

Los Alamos County Comprehensive Plan 2004 – 2014



Preliminary Draft - October 2003 – April 2004

by the Citizens of Los Alamos, New Mexico
with assistance from
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Executive Summary

EXECUTIVE SUMMARY

Los Alamos County, located in north central New Mexico, consists of approximately 69,860 acres or 109 square miles, 87% of which is owned by the federal government. In fact only 8,600 acres of the land area are under the jurisdiction of the County government. Los Alamos is best known nationally as the site of the Manhattan Project, where the world's first atomic weapons were created in the early 1940's. During this early period few residents anticipated that they were in fact laying the foundations of a permanent community, since Los Alamos was a temporary military project. Federal construction and maintenance offered residents limited choices.



Today Los Alamos County is home to two unique urban areas – Los Alamos and White Rock, having a combined population of 18,343 (2000 census). Renowned for its dramatic natural setting high on the Pajarito Plateau, Los Alamos is nestled on the east-facing slopes of the Jemez Mountains and surrounded by Bandelier National Monument, the Valles Caldera National Preserve, the Rio Grande, and historic pueblo lands. With Los Alamos National Laboratory as the County's major employer, the community enjoys an exceptionally high quality of life. Residents are justifiably proud of their long-standing tradition of community involvement and service. It is to the credit of the community and its leaders that they have written this Comprehensive Plan.

The Comprehensive Plan contains five parts:

- I. Prologue**
- II. Community Vision, Desired Outcomes, Actions, and Measures**
- III. Land Use**
- IV. Priorities and Implementation**
- V. Appendices**

The Prologue describes the Comprehensive Plan's purpose and planning process. The Los Alamos Vision Statement embodies community values and aspirations for the future of the County. Desired Outcomes, Actions, and Measures of Success developed by the citizens correspond to the policy section of a more conventional comprehensive plan. Priorities, similar to the more traditional implementation section of standard comprehensive plans, were established through a public survey. The Appendices include Existing Conditions, Analysis and Projections, Priorities for Implementation and Land Use Maps. These provide the legal basis of comprehensive planning and are adopted as a policy component of this Plan.

Hundreds of residents convened to develop the Vision Statement. The core concepts were consolidated into four sentences to establish the Vision, which preserves existing neighborhoods, environmental resources, open space and views, while directing controlled growth and revitalization in downtown Los Alamos and White Rock center.

The driving forces behind this Comprehensive Plan are those of environmental and cultural preservation coupled with remediation. The community desires to preserve its open spaces and historic buildings while embarking on a program of improved maintenance and code enforcement to reverse the degradation of public lands and facilities. The Plan further requires that the County provide more affordable housing, diversify its local employment base, and improve the range of retail services. It provides for a continuing process to develop more detailed neighborhood and corridor plans through rigorous community involvement. Additionally, the County departments, boards, and commissions will need to develop plans of their own to execute their part of the Comprehensive Plan. The Planning and Zoning Commission will conduct an annual review to gauge progress and identify missing elements in the Plan. They will subsequently report to the community and the County Council at the end of each fiscal year.

Los Alamos County is blessed with tremendous human capital in addition to its environmental riches. The County population ranks among the highest educated in the nation. Its geographic isolation has fostered a strong tradition of community participation. County residents have united in their vision for the future of the community and will work hard to see that it is realized, thus ensuring a high quality of life for generations to come.

II. Community Vision and Directives

II. COMMUNITY VISION, DIRECTIVES OUTCOMES, ACTIONS, AND MEASURES

A. VISION STATEMENT AND GOALS





II. COMMUNITY VISION STATEMENT, DESIRED OUTCOMES, ACTIONS AND MEASURES

A. LOS ALAMOS VISION STATEMENT AND GOALS

Los Alamos is a unique combination of science and setting.
We will preserve our safe, small-town atmosphere, the natural surroundings and our past.
We prize excellent schools, outdoor recreation, and the relaxed pace of life where shopkeepers and neighbors know your name.
We will protect these treasures even while we envision changes that will add to our quality of life.

Engage Citizenship

In refining and implementing this vision, our government will be responsive to the community by actively engaging all citizens, young and old, in planning and governance.

Diversify Economy

We will foster economic diversity by supporting existing and by attracting new businesses. The revitalized downtown, as well as retail development in White Rock and other neighborhoods, will enable citizens to satisfy their everyday needs locally.

Upgrade Infrastructure

We will have an inviting entrance to Los Alamos that will improve first impressions of the town, add landscaping and green spaces to the built environment (such as within parking lots and streetscapes), and enhance utility and communication infrastructure. Our aged infrastructure will be maintained, upgraded or replaced. Our public buildings and spaces will be a positive statement about our values, aesthetics and pride.

Expand Education

We will build on our unique strengths and traditions (such as science, environmental studies, archaeology and art) to create a world-class center of learning that gives the community and the Laboratory the feel of a campus.

Diversify Housing

Expanding the economic diversity of the population will require redeveloped and integrated housing at a variety of price ranges so that firefighters, teachers, police, young people and elders can live comfortably in our community.

Enhance Youth Activities

We will engage young people in planning and delivering more activities and programs for kids and teens, including intergenerational activities.

Preserve Our Past

We will be considerate of our past by preserving the historic, environmental, and cultural landscapes of our area.

Improve Recreation

We will maintain and carefully improve outdoor recreation that addresses the needs of a diverse population. This includes hike and bike trails. We will maintain, improve and expand indoor recreational activities and programs.

Protect Environment

Los Alamos will be an environmentally friendly small, community that is a steward of open spaces and protects its natural environment, ecosystems and wildlife.

Provide Health Care

We will have health care that addresses the changing needs of the community and keeps pace with advances in medical technology.

Work Together

The Laboratory and the community are inseparable. We will support each other and work together to build one cohesive community. Los Alamos will be a showcase for use of Laboratory-developed technologies that can help us (and others!) live better.

Improve Mobility

Designated, safe, convenient, and well-maintained bike and pedestrian pathways and sidewalks will be a feature of a coordinated transportation system that improves mobility within and to and from Los Alamos. We want a user-friendly, efficient, multi-modal system that connects the Laboratory with downtown, the Laboratory to White Rock, and White Rock to downtown. Transportation on and off the Hill needs to be coordinated with other systems in the region.

Revitalize Downtown

We will create a vibrant, buzzing, pedestrian-friendly downtown that includes a central gathering place, nighttime entertainment, movie theaters and more retail stores and restaurants. A mixture of retail, office space and housing, an aesthetic face-lift and the re-development of parking will help to create a compact and appealing downtown that people will use. A performing arts center can also serve as a convention center.

Act Regionally

We will reach out to neighboring communities, act cooperatively with them, and foster cross-cultural relationships.





III. LAND USE AND COMMUNITY CHARACTER



III. LAND USE AND COMMUNITY CHARACTER

A. PROPOSED LAND USE MAPS

The proposed land use maps (Map 1 for Los Alamos Townsite and Map 2 for White Rock) illustrate the land development component of the Los Alamos County Comprehensive Plan. The entire Comprehensive Plan must be considered when interpreting the maps. As Neighborhood Plans are adopted, they will serve as amendments to the Comprehensive Plan and the Land Use Maps.

The maps depict proposed land use and include policy inferred from the Vision Statement, Desired Outcomes, and Action Items. These land use categories are defined in Section B below.

1. Downtown Planning Area
2. Commercial
3. Institutional
4. Industrial
5. Single-Family Residential
6. Multi-Family Residential
7. Federal
8. Open Space Areas:
 - a. Park
 - b. Low Impact Recreation
 - c. Natural Area
9. Future Planning Areas



B. LAND USE TYPES:

These land use types reflect existing conditions or policy direction drawn from the Vision Statement, Desired Outcomes, and Action Items. For mapping, and to establish land use types conducive to making comprehensive planning policy, the County's thirty-one zoning categories have been blended into nine broad types of land use. These general areas of land use reflect the community's desire to reduce the number of zoning districts and encourage more mixed use throughout all of the zoning categories. These land use definitions and their depiction on the land use maps show proposed uses and are intended to provide policy direction.

1. Downtown Planning Area applies to the mixed use, commercial core of Los Alamos townsite as depicted in the Master Plan for Downtown, which was adopted in April 2002 by the County Council and incorporated herein by reference. Developing a plan for a White Rock commercial center is an Action Item of this Comprehensive Plan. [see II.B.2.e.(1)] The mixed use in the downtown will allow a combination of commercial, institutional/civic, office, residential, and open space uses that will hopefully provide walkability, economic development, greater diversity in housing, and site planning sensitive to adjacent open space.

2. Commercial is characterized by a mix of office and retail uses. Mixed Use development may also be considered appropriate for new or redevelopment outside of the downtown areas, particularly in neighborhood centers.

3. Institutional uses are characterized by existing schools, churches, and civic buildings; these are uses that help build community and that the County would like to encourage to remain in place.

4. Industrial is characterized by manufacturing, warehousing, and storage. The high cost of land limits this use, affecting the county's economic development potential.

5. Single-Family Residential is characterized by low-density residential, attached and detached dwelling units.

6. Multi-Family Residential is characterized by mid- to high-density residential, all attached dwelling units. These densities tend to produce the most affordable housing products in Los Alamos County, and are valued as such. The zoning code may be revised to allow live/work units and limited, neighborhood-serving commercial uses.

7. Federal indicates ownership rather than land use and applies to a large percentage of Los Alamos County. Federal Lands include properties owned by the General Services Administration (GSA), the Department of Energy (DOE), the Forest Service (USFS), and the National Park Service (NPS). Lands owned by tribal and pueblo governments are also included. The County government has no jurisdiction over federal lands; however, these lands have been included in this planning process. To achieve the goals set forth in this Plan, the County will continue to seek the cooperation of each of these government entities. When federally owned land changes ownership, the new owner must submit for general plan amendment and zoning before the land can be developed.

8. Open Space Areas include park, low impact recreation, and natural areas. These categories of open space will be discussed in more detail with the future planning area section below.

9. Future Planning Areas are County-owned lands, transfer sites [transfers to the County by the federal government (Public Law 105-119)], and any future transfer sites that have the potential to meet a range of community objectives. Because of the potential for controversy over the priority of community objectives to be met by these lands, evaluation of alternatives and designation of ultimate land use should occur through a public process.



C. COMMUNITY CHARACTER

The community-crafted Vision Statement speaks of the County's unique setting, its small-town atmosphere, natural surroundings, and our past, of recreation, and a relaxed pace of life "where shopkeepers and neighbors know your name..." Preserving these qualities requires attention to the physical design of the community in addition to land use policies, historic districts, open space preservation, recreational facilities, infrastructure and programs.

1. Urban Development

A specific urban design study has been completed for downtown Los Alamos and studies are called for to address the White Rock commercial center and the entryways into both. The following general policies are intended to serve as guidelines until Neighborhood Plans can be completed and to provide direction for revisions to the County's Development Code.

Los Alamos County derives its sense of place from its extraordinary mountain backdrop, high mesa setting, well-defined canyon edges, and geographic isolation. These attributes contribute to its compact urban form, and small-town flavor. These physical attributes are valued and will be preserved.



Los Alamos County's urban development is relatively low-density and small-scale. Due to the community's topography and land ownership (the federal government owns approximately 85% of the land in the County) this pattern cannot be maintained for future growth. However, residential infill in existing neighborhoods should reflect the height, scale, massing, and setbacks of adjacent residential developments. Non-residential infill should reflect the scale and design character of its surroundings.

Neighborhood and streetscape improvement plans will preserve the small town ambiance. They will create more opportunities to meet informally by providing stronger pedestrian, bicycle, and transit connections, by allowing appropriately scaled mixed-use infill and new development, and by creating new public, outdoor spaces such as pocket parks, courtyards, wide sidewalks, and outdoor dining and entertainment opportunities.

2. Open Space

In May 2000, the Open Space Advisory Committee (OSAC) was appointed by the County Council to establish a balance between protecting critical open space and using some publicly owned land for carefully managed residential and economic development. The Committee wrote an Open Space Plan, which is incorporated herein by reference.

The Open Space Advisory Committee reviewed not only open space, but also land transferred (or to be transferred) to the County by the federal government (Public Law 105-119). The Committee's Open Space Plan created three categories: *preservation lands* –lands that will be protected as open space; *conservation holding lands* now called *future planning areas* –lands that have development potential and open space values; and *development lands* –lands that have limited open space values and are suitable for development.

a. Preservation Lands possess natural, environmental, wildlife, scenic, recreational, and cultural values that are important to the community. Criteria for determining lands in this category included: existence of wetlands, riparian zones, cultural resources, sensitive habitats, wildlife corridors, identified overlooks, threatened or endangered species habitat, trail heads/connections, outdoor recreation areas, County parks and recreation facilities, and public safety/hazard areas. The preservation lands were further divided into three sub-categories: natural areas, low impact recreation, and parks/recreational facilities, which are included in the proposed land use maps under open space areas.

(1). Natural Areas These lands have the highest natural, environmental, wildlife, scenic, and cultural values. They need the highest protection. These lands should be managed to retain their open, natural qualities with access directed to designated trails, which may be seasonally limited because of wildlife concerns. Other than trails, trailheads, compatible trail structures, signage, and associated parking areas, there will be no structures or motorized use in these areas. Placement of utility corridors will be discouraged, but if absolutely necessary for community purposes, will be accomplished with minimal impact. The disturbed lands will be restored to their original contours and natural conditions, and only minimal access for maintenance will be permitted.

To preserve these lands and protect them from future development, they will either

- (a) Be restricted by permanent conservation easements held by a land trust, or
- (b) Require a 2/3 vote of the electorate to be reclassified for other uses.

(2). Low-Impact Recreation Areas These lands have high natural, environmental, wildlife, scenic, trail, and cultural values and shall be managed to retain their open, natural, and low-impact recreational qualities. While these lands will, for the most part, be managed in a manner similar to lands in the Natural Areas sub-category, low-impact recreational and educational facilities and utility corridors will be permitted if they are designed to fit in and blend with their natural surroundings. Controls on structures will include use of natural materials, definition of building envelopes, height limitations, lighting and noise standards, site restoration standards, and other measures designed to ensure compatibility with surroundings. Road access is discouraged, but where required, will be strictly limited and managed to minimize impact on natural values.

Reclassifying parcels in this sub-category for higher-intensity uses will require a 2/3 vote of the electorate.

(3). Parks and Recreation Areas These lands have developed and undeveloped parks, golf courses, ball fields, and recreation facilities. They will be managed and developed to accommodate community recreational use under the guidance of the Parks and Recreation Board. Where these lands abut other Preservation Lands, uses will be designed and managed to minimize impact on adjacent lands.

Reclassifying parcels in this sub-category to higher-intensity uses will require a 2/3 vote of the electorate.

3. Future Planning Areas are County-owned lands, transfer sites [transfers to the County by the federal government (Public Law 105-119)], and any future transfer sites that possess both open-space values and opportunities to accommodate other community values such as economic development, public facilities, housing, etc. These lands are generally adjacent to existing development and infrastructure. The objective for these lands is to balance open space protection with other compatible community uses and objectives. These lands will be managed as Preservation Lands-Low Impact Recreation until community desires for the parcels are decided through a public process, at which time the land use can be designated.

The intent of this category is to prevent sprawl by optimizing development of the community's core areas, while reserving some lands for future development opportunities.

In the 1990's the Department of Energy (DOE) reached an "Agreement in Principle" with the County of Los Alamos to end annual "assistance" payments, which were required by the Atomic Energy Community Act of 1955. The Act required the federal government to provide financial assistance to the community after the Manhattan Project ended until it was able to achieve financial self-sufficiency. The DOE proposed, in part, to transfer to the County some lands not required for Laboratory operations in order to create affordable housing and assist the County in achieving self-sufficiency. Public Law 105-119, enacted in 1998, provided the legal authority for these land transfers and stipulated that: "The parcels of land conveyed or transferred under this section shall be used for historic, cultural or environmental preservation

purposes, economic diversification or community self-sufficiency purposes."

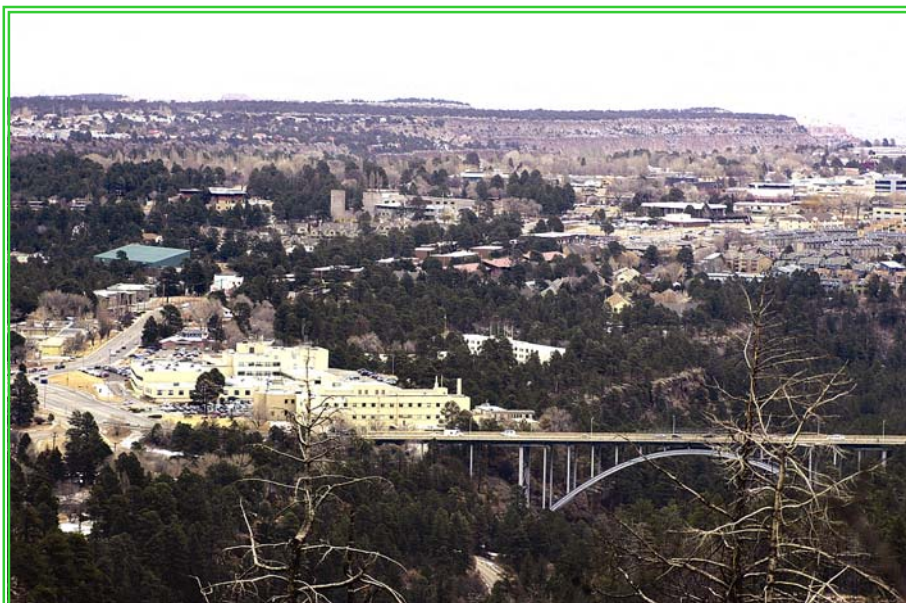
For any land tract or parcels in the Future Planning area, the County Council can direct the Planning and Zoning Commission to review and recommend a land use designation through a public process for Council consideration following a public hearing. The conservation and development opportunities need to be fully understood. After such an evaluation and hearing, the land or portions thereof may be designated as Downtown, Commercial, Institutional, Industrial, Residential, or Open Space. If any portion of the land is not designated in another land-use category and remains as a Future Planning area, then that portion cannot be reviewed again for another five years. If the public decides to use the land for residential or commercial purposes, then the County's Development Code will regulate the development or change of use for this land.

4. Development Lands do not possess key natural, wildlife, scenic, recreational, or cultural values; are near or adjacent to existing development and infrastructure; and are suitable for other community purposes and certain types of development.

a. Open-Space Compatible Development While these lands could be available for urban use, they should be developed with sensitivity to community open-space objectives since they may be adjacent to or significantly affect other lands that have these values. Designation of these lands may be accomplished by an overlay to existing zoning. Open-Space compatible development may be restricted through setbacks, locations, height, light, and noise restrictions, fencing, and other design controls to meet the objective of producing a gradual and sensitive transition from open space to built uses.

b. Controlled Development These are lands that either are not adjacent to open space or do not affect open-space values. These lands are available for development according to the County's Development Code and may be placed in an appropriate zoning category through rezoning.

c. Redevelopment These are County-owned lands adjacent to open-space areas that could be redeveloped with consideration of open-space values.



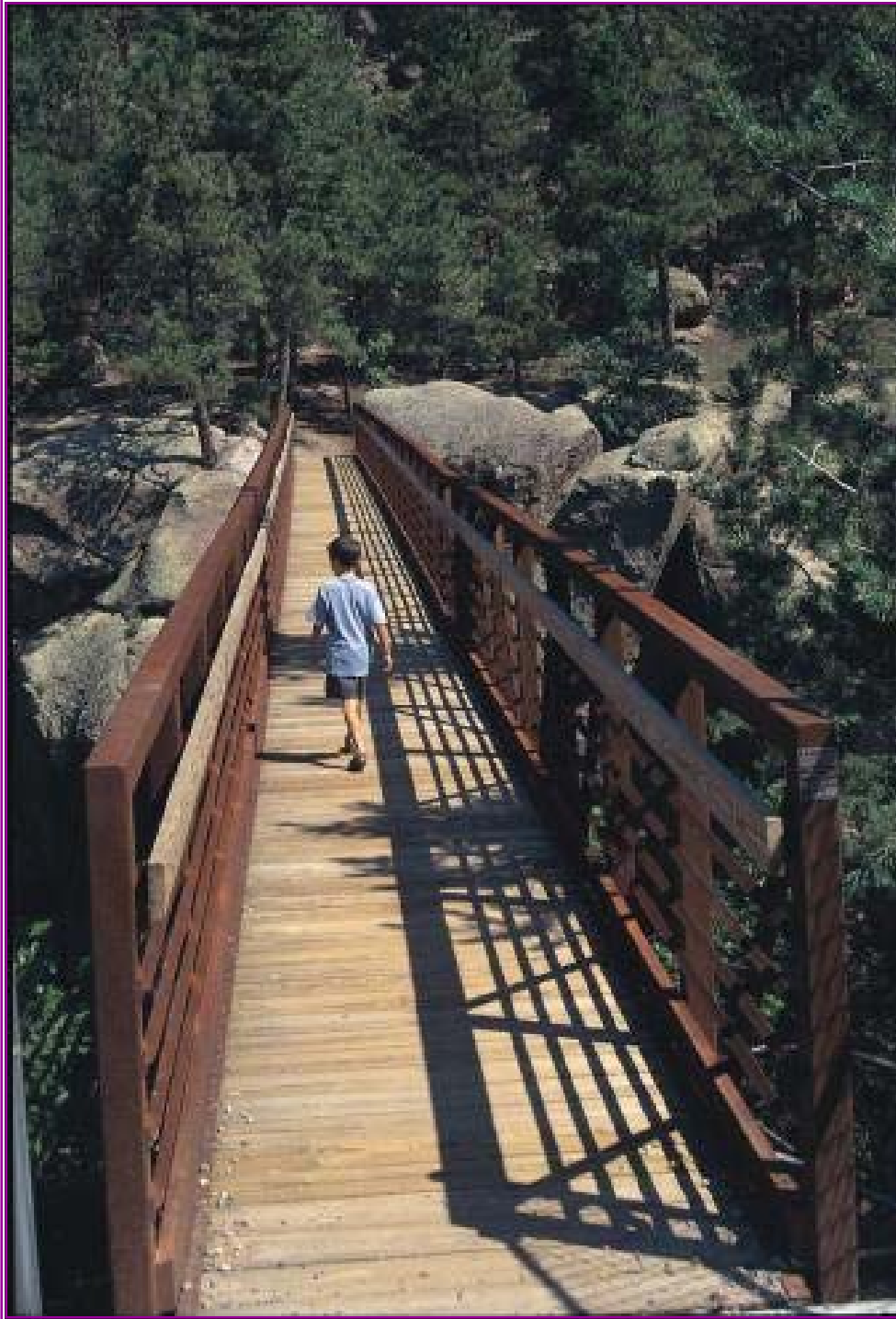
5. Entryway Design Overlays and Corridors

a. Entryway Design Overlays will identify the major entrances into Los Alamos and White Rock. The County will undertake urban design studies for these entryways and establish design overlay zones and public improvements to enhance their function and aesthetics.

b. Entryway Corridor Plan The Entryway Corridor Plan will reflect the Vision Statement and should be incorporated as a subsection of the overall Los Alamos County Comprehensive Plan. County residents, acting through the Planning and Zoning Commission should carefully consider how the treatment of lands in the entryway corridor will affect the community character. The east entryway corridors for both Los Alamos and White Rock begin at the intersection of Highway 502 and Highway 4 and continue to the beginning of each community's residential area.

The Entryway Corridor Plan will include the following guidelines: the values in the Vision Statement must be respected; viewsheds need to be identified and protected; if and where development is deemed appropriate within the Entryway Corridor Plan, such development must not negatively impact the overall goals of the Entryway Corridor Plan; ingress and egress must be designed to address both safety and visual impact; trail connections must be preserved and enhanced; County-owned land should require the highest standards; the historic "Gate" should be re-established. Covenants should be attached to the title of any lands sold within these areas to ensure compliance with the Comprehensive Plan and the proposed Entryway Corridor Plan, which will become an incorporated section of the Comprehensive Plan (see Appendix).





I. PROLOGUE

A. INTRODUCTION AND PURPOSE

The Los Alamos County Comprehensive Plan (LACCP) provides a policy framework for realizing the Community Vision. It gives direction for decision making on community improvements and services. Federal and state agencies require an updated comprehensive plan as a basis for providing certain funds and grant programs to local agencies. Counties are empowered to create and adopt comprehensive plans under state laws. Subdivision regulations, zoning codes, and development regulations must be consistent with an updated comprehensive plan. Development Impact Fees are an example of one particular type of funding mechanism allowed to counties under state law, contingent upon adoption of a comprehensive plan.

The Los Alamos County Council authorized an update to the 1987 Plan that would be predicated upon community input after several efforts by the County staff and consultants were rejected by the public. The difficulty lay in the tension between the desire to preserve existing conditions such as the open spaces and the small town atmosphere with the desire for more retail choices and a perceived need to promote economic development due to the termination of subsidies from the United States Department of Energy (DOE).

A traditional comprehensive plan has several components. It begins with the documentation of existing conditions, an analysis and future projections, and the identification of issues that are important to the community. The goals, values, and concerns of local residents, business and property owners, and special interest groups are identified. These goals and values, analysis, and projections then result in the development of policy statements intended to direct the development of government regulations and procedures as well as the expenditure of public funds and resources. The LACCP is not traditional, having been written by members of the community with no specific planning expertise but with strong, educated convictions concerning the County's operations and development. The community needs to review the progress periodically. The Plan should be modified as necessary so that community resources will be applied where most appropriate in order to realize the Community Vision.

It remains for the County leaders and staff to develop strategic planning and write specific codes and procedures based on the LACCP. The most important factor in the success of the Plan is continued public involvement and oversight. The community must review the annual Planning Commission report to ascertain that the Plan is working and that any needed modifications are made. Eighteen years after the adoption of the LACCP the process should recommence since the document has a twenty-year life. It is the duty of the citizens to review the progress and hold the leadership accountable.

B. PLANNING PROCESS

Los Alamos County's previous Comprehensive Plan was completed in 1987. In 1999 efforts by the County government to produce an updated Plan were unsuccessful. The catastrophic Cerro Grande Fire in May 2000 disrupted planning activities for approximately one year. Other initiatives were started to address specific concerns of the community.

1. The Downtown Master Plan was initiated by the Los Alamos Main Street Futures Committee, a group comprised of downtown property owners, private citizens and the Los Alamos Commerce and Development Corporation. The committee hired the architectural firm of Moule & Polyzoides to develop, with community input and participation, a walkable and compact design for the commercial center of the County. This Downtown Master Plan was adopted by the County Council in April 2002.

2. The Open Space Advisory Committee (OSAC), created by the County Council in response to a citizen initiative, created a system of land use designations for open space. In a systematic manner OSAC developed a set of criteria to determine which designation fit each of the various undeveloped lands owned by the County, including acreage to be transferred by the Department of Energy. Thus they identified which lands should receive long-term protection and which were suitable for responsible development. The OSAC Plan also developed a system within the County government for administering the protected lands. The County Council accepted the plan in April 2003.

3. The Open Space Task Force recommendations enumerated additional regulations and personnel needed to protect the natural environment.

4. The Fuel Mitigation and Forest Restoration Plan is designed to protect our community from future wildfires, help restore forest health, wildlife habitat, and improve the community's trails system and was adopted by the County Council in March 2001.

5. The Hazards Mitigation Plan is currently being written and identifies possible natural hazards, the likelihood of their recurrence and actions the community can take now to mitigate these potential hazards and reduce the risk of new disasters.

All of these plans were incorporated into the draft 2004 Los Alamos County Comprehensive Plan. The public comments from the draft 1999 Los Alamos County Comprehensive Plan Update were also reviewed to ensure that the new Plan would represent the values of the community.

On June 12, 2001, the County Council charged the Planning and Zoning Commission with developing a new approach, one solidly grounded in community involvement (see County Council Directive in Appendix). In the initial stages of the process, the Community Development Department (CDD) completed thorough research on existing conditions. The analysis of existing conditions and projection of future trends were provided to the public as background information for the development of the Community Vision.

The Planning and Zoning Commission created a Steering Committee composed of some of its members and staff from the CDD to guide the process. In the summer of 2001 the County hired consultant Carl Moore and his firm, The Community Store, to design an innovative public visioning process. During the next few months Moore guided the Steering Committee in molding the process to fit the community of Los Alamos. To verify the soundness of their reasoning, the Steering Committee created a Citizens' Advisory Committee composed of 25 community leaders representing a diverse cross-section of local residents. The Advisory Committee was convened periodically to comment on plans as they evolved. Public visioning meetings were held in January and February of 2002. About 500 people from all parts of the community participated. Professional facilitators worked with small groups to elicit the shared values and desires that would become the Vision. Following the workshops, a draft Vision statement was published and residents were asked to send in comments or make them at the ensuing Vision Fair. In a joint meeting of the Steering and Advisory Committees, the Community Vision was then adjusted to reflect these comments. The Community Vision was adopted by County Council in March 2002.

The success of the visioning process confirmed the validity of the Steering Committee's concept of a community-created citizens' plan, with the elements determined by the general public. The Steering Committee planned the next steps with assistance from Carl Moore and feedback from the Advisory Committee. Seven planning committees were formed. Each committee was responsible for two of the goals described in the Vision Statement. The community was invited to participate in creating the Comprehensive Plan by joining one or more of the committees. The volunteers were directed to meet with a trained facilitator who led them through the process of determining how to fulfill the vision for the particular goals of their committee. Documents were provided upon demand and technical advice was made available. The participants made decisions by consensus. As an incentive to getting citizens involved in planning a more centralized, pedestrian-friendly community, the County sponsored a festival with a booth at Overlook Park on the Fourth of July as well as visits from three national experts who gave talks, toured the County, and met informally with residents. The planning committees met through July and into August; when they felt they had fulfilled their assignment, they submitted their work to the Steering Committee.

It was vital to the Steering Committee that the ideas expressed by the planning committees become the Comprehensive Plan, but the initial product needed significant refinement before it could be brought to the Council. Experts were consulted for advice, planners introduced new terminology, and volunteers edited the document to make it readable and succinct without losing any of the substance. Finally the fourteen elements of the draft Comprehensive Plan were published one at a time in the *Los Alamos Monitor* in November and December of 2002 with a request for comments.

In January and February 2003 three well-attended open house meetings were held. The comments received there and through the mail were tabulated and discussed by the Steering and Advisory Committees to produce a final version of the Desired Outcomes, Action Statements, and Measures of Success.

The community was then asked to prioritize the action items through an extensive and detailed public survey that was mailed to every household in Los Alamos County. The

survey was advertised in the local paper and on the County's website. Approximately 8,000 surveys were mailed and 1,000 surveys were submitted. The results (see Appendix) were analyzed and incorporated into the Plan Implementation section.

Traditional comprehensive planning components such as infrastructure and capital improvement programming were culled from the Desired Outcomes and Action Items and included in the Priorities and Plan Implementation section of the plan for additional clarity. The land use maps and policies were developed by the OSAC, a group of citizens and Community Development Department staff members charged with that task by the County Council. The maps were designed by the planning consultant, Anne Condon, and carefully vetted by the public in a series of open houses, focus group meetings and surveys. The end result is a Comprehensive Plan that addresses all the key elements of traditional comprehensive planning as practiced under state law, while remaining true to the community's vision, values, concerns and priorities.

