Chapter 14

# IMPLEMENTATION PLAN

# 14.1 Introduction

## 14.1.1  A Framework for Implementation

Over time, strategic decisions and the cumulative effects of our actions will move us closer to the Comp Plan vision. It will take our collective action over time to encourage development in Centers and along Corridors and enhance our distinct, vibrant neighborhoods, rural areas, and special places. Working together, we can provide more viable options for people in terms of where and how we live and how we get around our community.

### 14.1.1.1 STRATEGIC ACTIONS

In addition to actions listed in each Comp Plan element to implement specific policies, we also have the opportunity to take a few, focused strategic actions that can kickstart the changes we want to see over time. Strategic actions that focus on land use planning and development can help us to make tangible progress toward achieving the Comp Plan Vision.

**Section 14.2** highlights four strategies meant to guide the next steps of the planning process, help garner interest in the Comp Plan, and gain momentum to achieve the goals it sets out. Strategic actions included for each strategy are meant to be high-priority actions that have the potential for the most impact, progress, and leverage.

Many strategic actions involve land use, since the Comp Plan's power is primarily in the realm of land use decisions. Some strategic actions are specific to the City of Albuquerque and Bernalillo County; others will require collaboration and partnerships between public agencies, community groups, nonprofit organizations, and the private sector. Each action is accompanied by a brief description, proposed timing, and the agencies or staff responsible for coordination and implementation.

Strategic implementation actions primarily impact City and County Planning Departments and should be incorporated into the City and County's work programs.

Progress toward completion of each action should be assessed every two years. The Implementation chapter should be updated every five years as part of the ongoing Comp Plan update cycle.

### 14.1.1.2 PERFORMANCE MEASURES

Performance measures should be set to establish a baseline and a target for improvement that is quantifiable and can be measured and tracked over time.

**Section 14.3** sets out metrics for many of the Comp Plan goals.

Data for all Community Planning Areas (CPAs) should be compiled and analyzed as part of the five-year update to the Comp Plan. Changes to the metrics or to benchmarks should be amended in the Comp Plan at that time.

Baselines should be established for each City CPA as part of the first cycle of CPA Assessments and tracked and compared across CPAs as part of the ongoing cycle of assessments.

The County may be able to track progress and changes in CPAs over time as they are linked to Area, Sector Development, or other planning efforts.

Comp Plan performance measures should be coordinated to the extent possible with measures established and tracked regionally through the Mid-Region Council of Government's (MRCOG) Metropolitan Transportation Plan (MTP). The MTP is updated every five years. MRCOG uses a land use model, a transportation model, and a predictive model for scenario planning. Together, these models are able to track changes in performance measures over time.

Comp Plan performance measures should also be coordinated to the extent possible with measures established and tracked by the City as part of its Progress Indicators Report, updated every two years.

### 14.1.1.3 POLICY IMPLEMENTATION ACTIONS

Specific actions have been identified to support policies within each Comp Plan Element. These actions are included in **Section 14.4** as a matrix that identifies the timeline (e.g. short-term, medium-term, long-term, or ongoing), lead department(s), and coordinating departments/agencies. Many of these actions involve paradigm shifts that may take years to develop, fund, and implement.

Staff within Council Services will be instrumental in coordinating implementation efforts across multiple departments at the City, as well as with Long-Range staff within the Planning Department, who will be primarily responsible for the CPA assessment process.

Progress in completing these action items can be tracked through the City's CPA assessment process. The City and County can also track progress during the 5-year update of the Comp Plan.

# 14.2 Strategic Actions

## 14.2.1 Implementation Strategies

### 1. BUILD PUBLIC AWARENESS, ENGAGEMENT, CAPACITY, AND LEADERSHIP.

**EDUCATE & ENGAGE**

The initial steps toward implementation require educating and engaging the residents, decision makers, land development professionals, and staff who will be responsible for implementing the Plan.

The planning process can be complex and difficult to understand, even for those who work within it on a daily basis.

The Comp Plan update and other actions are intended to simplify and clarify the planning process, but it is still important to orient people to changes in the system so they can understand what their role is and identify the most effective ways for them to be involved in and make changes they desire.

For the City, City Leaders will help build a common understanding of the Vision for future growth and development, and the development regulations, processes, and tools available to move towards the Vision. This ongoing education will empower community members to take on leadership roles at the local level and advocate for changes to benefit their communities.

For the County, area planning and sector planning efforts can highlight opportunities to implement the Comp Plan and further its goals in specific geographic areas.

### 2. IMPROVE INTER-GOVERNMENTAL COORDINATION.

**COORDINATE**

Intergovernmental coordination is one of the most important strategies to ensure the long-term success and implementation of the Comp Plan. Coordination can help ensure that growth and development patterns are consistent with City and County goals, including natural resource conservation, and improve the ability of the City and County to spend public money efficiently to implement the Comp Plan Vision. Achieving the Vision will require better coordination between City and County departments and outside agencies and stakeholders.

## 3. PROMOTE GROWTH, DEVELOPMENT, AND CONSERVATION THAT FURTHER THE COMP PLAN VISION.

**WORK THE PLAN**

Regulations and standards need to align with the Comp Plan to help achieve our updated Vision for growth and development. The City should complete the overhaul of its zoning code and modernize its technical standards, and the County should continue amending its code as necessary to further the Vision.

Catalytic development projects are effective to demonstrate what may be possible and build support for desired development (which the market can't always support on its own) by leveraging public-private partnerships. Carefully selected catalytic projects can achieve multiple community goals and create strategic, positive change, spurring additional private-sector investment and development.

## 4. CREATE AN ONGOING PROCESS FOR MONITORING PROGRESS TOWARD THE COMP PLAN VISION.
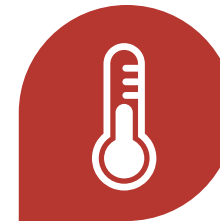
**MONITOR RESULTS**

An important part of effective implementation will be our ability to evaluate our progress and refine our approach going forward. By establishing a set of performance measures, we can examine how well Comp Plan goals are being implemented – in terms of the plan's economic, social, and environmental impacts, as well as through land use, housing targets, public investment, and development trends. In order for the Comp Plan to be effective and truly a "living document," ongoing monitoring and accountability are critical. Monitoring progress allows us to learn what types of policies and investments are effective and how to correct the course when needed.

## Strategy 1
Build public awareness, engagement, capacity, and leadership.

### Strategic Action 1.1

**Initiate area and sector plans in the county and conduct Community Planning Area (CPA) assessments in the city.**

*Objectives:*

- To preserve, enhance, and plan for all neighborhoods.

- To assess the extent of disparities between CPAs in levels of public investment, housing conditions, new development, health outcomes, active transportation, open space, and other measurements related to Comp Plan goals and policies.

- To understand how Comp Plan policies are impacting different geographic areas over time.

*Description:*

For the County, initiate Area and Sector Development Plan efforts as needed to provide more planning guidance and/or regulatory changes in smaller geographic areas. The County will establish a reasonable time frame for these planning efforts as needs arise.

For the City, prior to each 5-year cycle of CPA assessments and Comp Plan update, the Planning Department will perform an analysis of demographic information, varying levels of policy and regulatory protections for neighborhoods within each CPA, and other factors outlined in **Appendix E** to help identify at-risk and vulnerable communities in need of more immediate planning assistance.

The Planning Department will submit to Council an analysis and a recommended order in which CPA assessments should be done to best address and ameliorate the historic patterns of disinvestment and environmental injustice that disproportionately impact at-risk and vulnerable communities and recommend additional policy or regulatory protections.

The City Council will discuss the order, make adjustments as is prudent, and vote to confirm the order. The Planning Department will then work up a 5-year schedule of assessments and coordinate with the Council Office of Neighborhood Coordination (ONC) to plan the logistics, disseminate information, gather community partners, and perform all 12 City CPA assessments within 4 years. Each assessment report will be presented to the Environmental Planning Commission and the City Council for their discussion and acceptance.

The City's Long Range Planning staff will work as a team and in collaboration with the ONC to perform assessments, create community connections, and build capacity within communities to continue working toward identified priorities. This 5-year cycle of assessments

**EDUCATE & ENGAGE**

is intended to provide an equitable process for ongoing long-range planning and engagement with all communities in the City.

*Timing:*
For the City: A five-year cycle of assessments and Comp Plan Updates, as follows:

- Conduct three assessments per year to complete the process for all 12 CPAs within the City in the first four years.

- Compile and analyze information from all CPAs and update the Comp Plan as needed. The fifth year of the Comp Plan update cycle will allow compilation and analysis.

For the County:  Initiate and complete updates and/or new planning efforts for Area and/or Sector Development Plans as needed.

*Responsibilities:*
City and County Planning Departments.


## Strategic Action 1.2
### Host an annual City Leaders program

Objective:
To provide a forum for discussion, training, education, and engagement among residents, neighborhood association leaders, decision makers, land development professionals, and City staff about the City's framework for land use and development and decision making and processes for providing infrastructure, transportation, community facilities, parks, etc.

*Description:*
Conduct a City Leaders program through a set of classes for the community focused on planning topics, such as development processes, land use policy, and regulatory frameworks. It could be a series of six to eight, two- to four-hour classes, at the culmination of which attendees receive a certificate of completion.

Skills training for area leaders and stakeholders should be offered as a component of City Leaders to supplement the land use and zoning framework curriculum and help build capacity and knowledge in the community. Local experts will be invited to teach skills related to facilitation, mediation, negotiation, cultural sensitivity, and how to have difficult conversations.

Staff from departments who implement projects (Department of Municipal Development, Parks & Recreation, etc.) will be involved to present updates, recent priorities, and opportunities for engagement.

Facilitated discussion among neighbors, developers, and design professionals will be provided to explore the opportunities and constraints of development and to learn more about best practices for effective collaboration that results in investment in high-quality projects.

*Timing:*
Short-term (1 year), repeated at least twice annually.

*Responsibilities:*
City Planning Department, Office of Neighborhood Coordination, and Council Services, with participation by the Office of Diversity and Human Rights and staff from other relevant City Departments.
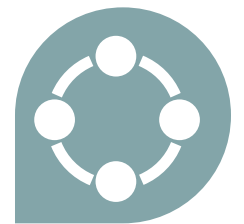
**EDUCATE & ENGAGE**

# Strategy 2
## Improve intergovernmental coordination.

### Strategic Action 2.1

**Foster coordination between the City and County, across departments, and across agencies.**

*Objective:*
To establish ongoing governmental relationships that improve regional coordination around development, resource conservation, and growth.

*Description:*
Involve City and County departments in planning efforts, performance tracking, the City's Community Planning Area Assessment process, and the 5-year cycle of Comp Plan Updates.

Use planning resources and expertise of the City's Planning Department staff, particularly Long Range planning for facilitation and land-use assistance, and Albuquerque Geographic Information Systems (AGIS) for mapping and spatial data analysis.

Track the City's ongoing implementation efforts and capital projects and coordinate communication with neighborhood associations and other stakeholders through the Council's Neighborhood Coordination staff. A website that collects, tracks, and disseminates this information on a monthly basis would vastly improve the transparency and celebration of progress toward Comp Plan goals.

To coordinate effectively on regional planning, engage in planning efforts already in place or in process, particularly the following:

- Participate in regional transportation and economic development planning and decision making through the Mid-Region Council of Governments (MRCOG). Use the Envision Tomorrow tool to supplement land use, transportation, and scenario planning models and coordinate planning and policy changes at the regional and local level.

- Participate in water resource planning in the Albuquerque-Bernalillo County Water Utility Authority's (ABCWUA) 10-year water plan.

- Coordinate with Albuquerque Metropolitan Area Flood Control Authority (AMAFCA) and Middle Rio Grande Conservancy District (MRGCD).

- Coordinate with Albuquerque Public Schools (APS) around school siting, growth trends and school capacity, and joint-use of facilities.

- Coordinate regional housing issues through efforts to update the City's Consolidated Plan for Housing and the County's Affordable Housing Plan.

**COORDINATE**

- Coordinate regional transit by creating and updating a transit plan with Rio Metro and ABQ RIDE.

- Coordinate progress on City/County goals through the City's Progress Indicators Commission. Convene City departments and agencies every two years to assess the Implementation Plan strategic actions.

*Responsibilities:*
City and County Planning Departments, Council Services, Family & Community Services, ABQ RIDE, City Department of Municipal Development, and County Public Works.

## Strategic Action 2.2

### Link the Comp Plan with City and County Capital Implementation/Improvement Program (CIP) processes.

*Objective:*
To align the CIP with the Comp Plan Vision and Goals to ensure public dollars are spent as efficiently and effectively as possible.

*Description:*
The CIPs in the City and County prioritize capital projects to be completed in the next five years to improve public facilities and infrastructure assets such as roads, parks, and community facilities. A CIP that is consistent with the Comp Plan's Vision, goals, and policies allows investments to be made where they are needed most, ensuring logical and effective allocation of public funds.

The process for prioritizing and ranking capital projects should include compliance with the Comp Plan as a primary criterion. Project proposals submitted for CIP consideration should demonstrate compliance with the Comp Plan by linking the project to specific goals and/or policies.

The City and County should map and track CIP projects and public investment in Community Planning Areas and in Centers and Corridors.

*Timing:*
Short-term (1 year), update every two years. CIP planning horizon is six years in the County and ten years in the City.

*Responsibilities and Resources:*
City and County Planning Departments, County Public Works Department, City Department of Municipal Development, City CIP Selection Advisory Committee, and Council Services.

**COORDINATE**

## Strategy 3
Promote growth, development, and conservation that further the Comp Plan Vision.

### Strategic Action 3.1

**Adopt an Integrated Development Ordinance (IDO) for the City and implement an annual review and update of zoning standards.**

*Objective:*
To align the City's zoning code with the updated Comp Plan.

*Description:*
Refine and consolidate the City's zoning code, subdivision ordinance, and planning ordinance into an IDO that:

- **Aligns with the Comp Plan goals and policies**;

- Provides a simple, easy-to-use, well-illustrated tool;

- Establishes appropriate density and design standards;

- Encourages desired development in Centers and Corridors;

- Protects established neighborhoods;

- Promotes water-efficient and sustainable patterns of development;

- Streamlines the City's procedures for reviewing and approving new development;

- Implements an annual cycle of updates to the IDO;

- Implements a 5-year Community Assessment process that culminates in a Comp Plan update.

*Timing:*
Short-term (1 year) - updates are underway as of this Comp Plan update and are scheduled for adoption in 2017.

*Responsibilities:*
City Planning Department and Council Services.

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## Strategic Action 3.2

### Revise technical standards for the City and County and update them on an annual basis.

*Objective:*
To align technical standards for public rights-of-way and infrastructure associated with development with goals and policies in the Comp Plan and zoning standards.

*Description:*
For the City: Update the City's Development Process Manual (DPM) to incorporate Comp Plan guidance on transportation, urban design, and low-impact development and green infrastructure into the City's technical standards and to implement the City's Complete Streets Ordinance.

Coordinate with MRCOG, ABQ RIDE, and County Public Works on street and infrastructure standards. Coordinate with ABCWUA on standards for water utility infrastructure. Technical subcommittees are to propose updates, and the DPM Executive Committee will recommend adoption to the City's Chief Executive Officer, who has final sign-off authority.

Assess the City's updated DPM on an annual basis and adjust technical standards as necessary to accommodate unique conditions and/or new issues as identified.

For the County:  Review the City's updated DPM standards for adoption in the County. Adjust and/or supplement technical standards as necessary to address rural or other conditions not present in the City.

*Timing:*
Short-term for the City (1-3 years for City DPM updates, which are being drafted concurrent with the IDO standards for adoption in 2017).

Medium-term (3-5 years) for the County. County review can start concurrently with DPM standards as they are developed; updates to be developed and generated thereafter.

*Responsibilities:*
City Planning Department, City Department of Municipal Development, and County Public Works.

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## Strategic Action 3.3

### Pursue catalytic demonstration projects in Centers and/or Corridors.

**Objective:**

To foster coordination across departments and leverage resources and expertise in order to provide an example of high-quality, sustainable development that showcases elements of placemaking recommended by Comp Plan goals and policies and strengthens new and existing community partnerships.

**Description:**

Develop a strategy to prioritize potential catalytic demonstration projects and identify potential public-private partnerships. Criteria for project selection could include:

- Projects that demonstrate the ability to fulfill multiple community needs (housing, employment, or services) but that the current market doesn't support.

- Projects with the potential to catalyze reinvestment and significant improvements to the built environment.

- Sites already targeted by willing investors.

- Locations where public infrastructure improvements would most cost-effectively achieve the community's vision.

**Timing:**

Medium-term (3-5 years).

**Responsibilities:**

City and County Planning Departments, Metropolitan Redevelopment Agency (MRA), City and County Economic Development Staff, City Department of Municipal Development and County Public Works, City Department of Family & Community Services, County Housing Department, ABQ Ride, Rio Metro, Council Services, and City Department of Senior Affairs.

**WORK THE PLAN**

## Strategic Action 3.4

### Leverage City and County resources and planning efforts to maintain a high-quality parks and Open Space network.

**Objective:**

To coordinate land acquisition, facility development, and maintenance efforts for parks and Open Space to keep pace with population growth, address service gaps, and provide an excellent county-wide community green space network that offers the full range of recreational experiences at the local and regional scale.

**Description:**

The desire for new parks and Open Space will almost certainly always be greater than the existing means to acquire, develop, and manage them. City and County departments struggle to balance the maintenance of existing facilities with needs for new facilities to address service gaps. Particularly at the edges of City/County boundaries, there are opportunities to leverage resources (and the opposite dangers that these areas fall into a no-man's land of gaps in service).

The City and County Parks and Recreation Departments have separate processes for prioritizing spending. Formal and informal coordination should be built into these processes to identify areas with service gaps, constraints, and opportunities for addressing them jointly and sharing resources. The County Parks and Recreation Department has established level of service standards, which could be analyzed and adapted as necessary for use by the City and for easier assessment of joint facilities.

For land acquisition, City and County staff should coordinate to develop at least some shared criteria for prioritizing land and recommending updates to the Comp Plan Community Green Space map as part of the 5-year Comp Plan update. The extent to which particular parcels help meet Comp Plan goals should be incorporated into the evaluation framework for prioritizing acquisition and conservation of new parks and Open Space land.

City and County Parks and Recreation staff should also coordinate as necessary with school districts, Middle Rio Grande Conservancy District, National Park Service, and other regional, state, and federal agencies to explore opportunities for leveraging resources and efforts.

**Timing:**

Medium Term (3-5 years).

**Responsibilities:**

City and County Planning Departments, City and County Parks and Recreation Departments, City Open Space Division, Open Space Advisory Board, Metropolitan Parks and Recreation Advisory Board, and Council Services.

**WORK THE PLAN**

## Strategy 4
Create an ongoing process for monitoring progress toward the Comp Plan Vision.

### Strategic Action 4.1

**Develop and apply a set of performance measures to monitor implementation of the Comp Plan.**

*Objective:*
To establish specific, objective, and quantifiable performance measures to evaluate our progress toward achieving the community's vision.

*Description:*
Performance measures will be identified, responsibilities for measurement clarified, and a process developed to compile and share results on a regular basis. Measuring progress should also identify a mechanism for long-term accountability. Performance measures should include at a minimum:

- Development within Centers and Corridors and within Areas of Consistency and Change
- Jobs-housing balance
- New infrastructure investment locations

- Building permits
- Transportation (transit ridership, commute mode shares, travel times/volumes)
- Housing (affordability, mix)
- Community participation in planning efforts
- Business growth
- Sustainability (water and energy sources/usage, solid waste, recycling, impervious surface, GHG emissions from transportation and building sectors, and others)

See **Section 14.3** for a full set of performance measures established by the Comp Plan to track progress toward implementation.

The City and County can also research best practices of other jurisdictions to establish and track performance measures over time, including the STAR Community Rating System.

*Timing:*
Medium-term (3-5 years).

*Responsibilities:*
City and County Planning Departments, Council Services, and other departments as relevant.

**MONITOR RESULTS**

## Strategic Action 4.2

### Evaluate growth and development in Centers and Corridors.

*Objective:*
Assess Centers and Corridors every five years by tracking new growth and development as part of each Comp Plan update.

*Description:*
To understand whether policies to implement the Vision are effective, the type and proportion of new development that is occurring within Centers and Corridors relative to other areas should be calculated on a regular basis. Measurements include the type and number of new housing units and jobs, transit ridership, square feet of new retail space, and new community facilities and services added each year. If policies are successful, the proportion should be much greater within Centers and Corridors than in other areas of the City and County.

Work with City and County Geographic Information System (GIS) staff to map and analyze spatial information.

Work with the Mid-Region Council of Governments to analyze and compare data in centers identified in the Metropolitan Transportation Plan to those identified in the ABC Comp Plan, particularly as it relates to transportation mode share on river crossings and the jobs/housing balance on the West Side.

*Timing:*
Medium-term (5 years).

*Responsibilities:*
City and County Planning Departments, Albuquerque GIS department (AGIS), County GIS staff.

## Strategic Action 4.3

### Evaluate growth and development in Community Planning Areas (CPAs).

*Objective:*
Assess CPAs every five years by tracking new growth and development, capital spending, and health risks.

*Description:*
To understand whether policies to implement the Vision are effective, the type and proportion of new development that is occurring within CPAs relative to each other, as well as county-wide should be assessed on a regular basis. Measurements include the type and number of new housing units and jobs, transit ridership, square feet of new retail space, and new community facilities and services added each year. If policies are successful, the proportion should be equitable within City areas and within County areas.

*Timing:*
Medium-term (5 years).

*Responsibilities:*
City and County Planning Departments, Albuquerque GIS department (AGIS), County GIS staff, and MRCOG.

**MONITOR RESULTS**

# 14.3 Performance Measures

## 14.3.1 Tracking Progress Over Time

As outlined in Strategy 4 above, there are several ongoing opportunities to establish, track, and analyze performance measures over time:

- The City's CPA assessment process,
- The five-year Comp Plan update cycle,
- MRCOG's four-year cycle to update the regional MTP, and
- The City's 2-year cycle to create a Progress Indicators Report.

Performance measures are quantitative metrics (data that can be counted, measured, or calculated) that indicate a community's progress toward a qualitative goal. Outcomes are often reported as trend lines, targets, or thresholds.

There are several national organizations that offer performance measure software, best practices resources, and tracking tools, including ICMA Insights and STAR Community Rating System.

These national rating systems were designed with cities and counties to be effective tools to help local jurisdictions assess sustainability and community health and to become more healthy, inclusive, and prosperous over time. These systems compare planning efforts and progress to other jurisdictions.

Examples of topic areas for assessment used by these national systems include:

- Built environment
- Climate & energy
- Education, arts & community
- Equity & empowerment
- Health & safety

## 14.3.2 Comp Plan Metrics

These established tools were used to inform the metrics developed to track the progress of the City and County toward the Comp Plan vision over time. Input from City and County departments, as well as other agencies, was used to refine the proposed metrics and ensure that they are useful and measurable over time.

**Table 14-1** contains the proposed metrics, organized by the most relevant Comp Plan Element. A goal, geography, availability, time frame, and information about what departments or agencies will track and analyze data is provided for each metric.

In the Availability column, "N" indicates that there is not currently a mechanism for collecting or analyzing the data, but it is expected to be available within five years. "In progress" in this column indicates that data for the metric is being compiled as of the adoption of the Comp Plan in 2017.

Table 14-1: Comp Plan Metrics

| CHAPTER | SECONDARY CHAPTER | METRIC | GOAL | GEOGRAPHY | AVAILABLE? | TIME FRAME | TRACKED BY | ANALYSIS BY |
|---------|-------------------|--------|------|-----------|-----------|-----------|-----------|------------|
| Ch. 4 Community Identity | | % of Comp Plan updates completed within 5-year cycle | 100% | City / County | N | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 4 Community Identity | | % of CPA Assessments complete within 5 years | 100% | City | N | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 5 Land Use | Ch. 8 Economic Development | % of building permit applications approved | Increase | City / County | Y | Annual (show 5 years) | Planning [ABC] | Planning [A] |
| Ch. 5 Land Use | Ch. 9 Housing | Housing density within Centers & Corridors | Increase | Centers / Corridors | Y | Snapshot | Census | MRMPO |
| Ch. 5 Land Use | | Ratio of building permits in Areas of Change vs. Consistency | Increase | CPA / City | Y | Annual (show 5 years) | AGIS | AGIS |
| Ch. 5 Land Use | | % of building permits in Centers and Corridors that are single-family residential (includes detached, duplex, and townhomes) | Decrease | Centers / Corridors | Y | Snapshot | AGIS | Planning [A] |
| Ch. 5 Land Use | | % of City and County capital projects within a Center or Corridor | Increase | Centers / Corridors | N | Per funding cycle | CIP [ABC] | AGIS |
| Ch. 5 Land Use | | % of City and County CIP dollars located within a Center and Corridor | Increase | Centers / Corridors | N | Per funding cycle | CIP [ABC] | AGIS |
| Ch. 5 Land Use | | # of days required for building permit approval by project type | Decrease | City / County | Y | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 5 Land Use | | # of days required for building permit approval by zone category | Decrease | City / County | Y | Annual (show 5 years) | Planning [A] | AGIS |
| Ch. 5 Land Use | | # of residents engaged in City Leaders | Increase | CPA / City | Y | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 5 Land Use | | % of annual updates to the City zoning code completed on time | 100% | City | N | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 5 Land Use | | % of Neighborhood Association leadership that attended City Leaders within 5-year cycle | 100% | City | N | Annual (show 5 years) | Planning [A] | Planning [A] |
| Ch. 5 Land Use | | Number of variances / Zone Change requests | Decrease | CPA / City / County | Y | Annual (show 5 years) | AGIS | Planning [A] |
| Ch. 5 Land Use | | Building permits issued in Centers and Corridors by project type | Increase | CPA / City / County | Y | Annual (show 5 years) | Planning [ABC] | AGIS |
| Ch. 5 Land Use | | % of building permits within Metropolitan Redevelopment Areas | Increase | MRA | Y | Annual (show 5 years) | AGIS | Planning [A] |

Table continues

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| CHAPTER | SECONDARY CHAPTER | METRIC | GOAL | GEOGRAPHY | AVAILABLE? | TIME FRAME | TRACKED BY | ANALYSIS BY |
|---|---|---|---|---|---|---|---|---|
| Ch. 6 Transportation | Ch. 10 Parks & Open Space | # of bikeway miles added / # of miles of trails developed or renovated / # of miles of trails maintained | Increase | Centers / CPA / City / County / ABQ Area | Y | Snapshot | DMD/ Public Works | Planning [A] |
| Ch. 6 Transportation | Ch. 12 ICFS | Crash data - bikes, peds, autos, alcohol-involved | Reduce | Corridors / Centers / CPA / City / County | Y | Point in time capture / aggregate for year | UNM/ NMDOT | MRMPO |
| Ch. 6 Transportation | Ch. 5 Land Use | Households within 1/4 mile of transit station | Increase | CPA / City / County | Y | Snapshot | ABQ RIDE/ MRMPO | MRMPO |
| Ch. 6 Transportation | Ch. 5 Land Use | Households within 1/4 mile of transit stop | Increase | CPA / City / County | Y | Snapshot | ABQ RIDE/ MRMPO | MRMPO |
| Ch. 6 Transportation | Ch. 5 Land Use | Jobs within 1/4 mile of transit station | Increase | CPA / City / County | Y | Snapshot | ABQ RIDE/ MRMPO | MRMPO |
| Ch. 6 Transportation | Ch. 5 Land Use | Jobs within 1/4 mile of transit stop | Increase | CPA / City / County | Y | Snapshot | ABQ RIDE/ MRMPO | MRMPO |
| Ch. 6 Transportation | Ch. 7 Urban Design | Average commute time by travel mode | Decrease | CPA / City / County | Y | ACS - 5 year | Census | MRMPO |
| Ch. 6 Transportation | Ch. 7 Urban Design | Connectivity index | Increase | Centers | Y | Snapshot | MRMPO | MRMPO |
| Ch. 6 Transportation | Ch. 7 Urban Design | Number of proposed links in LRTS/ Bikeways & Pedestrian plans completed | Increase | CPA / City / County | Y | Snapshot | DMD / Public Works | Planning [A] |
| Ch. 6 Transportation | Ch. 7 Urban Design | Walk score | Increase | Centers / CPA | Y | Snapshot | Walkscore. com | Planning [A] |
| Ch. 6 Transportation | | Transit ridership in Centers | Increase | Centers | Y | Annual - Jan-Dec | ABQ RIDE | MRMPO |
| Ch. 6 Transportation | | Transit ridership | Increase | Corridors / ABQ Area | Y | Annual - Jan-Dec | ABQ RIDE / Rio Metro | MRMPO |
| Ch. 6 Transportation | | Auto vs. Transit Mode Share by Corridor | Increase transit on Transit Corridors & Multi-modal | Corridors | Y | Snapshot | MRMPO | MRMPO |
| Ch. 6 Transportation | | River crossing trips | Reduce rate of increase W to E peak hour / rate of change over time | River crossings in Comp Plan boundary / by Corridor | Y | Snapshot | MRMPO | MRMPO |

Table continues

| CHAPTER | SECONDARY CHAPTER | METRIC | GOAL | GEOGRAPHY | AVAILABLE? | TIME FRAME | TRACKED BY | ANALYSIS BY |
|---|---|---|---|---|---|---|---|---|
| Ch. 6 Transportation | | VMT per capita | Reduce | ABQ Area | Y | Annual (show 5 years) | MRMPO | MRMPO |
| Ch. 6 Transportation | | Commute to Work by mode (bike, SOV, carpool, transit, walking, work at home, other) | Increase non-SOV | CPA / City / County | Y | ACS - 5 year | Census | Planning [A] |
| Ch. 6 Transportation | | Pedestrian facilities (sidewalks) | Reduce gaps / ADA Compliance | Centers / CPA / City / County / ABQ Area | Y [BC] / In progress [A] | Snapshot | DMD/ Public Works | Planning [A] |
| Ch. 8 Economic Development | | Jobs to housing ratio | Approaching 1 | CPA / East & West of River | Y | Snapshot | MRMPO | MRMPO |
| Ch. 8 Economic Development | | Business registrations | Increase | CPA / City / County | Y | Annual (show 5 years) | Planning [ABC] | AGIS |
| Ch. 8 Economic Development | | Private vs. Government Employment Change Year over Year | Increase | City | Y | Annual (show 5 years) | U.S. Bureau of Labor Statistics | City DTI / Planning [A] |
| Ch. 9 Housing | Ch. 5 Land Use | Housing mix vs. demand | Increase variety | CPA / City / County | Y | Snapshot | MRMPO | Planning [A] |
| Ch. 9 Housing | Ch. 5 Land Use | Low- to moderate-income housing units completed with MFA funds | Increase | CPA / City / County | Y | Annual (show 5 years) | MFA | Planning [A] |
| Ch. 9 Housing | Ch. 5 Land Use | Mixed-income or affordable housing projects with MFA funds | Increase | CPA / City / County | Y | Annual (show 5 years) | MFA | Planning [A] |
| Ch. 9 Housing | Ch. 5 Land Use | Ratio of mixed-income or affordable housing projects with MFA funds in vs. out of Areas of Change | Increase | Areas of Change / Consistency | Y | Annual (show 5 years) | MFA | Planning [A] |
| Ch. 9 Housing | | Percentage of households paying >30% of income for housing (owner & renter) | Decrease | CPA / City / County | Y | ACS - 5 year | Census | Planning [A] |
| Ch. 10 Parks & Open Space | | Percent of households within 10 minute walk of park | Increase | CPA / City / County | Y | Annual (show 5 years) | P&R [ABC] / AGIS | MRMPO |
| Ch. 10 Parks & Open Space | | Open Space acreage per capita | Increase | City / County | Y | Annual (show 5 years) | P&R (Open Space) [ABC] | AGIS |
| Ch. 10 Parks & Open Space | | Percent of total area that is park land | Increase | CPA | Y | Annual (show 5 years) | P&R [A] | AGIS |
| Ch. 10 Parks & Open Space | | Park land acreage per capita | Increase | CPA / City / County | Y | Annual (show 5 years) | P&R [ABC] | AGIS |

Table continues

# IMPLEMENTATION PLAN

| CHAPTER | SECONDARY CHAPTER | METRIC | GOAL | GEOGRAPHY | AVAILABLE? | TIME FRAME | TRACKED BY | ANALYSIS BY |
|---|---|---|---|---|---|---|---|---|
| Ch. 10 Parks & Open Space | | Percent of parks that are ADA-compliant | 100% | City / County | Y [BC] / In Progress [A] | Annual (show 5 years) | P&R [ABC] | AGIS |
| Ch. 11 Heritage Conservation | Ch. 8 Economic Development | Acres of agricultural land | Maintain | City / County | N | Annual (show 5 years) | AGIS | MRMPO |
| Ch. 11 Heritage Conservation | | Attendance at arts & culture event per 1000 population | Increase | City | Y | Annual (show 5 years) | CABQ Cultural Services | Planning [A] |
| Ch. 12 ICFS | Ch. 13 Resilience & Sustainability | Percent of dwelling units within 30 minute transit trip to health facilities | Increase | CPA / City / County | In progress | Snapshot | MRMPO | MRMPO |
| Ch. 12 ICFS | Ch. 6 Transportation | Pedestrian & Bike projects and $ in TIP within City and County boundaries | Increase | City / County | Y | Annual (show 5 years) | MRMPO | MRMPO |
| Ch. 12 ICFS | | Percent of dwelling units within 10 minute walk of a public school | Increase | CPA / City / County | Y | Snapshot | AGIS | MRMPO |
| Ch. 12 ICFS | | Percent of dwelling units within 10 minute walk of community facility | Increase | CPA / City / County | Y | Snapshot | AGIS | MRMPO |
| Ch. 12 ICFS | | Ratio of people to community facilities | Improve LOS | City / County | Y | Snapshot | AGIS | Planning [A] |
| Ch. 12 ICFS | | Percentage of roads with sidewalks on at least one side | Increase | Centers / Corridors / CPA / City / County | N | Annual (show 5 years) | DMD / Public Works | AGIS |
| Ch. 13 Resilience & Sustainability | | Percent of dwelling units within 10 minute walk of full-service grocery | Increase | CPA / City / County | N | Snapshot | MRMPO | MRMPO |
| Ch. 13 Resilience & Sustainability | | Rate of cancer | Decrease | CPA / City / County | Y | Annual (show 5 years) | NM DOH | AGIS |
| Ch. 13 Resilience & Sustainability | | Rate of obesity | Decrease | CPA / City / County | Y | Annual (show 5 years) | NM DOH | AGIS |
| Ch. 13 Resilience & Sustainability | | Rate of respiratory disease | Decrease | CPA / City / County | Y | Annual (show 5 years) | NM DOH | AGIS |
| Ch. 13 Resilience & Sustainability | | EPA-regulated contaminated sites | Decrease | CPA / City / County | Y | Snapshot | U.S. EPA | Planning [A] |

# 14.4 Policy Implementation Action Matrix

The Policy Implementation Action Matrix (**Table 14-3**) is a summary table of the Actions identified in each chapter of the Comp Plan. **Table 14-2** can be used to identify acronyms for departments or agencies used in the **Table 14-3**.

By consolidating the Actions in one location, they will be more easily tracked and monitored. By identifying the lead department responsible for each Action, departments are held accountable for implementing the policies of the Comp Plan.

The rationale for each Action is developed within each chapter in the narrative and policy sections. To understand what each Action intends to achieve, refer to the Action number. The first digit of the Action indicates the relevant chapter. The first two digits refer to the relevant Goal, and the first three digits refer to the most relevant Policy related to each Action.

Each action is assigned a timeframe for completion of short-, medium-, long-term, ongoing, or as needed.

- Short-term – 1-3 years

- Medium-term – 3-5 years

- Long-term – 5+ years

For Actions that apply to both the City and the County, the time frame may be different for each jurisdiction. In this case, there will be two time frames in the table, separated by a "/" with the time frame for the City first.

Some Actions are ongoing or represent a process that happens on an as-needed or case-by-case basis. For these Actions, the time frame column in the matrix will indicate this and whether the Action has been initiated or not.

Progress on these items should be assessed every five years. An associated report should

evaluate the effectiveness of implementation efforts. The report should include the following elements:

- Updates to the progress column on the policy implementation action matrix.

- A summary of obstacles or problems in plan implemntation.

- Recommendations for new or modified goals, policies, or actions.

\* Albuquerque Community Safety (ACS) is not reflected in the action matrix as of the 2024 Comp Plan update.

\* The Action Matrix refers to the City's Family & Community Services Department, which has split into two different Departments: Youth & Family Services and Health, Housing & Homelessness. The Action Matrix will split responsibilties between these Departments in the next 5-year update.

\* Table 14-2 and Table 14-3 were removed from Chapter 14 and included in Appendix P.