1	1	2	3	6.67
1.25	1.00	0.75	1	1	1	2	6.00
1	0.67	1.25	0	1	1	2	4.92
1.75	1.00	1	0	0	1	1	4.75
1.25	0.67	1	1	2	2	4	7.92
0.75	0.67	0.75	1	1	1	2	5.17
0.5	0.33	0.75	1	1	1	2	4.58
0.75	0.33	0.75	1	1	2	3	5.83
0.5	0.67	1.25	1	1	1	2	5.42
0.75	1.00	1	1	1	1	2	5.75
0.75	0.67	0.5	1	1	1	2	4.92
1.25	0.67	0.5	1	1	1	2	5.42
0.75	1.00	1	1	1	1	2	5.75
1	1.00	1	1	0	1	1	5.00
1.25	1.33	1	2	2	0	2	7.58
0	1.00	0.75	0	2	1	3	4.75
0	0.67	0.5	0	2	2	4	5.17
0	0.67	0.25	0	2	2	4	4.92
0.25	0.67	0.75	0	1	2	3	4.67
1	1.67	1	2	1	1	2	7.67
0.5	1.67	0.5	0	1	2	3	5.67
0	1.33	1	0	0	1	1	3.33
0.75	1.33	0.5	1	1	2	3	6.58
0	1.33	0.75	0	1	1	2	4.08
1	1.00	0.5	1	0	0	0	3.50
0.25	1.00	1	0	2	0	2	4.25
1	1.00	0.5	3		0	0	5.50
1.25	1.00	0.5	2		0	0	4.75
0.5	1.00	0.5	2	1	1	2	6.00
1	1.00	0.5	1	1	0	1	4.50
1	1.67	1	2	1	1	2	7.67
1	1.67	1.5	2	0	1	1	7.17

 Transportation	T1: Develop municipal employee alternative transit incentive program
	T2: Promote healthy and active transportation modes*^
	T3: Modernize City vehicle fleet*
	T4: Adopt transit and EV-supportive zoning and land use regulations*^
	T5: Increase transit ridership*^
	T6: Invest in multi-modal transportation options*^
	T7: Integrate transit-supporting technology*^
	T8: Employ transportation coordinator
	T9: Develop smart transportation system and multi-modal network*^
 Education & Training	ET1: Coordinate school sustainability education
	ET2: Collaborate with ECO School
	ET3: Collaborate with Santa Fe Community College
	ET4: Create City sustainability internship program
	ET5: Establish City employee sustainability training program
 Health & Well-Being	HW1: Align public health and wellness policies and program
	HW2: Expand outdoor activities and programs
	HW3: Launch Municipal bike share program
	HW4: Expand Municipal employee health and wellness programs
 Food Systems	FS1: Improve Supplemental Nutrition Assistance Program
	FS2: Increase municipal use of locally grown produce*
	FS3: Increase institutional use of locally grown produce*
	FS4: Educate about locally-grown food options and benefits*^
	FS5: Inform urban and local farmers and ranchers about local programs*
	FS6: Support regional food economy development*^
	FS7: Establish healthy food zones
	FS8: Ensure transit service to food outlets
 Social Equity	SE1: Seek diverse representation and leadership on City boards and committees
	SE2: Develop social equity indicators
	SE3: Provide emergency rental assistance
	SE4: Explore climate sanctuary city designation
	SE5: Convene homelessness prevention task force

*Closely aligns with Advancing Sustainability Working Group recommendations. ^High carbon reduction potential.



ECOLOGICAL RESILIENCE



ECONOMIC VITALITY



QUALITY OF LIFE & SOCIAL EQUITY



CARBON NEUTRALITY

Timeline

Resources

Total Practicality Score

Overall Strategy Score

Ecological Resilience	Economic Vitality	Quality of Life & Social Equity	Carbon Neutrality	Timeline	Resources	Total Practicality Score	Overall Strategy Score
0	1.33	0.75	1	2	2	4	7.08
0	1.00	1	2	2	1	3	7.00
0	1.00	0.5	2	2	1	3	6.50
0.5	1.67	1	2	1	2	3	8.17
0	1.67	0.5	3	1	0	1	6.17
0	1.33	1	3	0	0	0	5.33
0	1.33	1.25	2	0	0	0	4.58
0	1.67	1.5	1	0	0	0	4.17
0	1.33	0.5	3	0	1	1	5.83
1	1.00	1.25	1	2	1	3	7.25
1	1.00	1.25	0	1	1	2	5.25
1	1.33	1.25	0	1	2	3	6.58
1	1.33	1.25	1	1	2	3	7.58
1	1.00	1.25	1	1	2	3	7.25
0	1.00	1.25	0	2	2	4	6.25
0.25	0.33	1.25	0	2	2	4	5.83
0	1.33	1	1	2	2	4	7.33
0.25	0.33	1.25	0	1	2	3	4.83
0.25	0.33	1.75	0	1	1	2	4.33
0.5	1.33	1.5	1	2	2	4	8.33
0.5	1.33	1.75	1	2	2	4	8.58
0.5	1.00	2	2	2	2	4	9.50
0.75	1.33	1.5	1	2	2	4	8.58
0.75	1.33	1.5	2	1	0	1	6.58
0	0.67	1.75	0	1	1	2	4.42
0.5	1.33	1.75	1	1	1	2	6.58
0	0.33	1	0	2	2	4	5.33
0	1.00	0.75	0	1	0	1	2.75
0	1.00	1.25	0	2	0	2	4.25
0.5	1.00	1.25	0	1	2	3	5.75
0.5	0.67	1.5	0	1	0	1	3.67

Recommendations: Year 1 Priorities

Based on the evaluation outcomes, the following strategies emerge as high-scoring opportunities for near-term implementation. In addition, some strategies will take a long time to implement, and so it's important to get started on them now in order to achieve them long-term. The recommendations are grouped into three major categories, as follows:

Expanded Community Outreach and Engagement

By and large, these strategies reflect a lot of what the City of Santa Fe and its community partners are already doing in terms of outreach and engagement. During the first year of plan implementation, it is recommended that the City improve coordination across sustainability-related outreach activities, so that their messages are reinforced, well-timed, and achieve the greatest impacts. The outreach and engagement activities recommended for year 1 implementation focus include:

- WSI: Conduct waste education and outreach
- EN2: Expand community participation in energy efficiency programs*^
- EN3: Conduct energy efficiency and renewable energy public information campaign*^
- WA5: Expand water conservation program*
- FS4: Educate about locally-grown food options and benefits*^
- FS5: Inform urban and local farmers and ranchers about local programs*
- ET1: Coordinate school sustainability education

Municipal Leadership

The City of Santa Fe can continue to lead by example by piloting and testing new ideas and sustainability approaches before rolling them out to the larger community. For the first year of plan implementation, the following strategies are recommended as priorities:

- FS3: Increase institutional use of locally grown produce*
- ET4: Create City sustainability internship program
- FS2: Increase municipal use of locally grown produce*
- HW4: Expand Municipal employee health and wellness programs
- WA3: Use triple bottom line criteria for water utility decision making^
- ET5: Establish City employee sustainability training program
- T1: Develop municipal employee alternative transit incentive program
- EN1: Implement energy efficiency and renewable energy systems at City facilities*^
- EN4: Develop coalition of New Mexico cities and counties for energy policy advocacy*^

Enhanced Programs and Policies

Finally, a few of the strategies are major cross-cutting opportunities that relate to the greater Santa Fe community. They include existing policies and programs that can be improved and enhanced, as well as new community initiatives to pursue. All are similar in that they are timely opportunities that will have maximum benefit if implemented soon. The recommendations including the following:

- CD1: Continue Verde Fund community project*^
- CD6: Increase availability of affordable and workforce housing*^
- ES2: Enhance wildfire mitigation, preparedness, and resiliency efforts
- T4: Adopt transit and EV-supportive zoning and land use regulations*^
- ES3: Expand air quality monitoring and reporting

Optimizing Organizational Capacity and Community Collaboration

Implementation of the Sustainable Santa Fe 25-Year Plan will require a coordinated approach that is led by the City of Santa Fe but that involves and engages individuals and organizations from across the community and region. While community collaboration and partnerships will grow over time, much of the potential success of the Sustainable Santa Fe 25-Year Plan rests on the organizational capacity of the City and its partners, as well as a commitment to providing resources to implement the strategies identified.

City Government

To date, sustainability positions or programs have been funded through the Public Utilities Department. The Sustainable Santa Fe Section is a funded as part of the Environmental Services Division, within Public Utilities; additionally, there are various organizational structures focused on issues related to sustainability throughout the City. The following recommendations can help build a coordinated sustainability program and elevate the level of coordination and implementation successes.

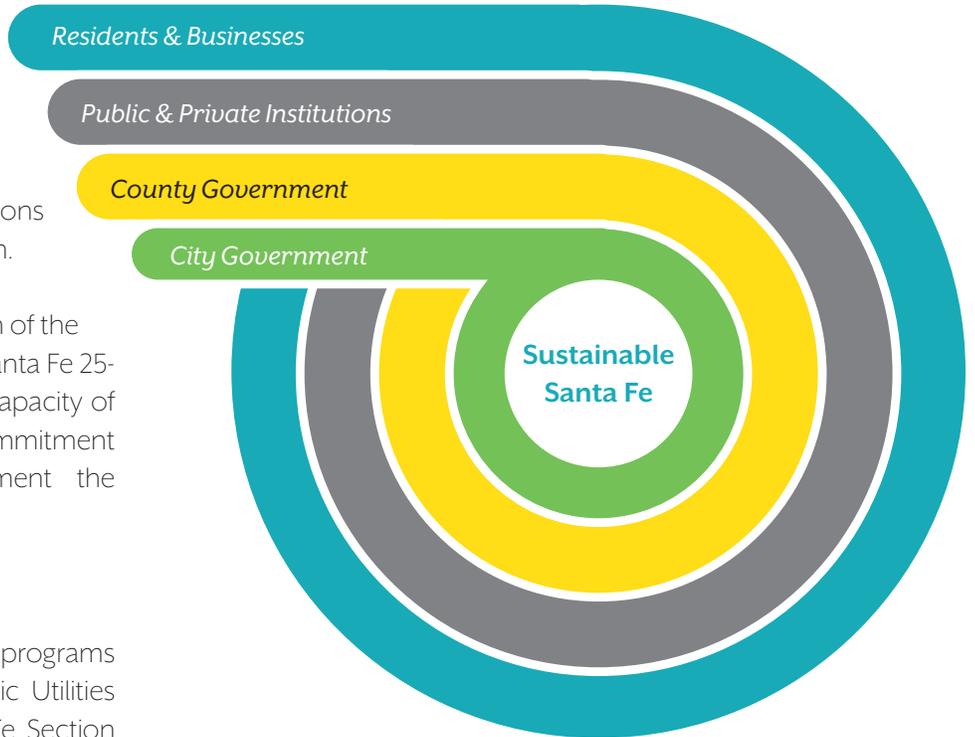
Dedicated Sustainability Team

First, it is essential for the City of Santa Fe to have dedicated staffing focused on sustainability issues and implementation. To begin, an appointed Sustainability Coordinator can work with other sustainability team members throughout the City to shepherd implementation, and improve communication and coordination across departments. In the short term, an existing funded staff position (staffed or vacancy) can be reassigned to a Sustainability Coordinator role within Environmental Services. To create new staff positions, either in ESD or in other Departments, additional resources may need to be allocated in the annual budget, or a new funding stream may need to be developed. More details about potential funding models are provided later in this section.

As funding allows and responsibilities grow, the Sustainability Coordinator position might expand to include multiple people in a centralized Sustainability Section or Office; alternatively, formal sustainability-related roles and responsibilities could be designated and distributed assignments across the organization.

Anticipated roles of the Sustainability Office include the following:

- Supporting sustainability integration across City departments, including coordinating a Sustainability Council of staff sustainability leaders in each department.
- Administering projects that support sustainability goals and strategies that are not housed in other Departments.
- Leading the Sustainable Santa Fe 25-Year Plan performance and implementation monitoring and reporting.
- Maintaining the municipal and community GHG emissions inventories.
- Coordinating sustainability-related communications and outreach campaigns.
- Training City staff on sustainability matters and triple bottom line evaluation tools and providing access to other



resources on sustainability best practices.

- Providing regular sustainability coordination with the County, sharing information and collaborating where appropriate.
- Providing assistance for assessing carbon impacts related to City decisions, including operations and maintenance of facilities.
- Developing sustainable purchasing policies and practices for the City.
- Pursuing new funding opportunities for sustainability projects and program administration.
- Building a coalition of New Mexico communities to work together on and advocate for sustainability issues at the state level.
- Engaging and building relationships with the public, other cities, counties, educational institutions and non-profits to support local goals, as well as state and federal opportunities regarding sustainability issues and priorities

Organizations that the City of Santa Fe is a member of that can help the Sustainability Coordinator/Office grow in the position responsibilities and share resources with include the Urban Sustainability Director's Network (USDN), the Western Adaptation Alliance (WAA), and STAR Communities.

Formalized Sustainability Coordination

While it is expected that the Sustainability Coordinator and/or Sustainability Office will provide leadership of certain sustainability initiatives and be responsible for reporting, plan implementation will be done by many staff members across all the city's organization. Therefore, formal sustainability coordination across department will be necessary to inform decision-making, reduce redundancies, and optimize efficiency. To this end, a staff Sustainability Council should be established. The Sustainability Council would be comprised of sustainability leaders from City departments and divisions who would meet regularly. They would be accountable for implementing sustainability strategies within their departments/divisions and for supporting ongoing sustainability monitoring and reporting activities. It is likely that these coordination activities can likely be accomplished through existing departmental/division positions, if vacancies are filled.

Aligned Sustainable Santa Fe Commission

Established in 2007, the Sustainable Santa Fe Commission (SSFC), a group of mayor-appointed citizens have advised the City's governing body on the programs, policies and projects that will help improve Santa Fe's environment and ensure the long-term sustainability of the community. Continuing this legacy, the Commission played a pivotal role in the development of this Sustainability Plan.

Looking forward, the task of the SSFC could shift to implementation advisement, supporting a "living" planning process for updating the plan, amplifying community engagement, providing expert working groups to explore new ideas and developments, helping the City build and fund coalitions to support clean energy legislation in NM and engaging nonprofit partners as well as public, private and philanthropic funding sources to facilitate implementation. Further, the SSFC would advise the Governing Body with respect to sustainability-related Resolutions and Ordinances.

Elements of the 2015 Resolution establishing the SSFC may need to be updated to reflect the current and future function of the SSFC, as well as its staff leadership. It is expected that the SSFC would interface with designated Sustainability staff members, and the Governing Body may consider designating a City Councilor serving as a liaison; or another arrangement that would help facilitate accountability.

Santa Fe County

In the interest of greater regional planning, the Sustainable Santa Fe Commission together with the City's Sustainability Team can also explore various ways to better collaborate and coordinate with the Santa Fe County's sustainability efforts, some of which are highlighted in the Plan. Actions include exploring a hierarchy of methods for increasing coordination with the County:

- Include key County representative(s) on the Sustainable Santa Fe Commission.
- Explore the development of a joint City/County Sustainability Commission.
- Conduct regular meetings between the two Sustainability Teams, to provide updates and coordination opportunities. Key areas of potential coordination/collaboration include: training and resource development for city/county staff, development of key sustainability performance metrics and dashboards, developing protocols for carbon impact assessments and green purchasing, tracking and updating GHG emissions data, development of joint resolutions in support of sustainability goals, outreach.
- Eventually explore creation of a Sustainability Authority, financed through the creation of a special district in the County, to provide sustainability services to support both the community's actions as well as the offices of sustainability within the City and County.

Public and Private Institutions

Many public and private institutions are referenced throughout this plan as potential leaders and supporters of various strategies. Their involvement in implementation is necessary to move the benefits and impacts of the Sustainable Santa Fe 25-Year Plan beyond the City organization to the greater community at-large.

To support implementation, public and private institutions are encouraged to engage in the following ways:

- Aligning goals and joining forces for greater impact and sustainability outcomes.
- Providing data to support monitoring of performance trends and sustainability targets.
- Contributing to periodic reporting activities by sharing progress and updates related to accomplishments, resource availability, and coordination opportunities.
- Identifying and pursuing opportunities for enhancing coordination.
- Serving as ambassadors to the greater community by showcasing their sustainability achievements.
- Sharing information about sustainability opportunities and encouraging employees and patrons to participate.
- Connecting the City and other institutions with potential partners and resources.

Keystone public partners and service providers for the City of Santa Fe to engage include Santa Fe County, Public Service Company of New Mexico (PNM), New Mexico Gas Company, Santa Fe School District, Santa Fe Community College.

Santa Fe Community

The Sustainable Santa Fe 25-Year Plan is ultimately about improving the quality of life for the benefit of all Santa Feans. So, the City government and the SSFC must continue to engage the public in a variety of ways to seek input and feedback on community needs, interests, and priorities. The City's website and various active social media accounts could be primary forums for community engagement.

In return, members of the community, including residents, workers, and visitors can do their part in engaging in implementation of the plan. The City of Santa Fe will periodically share ways for community members to act on specific sustainability topics and opportunities, but at a high level, ways for community members to participate and shape the Sustainable Santa Fe 25-Year Plan priorities and progress include the following:

- Monitoring performance trends to see if personal experiences and conditions are tracking with or diverging from the trends.
- Reviewing and commenting on annual reports.
- Participating in conversations about sustainability priorities, including those formally convened by the City and SSFC, as well as informal conversations with friends, family, neighbors, and colleagues.
- Sharing feedback with the City and other strategy implementation leaders about personal challenges, opportunities, and successes related to the initiatives through on-line media, community meetings, or public forums.

Funding Models

Another facet of a successful Sustainable Santa Fe 25-Year Plan is the ability to fund sustainability projects and programs. There is not one recommended model or funding approach; rather, it will likely require a mix of revenue streams and creative funding approaches to implement the strategies contained the plan, and the organizational structures necessary to support them.

The SSFC, in coordination with a Sustainability Coordinator or Office, can research, evaluate, and vet potential models for ongoing sustainable program and project funding. Furthermore, the SSFC can serve as a conduit for connecting the City with potential private and philanthropic investors.

Additionally, formal partnerships and agreements amongst governmental entities, private organizations, utilities and other service providers, and other public institutions are excellent mechanisms to share and maximize resources.

The following list of ideas provide some potential options for generating revenue that could then be invested or re-invested into sustainability activities (*note that tax increases and new fees and taxes can create economic burdens on community members and as such, need to be carefully researched and considered before pursuing*):

- A green revolving fund that reinvests savings from energy and water efficiency projects into new efficiency and sustainability projects
- Crowd and micro funding of community projects
- Performance contracting on municipal facilities
- Grants (potential source includes Partners for Places grants)
- Public-private partnerships for infrastructure projects
- Green or climate bonds
- A direct or optional monthly energy conservation fee on the Santa Fe Public Utility Bill to create an energy conservation division of the Santa Fe Public Utility Department
- A carbon/methane tax on the NM Gas Company bill
- A carbon fee on the PNM bill
- A fossil fuel vehicle registration fee and/or gas tax
- A carbon fund that requests voluntary carbon offset fees from visitors to Santa Fe

A Living Process

An operationalized process will serve to guide the ongoing implementation and adaption of this plan. This dynamic and iterative process consists of the following components:

- Performance Monitoring
- Implementation Monitoring
- Communications and Reporting

Performance Monitoring

For Santa Fe to realize its vision and goals, it is important to measure and monitor sustainability trends in the community. This plan establishes various performance trends for ongoing monitoring. These are high level indicators of overall progress that can be used to demonstrate overall sustainability and resiliency performance across the planning pathway. The performance trends can be used to answer the question “How are we performing?”. Many of these trends come from publicly accessible sources, and can be used to monitor progress within the Santa Fe community, as well as make comparisons to other communities.

A series of performance metrics are identified for each sustainability planning pathway. Details about the units and sources of information for each trend will be maintained by City of Santa Fe staff along with the actual updated data.

Planning Pathway	Performance Trends to Monitor
 <p><i>Ecological Resilience</i></p>	Greenhouse Gas Emissions by Source
	Median Air Quality Index
	Domestic Water Consumption
	Landfilled Waste
	Electric Vehicle Charging Station Density
	Photovoltaic System Installations
	Renewable Electricity Supply
 <p><i>Economic Vitality</i></p>	Unemployment Rate
	Walkability Index
	Residential Density
	Average Housing and Transportation Costs
	All Transit Performance Score
	Licensed Businesses
 <p><i>Quality of Life & Social Equity</i></p>	Population with (at least) a High School Degree
	Community Obesity Index
	Adult Mental Distress
	Food Insecurity Rate
	Gini Coefficient
	Municipal Equality Index

On an annual basis, the status for each performance trend will be reviewed and updated as new data are available. This includes quantitative updates whenever possible, supported by qualitative narrative discussion about anticipated progress or results when numeric values are unavailable. The results of this performance monitoring exercise will be documented in the annual report and shared on the website, as discussed in following sections.

The City of Santa Fe is currently doing some performance monitoring related to several sustainability topics such as water conservation. Moving forward, these efforts could be presented under one umbrella of **sustainability performance monitoring** so that community members can access all information in one location.

Implementation Monitoring

Along with performance monitoring, the City commits to monitoring implementation progress through regular status checks and developing annual work plans to focus and track implementation efforts. A commitment to implementation monitoring will help the Sustainable Santa Fe 25-Year Plan stay on course and adapt to reflect changing needs and priorities in the community. Both mechanisms are intended to be internal, process-focused that guide broader community-facing communication efforts.

Status Checks

To ensure ongoing progress, staff Sustainability Council could incorporate status checks into each meeting so that each part of the plan is covered over a year. This would give representatives from each area a chance to prepare a thorough review of their section. During this process, participants will also discuss changing needs or priorities and lessons learned and updated. These reviewed sections could also be a regular part of reporting in SSFC meetings.

Targets

Guiding questions that will be considered in the review of each target include:

- Have baseline conditions for this target been defined or established?
- If not, why not? Does the target need modification?
- If yes, is there any measurable progress since the baseline?
- If yes, what has been accomplished or is falling short? Do any of the strategies seem to be impacting outcomes on this target?
- If no, when will it be feasible to measure progress?

Strategies

Guiding questions that will be considered in the review of each strategy include:

- Has implementation started on this strategy?
- If not, why not? (e.g., roadblocks, political shifts, new priorities, resource limitations, etc.)
- If yes, is it complete or still a work-in progress?
- What remains to be done?
- What other implementation opportunities, conceptual or actual, have emerged?
- Are there any lessons learned given progress to date?

Annual Work Plan

After reviewing the status of the strategies, an internal playbook or “work plan” will be developed and updated regularly to keep implementation on track and focused on high priority activities. The work planning process will happen annually, and will be facilitated by the Sustainability Coordinator or Sustainability Office.

1. Identify which new strategies have emerged and evaluate them for potential carbon emissions reductions and triple bottom line outcomes.
2. Update the estimated timeline and/or resources for existing strategies based on new information or opportunities.
3. Sort the strategy list to identify the highest-ranking carbon emission reduction and triple bottom line outcome activities, and immediate and near-term opportunities.
4. Identify the top 10 to 12 strategies to be a focus for implementation in the year ahead.
5. For the top strategies, review and clarify leadership roles, estimated timeline for initiation and completion, existing and needed resources, and other details.
6. Prepare an annual sustainability work plan summary document that identifies which strategies are recommended for implementation and share with City leadership and staff.

Communications and Reporting

Along with tracking performance and implementation progress, effective communications and reporting are essential to a living sustainability plan process. These communications and reporting mechanisms can help guide these efforts.

Community Conversations

The dedicated sustainability staff and Staff Council can research best practices from around the country, and implement outreach and education programs that make the most sense for Santa Fe. One way to encourage community engagement and involvement in the planning process is to hold regularly occurring community conversations related to sustainability issues and opportunities. These could be large, general community engagement events, or smaller topic-specific activities.

The Sustainability Coordinator and the SSFC can support facilitation of these conversations and summarize the dialogue and outcomes to be used in the annual work plan development.

Annual Sustainability Report

An annual sustainability report will provide a summary of accomplishments, conversations, and priorities. The report will be provided to City Council and available to the greater Santa Fe community for review. Suggested components of the sustainability report include the following:

- Part 1: Performance Trends
 - Status of each performance indicator
 - What do the trends tell us?
 - Which trends (if any) need adjustment or modification?
- Part 2: Implementation Progress
 - Sustainability Targets
 - Status of each sustainability target
 - What targets (if any) need adjustment or modification?
 - Sustainability Strategies
 - Summary of the accomplishments of what has been implemented in the past year (completed and underway)
 - Summary of the strategies that have dropped off the list (and why, e.g., lack of strategy leadership, limited staff resources, funding did not materialize, etc.)
 - Summary of the new strategies and ideas that are emerging and that should be considered for the next work plan
- Part 3: Community Conversations
 - City Council themes and priorities
 - Community themes and priorities
- Part 4: Work Plan
 - Summary of the 10 to 12 strategies that will be a focus for implementation in the coming year

Website

Development of an online sustainability website or dashboard will help the community learn about ways to engage in the Sustainable Santa Fe 25-Year Plan and track progress. The website can be structured around answering the following questions:

- How are we doing? (Performance Trends and Annual Report)
- What's happening? (Targets, Strategies, and Work Plan)
- What can I do? (Community Conversations)

A dedicated website will require resources to build active engagement and ensure it remains updated and vital. The City can look at including website development and upkeep within the responsibilities of the Sustainability Section or Office.

Plan Updates and Revisions

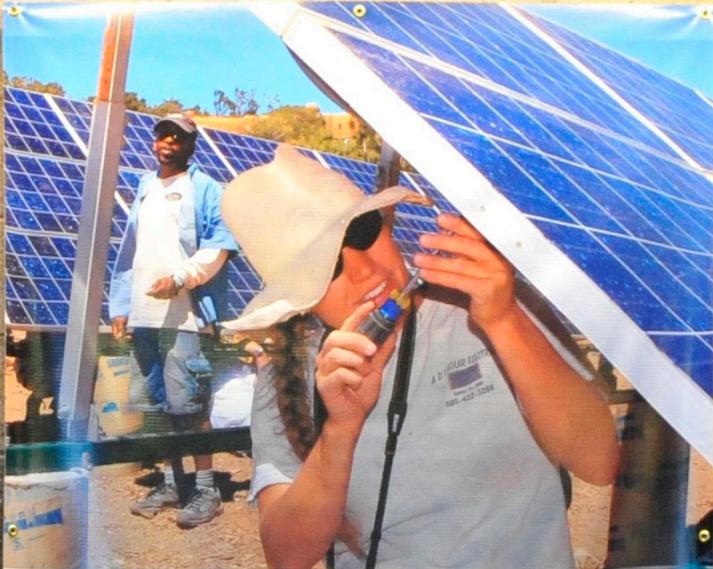
Every five to six years, a full review and update of the Sustainable Santa Fe 25-Year Plan and website is recommended so that it remains relevant, useful, and impactful. The process should begin with a robust community engagement phase, that seeks new ideas and listens to community needs and interests.

Future updates to the Sustainable Santa Fe 25-Year Plan might include a greater focus on climate adaptation and resiliency, enhanced coordination with Santa Fe County, and new approaches and technologies to engage community members in the planning process.

A Summary of Roles and Responsibilities for a Living Process

Other Implementation Leaders are the many groups and organizations defined in the strategies under “who.” There are many kinds of task forces and working groups that can be developed to lead and assist in implementation.

	City of Santa Fe	Sustainable Santa Fe Commission	Other Implementation Leaders	Public
Performance Monitoring	Lead monitoring of most metrics	Contribute to some metric monitoring (by work groups, as applicable)	Contribute to some metric monitoring (as applicable)	Share ideas and data to inform annual report
Implementation Status Check-ups	Lead status reporting for City departments; serve as coordinating entity for documentation	Lead status reporting for commission	Contribute to status reporting	Share what you and your organization have implemented
Work Plan Development	Lead work plan development for City departments; lead consolidation of overall work plan development (in coordination with others)	Lead work plan development for commission and other implementation leaders	Contribute to and review work plan	Share new ideas and your priorities to be considered in the work plan
Community Conversations	Support conversations (in coordination with other City outreach)	Lead conversations	Support and participate in conversations	Lead and engage in conversations
Annual Report	Lead development of parts 1, 2; & 4 Support development of part 3	Support development of parts 1, 2; & 4, lead development of part 3	Support development of all parts	Share and review annual report
Website	Host website; maintain monthly	Use website and advise on improvements	Use website	Use and share website
Plan Updates & Revisions	Lead process	Lead working groups and share ideas to inform process	Share ideas to inform process	Share ideas to inform process
Coalition Building	Support	Lead	Support	Support



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Appendices

A. Strategy Implementation Details

B. Strategy Evaluation Methodology

C. Greenhouse Gas Emissions Baseline

D. Carbon Neutrality Analysis Methodology

E. Community Conversations

F. Mayor Webber's Sustainability Working Group Recommendations

