



Santa Fe Land Development Code Update Public Participation Plan January 2023

Introduction

This Public Participation Plan outlines the overall approach for fostering community engagement throughout the Santa Fe Land Development Code (LDC) update project. This plan is intended to coordinate and direct the allotted public engagement resources for collecting feedback at various project milestones.

At defined project milestones, this plan proposes to conduct as many engagement opportunities as possible using in-person methods. However, given experience gained from virtual engagement emphasis during the COVID pandemic, we recognize the advantage of a hybrid approach, mixing both in-person and virtual engagement opportunities. As each project milestone approaches, we can coordinate with City staff regarding which method or combination of methods is most appropriate for each group of stakeholders and participants we are hoping to hear from.

This plan covers the following topics:

- General approach
- Key audiences
- Key messages
- Engagement activities

General Approach

Community engagement provides opportunities for relevant boards and commissions, community advocates, and citizens—as well as City staff and elected officials—to be involved in the Santa Fe LDC update process. This plan highlights ways that specific outreach activities can bring diverse perspectives to the project, with a targeted focus on dynamic tools and engaging stakeholders where they naturally convene. Our engagement approach includes four major goals:

- **Leverage Local Expertise.** We recognize the importance of local expertise in guiding the objectives of the LDC project. Locals know best the overall context for the project and what issues it needs to address, and very often have innovative ideas for how to address them.
- **Encourage Robust Community Participation.** With input from Santa Fe staff on the means for engagement, we will foster the broadest possible extent of community participation and input over the duration of the LDC update project. We understand the importance of engaging diverse voices, so that the project reflects feedback and input from community members from varying backgrounds and perspectives.
- **Encourage Dialogue.** We will create a transparent and connected conversation in which all participants can share ideas and learn about the diversity of opinions regarding development regulations held by stakeholders in Santa Fe.

- **Offer Meaningful Input on Choices.** We will present participants with options and choices on important issues, and structure opportunities for feedback so that community members can choose among various methods for offering feedback, allowing them to choose the method with which they feel most comfortable expressing themselves.

Key Audiences

While the Santa Fe LDC update project will affect most community members, the technical nature of a code update project tends to motivate participation from a subset of specialized stakeholders. However, the update can also function as an educational opportunity for a broader array of citizens to learn how zoning regulations can support implementation of key policy issues, such as housing affordability and preservation of sensitive lands.

Here are some of the important specialists and generalists whose participation will be critical to the success of both projects.

- Santa Fe residents
- Citizen Advisory Working Group
- Technical Advisory Working Group
- Advocates and activists for housing, equity, diversity, and sustainability
- Historic Preservation Division staff and volunteers
- Local businesses and commercial property owners and managers
- Homeowner and neighborhood associations
- Developers and builders active in Santa Fe
- Members of the City’s Boards, Committees, and Commissions, including the elected officials
- Staff from the Planning and Land Use department, along with those from related departments that use and are impacted by the regulations, as identified by Planning staff.

As the General Plan project gets underway, it will be especially important to identify the ties between the two projects, explaining how the City’s regulations are critical to implementing the City’s goals. As both the LDC and Plan projects move forward, key audiences for messaging and participation are likely to overlap. Particularly in the second and third phases of the LDC project, it may be worth considering combining some outreach efforts, not only so that participants understand the connection between the Plan and the Code, but also to avoid overtaxing volunteer participants with too many requests for their time and feedback.

Key Messages

Community engagement will occur both formally and informally throughout the project. Informal engagement occurs through tools such as the project website, social media, and staff responding to questions at non-project specific meetings or events. Formal project engagement activities are outlined in the “Engagement Activities” section below. It is important that information about the project is consistent across settings, platforms, and messengers.

Clarion will work with City staff to establish those key messages at milestones throughout the project, revisiting and updating the messages as necessary to respond to feedback received. While a code update is a technical exercise, Clarion understands the importance of conveying information using accessible language and terminology, as succinctly as possible. Messaging will cover:

- Project description and the need for updated regulations
- Anticipated project outcomes

- Project duration, process, and progress
- Purpose of current activities
- Opportunities for community input

Engagement Activities

This section outlines specific engagement tools and activities proposed for the project, primarily Phase One. It represents our initial proposal of a specific program and array of activities that can be completed with the budget allocated to engagement. However, this participation plan is a living document, and we anticipate it can and will evolve throughout the course of the project.

Review Public Engagement Approach Following Phase One. The project scope identifies the end of Phase One as a time to review engagement efforts to date and make any revisions to our approach if they are warranted by the outcome of participation in the first phase. That will be an important check-in opportunity regarding the extent and success of engagement efforts up to that point, but we are open to revisiting this plan as often as our City staff partners deem necessary to identify any need for changing the engagement strategy.

Staff/Public Drafts. Throughout the project, as Clarion completes drafts of various work products, a staff draft will be provided to the City team for internal review. City staff are responsible for returning consolidated, reconciled comments. Clarion will then revise the materials accordingly. This plan assumes one staff draft, and one round of consultant revisions based on consolidated staff feedback, prior to releasing the revised draft for public review and input. As we work on a more detailed project calendar, Clarion will work with City staff to finalize the exact timing for turn-around on drafts, but our general approach allows one month for staff review and feedback on initial staff draft installments, and three weeks for Clarion to incorporate suggested staff edits into the public draft. We then generally propose one month for public review and receiving public feedback and comments on the public draft.

Summary of Engagement Activities. A summary table of project engagement activities is below, with descriptions of the meeting purpose, participants, and tentative timing, as originally outlined in the consultant scope of work. When a more detailed project calendar has been agreed upon, Clarion will update the general information in the timeframe column with more precise dates. This table also reflects that Citizen and/or Technical Advisory Working Groups will be established at some point, but not by the public kickoff meetings. Depending upon the progress of the General Plan effort, it may also be possible to combine outreach efforts to groups and committees whose initial focus was plan development.

The table below assumes the primary format for these meetings will be in-person, with concurrent secondary efforts to collect input through virtual sessions, surveys, the project website or social media channels, and other appropriate means. Meeting materials, such as presentations or handouts, will be provided in advance to City staff, with adequate time for review and revision to occur in advance of any scheduled meetings.

Summary Table of Engagement Activities		
Engagement Activity	Purpose	Timeframe
Internal project kickoff meetings	Identify any issues to address in LDC update	December 2022 -January 2023
Project website content and updates	Education and transparency about project purpose, need, milestones, and deliverables; regularly updated information on how community members can participate in the LDC update process	Established January 2023, continues for project duration

Summary Table of Engagement Activities

Engagement Activity	Purpose	Timeframe
Social and conventional media announcements	Inform community of participation opportunities, project milestones, and engagement activities	Project duration
Phase 1: LDC Foundations		
Public kickoff meetings with staff, interested stakeholders, and City elected officials	Conduct interviews and open houses to gather initial feedback on LDC strengths and limitations, plus overall direction and objectives for the project, to be incorporated into the Community Input Issue Identification Report	February 2023
	Present LDC Assessment Report, and gather input on report's recommendations and suggested edits	September – November 2023
Public and Internal Meeting(s) with staff, TAWG, CAWG, Planning Commission, and others as determined by Director	Present LDC Foundations Draft, and gather input on draft content recommendations and suggested edits	Spring 2024 Summer 2024 (revised)
	Present initial public version of Adoption Draft	Fall 2024
Public Meetings with Planning Commission and City Council	Present final version of Adoption Draft	Winter 2024
Phase 2: Promoting Key Standards		
	Present Targeted LDC Diagnostic report, and gather input on report's recommendations and suggested edits	2024 - 2026
Public and Internal Meeting(s) with staff, TAWG, CAWG, Planning Commission, and others as determined by Director [1]	Present public draft of LDC Installment 1 – Districts and Uses	2024 - 2026
	Present public draft of LDC Installment 2 – Development Standards	2024 - 2026
	Present public draft of LDC Installment 3 – Administration and Procedures	2024 - 2026
	Present Public Review Draft of Consolidated Land Development Code	2024 - 2026
Public Meetings with Planning Commission and City Council	Present final version of Adoption Draft of Land Development Code	Fall 2025
Phase 3: General Plan Implementation		
TBD	Present targeted LDC updates designed to implement the Land Use chapter of the updated Santa Fe General Plan	2026

[1] As part of the Participation Plan review at the end of Phase 1, we can revisit whether these Committees will continue in their advisory function for Phase 2 and 3 of the project, or if other groups or committees should be convened for these phases. Pending determination to the contrary, the Plan carries forward their participation.

Project Website Content

A project website is a foundational component of engagement. Based on internal kickoff discussions, it has not yet been determined if Clarion will set up a website separate from the City's and dedicated to the LDC project, or if the City would prefer to have the LDC project operate as a page on the City's existing website. In either case, the website will include overall information about the project, including project goals; project calendar; drafts available for public review; information about upcoming events or other participation opportunities for community members. On Clarion-run websites, we establish both a means

that community members can sign up to receive project updates, and a general project email address to which questions and comments may be submitted. Whether Clarion or the City administers the website, Clarion will generally create content, which is posted after City staff review. In either case Content for the website will be developed by Clarion in consultation with City staff.

City responsibilities	Clarion responsibilities
TBD, if website is incorporated into City page	Provision of content, including project overview and key messages, survey content, and electronic versions of deliverables suitable for posting online
Timing	
Established prior to February 2023 kickoff, updated with each release of public draft documents	

Social Media Accounts

Because the City has existing social media accounts, we generally recommend against creating separate new ones, specifically devoted to the LDC project, as it often takes some time to accumulate followers, limiting the reach of any information distributed through new accounts. Periodically distributing project information through existing accounts has generally proven more effective, and that is what we would recommend here. If staff agree, we can either send information directly to project staff, who can pass the information on to the City’s Communication department for distribution, or we can work directly with the City’s Communication team.

City responsibilities	Clarion responsibilities
TBD, if City wishes to use existing social media accounts	Episodic provision of content, to update followers about project progress and opportunities for input.
Timing	
TBD, but first posts should be distributed prior to any open house that is scheduled for kickoff trip.	

Project Surveys

Targeted surveys can be an effective means of gathering stakeholder feedback. Over the lifetime of the project, Clarion will seek direction from City staff on how often to distribute surveys, and what groups should receive them. At a minimum, we generally recommend distributing an initial survey to coincide with the kickoff trip, and then at project milestones like the release of each public documents. Clarion will provide tailored survey content, designed to solicit expert input or obtain general feedback from non-specialist audiences. In addition to planning content and means of distribution, it will also be important to determine how many surveys will be distributed throughout the project.

Since there are numerous iterations of public draft documents, a survey accompanying each – particularly if distributed to the same recipients – will likely yield progressively diminishing numbers of respondents. As the project progresses, we may wish to pursue topic-related surveys, distributed to particular interest groups, to obtain targeted feedback on one or two issues of interest (for example, housing, historic preservation, development procedures, etc.). Once a strategy regarding number of surveys and recipients has been developed, this strategy can be publicized to let staff, Board and Commission members, and Santa Fe residents know how many times their input will be solicited by means of surveys.

Shared responsibilities
Devising overall strategy for survey distribution

City responsibilities	Clarion responsibilities
Review of survey content Determination of specialized recipient groups	Development of survey content Distribution by preferred means Monitoring responses and distributing results
Timing	
Distribution of Survey 1 to coincide with kickoff trip in February 2023, subsequent surveys and recipients TBD	

Traditional Media Content

In efforts to publicize the LDC update through conventional print and broadcast media, we would again recommend that Clarion provide content to the City’s Communications team for distribution. We would seek guidance from City staff on the frequency with which to distribute information through these channels.

Shared responsibilities	
Devising overall strategy for traditional media outreach	
City responsibilities	Clarion responsibilities
Distribution of content through traditional media channels	Provision of content
Timing	
As recommended based on City input	

Public Meetings and Hearings

The Summary Table of Engagement Activities represents our initial suggestion for public meetings and participants, and the milestones at which these should occur throughout the duration of the project. The suggested timing and content for the meetings is tied to the deliverables provided at the respective project milestones. We are proposing these meetings occur in person, with additional outreach conducted virtually, as necessary. Regardless of format, Clarion will use the quality of feedback and extent of participation as an opportunity to review with City staff the effectiveness of public messaging and engagement efforts to that point in the project, and determine if changes to engagement strategies and methods seem warranted.

Planning Commission and City Council

The Clarion team anticipates meeting with the Planning Commission and the City Council several times over the duration of the project, to keep these bodies apprised of progress, and to engage them in selecting preferred options among regulatory approaches to address key concerns. We understand that the initial meetings for the kickoff trip may take place virtually or in-person, depending on the officials’ availability, but will in any case be conducted individually or in small groups of two or three. We anticipate later meetings with these bodies to occur with officials convened as a group. When those meetings are publicized, we will make clear that any member of the public is welcome to participate, as these are public meetings, not just for members of the Commission or Council.

During each of the series of public meetings, the Clarion team will prepare a presentation to update the officials and gather their input and feedback. The meetings can be formal presentations delivered at scheduled public hearings, or less formal opportunities for interaction, such as work sessions which can, at staff discretion, combine participation of both the Council and Commission members. Clarion will work with City staff prior to the scheduled meetings to determine the best format and the preferred means of presenting the information and gathering feedback, while City staff take the lead in organizing meeting logistics.

Technical Advisory Working Group, Citizen Advisory Working Group, and Staff Team

Typically, during the same scheduled visits for meeting with public officials, Clarion will also have input meetings with City staff and the Technical and Citizen Advisory Working Groups (once they are appointed). The purpose of these meetings is the same as those occurring with public officials: to provide project updates and prompt discussion on the preferred options for regulatory approaches to address key concerns. Again, when upcoming meetings are publicized, it is important to make clear that any member of the public is welcome to participate in the Citizen Advisory Working Group meeting, not just members of the Committee. An additional important element with the CAWG, TAWG, and staff engagement is to develop these members into champions of the new LDC, who can explain the proposed updates and advocate for their adoption. The Clarion team will coordinate with City in advance of the meetings to determine the best format and content, while City staff again manage invitations and logistical support for the meetings.

Shared responsibilities	
Determining meeting topics and most appropriate format	
City responsibilities	Clarion responsibilities
Invitation to participants Arranging meeting venues for in-person events	Provide meeting materials and presentations Present or facilitate as appropriate
Timing	
At project milestones as described in the Summary Table of Engagement Activities	