

SF MIDTOWN PUBLIC ENGAGEMENT PLAN

DPAC Engagement Team

LAND ACKNOWLEDGMENT

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 Nambe 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.

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OUR APPROACH FOR AN EQUITABLE AND INCLUSIVE COMMUNITY ENGAGEMENT PROCESS

For SF Midtown, UNM DPAC, consultants and partners, including the City of Santa Fe.

- **Transparency** through regular, ongoing, accessible, and factual communication and engagement, information sharing, input and feedback loops, as well as articulating and managing real and perceived conflicts of interest. This includes recognition of historic and ongoing power imbalances.
- **Co-creation** of the Midtown Engagement Plan that facilitates co-ownership of the plan and its implementation between the DPAC team and Midtown Engagement Partners, as well as other stakeholders and community partners.
- Collaboration with and between community stakeholders through various forms of acknowledgement and compensation for efforts in the public engagement process, such as with stipends, supporting related activities of local organizations, and bringing community organizations on to the team to co-create the principles and methods for meaningful and inclusive public engagement, as well as a meaningful and inclusive development plan.
- **Inclusive**, human-centered, 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, this includes language-access.
- **Accountable** and actionable outcomes from the public engagement process that documents and respects the participation and collaboration of the public with the DPAC Team, Midtown Engagement Partners, and the City that will be used to inform the disposition and development of Midtown. An implementation-oriented approach that considers desirability, viability, and feasibility, and appropriately incorporated the Midtown Planning Guidelines.

PUBLIC ENGAGEMENT ACTIVITIES

Objective: Building relationships, recruiting partners, breaking down barriers, and engaging people and organizations in important conversations and questions to help shape Midtown development plans and agreements. Focus is on engaging and centering voices that have been traditionally under-represented, including but not limited to youth, Spanish-speaking populations, people of color, low-income residents, and people who live in the areas surrounding Midtown.

1. **Informal Conversations** with community stakeholders to understand opportunities and challenges to the scope of work, as well as previous public engagement experiences and findings. **June 2020 - Present**
2. **Community Engagement Survey** to inform the partnerships, grant program, and other engagement processes. **Nov 2020 – Jan 2021**
3. **Build an Inclusive team of engagement partners** that includes leaders from community organizations and partners as determined by our community-led team. **Feb 2021- Present**
4. **Grant Program** design and implementation (described separately). **Jul – Oct 2021**
5. **Site Activations** and other engagement activities conducted by and with grantees/partners. **TBD**

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(approx. June–Oct 2021)

6. **Voices at Santa Fe Midtown**—a venue and “curriculum” for sharing experiences, sharing knowledge, and building skills among community stakeholders.
 - a. An ongoing conversation series Jun – Oct 2021.
7. **Communication and Documentation**
 - a. Videos and documents shared on Culture Connects Website
 - b. Monthly DPAC e-newsletter
 - c. Address concerns related to language access and prioritize translation and interpretation of materials and events. Ongoing
8. **Periodic Report to the Governing Body** and City staff to build relationships, coordinate activities, ensure the process and outcomes are feasible, and to incorporate their invaluable institutional knowledge. Ongoing
9. Research and Design Project Explorations from the **DPAC Design Studio**, while working separately and parallel to this process, add creativity and resources to the engagement activities and conversations.
Mar– May 2021

REFLECTION + EVALUATION

1. Evaluate effectiveness of coordination with City of Santa Fe and community partners.
2. Evaluate effectiveness of grant program.
3. Evaluate effectiveness of responsiveness to feedback and changes in direction.
4. Evaluate effectiveness of engagement partnership agreements, and activities.

RECOMMENDATIONS for PUBLIC POLICY re: development at SF Midtown [and elsewhere]

1. Desk Review of previous plans and promising practices from elsewhere
2. Review of these findings with community partners
3. Final recommendations

PHASES AND DELIVERABLES

PHASE 0: LISTENING AND LEARNING (prior to execution of the PSA)

Jun–Aug 2020

1. Informal Conversations with Stakeholders
 - a. Understand lessons and experiences from previous Midtown planning and engagement efforts
 - b. Identify information gaps
 - c. Identify big concerns that will affect this scope of work
 - d. Amplify interests and desires for participation

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PHASE 0 DELIVERABLES:

- Summary of conversations
- Updates on contacts of community partners

ADDITIONAL CONTEXT:

- Ongoing COVID Pandemic

PHASE 1: CO-CREATING AND ORGANIZING

Sep 2020 – Feb 2021

1. Convene initial Public Engagement Team to develop goals, principles, and Work Plan
2. Midtown Engagement Survey
3. Outreach to local civic and community organization to inform the Midtown Activation Program and Stipend parameters.
4. Public Engagement Charrette
 - a. 1-day workshop between DPAC Team and City's Midtown Public Engagement Committee
 - b. Refine the scope of work – principles, approach, deliverables

PHASE 1 DELIVERABLES:

- Survey and bullet point summary of survey results
- Final Draft Midtown Work Plan for review by City's Public Engagement Steering Committee, including a schedule of plan activities.

ADDITIONAL CONTEXT:

- Developer Contract Termination
- City of Santa Fe Communication Strategy Development
- Ongoing COVID Pandemic

PHASE 2: ENGAGEMENT PLAN IMPLEMENTATION

Feb – Oct 2021

1. Midtown Activation Program (MAP)
 - a. Draft and finalize MAP stipend application, selection criteria, and deliverable outcomes for comment and review
 - b. See MAP Project Description drafted by SFAI and DPAC Engagement Team
2. Share MAP plan with community leaders and organizations
 - a. Respond to feedback from community organizations that represent and serve portions of the underrepresented community members we seek to engage.
3. Develop and Implement Partnership Agreements
 - a. Pivot away from original RFP-based grant process and develop community agreements with community organizations.

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2. Civic Open and Programmable Space
3. Arts and Culture Organization Stabilization
4. Inclusive Design and Welcoming Places
5. Land Acknowledgement
6. Other

PHASE 2 DELIVERABLES:

- Community Partnership Agreements with outlined engagement activities with clear connections to developer recommendations
- Final draft of Midtown Activation Program (MAP) Stipend program design informed by community partners.
- Summary of changes to plans and process that led to community partnership agreements and new grant process (MAP)

OTHER ACTIONS:

- Necessary Contract Amendment
- City of Santa Fe Communication Strategy Development
- Ongoing COVID Pandemic
- Close of NEA OurTown Grant project(s)

PHASE 3: IMPLEMENTING, SUPPORTING, AND MANAGING

Jun – Sept 2021

1. Engagement Activities Led by Community Partners
 - a. Those contracted in Phase 2 will continue to implement their engagement process
 - b. Continue to convene a series of regular meetings to continue to refine and implement the engagement process
2. Midtown Grant Process
 - a. Community Partners and DPAC team will co-create a second will administer a grant process
 - b. Fully implement and complete the events within the MAP
3. Voices at Midtown Santa Fe Continued
 - a. Schedule a series of installments/ presentations that weaves throughout the engagement schedule and partners with community events
 - b. Manage logistics for the Voices Program with and for participants

PHASE 3 DELIVERABLES:

- Summary of grant process, application, and respondents, selections
- Schedule and bullet point summary of Voices Program
- Early synthesis of community engagement activities

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PHASE 4: SYNTHESIZING AND POLICY MAKING

Sept – Dec 2021

1. Identify Promising Practices for equitable public engagement and equitable and sustainable development for Midtown site.
 - a. Centralize and review relevant district/neighborhood scale development and policy plans
2. Coordinate Recommendations and Strategies
 - a. Organize, and prioritize key recommendations, desired outcomes and vision generated from the engagement process
3. Vet and Analyze Recommendations and Strategies
 - a. Develop a clear understanding of issues that the community development and public policy recommendations are intended to address
 - b. Coordinate with the City's Midtown Public Engagement Committee and planning and economic analysis consultant team to establish base level desirability, feasibility, and viability assessments
4. Synthesize and Finalize Recommendations and Strategies
 - a. Confirm priority recommendations, strategies, policies
 - b. Draft and finalize Midtown Community Development Public Policy Objectives Plan
 - i. Including community engagement processes

PHASE 4 DELIVERABLES

- Library of promising practices and proposed outline for final report
- Draft(s) of Midtown Community Development Public Policy Objectives Plan for City comments and edits; and acceptance of final Engagement Plan

PHASE 5: REFLECTING AND EVALUATING

Jun – Dec 2021

1. Evaluate the partnership agreement, MAP, stipend strategy as an effective engagement method
2. Reflect and assess elements of the Midtown Engagement Plan, such as process, activities, outcomes

PHASE 5 DELIVERABLES

- Summary of engagement process analysis, which may be inserted in as an addendum to the final Midtown Community Development Public Policy Objectives Plan for City review.

PROJECT COORDINATION

Objective: coordinate activities, schedule, and knowledge among stakeholders and partners and promote transparency in design, processes, and outcomes, along with responsible project management.

1. Meetings
 - a. DPAC Engagement Team: weekly

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- b. DPAC Team and City's Direct Contacts: semi-monthly
 - c. DPAC and City's Public Engagement Committee: monthly
 - d. DPAC and Midtown Engagement Partners: series of regular meetings
 - e. DPAC, Midtown Engagement Partners, City Public Engagement Committee, at relevant PSA and MAP milestones
2. Progress Reports
- a. Semi-monthly: developed in semi-monthly meetings with City's Direct Contacts and scheduled in time to draft bullet points for City Council meetings packages
 - b. Deliverables based on Midtown Engagement Plan schedule
 - c. Invoices due upon City's acceptance of deliverables
3. Project Activities Schedule
- a. Develop and maintain engagement schedule in coordination with City's communications and engagement activities, including:
 - i. Land use planning
 - ii. District-Based Forums with City Councilors (tbd)
 - iii. Industry Sector Discussions
 - iv. Midtown Public Survey on key elements of sustainable development
 - v. City Council Presentations
 - b. Brainstorm with the City creative and accessible ways that intersect with the Midtown Engagement Plan
4. Other Coordination
- a. Coordinate progress with City's public programs and website(s): "Midtown Monday" and "Midtown District Santa Fe"
 - b. Advise City on engagement communication and language accessibility to ensure factualness, consistency, and clarity with Midtown Engagement Plan and progress

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GLOSSARY OF TERMS

- **City's Public Engagement Committee (Client)** – staff of various departments that will review, comment, and make recommendations for acceptance of Consultant deliverables.
 - Direct Contacts: Alexandra Ladd (Director, Office of Affordable Housing) and Daniel Hernandez (Proyecto, Project Manager)
- **Community Partnership Agreement-** a memorandum of agreement that informs a contract outlining accountability between DPAC Team and community organizations and deliverables from engagement efforts.
- **DPAC Public Engagement Team or DPAC Team (Consultant)** – includes the primary consultants - UNM professors and staff of DPAC, students/interns associated with DPAC, Santa Fe Art Institute (Jamie Blosser, Director), Kathleen Gygi, and advisors Chris Jonas, (Director of Littlelobe), and Tim Castillo (UNM Special Advisor to the Provost for Santa Fe).
 - Direct Contacts: Michael Pride (DPAC Director) and Hally Bert (Project Assistant)
- **Human-Centered Approach-** an approach that sees community members as the experts on their experience and prioritizes processes that champion the voices of those most impacted.
- **Midtown Activation Program (MAP)** – a grant program to support the efforts of local organizations to creatively engage a broad spectrum and interests of Santa Fe, with a focus on people and communities often underrepresented in planning, development, and public policy making.
- **Midtown Communication** – a commitment by DPAC and the City to provide information, updates, and facts to frequently asked questions in as many accessible venues as possible.
- **Midtown Disposition and Development Agreements (DDA)** – City documents for the disposition and development of the Midtown Site as a phased parcel and/or master plan development with one or more development and/or business entities. The deliverables generated through the Midtown Engagement Plan will inform the City's DDA(s). Disposition refers to a written agreement providing for a transaction or series of transactions between the developer and the City.
- **Midtown Engagement** – a commitment by DPAC and the City to create accessible forums, opportunities, and surveys for conversation, 2-way input and feedback loops, and other ways for engaging the public regarding the disposition and development of Midtown.
- **Midtown Engagement Survey** – an initial survey performed by the DPAC Public Engagement Team with local organizations and key stakeholders to inform the development of the partnerships.
- **Midtown Public Engagement Partners or Midtown Engagement Partners** – representatives of organizations who co-create, implement, and evaluate the Midtown Engagement Plan. Engagement partners and DPAC Team are accountable to one another through community partnership agreements
- **Midtown Public Engagement Work Plan**– the work plan that has been accepted by the City of Santa Fe for a public engagement process focused on the Midtown Site.
- **Midtown Site**—the 64-acre+ site owned by the City of Santa Fe and/or the site and subject of the Midtown Development project.