

**MIDTOWN COMMUNITY DEVELOPMENT PLAN**

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

**DRAFT  
August 01, 2022**

**DRAFT**

**TABLE OF CONTENTS**

DRAFT

***INSERT BLANK PAGE – WITH PHOTO***

**DRAFT**

## INTRODUCTION

### MIDTOWN COMMUNITY DEVELOPMENT PLAN

This document, the **Midtown Community Development Plan** represents the culmination of several years of planning with the public, city staff, and elected officials to develop policies for the implementation of this plan's counterpart, the **Midtown Land Development Plan**. These two complimentary plans establish the regulatory land uses and master plan (*land development*) and the policies for achieving public policy objectives (*community development*). Together, the two complimentary plans are called the **Midtown Redevelopment Plans**.

These Plans were created and guided pursuant to the Midtown Moving Forward Resolution approved by the Governing Body (Resolution 2022-12).

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

### EQUITABLE AND SUSTAINABLE DEVELOPMENT

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

Santa Fe's **USGBC LEED Gold City** certification guided land use and master planning decisions in creating the Midtown Redevelopment Plans. The United States Green Building Council (USGBC): LEED Certification for Cities and Communities is an internationally recognized standard for Leadership in Energy and Environmental Design (LEED). The Land Development Plan, land use zoning and master plan, focused on achieving the **LEED Gold City: Compact and Complete Center (CCC)** credit, which is a critical next step in maintaining and updating the LEED Gold City certification. The Redevelopment Plan was also guided by various credits within the **LEED Neighborhood Development** rating system. For more information on the USGBC and the LEED certification programs, visit <https://www.usgbc.org>.

The Midtown Redevelopment Plans focus on ways to reuse existing buildings as another way to reduce its carbon footprint. The Community Development Plan proposes cultural hubs for local community arts and culture, entertainment connecting a series of public and civic spaces to the

General Franklin E Miles Park to encourage community programming, such as concerts, movies, pow wow grounds, as well as the development of a new city civic center on adjacent parcels to bring government services to the center of the city. The Midtown Redevelopment Plans envision a comprehensive network of public spaces designed to promote community cohesion and public activities in healthy environments.

## **MIDTOWN SITE BACKGROUND**

The Midtown Site (Site) has been used since the mid-1800's for educational purposes, and briefly served as a military hospital during World War II. After the war, the Christian Brothers acquired the previous hospital campus facilities to establish a college campus — St. Michael's College, later the College of Santa Fe — which operated until 2009. The City, with a commitment to preserving the Site's civic purpose as an educational use, purchased the Site and leased it to a private, for-profit university, the Santa Fe University of Art and Design. The university ceased operations and full control of the Site reverted to the City on July 1, 2018. The City immediately began planning the use of the site as a civic place creating a new city center in what has become the geographic center of Santa Fe.

There are existing civic and educational uses nearby the Midtown Site, including a public park (General Franklin E Miles Park), middle school (Milagro Middle School), Santa Fe High School, elementary school (Nava Elementary School), and libraries (Santa Fe Public Library - La Farge Branch and New Mexico State Library), which contribute to the critical mass of activity at Midtown and further establishing this area as a central location where many valuable public resources can be accessed.

In addition to these public resources, there are many stores and other businesses that serve the community's daily needs including a major grocery store, hardware store and office supply store. However, auto-oriented street networks block safe connections between neighborhoods, public amenities and nearby shopping corridors. As such, residents have described the Midtown District as difficult to navigate, unsafe and/or intimidating from a pedestrian and bike perspective, and restrictive with regards to access to public transit and multimodal travel. The Midtown Land Development Plan provides a strong framework for connecting these public amenities, including the Midtown Site, the surrounding neighborhoods, and commercial corridors to promote bicycle and pedestrian travel, thus also supporting greater health and safety.

## **HIGHLIGHTS FROM COMMUNITY ENGAGEMENT**

As the City of Santa Fe has grown over the last hundred years and into this century, the Historic Plaza District is located toward the northern area of the city and Midtown in the geographic center of the city where many residents, both established and new to Santa Fe, now live and work. Low-income communities living in nearby residential areas have expressed deep concern about displacement and the need for affordable housing and other anti-displacement,

neighborhood stabilization measures to be implemented, particularly as new development could trigger unintended consequences for land values and housing affordability.

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

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

With Midtown located at the geographic center of the city, people asked that the Land Development Plan address and propose solutions to issues around appropriate densities, heights, and urban form that represent the positive elements of compact, sustainable development.

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

A goal of these complimentary plans – the Midtown Redevelopment Plans, is to set precedents for the future of development in Santa Fe and to inform future updates to plans for Santa Fe's development, resiliency, stabilization, and preservation.

- A full report from the City-sponsored public engagement events in 2018 and 2021-22 can be found [www.MidtownDistrictSantaFe.com](http://www.MidtownDistrictSantaFe.com).

## PLANNING FOR EQUITY AND SUSTAINABILITY

Creating a viable, implementable, equitable and sustainable development that includes public assets requires a governmental commitment that supports a meaningful public engagement process, in collaboration with local community and civic organizations, to establish a shared vision and set of goals (concept phase), create plans and an economic model for developing the site to achieve the vision and goals (planning phase), and support an ongoing public engagement process as plans are implemented (implementation phase). The City of Santa Fe foresaw the importance of engaging the public for the redevelopment of the Midtown Site as a civic asset and developed a three-phased planning process that represents this governmental commitment. The planning process was described in the Midtown Planning Guidelines as part of a resolution approved by the Governing Body (Resolution No. 2018-54).

### **Concept Phase (*completed in 2018*)**

The City began the Concept Phase in 2018, known more commonly as the “Midtown Campus Project”, to provide opportunities for the public to create a vision and concept for the future of the Site. The results of this process are summarized in the “Midtown Campus Project – Final Report” dated July 2018. The site redevelopment is also informed by previously adopted land use policies, specifically the Local Innovation Corridor Overlay (LINC) adopted October 2016, established through public planning efforts between 2009-2016. Other resources include Culture Connects 2016 and the National Citizens Survey and Pollinating Prosperity Report 2017. These resources are available on the following website: [www.MidtownDistrictSantaFe.com](http://www.MidtownDistrictSantaFe.com).

The Concept Phase culminated in August 2018 with the publication of the “Midtown Planning Guidelines” that the Governing Body approved by Resolution 2018-54. These continue to guide the vision, goals, and ongoing public engagement efforts to inform and regulate the redevelopment of the Site.

### **Planning Phase (*current to be completed in Q3 2022*)**

The City’s Planning Phase began in 2021, continuing into 2022, and included City-hosted public planning sessions supported by community organization. The goal was to develop an actionable set of recommendations to inform the Midtown Redevelopment Plans, which include this Community Development Plan) and the Land Development Plan. The Governing Body will review and vote on the Community Development Plan and Land Development Plan as a joint package called the **Midtown Redevelopment Plans**.

- **The Midtown Community Development Plan** is a policy document that will guide the implementation of the Land Development Plan (see description below) to achieve public policy and community development objectives. The Midtown Community Development Plan is organized around the elements of sustainability - *equity, environment, economy, and culture*. The Community Development Plan provides requirements and preferences for development that will be included in Requests for Proposals (RFPs) to be issued by the City. The Governing Body will adopt the Community Development Plan by Resolution.

- **The Midtown Land Development Plan** is a series of inter-related documents, laws, and ordinances that will regulate land uses, through zoning, and includes a phased development plan (master plan), that provides urban design standards and requirements, density patterns, public realm standards, utility plans, stormwater management, multi-modal circulation, open space, land use programming as well as standards for green building and site resiliency, and inclusionary zoning requirements. Both the Planning Commission and the Governing Body will review the Plan, and the Governing Body will vote to adopt the Land Development Plan, as part of the regulated public hearing process.

The Land Development Plan (master plan and zoning ordinance) establishes design and development standards as noted below to implement the vision for the Midtown Site:

- To establish land uses and development regulations specific to the built character of the Midtown Site in furtherance of a C-2 base zoning and consistent with the Midtown LINC.
- To create the standards and requirements for civic and open spaces that also promote soils resiliency and water retention and detention.
- To establish the primary public streets and other forms of mobility, with a priority to pedestrian and bicycle friendly circulation patterns.
- To be flexible to respond to evolving market conditions by establishing a parcelization plan and phased incremental development that will allow the site to be developed by various qualified private for- and non-profit developers.
- To establish the fundamental development and infrastructure framework for a mixed-use district that also preserves certain existing “legacy” buildings for adaptive reuse.
- To create form-based standards and requirements to guide the built character of the Midtown District, including the design and location of the public spaces, the sidewalk and street frontage conditions, density patterns, and the contextual massing and set-backs of buildings.
- To build on the City’s current USGBC LEED-Gold City rating by designing the Midtown Redevelopment Plans based on the LEED-Neighborhood Development program. (United States Green Building Council – Leadership in Energy and Environmental Design), with a focus on the four pillars of sustainable development – *Equity, Environment, Economic, Culture*.

**Implementation Phase (*upon approval of the Midtown Redevelopment Plans*)**

The Implementation Phase commences with the first phase of development. As the City issues solicitations (Request for Proposals, RFPs) for developers of certain existing buildings and

development of new parcels within the Midtown Site, the RFPs will be informed by public inputs from previous planning phases. To ensure that development continues to be informed with community input, the RFPs will stipulate that entities selected through the RFP will be required to facilitate a community engagement process to further inform specific projects, including the redevelopment of existing buildings and new development parcels. For the most part, the City intends to sell land or buildings to future owners. Who these owners are and what they can develop will be determined through the RFP process. However, the City may decide to consider long-term ground leases under certain circumstances if the transaction proposal benefits the project and the City, as solely determined by the City.

## **PUBLIC ENGAGEMENT**

The Midtown Redevelopment Plans were informed through both public and technical inputs within each of the planning phases previously described. Technical inputs typically include engineering (e.g. civil, infrastructure, environmental, survey), urban design, land use planning, economics, and legal, as the land plan is developed through the public engagement process. Public inputs often include strategies for achieving public policy and community development objectives, as well as land development goals, which are vetted through a technical lens during the planning process. The Midtown Redevelopment Plans represent that integrated, often complex, and political process in which compromises, refinements, and often the identification of new or refined goals are created.

### **Community-Driven Public Engagement & Midtown Engagement Partners**

In 2020, the City, under the leadership of Mayor Alan Webber, initiated an important step in redefining how government undertakes public engagement – a process often fraught with mistrust or lack of experience. The City’s goal was to test a new, bold approach to public engagement that truly represents the communities of Santa Fe. To create and implement the new approach, the City decided to support community organizations to co-create and implement a public engagement process to broaden the participation of communities in Santa Fe.

To manage this process, the City contracted the University of New Mexico School of Architecture and Planning – Design and Planning Assistance Center (UNM DPAC) to bring academic perspective and experience. DPAC was charged with developing processes that recognize and leverage local community expertise by enlisting collaboration among local organizations, called the Midtown Engagement Partners (MEPs). The MEP’s goal was to achieve deep and diverse participation from “voices not often heard” in planning and policy making. This community led public engagement effort and outcomes are summarized in the Midtown Public Engagement report dated April 2022, which was coauthored by DPAC and the Midtown Engagement Partners. (See link below to access the DPAC and MEP Report)

This community-driven public engagement process was a learning experience for government officials, community organizations, and residents. Lessons learned from the Midtown community engagement process can be applied to future large-scale planning and public policy processes in the City. It also establishes the basis for a City approach to community participation in an advisory or governance structure for future planning, programming, development, and management of Midtown.

The Midtown Public Engagement Report 2022 along with the Midtown Campus Project Final Report 2018 are two important documents that summarize inputs from a meaningful and progressive public engagement process that substantively informs the Midtown Redevelopment Plans.

- Report from the City-sponsored public engagement events in 2018 and 2021-22 can be found on the following website: [www.MidtownDistrictSantaFe.com](http://www.MidtownDistrictSantaFe.com) .

DRAFT

**BLANK PAGE W/ PHOTO**

DRAFT

## MIDTOWN – A SUSTAINABLE DEVELOPMENT

The **Midtown Redevelopment Plan** is comprised of two companion plans – this plan, the **Community Development Plan** (the policy document that guides development) and the **Land Development Plan** (the master plan and zoning ordinance that regulates building and land uses).

Both plans are founded on four elements of sustainability – *Economy, Equity, Environment, Culture*. As such, the Community Development Plan policies are organized under each element and include:

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

Each element of sustainability will describe:

- Intent – a statement(s) regarding the overarching and affirmative approach toward achieving sustainability for each element
- Methods for Implementation – the key plans, policies, or governance mechanisms used to implement the recommendations and requirements
- Strategies – list of strategies and tools for implementation

DRAFT

**BLANK PAGE W/ PHOTO**

DRAFT

## **DISPOSITION OF CITY PROPERTY AND DEVELOPMENT OF LAND AT**

### **1. Will the City be the master developer for Midtown?**

No. The City of Santa Fe will be a steward of the people's vision for Midtown as a sustainable and equitable development. To that end, the City committed resources to undertake a public process for creating the master plan, which includes the land use zoning, and a complimentary Community Development Plan, to be heard by the Planning Commission and for final approval by the Governing Body for implementation.

The City will also participate in financing the construction of main utility lines for public infrastructure that will support the approved redevelopment plans and land uses. Currently, the infrastructure cannot support the proposed redevelopment plan. In partnership with private developers, and based on land value negotiations for the development of Midtown parcels, the City anticipates that secondary infrastructure lines will be financed through land disposition agreements.

These predevelopment activities are typically called "horizontal development" as the initial steps to prepare the land for "vertical development", i.e. buildings and open spaces.

### **2. How will land be developed at Midtown?**

Land at Midtown will be developed through competitive Request for Proposals (RFP) processes initiated by the City through the Office of Economic Development. RFPs will include the project description, the public vision and goals for the project, a scope of work to which the respondent must acknowledge and describe their approach for undertaking the scope of work; as well as an economic and financial analysis for developing and operating the completed project.

RFQ finalists and the selected respondent must demonstrate excellence in the following areas:

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

### **3. Who participates on the RFQ Evaluation Committee?**

The RFQ process is very competitive requiring due diligence and discretion to ensure the confidentiality of respondents' proposals and offerings. Members of an Evaluation Committee sign Confidentiality Agreements to maintain the integrity of the competition so that proprietary information and unique elements of respondents' proposals, that make each respondent competitive, is preserved.

Members of the Evaluation Committee typically include city staff from various departments with expertise or knowledge in the project and scope of work.

At Midtown, based on the public engagement process, the City will include the following text to create opportunities for community participation in the RFP review process:

The City, at its sole discretion, may identify and provide Proposal Summaries (summary content outlined in the RFP) to specific members of the public who will serve on an Advisory Review Panel in the evaluation process. The role of the Advisory Review Panel will be to advise on the selection of RFP finalists and the awarded respondent, as part of the Evaluation Committee's responsibility to make a final recommendation to the Governing Body for approval. These identified panel members will have expertise and knowledge of community and public policy objectives and participate in the review process as advisors to the Evaluation Committee. The participation of panel members will be pursuant to a confidentiality agreement to maintain the integrity of the competitive solicitation process.

**4. How do the redevelopment plans ensure the implementation of the public's vision and goals?**

The Midtown Redevelopment Plans are comprised of two inter-related plans – the Land Development Plan and the Community Development Plan.

The Land Development Plan establishes the legal regulatory land use and master plan framework for development at Midtown. The Land Development Plan is intentionally non-prescriptive and confining so that it allows for development proposals and parcelization to be determined by public objectives and market forces now and into the future.

The Community Development Plan creates the policy objectives that communities of Santa Fe have expressed as priorities as development occurs at Midtown. This allows the City to be more prescriptive within Request for Proposals (RFPs) to guide and direct respondents to propose projects that meet public goals and policy objectives.

For example, within this Community Development Plan, specific strategies using RFPs, are identified to ensure that the reuse of existing buildings and the development of parcels achieve community development goals.

**5. Does the City plan to sell or lease land?**

The City prefers to dispose of land through sale/purchase agreements. The purchase and ownership of land by the developer is often preferred for two primary reasons:

- (i) Asset management of privately used publicly owned resources requires intensive and expensive oversight and management. The City typically prefers to sale the property with disposition terms and legal documents that have performance and use requirements, as well as financial terms that benefit the City;
- (ii) It is typically much more complicated and difficult to secure financing for development under a ground lease agreement, and often necessitates renegotiations on terms required by investors and lenders. These challenges make ground leases less desirable in the disposition process, particularly when public advantages and terms can be negotiated and agreed upon in purchase/sale agreements.

It is important to note that all RFPs will include the following statement:

“The City prefers to enter a purchase/sale contract. The City will consider a master lease contract, if the City, at its sole discretion, determines that a lease agreement is advantageous for the Project and the City.”

**6. Does the City plan to procure a master developer or parcel developers for the redevelopment of Midtown?**

The master plan provides the City with the flexibility to engage developers for individual or multiple parcels or block. It also provides the opportunity to engage a large-scale master developer to redevelop larger acres of land or blocks. Through the public engagement process, people described a preference for phased, incremental development that creates opportunities for local, small, and mid-sized for- and non- profit developers to participate in the development at Midtown. Through the RFP process, the City has the decision-making power to decide to use a master developer approach, a parcel developer approach, or a combination of the two.

DRAFT

## **ENVIRONMENT – LAND DEVELOPMENT**

### **ACKNOWLEDGE LAND & WATER, DESIGN FOR SITE REGENERATION & RESILIENCY, FACILITATE COMMUNITY HEALTH**

#### **INTENT**

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

#### **METHODS OF IMPLEMENTATION**

- Midtown Community Development Plan
- Midtown Land Development Plan
  - Land Use Zoning
  - Master Plan
- Building Rehabilitation and Adaptive Reuse
- City Solicitations (RFPs) for Land, Building, and Infrastructure Development

#### **STRATEGIES**

##### **Infrastructure**

1. Regenerate natural soils, topography, and other environmental site characteristics.

2. Create open spaces that deliver multiple benefits (i) water management; (ii) programmable open space for active and passive recreation that connect people to nature; (iii) creation of a more resilient Santa Fe by using planted areas and tree canopies to reduce urban heat island effect.

### **Street and Block Networks**

1. Enhance existing, and phase construction of new streets and paths to connect people to/from the Midtown Site.
2. Design new streets and paths with a focus toward pedestrian and bicycle safety, comfort and convenience to encourage walking, biking, and other forms of healthy exercise.
3. Design street and traffic patterns that accommodate multi-modal forms of transportation and connect to nearby transit systems to create lower-carbon mobility choices.
4. Encourage new commercial development to implement programs that reduce driving and parking demand.

### **Open Space and District-Wide Connectivity**

1. Connect to adjacent commercial corridors with safe pedestrian and bicycle paths, and access for slow moving automobile travel.
2. Establish safe pedestrian and bicycle connections, as well as, when appropriate and possible, access for slow moving automobile travel, to existing public resources, including Nava Elementary School, Santa Fe High School, Milagro Middle School, NM Highland University Center, and General F.E. Miles Park, as well as adjacent city-owned parcels.
3. Create a central plaza for public gathering and programming with a focus on community arts, entertainment, and education.
4. To the greatest extent possible, preserve existing outdoor sculpture and place in public spaces throughout the Midtown district.

### **Environmental Design**

1. Base the master plan on the United States Green Building (USGBC): Leadership for Energy and Environmental Design for Neighborhood Development (LEED: ND)
2. Identify the credits that the city will commit to pursuing for implementation within the Community Development Plan (see **Appendix A: LEED Neighborhood Development**).
3. Include LEED: ND credit requirements and preferences in city issued RFPs to which respondents are to adhere (see **Appendix A: LEED Neighborhood Development**).
4. Create a master plan that qualifies for a LEED Gold City: Compact and Complete Centers (CCC) with density, mixed-uses, connectivity and walkability, and open space to create a dynamic live, work, play, learn district.

5. Residential development to comply with the City’s Residential Green Building Code, and RFPs for the development of affordable housing will encourage the use of the Enterprise Green Communities program. <https://www.santafenm.gov/greenbuildingcode>

### **Energy and Water Use Reduction**

- The following LEED ND: Green Infrastructure and Buildings (GIB) credits will be incorporated into RFPs as preferences within the criteria and evaluation process.

#### Energy Performance

- GIB: Green Building
- GIB: Minimum Building Energy Performance
- GIB: Construction Activity Pollution Prevention
- GIB: Certified Green Building
- GIB: Optimize Building Energy Performance

#### Water Performance

- GIB: Indoor Water Use Reduction (prerequisite)
- GIB: Indoor Water Use Reduction (credit)
- GIB: Outdoor Water Use Reduction

### **Land Uses – Mixed Use District**

1. Base the master plan on local land use C-2 zoning to allow for flexibility important for implementing a successful phased incremental development approach.
2. Issue city solicitations (RFPs) that promote the development of priority and allowed uses under C-2 zoning specific to Midtown, as outlined in Chapter 6 in the Land Development Plan.

#### *Residential*

- Housing Types and Choices
- Affordable housing parcels (early start)
- Inclusionary zoning

#### *Commercial*

- Film and Multi-media
- Technology
- Arts & Culture (including food)
- Entertainment
- Entrepreneurialism

#### *Open Space*

- Public Gathering
- Parks and Parklets
- Town Center Plaza

3. Pursuant to the Midtown Moving Forward Resolution, the City will undertake planning studies for the development of a City Government Services facility on adjacent city owned parcels. The focus will be on access to city services frequently needed and used by local communities. Building development studies should consider the viability of including community programs for workers in Midtown (early childhood, senior, after school/summer programs), and services for marginalized populations including Spanish speaking and Indigenous people, and low- and moderate-income households. (Note: the City is also studying the temporary use of existing buildings within the Midtown Site.)

### **Existing Buildings**

- Redevelop and adaptively reuse certain existing buildings with a priority for economic and community development purposes, as follows (see **Appendix B: Existing Buildings**):
  - Visual Arts Center
  - Fogelson Library Complex
  - Greer Garson Performing Arts Center
  - Garson Studio and Lot
- Identify buildings for temporary uses by the city, as may be needed. (See **Appendix B: Existing Buildings**).
- Identify buildings for demolition as part of the city's horizontal development process and based on one or more of the following criteria (See **Appendix B: Existing Buildings**):
  - Structure has little to no reuse potential
  - Structure is in extremely poor condition making it financially infeasible to redevelop
  - Structure is slated for demolition to clear area for horizontal development, including, but not limited to, the implementation of street networks and main trunk line infrastructure; open space water management system; and parcelization for development.

### **Visit-ability and Universal Design**

- RFP s will require development to comply with the LEED:ND credit - Visitability and Universal Design to increase the proportion of areas usable by a wide spectrum of people regardless of age and ability.

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

For green building and sustainable development credits that guided the Midtown Redevelopment Plans, please refer to **Appendix A: LEED Neighborhood Development**

DRAFT

## **EQUITY – COMMUNITY DEVELOPMENT**

### **PROMOTE, SUPPORT, AND FACILITATE COMMUNITY HEALTH, STABILITY & WELL-BEING**

#### **INTENT**

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

#### **METHODS OF IMPLEMENTATION**

- Midtown Community Development Plan
- Midtown Land Development Plan
  - Land Use Zoning
  - Master Plan
- City Solicitations (RFPs) for Residential and Mixed-Use Development
- Affordable Housing Financing Terms
- Inclusionary Housing Program

#### **STRATEGIES**

##### **Housing Affordability**

- Housing is considered affordable when the household is paying no more than 30% of the household income on housing costs. Likewise, housing burden is when a household is paying more than 30% of the household income on housing costs.

A federal statistic, known as the Area Median Income (AMI), is calculated annually for every geographic jurisdiction in the country. This income percentile is adjusted by family size and is used to determine eligibility for affordable housing. These are the income levels for the Santa Fe area in 2022:

AMI-%	1-person	2-person	3-person	4-person	5-person
30%	-\$16,950	-\$19,400	-\$23,030	-\$27,750	-\$32,470
50%	-\$28,250	-\$32,250	-\$36,300	-\$40,300	-\$43,550
65%	-\$36,700	-\$41,950	-\$47,150	-\$52,400	-\$56,650
80%	-\$45,150	-\$51,600	-\$58,050	-\$64,500	-\$69,700
100%	-\$56,450	-\$64,500	-\$72,550	-\$80,600	-\$87,150
120%	-\$67,750	-\$77,400	-\$87,050	-\$96,700	\$104,600

Likewise, “affordable” rents or mortgage payments are calculated based on household size and household income so that the household is not paying more than 30% of their monthly income on housing costs, including utilities (2022):

HH size	30% AMI	50% AMI	65% AMI	80% AMI	100% AMI
1	\$424	\$706	\$918	\$1,129	\$1,411
2	\$485	\$806	\$1,049	\$1,290	\$1,613
3	\$576	\$908	\$1,179	\$1,451	\$1,814
4	\$694	\$1,008	\$1,310	\$1,613	\$2,015
5	\$812	\$1,089	\$1,416	\$1,743	\$2,179

The Land

Development Plan estimates that 1,100 new homes will be produced at Midtown. Approximately 20% - 30% of the new homes will be affordable to families and individuals earning moderate and low incomes. Price-restricted homes will be included in market rate projects (as produced through the City’s inclusionary housing program), and four sites will be dedicated to projects where all of the homes are affordable, using such tools as low-income housing tax credits, and long-term affordability requirements through financing terms and possible land trusts.

Homes developed on the 100% affordable housing parcels will focus on housing affordability for households earning below 65% of AMI for rental homes and 80% to 100% for homeownership. This translates to rents that range from \$900 - \$1400/month and sales prices that range from \$188,000 - \$330,000 (approx.) As such, the following calculations are estimates only for purposes of land planning studies:

- Estimated TOTAL Midtown Homes: 1,100 units
- 4 Dedicated Parcels for 100% Affordable Housing Development:
  - Townhouse - Rental: 45 units
  - Townhouse – Ownership: 45 units
  - Townhouse – Land Trust/ Ownership: 45 units
  - Multi-Family – Rental: 60 units
  - TOTAL 100% Development Projects (estimated): 195 units
- Market Rate Home Production: 905 units, of which:
  - 135 are priced affordably according to the City’s inclusionary housing regulation (approximately 15%-18% of total)
  - 770 are priced at market rates
- SUMMARY:
  - 770 Market Rate
  - 135 Inclusionary Housing
  - 195 Affordable Housing on Dedicated Parcels
  - 1,100 total units**

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

- The City’s Housing Inclusionary Zoning requirement (SFCC 26-1, 26-2) shall be applied to Midtown. In addition, the City, at its sole discretion, may issue RFPs tailored for Midtown that require mixed-use and residential development to adhere to the following:
  - Inclusionary housing units will be price-restricted in perpetuity.
  - Developers may not opt out of the regulation by (i) developing in other areas outside of the LINC Overlay District; (ii) or make cash contributions according to formulas included in the Santa Fe Homes Program Ordinance and Regulations outside of the LINC Overlay District.
- RFPs for mixed-use and residential development will facilitate the development of various housing types and sizes to meet the housing needs of Santa Feans based on market studies and community data required within RFP process.
- RFPs for the development of affordable housing on certain parcels will encourage various tenures, including ownership, rental, land trust, and co-housing.

**Strengthening Local Development Capacity**

- Whenever possible, RFPs will encourage the participation of local women, minority for-profit and non-profit enterprises in residential development projects. Participation may include joint ventures or other partnership structures that ensures meaningful participation in the development process.

### **Neighborhood Stabilization**

- The City will convene and work with local community organization(s) to develop and support a scope of work for a Request for Proposals to create a Neighborhood Stabilization Plan for the Hopewell Mann neighborhood and other surrounding neighborhoods that may be vulnerable to displacement. Expertise in neighborhood planning and policy will be required to identify existing, and propose new, programs, policies, funding, and other tools that can be applied to facilitate the positive opportunities of development in the area, as well as mitigate the negative elements, toward neighborhood and community stabilization. The RFP for a planning team will include partnership with local community organizations that ensure an ongoing city commitment to inclusive, creative, and welcoming planning processes with communities that have been under-represented in planning and public policy making, including youth and families, Spanish speaking populations, Indigenous and people of color, low-income residents, and people living in surrounding areas of Midtown.
- Within the Neighborhood Stabilization planning process, the planning team and City staff will analyze the viability, legality, economic impact, and advantages/disadvantages of establishing a:
  - Development without Displacement Overlay District in the Hopewell Mann neighborhood and other neighborhoods. This concept was discussed in a written report called, Beyond Recovery: Policy Recommendations to Prevent Evictions and Promote Housing Security in Santa Fe, which was developed through a collaboration between PolicyLink, Chainbreaker Collective, and Homes for All. [https://www.policylink.org/sites/default/files/beyond\\_recovery\\_08\\_11\\_21.pdf](https://www.policylink.org/sites/default/files/beyond_recovery_08_11_21.pdf)
  - The potential to expand the proposed Midtown Metropolitan Redevelopment Area (MRA) to include the Hopewell Mann neighborhood.

## **ECONOMY – ECONOMIC DEVELOPMENT**

### **CREATE OPPORTUNITY, STABILIZE COMMUNITIES, PROMOTE COMMUNITY ECONOMIC DEVELOPMENT**

#### **INTENT**

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

#### **METHODS OF IMPLEMENTATION**

- Midtown Community Development Plan
- Midtown Land Development Plan
  - Land Use Zoning
  - Master Plan
- City Solicitations (RFPs) for Commercial and Mixed-Use Development

#### **STRATEGIES**

##### **Job Creation**

- RFPs for commercial development will focus on Midtown industries that establish a creative arts and culture center in Santa Fe.
  - Film and Multi-media
  - Technology
  - Community Arts & Culture (including food)
  - Entertainment
  - Entrepreneurialism
  - Locally owned small businesses

- RFPs will include a requirement for respondents to provide an estimation of existing and new jobs created, and a projection of jobs available for local residents, as part of the criteria and evaluation process.
- The Land Development Plan will identify sites for commercial development and mixed-use development, including the expansion of the existing film production studio.
- Support and encourage the development of related film, multimedia and technology uses on adjacent parcels to the Midtown Site.

### **Job Training & Career Education**

- RFP for the film studio and lot expansion shall include a preference for a job training and career education program in pre-production, production, and post-production.
- RFPs for large scale commercial development shall include a preference for job training and career development of the local workforce.

### **Job Access**

- Establish a centralized resource where all commercial enterprises at Midtown are required to post job opportunities.
- RFPs will encourage ground level commercial uses with services that facilitate the ability for the local workforce to secure jobs, including early childhood, senior, and after school/ summer programs, with a focus on access to services for low- and moderate-income households.

### **Economic Development**

- Affirmatively pursue redevelopment incentive programs to facilitate the implementation of the Midtown Redevelopment Plans, including the federal Opportunity Zone Program, state Metropolitan Redevelopment Area, Local Economic Development Act (LEDA), and other applicable programs.
- Establish a Metropolitan Redevelopment Area (MRA) that includes the Midtown LINC Overlay District and certain areas within the Opportunity Zone that do not include existing residential uses. Note: the MRA within the Opportunity Zone that extends into the residential area will be analyzed as part of the Neighborhood Stabilization planning process.
- Prioritize Office of Economic Development resources to facilitating the development of businesses in the Midtown District.

### **Entrepreneurialism**

- RFPs for commercial and mixed-use developments will encourage the availability of maker space, community workspace, job skills and business development training centers, and other resources to promote local business in Midtown industries.

- Work closely with the UNM Anderson School of Management to establish an entrepreneurial, social benefit and innovation center at the Fogelson Library.
- Land Development Plan allows for the implementation of the LEED ND: Local Food Production credit to promote the environmental and economic benefits of community-based food production and improve nutrition through better access to fresh produce.

### **Live & Work**

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

### **Community Resources**

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

## **CULTURE – LAND, PEOPLE AND MEMORY OF PLACE**

### **PROMOTE ARTS & CULTURE, FACILITATE COMMUNITY PLANNING, SUPPORT DISTRICT PROGRAMMING, ACKNOWLEDGE LAND & PEOPLE**

#### **INTENT**

- Program, manage and activate public spaces and community uses that facilitate people-to-people / neighbor-to-neighbor connections, empathy and trust, and enable individuals to feel valued and empowered to make positive change and enhance community health.
- Program, manage and activate public spaces and community uses that engage people of all ages and abilities across a wide range of interests, skills and cultures.
- Facilitate the memory of place and promote the previous uses that resonate with local Santa Fe communities.
- Stabilize and prevent the displacement of local community arts and culture organizations important to the past, present and future of Santa Fe by offering space for these organizations at Midtown.
- Establish a governance structure that includes community participation in planning, programming, and stewardship of the Midtown Site, including overseeing ongoing programming.
- Establish a redevelopment entity with fiduciary and financial responsibility for the Midtown site.
- Create and program Midtown on the principles of community arts and culture placemaking that acknowledges and builds on the land's historic uses.

#### **METHODS OF IMPLEMENTATION**

- Midtown Land Development Plan
  - Land Use Zoning
  - Master Plan
- Midtown Community Development Plan
- City Solicitations (RFPs) for Arts and Culture Commercial Development; Community Programming and Planning

#### **STRATEGIES**

##### **Community Arts Stabilization**

- Issue RFP for the reuse of the existing Visual Arts Center as an arts hub for arts, culture, and design hub. RFP will encourage proposals that have a mix of rental rates that minimize or eliminate the need for external operating subsidy sources.

### **Arts & Culture Placemaking and Placekeeping**

- Relocate existing outdoor sculptures in open spaces throughout the Midtown Site.
- Program center plaza and open space with a focus on promoting local community arts and culture organizations, individuals, people, and groups.
- The Midtown Plaza is dimensioned and programmed to accommodate a wide variety of events. (Note: while Pow Wows are allowed and may be accommodated in the Midtown Plaza, the number of people attending and parking requirements may create untenable and unsafe situations. As such, the master plan includes links to adjacent city parcels and to the General Franklin E Miles Park, which can better accommodate larger crowds, as may be warranted.)
- RFPs for commercial development will encourage proposals that include public art with local artists.
- RFP for film and multimedia will include a preference for proposals that reuse the existing movie theater in the Garson Studio complex, formerly known as The Screen, with community programming.

### **Public Space – Programming and Uses**

- RFP to identify and procure an organization that will convene communities in planning and programming for the Midtown Site in collaboration with the City. (Note: the City may identify the initial entity through the RFP for the reuse of the Visual Arts Center). Public Space programming will promote local community arts and culture using a variety of mediums that attract a wide audience, including families and youth, Spanish-speaking and Indigenous people, and low-income households.
- Land Development Plan uses open spaces as element of a green infrastructure, as part of the stormwater management system.
- Land Development Plan incorporates the ability to program open space for passive and active uses that promote community health.
- Encourage healthy food production and community gardens with Midtown residents.

### **Preserve and Enhance Memory of Place**

- As previously indicated, the City will commence the activation at Midtown as a people-oriented center by redeveloping and adaptively reusing certain existing buildings that hold history and memory for many people:
  - Visual Arts Center – a future arts and culture hub for stabilizing and strengthening community arts.
  - Fogelson Library Complex – a state of the art public library and creative center.
  - Greer Garson Performing Arts Center – a thriving performing art venue modeled on public theaters to attract a wide spectrum of audiences and performers.

- Garson Studio and Lot – expansion of film and multimedia production, including pre- and post- production, with a preference for integrating a film school.

### **Governance and Planning**

The City will pursue a Midtown Redevelopment Area (MRA) designation and create a Community Advisory Board as part of the (MRA) governance and administrative structure. If a Development Commission is required, specific skills and expertise will be required in its composition, including fiduciary and financial management of publicly owned real estate assets. Community knowledge, as well as community development experience, will be necessary skills, as well.

- RFPs will require that development complies with the LEED ND credit: Community Outreach and Involvement to encourage responsiveness to community needs by involving the people who live or work in the community in project design and planning and in decisions about how the project should be improved or changed over time.

DRAFT

## **SUMMARY AND TIMELINE**

### **SUMMARY**

<A concluding statement summarizing the Community Development Plan>

### **TIMELINE**

Identify Key Benchmarks, e.g.

Phase 1 Request for Proposals

- Arts
- Performance
- Film

Redevelopment Plan Approvals

Phase 1 Additional RFPs

- Affordable Housing
- Adjacent Property Owners

Site Preparation – Demolition

Infrastructure Design and Construction – Phase 1

**NEIGHBORHOOD DEVELOPMENT**

**UNITED STATES GREEN BUILDING COUNCIL (USGBC)**

**LEADERSHIP IN ENVIRONMENTAL AND ENERGY DESIGN (LEED)**

<Insert USGBC LEED for Neighborhood Development Project Checklist of applicable credits>

DRAFT