

# 1. MIDTOWN MOTION LINK

*“Culture fosters connections, both expected and unexpected, creating more opportunities for residents and visitors to collaborate, communicate and realize meaningful relationships. A powerful medium, culture also fortifies neighborhoods, instills civic pride and shapes collective identity through the sharing of experiences, story, memory, and creativity.”*

-Creative Strategies 360<sup>o</sup>, *Culture Connects Santa Fe – A Cultural Cartography* (2016)

The site is located in the physical center of the City of Santa Fe and as such has opportunity to become a dynamic node for Santa Fe and to revitalize the former campus area as well as the surrounding urban fabric. It is important the new center celebrate the rich history of Santa Fe and reflects in a new way the unique identity of the City Different. Inspired by the Culture Connects initiative created by the City of Santa Fe in 2016, the new center should be inclusive. It should be a dense, vibrant and easily accessed destination for residents and tourists, with a variety of programs and uses to attract people across all demographic categories (age, race, economic strata, cultural identity and gender). As a dense magnet of spaces and activities at the geographic core of Santa Fe, it will also serve as a transportation link addressing motion of pedestrians, bicycles, and motorized vehicles including cars, scooters, buses, motorcycles, etc.

The focus on motion is both literal and figurative in that a successful city or mixed use neighborhood is always changing, perhaps growing, but certainly evolving. As a cultural hub, there will be motion of ideas, events, activities and relationships which will be reflected in the physical fabric of the area in subtle, or perhaps grand, ways.

We note that, over its history, America has moved away from its origins in communal land ownership. For many native peoples as well as the first European immigrants, land was a communal resource that was equally benefit and responsibility for all members of the community. Over time, land in America has become increasingly privatized resulting in a country where the public realm is largely restricted to the street right of way and public institutions. Cultural patterns have paralleled land ownership patterns; life has become increasingly isolated, privatized, and selfish, resulting in an “encapsulated life” (James Howard Kunstler, *The Geography of Nowhere*) as one moves from their house to their car to their work to car to the store to the TV at home. Manicured private outdoor spaces surrounded by retail are a sad facsimile of true public space. The resurgence of the common public realm is needed to create and foster community.

## URBAN FORM

*“the presence of buildings around a park is important in design. They enclose it. They make a definite shape out of the space, so that it appears as an important event in the city scene, a positive feature, rather than a no-account leftover.”* — Jane Jacobs, *The Death and Life of Great American Cities*

Santa Fe is recognized around the world for its unique culture. It is a top tier tourist destination as well as a fabled location with caché in the worlds of history, art, cuisine, and more. For many Santa Feans it is also a beloved hometown filled with childhood memories and a huge network of family and friends. Santa Fe was named a World Heritage Award Winner last year by National Geographic for “Sense of Place: Enhancing cultural authenticity and support for the preservation of historic monuments, archaeological sites and indigenous heritage”. It is undeniably a unique and wonderful town that should celebrate and cultivate its unique heritage more than it does. In reimagining an exciting new MIDMO, it is imperative to strengthen rather than dilute the unique character of Santa Fe.

To that end, we propose to address architecture and urban form in MIDMO by taking a cue from the most noteworthy architectural complex already on the site – the splendid collection of buildings by Mexican architect Ricardo Legoretta. We propose contemporary architecture with bold shapes, striking colors, plenty of glazing for transparency and connectivity, set within and informed by a Spanish Colonial urban form.

Spanish Colonial urban form is what gives old Santa Fe its unique character as much as the revival style architecture of tan stucco, vigas, corbels, small windows, etc. Santa Fe's Spanish Colonial urban form comes from the Mediterranean via Mexico and Spain. It is characterized by flat roofs, broad planar facades at the street edge, zaguans, courtyards, portals, balconies, roof decks and patios. Buildings abut one another rather than stand alone, with only landmark buildings freestanding. Buildings wrap around and define inviting plazas and patios that are landscaped and furnished. Streets are narrow and pedestrian friendly, with cars moving slowly and integrating well with bicycles.

## **ARCHITECTURAL STYLE**

To employ contemporary architectural styling within a retro urban form is an atypical unexpected approach which seems ideal for MIDMO by reflecting Santa Fe's traditional urban form while moving decidedly away from the Spanish Pueblo Revival architectural vocabulary so prevalent elsewhere in Santa Fe. This will give the area an exciting progressive look while honoring Santa Fe's unique urban form and creating a rich pedestrian environment with compelling variety, small scale and texture. We imagine the buildings as inventive, colorful, predominately stucco and glass, some use of steel – rusted or stainless or powder coated. Buildings should provide visual interest at the ground floor level – through graphics, fenestration, art, architectural detailing, etc.

## **BUILDING HEIGHTS**

In the interest of winter sunlight, mountain views, and respect for the historic Santa Fe townscape, we propose a mix of one, two and three story buildings. One story construction should collectively total at least 25% of the built area of the site. Three story construction is limited to no more than half the footprint of any building and no more than 25% of the total building footprint area of the site. Partial third stories will allow easy access to roof decks over the second story area of the building. Third story roofs can accommodate PV solar panels screened by the parapet. The fine-grained mix of one, two and three stories will contribute to a varied pedestrian-scale streetscape.

## **CHRONOLOGICAL LAYERING**

We propose that all existing structures on site be retained, the best for the long hall, and the marginal ones for the next five, ten, or twenty years until demand for new construction warrants their demolition. Keeping the outdated and inadequate buildings in the short term will provide inexpensive space for live/work, warehousing, workshops, meeting or office space. This will help meet the goal of diversity for users and activities, will provide the City rent or sales income without major expense, and will help retain the site history and make a quicker transition to a lively fully-occupied site with layering of building age and a richer variety of uses and character.

## **PEDESTRIANS FIRST**

What happens if the city is designed to prioritize the pedestrian experience? Santa Fe is fairly compact. As the crow flies, Greer Garson Theater is only 1 1/2 miles from the Plaza. Distances are not so great that most of the city can't be traversed on foot. However, we have grown to accept cars as the de facto mode of transport and to think of travel by foot as an activity reserved for vacation and leisure activities. The physical form of the city reinforces and promulgates the dominance of vehicles. Pedestrian culture can change if the physical form of the city is altered to better support the pedestrian.

On the scale of the city, a fine-grained network of beautiful pedestrian paths can provide easy access to all buildings. Strategies ranging from the addition of new trails along arroyos, to increased plantings along narrow streets, to narrowing existing wide roads and reclaiming space for new trails can be utilized to expand the pedestrian network. At MIDMO, the

plan is structured around the pedestrian experience. Outdoor spaces are positive elements rather than amorphous space; the buildings are not set on a blank canvas creating left-over space that is then beatified as an after-thought. The power of the landscape does not come from quantity but from purposeful and impactful pedestrian scale spaces. A sense of surprise and discovery is achieved by arriving at these spaces through twisting pathways and layers of building, landscape and thresholds.

## **STREETS AND PARKING**

Central to the idea of a connected midtown link is the importance of an open, porous and easily accessible site. The new pedestrian, bike, public transport and vehicular routes, as well as the programmatic elements, at the Midtown site can be thought of as stitches quilting together the various communities of Santa Fe. The small-scale streets connect to the existing network of city streets to the greatest extent possible. Stop signs rather than traffic lights are to be used at all intersections within MIDMO. Parking will be available throughout the site as parallel parking along streets and also in small landscaped and screened lots scattered throughout the site. On-street parking will have permeable paving to infiltrate water and demarcate the drive lanes. Crosswalks will be of a contrasting material to drive lanes for visual dominance. The surface lots act as land banks and, if future density warrants, can be converted to new buildings with underground parking or parking structures.

## **SUSTAINABILITY**

In addition to solar power and rainwater used for irrigation, we propose night flush cooling, daylighting, and Low Impact Development (LID) solutions as formulated by the University of Arkansas Community Design Center. LID addresses rainwater harvesting, permeable paving, storm water management, uses and benefits of urban vegetation. All roof runoff to be either captured for underground storage or sent directly into planting areas.

## **NIGHT SKY PROTECTION**

Artificial lighting is to be carefully selected, positioned, and regulated to prevent light spill, provide light only when and where it is needed, and to create a harmonious inviting streetscape during evening and early morning hours. Fixtures are to be wall mounted or as bollards to the greatest extent possible.

## **PROGRAM**

*“most city diversity is the creation of incredible numbers of different people and different private organizations, with vastly differing ideas and purposes, planning and contriving outside the formal framework of public action.”*  
— Jane Jacobs, *The Death and Life of Great American Cities*

Looking forward, the Midtown site can support numerous overlapping and interwoven programs to foster interaction between communities on site and communities across the city. To become a vibrant hub, it is important the site does not become a congregation of independent and isolated campuses; the programs must be fundamentally connected to build a resilient and integrated community.

### **Possible Programs** (list is not comprehensive)

- Joint **educational facilities** for visual, digital and performing arts, music, film, fashion design, fine woodworking, computer technology and architecture / engineering shared by several higher education institutions; a pre-K school; trade high schools; and spaces for lifetime learning.

- **2-4 new film stages:** the number of stages is currently a limiting factor in attracting major film productions to Santa Fe; the existing high-speed, high-capacity fiber optic cable spur, dismantled super-computer stored at the State buildings, weather, and proximity to L.A. are attractive. Refurbish Greer Garson Studios into New Media facility and stages.
- **Mill and maker spaces** for various arts requiring large / expensive equipment (spaces to be shared by film, educational and community groups).
- **New media / emerging media facilities** (virtual reality, drone flight track, augmented reality, video games, animation, post-production): to be shared by film, educational and community groups.
- **Primary residences** (apartments, condos and live/work) to account for ±50% of the site program. City can consider ways to prevent gentrification of residential uses and how to deter short-term rentals and second homes.
- **Businesses** to provide job/intern/mentorship opportunities for youth and students. Also, businesses targeted toward families and children’s recreation. Encourage business to locate in site / in close proximity to the site (St. Michael’s LINC district) to strengthen relationship between being educated in the campus and subsequently employed, ideally with a high paying job, in one’s field in Santa Fe. Support opportunity for folks to make a comfortable living in our city and perhaps buy a home and raise a family here.
- **Open-access outdoor WiFi over the entire site**
- **Santa Fe Contemporary Culture Center** to celebrate, communicate and explore current cultural practices; to connect to past and future traditions. Possible focus on languages, community-sourced oral histories / storytelling.
- **Community conference center** rental workspace with business equipment and support services, rental conference rooms and auditorium.
- **Teen Center** (identified as desirable in a Youth Summit) to provide assistance with writing resumes, interview skills, networking and college / job placement. Youth performance space. Incubator for youth-led initiatives.
- **Joint Daycare and Senior Center** to encourage supervised interactions between youth and elderly (historically excluded populations); research has shown both children and seniors benefit from interacting with each other. Within walking distance to cultural institutions and community services. In the SFUAD campus appraisal it was noted that more healthcare facilities and retirement housing are needed in Santa Fe.
- **Transit Center** hub for buses, bikes, Railrunner, car-sharing programs, electric vehicle charging stations, carpool/vanpool. Possible future light rail.
- **Recreation network** – site “rec loops” and connections to larger network of pedestrian trails. Provide signage / wayfinding noting mileage on-site and to parks/destinations across Santa Fe. Connect trails to Chavez Center, Salvador Perez, Fort Marcy and other key locations.

**Possible Partners** (list is not comprehensive)

Universities, Meow Wolf, MIX, Creative Mornings, Springboard for the Arts, Make Santa Fe, Theatre Santa Fe, SFAI, Tickets Santa Fe, Creative Capital, Santa Fe Fashion Week, Gathering of Nations, SFCC, LANL, NMSA, Opera, AIAI, Santa Fe Studios, Leadership High Schools (ACE, Health, Technology, Siembra Business), Nex-Gen Academy High School, Amazon, neighbor shopping centers, Explora, Aspen Ballet, James Turrell, Innovate ABQ, FCAP (Film Crew Advancement Program), Netflix, Sony Imageworks, Robert Redford Milagro, Telemundo, Univision, CineFesta Italia film festival, George RR Martin, Apple, Disney, Warner Bros, Raffles International School

## **2. Midtown Fusion – Creating the Future of Santa Fe**

Midtown Fusion is an innovation ecosystem located in the geographic heart of Santa Fe. It leverages existing valuable resources on and off the former SFUAD campus and combines them with new buildings and infrastructure to provide housing, community connectivity, education, and economic development opportunities. Midtown Fusion expands the site beyond the former campus boundary to foster relationships with adjacent Federal, State, SFPS, City, and commercial properties. Thus, creating a true Innovation District.

### **Vision**

Midtown Fusion harbors Synergies among various creative and collaborative entities while fostering growth for local enterprise and small businesses. It is a place where the public, college students, government officials, entrepreneurs, and the like cross-pollinate ideas through sharing resources. Midtown Fusion will also be a place where Santa Feans can follow a life path from early Childhood to Career. This vision is achieved by combining four primary sectors in the tenant make up:

### **Education**

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

### **Civic**

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

### **Film & Emerging Media**

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

### **Commercial Innovation Partners**

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

### **Community Planning Elements**

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

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

## **Features**

### **Mixed Use Development & Gateway Feature**

Former strip malls on the edge of the SFUAD campus are redeveloped into mixed use buildings comprising of 3 stories of apartments over ground level retail. Parking garages are placed in the center of the block, while former strip malls / Big Box Stores are converted into flex space for Commercial Innovating Partners. These mixed-use developments provide affordable housing opportunities, enliven the Midtown streetscape, and provide a gateway feature. The gateway feature includes a traffic circle on St Michael's Dr. to mark the entrance drive into Midtown Fusion.

### **Central Plaza**

At the heart of Midtown Fusion is a public space and forum. Flanked by stepped building forms, this space includes the former campus band shell and is intended to be a gathering and performance space. The corners of the plaza are formed by buildings representing the 4 anchor sectors of Civic, Film, Education and Commercial Innovation Partners symbolizing their convergence into the public realm.

### **Art Park**

A linear park connects the Central Plaza to Franklin E. Miles Park and to the adjacent neighborhoods beyond. Secondary courtyards link to the park to the Higher Education Campus, Civic buildings, Fitness facilities, film studios, and workforce housing. The Art Park is flanked by Commercial Innovation Partner and Higher Education buildings while featuring pieces by local artists set amongst native vegetation.

### **Preservation of Critical Buildings and Shared Use Facilities**

Valuable existing facilities such as the State Achieves, State offices, Greer Garson Theater, Garson Studio Complex, Visual Arts Center, SFAI, Benildus Hall, Fogelson Library, and others are preserved and integrated into the district plan. These and other facilities are available to the public facilitating cross collaboration within Midtown Fusion.

### **Street Grid**

A street grid utilizes and expands existing drives and parking lots to provide order to the site and connect it to the adjacent roadways. A primary road connects Siringo to Cerrillos Road and provides access to many of the existing buildings on the site. A secondary loop road connects other portions of the site and serves as an infrastructure spine. The roadway design includes on-street parking, pedestrian / bike paths, and landscaping features.

### **Micro Grid and Fiber Optic Loop**

Midtown Fusion features state of the art infrastructure by utilizing the loop road, which serves as a spine consisting of a high-speed internet fiber optic loop throughout the site, primary electrical service, and water/sewer lines. The electrical service is configured into a micro grid that incorporates substantial building mounted PV arrays and is capable of "islanding" the system from the external grid in the event of a power outage. A Micorgrid Control Center and Physical Plant features battery back-up and connections to the external grid and fiber optic line.

### **The Future of Santa Fe**

In recent years Santa Fe has established itself as a leader in arts, entertainment and technology. Midtown Fusion will enable Santa Fe to continue and expand upon this trajectory. It is an innovation district that enables economic development focused on creative entrepreneurialship. Midtown Fusion connects a wide variety of people, businesses, and institutions; a cross pollination of ideas is envisioned to flourish and allow Santa Fe to reach its potential as a creative capital of the world.

### 3. MIDTOWN ECODISTRICT: Drive Development with Sustainable Infrastructure

#### MIDTOWN DEVELOPMENT OPPORTUNITY:

The Midtown Campus is a 64-acre City owned property which historically housed institutions of higher education. Located in the geographic center of Santa Fe, it is surrounded by active retail and restaurants, and state, civic, parks and school facilities, and three different City bus routes come near the site. The Midtown Campus contains substantive infrastructure including roads, buildings, water, sewer, electric, gas, and telecommunication. With nearly 60% of the property undeveloped and underutilized, and guided by the Midtown LINK City ordinance, the campus is a prime location for higher-density, mixed-use development.

#### SANTA FE COMMUNITY PRIORITIES:

The Santa Fe Midtown Campus visioning survey showed strong community support for these industries to be on the campus: Film and Emerging Media, Performance and Visual Arts, Technology and Innovation, and Higher Education Institutions.

#### INDUSTRY TRENDS + POTENTIAL ECONOMIC VALUE ADDED

So, what are those industries looking for in deciding where to locate? Increasingly, companies are prioritizing “development prepared sites” that are designed and planned for sustainability. An example is Amazon whose search for a second national campus emphasizes sustainable criteria, including: transit, environment, energy resilience, housing, community, arts and culture. Creative and innovation businesses of all scales, in order to keep quality employees, often use similar criteria when deciding where to locate.

Places that offer opportunities to easily collaborate or partner with other innovators, art and cultural groups, and higher educational institutions are particularly attractive to creative businesses. Santa Fe and the Mid-Town EcoDistrict would provide just that type of “Place”.

#### ECODISTRICT CONCEPT + GUIDING PRINCIPLES

The EcoDistricts Initiative is a sustainable planning framework that delivers profitable development by prioritizing people and the planet. The EcoDistricts organization is a non-profit similar to LEED and Green Build that collaborates to share and develop information, resources and strategies to help communities across the nation and internationally to form, plan and implement highly sustainable development districts. The EcoDistrict Initiative has identified some fundamental issue for sustainable development to plan for. They are: 1) Mobility Options & Connectivity, 2) Living Infrastructure, 3) Resource Efficiency & Regeneration, 4) Habitat Creation & Preservation, 5) Green Building, 6) Health and Well Being, 7) Public Spaces & Community Identify, and 8) Equitable Development & Prosperity.

The Surroundings design team explored at a conceptual level how three issues--Connections, Water, and Energy--might be a sustainably addressed in the Mid-Town EcoDistrict.

#### MIDTOWN ECODISTRICT CONCEPT PLAN

Connectivity promotes commerce and quality of life, water is fundamental and needs to be conserved and affordable, and energy independence protects against fluctuations in service and costs. So, how could those ideas be activated at the MidTown EcoDistrict?

Revitalizing infrastructure systems--roads, utilities, etc.--will likely be one of the first steps needed to achieve the more compact, efficient development that the 2016 Mid-Town LINC Ordinance envisions for the St. Michael's Corridor which includes the Mid Town Campus site. The proposed Mid-Town EcoDistrict plan leverages existing street infrastructure to create a city block grid of flexible infrastructure corridors. This reuse and renew approach can markedly reduce infrastructure costs over an all “new” strategy.

#### CONNECTIVITY

The EcoDistrict promotes both physical and digital connectivity. The physical connections are to enhance opportunities for ped, bike and transit use, which reduces CO<sup>2</sup> pollution and supports less costly mobility choices like walking, biking and transit. New road connections to be negotiated or partnered with adjacent properties include: 1) a Llano Street connector with private landowners, 2) a Camino Carlos Rey connection through NM State and SF Public Schools properties, and 3) a Siringo Road connection through the City's Siringo Road Complex. Also, proposed are two multi-use path connections. One west to Cerrillos Road through the retail properties, and, one southeast to the City's La Farge Library. Wide pedestrian sidewalks and bike share lanes would be part of every road. The primary central road, the road from St. Michaels, and the Camino Carlos Rey connection would be designed for bus use. Where those roads meet near the Greer Garson Theater, would be a transit/transfer station for the three city bus routes that serve the area. Bike and car share opportunities would be available to provide flexibility for non-auto owners. An important connection is a district fiber-optic loop to provide the 21<sup>st</sup> Century digital connectivity pivotal to engaging in the regional, national and global commerce of the future.

#### WATER

Reducing potable water use, conserves this precious resource for all. The Mid-Town EcoDistrict when fully developed will have a net-zero increase in potable water use over current water usage. Buildings and streets would be designed to harvest storm water to support native landscapes in the public spaces. Wastewater from buildings would be collected in a District system and treated at a small, on-site, district treatment facility. The treated water would be recycled to the buildings for toilet uses, and to cooling chillers for digital equipment. Streets designed with green infrastructure features would treat storm water and avoid the environmental impacts of large piped storm water systems. Water from the storm water ditch along the north side of the property could be directed to District water quality areas as part of a city-wide aquifer recharge effort. Excess treated waters could be provided to the adjacent Franklin Miles Park to reduce potable water use for park irrigation.

#### ENERGY

The MidTown EcoDistrict target would be to generate 100% of energy needed on-site. Using the over 350 days of sun, it is estimated that at full build-out District roof-mounted solar PV panels could generate over 21M kilowatt/hours of electricity annually. A district 'Smart Grid' energy optimization system would balance the energy supply and demand between needs across the District. Excess energy could be stored in-District and delivered into the district grid when needed. Excess capacity could be supplied to other City facilities in the Siringo Road Complex.

#### EXAMPLE ECODISTRICTS

Other cities are modeling how the EcoDistrict framework can propel community and economic development. The Seaholm EcoDistrict in Austin, Texas, the Lloyd EcoDistrict in Portland, Oregon, and the RiNo Art District in Denver, Colorado are transforming underutilized sites into vibrant communities and businesses generators.

#### STEPS FORWARD

First commit to an EcoDistricts framework. Then, Santa Fe would work with the community to formulate the vision and 'road map' to achieve the vision, and identify success criteria for the EcoDistrict. And, form a collaborative organization to execute the vision and roadmap. After the foundation steps, progress would be monitored and measured on a regular schedule using the Mid-Town EcoDistrict success criteria.

EcoDistricts Link: <https://ecodistricts.org/case-studies-stories-from-the-neighborhood/>

## 4. Creative Innovation Watershed

*VISION, like the watershed originating in the Sangre de Cristo mountain, feeds the surrounding ecosystems. A new infusion of cultural and entrepreneurial energy flows into the campus to hydrate life and nourish symbiotic relationships to support a thriving reservoir of creative talent, sustaining the drivers of cultural innovation.*

An ecological watershed determines the directional flow of water, both above and below the ground; where systems of precipitation flow from the sky to the mountains, feeding the headwaters and aquifers that support a rich community of species along its course. **Water is transformative in time and space.** *Water is fluid:* it infiltrates at the molecular level sparking life, regenerating malnourished landscapes. *Water is conductive:* it carries energy and new material as it meanders and pools through the watershed. *Water is Replenishing:* Water hydrates and is recharged through cycles supported by the landforms and life forms that contain it.

**Water is the ecological and cultural currency** that enables economic and environmental regeneration and is the system most appropriate to emulate in developing the Campus Strategic Vision. Applying the watershed approach to campus development leverages existing assets while cultivating a deep, phased implementation strategy- where ecological, economic and cultural components are of equal significance.

### A Creative Innovation Watershed Strategy

A Creative Innovation Watershed strategy activates the campus as a **“confluence” for creative flow and innovation.** The eco-cultural principle strategies are: Infiltrate, Meander, and Replenish. The **Infiltrate** principle guides the short-term development of the campus, focusing on actions that can be implemented immediately to conserve water and resuscitate dormant land, open the campus to new users, support existing assets, facilitate entrepreneurship, and activate the space in every season. The **Meander** principle deepens diverse activity on-site, focusing on affordable housing, experiential education, and creating a cultural entrepreneurial nexus on campus while implementing stacked function water harvesting, soil building practices and connections to existing transportation networks. The long-term principle **Replenish**, focuses on cultivating a living culture on-site: creating a new creative center where residents can live, work, make, learn, and play.

#### Phase One: Infiltrate

**1-2 years - Open campus to surroundings systems, generate enthusiasm, and activate the space.**

In ecology, water permeates dry earth to hydrate the soil and spark life. The Infiltrate phase uses this principle to infuse the insular campus with flexible and immediate solutions that will begin to open the campus to new visitors, activate campus assets, generate new activities, and lay the groundwork for further regenerative development of the site.

Networks and partnerships with local cultural, institutional, and entrepreneurial organizations, as well as the development of public/private partnerships are essential to this phase. Existing buildings are repurposed for community use, proving housing, maker spaces, co-working and business incubations, art studios and recreation. An additional part of the Infiltrate strategy is to capture and recycle onsite greywater to support a sustainable community greenspace and help the city meet water conservation goals. In this phase, the **Reservoir**, the former campus mall, becomes a gathering place for the campus with pop-up activities, placemaking strategies, community festivals and ephemeral art, using rain gardens to irrigate and enhance the landscape.

#### Phase Two: Meander

**3-4 years. Generate spaces + activities to linger, reside, learn, and grow.**

In ecology, the meander in a river creates an ecological *edge effect* in which overlapping ecosystems create a greater number of mutually beneficial relationships between species and elements at the edge. The bends and curves circulate and slow intake of materials, nutrients, and organisms -- harnessing them in an *energy net*- a center of creative density.

The Meander strategy references this principle by layering diverse uses, creative partnerships, and learning experiences on the campus. The Meander phase focuses on the Campus's connection to the larger Santa Fe context, offering the community vibrant public spaces, a live-work environment, entrepreneurial development, and the tools and resources to support innovation. During this phase, the Campus will operate as a creative knowledge center, attracting locals, children, families, elders, and visitors for a diversity of activities. Activities converge that are centered around: food, creative expression, experimentation, higher learning, enterprise and great public space. Sophisticated green infrastructure is integrated iteratively to create a regenerative demonstration campus that collects, stores, and reuses water harvested onsite. This allows for the creation of more open space, parks, multi-use paths and connective recreational and culinary programming with established organizations. Furthermore, formal transportation connections can be created during this phase to improve access to the campus and surrounding neighborhoods. In this phase, the **Reservoir** becomes home to more permanent programs, and a new area, the **Tributary**, offers a flexible space for festivals, gatherings, and community events.

### Phase Three: Replenish

**5+ years. Build on existing and new to nourish a long-term, resilient, dynamic future.**

In ecology, a regenerative landscape is defined by productivity, diversity, resilience and the ability to adapt to future disturbances. The natural infrastructure supports the regeneration of the water cycle and the success of supported ecosystems. The Replenish strategy emulates this principal by looking at the long-term establishment of new City center that is self-sustaining, creative, productive, innovative, and dynamic. The Replenish phase focuses on the development a functional mix of temporary and permanent living, learning, and doing opportunities, as well as shared creative resources. As a new City center, the campus will host a diverse mix of cultural and entrepreneurial anchor tenants. As the campus evolves, it will begin to embody designated City goals including the redevelopment of the St. Michael's corridor and Midtown District. In the Replenish stage, successful pop-ups and incubator businesses transform into permanent economic development opportunities that catalyze additional development of the Midtown District. The campus hosts uses for the life stages of cultural and economic development, giving a reason for people of all ages, at all stages of their career, to return to the campus. This phase nurtures the emergence of **Springs**, clusters of small, flex space fed by on site programs and ensuring continuous new energy and activity on the site.

Organizations and institutions that are initiated, fostered and grown throughout the three phases include:

- SFCC - sustainability center, culinary arts, fine arts + industrial arts
- SFBI
- Youthworks
- Maker Space Santa Fe
- SF Chamber of Commerce
- Schools - elementary, junior + high schools (especially those within 1 mile) and universities (UNM, Highlands, NM State Extension)
- Meow Wolf
- New Mexico Film Office
- La Familia
- Green industry/water conservation professionals
- Mixing Bowl ABQ
- Santa Fe MIX
- WESST
- SCORE
- City Arts Commission
- Reunity Resources (compost)

## 5. Collaborate & Connect

The revisioning of the Santa Fe University of Arts and Design presents an historic opportunity to heal the wounds of decades of short-sighted planning that has resulted in an isolated and fortified campus, unknown to most residents and visitors to the city. The campus is located in the geographic and demographic center of the city, however the campus creates a large void in the city fabric surrounded by an array of few streets that do not connect the surrounding communities. With over 33 buildings, the 64+ acre site exhibits a wide variety of open space and underperforming parking. The campus inhibits walkability, commerce, education, and civic goals. An integrated civic space with creative outlets that connect the surrounding communities to the ambitions of a higher education, which most urban higher education campuses support, is noticeably missing from the current condition of the campus.

Our vision aims to thread many new conduits of connectivity and collaboration between the campus and the community. The plan positions the campus as a new city center. Art, design, theatre, and film remain central to the essence of the place. No longer will college students hide behind walls and suburban strip malls. The academic facilities and interconnected tech-hub facilities will transition students into the workforce through a shared creative entrepreneurial spirit. While the closure of SFUAD is unfortunate in many respects, it gives Santa Fe the opportunity to fully realize the Midtown Local Innovation Corridor (LINC), and enables the rebirth of Midtown, providing much needed housing (over 3,000 units!) and space for economic development, job training, and a broader spectrum of higher education. The lack of affordable housing, the dominance of vehicular transportation, and few options for workforce training and higher education are among the leading factors of inequity in Santa Fe. The Midtown Campus will not solve these issues of course, but if proper planning is allowed to prevent the short-sighted sole consideration of profit, Santa Fe can make a considerable leap towards an equitable future.

We have boldly charted a future that expands the footprint of campus far beyond the confines of SFUAD. This is essential to solving the isolation of campus and transforming this area into a zone of connectivity and collaboration. Decades may be required to achieve the vision – in order for it to happen, the City and its citizens must be fierce in guarding the potential for realizing the appropriate urban connections.

### Strategies

1. Throughout
  - a. Exemplify sustainable development through reutilization and expansion of existing facilities where possible.
  - b. Design new buildings and landscapes to suit the mountain desert climate of Santa Fe, harnessing the power of the sun and photovoltaics to approach a net-zero energy campus.
  - c. Harvest precipitation from buildings and hardscapes to irrigate landscapes within the campus, while restoring and protecting the arroyos and acequias that thread natural beauty through the campus.
  
2. Center
  - a. Open a large new urban park, “Santa Fe Green,” connecting a major new central academic building at the heart of campus to Cerrillos. Use the park to cover underground parking and large rainwater cisterns. Protect and enhance the central green with additional educational and civic buildings.
  - b. Build “St. Michael’s Pavilion” to house a new park café and bandstand for larger public events.
  - c. Enhance the northwest block with the Greer Garson Theatre and Fogelson Library with additional community buildings that provide additional space for the theatre and library, allowing them to thrive in the 21<sup>st</sup> Century. Create a new urban plaza between.

- d. Create a tree-lined perimeter boulevard between the campus and surrounding properties. Redeveloped buildings along the Cerrillos corridor will face the campus as well, providing a lively central commercial corridor facing the campus.
  - e. Construct affordable housing (200 units) along the east side of the property facing the reinvigorated “Los Pinos Trail” along the acequia.
  - f. Expand the Greer Garson Studios with additional sound stages and post-production facilities.
  - g. Refine the “Campus Quad” between the existing dormitories to create a more secluded academic landscape within the larger Midtown Campus.
  - h. Begin a tech-hub of commercial buildings for 21<sup>st</sup> Century entrepreneurship. Include a large new professional-quality maker space.
  - i. Strategically retract and expand the footprint of the higher education campus to provide fiscally sound alliances with the new public and private industries on the broader campus. The large new central academic building will provide an iconic nexus for the film, arts, and tech enterprises emanating from the classrooms, studios, and laboratories of campus.
3. North
- a. Expand Cerrillos to a boulevard street from St. Michael’s to Camino Carlos Rey, slowing it down with more space for sidewalks to desirable pedestrian destinations, shade trees, local travel lanes with parking, transit lanes and stops.
  - b. Expand LINC Zoning Overlay District to the north side of Cerrillos to balance this new urban corridor. Development shown on both sides of Cerrillos provides an estimated 1,250 apartments in three floors over ground floor commercial space.
  - c. Open a large new urban park, “Santa Fe Green,” connecting a major new central academic building at the heart of campus to Cerrillos.
  - d. Provide suitable parking structures internal to the blocks for students, shoppers, and residents designed in concert with the mixed use development.
4. East
- a. Transform the St. Michael’s corridor with mixed-use urban development implementing the incentives of the LINC zoning overlay.
  - b. Provide a range of mixed-income housing options: 1,500 apartments – including an estimated 1,250 units over commercial space, 200 new traditional apartments and 50 live work units.
  - c. Reconnect the Hopewell neighborhood to St. Michael’s and the revitalized Midtown Campus through smart street realignments and reopening of buried acequia networks.
  - d. Open the east entrance to the Midtown Campus through the provision of a new “Garson Park” that provides much needed open space for the Hopewell and new Midtown Campus neighborhoods.
  - e. Connect the mixed use development south of St. Michael’s with another entry into campus that does not require driving on St. Michael’s.
5. South
- a. Improve connectivity to Siringo Rd and the adjacent neighborhoods through the construction of two new roads connecting the south side of campus.
  - b. Continue ribbon of affordable housing along periphery of campus.
  - c. Construct another civic building to match the scale of the Higher Education Center to provide a compelling gateway into campus.
  - d. Preserve the natural setting around el Arroyo de los Chamisos as one of the last large vestiges of native grasslands in Santa Fe. Enhance the multi-modal trail network to provide excellent walkability and bicycle commuting.
6. West
- a. Redevelop underutilized land at periphery of campus, knitting a new street grid between the Midtown Campus and Franklin Miles Park.
  - b. Create a mixed-use tech-hub of live-work housing (75 units) and commercial buildings for 21<sup>st</sup> Century entrepreneurship. Parking should be shared and building entrances should be on several pedestrian lanes that connect the central green to Franklin Miles Park.