

# **Midtown Campus Project Final Report**

**July 2018**

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# Introduction to the Midtown Campus Project Report

The Midtown Campus Project is the public engagement process representing the core of the first stage of a three stage process to redevelop the property commonly referred to as Santa Fe University of Art and Design or the College of Santa Fe (“Property”).

The three stages are:

- (a) **Concept Stage** which was the market research, idea generation and concept development work done during the Midtown Campus Project that culminates in strategic, planning guidelines for the next stage,
- (b) **Planning Stage** which will culminate in an appropriately scaled land development plan and financial model that can be successfully executed, and
- (c) **Implementation Stage** which will be the phased implementation of the development plan or modifications thereof. Both the Planning and Implementation phases will also involve public input.

This report serves as a summary of the outreach and results conducted between January through May of 2018. The spectrum of research conducted covered a broad array of input from ideation, surveys, and evaluation. And, concluded in planning guidelines for the Midtown Property.



# Project Timeline



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# Summary:

## SFUAD Resolution

### Collegiate History

- The modern history begins in Fall of 1947 when Brother Benildus of the Christian Brothers reopens the property as St. Michael's College.
- Change of name in 1966 to the College of Santa Fe offering 4-year degrees. It closed in 2009.
- Santa Fe University of Art and Design (SFUAD) reopens in 2009

### Purchase & Lease

- Partnership with State of New Mexico and Laureate Education, Inc.
- Acquisition, upgrading and infrastructure result in annual debt of \$2.23 million
- Funded with SFUAD rental payments
- Reduction of leased are in 2017 and SFUAD closing in 2018

### Property

- 64.22 Acres
- 33 buildings
- 500,000 square feet

[Click here for SFUAD October 2017 Resolution](#)



## Summary:

### Communication and Community Outreach

The overall support of local organizations, volunteers and press increased the success of our grassroots effort. If it were not for their email blasts, social media posts, newsletter spotlights and radio interviews, we would not have the record number of participants.

<b>Collection Phase Part I</b>	<b>198 people generated 971 ideas</b>
<b>Collection Phase Part II</b>	<b>2,234 online and in-person surveys. 800+ substantive comments.</b>
<b>Evaluation Phase Quantitative</b>	<b>538 online interactive surveys. 428 people added written comments.</b>
<b>Evaluation Phase Qualitative</b>	<b>413 people attended in-person forums. 986 substantive comments.</b>

We know that some people participated in multiple phases of this process. Given that, we estimate 2,800+ individuals participated in one of the Midtown Campus Project phases. This is a very high participation rate, and demonstrates the passion and commitment of the community to help shape the future of the Property and Santa Fe.



# Summary:

## Impact of Outreach and Communication Efforts

Just some of the press and engagement generated at each phase	
Kick Off	<ul style="list-style-type: none"> <li>– 2 articles: one by SF Reporter and one by Santa Fe New Mexican</li> <li>– 30% open rate on Mayor’s email list</li> <li>– Posters in all libraries and city-owned community centers</li> </ul>
Collection Phase Part I	<ul style="list-style-type: none"> <li>– Word of mouth spread through dozens of organizations</li> <li>– 20,000 water bills with announcement</li> <li>– 7,500 Nextdoor</li> </ul>
Collection Phase Part II	<ul style="list-style-type: none"> <li>– 2,287 people reached and 161 engagement (shares, clicks, posts) via Facebook posts</li> <li>– 93% open rate amongst organization leaders in email blasts to over 10,000 people</li> <li>– 3 articles by Santa Fe New Mexican</li> <li>– 7,500 Nextdoor</li> </ul>
Evaluation Phase Qualitative in-person forums	<ul style="list-style-type: none"> <li>– 708 people reached, 103 engagement via boosted Facebook City Event</li> <li>– 1,331 people reached, 79 Link clicks, 41 share via boosted Facebook City post</li> <li>– 2,173 reached and 220 engaged via boosted Facebook City post</li> <li>– 2 TV interviews &amp; 4 radio interviews (NPR, Que Suave, Nuestra America, Hutton)</li> <li>– 30,000 water bills with announcement</li> <li>– Bilingual ads on city buses</li> <li>– 60% open rate amongst organization leaders</li> <li>– PSAs in Spanish and English on Ques Suave, NPR and Hutton Radio Start</li> <li>– 50,000 reach via Bilingual Santa Fe New Mexican print ad</li> <li>– 3 articles: two by Santa Fe New Mexican and one by Santa Fe Reporter</li> </ul>
Evaluation Phase Quantitative online forums	<ul style="list-style-type: none"> <li>– 1,079 people reached 25 link clicks via boosted Facebook city post</li> <li>– 50,000 reach via Bilingual Santa Fe New Mexican print ad. Add included mail-in sign up form.</li> </ul>





# **Midtown Property: The Opportunity**

**This is a once in a generation opportunity to improve the quality of life for all Santa Feans and those who love to learn, live, work and play here by thoughtfully and professionally redeveloping the property commonly known as the Santa Fe University of Art and Design or College of Santa Fe (“Property”).**

**We are mindful that we must connect this opportunity to the City’s rich history and culture, while looking forward to a more sustainable, resilient and socially equitable future.**

**We believe that the redevelopment of the Property will create more vibrant and thriving Santa Fe far into the future. Additionally, it will act as a catalyst for the development contemplated and incentivized by the Midtown Local Innovation Corridor overlay (“Midtown LINC”).**



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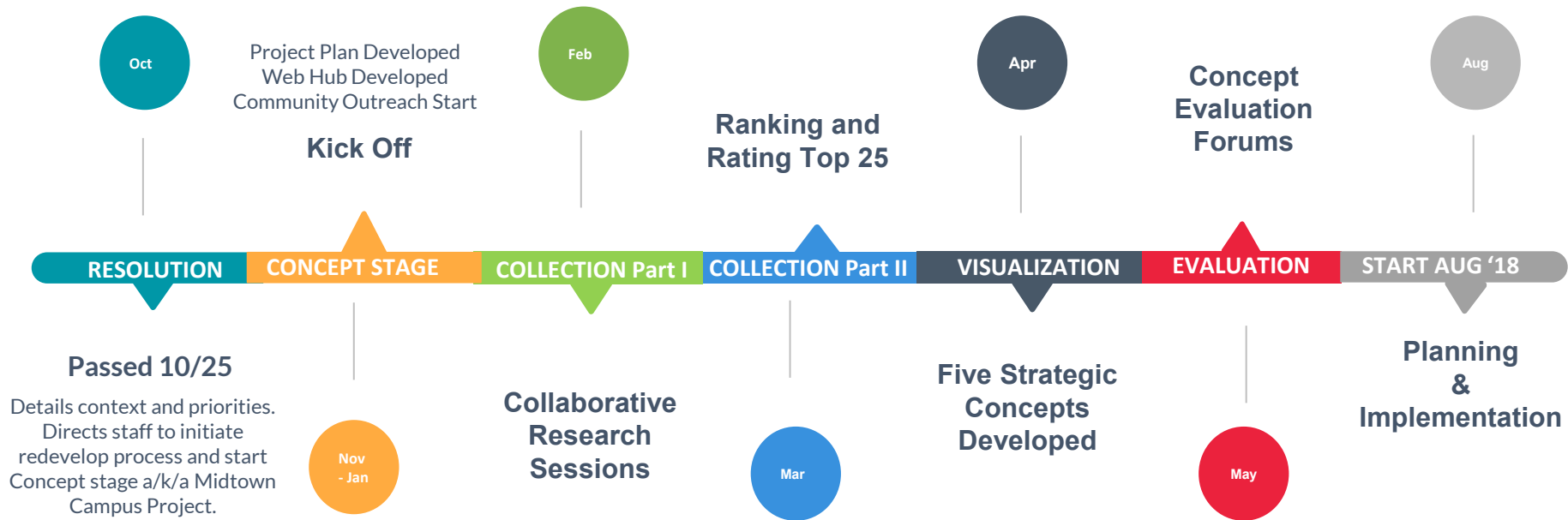


# January: Kick Off Project – Start With Outreach

Three Project Phases Defined - Collection, Visualization, Evaluation



# Project Timeline



## **Outreach - Overview:**

### **Context for launching communication and community engagement**

**Began process considering limitations and opportunities such as a mayoral election would be taking place:**

**Our budget was small and its impact could be diminished by competing communication from City and candidates:**

- City was conducting an educational campaign on new electoral system**
- Candidates would be using their funding for media and engaging with local community until March**

**Additional considerations:**

- Property has historical significance in the community both educationally and communally**
- Santa Fe is a city with active residents and many cultural organizations**
- Over 50% Hispanic population, including roughly 14% first generation immigrants**
- Historically, certain neighborhoods and populations can be disconnected from civic engagement**
- Concerns over empty site, city debt and burden which could fall upon citizens**
- Many non-profit and community organizations with invested interest in forging Santa Fe future**



## **Outreach - Overview:**

### **Guidelines for Midtown Campus Communication**

- 1. All material to be provided and created in English and Spanish**
- 2. Begin with grassroots movement and build momentum**
- 3. Increase investment after election when there is less media noise**
- 4. Involve mayoral candidates in communications and outreach**
- 5. Continuously involve press**
- 6. Capitalize on all and any free City media**

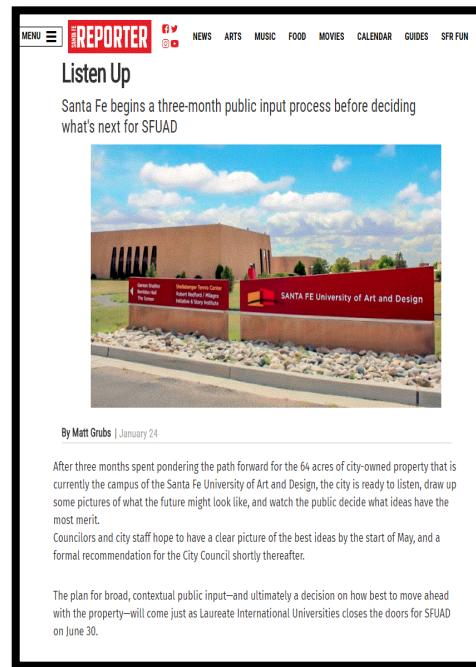


# Outreach – Kick Off:

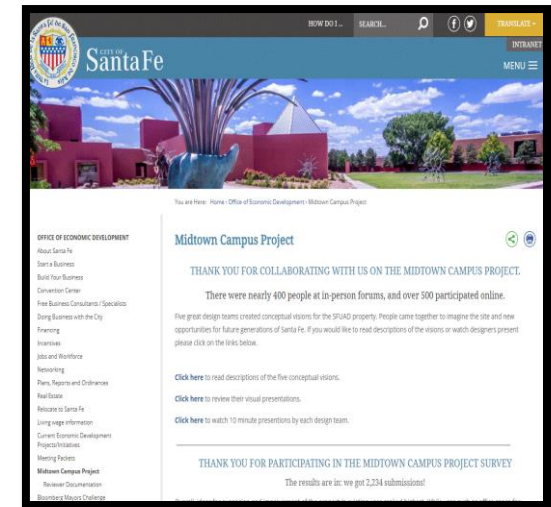
Conducted a press conference in January generating the first wave of media coverage and created a website for publishing all information



January Article on Midtown Campus



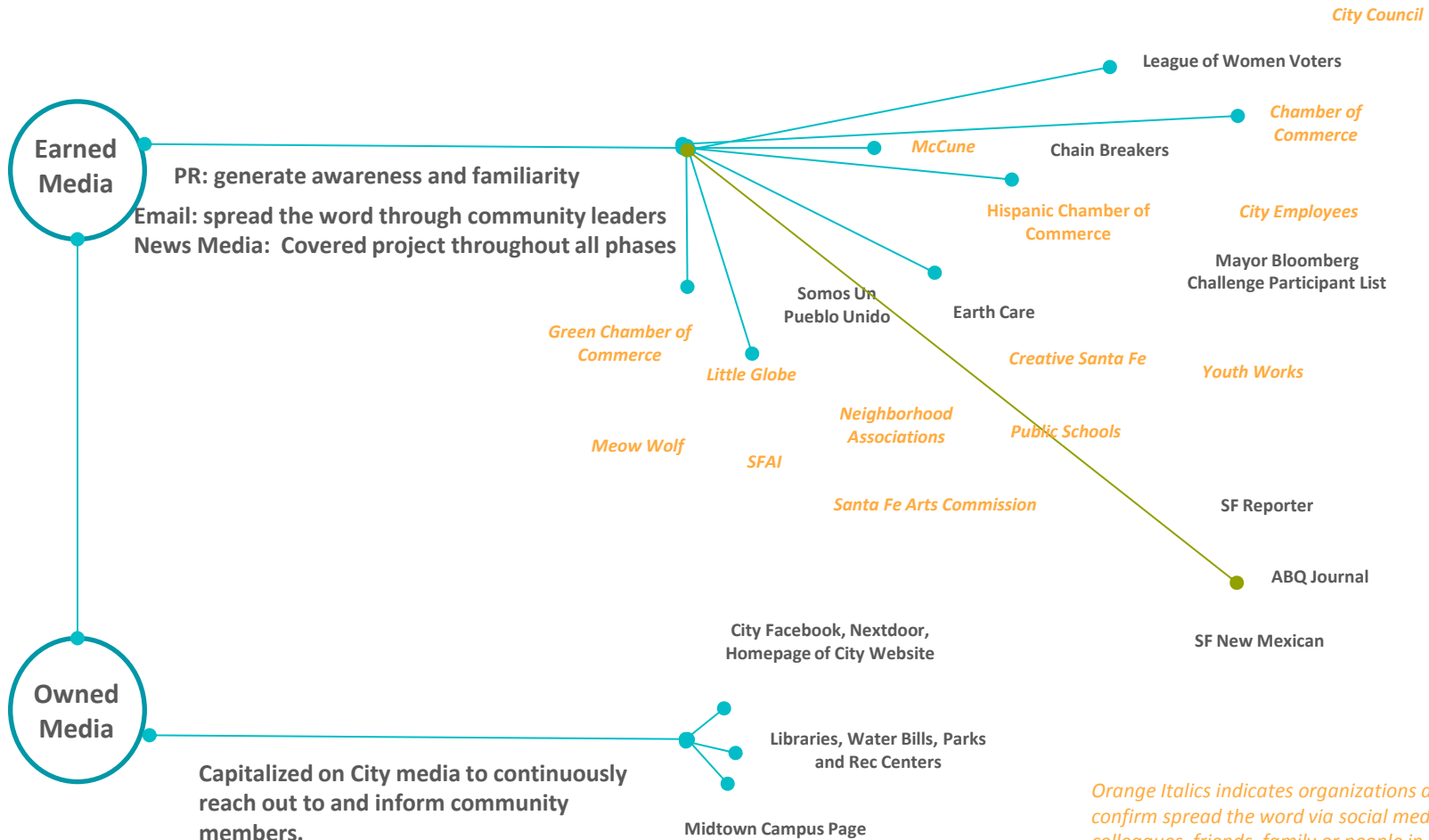
January Article on Midtown Campus



Central hub for Midtown Campus Project on City's website with all phases, research and related documents published

# Outreach – Kick Off:

While media helped generate awareness, community leaders were at the heart of our campaigns; helping spread the word more grass roots style



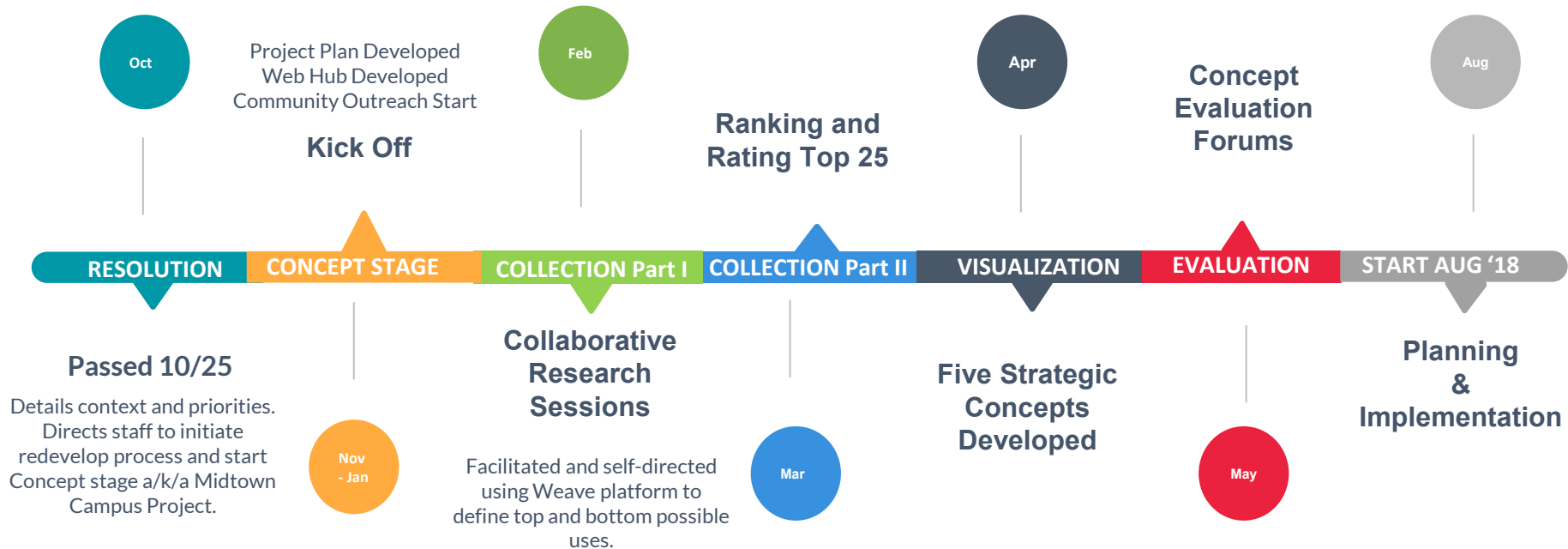


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# February : Collection Part I - Collaborative Research Sessions



## Overview – Collection Phase I:

# Collaborative research sessions to collect the participants' ideas for possible uses for the Property

### Objective:

Discover unexpected new ideas. Develop “existing ideas”. Obtain insights and feedback for community’s desires and needs for the campus. Build empathy among participants. We wanted to attract 100-200 participants.

### Methodology:

Collaborative, user-friendly, and versatile online forums using the Weave platform to spark engagement and creativity within a highly visual and collaborative structure.

Participants could participate in group of 4-6 in a professionally moderated session or on their own with or without a facilitator. Facilitators were bi-lingual. Sessions were originally scheduled over a 7 days and included a Saturday and Sunday options. Duration extended an extra week and weekend to accommodate requests from community.



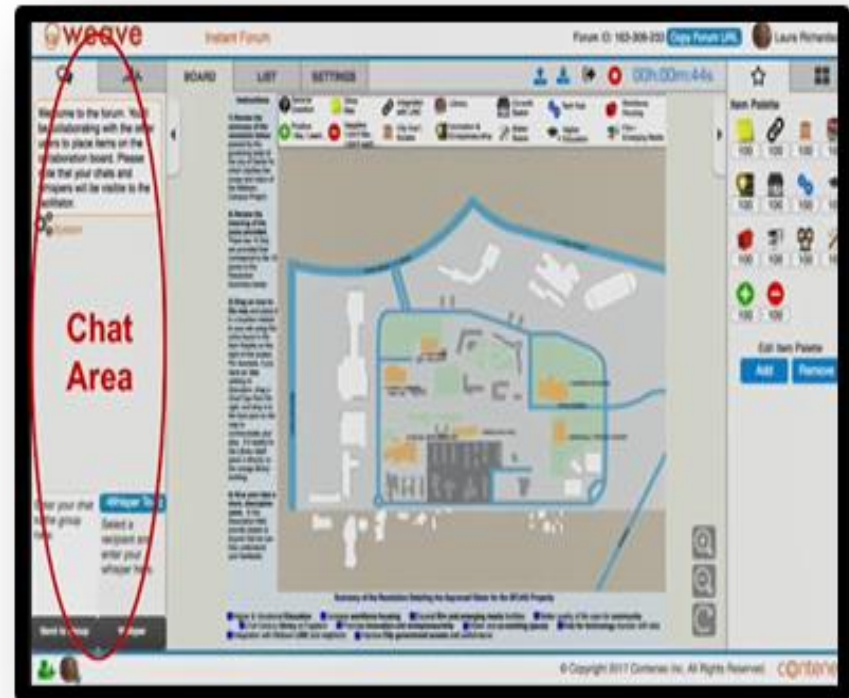
# Participation Goal & Results – Collection Phase I

**Goal:** 100-200 participants with 500-1000 individual ideas.

**Results:** Either solo or in groups of 4-6 people, 198 participants generated 971 ideas for the possible uses of the property.

There were bilingual facilitators for groups to engage online in English or Spanish and create an online community feel

These were analyzed and prioritized to develop the survey which was used in Collection Phase II.



# Sample Ideas – Collection Phase I

A great variety of ideas were generated from the collaboration sessions



Close buildings

Increase density

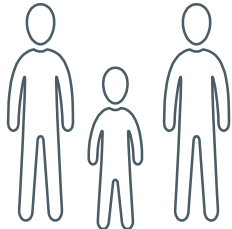
Dorms

Tall buildings



Welcoming entrance

AIDS Memorial Garden



Plaza

Accessible  
sidewalks and  
bike paths



Pedestrian-  
friendly areas

Link to Franklin  
Miles Park

Memorial to  
Indigenous Peoples

Recreate the Area



Amphitheatre



Botanical garden

Fence and Park overlook

Barracks area redevelopment

Long-term development

Build up to St.  
Michaels



Comprehensive development plan



visible  
businesses

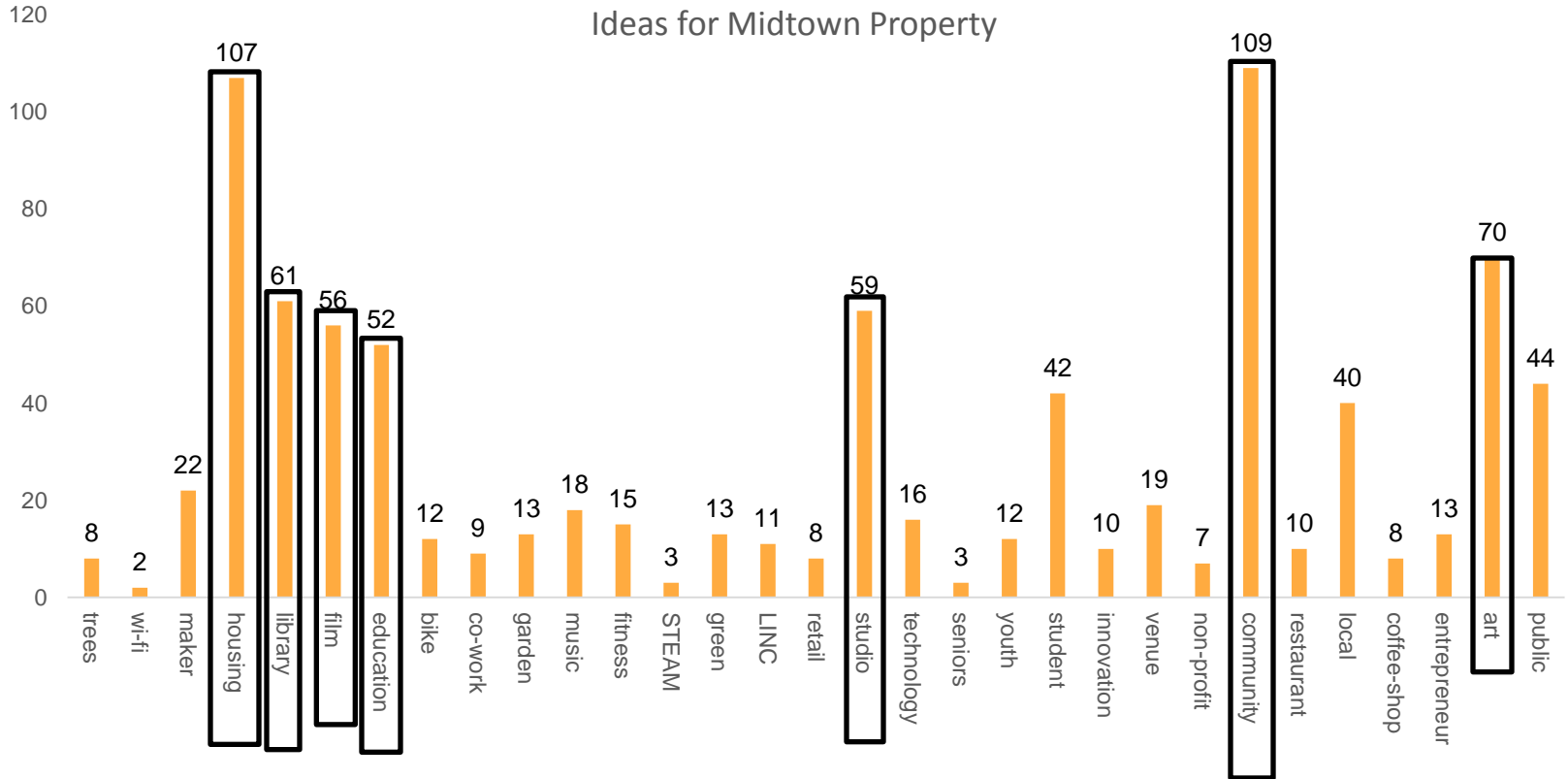


Art park

Quad Contemporary  
Sculpture park

# Ideas Analyzed, Categorized & Prioritized – Collection Phase I

Majority of ideas linked to housing, community, library, art, film and education



# Themes – Collection Phase I:

Examining patterns and comments related to ideas revealed five key themes

## 1. Education

“I would like to see a collaboration or partnership with UNM or NMSU to establish a college or university that concentrates on STEM curricula. By using SFUAD campus for academics, we would limit the cost of repurposing the land.”

## 2. Film

“Film production expanding as TV and traditional movie industry is being disrupted by amazon and Netflix productions etc. etc. Other cities have been successful doing this. SF needs to capitalize on this as the campus has amazing equipment, etc”

## 3. Community Center

“I really hope they incorporate the idea of INTEGRATING all: industry (film, tech) with education levels, with Pueblos, with senior citizens and children, with the disadvantaged, athletics.....a great space for ALL levels of Santa Fe.”

## 4. Performing Arts

“The theatre was a gift to the City and it should be maintained and supported as a theatre space.”

“Benildus could house a great many of these theatre offices, offer a "black box" type of theater”

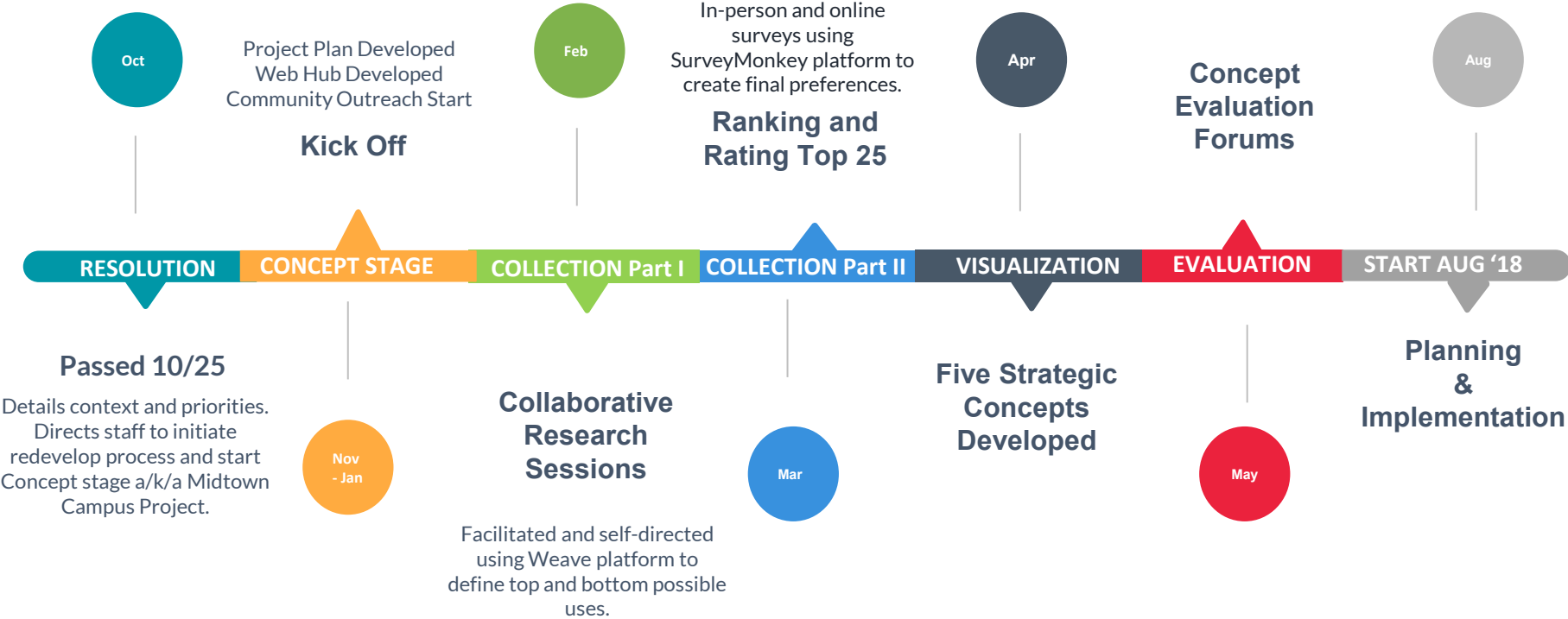
## 5. Entrepreneurship

“This site should be focused on technology and business development focused on growing good paying jobs and industry in Santa Fe and NM overall”

“Classroom space for a program where students actually start and run a business over two semesters. The goal is to produce an operating business that can be duplicated easily.”



# March: Collection Part II - Ranking & Rating of Top 25 Ideas





# Overview - Collection Phase Part II – The Rating and Ranking Survey

**Objective:** Create a final list of preferred and non-preferred attributes and usages for the property to brief designers in the Visualization phase.

**Methodology:** Using SurveyMonkey, create and deliver survey for residents to

- RATE and determine people’s passion for each idea
- RANK each idea to understand most and least favored ideas. This required residents to choose between ideas to understand preferences relative to each other.

Posted online for 6 days between 2/17 – 2/28

Printed and provided in-person at Southside and Railyard Farmer’s Markets, Walmart, Southside Library, Capital High and Downtown Library, as well as provided to leaders to share with their communities.

Envision the Future of the SFUAD Property

Envision the Future of the SFUAD Property

City staff and council need your help and insights! We want to understand the community’s priorities and hopes for the future of the Santa Fe University Art & Design property, as called for in the City of Santa Fe SFUAD Resolution (2017-78) passed in October 25, 2017.

This survey is built from research conducted recently, from last fall through this past week, as well as research conducted over the last few years such as Culture Connects, RE:MIKE and NCS surveys. We collected all of the top ideas and needs generated by residents in the past few years for the future of the SFUAD property.

In this survey, you will be asked to rate and rank the following ideas. In this survey, you will be asked to rate and rank the following ideas.

\* 9. The following is a list of possible uses for the property. Please rate each one based on how much you like or dislike the idea.

	Strongly Oppose	Oppose	Neutral	Support
4-Year College/Bachelor’s Degrees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2-Year College/Associate’s Degrees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vocational/Certification/Badging/Training for a wide range of skills applicable to different industries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post-Graduate/Master’s Degrees/Doctorate/Law Degrees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuing education/Professional education/Adult Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable workforce housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maker space (places where people gather...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



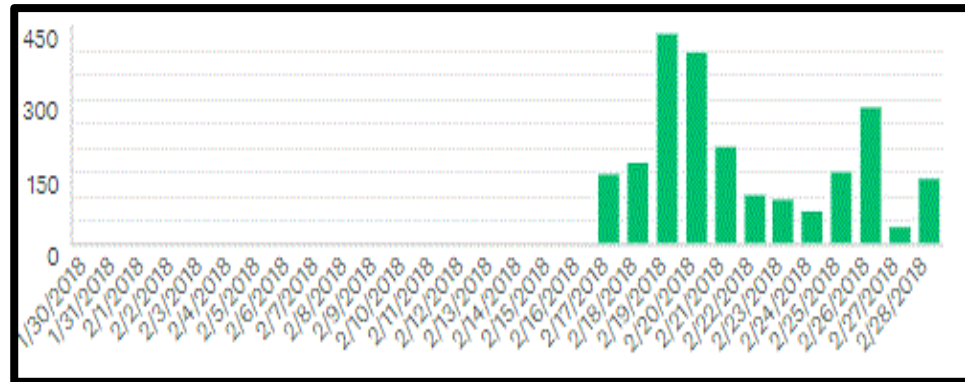
# Participation Goal & Results – Collection Phase II

**Goal:** 500 completed surveys and 200+ individual comments.

- We had 198 participants in Collection Phase I, although 400 people signed up to participate.
- We thought we can be more ambitious for Phase II because we are asking people to give input on existing ideas instead of creating site specific ideas, and surveys are much shorter to take.
- We surpassed our goal on the first 2 days, and set new goal at 800.
- People also asked to extend the deadline, which we did by an additional 2 weeks.

**Results:** 2,234 completed surveys and 800+ individual comments.

The graph shows participation rates online.



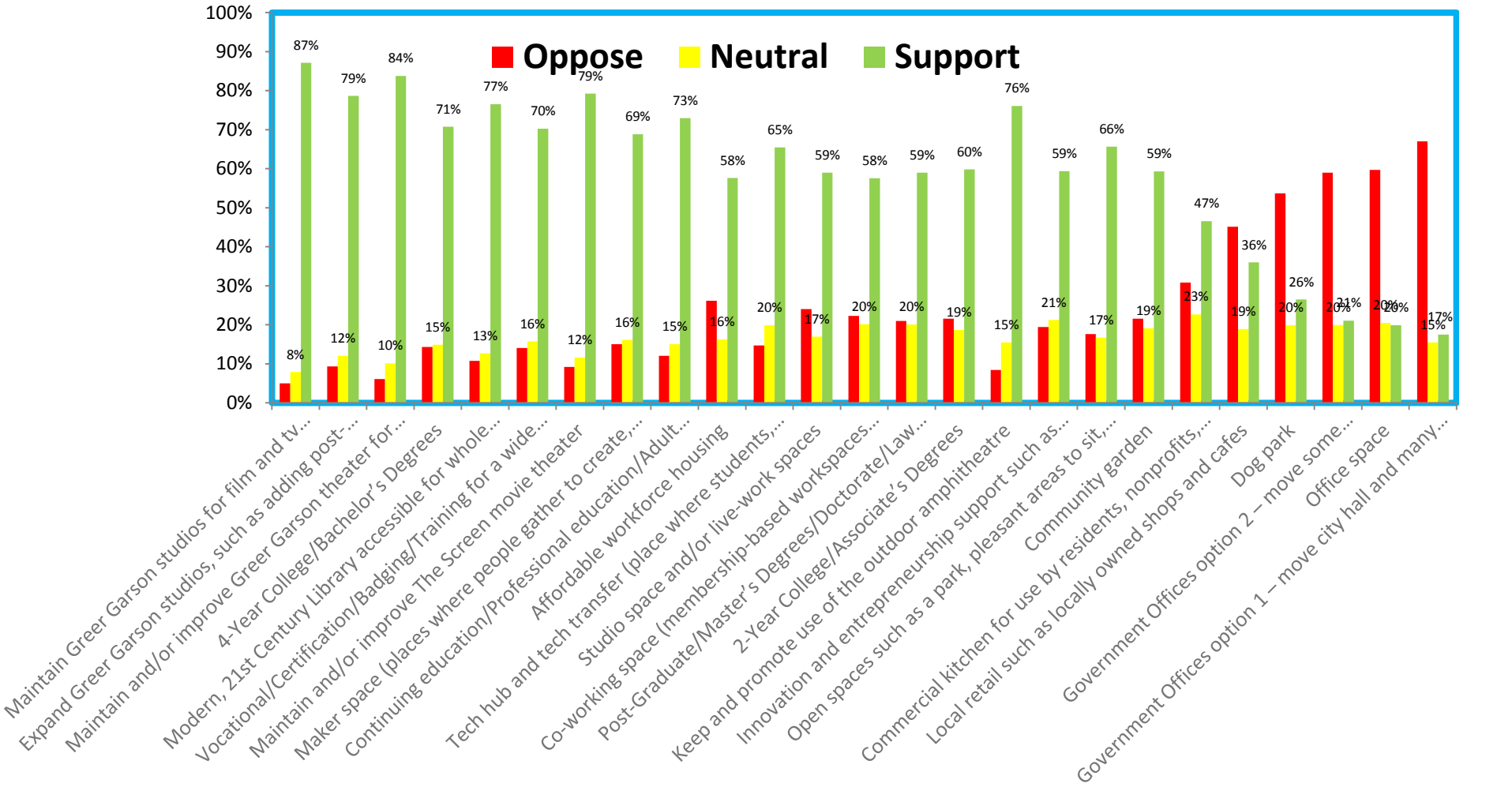
# Survey Questions & Short Version

The “Short Version” name (in the right column) will be used in some of the following slides. If more than one use shares the same Short Version name, you can consider them to be equivalent. For example, Studios refers to both Maintain and Expand Greer Garson. These two options rated and ranked 1, 2 or 3 in all segmentations of the data we examined.

Survey Questions Regarding Different Uses	Short Version
Maintain Greer Garson studios for film and tv production and to support film education	Studios
Expand Greer Garson studios, such as adding post-product facility, a mill, offices and/or extra stage to increase film, tv and other media production	Studios
4-Year College/Bachelor's Degrees	Higher Education
Maintain and/or improve Greer Garson theater for performing arts such as music, dance, lectures, and plays	Arts Theater
Modern, 21st Century Library accessible for whole community including books, computers, learning spaces, educational programs, online tools, etc.	Library
Vocational/Certification/Badging/Training for a wide range of skills applicable to different industries	Higher Education
Maintain and/or improve The Screen movie theater	Movie Theater
Maker space (places where people gather to create, invent, and learn with a range of equipment, tools and supplies like 3D printers, motion capture, sewing machines, software, electronics, craft supplies, etc.)	Maker Space
Continuing education/Professional education/Adult Education	Continuing Education
Affordable workforce housing	Workforce Housing
Tech hub and tech transfer (place where students, residents and businesses can learn about, access and/or create new businesses with new technologies, especially from national laboratories and universities located in NM).	Tech Hub
Studio space and/or live-work spaces	Live/Work Housing
Co-working space (membership-based workspaces where diverse groups of freelancers, remote workers, and other independent professionals work together in a shared, communal setting that may include computers, presentation tools, desks, conference rooms, food, places to sit and relax, etc.)	Co-Working
Post-Graduate/Master's Degrees/Doctorate/Law Degrees	Higher Education
2-Year College/Associate's Degrees	Higher Education
Keep and promote use of the outdoor amphitheater	Amphitheater
Innovation and entrepreneurship support such as business accelerator, education, financial sources, incubator	E-Ship Ecosystem
Open spaces such as a park, pleasant areas to sit, walking paths, etc.	Open Spaces
Community garden	Community Garden
Commercial kitchen for use by residents, nonprofits, entrepreneurs, small business and educators	Commercial Kitchen
Local retail such as locally owned shops and cafes	Local Retail
Dog park	Dog Park
Government Offices option 2 – move some government services such as land use, business permitting, youth and family services	Gov't Offices (small)
Office space	Office Space
Government Offices option 1 – move city hall and many other city services to the property	Gov't Offices (city hall)

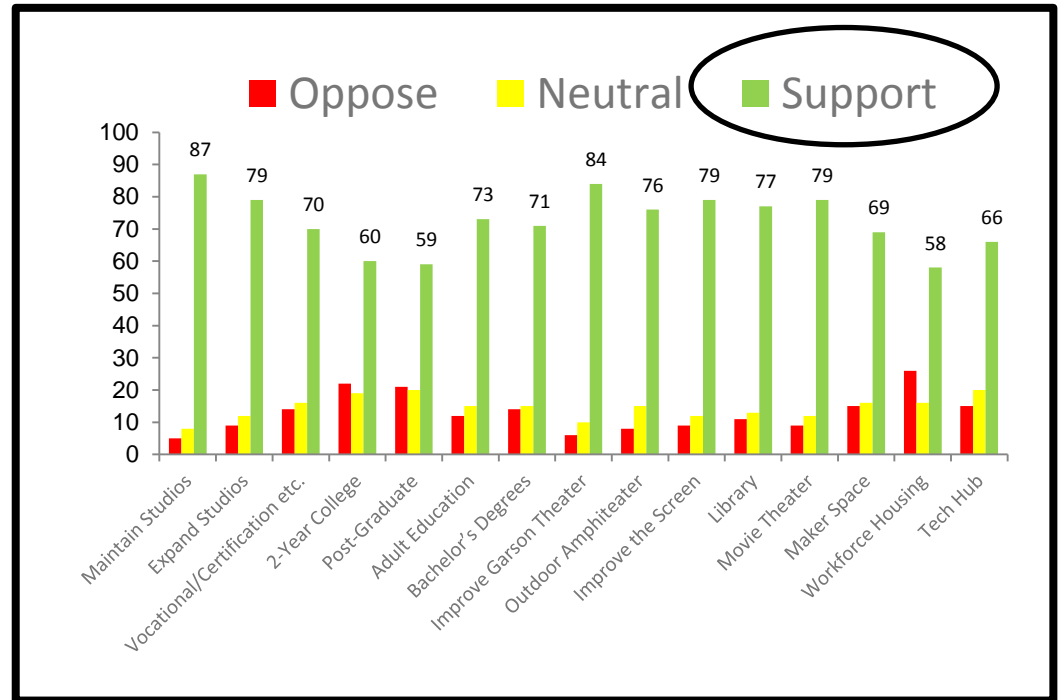


# Survey Data – 25 Ideas Rated and Ranked Summary



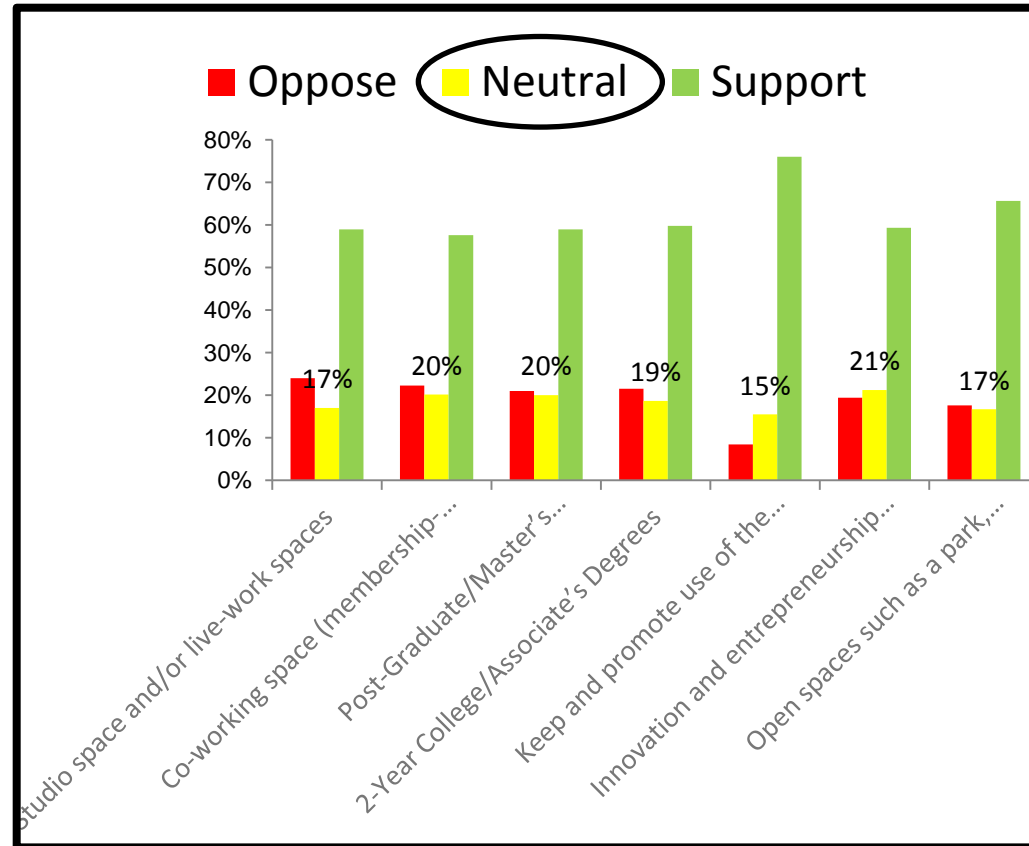
# Ideas Analyzed & Prioritized – Uses which SHOULD be included on Property

1. **Studios:** Maintain and Expand Greer Garson were both highly rated.
2. **Higher Education:** 4 year College was #3 in Ranking and #5 in Rating. Vocational and Continuing education all rated and ranked in top 10.
3. **Arts Theater**
4. **Library**
5. **Movie Theater**
6. **Maker Space**
7. **Workforce Housing** Housing Ranked #10, but only Rated #17.  
Possible explanations include
  - 1) picking housing because there were numerous education options
  - 2) participants may want housing, but not necessarily on campus – elsewhere in city or Midtown LINC. Also, comments indicate that housing is often connected to a theme such as housing for students and faculty for higher education, or for crews and staff for film industry.
8. **Tech Hub**



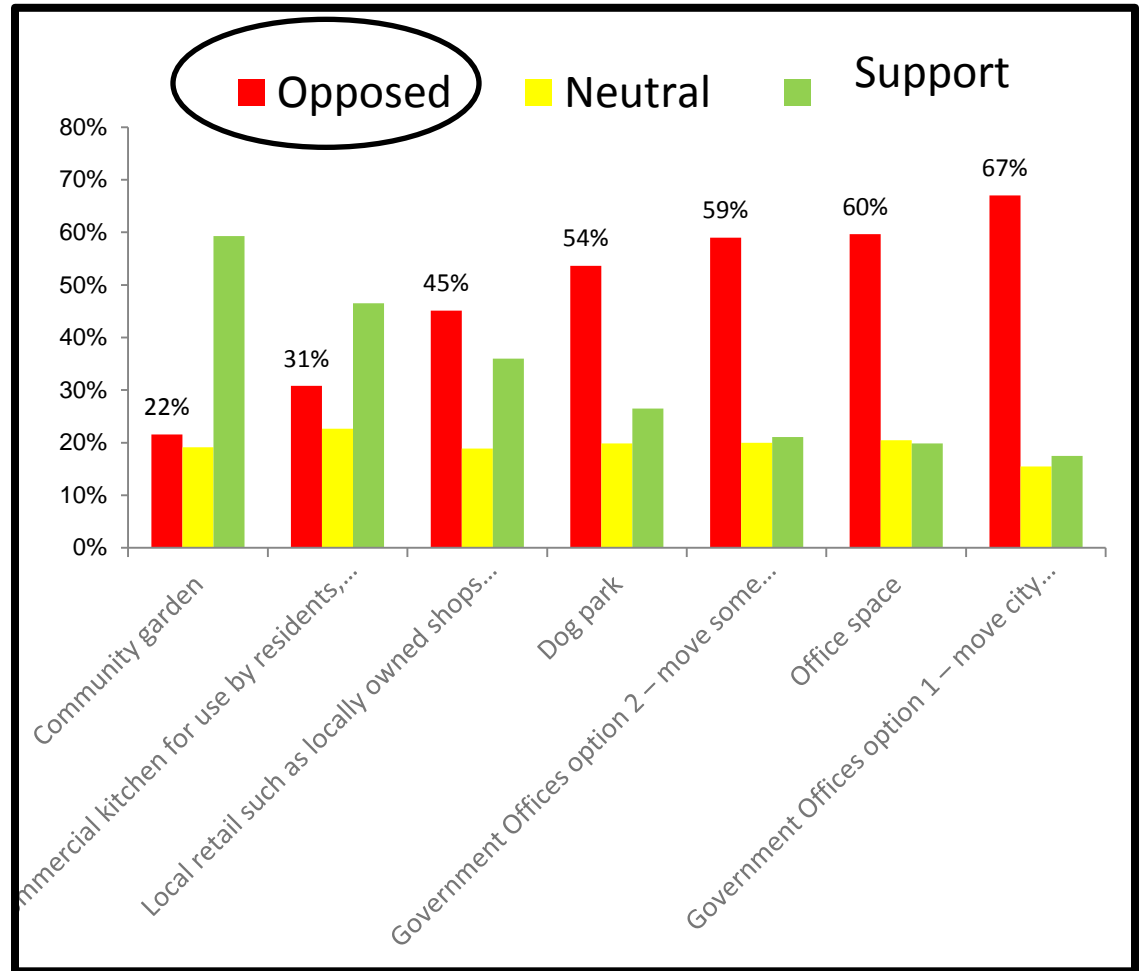
# Ideas Analyzed & Prioritized – Uses that COULD be included on the Property

- 1. Live/Work Housing:** It is unclear if people were voting more for the studios or the live/work spaces contemplated in the question. Therefore, we assume both are desired.
- 2. Co-Working Space**
- 3. Amphitheater:** This Rated very high (#5), but Ranked much lower (#16). Despite the passion for it, when forced to choose, most people selected the amphitheater near the bottom. Therefore, we put it in the Neutral level. No other use had such a high degree of variance.
- 4. E-Ship Ecosystem:** This item may rationally connect with the Tech Hub and Maker Space identified as “Support” uses.
- 5. Open Spaces**



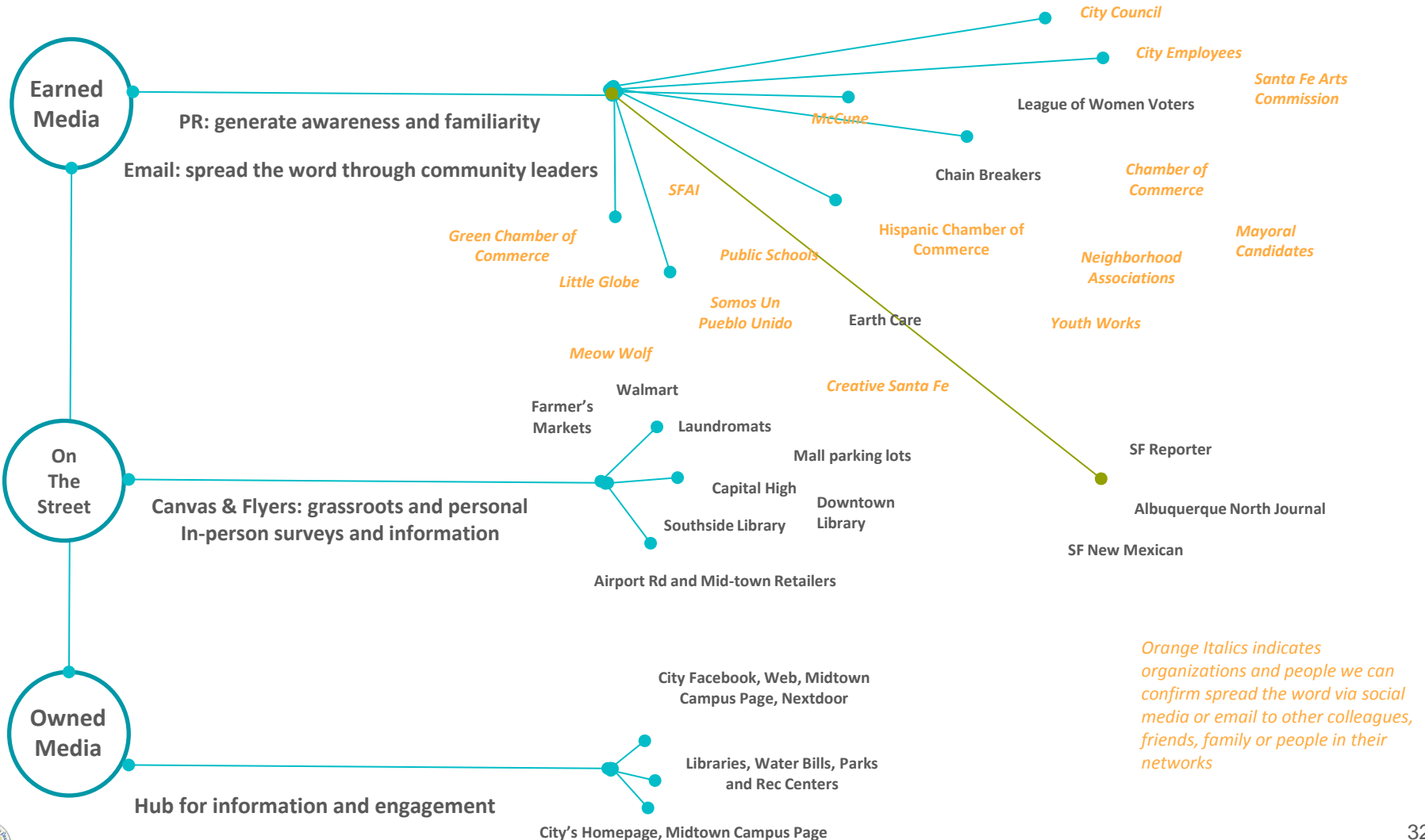
# Ideas Analyzed & Prioritized – Uses NOT desired on the Property

1. **Community Garden** - Just missed being in the Neutral category.
2. **Commercial Kitchen**
3. **Local Retail** - Community may be expecting local retail to be developed on St. Mike's, rather than the property.
4. **Dog Park** - Controversial. We assume the small support is from dog owners.
5. **Gov't Office (small) and (city hall)**
6. **Office Space**



# Outreach - Collection Part II:

Additional outreach through canvassing in the community and continued grass roots through community leaders to increase participation





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# April: Visualization Phase focused on development of Five Strategic Concepts



# Overview:

## Visualization Phase

**Objective:** Visualize and draft written description of new possibilities for the space from local architectural, design, urban planning and landscape experts.

**Methodology:** Contracted with Santa Fe Art Institute (SFAI) which led this phase.

SFAI assembled an illustrative review panel and solicited RFPs for concept development. The panel reviewed and approved 5 design teams to receive a \$5,000 stipend to develop visual and written strategic visions for the site. These visions were based on the guidelines created at the end of the Collection Phases.

The teams had 7 weeks to create and present their visions to the public.



# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture

**Midtown Motion:** Contemporary city center where people, projects and ideas are in motion to foster interaction with pedestrian, bicycle and vehicular network.

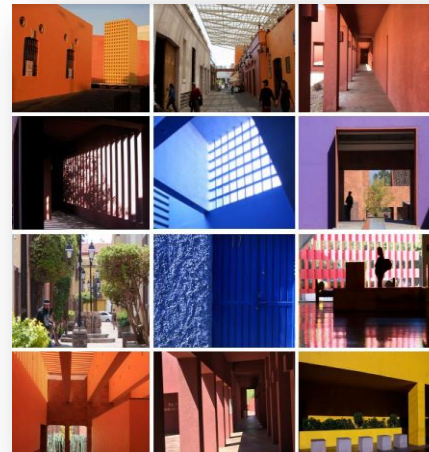
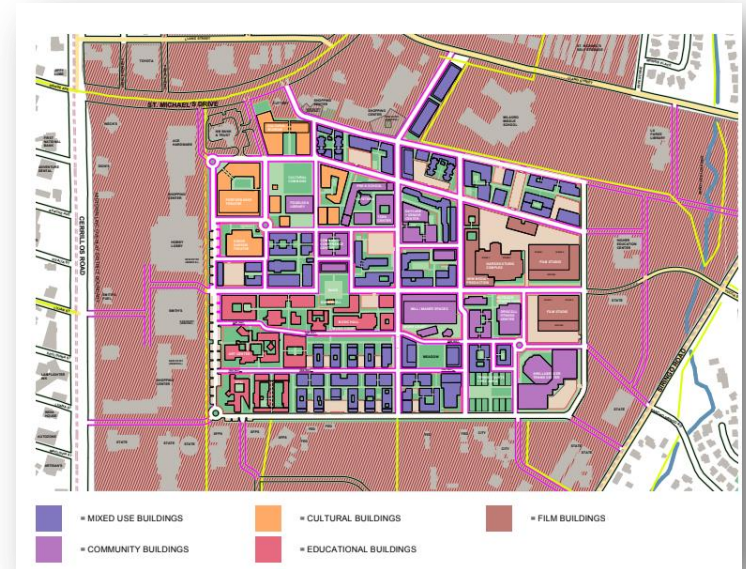
**Connect:** maximize pedestrian and vehicular links to surroundings to enhance urban vitality and cultural connections.

**Low & Dense:** use characteristic Santa Fe urban form – low-height, high-density, with portals, balconies, roof decks, green courtyards, gardens and pedestrian links.

**Contemporary Architectural Style:** mandate bold contemporary style and non-traditional colors and materials.

**Retain Existing Buildings:** retain buildings for economic viability, cultural memory and vitality.

**On Street Parking:** maximize street parking for convenience, access, and streetscape vitality.

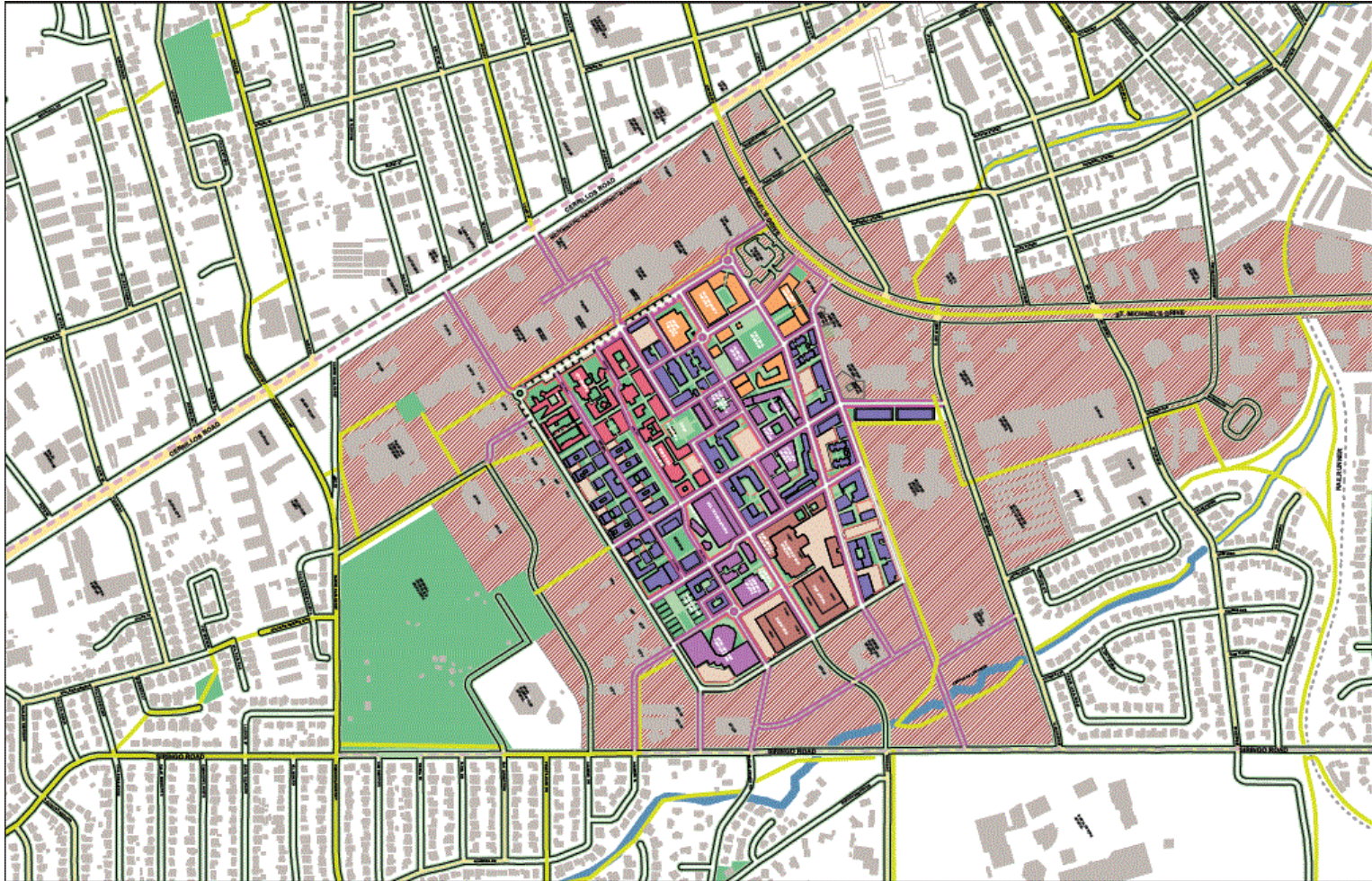


  
**SPEARS HORN ARCHITECTS**  
with Montoya Land Use Consulting, Inc.



# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture



**MIDMO** MIDTOWN MOTION LINK

**LINKAGES + PROGRAM PLAN**   
1" = 200'

prepared for the City of Santa Fe  
April 9, 2018

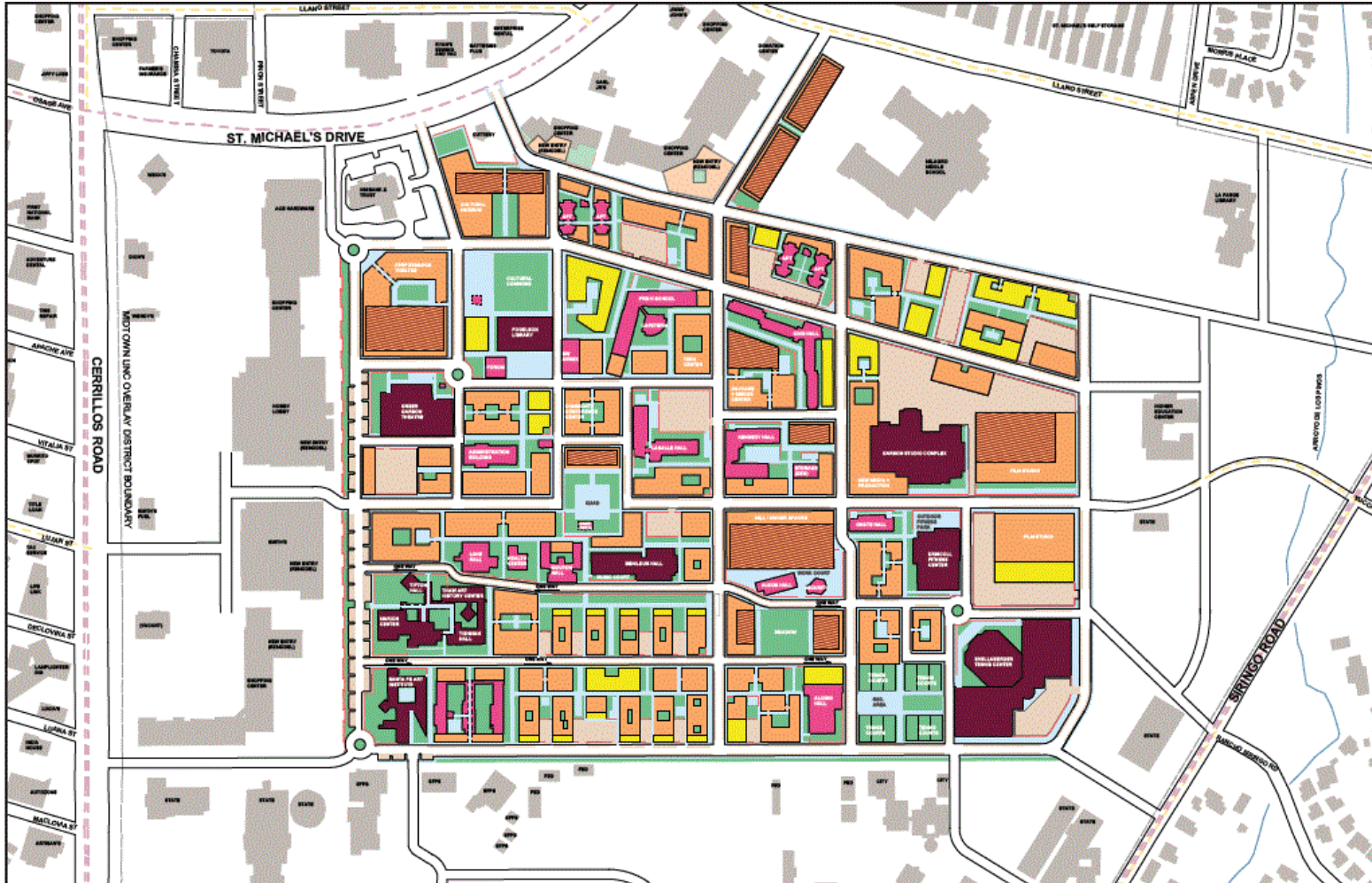
- | CONTEXT ELEMENTS       | MOTION CONNECTIONS     | POSSIBLE PROGRAMS    |
|------------------------|------------------------|----------------------|
| - GREENSPACE           | - REDEVELOPMENT AVENUE | - MIXED USE BUILDING |
| - HISTORIC DISTRICT    | - PROPOSED TRAIL ROUTE | - CASUALTY BUILDING  |
| - EXISTING BUILDING    | - BIWAY                | - CULTURAL BUILDING  |
| - NEW BUREAU SITE PILL | - BIWAY                | - CULTURAL BUILDING  |
| - NEW ROAD             | - AVENUE               | - CULTURAL BUILDING  |

**SPEARS HORN ARCHITECTS**  
with Urban Design and Development Consultant  
MONTOYA LAND USE CONSULTING, INC.



# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture



**MIDMO** MIDTOWN MOTION LINK

**SITE PLAN** N  
1" = 100'

prepared for the City of Santa Fe  
April 9, 2018

**BUILDING AREA CALCULATIONS**  
 NEW BUILDING AREA  
 EXISTING BUILDING AREA  
 TOTAL BUILDING AREA  
 TOTAL NEW BUILDING AREA

**PARKING + PARAMETER INVESTED CALCULATIONS**  
 EXISTING PARKING SPACES  
 NEW PARKING SPACES  
 TOTAL PARKING SPACES  
 PUBLIC SPACES  
 TOTAL PUBLIC SPACES  
 TOTAL INVESTED SPACES

**SITE ELEMENTS**  
 NEW PAVED AREA  
 NEW PAVED AREA - LANDSCAPED  
 NEW PARKING COURTNEY AND BUFFALO LOTS  
 NEW SIDEWALK OR CURB WITH OBSTRUCTION  
 BIOWALL

**NEW BUILDINGS**  
 NEW ONE STORY BUILDING AREA  
 NEW TWO STORY BUILDING AREA  
 NEW THREE STORY BUILDING AREA  
 NEW OVERHEAD SIGNAGE (PANEL + LIGHT)

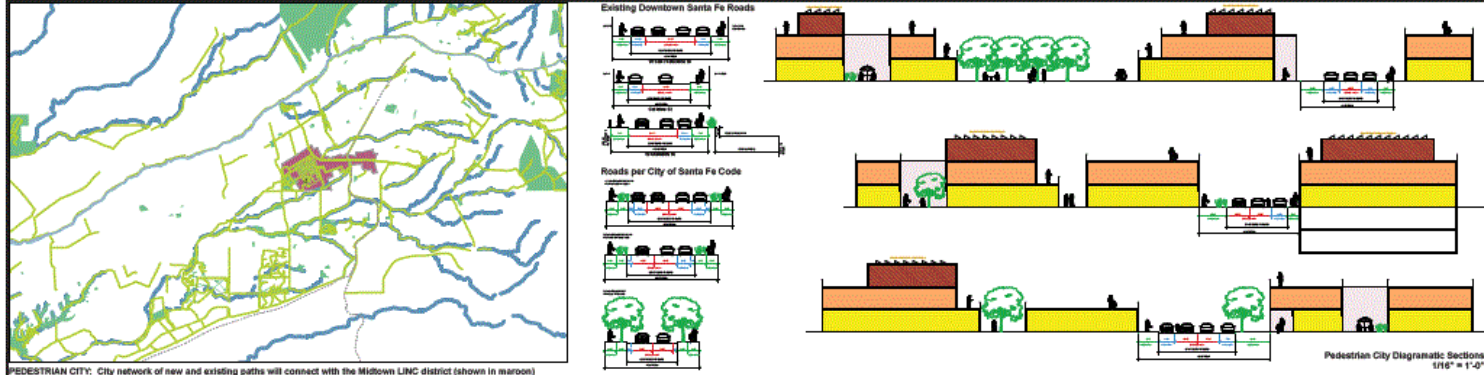
**EXISTING BUILDINGS**  
 EXISTING BUILDINGS TO BE RETAINED  
 EXISTING BUILDINGS TO BE PHASED OUT OVER TIME  
 EXISTING BUILDINGS RELOCATED  
 EXISTING BUILDINGS - OFF SITE

**SPEARS HORN ARCHITECTS**  
 with Urban Design and Development Consultant  
 MONTOYA LAND USE CONSULTING, INC.



# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture



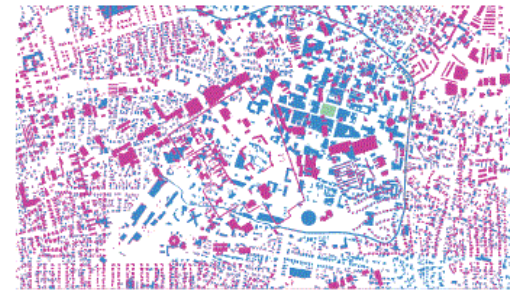
PEDESTRIAN CITY: City network of new and existing paths will connect with the Midtown LINC district (shown in maroon)

### MIDMO

VISION OF MIDTOWN CAMPUS: People, projects and ideas in motion

*"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody"*  
- Jane Jacobs, *The Death and Life of Great American Cities*

- A mixed use district which promotes economic development by allowing for a variety of land uses including education, film, visual arts, recreation, office, high density residential and light commercial uses to accentuate the residential component. Residential uses are interwoven with commercial uses and where possible, as second story units above commercial uses.
- A strong pedestrian, bicycle and vehicular network with public transportation to accommodate a high density population. A district of vibrant artistic infill development in a centrally located part of the city, with motion and connection to the surrounding neighborhoods, parks, schools, restaurants, shopping, and medical services.
- A traditional urban form reflecting the most beloved and historic parts of Santa Fe: small scale, heights limited to one and two story with a few three story elements. Compact, finely textured street network with buildings set close to the street. Zaguera, balconies, roof decks, and portals for a vibrant interweaving of indoor and outdoor space.
- Limited building heights to reflect Santa Fe tradition, allow more daylighting opportunities within the buildings, limit winter building shadows, protect views, and accommodate a fine-grained urban texture without parking structures.
- Distinct, well-defined landscaped pedestrian elements including walkways, courtyards, gardens and patios with dense vegetation in pedestrian settings including trees, landscaping, art, and seating areas as well as places for outdoor gatherings. Outdoor areas as occupiable beautiful places rather than leftover space.
- Contemporary architecture with vibrant colors to give MIDMO a distinct new flavor and a feeling of innovation and progressive possibilities.
- Retention of all of the existing campus buildings (for at least the next 5 or 10 years), some repurposed for live/work, studio space, workshop, small office, housing etc. This will honor the memory of the College of Santa Fe while providing rich chronological layering for the area and inexpensive multipurpose space.
- A district in which the principles of the Santa Fe Culture Connects can be implemented. A rich mix of organizations, activities, opportunities, and a linked network of public space that is welcoming, beautiful and user-friendly. A consciously interwoven into the overall fabric of the city, inviting populations from all directions via added street connections, pedestrian and bike connections, and public transportation.
- On-street parking along all streets to provide slower traffic, a barrier between sidewalks and moving traffic, a livelier street, and easy access all along the street. Some small, screened and landscaped surface parking areas to provide adequate parking. Encourage self-driven vehicles that will reduce the need for parking and will make cars less dominant.
- Environmental sustainability through rooftop water harvesting, pervious pavements, surface runoff to landscaping, daylighting, dense pedestrian oriented walls, night flush coating, photovoltaic solar power, and solar-heated water.



FOOTPRINT COMPARISON: The size and scale of the Midtown site is similar to Downtown Santa Fe



## MIDMO MIDTOWN MOTION LINK

prepared for the City of Santa Fe  
April 9, 2018

**SPEARS HORN ARCHITECTS**  
with Urban Design and Development Consultant  
MONTYOVA LAND USE CONSULTING, INC.



# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

**Midtown Fusion:** An innovation district leveraging existing campus resources combined with new buildings for housing, education, community, and growth.

**Civic:** Center for Civic Innovation including gov't, non-profits, and business to continually improve quality of life. **Commercial Innovation:** have flexible buildings in form of studio, co-working, tech lab, and meeting facilities to lease for creative and tech partners.

**Film and Emerging Media:** expand studios to include additional sound sets, offices, and production facilities.

**Education:** supplement existing education with Higher Education Institution focusing on art, STEM, film and other creative fields.

**Central Plaza & Art Park:** convert band shell into gathering and performance space.



ph

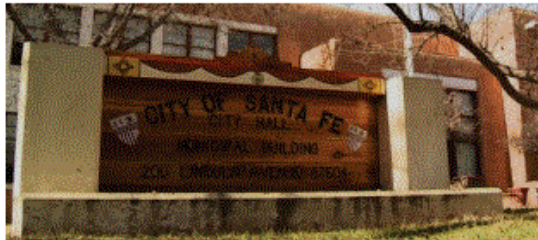


# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

### Vision: An Innovation District, Santa Fe Style

Midtown Fusion is an innovation ecosystem located in the geographic heart of Santa Fe. It leverages existing valuable resources on and off the former SFUAD campus and combines them with new buildings and infrastructure to provide housing, community connectivity, education, and economic development opportunities. Midtown Fusion expands the site beyond the former campus boundary to foster relationships with adjacent Federal, State, SFPD, City, and commercial properties. Thus, creating a true Innovation District. Midtown Fusion harbors Synergies among various creative and collaborative entities while fostering growth for local enterprise and small businesses. It is a place where the public, college students, government officials, entrepreneurs, and the like cross-pollinate ideas through sharing resources. Midtown Fusion will also be a place where Santa Feans can follow a life path from early Childhood to Career. This vision is achieved by combining four primary sectors in the tenant make up:



#### Civic

The City of Santa Fe is envisioned to have a permanent presence in Midtown Fusion. The city maintained and operated Greer Garson Theater, Forum, and Southwest Annex serve as community resources. Fogelson Library is to be adapted as the Midtown library branch. A police substation, the Center for Civic Innovation, and office space for non-profit organizations along with city departments is also included.



#### Education

A new Higher Education Institution, which focuses on art and other creative fields, serves as an anchor tenant to the complex. It supplements the existing educational facilities including Nava ES, Milagro MS, Santa Fe HS, and the Higher Education Center.



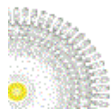
#### Film and Emerging Media

The Garson Studio Complex is expanded to include additional sound sets, offices, and production facilities. This complex is leased to film and emerging media companies and is available to other innovation district neighbors as well.



#### Commercial Innovation Partners

A variety of buildings are leased to local businesses with focus on technology, arts, and other creative enterprises. These are flexible buildings which take the form of studio, office, tech lab, and meeting facilities. The buildings are both new and converted big box stores.



**Midtown Fusion**

**autotroph**

# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

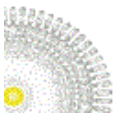
### Opportunity: Implement Midtown LINC & Plan for Community



The Midtown Local INnovation Corridor Overlay District seeks to re-envision the mid town area by promoting re-development of Big Box shopping centers into mixed use projects that enhance a pedestrian oriented streetscape provides access to public spaces, Civic facilities, fitness opportunities, educational entities, and workforce housing.

Midtown Fusion is a catalytic project that kick-starts the implementation of the Midtown LINC overlay district. High density mixed-use development appropriate to the major boulevards of Cerrillos Rd. and St. Michael's Dr. is located on the northern edge of the site, implementing the Midtown LINC Ordinance. On the southern edge of the site, lower density commercial and single family home developments blend into adjacent neighborhoods.

Midtown Fusion incorporates many sensible planning principles to contribute to the public realm. It features various landscape and street connections to the surrounding areas and creates a welcoming place for local residents as well as businesses and institutions. Midtown Fusion provides access to public spaces, Civic facilities, fitness opportunities, educational entities, and workforce housing.



**Midtown Fusion**

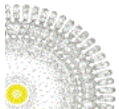
**autotroph**



# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

### Site Plan



Midtown Fusion

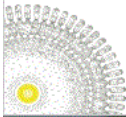
autotroph



# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

### Aerial View



Midtown Fusion

autotroph

# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

**Midtown Ecodistrict:** A sustainable and profitable framework to drive innovation in water, energy and connectivity prioritizing people and planet.

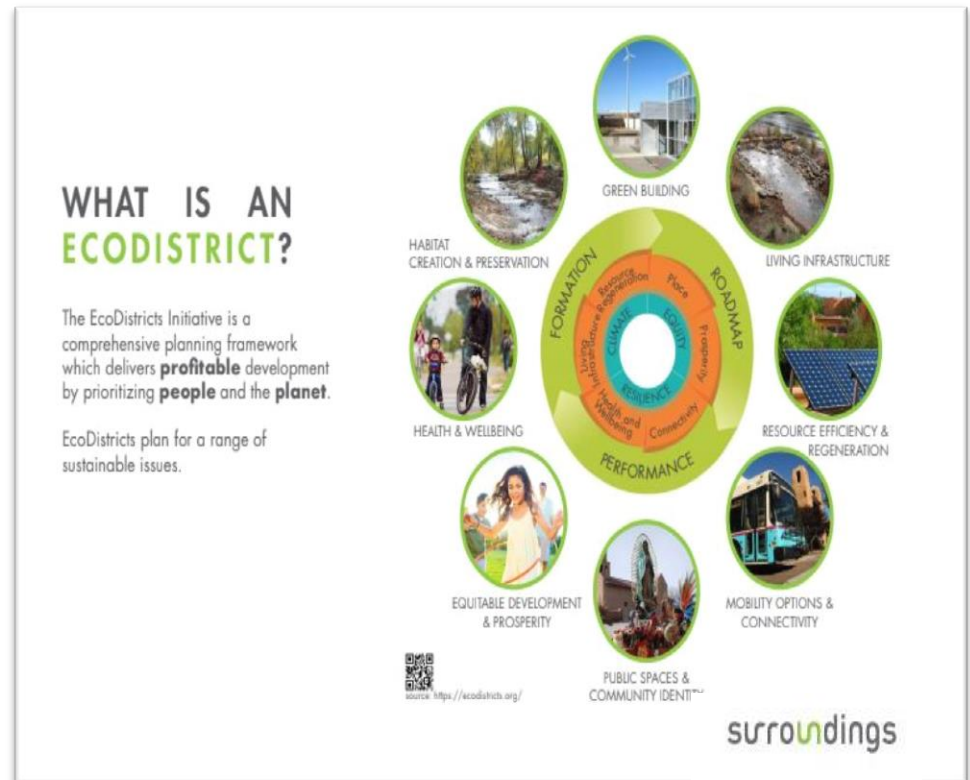
**Connectivity:** district fiber-optic loop for commerce and 21st Century digital connectivity.

**Living Infrastructure:** new buildings harvest storm water, roof capture of solar energy, and be environmentally certified (LEED).

**Energy:** generate 100% of energy needed on site and have “Smart Grid” for district.

**Mobility:** new transit hub for buses, car and bike sharing as well as wide pedestrian walkways and bike lanes.

**Water:** water waste treatment facility, storm water and grey water irrigation and aim for a net-zero increase in potable water over current usage.




# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### WHAT THE SANTA FE COMMUNITY PRIORITIZES

- Film and Emerging Media
- Performance and Visual Arts
- Technology and Innovation Hubs
- Higher Education Institutions

So, what are those industries looking for to decide where to locate?



Companies and institutions now prioritize “development-prepped sites” with 21st century infrastructure in place. Proximity to mass transit, major roads, and fiber connectivity are paramount more than ever, and district energy, water and wastewater recycling reduce operational costs and attract business.

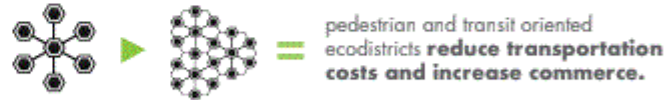
### MIDTOWN ECODISTRICT: THE OPPORTUNITY

Develop the Midtown Campus infrastructure and utilities to drive innovation in water, energy and connectivity.



### POTENTIAL ADDED ECONOMIC VALUE OF ECODISTRICTS

#### CONNECTIONS



#### WATER



#### ENERGY



# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### PRINCIPLES

#### CONNECTIONS

PEDESTRIAN + BIKE + TRANSIT + DIGITAL

- PLANET**
- Consume fewer gallons of gasoline
  - Emit less pollution and CO2
  - Improve air quality
- PEOPLE**
- Provide transportation options
  - Improve human health
  - Increase access to services and employment
- PROFIT**
- Alternative modes of transportation can increase

#### WATER

CONSERVE + CAPTURE + REUTILIZE

- PLANET**
- Decrease potable water use
  - Increase water availability
  - Regenerate aquifer supply
  - Support local food production and wildlife habitat
- PEOPLE**
- More affordable water
  - Access to local healthy foods
- PROFIT**
- More affordable for development
  - Attracts businesses
  - Locally produced food costs less

### EXISTING



**BASELINE**

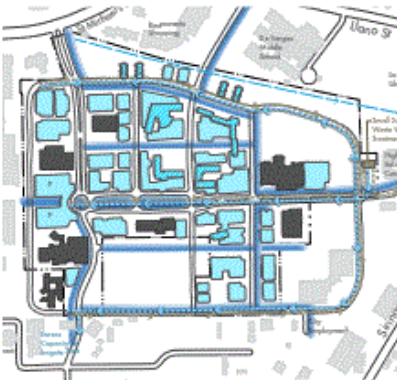
- bike + bus
- pedestrian
- vehicular circulation + parking



**BASELINE**

- 100% water demand supplied by potable water

### POTENTIAL



- LEGEND**
- new transit hub
  - bus routes 2,4,5
  - bike + car share
  - transitroad circulation
  - parking
  - pedestrian route
  - fiber optic line
  - new buildings LEED Gold
  - existing buildings (to remain)
  - existing buildings (option to re-use)
  - project area
- TARGET**
- bike + bus
  - pedestrian
  - ride share
  - vehicular circulation + parking

- LEGEND**
- new buildings require roof capture
  - existing buildings (to remain)
  - existing buildings (option to re-use) redirect roof capture retrofit for gray water
  - wastewater treatment facility
  - potable water line
  - sewer line
  - drainage ditch
  - infiltration zone
  - project area
- TARGET**
- treated wastewater for toilets and showers
  - stormwater + gray water irrigation
  - zero net increase potable water use over baseline



surroundings  
Landscape Architecture

# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### ENERGY

CONSERVE + PRODUCE + OPTIMIZE

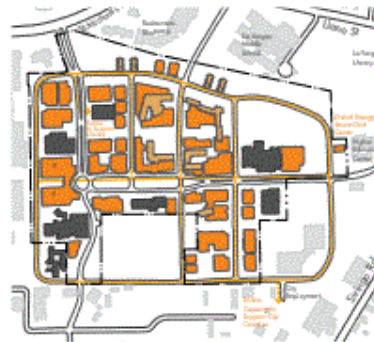
- PLANET**
- Emit less pollution and CO2
  - Reduce natural resource depletion

- PEOPLE**
- Improve human health
  - Control over cost of living

- PROFIT**
- Reduce energy cost attracts business
  - Resilient against outages and price fluctuations
  - Create revenue through energy sales



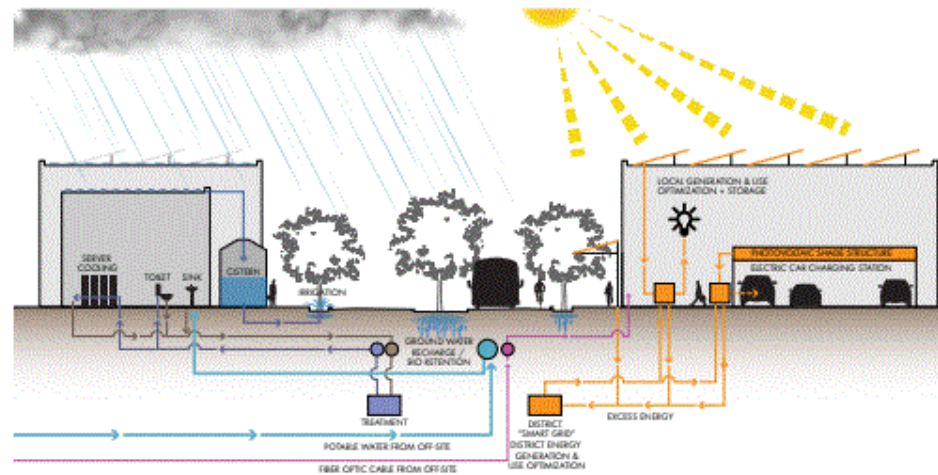
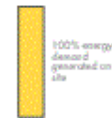
**BASILINE**



### LEGEND

- new buildings require passive solar /LEED Gold roof top solar panels, tie to district smart energy grid
- existing buildings (must remain)
- existing buildings (optional reuse) upgrade electrical equipment roof top solar panels, battery and tie to district smart energy grid
- main electric loop
- secondary electric
- project area

### TARGET



surroundings  
A Division of the City of Santa Fe





# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### MIDTOWN ECODISTRICT CONCEPTUAL SITE PLAN



# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups

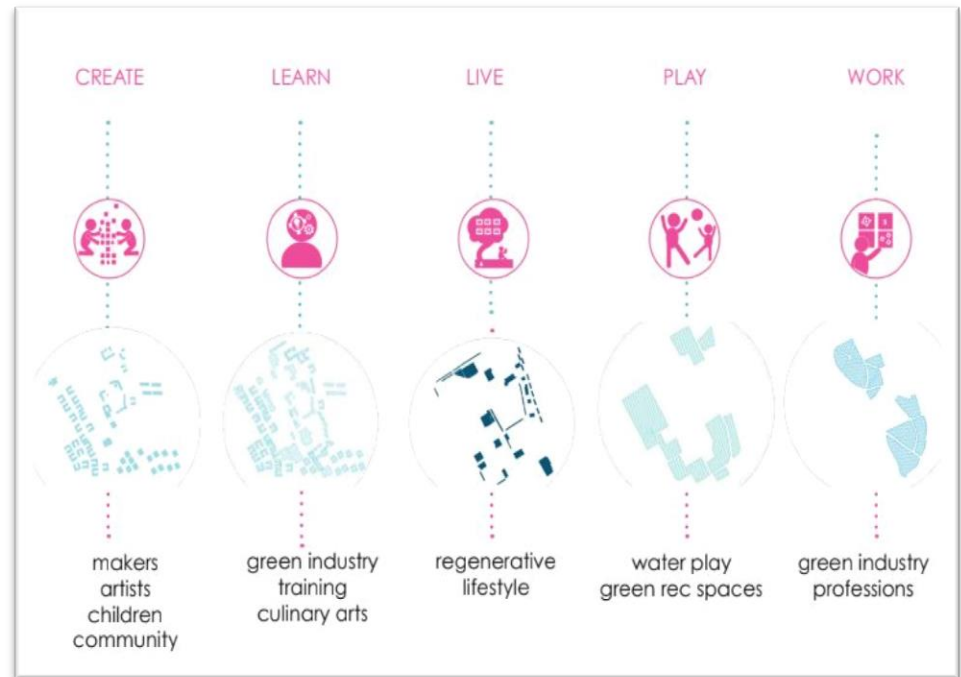


**Watershed of Creativity:** A new infusion of cultural and entrepreneurial energy flowing to support a reservoir of creative talent and cultural innovation.

**Infiltrate (1-2 yrs.):** network and partner with local cultural, institutional and entrepreneurial organizations as well as public/private groups. Capture and recycle greywater. Convert campus mall into a place for pop-up activity, place making, festivals and art.

**Meander (5yrs):** three hundred new workforce housing units, modifiable space for events and shipping containers for studios, office, shops.

**Replenish (5+):** focus on a functional mix of temporary and permanent living, learning and doing opportunities and shared creative resources. Host diverse mix of cultural and entrepreneurial anchor tenants.





# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups



# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups



# Visualization Phase - Concept #5 Summary

## Collaborate and Connect led by AOS

**Collaborate and Connect:** Rebirth of multiple hubs in one place for an equitable future through a shared creative entrepreneurial spirit.

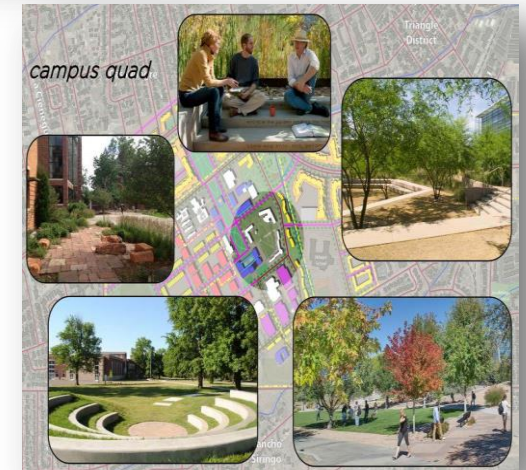
**New City Center:** enhanced street grid to expand the campus into the city, along with 3,000 mixed income housing units.

**Higher Education Center for the Arts:** build a large new central academic building as a nexus for the film, arts and tech.

**Open Space:** large new urban park, tree lined boulevard to surrounding properties and a pavilion with park cafe and bandstand.

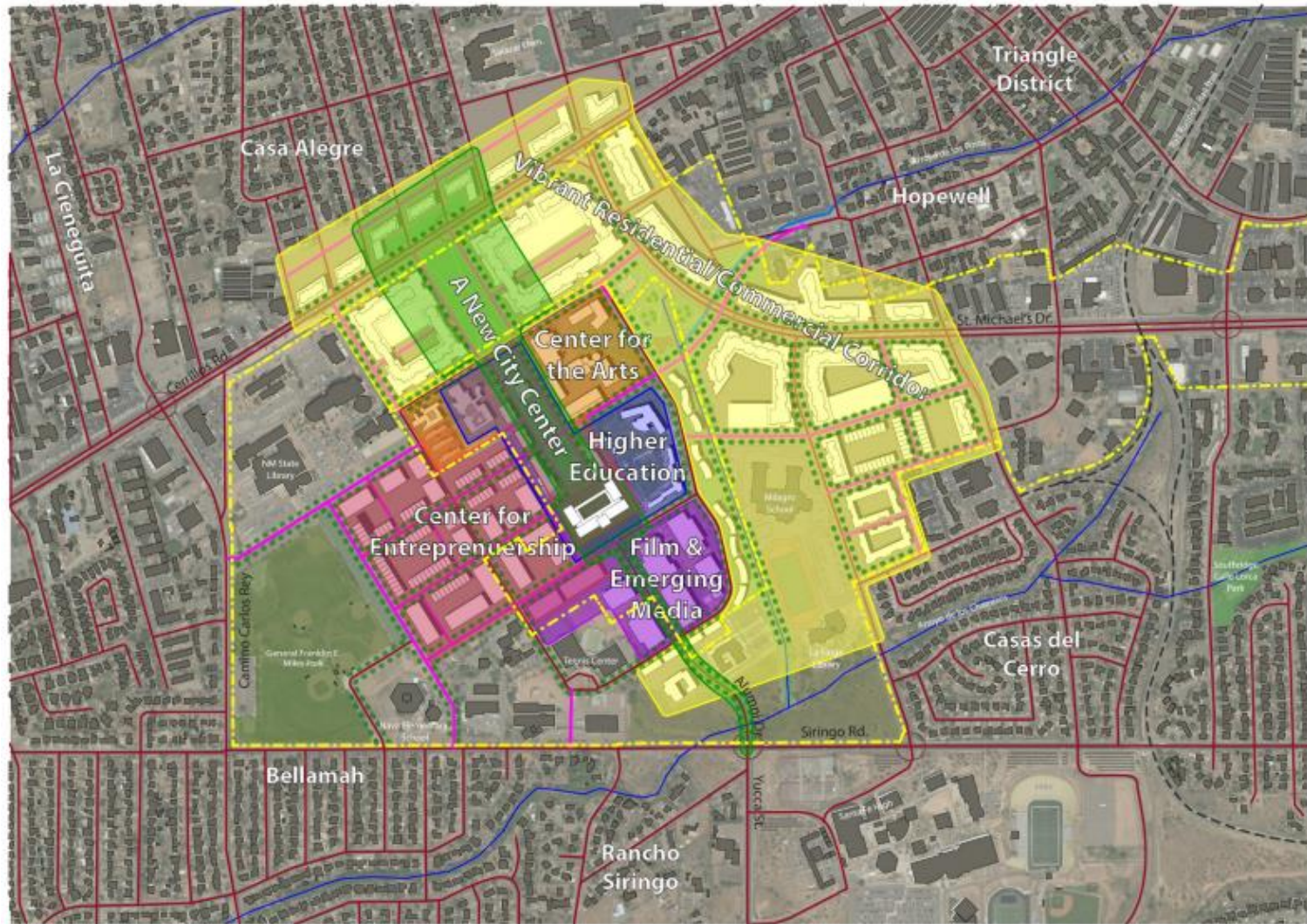
**Film & Emerging Media:** mixed-use tech-hub, expand Garson studios with additional sound stage and post-production facilities, include large professional maker-space.

**Entrepreneurship:** New local and high growth companies, makerspace, co-working.



# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



# Visualization Phase - Concept #5 Summary

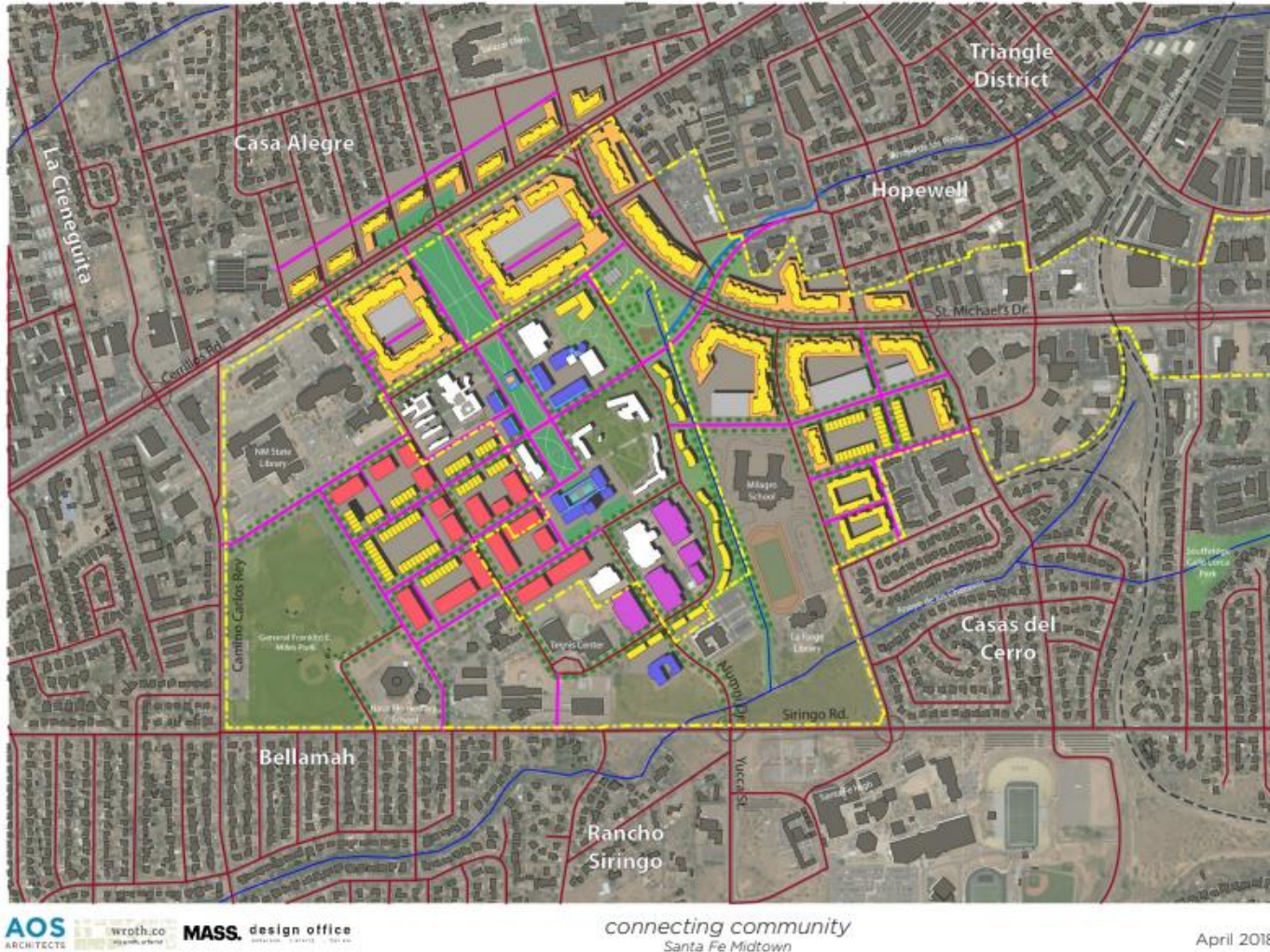
Collaborate and Connect led by AOS





# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



**AOS** ARCHITECTS  
wroth.co  
MASS. design office

*connecting community*  
Santa Fe Midtown

April 2018



# Visualization Phase – The Five Concepts: Details

For more information on SFAI visioning management, please click here:  
<https://sfai.org/midtown-campus/>

For more information on the concept designs:

- To read descriptions of the five conceptual visions [click here](#)
- To review five conceptual vision presentations with images [click here](#).
- To watch 10 minute presentations by each team [click here](#).

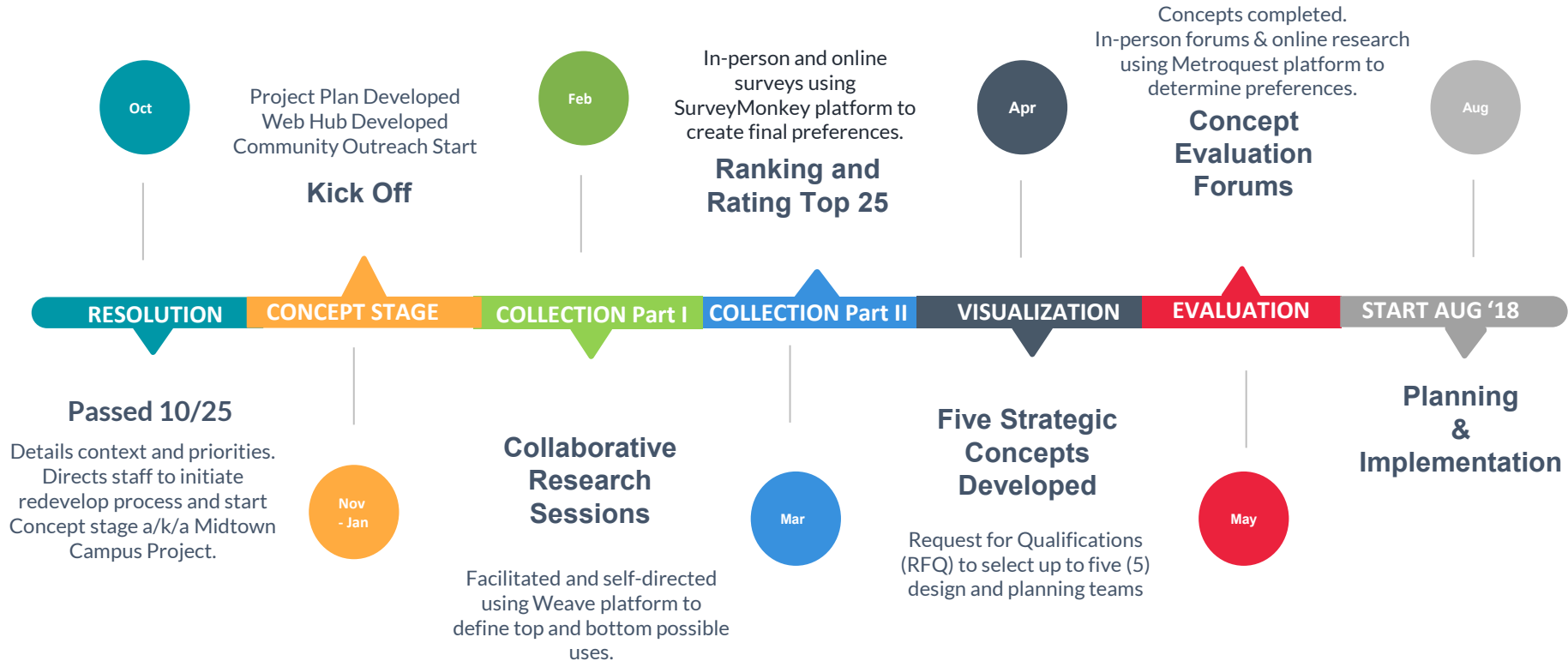


# Table of contents

- Introduction & Project Timeline
- Summary & Opportunity
- Kick Off of Concept Stage
- Collection Phase I
- Collection Phase II
- Visualization Phase
- **Evaluation Phase**
- Appendix



# May: Evaluation Phase - Input on Five Strategic Concepts



## Overview – Evaluation Phase:

Conducted online (quantitative) and in-person (qualitative) forums for residents to evaluate concepts from Visualization Phase

**Objective:** To determine the community’s reactions to and preferences based on the visual and narrative concepts developed by the five design teams. These concepts served to make ideas more tangible versus previous research where ideas were tested in text only. Also, it provided a range of options for the community to respond to in order to provide us with greater clarity on priorities and principles for redevelopment of the Property.

**Methodology:** Notably, any research method has its strengths and weaknesses. Thus, we utilized a variety of quantitative and qualitative approaches to compensate for weaknesses.

- **Quantitative:** We used the Metroquest platform for online, interactive surveys. This tool is used by cities around the US and abroad. It designed to ensure that the data collected is accurate and unbiased. To view demo of interactive survey, click <https://midtowncampus-demo.metroquest.com/>
- **Qualitative:** We conducted three in-person events at Santa Fe Art Institute, Southside Library and GCCC. All events were facilitated by local, professional facilitators, most of whom were bilingual. Two events were limited to 100 people because of size constraints. The third at GCCC was open to all.

On the following slides, the title will indicate whether the information represented is quantitative or qualitative.



# Participation Goal & Results – Evaluation Phase

**Goal:** 400-600 in-person participants. 300-500 online participants.

**Results:** 413 total in-person participants generating 986 substantive comments on Post-Its.  
538 completed online surveys. 428 people added written comments.



# Quantitative Research – Evaluation Phase

## 1 - Category Ranking Overview

Before reviewing and rating the five concepts or individual elements of each concept, respondents were asked to rank category priorities by putting them in numerical order of importance to them.

These categories represent the top themes and uses from the Collection Phases.

This slide and the next two slides demonstrate respondents' options, respective definitions and results.



Sample: <https://midtowncampus-demo.metroquest.com/>



# Quantitative Research – Evaluation Phase

## 1 - Category Definitions

### Education

Mix of 4-year degree, vocational and professional education covering subjects like art & design, business & entrepreneurship, film & emerging media, public policy and STEM. Coordinate with high schools and local & regional higher-education institutions. 21st Century Library, probably, Fogelson upgrade.

### Housing

Increase workforce housing options. A mix of housing and outdoors spaces that integrate with other uses of the site and the surrounding community. Primarily apartments and live/work spaces. Possibly some single family homes and/or condos bordering existing residential neighborhoods.

### Film and Emerging Media

Expand Film & emerging media industries. Garson Studio Complex is expanded to include additional sound stages, post-production facilities, mill, offices, etc. Complex is leased to film and emerging media companies. Also used by education providers and other creative businesses

### Sustainability

Become model of sustainability. Using and innovate sustainability best practices. Develop infrastructure for water capture & reuse, solar energy production & storage, micro-grid energy distribution, etc. Landscape for beauty, shade and drought tolerant. Pedestrian & bike friendly.

### Art and Creativity Center

Be a hub of art, design & creativity. Expand the visual and performing arts by adding contemporary museum, culture center or other new buildings to enhance the experiences provided at the Greer Garson Theater, The Screen and SFAI. Bring more festivals, events and family activities outside.

### Community Life

Improve quality of life for all residents, especially middle income families and people in their 20s and 30s, with a 21st century library, inviting outdoor spaces, fitness centers, playgrounds, health & wellness providers, day care, food trucks, etc.

### Innovation and New Business

Building on our creative culture, promote new business and innovation with premier maker space, co-working locations, business accelerator, internship & mentor programs, tech transfer hub, small business resource center, etc. High speed broadband.

### Connectivity

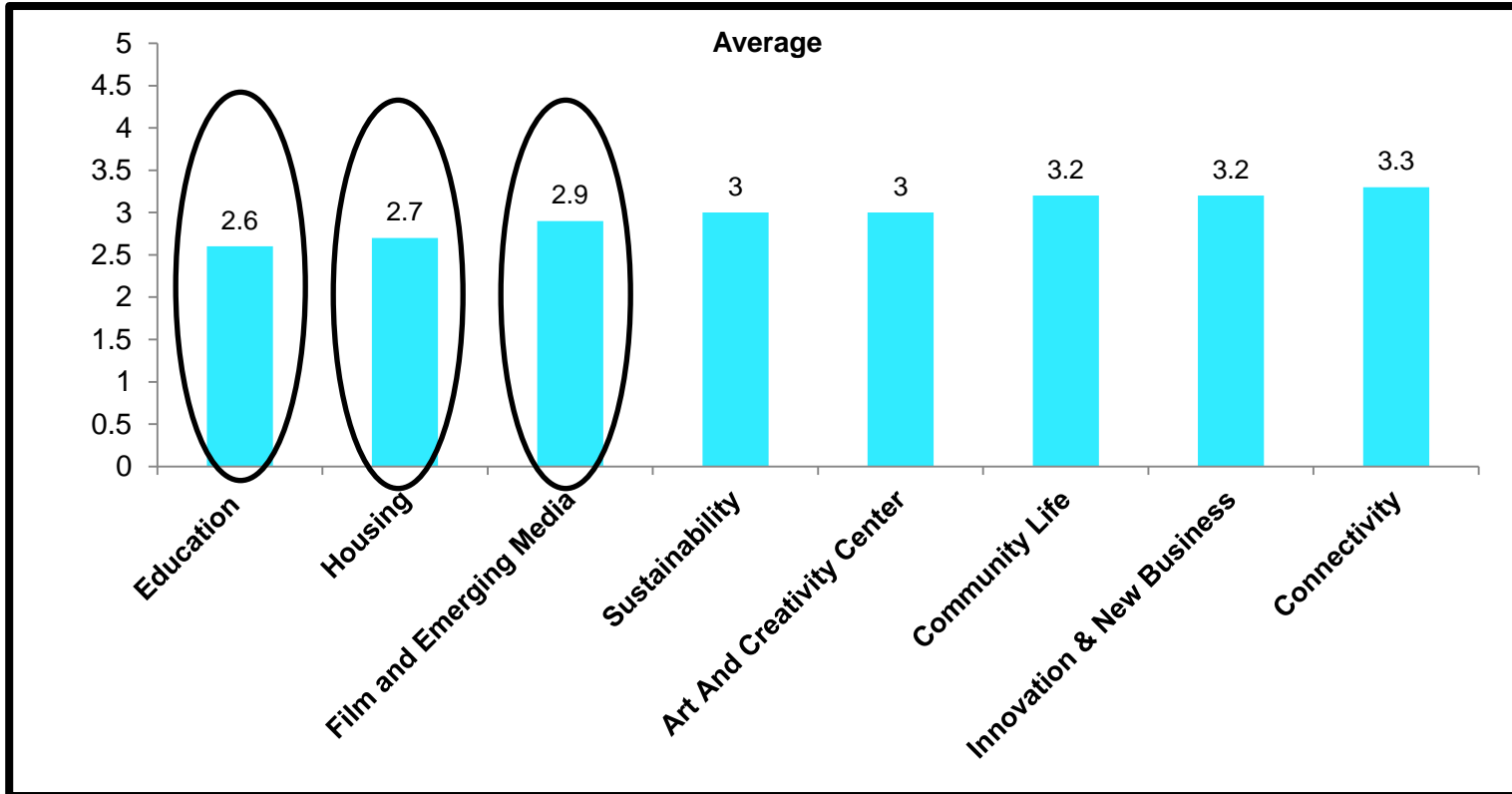
Physically: Enhance how people can get to and from destinations in and around the site. Make this efficient and enjoyable.



# Quantitative Research – Evaluation Phase

## 1 - Category Ranking Results

Lower score is better. People were asked to rank on a scale of 1 – 5 with one being highest priority.

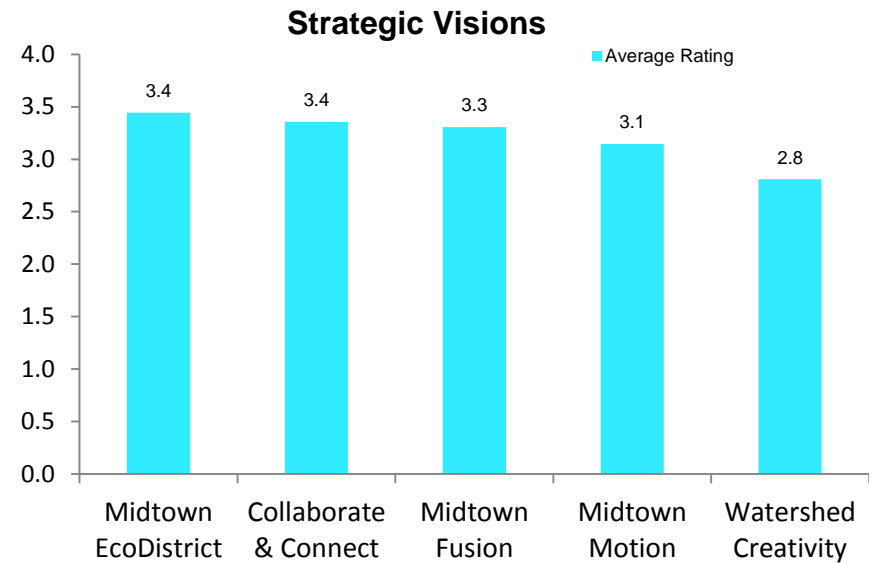
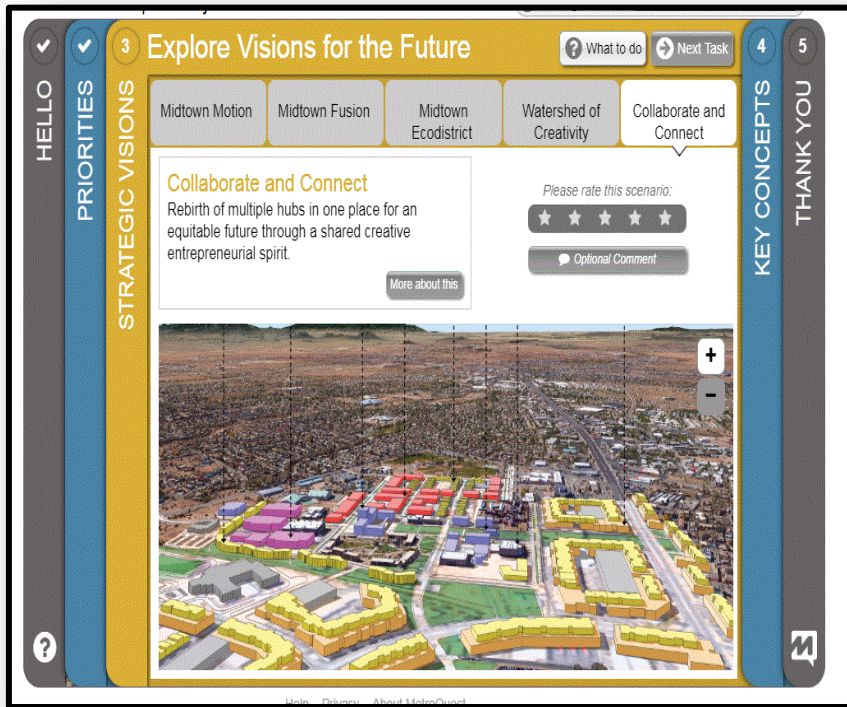


There is not a significant spread between the best (2.6) and the worst (3.3), indicating that all categories are valued highly to moderately high. This is not surprising since these categories were derived from the research in the Collection Phases of this process, as well as from information gathered in prior research such as RE:MIKE, Culture Connects and NCS.

# Quantitative Research – Evaluation Phase

## 2 - Concept Rating Overview and Results

After ranking the Categories, participants were invited to rate and comment on each of the five visual concepts developed during the Visioning Phase. In this case, higher the score is better.



Any score above 3 is considered favored or strongly favored. The maximum score possible is approximately 3.8. Only Watershed Creativity concept scored below 3.

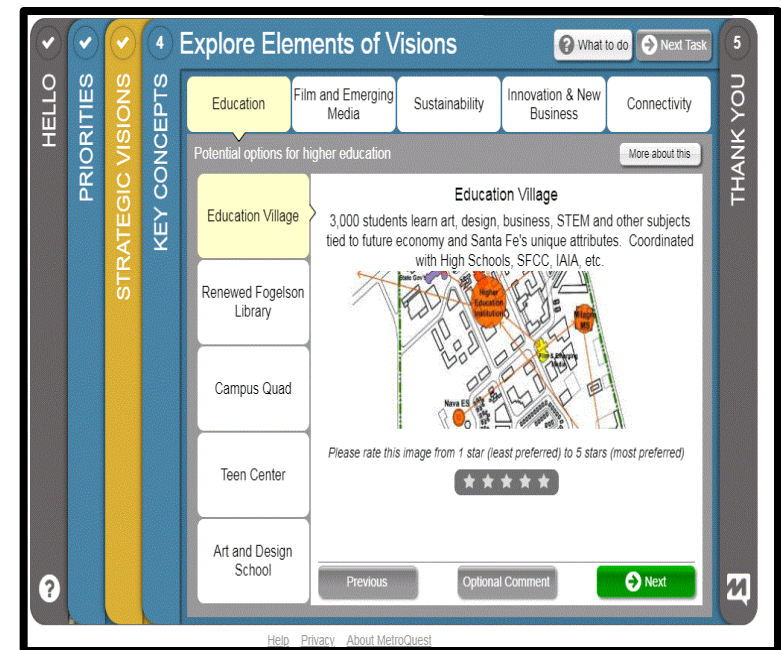
The visual concepts served as a basis for a dialogue around possibilities, compromises, principles, needs and aspirations for the Property and surrounding areas.

# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Overview

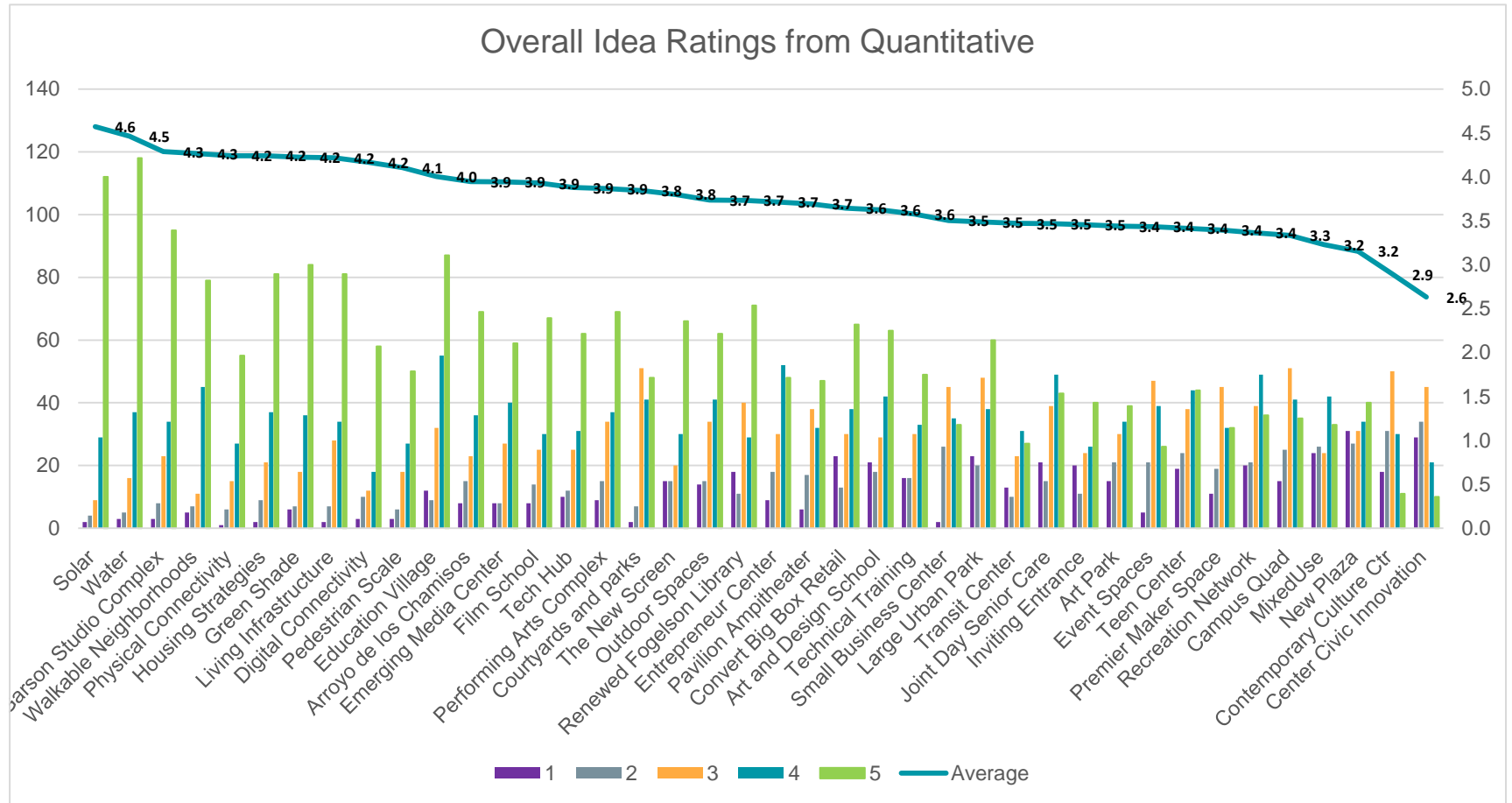
After rating the five Concepts, participants were invited to rate and comment on specific elements from the designs. In total, there were 40 elements to rate.

The following four slides show the results of the survey.



# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Results – Summary



- Ideas scoring 4.0+ are considered top priorities. Those rating 3.5-3.9 are preferred.

- "Sustainability" and "Film & Emerging Media" rated below "Education" as the top categories, however, some of the individual elements of those categories were in the top tier of preferred uses.



# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Analysis – Top Priorities

- **Solar and water (4.5).** To maintain sustainability and drive innovation in the industries (4.4).
- **Capitalize on Garson Studios (4.3)** Can be integrated with emerging media center (3.9) and/or film school (3.9).
- **Green shade and living infrastructures promoting community interaction (4.2).** Preserve and integrate Arroyo Chamiso (3.8). May include signature feature of a large urban park (3.5) and variety of outdoor spaces (3.6)
- **Walk-able neighborhoods and pedestrian scale (4.2).** Ample physical connection to surrounding areas. Moderate to high desire to convert big box retailers to change current landscape, preventing area from becoming a generic without unique Santa Fe characteristics (3.6).
- **Variety of housing strategies (4.1).** Avoid displacement. Promote social equity and prosperity. Support on-site uses such as housing for all students.
- **Digital connectivity (4.1)**
- **Higher education village capitalizing on Santa Fe’s assets, resources and culture (4.0)** We did not test all curriculum subject areas. Film school (3.9) and Art & Design rated (3.5) as preferred.

Note: Some ideas are related and, therefore, merged for presentation purposes. Example Solar and Water are both related to sustainability.



# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Analysis – Next Tier of Preferred Priorities

- **Tech hub that may include business accelerator, financing organizations, new & existing businesses and/or onsite tech transfer services tied to NM labs and universities (3.9).** Consider integrating
  - Entrepreneurship Center (3.6) and Small Business Center (3.4) to create opportunities, diversity and grow of both local and export-based businesses.
  - Technical Training Center (3.6) to increase possibilities for young people without duplicating efforts with SFCC.
  - Premier Maker Space (3.4) that can also serve educational needs
- **Add one or more multi-use buildings to expand performing and visual arts currently available at Greer Garson Theater and SFAI (3.8).** Add one or more multi-use buildings to expand performing and visual arts currently available at Greer Garson Theater and SFAI a well as create outdoor performance space. Possibly modernize The Screen (3.8) to take digital films and improve sound quality.
- **Renewed Fogelson or other 21st Century Library (3.7)**
- **Incorporate variety of courtyards and parks (3.6),** outdoor spaces (3.6) and a pavilion amphitheater (3.6) to enrich residential life and activities in a centrally located area.
- **Transit center to promote a greater variety of mobility (pedestrian, sharing, electric, biking, public) and access to site activities (3.5).**



# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Analysis – Bottom Tier

Not Desired for Property Unless Integrated with other Priorities

- Joint Senior and Child Day Care Center (3.4)
- Inviting Entrance that makes the campus visible and easily accessible by car, bus, bike, foot (3.4)
- Art Park: Variation of large urban park with emphasis on artwork and art events (3.4)
- Teen Center: Innovation center, mentorship programs, job preparation, internship placement and/or a variety of skills training (3.3)
- Premier Maker Space: Some residents concerned about competition with MakeSF (3.3)
- Recreation Network: Variety of indoor and outdoor fitness and athletic venues (3.2)
- Campus Quad and/or New Plaza( 3.2)
- Mixed-use housing located on St. Mike’s or Cerrillos with commercial on ground floor and housing above (3.3)
- Contemporary Culture Center: residents value more democratic community activities, yet an additional cultural center or museum is seen as redundant in Santa Fe (2.9)
- Center for Civic Innovation (2.6) making government more accessible is , “nice to have” but not a priority (2.7)





# Quantitative Research from Collection Phases

## Additional Non-desired Uses for the Property

The following were not specifically tested in the Evaluation Phase. However, some of the visual concepts included one or more of these, none of which resulted in any measurable positive support.

- Homeless shelter, although workforce training for homeless was positively identified
- New City Hall
- Consolidating portion of city government offices
- Dog park
- Office space, unless it is tied to specific strategic objective like expanding film business
- Substantial retail
- Significant single family housing development



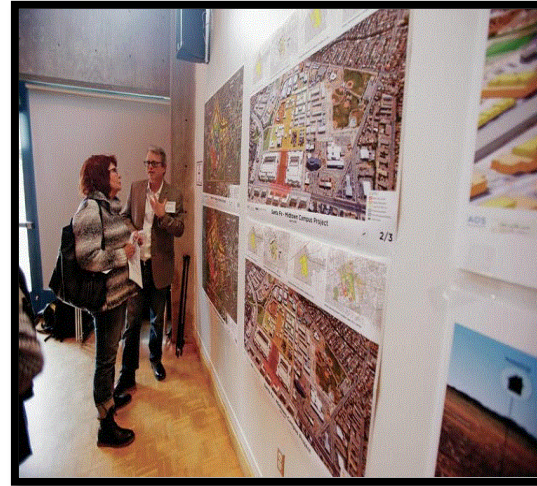
# Qualitative Research – Evaluation Phase - Overview

In-person events to engage residents with designers and each other to have deeper conversations on preferences and concerns

At the three in-person events, participants were invited to write comments on post-it notes and to use green (positive) and red (negative) stickers to indicate elements of the concepts they liked or disliked. They also were able to vote on their overall favorite concept.

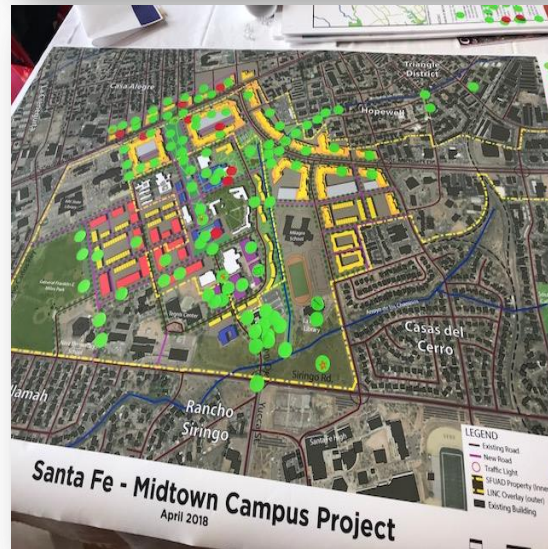
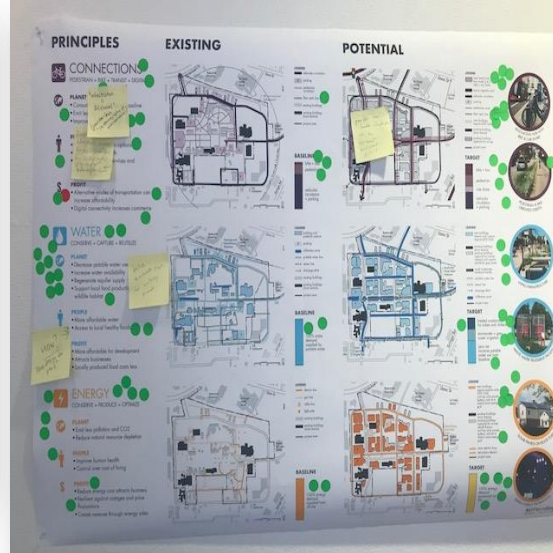
We tabulated and grouped all of the stickers, and read all of the comments, in order to identify areas of passion or concern.

All of this is qualitative data. The primary value of this information was to add details and context to the quantitative data we collected as described in prior slides.



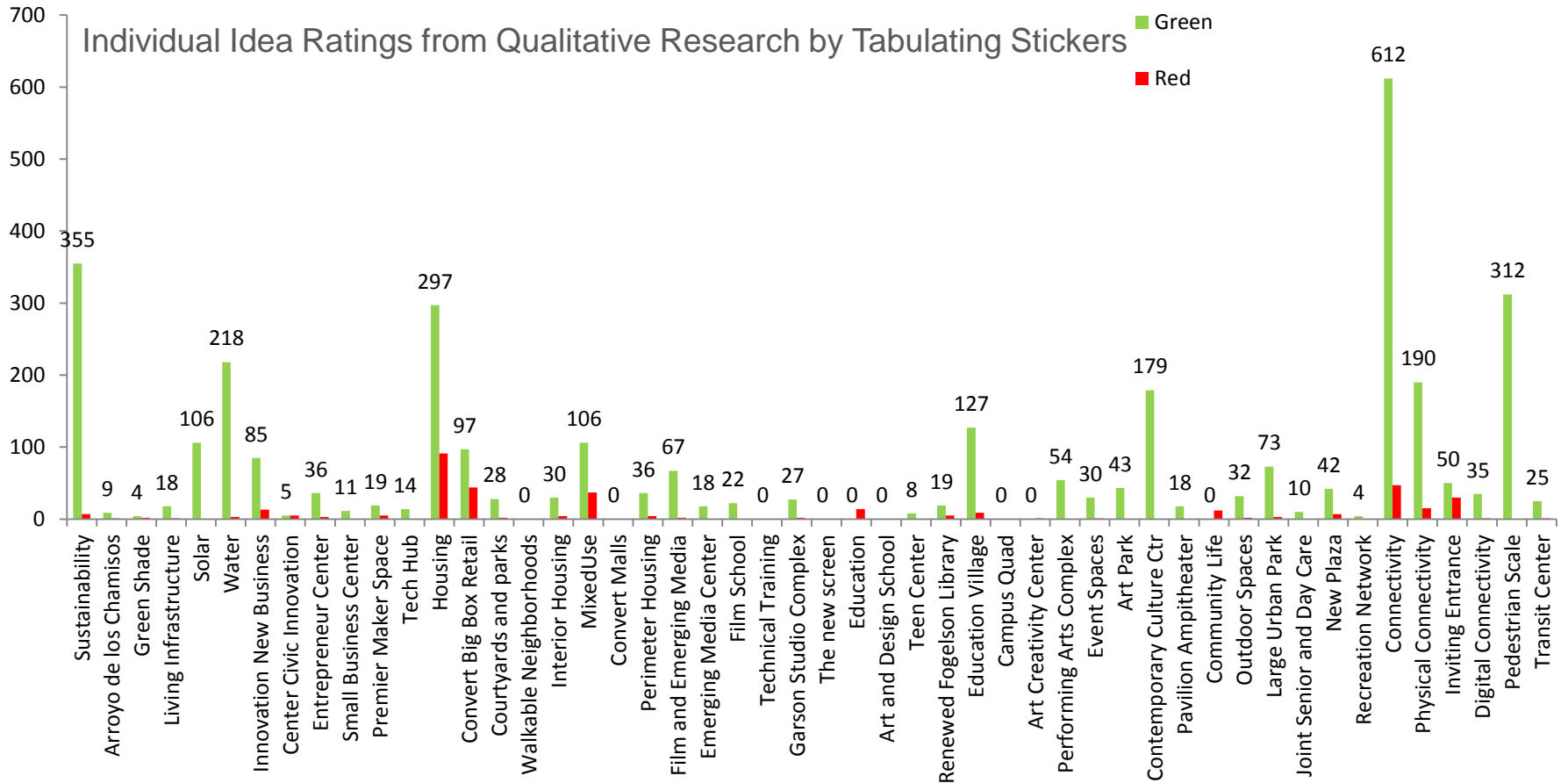
# Qualitative Research – Evaluation Phase

## Samples of in-person feedback



# Qualitative Research – Evaluation Phase – Stickers Tabulation

## Individual Elements - Summary: Desired (Green) and Undesired (Red)



# Qualitative Research – Evaluation Phase – Stickers Tabulation

## Individual Elements - Analysis and Priorities

**Sustainability (355):** Solar (106) & Water (218)

**Connectivity (319):** Physical (190), Inviting/grand entrance (50/30), Digital (35). This is a low number but many comments that is a “no brainer”)

**Housing (297):** Perimeter housing (36). Possibly convert malls to high density housing and parking (97/44), and develop mixed-use buildings which are apartments and/or condos above commercial use on ground floor (106/37)

**Community Life (161):** Large urban park (73), variety of outdoor spaces (32), new plaza (42/7). See Midtown Fusion and Collaborate & Connect for examples of large urban parks.

**Art & Creativity Center (145):** Performing arts complex (54); Art park, which is derivative of the larger urban park proposed in Midtown Fusion (43); Variety of indoor and outdoor event spaces (30)

**Film & Emerging Media (127):** Expand Greer Garson Complex (87), Film School (22)

**Education (101):** Higher Education Village (74), Fogelson as 21<sup>st</sup> century library (19/5)

**Innovation & New Business (85):** Entrepreneur center (36), Tech Hub (14)

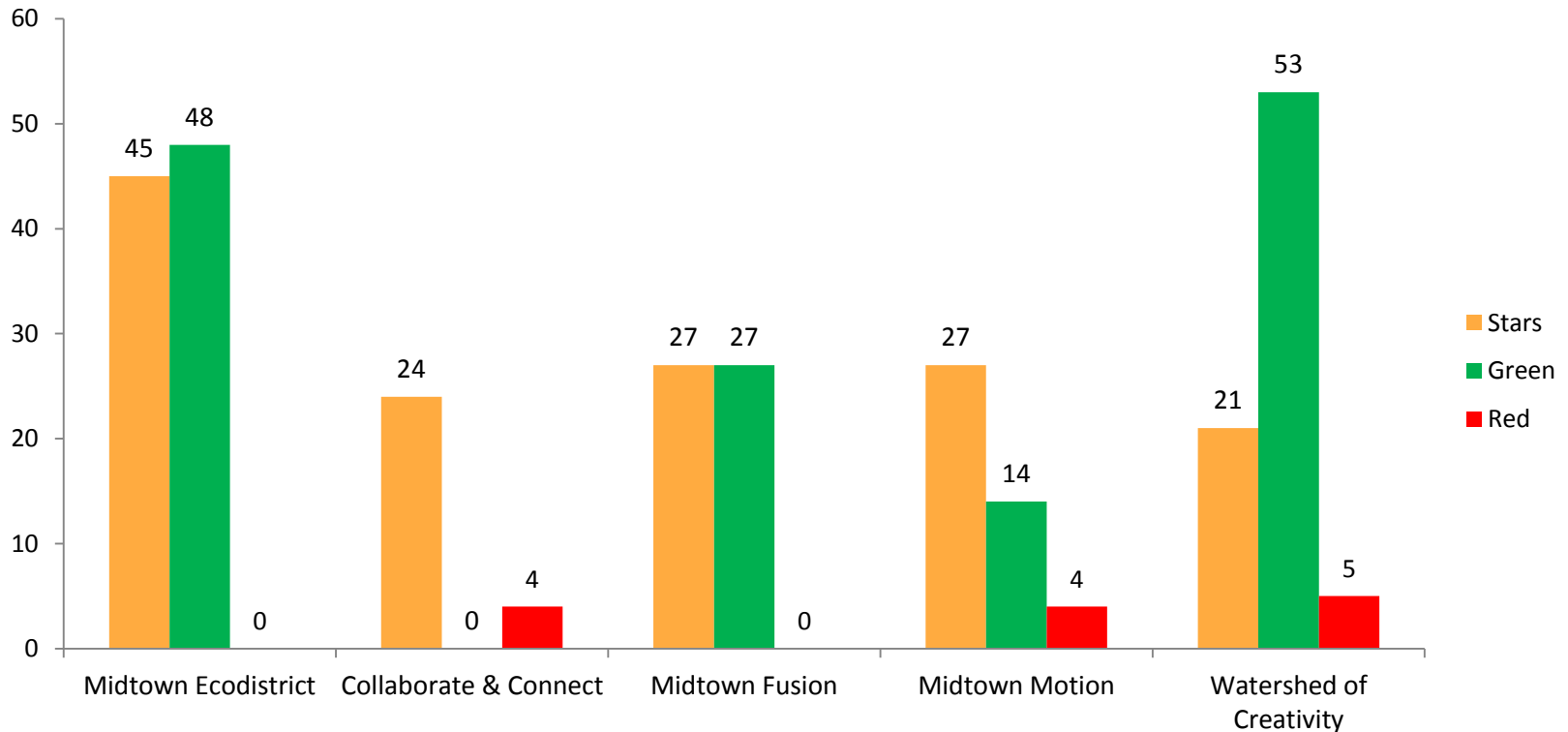
- The numbers are skewed in favor of the top items in part because two concepts were primarily about sustainability, and all concepts addressed the importance of connectivity/integration with surrounding neighborhoods and Santa Fe at large.
- If there is a single number, it indicates high, positive interest. If there is combination (ex: 106/37), it indicates an element that is desired, but potentially controversial because of ratio of green to red dots.



# Qualitative Research – Evaluation Phase – Stickers Tabulation

## Favorite Concept Voting

People were given stars to vote on favorite overall concept. They also used green and red dots to express additional support as well as red dots to express dislike of overall concepts.



# Qualitative Research – Evaluation Phase – Comments from Post-Its

Comments were organized into the five themes developed at the conclusion of the Collection Phases.

1. Higher Education
2. Center for Entrepreneurship
3. Film and Emerging Media
4. A New City Center
5. Center for the Arts

All comments were documented, read, categorized and analyzed.

Representative quotes are on the following five slides.



# 1. Sustainability - comments which exemplify most residents opinions

All renovation needs to have as little negative environmental impact as possible and utilize as many renewable energy sources as possible”

I hope that whatever ends up being built/renovated, the city will hire local companies who pay equitable rates, honor the traditional aesthetic and use “green” methods and techniques

“LINC like zero net use of water, ability to learn from other eco districts around the country.”

“Set new standard for recycling, energy conservation and water management.”



## 2. Connectivity - comments which exemplify most residents opinions

“In order to get the campus to look appealing to citizens, businesses, and schools the campus can no longer turn its back on the surrounding communities.”

“I think digital connectivity will be important in making Santa Fe a competitive city for tech related opportunities.”

“Bring Santa Fe into the 21st century and be the start of bringing back our talented youth.”

“So many streets invite traffic which makes biking and walking risky and less enjoyable.”

### 3. Housing - comments which exemplify most residents opinions

“Just because you can go 5 stories does not mean you should. Santa Fe is known for its views.”

“It is ok to use different parts of the campus for different things. Let’s use each of its buildings purpose for that purpose.”

“Mixed use, rentals, affordable housing; all to be done to maximize payment of city debt.”

“Displacement is a huge issue.”

“While affordable housing is imperative, this project should be viewed only as a very small, partial solution inside a much larger city redevelopment/housing plan.”



## 4. Community Life - comments which exemplify most residents opinions

Need a gathering place for the community that has a more diverse draw in term of things to do than the plaza”

“A place for regular folks to have a place to meet and play”

“A central parklike gathering space would encourage more of a community feel than several outdoor spaces scattered throughout”

“Love the life cycle feel of birth to career.”

“Need a good area where people can easily access services and mix all age groups.”

## 5. Art and Creativity Center - qualitative comments which exemplify most residents opinions

"Santa Fe has always been known for the arts and should work hard to keep pace with the international market but keep it in check."

"Too much emphasis on creative and entrepreneurial. Santa Fe needs economic development"

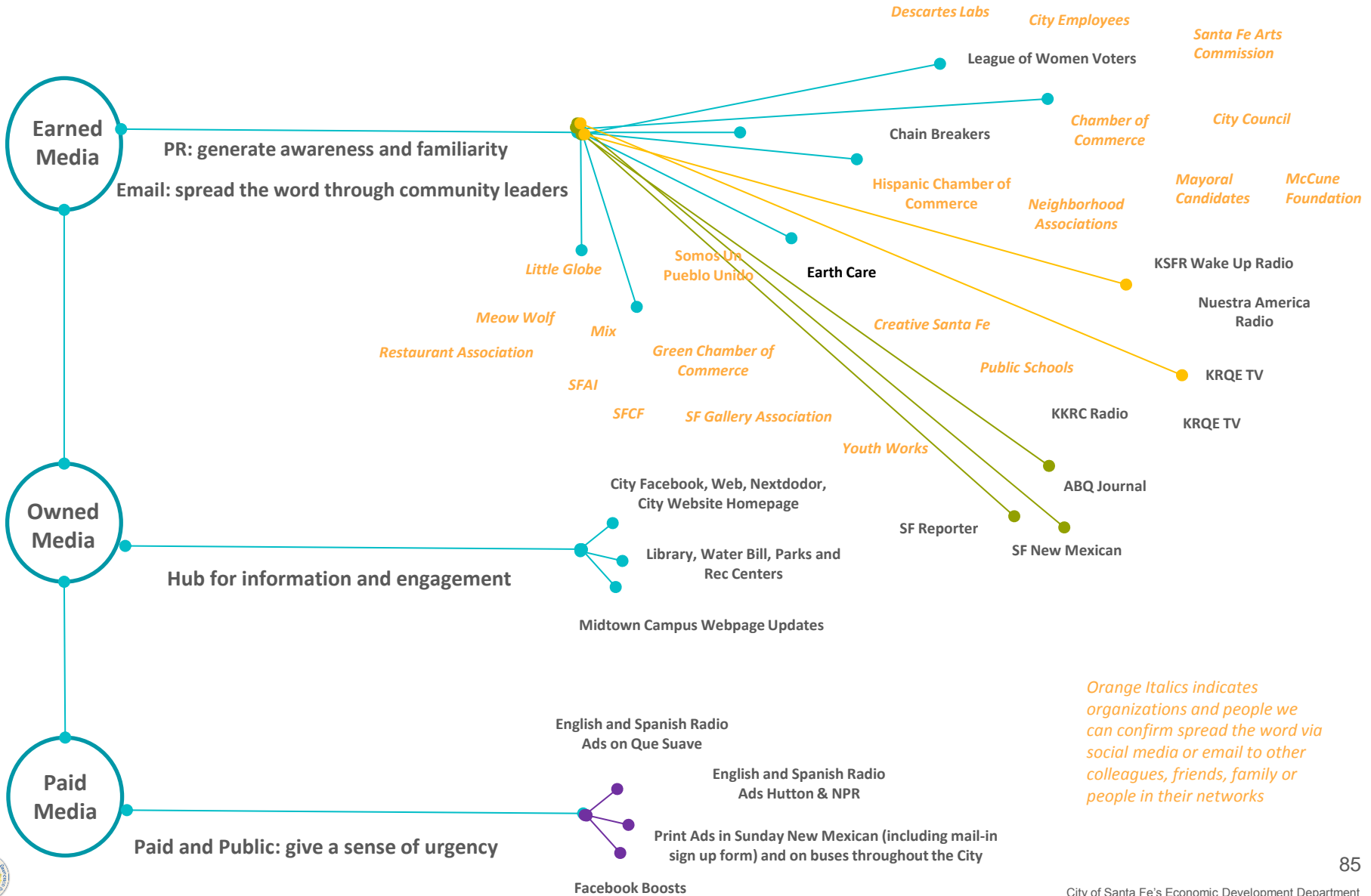
"Don't change the Greer Garson Theatre"

"No more arts"

"With so many areas of Santa Fe focused on art, the locals would like to see the center of town be more focused on a usable space for business, outdoor spaces, bike paths and venues for families to be engaged"

# Outreach – Evaluation Phase

Included more paid media and increased earned media via interviews



# **Midtown Campus Planning Guidelines – Evaluation Phase**

## **Shared draft of guidelines with an eclectic panel of experts**

**After conducting collaboration sessions, surveys, in-person forums and online quantitative, the results culminated in the creation of Planning Guidelines for the Midtown Campus. These Guidelines serve Governing Body and City staff as a guide moving forward in the Planning and Implementation.**

**To ensure the guidelines accurately represent all the research conducted during the Collection Phase, we created a panel of 10 – 20 thoughtful representatives. Leaders that live throughout and represent our entire community. They are experts in various topics from history of the campus, to architecture, community concerns and more. They are aware of Santa Fe’s cultural context and viewed the guidelines with their unique and varied perspectives.**

**Their perspective and feedback served to ensure our guidelines accurately represent the research. As well as, provide us with any additional information based on research we did not review. Although, none of the reviewers had any additional research.**

**The panel and the community outreach will not substitute city planning and development research with experts on the topic; it functions as well substantiated understanding of the community’s wants and needs researched via a variety of research optics.**



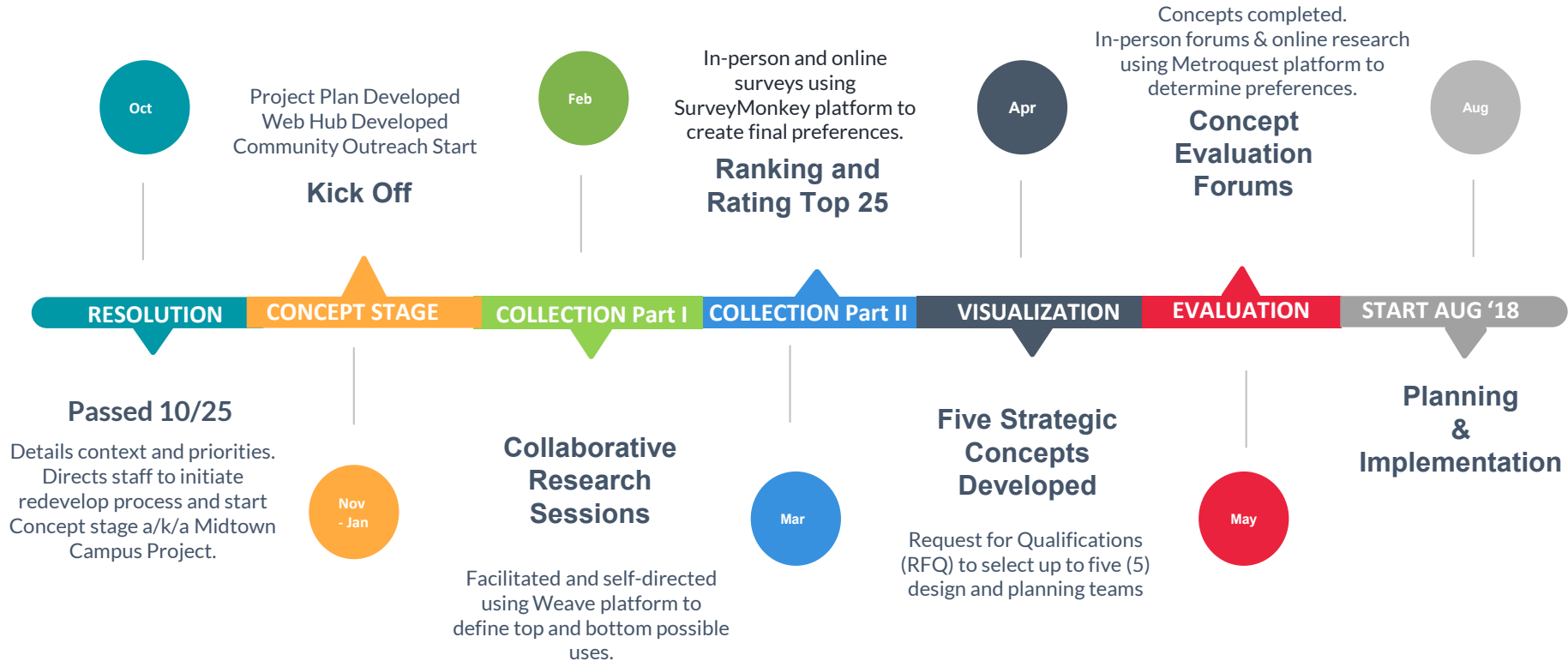
# Midtown Campus Planning Guidelines - Evaluation Phase

## List of responding panel experts

1. **Dr. Robert Martin**, President Institute of American Indian Arts
2. **Omar Reyes**, co-Founder of Paleteria Oasis and Winner of BizMIX 2017
3. **Brother Donald Mouton**, former President of College of Santa Fe
4. **Cindy Montoya**, Principal New Mexico School for the Arts
5. **Amy Lin**, Designer, Builder and Archtivist
6. **Ike Pino**, Former Santa Fe City Manager of Santa Fe
7. **Julia Wise**, New Mexico Small Business Assistance Program and former Director at Office of Science and Technology
8. **David Scheinbaum**, Artist and former Chair of Photography Department at SFUAD
9. **Alice Loy**, Co-Founded and CEO of Creative Startups
10. **Kym Pinder**, Dean of Fine Art at UNM
11. **Geraldine Forbes**, Dean of School of Architecture and Planning
12. **Beth Beloff**, CEO Beth Beloff and Associates, specialists in sustainability
13. **Chris Jonas**, Executive Director of Little Globe, Filmmaker, Musician
14. **Veronica Garcia**, Superintendent Santa Fe Public Schools
15. **Tom Gifford**, Real Estate Developer
16. **Randy Grissom**, Former President of SFCC and Economic Development Expert
17. **Dan Clavio**, Compliance Officer NM Human Services Dept, Entrepreneur, Green Building Expert
18. **Bill Williams**, Former Board Member SFUAD, Director Music Academy of the West, Musician
19. **Ray Sandoval**, President Santa Fe Hispanic Chamber of Commerce, Director Communication PNM, Zozobra Event Chair
20. **Carmichael Dominguez**, Former Santa Fe City Council Member, Cartographer NM Dept of Transportation



# Next Steps are Planning and Implementation





## Planning Stage - Overview

The Midtown Campus Project culminated in the development of strategic Planning Guidelines. These set forth the guiding principles, vision and prioritized uses for the Property.

They will be used by the Governing Body, City Staff and any vendors, partners or other stakeholders to guide decision-making regarding planning for and implementing any plans or other activities related to the use and development of the Midtown Property. This includes the on-going management of the Property unless or until another party is responsible for such management.

It is anticipated that the Governing Body will adopt the Planning Guidelines in July 2018, and direct City Staff to begin the Planning Stage in August 2018.

The Planning Guidelines will be found at [https://www.santafenm.gov/midtown\\_campus\\_project](https://www.santafenm.gov/midtown_campus_project).



# Appendix

## Additional Details and Information



## Suggested Reading – Part 1 of 2 – Other Research Relied Upon

- Culture Connects
- RE: Mike
- Santa Fe Crossroads Report 2017
- Bloomberg Mayor Challenge Report
- NCS Reports User Guide
- NCS Santa Fe Community Livability Report Bureau of Business And Economic Research Forecast County Economic Projections 2013 – 2030
- Santa Fe Advance Report from Santa Fe Community Foundation
- Santa Fe Chamber Commerce Member Survey 2016

All can be found at [https://www.santafenm.gov/midtown\\_campus\\_project](https://www.santafenm.gov/midtown_campus_project)



# Suggested Reading – Part 2 of 2 – Relevant Documentation, Ordinance & Resolutions

- Aerial Photo of Property and Surrounding Area
- Appraisal of Campus Property
- Campus Plat and Building
- Midtown Campus Project Description
- Midtown LINC Overlay Summary
- SFUAD Resolution 2017
- Design Guidelines for Site at Santa Fe University of Art & Design Briefing
- Economic Projections 2013 – 2030
- Santa Fe Advance From Santa Fe Community Foundation
- Santa Fe Chamber Commerce Member Survey 2016
- Aerial Photo of Property and Surrounding Area
- Appraisal of Campus Property
- Campus Plat and Building

All can be found at [https://www.santafenm.gov/midtown\\_campus\\_project](https://www.santafenm.gov/midtown_campus_project)



# Collection Phase I & II : Demographic and Geographic Analysis

The following eight slides provide additional detail on the demographics and geographic profile of the participants in our Collection Phase I & II.

We conducted a variety of comparisons such as local neighborhoods to remainder of City, each district to the other, Hispanics relative to non-Hispanics, and low income relative to high income for Collection Phase II. In each instance, there was not statistically meaningful difference among any group versus another .

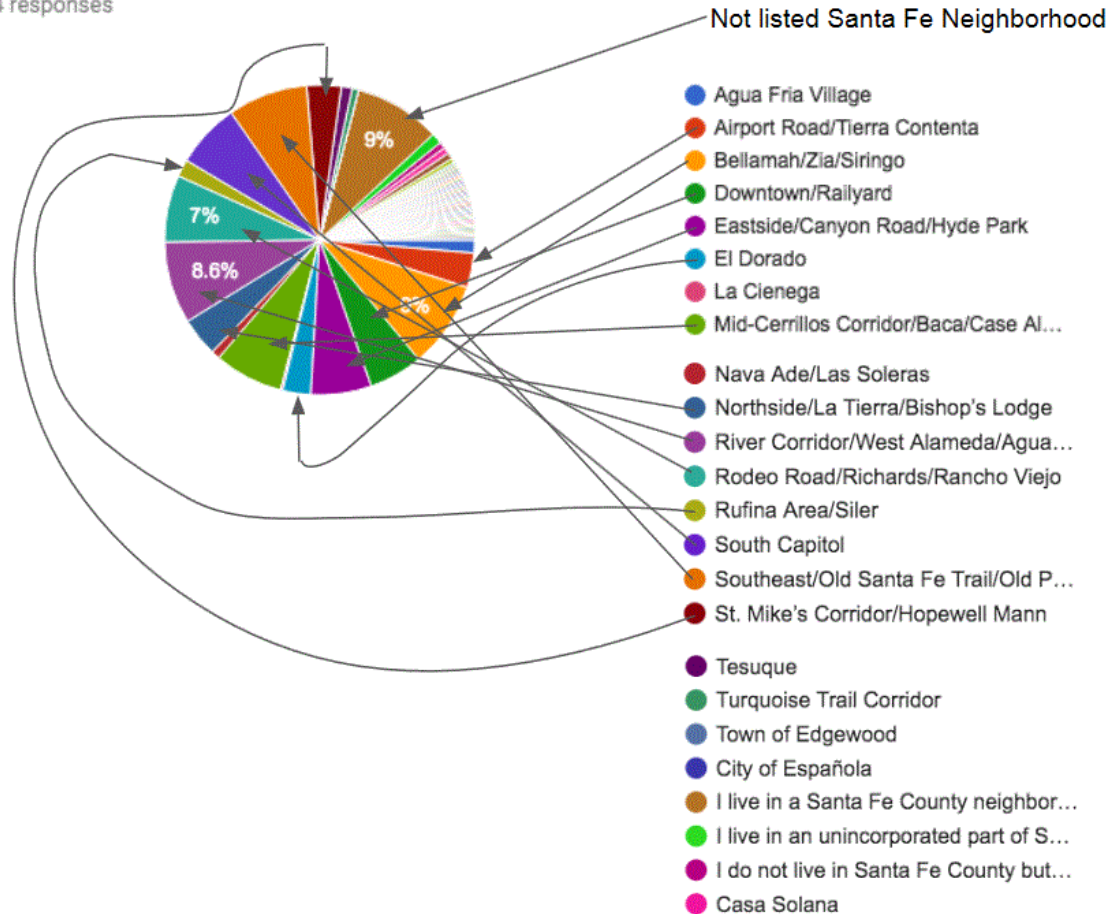
There are some slight differences which are summarized on following slides.



# Collection Phase I: Ideation Session Demographics

Please indicate the neighborhood you live in?

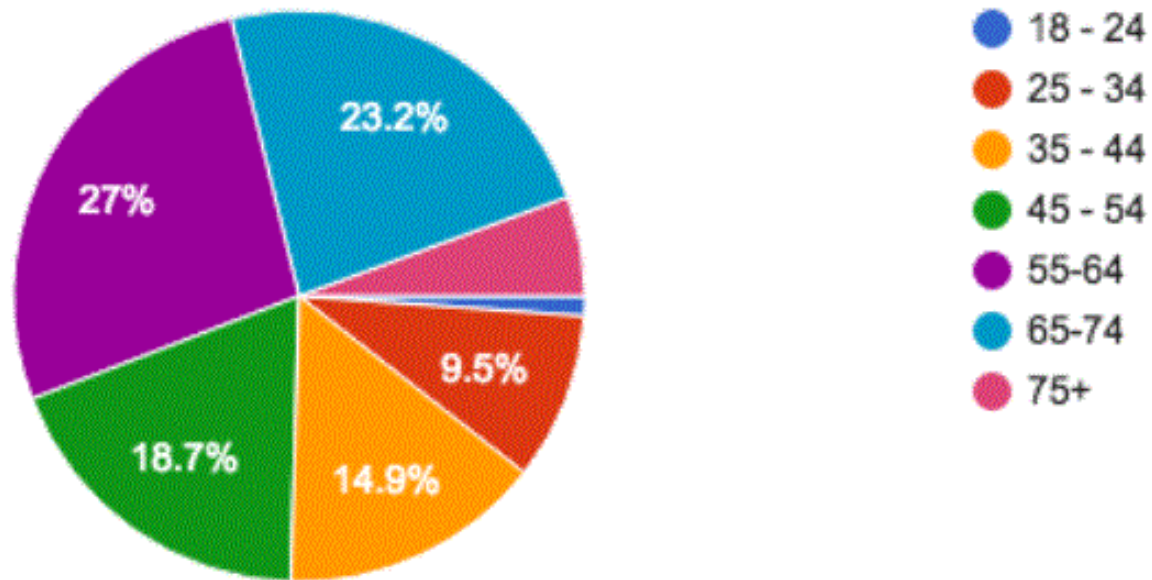
444 responses



# Collection Phase I: Ideation Session Demographics

## What is your age?

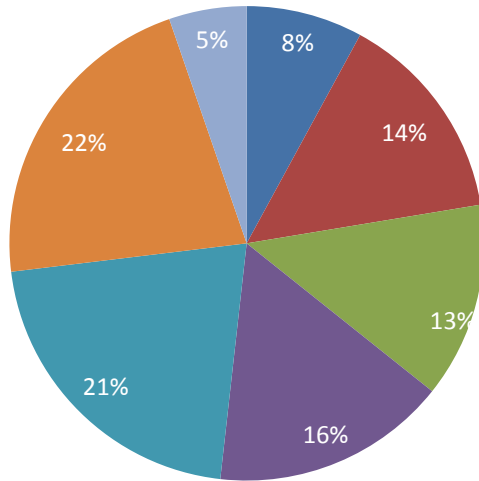
444 responses



# Collection Phase II: Rating and Ranking Survey Demographics

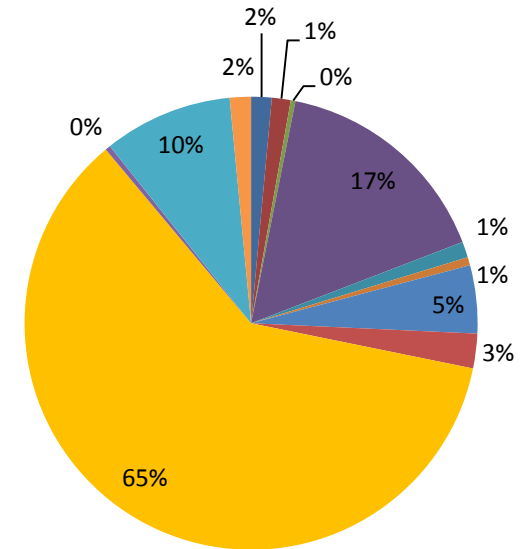
## Age

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or above



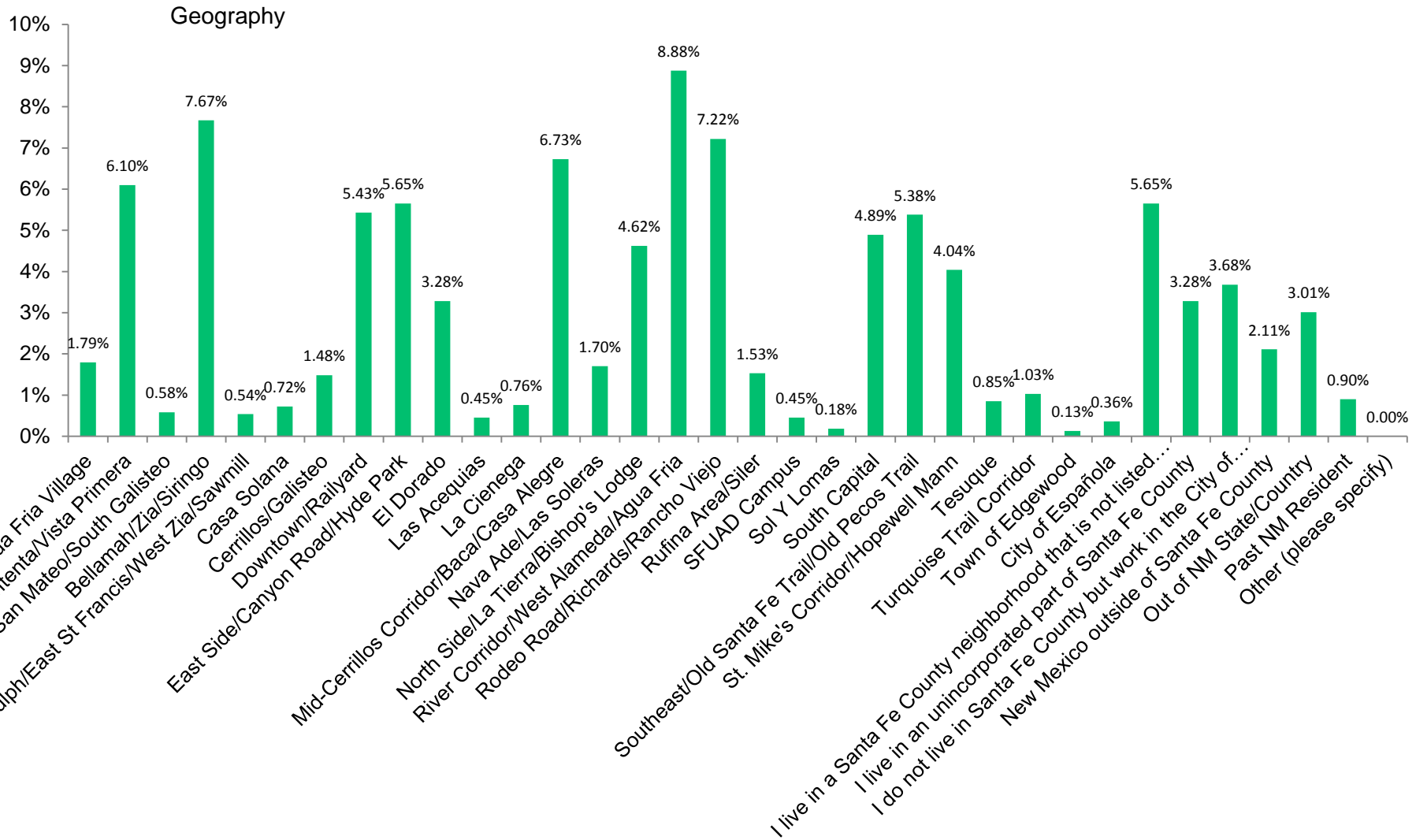
- African American, Black, Afro-Caribbean
- East Asian, Asian American
- Hawaiian/Pacific Islander
- Hispanic, Latino
- Jewish
- Middle Eastern, Arab American
- Multi-racial
- Native American, Alaskan Native
- Non-Hispanic White
- South Asian, Indian American
- Decline to state
- Other (please specify)

## Ethnicity

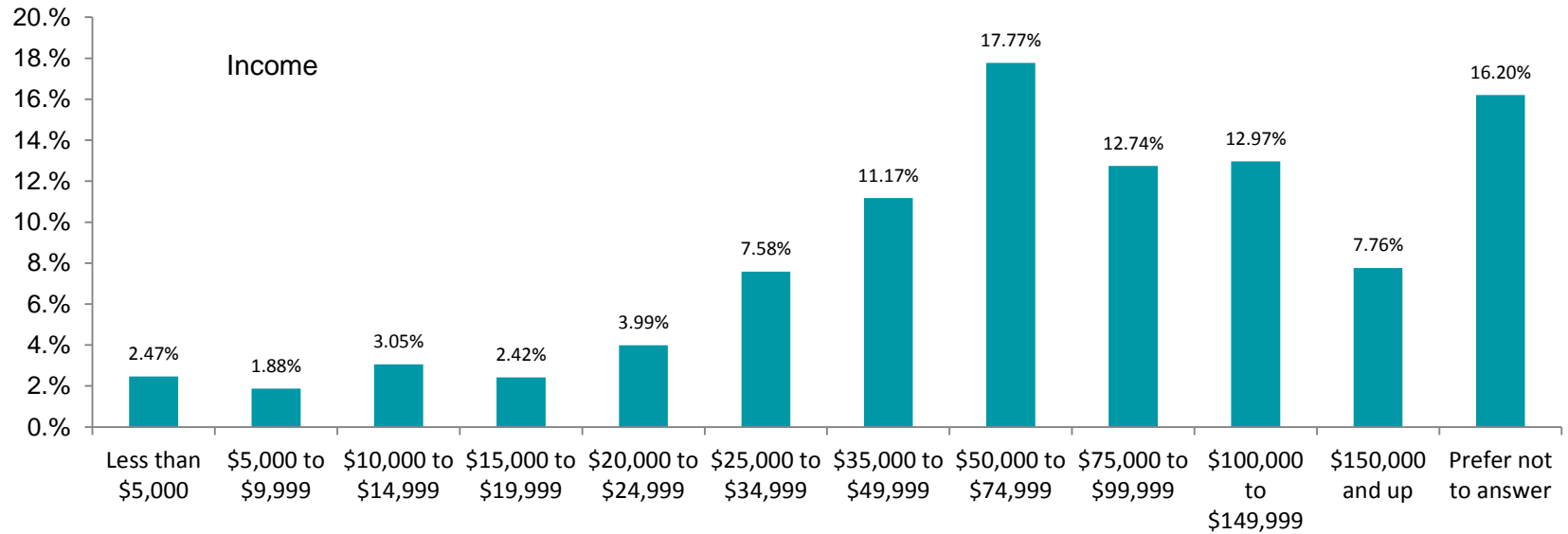




# Collection Phase II: Rating and Ranking Geography of Participants



# Collection Phase II: Rating and Ranking Income Distribution of Participants



## Collection Phase II: Neighborhood Variations

There is very little difference between the local neighborhoods and the community at large.

The immediate neighborhoods next to and residents living on SFUAD tend to Rate a use slightly higher than the norm, perhaps suggesting more overall enthusiasm for improvements to the Property.

Relative to all other participants, the neighbors and SFUAD residents had 9 of the same top 10 in Ranking.

- More strongly favored the Library (Rated 7.3 out of 9) than other residents (6.8).
- Favored local retail more strongly than the norm, but still was neutral on that use for the property.



## Collection Phase II: Age Variations - Under 35 Compared to 55-74

Under 35 slightly favored the following more than the norm

- Higher Education: 4 year college, 2 year college and post-graduate
- Maker Space

Under 35 disfavored moving Gov't Offices and creating Office Space even more than older participants.

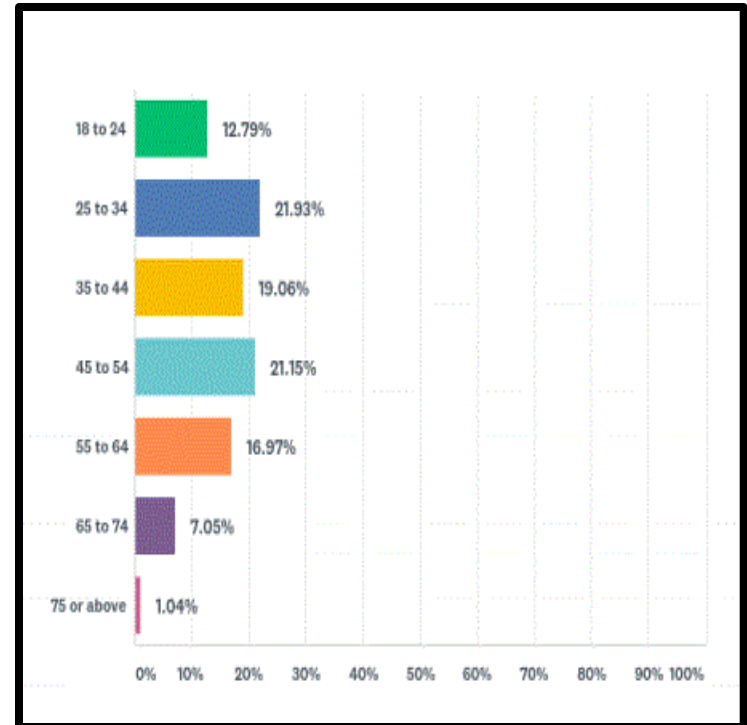
Each age demographic (18-24, 25-35, so on) slightly favors Open Spaces more than the prior age group.



# Collection Phase II: Ethnicity Variations - Hispanic/Latino to All Others

## Hispanic and Latino:

- Strongest group in favor of Higher Education, including ranking Post-Graduate and 2-Year College in the top ten. But, still only slightly higher than all other participants.
- Ranked Workforce Housing 4 levels below the average.
- Significantly lower on Live/Work Housing than rest of respondents.
- Somewhat lower on Co-Working and Community Garden.
- Younger on average than all respondents.



## Collection Phase II: Additional Voting on General Features for the Property

Feature	Strong Support
Make and maintain property clean and in good shape	67%
Promote environmental sustainability, such as adding solar power and/or new water reclamation systems	59%
Make property more beautiful such as nicer entrance, trees and green spaces	47%
More bike and pedestrian friendly	47%
Keep and/or increase public art	43%
Promote social equity such as job training in commercial kitchen, improved public transportation to property, increased access to services from city and/or nonprofits	34%
Increase physical connection to the surrounding areas such as a more visible entrance and easier access to local shopping centers on St Michael's and Cerrillos	33%



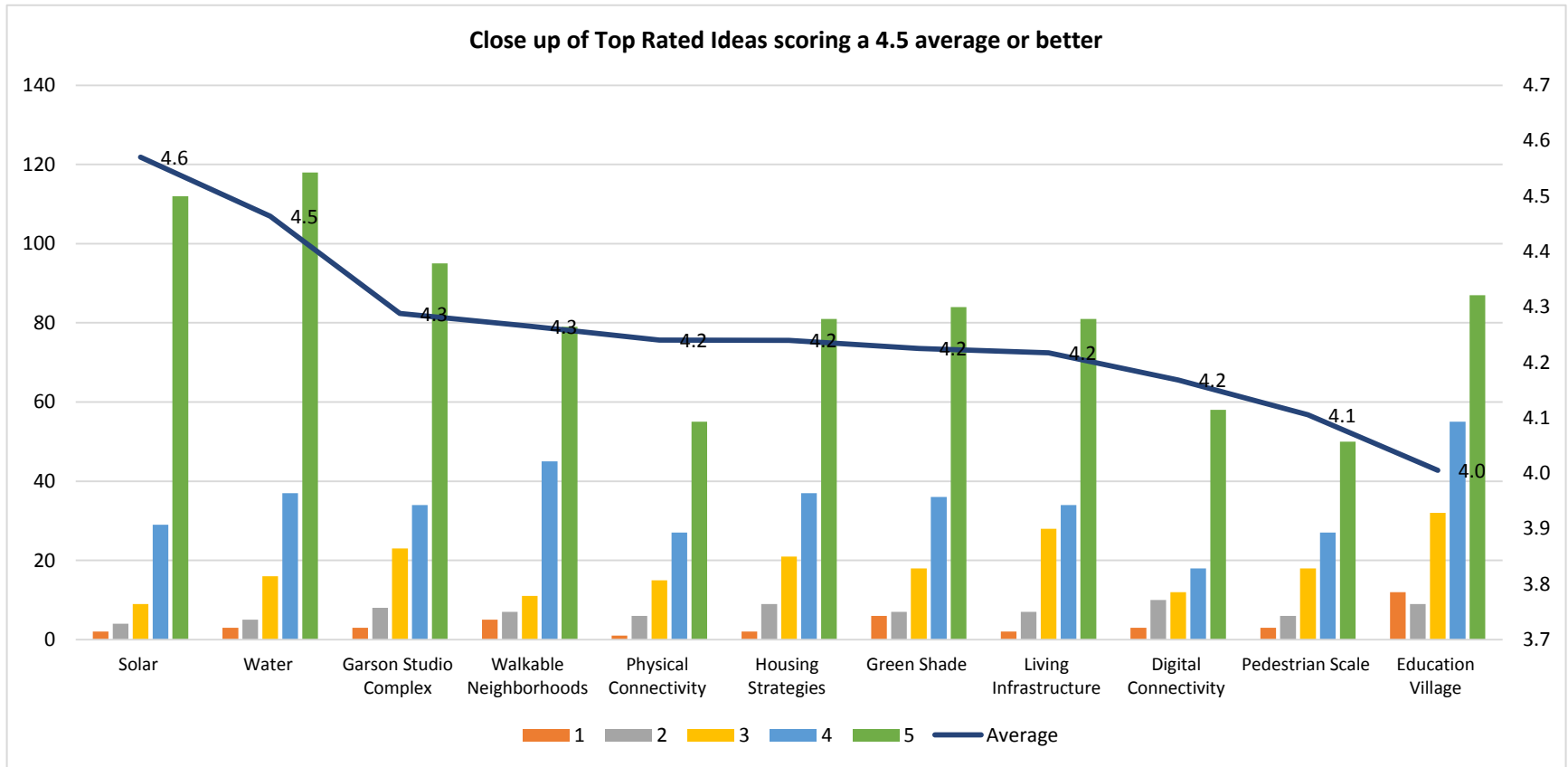
## Collection Phase II: Additional Voting on Education

If the campus includes an educational component, residents prioritized the optimal focus as follows

Educational component	Important or Very Important
Film and Media including movie, TV, video game, and virtual reality production, design, development	83.69%
Art and Design including fine art, performing art, curation, architecture, graphic design, web design	78.51%
Wide range of vocational training and certification such as electrician, carpentry, 3D printing, project management, set design, hospitality, advanced manufacturing	74.61%
Science, technology, math and/or engineering	68.50%
Liberal arts including history, philosophy, literature, geography, psychology	60.76%
Business including entrepreneurship, general management, leadership, project management	59.84%
Healthcare, medicine and/or wellness	58.98%



# Evaluation Phase - Quantitative Results: Top Priorities Graphed

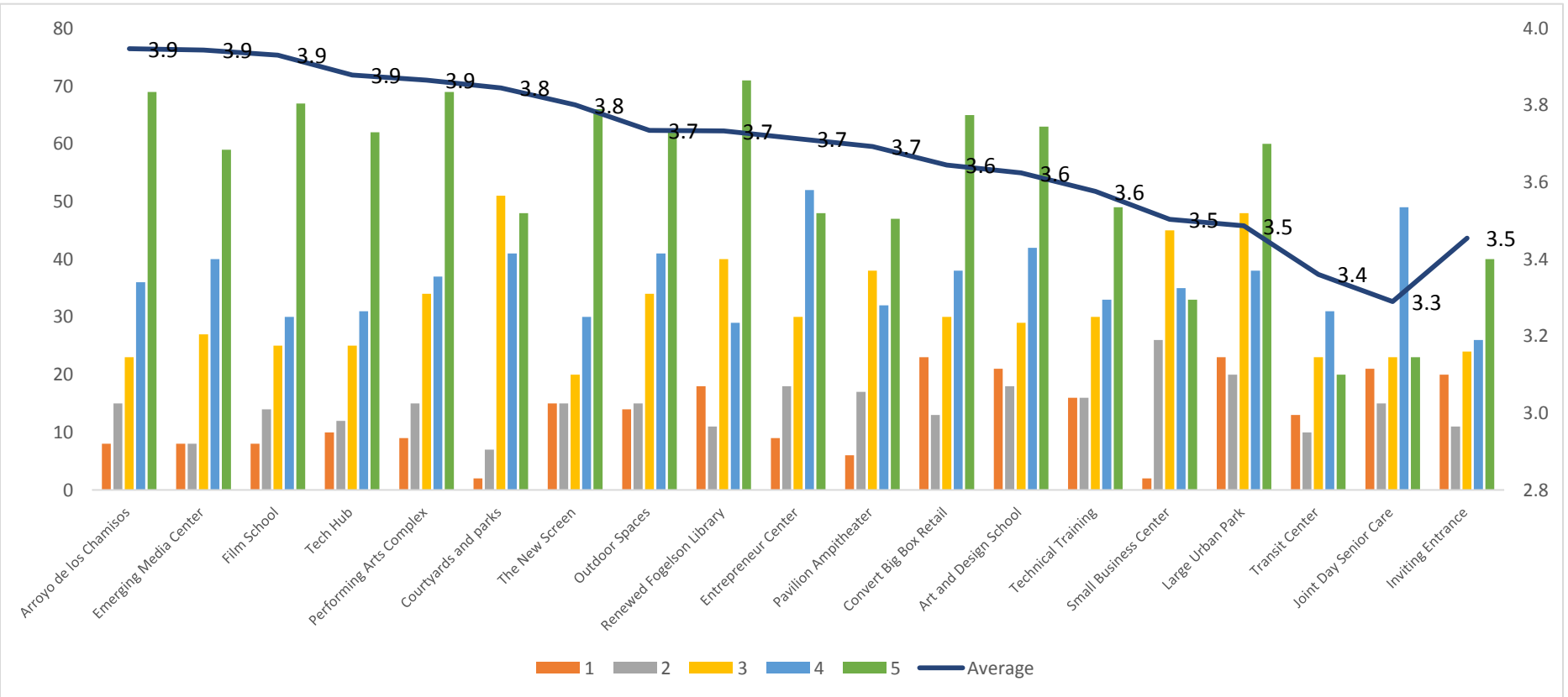


Top Rated Individual Elements – Higher Averages are Better as people were asked to rank on a scale of 1- 5.





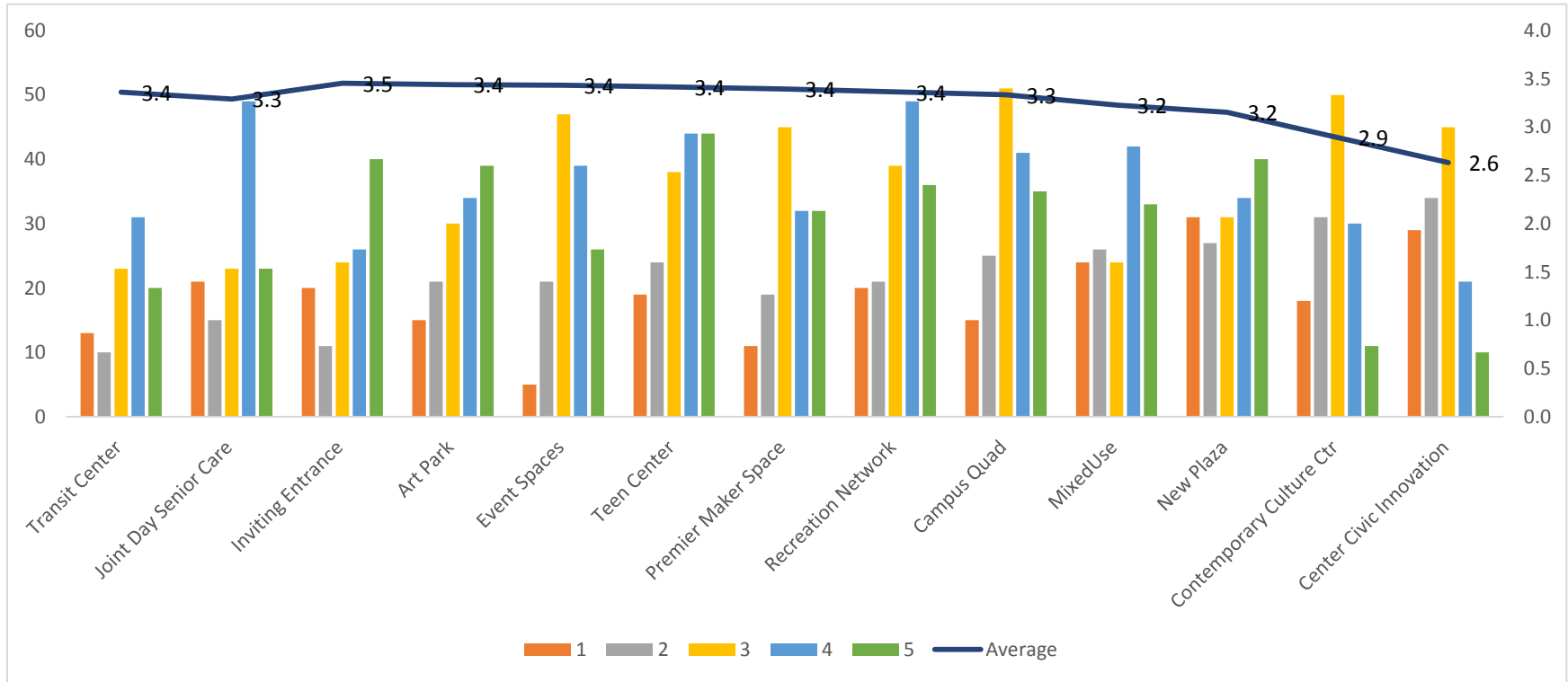
# Evaluation Phase - Quantitative Results: Second Tier Priorities Graphed



While these were not in the top tier of voting, they represent desired uses for the Property or perhaps for expansion into the Midtown LINC.



# Evaluation Phase - Quantitative Results: Lowest Tier Graphed

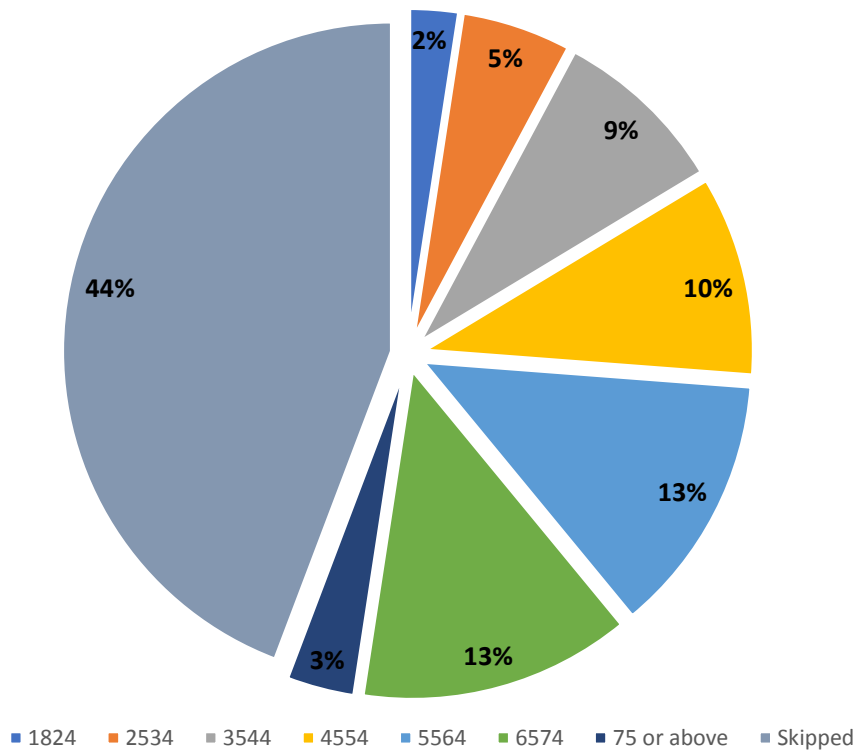


**Lowest Level Individual Elements – Higher Better (1-5) All of the following rated below 3.5. Anything below 3.0 considered to be undesired for the Property. While they may be valued, not at the expense of higher preferences.**

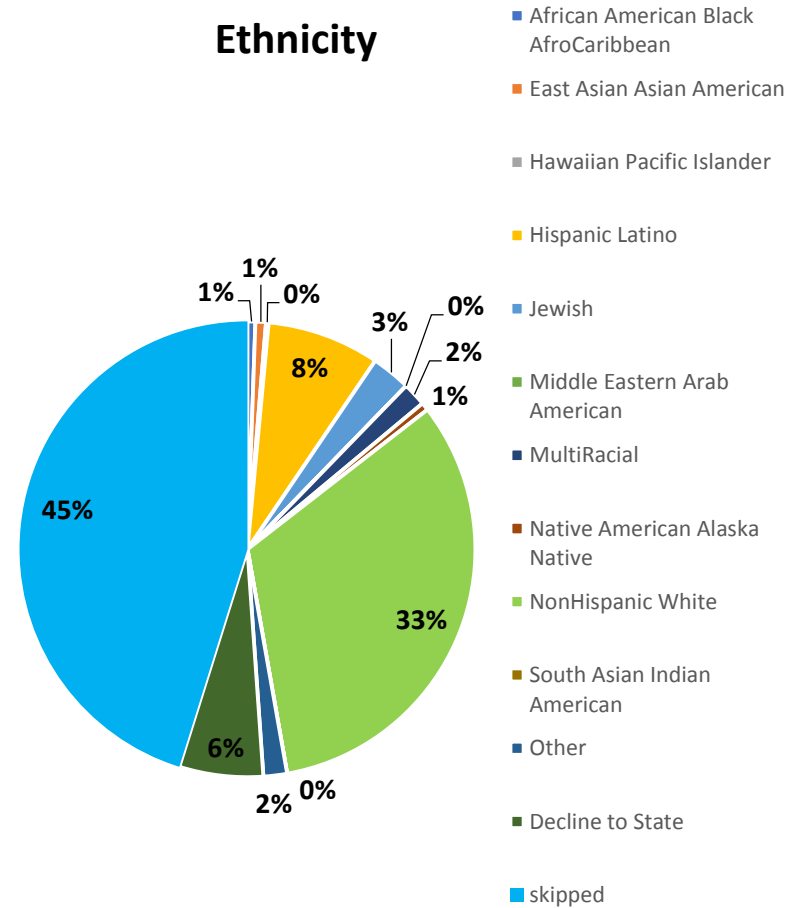


# Evaluation Phase: Quantitative Demographics - Age & Ethnicity

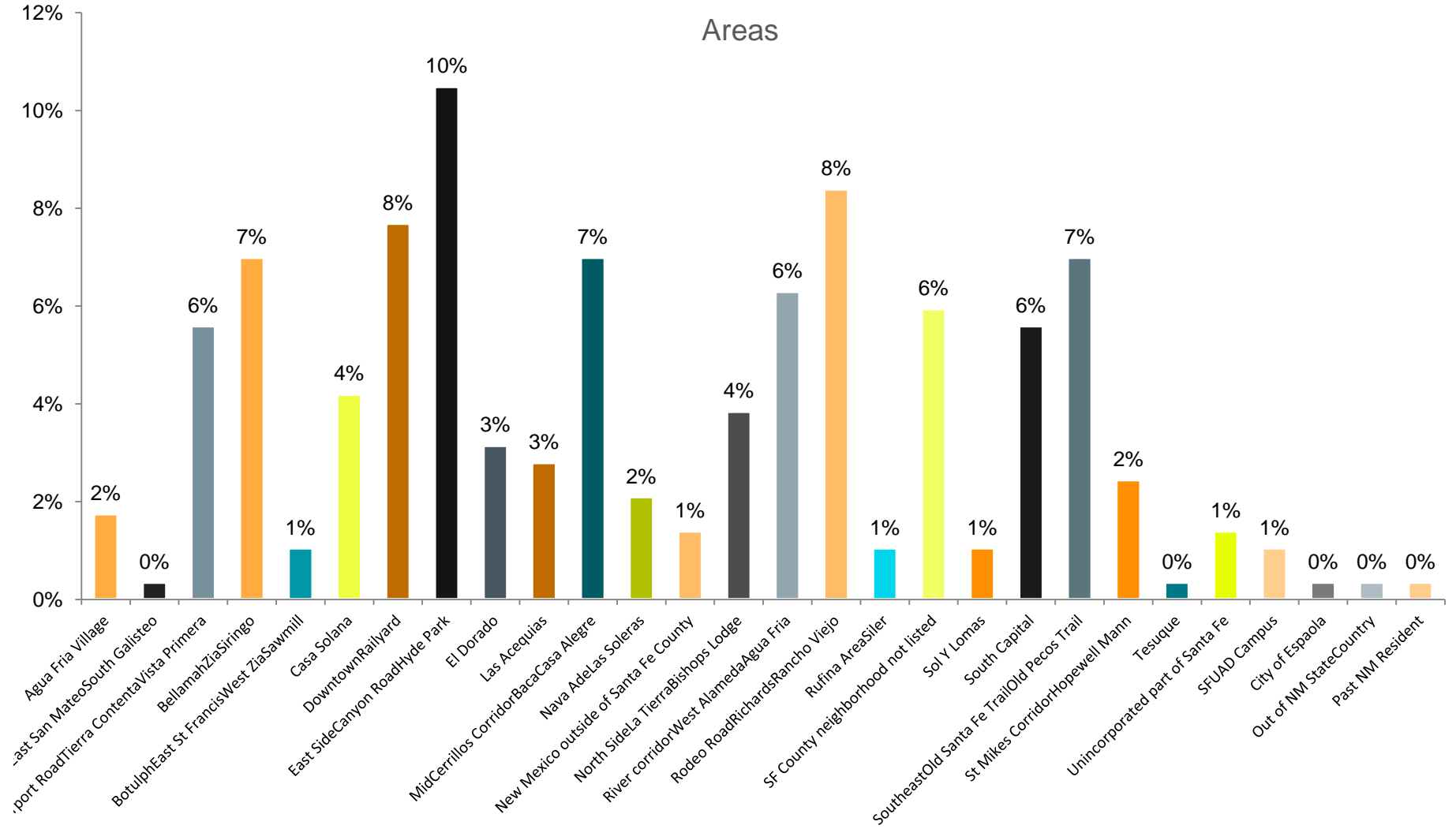
## Age



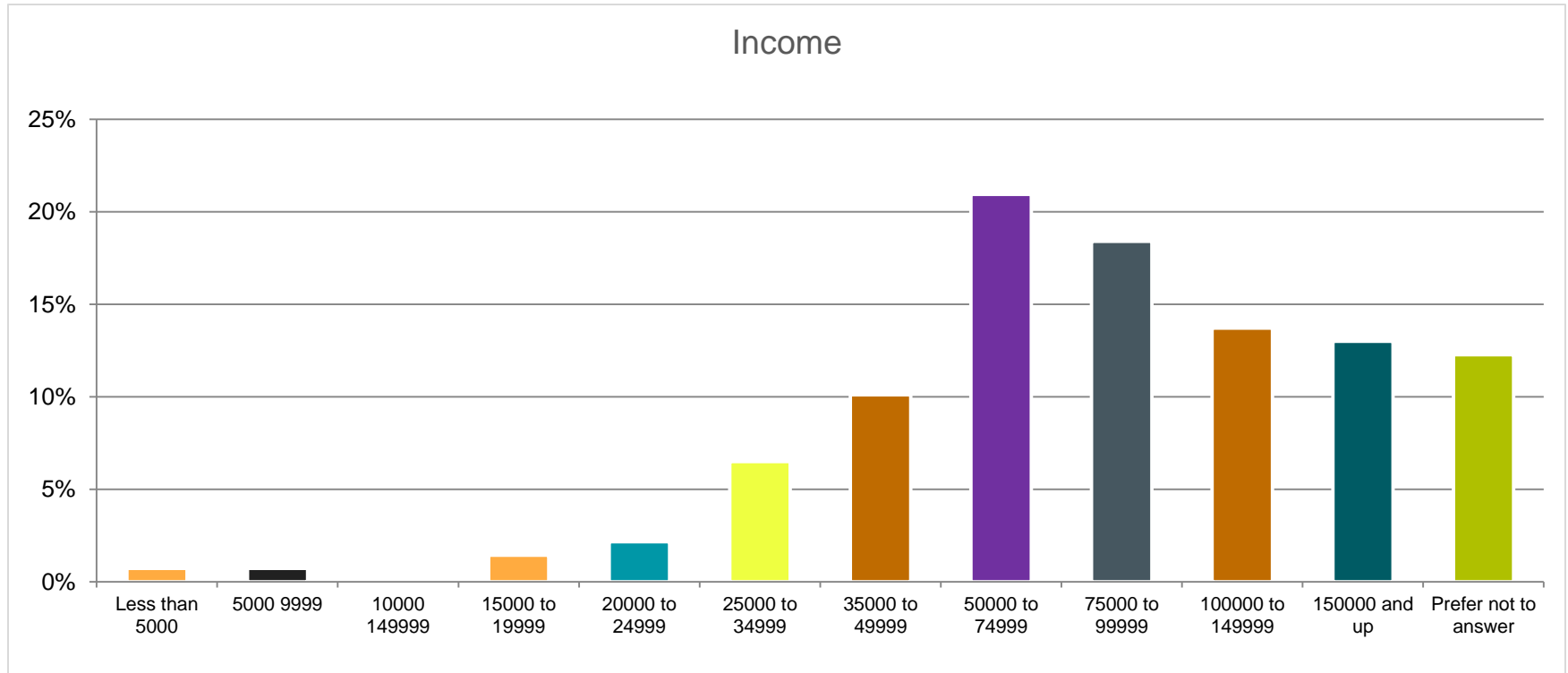
## Ethnicity



# Evaluation Phase: Quantitative Demographics - Geographic Areas

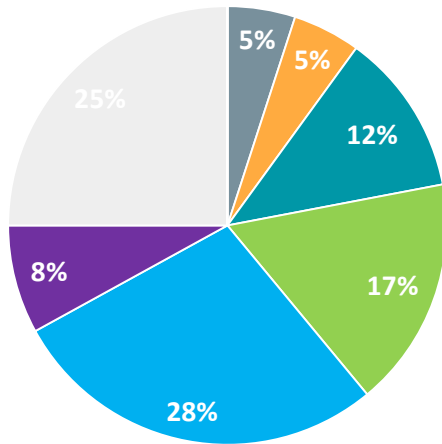


# Evaluation Phase: Quantitative Demographics - Income Distribution



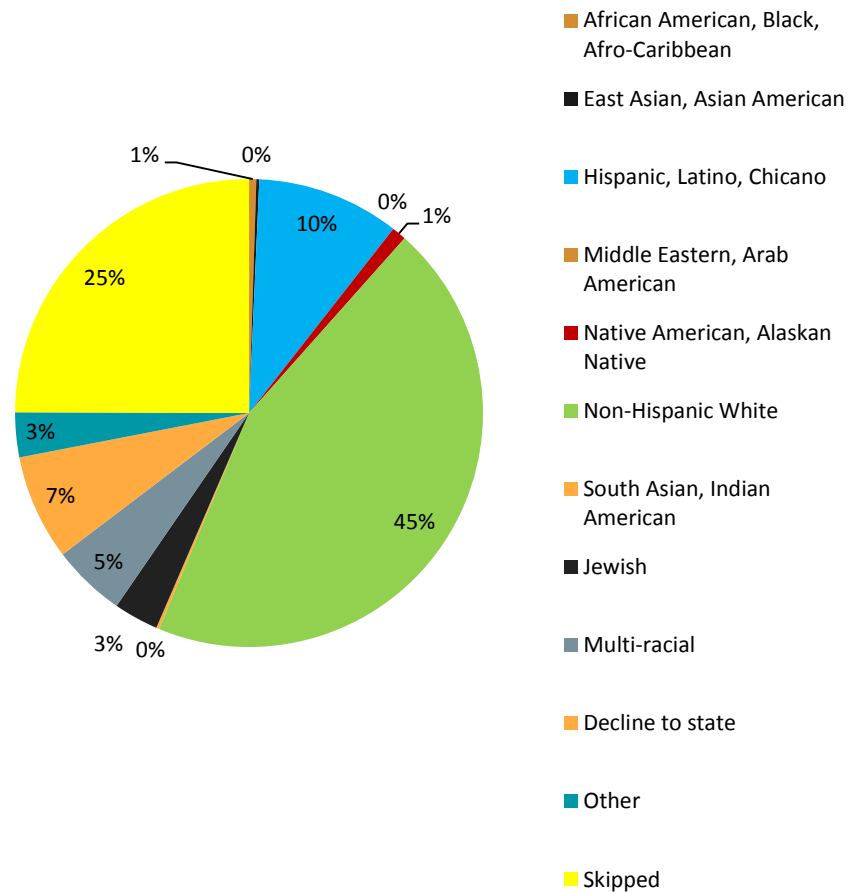
# Evaluation Phase: Quantitative Demographics - Total number of participants 413 but not all choose to include their demographic profile and therefore there is a “skipped” group

Qualitative: age distribution in-person forums



- 25 to 34   ■ 35 to 44   ■ 45 to 54   ■ 55 to 64
- 65 to 74   ■ 75 +   ■ Skipped   ■

Qualitative: Ethnicity of In-person forums



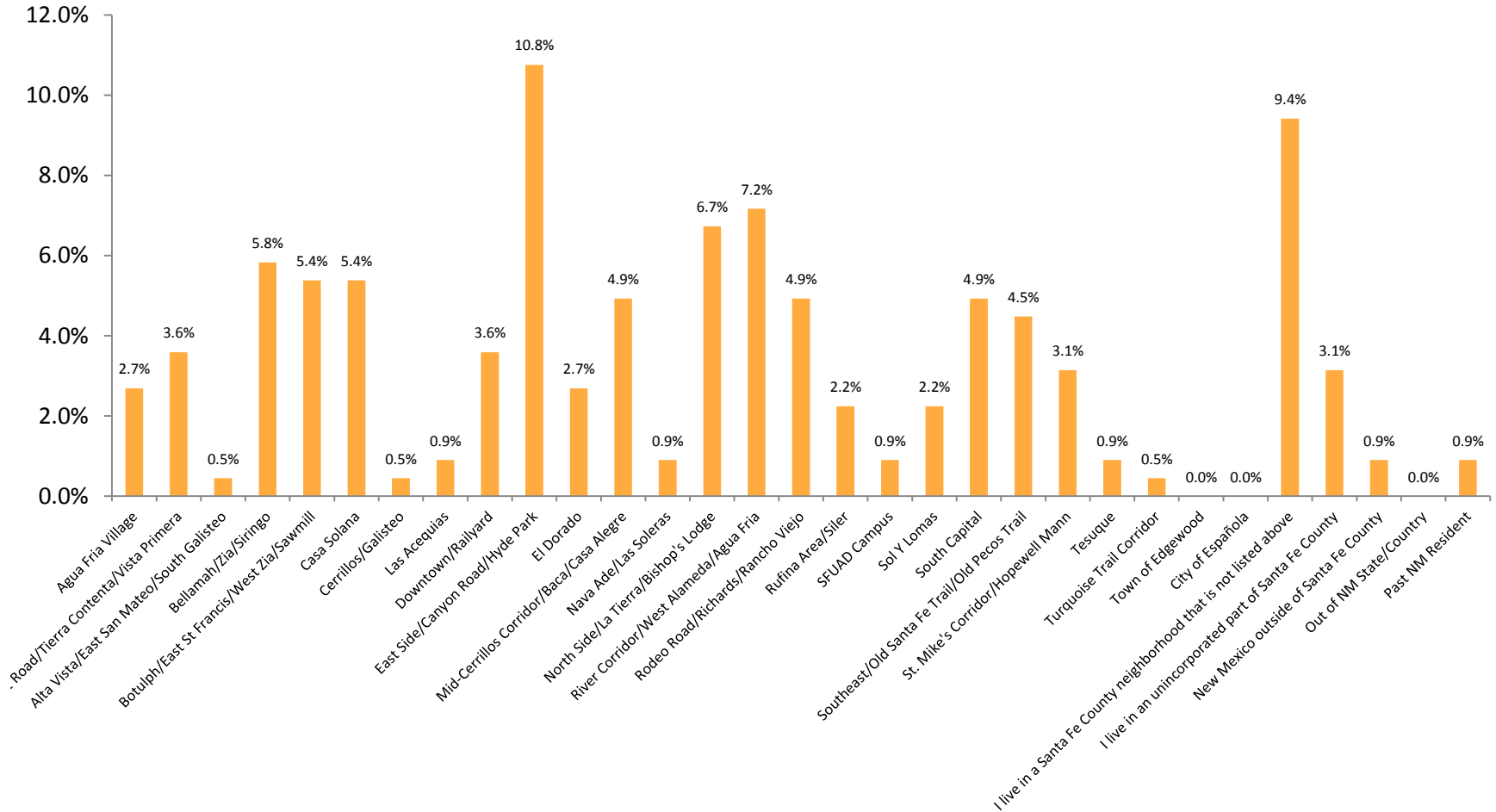
- African American, Black, Afro-Caribbean
- East Asian, Asian American
- Hispanic, Latino, Chicano
- Middle Eastern, Arab American
- Native American, Alaskan Native
- Non-Hispanic White
- South Asian, Indian American
- Jewish
- Multi-racial
- Decline to state
- Other
- Skipped



# Evaluation Phase: Qualitative Demographics

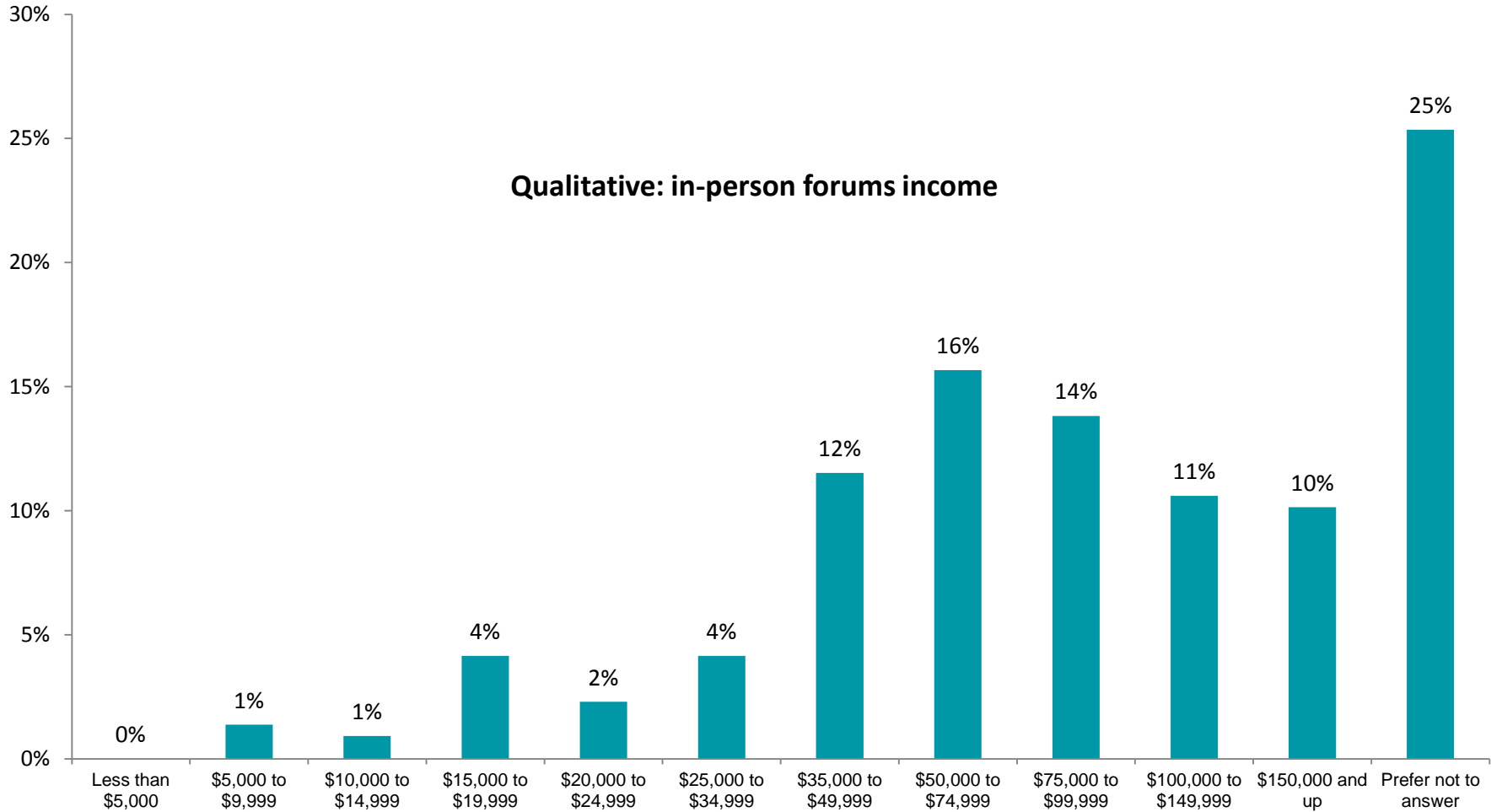
## Geographical location of participants

Qualitative: geographic area of in person forums



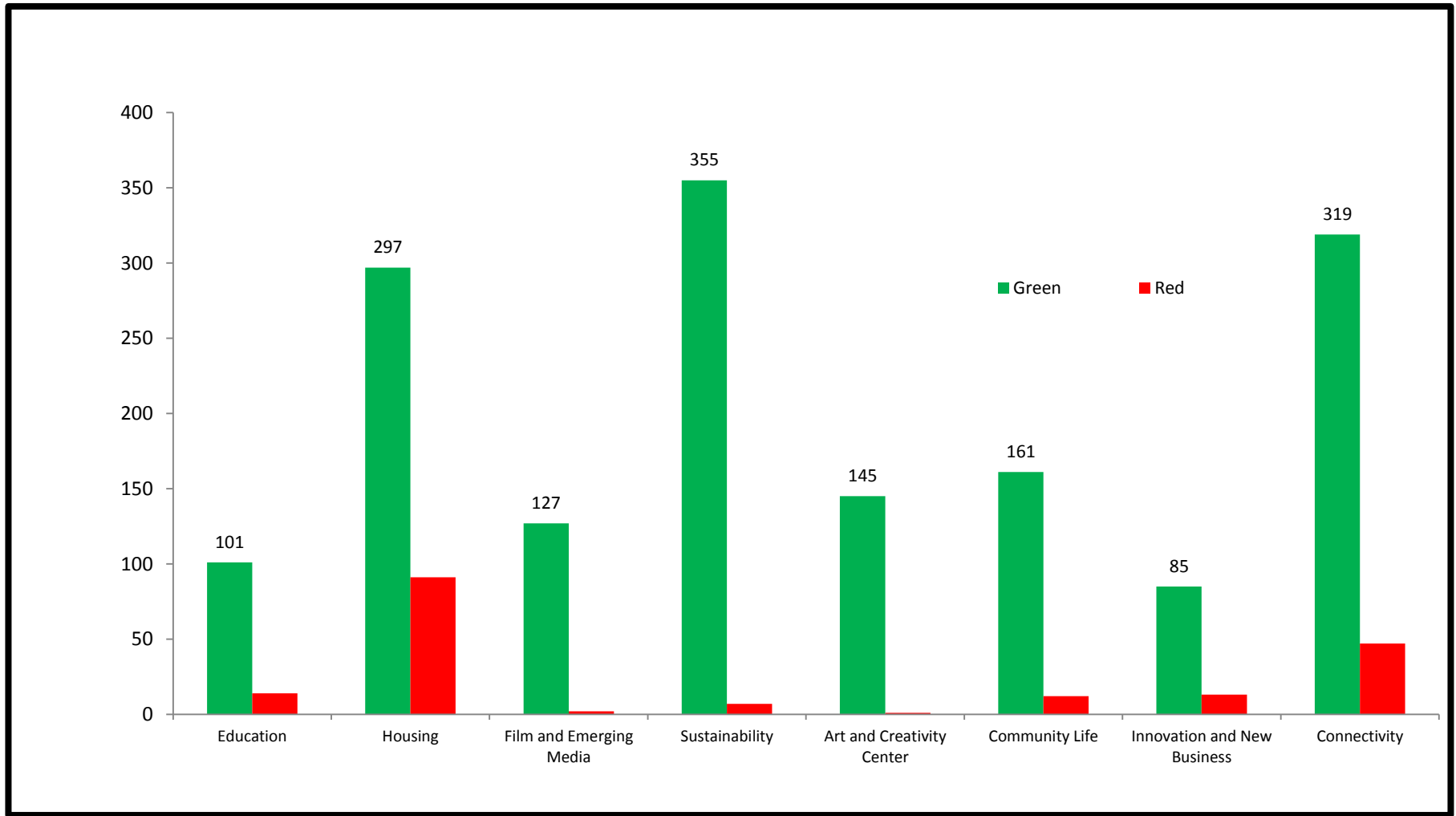
# Evaluation Phase: Qualitative Demographics

## Income distribution of participants





# Evaluation Phase – Qualitative Results: Preferences Graphed



These categories are derived from analyzing and merging similar ideas into larger category. Participants were not explicitly asked to rate a category in-person. Most important preferences are those with the highest number of green dots.



# THANK YOU SANTA FE FOR YOUR PARTICIPATION

