

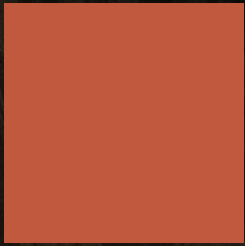


# Midtown Community Development Plan

City of Santa Fe

12/14/2022

MIDTOWN  
SANTA FE



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

*Prepared For:*

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

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## Midtown Community Development Plan

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# Community Development Plan



# Introduction



Image from the Library Session on 09.23.2021

## Midtown Community Development Plan

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

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

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

## Midtown Site Background

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

## Guiding Principles Moving Forward

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

### Goal

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

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

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

**1. Sustainable Development**

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

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

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

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

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

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

**2. A City Center**

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

**FOOTNOTES**

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

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



Image from the public workshop on 09.24.2021 in HEC.

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

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

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

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

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

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

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

### **4. Adaptable Infrastructure**

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

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



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

### Highlights from Community Engagement

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

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

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

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

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

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



*Image from the public workshop on 09.24.2021 in HEC.*

# Midtown - A Sustainable Development

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

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

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

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



Image from the public workshop on 09.24.2021 in HEC.

# Environment - Land Development

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

### Intent

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

### Methods of Implementation

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



*Image from the walking tour on 07.21.2021.*

## FOOTNOTES

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

## Strategies

### Green Infrastructure

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

### Street and Block Networks

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

### Open Space and District-Wide Connectivity

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

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

### Environmental Design

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

### Energy and Water Use Reduction

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

### Land Uses - Mixed Use District

Issue Solicitations and enter into Direct Negotiations that have Preferences for development projects that include community benefits of the allowed uses under C-2 zoning specific to Midtown, as outlined in Chapter 6 in the Master Plan.

### Existing Buildings

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

### Visitability and Universal Design

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



Image from the public workshop on 09.24.2021 in HEC.

# Equity - Community Development



Image from the Library Session on 09.23.2021

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

### Intent

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

### Methods of Implementation

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

## Strategies

### Housing Affordability

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

### FOOTNOTES

3. *Estimated maximum Midtown Homes: 1,100 units*

4 *Dedicated Parcels for 100% Affordable Housing Development:*

*Townhouse - Rental: 45 units*

*Townhouse – Ownership: 45 units*

*Townhouse – Land Trust/ Ownership: 45 units*

*Multi-Family – Rental: 60 units*

*TOTAL 100% Development Projects (estimated): 195 units*

*Market Rate Home Production: 905 units, of which:*

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

*770 are priced at market rates*

#### Summary:

*770 Market Rate*

*135 Inclusionary Housing*

*195 Affordable Housing on Dedicated Parcels*

**1,100 total units**

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

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



Image from the public engagement event on 07.21.2021.

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

a. Include requirements, high priorities, and preferences in Solicitations, Direct Negotiations, and/or Disposition Agreements for mixed-use and residential development, as follows:

- i. For inclusionary homeownership units, include affordability controls or deed restrictions that impose resale restrictions and never expire.
- ii. For rental units, long term affordability controls and restrictions, including affordability models, such as shared equity models, land trust structures, or other forms of long-term community control or participation.

b. The City may impose additional disposition requirements over and above those required by the inclusionary zoning regulations to achieve other community benefits. The developer's fee contributions may be allocated in the Master Plan Area as a High Priority or within the Midtown LINC zoning area as a Preference. A developer's approved alternate means of compliance shall not reduce the thirty-percent (30%) minimum affordable housing requirement of this Community Plan.

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

deepen affordability and ensure high-quality property management.

a. Leverage the value of the land to maximize affordability and to ensure that developers have access to competitive and limited financial resources and subsidies. In other words, the Developer who proposes the deepest affordability, the longest period of affordability, and/or the greatest number of households served, will get the greatest discount on the price of land.

b. Ensure access to all regular incentives under City code, such as water bank credits, development/permitting fee waivers and reductions, and reduced utility expansion charges.

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

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

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

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



### Housing Vouchers and Fair Housing

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

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

### Strengthening Local Development Capacity

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



Image from the public workshop on 09.24.2021 in HEC.

## FOOTNOTES

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



Image from the public engagement event on 07.21.2021.

## Neighborhood Stabilization

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

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

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

# Economy - Economic Development

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

## Intent

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

## Methods of Implementation

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

*Image from the public workshop on 09.24.2021 in HEC.*





Image from the public engagement event on 07.21.2021.

## Strategies

### Job Creation

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

### Job Training & Career Education

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

### Job Access

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

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

### Economic Development

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

### Entrepreneurialism

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

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

### Live & Work

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

### Community Resources

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



Top. Image from the public workshop on 09.24.2021 in HEC.

Bottom. Image from the public engagement event on 07.21.2021.

# Culture - Land, People and Memory of Place

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

## Intent

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

## Methods of Implementation

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

*Image from the walking tour on 07.21.2021.*



## Strategies

### Arts, Technology & Innovation

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

### Arts & Culture Placemaking and Placekeeping

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

### Public Space – Programming and Uses

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

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

### Preserve and Enhance Memory of Place

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

### Governance and Planning

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

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

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

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

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





*Image from the walking tour on 07.21.2021.*

# Disposition of City Property and Development of Land at Midtown

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

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

Selected offerors must demonstrate excellence in the following areas:

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

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

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

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

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

# Phased Development Timeline

## Phase 1 Renovation:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Appendix C: Midtown Existing Buildings.**

# Appendix A

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

### USGBC LEED: Neighborhood Development

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

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

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

### Midtown Plans

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

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

### FOOTNOTES

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

## Requirements for New Development

### Neighborhood Pattern and Design

- Visitability and Universal Design
- Community Outreach and Involvement

### Green Infrastructure and Buildings

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

#### Energy Performance

- Minimum Building Energy Performance
- Renewal Energy Production

#### Water Performance

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

## High Priorities for New Development

- Certified Buildings
- Commercial Development: LEED or other green building rating program
- Residential Development: Enterprise Green Communities or other green building rating program for homes
- Rainwater Management
- Heat Island Reduction

### Preferences for New Development

#### Site Location and Linkage

- Bicycle Facilities

#### Neighborhood Pattern and Design

- Transportation Demand Management
- Local Food Production

#### Green Infrastructure and Buildings

- Optimize Building Energy Performance

## Midtown Plans

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



# Appendix B

## **Enterprise Green Communities Program**



# Appendix C

## Midtown Existing Buildings

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

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

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

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

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

# Addendum 1

## **Midtown Planning Guidelines**

# Addendum 2

## **Midtown Engagement Report**