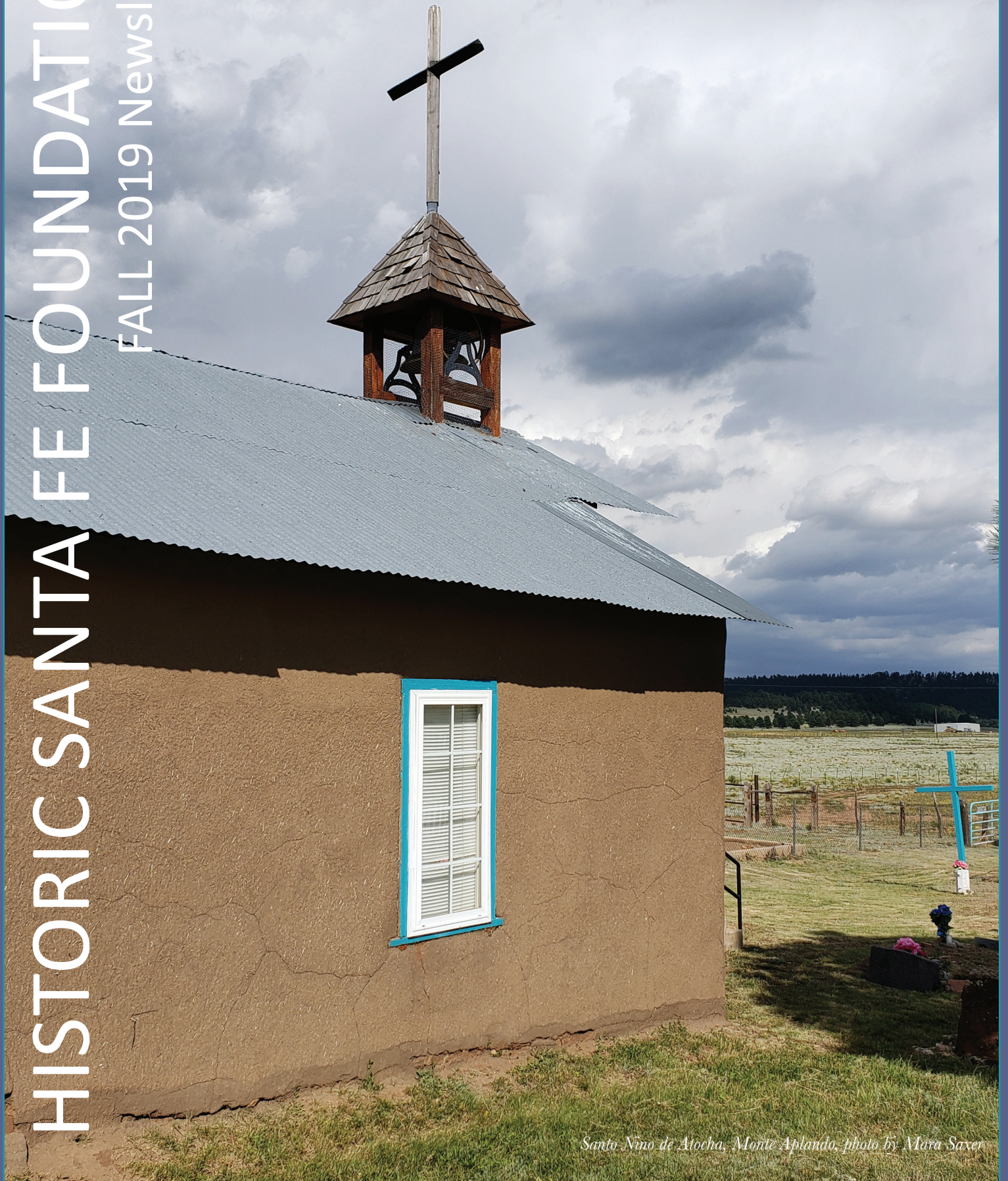


HISTORIC SANTA FE FOUNDATION

FALL 2019 Newsletter

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A Master Plan for El Zaguán

by Larry Good and the El Zaguán Master Planning Committee



Santo Niño de Atocha, Monte Aplando, photo by Mara Saxer



San Isidro, Sapello, photograph by Pete Warzel

HSFF MISSION

Our mission is to preserve, protect, and promote the historic properties and diverse cultural heritage of the Santa Fe area, and to educate the public about Santa Fe's history and the importance of preservation.

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A LETTER FROM HSFF EXECUTIVE DIRECTOR

Yes, yes, yes, chile roasting is in the air. So are events, salon talks, and art exhibitions at the Historic Santa Fe Foundation. Our Summer Intern Ramon Dorado has completed significant restoration work at the Pino Ranch House, located on the grounds of El Rancho de las Golondrinas, in a partnership between HSFF and the living history museum. You will recall that the Pino Ranch House was listed on our Register of Properties Worthy of Preservation this year, after research and nomination by Kelly Davis, our first UNM Fellow, in what is now titled the Mac Watson Fellowship program.

We are becoming very good at connecting the dots of preservation and history.

This newsletter edition is totally dedicated to the printing of a shortened version of the El Zaguán Master Plan. During the Board's strategic planning process over the past several years, it was determined that El Zaguán would remain our home, but with a plan of better utilization for both staff use and public access. Everyone knows the garden at the west end of El Zaguán, and everyone knows the long, linear façade of this great building on Canyon Road. It is now time to make it known that this is the Foundation's home, that the public is welcome to enjoy the space, exhibitions, and events - all created to educate about the need for preservation as well as the history of this place and how it fits in the continuity of the history of Santa Fe.

The master planning process has been enlightening for staff and Board Directors. It has focused us on who we are, what we want to do going forward, and how that benefits members and the visiting public. Larry Good - a resident of both Santa Fe and Dallas, an architect with numerous recognitions and awards, and one who is experienced in directing master plans in campus environments - volunteered his time, experience, and efforts in leading this process, and making preliminary sketches and drawings of space planning and utilization as it evolved in discussions and research. We are all grateful to Larry for his expert leadership during this project.

You will read the details of what we did and how this process unfolded in the following pages. It has been an extraordinary effort by volunteers, staff, and Board Directors, each bringing their specific expertise and insight to the final product. That product, the El Zaguán Master Plan, is now in the process of being implemented over time, beginning with our 2020 budget planning, which will incorporate the first physical steps of the plan. We have much work to do, such as engaging the right people to help with the historic interpretation of the building, including signage and displays that will tell the story of El Zaguán within the context of the multi-cultural history of our city.

We are pleased to present our future plan for our great home to you. We also thank you sincerely for your support for all our endeavors.

Sincerely,

Pete Warzel

A Master Plan for El Zaguán

545 Canyon Road, Santa Fe, New Mexico

• **PURPOSE OF THE PLAN** •

In the fall of 2018, The Historic Santa Fe Foundation Board authorized the formation of an ad hoc volunteer committee to prepare a master plan to guide future decision-making regarding enhancements to the historic El Zaguán property at 545 Canyon Road.

The Foundation's initiative to undertake an El Zaguán master plan was timely. The mission of the organization (to preserve, protect and promote the historic properties and diverse cultural heritage of the Santa Fe area) has been refined in recent years to move away from a strategy of ownership and management of historic properties to a priority of educating the public on the importance and benefits of historic preservation through events, publications and internships, and the utilization of preservation easements to protect important properties in perpetuity. El Zaguán now takes on more prominence as the signature asset remaining in HSFF's portfolio of historic properties, serving as the home for the Foundation, and the primary venue for receiving the public and inspiring them about historic preservation. Furthermore, El Zaguán is arguably one of the most important historic structures in Santa Fe, with its period of significance spanning from the early Territorial period of the 1850's with merchant James L. Johnson, through the ownership by James Baca and Bronson Cutting, to the purchase by Margretta Dietrich in 1927, including the renovations and additions by the important designer Kate Chapman. This is a very rich history to share with the public.

Toward that objective, this master plan presents an overarching strategy for how the gardens and grounds and the interior spaces might best be utilized, and outlines a prioritized series of actions to serve as a roadmap for the Foundation Board's decision-making about preserving, stabilizing and improving the condition and appearance of El Zaguán.

• **THE MASTER PLANNING PROCESS** •

The master planning process was led by Larry Good, a licensed architect and planner who is familiar with this sort of



El Zaguán garden from HSFF archives

effort, and who has completed a number of similar assignments for non-profit organizations with sensitive campus environments. Larry volunteered significant time and effort to this endeavor. The following master plan process was suggested and approved by the HSFF Board:

Task One: Scope Definition and Data Collection

1.1 Form a small Master Plan Steering Committee (5-6 people) made up of HSFF Board members, staff and subject matter specialists (architecture, gardens, interior design and real estate).

1.2 Agree upon and prioritize the objectives for what this Master Plan should accomplish for the organization.

1.3 Collect and review survey(s), floor plan(s) and other architectural plans, past reports, historic photos and other documents regarding El Zaguán.

1.4 Assess all systems for condition maintenance/replacement needs.

1.5 Obtain or prepare an accurate measured drawing of the existing building, gardens, and grounds for use as a base map for analyzing and testing future use and changes.

Task Two: Analysis of Options

2.1 Survey the HSFF staff and brainstorm with the Steering Committee about priorities for improvements to El Zaguán.

2.2 Involve outside experts to recommend alternatives for how best to interpret the history of El Zaguán and its past owners/residents (such as Margretta Dietrich, Dorothy Stewart or James L. Johnson) to "tell the story" to our visitors. Allow these recommendations to inform our priorities and designs for improvements.

2.3 Identify the "must do" items of work for the stability of the structure and the waterproofing of the building envelope. Create a list of "should do" improvements to increase and enhance public visitation, improve staff comfort and produc-





El Zaguán from Canyon Road from the HSF Archives

tivity, maintain financial viability, and further the outreach of HSF through El Zaguán.

2.5 Create a wish list of “wouldn’t it be nice if…” ideas for enhancement of the property, which might be undertaken over a longer time frame.

2.6 Prepare an itemized conceptual cost estimate for the items identified in the tasks above.

2.7 Report to the Board of Directors for feedback on the findings of Task Two.

When asked what were seen as the current strengths of EZ, the group generated this list:

1. The garden
2. The west portal
3. The long extent of the Canyon Road frontage (visibility of the building)
4. The zaguán itself
5. The building as a series of additions through the years (the story of a compound)
6. The fountain shared with the neighbors
7. The sala as an exhibit and meeting space
8. The building as a cultural resource important to all Santa Fe
9. The quality of the HSF staff

The master plan would seek to capitalize on these strengths.

The group agreed that several overarching goals must be addressed by the Master Plan:

1. Preserve the stability of the building envelope against water

infiltration or structural deterioration.

2. Address the condition of building mechanical and electrical systems.

3. Ensure the safety of our staff and the general public who use and visit the property.

4. Recognize the character defining elements of El Zaguán, and endeavor to preserve them and make them evident to all.

5. Engage the adjacent residents/property owners who share our driveway easement and our perimeter boundaries to create a feeling of “compound” on the historic Johnson/Dietrich property.

6. Organize the use of interior spaces to optimize staff and resident comfort, office efficiency, public sense of welcome, and collaboration potentials with like-minded organizations... while considering income potential from apartment rents.

7. Respond and relate to anticipated programs of HSF.

8. The plan must be a practical plan, financially viable, which can be implemented over time.

9. Cause El Zaguán to make its rich history evident to visitors and serve as an inspiring example of best practices in historic preservation.

The primary methodology for gathering information and making observations following the kickoff meeting was to conduct a series of site visits and tours of the property and buildings inside and out, making notes and taking photographs, as well as having interviews and discussions with staff and Board members who could lend insight and give history that might not be otherwise evident. In addition, we read the very thorough Historic Structures Report of 1996 to understand previous recommendations and learn how many of those had been acted upon. HSF’s Property Committee, Development Committee, and the Education, Research & Archive Commit-



El Zaguán garden from the HSFF archives

tee each contributed valuable input or written reports which served the purpose of coordinating the master planning effort among the Foundation's other committees and made sure more voices were heard.

• **CHARACTER-DEFINING FEATURES OF EL ZAGUÁN** •

El Zaguán is a property significant to the history of Santa Fe from the years 1854 to 1961. It exhibits features indicative of a series of styles typical of various points in that time frame, the combination of which tells the story of Santa Fe's history from the mid nineteenth century through the mid-twentieth. Goals of this exploration of El Zaguán include: retaining the sense of space of the property as a whole, particularly what remains of the open feel of having been an agricultural area; retaining the main building's linear massing and movement; identifying the eras of character defining features and calling out which are important to the historic feel of the place.

- Sense of space – agricultural area, sense of historic property layout
- Building height and massing
- Adobe walls (interior and exterior)
- No-build zone on all of property not currently built up. (A conservation easement is recommended to be applied to all unbuilt portions of the property).

Including on the Exterior

- Picket fences along west garden boundary, south garden boundary and along south edge of building

- West porch, square columns, and molding details
- Exterior doors and windows (excepting east storage door)
- West garden layout of beds/pathways
- Remains of historic acequia at east and south edges of garden
- Exterior corridor which connects east portal to west garden
- Footprint and height of all buildings, including garages
- All mud plastered and lime washed surfaces,

And on the Interior, including

- Fireplaces
- Wood floors
- Viga, beam and exposed wood ceilings
- Interior doors (further individual assessment needed to verify, thus far excepting #2 doors from kitchen to entry, kitchen to bathroom), windows and associated trim

A guiding principle of the El Zaguán Master Plan is a recommendation that all character-defining features should be diligently



El Zaguán from the HSFF Archives



preserved while undertaking rehabilitation tasks or in space planning for conversion from one use to another with regard to interior spaces in the building.

• STABILIZATION AND ENHANCEMENT OF THE BUILDING ENVELOPE AND BUILDING SYSTEMS •

One of the most pleasant surprises in the conduct of the master plan was to discover that the El Zaguán building envelope and roof were in such good condition for a building of its age...which speaks to the care and attention to regular maintenance given by the Foundation. Dendrochronology suggests that with the exception of Apartment 2b (The Stilwell Room) and the east storage room, the entire building was constructed by the 1870's. Now nearly 150 years later, there is no evidence of structural distress in the walls and few instances of water infiltration through walls or roof.

In the recent several years, the Foundation has invested a great deal of attention on the entry courtyard wall, which has been a constant on-going maintenance challenge. The wall will be replastered with mud plaster and the HSFF plaque reinstalled. The erosion of mud plaster on the remaining building walls is addressed by an on-going maintenance program.

One of the exterior maintenance tasks which not only has an impact on moisture infiltration but also has high visibility to our public is the condition of window glazing and paint on the windows, doors and trim on El Zaguán. A priority should be placed on the Canyon Road frontage because of the high pedestrian traffic and many eyes on our building. The labor involved in this task should not be a burden placed on our staff. It is time to procure competitive bids from outside contractors.

The base of the building wall along Canyon Road is below street level and occasionally below grade level. This has caused some evidence of moisture on the interior surface of the south apartment walls, specifically in Apartment 6. This was addressed at the time that apartment was vacant, removing the interior plaster to allow the wall to dry out. A french drain has been installed adjacent to the base of the wall to aid in moving water away from the wall as quickly as possible. We should continue to monitor the moisture level on the interior surfaces of these exterior walls as a part of our regular maintenance tasks. There have been no reports from HSFF staff in the offices, nor from our apartment tenants regarding roof leaks.

One of the tasks requested as a part of the master plan effort was to investigate the condition and capacity of our sanitary sewer system at El Zaguán. Drainworks found that the lines were all cast iron, showing signs of age and wear but currently in functional condition with no visible damage. Therefore there are no action items having to do with our sewer system, and no activities and programs anticipated by the Foundation are limited by the sewer.

Heating is provided throughout El Zaguán offices and apartments by hot water generated by a boiler located in the larger garage building, circulated to radiators in the individual spaces. Although this system is operating satisfactorily, it does not have sophisticated controls and does not offer cooling. Therefore the master plan committee is interested in evaluating

replacement of the boiler and radiator system with electric mini-split heating and air conditioning units for climate control and an "on-demand" system for water heating. Among the action items is to have a third party consultant evaluate this option in terms of expected performance, initial cost and life-cycle costs.

• SEEKING THE HIGHEST AND BEST USE OF EL ZAGUÁN'S INTERIOR SPACES •

A key strategy of the El Zaguán Master Plan is to explore and make recommendations regarding how to use the interior spaces of the building to best support the mission of the Foundation.

Currently, only two primary interior spaces, plus a portion of the zaguán and the west portal, are accessible to the public during HSFF office hours. The reception space, housing work stations for staff, along with a small display of books and gifts for sale, is not satisfactory in providing an adequate workspace for these HSFF personnel, nor is it a welcoming atmosphere for visitors. This 140 SF space is less than 10 feet in width, and is uncomfortable for two or three visitors to linger. Visitors get the sense that they are interrupting office activities, which is unfortunate given our goal to be as welcoming to our visitors as possible. The sala is used for gallery exhibits of El Zaguán residents' art and for other exhibits on a rotating basis of change approximately monthly. This is also the space used for the monthly Salon talks, if not held in other venues due to public response for attendance. Visitors are invited to access this space when the Foundation is not conducting board or committee meetings there, as it is the main meeting space currently available at the office for gatherings of 8 or more.

The Foundation's office, service and storage functions are housed in four interior spaces in El Zaguán. An office space east of the reception space provides work stations, along with file cabinets, copy machine, bookcases and a work table that can be used for layout of drawings and materials and small conferences for 4-6 people. The Stilwell Room (formerly Apartment 2b) is a 200 SF space including a full bath which is now used for storage; this space is valuable as it provides a room with enough privacy to allow sensitive meetings such as those with financial or HR content. Between the reception and office spaces are a kitchen and bathroom. At the far eastern end of El Zaguán is a 140 SF unconditioned storage space accessed from the east driveway where boxes of less environmentally sensitive files and miscellaneous Foundation materials are kept.

The remainder of El Zaguán continues to be used as apartments for working artists and writers who must apply for residency through a specified process governed by the Foundation. On one hand, this program is important to the mission because it is a link to the historic configuration of El Zaguán as rental apartments and because it theoretically offers much needed affordable housing to creative individuals. There are currently 5 apartments, numbered 1, 3, 4/5, 6 and 7, moving from west to east along the Canyon Road frontage. However, these apartment spaces are the only available space for expansion of Foundation offices or for public utilization.

Conceptual drawings of space reutilization and reconfigura-



El Zaguán garden from the HSFF Archives

tion in the apartments and current office/public space are under consideration to reflect the best use of the property going forward. This must entail a budget(s) and capital plan for the transition over time.

• **GARDENS AND GROUNDS / THE CONCEPT OF AN EL ZAGUÁN “COMPOUND”** •

The west garden, (sometimes inaccurately referred to as the Bandelier Garden), is of great appeal to visitors to El Zaguán. As visitors stroll up Canyon Road, it is often the garden which stimulates them to walk into our courtyard and ask to tour El Zaguán. The Master Plan Committee has important recommendations regarding the west garden:

The Foundation should continue its current practice of engaging the Master Gardeners and Linda Churchill, (lead gardener under contract), to prepare an assessment of garden status annually in September of each year, which would include their recommendations for improvement...including an estimate of any costs to be incurred. We also recommend the restoration of the stone-lined acequia known as the Canyon Road Community Ditch, as it extends north-south through the garden. This acequia dates from pre-1890 and was last used in the 1940's. It extended from just east of the Palace bridge over the Santa Fe River to the intersection of the river and Paseo de Peralta. We believe it would be practical to use our well water to put water in the acequia at the northeast corner of the garden, and let it flow south to a small catch basin in the garden near Canyon Road, where a recirculating pump could pump it back to the input location. Interpretive signage in the garden could tell the story of the Canyon Road

Community Ditch, greatly enhancing the visitor experience on the property.

• **IDEAS AND RECOMMENDATIONS TOWARD IMPLEMENTATION** •

Implementation of this master plan will require a concerted effort by Foundation Board, staff, volunteers and third-party contractors over the next several years. The Master Plan Committee recognizes that ultimately the Board will be responsible for preparing and approving the actual implementation strategy and schedule, and allocating the money necessary to fund the work. However, this chapter is offered in the spirit of providing ideas and recommendations about implementation for the Board's consideration. An extensive list of “Action Items” have been ranked by priority and cost and will be used as the roadmap for implementing the Master Plan.

The ten action items which were assigned the highest priority are considered to be both important and urgent and are estimated to cost approximately \$66,880. The Committee recommends that these items be funded from a combination of the remainder in the fiscal 2019 maintenance budget, plus an appropriation from the 2020 budget to cover the balance. The items which were given next priority have little to no cost involved outside of routine HSFF staff responsibility and should be addressed as soon as practicable. Additional intermediate priority items represent an estimated cost of \$73,150. And finally, there were considerable space renovation items designated at significant cost involved in implementation that goes beyond the ability of the Foundation to afford out of normal annual budgets. The Committee recognizes that a capital campaign would be necessary, or grants for specific elements of the plan such as the historic interpretation of El Zaguán, or both. The total of these steps is \$283,000. The majority of this scope of work is focused on the sequence of re-purposing and renovation of spaces within El Zaguán to enhance HSFF office efficiency and the improve visitor experience. This effort will require hiring an architect and/or interior architect to prepare construction plans and specifications, including selection and purchase of FF&E items. The Committee believes that the Property Committee of HSFF is best positioned to lead and manage this effort.

The creation of a permanent exhibit on the history of El Zaguán and its residents will require engaging an historian to gather photos and visual materials and write the text which can be used on panels in the space. Then an exhibit designer must be hired to design a graphically legible and compelling exhibit within the space. The Committee believes that the Foundation's Education/Research/Archives Committee should be charged with leadership of this effort. We believe the timing of the interior architectural design, historical research and exhibit design should not wait on the capital campaign.

A sequenced, strictly budgeted, interior construction within El Zaguán would complete the implementation of the Master Plan and provide a best use for the public and Foundation for the future. The Board of Directors of HSFF is beginning this process with the 2020 Budget cycle and is extremely engaged and excited about the future of our iconic home.





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OLD SANTA FE TODAY - Expanded and Revised!

HSFF is expanding and revising its classic publication *Old Santa Fe Today*. This book is the culmination of all the efforts of those who nominated, researched, and listed properties and resources on HSFF's Register of Properties Worthy of Preservation.

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HSFF MEMBER BENEFITS

- Free admission to monthly Salon El Zaguán talks
- Special invitation to Annual Garden Party and Members' Meeting
- Three complimentary printed newsletters annually
- Priority access to Foundation special tours and events
- Contribute to preservation of & education about Santa Fe and its historic properties

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