

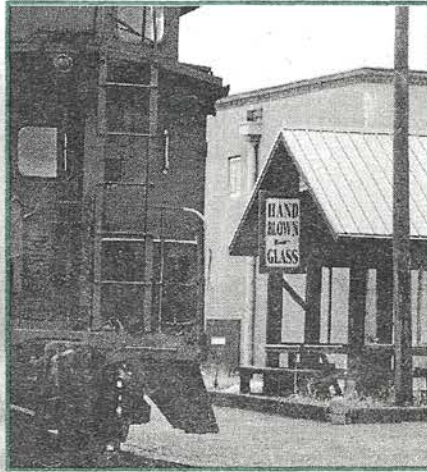
A Community Report

February, 1997

AMERICAN INSTITUTE OF ARCHITECTS

THE SANTA FE RAILYARD • REGIONAL/URBAN DESIGN ASSISTANT TEAM

Terreno de la Gente



Look Inside For:

Our Overall Concept Plan • Possible Parks and Open Space

Community Concensus and Quality of Life • General Transportation and Financial Info



**DOWNTOWN
SANTA FE**

•
**Current
Aerial View**

To the community:

Santa Fe, the "City Different," now has an unparalleled opportunity with the availability of 50 acres adjacent to the traditional heart of the city. This complex parcel is bordered by fragile residential neighborhoods and the recovering Guadalupe neighborhood.

The citizens of Santa Fe decided to purchase the railroad yard property as a city investment for the future of the community. In December 1995, the transaction was completed and the land belonged to the citizens.

Now, after an extensive public process, the time is drawing close when decisions must be made on how to use the rail yard for the better community good. Many groups and individuals have given an extraordinary amount of time and effort to arrive at this moment.

This R/UDAT team has listened and worked with great interest to the public interests and focus on this project, which is truly extraordinary. It is clear to us that this project is a keynote in the near term for the city and county of Santa Fe, as well as for the pas-

sionate neighborhoods.

One sentiment that stood out is, "if we love it, we'll pay for it," and those of us on the team hope that out of the design days and the R/UDAT process, the community will be able to arrive at a consensus on how to go forward.

Our recommendations are:

That the city and county governments cooperate with each other to prepare a general plan which looks not only at zoning issues, but also at what the urban form of the city's expansion will ultimately be. The city has a historical and traditional form at its core, which is the prototype. Use it.

Guiding Principles

1. The rail yard project is a community asset, not a development project. It shall emphasize local artists, local businesses and local cultures.

2. Cherish and protect the beauty and quality of the surrounding neighborhoods and their unique architectural characteristics. Create a cultural conservation district to protect the neighborhoods.

3. The architectural quality of the rail

yard should be authentic, gritty, rugged, and not be sanitized or perfumed in character.

4. Recognize and encourage alternative modes of transportation to lessen dependence on the car. Recommend a free shuttle loop from the Plaza to the Capitol, to the Rail yard Depot and back to the Plaza. Strengthen Rail yard's role as a commuter line to the Depot. Create a new front door to the Rail yards by creating a public space in front of the Railroad Depot oriented back to the State Capitol and the Plaza.

5. The experience of the rail yard shall be primarily pedestrian.

6. The infrastructure development should encourage traffic calming and street narrowing.

7. The plan provides a significant additional amount of park and open space to the city. The open space should be used as a demonstration of how to co-exist with the high desert in the next century. The cemetery, the PNM site, the campus of the School for the Deaf, the B. F. Young Public School site, and the Acequia should be viewed as part of the larger park system.

8. The rail yards can be organized as distinct districts:

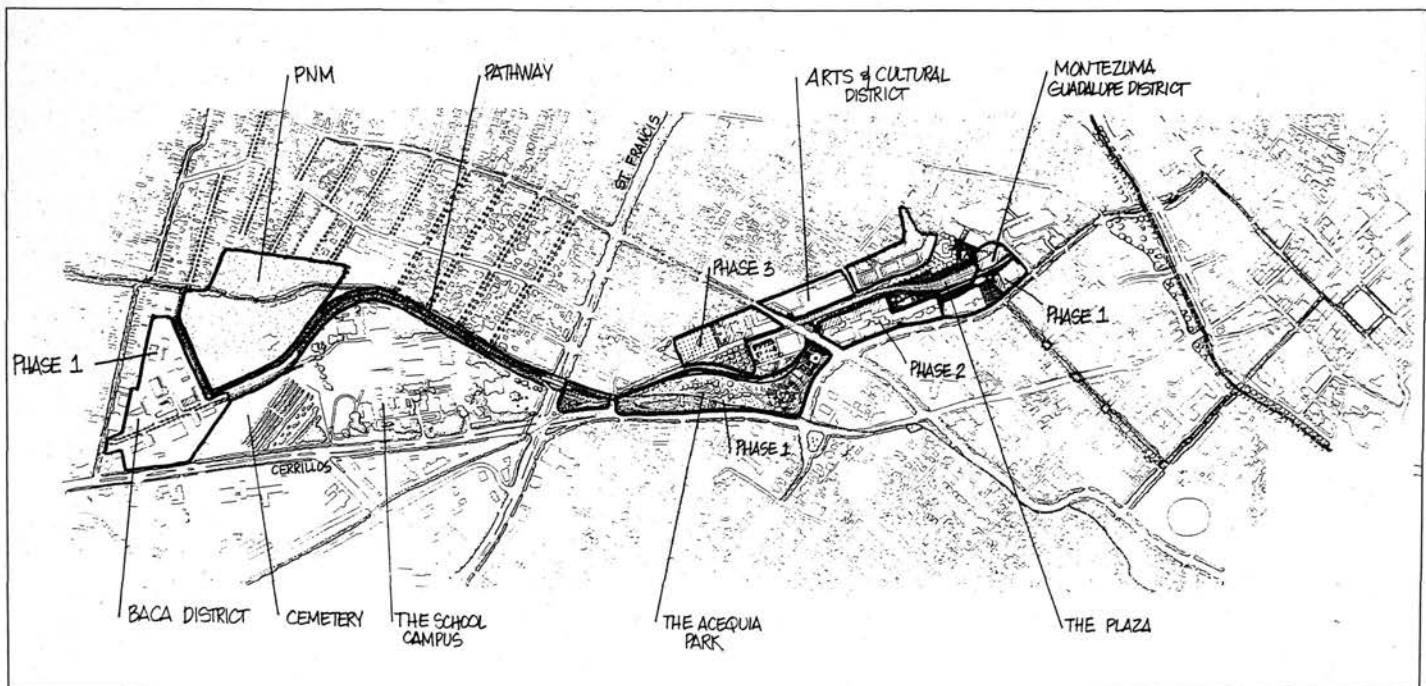
- a. Montezuma and Guadalupe district.
- b. Plaza district.
- c. Arts and cultural district
- d. The Acequia Park
- e. The Ecological Park (PNM)
- f. Campus district
- g. The cemetery
- h. Baca district

9. The authority managing the long-term planning and implementation should represent a broad cross-section of the public, private and community sectors focused on a common vision.

10. Costs for development of the Rail yard should be shared by the private users of the site and the city, as the site owner.

11. The existing stakeholders in the Rail yard should receive leases for a minimum of five years, preferably 10 years.

12. The phasing strategy should be in small increments over time.



Platicas Con Vecinos: CHATS WITH NEIGHBORS

by Erlinda Cortez Dimas

Can we slow down enough to discuss the quality of life? This question puts this project and its outcomes into perspective from a neighbor's focus. Community leaders, business owners, local architects, and hundreds of residents came together with ideas, plans, background information, polls, and surveys to help us with our task. All of this information is taken into account in our final report. Additionally, I walked around to get a "feel" from people who did not come to the meetings for whatever reason. These chats may be useful as a guide for decision makers in the future.

The romance of Santa Fe with its historic cultural mix, majestic mountains, family values, artistic community and gracious living attracts people worldwide.

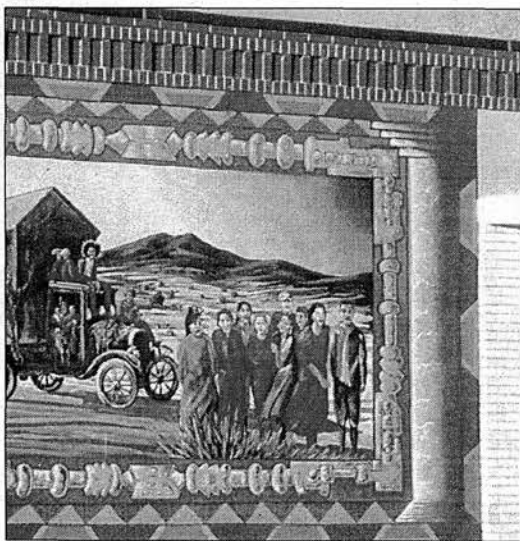
This attraction is the concern of many local residents. Is growth managed by a city/county master plan? How fragile is the balance of neighborhoods and the survival of extended families living in close proximity to one another? How will the natural resources be utilized? What about water? Will improvements or developments now, however well-intended, drive off the very residents that created the Hispanic "ambiance of Santa Fe"? How much of the governance for area development will be dictated by financial, political, and developer interests?

Challenge: The railyard is situated in the heart of the Hispanic Community. The neighborhood around the railyard consists of middle income and lower income homes belonging to many Hispanic families that have made Santa Fe their home for generations. These older families, much like other families in other popular urban centers have suffered a cultural loss due to increased property costs. I say cultural loss because living in close proximity to other relatives is a long-valued Hispanic custom. Because of increased property values, younger members have had to move to other areas because they could not afford the higher property costs. Many have moved to the county's developing south side where house trailers are more affordable. This factor by itself has done much to change their cultural fabric and traditional family values of living in the vicinity of the extended family. An abuela that I spoke with said that moderate and low paying jobs combined with higher property valuations have

caused the Hispanic community to be in the minority of the population for the first time since Santa Fe's beginning.

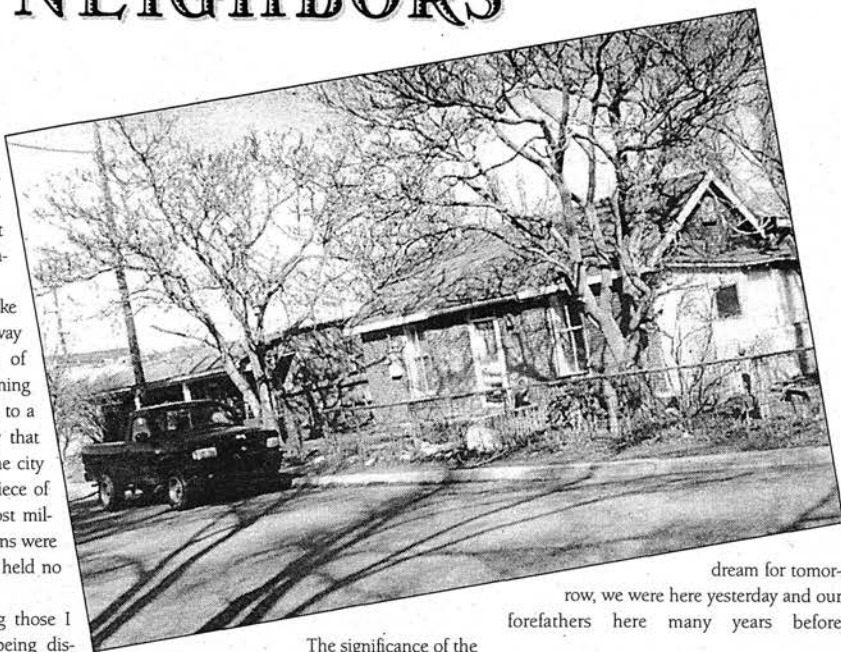
Some families that spoke to me said that they had no way to convey the importance of quality of life and maintaining family traditions and dreams to a sophisticated planning body that was going to look at what the city could put in this valuable piece of land that would probably cost millions of dollars. Their concerns were personal and emotional and held no financial interest to the city.

There is a mood among those I spoke with that they are being displaced from their city and definitely priced out of their neighborhoods and their family roots. They fear the city will condemn properties and pay residents only land value, which will not allow those on



fixed incomes to purchase adequate replacement housing. I found fear that ANY project that went up would drive their property values up and therefore their taxes. Such increases alone, a gentleman explained to me, would make some senior residents have to move. Many of these attitudes have been thoroughly documented in newspaper articles. The Haves vs. The Have-nots, The Locals vs. The Outsiders. Wille Saiz said, "We may be just delaying what is going to come anyway...at the end, we may be priced out eventually."

Besides the differing financial resources, I did not find that there was much difference in what residents value. The appreciation of what makes Santa Fe unique is shared by those that are longtime residents and those longing to become longtime residents.



dream for tomorrow, we were here yesterday and our forefathers here many years before

The significance of the mountains, even though different from individual to individual, are appreciated by all. Some see in them a natural beauty, others go further to appreciate them in a profound spiritual way. This spiritual view of the mountains makes people more protective. Add to that, that their families have all been born here, had religious and family celebrations, and have had family buried here, and you will discover some profound passions. Santa Fe's Hispanic character is celebrated in the name of the city, street names for life-long residents, and the food reflects the character of its people. Tourists enjoy celebrating the Spanish/Native American/Mexican heritage. If the quality of life is affected so dramatically to such a historic people, doesn't all of Santa Fe lose as well? There was a desire expressed for a museo cultural and an expression of solidarity by museo proponents with the Native Americans for a similar space, and control of its governance.

"We need a place to teach our children our ways, an appreciation for a way of life, and to know of the contribution of our people to this city, this state, and this nation," said Miguel Chavez.

We want opportunity for home ownership, access and ability to see and enjoy the glorious mountains, safe places for children to gather and play, and an ability to practice and display cultural arts, they said. These were not necessarily goals of only one cultural group I found. Sara Melton told me that this neighborhood should not only be involved in the governance of this new development, but also in the ongoing review of future ordinances for social impact. The Hispanic community in this instance is saying, we have borne the brunt of the decisions of planners and outsiders in the past. We must protect our ability to maintain our homesteads and have values remain affordable for our children as they age. That is our cultura. Whatever you plan, don't let it negatively impact our

that. Tax relief measures that would benefit Santa Feans have been introduced in the past but failed to pass. Relief that grandfathers tax rates for property owners until the point of resale of property, such as Proposition 13 in San Francisco, may be the only way to save older neighborhoods. These treasured places deserve preserving. Comments on design of the Railyard project centered on the theme of the togetherness of family with a feeling of tradition.

As a frequent visitor to this city, I know that its uniqueness sells. What an enjoyable time this was for me to chat with the families that gave me time. It puts Santa Fe in a very special place in my heart. Thank you for the opportunity.

SYNOPSIS

What Are Main Themes?

1. Lots of community input, plus more, and special concern for neighborhoods
2. Neighbors should be part of long-term governance of property
3. Tax Relief Movement needs to be organized
4. Dilution of voting strength of minorities is a legal consideration under the Voting Rights Act
5. Public art and sculpture is an opportunity Santa Fe should take as often as possible
6. Laws should balance the city's need for maintaining cultural character and artistic ambiance

PLATICAS CON VECINOS

by Erlinda Cortez Dimas

Podemos tomar el tiempo para platicar acerca de la calidad de la vida? Esta pregunta pone este proyecto y sus posibilidades en una perspectiva vecindario. Líderes de la comunidad, dueños de negocios, arquitectos locales, y cientos de residentes se juntaron con ideas, planes, información general, investigaciones y vistas para ayudarnos con esta tarea. Todo esto se tomó en cuenta para formar el reporte final. Además, circulé entre la gente para poder sentir de ellos, quienes no podían venir a las reuniones por cualquier razón, sus ideas. Estas charlas pueden ser útiles como guía para ellos que van a formar decisiones en el futuro.

El romance de Santa Fe con su mezcla cultural y histórico, montañas majestuosas, valores familiares, comunidad artística y un estilo de vida agradable, atrae a gente de todo el mundo.

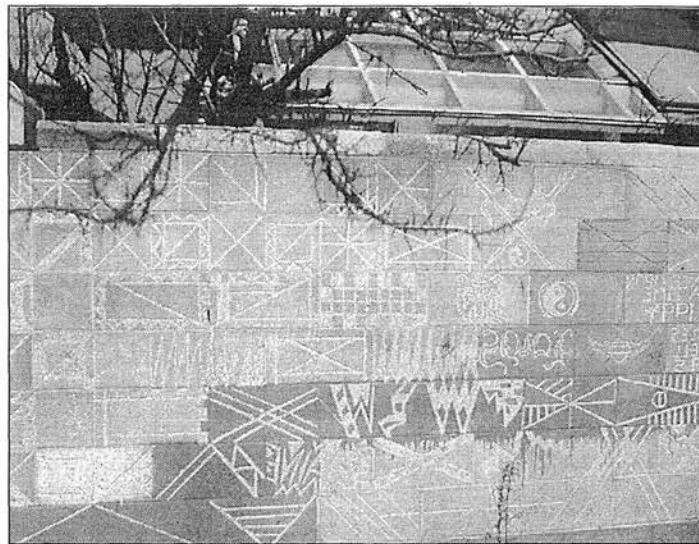
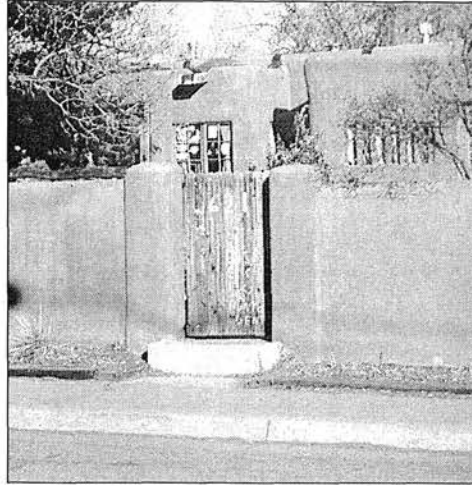
Esta atracción es una preocupación de muchos residentes locales. Estamos manejando el crecimiento por medio de un plan maestro de la ciudad o condado? Es el balance entre los vecindarios y la existencia de la familia extendida viviendo en una situación muy estrecha en una condición muy frágil? Como se maneja la utilización de los recursos naturales? Y el agua? Puede desechar los residentes quienes crearon el ambiente hispánico, el desarrollo o los mejoramientos, no importa las mejores intenciones? Cuanto puede influir el desarrollo local los intereses financieros, políticos o de los inversionistas?

El reto: El terreno del ferrocarril está ubicado en el núcleo de la comunidad hispana. El vecindario alrededor del terreno consiste en hogares hispanos, nativos de Santa Fe por generaciones. Sus ingresos son de mediano a bajo. Estas familias viejas, similares a otras familias en centros urbanos populares han sufrido una pérdida cultural debido a una aumenta en el costo de la propiedad. Yo digo pérdida cultural porque viviendo en una proximidad al resto de la familia cercana es un costumbre hispano. Debido al aumento del valor de la propiedad, es una de las razones que los miembros jóvenes de la familia han cambiado hacia el lado sur del condado, que esta en desarrollo, donde la casa rodante o prefabricada está más al alcance de ellos. Este factor sólo ha infundido mucho el cambio de la matriz cultural y valores familiares tradicionales de vivir cerca de la familia extendida. Una abuela me dijo que trabajos con sueldos bajos a medianos, además de las valuaciones altas de la propiedad, han ubicado a la comunidad hispana, por la primera vez en la historia de Santa Fe, en una posición de minoridad.

Algunas familias me explicaron que no tenían manera como explicar a un cuerpo de planeamiento sofisticado la importancia de la calidad de vida y mantenimiento de

tradiciones familiares y sueños. Estas preocupaciones eran personales y emocionales y no presentaron un interés financiero a la ciudad.

Existe un sentido entre la gente entrevistada que se están desplazando de su ciudad por los precios de la propiedad en el vecindario de la familia. Hay temor que la ciudad puede condenar las propiedades y pagar los dueños solo para el terreno mismo. Así con los recursos de ingresos fijos no pueden comprar algo para



reemplazar su casa. Encontré una preocupación que cualquier proyecto que se hace podría causar un aumento en el valor de la propiedad y a su vez aumentar los impuestos. Me explicó un señor que tales aumentos solamente forzará que los ancianos retirados se cambian de casa. Muchas de estas actitudes han sido documentados en los diarios. Los que tienen, y los que no tienen; los locales y los de afuera. Señor Willie Saiz dijo, "Es probable que estamos posponiendo lo que va a ocurrir de todo modo. Al final, los precios nos van a echar."

Además de recursos financieros diferentes, no encontré que había mucha diferencia en los valores de la gente. La apreciación de lo que se hace único el Santa Fe se comparte los nativos que vivieron aquí por generaciones y los que esperan de vivir aquí de largo plazo.

Lo que significa las montañas, aunque diferente para cada uno, lo aprecian todos. Se ven por algunos como una belleza natural, otros se aprecian en una forma espiritual profunda. Esta vista espiritual de las montañas produce una postura protectora. Encima de esto, porque nacieron aquí, celebraron eventos religiosos y familiares, y

que han enterado familiares aquí, se descubran pasiones profundas. El carácter hispánico de Santa Fe se celebra en el nombre de la ciudad, nombrando las calles por residentes nativos, y la comida que refleja el carácter de la gente. Turistas gozan las celebraciones de herencia hispano, indígena y mejicano. Si la calidad de vida afecta dramáticamente a una gente tan histórica, no pierde a todos que viven en Santa Fe también? Habían expresado un deseo para tener un museo cultural y una expresión de solidaridad por los proponentes del museo con la gente indígena para un espacio parecido, y el control de su manejo.

"Necesitamos un lugar donde podemos enseñar a nuestros hijos los costumbres, una apreciación de nuestra manera de vivir, y conocer la contribución de nuestra gente a esta ciudad y estado."

Dijeron, "queremos la oportunidad de obtener una casa propia, tener la posibilidad de ver y gozar de las montañas, tener lugares de juego seguros para los chicos, y la habilidad de practicar y mostrar artes culturales." Encontré que estas no son metas sólo para un grupo cultural. La comunidad hispana esta diciendo que han sufrido en el pasado en una forma directa de las deci-



siones de los que planean y los de afuera. Debemos asegurar que nuestros hogares y valores familiares estarán al alcance de nuestros hijos y en sus años avanzados. Esta es nuestra cultura. Cuando se planea, no deje que tenga un impacto negativo a nuestro sueño para mañana. Estuvimos aquí ayer y nuestros antepasados estuvieron aquí mucho antes. Medidas para rebajar los impuestos al beneficio de los residentes de Santa Fe han sido introducidos en el pasado, pero sin resultado. Una medida como la que fijan las tasas de los dueños de propiedad hasta el punto de venta, como la de proposición 13 en San Francisco, puede ser la única manera de salvar los vecindarios viejos. Estos lugares merecen esta salvación. Hubo comentarios acerca del diseño del proyecto del terreno del ferrocarril tratando del tema de valores familiares con un sentido de tradición.

Como una visita frecuente a esta ciudad, yo sé que su carácter único tiene valor. Fue un placer para mi platica con las familias que me ofrecieron la oportunidad. Santa Fe es en un lugar especial de me corazón. Gracias para la oportunidad. "Juzgan los éxitos por la medida en que están gozando de paz, salud y amor." (ver la ficha en el baño del CCA)

RESUMEN:

Cuales son las temas principales?

1. Aporte abundante de la comunidad, mas la preocupación para los vecindarios.
2. Los vecinos deben tener una participación en las decisiones de manejo de las propiedades.
3. Organizar un movimiento para aliviar a los impuestos.
4. Los derechos de una voz igual de voto entre las minoridades como preocupación legal.
5. Aprovechar del arte y escultura público cuando puede.
6. Las leyes deben ser balanceados con las necesidades de la ciudad para mantener un ambiente con carácter cultural y artístico.

THE RAILYARD STORY



Photo courtesy Museum of New Mexico

by Phillip Enquist

1. The Railyard project is a community asset, not a development project. It shall emphasize local artists, local businesses, and local cultures.

The Railyards are a rare opportunity for Santa Fe to develop a "common place" where all citizens and cultures can come together. It should be viewed and planned collectively and not developed in isolated and unrelated pieces.

The Railyards should meet the adjacent neighborhood needs as well as the needs of the larger community. This is the community's opportunity to create a great asset for the next generation.

2. It is important to cherish and protect the beauty and quality of the surrounding neighborhoods and their unique architectural characteristics. Create a cultural conservation district to protect the neighborhoods.

The surrounding neighborhoods are fragile communities. They are made up of predominantly Spanish speaking families that have lived there for many generations.

The residents consider themselves a part of the only remaining barrio of Santa Fe. The Railyards should not impact these neighborhoods negatively by increasing traffic or parking, introducing insensitively scaled buildings, increasing noise and light, or increasing taxes.

3. The architectural quality of the Railyard should be authentic, gritty, rugged and not be sanitized or perfumed in character.

The richness of the Railyards comes from the simple industrial scaled buildings, the mix of uses, the gravel ground plain, the presence of railroad, cars, as well as informal pedestrian areas. This simplicity and scale creates a unique district in Santa Fe that should be preserved.

The Plan should not challenge or

Increased parking creates expansive parking lots and deteriorates the pedestrian environment. Transit that would connect the Railyards with other key districts would enable people to park in a variety of places within the City and use shuttles to get around. As the importance of the train increases, people will be able to arrive by

"gentrify" this character, but reinforce it. New buildings should be in a similar linear orientation, with similar heights and materials as the existing buildings. Where possible, existing buildings should be preserved and renovated before new buildings are introduced.

4. Development should recognize and encourage alternative modes of transportation to lessen dependence on the car. Recommend a free shuttle loop from the Plaza to the Capitol, to the Railyard and back to the Plaza. Strengthen the Railyard's role as a commuter line to the Depot. Create a new front door to the Railyards by creating a public space in front of the Railroad Depot oriented back to the State Capitol and the Plaza.

Parking and traffic are continuing to impact the city in negative ways.

train and move about the city by shuttle.

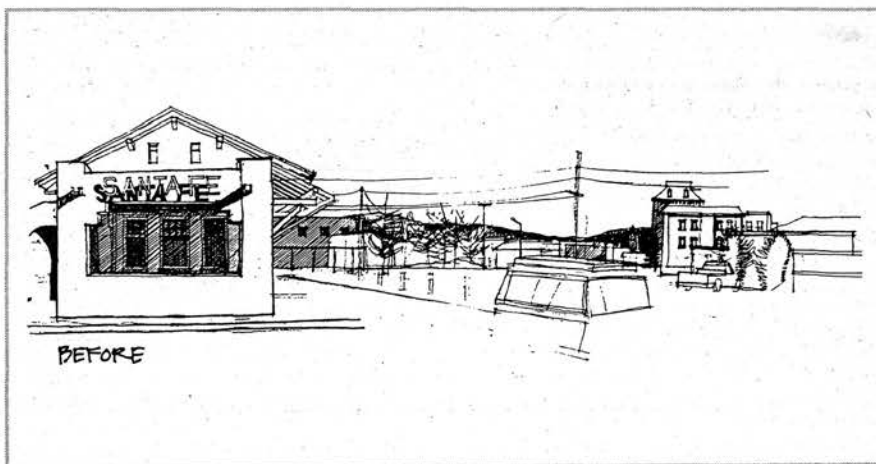
5. The Railyard should be primarily experienced as a pedestrian environment.

A central linear plaza which follows the rail line will extend out to the Montezuma commercial area, the Guadalupe area, the cultural and open space area to the south and the west Manhattan area. The center of the Railyard site will support the largest plaza area for the Farmers' Market and other festivals.

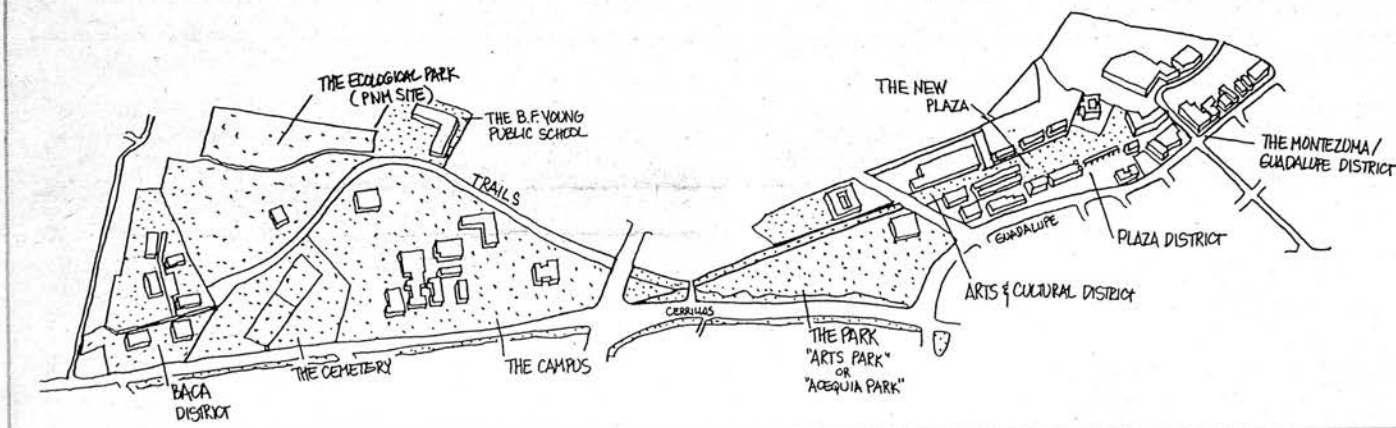
The Railyards south of Paseo de Peralta will be predominantly an open space/park system. The collective lands will be tied together with pathways and bicycle ways.

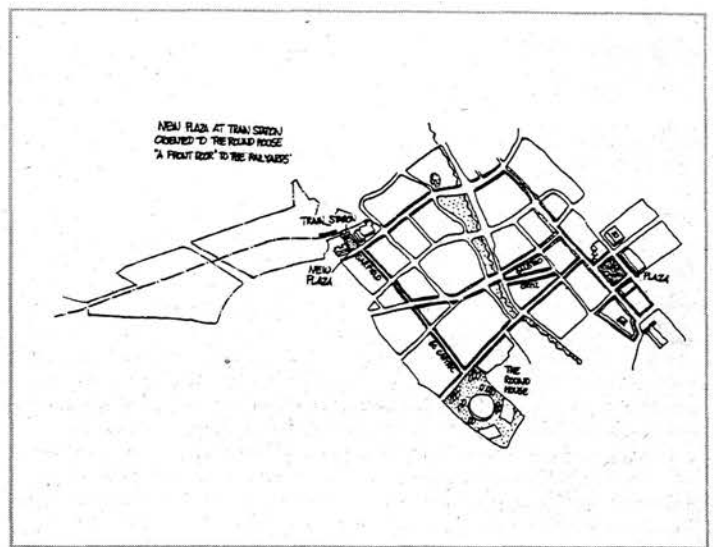
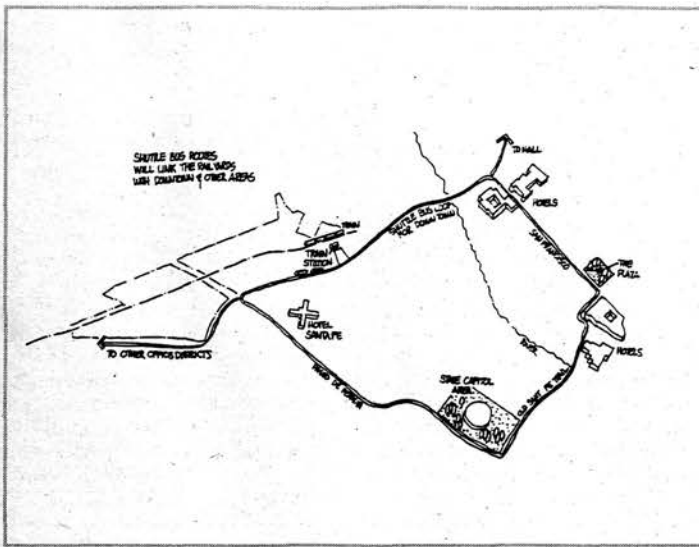
6. The infrastructure development should encourage traffic calming and street narrowing, to assure the small scale residential character of the Railyard neighborhood. The narrowing of the roadway and the planting of additional trees provide a canopy which slows traffic around the site. In addition, no major service streets should connect into Manhattan Avenue. And no south or west residential streets in the Baca Neighborhood should be connected further into the Railyards.

7. The plan provides a significant additional amount of park and open space to the City. The open space should be used as a demonstration of how to co-exist with the high desert in the next century. The cemetery, the PNM site, the campus of the School for the Deaf, the B. F. Young Public School site and the Indian School should be viewed as part of this larger park system.



THE RAILROAD YARDS CAN BE ORGANIZED AS DISTRICTS





Including the large open space sites into the Park concept will add an additional 45-50 acres of land to this great resource. Adding the proposed 20 acres of Railyard open space creates a 70+ acre resource. Recognizing that much of this land is in private use, visually, the 70 acres is special and rare and should be respected as Santa Fe's great park.

8. The Railyard can be organized as distinct districts.

A. Montezuma-Guadalupe District

The Theater complex, with a performing arts complex, is to be encouraged and supported. The proposed theater expansion to the Jean Cocteau Theater will offer a strong community asset, as well as help to connect the Montezuma commercial area with the Railyards. The theaters need to be designed as smaller units rather than one large building. They should be sited north of the existing theater, to replace the existing Patton Building, yet not block views to Sanbusco.

The theater complex's primary purpose should be its dedication to the community's needs, as well as meeting market demands. The expanded theater building will define a pedestrian street that leads from Montezuma Avenue to the train station. This new pedestrian street should integrate the existing tracks with a new paved walking surface. The theater should share the existing parking provided by Sanbusco and Outside Magazine for evening performances.

The State Archives Building should be renovated for retail use to strengthen the Montezuma - Guadalupe District. The building could be extended or renovated to the west and south to help frame the new Railyard Depot Plaza which is also formed by the Train Depot and Tomasita's Restaurant.

B. The Plaza District is the central portion of the northern Railyard lines, framed by the Gross Kelley Warehouse, the Train Depot, Outside Magazine and new live-work space to the west. The Plaza will be predominately paved to incorporate the railroad tracks and will also be in the spirit of a traditional Northern New Mexico Plaza with a large cottonwood grove.

This Plaza will serve as the location of the Farmers' Market which should be encouraged and supported. As the Farmers' Market grows it can extend north to the Sanbusco parking area and south to

the Paseo de Peralta. Parking for the Farmers' Market should be scattered throughout the site as well as along Guadalupe Street.

C. The Arts and Cultural District will contain the CCA Teen Center and expansion, Site Santa Fe, the Museo Cultural, Santa Fe Clay and expansion, Eight Northern Indian Pueblos Cultural Center, and other necessary support systems, such as the Police Substation.

The District will span both sides of the narrowed Paseo de Peralta with commonly shared parks and plaza connections, for easy pedestrian access. The railroad tracks will maintain a visual connection between

this District and the Plaza to the north.

D. The Acequia Park District will strengthen and reconnect the existing Acequia de los Pinos with a fully developed bosque of lush water plants and trees. Surrounding it will be a variety of landscapes to show the diversity of high desert conditions, including the existing Prairie Dog Park and chamisa environment to botanical gardens, arboretums, agricultural projects and community gardens, trails and playgrounds. Existing asphalt and paved areas will be removed in order to extend the landscape to Guadalupe Street.

E. The Ecological Park District (PNM). The PNM property should be

acquired for dedication to the larger park district. New soil toppings, grasslands and other experimental planting systems will be used to assist in cleansing the toxic soils and Acequia area. Adjoining neighborhood roads should not be allowed to cut further into the PNM property.

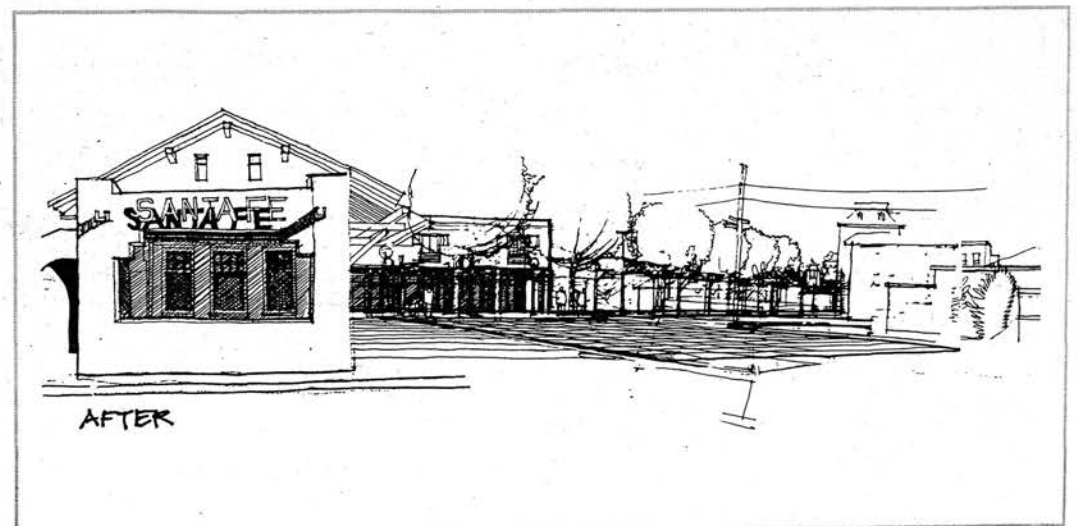
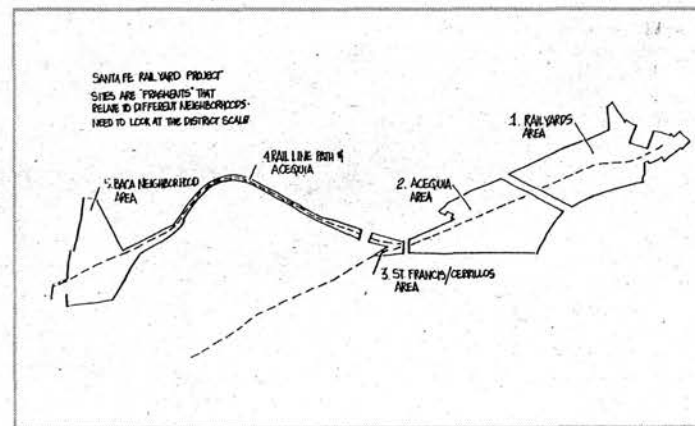
F. The Campus District should be looked upon as a visually open space resource for the community and a continuation of the Parks District, including the School for the Deaf and the Indian School. Obviously, the private campuses should be respected, but should be maintained for the significant visual character of the area.

G. The Cemetery District is an Historic Landmark for the City of Santa Fe in heritage and landscape and should be viewed as an integral part of the district. The cemetery works collectively with the campus and PNM to create the large southern portion of the park.

H. The Baca District will have very modest development of improved roadways and infrastructure to support the existing businesses and buildings. A few one story incubator business structures will be added within the area of the existing warehouses. Compatibility to the existing neighborhood will be critical.

9. The authority managing the long-term planning and implementation should represent a broad cross-section

continued on page 8



The Railyard Story

continued from page 7

of the public, private and community sectors focused on a common vision.

A true cross-section of the Santa Fe population should be identified to form an eleven member nonprofit board or planning authority to guide the future improvements to the Railyards.

10. Costs for development of the Railyard should be shared by the private users of the site and the City, as the site owner.

Costs would include operations and maintenance, infrastructure improvements, security, and other related common expenses.

11. The existing stakeholders in the Railyard should receive leases for a minimum of five years, preferably ten years.

Long-term leases will immediately lead to tenants reinvesting in the existing buildings. Tenants would have access to loans for building improvements.

12. The phasing strategy should be in small increments over time.

The settlement pattern in Santa Fe has traditionally been in small increments over time. Only recently, has the city and county experienced large-scale developments that appear out of scale with the community. The Railyards should be developed in increments, with a clear sense of completion with each phase. The first phase would most likely occur at the north end of the site with the completion of the Montezuma District and train station "plaza." Later phases would continue south.

Open space/park development should occur as early as possible.



Photo courtesy Museum of New Mexico

RAILYARD PARK

by Michael Dollin

The "plaza", known the world over as a symbol of Santa Fe is one acre of common ground that has symbolically sustained the urban form of this town from the seventeenth century to the twentieth century. This idea of common ground, of central place is a European idea that serves historic Santa Fe.

Santa Fe is at a crossroads. Faced with global issues of sustainability, growth management, encroaching development patterns based upon the forces of zoning and national formats, this lovely town which is an American treasure, is confronted with it's future. The Santa Fe Rail yards project is emblematic of this crossroads. In more ways than one, the opportunity to express this crossroads lies at the heart of the design framework of the new Common Ground, presented here.

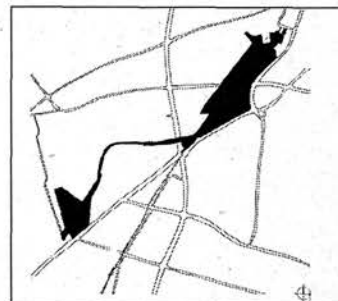
As the "Plaza" provided common ground for an earlier time, so too can the new common ground of the rail yard site

become a place which symbolizes this Historic American City as it moves into the twenty first century. New issues confront this place in this time. These include drought, movement, diversity, fragmentation, unity, maintaining it's unique heritage and quality of life. The Railyard Park - common ground for a new century, aspires to be an urban place which reflects new con-

cerns and historic values.

The design concept is a framework of movement, embedded with elements of history, heritage, industry, commerce, ecology, healing, and diversity. The central organizing principles are flowing lines embedded with fractals of culture. As the "plaza" of the Law of the Indies plan was based upon the knowledge of it's time, Euclidean geometry and central place, the new common ground of the rail yard is based on the knowledge of our time - fractal geometry, ecological repair, multiculturalism and life on the edge.

The rail yard is a "Park" in the broadest sense of the word. It should be thought of as a whole place that weaves together many disparate elements. It includes gardens, naturalistic landscapes, buildings and



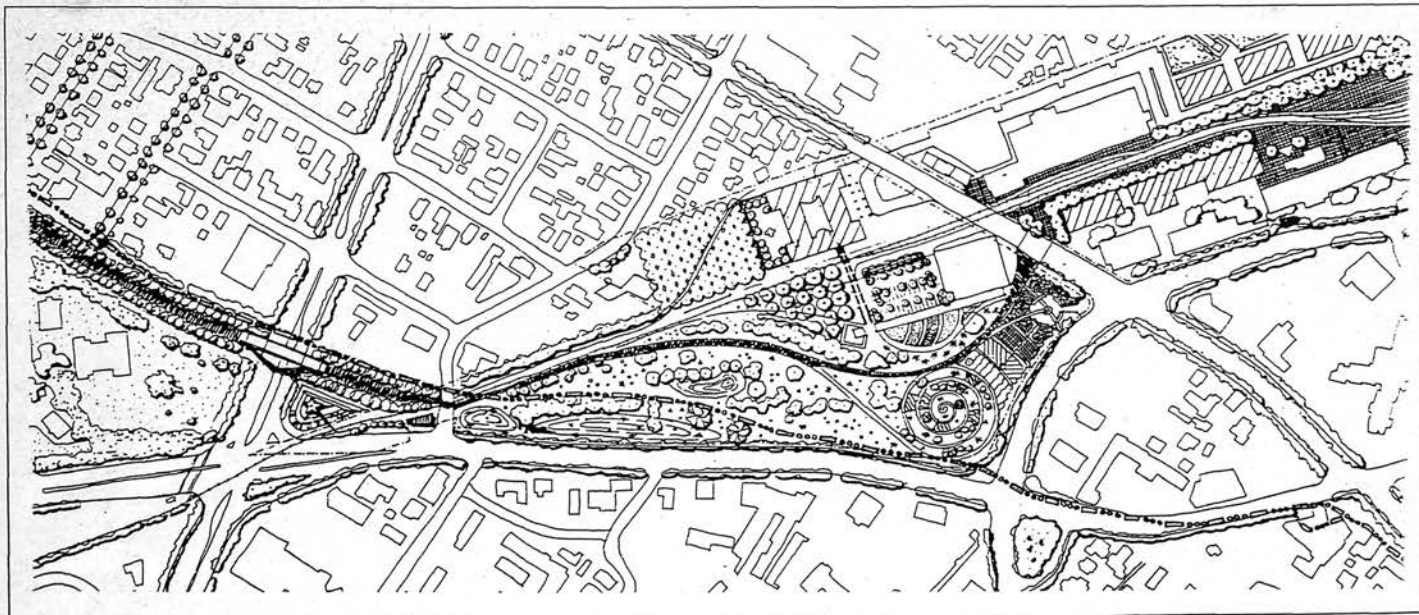
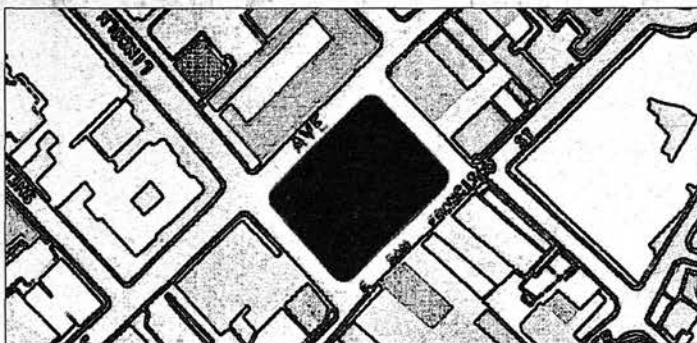
pathways. The master plan which we have developed has elements of a cultural park as well as elements of a natural park. Specifically, the elements are listed below:

Rail yard plaza- Containing room for rail passengers, farmers markets, cart vendors, ritual community celebrations, this new 'plaza' is a hardscape with trees and minimal use of fountains and public sculpture, certain to become a new celebratory space for the Santa Fe of the twenty first century.

Pedestrian Connections - to the Plaza and the river park, are provided via the street network.

Traffic calming - Streets have been narrowed at intersection corners and street trees have been planted in the pavement section between parking stalls to narrow the effective width of the street and to enhance the pedestrian condition.

Acequia - The historic water delivery



system which gave rise to the form of Santa Fe is honored in a demonstrable way in the Central Arboretum. The plan proposes to uncover previously covered areas and to provide a demonstration project that will educate future generations about this cultural landscape artifact.

Arboretum - At the relative center of the Rail yard site, at the crossroads of the Rail line, Guadalupe, Cerrillos and Saint Francis, a botanical garden has been created. The Arboretum contains numerous landscape elements.

Water Conservation Garden - Demonstrating the wise use of water in an arid environment, this garden will be a public place of symbolic and educational importance. Incorporating principles of drought tolerant design, native and indigenous plants, this garden is shown as the spiral on the plan, where the visitor moves along a path down towards the center where the wettest landscapes exist, from the fringe where drier landscape occurs.

Healing Garden - The Curandera, the native healer and the contemporary healer derive much from the earth. This garden is planted with medicinal herbs, flowers and

plants that aid in the healing process. Meditative spaces are provided throughout.

Prairie Dog Habitat - Current residents of this site, the prairie dog as well as other wild life will be celebrated in a naturalistic landscape that covers much of the site.

Enchanted Landscape - The New Mexico Landscape is celebrated with land forms and plantings of native heritage.

Traditional landscapes - The plants and landscape of the settlers of this place are shown in a demonstration garden throughout the site.

Cienega - A small body of water, using reclaimed storm water is placed in the Arboretum to demonstrate naturalistic water in the arid southwest.

Bosque - A formal grid of trees suggests an orchard to provide shade and canopy.

Community garden - where manageable, community gardens are provided

Streetscape:

Major Streets - we suggest separating the sidewalk from the back of the pavement with a minimum six foot planting

between the back of curb and sidewalk. Lighting on new specially designed light fixtures is also suggested.

Neighborhood streets - Extending this new common ground into the community and adjacent neighborhoods, the streetscape includes street tree plantings where possible.

Neighborhood Connections - Pedestrian bridges are suggested to reconnect neighborhood streets to the trail system.

Multi-modal Trail - An alley of trees line this twelve foot wide path that lies along the rail corridor, connecting southwest and northeast ends of the park.

Public Art - there are many opportunities for public art in this park. A large public monument is suggested at the intersection of the crossroads of St. Francis and Cerrillos to form a gateway into the City.

Regional open Space Network - This park connects with the regional trails, the other parks and open space elements of the district.

Edge conditions - Ideally, the park edges with be resolved to form a continuous connection with the context.

Borrowed landscapes - though not officially part of the rail yard site, the Cemetery, the

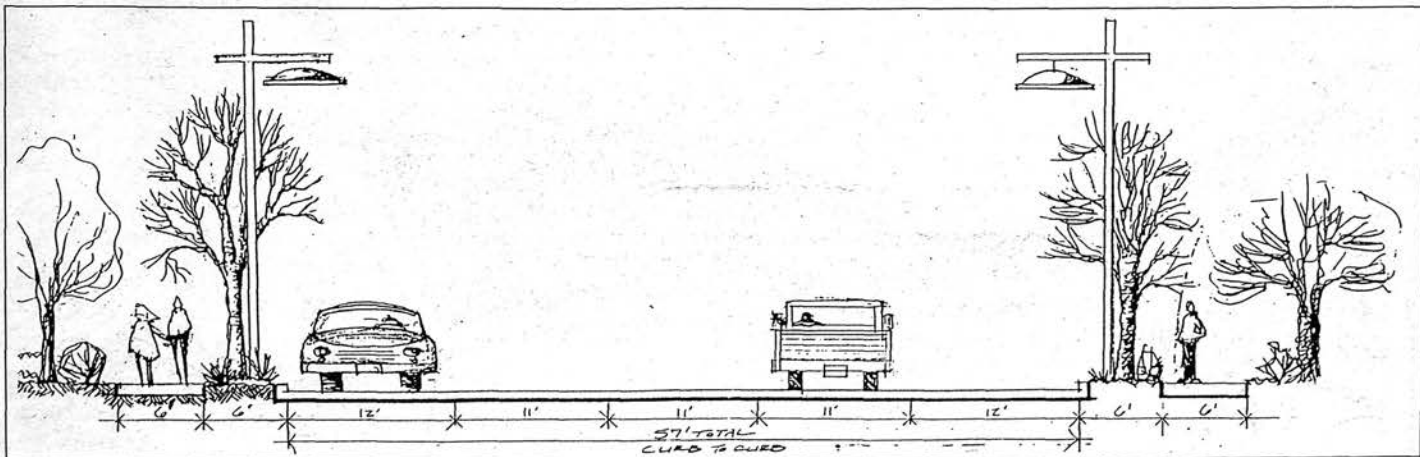
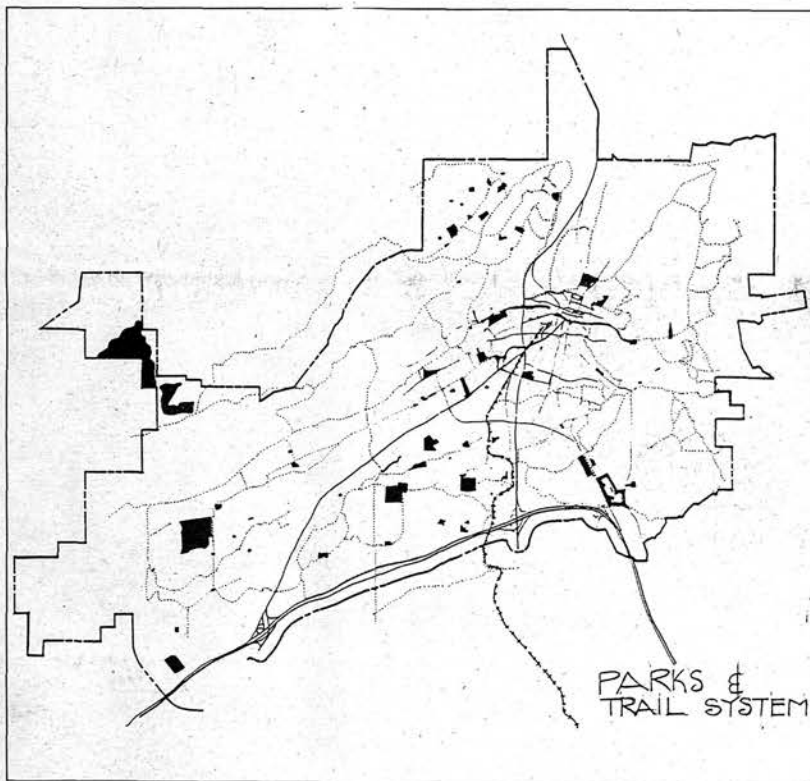
School for the Deaf as well as the street environment are to be considered part of this central common ground.

Distant views - Panorama and vistas have been preserved in this plan.

Prairie - On the PNM site, a grassland planting is suggested.

Bioremediation - Where possible, perhaps on the PNM site, utilize bio-aquatic techniques for remediating ecological conditions in a demonstrative and aesthetic manner.

Santa Fe must confront change in a serious and positive way. Like the moon that must change to show the same face, rotating on it's axis at the rate of it's orbit, so too must Santa Fe move gently towards it's future in order to retain it's rich history and heritage. Without this progressive movement, there is the real risk of stagnation, division and decay. The Rail yard park represents a catalytic moment in the life of this City. It is symbolic of the crossroads of this change. The hope of this new common ground is that it becomes the manifestation of the movement forward which allows Santa Fe to continue to remain what it is and to show it's incredible face to it's citizens, it's guests and the world.



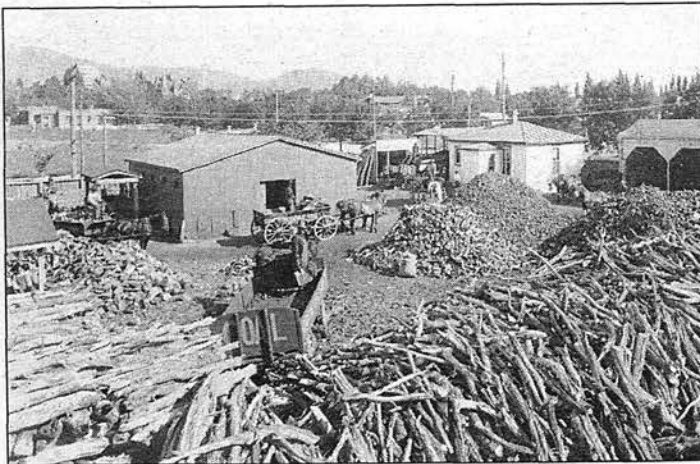
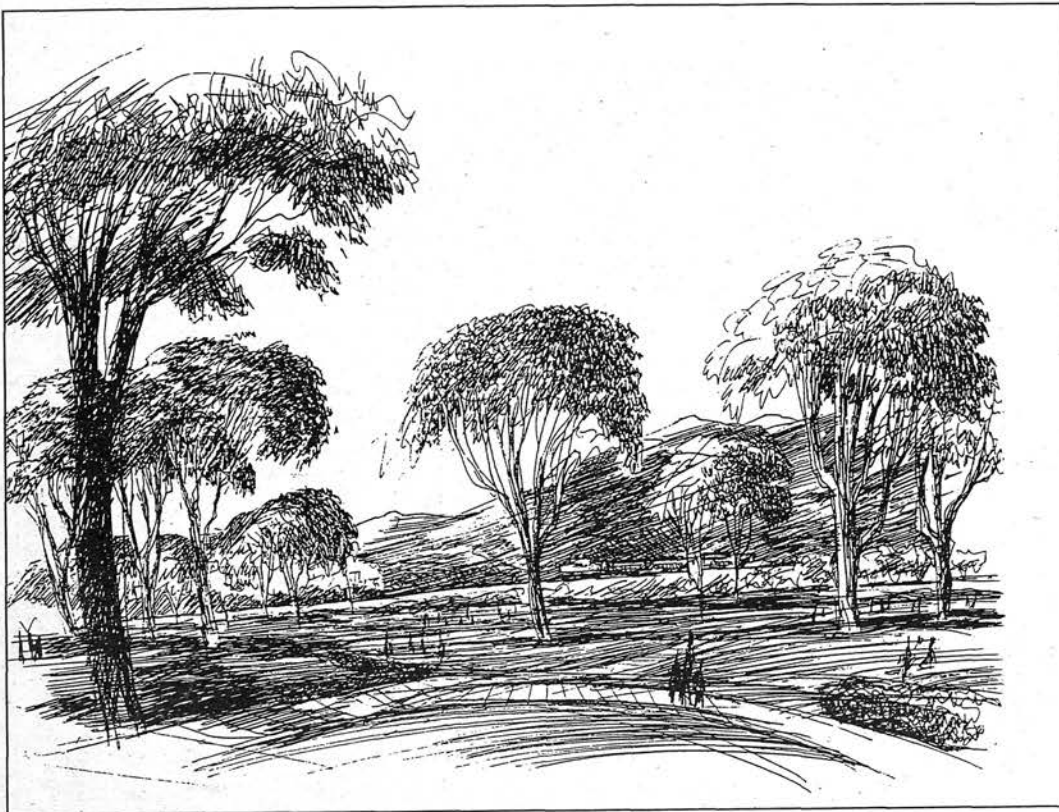


Photo courtesy Museum of New Mexico



Photo courtesy Museum of New Mexico

Visualize  **Railyard**
Help decide its uses and plan its future

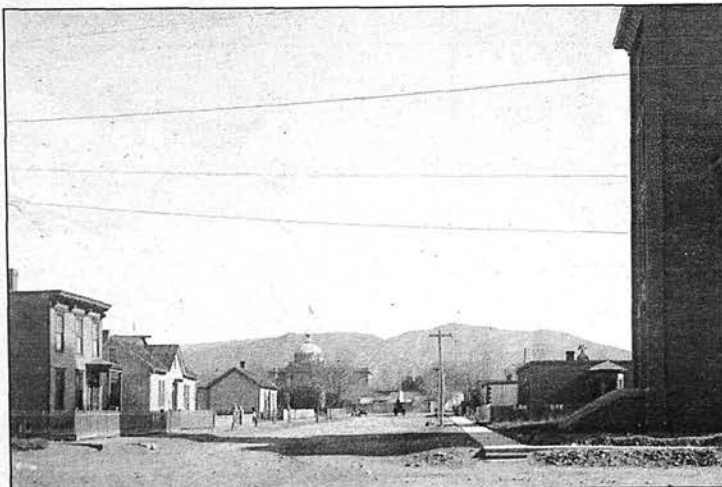


Photo courtesy Museum of New Mexico

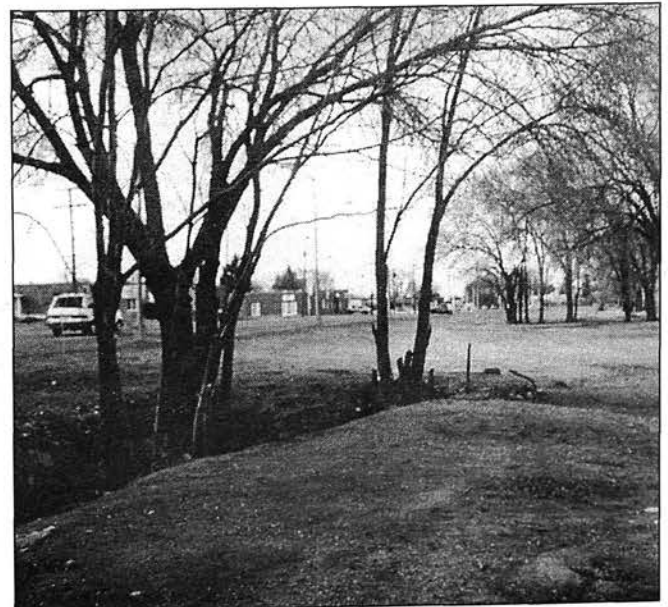
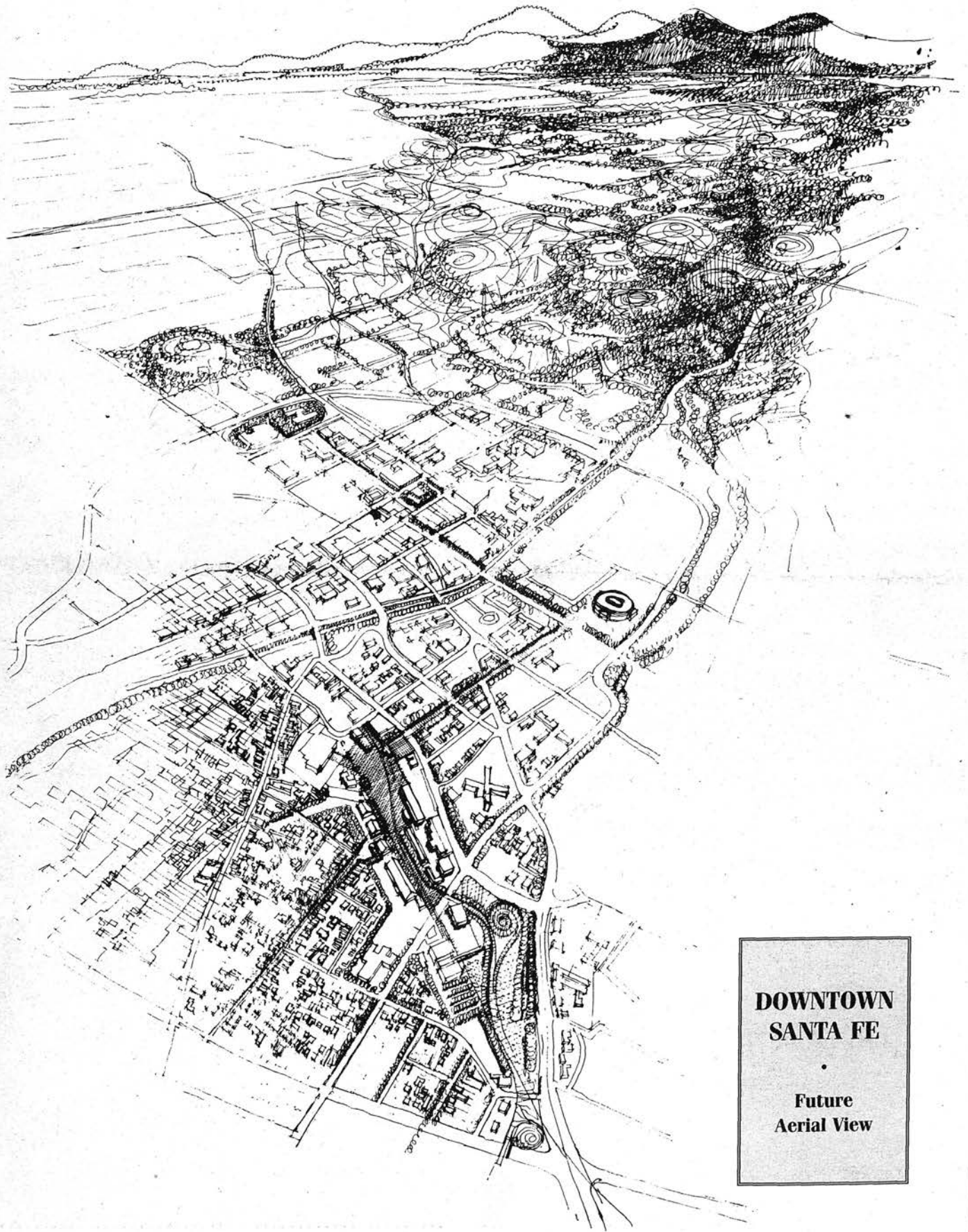
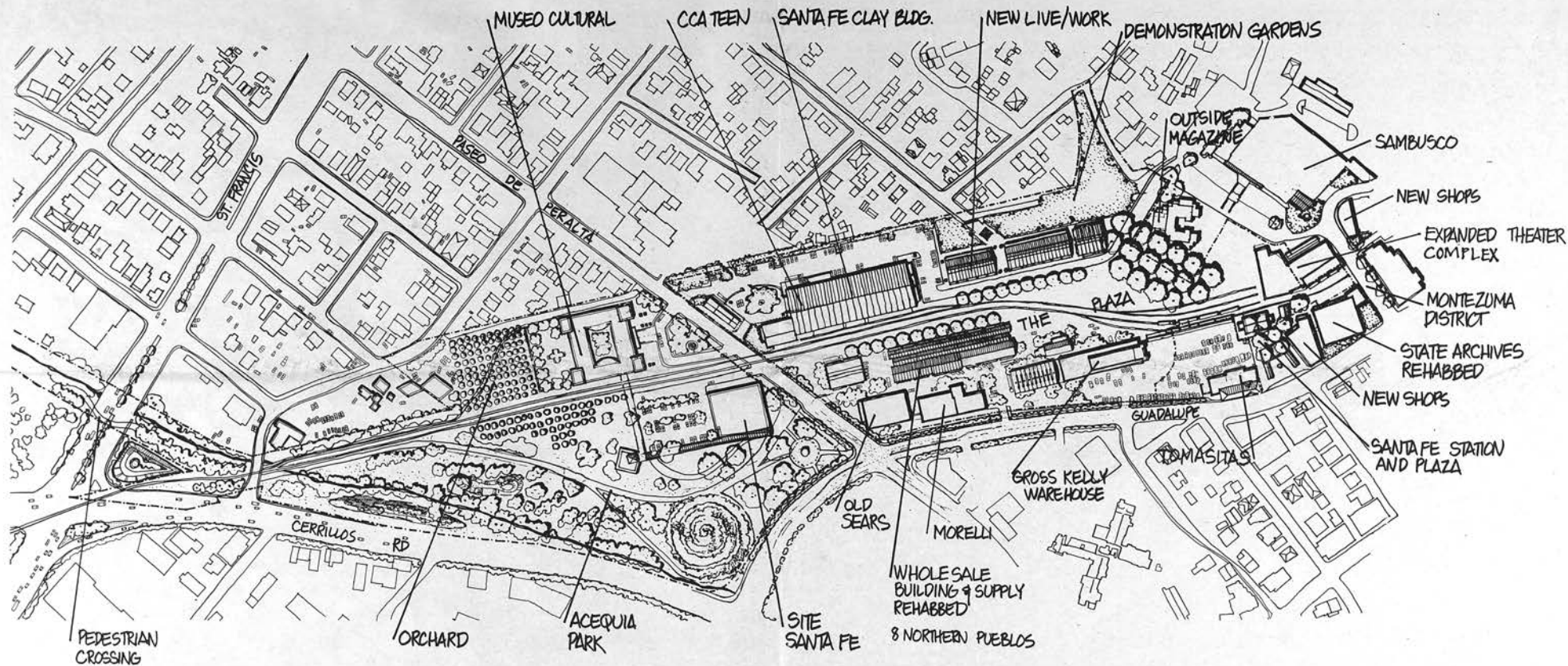


Photo courtesy Museum of New Mexico



**DOWNTOWN
SANTA FE**

•
**Future
Aerial View**



ILLUSTRATIVE PLAN



Protection Of Traditional Neighborhoods Surrounding The Rail Yard

There is an area of Santa Fe which runs roughly from Guadalupe to Baca Street and is bordered by Guadalupe Street on the east, Cerrillos Road on the south and the Santa Fe River on the north which has a distinct character. It is, in some respects the last, remaining traditional neighborhood of Santa Fe. It is characterized by single story, owner-built and fully-paid-off homes, most of which were never mortgaged in the first place. These are homes of a scale and proportion that is distinctive within Santa Fe. Studies have shown these areas to have the highest percentage of Spanish-speaking residents within the City, with a remarkable degree of continuous family ownership extending back over half a century or longer. It is also an old agricultural district which used to be dependent upon the Acequia Madre and Acequia de los Piños. This area was divided, unfortunately, and tragically, by St. Francis, but cultural similarities are continuous on both sides of the road and about the Rail Yard. This area is still authentic. It represents much of what is good about Santa Fe. In the next years, it will be under intense pressure to gentrify if it is not given special protection from property tax increases and re-development pressures. The neighborhoods are styled variously, the Guadalupe neighborhood, the Sierra Vista neighborhood, Baca Street neighborhood or, in general "The West Side."

Proposals to Assist in Neighborhood Conservation

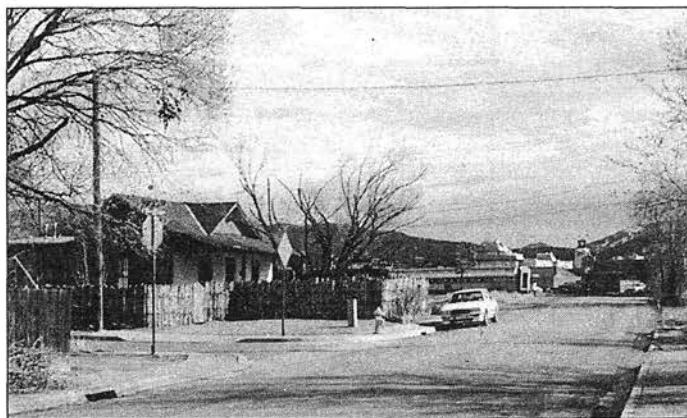
1) Cultural Conservation District

The West Side, therefore, roughly from Guadalupe to Baca, from Cerrillos to the River, should be designated as a Cultural Conservation District. This designation would allow for the community to protect itself from inappropriate or over-scaled development that would otherwise be permitted with standard zoning in and building codes. The "CIC" would also permit variations in the pattern of land use and construction that is culturally and functionally appropriate to the area. An ordinance specific to this Conservation District should set the intention of the City to maintain and encourage existing

cultural uses such as homes useful for extending family living, for easy access by pedestrians to churches and schools and playgrounds, and for celebration of the acequias and the River.

In general, the Cultural Conservation District ordinance should set height and bulk limits and encourage "fragmented" forms, i.e., those that are composed of a series of smaller masses rather than large, boxy forms. The R/UDAT team proposes a limit of two stories with no more than 40% of the area on the second floor would encourage conformance with these goals. It is suggested that the maximum area, without special permit be 3,500 square feet, for residential, and 5,000 square feet for commercial or light industrial uses.

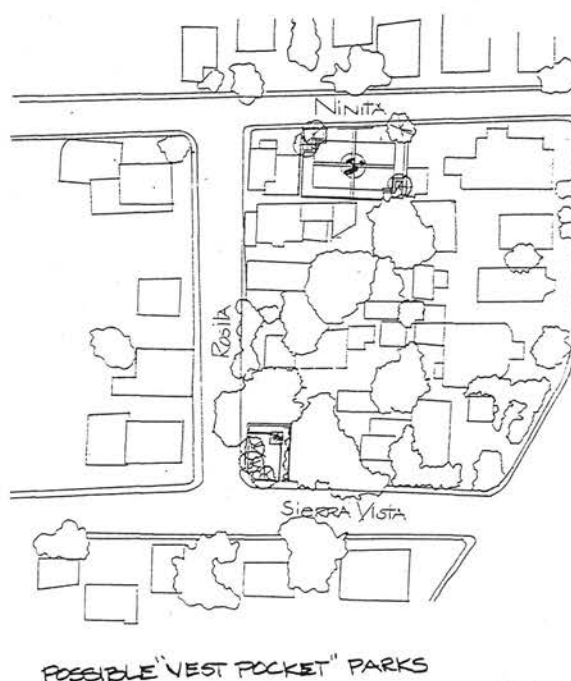
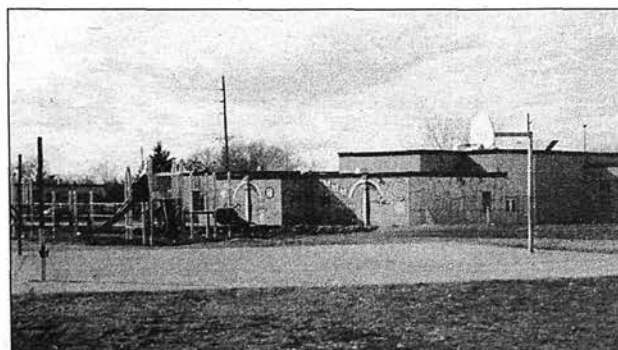
The R/UDAT Team suggests that there

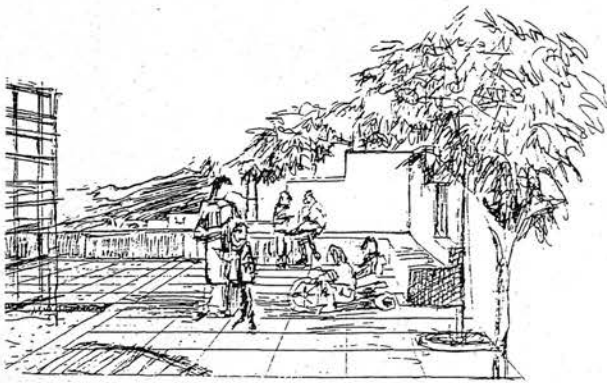


Ch. XIV, Sec. 155 et seq.). This ordinance requires that any project over a certain threshold be subjected to an analysis of cultural impacts according to 17 criteria. These are cultural criteria and were designed specifically to measure the impact of any proposed development upon surrounding neighborhoods with the aim of controlling developments which would alter the scale, the proportion, the viewscape or the uses of properties within the area. Such an ordinance can be used as the foundation for a new cultural conservation ordinance designed specifically with the traditional residential properties in the West Side in mind.

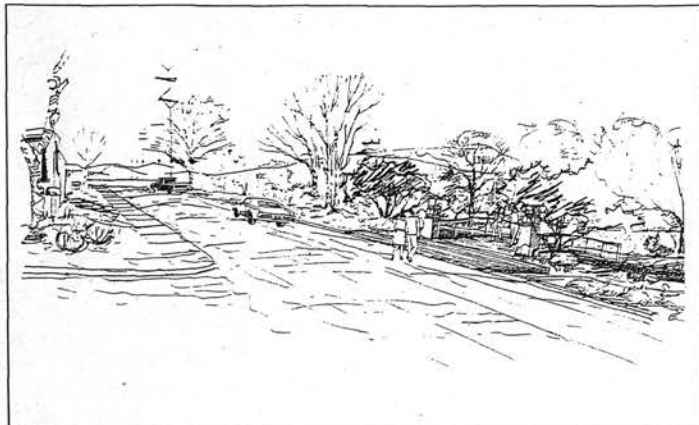
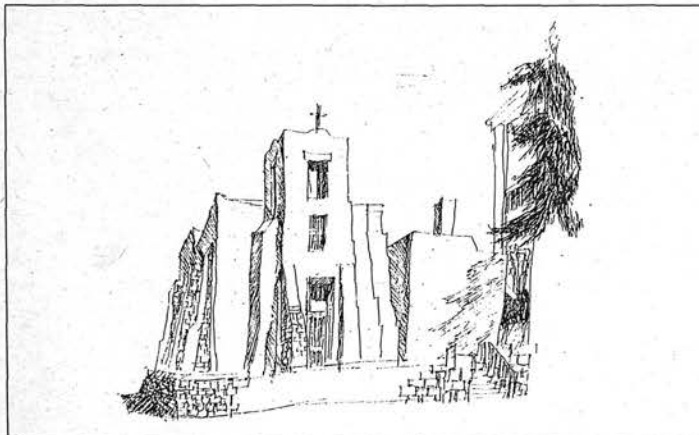
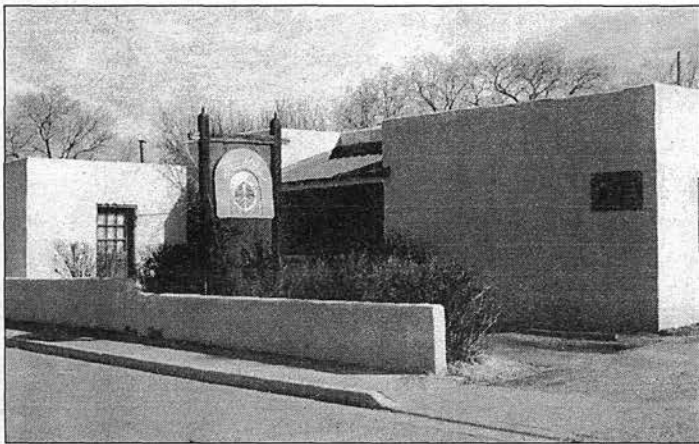
2) Lack of Open Space in the West Side.

are a number of possibilities that allow the neighborhood to evolve over time as the family composition or economic status changes. For example, no more than two lots at a time should be redeveloped, unless the proposed project has first been subjected to a community impact analysis. A model for such impact analyses already exists in the form of the Community Impact Ordinance which applies to the Rail Yard property within the Redevelopment Subdistrict of the Business Capitol District. (SFCC





VEST POCKET PARK



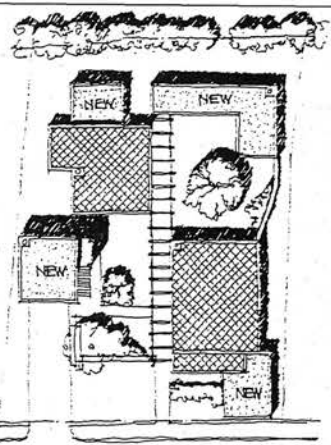
Plans developed by the R/UDAT team emphasize neighborhood access to the larger open spaces being proposed for the Rail Yard property. This has been accomplished in a variety of ways. On the north end boundaries have been intentionally left permeable and open to the neighborhood. The large central open space is both visually and physically accessible from all edges to both pedestrians and motorists alike. The neighborhoods edging the trail connection from St. Francis to the Baca Street site will be provided with bridges over the acequia for direct connection to the City-wide trail system. If the PNM site is acquired, and if it is proven to be environmentally safe, the portion south of the acequia is proposed for open space and future recreational uses. Access is proposed through the north section of the PNM land which may be used for extension of the residential housing of the neighborhood.

Evaluation of the West Side residential pattern also calls for provision of small, "vest pocket" open spaces to provide needed recreational amenities close to people's homes. They would be scattered throughout the neighborhood, as appropriate and as neighborhoods demand and land permits. The drawing below depicts one example of a "vest pocket" park with play equipment and landscaping.

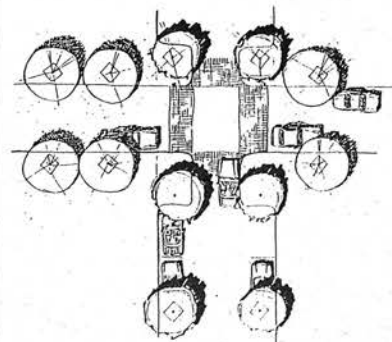
3) Traffic control in the West Side neighborhood.

It is proposed to keep the scale of the streets as they exist now and to discourage any additional through traffic that could be generated by new development in the Rail Yards. To this end, several streets have been converted to "loop" streets to avoid connection with rail yard property uses. In addition, Guadalupe has been reduced to two lanes north of Paseo de Peralta, and Paseo de Peralta west of Guadalupe has been reduced to two lanes, plus appropriate turning lanes. Overall these traffic calming efforts should bring the speed of traffic to appropriate levels and prevent additional traffic in the neighborhood.

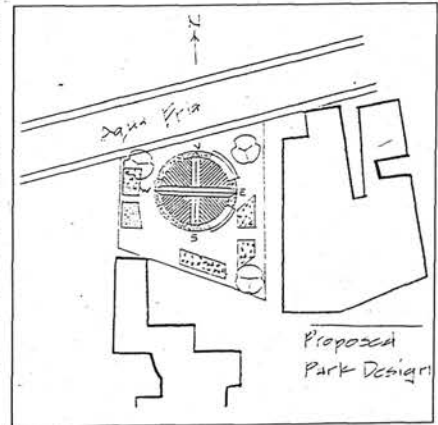
In summary, the West Side, in the area described above, must be protected if Santa Fe is to avoid loss of authenticity at its heart. The West Side's future is intimately linked to the Rail Yard and if the Rail Yard alone is protected as an island but the surrounding neighborhoods become a sea of gentrification, then the Rail-Yard exercise will ultimately be unsuccessful.



FAMILY COMPOUND WITH 2 LOTS



TRAFFIC CALMING



TRANSPORTATION

Transportation systems and the accessibility they provide are essential to the success of any neighborhood development. At the same time the transportation system can be the most disruptive element of the plan. The challenge is to find a balance between serving user needs, retaining the indigenous character of the area so it is comfortable for Santa Feans, and minimizing intrusion to the areas surrounding.

Further, the community has restated that this is a functional place. Accordingly, while it should be organized, transportation elements may not always adhere to a conventional set of rules nor rigid order.

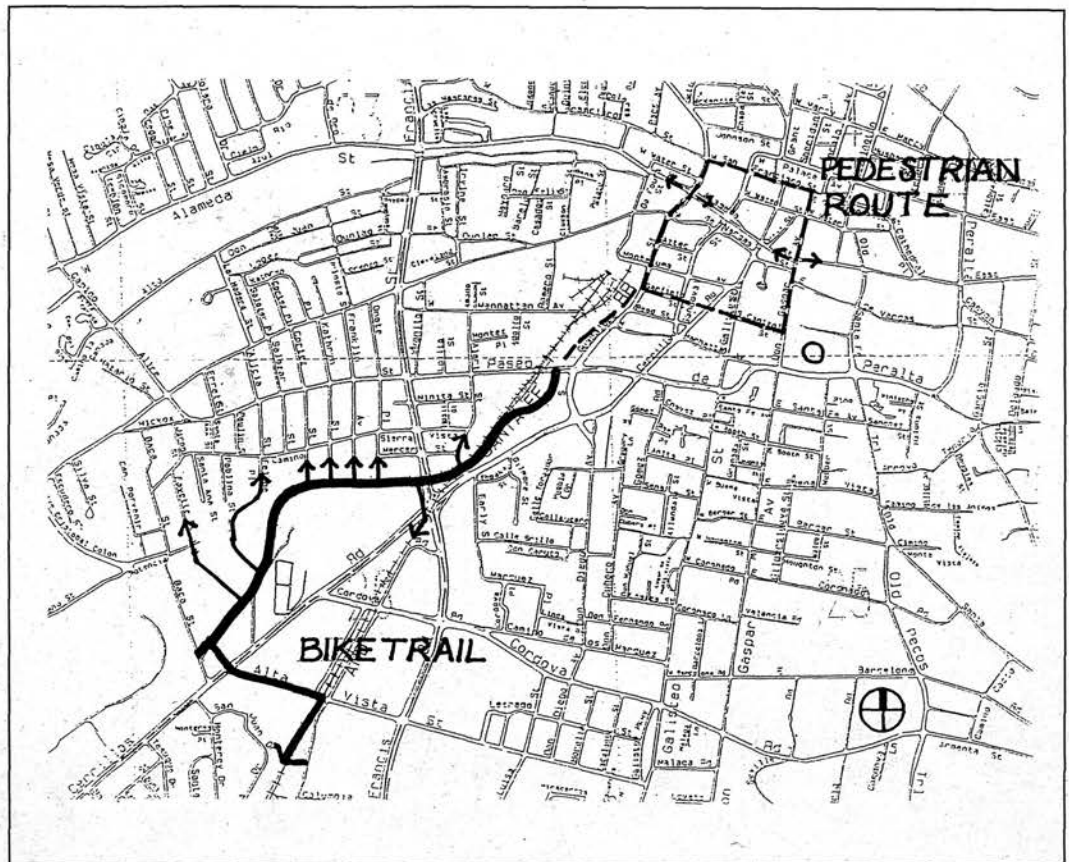
The transportation systems are intended to support the urban design and architecture that make this a place where the people of Santa Fe and their guests will feel comfortable and welcome - an entry to the City and not just a neighborhood that people pass through on their way to some other destination.

As the community commented on what they wanted and didn't want, several common themes were repeated:

- Retain and encourage functional rail service.
- Develop a plan that can accommodate future development of commuter rail service.
- Provide a functional linkage from the Railyards to Baca Street through the property.
- Provide pedestrian access to the adjacent residential neighborhoods with minimal disruption.
- Link the site to other nearby activity centers.
- Reduce the existing disruption of high volume vehicle traffic through and along the edges of the site.
- Provide parking to support a mix of activities on the site.
- Develop a system that is safe and feels secure.

Rail - The physical character of this area is unique because it is was the rail head for the Santa Fe Railroad. The Santa Fe Southern's recent revival of passenger rail service with scheduled and special dinner tours to Lamy retains that quality. Freight operations continue out of Santa Fe with opportunities for lumber and other bulk exports from Colorado. In the next five to ten years, expansion of these services will likely grow, but at a moderate rate.

Considering the persistent growth in commuter traffic volumes and the environmental, economic and social limitations to building more and wider roads, it is essential to look for some alternative to the automobile. Looking over this the longer term (fifteen to twenty years), consideration of some other transportation option should be considered. While travel time for freight and tourist train travel is not particularly critical, the linkage to the Santa Fe Railroad at Lamy limits the rail service to be competitive as a commuter service to Albuquerque because it adds at least fifteen miles to the trip.



Another consideration to make rail travel more competitive is minimizing potential conflict points, particularly at at-grade intersections. The intersection of Cerrillos Road and St. Francis Drive is bisected diagonally by the Santa Fe Southern main line. While this crossing has been safe by most transportation standards, the potential for a conflict and delay warrants special attention.

Essential to maintaining this area's character is to retain and support growth of the existing Santa Fe Southern rail service. Support of the existing rail/dinner tour business by the local citizens and by the tourist industry is essential. Likewise, local and regional businesses should work with the railroad to find additional rail freight and transport opportunities. Opportunities to expand rail line use such as some type of trolley that shuttles to local businesses as well as continued service to the American Orient Express. Further, the City and County should promote rail service to help attract new businesses (jobs) to the Santa Fe area.

It will be critical in coming years to seriously consider some form of commuter rail service to Santa Fe considering the large number of commuters who live long distances outside the City in Albuquerque, Bernalillo, the Albuquerque Airport, and Belen. As the hub of State and County government the attraction to jobs into Santa Fe will remain high. Accordingly, it will be essential to retain the existing rail right-of-way to provide direct rail service to the area.

Possibly more important will be the acquisition of a short fifteen mile segment to efficiently connect to the Santa Fe Railroad. This missing section runs Northeast from a point where the line crosses I-25, behind the La Bajada Hill, north of I-25 to a point where it could reconnect with the Santa Fe Southern Railroad. Some of the current issues with use of the Santa Fe Railroad by other carriers, crossing of the Pueblo lands, and other operational issues are in the process of being addressed as a part of a proposed demonstration commuter rail demonstration project between Belen and Bernalillo.

As road improvements are made to the highway network, opportunities to minimize or reduce conflicts with at grade rail crossings should be explored. Cooperation of the New Mexico Highway Department, the City, the County, the Santa Fe Southern, and other affected agencies to increase or be enhanced funding opportunities.

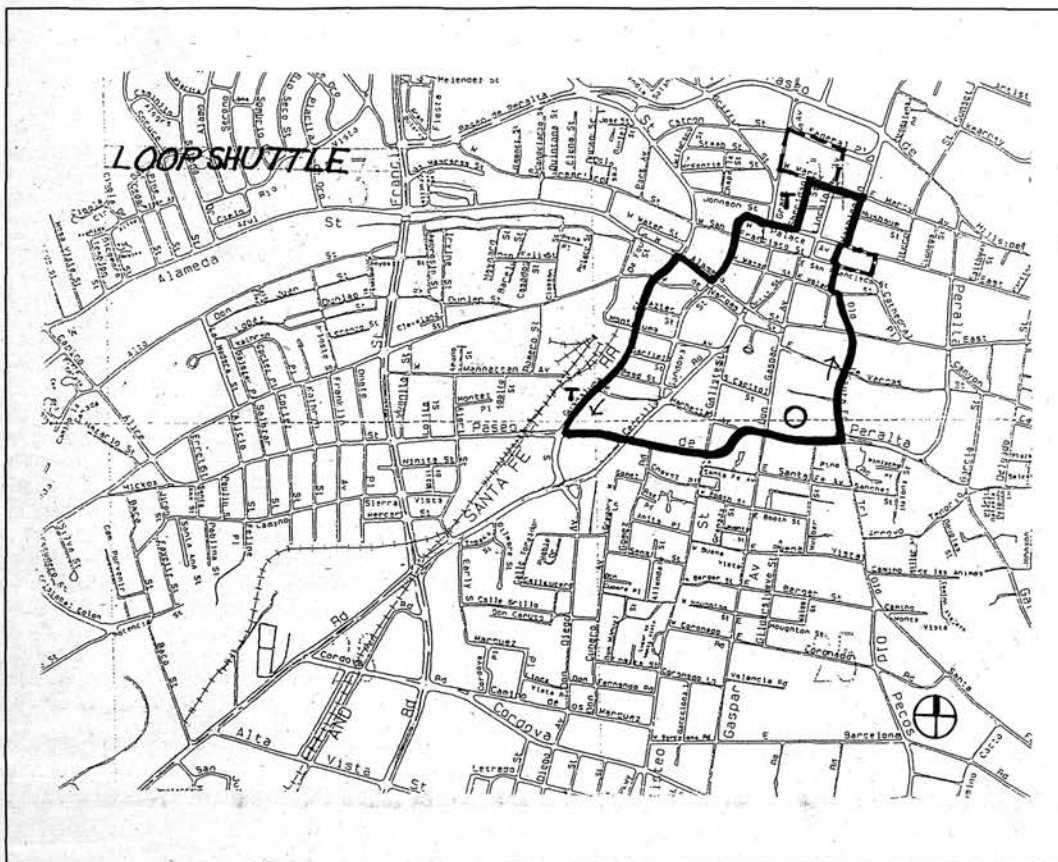
Pedestrian and Bicycle - The linear orientation of the Railyards (north and south) and the Baca Street area, makes it difficult to maintain the continuity of this area. Further, each area is distinct and some common tie is needed to provide a linkage. At the same time the Acequia and dead ended street network restrict accessibility to Westside neighborhoods. The close proximity of the site to the Plaza and the downtown core is made confusing by a street and sidewalk network that is irregular and difficult to follow for

both the resident as well as the visitor.

The trail easement that runs along the former right-of-way of the Santa Fe Southern spur track creates a natural opportunity for a connection internal to the site. To the north of Paseo de Peralta the pedestrian link should run within the plaza with cross connections at Manhattan Street, Charles Street and terminating at Montgomery Street. To the south the character should change to a trail that serves both cyclists and pedestrians as it passes through the Railyard Park. South of the grade separated crossing at St Francis Road the trail could split with a signalized at grade crossing at Cerrillos Road where it would connect with the planned City/County Rail Trail that extends to Lamy. South toward the Baca Street area, the trail should branch and bridge to the Westside neighborhood over the Acequia. A southerly trail connection to the Rail Trail should be provided via an at-grade crossing of Cerrillos Road at Baca Street via Alta Vista.

An identifiable pedestrian linkage to the North Capitol Campus, the Plaza, and City/County Office Complex should be developed along a quadrangle of streets including a reestablished Charles Street, Don Caspar Avenue, San Francisco Street and Guadalupe Street. This route would extend through the Capitol Campus and would link major hotels and points of interest. Some streetscape material, marker or way finding element could be used to identify this route. Key to this linkage is the re-establishment of

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 a 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 "Chile 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 substation, 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	\$ -	\$ 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 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
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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 Aquarium 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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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



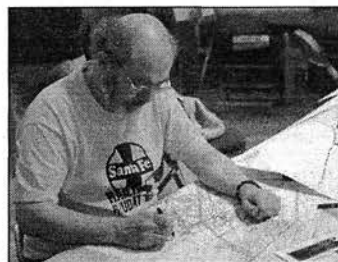
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Principal in landscape architecture firm that has been involved in a wide range of award-winning public and private sector projects and spaces. His work is centered around sensitive solutions which integrate desert and local environments with public 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

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cities, programs and physical improvements and parking and access management strategies. Served as associate director of transportation for the 1990 Goodwill Games. University of Washington, Penn State University, Institute of Transportation Engineers (ITE) 2 previous R/UDATs: Salt Lake City UT, and Atlanta GA

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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.

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.

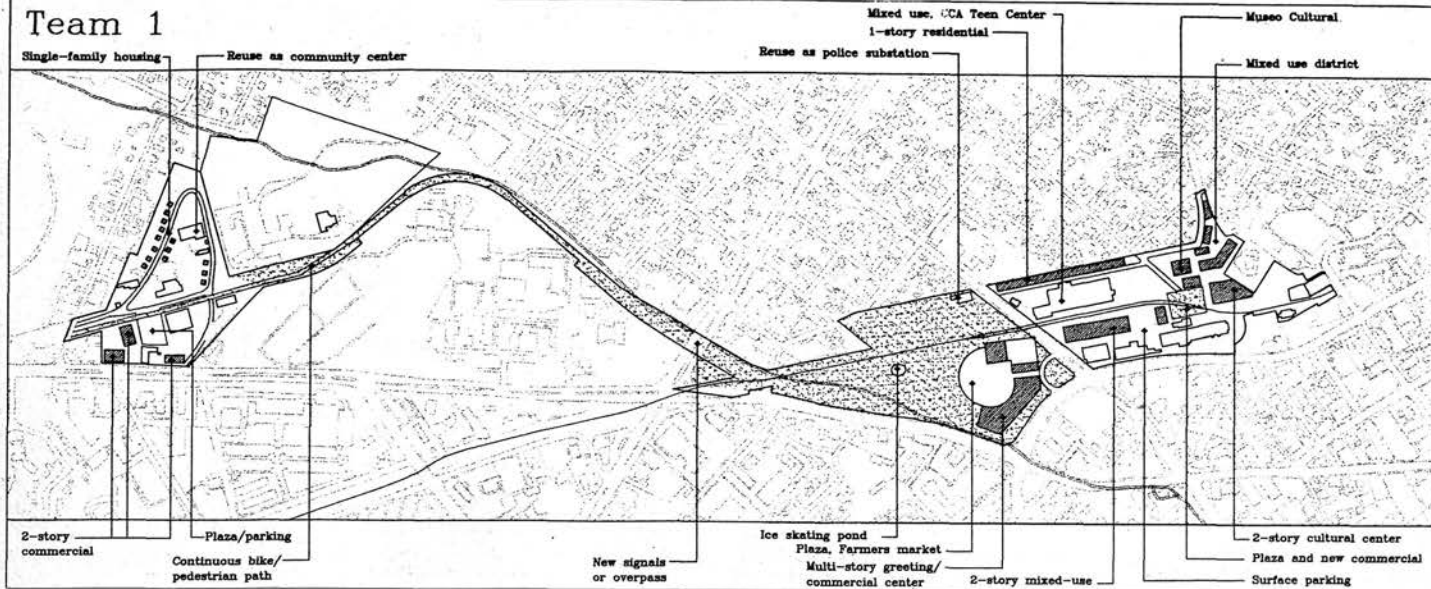
With a commitment of \$1,000 in seed money from the chapter, along with the encouragement and support of various interested groups city-wide, a R/UDAT steering committee was subsequently formed, with broad-based community representation, to help raise monies for and to submit an application to the national 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.

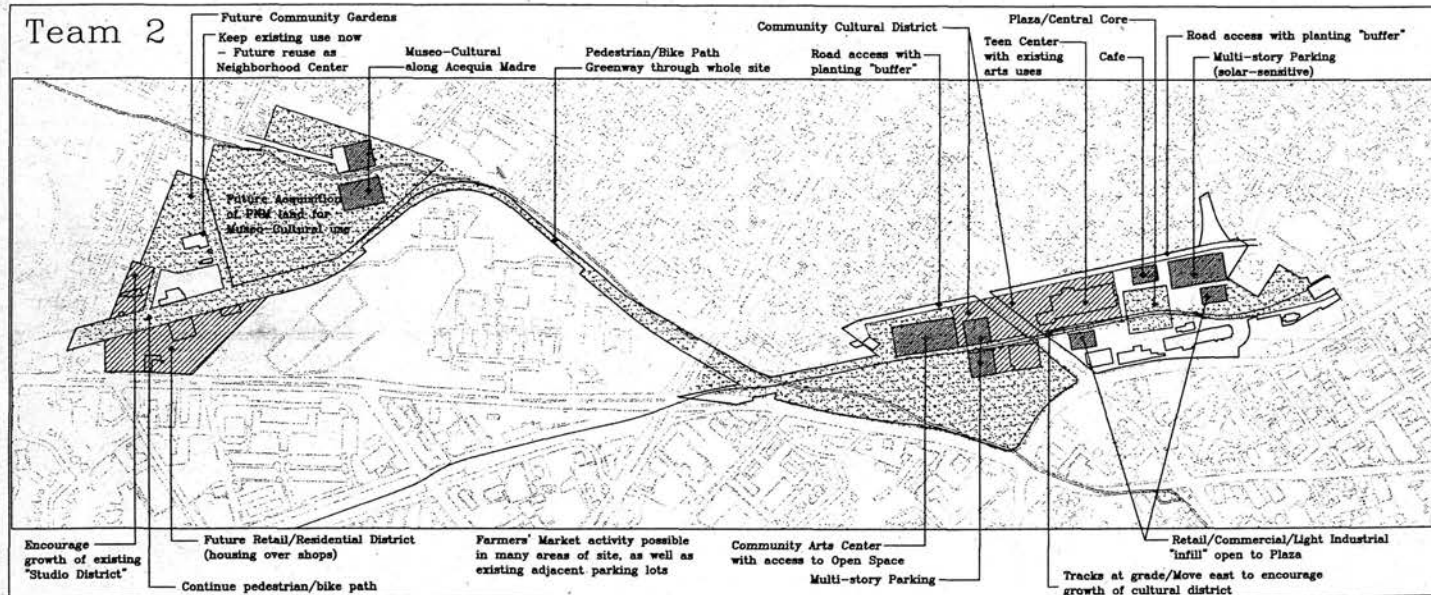
Outreach to the larger community began, recruiting broad representation from the city, neighborhood groups, business owners, nonprofit community organizations, current Rail yard tenants, and the public at large. We met with success in this effort and formed a steering committee that began meeting weekly 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

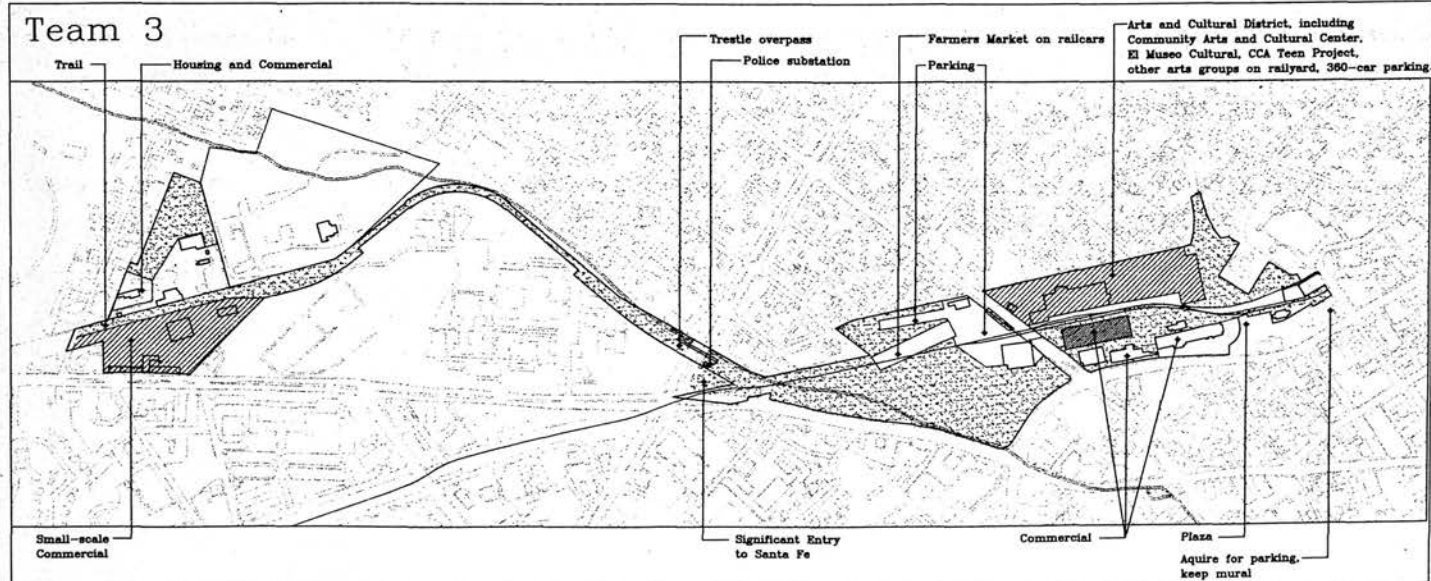
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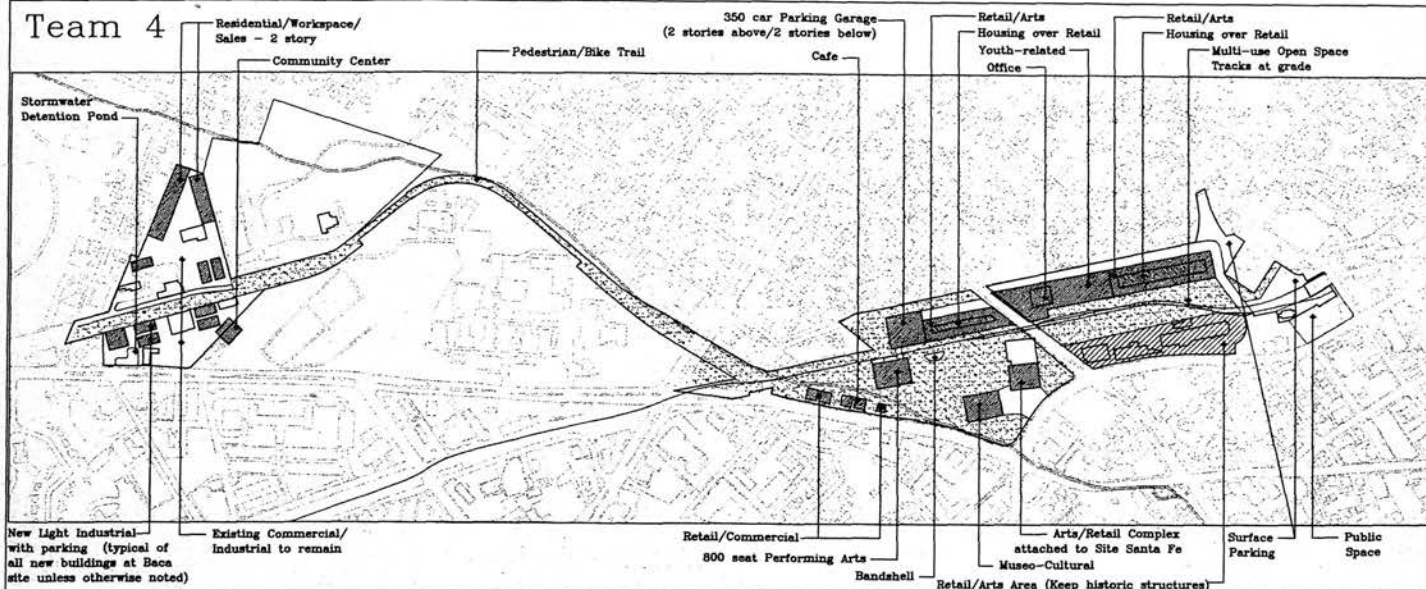
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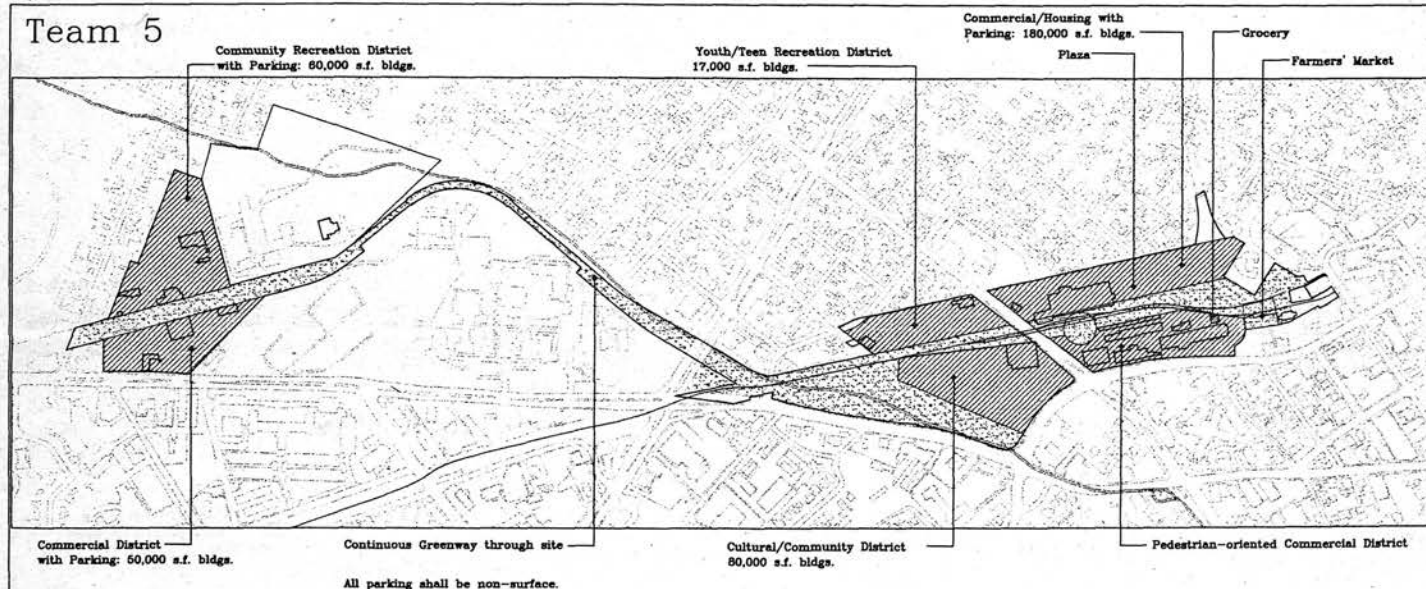
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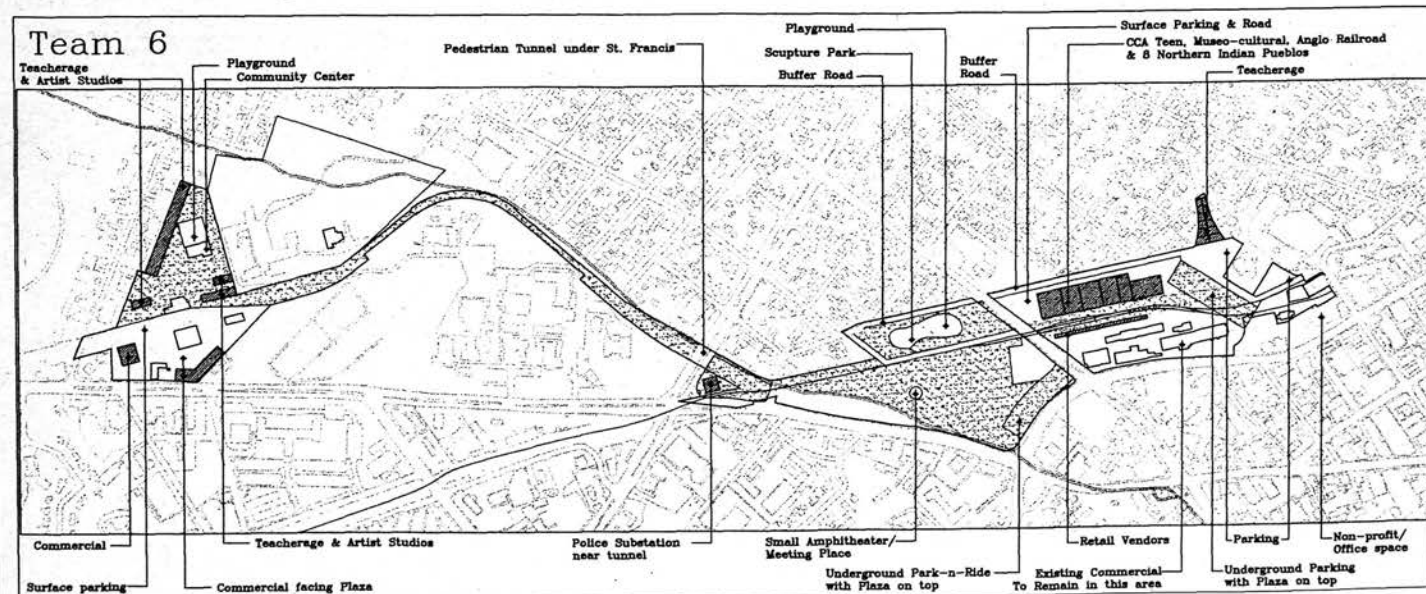
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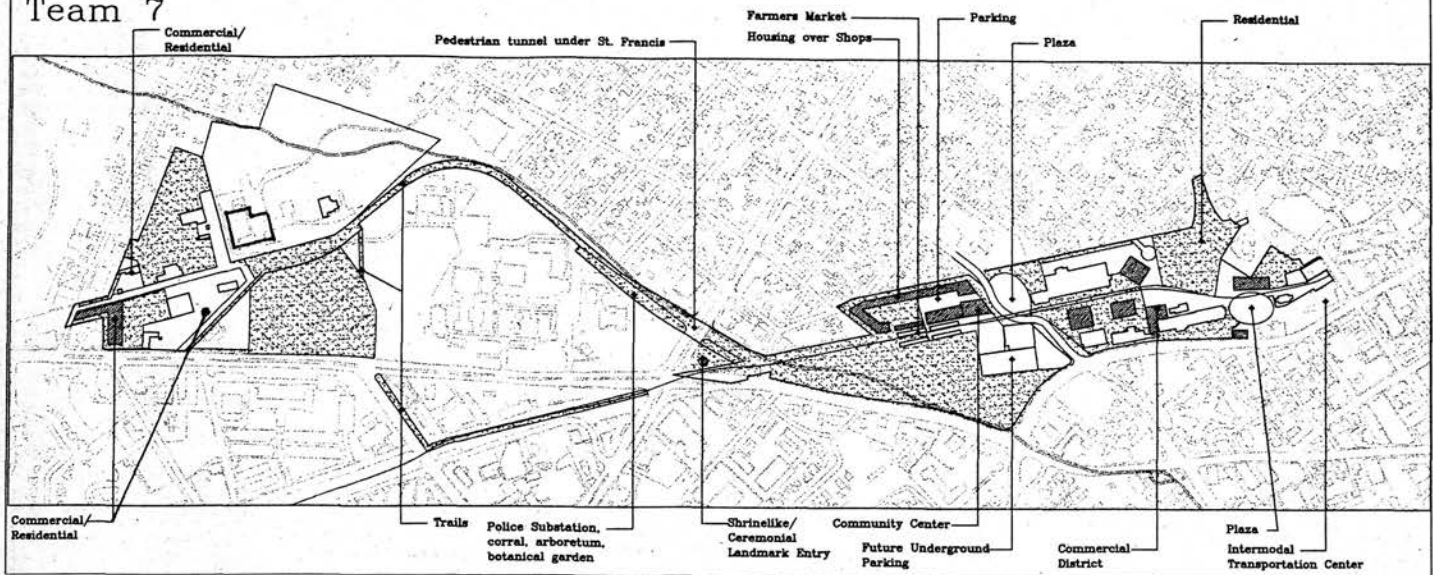
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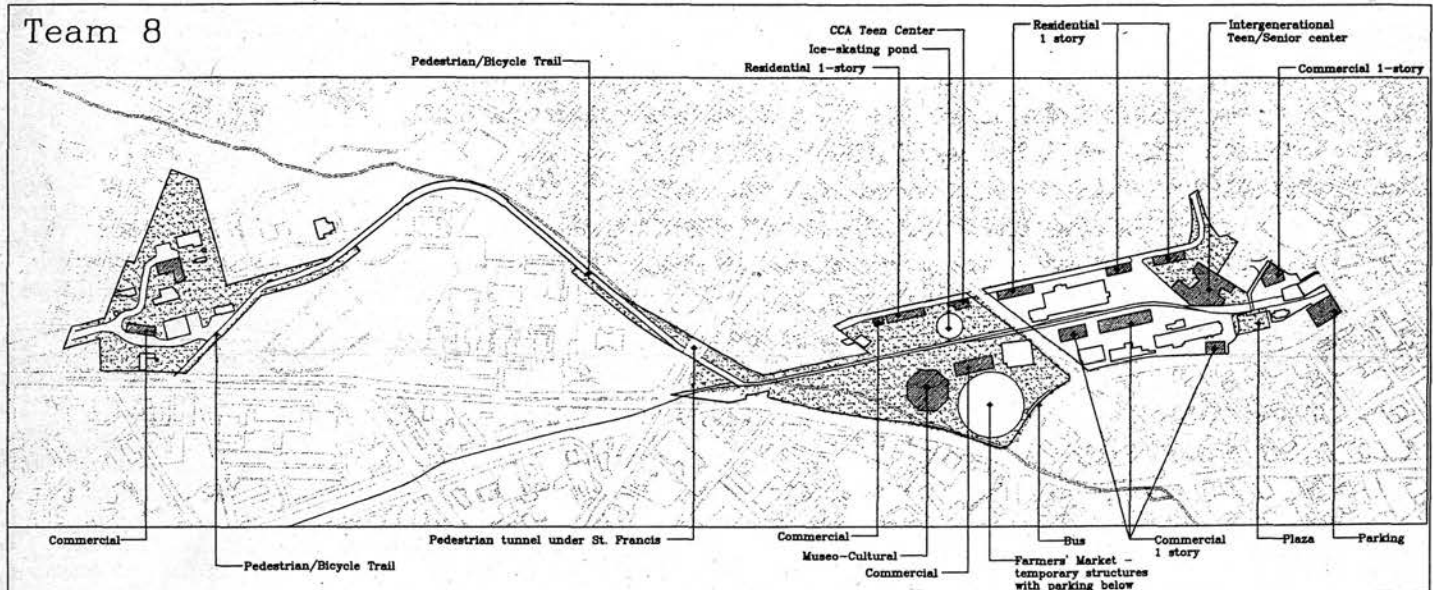
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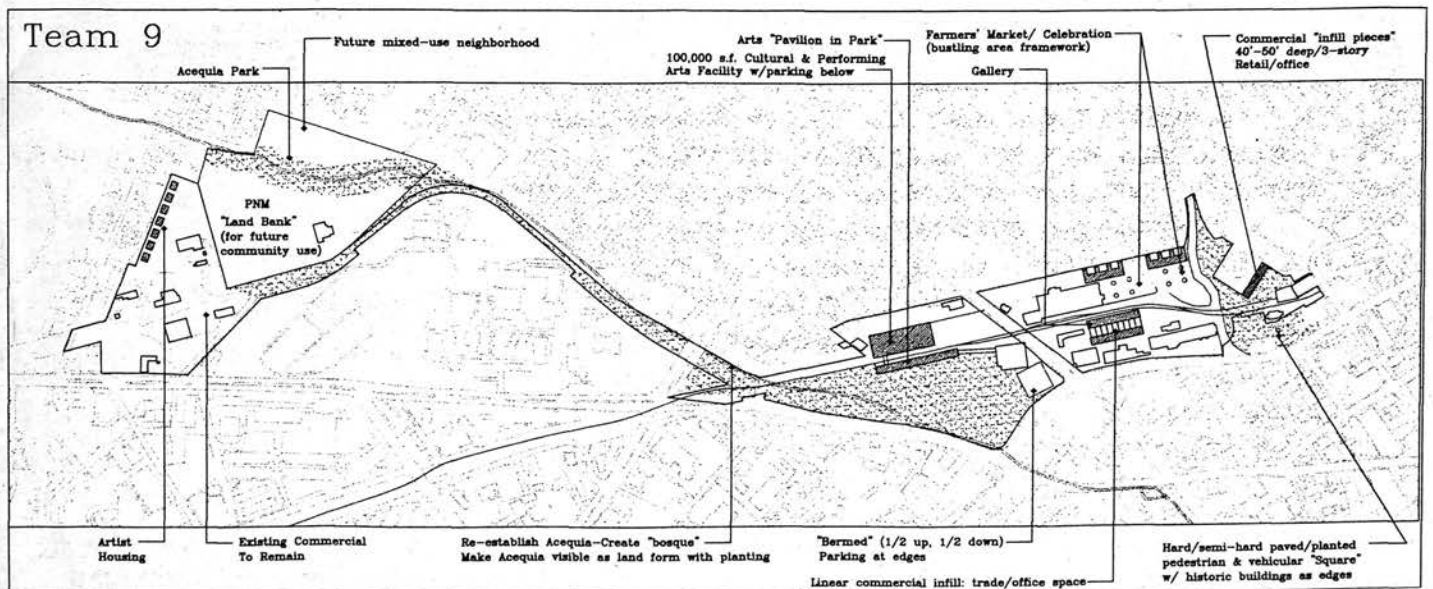
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Blue Sky Sodas

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Railyard Books

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San Francisco Bar & Grill

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Santa Fe Reporter

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S.F. Vineyards

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Valdes Office Supply

Sally Ventres

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Zia Diner

Special thanks to the Center
for Contemporary Arts for
generously hosting the
R/UDAT weekend.

*Please accept our apologies if your
name is misspelled or if your
participation is noted incorrectly.
Thanks to all.

A special thanks to Hope Aldrich and the Santa Fe Reporter