



# AGENDA

ECONOMIC DEVELOPMENT  
ADVISORY COMMITTEE  
MAY 12, 2021 AT 11:00 AM  
ATTEND VIRTUALLY

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## SPECIAL PROCEDURES FOR ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Attendance: In response to the State's declaration of a Public Health Emergency, the Mayor's Proclamation of Emergency, and the ban on public gatherings in excess of those permitted in the current Public Health Order, the Economic Development Advisory Committee meeting will be conducted virtually.

Viewing: Members of the public may join the Zoom meeting by internet or phone, as follows:

Internet: To join the Zoom meeting on the internet using a computer, laptop, smartphone, or tablet, use the following link: <https://santafenm.gov.zoom.us/j/94856727748?pwd=N3M4SUVSNnBtMXY0dTg4OFIRb2hqQT09>.

**Passcode: 882940**

Attendees should use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

Phone: To join the Zoom meeting using a phone, use the following phone numbers and Webinar ID: **US: 1 (346) 248-7799 - Webinar ID: 948 5672 7748 - Passcode: 882940**  
Phone attendees should press \*9 to use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

The agenda and packet for the meeting will be posted at <https://santafe.primegov.com/public/portal>.

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF CONSENT AGENDA**
5. **APPROVAL OF MINUTES**



# AGENDA

ECONOMIC DEVELOPMENT  
ADVISORY COMMITTEE  
MAY 12, 2021 AT 11:00 AM  
ATTEND VIRTUALLY

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- a. April 7, 2021
6. **ACTION ITEMS: CONSENT**
7. **ACTION ITEMS: DISCUSSION**
8. **PRESENTATION**
  - a. STIR Labs Program (Elizabeth Camacho, Economic Development Communications Administrator: [excamacho@santafenm.gov](mailto:excamacho@santafenm.gov), 505-955-6042)
  - b. Economic Development Department Overview of the Midtown Bi-Weekly Development Update Report. Report: Incremental Development Next Steps. (Daniel Hernandez, Project Director at Proyecto LLC, [daniel@proyecto.is](mailto:daniel@proyecto.is), 917-930-0106; and Rich Brown, Director, Community & Economic Development Department, [rdbrown@santafenm.gov](mailto:rdbrown@santafenm.gov))
9. **PUBLIC COMMENT**
10. **MATTERS FROM STAFF**
11. **MATTERS FROM THE COMMITTEE**
12. **MATTERS FROM THE CHAIR**
13. **NEXT MEETING: Wednesday, June 9, 2021**
14. **ADJOURN**

**Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.**

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
WEDNESDAY, APRIL 7, 2021, 11:00 AM  
ATTENDED VIRTUALLY VIA ZOOM**

**1. CALL TO ORDER**

The meeting of the Economic Development Advisory Committee was called to order by Councilor Vigil Coppler, Chair, at 11:00 am on Wednesday, April 7, 2021 and was attended virtually.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor JoAnn Vigil Coppler, Chair  
Kate Kennedy  
Ryan Gallagher  
John Fiens  
Ryan Cordova  
Meghan McGarrity  
Robert Lurcott  
Johanna Nelson  
Victoria Murphy

**MEMBERS ABSENT**

Melessia Coleman, Excused

**OTHERS PRESENT**

Rich Brown, Director, Department of Community Development  
Janice Krish, Economic Development  
Lauren Lucero, Asset Development  
Sean Moody, Asset Development  
Daniel Fernandez, Project Director, Midtown  
Andrea Salazar, Assistant City Attorney  
Elizabeth Martin, Stenographer

**3. APPROVAL OF AGENDA**

**MOTION** A motion was made by Mr. Lurcott, seconded by Ms. Kennedy, to approve the agenda as presented.

**VOTE** The motion passed on a roll call vote as follows:

Councilor Vigil Coppler, yes; Ms. Kennedy, yes; Mr. Gallagher, yes; Mr. Fiens, yes; Mr. Cordova, yes; Ms. McGarrity, yes; Mr. Lurcott, yes; Ms. Nelson, yes.

**4. APPROVAL OF CONSENT AGENDA**

None.

**5. APPROVAL OF MINUTES  
MARCH 10, 2021**

**MOTION** A motion was made by Mr. Cordova, seconded by Ms. Kennedy, to approve the minutes as presented.

**VOTE** The motion passed on a roll call vote as follows:

Councilor Vigil Coppler, yes; Ms. Kennedy, yes; Mr. Gallagher, yes; Mr. Fiens, yes; Mr. Cordova, yes; Ms. McGarrity, yes; Mr. Lurcott, yes; Ms. Nelson, yes; Ms. Murphy, yes.

**6. ACTION ITEMS: CONSENT**

None.

**7. ACTION ITEMS: DISCUSSION**

None.

**8. PRESENTATION**

**A. MIDTOWN PROGRESS REPORT: REFI/SOLICITATION NEXT STEPS**

Mr. Fernandez said on March 31<sup>st</sup> we did a presentation and had a discussion with City Council on the Midtown Project. There is a memo in your packet that outlines the information. This is a pivotal moment for us in this project. The scope of work has changed substantially. We will make our second presentation to Council on land use and zoning on April 14<sup>th</sup>.

Mr. Fernandez presented a Power Point presentation.

Mr. Brown said this is where we are and what our next steps will be. He is in the process of getting a Project Manager for the zoning part of the project. That person will report to Public Works or the City Manager so they can make policy suggestions. We were selected to receive \$1 million in capital outlay funds and will use that to keep this process going. It will be used for zoning and infrastructure work.

Ms. McGarrity said as to the reuse of the buildings at Midtown, she worked with a group on the Fogelson Library building. There was a discussion about bringing a 21<sup>st</sup> Century Library to Fogelson and about building a new building for the library. Is it possible to further assess the building as to keeping it or not.

Mr. Fernandez said that assessing all the buildings is still a process that needs to happen. Fogelson is a priority. That committee may need to reconvene. He is working on a calendar with Rich on that process.

Mr. Brown said keep in mind that some of these buildings are legacy buildings. They may play a part in our strategy. Dealing with older buildings is an issue that all kinds of cities across the Country are dealing with. We do need to relook at the buildings.

Ms. McGarrity asked is a brownfield designation still in the mix for strategy.

Mr. Brown said it will be part of the process. We still need to do the environmental study to determine which parts are brownfield.

Ms. McGarrity asked if there was something in the mix as to the use of equipment and assets at Midtown.

Mr. Brown said the Arts and Culture Department is currently doing an assessment of the assets. Sam Burnett, the Property Manager, is working with them to complete that task.

Ms. Nelson asked regarding the Federal funding in the American Rescue Act and the Infrastructure Package, do you think this project will be in a position to use the funds in this fiscal year.

Mr. Brown said yes. When approved and distributed they will have a two year use. They can be part of a capital stack. We don't have a specific plan yet because we do not fully understand the funding mechanisms, but it will be an opportunity for us.

Mr. Cordova said Daniel talked about rezoning. What is the timeline for that in the calendar.

Mr. Fernandez said we are looking at 14 to 18 months for the project. We want to have zoning in place by the end of the year or January. We don't want to wait for zoning to be complete before we bring in partners for solicitations for development.

Mr. Brown said while we want to have economic development in whatever we bring to the table, we may start with housing. Economic strategy, expanding the use of buildings to expand economic uses are critical. We have a bond to pay and we are trying to increase the land value.

Mr. Fiens said it feels like having a monthly discussion about this in this Committee is going in the right direction. Continuing to have transparency is critical. The first thing that happened last week at Council was that some Councilors felt steam rolled. He would like to see everything be transparent at a high level with equity. There is a lot of distrust of Santa Fe government and a lack of confidence.

He thought Councilor Lindell hit the nail on the head. She asked if we have the bandwidth to deal with this at a staff level. That is a legitimate question. This is a huge project. He wonders what the reality is here. He is not advocating for this, but is starting to understand why some people are looking at selling as an option.

What he would like to see is the data, the ROI and the calendar. What do we need to spend to get to what value. You need to take the time to map out staff hours realistically from top to bottom. Make it practical. He encourages you to give us a fleshed out document at the next meeting.

Mr. Lurcott said his concern with the project is there really needs to be a flexible development plan in place which lays out what development parcels look like. He is also concerned about public engagement. He understands that there is a process now using UNM's help to begin public engagement again. He is interested in what that process looks like. There needs to be structures documents as a plan for those interested in development. He is curious what that plan will look like.

Mr. Fernandez said the zoning and land use plan has to go hand in hand with the development plan. The infrastructure plan will overlay that. Right now there are not even utilities available to all areas of the property. The infrastructure plan will also include where the roads will be. We will be presenting that process at Council in April.

Chair Vigil Coppler said this is a project in flux and will be ongoing for quite awhile. She encourages this Committee to pay close attention. The more knowledgeable you are the more informed comments and suggestions we can make to Councilors. She hopes we get additional information on cost and budgets. There was some disappointment from some Councilors as to no involvement from Council as to where we go from here. In her case, most of the comments she gets from constituents are that they hold Council accountable. Councilors have also expressed concern about having staff capacity to work through this project. Not in their knowledge as staff, but in the time they have to work on this.

Ms. McGarrity asked how does the Midtown Link relate to this. Will zoning requests go to the Planning Commission.

Mr. Brown said right now we are zoned as a residential zone. We need C-2 to get into the Midtown Link.

Mr. Fernandez said that is another thing that will be discussed on April 18<sup>th</sup> at

Council. We will go through the regular process on the zoning.

Ms. Salazar said we have to rezone in order to get to planning. We have to rezone the property in full in order to use the overlay link. There are benefits to that. The first task is rezoning. That is why having a Project Manager to do that is necessary.

Mr. Ryan asked if that person would take the recommendations to Council.

Ms. Salazar said she was not sure of the exact process. The idea is that person would go through the entire process as the point person.

Chair Vigil Coppler said the zoning is more general. When you get to land use planning it seems those should go to Council for approval. Council looks forward to the presentation on April 18<sup>th</sup>. The Committee should keep their eyes open as to what is going on so we can let staff know what we are thinking and what our concerns and ideas are.

Mr. Brown said we will give another update at the next EDAC meeting and at ongoing meetings.

Mr. Fiens asked what about money availability for other businesses.

Mr. Brown said the City received \$50 million. He did not know how that will be broken down into categories. Some will go to the 230 businesses who did not receive CARES Act money and are still struggling. Midtown will come from the Infrastructure Bill that is winding it's way through Congress. It is also unclear at this time which entity will distribute the funds.

## **9. PUBLIC COMMENT**

None.

## **10. MATTERS FROM STAFF**

Mr. Brown thanked Ms. Krish for doing a good job at her first meeting as Liaison for the Committee. We appreciate Ms. Martin being with us as well.

He said we need to say goodbye to Lauren Lucero. She is leaving us for a position in Los Alamos. This is her last meeting. She has done an amazing amount of work for us during the pandemic. We want to acknowledge that.

Hopefully at our next meeting we will be bringing a couple of LEDA expansion grants to you. Fabian has been working on those. There are signs of life in the City of

Santa Fe as to economic development.

## **11. MATTERS FROM THE COMMITTEE**

Ms. Kennedy asked for an update on the new business license process. It is a very difficult process for getting a new license or renewing a license. She has received a lot of negative feedback from Chamber members. Please add it to the agenda for the next meeting as well.

Mr. Brown said we do have two staff and are bringing in two temporary staff to help. We have budget hearings next week and have added one additional permanent staff position as well. He apologizes for the struggle with the process and any harm that has brought to businesses. We are all struggling through the pandemic.

Ms. Kennedy said she appreciated Mr. Brown's efforts in clarifying and updating.

Chair Vigil Coppler said there are a lot of different types of users that are not PC users. Please look at that.

Mr. Brown said he did ask the IT folks to look at that issue. He has not received an answer back yet.

## **12. MATTERS FROM THE CHAIR**

Chair Vigil Coppler said our regular meeting will be on May 12<sup>th</sup>. If anything important comes up before that we will schedule a special meeting.

Ms. Kennedy asked to have someone speak to the Committee at the next meeting about the new Legislation on alcohol sales and how special events will be impacted.

Chair Vigil Coppler said she and Rich will discuss that for the next meeting.

Chair Vigil Coppler thanked Lauren for her hard work and wished her all the best. We appreciate your service.

## **13. NEXT MEETING MAY 12, 2021**

**14. ADJOURN**

There being no further business before the Board the meeting adjourned at 12:30 pm.

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Councilor JoAnne Vigil Coppler, Chair

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Elizabeth Martin, Stenographer

# **STIR LABS**

EDAC May 4, 2021



- Heard about it from Travis Kellerman, Impact Strategist and Albuquerque
- Jay Nath Co-Ceo and Former Chief Innovation Officer in San Francisco
- City Innovate is inviting **governments** to apply by **August 31st** to join the **first STIR Labs program cohort**.

# Got accepted

Predominantly based on years of experience

Sign legal papers

## STIR Labs Inaugural Cohort



Bring in, Jon Mertz, Founder of Santa Fe Innovates

# Design Thinking workshop

## Elements of Design Thinking Mindset



Creativity



Empathy



Optimism



Iteration



Collaboration



Visualization



Gestalt View



Ambiguity

Michel, Rene C., et al. "Using Design Thinking: Conceptual Review, Synthesis and Research Agenda." *Academy of Management Proceedings*, vol. 2015, no. 1, 2016, p. 1607. doi:10.5465/ambpp.2015.16071a0001



## Seek "New and Unusual" Perspectives



### Diverge

- Defer judgment
- Welcome new perspectives
- Avoid, "yes, but"

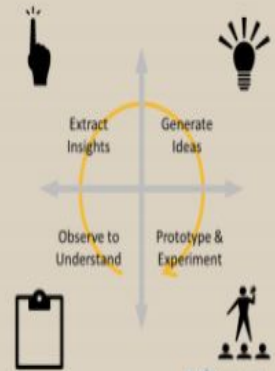
### Converge

- Build upon the ideas of others
- Embrace "yes, and!" thinking
- Make your teammates successful

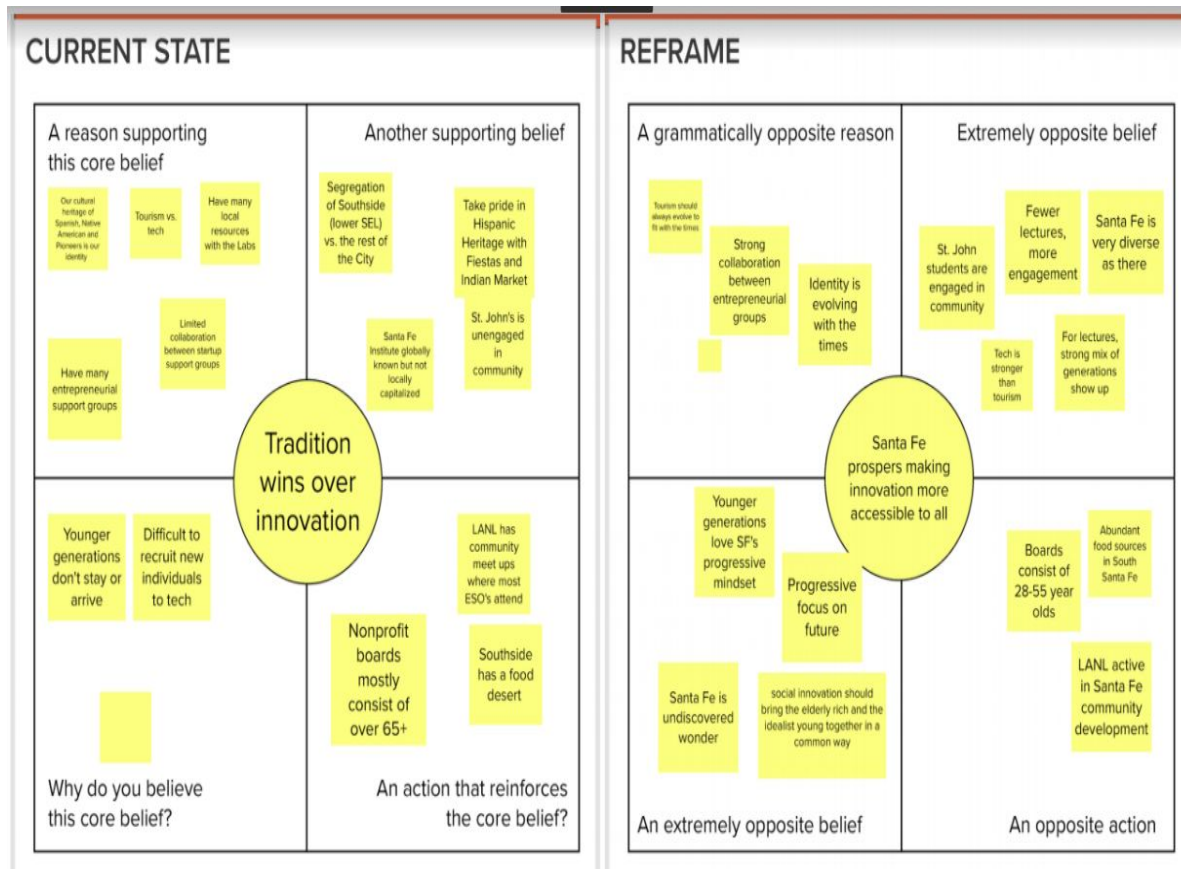


## THE HAAS PROCESS OF DESIGN THINKING

A scalable, iterative process of innovation based on shared language and skills.



# Initial Santa Fe Design Thinking Workshop



- Focus on Youth
- Equity training
- Anecdotal
- Need more data

# Variety of Ideas

Examining over-dependence on tourism ✕

economic recovery industry change

tourism

Diversifying workforce

diversity generations Gen Z

millennials workforce development

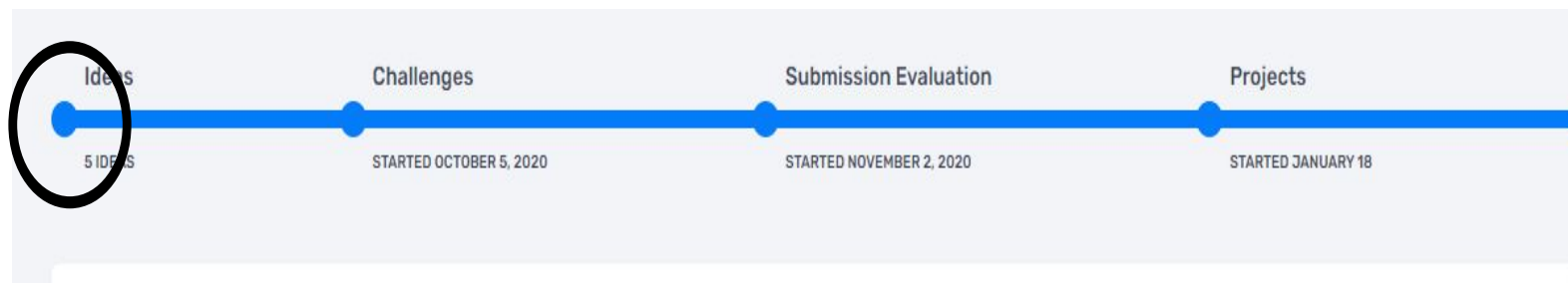
Increasing and promoting tech businesses

startups technology tech transfer

For-Profit Social Innovation

ecosystem social entrepreneurship

social innovation



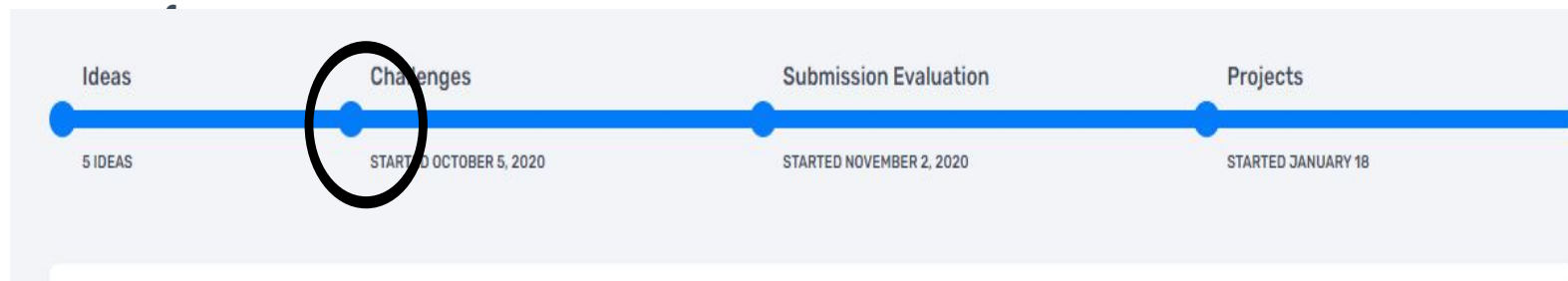
# Define our Challenge

Engage tech ecosystem in Santa Fe

The City of Santa Fe is seeking a collaborative solution to engage technology experts and executives for our younger generations to start companies and lead social innovation, leveraging resources (e.g., national labs, accelerators, educational institutions and investors).

For the full challenge visit:

<https://www.cityinnovate.com/stirlabs-challenges/sl-engage-tech-ecosystem-in>

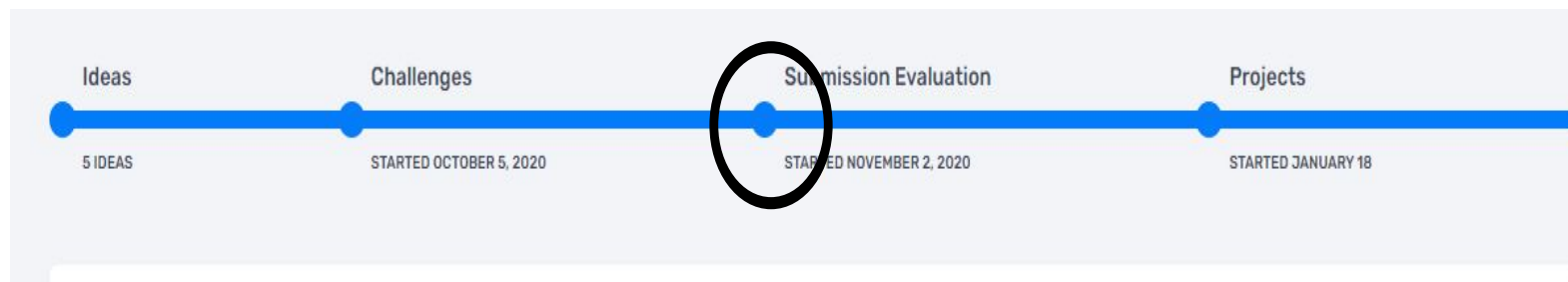


# Received 3 Proposals

UNM Innovation Academy

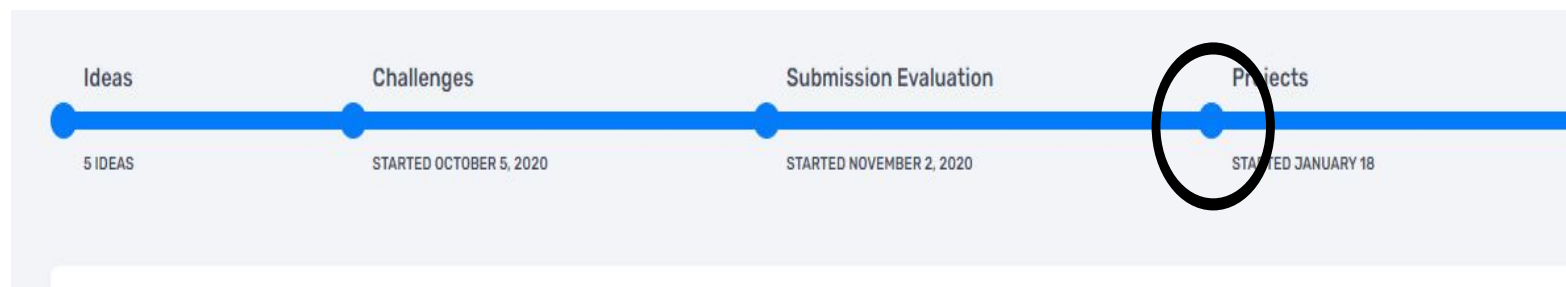
Sacramento State University

West Virginia University



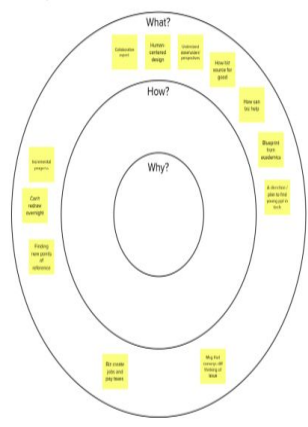
# Chose UNM & Added Partners

Amongst the high-impact projects, the city of Santa Fe highlights the power of bringing government, academia, and community partners on board. The City of Santa Fe will be working with **Nancy Lewis (Director of the Canopy for Creative Collaboration)**, **Wellington Spetic (Director of New Mexico for Good Program)**, and **Manuel R. Montoya (Associate Professor)**, at the University of New Mexico. Utilizing design thinking methodologies, the research team will study the current entrepreneurship landscape and technology ecosystem in Santa Fe to identify needs and potential solutions within the community. Along with the research team at UNM, a number of community partners will also be supporting the effort such as Santa Fe Innovates, Patrick Duran (**Economic Development Outreach Specialist for Los Alamos National Lab's Community Partnerships Office**), and the **Myrriah Tomar (Tech Community Builder | Director, Office Science & Technology, New Mexico Economic Development Department.)**



# 2nd design thinking: tension between labs/tech and folk/heritage

Bullseye



# Methodology

Over a period of 16 weeks, we will undertake a form of preliminary research referred to as **“design-based participatory dialogue.”** This participatory, community-based research method is often utilized as a means to **uncover assumptions or root elements of a complex social problem.** This research is both an end in itself while also serving as a means to develop a future research agenda.

Raymond Williams, whom in the 1970s developed a framework for **building a culturally-intelligent vocabulary** that accounted for the disjuncture between rural and urban people. He believed that a long-standing lack of communication between rural and urban peoples extended to academics and urged “the measurement to evaluate the measurer” (Williams, 2014). This resulted in two of his seminal works, *The Country and the City* (1973), a preliminary discussion on the **contested terms used to define rural and urban landscapes**, and *Keywords* (1976), an ethnography/glossary of terms that reconnected and consolidated words that were gleaned from the dialogues of his 1st work.

# Methodology

This is consistent with a renewed interest in preliminary dialogue as a **mode to build social cohesion in cities and other multi-cultural structures (Fonseca, et. al 2019)**. More experimental methods are recommended by scholars of social cohesion to address the disjuncture that consistently prevents sustainable knowledge transfer, specifically targeting culturally contested terms that force social initiatives to reset themselves.

In the context of technology, the field of cultural geography mapped out the concept of the “technoscape” to **explore the intersection of social, political, and economic forces to explain the production of cultural values over time within a given place.**

# Methodology

Effectively, our current project is attempting to understand the technoscape of the Santa Fe and Northern New Mexico in order to refine the following questions:

We will pick a **historical period as defined by a specific technology or set of technologies** and begin by discussing what that historical period matters.

2. We will **identify who participated in that period and try to fill in what we think these communities** thought about that technology (referred to by Williams as a “**structure of feeling**”)
3. We will then **identify several keywords** (including from a basket that we have already anticipated being important words and “pour” them into these historical periods. Why do these **keywords play a role in how we see technology?** What **cultural habits were shaped by the technology in question?**

# Output

1. A glossary of culturally-intelligent terms that we can disseminate to stakeholders with explanations for why these words matter (as indicated in the dialogues)
2. Summary of research
3. A set of recommendations for any data innovations that can take place
4. Other recommendations/implications for further research

# Why?

To understand the role technology plays in shaping cultural views about jobs and economic growth in the tech sector for the City of Santa Fe

This is part of a larger discussion about how we attract and retain talent in New Mexico and how we attend to the economic and social health of the diverse communities that constitute our state.

# Topics

Session 1 -- Bio/Lab Tech

Session 2 -- Ag Tech/Land Based

Session 3 -- Media Tech

Session 4 -- Software/Comp Tech

Session 5 -- Infrastructural tech

# Invites

SFBI

LANL & Sandia Historians

UNM Health Sciences

North Central New Mexico Economic  
Development

NM Acequia Association

UNM Center for Regional Studies

USDA agricultural service

UNM CRS and American Studies

Meow Wolf

Earth Care

Currents New Media

Electric Play House

HD3

Descartes

Falling Colors

Pebble Labs

Catapult Partners

Flow Science

City of Santa Fe Councilor

MicroGridSystems

Little Globe

# Cost to the City of Santa Fe

- \$8K to UNM from City of Santa Fe
- \$2K from City Innovates
- UNM committed between 15-20 hours per week to the research project and will also have the support of a graduate student assistant.
- Approximately 150 hours from City of Santa Fe Staff during over a period of one year (September 2020 - September 2021)
- Management, Software, Updates, Design thinking expertise from City Innovates

# Nancy Lewis - UNM Team

Nancy Lewis is the Director of the Canopy for Creative Collaboration at the University of New Mexico's Innovation Academy. She brings an expertise in design thinking/human-centered design and systems thinking. Originally trained as a Speech-Language Pathologist, Ms. Lewis conducted extensive clinical research resulting in a standardized evaluation test for children that has been in use for over three decades (Khan-Lewis Phonological Analysis Third Edition. Pearson Publishing.

<https://www.pearsonassessments.com/store/usassessments/en/Store/Professional-Assessments/Developmental-Early-Childhood/Khan-Lewis-Phonological-Analysis-%7C-Third-Edition/p/100001242.html>). In recent years, she conducted research using design thinking methodology through two consecutive Maternal and Child Health grants, with additional support from the Thornburg Foundation. Between 2018-2019, she led a team investigating school readiness using a Systems Practice approach via a McCune Foundation grant. As the Director of the Canopy for Creative Collaboration, she planned, designed and launched an open-space lab and curriculum to bring innovative problem solving skills and a design thinking mindset to the UNM community, enterprise partners such as Sandia National Labs, Air Force Research Labs and the State of New Mexico government agencies, as well as the community at large. <https://www.linkedin.com/in/nancy-lewis-1a50b7199/>.

# Wellington Spetic - UNM Team

Wellington Spetic is lecturer in Sustainable Business Management and the director of the New Mexico for Good Program, which is a multi-stakeholder effort to educate businesses, build knowledge for practice and convene change-makers for sustainable and inclusive economic development in New Mexico. His current research and teaching center on impacts and how business can be sources of social and environmental innovations. He is currently involved with at least three research projects about business models that embody social innovations, including: "Furthering the B Corp movement: unpacking the mechanisms underlying collective action"; "What is the ideal model of social entrepreneurship in New Mexico?"; and "How can impact investing work in New Mexico to fund emerging for-profit social enterprises?" Wellington has received his PhD from the University of British Columbia (Canada) and was Postdoctoral Research Fellow with the Center for Peace and Commerce at the University of San Diego's School of Business. He has published in Business Strategy & the Environment, Canadian Journal of Forest Research, and the International Journal of Operations & Production Management:

<https://www.linkedin.com/in/wellington-spetic-617ab945/>

# Manuel Montoya - UNM Team

Manuel (MJR) Montoya, Ph.D. is an Associate professor of international management (IM). His work focuses on global political economy and how we make the planet a meaningful part of our social and economic realities and has published work on issues ranging from international trade to creative economy. He has delivered over 100 lectures across the world and has advised world leaders on emerging markets and global conflict. A member of the Council on Foreign Relations, and recipient of UNM's Presidential Teaching Fellowship, his current research focuses on "rural cosmopolitanism" and the ontology of place as a driver of economic growth for emerging economies such as New Mexico.

# Questions

**Thank you**

# MIDTOWN

## SANTA FE

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# ACTION PLAN – Nine (9) Actions

1. City As Master Developer (Cancel RFEI Solicitation)
2. Rezone Site (Development Framework Plan)
3. Plan for Infrastructure
4. Reuse Existing Buildings for Community Purposes
5. Prepare Site and Buildings for Reuse and Redevelopment
6. Promote Garson Studies Complex
7. Identify Parcels for Mixed-Income and Affordable Housing Development
8. Access and Establish a Public Funding Mechanism
9. Engage the Public for Development Planning

*(From Memo to Governing Body, from Rich Brown, Director of Community & Economic Development, dated March 26, 2021)*

# ACTION PLAN – Current Status

## #2 Rezone Site (Development Framework Plan)

- Increasing City capacity
  - Confirming scope and terms for duration of planning and approvals period
  - Staffing

Due: May 15

# ACTION PLAN – Current Status

## #4 Reuse Existing Buildings for Community Purposes

- Rank buildings for reuse
  - Fogelson Library Complex
  - Visual Arts Center
  - Garson Performance Theater
- Assess for possible institutional use
- Align with land use and development planning
- Develop method for soliciting and evaluating proposals

Due: June 30

Public Information Presentation Topic for May 12

# ACTION PLAN – Current Status

## **#7 Identify Parcels for Mixed-Income and Affordable Housing Development**

- Prioritize as part of development framework planning process
- Develop method for soliciting and evaluating proposals

Due: August 30

# ACTION PLAN – Current Status

## #8 Access and Establish a Public Mechanism

- Meetings underway to evaluate potential development structures
- Research underway for potential infrastructure/ utilities funding methods

Due: July 30

Public Information Presentation Topic for June 09

# ACTION PLAN – Current Status

## #9 Public Engagement for Development Planning

- Initial tool kit recommendations
- Finalizing outline a Community & Sustainable Development Tool Kit outline
- Coordinating schedule between land use planning team and the public engagement team
- Focus engagement activities for public input/ feedback through spring and summer 2021

Due: Dec/Jan 2021

Public Information Presentation Topic for July 14

# MIDTOWN SANTA FE

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For Midtown Reports Presentations and General Information:

**[www.MidtownDistrictSantaFe.com](http://www.MidtownDistrictSantaFe.com)**

For community stories and aspirations for Midtown:

**<https://www.cultureconnects.site/>**