



Embracing Our Heritage • Empowering Our **Future**

Public Engagement and Communications Plan

09 January 2025

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1.0 Executive Summary

The Public Engagement and Communications Plan (PECP) for the City of Santa Fe's General Plan Update, known as Santa Fe Forward (SFF)—is a comprehensive strategy designed to foster broad and inclusive community participation. Its goal is to ensure the General Plan reflects the diverse perspectives and evolving needs of Santa Fe's residents, with an emphasis on equity, transparency, and accessibility. Through partnerships with compensated Community-Based Organizations (CBOs), a Technical Working Group (TWG) of knowledgeable support to the project team, focused outreach efforts, and bilingual project materials, the plan focuses on historically underserved communities and fostering a collaborative, broad approach to planning. To ensure SFF engages broadly and inclusively, community members, interested parties, and partners will have multiple opportunities to engage, provide feedback, and shape the direction of SFF through public open house events, themed community conversations, and virtual participation activities. This will ensure that the resulting policies represent and empower all Santa Fe. The plan is structured into the following steps, each building upon the previous to create a thoughtful and effective engagement process:

Step 1: Mobilization and Understanding – Kickoff of the PECP. Initial outreach and Open Houses set guiding themes. Launches engagement with Community Partners, establishes equity frameworks.

Step 2: Vision and Goals – Establishes the SFF's vision using feedback from surveys, conversations, and events, supported by targeted branding and outreach.

Step 3: Scenario Planning – Gathers public input on draft scenarios through workshops and Open Houses, guided by an Equity Analysis to ensure inclusivity.

Step 4: Development of Preferred Plan – Creates an accessible draft plan using maps, graphics, narratives, and videos to simplify complex concepts and encourage understanding.

Step 5: Work Program and Funding Plan – Aligns the plan's implementation with funding opportunities and equity-driven guidelines to ensure inclusive, actionable outcomes.

Step Forward: Governing Body Action and Implementation – Prepares for final adoption with briefings with interested parties and decision makers, engaging presentations, and public hearings.

Step Ongoing: Coordination and Communication – Maintains transparency through updates, social media campaigns, and continuing collaboration with Community Partners.

This process represents a bold step toward an inclusive and forward-thinking vision for Santa Fe's future. By incorporating diverse voices and prioritizing equity, the City will create a General Plan that meets the needs of its residents while promoting collaboration, trust, and shared prosperity over the next two decades.

2.0 Introduction

2.1 Project Background

SANTA FE FORWARD is a three-year initiative where residents¹, interested parties², Community Partners³ and the City will embark on an engaging process to update the City's General Plan for a more connected, equitable and sustainable Santa Fe.

The General Plan is one of our community's most important tools to help plan our future. Through this plan, the City seeks to transparently incorporate and manifest the perspectives of equity-focused communities, key interested parties, and the broader community into policies and laws that govern future development in Santa Fe. The General Plan shapes land use by establishing a comprehensive framework for development, zoning, and more. The City's overall vision for growth, sustainability, and quality of life should be reflected in the zoning and development plans.

This public involvement plan is a living document and may be updated as the project progresses.

2.2 Purpose of the Public Engagement⁴ and Communications⁵ Plan

The purpose of this Public Engagement and Communications Plan is to outline a thoughtful public engagement and communications process that clearly articulates the approach to engaging on the General Plan Update with the diverse residents, interested parties and Community Partners of Santa Fe. The Plan includes public involvement goals, objectives, and performance measures, the approach and process for community engagement, a strategy for equitable engagement, and a process for tracking feedback. This Plan will do the following:

- Outline our methods for actively engaging and sharing updates and key information with residents, interested parties, and Community Partners. Explain how we will inform the community the vision for Santa Fe in the short-, medium- and long-term.

¹ Residents are defined as persons who live, work, or spend time in the City of Santa Fe and environs.

² Individuals, groups, or organizations that have an interest in or are affected by the project and its outcomes.

³ Community-Based Organizations that are selected to support the Plan's engagement efforts with diverse groups and equity-focused communities.

⁴ Active process of involving interested parties or the public in dialogue and decision-making.

⁵ Process of sharing information and updates with interested parties and/or the public.

- Highlight our commitment to equity-focused communities and reaching those who may not usually participate in planning by establishing a network of compensated Community Partners with existing relationships and trust with underrepresented communities.
- Explain how input will be transparently evaluated and considered in preparing the General Plan Update.
- Clarify our approach to address power dynamics and set and manage community expectations regarding the impact of their feedback.
- Commit to providing a summary of the public engagement and involvement process, including comments, evaluations, and lessons learned.
- Explain how regional input will be considered, as Santa Fe is the capital city and a cultural center of New Mexico.

2.3 Community Statistics and Demographics

The demographic and social changes seen in the chart below are important to consider and will guide the engagement efforts for [SANTA FE FORWARD](#).

2.4 Demographic Information

Table 2.4 City of Santa Fe Demographic Information

Demographic category	July 1, 2023 (V2023) ACS Estimates
Population estimates, July 1, 2023 (V2023)	89,167
Race/Ethnicity:	
White alone, not Hispanic or Latino	61%
Black alone	1.3%
American Indian alone	2.1%
Asian alone	1.9%
Native Hawaiian or Pacific Islander alone	0.1%
Two or more races	22.4%
Hispanic/Latino	49.9%
Education (Population 25 years and over)	
Less than high school education	10%
High school graduate	23.3%
Bachelor's degree or more	44%
Age	
0-4 years	4%
0-18 years	17%
18 years and older	83%
65 years and older	25%
Median Age	44.5

Demographic category	July 1, 2023 (V2023) ACS Estimates
Limited English households (Less than well)	3%
Languages Spoken at Home	
English	67%
Spanish	29%
German or other West Germanic	1%
Other and Unspecified	1%
Total Non-English	33%
People of color	60%
Persons w/ Disabilities (ACS 1-Year Estimate)	16.4%
Average household income (2023 Inflation-Adjusted Dollars)	\$98,310
Median household income (2023 Inflation-Adjusted Dollars)	\$70,940
Per capita personal income (2023 Inflation-Adjusted Dollars)	\$48,167
Persons in poverty	13.7%
Households with a computer	93.4%
Source: American Community Survey (ACS) 2018-2022 5-year estimates	

2.4.1 Notable Points

- The total population of 89,167 encompasses a diverse community, with 39% identifying as people of color, underscoring the need for culturally relevant engagement strategies.
 - Considering the original inhabitants of Santa Fe are Native Americans, it is notable that those identifying as American Indian today only comprise approximately 2.1% of the Santa Fe population. Throughout greater Santa Fe are numerous pueblos and other communities with Indigenous residents who may prefer to live within Santa Fe proper, but housing and other costs pose barriers.
 - More than 22.4% of Santa Fe residents identify as two or more races, suggesting that some individuals might live in multi-cultural homes, speak several languages, celebrate holidays that originate from different regions, and more.
- Most households in Santa Fe have a computer. This suggests that digital outreach methods (email, website, social media, etc.) could be an effective method for reaching a broad audience.
- Spanish is an integral language in Santa Fe, as it is spoken in nearly one-third of households. Outreach materials should be translated into Spanish to ensure that Spanish speakers can get involved.

- The median age in Santa Fe, which is 44.5 years, is significantly higher than the national median age, which is 38.9 years (US Census Bureau). Engagement efforts should take into consideration how to reach the median age group considering they comprise a notable portion of the overall Santa Fe population. At the same time, Santa Fe's age profile target could change to meet the vision, goals and preferred plan resulting from the General Plan Update.
- The average household income of \$98,310 and a poverty rate of 13.7% suggest that economic disparities exist, highlighting the importance of targeted support for low-income families. The average individual income of \$48,167 demonstrates how a relatively small cohort of very high household incomes masks significant disparities in Santa Fe.

3.0 Public Engagement Approach

3.1 Public Engagement Phases

The project phases are described below. Additional details on the events and tools used in each phase are included in the Engagements section.

Table 3.1 Public Engagement Phases [dates are illustrative and subject to change]

Tactics	Objectives	Events/Touchpoints
Step 1: Mobilization and Understanding		
<p>The project team will launch its public engagement process and update the City’s Governing Body and Planning Commission. A network of compensated Community Partners will be selected that represent diverse interests and groups, and lead neighborhood-specific engagement initiatives over the course of the engagement period (2025-2027). There will be project informational materials, such as a community-centric brand identity, a Social Pinpoint Hub, factsheets, postcards, and other small project collateral, as well as an Open House to initiate the City’s engagement efforts. An equity analysis will take place in parallel to these efforts to identify equity focused communities.</p>	<p>Build an inclusive engagement process that will be informed by collaboration from key Community Partners, develop accessible project materials to inform and involve the public, and conduct an equity analysis to prioritize input from historically underserved or excluded communities.</p>	<ul style="list-style-type: none"> • Governing Body and Planning Commission Update • Informational materials • Community Partner applications, interviews, selections, onboarding, and workshop • Distribute media toolkit to community partners • Social Media campaigns • Establish equity framework • Hold Technical Working Group meeting #1 <ul style="list-style-type: none"> • Briefings with interested parties • Social Pinpoint/Project Website launch • 1st Open House on Assessment initial guiding themes and findings • Publish draft assessment report, then final assessment report • Planning Commission and Governing Body Stage Gate #1
Step 2: Vision and Goals		
<p>At community outreach events, project informational materials will be distributed by City and project team staff. The feedback gathered at these events will guide the Equity Needs Assessment and will be shared across the project team at team</p>	<p>Enhance public awareness in diverse settings, ensure broad and inclusive participation, and integrate community feedback into project planning to support and solidify Santa Fe Forward’s</p>	<ul style="list-style-type: none"> • Vision surveys on Social Pinpoint • Community Partners kickoff Social Media campaigns • Technical Working Group meeting #2 • Individual organized briefings with interested parties and decision-makers

<p>meetings and with Community Partners as part of their onboarding process. Branding assets will be created to inspire public participation and spark awareness.</p>	<p>Vision and Goals and Equity Needs Assessment.</p>	<ul style="list-style-type: none"> • Introductory video about conceptual plans • Visionary Community Conversations • Open House event on curated Vision and Goals • Community leader interviews • Community tabling events • Planning Commission and Governing Body Stage Gate #2
Step 3: Scenario Planning		
<p>WSP will collect input on the different scenarios proposed. Other methods for scenario planning include models of conceptual neighborhoods and draft scenario summaries. The project team will take the public input provided thus far and conduct an Equity Analysis w/Community Partners and the Equity team to guide the project's future engagement efforts.</p>	<p>Gather community input on proposed scenarios and facilitate informed feedback on neighborhood concepts. Using tools such as conceptual models and scenario summaries, these engagement strategies aim to make planning ideas more tangible, enabling residents to understand and evaluate how each scenario might impact their community.</p>	<ul style="list-style-type: none"> • Equity analysis with Community Partners, Equity Team, and City of Santa Fe • Technical Working Group Meeting #3 • Individual organized briefings with interested parties and decision-makers • Technical workshop on curated scenarios w/Community Partners • Community conversations • Community tabling events • Open House on curated scenarios • Planning Commission and Governing Body Stage Gate #3
Step 4: Development of Preferred Plan		
<p>The project team will deliver a focused plan that is concise to encourage regular reference. Using narrative, map, graphic and other formats, WSP will create supporting materials to make the Plan suitable for many audiences. Narrative videos will also be created to explain each conceptual scenario.</p>	<p>A clear and concise plan is designed to encourage regular use and engagement from a broad audience. By utilizing a mix of narrative, maps, graphics, and other formats, the plan will be accessible and engaging for various interested parties. Additionally, narrative videos may be produced to explain each conceptual scenario, making complex ideas easier to understand.</p>	<ul style="list-style-type: none"> • Community conversations • Technical Working Group Meeting #4 • Technical workshop w/Community Partners on draft General Plan • Individual organized briefings with interested parties and decision-makers • Open House on draft General Plan • Planning Commission and Governing Body Stage Gate #4

Step 5: Work Program and Funding Plan

<p>WSP will prepare a prioritized work program and identify potential local, regional, state, and federal funding sources to promote its implementation. WSP will produce Equitable Project Development and Delivery Guidelines to empower the City to incorporate equity into the General Plan.</p>	<p>Outline actionable steps for implementation and to identify funding sources at local, regional, state, and federal levels to support the plan's execution. The Equitable Project Development and Delivery Guidelines will enable the City to integrate equity considerations into the General Plan, ensuring that its implementation benefits all communities fairly.</p>	<ul style="list-style-type: none"> • Open House and/or Presentation on draft Work Program and Funding Plan • Technical Working Group Meeting #5 • Individual organized briefings with interested parties and decision-makers • Technical workshop w/ community partners on draft Work Program and Funding Plan • Planning Commission and Governing Body Stage Gate #5
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Step Forward: Governing Body Action + Implementation and Evaluation

<p>WSP will support City staff in preparing for final hearings before the Planning Commission, Governing Body, and any other established City advisory body. Short interview bits can be developed and integrated into the presentations. Other visual assets that can be created include interactive maps, graphs, and examples of existing conditions.</p>	<p>Assist City staff in preparing for final hearings by providing support in presentation materials and engaging formats to enhance understanding during the hearings.</p>	<ul style="list-style-type: none"> • Final digital campaign to inform public of pending decision of final draft • Technical Working Group Meeting #6 • Technical workshop w/community partners on public hearing process • Individual organized briefings with interested parties and decision-makers • Planning Commission recommendation and Governing Body action
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Step Ongoing: Administrative Coordination + Engagement and Communication

<p>Engagement and communication efforts will continue throughout the life of the project. WSP will assist with developing PowerPoint presentations, social media posts, and progress reports for periodic updates to the Planning Commission and Governing body.</p>	<p>Ensure a reliable, consistent, and transparent engagement and communication experience throughout the project by regularly updating key interested parties and the public.</p>	<ul style="list-style-type: none"> • Community Partner meetings/check ins/briefings • Individual organized briefings with interested parties and decision-makers • Equity team meetings • Periodic e-newsletter • Social media campaigns and website updates • PowerPoint Presentations for periodic Planning Commission and Governing body updates • Periodic progress reports
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3.2 Broad and Equitable Engagement

3.2.1 Broad Engagement

In **SANTA FE FORWARD**, the project team and the community will work together to create a plan that acknowledges varying viewpoints and lived experiences and ensures that everyone has the opportunity to participate.

The goal is to maximize reach and accessibility, engaging people across various demographics, locations, and interests to create a community-wide conversation. Methods in which to accomplish this include the following practices:

- Accessible communication materials such as fact sheets, event flyers, FAQs, etc.
- Digital engagement platforms like Social Pinpoint or Zoom to be used in both virtual and hybrid settings, giving residents the flexibility to participate remotely. These tools would utilize surveys, interactive maps, and virtual comment boards.
- Email newsletters and mailing lists to keep the public informed about project updates, upcoming events and engagement opportunities.
- Open House events in various locations throughout Santa Fe that are open to the general public.

3.2.2 Equitable Engagement

Equitable community engagement will be achieved through the following practices:

- TV, print, social media and radio coverage may be available in, but not limited to, Spanish and Diné (Navajo language).
- Public forums, tabling events and open houses with Spanish and Diné (Navajo language) interpreters, as needed. If available and desired, Puebloan language interpreters may also be considered.
- Partnerships and paid community outreach grants made available to CBO, non-profits and other networks that represent equity-focused communities.
- Community Outreach & Media Toolkits.
 - Increasing the capacity of City of Santa Fe staff to engage with underrepresented populations and equity-focused communities through partnerships with compensated CBOs.
 - Virtual and in-person meetings with diverse youth groups and public-school students and officials.

3.3 Community Partnership Approach

3.3.1 Community Partners

The City will be compensating up to 10 CBOs who will act as members of the project team in the role of **Community Partner**. Through their work, Community Partners

may collaboratively shape aspects of the engagement process and the comprehensive plan, co-lead or co-facilitate engagement events and conversations with the community, co-invite community members to events or co-promote engagement events, listen to community ideas and information that will inform the comprehensive plan, and analyze policies and influence equitable outcomes. A detailed Community Compensation Policy is included in [APPENDIX A](#).

With the help of the Community Partners, we will seek perspectives that represent diverse interests and groups such as:

- Indigenous communities, pueblos around Santa Fe
- Multilingual and multicultural groups and businesses
- People with disabilities
- Communities with limited English proficiency (LEP)
- People with lower incomes
- Individuals and families experiencing houselessness
- Immigrants and refugees
- Young people, groups, and students
- Older adults
- Modes of transportation (pedestrian, ADA interests, bicycle, public transit, freight, automobile)
- Neighborhood associations within equity-focused areas
- Economic development & small business development
- Arts and culture
- Environmental quality, environmental justice, & climate change organizations
- Housing groups and organizations

3.3.2 Equity Team

The **Equity Team** includes [Community Partners](#) and key representatives from the city and the consultant team. Their role is to ensure integration between the technical recommendations, community feedback and the [SANTA FE FORWARD Equity Framework](#). The **Equity Team** will review technical recommendations, analyze community feedback collected during Outreach Events and report back to the project team to ensure equity is centered throughout the project and community priorities are amplified, evaluated, and included, to the extent possible, in the final plan.

The **Equity Team** will collaborate with the public engagement team to leverage the equity analysis and the requested Neighborhoods and Districts Map to inform a neighborhood-level public engagement plan. Neighborhood-level public engagement will capture insight specifically from equity communities to develop a Neighborhood Equitable Vision & Needs Assessment. Inclusive public engagement and meeting people where they are will allow us to empower and hear diverse voices, including the Hispanic, Native, Spanish, Asian, and Black communities, as well as Santa Fe's thriving arts community.

3.3.3 Key Audiences and Interested Parties

The table below provides an overview of the communities, organizations, partner agencies and interested parties that could be affected by the plan update, including historically unrepresented and/or most vulnerable communities. This is a non-exhaustive list that will grow throughout the project’s life cycle. Groups listed in this chart could be potential Community Partners.

Table 3.3.3 Key Audiences and Interested Parties

Key Audience	Specific Agencies, Organizations, and Community Groups <i>*This list is not exhaustive and will continue to grow as the project team learns more and the plan develops.</i>
Including, but not limited to, <u>multicultural organizations (e.g., Hispanic, Indigenous)</u>	<ul style="list-style-type: none"> • Santa Fe Indigenous Center • Culture Connects: Santa Fe • Mana del Norte • New Mexico Alliance of Health Councils • Sustainable Native Communities Design Lab
Including, but not limited to, <u>people experiencing low incomes or who are cost burdened</u>	<ul style="list-style-type: none"> • Benchmark Human Services • Catholic Charities Santa Fe • Chainbreaker Collective
Including, but not limited to, <u>food insecurity</u>	<ul style="list-style-type: none"> • The Food Depot • Bag N’ Hand Pantry
Including, but not limited to, <u>people living with disabilities, including those who are neurodivergent</u>	<ul style="list-style-type: none"> • Prism Autism Services (Santa Fe location) • New Vistas, Independent Living Resource Center • City of Santa Fe Americans with Disabilities Compliance
Including, but not limited to, <u>healthcare, behavioral health, and addiction service providers</u>	<ul style="list-style-type: none"> • TeamBuilders Behavioral Health (Santa Fe location) • NAMI Santa Fe • Santa Fe Recovery Center • New Mexico Alliance of Health Councils • The Mountain Center
Including, but not limited to, <u>youth groups</u>	<ul style="list-style-type: none"> • YouthWorks • New Mexico Children’s Foundation <ul style="list-style-type: none"> • Children, Youth & Families Department • Santa Fe Children’s Museum • New Mexico Youth Conservation Corps • The Mountain Center • Student extracurricular organizations <ul style="list-style-type: none"> ○ National Honor Society ○ Debate teams ○ Civic organizations
Including, but not limited to, <u>education providers</u>	<ul style="list-style-type: none"> • Santa Fe Public Schools (elementary, middle and high schools within this school district)

<p>(higher education, K-12, pre-school, etc.)</p>	<ul style="list-style-type: none"> • Preparatory/private schools <ul style="list-style-type: none"> • Santa Fe Preparatory School • Saint Michael’s High School <ul style="list-style-type: none"> ○ Mandela International Magnet School • Higher education <ul style="list-style-type: none"> ○ Southwestern College ○ Santa Fe Community College ○ St. John’s College ○ Institute of American Indian Arts
<p>Including, but not limited to, <u>elders & older adults</u></p>	<ul style="list-style-type: none"> • Coming Home Connection • Luisa Senior Center • Pasatiempo Senior Center • AARP New Mexico State Office
<p>Including, but not limited to, <u>LGBTQ+ communities</u></p>	<ul style="list-style-type: none"> • Gay New Mexico (online organization) • Santa Fe Pride and Human Rights Alliance • Equality New Mexico • Santa Fe Community Foundation
<p>Including, but not limited to, <u>housing groups</u></p>	<ul style="list-style-type: none"> • Neighborhood associations/housing cooperatives <ul style="list-style-type: none"> ○ Tano Road Association ○ Canyon Neighborhood Association ○ Southeast Neighborhood Association ○ Park Plazas Community Services Association • Eldorado Community Improvement Association • Affordable Housing Developers • HomeWise, Inc. • Realtors <ul style="list-style-type: none"> ○ Santa Fe Association of Realtors
<p>Including, but not limited to, <u>people without an address/people experiencing homelessness/people with housing affordability/insecurity concerns</u></p>	<ul style="list-style-type: none"> • Esperanza Shelter • Santa Fe Civic Housing Authority • Bienvenidos Outreach Inc <ul style="list-style-type: none"> • St. Elizabeth Shelter Corporation
<p>Including, but not limited to, <u>the building and development community</u></p>	<ul style="list-style-type: none"> • Santa Fe Area Home Builders Association • Sustainable Native Communities Design Lab • Santa Fe Style Architect • Friends of Architecture Santa Fe • Palo Santo Designs • Coyote Development Group
<p>Including, but not limited to, <u>small business owners/ economic community</u></p>	<ul style="list-style-type: none"> • TOURISM Santa Fe • Santa Fe Chamber of Commerce • Santa Fe Hispanic Chamber of Commerce

Including, but not limited to, <u>refugees</u>	<ul style="list-style-type: none"> • New Mexico Health Care Authority: Refugee Resettlement Program • Santa Fe Refugee Collaborative • Catholic Charities Santa Fe NM • Las Cumbres (Santa Fe location)
Including, but not limited to, <u>the environmental community</u>	<ul style="list-style-type: none"> • Santa Fe Conservation Trust • The Nature Conservancy (Santa Fe location) • Earth Care • New Mexico Environment Department (Santa Fe headquarters) • New Mexico Climate Change Action • Santa Fe Botanical Garden • Wild Earth Guardians • Chainbreaker Collective
Including, but not limited to, <u>veterans</u>	<ul style="list-style-type: none"> • American Legion • Veterans of Foreign Wars • New Mexico Department of Veterans Services • Santa Fe Vet Center (U.S. Department of Veterans Affairs)
Regional partner agencies including, but not limited to, <u>advisory boards, commissions, and regional partner agencies.</u>	<ul style="list-style-type: none"> • City of Santa Fe Parks & Recreation Department • NMDOT Transportation Commission • Santa Fe County Planning Commission
Including, but not limited to, <u>historic preservation organizations</u>	<ul style="list-style-type: none"> • Old Santa Fe Association • City of Santa Fe Historic Preservation Division • Historic Santa Fe Foundation • New Mexico Department of Cultural Affairs
Including, but not limited to, <u>partner agencies and utility providers</u>	<ul style="list-style-type: none"> • City of Santa Fe Utility Billing Division • Santa Fe Water Division • Broadband service providers • PNM
Including, but not limited to, <u>transportation sectors</u>	<ul style="list-style-type: none"> • Santa Fe MPO • Santa Fe Trails Bus System • City of Santa Fe Transit Division • Bike Santa Fe • Rio Metro Regional Transit • North Central Regional Transit District
Including, but not limited to, <u>elected officials.</u>	<ul style="list-style-type: none"> • Mayor • City Councilors • State Legislators • Federal Legislators
Including, but not limited to, <u>pedestrians</u>	<ul style="list-style-type: none"> • Walkers • Bikers • Others

Including, but not limited to, <u>local businesses</u>	<ul style="list-style-type: none"> • Restaurants • Shops • Others affected by the plan updates • Farmer’s markets <ul style="list-style-type: none"> ◦ Santa Fe Farmer’s Market
Including, but not limited to, <u>social justice organizations/foundations</u>	<ul style="list-style-type: none"> • Angelica Foundation • Santa Fe Community Foundation • Chainbreaker Collective
Including, but not limited to, <u>artists/art community</u>	<ul style="list-style-type: none"> • Santa Fe Society of Artists • Santa Fe Artists Market • Santa Fe Art Auction • Artful Life • Canyon Road Contemporary Art • Artists and Art of Santa Fe • Jean Cocteau Cinema • The Center for Contemporary Arts • Vladem Contemporary • Lensic Performing Arts Center • Santa Fe Opera
<u>Including, but not limited to, religious centers/groups</u>	<ul style="list-style-type: none"> • San Miguel Mission • Loretto Chapel <ul style="list-style-type: none"> • Holy Faith Church • First Presbyterian Church of Santa Fe • Christ Church Santa Fe • United Church of Santa Fe • Temple Beth Shalom • Santa Fe Jewish Center • Upaya Zen Center • Mountain Cloud Zen Center • The Buddhist Center Thubten Norbu Ling • Diamond Way Buddhist Center • Amma Center • Mosque of Al Rahma <ul style="list-style-type: none"> • TaHa Mosque & The Islamic Center of Santa Fe

3.5 Key Messages

The project team will maintain an inventory of key messages that are tailored for different phases of the engagement and project development process. These messages will be updated as new information is received, as Community Partners are chosen, and as community concerns are identified. They are meant for external communications and are the foundation for public involvement materials and coordination, such as correspondence with the public in both general audience and specific audience’s format.

4.0 Public Involvement Strategies

The following strategies will guide public involvement and communications for **SANTA FE FORWARD**, ensuring the final adopted comprehensive plan is thoughtful and intentional in responding to the shifting development, demographic, economic, and social trends facing the community.

4.1 Engagement Tools

The table below identifies the tools that will be used throughout the plan update process to achieve the public engagement goals and objectives outlined above:

Table 4.1 Engagement Tools

Tactic /Tool	Details/Description	Considerations
Digital User Platform (DUP) including Project Website	WSP will establish a multi-disciplinary interactive platform through Social Pinpoint that will act as the public engagement hub for the project. This Social Pinpoint Hub will include opportunities for community members to provide input, stay up to date on the project, as well as opportunities for team members to communicate project information in a graphically-articulate way.	The public can submit thoughts and feedback through interactive features on the site, such as an interactive idea board, an interactive map, or submission form.
Community pop-up events	Pop-up events will be coordinated with Community Partners and will increase awareness about project benefits and will provide opportunities for early input.	These events could be held during a range of times recommended by Community Partners. Potential locations include libraries, farmer's markets, sporting events, community festivals, etc.
Focus groups with key partner groups	Focus groups will be held with CBOs and will focus on a specific topic(s) from the project.	These meetings could be held with neighborhood associations, local businesses, etc. They can be held in strategic locations and focus on increasing awareness and education.
Supporting visual information materials	These materials can include roadside signs, project billboards, factsheets with frequently asked questions, posters, display boards, handouts and interactive activities, such as an interactive map where	Considering the high proportion of Spanish-speaking population in the area, all materials are recommended to be translated into Spanish.

Tactic /Tool	Details/Description	Considerations
	community members can pinpoint specific areas of concern. These materials can include QR codes that link out to more information that will be created.	Materials should be strategically placed Santa within the community to help increase awareness for commuters and travelers who may miss community-focused messaging. Avoid misinforming the community and negative media attention.
Community Outreach & Media Toolkits	Community Outreach & Media Kits can be used by Community Partners and local champions to promote awareness and build project support. These kits will guide partners on how to share project-related content and how to generally inform folks on how to get involved. They'll include fact sheets to introduce the project, social media handles, project-related links, and key messages.	Make sure the tools provided will be valuable for the Community Partners. Helpful project links for Community Partners include the Social Pinpoint site and sites that contain City of Santa Fe resources.
Surveys/polls	Distribute survey forms through emails, mail, and at in-person events. Allow people to fill out the form to express what priority concerns or expectations are for Santa Fe Forward.	Consider preparing these in advance of community events to allow for distribution. Make it clear to individuals when they need to submit their survey. Surveys and polls will allow the project team to gather feedback about specific topics as identified by the project team and staff.
Interviews	Scheduling interviews with Community Partners, interested parties, and others to allow for one-on-one interactions and more personalized input and responses.	Consider which groups could provide the most valuable input in one-on-one settings. Group interviews with student groups could provide a comfortable atmosphere for the youth to get together and voice their concerns or ideas.
Open Houses	Hosting open houses to create a welcoming and casual atmosphere for the public to get involved in Santa Fe Forward. The open houses	Consider hosting at a community center that would be convenient and welcoming, and already

Tactic /Tool	Details/Description	Considerations
	can be supported by project team members, City staff, and/or Community Partners. These events can provide a space for the community to weigh in on what the city may look like in the future, where new housing or commercial centers may be located, and more.	known to community members. This could be at existing City and community events. Community Kits would be a helpful tool to facilitate discussions at these events.
Offline Engagement	Offline engagement can occur through local non-profit and neighborhood association newsletters, newspaper advertisements, community bulletin boards at libraries, by word of mouth, through flyers at local businesses and more. Offline engagement can also include in-person presentations, community or technical working groups, small group discussions with different organizations and advocacy groups, and more.	Certain assets, like flyers or fact sheets, can be used in both online and offline settings. Community Partners will be helpful in providing guidance on opportunities for offline engagement. Additionally, they can share information with their own networks.

4.2 Project Identity

WSP will create a project brand and messaging that will be used throughout the project to provide a consistent graphic identity on all publicly distributed materials including the Social Pinpoint Hub, Community Outreach & Media Toolkits, notices of events and meetings, and other materials that will promote the project, inform the community, and build consensus. All outreach materials will meet City of Santa Fe standards and will be developed in accordance with the City’s Public Engagement Guide.

4.3 Digital and Online Engagement

Digital and online engagement will be an integral component of the **SANTA FE FORWARD** engagement strategy. A summary of digital and online tools is included below.

4.3.1 Digital User Platform (DUP)

Project team will launch a DUP that will serve as one-stop-shop for public-facing information and planning department-related operations and information. To keep the community informed and engaged, project information and engagement tools will be updated and added to the project website at key milestones. The website will link to other City pages, and will include:

- **Project Key Messaging:** project information will be highlighted on the project website describing [SANTA FE FORWARD](#) and fostering excitement for the future benefits at a personal, community, and city level.
- **Project Timeline:** a visual graphic will be included on the project website displaying the project timeline and current status, including the project phases, milestones, and engagement opportunities.
- **Upcoming Events:** an event calendar of upcoming events, meetings, and workshops will be listed on the project website with regular updates and links to agendas and maps.
- **Past Events:** there will be sections on the website that include brief overviews of tabling events and other outreach events, with pictures added and links to videos of the event (when possible).
- **Links to Important Documents:** reference documents will be linked to the project webpage for public information and review. Materials to be uploaded include presentations, meeting agendas, fact sheets, and summary reports.
- **Land Use Possibility Maps and Graphics:** maps and graphics representing the future possibilities of Santa Fe will be included.
- **Engagement Activities and Surveys:** specific tools will be identified at different phases of the project to correspond to the communication tools needed during that phase. During the visioning phase, short survey polls and an interactive map will be available.
- **Sign-up Features:** website visitors will have the option to sign up for project emails through a subscription form.
- **Comment Form:** website visitors will have the option to leave a comment through a comment form.
- **Contact Information:** key contact information will be included to reach city staff including an email address, phone number, and mailing address.

In addition to project website, the City will develop the [SANTA FE FORWARD](#) webpage on the City's website that provides general information about the project and links to key project documents and project Website for engagement opportunities.

4.3.2 Social Media

Project outreach efforts will be promoted on the City of Santa Fe's social media channels at least monthly over the course of the project. The project team will develop content to share information about the project and promote engagement opportunities, including Outreach Events.

Organic social media posts will aim to draw attention to project milestones, events and opportunities for engagement. The project will leverage established City of Santa Fe social media accounts, including Instagram, X, Facebook, YouTube, NextDoor and Reddit. Social media content for [SANTA FE FORWARD](#) will:

- Provide regular and consistent updates, news, outreach events, success stories, testimonials, and relevant content about the project.
- Direct viewers to the project website for detailed project information and to provide feedback and ask questions.
- Inform communities of opportunities to engage with the project, including community events and Outreach Events.
- Seek collaborations with local organizations, nonprofits, or influencers who share a similar mission or have an interest in the project.

4.3.3 Email Updates

The project team will distribute email communication to the public through established listservs and a project-specific list generated through signups at events and on the project website. Email communication may include project updates, event information, and public engagement opportunity announcements.

4.4 Earned and Paid Media

Earned and paid media are critical tools to amplify outreach efforts and increase project awareness and visibility. The project team may engage with local news media outlets and social media channels, including non-English language media and trade publications, to support the development of news releases as the project progresses.

5.0 Community Feedback

5.1 Communication Channels

The community can ask questions and share input through a variety of channels, including

- Email: a project email address will be provided to the public.
- Phone Number & Voicemail: a voicemail box will be set up for individuals to leave messages.
- In-person events: at in-person events, comment forms will be provided, and staff will be present to answer questions and engage in conversation.
 - Translation services may be made available at in-person events by project staff and/or Community Partners. If special accommodations need to be made to attend and participate that can't be serviced by staff or Community Partners, participants are asked to contact project staff at least 72 hours prior to the event to ensure arrangements are made.
- Social media: individuals may leave comments or questions on social media posts.
- Surveys: input forms will be provided both in-person and on the project website for individuals to submit feedback.

5.2 Response Protocol

To build trust through transparent two-way communication channels, it is important to send timely responses to community members. For all communication channels, misinformation will be addressed and clarified on a case-by-case basis within 5 business days of the project team being made aware of the misinformation.

5.2.1 Email

- Send automatic and personalized email replies to acknowledge we received the public comment and are including their insights and priorities for consideration in updating the plan.
- Reply to comments requiring a response, such as answering a question, within 5 business days of receiving the comment. If a full answer cannot be provided within 5 days, an interim email will be sent to inform the interested party that the team is still working on a response and will be in touch soon.

5.2.2 Voicemail

- The project team will return the calls to individuals who left a voice message. In the voicemail box, there will be reference to the project website for individuals to find more information while waiting for a call-back.

5.2.3 In-person events

- Team members are responsible for creating a list of talking points in preparation for in-person engagement events. Team members should also take note of the questions and comments received for internal consideration.

5.2.4 Social Media

- Individuals may leave comments or questions on social media posts. The project team is responsible for replying to these comments with language that matches the project messaging.

5.2.5 Surveys

- For all completed input forms, individuals should have confirmation that their form has been received and acknowledged. When forms are submitted in-person, the team member who has received the form should provide assurance that their input will be considered and saved in the team's files. For the online input form, there will be an automatic response sent to individuals, stating that their form was successfully submitted.

5.3 Incorporating Input

The priorities flagged by the community will be incorporated into the public engagement strategies, planning process, and help guide the equitable project development and delivery guidelines. In close coordination with the selected Community Partners, the project team will track interested party comments in an accountability matrix.

The project team will scan and save all comment forms, as well as emails. Transcripts of voicemails will also be on file.

Outreach Event leads are responsible for tracking the conversations they facilitate with community members at Outreach Events. Team members will document the necessary information and send it to the project team within 48 hours for recording in the accountability matrix.

Interested party conversations that require follow up will be coordinated with the City to confirm messaging and determine the best point person to respond.

6.0 Land Development Code Update Coordination

[Preparing in coordination with LDC; will be included here when completed]

Appendix A

Santa Fe Forward Community Partner Program

Eligibility and Compensation Policy

Community Engagement Miniature Grants

Purpose and Need

The City of Santa Fe is committed to fostering inclusive and equitable public participation for the General Plan Update (GPU). The Public Engagement and Communications Plan (PECP) outlines a strategic approach to broadly and equitably engaging residents, stakeholders, and community partners in the GPU's development. Recognizing the importance of amplifying voices from historically underrepresented cohorts, the City will introduce Community Engagement Mini-Grants to establish partnerships with up to 10 Community-Based Organizations (CBOs) that serve or represent equity-focused communities, generally defined as socio-economically disadvantaged or underrepresented in the policy-making process. These partnerships are designed to guide engagement efforts, ensuring a process that authentically represents the diversity of the community and results in policies that empower and reflect the needs of all residents.

By providing grants of \$1,000 to \$5,000, the resources given by the City to CBOs supports them in leading meaningful outreach initiatives, gathering feedback, and disseminating critical information to ensure that historically underrepresented voices play an active role in shaping the GPU. This support recognizes the vital role these organizations play in connecting with diverse populations and fosters collaboration among all residents that will guide Santa Fe's development for the next two decades and beyond. Typical outreach methods struggle to effectively reach equity-focused communities. Because established, organized CBOs are already connected with disadvantaged and underrepresented communities, they are an expeditious and effective method for engaging with them.

Grant Eligibility

To be eligible, CBOs must:

- Serve at least one equity-focused community. This includes:
 - Indigenous communities, with a key focus on Pueblos around Santa Fe
 - Multilingual and multicultural groups and businesses
 - People with disabilities
 - Communities with limited English proficiency (LEP)
 - People with lower income
 - Individuals and families experiencing houselessness
 - Immigrants and refugees
 - Young people, groups, and students
 - Older adults
 - Modes of transportation (people who walk, bike, use public transit, and/or use mobility devices)
 - Neighborhood associations within equity-priority areas
 - Economic development & small business development
 - Arts and culture organizations

- Environmental quality, environmental justice, & climate change organizations
- Housing groups and organizations
- Have an office or members located within the Santa Fe area who work with communities within Santa Fe.
- Be actively using multiple modes of engagement with their member/constituent base (social media, email, phones, newsletters, etc.)
- Have been established legally as a non-profit for at least one year or be fiscally sponsored by a 501c3.

Program Policy & Oversight

Interested CBOs will be invited to submit an accessible grant application, selecting a participation tier that matches their capacity. The application will allow the City to assess each CBO's engagement platforms, audience reach, average number of clients, target populations, and strategies for enhancing public involvement in the GPU. Accepted CBOs will become designated Community Partners, working closely with the City to implement the Public Engagement and Communications Plan and elevate the community's voice in shaping the General Plan Update.

To successfully implement the Community Partner Program, each participating organization will have clear roles and responsibilities to ensure seamless collaboration and effective community engagement. The following breakdown outlines specific tasks for WSP, the City of Santa Fe, and the Community Partners, each designed to support a cohesive engagement process and to maintain alignment with the project's Public Engagement and Communications Plan:

- WSP would be responsible for the following:
 - Develop, launch, promote, and manage the mini-grant applications and grantee deliverables
 - Host interviews with each applicant
 - Provide the City of Santa Fe with recommendations for selected Community Partners
 - Serve as the Community Partner liaison between grant recipients and the City of Santa Fe
 - Onboard and train all Community Partners to begin facilitating outreach events
 - Provide the City with Community Partner updates as needed
 - Observe and guide compliance with the Public Engagement and Communications Plan by the Community Partners
 - Making the input received on the digital user platform accessible
- The City would be responsible for the following:
 - Review and approve mini-grant applications, grantee deliverables, and selected Community Partners
 - Co-facilitate the Community Partners' onboarding
 - Provide funding for the grant program
- Community Partners would be responsible for the following:
 - Comply with this program, but maintain an independent voice
 - Participate in an onboarding meeting of no longer than one hour after selection.
 - Participate in a three-hour workshop after contracts are signed.
 - Mandatory Check-in meetings with City of Santa project team members to discuss progress during engagement period; Winter 2025 – Winter 2027.
 - Participating in an hour-long debrief meeting after engagement efforts are complete.
 - Fulfill specific tiered deliverables as listed below.

Community Partner Participation Level, Responsibilities and Compensation

- Grants will be issued on a tiered scale. The tiered model approach ensures CBOs can identify a level of effort that aligns with their available capacity. The City's goal in establishing Community Partners is to maintain a low-barrier program that organizations can easily incorporate into their ongoing efforts. All CBOs will be required to track and communicate their labor hours committed towards GPU outreach efforts. This program will provide funding for up to 10 CBOs.
 - **Tier 1 Deliverables:** (*\$1,000 One-time grant*)
 - Distribute information about GPU community outreach events, meetings, and surveys in newsletters, e-blasts, and social media at least once a month.
 - Promote GPU community outreach events and meetings on CBO website with hyperlinks to informational materials (factsheets, etc.) and the GPU project website.
 - Participate in a CBO executive leadership workshop with all other Community Partners.
 - Co-host one Focus Groups/Community Conversations with the City of Santa Fe project team.
 - **Tier 2 Deliverables:** (*\$2,500 One-time grant*)
 - Distribute information about GPU community outreach events, meetings, and surveys in newsletters, e-blasts, and social media at least once a month.
 - Promote community outreach events and meetings on CBO website with hyperlinks to informational materials (factsheets, etc.) and the GPU project website.
 - Participate in a CBO executive leadership workshop with all other Community Partners.
 - Co-host two Focus Groups/Community Conversations with the City of Santa Fe project team.
 - Co-host one Open House event with the City of Santa Fe project team and other CBO partners.
 - **Tier 3 Deliverables:** (*\$5,000 One-time grant*)
 - Distribute information about GPU community outreach events, meetings, and surveys in newsletters, e-blasts, and social media at least once a month.
 - Promote GPU community outreach events and meetings on CBO website with hyperlinks to information materials (factsheets, etc.) and the GPU project website.
 - Participate in a CBO executive leadership workshop with all other Community Partners.
 - Co-host four Focus Groups/Community Conversations with the City of Santa Fe project team.
 - Co-host two Open House outreach events with the City of Santa Fe project and other CBO partners.
 - Participate in two technical workshops with the City to discuss GPU policies.
 - Participate in equity analysis of plan policies meeting(s)

Community Partners Program Outcomes

The Community Partners Program is expected to produce several key outcomes for the City of Santa Fe's General Plan Update (GPU).

- By partnering with Community-Based Organizations (CBOs) that have established relationships with equity-focused communities, the program will enhance public participation and ensure greater inclusive representation.
- CBO-led outreach initiatives will generate feedback from historically underrepresented groups, making it possible to address their specific needs and priorities in the GPU.
- Additionally, the program will foster greater community trust and strengthen collaboration between the City and diverse residents, ensuring that the GPU reflects the aspirations of the entire community.
- Finally, the feedback and insights gathered through these partnerships will contribute to more equitable, community-informed policies that will guide Santa Fe's development for the next 25 years and beyond.

Appendix B

Charter for Santa Fe General Plan Update Technical Working Group (TWG)

Purpose

To provide technical input to City staff and their consultants in comprehensively updating the City of Santa Fe General Plan. Technical expertise, knowledge and input should be aligned to the topics of the General Plan Assessment Report, included as Attachment #1.

Mission

The TWG is a committed group from the diverse backgrounds of the Santa Fe region with individual knowledge and expertise in at least several of the topics listed in Attachment #1 that is informed by their deep understanding of Santa Fe. The TWG's technical input helps inform and guide public, stakeholder, and partner engagement. The technical work, coupled with this engagement and the General Plan Update process will lead to an updated, long-term vision for the City, which the Mayor and Governing Body will consider in their roles as decision-makers representing the Santa Fe community and by the Planning Commission as an advisory body to the Governing Body on this General Plan Update.

Roles and Responsibilities

- The TWG will provide input, insight and improvement throughout the creation of the General Plan.
- The TWG will advise the project manager and consultant team as they strive to ensure that the General Plan Update is inclusive, innovative and representative of the community. The ongoing review and input from the TWG is also intended to result in equitable outcomes across the diverse communities of Santa Fe.
- The TWG will authentically engage with City staff and their consultants to lend their technical expertise and deep local knowledge of the technical topics.
- The TWG will commit to the project schedule set forth in the Public Engagement and Communications Plan, attending meetings consistently, responding to inquiries from staff in a timely manner. To help the staff and consultant team address comments as efficiently as possible, the TWG will avoid piecemeal feedback.
- The TWG will give input to City and partner agency staff, who will separately serve as a resource for the General Plan Update project manager and consultant team. The General Plan Update project manager will make requests of City and partner agency

staff. The TWG has no authority to manage or direct any staff or consultant resources and will not have staff of its own.

Organization and Eligibility

The TWG includes up to 15 members, which will be facilitated by City staff and assisted- when needed- by other departments within the City as applicable. At least 10 or two-thirds of the members shall reside, work or operate a business in Santa Fe for at least one year prior to the initiation of TWG assemblage. Up to five members or one-third may live or work outside the Santa Fe City limits within Santa Fe, Los Alamos or Bernalillo Counties for at least one year prior to the initiation of TWG assemblage. Because partner agencies will specifically be engaged due to significant policy or regulatory decision-making authority affecting Santa Fe, staff of these partners may not be TWG members. TWG members may not be appointed or elected officials nor a Community Partner specifically engaged by the City, pursuant to the Planning, Engagement and Communications Plan. These eligibility criteria further efforts and maximum overall participation and engagement for the General Plan Update. The TWG is established in furtherance of the direction set forth in the adopted Governing Body Resolution initiating the General Plan Update. TWG selection will be based on a recommendation of the Planning and Land Use Director to the City Manager for their approval, after a five-day notification to the Mayor and Governing Body. The City Manager may remove a TWG member for failure to conform to this charter, City policies or applicable law.

Expectations

Members of the TWG will interact with each other, City staff and the public with respect, integrity and honesty.

To the public: TWG members are one of many ambassadors of the General Plan update, representing the process and considering the opinions of all who participate in the process.

To the City: TWG members are experienced and knowledgeable in the Attachment #1 topics, helping inform the planning process, whose technical input is considered. The TWG's input is helpful to the success of the General Plan update; however, not all suggestions and requests can or will be integrated into the final draft, as the TWG's role is focused on technical support rather than crafting policy. Decisions on the form and content of the Plan are not made by the TWG. The TWG is encouraged to openly explore share diverse information and ideas, with discussions proceeding without disruption.

TWG membership is recognized as a sacrifice of the TWG members' personal time and- if the offer of TWG participation is accepted- a commitment. It is with gratitude that the City requests of TWG members time and input. As such, TWG members are expected to attend all committee meetings consistently and commit to the duration of the planning process. This also includes attending some public engagement events and public hearings as the General Plan update progresses. Membership in the TWG is a reciprocal investment between the City and TWG members, in full acknowledgment that everyone's time is precious. Consistent tardiness or absence from meetings is disruptive to the process and may result in one's position being offered to another community member.

Discretion is expected regarding conversations held in TWG meetings as well as regarding as-yet-unreleased drafts of the General Plan before their publication.

Procedures

Meetings will be offered in a hybrid format, in-person at City Hall and online via Zoom or Microsoft Teams. Attendance will be recorded and retained for process records.

Minutes/notes will be taken and then emailed to the TWG following each meeting, with the request to review and augment or correct as needed.

Public records laws and policies may apply to the products of the TWG.

Public notice of TWG meetings will be provided 72 hours in advance on the www.SantaFeForward.org website.

Public may observe the meetings, however, no public comment is permitted, as this group supports City staff, not Boards, Commissions or elected bodies.

The City's project manager or designee shall facilitate the TWG meetings. No TWG officers will be selected or appointed.

Ground Rules

- Listen carefully and respectfully with the intent of understanding.
- Let others finish before speaking; let others speak once before speaking twice.
- Focus questions and comments on the agenda topic and meeting purpose.
- Seek to find common ground.
- Minimize distractions during meetings by refraining from multi-tasking.