

## **Midtown Campus Project**

Working with Our Community to Define the Strategic Vision and Guidelines for  
the Future of the SFUAD Property

**Opportunity:** We have a historic opportunity to expand the quality of life for all Santa Feans and those who love to learn, live, work and play here. This opportunity is founded on our rich history and culture, and can create a more vibrant and thriving Santa Fe far into the future. It will ultimately lead to the redevelopment of the property known as the Santa Fe University of Art and Design campus (“Property”), which will also act as a catalyst for the Midtown LINC. As directed by and consistent with the SFUAD Resolution (2017-78) passed in October 25, 2017 (“Resolution”), we want to engage the residents of Santa Fe in a public process that will inform and influence the ultimate outcome of the Property.

**Goal:** Create a strategic vision for the Property that will be used by the city and any of its partners to improve, develop and otherwise evolve the Property.

- Note that we are specifically not using the language “master plan” or “development plan” as to not create confusion. We are not developing a traditional master plan/development plan “in which development parcels, massing, heights, relationships of buildings, circulation, and streets are defined in enough detail to define predictable outcomes”. Rather, we are developing a strategic vision that defines the desired uses and combination of those uses; defines undesired uses; identifies buildings most likely to be retained, repaired or replaced; and identifies optimal locations for infill and those for retaining as public spaces. Additionally, this strategic vision needs to provide sufficient flexibility to allow various responses of actual users, developers, lessees and other interested parties consistent with the Resolution.

**Deadline:** April 30, 2017

### **Description of Work and Deliverables:**

- **Collection Phase (Jan - Feb 22, 2018):** In this phase, we are collecting what residents consider appropriate and desired for the property, as well as those that they absolutely oppose (“Attributes”). Importantly, this research is additive to numerous other substantial research efforts, such as Culture Connects and the Bloomberg Mayor’s Challenge, that have occurred over the last few years. Thus, we want to scale this research appropriately by using online collaboration activities (“Activities”) and in person surveys (“Surveys”).
  - **Part 1:** Utilizing the Weave collaboration platform licensed from Conteneo ([www.conteneo.co](http://www.conteneo.co)), conduct a series of online Activities in two forms in order to 1) collect residents’ opinions, and 2) to prepare for Surveys described below.
    - **Facilitated:** A moderator facilitates a 60-minute online activity with 6-7 residents. Some games are curated to reflect groups who may have a unique insight or impact such as the neighborhood around the campus and current/recent SFUAD staff and students. Other games are randomly assigned

to provide diversity of perspective across entire city. We would conduct these game-based Activities with 180 people.

- **Not facilitated:** The same Activity is made available online for anyone to play. In this situation, groups of 5-6 residents can play the Activity from different computers, a person can play solo, or a group of friends or family can gather around computer/tablet to play as one team. Our goal is an additional 100-200 people, but would be thrilled if the number is much higher.
  - To supplement this, we will work with the Libraries in an effort to ensure staff know how to help people access the Activity, and to promote the Activity several weeks in advance.
- **Note:** In addition to outreach through the media, directly through our social media and email lists and with the help of various nonprofits and interested parties, we will promote the Activity at the libraries and ensure that it residents know how to log on and access the Activity at the library computers. We aspire to reach all residents.
- **Post-processing:** After the games, the information is aggregated and analyzed to create a list of community agreed upon Attributes. This list will be evaluated against the Resolution and Midtown LINC overlay to ensure that any ideas that are outside of the boundaries of those are not included or are addressed separately.
- **Survey list:** A final list of Attributes is established. From this a survey is created that will ask residents to 1) rate each idea to determine whether they hate or love it (and everything in between), and 2) to force rank the favorite ideas.
- **Vendors:** Conteneo and Survey Monkey
- **Part 2:** Conduct Surveys to gather input from more residents or people who work in the city with the upper goal being 1,000.
  - **Online:** Surveys will be posted online for a period of time (3-5 days). Our goal is 500-800 people.
  - **In Person:** 3-5 hired temporary workers will take the Survey out to the public on tablets for in-person contact. The primary targets will be communities where people are much less likely to take the online survey for a variety of reasons including lack of access, lack of awareness or language barriers. Our goal is 150-300 people.
    - To supplement this, we will work with the Libraries in an effort to ensure staff know how to help people access the Survey online, and to promote the Survey.
  - **Vendors:** Janey Potts, Survey Monkey
- **Final Deliverable:** We will aggregate and analyze the results, in combination with Part 1, to create a final list of Attributes. This will be used to create a 2 page project guidelines for the Visioning Phase, described below (“Project Guidelines”).
- **Note:** We will make reasonable effort to ensure that a person can only participate in Activity or Survey once. They must be 18 years or older. They are resident of city or

county, or they work in the city. Activities and Surveys will provide English and Spanish options.

- **Visioning Phase (Jan 25-April 13):** In the phase we will qualify 5 groups (ex: urban planners and designers, landscape designers, architects, innovation organizations, developers) to create a visual representation, supported by descriptions, of what the property could be (“Groups” or “Design Teams”). Additionally, we would ask the Groups to add a vision for the immediate surrounding areas to demonstrate how the property and existing community become more integrated. Groups will receive a five thousand dollar (\$5,000) stipend to motivate high quality participation. The anticipated schedule and steps are:
  - Jan 25: Advertise RFQ solicitation
  - Feb 1, 10 AM @ SFAI Gallery: Optional pre-submittal meeting with interested Groups. I think we should be prepared to announce the Selection Committee at this meeting.
  - Feb 15: RFQ responses due
  - Feb 16: SFAI distributes RFQ responses to Selection Committee
  - Feb 19: Selection Committee to meet and deliberate
  - Feb 20: Announce teams
  - Feb 22 1 PM @ SFAI: Visioning kick-off meeting where Project Guidelines are shared with 5 Groups and they are instructed to start design process
  - Week 3/12 - Mid-point feedback: Optional. Private 60-90 minute facilitated meeting where each Group can get feedback on their work in progress from 20-30 residents. LOCATION TBD
  - April 9: Final Visions due
  - **Deliverables:** Final Visions
  - **Vendors:** Santa Fe Art Institute, Janey Potts
- **Evaluation Phase (Week Apr 9 – Apr 30):** In this phase we invite residents to comment on, add ideas to and ultimately vote on their favorite Visions or parts thereof. This will be done in person and online.
  - **In-person evaluation (Apr 12-15):** 3 half-day events at different locations in the city to provide maximum participation from a diversity of our community and to provide easy access to people who are unable or unwilling to easily access downtown. These groups are by invitation and limited to 100 people. We anticipate Thursday, Friday and Sunday for the events. One example of the event design is as follows:
    - Part 1 of the day will be presentations made by each group with facilitated Q&A. We expect the presentations to be projected on a wall or screen, and the presenter to have a microphone. We would have 1-2 microphones for the audience to share for asking questions, and one for the facilitator. We want to videotape the first round of presentations to be posted on our site.
    - Part 2 of the day will be 20 residents working together in front of large print outs of each Vision. There will be a facilitator and a representative(s) from each Group to help the residents discuss what they like and don’t like, to add ideas to improve the visions, and to vote using stickie dots or some other method. We

would want someone to photograph these interactions, but we do not need videotaping.

- **Vendors:** Janey Potts, Lead Facilitator is Valerie Martinez (funded by McCune Foundation), Santa Fe Art Institute
- **Online evaluation (Apr 13-18):** Using the Weave platform, we post the Visions online. There is a guided, simple instruction where any resident can learn about each vision and then comment on and vote for their favorites or parts thereof. Essentially, we are emulating the in-person experience so that as many residents as possible may give us feedback on the Visions, since the in-person sessions are necessarily limited to 300 people.
  - **Vendor:** Conteneo
- **Analysis and Refinement:** The results from both in-person and online are compiled and analyzed. A draft strategic vision is prepared and then shared with a small group of influencers (see below). We work collaboratively to refine and improve the draft, converting it into the final Strategic Vision for the property that will guide the Governing Body and City staff as the project moves forward.
  - **Need:** We need to create panel of 10-20 thoughtful influencers, i.e. thoughtful leaders that live throughout and represent our entire community. Start assembling this panel in January.
- **Final Documentation and Communication:** Create final presentation and/or report, and update site with all relevant information. Media outreach to entire community to share the results.
- **Deliverable:** Final Strategic Vision
- Lastly, there would be a website that captures all of the above, and provides on-going updates and dialogue with the residents as the city works to fulfill the Strategic Vision.