

# Midtown Community Development Plan

City of Santa Fe

**11/21/2022**

MIDTOWN  
SANTA FE



## **The Companion Plan to the Midtown Land Development Plan**

*Prepared For:*

### **City of Santa Fe Planning and Land Use Division**

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## Midtown Community Development Plan

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# Community Development Plan

# Introduction

## Midtown Community Development Plan

The **Midtown Community Development Plan** (“Community Plan”) represents the culmination of several years of planning with the public, city staff, and elected officials to develop policies for the implementation of this Community Plan’s counterpart, the **Midtown Master Plan**. These two companion plans establish the land uses (master plan for land development) and the public policy objectives (community development) for the Midtown Property, also referred to as the Midtown Site (“Midtown Site”), which is comprised of 10 parcels totaling 64.22 acres and improved with 33 buildings totaling approximately 500,000 square feet, located at 1600 St. Michaels Drive, Santa Fe, NM, 87505. Together, the two complimentary plans are called the Midtown Master Plan and Community Development Plan (Midtown Plans).

The Midtown Plans were created pursuant to the Governing Body’s guidance in Resolution 2022-12, the Midtown Moving Forward Resolution:

**A RESOLUTION ADOPTING NEXT STEPS FOR THE REUSE AND REDEVELOPMENT OF THE MIDTOWN PROPERTY INCLUDING APPLYING FOR LAND USE REZONING, GENERAL PLAN AMENDMENT, AND A MASTER PLAN; ADOPTING A COMMUNITY DEVELOPMENT PLAN; ISSUING CERTAIN REQUESTS FOR PROPOSALS; CONDUCTING CERTAIN STUDIES AND ASSESSMENTS; AND SEEKING THE ACQUISITION OF LAND LOCATED WITHIN OR ADJACENT TO THE MIDTOWN SITE.**

## Midtown Site Background

The Midtown Site has been used since the mid-1900s for public-related purposes, including a military hospital during World War II. After the war, the Christian Brothers acquired the previous hospital campus facilities to establish a college campus — St. Michael’s College, later the College of Santa Fe — which operated until 2009. The City, with a commitment to preserving the Site’s purpose as an educational institution, purchased the Site and leased it to a private, for-profit university called the Santa Fe University of Art and Design. The university ceased operations and full control of the Site reverted to the City on July 1, 2018.

## Guiding Principles Moving Forward

Recognizing the importance of the Midtown Site’s location in the geographic center of Santa Fe, the City immediately began developing plans for the Site with a shared goal that is memorialized in Resolution 2018-54, the Midtown Planning Guidelines:

### Goal

*Utilizing these guidelines, City Staff will continue to take a disciplined, professional approach to develop a phased plan for redevelopment of the Site. We would pursue a space that is beautifully designed; provide residents, especially young people and families, with opportunities to prosper, grow, and continue the tradition of multi-generational families in Santa Fe; encourages creativity*

*in all forms while promoting social equity, environmental sustainability and the special characteristics of Santa Fe's heritage and culture; and becomes a mixed use area that is a vibrant center at the geographic and demographic center of the City, serving to catalyze the redevelopment anticipated by the Midtown LINC.*

The Midtown Planning Guidelines also established four Guiding Principles that served as the foundation for the planning process since 2018:

### **1. Sustainable Development**

*Adopt a “triple bottom line” approach to development that seeks to balance and improve social, environmental and economic impacts and benefits of developing the Site.*

The Midtown Plans are founded on the principles of equitable and sustainable development. To guide the development of the plans, staff applied three elements of sustainability – **Environment, Equity, and Economy**. Based on public feedback regarding the importance of culture, land, and history in Santa Fe, a fourth element was added – **Culture**. This Community Development Plan is organized to describe key public policies that work together to create a sustainable development at Midtown.

Santa Fe's **USGBC LEED Gold City**<sup>1</sup> certification guided land use and master planning decisions in creating the Midtown Plans. The United States Green Building Council (USGBC): LEED Certification for Cities and Communities is an internationally recognized standard for Leadership in Energy and Environmental Design (LEED). The Master Plan focuses on achieving the **LEED Gold City: Compact and Complete Center (CCC)** credit, which is a critical next step in maintaining and updating the LEED Gold City certification. The Midtown Plans were also guided

by various credits within the **LEED Neighborhood Development** rating system.

The Midtown Plans focus on ways to reuse existing buildings as another way to reduce the carbon footprint of redeveloping the site. The Community Development Plan proposes cultural hubs for local community arts and culture and entertainment by connecting a series of public and civic spaces to the General Franklin E. Miles Park and surrounding neighborhoods for community programming, such as concerts, movies, pow wows, and picnic grounds. The development of a new city civic center on adjacent parcels to bring government services to the center of the city is another proposal. The Midtown Plans envision a network of public spaces designed to promote community cohesion and public activities in healthy environments.

The Midtown Plans address opportunities to connect to existing neighborhood serving retail and public resources to promote safe walking, biking, and social interaction in public spaces. For example, there are existing public and educational uses nearby the Midtown Site, including a public park (General Franklin E. Miles Park), a middle school (Milagro Middle School), a high school (Santa Fe High School), an elementary school (Nava Elementary School), and two libraries (Santa Fe Public Library - La Farge Branch and New Mexico State Library), which contribute to the critical public purposes at and around Midtown and further establish this area as a central location where many valuable public resources can be accessed.

### **2. A City Center**

*Develop the Site with a variety of uses that make it inviting and affordable for residents of the city and region to live, work, play and learn. Integrate with and rejuvenate neighboring communities by seeking*

*1. LEED for Cities and Communities helps local leaders create and operate responsible, sustainable, and specific plans for natural systems, energy, water, waste, transportation, and many other factors that contribute to quality of life—changing the way cities and communities are planned, developed, and operated to improve their overall sustainability and quality of life.*

*The LEED framework encompasses social, economic, and environmental performance indicators and strategies with a clear, data-driven means of benchmarking and communicating progress. The City of Santa Fe was certified as a LEED Gold City on May 14, 2020.*

*to retain and strengthen unique characteristics and assets of those neighborhoods, minimize displacement and promote social equity and economic vitality.*

In addition to the public resources listed above, the Midtown Plans build on the strong mix of existing uses, public transit availability, density, and walkability. Creating and connecting to a mix of stores and other businesses that serve the community's daily needs was key to planning for a compact and complete center.

The Midtown Plans also call for the rehabilitation and reuse of certain existing buildings that hold memory for many people in Santa Fe and provide an opportunity for uses focused on community and economic development benefits. The buildings include the Visual Arts Center, Garson Performance Theater, Fogelson Library Complex, St. Michaels Hall, and the expansion of the Garson Studios. The reuse of these buildings is planned in the early phases of Midtown redevelopment to achieve the community and economic development objectives articulated in the Midtown Planning Guidelines and as further stated in this Community Development Plan.

### **3. Catalyze and Utilize Midtown LINC Overlay**

*These guidelines were developed based on research focused on the Site and immediate surrounding properties. However, achieving our community's preferred uses does not all have to occur on the Site. The property is located within the Midtown LINC; therefore, the subsequent phases can consider how the plans for the Site can spur owners of properties in the Midtown LINC corridor to redevelop their properties in ways advance the Principles and Uses described in these guidelines.*

Even though there were a variety of uses within the area of the Midtown Site, during the planning process, people the community, and particularly residents of adjacent neighborhoods, expressed safety concerns as walkers, bicyclists, and motorists. Higher speed, car-oriented streets impede safe connections between neighborhoods, public amenities, schools, nearby shopping corridors, public transit, and multimodal travel.

The Midtown Master Plan describes a strong framework for connecting these public amenities to and from the Midtown Site. The design of safe routes that promoted health and increased connectivity in Midtown was a priority in the master planning process. The public planning process created an opportunity for people to envision the Midtown Site within a larger context that included the entire Midtown LINC Overlay District, surrounding neighborhoods, and commercial corridors **(Midtown District)**.

### **4. Adaptable Infrastructure**

*Develop the physical and digital infrastructure so that it increases accessibility, improves current uses of the property, and supports the initial steps of development which will be part of a future Implementation phase. Additionally, design the infrastructure to remain flexible and responsive to later stages of development and to enable the achievement of any sustainable development goals and plans.*

The City assessed existing infrastructure to determine its capacity to support the site's redevelopment, including reuse of certain existing buildings. The City also ascertained where infrastructure may need to be relocated to create functional development parcels. This assessment lays the foundation for a phased approach to reusing existing infrastructure and enables integration with

green infrastructure by using streets and open spaces. Initial property disposition will focus on reusing buildings to generate community and economic development benefits, and on parcels to be developed with affordable and mixed-income/mixed-use housing. Although planning for necessary infrastructure improvements can happen immediately, building out the public infrastructure, particularly utility transmission and distribution lines, will occur in phases in conjunction with private investment to pay for secondary and tertiary streets and parcel development within individual development parcels.

### Highlights from Community Engagement

As the City of Santa Fe has grown over the last hundred years, the Historic Plaza District is located toward the northern area of the city, where it remains a frequently visited tourist destination. Midtown, in contrast, is located in the present geographic center of the city where many residents, both established and new to Santa Fe, live and work. Low-income communities living in nearby residential areas have expressed deep concern about displacement. These residents have expressed their desire for affordable housing and other neighborhood stabilization measures to be implemented, particularly as new development could trigger unintended consequences for land values and housing affordability.

During community engagement events, people expressed a strong preference for linking the Midtown Site to adjacent public spaces. People envisioned a Midtown Site, within a broader Midtown District, in which public spaces host and support community arts and culture representing the rich history of Santa Fe's people and land. Places, programs, and services in the center of the city should also be available to serve seniors, families with children, and young people. These types of activities are

critically important to stabilizing, nurturing, and retaining the rich heritage of the city and the community.

Housing affordability is directly linked to household income and jobs. Therefore, during the public engagement process, many residents expressed concern about their ability to access new jobs created at Midtown, especially jobs that would offer middle to high wages. Residents also expressed concerns about training and the availability of jobs with career pathways along with the need to retain a skilled workforce, as were questions about how Santa Feans would be able to learn about job opportunities as the film industry at Midtown expands. In addition, the public engagement process recognized arts and culture as a fundamental economic and community development activity. The Midtown Community Development Plan focuses on the expansion and stabilization of the arts and culture, entertainment, film, and multimedia businesses within the Midtown Site.

While these are only some of the top areas of concern expressed by Santa Fe residents, an overarching theme was to ensure that the Midtown Master Plan and the Community Development Plan work together and represent the public's desire for sustainable development at Midtown.

A goal of the Midtown Plans is to establish a framework that will inform future updates to plans for Santa Fe's development, resiliency, stabilization, and preservation.

# Midtown - A Sustainable Development

The **Midtown Plans** are founded on four elements of sustainability – Economy, Equity, Environment, and Culture. As such, the Community Development Plan is organized by the following elements of Sustainability:

- **Environment** – Land Development
- **Equity** – Community Development
- **Economy** – Economic Development
- **Culture** – Land, People, and Memory of Place

Each element of sustainability within this Community Plan describes the following:

- Intent – a statement(s) regarding the overarching and affirmative approach toward achieving sustainability for each element,
- Methods for Implementation – the key plans, policies, or governance mechanisms used to implement the recommendations and requirements,
- Strategies requirements, priorities, and preferences for implementation:
  - Certain strategies are listed as Requirements, Priorities, and Preferences to be implemented in the Solicitations (also called “Request for Proposals” or “RFP”), Direct Negotiations, and/or Disposition Agreements process.



# Environment - Land Development

## **Acknowledge land & water, design for site regeneration & resilience, facilitate community health.**

### **Intent**

- Acknowledge natural systems of land and water; design and implement stewardship practices for site regeneration and resiliency.
- Reduce energy consumption and pollution associated with motor vehicles by encouraging pedestrian, bicycle, and other non-vehicular travel and connections to public transit networks.
- Facilitate positive community health by creating safe pedestrian and bike paths designed for daily physical activity, such as walking and bicycling, throughout the site.
- Reuse existing buildings and cultural arts resources.
- Create a district center with a compact mix of land uses including housing, open space, commercial uses, multi-modal circulation networks, and height and density patterns that refer to and complement the unique character of Santa Fe.
- Incorporate multi-purpose open spaces throughout the site for public programming, green infrastructure, and open spaces that promote community gathering, environmental health, and physical movement.
- Redevelop infill sites that tap into and improve infrastructure within the city to reduce pressures of sprawl on natural undeveloped spaces and resources.
- Adopt infrastructure and green building practices that reduce energy consumption and promote renewable clean energy sources.
- Implement best building practices intended to reduce greenhouse gas impacts, save energy and water, and improve indoor air quality.
- Regenerate natural soils, topography, and other environmental site characteristics.

### **Methods of Implementation**

- Building Rehabilitation and Adaptive Reuse.
- Solicitations and Direct Negotiations for Land, Building, and Infrastructure Development.

2. Safe Routes to School (SRTS), a Federal Department of Transportation program, promotes walking and bicycling to school through infrastructure improvements, enforcement, tools, safety education, and incentives to encourage walking and bicycling to school. Safe Routes to School programs aim to make it safer for students to walk and bike to school and encourage more walking and biking where safety is not a barrier. Community members, public health, planning and transportation professionals, and school communities have roles to play to change norms in how we move around our communities and make it appealing and safe for students to walk, bike or roll to school. Underserved communities traditionally lacking in transportation investments deserve priority as they do not have access to safe, comfortable roads for walking, biking, or rolling. They are also overrepresented in pedestrian and bicyclist injuries. The National Center for Safe Routes to Schools developed resources, provided technical assistance, and conducted marketing and program evaluation for the Federal Safe Routes to School program.

## Strategies

### Green Infrastructure

1. Create open spaces that deliver multiple benefits, including, but not limited to, (i) water management; (ii) programmable open space for active and passive recreation that connect people to nature; (iii) creation of a more resilient Santa Fe by using planted areas and tree canopies to reduce urban heat island effect.

### Street and Block Networks

1. Use existing road networks and facilitate the construction of new streets and safe routes to connect people to/from the Midtown Site.
2. Design new streets and safe routes with a focus toward pedestrian and bicycle safety, health, comfort, and convenience for walking, biking, and other means of mobility.
3. Design street and traffic patterns that accommodate multi-modal forms of transportation and connect to nearby transit systems to create lower-carbon mobility choices.
4. Facilitate new commercial development that includes Preferences for reduced driving and parking demand.

### Open Space and District-Wide Connectivity

1. Connect to adjacent commercial corridors with safe pedestrian and bicycle routes, and access for slow-moving automobile travel.
2. Establish safe pedestrian and bicycle routes to/from existing public resources, i.e., Safe Routes to Schools<sup>2</sup>, including Nava Elementary School, Santa Fe High School, Milagro Middle School, NM Highland University Center, and General Franklin E. Miles Park, as well as adjacent City-owned parcels.

3. Create a central plaza that is connected to street networks and routes for public gathering and programming, including cultural events, with a focus on community arts, entertainment, and education.

### Environmental Design

1. Promote sustainable development by complying with certain USGBC LEED: ND credits in the Midtown Master Plan.
2. Identify the LEED: ND credits that the City will commit to pursuing for implementation. See **Appendix A: LEED Neighborhood Development**; and include these certain LEED: ND credit as Requirements, Priorities, and/or Preferences in Solicitations, Direct Negotiations, and Disposition Agreements to which developers are to adhere. See **Appendix A: LEED Neighborhood Development**.
3. Solicitations for the development of affordable housing shall have a High Priority for projects that use the Enterprise Green Communities program. See **Appendix B: Enterprise Green Communities**.

### Energy and Water Use Reduction

Incorporate LEED: ND: Green Infrastructure and Buildings (GIB) credits that address energy and water performance into Solicitations, Direct Negotiations, and Disposition Agreements for new development. See **Appendix A: LEED Neighborhood Development**.

### Land Uses - Mixed Use District

Issue Solicitations and enter into Direct Negotiations that have Preferences for development projects that include community benefits of the allowed uses under C-2 zoning

specific to Midtown, as outlined in Chapter 6 in the Master Plan.

### **Existing Buildings**

1. Redevelop and adaptively reuse certain buildings with a priority for economic and community development purposes. See **Appendix C: Existing Buildings**.
2. Temporarily use buildings, as may be needed. See **Appendix C: Existing Buildings**.
3. Demolish buildings as part of the City's horizontal development process and based on one or more of the following criteria. See **Appendix C: Existing Buildings**:
  - a. Structure has little to no reuse potential
  - b. Structure is in extremely poor condition making it financially infeasible to redevelop
  - c. Structure is slated for demolition to clear area for horizontal development, including, but not limited to, the implementation of street networks and main line infrastructure; open space water management system; and parcelization for development.

### **Visitability and Universal Design**

1. Require new development to comply with the LEED: ND credit - Visitability and Universal Design to increase the proportion of areas usable by a wide spectrum of people, regardless of age and ability. See **Appendix A: LEED Neighborhood Development**.

# Equity - Community Development

## Promote, support, and facilitate community health, stability & well-being.

### Intent

- Create an active center of Santa Fe that is an inclusive, safe, friendly, family- and youth-focused place for residents and visitors.
- Ensure the long-term affordability of affordable housing units for low- and moderate-income families and individuals.
- Promote housing tenure that adds to the overall housing choices in Santa Fe, including, ownership, rental, land trust, co-housing, and other tenure models in response to local housing needs.
- Strengthen, incentivize, and increase the capacity of non-profit and community organizations to develop affordable housing that focuses on community stabilization of adjacent neighborhoods.
- Increase the capacity of local non-profit enterprises to lead housing and community development projects and increase an understanding of community housing needs in the planning, design, and operations of residential developments.
- Plan for mitigating the unintended negative consequences of new development and facilitate positive outcomes for existing communities.

### Methods of Implementation

- Solicitations, Direct Negotiations, and Disposition Agreements, or as otherwise provided by law, for Residential and Mixed-Use Development
- Affordable Housing Financing Terms and Development Incentives (fee waivers, etc.)
- Santa Fe Homes Program and Low-Priced Dwelling Units (inclusionary housing requirements)

## Strategies

### Housing Affordability

1. Price a minimum of 30%<sup>3</sup> of the homes developed within the Midtown Master Plan area as affordable for low- and moderate-income households, protected by deed restrictions or covenants for a fixed affordability period of not less than 30 years<sup>4</sup>.
2. Determine housing affordability levels using Area Median Income (AMI) data updated annually by the U.S. Department of Housing and Urban Development (HUD).
  - a. Apply standard practices to establish if housing costs are affordable based on household income and size, and in relation to the median income within the household's geographic area. Determine housing affordability by calculating if a household is paying 30% or less of its income on housing costs. Otherwise, a household paying more than 30% of its income on housing costs has a housing cost burden.
3. Dedicate four sites as 100 percent affordable homes, using such tools as low-income housing tax credits, construction and operating subsidies, and other incentives, with long-term affordability controls through financing terms, land trusts, or other deed restrictions.
4. Focus homes developed on the 100% affordable housing parcels to housing affordability for households earning below 65% of AMI for rental homes and 80% to 100% for homeownership.

3. Estimated maximum Midtown Homes: 1,100 units

4 Dedicated Parcels for 100% Affordable Housing Development:

Townhouse - Rental: 45 units

Townhouse – Ownership: 45 units

Townhouse – Land Trust/ Ownership: 45 units

Multi-Family – Rental: 60 units

TOTAL 100% Development Projects (estimated): 195 units

Market Rate Home Production: 905 units, of which:

135 are priced affordably according to the City's inclusionary housing regulation (approximately 15%-18% of total market rate development)

770 are priced at market rates

#### Summary:

770 Market Rate

135 Inclusionary Housing

195 Affordable Housing on Dedicated Parcels

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**1,100 total units**

**Total Affordable Units = 135 + 195 = 330 units; or approximately 30% of total housing produced.**

4. Using the maximum number of units that could be produced at the Midtown Site, the following calculations are estimates only for purposes of land planning studies.

5. Apply the City's inclusionary zoning regulations (SFCC 1987, Section 26-1, 26-2), specifically the Santa Fe Homes Program (SFCC 1987, Section 26-1) and Low-Priced Dwelling Units (SFCC 1987, Section 26-2). For the inclusionary program to create and preserve mixed-income communities, long-term restrictions are vital for lasting impact.

- a. Include requirements, high priorities, and preferences in Solicitations, Direct Negotiations, and/or Disposition Agreements for mixed-use and residential development, as follows:
  - i. For inclusionary homeownership units, include affordability controls or deed restrictions that impose resale restrictions and never expire.
  - ii. For rental units, long term affordability controls and restrictions, including affordability models, such as shared equity models, land trust structures, or other forms of long-term community control or participation.
- b. The City may impose additional disposition requirements over and above those required by the inclusionary zoning regulations to achieve other community benefits. The developer's fee contributions may be allocated in the Master Plan Area as a High Priority or within the Midtown LINC zoning area as a Preference. A developer's approved alternate means of compliance shall not reduce the thirty-percent (30%) minimum affordable housing requirement of this Community Plan.

6. Require respondents to Solicitations for the development of parcels dedicated for 100% affordable housing to meet the State of NM Affordable Housing Act criteria as "Qualified Grantees", including community land trusts, to maximize long-term affordability terms,

deepen affordability and ensure high-quality property management.

- a. Leverage the value of the land to maximize affordability and to ensure that developers have access to competitive and limited financial resources and subsidies. In other words, the Developer who proposes the deepest affordability, the longest period of affordability, and/or the greatest number of households served, will get the greatest discount on the price of land.
- b. Ensure access to all regular incentives under City code, such as water bank credits, development/permitting fee waivers and reductions, and reduced utility expansion charges.

7. Issue Solicitations for mixed-use and residential development that facilitate the development of various housing types and sizes and demonstrate that they meet the housing needs of Santa Feans based on market studies and community data.

8. Issue Solicitations for the development of affordable housing on certain parcels to address different interests and needs in property, including ownership, rental, land trust, and co-housing.

9. If possible, provide an option for the property to remain price-restricted after any applicable affordability period has expired, as deemed necessary to best serve the public interest.

10. Require Solicitations and Direct Negotiations for residential and mixed-use development to include a preference for leases and sales of units to households that live and/or work in Santa Fe County.

### **Housing Vouchers and Fair Housing**

Rental housing vouchers, or rental assistance programs, increase the opportunity for low-income households to find housing in the private market. Such programs fill the gap between what families can afford to pay and the prevailing rents in the local market. In practice, however, voucher holders find that their housing opportunities can be limited. As such Solicitations, Direct Negotiations, and Disposition Agreements will include text that:

1. Prohibits property owners and property management entities of residential units from discriminating regarding:
  - a. use of vouchers and/or source of income;
  - b. race, color, national origin, religion, sex (including gender identity and sexual orientation), familial status, disability and other protected groups identified in the City's code or charter, in addition to the State of New Mexico's Human Rights Act, NMSA 1978, sec. 28-1-7, or federal fair housing law.

### **Strengthening Local Development Capacity**

1. Facilitate the participation of for-profit Local Business Enterprises (LBE) and non-profit Community-Based Organizations (CBO) with a mission to develop affordable housing for moderate and low-income households, such as a Community Housing Development Organization (CHDO) to participate in Solicitations and Direct Negotiations for residential and mixed-use development. Said participation may include joint ventures or other partnership structures that ensure meaningful participation in development, construction, ownership, and/or management in ways that achieve the City's intent for strengthening LBE, and CBO enterprises in housing and community development.
- 2.

5. The *Beyond Recovery* report is available on the PolicyLink website. PolicyLink is a national research and action institute advancing racial and economic equity.

### **Neighborhood Stabilization**

1. Convene and work with local community organization(s) to develop and support a scope of work for an RFP to create a Neighborhood Stabilization Plan for the surrounding neighborhoods of the Midtown Site that may be vulnerable to displacement.
2. Issue an RFP that includes the following scope of work, at a minimum:
  - a. Evaluating existing, and proposing new, programs, policies, funding, and other tools that can be used to facilitate the positive opportunities of development in the area, and mitigate the negative elements of redevelopment, while actively supporting neighborhood and community stabilization.
  - b. Structuring and facilitating an equitable partnership between a professional planning team and local community organizations to create an inclusive, creative, and welcoming planning processes. These efforts will prioritize communities that have been under-represented in planning and public policy making, including youth and families, Spanish-speaking populations, indigenous and people of color, low-income residents, and people living in surrounding areas of Midtown.
  - c. Structuring and facilitating an iterative and collaborative process with City staff to analyze the

viability, legality, economic impact, and advantages/disadvantages of various policy issues, including:

- i. Establishing a “Development without Displacement Overlay District” in the Hopewell Mann neighborhood and other neighborhoods. This concept was discussed in a written report called, “Beyond Recovery: Policy Recommendations to Prevent Evictions and Promote Housing Security in Santa Fe”, which was developed through a collaboration between PolicyLink, Chainbreaker Collective, and Homes for All<sup>5</sup>.
  - ii. Designating a Metropolitan Redevelopment Area (MRA) for the Hopewell Mann neighborhood.
3. Prohibit the ability to use property for short term rentals via reversionary interest, covenant, or deed restriction within the Midtown Site.



# Economy - Economic Development

## **Create opportunity, stabilize communities, promote community & economic development.**

### **Intent**

- To increase industry and job development that are unique to, exist in, or are burgeoning in Santa Fe, particularly those jobs related to technology, design, film production, entertainment, and community arts and culture.
- Facilitate the development and co-location of related industries in technology, multimedia, and design.
- Establish a clear network of job training and career education opportunities that is accessible to the local workforce.
- Promote job creation and job placement that increases local community economic health and opportunities for wealth-building and economic stability for households with lower incomes.
- Increase access to jobs and job opportunities, along with access to supportive services (early childhood, senior, and after school/summer programs) so that parents and guardians with children can secure jobs.
- Establish a strong and sustainable film production crew workforce in Santa Fe to decrease the reliance on an imported skilled labor force.

### **Methods of Implementation**

- Solicitations, Direct Negotiations, and Disposition Agreements for Commercial and Mixed-Use Development
- Local Economic Development Act
- Metropolitan Redevelopment Act Designation

## Strategies

### Job Creation

1. Focus disposition for commercial development on industries that establish a creative technology, entertainment, arts, and culture center in Santa Fe, including:
  - Film and Multi-media
  - Technology
  - Community Arts & Culture (including food)
  - Entertainment
  - Entrepreneurialism
  - Locally owned small businesses
2. Require disposition offerors to provide an estimate of existing and new jobs they will create and a projection of jobs available for residents, as part of the criteria and evaluation process.
3. Facilitate the development and placement of small and local businesses on the Midtown Site.

### Job Training & Career Education

1. Issue an RFP for the film studio and lot expansion that includes a Preference for job training and career education program in pre-production, production, and post-production.
2. Prefer disposition offers for large scale commercial development that include job training and career development of the local workforce.

### Job Access

1. Incorporate a clause in all agreements with commercial enterprises at Midtown that includes a Requirement for them to post job opportunities in a City designated location.
2. Utilize one or more Solicitation or Direct Negotiation for ground level commercial uses with services that

facilitate the ability for the local workforce to secure jobs, including early childhood, senior, and after school/summer programs, with a focus on access to services for low- and moderate- income households.

### Economic Development

1. Facilitate the use of redevelopment initiatives for the implementation of the Midtown Plans, including the federal Opportunity Zone Program, state Metropolitan Redevelopment Act, Local Economic Development Act (LEDA), and other applicable programs.
2. Advance legislation to create a Metropolitan Redevelopment Area (MRA) that includes the Midtown LINC Overlay District and areas within the Opportunity Zone. See the **Equity: Neighborhood Stabilization** element regarding an analysis of a potential MRA within the Opportunity Zone.
3. Prioritize resources from the Office of Economic Development to facilitate business location and development in the Midtown District.

### Entrepreneurialism

1. Utilize one or more Solicitations or Direct Negotiations that support the availability of maker spaces, community workspace, job skills and business development training centers, and other resources to promote local business in Midtown.
2. Investigate the opportunity to work closely with the UNM Anderson School of Management to establish an entrepreneurial, social benefit and innovation center at the Fogelson Library.
3. Implement the LEED: ND: Local Food Production credit as an allowable use in certain open public spaces and as a Preference in private development parcels to promote the environmental and economic benefits of community-based food production and improve

nutrition through better access to fresh produce. See  
**Appendix A: LEED – Neighborhood Development.**

### **Live & Work**

Issue at least one Solicitation for the development of Live/Work units. Live work units allow people to work from home or create new businesses in small commercial spaces. Live/work units often benefit low and moderate-income households by offsetting rental expenses with business income or reducing childcare costs while working from home.

### **Community Resources**

Establish Preferences in certain dispositions for development that create community resources in mixed-use and commercial buildings. These community resources will focus on providing affordable programs so that people can more easily access job opportunities, without which oftentimes make it difficult to balance household and employment needs. Some priority programs include the following: early childhood education center; senior center; health center; after school center; and shared learning labs/work spaces.

# Culture - Land, People and Memory of Place

**Promote arts & culture, facilitate community planning, support district programming, acknowledge land & people.**

## Intent

- Program, manage, and activate public spaces and community uses that facilitate human interaction, empathy and trust, and enable individuals to feel valued and empowered to make positive change and enhance community health.
- Program, manage, and activate public spaces and community uses that engage people of all ages and abilities across a wide range of interests, skills, and cultures.
- Facilitate the memory of place and promote the previous uses that resonate with local Santa Fe communities.
- Stabilize and prevent the displacement of local community arts and culture organizations important to the past, present, and future of Santa Fe.
- Include community participation in planning, programming, and stewardship of the Midtown Site, including fiduciary and financial oversight.
- Create and program Midtown on the principles of community arts and culture placemaking that acknowledges and builds on the land's historic uses.

## Methods of Implementation

- Solicitations and Direct Negotiations for Arts and Culture Commercial Development; Community Programming and Planning
- Metropolitan Redevelopment Act
- Art in Public Places

## Strategies

### Arts, Technology & Innovation

Issue an RFP for the reuse of the existing Visual Arts Center as an innovation hub for the arts, design, and technology. The RFP will prioritize proposals and operating budgets that will not require operating subsidies from the City.

### Arts & Culture Placemaking and Placekeeping

1. Relocate existing outdoor sculptures on the Midtown Site in open spaces throughout the Site as may be necessary to accommodate streets, infrastructure, and development parcels.
2. Include a criteria in Solicitations for commercial development to include public art with local artists.
3. Include a criteria for film and multimedia proposals that reuse the existing movie theater in the Garson Studio complex, formerly known as “The Screen”, with community programming.

### Public Space – Programming and Uses

1. Issue an RFP to identify and procure services to convene communities in planning and programming for the Midtown Site in collaboration with the City. (Note: the City may identify the services through a combined RFP with the Solicitation for the reuse of the Visual Arts Center). Public Space programming shall promote local community arts and culture using a variety of mediums that attract a wide audience, including families and youth, Spanish-speaking and indigenous people, and low-income households.
2. Program open space, including green infrastructure, for passive and active uses that promote community health.

3. Provide and allow open spaces for healthy food production and community gardens with Midtown residents.

### Preserve and Enhance Memory of Place

1. As described in prior strategies, the City will redevelop and adaptively reusing certain existing buildings that hold history and memory for many people, as follows:
  - Visual Arts Center – a future arts, culture, design, and technology hub.
  - Fogelson Library Complex – a state of the art public library and creative center.
  - Greer Garson Performing Arts Center – a thriving performing art venue modeled on public theaters to attract a wide spectrum of audiences and performers.
  - Garson Studio and Lot – expansion of film and multimedia production, including pre- and post-production, with a preference for projects that integrate a film school, and the reuse of the existing movie theater for some public programs or festivals.

### Governance and Planning

1. Pursue legislation designating the Midtown Site and surrounding non-residential areas of the Midtown LINC and Opportunity Zone as a Midtown Redevelopment Area (MRA).
2. Pursue legislation updating the City’s code to establish an entrepreneurial Metropolitan Redevelopment Authority (Redevelopment Authority) consistent with Midtown Site development objectives.
3. If an MRA is established, appoint an MRA Commission (MRA Commission) with oversight responsibilities regarding the fiduciary and financial management and development of publicly owned real estate assets, to the extent permitted by law. If established, the MRA Commission shall include expertise in public/private

partnership real estate development, community, and economic development relevant to the MRA, and city planning and policy making in fields such as sustainability, equity, arts and culture, and historic preservation.

4. If the MRA is established, to the greatest extent possible, seek appointees to the MRA Commission who are (a) low-income; (b) residents of a low-income neighborhood; (c) representatives of a low-income community; and/or (d) demographically represent communities residing within or adjacent to the MRA.

#### **Community Outreach and Involvement**

1. Disposition Agreement terms for development shall include a Requirement for compliance with the LEED: ND credit: Community Outreach and Involvement to be responsiveness to community needs, to the greatest extent possible, by involving the people who live or work in the community in project design and planning and in decisions about how the project programming might be improved or changed over time. See **Appendix A: LEED: Neighborhood Development.**



# Disposition of City Property and Development of Land at Midtown

## 1. How land will be disposed and developed at Midtown.

Disposition of land at Midtown may be through a sale, lease, exchange, or donation using competitive Solicitations (Solicitations, also called Request for Proposals or RFPs) or Direct Negotiation (Direct Negotiations) processes, whichever benefits the City and the development of the project. These disposition processes shall be initiated by the City through the MRA or Economic Development Division. Solicitations and Direct Negotiations will include the project description, the public vision and goals for the project, strategies listed in this Community Development Plan (as may be applicable to the proposed project), a scope of work to which the respondent must acknowledge and describe their approach for undertaking the scope of work; as well as an economic and financial analysis for developing and operating the completed project.

Selected offerors must demonstrate excellence in the following areas:

- Experience on similar projects
- Capacity to undertake the scope of work
- Qualifications of project team members
- Economic analysis and financial approach and ability to secure financing

## 2. How the City will ensure the objectives of the plans when it sells or leases land.

The City will evaluate the disposition proposal to determine which disposition transaction is advantageous to the City and the development of the project. Land use, development performance, and other terms will be included in, and pursuant to, Disposition Agreements (Disposition Agreements).

The City may use Deed Restrictions, Covenants, Conditions and Restrictions (CCRs), and/or Development Agreements, accompanied with Plan Restrictions, to restrict and require certain land uses and accomplish other policy objectives if disposing of the parcel through a sale, exchange, or donation.

If disposing of a land parcel through a ground lease, the City will use lease terms to restrict and require certain land uses and achieve policy objectives through the ground leases while ensuring the developer can secure the necessary financing for the proposed development.



# Phased Development Timeline

## **Phase 1 Renovation:**

- Fogelson Library Complex- As an asset that will be retained by the City, the renovation process will begin with a building assessment to evaluate the reuses and renovation of the building, along with partners who can help achieve the Modern Public Library vision. Renovations will most likely be phased as financing is available and secured.

## **Phase 1A Disposition of the following projects via RFP:**

- Visual Arts Center
- Performing Arts Center
- Film, TV, and Multi-Media Production Lot

## **Phase 1B Disposition of the following projects via RFP:**

- Affordable Housing – Multi-Family / Rental
- Midtown Parcels Adjacent to Privately-Owned Parcels

## **Phase 1C Disposition of the following projects via RFP:**

- Multi-Family Residential Mixed-Use
- Affordable Housing: Land Trust / Home Ownership
- St Michaels Hall

## **Phase 1D Disposition of the following projects via RFP:**

- Mixed-Use Plaza Parcels
- Residential – Condominium/ Rental
- Affordable Housing – Townhouse / Rental

## **Phase 2A Disposition of the following projects via RFP:**

- Commercial and Mixed-Use Parcels (potential large-scale/ multi-parcel dispositions)
- Affordable Housing – Townhouse / Ownership
- Residential – Condominium/ Ownership

## **Phase 2B Disposition of the following projects via RFP:**

- Commercial and Mixed-Use Parcels (potential large-scale/ multi-parcel dispositions)
- Live/Work Units

### **Building Renovations and Parcel Dispositions at Midtown**

The timing for the release of dispositions depends on various factors, such as, the availability of financing to develop the proposed projects, and the ability of the City to secure financing for the construction of infrastructure to support parcel development. Early disposition and development phases will tap into existing main lines to commence redevelopment at Midtown.

### **Site Preparation / Demolition:**

The Midtown Site requires parcel subdivisions to create the lots necessary for development. The Midtown Master Plan provides the framework for block, parcel, and street patterns to create a cohesive mixed-use district. To create the Midtown Master Plan infrastructure and development framework, certain buildings should be rehabilitated and adaptively reused, and others are appropriate for temporary use and demolition. The buildings were evaluated, and the buildings that do not have an identified long-term reuse or are in very poor condition shall be demolished, to ensure safety and security at the Midtown Site.

Public engagement informed the list of Midtown Existing Buildings for adaptive reuse were identified during the public engagement process these are slated for disposition and adaptive reuse in early Phases of redevelopment at Midtown, as listed above. See

**Appendix C: Midtown Existing Buildings.**

# Appendix A

## United States Green Building Council (USGBC) Leadership in Environmental and Energy Design: Neighborhood Development (LEED: ND)

### USGBC LEED: Neighborhood Development

Developed by the U.S. Green Building Council, LEED is a framework for identifying, implementing, and measuring green building and neighborhood design, construction, operations, and maintenance. LEED is a voluntary, market-driven, consensus-based tool that serves as a guideline and assessment mechanism. LEED rating systems address commercial, institutional, and residential buildings and neighborhood developments.

LEED seeks to optimize the use of natural resources, promote regenerative and restorative strategies, maximize the positive and minimize the negative environmental and human health consequences of the construction industry, and provide high-quality indoor environments for building occupants. LEED emphasizes integrative design, integration of existing technology, and state-of-the-art strategies to advance expertise in green building and transform professional practice. The technical basis for LEED strikes a balance between requiring today's best practices and encouraging leadership strategies. LEED sets a challenging yet achievable set of benchmarks that define green building for interior spaces, entire structures, and whole neighborhoods.

LEED for Neighborhood Development (LEED ND) was engineered to inspire and help create better more sustainable, well-connected neighborhoods. It looks beyond the scale of buildings to consider entire communities. USGBC.

### Midtown Plans

The Midtown Master Plan was guided by the USGBC LEED: ND (version 4) program<sup>6</sup>, particularly under the following categories: **Site Location and Linkage and Neighborhood Pattern and Design**. In addition, the **Green Infrastructure and Buildings** category was used when planning the infrastructure, particularly the green infrastructure, streets, and open space networks.

This Midtown Community Development Plan provides additional environmental and energy design guidance as development occurs at the Midtown Site. Disposition Agreements for new development will include Requirements to be implemented, as well as Preferences and High Priorities with associated points. Maximum points may be earned for projects that qualify for Certified LEED Buildings. Local codes, ordinances, and regulations that are more restrictive or exceed LEED credits parameters shall apply.

*6. Note: LEED certification programs may be updated or revised by the USGBC in the future. The Midtown Plans referred to LEED: ND version 4 July 2, 2018. The most recent version of LEED: ND will be applied as updates or revisions are made by the USGBC.*

## Requirements for New Development

### Neighborhood Pattern and Design

- Visitability and Universal Design
- Community Outreach and Involvement

### Green Infrastructure and Buildings

- Certified Green Building (To achieve the LEED-ND Certified Building prerequisite, the City will issue one or more Green and Healthy Building Innovations RFP to ensure the design, construction, or retrofit of one whole building within the project to be certified through a LEED rating system)

- Construction Activity Pollution Prevention

- Light Pollution Reduction

#### Energy Performance

- Minimum Building Energy Performance

- Renewal Energy Production

#### Water Performance

- GIB: Indoor Water Use Reduction (prerequisite)

- GIB: Indoor Water Use Reduction (credit)

- GIB: Outdoor Water Use Reduction

## High Priorities for New Development

- Certified Buildings

- Commercial Development: LEED or other green building rating program
- Residential Development: Enterprise Green Communities or other green building rating program for homes

- Rainwater Management

- Heat Island Reduction

## Preferences for New Development

### Site Location and Linkage

- Bicycle Facilities

### Neighborhood Pattern and Design

- Transportation Demand Management

- Local Food Production

### Green Infrastructure and Buildings

- Optimize Building Energy Performance

## Midtown Plans

The checklist in this Appendix A identifies the credits that informed the Midtown Plans. In addition certain credits will be listed as Requirements (R), Preferences (P), and High Priorities (HP) in Solicitations, Direct Negotiations, and Disposition Agreements for new development.

Project Name: MIDTOWN PLANS

Yes	R	P
-----	---	---

			Neighborhood Pattern	Total Points Possible	41
Y			Prereq Walkable Streets		Required
Y			Prereq Compact Development		Required
Y			Prereq Connected and Open Community		Required
Y			Credit Walkable Streets	9	
Y			Credit Compact Development	6	
Y			Credit Mixed-Use Neighborhoods	4	
Y			Credit Housing Types and Affordability	7	
Y		P	Credit Reduced Parking Footprint	1	
Y			Credit Connected and Open Community	2	
			Credit Transit Facilities	1	
		P	Credit Transportation Demand Management	2	
Y			Credit Access to Civic & Public Space	1	
Y			Credit Access to Recreation Facilities	1	
Y	R		Credit Visitability and Universal Design	1	
Y	R		Credit Community Outreach and Involvement	2	
Y		P	Credit Local Food Production	1	
			Credit Tree-Lined and Shaded Streetscapes	2	
Y			Credit Neighborhood Schools	1	

			<b>Innovation &amp; Design Process</b>	<b>Total Points Possible</b>	<b>6</b>
			Credit Innovation		5
			Credit LEED® Accredited Professional		1

0	0	0	<b>PROJECT TOTALS (Certification estimates)</b>	<b>110</b>
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Draft — 11/21/2022

# Appendix B

## **Enterprise Green Communities Program**



**M** = MANDATORY  
**#** = OPTIONAL POINTS

## CRITERIA CHECKLIST

This checklist provides an overview of the technical requirements within the Enterprise Green Communities Criteria.

To achieve Enterprise Green Communities Certification, all projects must achieve compliance with the Criteria mandatory measures applicable to that construction type. **New Construction projects must also achieve at least 40 optional points, and Substantial and Moderate Rehab projects must also achieve at least 35 optional points.**

**These projects that also comply with Criterion 5.2b or Criterion 5.4 will be recognized with Enterprise Green Communities Certification Plus.**

### 1. INTEGRATIVE DESIGN

☐ YES ☐ NO ☐ MAYBE

**M**

#### 1.1 Integrative Design: Project Priorities Survey

Complete the Project Priorities Survey, which can be found in the *Appendix*.

☐ YES ☐ NO ☐ MAYBE

**M**

#### 1.2 Integrative Design: Charrettes and Coordination Meetings

Develop an integrative design process that moves the outputs of the Project Priorities Survey into action through a series of collaborative meetings. Prioritize multi-benefit strategies. Assign responsibility within your design and development teams for accountability.

☐ YES ☐ NO ☐ MAYBE

**M**

#### 1.3 Integrative Design: Documentation

Include Enterprise Green Communities Criteria information in your contract documents and construction specifications (Division 1 Section 01 81 13 Sustainable Design Requirements) as necessary for the construction team to understand the requirements and how they will be verified. Ensure, and indicate, that the drawings and specifications have been generated to be compliant and meet the certification goals.

☐ YES ☐ NO ☐ MAYBE

**M**

#### 1.4 Integrative Design: Construction Management

Create, implement, and document your contractor/subcontractor education plan to ensure that all persons working on-site fully understand their role in achieving the project objectives. Include a summary of the Project Priorities Survey (Criterion 1.1), the sustainability goals, and anticipated roles of each party in regards to the performance expected of the project. Attach and reference this training plan to Division 1 Section 01 81 13 Sustainable Design Requirements. Include timeline estimates for performance testing and verification schedules in the overall construction schedule. As relevant, review requirements for Criteria 8.1, 8.2, and 8.3, and begin populating these documents with relevant information from design and construction.

☐ YES ☐ NO ☐ MAYBE

**12 or 15**

#### 1.5 Design for Health and Well-Being: Health Action Plan

Follow Steps 1–6 of the Health Action Plan framework per the full criterion. *[12 points with extra 3 points for Step 7]* This includes: 1) Commit to embedding health into the project lifecycle; 2) Partner with a project health professional; 3) Collect and analyze community health data; 4) Engage with community stakeholders to prioritize health data and strategies; 5) Identify strategies to address those health issues; 6) Create an implementation plan; and 7) Create a monitoring plan.



**M** = MANDATORY  
**#** = OPTIONAL POINTS

<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	10	<b>INTEGRATIVE DESIGN</b> <i>(continued)</i>  <b>1.6 Resilient Communities: Multi-Hazard/Vulnerability Assessment</b> Conduct a four-part assessment (social, physical, functional, strategy) to identify critical risk factors of your property and implement at least two sets of strategies to enable the project to adapt to, and mitigate, climate related or seismic risks. See full criterion for more guidance.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	8	<b>1.7 Resilient Communities: Strengthening Cultural Resilience</b> Integrate community and resident participation in the development processes so that the built environment honors cultural identities, resident voices, and community histories.  <b>Option 1:</b> Complete a Cultural Resilience Assessment  OR <b>Option 2:</b> Convene a Cultural Advisory Group
		SUBTOTAL OPTIONAL POINTS
<b>2. LOCATION + NEIGHBORHOOD FABRIC</b>		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>2.1 Sensitive Site Protection</b> All projects must: <ol style="list-style-type: none"> <li>1. Protect floodplain functions (e.g., storage, habitat, water quality) by limiting new development within the 100-year floodplain of all types of watercourses.</li> <li>2. Conserve and protect aquatic ecosystems, including wetlands and deepwater habitats, that provide critical ecosystem functions for fish, other wildlife, and people.</li> <li>3. Protect ecosystem function by avoiding the development of areas that contain habitat for plant and animal species identified as threatened or endangered.</li> <li>4. Conserve the most productive agricultural soils by protecting prime farmland, unique farmland, and farmland of statewide or local importance.</li> </ol> If your site contains any of these ecologically sensitive features, follow the specific Requirements under that subheading.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>2.2 Connections to Existing Development and Infrastructure</b> <i>(Mandatory for New Construction projects that do not qualify as Rural/Tribal/Small Town)</i> Locate the project on a site with access to existing roads, water, sewers, and other infrastructure and within or contiguous to (having at least 25% of the perimeter bordering) existing development. Connect the project to the existing pedestrian network. For sites over 5 acres, provide connections to the adjacent street network at least every 800 feet. Tie all planned bike paths to existing bike paths.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>2.3 Compact Development</b> <i>(Mandatory for New Construction)</i> At a minimum, build to the residential density (dwelling units/acre) of the census block group where the project is located. In Rural/Tribal/Small Town locations that do not have zoning requirements: Build to a minimum net density of 5 units per acre for single-family houses; 10 units per acre for multifamily buildings, single and two-story; and 15 units per acre for multifamily buildings greater than two-stories.





<div><div><div><div></div><div>YES</div></div><div><div></div><div>NO</div></div><div><div></div><div>MAYBE</div></div></div></div>	5 or 7	<div><div><div>2.4 Compact Development</div><div>Exceed the residential density (dwelling units/acre) of the census block group in which your project is located. Exceed by 2x for <a href="#">[5 points]</a>; exceed by 3x for <a href="#">[7 points]</a>. In Rural/Tribal/Small Towns that do not have zoning requirements, build to a minimum net density of 7.5 units per acre for single-family houses; 12 units per acre for multifamily buildings, single and two-story; and 20 units per acre for multifamily buildings greater than two stories. <a href="#">[5 points]</a></div></div></div>
<div><div><div><div></div><div>YES</div></div><div><div></div><div>NO</div></div><div><div></div><div>MAYBE</div></div></div></div>	M	<div><div><div>2.5 Proximity to Services and Community Resources <i>(Mandatory for New Construction)</i></div><div>Locate the project within a 0.5-mile walk distance of at least four, or a 1-mile walk distance of at least seven, of the listed services. For projects that qualify as Rural/Tribal/Small Town, locate the project within 5 miles of at least four of the listed services.</div></div></div>
<div><div><div><div></div><div>YES</div></div><div><div></div><div>NO</div></div><div><div></div><div>MAYBE</div></div></div></div>	M	<div><div><div>2.6 Preservation of and Access to Open Space for Rural/Tribal/Small Town</div><div><i>(Mandatory for New Construction Rural/Tribal/Small Town)</i></div><div><div><div>Option 1:</div><div>Locate the project within a 0.25-mile walk distance of dedicated public open space that is a minimum of 0.75 acres; at least 80% of which unpaved.</div></div><div>OR</div><div><div><div>Option 2:</div><div>Set aside a minimum of 10% (minimum of 0.25 acres) of the total project acreage as open and accessible to all residents; at least 80% of which unpaved.</div></div></div></div></div></div>
<div><div><div><div></div><div>YES</div></div><div><div></div><div>NO</div></div><div><div></div><div>MAYBE</div></div></div></div>	6 max	<div><div><div>2.7 Preservation of and Access to Open Space</div><div><div><div>Option 1:</div><div>Locate the project within a 0.25-mile walk distance of dedicated open space that is a minimum of 0.75 acres; at least 80% of which unpaved.</div></div><div>OR</div><div><div><div>Option 2:</div><div>Set aside a percentage of permanent open space for use by all residents; at least 80% of which unpaved. 20% <a href="#">[2 points]</a>; 35% <a href="#">[4 points]</a>; 45% + written statement of preservation/conservation policy <a href="#">[6 points]</a>.</div></div></div></div></div></div>
<div><div><div><div></div><div>YES</div></div><div><div></div><div>NO</div></div><div><div></div><div>MAYBE</div></div></div></div>	<div><div><div>M</div><div>2</div><div>2, 6, 8</div><div>6</div></div></div>	<div><div><div>2.8 Access to Transit <i>(Mandatory for New Construction projects that do not qualify as Rural/Tribal/Small Town; Optional for all other project types)</i></div><div><div><div>Mandatory: New Construction, not Rural/Tribal/Small Town</div><div>Locate projects within a 0.5-mile walk distance of transit services (bus, rail and/or ferry), constituting at least 45 or more transit rides per weekday, with some type of weekend service.</div></div><div><div><div>Optional: New Construction, not Rural/Tribal/Small Town</div><div>Locate the project along dedicated bike trails or lanes (Class I, II, or IV) that lead to high-quality transit services (100 trips per day) within 3 miles. <a href="#">[2 points]</a></div></div><div><div><div>Optional: Rehabilitation, not Rural/Tribal/Small Town</div><div>Locate projects within a 0.5-mile walk distance of public transit services (bus, rail and/or ferry), constituting at least 45 or more transit rides per weekday, with some type of weekend service. <a href="#">[6 points]</a> Locate the project along dedicated bike trails or lanes (Class I, II, or IV) that lead to high-quality transit services (100 trips per day) within 3 miles. <a href="#">[2 points]</a></div></div><div><div><div>Optional: New Construction and Rehabilitation, Rural/Tribal/Small Town</div><div>Locate the project within 0.5 mile walk distance of public transit services with at least 45 rides per weekday and some weekend service. OR, Install at least two charging stations for electric vehicles. OR, Locate the project with 5 miles of one of the following transit options: 1) vehicle share program; 2) dial-a-ride program; 3) employer vanpool; 4) park-and-ride; 5) public/private regional transportation.</div></div></div></div></div></div></div></div>



**M** = MANDATORY  
**#** = OPTIONAL POINTS

LOCATION + NEIGHBORHOOD FABRIC <i>(continued)</i>		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	2-8	<b>2.9 Improving Connectivity to the Community</b> Improve access to community amenities through at least one of the options incentivizing biking mobility or improving access to transit.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	5 max	<b>2.10 Passive Solar Heating/Cooling</b> Design and build with passive solar design, orientation, and shading that meet the guidelines specified.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6	<b>2.11 Adaptive Reuse of Buildings</b> Rehabilitate and adapt an existing structure that was not previously used as housing. Design the project to adapt, renovate, or reuse at least 50% of the existing structure and envelope.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6	<b>2.12 Access to Fresh, Local Foods</b> Provide residents and staff with access to fresh, local foods through one of the following options: <b>Option 1:</b> Neighborhood Farms and Gardens <b>Option 2:</b> Community-Supported Agriculture <b>Option 3:</b> Proximity to Farmers Market
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	8	<b>2.13 Advanced Certification: Site Planning, Design, and Management</b> Locate building(s) within a community that is certified in LEED for Neighborhood Development, LEED for Cities and Communities, Living Community Challenge, or SITES.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6 max	<b>2.14 Local Economic Development and Community Wealth Creation</b> Demonstrate that local preference for construction employment and subcontractor hiring was part of your bidding process, and how it functioned during construction. OR Demonstrate that you achieved at least 20% local employment. OR Provide physical space for small business, nonprofits, and/or skills and workforce education.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>2.15a Access to Broadband: Broadband Ready</b> <i>(Mandatory for New Construction and Substantial Rehab Projects in Rural/Tribal/Small Town Locations)</i> Incorporate broadband infrastructure so that when broadband service comes to a community, the property can be easily connected. Include a network of mini-ducts or conduit throughout the building, extending from the expected communications access point to each network termination point in the building.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6	<b>2.15b Access to Broadband: Connectivity</b> Ensure all units and common spaces in the property have broadband internet access with at least a speed of 25/3 mbs.
SUBTOTAL OPTIONAL POINTS		



**M** = MANDATORY  
**#** = OPTIONAL POINTS

3. SITE IMPROVEMENTS		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>3.1 Environmental Remediation</b> Determine whether there are any hazardous materials present on the site through one of the four methods listed. Mitigate any contaminants found.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>3.2 Minimization of Disturbance During Staging and Construction</b> For sites >1 acre, implement EPA's National Pollutant Discharge Elimination System Stormwater Discharges from Construction Activities guidance, or local requirements, whichever is more stringent. For sites with an area ≤1, follow guidance in full criterion.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>3.3 Ecosystem Services/Landscape</b> <i>(Mandatory, if providing landscaping)</i> If providing plantings, all must be native or climate-appropriate (adapted) to the region and appropriate to the site's soil and microclimate. Do not introduce any invasive plant species. Plant, seed, or xeriscape all disturbed areas.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>3.4 Surface Stormwater Management</b> <i>(Mandatory for New Construction; Mandatory for Substantial and Moderate Rehab projects if land disturbed is ≥5,000 sq.ft.)</i> Treat or retain on-site precipitation equivalent to the 60th percentile precipitation event. Where not feasible due to geotechnical issues, soil conditions, or the size of the site, treat or retain the maximum volume possible.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>10 max</b>	<b>3.5 Surface Stormwater Management</b> Through on-site infiltration, evapotranspiration, and rainwater harvesting, retain precipitation volume from 70% precipitation event <i>[6 points]</i> , 80% precipitation event <i>[8 points]</i> , or 90% precipitation event <i>[10 points]</i> .
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>3.6 Efficient Irrigation and Water Reuse</b> <i>(Mandatory, if permanent irrigation is utilized)</i> If irrigation is utilized, install an efficient irrigation system per the requirements listed.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>4 or 6</b>	<b>3.7 Efficient Irrigation and Water Reuse</b> <i>(Optional, if irrigation is utilized)</i> Meet the requirements of Criterion 3.6 AND: <b>Option 1:</b> Install an efficient irrigation system equipped with a WaterSense labeled weather-based irrigation controller (WBIC) OR <b>Option 2:</b> At least 50% of the site's irrigation satisfied by water use from the sources listed.
SUBTOTAL OPTIONAL POINTS		



M = MANDATORY  
# = OPTIONAL POINTS

4. WATER		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>4.1 Water-Conserving Fixtures</b> Reduce total indoor water consumption by at least 20% compared to baseline indoor water consumption chart. Any new toilet, showerhead, and/or lavatory faucet must be WaterSense certified. For all single-family homes and all dwelling units in buildings three stories or fewer, the supply pressure may not exceed 60 psi.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6 max	<b>4.2 Advanced Water Conservation</b> Reduce total indoor water consumption by at least 30% compared to baseline indoor water consumption chart. Any new toilet, showerhead, and/or lavatory faucet must be WaterSense certified.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M, 3  M  8	<b>4.3 Water Quality</b> <b>Mandatory/Optional:</b> Mandatory for Substantial Rehabs of buildings built before 1986; Optional for all other building types: Replace lead service lines <a href="#">[3 points]</a> <b>Mandatory:</b> For multifamily buildings with either a cooling tower, a centralized hot water system, or 10+ stories: Develop a Legionella water management program <b>Optional:</b> Test and remediate as indicated for lead, nitrates, arsenic, and coliform bacteria
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	4	<b>4.4 Monitoring Water Consumption and Leaks</b> Conduct pressure-loss tests and visual inspections to determine if there are leaks; fix leaks. <b>AND</b> Install an advanced water monitoring and leak detection system capable of identifying and shutting water off during anomalous water events. <b>OR</b> Install a device to separately monitor water consumption of each cold branch off the apartment line riser for each dwelling unit or each cold water riser and the domestic hot water cold water feed for each building or each toilet that allows remote monitor readings; common laundry facilities; boiler makeup water; outdoor water consumption; and water consumption in any non-residential space.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	4	<b>4.5 Efficient Plumbing Layout and Design</b> Store no more than 0.5 gallon of water in any piping/manifold between the fixture and the water heating source or recirculation line. No more than 0.6 gallon of water shall be collected from the fixture before a 10-degree Fahrenheit rise in temperature is observed. Recirculation systems must be demand-initiated.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	6 max	<b>4.6 Non-Potable Water Reuse</b> Harvest, treat, and reuse rainwater and/or greywater to meet a portion of the project's non-potable water needs: 10% reuse <a href="#">[3 points]</a> ; 20% reuse <a href="#">[4 points]</a> ; 30% reuse <a href="#">[5 points]</a> ; 40% reuse <a href="#">[6 points]</a> .
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	8	<b>4.7 Access to Potable Water During Emergencies</b> Provide residents with ready access to potable water in the event of an emergency that disrupts normal access to potable water, including disruptions related to power outages that prevent pumping water to upper floors of multifamily buildings or pumping of water from on-site wells, per one of the three options listed.
SUBTOTAL OPTIONAL POINTS		



**M** = MANDATORY  
**#** = OPTIONAL POINTS

5. OPERATING ENERGY		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>5.1a Building Performance Standard</b> <i>(Mandatory for New Construction)</i> Certify all buildings with residential units in the project through either ENERGY STAR Multifamily New Construction, ENERGY STAR Manufactured Homes, and/or ENERGY STAR Certified Homes as relevant.  AND Provide projected operating energy use intensity and projected operating building emissions intensity.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<b>5.1b Building Performance Standard</b> <i>(Mandatory for Rehab)</i> Provide projected operating energy use intensity and projected operating building emissions intensity.  AND Conduct commissioning for compartmentalization, insulation installation, and HVAC systems as indicated.  AND one of the following options: <ul style="list-style-type: none"> <li>• ERI Option: ≤HERS 80 for each dwelling unit. Exception for some Rehabs built before 1980.</li> <li>• ASHRAE Option: Energy performance of the completed building equivalent to, or better than, ASHRAE 90.1-2013 using an energy model created by a qualified energy services provider according to Appendix G 90.1-2016.</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>12 max</b>	<b>5.2a Moving to Zero Energy: Additional Reductions in Energy Use</b> <i>(Not available for projects using prescriptive path for Criterion 5.1a or for projects following Criterion 5.2b or 5.4.)</i> Projects in CZ 1-4A following this criterion must also comply with Criterion 7.8.  Design and construct a building that is projected to be more efficient than what is required by Criteria 5.1a/b. Achieve HERS score of 5 lower than required by 5.1a/b if following ERI path for compliance OR 5% greater efficiency than required if following ASHRAE path for 5.1a/b compliance <i>[5 points]</i> .  Additional 1 point for each additional 2-point decrease in HERS score required by Criteria 5.1a/b if following ERI path for compliance OR for 1% greater efficiency if following ASHRAE path for Criteria 5.1a/b, up to a maximum of 12 optional points.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>12-15</b>	<b>5.2b Moving to Zero Energy: Near Zero Certification</b> <i>[Mandatory for Enterprise Green Communities Certification Plus]</i> <i>(Not available for projects following Criterion 5.2a or 5.4.)</i> Projects in CZ 1-4A following this criterion must also comply with Criterion 7.8.  Certify the project in a program that requires advanced levels of building envelope performance such as DOE ZERH <i>[12 points]</i> and/or PHI Classic or PHIUS+ <i>[15 points]</i> .
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>3-6</b>	<b>5.3a Moving to Zero Energy: Photovoltaic/Solar Hot Water Ready</b> <i>(Not available for projects following Criterion 5.3b or 5.4.)</i> Orient, design, engineer, wire, and/or plumb the development through the Photovoltaic Ready pathway or Solar Hot Water Ready Pathway to accommodate installation of photovoltaic (PV) or solar hot water system in the future.



**M** = MANDATORY  
**#** = OPTIONAL POINTS

<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	8 max	<p><b>OPERATING ENERGY</b> <i>(continued)</i></p> <p><b>5.3b Moving to Zero Energy: Renewable Energy</b>  <i>(Not available for projects following Criterion 5.3a or 5.4)</i>            Install renewable energy source to provide a specified percentage of the project's estimated source energy demand. See full criterion for allowable sources.</p> <p><b>Option 1:</b> For percentage of total project energy consumption provided by renewable energy.</p> <p>OR</p> <p><b>Option 2:</b> For percentage of common area meter energy consumption provided by renewable energy.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	24	<p><b>5.4 Achieving Zero Energy</b> <i>[Automatic Qualification for Enterprise Green Communities Certification Plus]</i> <i>(Not available for projects following Criterion 5.2a, 5.2b, 5.3a, or 5.3b.)</i>            Projects in CZ 1-4A following this criterion must also comply with Criterion 7.8. Achieve Zero Energy performance through one of the following options:</p> <p><b>Option 1:</b> Certify each building in the project to DOE Zero Energy Ready Home program or PHI Plus AND Either install renewables and/or procure renewable energy, which in sum will produce as much, or more, energy in a given year than the project is modeled to consume.</p> <p>OR</p> <p><b>Option 2:</b> Certify each building in the project in a program that requires zero energy performance such as PHIUS+ Source Zero, PHI Plus, PHI Premium, ILFI's Zero Energy Petal, Zero Carbon Petal, or Living Building Certification.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	5 max	<p><b>5.5a Moving to Zero Carbon: All-Electric Ready</b>  <i>(Not available for projects following Criterion 5.5b)</i>            Ensure the project has adequate electric service and has been designed and wired to allow for a seamless switch to electricity as a fuel source in the future for the following uses: space heating <i>[1 point]</i>, space cooling <i>[1 point]</i>, water heating (DHW) <i>[1 point]</i>, clothes dryers <i>[1 point]</i>, equipment for cooking <i>[1 point]</i>.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	15	<p><b>5.5b Moving to Zero Carbon: All Electric</b> <i>(Not available for projects following Criterion 5.5a)</i>            No combustion equipment used as part of the building project; the project is all-electric.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<p><b>5.6 Sizing of Heating and Cooling Equipment</b> <i>(Mandatory for Substantial and Moderate Rehabs that include replacement of heating and cooling equipment. Not relevant for projects following 5.1a, 5.2b, or 5.4.)</i>            Size and select heating and cooling equipment in accordance with ACCA manuals J and S OR in accordance with the ASHRAE Handbook of Fundamentals</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<p><b>5.7 ENERGY STAR Appliances</b> <i>(Mandatory for Substantial and Moderate Rehabs providing appliances. Not relevant for projects following 5.1a, 5.2b, or 5.4.)</i>            Install ENERGY STAR clothes washers, dishwashers, and refrigerators. If appliances will not be installed or replaced at this time, specify that at the time of installation or replacement, ENERGY STAR models must be used via Criterion 8.1 and Criterion 8.4.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>	<p><b>5.8 Lighting</b> <i>(Mandatory for all lighting within New Construction and Substantial Rehab projects. Mandatory for new lighting in Moderate Rehab projects.)</i>            Follow the guidance for high-efficacy permanently installed lighting and other characteristics for recessed light fixtures, lighting controls, lighting power density, and exterior lighting.</p>



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**#** = OPTIONAL POINTS

<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>8</b>	<b>5.9 Resilient Energy Systems: Floodproofing</b> <i>(Not relevant for Rehab projects in Special Flood Hazard Areas)</i> Conduct floodproofing of lower floors, including perimeter floodproofing (barriers/shields). Design and install building systems as specified by the full criterion so that the operation of those systems will not be grossly affected in case of a flood.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>8</b>	<b>5.10 Resilient Energy Systems: Critical Loads</b> Provide emergency power to serve at least three critical energy loads as described by the full criterion. <b>Option 1:</b> Islandable PV system OR <b>Option 2:</b> Efficient generator
		SUBTOTAL OPTIONAL POINTS
<b>6. MATERIALS</b>		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>8 max</b>	<b>6.1 Ingredient Transparency for Material Health</b> Install products that have publicly disclosed inventories characterized and screened to 1,000 ppm or better: <ul style="list-style-type: none"> <li>1 point per 5 installed Declare or HPD products from at least three different product categories</li> <li>1 point per 2 installed Declare or HPD products in any of these categories: adhesives, sealants, windows</li> <li>1 point per each product with third-party verified HPD or third party verified Declare label</li> <li>2 points per each product with third-party verified HPD or third party verified Declare label in any of these categories: adhesives, sealants, windows</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>3 max</b>	<b>6.2 Recycled Content and Ingredient Transparency</b> Use building products that feature, and disclose, their recycled content. The building product must make up 75% by weight or cost of a project category for the project and be composed of at least 25% post-consumer recycled content.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>8 max</b>	<b>6.3 Chemical Hazard Optimization</b> Install products that have third-party verification of optimization to 100 ppm or better per the options listed within the full criterion.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b> <b>15 max</b>	<b>6.4 Healthier Material Selection</b> Select all interior paints, coatings, primers, and wallpaper; interior adhesives and sealants; flooring; insulation; and composite wood as specified. Optional points also available.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>12 max</b>	<b>6.5 Environmentally Responsible Material Selection</b> Select concrete, steel, or insulation with a publicly disclosed EPD [3 points], Install a green or cool roof [3 points], use reflective paving [3 points], and/or use FSC certified wood [3 points]. Refer to criterion for specifics.



M = MANDATORY  
# = OPTIONAL POINTS

<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<p><b>MATERIALS</b> <i>(continued)</i></p> <p><b>6.6 Bath, Kitchen, Laundry Surfaces</b> <i>(Mandatory for New Construction and Substantial Rehab. Moderate Rehabs that do not include work in the shower and tub areas are exempt from the shower and tub enclosure requirement.)</i></p> <p>Use materials that have durable, cleanable surfaces throughout bathrooms, kitchens, and laundry rooms.</p> <p>Use moisture-resistant backing materials per ASTM # D 6329 or 3273 behind tub/shower enclosures, apart from one-piece fiberglass enclosures which are exempt.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	4 max	<p><b>6.7 Regional Materials</b></p> <p>Use products that were extracted, processed, and manufactured within 500 miles of the project for a minimum of 90%, based on weight or on cost, of the amount of the product category installed. Select any or all of these options (every two compliant materials can qualify for 1 point):</p> <ul style="list-style-type: none"> <li>• Framing</li> <li>• Cladding (e.g. siding, masonry, roofing)</li> <li>• Flooring</li> <li>• Concrete/cement and aggregate</li> <li>• Drywall/interior sheathing</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<p><b>6.8 Managing Moisture: Foundations</b> <i>(Mandatory for all New Construction projects and all Rehab projects with either basement and/or crawl space foundations)</i></p> <p>Install capillary breaks and vapor retarders that meet specified criteria appropriate for the foundation type.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<p><b>6.9 Managing Moisture: Roofing and Wall Systems</b> <i>(Mandatory for all Rehab projects that include deficiencies in or include replacing particular assemblies called out below. New Construction projects are considered compliant per Criterion 5.1.)</i></p> <p>Provide water drainage away from walls, window, and roofs by implementing the list of techniques.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M 6 max	<p><b>6.10 Construction Waste Management</b></p> <p>Develop and implement a waste management plan that reduces non-hazardous construction and demolition waste through recycling, salvaging, or diversion strategies through one of the three options. Achieve optional points by going above and beyond the requirement.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	2	<p><b>6.11 Recycling Storage</b></p> <p>For projects with municipal recycling infrastructure and/or haulers, provide separate bins for the collection of trash and recycling for each dwelling unit and all shared community rooms.</p> <p>OR</p> <p>For projects without that infrastructure, advocate to the local waste hauler or municipality for regular collection of recyclables.</p>
		SUBTOTAL OPTIONAL POINTS





7. HEALTHY LIVING ENVIRONMENT		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.1 Radon Mitigation</b> <i>(Mandatory for New Construction and Substantial Rehab)</i> For New Construction in EPA Zone 1 areas, install passive radon-resistant features below the slab and a vertical vent pipe with junction box within 10 feet of an electrical outlet in case an active system should prove necessary in the future. For Substantial Rehab projects in EPA Zone 1, test before and after the retrofit and mitigate per the specified protocols.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.2 Reduce Lead Hazards in Pre-1978 Buildings</b> <i>(Mandatory for Substantial Rehab of Buildings Constructed Before 1978)</i> Conduct lead risk assessment or inspection to identify lead hazards. Control identified lead hazards using lead abatement or interim controls, using lead-safe work practices that minimize and contain dust.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.3 Combustion Equipment</b> <b>For New Construction and Rehab projects:</b> Specify power-vented or direct-vent equipment when installing any new combustion appliance for space or water heating that will be located within the conditioned space. If there are any combustion appliances within the conditioned space, install one hard-wired carbon monoxide (CO) alarm with battery backup function for each sleeping zone, placed per National Fire Protection Association (NFPA) 72. <b>For Rehabs:</b> If there is any combustion equipment located within the conditioned space for space or water heating that is not power-vented or direct-vent and that is not scheduled for replacement, conduct combustion safety testing prior to and after the retrofit; remediate as indicated.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.4 Garage Isolation</b> <ul style="list-style-type: none"> <li>• Provide a continuous air barrier between the conditioned space and any garage space to prevent the migration of any contaminants into the living space. Visually inspect common walls and ceilings between attached garages and living spaces to ensure that they are air-sealed before insulation is installed.</li> <li>• Do not install ductwork or air handling equipment for the conditioned space in a garage.</li> <li>• Fix all connecting doors between conditioned space and garage with gaskets or make airtight.</li> <li>• Install one hard-wired CO alarm with battery backup function for each sleeping zone of the project, placed per NFPA 72 unless the garage is mechanically ventilated or an open parking structure.</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.5 Integrated Pest Management</b> Seal all wall, floor, and joint penetrations with low-VOC caulking or other appropriate nontoxic sealing methods to prevent pest entry.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>7.6 Smoke-Free Policy</b> <i>(Mandatory and Optional)</i> <b>Mandatory:</b> Implement and enforce a smoke-free policy in all common area and within a 25-foot perimeter around the exterior of all residential buildings. Lease language must prohibit smoking in these locations and provide a graduated enforcement policy. Make the smoke-free policy readily available. <b>Optional:</b> Expand the policy above to include all indoor spaces in the property.



**M** = MANDATORY  
**#** = OPTIONAL POINTS

<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M</b>  12 max	<p><b>HEALTHY LIVING ENVIRONMENT</b> <i>(continued)</i></p> <p><b>7.7 Ventilation</b> <i>(Mandatory for New Construction and Substantial Rehab; Optional for Moderate Rehab)</i></p> <p>For each dwelling unit in full accordance with ASHRAE 62.2-2010, install:</p> <ul style="list-style-type: none"> <li>• A local mechanical exhaust system in each bathroom <i>[3 points if Moderate Rehab]</i></li> <li>• A local mechanical exhaust system in each kitchen <i>[3 points if Moderate Rehab]</i></li> <li>• A whole-house mechanical ventilation system <i>[3 points if Moderate Rehab]</i></li> </ul> <p>Verify these flow rates are either within +/- 15 CFM or +/- 15% of design value.</p> <p>For each multifamily building of four or more stories, in full accordance with ASHRAE 62.1-2010, install:</p> <ul style="list-style-type: none"> <li>• A mechanical ventilation system for all hallways and common spaces <i>[3 points if Moderate Rehab]</i></li> </ul> <p>For all project types, in addition to the above requirements:</p> <ul style="list-style-type: none"> <li>• All systems and ductwork must be installed per manufacturer's recommendations</li> <li>• All bathroom fans must be ENERGY STAR-labeled and wired for adequate run-time.</li> <li>• If using central ventilation systems with rooftop fans, each fan must be direct-drive and variable-speed with speed controller mounted near the fan. Fans with design CFM 300-2000 must also have an ECM motor.</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>M or 5</b>	<p><b>7.8 Dehumidification</b> <i>(Mandatory for properties in Climate Zones 1A, 2A, 3A, and 4A following Criterion 5.2a, 5.2b, or 5.4. Optional for all other properties.)</i></p> <p><b>Option 1:</b> Design, select, and install supplemental dehumidification equipment to keep relative humidity &lt;60%.</p> <p><b>OR</b></p> <p><b>Option 2:</b> Equip all dwelling units with dedicated space, drain, and electrical hook-ups for permanent supplemental dehumidification systems to be installed if needed and install interior RH monitoring equipment as described.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>3</b>	<p><b>7.9 Construction Pollution Management</b></p> <p><b>Option 1:</b> Earn the EPA Indoor airPlus label</p> <p><b>OR</b></p> <p><b>Option 2:</b> In all dwelling units, seal all heating, cooling, and ventilation return and supply floor ducts and returns throughout construction to prevent construction debris from entering. Flush all dwelling units after completion of construction and prior to occupancy for either 48 hours or with at least 14,000 ft<sup>3</sup> per ft<sup>2</sup> of floor area, then replace all air handling equipment filters.</p>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	<b>3</b>	<p><b>7.10 Noise Reduction</b></p> <p><b>Option 1:</b> Test and demonstrate that noise levels in bedrooms meet 30 dB LAeq (continuous) and 45 dB LMax, (single sound).</p> <p><b>OR</b></p> <p><b>Option 2:</b> Provide a noise abatement plan specific to the site covering general noise mitigation techniques in accordance with 24 CFR 51B.</p> <p><b>OR</b></p> <p><b>Option 3:</b> Ensure all exterior wall and party wall penetrations are sealed with acoustical sealant, all party walls and floor/ceiling assemblies have an STC rating of at least 55, and exterior windows and doors in projects near a significant exterior noise source have an STC rating of at least 35.</p>



**M** = MANDATORY  
**#** = OPTIONAL POINTS

☐ YES ☐ NO ☐ MAYBE

**8**

**7.11 Active Design: Promoting Physical Activity** *(All projects must comply with at least one of either Criterion 7.11, 7.12, or 7.13. Points are not available for that criterion, but, are available for projects that meet two or three of these criteria.)*

**Option 1:** Encouraging Everyday Stair Usage (buildings that include stairs as the only means to travel from one floor to another are not eligible for this option.) Provide a staircase that is accessible and visible from the main lobby and is visible within a 25-foot walking distance from any point in the lobby per the specifications listed. Place point-of-decision signage.

OR

**Option 2:** Activity Spaces. Provide on-site dedicated recreation space with exercise or play opportunities for adults and/or children that is open and accessible to all residents; see criterion for specifics.

☐ YES ☐ NO ☐ MAYBE

**8**

**7.12 Beyond ADA: Universal Design** *(All projects must comply with at least one of either Criterion 7.11, 7.12, or 7.13. Points are not available for that criterion, but, are available for projects that meet two or three of these criteria.)*

Select and implement at least one of the Options with at least three different strategies in at least 75% units.

**Option 1:** Create welcoming and accessible spaces that encourage equitable use and social connections.

**Option 2:** Create spaces that are easy and intuitive to use and navigate.

**Option 3:** Promote safety and create spaces that allow for human error.

**Option 4:** Create spaces that can be accessed and used with minimal physical effort.

**Option 5:** Create spaces with the appropriate size and space to allow for use, whatever the user's form of mobility, size, or posture.

☐ YES ☐ NO ☐ MAYBE

**8**

**7.13 Healing-Centered Design** *(All projects must comply with at least one of either Criterion 7.11, 7.12, or 7.13. Points are not available for that criterion, but, are available for projects that meet two or three of these criteria.)*

Select and implement at least two of the Options with at least two different strategies listed in at least 75% units.

**Option 1:** Provide an environment that promotes feelings of real and perceived safety.

**Option 2:** Create flexible spaces that allow for personalization and/or manipulation to meet individual and community needs.

**Option 3:** Connect residents and staff to a living landscape and the natural environment.

**Option 4:** Utilize art and culture in project design and programming and promote social connectedness.

SUBTOTAL OPTIONAL POINTS



M = MANDATORY

# = OPTIONAL POINTS

8. OPERATIONS, MAINTENANCE, AND RESIDENT ENGAGEMENT		
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>8.1 Building Operations &amp; Maintenance Manual and Plan</b> <i>(For all Multifamily projects)</i> Develop a manual with thorough building operations and maintenance (O&M) guidance and a complementary plan. The manual and plan should be developed over the course of the project design, development, and construction stages, and should include sections/chapters addressing the list of topics.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>8.2 Emergency Management Manual</b> <i>(For all Multifamily projects)</i> Provide a manual on emergency operations targeted toward operations and maintenance staff and other building-level personnel. The manual should address responses to various types of emergencies, leading with those that have the greatest probability of negatively affecting the project. The manual should provide guidance as to how to sustain the delivery of adequate housing throughout an emergency and cover a range of topics, including but not limited to: <ul style="list-style-type: none"> <li>• communication plans for staff and residents</li> <li>• useful contact information for public utility and other service providers</li> <li>• infrastructure and building “shutdown” procedures</li> <li>• plan for regular testing of backup energy systems, if these exist</li> </ul>
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>8.3 Resident Manual</b> Provide a guide for homeowners and renters that explains the intent, benefits, use, and maintenance of their home’s green features and practices. The Resident Manual should encourage green and healthy activities per the list of topics.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>8.4 Walk-Throughs and Orientations to Property Operation</b> Provide a comprehensive walk-through and orientation for all residents, property manager(s), and buildings operations staff.
<input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> MAYBE	M	<b>8.5 Energy and Water Data Collection and Monitoring</b> For rental properties, upload project energy and water performance data in an online utility benchmarking platform annually for at least five years from time of construction completion per one of the four methods provided; grant Enterprise view access for that period. For owner-occupied units, collect and monitor utility data in a manner that allows for easy access and review.
		SUBTOTAL OPTIONAL POINTS
		TOTAL OPTIONAL POINTS

# Appendix C

## Midtown Existing Buildings

This Midtown Existing Buildings list is subject to change at the City's sole discretion.

Permanent Rehab & Reuse (keep in site plan)
<b>Administration Building (Health &amp; Safety Management)</b>
<b>Library Complex</b>
Fogelson Library (Library Complex)
Library SW Annex (Library Complex)
Fine Arts Gallery (part of SW Annex)
Forum (Library Complex)
IT Center (Library Complex)
<b>Visual Arts Center</b>
Marion Center for Photography (Visual Arts Center)
SF Art Institute (Visual Arts Center)
Tipton Hall (Visual Arts Center)
Tishman Hall (Visual Arts Center)
Thaw Art History Center (part of Tishman)
Barracks (included in arts center RFP)
<b>Greer Garson Lot Expansion</b>
Garson Communication Center (Studio Complex)
Garson Film School (Studio Complex)
Garson Movie Screen (Studio Complex)
Included in Studio Expansion RFP

Permanent Rehab & Reuse (keep in site plan)
Benildus Hall (included in studio complex RFP)
Reuse viability to be determined within disposition process with selected developer/operator
Alumni Hall
Workshop Structure
Driscoll Fitness Center
Onate Hall
<b>Greer Garson Performance Theater</b>
<b>St Michael Hall - Dormitories (issue RFEI to determine reuse viability or new development parcel)</b>
St Michael Cafeteria

Short Term-use/ Demolition (1-2 Years approximate)
<b>King Hall</b>
<b>Mouton Hall</b>
<b>Security Building</b>
<b>Health Center</b>
<b>Student Housing</b>
Apartments C
Apartments D

Demolition/ No Reuse Potential
<b>Entry Station</b>
<b>Luke Hall</b>
<b>The Den</b>
<b>Modular Trailers</b>
<b>Kennedy Hall</b>
<b>Alexis Hall</b>
<b>La Salle Hall</b>
<b>Student Housing</b>
Apartments A
Apartments B

# Addendum 1

## **Midtown Planning Guidelines**



## Background

The City's "Midtown Property" currently known as the Santa Fe University of Art and Design campus ("SFUAD") stopped being operated by Santa Fe University of Art and Design, LLC on June 30, 2018. The City owns the 64.22 acre former SFUAD property and some adjacent lands (see **Appendix** for aerial photo). For purposes of this document, we will refer to the Midtown Property and adjacent City owned properties as the "Site". All control of the Site reverted to the City of Santa Fe on July 1, 2018.

The City assumed substantial debt to purchase and make improvements to the property in 2009. Currently, the City is obligated to pay approximately \$2.2 million annually through June 1, 2036 if not paid off earlier.

In October 2016, City Council approved the Midtown Local Innovation Corridor District ("Midtown LINC"). This is a zoning overlay district in and around St. Michael's Drive between Cerrillos Road and St. Francis Drive. The 378-acre district is designed to promote higher density housing and complementary commercial uses by heavily incentivizing and removing obstacles to mixed-use redevelopment of existing properties within the district. The Midtown LINC was designed with two anchors: The Site on the west end and the hospital and related medical uses on the east end.

On October 25, 2017, City Council passed a resolution No. 2017 -78 available at [https://www.santafenm.gov/archive\\_center/document/18083](https://www.santafenm.gov/archive_center/document/18083). This provided guidance to staff and established a strategic goal for the property to have a variety of uses, with a preference for higher education as the anchor. Examples include continuing to pursue discussions with education institutions, pursue the expansion of existing film facilities and programs, develop workforce housing, consider replacing the LaFarge library with the Fogelson library, refine potential approaches to reduce debt service on the property, and examine different governance models to identify ways to maximize opportunities.

It directed City Staff to develop and run a process for gathering public input on the possible and desired uses of the Site. This public process was called the "Midtown Campus Project", a city-wide engagement conducted January-April 2018 engaging approximately 3,000 participants that culminated in these planning guidelines. This project was supplemented and informed by other research conducted over the last several years including RE:MIKE, Culture Connects, 2017 National Citizens Survey and Pollinating Prosperity Report all of which are publicly available (collectively referred to as "Research").

The Midtown Campus Project is phase one of a three phase process to redevelop the Site. The three phases are: (a) **Concept Phase** which was the market research, idea generation and concept development work done during the Midtown Campus Project, (b) **Planning Phase** which





will culminate in an appropriately scaled development plan and financial model that can be successfully executed, and (c) **Implementation Phase** which will be the phased implementation of the development plan or modifications thereof. Both the Planning and Implementation phases will also involve public input.

### **Guidelines**

**Overview:** The following are a set of strategic guidelines resulting from the Midtown Campus Project. These are intended to:

- Guide the efforts and decision-making of the Governing Body, City Staff and any partners or other stakeholders in the Planning and Implementation phases.
- Guide the efforts and decision-making of the Governing Body and City Staff regarding outreach, inquiries, negotiations, proposals or other activities regarding use or other disposition of the Site.

These guidelines include principles, preferred uses and non-preferred uses. The guidelines have not yet involved detailed planning or financial evaluation, therefore, are directional not prescriptive. Some uses or principles described herein may need to be modified based on factors discovered during subsequent work.

**Vision:** Over time, our community aspires for the Midtown LINC to be an essential hub of Santa Fe reflecting the city's heritage and culture where all residents are invited to live, work, play, and learn. We want the Site to become the most creative location in the U.S. where a wide diversity of people interacts and collaborate to find their passions; build their skills for a great career; live in a thriving, vibrant neighborhood and city; and create a great future for our community, region and beyond.

**Goal:** Utilizing these guidelines, City Staff will continue to take a disciplined, professional approach to develop a phased plan for redevelopment of the Site. We would pursue a space that is beautifully designed; provide residents, especially young people and families, with opportunities to prosper, grow, and continue the tradition of multi-generational families in Santa Fe; encourages creativity in all forms while promoting social equity, environmental sustainability and the special characteristics of Santa Fe's heritage and culture; and becomes a mixed use area that is a vibrant center at the geographic and demographic center of the City, serving to catalyze the redevelopment anticipated by the Midtown LINC.

For the Guiding Principles and any Uses described below, the property shall be developed in accordance with goals, policies or plans adopted by the Governing Body with direction to City Staff responsible for implementation of such Guiding Principles or Uses.



**Guiding Principles:** Based on the substantial Research, the following represent core values and beliefs of our community that serve as a foundation for decisions and actions that affect the entire development of the site.

- A. **Sustainable Development:** Adopt a “triple bottom line” approach to development that seeks to balance and improve social, environmental and economic impacts and benefits of developing the Site.
  - a. **Social:** Improve social equity by encouraging development of locations, facilities and services on the Site to make it attractive and accessible to all residents, including low and middle income, to live, work, play and learn on or near the Site.
  - b. **Environmental:** Apply best environmental practices in energy production and distribution with emphasis on solar; water capture, treatment and management; uses of living infrastructure, native plants, and green building techniques; and connections to and preservation of existing natural habitats. Increase energy resilience and contribute to City’s carbon reduction goals.
  - c. **Economic:** The redevelopment must be financially sustainable, remove the current debt obligation of the City in a reasonable time, and support the diversification and resilience of our economy by making it easier for people to launch new businesses, grow existing businesses or move their businesses to the site or nearby.
- B. **A City Center:** Develop the Site with a variety of uses that make it inviting and affordable for residents of the city and region to live, work, play and learn. Integrate with and rejuvenate neighboring communities by seeking to retain and strengthen unique characteristics and assets of those neighborhoods, minimize displacement and promote social equity and economic vitality.
  - a. **Accessibility:**
    - i. **Connections:** Develop a variety of connections to and integration with surrounding neighborhoods, existing commercial development, and all of Santa Fe, including roads, bike paths and walking paths. As an example, create an entrance that makes the campus visible and easily accessible by car, bus, bike, or foot while integrating with the surrounding area and neighborhoods.
    - ii. **Transportation:** Design for current and future transportation needs, including sufficient parking, shared transportation like cars and bikes, electric vehicle charging stations, bus service, shuttle service to train depots and other key locations.
  - b. **Density:** In accordance with the Midtown LINC, adopt a medium to medium-high urban density connected by and incorporating a variety of open spaces,



courtyards, parks, and, possibly, large urban park or new plaza. This is best exemplified in the concepts named Midtown Fusion and Collaborate & Connect (see Appendix for example images).

- c. Aesthetics: Encourage a blend of architecture that modernizes current site styling and is in-synch with Santa Fe's unique look and feel, as well as with world-class buildings on the Site designed by Ricardo Legoretta.
  - i. Consider a signature building or structure that advances Santa Fe's brand and iconic status and can be a beacon for the community.
- d. Variety of Uses: Develop the site to accommodate three primary uses of the Site, namely, higher education, expanding the film and emerging media industry, and housing residents can afford with an emphasis on rental units. See below for more explanation and description of preferred uses for the property.
- C. Adaptable Infrastructure: Develop the physical and digital infrastructure so that it increases accessibility, improves current uses of the property, and supports the initial steps of development which will be part of a future Implementation phase. Additionally, design the infrastructure to remain flexible and responsive to later stages of development and to enable the achievement of any sustainable development goals and plans.
  - a. Physical infrastructure includes roads, bike paths, walkways, electricity distribution, natural gas distribution, sewer, water, and buildings that can support a variety of uses or reuses.
  - b. Digital infrastructure includes broadband, telecommunications, microgrid and other "smart city" technologies to support a variety of residential and commercial uses. This includes achieving broadband speeds to support film and emerging media businesses, and any other businesses that require super high-speed broadband.
- D. Catalyze and Utilize Midtown LINC Overlay: These guidelines were developed based on research focused on the Site and immediate surrounding properties. However, achieving our community's preferred uses does not all have to occur on the Site. The property is located within the Midtown LINC; therefore, the subsequent phases can consider how the plans for the Site can spur owners of properties in the Midtown LINC corridor to redevelop their properties in ways advance the Principles and Uses described in these guidelines.

**Preferred Uses:** Based on the Research, the following are the top five preferred uses for the site, in ranked order. All of them are highly supported by majority of our community.



1. Higher Education: Pursue and secure premier, accredited higher education, including vocational and skills training programs, that is a great for local and regional students, and attracts students nationally and internationally. Considerations and parameters include:
  - a. Education Village: Attract a single provider or multiple education providers, preferably, with existing national or international reputation for the high quality of the programs. An example would be one college expanding its film school to the property while another expanded its technology and engineering school.
  - b. Collaborate: Encourage any higher education providers on the Site to cooperate or collaborate with existing local, regional and state higher education providers, as well as with local public and private elementary, middle and high schools for the educational and career advancement of all students and residents.
  - c. Types and Subject-Matter: Initially pursue 4-year degree providers, as well as vocational and technical training programs that do not directly compete with local and regional community colleges. Prefer curriculum areas that align well with Santa Fe and New Mexican heritage, resources and business opportunities, as well as build skills for career paths in projected growth areas in the local, regional and national economy.
    - i. Over time consider adding other types of education such as master's degrees, doctoral degrees and professional development.
    - ii. Support and encourage workforce development.
  - d. Size: At maturity, 2,000 or more students would attend school or training programs on site.
2. Housing: Utilizing a variety of strategies, provide housing that is affordable for a wide range of residents and income levels, including students. Considerations and parameters include:
  - a. If the Site includes higher education, then the priority is for sufficient housing to be provided for students on campus or in new housing along St. Michaels or Cerrillos corridors within the Midtown LINC.
  - b. 500-1,000+ units attractive to all residents and prioritizing rental units over homes for purchase.
  - c. Develop housing options that align to any housing strategies or plans adopted by the Governing Body or City Staff.
  - d. Include a variety of open spaces and courtyards for both connectivity to and within the Site and the private uses of residents and employees working on the property.
3. Film & Emerging Media: Expand Greer Garson Studios in order to support television, large film, augmented reality, virtual reality, video game, animation, short-form and other emerging media production. Considerations and parameters include:



- a. Seek to increase gross receipts tax (GRT) by 100% in next 5 years related to film and emerging media industry.
  - b. Additions may include 2-4 soundstages, storage, backlot, offices and a post-production facility with high speed broadband sufficient to support the users, as well as a mill and/or large “maker-space” that may be shared with local business, schools and workforce development providers.
  - c. Attract a premier film school that can leverage the facilities for educational purposes and help students secure professional development opportunities.
4. **Arts & Creativity**: Maintain or expand the use of property as center of arts and creativity leveraging the Greer Garson Theater, Visual Arts Center and the Santa Fe Arts Institute, which is located directly adjacent to the Site. Considerations and parameters include:
  - a. Update Greer Garson Theater as needed, possibly as a performing arts center, to maintain its high-quality status and promote regular, highly attended performances.
  - b. Add one or more mixed-use indoor and outdoor venues, including outdoor pavilion or amphitheater with 200-600 seating capacity.
  - c. Update The Screen movie theater to show digital films and improve sound quality, provided that the market demand and/or academic value supports the upgrade.
5. **New Business & Innovation**: Diversify and strengthen our economy to provide more opportunities for more residents of all skill and experience levels. Accelerate entrepreneurship, help existing companies grow, and make it easy and enticing for people and companies to relocate to Santa Fe. Strong preference for enabling a hub of technology-focused businesses, as well as expanding film and emerging media as described above. Considerations and parameters include:
  - a. Promote and attract blend of businesses and entrepreneurs that collectively increase the City’s export GDP and replacement of imports with locally sources goods and services.
  - b. Attract and grow existing businesses, including those that can provide goods and services on site to residents, visitors and employees.
  - c. Foster development of burgeoning industry clusters such as high tech, creative economy, and value-added<sup>1</sup> and craft food.
  - d. Develop key physical components of an entrepreneurial and business growth ecosystem including ubiquitous broadband access, high quality telecommunications, co-working space, multi-use buildings, tech transfer center and/or an advanced maker space, which can be combined with mill for educational, private business and film and emerging media industry uses.

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<sup>1</sup> “Value-added” food is also known as consumer-packaged goods, ready-to-eat or ready-to-cook foods, as distinct from raw agricultural commodities and food items.



- i. Motivate other interested parties like financial management, venture capitalists, impact investment groups, philanthropies, private investors, accelerators and incubators to locate or work on or nearby the site.

**Other Possible Uses:** While the following were not in the top tier of voting, they represent desired uses for the property or perhaps for expansion into adjacent properties or throughout the Midtown LINC.

6. Tech Hub: One or more buildings that may include a business accelerator, financing organizations, new and existing businesses, and/or onsite tech transfer services tied to NM labs and universities.
  - a. Consider an entrepreneurship center and/or small business center to deliver services and support to both local and economic-base businesses. The Small Business Development Center could be a potential partner.
  - b. Consider integrating a technical training center to increase opportunities for young people in coordination with or without duplicating efforts of SFCC.
7. 21<sup>st</sup> Century Library: Upgrade Fogelson library to serve both academic and community needs as a 21st century library and replacement for the LaFarge library.
8. Transit Center: Develop a physical center connecting key routes to promote a greater variety of mobility and access including pedestrian, vehicle and bike sharing, electric charging stations, biking, buses and train shuttles.
9. Joint Senior and Child Day Care Center: Day care provides support to employees and residents, and the senior facility is housing for active seniors and provides them with opportunities to interact and support children in our community.
10. Health Care: A small facility that serves the residents of the Site and surrounding neighborhoods. Note that at within 2 miles on St. Michael's is a hospital and numerous other health services.
11. Art Park: Variation of large urban park with emphasis on artwork and art events.
12. Teen Center: Innovation center, mentorship programs, job preparation, internship placement and/or a variety of skills training.
13. Premier Maker Space: Could be used for educational and business uses. May be incorporated with Tech Hub described above.
14. Recreation Network: Variety of indoor and outdoor fitness and athletic venues.
15. "Mixed-Use" Commercial and Residential Buildings: Multi-story buildings located on St. Michael's or Cerrillos with commercial on ground floor and housing above.

**Non-Preferred Uses:** The following are undesired uses for the SITE. However, these uses may be valid for other locations adjacent to the Site, within the Midtown LINC or elsewhere in the City.



- City government: People see a need to make government more accessible and easy to use, but permanent relocation of all or some of the government offices to the Site itself is not currently a community priority.
- Contemporary Cultural Center: Residents value community and cultural activities and gathering spaces, yet an additional cultural center or museum is seen as redundant.
- Offices and large amounts of retail: With the exception of medical uses that might serve residents of the Site, generic offices and large amounts of retail are perceived as leading to a more generic space which would detract instead of increase community value and interaction.
- Large, single-family housing development: While some residences for purchase may be desired as part a desired mix of housing options, fitting a “suburban layout” into the Site or making the Site primarily a single-family housing development would diminish its community value and economic potential.
- Avoid homeless shelters: However, consider enabling and encouraging job training for homeless people on the Site.
- Dog park: Amplify the effects of outdoor space. Do not minimize the use of green spaces by developing a dog park which can be perceived as a “one-off” instead of encompassing the needs of all residents.





## Appendix

Aerial View (2014) showing SFUAD Property (outlined in Red) and adjacent properties including those owned by the City of Santa Fe.







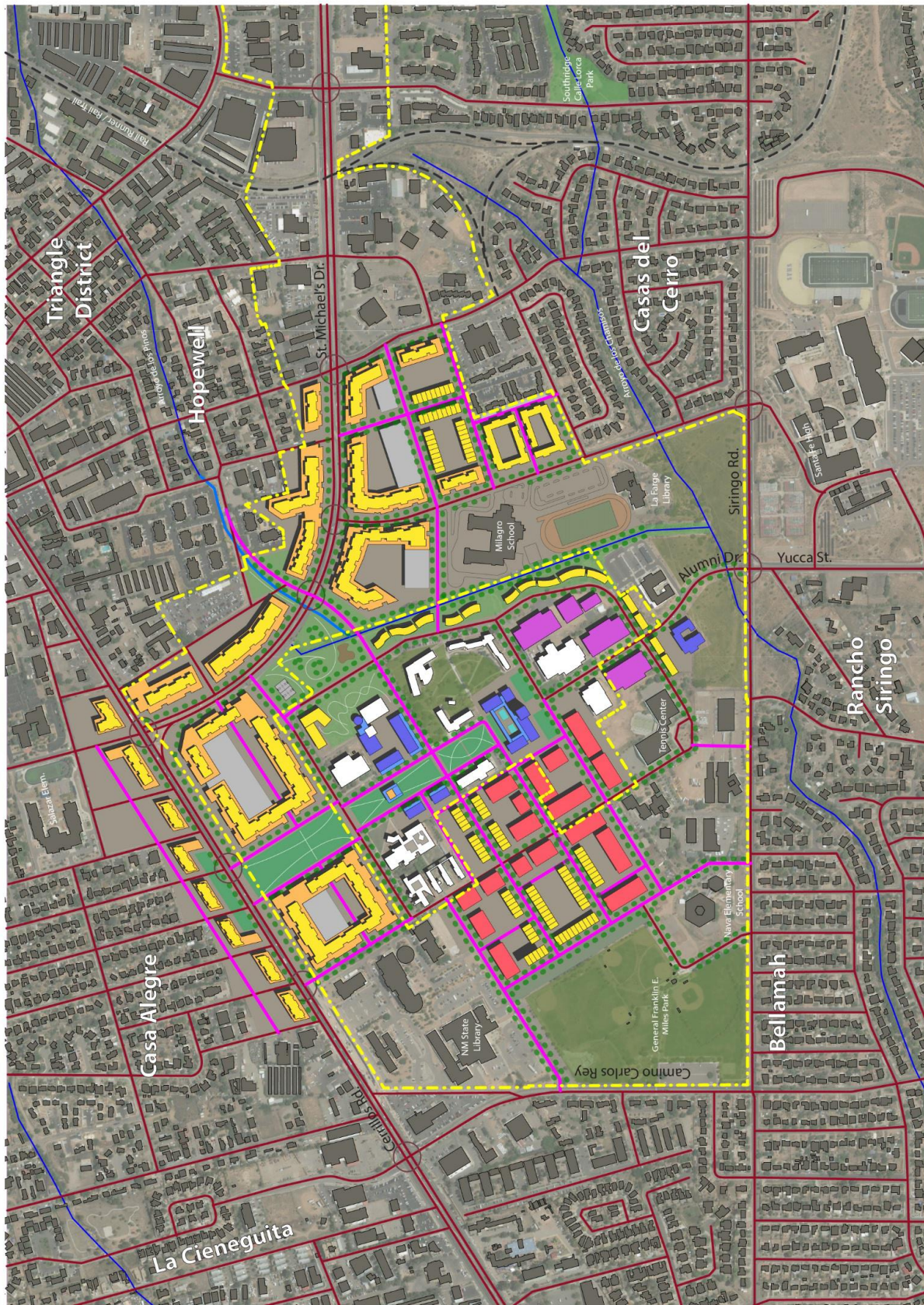
Example image from *"Midtown Fusion"*







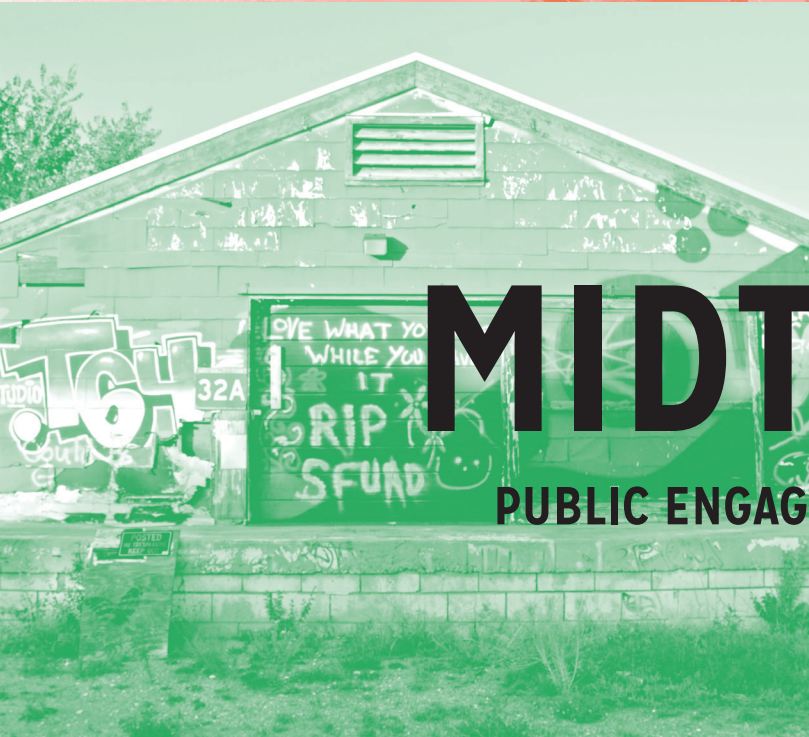
Example image from *"Collaborate & Connect"*



# Addendum 2

## **Midtown Engagement Report**





# MIDTOWN

## PUBLIC ENGAGEMENT REPORT



REPORT PREPARED FOR THE CITY OF SANTA FE BY



DESIGN & PLANNING  
ASSISTANCE CENTER

With The Midtown Engagement Partners:

Chainbreaker, Earthcare, Littlelobe, SFAI, YouthWorks



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# EXECUTIVE SUMMARY

The Design and Planning Assistance Center at the University of New Mexico School of Architecture and Planning (UNM DPAC) was contracted by the City of Santa Fe to facilitate the 2021 Public Engagement effort for the redevelopment of the Santa Fe Midtown property (“Midtown Site”).

The Public Engagement process followed a distributed model, with many different organizations using different methods in different venues to gather input from the public. These organizations include (but not limited to) the Midtown Engagement Partners (MEPs), the City of Santa Fe, UNM DPAC, local design teams, and the Strategic Economics/Opticos team.

In 2018, the City of Santa Fe conducted its own effort to engage Santa Feans in the question of what should be developed at Midtown. This Concept Phase engagement process resulted in the Midtown Planning Guidelines, adopted by the Governing Body in June 2018. Top priority uses identified included: Higher Education, Housing, Film and Emerging Media.

In July and September 2021, Strategic Economics/Opticos team facilitated multi-day engagement sessions and conversations to hear people’s memories and thoughts about the site. The MEPs co-hosted the Midtown Block Party in October 2021, which drew 1,000 participants to the site to hear music, engage in multiple fun activities, and complete surveys and interviews. They hosted another event—a Posolada—in December 2021, attracting 500 people to enjoy music, posole and biscochitos while providing input for the site development through surveys. In the interim months, each organization facilitated activities of their own design, to engage the multiple and different communities in the questions of Midtown.

## MIDTOWN ENGAGEMENT PARTNERS

Chainbreaker Collective

Earth Care

Fathers NM

Friends of Santa Fe Public Library

La Familia Medical Center

Littlelobe

Santa Fe Indigenous Center

Santa Fe Art Institute

Santa Fe YouthWorks



FINDINGS

Overall, Santa Feans agree on a vision for the Midtown District in which the site, located in the heart of the City, advances belonging, culture, equitable development, environmental and community health. Santa Feans envision a site where access to sustainable and affordable housing and educational, economic, cultural, and recreational opportunities is modeled. This vision aligns with and builds upon the Midtown Planning Guidelines developed in 2018. Santa Feans want a Midtown that is:

- Sustainable And Healthy: renewable, resilient & self-reliant; promoting healthy communities, individuals, and ecosystems; prioritizing people over cars
- Local: reflective of Santa Fe, designed for Santa Feans and managed by Santa Feans—arts, culture, community, opportunity
- Inclusive: supporting youth, families, elderly, unsheltered, BIPOC, LGBTQ
- Affordable: housing, recreation, education, arts, culture, community, healthcare
- Equitable: prioritizing those who have fewer resources & opportunities, with protection from displacement
- Community Driven: community voice in decision making

In the “Ideas about the Future SF Midtown” section of the survey, a multiple-choice question asked for respondents to choose up to five priorities to complete the sentence “At Midtown, my community and I should be able to...” While all options received a positive response and were chosen by many respondents, the top 5 choices were:

1. Gather as a community
2. Live in a home that is affordable to me
3. Have education and opportunities for learning
4. Spend time outdoors
5. Have work and career opportunities

RECOMMENDATIONS & GUIDANCE

The Residents’ Bill of Rights (Santa Fe Resolution 2015-65) informs the foundation and framework for the input solicited from community and the recommendations and guidance co-created with the Midtown Engagement Partners. This chart shows how the Resident Bill of Rights framework aligns with the themes of Economy, Environment, Equity, and Culture which will structure the Community Development Plan.

PILLARS OF THE RESIDENTS' BILL OF RIGHTS

	SUSTAINABLE DEVELOPMENT			
	ECONOMY	ENVIRONMENT	EQUITY	CULTURE
AFFORDABILITY	●		●	
QUALITY, SUSTAINABILITY & HEALTH		●	●	
ACCESSIBILITY FAIRNESS & EQUITY			●	●
STABILITY, PERMANENCE, & PROTECTION FROM DISPLACEMENT	●		●	
COMMUNITY CONTROL			●	●

The recommendations below are the result of analyzing thousands of survey responses and engagement reports, and reviewing promising practices in equitable and sustainable development. Following an iterative, multi-researcher approach, this analysis involved over a dozen readers (including native Spanish speakers) with diverse backgrounds and perspectives to review data and develop this guidance, as community goals for development at Midtown.

Community conversations about the development of Midtown should and will continue in the months and years ahead. Several of the guidance here in particular

warrant further investigation and deeper discussion in order to understand implications and plan a way forward:

- Community control
- Governance Structures
- Community Land Trust
- Tourism
- Community Engagement

PILLARS OF THE RESIDENTS’ BILL OF RIGHTS

GUIDANCE	AFFORDABILITY	QUALITY, SUSTAINABILITY, & HEALTH	ACCESSIBILITY, FAIRNESS, & EQUITY	STABILITY, PERMANENCE, & PROTECTION FROM DISPLACEMENT	COMMUNITY CONTROL
1a. Continue to collaborate with community organizations that will advocate for and advance the community benefit recommendations			●		●
2a. Create an “Equity in All Policies” Policy			●		
2b. Develop and practice language access policy and protocols in all public engagement			●		
3a. Include spaces and opportunities to learn and grow		●	●	●	
4a. Create a healthy community through design and development	●	●	●		
5a. Design multi-modal networks		●	●		
5b. Ensure equitable access to Midtown		●	●		●
6a. Implement projects that promote and advance sustainable development		●	●		
7a. Provide spaces and support for local economic development	●		●	●	
8a. Develop and implement a community- driven Neighborhood Stabilization Plan	●		●	●	●
8b. Provide a mix of housing types and tenure	●			●	
9a. Provide a social and governmental services on a free or sliding-scale basis	●	●	●		
10a. Provide spaces and support for arts & culture programming & production		●	●		●



REACH OF ENGAGEMENT

Over a three-year period (noting a gap between 2019-2020), Santa Feans were reached via multiple activities including surveys, design events, e-news, and virtual and in-person listening sessions. The global coronavirus pandemic challenged traditional engagement, as many people's priorities shifted and most activities moved online.

During three months of 2021 (Oct-Dec), the nine Midtown Engagement Partners reached their respective communities through virtual communications, regular organizational activities, and activities and events specific to Midtown. Over 20,000 points of engagement occurred through each organization's communication, including means such as social and earned media, in addition to traditional media; email newsletters/e-blasts; text and phone; and door-to-door canvassing. Over 3,300 people were engaged through the regular activities of the organizations, which included but was not limited to food distribution, case management and office interactions, mural installations, tabling at events, tenant clinics, bicycle resource services, and youth and community workshops.

PARTICIPATION

During these engagement efforts, 2,089 surveys were collected. (See the engagement activities section.) Of those surveys distributed, 81% of the surveys provided the complete set of demographic questions and 16% provided partial demographic questions. The demographic information collected is summarized below and reveals diverse participation in the survey.

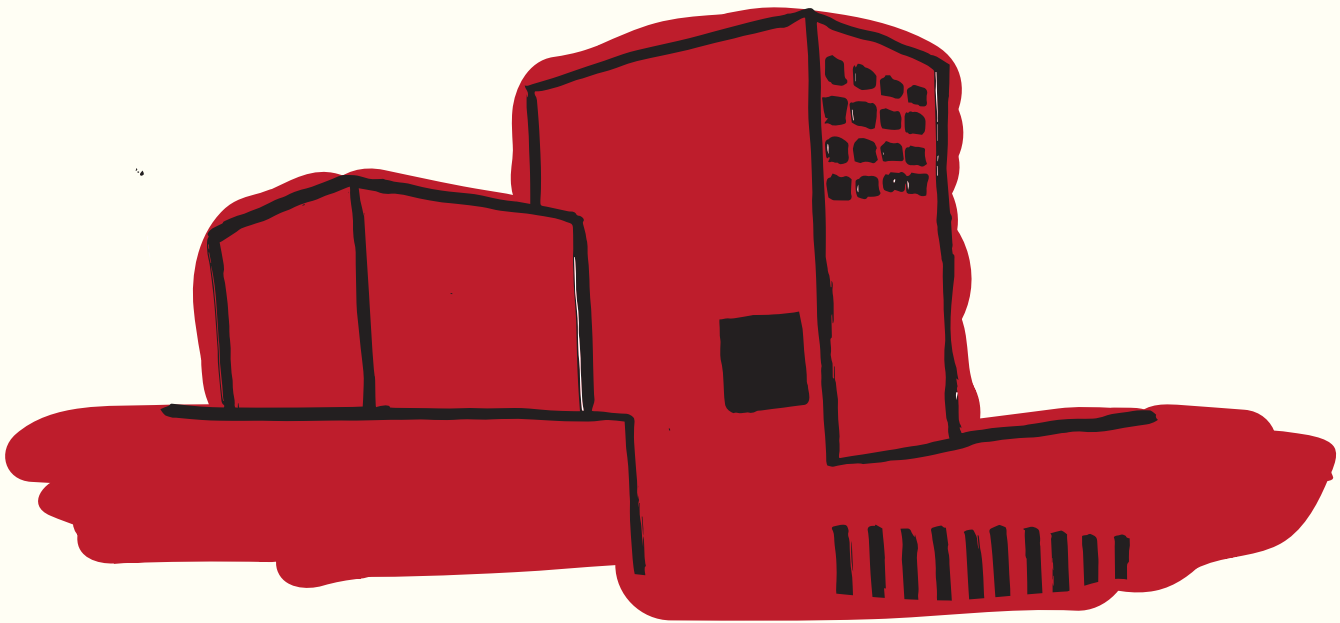
Key findings of participation :

- Diversity in race & ethnicity: 53.6% of respondents were Hispanic/Latinx, 24.8% Non-Hispanic White, and 10.9% Indigenous.
- Distribution of ages, including youth participation: 18.2% ages 35-44, 15.1% ages 13-17, 14.4% ages 25-34
- Distribution of incomes: The majority (67%) of participants earned \$55,000 or less annually (Santa Fe's Median Household Income is \$57,972 (US Census Bureau, 2019).
- Variety of housing status: 47.3% were homeowners, 42.4% were renters, and 2.9% were homeless.

CONCLUSION

The guidance presented in this report is a catalyst and call for action. The Santa Fe Governing Body, City staff, private sector and not-for-profit developers, designers, engineers, community organizations and other Santa Feans have a responsibility to answer the call by creatively and thoughtfully implementing the community's vision and goals, while also meeting environmental and economic goals. Decision-makers and others interested in pursuing the recommended projects are encouraged to review the example Cases in Practice listed in the Appendix and do additional research to determine how to implement these ideas within and/or around the Midtown site.

City staff, City Councilors and community members have an opportunity and responsibility to continue to leverage skills and develop capacity and relationships within city government and the Santa Fe community in order to ensure that all Santa Feans have access to the planning processes and development policies that impact their lives. It is in this spirit that DPAC and the Midtown Engagement Partners came together to conduct a model community engagement process and offer the following analysis and guidance.







# INTRODUCTION + PURPOSE

**The City of Santa Fe is committed to equitable engagement processes and outcomes in the redevelopment of the Midtown site, while also recognizing a need to account for its investment, which includes about \$2 million in debt service annually. The Plan for Midtown’s development must balance the economic interests of the City with the public benefits it hoped to achieve by purchasing and developing the property.**

The City has undertaken several civic engagement efforts in the Midtown District area. Work between 2009-2016 led to the creation of the Local Innovation Corridor Overlay (LINC). When the City assumed full responsibility for the future of the Midtown Site in 2018 the Midtown Planning Guidelines were developed during the Concept Phase, which continue to inform and direct the current planning phase. In 2020, the City recommitted to broadening the demographic representation in the Midtown planning efforts, to ensure equitable access, participation, and representation for historically under-represented communities important to the future of Santa Fe.

Toward this end, the City partnered with The Design and Planning Assistance Center at the University of New Mexico School of Architecture and Planning (UNM DPAC) to bring academic perspective and expertise to the 2021 Public Engagement effort for the redevelopment of the Santa Fe Midtown property

(“Midtown Site”), and to help develop processes that recognize and leverage local community expertise by enlisting collaboration with local organizations, the Midtown Engagement Partners. The goal was deep and diverse participation from “voices not heard”. Truly inclusive community engagement is a challenge for most American cities, and Santa Fe is no exception. The 2021 Public Engagement effort was designed to correct the imbalance in public engagement for Midtown and create a model for future planning and development.

The vision and recommendations generated from the Public Engagement effort and presented herein should inform public policy in the City of Santa Fe, including the Midtown Development Plans and the implementation of those plans. The report also includes recommendations for public engagement in Santa Fe going forward - co-authored by DPAC and the Midtown Engagement Partners.



This report documents the approach, process, and outcomes of the public engagement process facilitated under contract between the City of Santa Fe and UNM Design and Planning Assistance Center (DPAC), from September 2020 through March 2022. While the full contract period occurred under the shadow of an ongoing and dynamic global health pandemic, the Midtown Engagement Partners found creative and safe ways to engage with the multiple and diverse communities of Santa Fe. We are honored and proud to share the outcomes with you here.

The strategies of the Midtown Public Engagement program included building relationships, recruiting partners, building trust, breaking down real or perceived barriers, and engaging people and organizations in important conversations and questions to help shape Midtown development plans and agreements. The focus was on engaging and centering voices that have been under-represented, including, but not limited to, youth, Spanish-speaking populations, Indigenous, people of color, low-income residents, and people who live in the areas surrounding the Midtown site.

Successful strategies employed included:

- Collaborate with local community-based organizations—as advisors, community engagers, and co-designers.
- Value and compensate experience, leadership, partnerships, expertise and participation.
- Employ principles and approaches of Community-Based Participatory Research.
- Offer a range of types and modes of engagement activities, to meet people where they are and with people and organizations they know and trust.

Toward the overall goal of conducting an engagement process that is inclusive, equitable, transparent, and accountable, the City of Santa Fe and UNM DPAC collaborated with and supported a diverse network of established local community-based organizations to design and implement the Midtown Engagement Plan, as well as to interpret the findings and develop recommendations for development at Midtown. This partnership among the community organizations is referred to as the Midtown Engagement Partners.

Organizations and community leaders were engaged in two rounds.

**Round 1:** Negotiated with key organizations, based upon referrals and recommendations.

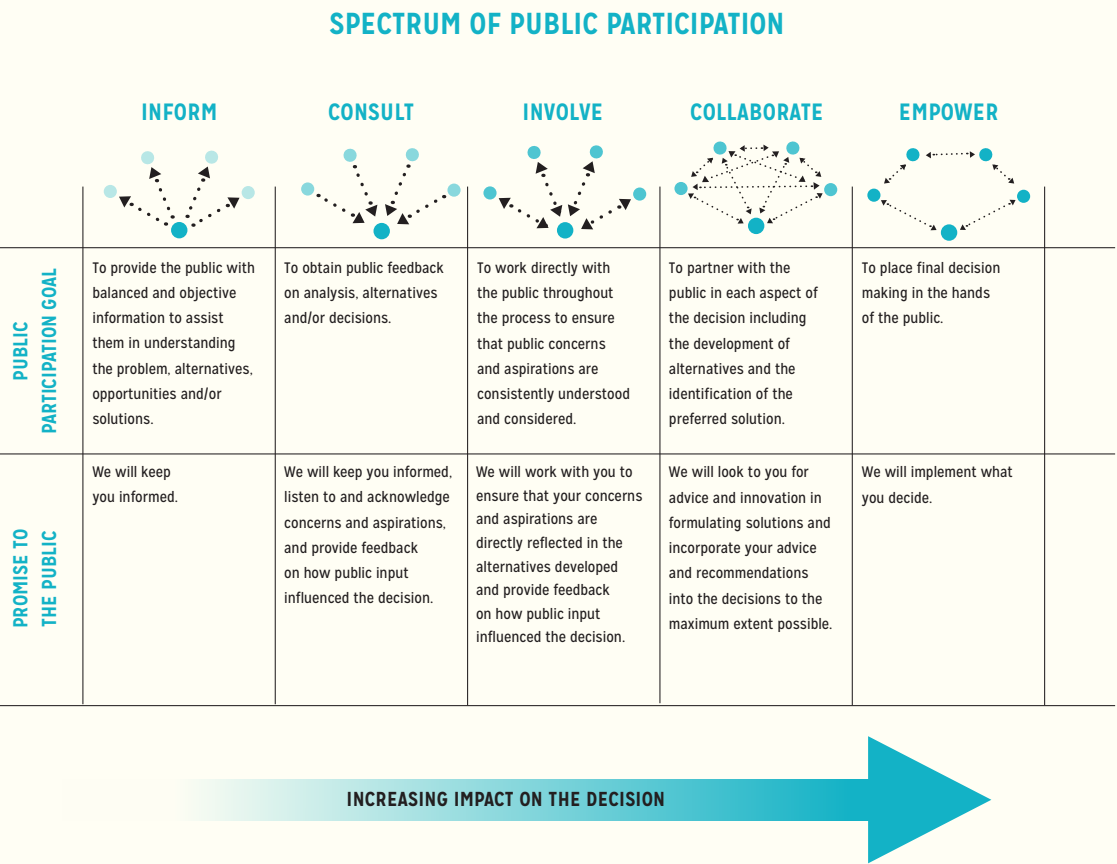
**Round 2:** Midtown Activation Program, involving an open call for proposals.

This structure, supported by the City, is designed to develop and implement a co-created, inclusive Public Engagement Program of activities—reaching a range of organizations, communities, individuals, and interests representative of the communities impacted by development of the Midtown Site.

This has resulted in community recommendations for the site that reflect broad representation, particularly from previously under-represented communities, that will be integrated into the Midtown Redevelopment Plans, which include the Land Development Plan and the Community Development Plan. These recommendations, based on community inputs regarding public and community benefits at Midtown, build upon:

1. Midtown Planning Guidelines (2018) and LINC Overlay (2009-2016)
2. Resolution 2018-54 (authorizes additional community engagement for Midtown)
3. Resolution 2015-65 (Residents Bill of Rights)

4. National Endowment for the Arts Our Town Grant, led by SFAI (2019-2021)
5. Nuestro Corazón Assembly (Summer 2019)
6. The ongoing commitment of the Governing Body and City Staff to meaningful, inclusive, and high quality public engagement
7. The ongoing commitment, experience and expertise of local community-based organizations and community members
8. Established theory and promising practices in public engagement



PROMISING PRACTICES FROM “THE LITERATURE”

The Engagement Program is designed to integrate best-practices from the fields of community planning, health equity, and social justice including:

- Cultural Humility—acknowledging multiple sources and types of knowledge, expertise, and practices
- Collaboration & Partnership with local expertise—community-based organizations
- Locate/create a space and leadership structures to support authentic community engagement
- Activities created or centered in local culture
- Go to where the people are—when and how they feel most welcome and supported
- Cultivate a learning community
- Inclusive means more than giving people a seat at the table, it requires making the table bigger and welcoming their voice at the table
- Community-Based Participatory Research (CBPR)
- Strategies and practices that advance racial and economic justice

GOALS ESTABLISHED FOR THE ENGAGEMENT PROJECT:

The community-based collaboration supported local cultural, social service, arts, civic, and advocacy organizations in engaging community members representative of the diverse demographics of Santa Fe and of the neighborhoods surrounding the Midtown Site.

The shared goals included:

- To ensure that community members who have been underrepresented in civic engagement are an integral part of the planning process for the Midtown Site;
- To cultivate a “Learning Community” as stakeholders, community partners, advisors, and team members, that will form a community of practice that co-creates and implements the Midtown Public Engagement Plan;
- To work closely with the learning community to identify gaps in representation that could be addressed by supporting the work of other organizations and individuals through further participation and funding in future phases of engagement.
- Maintain autonomy of organizations by clarifying boundaries around this work.
- Focus on community development objectives and public policies that work to stabilize neighborhoods and strengthen communities, particularly in neighborhoods and communities that are vulnerable to displacement of assets, people and families, and resources are vulnerable.
- Honor and build upon previous engagement participation, activities and outcomes.

MY VIEW

By Michael Pride

Published in the SF New Mexican on August 14, 2021

The Midtown site is the geographical center of Santa Fe. At the crossroads of three major streets and the Rail Runner, and surrounded by neighborhoods with deep roots where many residents have lived for generations, it truly is the heart of Santa Fe. As such, its redevelopment can unite our city and heal some of the deep disparities we face as a community. For Midtown, surrounding neighborhoods and the city as a whole, the stakes are high.

The University of New Mexico Design and Planning Assistance Center has been brought on as the city’s public engagement consultant to develop a robust engagement process that centers equity and community voice, and that generates recommendations to the city that help to define future use, governance and redevelopment of the property.

Community engagement here in Santa Fe — and in many places throughout the country — often struggles to include the voices of key populations. In a report of the city’s 2018 engagement about Midtown, nearly two-thirds of respondents had above-median incomes, a majority were over 55 and almost none were younger than 25. Only 17 percent of respondents were Hispanic and only 0.3 percent completed the survey in Spanish.

Gaps in equity during planning processes can lead to deepening inequity throughout the city. In 2015, the City Council unanimously passed the Resident’s Bill of Rights (Resolution 2015-65) that created a guide and framework for equitable development in Santa Fe. In 2018,

the City Council passed Resolution 2018-54, calling for a community engagement process to bridge gaps in the initial process. The public engagement process led by the UNM design center will unite those ambitious resolutions and set a precedent for equitable community development in Santa Fe.

To do so, the UNM design center is partnering with a team of organizations committed to equity and participatory processes. These Midtown Engagement Partners include Chainbreaker Collective, Earth Care, Littlelobe, Santa Fe Art Institute and YouthWorks.

While each of our missions and constituencies are different, we are united in our collective goal to develop pathways to equitable representation so that everyone in our community can fully participate in imagining and manifesting an equitable future for this important site.

Building upon efforts by the city, this campaign is focused on engaging the voices and leadership of communities of color, low income and people often left out of the planning process through door-to-door canvassing, youth-led conversations and the Voices at Midtown series on a variety of important topics related to Midtown. Engaging, creative and interactive site activations in the fall will welcome the entire community to the property so they can embody and imagine the site as a vibrant, connected and walkable neighborhood.

Partner organizations have long-standing ties to the community and are committed to centering leadership of directly impacted community members. Recommendations that emerge will be authored in partnership with underrepresented communities that know the challenges and opportunities best, because they live with them every day.



Commitment to this kind of equitable and authentic community engagement requires both time and resources. This process is an unprecedented investment in Santa Fe and our future. We are grateful for the support of our elected officials and city staff who understand that community engagement requires deliberate relationship and trust building. The communities we represent are relieved to know the city has made a genuine commitment to a future in Midtown with all of us in it. Decades from now, Midtown will continue to be the heart of Santa Fe. We owe it to future generations to ensure it is not broken.



Photo courtesy of John Murphey

LAND ACKNOWLEDGMENT

*This land acknowledgment was originally drafted by Dr. Estevan Rael-Gálvez based on archival, ethnographic, and archaeological research in consultation with Taytsúgeh Oweengeh, other scholars and the Culture Connects Midtown team.*

Acknowledging this place, its history and its people

We acknowledge the breath of those that came before us and all of the living animals, on the ground and above it. We acknowledge that this place we now call Santa Fe is still recognized as Oga Po’geh (White Shell Water Place). Thousands of years ago, it was a center place for the communities of Northern and Southern Tewa (often identified as Tanos). The living memory and stories told by the people of Taytsúgeh Oweengeh (Tesuque Pueblo) hold profound meaning to this day, revealing that the ancestral site, Oga Po’geh is Taytsúgeh and Taytsúgeh is Oga Po’geh still.

We acknowledge that this place is also part of a much larger sovereign landscape for indigenous peoples: the chronicle of its headwaters are woven into the origin stories of Nambe Pueblo; the clays surrounding the site were a resource for both Tewa people and the Jicarilla Apache; and it is a place where stories are braided into and from the past by the Diné (Navajo), Cochiti, Taos and Hopi Pueblos and more still not yet told.

We acknowledge Spanish settlement occurred over four centuries ago and was as much about the possession of place as it was about the displacement of people. From that beginning, La Villa Real de la Santa Fe was made up of colonists from Spain, Mexico, France, Greece, and Portugal. There were also Africans and many “Indios Mexicanos” whose displacement may have begun in captivity, but lived as free men and women. There were also thousands of enslaved indigenous people who came to be labeled

Genízaro, Criado, and Famulo, and whose identities were listed in ecclesiastical records as Aa, Apache, Comanche, Diné, Kiowa, Pawnee, Paiute and Ute. Hundreds more were simply listed in the records as “Mexican Indians.” Complex castas stemmed from these origins, including people labeled as Colores Quebrados, Colores Revueltos, Colores Sospechos, Coyotes, and Mestizos.

Two and half centuries after these first Euro-mestizo settlements were formed, the push and pull of migration from every direction has brought new people to this place, including individuals and families from nearly every single state in the nation and from several other countries. The convergence of cultures and the profound and beautiful complexity of identity that is layered across four centuries of presence here, is reflected in the intricately woven genealogies of Santa Fe’s residents.

For those that continue to live in this place, generational or recently arrived, all must recognize the astonishing complexity of this magnificent and sovereign landscape and its people. Acknowledgment also requires holding both the beauty and the pain and supporting ongoing dialogue and story sharing, all of which reflect a vibrant and equitable community. We are the stewards of this land, of its water and air and of each other. Our breath, like the breath of those that precede us, will be left for those that follow us.

ACKNOWLEDGMENTS

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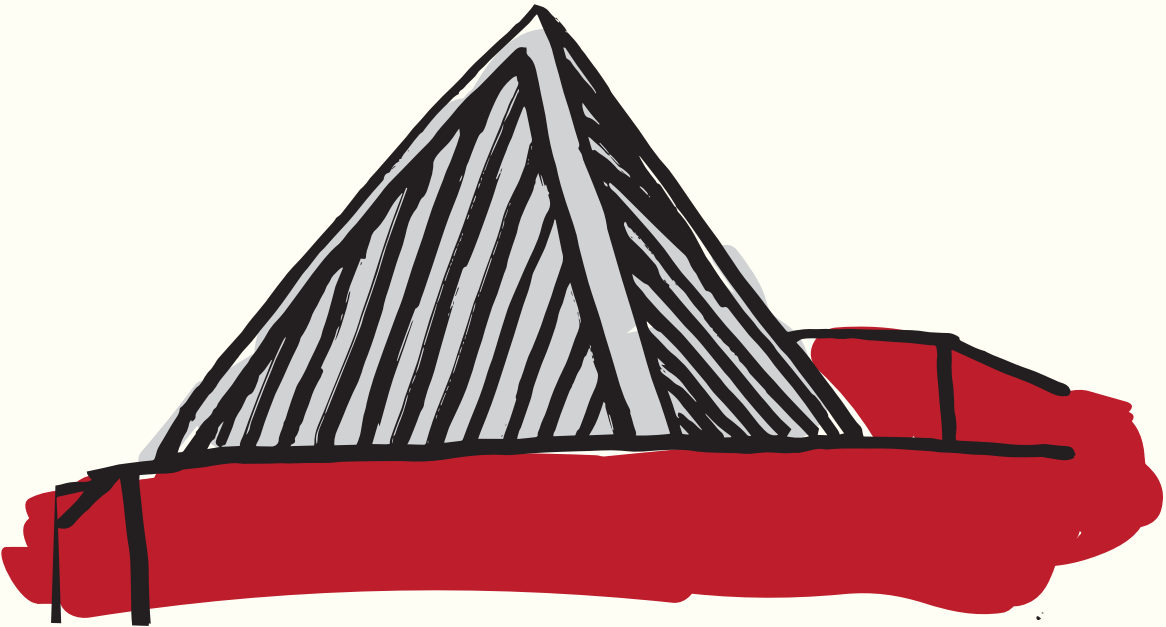
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BACKGROUND

The Residents’ Bill of Rights informs the foundation and framework for the Midtown Engagement Partners. Additionally, the Community Development Report will be organized into the classic sections/themes of Economy, Environment, Equity and Culture. This chart helps make the connection between these two frameworks.

1. MIDTOWN IS COMMUNITY DRIVEN

Rationale: The Midtown Engagement Partner’s process revealed a clear objective to ensure a community-driven process, as it relates to Midtown and beyond. Community ownership of process is the highest form of participation on the spectrum of community participation and involvement. What does that look like and how do we get

there? This guidance helps elevate the key requests from this most recent iteration of Midtown engagement and the cases highlighted here lay a path forward for Midtown and Santa Fe.

1. a.

Collaborate with and support community actors and organizations that will continue to advocate for and advance the community benefit recommendations included in this report.

CASE IN PRACTICE

MIDTOWN ENGAGEMENT PARTNERS

Midtown Engagement Partners—a partnership of Santa Fe community organizations selected through different processes to help reach and engage communities in the questions of Midtown.

1. a. i

Continue to collaborate with the Midtown Engagement Partners to advance the goals of the community objectives and further develop an equitable model of public engagement.

1. a. ii

Create governance structures that ensure continued and ongoing community stewardship of the values and objectives included in this report, through the design and adoption of the Community Development Plan, procurement processes, and long-term development of the Midtown District.

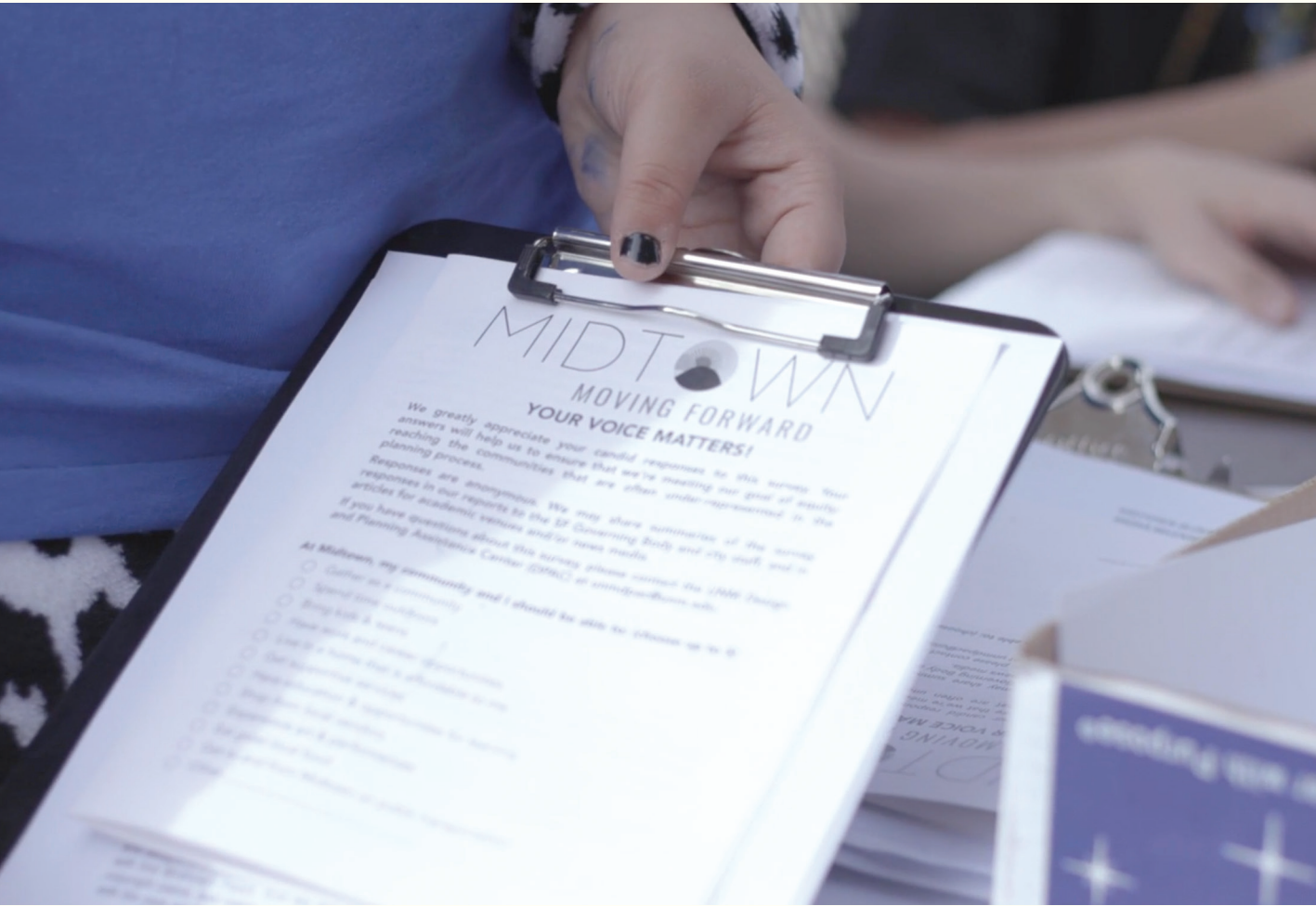
CASE IN PRACTICE

DETROIT FUTURE CITY

Detroit Future City is a nonprofit charged with catalyzing implementation of the DFC Strategic Framework, a 50-year vision for the City of Detroit developed with input from more than 100,000 Detroiters.

Our role is to steward equitable implementation of the recommendations made in the Strategic Framework through providing access and information to Detroiters, informing and guiding decision-makers initiatives and projects, and the coordination of a multitude of stakeholders.

		SUSTAINABLE DEVELOPMENT			
		ECONOMY	ENVIRONMENT	EQUITY	CULTURE
PILLARS OF THE RESIDENTS' BILL OF RIGHTS	AFFORDABILITY	●		●	
	QUALITY, SUSTAINABILITY & HEALTH		●	●	
	ACCESSIBILITY FAIRNESS & EQUITY			●	●
	STABILITY, PERMANENCE, & PROTECTION FROM DISPLACEMENT	●		●	
	COMMUNITY CONTROL			●	●



Video still courtesy of Kaelyn Lynch



*“I believe Santa Fe needs more affordable housing for us locals. A land trust that is governed by community members, a place to give back to the local people of Santa Fe, myself personally needs affordable housing. There are no options for people in my situation.”*

Community Voice

1. a. iii

Reserve parcel(s) for the development of a Community Land Trust. After affordable housing, this is one of the most frequently shared specific terms from respondents/ participants in the 2021 Midtown engagement activities, cited as a specific way to provide affordable housing, prevent displacement and gentrification, and/or promote community control and trust. There were 138 specific calls for a Community Land Trust on the site from participants. **And 796 people, nearly 40% of all survey respondents, ranked Community Control as a high priority.**

**Resource:** Health, Healing and Housing In Santa Fe

In 2020, Chainbreaker, Human Impact Partners, and the New Mexico Health Equity Partners delivered a research brief on community land trusts, Midtown, and a vision for

post-pandemic development. This report outlines a history of land trusts and community ownership in the United States and New Mexico.

New Communities Inc., in southwest Georgia, is credited as being the first CLT, founded in 1969, and was developed to provide farmland for black families who were forced from their land for participating in the Civil Rights movement.<sup>34,38</sup> Over the past half-century, Community Land Trusts have grown both in number and in type. There are now over 225 Community Land Trusts in the US that are both rural and urban, with their missions ranging from providing long-term stable housing and homeownership (including rental and cooperative housing); to community agriculture and urban green spaces; as well as for establishing commercial spaces for community and public use.

*“Lo veo como un fideicomiso, el cual sera manejado por la comunidad, para la comunidad. Le dara a muchos de Santa Fe la oportunidad de conseguir una casa a un bajo costo y accesible. Le dara tambien oportunidad a la comunidad de crear negocios nuevos y darle empleo a nuestra comunidad.”*

Community Voice

CASE IN PRACTICE

SAWMILL COMMUNITY LAND TRUST

Sawmill Community Land Trust is a nonprofit membership organization that owns the land. They hold the land in trust which benefits the community by providing affordable housing. They worked with the City of Albuquerque to clean up and reclaim 27 acres of a former industrial site. The CLT stewards over 200 affordable housing units that incorporate green design features. The CLT received \$200,000 in annual grants from the city in Community Development Block Grants and other funding from the U.S. Department of Housing and Urban Development (HUD) to build the capacity of the CLT’s staff and to provide funding to support predevelopment for affordable housing projects. The CLT also received \$225,000 in Brownfield clean-up grant to pay for environmental remediation and redevelopment of contaminated properties.

[www.sawmiilclt.org](http://www.sawmiilclt.org)

2. MIDTOWN IS ALIGNED WITH AND ACCOUNTED FOR IN EXISTING PLANS

Accounting for changes created by development at Midtown and aligning with the City’s equity goals. The City should continue to leverage innovative, equitable, and community-driven processes in those efforts so that updates benefit from multiple perspectives, needs, and experiences.

Rationale:

There are policies and plans that have been created over the last decade and need for long-range planning City-wide, that should be updated to consider the potential and opportunities that are developing at the site. The City should continue to leverage innovative, equitable, and community-driven processes in those efforts so that updates benefit from multiple perspectives, needs, and experiences.



Video still courtesy of Kaelyn Lynch

These might include:

- Sustainable Santa Fe 25-Year Plan, 2018 Overall goal: carbon-neutrality by 2040
- 1999 General Plan
- Midtown LINC with new zoning and district information, and incorporate multi-nodal recommendations from the 2008 Rail Corridor Study
- Santa Fe Pre-Teen And Teen Independent Transit And Mobility Plan
- Santa Fe Transportation Pedestrian Master Plan
- Santa Fe Metropolitan Transportation Plan (MTP).

2. a

Create an “Equity in All Policies” policy as a tool for developing consistency across policy and programmatic processes in the City of Santa Fe. Such policy would include mechanisms for implementation and a schedule for review and assessment of existing and proposed policies. Develop interdepartmental strategies to connect equity goals and commitments throughout the City of Santa Fe. This tool can be used to ameliorate policies as they are developed and to institute proactive policies with a focus on achieving the City’s equity goals.

CASE IN PRACTICE

HEALTH AND EQUITY IN ALL POLICIES TACOMA

The City of Tacoma created an analysis tool that documents affected groups of people who have and have not been consulted. Their tool also encourages policymakers and agency members to consult with affected communities prior to adopting new policies or programs. The tool encourages managers to examine the social, economic, and environmental costs and benefits of each action, helping to ensure equitable conditions for all populations.

“***Make Santa Fe one City where everyone in every neighborhood and every part of the community has equal opportunity, equal access to high-quality public facilities, and an equal chance to succeed in life.***”

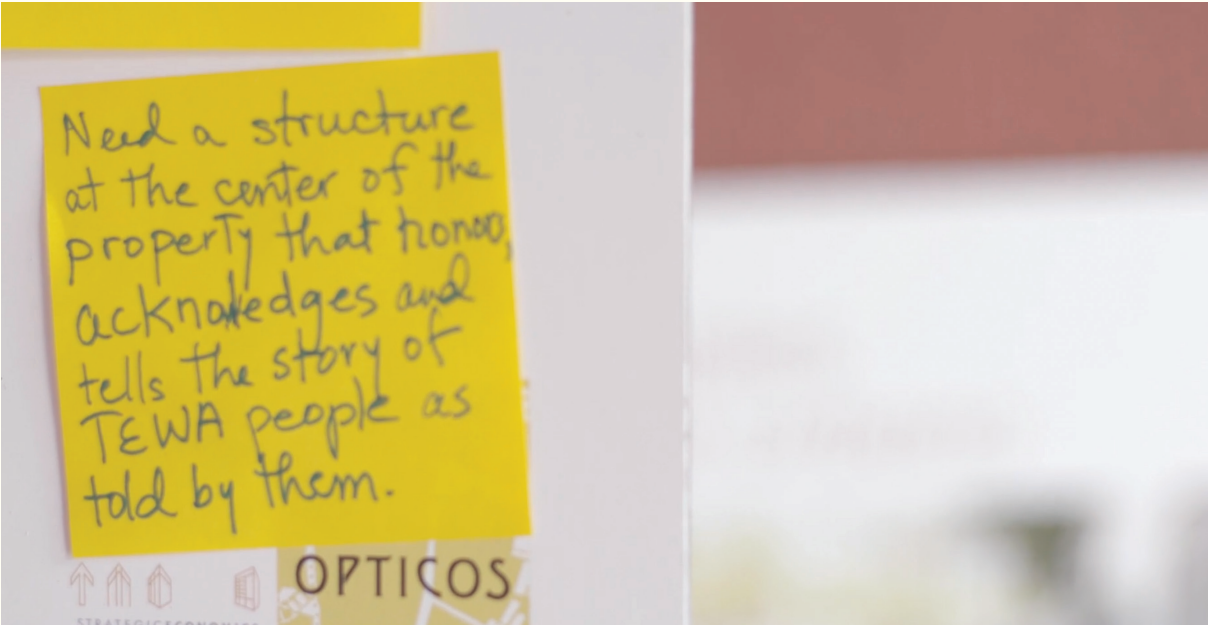
Alan Webber, Mayor

The City of Santa Fe has a commitment to equity as stated by Mayor Webber.

Definition:

The Robert Wood Johnson Foundation (RWJF) provides the following definition:

*“Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”*



Video still courtesy of Kaelyn Lynch

2. a. i

Form an Office of Native American Affairs

CASE IN PRACTICE

CITY OF ALBUQUERQUE OFFICE OF NATIVE AMERICAN AFFAIRS

The City of Albuquerque Office of Native American Affairs recognizes that Native Americans have an inalienable permanent right to exist as peoples, nations, cultures, and societies.

**VISION:** To ensure that Albuquerque’s Native Americans receive equitable and inclusive access to City services and resources to improve their quality of life, ensure their safety, and maintain their cultural heritage.

**MISSION:** The City of Albuquerque Office of Native American Affairs is dedicated to promoting policy and program initiatives that ensure the safety and well-being of Native American individuals and families living in the Albuquerque metropolitan area and devoted to the support and development of intergovernmental relations between the City of Albuquerque government and tribal governments.



2. a. ii

Decriminalize Homelessness by reviewing and revising discriminatory regulations. Reconsider laws regarding loitering and prohibiting sleeping in public and provide facilities that invite people to linger and treat everyone with dignity (e.g., public restrooms, hand-washing, shade, seating).

CASE IN PRACTICE

2017 DECRIMINALIZING HOMELESSNESS: WHY RIGHT TO REST LEGISLATION IS THE HIGH ROAD FOR OREGON

Cities taking steps towards decriminalization often encounter strong resistance from community members. There is tremendous ignorance, fear, and bias towards people experiencing poverty and homelessness. These prejudices become major barriers to systemic change. Policymakers should consider strategies to promote understanding and inclusion as part of the broader decriminalization efforts.

2. b

Develop and practice Language Access Policy and Protocols in all public engagement. A lack of language access can discourage or exclude many people from authentic engagement in public life and decision-making. **32.3% of people in Santa Fe speak Spanish at home, according to the US Census Bureau 2019 American Community Survey. Further language access is required by law.** Consistent translation and interpretation will improve the function of all public processes.

3. MIDTOWN IS A PLACE FOR YOUTH & FAMILIES

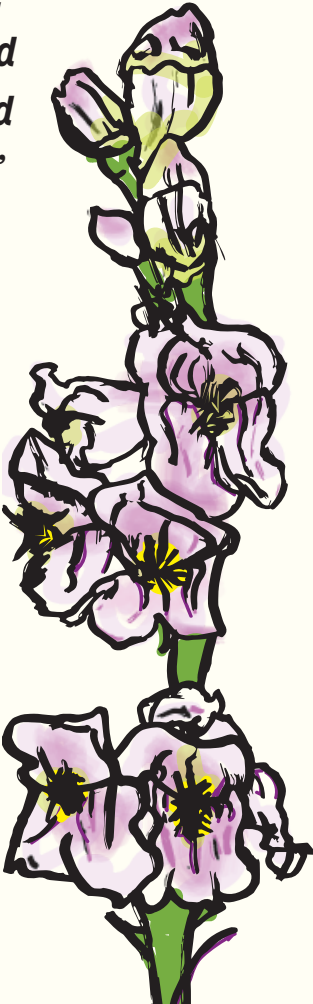
Santa Fe can center youth and children around design to create a child-friendly city and space at Midtown.

Rationale:

Participants young and old expressed a desire and need for accessible and affordable activities and venues for and/or by youth—from recreation to education and opportunities to create and view arts and culture.

*“I would want the Midtown site to feel comfortable and to where it’s fun and you enjoy being there. Yeah. The resources that I think would make my life more fun would probably be playgrounds and fun activities for kids to do.”*

Community Voice



CASE IN PRACTICE

EARTH CARE: YOUTH AT THE CENTER

Youth at the Center is a campaign to place young people and our voices, our needs, and our leadership at the center of development initiatives here in Santa Fe. The Southside Teen Center has been in the works for about a decade and finally we have secured the investment from City and State resources to invest in the much needed and much awaited Southside Teen Center.

In 2019, Earth Care conducted workshops, gathered stories, and collected surveys to inform the design of the building and surrounding land. These results were combined with input from youth during the 2007 Youth Summit, the 2015 Youth Summit, and the 2017 Youth Summit. In partnership with The City of Santa Fe, the State Legislature and strong advocacy from Earth Care’s community- the project received \$3.9 million dollars in capital outlay funds for its construction.

3. a

Include spaces and opportunities to learn and grow. Family and intergenerational learning opportunities can be achieved through a community schools model and a commitment to community education.

*“How about concentrating on where Santa Feans really live. I can’t afford an eastside home as an educator. Let’s focus on educating our children.”*

Community Voice





***“I want to see a place for the LOCALS to feel welcomed, safe and unbothered by all the transplants who have continued to TRY and gentrify our city! Somewhere our kids, our youth, our young adults, our adults and especially our elderly gente can get together without feeling uncomfortable! We’ve been uncomfortable for too long!”***

Community Voice

### 3. a. i

Provide Space for Early Childhood Programs

### CASE IN PRACTICE

#### GRACE LIVING CENTER

At Grace Living Center, a nursing home, in Jenks, Oklahoma, the local public school added two classrooms to the space. Leaders of the project share that “the rising generation of boomer elders sees retirement ‘as a time to create purposeful living.’...To that end, the intergenerational curriculum focuses on three areas that benefit young and old alike: lifelong learning, wellness, physical fitness, and the arts and humanities.

### 3. a. ii

Make recreation accessible for families. The site should include space dedicated to free and sliding-scale extra-curricular, after-school, and arts programs, incorporating Universal Design principles for the inclusion of people with a range of physical and cognitive abilities.

### CASE IN PRACTICE

#### 8-80 CENTERING YOUTH AND CHILDREN AROUND DESIGN

Our Vision: We exist to create safe and happy cities that prioritize people’s well-being. We believe that if everything we do in our public spaces is great for an 8-year-old and an 80-year-old, then it will be great for all people.

Our Mission: 8 80 Cities improves the quality of life for people in cities by bringing citizens together to enhance mobility and public space so that together we can create more vibrant, healthy, and equitable communities.

## 4. MIDTOWN IS A HEALTHY COMMUNITY

Rationale: Studies have shown that the built environment plays a significant role in advancing (or compromising) community health—preventative and proactive design can enhance communities at much lower cost than medical care for diseases they can help prevent, e.g., heart disease, asthma exacerbation, obesity, diabetes, and mental wellbeing.

Existing tools, such as Health Impact and Equity Impact Assessments, and Social Determinants of Health standards can assist in priority decision making. What follows are some key projects that can support a healthy community.

***“I’d love to see a green, walkable/bikeable, safe, a multi-use community center that is not overly gentrified and feels authentic to the diverse convergence of cultures in Santa Fe. This needs to be a space FOR Santa Feans, not tourists or wealthy retirees with second and third homes in Santa Fe.”***

Community Voice



4. a

Create a healthy community through design and development

4. a. i

Create community gardens: A collectively gardened space provides a space to grow low-cost fresh fruit and vegetables for those who may not have space to garden at home or access to fresh foods.

CASE IN PRACTICE

ESPAÑOLA HEALING FOODS OASIS

The Española Healing Foods Oasis was created by Tewa Women United to create an edible foods garden on a previously barren slope. The garden is open to Española residents and the surrounding communities and provides seasonal food, Native medicinal herbs and plants, accessible pathways, and aesthetic beauty while harvesting precious rainwater.

4. a. ii

Provide public toilets, handwashing, and drinking fountains that are accessible throughout the development; strategically located to serve non-residents throughout day (e.g., visitors, shoppers, and the unsheltered). Access to hygiene is not only a matter of equity and dignity, but lack of access is also a matter of personal and public health, not to mention the nuisance factor for property owners, residents, businesses, etc.

4. a. iii

Make health clinics accessible. Free/affordable health clinics that not only include health care, but also dental and mental health. **184 survey respondents expressed the need for access to health care and health clinics as part of the Midtown development.**

4. a. iv

Provide support for homelessness, mental health, and addiction. The Site should continue to support these communities with easy access to services like housing, drug counseling, addiction recovery and reintegration, and food banks.

**“Currently, there is a homeless shelter, as well as drug rehabilitation services. I feel it would be wonderful for the community to expand those services and turn the whole campus into a type of therapeutic community, including transitional housing for those individuals ready to begin an autonomous way of living.”**

Community Voice



5. MIDTOWN IS DESIGNED TO CREATE SAFER STREETS AND PATHWAYS

Policies and infrastructure that promote walkability and bike-friendly connections in and around the site could be accomplished through community engagement, like walk and bike audits. These efforts could identify the best use of speed reduction and other tools to address issues and opportunities related to accessibility, walking, biking, and transit use.

Reference: Charles T. Brown, the Founder & CEO of Equitable Cities and Professor of Planning & Public Policy at Rutgers University defines arrested mobility as the “assertion that BIPOC have historically and presently been denied by legal and illegal authority, the inalienable right to move, to be moved, or to simply exist in public space resulting in adverse social, political, economic, and health effects that are widespread, preventable, and intergenerational.”

5. a

Design Multimodal Networks: To promote and ensure a healthy community transportation must be efficient and also safe and enjoyable. Engage in a multimodal planning process that reflects community ownership, in line with best practices for engagement. Midtown’s pedestrian improvements should be shaped by community-driven walk audits in and around the area. Furthermore, in line with the previously mentioned mobility justice considerations, consider how Crime Prevention through Environmental Design seeks to improve public safety through hostile design and architectural practices of deterrence.

Definition:

*Mobility Justice demands that we fully excavate, recognize, and reconcile the historical and current injustices experienced by communities – with impacted*

*communities given space and resources to envision and implement planning models and political advocacy on streets and mobility that actively work to address historical and current injustices experienced by communities.*

*Mobility Justice demands that “safety” and equitable mobility address not only the construction of our streets but the socioeconomic, cultural, and discriminatory barriers to access and comfort different communities experience within public spaces. We must shift focus from the modes of transit people use to the bodies and identities of the people using those modes by centering the experiences of marginalized individuals and the most vulnerable communities. It acknowledges that safety is different for different people, and should be defined by those most economically and legally vulnerable.*

*Mobility Justice centers people over profit, property or placemaking, and prioritizes the community’s lived experiences and aspirations as the primary driver of change and progress. It recognizes the significance of human infrastructure and ensures new projects enhance rather than erase or displace existing communities or neighborhood mobility strategies. These principles of Mobility Justice were drafted using perspectives gathered at The Untokening: A Convening for Just Streets & Communities held in Atlanta, GA on November 13, 2016.*

5. b

Ensure equitable access to Midtown, for example: a Zero-Fare Transit Network (Albuquerque)



6. MIDTOWN ACHIEVES HIGH STANDARDS FOR SUSTAINABLE DEVELOPMENT

Set ambitious design and performance goals and standards to create a sustainable and resilient Midtown, including environment, economy, and social equity, following established principles and assessment frameworks.

Rationale:

The engagement revealed a desire for sustainability across Midtown, with an emphasis on constructing with local building materials, low-energy design, reducing water use (through conservation, native plants, xeriscaping, greywater reuse, and rainwater harvesting), using solar power. Using sustainability assessment frameworks can help ensure that Midtown meets goals across multiple sectors and addresses economy, equity, and environmental areas. (e.g., EcoDistricts, Living Communities Challenge, LEED ND+, Enterprise Green Communities, Arid Low Impact Development, Passive House, etc). Midtown development can and should align with the goals set forth in the Sustainable Santa Fe 25-year plan.

6. a

Implement projects that promote and advance sustainable development

6. a. i

Ensure that renovation of existing buildings and new construction meet high standards for sustainability, particularly in terms of building materials and designing to minimize energy use.

*“I am interested in seeing Santa Fe be a leader in regenerative site development and sustainability through this project. We should be sure that this site is designed as a “generous” campus -- storing water, filtering air, providing habitat, cooling and shading, building soil the way that the natural ecosystems do so generously.”*

Community Voice

6. a. ii

Ensure that outdoor spaces minimize the use of potable water through green stormwater infrastructure and water reuse. Integrate outdoor community amenities such as recreation areas and community gardens.

CASE IN PRACTICE

GREEN STORMWATER INFRASTRUCTURE

Green stormwater infrastructure and low-impact development are already in practice in New Mexico, as identified by the Arid LID Coalition in the Middle Rio Grande Valley. These practices are beginning to become standard in Santa Fe public projects, as seen in the “Incorporating Green Infrastructure into Roadway Projects in Santa Fe” report. Additionally, the City of Tucson provides an example of incorporating green stormwater infrastructure into City projects, including working with neighborhoods to plan and construct green infrastructure.

6. a. iii

Build infrastructure to be free of fossil fuels and plan for clean and renewable energy sources, particularly solar, across Midtown (no new gas hookups). Consider innovative options, such as community solar and microgrids, that can reduce carbon emissions in a community-centered way.

CASE IN PRACTICE

LOW INCOME SOLAR POLICY GUIDE

The Low Income Solar Policy Guide offers a multitude of resources for accessible and community-engaged solar programs, including best practices for single-family solar, multifamily solar, community solar, or workforce development.

7. MIDTOWN SUPPORTS LOCAL ECONOMIC DEVELOPMENT & SUPPORT

Implement city programs and facilitate space that incentivizes and supports local businesses. The site should host a market space, entrepreneurial support, business incubation, and local-specific programs.

7. a

Provide spaces and support for local economic development

Rationale:

Many people called for opportunities for local residents to learn, train, and work in Santa Fe, and to develop and grow local businesses. **From the data collected, there were 39 mentions of tourism having a negative impact on Santa Feans, and 186 specific calls for more support for local people, programs, and businesses.** This “By Santa Fe, For Santa Fe” sentiment seems to parallel concerns that developed in the Historic Santa Fe Plaza area had significantly shifted to a focus on tourism and visitors.



7.a.i

Support a local workforce and local businesses by using project labor agreements that incentivize the training and hiring of local people and companies.

***“The Midtown development should prioritize the needs of individuals and families living and working in Santa Fe, rather than business or tourism/hospitality interests. Affordable housing, public transportation, access to child care and early childhood education, and access to GED and post-secondary education are all critical community needs.”***

Community Voice



CASE IN PRACTICE

PROJECT LABOR AGREEMENTS

Sound Transit, a regional transportation agency in the Puget Sound area, used project labor agreements to establish diversity goals across hiring and project construction. Their goals were to have 21% of all hours worked be by people of color, 12% of all hours be worked by women, and 20% of all hours be worked by apprentices. They tracked the hiring across contractors through certified payroll and invited all contractors to report details of hours worked by workers’ craft, ethnicity, gender, and home zip code.

***“A place for long-term community growth - jobs that matter (not just part-time, service industry) and housing that is quality and attainable. A place for new businesses, community gatherings, and resilience.”***

Community Voice



7.a.ii

Include workforce development that supports young people and families of Santa Fe to thrive. Connect locals of all ages to a range of projects and programs that connect locals of all ages to career and entrepreneurial opportunities.

CASE IN PRACTICE

YOUTH BUILD

YouthWorks has emerged as a cutting-edge, innovative organization offering a continuum of services designed to reconnect “at-risk” and disadvantaged youth with our community through education, employment training, and job placement. It serves youth who cannot find a job after high school or young people

who have not graduated from high school but are looking for a job. Young adults Jennifer Gingold and Vincent Tapia were integral in the founding of Youth Works. They worked along with Melynn to design and implement culturally and age-appropriate programs and services to address the unmet needs in Santa Fe.

Youth Build is a federally funded 12-month program that empowers at-risk youth with the experience, education, support, and tools to achieve their vocational and leadership goals. Santa Fe Youth Build program participants prepare to take the GED and participate in vocational skill development programs where students gain construction or culinary skills.





7. a. iii

Focus on workforce training and support that includes wrap-around services for workers and families. A fuller program of support will ensure sustainability and success for workers in Santa Fe. Consider things like housing, transportation, healthcare, education, and other basic needs support.

8. MIDTOWN PROVIDES HOUSING AFFORDABILITY AND SECURITY

Ensure that housing is accessible to local Santa Feans and provides opportunities for permanent residency across generations, supporting neighborhood stabilization and community cohesion, not further displacement. This will require many strategies and coordination between agencies and organizations.

“Somos parte trabajadora y  
esperemos un día tener un  
lugar propio donde vivir en  
este lugar que a visto crecer  
a nuestros hijos y formar  
trabajos para ellos”

Community Voice

Rationale:

Many people express frustration that they have been or soon will be priced out of housing in Santa Fe and concern that development at Midtown will lead to further

market pressures, increased prices and displacement. This concern is Protection from Displacement is Pillar #4 in the Residents Bill of Rights (Resolution 2015-65)—Stability, Permanence and Protection from Displacement.

8. a

Develop and implement a community-driven Neighborhood Stabilization Plan for existing vulnerable neighborhoods threatened by new development (especially Hopewell Mann, adjacent to the Midtown site), in collaboration with community members, organizations, and housing advocates.

8. b

Provide a mix of housing types and tenure that provide the opportunity for households of median income and below-median income to own and rent quality, affordable housing.

CASE IN PRACTICE

ABUNDANT HOUSING LA

See especially policy recommendations:  
<https://abundanthousingla.org/policyagenda/>

8. b. i

Ensure housing affordability in both rental and ownership.

CASE IN PRACTICE

Organizations in Santa Fe are working to address the housing crisis in a localized context, such as the Santa Fe Housing Action Coalition.

8. b. ii

Prioritize housing affordable for households that are low-income and part of the critical Santa Fe workforce, and households threatened by displacement.

8. b. iii

Adapt one or more existing dorms for long-term transitional housing for people experiencing homelessness (e.g., SROs, supportive housing model)

9. MIDTOWN PROVIDES SERVICES FOR THE COMMUNITY

Midtown should be a hub for social services and a center for community. There is an opportunity to leverage existing buildings and spaces to establish community services and infrastructure in initial phasing and anchor the district in the community. **877, more than 40% of survey respondents, ranked the accessibility, fairness, and equity of services, and opportunities at the site, especially to historically marginalized peoples as a top priority for Midtown development.** Immigrant and Indigenous populations are underserved in Santa Fe and Midtown presents an opportunity to address those barriers and set a new precedent for community care.

9. a

Provide social and governmental services on a free or sliding-scale basis at the Midtown Site.

9. a. i

Limit government offices to services that Santa Feans use regularly (e.g., Neighborhood Services, Planning and Building Permits), and keep core official functions downtown (City Hall, Council offices, etc.).

9. a. ii

Provide and prioritize social services on-site that serve marginalized populations, including indigenous people, immigrants, and people experiencing housing insecurity

CASE IN PRACTICE

SOMOS UN PUEBLO UNIDO’S UNITED WORKER CENTER OF NEW MEXICO

Somos Un Pueblo Unido works to build a community that does not discriminate against people based on their national origin, that institutes humane migration policies, and that protects the human rights of everyone irrespective of where they are born or what documents they carry. Somos’ Worker’s Committee formed in 2005 to provide community education about employment rights and to organize for better conditions in the workplace. In 2012, they founded New Mexico’s first and only worker center for low-wage workers.

10. MIDTOWN IS A PLACE FOR ARTS & CULTURE

Provide space and context to acknowledge history and traditions of the Midtown Site, Santa Fe, and Northern New Mexico, allowing space for community dialogue and cultural exchange, reconciliation & healing, and community storytelling & archive. Provide affordable or free art opportunities for artists of all ages, including gallery space, art workshops/classes, artist live/workspaces, providing community art facilities and maker spaces, musical performance spaces, and community art spaces.

Rationale:

The engagement revealed a desire to have accessible arts programming and education at Midtown, particularly as a way to carry forward the spirit of the site as a previous arts & education facility. There was also interest in the economic opportunities and arts training that could emerge from the filmmaking industry present at Midtown.



**“As the former campus of Santa Fe University of Art and Design, Midtown should be a site that elevates the arts and offers affordable housing. Through increasing the number of affordable housing units in the City, Midtown can be a site for artists to live/work and non-artists to reside. With its central location, Midtown can be a nexus of art and culture in the City that will be more accessible and democratic than many of the art spaces in greater Santa Fe.”**

Community Voice

10. a

Provide spaces and support for arts & culture programming & production

**“I am 19 and an artist. I want a safe place for young artists to meet and show their talents. Maybe also hold classes and have affordable housing. I’d love to see local coffee shops and restaurants. I would appreciate galleries with local artists where they can sell and show their work. An outdoor space with heaters for the winter as well. Maybe yoga studios or meditation rooms.”**

Community Voice

Reference

City of Santa Fe Culture Connects Summary In particular, participants voiced a desire to expand opportunities for young people to participate in cultural activities; Elevate the unique cultural identity and assets of neighborhoods; Articulate a shared sense of purpose, values, and

community wellbeing as the basis to address tensions that arise from historic trauma and ongoing inequities; and Remove obstacles to meaningful and relevant cultural experiences for all.

10. a. i

Provide affordable art opportunities and facilities for artists of all ages. Some responses referenced the affordability of art classes that used to be offered at the site, and others mentioned a need for art spaces that are more affordable than those that currently exist in Santa Fe. There was an overall emphasis on making art workshops and classes affordable and accessible to community members as well as youth.

10. a. ii

House and promote pow wow grounds within the Midtown site. Prioritize use and oversight by Indigenous peoples. Many responses emphasized a need for spaces where the Indigenous community can feel welcome and belonging. Specifically, the Santa Fe Indigenous Center engaged the community they serve around the possibility of an outdoor pow wow grounds. The results showed an overwhelming preference to see an outdoor pow wow arena and expressed multiple uses that could benefit the Indigenous community of Santa Fe.

**“I would love for this project to prioritize the inclusion of the indigenous communities from the area. This is their land and any opportunity to bring them into the discussion and allow them to lead this new vision would show that we are truly working towards real change.”**

Community Voice

10. a. iii

Reuse the Greer Garson theater. The engagement results showed a large desire to keep and continue use of the Greer Garson Theater as a performing arts space. There were many responses that celebrated the memory of the theater as a community asset.



10. a. iv

Reuse the Fogelson Library and expand its uses. The engagement results showed a large desire to keep and continue the Fogelson Library. There was interest in expanding the size and scope of the Library and updating its amenities to best serve the community. Additionally, the Friends of the Santa Fe Public Library engaged the community in specific questions around the documentation of Santa Fe’s culture and history and found interest in the creation of a community cultural archive.

***“I would love to see [Fogelson] continue as an educational hub for arts, climate change, green/renewable energy; wrap-around services including housing, childcare, and mental health services.”***

Community Voice

CASE IN PRACTICE

HOW MEMPHIS CREATED THE NATION'S MOST INNOVATIVE PUBLIC LIBRARY

The City of Memphis, Tennessee invested largely into opening three new libraries and increased the library budget from \$15 million in 2007 to almost \$23 million in 2021. These changes, in one of the poorest cities in American, led to attendance at library programs quadrupling over that time period.

Investments at the library included changes in program that reflected the interests of the community. In Memphis you can see U.S. naturalization ceremonies, job fairs, financial literacy seminars, jazz concerts, cooking classes, film screenings and many other events. There has also been a huge effort to better connect people to existing resource – with the additions of some unlikely ones: “you can check out books and movies, to be sure, but also sewing machines, bicycle repair kits and laptop computers. And late fees? A thing of the past.”



10. a. v

Provide public outdoor space for performing arts, community gatherings, and music venues. The data showed many mentions of preserving existing arts and culture spaces at Midtown (Greer Garson, Fogelson) also suggested expanding facilities to provide more outdoor public spaces for arts and gathering.

10. a. vi

Continue to use the site for filmmaking and performance and connect commercial use with training and education for local economic opportunity (studios, etc.). The engagement results emphasized education in the arts as important to building cultural value at Midtown. Connecting arts education and training with the existing filmmaking industry can also build economic opportunity in a budding industry in the region.

10. a. vii

Celebrate food and the culinary arts as a local tradition and way to bring community together. Integrate food offerings into all uses and activities on-site - food trucks, markets, coffee shops, local restaurants.

The engagement results included many mentions of food and restaurants as an important aspect in a mixed-use area. Responses to Friends of the Santa Fe Public Library’s question about important aspects of culture included food as one of the top choices for the online survey and the top choice in the responses from high school students.



Video still courtesy of Lyra Mancini



PROJECT HISTORY

The City’s “Midtown Site” includes the 64.22 acre former Santa Fe University of Art and Design (SFUAD) campus and some adjacent lands. Once the home of the College of Santa Fe, located on the edge of town, the site is located in what has become the geographic center of present-day Santa Fe. The City of Santa Fe assumed full responsibility for all aspects of the site on July 1, 2018. As the steward of this public asset, the City’s leadership seeks to develop the site in response to and in balance with community needs, economic viability, technical feasibility and local culture and values.

Excerpted from the “FINAL Planning Guidelines for the City’s Midtown Property,” dated June 30, 2018:

*“In October 2016, City Council approved the Midtown Local Innovation Corridor District (“Midtown LINC”). This is a zoning overlay district in and around St. Michael’s Drive between Cerrillos Road and St. Francis Drive. The 378-acre district is designed to promote higher density housing and complementary commercial uses by heavily incentivizing and removing obstacles to mixed-use redevelopment of existing properties within the district. The Midtown LINC was designed with two anchors: The Site on the west end and the hospital and related medical uses on the east end.*

*On October 25, 2017, City Council passed a resolution No. 2017 -78 (available at [https://www.santafenm.gov/archive\\_center/document/18083](https://www.santafenm.gov/archive_center/document/18083)). This provided guidance to staff and established a strategic goal for the property to have a variety of uses, with a preference for higher education as the anchor. Examples include continuing to pursue discussions with education institutions, pursue the expansion of existing film facilities and programs, develop workforce housing, consider replacing the LaFarge library with the Fogelson library, refine potential*

*approaches to reduce debt service on the property, and examine different governance models to identify ways to maximize opportunities.*

*[This Resolution] further directed City Staff to develop and run a process for gathering public input on the possible and desired uses of the Site. This public process was called the “Midtown Campus Project”, a city-wide engagement conducted January-April 2018 engaging approximately 3,000 participants that culminated in the Midtown Planning Guidelines. This project was supplemented and informed by other research conducted over the last several years including RE:MIKE, Culture Connects, 2017 National Citizens Survey and Pollinating Prosperity Report all of which are publicly available (collectively referred to as “Research”).*

*The Midtown Campus Project is phase one of a three phase process to redevelop the Site. The three phases are: (a) Concept Phase which was the market research, idea generation and concept development work done during the Midtown Campus Project, (b) Planning Phase which will culminate in an appropriately scaled development plan and financial model that can be successfully executed, and (c) Implementation Phase which will be the phased implementation of the development plan or modifications thereof. Both the Planning and Implementation phases will also involve public input.”*

FINDINGS FROM PUBLIC ENGAGEMENT IN 2018

In 2018, the City of Santa Fe conducted a civic engagement effort to create a vision, goals, and development concepts for the future of Midtown. This Concept Phase engagement process resulted in the Midtown Planning Guidelines, adopted by the Governing



Body in June 2018. Top priority uses identified include: Higher Education, Housing, Film and Emerging Media, Arts & Creativity, New Business and Innovation.

Over 3,000 participants took part in the Concept Phase engagement effort. However, most participants identified themselves as White, well-educated, high-income, and over 65 years of age. As a result, the need to expand public engagement to address issues of equity, representation, and inclusion was identified and articulated in Resolution 2018-54, passed by the Governing Body in August 2018. The resolution explicitly named the need to include the voices of underrepresented communities by conducting an engagement effort designed to increase the participation of youth, people of color, and low-income households, as.

Since then, and prior to entering into full planning mode, the City engaged stakeholders interested in investment and development at Midtown to further understand opportunities and constraints for achieving the vision

and goals outlined in the Midtown Planning Guidelines. As market trends evolved, which were deeply affected by the global pandemic, additional challenges were identified due to uncertainties in financing, as well as development of commercial and higher education uses. In addition, housing prices trended upward, which exacerbated the housing supply and demand crisis in Santa Fe. Production and preservation of affordable housing in Santa Fe neighborhoods became a central public policy challenge for the City and its communities. As such, the opportunity for housing production in Midtown became an even higher priority land use.

PLANNING PHASE

In 2019, the Midtown project entered the Planning Phase, which included another round of public engagement with UNM DPAC, as the City’s public engagement consultant. The City also issued a Request for Expressions of Interest for developers and businesses

interested in developing or operating businesses at the Midtown site. A broad range of developers responded with varying capacities to develop small and medium-sized projects, as well as master developers who expressed interest in developing the entire site. Similarly, small, medium, and large business entities, for-and non-profit, responded by proposing business ventures at Midtown.

Based on a clear set of criteria, the City selected and entered into an exclusive negotiation agreement with a master developer team that included a variety of local developers, community organizations, and local business entities. During the due diligence period of the agreement, market trends and assumptions undermined the developers’ risk and feasibility analysis, which caused them to initiate the termination of the agreement and their participation in the City’s solicitation process.

Maintaining its commitment to the public to ensure that the site would be developed pursuant to the Midtown Planning Guidelines, the City immediately pivoted into undertaking the strategic role of performing standard horizontal development activities, which included: land use zoning, master planning, infrastructure assessment and planning, evaluating existing buildings for demolition or reuse (temporary and permanent), land economics and return on investment, as well as redevelopment district funding, development incentives for public benefits, and governance provided through state statute, such as the Metropolitan Redevelopment Area (MRA) and Tax Increment Development District (TIDD). The City moved forward with a strategy that focused on incremental, phased development, rather than working with a master developer.

To accommodate the change from a master development strategy to an incremental development approach, the role for UNM DPAC and the City also shifted, since there would not be a master developer for the entire site that would be planning and implementing a vision. The City and DPAC recognized the opportunity this presented to work

directly with local communities more effectively to create the public policy, plans, zoning, and programming that would govern the future of the site, so that the decisions would be informed through community inputs using a triple-bottom line approach that considered not simply economics, but also equity and environment, and in the case of Midtown Santa Fe, culture.

Toward these ends, the City’s Office of Economic Development engaged consultants to help develop processes and plans, as follows:

- Strategic Economics, led by Dena Belzer, to explore Land Economics and develop the Land Development Plan.
- Opticos Design, led by Stefan Paleroni and Drew Finke (Urban Designers, sub-consultants to Strategic Economics) to develop the Midtown Master
- Proyecto LLC, led by Daniel Hernandez, to develop the Community Development Plan and coordinate all Midtown project efforts.
- The Design and Planning Assistance Center (DPAC) at the University of New Mexico, to develop and facilitate Public Engagement, along with the Midtown Engagement Partners, resulting in a report of findings and recommendations for community benefits to inform and integrate with all Midtown Development Plans.

The Public Engagement process followed a distributed model, with many different organizations using different methods in different venues to gather input from the public. These organizations include (but not limited to) the Midtown Engagement Partners, the City of Santa Fe, UNM DPAC, and the Strategic Economics/Opticos team.

In July and September 2021, Strategic/Economics/Opticos team facilitated multi-day engagement sessions and conversations to learn people’s memories and thoughts

about the site. The MEPs co-hosted the Midtown Block Party in October 2021, which drew 1,000 participants to the site to hear music, engage in multiple fun activities, and complete surveys and interviews. They hosted another event—a Posolada—in December 2021, attracting 500 people to enjoy music, posole and biscochitos while providing input for the sites development through surveys. In the interim months, each organization facilitated activities of their own design, to engage the multiple and different communities in the questions of Midtown.

SITE RESEARCH

The 2021 DPAC Studio at UNM conducted site research to illustrate the context of development at Midtown. This research illustrates the Midtown District and the surrounding area in terms of transportation; housing and cost burden; access to food, health and medical care, schools, and childcare; median household income; age; and housing value. While this research provides critical quantitative data regarding the Midtown District, this information is further informed and vivified by the lived experience data collected by the Midtown Engagement Partners as part of their ongoing work, local knowledge, understanding, and direct contact with local communities..

Some findings from the DPAC studio site analysis for neighborhoods surrounding Midtown (within a 1-mile radius) include:

- Housing tenure ranges from approximately 25-74% renter-occupied and 26-75% owner-occupied.
- More than 25% of renters have a housing cost burden (a cost burden is when housing costs exceed 35% of the household income)
- Approximately 15-25% of the population is under 18, i.e. school-aged.
- Most of the neighborhoods surrounding Midtown are majority Hispanic/Latinx.







# 2021 MIDTOWN ENGAGEMENT PROCESS

## MIDTOWN ACTIVATION PROGRAM

The Midtown Activation Program (MAP) centers local communities and culture, with a range and diversity of activities, locations and times—to reach people where they are and with whom they already have relationships—to respond to questions regarding Midtown. The MAP stipend program was managed by the UNM DPAC Midtown Team and funded directly by the City of Santa Fe through their event sponsorship program, with \$50,000 set aside to directly support Midtown engagement activities designed and led by the selected organizations.

In MAP Round 1, DPAC recruited 4 organizations to create the Midtown Engagement Partners (MEPs), through referral, conversation, and negotiation. These community-based organizations serve as advisors, collaborators, and engagers throughout the Midtown Engagement Program, officially starting in June 2021, and continuing through the end of the DPAC contract in March 2022.

The City intends to support the ongoing efforts with the MEPs as land and community development plans are drafted, reviewed, and go through the governmental approvals process.

In MAP Round 2, organizations responded to an open call to participate by designing and holding events for and with their constituents. MAP Round 2 was advertised through existing networks, digital/online channels, flyers in strategic places. These organizations serve as engagers, over a limited time frame (Oct-Nov 2021), and were also invited, but not expected, to participate and consult with the Round 1 MEPs.



VALUES AND PURPOSE

To expand and localize the engagement process, we collectively created a collaborative agreement with community-based organizations to fulfill the commitments and deliverables pursuant to the contract scope of work with the City of Santa Fe.

This work served to develop, support, and implement a co-created, inclusive Public Engagement Program of activities—reaching a range of organizations, communities, individuals, and interests representative of the communities influenced by and/or impacted by the development of the Midtown Site.

The text below describes the goals and operating principles for the program and for our agreement, along with the expectations and terms of this agreement. These values serve as the foundation and direction for the work of the Midtown Engagement Partners:

- Transparency through regular, ongoing, accessible, and honest factual communication and engagement, information sharing, input and feedback loops, as well as articulating and managing real and perceived conflicts of interest.
- Co-creation, ownership, and authorship of the Midtown Public Engagement Plan that facilitates co-ownership of the plan and its implementation, between the DPAC team and Midtown Engagement Partners, as well as other consultants, stakeholders, and community advisors. We recognize and value multiple and diverse forms and sources of knowledge, in exchange between partners and neighbors.
- Collaboration with and between, valuing the contributions and collaboration of community stakeholders through various forms of acknowledgment and —e.g., compensating for their

efforts in the public engagement process (such as with contracts, stipends, and grants), supporting related engagement activities of community-based local organizations, and welcoming Midtown Activation Program (MAP) grantees as Community Partners and key stakeholders to co-create the principles and methods for meaningful and inclusive public engagement.

- Inclusive, user-friendly, and culturally accessible engagement and communication opportunities, materials, and information (written and verbal) to facilitate participation and awareness by, among, and with a broad spectrum of Santa Fe communities, with a commitment to facilitating opportunities for community members that are often underrepresented in making public policy for the planning and development of Santa Fe neighborhoods: youth, low-income, and BIPOC. This includes language access (especially in Spanish, braille, sign language/ASL) and access for those with physical and/or cognitive disabilities. This also means that plans and details may change as we work together and learn, in an iterative process.
- Accountability and influential outcomes from the public engagement process that document and respect the participation and collaboration of the public with the DPAC Team, Midtown Engagement Partners, and the City will be used to inform the disposition and development of Midtown. An implementation-oriented approach that considers desirability, viability, feasibility, and ethics.
- Iterative Processes. This work is not linear, but relies on repeated cycles of draft, review, and revision, with many different voices and perspectives. In this way, ideas and practices are vetted, questioned, and honed within the community of practice.

- Restorative Practices. We approach our work with our communities in ways that are intentionally restorative rather than extractive. We all must be better off for having spent time together. Local knowledge (information and data) belongs to local communities and they must decide what to do with it, how to move forward and the vision we are moving towards—regaining power and stewardship of our lands and lives. Past injustices need to be acknowledged, and restoration needs to be included as we move forward. This includes dismantling structures that continue the oppression and restoring traditional, collective, sustainable practices.

- The organization has experience in designing and/or implementing effective community engagement activities in the communities defined above.

GOVERNANCE

The values and goals above informed the affirmation of the partnership and led to the creation of a governance agreement. The text below describes the governance and voting structure for the decision-making process in this partnership.

Governance & Voting Process:

- Agree to and participate in a shared governance model based on building consensus, such as an advice and consent process, and agree to continue to develop and improve this process as we go along.
- Decision Making: we will use a yes/no/pass voting process for approving collective work for publication beyond the MEP’s.
- All partners must vote yes and/or “pass” for a motion to be adopted. A motion will not be adopted if there are one or more “no” votes.
- One vote per partner organization.
- Votes can take place via meetings and over email when necessary

PUBLIC ENGAGEMENT GOALS

The Residents’ Bill of Rights Resolution (#2015-65) specifies action to collaborate with “community organizations that represent and/or service workers, renters, low-income homeowners, and/or people experiencing homelessness and/or displacement and specifically related to upcoming and ongoing planning processes.” Priority will be given to organizations whose leadership also reflects these demographics.

The organization serves and leadership is drawn from those communities demographically. And special focus was given to geographically underrepresented in the previous “Concept Phase” of public engagement. Which in 2018 was

- Those under age 50 and especially youth (under 25)
- People of color, specifically, Indigenous, Hispanic, Black, Latinx people.
- Low-income individuals and households
- People whose primary residence is within a mile of the Midtown site.

FUNDING

DPAC, MEPs, and City representatives discussed the Stipend funds (\$50,000, total) and how the funds might be distributed effectively and equitably. As a result, each of the MAP Round 1 MEPs received \$8,000 in stipends/ event sponsorship support directly from the City of Santa Fe. Stipends awarded to MAP Round 2 varied between \$4,000-5,000, depending on their proposal and needs. This funding was largely used to offset material costs of engagement activities, including PPE.

Participant Incentives were offered to people that participated in events and completed surveys. Incentives included gift cards for those contributing time (at \$25/ hour), meals at the Block Party and Posolada (estimated value at \$9 each), plus pumpkins, groceries, silkscreen prints, and raffles for bicycles, and other items.

The scope and scale of the engagement activities extended well beyond the support available from the City. MEPs relied on additional funding from foundations, grants, and in-kind contributions of time from staff and volunteers. However, the City’s stipend program signaled a meaningful shift from conventional, more extractive, practice in public engagement and demonstrates value in the collaboration.

MIDTOWN ENGAGEMENT PARTNERS

Throughout the Midtown Engagement Partners project, the collective partners have been committed to recognizing the unique expertise of all those involved. The Midtown Engagement Partners and Midtown Activation Partners represent local engagers, researchers, and advisors.

Through a series of one-on-one meetings with organizations and individuals who had been involved in the 2018 Midtown Campus Project, we identified challenges and opportunities related to reengaging with a City of Santa Fe-led Midtown process.

These conversations and the specific feedback gathered, encouraged a process toward creating agreements with community organizations.

These agreements outline how the community organizations:

- Serve the goals of the project via engagement activities
- Inform MAP grant process
- Collaborate with the DPAC Midtown team
- Be compensated for their time, expertise and perspective, and data gathering

MIDTOWN ENGAGEMENT PARTNER ORGANIZATIONS

Chainbreaker Collective

Chainbreaker is a membership led economic and environmental justice organization based in Santa Fe, NM. We have over 800 dues paying members, the bulk of whom are low-income people of color. We engage in base-building community organizing toward our mission, which is to expand access to affordable transportation and support economically and environmentally sustainable communities for low-income people of color in Santa Fe. We realize our mission on two fronts. The first is to expand viable alternatives to driving through bicycle recycling and advocating for policies that support public transportation. The second is to foster equity and sustainability in the built environment through policies that allocate resources to low-income neighborhoods of color, support centralized affordable housing, curtail displacement, and avoid sprawl.

Community Served: Chainbreaker has over 800 dues paying members, the bulk of whom are low-income people of color, and over 3,000 active supporters. The majority of our members are residents of the Hopewell/Mann neighborhood and other areas surrounding Midtown as well as the Airport Rd. corridor. Chainbreaker’s members steer our work on all levels, providing organizational and campaign leadership. Canvassing is something we do ongoingly.

Earth Care

Earth Care is a community-based organization on the southside of Santa Fe led by youth & families organizing to build a healthy, just, and sustainable world (youth, Indigenous & communities of color, low-income)

Community Served: the organization’s work is led by leadership committees composed of youth and parent leaders of color. The organization has 40 member leaders. The organization has over 1,500 members - youth, especially immigrant, Indigenous, low income and youth of color, public school students, parents and families, especially immigrant, low income and of color, community and school based educators, 1,200 member SF Mutual Aid Network, youth and elders leading climate justice work. Our projects and campaigns engage over 3,500 members of our community annually.

Littlelobe

Littlelobe is committed to interdisciplinary, collaborative art projects and believes our communities thrive when everyone is seen and heard (community arts)

Community Served: Participants and audience: Santa Fe residents and those of surrounding Tribal and rural communities; Students and families of Santa Fe’s lower income neighborhoods who are those often not included in the conversations about power and development in this town; constituents of key partner organizations.

Santa Fe Art Institute

Santa Fe Art Institute is located on-site; they support and amplify dynamic artistic practices that engage complex social issues, inspire individual transformation, and inform collective action (community arts)

Community Served: In 2018, SFAI applied for and received a highly competitive National Endowment for the Arts Our Town grant, intended to connect the arts with community development and policy at Midtown. SFAI’s work with the UNM DPAC/MEP team is based upon 3 years of cultural asset mapping and site activations that are geared

toward local and regional communities of color, local BIPOC and women artists, and neighborhoods adjacent to the Midtown property.

The Midtown Engagement Partners convene a series of regular meetings amongst contracted partners. We collaboratively develop engagement activities that meet the needs of the City of Santa Fe development process, while building accountability and community around the engagement process.

YouthWorks

YouthWorks mission is to address the need in Northern New Mexico for programs for Opportunity Youth ages 14-24. YouthWorks delivers wrap-around services that feature alternative education- GED coursework, trades instruction and certifications, college readiness preparation. YouthWorks delivers education combined with job training programs and placement, and wraps all programs with life skills training, job coaching, counseling services, and intensive case management.

Community Served: The population served by YouthWorks are marginalized youth and young adults who are 94% very low-income, 74% Hispanic, 6% Native American, 16% White, 4% other, 64% male, 35% female and 1% other, 22% young parents, with 36% presenting as housing insecure (pre-COVID -19).

MAP ROUND 2

As the Midtown Engagement Partners (MEPs) worked together, the engagement team increased the collaboration with more organizations to reach more communities. To that end, the MEPs co-created a grant process to support further engagement activities with additional organizations.

This grant process was called Midtown Activation Program (MAP). Together, DPAC and the MEPs drafted and finalized the MAP stipend application, selection criteria, and deliverable outcomes for comment and review.

The MAP plan was shared and adapted to respond to feedback from community organizations that represent and serve portions of the underrepresented community members. The following organizations responded to an open call for proposals and were added to the Midtown Engagement Partners in Round 2 (September 2021):

Fathers NM

Fathers New Mexico provides support, resources, and skills to promote healthy and responsible fathering in young families. Fathers New Mexico nurtures connections between the father, the family, and the community to promote self, family, and community health.

Community Served: FNM served 63 families in the Santa Fe area during the 2021 fiscal year. FNM focuses on reaching young fathers, families living at or near the poverty line and those experiencing challenges.

Friends of the Santa Fe Public Library

The Friends of the Santa Fe Public Library advocates for and supports the public library by providing funding for programming, services, and materials that enrich our diverse community.

Community Served: The Friends serve anyone who uses the public library and supports the staff and operation at each branch. The organization currently has approximately 500 members and 130 active volunteers. The public library branches in Santa Fe serve 61,000 library card holders. The libraries receive financial support from the Friends to purchase up-to-date materials and equipment; and

provide programs for children, teens, and adults, and author presentations and lectures. Through membership dues, contributions, and proceeds from book sales, the Friends have raised over \$4,000,000 for the Santa Fe Public Library since 1974.

La Familia Medical Center

La Familia Medical Center fosters community well-being in partnership with our patients by providing excellent, accessible, family-centered medical, dental and behavioral health care.

Community Served: La Familia Medical Center serves over 15,000 medically underserved patients per year through their medical, dental, and Healthcare for the Homeless clinics. 40% of our patients are uninsured, and over half are “best served in a language other than English.” The vast majority of LFMC patients identify as Hispanic/ Latinx, and 88% of patients live in 87507 and 87508 zip codes. La Familia Medical Center partners with many community-based organizations to increase health equity for disenfranchised populations in Santa Fe.

Santa Fe Indigenous Center

The Santa Fe Indigenous Center is designed by and for Indigenous Peoples with the mission of supporting, promoting, and enriching our vital, diverse community by identifying and serving the needs and interests of our people.

Community Served: The Center Serves Native Americans in Santa Fe County. The organization estimates that there are over 10,000 Native Americans living in Santa Fe. Including the surrounding Pueblos, there are over 150 tribes living in Santa Fe. Last year the organization distributed food to over 400 individuals and gave out emergency funding to 97 families for rent and utilities, representing at least 300 individuals. A community Health Assessment of our community showed that over 51% of Native Americans living in Santa Fe have Food Insecurity and over half of our population feel Isolated and lonely. The Center has programming that addresses that feeling of Isolation with classes, dinners, Dancing and Lectures.



Video still courtesy of Lyra Mancini



ENGAGEMENT ACTIVITIES

Organizations in Midtown Engagement Partnership reached their audiences and communities through a variety of ways (specific organizational methods). The group undertook two engagement actions, which leveraged the wide breadth of reach, expertise, and capacity of all those involved. The Midtown Block Party took place in October and the Posolada took place in December.

Midtown Block Party,  
October 23, 2021

With over 1,000 attendees, the Midtown Block Party was the most visible engagement activity of the Midtown Engagement Partners. Hosted primarily by SFAI at the Midtown Visual Arts Center, this event had many arts, cultural, and family-friendly activities. Beyond the successful survey response, some highlights include:

MIDTOWN BLOCK PARTY HIGHLIGHTS

MEALS SERVED	720
PUMPKINS GIVEN OUT	204
SCAVENGE HUNTERS	100
SCREENS PRINTED	80
VOLUNTEERS	52
PRIZES WON BY COMMUNITY MEMBERS	50
MURAL PAINTERS	37
COMMUNITY FILMMAKERS	31
BIKES GIVEN AWAY	10



Posolada,  
December 19, 2021

This Chainbreaker wintertime tradition was adjusted to comply with the best COVID safety precautions and include many of the Midtown Engagement Partners. More than 500 people came to this event to enjoy posole and music, and take the Midtown Survey. Other highlights include:

POSOLADA HIGHLIGHTS

BISCOCHITOS GIVEN AWAY	1000
“SANTA FE PROMISE” BAGS	500
POSOLE MEALS GIVEN AWAY	250
VOLUNTEERS	60
BAGS OF GROCERIES GIVEN AWAY	50
VACCINATIONS ADMINISTERED	40
KIDS’ BIKES GIVEN AWAY	35



COLLECTIVE RESEARCH PROCESS

Surveys

A core group of MEPs developed survey questions, in collaboration with DPAC and City staff inputs. The final version was approved by all five Round 1 MEPs in a vote, which was supported by DPAC.

- 1. The survey included 23 total questions, 14 multiple choice and 7 open-ended, which were split into four sections:
- 2. Ideas about the future of Santa Fe Midtown
- 3. Sharing your values around development, framed by the 2015 SF Residents’ Bill of Rights
- 4. Your vision—what do you hope to see and/or do at Midtown?
- 5. Information about you.

The Midtown Engagement Partners deliberated over the most appropriate questions that would solicit both quantitative and qualitative data collection about the future of Midtown. The MEPs were in favor of including a series of questions about the Santa Fe Residents’ Bill of Rights, in order to generate considerations for development values supported by the community of Santa Fe and officialized through a governing body resolution in 2015. The demographic questions were chosen to be as similar as possible to the demographic questions from previous Midtown Campus Project engagement efforts by the City in 2018 to provide a comprehensive look at demographics across all current and past Midtown engagement efforts. The survey also included brief descriptions to explain why certain questions were being asked and the purpose for gathering the information.

Not all of the surveys included all sections (see table below), and data was still collected for partially completed surveys. Additionally, most multiple choice questions included an option to write in “other” or choose “prefer not to say”.

MEPs and MAPs were free to add additional questions to the surveys they distributed to suit their own organization’s needs and engagement goals. Personal information was collected separately and by individual organizations so that personal identifiers were not included in the data analysis.

Data was collected through both virtual and physical surveys, depending on the method of engagement. Virtual surveys were completed through Google Forms and shared with participants via a link or QR code. Paper surveys were used when suitable for the organization and during in-person Midtown events. Data from paper surveys were input onto an online Google Form (copied and adapted from the online survey) by DPAC Team, and volunteers from MEP organizations.

Quantitative Data

Quantitative data from all surveys was compiled into a spreadsheet to count the amount of each response to a question. This included a multiple-option question, five multiple choice ranking questions, and the demographic questions. Additional numbers on reach of engagement were acquired through the reports of engagement activities from each MEP and MAP organization, which described communications and activities with which community members interacted and were given information and/or the survey regarding Midtown.

Qualitative Data

For the qualitative data analysis, we used an ethnographic data analysis method called coding, which is a way of understanding the data through observing themes and patterns. Recognizing patterns and themes helped to create and prioritize recommendations reflective of the communities that were engaged over several months..

This process engaged the Midtown Engagement Partners as researchers to get varied perspectives on the results, a practice that recognizes multiple and different sources of expertise and brings individual experiences and perspectives to the data analysis process.

Once all of the survey data and Midtown Engagement partner reports were collected, the engagement team went through multiple rounds of thematic coding. The initial round of coding included:

- Themes identified at a Midtown Engagement Partner retreat
- Pillars of the Residents’ Bill of Rights
- DPAC Research Team identifying emergent themes
  - Including a Spanish language Research Team
  - Including a Midtown Engagement Partners Team

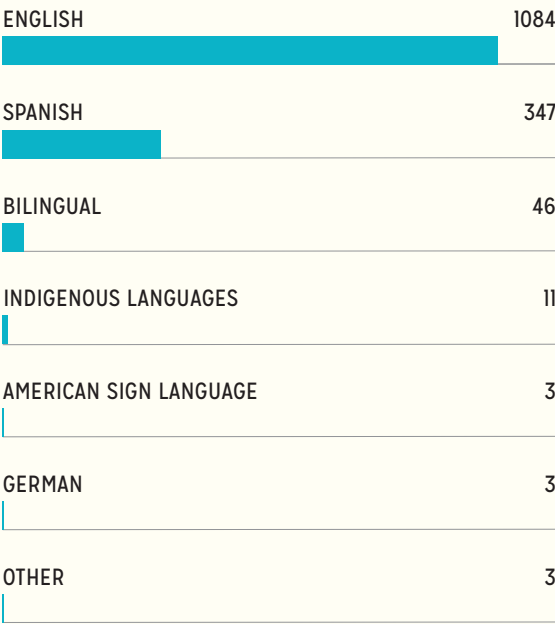
After the initial round of coding, the recommendation topics identified were shared with the Midtown Engagement Partners and the City of Santa Fe. This process helped to identify priorities. Through an iterative reexamining of the sorted coded data, the engagement team drafted recommendations reflective of the communities survey input and the expertise of the Midtown Engagement Partners.

These drafted recommendations were then shared with the Midtown Engagement Partners and the City of Santa Fe for comment. This process helped to clarify the recommendations and to gather guidance, rationale, challenges, risks, and opportunities that helped to understand their feasibility and contextualize the recommendations, referred to as “guidance.”

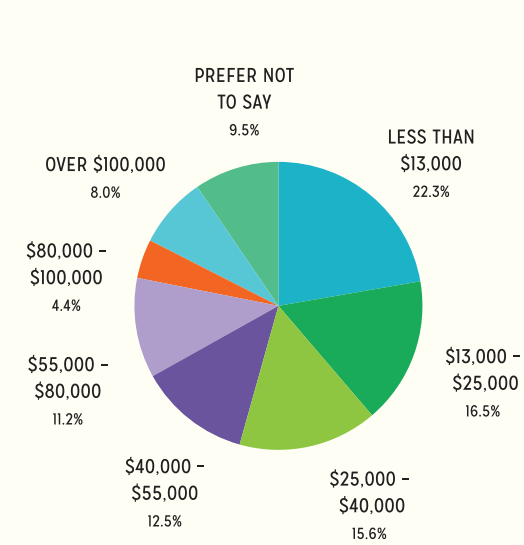


PARTICIPATION FINDINGS

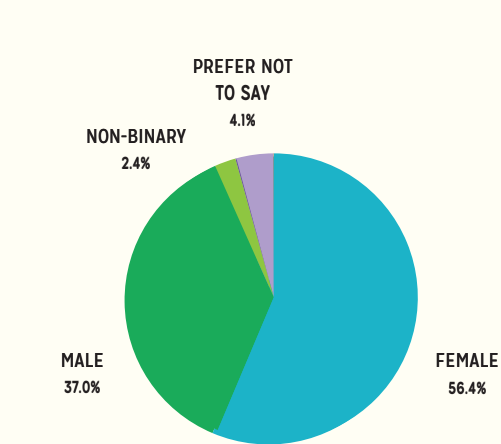
WHAT IS YOUR PRIMARY LANGUAGE?



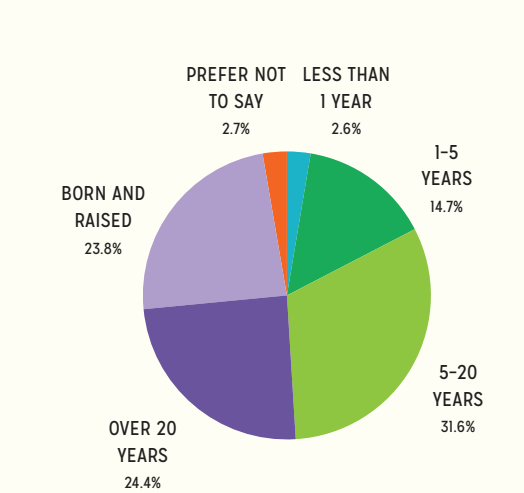
WHAT IS YOUR ANNUAL INCOME?



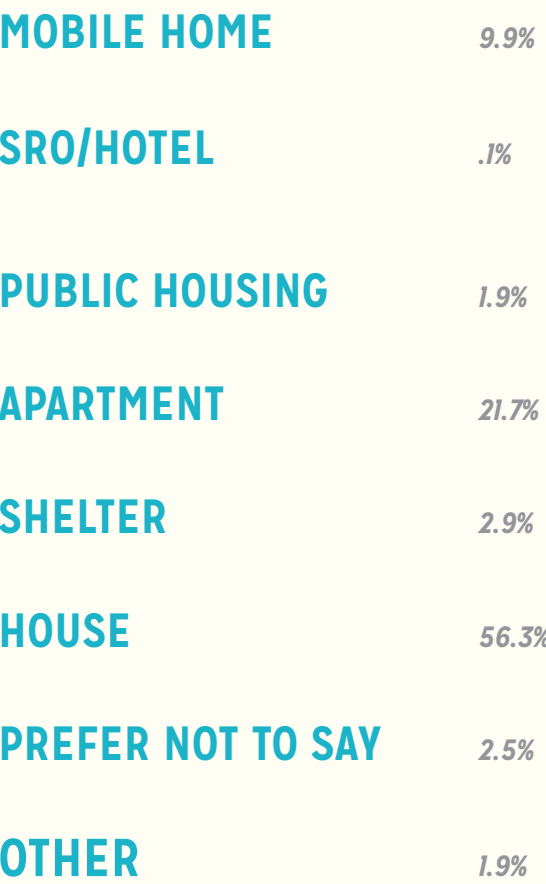
WHAT IS YOUR GENDER IDENTITY?



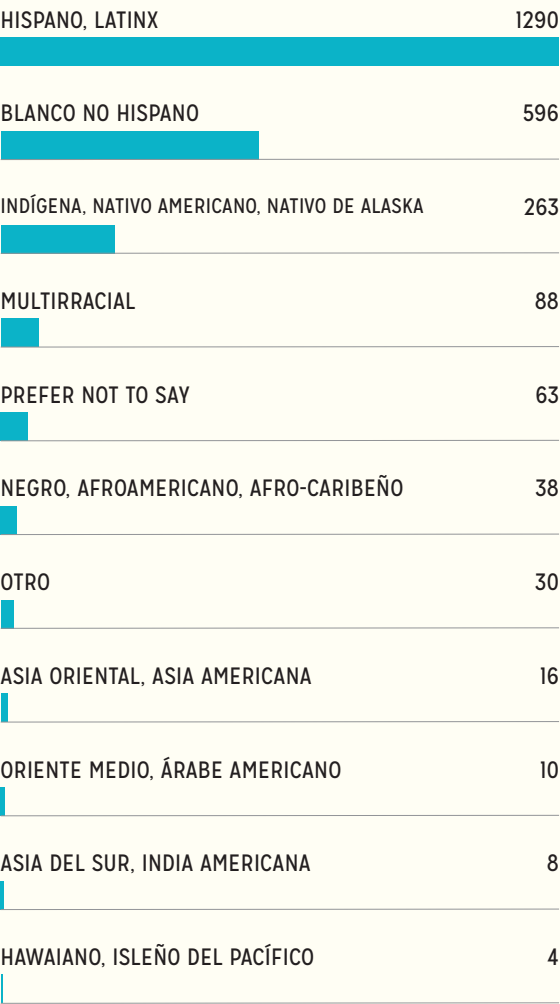
HOW LONG HAVE YOU LIVED IN THE SANTA FE AREA?



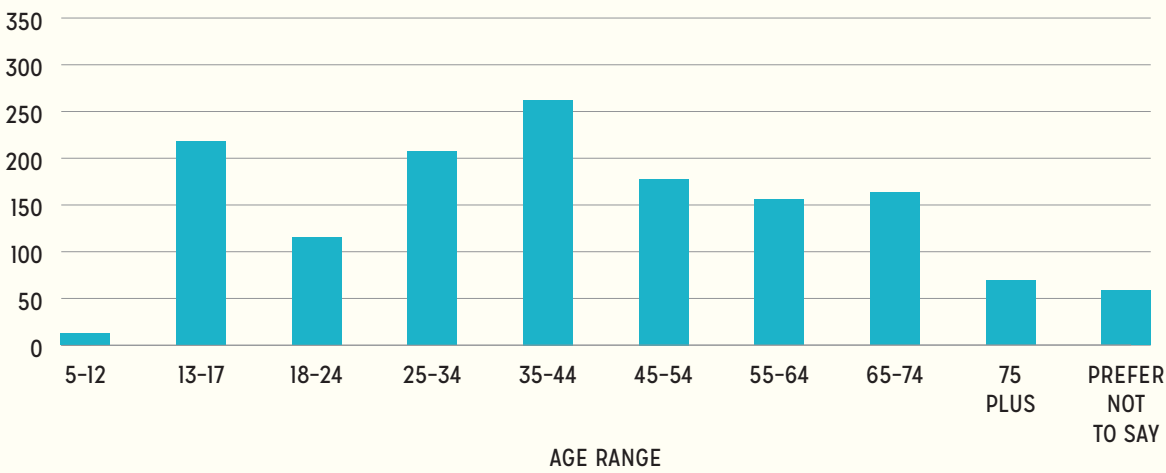
MY HOME IS A:



WHAT IS YOUR RACE/ETHNICITY?



WHAT IS YOUR AGE?





## CONCLUSION

The guidance presented in this report is a catalyst and call for action to many others— including the Santa Fe Governing Body, City staff, private sector and not-for-profit developers, designers, engineers, community organizations and other Santa Feans—to be creative and thoughtful to ensure that Midtown development advances community goals, while also meeting environmental and economic goals. Those interested in pursuing the recommended projects are encouraged to review the example Cases in Practice listed in the Appendix and do additional research to determine how to implement these ideas within and/or around the Midtown site.

City staff, City Councilors and community members are further encouraged to continue to leverage skills and develop capacity and relationships within city government and the Santa Fe community in order to ensure that all Santa Feans have access to processes and policies that will impact their lives. It is in this spirit that the Midtown Engagement Partners came together and will continue to pursue better choices and conditions for their neighbors.

# RESOURCES

**Culture Connects website:**

[www.cultureconnects.site](http://www.cultureconnects.site)

**City of SF Midtown District website:**

[www.Midtowndistrictsantafe.com](http://www.Midtowndistrictsantafe.com)

**SFAI's Block Party video**

[www.vimeo.com/686069263](http://www.vimeo.com/686069263)

**Land Acknowledgment, on Culture Connects:**

[www.cultureconnects.site/copy-of-history](http://www.cultureconnects.site/copy-of-history)

**Littlellobe's Block Party Video:**

[www.youtube.com/watch?v=0cyda3gh8aA](http://www.youtube.com/watch?v=0cyda3gh8aA)

**Design and illustration by:**

[www.yvetteserrano.com](http://www.yvetteserrano.com)

