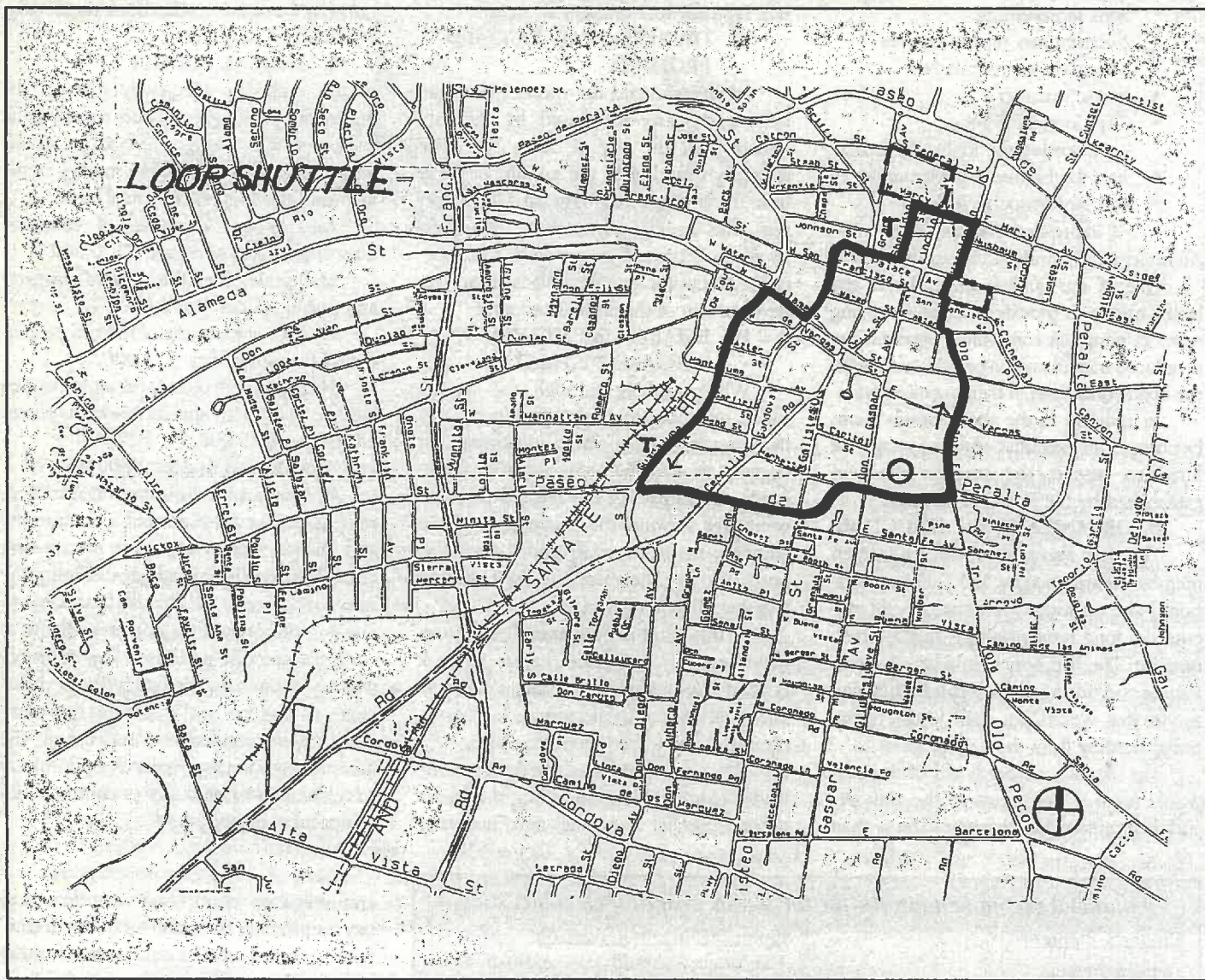


AND PARKING



Garfield Street to the Capitol. This connection is intended to serve pedestrians and local access traffic.

Public Transportation - Santa Fe Trails, the City's bus system, provides a comprehensive set of routes that come together at a two transfer terminals including one in the downtown at the Sheridan Avenue transfer station. Three routes pass in the vicinity of the site with Route 10 stopping adjacent to the site on Guadalupe Street. While this provides very good service for city residents, site connections to the North Capitol Campus and the Downtown are unclear to

the visitor.

An effective method to link the Railyards with the North Capitol Campus and the Plaza is a simple shuttle bus system that would supplement the existing fixed route service. This could operate on short headways of 10 to 15 minutes and along a clearly marked loop. Buses can have a thematic name ("The Chile Line") and design that could be open during the summer and enclosed during winter months. This service could operate seasonally during peak visitor periods and/or when special activities like when the legislature was in session. It would

be most desirable if this shuttle could be free of charge with a subsidy provided by the hotels, the state, and/or businesses in this area.

To provide opportunities for intermodal transfer between different transportation modes, particularly the railroad, the Railyard could be the catalyst as an intermodal center. This center could start with a loading zone for buses along Guadalupe Street in the vicinity of Manhattan Street. This loading zone could be shared by other charter transit and taxis. The end of Garfield Street in front of the rail station, can also serve for drop-off and pick-up by private vehicles.

Vehicular Access - An irregular pattern of arterials and local streets support vehicle access to the site. The linear nature of the Railyards result in a number of divisions that provide substantial east-west access. Neighbors have expressed concerns over additional interruptions to the site and their neighborhoods, particularly at Manhattan Street. The radial nature of several major streets that lead into and out of the City Center result in a high concentration of traffic along the edges of the site.

Manhattan Street is to be closed to vehicular traffic to retain the integrity of the Plaza and to minimize neighborhood disruption although a pedestrian connection

would be retained.

Guadalupe Street and Cerrillos Road adjacent to the site are proposed to be reconstructed to reduce traffic speeds and increase pedestrian accessibility to and from the east. While the basic function of these roads is not proposed to change and the basic capacity will remain, the lane widths would be reduced more in keeping with an urban standard and the edges of the street finished to provide a more pedestrian friendly atmosphere. On Guadalupe Street adjacent to the North Railyard, some of this additional width will be used to provide sufficient space for the transit stop.

In addition to access for the general public there are several locations where truck access can provide service functions to the various industrial and commercial buildings on the site. This access is oriented along edges to the site that are buffered from the residential area and access from the north and south ends of the Railyard.

Parking - Parking is a necessary complement to the success of any commercial area. Nonetheless, it is often one of the least attractive aspects of any activity center. Currently there are times that the convenient parking reaches its capacity. Nonetheless, parking space is usually available in more remote but walkable section of the site.

The unique mix and character of the uses that are planned for Phase One of the Railyard will not result in a substantial increase in parking demand. This is partially the result of their low intensity character as well as the temporal nature of their operation. For example, the theater experiences its highest demand when the majority of the retail shops are closed. Thus, parking can be shared between daytime and nighttime uses. No additional parking should be needed in Phase One provided some changes in the management of the parking resource can be implemented. Some of these measures could include:

- Organizing the parking spaces serving individual commercial buildings in the south end of the site.
- Charging a nominal fee for parking to discourage parking by off-site users and long term parkers that usurp convenient parking spaces;
- Require employees to park further south on the site so customer parking spaces are available; and or
- Maximize use of the parking through sharing of the supply, particularly among the day and night users and the cultural uses in Phase One.

While it would be inappropriate to order parking a traditional series of rows and aisles, the parking should be arranged in a way to efficiently use the space. At several locations throughout the site, parking for handicapped and the elderly should be provided with barrier free access to buildings.

If and/or when additional parking is required, it may be effective to construct and manage this parking through a cooperative association of area businesses like a parking authority. This could be an effective mechanism to coordinate the parking needs of businesses on and off the Railyard site.

Governance

The R/UDAT team has experienced unparalleled community interest and involvement in the railyard project from a broad and diverse citizen base during our visit. It is the continuing community interest and participation in the railyard planning process that has evolved as arguably the most important legacy of this exercise, as opposed to the physical planning of the property itself.

Given the community's strong mandate for a broad based approach, the R/UDAT team feels the entity which oversees the long term implementation should be sensitive to this unique quality and should be broad based as well.

Therefore, the R/UDAT team proposes the following organizational structure which contains five fundamental elements:

I. BOARD STRUCTURE

The R/UDAT team recognizes the community's work over the years on this property and the appointment of the current members of the Metropolitan Redevelopment Commission which was established to guide its future. We also feel it is imperative to have the public, private and community leaders representing the overall community involved with this process. Therefore, it is our recommendation that the existing M.R.C. be expanded to an eleven (11) member board of directors which would include the following positions:

- Mayor of Santa Fe

- Chair of Santa Fe County Commission
- Five Existing Metropolitan Redevelopment Commission positions representing:
 - 2 community representatives
 - 2 business representatives
 - 1 civic member
- City Council Member Representing the Railyard District
- State Legislative Representative
- Rail Yard Property Tenant
- A Representative from the Architectural/Planning Community

One of the guiding principles of the board will be to provide office and working space to nonprofit community organizations at reduced market rates in order to assist with the operational costs of their organization.

In addition to the above eleven member board, an executive director would be hired to execute the strategic direction established by the Board of Directors.

II. ORGANIZATIONAL STRUCTURE

The team also recommends the eleven member board create a 501 (c)3 organization ("the authority") to structure and execute the long term planning and re-development. The authority would be a self-sustaining and financially independent organization that would not seek future operational funding from the City of Santa Fe.

The eleven member board of directors would serve as volunteers to the authority and their primary function would be to chart

the strategic direction for the staff to execute. Three to five members from the board will comprise an executive committee to provide closer working direction to the executive director.

Typically, this type of organization meets on a quarterly basis and is chaired by one of its members. The chairman's position typically rotates every two years.

III. OWNERSHIP OF RAILYARD PROPERTY

We recommend the ownership of the railyard property purchased by the city remain with the city of Santa Fe. The authority would lease the railyard property from the city on a long term basis for \$1 per year. This would firmly establish the authority as the recognized entity which has a specialized focus for long term planning and re-development of the railyard property.

IV. ESTABLISHMENT OF A RAILYARD DISTRICT

While working through the various issues regarding the railyard property and listening to the community input, it became clear to the team that the significance and impact of the railyard property went well beyond the property lines. In addition, the team recognized the greatest potential for the property is to bring together all Santa Feans.

In this spirit of "openness" and "connectiveness", the team began to look beyond the immediate boundaries of the railyard for human scale connecting opportunities that are reflected in the plan.

Given this connected relationship, the team recommends establishing a broader railyard district that the new authority

would consider with the railyard property as the central focus.

Examples of connections the authority could help create include the Acequia the trail to Baca Street and beyond, the termination point of the Camino Real, the existing rail lines, and the former "Chili Line" all of which impact the Railyard property but have connections to the larger Santa Fe Community.

V. ANNUAL BUDGET

In order to adequately address the immediate and long term issues regarding the railyard district, we recommend an annual budget that would enable the funding of the following activities on an annual basis:

Salaries and overhead of executive director and one assistant \$150,000

Maintenance of the railyard property and public spaces \$200,000

On-Going planning of railyard property and overall district \$75,000

Hiring of consultants on an as needed basis to assist with specific re-development challenges \$75,000

Total Annual Budget \$500,000

In conclusion, the above organizational structure would represent a community and market oriented public, private and citizen partnership which would bring the relevant parties to a collective forum. As in any community, we do not pretend this is always a smooth process. The authority will be continually debating sharp differences of opinion and direction, but without such an organization and forum, the community will never have an opportunity to celebrate what it shares in common and values most important.

THE FINANCIAL

The city has now acquired the railyard property. The financial issues now facing it are related to:

- (1) Retiring the bonds (first debt service payment of \$1.625 million in 1999);
- (2) Funding a management/planning entity ("authority") to manage and maintain the site;
- (3) Funding the authority to provide infrastructure and a variety of site amenities so that its development can proceed;
- (4) Building and maintaining the 10 acre park; and
- (5) Developing the cultural museum.

While it is impossible to overstate the importance of the future development of the railyard to the city of Santa Fe, the city government has many demands on its limited resources and will not be able to pay all costs. The Gross Receipts Tax, which is the city's dominant revenue source, has recently leveled off after years of strong growth. Also, growth is straining Santa Fe's limited capital funds.

Given this financial environment, the following policies are recommended:

- (1) Develop new revenues from the site, so that funds from the private users of the site contribute to its total development cost;
- (2) Phase the development in such a way that existing site facilities are optimized before new facilities are added;
- (3) Realize that some public funding will be necessary for the "public" project;

Financial recommendations for the major program elements are:

Program Element

Debt Retirement

The authority's costs for —

- site operations and maintenance
- management of existing tenants
- administration/planning
- development of amenities/natural features
- infrastructure to develop buildable sites
- parking

The 10-acre park

Cultural Museum

Financial Recommendations

The project should pay approximately \$400,000/yr toward repayment of the \$14 million in outstanding bonds. The city, which will retain land ownership, should pay \$1.1-1.2 million. The city's share can come from the existing 1/16 Municipal Infrastructure Gross Receipts Tax (MIGRT), or a new 1/16 GRT, or any other city source. Use of the 1/16 MIGRT would require a sewer fee increase. Repayment of the city's \$10 million should be deferred.

Railyard lease revenue plus return by the city to the authority for all incremental gross receipts tax revenue received by the city for new and increased sales activity on the railyard site.

City CIP funds, when/as available. City funds maintenance.

Fund raising from the state and private sources for the capital costs. Admission fees to lower operating costs.

- (4) Use long-term leases rather than sales to make land available to site users.

The financial plan conceives of Phase I as including the following:

- debt retirement beginning in 1999;
- activities of the authority including site maintenance and planning, and management of site development;
- creation of buildable sites;
- site amenities including natural features, gathering sites, art and trail improvements;
- St. Francis Trail/pedestrian crossing;
- other infrastructure, possibly including parking;

- private investments in renovated spaces in existing buildings, and new private buildings including a theater complex and various local services;

- PNM property through implementation of land use controls to restrict use and cap clean-up costs;

- the initial phase(s) of the 10-acre park depending on the availability of funding; and
- cultural museum, depending on the availability of funding.

One or both of the last two items, the park and cultural museum, might be built sooner if lodger's tax were used, or if a gen-

eral obligation bond issue were floated to pay for a variety of Santa Fe's infrastructure. Such a bond issue could include other items such as a fire station, police station, trails and open space to attract voter appeal.

This plan for financing results in a sharing of the project costs between the city and the private users. As of year 10, each will have contributed approximately one-half the total project cost, including land. There is no new borrowing necessary to implement the project. The key is making better use of the existing buildings and lands through improved management, and enhanced uses.

The first phase financing is detailed in the following section.



PHASE I: Financial Projections

The following financial projection identifies estimated sources and uses of funds for the first five years of development of the project. This first phase of the project commences in fiscal year 1998 after an organizational year in fiscal year 1997, during which the Authority is established, the Board of Directors is con-

stituted, and staff is hired. During Phase I, the project will contribute an average of \$400,000 per year towards the City's approximately \$1,600,000 in annual debt service to pay off the bonds issued to acquire the property. The project will generate additional funds for debt repayment or other uses the City deems appropriate during the first five years.

Phase 1 Buildout and Financing Plan							
	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Total Phase 1
Sources of Funds							
Rent / Lease Income							
Existing Ground Rent	\$ 194,000	\$ 241,781	\$ 302,227	\$ 377,783	\$ 389,117	\$ 400,790	\$ 1,905,698
Existing Buildings (occupied)	\$ 269,449	\$ 336,550	\$ 420,688	\$ 525,859	\$ 541,635	\$ 557,884	\$ 2,652,065
Existing Buildings (vacant)	\$ -	\$ 63,500	\$ 158,750	\$ 496,094	\$ 510,977	\$ 526,306	\$ 1,755,626
New Ground Rent	\$ -	\$ 75,000	\$ 93,750	\$ 117,188	\$ 120,703	\$ 124,324	\$ 530,965
Farmers Market Stall Rental	\$ -	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 530,914
New Gross Receipts Tax	\$ 0	\$ 54,600	\$ 176,800	\$ 247,000	\$ 286,000	\$ 325,000	\$ 1,089,400
Total Sources	\$ 463,449	\$ 871,431	\$ 1,255,214	\$ 1,870,014	\$ 1,957,704	\$ 2,046,855	\$ 8,464,668
Uses of Funds							
Administrative/Planning	\$ -	\$ 300,000	\$ 309,000	\$ 318,270	\$ 327,818	\$ 337,653	\$ 1,592,741
Operations/ Maintenance	\$ -	\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,545	\$ 225,102	\$ 1,061,827
Debt Service	\$ -	\$ -	\$ 450,000	\$ 425,000	\$ 387,000	\$ 350,000	\$ 1,612,000
Public Art	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 350,000
Farmer's Market	\$ -	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 450,000
Commercial Infrastructure	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
St. Francis Crossing	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 1,000,000
Other (Parks, Parking, Infrastructure, etc.)	\$ 103,449	\$ 96,431	\$ 15,214	\$ 364,564	\$ 424,341	\$ 1,034,101	\$ 2,038,100
Total Uses	\$ 463,449	\$ 871,431	\$ 1,255,214	\$ 1,870,014	\$ 1,957,704	\$ 2,046,855	\$ 8,464,668

NOTES

A. Source of Funds

- Existing Ground Rent: Rent from existing lessees of City-owned land, projected at 193,425 square feet. Rent starts at actual current rent of approximately \$1.00 per square foot in 1997 with increases of 25% per year through 2000, thereafter at 3% per year.
- Existing Buildings (Occupied): Rent from existing tenants of City-owned buildings, totaling 53,000 square feet. Rent starts at actual current rent of approximately \$5.00 per square foot in 1997 and increases 25% per year through 2000, thereafter at 3% per year.
- Existing Buildings (Vacant): Rent from tenants who will occupy currently vacant space in City-owned

buildings, estimated at 30,000 square feet. Space is leased ratably "as is" over 3 years starting in 1998. Rents increase from current rent of \$5.00 per square foot in 1997 at 25% per year through 2000, thereafter at 3% per year. State Archives Building is leased to a redeveloper in 2000 for commercial uses.

- New Ground Rent: 60,000 square feet of land is leased for commercial uses in 1998. Building area for new commercial uses feet on this land is projected to be approximately 40,000 square, including a 25,000 square feet Cineplex.
- Farmers Market Stall Rental: Day table rentals of \$10-25 per stall for 75-150 vendors over a 20 week season.
- Tax Increment: Increases in City share of Gross Receipts Tax of 2.6% from the sales produced by growth in sales

revenues of existing business at the Railyards and from new businesses that move into the district.

B. Use of Funds

- Administration/Planning: Operating expenses of the Authority, including salaries for executive director and administrative assistant, planning/consulting costs, and miscellaneous overhead. 1997 expenses covered by bond proceeds.
- Operations/Maintenance: Replacement reserves for major structural repairs for City-owned buildings and upkeep of open space and other common areas, e.g., streets, walkways, street furniture, and lighting.
- Debt Service: The Railyard project's contribution to principal and interest payments on outstanding bonds. 1997 and 1998 payments (interest only)

paid out of surplus bond reserves.

- Public Art: Payments to artists and for materials for on-site public art events and installations.
- Farmers Market: Cost of infrastructure and surface treatments for 3 acre site at estimated \$150,000 per acre.
- Commercial Pads: Cost of infrastructure build-out, including estimated cost of \$6 per square foot for 60,000 square feet of land to be made pad-ready for commercial use.
- St. Francis crossing: \$1.0 million allowance
- Other uses: Funds available for additional purposes, including site infrastructure (grading, drainage, underground utilities, roadways, pedestrian paths, street furniture and lighting), parks, structured parking, accelerated debt service, etc.

The preceding financial projections highlight the sources and uses of funds for developing phase 1 of the project. Funds are used for the Farmers' Market, public art, commercial infrastructure, the St. Francis crossing, parks, and other infrastructure. By the end of the first five years of the project, estimated funds available for

other uses is estimated at \$2 million.

It is reasonable to conclude that this amount of available funds will continue in years 6-10. Through the first 10 years, therefore, approximately 50% of all funds invested in the project will come from the private income-producing elements and the other 50% from the City.



THE RAILYARD DEVELOPMENT COST ANALYSIS TEN YEAR SUMMARY

	Private	City
Land Acquisition	4,000,000	22,000,000
Debt Structure		
Administration / Planning	3,281,000	
Maintenance	2,187,343	
Public Art	850,000	
Farmers Market	450,000	
Commercial Infrastructure	360,000	
St. Francis Crossing	100,000	
Parks, Parking, Infrastructure	9,707,545	
Total	21,835,888	22,000,000
	50% Private	50% Public

CHARLES M. DAVIS FAIA
Team Chairman • Architect/Urban Designer
Esherick, Homsey, Dodge & Davis, San Francisco CA
 President, principal in one of the nation's leading architectural design firms which received the AIA 1986 National Firm of the Year Award. Some of the firm's more notable work includes the design of BART rapid transit station, Sea Ranch, Monterey Bay Aquanum and numerous other award-winning projects which are characterized by creative solutions in sensitive environments and places. Chuck is the senior design principal and is widely recognized nationally and internationally as a leading designer of cultural facilities (libraries, museums and aquariums), and university facilities and campuses. He has a particular interest in railroads, housing and neighborhoods. He has served as speaker, visiting lecturer and critic. University of California at Berkeley 7 previous R/UDATs: Austin TX, Salt Lake City UT, Boise ID, Seattle WA, Lynn MA, Sarasota FL, Carlsbad NM.

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Real Estate Developer/Advisor
The Chattanooga Land Co./Chattanooga TN
 Vice-president and co-founder of a private real estate development firm which specializes in the planning and development of mixed-use urban projects. Director of Project Development for River City/River Valley, a 501(c)3 non-profit organization created to revitalize Chattanooga's 20-acre mixed-use riverfront district. Board member of Center City Corp. and Cornerstones (non-profit historic preservation corporation). University of Virginia.

JOHN J. DESMOND FAIA
Architect, Urban Designer, Illustrator
John J. Desmond & Assoc./Baton Rouge LA
 Founder, principal and senior designer for one of the south's most respected architectural design firms. His award-winning architecture has been known for its integration of historic values with the spirit of the vernacular architecture of the area into sensitive contemporary solutions. The sensitivity of this work is evident in the quality of his sketches. His work covers a broad range of civic and institutional projects, museums, libraries, schools, churches, state archives buildings and historic preservation work. His work and drawings have been published in various national and international professional journals as well as exhibited in galleries and shops. Lecturer, author, teacher, juror, design critic and member of the national AIA Urban Design and Planning Committees. Tulane University, MIT 13 previous R/UDATs including Birmingham AL, Phoenix AZ, Seattle WA, Lafayette and Indianapolis IN, Spartanburg SC, Springfield IL, Reno NV.

ERLINDA CORTEZ DIMAS
Community Liaison/Investment Banker
Coastal Securities/San Antonio TX
 Managing Director, Coastal Securities Ms. Cortez Dimas provides financial advice and underwriting services to governments that use taxable and non-taxable municipal bonds for finance. She has

helped finance hospitals, single and multi-family housing, airports, justice centers, and convention centers, in addition to re-structuring and re-financing debt to achieve cost savings. Santa Fe is Cortez Dimas' third R/UDAT project. She participated in projects in Las Cruces NM and San Ysidro (San Diego) CA. She has participated in numerous leadership programs, community projects including one that addressed gang violence, and has been a proponent of minority issues, having worked with the Mexican American Legal Defense and Educational Fund for many years. Served as Vice-Chairperson, Texas Public Finance Authority, the San Antonio Housing Trust Fund, Local Development Corp. and the city's Budget Advisory Committee. Our Lady of the Lake University, San Antonio TX.

PHILIP J. ENQUIST AIA
Architect/Urban Designer
SOM/Chicago IL
 Partner in charge of planning for SOM Chicago. In his 16 years with SOM he has spent the previous 13 years in the San Francisco office. He has been involved and directed planning design on a variety of downtown transit related mixed-use projects, new towns and campus masterplans both nationally and internationally. Notable projects include: the mixed-use plans on old railroad lands in Mission Bay, San Francisco CA and the Santa Fe Pacific Master Plan in San Diego CA. Redevelopment plans for Lloyd Center, Portland OR, Fisherman's Wharf, San Francisco CA and State Street and North Loop, Chicago IL. Master plan and district plans for various

cities, programs and physical improvements and parking and access management strategies. Served as associate director of transportation for the 1991 Goodwill Games. University of Washington, Penn State University, Institute of Transportation Engineers (ITE) 2 previous R/UDATs: Salt Lake City UT, and Atlanta GA.

JAMES A. MURRAY PhD
Public Finance/Political Strategist
Murray, Lamont & Assoc./Denver CO
 President, co-founder of consulting firm specializing in governmental and institutional management and strategies in the areas of public finances, economics growth management, economic development, hazardous waste site remediation, policy planning and strategic management and implementation of public/private ventures. Chief Executive Officer, Assistant to the Mayor, Director of Finance for the City/County of Denver for Mayor Federico Peña. Director of Administrative Services, Economic and Fiscal Policy Advisor for city of Boulder CO. Associate Professor Adjunct Graduate School of Public Affairs/University of Colorado. University of New Mexico, University of Oregon, Harvard Graduate School of Business Administration 5 previous R/UDATs: Atlanta GA, Houston, Austin and Pasadena TX; Huron County MI.

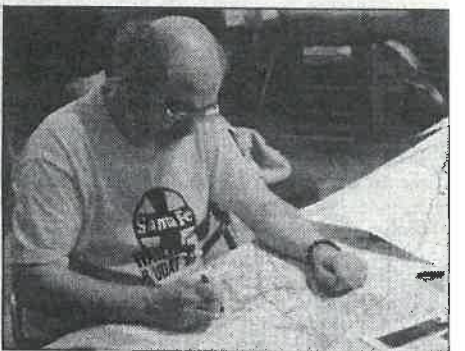
BENJAMIN POLLOCK
Implementation Specialist
Pollock & Co./Seattle WA
 Principal, consulting firm which formulates and implements strategies for public/private real estate development and asset management. Development manager, Port of Seattle, \$100 million mixed-use Central Waterfront Project, transit-oriented joint development and multi-modal projects, and developing strategies for management, packaging and marketing municipal assets. Board member of public development authority to oversee development of Super Fund site for mixed-use development project. Williams College, Harvard University/ULI



MICHAEL B. DOLLIN
Landscape Architect
Urban Earth Design/Phoenix AZ
 Principal in landscape architecture firm that has been involved in a wide range of award-winning public and private sector projects and spaces. His work is centered around sensitive solutions which integrate desert and local environments with public art in enhancing public and private space, in community development, neighborhood revitalization and affordable projects. His work and projects integrate citizen, neighborhood and community charette processes with landscape and public art. Notable projects include Pope's Park, Mesa Community Art Park, Phoenix Heritage Square and Grant Park Community Vision. Educator, associate director of Arizona State University Joint Vision Design Program which is involved in community outreach and applied research projects. University of Arizona.

University of California campuses: Berkeley, Davis and San Diego. The re-use of Glenview Naval Air Station and Mars Island into mixed-use plans and the master plan for a Japanese island using traditional Japanese town planning and environmental concepts. Naoshima, Japan. Lecturer, writer and speaker. Member AIA, ULI, Chicago Architectural Foundation, University of Nebraska, Institute for Sustainability. University of Southern California.

DAVID MARKLEY
Transportation Consultant
Transportation Solutions Inc. (TSI)/Redmond WA
 Principal founder of consulting firm which specializes in bringing together community groups, private developers and public agencies to find realistic solutions to complex or controversial transportation issues. His work has covered a broad range of projects, public and private mixed-use development master plans, rail and light rail access and station rehabilitation, parking demand impact analysis, management and operations studies and environmental impact analysis. For over the past 25 years he has specialized in developing transportation poli-



JAMES PETTINARI AIA
Architect, Urban Designer, Professor of Architecture at the University of Oregon, Eugene, and associate in the nationally recognized, award winning firm of Kasprisin/Pettinarian, Seattle. Their work has been published in a recent book *Visual Thinking for Architects and Designers*.

Santa Fe Railyard R/UDAT: A Brief History

R/UDAT (Regional/Urban Design Assistance Teams) are a public service of the American Institute of Architects. These volunteer teams of multi-disciplinary planning professionals have provided urban and regional planning assistance to over 125 communities nationwide, including Albuquerque, Las Cruces, Farmington and Carlsbad, New Mexico.

In July of 1995, Gayla Bechtol, a member of AIA Santa Fe (the local chapter of the American Institute of Architects), proposed that the chapter sponsor a R/UDAT for the Rail yard property, which was then under consideration for purchase by the city. A letter was forwarded to the Mayor, followed by a second letter sent in January 1996 by Lisette Ellis, then president of the chapter. A meeting was arranged with the Mayor, Bill Freimuth

(AIA/Farmington), Brand Nessor (AIA/Carlsbad), Fritz Kueffer (Planning Division), and others, to review both the process and the results of the R/UDATs in Farmington and Carlsbad.

With a commitment of \$1,000 in seed money from the chapter, along with the encouragement and support of various interested groups city-wide, a R/UDAT steering committee was subsequently formed, with broad-based community representation, to help raise monies for and to submit an application to the national R/UDAT Task Force. Inviting a R/UDAT is not easy; a lengthy detailed application must be prepared months in advance of the anticipated event. One of the requirements is that the application must demonstrate strong broad-based support community-wide, including significant financial support from a wide variety of sources.

(Although all R/UDAT members volunteer their time, their out-of-pocket expenses of up to \$40,000 must be covered by the community.) Our charge, then, was to gain community support for the venture.

Outreach to the larger community began, recruiting broad representation from the city, neighborhood groups, business owners, nonprofit community organizations, current Rail yard tenants, and the public at large. We met with success in this effort and formed a steering committee that began meeting weekly at the CCA Teen Center in the spring of 1996. This steering committee worked on a plan in which R/UDAT would reinforce and complement the community planning process then being designed by staff of the city's Rail Yard Planning Project and the Land Use Resource Center.

Weekly meetings with representatives

from the R/UDAT steering committee, the city's Rail yard Planning Project staff, and the Land Use Resource Center, were begun in order to plan the events together.

All R/UDAT team members volunteer their time, and their objectivity and neutrality is assured by their pledge not to accept any projects in the area being studied for at least three years.

AIA Santa Fe and the R/UDAT Steering Committee have not advocated any particular land use for the Rail yard property. Individuals may hold opinions, but all of those who are working on this event, both locally and nationally, have volunteered because they believe in the process — in involving the community and empowering its members with as much knowledge and as many good ideas as possible so that the community at large can make decisions.

Our application received tentative acceptance by R/UDAT and, in October, two national representatives visited Santa Fe to study its potential for R/UDAT.