



Agenda

Regular Meeting of the
Economic Development
Advisory Committee
September 2, 2026 at 11:00 AM
Santa Fe Business Incubator
3800 Paseo Del Sol
Santa Fe, NM 87507

Procedures for Economic Development Advisory Committee Meeting

Join Zoom Meeting:

[https://santafenm-
gov.zoom.us/j/83314578481?pwd=43m0IVRTb3XLrhJXilmOIKpEcbCsb.1](https://santafenm.gov.zoom.us/j/83314578481?pwd=43m0IVRTb3XLrhJXilmOIKpEcbCsb.1)

Meeting ID: 833 1457 8481

Passcode: 536279

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Consent Agenda
5. Approval of Minutes
 - a. Approval of the August 5, Economic Development Advisory Committee (EDAC) Meeting Minutes
6. Action Items: Consent Agenda
7. Action Items: Discussion Agenda
 - a. CONSIDERATION OF RESOLUTION NO. 2026-____. (Mayor Michael Garcia, Councilor Elizabeth Barrett, Councilor Paul Bustamante)
A Resolution Approving the Hopewell Mann Neighborhood Stabilization Plan.
(Carly Vendetti, Metropolitan Redevelopment Agency Deputy Director;
cavendetti@santafenm.gov)

Committee Review:

Governing Body (Introduced): 08/26/2026

Metropolitan Redevelopment Commission: 09/02/2026

Economic Development Advisory Committee: 09/02/2026

Public Works and Utilities Committee: 09/21/2026

Quality of Life Committee: 09/23/2026

Governing Body: 09/30/2026

8. Public Comment
9. Matters from Staff
10. Matters from the Committee
 - a. Subcommittee Updates
11. Matters from the Chair
12. Presentations
 - a. Santa Fe Business Incubator (SFBI) Update and Tour (Dana Catron, President & CEO, Santa Fe Business Incubator, danacatron@sfbi.net)
13. Next Meeting:
 - a. October 7, 2026
14. Adjourn

Persons with disabilities in need of additional accommodations, contact the City Clerk's office at 505-955-6521, five (5) working days prior to meeting date.

Economic Development Advisory Committee Brief

August 5, 2026

City of Santa Fe Office of Economic Development

Spotlight Events / Upcoming Engagement

- 505 Night Market, The Railyard — Aug 8
- UpSpring Office Hours, NM Innovation Hub — Aug 20
- UNM Accelerator applications due — Aug 21
- Bikes for Business, The Alley — Aug 26
- Go Local, Go Different impact reports due — ~Aug 29

Resource Updates

- SPUR Grant: 100+ applications reviewed; awards expected early August
- SAFE Grant: \$100,072 committed of \$209,999 (47.65%)
- SAFE eligibility: commercial-only, clarified
- Go Local, Go Different: grant period closed July 30; impact reports due ~Aug 29

Development Projects

- 608 total permits issued
- \$23.7M total valuation
- \$545K in fees paid
- New residential: Verdote, Pulte, D.R. Horton, Roberts & Sons/Housing Trust, \$14M
- New commercial: Sherwin Williams, Sagebrush Church, \$2.18M
- Express/repair permits: 93, \$2.87M

Business License Summary

- 671 total business licenses issued year-to-date (473 Santa Fe-addressed)
- July: 91 issued (59 local)
- Top categories: standard registrations, food sales, salons, out-of-jurisdiction contractors

Incentives – JTIP + STEP UP

- No July award identified

Incentives – LEDA

- Beck & Bulow: 66.7% complete
- Parting Stone: 57.1% complete
- Santa Fe Shine / Marty's Meals: 96.6% complete
- Earth Traveler: in termination

Strategic Assets & Major Projects

- Trade Port District: under state review (submitted June 18)
- El Lucero Site Readiness: pending NMEDD response
- ArtHouse Apartments (Midtown, 129 units): on track for summer 2026
- AC Marriott: appeal rejected, proceeding
- Santa Fe Food Market: September opening, 18+ vendors
- Run Different guide launched with Santa Fe Striders

Key City News

- Airport Road construction continues through end of August
- Santa Fe named Best City in the US by Travel & Leisure
- IFAM: record year, \$4M in sales
- Santa Fe Popcorn Co. opened near the Plaza
- Plaza closed to vehicles through Día de los Muertos
- Unemployment (June): NM 4.8%, Santa Fe 4.3%

OED Snapshot

- SPUR moving into award and contracting stage
- BRE framework and SourceLink reporting in progress
- New Navigator wins: we.grow.eco, Mineralbound Silver, Anderson Transportation
- Business spotlight: Annapurna's World Vegetarian Cafe
- New hire: Bernadette Gomez, Southside Business Development Coordinator
- Open role: Workforce Development Specialist
- Coming soon: RFQ for Go Local Go Different, RFP for Communications

OED Monthly Dashboard

- July: 93 OED interactions, 79 incoming requests, 52 active clients
- July: Navigator — 92 interactions, 77 clients (22 new, 55 repeat), 119.72 hours delivered
- July: Navigator-assisted jobs — 47 FT + 2 PT created; \$2.18M in grants/gifts received this period



Date: July 28, 2026

To: Governing Body, Quality of Life Committee, Finance Committee

From: Carly Venditti, Metropolitan Redevelopment Agency Deputy Director CAV

Via: Andrea Phillips, Deputy City Manager

RE: Adopting the Hopewell Mann Neighborhood Stabilization Plan

SUMMARY:

The proposed resolution would adopt the Hopewell Mann Neighborhood Stabilization Plan, a community-driven plan that identifies strategies, policies, and actions to preserve housing affordability, support residents and businesses, improve infrastructure and public safety, expand economic opportunity, and strengthen long-term neighborhood stability. The Midtown Community Development Plan, adopted in 2023, identified neighborhood stabilization as a key strategy to promote housing affordability, minimize displacement, and support long-term community stability. It specifically calls for a community-driven Neighborhood Stabilization Plan for the Hopewell Mann neighborhood due to redevelopment pressures associated with the Midtown redevelopment project.

ATTACHMENTS:

Resolution
Fiscal Impact Report

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2026-__

INTRODUCED BY:

Mayor Michael Garcia

Councilor Elizabeth Barrett

Councilor Paul Bustamante

A RESOLUTION

APPROVING THE HOPEWELL MANN NEIGHBORHOOD STABILIZATION PLAN.

WHEREAS, the Governing Body adopted the Midtown Community Development Plan for the Midtown Redevelopment Project through Resolution No. 2023-5; and

WHEREAS, the Midtown Community Development Plan is founded on the principles of equitable and sustainable development and identifies as a key goal that Midtown provide housing affordability and security by supporting neighborhood stabilization, community cohesion, and opportunities for permanent residency across generations while minimizing displacement; and

WHEREAS, the Midtown Community Development Plan calls for the preparation and implementation of a community-driven Neighborhood Stabilization Plan for existing neighborhoods vulnerable to redevelopment pressures, with particular emphasis on the Hopewell Mann neighborhood because of its proximity to the Midtown redevelopment area; and

WHEREAS, the City of Santa Fe (“City”) issued a Request for Proposals, RFP #25128, on April 28, 2025, to prepare a Neighborhood Stabilization Plan through a collaborative planning process that evaluated programs, policies, funding strategies, and other tools to support neighborhood stabilization while engaging residents and community organizations in an inclusive

1 and equitable planning process; and

2 **WHEREAS**, the Hopewell Mann Neighborhood Stabilization Plan (the “Plan”), attached
3 as Exhibit A, was prepared by a consultant team led by Model of Architecture Serving Society
4 “MASS” in partnership with Chain Breaker Collective, the Santa Fe Indigenous Center, and Ideas
5 & Action; and

6 **WHEREAS**, the planning process for the Plan centered on meaningful community
7 engagement through neighborhood meetings, small-group discussions, culturally specific
8 gatherings, surveys and digital engagement, resulting in a resident-driven vision and an Impact
9 Framework that establishes community-defined values, goals, and measures of success; and

10 **WHEREAS**, the planning process identified significant challenges facing the Hopewell
11 Mann neighborhood, including housing affordability and displacement pressures, infrastructure
12 and public safety needs, barriers to economic opportunity, aging housing, limited investment
13 benefiting existing residents, and broader social and climate vulnerabilities; and

14 **WHEREAS**, the Plan identifies strategies to preserve housing affordability, support
15 existing residents and businesses, improve public infrastructure and safety, strengthen
16 neighborhood connectivity, expand economic opportunity, and promote long-term community
17 stability and resilience; and

18 **WHEREAS**, the Plan organizes those strategies into three focus areas: Housing and
19 Tenure, Jobs and Businesses, and the Public Realm; and

20 **WHEREAS**, the Plan identifies policies, programs, and actions to support neighborhood
21 stabilization in the Hopewell Mann Neighborhood and advance the goals of the Midtown
22 Community Development Plan.

23 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
24 **CITY OF SANTA FE** that the Hopewell Mann Neighborhood Stabilization Plan, attached as
25 Exhibit A, is hereby adopted.

1 PASSED, APPROVED, and ADOPTED this _____ day of _____, 2026.

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MICHAEL J. GARCIA, MAYOR

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7 ATTEST:

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GERALYN F. CARDENAS, CITY CLERK

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12 APPROVED AS TO FORM:

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14 Marcos D. Martínez
Marcos D. Martínez (Aug 12, 2026 10:41:19 MDT)

15 MARCOS D. MARTÍNEZ, CITY ATTORNEY

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25 *Legislation/2026/Resolutions/Hopewell Mann Neighborhood Stabilization Plan*



CITY OF SANTA FE

EXHIBIT A



HOPEWELL MANN NEIGHBORHOOD STABILIZATION PLAN

ISSUED JUNE 12, 2026

MASS. with



Land Acknowledgment

We acknowledge that the land on which the Hopewell Mann neighborhood sits is part of the ancestral, traditional, and uncended homelands of the Tewa speaking Pueblo peoples, primarily that of Tse Tsu Geh Oweenge (Tesuque Pueblo).

We honor the name Oga Po'geh—"White Shell Water Place"—the ancient Tewa name often used for the Santa Fe region, including Hopewell Mann. It reflects a millennia-long history of trade, cultural exchange, and stewardship of water on this high desert plateau.

We recognize the ongoing legacy of Spanish colonization and the founding of La Villa Real de la Santa Fe de San Francisco de Asis since 1610, a process that profoundly disrupted Indigenous lifeways and sovereignty. Acknowledgment requires holding both the beauty and the trauma of our shared history, and commitment to ethical, inclusive, and equitable futures in the place we call home.

We honor the breath of all who came before us — ancestors, elders, and those who continue to carry Indigenous knowledge and life today. We give our gratitude to the ancestors who walked this land, the generations who resisted displacement, and the many Indigenous relatives who continue to call Santa Fe home, especially those connected to Hopewell Mann, a vibrant, majority-Hispanic, mainly renter-occupied community shaped by enduring resilience.

As residents, community members, and visitors in Hopewell Mann, we commit to actions that reflect this acknowledgment: supporting Indigenous sovereignty, protecting housing affordability and neighborhood character, stewarding water and land with care, and centering Indigenous and long-time Hispanic neighbor voices in decisions about our shared future.

This Hopewell Mann Stabilization Plan is itself an act of acknowledgment, grounded in the history of this place, the sovereignty of its first peoples, and the lived experiences of its long-time residents. This report represents our commitment to honor the land and the people who call it home through action, not just words.

Photo: Aerial of the south extents of the Hopewell Mann Neighborhood (MASS).



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Needs & Opportunities	p. 25
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Implementing the Plan	p. 113
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Photo: Ristras hanging on a gate in the neighborhood.



Introduction

This chapter explains what the Neighborhood Stabilization Plan is, why stabilization is urgent for Hopewell Mann, and how different audiences can use the report. It includes a snapshot of the neighborhood today and sets the stage for working together to protect residents, strengthen community assets, and guide future investment.

Photo: Aerial of the Hopewell Mann Neighborhood (MASS).

Why a Neighborhood Stabilization Plan for Hopewell Mann?

Hopewell Mann is at a critical crossroads. Located immediately north of Midtown, the neighborhood sits at the intersection of significant public investment, redevelopment activity, and long-standing community identity.

Planned improvements in Midtown promise new housing, jobs, cultural amenities, and public infrastructure, but they also raise important questions about who benefits from change and whether long-time residents, businesses, and community institutions can remain and thrive.

A growing body of research, planning studies, demographic data, and community engagement has identified Hopewell Mann as one of Santa Fe's most vulnerable neighborhoods to displacement pressures and uneven investment. The neighborhood has the city's lowest median household income, a majority renter population, aging housing stock, infrastructure barriers, and limited pathways to long-term stability. At the same time, it possesses extraordinary strengths: deep cultural roots, strong social networks, diverse housing types, and a history of community resilience.

These conditions have been documented through previous housing justice research and advocacy efforts. City planning initiatives, the Midtown Community Development Plan, Metropolitan Redevelopment Agency analysis, and the extensive community engagement undertaken as part of this Neighborhood Stabilization Plan. Together, these efforts point to the need for proactive strategies that help existing residents benefit from neighborhood change rather than be displaced by it.

This planning process made clear that stabilization cannot mean disinvestment. Public realm investment without stabilization policies can accelerate displacement, while neglect and limit opportunity. For this reason, the plan addresses both the pressures that push residents and businesses out and the conditions that help people remain rooted.

The plan's impact framework translates these interconnected pressures into three realms of action: Housing & Tenure, Jobs & Businesses, and Public Realm. Together, these realms recognize that neighborhood stability depends not only on preventing displacement, but also on improving the everyday conditions that make it possible for residents, families, and local businesses to stay rooted, belong, and thrive in Hopewell Mann.

This effort is grounded in a shared commitment to equity. City leadership and community partners have articulated a goal for Santa Fe to advance the principles reflected in the Just City Index, embedding fairness, inclusion, and equitable access to opportunity into decisions about neighborhood change and investment. Developed by Model of Architecture Serving Society (MASS) on behalf of the Metropolitan Redevelopment Agency, with contributions from Chainbreaker Collective, the Santa Fe Indigenous Center, and Ideas & Action, this plan reflects extensive research, community engagement, and collaboration across sectors.

For the plan to move from recommendation to reality, the City will need to make a sustained institutional and political commitment to implementation. That commitment does not mean every action must be funded through the General Fund or led by a single department. Many strategies can advance through existing programs, partner organizations, state and federal funding, philanthropic support, and coordinated staff capacity. Long-term success will require ongoing collaboration among residents, community organizations, public agencies, and private partners to prioritize resources, track progress, and remain accountable to the stabilization goals residents helped define.

This plan is not only about preventing displacement. It is about safeguarding the social fabric, community networks, cultural heritage, local businesses, and everyday conditions that make Hopewell Mann irreplaceable in Santa Fe's urban landscape.



Top: Affordability march along St. Francis (Chainbreaker); Left: affordability workshop (Chainbreaker); Right: outdoor gathering in Hopewell Mann (Chainbreaker).

Neighborhood Snapshot

Located just north of Midtown, Hopewell Mann sits at a gateway between historic neighborhoods and major redevelopment, which brings both opportunity and potential pressures.

The following strengths, weaknesses, opportunities, and threats provide a high-level view of the neighborhood's assets and challenges as it approaches a period of change.

Strengths

- **Longstanding Indigenous and Hispanic Presence** — centuries of cultural continuity, family networks, and place-based identity anchoring the neighborhood.
- **Low Turnover and Deep Community Ties** — a largely stable resident base with strong social cohesion and long-term relationships.
- **Stable Hispanic Community and Expanding Multiracial Representation** — consistent demographic roots alongside a growing number of multiracial households.
- **A Range of Housing Scales and Forms** — diverse housing types from single-family homes to middle-scale clusters and multifamily buildings.
- **Increasing Property Values Strengthening Generational Assets** — rising home values that build equity for local owner-occupants and support wealth-building.

Weaknesses

- **Infrastructure Barriers to Public Services** — Physical boundaries, unsafe crossings, and unreliable transit make it difficult for residents to reach nearby services and amenities.
- **Growing Inequities in Housing Affordability** — Lower-income households face rising cost burdens while higher-income residents experience greater stability, widening economic divides.
- **Housing Shortages Driving Displacement Pressures** — A fully occupied housing supply and shrinking household size suggest that multigenerational and lower-income families are being pushed out.
- **A Market That Rewards Landlords Over First-Time Buyers** — Strong rental tenure encourages investment ownership and limits opportunities for residents to buy homes and build equity.
- **Older Housing Without Pathways for Rehabilitation** — Most homes are over 70 years old, yet few programs or financing tools support needed repairs or upgrades.
- **Lowest Household Incomes in the City** — Household incomes remain significantly below city averages, increasing vulnerability to rising costs and challenging long-term stability.

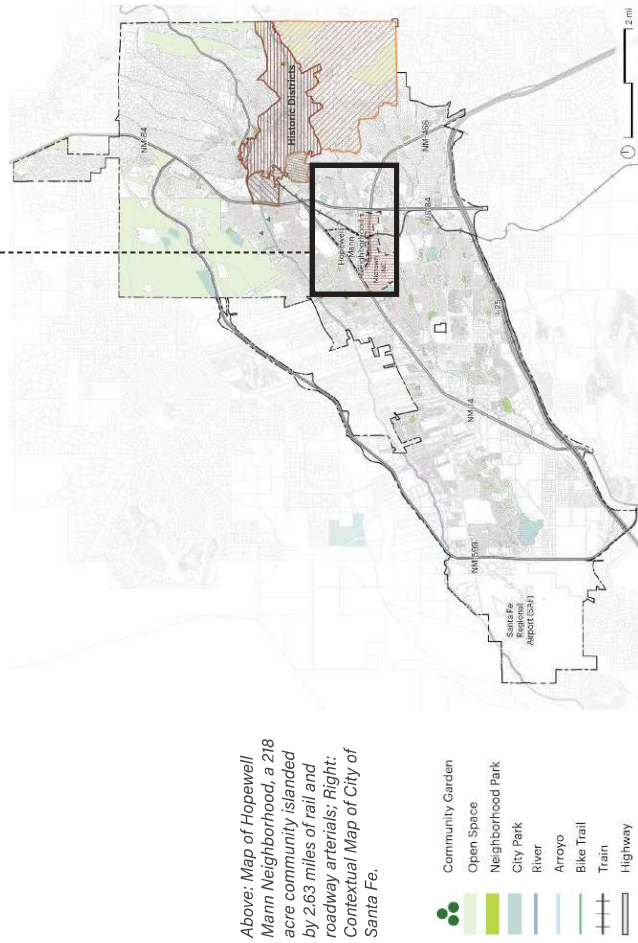
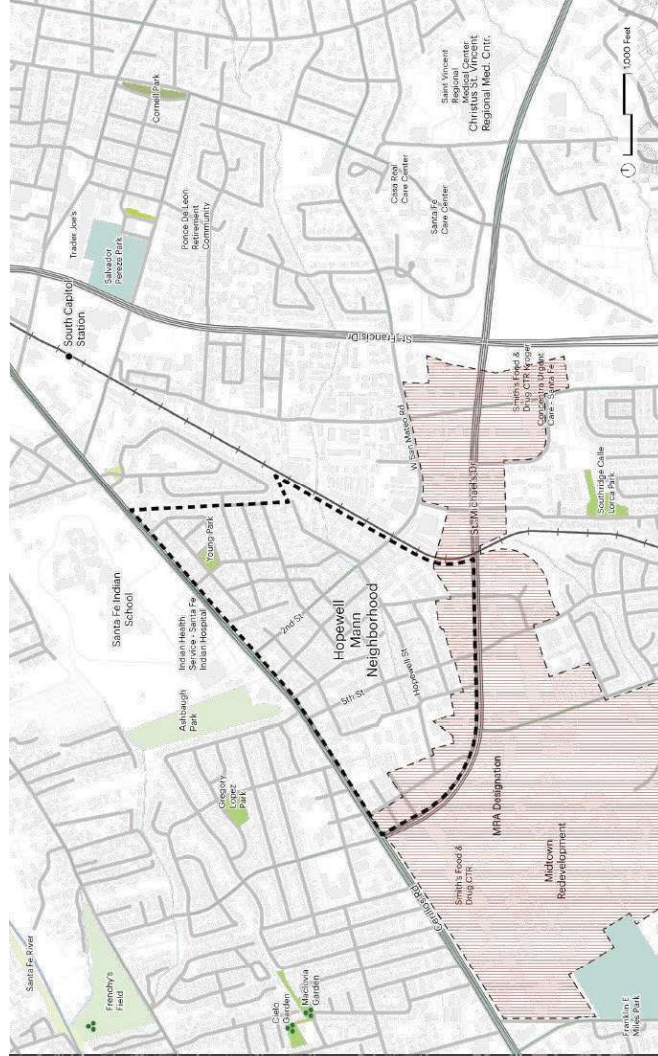
Opportunities

- **Expanding Housing Options Through Midtown Development** — New housing at Midtown can increase supply and ease pressure on nearby neighborhoods.
- **Improved Mobility Through Corridor Safety Projects** — Corridor investments will improve crossings, transit access, and overall neighborhood connectivity.
- **Citywide Planning and Zoning Reforms Underway** — Updates to the General Plan and zoning code can better align land use with community needs.
- **Building on Santa Fe's Housing Justice Policy Foundation** — the plan can build on Santa Fe's existing housing justice research, advocacy, and policy commitments.
- **New City Leadership and a Window for Neighborhood Action** — New elected leaders present an opportunity for residents to elevate neighborhood priorities.

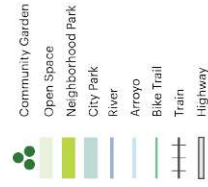
Threats

- **Weakening Generational Continuity** — Shrinking household sizes and the loss of multigenerational families reduce long-term stability and weaken community support networks.
- **Shift from Multigenerational to Single-Person Households** — A rapid rise in single-person and non-family households signals increasing isolation and the erosion of long-standing family structures.
- **Midtown Development Pressure on Commercial Rents** — MRA designation incentives may raise already volatile commercial rents and threaten local businesses.
- **Commercial Properties Showing Decline and Limited Local Benefit** — Aging buildings, deferred commercial maintenance, and limited reinvestment reduce the economic benefits reaching neighborhood tenants.
- **Volatile Employment in Key Industries** — Job losses in the neighborhood's major employment sectors leave residents vulnerable to income instability and reduced economic security.
- **High Social Vulnerability and Exposure to Climate Risks** — Social and economic vulnerabilities heighten residents' exposure to heat, flooding, and other climate-related risks.

Taken together, these factors illustrate the neighborhood's current conditions, pressing needs, and areas of opportunity — all of which will be explored in greater depth in Chapter 3.



Above: Map of Hopewell Mann Neighborhood, a 218 acre community isolated by 2.63 miles of rail and roadway arterials; Right: Contextual Map of City of Santa Fe.



How to Navigate this Report

This plan is designed to be a living document. Different audiences will come to it with various needs, so each chapter is organized for quick reference as well as deeper study.

Whether you are a municipal official shaping policy, a community organizer mobilizing neighbors, a developer evaluating investments, or a resident wanting to understand what's happening, you'll find entry points tailored to you.

- **Chapter 1: Introduction** — sets the stage, explains why stabilization is urgent for Hopewell Mann, and outlines the neighborhood's context.
- **Chapter 2: Planning Process** — describes the team, partners, timeline, and community engagement framework that shaped the plan.
- **Chapter 3: Needs & Opportunities** — provides a detailed analysis of strengths, weaknesses, opportunities, and threats based on data and resident input.
- **Chapter 4: The Plan** — outlines the vision, desired outcomes, and specific strategies across housing, jobs and businesses, and the public realm. This chapter is intentionally robust, showing how community priorities, data, and policy opportunities translate into a coordinated stabilization framework.
- **Chapter 5: Implementing the Plan** — serves as the practical implementation guide, summarizing priority actions, plan-wide implementation layers, potential leads and partners, funding sources, timelines, and performance measures.
- **Chapter 6: Appendix** — includes definitions, supporting policy materials, reference documents, and other technical resources.



Photo: Plan focus group meeting during the planning process (MASS).

Municipal Leaders

Use this plan to align departmental work, funding decisions, and long-term City commitments around a shared neighborhood stabilization agenda.

Look for:

- Chapter 3 — quantitative and qualitative data on neighborhood conditions and trends.
- Chapter 4 — specific policy and program actions, with rationale for each.
- Chapter 5 — funding, timelines, and metrics to support decision-making and budget alignment.



Community Organizers

Use this plan to organize residents and partners around shared priorities, advocate for policies and investments that reflect community needs, and hold public agencies accountable for implementation over time.

Look for:

- Chapter 2 — engagement framework and organizing principles.
- Chapter 3 — neighborhood history, culture, and identified needs.
- Chapter 4 — community-capacity actions and opportunities for resident leadership.
- Chapter 5 — implementation roles, timelines, funding pathways, and accountability measures.



Developers

Use this plan to understand neighborhood priorities, identify projects that align with stabilization goals, reduce displacement risk, and shape investments that provide clear public benefit.

Look for:

- Chapter 3 — market conditions, zoning context, and precedent opportunities.
- Chapter 4 — action items related to housing, infrastructure, and public realm improvements.
- Chapter 5 — potential funding sources and implementation partners.



Neighborhood Residents

Use this plan to stay informed, advocate for the changes residents identified as priorities, participate in implementation efforts, and hold decision-makers accountable for following through over time.

Look for:

- Chapter 1 — neighborhood snapshot and why the plan matters.
- Chapter 2 — how residents were involved in shaping the plan.
- Chapter 4 — actions that directly affect housing, parks, streets, and community programs.





Planning Process

This chapter shares how the plan came together and who helped shape it. It introduces the planning team, the Metropolitan Redevelopment Agency, the project timeline, and the engagement process used to gather input from residents, businesses, community organizations, and public partners. Together, this process shaped the plan's vision, goals, strategies, and implementation priorities.

Photo: Planning toolkits (MASS).

Planning Team

The Hopewell Mann Neighborhood Stabilization Plan is the product of a collaborative team bringing together national expertise, local knowledge, and deep community relationships.

Led by Model of Architecture Serving Society (MASS) in partnership with Chainbreaker Collective, the Santa Fe Indigenous Center, and Ideas & Action, the planning team brought together design excellence, grassroots organizing, cultural stewardship, and strategic planning. Each partner contributed unique expertise, from architectural and urban design, to community organizing and housing justice advocacy, to amplifying Indigenous voices, to aligning policy and finance with equitable community development. Together, they shared a commitment to ensuring that the plan reflected the values, needs, and aspirations of the people who call Hopewell Mann home.



16 | Hopewell Mann Neighborhood Stabilization Plan



Metropolitan Redevelopment Agency

The Metropolitan Redevelopment Agency (MRA) brings real estate acumen and an entrepreneurial approach to redevelopment in the City of Santa Fe. The MRA works with community and real estate experts to promote the triple-bottom-line, mission-driven development strategies focused on the economic, social, and environmental health of neighborhoods and districts and the people who live, work, play, and learn there. **The MRA is the entity overseeing the development of the Hopewell Mann Neighborhood Stabilization Plan and will work closely with community groups, city agencies and leadership to implement the recommendations in the plan.**



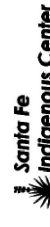
Model of Architecture Serving Society (MASS)

MASS is a nonprofit architectural firm committed to designing for justice and human dignity. Known for their collaborative, community-centered approach, MASS integrates rigorous research with innovative design to address social, economic, and health inequities. Their work spans global projects in health, education, social infrastructure and housing, emphasizing local engagement and sustainable impact. **With an office in the Hopewell Mann Neighborhood, MASS is leading this planning effort, coordinating participating community organizations, synthesizing research and community input, and developing recommendations and implementation strategies.**



Chainbreaker Collective

Chainbreaker is a member-led economic, environmental, and racial justice organization based in Santa Fe, NM since 2004. Through community organizing, Chainbreaker builds power for low-income BIPOC people in Santa Fe to win concrete victories that directly benefit our lives. **Chainbreaker is leading community outreach and engagement for the plan, connecting with past and present residents and stakeholders in Hopewell Mann to understand the needs, opportunities, and priorities for stabilization in the community.**



Santa Fe Indigenous Center

The Santa Fe Indigenous Center is an all-Native community-led organization that supports Indigenous people in and around Santa Fe County. It serves as a community hub, providing cultural programming and workshops, educational events, food distributions, emergency financial assistance for those in need, while advocating for Indigenous rights and inclusion in city planning and development. **The Indigenous Center is headquartered in Hopewell Mann and will support engagement efforts throughout the planning process, particularly with the neighborhood's Indigenous residents.**



Ideas & Action

Ideas & Action is a consultancy that leverages design research, analysis, engagement, and partnerships to demonstrate how design, policy, finance, and development of the built environment can enrich collective quality of life. The organization collaborates with academic, governmental, for-profit, and nonprofit partners to provide strategic advice, planning services, design expertise, and development modeling. Their work is grounded in data-driven metrics that showcase, scale, and replicate community-centered solutions. **IAA is supporting the plan with research and policy guidance.**

Left: Affordability demonstration in Hopewell Mann (Chainbreaker).

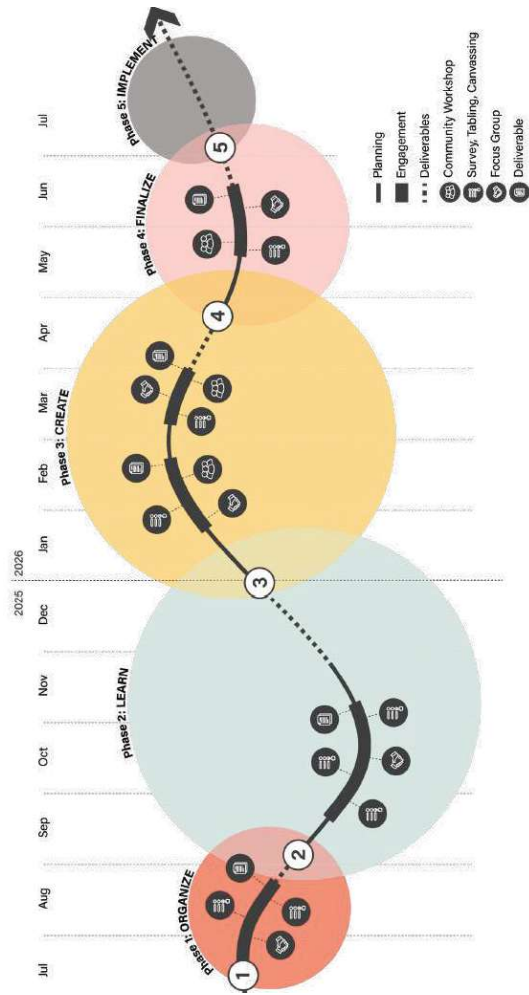
Engagement Framework

The engagement framework for the Hopewell Mann Neighborhood Stabilization Plan reflected a deep commitment to meaningful, resident-centered participation, guided by principles from the Just Cities Index and the Spectrum of Engagement to Ownership toolkit developed by Facilitating Power.

Recognizing that one size does not fit all, the planning team thoughtfully considered how residents wanted to be engaged, ensuring that engagement approaches were culturally resonant, accessible, and empowering.

To support broad participation, the planning process employed multiple engagement methods, including in-person meetings, small-group discussions, culturally specific gatherings, surveys, and digital platforms. This diversity of approaches acknowledged varying preferences, capacities, and access levels, broadening who could participate and how. Beyond traditional public meeting formats, the process created opportunities for collaboration, shared leadership, and meaningful community input.

By combining these approaches with the Just Cities Index's emphasis on reflection, alignment, and collective action, the engagement process fostered an inclusive and community-centered planning effort. It honored Hopewell Mann's unique cultural identity and history, centered resident voices in shaping neighborhood priorities, and strengthened relationships and leadership that can support implementation of the plan moving forward.



Hopewell Mann Neighborhood Stabilization team at press conference with outgoing Mayor Webber and incoming Mayor Garcia (September 2025).



Article in the Santa Fe New Mexican highlighting opportunities the Neighborhood Stabilization Plan might bring (September 2025).

Organize Engagement Phase

Key Questions

- Do you or your family currently live in, have previously lived in, or want to live in the Hopewell Mann neighborhood?
- How do you prefer to be involved in neighborhood planning (in-person meetings, online feedback, one-on-one conversations, etc.)?

Outcome

- Residents learned about the Neighborhood Stabilization Plan and opportunities to participate in shaping it.
- The planning team identified residents, stakeholders, and organizations to engage throughout subsequent phases of the process.
- The planning team gained insight into how community members preferred to participate, helping inform subsequent engagement activities and outreach strategies.

Outreach

- City of Santa Fe Press Release
- City of Santa Fe Social Media Post
- Santa Fe Indigenous Center Newsletter
- City of Santa Fe Webpage Dashboard
- KSFR Nuestra America Radio Show

Engagements

- Focus Group
- Targeted Phone Banking
- Canvassing

Engagement Framework (cont)



Neighborhood focus group conversation at Chainbreaker discussing the neighborhood's strengths, weaknesses, opportunities, and threats.



Tabling at Chainbreaker events featuring an interactive pinpoint map.



One of the mailers that went out to all Hopewell Mann addresses.

Learn Engagement Phase

Key Questions

- Where do you feel safe/welcome/at home in the neighborhood?
- What spot(s) make the neighborhood special?
- Where do you feel unsafe/unwelcome/out-of-place in the neighborhood?
- Where would you like to see more community-aligned investments made?
- What are the neighborhood's strengths/weaknesses/opportunities/threats?
- What spots have seen a lot of change?
- What should stay the same in the neighborhood?
- How important is it to stay in the neighborhood?
- What should change in the neighborhood?
- What priorities should policy-makers consider?

Outcome

- The planning team developed a clearer understanding of key displacement pressures and residents' priorities.
- Residents shared input and experiences that shaped the planning process.
- Community input directly informed the SWOT analysis and Just City Index framework.

Outreach

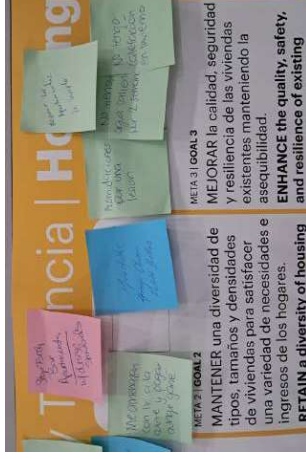
- Mailer
- Social media
- Door-to-door canvassing
- Organizational newsletters
- Website announcements

Engagements

- City of Santa Fe Online Map
- Focus Group
- Online and Paper Survey
- Table Pinpoint Map



Members of the Chainbreaker team facilitate a conversation around goal-setting at the Create phase Info Session.



Feedback from the Create phase info session on specific goals for each impact realm.

Create Engagement Phase (Part 1)

Key Questions

- Do the goals and impact metrics align with your vision for the neighborhood?
- Which of these will impact you most?
 - Housing & Tenure
 - Jobs & Businesses
 - Public Realm
- What ideas & actions should the Plan consider for Housing & Tenure?
- What ideas & actions should the Plan consider for Jobs & Businesses?
- What ideas & actions should the Plan consider for Public Realm?

Outcome

- Residents helped refine the vision, goals, and desired outcomes of the Neighborhood Stabilization Plan.
- Community-generated ideas were collected across Housing & Tenure, Jobs & Businesses, and Public Realm.
- Resident feedback informed early strategy directions and priority areas for action.
- A broad range of potential solutions was identified for further testing and refinement.

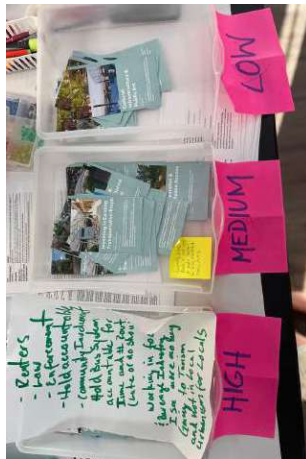
Outreach

- Mailer
- Social media
- Door-to-door canvassing
- Organizational newsletters
- Website announcements

Engagements

- Info Session
- Online and Paper Survey
- Table Pinpoint Map

Engagement Framework (cont)



Focus groups weighed strategies by low, medium, and high priority across each of the three impact realms.



A focus group on Housing and Tenure strategy prioritization discusses the link between goals, strategies, and impacts.

Create Engagement Phase (Part 2)

Key Questions

- Which ideas feel most important to you?
- Which strategies should we prioritize first?
- What changes will have the biggest impact on you and your neighbors?
- What risks or concerns do you see with these ideas?

Outcome

- Community input helped rank and refine proposed recommendations.
- Residents provided feedback on the feasibility and resonance of strategies based on lived experience.
- Community feedback informed revisions to the draft Neighborhood Stabilization Plan.

Outreach

- Mailer
- Social media
- Door-to-door canvassing
- Organizational newsletters
- Website announcements

Engagements

- Housing & Tenure Implementation Focus Group
- Jobs & Businesses Implementation Focus Group
- Public Realm Implementation Focus Group

Finalize Engagement Phase

Key Questions

- Do the recommendations in this plan reflect your priorities?
- What feels missing or needs more emphasis?
- Are there any concerns about how the recommendations may affect you or your neighbors?
- What would make you feel confident in the implementation of this plan?

Outcome

- Residents, stakeholders, and implementation partners reviewed and provided feedback on the draft plan.
- Final revisions incorporated community feedback, concerns, and language preferences.
- The completed Neighborhood Stabilization Plan reflected the priorities, values, and aspirations expressed throughout the engagement process.

Outreach

- Mailer
- Social media
- Door-to-door canvassing
- Organizational newsletters
- Website announcements

Engagements

- Meetings with Stakeholders and Implementation Partners
- Asynchronous Review of Implementation Timeline
- Block Party and Resource Fair



Community members reviewed the approach to implementation asynchronously over the course of the Finalize Phase.



The Finalize Phase culminated in a block party hosted across the Chainbreaker and Calle Cinco Plaza parking lots to connect residents with resources and review the final Stabilization Plan.



Needs & Opportunities

3

This chapter takes a close look at the neighborhood: what is working well, what challenges residents face, and where there are opportunities for action. It covers Hopewell Mann's history and culture, demographic and economic trends, housing and building conditions, streets and public spaces, and relevant policy and funding tools. These findings establish the need for stabilization and identify the assets, gaps, and opportunities that shape the plan's recommendations.

Photo: Focus group set-up to review desk research with community members(MASS).

SWOT Overview

A SWOT analysis — examining Strengths, Weaknesses, Opportunities, and Threats — is a foundational tool for understanding the full landscape of the Hopewell Mann Neighborhood before designing strategies for anti-displacement.

Conducting a SWOT early helps clarify what assets should be protected and strengthened, what challenges must be addressed, and where external forces may influence long-term stability. By grounding the planning process in a clear and shared understanding of current conditions, a SWOT analysis ensures that recommendations are both responsive to community realities and aligned with residents' priorities.

We conducted significant desk research for the SWOT analysis, pulling data from the following sources:

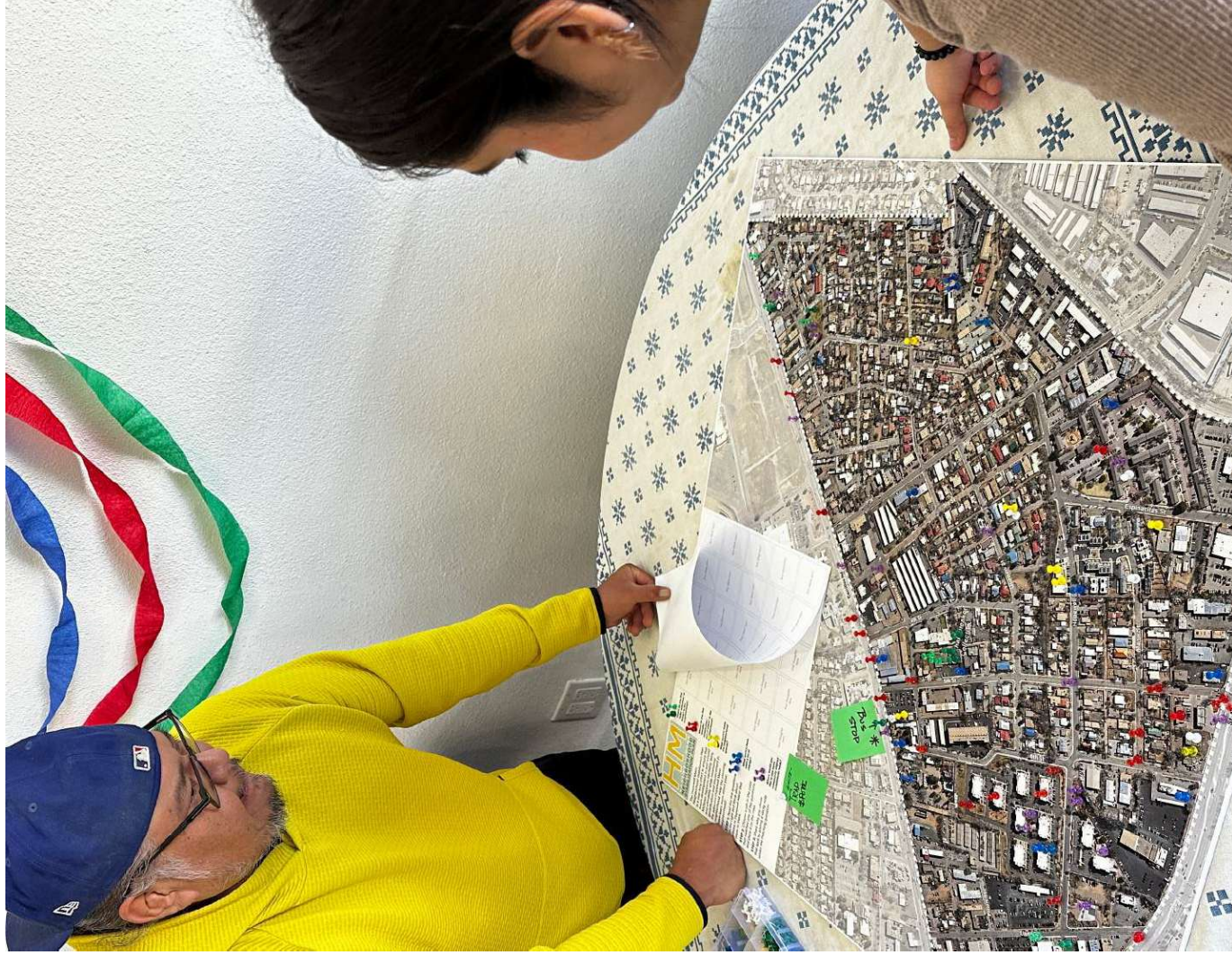
- American Community Survey (ACS) 5-year estimates from the Census Bureau (2023, 2019, 2014)
 - Santa Fe County Parcel Data (2025)
 - Economic data from CoStar (2023)
 - Concurrent City of Santa Fe planning documents from Metropolitan Redevelopment Agency, Metropolitan Redevelopment Agency, Planning and Land Use, and others
- We also conducted six weeks of community engagement, which included:
- Table map across 8 different community events
 - Focus group conversations
 - Online survey



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Left: Focus group at Chainbreaker to discuss SWOT analysis.

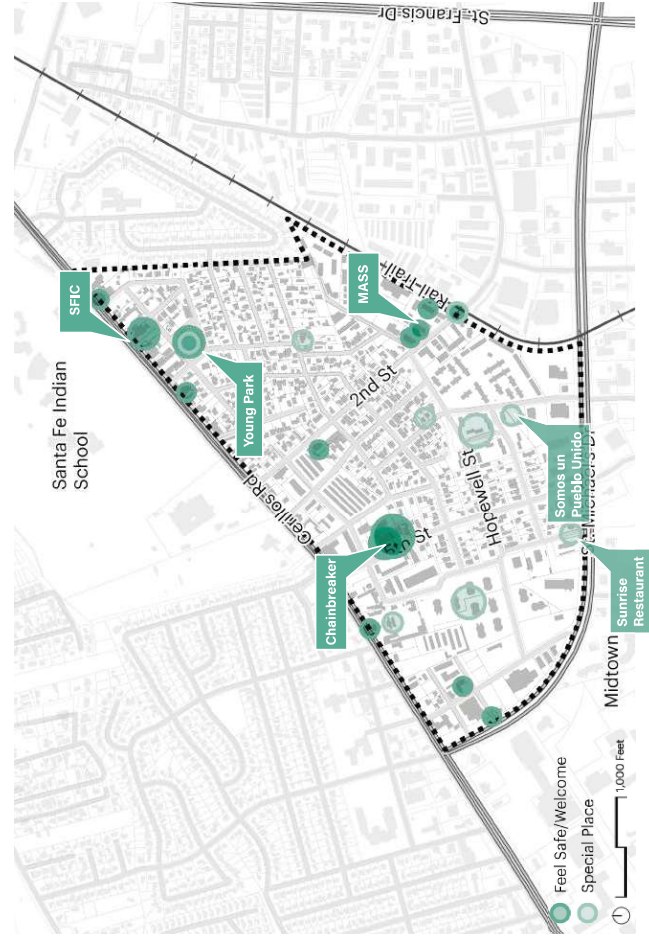
Right: SWOT analysis through table map of pinpoints.



Strengths

Hopewell Mann's strengths lie in its deep cultural roots, stable resident base, diverse housing types, and strong sense of community identity.

- **Longstanding Indigenous and Hispanic Presence** — centuries of cultural continuity, family networks, and place-based identity anchoring the neighborhood.
- **Low Turnover and Deep Community Ties** — a largely stable resident base with strong social cohesion and long-term relationships.
- **Stable Hispanic Community and Expanding Multiracial Representation** — consistent demographic roots alongside a growing number of multiracial households.
- **A Range of Housing Scales and Forms** — diverse housing types from single-family homes to middle-scale clusters and multifamily buildings.
- **Increasing Property Values Strengthening Generational Assets** — rising home values that build equity for local owner-occupants and support wealth-building.



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What You Said: What Are the Neighborhood's Strengths?

Across community gatherings, tabling sessions, focus groups, and survey responses, residents consistently emphasized that the most important aspects of the neighborhood to preserve are its people, relationships, and community fabric. They want to protect local businesses, cultural identity, and the overall peaceful character that defines daily life in Hopewell Mann. Many also noted that the neighborhood's affordability, its pattern of small-scale housing, and its long-standing sense of place are essential qualities that should remain unchanged.

Unique Neighborhood Character (13%)

Residents valued the overall character of the neighborhood, including small businesses, mixed uses, and its distinct feel.

- "Mix of dwellings and small businesses."
- "Funky residential, small business feel."
- "Dense environment that supports opportunities for community life and activity."
- "Tranquility & Peace (10%): A significant number emphasized keeping the neighborhood calm and peaceful."
- "La tranquilidad de este vecindario."
- "Peace & quiet."

Culture, Art & Identity (8%)

Some residents highlighted the importance of maintaining local cultural expressions, art, stories, and historic identity.

- "The murals, art, neighborhood culture..."
- "Local historic resources."
- "Route 66 feel..."
- "This neighborhood is my special spot, where I lived growing up."

Housing Characteristics & Affordability (8%)

A number of residents cited housing affordability as a core strength of the neighborhood. Many brought up the City of Santa Fe Resident's Bill of Rights as a promising step toward addressing housing challenges and supporting long-term neighborhood stability.

- "Single-family housing where it already exists."
- "La renta o bajarla más."
- "It is pretty affordable..."

Local Businesses & Services (15%)

Residents want to see longstanding local businesses remain, and stressed the importance of supporting the conditions that allow daily necessities and services to thrive locally.

- "Local businesses such as Blake's, Ace Hardware, and Food King."
- "The old-school local businesses."
- "Shops, grocery stores, gas stations..."

Community & People (23%)

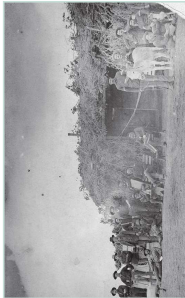
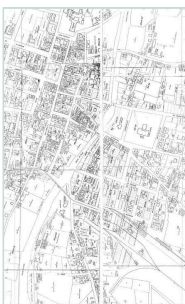
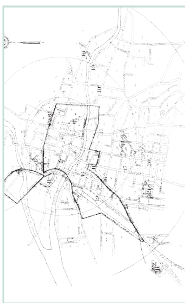
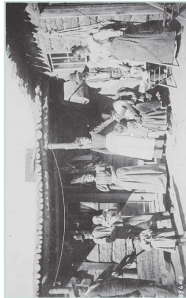
Residents prioritized preserving the integrity of the community and maintaining the spaces and opportunities that allow people to meet, convene, and provide mutual support.

- "Good neighbors."
- "Friendly neighbors and strong intergenerational identity."
- "Residential / family feel."
- "La raza... the people who have been here."
- "Somos Un Pueblo Unido makes this neighborhood very special"
- "Community traditions such as La Posolada."

Strengths

Longstanding Indigenous and Hispanic Presence

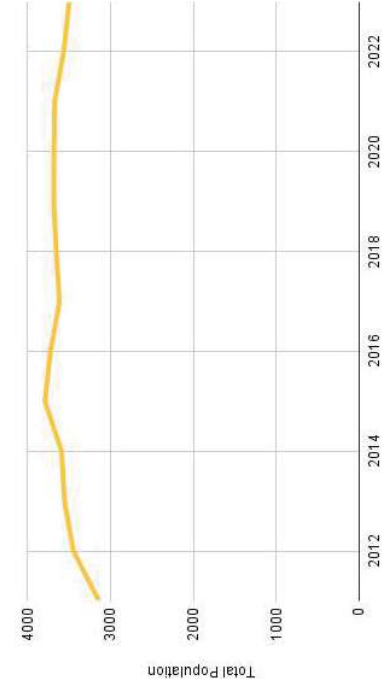
The Hopewell-Mann neighborhood has undergone centuries of demographic change shaped by shifts in governance, land use, and economic forces.

pre-1600s		1600s - early-1800s		1821 - late-1800s		1900s - 1950s		1950s - 2000s		2000s - Present	
Indigenous Era		Spanish Colonial Land Grant Era		US Territorial Land Management		Early 20th Century Urbanization		Working Class Neighborhood		21st Century Pressures	
											
Tewa/Tanoan Pueblo peoples and other Indigenous groups stewarded the landscape through communal land systems and acequia (irrigation) traditions (image: Francisco Atanasio Dominguez, 1777).		Spanish colonial governance and the imposition of colonial land grants, missions, and acequia allocations reshaped land tenure and water rights (image: Sharon Stewart 1992-2003).		Mexican independence (1821) followed by U.S. territorial control after 1848; transportation corridors and territorial governance start to reorganize settlement (image: National Parks Service).		Continued municipal growth, industrial/rail infrastructure, and evolving municipal services (image: Cerrillos Road 1930, William H. Roberts).		Post-war housing patterns, suburbanization elsewhere, but Hopewell-Mann remains a relatively affordable, central urban neighborhood (image: City of Santa Fe).		Rapid citywide tourism/second-home market and Midtown redevelopment accelerate land value increases; municipal efforts launch neighborhood stabilization responses (image: Chainbreaker Collective).	
											
Seasonal agriculture, grazing and managed water systems (acequias), and dispersed settlement patterns tied to Pueblo communities and local waterways (image: 1766 Plan de la Villa de Santa Fe Map).		Communal and private grant parcels established; agriculture and ranching intensified in nearby lands that would later be incorporated into the city (image: 1846 Emory and Gilmer Map).		Incremental urban growth of Santa Fe; the area around what became Midtown begins to be plotted and used more intensively as Santa Fe expands (image: 1877 Plat of the City of Santa Fe Land Grant Map).		Parcels subdivided into denser residential lots; industrial/rail corridors and mixed commercial uses appear near the rail/transportation nodes (image: 1912 Kings Official Map of Santa Fe).		Primarily residential with small businesses and institutional uses; limited large-scale investment preserved neighborhood fabric but also led to economic marginalization (image: Sanborn Map of Santa Fe).		Rising commercial and infill development pressures; proposals for redevelopment, and public stabilization planning to protect affordable housing and cultural resources (image: MASS Design Group).	
											
Indigenous peoples (Tewa and neighboring groups) as primary occupants and stewards of the land (image: Edward Curtis, 1905).		Mix of Indigenous, Spanish colonial settlers, and mixed-ancestry communities; Spanish legal/administrative structures formalize property patterns (image: Acoma church interior, 1880s, an illustration by Charles Graham).		Continued presence of Hispano and Indigenous families with growing numbers of Anglo settlers and merchants tied to trade routes and later the railroad (image: Photograph of a Family Group Outside a Log Cabin in New Mexico, ca. 1895).		Working-class neighborhoods expand; many long-term Hispano families establish multi-generational homes in the area (image: Santa Fe crowd in 1910).		Predominantly Latino/Hispano working-class residents; strong place-based community ties but increasing vulnerability to regional housing pressures. Local reporting and community histories document these long-standing ties (source: Don J. Usner - Searchlight New Mexico).		Increasing economic pressure and early signs of displacement/gentrification; community advocates and city agencies are actively focused on preserving affordability and cultural continuity. Reporting and analyses document this dynamic (image: Gabriela Campos, The New Mexican).	

Strengths

Low Turnover and Deep Community Ties

The population of Census Tract 10.02 — which includes Hopewell Mann, Casa Linda, and the Pacheco Street neighborhood — has remained relatively stable over the past decade, fluctuating between 3,138 and 3,681 residents. In 2024, 79.1% of residents stayed in the same home, and most newcomers arrived from within the county (13.3%), while smaller shares moved from outside the county (3.2%), from another state (3.8%), or from abroad (0.6%, or 18 individuals). Although overall migration into the neighborhood is low, the small group of residents moving in from out of state tend to be higher-income, while those relocating from within the county or elsewhere in New Mexico are typically lower-income households. This pattern suggests a neighborhood that is locally rooted but experiencing subtle socioeconomic stratification, with higher-earning newcomers at the edges of an otherwise low-income, long-established community.



Graph shows a slight decrease in population in the neighborhood since 2021 (US Census).

	Lives in the same house:		Moved within same county:		Moved from diff. county:		Moved from different state:		Moved from abroad:	
	#	%	#	%	#	%	#	%	#	%
Same house 1 year ago	2331	10%	391	0%	95	0%	112	0%	18	0%
No income	241	10%	0	0%	0	0%	0	0%	0	0%
With income	2090	90%	391	100%	95	100%	112	100%	18	100%
\$1 to \$9,999 or less	411	18%	102	26%	28	29%	12	11%	9	50%
\$10,000 to \$14,999	329	14%	6	2%	49	52%	25	22%	0	0%
\$15,000 to \$24,999	264	11%	21	5%	18	19%	0	0%	0	0%
\$25,000 to \$34,999	388	17%	113	29%	0	0%	0	0%	0	0%
\$35,000 to \$49,999	256	11%	39	10%	0	0%	0	0%	0	0%
\$50,000 to \$64,999	147	6%	78	20%	0	0%	11	10%	0	0%
\$65,000 to \$74,999	58	2%	0	0%	0	0%	5	4%	0	0%
\$75,000 or more	237	10%	32	8%	0	0%	59	53%	9	50%

Table shows that the majority of residents have remained in place but that 100% of those coming in have income of various ranges (US Census).

What You Said: Why We Feel Rooted in the Neighborhood

The overwhelming majority of respondents say it is very or extremely important to stay in the neighborhood. Their reasons center on deep emotional attachment, long-term residence, family roots, and economic necessity. A smaller group expresses mixed feelings due to safety issues, while only a few say staying is not important.

Deep Sense of Home and Belonging

Many respondents describe the neighborhood as their only home, the place where they have put time and love, or where they intend to stay for life.

- "My only home, my kids' roots."
- "Very important—I've put so much time and love into the home."
- "Extremely important. My father built our home."
- "It's home."

Economic Necessity & Lack of Alternatives

Several respondents say it's important because they cannot afford to live anywhere else, citing rising costs, paycheck-to-paycheck living, HUD requirements, or Santa Fe's affordability crisis.

- "Currently I can't afford to live anywhere else."
- "Vivo de cheque a cheque."
- "Gentrification has made it impossible to stay."
- "Very important because of HUD requirements."

Proximity to Work, Schools, and Daily Life

Many describe the neighborhood as convenient, central, or close to work and essential services.

- "Very, as a source of housing close to my work and grocery stores."
- "Está más cerca de mi trabajo y más céntrico."
- "I work there. Very important."

Community, Social Connections, and Safety Nets
Respondents highlight strong relationships with neighbors, a sense of community, and the security of being surrounded by people they trust.

- "My neighbors and I look out for each other."
- "Tengo amigos viviendo aquí."
- "I would like to stay but it is more important to support other residents."

Cultural Identity & Roots

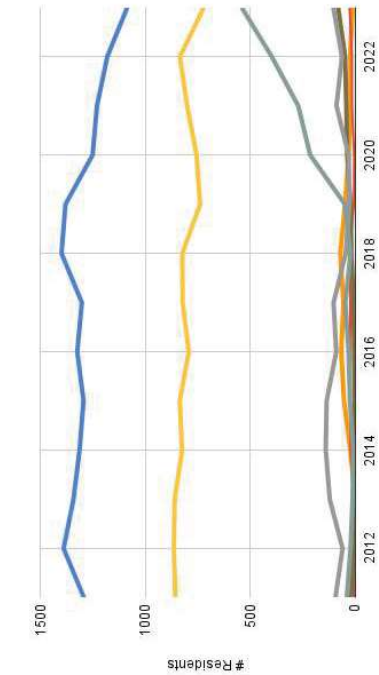
Some responses emphasize cultural continuity, growing up in Santa Fe, or the neighborhood's diverse and central character.

- "Very important. I grew up in Santa Fe and can barely afford it now."
- "Diversity & centrality are great."
- "Mixed Feelings or Negative Perceptions: A small group feels less attached, citing noise, safety concerns, and discomfort with neighborhood changes."
- "Somewhat important. I like the neighborhood although there are some issues."
- "Not important. The neighborhood is trashy and feels unsafe."

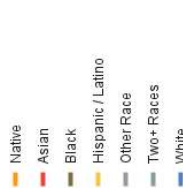
Strengths

Stable Hispanic Community and Expanding Multiracial Representation

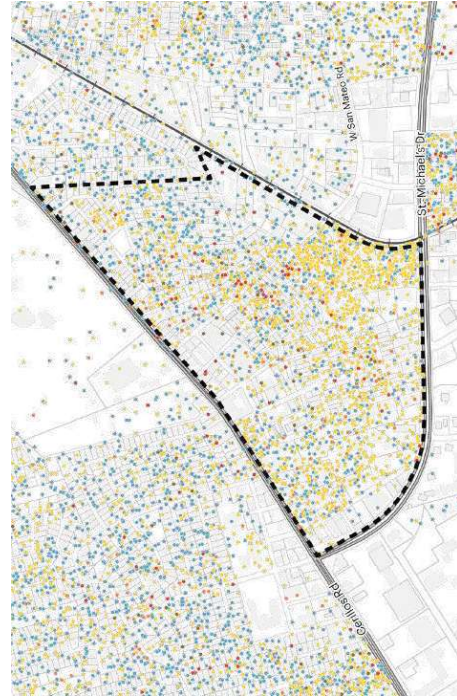
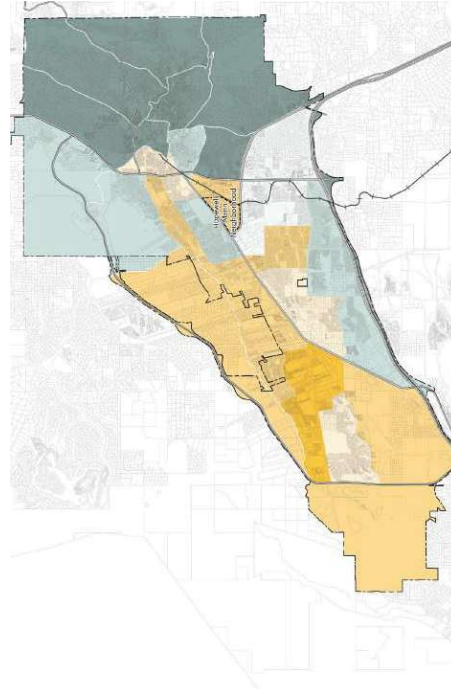
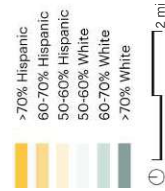
Hopewell Mann is one of the most predominantly Hispanic/Latino neighborhoods in Santa Fe. Over the past ten years, the area has remained largely Hispanic/Latino and white, with a noticeable rise in multiracial residents since 2019, likely reflecting changes in census self-identification practices and an increase in residents reporting multiple racial identities on surveys. The neighborhood remains racially concentrated, with predominantly Hispanic/Latino households living south of Second Street. This continuity reflects deep cultural roots, long-standing family networks, and a strong sense of place that contributes to community resilience, intergenerational support systems, and cultural cohesion that many other parts of the city have lost.



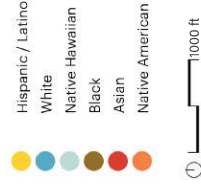
Graph shows a steady decrease in the neighborhood's white population and commensurate increase in multi-racial residents; there has been a slight dip in Hispanic residents since 2022 (US Census).



Map shows that Hopewell Mann has one of the highest concentrations of Hispanic residents in central Santa Fe; the contrast between the majority-white east side and the majority Hispanic south side is starkly evident (US Census).



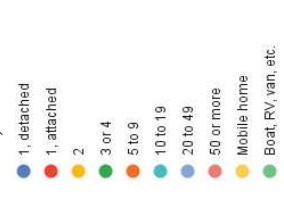
Map shows the striking separation between a primarily Hispanic west side of the neighborhood and a primarily white east side of the neighborhood (US Census).



A Diversity of Housing Types Across the Neighborhood

Hopewell Mann has a much wider range of housing types than the rest of Santa Fe, which is predominantly composed of single-family detached homes. In addition to single-family detached and attached units, the neighborhood includes significant numbers of multi-family apartment buildings (10+ units) and middle-scale housing clusters (2-9 units). This diversity supports a mix of household sizes, incomes, and rental options that are far less common elsewhere in the city.

Graph shows a wider mix of housing types in the neighborhood compared to Santa Fe at large (US Census).



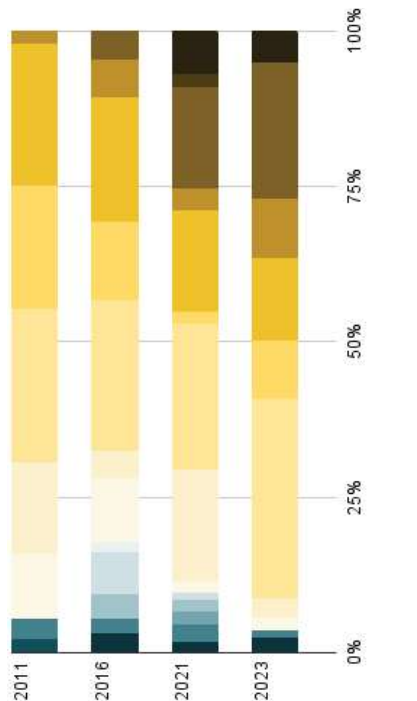
Strengths

Increasing Property Values Strengthening Generational Assets

Property values in Hopewell Mann have shifted dramatically over the past fifteen years. In 2011, only 5% of homes were valued above \$400,000; today, that share has risen to 35%. Because the number of housing units has remained constant, this rise reflects a high rate of reappraisals triggered by home sales rather than the construction of new high-value properties. The most expensive holdings in the neighborhood are commercial parcels and large-lot apartment buildings.

Only 36.4% of the neighborhood's total acreage is dedicated to residential use. Among these residential properties, the majority are owned by families or individual households based within Hopewell Mann or elsewhere in New Mexico. This pattern suggests that rising property values are contributing to increased generational wealth for local owner-occupants, while also driving significant profit for corporate and absentee owners who hold large commercial or multi-family assets.

This graph demonstrates how property values across the neighborhood have grown considerably since 2011, although still less than the City of Santa Fe more broadly (US Census).



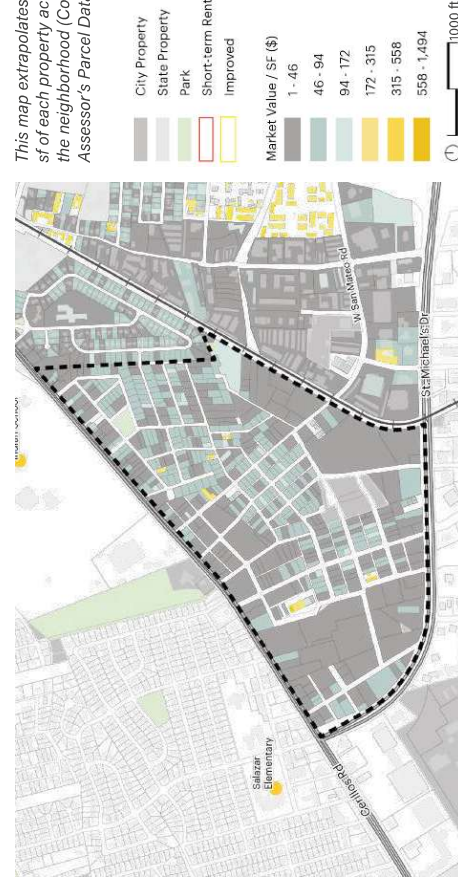
This table explores ownership characteristics of housing across the neighborhood by acreage, value, and quantity (County Assessor's Parcel Data).

	ACREAGE		
143	Total acreage of residential properties (out of 392 acres)	36.40%	of total acreage of property
16.9	Total acreage of residential properties owned by LLCs	11.80%	of total acreage of residential properties
3.2	Total acreage of residential properties owned by owners NOT based in NM	2.20%	of total acreage of residential properties
	VALUE		
\$375 MM	Total value of residential properties	47.00%	of total value
\$52.7 MM	Total value of residential properties owned by LLCs	14.10%	of total value of residential properties
\$5.2 MM	Total value of residential properties by owners NOT based in NM	1.40%	of total value of residential properties
	QUANTITY		
954	Total # of residential properties	73.30%	of total quantity
111	Total # of residential properties owned by LLCs	11.60%	of total quantity of residential properties
101	Total # of residential properties by owners NOT based in NM	10.60%	of total quantity of residential properties



This map visualizes total market value of properties across the neighborhood (County Assessor's Parcel Data).

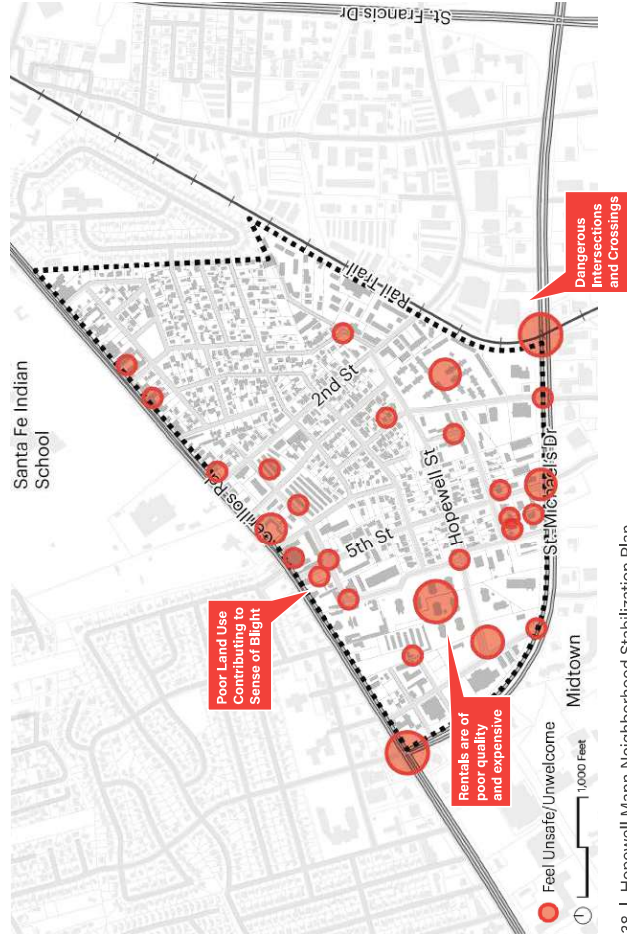
This map extrapolates cost/sf of each property across the neighborhood (County Assessor's Parcel Data).



Weaknesses

Weaknesses center on housing pressures, aging infrastructure, low household incomes, and barriers that limit access to public services and economic opportunity.

- **Infrastructure Barriers to Public Services** — Physical boundaries, unsafe crossings, and unreliable transit make it difficult for residents to reach nearby services and amenities.
- **Growing Inequities in Housing Affordability** — Lower-income households face rising cost burdens while higher-income residents experience greater stability, widening economic divides.
- **Housing Shortages Driving Displacement Pressures** — A fully occupied housing supply and shrinking household size suggest that multigenerational and lower-income families are being pushed out.
- **A Market That Rewards Landlords Over Renters and First-Time Buyers** — Strong rental demand encourages investment ownership and limits opportunities for residents to buy homes and build equity.
- **Older Housing Without Pathways for Rehabilitation** — Most homes are over 70 years old, yet few programs or financing tools support needed repairs or upgrades.
- **Lowest Household Incomes in the City** — Reported household incomes remain well below city averages, increasing vulnerability to rising costs and challenging stability.



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What You Said: What Are the Neighborhood's Weaknesses?

Safety & Security

- Lack of safe street crossings and generally dangerous traffic conditions
- Minimal safety and security in the neighborhood
- Poor sidewalk conditions, especially for people with mobility challenges
- Neighbors do not know each other as well as in the past, reducing social cohesion
- Decline in larger extended-family households; more isolated nuclear families

Infrastructure Problems

- Rising rents and high cost of living
- Insufficient or inaccessible parks, gardens, and public spaces for children and families
- Car dependency: it is difficult to get around without a vehicle
- Too many parking lots and underutilized spaces
- Senior centers are far away and considered low quality
- Difficulty navigating city rules, services, and systems
- Low use of parks due to road barriers and a declining culture of community leisure
- I can't easily walk to the grocery stores nearby

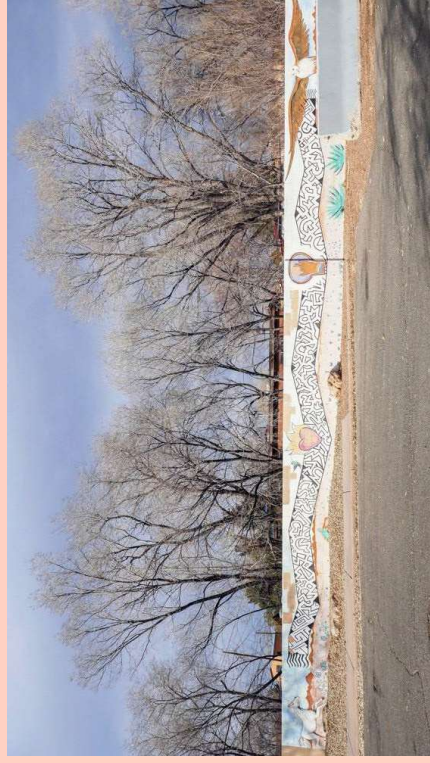


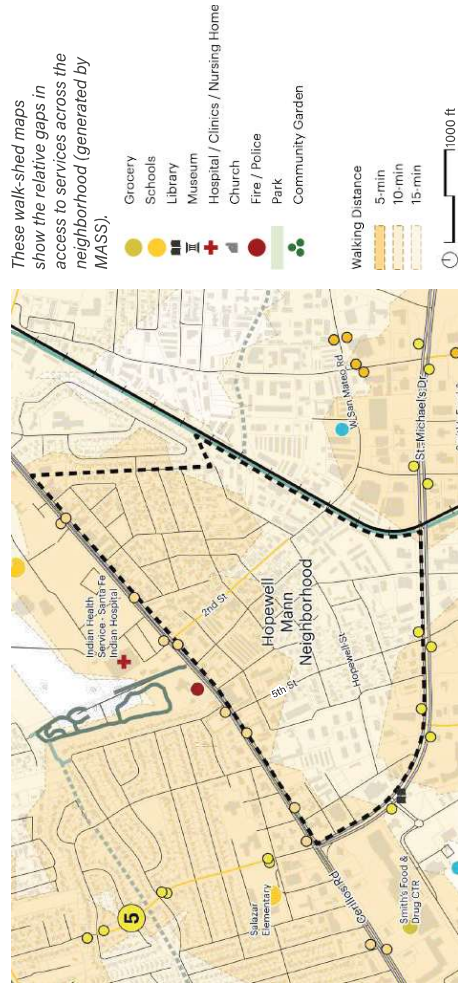
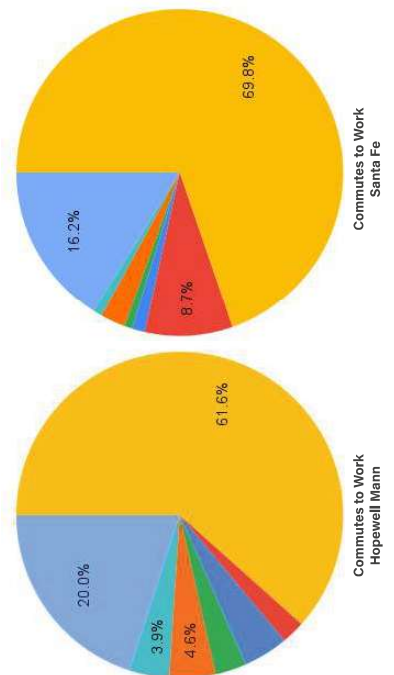
Photo of sidewalk terminating abruptly along Jay Street (Source: Alicia Inez Guzmán - permissions forthcoming).

Weaknesses

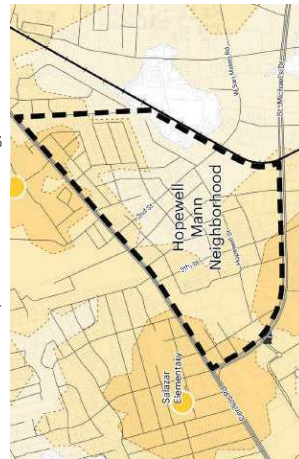
Infrastructure Barriers to Public Services

Once on the periphery of Santa Fe, Hopewell Mann is now at the geographic heart of the city, surrounded by—yet not containing—many public services. Despite this central location, the neighborhood is cut off by major arterials: Cerrillos Road to the north, St. Michael's Drive to the south, and the railroad tracks to the east. These boundaries reinforce historic disinvestment in the area and limit residents' ability to access jobs, services, and amenities beyond the neighborhood. Several concurrent Metropolitan Planning Organization studies, along with recent community engagement, reveal that insufficient and unsafe pedestrian crossings along these corridors have contributed to high crash rates and pedestrian fatalities. Future investments by the Metropolitan Planning Organization into safer crossings are slated to improve conditions and reduce accidents along the neighborhood's perimeter. In a scenario where pedestrian crossings were safe and transit were frequent and reliable, Hopewell Mann would be well connected. Residents already walk and take the bus at higher rates than the city overall, and more people work from home here than in Santa Fe as a whole. Still, most residents rely on driving alone, and fewer carpool than the citywide average. Because a higher share of residents depend on walking to reach daily destinations, our analysis examined 5-, 10-, and 15-minute walking distances to major services. This revealed the greatest gap in access to food, though distance alone does not reflect service quality, eligibility restrictions (such as limited access to Indian Health Services), or school boundaries. Mobility and access are major weaknesses for Hopewell Mann because the neighborhood's physical barriers, uneven transit service, and unsafe pedestrian infrastructure prevent residents from fully benefiting from the public services that surround them, deepening inequities despite their central location.

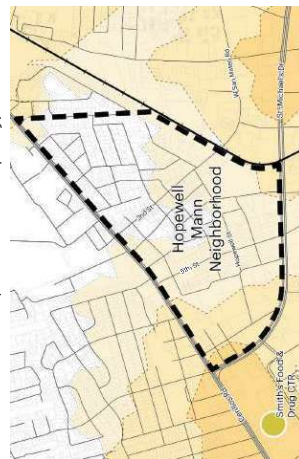
These graphs show that more people commute by walking and public transportation and less by driving alone than the rest of the city; more people also work from home and fewer people carpool (source: US Census, generated by MASS).



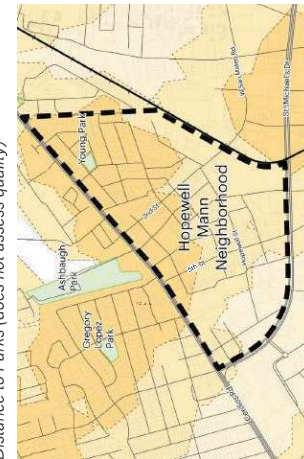
Distance to Schools (does not assess rating)



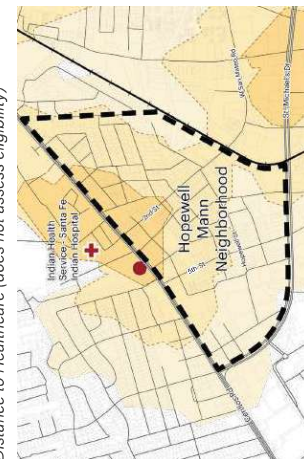
Distance to Groceries (does not assess quality)



Distance to Parks (does not assess quality)



Distance to Healthcare (does not assess eligibility)



Weaknesses

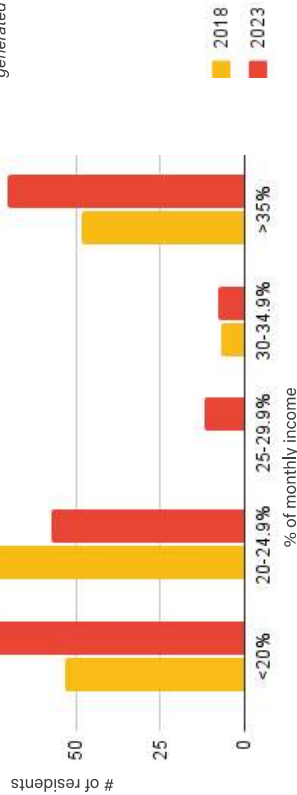
Growing Inequities in Housing Affordability

Monthly homeowner costs in Hopewell Mann have remained relatively consistent over the past several years, but rental prices have experienced sharp increases at both the lowest and mid-range price points. Rents under \$300 per month (often bedroom sublets in shared homes) have become far more scarce, while units priced between \$1,500 and \$1,999 per month have grown, even though very few properties in the neighborhood exceed \$2,000 per month. These shifts have intensified affordability pressures for the neighborhood's lowest-income households.

Cost burdens reveal an even more concerning pattern. For higher-earning renters and owners, housing cost burden has remained negligible. However, the burden on the poorest households has worsened. Today, 87% of renters earning less than \$20,000 per year and 33% of owners in the same reported income brackets are cost-burdened, spending more than one-third of their monthly income on housing.

Among homeowners, a widening divide is emerging. Twenty-nine percent of homeowners are now cost-burdened — a 30% increase since 2018 — while the share of homeowners spending less than 20% of their income on housing has doubled. This indicates a clear split between long-time or lower-income owners who are increasingly strained by taxes, re-mortgages, and home maintenance costs and newer or higher-income households who face little to no burden. Renters face a parallel, though slightly different, pattern. While the overall share of cost-burdened renters has declined since 2018, rent remains unaffordable for nearly 40% of neighborhood residents. This decline may not reflect improved affordability, but instead a shift toward higher-income renters, who tend to experience lower rates of housing cost burden even as rents continue to rise across income groups. Unaffordable rent is defined as spending more than 33% of household income on housing. Taken together, these trends show a neighborhood where the extremes are growing: many households are becoming more secure, while the poorest households — both renters and owners — are facing worsening financial strain. This widening gap in housing cost burden reflects deeper socioeconomic changes and threatens long-term stability for the most vulnerable residents.

This graph shows the monthly owner costs of housing relative to owner income; the number of owners paying less than 20% on income and more than 35% on income increased, indicating a widening gap in stability (source: US Census, generated by MASS).



Household Income Bracket	2011	%	2023	%	Change
<\$10,000	144	17%	208	18%	1%
\$10,000 and \$14,999	253	29%	175	15%	-14%
\$20,000 and \$24,999	105	12%	106	9%	-3%
\$40,000 and \$44,999	86	10%	9	1%	-9%
\$50,000 and \$59,999	58	7%	99	8%	2%
\$80,000 and \$94,999	64	7%	175	15%	8%
\$75,000 and \$99,999	63	7%	102	9%	1%
\$100,000 and \$124,999	45	5%	37	3%	-2%
\$125,000 and \$149,999	36	4%	138	12%	8%
\$150,000 and \$199,999	3	0%	89	8%	7%
>\$200,000	11	1%	28	2%	1%
Total Households	868		1,166		

This graph shows the changes in number of households within reported income brackets between 2011 and 2023. Generally, households with incomes below \$50,000/year were reduced and households with incomes above \$60,000/year increased or remained the same. This is largely impacted by inflation and commensurate salary increases and has less to do with displacement rates of households (US Census).

% Cost-Burdened Households	2018	2023
Owners	32%	33%
Renters	85%	87%
<\$20,000	25%	19%
\$20,000 to \$34,999	76%	76%
\$35,000 to \$49,999	47%	100%
\$50,000 to \$74,999	0%	18%
\$75,000 or more	0%	4%

This graph shows that owners earning between \$35-75k have seen the greatest increase in cost-burden (meaning households spend more than 30% of their monthly income on rent) between 2018 and 2023 (US Census).

Housing Shortages Driving Displacement Pressures

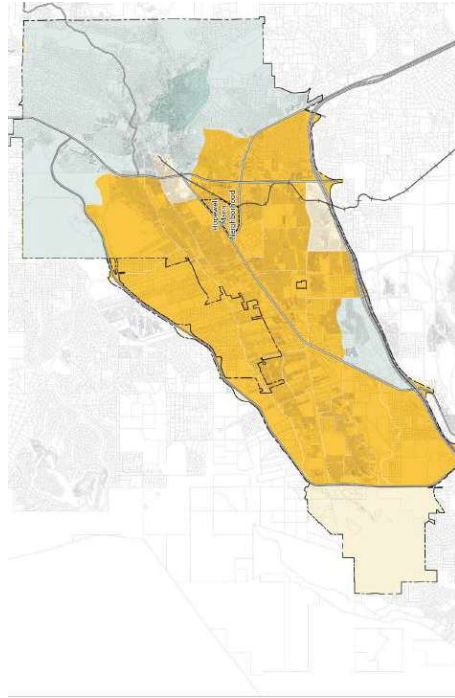
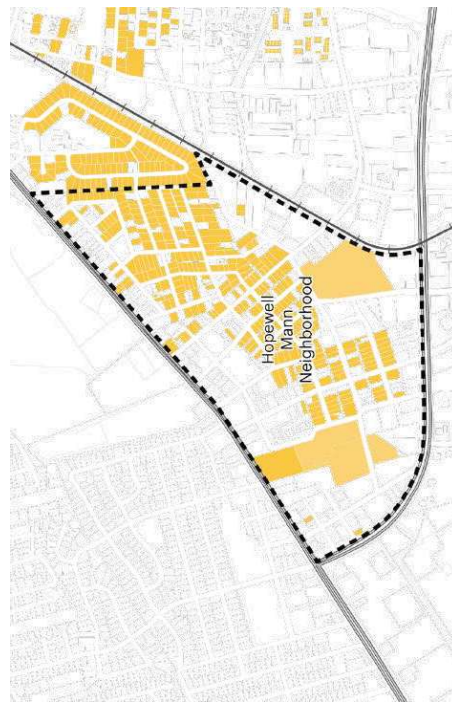
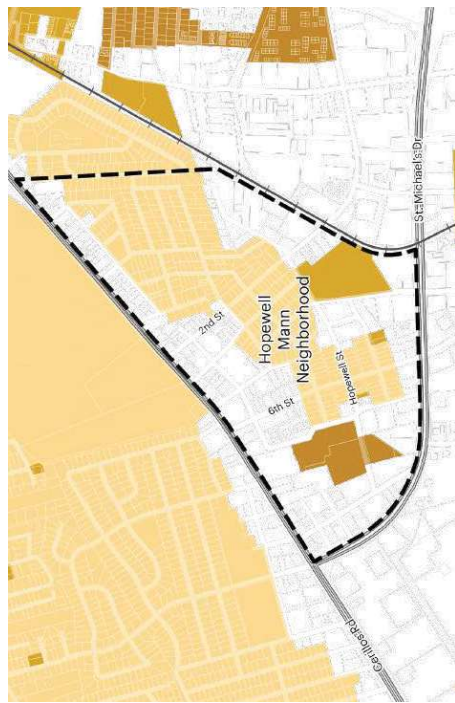
Hopewell Mann's housing supply is fully utilized, as shown by consistently low vacancy rates compared with the rest of Santa Fe. At the same time, household size has been shrinking, which suggests that multigenerational families are leaving the neighborhood due to limited housing options and rising costs. Those who leave are disproportionately the lowest-income renters. Residents also shared that many young people cannot remain in the neighborhood after graduating and must move elsewhere in the region or leave Santa Fe altogether to find affordable housing and job opportunities.

These patterns show that the current housing supply is not meeting community needs, contributing to the loss of long-standing households and younger generations who would otherwise strengthen the neighborhood's stability and cultural continuity.

This graph shows that housing stock in the neighborhood has remained essentially unchanged for the past decade (source: US Census, generated by MASS).



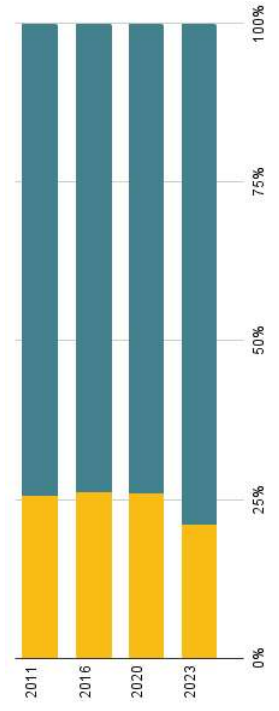
Weaknesses



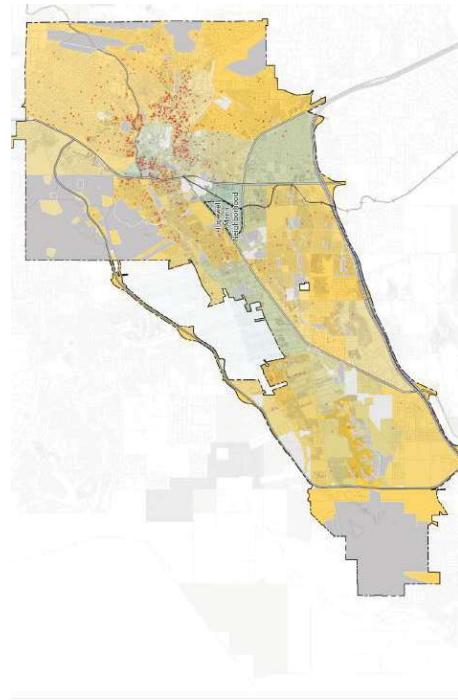
A Market That Rewards Landlords Over Renters and First-Time Buyers

Since 2020, the number of renter-occupied units in Hopewell Mann has increased by 10 percent. Because the total number of housing units has remained relatively constant, this trend suggests that some homeowners have either sold their homes to investors or converted owner-occupied properties into rentals. In some cases, long-time local owners may also be leveraging rising property values to generate income or access equity through rental conversion, reflecting both economic pressure and wealth-building strategies. Today, Hopewell Mann has the highest share of rental housing in Santa Fe, although it contains far fewer short-term rentals than surrounding neighborhoods. Existing short-term rentals are scattered throughout the neighborhood and do not reflect a predatory pattern.

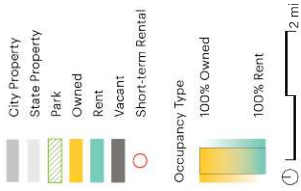
Out of 2,019 total housing units, 26 percent are owner-occupied, 65 percent are renter-occupied, and 9 percent are vacant. The high share of rental units likely reflects the neighborhood's historically lower incomes, limited homeownership opportunities, and comparatively lower housing costs than other parts of Santa Fe. At the same time, the limited availability of homes for purchase can contribute to greater instability for lower-income households and fewer opportunities to build equity.



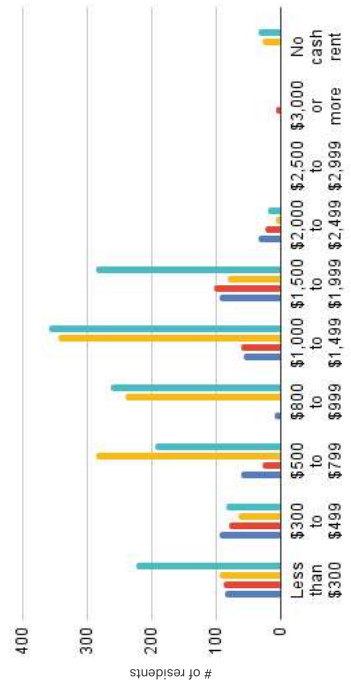
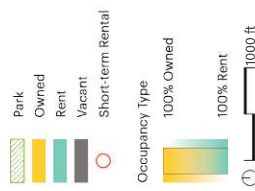
Weaknesses



The neighborhood has the highest shares of rental properties in the city, largely due to its higher concentration of apartment buildings (source: US Census, generated by MASS).



Within the neighborhood, almost all rentals are longterm rentals; properties outlined in red show short-term rentals, which seem to have no systemic pattern of takeover (source: City of Santa Fe, generated by MASS).



There has been an increase in rentals costing less than \$300/month and more than \$1,500/month since 2019. There are significantly more rental households paying between \$500-\$1,500/month than owner households paying similar monthly costs (source: US Census, generated by MASS).

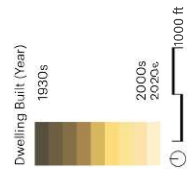


Older Housing Without Pathways for Rehabilitation

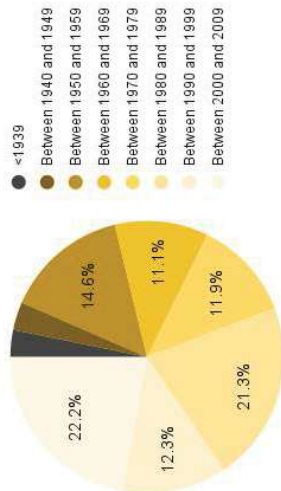
The number of housing units in Hopewell Mann has remained essentially unchanged for the past 15 years. This plateau, combined with an aging housing stock, raises concerns about long-term habitability. Most homes in the neighborhood are more than 70 years old, and many will soon require major rehabilitation or capital improvements to address health, safety, and structural needs. Home age is based on the most recent permitted structure or addition logged with the City of Santa Fe, which reinforces how little renovation activity has occurred. Our analysis found that fewer than ten properties show significantly higher costs per square foot, which suggests only a very small number of homes have undergone recent renovations or refinancing. These conditions point to an urgent need for accessible home repair programs and financing mechanisms that help residents maintain and preserve existing housing.



This map shows the age of homes across the neighborhood. Most single-family homes were built between the 1930s and 1970s; multifamily apartment buildings are more recent (source: County Assessor's Database, generated by MASS).



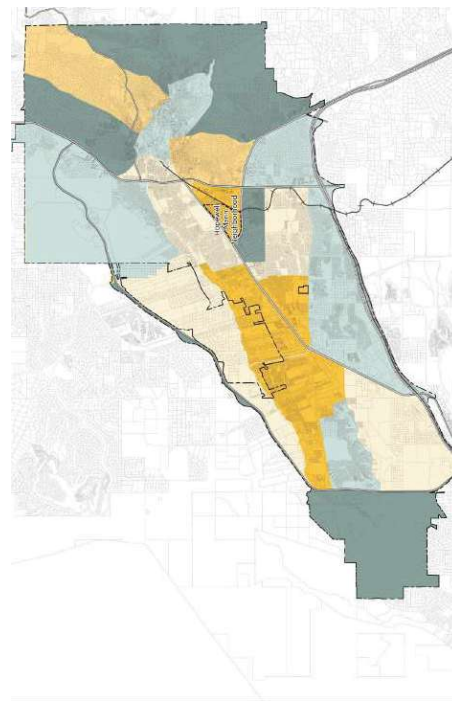
Weaknesses



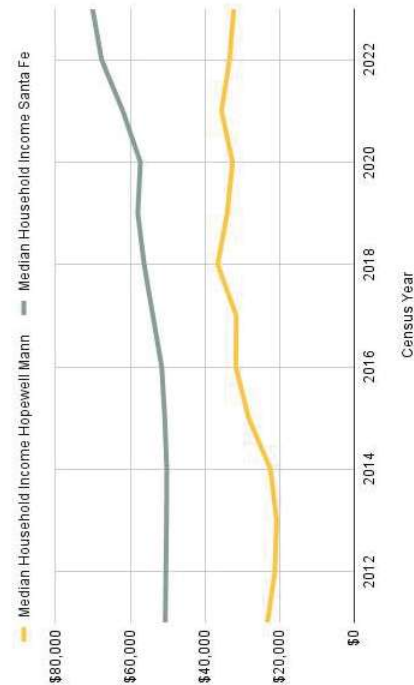
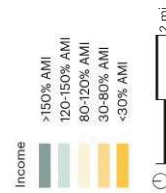
This graph illustrates that 78% of homes are more than 20 years old and over half are more than 50 years old. Although older homes are not inherently negative, maintenance needs rise significantly with age. Anecdotally, many of these homes are not being renovated or regularly maintained, creating mounting challenges for residents (source: US Census, generated by MASS).

Lowest Household Incomes in the City

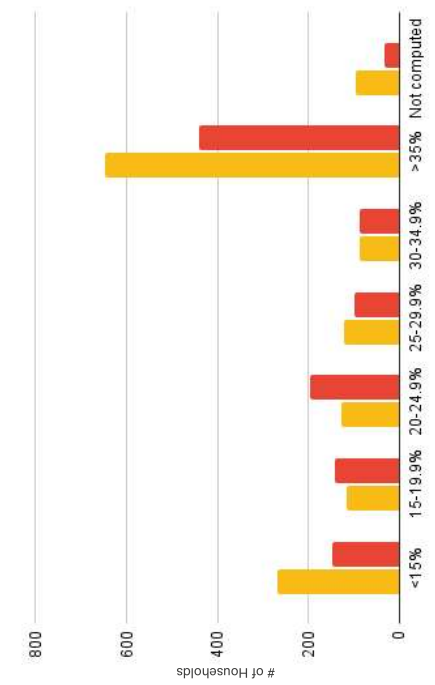
The neighborhood's median household income (of reported income) has remained well below the city average for the past decade, and it continues to rank among the lowest in Santa Fe. Although the share of households earning more than \$60,000 has grown — from less than one-quarter in 2011 to nearly half in 2023 — this shift likely reflects the arrival of higher-income residents rather than broad economic gains for long-time households. As a result, the neighborhood faces a persistent income gap, rising economic pressures, and an increasing risk of displacement for lower-income families who form the core of the community.



This map shows the average incomes relative to area median income (AMI) of each census tract. Hopewell Mann has an average AMI of below 30%, the lowest in the City (source: US Census, generated by MASS).



While the City's reported median household income has been steadily climbing, commensurate with inflation and resident displacement by higher-earning households in the city at-large, Hopewell Mann has seen a plateau and even occasional declines in median household incomes since 2018. A notable decline in reported income since 2021 is likely a signal of the end of COVID-era relief funds (source: US Census, generated by MASS).

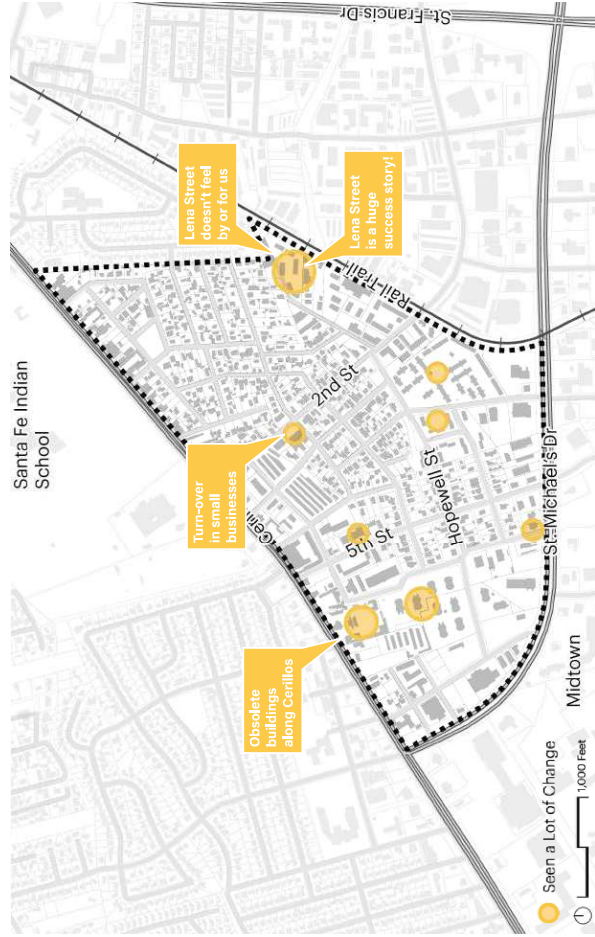


This graph shows gross rent as a percentage of household income. In 2018, the majority of households paid more than 35% of their income on rent. That number declined in the 2023 5-year census, but still accounts for the predominant condition across the neighborhood that households are rent-burdened (source: US Census, generated by MASS).

Threats

Threats include rising market pressures, employment instability, environmental vulnerabilities, and shifts in household composition that may weaken long-term community stability.

- **Weakening Generational Continuity** — Shrinking household sizes and the loss of multigenerational families reduce long-term stability and weaken community networks.
- **Shift from Multigenerational to Single-Person Households** — A rapid rise in single-person and non-family households signals increasing isolation and the erosion of long-standing family structures.
- **Midtown Development Pressure on Commercial Rents** — MRA designation incentives may raise already volatile commercial rents and threaten local businesses.
- **Commercial Properties Showing Decline and Limited Local Benefit** — Aging buildings, deferred commercial maintenance, and limited reinvestment reduce the economic benefits reaching neighborhood tenants.
- **Volatile Employment in Key Industries** — Job losses in the neighborhood's major employment sectors leave residents vulnerable to income instability and reduced economic security.
- **High Social Vulnerability and Exposure to Climate Risks** — Social and economic vulnerabilities heighten residents' exposure to heat, flooding, and other climate risks.



50 | Hopewell Mann Neighborhood Stabilization Plan

What You Said: What Are the Main Threats to Staying in the Neighborhood?

Residents identify rising rents and overall affordability pressures as the biggest threat to being able to stay in the neighborhood, often describing rent increases, housing insecurity, and poverty as destabilizing forces. Many also feel threatened by crime, safety concerns, and deteriorating infrastructure, including traffic dangers, pollution, and lack of basic public amenities. In addition, some worry about gentrification and displacement, particularly from large-scale development and corporate investment that could push longtime residents out.

Affordability / Rising Rent (28%)

This is the largest threat identified by residents. Concerns focus on the ability to pay rent, rising rental costs, living paycheck-to-paycheck, general affordability, and poverty.

- "Mi habilidad de pagar la renta."
- "Rent increases."
- "Las rentas los pagos son muy caros."
- "Housing insecurity."
- "Growth in homelessness and unstable housing situations."

Crime & Safety Concerns (15%)

Concerns include crime, violence, drugs, unsafe conditions, trafficking, and situations making both residents and businesses feel unsafe.

- "Crime, traffic, property taxes, overdevelopment..."
- "Feels unsafe, affects business."
- "Human trafficking & drug trafficking..."
- "Poor street lighting, creating unsafe conditions."
- "Inseguro para los inmigrantes, presencia de ICE."
- "Dangerous streets for children and families."

Gentrification & Displacement (13%)

Residents worry about being displaced due to redevelopment, corporate builders, and gentrification pressures.

- "Gentrification, especially corporate housing builders."
- "Midtown Development... displacement."
- "Gentrification has saturated everything..."
- "Increasing rents, rising prices, and risk of displacement/evictions."

Infrastructure Problems (10%)

Residents note inadequate infrastructure such as lack of street lamps, sidewalks, parks, sewage in roads, trash, and pollution.

- "Lack of infrastructure like street lamps, sidewalks, and parks."
- "Sewage being dumped in the roadway..."
- "Trash, pollution..."
- "Flooding that endangers pedestrians and cyclists."
- "Lack of funding to maintain essential neighborhood services."
- "Privatization of community spaces limiting public access."
- "Nature deficit and insufficient green space impacting wellbeing."

Landlord / Policy-Driven Threats (8%)

Landlord discretion, eviction risks, institutional policies, and lack of city engagement create vulnerabilities.

- "Landlord discretion."
- "Eviction."
- "Lack of city engagement."

Traffic, Noise & Environmental Disturbances (8%)

Traffic, speeding, road racers, noise from new commercial uses, and pollution were mentioned.

- "Traffic, pollution, trash, homeless."
- "The car wash brought more traffic and road racers..."
- "Speeding in parking lots."

Other (5%)

Some responses did not fit clearly into another category but reflect general frustration or discomfort.

- "Progressive activists being annoying + pushing woke agendas."
- "Social isolation, especially for young children and vulnerable residents."

Threats

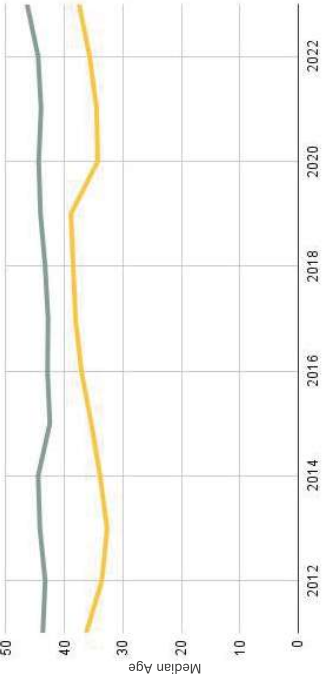
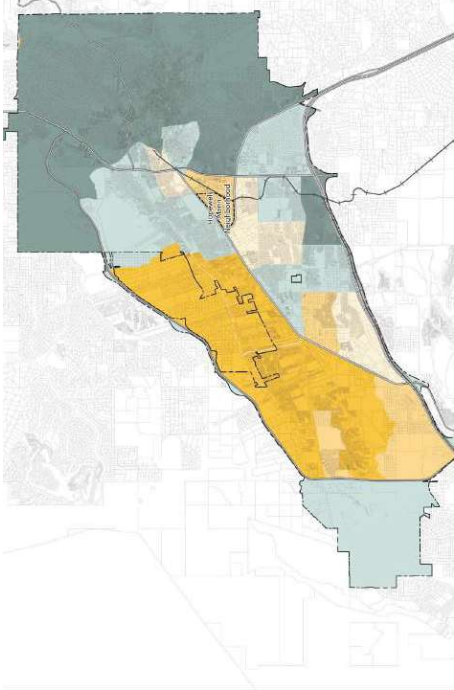
Weakening Generational Continuity

Hopewell Mann is experiencing a gradual erosion of the generational balance that has historically anchored the neighborhood. Over the past decade, the median age has fluctuated between 33 and 39, which is much younger than the citywide average of 46.4. The area now sits between an aging east side and a younger south side, yet it contains fewer young children and fewer elders over 80 than the city as a whole. At the same time, it has a higher share of adults aged 18 to 39 and 60 to 79. This shift signals the loss of long-term demographic anchors such as families with children and elders with deep roots in the community.

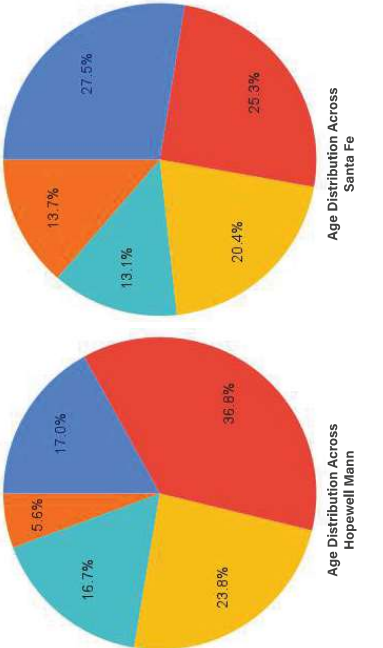
School enrollment patterns reinforce this trend. Between 2018 and 2023, the neighborhood saw a 35 percent decline in school-aged children and a 60 percent drop in private school enrollment. This points to a shrinking presence of families with children, particularly those with enough resources to choose private education. Although the number of young adults aged 18 to 24 has doubled during the same period, few are pursuing higher education. Limited local college options, economic pressure to enter the workforce immediately, and lack of access to debt capital likely contribute to this pattern.

Workforce data reflects a similar transition. The number of working residents has declined slightly since 2018, while the number of retired or disabled residents has grown. This change may reduce the neighborhood's economic resilience and the intergenerational support systems that once provided stability.

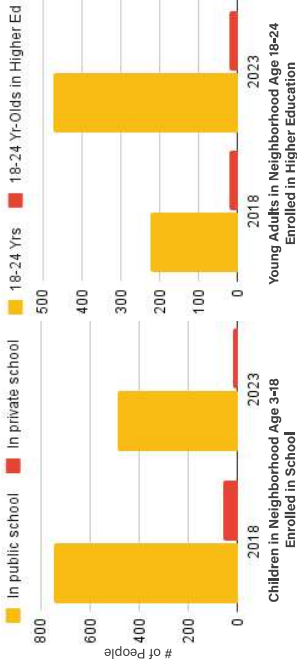
Taken together, these shifts indicate a weakening of the multigenerational fabric that has traditionally sustained Hopewell Mann. With fewer families, fewer elders, and more residents in transitional or economically vulnerable life stages, the neighborhood faces a heightened risk of demographic turnover, displacement, and the loss of institutions that depend on generational continuity, such as schools, youth programs, and senior services.



These graphs show the current distribution of ages within the neighborhood compared to the city of Santa Fe. There is a higher percentage of young adults and older working adult adults in the neighborhood but a lower percentage of children and octogenarians compared to the City as a whole (source: US Census, generated by MASS).



These graphs show a decline in children enrolled in public and private schools between 2018 and 2023 and a decline in the percentage of young adults choosing higher education during that time frame, despite a growth in the number of young adults (source: US Census, generated by MASS).



Threats

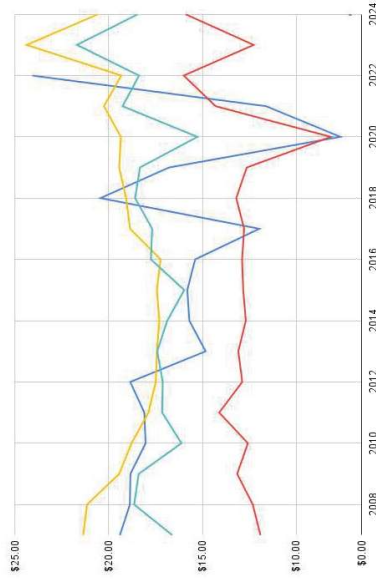
Shift from Multigenerational to Single-Person Households

Household composition in Hopewell Mann has shifted toward smaller and more isolated living arrangements. Today, 59% of households are non-family, and 85% of those are single-person households. Even among family households, more than half are only two people, with far fewer three- and four-person households than in past decades. This trend signals a decline in multigenerational living, which weakens long-standing support networks and reduces the intergenerational stability that has historically anchored the neighborhood.

	2000	2010	2023	
All households:	1,377	679	1102	Family households:
Total Households	426	274	291	754
1-person household	381	206	219	0
2-person household	229	122	9	403
3-person household		77	82	112
4+ person household			0	239

Midtown Campus Development Pressure on Commercial Rents

The Midtown Metropolitan Redevelopment Area (MRA) designation will bring new incentives and investment opportunities to the area, but it also creates risks for existing commercial spaces along the north side of St. Michael's Drive. Commercial rents in the Midtown area are already highly volatile, with sharp swings in pricing over the past several years. While MRA tools may help attract new investment and redevelopment activity, they may also increase pressure on existing neighborhood-serving businesses as land values and redevelopment interest rise. In some cases, higher rents can support renovation and reinvestment in aging commercial properties, particularly vacant or underutilized sites. At the same time, rising property values and shifting lease terms may make it more difficult for some small or long-standing businesses to remain in place, especially if future redevelopment opportunities become more financially attractive than maintaining existing tenants. As Midtown redevelopment progresses, these pressures could reshape the types of businesses and services available within the neighborhood.



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This table shows change in household size and composition over the past 25 years. In 2000, 25% of households consisted of four or more people, but by 2010, only 11% were and by 2023 only 8% were. This validates sentiments during engagements that multigenerational households seemed to be on the decline in the neighborhood (source: US Census).

This graph shows the volatility of office and retail rents in the LINC district (along St. Michael's Dr.) over the past three years; generally LINC district commercial properties have been more affordable than the rest of Santa Fe, but that is no longer consistent and many forecast that the development in Midtown and City investment in new overlay zones will incur higher commercial rents in this area (source: CoStar Data, courtesy of SB Friedman Consultants, generated by MASS).

■ LINC Office Rent
■ LINC Retail Rent
■ Santa Fe Office Rent
■ Santa Fe Retail Rent

Commercial Properties Showing Decline and Limited Local Benefit

A large share of Hopewell Mann's commercial properties show signs of disinvestment and limited local benefit. Although most commercial buildings were constructed within the past forty years, many along Cerillos Road date from the late 1950s through the 1990s and are reported by residents to be in poor condition or in need of remediation. Building age is based on the last permitted structure or addition filed with the City, suggesting that few properties have undergone substantial rehabilitation. Some newer properties, such as those on Lena Street or the car dealerships on St. Michael's Drive, have seen reinvestment, but these are exceptions. Nearly half of the neighborhood's acreage is dedicated to commercial uses, yet many parcels are owned by LLCs based outside New Mexico. The highest-value properties are large commercial and multifamily holdings, indicating that much of the financial gain generated by these assets may not circulate locally. Deferred maintenance may reflect low rents, rising operating costs, or difficulty financing major renovations for aging buildings. As these properties continue to age without reinvestment, commercial areas risk further deterioration and reduced support for local residents and businesses.

	ACREAGE		
179.6	Total acreage of commercial properties (out of 392 acres)	45.80%	of total acreage
95.4	Total acreage of commercial properties owned by LLCs	53.20%	of total acreage of commercial properties
43.7	Total acreage of commercial properties by owners NOT based in NM	24.30%	of total acreage of commercial properties
	VALUE		
\$291.3 MM	Total value of commercial properties	36.50%	of total value
\$165.4 MM	Total value of commercial properties owned by LLCs	56.80%	of total value of commercial properties
\$82.5 MM	Total value of commercial properties by owners NOT based in NM	28.30%	of total value of commercial properties
	QUANTITY		
328	Total # of commercial properties	24.90%	of total quantity
138	Total # of commercial properties owned by LLCs	42.10%	of total quantity of commercial properties
49	Total # of commercial properties by owners NOT based in NM	14.90%	of total quantity of commercial properties

The table below shows the extent to which commercial properties are owned by non-family business enterprises and out-of-state interests (source: County Assessor's Database).

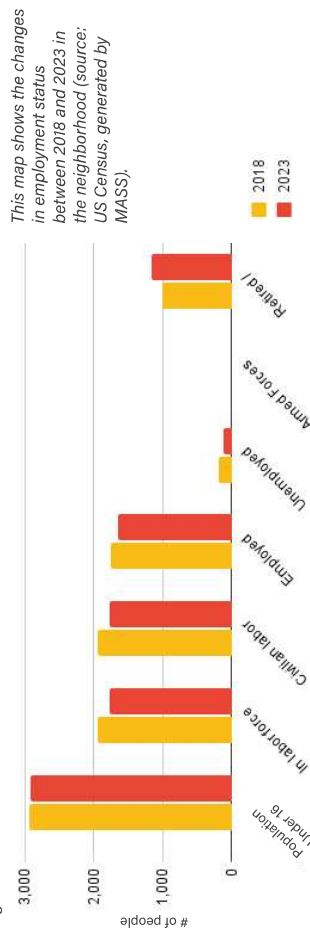
This map shows that the oldest commercial properties are along Cerillos Road (source: County Assessor's Data, generated by MASS).



Threats

Volatile Employment in Key Industries

Employment patterns for Hopewell Mann residents have been highly unstable in recent years. The top five industries that traditionally employed local workers all saw job reductions between 2018 and 2023, with significant losses in arts and tourism services, educational and healthcare services, science, retail trade, and construction. Although jobs grew in public administration, public services, agriculture, and information services, these gains do not fully replace the decline in sectors that once provided reliable employment for neighborhood families. Out of nearly 3,000 working-age residents, only 1,763 are in the labor force, and 6 percent of them are unemployed. While this is an improvement from 2018, when unemployment was 9 percent, it still reflects a labor market marked by volatility and limited opportunity. These conditions leave many residents vulnerable to income disruption and reduce the stability that consistent, dependable employment once offered in the neighborhood.

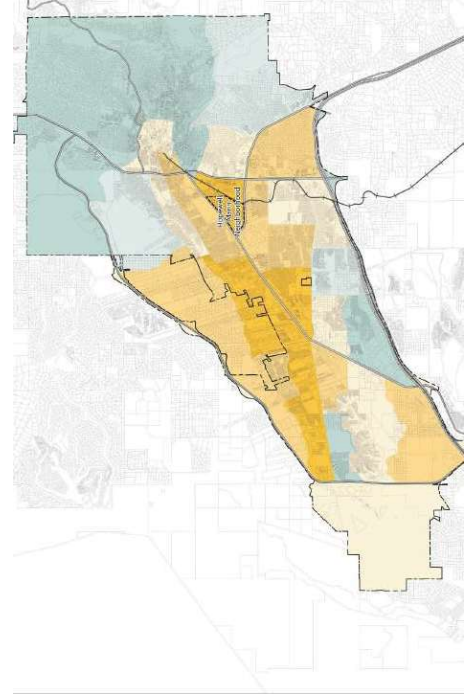
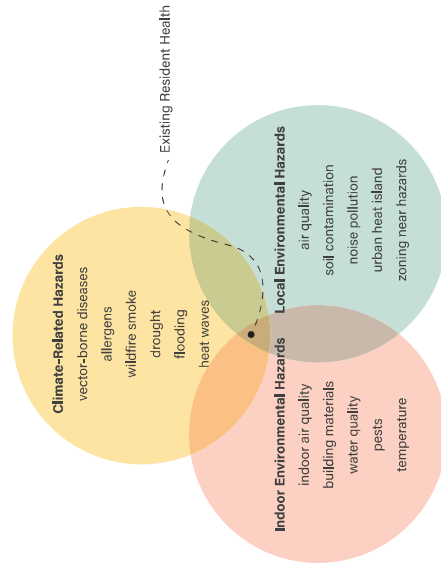


This table shows high drops in jobs since 2018 in the entertainment/service industry, educational/health/social services industry, as well as retail, construction, and professional industries. There have been job gains in blue collar industries (source: US Census, generated by MASS).

	2018	2023	# Change	% Change
Arts, entertainment, and recreation, and accommodation and food services	431	344	-87	-20%
Educational services, and health care and social assistance	397	282	-115	-29%
Professional, scientific, and management, and administrative and waste management services	261	239	-22	-8%
Retail trade	257	200	-57	-22%
Construction	162	83	-79	-49%
Finance and insurance, and real estate and rental and leasing	71	44	-27	-38%
Public administration	63	120	57	90%
Transportation and warehousing, and utilities	48	99	51	106%
Other services, except public administration	46	119	73	159%
Manufacturing	8	14	6	75%
Information	6	82	76	1267%
Agriculture, forestry, fishing and hunting, and mining	0	28	28	N/A
Wholesale trade	0	0	0	0%

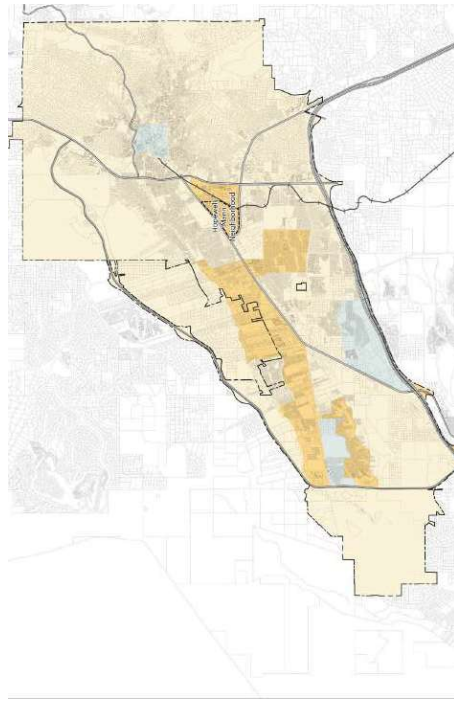
High Social Vulnerability and Exposure to Climate Risks

Hopewell Mann has very high social vulnerability. This means that many residents face increased risks from environmental hazards due to factors such as lower household incomes, limited access to healthcare, older housing stock, and fewer resources to prepare for or recover from emergencies. These conditions make the neighborhood more sensitive to climate impacts and more likely to experience displacement pressures following disruptive events.

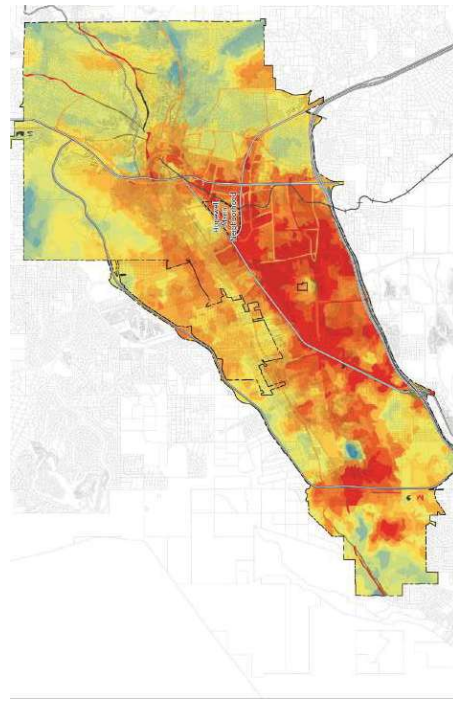
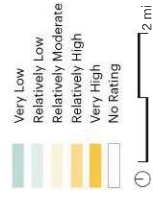


Hopewell Mann has very high social vulnerability, which means residents face greater risks from environmental hazards and displacement pressures due to overlapping factors such as lower incomes, limited access to healthcare, older housing stock, and fewer resources to prepare for or recover from shocks (source: FEMA Risk Index, generated by MASS).

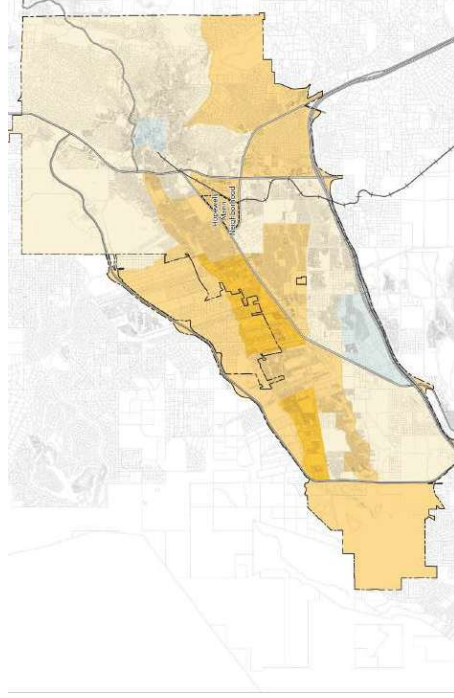
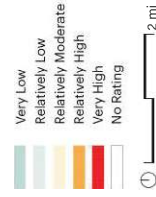
Threats



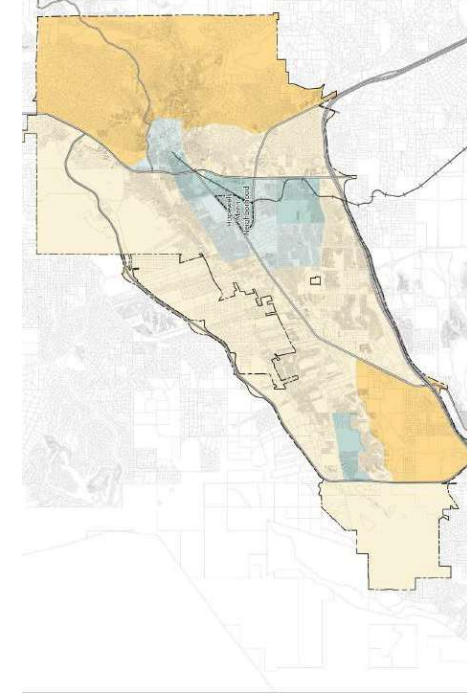
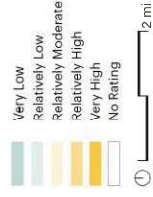
Hopewell Mann has moderate cold wave risk, which means residents may experience health and safety challenges during extreme cold events (such as hypothermia, power or heating disruptions, and higher utility costs) especially for vulnerable populations living in older or poorly insulated homes (source: FEMA Risk Index, generated by MASS).



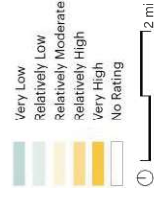
High surface temperatures exist across the neighborhood due to insubstantial presence of urban tree canopy and larger sections of road asphalt. Urban heat island can worsen chronic health conditions, cause cardiovascular strain, and heat stroke (source: NMtracking.doh.nm.gov, generated by MASS).



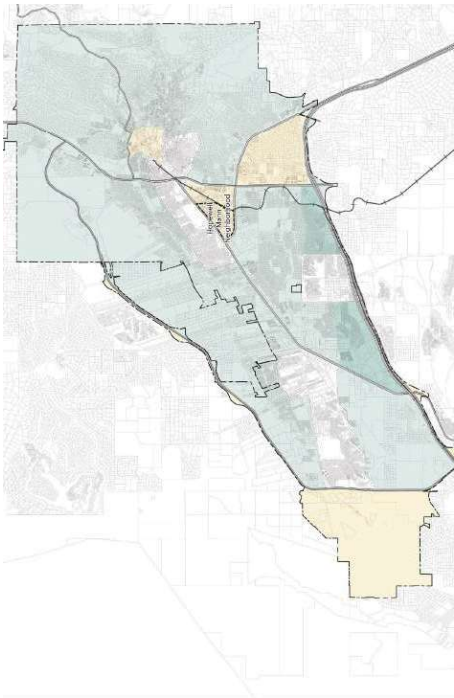
Hopewell Mann has moderate lightning risk, which means the neighborhood faces occasional threats to personal safety, power infrastructure, and building systems during storms, with elevated vulnerability for residents lacking safe shelter or reliable utilities (source: FEMA Risk Index, generated by MASS).



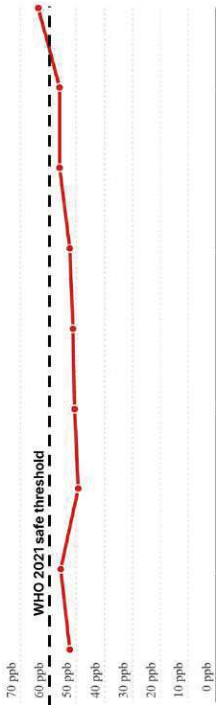
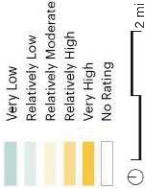
Hopewell Mann has very low wildfire risk, which means the likelihood of direct fire damage to homes and infrastructure is minimal, though residents may still be affected by regional smoke and air quality impacts (source: FEMA Risk Index, generated by MASS).



Threats



Hopewell Mann has moderate flooding risk, which means some areas may experience periodic water inundation that can damage homes, disrupt transportation and utilities, and increase health risks, especially for residents in low-lying or poorly drained locations (source: FEMA Risk Index, generated by MASS).



Ozone levels have risen over the past five years. Elevated ozone is often linked to higher traffic volumes, industrial activity, strong sunlight, and stagnant air patterns. Neighborhoods with fewer trees and more paved surfaces tend to trap heat and pollution, increasing respiratory stress and long-term health risks (source: EPA, generated by MASS).

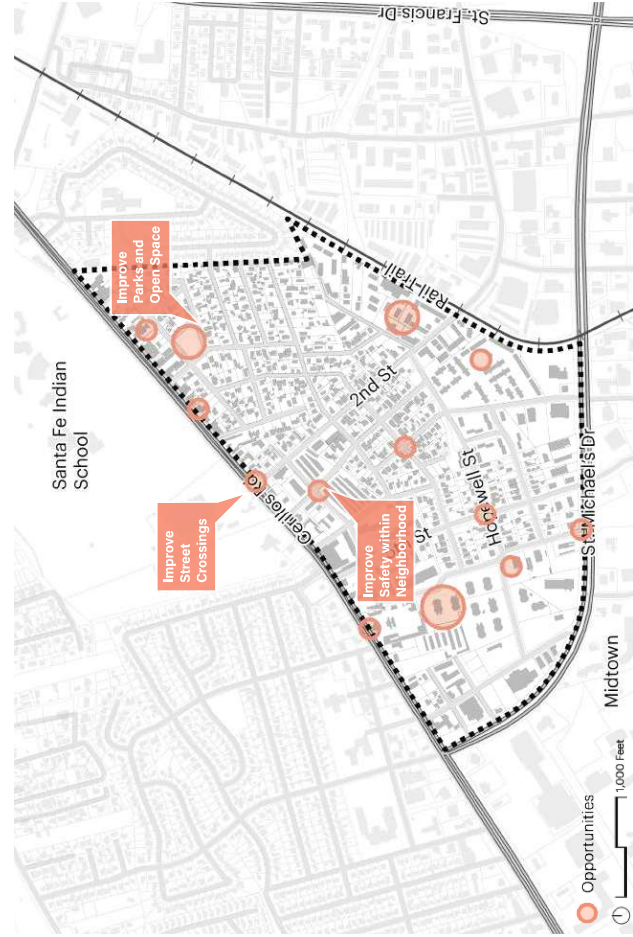
Impact Realm	Environmental Hazard	I Have Been Impacted	This is a Risk to Me
Home & Building Hazards	Mold		
	Radon		
	Carbon Monoxide		
	Poor Ventilation		
	Asbestos		
	Lead Paint		
	VOCs from Finishes		
	Lead Pipes/Old Plumbing		
	Pests (Mice, Cockroaches, etc.)		
	Water Leaking		
Local Environmental Hazards	Lack of Heating/Cooling		
	Indoor Smoke from Wood/Gas Heating		
	Noise Pollution		
	Fumes/Air Pollution from Nearby Roads		
	Fumes/Air Pollution from Nearby Industry		
	Proximity to Hazard (like factory)		
	Soil Contamination		
	Urban Heat Island (from lack of trees)		
	Power Outage		
	Heat Waves		
Climate-Related Hazards	Cold Waves		
	Drought		
	Lightning Strike		
	Fire & Wildfire Smoke		
	Flooding		
	Seasonal Allergies		
	Vector-Borne Diseases (like COVID-19)		

Conversations throughout the LEARN phase revealed these hazards as areas of existing or potential concern. This matrix could translate into a future survey should more data on environmental hazards prove useful (generated by MASS).

Opportunities

Key opportunities arise from upcoming investments, citywide planning reforms, new housing at Midtown, and strong local advocacy that can support neighborhood-led change.

- **Expanding Housing Options Through Midtown Development** — New housing at Midtown can increase supply and ease pressure on nearby neighborhoods.
- **Improved Mobility Through Corridor Safety Projects** — Corridor investments will improve crossings, transit access, and overall neighborhood connectivity.
- **Citywide Planning and Zoning Reforms Underway** — Updates to the General Plan and zoning code can better align land use with community needs.
- **Complementary Housing and Tenure Reporting by Chainbreaker Collective** — this research offers useful policy guidance for strengthening housing stability.
- **New City Leadership and a Window for Neighborhood Action** — New elected leaders present an opportunity for residents to elevate neighborhood priorities.



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What You Said: What Are the Biggest Opportunities for Improvement?

Residents want to see significant improvements in safety and infrastructure, including better lighting, cleaner streets, safer roads, and reduced crime and drug activity. Many also call for greater affordability, more housing options, and stronger support for local businesses and public spaces, while a smaller group feels uncertain or sees change as outside their control.

Safety & Crime Reduction (28%)

Safety is the most frequently mentioned area for improvement. Residents want reductions in crime, drug activity, unhoused street presence, and noisy or dangerous driving, along with more police presence.

- "Increase safety and stop noisy car racing."
- "More police presence."
- "La seguridad."

Infrastructure Improvements (21%)

Residents emphasized the need for better basic infrastructure, including road repairs, drainage systems, street lighting, cleaner public spaces, and general maintenance.

- "Las carreteras necesitan atención."
- "Better stormwater management."
- "More street lights."
- "Improve pedestrian safety through bridges, crossings, and traffic calming."

Keep Things The Same (21%)

A significant portion of respondents wanted the neighborhood to remain exactly as it is.

- "Nothing."
- "I don't see the neighborhood as needing change."

Other / Miscellaneous (13%)

Some responses did not fit into major categories but reflect individual concerns or varied issues.

- "Too many self storage facilities."
- "It would be nice if folks would keep up with weeds."

Affordability & Housing (10%)

Residents expressed the need for more affordable housing

options, protections for tenants, and a range of housing types.

- "Permanent houses for middle/lower income."
- "Tenant bill of rights."
- "Lower rent."
- "We need more dense housing."

Business Revitalization & Opportunity (5%)

A few responses noted the need to strengthen local businesses, small commercial areas, and community-serving establishments.

- "Revitalize Cerrillos Road businesses."
- "More opportunity brought by small businesses and schools."
- "Develop more local jobs and economic opportunities."
- "Build a commercial/commissary kitchen to support small businesses."

Parks, Open Space & Gathering Areas (3%)

A smaller number highlighted the need for improved green space and safe, accessible paths for walking and biking.

- "Open space, safe walking and bike paths."
- "Create spaces for artists and cultural expression."
- "Create community gardens, parks, and family-friendly gathering spaces."
- "Use nearby schools for youth programming and community needs."
- "Convert parking lots into free public spaces and play areas."
- "Establish a computer lab, youth spaces, dance or creative studios."
- "Expand outdoor gyms, public Wi-Fi, and accessible recreation amenities."
- "Improve park connections to regional networks like the River Trail."

Opportunities

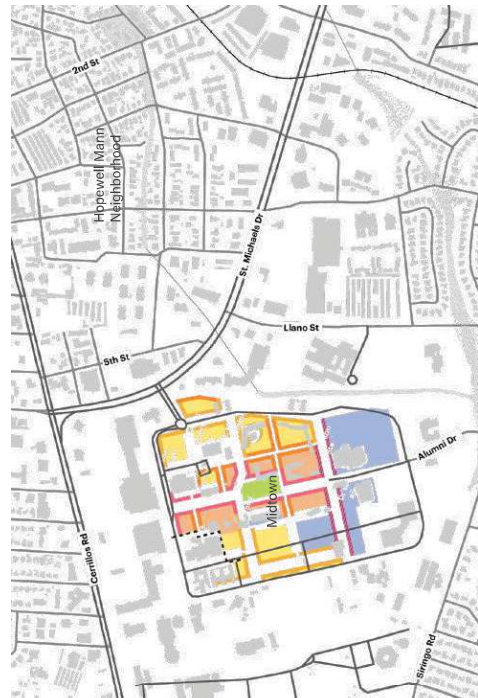
Expanding Housing Options Through Midtown Campus

The planned development of 100 new housing units on the Midtown Campus represents one of the most significant opportunities to expand Santa Fe's housing supply in a generation. About 330 of these units will be designated as affordable under the City's definition, which applies to households earning up to 120 percent of Area Median Income (AMI). While some argue this does not reach the deepest levels of need, Santa Fe's code aligns with what many cities consider "workforce housing." Affordability at extremely low-income levels, such as 30 percent AMI, is important but difficult to achieve at scale. Requiring only deeply affordable units can slow or halt development, limiting overall supply and increasing pressure on existing neighborhoods.

A mixed-income approach at Midtown has greater potential to expand housing choices across income levels. The 60 percent AMI threshold used in Low-Income Housing Tax Credit (LIHTC) projects is expected in several proposals, increasing the likelihood of meaningful affordability while maintaining feasibility. The overall program in the Community Development Plan reflects what can realistically fit on the site, based on parcel size, the Midtown Master Plan, and the types of buildings the Santa Fe market currently produces. It represents a midpoint scenario between lower and higher density buildouts.

Although no absorption analysis was completed, the City's goal is that at least 30 percent of new units serve low- and moderate-income households. Midtown development will likely appeal to the broader Santa Fe market, including households seeking proximity to new jobs and amenities. By increasing the supply of market-rate and affordable units, Midtown can reduce spillover pressure on adjacent neighborhoods like Hopewell Mann, where limited availability has contributed to displacement and rising rents. Additional market-rate housing can ease turnover pressure, while new affordable units can expand options for residents at risk of being priced out.

Midtown will not replicate multigenerational patterns found in established neighborhoods, as most units will serve smaller households. However, it can absorb part of the unmet regional demand for rental and ownership options, offer alternatives for residents who might otherwise move toward Lena Street or Second Street, and help stabilize nearby neighborhoods by expanding supply where it is most needed.



Map shows planned housing and mixed-use developments on the Midtown Campus (source: Midtown Masterplan, generated by MASS).

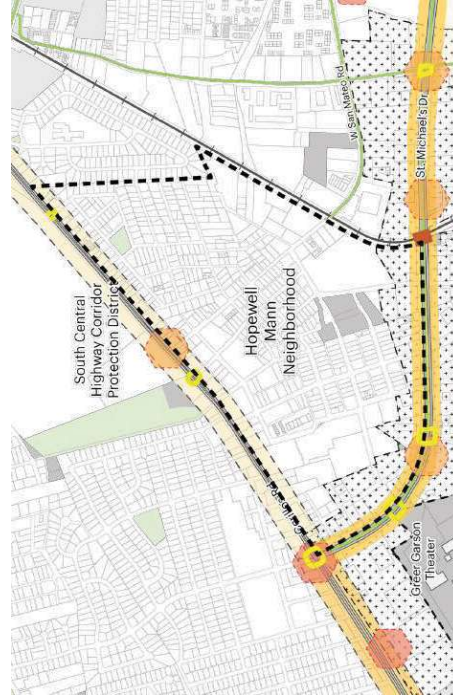
Mixed-Use Neighborhood (MU-N)
Mixed-Use Center (MU-C)
Mixed-Use Office (MU-O)
Mixed-Use Film (MU-F)

1500 ft

Improved Mobility Through Corridor Safety Projects

Significant planned investments from the Metropolitan Planning Organization (MPO) offer Hopewell Mann a major opportunity to improve mobility, safety, and daily access to the rest of Santa Fe. Future MPO projects will add safe street crossings and upgraded pedestrian infrastructure along the neighborhood's perimeter, which is expected to reduce accident rates and make key corridors less hazardous for people walking, biking, and using mobility devices. These improvements align with the City's Public Transit Master Plan, which envisions more reliable bus service, enhanced stop amenities, and stronger connections to employment centers, schools, and public services. For Hopewell Mann, where many residents already walk, bus, or rely on a single vehicle, these investments can significantly expand access to jobs, education, groceries, and cultural destinations.

Together, the MPO's safety upgrades and transit improvements create a timely opportunity for the neighborhood, but their impact will be strongest if these investments are aligned with the recommendations and lived experiences documented in this report, ensuring that future mobility improvements respond directly to community needs.



Map shows planned crossing, bike, road diet, and corridor protection improvements as well as crash incident counts from the past 10 years surrounding Hopewell Mann (source: MPO, generated by MASS).

MPO Transportation Improvements
2019 Bicycle Master Plan
Crossing Improvement
Rail Trail Connection
South Central Highway Corridor Protection District
Cerrillos Road Highway Corridor Protection Districts
Saint Michael's Road Diet Project
Crash Incidences (9-20 / 20-41)

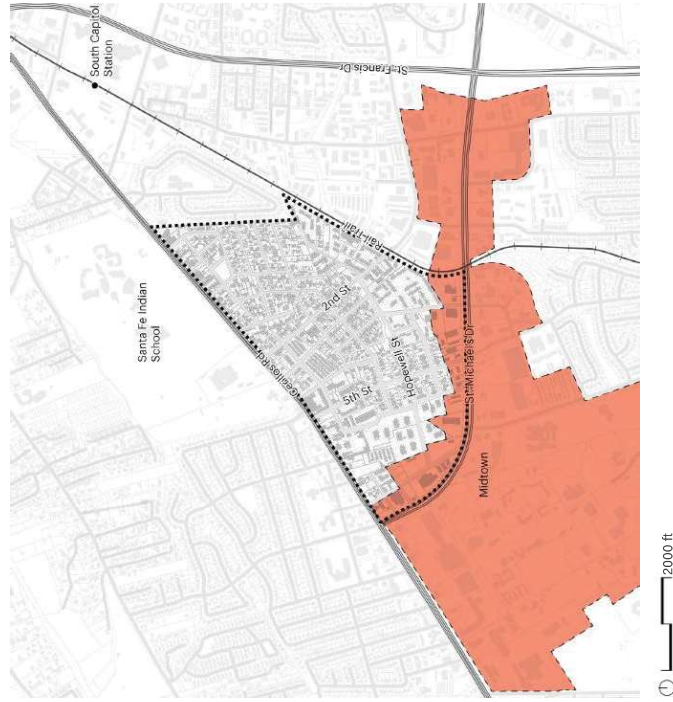
1000 ft

Opportunities

Citywide Planning and Zoning Reforms Underway

The forthcoming Santa Fe General Plan presents a major opportunity to align future growth with the needs of neighborhoods like Hopewell Mann. The city's original 1999 Desired Future Land Use Map outlined broad residential and commercial categories and the densities intended to guide future development. Since then, the Land Development Code (LDC) has taken on a more detailed role by establishing specific zoning districts and defining which uses are allowed, restricted, or require conditional approvals. Comparing these regulatory intentions with the city's actual land use map reveals the places where development has diverged from earlier plans.

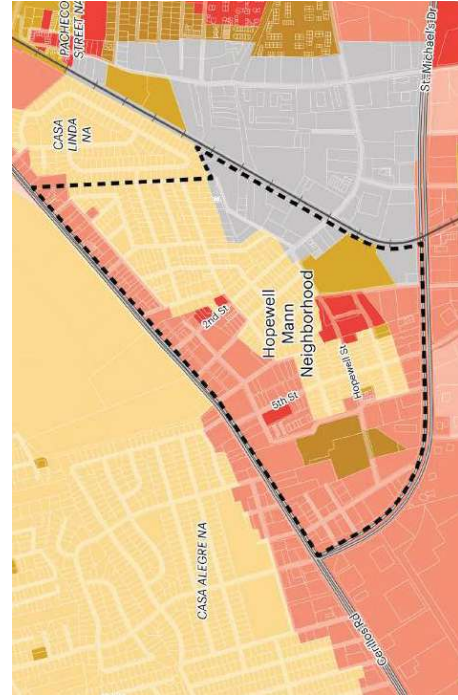
The current General Plan update is being carried out in phases. Phase 1 included an Equity Analysis intended to better understand how past planning and investment decisions have shaped disparities across Santa Fe neighborhoods. Phase 2 will include more comprehensive revisions to the city's zoning framework and land use policies. Together, these efforts create an opportunity for the city to reconcile longstanding inconsistencies and reimagine land use and zoning in ways that can support more housing, improve access to services, and encourage reinvestment in key corridors. For Hopewell Mann, this process offers a chance to advocate for zoning and land use policies that reflect the neighborhood's priorities and the lived experiences documented in this report.



This map shows the Midtown LINC ("Local Innovation Corridor") boundary, established in 2016 as a zoning overlay district to incentivize denser development along St. Michael's Drive and within Midtown.

Qualifying projects receive waived development fees and greater zoning flexibility, but are also required to meet public realm and sustainability standards.

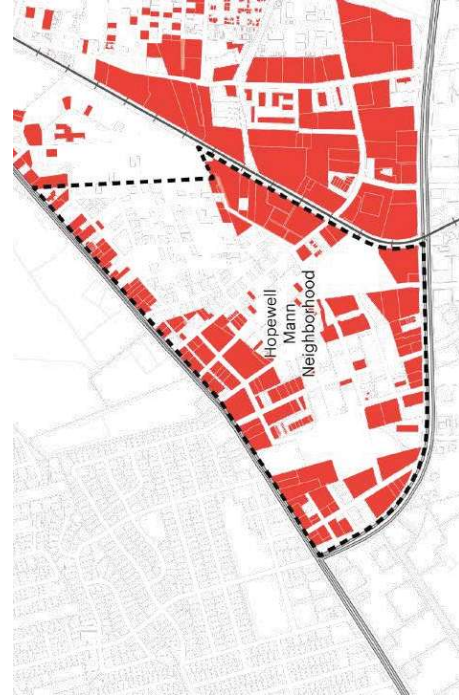
There have been no new developments within the Hopewell Mann portion of the LINC boundary since its establishment, due in part to the concentration of surface parking-heavy car dealerships, wide utility easements along St. Michael's Drive that limit active street front development, and challenges developers face in making additional public benefit requirements financially feasible.



The neighborhood's commercial zoning along all corridor edges of the neighborhood disincentivizes mixed-use and housing developments (source: City of Santa Fe, generated by MASS).

- R3 Residential (3du/ac)
- R5 Residential (5-6du/ac)
- R7 Residential (7du/ac)
- R21 Residential (21du/ac)
- R29 Residential (29du/ac)
- C1 Office and Related Commercial
- C2 General Commercial
- I1 Light Industrial
- BCD Business Capital District
- HZ Hospital Zone
- SC2 Planned Shopping Center

1000 ft



Actual commercial development shows deviation from as-of-right development along the corridors, and significant under-development due to restrictive zoning, which contributes to a feeling of emptiness and lack of safety (source: City of Santa Fe, generated by MASS).

1000 ft

Opportunities

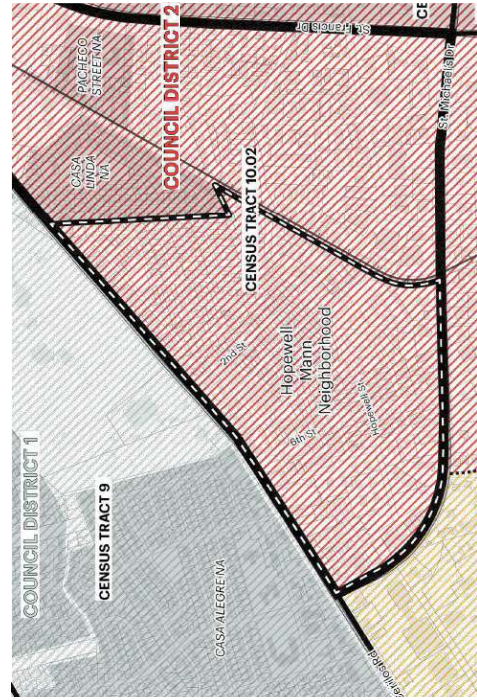
Building on Santa Fe's Housing Justice Policy Foundation

Santa Fe does not have to begin this work from scratch. Over the past decade, residents, housing advocates, community organizations, policy partners, and City leaders have built a growing foundation of research, advocacy, and legislation focused on housing security, tenant protections, and community control. The City of Santa Fe's Resident's Bill of Rights (Resolution No. 2015-66) established a public commitment to helping residents remain safely and affordably housed, while the voter-approved Affordable Housing Trust Fund created a dedicated local funding source that can support long-term housing stability.

The planning process confirmed that these issues remain urgent in Hopewell Mann, where residents repeatedly raised concerns about tenant protections, eviction risk, rent burden, housing quality, and the need for stronger pathways to long-term affordability and community ownership. Rather than creating a separate or duplicative agenda, this plan builds on existing City commitments and connects resident priorities back to policy work already underway, including research and advocacy advanced by housing coalitions, community organizations, PolicyLink, Chainbreaker Collective, and other local partners. By aligning the Neighborhood Stabilization Plan with this accumulated body of research, advocacy, and policy, Hopewell Mann can help move long-standing housing justice goals from recommendation toward implementation.

New City Leadership and a Window for Neighborhood Action

With the influx of new representation, including Mayor Gracia — previously a District 2 councilor — and two new District council representatives, this is an important moment to bring Hopewell Mann residents' priorities forward. New leadership provides an opportunity to elevate neighborhood concerns such as pedestrian safety, affordable housing, public services, and connectivity. Early engagement with the incoming administration can help ensure that the issues documented in this plan are reflected in the city's agenda.



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Many of Chainbreaker Collective's studies and policy guidelines can be found on their website.

What You Said: What Should the New Administration Prioritize?

Housing & Tenure

- Keep housing affordable
- Rent assistance (apoyo para alquilar la renta)
- Childcare support tied to affordability
- Decent housing conditions; reduce extra housing fees
- Whistleblower program protecting tenants from eviction
- Pest control in rental housing
- Affordable housing development; fewer large apartment buildings
- More missing middle typologies like townhomes, casitas, condos for middle/lower income families
- Address excessive rent increases
- Moratorium on rent increases
- Affordable housing (new construction + voucher programs)
- Rent control / rent stabilization
- Robust affordable housing on Midtown campus
- More housing overall
- Tenant bill of rights
- Truthfulness about what is considered 'affordable housing'

Businesses & Jobs

- Youth job opportunities
- Add local jobs
- Business assistance programs
- Discourage panhandling near businesses
- Reduce proliferation of empty storage facilities
- Economic opportunity without reliance on philanthrocapitalism
- Parks & Open Space
- Park maintenance
- More parks and safe parks
- Create public green spaces
- Maintain all parks and open space
- Safe/usable Arroyo greenspace corridor
- Improve green connectivity to Railyards
- Public art in parks
- Preserve low-rise scale near parks

Streets & Infrastructure

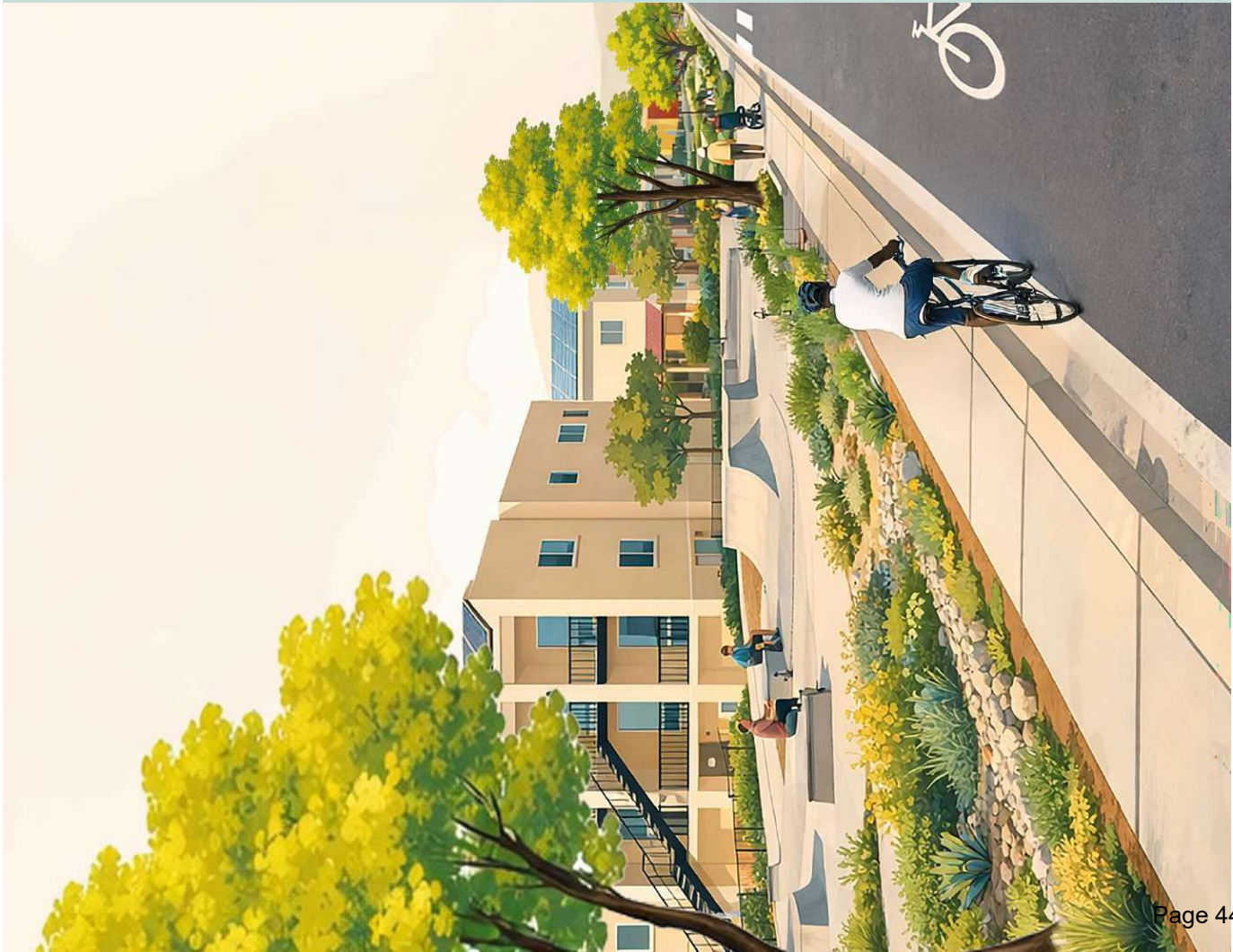
- Noise abatement
- Street maintenance and cleaning
- Green stormwater infrastructure
- Water-wise smart growth standards
- Night sky compliant lighting
- Rainwater catchment/use
- Better sidewalks
- Improve walkability and street crossings
- Increase pedestrian safety
- Slow streets / traffic calming
- EV charging stations
- Improve walkability and connectivity
- Traffic investment
- Connectivity improvements to key destinations

Public Services & Community Programs

- Non-police safety actions
- Health and safety inspections of rentals
- Law enforcement and anti-crime strategies
- Fumigation/pest control services
- Support for unsheltered residents
- Behavioral regulation (e.g. outlaw panhandling)
- Accessibility improvements for disabled residents
- Safety improvements for kids
- Improved sanitation and cleanliness
- Childcare support
- Enforcement of rules and regulations
- Maintain state and federal funding
- Clear and truthful public communication

Community-Based Capacity Building

- Include Indigenous perspectives in planning
- Prioritize affordability over growth
- Collaboration and inclusion
- Support resident participation and awareness
- Community empowerment around safety
- Support tenant protections and organizing



4

The Plan

This chapter is the strategic foundation of the report. It begins with a shared vision and desired outcomes for Hopewell Mann, then translates community priorities, data, and policy opportunities into a coordinated set of stabilization strategies. Organized across housing and tenure, jobs and businesses, and the public realm, these strategies are intended to strengthen neighborhood stability, reduce displacement risk, guide future investment, and create long-term opportunity for residents.

Vision, Outcomes, and Measures of Success

The planning and engagement process centered on co-developing an Impact Framework, a shared structure of community-defined values, goals, and measurable outcomes that guide decision-making and track success over time.

Planning begins with a clear understanding of values. These values establish a shared foundation, build trust, and define the purpose of the work. In the LEARN phase, Hopewell Mann residents identified the values that matter most in shaping the neighborhood's future using the Just City Index as a starting point. Through this process, fairness, rights, and welfare emerged as guiding principles for the Stabilization Plan.

These values inform a collective vision for the future of the Hopewell Mann neighborhood. The vision also clarifies where action must occur. The LEARN phase revealed that stabilization cannot focus on housing alone. Residents identified three interconnected realms that shape daily life and long-term stability: Housing and Tenure, Jobs and Businesses, and the Public Realm. Together, these realms define the core areas where change is needed.

Values and vision alone are not enough to produce tangible outcomes. To translate intention into action, the plan establishes clear goals and measurable impact metrics within each realm. These goals define the WHAT by setting priorities and creating accountability. Impact metrics ensure progress can be tracked over time and that investments deliver real benefits for existing residents.

With a shared understanding of the WHY and the WHAT, the plan establishes a path toward implementation. Strategies and actions contained in this chapter represent the HOW, providing a roadmap to achieve the community's vision.



VALUES	% of respondents who listed value as a top priority
Rights	53%
Fairness	45%
Welfare	45%
Engagement	35%
Mobility	30%
Acceptance	28%
Resilience	28%
Choice	25%
Democracy	20%
Power	18%
Aspiration	15%
Identity	15%

NEIGHBORHOOD VISION STATEMENT

Hopewell Mann is a neighborhood where investment strengthens community rather than displacing it — where residents' rights are upheld, fairness guides decision-making, and collective welfare is prioritized. Through stable housing and tenure, locally grounded jobs and businesses, and a vibrant, people-centered public realm, the neighborhood fosters belonging, resilience, and shared prosperity.

Housing & Tenure

GOALS	What are we trying to achieve?	IMPACTS	How will we know we are successful?
PREVENT displacement and promote affordability for current residents as neighborhood investment increases.		Evictions & Foreclosures: Reduction in evictions & foreclosures.	
		Rent Stabilization: % of units under rent-stabilization programs maintained or expanded.	
		Tenant Turnover Rate: Reduction in tenant turnover rate in rent-stabilized units.	
		Affordability: Reduction in % households paying >30% of income on housing.	
		Varying Typology: % housing units by type and size.	
RETAIN a diversity of housing types, sizes, and densities to support a range of household needs and incomes.		Varying Density: % of new developments that provide a range of household sizes and densities.	
		Varying AMI: % of housing stock affordable at multiple AMI (Area Medium Income) tiers.	
		Zoning Updates: Updated zoning for more flexibility & mixed-use.	
		Utility Costs: Reduction in average utility costs per household.	
ENHANCE the quality, safety, and resilience of existing housing while maintaining affordability.		Hazard Reductions: Reduction in the number or % of residents living in units with health hazards.	
		Home Improvement Participation: Increase in # of home improvement loans/program sign-ups.	
		Building Standards: # new homes built/renovated that leverage resilient building standards (as resource, not as compliance requirement).	
		New Homeowners: % of renters transitioning to homeowners.	
CREATE pathways to generational wealth-building through homeownership, particularly for existing residents.		Local Homeowners: % of homeowners who are longtime residents grows.	
		Homeownership Literacy: Participation in homeownership workshops.	
		Financial Assistance Participation: % of residents using programs for down payment assistance or mortgages.	

Vision, Outcomes, and Measures of Success (cont.)

Jobs & Businesses

GOALS	What are we trying to achieve?	IMPACTS	How will we know we are successful?
MANAGE economic growth so it benefits current residents and business owners, not just outside investors.		Retained Spending: % of local spending retained in the neighborhood.	
		Retained Ownership: Number of local business ownership transfers to residents.	
		Community Benefit: % of development projects with community benefit agreements.	
		Equitable Investment: % of investments directed to minority- or locally-owned businesses.	
		Retainage: % of legacy businesses retained annually.	
RETAIN existing neighborhood businesses, especially legacy and culturally significant enterprises.		Tenure: Average business tenure in the neighborhood.	
		Program Participation: Number of legacy businesses receiving financial or technical support.	
		Access to Affordable Commercial Rental: Increased availability of affordable/quality commercial units.	
		Hazard Reduction: % of commercial buildings meeting code / resilience standards.	
ENHANCE the quality, safety, and resilience of commercial real estate and their public interface while maintaining affordability.		Building Improvement \$: \$ of building improvements funded or completed.	
		Vacancy: Reduction in rates in commercial properties.	
		Customer Satisfaction: Customer safety/access satisfaction surveys.	
		Local Employment: % of local residents employed in neighborhood jobs.	
CREATE pathways for residents to access quality jobs within or near the neighborhood.		Job Training Participation: of job training or placement programs available and utilized.	
		Income Growth: Average wage growth for neighborhood residents.	
		Business-Job Matching: % of businesses participating in local hiring initiatives.	

Public Realm

GOALS	What are we trying to achieve?	IMPACTS	How will we know we are successful?
REMOVE physical barriers that island the neighborhood, strengthening connections within and beyond Hopewell Mann.		Connections: # of new pedestrian/bike connections created across neighborhood-bounding arterials.	
		Travel Time: Average travel time between neighborhood nodes before vs. after improvements.	
		Accidents: 0 deaths/ roadway accidents.	
		Corridor Activation: more community-oriented/mixed-use development along corridors.	
		Nonprofit Presence: # of nonprofits & community groups remain in place.	
RETAIN opportunities for interaction, stewardship, and shared responsibility across public spaces.		Participation: Resident participation rates in neighborhood stewardship programs.	
		Resident Influence: % of neighborhood public projects where resident input shapes outcomes.	
		Sense Belonging: Resident survey metrics capturing perception of meaningful involvement.	
		Crime: Reduction in crime and incident rates in public spaces.	
ENHANCE the safety, accessibility, and comfort of streets, sidewalks, and public spaces for all ages and abilities.		Universal Accessibility: % of streets and sidewalks meeting ADA standards.	
		Nighttime Comfort: Resident satisfaction with lighting and sense of safety at night.	
		Homelessness: 100% of neighborhood's unshoused community transitions into shelters, transitional and/or supportive housing.	
		Area of Public Space: Area (sq ft/acre) of public space per capita.	
CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.		Climate Resilience: Improvements in tree coverage, stormwater absorption, and emergency service access.	
		Wellness Program Participation: Number of programs promoting health, exercise, or social connection.	
		Child/Youth Participation: An increase in presence of young people across the neighborhood.	

Housing & Tenure Strategies

From hundreds of ideas that emerged during community workshops, the following prioritized strategies were synthesized to best support the community's goals for Housing and Tenure.

Early Action
Priorities



1 Zoning Reform



2 Tenant Protections & Housing Stabilization



3 Existing Homeowner Stabilization



4 New Homeownership Pathways



5 Housing Rehabilitation & Adaptation



6 Small Developer & Incremental Housing Support



7 Transitional Housing Support

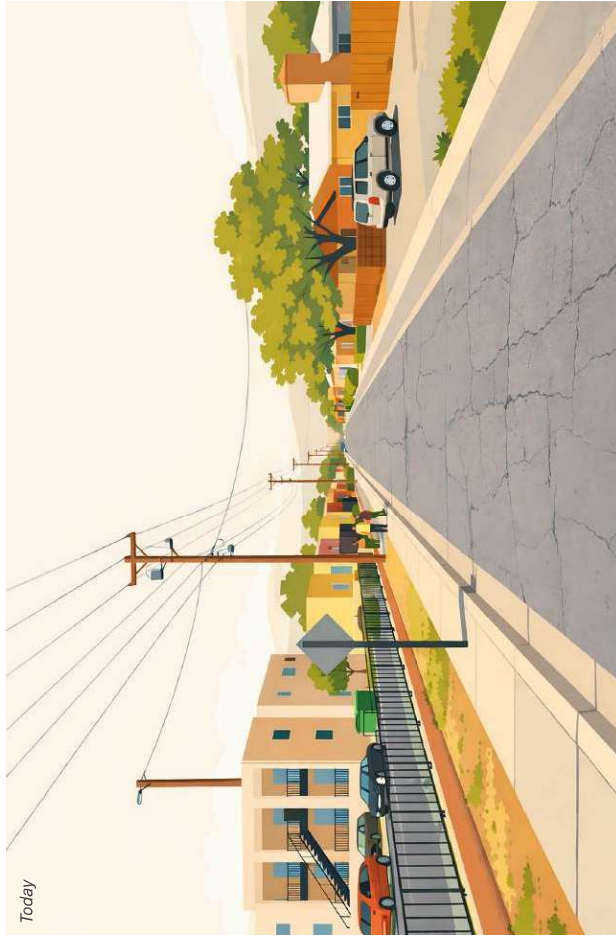


8 Community Land Trust



9 Affordable Housing Partnerships & Delivery Systems

Longer-Term
Investments



Housing & Tenure Strategies (cont.)

H&T 1. Zoning Reform

TYPE OF STRATEGY
Policy / Regulatory

GOALS SUPPORTED
RETAIN a diversity of housing types, sizes, and densities to support a range of household needs and incomes.

IMPACTED COMMUNITY
Renters; homeowners; small developers; future residents; local businesses

OVERVIEW
Update the land use and entitlement framework so Hopewell Mann can absorb growth in ways that support long-term neighborhood stability and reduce displacement pressures. This strategy should align with the ongoing General Plan update, Santa Fe Forward, MRA updates, and inclusionary housing reforms to create a more predictable and financially feasible development environment. It should encourage a broader mix of housing, neighborhood-serving uses, and incremental reinvestment while prioritizing land uses that contribute to neighborhood vitality and pairing added development capacity with affordability incentives, anti-displacement tools, and feasibility testing.

WHAT IT INVOLVES

- Reduce parking minimums and setbacks; establish parking maximums
- Expand by-right and administrative review pathways for new development
- Allow missing middle typologies, including SROs, ADUs, duplex, and triplexes
- Permit small-scale neighborhood commercial uses along 2nd Street and throughout the neighborhood
- Restrict low-activity and speculative land uses, including self-storage, surface parking, and auto-oriented dealerships throughout the neighborhood

HOW TO MEASURE SUCCESS

Zoning updates; varying density; varying typology; varying AMI

PRECEDENTS

The Minneapolis 2040 Comprehensive Plan in Minneapolis, MN eliminated single-family zoning, allowing duplexes and triplexes citywide to expand housing choice and affordability.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Missing-middle neighborhood typology in Minneapolis supported by the 2040 Comprehensive Plan.

Below: More expansive as-of-right, community-oriented uses within the neighborhood fabric and denser, mixed-use development along corridors should be prioritized.



H&T 2. Tenant Protections & Housing Stabilization

TYPE OF STRATEGY
Policy / Program / Technical Assistance (TA) / Funding

GOALS SUPPORTED
PREVENT displacement and promote affordability for current residents as neighborhood investment increases.

IMPACTED COMMUNITY
Renters; landlords; unowned or unstably housed residents; families; seniors

OVERVIEW
Build a coordinated housing stabilization ecosystem that prevents displacement before crisis. During engagement, residents repeatedly raised concerns about rising rents, eviction risk, housing quality, and limited tenant protections. In response, this strategy connects tenants and landlords to accessible support systems that improve housing stability, reduce avoidable evictions, and strengthen communication and trust. It balances accountability with practical assistance while improving coordination, outreach, and early identification of displacement pressures across the neighborhood.

WHAT IT INVOLVES

- Exploration of rent stabilization policies
- Just-cause eviction protections
- Tenant-landlord navigation
- Habitability inspection, code enforcement mechanisms
- Emergency rent and utility assistance
- Eviction prevention services and legal referrals
- Mediation and voluntary stabilization agreements
- Landlord risk mitigation and incentive pools
- Multilingual and plain-language tenant resources
- Centralized housing resource and referral system
- Neighborhood housing navigators
- Data tracking for repeat violations and displacement
- Tenant retaliation protections
- Better enforcement of existing tenant protection laws
- Early warning and intervention for at-risk households

HOW TO MEASURE SUCCESS

Eviction and Foreclosures; Rent Stabilization; Tenant Turnover Rate; Affordability

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: San Francisco Rent Stabilization and Tenant Protection Program in San Francisco, CA regulates rent increases and eviction processes to help stabilize tenants and prevent displacement.

Below: Primary multi-family rental apartment complexes highlighted in Hopewell Mann.



Housing & Tenure Strategies (cont.)

H&T 3. Existing Homeowner Stabilization

TYPE OF STRATEGY
Funding / Technical Assistance (TA) / Policy

GOALS SUPPORTED

PREVENT displacement and promote affordability for current residents as neighborhood investment increases.
ENHANCE the quality, safety, and resilience of existing housing while maintaining affordability.

IMPACTED COMMUNITY

Existing homeowners; aging residents; multigenerational families; small owner-landlords

OVERVIEW

Help long-time homeowners remain in place as housing costs and financial pressures increase. The strategy should strengthen long-term housing stability by improving access to trusted information, early intervention resources, and financial assistance for vulnerable households, especially older adults and families navigating intergenerational property transfer. It should also support small property owners who provide naturally affordable housing while ensuring assistance programs are accessible, flexible, and designed to avoid unintended displacement or financial penalties.

WHAT IT INVOLVES

- Property tax relief outreach
- Foreclosure prevention
- Probate/succession planning
- Emergency repair grants/loans
- Utility burden reduction
- Incentives for below-market rents
- Optional affordability agreements tied to assistance

HOW TO MEASURE SUCCESS

Hazard Reductions; Utility Costs; Building Standards; Home Improvement Participation

PRECEDENTS

The National Healthy Homes Program addresses hazards and accessibility barriers through inspections and home upgrades supporting safer aging-in-place.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: An example low-cost intervention that can allow residents to age in place in their homes.

Below: Map of buildings within the neighborhood fabric that may benefit from homeowner stabilization support.



H&T 4. New Homeownership Pathways

TYPE OF STRATEGY
Funding / Technical Assistance (TA) / Legal Structure

GOALS SUPPORTED

PREVENT displacement and promote affordability for current residents as neighborhood investment increases.

CREATE pathways to generational wealth-building through homeownership, particularly for existing residents.

IMPACTED COMMUNITY

Renters; first-time buyers; low/moderate-income households; workforce; multigenerational families

OVERVIEW

Expand practical pathways into ownership for residents who are currently priced out of Santa Fe's housing market. The strategy should create flexible and attainable ownership opportunities that support long-term neighborhood stability, wealth building, and resident retention, particularly for existing and former Hopewell Mann residents. It should encourage a diversity of ownership structures and partnerships while balancing long-term affordability with opportunities for households to build equity and maintain autonomy over time.

WHAT IT INVOLVES

- Down-payment assistance
- First-time buyer coaching
- Shared-equity or limited-equity pilots
- Cooperative/cohousing models
- Nonprofit ownership pathways
- Employee-assisted housing partnerships
- Adaptive reuse into ownership units
- Resident education on tradeoffs

HOW TO MEASURE SUCCESS

New Homeowners; Financial Assistance Participation; Homeownership Literacy

PRECEDENTS

Champlain Housing Trust in Burlington, VT runs a shared-equity homeownership program that maintains long-term affordability while reducing upfront purchase costs.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Home built through the Champlain Housing Trust shared-equity homeownership program.

Below: Homeownership pathways may exist within the existing housing stock or through new infill development opportunities across the neighborhood.



Housing & Tenure Strategies (cont.)

H&T 5. Housing Rehabilitation & Adaptation

TYPE OF STRATEGY
Funding / Technical Assistance (TA) / Program

GOALS SUPPORTED
PREVENT displacement and promote affordability for current residents as neighborhood investment increases.
ENHANCE the quality, safety, and resilience of existing housing while maintaining affordability.

IMPACTED COMMUNITY
Homeowners; renters in older housing; seniors; people with disabilities; small landlords

OVERVIEW
Make housing repair and adaptation a central anti-displacement strategy. Many Hopewell Mann homes are older and increasingly difficult to maintain, creating financial strain, health risks, and pressure for residents to leave the neighborhood. This strategy should support reinvestment in existing housing through technical assistance, funding pathways, and repair programs that improve housing quality, reduce utility burdens, and extend the lifespan of naturally affordable homes.



Above: Roof repairs on a Philadelphia home as part of the Basic Systems Repair Program.
Below: Map of buildings within the neighborhood fabric that may benefit from housing adaptation and rehabilitation support.

WHAT IT INVOLVES

- Home repair grants and low-interest loans
- Energy audits and rehabilitation planning
- Weatherization and building system upgrades
- Roof, plumbing, electrical, and life-safety repairs
- Accessibility and aging-in-place retrofits
- Healthy homes improvements for indoor air quality
- Contractor navigation and technical assistance
- Development Without Displacement loan program to support rehabilitation efforts
- Flexible financing tools that help preserve existing affordable housing rather than incentivizing demolition
- Community solar and utility burden reduction programs
- Track utility savings and carbon reductions

HOW TO MEASURE SUCCESS
Building Standards; Utility Costs; Hazard Reductions; Home Improvement Participation

PRECEDENTS
The Basic Systems Repair Program in Philadelphia, PA funds critical home repairs such as roofs, plumbing, and electrical systems to preserve existing housing.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.

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H&T 6. Small Developer Support

TYPE OF STRATEGY
Technical Assistance (TA) / Funding / Regulatory

GOALS SUPPORTED
RETAIN a diversity of housing types, sizes, and densities to support a range of household needs and incomes.
CREATE pathways to generational wealth-building through homeownership, particularly for existing residents.

IMPACTED COMMUNITY
Small developers; homeowners adding units; local builders; renters; future residents

OVERVIEW
Support smaller, local, and mission-aligned developers who can deliver gentle density and incremental housing that fits neighborhood scale and expands affordability over time. This strategy should reduce the financial, technical, and permitting barriers that often prevent homeowners and small developers from adding housing, while creating clearer pathways for locally rooted investment, small-scale infill, and diverse housing typologies throughout the neighborhood.



Above: An ADU in the backyard of a single-family home in Portland.
Below: Small Developer Support may exist within the existing housing stock or through new infill development opportunities across the neighborhood.

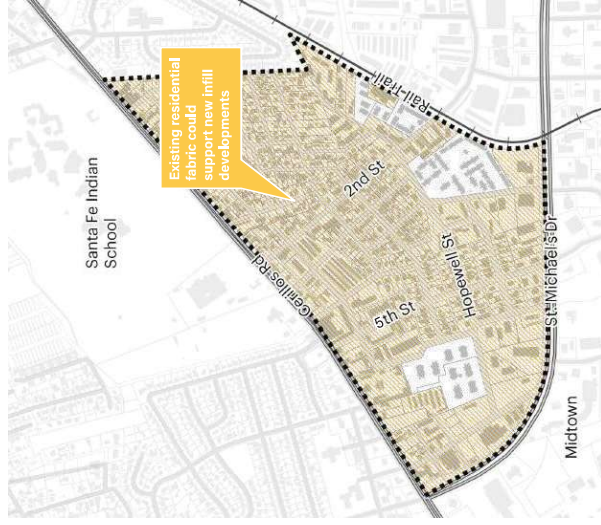
WHAT IT INVOLVES

- Predevelopment TA and grants
- Entitlement/permitting navigation
- Pre-approved ADU/casita plans
- Small-site acquisition support
- Modular/prefab guidance
- Local developer cohorts
- Demonstration projects for gentle density
- Financing tools for incremental projects

HOW TO MEASURE SUCCESS
Varying Typology; Varying Density; Local Homeowners; Financial Assistance Participation

PRECEDENTS
The Residential Infill and ADU Program in Portland, OR enables small developers to build incremental housing.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Housing & Tenure Strategies (cont.)

H&T 7. Transitional Housing Support

TYPE OF STRATEGY
Program / Funding / Public-Nonprofit Partnership

GOALS SUPPORTED
PREVENT displacement and promote affordability for current residents as neighborhood investment increases.

IMPACTED COMMUNITY
Unhoused residents; people exiting homelessness; workforce; youth; seniors; people in recovery

OVERVIEW
Create pathways for transitional, workforce, and supportive housing that help residents remain connected to the neighborhood during periods of housing instability or life transition. This strategy should expand lower-cost and faster-to-deliver housing typologies while pairing housing with the services and support systems needed for long-term stability. It should prioritize partnerships with trusted nonprofit and service providers and encourage adaptive reuse and flexible housing models that can respond to changing community needs over time.

WHAT IT INVOLVES

- Zoning pathways for SROs/micro-units
- Adaptive reuse of hotels/commercial buildings
- Nonprofit supportive housing partnerships
- Case management and wraparound services
- Workforce housing pilots
- Link housing to jobs, childcare, transit
- Identify potential sites/operators for a larger transitional housing facility in the neighborhood

HOW TO MEASURE SUCCESS
Affordability; Varying AMI; Zoning Updates

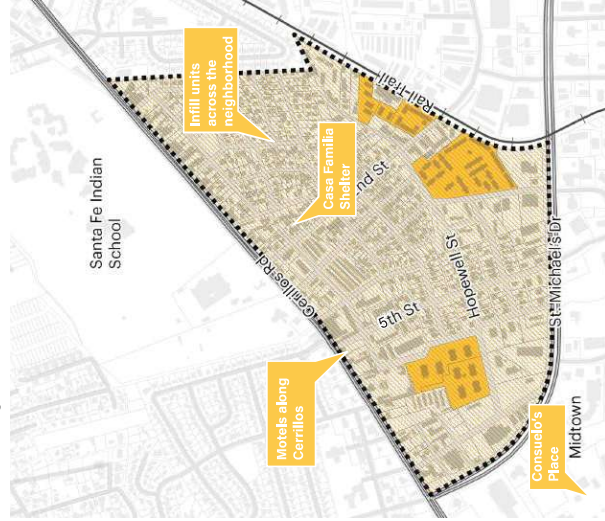
PRECEDENTS
Central City Concern in Portland, OR integrates transitional and supportive housing with healthcare, employment assistance, and recovery services to support long-term housing stability.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Meridian Gardens is a transitional housing project in Portland, OR operated by Central City Concern.

Below: Transitional housing could be integrated into multi-family development across the neighborhood or developed as infill or along corridors.



Housing & Tenure Strategies (cont.)

H&T 8. Community Land Trusts

TYPE OF STRATEGY
Legal Structure / Funding / Policy

GOALS SUPPORTED
PREVENT displacement and promote affordability for current residents as neighborhood investment increases.

IMPACTED COMMUNITY
Renters; homeowners; future buyers; small businesses; community-serving organizations

OVERVIEW
Implement a community land trust or similar shared-stewardship model as part of a broader long-term affordability strategy. This approach should support permanently affordable housing and commercial space through community-centered land ownership, nonprofit stewardship, and strategic site acquisition. The City should treat community land trusts as a long-term stabilization tool by supporting land acquisition, dedicating funding resources, prioritizing public land opportunities, and integrating CLTs into broader anti-displacement efforts across the neighborhood.

WHAT IT INVOLVES

- City support for CLT land acquisition
- Dedicated Affordable Housing Trust Fund resources
- Priority consideration or first-right-of-refusal policies for city-owned and MRA-controlled properties
- Acquisition strategy for preserving existing affordable housing and community-serving properties
- Feasibility and governance study
- Resident education on shared equity
- Identify public, donated, & acquisition opportunity sites
- Mixed-use/commercial CLT model exploration
- Land lease templates
- Stewardship organization capacity-building
- Long-term affordability monitoring

HOW TO MEASURE SUCCESS
Local Homeowners; New Homeowners; Affordability

PRECEDENTS
The Dudley Street Neighborhood Initiative in Roxbury, MA established a community land trust preserving permanently affordable housing through community ownership of neighborhood land.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Community land trust open space in Roxbury hosts regular community gatherings.

Below: Chainbreaker Collective is positioned to be the first property to join the community land trust.



Housing & Tenure Strategies (cont.)

H&T 9. Affordable Housing Partnerships & Delivery Systems

TYPE OF STRATEGY

Partnership / Governance / Funding

GOALS SUPPORTED

RETAIN a diversity of housing types, sizes, and densities to support a range of household needs and incomes.

CREATE pathways to generational wealth-building through homeownership, particularly for existing residents.

IMPACTED COMMUNITY

Renters; homeowners; nonprofit developers; public agencies; future affordable housing residents

OVERVIEW

Build the long-term implementation ecosystem needed to deliver and preserve affordable housing in Hopewell Mann. Rather than relying on any single entity, this strategy should coordinate nonprofit developers, public agencies, lenders, philanthropy, and private partners around a shared pipeline of sites, funding tools, land acquisition opportunities, and implementation responsibilities. The goal is a more proactive and collaborative delivery system that can secure strategic properties, align financing with neighborhood stabilization priorities, reduce siloed competition for resources, and pair housing production with long-term community infrastructure and support systems.

WHAT IT INVOLVES

- Create cross-agency implementation table
- Build affordable housing site pipeline
- Strategic land banking and site acquisition
- Align LIHTC, trust funds, land leases, MRA tools
- Define roles for nonprofit/private partners
- Develop revolving loan/predevelopment structures
- Coordinate funding calendars
- Track delivery and affordability outcomes
- Assess models for a quasi-public development entity to deliver affordable housing on publicly owned land

HOW TO MEASURE SUCCESS

Affordability: Varying AMI; Varying AMI; Varying Density; Varying Typology

PRECEDENTS

The Detroit Land Bank Authority in Detroit, MI acquires vacant property and holds land for future affordable housing and neighborhood redevelopment.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.

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Above: A property acquired into the Detroit Land Bank Authority.

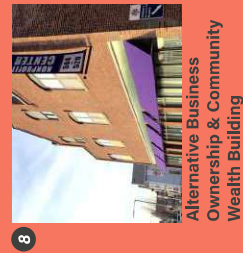
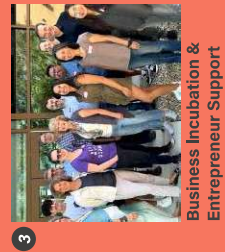
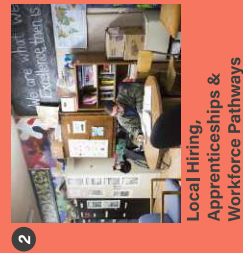
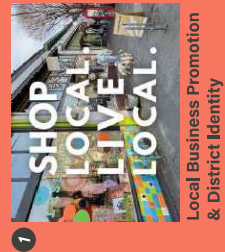
Below: Potential parcels that may benefit in the future from collaborative affordable housing delivery.



Jobs & Business Strategies

From hundreds of ideas that emerged during community workshops, the following prioritized strategies were developed to best support the community's goals for Jobs and Businesses.

Early Action
Priorities



Longer-Term
Investments



Jobs & Businesses Strategies (cont.)

J&B 1. Local Business Promotion & District Identity

TYPE OF STRATEGY
Program / Marketing / Placemaking

GOALS SUPPORTED
MANAGE economic growth so it benefits current residents and business owners, not just outside investors.

RETAIN existing neighborhood businesses, especially legacy and culturally significant enterprises.

IMPACTED COMMUNITY
Local businesses; residents; visitors; entrepreneurs; artists

OVERVIEW

Create a recognizable Hopewell Mann district identity that strengthens neighborhood pride, increases visibility for locally rooted businesses, and helps direct economic activity toward existing residents and entrepreneurs. This strategy should build stronger connections between businesses, residents, and visitors through coordinated marketing, cultural programming, events, and public realm improvements while ensuring promotion efforts remain community-centered and avoid displacement-driven branding or tourism pressures. It should also improve trust and communication between businesses and public agencies through consistent outreach and relationship-building.

WHAT IT INVOLVES

- Add Hopewell Mann as a distinct business district/search geography to the City directory
- Business outreach to sign up for Go Local/Go Different
- Go Local/Go Different campaign expansion
- Events, markets, and festivals
- Social media/newsletter promotion
- Local business certification/recognition
- Wayfinding and district identity
- Quarterly business working group
- Consider a NM MainStreet designation

HOW TO MEASURE SUCCESS

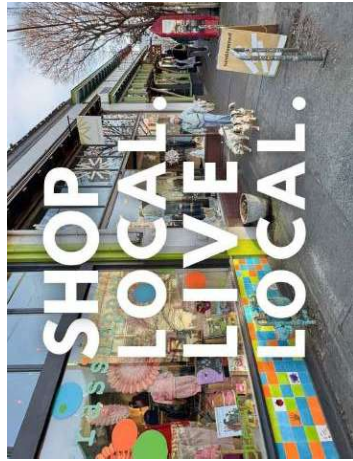
Retained Spending; Customer Satisfaction

PRECEDENTS

Shop Small PDX in Portland, OR promotes neighborhood businesses through coordinated marketing campaigns, events, and buy-local initiatives that increase visibility and customer traffic.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.

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Above: The Shop Local website campaign in Portland, OR.
Below: Priority commercial corridors to support local business promotion through digital and in situ marketing.



J&B 2. Local Hiring, Apprenticeships & Workforce Pathways

TYPE OF STRATEGY
Program / Technical Assistance (TA) / Policy

GOALS SUPPORTED
CREATE pathways for residents to access quality jobs within or near the neighborhood.

IMPACTED COMMUNITY
Residents; youth; unemployed/underemployed workers; employers; people in recovery; people with disabilities

OVERVIEW

Connect Hopewell Mann residents to quality jobs generated by Midtown investment, corridor redevelopment, public infrastructure projects, and local businesses. This strategy should strengthen coordination between existing workforce providers, employers, and community organizations to create clearer pathways into long-term careers, especially for residents facing barriers to employment. It should pair workforce development with supportive services and align public incentives, redevelopment tools, and institutional advancements with measurable local hiring, retention, and advancement outcomes.

WHAT IT INVOLVES

- Neighborhood recruitment/outreach
- Hiring fairs and employer matching
- Paid internships and pre-apprenticeships
- Construction/trades pathways
- Local hiring commitments in public incentives
- Equity criteria and tracking
- Childcare/transportation supports
- CBA workforce clauses

HOW TO MEASURE SUCCESS

Retainage; Tenure; Retained Ownership

PRECEDENTS

YouthWorks in Santa Fe, NM provides paid job training, education, and life skills for local youth through service projects and workforce development.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The Santa Fe YouthWorks classroom where young adults can graduate with GEDs and built job readiness.

Below: Primary employment zones within the neighborhood; opportunities in Midtown should also be elevated.



Jobs & Businesses Strategies (cont.)

J&B 3. Business Incubation & Entrepreneur Support

TYPE OF STRATEGY
Technical Assistance (TA) / Program

GOALS SUPPORTED
MANAGE economic growth so it benefits current residents and business owners, not just outside investors.

IMPACTED COMMUNITY
Entrepreneurs; startups; home-based businesses; culturally rooted businesses; youth entrepreneurs

OVERVIEW
Provide trusted, neighborhood-based business assistance that helps local entrepreneurs start, stabilize, and grow businesses within Hopewell Mann. This strategy should strengthen access to technical assistance, mentorship, and peer networks through relationship-based and culturally responsive support systems that reduce barriers to entrepreneurship. It should prioritize small-scale and locally rooted businesses while creating pathways for residents to test ideas, activate underutilized spaces, and build long-term economic resilience without requiring high-growth business models.

WHAT IT INVOLVES

- Monthly neighborhood office hours
- Entrepreneur navigator support
- Bookkeeping, permitting, licensing, financial coaching
- Cohort accelerator
- Mentorship and peer learning
- Shared kitchen/food hall/storefront pilots
- Underutilized building activation
- Referral pathways among providers

HOW TO MEASURE SUCCESS

Retainage; Access to Affordable Commercial Rental; Vacancy

PRECEDENTS

University of New Mexico's Accelerator Program supports early-stage entrepreneurs through mentorship, cohort-based training to launch local ventures.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The 2024 Accelerator Program graduates.

Below: Entrepreneurial opportunities may emerge across the neighborhood; zoning should enable small businesses to emerge in situ.



J&B 4. Neighborhood Investment & Flexible Capital

TYPE OF STRATEGY
Funding / Technical Assistance (TA)

GOALS SUPPORTED
RETAIN existing neighborhood businesses, especially legacy and culturally significant enterprises.

ENHANCE the quality, safety, and resilience of commercial real estate and their public interface while maintaining affordability.

IMPACTED COMMUNITY
Small businesses; entrepreneurs; property owners; under-resourced founders

OVERVIEW

Invest in the public-facing quality, functionality, and resilience of neighborhood businesses through flexible small-scale capital programs. This strategy should support improvements that make commercial spaces safer, more welcoming, and more visible to residents and customers, particularly for under-resourced and legacy businesses that may struggle to access traditional financing. Investments should prioritize storefront activation, accessibility, outdoor gathering, signage, lighting, landscaping, and tenant improvements that strengthen neighborhood identity, increase foot traffic, and improve day-to-day usability without driving displacement or speculative reinvestment.

WHAT IT INVOLVES

- Storefront and facade improvement grants
- Outdoor seating, shade, lighting, accessibility upgrades
- Signage and wayfinding improvements
- Small-scale tenant improvement funding
- Public-facing landscape and streetscape enhancements
- Flexible matching grants for business improvements
- Simplified application and reimbursement processes
- Prioritize neighborhood-serving businesses
- Consider a NM MainStreet designation

HOW TO MEASURE SUCCESS

Program Participation; Building Improvement \$; Income Growth

PRECEDENTS

A city-funded program in Albuquerque, NM provides grants and financing for storefront improvements and reinvestment in small businesses along the historic Route 66 corridor.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: A portion of Albuquerque's Route 66 commercial corridor prior to storefront improvements.

Below: Priority corridors for commercial neighborhood investment.



Jobs & Businesses Strategies (cont.)

J&B 5. Small-Business Stabilization & Preservation

TYPE OF STRATEGY
Policy / Program / Technical Assistance (TA) / Funding

GOALS SUPPORTED
RETAIN existing neighborhood businesses, especially legacy and culturally significant enterprises.

IMPACTED COMMUNITY
Existing small businesses; legacy/culturally rooted businesses; employees; commercial tenants

OVERVIEW
Retain neighborhood-serving and culturally rooted businesses as redevelopment pressures and commercial costs increase. This strategy should help existing businesses remain viable, maintain community presence, and navigate periods of transition through practical stabilization tools, relationship-based support, and flexible ownership pathways. It should prioritize long-term continuity for businesses that contribute to neighborhood identity, local employment, and daily community needs, while pairing preservation efforts with broader corridor reinvestment and economic development initiatives.

WHAT IT INVOLVES

- Succession planning
- Lease negotiation and mediation
- Voluntary rent stabilization agreements
- Operating assistance during construction/disruption gatekeeping
- Legacy/cultural business recognition without rigid gatekeeping
- Ownership transition pathways
- Referral to TA and capital

HOW TO MEASURE SUCCESS

Building Improvement \$; Customer Satisfaction; Vacancy

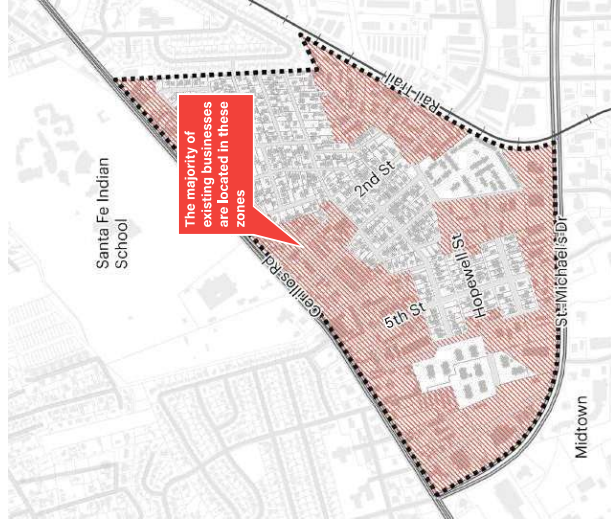
PRECEDENTS

The Legacy Business Program in San Francisco, CA is the first-of-its-kind program in the United States and is pioneering a new take on government's involvement in maintaining and promoting the small business community.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: One legacy business in San Francisco that received operating assistance as part of the Legacy Business Program.
Below: Primary business zones in the neighborhood where support can be targeted.



J&B 6. Commercial Rehabilitation & Adaptive Reuse

TYPE OF STRATEGY
Funding / Technical Assistance (TA) / Development

GOALS SUPPORTED
ENHANCE the quality, safety, and resilience of commercial real estate and their public interface while maintaining affordability.

IMPACTED COMMUNITY
Small businesses; commercial property owners; workers; residents; entrepreneurs

OVERVIEW
Upgrade older commercial buildings so they remain safe, functional, energy-efficient, and affordable for neighborhood-serving businesses over time. This strategy should support long-term reinvestment in existing commercial corridors by helping property owners and tenants navigate rehabilitation, adaptive reuse, and building performance improvements that reduce operating costs and extend the life of existing building stock. Investments should prioritize practical usability, code compliance, sustainability, and business continuity while encouraging reinvestment patterns that strengthen local economic activity and discourage low-community-benefit land uses.

WHAT IT INVOLVES

- Building condition/readiness assessments
- Facade, signage, lighting, roof, envelope grants
- Energy/water/solar retrofits
- Code and permitting navigation
- Project management support
- Adaptive reuse feasibility
- CPACE/rebate/grant stacking
- Tenant improvement support

HOW TO MEASURE SUCCESS

Program Participation; Income Growth; Customer Satisfaction

PRECEDENTS

The NM EnergySmart Weatherization Program provides free energy-efficiency upgrades—such as insulation, air sealing, and heating improvements—to reduce utility costs for households.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: A blower door test can be an effective way to reveal air leaks in buildings.

Below: Primary business zones in the neighborhood where support can be targeted.



Jobs & Businesses Strategies (cont.)

J&B 7. Neighborhood Commercial Hubs & Shared Spaces

TYPE OF STRATEGY
Public-Nonprofit Development / Program

GOALS SUPPORTED
MANAGE economic growth so it benefits current residents and business owners, not just outside investors.

IMPACTED COMMUNITY
Entrepreneurs; small businesses; residents; workforce trainees; artists; food businesses

OVERVIEW
Develop shared commercial hubs that lower barriers to entry for small businesses while creating active, neighborhood-serving destinations. This strategy should support affordable and flexible spaces for food businesses, artists, makers, entrepreneurs, and workforce programs through adaptive reuse and shared infrastructure that individual businesses may not otherwise be able to access. These hubs should strengthen local economic activity, cultural programming, and entrepreneurship pathways while maintaining affordability through mission-aligned operations, public-nonprofit partnerships, and long-term community-serving management models.

WHAT IT INVOLVES

- Identify underutilized buildings
- Food hall/shared kitchen feasibility
- Maker/coworking/incubator spaces
- Affordable rental policies
- Operator/business model selection
- Link to workforce and TA programs
- Pop-up market or storefront pilots
- Cultural programming and events

HOW TO MEASURE SUCCESS

Local Employment; Job Training Participation; Income Growth

PRECEDENTS

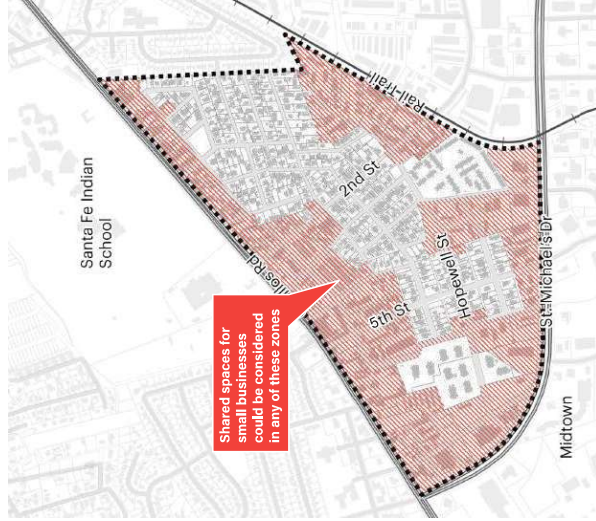
The Sawmill Market in Albuquerque, NM combines local food vendors, small business incubation, cultural programming, and shared gathering space within an adapted industrial site, helping create visibility and lower startup barriers for local entrepreneurs.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Sawmill Market in Albuquerque provides shared food hall space for local food vendors.

Below: Primary business zones in the neighborhood where commercial hubs and shared spaces could be considered.



J&B 8. Alternative Business Ownership & Community Wealth Building

TYPE OF STRATEGY
Legal Structure / Technical Assistance (TA) / Funding

GOALS SUPPORTED
MANAGE economic growth so it benefits current residents and business owners, not just outside investors.

RETAIN existing neighborhood businesses, especially legacy and culturally significant enterprises.

IMPACTED COMMUNITY
Business owners; employees; residents; entrepreneurs; commercial tenants

OVERVIEW

Support business and property ownership models that keep wealth, decision-making, and long-term investment rooted within the community. This strategy should expand pathways for local ownership and shared stewardship through cooperative, employee-owned, nonprofit, and mission-driven commercial models that can strengthen neighborhood stability and reduce vulnerability to speculative investment. It should also help business owners and workers navigate transitions in ownership, succession, and property acquisition while creating opportunities for long-term commercial affordability and community-serving economic development.

WHAT IT INVOLVES

- Cooperative/employee ownership education
- Succession planning for retiring owners
- Legal and financial TA
- Nonprofit-owned commercial property models
- Community investment structures
- Shared-equity commercial pilots
- Mission-driven acquisition support
- Commercial affordability agreements

HOW TO MEASURE SUCCESS

Retained Ownership; Equitable Investment; Tenure

PRECEDENTS

At the Northeast Investment Cooperative in Minneapolis, MN Community members collectively invest to acquire and locally own neighborhood businesses and real estate.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The Northeast Investment Cooperative Headquarters in Minneapolis provides space for businesses to receive legal and financial TA.

Below: Business ownership should not be restricted to commercial corridors around the neighborhood.



Jobs & Businesses Strategies (cont.)

J&B 9. Community Benefit Agreements

TYPE OF STRATEGY

Policy / Negotiated Agreement / Funding

GOALS SUPPORTED

MANAGE economic growth so it benefits current residents and business owners, not just outside investors.

IMPACTED COMMUNITY

Residents; workers; local businesses; developers; major employers

OVERVIEW

Use community benefit agreements, MOUs, and development partnerships to align future redevelopment activity with neighborhood stabilization goals as market interest in Hopewell Mann grows over time. This strategy should be phased carefully and pursued once redevelopment pressure and private investment activity are strong enough to support negotiated community benefits without discouraging development.

Rather than imposing overly burdensome requirements in a still-emerging market, agreements should focus on practical, achievable commitments such as local hiring, apprenticeship pathways, public realm improvements, business support, environmental mitigation, and transparency measures. Priority should be placed on scalable “low-hanging fruit” benefits tied to larger redevelopment projects, corridor investments, and land-intensive uses that can contribute meaningfully to the neighborhood over time.

WHAT IT INVOLVES

- Develop CBA/MOU template
- Identify trigger projects
- Negotiate local hiring and apprenticeship commitments
- Public realm/tree/open space / climate contributions
- Business stabilization contributions
- Transparency and reporting metrics
- Coordinate with LINC/MRA/development approvals

HOW TO MEASURE SUCCESS

Local Employment; Income Growth; Community Benefit

PRECEDENTS

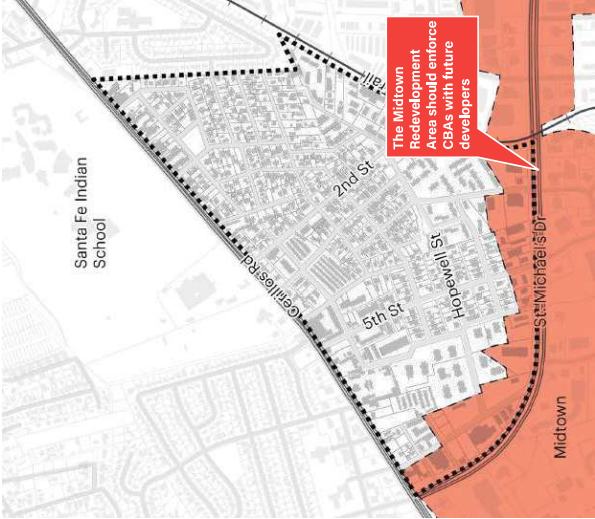
Community Benefit Agreements in Los Angeles, CA leverage developments to fund public realm improvements and deliver community benefits alongside growth.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The Staples Center in Los Angeles was one of the first projects nationally to be negotiated with a community benefit agreement.

Below: Future projects in the Metropolitan Redevelopment Area designation could be beholden to light-touch CBAs.



Public Realm Strategies

From hundreds of ideas that emerged during community workshops, the following prioritized strategies were developed to best support the community's goals for Public Realm.

Early Action Priorities



Community Stewardship & Public Realm Care



Public Art and Cultural Identity



Transit Stop & Access Improvements



Stormwater & Climate Resilience Infrastructure



Greenways & Ecological Corridors



Park Expansion & Green Space Access



Local Traffic Calming, Safe Routes, & Streetscape Enhancements

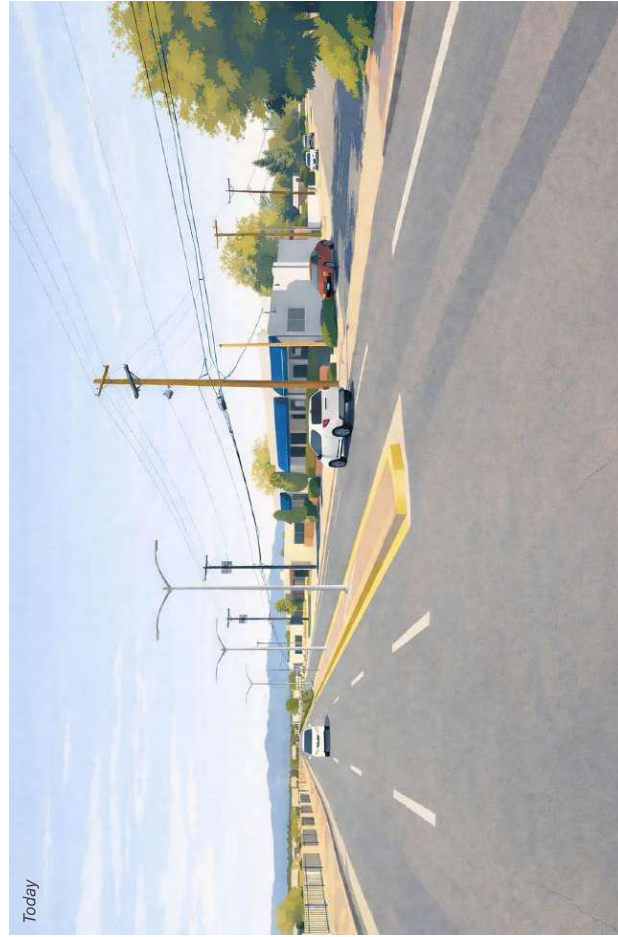


Complete Streets & Multimodal Corridors



Incentives for Surface Parking Conversion

Longer-Term Investments



Today



Future Vision

Public Realm Strategies (cont.)

PR 1. Community Stewardship & Public Realm Care

TYPE OF STRATEGY
Program / Stewardship / Maintenance

GOALS SUPPORTED
RETAIN opportunities for interaction, stewardship, and shared responsibility across public spaces.

IMPACTED COMMUNITY
Residents; youth; unhoused residents; park users; local organizations

OVERVIEW
Create resident- and organization-led systems for caring for public spaces, parks, sidewalks, and neighborhood gathering areas. This strategy should strengthen long-term stewardship, safety, and belonging by supporting collaborative maintenance, programming, and care partnerships between residents, nonprofits, youth groups, and public agencies. It should emphasize visible, relationship-based stewardship activities that improve the day-to-day experience of public spaces while building neighborhood pride, shared responsibility, and ongoing feedback between the community and the City.

WHAT IT INVOLVES

- Adopt-a-park/street stewardship groups
- Community cleanups
- Youth stewardship crews
- Health impact assessment check-ins
- Small maintenance and repair protocols
- Lighting/safety reporting
- Volunteer coordination
- Public/private edge care through eligible partners

HOW TO MEASURE SUCCESS

Participation; Sense of Belonging

PRECEDENTS

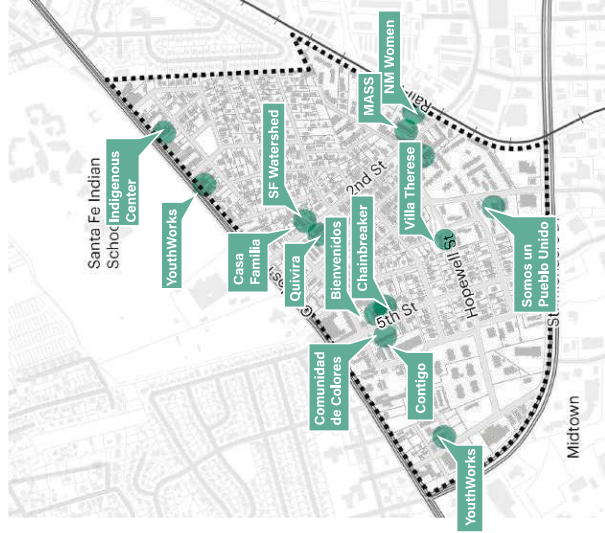
Community stewardship programs across U.S. cities enable residents to maintain and program public spaces, strengthening ownership and care.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: A city-funded, non-profit executed planter bed installation by City Blossoms in Washington, DC.

Below: Nonprofits across the neighborhood could work in partnership with the City to steward public realm improvements.



PR 2. Public Art & Culture

TYPE OF STRATEGY
Program / Public Art / Placemaking

GOALS SUPPORTED
RETAIN opportunities for interaction, stewardship, and shared responsibility across public spaces.

CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.

IMPACTED COMMUNITY

Residents; artists; Indigenous and Hispanic communities; youth; businesses; visitors

OVERVIEW

Use public art and cultural programming to strengthen neighborhood identity, preserve community histories, and create more welcoming and meaningful public spaces throughout Hopewell Mann. This strategy should support community-led storytelling, cultural expression, and artist partnerships that reflect the neighborhood's Indigenous, Hispanic, and working-class histories while helping residents see themselves represented in the public realm. Public art should be integrated into everyday infrastructure, gathering spaces, and corridor improvements in ways that build belonging, support local artists, and reinforce cultural continuity as the neighborhood changes over time.

WHAT IT INVOLVES

- Artist/community selection process
- Murals and temporary installations
- Cultural storytelling and wayfinding
- Youth art programs
- Art integrated into transit/street projects
- Cultural walks or history markers
- Maintenance plan
- Pair with events and business promotion

HOW TO MEASURE SUCCESS

Sense of Belonging; Child/Youth Participation

PRECEDENTS

Oasis@Bartlett in Bartlett Yard, Roxbury, MA uses a plaza of pillars as infrastructure for rotating art exhibits, performance art, lighting and place-signaling.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: Conceptual rendering for the future Oasis@Bartlett in Roxbury, MA will provide performance and public art infrastructure to local artists.

Below: Suggested public art nodes and trail networks to support wayfinding and community identity.



Public Realm Strategies (cont.)

PR 3. Transit Stop & Access Improvements

TYPE OF STRATEGY
Public Development / Mobility / Public Realm

GOALS SUPPORTED
REMOVE physical barriers that isolate the neighborhood, strengthening connections within and beyond Hopewell Mann.

ENHANCE the safety, accessibility, and comfort of streets, sidewalks, and public spaces for all ages and abilities.

IMPACTED COMMUNITY
Transit riders; youth; seniors; people with disabilities; workers; pedestrians; cyclists

OVERVIEW
Improve existing transit stops and first-/last-mile connections so residents can move safely, comfortably, and reliably throughout Hopewell Mann and surrounding destinations. This strategy should focus on mobility improvements that increase accessibility, reduce heat and safety barriers, and strengthen connections to schools, parks, Midtown, corridors, businesses, and community resources. Investments should prioritize high-use and high-need locations while coordinating with broader transit, bicycle, and roadway improvements across the area.

WHAT IT INVOLVES

- Transit stop audit and prioritization
- Shelters, shade, seating, lighting
- Improved transit frequency and service reliability
- ADA landing pads and sidewalk connections
- Bike parking/repair stations
- Drinking fountains where feasible
- Safe crossings to stops
- Real-time info/signage
- First-/last-mile connections between transit stops and key destinations
- Small grants to local bike/mobility businesses

HOW TO MEASURE SUCCESS

Travel Time; Nighttime Comfort; Universal Accessibility; Child/Youth Participation; Wellness Program Participation

PRECEDENTS

Denver, CO enhanced bus stops by integrating shade, seating, bike amenities, and safe pedestrian connections to improve rider experience.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: A bus stop in Denver that includes expanded infrastructure to support people in the "last mile."

Below: Current bus stop locations could benefit from expanded infrastructure.



PR 4. Stormwater & Climate Resilience Infrastructure

TYPE OF STRATEGY
Public Development / Green Infrastructure

GOALS SUPPORTED
CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.

IMPACTED COMMUNITY
Residents; property owners; businesses; pedestrians; heat/flood-vulnerable households

OVERVIEW
Invest in climate resilience infrastructure that helps Hopewell Mann respond to heat, flooding, stormwater, and environmental health challenges while improving the quality and usability of public spaces. This strategy should integrate green infrastructure into streets, parks, arroyos, and corridors in ways that reduce environmental risk, expand shade and ecological performance, and create more comfortable public environments in a high desert climate. Implementation should coordinate across agencies, property owners, and watershed partners while aligning resilience investments with broader corridor, mobility, and public realm improvements.

WHAT IT INVOLVES

- Stormwater opportunity mapping
- Bioswales and curb extensions
- Rebate programs
- Irrigation without potable water education
- Rainwater catchment
- Tree canopy/shade strategy
- Permeable pavement pilots
- Arroyo trash/debris capture
- Heat island mitigation
- Maintenance responsibility matrix
- Integrate with street/corridor projects

HOW TO MEASURE SUCCESS

Climate Resilience

PRECEDENTS

The City of Tucson's Rainwater Harvesting Rebate offers up to \$2,000 per property for passive earthworks, which include rain gardens, swales, berms, and infiltration basins. The rebate covers both DIY materials and professional installation.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: An example curb that supports stormwater retention and groundwater infiltration.

Below: Stormwater and climate resilience infrastructure should be considered along all internal roads within the neighborhood.



Public Realm Strategies (cont.)

PR 5. Greenways & Ecological Corridors

TYPE OF STRATEGY
Planning / Public Development / Land Stewardship

GOALS SUPPORTED

REMOVE physical barriers that island the neighborhood, strengthening connections within and beyond Hopewell Mann.

CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.

IMPACTED COMMUNITY

Families; pedestrians; cyclists; youth; wildlife/ecology; adjacent property owners

OVERVIEW

Create connected greenways and ecological corridors that improve walking, biking, neighborhood connectivity, and environmental resilience across Hopewell Mann. This strategy should strengthen connections between parks, arroyos, schools, transit routes, and community destinations while expanding shade, habitat, stormwater management, and access to nature within the public realm. Because many potential corridors involve fragmented ownership and infrastructure constraints, implementation should focus on long-term coordination, feasibility, and incremental integration into future corridor, mobility, and public space investments.

WHAT IT INVOLVES

- Ownership/easement feasibility
- Arroyo and corridor mapping
- Public realm design guidelines
- Shade/tree/habitat plantings
- Wayfinding and crossings
- Trail link studies
- Stormwater integration
- Maintenance and stewardship plan
- Studying dumping prevention alternatives in lieu of fencing along arroyo

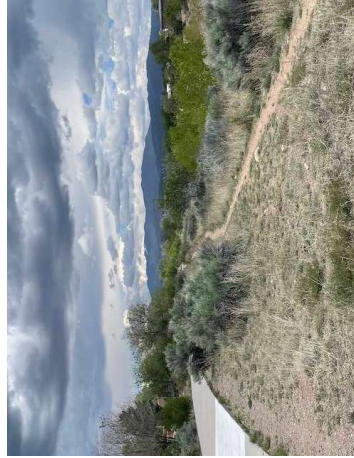
HOW TO MEASURE SUCCESS

Connections; Climate Resilience; Area of Public Space

PRECEDENTS

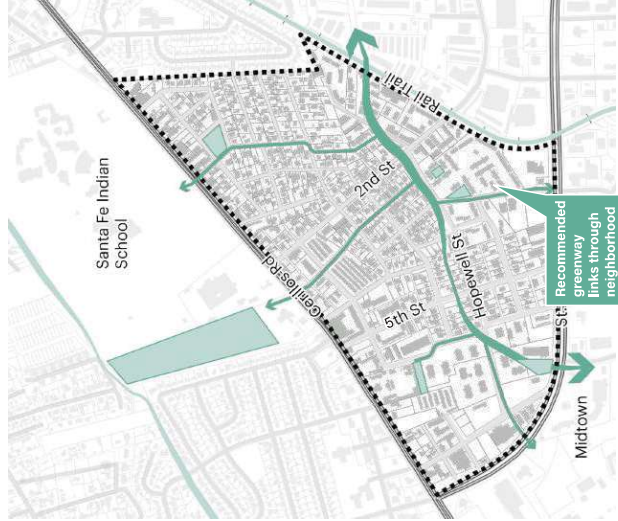
The Santa Fe River Trail connects neighborhoods through a multi-use green corridor supporting low-stress walking, biking, and restoration.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The Santa Fe River Trail supports the activation of the city's natural ecology.

Below: A proposed strategy for connecting parks and public assets through greenways.



PR 6. Parks, Open Space & Green Access

TYPE OF STRATEGY
Public Development / Programming / Stewardship

GOALS SUPPORTED

CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.

IMPACTED COMMUNITY

Families; youth; seniors; residents without private open space; unhoused residents

OVERVIEW

Expand access to safe, welcoming, and climate-resilient open spaces that support everyday gathering, recreation, and wellbeing for residents of all ages. By improving existing assets like Young Park while identifying new opportunities for shade, play, seating, and green connections, this strategy aims to strengthen neighborhood quality of life without compromising the quiet and community-oriented character of Hopewell Mann.

WHAT IT INVOLVES

- Young Park improvement priorities
- Pocket park/open space opportunity scan
- Shade, seating, play, lighting upgrades
- Family and youth programming
- Tree canopy expansion
- Volunteer stewardship partnerships
- Maintenance funding plan
- Tie green access to redevelopment/parking conversion

HOW TO MEASURE SUCCESS

Area of Public Space; Wellness Program Participation; Child/Youth Participation

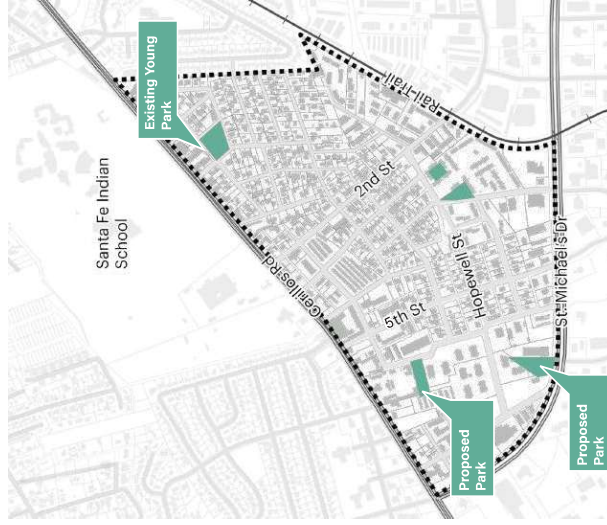
PRECEDENTS

Rail Yard Park in Santa Fe provides shade, flexible gathering spaces, and native planting supporting recreation and cultural events.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: The Railway Park is a thoughtfully designed and invested-in space that supports a variety of users and uses.
Below: Existing and potential pocket park locations across the neighborhood could serve residents where they live.



Public Realm Strategies (cont.)

PR 7. Local Traffic Calming, Safe Routes, & Streetscape Enhancements

TYPE OF STRATEGY

Public Development / Mobility / Safety

GOALS SUPPORTED

ENHANCE the safety, accessibility, and comfort of streets, sidewalks, and public spaces for all ages and abilities.

IMPACTED COMMUNITY

Residents; children; seniors; pedestrians; cyclists; businesses; transit users

OVERVIEW

Improve neighborhood streets so they are safer, more comfortable, and more accessible for people of all ages and abilities. Focusing on local streets and key routes connecting homes to schools, parks, transit, businesses, and community resources, this strategy supports incremental streetscape and mobility improvements that calm traffic, strengthen walkability and bike access, improve nighttime comfort, and reinforce the neighborhood's family-oriented and community-centered character.

WHAT IT INVOLVES

- Community street safety prioritization
- Sidewalk repair and ADA upgrades
- Traffic calming/speed management
- HAWK/enhanced crossings
- Lighting with dark-sky principles
- Street trees/furnishings
- Safe routes to parks/schools/transit
- Bike/pedestrian improvements

HOW TO MEASURE SUCCESS

Accidents; Universal Accessibility; Nighttime Comfort; Crime

PRECEDENTS

Woonerf streets in the Netherlands prioritize pedestrians and cyclists through low-speed design, shared space, trees, and minimal traffic.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.

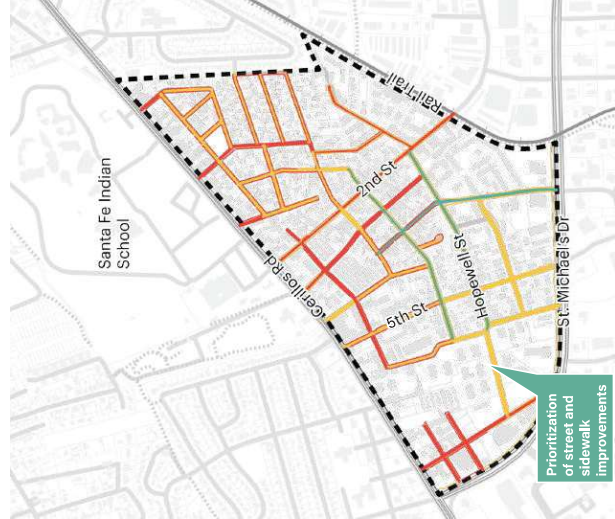
Sidewalks and roads shown

- Very poor / high priority
- Poor / medium priority
- Fair / low priority



Above: A Woonerf street where cars are de-prioritized, second to pedestrians and cyclists.

Below: Recommended prioritization for interior streetscape and sidewalk improvements.



PR 8. Complete Streets & Multimodal Corridors

TYPE OF STRATEGY

Public Development / Transportation / Land Use

GOALS SUPPORTED

REMOVE physical barriers that isolate the neighborhood, strengthening connections within and beyond Hopewell Mann.

ENHANCE the safety, accessibility, and comfort of streets, sidewalks, and public spaces for all ages and abilities.

IMPACTED COMMUNITY

Residents; commuters; transit riders; cyclists; pedestrians; businesses; future developers

OVERVIEW

Reconstruct St. Michael's Drive and Cerrillos Road as safer, more connected multimodal public spaces that better serve residents, businesses, and neighborhood life. Rather than functioning primarily as high-speed barriers, these corridors should evolve over time to support walking, biking, transit access, ecological infrastructure, and more active street fronts while improving safety, comfort, and connectivity within and beyond Hopewell Mann. Because these corridors are tied to regional transportation systems and long-term redevelopment patterns, improvements should be phased and coordinated with broader infrastructure, land use, and investment planning efforts.

WHAT IT INVOLVES

- Corridor alternatives analysis
- Road diets and safer crossings
- Transit, bike, and pedestrian integration
- Median and streetscape redesign
- Shade/ecological infrastructure
- Frontage activation standards
- Coordinate with land use and redevelopment
- Phased capital implementation

HOW TO MEASURE SUCCESS

Connections; Travel Time; Universal Accessibility; Accidents

PRECEDENTS

The Central Avenue redesign in Albuquerque, NM integrates transit, bike lanes, and pedestrian improvements to create a safer multimodal corridor.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: A transit stop along the Central Avenue corridor in Albuquerque.

Below: Suggested additional crossing locations along St. Michael's Dr. and Cerrillos Rd.



Public Realm Strategies (cont.)

PR 11. Incentives for Surface Parking Conversion

TYPE OF STRATEGY
Funding / Policy / Redevelopment

GOALS SUPPORTED

REMOVE physical barriers that isolate the neighborhood, strengthening connections within and beyond Hopewell Mann.

CREATE high-quality public spaces that promote belonging, usability for families, and climate resilience.

IMPACTED COMMUNITY

Property owners; developers; residents; businesses; pedestrians; climate-vulnerable households

OVERVIEW

Support the gradual transformation of underutilized surface parking lots into housing, mixed-use development, green infrastructure, public gathering areas, and climate-resilient landscapes. By aligning redevelopment incentives, zoning tools, parking reform, and corridor investments, this strategy seeks to reduce auto-oriented land use patterns while creating opportunities for reinvestment, improved walkability, and neighborhood-serving development. Early efforts may focus on temporary activations, pilot projects, and feasibility studies that demonstrate alternative uses and build momentum for redevelopment.

WHAT IT INVOLVES

- Map priority surface lots
- Tax incentives or disincentives
- Parking requirement reductions
- LINC/MRA incentive alignment
- Pilot pavement-to-planting projects
- Temporary Park(ing) Day activations
- Redevelopment feasibility support
- Pair with transit and corridor upgrades
- Explore land value taxation and value-capture tools
- Evaluate tax policies and incentives that discourage land speculation and surface parking retention

HOW TO MEASURE SUCCESS

Corridor Activation; Area of Public Space; Climate Resilient.

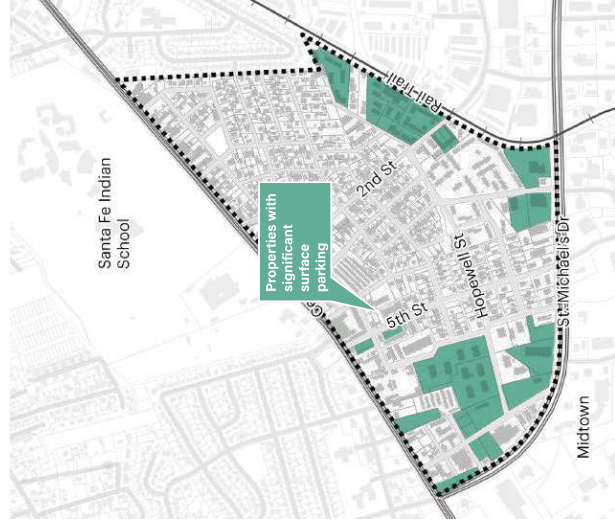
PRECEDENTS

Park(ing) Day activations nation-wide convert underused parking into community spaces, demonstrating alternative land uses and ecological benefits.

For implementation considerations — including partnerships responsibilities, funding, and phasing — see Chapter 5.



Above: An example Park(ing) day street parking space converted into a temporary living room in New York City.
Below: Parcels with large surface parking lots that could be transformed over time into better uses.





5

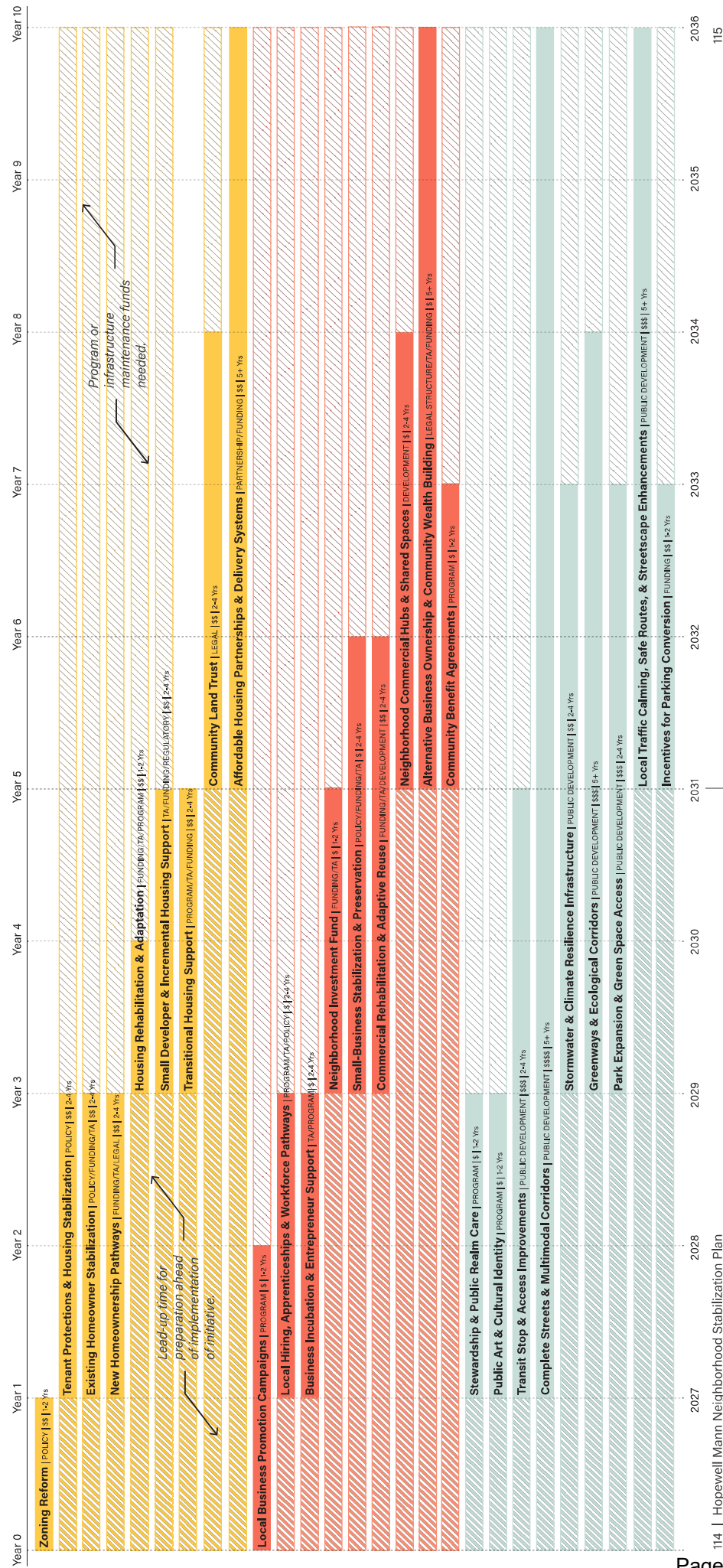
Implementing the Plan

This chapter translates the plan's strategies into an implementation framework. It identifies priority actions, potential leads and partners, funding pathways, timelines, and measures of progress. Because neighborhood stabilization will require sustained coordination across City departments, community organizations, public agencies, funders, and residents, this chapter is intended to serve as the practical reference point for moving from recommendations to action over time.

Implementation Timeline

The following implementation timeline balances phased progress towards goals across each impact realm.

While the strategies are shown in sequence, implementation will be overlapping and iterative, with many efforts beginning through early coordination, funding applications, policy development, or pilot programs before they are fully realized. The phasing is intended to account for on-ramping needs, funding cycles, approvals, and staff capacity, while avoiding placing too much responsibility on any single department, agency, or partner at one time. Each bar suggests the anticipated roll-out period for a strategy, recognizing that most strategies will require sustained investment, maintenance, and coordination even after a program, policy, or piece of infrastructure is in place.



Implementation

Phase 1 Implementation Guide

This guide is intended to help implementers quickly identify where action can begin. Rather than creating entirely new programs, many strategies can be advanced by coordinating existing initiatives, partnerships, staff capacity, and funding resources already operating within Santa Fe.

ID	Strategy	Type	Existing Programs to Augment	Approver	Implementer	Strategic Partners & Stakeholders	Funding	Recurring	Funding Sources
H&T 1	Zoning Reform	Policy / Regulatory	Santa Fe Forward; Midtown LINC; Metropolitan Redevelopment Agency tools; housing accessibility coalition; General Plan update; Land Development Code update	Governing Body, Planning Commission recommendation	Planning & Land Use Department	Metropolitan Redevelopment Agency & Commission; Office of Affordable Housing; nonprofit housing developers; Chainbreaker; small developers; neighborhood residents	\$	One-time policy effort with periodic updates	City operating budget; MRA planning funds; federal planning grants
H&T 2	Tenant Protections & Housing Stabilization	Policy / Program / TA / Funding	Existing renter assistance and eviction-prevention resources; coordinated access systems; county utilities assistance; Chainbreaker tenant organizing; NM Legal Aid; MFA/HUD stabilization resources	Governing Body & State Legislature	Office of Affordable Housing	Chainbreaker; Santa Fe County Housing Authority; Somos Un Pueblo Unido; NM Center on Law & Poverty; Thornburg Foundation; social service providers; landlords and tenants; Connect Network; Santa Fe Youth & Family Services, Adelante	\$\$	Recurring	Affordable Housing Trust Fund; HOME Investment Partnerships Program; Emergency Solutions Grants; philanthropy; City general fund; utility assistance funds; state housing appropriations; Youth & Family Services eviction prevention fund
H&T 3	Existing Homeowner Stabilization	Funding / TA / Policy	County tax relief programs; Homewise counseling; EnergyWise; Conservation and Sustainability Division programs; CEED; community solar outreach	Departmental Discretion	Santa Fe County Housing Authority	Santa Fe County; Nonprofit housing services; Conservation and Sustainability Division; legal aid/probate clinics; community solar providers; neighborhood organizations; homeowners	\$\$	Recurring	NM Mortgage Finance Authority; HOME Investment Partnerships Program; state energy funds; utility rebates; philanthropic funds; City housing funds; Community Development Block Grant
H&T 4	New Homeownership Pathways	Funding / TA / Legal Structure	Partner down-payment assistance programs; Office of Affordable Housing homeownership programs; nonprofit developer pipelines; employer-assisted housing	Departmental Discretion	Office of Affordable Housing	Nonprofit developers; Santa Fe County Housing Authority; Metropolitan Redevelopment Agency; community lenders; renters seeking homeownership	\$\$\$	Recurring capital pool plus one-time program	Affordable Housing Trust Fund; NM Mortgage Finance Authority; HUD HOME; LHTC homeownership pilots where eligible; philanthropy; employer contributions; CDFIs; state capital outlay
J&B 1	Local Business Promotion & District Identity	Program / Marketing / Placemaking	Go Local; Go Different; TOURISM Santa Fe; Creative Industries; local Instagram/newsletter channels; Que Suave relationships	Departmental Discretion	Office of Economic Development	Santa Fe Chamber of Commerce; TOURISM Santa Fe; Arts & Culture Department; Chainbreaker; local businesses; MADA	\$	Recurring	OED program funds; Creative Industries grants; Lodgers Tax for visitor-facing infrastructure; philanthropy; sponsorships
J&B 2	Local Hiring, Apprenticeships & Workforce Pathways	Program / TA / Policy	Office of Economic Development workForce development plan; SF Public Schools work-based learning; America's Job Center; SFCC workforce coordinator; YouthWorks contract; Dept. of Workforce Solutions; JTIP; LEDA; WIOA	Departmental Discretion	Office of Economic Development	America's Job Center; NM Department of Workforce Solutions; YouthWorks; Santa Fe Community College; unions; Santa Fe Chamber of Commerce; Midtown employers; Santa Fe Recovery; local businesses	\$	Recurring	Workforce Innovation and Opportunity Act funds; Job Training Incentive Program funds; Local Economic Development Act funds; City workforce funds; ARPA-style local allocations; employer contributions; philanthropy; CBA commitments
J&B 3	Business Incubation & Entrepreneur Support	TA / Program	Office of Economic Development Navigator program; Santa Fe Business Incubator; SCORE; WEST; Small Business Dev. Center; Go Local; Creative Industries; MADA; Startup Santa Fe	Departmental Discretion	Office of Economic Development	SF Business Incubator; SCORE; WEST; Small Business Development Center; MADA; local entrepreneurs	\$	Recurring	OED program funds; SBA/SBDC grants; Creative Industries grants; philanthropy; NM Economic Development Department funds; CDBG microenterprise funds; sponsorships; program fees
PR 1	Community Stewardship & Public Realm Care	Program / Stewardship / Maintenance	Keep Santa Fe Beautiful; Parks volunteer/adopt-a-park models; YouthWorks; Youth & Family Services nonprofit contracts; community cleanup programs; existing waste and water use programs	Departmental Discretion	Metropolitan Redevelopment Agency	Neighborhood nonprofits; Parks & Open Space; Keep Santa Fe Beautiful; Youth & Family Services; Santa Fe Conservation Trust; Sustainability Program	\$	Recurring	City Parks/maintenance funds; Keep Santa Fe Beautiful board fundraising; philanthropy; sponsorships; volunteer programs; CBA contributions; funding through Youth & Family Services; OTAB TOURISM funding
PR 2	Public Art and Cultural Identity	Program / Public Art / Placemaking	Arts & Culture Department; Go Local events; SFCC programming; Chainbreaker arts/culture work; Lodgers Tax-funded visitor infrastructure; El Rey and Lena Street Las Bodegas programming. In the Family Way Mural Wall, Arts & Culture Department Public Art Plan	Departmental Discretion / Commission	Arts & Culture Department	Santa Fe Indigenous Center; Chainbreaker; TOURISM Santa Fe; local artists; Office of Economic Development; Parks & Open Space; Public Works; schools/youth organizations; Keep Santa Fe Beautiful. In the Family Way, local galleries	\$	Recurring program and maintenance; one-time installations	Percent for Art; Arts & Culture grants; Lodgers Tax; NEA Our Town; Creative Industries; philanthropy; developer/CBA contributions; sponsorships
PR 3	Transit Stop & Access Improvements	Public Development / Mobility / Public Realm	MPO safety projects; approved crossings at El Paraso/Baskin Robbins, SFHS entrance, fire station; Carbon Reduction Program alternatives study; transit planning	Departmental Discretion	Public Works	Metropolitan Planning Organization; NMDOT; Transit; Chainbreaker; local bike shops; schools; businesses; Sustainability Program	\$\$\$	One-time capital plus recurring maintenance	Federal Transit Administration funding; FHWA Transportation funding; Carbon Reduction Program; Congestion Mitigation and Air Quality Improvement Program funding; City capital improvement funding; state capital outlay; MPO funds; CBA/developer contributions

\$ assumes \$50,000-\$250,000 required to implement
 \$\$ assumes \$250,000-\$750,000 required to implement
 \$\$\$ assumes \$750,000 - \$2,000,000 required to implement
 \$\$\$\$ assumes >\$2,000,000 required to implement

Implementation

Phase 2 Implementation Guide

This guide is intended to help implementers quickly identify where action can begin. Rather than creating entirely new programs, many strategies can be advanced by coordinating existing initiatives, partnerships, staff capacity, and funding resources already operating within Santa Fe.

ID	Strategy	Type	Existing Programs to Augment	Approver	Implementer	Strategic Partners & Stakeholders	Funding	Recurring	Funding Sources
H&T 5	Housing Rehabilitation & Adaptation	Funding / TA / Program	Sustainability Program energy retrofit programs; Conservation and Sustainability Division; CEED; SEED seed funds; Water Conservation rebates; community solar education; MFA/HUD rehab programs;	Departmental Discretion	Sustainability Program	Nonprofit housing financiers & developers; Center for Emerging Enterprises and Development (CEED); HUD; Santa Fe County Housing Authority; contractors; Water Conservation; community solar providers; homeowners and landlords; Land Use	\$\$	Recurring	Community Development Block Grant/HOME; MFA rehab funds; state energy and climate funds; federal weatherization; utility rebates; tax credits; CEED/SEED; philanthropy; Development Without Displacement loan program to support property acquisition and rehabilitation efforts
H&T 6	Small Developer & Incremental Housing Support	TA / Funding / Regulatory	Santa Fe Forward; Homewise small developer support conversations; Office of Affordable Housing programs; Home Builders Association expertise; City permitting improvements	Departmental Discretion	Metropolitan Redevelopment Agency	Nonprofit lenders; Planning & Land Use; Office of Affordable Housing; home builders associations; small developers; local lenders; nonprofit housing financiers; American Institute of Architects	\$\$	Recurring TA/funding pool	City housing funds; CDFIs; philanthropic predevelopment grants; state capital outlay for infrastructure; NM Mortgage Finance Authority; federal housing planning grants; Community Development Block Grant
H&T 7	Transitional Housing Support	Program / Funding / Public-Nonprofit Partnership	Coordinated Access; Santa Fe County Housing Authority; nonprofit housing providers; Youth & Family Services contracts; recovery and service-provider networks; Consuelo's Place	Departmental Discretion	Youth & Family Services	Santa Fe County Housing Authority; nonprofit housing providers; service organizations; healthcare providers; workforce agencies; property owners; unhoused individuals; local shelters	\$\$\$	Recurring operations plus one-time capital	HUD CoC/ESG; HOME-ARP; Affordable Housing Trust Fund; state capital outlay; philanthropy; healthcare/community benefit funds; Youth & Family Services funding through Children & Youth Commission; state grants
J&B 4	Neighborhood Investment & Flexible Capital	Funding / TA	SAFE grants; SPUR grants; Go Local fund; Office of Economic Development small business loans; State Creative Industries; Homewise commercial development fund; credit unions	Departmental Discretion	Office of Economic Development	Nonprofit lenders and donors; credit unions; CDFIs; Small Business Development Center; Santa Fe Chamber of Commerce; local businesses	\$\$	Recurring capital pool	OED funds; CDBG microenterprise; State EDD/Creative Industries; philanthropy; CDFIs; credit unions; SBA; local sponsorships; community investment notes; NM Tourism Department
J&B 5	Small-Business Stabilization & Preservation	Policy / Program / TA / Funding	Office of Economic Development business retention & expansion; Go Local certification; Chamber; Small Business Development Center; SCORE/WESST; SAFE/SPUR; Tourism promotion channels	Departmental Discretion	Office of Economic Development	Santa Fe Chamber of Commerce; Small Business Development Center; SCORE; WESST; property owners; nonprofit developers; community lenders; local businesses	\$\$	Recurring	OED funds; Community Development Block Grant microenterprise; philanthropy; State EDD; Creative Industries; BID/MainStreet-style funds if formed; CBA contributions; NM Tourism Department
J&B 6	Commercial Rehabilitation & Adaptive Reuse	Funding / TA / Development	Office of Economic Development Business Development; Homewise commercial development fund; CPACE; sustainability rebates; Green Chamber network; MainStreet-style programs; SAFE/SPUR grants	Departmental Discretion	Metropolitan Redevelopment Agency	Office of Economic Development; Planning & Land Use; Conservation and Sustainability Division; Green Chamber; nonprofit lenders; CPACE lenders; Brownfields; Small Business Development Center; property owners; commercial tenants	\$\$	Recurring program; one-time per project	CPACE; State EDD; MainStreet capital programs; CDBG; SBA; Homewise/commercial loans; utility rebates; tax credits; philanthropy; state capital outlay
PR 4	Stormwater & Climate Resilience Infrastructure	Public Development / Green Infrastructure	Conservation and Sustainability Division 25-year strategy; Water Conservation rebates/policy; River and Watershed team; Carbon Neutrality 2040; heat island study; County Stormwater Guide	Departmental Discretion	Public Works	Parks & Open Space; Conservation and Sustainability Division; NMDOT; Metropolitan Planning Organization; property owners; Keep Santa Fe Beautiful; local residents; local businesses; Santa Fe Watershed Association	\$\$\$	One-time capital plus recurring maintenance	EPA EJ/Climate grants; FEMA Building Resilient Infrastructure and Communities grant; state capital outlay; City Capital Improvement Program; Carbon Reduction Program; Clean Water State Revolving Fund; philanthropy; developer/CBA funds; municipal bonds; rebate programs
PR 5	Greenways & Ecological Corridors	Planning / Public Development / Land Stewardship	Metropolitan Planning Organization priorities; Public Works design guideline updates; Parks maintenance responsibilities; Santa Fe Conservation Trust; iRide; Sustainability Office; Keep Santa Fe Beautiful	Departmental Discretion	Public Works	Metropolitan Planning Organization; Parks & Open Space; Planning & Land Use; Conservation and Sustainability Division; Santa Fe Conservation Trust; neighborhood organizations; local residents; Keep Santa Fe Beautiful; Santa Fe Watershed Association	\$\$\$	One-time capital/planning plus recurring maintenance	FHWA Transportation Alternatives; Recreational Trails Program; Land & Water Conservation Fund; state capital outlay; City Capital Improvement Program; EPA/FEMA resilience funds; philanthropy; New Mexico Clean & Beautiful grant; municipal bonds; rebate programs
PR 6	Parks, Open Space & Green Access	Public Dev. / Programming / Stewardship	Parks & Open Space priorities; Young Park focus; Keep Santa Fe Beautiful; Youth & Family Services contracts; Girls Scouts/community partners; Parks adopt-a-park groups	Departmental Discretion	Parks & Open Space	Youth & Family Services; Keep Santa Fe Beautiful; Chainbreaker; Girl Scouts; neighborhood groups; Metropolitan Redevelopment Agency; residents	\$\$	One-time capital & maintenance/programming	City Parks Capital Improvement Program; state capital outlay; LWCF; Land and Water Conservation Fund; philanthropy; Keep Santa Fe Beautiful fundraising; developer/CBA contributions

\$ assumes \$50,000-\$250,000 required to implement
 \$\$ assumes \$250,000-\$750,000 required to implement
 \$\$\$ assumes \$750,000 - \$2,000,000 required to implement
 \$\$\$\$ assumes >\$2,000,000 required to implement

Implementation

Phase 3 Implementation Guide

This guide is intended to help implementers quickly identify where action can begin. Rather than creating entirely new programs, many strategies can be advanced by coordinating existing initiatives, partnerships, staff capacity, and funding resources already operating within Santa Fe.

Existing Programs to Augment

ID	Strategy	Type	Approver	Implementer	Strategic Partners & Stakeholders	Funding	Recurring	Funding Sources
H&T 8	Community Housing Land Trust	Legal Structure / Funding / Governance	Governing Body / State Legislature	Chainbreaker Collective	Sawmill CLT; nonprofit CDCs; Office of Affordable Housing; Metropolitan Redevelopment Agency; community residents; local property owners; philanthropy	\$\$\$\$	One-time acquisition/ capitalization plus recurring stewardship	State capital outlay; Affordable Housing Trust Fund; land donations; public land lease; philanthropic grants; CDFIs; LIHTC for rental components; New Markets Tax Credits if mixed-use
H&T 9	Affordable Housing Partnerships & Delivery Systems	Partnership / Governance / Funding	Departmental Discretion	Metropolitan Redevelopment Agency	Office of Affordable Housing; Santa Fe County Housing Authority; nonprofit developers; nonprofit lenders; philanthropy; CDFIs; private mission-aligned developers	\$\$\$	Recurring coordination plus capital project costs	LIHTC; HOME/Community Development Block Grant; Affordable Housing Trust Fund; state capital outlay; NMFA; philanthropic funds; CDFIs; MPA revenues; land leases
J&B 7	Neighborhood Commercial Hubs & Shared Spaces	Public-Nonprofit Development / Program	Departmental Discretion	Metropolitan Redevelopment Agency	MADA; SF Business Incubator; Office of Economic Development; nonprofit developers; property owners; SFCC; Go Local; artists and entrepreneurs; community lenders	\$\$\$	One-time capital plus recurring operations	State capital outlay; Community Development Block Grant; New Markets Tax Credits; EDA; philanthropic capital; City/MPA funds; lease revenues; sponsorships; Creative Industries; NM Tourism Department
J&B 8	Alternative Business Ownership & Community Wealth Building	Legal Structure / TA / Funding	Departmental Discretion	Office of Economic Development	Cooperatives; community lenders; nonprofit developers; legal aid/business attorneys; local businesses; MADA	\$\$	Recurring TA plus project-specific capital	Philanthropy; CDFIs; SBA; community investment notes; employee ownership grants; State EDD; New Markets Tax Credits; mission-driven lenders
J&B 9	Community Benefit Agreements	Policy / Negotiated Agreement / Funding	Governing Body	Metropolitan Redevelopment Agency	Developers; major employers; Office of Economic Development; workforce agencies; Chainbreaker; neighborhood organizations; Parks & Open Space; Planning & Land Use; Public Works	\$	Recurring as project-by-project negotiation	Developer contributions; MPA agreements; Local Economic Development Act/Job Training Incentive Program commitments; impact/mitigation funds; philanthropic match; public-private partnerships
PR 7	Local Traffic Calming, Safe Routes, & Streetscape Enhancements	Public Development / Mobility / Safety	Departmental Discretion	Public Works	Metropolitan Planning Organization; Planning & Land Use; schools; neighborhood organizations; local businesses; local residents; YouthWorks (grow trees for street planting)	\$\$\$	One-time capital plus recurring maintenance	Safe Streets and Roads for All; Transportation Alternatives; Safe Routes to School; City Capital Improvement Project funds; state capital outlay; MPO funds; NMDOT; CBA contributions
PR 8	Complete Streets & Multimodal Corridors	Public Development / Transportation / Land Use	Departmental Discretion	Metropolitan Planning Organization	Planning & Land Use; Office of Economic Development; Metropolitan Redevelopment Agency; property owners; businesses; neighborhood organizations	\$\$\$\$	One-time major capital plus recurring maintenance	USDOT RAISE/BUILD; SS4A; Carbon Reduction Program; CMAQ; STBG; state capital outlay; City bonds/Capital Improvement Project funds; MPO/ NMDOT funds; federal earmarks
PR 9	Incentives for Surface Parking Conversion	Funding / Policy / Redevelopment	Planning & Land Use Department	Metropolitan Redevelopment Agency	Planning & Land Use; Office of Economic Development; Metropolitan Planning Organization; Parks & Open Space; property owners; developers; Conservation and Sustainability Division; Public Works	\$\$	One-time incentive setup; recurring as projects occur	MPA funds; tax abatements; state capital outlay; EPA climate/environmental justice grants; City Capital Improvement Project funds; developer contributions; CBA funds; stormwater/resilience funds

\$ assumes \$50,000-\$250,000 required to implement
 \$\$ assumes \$250,000-\$750,000 required to implement
 \$\$\$ assumes \$750,000 - \$2,000,000 required to implement
 \$\$\$\$ assumes >\$2,000,000 required to implement

Funding Sources

Implementation will depend on aligning neighborhood priorities with the timing, requirements, and cycles of local, state, federal, and philanthropic funding programs.

Because funding opportunities, eligibility requirements, and program priorities change over time, the funding sources identified here should be viewed as illustrative rather than exhaustive. Successful implementation will require ongoing coordination, partnership development, and flexibility to pursue emerging opportunities as they arise.

In addition to funding capital projects and program implementation, many strategies may require ongoing operations, maintenance, staffing, replacement, and stewardship funding. Long-term operational costs should be considered alongside initial project budgets to help ensure investments remain sustainable and effective over time.

Local Funding Sources

Local funding sources, including City capital improvement programs, departmental budgets, Metropolitan Redevelopment Area (MRA) tools, and bond allocations, may support near-term projects such as

park improvements, sidewalk repairs, planning studies, small-scale public realm investments, and neighborhood programming. Securing these funds often involves working directly with City departments, participating in public budgeting and capital planning processes, attending public hearings, and building support among City staff, boards, and elected officials. While local funding sources can be more responsive to community priorities than state or federal programs, they are often limited in scale and subject to annual budget cycles and competing priorities.

State Funding Sources

State funding opportunities frequently depend on legislative appropriations, capital outlay requests, and agency-administered grant programs. Acquiring state funding often requires collaboration with legislators, regional coalitions, tribal governments, or state agencies to advocate for projects during legislative sessions or grant review processes. Many state programs require detailed scopes

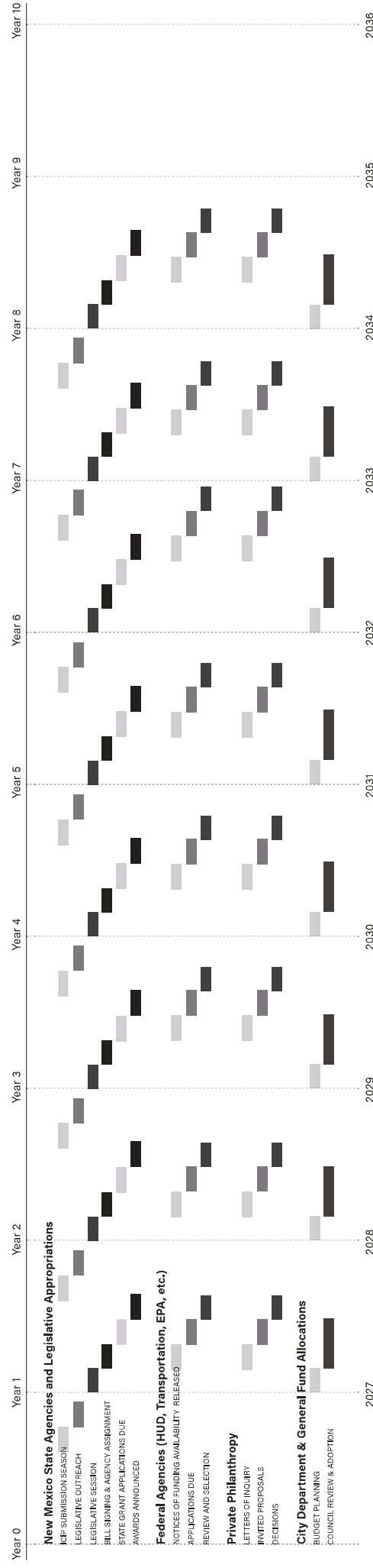
of work, preliminary cost estimates, site control, and evidence of community benefit before funds are awarded. Some programs may only be accessible through eligible entities such as local governments, housing authorities, tribal governments, or nonprofit organizations, making partnerships an important component of implementation.

Federal Funding Sources

Federal funding programs through agencies such as HUD, EPA, DOT, FEMA, and others can support larger-scale housing, infrastructure, transportation, environmental, and resilience initiatives. These funding opportunities typically involve highly competitive grant applications requiring technical studies, environmental review, measurable impact metrics, and long-term implementation plans. Many programs also require matching funds, interagency coordination, and ongoing compliance and reporting obligations after award. In some cases, funding is available only to specific eligible applicants, requiring partnerships with local governments, nonprofit organizations, housing providers, tribal governments, or other qualified entities.

Private Philanthropic Funding
Private foundations and philanthropic organizations can provide flexible support for community engagement, pilot projects, stewardship activities, technical assistance, capacity building, and early-stage implementation efforts. Philanthropic funding can help organizations test ideas, strengthen partnerships, and leverage future public investment.

In many cases, philanthropic funding is awarded directly to nonprofit organizations, tribal governments, educational institutions, or other eligible entities rather than local governments. Successful implementation may therefore require partnerships with organizations capable of receiving and administering grant funds. Because philanthropic priorities frequently evolve, these opportunities are often highly competitive and dependent on alignment with specific program interests, geographic focus areas, and donor priorities.



Accountability and Plan-Wide Success Measures

Successful implementation of the Hopewell Mann Neighborhood Stabilization Plan will depend not only on advancing individual strategies, but on sustaining the relationships, partnerships, and systems that allow those strategies to endure over time.

As neighborhood conditions, funding opportunities, and public priorities evolve, the plan should function as a living framework that guides coordinated action, tracks progress, and keeps decision-makers accountable to the plan's vision.

Building on Existing Programs and Planning Efforts
Many strategies identified in this plan can advance by building on programs, partnerships, staff capacity, and funding streams already operating within Santa Fe. Rather than creating entirely new programs, implementation can often be accelerated by aligning existing efforts, strengthening coordination, and pooling resources. This chapter has identified where plan-specific initiatives can dovetail with existing programs.

To maintain continuity across departments and leadership transitions, neighborhood and corridor plans such as this one should be formally referenced and integrated into broader City planning frameworks where appropriate. Future updates to the General Plan, Land Development Code, capital improvement programs, and redevelopment policies can provide opportunities to embed neighborhood priorities into policy.

Shared Responsibility

No single department, organization, or funding source can achieve neighborhood stabilization alone. While individual strategies identify lead implementors and approval authorities, successful implementation will require coordination among City departments, community organizations, residents, businesses, housing partners, and institutional stakeholders.

The Metropolitan Redevelopment Agency can play a key convening role by tracking progress, aligning investments, and supporting collaboration. However, long-term success depends on shared ownership and sustained engagement across the broader implementation network.

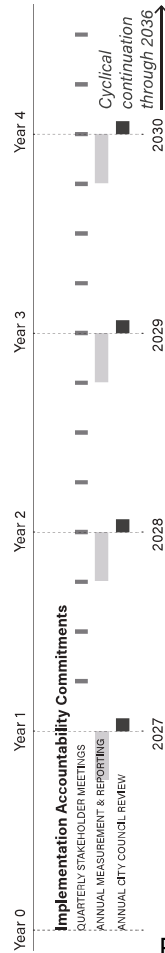
Maintaining Transparency and Institutional Memory
Neighborhood stabilization efforts often extend beyond election cycles, staffing changes, and funding priorities. To maintain continuity, implementation actions, commitments, and outcomes should be regularly documented and updated. Public reporting, annual implementation reviews, and ongoing communication can help keep neighborhood priorities visible and accessible over time. Clear records of progress, decisions, and responsibilities will help ensure the plan continues to guide action as leadership and funding conditions evolve.

Local Partnerships and Stewardship

Community organizations, neighborhood leaders, residents, businesses, and institutional partners all have a role to play in advancing the plan's goals. As a shared framework for collaboration, advocacy, and accountability, the plan can help align investments, support problem-solving, and reinforce neighborhood stabilization priorities across multiple decision-making spaces. Ongoing participation by community members and local organizations will be essential to maintaining momentum and ensuring implementation remains responsive to neighborhood needs.

Phasing and Adaptability

Implementation should prioritize early actions that build momentum, strengthen partnerships, and demonstrate progress while longer-term funding, policy changes, and capital projects are pursued. Many strategies can begin through coordination, outreach, pilot projects, technical assistance, or funding applications. The phased implementation framework helps stakeholders sequence actions realistically while remaining flexible as opportunities emerge, allowing priorities to be revisited and refined over time without losing sight of the plan's broader vision.

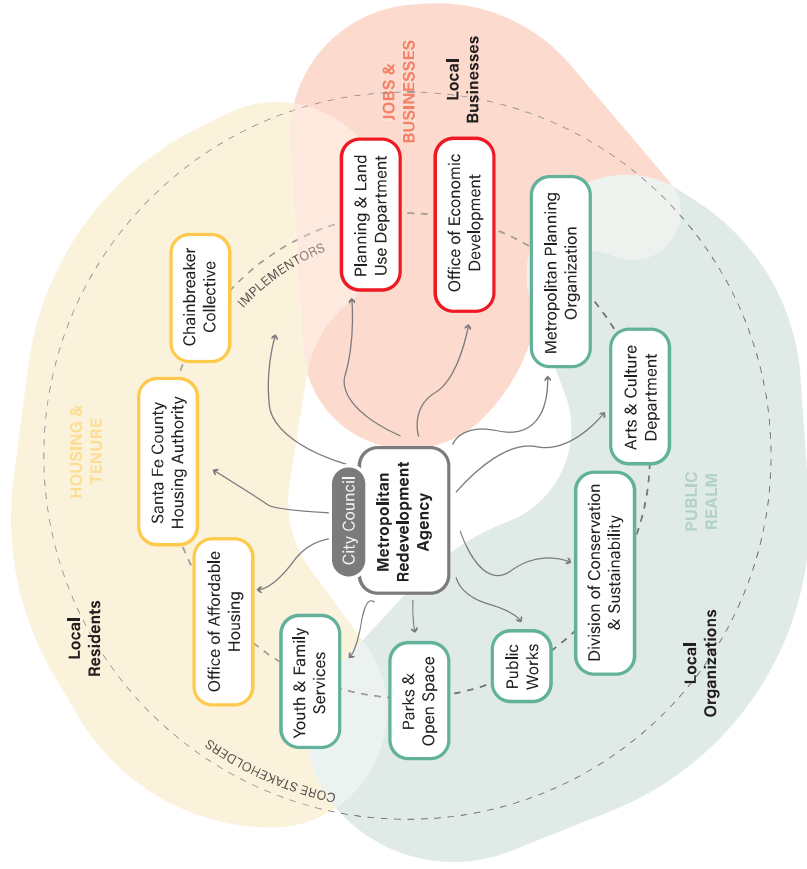


Core Implementation Commitments

To support accountability, continuity, and long-term success, implementation should include:

- Commit funding to support a 50% FTE within the MRA to manage the implementation of the plan.
- Quarterly stakeholder coordination meetings among lead implementors and key partners.
- Annual implementation progress reports documenting accomplishments, challenges, and next steps.
- Annual City Council, Governing Body, or interdepartmental review sessions.
- Clear implementation matrices identifying lead implementors, approval authorities, and supporting partners.

- Publicly accessible tracking of key housing, economic, and public realm indicators.
- Ongoing community engagement, stewardship, and trust-building activities.
- Public-facing implementation materials that remain accessible beyond online portals alone.
- Consistent documentation, record-keeping, and knowledge transfer to maintain continuity through staff and leadership transitions.
- Integration of adopted neighborhood priorities into relevant updates to the General Plan, Land Development Code, capital improvement planning, and redevelopment initiatives.





Appendix

This chapter includes supporting definitions, policy materials, reference documents, funding resources, and technical appendices that provide additional context for the plan's findings and recommendations.



Definitions

This glossary was developed throughout the community engagement process to help establish a shared understanding of key housing, economic development, public realm, and neighborhood stabilization concepts.

Area Median Income (AMI)

The midpoint of a region's income distribution, as annually calculated by the Department of Housing and Urban Development (HUD), used to determine eligibility for housing assistance programs.

Community Benefit Agreement (CBA)

A legally binding agreement between a developer and a community coalition that establishes specific public benefits to be provided as part of a development project, such as affordable housing, local hiring commitments, public space improvements, or community facilities.

Community Land Trust (CLT)

A nonprofit organization that acquires and stewards land for long-term community benefit. Community land trusts typically retain ownership of land while allowing homes or businesses on that land to remain permanently affordable through long-term ground leases and resale restrictions.

Community Wealth Building

Strategies that increase local ownership, economic opportunity, and long-term wealth creation for residents through tools such as homeownership, cooperative businesses, community land trusts, and local investment.

Complete Streets

A transportation planning and design approach that seeks to safely accommodate people of all ages and abilities whether walking, biking, taking transit, driving, or using mobility devices.

Displacement

The involuntary movement of residents, businesses, or community institutions from a neighborhood due to rising costs, redevelopment pressures, loss of affordable housing, changes in neighborhood conditions, or other economic and social forces.

Evictions

A legal process through which a landlord removes a tenant from a rented property. Evictions are a major cause of housing insecurity and can have lasting impacts on a household's housing stability, financial well-being, and health.

First-/Last-Mile Connections

The routes and infrastructure that help people travel between transit stops and their final destinations, such as homes, jobs, schools, parks, or services.

Gentrification

A process in which investment and demographic change increase property values and housing costs, often improving neighborhood amenities while creating displacement pressures for existing residents and businesses.

Housing Insecurity

A broad term used to describe a lack of secure or stable housing. It can include poor housing quality, high housing costs, homelessness, overcrowding, or unsafe and unhealthy living conditions.

Impact Framework

A planning framework that translates community values into goals, measurable outcomes, and coordinated strategies. In this plan, the Impact Framework is organized across three interconnected realms: Housing & Tenure, Jobs & Businesses, and Public Realm.

Incremental Development

Small-scale, phased investments or development projects that gradually add housing, businesses, or community amenities over time rather than relying on large, single-project redevelopment.

Inclusionary Housing

Policies that encourage or require a portion of new housing developments to be affordable to low- and moderate-income households.

Mixed-Use Development

Development that combines multiple uses, such as housing, retail, office, civic, or community space, within a single building or area.

Naturally Occurring Affordable Housing (NOAH)

Housing that is affordable to lower- and moderate-income households without direct public subsidy, often because of its age, size, location, or condition.

Neighborhood Stabilization

A coordinated set of policies, investments, and community-led actions intended to reduce displacement, preserve affordability, strengthen local assets, and improve quality of life for existing residents.

Public Realm

The network of publicly accessible spaces that support community life, including streets, sidewalks, parks, plazas, trails, transit stops, and civic spaces.

Rent Burden

The share of a household's income that goes toward paying rent. A household is considered rent burdened if it spends more than 30% of its gross income on rent and severely rent burdened if it spends more than 50%.

Structural Housing Inequality

Systemic barriers that prevent certain groups, particularly communities of color and low-income populations, from accessing safe, stable, and affordable housing due to historical and ongoing policies, practices, and patterns of disinvestment.

Transit-Oriented Development (TOD)

Compact, walkable development located near public transportation that supports access to housing, jobs, services, and amenities without relying primarily on automobiles.

Annotated Bibliography

The following annotated bibliography compiles and synthesizes the planning studies, policy reports, legal frameworks, and community-led research and reporting that informed the Hopewell Mann Neighborhood Stabilization Plan.

These reports, studies, plans, and articles produced between 2007 and 2025 by Chainbreaker Collective, the City of Santa Fe, Human Impact Partners, local journalists, research institutions, and other community organizations document long-standing patterns of housing instability, displacement risk, and neighborhood change in Hopewell Mann and the broader Santa Fe context.

Together they support the evidence base upon which this plan's goals, strategies, and implementation recommendations are built. Entries are organized across five thematic sections: (1) foundational policy and legal frameworks; (2) housing instability and eviction research; (3) neighborhood-specific analyses; (4) adjacent planning initiatives; and (5) key implementation and funding resources.

01 Foundational Policy & Legal Frameworks

These ordinances, resolutions, and legal frameworks constitute the formal policy infrastructure within which the Neighborhood Stabilization Plan operates. They represent the City's standing commitments to housing justice and the legal tools available to implement the plan's strategies.

City of Santa Fe Residents' Bill of Rights (Resolution No. 2015-65, July 2015)
Chainbreaker Collective (community organizer); City of Santa Fe Governing Body (adopting body). Available: chainbreaker.org/rbor

OVERVIEW

Passed unanimously by the Santa Fe City Council in July 2015 — with all councilors and the Mayor voting in favor — Resolution No. 2015-65 adopted the five pillars of housing justice developed through more than a year of grassroots organizing by the Chainbreaker Collective. The resolution emerged from input gathered from hundreds of community members through door-knocking, bus outreach, and neighborhood meetings, and was championed by lead sponsor Councilor Maestas alongside Councilors Bushee and Dominguez.

FIVE PILLARS

- Affordability — housing in Santa Fe should be affordable relative to household income and other reasonable expenses.
- Quality, Sustainability and Health — housing should contribute to individual, family, community, and planetary health.
- Accessibility, Fairness and Equity — housing must be made accessible to historically marginalized peoples and well integrated socially and geographically.
- Stability, Permanence and Protection from Displacement — Santa Feans' homes should be protected from irrational market forces and changes in government policy over the long term.
- Community Control — Santa Fe's housing should be controlled democratically, with special protections for low-income communities and communities of color.

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RELEVANCE TO THE NSP

The Residents' Bill of Rights is the foundational policy expression of Hopewell Mann residents' housing justice priorities. The NSP's three core goals — protecting residents from displacement, preserving cultural identity, and ensuring equitable participation in Midtown's future — derive directly from these five pillars. The resolution also represents the political mandate for community-driven planning processes like this one, and should be cited in the NSP Introduction and Goals chapter.

Source-of-Income Nondiscrimination Ordinance (Ord. 2024-5 (SFCC 1987 §26-4); effective August 1, 2025)

City of Santa Fe Governing Body (sponsor: Councilors Cassutt and Castro). Available: santafenm.gov/affordable-housing/source-of-income-discrimination

OVERVIEW

Introduced in April 2024 and adopted by the City Council later that year, Ordinance 2024-5 prohibits housing discrimination based on a renter's lawful, verifiable source of income — including wages, Social Security, child support, pensions, Housing Choice Vouchers (Section 8), and other rental assistance. After a one-year implementation delay for landlord education and outreach, the ordinance took full effect August 1, 2025. Similar protections exist in Albuquerque and Las Cruces; a statewide bill died in committee in 2024. Santa Fe's Office of Affordable Housing administers the program in partnership with the City Attorney; Chainbreaker Collective provides bilingual outreach.

KEY PROVISIONS

- Unlawful to refuse to rent, impose different terms, or provide inferior services based on lawful income source, including housing vouchers (§26-4.3(H), §26-4.8(B)).
- Complaint portal allows anonymous tips or formal complaints; penalties up to \$500/day for verified violations; cases may be referred to HUD or the NM Human Rights Bureau (§26-4.16, §26-4.20).
- Single-family and some owner-occupied units carry limited exemptions.

RELEVANCE TO THE NSP

Source-of-income discrimination is a documented barrier to housing access for Hopewell Mann's renter population, many of whom rely on housing vouchers. This ordinance is a direct implementation tool for H&T 2 (Tenant Protections & Housing Stabilization) and should be referenced in anti-discrimination outreach and legal referral strategies.

Affordable Housing Trust Fund (AHTF) and High-End Excise Tax (AHTF: Ord. 2007-23 (SFCC §26-3); Excise Tax: Ord. 18-18, Chapter 18.18; voter-approved November 2023; in effect October 27, 2025)

City of Santa Fe Office of Affordable Housing. Available: santafenm.gov/finance-2/high-end-excise-tax and santafenm.gov/affordable-housing/funding-opportunities

OVERVIEW

The Santa Fe Affordable Housing Trust Fund was established by Ordinance 2007-23 — the first of its kind in New Mexico and among the earliest municipal housing trust funds in the United States — following a 2006 New Mexico constitutional amendment authorizing public funds for affordable housing. The AHTF is governed by the New Mexico Housing Act (NMSA §56-27-1 through 6-27-8) and administered by the Office of Affordable Housing, with annual spending priorities set by the Community Development Commission.

Annotated Bibliography (cont.)

STRUCTURE AND FUNDING

- All AHTF investments require a minimum 3:1 private match; no AHTF funds may be used for administration or overhead. The City has contributed approximately \$3 million annually from the general fund. In its first several years, approximately \$9 million in AHTF funds leveraged over \$27 million in total affordable housing investment, impacting more than 2,500 households.
- In November 2023, Santa Fe voters approved — 73% in favor — the High-End Excise Tax (Ord. 18-18): a 3% tax on the portion of residential property sales exceeding \$1 million, adjusted annually for inflation. Projected to generate up to \$6 million annually for the AHTF.
- The excise tax was challenged (First Judicial District Court injunction, 2024) and upheld by the New Mexico Court of Appeals on October 27, 2025, at which point collections began. The tax is codified at SFCC Chapter 18.18, sponsored by Councilors Cassutt and Villarreal.
- The AHTF supports affordable housing development, acquisition, rehabilitation, down-payment assistance for low-income homebuyers, rental subsidies, and homelessness prevention. Trust funds are awarded through annual competitive RFP processes open to nonprofit and for-profit applicants.

RELEVANCE TO THE NSP

The AHTF is the most significant local funding tool for NSP implementation. It is identified as a primary funding source for H&T 2 (Tenant Protections), H&T 4 (New Homeownership Pathways), H&T 7 (Transitional Housing), H&T 8 (Community Land Trust), and H&T 9 (Affordable Housing Partnerships). The excise tax — now in full effect — substantially increases the fund's capacity and provides a durable, growing revenue stream tied directly to the luxury real estate market driving displacement pressure.

City of Santa Fe COVID-19 Emergency Declarations and Eviction Moratorium Orders (March 2020 – June 2022)

City of Santa Fe Mayor's Office; issued under SFCC §20-1 (Emergency Declaration Ordinance). Full text: santafenm.gov/covid-19

OVERVIEW

Beginning in March 2020, the City of Santa Fe issued a series of Emergency Declarations under its Emergency Declaration Ordinance (SFCC §20-1), which authorizes the Mayor to prohibit or require certain actions to protect life and property during declared emergencies. These orders imposed a moratorium on residential evictions for tenants unable to pay rent due to COVID-19 financial hardship — a step the City took before both the New Mexico Supreme Court and federal government acted — and were extended through multiple iterations over two years. Emergency Declaration XII (September 27, 2021) represents one of the final formal moratorium iterations. The moratorium ended June 1, 2022.

KEY PROVISIONS ACROSS DECLARATIONS

- Prohibited landlords from taking action toward evicting residential tenants unable to pay rent due to COVID-19; explicitly did not waive the underlying obligation to pay rent, and directed landlords and tenants to pursue payment plans and relief fund applications.
- Included a parallel moratorium on City water shut-offs for non-payment, with customers directed to contact the Water Utility for payment arrangements.
- Electronic signatures accepted on legal documents (including contracts, ordinances, and resolutions) to facilitate emergency administration (Emergency Declaration XII).

- City of Santa Fe Economic Relief Fund distributed \$3.6 million in federal emergency cash assistance directly to residents during the moratorium period.

RELEVANCE TO THE NSP

The COVID-era moratorium demonstrated the City's legal capacity to intervene in landlord-tenant relations to prevent mass displacement under emergency conditions, and established administrative precedents for direct financial assistance and enforcement reform. However, research by Chainbreaker and Human Impact Partners documented that the moratorium's protections were incomplete — some landlords evaded compliance — and its termination in June 2022 resulted in renewed eviction filings. The NSP's tenant protection strategies (H&T 2) build on these lessons, recommending permanent civil enforcement mechanisms, proactive outreach, and durable renter protections that do not expire.

Fair Housing Legal Framework: Federal, State, and Local Protections (Ongoing)

U.S. Department of Housing and Urban Development; State of New Mexico; City of Santa Fe; Santa Fe County. Primary references: 42 U.S.C. §3601 et seq.; NMSA §§28-1-1 to 28-1-15; SFCC §26-4; Santa Fe County SLDC Chapter 13

OVERVIEW

Hopewell Mann residents are protected by a layered framework of federal, state, and local fair housing law. The four primary instruments are:

- Federal Fair Housing Act of 1968 (42 U.S.C. §3601 et seq.) — prohibits discrimination in the sale, rental, and financing of housing based on race, color, national origin, religion, sex, familial status, and disability.
- New Mexico Human Rights Act (NMSA §§28-1-1 to 28-1-15) — mirrors and extends federal protections under state law, and is incorporated into Santa Fe County's Sustainable Land Development Code (SLDC Chapter 13: Fair and Affordable Housing).
- City of Santa Fe Source-of-Income Nondiscrimination Ordinance (Ord. 2024-5, SFCC §26-4) — extends local fair housing protections to cover housing vouchers and all lawful income sources, effective August 1, 2025 (detailed entry above).
- City of Santa Fe Affordable Housing Code (SFCC Chapter 14, §14-5.5-2) — includes fair and affordable housing provisions applicable to the Midtown LINC Overlay District and other development contexts, including inclusionary requirements and prohibited uses.

RELEVANCE TO THE NSP

Fair housing compliance is both a legal obligation and a strategic foundation for the NSP. Hopewell Mann's majority-Latino, majority-renter population is among those most exposed to housing discrimination, and the neighborhood's history of disinvestment reflects patterns of systemic inequity that fair housing law is designed to address.

Midtown Community Development Plan and MRA Creation — NSP Mandate (Res. No. 2023-5 (Community Development Plan, January 25, 2023); Ord. No. 2023-21 (MRA creation, August 9, 2023); Res. No. 2025-42 (MRA Designation))

City of Santa Fe Governing Body. Available: santafenm.gov/community-development/metropolitan-redevelopment-agency

OVERVIEW

The Midtown Community Development Plan was adopted on January 25, 2023 by Resolution No. 2023-5, alongside the Midtown Master Plan (adopted December 1, 2022). Together, these documents set the City's vision for redevelopment of the former

Annotated Bibliography (cont.)

Santa Fe University of Art and Design campus — a 64-acre city-owned site — as a sustainable, mixed-use district with affordable housing, job creation, cultural vitality, and community stability as stated policy goals. The Metropolitan Redevelopment Agency (MRA) was subsequently created by Ordinance No. 2023-21 on August 9, 2023, and the formal MRA Designation was adopted by Resolution No. 2025-42.

NSP MANDATE

The Community Development Plan explicitly acknowledged displacement risks in adjacent neighborhoods and required a Neighborhood Stabilization Plan for Hopewell Mann as a condition of Midtown redevelopment proceeding. This mandate led to a competitive RFP process in 2024 and the award of the NSP contract to MASS Design Group in collaboration with Chainbreaker Collective, the Santa Fe Indigenous Center, and Ideas & Action. The ‘Development Without Displacement’ framework — championed by Chainbreaker since 2018 — was adopted as the stated goal of this effort at the time of commissioning.

RELEVANCE TO THE NSP

These documents are the direct legal and political authorization for the Hopewell Mann Neighborhood Stabilization Plan. They establish the NSP’s mandate within the formal governance structure of the Midtown MRA and obligate the City to prioritize stabilization alongside redevelopment. The MRA’s financing tools — tax increment, fee revenues retained within the district, and development agreements — are identified as potential funding vehicles for NSP strategies (H&T 9, J&B 7, PR 9).

02 Housing Instability & Eviction Research

Three sequential studies led by the Chainbreaker Collective and Human Impact Partners document the acute and chronic nature of housing instability in Santa Fe. Each builds on the last and together constitute the primary research base for the plan’s housing protection strategies.

Evictions in the COVID-19 Era: A Threat to Family and Community Health in Santa Fe (December 2020)

Chainbreaker Collective and Human Impact Partners. Research Director: Sukhdip Purewal Boparai. Available: humanimpact.org/hiprojects/santa-fe-evictions

KEY FINDINGS

- Santa Fe has 35,593 housing units, nearly 40% renter-occupied. Roughly 50% of renters are rent burdened (≥30% income on housing); 96% of low-income renter households are rent burdened.
- A two-bedroom apartment requires an annual income of ~\$42,280 — nearly \$1,000 more than the median renter income of \$41,375. A minimum-wage renter must work 58 hours per week to afford a two-bedroom unit.
- 2017 Community Survey: 74% feared rent would become unaffordable; 25% feared eviction; 17% had moved involuntarily in the past year. 400 eviction claims filed in 2016; 40% resulted in eviction.
- Short-term rentals grew 380% over three years, reaching ~1,400 units — exceeding the city’s 1,000-unit cap, with ~500 unlicensed. 90% of Santa Fe residents identify affordable housing as a top priority.

RELEVANCE TO THE NSP

Establishes the pre-pandemic baseline for housing instability in Santa Fe and directly informs the plan’s displacement risk analysis for Hopewell Mann. The City’s proactive eviction moratorium — taken before state and federal action — is cited as a policy precedent for emergency intervention.

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Evictions in the COVID-19 Era: Successes and Limitations of Moratoria to Keep People Housed and Healthy in Santa Fe (April 2021)

Chainbreaker Collective and Human Impact Partners. Available: humanimpact.org/hiprojects/santa-fe-evictions

KEY FINDINGS

- 58% of Santa Fe renters experienced income loss due to COVID-19; 31% fell behind on rent; 22% had no confidence in ability to pay the following month’s rent; 87% had difficulty paying usual household expenses.
- 81% felt nervous or anxious; 77% felt down or depressed. Evicted individuals are 1.5x more likely to die from any cause, 94% of those struggling to pay expenses reported poor health.
- Disparities: 53% of Latino households, 58% of households with children, and 56% of households earning under \$35K experienced income loss. 349 homeless households in Santa Fe as of August 2020, including 176 chronically homeless.

KEY RECOMMENDATIONS

- Extend and strengthen the moratorium to cover no-fault evictions and lease non-renewals; shift enforcement from law enforcement to building-code inspectors; implement landlord licensing; fund a tenant rights hotline; institutionalize direct cash assistance; provide mediation services; forgive city water utility debt.

RELEVANCE TO THE NSP

Demonstrates that housing stabilization is a public health intervention. Its recommendations for landlord licensing, tenant rights infrastructure, and direct financial assistance align directly with H&T 2 and related strategies in Chapter 4.

Beyond Recovery: Policy Recommendations to Prevent Evictions and Promote Housing Security in Santa Fe (August 2021)

Chainbreaker Collective and housing coalition partners (Santa Fe Housing Action Coalition). Available: santafehousingaction.org

KEY FINDINGS

- Santa Fe’s eviction moratorium ended June 1, 2022. Some landlords continued evicting tenants by evading or violating moratorium provisions. Effective housing policy has been hampered by a persistent lack of publicly available, consistent eviction data.

KEY RECOMMENDATIONS

- Pass permanent tenant protections; just-cause eviction standards, source-of-income nondiscrimination (since adopted as Ord. 2024-5), expungement of COVID-19 debts, affordable security deposits, and tenant relocation assistance.
- Create a landlord licensing and rental registry; expand access to legal counsel during eviction proceedings; fund a tenant rights hotline; provide regularly updated court eviction data.
- Achieve community ownership through capacity-building, policy, and funding tools; create a model for community ownership in the Midtown Project; create a development-without-displacement overlay district.

RELEVANCE TO THE NSP

The most comprehensive pre-NSP housing policy framework for Santa Fe. Its call for permanent tenant protections, a development-without-displacement overlay, and community ownership models directly shapes Chapter 4 housing and regulatory strategies. Several of its recommendations — particularly Ord. 2024-5 — have since been adopted, demonstrating the policy pathway this report helped open.

Annotated Bibliography (cont.)

03 Neighborhood-Specific Analyses

These studies focus specifically on Hopewell Mann and adjacent Santa Fe neighborhoods, documenting the community's social fabric, demographic vulnerabilities, and trajectory of change across two decades.

Health, Healing and Housing in Santa Fe: Community Land Trusts, Midtown and a Vision for Post-Pandemic Development (September 2020)
Chainbreaker Collective and Human Impact Partners.

KEY FINDINGS

- Up to 5,700 renter households were at high eviction risk due to COVID-related job loss. Broader estimates placed 10,200 (base case) to 16,900 (stress case) households at risk citywide.
- Neighborhoods at highest risk included Downtown, Hopewell-Mann, and the Airport Road Corridor, where rent burden ranges from 25–51%. New Mexico scored 0.53 out of 5.00 on Eviction Lab's COVID housing policy scorecard — among the weakest in the nation.
- Provides the city's first structured analysis of Community Land Trusts as a stabilization tool: land is acquired by the CLT; homeowners purchase only the structure; land is leased via a 99-year renewable agreement; resale affordability covenants pass permanently to future buyers.

RELEVANCE TO THE NSP

Geographically implicates Hopewell Mann as a high-priority stabilization area and provides the conceptual and policy foundation for H&T 8 (Community Land Trust strategy).

Equitable Development & Risk of Displacement: Profiles of Four Santa Fe Neighborhoods (August 2015)

Chainbreaker Collective.

KEY FINDINGS — HOPEWELL MANN

- Lowest median household income in Santa Fe; 36% of households lived in poverty (2013); 60% burdened by housing costs; 25% of residents under 18.
- Between 2000 and 2009, median income declined 44.2% while housing cost burden increased 7.3%. Only 0.3 acres of park space per 1,000 residents. 28% of citywide park and trails funding was allocated to Hopewell Mann — a relative investment strength at the time.
- Threats identified: introduction of upscale retail; pedestrian and bike infrastructure improvements that, without equitable investment, can accelerate gentrification.

RELEVANCE TO THE NSP

Provides the earliest longitudinal baseline for Hopewell Mann and confirms that current vulnerabilities are structural and predate COVID-19. Identified the neighborhood alongside Downtown and Airport Road as a top displacement risk area more than a decade before the NSP was commissioned.

Back to the Barrio: Hopewell Mann (December 2017)

By Alicia Inez Guzmán, Santa Fe Reporter

KEY FINDINGS

- Hopewell Mann, once on the edge of the city, now occupies a central geographic position — surrounded by three major arterials and bisected by the Fall Runner

corridor. Its mix of century-old adobe homes, cinder block construction, and decorative wrought iron constitutes a culturally significant architectural vernacular.

- The Chainbreaker Collective (then 600 dues-paying members) served as the neighborhood's primary civic institution, representing its most active vehicle for housing advocacy and transportation justice.

RELEVANCE TO THE NSP

Captures Hopewell Mann's character and position at a pivotal pre-Midtown moment. Frames the neighborhood's centrality — now surrounded by development pressure — as both a vulnerability and a source of leverage for community-driven planning.

04 Adjacent Planning Initiatives

These plans and regulatory frameworks govern land use, transportation, and economic development in and around Hopewell Mann. They represent the institutional context within which the NSP must operate and, in several cases, the leverage points through which its strategies can be advanced.

Midtown Master Plan and Community Development Plan (Master Plan: adopted December 1, 2022; Community Development Plan: Res. No. 2023-5, January 25, 2023)

City of Santa Fe. Available: santafenm.gov/community-development/metropolitan-redevelopment-agency/plans

OVERVIEW

The Midtown Master Plan and its companion Community Development Plan set the vision and binding standards for redevelopment of the former Santa Fe University of Art and Design campus — a 64-acre city-owned site at the geographic center of Santa Fe. The Community Development Plan (Res. 2023-5) establishes policies and public benefits organized around four pillars: sustainability, equity, economy, and culture. It is the document that created the explicit requirement for a Neighborhood Stabilization Plan for Hopewell Mann.

KEY PROVISIONS

- Commits to affordable housing, job creation, cultural vitality, and community stability as conditions of Midtown redevelopment.
- Guided by LEED-ND sustainability standards; requires green infrastructure including bioswales, permeable paving, and stormwater management.
- Establishes form-based zoning standards consistent with the existing LINC Overlay, including a 62-foot height limit, mixed-use requirements, and design standards for streets and public space.
- Explicitly acknowledges displacement risks in adjacent neighborhoods — including Hopewell Mann — and mandates a Neighborhood Stabilization Plan as a condition of implementation.

RELEVANCE TO THE NSP

Development at Midtown places direct development pressure on Hopewell Mann. The NSP is commissioned as a companion document to ensure Midtown reinvestment does not displace existing residents. MRA financing tools — tax increment, development agreements, fee revenues — are potential funding vehicles for multiple NSP strategies.

Annotated Bibliography (cont.)

Metropolitan Redevelopment Area (MRA) Designation Report (Ord. No. 2023-21 (MRA creation, August 9, 2023); Res. No. 2025-42 (MRA Designation))
City of Santa Fe Metropolitan Redevelopment Agency. Available: [santafenm.gov/2025-42_\(R\)_Midtown_Metropolitan_Redevelopment_Area_Designation.pdf](https://santafenm.gov/2025-42_(R)_Midtown_Metropolitan_Redevelopment_Area_Designation.pdf)

OVERVIEW

The Metropolitan Redevelopment Agency was established by Ordinance No. 2023-21 on August 9, 2023, creating the City's Metropolitan Redevelopment Code and the MRA Commission to guide redevelopment. The formal MRA Designation of the Midtown District was adopted by Resolution No. 2025-42. The MRA designation confers a suite of targeted reinvestment tools, including tax increment financing and the legal authority to enter into development agreements, negotiate land values, and access the State's Local Economic Development Act (LEDA).

KEY PROVISIONS

- The Midtown MRA adopts base zoning consistent with the LINC Overlay, with expanded permitted uses (multi-family housing) and new prohibitions (no new sexually-oriented businesses, scrap yards, or gas stations), as specified in SFCC §14-5.5-2.
- Tax increment and fee revenues generated within the MRA district are retained within the district, creating a dedicated reinvestment fund. The Midtown Arts and Design Alliance (MADA) was awarded a 50-year ground lease in 2026 as the first major MRA development agreement.

RELEVANCE TO THE NSP

The MRA Designation Report provides the most current and comprehensive statement of the Midtown governance and financing structure. Its tools — particularly tax increment and LEDA authority — are identified in Chapter 5 as potential funding mechanisms for housing and commercial stabilization strategies in Hopewell Mann.

Midtown Community Engagement Process and Reports (2018–2022)

City of Santa Fe; community engagement led by multiple phases of public participation. Primary contact: City of Santa Fe Community and Economic Development Department.

OVERVIEW

The Midtown Community Development Plan and Master Plan were the product of an extensive multi-year public engagement process dating to 2018, when the City first announced plans to redevelop the former SFUAD campus. Engagement phases included the RE:Mike St. Michael's Drive corridor planning process (2012), the Midtown Planning Guidelines (adopted by Governing Body resolution in 2018), community input sessions led by the Santa Fe Art Institute, and the planning commission and governing body hearings culminating in the December 2022 and January 2023 plan adoptions. The Midtown Arts and Design Alliance (MADA) was formed through this process as a community-rooted development entity.

KEY THEMES FROM COMMUNITY INPUT

- Affordable housing and protection of adjacent low-income neighborhoods were the most frequently cited community priorities throughout the engagement process.
- Cultural vitality, arts infrastructure, and local economic opportunity were emphasized alongside housing as conditions for community support of redevelopment.

- Chainbreaker Collective and neighborhood advocates consistently raised displacement concerns and advanced 'Development Without Displacement' as the organizing frame — a position ultimately incorporated into the Community Development Plan's stated goals.

RELEVANCE TO THE NSP

The Midtown engagement record establishes that 'Development Without Displacement' was a broadly held community priority well before the NSP was commissioned. It provides continuity between prior community voice and the NSP's community-driven process, and should be cross-referenced in the Introduction and Chapter 2 to demonstrate that the NSP responds to years of resident advocacy — not just a planning requirement.

Midtown Local Innovation Corridor (LINC) Overlay District (Ordinance No. 2016-39 (establishing); Ordinance No. 2019-19 (amending); SFCC §14-5.5)

City of Santa Fe Land Use Department. Summary document: santafenm.gov/wp-content/uploads/2019/03/MIDTOWN_LINC_Summary_Presentation_1-19-17.pdf

OVERVIEW

The Midtown LINC Overlay District was established by Ordinance 2016-39 and subsequently amended by Ordinance 2019-19. The overlay applies along a 1.25-mile stretch of St. Michael's Drive between Cerrillos Road and St. Francis Drive, and was designed to spur mixed-use development, incentivize multi-family housing, and improve pedestrian and bicycle connectivity between the SFUAD campus area and Christus St. Vincent Medical Center. The Midtown Master Plan and its form-based zoning are consistent with and build upon the LINC Overlay framework, which was recognized through Resolution 2011-18 as a priority corridor for mixed-use development.

KEY PROVISIONS

- Incentivizes qualifying residential projects (multi-family) and non-residential uses by streamlining entitlement, removing parking minimums, and enabling higher density (no maximum residential density for qualifying projects; 62-foot height limit).
- Prohibits new low-activity uses (scrap yards, sexually-oriented businesses, gas stations). Requires a 25-foot rear yard buffer where parcels abut existing residential uses — a provision relevant to Hopewell Mann's interface with the district.
- Fees generated within the LINC Overlay remain within the Midtown District.
- Where LINC and South Central Highway Corridor overlay districts overlap, the SCHC building height restrictions govern.

RELEVANCE TO THE NSP

The LINC Overlay is the land use instrument that most directly shapes development patterns adjacent to Hopewell Mann. Its incentives for density and mixed use along St. Michael's Drive increase land values and development pressure on the neighborhood's edges. The NSP treats LINC as context to be monitored — its streetscape and connectivity improvements could benefit Hopewell Mann residents if implemented equitably, but pedestrian, bike, and commercial upgrades should be evaluated against whether they primarily serve incoming populations rather than existing ones.

Annotated Bibliography (cont.)

Santa Fe Metropolitan Planning Organization (MPO) — Long-Range Transportation Plan and Safety Projects (Ongoing)

Santa Fe MPO. Available: santafempo.com

KEY FINDING — HOPEWELL MANN

Portions of the Hopewell Mann neighborhood are designated environmental justice areas and high transit-dependence zones under federal planning requirements, reflecting the concentration of low-income households who rely on public transportation and have limited access to private vehicles. The MPO's safety upgrade investments — including pedestrian crossings and transit access improvements — present a near-term opportunity to improve connectivity for Hopewell Mann residents.

RELEVANCE TO THE NSP

Transit access is a direct determinant of economic opportunity for Hopewell Mann residents. The MPO's environmental justice designations provide a legal and policy basis for prioritized investment in the neighborhood (PR 1, PR 6) and should be leveraged in coordination with the City's infrastructure planning for Midtown.

City of Santa Fe General Plan Update (Santa Fe Forward) (In progress, 2024–2026)

City of Santa Fe Land Use Department. Available: santafemn.gov/land-use

OVERVIEW

An update to Santa Fe's General Plan is underway under the banner of Santa Fe Forward, with particular focus on housing affordability, zoning modernization (missing middle housing, parking reform, by-right approvals), and land use alignment with community needs. The Land Use Department is actively engaging affordable housing developers, equity advocates, and neighborhood groups throughout the update process.

RELEVANCE TO THE NSP

The General Plan update is a critical window for embedding Hopewell Mann's priorities into citywide policy. NSP strategies H&T 1 (Zoning Reform) and related land use recommendations should be actively coordinated with the Santa Fe Forward process to maximize policy alignment and avoid duplication. The NSP team has flagged this for standing coordination with the Planning and Land Use Department.

05 Implementation Resources & Precedents

These resources include implementation frameworks, key precedents, and funding references that inform specific NSP strategies and are recommended for citation in the plan's appendix or strategy sheets.

Development Without Displacement — Framework and Loan Fund Model (Ongoing; concept championed locally by Chainbreaker Collective since 2018)
Chainbreaker Collective; City of Santa Fe. Related national resources: Grounded Solutions Network (groundedsolutions.org); PolicyLink Anti-Displacement Toolkit (policylink.org).

OVERVIEW

'Development Without Displacement' (DWOD) is the organizing framework adopted by Chainbreaker Collective, the City of Santa Fe, and this NSP to describe the goal of Midtown redevelopment: that investment in the area should benefit — not displace — Hopewell Mann's existing residents and businesses. Chainbreaker has championed this frame publicly since 2018, when the City first announced Midtown redevelopment

plans, and it was formally incorporated into the Midtown Community Development Plan (Res. 2023-5) and the NSP's commissioning process.

A Development Without Displacement Loan Fund is a targeted capital tool designed to help community-serving organizations, small businesses, nonprofits, and community land trusts in gentrifying neighborhoods access low-cost financing for property acquisition, stabilization, or adaptive reuse — before speculative displacement makes land unaffordable. Such funds typically combine low-interest revolving loans with predevelopment technical assistance, and are capitalized through public sources (CDBG, MRA revenues, state capital outlay), philanthropic grants, and mission-aligned CDFIs.

RELEVANCE TO THE NSP

The DWOD framework is the conceptual spine of the entire NSP A DWOD Loan Fund or pre-development capital program is directly relevant to H&T 5 (Housing Rehabilitation & Adaptation), among other initiatives. The Dudley Street Neighborhood Initiative model below provides the primary national precedent for this approach.

Dudley Street Neighborhood Initiative (DSNI) / Dudley Neighbors, Inc. — Boston, Massachusetts (Founded 1984; Community Land Trust established 1988)
Dudley Street Neighborhood Initiative (dsni.org); Dudley Neighbors, Inc. (cltweb.org/case-studies/dudley-neighbors-inc). Documentary: 'Gain Ground' (1996).

OVERVIEW

The Dudley Street Neighborhood Initiative is a community-based organization in the Roxbury and North Dorchester neighborhoods of Boston — a multilingual, majority low-income community of approximately 25,000 African-American, Latino, Cape Verdean, and white residents — that has become the primary national model for community-controlled 'Development Without Displacement.' Founded in 1984 by residents responding to decades of disinvestment, arson, and illegal dumping, DSNI developed a comprehensive community plan through a participatory process involving over 200 residents and then made history in 1988 by becoming the first and only community-based nonprofit in the United States to be granted eminent domain authority over abandoned land by a city redevelopment authority.

KEY FEATURES OF THE MODEL

- Dudley Neighbors, Inc. (DNI), the Community Land Trust arm of DSNI, was established in 1988 and today stewards more than 30 acres of land in the neighborhood, including 227 units of permanently affordable housing, an urban farm, a greenhouse, commercial buildings, and parks — governed by a resident-elected board.
- The Dudley Neighborhood Revitalization Plan (1987) established 'Development Without Displacement' as the organizing framework — the same framing adopted by Chainbreaker Collective and the City of Santa Fe for Hopewell Mann.
- The City of Boston granted the DNI eminent domain authority through General Laws Chapter 121A, allowing the community land trust to condemn and acquire vacant lots for affordable housing — a power unprecedented for a community-based nonprofit.
- DSNI has been recognized by the United Nations and the MacArthur Foundation and has expanded its model through the Greater Boston CLT Network, supporting emerging CLTs across the region.

Annotated Bibliography (cont.)

PARALLEL CONDITIONS TO HOPEWELL MANN

The Hopewell Mann context closely mirrors DSNi's founding conditions: a majority-Latino, low-income renter community adjacent to major urban redevelopment investment, with strong community organizing capacity, a history of policy advocacy, and a clear articulation of the development-without-displacement goal. DSNi demonstrates that community-controlled land stewardship, combined with public partnership, can preserve permanently affordable housing at meaningful scale over multiple decades.

RELEVANCE TO THE NSP

DSNi/DNI is cited directly in H&T 8 (Community Land Trust strategy) as the primary national precedent. It provides the most robust evidence available that the CLT model, when paired with community organizing capacity and public partnership, can deliver lasting anti-displacement outcomes in neighborhoods facing the same pressures as Hopewell Mann.

Santa Fe Housing Action Coalition (SFHAC) — Resources and Reports (Ongoing)
Santa Fe Housing Action Coalition (santafehousingaction.org). Members include Chainbreaker Collective, Homewise, Habitat for Humanity, and other housing advocates.

OVERVIEW

The Santa Fe Housing Action Coalition coordinates housing advocacy, policy analysis, and public education across member organizations. SFHAC has produced accessible summary resources on the Affordable Housing Trust Fund, COVID-era housing relief programs, renter protections, and fair housing — serving as a public-facing reference point for the City's housing policy landscape. Chainbreaker Collective's membership in SFHAC connects NSP implementation to a broader coalition of organizations with shared goals.

RELEVANCE TO THE NSP

SFHAC represents a key implementation partner for outreach, education, and advocacy strategies across the NSP. Its member organizations — Homewise, Habitat for Humanity, SFHA, and others — are identified as strategic partners throughout Chapter 4 and the Chapter 5 implementation matrix. SFHAC's public-facing resources are recommended as accessible references for the NSP appendix.

Key Federal, State, and Local Funding References for NSP Implementation (Ongoing)

OVERVIEW

The NSP implementation strategies draw on the following funding programs, each referenced in Chapter 5 and the Implementation Matrix. This entry provides a consolidated reference for grant writers, partner organizations, and City staff coordinating implementation.

- HUD Community Development Block Grant (CDBG) — Annual formula grant to Santa Fe as an entitlement community; primary flexible source for housing rehab, tenant services, and small business support. Annual RFP administered by the City's Office of Affordable Housing.
- HUD HOME Investment Partnerships — Formula grants for affordable housing production and homeownership assistance; relevant to H&T 4, H&T 9.
- Low-Income Housing Tax Credits (LIHTC) — Primary federal financing tool for affordable rental housing development; administered by the NM Mortgage

Finance Authority; relevant to H&T 8, H&T 9.

- NM Mortgage Finance Authority (MFA/NMFA) — State housing finance agency administering federal and state programs including rehab funds, down-payment assistance, weatherization, and planning grants. Required for LIHTC and HOME applications.
- HUD Continuum of Care (CoC) and HOME-ARP — Federal grants for homelessness and transitional housing; relevant to H&T 7.
- EPA Environmental Justice / Climate Grants and FEMA BRIC (Building Resilient Infrastructure and Communities) — Infrastructure resilience funding for stormwater, greenway, and climate adaptation strategies; relevant to PR 4, PR 5.
- NM State Capital Outlay — Legislative appropriations for one-time capital investment; requires ICIP submission each fall and legislative advocacy during the session. Relevant to larger infrastructure and housing capital investments.
- SBA / SBDC — Technical assistance and capital access for small businesses; relevant to J&B 3, J&B 4.
- CDBG Microenterprise and NM Economic Development Division Grants — Targeted small business funding; relevant to J&B 3, J&B 5.
- New Markets Tax Credits (NMTCs) — Federal credits supporting investment in low-income communities; relevant to J&B 7 (Neighborhood Commercial Hubs), J&B 8 (Community Wealth Building).
- MRA Tax Increment and Development Agreement Revenues — Retained within the Midtown District; a primary local tool for infrastructure and affordable housing investment tied to Midtown redevelopment.

NOTE ON FUNDING COORDINATION

Most NSP strategies require stacking multiple funding sources across budget cycles. Chapter 5 describes the funding calendar — including ICIP submission seasons, federal NOFA cycles, state legislative sessions, and philanthropic RFP windows — and outlines the coordination and sequencing approach for advancing strategies from planning to implementation.

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FISCAL IMPACT REPORT**General Information:**(Check) Bill: _____ Resolution: X Short Title(s): Adopting the Hopewell Mann Neighborhood Stabilization PlanSponsor(s): Mayor Michael Garcia, Councilor Elizabeth Barrett, Councilor Paul BustamanteReviewing Department(s): Metropolitan Redevelopment AgencyStaff Completing FIR: Carly Venditti, MRA Deputy Director Date: 7/28/2026 Phone: (505) 795-0675Reviewed by City Attorney: Marcos D. Martínez Date: 08/12/2026
Marcos D. Martínez (Aug 12, 2026 10:41:19 MDT)Reviewed by Finance Director:  Date: 08/12/2026**Summary:**

The proposed resolution would adopt the Hopewell Mann Neighborhood Stabilization Plan, a community-driven plan that identifies strategies, policies, and actions to preserve housing affordability, support residents and businesses, improve infrastructure and public safety, expand economic opportunity, and strengthen long-term neighborhood stability. The Midtown Community Development Plan, adopted in 2023, identified neighborhood stabilization as a key strategy to promote housing affordability, minimize displacement, and support long-term community stability. It specifically calls for a community-driven Neighborhood Stabilization Plan for the Hopewell Mann neighborhood due to the redevelopment pressures associated with the Midtown redevelopment project.

Departments Affected:

Metropolitan Redevelopment Agency, Land Use Department and Affordable Housing Division, Office of Economic Development, Public Works Department, Metropolitan Planning Organization, and the Sustainability Division.

Consequences of Not Enacting Legislation:

If this legislation is not adopted, the City of Santa Fe will be out of compliance with the direction of the Midtown Community Development Plan.

Conflict, Duplication, Companionship, or Relationship to Other Legislation:

Midtown Master Plan, adopted by Resolution No. 2022-68 and Midtown Community Development Plan, adopted by Resolution No. 2023-5 (plans collectively known as the Midtown Redevelopment Plans); Resolution No. 2024-8 amended the Midtown Community Development Plan; and Resolution No. 2025-42 designated a Metropolitan Redevelopment Area and as established by Attachment A, entitled "Midtown Metropolitan Redevelopment Plan: Designation Report".

Performance and Administrative Implications:

Administrative implications include quarterly meetings with departments affected to share updates, policy, and affiliated programming to coordinate implementation and efforts.

Fiscal Implications:

N/A

Fiscal Impact

 X Check here if no fiscal impact

Expenditures

Expenditure Type	FYE 2026	FYE 2027	FYE 2028	Require BAR (Y/N)	Recurring (R) or Non-recurring (NR)	Fund	3-Year Total Cost
<u>Personnel and</u>	\$ _____	\$ _____	\$ _____	_____	_____	_____	
<u>Benefits*</u>							
<u>Capital Outlay</u>	\$ _____	\$ _____	\$ _____	_____	_____	_____	
<u>Contractual/</u>	\$ _____	\$ _____	\$ _____		_____	_____	
<u>Professional Services</u>							
<u>Operating</u>	\$ _____	\$ _____	\$ _____		_____	_____	\$ _____
<u>Total:</u>	\$ _____	\$ _____	\$ _____				\$ _____

Expenditure Narrative:

Revenue

Revenue Type	FYE 2027	FYE 2028	FYE 2029	Recurring (R) or Non-recurring (NR)	Fund
General Fund	\$ _____	\$ _____	\$ _____	_____	_____
Special Revenue	\$ _____	\$ _____	\$ _____	_____	_____
CIP	\$ _____	\$ _____	\$ _____	_____	_____
Enterprise	\$ _____	\$ _____	\$ _____	_____	_____
Internal Service	\$ _____	\$ _____	\$ _____	_____	_____
Trust and Agency	\$ _____	\$ _____	\$ _____	_____	_____
Federal	\$ _____	\$ _____	\$ _____	_____	_____
Other	\$ _____	\$ _____	\$ _____	_____	_____
Total	\$ _____	\$ _____	\$ _____		

Revenue Narrative:

Signature: *Carly Venditti*

Email: cavenditti@santafenm.gov

Signature:

Email: akphillips@santafenm.gov