

MIDTOWN

PUBLIC ENGAGEMENT REPORT

REPORT PREPARED FOR THE CITY OF SANTA FE BY



With The Midtown Engagement Partners:

Chainbreaker, Earthcare, Littlelobe, SFAI, YouthWorks

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EXECUTIVE SUMMARY

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

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

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

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

MIDTOWN ENGAGEMENT PARTNERS

Chainbreaker Collective

Earth Care

Fathers NM

Friends of Santa Fe Public Library

La Familia Medical Center

Littlelobe

Santa Fe Indigenous Center

Santa Fe Art Institute

Santa Fe YouthWorks

FINDINGS

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

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

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

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

RECOMMENDATIONS & GUIDANCE

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

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

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

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

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

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

PILLARS OF THE RESIDENTS’ BILL OF RIGHTS

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

REACH OF ENGAGEMENT

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

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

PARTICIPATION

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

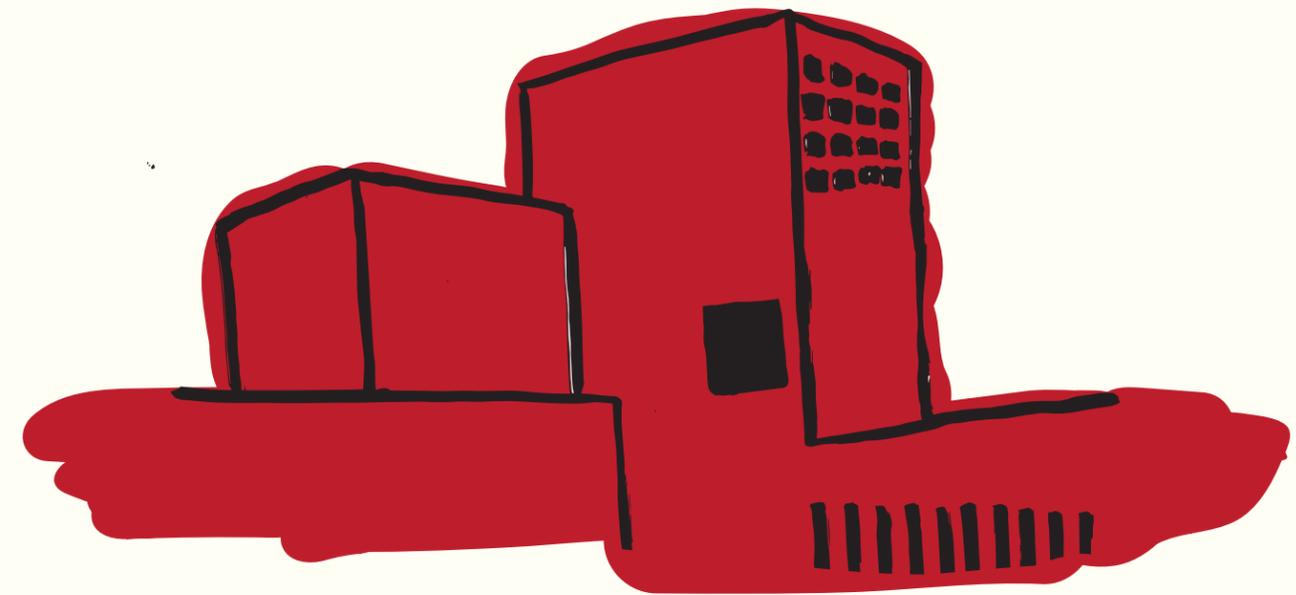
Key findings of participation :

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

CONCLUSION

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

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





INTRODUCTION + PURPOSE

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

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

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

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

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

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

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

Successful strategies employed included:

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

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

Organizations and community leaders were engaged in two rounds.

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

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

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

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

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

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

SPECTRUM OF PUBLIC PARTICIPATION

| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|----------------------------------|--|--|---|---|--|
| PUBLIC PARTICIPATION GOAL | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public. |
| PROMISE TO THE PUBLIC | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

INCREASING IMPACT ON THE DECISION

PROMISING PRACTICES FROM “THE LITERATURE”

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

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

GOALS ESTABLISHED FOR THE ENGAGEMENT PROJECT:

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

The shared goals included:

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

MY VIEW

By Michaele Pride

Published in the SF New Mexican on August 14, 2021

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

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

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

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

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

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

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

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

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

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



Photo courtesy of John Murphey

LAND ACKNOWLEDGMENT

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

Acknowledging this place, its history and its people

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

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

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

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

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

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

ACKNOWLEDGMENTS

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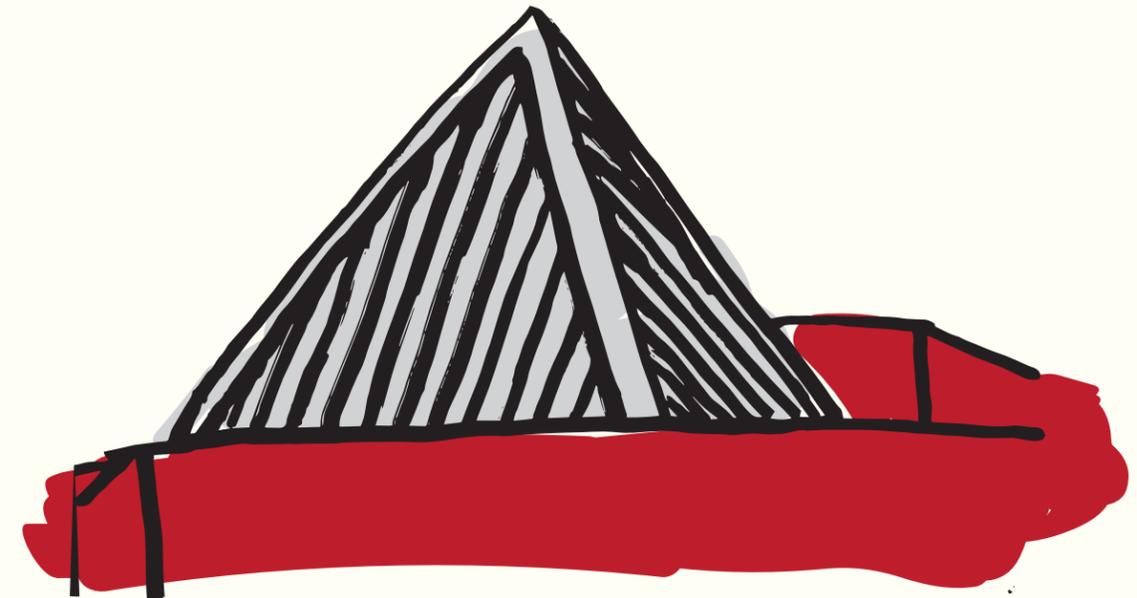
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GUIDANCE AT A GLANCE

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| 1. Midtown is Community Driven | 26 |
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| 10. Midtown is a place for arts & culture | 43 |

BACKGROUND

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

1. MIDTOWN IS COMMUNITY DRIVEN

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

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

1. a.

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

CASE IN PRACTICE

MIDTOWN ENGAGEMENT PARTNERS

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

1. a. i

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

1. a. ii

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

CASE IN PRACTICE

DETROIT FUTURE CITY

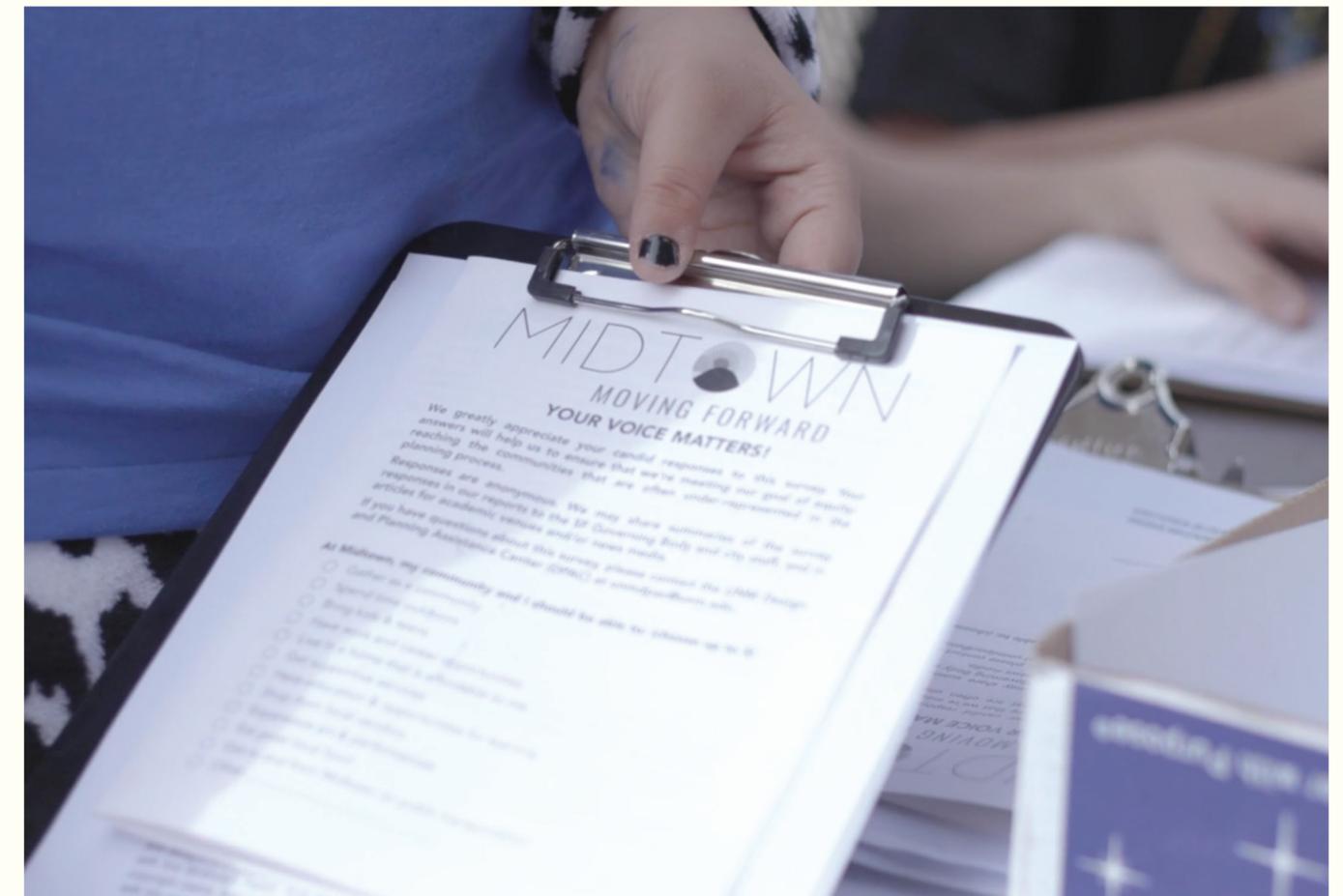
Detroit Future City is a nonprofit charged with catalyzing implementation of the DFC Strategic Framework, a 50-year vision for the City of Detroit developed with input from more than 100,000 Detroiters.

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

SUSTAINABLE DEVELOPMENT

PILLARS OF THE RESIDENTS' BILL OF RIGHTS

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



Video still courtesy of Kaelyn Lynch

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

Community Voice

1. a. iii

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

Resource: Health, Healing and Housing In Santa Fe

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

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

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

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

Community Voice

CASE IN PRACTICE

SAWMILL COMMUNITY LAND TRUST

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

www.sawmillclt.org

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

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

Rationale:

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



Video still courtesy of Kaelyn Lynch

These might include:

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

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

Alan Webber, Mayor

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

Definition:

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

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

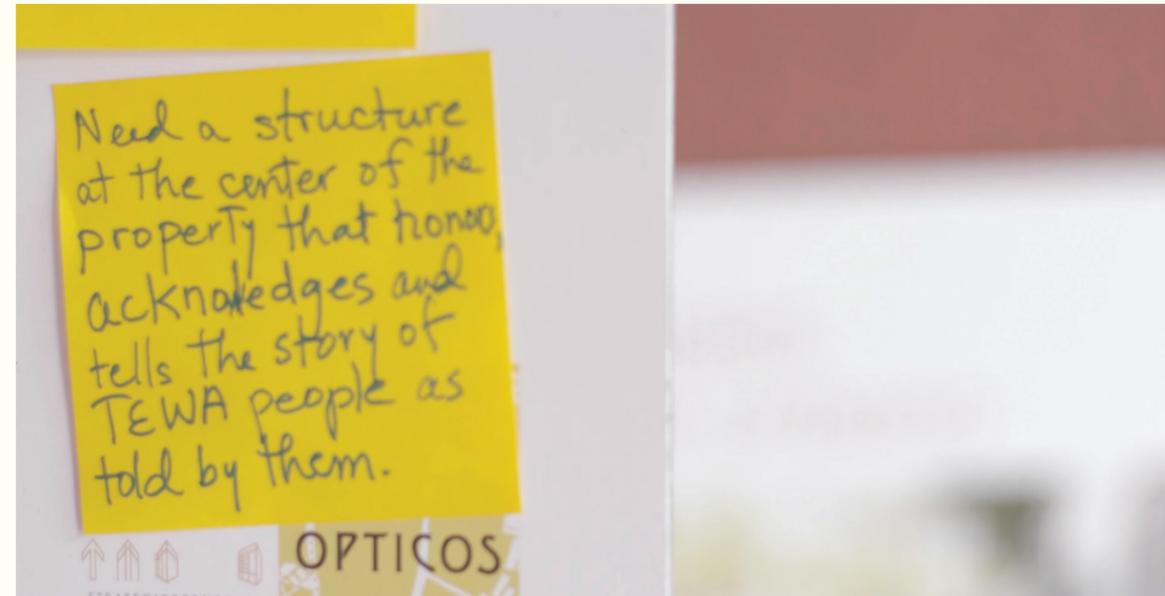
2. a

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

CASE IN PRACTICE

HEALTH AND EQUITY IN ALL POLICIES TACOMA

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



Video still courtesy of Kaelyn Lynch

2. a. i

Form an Office of Native American Affairs

CASE IN PRACTICE

CITY OF ALBUQUERQUE OFFICE OF NATIVE AMERICAN AFFAIRS

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

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

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

2. a. ii

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

CASE IN PRACTICE

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

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

2. b

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

3. MIDTOWN IS A PLACE FOR YOUTH & FAMILIES

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

Rationale:

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

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

Community Voice



CASE IN PRACTICE

EARTH CARE: YOUTH AT THE CENTER

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

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

3. a

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

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

Community Voice



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

Community Voice

3. a. i

Provide Space for Early Childhood Programs

CASE IN PRACTICE

GRACE LIVING CENTER

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

3. a. ii

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

CASE IN PRACTICE

8-80 CENTERING YOUTH AND CHILDREN AROUND DESIGN

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

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

4. MIDTOWN IS A HEALTHY COMMUNITY

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

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

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

Community Voice



4. a

Create a healthy community through design and development

4. a. i

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

CASE IN PRACTICE**ESPAÑOLA HEALING FOODS OASIS**

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

4. a. ii

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

4. a. iii

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

4. a. iv

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

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

Community Voice



5. MIDTOWN IS DESIGNED TO CREATE SAFER STREETS AND PATHWAYS

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

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

5. a

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

Definition:

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

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

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

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

5. b

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

6. MIDTOWN ACHIEVES HIGH STANDARDS FOR SUSTAINABLE DEVELOPMENT

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

Rationale:

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

6. a

Implement projects that promote and advance sustainable development

6. a. i

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

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

Community Voice

6. a. ii

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

CASE IN PRACTICE

GREEN STORMWATER INFRASTRUCTURE

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

6. a. iii

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

CASE IN PRACTICE

LOW INCOME SOLAR POLICY GUIDE

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

7. MIDTOWN SUPPORTS LOCAL ECONOMIC DEVELOPMENT & SUPPORT

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

7. a

Provide spaces and support for local economic development

Rationale:

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



7. a. i

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

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

Community Voice

CASE IN PRACTICE

PROJECT LABOR AGREEMENTS

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

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

Community Voice



7. a. ii

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

CASE IN PRACTICE

YOUTH BUILD

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

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

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



7. a. iii

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

8. MIDTOWN PROVIDES HOUSING AFFORDABILITY AND SECURITY

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

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

Community Voice**Rationale:**

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

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

8. a

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

8. b

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

CASE IN PRACTICE**ABUNDANT HOUSING LA**

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

8. b. i

Ensure housing affordability in both rental and ownership.

CASE IN PRACTICE

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

8. b. ii

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

8. b. iii

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

9. MIDTOWN PROVIDES SERVICES FOR THE COMMUNITY

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

9. a

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

9. a. i

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

9. a. ii

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

CASE IN PRACTICE**SOMOS UN PUEBLO UNIDO'S UNITED WORKER CENTER OF NEW MEXICO**

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

10. MIDTOWN IS A PLACE FOR ARTS & CULTURE

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

Rationale:

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

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

Community Voice

10. a

Provide spaces and support for arts & culture programming & production

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

Community Voice

Reference

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

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

10. a. i

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

10. a. ii

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

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

Community Voice

10. a. iii

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



10. a. iv

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

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

Community Voice

CASE IN PRACTICE

HOW MEMPHIS CREATED THE NATION'S MOST INNOVATIVE PUBLIC LIBRARY

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

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



10. a. v

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

10. a. vi

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

10. a. vii

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

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



Video still courtesy of Lyra Mancini

PROJECT HISTORY

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

Excerpted from the "FINAL Planning Guidelines for the City's Midtown Property," dated June 30, 2018:

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

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

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

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

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

FINDINGS FROM PUBLIC ENGAGEMENT IN 2018

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



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

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

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

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

PLANNING PHASE

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

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

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

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

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

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

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

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

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

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

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

SITE RESEARCH

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

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

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





2021 MIDTOWN ENGAGEMENT PROCESS

MIDTOWN ACTIVATION PROGRAM

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

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

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

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

VALUES AND PURPOSE

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

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

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

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

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

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

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

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

GOVERNANCE

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

Governance & Voting Process:

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

PUBLIC ENGAGEMENT GOALS

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

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

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

FUNDING

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

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

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

MIDTOWN ENGAGEMENT PARTNERS

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

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

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

These agreements outline how the community organizations:

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

MIDTOWN ENGAGEMENT PARTNER ORGANIZATIONS

Chainbreaker Collective

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

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

Earth Care

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

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

Littlelobe

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

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

Santa Fe Art Institute

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

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

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

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

YouthWorks

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

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

MAP ROUND 2

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

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

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

Fathers NM

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

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

Friends of the Santa Fe Public Library

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

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

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

La Familia Medical Center

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

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

Santa Fe Indigenous Center

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

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



Video still courtesy of Lyra Mancini

ENGAGEMENT ACTIVITIES

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

Midtown Block Party, October 23, 2021

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

MIDTOWN BLOCK PARTY HIGHLIGHTS

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



Posolada, December 19, 2021

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

POSOLADA HIGHLIGHTS

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



COLLECTIVE RESEARCH PROCESS

Surveys

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

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

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

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

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

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

Quantitative Data

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

Qualitative Data

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

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

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

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

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

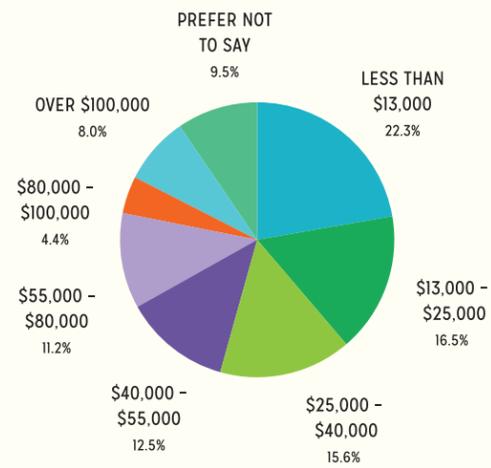
These drafted recommendations were then shared with the Midtown Engagement Partners and the City of Santa Fe for comment. This process helped to clarify the recommendations and to gather guidance, rationale, challenges, risks, and opportunities that helped to understand their feasibility and contextualize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

PARTICIPATION FINDINGS

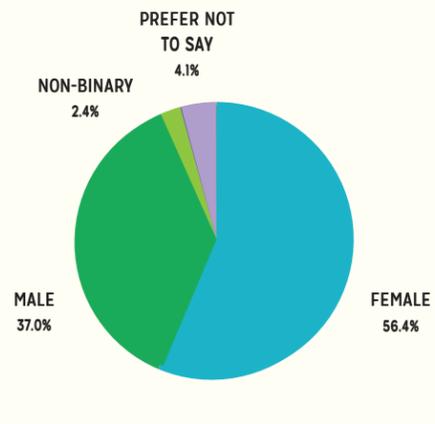
WHAT IS YOUR PRIMARY LANGUAGE?



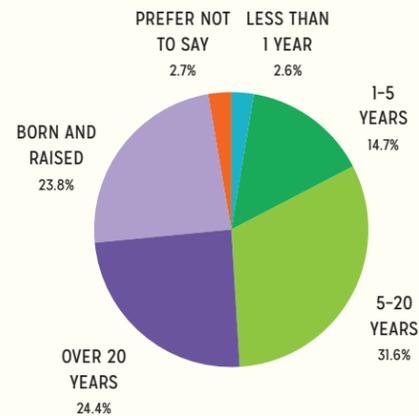
WHAT IS YOUR ANNUAL INCOME?



WHAT IS YOUR GENDER IDENTITY?



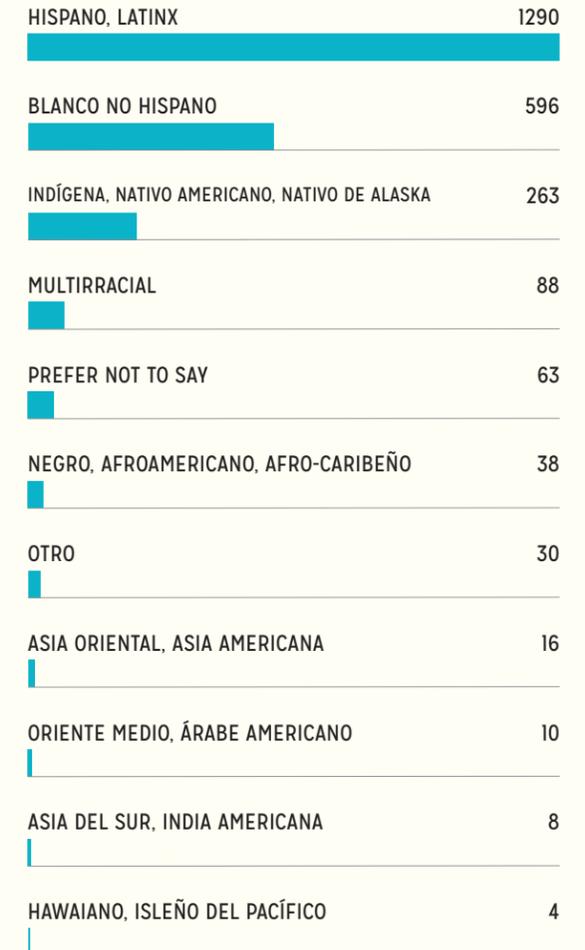
HOW LONG HAVE YOU LIVED IN THE SANTA FE AREA?



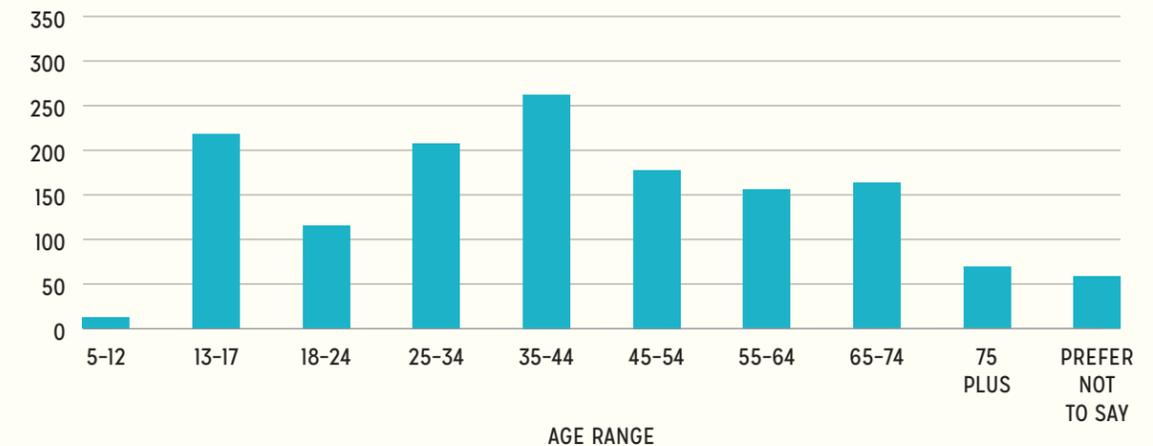
MY HOME IS A:



WHAT IS YOUR RACE/ETHNICITY?



WHAT IS YOUR AGE?





CONCLUSION

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

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

RESOURCES

Culture Connects website:

www.cultureconnects.site

City of SF Midtown District website:

www.Midtowndistrictsantafe.com

SFAI's Block Party video

www.vimeo.com/686069263

Land Acknowledgment, on Culture Connects:

www.cultureconnects.site/copy-of-history

Littlelobe's Block Party Video:

www.youtube/0cyda3gh8aA

Design and illustration by:

www.yvetteserrano.com

