

1 **CITY OF SANTA FE, NEW MEXICO**

2 **RESOLUTION NO. 2018-54**

3 **INTRODUCED BY:**

4  
5 Mayor Alan M. Webber

6 Councilor Mike Harris

Councilor JoAnne Vigil Coppler

7 Councilor Signe I. Lindell

Councilor Peter N. Ives

8  
9  
10 **A RESOLUTION**

11 **ACKNOWLEDGING THE CITY'S PUBLIC OUTREACH AND MARKET RESEARCH**  
12 **EFFORTS TO DATE THAT CONSTITUTE THE "CONCEPT PHASE" OF THE**  
13 **REDEVELOPMENT PROCESS OF THE CITY-OWNED PROPERTY AT THE FORMER**  
14 **CAMPUS OF THE COLLEGE OF SANTA FE AND THE SANTA FE UNIVERSITY OF ART**  
15 **AND DESIGN, NOW REFERRED TO AS THE CITY'S MIDTOWN PROPERTY; ADOPTING**  
16 **PLANNING GUIDELINES FOR FUTURE USES OF THE MIDTOWN PROPERTY**  
17 **DEVELOPED THROUGH THE CONCEPT PHASE; AND AUTHORIZING**  
18 **COMMENCEMENT OF THE "PLANNING STAGE" OF THE REDEVELOPMENT**  
19 **PROCESS OF THE MIDTOWN PROPERTY.**

20  
21 **WHEREAS**, on October 25, 2017, the Governing Body unanimously adopted Resolution  
22 2017-78 that acknowledged the importance of the former College of Santa Fe and the Santa Fe  
23 University of Art and Design; recognized the significance of the location of the former campus property  
24 (Midtown Property) in the demographic and geographic center of the city and its connection to the  
25 Midtown LINC Overlay District; acknowledged the city's investment in the property; and called for a

1 renewed vision for the Midtown Property; and

2       **WHEREAS**, through Resolution #2017-78 the Governing Body envisioned the Midtown  
3 Property to be “focused on innovation, based on the understanding that the [Midtown] Property will  
4 reach its full potential when the necessary physical, economic and networking assets are fully  
5 developed in a supportive, inclusive and risk-taking culture.”; and

6       **WHEREAS**, Resolution #2017-78 directed the City Manager to take a number of actions in  
7 furtherance of the Governing Body’s general vision; and

8       **WHEREAS**, as directed by Resolution #2017-78, a delegated working group of city staff and  
9 Governing Body members across two city administrations, have taken, and continue to take, the actions  
10 enumerated in the Resolution; and

11       **WHEREAS**, in particular, action item 6 of Resolution #2017-78 directed staff to: “Reach out  
12 to local interest groups to further refine the vision set out in [the] resolution, including among other  
13 things, how the [Midtown] Property should develop physically to better integrate the inner campus with  
14 its neighbors through improved visual and physical access from St. Michael’s Drive and internal  
15 circulation, to suggest design criteria in conjunction with the Midtown LINC to provide a unified  
16 identity as the campus develops, and to identify potential community and business uses for the Midtown  
17 Property, particularly those buildings and features that are purpose-built.”; and

18       **WHEREAS**, the city staff work under this action item is completed and is referred to as the  
19 “Concept Phase” of the Midtown Property, which has been comprised of three activities: collection,  
20 visioning, and evaluation; and

21       **WHEREAS**, the Concept Phase of the Midtown Property has produced:

22       1) A report entitled “Midtown Campus Project Final Report” that details the public outreach  
23 and market research conducted during the collection, visioning and evaluation activities of the Concept  
24 Phase of the Midtown Property; and

25       2) “Planning Guidelines” that represent the city’s conceptual vision for the future of the

1 Midtown Property; and

2       **WHEREAS**, in order to have a more complete and inclusive vision and plan for the Midtown  
3 Property, the city will continue to seek public input and conduct outreach in the Planning Stage to  
4 augment the outreach conducted during the Concept Phase to better reach people and communities who  
5 are underrepresented in the Concept Phase research results, and attempt to reflect the demographic  
6 makeup and needs of the City’s residents, communities and neighborhoods; and

7       **WHEREAS**, by partnering with local community-based groups who are led by and/or  
8 represent diverse constituencies in our community, there is an opportunity to enhance the city’s efforts  
9 to make for a more equitable community engagement process; and

10       **WHEREAS**, the Resident’s Bill of Rights Resolution (#2015-65), which was passed  
11 unanimously by the Governing Body in 2015, provides a framework for housing and urban planning  
12 policies, and directs appropriate staff to “collaborate with community organizations that represent  
13 and/or serve workers, renters, low-income homeowners and/or people experiencing homelessness  
14 and/or displacement as specifically related to upcoming and ongoing planning processes; and

15       **WHEREAS**, the City of Santa Fe receives an annual entitlement grant from the United States  
16 Department of Housing and Urban Development (HUD) called the Community Development Block  
17 Grant (CDBG), the objectives of which are to “develop strong community by providing decent housing,  
18 a suitable living environment, and expanding economic opportunities, principally for low- and  
19 moderate-income persons”; and

20       **WHEREAS**, on May 30, 2018, the Governing Body approved the city’s Annual Action Plan  
21 for 2018-19 which called for diversifying housing types and meeting emerging needs in the community  
22 and designated \$160,044 to the planning and redevelopment of the Midtown Property, to fulfill  
23 opportunities for infill at a centralized location, close to transit routes, public services, educational  
24 facilities and employment centers; and

25       **WHEREAS**, the Midtown Property is located within a Qualifying Census Tract/Opportunity

1 Zone as defined by HUD and redevelopment of the Midtown Property has the potential to increase  
2 access to opportunity for surrounding neighborhoods as called for in the city's Assessment of Fair  
3 Housing which identifies donating city-owned land as a primary means to support a diversity of housing  
4 types, affordable to a mix of incomes, as well as leveraging future HUD Section 108 partnerships to  
5 finance economic development, housing rehabilitation, public facilities, and other physical  
6 development projects; and

7 **WHEREAS**, in addition to the \$160,044 in HUD funding already designated for the planning  
8 and redevelopment of the Midtown Property, the Asset Development Office has generated, and  
9 continues to generate, additional revenue from the Midtown Property that can be used for its planning  
10 and redevelopment.

11 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**  
12 **CITY OF SANTA FE** that the attached Midtown Campus Project Final Report is hereby accepted, and  
13 the attached "Planning Guidelines" for the Midtown Property are hereby adopted as the culmination of  
14 the Concept Phase of the Midtown Property and represent the city's conceptual vision for the future of  
15 the Midtown Property.

16 **BE IT FURTHER RESOLVED** that the City Manager is directed to commence the Planning  
17 Stage of the Midtown Property by preparing, as appropriate, one or more Requests for Qualifications (RFQs)  
18 and/or Requests for Proposals (RFPs) for the procurement of professional consulting services to produce a  
19 land development framework plan that includes analyses of economic feasibility, equity assessments, and  
20 financial yields; also to include community-based processes for public outreach and engagement by working  
21 with local organizations to collaborate on the design and implementation of these public outreach processes  
22 that specifically engage and/or represent neighborhoods adjacent to the Midtown Property and the  
23 demographic makeup of our city; also to include any other professional studies for the Midtown Property  
24 which staff deems necessary to complete the Planning Stage, all to be developed in accordance with the  
25 Planning Guidelines adopted herein.

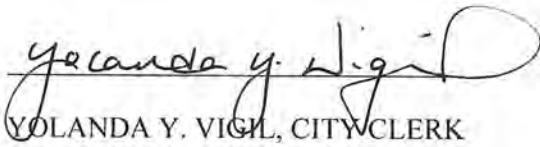
1 **BE IT FURTHER RESOLVED** that the City Manager is directed to continue action on the  
2 remaining items enumerated by Resolution #2017-78 as appropriate.

3 PASSED, APPROVED, and ADOPTED this 8<sup>th</sup> day of August, 2018,  
4

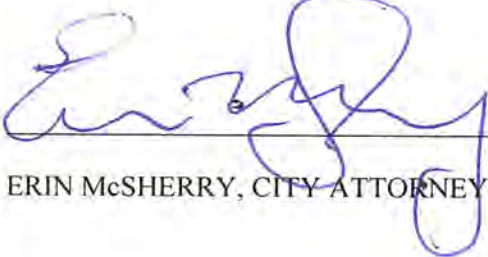
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6 \_\_\_\_\_  
7 ALAN M. WEBBER, MAYOR

8 ATTEST:

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10   
11 YOLANDA Y. VIGIL, CITY CLERK

12 APPROVED AS TO FORM:

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14 \_\_\_\_\_  
15 ERIN McSHERRY, CITY ATTORNEY  
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# **Midtown Campus Project Final Report**

**July 2018**

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- Summary & Opportunity
- Kick Off
- Collection Phase I
- Collection Phase II
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## **Introduction to the Midtown Campus Project Report**

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

The three stages are:

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

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



# Project Timeline



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## Summary: SFUAD Resolution

### Collegiate History

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

### Purchase & Lease

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

### Property

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

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

## **Summary:**

### **Communication and Community Outreach**

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

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

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

## Summary:

### Impact of Outreach and Communication Efforts

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

## **Midtown Property: The Opportunity**

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

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

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

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## **January: Kick Off Project – Start With Outreach**

Three Project Phases Defined - Collection, Visualization, Evaluation



# Project Timeline



## **Outreach - Overview:**

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

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

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

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

Additional considerations:

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

## **Outreach - Overview:**

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

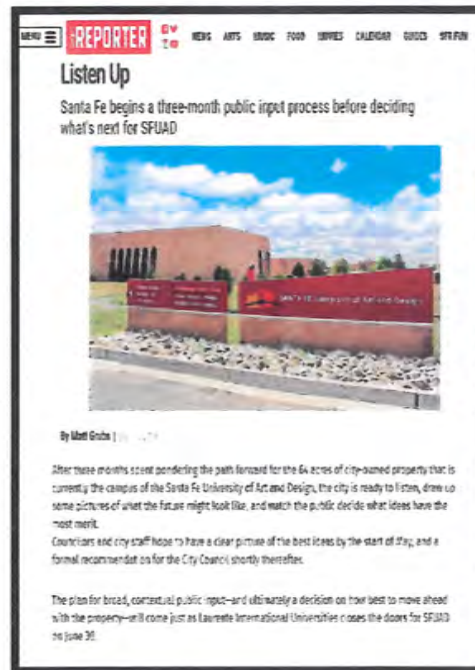
1. **All material to be provided and created in English and Spanish**
2. **Begin with grassroots movement and build momentum**
3. **Increase investment after election when there is less media noise**
4. **Involve mayoral candidates in communications and outreach**
5. **Continuously involve press**
6.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

## Outreach – Kick Off:

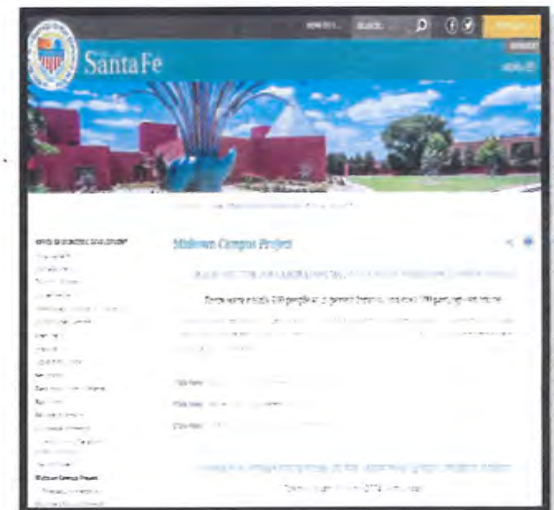
Conducted a press conference in January generating the first wave of media coverage and created a website for publishing all information



January Article on Midtown Campus



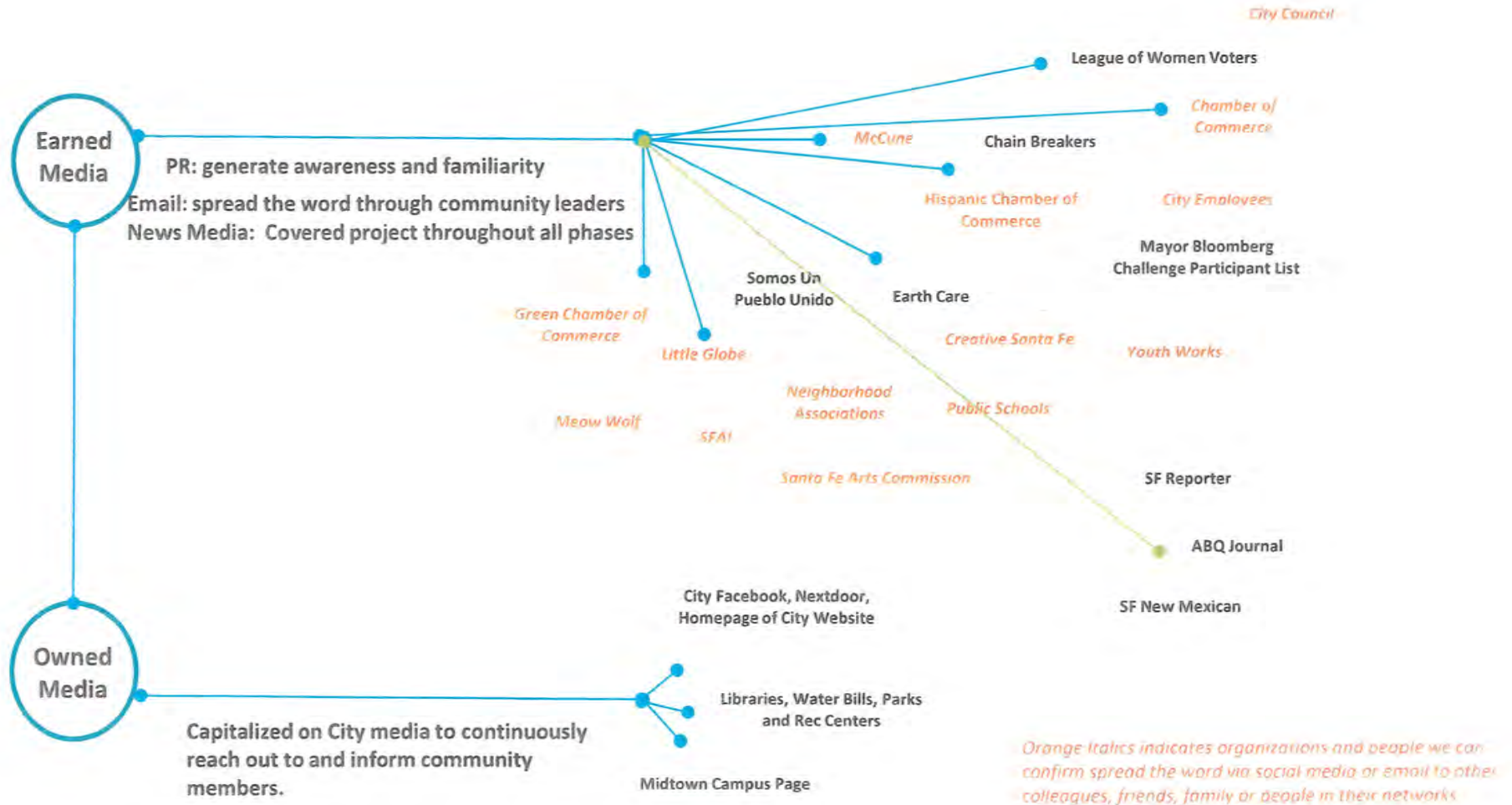
January Article on Midtown Campus



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

## Outreach – Kick Off:

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



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# February : Collection Part I - Collaborative Research Sessions



## **Overview – Collection Phase I:**

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

### **Objective:**

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

### **Methodology:**

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

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



## Participation Goal & Results – Collection Phase I

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

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

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

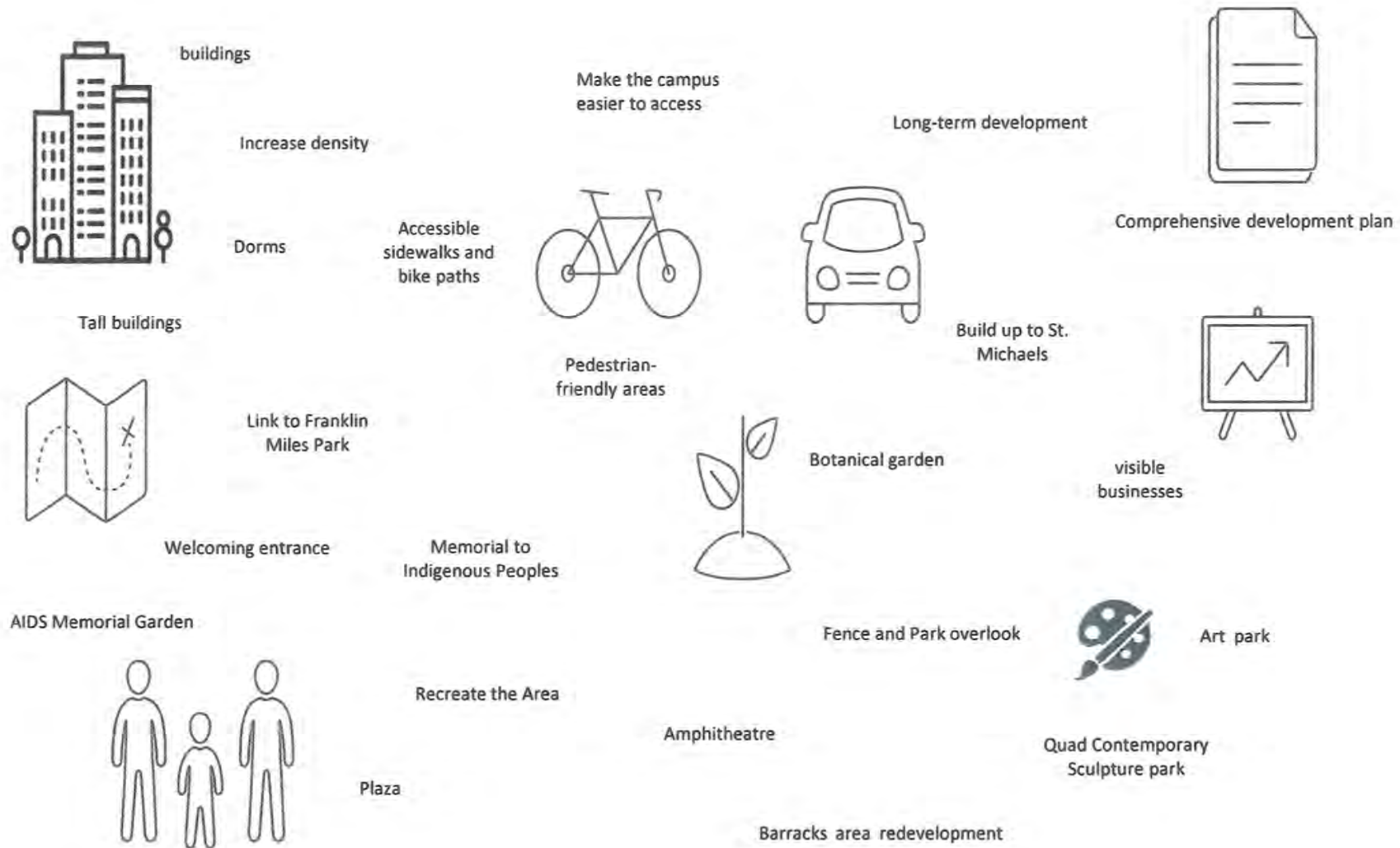
These were analyzed and prioritized to develop the survey which was used in Collection Phase II.



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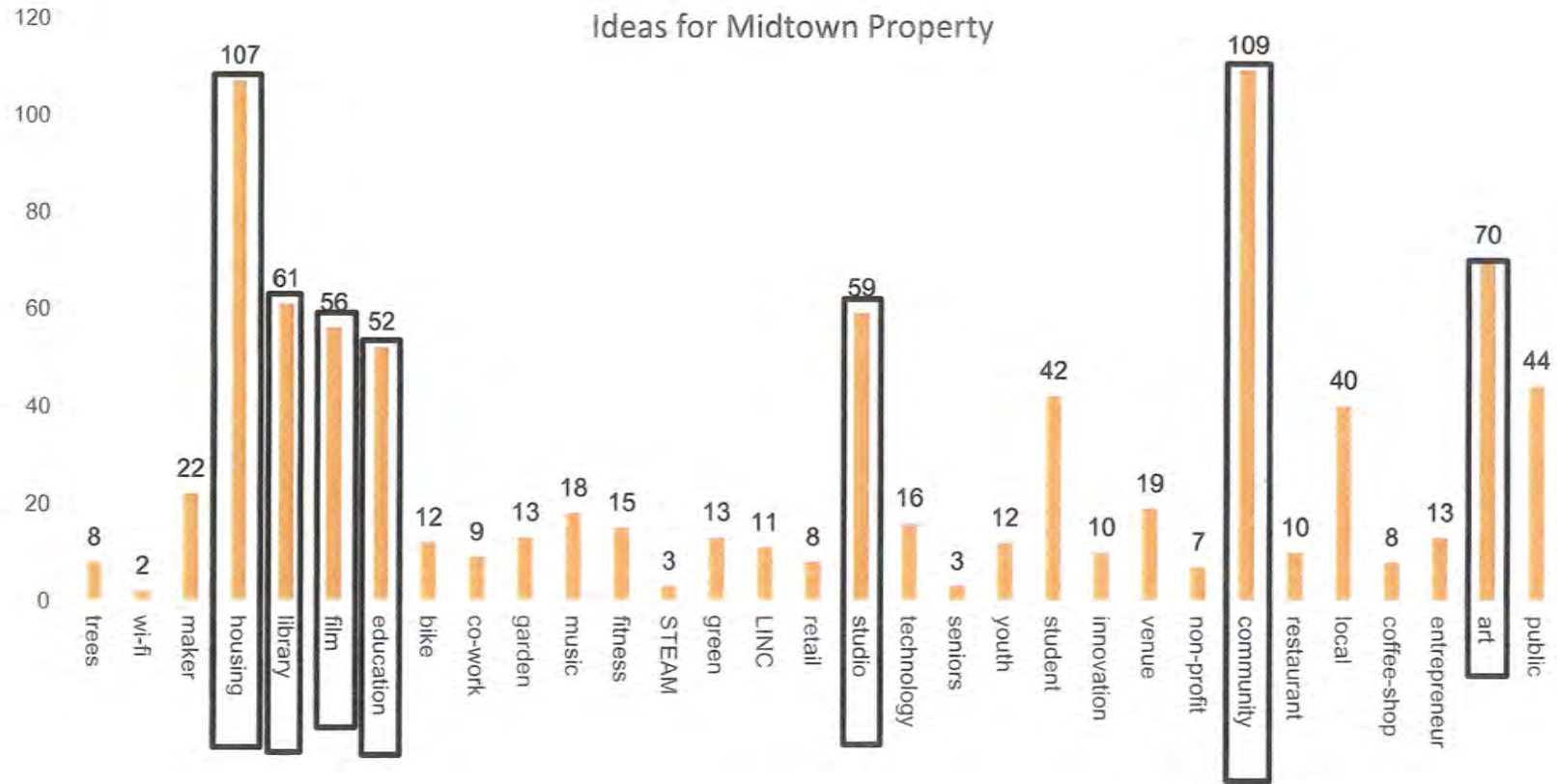
# Sample Ideas – Collection Phase I

A great variety of ideas were generated from the collaboration sessions



# Ideas Analyzed, Categorized & Prioritized – Collection Phase I

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



## Themes – Collection Phase I:

Examining patterns and comments related to ideas revealed five key themes

### 1. Education

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

### 2. Film

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

### 3. Community Center

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

### 4. Performing Arts

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

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

### 5. Entrepreneurship

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

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

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



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

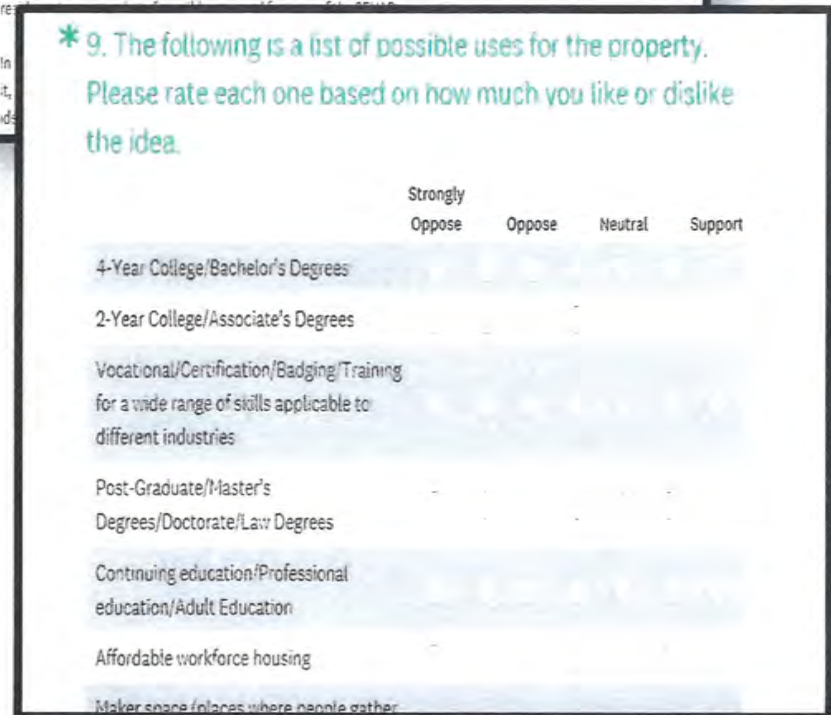
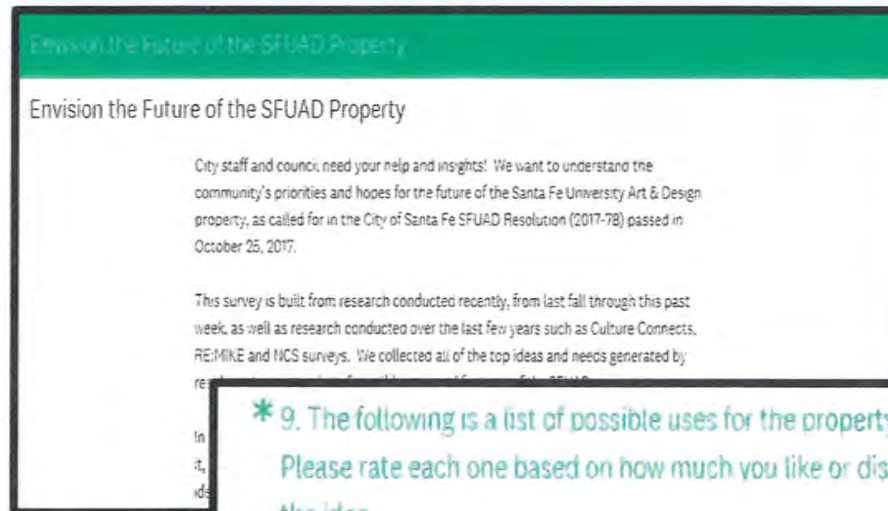
**Objective:** Create a final list of preferred and non-preferred attributes and usages for the property to brief designers in the Visualization phase.

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

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

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

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



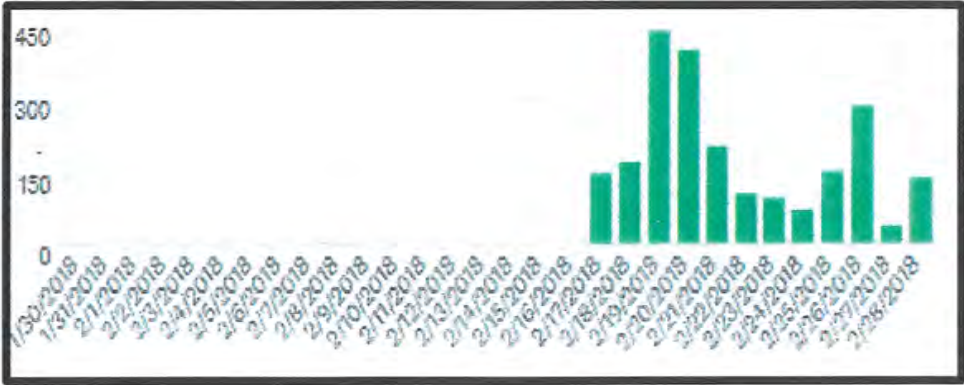
# Participation Goal & Results – Collection Phase II

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

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

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

The graph shows participation rates online.



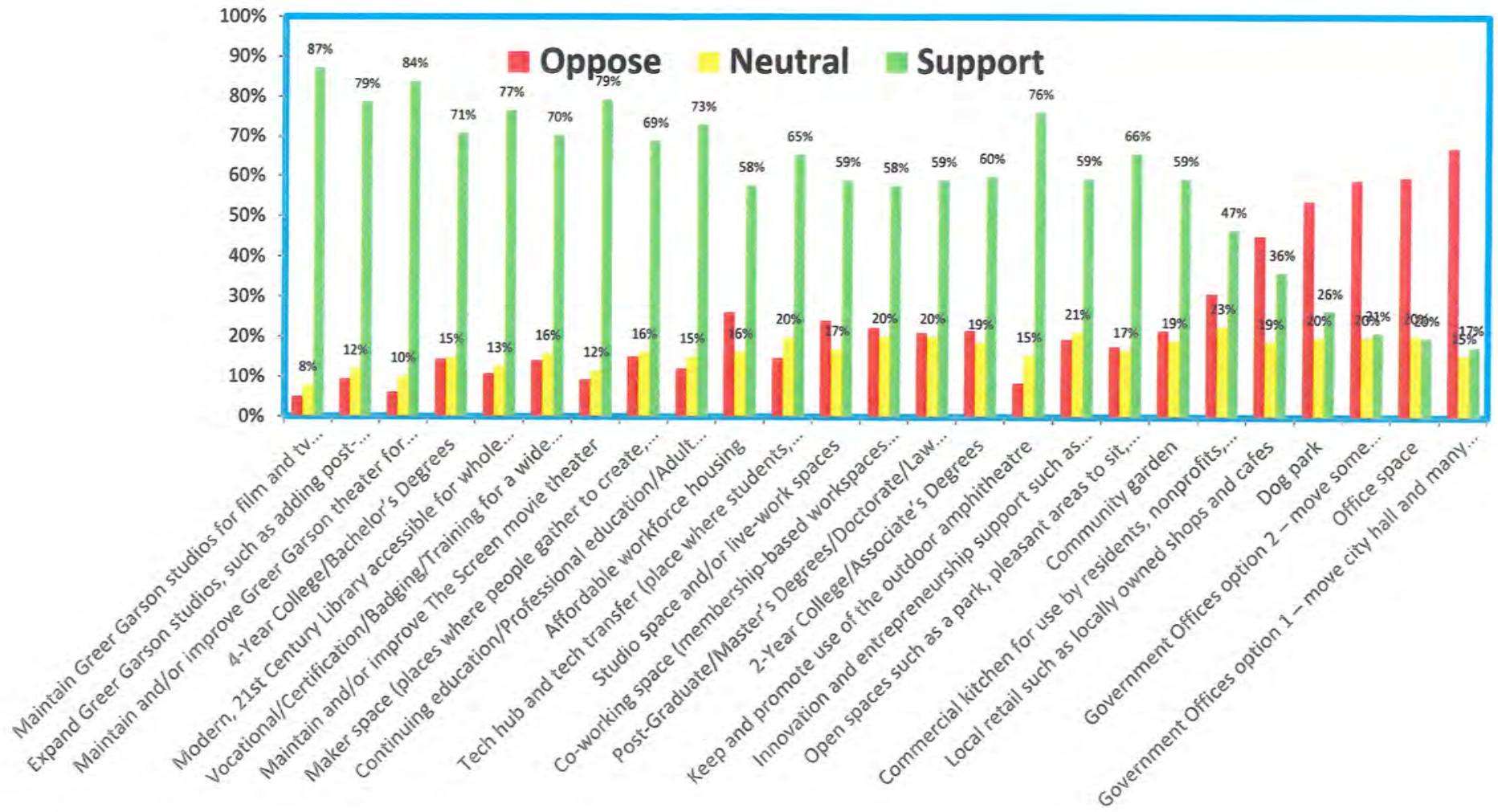
## Survey Questions & Short Version

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

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



# Survey Data – 25 Ideas Rated and Ranked Summary



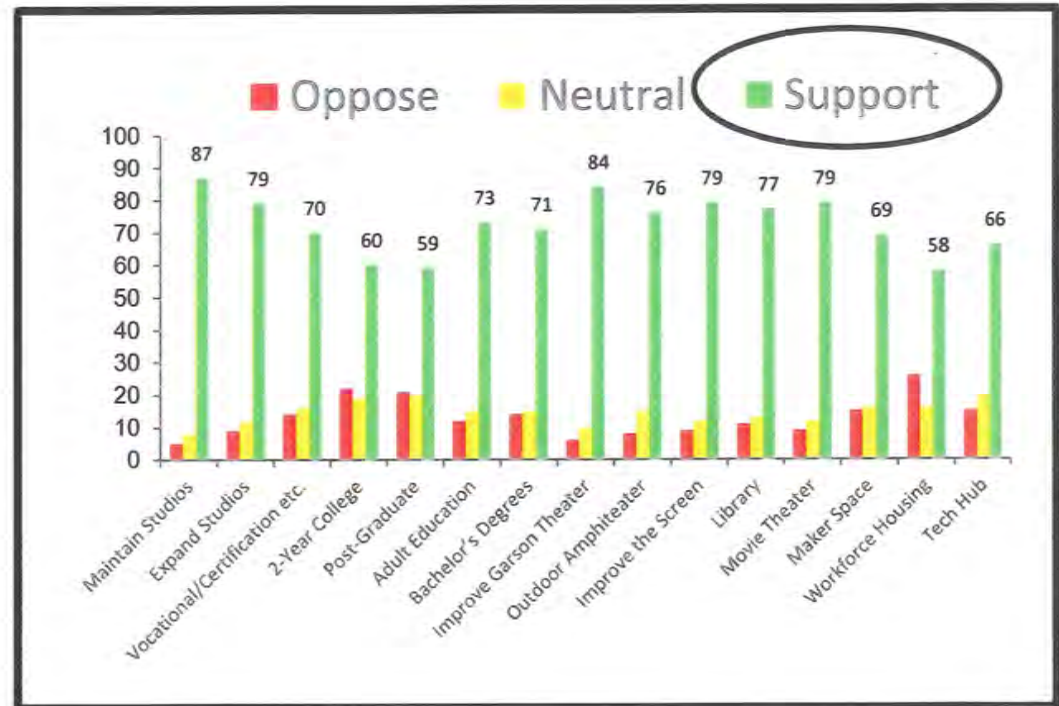
## Ideas Analyzed & Prioritized – Uses which SHOULD be included on Property

1. **Studios:** Maintain and Expand Greer Garson were both highly rated.
2. **Higher Education:** 4 year College was #3 in Ranking and #5 in Rating. Vocational and Continuing education all rated and ranked in top 10.
3. **Arts Theater**
4. **Library**
5. **Movie Theater**
6. **Maker Space**
7. **Workforce Housing** Housing Ranked #10, but only Rated #17.

Possible explanations include

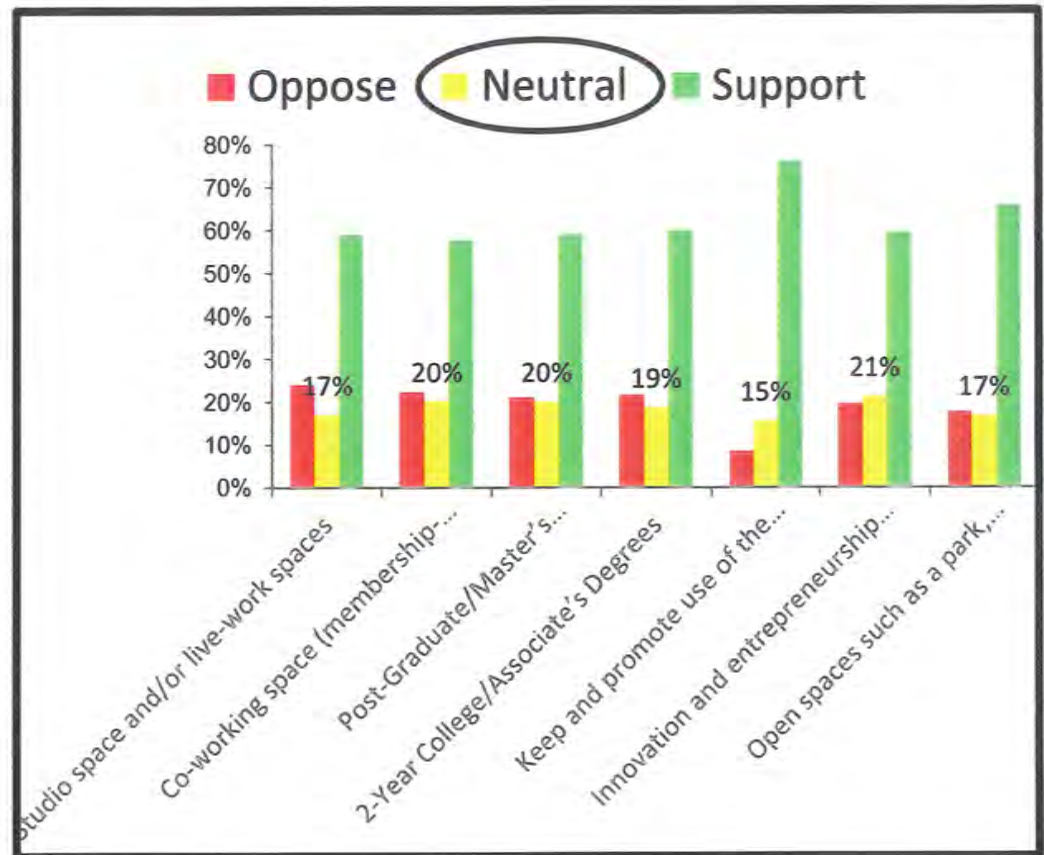
- 1) picking housing because there were numerous education options
- 2) participants may want housing, but not necessarily on campus – elsewhere in city or Midtown LINC. Also, comments indicate that housing is often connected to a theme such as housing for students and faculty for higher education, or for crews and staff for film industry.

8. **Tech Hub**



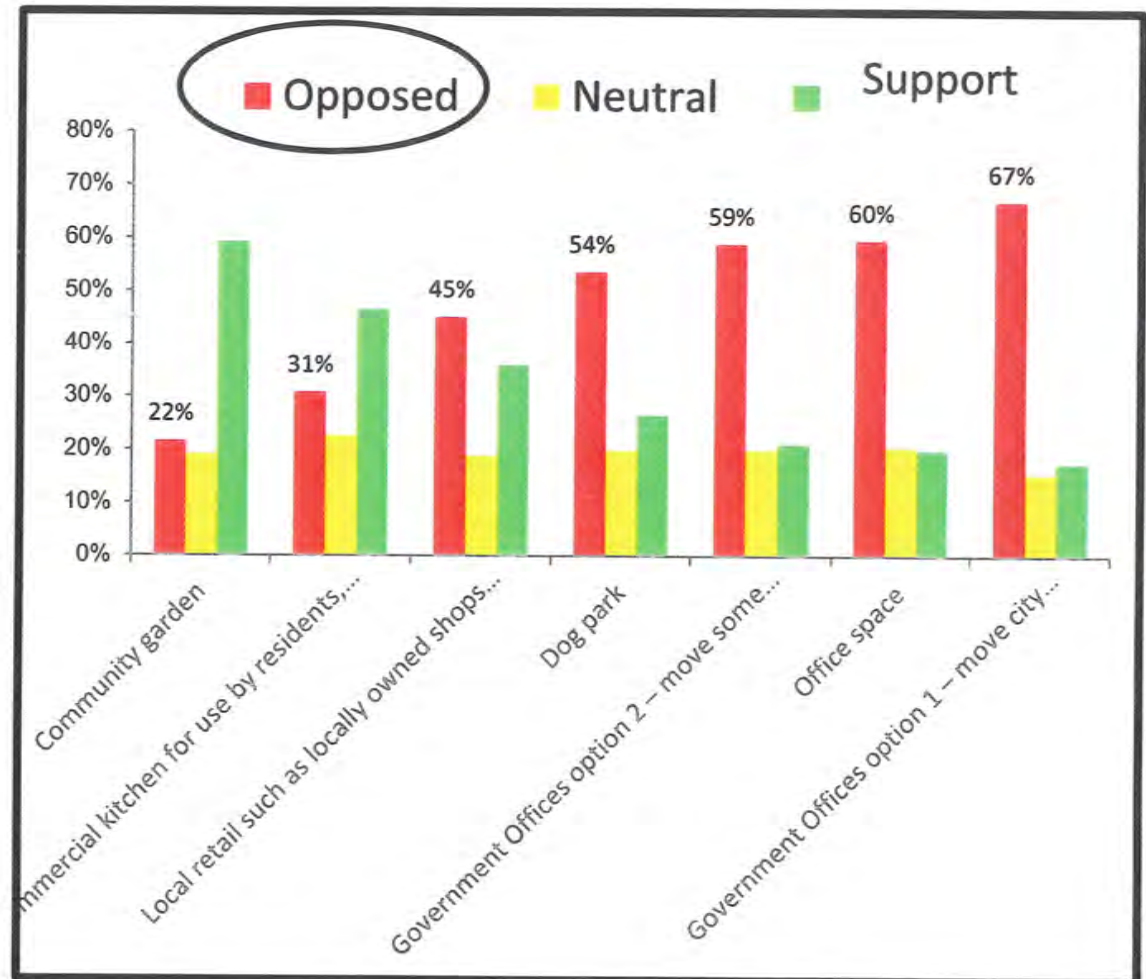
## Ideas Analyzed & Prioritized – Uses that COULD be included on the Property

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



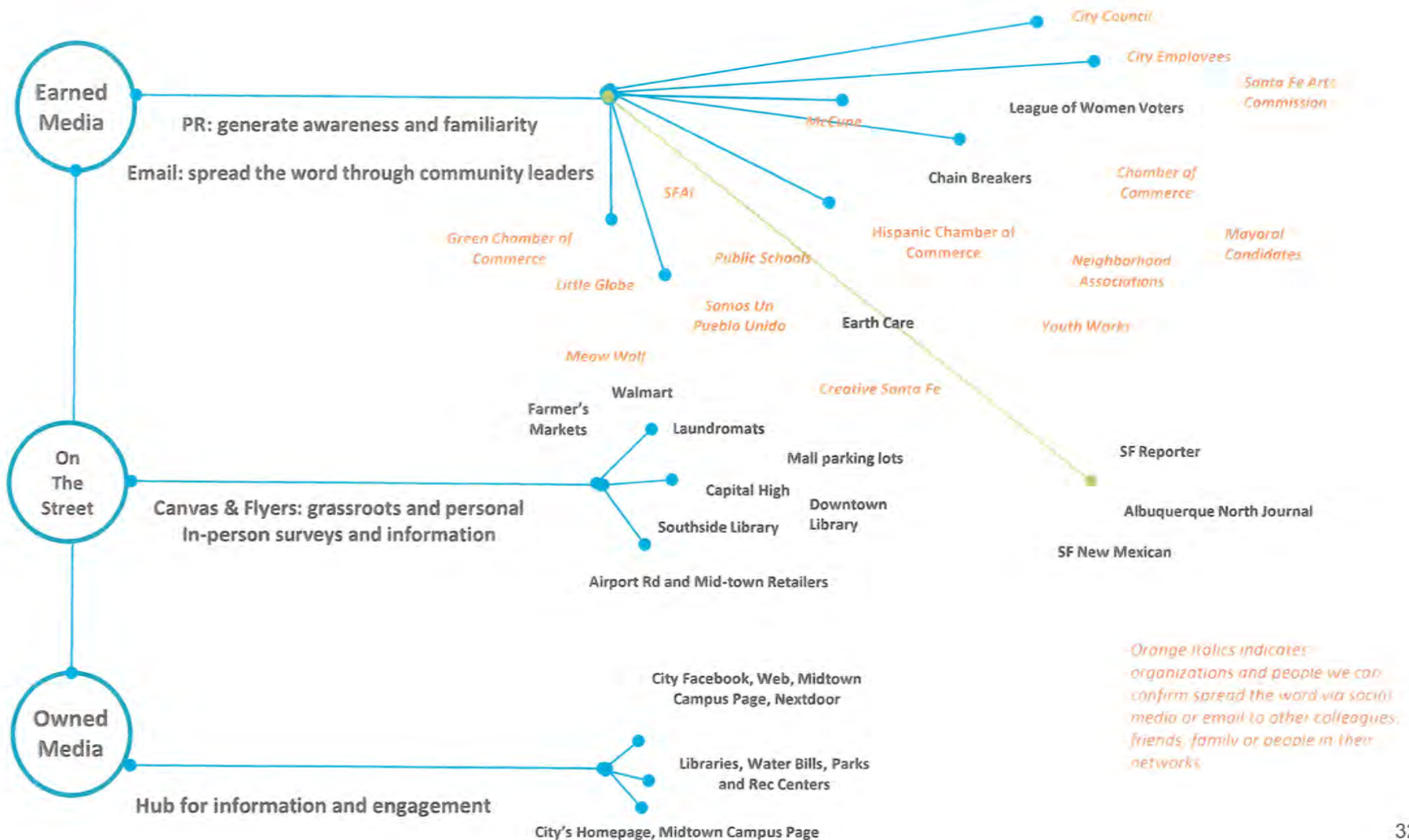
## Ideas Analyzed & Prioritized – Uses NOT desired on the Property

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



## Outreach - Collection Part II:

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



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



## **Overview:**

### **Visualization Phase**

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

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

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

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



# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture

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

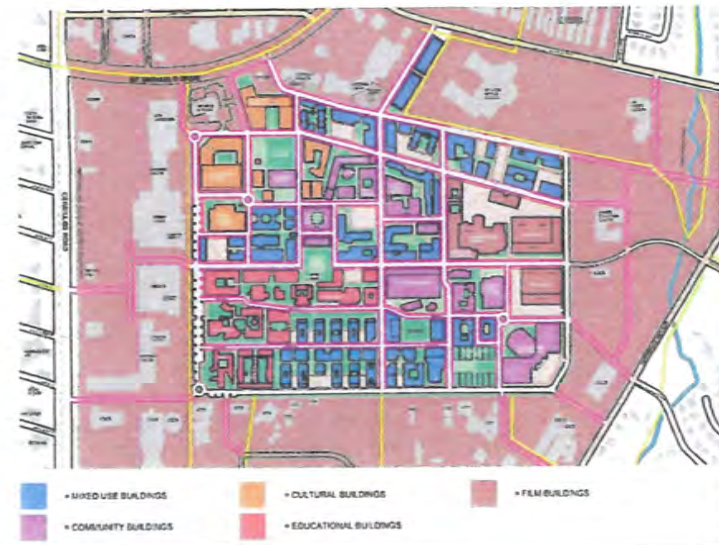
**Connect:** maximize pedestrian and vehicular links to surroundings to enhance urban vitality and cultural connections.

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

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

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

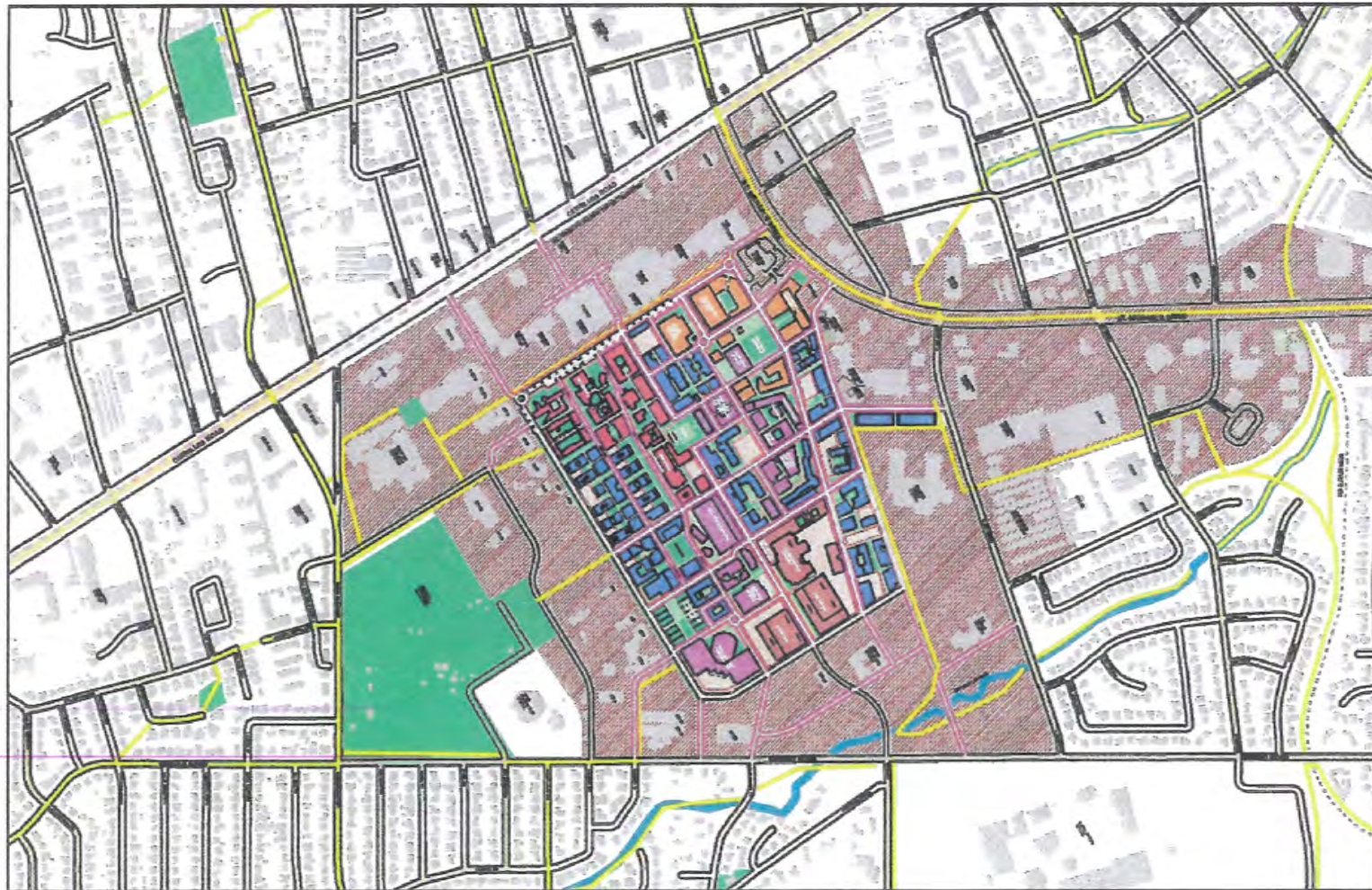
**On Street Parking:** maximize street parking for convenience, access, and streetscape vitality.



**SPEARS HORN ARCHITECTS**  
with Morley Land Use Consulting, LLC

# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture



**MIDMO** MIDTOWN MOTION LINK

prepared for the City of Santa Fe  
April 9, 2018

**LINKAGES + PROGRAM PLAN**



<b>EXISTING ELEMENTS</b>	<b>STREET CONNECTIONS</b>	<b>POSSIBLE PROGRAMS</b>
<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid black;"></span> Landmark</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #90EE90; border: 1px solid black;"></span> Institutional/office building</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFD700; border: 1px solid black;"></span> Institutional building</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFA500; border: 1px solid black;"></span> Institutional office building</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FF69B4; border: 1px solid black;"></span> Public space</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #90EE90; border: 1px solid black;"></span> Institutional/office</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFD700; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFA500; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FF69B4; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000FF; border: 1px solid black;"></span> Institutional</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000FF; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FF69B4; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFA500; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #FFD700; border: 1px solid black;"></span> Institutional</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid black;"></span> Institutional</li> </ul>

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

# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture



**MIDMO** MIDTOWN MOTION LINK

**SITE PLAN** 1" = 100'

Prepared for the City of Santa Fe  
April 9, 2018

**BLUISH AREA CALCULATION**  
 - BLUISH AREA CALCULATION  
 - BLUISH AREA CALCULATION  
 - BLUISH AREA CALCULATION

**EXISTING + SUPPLEMENTING CHALLENGES**  
 - EXISTING + SUPPLEMENTING CHALLENGES  
 - EXISTING + SUPPLEMENTING CHALLENGES  
 - EXISTING + SUPPLEMENTING CHALLENGES

**NEW ELEMENTS**  
 - NEW ELEMENTS  
 - NEW ELEMENTS  
 - NEW ELEMENTS

**NEW BUILDINGS**  
 - NEW BUILDINGS  
 - NEW BUILDINGS  
 - NEW BUILDINGS

**EXISTING BUILDINGS**  
 - EXISTING BUILDINGS  
 - EXISTING BUILDINGS  
 - EXISTING BUILDINGS

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

# Visualization Phase - Concept #1 Summary

## Midtown Motion led by Spears Horn Architecture

**MIDTOWN CITY:** City outline of new and existing paths with corridor into the Midtown LINC district (shown in red)

**MIDMO**  
**VISION OF MIDTOWN CAMPUS:** People, projects and ideas in motion  
*"Cities have the capability of providing something for everybody, only when, and only when, they are created by men."*  
 — Jane Jacobs, *The Death and Life of Great American Cities*

- A mixed-use district which promotes economic development by allowing for a variety of land uses including education, film, visual arts, recreation, office, high density residential and light commercial uses to accommodate the residential component. Residential uses are intertwined with commercial uses and where possible, as second-story units above commercial uses.
- A strong pedestrian, bicycle and vehicular network with public transportation to accommodate a high density population. A cluster of vibrant artistic and cultural development in a centrally located part of the city, with studios and connection to the surrounding neighborhoods, parks, schools, restaurants, shopping, and medical services.
- A traditional urban form reflecting the street layout and historic scale of Santa Fe: small scale, heights limited to one and two-story with a few three-story elements. Compact, finely textured street outlook with buildings set close to the street, balconies, awnings, roof decks, and patios for a vibrant interweaving of indoor and outdoor space.
- Limited building heights to reflect Santa Fe tradition, allow more daylighting opportunities within the buildings, and white building shades, protect views, and accommodate a fire-prone urban texture without parking structures.
- Compact, well-defined landscaped pedestrian elements including walkways, courtyards, patios and gardens with diverse vegetation in pedestrian settings including trees, landscaping, art, and seating areas as well as places for outdoor gatherings. Outdoor areas are considered beneficial elements rather than leftover space.
- Customary architecture with vibrant colors to give MIDMO a distinct new flavor and a feeling of innovation and progressive possibilities.
- Retention of all of the existing campus buildings for at least the next 5 or 10 years, some repurposed for live-work, studio space, workshops, small offices, housing etc. This will honor the memory of the College of Santa Fe while providing rich chronological layering for the site and incorporate multipurpose spaces.
- A district in which the principles of the Santa Fe Cultural Corridor can be implemented. A rich mix of organizations, activities, opportunities, and a linked network of public spaces that is vibrant, beautiful and user-friendly. A community embraced into the overall fabric of the city, finding opportunities from all directions to add street activations, pedestrian and bike connections, and public transportation.
- On-street parking along all streets to provide slower traffic, a barrier between sidewalks and moving traffic, a better street, and easy access to along the street. Some small, covered and landscaped surface parking areas to provide adequate parking. Encourage self-driven vehicles that will reduce the need for parking and will make cars less dominant.
- Environmental sustainability through rooftop water harvesting, pervious pavements, surface runoff to landscaping, daylighting, dense pedestrian oriented built, high bulk cooling, photovoltaic water power, and water-treated water.

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

- 100,000 sq. ft. (red)
- 200,000 sq. ft. (orange)
- 300,000 sq. ft. (yellow)

**MIDMO** MIDTOWN MOTION LINK

prepared for the City of Santa Fe  
 April 8, 2016

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

# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

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

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

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

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

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

### A. Mixed Use Development & Gateway Feature



Some elements of the site of the TCU campus are shown in this mixed-use building, including a 10-story office building, a 10-story residential building, a 10-story commercial building, and a 10-story parking garage. The site is located in the center of the city, with a mix of residential, commercial, and educational uses. The site is also adjacent to the TCU campus, which provides a gateway feature to the city.

Midtown Fusion

### 2. Art Park



A large park is located in the center of the city, adjacent to the TCU campus. The park is a mix of residential, commercial, and educational uses. The park is also adjacent to the TCU campus, which provides a gateway feature to the city.

Midtown Fusion

aut

ph

# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

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

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



#### Civic

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



#### Film and Emerging Media

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



#### Education

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



#### Commercial Innovation Partners

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



Midtown Fusion

autotroph

# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

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



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

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

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



Midtown Fusion

autotroph

# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

### Site Plan





# Visualization Phase - Concept #2 Summary

## Midtown Fusion led by Autotroph

### Aerial View



Midtown Fusion

autotroph

# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

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

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

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

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

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

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

### WHAT IS AN ECODISTRICT?

The EcoDistricts Initiative is a comprehensive planning framework which delivers **profitable** development by prioritizing **people** and the **planet**.

EcoDistricts plan for a range of sustainable issues.



surroundings


# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### WHAT THE SANTA FE COMMUNITY PRIORITIZES

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

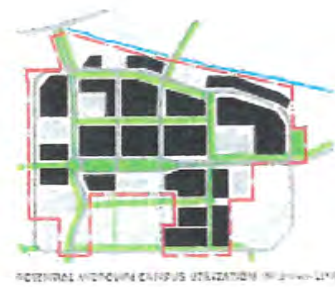
So, what are those industries looking for to decide where to locate?



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

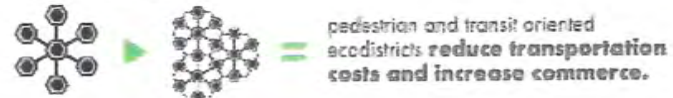
### MIDTOWN ECODISTRICT: THE OPPORTUNITY

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

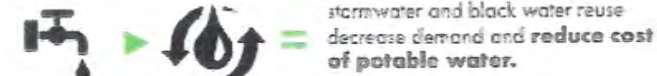


### POTENTIAL ADDED ECONOMIC VALUE OF ECODISTRICTS

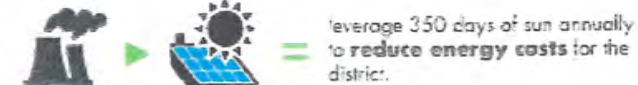
#### CONNECTIONS



#### WATER



#### ENERGY



# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### PRINCIPLES

#### CONNECTIONS

Reduce GHG + GHG + GHG + GHG

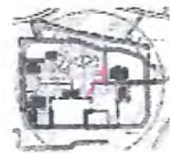
- PLANET**
  - Conserve fewer gallons of gasoline
  - Emit less pollution and CO2
  - Improve air quality
- PEOPLE**
  - Provide transportation options
  - Improve human health
  - Increase access to services and employment
- PROFIT**
  - Alternative modes of transportation can increase

#### WATER

CONSERVE + CAPTURE + REUSE

- PLANET**
  - Decrease potable water use
  - Increase water availability
  - Supplement water supply
  - Current food land production and wildlife habitat
- PEOPLE**
  - More affordable water
  - Access to local food markets
- PROFIT**
  - More affordable for city market
  - Attracts businesses
  - Increase food and food-related jobs

### EXISTING



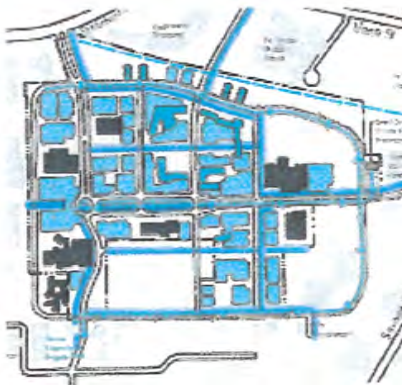
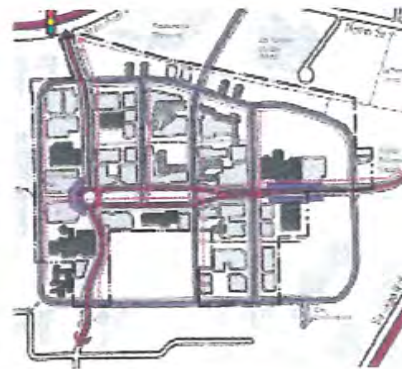
#### BASELINE



#### BASELINE



### POTENTIAL



#### LEGEND

- Transit Hub
- Rapid 2.0
- BRT
- Streetcar
- Light Rail
- Streetcar
- Streetcar
- Streetcar
- Streetcar
- Streetcar

#### TARGET

- Streetcar
- Streetcar
- Streetcar
- Streetcar
- Streetcar

#### LEGEND

- Water Main
- Stormwater
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure

#### TARGET

- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure
- Green Infrastructure

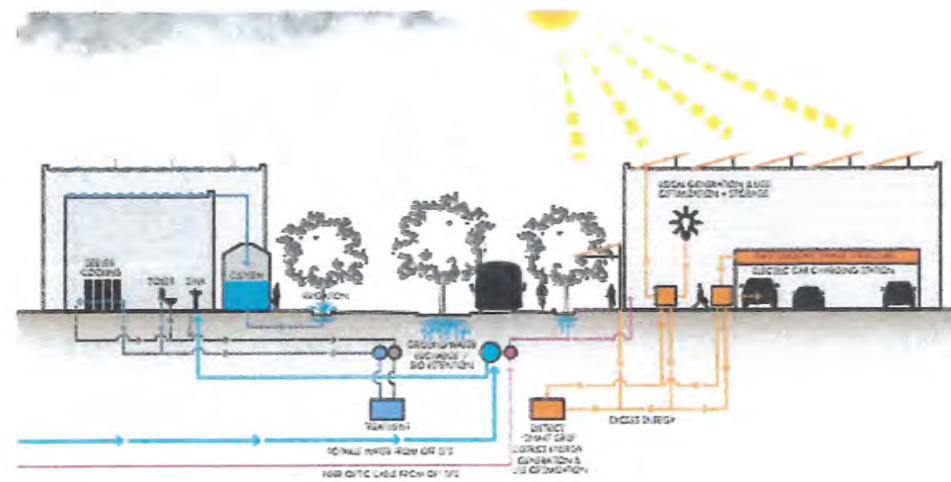
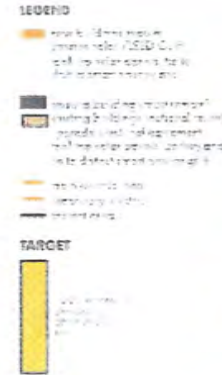
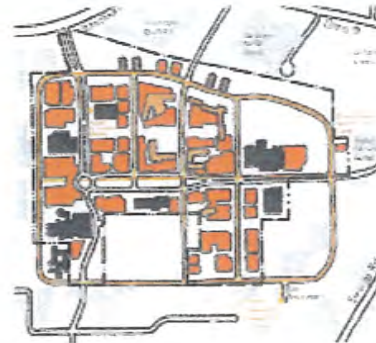
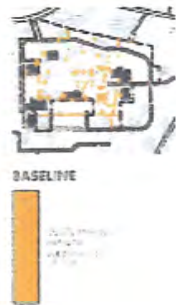


surroundings

# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

- ENERGY**  
CONSERVE, REDUCE + OPTIMIZE
- PLANNED**
- Eliminate peak loads and CO2
  - Reduce environmental impact
- DESIGNED**
- Increase energy flexibility
  - Control peak loads
- OPERATED**
- Reduce energy cost through demand response
  - Optimize equipment and energy use
  - Create resilient and efficient energy system



surroundings

# Visualization Phase - Concept #3 Summary

## Midtown Ecodistrict led by Surroundings

### MIDTOWN ECODISTRICT CONCEPTUAL SITE PLAN



- 01 GARSON STUDIOS - THE SUITE + 1500 STUDIOS OFFICE
- 02 FEM HOUSE + SKINNO AREA
- 03 FEM HOUSE + TRAINING + HOBBY EDUCATION ZONE
- 04 TECH HOUSE + BUSINESS INCUBATOR + MAKE SPACE ZONE
- 05 CUTE PLAZA
- 06 TOP OF HUB + MIX + CAB LANE
- 07 STREET REVISIONS
- 08 REVISIONS + ONE CONNECTION TO CONDUIT ROAD
- 09 ARTS PERFORMANCE + REVISIONS
- 10 REVISIONS
- 11 CONNECTION TO BUNKHOUSE
- 12 ARTS + REVISIONS
- 13 JAMES D. HENNING REVISIONS + JAMES D. HENNING
- 14 CONNECTION TO GIL + CONNER + EMPLOYEE ROAD
- 15 CONNECTION TO GARSON STUDIOS

# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups

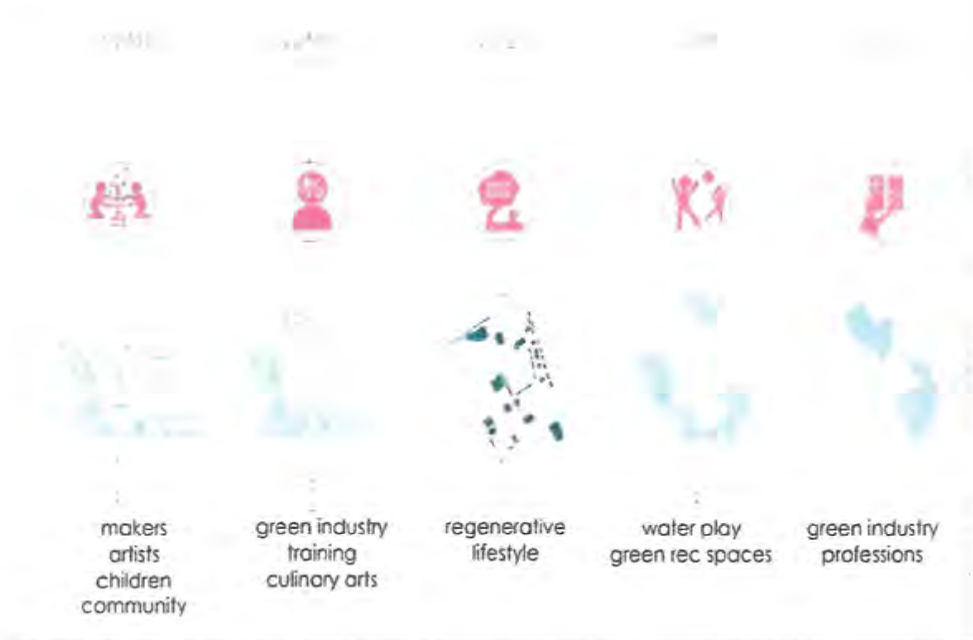


**Watershed of Creativity:** A new infusion of cultural and entrepreneurial energy flowing to support a reservoir of creative talent and cultural innovation.

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

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

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



# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups





# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups



# Visualization Phase - Concept #4 Summary

## Watershed of Creativity by a Consortium of 4 Groups



# Visualization Phase - Concept #5 Summary

## Collaborate and Connect led by AOS

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

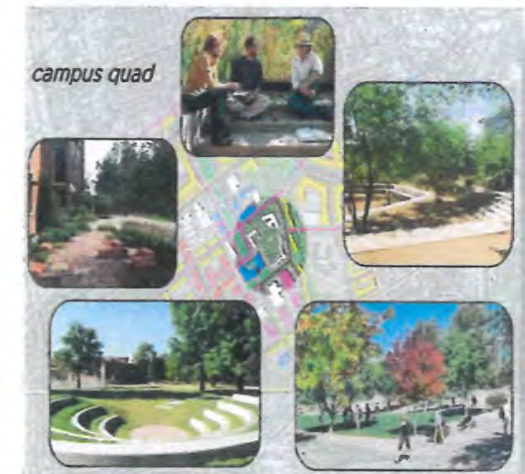
**New City Center:** enhanced street grid to expand the campus into the city, along with 3,000 mixed income housing units.

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

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

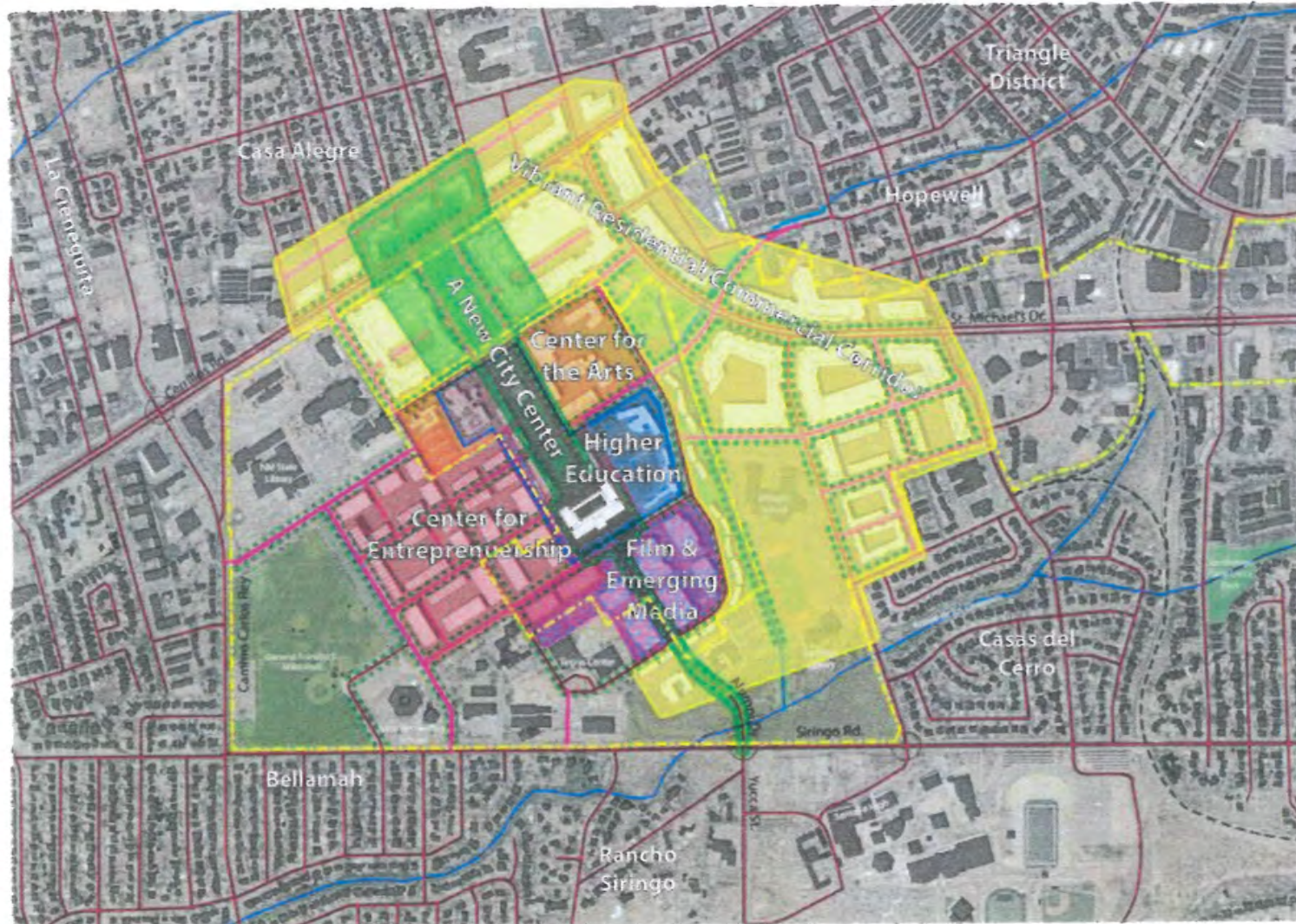
**Film & Emerging Media:** mixed-use tech-hub, expand Garson studios with additional sound stage and post-production facilities, include large professional maker-space.

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



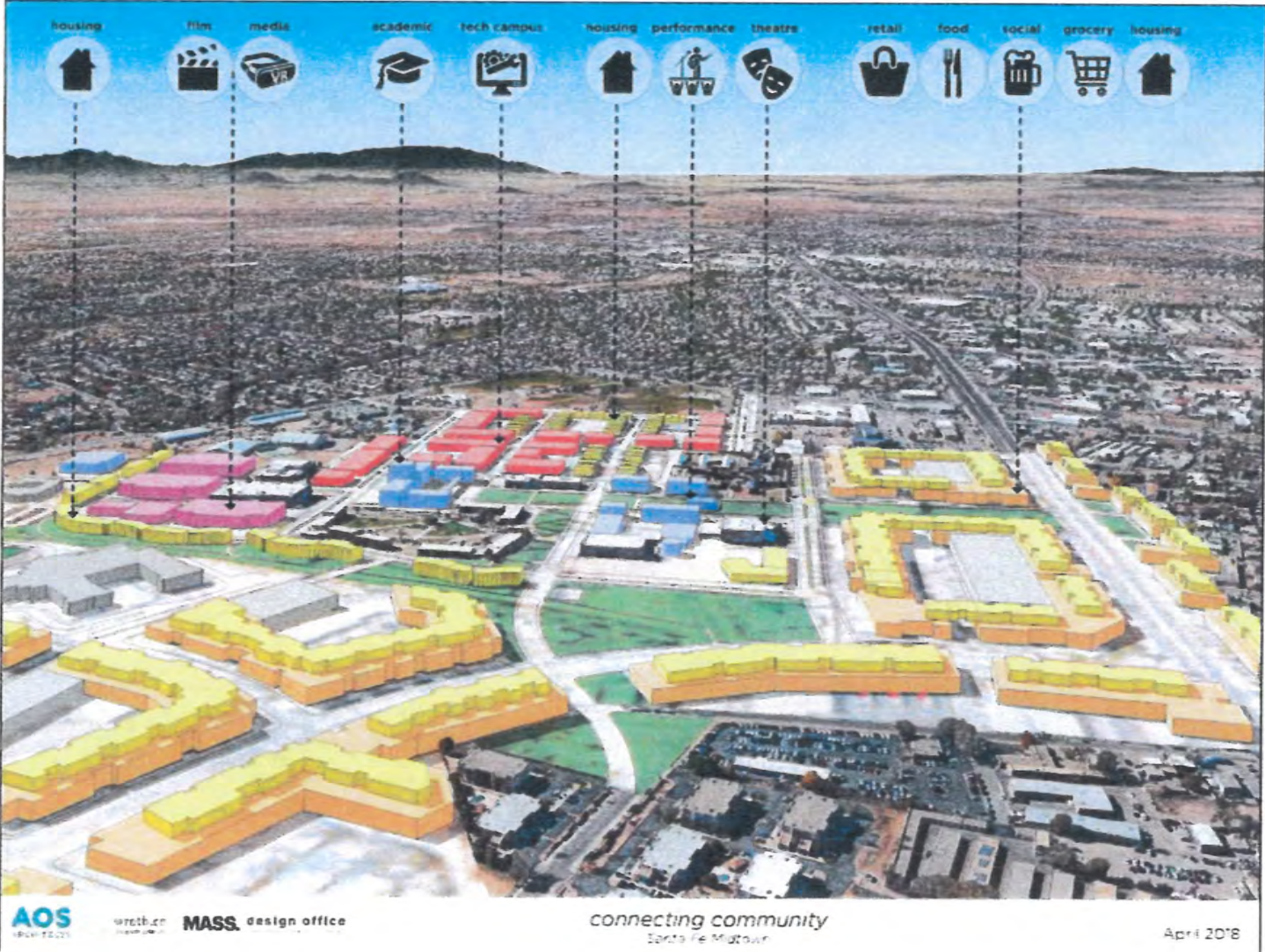
# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



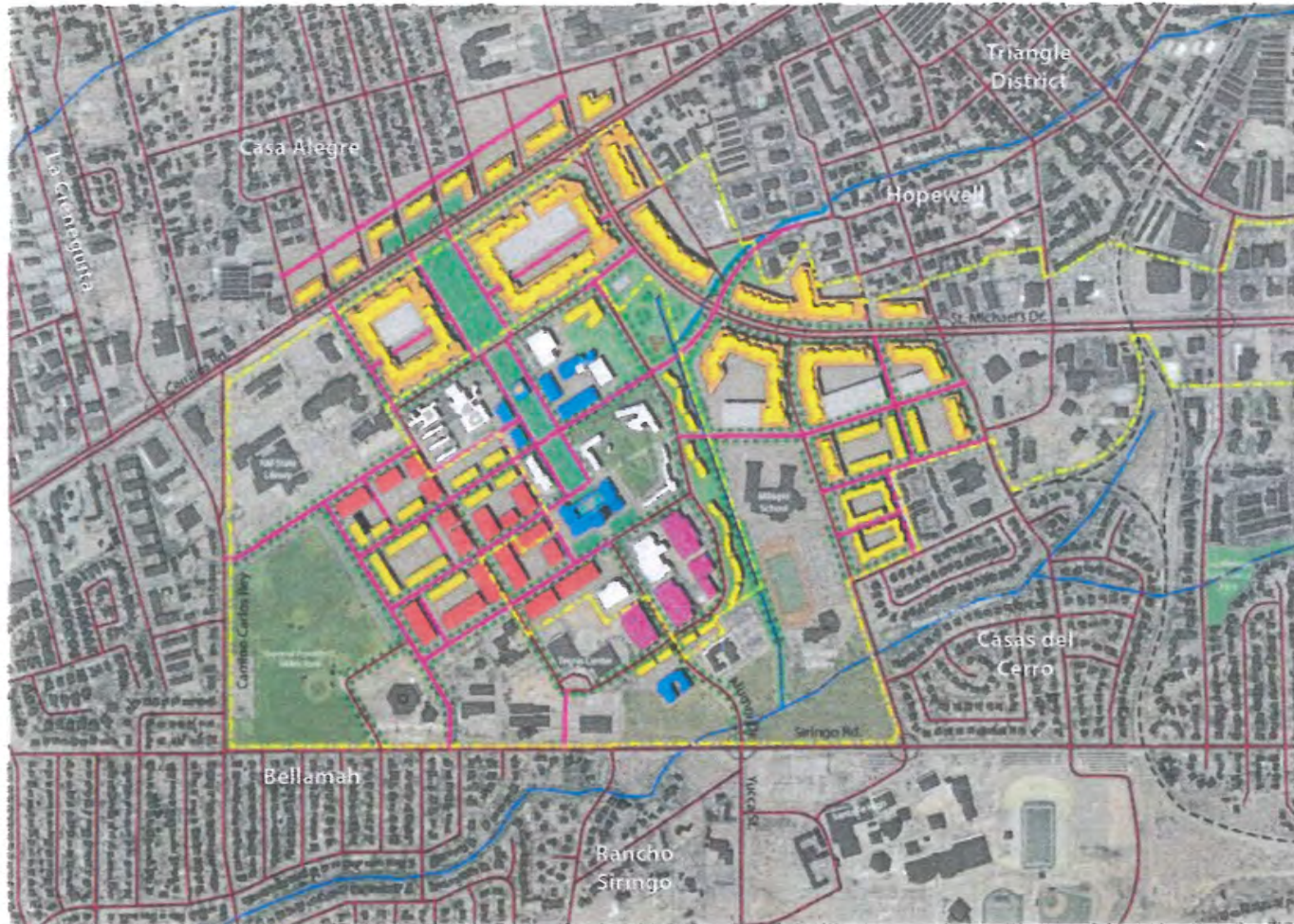
# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



wrth.co MASS. design office

connecting community  
Santa Fe Matown

April 2018

# Visualization Phase - Concept #5 Summary

Collaborate and Connect led by AOS



AOS

www.aos.com

MASS. design office

connecting community  
Santa Fe Metatown

April 2018

## Visualization Phase – The Five Concepts: Details

For more information on SFAI visioning management, please click here:

<https://sfai.org/midtown-campus/>

For more information on the concept designs:

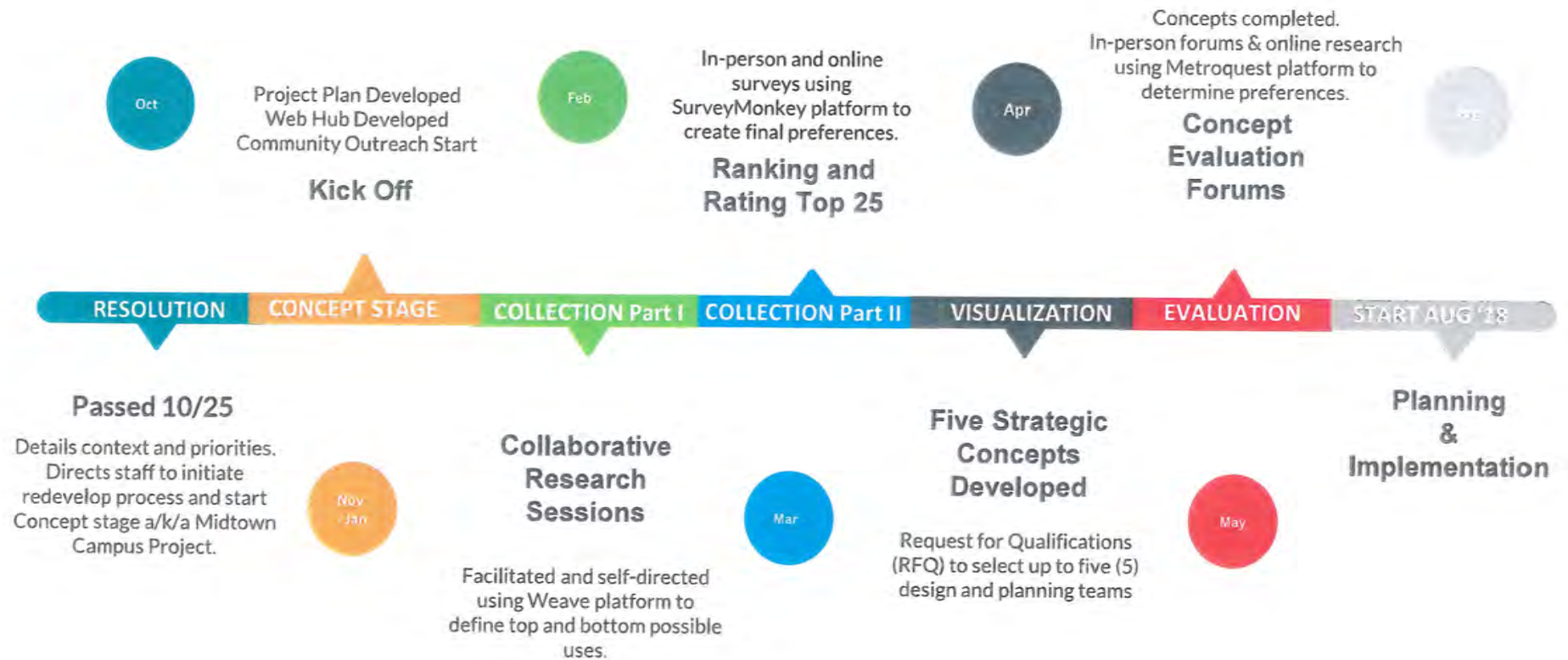
- To read descriptions of the five conceptual visions [click here](#)
- To review five conceptual vision presentations with images [click here](#).
- To watch 10 minute presentations by each team [click here](#).



# Table of contents

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

# May: Evaluation Phase - Input on Five Strategic Concepts



## Overview – Evaluation Phase:

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

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

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

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

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

## Participation Goal & Results – Evaluation Phase

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

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

# Quantitative Research – Evaluation Phase

## 1 - Category Ranking Overview

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

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

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



# Quantitative Research – Evaluation Phase

## 1 - Category Definitions

### Education

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

### Housing

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

### Film and Emerging Media

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

### Sustainability

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

### Art and Creativity Center

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

### Community Life

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

### Innovation and New Business

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

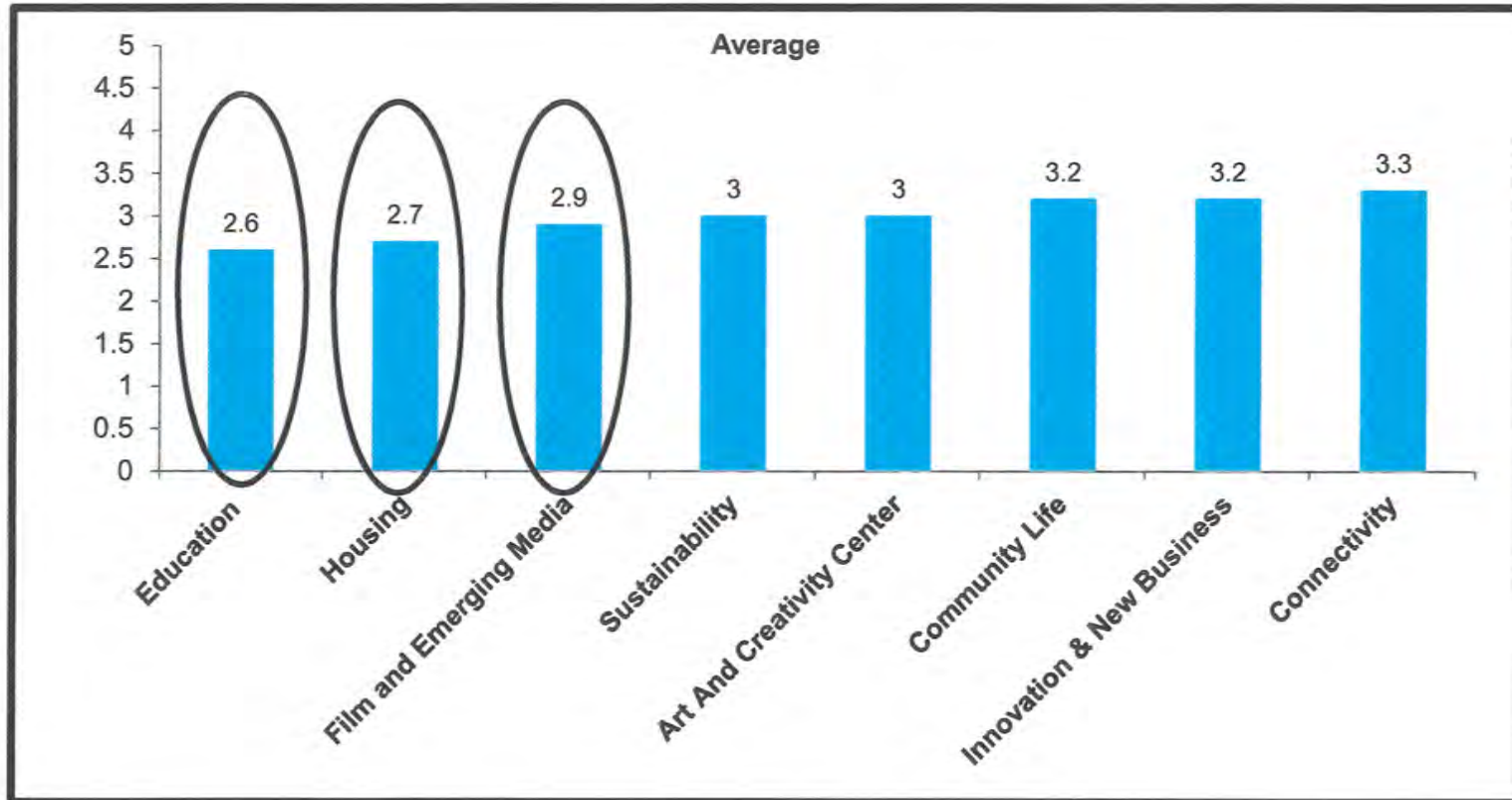
### Connectivity

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

## Quantitative Research – Evaluation Phase

### 1 - Category Ranking Results

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

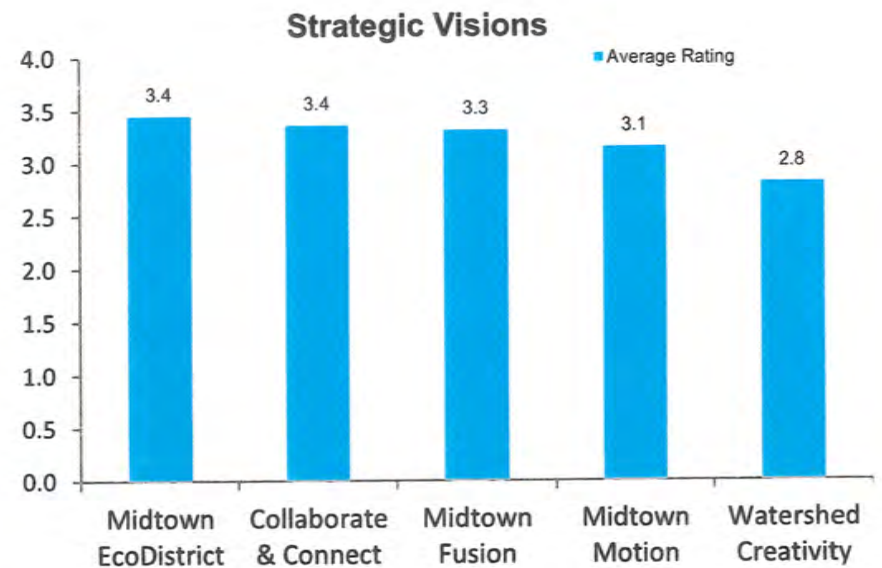
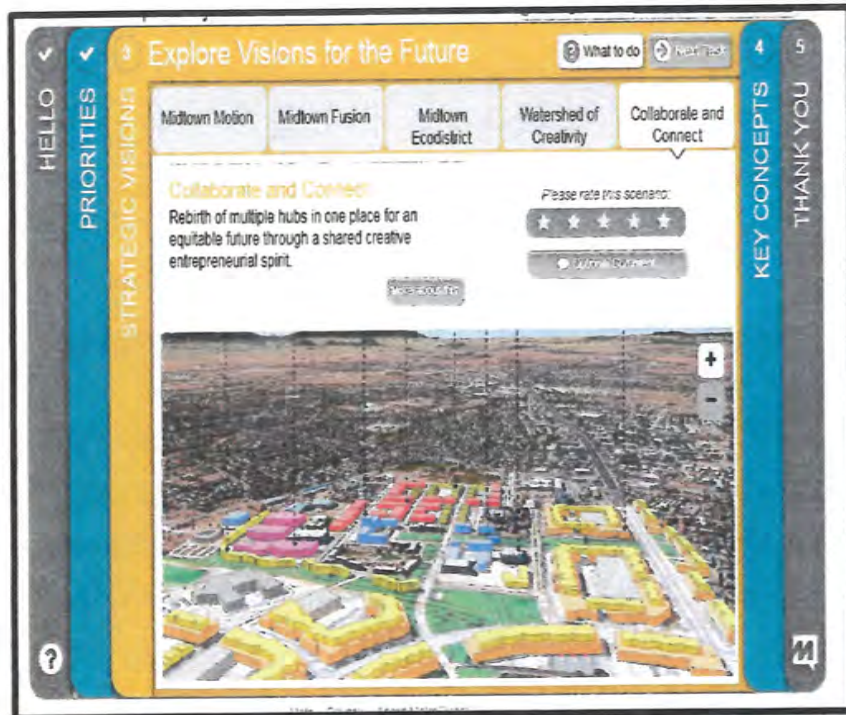


There is not a significant spread between the best (2.6) and the worst (3.3), indicating that all categories are valued highly to moderately high. This is not surprising since these categories were derived from the research in the Collection Phases of this process, as well as from information gathered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

# Quantitative Research – Evaluation Phase

## 2 - Concept Rating Overview and Results

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



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

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

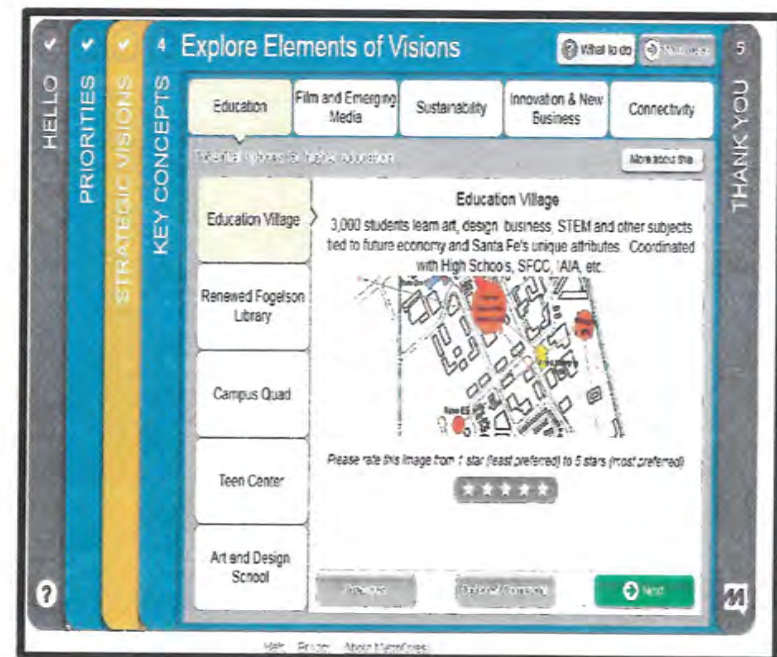


# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Overview

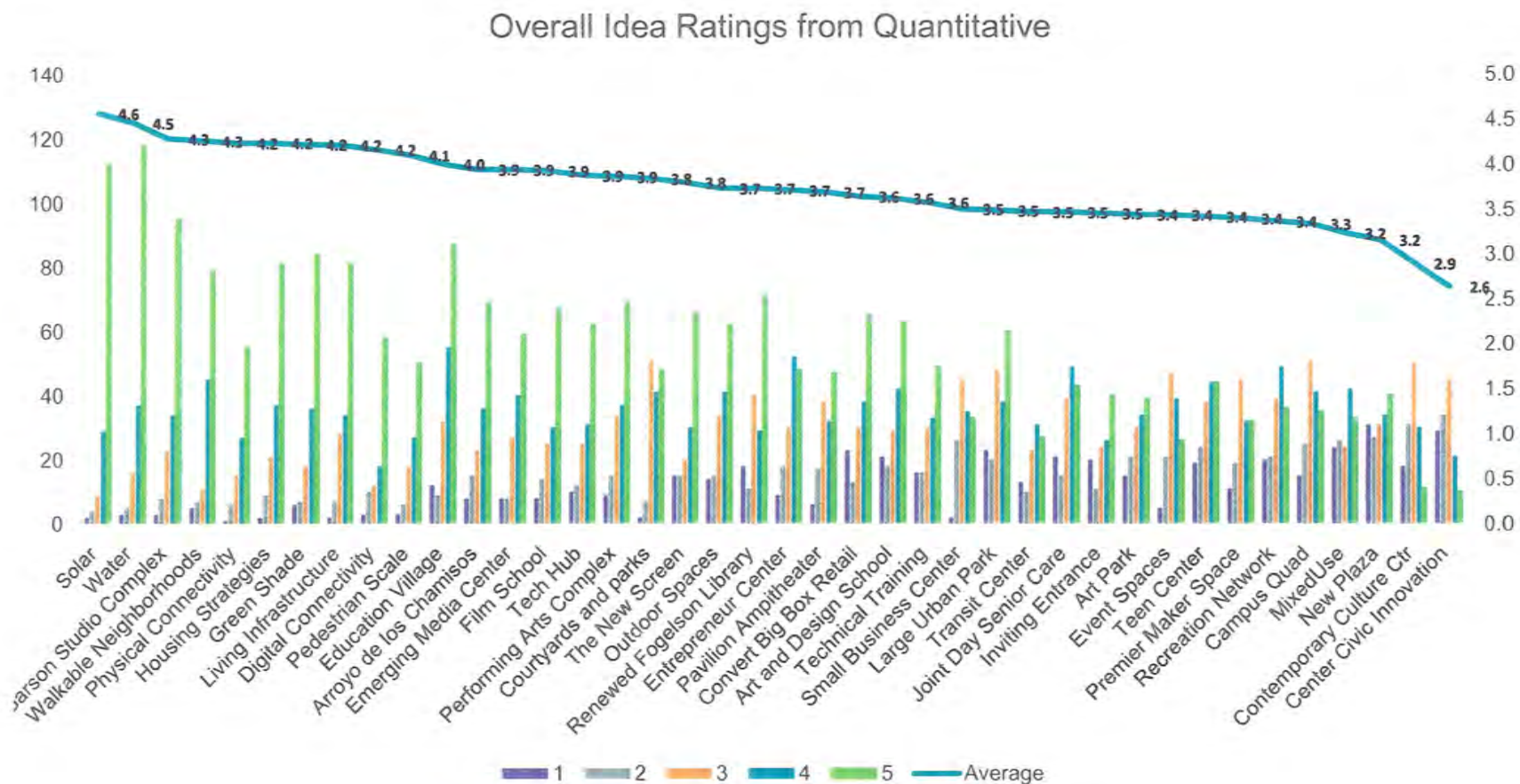
After rating the five Concepts, participants were invited to rate and comment on specific elements from the designs. In total, there were 40 elements to rate.

The following four slides show the results of the survey.



# Quantitative Research – Evaluation Phase

## 3 - Individual Element Rating Results – Summary



- Ideas scoring 4.0+ are considered top priorities. Those rating 3.5-3.9 are preferred.
- "Sustainability" and "Film & Emerging Media" rated below "Education" as the top categories, however, some of the individual elements of those categories were in the top tier of preferred uses.

## Quantitative Research – Evaluation Phase

### 3 - Individual Element Rating Analysis – Top Priorities

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

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

## Quantitative Research – Evaluation Phase

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

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

## Quantitative Research – Evaluation Phase

### 3 - Individual Element Rating Analysis – Bottom Tier

Not Desired for Property Unless Integrated with other Priorities

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

## **Quantitative Research from Collection Phases**

### **Additional Non-desired Uses for the Property**

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

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

## Qualitative Research – Evaluation Phase - Overview

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

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

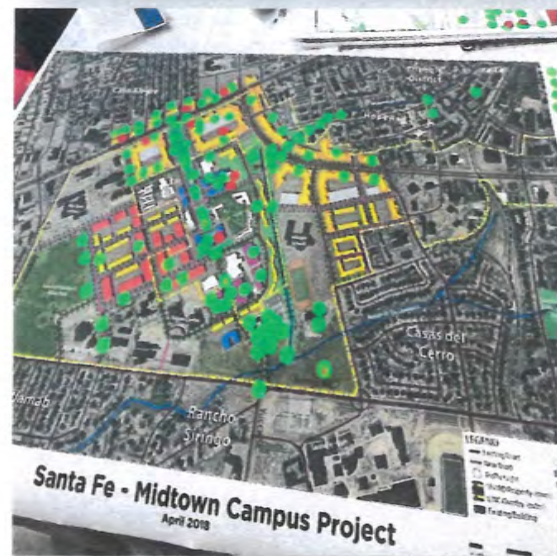
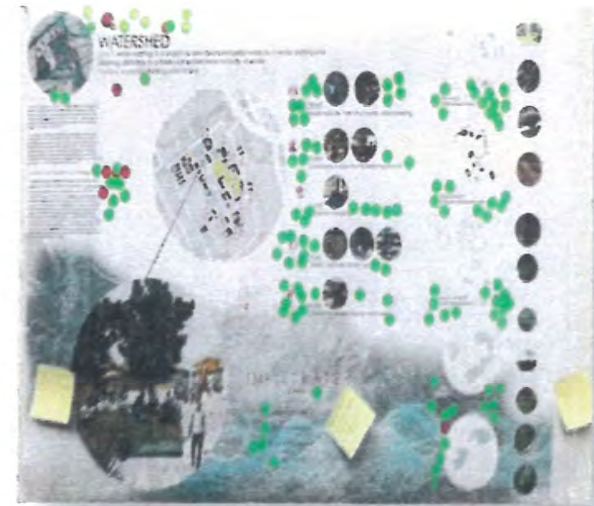
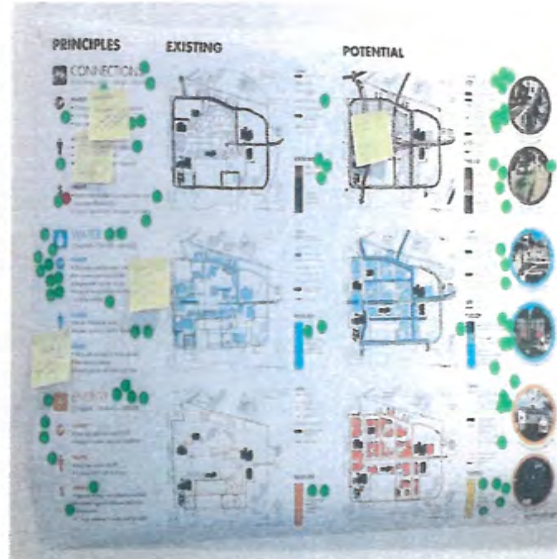
We tabulated and grouped all of the stickers, and read all of the comments, in order to identify areas of passion or concern.

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



# Qualitative Research – Evaluation Phase

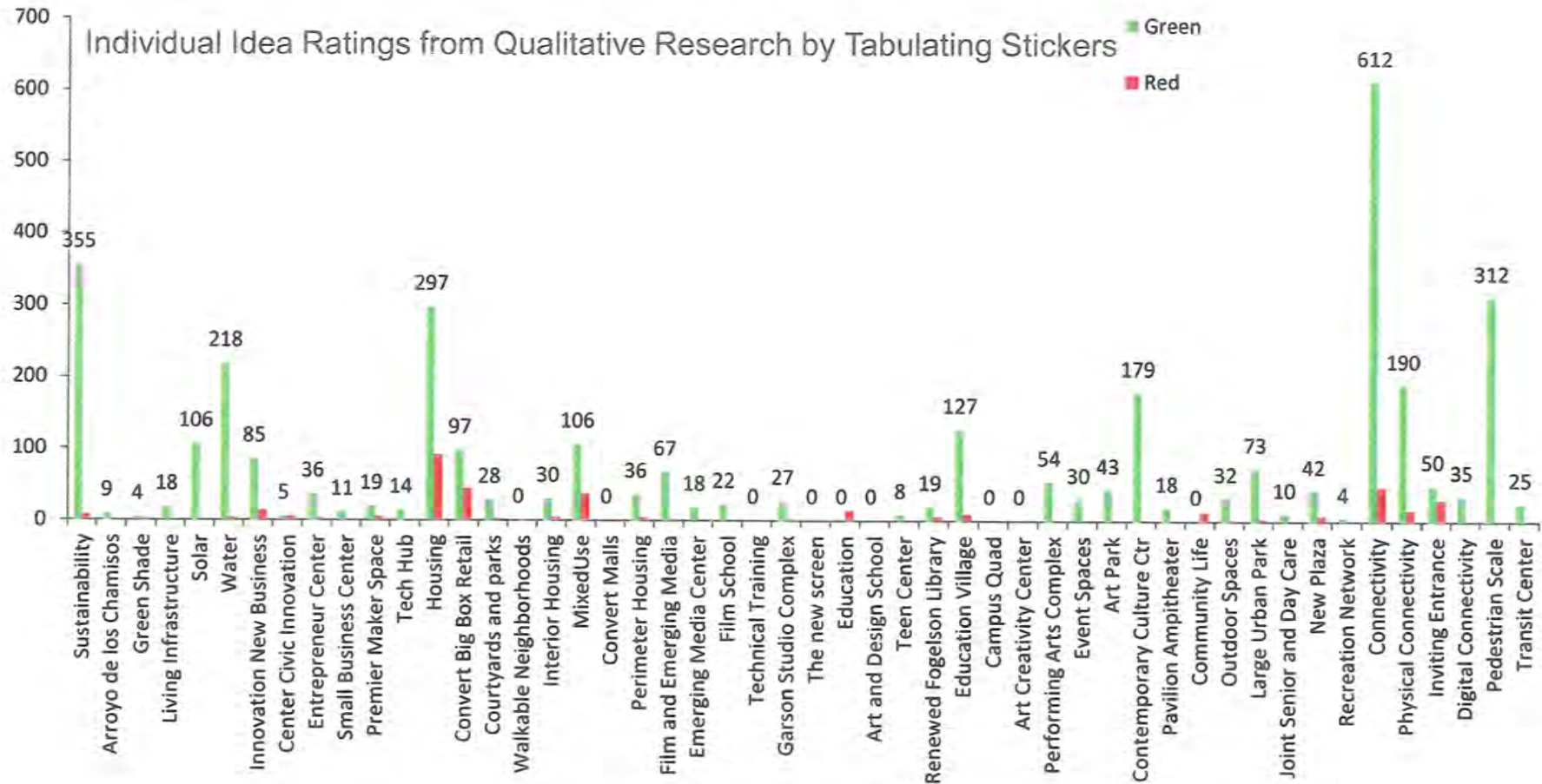
## Samples of in-person feedback





# Qualitative Research – Evaluation Phase – Stickers Tabulation

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



## Qualitative Research – Evaluation Phase – Stickers Tabulation

### Individual Elements - Analysis and Priorities

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

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

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

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

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

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

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

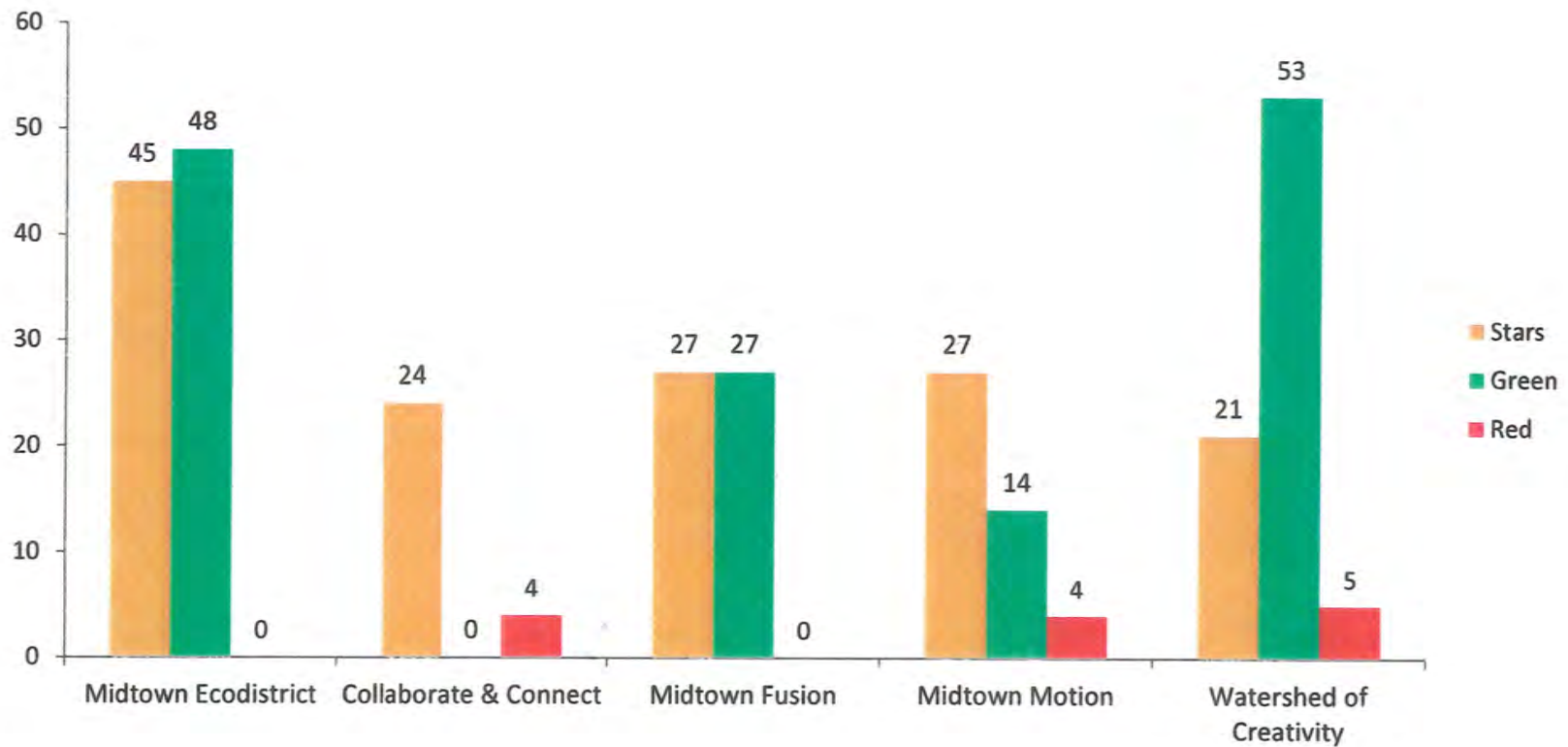
**Innovation & New Business (85):** Entrepreneur center (36), Tech Hub (14)

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

# Qualitative Research – Evaluation Phase – Stickers Tabulation

## Favorite Concept Voting

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



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


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

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


All comments were documented, read, categorized and analyzed.

Representative quotes are on the following five slides.

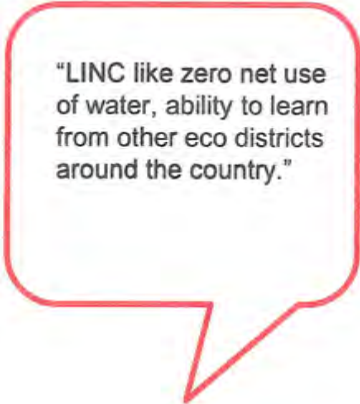
## 1. Sustainability - comments which exemplify most residents opinions



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



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



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



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

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

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

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

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

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

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

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

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

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

"Displacement is a huge issue."

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

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

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

"A place for regular folks to have a place to meet and play"

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

"Love the life cycle feel of birth to career."

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



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

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

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

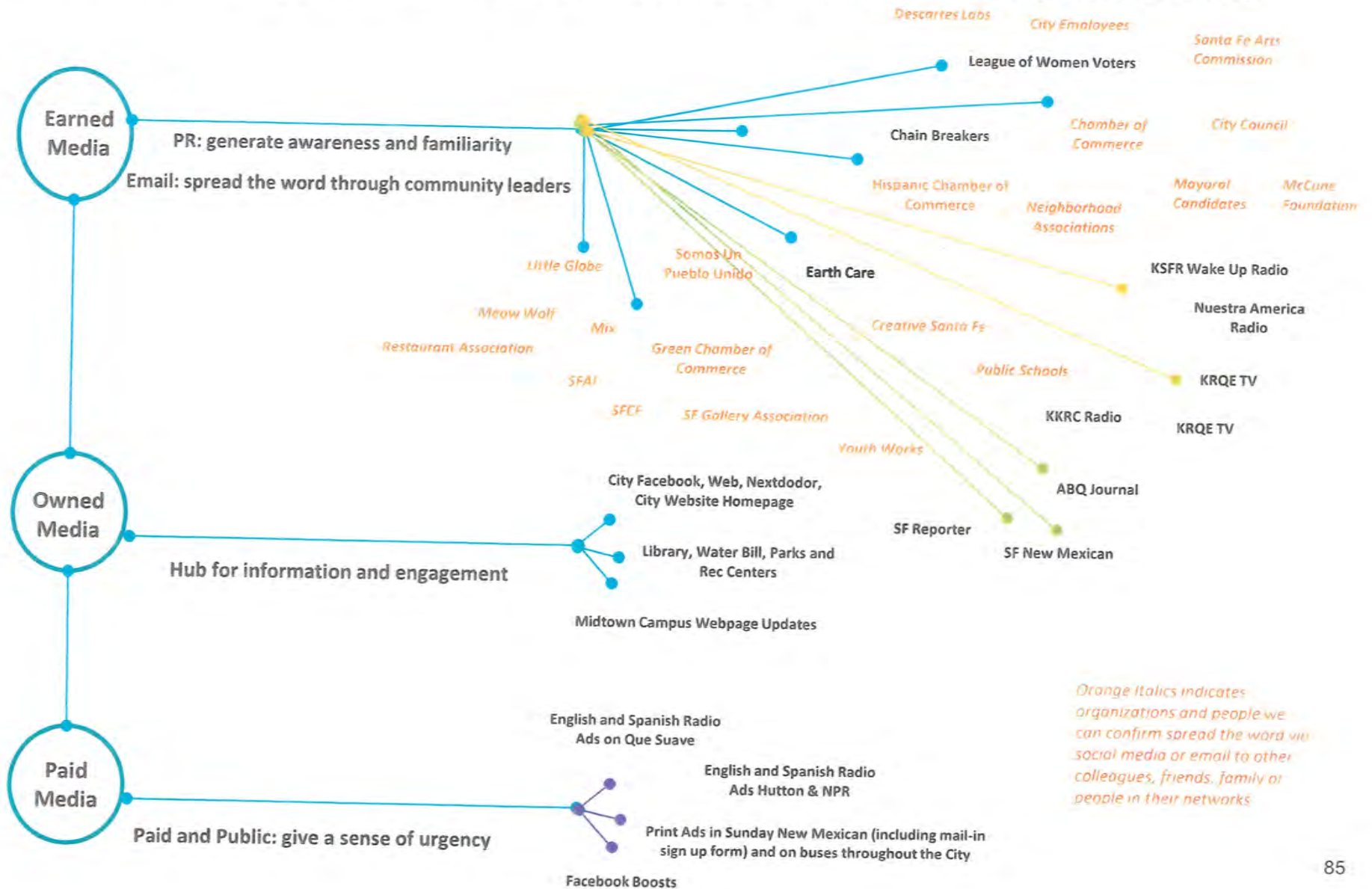
"Don't change the Greer Garson Theatre"

"No more arts"

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

# Outreach – Evaluation Phase

Included more paid media and increased earned media via interviews



# Next Steps are Planning and Implementation



## Planning Stage - Overview

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

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

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

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

# Appendix

## Additional Details and Information

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

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

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

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

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

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

## Collection Phase I & II : Demographic and Geographic Analysis

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

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

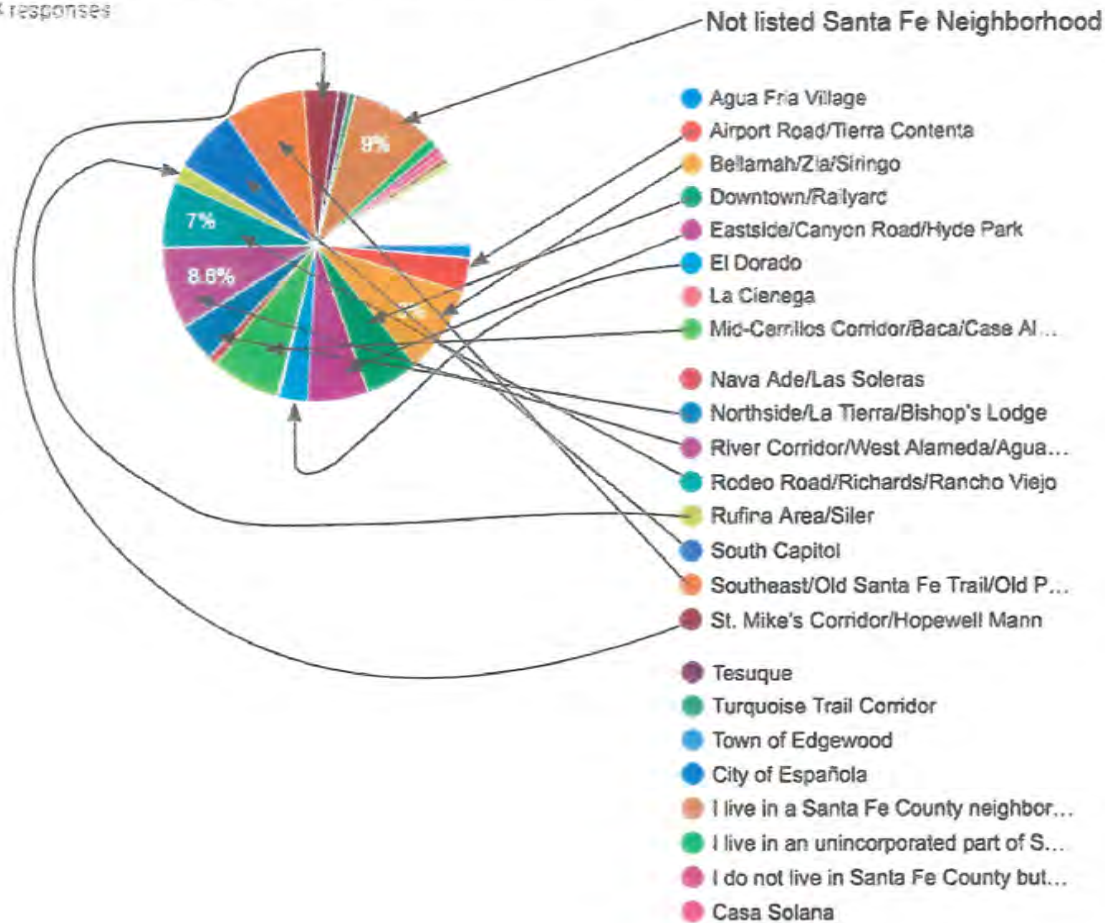
There are some slight differences which are summarized on following slides.



# Collection Phase I: Ideation Session Demographics

Please indicate the neighborhood you live in?

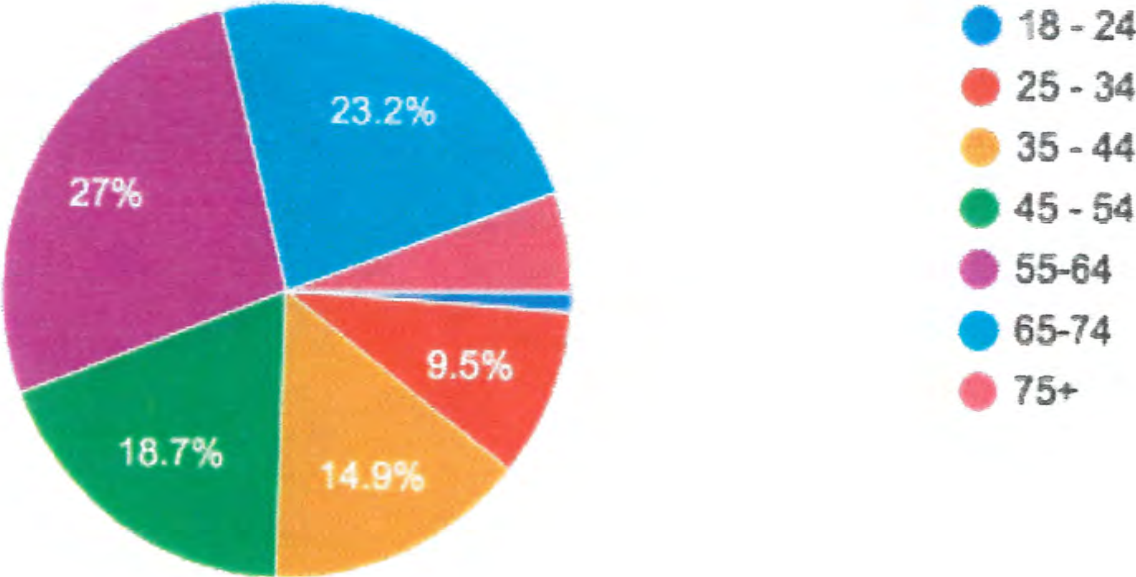
144 responses



# Collection Phase I: Ideation Session Demographics

## What is your age?

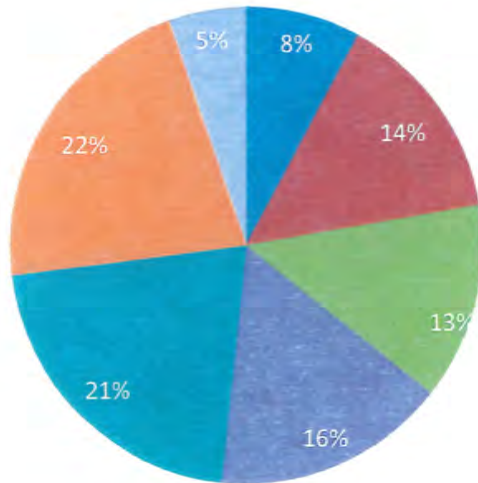
444 responses



# Collection Phase II: Rating and Ranking Survey Demographics

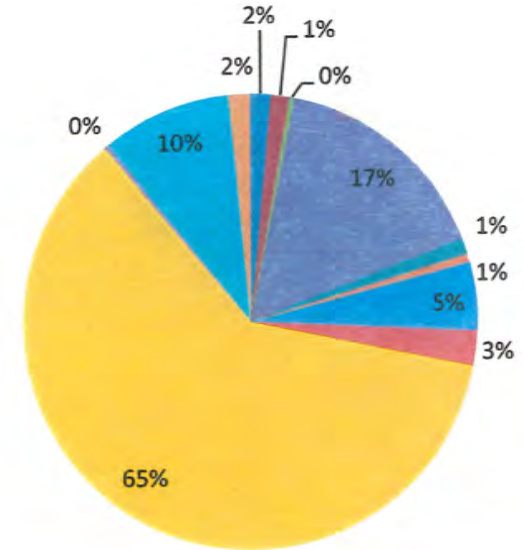
Age

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

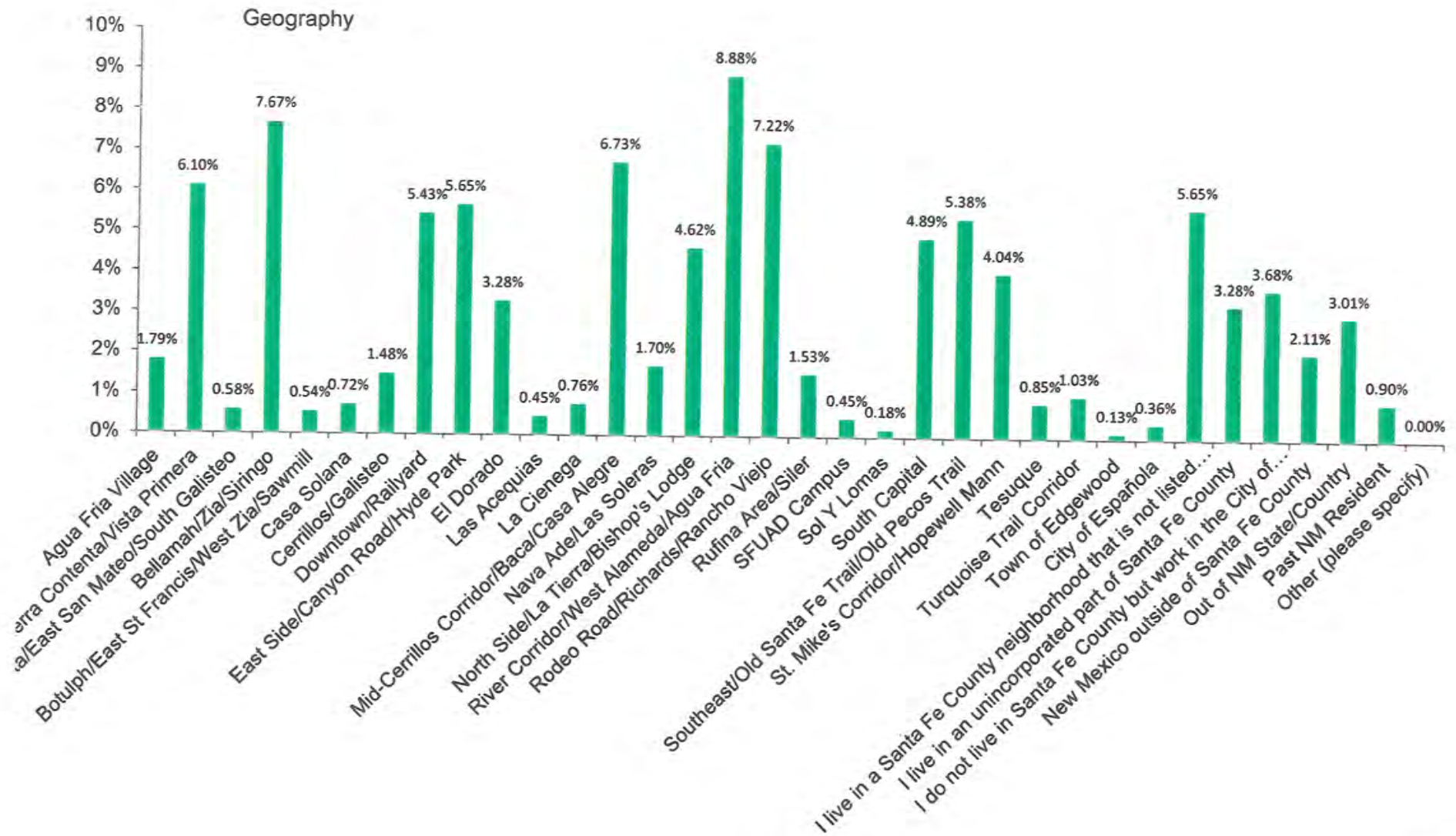


- African American, Black, Afro-Caribbean
- East Asian, Asian American
- Hawaiian/Pacific Islander
- Hispanic, Latino
- Jewish
- Middle Eastern, Arab American
- Multi-racial
- Native American, Alaskan Native
- Non-Hispanic White
- South Asian, Indian American
- Decline to state
- Other (please specify)

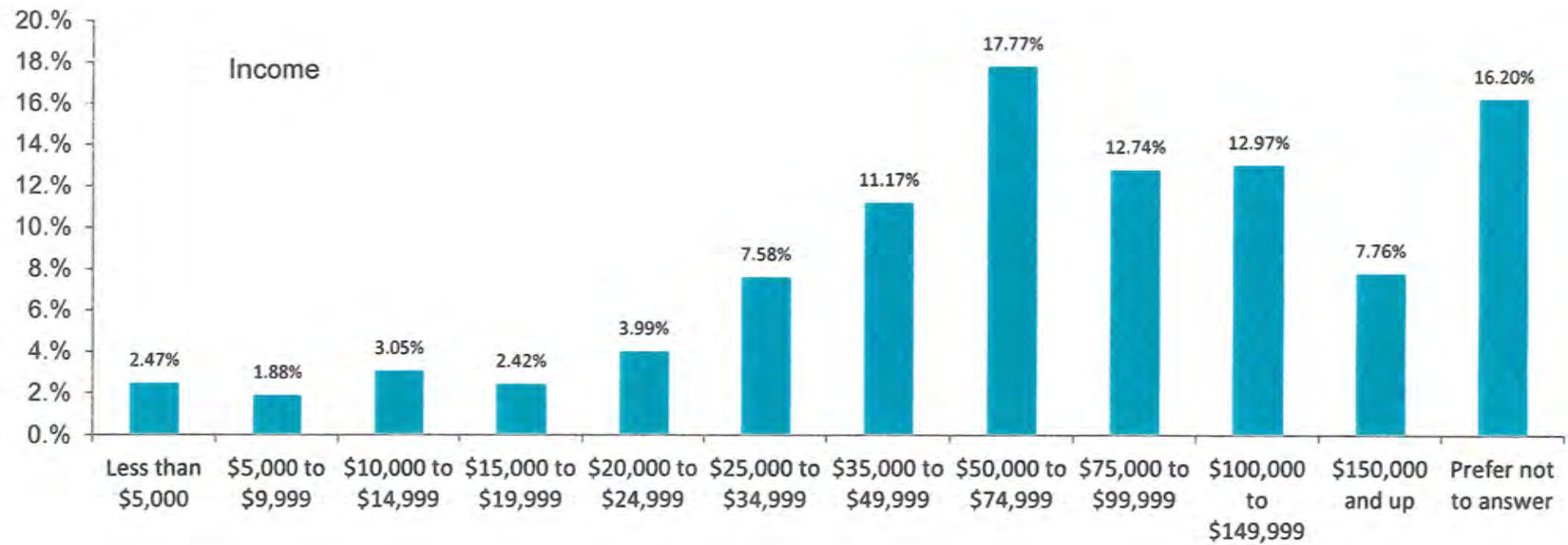
Ethnicity



# Collection Phase II: Rating and Ranking Geography of Participants



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



## Collection Phase II: Neighborhood Variations

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

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

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

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

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

Under 35 slightly favored the following more than the norm

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

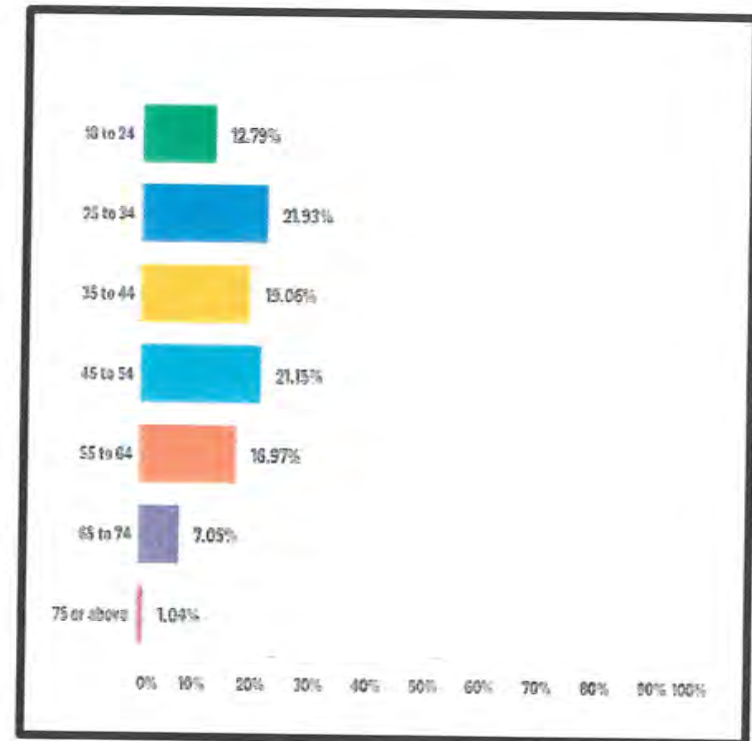
Under 35 disfavored moving Gov't Offices and creating Office Space even more than older participants.

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

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

### Hispanic and Latino:

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





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

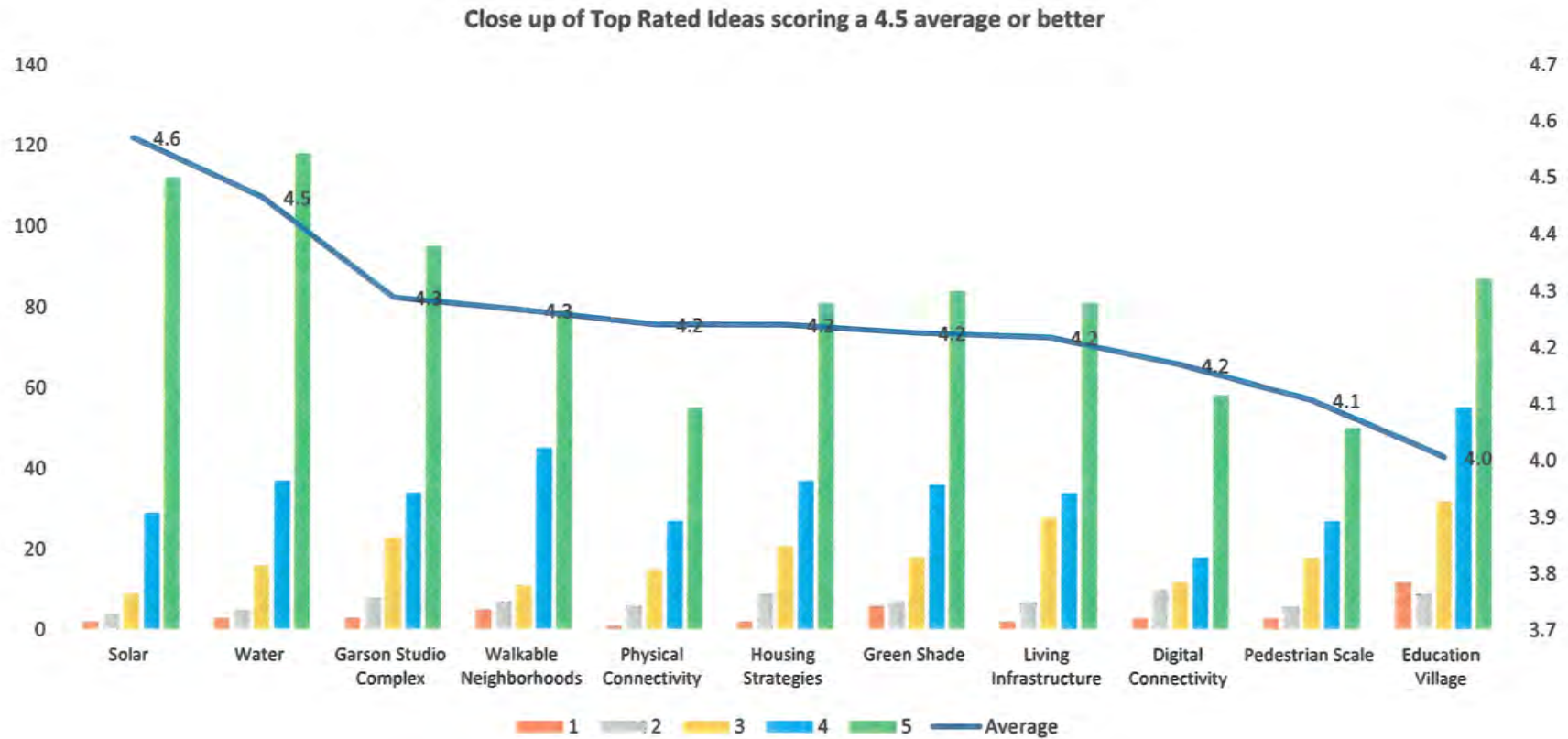
Feature	Strong Support
Make and maintain property clean and in good shape	67%
Promote environmental sustainability, such as adding solar power and/or new water reclamation systems	59%
Make property more beautiful such as nicer entrance, trees and green spaces	47%
More bike and pedestrian friendly	47%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

# Collection Phase II: Additional Voting on Education

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

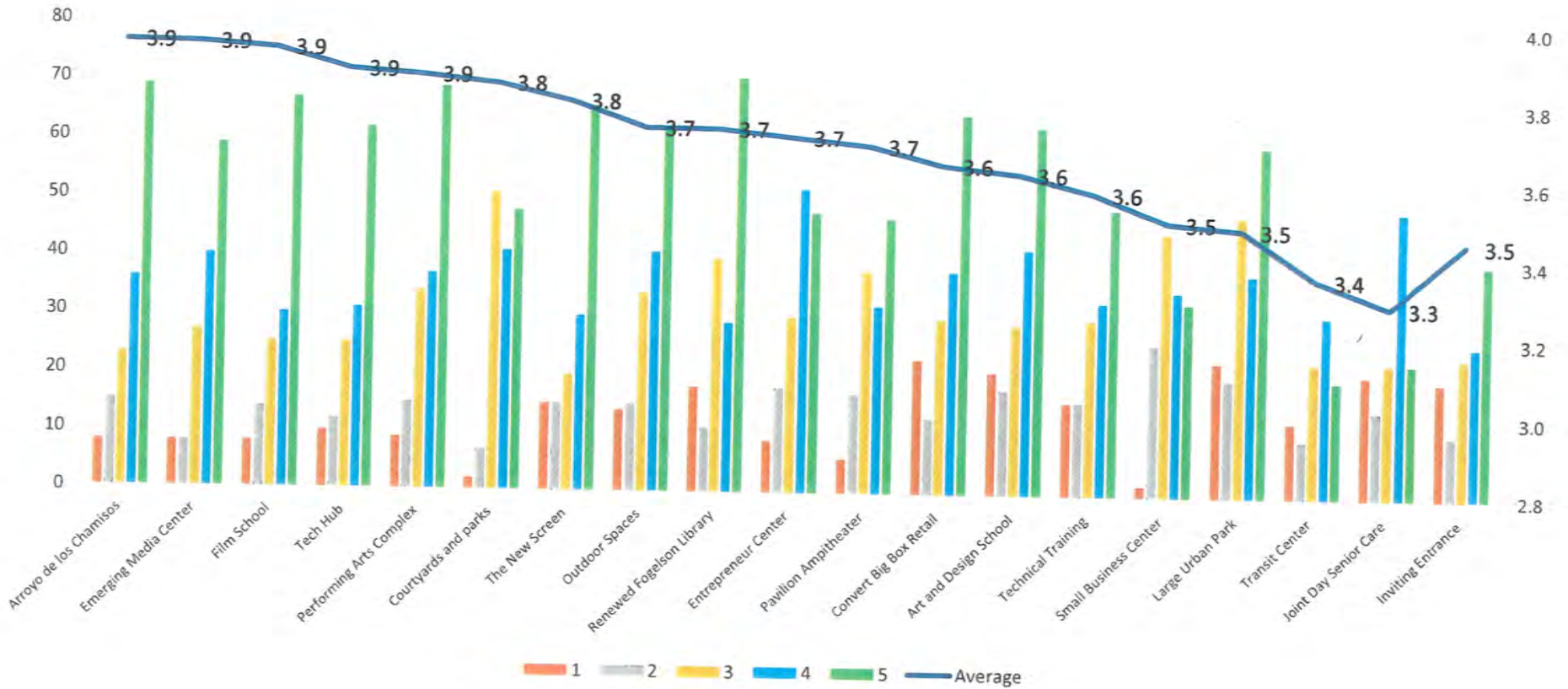
Educational component	Important or Very Important
Film and Media including movie, TV, video game, and virtual reality production, design, development	83.69%
Art and Design including fine art, performing art, curation, architecture, graphic design, web design	78.51%
Wide range of vocational training and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

# Evaluation Phase - Quantitative Results: Top Priorities Graphed



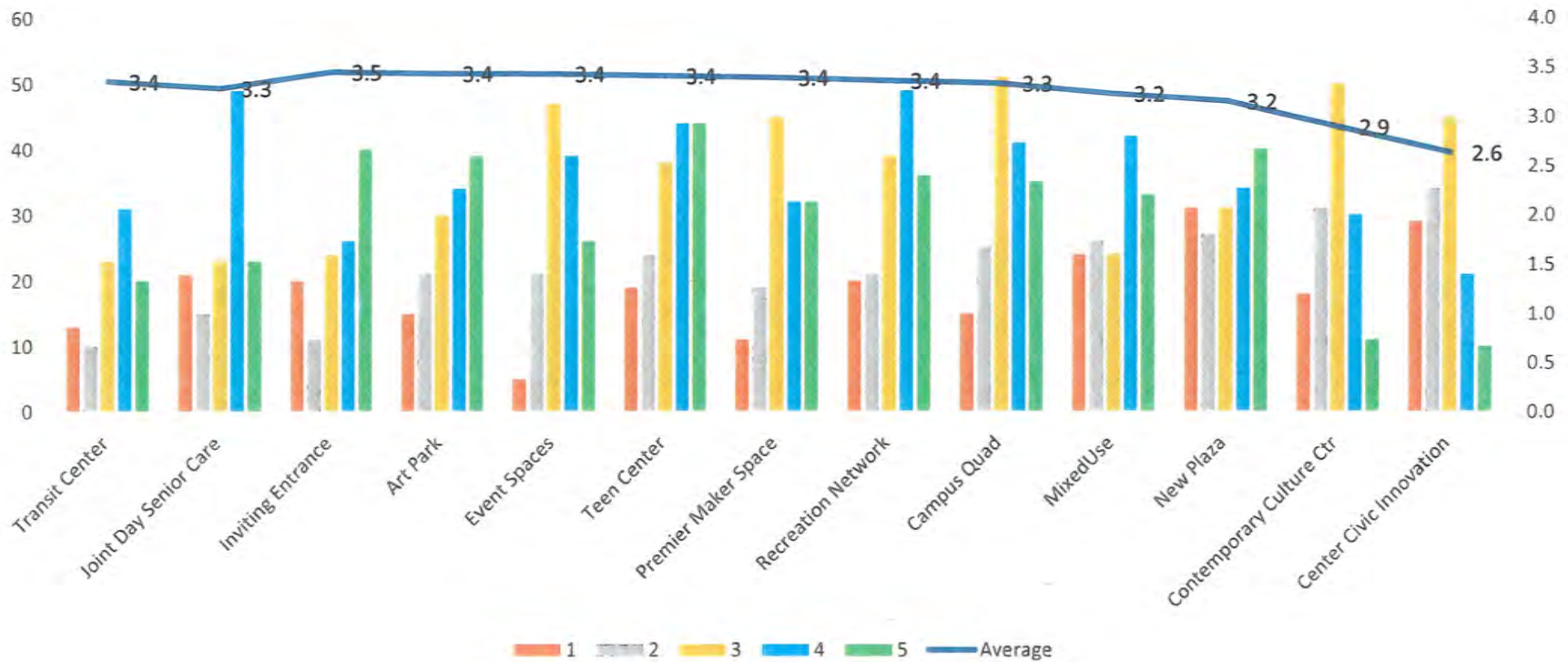
Top Rated Individual Elements – Higher Averages are Better as people were asked to rank on a scale of 1- 5.

# Evaluation Phase - Quantitative Results: Second Tier Priorities Graphed



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

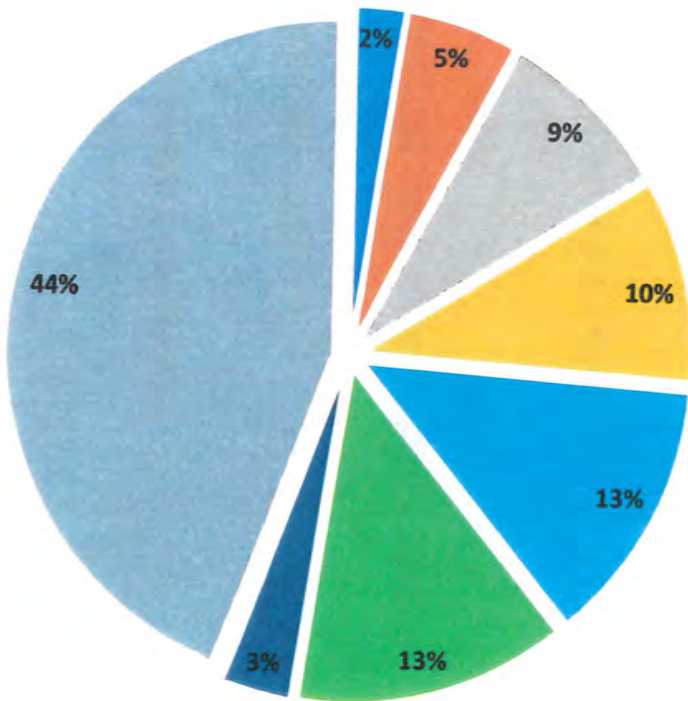
## Evaluation Phase - Quantitative Results: Lowest Tier Graphed



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

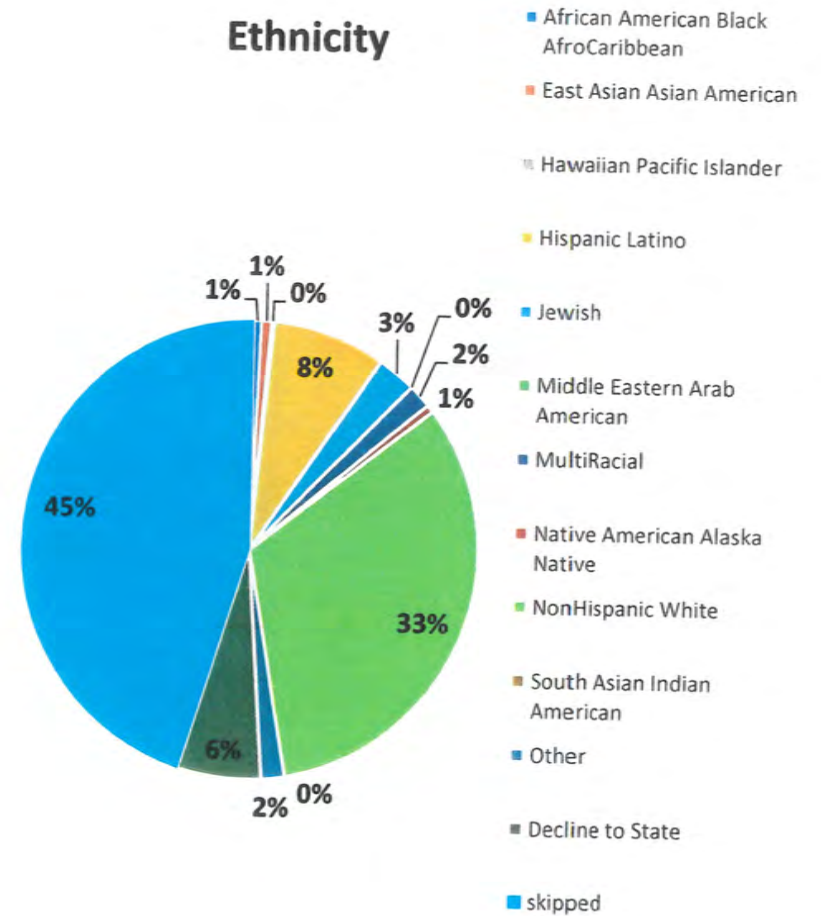
# Evaluation Phase: Quantitative Demographics - Age & Ethnicity

## Age

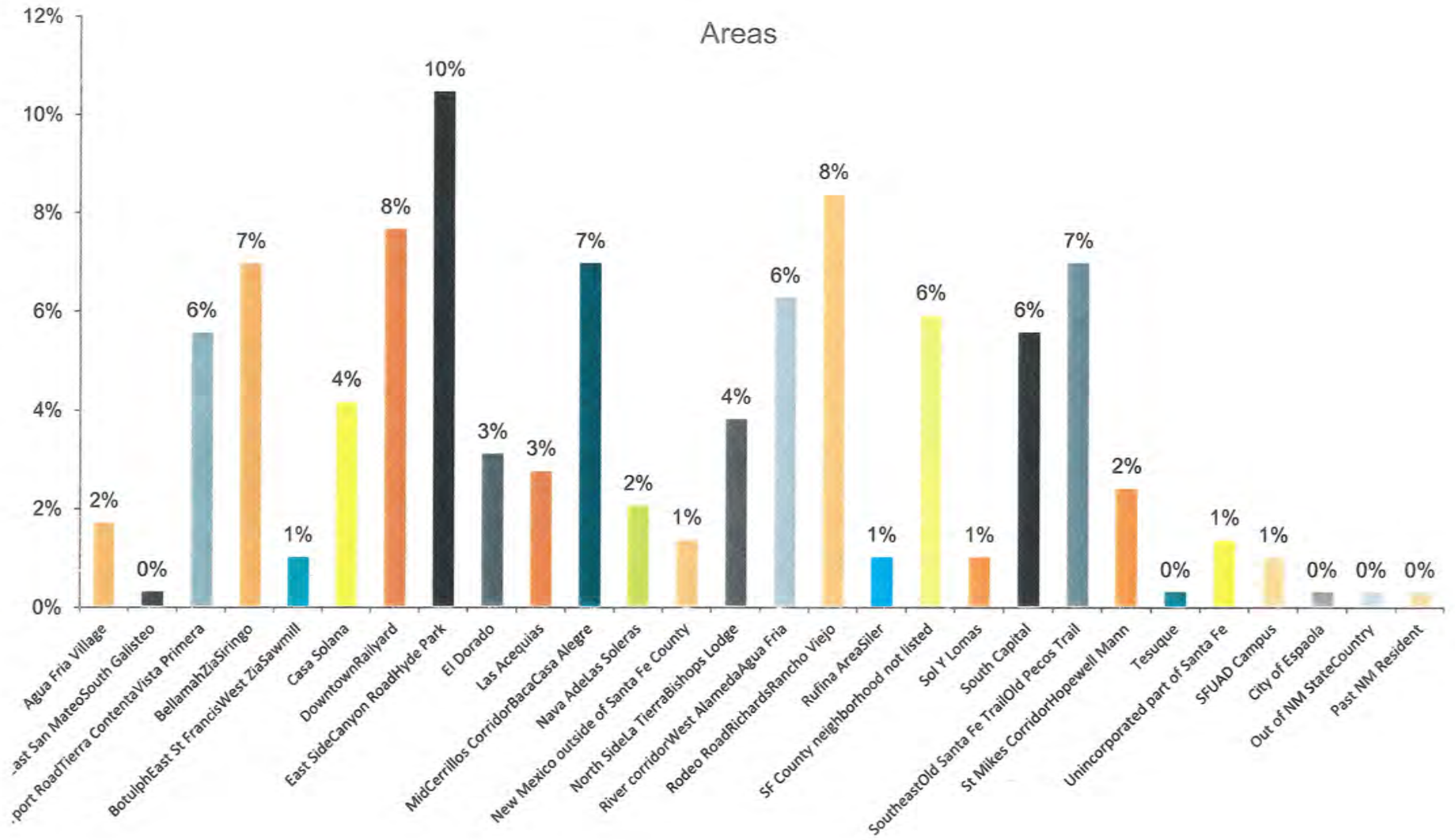


■ 1824 ■ 2534 ■ 3544 ■ 4554 ■ 5564 ■ 6574 ■ 75 or above ■ Skipped

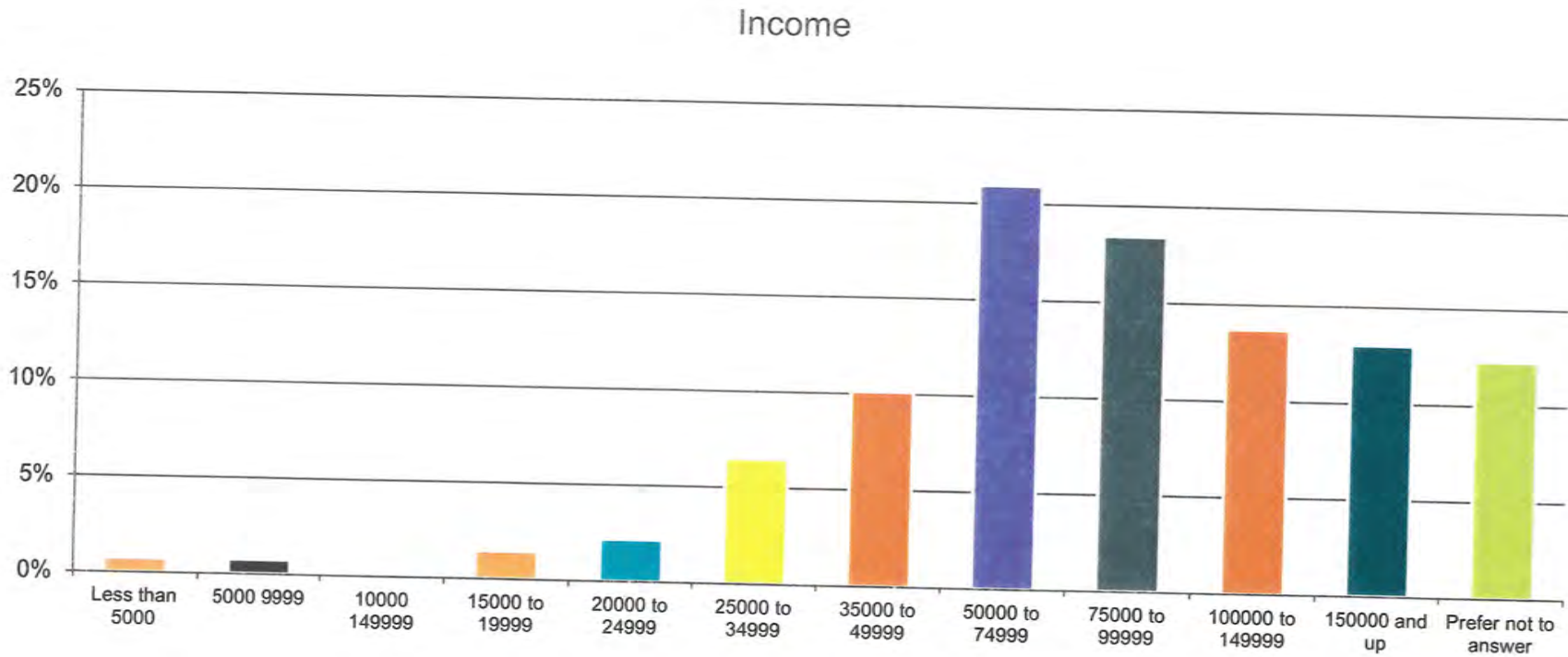
## Ethnicity



# Evaluation Phase: Quantitative Demographics - Geographic Areas



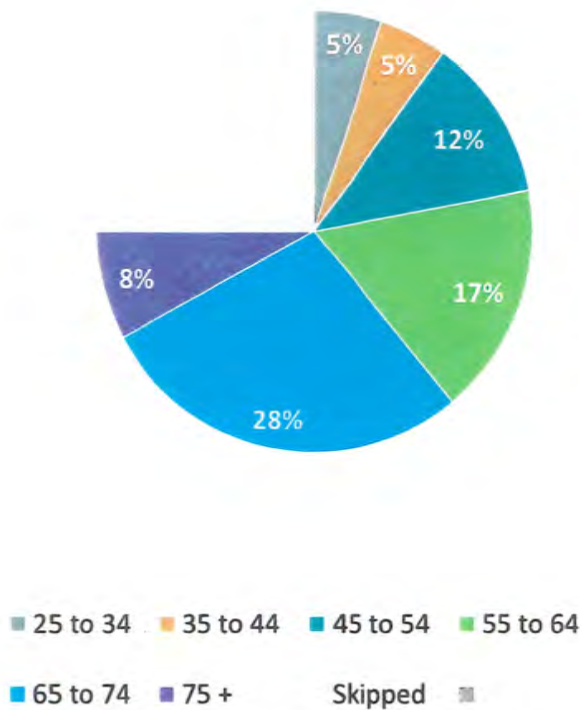
# Evaluation Phase: Quantitative Demographics - Income Distribution



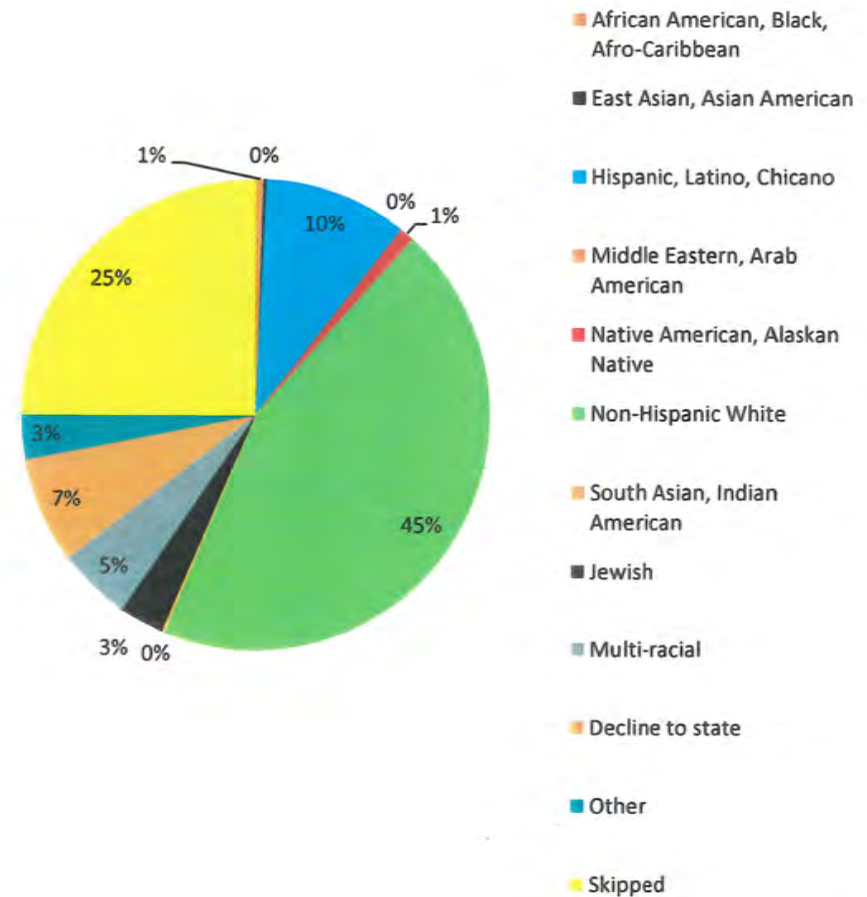


**Evaluation Phase: Quantitative Demographics** - Total number of participants 413 but not all choose to include their demographic profile and therefore there is a “skipped” group

**Qualitative: age distribution in-person forums**



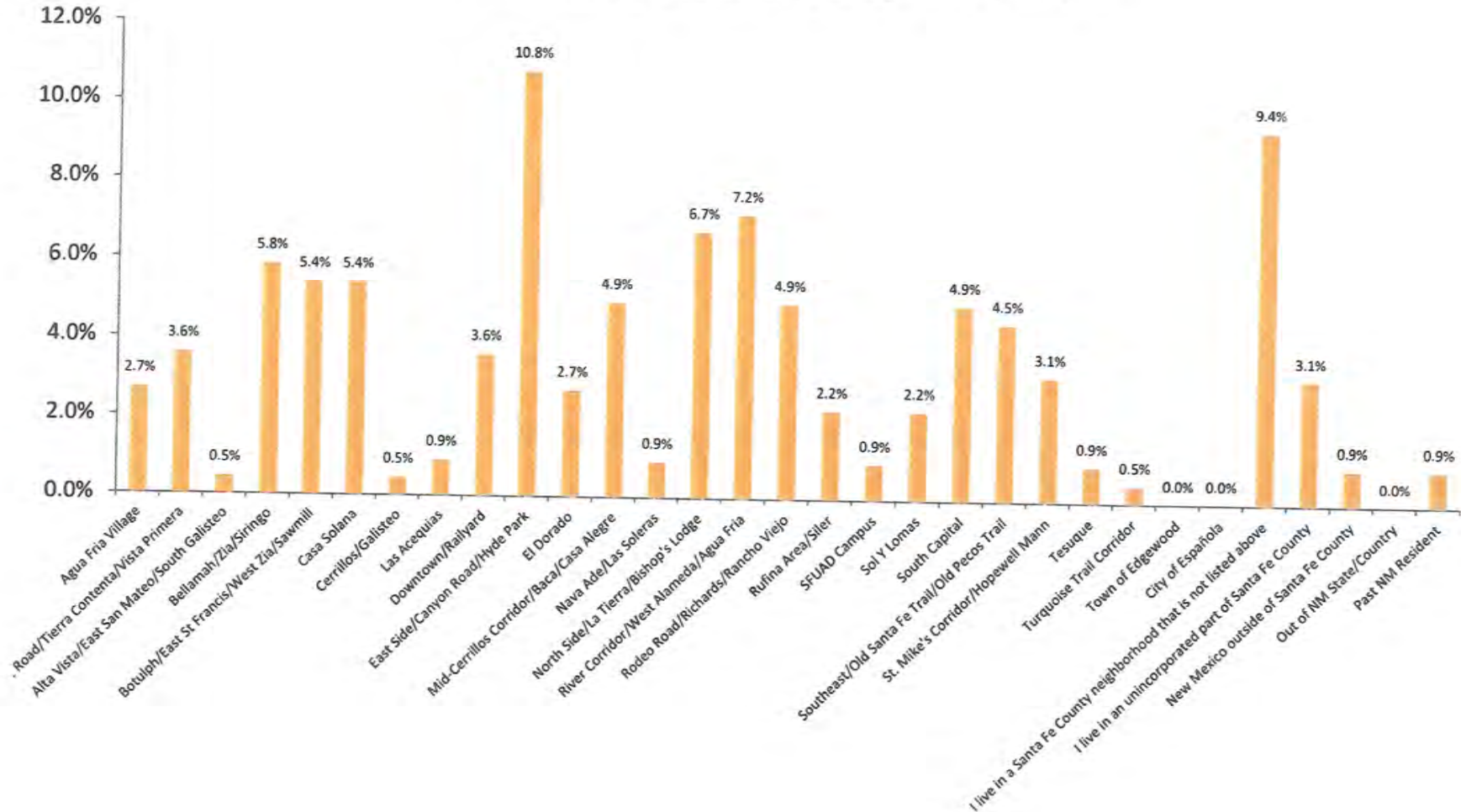
**Qualitative: Ethnicity of In-person forums**



# Evaluation Phase: Qualitative Demographics

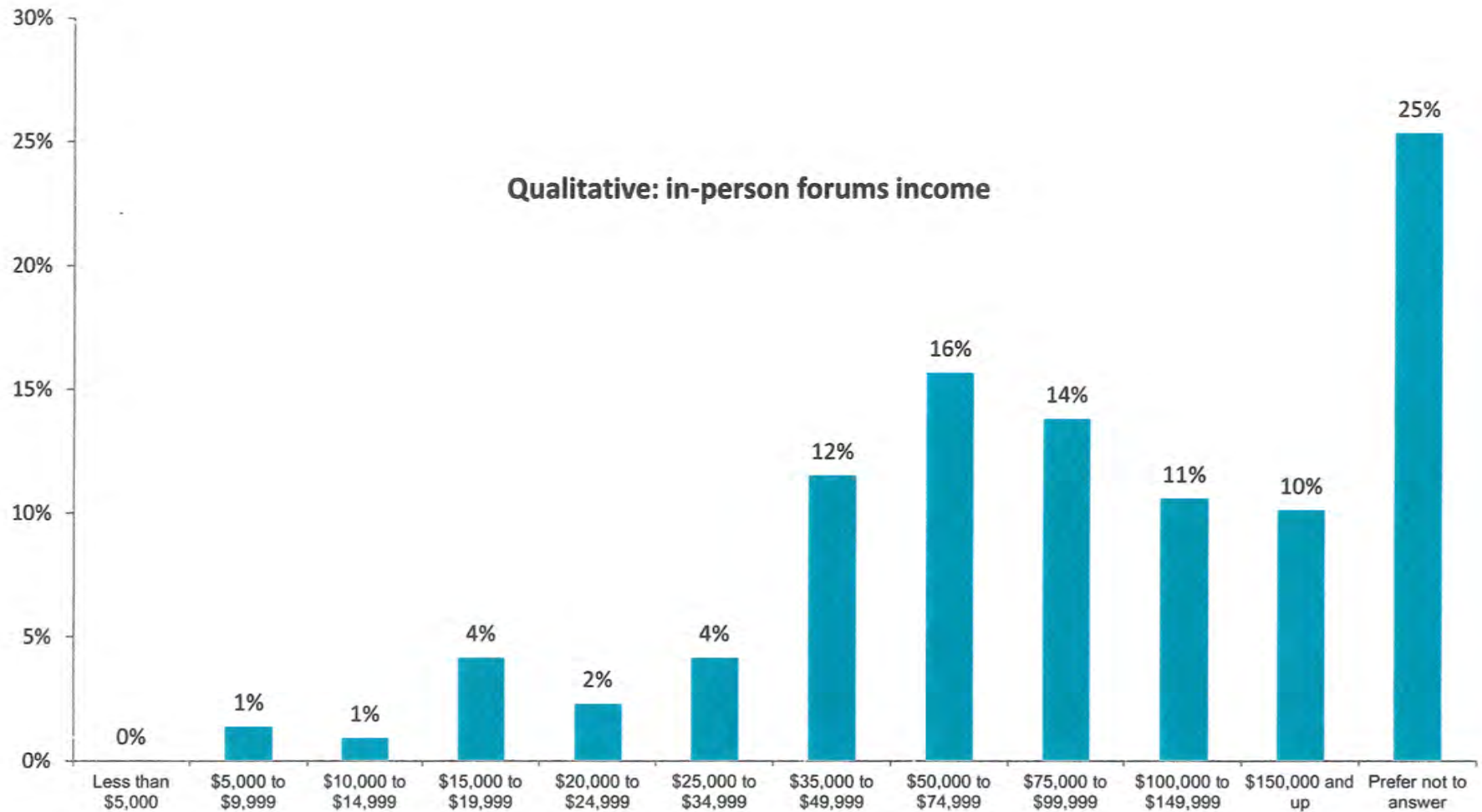
## Geographical location of participants

Qualitative: geographic area of in person forums

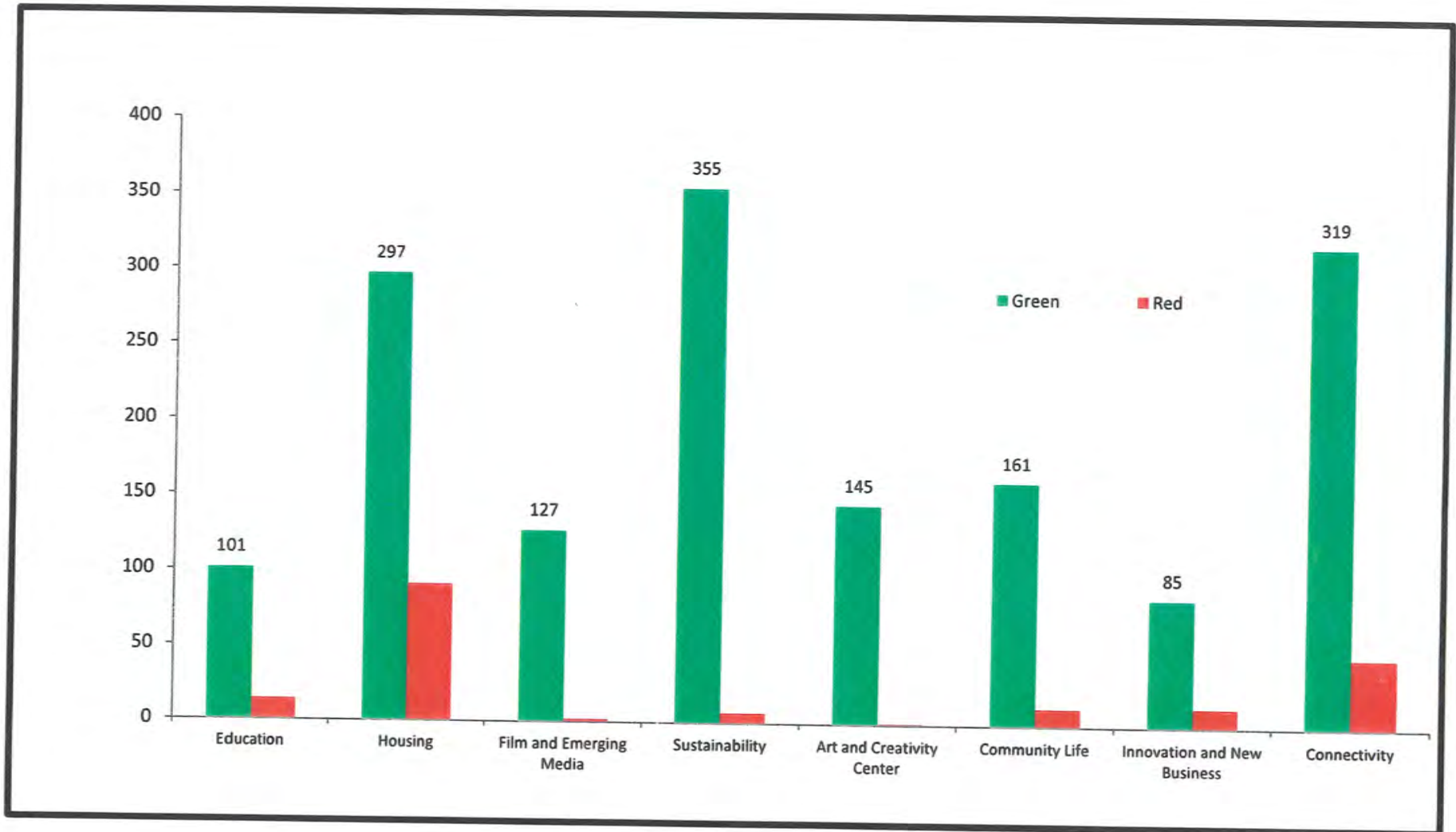


## Evaluation Phase: Qualitative Demographics

### Income distribution of participants



## Evaluation Phase – Qualitative Results: Preferences Graphed



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

# THANK YOU SANTA FE FOR YOUR PARTICIPATION





## 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 that 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 great and accessible for local and regional



students, and also 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 expands 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 people experience homelessness 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"

