

# **CITY OF SANTA FE PARKS, OPEN SPACE, TRAILS & RECREATION MASTER PLAN, 2018**

**APRIL 2018**



# ACKNOWLEDGEMENTS

## CITY OF SANTA FE PARKS, OPEN SPACE, TRAILS & RECREATION MASTER PLAN, 2018

Draft: April 26, 2018

### Elected Officials

#### March 12, 2018 through present

Alan Webber, Mayor  
Renee Villareal, District 1 Councilor  
Signe I. Lindell, District 1 Councilor  
Carol Romero-Wirth, District 2 Councilor  
Peter Ives, District 2 Councilor  
Roman "Tiger" Abeyta, District 3 Councilor  
Chris Rivera, District 3 Councilor  
JoAnne Vigil Coppler, District 4 Councilor  
Michael Harris, District 4 Councilor

#### Prior to March 12, 2018

Javier Gonzales, Mayor  
Renee Villareal, District 1 Councilor  
Signe I. Lindell, District 1 Councilor  
Joseph Maestas, District 2 Councilor  
Peter Ives, District 2 Councilor  
Carmichael Dominguez, District 3 Councilor  
Chris Rivera, District 3 Councilor  
Ron Trujillo, District 4 Councilor  
Michael Harris, District 4 Councilor

### City Staff

Rob Carter, Parks and Recreation Director  
Deborah Trujillo, Administrative Manager  
Richard Thompson, Parks Division Director  
Chris Ortiz, Parks Superintendent  
Gary Varela, Parks Superintendent  
Samuel Ulibarri, Construction Supervisor  
Victor Lucero, IPM Manager  
Andrew Garcia, Horticulturist  
Barbara Lopez, Special Events Coordinator  
Jessie Esparza, Project Specialist  
Liz Roybal, Rec. Complex Manager (Fort Marcy/  
Salvador Perez)  
Greg Fernandez, Program Supervisor  
Dana Gallegos, Recreation Section Manager - Fitness  
Matt Cottle, Natatorium Manager  
Tom Miller, Ice Arena  
Melissa Bustos, Youth Coordinator  
Jennifer Romero, MRC Administrator  
Brian Hodges, Golf Course Superintendent;  
Julio "Alo" Brodsky, Golf Professional  
Henry Lucero, Recreation Coordinator  
Melissa McDonald, River Watershed Coordinator

### Committees

Parks & Recreation Advisory Commission (PARC)  
Municipal Tree Board Commission (MTB)  
Bicycle And Trails Advisory Commission (BTAC)  
Golf Advisory Committee

### Organizations

La Liga  
Santa Fe Softball Association  
Santa Fe Working Dog Club  
Royal City RC Club  
AYSO  
Northern Soccer Association  
Old Timers Hockey  
Santa Fe Skating Club  
Sunrise Skate Club  
NM Mustangs Girls Hockey Association  
Desert Ice Figure Skating Club  
Santa Fe Men's and Women's Golf Associations

### Consultants

Sites Southwest  
Conservation Technix  
Rosemary Romero Consulting

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# CHAPTER 1

# INTRODUCTION

As residents already know and plenty of visitors discover, Santa Fe boasts some of the best outdoor recreation opportunities in the County. The City's system of parks, open space areas, trails, and recreational centers is a key component of the identity of the City and contributes to the City's reputation as a place with a high quality of life, strong cultural identity, and major tourism destination. This document highlights the significance of the City's parks and recreation opportunities and outlines a plan to continue to improve, expand, and maintain these important facilities for all residents of all ages.

## PURPOSE

This plan creates a blueprint for the City of Santa Fe to pursue improvements to the City's parks, open space areas, trails, and recreation offerings over the next 10 years. The plan provides an assessment of existing facilities, and outlines a series of recommendations to implement improvements in the future. Based on this assessment, as well as public and staff input, the plan updates the City's goals for parks and recreation facilities to help guide future improvements. In addition, this plan proposes facility expansion in existing and future neighborhoods as Santa Fe continues to grow. These recommendations are in turn tied to a specific, prioritized Capital Improvements Plan (CIP) that includes cost estimates of proposed improvements.

## GOALS

1. Develop a comprehensive, visually compelling, and actionable plan to help guide the decisions of City staff and elected officials.
2. Compile an up-to-date inventory of all parks, open space, trails, and recreation facilities and their respective condition, operations and future needs.
3. Provide recommendations to further support parks and recreation programs, operations, and facilities, including options for alternative funding sources.
4. Provide recommendations to update City policies and guidelines regarding the parks and recreation system based on community priorities.

## RELATIONSHIP TO OTHER PLANS

Several related plans and studies have been adopted in the past decade that address parks and recreation in Santa Fe. Most recently, in 2008 and 2012, voters approved parks and trails bond initiatives to support capital projects for infrastructure improvements and new parks – a clear indication of public support for the City’s outdoor recreational facilities. The bond projects were derived from a capital improvements plan of park improvements. Following these bond measures, the 2020 Impact Fee Capital Improvement Plan updated the City’s impact fees for parks (and other public infrastructure needs). As part of this change, future revenue will help provide for new parks and amenities tied directly to new residential growth areas.

In addition to recent bond measures, the City has adopted plans that address parks and recreation facilities. This includes the 1999 *Santa Fe General Plan*, which outlined a vision that parks and open space should be linked by trails and linear parks to establish a continuous system of open space along the rivers, acequias, arroyos, and utility easements.

The 2001 Parks, Opens Space, Trails and Recreation Master Plan contains an inventory of parks, open space and trails as of the date of publication. This is the most recent master plan for the entire parks, open space, trails and recreation system. The plan recognized the importance of linkages to County open space and trails and recommended a regional approach to planning.

The guiding principles of this document are:

- Provide every neighborhood with a park within walking distance, to provide for both active and passive recreational needs, while addressing the recreational requirements of organized sports at the major recreational facilities such as the Municipal Recreation Center and Ragle Park.
- Provide access to significant regional open spaces such as the National Forest from a variety of locations and through a variety of modes while protecting vital habitats and open spaces such as the Santa Fe watershed and the Arroyo Hondo.
- Acquire and build trails along the major spines: the Santa Fe River, the Santa Fe Rail Trail line, and along major and subsidiary arroyos, creating the skeleton of a regional trail network that ties together major destinations and residential areas, existing and future.

The guiding principles for parks are intended to provide accessible parks within all neighborhoods:

- Adopt the standards for parks of 15 acres of developed parkland per thousand regional residents.
- Based on a deficiency analysis in the report, prioritize the development of parks within existing neighborhoods with insufficient recreational opportunities.
- Revise the development standards and the impact fees to ensure that dedications of parkland are adequate to meet the needs in the Community Planning Areas identified in the plan and are accompanied by the necessary improvements.

Open space guiding principles are intended to create a comprehensive system of recreational elements that work together:

- Develop the City owned lands within each Community Planning Area to best serve the needs of the neighborhoods and the region.
- Link these lands on the east to the national forest with new and existing trail systems.
- Develop neighborhood, community and regional parks in the northwest sector to help preserve these public lands for future generations and meet identified needs.

Trails guiding principles were intended to create a network of trails that ties neighborhoods and major destinations together:

- Prioritize the acquisition of easements and development of the River, Rail and Arroyo Chamisos trails, building on existing portions of these trails that have already been constructed.
- Continue to seek funding from multiple sources and establish an impact fee for trails. Designate trails as a recurring element in the Capital Improvements Program.
- Pursue legislation requiring the preservation of existing traditional use trails.

The plan also contained recommendations for recreational facilities, joint ventures with public schools, and protection of heritage and cultural resources.

The City has made progress on meeting the ambitious goals embodied in the principles of the 2001 plan. However, input from elected leaders, staff and the public in 2017 highlighted financial and natural resource limitations to fully realizing the 2001 goals, especially the desired standards for parks and open space and taking on new recreational facilities.

The 2014 *Land Use and Urban Design Plan* reemphasized these goals and encourages investment in an extensive multi-use trail network, strong park and trail linkages, and the protection of open space areas.

Plans developed by Santa Fe County are also important to consider. Santa Fe County owns and operates 24 parks and open space areas, totaling 6,610 acres of open space, 155 acres of parks, and 34 miles of trails. The County partners with the City on maintenance efforts for several of these properties including the Santa Fe River Greenway and the Santa Fe Rail Trail. Santa Fe County is currently developing an Open Space Master Plan concerned with asset management and prioritization. County planning staff has expressed interest in coordinating future trail signage efforts, as well as discussing maintenance partnerships with City Parks and Recreation staff where the County has either adjacent open space or properties within the City limits.

The City of Santa Fe and Santa Fe County's plans are also supported by the Santa Fe Metropolitan Planning Organization (MPO), which has several adopted transportation plans that address the need to create a safe and connected system of bicycle and pedestrian infrastructure (including trails) that encourage active transportation and access to recreation facilities. These MPO plans identify the

gaps in trail connectivity, safety concerns, and the need to improve access to parks, open space and trails throughout the region. The 2002 Santa Fe Metropolitan Bicycle Plan details the existing and proposed off-street and on-street network of bicycle facilities for the region.

## BENEFITS OF PARKS & RECREATION

A number of organizations have documented the overall health and wellness benefits provided by parks, open space and trails. The Trust for Public Land published a report in 2005 called *The Benefits of Parks: Why America Needs More City Parks and Open Space*. This report summarizes the findings on the health, economic, environmental and social benefits of parks and open space areas. Among these benefits, several apply directly to Santa Fe- namely benefits associated with providing residents access to outdoor recreation opportunities, contributing

### BENEFITS OF PARKS & RECREATION

- Increased physical activity is correlated with access to parks and open space areas.
- Recreational opportunities for all ages are provided.
- Opportunities to get out in nature improves physical and physiological health.
- Residential and commercial property values increase in areas adjacent to parks.
- Parks and recreation are significant tourism draws and can contribute to the local economy.
- Trees within parks and natural areas improve air quality and assist with storm water and erosion control.

to community and neighborhood identity, and supporting economic development and tourism — each of which is discussed below.

### HEALTH OUTCOME BENEFITS

Residents in communities with increased access to parks, recreation, natural areas and trails have more opportunities to be physically active, both through recreation and active transportation. By participating in physical activity, residents can reduce their risk of becoming overweight or obese and decrease their likelihood of suffering from chronic diseases (such as heart disease and type-2 diabetes), as well as reduce their levels of stress and anxiety. These benefits can be seen directly in Santa Fe, which has among the lowest rates of adult and adolescent obesity in New Mexico.

Park location and access also matters. Providing nearby access (within a mile or less) to parks has been correlated with higher levels of physical activity. According to a study in Los Angeles, people who live within 1 mile of a park are four times more likely to visit the park one or more times per week, compared to those who live farther away. In addition, the Centers for Disease Control and Prevention (CDC) reports that greater access to parks leads to 25% more people exercising three or more days per week.

### SOCIAL AND COMMUNITY

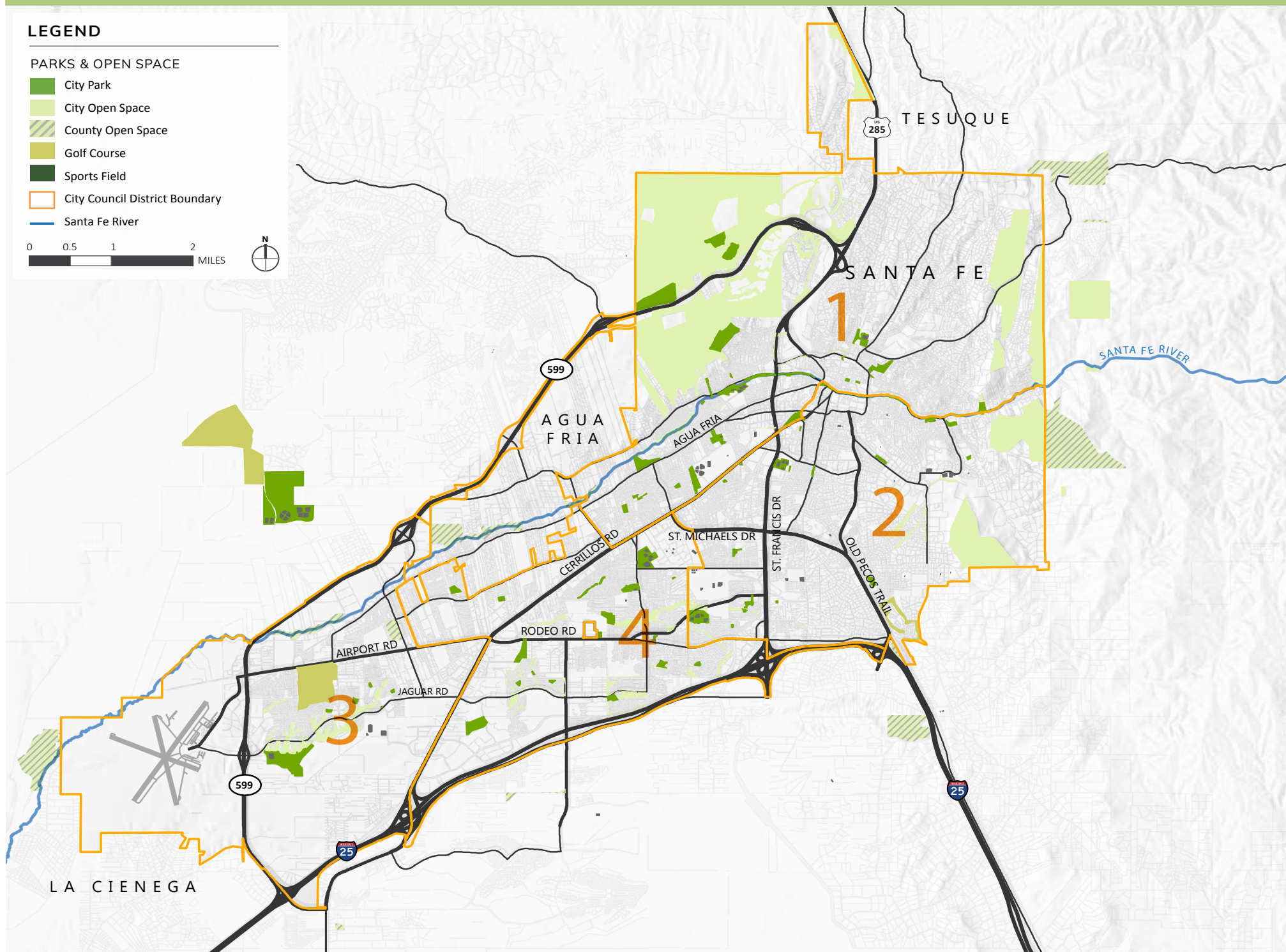
Park and recreation facilities provide opportunities to engage with family, friends, and neighbors, thereby increasing social capital and community cohesion, which can improve residents' mental health and overall well-being. People who feel they are connected to their community and those who participate in recreational, community and other activities are more likely to have better mental and physical health and to live longer lives. Access to parks and recreational facilities has also been linked to reductions in crime, particularly juvenile

## LEGEND

### PARKS & OPEN SPACE

- City Park
- City Open Space
- County Open Space
- Golf Course
- Sports Field
- City Council District Boundary
- Santa Fe River

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MILES



delinquency. In addition, due to Santa Fe's position as a tourist city, the existing park and open space system contributes to the vibrant cultural identity of the City that visitors experience.

## ECONOMIC AND TOURISM

Parks and recreation facilities can bring positive economic benefits through increased property values, increased attractiveness for businesses and workers (quality of life), and through direct increases in employment opportunities. This is especially important in Santa Fe where revenue from tourism is a major component of the local economy. As noted below, outdoor recreation is a significant economic driver in the United States, and one of the many reasons people visit Santa Fe. The recreational opportunities the City has to offer directly support tourism activity, which in turn boosts supporting industries, including the City's retail businesses.

## TRENDS & CHANGING PREFERENCES

Parks and recreation systems are changing across the country due to demographic shifts, changes in user preferences, and a reduction in available funding levels – among other forces (more information on trends is detailed in Appendix 3). Understanding current trends helps inform potential park and recreation improvements that would benefit Santa Fe and respond to the needs of different user groups.

*Viva New Mexico: A Statewide Plan for Outdoor Adventure* is New Mexico's 2016-2020 Statewide Comprehensive Outdoor Recreation Plan (SCORP) and highlights how some of these trends are affecting municipalities like Santa Fe. A survey conducted for the SCORP provided key insights into user preferences as reported for the North-Central region of the State. Among those findings, the plan found that residents believed that the region has an adequate number of facilities that meet some or all recreation needs. However, residents were most likely to wish there were more trails, areas where children can play, campsites, and rock climbing opportunities. In addition, residents felt that the primary focus should be on maintenance and upgrades of existing facilities versus the development of new facilities.

Further findings from the north-central regional survey reveal that residents like to go hiking or running, and they do it frequently. Residents have the highest level of satisfaction with recreation options in the state; they gave the highest quality rating for current facilities and amenities, and they are in the best position in terms of their needs being met.

## CITIZEN ADVISORY

Three citizen committees advise the City on various aspects of the system and programs.

The Parks and Recreation Advisory Commission (PARC) was created in 2007 to provide ongoing advice on park and open space related issues. Members are appointed by the mayor. The purpose of the commission is to promote and support public recreation, parks, programs and other department activities while also serving as a liaison between the public and the Parks and Recreation Department. The commission provides guidance on planning, programs, fee structures, policies, procedures, use of facilities, disposal of lands and properties and other related matters affecting the department.

The Municipal Tree Board is a subcommittee of the PARC. The Tree Board was created as a result of Resolution 2007-28, which recognized the significant environmental benefit that trees provide to the city. The Municipal Tree Board's mission is to study, investigate, develop, update annually, and oversee the administration of a written plan for the care, preservation, pruning, planting, replanting, removal or disposition of trees and shrubs in parks, trails, along streets, and in other public areas. The Tree Board is charged with developing a tree plan for the city's parks and open spaces. The Tree Board is in the process of conducting an inventory and assessment of Santa Fe's trees.

The Bicycle Trails Advisory Committee (BTAC) was established in 2003. The committee is under the Public Works Department, Engineering Division. BTAC and its subcommittees advise the City on on-road and off-road trails, city funding for trails, street improvements, bicycle education, and other aspects of the city's trail system.

## A PLAN FOR EVERYONE

As described in more detail in the Community Profile (Chapter 2), Santa Fe is home to a wide range of residents, each of whom has different needs, interests, and preferences for parks and recreation facilities. Given the diverse number of users, understanding the types of facilities these users need — including amenities provided within each park or recreation facility — is crucial to the planning, design, and programming of future facilities. This plan seeks to address the needs and preferences of all Santa Fe residents, of different demographic and interest groups. A few of these primary user group categories include:

- Residents of Different Ages: youth, teens, young adults, families with children, seniors
- Sports Groups
- Youth Groups
- Recreation Complex Users
- Outdoor Recreation
- Visitors/Tourists



FIGURE 1. SANTA FE RAILYARD

# CHAPTER 2



# COMMUNITY PROFILE

Located in north-central New Mexico, Santa Fe is the state capital and cultural hub of New Mexico. The city is part of the larger Santa Fe Metropolitan Area, which includes the unincorporated areas of Santa Fe County including the Village of Agua Fria, The Village of Tesuque, La Cienega, Tesuque Pueblo, Las Campas, Eldorado, and several other small communities. Although growing slowly, Santa Fe remains New Mexico's 4th largest city with an estimated 83,875 residents in 2016.

# A SHORT HISTORY

The Santa Fe area was originally inhabited by Pueblo people and their ancestors who traveled through and then settled. Archaic Pueblo sites dating to around 3,000 BC have been identified in the area. The remains of village and garden sites dating from AD 600 and 1425 have been identified along the Santa Fe River. Drought and other climate changes likely drove the abandonment of these villages as people moved from the foothills closer to the Rio Grande.

A colony was founded in 1610 by Spanish colonists and is the oldest state capital in the nation. The City's history is tied to its colonial history, changing hands from the Spanish, to Pueblo Indians during the 1680 Pueblo Revolt, to Mexican rule after Mexico gained independence from Spain, to eventual admission as part of the United States after the Mexican-American War and Treaty of Guadalupe Hidalgo in 1848.

This history has shaped the City's development patterns, demographics, and economy. As described in more detail in the Land Use description in this chapter, the Santa Fe's development was originally focused on an area within a mile radius of the plaza. Homes and farming continued to expand along the Santa Fe River for another 100 years. This pattern changed in the 1940's and 1950's, as annexations of land into the City and suburban style developments extended the boundaries in other directions. Some of those newer subdivisions included neighborhood parks and open space as part of their original platting, while larger regional parks were built by the City as it expanded. This included redevelopment of several sites that had previously been devoted to other uses such as Fort Marcy Park, the Railyard Park, and farms along the Santa Fe River.



FIGURE 2. SANTA FE PLAZA

Santa Fe has long been known for its arts, food, architecture, events, history, and scenery. These cultural assets contributed to Santa Fe's position as a top tourist destination in the Southwest. An estimated 1 to 2 million people visit Santa Fe each year. These visitors effectively increase the population of the City significantly (by roughly 2,000 to 10,000 people on any given day, especially in the summer), which is a large driver of the local economy<sup>1</sup>.

## EMPLOYMENT

As the state capital, Santa Fe has a large concentration of government jobs. Combined, state and federal government jobs make up 26% of the City's total employment. Tourism-related industries, such as hospitality and accommodation, make up 15% of all jobs<sup>2</sup>. More recently, Santa Fe has sought to diversify

its economy to attract more "creative professionals" involved in arts production, media, education, professional services and other industries not directly related to tourism or government services.

Santa Fe's primary employment sectors are government jobs, education, healthcare, accommodation and food service, and retail. Together, these sectors represent about 75% of all jobs in Santa Fe County and can be attributed to Santa Fe's position as the State's capital and a well-known tourist destination. A large majority of jobs are within the central core of the City and along major corridors including St. Michael's Drive, St. Francis Drive, and Cerrillos Road. There are also a number of jobs south of the City limits, where Santa Fe Community College is located.

<sup>1</sup>Santa Fe Trends, 2016.

# DEMOGRAPHICS

The City of Santa Fe publishes an annual report reviewing the socio-demographic trends within the City. Unless otherwise noted, much of the data in this section draws from the 2016 version of that report.

## POPULATION

In 2016, the City of Santa Fe's estimated population was 83,875 people—an increase of 0.34% from 2010.<sup>3</sup> Overall, the City's population has been growing at a slower pace relative to other municipalities in New Mexico. Between 2000 and 2010 the annual growth rate was 0.9%. Meanwhile, the Santa Fe Metro Area has grown slightly faster, as more development has occurred in both surrounding municipalities and unincorporated areas of Santa Fe County. In 2015, the population density of Santa Fe was 1,600 people per square mile, compared to 2,940 people per square mile in Albuquerque.

According to projections developed for the 2040 Metropolitan Transportation Plan, the City's population is expected to grow to approximately 95,000 to 98,000 people by 2040, or a 13%-16.6% increase, which is a slower rate of growth compared to both state and national projections.<sup>4</sup>

2. The estimate here includes residents who were living in unincorporated areas in 2010. In 2013, the City Annexed an additional 4100 acres, which increased the City's population from the official 2010 Census count of 67,947. The 2010 population including areas annexed in 2013 was 81,153. Accounting for residents only within the City limits in 2010, the population increased 24% in the same time period.

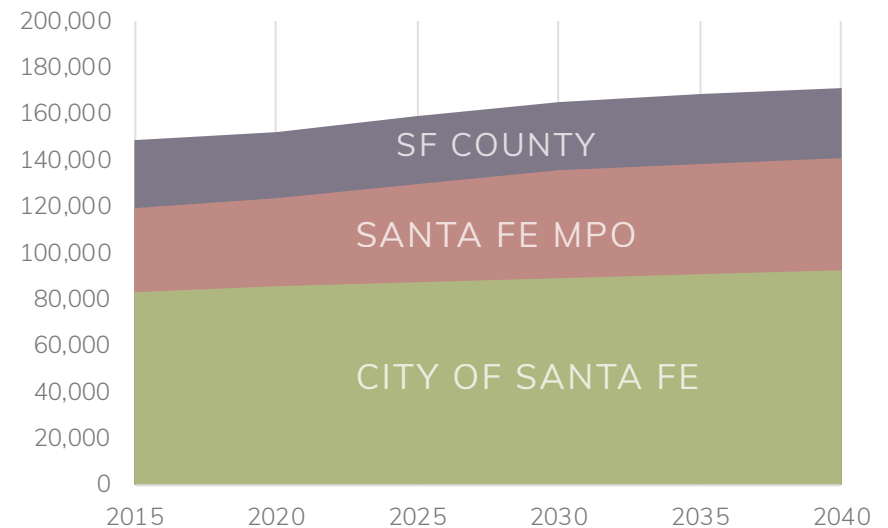
3. Santa Fe MPO 2015–2040 Metropolitan Transportation, page 3-5. The state is expected to grow by approximately 15%-20% and the Country by 17%-20% by 2040.

According to 2016 population projections from UNM's Bureau of Business and Economic Research (BBER), residents over 65 years old will increase from around 18.5% of Santa Fe County's population in 2010 to 27.4% by 2040.<sup>5</sup> This trend is expected to be matched by a small decline (about 1 to 2%) in the percentage of children and working-age adults in the region. As described in the Age Groups section below, these demographic changes will affect both the types of parks and recreation users, as well as the amenities needed at these facilities.

Geographically, population growth has occurred primarily in neighborhoods in southwest Santa Fe, including Tierra Contenta and Las Solaras. Neighborhoods to the north of Airport Road and Southwest Cerrillos Road have also gained population, as well as Hyde Park Estates. These neighborhoods—along with future neighborhoods to the far southwest—are expected to be the primary growth areas in the City.

4. <http://gps.unm.edu/data/Population%20Projections.html>

FIGURE 3. POPULATION PROJECTIONS, 2015 TO 2040



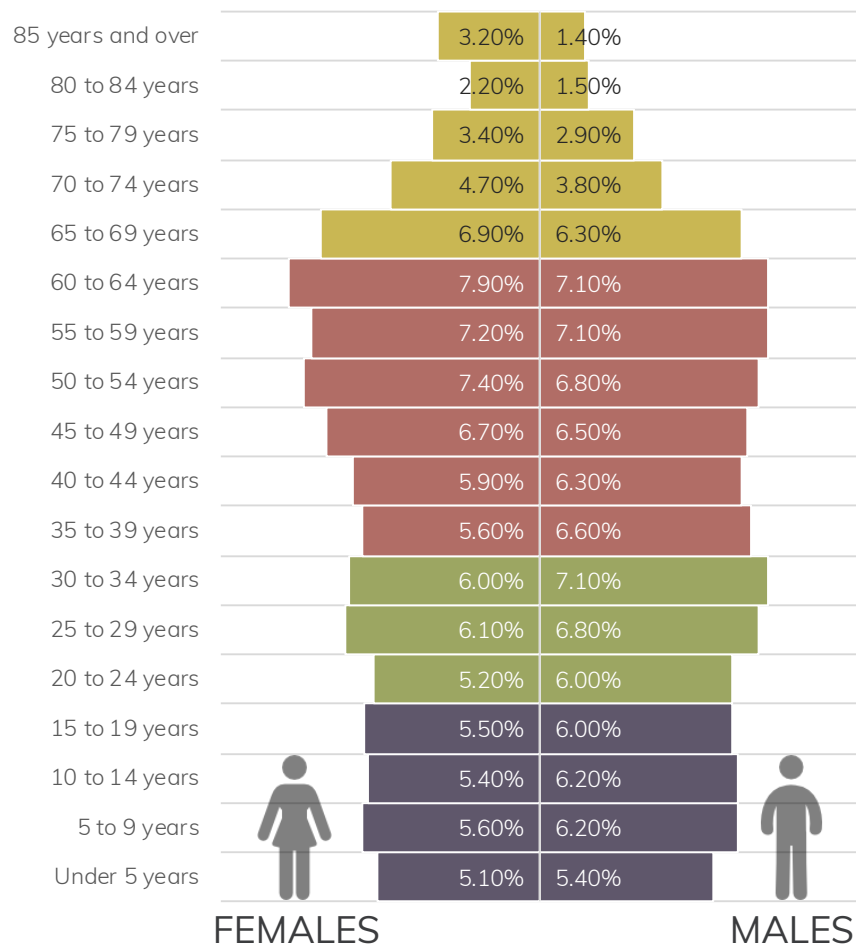
## AGE GROUPS

Santa Fe is home to an increasing population of older residents as the population ages and the number of families with children declines. The median age in 2015 was 42.5 years, which is higher than both the state (37.0) and national (37.6) medians. Map 2 through Map 5 show where the highest concentrations of different residents reside.

## CHILDREN & YOUTH (0-19 YEARS OLD)

Currently making up 22.5% of the population, this group is expected to decrease as a proportion of the population in the coming years as residents

FIGURE 4. POPULATION DISTRIBUTION, 2010



age.<sup>6</sup> According to the BBER, children could make up approximately 20% of the region's population by 2040. Geographically, more youth live in southwest neighborhoods, especially those bordering Airport Road. In addition, there are neighborhood pockets

with a higher percentage of youths in the neighborhoods south of St. Michael's Drive.

#### YOUNG ADULTS (20-34 YEARS OLD)

At 18.5% of the population, young adults are beginning to enter the workforce, attend college, and start families. Overall, the population of this group is also expected to decline to about 16% of the total population by 2040, following trends with the youth population. Young adults are mostly found in southern and western neighborhoods where housing is less expensive.

#### MIDDLE AGE ADULTS (35-64 YEARS OLD)

About 40.5% of residents are in this age group. The percentage of residents in this age range will also decrease to around 36.5% by 2040, although they will continue to make up a majority of the population in the next 25 years. Residents in this age range are geographically dispersed throughout the City, with slightly more residents

living in western neighborhoods.

#### SENIORS (65+)

Seniors make up a growing percentage of the population (18.5%), and this trend is expected to continue. By 2040, seniors could make up 27.4% of the population, heightening the importance of

meeting the needs of these residents. A majority of seniors live in neighborhoods to the north and east of downtown, as well as north of St. Michael's Drive.

#### HOUSEHOLDS

There were a total of 31,981 households in Santa Fe in 2010, with an average household size of 2.07 people. Of these households, 40.5% were single person households, while 59.5% were households with 2 or more people, including married couples and those with children.

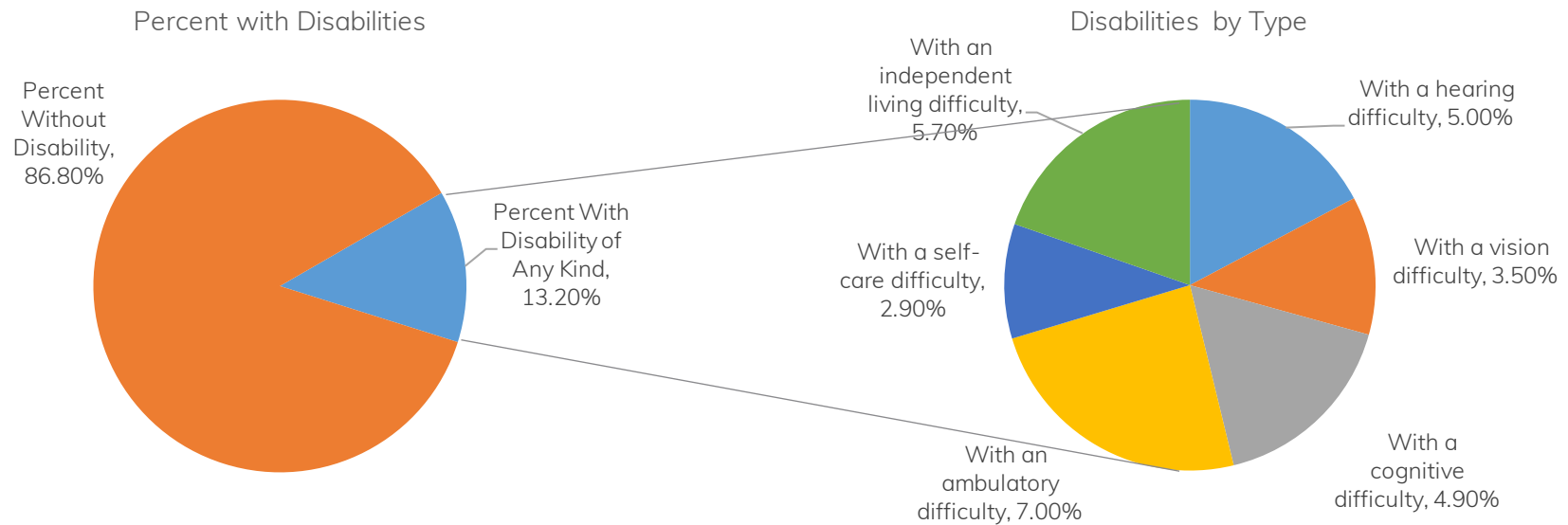
In addition to an aging population, Santa Fe is home to fewer young families with children than other communities in New Mexico. Of all households, 23% had children living with them. Most families with children live in southwest neighborhoods as well as those along Cerrillos Road. As expected, these areas correspond to Census Tracts with a higher youth population, as well as higher population densities. The opposite is true for areas to the east, north, and south of downtown, which in general have fewer households with children. Map 5 on page 25 shows where the largest number of new households are projected to move to by 2040.

#### INCOME

Median household income in Santa Fe is \$50,737, which is higher than the State median (\$44,963), but lower than the United States median (\$53,889). Areas with higher incomes are predominantly in the north, central and east neighborhoods. Households with lower incomes are predominantly in neighborhoods to the south, west, and southwest neighborhoods, including those south of Airport Road, and south of Rodeo Road, and new neighborhoods to the far southwest. Middle income households are found throughout Santa Fe.

5. SFMPO 2040 Metropolitan Transportation Plan, 2015

FIGURE 5. PERSONS WITH DISABILITIES, 2011-2015 ESTIMATES



## PERSONS WITH DISABILITIES

Those with disabilities include residents who have difficulties hearing, seeing, ambulatory difficulties, cognitive difficulties or difficulties with self-care and independent living. In Santa Fe, the estimated number of people with a disability of any type is 10,923 people or about 13.2% of the total population — slightly higher than the national average (12.4%).<sup>7</sup> About 50% of those with a disability are over the age of 75 and 25% are between 65 and 74, showing how the needs of the senior population, especially those with these disabilities, are important to address in park design, safety considerations, and access to parks and recreation facilities. Disabilities by type are shown in Figure 54.

## ETHNIC DIVERSITY

Santa Fe is a majority Hispanic city, with an estimated 54% of residents being of Hispanic or Latino descent of any race. Of those who are not Hispanic, 40% identify as “White alone.” Among racial groups, 86% of residents are White, 3% Native American, 2.2% Asian, 1.6% Black, and 10% “Other Race.”

Geographically, there are areas with predominately Hispanic residents in western and southwestern neighborhoods, especially those north of Airport Road and west of the Village of Agua Fria. Other neighborhoods tend to be mixed.

## HOUSING

The occupancy rate for housing in Santa Fe is 86%.<sup>8</sup> Of the estimated 5,700 vacant housing units in 2016, about 45% were vacant for seasonal use - an indication of the many second homes in the City.

6. Those with disabilities “of any sort” can have more than one disability.

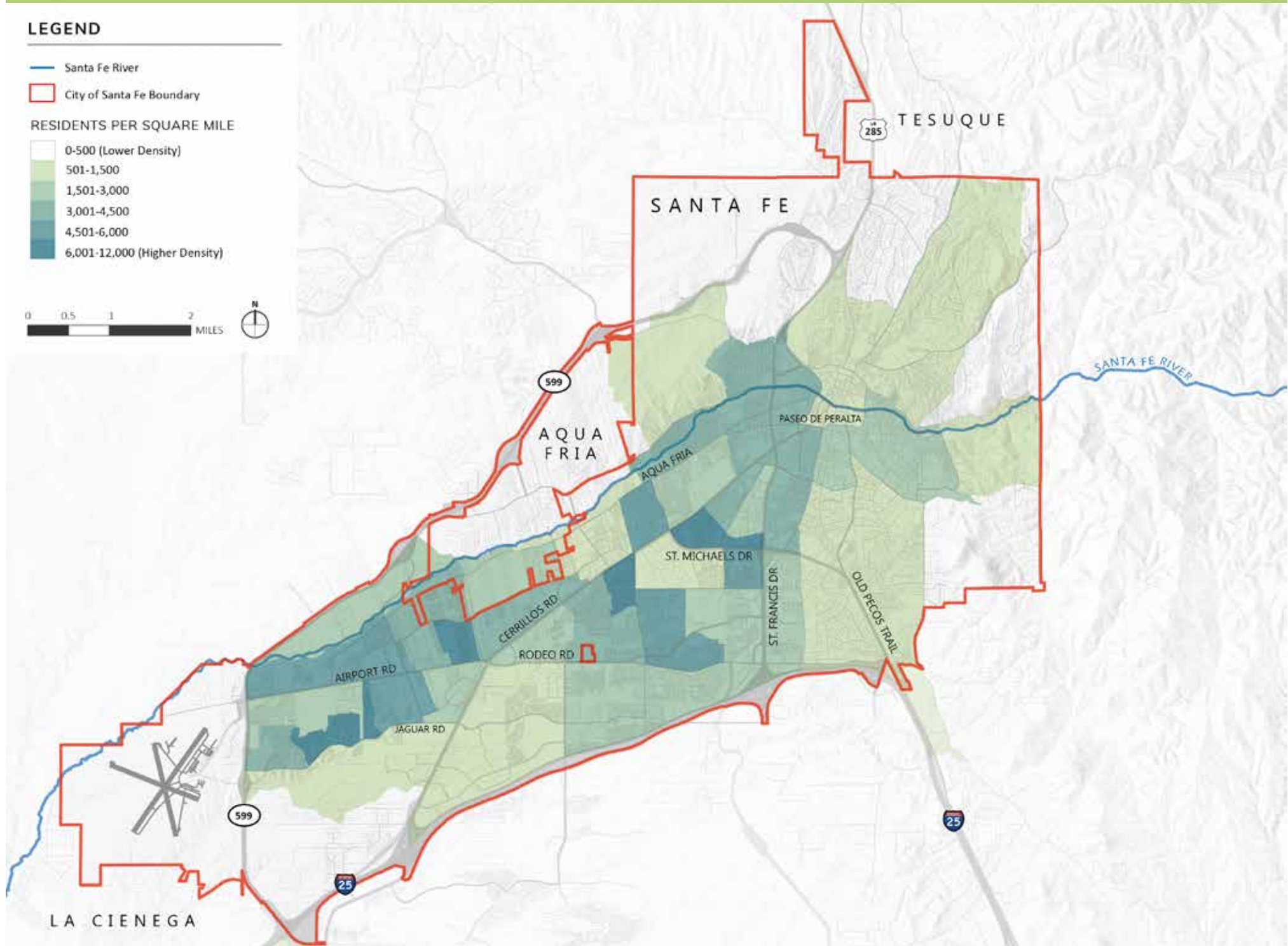
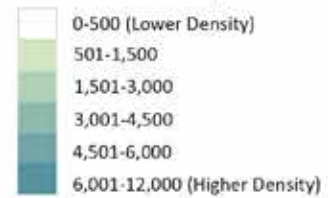
8. US Census, 2012-2016, American Survey 5-year estimates

## LEGEND

— Santa Fe River

□ City of Santa Fe Boundary

## RESIDENTS PER SQUARE MILE

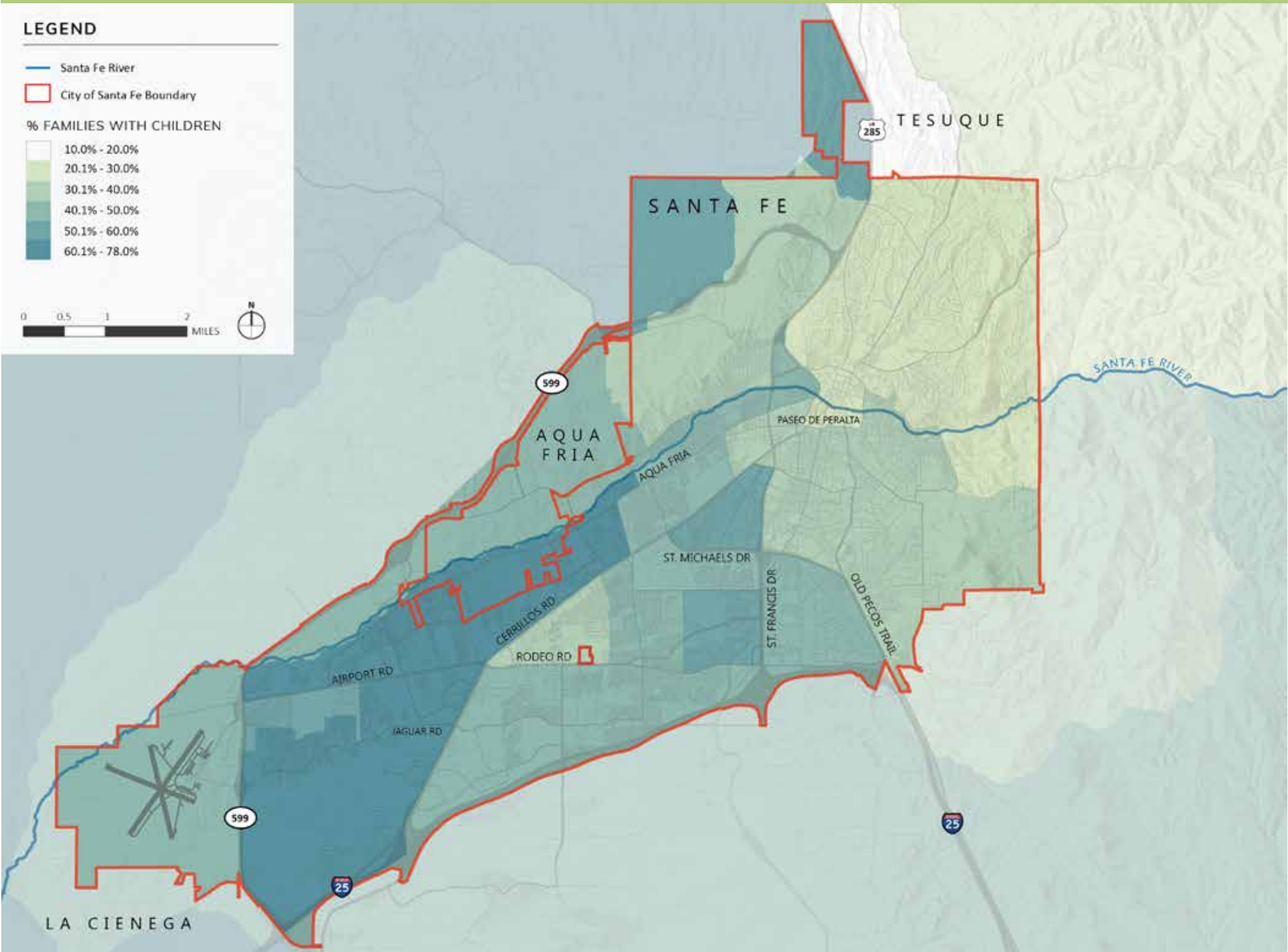


LEGEND

- Santa Fe River
- City of Santa Fe Boundary

% FAMILIES WITH CHILDREN

- 10.0% - 20.0%
- 20.1% - 30.0%
- 30.1% - 40.0%
- 40.1% - 50.0%
- 50.1% - 60.0%
- 60.1% - 78.0%



# PHYSICAL FEATURES

The City of Santa Fe encompassed 52.5 square miles in 2015, and has expanded in size over the last 15 years as it has annexed land to the south and west. The metro area encompasses an area twice as large and includes communities in unincorporated Santa Fe County.

## TOPOGRAPHY & NATURAL FEATURES

Santa Fe is located in the northern Rio Grande Valley of New Mexico, at the base of the Sangre de Cristo Mountain Range. The City is approximately 7,000 feet above sea level, making it the highest state capital, although elevations range from 8,700 in the foothills to 5,500 in the river valley to the southwest.

The Santa Fe National Forest is composed of mid and old growth evergreen and hardwood trees and ground cover. The Santa Fe Watershed is enclosed within and extends from this primary forest. One quarter of Santa Fe's water is generated and retained in two reservoirs within the area.

The Sangre de Cristo Mountains, immediately to the east of the City limits, dominate the horizon and are a favorite destination for skiing, hiking, and other outdoor activities. The foothills of the mountains are some of the most sensitive lands within the City, and include many escarpment and drainage areas that are prone to erosion and storm water runoff.

The Santa Fe River runs through the City from the northeast to the southwest, draining to the Rio Grande approximately 15 miles to the west. The river has been an important natural feature in the City's development. Reservoirs that impound some river



FIGURE 6. ADAM GABRIEL ARMIJO PARK (CERRO GORDO PARK)

flows currently supply 40% of the City's drinking water. The river is intermittent and does not flow year round. River water is treated and mixed with water from other sources and distributed throughout the City. Acequias provide water from the river to neighborhoods, gardens and farms.

Several arroyos and acequias also drain to the river, creating a system of connected riparian corridors that provide habitat, trails, and open space. Several of the SE corridor's form the backbone of the City's off-street trail system, including the Arroyo de los Chamisos Trail.





Dominant plant communities in the City vary with elevation: grassland areas are dominant in lower elevations to the west, and piñon-juniper woodlands in central parts of the City. Beginning in the Sangre de Cristo foothills, ponderosa pine and piñon begin

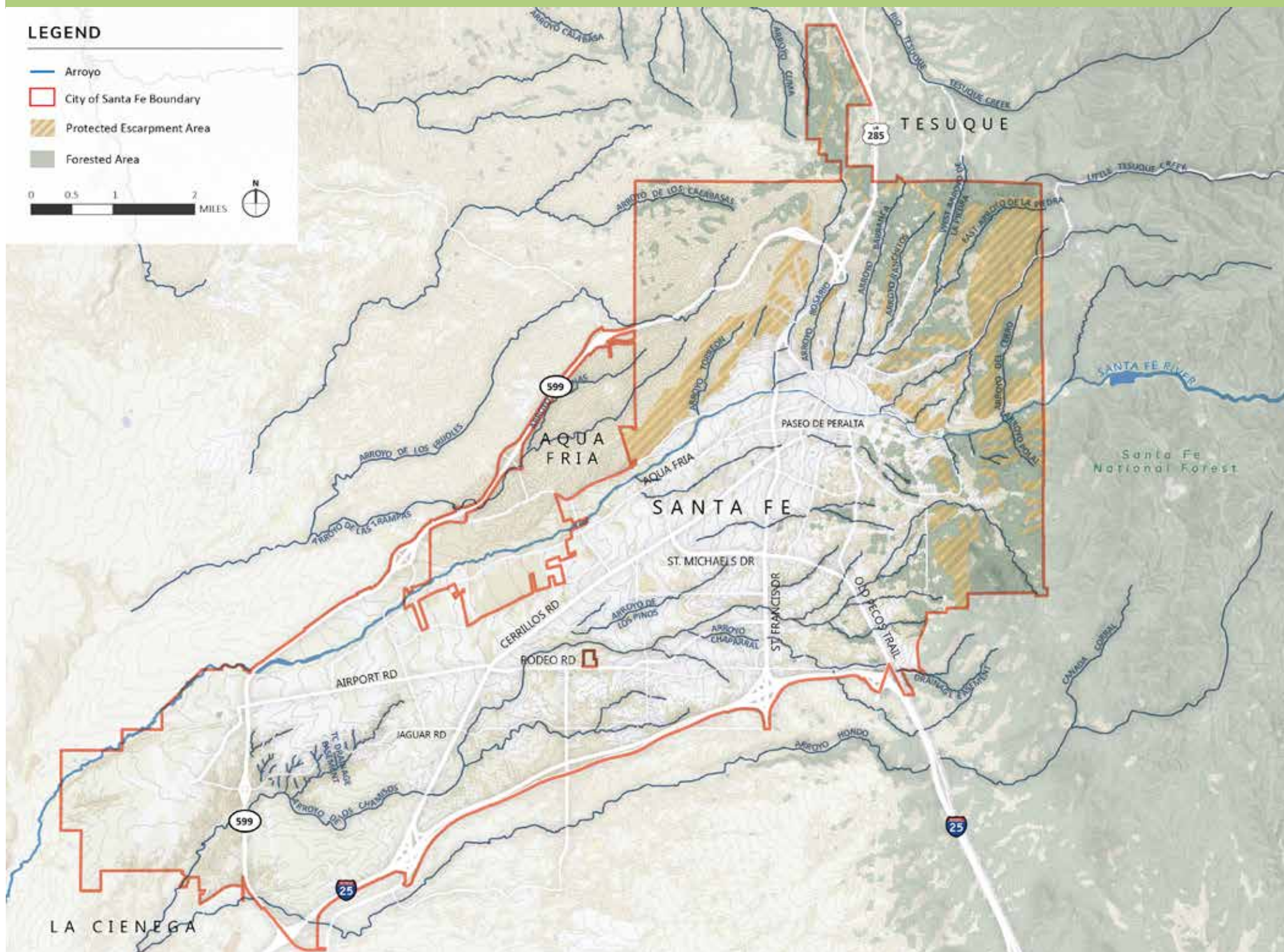
to become more dominant, followed by aspen and cottonwoods along drainage courses in the higher elevations. The varying elevations create unique habitats for a wide range of species and the biological diversity in Santa Fe is high, with over 300 plant and vertebrate species estimated to live in Santa Fe County.

## PRIMARY OPEN SPACE AREAS

There are several large open space areas within Santa Fe and adjacent to the City. Most prominent are open space areas along the City's arroyos, including the Arroyo de los Chamisos, Arroyo En Medio, and others. Other open space areas include Picacho Peak to the east, La Tierra trails and open space to the north, and the Dale Bal trails area. A detailed description of open space areas and trails is provided in Chapter 4.

### LEGEND

-  Arroyo
-  City of Santa Fe Boundary
-  Protected Escarpment Area
-  Forested Area



# SUSTAINABILITY

Sustainable development meets the social, economic, and environmental needs of the present without compromising the ability of future generations to meet their own needs. Recognizing the importance of wise use of Santa Fe's scarce resources, the Parks Department's goal is to reduce waste, water use, energy use, and carbon emissions while being a model of incorporating sustainable practices into our operations.

The City of Santa Fe adopted the Sustainable Santa Fe Plan in 2008 and has tracked progress towards meeting sustainability goals. The Sustainable Santa Fe Commission is supporting further City efforts towards a more sustainable future. The City's park, open space, and trails system, as well as outdoor recreation programs, play multiple roles in achieving sustainability goals. The city's parks and open spaces contribute to the "triple bottom line" by supporting the local economy, social equity and environmental protection.

## BALANCING WATER USE WITH HEALTHY PARKS

The Parks and Recreation Department is a significant water user, maintaining \_\_\_ parks with over \_\_\_ acres of turf, shrubs and trees as well as swimming pools and other facilities. In Santa Fe, where homeowners are encouraged to plant native vegetation in lieu of turf, parks are important green, usable spaces for sports and other activities. However, the City is managing its parks and open spaces to reduce water use through more efficient irrigation systems and practices, less turf, and more xeriscaping and native plants. New and renovated parks contain limited



FIGURE 7. FRANKLIN MILES PARK XERISCAPE PLANTS

areas of usable turf – for sports fields as an example – and more natural areas or hardscape, depending on the needs of the surrounding neighborhood and the proposed use of the park.

The City has upgraded the irrigation systems and reduced turf areas in several parks to have more sustainable, water conserving green spaces. SWAN park and the Municipal Recreation Complex (MRC) are tied into the City's water reuse system, and to the extent possible use treated effluent for irrigation rather than potable water.

Public input noted that trees, shrubs and turf are important components of public spaces. While water limitations are a major concern in Santa Fe, drought conditions are stressful for plants. Mature trees are hard to replace. Drought impacts a tree in many ways because water drives all the processes within a tree. While most established trees can survive short-term drought conditions, prolonged periods of drought stress make trees susceptible to insects and diseases. The Santa Fe Municipal Tree Board, a sub-committee of the Park Advisory Committee, was

formed to support urban forestry within the city of Santa Fe. The Tree Board is conducting an inventory of trees in the city and has noted the loss of tree canopy and drought impacts on trees in city parks. Trees need water year-round, and the policy of cutting off outdoor irrigation during the winter has increased stress on trees.

A potential solution to maintain healthy trees and shrubs is to establish a drought management plan that prioritizes how water will be used during drought based on the needs of plants and the ease of replacing plants when it is possible to irrigate normally again. Turf is easy to replace, but mature trees are not. Therefore, in a drought situation, scarce water resources would be used to keep trees as healthy as possible, not water turf.

## WATERSHED

City open space and parks play a role in maintaining ecological systems within the Santa Fe watershed. Open space creates space for floodwaters, aquifer infiltration, and migrating wildlife. It also provides space for outdoor recreation. There are over 3,100 acres of dedicated open space within the city limits, which contributes to city goals for groundwater recharge, improved water quality, carbon sequestration, and erosion control.

## STORMWATER MANAGEMENT

Stormwater pollution, flooding and other impacts can impair water quality, public health and local economies. Better approaches to managing stormwater over the long term can create opportunities for communities to rediscover rainwater as a resource, invest in resilient infrastructure, revitalize urban waterways and introduce green space that makes communities more livable. In the desert southwest, water is a limited resource. More effective use of stormwater

through green infrastructure and low impact development solutions can benefit parks, open space, and other green spaces. The City has received an EPA Technical Assistance Grant for long term stormwater planning. The goal of this project is to provide a national model for meeting water quality objectives and decrease costs associated with stormwater management.

The city has introduced green infrastructure and low impact development into new park designs and park renovations. The Parks and Recreation Department can collaborate with the River, Watershed, and Trails Section of the Public Works Department to incorporate green infrastructure and low impact development solutions, such as permeable paving, bioswales, and conservation areas, into parks and other public spaces maintained by the department.

## ENVIRONMENTAL STEWARDSHIP

Focus groups indicated a desire for more outdoor recreation and environmental education and outreach related to the city's trails and open space. The City provides trails through its collaboration with the Santa Fe Conservancy Trust. Nature hikes, youth programs and other outdoor activities would cultivate an understanding of environmental issues affecting Santa Fe and provide residents with the skills to make informed and responsible decisions.

## FOOD SYSTEMS

The 2008 Sustainable Santa Fe Plan set targets for local food production to reduce food miles, (a measure of carbon footprint relative to the distance a food item is transported from producer to consumer), and help reduce greenhouse gas emissions. A key component was to create infrastructure for local, sustainable food production. Beginning in 2009, the City started

experimenting with community gardens, and the program has grown to include gardens in several locations throughout the city. The city rents plots for community gardens located in six parks. A small initial fee helps cover the cost of water, and there are guidelines for being a responsible tenant in the garden. There is also a community garden at the Railyard, the Milagro Community Garden on Rodeo Rd., and in Santa Fe County at Eldorado School.



FIGURE 8. ADAM GABRIEL ARMIJO

# LAND USE & TRANSPORTATION

## LAND USE

Santa Fe is a city of neighborhoods, with distinct development patterns, stories, and population groups that are tied to development phases in the City's history. As described in more detail in the *1999 General Plan* and *2014 Land Use and Urban Design Plan*, this history is inscribed on the urban form and the land use patterns that have changed since the City's formation. For much of its history, development was confined to areas within a mile or so of the Plaza, and was constrained by both the topography and the availability of water - both of which remain relevant today.

Beginning in the 1950's the City began to expand to the south and west as several larger residential subdivisions were developed. This pattern led to population growth in outer neighborhoods and a decrease in the population living downtown. It has also changed the fabric of the City from one of traditional adobe homes along narrow streets to one of planned communities following a more conventional residential subdivision layout.

The 1960's through the present brought exclusively residential development to the foothills and escarpment areas to the north and east of the historic downtown. These low density neighborhoods lack public parks, which were not required at the time of development, and private clubs were developed to meet recreation needs. Expansion of the city to the south and west with higher densities drove the development of new public parks and recreation facilities to serve these residents.



FIGURE 9. LANDSCAPED MEDIAN ALONG AIRPORT ROAD

Future growth is expected to continue to occur in southwestern areas of the City, including Tierra Contenta and Las Soleras (see map 5). These newer developments continue a shift to larger master planned communities with larger, centralized region-serving parks such as SWAN Park.

## TRANSPORTATION SYSTEM

The land use patterns and urban form of Santa Fe have contributed to a non-traditional street pattern in older neighborhoods. Instead of a traditional grid, many streets are laid out in a curvilinear fashion, with meandering arterial streets and winding, narrow side streets that do not always connect directly to a larger road. In new subdivisions, the street pattern is also

curvilinear; however, neighborhoods in the older areas east of downtown are less connected to major through streets due to land forms and topography..

Together, these patterns affect accessibility by increasing the on the ground travel distance to destinations and by creating a network that is not as easy to navigate as a traditional grid system. In turn, this led to lower levels of walkability, transit access, reduced access to parks, recreation centers, and open space, and more congestion at bottleneck areas. A larger discussion of park coverage by facility type is included in Chapter 5: Facility Assessment.

## OTHER FACILITIES AND AMENITIES

The Parks and Recreation Department maintains facilities and community amenities other than parks. These include the landscapes around municipal buildings, medians and streetscapes, and parks on some school sites. The City also allows community gardens in some parks.

### MEDIANS AND STREETSCAPES

The Parks and Recreation Department maintains medians and vegetation on 32 arterial roadways. The City has adopted design guidelines for medians and planting strips that emphasize suitable plantings, low water use, low maintenance and stormwater management in these prominent landscaped areas. The guidelines recognize that streetscape and median design in historic districts will be designed appropriately to meet historic preservation goals. Some medians are maintained by volunteers through Keep Santa Fe Beautiful Adopt-a-Median Program

### SCHOOLS

The City maintains park facilities at or adjacent to four elementary schools – Sweeney, Wood Gormley, Atalaya, and Cesar Chavez. These facilities at these schools vary. The 2001 Master Plan noted that the City should provide parks with schools, but these parks should not count towards meeting the goal for park land per 1,000 residents. Participants in public meetings noted that parks on school sites are not always available to the public, even after school hours. These properties are counted in the standard for parkland per 1,000 residents.

### CITY FACILITIES

The Parks and Recreation Department is responsible for maintaining landscapes surrounding several municipal buildings. City facilities do not count toward meeting the standard for park land per 1,000 residents. These include:

- City Hall Park
- Municipal Court Landscape
- Main Library
- Southside Library Plaza

### COMMUNITY GARDENS

As part of the City's goal to encourage local food production, the City initiated a community garden program in 2009. For a small fee, residents can rent a parcel in one of the following locations:

- Adam Gabriel Armijo or Cerro Gordo Park
- Cielo Vista Park
- Frenchy's Field
- La Familia (adjacent to La Familia Medical Center)
- Maclovio Park
- Sunnyslope Meadows

## PARK ACCESS BY BIKE AND TRANSIT

Maps 10 shows transit routes in relationship to parks. Map 11 shows the network of on-street and off-street bicycle facilities and multi-use trails. Most parks are accessible by alternative transportation modes, although there are missing links, particularly in multi-use trails. There is no transit service to north and east Santa Fe.



FIGURE 10. CITY HALL PARK

### LEGEND

City Park

City Open Space

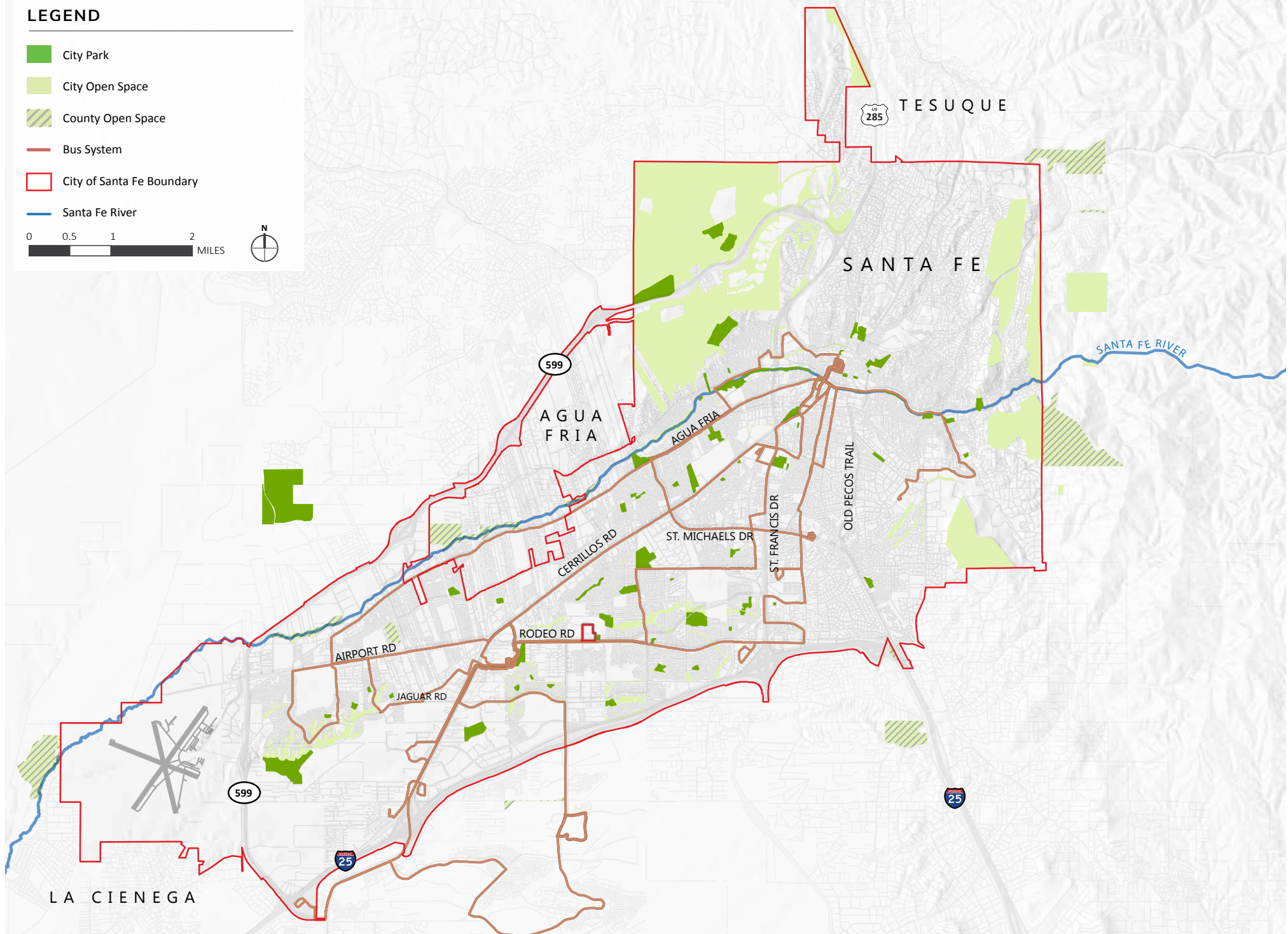
County Open Space

Bus System

City of Santa Fe Boundary

Santa Fe River

0 0.5 1 2 MILES



# LEGEND

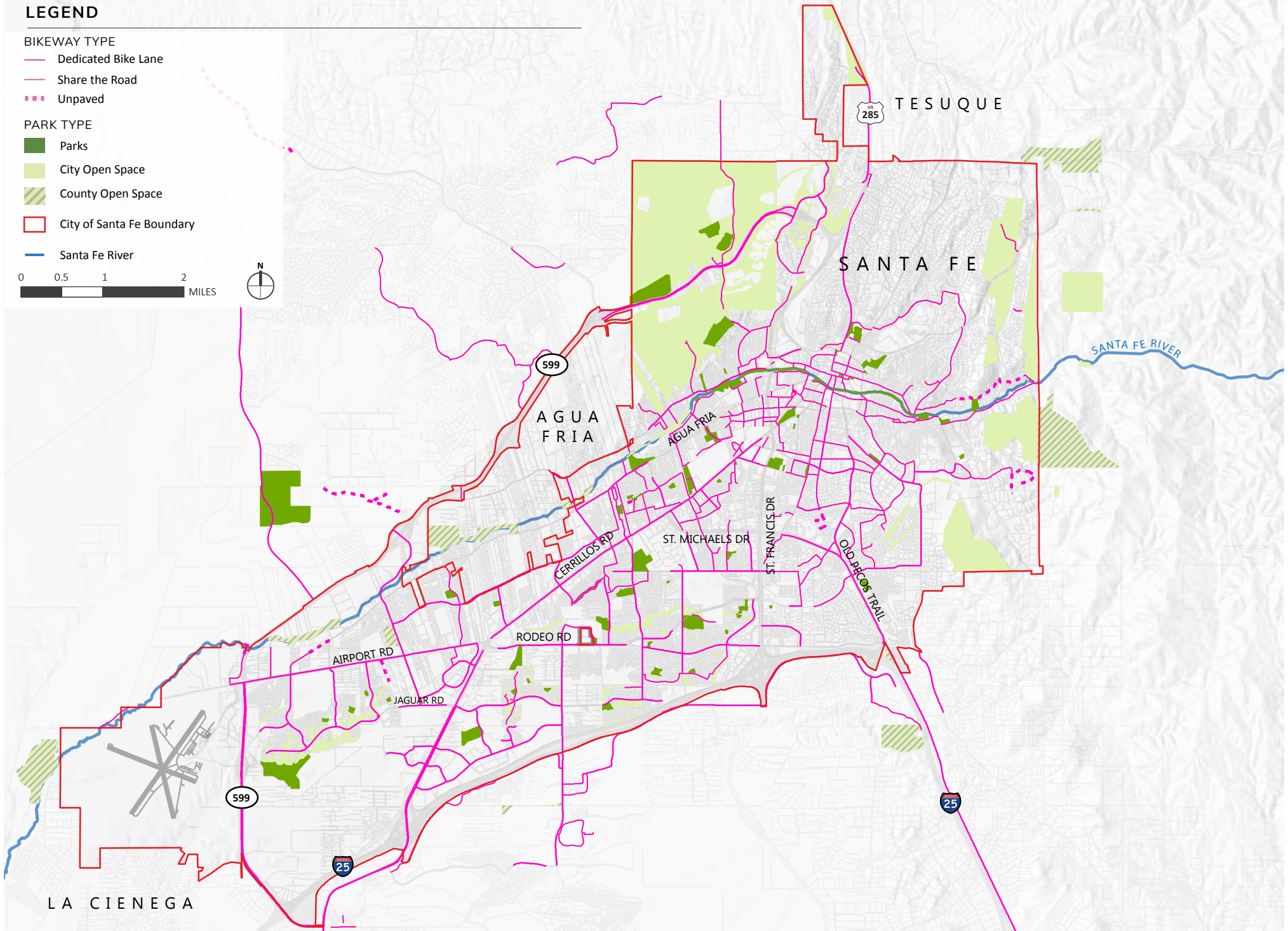
## BIKEWAY TYPE

- Dedicated Bike Lane
- Share the Road
- Unpaved

## PARK TYPE

- Parks
- City Open Space
- County Open Space
- City of Santa Fe Boundary

- Santa Fe River



# CHAPTER 3



# WHAT WE HEARD

The public participation process used during the development of this plan was integral to understanding the challenges and opportunities for providing exceptional parks and recreation amenities in Santa Fe. The consultant team relied heavily on feedback and data collected from staff and elected official interviews, special committees, focus groups, public meetings and an online survey to gain an understanding of what the City is currently doing well and what it could improve upon.

# OVERVIEW OF PLANNING PROCESS

The process occurred over a six-month period beginning in January 2017 and concluding in June 2017. During this time, the consultant team held several staff and elected official interviews, presentations to committees including the Parks and Recreation Advisory Committee (PARC), The Tree Board, and the Bicycle Trails Advisory Committee (BTAC), 11 recreation-based focus groups, four public meetings and a two-month online survey. In total, the consultant team gathered information from 572 members of the public as well as staff, elected officials, and members of community organizations. Using multiple means of outreach helped to balance out participation by people who chose to participate in one form and not another, and allowed the consultant team to gather response data from the broadest audience possible. The process provided valuable insight into the strengths, weaknesses, and opportunities of the overall parks and recreation system across the City.

## COMMON THEMES FROM PUBLIC OUTREACH

During the public outreach phase, participants identified common issues to be taken into consideration by the Parks and Recreation Department to ensure the success of this master plan. Participants expressed high expectations that this plan provide priorities and actions to increase the maintenance and provide parks and recreation opportunities to residents and visitors throughout the City. Common issues identified are included as priorities for this plan in **Table 5: Common Issues for the Parks, Open Space, Trails and Recreation master Plan.**

- Increase maintenance, weed and pest control across parks system.

FIGURE 11. COMMON OUTREACH THEMES



- Develop an equitable system of recreation facilities and amenities, both indoor and outdoor, based on the needs and opportunities included in this section.
- Increase partnerships with private and nonprofit organizations and businesses for maintenance and operations of recreation facilities. Possible partnerships include organizations that sponsor soccer, baseball, softball, tennis and pickleball.
- Identify and provide opportunities for staff training and certification.
- Work with the Santa Fe MPO, Santa Fe Conservation Trust, Santa Fe County, PARC and other entities to complete trail connections and expand the trail network throughout City and into the County.
- Identify and address maintenance issues at recreation facilities, especially the Genoveva Chavez Community Center.
- Identify opportunities for future facilities in growing areas of southwest Santa Fe.

## CITY STAFF AND ELECTED OFFICIAL BRIEFINGS AND INTERVIEWS

On January 12, 2017, the consultant team held a day-long series of meetings with Parks and Recreation staff members including representatives from the following divisions: Administration; Parks; Recreation; and the Municipal Recreation Complex/ Golf Course. All recreation centers were represented, including Fort Marcy Recreation Complex, Salvador Perez Recreation Center, and the Genoveva Chavez Community Center, including the Ice Arena.

As part of the outreach process, the consultant team conducted interviews and meetings with council members from each district to gain perspective on the needs and wants of constituents in their respective districts. Overall, council members were focused on maintaining and preserving the park and open space system with limited resources, providing recreational amenities for those underserved throughout the City, and ensuring public engagement strategies targeted a diverse group of users and residents in each council district.

## SPECIAL COMMITTEE PRESENTATIONS AND INTERVIEWS

To further coordinate efforts and engage in decision making, the consultant team met with the Parks and Recreation Advisory Commission (PARC), The Municipal Tree Board, and the Bicycle and Trails Advisory Commission (BTAC) to discuss existing conditions and the development of future projects and policies regarding parks, recreation and trails. All commissions agreed maintenance is a priority and would like to see the parks and recreation system maintained at a high quality. PARC is also concerned with vegetation management and equitably serving to residents in all City districts. The Tree Board promotes the value of trees to the quality of Santa Fe and is concerned about the health of the City's trees stress due to drought and watering restrictions, proper tree maintenance and a future with limited



FIGURE 12. PARTICIPANTS IN A PUBLIC MEETING IDENTIFY AREAS FOR IMPROVEMENT.

water resources. BTAC was mostly concerned with trail maintenance and developing missing trail links and noted the City relies upon the Santa Fe MPO Bicycle and Pedestrian Master Plans for trail implementation in the City.

## COMMUNITY ENGAGEMENT & OUTREACH

### FOCUS GROUPS

The purpose of the recreation-based focus groups was to gain an understanding of:

1. How the public uses services offered through the City's recreation centers and programs;
2. Additional services desired by system users; and
3. Service gaps.

Ideas and goals on improvements to recreation facilities and programs were solicited from focus group participants through a series of interview questions. In total, 64 participants provided their experiences and opinions of the overall recreation system in Santa Fe. Participants provided input on their experiences at all of the recreation facilities, parks, trails and open spaces provided by the City, as well as some maintained by the County and federal agencies. Participants included residents who are involved in field sports, the ice arena, dog training, golf, recreation programs, youth camps, and fitness. Participants tended to be avid consumers of all of the facilities and services offered and provided general comments on their experiences at City parks, open spaces and trails.



FIGURE 13. PARTICIPANTS IN A PUBLIC MEETING IDENTIFY AREAS FOR IMPROVEMENT.

The focus groups were held over three days, April 4-6, 2017, with timeslots during open recreation time to meet with GCCC users, and evenings for people who could not attend during the day. Comments and groups discussion are summarized below in the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and in the needs/desires summary.

### COMMUNITY MEETINGS

Four community meetings were held to gather public input on satisfaction and ideas for improvements to the parks, open space, trails and recreation system in Santa Fe. The meetings were held on May 15th, 16th, 30th and June 1st, each in a different City Council District to solicit a broad range of feedback throughout the community. In total, 35 people

attended the public meetings including City Council members, members of the City Parks & Recreation Commission, neighborhood association members, non-profit and private group representatives, and members of the public. The consultant team organized the meetings to ask attendees questions regarding what is working well for parks, open space, trails and recreation, and what could be improved. Data collected is summarized in the SWOT analysis below and reflected in plan recommendations. General notes and project ideas gathered from public meetings are summarized in Appendix B.

## COMMUNITY SURVEY

The consultant team recognized that many people do not attend public meetings. Therefore, input was solicited through an on-line Community Survey. The survey was designed to reach a broad selection of users and was tailored to the general public. A Spanish translation of the survey was also provided to ensure equal access and diverse public input. The survey was advertised at all of the City recreation facilities and community centers, as well as through email lists, at City events (e.g. Community Day) and on the City website and through nextdoor.com. Notices of the surveys were also sent out to members of the following organizations:

- Santa Fe Chamber of Commerce
- New Mexico Green Chamber of Commerce
- Santa Fe Hispanic Chamber of Commerce
- Santa Fe Home Builders Association
- Santa Fe Association of Realtors
- Santa Fe Kiwanis Club
- Somos un Pueblo Unidos
- La Liga Soccer

In total, 473 survey responses were collected and analyzed. The common themes mentioned in an open-ended question that asked respondents for their comments about the City parks, recreation and trails system. Common themes included maintenance, completing missing trail links, increasing soccer and multi-use fields, maintaining outdoor tennis and pickleball courts, enforcing leash laws and cleaning up graffiti. For the most part, comments included in the surveys matched the feedback received during interviews, focus groups and community meetings. Sample demographics from the survey including age, gender, race, ethnicity and location are shown below. A copy of the survey is included in Appendix B: Public Outreach.



FIGURE 14. ONLINE SURVEY

## STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Comments and feedback obtained during focus groups, staff meetings, community meetings and gathered from the community survey were organized into a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis about parks, recreation, trails and open space systems and facilities. This analysis includes the current parks and recreation system and opportunities for future growth and improvements. A summary table of the SWOT analysis is shown on the following pages.

### STRENGTHS

The diversity of recreation resources, activities and opportunities currently provided by the City is highly valued by the community. Community members expressed their admiration of the City's parks and recreational facilities, and confirmed that the facilities are well used by residents and visitors alike. Those who participated in the public outreach process also applauded the level of maintenance for outdoor facilities, but noted there is room for improvement.

### WEAKNESSES

During the public outreach phase, participants were asked what could be improved with the parks, recreation, open space and trail systems throughout the City. Many residents commented on basic maintenance activities, including weed and graffiti removal. Some residents commented on administrative support activities such as marketing and scheduling, and others commented on facility space and condition.

### OPPORTUNITIES

Participants' primary focus for opportunities included enhanced maintenance, scheduling of recreation facilities and outdoor spaces, and coordination with sports leagues and local businesses. Some facilities are currently not meeting the needs of the community through deferred maintenance or lack of space and/or programming, and opportunities exist to partner with local organizations to take over maintenance and scheduling for recreational activities and teams.

### THREATS

During discussions with focus group and community meeting participants, external threats were mentioned that the Parks and Recreation Department should consider when planning for and managing facilities in the future. The threats seemed to be centered around limited water and financial resources, public perceptions and transparency. The threats were not necessarily discussed by category, but are related to the parks and recreation system as a whole. Park managers and advisory committees recognize the impact of Santa Fe's limited water supply and a warming climate on the ability to maintain parks as they are. The City has been mitigating this threat in new parks and renovations, but this is an ongoing concern.

# STRENGTHS

## PARKS

- Maintenance is good with room for improvement, especially in specific parks. See Appendix B: Public Outreach for comments on specific parks
- Parks crew is responsive and timely in addressing concerns
- Adopt-a-Park and Adopt-a-River programs are working well
- Dog parks are well maintained and a good resource for neighborhoods
- Abundance of smaller parks that are good for gatherings
- Santa Fe is set up well to have great green spaces
- Council Districts 1 and 2 have a good mix of park types that are used by a cross section of residents throughout the City

## TRAILS & OPEN SPACE

- Trails are well maintained and condition is good overall
- The BTAC is well organized and thoughtful about trail investments
- Dale Ball and La Tierra Trail Systems are in good condition and provide a great recreation opportunity
- Trail system is good for the size of Santa Fe
- Youth can move around on trail systems relatively well
- Trail connectivity is improving with recent investments and project construction
- Trails are both bicycle and pedestrian friendly
- People generally feel safe while using trails

## RECREATION

- Genoveva Chavez Center (GCCC) is nice, well maintained and affordable
- Ice Rink at GCCC is a great amenity, well maintained and programmed
- Types of classes offered are good in all rec centers
- Santa Fe has nice facilities for the size of the City
- Plaza event programming is well managed
- Salvador Perez and Fort Marcy centers are clean and have decent recreation options for their size
- Marty Sanchez golf course is well maintained and is a good attraction for residents, visitors and wildlife

# WEAKNESSES

## PARKS

- Weed and pest management needs to be better
- Lighting could be better across the system
- Some residents don't get a sense there is community or neighborhood buy-in for all improvements
- Improve trash/litter pick-up and graffiti removal
- General lack of restroom maintenance, restrooms are vandalism targets
- Athletic fields are not being maintained correctly
- Staff is stretched thin
- Irrigation system maintenance could be better
- Patrol and enforcement for dogs off leash and dog clean-up could be better
- Curfew enforcement could be better
- Some playground equipment is in disrepair
- There are too many pocket parks to maintain
- Some upgrades attract vandalism (esp. Railyard Park)
- Council Districts 3 and 4 could use more park facilities
- Inventory and facility condition inventory should be updated and maintained at least annually
- Volunteers who build and maintain special use facilities often do not have the proper equipment or enough manpower to do an adequate job. Volunteer burnout is an issue.

## TRAILS & OPEN SPACE

- Neighborhood concerns over safety and security
- Trails have gaps across the City, room for improvement across the City
- Coyotes and wildlife sometimes cause concern about pet safety
- One-third of survey respondents (and some focus group participants) have felt threatened by an aggressive dog off leash on City trails. There is a need for more enforcement and education on keeping dogs on-leash
- Safe crossings are needed along St. Michaels Drive, Cerrillos Road, Airport Road, and St. Francis Drive
- There is not one comprehensive source of information online for trails (map, condition, closures, events, etc.)
- Graffiti is bad in areas, especially on mileage signage
- Need for more public buy-in, volunteer maintenance efforts and adopt-a-trail programs
- Glass on trails from broken bottles sometimes causes safety concerns
- Need improved river environment and watershed health along Santa Fe River
- Need better awareness and education to avoid bike/pedestrian conflicts
- Landscape around trails could be better designed and maintained
- Wayfinding is bad or non-existent in areas
- Lighting is non-existent in some areas

# WEAKNESSES, CONT

## RECREATION

- Lack of marketing, especially for youth and senior populations
- Staff shortages at times, including lifeguards and general operation staff, force closures of pools or entire centers without warning
- Condensation issue at GCCC and general maintenance issues at all rec centers (cosmetic fixes, flooring, locker rooms in particular)
- Recreation staff is hard to track down and centers are understaffed at times. This is especially true with lifeguards
- Scheduling could use improvement, centers are generally not open late hours for working people
- Recreation scheduling for sports leagues could use improvement and should be done by the leagues in coordination with the City. There is only one point of contact for scheduling, which makes it hard for multiple leagues to schedule time on facilities
- Fee structure is too high for some people, and multi-facility passes are too expensive
- Lack of space leaves sports programming challenges - example: pickleball, table tennis and badminton being programmed on basketball and volleyball courts, competing for space during school vacation times
- There is a need for additional outdoor recreation facilities including swimming, soccer, pickleball, softball and baseball
- Outreach could be better including gathering information seasonally about scheduling, maintenance and issues presented
- Recreation centers should be better about checking in with customers about types of programs/classes needed and times desired
- Basic maintenance at recreation facilities is needed (paint, fixing water fountains, showers, etc.). The process seems to be delayed because maintenance falls under facilities department, not parks and recreation
- Should be online registration and a better interface across the system. The recreation centers operate as two different entities (GCCC and others). Could use one consistent price and facility pass for all three centers

# OPPORTUNITIES

## PARKS

- There is an opportunity to work with existing leagues and players to develop future outdoor recreation facilities (soccer, pickleball, etc).
- There is an opportunity to work with volunteer groups to help with sports field management and maintenance, and partner with private and non-profit organizations for programming and maintenance
- Neighborhoods and park stewards are willing to increase their involvement in park maintenance
- Some would like to do volunteer gardening if their work is guaranteed to be permanent
- Volunteer based maintenance efforts, park cleanup days
- Cultural facilities and activities at parks and trails are an opportunity to enhance visitor experience, educate users about the community and provide opportunities for tourism attraction
- Improved stormwater management can capture water for park landscapes, incorporate Low-Impact-Development (LID), measure water use and look for efficiencies in water use
- An analysis of water use at each irrigated park and what is needed to maintain healthy turf, trees and shrubs
- The department's existing web site and marketing function is an opportunity to enhance public education on maintaining parks and field restoration
- Consistent management and design practices and working with the public to ensure quick response to maintenance requests
- Increased efforts to integrate park planning and design with development review and subdivision standards

## TRAILS & OPEN SPACE

- As mentioned above, there is an opportunity to include open/natural space requirements in park design process, development review and subdivision standards
- The City's efforts to fill in trail system gaps have improved recently, and there is an opportunity to continue working with Santa Fe Conservation Trust, Santa Fe MPO and Santa Fe County to create maintenance and trail development partnerships, and increase safe crossings on busy roads and connections to transit
- Opportunity to coordinate with the County on wayfinding and trail connections to increase access and circulation. The City could also coordinate with the County on trail mapping efforts to have one source of information online
- Opportunities to work with schools, after-school programs and non-profit organizations for education:
- Education programs for community, community events to promote bicycle/pedestrian safety and volunteer maintenance/adopt-a-trail
- Education opportunities with natural areas and river environments, promote environmental stewardship through signage

# OPPORTUNITIES, CONT

## RECREATION

- There is an opportunity to coordinate with leagues, private and non-profit entities for maintenance and scheduling during various sports seasons. Soccer leagues are generating interest in this already
- The City has expressed interest in more training for recreation staff and opportunities for certifications
- An opportunity exists for marketing and outreach to determine fitness/recreation needs and schedule programs
- The ice arena is recognized as one of the premier facilities in the region. There is an opportunity to bring visitors to Santa Fe to use this facility. This is especially true if access could be expanded through extended hours.
- Work with local businesses to create partnerships for food, beverage and retail options in recreation/ community centers
- There is an opportunity to work with sports leagues and recreation programs to provide shared spaces for courts and outdoor sports
- There is a need to work with all recreation centers to create a consistent fee schedule throughout City, and provide recreation passes that can be utilized across the City. An opportunity exists here to streamline fees and share resources between the centers (staff, funding, etc)
- An opportunity exists for economic development and tourism by providing regional tournaments if space was available and facilities were upgraded
- Work with local businesses (hotel, restaurants, etc.) and Tourism Santa Fe for recreation marketing, including the Golf Course, soccer, swimming, pickleball and outdoor recreation/hiking trails

## THREATS

- Negative publicity and resulting public perceptions related to the use of funds from the 2008 and 2012 park bonds could affect support for future bond initiatives.
- There is a threat of losing economic benefits from regional sports events like tournaments. The lack of competition facilities for sports such as soccer, pickleball and swimming was mentioned as a factor in leagues and other sports organizations choosing to hold events elsewhere in the state. Durango and Albuquerque were mentioned as places that successfully compete for these types of events.
- Invasive species are difficult to remove and require more staff and manpower to meet public demand for pesticide free maintenance and the requirements of the City's IPM.
- Water supply is a concern for ongoing maintenance of park, median and streetscape landscaping as well as the capacity to add new parks to the system.



## CHAPTER 4

# FACILITY INVENTORY

The Parks and Recreation Department oversees a large inventory of parks, open space, and recreational facilities. In 2017, the Department operated 77 parks, making up over 1100 acres; open space facilities totaling close to 4,000 acres; and over 35 miles of improved (paved and unpaved) trails. In addition, the Department is responsible for three recreation centers and three swimming pools. This chapter details the facilities the Department owns and/or operates, as well as providing an overview of existing physical conditions and programming available at recreation centers.

# SITE VISITS & ASSESSMENTS

The consultant team conducted detailed site visits for a representative sample of 19 parks from April through July, 2017 as part of the planning process. During this time, the team visited and conducted assessments including a facility inventory, facility conditions, and recommendations for future operations, maintenance and possible site enhancements. Parks assessed during this time are shown in Table 1 on page 37.

## RECREATION CENTER NOTES

In addition to park site assessments, the consultant team also conducted tours and overall condition assessments for the Genoveva Chavez Community Center (GCCC), Fort Marcy and Salvador Perez Recreation Complexes, and the Bicentennial Pool. In general, the team noted basic maintenance issues including replacing broken parts in locker rooms, HVAC issues and some staffing level issues.

## TRAIL NOTES

The consultant team also conducted condition assessments for the following trail segments:

- Acequia Trail
- Arroyo Chamisos Trail
- Arroyo Mascaras Trail
- Santa Fe Rail Trail
- Santa Fe River Trail
- Tierra Contenta Trail





































































































The team noted that trails are in relatively good condition and are continuing to improve with planning and design efforts. There is room for improvement connecting missing trail segments which the City is working in conjunction with non-profit partners and other agencies, including the Santa Fe MPO and Santa Fe County.

## PARK NOTES































































































The team made the following notes regarding maintenance, staffing and planning issues with parks:






















































































































































































- Santa Fe Parks staff are responsible for maintaining Police, Fire, Library, Rec Center, School fields with MOU and City medians in addition to the park properties.
- There are no maintenance management plans for park sites.
- Park maintenance and operations do not use a work order system to track work/repair replacement or responding to graffiti, or fixing issues identified by the public.
- Per City policy, parks Maintenance does not use herbicides or pesticides to assist with maintenance making taking care of the parks very labor intensive. There is an integrated pest management ordinance in place that is not always followed.
- Parks Maintenance staff that we spoke with indicated that it's not sustainable to continue developing parks without taking into account the limitations of maintenance staffing and how they are able to take care of the properties; especially regarding materials, and site amenities. For example, we heard that hand weeding the landscape beds is very labor intensive, and that the gabion baskets at Railyard park harbor mice. Similar comments were recieved regarding gophers on the turf fields.
- Trail maintenance for unpaved trails is supported by volunteers coordinated by the Santa Fe Conservancy Trust. More park and trail patrol programs would be helpful to assist with notifying and maintaining all trails.
- Park maintenance is not on the utility Blue Stake call list so they frequently have issues with park utilities being damaged. The Blue Stake call list (or NM 811) is a list of utilities and other entities with underground cables or other buried infrastructure who are to be notified prior to digging for construction projects. The intent is to prevent damage to underground infrastructure.
- Encroachments and dumping are issues in parks that have natural areas with adjacent private land owners. Signage citing city code would help with enforcement. The Parks staff is not charged with enforcement, but they do clean up City properties.

# PARKS ASSESSMENT INVENTORY 2017

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	VEGETATION	NOTES
Adam Gabriel Armijo Park	Neighborhood	6.5	          	   	Consider formalizing just one bike trail into the park from entrance. Focus maintenance on turf around the active areas where people picnic and allow farther out turf to become more naturalized to reduce maintenance. Consider adding a site map to guide visitors to the trail down to the river. Improve trail to the river.
Amelia E. White Park	Neighborhood	3.0	       	   	The planter container's paint is peeling. Recommend reducing the plantings to simple low maintenance shrubs. Trails that could be formalized to reduce erosion/maintenance. Evaluate where best location to restore turf and convert low use areas to natural areas/lower maintenance areas.
Ashbaugh Park	Community	16.1	                 	  	This is a long linear park with a lot of irrigated turf that does not appear to function for sports fields. To reduce water use the City may want to consider reducing the turf areas to be close to the picnic areas and look to let the majority of the site be more natural. Also the site would benefit from wayfinding signage and improved trails.
Candelero Park	Neighborhood	6.1	        	   	This park has a primitive trail connection to an undeveloped portion of the site on Zia Road. There may be value in developing a formal trail path from Zia to the park with wayfinding signage.
Colonia Prisma Park	Neighborhood	2.5	       	   	This is a new park surrounded on 3 sides by natural areas. There are wide pathways and paved community gathering areas. Park staff shared this park meets the needs of the neighborhood. There are some weeding issues but it has park stewards to help.
Fort Marcy Park and Ballpark	Community/ Special Use	16.1/3.8	             	N/A	Flag football league and tournament, ultimate Frisbee and disc golf. Potential to promote to tourists because of location.
Frank S. Ortiz Park	Neighborhood	5.7	        	   	More trees around the play area could define the children's area of the park and provide shade. This would be a good site for concession stand.

## PARKS ASSESSMENT INVENTORY 2017, CONTINUED

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	VEGETATION	NOTES
Frank S. Ortiz Dog Park	Special Use	135.4	      	 	Dog park was built on a landfill, which caused major issues for the original park design. This would be a good site for concession or food truck/ pet support business.
Genoveva Chavez Park	Community/ Community Center	9.6	   	N/A	Centerpiece is G.C. Community Center. Remainder of park is predominantly native landscaping with playground shelter, and turf field along entry road. Skate park is under construction north of community center.
Las Acequias Park	Neighborhood	5.8	             	   	This park could benefit from more shelters closer to the northern play area. The northern play area could accommodate more play elements- it's pretty bare given the size of the fall area. Also more seating and picnic area around the northern play area and define irrigated turf areas near the shelters and play areas and convert the farther away areas to natural areas.
Monica Lucero Park (Vista del Sol)	Neighborhood	10.5	          	   	The bank between the parking lot and play area is bare of vegetation and eroding. There is a lot of turf that is uneven in condition. Focus turf improvements near play area and a designated field area. There are some demand trails from the park to the regional trail. Improving them to be formal trails will reduce erosion and provide a better visitor experience.
Monsignor Patrick Smith Park (Canyon Road Park)	Community	4.6	           	   	The neighborhood entrance on the west side of the park from Canyon Rd could use a park identification sign and an accessible path from the sidewalk to the playground. Currently there is a modest demand trail from the sidewalk through the turf.
Nava Ade Park	Neighborhood	2.3	        	     	Remove berms along the perimeter of the park to facilitate easier maintenance/ mowing. Reseed with native seed mix
Railyard Park	Community	9.7	           	    	French drains, are maintenance issues and don't work as designed. Gabion baskets are difficult to maintain and house mice/other pests. The wood furnishings are not weathering well and will need to be replaced. Access to the community garden is limited. Planting beds are difficult to maintain with manual labor only.

PARK	PARK TYPE	SIZE (ACRES)	AMENITIES	VEGETATION	NOTES
Rancho del Sol Park	Neighborhood	1.1	                        	       	The turf area in this park could be reduced to the area adjacent to the play and picnic areas and transition the remaining areas to native/shrubs/low maintenance vegetation. The surfacing in the play area needs to be replaced its cracking. No park identification sign- needs replacing. The Building has failing HVAC system, condensation issues, and complaints.
Salvador Perez Park	Community Park/ Pool/ Fitness Center	12.0	                  	N/A	Oldest facility in "midtown". Great location. Too small and old. They have a failing HVAC system, condensation issues, complaints. No custodian. Takes some overflow from GCCC – MRC could take some league games. Need new starting blocks. Putting parking lot in area that used to be for community picnics.
Torreon Park	Neighborhood	3.2	                  	       	There is a lot of nice grass at this park. It looks like there are some irrigation leaks as some areas and trees are really lush and other areas are bare/dry. May want to replace lights with LED fixtures at some point.
Villa Caballero Park	Neighborhood	4.8	                         	       	This is a natural area park with trails and benches. There are opportunities to make trail improvements and create a wayfinding trail map to show how trails connect to the neighborhood and how to get to Las Estancias Park.
Water History Park & Museum	Community	3.5	                           	       	This is the historic site of the Historic Santa Fe Hydroelectric power plant. Currently the park seems to be acting as a dog park. There is room for more picnic tables.
Young Park	Neighborhood	0.9	                       	       	No sidewalks developed on the block- currently the ROW is gravel. Developing sidewalks will lower long term maintenance of grave and weed suppression.

## Amenity and Vegetaton Condition Rating:

Green - New/ Great Condition

Yellow - Fair Condition

Red - Deteriorated/ Needs Attention

# PARKS

The 2001 Parks, Open Space, Trails and Recreation Master Plan set guiding principles for park access. These are:

- Provide every neighborhood with a park within walking distance to provide for both active and passive recreational needs.
- The recreational needs of organized sports were to be met at major recreational facilities such as the MRC.
- The adopted park standard is for 15 acres of developed parkland per thousand regional residents. The 2001 plan recognized that some areas were underserved and prioritized new park development in these neighborhoods.

The adopted standard of 15 acres of developed parkland per 1,000 residents is a very high standard. Discussions with policy makers and the public as part of this planning process noted the high cost of building and maintaining the system that the City already has, and the impact that water use associated with developed parks has and will have in the future on the City's scarce water resources. The standard applied in this master plan is five acres of developed neighborhood/community park land per 1,000 residents. (Refer to Chapter 5 for more information.)

## REGIONAL PARKS

Regional parks are large, often up to 300 acres, and serve the entire community and, at times, surrounding areas. They provide space for high-intensity recreational activities as well as large tracts of open space. These areas frequently attract visitors

from outside of the community. The Municipal Recreation Complex (MRC) is the only regional park owned and operated by the City of Santa Fe.

### MUNICIPAL RECREATION COMPLEX

The Municipal Recreation Complex (MRC) is a 428.38 acre recreation complex with sports fields, turf lawn areas, baseball fields, soccer fields, volleyball courts, a concession stand, picnic tables, and play equipment. Approximately 203 acres is developed.

This regional park is often used for recreation leagues including soccer, baseball and softball, and can be scheduled for larger sports tournaments.

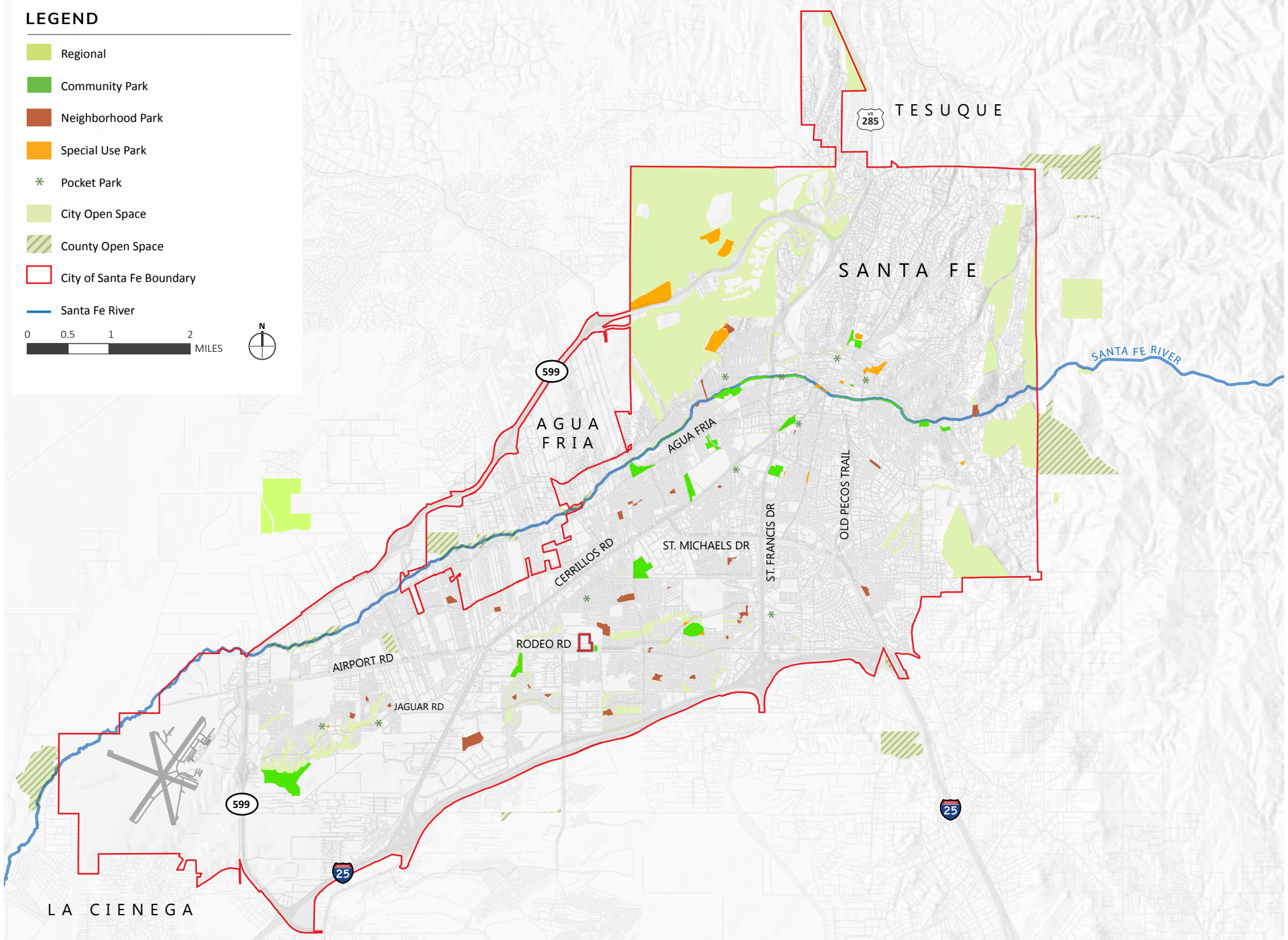
The MRC is located outside of the City limits in Santa Fe County and adjacent to Marty Sanchez Links. The MRC is part of a 1,200 acre parcel that is partially developed with the sports complex and golf course. The MRC is one of the parks included in the water reuse system that provides treated effluent from the Wastewater Treatment Plant to irrigate multiple sites in West Santa Fe.



FIGURE 15. MUNICIPAL RECREATION COMPLEX

# LEGEND

- Regional
- Community Park
- Neighborhood Park
- Special Use Park
- \* Pocket Park
- City Open Space
- County Open Space
- City of Santa Fe Boundary
- Santa Fe River



## COMMUNITY PARKS

Community parks are larger sites developed for organized play, contain a wider array of facilities and, as a result, appeal to a more diverse group of users. Community parks are generally 15 to 50 acres in size, should meet a minimum size of 20 acres when possible and serve residents within a 1-to-2-mile radius of the site. In areas without neighborhood parks, community parks can also serve as local neighborhood parks.

In general, community park facilities are designed for organized or intensive recreational activities and sports, although passive components such as pathways, picnic areas and natural areas are highly encouraged and complementary to active use facilities. Since community parks serve a larger area and offer more facilities than neighborhood parks, parking and restroom facilities are often provided. Community parks may also incorporate facilities such as athletic fields, recreation centers, senior centers or aquatic facilities.

- Alto-Bicentennial Park
- Ashbaugh Park\*
- Cathedral Park
- Fort Marcy Park\*
- Franklin E. Miles Park
- Frenchy's Field Park & Commons
- Genoveva Chavez Park\*
- Larragoite Park
- Monsignor Patrick Smith Park\*
- Ragle Park
- Railyard Park\*
- Salvador Perez Park & Complex\*
- Santa Fe River Park
- Southwest Activity Node (SWAN) Park
- Villa Linda Park
- Water History Park & Museum\*

\*Park Facilities inventoried by consultant team

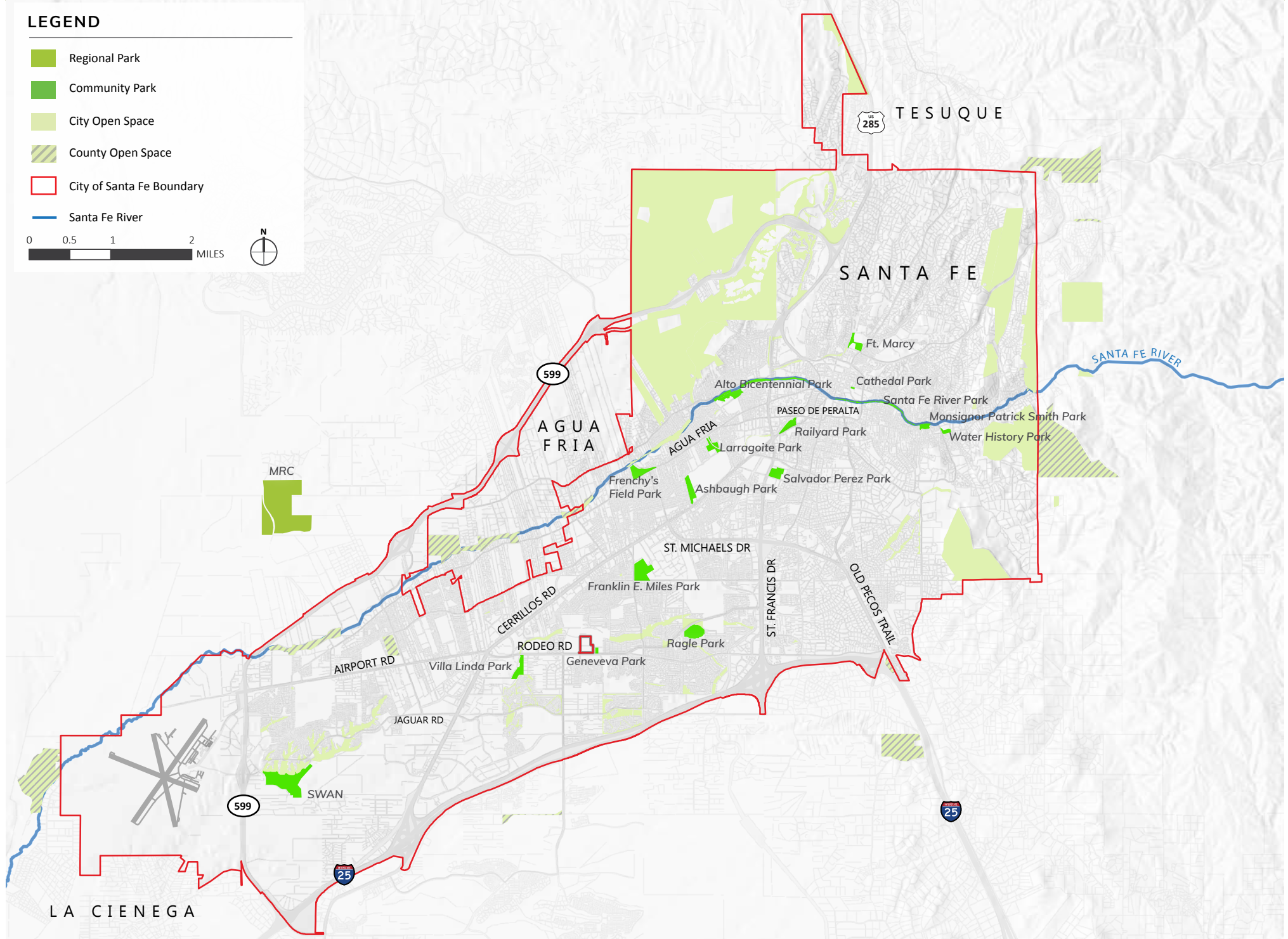


FIGURE 16. LABYRINTHS AT RAILYARD PARK

# LEGEND

- Regional Park
- Community Park
- City Open Space
- County Open Space
- City of Santa Fe Boundary
- Santa Fe River

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MILES



## NEIGHBORHOOD PARKS

Neighborhood parks are generally considered the basic unit of traditional park systems. They are small park areas designed for unstructured play and limited active and passive recreation. They are generally 3-5 acres in size, depending on a variety of factors including neighborhood need, physical location and opportunity, and should meet a minimum size of 2 acre in size when possible.

Neighborhood parks are intended to serve residential areas within short walking distance (up to ½-mile radius) of the park and should be geographically distributed throughout the community. Access is mostly pedestrian, and park sites should be located such that persons living within the service area will not have to cross a major arterial street or other significant natural or man-made barrier, such as an arroyo and railroad tracks, to get to the site. Additionally, these parks should be located along road frontages to improve visual access and community awareness of the sites.

Developed neighborhood parks typically include amenities such as pedestrian paths, picnic tables, benches, play equipment, a multi-use open field for youth soccer and baseball, sport courts or multi-purpose paved areas, landscaping and irrigation. Restrooms are not provided due to high construction and maintenance costs. Parking is also not usually provided; however, on-street, ADA-accessible parking stall(s) may be included. Neighborhood parks in the City of Santa Fe include:



FIGURE 17. AMELIA WHITE PARK

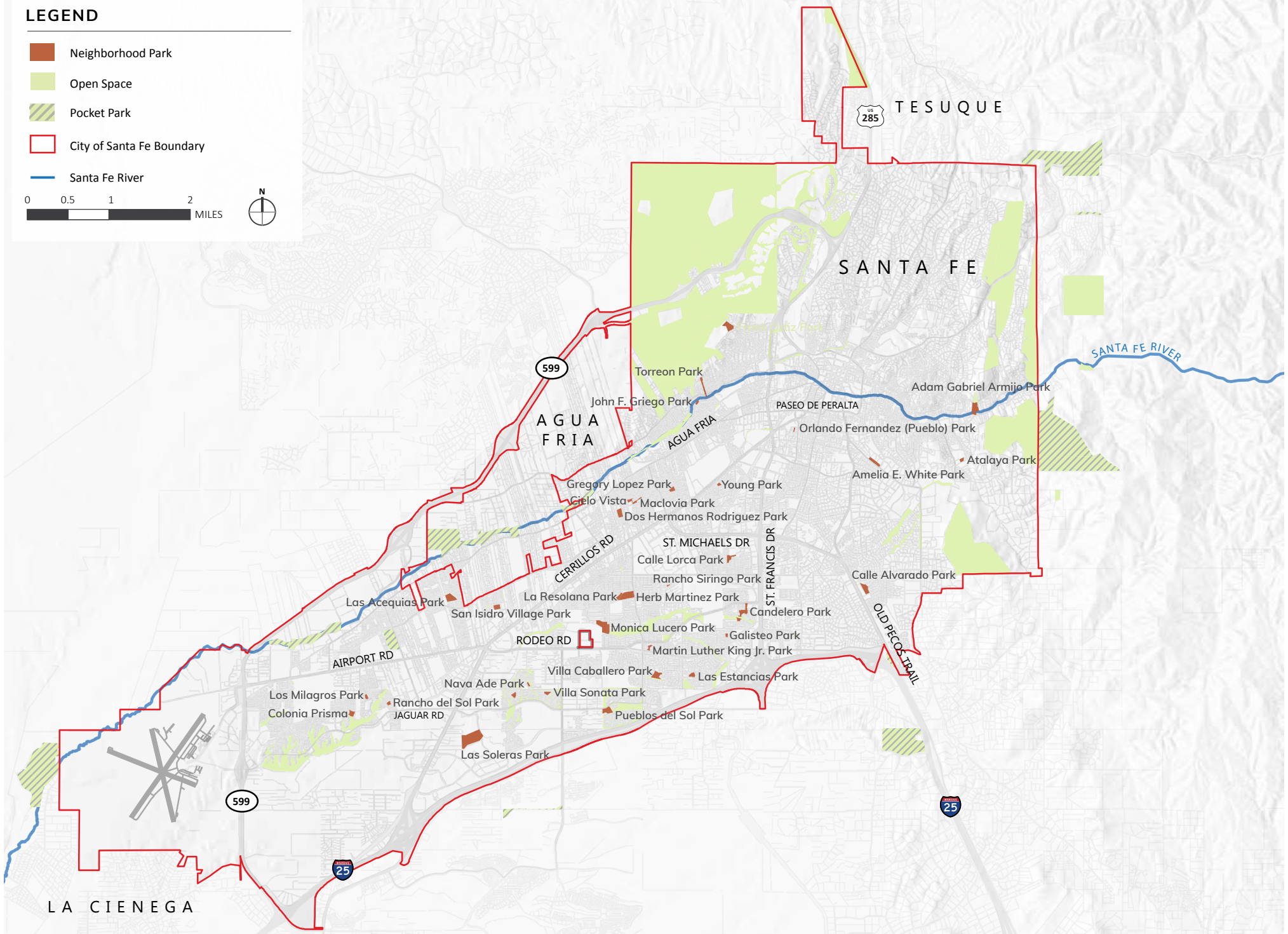
- Atalaya Park
- Adam Gabriel Armijo Park\*
- Alvarado Park
- Amelia E. White Park\*
- Calle Lorca Park
- Candelero Park\*
- Cielo Vista
- Colonia Prisma Park\*
- Dos Hermanos Rodriguez Park
- Frank S. Ortiz Park\*
- Gallisteo Park
- Gegory Lopez Park
- Herb Martinez Park
- John F. Griego Park (Vietnam Vets)
- La Resolana Park
- Las Acequias Park\*
- Las Estancias Park
- Las Soleras Park (future)
- Los Milagros Park
- Maclovio Park
- Martin Luther King Jr. Park
- Monica Lucero Park\*
- Nava Ade Park\*
- Orlando Fernandez Park (Pueblo Park)
- Pueblos del Sol Park
- Rancho del Sol Park\*
- Rancho Siringo Park
- San Isidro Village Park
- Torreon Park\*
- Villa Sonata
- Villa Caballero Park\*
- Young Park\*

\*Park facilities and conditions inventoried by consultant team.

# LEGEND

- Neighborhood Park
- Open Space
- Pocket Park
- City of Santa Fe Boundary
- Santa Fe River

0 0.5 1 2  
MILES



## SPECIAL USE PARKS

Special facilities include single-purpose recreational areas such as the skatepark, BMX course or the shooting range, along with recreation centers, aquatic centers and plazas in or near the downtown core. No standards exist or are proposed concerning special facilities, since facility size is a function of the specific use. BMX and MX tracks have been built and are maintained by iRide, a volunteer user group. Special use parks in the City of Santa Fe include:

- Cornell Park (Rose Garden)
- Cross of the Martyrs
- De Vargas Park (East/West)
- Fort Marcy Ballpark\*
- Prince Park
- Frank S. Ortiz Dog Park\*
- Salvador Perez Dog Park
- Villa Linda Dog Park
- Alto Pump Tracks
- Buckman Track ATV/MX Park
- Dirt Jumps at La Tierra Open Space
- Freeride Jump Track at La Tierra Open Space
- Ragle Pump Tracks
- Zona Pump Tracks

\*Park facilities and conditions inventoried by consultant team.

## POCKET PARKS

Pocket parks are the smallest park classification used to address limited or isolated recreational needs. These parks serve a limited radius (typically up to 1/4 mile) from the site and provide passive and play-oriented recreational opportunities. Passive uses may include picnic areas, community gardens and sitting areas. Examples of pocket parks can include a tot lot with play equipment such as a climber, slide or swings, or a small urban plaza. Locating pocket parks adjacent to other park system components, such as recreational trails, is also desirable. Parking areas are typically not provided at parking lots aside from on-street parking adjacent to the site in some cases. Lighting may be provided for safety and security. Pocket parks within the City of Santa Fe include:

- Arroyo Sonrisa Park
- Casa Linda Park
- Don Diego/Entrada Park
- Louis Montano Park
- Marcel Marc Brandt Park
- Peralta Park
- Plaza Entrada
- Thomas Macaione Park
- Valentine Park

\*Park facilities and conditions inventoried by consultant team.



FIGURE 18. FRANK ORTIZ DOG PARK

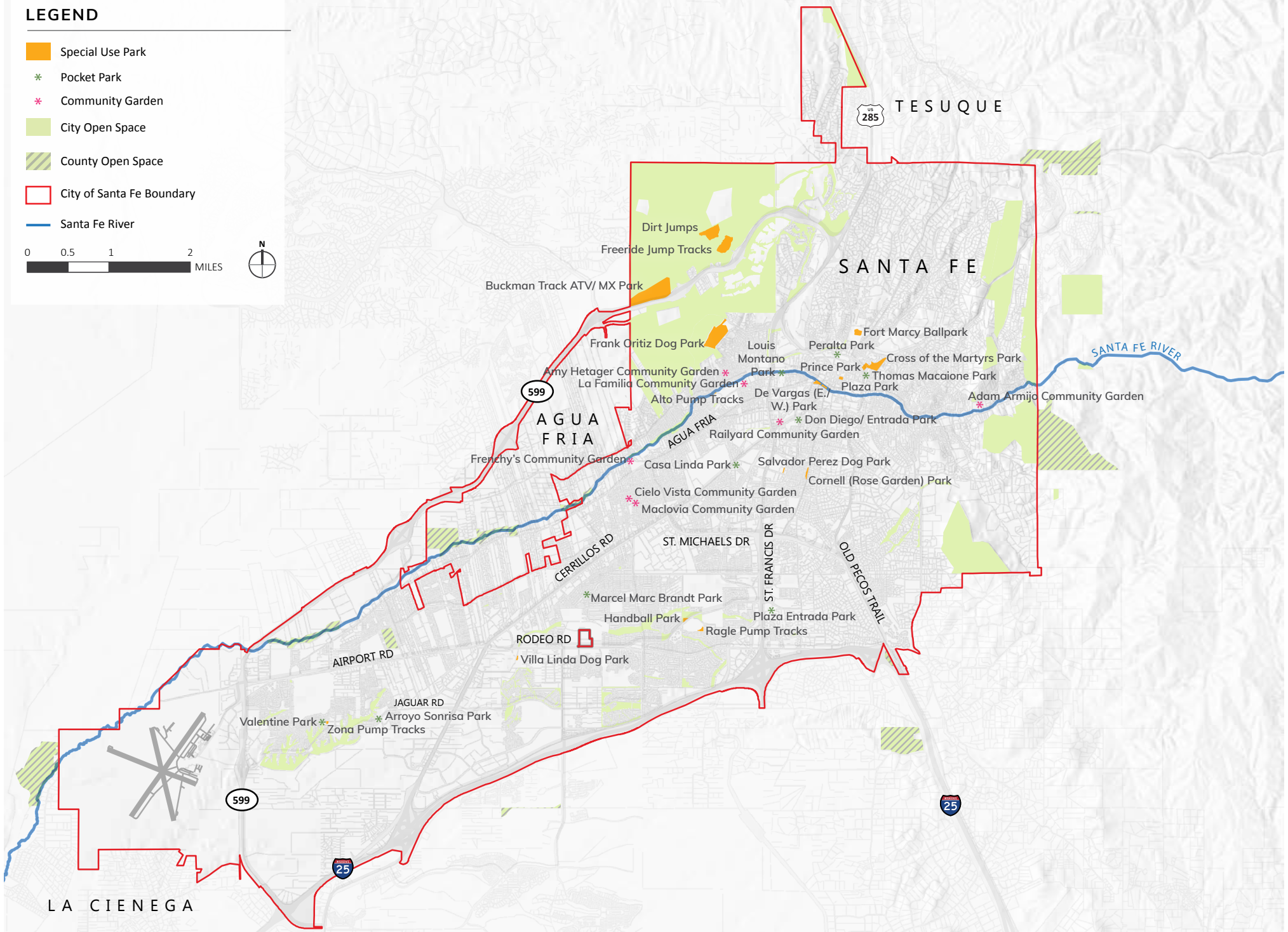


FIGURE 19. DON DIEGO/ ENTRADA PARK

# LEGEND

- Special Use Park
- \* Pocket Park
- \* Community Garden
- City Open Space
- County Open Space
- City of Santa Fe Boundary
- Santa Fe River

0 0.5 1 2  
MILES



# OPEN SPACE & TRAILS

## OPEN SPACE

“Open Space” lands – undeveloped areas preserved for conservation purposes and/or public recreation – serve as a visual backdrop to the City, as well as providing wildlife habitat, aquifer recharge areas, drainage corridors, protection of sensitive areas, and natural buffers. Santa Fe’s Open Space parcels vary from large natural areas in the Sangre de Cristo foothills to smaller properties along arroyos within and adjacent to neighborhoods.

Open space in and around Santa Fe is closely intertwined between the City and County. Santa Fe County, offers a vision statement for its Open Space and Trails Program, and promotes the planning and acquisition programs that guide it. Santa Fe County currently lists 6,610 acres of public lands under its jurisdiction, along with 155 acres of developed parks, and 34 miles of trails. Given the proximity of many of those areas to the incorporated city, they also figure prominently in the City’s cache of open lands.

The City currently manages over 3,100 acres of undeveloped open space lands – a relatively large number when compared to the significantly larger footprint of the county as a whole, and in fact, well above the target level for the year 2020 established in the City’s 1987 Open Space Master Plan. That study anticipated a future population of 85,000 by 2020, and set a standard “level of service” of 10 acres of Open Space per 1,000 residents. While the population projection proved to be remarkably accurate (recent



estimates put the 2017 population at almost 84,000), the City’s Open Space acquisition and preservation has far outpaced the 850 acres recommended in the 1987 plan for this point in time.

FIGURE 20.

LA TIERRA OPEN SPACE TRAIL

The City does get assistance in matters relating to Open Space from other private, non-profit, organizations. The Santa Fe Conservation Trust, whose work extends beyond Santa Fe to Rio Arriba, San Miguel, and Taos Counties, was founded in 1993 and is “dedicated to preserving the spirit of place among the communities of northern New Mexico by protecting open spaces, critical wildlife habitat, ... and the traditional landscapes of our diverse cultures.”<sup>1</sup> The Conservation Trust has provided support for both City and County open lands acquisition, as well as facilitating and monitoring conservation easements related to properties within and/or adjacent to City Open Space. Similarly, the Santa Fe Watershed Association was established “to protect and restore the health and vibrancy of the Santa Fe River and its watershed for the benefit of people and the environment.”<sup>1</sup> With a scope that covers the river’s entire 285-square-mile watershed, the Watershed Association bridges many of the jurisdictions that have a say in managing the river, including the US

This relative abundance of Open Space may explain the reduced emphasis the City seems to have placed on it in recent years. Beyond the absence of promotional information mentioned above, the former Parks and Open Space Advisory Commission (POSAC) has been re-formed as the Parks and Recreation Advisory Commission (PARC). The PARC consists of a volunteer board, appointed by the mayor, whose purpose is to “promote and support public recreation, parks, programs and other department activities while also serving as a liaison between the public and the parks division.”<sup>1</sup> While the commission may advise on open space matters, there is no mention of it in the group’s mission statement.

Forest Service, Santa Fe County, and City of Santa Fe, and promotes educational programs and service events such as the City’s annual River Day. The

Nature Conservancy also figures into the equation, managing and restoring lands within the Santa Fe Canyon Preserve, comprised of 525 acres surrounding the City’s historic Old Stone Dam and Two-Mile Reservoir (both subsequently decommissioned). The preserve is situated at the eastern urban edge and abuts the Santa Fe National Forest, the 135-acre Randall Davey Audubon Center, and both City and County Open Space lands.

The City maintains Open Space throughout the City. However, many of the open spaces in subdivision don’t have the same protection from development as other dedicated Open Spaces.

- La Tierra Open Space (NW Quadrant)
- Santa Fe River Greenway
- Dale Ball North
- Dale Ball Central
- Dale Ball South
- Cerro Gordo Hill Open Space
- Sun Mountain Open Space
- Sun Mountain Estates
- Candelero Drainage
- Las Estancias
- Pueblos Del Sol Subdivision
- La Paz
- Arroyo del Los Chamisos
- Vista del Prado Subdivision
- San Isidro Village
- Tierra Contenta Subdivision
- Ridge Pointe Subdivision
- Villas at Ridge Pointe
- Santa Fe Estates
- Las Estrellas Subdivision
- Ridge Canyon Subdivision
- Aztec Springs

## TRAILS

Recreational trails are non-motorized transportation networks, generally separated from roadway that provide opportunities for bicycling, walking, hiking and jogging – some of the most popular recreational activities in Santa Fe. The network of recreational trails in Santa Fe, in combination with urban bicycle and pedestrian facilities, link neighborhoods to recreational facilities and other destinations. The system as a whole reduces residents’ dependence on cars and gives mobility options to residents and visitors who can’t or don’t choose to drive. s. Trails can be developed to accommodate multiple uses or shared uses, such as pedestrians, inline skaters, bicyclists and equestrians.



Trail alignments aim to emphasize a strong relationship with the natural environment and may not provide the most direct route from a practical transportation viewpoint. Other pedestrian and bicycle facilities, such as on-street bicycle facilities and urban sidewalks, differ from recreational trails in that their focus is on incorporating safe, efficient non-motorized transportation into the existing vehicular transportation framework.

The Santa Fe MPO completed a comprehensive Bicycle Master Plan for the metropolitan area in 2012. This document lays out a system of on-road and off-road facilities, provides design guidance for these facilities and provides a prioritized list of new construction, trail maintenance, crossing improvements and on-road bikeway improvements, with responsibility for implementation split between the City, the County and the state. Recognizing that this plan is in effect, it is not the intent of the Parks, Open Space, Trails and Recreation Master Plan to duplicate the work of the MPO. Rather the POSTR Master Plan supports the plan and recommendations that are the responsibility of the City of Santa Fe. The



## LEGEND

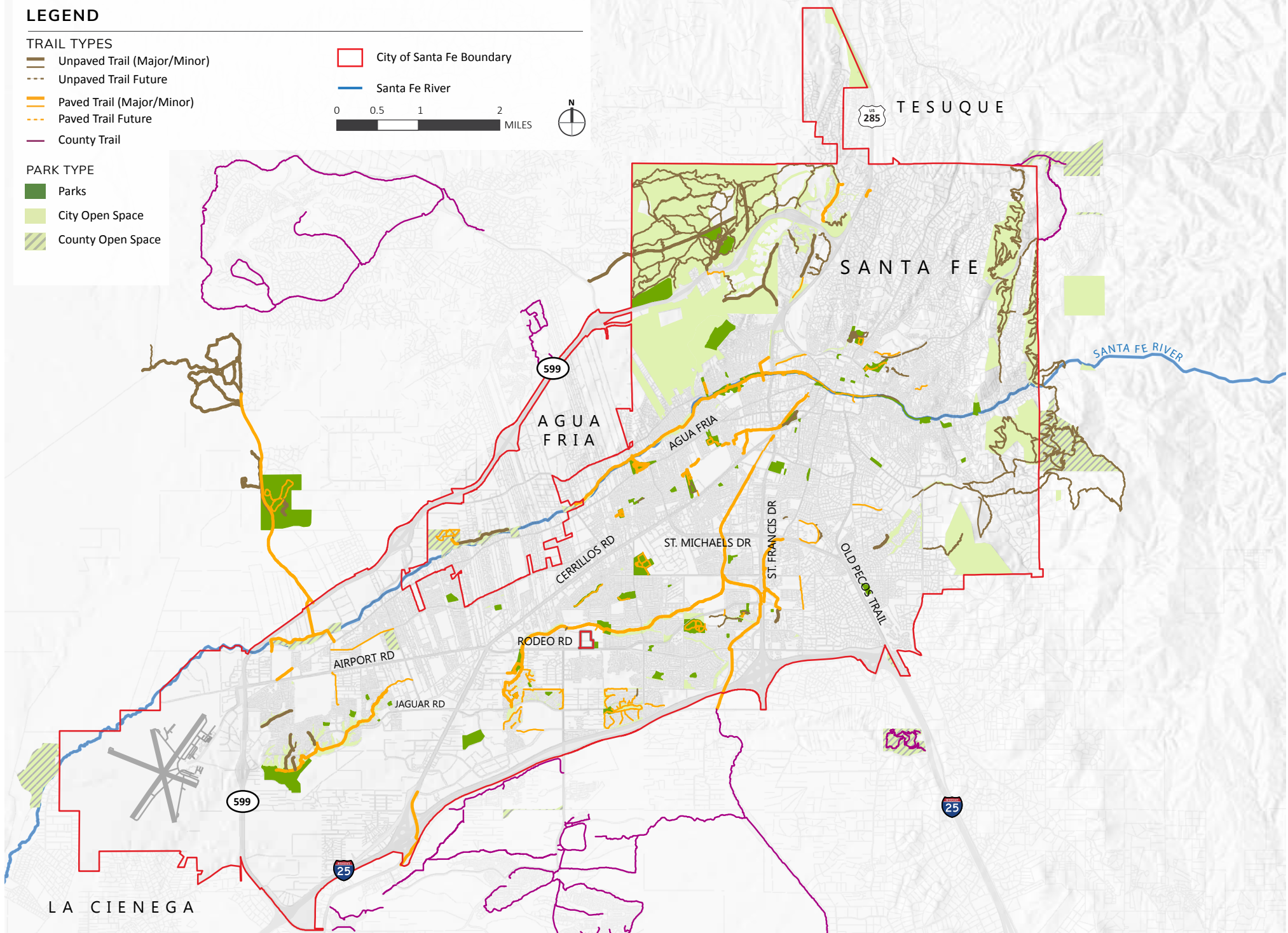
## TRAIL TYPES

- Unpaved Trail (Major/Minor)
- - - Unpaved Trail Future
- Paved Trail (Major/Minor)
- - - Paved Trail Future
- County Trail

 City of Santa Fe Boundary Santa Fe River 0 0.5 1 2 MILES

## PARK TYPE

-  Parks
-  City Open Space
-  County Open Space



City & Parks and Recreation Department maintains miles of off-street trails. Much of the maintenance is done by volunteers through an agreement with Santa Fe Conservation Trust and City's Adopt-A-Trail Program. Volunteers also lead hikes and bike rides along City trails, providing opportunities for outdoor recreation and education.

Multi-use recreational trails in Santa Fe include trails along the Santa Fe River and several urban arroyos, and networks of trails in the foothills of the Sangre de Cristo Mountains and in the Northwest Quadrant of the City. Multi-use trails and trail networks within the City include:



FIGURE 21. ARROYO CHAMISOS TRAIL

#### Paved

- Acequia Trail
- Arroyo de los Chamisos Trail
- Butulph Rd. Trail
- Gonzales Road Trail
- Marc Brandt Park - Siringo Rd
- Museum Hill Trail
- Nava Ada Trails
- Old Pecos Trail ROW Trail
- Pueblos del Sol Trails
- Rail Trail
- Santa Fe River Trail
- St. Francis Drive Trail
- Tierra Contenta

#### Unpaved

- Arroyo Mascaras Trail
- Arroyo Mora (Polai) Trail
- Atalaya Wilderness Trail
- Dale Ball Trails
- De Vargas Height Bridle Paths
- Dorothy Stewart Trail
- Fullerton Legacy
- La Tierra Trail System
- Las Estrellas Trails - Santa Fe Estates
- MRC Trails
- MRC to Agua Fria
- Prince Park Trail
- Visto Del Prado
- Zocalo

# RECREATION FACILITIES

Recreation centers operated by the City of Santa Fe include the Genoveva Chavez Community Center (GCCC), Fort Marcy and Salvador Perez Recreation Complexes (including pools), and the Bicentennial Pool. Other recreation facilities include tennis courts, ball diamonds and rectangular fields. While some of these facilities can be used for different activities, many are single or narrow purpose. Active recreation facilities are typically more costly to develop and operate over time. Community decisions about the provision of these facilities generally take into consideration the extent of the user base, life cycle management costs, and existence of similar facilities in or near the community.

Some specialized recreation facilities, such as the Marty Sanchez Links de Santa Fe Golf Course, skate parks, and dog parks are suited for specific uses. While these facilities can garner visibility and community support, they may serve only a narrow slice of the community and can be the most costly facilities to maintain and operate over time. In Santa Fe, fees help cover the costs of operations, although the revenue capture is not 100% of the cost.

## GENOVEVA CHAVES COMMUNITY CENTER

The Genoveva Chaves Community Center (GCCC) is Santa Fe's newest and largest recreation center. The 177,000 square foot facility features three swimming pools (50 meter olympic lap pool, leisure pool with slides and therapy pool), racquetball courts, NHL-size ice skating rink, fully equipped fitness area, weight room, gymnasium, indoor track and a full slate of classes and leagues. Youth programs and camps are offered year around. Party packages and room rentals are also available.

## FT. MARCY RECREATION COMPLEX

Ft. Marcy Recreation Complex is located in the heart of downtown Santa Fe and is the city's second largest community center. The complex includes a 25-yard pool, fully equipped weight room, selection of cardio-equipment, racquetball courts and a full court gymnasium. Ft. Marcy offers a comprehensive range of fitness classes and sports leagues. The community room is available for parties and event rentals. The adjacent parks have multiple fields, playgrounds, a walking path, a putting green and stationary outdoor fitness equipment.

- Community Room
- Gymnasium
- Locker Rooms
- Racquetball Courts
- Weight Room / Cardio-Vascular Fitness
- Outdoor walking path, putting green and outdoor fitness equipment

## SALVADOR PEREZ RECREATION COMPLEX

Salvador Perez Pool and Fitness Center is located next to Salvador Perez Park. The Center includes a 25-yard indoor pool, weight room with cardio-machines and a community classroom that is used for fitness classes and is available for birthday party rentals. The park provides an outdoor walking path, sand volleyball, playgrounds, tennis courts and artificial turf football/soccer field and baseball fields. The park is often referred to as the Train Park because of the vintage Santa Fe railroad locomotive on display.

## MUNICIPAL RECREATION COMPLEX

The 1200-acre Municipal Recreation Sports Complex is comprised of two distinct, yet integrated, recreational facilities: the MRC sports fields and Marty Sanchez Links de Santa Fe. The complex supports a number of adult and youth baseball, Rugby, softball and soccer leagues, and the site includes the following:

- 5 regulation adult soccer fields surrounded by a walking trail
- 6 softball fields (4 under lights)
- 2 Rugby fields and 2 Flag Football fields
- 1 BMX track - offers a youth BMX park that includes on-site bleachers and meets the requirements for hosting American Bicycle Association events.
- 1 Concession Stand
- 1 large jungle gym on a sand-covered lot



FIGURE 22. WEIGHT ROOM AT GCCC

## LEGEND

### COMMUNITY FACILITIES

- Community Center
- Senior Center
- Library
- School

City of Santa Fe Boundary

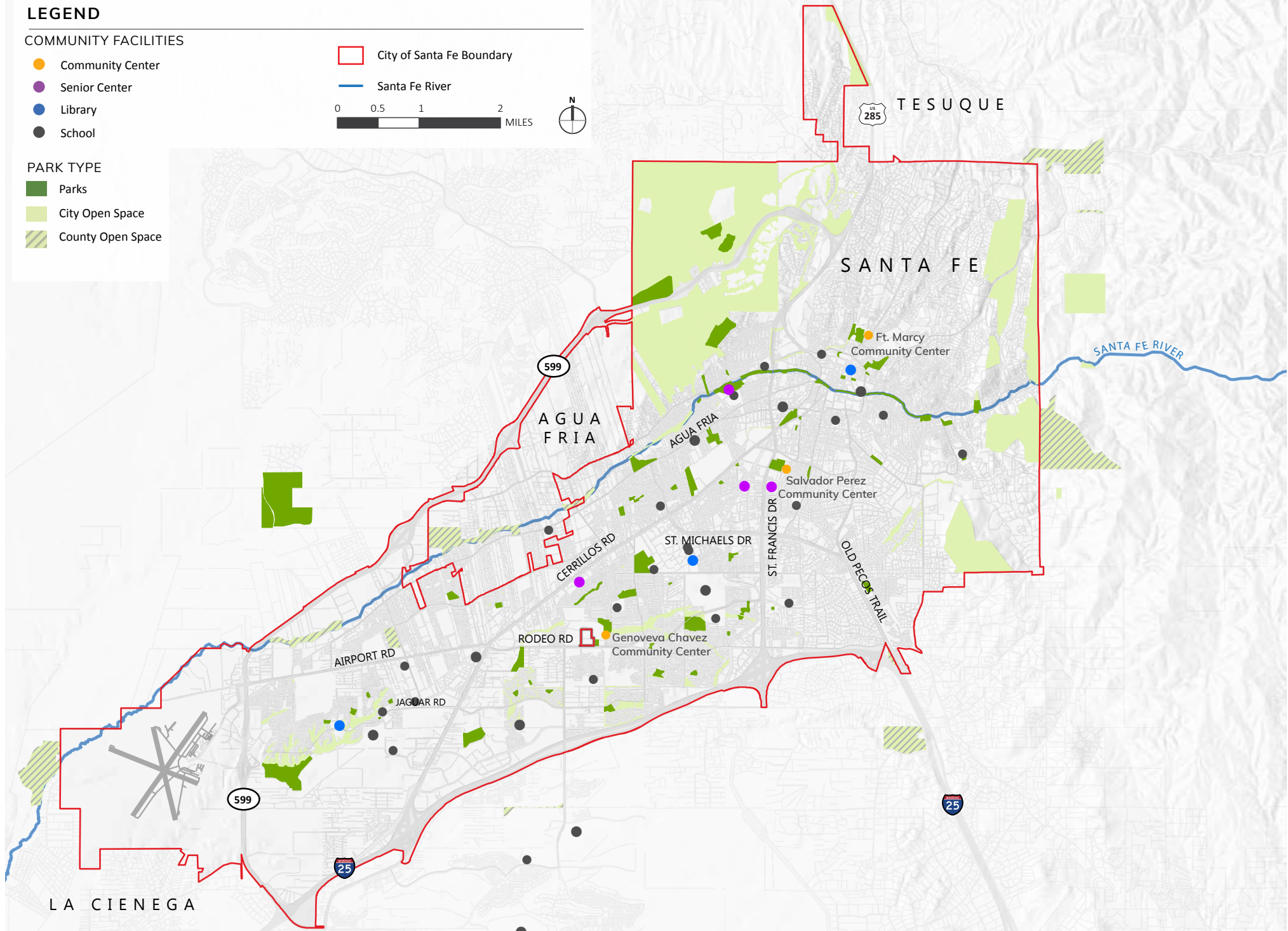
— Santa Fe River

0 0.5 1 2 MILES



### PARK TYPE

- Parks
- City Open Space
- County Open Space



## MARTY SANCHEZ LINKS DE SANTA FE GOLF COURSE

This championship, 18-hole course and par 3 courses were both designed by Baxter Spann, a master landscape architect known for designing stunning golf courses that attract golfers of all skill levels. The course offers year-round, four-season play, including a 35-station all-grass driving range, practice green and putting area. The course is located eight miles west of Santa Fe's historic downtown district, and it also offers full service amenities, such as pro shop, lessons and restaurant. Foot golf is also accommodated on site.

## BICENTENNIAL POOL

Bicentennial Pool is the City's only outdoor pool. It is open during the summer, typically from Memorial Day to Labor Day. The 25-yard pool includes a slide and tot pool, plus other play features. The adjacent Alto Park provides shade, seating, picnic tables and other amenities.

## SANTA FE SCHOOL DISTRICT FACILITIES

Santa Fe School District facilities include gymnasiums, tennis courts, sport fields and track ovals. The District makes its facilities available to local organizations, groups or individuals only after the District's need for those facilities have been achieved. The District charges a facility rental fee and requires a security deposit. Input from focus groups and public meetings noted that facilities on school campuses are often not available to the public, including city maintained facilities at school sites.

## ST MICHAEL'S HIGH SCHOOL

St Michael's High School has a 25-acre campus with a football and soccer field, as well as baseball and softball fields. The school also has a full-sized basketball court, auxiliary gymnasium, wrestling room and weight room. Their athletics administration includes a certified athletic trainer to support their programs.

## SANTA FE PREPARATORY SCHOOL

Santa Fe Preparatory School encompasses 33 acres in Santa Fe's east side. Both middle and upper schools feature an outdoor quad where students and faculty gather. The school has two turf athletic fields—Brennand Field and Sun Mountain Field. The school has a gym and uses the GCCC for swimming.

## SANTA FE YMCA

The Santa Fe YMCA is a membership-based recreation and health club that provides fitness and recreation amenities and is part of the YMCA of Central New Mexico. The facility offers toddler care and pre-school programs, and the center offers afterschool programming at Chaparral and Pinon Elementary Schools.

## SANTA FE SENIOR CENTERS

The City of Santa Fe Division of Senior Services offers a variety of programs to senior citizens at five senior centers across the city. The five centers are Luisa Senior Center, Mary Esther Gonzales Senior Center, Pasatiempo Senior Center, Ventana de Vida Senior Center and Villa Consuelo Senior Center. The City offers a variety of programs and activities for seniors age 60 and over, which include fitness, meals, trips, volunteer programs, 50+ Senior Olympics, health and safety, among others. Most services and/or activities are free, but some may request a suggested donation.

# RECREATIONAL PROGRAMS

Santa Fe's recreation services are a major civic asset that support the physical, mental, and social health of the community. The City currently offers a variety of programming, including fitness, sports, swimming, outdoor recreation, day camps and a variety of other programs and special events for all ages. The City provides these programs for a fee that covers the cost of the program. In FY 2016-2017, the GCCC generated \$1.7 million in recreation fees and the MRC golf course generated \$1.0 million. To continue to provide attractive, responsive and productive programs, the City should:

- Add staffing necessary to enhance the diversity of programs offered, focusing on programs that are in high demand or serve a broad range of users;
- Provide services that address the needs of diverse users, including at-risk communities and those with special needs/abilities; and
- Monitor local and regional recreation trends to ensure community needs and interests are addressed by available programming.

## FITNESS & WELLNESS PROGRAMMING

Fitness and wellness programs are one of the fastest growing program areas in public recreation programming. As Americans become increasingly aware of the benefits of good health and that obesity (especially among children) is a major health risk, demand for programming in this area has risen. Fitness/Wellness programs will need to receive increased emphasis (across all program areas) as a

response to a renewed interest locally and nationally on improving the overall health and physical condition of people, especially youth.

The Parks and Recreation Department currently offers a wide array of fitness and wellness programs, across its three centers. Programs include a variety of yoga, pilates, zumba, spin, stretching, kickboxing and weightlifting. The City should consider incremental growth in recreation programs that are not currently offered by local or regional providers. Potential options may include crossfit and obstacle course challenge programs, cooking and gardening classes, organized group walks, health and fitness education for youth, and fall prevention programs for seniors. The Department should also emphasize the importance of integrating wellness initiatives into other program areas as well.

To complement existing City programs or those offered by other organizations, the City should consider expanding teen fitness programming to include additional individual athletics, fitness, and alternative sports programs provided additional staff resources are available. In particular, skate, parkour, bouldering, and BMX or mountain biking classes may appeal to teens and take advantage of proposed alternative sports amenities.

## GENERAL INTEREST PROGRAMS

Santa Fe's Park and Recreation Department currently does not offer youth or adult general interest classes and programs. However, general interest programs – and summer camps in particular – are often a major focus for recreation departments. This Plan

recommends that the City place a greater focus on these programs in the future, with an emphasis on offering additional summer and school vacation camp programs (currently provided by through the City's Youth and Family Services Division).

## EDUCATION

Santa Fe offers youth-focused educational programs including a Summer Day camp, summer sports camps, holiday camps and an after school program. The City could offer environmental education and promote its parks and trails as venues for use in support of third-party based programs.

## OUTDOOR RECREATION

With outdoor areas and resources available, the City should place a greater emphasis on these activities, through partnerships with other agencies and organizations in the Santa Fe area. The Santa Fe Conservation Trust conducts biking and walking tours of Santa Fe's trails and school field trips to the La Tierra and Dale Ball Trails on behalf of the city. Outdoor recreation was identified as a growth area for Santa Fe. Outdoor recreation programs would not require new facilities and would promote health and well being and environmental education and stewardship.

## SPORT PROGRAMMING

The City's Parks and Recreation Department currently provides for a number of youth and adult drop-in and league based sports, including basketball, soccer, volleyball, table tennis, badminton and racquetball. To meet local needs, the Parks and Recreation

Department should continue to provide and enhance youth and adult sports as a core program in the future. Demand for and participation in youth athletic programs is likely to grow in the future. The City also supports local athletic leagues and organizations with access to fields and courts. With the demand for youth sports fields continuing to grow, it is not unusual for youth sports organizations to build and operate their own fields on their own property or on leased undeveloped public land.

### AQUATICS PROGRAMMING

The Santa Fe Parks & Recreation Department has a robust aquatics program, with an emphasis on lessons and water exercise. The City's three indoor facilities offer year-round aquatics programming and, together with the Bicentennial Outdoor Pool, attract visitors from across the region. Swim lessons, water fitness, recreation and leisure swimming, Masters swim, Aqua Zumba, lap swimming, and health and safety programs make up the majority of aquatic programming. City facilities are also used by competitive swim teams and by private rental groups.

The City's aquatics program generally meets the community's needs and will not likely require significant future changes. The Department will need to continue to stress aquatic programming, especially learn to swim classes for children, as a primary program area. Aquatic exercise programs should also continue to be emphasized. With the competitive orientation of the pools, continuing to encourage tournaments and swim team use will be critical.

The public pools in Santa Fe are very popular with residents and have become regional destinations. Given their popularity, the Aquatics Program needs to continue to balance and find opportunities to accommodate varied user group needs (e.g., lap

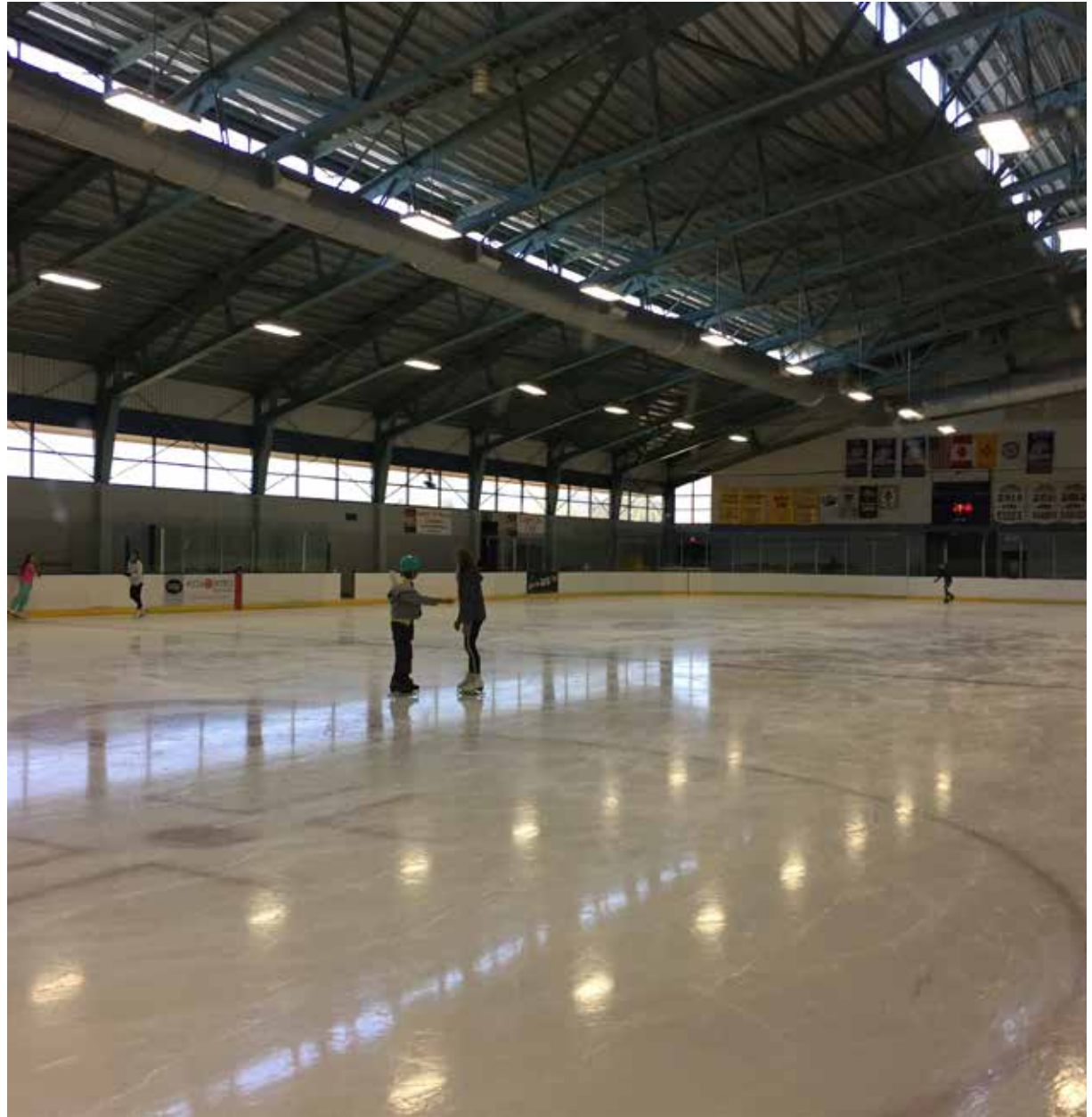


FIGURE 23. THE ICE RINK AT GENOVEVA CHAVEZ COMMUNITY CENTER (GCCC)

swimming, therapeutics, open swim, etc.). For example, the Aquatics Program should continue to explore ways to expand water safety education to the community through swim lessons and certifications.

The strength and continuity of aquatics programming should also be weighed against the physical needs of the pools and their infrastructure. The City should continue to examine and explore options for renovation and upgrades to existing facilities to maximize the availability of pool time. Potential aquatic program and facility enhancements include the following:

- Consider hiring an HVAC person to analyze the Salvador Perez pool to balance the temperature and humidity between outdoors and other rooms.
- Regional swim meets have the potential for revenue generation and added tourism. At the present, only GCCC could be used, but the Salvador Perez pool could meet regulations with investment and upgrades.
- There is a high demand for swim lessons, and the City should explore options to expand its offerings for lessons (group and private) and hire or contract for qualified instructors.

## ICE PROGRAMMING

The Genoveva Chavez Community Center provides the only ice arena in Santa Fe, and the Department fully utilizes and programs its ice to accommodate a range of activities, including curling, hockey, skate lessons, speed skating, figure and free skating, parties and rentals. The ice is well-maintained and managed, and stakeholders commented that they believe that this is the best ice in the state.

While the facility and the ice are in very good condition and appreciated by users, there are a variety of suggestions from stakeholders and staff that point to a need to assess scheduling and facility enhancements to improve functionality, capacity and potentially cost recovery of the arena. Suggestions for the ice arena include the following:

- The locker rooms are undersized for hockey and additional space is required for changing and showering.
- The City should consider the expanding lockers to include rental lockers for gear.
- The ice arena has more capacity than what is utilized and programmed due to the scheduling of the entire GCCC facility. Users noted their interest in having the ice open for use later into the evenings. The schedule does not change throughout the year, and the City should explore options to accommodate earlier openings during the summer and more evening time year-round. This may require additional staffing at the front counter or a re-assessment of entry/exit protocols for non-standard building operation times.
- Another way to expand capacity is to consider a second sheet of ice. This could accommodate users' interests in additional skate time and potentially provide the City more flexibility in scheduling, especially for figure skating. An additional sheet of ice could also be used to promote tournaments.
- If an expansion is considered for more ice, the City should also consider space for structured dry land training and exercise programs, to include contract-based trainers.

## OTHER PROGRAMMING AREAS SPECIAL NEEDS

It is often difficult for recreation agencies to have significant special needs programs. As a result, recreation departments often offer these programs in partnership with local or regional jurisdictions and service agencies in order to provide high-quality, cost-effective programs. While the City's direct programming for the local special needs population is limited, the Department should strive to provide a robust number of programming, events and activities that are inclusive and accessible to all residents. To expand the range of recreational and therapeutic recreation options, the Department should coordinate and potentially partner with the local chapters of Easter Seals and Special Olympics for programming, fundraising events and sport tournaments.



## CHAPTER 5

# NEEDS ASSESSMENT & BENCHMARKS

To better understand how well Santa Fe's Parks and Recreation system serves existing users and how it compares to other municipal park systems, a needs assessment was conducted. Three primary assessments methods were used: 1) a "gap analysis" looking at the service areas of parks and trails to determine how accessible they are to residential areas, as well as reveal areas that are underserved; 2) a level of service (LOS) assessment based on park acreage and population density; 3) a review of operational performance in comparison to other parks and recreation entities.

# GAP ANALYSIS

To better understand how well the parks and recreation system serves residents, a gap analysis of the park system was conducted to assess the current distribution of parks throughout Santa Fe. The analysis reviewed the locations and types of existing facilities, land use classifications, transportation/ access barriers and other factors to identify those neighborhoods with lower access to parks and recreation facilities.<sup>1</sup>

## PARK WALKSHEDS

Walkability is an important part of the viability of a community and a significant contributor to promoting public health. The distribution of parks, trails and open spaces assessed through geographic information system (GIS) mapping reveals where there may be physical needs for connecting residents to outdoor recreation facilities. Existing parks and trails are located with an overlay of ¼-, ½-, and 2-mile walking distances to illustrate the coverage for reasonable walking access to the public amenity. The walksheds can also be thought of in terms of walk times: a ½-mile walk generally equates to a 10-minute walk. By mapping ¼- and ½-mile walksheds, areas of the city that are within a 10-minute to a park can be highlighted.

<sup>1</sup> In reviewing parkland distribution and assessing opportunities to fill identified gaps, residentially zoned lands were isolated, since neighborhood parks primarily serve these areas. Additionally, walksheds were defined for parks using a ¼-mile primary and ½-mile secondary service area with travel distances calculated along the road network starting from known and accessible access points at each park.

Maps 9 through 11 show the “walksheds” for Santa Fe’s parks by facility type. As the shading gets lighter, the distance from the park increases. Determining the ‘walksheds’ for a community’s existing parks can reveal the gaps where residential areas have no public parks within reasonable walking distance. These gaps provide a measure of need to provide a more equitable distribution of park facilities. Identified gaps within the park system can become targets for future parkland acquisition.

As can be seen, most of the City is well covered by existing parks (of all types) except for neighborhoods to the southwest including those north of Airport Road. There are also gaps in coverage in certain pockets including along Old Pecos Trail close to I-25, and some neighborhoods north of Cerrillos Road. As noted in the Community Profile chapter, these are also areas that have the highest percentage of children with families, as well as lower incomes and larger household sizes. The southwest is also the primary area within Santa Fe that is expected to see population growth in the future.

## DISTRIBUTION BY DISTRICT

When examining park distribution by City Council Districts, the walkshed areas were compared to existing populations. The percentage of the estimated population within each council district that resides within walking distance of an existing park was compared across the City. Council Districts 1 and 4 had the highest level of service for park access with 61% and 60% of the population served, respectively. Council District 3 had the lowest percentage of residents within walking distance of a

park with only 15% of its estimated population within ½ mile of a park. This distribution shows that District 3 – where there are relatively newer subdivisions and developments – is also the Council district currently underserved relative to older neighborhoods.

TABLE 1. POPULATION WITHIN WALKING DISTANCE OF PARKS

COUNCIL DISTRICT	POP. WITHIN 1/2 MILE OF PARK	% POP. IN SERVICE AREA
1	11,612	61%
2	9,717	50%
3	3,179	15%
4	12,655	60%

## FUTURE PARK SITING CONSIDERATIONS

Walkshed analysis can be used to determine location siting for future parks, as well as target acquisition areas. Generally, park sites should be located such that people living within the service area can reach the park safely and conveniently. Park siting and design should ensure pedestrians do not have to cross a major arterial street or other significant natural or man-made barriers to get to a park, unless safe pedestrian crossings are provided. Neighborhood parks should be located along road frontages to improve visual access and community awareness of the sites. Connecting and frontage streets should include sidewalks or other safe pedestrian facilities. Additionally, subdivision platting and road network plans should encourage a high degree of connectivity to park sites, such that pedestrian access ways are provided to connect disparate developments to park properties.

As can be seen on Map 13 on page 67, future parks are needed in the South and West. These areas will most likely see residential development in the future and will benefit the most from additional parks and recreation amenities. There is limited land available but future park development includes the planned expansion of SWAN Park, Las Soleras Park, Villa Sonata Park, Villa Caballero Park, and others. According to the 2001 Master Plan, the City's policy is to provide adequate amount of park area per capita to meet the needs of all segments of the city's population. Ultimately, to satisfy the objective to implement standard of 15 acres of developed City parkland per 1,000 persons.



FIGURE 24. COLONIA PRISMA PARK

LEGEND

PARK WALKSHEDS

- 1/4 Mile to Park
- 1/2 Mile to Park
- 1 Mile to Park
- 2 Miles to Park

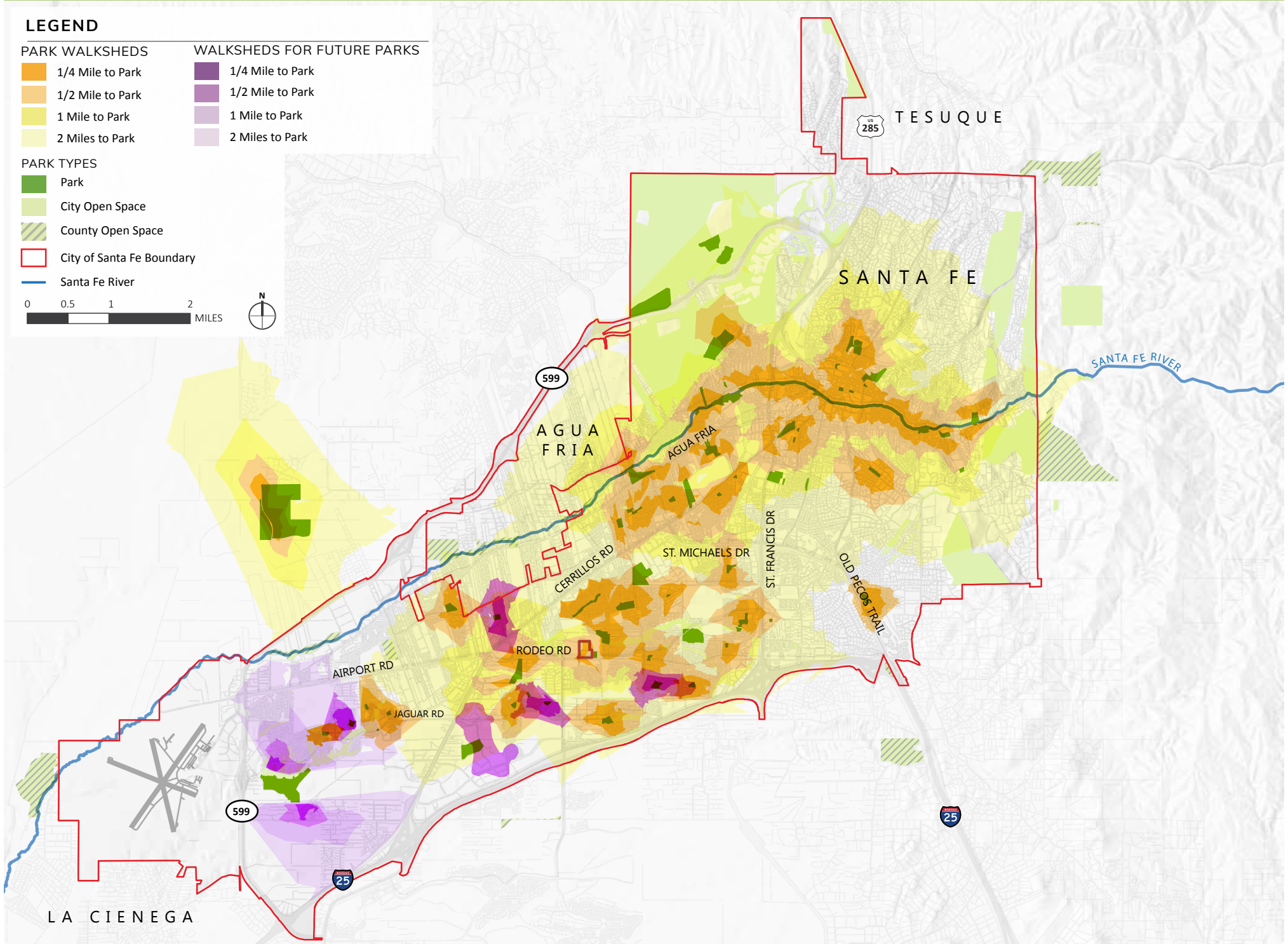
WALKSHEDS FOR FUTURE PARKS

- 1/4 Mile to Park
- 1/2 Mile to Park
- 1 Mile to Park
- 2 Miles to Park

PARK TYPES

- Park
- City Open Space
- County Open Space
- City of Santa Fe Boundary
- Santa Fe River

0 0.5 1 2 MILES



## TRAIL SERVICE AREAS & LINKAGES

The walkshed mapping also indicates areas that have greater connectivity through paved and unpaved trails. Trails serve as links to parks and other destinations and provide for better walking environments. The area of the central city contains more trails that link people to outdoor recreation opportunities. However, the trail mapping also reveals the gaps and disconnected segments of existing trails. Connecting those segments will provide benefits for active transportation opportunities and overall community access and health. Trail connections that link longer segments and/or connect to destinations should have higher implementation priority.

As can be seen on Map 14 on page 71, although there is extensive coverage of trails within Santa Fe, there are also neighborhoods that are underserved and connections that still need to be completed. The primary gap is between the neighborhoods of southwest Santa Fe (between Jaguar and Airport Roads) and the trail system to the east. There is a large gap in trail coverage crossing Cerrillos Road to the south, which has been identified in previous plans. There is also a need to connect existing trails to the MRC to the north, which is another connection that has been identified in several other plans. This connection is currently underway in planning stages. In addition, improved trail connections to Santa Fe Community College, and north into Tesuque would also be beneficial.

The Santa Fe MPO and the Santa Fe Conservation Trust have identified gaps and priorities for completing the trail system in the metro area. The MPO focused on bicycle facilities of all types. The SFCT focuses on unpaved and off-road trails.



FIGURE 25. TIERRA CONTENTA TRAIL

## LEGEND

## TRAIL WALKSHEDS

1/4 Mile to Trail

1/2 Mile to Trail

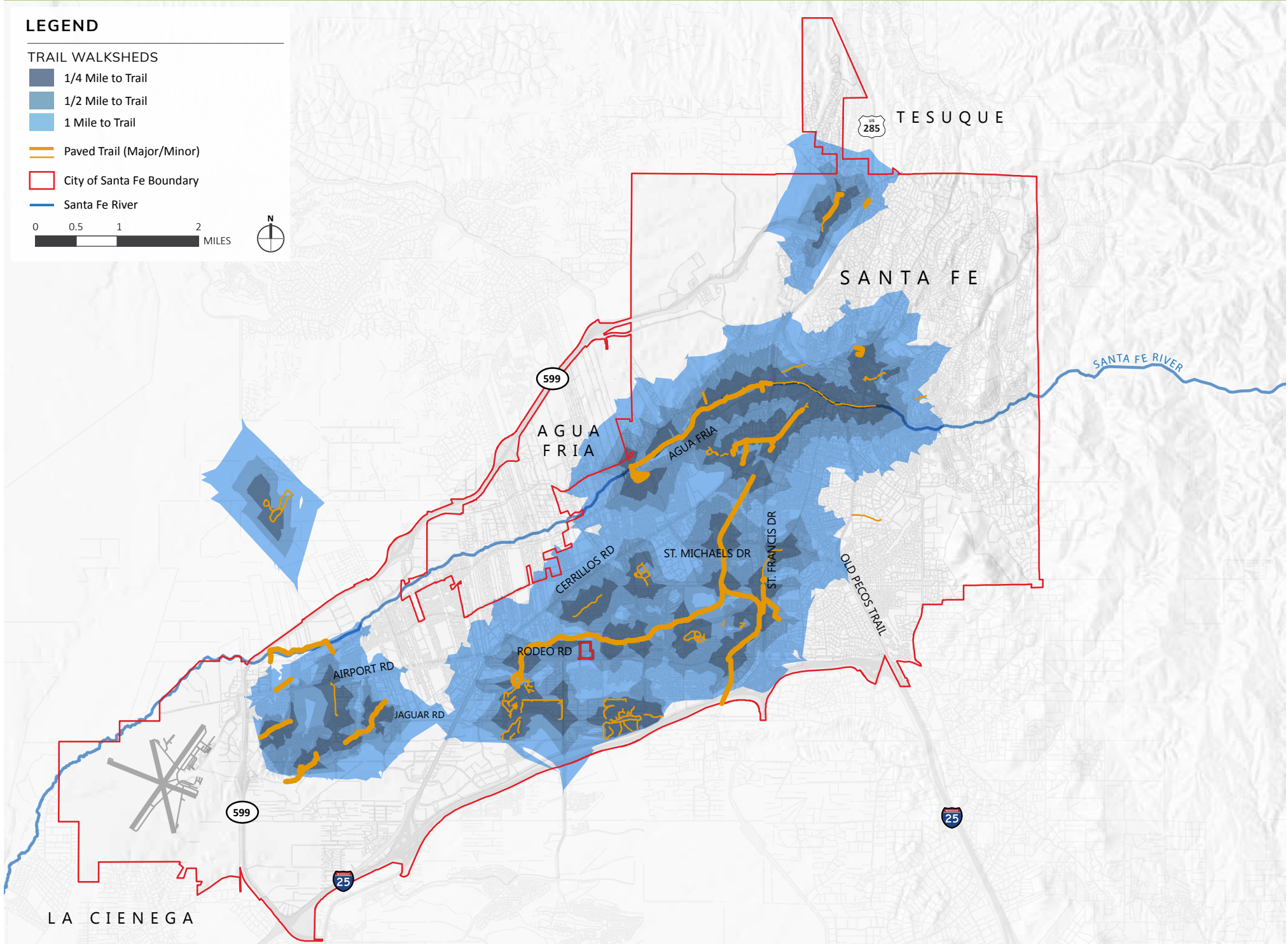
1 Mile to Trail

Paved Trail (Major/Minor)

City of Santa Fe Boundary

Santa Fe River

0 0.5 1 2 MILES



# LEVEL OF SERVICE

In addition to the gap analysis, a Level of Service (LOS) review was conducted to further understand the acreage needs for parkland. Service standards are the adopted guidelines or benchmarks the City is trying to attain with their parks system; the level of service is a snapshot in time of how well the City is meeting its adopted standards. The level of service can evaluate how the City and its park system measures up to parks systems across the country with comparable population sizes, population densities and parkland acreages.

Traditionally, the application of numeric standards for the provision of parks has been based on an acreage of parkland per thousand residents as a target measurement for adopted benchmark standards. However, rather than applying the traditional National Recreation and Park Association's (NRPA) published park standards that primarily frame LOS as parkland acres per capita, many communities are developing guidelines that are customized to their community and its unique park and recreation demands and needs. This plan evaluates the City's current levels of service standards relative to previous master planning standards, and offers recommendations for the refinement of a more contemporary set of standards.

## PREVIOUS STANDARDS

Previous park standards were developed as part of the City of Santa Fe's 1999 - General Plan and amended under the 2001 Parks, Open Space, Trails, and Recreation Plan. Park classifications from the 1999 General Plan identified regional parks as serving the entire city. Community parks provided a

TABLE 2. COMPARISON OF PARK INVENTORY AND ACRES IN 1999 AND 2017

PARK TYPE	1999 GENERAL PLAN INVENTORY		2017 INVENTORY		
	FACILITY COUNT	ACRES	# FACILITIES	ACRES	ACRES PER 1,000 POP.
Regional Park	0	0	1	428.4	5.2
Community Park	3	95.7	17	303.6	3.7
Neighborhood Park	23	117	31	117.0	1.4
Pocket Park	13	9.3	10	9.3	0.1
Special Use Park	7	NA	8	23.0	0.3
ATV/MX/Bike Skills Park	NA	NA	6	90.8	1.1
Dog Park	NA	NA	3	136.5	1.6
Population	62,512*		83,875**		
<b>Total</b>	<b>46</b>	<b>816</b>	<b>77</b>	<b>1108</b>	<b>13.2</b>

\*Population in 1994; \*\*Estimated population in 2016.

service area radius of 1.5 miles. Neighborhood parks provided a service area of 0.5 miles. Pocket parks and special use parks did not have a quantified service area. Open space areas were considered to serve the entire city. Recreational facilities were stated to serve residents within a 1.5 mile radius. In the General Plan, Table 9.8 City of Santa Fe Park Standards listed the park standard of 5 acres per 1,000 as combined for both community and neighborhood parks. Regional parks did not have an adopted or recommended acreage standard. The calculated level of service for park acreage was 3.6 acres per thousand at that time.

The 2001 Master Plan recommended increasing the level of need to 15 acres of "developed" parkland per 1,000 "regional residents." This standard included 10 acres per thousand of combined community, neighborhood, and Pocket Parks, and another 5 acres attributed to Regional, Open Space and Special Use Parks, plus recreation facilities.

## CURRENT CITYWIDE LEVEL OF SERVICE

The current inventory of Santa Fe Community and Neighborhood parkland facilities both developed and undeveloped is 377 acres. By way of comparison to 1999 and 2001 Plans, if only these parkland classifications are counted towards meeting the park acreage standard, the level of service is 4.5 acres per 1,000 residents, (based on the 2016 estimated population of 83,875 residents). Adding the currently developed 428 acres of the MRC, the city's only true Regional Park the citywide level of service for regional, community and neighborhood parks measures rises to 9.6 acres per /1,000.

## BY COUNCIL DISTRICT

To ensure a reasonably equitable distribution of park and recreation facilities, the council districts were examined for their existing service provision based on both city parks and all parkland acreage. In these comparisons, the MRC was excluded since its location is outside the city limits and the fact that it requires longer travel to access this facility from home. We recognized that the boundaries of Council Districts are adjusted every 10 years and will be adjusted after the 2020 Census. However, analysis by district is an indicator of geographic disparities in level of service. An analyses of developed park acreage and measure of level of service to meet a standard of 5 acres/1,000 for neighborhood and community parks in all council districts currently shows deficits in all areas except District I. The deficit is particularly stark in southwest Santa Fe. The build out of Las Soleras Park and SWAN will help reduce the deficit, but parkland is still below a 5 acres per 1,000 standard. District I, which encompasses older parts of Santa Fe, is best served because it is a mature area. Other districts with newer neighborhoods have not yet caught up.

TABLE 3. DEVELOPED AND UNDEVELOPED NEIGHBORHOOD, COMMUNITY, AND REGIONAL PARK ACREAGE BY COUNCIL DISTRICT

COUNCIL DISTRICT	ESTIMATED POPULATION	TOTAL PARK ACRES	ACRES PER 1,000 POP.
1	20,321	118.7	5.8
2	20,075	87.2	4.3
3	19,617	56.6	2.9
4	21,091	115	5.5
Regional Park (MRC)	N/A	428.38	20.3
<b>Total (without MRC)</b>	<b>83,875*</b>	<b>377.5</b>	<b>4.5</b>
<b>Total with MRC</b>	<b>83,875*</b>	<b>805.9</b>	<b>9.6</b>

\*Estimated population in 2016, which is slightly more than the combined total of the Council District population estimates here.

TABLE 4. COMMUNITY AND NEIGHBORHOOD PARK DEMAND & SURPLUS BY COUNCIL DISTRICT

COUNCIL DISTRICT	DEVELOPED ACRES	DEVELOPED ACRES PER 1,000 POP.	STANDARD 5AC/1,000	SURPLUS/ DEFICIT
1	118.7	5.8	102	17
2	87.2	4.3	100	(13)
3	14.8	0.8	98	(81)
4	92.7	4.4	106	(13)
<b>TOTAL</b>	<b>313.4</b>		<b>419</b>	<b>(106)</b>

TABLE 5. FUTURE PARK DEMAND & SURPLUS

YEAR	DEVELOPED ACRES	ACRES PER 1,000 POP.	DEMAND (ACRES)	SURPLUS/ DEFICIT
2017	313.3	4.5	419	(106)
2040	377.5	3.8	500	(123)

These numbers are based on 2040 population projections in the Santa Fe MPO's Metropolitan Transportation Plan, which estimate that Santa Fe's population will grow to approximately 100,000 by 2040. Note that this assumes that no new park acreage will be acquired.

## FUTURE DEMAND

Santa Fe is expected to grow in the coming decades and will need to be prepared for that growth with its infrastructure of parks, trails and open spaces. Based on projections developed for the 2040 Metropolitan Transportation Plan, the City's population is expected to grow to approximately 95,000 to 98,000 people by 2040. Given those numbers, "demand" for park acreage will rise to approximately 500 acres by 2040. At its current acreage (excluding future expansions), Santa Fe's park system would provide a level of service of 3.8 acres/1,000 in 2040.

TABLE 6. PARK LEVEL OF SERVICE STANDARDS AND SERVICE AREAS

PARK TYPE	LOS STANDARD (PER 1000 RESIDENTS)	TYPICAL SIZE (ACRES)	SERVICE AREA RADIUS
Regional Park	none	50-100+	City/County wide
Community Park	5 acres - combined community and neighborhood parks	20-50	1.5 miles
Neighborhood Park		2-19	0.5 miles
Pocket Park	none	Less than 2	immediate neighborhood
Special Use Park	none	Varies	City/County
Open Space Park	none	Varies	City/County wide
Dog Park	none	Varies	neighborhood

# GOING BEYOND ACREAGE

Based on these level of service averages above, Santa Fe's park is close to meeting a standard of 5 acres per 1,000 people if all park land were to be developed. However, developed parks are not equitably distributed. In addition, acreage alone does not provide an adequate measure of service provision. Many other variables should be considered when assessing the demands and needs of a community's parks and recreation infrastructure.

While Santa Fe is close to meeting its adopted standards for the city as a whole, future population growth will increase pressure on the availability of large tracts of open lands for purchase as future parks. As the park system matures with increasing residential density in some areas (particularly to the southwest), other assessment techniques should be incorporated to gauge the community's need for additional lands, facilities and amenities, which include the following.

## PARK PROXIMITY & DISTRIBUTION

The Trust for Public Land produces the City Park Facts Report, which defines park access as the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by freeways, rivers, fences and other obstacles.<sup>2</sup> Walking distance is most commonly defined as a half-mile or a ten-minute walk. Of the 100 largest cities in the U.S. that have explicit park distance goals, over 60% use a half mile measurement.

## PARK PRESSURE

Park pressure refers to the potential demand on a park. One method of exploration examines the proximity of residential populations to a park and assumes that the residents in a 'parkshed' use the park closest to them and that people visit their closest park more often than those farther away. Using GIS, the 'parkshed' is defined by a polygon or a park service area containing all households having the given park as their closest park. The population within this park service area can then be calculated, providing an estimate of the number of nearby potential park users. The acreage of the subject park is then used to calculate the number of park acres available per 1,000 people within the parkshed. This measure of probable park use and population pressure identifies the adequacy of the park land (in acres per 1,000) rather than simply the location and 'walkability' determined by the park accessibility metric. Depending on the amenities and attractions within the park, the higher the population within a parkshed will result in greater use with a corresponding potential increase in maintenance and operations costs.

## PARK AMENITY MIX AND CONDITION

Providing unique outdoor experiences, while working to fulfill basic recreational park amenities, will result in parks with a variety of amenities. The variety and location of amenities available within a community's parks and recreational facilities will create a range of different preferences and levels of park usage by residents. Park systems should

ensure an equitable distribution and quantity of the most common amenities like playgrounds, picnic shelters, restrooms, sports courts, sports field and trails to help distribute the potential usage of load on individual parks.

In addition to understanding the inventory of park amenities, communities must also assess the condition of each park's general infrastructure and amenities. The condition or quality of park amenities is a key measure of park adequacy and a required assurance of public safety. General park infrastructure may include walkways, parking lots, park furniture, drainage and irrigation, lighting systems and vegetation. Deferred maintenance over a long-time period can result in unusable amenities when perceived as unsafe or undesirable by park patrons.

## SUITABILITY OF PARK LAND FOR DESIRED USES

Neighborhood park land is often dedicated as part of a suburban plat. Land encumbered by steep slopes, drainage ways, or easements and oddly shaped parcels may be suitable as open space parks but have limited potential for more active uses, such as practice fields or playgrounds. Land accepted by the City as parks should be suitable for park development.

# BENCHMARKS & COMPARISONS

The National Recreation and Park Association (NRPA) prepared a report in 2015 using their Park and Recreation Operating Ratio and Geographic Information System (PRORAGIS) database that reflects the current levels of service of park agencies across the country based on population density per square mile. The table below indicates the range of acres per 1,000 population from jurisdictions with less than 500 residents per square mile up to urban communities with over 2,500 persons per square mile.

Based on its current estimated population of 83,875 residents, Santa Fe's population density was 1,600 persons per square mile for its 52.5 square miles land area. In reviewing the PRORAGIS data, Santa Fe's level of service would be just above the median for urban communities with its 9.6 acres per 1,000 population, including themes. Without the MRC, the City falls into the lower quartile for cities of 50,000 to 99,000.

It should be noted that diverse approaches are used to classify park lands when applied to meeting a level of service standard. Since the PRORAGIS database relies on self-reporting by municipalities, some agencies only include developed, active parks while others include natural lands with limited or no improvements, amenities or access. The comparative standards in the table below should be weighed with this variability in mind.

In 2015, The Trust for Public Land (TPL) generated a series of comparisons of urban communities across the country examining their different population sizes, population densities and parkland acreage

ratios to those populations. While all the cities used in the comparisons were larger than Santa Fe, the measurements can provide an additional benchmark for establishing an appropriate target for a parkland standard for the City. The TPL study examined a range of high to low density cities and compared their populations, overall land areas (extracting land areas dedicated to airports), population densities, parkland acres and then measured the parkland acreages to the population. Cumulatively, across the range of high, medium and low density cities in the TPL study the median parkland acreage provision was 13.1 park acres per 1,000 residents. While Santa Fe is a much smaller and less dense city than any of the TPL listed cities, its parkland acres to population size is less at 10 acres per 1,000 residents if the MRC and special use parks are included.

## AGENCY PERFORMANCE - NRPA COMPARISON

Using the most updated aggregated data derived from 2014-2016 data in the NRPA Park Metrics database, an agency performance report was generated for the Santa Fe Parks and Recreation Department. The 2017 Agency Performance Report is a comparative assessment relative to criteria such as population, budget size, staffing, population density, park acreage per thousand, etc. The report provides information that can be used as a tool for informed decisions particularly where significant deviations from comparable jurisdictions raise questions regarding the measured difference. While the comparative performance report provides an observation of how the Santa Fe Parks and Recreation Department measures against other park and

recreation agencies across the country, due to the uniqueness in every park system and the population being served, it should not be used to evaluate actual performance within the park agency.

Some highlights from that report could be considered where significant deviations exist from the median performance measures of other similar park and recreation agencies. It should also be noted that measurements for the Santa Fe NRPA performance report used pre-annexation population figures of 67,947 not the current 83,875 estimated population size.

## PARK OPERATING EXPENSES PER ACRE OF PARKLAND

The NRPA performance report indicates that Santa Fe spends a median \$6,794 per acre of parkland, a much higher number than the median (\$2,731/acre parkland) of jurisdictions of similar population density but within 10% of the range of the upper quartile of agencies. If further detail data were available and linked with these variables, the actual amenities and intensity of parkland development might help reveal the variables that limit this seemingly straightforward comparison. Across all agencies in the PRORAGIS database, the median-level operating expenditures is \$6,561 per acre when combining management of both park and non-park sites.

## PARK OPERATING EXPENSES PER CAPITA

According to the NRPA general agency performance report, the typical park and recreation agency has annual operating expenses of \$77.32 on a per capita

basis. Santa Fe has a higher than average \$242.84 park operating expense per capita due to its extensive park system and the wide range of facilities provided.

## REVENUE PER CAPITA

According to the 2017 NRPA general agency performance database, the typical park and recreation agency generates \$19.04 in revenue annually for each resident living in the jurisdiction it serves. Agencies serving jurisdictions with between 50,000 and 99,999 people generate a median of \$25.58 in revenue per resident each year. While the median for jurisdictions with similar population densities hits a higher target of \$24.93, Santa Fe far exceeds these values with \$51.51 of revenue per capita. Revenues include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources. Revenue per capita is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served. It should be noted that visitors and tourists that use parks within a destination city or location are not reflected in these calculations.

## OUTSTANDING CHARACTERISTICS OF SANTA FE AND ITS PARK SYSTEM

When reviewing the comparison of Santa Fe's park and recreation system to those other US cities with a similar population density, a cautionary note is recommended. While the operating expenses shown above are considerably higher than similar population densities, they are directly associated with facilities that few of those other cities provide. Those facilities require much more intense management and staffing and generate much higher participant numbers. Additional highlights (from the

NRPA report) that should be considered for a more balanced comparison with other agencies are listed below.

- The number of participants per program for Santa Fe is 233 compared to 50 participants per program for all reported park and recreation agencies.
- Total number of parks 71 parks compared to 22 parks by similar population densities
- Total park acres for Santa Fe is 971.5 compared to 491 acres (note that developed park acres are 586, including neighborhood community, regional and special use park and recreation centers)
- Total number of non-park sites for Santa Fe is 8 compared to 3 non-park sites. Santa Fe is also responsible for median and streetscape maintenance, which is not included here.
- Total acres of non-park sites for Santa Fe 91 compared to 10 acres as the median of other park and recreation agencies.
- Total miles of trails managed/maintained by Santa Fe is 172 miles compared to median of 14 miles managed by other park and recreation providers.
- Santa Fe's parks department is responsible for a total square footage of operated buildings at 247,000 sf compared to the median 71,053.5 square feet.
- Number of contacts (participants, users, etc.) for building facilities per year is 400,000 for Santa Fe compared to 80,650 per year for other agencies.
- Number of contacts (participants, users, etc.) for park facilities per year is 1,500,000 users compared to 100,000 users.
- Santa Fe owns and operates indoor swim facilities compared to less than one fourth (22.5%) of comparable agencies.

## COMPARISONS TO OTHER AGENCIES

This section compares Santa Fe's park and recreation system against national averages and selected comparable cities, based on the following metrics:

- **Parkland:** total parkland and parkland per capita
- **Staffing:** total FTEs, FTEs per 10,000 residents, and FTEs by functional area
- **Expenditures:** Total operating and capital expenditures, per capita, and per acre

National averages are based on the 2017 NRPA Agency Performance Review, and park agencies can vary in many ways – in physical geography, populations served, local responsibilities, funding sources, and public priorities. The comparisons in this section should be paired with other resources and input to determine what levels of parks, staffing, and expenditures are appropriate for the Santa Fe community.

## PARKLAND

Santa Fe's park and recreation system encompasses 1,108 acres of total parkland for all park types, excluding open space, or approximately 4% of the city's total land area- of this, 552 acres is developed. The system provides approximately 10 acres of developed parks per 1,000 residents. The size of Santa Fe's developed system is comparable to the average park system nationwide, which totals 491 acres (or 9.6 acres per thousand residents) and to most cities with similar populations – cities of 50,000 to 99,999 residents average 9.1 acres per 1,000 population see Figure 1. Parkland acreage varies across cities for many reasons, such as the extent of other recreational lands (such as federal, state, schools, and private parks and open space). Santa Fe's total land area is much larger when open space, undeveloped park land, the golf course and school sites are included.

Santa Fe's park and recreation system covers more land than that of Flagstaff, AZ; Asheville, NC; St. George, UT; and Santa Barbara, CA – both in terms of total acreage (Figure 1) and percentage of total land area (Figure 2). However, the system is much smaller, in both size and percentage, when compared to Boise, ID; Bend, OR; and Iowa City, IA (see Figures 1 and 2). These cities' large park systems make up 11-12% of their total land area and provide over 25 acres per 1,000 residents.



FIGURE 26. TABLE TENNIS AT THE GCCC

## STAFFING

Santa Fe employs a total of 153 full-time equivalent staff (FTE), or approximately 18.2 staff per 10,000 city residents. According to the NRPA, a typical park and recreation agency employs 35 FTE, or 7.3 FTE per 10,000 residents, including full and part-time staff. The number of staff tends to increase for:

**Larger jurisdictions:** Agencies serving 50,000 to 99,999 residents have an average of 49.8 FTE staff. One-quarter of agencies of this size employ fewer than 26 staff, while one-quarter employ more than 104 staff. Santa Fe's population of 84,099 and staff of 153 FTE place it near the top of these population and FTE ranges. However, while larger agencies tend to have larger staffs they also tend to employ fewer staff per capita than smaller agencies.

**Denser jurisdictions:** Agencies in urban areas with greater population density tend to employ more staff. Santa Fe's population density is about 1,925 people per square mile, which is more dense than many jurisdictions nationwide.

**Larger park systems:** Agencies with more parkland or parks tend to have more staff. On average, agencies with 250 acres of parkland or less employ 13.9 FTE compared to 251 FTEs for agencies with more than 3,500 acres of parkland. Santa Fe has 1,108 acres of parkland.

**Higher operating expenditures:** Agencies with larger operating budgets have more staff. Agencies with less than \$5 million operating budgets average 4 FTE, while those with more than \$10 million average 200.3 FTEs.

Santa Fe's per capita FTEs (18.2) is higher than all of the comparable cities except for Bend, Oregon, see Figure 3. It is also in the highest quartile for similarly sized park and recreation agencies nationwide.

Park agency staff work in a variety of functions. Nationwide, 58% of staff is employed in park operations or maintenance, while 21% provide recreation programming, and 17% work in administration, planning or capital development, see Figure 4. A greater percentage of Santa Fe's staff works in park operations and maintenance (75%), with fewer in recreation programming (8%).

Staff breakdowns were only readily available for Bend, OR; Asheville, NC; and St. George, UT. In these cities, the percentage of staff assigned to each work type varies significantly. St. George's staff breakdown is relatively similar to the NRPA average. Bend and Asheville's staffs are more heavily weighted to recreation programmers.

## EXPENDITURES

Santa Fe's annual General Fund budget for parks and recreation is approximately \$17.38 million. This budget is nearly three times the \$6 million NRPA annual operating expense average in cities of 50,000 to 99,999 residents. However, Santa Fe's general fund budget may include non-operating expenditures. The amount a park and recreation agency spends on annual operations can vary significantly based on the size of the park system, number of residents served, and the responsibilities of the agency.

Santa Fe's level of per capita parks general funding (about \$199 per resident) is higher than all other comparable cities, which range from \$94 to \$189 per resident, see Figure 5. Agencies serving larger populations tend to have lower per capita expenditures; however denser areas tend to have higher per capita expenditures.

General fund expenditures in Santa Fe per park acre (\$15,089) are lower than in Santa Barbara and St. George but on par with Asheville and Flagstaff, see Figure 6.

Nationwide, park and recreation agencies serving 50,000 to 99,999 residents spend about \$5 million on capital improvements over a 5-year period. Santa Fe's capital improvement plan includes about \$4.75 million in projects over a 5-year period, on par with national averages. Santa Fe's capital budget results in expenditures of about \$11 per capita per year, which is higher than Santa Barbara (\$3/person/year) but lower than all other comparable cities (ranging from \$16 to \$162). Capital budgets tend to be higher in agencies with:

**Larger park systems:** Agencies with more parkland or more parks tend to have higher capital budgets. For example, agencies with 250 acres of parkland average \$1 million 5-year capital improvement plans, compared to \$30 million for agencies with more than 3,500 acres of parkland. Santa Fe has 1,108 acres of parkland.

**Higher operating expenditures:** Agencies with larger operating budgets tend to have higher capital budgets. Those with annual operating budgets over \$10 million average \$22.4 million capital budgets.

**Denser jurisdictions:** Agencies in urban areas with greater population density tend to spend more on capital improvements. Agencies serving areas with 2,500 residents per square mile or more average \$5 million capital budgets, more than three times that of agencies with less than 500 people per acre. Santa Fe's population density is about 1,925 people per square mile.

Actual expenditures for the Santa Fe Parks and Recreation Department were analyzed to determine what might be driving higher costs. Total annual expenditures in FY 2015-2016 were \$15.9 million. The breakdown of the budget by division is shown in

Figure 27 and indicate that specialized recreational facilities have a large impact on the department's budget.

Parks, Trails and Watershed Division is the largest share of expenditures, with 40% of expenditures. The GCCC is a large share of department expenditures, with 28% of the total. The MRC, which is golf and the sports complex combined and includes debt service, accounted for 18 percent of expenditures.

The GCCC and MRC generate revenue from recreation fees, rentals, and other smaller revenue sources. They also have a dedicated allocation from the City's ½% GRT fund. In 2015-16, the MRC

sports fields required an operating subsidy from the general fund of \$60,000. Both the GCCC (\$191,000) and the MRC (\$1.2 million for golf and \$295,000 for sports fields) subsidized operations in 2016-2017. The large golf subsidy was to address a prior year deficit as well as cover current operations. Earned revenue covers over 40% of the operations cost at the GCCC. However, revenue has been declining slightly since 2014-2015 from 45% in that year to 42% in 2016-2017. For golf, earned revenue has fluctuated as a percent of total operations cost, with a high of 91% in 2015-2016, dropping to 80% in 2016-2017, and was expected to decline further in FY 2017-2028.

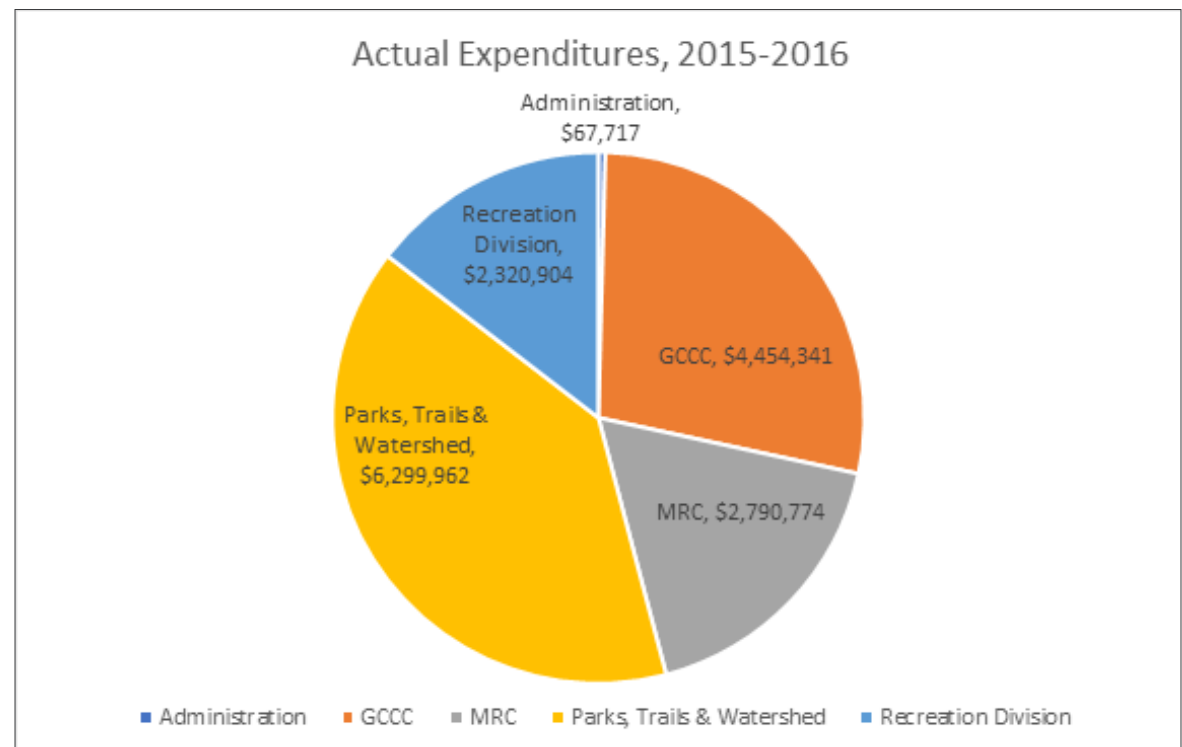


FIGURE 27. BREAKDOWN OF ACTUAL EXPENDITURES BY DIVISION, 2015-2016

TABLE 7. SUMMARY OF PARK AGENCY METRICS

	SANTA FE, NEW MEXICO	SANTA BARBARA, CA	BEND, OR (DISTRICT)	ASHEVILLE, NC	FLAGSTAFF, AZ	ST. GEORGE, UT
<b>Population</b> (1,000s)	84.099	91.842	87.014	88.512	70.320	80.202
<b>Land Area</b> (sq. mi.)	46.0	19.5	33.0	4.9	63.9	70.4
Population per square mile	1,829	4,717	2,636	1,970	1,101	1,139
<b>Land Area</b> (acres)	29,427	12,461	21,126	28,755	40,877	45,056
<b>Parkland</b> (all acres)	1,108	361 (developed)	2,375	822	687	511
Park Acre / 1,000 residents	13.2	3.9	27.3	9.3	9.6	6.4
Annual General Fund Parks Budget	\$16,724,000	\$17,376,000	\$14,519,000	\$10,268,000	\$6,937,000	\$14,567,000
GF Park Budget / 1,000 residents	\$198,861	\$189,194	\$166,858	\$116,007	\$98,649	\$181,629
Capital Improvement Plan Total	\$18,490,000	\$116,027,000	\$70,389,000	\$12,111,000	\$10,213,000	n/a
funded	\$5,599,000	\$1,450,000	\$70,389,000	\$12,111,000	\$10,213,000	n/a
unfunded	\$12,791,000	\$114,577,000	-	-	-	n/a
years included	2017-2022	2016-2021	2017-2021	2016-2020	2016-2020	n/a
Park FTEs	153	97.25	236.53	90.75	24	81



## CHAPTER 6

# OPERATIONS & MAINTENANCE

Operations and maintenance represent essential functions for Santa Fe Parks and Recreation staff to ensure assets are properly maintained and managed, and investments are protected over time. Being able to manage maintenance with best practices enables the City to identify and prioritize maintenance requirements for parks and recreation sites and assets, and helps to establish resources necessary to maintain the current system. This section presents an operations and maintenance program that is affordable and well managed to ensure the parks and recreation system best serves the needs of the community and ensures the quality of investments into the system is sustained over time. This includes consideration of existing conditions of the current inventory, and additional improvements being considered over the next five-to-ten years.

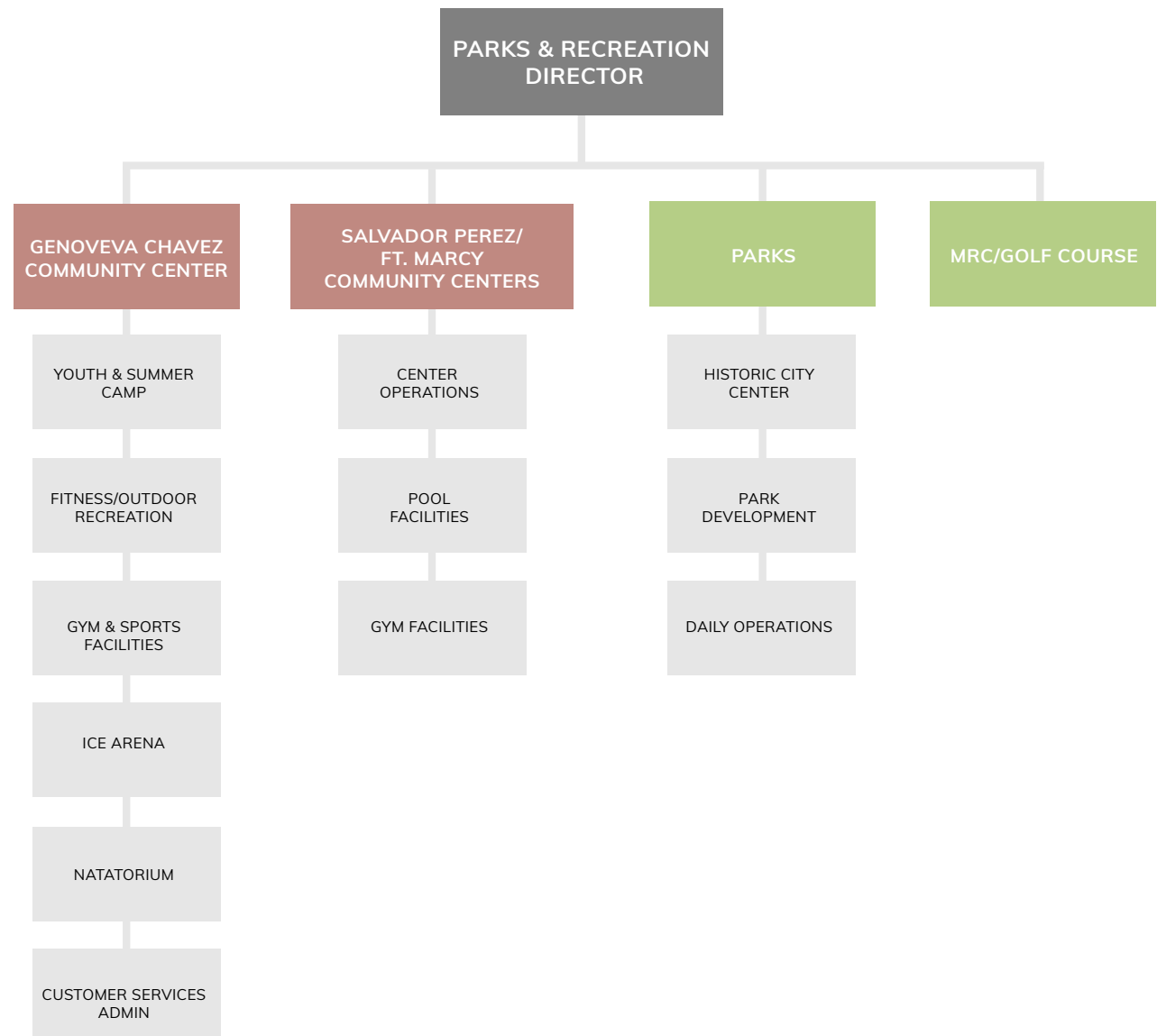
# ORGANIZATIONAL OVERVIEW

The mission of the City of Santa Fe Parks and Recreation Department is to promote an enhanced quality of life to its diverse community through sustainable opportunities by offering safe, healthy and accessible resources to parks, facilities and recreational services. The Parks and Recreation Department is divided into four subdivisions including one division for Parks and separate divisions for each community recreation complex: the Genoveva Chavez Community Center (GCCC), Fort Marcy/Salvador Perez Recreation Complex, and the Municipal Recreation Complex (MRC)/Golf Course. The GCCC and MRC are intended to function as independent enterprises.

## GUIDING PRINCIPLES

In general, the Department provides the community with quality parks and recreation amenities and opportunities using the following guidelines:

- Address design issues and standardize design requirements
- Standardize regular maintenance requirements
- Maintain quality control and standards
- Conduct regular inspections
- Plan for capital repair and replacement
- Promote and maintain a quality recreation experience
- Promote public participation through a responsive public feedback system
- Operate a cost-effective program with sustained funding



# OPERATIONS & MAINTENANCE

The purpose of developing effective operations and maintenance procedures is to ensure the City's parks, recreation facilities, trails, open spaces, medians and streetscapes are maintained at a high quality throughout their useful lifetime. For this plan, the consultant team worked with Parks and Recreation staff to gather information about organizational structure, staffing levels, existing policies and procedures, and the overall management of the department. The objective is to assess maintenance standards, asset management, budget and staffing, management of parks and recreation elements, facility management, and maintenance performance.

## SUMMARY OF CURRENT OPERATIONS AND CONDITIONS

Based on observations and discussions with the Parks and Recreation department director and staff, and by feedback obtained during the public outreach process, the City currently does a good job with the resources available, with room for improvement in some areas. Given the size of the park system in Santa Fe, and anticipated population growth and development within the City, current resources prove to be inadequate for upkeep and maintenance in the future as development continues. The current available staff time hours are maxed out to achieve the requirements of parks and recreation facility maintenance for the existing system, and will continue to be maxed out as new parks come online. Maintenance staff are barely able to deliver on maintenance needs currently, so increased staffing levels and advanced staff training will be needed in the future.

Ideally, maintenance would occur at or above the Base Level Maintenance Standards developed in coordination with National Parks and Recreation Association (NRPA) standards included in Appendix C: Operations and Maintenance. At this time, the City functions fairly effectively at this base level but will need continued staff development and enhanced resources in the future to function above the base level standards.

Based on staff interviews and public outreach, the following observations were made about parks and recreation maintenance and operations:

- Special events have a major time and cost impact on the park's maintenance staff, operations and budget. This needs to be addressed in the City's annual budget, and partnerships with private entities to control waste management and maintenance during these events should be investigated.
- The quality and level of service for park maintenance is comparable with other similar parks systems in the United States. However, Santa Fe maintains a number of parks that is above average for similar communities in the Nation. The consultant team viewed a sampling of parks that ranged from needing maintenance improvements to well maintained. These observations were echoed during the public outreach phase, and the City could benefit from developing a clear set of maintenance standards and operation procedures.
- Most visitor experiences are positive based on comments received during the public outreach phase, but there is room for improvement in pest management, graffiti removal and general maintenance issues. The City does have an adopted Integrated Pest Management (IPM) policy which guides the removal of noxious weeds and pests, but acknowledges the time constraints required for weed removal due to lack of pesticide use.
- Recreation center and building maintenance is deferred at times due to coordination with other City Departments. In general, recreation center maintenance is handled through the City's maintenance department through a work order system and does not fall under the duties of Parks and Recreation Maintenance Staff. This disconnect should be addressed to ensure maintenance efforts are done in a timely manner at recreation facilities.
- The park maintenance staff does not have an established maintenance plan for park and recreation facilities that is built into daily operations and yearly capital improvement plans. Clear written maintenance objectives and frequency of care guidelines for each amenity is needed based on the desired outcomes for a quality visitor experience in maintaining the parks for aesthetics, safety, recreation and natural resource sustainability.
- Performance measurements and consistent inventory processes are not currently in place, although the City does maintain an inventory of assets. Inventory and performance

TABLE 8. MAINTENANCE FUNCTION BY TYPE OF FACILITY

FUNCTION	ACTIVE PARKS	PASSIVE PARKS	TRAILS	OPEN SPACE	MEDIANS & STREETSCAPES
Turf Maintenance					
Tree & Shrub Maintenance					
Storm Cleanup					
Irrigation System Maintenance					
Litter Control					
Playground Maintenance					
Hard Surface Maintenance					
Outdoor Court Maintenance					
Trail Maintenance					
Site Amenity Maintenance					
Athletic Fields Grounds Maintenance					
Fence and Gate Maintenance					
Sign Maintenance					
Pest Control					
Vandalism and Graffiti Removal					
Picnic Shelters					
Lighting Security					

## LEGEND

ESSENTIAL/REGULAR  
MAINTENANCE  
FUNCTION

AS-NEEDED  
MAINTENANCE  
FUNCTION

NON-ESSENTIAL  
MAINTENANCE  
FUNCTION



FIGURE 28. TIERRA CONTENTA TRAIL

monitoring should be completed at least once a year in order to manage, maintain and replace assets (if needed) in a timely manner.

- Staffing levels are above National standards according to NRPA data, but staff training is limited. However, Santa Fe has more parkland per 1,000 residents and has a higher population density than compared jurisdictions. Santa Fe employs 153 full-time equivalent staff (FTE). See the Parks, Recreation, Trails and Open Space Needs chapter for more information on staff, operating budget, and parkland comparison levels.
- There is a limited amount of staff on-site during peak visitation hours at parks and recreation sites to support the volume of recreational needs at competition fields and courts.
- Volunteer maintenance is done in places, but the City could benefit from additional partnerships with recreation leagues and volunteers for the maintenance of facilities, especially competition facilities that require specialized care and maintenance. Current volunteer maintenance efforts exist with trails and through programs including Adopt-a-Median, Adopt-a-Park and Adopt-a-River.
- There is a need to upgrade maintenance equipment, and maintain a standardized inventory of structures and parts for quick replacement (irrigation, site furnishings, etc).

# PARKS DIVISION

## MAINTENANCE ACTIVITIES

The Parks Division provides maintenance and stewardship functions for parks, streetscapes, trails, downtown public spaces, open space and other public grounds in the City. **Table 8: Parks Maintenance Functions** lists operations and maintenance functions for each maintenance category including active and passive parks, trails, open space, medians and streetscapes. Routine and remedial maintenance should be taken into account, including day-to-day activities such as mowing, weed control, trash removal, trail sweeping and minor repairs. Remedial maintenance, or correcting significant defects and repairing/replacing major components over the lifetime of a facility, should be incorporated into long term capital planning.

The following sections describe typical functional activities for each division, and key activities included that should be considered in operations and maintenance planning. Each category should include regular inspection, quality control, accident and crime monitoring and enforcement, pest management and user feedback. A detailed list of tasks and recommended frequency for each function can be found under Base Level Maintenance Standards in **Appendix C: Operations and Maintenance**.

## HISTORIC CITY CENTER

The Parks Division is in charge of park, plaza and streetscape maintenance in the Historic City Center, as well as cleanup and waste management for special events located on and around the plaza. Special consideration should be given to historic areas of the City where specialized design elements exist. All maintenance functions are to be performed at base level frequency or higher as included in Appendix C: Operations and Maintenance, and special consideration should be given to design details and replacement/upgrades of site amenities as needed.

## STREETSCAPES & GREENWAYS

The Parks and Recreation Department is also in charge of the maintenance for most medians and streetscape within the City. These include medians, planting buffers along roadways, and landscaped areas within roadway and trail rights-of-way. An Adopt-a-Median program does exist where private and non-profit groups provide basic maintenance functions for their respective median. However, feedback from participants has indicated that the process is fairly cumbersome, which may discourage wider participation.

## COMMUNITY & SPECIAL EVENTS

The Parks & Recreation Department has a major focus on special events. The City typically coordinates and/or staffs 12 major special events and 50 smaller community events throughout the year. These events are well attended, with over 1 million people participating in 2016 (combined). A sampling of the events for which the Department provides preparation, maintenance and clean-up includes the following:

- City of Santa Fe Triathlon
- Santa Fe Pow Wow
- City Golf Championship
- Zumbathon
- Zozobra
- High Desert Classic
- Bike to Work Week
- Earth Day Celebration
- Bicentennial Pool Doggie Dip

Community and special events should continue to be an area of emphasis. Special events draw communities together, attract visitors from outside the community and are popular with residents. However, due to resource requirements of coordinating special events, the overall growth in the number of events should be carefully managed. This will ensure the City can adequately invest in its overall recreational offerings and maintain high-quality special events. If the City decides to offer more events, it should obtain sponsorships to offset costs and develop a series of seasonal activities.

## ADOPTION/VOLUNTEER PROGRAMS

The City currently controls “adoption” programs for parks, trails, medians, and sections of the Santa Fe River. With the growing population and limited resources available to maintain the over 70 parks in the City, the Parks and Recreation Department has developed these adoption programs to help with regular maintenance activities. Through this program, residents and groups can become a partner in the care and beautification of parks, trails and medians in the community. Groups are requested to adopt for a minimum of three years, and the program is available to any citizen group, community organization, civic group, business, youth group

or individual within the City. Some examples of maintenance activities through volunteers under this program include:

- Litter control
- Landscaping
- Plantings
- Spreading mulch and wood chips
- General maintenance (watering, raking, etc.)
- Painting

Groups wishing to adopt a park, trail, median or river section must have an adult supervisor if volunteers are under 18 years old, conduct major cleanups of adopted space at least four times per year (seasonally), and have a designated group leader to serve as a liaison to the Parks and Recreation

Department. Participants are also asked to pick up litter and recyclables regularly, and are encouraged to participate in the design, landscaping and painting of materials.

Taking the “Adopt-” model one step further, a group of allied soccer organizations that would like to see improvements to the fields at MRC has forced a non-profit entity with the goal of creating a public/private partnership to better manage and maintain the complex at a reduced cost to the city.

Trails are maintained by the Parks Division with aid from the Santa Fe Conservation Trust and the Bicycle and Trails Advisory Committee (BTAC). The Conservation Trust wishes to continue their partnership with the City for trail development and maintenance, and receives guidance from the City Trails Program (housed under Engineering), BTAC, the Parks and Recreation Department, and the Santa Fe MPO (SFMPO). The SFMPO’s Bicycle and Pedestrian Master Plans are used as guiding documents for trail segment development.

## SCHOOLS

The Parks Division has a Memoranda of Understanding (MOUs) with four local elementary schools where the Division maintains the park grounds, turf and irrigation, but does not maintain playground equipment. These schools include Atalaya Elementary, Cesar Chavez Elementary, Sweeney Elementary, and Wood Gormley Elementary.



FIGURE 29. ACEQUIA TRAIL

# RECREATION DIVISION

In general, the Parks and Recreation Department is in charge of operations and maintenance of the following community centers/recreation facilities: Genoveva Chavez Community Center, Fort Marcy and Salvador Perez Recreation Complex, and Municipal Recreation Complex/Marty Sanchez Links de Santa Fe Public Golf Course.

Facility maintenance for recreation and community centers is typically directed through the City Facilities Department, and not handled by the Parks and Recreation Department. This includes minor and major repairs, painting, refurbishing and upkeep. Recreation center staff are in charge of fitness equipment maintenance and replacement, and typically help with court, fitness room and community room setup, and equipment storage. Equipment storage is based upon agreements with the individual recreation center, or with use agreements through the Parks and Recreation Department. For example, pickleball, table tennis and badminton equipment is stored at the GCCC when not in use. Fitness classes are typically contracted through private vendors.

## GENOVEVA CHAVEZ COMMUNITY CENTER

As mentioned earlier, the Genoveva Chavez Community Center (GCCC) is a 177,000 square foot facility featuring swimming pools, an ice arena, fitness area, weight room, gymnasium, racquetball courts and an indoor track. The GCCC offers fitness classes and youth programs year-round, and is staffed by over 60 full and part-time employees, fitness contractors and lifeguards. The GCCC also includes a concession area near the ice arena, which is contracted to a

private partner through an agreement with the Parks and Recreation Department. Rooms are available for rent for parties, meetings and other community or private functions. It is a staff duty to provide setup for rented rooms. GCCC staff also typically helps with court setup and equipment storage for sports and recreation programs including volleyball, basketball, table tennis, badminton, and pickleball.

## FT. MARCY RECREATION COMPLEX

The Ft. Marcy Recreation Complex is managed in conjunction with the Ft. Marcy Recreation Complex and provides fitness programs, a weight room, pool, racquetball courts and a full court gymnasium. This complex also offers fitness classes year-round, and is staffed by more than 15 full and part-time employees, fitness contractors and lifeguards. Staff is shared with the Salvador Perez Fitness Center, except for the pool which is managed separately.

## SALVADOR PEREZ POOL AND FITNESS CENTER

The Salvador Perez Pool and Fitness Center is managed in conjunction with the Ft. Marcy Recreation Complex. Similarly, Salvador Perez provides fitness programs, a weight room, fitness equipment, and a community classroom that is utilized for fitness classes and available for community events. This complex also offers fitness classes year-round, and is staffed by more than 15 full and part-time employees, fitness contractors and lifeguards. Staff for the facility is shared with Ft. Marcy except for the pool which is managed separately.

## BICENTENNIAL POOL

Bicentennial Pool is the only outdoor pool in Santa Fe, and is completely managed and maintained under the Parks and Recreation Department. While staff for the Bicentennial Pool is managed underneath the Ft. Marcy/Salvador Perez Recreation Complex, the pool has a separate seasonal staff that is in charge of daily operations. The Parks and Recreation Department oversees the maintenance of Bicentennial Pool.

## MUNICIPAL RECREATION COMPLEX

Like the GCCC, the Municipal Recreation Complex (MRC) is run as an enterprise and is operated by its own staff. Staff at the MRC oversee operations and maintenance of outdoor sports fields, concessions, grounds and the Marty Sanchez Links de Santa Fe Golf Course. Similarly to other recreation centers in the City, typical building maintenance is directed through the City's Facilities Department and is not handled by the Parks and Recreation Department. The MRC is comprised of more than 15 part and full-time employees, including seasonal workers and contract staff in charge of golf course operations.

Some maintenance activities at the Golf Course are funded and provided through private donations and fundraising activities, including funds raised by men's and women's golf associations to repair and replace sand bunkers as needed. The City could benefit from utilizing public/private partnerships such as this for the maintenance of other facilities, including parks, continuing partnerships for trail maintenance, and MRC field maintenance.

## PROGRAM DEVELOPMENT & ASSESSMENT

The Department has demonstrated its commitment to excellence and continuous improvement. Planned upgrades for recreation software will further improve the Department's record keeping regarding program registration and attendance numbers, and it has a track record of collecting data from recreation program users and the general public to both evaluate existing offerings. Staff periodically should review data from the following sources to determine community needs for programs and services:

- Historical registration trends/success of current programs and services
- Surveys and questionnaires
- Focus groups
- New Mexico Statewide Comprehensive Outdoor Recreation Plan
- Suggestions provided by current instructors and current employees
- Suggestions submitted by prospective instructors/employees
- Staff should continue to evaluate and assess the City's program offerings and prioritize future programs based on a mix of criteria that include:
  - Current or potential importance for community-wide or broad individual benefit,
  - Community needs or deficiencies,
  - Potential for increased participation, and
  - Revenue potential.
- Program Planning

The Department should develop a detailed plan for the delivery of recreation services to the citizens of Santa Fe for the next 5 to 10 years. This plan should take into consideration core and secondary services, along with the role of other organizations and recreation providers in the area. There will need to be clearly identified areas of programmatic responsibility to ensure that there is not overlap in resource allocation. From this, the Department should establish a 5-year program plan that identifies the priorities for program development, the responsible staff member and the required resources. Each program area or facility (e.g., GCCC) would then develop their own 5-year plan with a specific and detailed implementation plan for each year.

In the future, Santa Fe may wish to expand the quantity and breadth of adult programs offered via mutually-beneficial partnerships with other recreation providers. In particular, the City should consider additional and more varied health and fitness classes, classes in alternative sports, art and music classes; and educational programs, such as language, and personal and home improvement. Because recreational programming can be influenced by national and regional trends, staff must stay abreast of current trends and continue to evaluate program offerings.

### AGENCY COORDINATION

Across the country, recreation departments often serve as a coordinating agency and a clearinghouse for multiple recreation organizations and providers, in an effort to bring a comprehensive scope of recreation programs to a community. This has also increased the number of partnerships that are in place to deliver a broader base of programs in a more cost-effective manner. There is also a much stronger

emphasis on revenue production and raising the level of cost recovery to minimize tax dollar use to offset recreation programming.

### STAFFING

In order to continue to grow the number of recreation programs and services that are offered, adequate staffing is necessary to not only conduct the program itself, but also to supervise and administer the activities. With staffing costs being the single greatest expense for parks and recreation departments, many agencies have attempted to minimize the number of full-time staff by contracting for certain programs or partnering with other providers for services. Nationally, the need to reduce full-time staff became even more acute with the poor financial condition of most municipal governments during the recent recession. Part-time staff have become the backbone of most recreation departments and comprise the vast majority of program leaders and instructors. However, even with this approach, there still needs to be adequate full-time staff to oversee and coordinate such efforts.

Many departments have converted program instructors to contract employees with a split of gross revenues (typically 70% to the instructor and 30% to the city) or developed a truer contract for services that either rents facilities and/or takes a percentage of the gross from another organization. The use of volunteers can help to augment paid staff but should not be seen as a substitute for them. As part of its detailed planning for the provision of recreation services, the City should explore staffing alternatives and trade-offs to fulfill its mission and meet its programming goals.

# PARTNERSHIPS & AGREEMENTS

As noted in the previous section, management and operations for parks, open space, trails, and recreation facilities in Santa Fe is administered by the Parks and Recreation Department in coordination with other City departments, such as facilities and tourism. There may be instances, however, where the City seeks to partner with other departments and agencies (non-profits, private businesses, the public, other jurisdictions, etc.) for the maintenance and operations of facilities. Additional operations and maintenance models are described below.

## MANAGEMENT BY A SPECIAL DISTRICT

The City may wish to fund and provide maintenance and operation functions through a special district, which requires the creation of a taxing authority through a ballot measure. Districts could include specific or special areas of town, such as the historic downtown district or the Southwest area, and could consolidate operations and maintenance tasks.

## COOPERATIVE MANAGEMENT BETWEEN JURISDICTIONS

This model requires separate jurisdictions to work together to maintain and operate facilities. Funds and facilities may be combined from multiple agencies, or a designated agency may wish to provide funding and/or facilities with the agreement that another agency provides maintenance and operation activities for a selected site. An example of this would be cooperation between the City and County of Santa Fe to manage open space areas which serve residents from both jurisdictions, such

as Dale Ball. The County has expressed interest in coordinating trail and open space planning activities, and could be further interest in sharing maintenance and operation functions on open space and trail areas.

## COOPERATIVE MANAGEMENT BY STAKEHOLDERS

Under this model, stakeholders agree to share maintenance and operation functions for specific facilities provided for the City. For example, some soccer leagues have expressed interest in maintaining and operating soccer fields and facilities provided by

the City with the understanding that the leagues will maintain, operate and schedule programs for the fields as long as the City provides the facility. No new taxing district is needed, and maintenance operations could be more specialized under this model.

This model currently exists for trail maintenance in Santa Fe where the City partners with the Santa Fe Conservation Trust and other non-profit entities to maintain trail corridors and certain open space areas. The City provides the facilities and maintenance support while the Conservation Trust and others typically provide most maintenance activities and planning assistance.



FIGURE 30. DOWNTOWN HISTORIC DISTRICT

# FUNDING

Funding sources that are likely for the operations and maintenance include budget allocations, private funding sources, tax revenues and other sources described below. Effective maintenance and operations of City facilities requires careful budgeting and adequate resources to maintain the vast number of parks, open space, trails and recreation facilities the City is in charge of. For FY 2016-2017, the total operating budget for the parks and Recreation Department was \$16,724,402. Actual expenditures in the prior year were \$15,941,779.

## CAPITAL IMPROVEMENTS PLAN

The City's Facilities Division implements master planning, design and construction of community facilities. The Division recently completed an asset management plan (FAMP) for the facilities that it maintains, including recreation centers and other buildings operated by the Parks and Recreation Department. The evaluation of buildings operated by the Parks and Recreation Department identified \$12.6 million in electrical, mechanical and plumbing and general and special construction projects to maintain, repair and rehabilitate these facilities. Facilities included in the asset evaluation are Bicentennial Pool, Fort Marcy Complex and its site, Genoveva Chavez Community Center and its site, Marty Sanchez Links, Salvador Perez Pool and its site, Siler Rd. administrative buildings. A five-year program of improvements is proposed. Projects are identified as high, medium or low priority. Priority projects are in the Facilities Division funding through the City's 2017-2021 Capital Improvements Program (CIP).

The CIP identifies \$4.2 million in funded parks and recreation projects and \$1.9 million in trail projects for 2017-2018. An additional \$1.9 million in parks projects and \$500,000 in trails projects are funded for implementation in 2018-2021. There are \$905,000 in unfunded parks projects in 2017-2018 and \$17.5 million in unfunded projects in the out years identified in the CIP. For trails, there are \$858,000 in unfunded trails projects in 2017-2018 and \$4.6 million in out years. The projects in the Parks and Recreation Department CIP are complementary to those funded through the Facilities Division.

Capital projects are funded through the general fund, Federal and or state grants, and GRT bonds.

## POSSIBLE FUNDING SOURCES: PARTNERSHIPS

Partnership options for funding include private and other public entities who would benefit from parks and recreation facilities through access, promotion, maintenance and upkeep of facilities adjacent to businesses, schools and private landowners. This creates an opportunity for cost sharing, and should be explored by the City as a viable revenue source.

## TAX, BONDS AND SPECIAL DISTRICT FUNDS

Tax districts, including special districts, and bonds are a good revenue source for operations and maintenance and could provide the City with funding for special projects, new park facilities, and operation funds for specific areas of the City. Tax and bond revenues must be voted on by election.

TABLE 9. EXPENDITURES BY FUND

FUNDING SOURCE	2015-2016 ACTUAL	2016-2017 BUDGET
General Fund	\$7,572,884	\$8,397,430
Quality of Life	\$82,476	\$84,047
Plaza Use Fund	\$24,866	\$25,000
Recreation Fund	\$27,693	\$10,000
Parks Maintenance Fund	\$790,805	\$316,756
Municipal Recreation Complex (MRC) Golf	\$1,266,884	\$1,437,766
MRC - FORE Kids Golf Tournament	\$7,231	\$8,089
MRC Bond Fund	\$51	
MRC - Fields	\$214,807	\$194,032
MRC - Debt Service	\$1,309,801	\$1,182,088
Genoveva Chavez Community Center (GCCC)	\$4,454,341	\$4,295,121
Railyard Parks	\$133,371	\$165,494
Special Recreation Leagues	\$56,568	\$68,579
<b>Total:</b>	<b>\$15,941,779</b>	<b>\$16,724,402</b>

## USER FEES

Revenue generated by use of certain recreational facilities within the City benefits the overall operations and maintenance of parks, open space, trails, and recreation facilities. Currently, the City collects revenues from the GCCC, Fort Marcy and Salvador Perez Recreation Complexes, the Bicentennial Pool, the MRC, and from recreational sports leagues. These revenues are used to fund operations and maintenance, and the City should continue to evaluate their fee structure for these facilities and programs annually to ensure adequate revenue is being generated.

The GCCC and MRC are treated as separate funds, and recreation fees, equipment rentals, facility rentals and other earned revenue are allocated to these facilities. In 2015-2016 the GCCC covered over 40% of its costs through revenue earned through user fees. The golf course was able to cover 91% of its cost. However, user fees do not fully cover operations and maintenance costs, and fees collected through other facilities and programs are accounted for in the general fund.

## OUTSIDE CONTRIBUTIONS AND IN-KIND SERVICES

These contributions include public and private sector grants, donations, and services provided in-kind through volunteer and non-profit organizations. Grants provide funding for operations and maintenance, while services free up staff time and maintenance resources by providing maintenance for specific parks, medians, trails and open space area.

The City currently operates Adopt-a-Park, River and Median programs. The Santa Fe Conservation Trust manages volunteer trail maintenance for unpaved trails on behalf of the City. The iRide organization provides volunteer maintenance of BMX and motocross bike parks.

The Other outside contributions, such as grants and donations, should also be pursued. The department seeks funding through Federal and state grants and should continue to do so.





## CHAPTER 7

# RECOMMENDATIONS & IMPLEMENTATION

The information obtained from the public, from staff and through the consultant team's assessments resulted in a number of master plan recommendations. The major sources of information used in determining recommendations are:

- Community input from public meetings
- Stakeholder interviews and focus groups
- Field observation of existing park and facility conditions
- Peer city benchmarking
- Local and national trends
- National best practices
- A review of the City of Santa Fe's administration and operations

Recommendations are presented in Table 10 on the following pages. These include overall recommendations, recreation programs and facilities, parks, trails, and streetscapes and medians. Each recommendation identifies the facility, issues identified, potential solutions, and proposed actions, responsibilities and priority.

## CAPITAL IMPROVEMENT PROJECTS

The following table lists capital improvements projects that were identified by staff and the public. The city recently completed a Facilities Asset Management Plan (FAMP) that assessed the needs of all facilities maintained by the Facilities Division. Recreation Centers, the Marty Sanchez Links club house and other buildings operated by the Parks and Recreation Department along with their associated sites are covered in the FAMP. The FAMP identified annual funding for the five years from 2017 to 2022. However, the city Capital Improvements Program funds a portion of the facility projects identified in the FAMP, but funding available does not fully cover all of the needs identified. However, the highest priorities among all facilities are being funded first.

Capital projects for parks and trails are also funded through the CIP. The CIP provides ongoing funding for priority projects, and some funds have been identified for each of the needed capital projects identified by staff and the public.

TABLE 10. RECOMMENDATIONS AND IMPLEMENTATION

Capital Improvements Projects	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Bicentennial Pool	Facility in need of repairs	High	Coolers not working, in poor condition	Complete project listed in the FAMP	City Facilities Division; Parks and Recreation Department	Funding identified in the FAMP.
Bicentennial Pool	Facility in need of additional upgrades	Medium	Mechanical, roofing, interior, lighting and other repairs and upgrades	Complete projects listed in the FAMP	City Facilities Division; Parks and Recreation Department	\$193,175 in improvements in the FAMP.
Fort Marcy Recreation Center	Facility in need of repairs	High	Interior, electrical and mechanical fixtures in need of repair	Complete projects listed in the FAMP	City Facilities Division; Parks and Recreation Department	Funding identified in the FAMP.
Fort Marcy Recreation Center	Aging facility in need of additional upgrades	High	Renovations at Fort Marcy have been ongoing as funding was available - new roofs and boilers; Need new gym floor, pumps and HVAC upgrades, water conservation upgrades	Program Fort Marcy most urgent needs into the ICIP for FY 2018-2019	City Facilities Division; Parks and Recreation Department	\$2 million in improvements in the FAMP; \$66,720 high priority
Genoveva Chavez Community Center	Lack of parking	Medium	Need overflow parking when tournaments are held at GCCC	Designate dirt lot between the skate park and fire house for overflow parking	City Facilities Division; Parks and Recreation Department	

Capital Improvements Projects	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Genoveva Chavez Community Center	Site improvements	High	Routine repair and replacement	Resurface parking lot, install new walkway lighting	City Facilities Division; Parks and Recreation Department	\$527,355 in site work in the FAMP; Outdoor lighting in 5-year CIP
Genoveva Chavez Community Center	Aging facility in need of additional upgrades.	Ongoing	HVAC upgrades, parking lot upgrades, locker room flooring were identified in the FAMP, Users mentioned need for better restroom and locker room maintenance, clogged drains, broken electrical outlets.	Routine asset management of 17-year old facility	City Facilities Division; Parks and Recreation Department	\$7 million in building improvements in the FAMP
Salvador Perez Recreation Center	Old facility in need of upgrades	High	Needs new HVAC system, problem with condensation; Renovations have been ongoing as funding is available.	Program Salvador Perez most urgent needs into the ICIP for FY 2018-2019	City Facilities Division; Parks and Recreation Department	\$729,096 in improvements in the FAMP
Salvador Perez Recreation Center	Old facility in need of upgrades	Low	Needed site improvements	Parking lot and landscaping replacement	City Facilities Division; Parks and Recreation Department	\$207,100 in site improvements in the FAMP
Marty Santez Links de Santa Fe	Various mechanical and plumbing fixtures in poor condition	Medium	Upgrades to mechanical system	Complete projects listed in the FAMP	City Facilities Division; Parks and Recreation Department	\$261,904 in improvements identified in FAMP
Marty Santez Links de Santa Fe	Asphalt and dirt parking lots need upgrade; Steps to entrance need to be replaced	Medium	Parking lot and pedestrian improvements, replacement	Complete projects listed in the FAMP	City Facilities Division; Parks and Recreation Department	\$758,085 in site improvements identified in FAMP
Marty Santez Links de Santa Fe	General renovation and upgrades needed	High	Various site and irrigation improvements	Implement projects funded through CIP	Parks and Recreation Department	Funding identified in the CIP
Municipal Recreation Sports Complex	Expansion of MRC sports fields	Medium	Planned but not fully funded	Fully fund remaining phases of MRC. This will resolve some overcrowding and scheduling issues at other parks.	Parks and Recreation Department; Potential for public/private partnership to help with funding and/or ongoing maintenance.	Some funding in CIP

Capital Improvements Projects	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Municipal Recreation Sports Complex	Expansion of MRC sports fields	Medium	Planned but not fully funded	Fully fund remaining phases of MRC. This will resolve some overcrowding and scheduling issues at other parks.	Parks and Recreation Department; Potential for public/private partnership to help with funding and/or ongoing maintenance.	Some funding in CIP
Municipal Recreation Sports Complex	No restroom access for dog sports (agility course, etc.); add a permanent restroom	High	Dog sports use the back field and do not have access to restrooms; work with organizations to have access to existing and planned permanent restrooms	Restroom at hardball field in CIP	Parks and Recreation Department	\$40,000 in CIP
Parks General	Newly annexed areas are underserved by neighborhood parks	Medium	Focus in newly annexed area of southwest Santa Fe has been on community parks rather than neighborhood parks. Community parks meet a need but are less accessible. District 3 reported service level of 5 acres of neighborhood and community park land per capita includes 96 acres for SWAN Park. Without SWAN, the service level is less than .3 acres per 1,000 residents.	Complete phases of SWAN Park, Provide a minimum of two neighborhood parks south of Jaguar Way as the area builds out.	Parks and Recreation Department	SWAN Ph2 funded in the CIP
Parks General	Demand based on existing population and growth	Medium	Groups identified a need for 5-6 more fields, including two artificial turf fields, lights at half of the new fields; Fields dedicated to specific sports would help with scheduling. Concern that there are more players than parks.	Expansion of MRC, SWAN and completion of Las Soleras will resolve this issue. Potential for public/private partnership for maintenance and scheduling.	Parks and Recreation Department	Some funding for SWAN Ph 2 in CIP
Trails	Missing links need to be completed to connect trail system	Ongoing	Missing links have been identified, trail plan is in place	Continue to build out trail system as funding allows. Set priorities through BTAC	Parks and Recreation Department	Trail funding in the CIP
Trails	Restrooms on major trails	Low	Permanent restrooms at La Tierra and Dale Ball trails	Vaulted toilet could be long term solution	Parks and Recreation Department	Unfunded

## OPERATIONS

The public and staff identified improvements needed for ongoing administration, recreation programming, parks maintenance, trails, open space and median and streetscapes. The department is funded through its operating budget for these ongoing items. The implementation strategies include suggestions for increasing revenue, operational efficiencies, and some additional staffing. The master plan recommends that the department complete a Recreation Plan that looks at service delivery across its recreational programs. Several of the specific recommendations will be further considered in the Recreation Plan. No increase in operational funding has been identified, and recommendations other than staffing can be accomplished within the current budget.

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
<b>Overall</b>						
Operations and Maintenance	Need to balance expectations of revenue generation vs community service mission	High	Non-tax revenue does not cover operating costs; it is important to balance affordable service with revenue generation. In FY2015-16, overall recovery was 22% compared to a national median of 29%. Marty Sanchez Links and GCCC recovered 91% and 44% respectively while recreation recovered 20%.	Set cost recovery target as a percentage of total O&M costs, with a goal to increase overall recovery over time to the national median	Parks and Recreation Department	
Programming	Coordination of recreation programs across the parks, open space, trails and recreation system	High	The is no plan for delivery of recreation services to the citizens of Santa Fe	Complete a Recreation Plan that takes into consideration core and secondary services provided by the city along with the role of other organizations and recreation providers Programming recommendations below identify issues that could be resolved in this plan.	Parks and Recreation Department	
Administration	Need for updated and accurate parks, open space and trails inventory	Medium	There is conflicting information about park type and size from different information sources (Parks & Recreation Department, GIS, Impact Fee ICIP). Inventory needs to be consistent from one city department to another.	Review and correct existing inventory; update annually	Parks and Recreation Department	
Administration	Need for ongoing monitoring of conditions at parks, open spaces and trails	Medium	Ongoing performance monitoring would identify problems early so that they can be addressed before becoming bigger problems	Maintain ongoing monitoring log of conditions at city parks, open spaces and trails maintained by the Parks and Recreation Department.	Parks and Recreation Department	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
<b>Recreation Programs and Facilities</b>						
Staffing	Financial	High	Programs and classes are provided by a combination of regular staff, seasonal and part time employees and contract instructors.	Better coordination of classes and teachers; clarify staff status - seasonal and part time city employees for general interest programs vs contract instructors for specialty classes.	Parks and Recreation Department; Recreation Plan	
Fee Structure	Financial	High	There is some confusion about how the fee structure works. Memberships for each facility, class punch card or class fees on top of membership; People taking classes must have membership or pay daily admission; problem for fitness, ice skating where people pay daily fee and class fee.	Clarify fee structure and what is accessible through memberships, daily fees and program fees. Consider bundling to reduce layering of fees.	Parks and Recreation Department	
Financial	GCCC is not self sufficient; supplemented from general fund	High	Pool and ice arena are expensive to operate. GCCC income and share of GRT for enterprise funds do not cover costs; ongoing maintenance issues due to original design	Reconsider including this facility as an enterprise operation	City Council	
Financial	Marty Sanchez Links is not self sufficient; supplemented from general fund	High	Marty Sanchez Links is recognized by staff and the public as an outstanding and affordable golf course. The Increase in local competition, large number of users with discounted fees, and declining popularity of golf have had a financial impact on the facility. Rounds of golf have declined since 2001, now 37,000 rounds of golf annually. Use has been holding steady locally.	Expanded marketing,	Parks and Recreation Department	Out of state rates being considered
Scheduling	Ice Arena capacity/ demand	High	Youth skating and hockey are year round. Demand exceeds capacity; adult hockey fall to spring, use by Los Alamos skaters; figure skating has biggest scheduling issue with only 6 hours per week	Extend hours. Work with user groups to determine schedule.	Parks and Recreation Department	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Marketing	Increase use of facilities by visitors, contribute to tourism	High	There is potential for Parks and Recreation to work more closely with the CVB to market facilities to visitors. The City offers a corporate discount, which is available to State employees, many of whom live outside of Santa Fe.	Collaborate with CVB, offer of short term memberships or day passes, promotion through hotels near existing facilities, including training/information for hotel staff, include in the upcoming assessment of fees and charges.	Parks and Recreation Department	
Marketing	Need for better marketing	High	Public perception is that Santa Fe's facilities could be better marketed, including attracting tourists to the golf course and recreation centers.	Ongoing collaboration with the Convention & Visitors Bureau	Parks and Recreation Department	
Operations and Maintenance	Maintenance is provided by the Facilities Division	High	Ongoing cooperative relationship with the Facilities Division	Better coordination regarding priorities and response time. Complete projects identified in the asset management plan for City facilities.	Parks and Recreation Department; Facilities Division	
Operations and Maintenance	Custodial staffing	High	Inadequate custodial services	Add full time custodians with shifts for all hours of operation, all recreation centers and building supervisors to open and close recreation centers and monitor operations		
Operations and Maintenance	Inadequate staffing at the GCCC	High	Open 100+ hours per week, 50 staff for 177,000 sf; noticable absence of staff throughout facility during operating hours. Users mentioned need for better restroom and locker room maintenance, clogged drains, broken electrical outlets, length of time before problems are addressed. Don't see relationship between fees and maintenance.	Recreation plan; Staff schedules and responsibilities to match peak use times and coverage needed throughout the facility; Add staff to cover accounting and registration	Parks and Recreation Department	
Operations and Maintenance	Irrigation/effluent water	High	Reuse water is not adequate for SWAN, MRC and downstream users; this will get worse with expansion of both SWAN and MRC. SWAN gets priority until their tank is full.	Expand delivery system capacity - project needs to be on CIP	Parks and Recreation Department, Public Utilities Department, Solid Waste Management Agency	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Operations and Maintenance	Training of staff responsible for turf maintenance at Marty Sanchez Links	High	Staff needs to stay current with best practices in golf management.	Include training in operations budget.	Parks and Recreation Department	
Programming / Recreation Plan	Programs are not coordinated across facilities, resulting in service gaps and inconsistent opportunities at different facilities	High	Several issues were mentioned related to aquatics: difficulty hiring lifeguards, lack of lifeguard development program. However, there are similar issues with fitness and other programs.	Complete recreation plan, Consolidate aquatics programs; coordinate fitness and other classes between recreation centers	Parks and Recreation Department, Recreation Plan	
Programming / Recreation Plan	Adding new programs	High	Public asks for new programs, need to identify new funding or cut other programs	Address in the Recreation Plan, establish a process for evaluating, adding and eliminating programs and classes; look at a fees and charges policy to offset costs	Parks and Recreation Department, Recreation Plan	
Programming / Recreation Plan	Level of Service	High	Increasing demand for 55+ recreation, basketball, women's basketball, pickleball, exercise classes, wellness programs	Include programming for seniors in the Recreation Plan	Parks and Recreation Department, Recreation Plan	
Programming / Recreation Plan	Level of Service	High	Most recreation is center based. The public mentioned specific concerns related to level of service, class offerings, and inconsistencies among facilities.	Better coordination of similar offerings across centers, and potentially make operations for some programs activity based (aquatics, fitness, etc.)	Parks and Recreation Department, Recreation Plan	
Programming / Recreation Plan	Gym schedule	High	Need to manage scheduling of the gym for leagues and walk in basketball, volleyball, badminton and other users	Coordinate gym use as part of overall recreation programming	Parks and Recreation Department, Recreation Plan	
Programming / Recreation Plan	Staffing	High	The public perception is that the GCCC is understaffed.	Review programming, schedules and staffing against use by time of day.	Parks and Recreation Department, Recreation Plan	
Financial	Regional financing	Medium	Santa Fe facilities are used by residents of Santa Fe and surrounding communities. Consider a multi-jurisdictional funding structure. (Gunnison County Metropolitan Recreation District is one example; however this district is small with limited resources for its multiple missions)	Consider a City County partnership through a JPA for the MRC. The City and County have done this for other joint functions.	City of Santa Fe, Santa Fe County	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
GCCC-Ice arena	Upgrades for improved use of the arena	Medium	Tape and laces in the pro shop or skate shop; additional showers in locker rooms; storage for leagues/coaches; curtains for showers; better wifi for scorekeepers	Include desired items in the Recreation Plan; Add a pro shop to the GCCC to serve all users; City is working on wifi upgrade	Parks and Recreation Department, Recreation Plan	
Marketing	Public awareness of what GCCC has to offer	Medium	Perception that residents on the north side of town don't use GCCC because they don't know what is available there	Marketing effort for recreation programs is in process; Coordinate Department marketing for all facilities, including marketing for specialized amenities	Parks and Recreation Department	
Operations and Maintenance	Storage	Medium	Need for onsite equipment storage	Agreement with leagues, allow leagues to locate storage facilities on site.	Parks and Recreation Department	
Operations and Maintenance	Maintenance of back field area	Medium	Dog sports use back field, goatheads and gopher holes	Potential for JPA, partnership with user groups	Parks and Recreation Department, User Groups	
Operations and Maintenance	Struggle to maintain high quality fields	Medium	User groups have noted improvement since the MRC staff has taken over field maintenance, but there is concern that the MRC golf course specialist should focus on the golf course. User groups noted lack of manpower for general maintenance, plumbing issues, and field preparation for sports. Users also noted lack of expertise for needs of each sport. Leagues feel that money they pay doesn't go into field maintenance.	Staff training and the potential for a joint powers agreement with user groups are potential solutions for field maintenance. Increase seasonal staff.	Parks and Recreation Department; Recreation Plan	
Programming	Facilities in general are at capacity during peak times	Medium	Facilities are at capacity and there is limited funding to build and maintain new facilities. There is capacity for more outdoor recreation	Potential to outsource outdoor activities if there is room on recreation center sites - zip line, flowrider, climbing wall were mentioned for the GCCC. This is something that could be handled by an outdoor recreation specialist	Parks and Recreation Department	
Operations and Maintenance	Staffing	Medium	People doing jobs outside of their area of expertise to cover staffing gaps	Cross train staff to allow for flexibility and the ability to shift staff to meet needs	Parks and Recreation Department	
GCCC-Ice arena	Expansion	Low	Add outdoor seasonal ice sheet to enable additional use during the peak season. Think there is tourism potential.	The ice arena is an exceptional facility for a City the size of Santa Fe. Work on expanded schedule first.	Parks and Recreation Department	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Programming	Facility use	Low	Facility programming is limited. There is capacity in some areas for more activities.	Consider renting space to programs that the City cannot provide	Parks and Recreation Department, Recreation Plan	
Operations and Maintenance	Use of volunteers at Marty Sanchez Links	No Change	Men's association raises funds through tournaments and uses proceeds to fund volunteers, materials and special projects at the golf course	Continue as an example of public private partnership	Parks and Recreation Department	
Operations and Maintenance	Use of volunteers at Marty Sanchez Links	No Change	Volunteer marshals manage the pace of play, do odd jobs, rake bunkers. They know the rules of golf and the golf course and work 6 hour shifts. In exchange, they get reduced rates – a round of golf per 3 hours worked. This program has worked well for the golf course.	Continue as is. Benefits outweigh lost revenue due to reduced rates for volunteers.	Parks and Recreation Department	
<b>Parks</b>						
Operations and Maintenance	Maintenance	High	Concern that adding new parks without additional funding for operations and maintenance further stresses the entire system. This has made residents hesitant to add parks.	Staff training, scheduling and an asset management approach to maintenance.	Parks and Recreation Department	
Operations and Maintenance	Tree health	High	Drought conditions in Santa Fe have stressed trees, which are an important asset to the community. Lack of irrigation from October to March is a problem in parks.	Waivers to water restrictions for trees on consistent watering during winter months; staff training or hiring a trained arborist to care for the urban forest.	Parks and Recreation Department	
Operations and Maintenance	Parks with special maintenance requirements	High	Some parks have labor intensive maintenance requirements such as hand watering potted plants; Others have high maintenance features like bioswales or French drains that have special maintenance needs	Standardize design and maintenance by park type, Standardize fixtures, furnishings and materials to reduce maintenance requirements; pest resistant plants; identify potential problems during design; calculate lifecycle costs as part of design phase. When special features are desired, train staff to properly maintain them.	Parks and Recreation Department	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Operations and Maintenance	Water management	High	Parks and golf courses are by their nature major water users, but use can be reduced with efficient systems and water use policies. Computer clock and smart programming for irrigation systems are desired.	Complete irrigation upgrades. Hire or train a certified water manager to oversee water use. Establish a drought management policy to prioritize irrigation for mature trees and other high value (costly to replace) landscape elements.	Parks and Recreation Department	
Operations and Maintenance	Surface Condition	High	Tennis courts need resurfacing	Include tennis court resurfacing in CIP, consider asset management approach	Parks and Recreation Department	
Operations and Maintenance	Staffing, training	High	Inadequate staffing was identified by focus groups as an issue for facility and park maintenance and facility staffing. Staffing level is high compared to peer cities. Reasons could be demands from public events, higher than typical level of service and number of facilities for a City of this size.	Specialized, trained staff deployed system-wide is an approach to more efficient use of resources. Examples include water manager, turf management/sports field specialist, arborist	Parks and Recreation Department	
Operations and Maintenance	Park utilities	High	Park irrigation and other features have been damaged by private construction.	Request that NM One-Call / 811 (Blue Stake) service include the Parks and Recreation Department in its utility identification & marking contact list.		
Programming	Scheduling	High	Poor coordination of league access to fields, especially for practice. Public requested online field reservation system, difficulty reserving parks for leagues.	Online reservation software and system.	Parks and Recreation Department	
Operations and Maintenance	Maintenance of furnishings and equipment.	Medium	Current equipment and site furnishings vary from park to park, which makes routine repairs difficult.	Once standardized equipment has been identified and is being deployed in parks, maintain an inventory of parts for site furnishings, play equipment and irrigation system parts.		
Operations and Maintenance	Large staffing commitment to supporting public events	Medium	Services for special events have an impact on routine parks maintenance and operations. These are tourism related and not parks and recreation programming. Department has \$25,000 in budget for special events, cost is \$96,000.	Find additional funding for a special events crew, consider moving responsibility to another department. To generate revenue, match fees to the cost of the crew. Offset waived fees through lodgers tax. Require event organizers to hire third party cleanup crews.	Parks and Recreation Department, City of Santa Fe	

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Operations and Maintenance	Ongoing erosion, drainage issues at SWAN Park	Medium	Erosion under boulders; torreon caused flooding in the neighborhood. Trails in the arroyos with no provision for drainage, Features intended to recharge the aquifer may not be working. Drainage issues from adjacent' property; ORVs on side slopes contribute to erosion	Include correcting these issues in future phase	Parks and Recreation Department	
Programming and scheduling	Lack of space for group activities, practice fields	Medium	The public perception is that there are not enough active use parks for large groups and sports	Improve scheduling of fields and group facilities; Consider online scheduling. Outdoor Recreation Supervisor to oversee open space group reservations.	Parks and Recreation Department	
Operations and Maintenance	Cost of maintaing concession facilities	Low	Leagues keep concession revenues; department maintains concession stands	Review policy and fees.	Parks and Recreation Department	
<b>Open Space</b>						
Operations and Maintenance	Trash cleanup	High	Dumping is a problem in isolated open spaces	Add signage with "No Dumping" and City code references in areas where private dumping on open space properties is a problem.	Parks and Recreation Department	
Programming	Outdoor recreation is an opportunity to expand offerings without new facilities	Medium	Santa Fe is known for outdoor recreation. There are opportunities to expand outdoor recreation programs and environmental education in city open space	Hikes and bike rides are coordinated on city trails by Santa Fe Conservation Trust; an outdoor recreation/open space staff position would enable the city to expand outdoor recreation programs.	Parks and Recreation Department, Santa Fe Conservation Trust.	
Programming	Environmental stewardship	Medium	Santa Fe's open spaces are an opportunity to engage youth in activites that foster a lifelong understanding of Santa Fe's environment	Incorporate nature hikes and other outdoor learning opportunities into youth recreation programs to foster a better understanding of environmental issues affecting Santa Fe. Santa Fe Conservation Trust is a potential partner in this as are other local environmental educators.	Parks and Recreation Department, Santa Fe Conservation Trust.	
<b>Trails</b>						

Type	Issue	Priority	Description	Recommended Solutions	Responsibility	Funding
Operations and Maintenance	Trail maintenance is considered to be good. Some difference of opinion about volunteers vs paid staff	High	Focus groups consistently described trail maintenance and existing condition as good.	Provide a continued role for volunteers through an Adopt a Trail Program, Coordination with Santa Fe Conservation Trust; hire seasonal staff to supplement existing 1.5 FTE	Parks and Recreation Department, Santa Fe Conservation Trust.	
Operations and Maintenance	ATV users where not allowed	Medium	ATV users can destroy trails or cause erosion, need fencing	Work with police to enforce prohibited vehicles on trails	Police Department, Parks and Recreation Department	
<b>Medians and Streetscapes</b>						
Operations and Maintenance	Cost and staffing required exceeds what is available	High	Medians and streetscapes are hard to maintain, lack funding and manpower to do this	Complete median standards and a specifications book. Project is funded and in progress. Consider moving median and streetscape responsibilities to another department. The City of Albuquerque recently shifted this to Solid Waste.	Parks and Recreation Department	
Operations and Maintenance	Staffing commitment to cleaning up trash, dumping on City property	Medium	Staff time is taken away from routine parks maintenance and operations to pick up trash dumped on public property. Staff is also called on to deal with other issues like homeless camp in arroyos, trash in arroyos, etc.	Additional funding source or other responsible department for trash pickup. Two seasonal staff positions now funded by Tourism for downtown.	Parks and Recreation Department, City of Santa Fe	
Operations and Maintenance	Adopt-a-median	Medium	Permitting and work-day coordination process seen as cumbersome. Schedule coordination can be difficult, since city staff are required for "weed-whacking", traffic coves, etc.	Develop streamlined processes to make it easier for groups to participate	Parks and Recreation Department, City of Santa Fe	



# APPENDICES

A separate volume of supporting material for this plan is provided in a technical appendix.

