

# ELEVATE LAS CRUCES

## COMPREHENSIVE PLAN

ADOPTED FEBRUARY 18, 2020

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## VOLUME I: ELEVATE LAS CRUCES

### **ELEVATE LAS CRUCES IS A FOUR-VOLUME DOCUMENT.**

VOLUME I IS OUR PLAN FOR THE FUTURE. IT DESCRIBES THE COMMUNITY'S LONG-TERM VISION FOR SUSTAINABLE GROWTH AND TRANSFORMATION OVER THE NEXT 20 PLUS YEARS. IT INCLUDES THE CITY'S FUTURE DEVELOPMENT MAP AND FUTURE THOROUGHFARE MAP, AND AN ACTION PLAN FOR HOW WE WILL ACHIEVE OUR SHARED COMMUNITY VISION THROUGH VARIOUS POLICIES, PROGRAMS, AND PROCEDURES.

**ELEVATE LAS CRUCES COMPREHENSIVE PLAN**  
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# GLOSSARY OF ACRONYMS

- AARP** - American Association of Retired Persons
- ACS** - American Community Survey
- Adm** - Avenida de Mesilla Gateway Overlay
- ALTS&D** - Aging and Long-Term Services Department
- APA** - American Planning Association
- BLM** - Bureau of Land Management
- BNSF** - Burlington Northern Santa Fe Railroad
- CBD** - Central Business District
- CE** - Community Environment
- CIP** - Capital Improvement Program
- CL** - Community Livability
- CNG** - Compressed Natural Gas
- CP** - Community Prosperity
- CPAC** - Comprehensive Plan Advisory Committee
- CPTED** - Crime Prevention Through Environmental Design
- DAC** - Doña Ana County
- DACC** - Doña Ana County Community College
- DAMD&WCA** - Doña Ana Mutual Domestic Water Consumer Association
- DU** - Dwelling Units
- EBID** - Elephant Butte Irrigation District
- EPA** - Environmental Protection Agency
- ESRI** - Environmental Systems Research Institute
- ETZ** - Extraterritorial Zone
- FAR** - Floor Area Ratio
- FEMA** - Federal Emergency Management Association
- FHWA** - Federal Highway Administration
- GIS** - Geographical Information Systems
- GRT** - Gross Receipt Tax
- HOA** - Homeowners Association
- HUD** - Department of Housing and Urban Development
- ITE** - Institute Transportation Engineers
- JH&WTF** - Jacob Hands Water Treatment Facility
- LCAR** - Las Cruces Association of Realtors
- LCMC** - Las Cruces Municipal Codes
- LCPS** - Las Cruces Public Schools
- LCPCS** - Las Cruces Partnership for Community Schools
- LEED** - Leadership in Energy and Environmental Design
- LEP** - Limited English Proficient
- LR&GRWP** - Lower Rio Grande Regional Water Plan
- MF** - Multi-Family
- MPO** - Metropolitan Planning Organization
- MVEDA** - Mesilla Valley Economic Development Alliance
- MV&MPO** - Mesilla Valley Metropolitan Planning Organization
- MV&PHA** - Mesilla Valley Public Housing Authority
- MWC** - Moongate Water Company
- NACTO** - National Association of City Transportation Officials

*This glossary is a composite list of acronyms found in Volumes 1 through 4 of Elevate Las Cruces. This Volume may not contain all acronyms listed.*





## GLOSSARY OF ACRONYMS

- NAICS** - North American Industrial Classification System
- NAMI** - National Alliance on Mental Illness
- NRHP** - National Register of Historic Places
- NMCFD** - New Mexico Children, Youth & Families Department
- NMDFA** - New Mexico Department of Finance & Administration
- NMDOH** - New Mexico Department of Health
- NMDOT** - New Mexico Department of Transportation
- NMHSD** - New Mexico Human Services Department
- NMPED** - New Mexico Public Education Department
- NMSU** - New Mexico State University
- NWIC** - National Wraparound Implementation Center
- OS-NC** - Open Space -Natural/Conservation District
- OS-R** - Open Space-Recreation
- PRC** - Policy Review Committee
- PUD** - Planned Unit Development
- QOZ** - Qualified Opportunity Zones
- SCRTD** - South Central Regional Transit District
- SCSWA** - South Central Solid Waste Authority
- SF** - Single-Family
- SLO** - State Land Office
- TBL** - Triple Bottom Line
- TDR** - Transfer of Development Rights
- TIDD** - Tax Increment Development District
- UD** - University District
- USDOT** - U.S. Department of Transportation
- USGBC** - U.S. Green Building Council
- USGS** - United States Geological Survey
- UTEP** - University of Texas El Paso
- WIC** - Special Supplemental Nutrition Program for Women, Infants, and children
- WMIP** - West Mesa Industrial Park

*This glossary is a composite list of acronyms found in Volumes 1 through 4 of Elevate Las Cruces. This Volume may not contain all acronyms listed.*



**ELEVATE  
LAS CRUCES**  
COMPREHENSIVE PLAN

**PUBLIC WORKSHOP**

Bank of the West





# EXECUTIVE SUMMARY

*“Las Cruces is an inclusive community, recognized for its cultural diversity, enchanting natural amenities, and vibrant quality of life.”*

*“We are committed to enhancing our livability, prosperity, and environment for the shared benefit of current and future generations of Las Cruces in a fiscally and socially sustainable manner.”*

OUR VISION STATEMENT

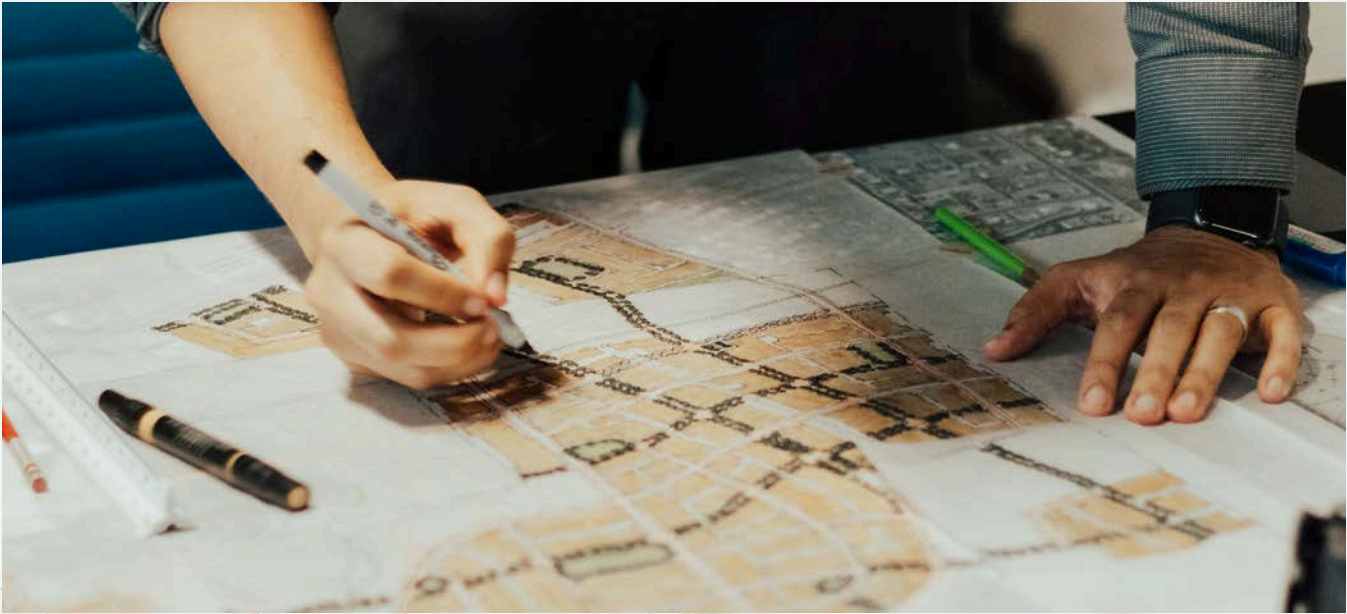
The Elevate Las Cruces Comprehensive Plan is our community’s unified policy guide and action plan for enhancing Las Cruces’ long-term prosperity and happiness by building a city that is environmentally, fiscally, and socially sustainable. The Elevate Las Cruces comprehensive planning process was initiated in the Summer of 2018 and was created through the collective input of municipal leaders and staff; city residents, property owners, business owners; and, other governmental and non-governmental partners. The shared community vision identified within Elevate Las Cruces is supported by policies and actions that will be implemented over the next 25 years.

The Las Cruces City Charter requires that at least every 10 years the City Council shall “...adopt by resolution a comprehensive plan containing, in graphic and textual form, policies to guide the future physical development of the city and shall provide for the administration, implementation and a complete review and updating of the comprehensive plan...” (Las Cruces, New Mexico, City Charter art. VI, § 6.02).

Although the adoption of the Elevate Las Cruces Comprehensive Plan fulfills the City’s comprehensive planning charter provision for the next 10 years, we did not initiate Elevate Las Cruces to simply fulfill a statutory obligation. This initiative was undertaken due to an understanding that only through self-assessment, forward thinking, and an inclusive planning process could all Las Cruces have a role in pro-actively influencing the type of city that Las Cruces will be in the future. The Elevate Las Cruces Comprehensive Plan report is our testament that we will not be forced to react to change, but rather, we will effect positive and transformative community change that expands upon and adds to our best community attributes.



## REPORT STRUCTURE



The Elevate Las Cruces Comprehensive Plan is a four-volume report. Plan “volumes” include:

Volume I, Elevate Las Cruces. The plan. Volume I describes the community’s long-term vision for sustainable growth and transformation over the next 20 plus years. The report includes the City’s future development map and future thoroughfare map. Volume I also includes an action plan for how the City and its partners will achieve the desired community vision through various policies, programs, and procedures.

Volume II, Community Profile. A data document. Volume II summarizes Las Cruces’ general characteristics, resources, and relevant planning initiatives, and serves as a compilation of baseline information that was incorporated into the Elevate Las Cruces planning process.

Volume III, Scenario Planning Initiative. A series of growth models. Volume III outlines the process used to generate a “preferred” scenario for future growth within and around Las Cruces. The resulting Consensus [Growth] Scenario identifies where projected residential and non-residential growth should occur over the next 25 years.

Volume IV, Community Participation Program. A summary of community outreach and feedback. Volume IV describes the methods to solicit public participation during the Elevate Las Cruces comprehensive planning effort.



## USING THIS DOCUMENT

The Elevate Las Cruces Comprehensive Plan will be used by municipal leaders and staff to make decisions about future growth and development, capital investments, and community services over the next 25 years. Elevate Las Cruces affirms Las Cruces' long-term vision of building a community that is more economically, fiscally, and socially sustainable and presents a supporting road map for us to achieve that transformation.

Elevate Las Cruces influences Las Cruces' municipal decision-making process in three primary ways:


- **Vision Framework.** Our vision statement is an eight-part framework of aspirations and principles that reflect our vision for the future and reaffirm our values of today. The Elevate Las Cruces vision statement identifies the attributes of our community that we hold dear and will be used as a reference point as we make transformative decisions that enhance our community while retaining the characteristics that make our city unique.
- **Physical Framework.** The maps and development strategies that depict where and how our community will grow allow us to accommodate and balance new growth with resource conservation and community reinvestment. Our future development and future thoroughfare programs recognize the direct relationship between land use and transportation decisions and will be referenced when determining whether the character, intensity, massing, form, scale, and distribution of development activities is consistent with our vision of long-term community sustainability.
- **Policy Framework.** We have prepared a series of policy statements and corresponding actions that prioritize the methods by which we will build an ever more sustainable, prosperous, and livable environment for our residents. Whether as an implementing authority, or as a facilitator, the City of Las Cruces will incorporate the initiatives contained within the Elevate Las Cruces policy framework into its own organizational strategic plans, and will work with partnering entities to enhance our economic, physical, and social environment.

## OUR SHARED RESPONSIBILITY

Although the Elevate Las Cruces Comprehensive Plan was initiated by the City of Las Cruces, it has been prepared to represent the aspirations and preferences voiced by the thousands of city residents, business owners, property owners, investors, service providers, and other stakeholders who participated in the Elevate Las Cruces comprehensive planning process. Elevate Las Cruces' vision and action plan for sustainable community transformation does not therefore represent a call to action to be borne solely by the City organization.



**Implementation of our shared vision is also our shared responsibility.** We are residents, property owners, business owners, governmental agencies, civic organizations, service providers, trade groups, social advocates, and more who recognize that there is a role for all of us in *"...enhancing our livability, prosperity, and environment for the shared benefit of current and future generations of Las Cruces..."* through the initiatives of our comprehensive plan.



**ELEVATE**  
LAS CRUCES



# I. VISION FRAMEWORK

Situated in southern New Mexico's Mesilla Valley, Las Cruces is a thriving community that has grown to be the second most populous city in the state. Approximately 102,000 residents call Las Cruces home today – a growth rate of 37 percent since the year 2000. With this growth has come increasing demands on public infrastructure and community services, as well as the gradual loss of surrounding agricultural lands and other open space. To some, recent growth has been uneven, with economic gains in the housing, education, and service sectors failing to generate a diversity of job and housing opportunities that can ensure the community's long-term economic health.

These varied conditions are characteristic of any city where growth is occurring. In a desert community such as Las Cruces; however, the impacts of even moderate growth can be magnified due to the relative scarcity of the essential natural resources necessary for modern life.

Las Cruces recognize that the conditions which define their community today need not limit their ambitions for the type of city that Las Cruces may become in the future. This recognition is rooted in three common characteristics that seem evident among Las Cruces:

- **OPTIMISM.** An energy exists in Las Cruces based on a shared pride of place, and a feeling that this city is truly unique among its peers. There is a profound belief that the community's civic, cultural, historical, and natural assets make Las Cruces a desirable place to live and invest. These assets serve as a strong promotional foundation upon which community prosperity will be enhanced.
- **EXPECTATION.** There is a consistent expectation among Las Cruces that growth will be sustainable – that public and private investment in the community can occur in a way that improves the quality of life of all residents while preserving the most treasured aspects of the surrounding natural landscape.
- **PRAGMATISM.** The optimism and expectations of Las Cruces' residents and leaders is tempered by a recognition that the path to future prosperity and residents' long-term well-being will be influenced by multiple factors – not the least of which include the inherent challenges of living in a desert environment, and the uncertainties of the ever changing regional and national economic environment.

These characteristics were evident throughout the comprehensive planning process. The resulting Elevate Las Cruces Comprehensive Plan is the City's unified policy guide used by city leaders and staff, residents, property owners, and business owners to make decisions about future growth and development, capital investments, and community services.

# PLANNING TO ELEVATE OUR COMMUNITY

## COMMUNITY CONTEXT

### LOCATION

Las Cruces is located roughly 45 miles north of El Paso, Texas and Ciudad Juárez, Mexico and 225 miles south of Albuquerque. Home to approximately 102,000 residents, Las Cruces is the county seat of Doña Ana County, and serves as the center of commerce and culture for the southern New Mexico region.

Today, Las Cruces is intrinsically linked to both El Paso and Ciudad Juárez, Mexico. **Figure 1.1, Regional Context Map**, shows the location of Las Cruces in the greater bi-national region. The city is traversed by two interstates - Interstate 10 leads south to El Paso and west to Deming while Interstate 25 originates in Las Cruces and travels north to Wyoming. US Highway 70 (US 70) leads northeast to the Organ Mountains Desert Peaks National Monument and White Sands Missile Range.

Las Cruces is known for the expansive natural beauty of the surrounding mountain ranges, strong neighborhoods, and a rich cultural history. Its most prominent natural features—both of which form key components of the area’s identity—are the Organ Mountains to the east and the Rio Grande to the west.

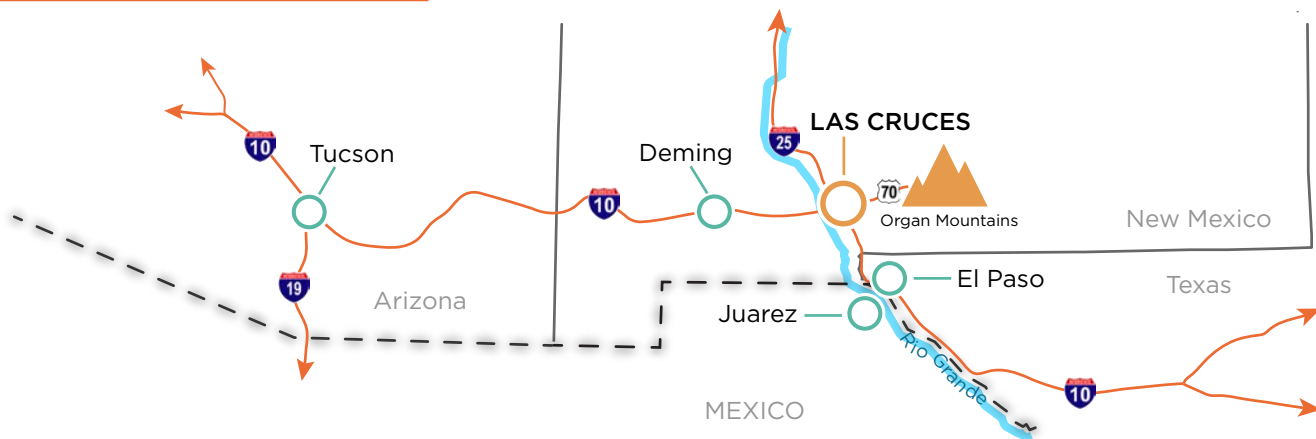
### HISTORY

Prior to the community’s founding in 1849, several Native American groups lived in the area that became known as the Mesilla Valley. The proximity to the Rio Grande made the area an attractive location to settle. The Camino Real (Royal Road) served as a major trade route linking Mexico City to Santa Fe and crossed through present-day Las Cruces.

Present-day southern New Mexico was the location of several conflicts between Native Americans and Spanish conquistadors in the 1500s to 1800s. In 1848, the U.S.-Mexican War ended and Americans flocked westward from Texas to California and in 1849, Las Cruces was established. In 1854, the Gadsden Purchase between the United States and Mexico secured the southern portions of present-day New Mexico and Arizona as U.S. territory, including Las Cruces and Doña Ana County.

In the 1880s, the Atchison Topeka & Santa Fe Railroad (AT&SF) came to southern New Mexico. The AT&SF built tracks and a depot in Las Cruces in 1881. The community grew rapidly after the introduction of the railroad; new homes, churches, and schools were built at the end of the 19th century. In 1888, Las Cruces College opened, which is now New Mexico State University.

FIGURE 1.1, REGIONAL CONTEXT MAP







*Las Cruces is situated in the Chihuahuan Desert, flanked on the east by the iconic “Needles” of the Organ Mountains (above).*

Given the proximity to the Rio Grande, agriculture is an important feature of Las Cruces history. The construction of the Elephant Butte Dam allowed for more farmers to be more productive in the Mesilla Valley region. The Great Depression caused crop prices to fall dramatically and many did not recover until New Deal programs were put into place by President Roosevelt. White Sands Missile Range was established in the 1940s after WWII, which is still a major employer for the region today.



*Adobe architecture is common in the Mesilla Valley region, including Las Cruces and Mesilla (above).*

## CURRENT CONTEXT

Las Cruces has continued to grow into the 21st Century and is now the second largest city in New Mexico. The municipal limits encompass approximately 77 square miles, and the community has assumed a dual identity as both a college town and an attractive destination for retirees.

Part of what makes Las Cruces attractive is the climate and surrounding natural landscape. The city boasts a dry desert climate and nearby scenic natural features. In 2014, the Organ Mountains - Desert Peaks National Monument was established, preserving opportunities for outdoor recreation on preserved lands flanking all sides of the city.

Major industries in Las Cruces include government jobs and military support fields given the proximity to White Sands and Fort Bliss. New Mexico State University has grown to a student population of approximately 14,400 while other higher-education options in Las Cruces include Doña Ana Community College campuses.

Since considerable demolition occurred in downtown roughly 50 years ago, significant public investment has created a thriving downtown with a public plaza, restaurants, and retail. Signature buildings in downtown include the Las Cruces City Hall and Third Judiciary District Courthouse. The arts and cultural scene in Las Cruces is also vibrant with several arts and cultural groups calling Las Cruces home. **Volume II, Community Profile**, contains more detailed information about the existing conditions in Las Cruces.

## FOUNDATIONS OF PLANNING

### THE COMPREHENSIVE PLAN

The comprehensive plan has long served as the cornerstone document by which local governments guide future development. The origins for comprehensive planning date back to the “City Beautiful” movement, which was a response by designers and architects to address rapid urbanization of cities in the late 19th century. The 1893 World’s Columbian Exposition in Chicago represented a vision for making cities beautiful through monumental architecture and green space. The earliest comprehensive plan was developed just over a century ago for Chicago, which represented the first plan that sought to make cities more functional, instead of just more beautiful.

Today’s comprehensive plans - including Elevate Las Cruces - establish policy for a broad set of community topics. While land use and development remains at the core of local government comprehensive planning efforts, comprehensive plans often establish local policy to address topics such as transportation, natural resources, housing, infrastructure, parks and recreation, economic development, city services, and more. It is important to note that although a community will typically prepare and adopt numerous topic-specific plans such as a thoroughfare plan or utility master plan, the purpose of the comprehensive plan is to coordinate the major themes and direction of all other plans in a city.

The main component of most comprehensive plans is the **future development map** that identifies how and where a community wishes to grow and develop in the future, and includes an associated series of policies and actions that the City can undertake to achieve the overall plan vision. The resulting comprehensive plan is used to guide changes to regulatory tools such as a zoning ordinance, subdivision regulations, or other similar building and development codes. Typically, the development of a comprehensive plan will follow a standard process as shown in **Figure 1.2, Comprehensive Planning Process**.

### NEW MEXICO PLANNING STATUTORY AUTHORITY

The State of New Mexico affirms the rights of municipalities to enact zoning regulations and to develop a comprehensive plan. These enabling statutes, and other rights of municipalities, are included in the New Mexico State Statutes (NM Stat.) NM Stat. ch 3, art. 21 provides municipalities with zoning powers. Section 5 of this article requires that zoning regulations must be “...in accordance with a comprehensive plan...” and Section 21 states that a municipal planning commission must adopt a zoning ordinance that includes a master land use plan.<sup>1</sup>

NM Stat. ch 3, art. 19 outlines a municipality’s rights of planning and platting. Section 9 describes that a planning commission should adopt a master plan for the “...physical development of the municipality to best promote health, safety, morals, order, convenience, prosperity or the general welfare as well as efficiency and economy in the process of development.”<sup>2</sup> This statute also describes what a master plan should include, such as location and character of transportation corridors; public property; utilities; community centers; and, neighborhoods.

FIGURE 1.2, COMPREHENSIVE PLANNING PROCESS



## COMPREHENSIVE PLANNING IN LAS CRUCES

The City of Las Cruces has a long history of engaging in comprehensive planning to guide growth and development. The Las Cruces City Charter now requires the City to review and update its comprehensive plan every 10 years.

Prior to the City's first comprehensive plan, Las Cruces developed a sign code (1906) and a zoning ordinance in 1930. Tremendous growth from 1930-1955 was the impetus for development of the first municipal comprehensive plan. The plan, prepared in 1955, addressed population growth, housing, transportation, flood protection, and industry.

In the 1960s, Las Cruces experienced population growth in excess of 300 percent primarily due to the establishment of the White Sands Missile Range and the NASA Research Facility. This growth led to a new comprehensive plan which was adopted in 1968. The 1968 comprehensive plan included the first recorded future land use map for the city and identified preferred locations of future residential, commercial, and industrial land uses.

Las Cruces' next comprehensive plan was adopted in 1985 as a result of continued growth. This plan focused on eight main elements: land use, community facilities, urban design, utilities, economic development, housing, transportation, and environment. The primary emphasis of the plan was to create a multi-modal transportation system and improve urban form.

The City's most recent comprehensive plan (now referred to as Comprehensive Plan 2040) was adopted in 1999 and focused on city-wide goals, objectives, and policies to address community growth over the next forty years. In 2013, the City approved an administrative update to the 1999 plan that

refined plan goals, objectives, and policies based on the current environment and emerging trends. The administrative update also introduced five overarching plan themes within which to group the policies and recommendations:

- **Healthy Community.** Balanced development, great parks & recreation, wide-ranging community facilities & services, multiple mobility options & connections, healthy & safe environment.
- **Economic Prosperity.** Economic diversity, business & industry support, ready workforce & environment.
- **Community Character.** Vibrant planning areas, neighborhoods & districts, managed growth, well-suited utilities, infrastructure & resources.
- **Sustainable Growth.** Enriched heritage, flexible design & positive image, open space connectivity, aesthetics & maintenance.
- **Operational Support.** Active cooperation & engagement, responsive processes & funding.

Additionally, in 2017 the Las Cruces Community Development Department drafted an update to the Comprehensive Plan 2040 document that focused on the Healthy Community theme topic. This draft was entitled Plan4LasCruces to represent the four major themes (operational support was deleted since the 2013 administrative update) but was not adopted by the City.



Las Cruces also regularly develops topic or area-specific policy plans, which include corridor plans, area plans, and community blueprints. A full list of relevant past plans is included in the **Volume II, Community Profile.**

Elevate Las Cruces will serve as the City's new comprehensive plan with a planning horizon of 2045.

*Comprehensive Plan 2040 (left) was amended by the City of Las Cruces in 2013 and has since served as the city's guide for growth.*



## COMPREHENSIVE PLAN 2040, RECORD OF ACCOMPLISHMENTS

Since the Comprehensive Plan 2040 Administrative Update was adopted in 2013, the City has undertaken many of the plan's identified policies and actions. In total, the city has completed 57 actions and 459 are currently in progress. Additionally, 32 actions are no longer a priority.

### Healthy Community Theme

- 10 policies/actions completed
- 134 policies/actions in progress



### Community Character Theme

- 12 policies/actions completed
- 102 policies/actions in progress



### Economic Prosperity Theme

- 49 policies/actions in progress



### Sustainable Growth Theme

- 35 policies/actions completed
- 72 policies/actions in progress



### Operational Support Theme

- 102 policies/actions in progress



The full record of Comprehensive Plan 2040 accomplishments can be found in **Appendix I-A**.

## CHANGING CONDITIONS, CHANGING COMMUNITY

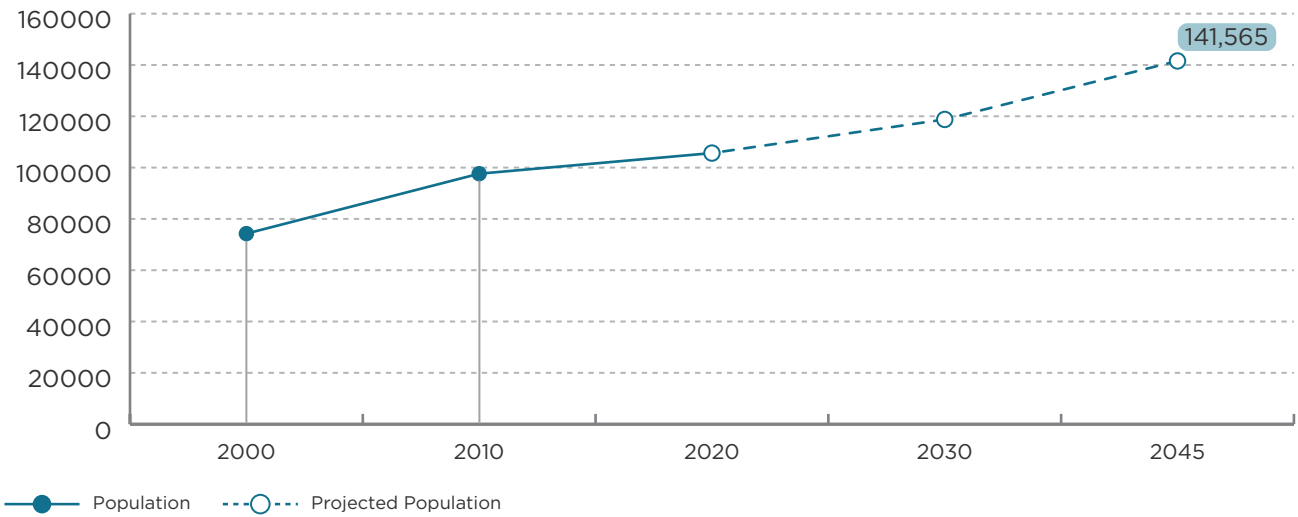
Developing a comprehensive plan is a substantial undertaking, but the long-term benefits greatly outweigh the upfront costs. Without a vision for how and where growth should occur, development in a community can become haphazard and detrimental to existing residents and business owners. When a comprehensive plan is developed, the City Council, appointed officials, and staff can refer to the defined future development vision when reviewing development proposals. Thus, growth or redevelopment can occur in a way that is consistent with the community-defined vision from the comprehensive plan. A comprehensive plan also offers a way for a community to develop in a way that is economically prosperous, socially equitable, and environmentally sensitive.

The circumstances precipitating the update of Las Cruces' comprehensive plan at this time include the following factors.

- **Population Growth.** The City of Las Cruces is projected to grow approximately 37 percent from 2018 to 2045, as shown in **Figure 1.3, Population Projections** (see facing page). Not only does this translate to more people living and working in Las Cruces, but this growth will also put increased demands on the local housing stock, transportation and infrastructure, public services, education, and parks. The comprehensive plan seeks to answer questions such as *“Can Las Cruces continue to afford the public services that residents have come to expect as the community continues to grow?”*
- **Pattern of Development.** Over the last few decades, the developed area of Las Cruces has vastly expanded, particularly to the north and east. Given the city's proximity to federally-protected lands and scenic areas, the community must have a discussion about what it values and the continued direction of growth. Through this process, the comprehensive plan will seek to address *“Where should new development and redevelopment occur or not occur?”*



FIGURE 1.3, POPULATION PROJECTIONS



Source: U.S. Census, Mesilla Valley MPO, Economics and Planning Systems.

- Preserving Resources.** Las Cruces and the greater Mesilla Valley region is defined by the surrounding Chihuahuan desert so the conservation of water and other natural resources is a critical issue - particularly as we look towards the future. The comprehensive plan will explore questions such as *“How can Las Cruces grow in a way that minimizes the increased depletion of resources?”*
- Workforce and Economic Development.** Workforce development, business recruitment and retention, and career training are all topics of interest in Las Cruces. There is a pervasive narrative in the community today that too many students at New Mexico State University leave Las Cruces after graduation to seek opportunity elsewhere. Through this process, the comprehensive plan will seek to address questions such as *“How can Las Cruces foster long-term investment through community and economic development initiatives?”*

- Sustainability.** At a national-level, there has been increasing interest in sustainable growth and development. The current comprehensive plan is focused on overarching topics related to sustainability. This comprehensive plan will explore opportunities to make the city more sustainable in the future in terms of the economy, the environment, and social equity and answer questions such as *“What changes can be made today to make Las Cruces a more sustainable community in the future?”*

Given the local challenges and opportunities in Las Cruces, city leaders determined that the Elevate Las Cruces Comprehensive Plan should be consistent with smart growth principles (described beginning on page 11). Elevate Las Cruces seeks to answer these important questions throughout the Physical, Policy, and Implementation Framework sections of this volume. Additionally, the planning horizon for Elevate Las Cruces is the year 2045.



A comprehensive plan considers all aspects of a community - including housing, transportation, economic development, natural resources, and other related topics of growth and development.

## ELEVATE LAS CRUCES

### SCOPE OF THE PLAN

#### GEOGRAPHIC AREA

The study limits for the Elevate Las Cruces Comprehensive Plan include the full jurisdiction of the City of Las Cruces including the incorporated area and the City's extra-territorial zone (ETZ) extending up to three miles beyond the existing municipal boundaries as shown in **Figure 1.4, Planning Analysis Area**.

FIGURE 1.4, PLANNING ANALYSIS AREA

■ City Limits    □ ETZ

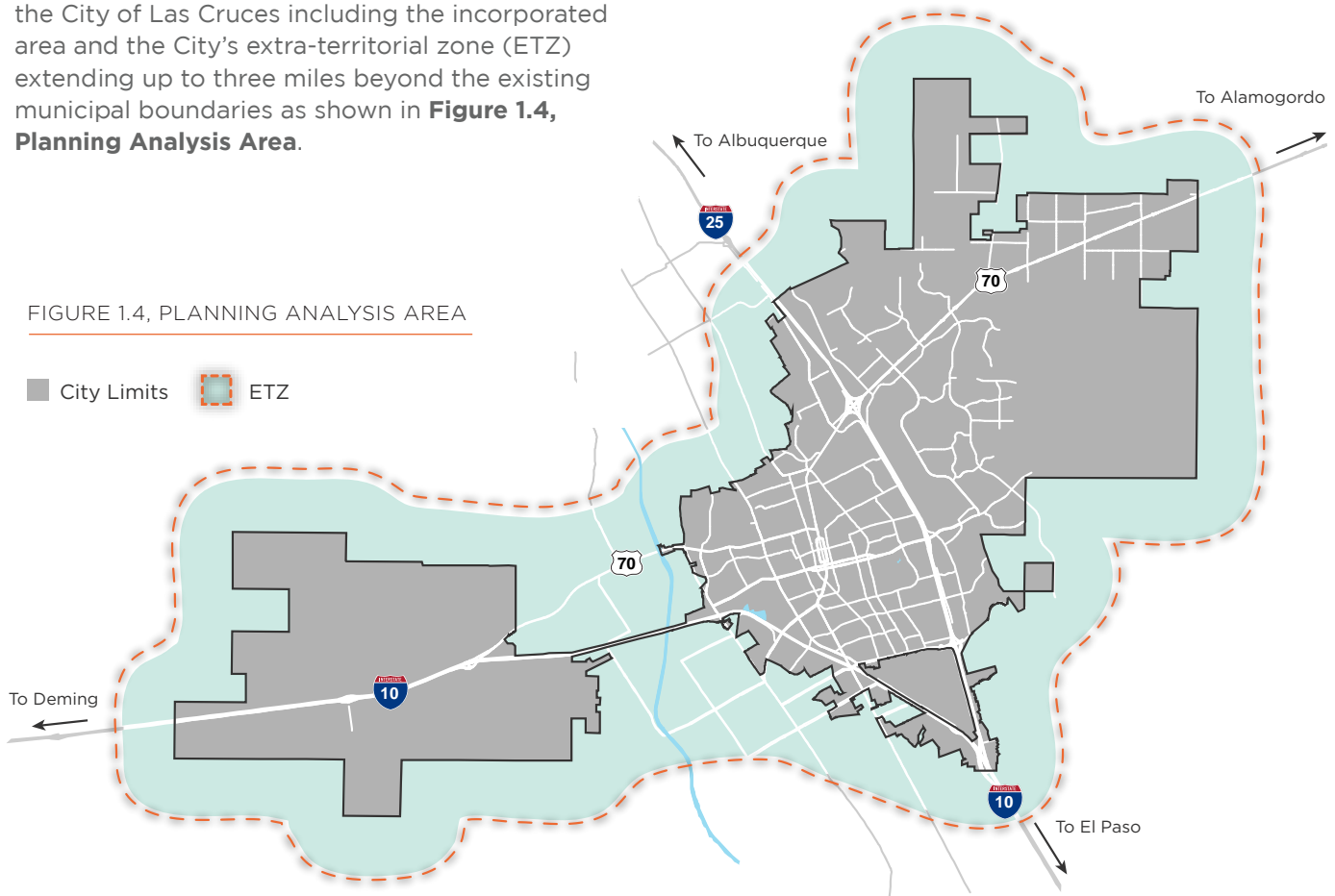


FIGURE 1.5, ELEVATE LAS CRUCES TIMELINE



### LEGAL PURPOSE

The Elevate Las Cruces Comprehensive Plan has been prepared as authorized by applicable state statute and municipal charter. NM Stat. Ch. 3, Art. 21 authorizes local governments to prepare comprehensive plans to coordinate future growth and development with zoning regulations. Furthermore, Sec. 6.02 of the Las Cruces Charter states that the comprehensive plan must be updated at least every ten years and should include graphics, text, and policies to “guide the future physical development of the city.”

### COMPREHENSIVE PLAN TOPICS

City departments prepare and administer many planning documents related to transportation, housing, economic development, utilities, parks and recreation, and other topics. While the primary topic of a comprehensive plan is growth and development, Elevate Las Cruces holistically assesses all of the following components within a single document.

- Land Use
- Community Form & Character
- Mobility
- Parks & Recreation
- Housing & Neighborhoods
- Economic Development
- Infrastructure, Utilities, and Energy
- Natural Resources & Open Space
- Human Services
- Education
- Arts & Culture
- Public Health
- Historic Preservation
- Regionalism

Elevate Las Cruces has been developed using a “systems-thinking” approach in recognition that the various plan topics are inter-related. For example, the quality of the transportation system can affect economic development, and the opposite is true as well. The “Policy Framework” section of Elevate Las Cruces cross-references plan goals, policies, and actions to re-affirm the relationship between topics.

Sustainability is also an overarching theme in the development of this plan. Various sustainability resources were referenced in the formation of the plan vision, goals, policies, and actions.

### COMPREHENSIVE PLAN PROCESS

Every community is unique, so the comprehensive planning process that Las Cruces followed for the development of Elevate Las Cruces is tailored to the community. **Figure 1.5, Elevate Las Cruces Timeline**, illustrates the five principal phases of the planning process.

- **Phase 1: Pre-Planning.** Includes preliminary behind the scenes work to prepare for the planning effort.
- **Phase 2: Baseline Conditions.** Includes assessment of existing conditions and initial public engagement activities.
- **Phase 3: City-Wide Vision Plan.** Includes a series of analysis and engagement activities structured to generate a new city-wide growth and development vision.
- **Phase 4: Plan Components.** Involves report development and building the implementation program.
- **Phase 5: Plan Adoption.** Involves review of the draft plan and approval of the final reports.

## HOW ELEVATE LAS CRUCES WILL BE USED

The Elevate Las Cruces Comprehensive Plan is a tool to guide development decisions made by staff, the Planning and Zoning Commission, and City Council. When new development proposals are submitted to the City, these entities will use the physical and policy frameworks established in Elevate Las Cruces to determine whether the proposal fits with the community-driven vision.

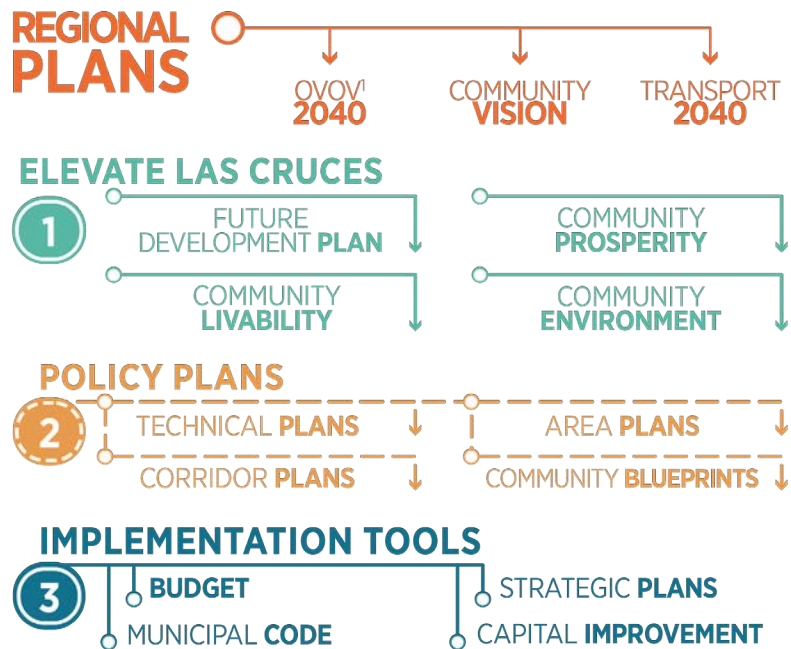
Typically, a community will also undergo a review and update of the zoning ordinance after a comprehensive plan update to ensure consistency between the Future Development Map and zoning districts. Elevate Las Cruces includes a series of recommended updates to the City’s land development regulations to implement the City’s new vision for sustainable growth and development.

### RELATIONSHIP TO OTHER PLANS

In addition to the City, there are other entities conducting planning initiatives that can affect Las Cruces. Doña Ana County and the Mesilla Valley Metropolitan Planning Organization (MVMPO) are two entities that produce planning documents for the region. These regional plans include the County comprehensive plan and the MVMPO regional transportation plan. The recommendations made in these regional plans should be reflected in the City’s comprehensive plan and other planning documents.

The City also produces policy plans for specific areas of the city. Examples of policy plans include area plans (e.g. Downtown Master Plan), community blueprints (e.g. Apodaca Blueprint), technical plans, and corridor plans. Elevate Las Cruces has been designed to ensure that the recommendations in these policy plans are consistent with the overarching goals and concepts from the regional plans and comprehensive plan.

FIGURE 1.6, COMMUNITY PLANNING FRAMEWORK



1. One Valley, One Vision, 2040

The City also possesses other tools that may be used to implement Elevate Las Cruces, pre-existing policy plans, and future planning initiatives. Once a plan is adopted, city staff can initiate changes to the budget and capital improvement programs, as well as enact changes to strategic plans and municipal codes and ordinances to reflect the recommendations in the various plans.

**Figure 1.6, Community Planning Framework,** shows the relationship between regional plans, the comprehensive plan, policy-level plans, and implementation tools. The specific implementation tools recommended for use by the City and its partners to implement Elevate Las Cruces are located in the Implementation Program (page 219).

## PRINCIPLES OF SUSTAINABLE GROWTH

### SUSTAINABILITY RESOURCES

Sustainable growth, or ‘smart growth,’ can best be defined as “a way to build cities, towns, and neighborhoods that are economically prosperous, socially equitable, and environmentally sustainable.”<sup>3</sup> Communities that seek to develop and grow in a sustainable manner consider the long-term impacts of today’s growth and development decisions—many initiate their sustainable growth efforts through the comprehensive planning process.

There are resources that communities can reference to ensure that their comprehensive plans adhere to sustainable growth best practices. This section provides an overview of existing sustainable growth best practices that were referenced to develop the Elevate Las Cruces vision and resulting recommendations. Each of these sustainable growth resources were used to guide the development of this comprehensive plan.

### SMART GROWTH AMERICA PRINCIPLES

Smart Growth America seeks to improve neighborhoods, communities, and regions through smarter development practices that support the economy, protect the natural environment, and enhance the vitality of communities. To support this vision, Smart Growth America has developed ten primary smart growth principles:

- Mix land uses
- Take advantage of compact building design
- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Strengthen and direct development towards existing communities
- Provide a variety of transportation choices
- Make development decisions predictable, fair, and cost effective
- Encourage community and stakeholder collaboration in development decisions

### PARTNERSHIP FOR SUSTAINABLE COMMUNITIES LIVABILITY PRINCIPLES

The Partnership for Sustainable Communities is an inter-agency partnership between the U.S. Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA), and the U.S. Department of Transportation (USDOT). The purpose of the partnership is to “improve access to affordable housing, create more transportation options, and lower Americans’ transportation costs while protecting the environment in communities.”<sup>4</sup> A set of overarching livability principles guide the programs, policies, and funding resources that result from this partnership:

- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate policies and leverage investment
- Value communities and neighborhoods



*One of the Partnership for Sustainable Communities Livability Principles is promoting equitable and affordable housing.*





*Locally grown fruits and vegetables sold at the Farmers and Crafts Market of Las Cruces (above) is a prominent example of fostering the development of a Healthy Community.*

### **APA SUSTAINING PLACES PRACTICES FOR COMPREHENSIVE PLANNING**

The American Planning Association (APA) periodically releases topic-specific studies and guides that serve as resources for practicing planners. The “Sustaining Places Practices for Comprehensive Planning” report serves as a resource for communities that wish to integrate sustainability principles into their comprehensive plan. The report identifies six best practice planning principles that communities can reference when preparing their own plan. These principles are:

- Livable Built Environment
- Harmony with Nature
- Resilient Economy
- Interwoven Equity
- Healthy Community
- Responsible Regionalism

The APA “Sustaining Places Practices for Comprehensive Planning” report served as a benchmarking guide for the Elevate Las Cruces comprehensive planning process, and for Plan recommendations.

### **AARP LIVABLE COMMUNITIES**

The American Association of Retired Persons (AARP) released a policy guidebook in 2017 that addresses issues related to aging in place. A section of the guidebook is focused on creating livable communities “that enhance safety, security, independence, and active engagement in community life through housing and community planning, land use, and development policies.”<sup>5</sup> The guidebook lists several Livable Communities features that local planning policies should consider including:

- Mixed use development and location of housing and services in walking proximity
- Variety of housing types throughout the community
- Technology infrastructure to promote community-based independent living
- Coordination of housing, transportation, infrastructure, and service decisions
- Safe and accessible public facilities
- Life-long learning opportunities
- Innovative zoning, design, and construction standards to improve access in communities
- Public participation techniques to engage a diverse range of citizens

## WHO DOMAINS OF LIVABILITY

The World Health Organization (WHO) has developed a framework of eight principles, or “domains,” that emphasize how communities can be more livable for all ages. These eight domains are:

- Outdoor Spaces and Buildings
- Transportation
- Housing
- Social Participation
- Respect and Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community and Health Services



*Las Cruces has funded improvements to the callesitas (small streets) between downtown buildings (above) to increase the amount of public social space available to residents in an area of the City lacking in green space.*

## STAR COMMUNITIES

The Sustainability Tools for Assessing and Rating (STAR) Communities is a sustainability recognition that cities can achieve. As of 2019, the STAR sustainability rankings are administered through the Leadership in Energy and Environmental Design (LEED) program. The rating system is based on several key guiding principles:

- Think and act systematically
- Instill resiliency
- Foster innovation
- Redefine progress
- Live within means
- Cultivate collaboration
- Ensure equity
- Embrace diversity
- Inspire leadership
- Continuously improve

In 2015, Las Cruces was recognized as a certified 3-STAR community based on the self-assessment the city completed. The highest possible ranking is 5-STAR.

*The City has invested in solar panels at many municipal facilities to generate energy (below).*







Stakeholders and City staff participate in a discussion during the Elevate Las Cruces design workshop held in May 2019 (above).

## PLANNING FOR SUSTAINABILITY

### PUBLIC ENGAGEMENT

Elevate Las Cruces is a plan for the entire community, including residents, business owners, and property owners. Therefore, tremendous energy was expended to build a robust public engagement program to involve the greatest possible number of people in the planning process. This section gives a brief overview of the different engagement techniques; more detail is covered in **Volume IV, Community Participation**.

### COMMUNITY INPUT

Las Cruces, residents, property owners, and business owners were invited to several events to provide feedback and review recommendations.

- **Public Workshops.** The project team presented and sought feedback on plan topics at public workshops three times during the planning process. The first open house gauged community preferences about existing community conditions. The second open house included a design workshop and presented the growth scenario and draft future development maps. The final open house sought input on draft plan elements.
- **Public Events.** Booths at the Las Cruces Crafts and Farmer's Market were held to seek feedback from visitors.

### STAKEHOLDERS

An overarching stakeholder advisory group and subsequent sub-committees provided guidance throughout the plan development.

- **Comprehensive Plan Advisory Committee (CPAC).** Served as an advisory body that supported development of the comprehensive plan. The CPAC met 10 times during the project planning period.
- **CPAC Sub-Committees.** Three sub-committees of the CPAC were established to provide more targeted feedback on the specific policies and actions developed for the plan. The sub-committees met three times during the planning process.
- **Community Builder Sessions.** Community-builder meetings were held with key community stakeholders at the beginning of the planning process as a means to establish a baseline understanding of the community.
- **Boards and Commissions.** Presentations were made to various boards, commissions, and other stakeholder groups throughout the planning process.

## ONLINE INPUT

In addition to public events, various online engagement methods were used to gather input.

- **Community Surveys.** Three online community-wide surveys were prepared and administered during this planning process. The surveys were prepared in both English and Spanish. Each survey addressed a key phase of the planning effort. Collectively, over 2,000 people participated in the surveys.
- **Project Website.** The project website was prepared and administered as a repository for project updates; project schedules; presentations, reports, and other interim deliverables. Input opportunities were also posted on the website.

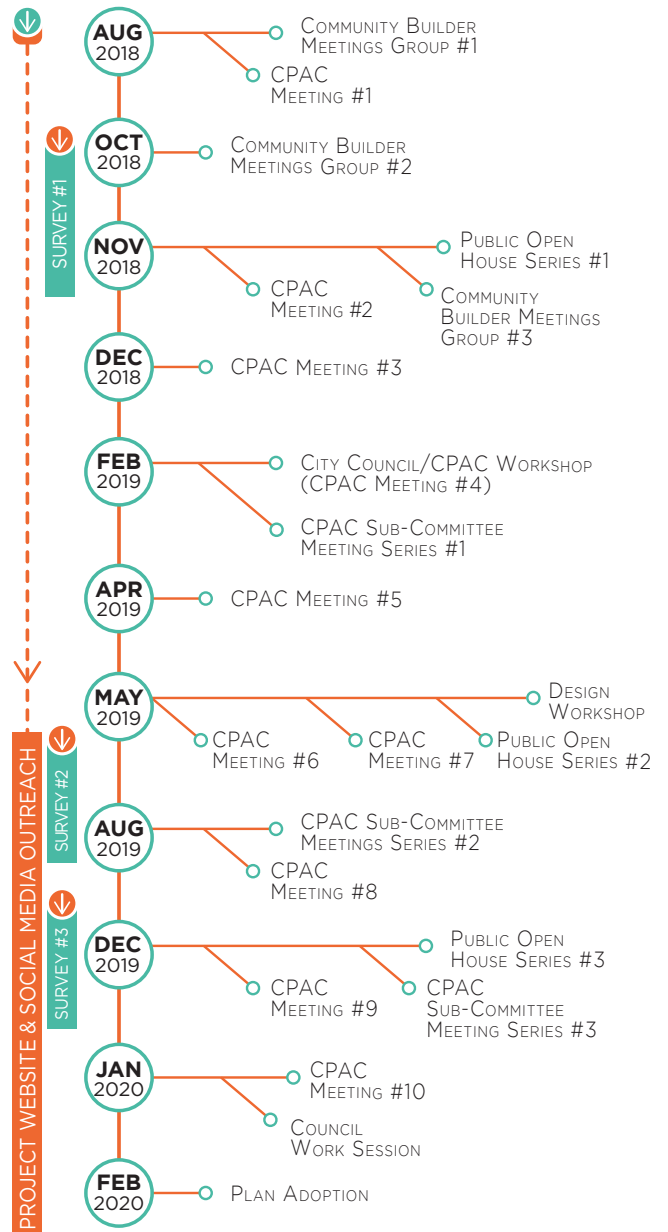
## ADVERTISEMENT METHODS

The following advertisement methods were used to reach stakeholders and citizens and inform them of comprehensive plan input opportunities:

- City of Las Cruces website & Facebook page
- Elevate Las Cruces website
- Postcard mailers
- Email blasts
- Outreach to NMSU classes
- Fliers at local businesses
- Local television ads
- Bus wrap
- Chalk event
- School fliers
- Various branded marketing materials (water bottles, hats, tumblers)

**Figure 1.7, Public Engagement Timeline,** summarizes key public engagement activities conducted for the Elevate Las Cruces comprehensive planning effort.

FIGURE 1.7, PUBLIC ENGAGEMENT TIMELINE





Scenario planning workshop participants place “chips” (above) to create their preferred future growth scenario for Las Cruces.

## SCENARIO PLANNING

Comprehensive plans establish how and where a community intends to grow or redevelop. One method to explore alternative development futures is through “scenario planning.” To arrive at the City’s preferred plan for future development, the Elevate Las Cruces planning process included a scenario planning initiative. This initiative measured and estimated the degree to which various development models would promote the community’s long-term vision of fiscal, environmental, and social sustainability.

### WHY SCENARIO PLANNING

Scenario planning is a quantitative process used to contemplate ways a community could grow. Scenario planning can answer questions such as “How should we grow?” “Where do we grow?” and “How much will growth cost?” Resulting development models represent hypothetical stories about a community’s future using data measuring growth estimates, development constraints, land suitability, and fiscal health.

A scenario planning process generates possible futures that could occur based on what exists, emerging trends, or the community’s desires for long-term sustainability. The essential requirement of an effective scenario planning initiative is that a final development model be plausible - within the realm of what exists or could be.

## SCENARIO PLANNING PROCESS

As part of Elevate Las Cruces, a “Trend” scenario was first developed, which represents what Las Cruces would look like if current development patterns continue into the future. To develop the scenario, several base inputs were used, including: development status, development constraints, land suitability, and population and employment growth.

To identify ways Las Cruces could grow and redevelop that varied from the initial Trend Scenario, two alternative growth scenarios were prepared. The first alternative scenario, called “Compact Centers,” emphasizes growth within the existing developed footprint of Las Cruces and promotes the conservation of undeveloped land. The second alternative growth scenario, called “Centers and Corridors,” focuses on promoting development within a series of dispersed activity centers and corridors in strategic areas of the city.

Ultimately, a ‘preferred’ scenario that combined elements of the Trend, Compact Centers, and Centers and Corridors scenarios was identified through input received at a joint City Council/CPAC work session held in February 2019. Work session participants placed “chips” on a work map that represented how development might occur in their preferred growth scenarios. The results of the workshop were used to build consensus on a final development scenario, called the ‘Consensus Growth’ scenario described in this next section.



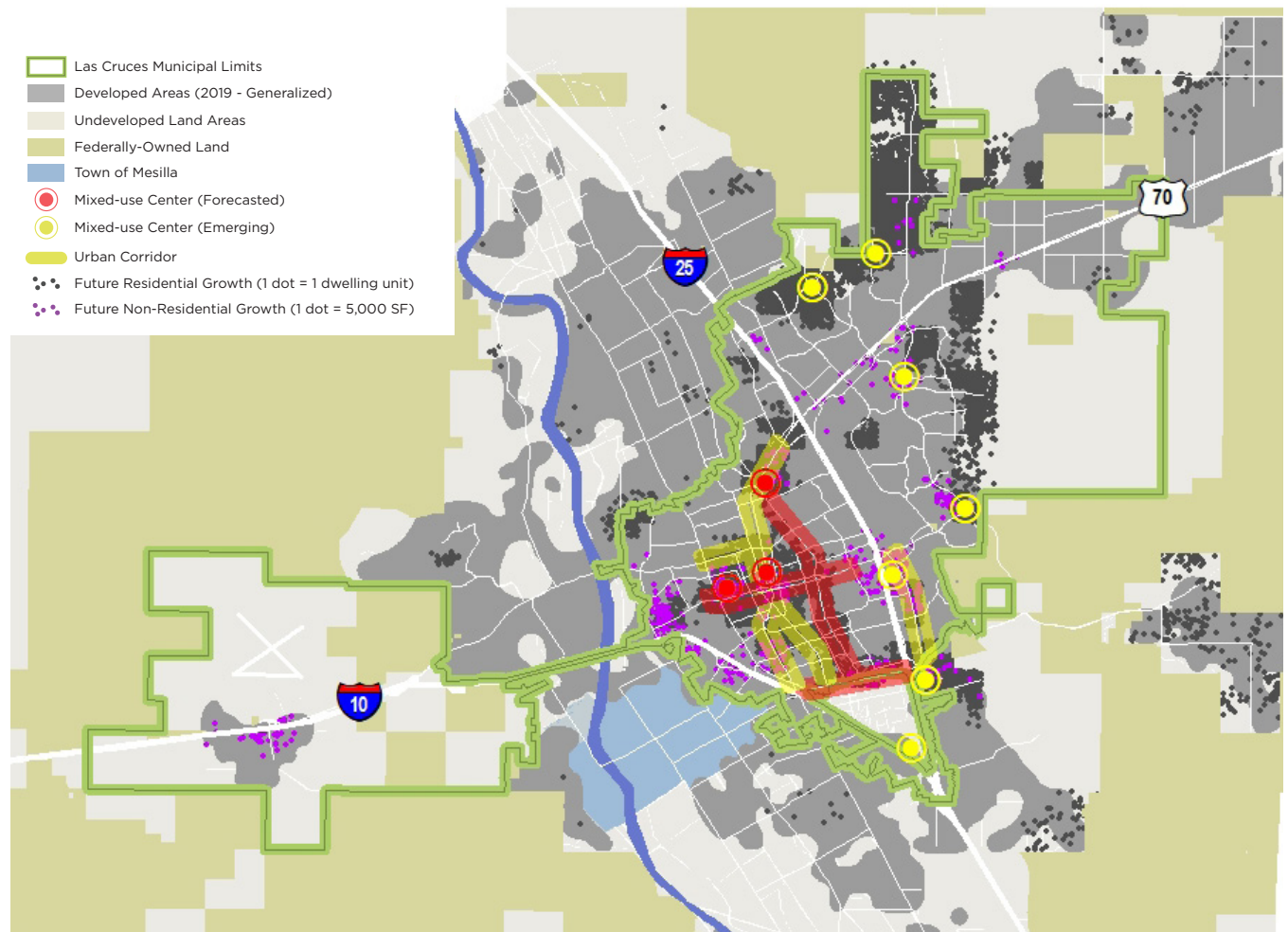
## CONSENSUS SCENARIO

The Consensus [Growth] Scenario represents a combination of the Trend Scenario and two alternative growth scenarios to reflect preferred future growth patterns. This scenario limits centers and corridors only to those that would account for projected growth and also limits new development in currently undeveloped areas. The scenario would allow for some development to occur outside the urban context, but primarily near defined centers and corridors. **Figure 1.8, Consensus Scenario Map**, shows the resulting scenario map.

Each of the four growth scenarios were compared using a range of performance metrics related to job-housing proximity, environmental stewardship, viable travel options, and many other factors. The project team also conducted a fiscal impact analysis to compare the expected costs and revenues generated from each development scenario.

The Consensus Scenario is the foundation for the Elevate Las Cruces Future Development Map and Future Thoroughfare Map presented in this volume. **Volume III, Scenario Planning**, includes more detail on the scenario planning process and results.

FIGURE 1.8, CONSENSUS SCENARIO MAP



## PLANNING FRAMEWORK

Elevate Las Cruces is structured to promote cumulative policies of growth and prosperity through a long-term lens. With a particular awareness of the fragile desert ecosystem of which Las Cruces is a part, and with limited natural resources to sustain exponential population growth, community leaders commissioned the Elevate Las Cruces comprehensive planning process with the expectation that the resulting report would embrace the principles of environmental, fiscal, and social sustainability. The idea of “growth” within Elevate Las Cruces therefore is not necessarily an endorsement of outward expansion, rather it represents a more holistic view of positive change that places significant value on inward growth – promoting long-term community prosperity through the regeneration and rejuvenation of the community’s existing built footprint. The City’s resulting vision of sustainability, and supporting policies and actions, reflect Las Cruces’ desire to leverage the best of Las Cruces today to create a city that is more livable and prosperous for tomorrow’s generations.

### A VISION OF SUSTAINABILITY FOR LAS CRUCES

The Elevate Las Cruces vision statement has been prepared under the direction of the Comprehensive Plan Advisory Committee (CPAC). Between December 2018 and May 2019 the CPAC facilitated the development of the Elevate Las Cruces vision statement by reviewing Comprehensive Plan 2040, considering public feedback, and evaluating nationally recognized principles of sustainable growth. Multiple refinements were made by the CPAC over a six-month period to develop a new overarching vision statement and supporting statements articulating community values.

**OUR NEW VISION STATEMENT** is an eight-part framework of aspirations and principles that reflect both our vision for the future and reaffirm our values of today. The Elevate Las Cruces vision statement identifies the attributes of our community that we hold dear. It is by leveraging these foundational characteristics that we will not only realize our long-term goals, but we will do so in a manner that allows us to remain uniquely Las Cruces.

## OUR VISION

*“Las Cruces is an inclusive community, recognized for its cultural diversity, enchanting natural amenities, and vibrant quality of life.*

*We are committed to enhancing our livability, prosperity, and environment for the shared benefit of current and future generations of Las Cruces in a fiscally and socially sustainable manner.”*



## COMPONENTS OF OUR VISION



**Las Cruces is Recognized as a Cultural Crossroads.** The soul of our community is defined by a variety of cultural backgrounds and traditions that have been blended over generations to create a distinctive and multi-faceted community. We celebrate our collective identity as Las Cruces by promoting our rich history and cultural environment through architecture, language, events, and the arts.



**Las Cruces is a Livable Community.** We invest in the services, amenities, and economic environment that provide our residents with feasible options to live, work, and play in Las Cruces regardless of personal means or stage in life. We improve our residents' daily quality of life by increasing access to careers, multiple transportation options, recreational and cultural amenities, and diverse housing types.



**Las Cruces Values Vibrant Neighborhoods.** Our existing neighborhoods reflect our community's diversity, and a range of historic building periods and architectural styles. We conserve and invigorate our neighborhoods through infrastructure and public service investments, policies, and programs that encourage a mix of residential and non-residential infill development, promote identifiable neighborhood character and form, and improve aesthetics and safety.



**Las Cruces Believes in Balanced Development.** We embrace sustainable growth practices where smart investment in new development enhances long-term economic value through quality design and resource conservation. We influence the way our built environment evolves by targeting infrastructure investments and promoting connected and walkable development patterns through a combination of housing types, businesses, and public land uses.





*Las Cruces' community pride is on display at its immensely popular Farmers' Market on Main Street.*



**Las Cruces Embraces and Preserves our Natural Setting.** The enduring landscapes, habitats, and vistas of our Chihuahuan Desert home; the green ribbon of our Rio Grande Valley; and our view of the iconic Organ Mountains elevate our spirits and serve as a centerpiece of our identity.

We minimize the impacts of our growth on our natural environment and pledge to weave those natural resources into our city through wise land and water management practices and the incorporation of green technologies into our built environments.



**Las Cruces Fosters Economic Prosperity.** We enhance our economic competitiveness regionally, nationally, and globally. We create economic opportunities for all our residents and businesses. We partner with educators, investors, and other entities in our region to grow local

businesses and attract new businesses. We foster employment opportunities by supporting education, workforce development, local entrepreneurship, and regional cooperation to build a robust economy.



**Las Cruces Leverages Social Partnerships.** We are home to a network of organizations that collaborate to address the individual health, housing, safety, and workforce development needs of our residents. We strengthen our community by leveraging our social service

partnerships to broaden access to resources that provide a firm foundation for our residents' daily well-being and long-term personal and professional growth.





## A SUSTAINABLE PLAN

Las Cruces’ vision of sustainability will be applied over a 25-year time frame. The vision and its seven components will be implemented by the City and its public and private partners through inter-related policies, programs, regulations, investments, and procedures. These collective policies and actions are distributed among a “Physical Framework” that identifies the preferred location and character of future development within and surrounding the City, and a “Policy Framework” that evaluates related topics of community prosperity, livability, and environment.

### PHYSICAL FRAMEWORK

The Elevate Las Cruces “Physical Framework” includes:

- **Future Development Program (page 24).** Identifies the location and character of preferred development over the next 25-year period. Prepared based on the Consensus [Growth] Scenario developed during the planning process.
- **Future Thoroughfare Program (page 62).** Includes a city-wide Future Thoroughfare Map identifying the arrangement of the City’s future street network. Prepared to correspond with the Future Development Plan and Map.

### POLICY FRAMEWORK

Elevate Las Cruces is organized according to a “systems-thinking” approach emphasizing the interrelationship between growth and development topics. Rather than being organized according to topic-specific elements (i.e. housing, economic development, mobility, etc.), the goals, policies, and actions are organized according to three themes:

- **Elevate Our Community Environment (page 86)** - incorporates topics that promote environmental sustainability
- **Elevate Our Community Prosperity (page 144)** - incorporates topics that promote fiscal sustainability
- **Elevate Our Community Livability (page 176)** - incorporates topics that promote social equity

The relationship between the three Elevate Las Cruces themes, the Plan’s vision statement, and traditional planning topics is illustrated in **Table 1.1, Elevate Las Cruces Planning Framework.**

TABLE 1.1, ELEVATE LAS CRUCES PLANNING FRAMEWORK: RELATIONSHIP OF THEMES, VISION, AND TOPICS

THEME	VISION COMPONENT(S)	FOUNDATIONAL PLANNING TOPIC(S)
COMMUNITY ENVIRONMENT	LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.	LAND USE, COMMUNITY FORM & CHARACTER, INFRASTRUCTURE, UTILITIES & ENERGY
	LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.	NATURAL RESOURCES & OPEN SPACE, REGIONALISM
COMMUNITY PROSPERITY	LAS CRUCES FOSTERS ECONOMIC PROSPERITY.	ECONOMIC DEVELOPMENT, EDUCATION
	LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.	HUMAN SERVICES, ECONOMIC DEVELOPMENT
	LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.	HOUSING
COMMUNITY LIVABILITY	LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.	NEIGHBORHOODS
	LAS CRUCES IS A LIVABLE COMMUNITY.	MOBILITY, PARKS & RECREATION, ARTS & CULTURE
	LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.	PUBLIC HEALTH
	LAS CRUCES IS A CULTURAL CROSSROADS.	ARTS & CULTURE, HISTORIC PRESERVATION



**ELEVATE**  
LAS CRUCES



## II. PHYSICAL FRAMEWORK

The Elevate Las Cruces vision statement establishes the community's intent to grow and develop over the next 25 years in the manner that it believes will ensure long-term community prosperity. Las Cruces' preferred growth vision is affirmed by the Elevate Las Cruces Future Development Program and Future Thoroughfare Program which collectively illustrate the City's preferred development patterns. These "programs" include four maps depicting a physical framework for Las Cruces that guides the location of anticipated housing units and non-residential development which will serve the City's existing and future residents.

The Future Development Program and Future Thoroughfare Program are the core of Elevate Las Cruces - depicting a managed growth scenario for the community from which all other policies and actions in this Plan are based. This physical framework is consistent with the Consensus [Growth] Scenario that was developed as part of the Elevate Las Cruces planning process (see **Volume III, Scenario Planning Initiative**). The Consensus Scenario commits the City to prioritizing infrastructure investments in areas that are close to existing municipal infrastructure, and to incentivizing reinvestment in built areas of the community (in addition to large infill tracts closer to the fringes of the city).

The Future Development Program and Future Thoroughfare Program are comprised of the following four maps:

- **Future Development Map.** Applies "place types" to property within Las Cruces and the City's ETZ. Place types identify preferred land uses and building and site design characteristics that should be incorporated into future development.
- **Future Development Map, Place Type Overlays.** Identifies specific corridors and centers within which urban and mixed-use development patterns should be promoted.
- **Areas of Special Consideration.** Depicts the cultural, historical, and natural resources within Las Cruces that should be preserved or enhanced as part of the future development process.
- **Future Thoroughfare Map.** Depicts the arrangement of the City's future roadway network. Considers the function of each thoroughfare and the intended development context of surrounding property.

Although these maps and supporting narratives represent clear land use and mobility policies for the City of Las Cruces, the recommendations of the Future Development Program and Future Thoroughfare Program have also been integrated into the Policy Framework section of Elevate Las Cruces.

# FUTURE DEVELOPMENT PROGRAM

## PLACE-BASED APPROACH TO FUTURE DEVELOPMENT

The City of Las Cruces' Future Development Program has been prepared by using a "place-based" approach to land use and development patterns. This approach to planning looks beyond the basic use of land to also consider building and site design characteristics - including development intensity, form, appearance, and physical arrangement - to present the preferred image of the entire community over an extended period.

The Elevate Las Cruces Future Development Program is comprised of three place-based development layers representing Las Cruces' intended future development character and intensity. These inter-related layers: Place Classifications, Place Types, and Areas of Special Consideration present a hierarchy of varying land uses and development types while acknowledging the unique attributes of specific areas of the city.

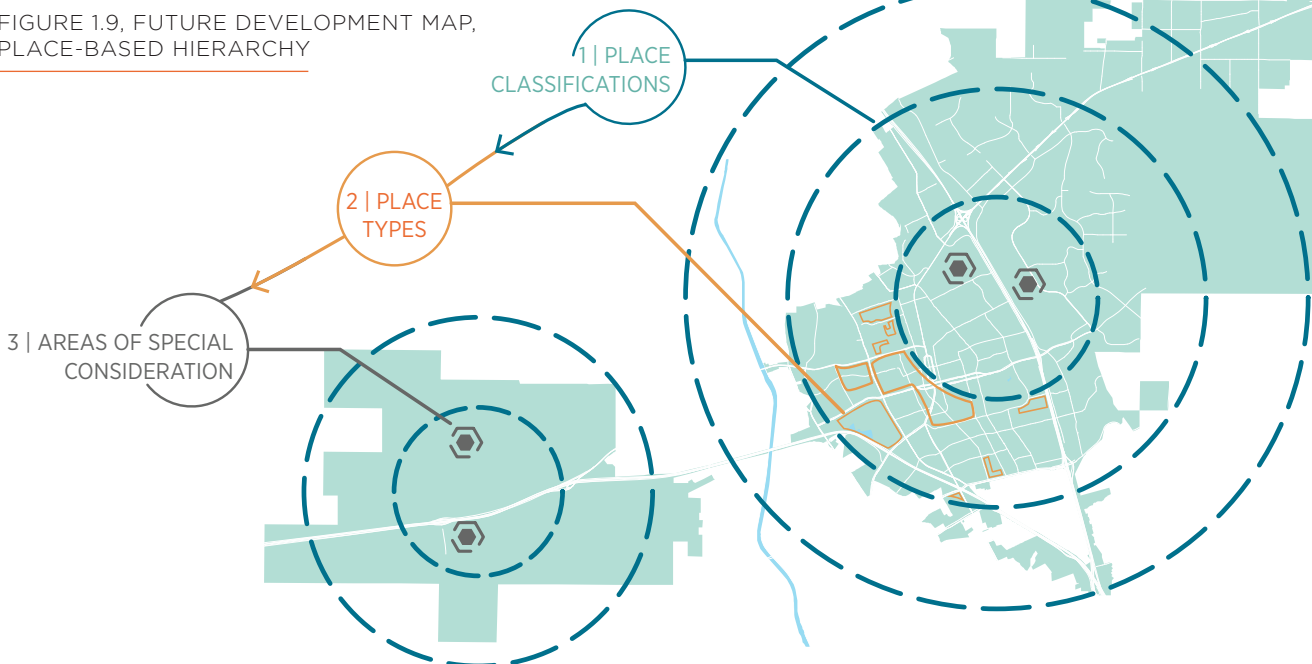
**1. Place Classifications.** Identify the general development character for large areas of the city as established by the Future Growth Scenario. Place classifications (also "place classes") include multiple place types and provide a framework for street character.

**2. Place Types.** Establish detailed development parameters for the intensity, character, and mix of land uses throughout Las Cruces. Place types present a range of future development options distributed to promote connectivity between adjacent areas and suitable transitions in development intensity.

**3. Areas of Special Consideration.** Corridors, districts, neighborhoods, or significant natural features whose unique characteristics require location-specific exceptions to recommended place type development principles. In Las Cruces, areas of special consideration include locations that have been subject to a previous corridor or neighborhood planning effort.

**Figure 1.9, Future Development Map, Place-Based Hierarchy,** Illustrates the hierarchy of future development map layers beginning with "place classifications," underlying "place types," and "areas of special consideration."

FIGURE 1.9, FUTURE DEVELOPMENT MAP, PLACE-BASED HIERARCHY





## PLACE CLASSIFICATIONS

Place classifications identify a general future land use vision for large areas of Las Cruces. These classifications serve as a framework within which focused place types are grouped based on the scale of intended development intensity. Place classifications and their underlying place types are listed in **Figure 1.10, Place Classifications and Types**.

- Rural Place Classification.** Land that is sparsely developed with significant areas of open space, and including lands used for ranching, agriculture, or resource extraction. Rural places include very low-density residential development that offers residents relative seclusion from a more developed setting supported by public infrastructure. Substantial investment in public infrastructure to service more intense development patterns is not expected.

In Las Cruces, the rural place classification includes the following place types:

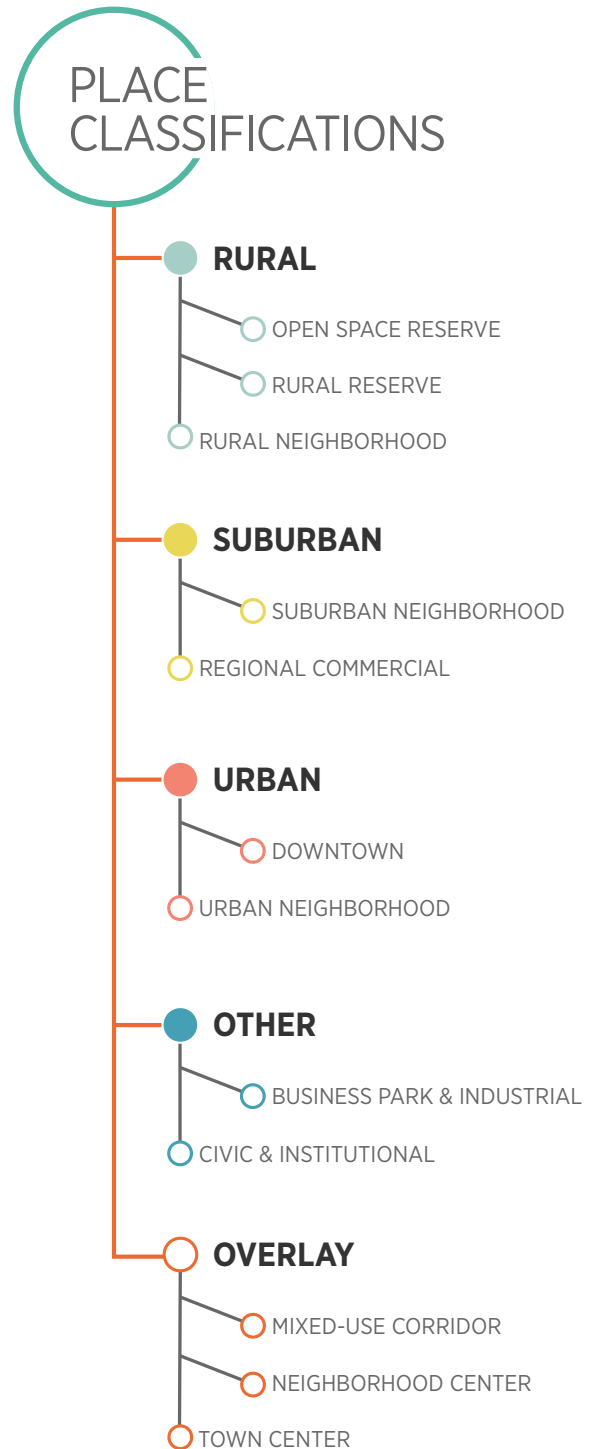
- **Open Space Reserve** (page 36)
- **Rural Reserve** (page 37)
- **Rural Neighborhood** (page 38)

- Suburban Place Classification.** Areas of contemporary development where land uses are dispersed among distinct residential neighborhoods, retail centers, office parks, and industrial uses. While development intensities may vary, suburban places favor segmented land uses with transitions between development types being favored on a parcel-by-parcel basis over the blending of differing uses on a single development site or building. Notwithstanding the description herein, this place classification may also support developments of urban character.

In Las Cruces, the suburban place classification includes the following place types:

- **Suburban Neighborhood** (page 40)
- **Regional Commercial** (page 42)

FIGURE 1.10, PLACE CLASSIFICATIONS AND TYPES



- **Urban Place Classification.** Areas including traditional downtowns and high-density center-city neighborhoods. Urban places blend a wide variety of land uses within individual districts, development sites, and buildings to promote compact development and walkable environments.

In Las Cruces, the urban place classification includes the following place types:

- **Urban Neighborhood** (page 44)
- **Downtown** (page 46)

- **Other Place Types.** Certain types of property such as large business and industrial parks, government and institutional campuses, transportation facilities, extensive public utilities, and parks of a regional scale, are difficult to classify at the place class level. Many of these land uses are addressed by distinct place types beginning on page 48.

In Las Cruces, the other place classification includes the following place types:

- **Business Park and Industrial** (page 48)
- **Civic and Institutional** (page 49)

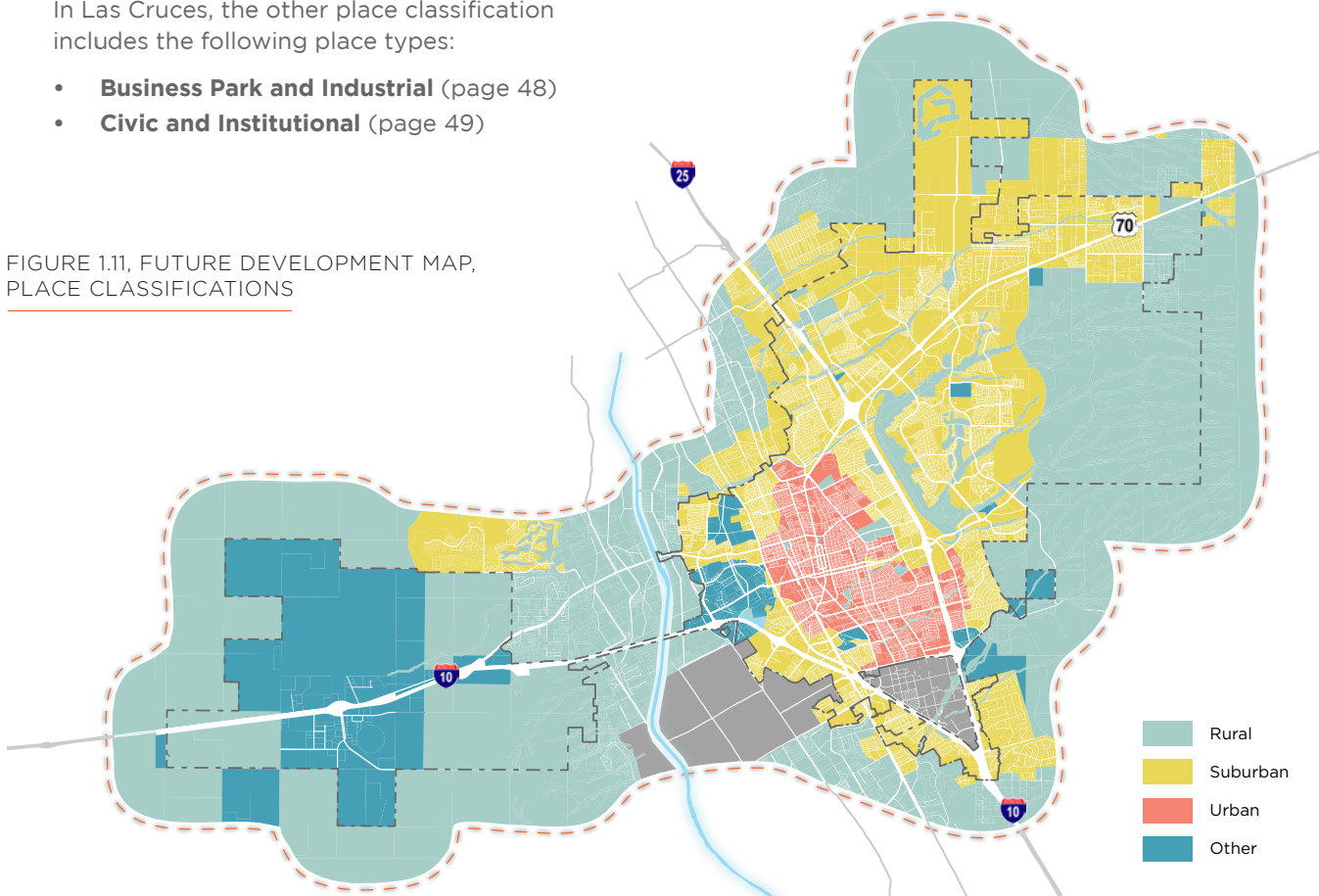
- **Place Type Overlays.** Corridors and nodes which can accommodate urban and mixed use development patterns at varying scales. May serve as activity centers for new development and in areas subject to redevelopment with transitional scale adjacent to pre-existing lower intensity development.

In Las Cruces, the place type overlays include the following:

- **Neighborhood Center** (page 51)
- **Town Center** (page 53)
- **Mixed-use Corridor** (page 55)

The general boundaries of Las Cruces' place classifications are depicted in **Figure 1.11, Future Development Map, Place Classifications**. More detailed place types which align with the place classifications depicted on **Figure 1.11** begin on page 36 and define Las Cruces' preferred future development patterns and policies.

FIGURE 1.11, FUTURE DEVELOPMENT MAP, PLACE CLASSIFICATIONS



## FUTURE DEVELOPMENT MAP

The Elevate Las Cruces Future Development Map(s) (pages 32 - 35) depicts the “preferred” development vision for property within the municipal limits and the City’s ETZ. The City’s intended intensity, character, and mix of land uses for future development is represented by the Future Development Plan’s 12 place types. Corresponding place type descriptions and recommended development patterns are described on pages 36 through 57. **Table 1.2, Future Development Map Place Type Composition**, indicates the percentage of land area within the municipal limits by place type. Overlay place types are excluded from the table because they lack defined boundaries.

### FUTURE GROWTH SCENARIO

The Future Development Map has been prepared to enable the City to absorb projected growth through the year 2045 as determined by the Consensus Growth Scenario (the “Consensus Scenario”). The Consensus Scenario was developed as part of the Elevate Las Cruces comprehensive planning process and seeks to balance the long-term cost of new development to the public with anticipated revenues while lessening the impact of development on natural areas within and surrounding the City (see **Volume III, Scenario Planning Initiative**). **Table 1.3, Consensus Scenario Development Characteristics**, summarizes the volume of residential and non-residential development projected for the Elevate Las Cruces Study Area between 2019 and 2045.

TABLE 1.2, FUTURE DEVELOPMENT MAP PLACE TYPE COMPOSITION

PLACE TYPE	% OF CITY LIMITS
OPEN SPACE RESERVE	17.7%
RURAL RESERVE	2.9%
RURAL NEIGHBORHOOD	5.7%
SUBURBAN NEIGHBORHOOD	30.7%
REGIONAL COMMERCIAL	3.4%
URBAN NEIGHBORHOOD	6.9%
DOWNTOWN	0.4%
BUSINESS PARK/INDUSTRIAL	16.3%
CIVIC/INSTITUTIONAL	5.6%
OTHER (RIGHT-OF-WAY, TRANSIT, RIVER, NMSU)	10.6%

Source: Halff Associates

TABLE 1.3, CONSENSUS SCENARIO DEVELOPMENT CHARACTERISTICS

DEVELOPMENT TYPE	NUMBER (2019-2045)
SINGLE-FAMILY DWELLING UNITS	10,790 ADDITIONAL UNITS
MULTI-FAMILY DWELLING UNITS	5,310 ADDITIONAL UNITS
INDUSTRIAL BUILDING SQUARE FEET	559,000 ADDITIONAL SF
OFFICE BUILDING SQUARE FEET	1,103,000 ADDITIONAL SF
RETAIL BUILDING SQUARE FEET	1,607,000 ADDITIONAL SF
NATURAL AREA CONSUMED	3,643 ADDITIONAL ACRES

Source: City Explained

The distribution of place types on the Future Development Map reflects the key features of the Consensus Scenario including:

- Development is promoted within urban place types and is directed to new centers and corridors within suburban place types.
- Infill is more prevalent in proximity to town centers, mixed-use corridors, and major intersections.
- Future development clusters are located in close proximity to existing City infrastructure.
- Development encroachment into the East Mesa is limited during the 25 year planning period.
- Entitled lots approved by the City prior to the comprehensive planning process absorb a large portion of projected residential development.

TABLE 1.4, URBAN AND SUBURBAN LAND SUPPLY

PLACE CLASSIFICATION	BUILDABLE ACREAGE <sup>1</sup>		BUILDABLE AND SERVICEABLE ACREAGE <sup>2</sup>	
	GROSS BUILDABLE ACREAGE	GROSS BUILDABLE ACREAGE (20+ ACRE TRACTS)	GROSS SERVICEABLE ACREAGE	GROSS SERVICEABLE ACREAGE (20+ ACRE TRACTS)
URBAN PLACE TYPES	186.4	0.0	186.4	0.0
SUBURBAN PLACE TYPES	9,839.4	5,370.7	5,825.0	3,348.6
COMBINED	10,025.8	5,370.7	6,011.4	3,348.6
OTHER (BUSINESS PARK AND INDUSTRIAL)	GROSS BUILDABLE ACREAGE	GROSS BUILDABLE ACREAGE (TRACTS OF 20+ ACRES)	GROSS SERVICEABLE ACREAGE	GROSS SERVICEABLE ACREAGE (TRACTS OF 20+ ACRES)
BUSINESS PARK/ INDUSTRIAL	638.0	330.8	638.0	330.8

Source: Doña Ana County Assessor's Office; City of Las Cruces (Calculations prepared by City Explained and Half Associates)

1. Buildable acreage includes all parcels lacking an improvement value, but excludes parcels containing utility infrastructure.

2. Serviceable acreage refers to "buildable" parcels located within 100 linear feet of public water and waste water utilities.

Translating the Consensus Scenario into a Future Development Map requires due consideration to ensure that adequate land is available to accommodate projected growth. Striking a balance between projected growth and land supply can mitigate affordability concerns as the City commits itself to a policy of managed and targeted growth.

**Table 1.3, Urban and Suburban Land Supply**, provides a summary of gross buildable acreage within the Future Development Map's urban and suburban place types. The figure identifies all gross buildable acreage currently identified as vacant, and all gross buildable acreage contained in tracts of 20 acres or more. The figure also identifies gross buildable acreage that is served by public water and sewer. Consistent with the findings of Elevate Las Cruces' Consensus Scenario, **Table 1.4** illustrates that the supply of land within the City's urban and suburban place types is sufficient to accommodate projected population and residential growth during the 25-year planning period.

## USING THE FUTURE DEVELOPMENT PLAN

### FUTURE DEVELOPMENT MAP INTERPRETATION

Place type boundaries are conceptual – representing “approximate” location. For purposes of development continuity, the City may exercise discretion when determining which place type development parameters should be applied to small parcels that straddle or are directly adjacent to more than one place type. The following guidelines should be considered when interpreting and implementing the Future Development Map and Plan:

- **Fixed Geographic Features.** Place type boundaries that follow defined features such as drainage channels, major roadways, and railroads should be viewed as fixed, and not subject to interpretive adjustment.
- **Large Development Tracts.** Large tracts of land that contain substantial areas within more than one place type should develop according to the parameters of the applicable place type within which each portion of the tract is located.
- **Parcel Remnants.** Small portions of a parcel that encroach into an adjacent place type should develop according to the characteristics of the predominant place type, unless adherence to the characteristics of the secondary area are needed to promote the overall policies of this Plan.

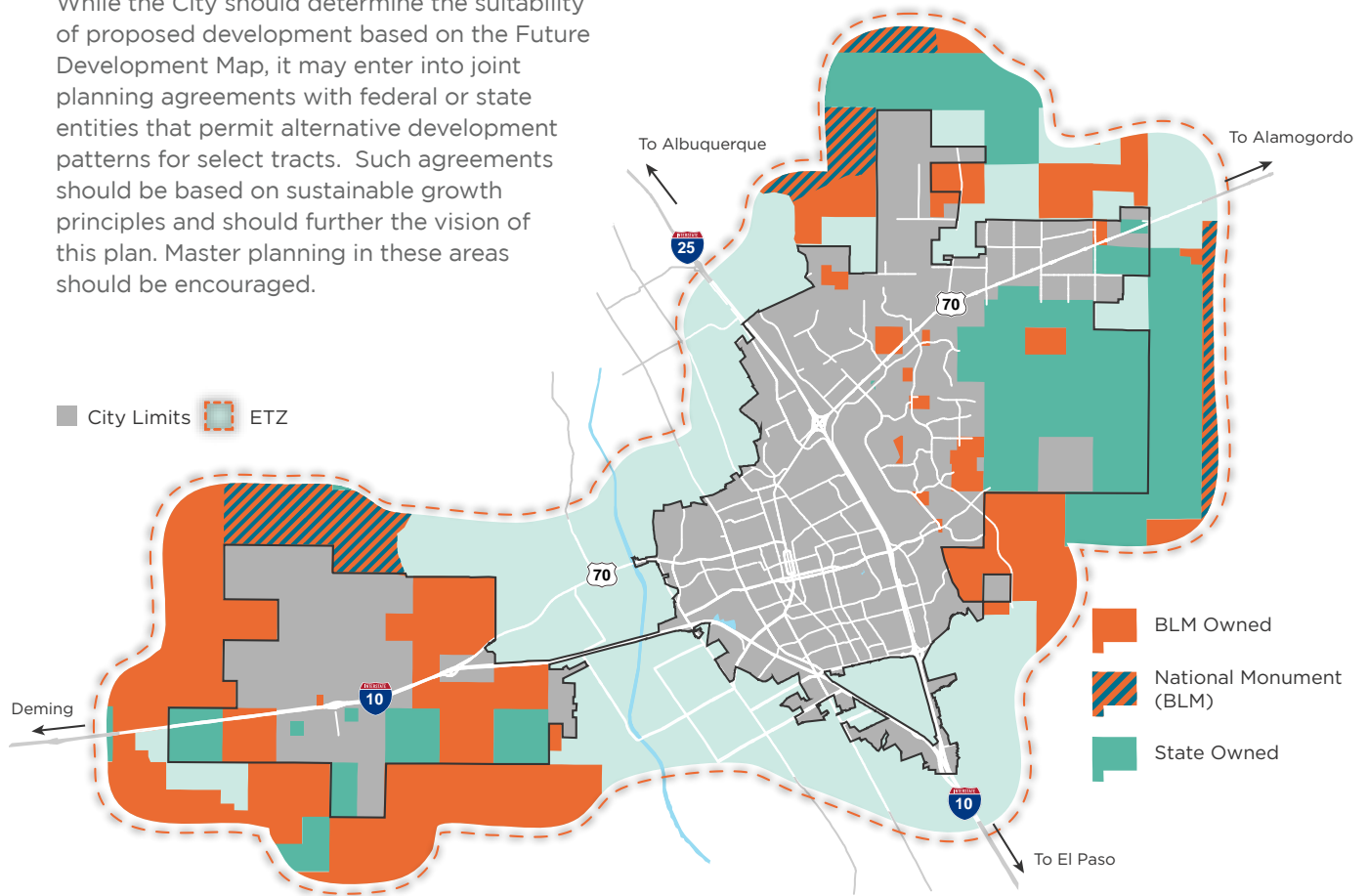


- **Areas of Special Consideration.** Recommended place type development patterns may be adjusted to conform to additional guidance within “Areas of Special Consideration” (see page 58).
- **Federal and State Lands.** Roughly 123,241 acres of federally-owned land administered by the United States Bureau of Land Management, and 46,134 acres of state-owned land administered by the New Mexico State Land Office, lie within the Elevate Las Cruces study area boundaries.

While the City should determine the suitability of proposed development based on the Future Development Map, it may enter into joint planning agreements with federal or state entities that permit alternative development patterns for select tracts. Such agreements should be based on sustainable growth principles and should further the vision of this plan. Master planning in these areas should be encouraged.

- **Place Type Overlays.** The location of neighborhood and town centers is “representative” - meaning that they have been placed in areas that exhibit high development or redevelopment potential or offer access to surrounding residents at roughly one half mile radial intervals. The final location of neighborhood and town centers may vary to meet the overall intent of the Future Development Plan.

FIGURE 1.12, FEDERAL AND STATE LANDS



*“The State Land Office wants to work with communities to develop trust land in keeping with those uses the communities have identified as important to their long-term viability and vision for themselves.”*

The New Mexico State Land Office. (n.d.). Planning and Development, Community Partnership Program. Retrieved from: [http://www.nmstatelands.org/Planning\\_and\\_Development\\_Overview.aspx](http://www.nmstatelands.org/Planning_and_Development_Overview.aspx).

## **DEVELOPMENT APPROPRIATENESS AND COMPATIBILITY**

The applicability of a place type to a specific parcel or tract of land is subject to the interpretation of the Las Cruces Planning and Zoning Commission and City Council. (Note: Adherence to the interpretive guidelines presented in this Plan does not invalidate decision criteria for development cases as provided in the Las Cruces Code of Ordinances and the Las Cruces Land Development Code.) Furthermore, amendments to the Future Development Map should be initiated where the City intends to promote a development pattern contrary to the comprehensive plan.

Future development proposals should be assessed by the City in relation to their **appropriateness** with the applicable place type depicted on the Future Development Map. In addition, consideration must be given to the **compatibility** of a proposed development with pre-existing and proximate land uses in terms of scale, form, aesthetics, site design, trip generation, and environmental/operational impacts (i.e. light, noise, odors, hours of operation, etc.). Las Cruces' elected and appointed officials may therefore consider mitigation measures to increase a development proposal's compatibility with pre-existing development and surrounding conditions when considering an application's consistency with the Future Development Map .

## **ANNEXATION**

The Future Development Map does not prioritize specific areas within the ETZ for future annexation. The Consensus Scenario (from which the Future Development Map is derived) presumes that most projected residential and non-residential growth can be accommodated within the current municipal limits.

Where future annexation is proposed, it should be considered by the City only in conjunction with a detailed development proposal and a fiscal impact analysis to compare estimated **long-term** public revenues and expenditures related to the proposed development. All annexation-related fiscal impact analyses should be commissioned by the City at the expense of the applicant. City-commissioned fiscal impact analyses should be conducted according to a standard methodology developed and endorsed by the City in conjunction with a qualified third party. The City may waive the requirement for a fiscal impact analysis where an annexation is proposed to incorporate land already serviced by City utilities, to improve public health, or to absorb municipally-owned land.

The results of a fiscal impact analysis will be considered by the Planning and Zoning Commission and City Council when assessing an application for annexation, but will not be the only measure for determining whether to approve or deny an annexation request. Appointed and elected officials will also consider at least the following:

- Conformity to the growth patterns and development policies promoted in this Plan and other applicable planning documents adopted by the City;
- Compatibility with pre-existing and proximate land uses;
- Availability of land within the municipal limits that can accommodate the proposed land use without an amendment to the Future Development Map.

## PLACE TYPE DESCRIPTIONS

The Future Development Map(s) (pages 32 - 35) illustrates 12 place types within which certain types of building and site development should be promoted, and/or natural features retained or preserved.

Full descriptions of Las Cruces' place types are found on pages 36 through 57. **Table 1.5, Place Type Attributes**, summarizes the defining features that are described in each place type spread.

TABLE 1.5, PLACE TYPE ATTRIBUTES

ATTRIBUTE	NOTES
DESCRIPTION	BRIEFLY DESCRIBES THE PREFERRED TYPE OF DEVELOPMENT WITHIN THE PLACE TYPE.
REPRESENTATIVE LAND USES	AN ABBREVIATED LIST OF LAND USES MAY BE APPROPRIATE WITHIN THE PLACE TYPE WHEN CONSISTENT WITH RECOMMENDED DEVELOPMENT STRATEGIES. LISTS ARE REPRESENTATIVE ONLY - THE CITY MAY DETERMINE THAT OTHER SIMILAR LAND USES MAY BE COMPATIBLE WITH THE PLACE TYPE DESIGNATION.
REPRESENTATIVE ZONING DISTRICTS	IDENTIFIES EXISTING CITY ZONING DISTRICTS THAT MAY SUPPORT SOME OR ALL REPRESENTATIVE LAND USES. ALTERNATIVELY, NEW ZONING DESIGNATIONS MAY BE REQUIRED TO SUPPORT REPRESENTATIVE PLACE TYPE LAND USES. PRE-EXISTING AND PROPOSED ZONING DISTRICTS SHOULD BE AUGMENTED BY LAND USE REGULATIONS THAT IMPLEMENT PLACE TYPE DEVELOPMENT STRATEGIES.
DEVELOPMENT SCALE	MEASURES SUGGESTING A TARGETED RANGE OF DEVELOPMENT INTENSITY FOR COMMON LAND USES THAT MAY BE EXPECTED WITHIN EACH PLACE TYPE. ACTUAL DEVELOPMENT SCALE MAY VARY ON A CASE-BY-CASE BASIS DEPENDING ON THE PROPOSED USE, BUILDING TYPOLOGY, UNIQUE SITE ATTRIBUTES AND A DEVELOPMENT'S COMPATIBILITY WITH RECOMMENDED PLACE TYPE DEVELOPMENT STRATEGIES.
DEVELOPMENT STRATEGIES	STRATEGIES TO GENERATE DEVELOPMENT THAT CONFORMS TO THE CITY'S SUSTAINABLE (CONSENSUS) GROWTH SCENARIO AND THE ELEVATE LAS CRUCES VISION. THESE STRATEGIES MAY BE APPLIED THROUGH THE MUNICIPAL DEVELOPMENT PROCESS; AMENDMENTS TO MUNICIPAL LAND DEVELOPMENT REGULATIONS AND TECHNICAL MANUALS; AND JOINT-USE AGREEMENTS WITH EXEMPT LOCAL, STATE, AND FEDERAL ENTITIES.

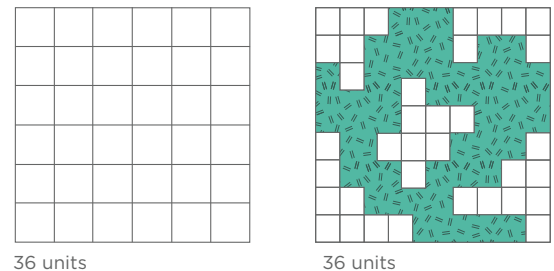
Source: Halff Associates

## DEVELOPMENT SCALE

Measures of development scale presented in this Plan are provided for reference only. Alternative measures may be utilized by the City to implement the vision of Elevate Las Cruces through amendments to the Las Cruces Land Development Code.

**GROSS DENSITY.** Gross density (right) refers to the number of dwelling units on a tract of land divided by the total acreage. Gross density may be identical for developments incorporating different lot sizes where individual parcels are clustered and a percentage of the land is set aside for other uses.

**FLOOR AREA RATIO (FAR).** FAR (below right) is the ratio between a building's total floor area and its site coverage. FAR is calculated by dividing the gross square footage of a building by lot area. FAR is a useful tool in measuring nonresidential and mixed-use development bulk, mass, and scale.



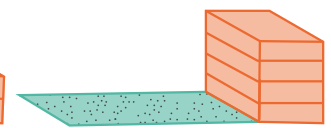
FAR = 1



One Story  
100% of lot built



Two Stories  
50% of lot built



Four Stories  
25% of lot built



# MAP 1.1, FUTURE DEVELOPMENT MAP<sup>1</sup>



## Legend

### Place Types



#### Rural Place Types

-  Open Space Reserve (Within City)
-  Open Space Reserve (Mesas)
-  Open Space Reserve (Arroyos)
-  Rural Reserve
-  Rural Neighborhood



#### Suburban Place Types

-  Suburban Neighborhood
-  Regional Commercial







#### Urban Place Types

-  Downtown
-  Urban Neighborhood

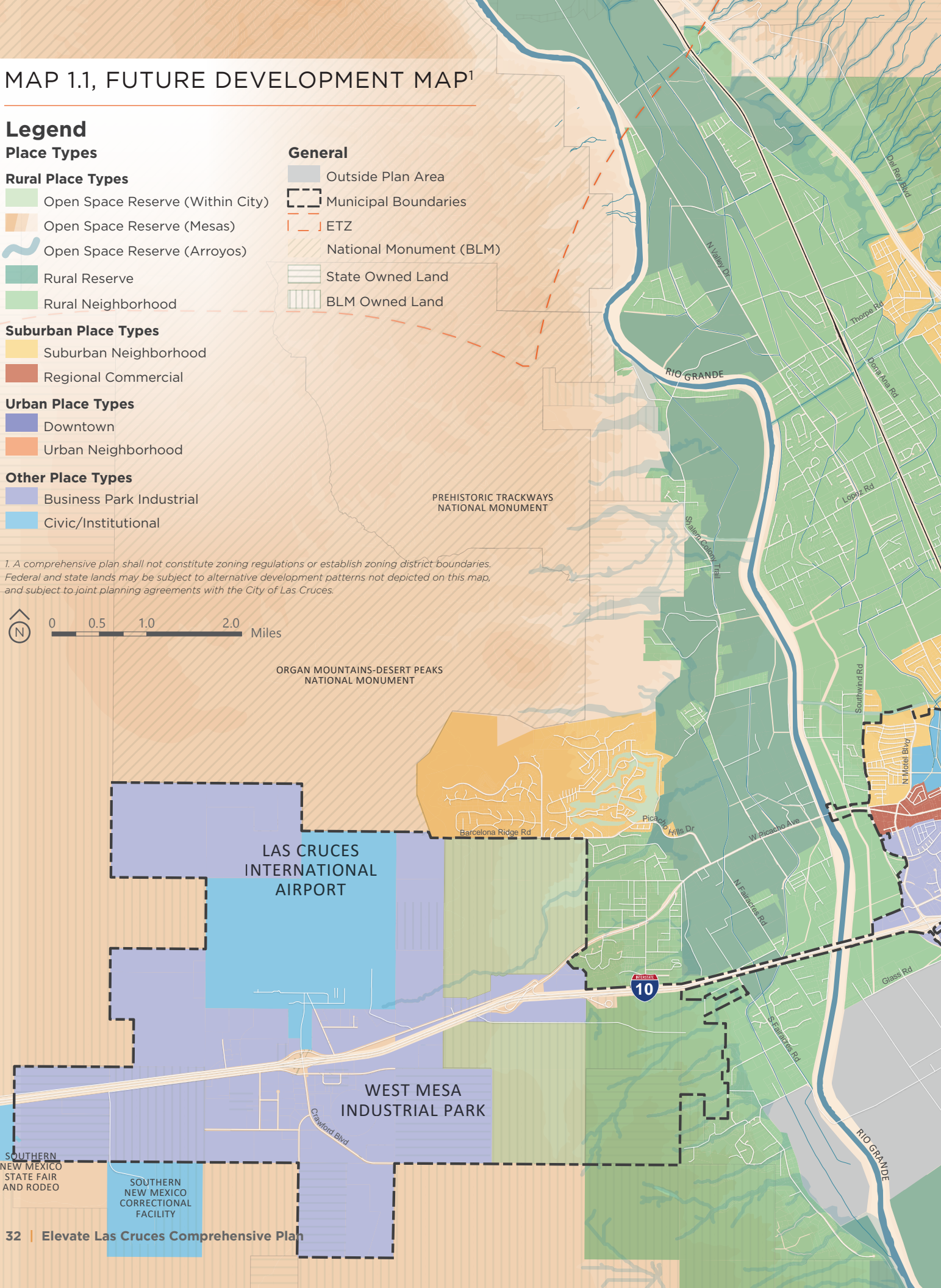
#### Other Place Types

-  Business Park Industrial
-  Civic/Institutional

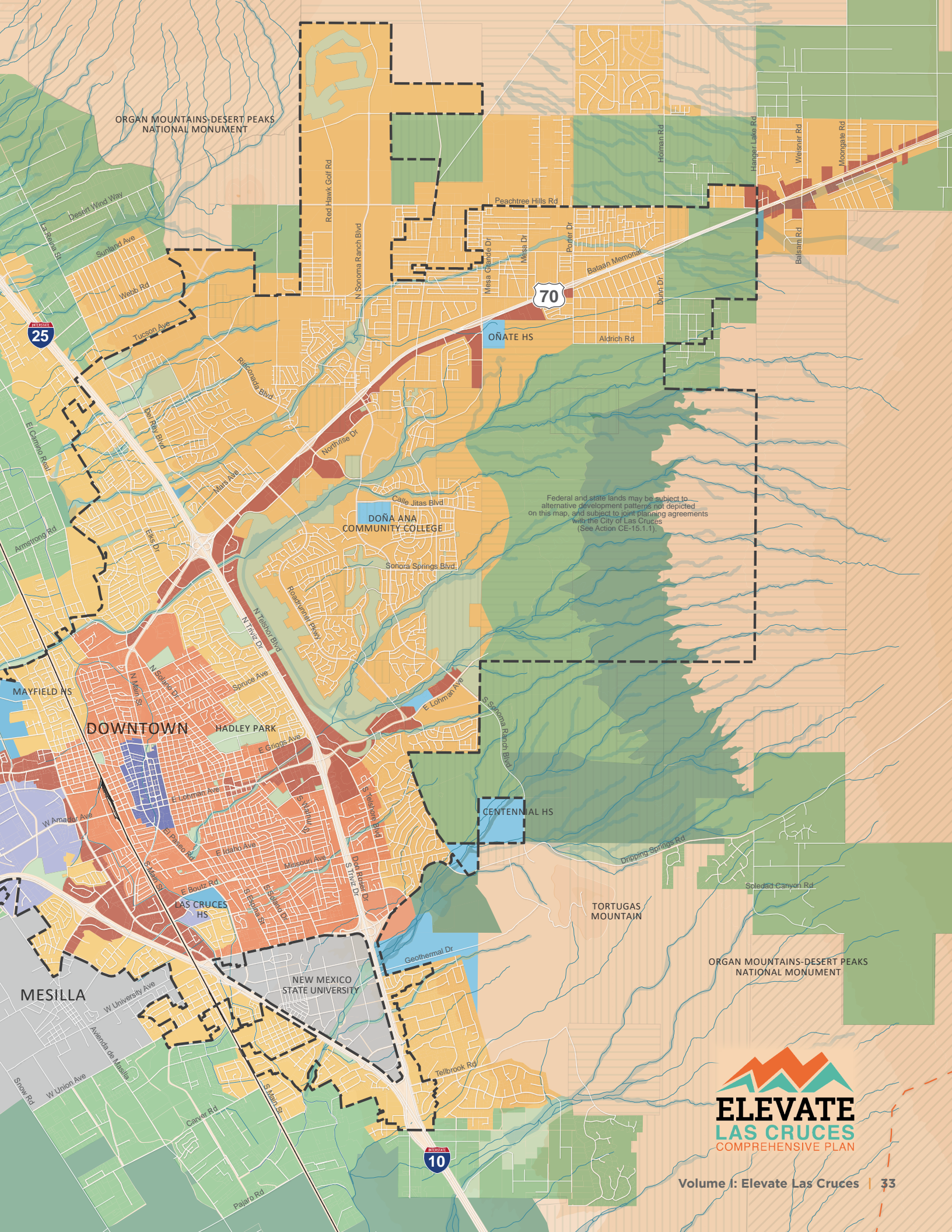
### General

-  Outside Plan Area
-  Municipal Boundaries
-  ETZ
-  National Monument (BLM)
-  State Owned Land
-  BLM Owned Land

1. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries. Federal and state lands may be subject to alternative development patterns not depicted on this map, and subject to joint planning agreements with the City of Las Cruces.







ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT

70

25

OÑATE HS

DOÑA ANA COMMUNITY COLLEGE

Federal and state lands may be subject to alternative development patterns not depicted on this map, and subject to joint planning agreements with the City of Las Cruces (See Action CE-15.1.1).

MAYFIELD HS

DOWNTOWN

HADLEY PARK

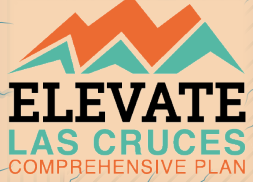
CENTENNIAL HS

MESILLA

NEW MEXICO STATE UNIVERSITY

TORTUGAS MOUNTAIN




ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT





# MAP 1.2, FUTURE DEVELOPMENT MAP, PLACE TYPE OVERLAYS<sup>1</sup>





## Place Type Overlays

-  Neighborhood Center
-  Town Center
-  Mixed-Use Corridor

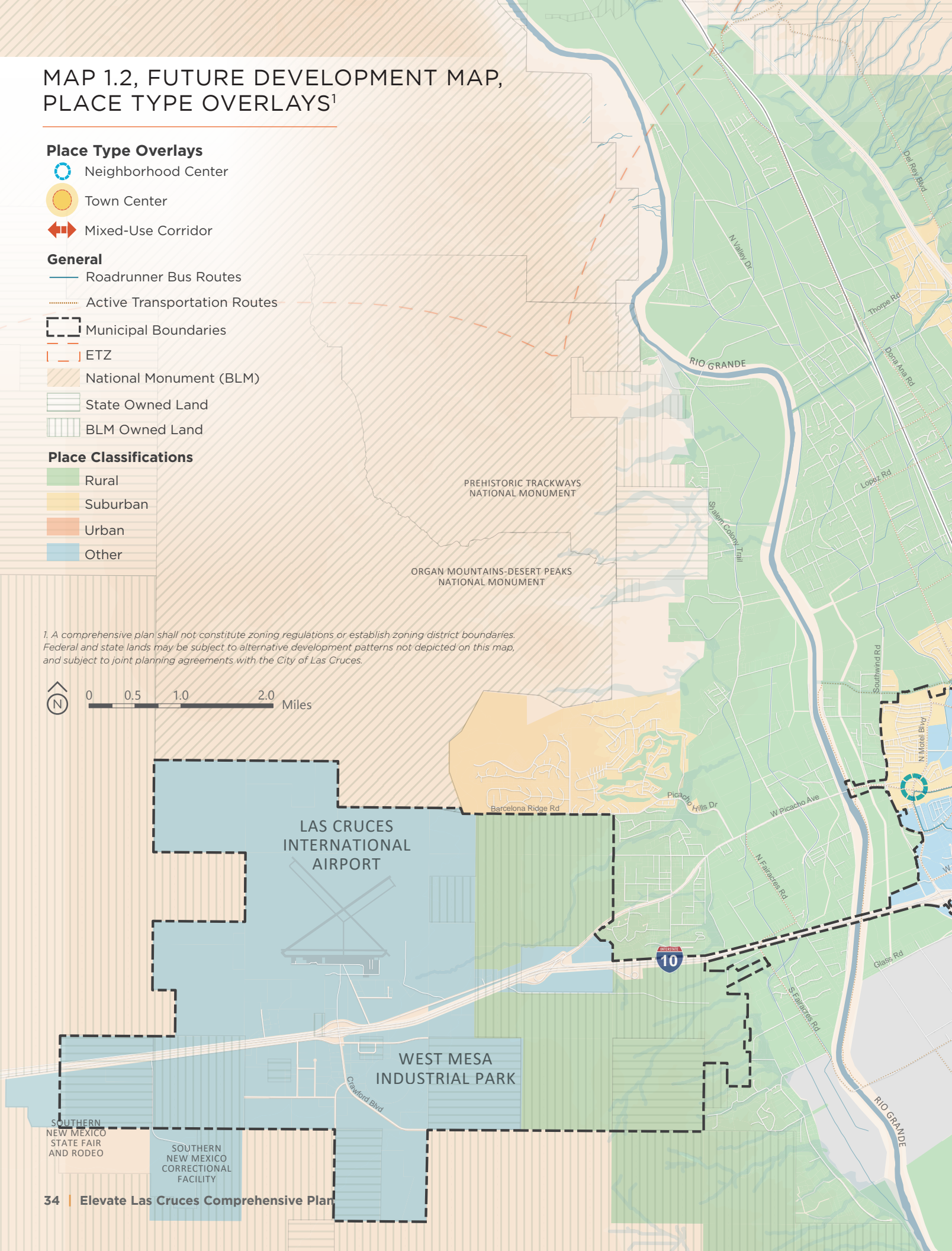
## General

-  Roadrunner Bus Routes
-  Active Transportation Routes
-  Municipal Boundaries
-  ETZ
-  National Monument (BLM)
-  State Owned Land
-  BLM Owned Land

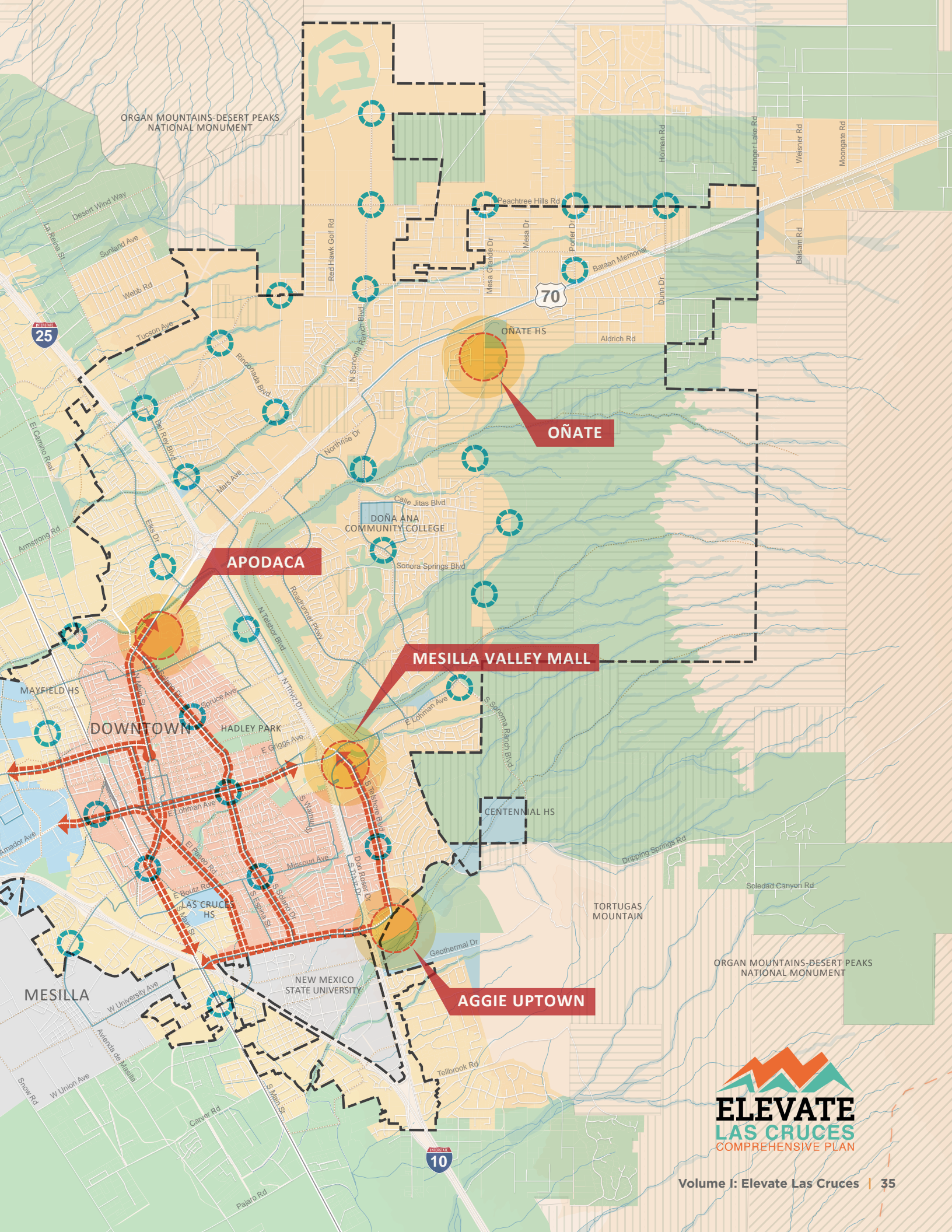
## Place Classifications

-  Rural
-  Suburban
-  Urban
-  Other

1. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries. Federal and state lands may be subject to alternative development patterns not depicted on this map, and subject to joint planning agreements with the City of Las Cruces.







ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT

70

25

10

**OÑATE**

**APODACACA**

**MESILLA VALLEY MALL**

**DOWNTOWN**

**LAS CRUCES HS**

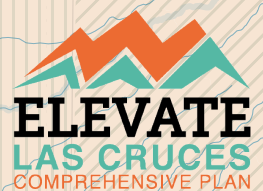
**AGGIE UPTOWN**

DOÑA ANA COMMUNITY COLLEGE

CENTENNIAL HS

TORTUGAS MOUNTAIN

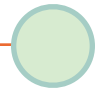
ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT





# OPEN SPACE RESERVE

## RURAL PLACE TYPES



Open Space Reserves encompass land to be maintained in a natural state and to remain primarily undeveloped. This place type includes public property and other areas principally set aside for habitat preservation or passive recreation, including preserves and other open spaces conserved in perpetuity. Open space reserves may include sensitive environmental, natural, cultural, and historic lands, important viewsheds, and linkages to existing preserves, and are generally not needed to accommodate projected population, housing, and employment growth.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	N/A

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Natural areas and general open space.
- Parks and recreation (passive activities).
- Preserves and conserved open space.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- OS-NC, Open Space - Natural/Conservation District
- OS-R, Open Space - Recreation

### DEVELOPMENT STRATEGIES:

#### LAND USES

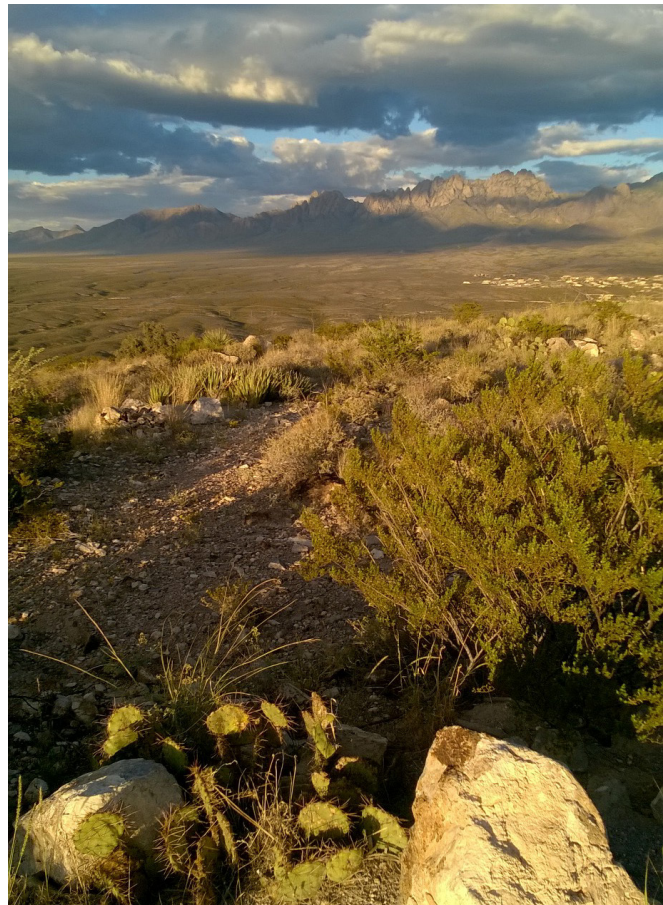
- Purchase property or development rights to assemble and consolidate substantial areas of land for public open space.
- Provide facilities to support public access to open space lands for passive recreation, education, and research.

#### SITE FEATURES

- Limit buildings and structures to those that are accessory to passive outdoor recreation and habitat preservation activities.
- Minimize outdoor lighting and limit lighting fixtures to those that are dark-sky compliant.

#### BUILDING DESIGN

- Design structures of limited size, and that blend with the surrounding natural landscape.



# RURAL RESERVE

## RURAL PLACE TYPES



Rural Reserves include a mix of land uses such as farming, ranching, and other agriculture related services; supporting farmsteads; resource extraction activities; and, limited residential estate or cluster development. Large areas within this place type are reserved for resource management while the expectation of suburban or urban development is limited, and the future provision of supporting urban infrastructure is not projected.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	RURAL LOT: <0.2 DU/ACRE
FLOOR-AREA RATIO	N/A

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Agricultural or ranch lands
- Natural areas and general open space
- Preserves and conserved open space
- Single-family dwellings (detached)
- Resource extraction

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- OS-NC, Open Space – Natural/Conservation District
- OS-R, Open Space – Recreation
- Single-family rural residential districts (various)

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Locate residences in a manner that does not disrupt the economic viability of existing agricultural or resource extraction operations.
- Permit facilities and services that support agricultural and resource extraction operations.
- Locate new or expanding mining and similar resource extraction activities away from residential land uses and areas of protected open space.
- Provide access to agricultural and resource extraction operations via designated routes that minimize impacts to residential land uses and areas of protected open space.
- Incorporate open space dedication provisions into land development regulations to protect sensitive environmental features and weave open space lands into developing areas of the City.

#### SITE FEATURES

- Promote cluster development techniques for residential land uses to maximize land conservation.
- Mitigate stormwater impacts through green street design.
- Avoid development within 100-year floodplains and arroyos.

#### BUILDING DESIGN

- Construct residential buildings that blend with the surrounding landscape by incorporating scale, form, materials, and color that is complementary to the area.
- Minimize outdoor lighting and limit lighting fixtures to those that are dark-sky compliant.



# RURAL NEIGHBORHOOD

## RURAL PLACE TYPES



Rural Neighborhoods provide for low-density residential and limited agricultural land uses including ranchettes, themed subdivisions, large-lot single family subdivisions, and conservation subdivisions. Large areas within this place type are reserved for preserves and conserved open space that is woven within developed areas, and the expectation of suburban or urban development is limited.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	SF LARGE LOT: 1-2 DU/ACRE SF ESTATE: 0.2-1 DU/ACRE
FLOOR-AREA RATIO	N/A

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family residential (detached).
- Limited commercial services.
- Natural areas and general open space.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family rural residential districts
- OS-NC, Open Space - Natural/Conservation District
- C-1, Commercial Low Intensity

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Promote cluster development techniques for residential development.
- Provide a continuous system of open space throughout new development.
- Allow small-scale hobby farms and ranchettes that are accessories to the residential dwelling units.
- Limit the scale and intensity of commercial services and places of assembly to those that meet the needs of the surrounding population.
- Place non-residential uses along uninterrupted arterial thoroughfares or at highway intersections.

- Build structures such as barns, pens, sheds, etc. that support agricultural uses away from property lines to minimize nuisances.
- Minimize grading activity and design new development in a manner that best utilizes existing topography.
- Mitigate stormwater impacts through green street design.
- Avoid development within 100-year floodplains and arroyos.

#### SITE FEATURES

- Limit extensions of public water and sewer infrastructure to that necessary to serve small-scale nodes of development proximate to suburban place types.
- Promote conservation subdivision development that incorporates low-impact design and clustered lot arrangements to preserve environmentally sensitive features and other open space.

#### BUILDING DESIGN

- Construct buildings that blend with the surrounding landscape by incorporating scale, form, materials, and color that is complementary to the area.
- Minimize outdoor lighting and limit lighting fixtures to those that are dark-sky compliant.

# REPRESENTATIVE IMAGERY (MAY INCLUDE LOCAL AND NON-LOCAL IMAGES)



## RURAL PLACE TYPES



*Conservation subdivision (Rural Neighborhood)*



*Natural lands (Open Space Reserve)*



*Ranchette (Rural Reserve)*



*Arroyo (Open Space Reserve)*

# SUBURBAN NEIGHBORHOOD

## SUBURBAN PLACE TYPES



Suburban Neighborhoods provide for low-to-moderate density residential land uses intermixed with areas of commercial development. Predominant land uses include single-family and multi-family development, retail and office uses, and other ancillary institutional and public uses such as schools, parks, and places of worship.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	SF: 4-12 DU/ACRE MF: 15-30 DU/ACRE
FLOOR-AREA RATIO	0.2 - 0.5 FAR

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family residential (detached and attached).
- Multi-family residential.
- Commercial services.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family urban residential zoning districts (various)
- Multi-family residential zoning districts (various)

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Provide a diversity of residential building types, lot sizes, density ranges, and architectural styles.
- Provide transitions between developments with residential lots and buildings of varying size, heights, and scale.
- Distribute areas of multi-family development to promote mixed-residential neighborhoods.
- Locate multi-family development near employment, activity centers, transit, and trail corridors.
- Reserve land for parks, schools, churches, and other civic and institutional uses; and, distribute to provide vehicular access via major thoroughfares, and pedestrian access from residential areas within 1/4-mile walksheds.
- Allow commercial development nodes of varying scale depending on thoroughfare classification, level of street interconnectivity, and compatibility with the scale of surrounding land uses.
- Allow for centers of employment along major corridors.

- Locate uses that generate high traffic volumes along major thoroughfares.
- Concentrate commercial land uses around intersections and avoid corridor commercial development patterns.
- Provide a continuous system of natural and recreational open space throughout new development subject to appropriate zoning categories.
- Use arroyos and other open spaces to assist in transitions between developments of differing land uses and scale.

#### SITE FEATURES

- Use landscaped areas, pedestrian walkways, and buffers to divide large parking lots into smaller areas.
- Promote shallow setbacks at intersections and locate parking areas behind front building lines.
- Arrange multi-building developments so that some buildings frame the street.
- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.



## SUBURBAN NEIGHBORHOOD (CONT).

### SUBURBAN PLACE TYPES



- Mitigate stormwater impacts through green street design and apply similar design principles to parking areas and other expanses of large impervious surfaces.
- Minimize grading activity and design new development in a manner that best utilizes existing topography.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Provide pedestrian facility connectivity between the street, parking areas, public gathering spaces, and buildings within multi-building and multi-unit developments.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curbs-cuts, cross-access easements, and driveway throat length.
- Provide a system of interconnected streets that provides maximum accessibility between developments and to community destinations.
- Preserve major thoroughfare corridors through multi-building development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.

- Utilize local construction materials and methods that are characteristic of the area for landscape structures such as retaining walls, screening, monument signage, etc.

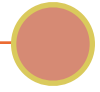
#### **BUILDING DESIGN**

- Design new structures in a manner that complement the height, scale, and massing of adjacent development and that provide appropriate transitions between different development types.
- Construct building facades that face the street, parking areas, or public gathering spaces using a mix of brick, stucco, stone, or comparable masonry materials.
- Require uniform building design and signage in lieu of corporate architecture for multi-building or multi-unit developments, including out-parcels.
- Incorporate building form elements such as facade and roofline articulation, access, fenestration, and variable building materials, to provide visual interest.
- Screen air conditioning units and other utility appurtenances from public view in commercial and high-density residential areas.
- Screen drive-thru facilities in a manner that mitigates visual impacts from the street and adjacent residential areas.



# REGIONAL COMMERCIAL

## SUBURBAN PLACE TYPES



Regional Commercial areas are defined by large retail and professional service uses, often located in multi-tenant shopping centers and office buildings, as well as hotels, restaurants, and other services. Regional Commercial land uses are of a scale and character to serve as a city wide and regional draw.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	0.2 - 0.5 FAR

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- General retail sales and services.
- Shopping centers.
- Professional offices.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Commercial zoning districts (various)
- O-2 Office, professional - limited retail service

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Transition non-residential land uses and development scale from residential areas based on potential building size, trip generation, and anticipated hours of operation.
- Provide a separation between outdoor supply and sales and surrounding residential areas.
- Within transitional areas, permit upper story dwelling units to be incorporated into retail and professional office buildings.
- Permit master planned redevelopment that generates pedestrian-friendly mixed-use (residential and non-residential) development on repurposed commercial sites.

#### SITE FEATURES

- Require retail, restaurant, and other commercial service establishments to take principal access from arterial thoroughfares.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.

- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Incorporate significant landscape areas of water-wise plantings along site frontages, within parking areas, and adjacent to public gathering areas.
- Arrange multi-building developments so that some buildings frame the street.
- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Mitigate stormwater and other environmental impacts through green infrastructure design including xeriscaping and bioretention features.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross-access easements, and driveway throat length.

## REGIONAL COMMERCIAL (CONT.)

### SUBURBAN PLACE TYPES

- Utilize local construction materials and methods that are characteristic of the area for landscape structures such as retaining walls, screening, monument signage, etc.

#### BUILDING DESIGN

- Apply a uniform architectural style to buildings (including out-parcels), and uniform design to signage, landscaping and other site features.
- Construct building facades that face the street, parking areas, or public gathering spaces using a mix of brick, stucco, stone, or comparable masonry materials.

- Incorporate building form elements such as facade and roofline articulation, access, fenestration, and variable building materials, to provide visual interest.
- Design non-residential buildings that abut residential areas to be designed to a scale and style that mimics the quality and character of adjacent residences.
- Screen air conditioning units and other utility appurtenances from public view in commercial and high-density residential areas.
- Screen drive-thru facilities in a manner that mitigates visual impacts from the street and adjacent residential areas.

## REPRESENTATIVE IMAGERY (MAY INCLUDE LOCAL AND NON-LOCAL IMAGES)

### SUBURBAN PLACE TYPES



Strip center commercial (Regional Commercial)



Single-family residential (Suburban Neighborhood)

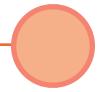


Supporting public facilities (Suburban Neighborhood)



# URBAN NEIGHBORHOOD

## URBAN PLACE TYPES



Urban Neighborhoods include a variety of residential housing types at medium-to-high densities and areas of supporting neighborhood commercial development. The place type includes single-family and multi-family dwelling types, neighborhood retail and office uses and contains many of the City’s established neighborhoods and historic residential areas closer to center city. This place type also supports live-work units.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	SF: 8-15 DU/ACRE MF: 15-30 DU/ACRE
FLOOR-AREA RATIO	0.4 - 1.2 FAR

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family residential (detached and attached).
- Multi-family residential.
- Commercial services.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single-family urban residential zoning districts
- PUD, Planned Unit Development
- Form-based zoning districts

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Permit a diverse mix of single-family detached housing types including variations in lot sizes, build-to lines, and other spatial characteristics.
- Promote higher development intensities along major thoroughfares, especially those with transit service.
- Incorporate small-scale commercial uses or mixed-use buildings on major thoroughfares.
- Limit drive-through and other auto-oriented uses to arterial roadways
- Provide transitions in development scale between the major thoroughfare and surrounding neighborhoods.
- Transition between land uses at intersecting streets and alleys and avoid incompatible uses facing each other.
- Place institutional facilities such as places of assembly, schools, and community buildings on urban street types allowing for walkability.
- Incorporate neighborhood/civic parks to provide access from all residential areas within a 1/4-mile walkshed.
- Increase opportunities for adaptive re-use for residential structures including live-work.



## URBAN NEIGHBORHOOD (CONT.)

### URBAN PLACE TYPES

#### SITE FEATURES

- Maintain historic lot and block sizes where appropriate.
- Provide shallow building setbacks using build-to zones and wide active roadside areas to support pedestrian activity.
- Conceal non-residential and multi-family parking areas behind building facades.
- Design roadways with large active roadsides for pedestrian activity.
- Maintain and promote street grid interconnectivity and small block sizes.
- Provide a functional system of public or private alleys and promote shared access to reduce curb cuts on the street and access shared parking.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.



*Multi-family development in downtown Las Cruces is limited.*

- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.

#### BUILDING DESIGN

- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Replicate historic building styles and features where applicable.
- Promote building (height) to thoroughfare (width) ratios of 1:1 and 1:2 as measured from the building façade.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.

# DOWNTOWN

## URBAN PLACE TYPES



Downtown includes a mix of residential and non-residential land uses that are associated with a thriving and vibrant central business district. The place type supports institutional, cultural, employment, shopping, and entertainment uses while also providing high-density residential living options to create an energized environment to live, work, and play.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	1.0 - 2.0+ FAR

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Residential uses.
- Civic uses.
- Commercial, lodging, and retail uses.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- The Downtown Development Code supports all representative Downtown place types.

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Permit civic, commercial (including professional office space), lodging, recreational, residential, and retail land uses per the Downtown Development Code.
- Construct mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses.

#### SITE FEATURES

- Maintain and promote street grid interconnectivity.
- Design roadways with large active roadsides for pedestrian activity.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Provide a functional system of alleys.
- Conceal parking areas behind buildings and within structures.
- Amend the Downtown Master Plan to identify areas where land can be banked for the development of additional small-scale green spaces for social and recreational use.

#### BUILDING DESIGN

- Adhere to the building specifications and architectural standards provided in the Downtown Development Code.
- Line streets and other public spaces with building facades that incorporate windows, and architectural features for visual interest.
- Incorporate shop front frontage for all ground floor retail uses.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.



# REPRESENTATIVE IMAGERY (MAY INCLUDE LOCAL AND NON-LOCAL IMAGES)

## URBAN PLACE TYPES



*Signature gathering spaces (Downtown)*



*Multi-family residential (Urban Neighborhood)*



*Duplexes (Urban Neighborhood)*



*Main Street (Downtown)*

# BUSINESS PARK & INDUSTRIAL

## OTHER PLACE TYPES



Business Park and Industrial areas are reserved for concentrations of warehousing, trade, transportation, research and development, manufacturing, and industrial uses. This place type allows for the development of supporting infrastructure for freight traffic, water and sewer services needs.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	N/A

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Manufacturing.
- Wholesale trade.
- Transportation and warehousing.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Industrial zoning districts (various)
- C-3, Commercial high-intensity

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Transition non-residential land uses and development scale from residential areas based on potential building size, trip generation, and anticipated hours of operation.
- Locate industrial/warehousing land uses in the West Mesa Industrial Area and in other areas not directly adjacent to neighborhoods, and that can be accessed directly from freeways or major arterial thoroughfares.
- Locate industrial and warehousing land uses away from sensitive environmental areas.

#### SITE FEATURES

- Minimize development within 100-year floodplains or arroyos and utilize green infrastructure and site design practices.
- Mitigate stormwater and other environmental impacts through green infrastructure design including xeriscaping, bioretention features, and increasing tree canopy.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Provide primary vehicular access points from major thoroughfares.

- Incorporate landscape areas of water-wise plantings along site frontages, within parking areas, and adjacent to public gathering areas.
- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Maximize tree cover along pedestrian corridors.
- Design public streets with ample median and parkway widths to provide visual and physical separation between large vehicles and pedestrians.
- Manage vehicular access to and between multi-building and multi-unit developments through consolidated curb-cuts, cross-access easements, and driveway throat length.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.

#### BUILDING DESIGN

- Incorporate high quality architectural design for building facades that can be viewed from the street right-of-way or other public spaces.

# CIVIC & INSTITUTIONAL

## OTHER PLACE TYPES



The Civic and Institutional place type is defined by large public or private facilities and complexes. Large tracts of land may support high schools, campuses, colleges, hospitals, convention centers, libraries, and government buildings.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	N/A

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Public administration and other civic uses.
- Educational services.
- Places of assembly.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Commercial zoning districts (various)
- Office zoning districts (various)

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Locate arenas, stadiums, event centers, and other similar large-scale facilities for public assembly away from single-family residential neighborhoods.

#### SITE FEATURES

- Minimize development within 100-year floodplains or arroyos and mitigate using green infrastructure and site design practices.
- Mitigate stormwater and other environmental impacts through green infrastructure design including xeriscaping and bioretention features.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, adjacent development and neighborhoods, and all on-site facilities.
- Incorporate significant landscape areas of water-wise plantings along site frontages, within parking areas, and adjacent to public gathering areas.
- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.

- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Design public streets with ample median and parkway widths to provide visual and physical separation between large vehicles and pedestrians.
- Provide primary vehicular access points from major thoroughfares.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross-access easements, and driveway throat length.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.
- Incorporate variations in building scale to provide a transition between adjacent low-density development.
- Cluster campus buildings where possible to reserve land as common area and general open space.

#### BUILDING DESIGN

- Apply a uniform architectural style to buildings, and uniform design to signage, landscaping and other site features.



**REPRESENTATIVE IMAGERY** (MAY INCLUDE LOCAL AND NON-LOCAL IMAGES)

**OTHER PLACE TYPES**



*Transportation Facilities (Business Park & Industrial)*



*Educational facilities (Civic & Institutional)*



*Manufacturing (Business Park & Industrial)*



*Civic Buildings (Civic & Institutional)*

# NEIGHBORHOOD CENTER

## OVERLAY PLACE TYPES



Neighborhood Centers include a mix of residential and non-residential land uses that provide nodes of community activity for surrounding residential neighborhoods. These walkable activity centers provide local employment, shopping, and entertainment opportunities and provide for a diverse mix of residential living options. Neighborhood Centers are located at key neighborhood intersections and provide a transition between single-family residential neighborhoods and areas of higher development intensity.

### DEVELOPMENT INTENSITY:

GROSS DENSITY	SF: 8-15 DU/ACRE MF: 15-30 DU/ACRE
FLOOR-AREA RATIO	0.4 - 1.5 FAR

*For descriptive purposes. See Table 1.5, Page 31.*

### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single and multi-family residential.
- Commercial services.
- Community buildings and facilities.

### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- PUD, Planned Unit Development
- Downtown Development Code

### DEVELOPMENT STRATEGIES:

#### LAND USES

- Create a development character that mixes land uses within individual parcels and buildings.
- Construct mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses near major intersections.
- Construct transitional high-density residential development along roadways that provide access to lower-density single-family development.
- Limit land uses that are dependent on outdoor display and sales or drive-through facilities.
- Incorporate civic parks for public gathering and relaxation.
- Allow for centers of employment along major corridors.

#### SITE FEATURES

- Provide transitions in development scale between the major thoroughfare and surrounding neighborhoods.
- Provide shallow building setbacks using build-to zones and wide active roadside areas to support pedestrian activity.
- Design projects to facilitate walking or biking to jobs, shopping, entertainment, and recreation.
- Provide an interconnected street grid between major thoroughfares and adjacent developments and neighborhoods.
- Create and maintain small block sizes.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking.
- Conceal parking areas behind buildings or within structures.

## NEIGHBORHOOD CENTER (CONT.)

### OVERLAY PLACE TYPES



*Neighborhood centers provide limited commercial services to residents of adjacent residential areas.*

- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating active roadside features.
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.
- As applicable, incorporate trailhead and transit-supporting features to encourage multiple travel options.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Promote building (height) to thoroughfare (width) ratios of 1:2 to 1:3 as measured from the building façade.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.

#### **BUILDING DESIGN**

- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.



## TOWN CENTER

### OVERLAY PLACE TYPES



Town Centers include a mix of residential and non-residential land uses that collectively create a vibrant and walkable activity center. Town Centers support institutional, cultural, employment, shopping, and entertainment uses while also providing high-density residential living options to create an energized environment to live, work, and play.

#### DEVELOPMENT INTENSITY:

GROSS DENSITY	N/A
FLOOR-AREA RATIO	1.0 - 2.0+ FAR

*For descriptive purposes. See Table 1.5, Page 31.*

#### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single and multi-family residential.
- Commercial services.
- Professional office.

#### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- PUD, Planned Unit Development
- Downtown Development Code

#### DEVELOPMENT STRATEGIES:

##### LAND USES

- Create a development character that mixes land uses within individual parcels and buildings.
- Construct mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses near major intersections.
- Construct transitional high-density residential development along roadways that provide access to lower-density single-family development and can accommodate transit.
- Limit land uses that are dependent on outdoor display and sales or drive-through facilities.
- Incorporate civic parks for public gathering and relaxation.
- Allow for centers of employment along major corridors.

##### SITE FEATURES

- Provide transitions in development scale between the major thoroughfare and surrounding neighborhoods.
- Provide shallow building setbacks using build-to zones and wide active roadside areas to support pedestrian activity.
- Design projects to facilitate walking or biking to jobs, shopping, entertainment, and recreation.
- Provide an interconnected street grid between major thoroughfares and adjacent developments and neighborhoods.
- Create and maintain small block sizes.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking.
- Conceal parking areas behind buildings and within structures.

## TOWN CENTER (CONT.)

### OVERLAY PLACE TYPES

- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating active roadside features.
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.
- As applicable, incorporate trailhead and transit-supporting features to encourage multiple travel options.



### BUILDING DESIGN

- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Promote building (height) to thoroughfare (width) ratios of 1:2 to 1:3 as measured from the building facade.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.

*Town Centers include a mix of residential and non-residential land uses that collectively create a vibrant and walkable activity center.*

## MIXED-USE CORRIDOR

### OVERLAY PLACE TYPES



Mixed-Use Corridors support a mix of residential and non-residential land uses along roadway or trail corridors. The place type mimics the built environment of a central business district or other mixed-use activity center by combining residential and non-residential land uses within buildings or on shared parcels but arranges such uses in a linear manner along established thoroughfares.

#### DEVELOPMENT INTENSITY:

GROSS DENSITY	SF: 8-15 DU/ACRE MF: 15-30 DU/ACRE
FLOOR-AREA RATIO	0.4 - 1.5 FAR

*For descriptive purposes. See Table 1.5, Page 31.*

#### REPRESENTATIVE LAND USES: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- Single and multi-family residential.
- Commercial services.
- Professional office.

#### REPRESENTATIVE ZONING DISTRICTS: (LIST NOT EXCLUSIVE. SEE TABLE 1.5, PAGE 31)

- PUD, Planned Unit Development
- Downtown Development Code
- UD, University District Overlay

#### DEVELOPMENT STRATEGIES:

##### LAND USES

- Create a development character that mixes land uses within individual parcels and buildings.
- Construct mixed-use buildings with upper-floor residential and ground floor flex space for residential and non-residential uses near major intersections.
- Construct transitional high-density residential development along roadways that provide access to lower-density single-family development.
- Incorporate civic parks for public gathering and relaxation.

##### SITE FEATURES

- Provide transitions in development scale between the major thoroughfare and surrounding neighborhoods.
- Provide shallow building setbacks using build-to zones and wide active roadside areas to support pedestrian activity.
- Design projects to facilitate walking or biking to jobs, shopping, entertainment, and recreation.

- Modify existing roadway frontages to provide wide active roadside areas for pedestrian activity.
- Locate building and site features to maintain and promote the connectivity of intersecting streets.
- Provide an interconnected street grid between major thoroughfares and adjacent developments and neighborhoods.
- Create and maintain small block sizes.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking.
- Conceal parking areas behind buildings and within structures.
- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.



## MIXED-USE CORRIDOR (CONT.)

### OVERLAY PLACE TYPES



- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating active roadside features.
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.
- As applicable, incorporate trailhead and transit-supporting features to encourage multiple travel options.
- Orient buildings to provide direct pedestrian access from street-facing facades.
- Promote building (height) to thoroughfare (width) ratios of 1:2 to 1:3 as measured from the building façade.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.

### BUILDING DESIGN

- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.



*Many Mixed Use Corridor transitions incorporate new street features such as on-street parking, landscaping, lighting, and more to compliment private investment on adjacent parcels.*



# REPRESENTATIVE IMAGERY (MAY INCLUDE LOCAL AND NON-LOCAL IMAGES)

## OVERLAY PLACE TYPES



Mixed-use retail and office (Town Center)



Retail corridor (Mixed-Use Corridor)



Higher-density residential (Town Center)



Mixed residential (Neighborhood Center)



## AREAS OF SPECIAL CONSIDERATION

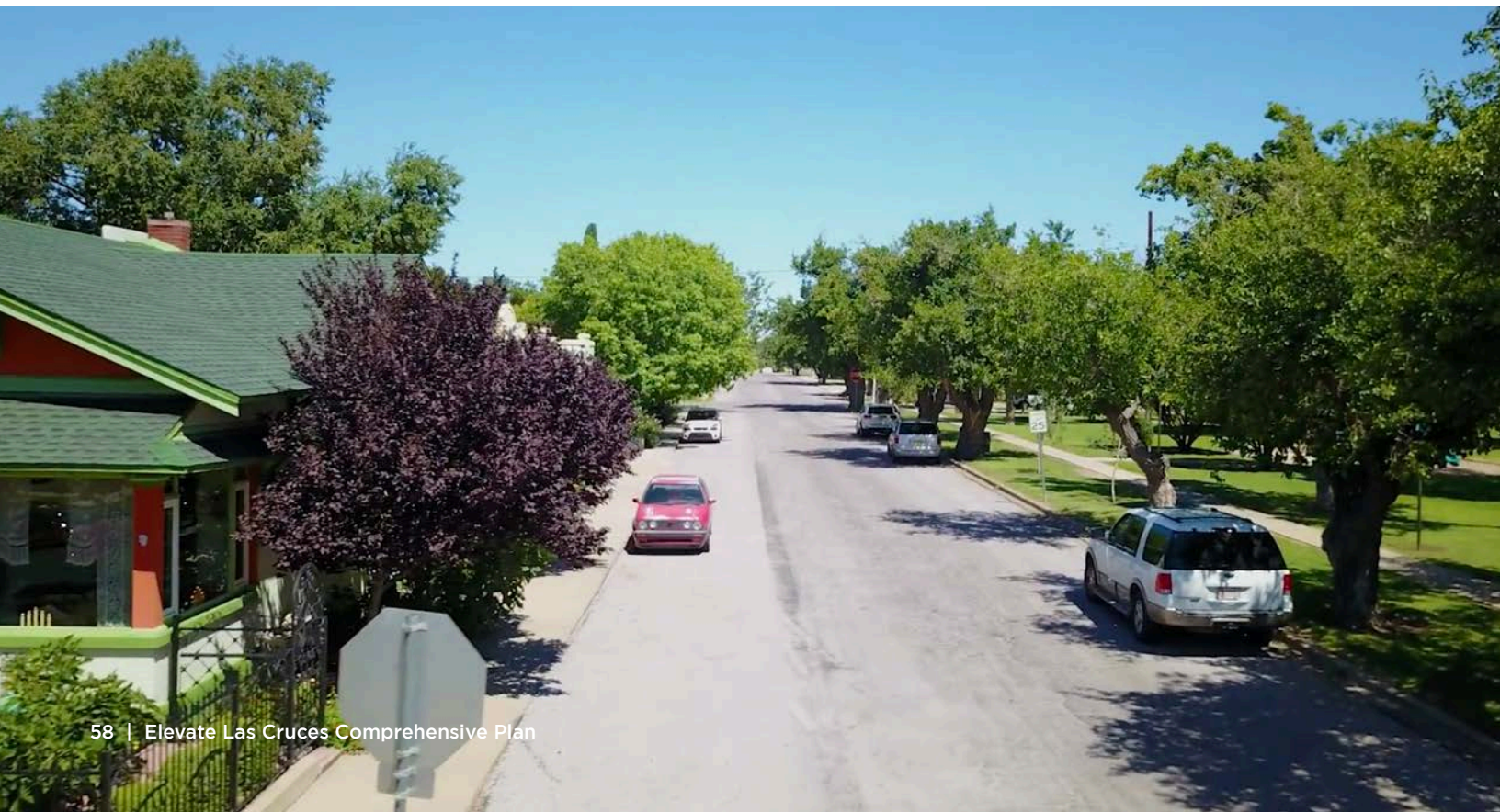
The interpretation and application of the Future Development Map may vary on a case-by-case basis due to the unique attributes of each parcel, the characteristics of surrounding areas, and the condition or capacity of public infrastructure and services. Although discretion is required when determining the appropriateness of a development proposal on all property within the Las Cruces municipal limits and ETZ, there exist specific “areas of special consideration” where built or natural conditions may alter how future development incorporates place type development parameters.

Areas of special consideration in Las Cruces include but are not limited to those listed below (which are depicted on **Map 1.3, Areas of Special Consideration**, see page 60 and 61).

### AREAS OF SIGNIFICANT NATURAL OR CULTURAL RESOURCES

- **Arroyo Corridors.** Natural channels conveying surface water runoff from surrounding mountain peaks and mesas to the Rio Grande.
- **Arts and Cultural District.** Area including the central business district and portions of the flanking Alameda Depot and Mesquite neighborhoods intended to serve as the City’s core cultural tourist destination.
- **National Historic Districts.** Three districts listed on the National Register of Historic Places, including the Alameda-Depot Historic District, Mesilla Park Historic District and Mesquite Street-Original Townsite Historic District.
- **Organ Mountains Desert Peaks National Monument.** Land managed by the BLM and largely reserved for outdoor recreation. Protected open space includes monument units flanking all sides of the Elevate Las Cruces study area.

*The Alameda Depot Historic District and Pioneer Women’s Park represent an important period in Las Cruces’ growth.*





- **Rio Grande.** Floodway, floodplain, and adjacent properties that retain the area’s productive agricultural heritage.
- **Tortugas Mountain Recreation Area.** A no fee recreation area used for hiking, mountain biking, and horseback riding. Co-managed by the BLM and NMSU.



## AREAS OF SUSTAINED OR SPECIAL INVESTMENT

- **Apodaca Blueprint Planning Area.** Includes the former Las Cruces Country Club which may serve as the basis for a tax increment development district (TIDD).
- **Downtown Las Cruces.** The central business district and defined by the overlapping boundaries of the Downtown Development District, the Downtown Arts and Cultural District, and a TIDD.
- **Infill Area Overlay District.** Area within which the City allows for a streamlined development review process to promote reinvestment. Also includes the downtown TIDD and two of Las Cruces’ qualified opportunity zones.
- **New Mexico State University.** Property largely contained within the University District Area Plan boundaries subsequent University Overlay District. Includes the Las Cruces Convention Center and other similar properties where investment has been facilitated at least in part through cooperation between the City of Las Cruces and NMSU.
- **West Mesa Industrial Park.** Las Cruces’ principal industrial properties.

## AREAS WITH PLANNED DEVELOPMENT CHARACTERISTICS

- **Neighborhood Planning Areas.** Includes all areas previously subject to a neighborhood plan or community blueprint plan. Many of the plans for these special areas include detailed policy guidance on land uses and development patterns that augments or supersedes the Future Development Map.
- **Corridor Overlay Districts.** Areas subject to corridor overlay zoning districts that include design guidelines for development.

*The Rio Grande floodplain supports an intensive agricultural operations (top left) while the Tortugas Mountain Recreation serves as an important public open space close to city neighborhoods. (bottom left).*

# MAP 1.3, AREAS OF SPECIAL CONSIDERATION

## Legend

### Areas of Special Consideration

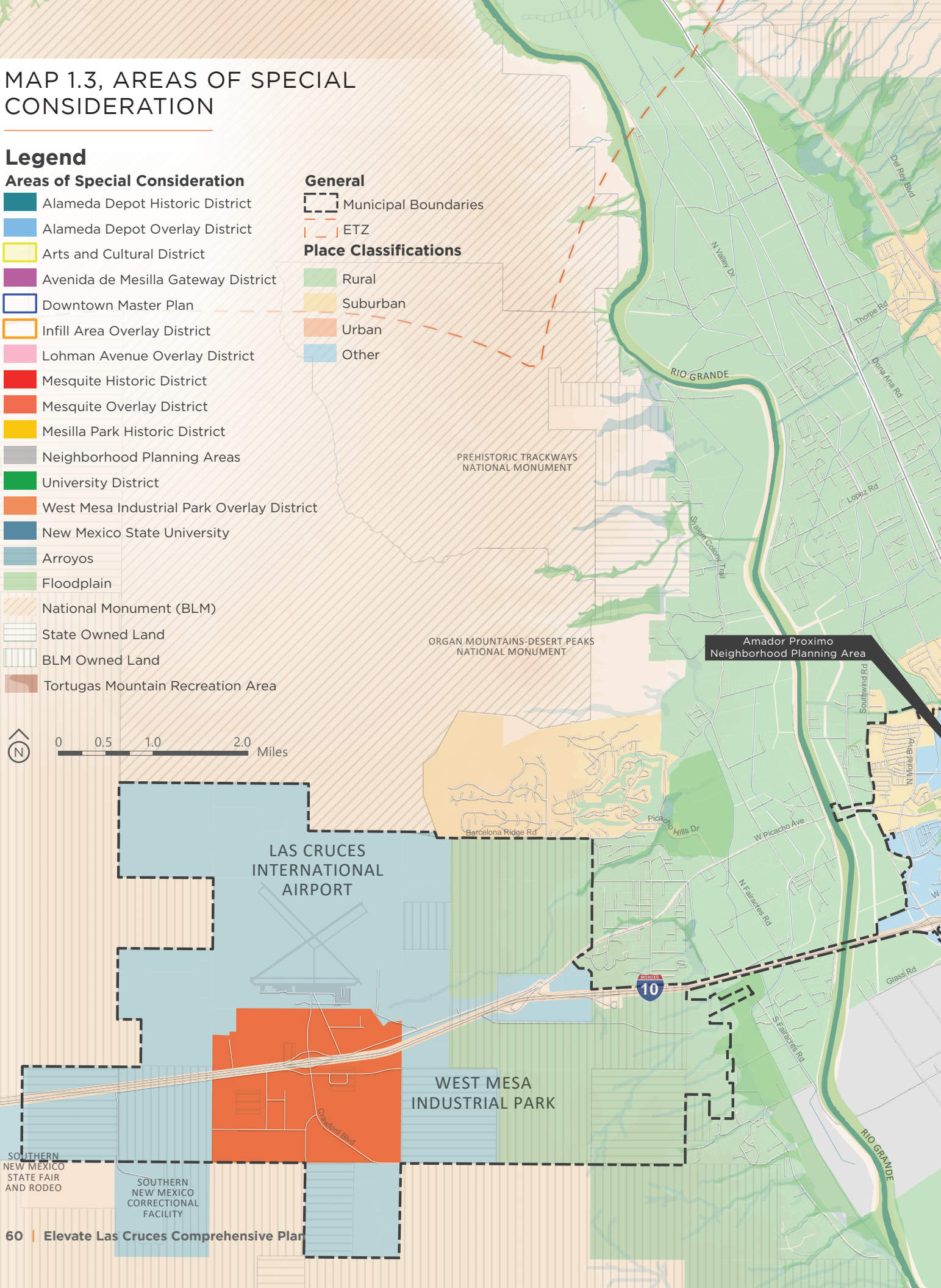
- Alameda Depot Historic District
- Alameda Depot Overlay District
- Arts and Cultural District
- Avenida de Mesilla Gateway District
- Downtown Master Plan
- Infill Area Overlay District
- Lohman Avenue Overlay District
- Mesquite Historic District
- Mesquite Overlay District
- Mesilla Park Historic District
- Neighborhood Planning Areas
- University District
- West Mesa Industrial Park Overlay District
- New Mexico State University
- Arroyos
- Floodplain
- National Monument (BLM)
- State Owned Land
- BLM Owned Land
- Tortugas Mountain Recreation Area

### General

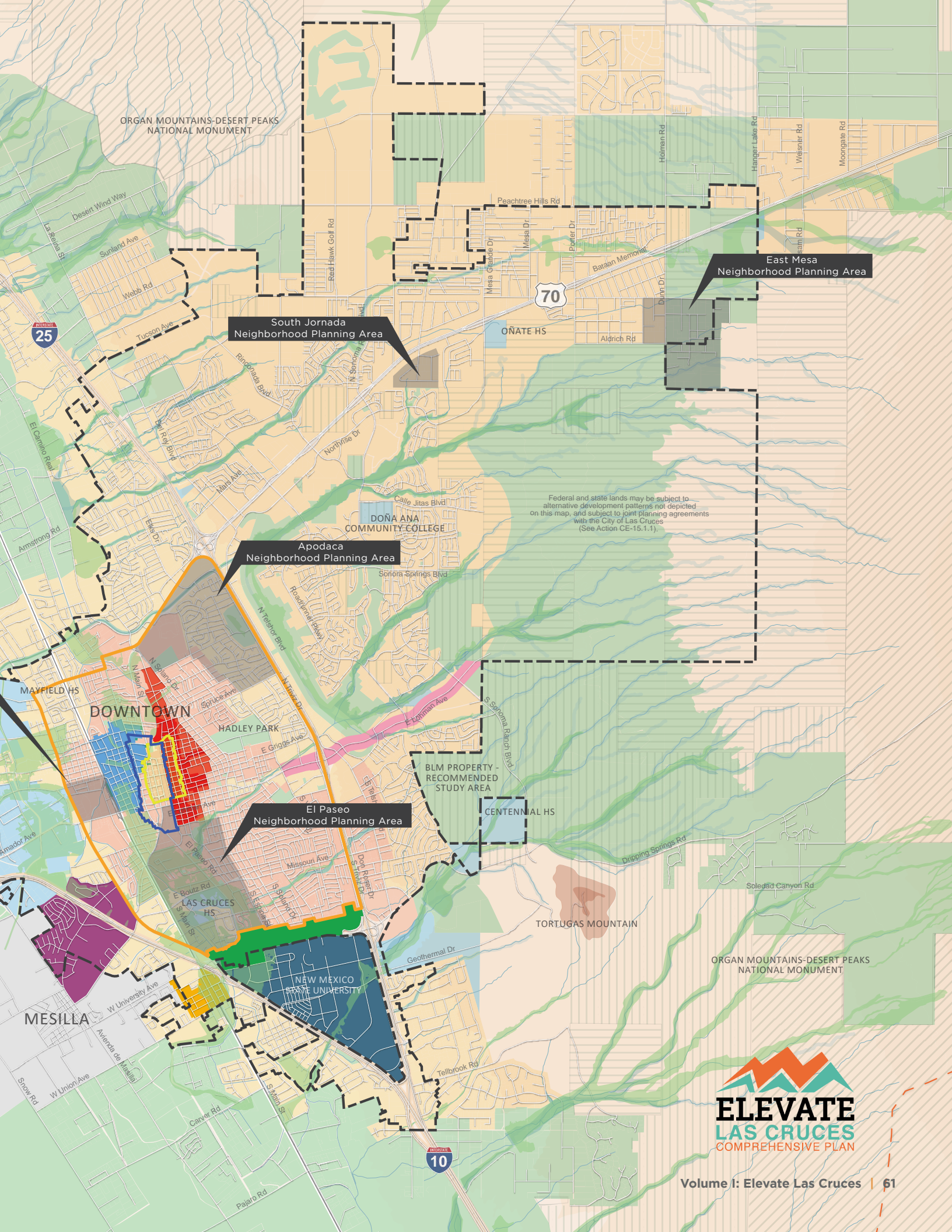
- Municipal Boundaries
- ETZ

### Place Classifications

- Rural
- Suburban
- Urban
- Other







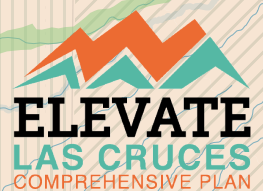
Federal and state lands may be subject to alternative development patterns not depicted on this map, and subject to joint planning agreements with the City of Las Cruces (See Action CE-15.1.1).

East Mesa Neighborhood Planning Area

South Jornada Neighborhood Planning Area

Apodaca Neighborhood Planning Area

El Paseo Neighborhood Planning Area







*Existing and future street function and character will influence the viability of preferred land use patterns on adjacent property.*

## FUTURE THOROUGHFARE PROGRAM

Adherence to Las Cruces' Consensus Scenario and Future Development Program requires a corresponding network of streets that effectively balances mobility and accessibility with variable design features to complement a wide range of development types. The Elevate Las Cruces Future Thoroughfare Program is the City's formal plan for determining the location and character of future thoroughfares. The Future Thoroughfare Program considers improvements or expansions to existing streets and the location of future roadways based on projected growth patterns.

Future thoroughfare programs in many communities have traditionally classified different types of roadways based solely on function. The Elevate Las Cruces Future Thoroughfare Program expands beyond roadway function and considers the design of roadways based on the current or intended character of the surrounding built-environment. This program recognizes the "transportation-land use connection" - the linkage between buildings and the street - as a critical component in maintaining or creating neighborhoods, districts, and corridors of unique character.

The Elevate Las Cruces Future Thoroughfare Program introduces the concept of street character zones, establishes a new Future Thoroughfare Map, and discusses multi-modal accommodations within the transportation system. Corresponding policies and actions are also found in the Policy Framework portion of this Plan beginning on page 85.

The Future Thoroughfare Program should be used by City staff, and elected and appointed officials, to guide the design and re-construction of city streets and to secure rights-of-way for future streets before or in conjunction with new development. Information regarding Las Cruces' existing transportation system can be found in **Volume II, Community Profile**.

*"Streets that serve multiple functions can accommodate travel, social interaction, and commerce to provide for more vibrant neighborhoods and more livable communities."*

*APA Sustaining Places: Best Practices for Comprehensive Plans*

FIGURE 1.13, MOBILITY AND ACCESS FUNCTIONS

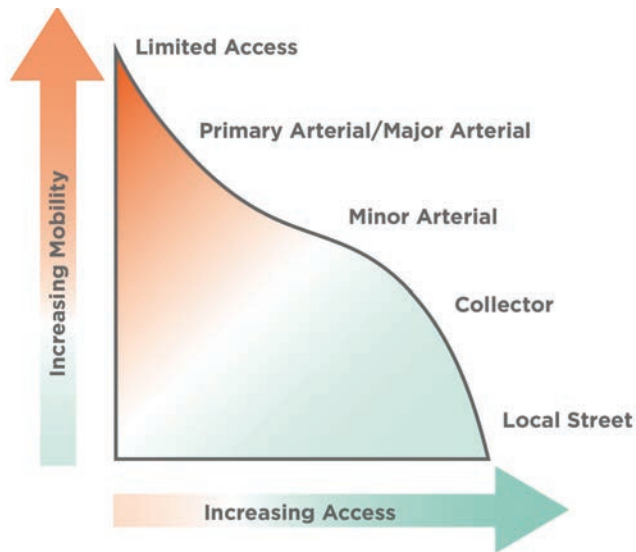


TABLE 1.6, FHWA FUNCTIONAL CLASSIFICATIONS

FHWA CATEGORIES	PRIMARY PURPOSE
INTERSTATE	LONG-DISTANCE TRAVEL
FREEWAY AND EXPRESSWAY	MOBILITY BETWEEN CITIES
PRINCIPAL ARTERIAL	MOBILITY WITHIN CITY
MINOR ARTERIAL	MODERATE LENGTH TRIPS
MAJOR COLLECTOR	CONNECT TO ARTERIALS
MINOR COLLECTOR	CONNECT TO ARTERIALS
LOCAL STREET	PROPERTY ACCESS

Source: FHWA, "Highway Functional Classification Concepts, Criteria and Procedures." (2013)

## PROGRAM FRAMEWORK

The Future Thoroughfare Program is based on five essential principles to guide street network and facility development. As new roadways are built or existing roadways are reconstructed, the City of Las Cruces should follow these principles to amend or expand upon current City design standards and the Mesilla Valley Metropolitan Planning Organization’s (MVMPO) Future Thoroughfare Plan. The design principles introduced in this section are cross-referenced with the pertinent goals, policies, and actions in the Policy Framework section of this Plan.

**1. Functional Classification.** Roadways are traditionally classified based on their function. The Federal Highway Administration (FHWA) has established a hierarchy of seven functional classifications for roadways, but the application of each of these classes varies by jurisdiction. The functional classification of roadways presents varying levels of access and mobility as represented by **Figure 13, Mobility and Access Functions**. The roadways with the highest levels of mobility (i.e. highways) have the least access. Alternatively, the roadways with the most access to surrounding properties (i.e. local streets) have the lowest levels of mobility. **Table 1.6, FHWA Functional Classifications**, defines the primary purpose of each of the functional classes.

Promoting a hierarchy of roadways according to functional classification remains a key component of this Future Thoroughfare Program. Strict reliance on functional classification however is tempered by other design principles promoted within this Plan.

*Local streets (below) provide access to individual properties and form the single largest component of the municipal street network.*





**2. Land Use Connection.** The Future Development Map(s) (pages 32 - 35) identify multiple place types that vary in intended development character and scale. The design of roads influences the style and intensity of development on adjoining properties. Therefore, in order to achieve the development character introduced in Elevate Las Cruces' urban, suburban, and rural place classifications, alternative roadway standards should be applied in urban, suburban, and rural areas (herein referred to as "street character zones").

The distinctions between the urban, suburban, and rural street character zones are intended to be general; in certain instances, suburban and rural streets may incorporate design elements of urban streets. General distinctions are described below.

- **Urban Streets:** Urban streets should balance the needs of motorized and non-motorized users to create a comfortable environment that encourages cyclist and pedestrian activity. In the urban street concept, the roadway is multi-functional; the focus of the roadway is on providing and enticing multi-modal mobility and the dual-use of the right-of-way as a public gathering space.
- **Suburban Streets:** Streets within this zone resemble standard street sections that are common in Las Cruces today, with the main focus on multi-modal mobility.
- **Rural Streets:** Streets within this zone are primarily designed for mobility in rural areas with limited impact on the surrounding landscape.

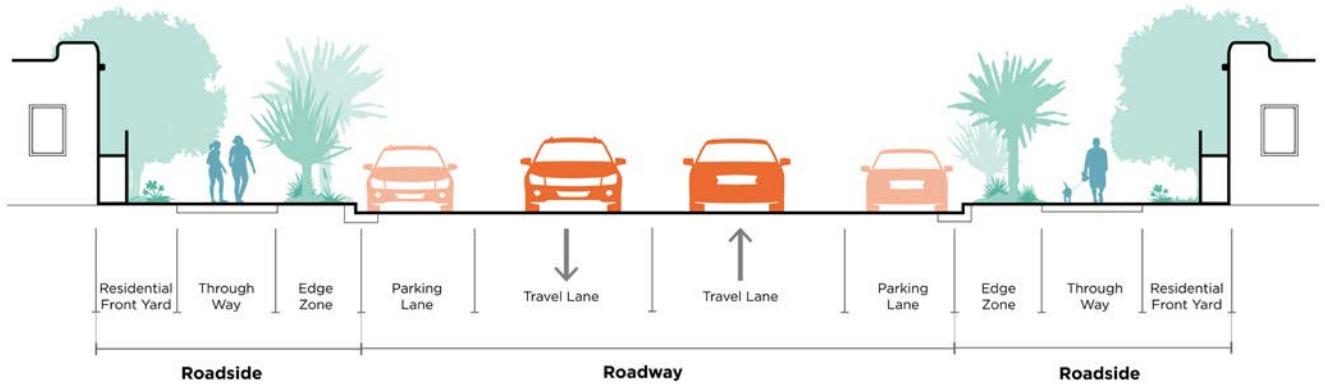
**3. Interconnectivity.** A well-connected transportation system efficiently and safely moves traffic. The Future Thoroughfare Program promotes the extension and interconnectivity of major thoroughfares to create a more complete transportation system. Additionally, the Program recommends standard spacing between thoroughfares. Within existing developed areas, street connectivity may be enhanced through the establishment of maximum block sizes or correcting misaligned street offsets so turning motions are safer. Interconnectivity also applies to local streets. There are currently many local through-streets in Las Cruces that have been blocked and do not connect to surrounding areas.



*Establishing maximum block sizes (above) can help promote interconnectivity for motorists, cyclists, and pedestrians.*



FIGURE 1.14, ROADWAY AND ROADSIDE ZONES



*The character of roadways is influenced by the relationship between the roadway and roadside areas.*

**4. Thoroughfare Components.** In addition to a roadway's relationship with the surrounding context, the Elevate Las Cruces Future Thoroughfare Program also considers the design of space within the thoroughfare right-of-way. All streets are divided into two principal zones - the roadway and roadside.

- **Roadway.** Includes motor vehicle travel lanes and adjacent elements that control or influence motor vehicle movements such as medians, parking lanes, designated bicycle facilities (located within the pavement section), and curb and gutters.
- **Roadside.** Includes zones outside of the roadway edge that support bicycle and pedestrian activity including furnishing zones, sidewalks, and accessory zones between the primary pedestrian pathway and building frontages.

**5. Multi-Modal Street Systems.** The Future Thoroughfare Program considers all aspects of multi-modal mobility, including motor vehicles, public transit, cyclists, and pedestrians. Conversely, the MVMPO Future Thoroughfare Plan focuses solely on the location and type of thoroughfares and does not address multi-modal transportation options. The street design principles in this Future Thoroughfare Program consider active transportation and public transit accommodations.

**Figure 1.14, Roadway and Roadside Zones,** depicts the general relationship between the roadway and roadside, although the specific roadway and roadside elements that are incorporated into a thoroughfare right-of-way will vary greatly depending on intended thoroughfare function and character.

FIGURE 1.15, ROADWAY CHARACTER ELEMENTS

- 1 Complete Streets.** Refers to roadways that have clearly defined accommodations for multiple transportation modes within the street right-of-way. Accommodations for pedestrians, cyclists, and transit riders should be given the same level of importance as motor vehicle travel lanes. The sidebar on the facing page provides more detail on Complete Streets.
- 2 Calm Streets.** Refers to roadways that incorporate design features to slow traffic closer to the posted speed. Traffic calming methods that are pro-actively incorporated into the design of new streets include reduced travel lane widths, streetscape features, curve radii, to physically and psychologically constrain the scale of the roadway.
- 3 Active Roadsides.** Refers to the portion of a roadway right-of-way outside of the traveled way. These areas collectively represent a community’s largest public space. Active roadsides with furnishing zones, sidewalks, and accessory zones between the primary pedestrian pathway and building frontages promote opportunities for public gathering and activity.

**STREET CONTEXT**

Consistent with the Future Development Plan’s 12 place types, the Future Thoroughfare Program’s street character zones serve as the basis upon which Las Cruces will build a network of thoroughfares and local streets that compliment development of varying character and intensity. In particular, Las Cruces desires that its roadways not only effectively serve the mobility interests of all roadway users, but that they also create a sense of place.

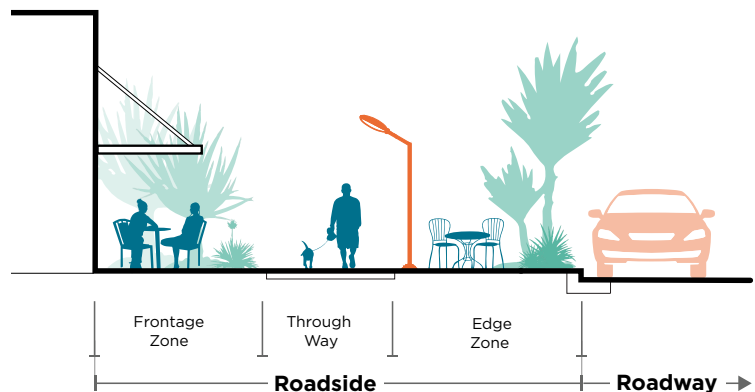
As described by the Institute of Transportation Engineers (ITE) in the Designing Walkable Urban Thoroughfares guidebook, there are several features that can create an active and walkable context along roadways. These features include: land use; site design features such as building orientation, setbacks, parking, and block length; and, building design features such as height, width, scale, and entries. To encourage the type of development outlined in Elevate Las Cruces’ urban, suburban, and rural place classifications, the aforementioned context features must be considered as they relate to the roadways. This can be achieved through the application of roadway character elements as described in this section.

**ROADWAY CHARACTER ELEMENTS**

The Elevate Las Cruces Future Thoroughfare Program considers the following street design principles for creating context-sensitive roadways: Complete Streets, Calm Streets, and Active Roadsides, which are described in **Figure 1.15, Roadway Character Elements.**

**Figure 1.16, Active Roadside Components,** presents the typical components of an active roadside, which include furnishing zones, sidewalks, and accessory zones.

FIGURE 1.16, ACTIVE ROADSIDE COMPONENTS



## STREET CHARACTER ZONES

Street character zones are areas where different street design standards are applied to reflect either an existing or intended development pattern. For the Elevate Las Cruces Future Thoroughfare Program, there are three street character zones: urban, suburban, and rural. The three street character zones are linked to the place classifications defined in the Future Development Program. This section gives more detail about design and location parameters for each zone.



*Active roadsides (above) should be a vital part of a community's overall public gathering space.*

“A multi-modal transportation system allows people to use a variety of transportation modes, including walking, biking, and other mobility devices, as well as transit where possible. Such a system reduces dependence on automobiles and encourages more active forms of personal transportation, improving health outcomes and increasing the mobility of those who are unable or unwilling to drive.”

APA Sustaining Places: Best Practices for Comprehensive Plans.

## COMPLETE STREETS POLICY

The Complete Streets Coalition, founded in 2004, promotes the development of policies and implementation of Complete Streets design principles. According to the Coalition there are more than 1,400 Complete Street policies adopted by government jurisdictions nationwide.

In 2009, the Las Cruces City Council approved by resolution a series of Complete Streets Guiding Principles that are meant to serve as the framework for new street construction and reconstruction. The overall vision of this resolution states that “Every public right-of-way shall be planned, designed, constructed, and maintained such that each Las Cruces will have transportation options to safely and conveniently travel to their destinations.” The vision is accompanied by subsequent principles and strategies related to implementing Complete Streets in Las Cruces that are consistent with the design principles promoted in this Future Thoroughfare Program. However, these principles have not yet been integrated into the City’s design standards.

In addition to Las Cruces, the Town of Mesilla, Doña Ana County, and the Mesilla Valley MPO have also adopted Complete Streets policies.



*There is no set formula for what a Complete Street looks like, but it should safely accommodate all roadway users.*



## URBAN STREETS

Urban streets should be designed to provide a comfortable and aesthetically pleasing built environment that encourages bicyclist and pedestrian activity and should include active roadsides that serve as public gathering spaces.

### URBAN STREET KEY CONSIDERATIONS:

- Incorporate Complete Street features in a way that **accommodate** and **encourage** bicycling, walking, and transit use.
- Design the roadway to slow traffic - closely aligning with posted speed limits.
- Incorporate components of active roadsides for public gathering and activity in areas where pedestrian activity is expected.
- Reduce lanes in areas where design capacity exceeds traffic volumes during most non-peak periods.
- Frame the street with adjacent buildings.
- Promote on-street parking.
- Maximize street interconnectivity with emphasis on small block size.
- Create a parallel system of motor vehicle access through the use of alleys and cross-access easements.

### APPROPRIATE PLACE CLASSIFICATIONS:

- Urban Place Classifications (Includes Downtown and Urban Neighborhood Place Types)
- Overlay Place Classifications (Includes Town Center, Neighborhood Center, and Mixed-Use Corridor Place Types)



*Urban streets should have wide roadsides to accommodate pedestrian thoroughways and public gathering spaces (above).*



*Buildings adjacent to urban streets should frame the right-of-way.*



*Cyclist and pedestrian accommodations (right) are integral design features to urban street types.*

Urban streets can be further distinguished from other street models through a functional hierarchy of boulevards, avenues, and streets, as described below. All urban street types are meant to accommodate various transportation modes safely and efficiently.

- **Boulevards.** Boulevards are most similar to arterials in function, primarily serving as a through-way for traffic. These roadways are distinct from typical arterials due to the provision of on-street parking and wide, active roadsides that are separated from the motor vehicle traffic. This allows for a more enhanced pedestrian environment.
- **Avenues.** Avenues are most similar to minor arterials and collector roadways in function. Avenues may include a parking lane, bicycle accommodations, a central median, and active roadside area. The distinction between boulevards and avenues is the amount of traffic they are designed to handle.
- **Streets.** An urban street differs from other local street types with the provision of parking lanes and wide roadsides. Designated bicycle facilities may not be needed due to lower traffic volumes.

**Table 1.7, Urban Street Context Comparison Table,** depicts the different urban street types and the relationship with functional classes.



*Active roadsides serve as through-ways for pedestrians and opportunities for public gathering space.*



*Urban streets can be candidates for lane reductions. The roadway above was converted from a four-lane minor arterial street into a three-lane avenue with on-street parking, bicycle lanes, and intermittent medians (above).*

TABLE 1.7, URBAN STREET CONTEXT COMPARISON TABLE

URBAN STREET TYPE	FUNCTIONAL CLASSIFICATION OF ROADWAY			
	PRINCIPAL ARTERIAL	MINOR ARTERIAL	COLLECTOR	LOCAL
BOULEVARD	X	X		
AVENUE		X	X	
STREET			X	X

Source: Institute of Transportation Engineers, "Designing Walkable Urban Thoroughfares: A Context Sensitive Approach." (2010)



## SUBURBAN STREETS

Streets within the suburban street character zone most closely resemble standard street sections that are common in Las Cruces today. Similar to urban streets, they should also be designed to promote bicyclist and pedestrian activity but greater emphasis is placed on efficient motor vehicle flow in recognition of land use patterns that are at lower densities and will generate lower volumes of active transportation users between destinations.



*Many suburban streets in Las Cruces today accommodate motor vehicles, transit, cyclists, and pedestrians but are not designed to encourage active mobility.*

### SUBURBAN STREET KEY CONSIDERATIONS:

- Incorporate Complete Street features in a way that comfortably accommodates bicycling, walking, and transit use.
- Maximize street interconnectivity with emphasis on small block size.
- Create greater separations between motor vehicle travel lanes and parallel pedestrian pathways.
- Improve motor vehicle flow through ease of access management design features.
- Incorporate enhanced traffic stops that remove buses from travel lanes.

### APPROPRIATE PLACE CLASSIFICATIONS:

- Suburban Place Classifications (Suburban Neighborhood and Regional Commercial Place Types)
- Other Place Types (Business Park & Industrial) where an industrial street is not necessary



*Suburban streets may have medians (above) as a method of access management, and to create a consistent community character.*



## RURAL STREETS

Streets within this zone are primarily designed for mobility in rural areas with Low-Impact Design (LID) in mind. Key considerations of rural streets and where they would be appropriate in Las Cruces are shown in the sidebar to the right.

The application of rural streets assumes that low-density residential development, agricultural land uses, or other dispersed land uses would remain with no reasonable expectation that additional infill would significantly increase traffic volumes. The use of rural streets should be an option selectively employed by the City.



### RURAL STREET KEY CONSIDERATIONS:

- Provide connectivity to employers or residential areas outside of the urban and suburban areas
- Low-impact-design features incorporating surface-level storm-drainage.
- May apply ribbon curb rather than standard curb and gutter.
- Optional soft-surface sidewalks and bicyclist accommodations
- Landscaping not required.
- Dirt streets may be appropriate in very low-density, agricultural areas.

### APPROPRIATE PLACE CLASSIFICATIONS:

- Rural Place Classifications (Rural Neighborhood, Rural Reserve, and Open Space Reserve)

*Rural streets (left) often do not employ curb and gutter, and can accommodate all travel modes within the pavement section due to extremely low motor vehicle traffic volumes.*



*Rural streets may have soft-surface trails adjacent to the road to accommodate pedestrians and cyclists (above).*

## FUTURE THOROUGHFARE MAP

The Elevate Las Cruces Future Thoroughfare Map depicts where roadway extensions or new roadways are needed to accommodate the City’s anticipated growth. This map was developed in coordination with the Future Development Maps presented earlier in this volume. **Map 1.4, Future Thoroughfare Map**, on pages 74-75 represents the recommended future thoroughfare network for the City of Las Cruces. The City should work with the MVMPO to update the region’s thoroughfare map to match the recommended changes in this document, as this has implications for federal funding.

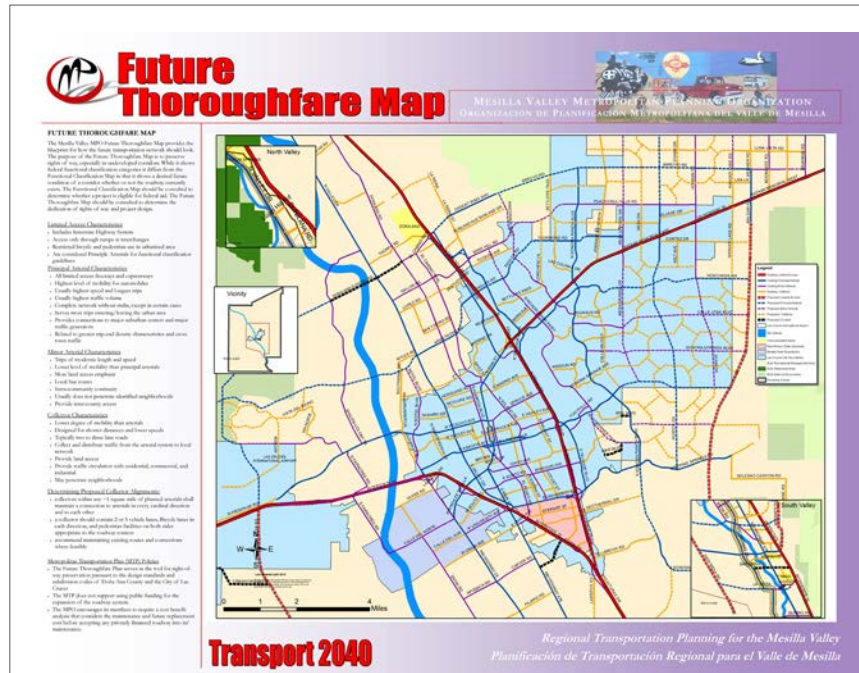
## USING THE FUTURE THOROUGHFARE MAP

The placement of proposed thoroughfares on the map is conceptual - representing “approximate” location. As growth continues, new development may warrant the identification and development of thoroughfares that are not depicted on **Map 1.4**.

The following guidelines should be considered when interpreting and implementing the Future Thoroughfare Map:

- **Roadway Spacing.** Even where there are not thoroughfares designated on the Future Thoroughfare Map, the spacing of roadways is implied if over time, development in that area warrants a roadway. As specified in the thoroughfare characteristics charts (pages 79 - 81), major arterials should be spaced every 2 miles, minor arterials every 1-2 miles, and collectors every 1/4 to 1/2 mile.
- **Local Streets.** Although not shown on the Future Thoroughfare Map, the City still has discretion as to how local streets are designed. The spacing of local streets is variable but should create walkable neighborhood block sizes.

- **Relationship with MVMPO Thoroughfare Plan.** The MVMPO maintains the Future Thoroughfare Plan for the Mesilla Valley region. The City should work with the MVMPO to amend the Metropolitan Transportation Plan and Future Thoroughfare Plan to conform as closely as possible to the City’s Future Thoroughfare Program.
- **Map Amendments.** As circumstances change and development and redevelopment occurs, there may be instances where the City seeks to make an amendment to the Future Thoroughfare Map. Similar to amendments to the Future Development Map, map amendments should be approved by City Council - subject to coordination with the MVMPO.



As the designated Metropolitan Planning Organization, the MVMPO prepares the Future Thoroughfare Map for the region (above).

## CHANGES TO THE FUTURE THOROUGHFARE MAP

Holistically, the Elevate Las Cruces Future Thoroughfare Map does not illustrate significant changes from the MVMPO's Future Thoroughfare Plan. Principal distinctions between the two maps include the following:

- **Removal of Proposed Thoroughfares.** According to the Future Development Map, there are areas of the City where new development should be limited, particularly within rural place classifications. Since development is not encouraged in the Open Space Reserve place type, the Future Thoroughfare Map does not show proposed thoroughfares in these areas including portions of the East Mesa.
- **Street Character Areas.** The Future Thoroughfare Map depicts the place classifications (urban, suburban, rural, other) in the background of the map. This gives direction to the relevant street character zones. For example, in areas shown as an urban place classification, the redesign of existing and design of new streets should follow the guidelines set forth in the Urban Street Character Zone described in the Elevate Las Cruces Future Thoroughfare Program.
- **Areas of Special Consideration.** As part of the comprehensive planning process, demonstration site concepts were developed to illustrate how varying place types might look upon development. One demonstration site was of a conservation neighborhood development near Oñate High School. The street network in this area may employ a different character than otherwise permitted within a contemporary subdivision street network. Additionally, as the City undergoes planning studies of these areas of special consideration, the Future Thoroughfare Map should be updated accordingly.

## GREEN STREETS

In many communities, roads and other impervious surfaces make up two-thirds of total land coverage. Therefore, roads represent a huge opportunity to implement more sustainable practices for managing stormwater. There are a variety of techniques that can be implemented to retrofit or reconstruct existing streets to better manage stormwater in a sustainable manner. Green stormwater infrastructure features include permeable pavement for sidewalks, bikeways, and parking lanes, as well as bioretention planters or swales. As defined by the NACTO Urban Street Stormwater Guide, the principles of green streets are as follows:

- **Protect & Restore Natural Resources.**
- **Promote Health, Equity, and Human Habitat.**
- **Design for Safety and Mobility.**
- **Design for Life Cycle.**
- **Design for Resilience.**
- **Optimize for Performance.**



*Green streets integrate low-impact stormwater management principles such as permeable pavement and bioretention planters (above).*



# MAP 1.4, FUTURE THOROUGHFARE MAP<sup>1</sup>

## Legend

### Thoroughfare by Type

#### Proposed

■ Limited Access

■ Principal Arterial

■ Minor Arterial

■ Major Collector

#### Existing

■ Limited Access

■ Principal Arterial

■ Minor Arterial

■ Major Collector

### General

■ Municipal Boundaries

■ ETZ

■ National Monument (BLM)

■ State Owned Land

■ BLM Owned Land

### Place Classifications

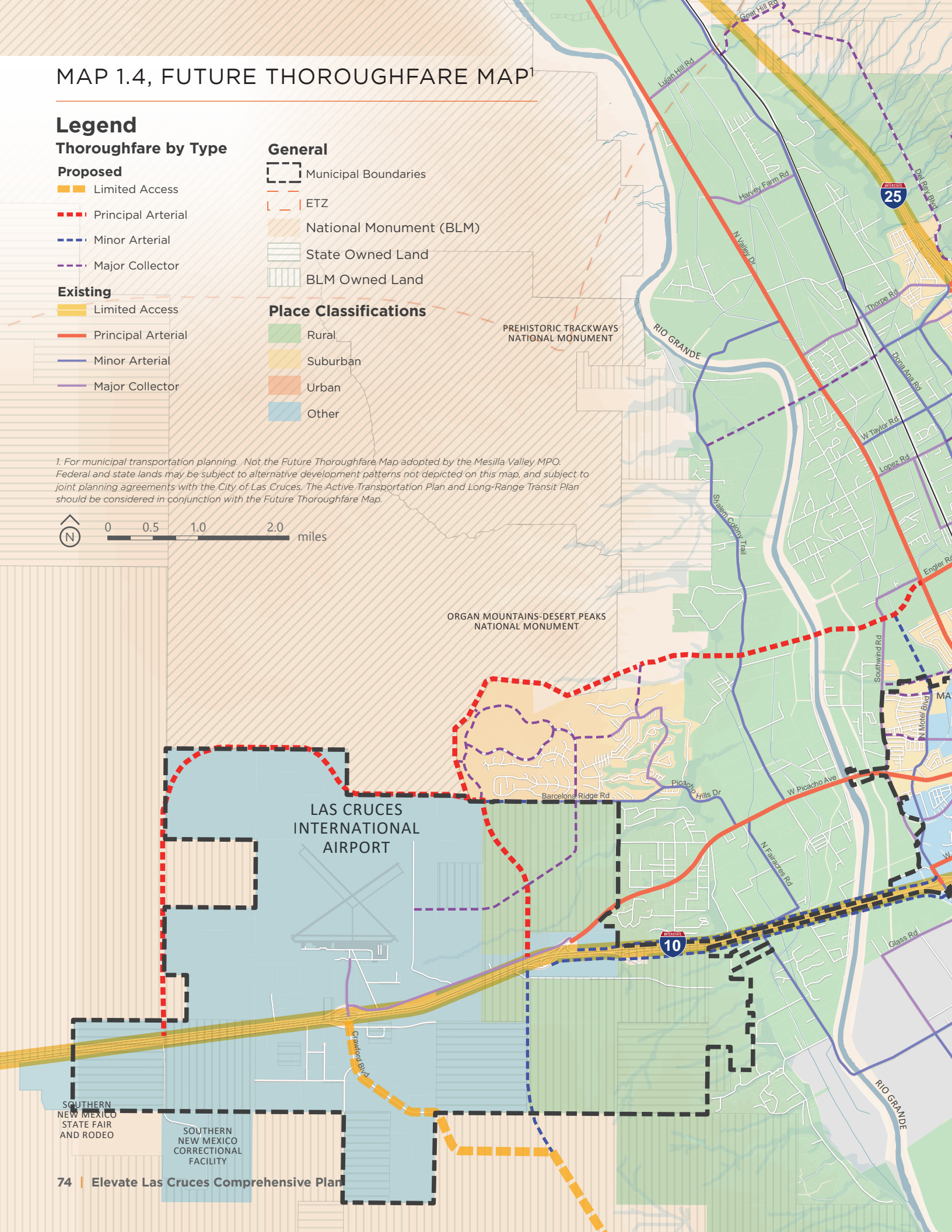
■ Rural

■ Suburban

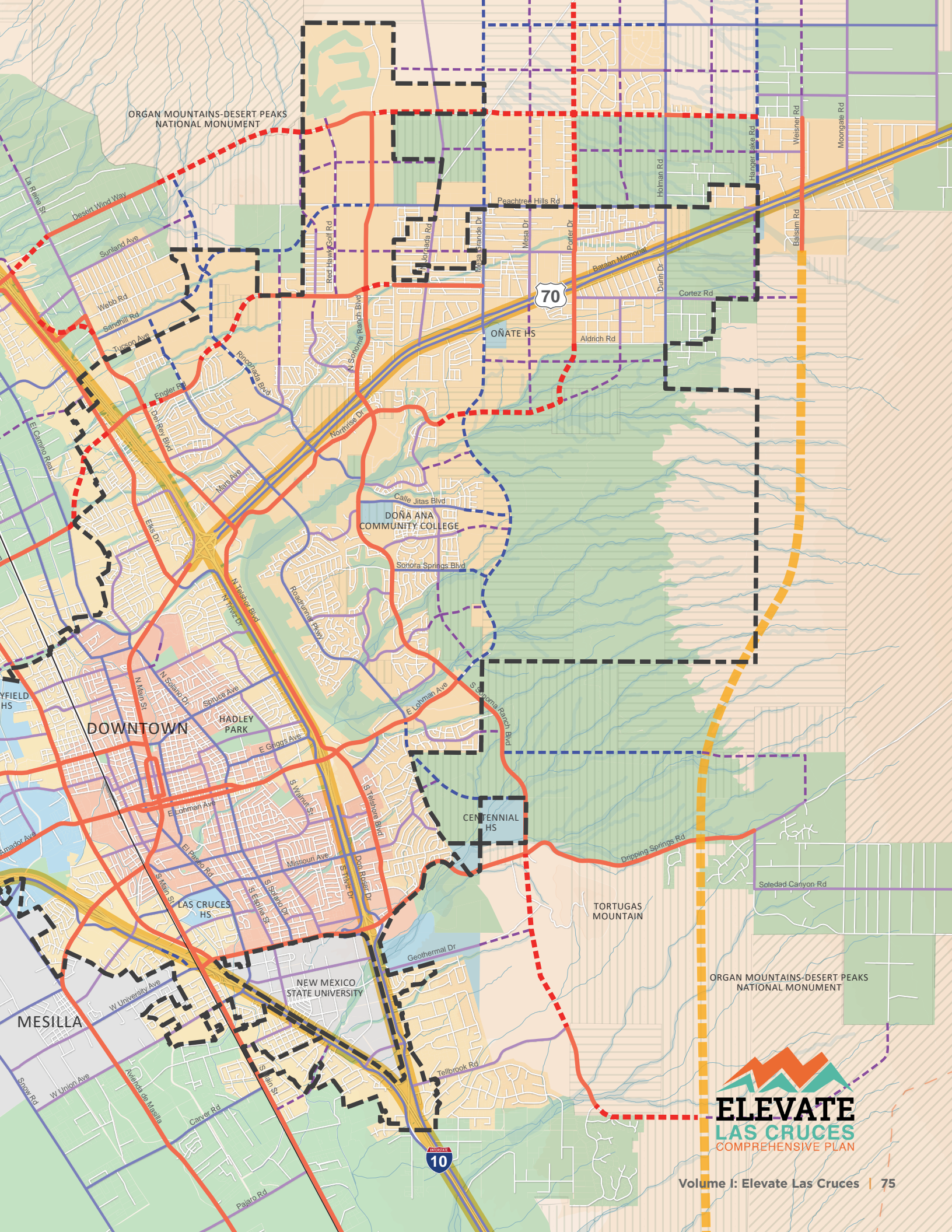
■ Urban

■ Other

1. For municipal transportation planning. Not the Future Thoroughfare Map adopted by the Mesilla Valley MPO. Federal and state lands may be subject to alternative development patterns not depicted on this map, and subject to joint planning agreements with the City of Las Cruces. The Active Transportation Plan and Long-Range Transit Plan should be considered in conjunction with the Future Thoroughfare Map.







ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT

70

OÑATE HS

DOÑA ANA COMMUNITY COLLEGE

CENTENNIAL HS

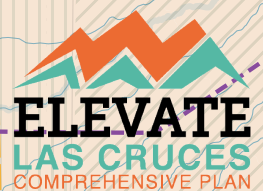
LAS CRUCES HS

NEW MEXICO STATE UNIVERSITY

MESILLA

TORTUGAS MOUNTAIN

ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT



**MULTI-MODAL CONSIDERATIONS**

While the Future Thoroughfare Map depicts current and future roadways, there are other city planning documents that account for future active transportation routes and transit routes. **Figure 1.17, Existing Transit Service**, depicts the current transit routes in Las Cruces as of 2020. Even though these routes may change in the future, they should be considered when any future amendments to the Future Thoroughfare Plan are made. Additionally, the City of Las Cruces Long-Range Transit Plan Vision identified additional routes in the East Mesa and the possibility for bus rapid transit and high frequency bus routes along key corridors.

**Figure 1.18, Proposed Bikeway Network**, on the facing page depicts the planned trail and bicycle routes from the Active Transportation Plan. Similar to transit routes, these routes should be considered when any future amendments to the Future Thoroughfare Plan are made.

FIGURE 1.17, EXISTING TRANSIT SERVICE (2020)

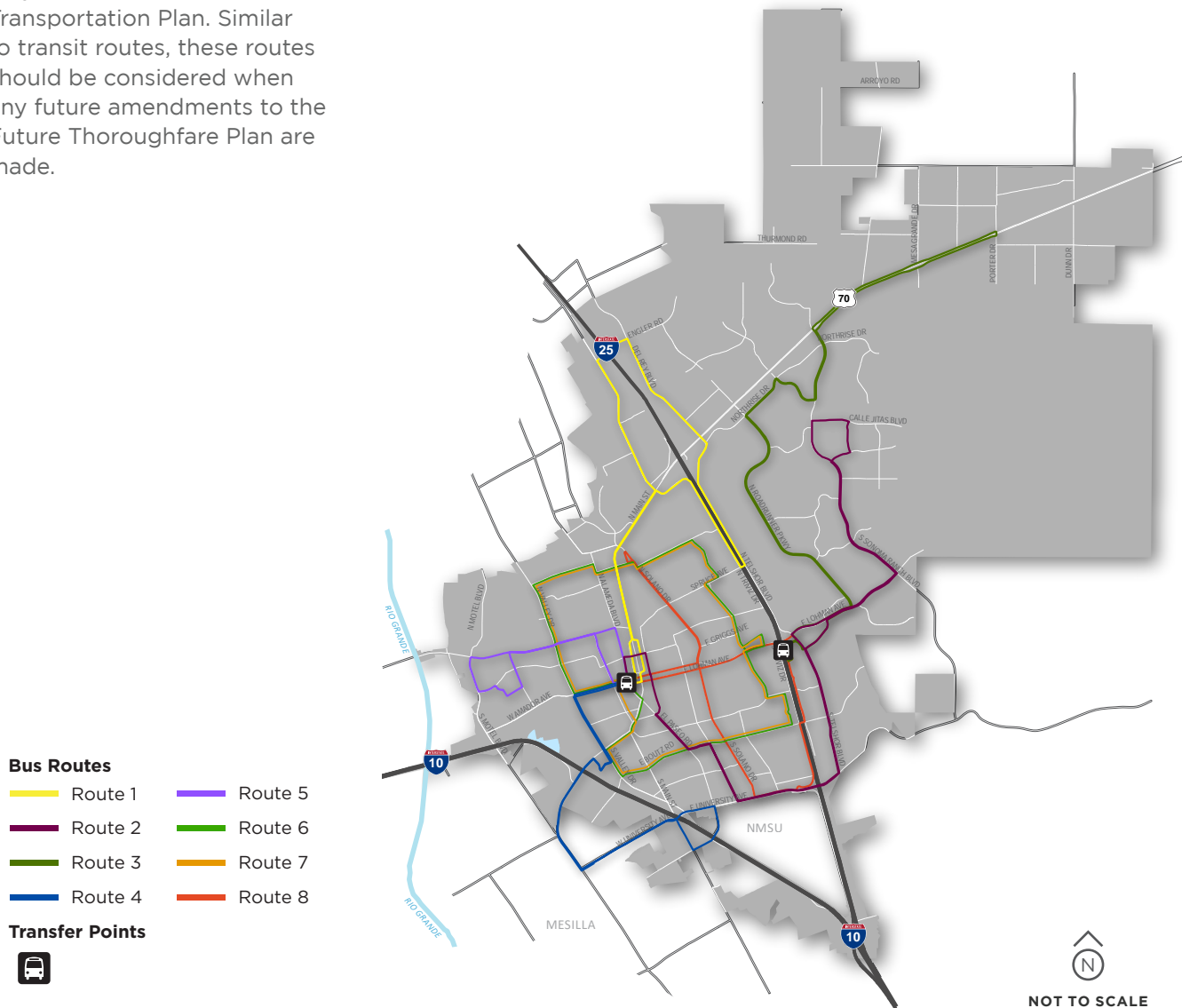




FIGURE 1.18, PROPOSED BIKEWAY NETWORK<sup>1</sup>



1. Proposed Bikeway Network Map included for illustrative purpose. Refer to the Active Transportation Plan adopted by City Council for recommended route and facility type detail.

## THOROUGHFARE CHARACTERISTICS

**Tables 1.8 through 1.10** (pages 79-81) define characteristics of each of the urban, suburban, and rural street character classes in terms of function, roadway, and roadside features. It is important to note that these recommended characteristics may vary from the currently adopted design standards for the City of Las Cruces. These standards may be applied to City streets, but only to the roadways subject to the approval of NMDOT. The roadway characteristics described in **Tables 1.8 through 1.10** include the following:

### FUNCTION

- **Functional Role.** Defines the roadway's principal role between mobility and access.
- **Roadway Continuity.** Identifies areas of the city the roadway is intended to connect.
- **Desirable Spacing.** Defines the preferred distance between roadways of the same class.
- **Community Relationship.** Defines the relationship between the roadway and surrounding land uses.
- **Speed.** Represents the recommended design, operating, and target speed of a roadway.
- **Traffic Volumes.** Provides a range of the expected average daily traffic on the roadway.



### ROADWAY

- **Number of Travel Lanes.** Defines the recommended number of motor-vehicle travel lanes for the roadway.
- **Parking Lanes.** Defines whether parking lanes should be required or permitted.
- **Curb and Gutter.** Defines whether curb and gutter construction for stormwater run-off is required or optional for the roadway.
- **Medians.** Identifies where the construction of medians is recommended or optional for the roadway.
- **Bikeways.** Indicates whether bicycle facilities should be incorporated into a roadway.
- **Transit.** Defines whether transit is appropriate for the roadway.

### ROADSIDE

- **Edge Zone.** Defines whether planting strips within the right-of-way are required between the edge of the roadway and the pedestrian through-way and provides space for roadside furnishings such as benches, signage, bike racks, and more.
- **Throughway.** Defines whether pedestrian pathways are required on one or both sides of the roadway. May be in the form of sidewalks and/or multi-use trail accommodations.
- **Frontage Zone.** Identifies the portion of roadside located between the sidewalk and outside edge of the right-of-way that may be designed to accommodate public gathering space. This characteristic is only applicable in the Urban Character Zone.

*Throughways are intended to provide clear pathways within the roadside for pedestrians, but may also be designed as multi-use facilities to support all forms of active mobility.*





TABLE 1.9, MAJOR THOROUGHFARE CHARACTERISTICS CHART - SUBURBAN CHARACTER ZONE

ATTRIBUTE	PRINCIPAL ARTERIAL	MINOR ARTERIAL	COLLECTOR	LOCAL STREET
<b>FUNCTION</b>				
FUNCTIONAL ROLE	MOBILITY	MOBILITY	PROVIDE ACCESS BETWEEN ARTERIALS AND LOCAL STREETS	PROPERTY ACCESS
ROADWAY CONTINUITY	CONNECTS MAJOR ACTIVITY CENTERS	CONNECTS PRINCIPAL ARTERIALS TO OTHER ROADWAY TYPES	CONTINUOUS BETWEEN ARTERIALS	GENERALLY DISCONTINUOUS, BUT CONNECTS TO COLLECTORS
DESIRABLE SPACING	2 MILES	1 - 2 MILES	1/4 TO 1/2 MILES	300 - 660 FT
COMMUNITY RELATIONSHIP	DEFINES NEIGHBORHOOD AND DISTRICT BOUNDARIES	DEFINES AND TRAVERSES NEIGHBORHOOD AND DISTRICT BOUNDARIES	INTERNAL AND TRAVERSES NEIGHBORHOOD BOUNDARIES	INTERNAL TO A NEIGHBORHOOD
SPEED <sup>1</sup>	40 TO 45 MPH	30 TO 40 MPH	25 TO 30 MPH	20 TO 25 MPH
TRAFFIC VOLUMES	20,000 - 50,000	10,000 - 35,000	1,000 - 15,000	80 - 700
<b>ROADWAY</b>				
NUMBER OF TRAVEL LANES	4 TO 6 LANES	3 TO 4 LANES	2 TO 3 LANES	2 LANES
PARKING LANES	NO	NO	NO	PERMITTED
CURB & GUTTER	REQUIRED	REQUIRED	OPTIONAL	OPTIONAL
MEDIANS	YES	YES	OPTIONAL	NO
BIKEWAYS <sup>2</sup>	YES	YES	YES	NO
TRANSIT <sup>3</sup>	YES	YES	YES	NO
<b>ROADSIDE</b>				
EDGE ZONE	YES	YES	YES	YES
THROUGHWAY	YES	YES	YES	YES

Source: Halff Associates, with reference to the NACTO Urban Street Design Guide and the ITE Designing Walkable Urban Thoroughfares: A Context Sensitive Approach.  
 1. Thoroughfare design standards should create consistency between target speed, design speed, and posted speed per NACTO's Proactive Urban Street Design formula (Target Speed = Design Speed = Posted Speed).  
 2. Bikeways: 'Yes' means that bicycle facilities may be incorporated into a street segment on a case-by-case basis. Alternatively, bikeways may be constructed within the roadside (i.e. separated bicycle, multi-use trail).  
 3. Transit: 'Yes' means that transit facilities may be incorporated into a street segment on a case-by-case basis.

FIGURE 1.20, TYPICAL SUBURBAN STREET SECTION

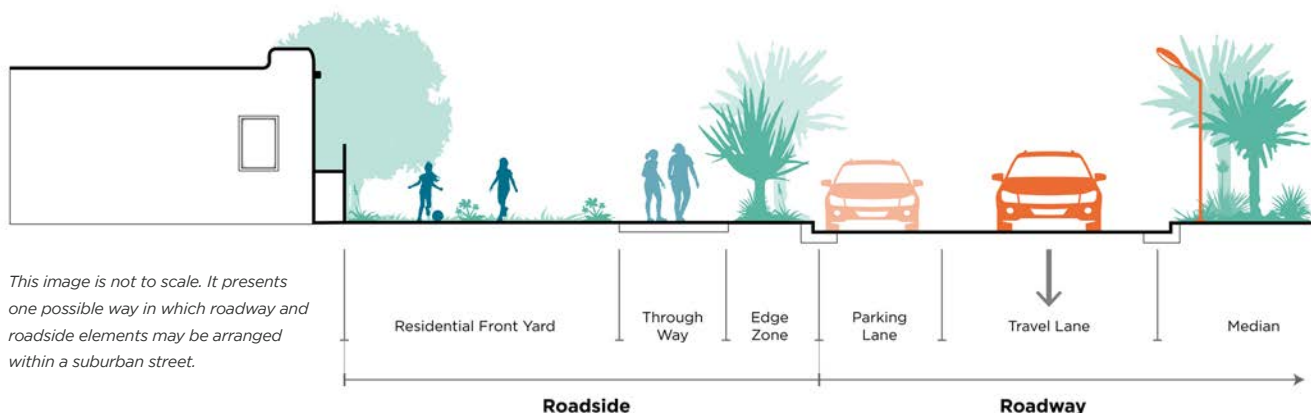
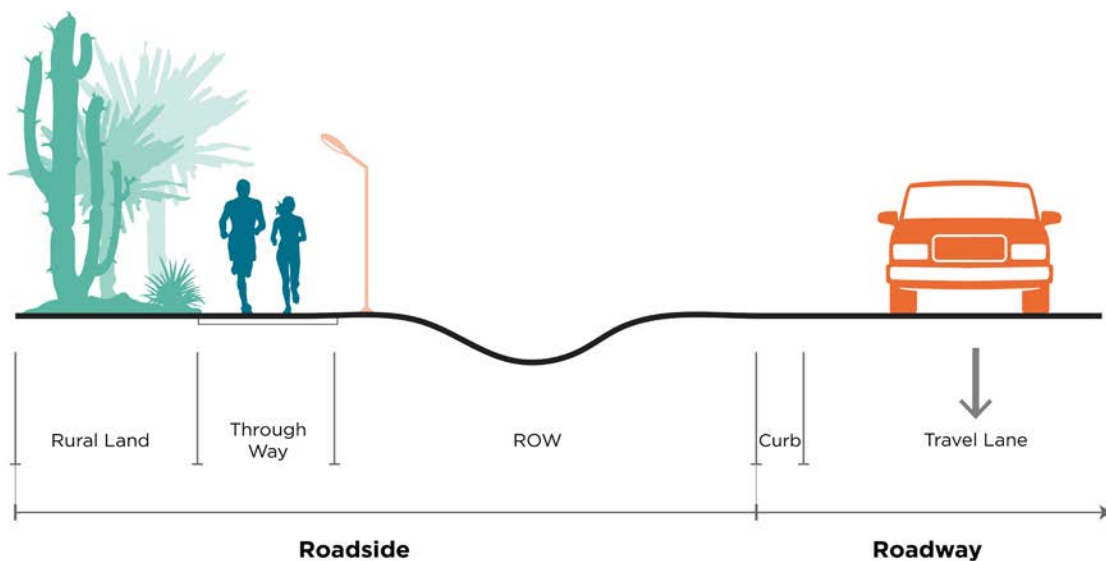


TABLE 1.10, MAJOR THOROUGHFARE CHARACTERISTICS CHART - RURAL CHARACTER ZONE

ATTRIBUTE	COLLECTOR	LOCAL STREET
FUNCTION		
FUNCTIONAL ROLE	PROPERTY ACCESS	PROPERTY ACCESS
ROADWAY CONTINUITY	GENERALLY DISCONTINUOUS, BUT CONNECTS TO ARTERIALS	GENERALLY DISCONTINUOUS, BUT CONNECTS TO COLLECTORS
DESIRABLE SPACING	1/4 TO 1/2 MILES	VARIABLE
COMMUNITY RELATIONSHIP	TRAVERSES BOUNDARIES	TRAVERSES BOUNDARIES
SPEED <sup>1</sup>	25 TO 30 MPH	20 TO 25 MPH
TRAFFIC VOLUMES	300 - 2,600	15 - 400
ROADWAY		
NUMBER OF TRAVEL LANES	2 LANES	2 LANES
PARKING LANES	NO	NO
CURB & GUTTER	OPTIONAL	OPTIONAL
MEDIANS	NO	NO
BIKEWAYS <sup>2</sup>	OPTIONAL	NO
TRANSIT	NO	NO
ROADSIDE		
EDGE ZONE	NO	NO
THROUGHWAY <sup>3</sup>	OPTIONAL	OPTIONAL

Source: Halff Associates, with reference to the NACTO Urban Street Design Guide and the ITE Designing Walkable Urban Thoroughfares: A Context Sensitive Approach.  
 1. Thoroughfare design standards should create consistency between target speed, design speed, and posted speed per NACTO's Proactive Urban Street Design formula (Target Speed = Design Speed = Posted Speed).  
 2. Bicycle and pedestrian facilities may be incorporated into a street segment on a case-by-case basis - either within the roadway or roadside, and potentially as a shared facility.  
 3. Not required on a case-by-case basis depending on speed and anticipated traffic volumes.

FIGURE 1.21, TYPICAL RURAL STREET SECTION



## MULTI-MODAL SYSTEM

When developing the Future Thoroughfare Program for Elevate Las Cruces, existing active transportation plan and long-range transit plan recommendations were considered. As shown in the Major Thoroughfare Characteristics charts on the previous pages (pages 79-81), consideration for bikeways and transit were included for each character class of roadway in the urban, suburban, and rural context. This section provides more detail on the recommended bicycle and transit accommodations.

### BICYCLE FACILITIES

The Las Cruces Active Transportation Plan (ATP) recommends a system of on and off-street bicycle and pedestrian projects throughout the city and portions of the surrounding ETZ. While the representative cross-sections in this volume do not show on-street bicycle facilities, it is assumed that the design of new roadways and re-design of existing roadways would incorporate bicycle and pedestrian accommodations in the urban and suburban context.

### TRANSIT FACILITIES

As discussed in **Volume II, Community Profile**, RoadRUNNER Transit provides fixed-route bus service for the City of Las Cruces. The representative cross-sections in this volume do not show dedicated lanes for transit; it is assumed that the design of new roadways and re-design of existing roadways would incorporate transit accommodations in the urban and suburban context.

## OTHER CONSIDERATIONS

### INDUSTRIAL STREETS

Industrial streets are designed to accommodate high volumes of large and heavy vehicle traffic in concentrated areas. Examples within Las Cruces include the industrial park and airport complexes. Industrial street design standards differ from a typical thoroughfare by including: wider curve radii to accommodate truck turning motions; thicker pavement to withstand heavier loads; and wider lanes to accommodate truck traffic.



*Before and after: Transit improvements in San Bernardino, California include a new bus turnout that allows for free traffic flow while ensuring a comfortable physical separation between motor vehicles and transit users. Source: Salud America*



## **INTERSECTIONS AND CROSSING TREATMENTS**

The design of street intersections has a significant impact on the overall street context. Urban street sections should include curb extensions to narrow the travel lanes in order to reduce the distance pedestrians must cross at intersections. This promotes a continuous pedestrian-friendly environment. Similar considerations including pavement markings and signalization as recommended by the Las Cruces Active Transportation Plan should be incorporated at all crossing locations to ensure adequate pedestrian network connectivity.

New intersections within or bordering a subdivision should align with existing intersections to avoid creation of jogs or offsets, and to provide for continuity of existing streets - especially collector and arterial streets. The angle for street intersections should be at as much of a right angle as possible. Corner cutbacks or radii should be required at the acute corner of the right-of-way line to provide adequate sight distance at intersections.

## **CONTINUATION AND PROJECTION OF STREETS**

As development occurs, existing streets should be extended, and when an adjacent area is undeveloped, the right-of-way layout should provide for the possible future continuation of the street.



*Infill office development incorporating rear access and parking through a cross-access easement that mimics a public alley.*

## **ACCESS MANAGEMENT**

Access management refers to managing access to development in a manner that maintains safety for motor vehicles and other users. Different thoroughfare types will have various levels of access management. Depending on street context, design speeds, and anticipated traffic volumes, Las Cruces should ensure that robust access management standards are applied to thoroughfares including consolidated driveways and median access controls.

## **ALLEYS**

Full functionality of urban street types may require the corresponding development of alleys to reduce curb cuts on the street - thereby preserving the curb face and maximizing on-street parking options. Alleys also divert service vehicles and activities away from the principal roadways and associated pedestrian activity. Alleys - either in the form of dedicated right-of-way, or private cross-access easement agreements - should be a requirement for new development in urban place types.

## **RETRO-FITTING EXISTING THOROUGHFARES**

Some elements of the street character zones promoted in this Program are not practical to apply to existing streets given right-of-way constraints. Exceptions for the retro-fitting of existing thoroughfares must be clearly stated in the City's development regulations.

## **GEOMETRIC DESIGN STANDARDS AND GUIDELINES**

Other guidelines related to the geometric design of thoroughfares should be discussed in the City's subdivision regulations or design requirements. However, duplicative standards in both documents may conflict over time, so the standards should be coordinated. Subdivision regulation standards should focus on general dimensional standards (right-of-way, pavement widths, etc.), while the design standards should focus on specific construction standards (cross sections, pavement thickness, etc.).

The street design principles and associated topics discussed in this Future Thoroughfare Program are reflected in the goals, policies, and actions in the Community Livability section of this volume.



**ELEVATE**  
LAS CRUCES



# III. POLICY FRAMEWORK

Las Cruces recognizes that the city's anticipated population growth over the next 25 years will have far-reaching impacts on the community's economic, environmental, and social characteristics. The Elevate Las Cruces Future Development Program and Future Thoroughfare Program provide the physical framework to guide anticipated growth in a manner that will be fiscally sustainable for the community - and by extension mitigate many of the negative consequences often attributed to growth while accentuating the positive.

No plan designed solely to influence a community's physical features however is truly "comprehensive" in nature if it does not also consider how the use of land influences multiple other community attributes such as the cost of public services, mobility, housing access, education, health care, and more. Las Cruces' ability to successfully implement its mandate for sustainable physical growth and transformation is dependent on leveraging complimentary policies and actions that affect the day-to-day welfare of its residents, business owners, and property owners. These inter-relationships are inseparable. Is a community with more houses environmentally sustainable if water resources continue to decline? Is a community with more roads fiscally sustainable if road mileage grows at a faster rate than tax revenues? Is a community more socially equitable if jobs are located far away from homes?

The Elevate Las Cruces Comprehensive Plan's Policy Framework includes goals, policies, and actions that will leverage the City's intended physical transformation embodied by the Future Development Program and Future Thoroughfare Program into a program that seeks to enhance the daily lives and long-term prospects for all Las Cruces. The Policy Framework is organized according to the following three themes:

- **Elevate our Community Environment** (page 86). Focuses on the topics that influence our built and natural environment: Land Use, Community Form and Character, Infrastructure, Utilities & Energy, Natural Resources & Open Space, and Regionalism.
- **Elevate our Community Prosperity** (page 144). Focuses on the topics that address our basic daily needs and community wealth: Economic Development, Education, Housing, and Human Services.
- **Elevate our Community Livability** (page 176). Focuses on the topics that make Las Cruces safe, enjoyable, and convenient place to live: Neighborhoods, Parks & Recreation, Mobility, Public Safety, Arts and Culture, Historic Preservation, and Public Health.



## ELEVATING OUR COMMUNITY ENVIRONMENT

The Elevate Las Cruces vision statement references the enchanting natural amenities that Las Cruces has to offer. However, these natural resources are finite, especially in a desert climate. The Community Environment policy framework doesn't just refer to the natural environment, but to the built environment as well. The character of Las Cruces' overall community environment is reflective of how efficiently and harmoniously humans interface with the existing natural features.

Collectively, the planning topics of Land Use and Community Character, Infrastructure, Utilities & Energy, Natural Resources & Open Space, and Regionalism comprise the Community Environment Policy Framework. This section presents the goals, policies, and actions for these topics, which must be assessed before considering how the community's economic and social characteristics can be leveraged to create a more prosperous and livable community in the future.

### DEFINING COMMUNITY ENVIRONMENT

Environment is defined as “the aggregate of surrounding things, conditions, or influences; ecology; the social and cultural forces that shape the life of a person or population.” For Elevate Las Cruces, the Community Environment policy framework is comprised of four primary topics that relate back to the Vision Components of “Las Cruces Believes in Balanced Development: and “Las Cruces Embraces and Preserves Our Natural Setting.” For each of the goals on the subsequent pages, the applicable vision components are shown as icons.



Las Cruces Believes in Balanced Development



Las Cruces Embraces and Preserves Our Natural Setting.

*The “Community Environment” of Las Cruces refers to both the natural and built environment.*

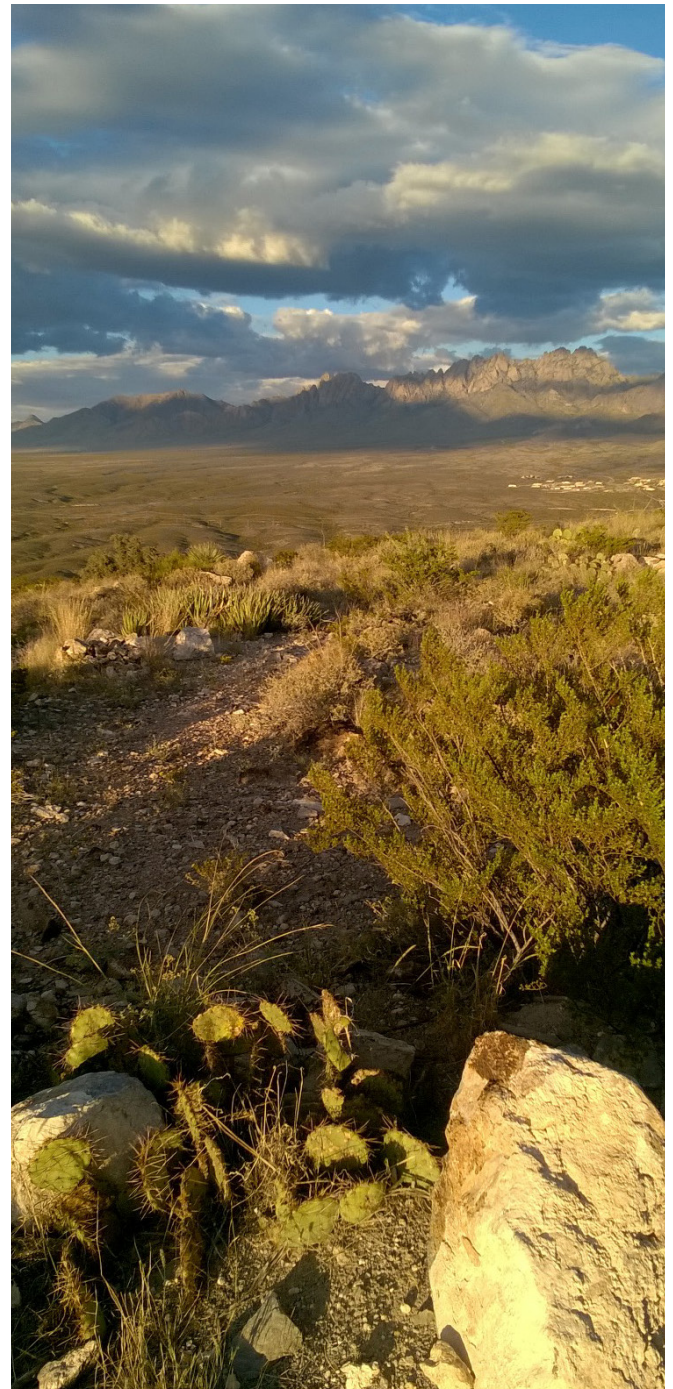




The rest of this section is organized around the following four topics.

- **Land Use & Community Character.** Two primary components of the built environment are the varying land uses and the character of development. The Future Development Map and associated development strategies for each of the place types provide key direction for land use and community character. The policies discussed in this section promote balanced growth, gives more direction on areas of special consideration, identifies centers and corridors, encourages complete neighborhoods, discusses building and site design considerations, promotes context-sensitive street design, and calls for accessible social spaces.
- **Infrastructure, Utilities & Energy.** Key components of the built environment are the infrastructure and utilities that power and sustain a community. Types of infrastructure discussed in this topic include water, wastewater, solid waste, and electricity. The goals, policies, and actions related to this topic encourage more efficient and sustainable use of infrastructure, utilities, and energy.
- **Natural Resources & Open Space.** The natural systems in a community include environmentally-sensitive areas, water resources, wildlife habitat, and open space lands. Since Las Cruces is known for its enchanting natural amenities, the preservation of these natural resources and open space areas is of critical importance to be a prosperous and livable community.
- **Regionalism.** Las Cruces is part of a larger tri-state and bi-national region encompassing parts of Texas and Mexico. Coordination amongst regional entities is critical to coordinate issues related to the built and natural environments.

These associated topics impact the built and natural environment. A community that is prosperous and livable balances the natural environment with growth and development. All four topics are inherently related and must be assessed together to determine how best to preserve the natural environment and conserve resources while still accommodating expected growth in a sustainable manner.



*Elevate Las Cruces proposes policies and actions to accommodate growth in a manner that does not despoil the city's surrounding natural setting.*

## CHALLENGES TO COMMUNITY ENVIRONMENT

In Las Cruces, there are challenges related to achieving a balanced community environment. The following challenges were brought up through the public and stakeholder input process for Las Cruces or were identified through the existing conditions assessment. The subsequent goals, policies, and actions are a direct response to these challenges.

### LAND USE & COMMUNITY CHARACTER:

- Redevelopment activity within the Infill Overlay District has been limited
- The regulatory approach promoting redevelopment is inconsistent with eight overlay districts applying widely different design and procedural standards
- The City has had to rely heavily on Planned Unit Developments to incorporate desired design features
- Over 40 percent of land in Las Cruces is still undeveloped

### INFRASTRUCTURE, UTILITIES, & ENERGY:

- Many residences remain on septic systems
- Continuing efforts to reduce water consumption rates
- Continue to establish new stormwater management practices to be more resilient to extreme heat and drought
- Need to increase availability of services for disposing of recyclable materials
- Increasing share of renewable energy sources

### NATURAL RESOURCES & OPEN SPACE:

- Resource conservation, particularly water, is an agreed upon need in the community
- The City has ample groundwater rights to supply water in the future, but groundwater availability may be insufficient to support long-term growth
- Continued coordination with the Bureau of Land Management and the New Mexico State Land Office is crucial to preserve environmentally sensitive areas
- A more extensive tree canopy is needed to reduce effects of extreme heat

### REGIONALISM:

- Many issues cross jurisdictional boundaries, such as traffic congestion, air quality, economic development, and workforce development
- Need for additional coordination with state and federal entities
- Continue close relationship with Doña Ana County on regional planning efforts
- Need to expand relationships with El Paso, Cd. Juarez, Texas, Chihuahua, and Mexico



TABLE 1.11, COMMUNITY ENVIRONMENT POLICY FRAMEWORK SUMMARY

TOPIC/GOAL	PAGE
<b>LAND USE &amp; COMMUNITY CHARACTER</b>	
GOAL CE-1, BALANCED GROWTH	92
GOAL CE-2, AREAS OF SPECIAL CONSIDERATION	96
GOAL CE-3, CENTERS AND CORRIDORS	100
GOAL CE-4, COMPLETE NEIGHBORHOODS	107
GOAL CE-5, BUILDING AND SITE DESIGN	114
GOAL CE-6, CONTEXT SENSITIVE STREET DESIGN	118
GOAL CE-7, ACCESSIBLE SOCIAL SPACES	124
<b>INFRASTRUCTURE, UTILITIES &amp; ENERGY</b>	
GOAL CE-8, ENERGY EFFICIENCY	128
GOAL CE-9, SUSTAINABLE INFRASTRUCTURE SYSTEMS	130
GOAL CE-10, COORDINATED SERVICE DELIVERY	132
<b>NATURAL RESOURCES &amp; OPEN SPACE</b>	
GOAL CE-11, RELIABLE WATER SUPPLY	135
GOAL CE-12, AIR QUALITY	137
GOAL CE-13, NATURAL FEATURES AND HABITAT	138
GOAL CE-14, OPEN SPACE LANDS	139
<b>REGIONALISM</b>	
GOAL CE-15, REGIONAL VISION	141
GOAL CE-16, CROSS-BORDER COLLABORATION	143

*The Community Environment Work Program is found on pages 224-265.*

## LAND USE AND COMMUNITY CHARACTER

Many of the concepts discussed in the land use and community character section of the Policy Framework have been introduced as components of the Future Development Program and the Future Thoroughfare Program. This section provides additional policy direction on how the City will attain its desired built form.

### BALANCED GROWTH

Policies and actions describe the methods to implement the City's Consensus [Growth] Scenario. Recommendations address the principal types of amendments that should be made to the Las Cruces Land Development Code to align the regulations with the vision for sustainable growth set forth in Elevate Las Cruces. Methods for promoting investment in established areas of the City are considered - as is the City's approach to future requests for annexation.

### AREAS OF SPECIAL CONSIDERATION

The Policy Framework acknowledges that one size does not fit all - and that adjustments to the City's future development patterns must be calibrated to compliment desirable built and natural features of Las Cruces. Infill development should mimic the historic built form, style, and scale of existing City neighborhoods. Development should preserve and incorporate important natural features while efforts should be made to strengthen existing employment centers such as NMSU and the West Mesa Industrial Park.



*A critical mass of development adhering to the City's University District Overlay standards is starting to create a destination district that is complimentary to the adjacent NMSU campus.*

### CENTERS AND CORRIDORS

A key component of the Future Development Program is the concentration of new development around mixed-use development centers and corridors of varying scale. Larger town centers present opportunities to develop new urban mixed-use nodes that serve as complimentary destinations to downtown. Smaller neighborhood centers can be integrated into residential areas and provide walkable and bikeable access to offices, restaurants, and commercial services. Mixed-use corridors provide a means to develop neighborhood-serving urban districts that yield higher residential densities and development intensities without encroaching into established and adjacent low-density residential neighborhoods.

## COMPLETE NEIGHBORHOODS

The design principles promoted in Elevate Las Cruces reflect a desire to re-introduce attributes of traditional **neighborhoods** - where land uses of varying type and complimentary scale are integrated into new development rather than **subdivisions** - which are often representative of a segregated single-use development. The Plan proposes neighborhoods of mixed commercial and civic land uses made accessible through high levels of street interconnectivity.

## BUILDING AND SITE DESIGN

Elevate Las Cruces' building and site design policies and actions promote development patterns which compliment pre-existing development and provides comfortable transitions between public spaces and the private realm. Consideration is given to the form and aesthetic style of new development, particularly the relationships between differing land uses and the public street.

## CONTEXT SENSITIVE STREET DESIGN

As introduced in the Future Thoroughfare Program, successful urban, suburban, and rural place-making is Dependant on a complimentary design relationship between private property and the adjacent street right-of-way. The city's ability to influence pedestrian-friendly mixed use development within urban places types requires that new and retrofitted street cross-sections provide a comfortable street scape environment that balances traffic flow with facilities that provide for active means of transportation and transit.



*Plaza de la Cruces has quickly become the City's premier social space hosting community-wide events and serving as the focal point of an increasing amount of downtown activity.*

## ACCESSIBLE SOCIAL SPACES

Vibrant communities provide for a wide range of formal and informal recreational and public gathering spaces. Even the most well-funded municipal parks system cannot provide the spaces to meet all of its residents' social needs. Elevate Las Cruces recognizes that the public parks system must be augmented by the incorporation of private amenities and social gathering spaces in new development and the selected conversion of roadside edges into active roadsides.



## GOAL CE-1: BALANCED GROWTH

### *ENCOURAGE EFFICIENT LAND USE DEVELOPMENT PATTERNS THAT ACCOMMODATE PROJECTED GROWTH IN A SUSTAINABLE MANNER.*



The Las Cruces Land Development Code will be one of the principal tools by which the City's sustainable growth vision will be implemented. The Code will require substantial modification to effectively facilitate the managed land use and development distribution, form, and character that recommended within Elevate Las Cruces.

The City of Las Cruces may choose to amend the Las Cruces Land Development Code on a topic-by-topic basis, or it may initiate a comprehensive update of the entire Code. The preferred approach to be taken will be determined by the Mayor and City Council, although the cumulative scope of potential amendments suggests that a comprehensive re-write of the Code is warranted to expedite the City's application of its preferred development scenario while assuring consistency between code provisions.

Such an ambitious update to the City's land development regulations - including the incorporation of new land use and development concepts - will offer the opportunity to modify and streamline development processes. A comprehensive update of the Las Cruces Land Development Code requires the City to solicit the participation of stakeholder groups who may be affected by new regulatory standards, and must also be accompanied by a robust educational process during and following code adoption.

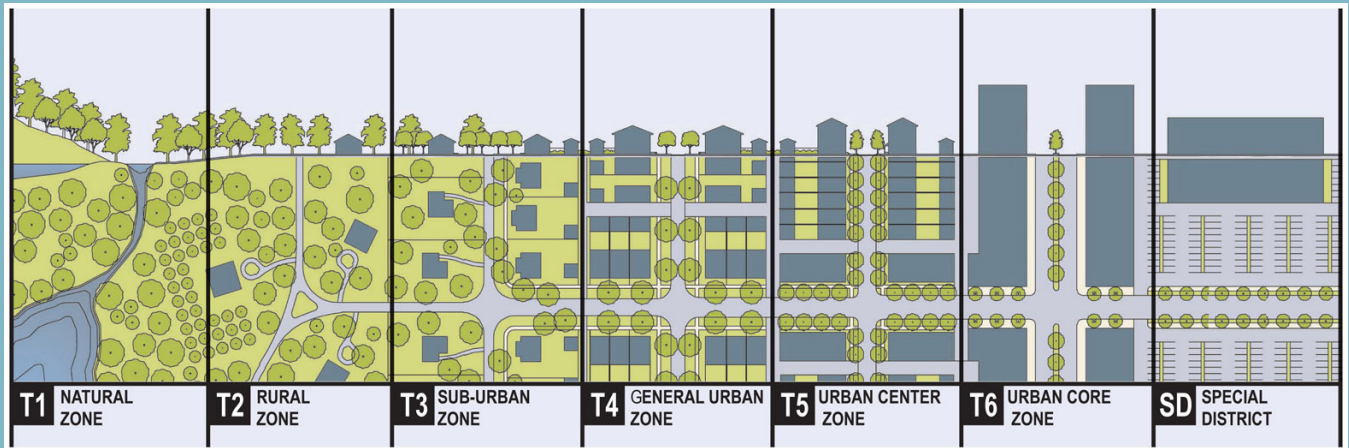
The City of Las Cruces has attempted to generate reinvestment in the central part of the City through the adoption of special taxing districts, historic district designation, and the stream-lining of the development review process for infill development activity. These initiatives aimed at promoting growth "inward" have been augmented by the City through its role in the redevelopment planning process - recently represented by the Amador Proximo and Apodaca community blueprint plans.

The Elevate Las Cruces Consensus [Growth] Scenario advocates for continued growth within center city neighborhoods, and the urbanization of targeted corridors and districts. Absent the central business district, there are few pre-existing examples of this type of development in the City. For such inward growth patterns to be successful, the City will need to pro-actively invest in center city infrastructure that supports preferred development intensities and provides the spatial and aesthetic characteristics that reflect the urban place types it hopes to generate. These efforts will also require the City's active participation in public-private partnerships with the development community to create enthusiasm and confidence through catalytic projects.

The Consensus Scenario (page 17) illustrates that most anticipated residential and non-residential growth can be accommodated within the existing municipal limits. Likewise, the Future Development Program supports growth patterns that are more closely aligned to the location of existing City infrastructure. Adherence to this conservative approach to new development and the conversion of land means that the City's future annexation strategy need not be aggressive. Where annexation is considered however, a standardized fiscal impact analysis developed by (or on behalf of) the City should be a required element of the annexation application. It is also not uncommon for communities to hire a fiscal consultant on retainer (to be paid by the annexation applicant) to prepare the fiscal impact analysis on the local government's behalf to better ensure objective results.

As new development and redevelopment occurs in Las Cruces, efforts to create a 'sense of place' should be incorporated. Creative Placemaking refers to strategically shaping the social and physical character of a neighborhood, often around arts and cultural activities.

## FORM-BASED DEVELOPMENT CODES



*The rural-urban transect serves as the framework for the SmartCode. Associated development guidance may assist in the review of proposed developments on study area tracts and parcels. Source: SmartCode v 9.2, DPZ Partners LLC*

Implementation of the place-based approach to land use and community character advocated by Elevate Las Cruces will require substantial updates to the Las Cruces Land Development Code. The structure of the current Code may be inadequate however to apply all of the community character goals of the Plan - particularly those related to transitional land use intensities and mixed land uses in centers and corridors, and urban neighborhoods.

Elevate Las Cruces does not propose specific land use intensities for potential zoning districts that would be necessary to implement urban and overlay place type development strategies. Form-based codes incorporating transect-based principles represent the likely method by which the City may incorporate the development strategies advocated in this Plan into its development regulations.

The rural-urban transect (above) illustrates a system of development patterns that become successively more urban in intensity and character. The rural-urban transect provides a development framework for communities that utilize the SmartCode or other similar form-based land use regulations.

The transect-based approach to zoning is already utilized by Las Cruces within the Downtown Development Code. Additional form-based districts may be incorporated into an updated Land Development Code to promote the City's development vision.



*Civano is a new neighborhood near Tucson that incorporates T4 (General Urban) development intensities with mixed land uses and varying housing types and scale.*



The application of the Future Development Program's place type development strategies through the transect (page 93) will allow the City to mix development intensities while preserving the character of existing neighborhoods such as the Mesquite historic district.

**POLICY CE-1.1: CREATE CONSISTENCY BETWEEN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM RECOMMENDATIONS AND DEVELOPMENT REGULATIONS.**

- **Action CE-1.1.1:** Prepare a comprehensive update of the Las Cruces Land Development Code to incorporate the development strategies contained in the Elevate Las Cruces Future Development Program.
- **Action CE-1.1.2:** Modify development regulations to allow for building and site design flexibility in meeting the intent of the Elevate Las Cruces Future Development Program.
- **Action CE-1.1.3:** Incorporate form-based districts or concepts into a refined Las Cruces Land Development Code to apply Elevate Las Cruces place type overlays, and create consistency between existing City zoning overlays.
- **Action CE-1.1.4:** Develop new administrative forms, guides, and other educational resources or processes to effectively implement updates to the Las Cruces Land Development Code
- **Action CE-1.1.5:** Consider the appropriateness of future development proposals with place type designations and their relationship with surrounding land uses.
- **Action CE-1.1.6:** Prepare a compatibility matrix that assists staff in assessing potential land use conflicts resulting from a development proposal and identifies possible mitigation measures.
- **Action CE-1.1.7:** Study the feasibility of using a fiscal impact analysis tool to assess new developments.





*Infill development will be subject to transitional massing and scale that respects the current neighborhood fabric while promoting a walkable environment between residential areas and business streets.*

**POLICY CE-1.2: PROMOTE INVESTMENT WITHIN OLDER AREAS OF THE CITY THROUGH REDEVELOPMENT.**

- **Action CE-1.2.1:** Facilitate infill and/or higher density mixed use development in downtown and at key activity centers and along transit corridors.
- **Action CE-1.2.2:** Work with property owners of potential redevelopment tracts to create master plans that generate pedestrian-friendly mixed-use (residential and non-residential) development sites and neighborhoods.
- **Action CE-1.2.3:** Partner with property owners of vacant land for infill opportunities.
- **Action CE-1.2.4:** Update the infill policy plan to include Creative Placemaking consistent with the development strategies contained in the Elevate Las Cruces Future Development Program.

**POLICY CE-1.3: EXERCISE AN ANNEXATION POLICY THAT IS BASED ON COMMUNITY NECESSITY.**

- **Action CE-1.3.1:** Develop a fiscal impact analysis tool to measure the cost versus benefit of proposed annexations based on anticipated long-term revenues and public expenditures.
- **Action CE-1.3.2:** Pursue city-initiated annexation of areas in the ETZ where necessary to protect the health, safety, and welfare of residents or to preserve the natural environment.

## GOAL CE-2: AREAS OF SPECIAL CONSIDERATION

### *INTEGRATE NEW DEVELOPMENT INTO THE COMMUNITY IN A MANNER THAT COMPLEMENTS SIGNIFICANT BUILT AND NATURAL FEATURES.*



The Elevate Las Cruces Future Development Program acknowledges that the application of preferred future growth patterns must be calibrated to account for the unique character of various city corridors, districts, and neighborhoods. These “Areas of Special Consideration” are referenced on page 58 and highlighted on **Map 1.3** (pages 60, 61).

Some areas of special consideration warrant additional supporting policies and actions to ensure a pro-active approach to retaining or enhancing their desirable attributes:

- **Urban Neighborhoods.** Including the original historic neighborhoods within the boundaries of the Infill Area Overlay District, many of the City’s neighborhoods exhibit lot, and block arrangements that are small and walkable in scale and provide maximum interconnectivity. These areas also exhibit a greater mixture of complimentary non-residential land uses among predominantly residential neighborhoods. Elevate Las Cruces seeks to emulate many of these characteristics in future infill development but requires that the City be more prescriptive in applying building and site design that compliments these features.
- **Downtown Las Cruces.** The central business district and historic neighborhoods flanking it collectively remain Las Cruces’ principal example of mixed-use urban development. It is also one of the City’s primary unifying features - a cultural destination that is shared by all Las Cruces. The development of new mixed-use centers and corridors should not detract from the City’s ongoing efforts to reinvigorate downtown Las Cruces. While the Downtown Development Code provides the design framework to create a true live-work district, additional public investments and features may be necessary to leverage great private investment. For example, substantial amounts of multi-story mixed-use development requires sufficient parking. An

increasing downtown population will also require additional parks and other social spaces.

- **Rural Place Types.** The Future Development Program identifies significant areas within and surrounding the city as worthy of conservation including productive agricultural lands, floodplains, arroyos, and steep slopes. The need to conserve these resources, and incorporate them into new development need not render potential development tracts as unbuildable. Through cluster development techniques and/or transfer of development rights the City may work with the development community to develop tools that facilitate profitable development in otherwise rural areas where long-term conservation is a priority.
- **University District.** With the adjacency of University Avenue to the northern boundary of the NMSU campus, and the University’s efforts to develop Aggie Uptown as a mixed-use development, these areas represent some of the best potential locations to promote new urban development patterns in Las Cruces.
- **West Mesa Industrial Park.** The City’s attempts at encouraging additional industrial development should remain focused on the West Mesa Industrial Park. There remains significant development potential within the park - both in terms of available land and vacant building space. The greatest paradox with the West Mesa Industrial Park however, is its limited accessibility to the workers that would staff new businesses. The marketability of the property in the park is partially contingent on providing transportation alternatives to the site from the rest of the city.



Two of the three “homes” pictured above are infill developments that adhered to form-based development requirements to manage arrangement and scale, and design guidelines to ensure complimentary architectural styles. All three buildings are used as offices - one which includes an accessory residential unit.

**POLICY CE-2.1: PROMOTE INFILL DEVELOPMENT STRATEGIES TO SUSTAIN THE CITY’S ESTABLISHED NEIGHBORHOODS AND HISTORIC RESIDENTIAL AREAS.**

- **Action CE-2.1.1:** Incorporate the urban neighborhood place type development strategies into municipal land development regulations.
- **Action CE-2.1.2:** Maintain the urban fabric of the infill area by applying historic/ traditional block sizes in redevelopment areas.
- **Action CE-2.1.3:** Design of new buildings in historic districts to complement historic building form, scale, and style.
- **Action CE-2.1.4:** Adhere to the recommended land use patterns and design guidelines contained in previously adopted neighborhood plans, corridor plans, community blueprints, and other special area plans.
- **Action CE-2.1.5:** Identify areas within urban or overlay place type classifications that may serve as receiving areas as part of transfer of development rights feasibility study.

**GUIDING DEVELOPMENT INTENSITY**

Elevate Las Cruces seeks to promote infill development while preserving natural lands. Commonly used conservation tools used to promote both goals include:

- **Transfer of Development Rights.** Certain areas of the city where development is not desired are designated as “sending” areas while preferred development zones are “receiving” areas. A developer may be able to purchase the right to develop a certain amount of building area from the sending area and transfer it to the receiving area to increase the total maximum building yield.
- **Purchase of Development Rights.** Similar to a transfer of development rights program, but the “rights” purchased - often in the form of a conservation easement - are not transferred to another property.
- **Density Incentives.** Can be applied in multiple ways including as part of cluster subdivision developments, or through adherence to municipal design, conservation guidelines, or similar optional development standards.



## DOWNTOWN DESIGN SCENARIOS

Residents participating in Elevate Las Cruces have voiced various desirable programs in downtown. The corner building located next to the La Placita and facing the Retro arcade was studied as part of a multi-day design workshop to showcase how different types of development scenarios can take further enhance the downtown. The common design theme among all scenarios is to increase connectivity between the placita and the buildings. Some design options presented that support ongoing efforts to invigorate downtown include:



*RESTAURANT (top): Vacant buildings can be filled with any number of uses. This image illustrates how a new restaurant could use a pergola and outdoor dining to shade and engage the streetscape. The second story can be converted into living spaces.*

*CHILDREN'S LIBRARY (bottom): Plays an important role in fostering literacy and creates a social gathering space for children and parents. In the hot weather, learning and reading inside is a good alternative to outdoor activities.*

## POLICY CE-2.2: CONTINUE TO PROMOTE DOWNTOWN AS THE MIXED-USE CORE OF THE CITY.

- **Action CE-2.2.1:** Adhere to the building specifications and architectural standards provided in the Downtown Development Code.
- **Action CE-2.2.2:** Identify potential avenues to construct structured parking in association with new downtown development.
- **Action CE-2.2.3:** Amend the Downtown Master Plan and Downtown Development Code to provide the mechanisms for the construction of new civic space in downtown Las Cruces.
- **Action CE-2.2.4:** Implement the recommendations of the Downtown Master Plan and the Arts and Cultural District Plan.
- **Action CE-2.2.5:** Downtown Development Code. Explore the establishment of a Business Improvement District (BID) in downtown.

## POLICY CE-2.3: ENCOURAGE CONTEXT-SENSITIVE DEVELOPMENT IN THE RURAL PLACE TYPES TO PRESERVE NATURAL OPEN SPACE AND PRODUCTIVE AGRICULTURAL LANDS.

- **Action CE-2.3.1:** Identify areas within rural place type classifications that may serve as sending areas as part of transfer of development rights feasibility study.
- **Action CE-2.3.2:** Prepare hillside development overlay standards that minimize development activity on steep slopes.
- **Action CE-2.3.3:** Establish standards for implementing cluster residential development that incorporate natural corridors into the development.
- **Action CE-2.3.4:** Conduct planning studies for the East Mesa and the BLM land located near Centennial High School west of Sonoma Ranch Boulevard.



**POLICY CE-2.4: COORDINATE PLANNING EFFORTS WITH NMSU TO CREATE VIBRANT CORRIDORS AND NEIGHBORHOODS ADJACENT TO CAMPUS**

- **Action CE-2.4.1:** Prepare a University Avenue corridor study to address redesign of the corridor as well as student housing, multi-modal connectivity, retail, and identify updates to the University District Overlay.
- **Action CE-2.4.2:** Support NMSU planning efforts to develop the Aggie Uptown area into a mixed-use development.
- **Action CE-2.4.3:** Encourage a range of housing types near the University within the City limits.

**POLICY CE-2.5: SUPPORT ADDITIONAL INDUSTRY AND BUSINESS GROWTH IN THE WEST MESA INDUSTRIAL PARK.**

- **Action CE-2.5.1:** Update the West Mesa Industrial Park master plan and development strategy and overlay to develop strategies to stimulate business development in the area.
- **Action CE-2.5.2:** Support alternative modes of transportation to the West Mesa Industrial Park such as the NMDOT and Enterprise coordinated van program.

*Cluster subdivision techniques are a key component of conservation development that preserves natural open space and productive agricultural lands. In the scenario above, a vacant 50+ acre tract of agricultural land (A) is subdivided into 225 single-family lots at a maximum of 10,000 acres per lot (B). The same development yield of 2.5 units per acre preserves a majority of the buildable acreage (C) where development standards rely on net density rather than lot size requirements.*

## GOAL CE-3: CENTERS AND CORRIDORS

### SUPPORT COMMUNITY GROWTH THROUGH CONCENTRATED DEVELOPMENT AT ACTIVITY CENTERS AND ALONG KEY CORRIDORS.



Elevate Las Cruces proposes the development of Town Centers, Neighborhood Centers, and Mixed-use Corridors distributed throughout the built areas of the City, and in areas that are only recently being converted from open space into subdivisions, shopping centers, and supporting civic uses. Collectively, these overlay place types are intended to accommodate a significant percentage of Las Cruces' project future growth.

- **Town Centers** (page 53 - 54). Town Centers are high-intensity urban districts that include a mix of residential and non-residential land uses that create a vibrant and walkable activity center. Town Centers contain multi-story buildings that include upper-story residential and ground floor flex space for residential or non-residential uses. Town Centers will have a sufficient mix of land use within a compact land area where residents can live, work, shop, and play all within the confines of the community. The scale of Town Centers is not clearly defined by Elevate Las Cruces, although they are likely to mimic the allowable development intensities described in the Downtown Development Code and will incorporate transitions in scale in areas close to surrounding residential neighborhoods.

The Future Development Map (page 34 - 35) depicts only five future Town Centers. Three of these Town Centers are located in areas where either the City or NMSU is already targeting redevelopment (Aggie Uptown, Amador Proximo, Apodaca.) The number of Town Centers is limited because projected growth in Las Cruces for the next 25 years may not support additional large-scale town center development - particularly without inhibiting the nascent growth in downtown.

Depending on market conditions, the City of Las Cruces may choose to amend the Future Development Map as necessary to add Town Centers, or to move or replace a proposed Town Center through the re-designation of a Neighborhood Center.



*Town Centers and Neighborhood Centers should both accommodate mixed-uses, although the scale of both should be commensurate with the existing or intended intensity and scale of surrounding residential areas.*

- **Neighborhood Centers** (page 51 - 52). Neighborhood Centers include a mix of residential and non-residential land uses that provide nodes of community activity for surrounding residential neighborhoods. Neighborhood Centers are located at key neighborhood intersections and provide a transitional buffer between single-family residential neighborhoods and areas of higher development intensity. Unlike Town Centers, Neighborhood Centers are not meant to be stand-alone and self-contained communities. Rather they provide a mix of residential options and services that serve as destinations for a support surrounding residential neighborhoods.



Neighborhood Centers are depicted on the Future Development Map (page 34-35) at intervals of 1 mile which creates a 1/2 mile radial walkshed between each Neighborhood Center and surrounding residential areas. (Note: The Suburban Neighborhood place type allows for other small-scale commercial uses at intervening locations). The dispersal of Neighborhood Centers in relation to urban place types is less frequent because these place types already permit a much wider mix of residential and non-residential uses.

Neighborhood Center locations are approximate. They may be shifted slightly from the location depicted on the Future Development Map to accommodate development proposals that otherwise meet the intent of the Future Growth Program. Should market conditions allow, the Mayor and City Council may choose to amend the Future Development Map to re-designate a Neighborhood Center as a Town Center.

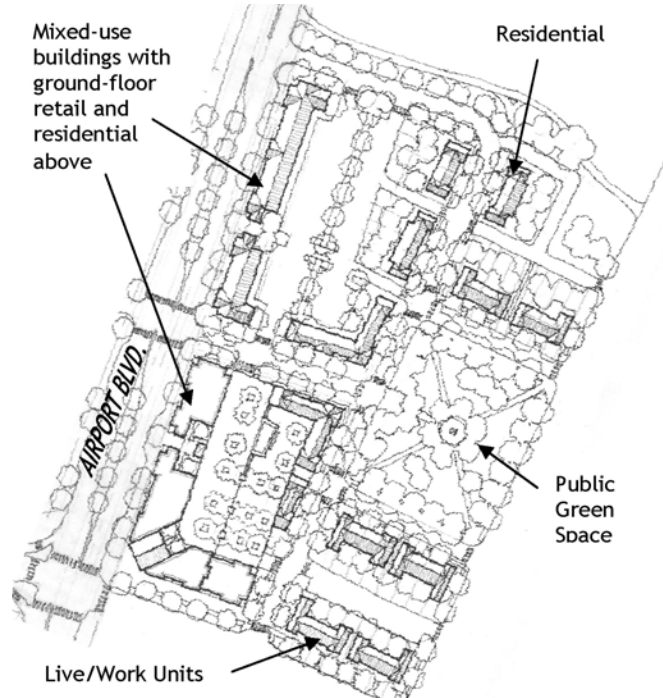
**POLICY CE-3.1: PROMOTE THE DEVELOPMENT OF MIXED-USE CENTERS TO SUPPORT SURROUNDING NEIGHBORHOODS AND SERVE AS FOCAL POINTS FOR COMMUNITY LIFE.**

- **Action CE-3.1.1:** Prepare new zoning standards for town centers and neighborhood center place types that incorporate the development strategies recommended in the Elevate Las Cruces Comprehensive Plan.
- **Action CE-3.1.2:** Target and incentivize the creation of new town centers as depicted on the Future Development Map to absorb anticipated residential and non-residential growth.



*Neighborhood Centers may include single-story and single-use buildings but should be easily accessible to surrounding residents and arranged in a manner that supports and entices pedestrian activity within the roadside.*

- **Action CE-3.1.3:** Distribute neighborhood centers throughout urban neighborhood and suburban neighborhood place types at or near the intersection of two (2) major thoroughfares or at locations where a multi-use trail corridor intersects with a major thoroughfare.
- **Action CE-3.1.4:** Apply urban street design standards that promote circulation and connectivity to thoroughfare segments extending roughly 1/4 mile from the central point of projected neighborhood and town centers.
- **Action CE-3.1.5:** Apply town center and neighborhood center zoning designations to eligible property through zoning map amendments in conjunction with the land development process.
- **Action CE-3.1.6:** Prepare urban design guidelines that can be applied to mixed-use centers and corridors, and existing overlay areas and historic districts.



*Neighborhood Center concepts - providing mixed-residential uses and commercial services to surrounding residential areas can be applied in a linear fashion on redeveloping Mixed-use corridors. Source: City of Austin.*

- **Mixed-Use Corridors** (page 55-56). Mixed-Use Corridors support residential and non-residential land uses along roadway or trail corridors. The place type mimics the built environment of a central business district or other mixed-use activity center by combining residential and non-residential land uses within buildings or on shared parcels but arranges such uses in a linear manner along established thoroughfares.

The Future Development Map ties Mixed-use Corridors to urban place types. These corridors link existing urban destinations such as downtown, medical complexes, and NMSU; and projected Town Centers. Many mixed-use corridors align with transit routes, and have traffic volumes that make them candidates for reconfigurations that support urban walkable development - including the possibility of land reductions and widened active roadsides for pedestrian traffic. These corridors are also commonly flanked by older development or vacant lots lacking in significant investment.

The Mixed-use Corridor concept also provides a feasible way for transforming communities to incorporate urban form and intensity among single-family neighborhoods of lower density. Although surrounding urban neighborhood exhibit lot sizes, blocks, and street arrangements of more walkable scale there is understandable concern about the possible encroachment of development of non-conforming scale. The Mixed-use corridor concept weaves new mixed use development into older opportunity areas - reinvigorating commercial corridors and increasing the value of adjacent residential areas.

**POLICY CE-3.2:** ALLOW FOR A MIX OF DEVELOPMENT TYPE AND INTENSITY ALONG MAJOR THOROUGHFARES THAT REFLECTS SURROUNDING URBAN, SUBURBAN, AND RURAL CONTEXTS.

- **Action CE-3.2.1:** Prepare new zoning standards for the mixed-use corridor place type that incorporates the development strategies recommended in the Elevate Las Cruces Comprehensive Plan.
- **Action CE-3.2.2:** Incorporate provisions in the mixed-use corridor zoning standards to require access management - including cross-access between parcels - and right-of-way widening to provide for sufficient roadside depth.
- **Action CE-3.2.3:** Apply the mixed-use corridor zoning district to property flanking the thoroughfares where depicted on the Future Development Map through a remapping process, or on a case-by-case basis as a floating zone.
- **Action CE-3.2.4:** Amend existing corridor overlay districts to correspond with mixed-use corridor zoning standards.



*New urban development infill is permitted along a Mixed-use Corridor in lieu of the auto-urban development in the foreground (top). A closer view illustrates the increased width of the active roadside that is incorporated into the street cross-section immediately in front of the new development (middle). Subsequent or concurrent municipal investments reconfigure the street section to incorporate facilities for on-street parking, bicycling, and transit (bottom).*



## TOWN CENTERS: MESILLA VALLEY MALL TRANSFORMATION

The Mesilla Valley Mall is located at the intersection of South Telshor Boulevard and East Lohman Avenue. Opening in 1981, it is still one of the only regional malls in southern New Mexico. Anchors include Sears, JCPenney, Dillard’s, Barnes & Noble, and the Cineport 10 Theatre. Numerous small local shops occupy the smaller retail spaces between the anchors. As the nature of retail changes in the United States, the owner of the Mesilla Valley Mall is interested in investigating possible concepts for the evolution of the property. This presents an opportunity for a typical shopping mall to transform into a complete, walkable town center within Las Cruces.

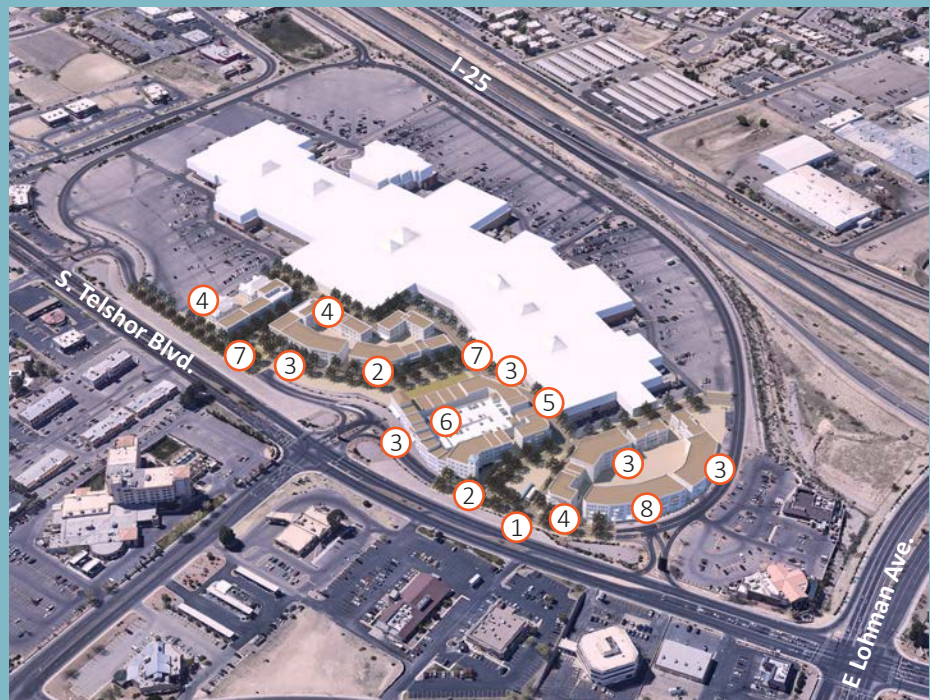
When considering how to transform an existing mall into a town center, two subjects to consider are where to start building, and how to use new development to bring additional business to the existing mall. The best place to start building is typically in the parking lots. This removes the cost of demolition while improving the site and bringing more customers. As development progresses, more walkable blocks, public spaces, and residences are added around the mall. Strategic areas of the mall may be removed to improve its connection to the developing neighborhood. The goal is to envision a future where the neighborhood could be successful if the mall stays, or is eventually removed.



Existing Mesilla Valley Mall (above).

*INITIAL REDEVELOPMENT PHASES (BELOW).* The first phase develops on the parking lot closest to the main intersection of Telshor Boulevard and Lohman Avenue. This increases visibility and attracts business. The bus stop near I-25 is relocated to incentivize transit ridership.

New green spaces and housing options in Phase 2 create more destinations on the site for visitors and residents. Housing options can be designed to attract a range of people from a variety of stages in life.



### REDEVELOPMENT KEY

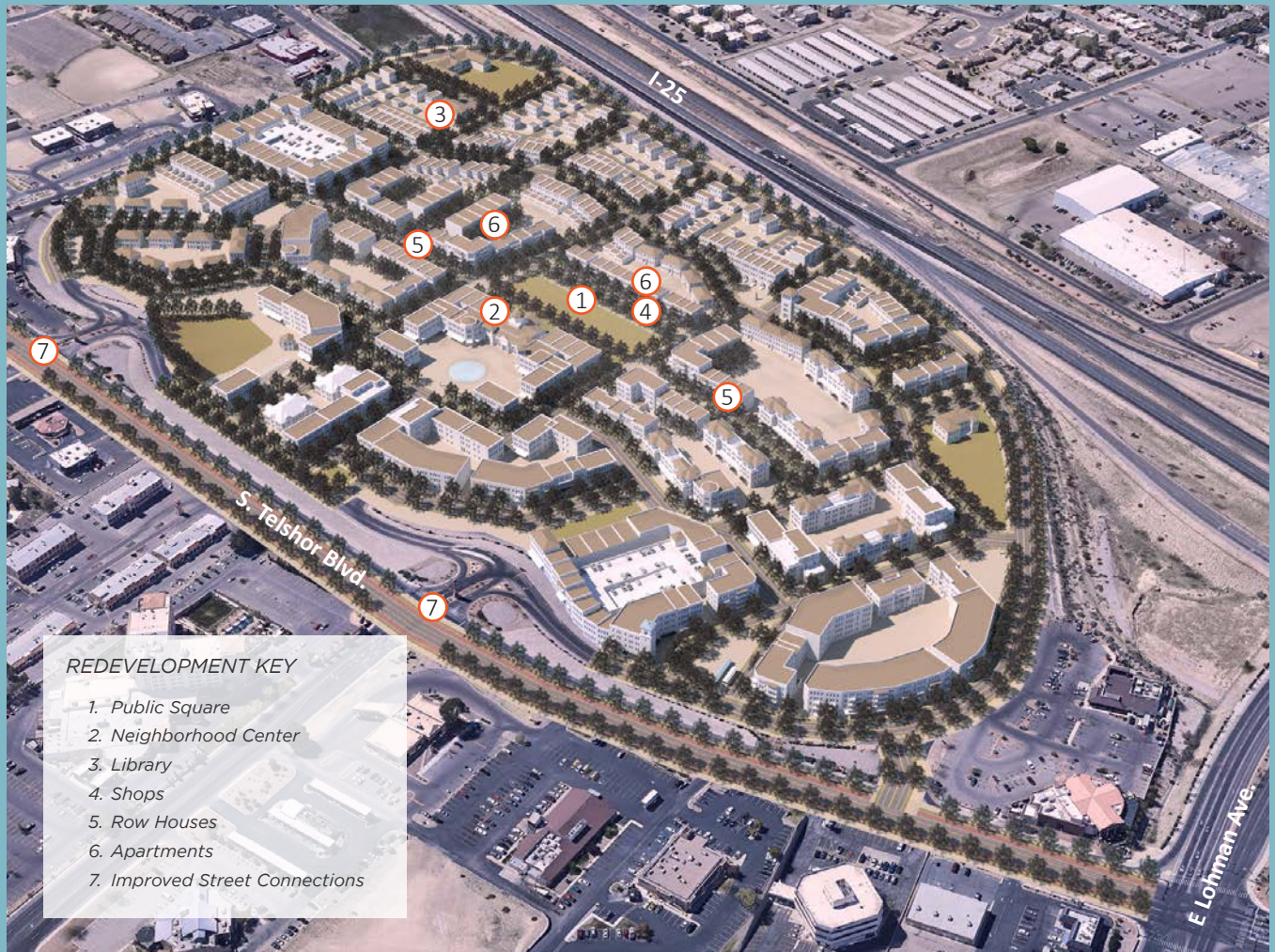
1. New Bus Station & Plaza
2. Shops (retail, restaurants, etc.)
3. Apartments/Condos
4. Assisted Living/Co-housing
5. Medical Offices
6. Parking Garage
7. Green Space
8. Senior Housing



## FULL TRANSFORMATION

The image below shows the full site build-out with the mall continuing to exist as a part of the neighborhood with new entries and exterior improvements to feel like a part of the community. At the end of this phase, the owner of the mall may decide to keep the mall, or to demolish it. If the mall were removed, the last phase could serve to complete the neighborhood through a central public green and neighborhood center building. A new branch of the library may be opened near the new school.

Streets are connected from one side of the neighborhood to the other, maintaining views out toward natural surroundings in the distance. As the new town center is completed, improvements to Telshor Boulevard would help provide connections to its neighbors. This could include street trees, bike lanes, and potentially dedicated bus/commuter lanes.



(NOTE: The full six-phase build-out of the hypothetical Mesilla Valley Mall conversion is depicted in Appendix I-B.)



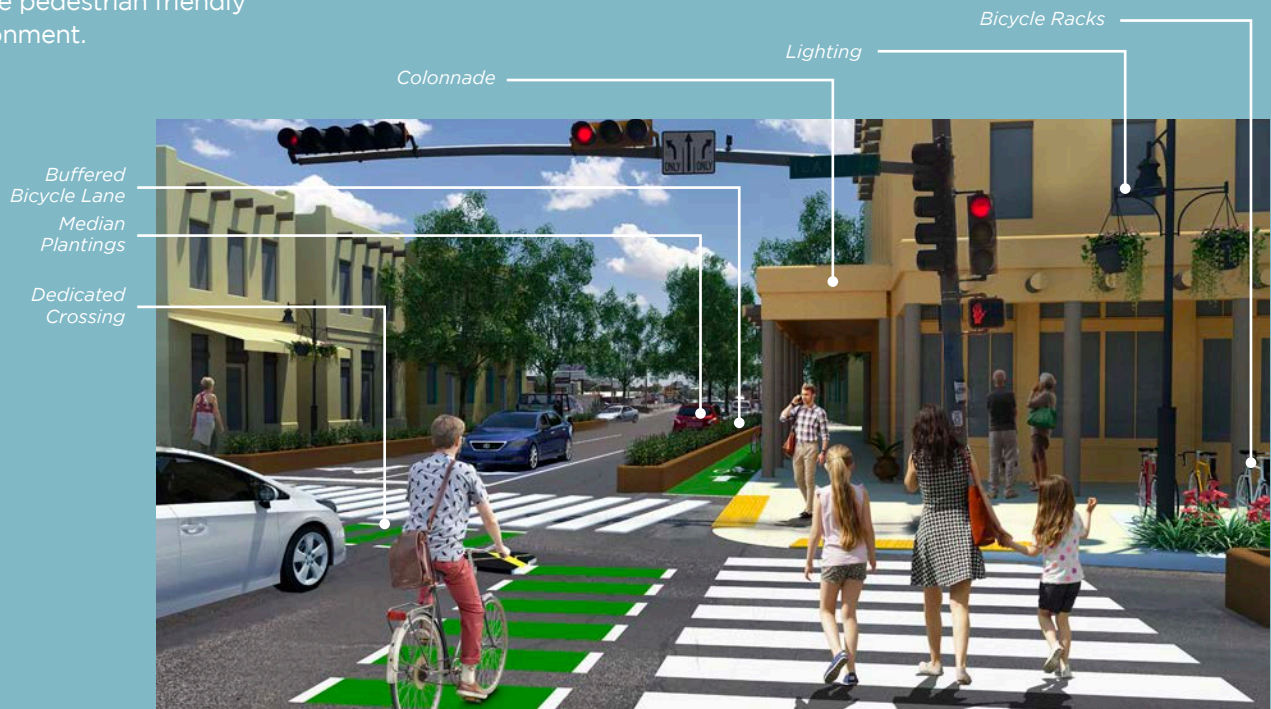
## ENHANCED MIXED-USE CORRIDORS: SOLANO DRIVE

Solano Drive is a commercial corridor east of Downtown Las Cruces. The corridor supports a wide variety of uses including retail, services and office buildings. The form of development along Solano Drive is suburban, with buildings set back from the street, expansive surface parking areas, and wide travel lanes for motor vehicles. During a multi-day design workshop Solano Drive was re-envisioned as a Mixed-use Corridor - transforming the four-lane road into a two-lane road, with a turning lane at intersections and bicycle lanes.

According to the NMDOT traffic count data, Solano Drive at the Idaho Avenue intersection has decreased from 16,899 in 2012 to 14,517 in 2017. The long-term transportation plan of Las Cruces shows buffered bike lanes on both sides of Solano Drive and separated bike lanes on Idaho Avenue. This can significantly improve the safety of this corridor for cyclists and at the same time creates a more pedestrian friendly environment.



S. Solano Drive at Idaho Avenue (above).



Design concept (above).



## GOAL CE-4: COMPLETE NEIGHBORHOODS

**DEVELOP MIXED-USE NEIGHBORHOODS THAT INCORPORATE A WIDE RANGE OF RECREATIONAL, COMMERCIAL, EMPLOYMENT, AND CIVIC USES.**

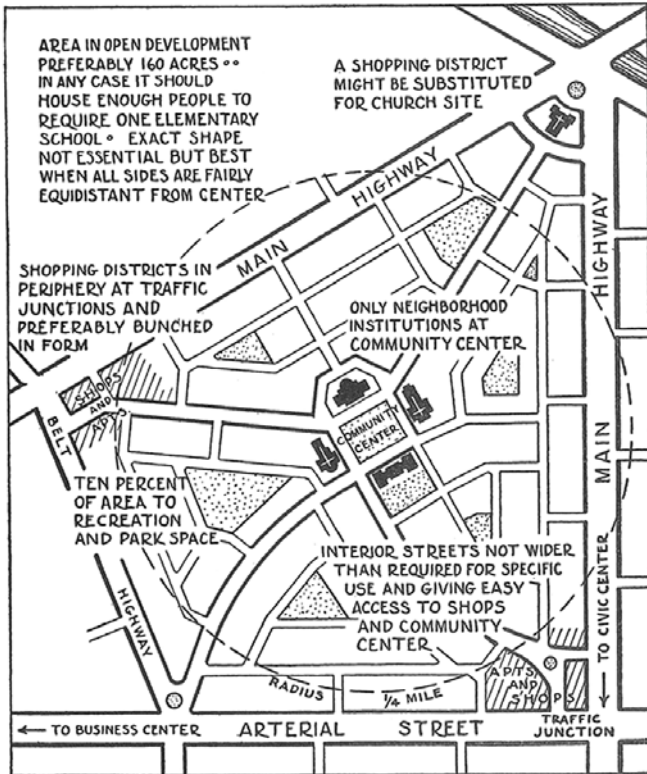


Elevate Las Cruces promotes the development of “complete” neighborhoods - compact residential districts that also incorporate many of the civic and commercial uses that support the everyday activities of residents. Complete neighborhoods also accommodate a variety of housing types and sizes to meet the needs of residents at all stages of life.

The most distinguishing feature between complete neighborhoods and contemporary subdivision development is the scale and proximity of the neighborhood unit (see facing page). Complete neighborhoods are designed to integrate residential uses, and civic and commercial uses of complimentary scale within a 1/4 mile to 1/2 mile “walkshed” radius. This scale promotes an environment where at least some of our common daily activities (visiting the park, taking the kids to school, eating at a restaurant, etc.) can be conveniently and comfortably conducted by walking or bicycling. Internally, the functionality of complete neighborhoods is reliant upon highly interconnected local street networks and small block sizes. Suitable individual block faces may typically span from 300 to 660 feet in length equating to maximum block circumferences of 1/4 to 1/2 mile (a 5 to 10 minute walk). However, block faces of lesser lengths may be appropriate in urban place types and place type overlays on a case-by-case basis.



*Complete neighborhoods mix residential housing types and scale (top and middle) while creating clear transitions at intersecting streets, alleys, or natural features (bottom).*



Elevate Las Cruces' goal of developing "complete" neighborhoods is derived from the concept of the Neighborhood Unit. Originally conceived by Clarence Perry in the early 1900s, the neighborhood unit provides an urban planning framework for developing self-contained neighborhoods that provide for the essential elements of everyday life within a comfortable and familiar environment (above left) defined by a 1/4 mile (5 minute) walkshed. Key principles of Perry's concept include: A) Communities centered around schools and other civic uses; high volume thoroughfares at the neighborhood periphery; C) An interconnected street network, but where street offsets improve aesthetics and discourage through traffic; D) Significant reservations of parks space; and E) Commercial uses at key peripheral intersections. Modern applications of the neighborhood unit concept (above right, Source: Farr Associates) suggest suitable adjustments to the original including A) The incorporation of sensitive environmental areas; B) Transit accommodations; C) Schools at neighborhood peripheries to serve adjacent residential areas; and, D) A 1/2 mile (10 minute) walkedshed.

**POLICY CE-4.1: ENCOURAGE A VARIETY OF HOUSING TYPES INTO NEW AND REDEVELOPING NEIGHBORHOODS TO PROVIDE OPTIONS FOR ALL AGES AND INCOMES THROUGHOUT THE CITY.**

- **Action CE-4.1.1:** Promote a diversity of residential building types, lot sizes, density ranges, and architectural styles in new neighborhoods.
- **Action CE-4.1.2:** Promote transitions between residential development types at intersecting streets and alleys.
- **Action CE-4.1.3:** Encourage single-family attached and multi-family housing options in transitional areas between single-family detached housing and neighborhood centers, corner commercial sites, and civic spaces.
- **Action CE-4.1.4:** Promote mixed use buildings located in downtown, town centers, neighborhood centers, and mixed-use corridors.
- **Action CE-4.1.5:** Design new and existing neighborhoods to incentivize the construction of accessory dwelling units.



Given modern land use patterns, our collective reliance on the automobile, and an economy that facilitates large scale commercial centers, complete neighborhoods are not intended to replace all of the auto-centric conveniences of modern life (see Regional Commercial, Business and Institutional, and other associated place types). Large shopping centers and office complexes will still be constructed in Las Cruces in the future. The layout and arrangement of these developments however, does not need to disrupt the City's goal of creating interconnected street networks. Buildings, driveways, and parking areas within multi-unit developments should be arranged to provide for long-term vehicular interconnectivity between neighborhoods and major thoroughfares and immediate interconnectivity for pedestrians and bicyclists.

**POLICY CE-4.2: INCORPORATE EMPLOYMENT AND SHOPPING NODES INTO NEW AND REDEVELOPING NEIGHBORHOODS TO PROVIDE RESIDENTS WITH CONVENIENT ACCESS TO SERVICES.**

- **Action CE-4.2.1:** Distribute neighborhood centers throughout urban neighborhood and suburban neighborhood place types at roughly one mile intervals at or near the intersection of two (2) major thoroughfares or at locations where a multi-use trail corridor intersects with a major thoroughfare.
- **Action CE-4.2.2:** Augment the development of neighborhood centers with small-scale retail or office establishments and healthy food access at intervening intersections of major thoroughfares or multi-use trails.
- **Action CE-4.2.3:** Support home employment opportunities through code amendments that allow home offices in accessory units, the development of live-work units in transitional areas, and the conversion of residential structures in existing neighborhoods into commercial uses with accessory residential units.



*Neighborhood commercial scale should be complimentary to adjacent residential dwellings (top). Driveways within proximate large scale shopping centers and other non-residential developments should be aligned to allow for future projection of the street grid (bottom). Commercial driveway requirements may require adjacent angled or parallel parking to mimic potential future roadway elements.*



**POLICY CE-4.3: DEVELOP STREET NETWORKS THAT PROVIDE CONNECTIVITY WITHIN AND BETWEEN RESIDENTIAL AREAS AND SUPPORTING CENTERS OF ACTIVITY.**

- **Action CE-4.3.1:** Establish minimum street connectivity requirements between neighborhoods to reduce traffic on thoroughfares.
- **Action CE-4.3.2:** Discourage the construction of cul-de-sacs unless necessary to preserve significant natural features.
- **Action CE-4.3.3:** Maintain and promote street grid interconnectivity and small block sizes in urban neighborhoods.
- **Action CE-4.3.4:** Promote a functional system of public or private alleys and require shared access in urban development to reduce curb cuts on the street and access shared parking.
- **Action CE-4.3.5:** Preserve major thoroughfare corridor alignments through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.
- **Action CE-4.3.6:** Promote neighborhood street alignments that reduce unimpeded sight distances and reduce speed, complement per-existing topography, and minimize grading.



*Las Cruces' complete neighborhoods should incorporate modified street grids where subtle changes in the angle of streets at intersections and mid-block locations to create visual interest, slow traffic speeds, and discourage cut-through traffic (top and middle). A pedestrian-friendly street environment can be enhanced through rear parking requirements which eliminate curb cuts through shared access. Rear access within neighborhood centers can be provided in the form of public alleys or private cross-access easements (bottom)*



*Neighborhood parks can incorporate facilities that address larger community needs.*

**POLICY CE-4.4: INTEGRATE PARKS, SCHOOLS, AND OTHER CIVIC SPACE INTO NEIGHBORHOODS.**

- **Action CE-4.4.1:** Fill service area gaps identified by the Las Cruces PRMP to ensure that there is at least one (1) municipal park space within 1/4 mile of all dwelling units.
- **Action CE-4.4.2:** Augment neighborhood parks that address minimum proximity requirements as defined by the Las Cruces PRMP with other civic park spaces - particularly in conjunction with new centers and mixed-use corridors, and at trailhead locations.
- **Action CE-4.4.3:** Support the placement of schools, places of worship, and other civic buildings within neighborhoods where they provide transitions between land uses, are of a complimentary scale, and are accessible to bicyclists and pedestrians.
- **Action CE-4.4.4:** Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.



## CONSERVATION NEIGHBORHOODS: OÑATE TOWN CENTER



*Conceptual rendering of an Oñate Town Center.*

As new development occurs in Las Cruces, it should be configured in a way, and provide the amenities necessary, to allow driving a car to be an option rather than a necessity. A model neighborhood plan was drawn as part of a multi-day design workshop for the area surrounding Oñate High School to demonstrate how ideal neighborhoods can be designed to allow a mix of uses while creating a livable place. The ideas and lessons contained in these plans can be transferred to other development sites around the City.

The parcel to the south and east of Oñate High School is currently owned by the State of New Mexico and could be used as a demonstration project to build a “complete neighborhood” (page 107). An interconnected network of blocks and streets distributes traffic allowing roadways and intersections to be more walkable and bikeable. Having a high degree of street connectivity helps to shorten the distance of many trips and more easily allows the use of walking and biking for every day transportation.

The neighborhood should include a diverse range of buildings and unit types, including mixed-use buildings, apartment buildings, attached row-houses, duplexes and single family homes. Special sites are reserved for civic purposes at prominent locations in the neighborhood, and the tradition of public plazas is revived.



Generous open spaces preserve the most sensitive ecological systems on the site, including minor arroyos that cut through the development. Trail-heads connect to a new system of off-street trails. Instead of low-density development spread over most of the land, this neighborhood is designed for a density of 12-15 dwelling units per acre covering just half of the site, with the other half used for permanently protected open spaces and public plazas.

The extension of Mesa Grande Drive is designed as a proud, tree-lined, multi-way boulevard with generous space for walking and biking. A new mixed-use town center is established surrounding a prominent public plaza along the Mesa Grande Boulevard.



## GOAL CE-5: BUILDING AND SITE DESIGN

**ESTABLISH STANDARDS TO INTEGRATE NEW DEVELOPMENT WITH SURROUNDING BUILT AND NATURAL FEATURES WHILE MITIGATING LONG-TERM NATURAL RESOURCE AND CLIMATE IMPACTS.**



Future building and site design in Las Cruces must accentuate and compliment the surrounding natural landscape that is prized by many of the city's residents. New development and redevelopment must also promote the City's goals of creating places that offer comfortable environments that entice residents to get out of their cars and their homes to encourage social interaction between all residents.

Many of the prior Community Environment goals include policies and actions that already address the intended general layout of future neighborhoods. Many of these concepts are re-enforced herein at the building and site design level.

### **POLICY CE-5.1: PROMOTE BUILDING FORM AND SCALE THAT COMPLEMENTS SURROUNDING NEIGHBORHOODS AND CREATES STRONG LINKAGES BETWEEN THE DEVELOPMENT SITE, THE STREET, AND OTHER PUBLIC GROUNDS.**

- **Action CE-5.1.1:** Adopt build-to zones to establish minimum and maximum setback requirements for street facing building facades.
- **Action CE-5.1.2:** Provide gradual transitions between developments with residential lots of varying size and building heights.
- **Action CE-5.1.3:** Promote transitions of non-residential land uses and development scale from residential areas based on potential building size, trip generation, and anticipated hours of operation.
- **Action CE-5.1.4:** Encourage the orientation of new buildings to face each other across public streets, parks, and civic spaces.
- **Action CE-5.1.5:** Encourage the orientation of residential structures toward major thoroughfares through provisions related to development context, thoroughfares class, rear access, and build-to line variations.
- **Action CE-5.1.6:** Encourage building arrangement on development sites that frame the street.
- **Action CE-5.1.7:** Establish minimum building frontage requirements within centers and mixed-use corridors.
- **Action CE-5.1.8:** Retain variation in residential facades to provide visual interest and discourage monotony.
- **Action CE-5.1.9:** Incorporate building form elements such as facade and roofline articulation, access, fenestration, and variable building materials, where necessary to provide visual interest.
- **Action CE-5.1.10:** Screen rooftop air conditioning units and other utility appurtenances from public view in commercial and high-density residential areas.
- **Action CE-5.1.11:** Provide direct pedestrian access from street-facing facades, provide multiple pedestrian access points between the building and the street within each block.
- **Action CE-5.1.12:** Provide design standards for commercial facilities to ensure ease of access and egress for public transportation and para-transit vehicles.
- **Action CE-5.1.13:** Incorporate window openings along street-facing facades of commercial and mixed-use structures.





*Commercial buildings should frame the street edge, subject to provisions on form, articulation, materials, fenestration, and orientation to avoid blank building facades when viewed from the public street (top). Neighborhood collector and minor arterial streets can be designed to be complimentary to adjacent street-facing residential development.*





*Many new developments in Las Cruces utilize building materials, forms, colors, and styles that are complimentary to the region's natural and cultural heritage.*

**POLICY CE-5.2: UTILIZE BUILDING MATERIALS THAT ACCENTUATE THE CITY'S CULTURAL AND HISTORIC HERITAGE AND NATURAL SURROUNDINGS.**

- **Action CE-5.2.1:** Promote the construction of residential buildings that blend with the surrounding landscape by incorporating scale, form, materials, and color that is complementary to the area.
- **Action CE-5.2.2:** Utilize a mix of brick, stucco, stone, or comparable masonry materials on building facades that face the street, parking areas, or public gathering spaces.

**POLICY CE-5.3: ENSURE THAT DEVELOPMENT CONCEPTS PROVIDE AN INTERCONNECTED NETWORK OF PEDESTRIAN FACILITIES LINKING STREETS, BUILDINGS, PARKING, AND PUBLIC GATHERING SPACES.**

- **Action CE-5.3.1:** In multi-unit and multi-building developments, provide designated pedestrian pathways from the public street and parking areas to all buildings and public gathering areas.

- **Action CE-5.3.2:** Place pedestrian pathways on development sites in locations that are physically separated from motor vehicle drives and parking areas.
- **Action CE-5.3.3:** Design the pedestrian realm in front of shopping centers in the same manner as urban street scapes - providing clear distinctions between edge, buffer, throughway, and building frontage zones.
- **Action CE-5.3.4:** Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- **Action CE-5.3.5:** Where street access can not be provided from adjacent developments provide pedestrian pathways between development sites.

**POLICY CE-5.4: PROVIDE MOTOR VEHICLE ACCESS AND PARKING OPTIONS THAT PRESERVE THOROUGHFARE FUNCTION AND THE COMFORT OF PEDESTRIANS AND BICYCLISTS.**

- **Action CE-5.4.1:** Separate driveway aisles with landscaped medians at the end of all rows and along parking aisles at intervening locations.
- **Action CE-5.4.2:** Locate all parking behind the front build-to-line as established by buildings framing the street.
- **Action CE-5.4.3:** Place parking structures in the interior of a block, and wrapped by the buildings that they serve, and where it must abut the street provide ground floor space for commercial uses.
- **Action CE-5.4.4:** Consolidate driveways on major thoroughfares in favor of cross-access easements subject to agreements that provide for the closure of pre - existing driveway cuts over time.
- **Action CE-5.4.5:** Explore parking management strategies that will reduce the demand for additional parking supply such as shared parking, on-street parking, and parking maximums.



*Commercial developments should provide designated pathways between the street, parking areas, and buildings (above).*

**POLICY CE-5.5: INCORPORATE LANDSCAPING TECHNIQUES INTO NEW DEVELOPMENT THAT ARE AESTHETICALLY PLEASING WHILE MITIGATING ENVIRONMENTAL IMPACTS.**

- **Action CE-5.5.1:** Encourage use of native and drought-tolerant plants best suited to the Chihuahuan Desert including plants that draw pollinators.
- **Action CE-5.5.2:** Screen drive-thru facilities in a manner that mitigates visual impacts from the street and adjacent residential areas.



*Landscaping on development sites should utilize native drought tolerant plant species that draw pollinators (right).*

## GOAL CE-6: CONTEXT SENSITIVE STREET DESIGN

### DESIGN STREETS TO SUPPORT VARYING LEVELS OF PEDESTRIAN ACTIVITY BASED ON THE INTENDED BUILT CONTEXT OF SURROUNDING DEVELOPMENT.



The Elevate Las Cruces Future Development Program acknowledges that as Las Cruces grows, the City's built environment will include places of urban, suburban, and rural character. Consistent with the Future Development Program's urban, suburban, and rural place classifications, the Future Thoroughfare Program describes three corresponding "street character zones" (page 67). These zones reflect the fact that varying development intensities throughout Las Cruces will require a street network that supports varying levels of pedestrian activity.

Implementation of urban, suburban, and rural street types into the City of Las Cruces' street network will require coordination with the MVMPO so that the City's preferences for street types of varying contexts is embraced within the metropolitan planning agency's long-range planning documents. The City will also be required to incorporate new context-based street standards into the Las Cruces Land Development Code and supporting technical manuals.

#### POLICY CE-6.1: PREPARE URBAN, SUBURBAN, AND RURAL STREET DESIGN STANDARDS.

- **Action CE-6.1.1:** Identify and map urban, suburban, and rural street character zones based on place type classification guidance in the Future Development Map.
- **Action CE-6.1.2:** Amend municipal street design requirements to create different cross-sections for streets in urban, suburban, and rural development contexts.
- **Action CE-6.1.3:** Amend municipal codes and technical specification manuals to incorporate context-based street designs.
- **Action CE-6.1.4:** Coordinate with the MVMPO to integrate street character zones into the Metropolitan Transportation Plan and the City's Future Thoroughfare Map.

#### CONTEXT SENSITIVE STREET DESIGN RESOURCES

The National Association of City Transportation Officials' *Urban Street Design Guide* and Institute of Transportation Engineers' *Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities* are two of the most commonly cited resources for designing urban streets that create pedestrian-friendly environments. The Federal Highway Administration's *Small Town and Rural Multimodal Networks* guide provides similar guidance for rural roadways.

It is not enough for communities that advocate for context sensitive street networks to merely reference national guidance. (For instance, there is little evidence that City Council's 2009 adoption of Elements of Complete Streets Guiding Principles has truly resulted in the construction of "pedestrian-friendly" street environments.) Elements of such guides must be directly (and selectively) incorporated into municipal code and the City's technical street specifications to ensure that new streets and retrofitted streets are designed and constructed in a manner that transforms roadsides into comfortable spaces for pedestrians.



The Future Thoroughfare Program also establishes that Las Cruces will design “complete streets” that support all users (including motorists, bicyclists, pedestrians, and transit users) and “calm streets” that incorporate design features that decrease the variance between a roadway’s posted speed and its actual design speed.

The effective combination of complete streets principals and calm streets principals will be critical to Las Cruces’ efforts at place-making based on differing development contexts. The simple inclusion of a sidewalk, bicycle lane, or transit stop within a street right-of-way does not guarantee that the facility will be used if the function is not supported by design elements that project a comfortable environment. Absent a street environment that welcomes pedestrians, bicyclists, and transit users, the dynamics and desirability of urban town center and mixed use corridor developments is diminished.

**POLICY CE-6.2: DESIGN AND CONSTRUCT CITY STREETS THAT SUPPORT VEHICULAR, TRUCK, BUS, PEDESTRIAN, AND BICYCLE TRAVEL WITHIN THE SAME RIGHT OF-WAY.**

- **Action CE-6.2.1:** Incorporate bicycle and pedestrian facility design recommendations from the Active Transportation Plan into revised street design requirements.
- **Action CE-6.2.2:** In urban contexts, ensure that roadside designs jointly provide space for pedestrian travel and for public gathering.



*The retrofitted street above includes a new lane of on-street parking and active roadside elements. The street was constructed with public funds while adjacent infill buildings conformed to form-based zoning provisions.*

- **Action CE-6.2.3:** Limit the width of driveway curb cuts onto residential streets and promote methods of shared access to preserve the pedestrian travel way within the roadside space.
- **Action CE-6.2.4:** Prepare design requirements for future transit stops, including shelters and bus bays, and according to thoroughfare type.
- **Action CE-6.2.5:** Acquire additional right-of-way as part of development to provide space between the building and street for bicycle and pedestrian roadside enhancements included in amended street design standards.



*Madrid Avenue adheres to the City's Complete Streets policy by providing sidewalks, on-street parking, and bicycle lanes. The wide street cross-section does little to manage the speed of drivers. The street design and surrounding development patterns do not provide a design context which encourages bicycling, walking, or transit use.*

**POLICY CE-6.3: DESIGN AND RETROFIT STREETS IN URBAN CONTEXTS TO REDUCE THE VARIANCE BETWEEN A STREET'S POSTED SPEED AND ACTUAL DESIGN SPEED.**

- **Action CE-6.3.1:** Develop standards that reduce roadway width at intersections and mid-block locations through the use of curb extension and landscape medians.
- **Action CE-6.3.2:** Identify traffic calming features such as diverters, chicanes, speed tables, and more that can be integrated into urban streets as optional design features required at development.
- **Action CE-6.3.3:** Incorporate on-street parking and transit stops as standard elements of street design in urban street character zones.
- **Action CE-6.3.4:** Require street trees within parkway medians and between the edge of curb and adjacent sidewalks and trails.

**POLICY CE-6.4: APPLY LOW-IMPACT DEVELOPMENT DESIGN PRINCIPLES TO STREETS BASED ON DEVELOPMENT CONTEXT OR THE RESULTS OF APPLICABLE DRAINAGE STUDIES.**

- **Action CE-6.4.1:** Adopt the NACTO urban street stormwater guide for city streets.
- **Action CE-6.4.2:** Incorporate green street design features into City roadway projects to address the findings of applicable drainage basin studies.
- **Action CE-6.4.3:** Allow green street technologies such as bio-retention and bio-filtration planters, bio retention swales, and permeable pavements to be used by developers to mitigate on-site stormwater detention requirements.
- **Action CE-6.4.4:** Encourage use of the Envision guiding framework by the Institute of Sustainable Infrastructure and other sustainable organizations in infrastructure planning and design.

## RETROFITTING THOROUGHFARES

Should the Mesilla Valley Mall be re-imagined and developed as a town center (as conceptualized on pages 104 and 105) connections to and from the mall should also be improved along and across major thoroughfares such as Telshor Boulevard. One of the biggest challenges is how pedestrians and cyclists can comfortably use and cross Telshor Boulevard.

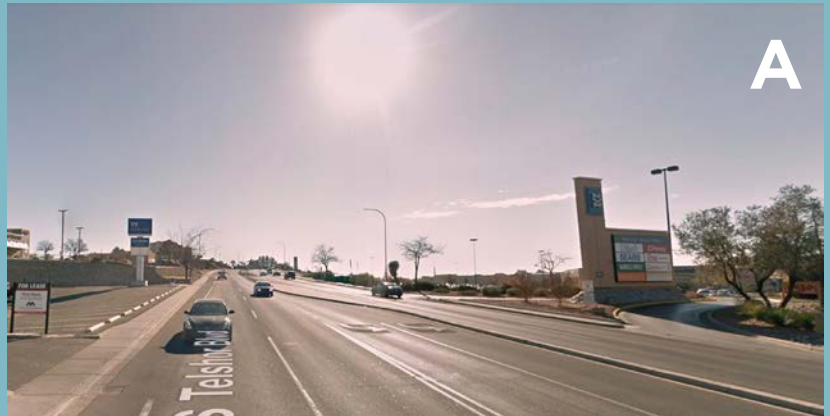
Telshor Boulevard is currently a 5-lane road expanding to 6 to 7 lanes at intersections. These wide spans decrease safety by encouraging speeding and making it unsafe to cross (**Image A**). Sidewalks next to traffic increase the feeling that the street is unsafe and discourage pedestrian use. To address this challenge, several options were studied and presented to the community for input at a public design workshop. **Images B** and **C** were the most popular options according to those who participated in the design workshop.

*IMAGE B: This option shows a road diet to include street trees that separate car traffic from the sidewalk and a raised bike lane. Street trees provide shade and protection from vehicular traffic. These trees should be a drought-tolerant species that is naturally occurring in Las Cruces to minimize maintenance costs and increase the sustainability of the design.*

*Two lanes of traffic in either direction are incorporated along with a left-turn lane at intersections. Lanes have been reduced from 12 feet to 10 feet to encourage safe speeds for both pedestrians and motorists.*

*A bike path is included as part of the sidewalk and separated from the sidewalk.*

*IMAGE C: The most popular option presented was the “Bus and Commuter Lanes” option. This option includes a dedicated lane for buses and commuters in each direction instead of parallel parking. This would encourage the use of buses and carpooling by making those options faster than a single occupancy car during rush hour.*





## BUILDING URBAN STREETS AND ACTIVE ROADSIDES

Illustrated in the images on the right are a series of shopfront elements, many of which can be added incrementally to commercial streets like the Downtown and other walkable areas. The sequence demonstrates how each component can positively contribute to the overall function and composition of the street.

Street lighting and trees are vertical elements that help to define the public realm while also making the pedestrian feel safer and more comfortable. Trees add a sculptural quality and interest to the streetscape.

On-street parking allows easy vehicular access to storefronts and also acts as a buffer from traffic that is moving within the roadway. Adding benches, trash/recycling bins and planters is a simple way to transform a street into a place; these components combine to prompt the pedestrian to linger next to the retail shops.

Providing space on the sidewalk for restaurant dining is another method for activating the public space. Extending sidewalk dining into the on-street parking zone, also known as a “parklet”, quickly and affordably maximizes retail opportunities.



*Street-oriented architecture and wide sidewalks are essential “building blocks” of the streetscape. In addition, on-street parking or protected bike lanes can help to separate people walking from moving vehicles.*



*Awnings protect pedestrians from the weather.*



*Adding an outside display zone close to the street will increase retail visibility.*



2

*Canopy street trees provide shade and visually define the public space.*



3

*Street furniture helps to transform a sidewalk into a place.*



5

*Appropriately-scaled signage and adequate lighting contribute to the street composition.*



6

*Sidewalk dining activates the public space.*



8

*Parklets that extend into the on-street parking area are an easy way to gain more dining.*



9

*Street lamps allow social and commercial activity to continue into the night. In addition, the spill lighting from shop windows adds to the warmth and safety of the pedestrian zone.*

## GOAL CE-7: ACCESSIBLE SOCIAL SPACES

### CREATE A COMMUNITY-WIDE NETWORK OF SOCIAL SPACES THROUGH THE DESIGN AND DISTRIBUTION OF PARKS, PUBLIC GROUNDS, AND PUBLIC RIGHTS-OF-WAY.



Concerted efforts to incorporate public parks and other social spaces into new or urbanizing neighborhoods become increasingly important to community well-being as cities grow and immediate access to open space declines. The Las Cruces Parks and Recreation Master Plan's (the "PROSMP") gap analysis reveals that as Las Cruces has grown, access to parks for the City's residents has decreased - particularly in newer areas of the city. This decline in accessible social spaces reflects a desire to maximize building yield on development tracts and minimize the amount of land that does not generate direct revenues. An increasing body of research affirms however that cities, homeowners, and developers all benefit from increased property value the closer that land is located to a park. This concept of capitalization is commonly referred to as the "proximate principal."<sup>6</sup>

Las Cruces have indicated a desire for increased accessibility to their park system. Although the Las Cruces PROSMP establishes a minimum parkland target level of service by acreage, the amount of park space alone will not guarantee community access. The adopted PROSMP has also established minimum proximity requirements between parkland and residential areas that will be met **A)** In new areas through a more robust and predictable parkland dedication standard; and, **B)** In built-up areas through targeted public parkland purchase.

Additional forms of accessible social space that may augment the City's provision of neighborhood, community, regional and special use parks include civic parks, common areas, and active roadsides.

- **Civic Parks.** These types of social spaces may courtyards, greens, parkways, callesitas, plazas, promenades, squares, or other public private common areas, and in their traditional form are typically found in urban centers and traditional neighborhoods. Their value in energizing high-intensity urban spaces is acknowledged by the City's Downtown Development Code which defines "civic space" when expressly dedicated for public use. The Downtown Development Code however provides no mechanism to ensure that these types of public gathering spaces are incorporated into new downtown development, although their inclusion in downtown will be essential should plans to increase downtown residential dwelling units come to fruition. Likewise, the high-intensity nature of new town centers will require a generous distribution of accessible civic parks to meet some of the basic needs of new urban residents.
- **Active Roadsides.** The concept of active roadsides is introduced in the Future Thoroughfare Plan (**Figures 1.15** and **1.16**, page 66). Particularly in areas where the City will be constructing urban streets, active roadsides refer to street designs where the public space between the edge of roadway curb and the building can be used for public gathering and activity. The reconfigured Main Street in downtown provides Las Cruces' most visible example of an active roadside. Active roadsides can be incorporated the design standards for new streets or along mixed-use corridors where additional right-of-way or easements are provided to accommodate pedestrian through-ways and furnishing areas.





*Although civic parks can support unstructured play, their principal importance in urban and residential contexts (above) is to provide for opportunities for informal socialization among all age groups.*



- Common Areas.** The Elevate Las Cruces Consensus [Growth] Scenario projects that new development will include a greater percentage of multi-family dwelling units and other high-density residential housing arrangements. Many communities augment their public parks system with required common areas, amenity centers, and public gathering spaces for new multi-family development, and increasingly for new large-scale office and retail developments. These features, which may be viewed as “accessory” to a public parks system, help the community to meet its cumulative recreational and social needs in an equitable manner.

*Private recreational facilities (above left) and amenity centers (above right) have long been incorporated into multi-family site plans but are being increasingly incorporated into retail and office development.*



*From left to right, active roadsides as a social space include an edge and furnishing zone, the throughway, and a frontage zone.*

**POLICY CE-7.1: INCORPORATE PUBLIC CIVIC SPACE OR OTHER SHARED OUTDOOR SPACES THAT PROMOTE SOCIAL INTERACTION INTO NEW DEVELOPMENT.**

- **Action CE-7.1.1:** Fill service area gaps identified by the Las Cruces PRMP to ensure that there is at least one (1) municipal park space within 1/4 mile of all dwelling units.
- **Action CE-7.1.2:** Prepare a parkland dedication ordinance to require park dedication and improvement as part of the land development process
- **Action CE-7.1.3:** Amend the Downtown Master Plan and Downtown Development Code to provide the mechanisms for the construction of new civic space in downtown Las Cruces.

- **Action CE-7.1.4:** Develop unique proximity and design standards for the incorporation of civic parks into mixed-use and urban developments beyond standard recommendations contained in the PRMP.
- **Action CE-7.1.5:** Amend land development regulations to incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.

**POLICY CE-7.2: DESIGN STREETS WITHIN URBAN CONTEXTS TO SERVE AS PUBLIC GATHERING SPACES.**

- **Action CE-7.2.1:** Provide roadside designs for urban streets that include wide parkways between the back of curb and pedestrian travel way, and additional space along building frontages, for public activity.



## INFRASTRUCTURE, UTILITIES, & ENERGY

Components of infrastructure, utilities, and energy discussed in the policy framework include renewable energy sources, green building technologies, green infrastructure, and municipal utilities.

### RENEWABLE ENERGY SOURCES

Renewable energy comes from sources that are naturally replenished, such as solar, wind, geothermal, and hydroelectric. These are alternative to non-renewable sources such as petroleum, natural gas, and coal, which are finite and contribute to carbon dioxide emissions. According to the U.S. Energy Information Administration, in 2018, 11% of total U.S. energy consumption was from renewable sources.<sup>7</sup> Given Las Cruces' climate and geography, consumers can take advantage of abundant sun and wind and utilize renewable energy sources instead of those using fossil fuels. The topic of renewable energy sources is discussed in Goal CE-8.

### GREEN BUILDING TECHNOLOGIES

There are various building strategies that can make homes and businesses more energy efficient and have a lesser impact on the surrounding environment. The term 'green building' refers to a structure and the design and building process that are resource efficient. There are various certification systems that confirm the 'green' building process and structures, including Leadership in Energy and Environmental Design (LEED). The City of Las Cruces has been proactive in seeking LEED certification for many city buildings. Green building technologies are discussed in Goal CE-8.

*Municipal utilities that Las Cruces provides includes water, wastewater, and solid waste services.*

### GREEN INFRASTRUCTURE

Green infrastructure represents an approach to infrastructure that reduces the impact to the natural environment. Some applications of green infrastructure include permeable pavement to reduce stormwater run-off that can lead to flooding and green roofs to make structures more energy efficient. Green infrastructure technologies can also be referred to as 'low-impact development' strategies. Ultimately, this approach to infrastructure can help alleviate flooding issues and make buildings more energy efficient. Sustainable infrastructure systems are discussed in Goal CE-9.

### MUNICIPAL UTILITIES

Typically, a municipality will operate water, wastewater, and solid waste utility services. From a comprehensive plan perspective, the provision of utilities is closely tied to where new development occurs. Water and wastewater treatment facilities must keep up with current and future demand. Furthermore, cities can take the lead in increasing awareness of recycling and solid waste reduction efforts. Municipal utilities are discussed in Goal CE-9 and CE-10.



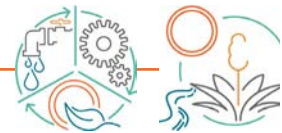




There are solar panels installed in many City facilities, including the parking structure at City Hall (above).

## GOAL CE-8: ENERGY EFFICIENCY

**INCREASE THE SHARE OF RENEWABLE ENERGY ALTERNATIVES TO REDUCE THE COMMUNITY'S OVERALL CARBON FOOTPRINT.**



The City of Las Cruces has been proactive in pursuing various sustainability rating systems for individual buildings and the community as a whole. There are various rating systems that certify green building technologies, such as LEED. In Las Cruces, there are seven city facilities that are either LEED certified or waiting for final approval from the U.S. Green Building Council (USGBC). The LEED for Cities Program recognizes communities that have adopted and implemented a series of core programs and policies related to sustainability. Las Cruces was certified as a 3-STAR Community in 2015 through this program and is one of just 75 cities designated throughout the country. The City can serve as an example for the construction industry to use green building technologies and for individual property owners to incorporate energy-saving appliances and resources. CE-8.1 focuses on encouraging green building technologies through certifications and building codes.

Las Cruces is located in a part of the country that receives abundant sun and wind, which can be converted into renewable energy. The benefits of using renewable energy include long-term cost savings and reduction in greenhouse gas emissions. In 2018, the City Council adopted a goal for the community to be 100 percent powered by renewable energy by the year 2050 and to source 25 percent of electricity from renewables by 2022. These are ambitious goals, and it will take encouragement and incentives for citizens to participate as well. The actions in policies CE-8.2 and CE-8.3 discuss strategies to encourage alternative energy consumption by residents and businesses.

The policies and subsequent actions related to the topic of 'energy efficiency' focus on reducing energy consumption, incorporating green building techniques, and moving towards using more renewable energy. The key partners involved in implementing these actions are various city departments, utility providers, and the local building community. In addition to public, stakeholder, and staff feedback, the Sustainability Action Plan and Water and Wastewater System Master Plan were referenced to generate the policies and actions in this goal.

### **POLICY CE-8.1: ENCOURAGE GREEN BUILDING TECHNOLOGIES FOR NEW DEVELOPMENT AND RETROFITTING EXISTING DEVELOPMENT.**

- **Action CE-8.1.1:** Strive for LEED Certification or similar designation in the design of all city buildings until the City has developed ordinances and standards with similar outcomes.
- **Action CE-8.1.2:** Incorporate renewable energy emphasis/preference into the existing building codes.
- **Action CE-8.1.3:** Develop metrics to allow for variances on bids or designs that utilize non-traditional energy saving techniques and sources.
- **Action CE-8.1.4:** Maintain the City's STAR Community rating (now LEED for Cities).
- **Action CE-8.1.5:** Minimize site disturbance by building on previously developed land.
- **Action CE-8.1.6:** Provide incentives for development sites that are already served by water and wastewater infrastructure.
- **Action CE-8.1.7:** Re-evaluate the use of flood impact fees to promote the use of green infrastructure to increase soil stability and infiltration.

### **POLICY CE-8.2: ENCOURAGE RESIDENTS AND BUSINESSES TO USE ALTERNATIVE ENERGY SOURCES AS A MEANS TO INCREASE ENERGY EFFICIENCY.**

- **Action CE-8.2.1:** Coordinate with local utility companies to develop a renewable energy plan for the community.
- **Action CE-8.2.2:** Provide educational resources and incentives to utility customers about energy conservation and the benefits of renewable energy.
- **Action CE-8.2.3:** Support partner efforts to research non-traditional energy saving techniques and sources.

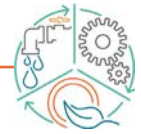
- **Action CE-8.2.4:** Promote alternative energy manufacturing and construction as a core business sector.
- **Action CE-8.2.5:** Develop a climate resiliency plan to better address and adapt to climate change impacts of the built and natural environment.
- **Action CE-8.2.6:** Assess the feasibility of converting the RoadRUNNER bus fleet to cleaner energy such as Compressed Natural Gas (CNG) or electric buses charged by renewable energy.
- **Action CE-8.2.7:** Install additional electric vehicle charging stations at City facilities.

### **POLICY CE-8.3: PROMOTE AND INCENTIVIZE USE OF RENEWABLE ENERGY TO TAKE ADVANTAGE OF ABUNDANT SUN AND WIND.**

- **Action CE-8.3.1:** Support legislative actions and other programs to help low to moderate income residents use renewable energy affordably.
- **Action CE-8.3.2:** Develop an energy transition road map with milestones and strategies to determine the path to clean energy.
- **Action CE-8.3.3:** Encourage use of solar panels in parking lots for developments of a certain scale.
- **Action CE-8.3.4:** Maintain SolSmart designation from the US Department of Energy for ongoing efforts to promote the use of solar power.
- **Action CE-8.3.5:** Make information available to residents regarding the Environmental Protection Agency's Property Assessed Clean Energy (PACE) programs.

## GOAL CE-9: SUSTAINABLE INFRASTRUCTURE SYSTEMS

### *ENHANCE INFRASTRUCTURE TO MEET THE DEMANDS OF RESIDENTS AND BUSINESSES IN A SUSTAINABLE MANNER.*



Sustainable infrastructure systems can be defined as water, stormwater, wastewater, and solid waste systems that have a lower impact on the natural environment while still meeting demands of residents and businesses. Closely related is the term ‘green infrastructure,’ which includes stormwater management strategies to more effectively use stormwater such as bioretention, permeable pavement, and rain barrels. They also include techniques to make homes more efficient such as green roofs. These strategies are more fully described in the sidebar. The City can play a role in encouraging these green infrastructure techniques by completing demonstration projects and providing educational resources to property owners. Policy CE-9.1 discusses green infrastructure techniques the City can apply.

Municipal water and wastewater systems are maintained and operated by Las Cruces Utilities. The Utilities department, in coordination with Community Development, routinely conduct infrastructure master planning to plan for future connections and extensions of utilities. One issue related to wastewater infrastructure is that there are still a number of septic systems within the city limits. The City should continue to encourage connecting to the city’s system where possible to eliminate the number of septic tanks. In terms of solid waste management, the City can expand educational materials and programs encouraging recycling. The South Central Solid Waste Authority (SCSWA) operates the Corralitos Landfill; additional coordination with them on capacity needs should continue.

The actions in this section also address incomplete infrastructure that is a result of development occurring at different times. Adequate public services ordinances more closely links public infrastructure to growth, which should be considered for Las Cruces in the future.

The policies and subsequent actions related to the topic of ‘sustainable infrastructure system’s focus on incorporating green infrastructure techniques, expanding water and wastewater infrastructure where needed, and supporting solid waste reduction efforts. The key partners involved in implementing these actions are various city departments, South Central Solid Waste Authority, other utility providers, and the local building community. In addition to public, stakeholder, and staff feedback, the 40-Year Water Development Plan, Water Conservation Plan, Sustainability Action Plan, and Water and Wastewater System Master Plan were referenced to generate the policies and actions in this goal.

#### **GREEN INFRASTRUCTURE**

Green infrastructure is meant to describe techniques that make infrastructure systems such as stormwater management more sustainable and have less of an impact on the natural environment. In fact, the use of green infrastructure can actually provide benefits for the natural ecosystem.

Common green infrastructure practices include:

- **Bioretention.** Method to manage stormwater runoff with grass and landscaping, also called a rain garden.
- **Permeable Pavements.** Pavement that is porous absorbs water runoff, thus decreasing flooding.
- **Rain Barrels.** Method to collect rainwater runoff from roofs that can then be used for irrigation purposes.
- **Green Roofs.** Roofs that have vegetation planted on them can reduce stormwater runoff and reduce energy consumption.



### **POLICY CE-9.1: INCORPORATE GREEN INFRASTRUCTURE TECHNOLOGIES INTO THE DEVELOPMENT PROCESS.**

- **Action CE-9.1.1:** Develop design standards that promote the use of low-impact stormwater management strategies such as bioretention, porous pavement, and rain barrels to more effectively use stormwater.
- **Action CE-9.1.2:** Incorporate green infrastructure elements in the design and construction of public facilities as part of LEED certification.
- **Action CE-9.1.3:** Maintain the integrity of riparian corridors and arroyos to maximize ecological services such as infiltration and habitat.
- **Action CE-9.1.4:** Explore the feasibility of incorporating green roofs and water harvesting as pilot projects.
- **Action CE-9.1.5:** Explore the feasibility of implementing a stormwater utility fee to recoup costs to manage stormwater.

### **POLICY CE-9.2: EXPAND WATER AND WASTEWATER TREATMENT FACILITIES TO KEEP UP WITH GROWING DEMAND.**

- **Action CE-9.2.1:** Investigate future expansion of the Jacob Hands Water Treatment Facility (JHWTF), possible diversion of additional wastewater to the East Mesa Water Reclamation Facility, or the possible construction of a new wastewater treatment facility in the event the amount of wastewater being treated at the JHWTF continues to increase.
- **Action CE-9.2.2:** Monitor and correct, as necessary, any deficiencies in the wastewater system so that it can better serve existing customers.
- **Action CE-9.2.3:** Continue to actively pursue the elimination of septic systems that exist within the city limits.

- **Action CE-9.2.4:** Require new subdivisions to connect to City sewer system.
- **Action CE-9.2.5:** Continue infrastructure master planning to evaluate connection, extension, and administration of City-owned utilities, water, wastewater, and similar infrastructure.
- **Action CE-9.2.6:** Assess incomplete infrastructure within the City to identify updates to public services ordinances.

### **POLICY CE-9.3: INCREASE AWARENESS OF AND PARTICIPATION IN RECYCLING AND SOLID WASTE REDUCTION EFFORTS.**

- **Action CE-9.3.1:** Enhance educational materials regarding curbside recycling, composting, and general recycling benefits, as well as reducing, reusing, repurposing, remanufacturing, and waste diversion efforts.
- **Action CE-9.3.2:** Provide equipment that increases the efficiency of the existing curbside solid waste program.
- **Action CE-9.3.3:** Streamline and publicize processes related to the reporting, removal, and prosecution of illegal dumping activities that occur on both public and private property.
- **Action CE-9.3.4:** Support efforts of the South Central Solid Waste Authority (SCSWA) to maintain adequate disposal capacity at the Corralitos Landfill.
- **Action CE-9.3.5:** Coordinate with local businesses to encourage elimination of plastic bags.

## GOAL CE-10: COORDINATED SERVICE DELIVERY

### IMPROVE COORDINATION AND COMMUNICATION AMONGST UTILITY PROVIDERS AND AGENCIES.



In addition to Las Cruces Utilities, there are other utility providers that serve Las Cruces customers, including natural gas, electricity, and telecommunications providers. Coordination amongst these varying utility providers is important especially regarding communications to customers about changes in rates and services. One issue that was brought up during the stakeholder engagement process was the need for improved broadband service and broader coverage. Access to high speed internet is crucial for businesses and impacts the attractiveness of an area for both employers and residents. Improved and expanded broadband infrastructure would have positive impacts on community livability and prosperity as well.

The policies and subsequent actions related to the topic of ‘coordinated service delivery’ focus on expanding communication amongst utility providers and improving public awareness of the different services and rates. The key partners involved in implementing these actions are various city departments, utility providers, and telecommunication providers. In addition to public, stakeholder, and staff feedback, the 40-Year Water Development Plan, Water Conservation Plan, Sustainability Action Plan, and Water and Wastewater System Master Plan were referenced to generate the policies and actions in this goal.

#### **POLICY CE-10.1: PROVIDE PUBLIC EDUCATION REGARDING UTILITY PROVIDERS.**

- **Action CE-10.1.1:** Improve communication about utility cost changes and how utility fees are used.
- **Action CE-10.1.2:** Continue to monitor and cooperate with other agencies or businesses that provide city residents public services for gas, water, electricity, and telecommunications as a way to better ensure such services are consistent with the goals of this Comprehensive Plan.
- **Action CE-10.1.3:** Coordinate with telecommunications providers to expand and improve broadband infrastructure.



*Water rights to the Rio Grande (above) are shared between New Mexico, Texas, and Colorado.*

## NATURAL RESOURCES & OPEN SPACE

Components of natural resources and open space discussed in the policy framework include water supply, water conservation, quality of resources, environmentally sensitive areas, and open space lands.

### WATER SUPPLY

One of the primary natural resources humans use is water. The continued supply of water is a critical concern to communities, especially in arid climates where there are not plentiful groundwater resources. In Las Cruces, there are three primary groundwater basins that collect rainwater, which then flow along arroyos or engineered drainage channels into regional reservoirs or the Rio Grande River. Primary use of surface water and groundwater is for agriculture. Another consideration for water supply is water rights. Recent disputes over water rights to the Rio Grande between New Mexico and Texas has caused uncertainty over the future of water supply in both states. The topic of water supply is addressed in Goal CE-11.1.

### WATER CONSERVATION

The City of Las Cruces adopted a Water Conservation Plan in 2012, which outlined current and future efforts to reduce water consumption and water waste. The Las Cruces Utilities conservation program provides educational resources, conducts informal water audits, and presents demonstration projects showing how water conservation can be applied at home. The strategies in Goal CE-11.1 discuss programs and actions the City can take to serve as a leader for water conservation efforts.

### QUALITY OF RESOURCES

Air and water quality are critically important to maintain and sustain these natural resources. While Las Cruces is attaining federal air quality standards set by the EPA, increased growth and amount of traffic could lead to a 'non-attainment' status in the future, which has implications for federal funding. An air quality issue Las Cruces faces today is dust during high wind events, which is particularly noxious for vulnerable populations. Poor water quality often stems from toxic or hazardous materials getting into the water system. Policy CE-11.2 discusses efforts to improve and maintain water quality and Policy CE-12.1 discusses strategies for improving air quality related to dust suppression.



## ENVIRONMENTALLY SENSITIVE AREAS

Areas that should be protected from development encroachment due to their ecological benefits include waterways, natural drainage corridors, floodplain, wildlife habitats, and federally protected lands. Located just east of the city limits, the Organ Mountains Desert Peaks National Monument offers expansive open space land that will be perpetually protected from development. Another natural feature unique to the climate are arroyos, which are natural pathways that provide an important drainage function in Las Cruces and in communities throughout the Chihuahuan Desert. Arroyos should not only be preserved, but development should not occur within a certain distance to preserve their ecological function. Goals CE-13 and CE-14 discuss strategies to conserve natural areas and critical wildlife habitats.

## OPEN SPACE LANDS

Even if an area doesn't provide specific ecological functions like environmentally sensitive areas, there are still benefits to preserving areas as open space. Open space could be passive parkland, could serve to protect views of key features like the Organ Mountains or Rio Grande, or could be historically or culturally significant lands. The policies and actions in Goal CE-14 discuss ways to conserve natural open space and to create buffers around environmentally sensitive features.

*Located just east of the Las Cruces city limits, the Organ Mountains-Desert Peaks National Monument (below) provides access to federally protected lands.*



## GOAL CE-11: RELIABLE WATER SUPPLY

**PRESERVE THE REGION'S NATURAL RESOURCES BY IMPLEMENTING QUALITY CONTROL AND CONSERVATION TECHNIQUES.**



*The 1939 Rio Grande Compact stipulates how New Mexico, Texas, and Colorado share water rights from the Rio Grande.*

The Las Cruces 40-Year Water Development Plan projects that there is enough water supply to sustain Las Cruces over the next forty years. However, this is complicated by water rights; New Mexico has a compact with the states of Colorado and Texas regarding rights to the Rio Grande, which is currently being challenged by a supreme court case. Regardless of the outcome of the case, it is prudent to consider strategies for water conservation to conserve natural resources. The Las Cruces Utilities Department manages a water conservation program that provides educational resources to residents about water resource conservation, demonstration gardens incorporating native and drought-tolerant plants, and informal water audits to identify additional water conservation opportunities. Policy CE-11.1 discusses strategies to conserve water so as to sustain a reliable supply over time. One strategy is to explore the use of a forbearance mechanism in which an entity forgoes their water rights in exchange for payment, which could be an option in times of severe drought.

Control of water quality is crucial to maintain a reliable water supply. There are existing programs that serve to improve and maintain water quality, including community clean-up events and preventing toxic or hazardous materials from getting into the water supply. Programs that the Utilities Department manages include Industrial Pretreatment, Backflow Prevention, and Well Head Protection.

The policies and subsequent actions related to the topic of 'reliable water supply' focus on promoting water conservation programs and improving water quality. The key partners involved in implementing these actions are various city departments, utility partners, Doña Ana County, and NMSU. In addition to public, stakeholder, and staff feedback, the 40-Year Water Development Plan, Water Conservation Plan, Sustainability Action Plan, and Water and Wastewater System Master Plan were referenced to generate the policies and actions in this goal.

**POLICY CE-11.1: PROMOTE WATER CONSERVATION PROGRAMS AND TECHNOLOGIES TO PRESERVE THE REGION'S LONG-TERM WATER SUPPLY.**

- **Action CE-11.1.1:** Make use of reclaimed water to save resources for irrigation and other water uses.
- **Action CE-11.1.2:** Work with partners to explore the feasibility of water desalinization and aquifer storage and recovery in Las Cruces.
- **Action CE-11.1.3:** Explore opportunities for water conservation and catchment at city facilities to serve as a demonstration for the community and to encourage sustainable practices.
- **Action CE-11.1.4:** Continue to assess fines for violation of the water conservation ordinance.
- **Action CE-11.1.5:** Require the use of native and drought-tolerant plants, including xeriscaping, in all new developments.
- **Action CE-11.1.6:** Engage Doña Ana County and NMSU in implementing actions from the City's Water Conservation Plan.
- **Action CE-11.1.7:** Explore the use of forbearance contract mechanisms on agricultural lands to obtain water rights in times of severe drought.
- **Action CE-11.1.8:** Continue to monitor the water rights lawsuit between Texas and New Mexico and identify strategies based on the outcome.

**POLICY CE-11.2: SUPPORT EFFORTS TO IMPROVE AND MAINTAIN WATER QUALITY.**

- **Action CE-11.2.1:** Prioritize water quality concerns received from the public to include in educational materials.
- **Action CE-11.2.2:** Continue to sponsor at least one community clean-up activity each year.
- **Action CE-11.2.3:** Enhance existing programs that prevent toxic or hazardous material from reaching the water and wastewater systems, including the Industrial Pretreatment, Backflow Prevention and Well Head Protection programs.
- **Action CE-11.2.4:** Explore options to utilize the ecological services of wetlands and green infrastructure to clean water.



## GOAL CE-12: AIR QUALITY

### IMPROVE AIR QUALITY TO ENHANCE PUBLIC HEALTH AND PROTECT THE NATURAL ENVIRONMENT.



The quality of the air we breathe impacts our health and the health of the natural environment. Adopted in 1970, the Clean Air Act is designed to protect the public from various types of air pollution. In response to the Clean Air Act, the EPA has established national ambient air quality standards for six criteria pollutants, which include particulate matter, ozone, sulfur dioxide, nitrogen dioxide, carbon monoxide, and lead.<sup>8</sup> States must adopt plans to maintain these air quality standards. Currently, Las Cruces is in attainment for these six criteria pollutants, but that may not always be the case as the City continues to grow. Furthermore, air quality is a regional issue – pollution from across the border in Mexico and from the El Paso region can affect air quality in Las Cruces. Coordination amongst these entities and the New Mexico Environment Department is crucial to remediate any future air quality issues.

Given the dry climate in Las Cruces and tendency for high winds, dust is a common problem in the City. Dust storms can cause allergy problems and are particularly problematic for certain vulnerable populations. Las Cruces already has dust mitigation programs in place, such as street cleaning prior to high wind events and dust suppression requirements at construction sites. These initiatives should be continued and expanded to prevent widespread dust events. The City can also promote strategies to reduce carbon monoxide and ozone pollution, which are two of the criteria pollutants measured by the EPA. This includes incentivizing use of cleaner energy for industrial and manufacturing businesses and encouraging use of public transportation.

The policies and subsequent actions related to the topic of ‘air quality’ focus on strategies to reduce pollution and improve overall ambient air quality to maintain public and environmental health.

The key partners involved in implementing these actions are various city departments, New Mexico Environment Department, and industrial/manufacturing businesses. In addition to public, stakeholder, and staff feedback, the Sustainability Action Plan was referenced to generate the policies and actions in this goal.

#### POLICY CE-12.1: MINIMIZE PUBLIC EXPOSURE TO HIGH CONCENTRATIONS OF PARTICULATE MATTER FROM FUTURE NATURAL EVENTS.

- **Action CE-12.1.1:** Expand street cleaning programs prior to high wind events.
- **Action CE-12.1.2:** Continue enforcement of dust suppression ordinances for construction sites or limit grading of new development sites.
- **Action CE-12.1.3:** Limit construction-related activities that may contribute to pollution on days of predicted high wind events.
- **Action CE-12.1.4:** Study the effectiveness of mitigation strategies for dust suppression.

#### POLICY CE-12.2: REDUCE KNOWN OR SUSPECTED SOURCES OF CARBON MONOXIDE AND OZONE POLLUTION TO IMPROVE OVERALL AIR QUALITY.

- **Action CE-12.2.1:** Develop incentives for industrial and manufacturing businesses to use cleaner energy to reduce carbon monoxide and ozone precursor emissions.
- **Action CE-12.2.2:** Encourage use of public transportation through incentives such as reduced or eliminated fees and benefits of rideshare.

## GOAL CE-13: NATURAL FEATURES AND HABITAT



### *PROTECT THE REGION'S ENVIRONMENTALLY-SENSITIVE AREAS TO PREVENT DESTRUCTION OF WILDLIFE HABITAT AND NATURAL ECOSYSTEM FUNCTIONS.*

As stated in the Elevate Las Cruces vision statement, the community embraces and preserves its natural setting. Features such as the Organ Mountains and Rio Grande not only offer a visually appealing setting, but these natural features also serve critical ecosystem functions to protect wildlife. One of the most prevalent natural features found within Las Cruces and throughout the Chihuahuan Desert are arroyos, which are natural drainage corridors that are dry for much of the year, but convey water during rain events to the Rio Grande. In recognition of arroyo's important function, Las Cruces adopted an Arroyo Management Plan to guide the continued protection of these natural drainageways. Moving forward, the City should not only prevent development from occurring in the major and minor arroyos, but should also establish buffer distances to prevent encroachment.

The policies and subsequent actions related to the topic of 'natural features and habitat' focus on protecting natural corridors and features from development and protecting habitat for native species. The key partners involved in implementing these actions are the Bureau of Land Management and State Land Office. Both of these entities own open space lands within the immediate vicinity of Las Cruces. In addition to public, stakeholder, and staff feedback, the Arroyo Management Plan, Rio Grande Corridor Plan, and Parks and Recreation Master Plan were referenced to generate the policies and actions in this goal.

#### **POLICY CE-13.1: PROTECT WATERWAYS AND NATURAL DRAINAGE CORRIDORS FROM DEVELOPMENT ENCROACHMENT.**

- **Action CE-13.1.1:** Work with the BLM, SLO, and private developers to preserve arroyos on the east and west mesa as open space.

- **Action CE-13.1.2:** Develop public/private partnerships to create funding strategies for acquisition and maintenance of arroyo systems with the goal of protecting and enhancing their natural services.
- **Action CE-13.1.3:** Establish standards for arroyo development buffers to protect the natural drainageways from encroachment.
- **Action CE-13.1.4:** Formalize requirement for developers to provide context-sensitive arroyo crossings for all new development.
- **Action CE-13.1.5:** Continue to prevent development within floodplain areas.
- **Action CE-13.1.6:** Review and update the arroyo management plan.

#### **POLICY CE-13.2: PRESERVE WILDLIFE HABITAT AND CORRIDORS FOR NATIVE SPECIES WITHIN THE REGION.**

- **Action CE-13.2.1:** Identify, map and characterize arroyos, hillsides and escarpments within the ETZ and the city limits, and prepare a plan to address protection of environmentally-sensitive areas or the types of development allowed given the specific characteristics of the subject area.
- **Action CE-13.2.2:** Implement policies in lower level plans to address the protection and restoration of wildlife habitat and address the protection of threatened or endangered species that lie within the path of future urban development.

# GOAL CE-14: OPEN SPACE LANDS



## **EMBRACE OPEN SPACE FOR PASSIVE USES THAT PROTECT THE NATURAL, CULTURAL, OR AGRICULTURAL CHARACTER.**

The rural place types introduced in the Future Development Map are intended to preserve open space areas, support agricultural uses, or allow rural neighborhood development. The policies and actions related to this goal focus on strategies to preserve open space land where feasible and to coordinate with partners such as the State Land Office, Bureau of Land Management, and Doña Ana County, which are all major landowners within the vicinity of Las Cruces. The New Mexico State Land Office owns and manages approximately 9 million surface areas throughout the state. The agency is tasked with using this state trust land to raise revenue for public institutions in New Mexico. The agency closely coordinates with local governments and has a Community Partnership Program to coordinate with cities on planning efforts adjacent to state-owned lands. The City of Las Cruces should continue to coordinate with the State Land Office to balance the need for open space conservation with the mission of the State Land Office.

Additionally, the Las Cruces PROSMP identified the opportunity to establish a network of conserved open space lands to preserve property with significant ecological or cultural benefit, that preserves viewsheds, and that links developed portions of the City to other public lands. Such a program could include property in the City’s extraterritorial zone and would need to have a dedicated funding source for property acquisition, land management, recreation facility development, and general staffing.

The policies and subsequent actions related to the topic of ‘open space lands’ focus on conserving environmentally significant lands, agricultural lands, wildlife corridors, and areas of historic or cultural significance. The key partners involved in implementing these actions are Doña Ana County, the Bureau of Land Management, and the State Land Office.

*Open space lands in Las Cruces can be preserved to conserve viewsheds and protect natural, cultural, or agricultural character.*





**POLICY CE-14.1:** SUPPORT EFFORTS TO CONSERVE NATURAL OPEN SPACE, PRODUCTIVE AGRICULTURAL LANDS, AND LANDS OF HISTORIC OR CULTURAL SIGNIFICANCE.

- **Action CE-14.1.1:** Study the utility of incentives in order to preserve agricultural properties and potentially environmentally sensitive areas.
- **Action CE-14.1.2:** Support efforts to preserve agricultural lands and open space adjacent to the Rio Grande.
- **Action CE-14.1.3:** Integrate passive open space into new developments.
- **Action CE-14.1.4:** Promote clustered residential developments that integrate natural features.
- **Action CE-14.1.5:** Protect historically or culturally significant lands from development.
- **Action CE-14.1.6:** Continue to coordinate with the State Land Office regarding intended developments through the Community Partnership Program.

**POLICY CE-14.2:** ENSURE THAT NEW DEVELOPMENTS DO NOT SUBSTANTIALLY ALTER THE EXISTING VIEW CORRIDORS OF THE ORGAN MOUNTAINS.

- **Action CE-14.2.1:** Conduct a viewshed analysis to identify preferred viewshed corridors to be protected.
- **Action CE-14.2.2:** Work with Doña Ana County, the Bureau of Land Management, and the New Mexico State Land Office to continue to preserve a buffer around the Organ Mountains.
- **Action CE-14.2.3:** Coordinate with the Organ Mountains Desert Peaks National Monument on any pertinent planning or development issues.
- **Action CE-14.2.4:** Limit outdoor lighting and lighting fixtures to those areas that are dark-sky compliant.

**POLICY CE-14.3:** ESTABLISH A NETWORK OF CONSERVED OPEN SPACE LANDS THAT LINK THE CITY TO SURROUNDING NATIONAL MONUMENT LAND.

- **Action CE-14.3.1:** Conduct a feasibility assessment to determine the cost of initiating and maintaining an open space lands program incorporating environmentally significant land and property that conserves viewshed.
- **Action CE-14.3.2:** Initiate a bond referendum to fund open space land property acquisition and program management.

## REGIONALISM

Components of regionalism discussed in the policy framework include cross-jurisdictional impacts and bi-national partnerships.

### CROSS-JURISDICTIONAL IMPACTS

Many issues that Las Cruces faces aren't confined within the city boundaries. Issues like air and water quality, economic development, transportation, natural resource protection, and wildlife conservation all cross jurisdictional boundaries. Opportunities for collaboration with neighboring municipalities, regional entities, and even Texas and Mexico should be capitalized on to support a coordinated approach.

### BI-NATIONAL PARTNERSHIPS

Given that Las Cruces and Doña Ana County are in close proximity to Mexico, efforts should be made to create bi-national partnerships related to economic development, international trade, health, and research at the area universities. New Mexico, Texas, and Mexico are all intrinsically linked – the success of one has implications for the other areas.

## GOAL CE-15: REGIONAL VISION

***COORDINATE WITH REGIONAL ENTITIES ON LAND USE, TRANSPORTATION, ECONOMIC DEVELOPMENT, WORKFORCE DEVELOPMENT, PUBLIC SAFETY, UTILITIES, AND NATURAL RESOURCE PLANNING.***



The City of Las Cruces has been successful in the past coordinating with regional partners such as Doña Ana County to ensure that the local goals of Las Cruces are reflected in regional planning efforts. Las Cruces was closely involved in the County's One Valley One Vision Plan and the 2040 Comprehensive Plan. The City should continue to be involved in these County plans in the future. Other regional planning efforts that the City should be involved in include the MVMPO regional transportation plans, regional economic development plans, and any future plans related to watershed management.

There are also opportunities for continued coordination with the State Land Office and Bureau of Land Management to create joint land use agreements for state trust lands falling within the city limits. This is a mechanism used to ensure planning efforts for these lands are coordinated and benefit both the State Land Office, the City, and the natural environment.

Inter-agency working groups can be created to focus on issues that cross municipal boundaries such as land use, transportation, economic development, public safety, utilities, and natural resource issues. These working groups can help to create a cohesive direction, combine resources, and avoid duplicating efforts. The policies and subsequent actions related to the topic of 'regional vision' focus on incorporating local goals into regional planning efforts and collaborating with entities on truly regional issues.

**POLICY CE-15.1: ENSURE THAT LOCAL LAND USE, GROWTH, AND DEVELOPMENT GOALS ARE REFLECTED IN LARGER REGIONAL PLANNING EFFORTS.**

- **Action CE-15.1.1:** Coordinate with the BLM and State Land Office to develop joint land use agreements for trust lands.
- **Action CE-15.1.2:** Engage with Doña Ana County, NMSU, NASA, National Monument, BLM, State Land office, and LCPS on regional planning efforts, including updates to the County's comprehensive plan and Unified Development Code.
- **Action CE-15.1.3:** Coordinate with regional partners to protect existing surface groundwater from pollution and ensure it meets or exceeds water quality standards.
- **Action CE-15.1.4:** Coordinate with regional entities when making development decisions that impact the natural environment.
- **Action CE-15.1.5:** Participate in MVMPO planning efforts and invite MVMPO representatives to be part of City planning efforts.
- **Action CE-15.1.6:** Develop an integrated watershed management plan.

**POLICY CE-15.2: COLLABORATE ON REGIONAL ISSUES THAT CROSS JURISDICTIONAL BOUNDARIES.**

- **Action CE-15.2.1:** Develop a coordinated regional economic development strategy with economic development agencies and stakeholders in neighboring municipalities and the border region to include New Mexico Border Authority, Borderplex Alliance, and economic development departments for the City of Sunland Park, City of Anthony, NM, City of Anthony, TX, Doña Ana County, City of El Paso, TX, Chihuahua State, MX, Ciudad Juarez, MX, Consulate of Mexico and others.
- **Action CE-15.2.2:** Establish inter-agency working groups with local and regional partners to regularly coordinate on land use, transportation, economic development, workforce development, public safety, utilities, and natural resource issues.
- **Action CE-15.2.3:** Coordinate with other utility districts and governmental entities on the provision of utilities that have cross-jurisdictional impacts.
- **Action CE-15.2.4:** Promote the free movement of wildlife across the international border.



## GOAL CE-16: CROSS-BORDER COLLABORATION

### COLLABORATE WITH TEXAS AND MEXICO TO ENSURE CROSS-BORDER PROSPERITY AND SECURITY.



The local economy in Las Cruces is intrinsically tied to that of the El Paso region and Chihuahua, the Mexican state just across the border from southern Doña Ana County. When a large employer locates in one of these areas, it can have positive economic spin-off effects throughout the greater region. The City should pursue new and strengthen existing collaboration opportunities with Texas and Mexico to support regional economic investment. A bi-national economic development strategy would involve regular interactions with major economic development partners such as local chambers of commerce, City staff, workforce development partners, and representatives from major employers from southern New Mexico, Far West Texas, and Ciudad Juárez. Existing regional initiatives that Las Cruces should continue to be involved in include the Borderplex Alliance, New Mexico Borderplex, the Border Area Economic Development Strategy, and the Santa Teresa Border Area Transportation Plan.

Additionally, there are major universities throughout the larger region. In addition to NMSU, the University of Texas-El Paso and major universities in Ciudad Juárez could work together to participate in joint research opportunities related to major issues such as improving access to health and education. This type of partnership would benefit not only students at the universities but could also lead to findings that would improve overall quality of life.

The policies and subsequent actions related to the topic of 'cross-border collaboration' focus on positive collaboration opportunities between New Mexico, Texas, and Mexico and joint research opportunities to benefit health and education.

#### **POLICY CE-16.1: PURSUE POSITIVE COLLABORATION OPPORTUNITIES TO SPUR ECONOMIC INVESTMENT WITH TEXAS AND MEXICO.**

- **Action CE-16.1.1:** Develop a bi-national economic development strategy with partners in Texas and Mexico.
- **Action CE-16.1.2:** Promote utilization of the Foreign Trade Zone areas with the region.
- **Action CE-16.1.3:** Support economic development organizations that promote international trade in Las Cruces and the region.

#### **POLICY CE-16.2: SUPPORT INITIATIVES TO IMPROVE ACCESS TO HEALTH AND EDUCATION IN THE BORDER REGION.**

- **Action CE-16.2.1:** Participate in applicable bi-national health organizations that focus on addressing health issues specific to the border.
- **Action CE-16.2.2:** Support partnerships between NMSU, UT El Paso and universities in Ciudad Juárez to participate in joint research opportunities.

## ELEVATING OUR COMMUNITY PROSPERITY

The Elevate Las Cruces vision statement includes components that relate to economic prosperity, social partnerships, and vibrant neighborhoods. Through this vision, Elevate Las Cruces establishes that Las Cruces will be a city of public and private partnerships where business investment will be leveraged with social initiatives to ensure that all residents share in the fortune of a positive economic climate. There has been sustained consensus throughout the comprehensive planning process that Las Cruces must not only ensure that the programs and policies are in place to attract and retain private capital in the community, but that the local educational system and network of human service organizations are funded and mobilized to provide for the daily well-being and long-term personal and professional growth of Las Cruces.

Collectively, the planning topics of Economic Development, Education, Housing, and Human Services, comprise the Community Prosperity policy framework. This section presents the goals, policies, and actions for these topics, which promote a strengthened economy not only through business recruitment, but by also focusing on the local institutions that promote entrepreneurship and the development of an educated workforce, and provide for the needs of disadvantaged residents.

### DEFINING COMMUNITY PROSPERITY

Prosperity is defined as ‘a successful, flourishing, or thriving condition, especially in financial respects.’ For Elevate Las Cruces, the Community Prosperity policy framework is comprised of four primary topics that relate back to the Vision Components of “Las Cruces Fosters Economic Prosperity,” “Las Cruces Leverages Social Partnerships,” and “Las Cruces Values Vibrant Neighborhoods.” For each of the goals on the subsequent pages, the applicable vision components are shown as icons.



Las Cruces Fosters Economic Prosperity



Las Cruces Leverages Social Partnerships



Las Cruces Values Vibrant Neighborhoods

*Workforce development and diversity is a key component of a prosperous community.*

The rest of this section is organized around the following four topics.

- **Economic Development.** Economic development refers to the strength of the local and regional economy and how that impacts development, businesses, and residents. Considering economic development is critical to a comprehensive plan process. A local economy that is more diverse is better able to weather economic downturns. Economic development also refers to workforce development, or creating a skilled and ready workforce that is attractive to employers.
- **Education.** Access to quality education is essential to a prosperous community and can help develop a skilled workforce. While public and private education providers control schools and universities, the City can have influence through partnerships with education providers. For the purposes of Elevate Las Cruces, the topic of Education also refers to life-long learning opportunities through community resources such as libraries and museums.
- **Housing.** A prosperous community offers a range of housing types to meet the needs of all residents, including those with supportive housing needs. Individual housing quality, condition, price, and availability influences (and is influenced by) the condition and character of surrounding property. Fulfilling basic housing needs also influences an individual's ability to be productive members of the community.
- **Human Services.** Access to health and human services is vital to building long-term community prosperity. Residents that are healthy and feel supported are able to work and contribute to society. The goals, policies, and actions related to this topic address overall wellness of all residents, regardless of their background.

These associated topics impact individual opportunity. A community that is prosperous has equal economic opportunity, access to quality education, diverse housing options, and robust community services. All four topics are inherently related and must be assessed in equal measure to better understand where competing interests can be aligned, overlapping initiatives can be streamlined, and gaps in services can be filled so that near-term economic investments generate long-term social benefits. This section also touches on equity, which is defined as 'the quality of being fair or impartial.' Access to employment, education, housing, and community services must be equitable for all Las Cruces residents, only then can the community be prosperous.



## CHALLENGES TO COMMUNITY PROSPERITY

No community can claim that they are completely equitable and prosperous. In Las Cruces, there are challenges related to achieving community prosperity. The following challenges were brought up through the public and stakeholder input process for Las Cruces or were identified through the existing conditions assessment. The subsequent goals, policies, and actions are a direct response to these challenges.

### ECONOMIC DEVELOPMENT:

- Economically distressed neighborhoods
- Need to develop a skilled workforce that aligns with well-paying jobs in the city
- Lack of coordination in economic development efforts
- Shortage of jobs when compared to the number of housing units
- Perceived 'brain drain' of NMSU graduates leaving Las Cruces
- Lack of diverse employment sectors
- Perceived hurdles to starting a business
- Low economic output, high unemployment, and high poverty relative to the nation

### HOUSING:

- Growth in number of housing units has outpaced growth in population
- Median home value and median gross rent has outpaced growth in median household incomes
- Limited growth in median household income from 2010 to 2017
- Public and subsidized housing are concentrated in areas with low median household incomes
- Single-family makes up nearly 60% of the existing housing stock

### EDUCATION:

- Public school enrollment has remained stationary over the past ten years
- Nearly three-quarters of students at LCPS receive free or reduced-price meals
- Lack of coordination regarding school siting
- NMSU is located outside of municipal City limits

### HUMAN SERVICES:

- Opportunities for active lifestyles, such as walking and cycling, is not convenient or comfortable for many areas in Las Cruces
- 23 percent of adults in Doña Ana County are obese (2016 County Health Rankings, Robert Wood Johnson Foundation)
- Based on the AARP Livability Index, Las Cruces has a 'Health' score of 51/100
- The percentage of residents 65 or older is increasing, indicating a growing need for senior services

TABLE 1.12, COMMUNITY PROSPERITY POLICY FRAMEWORK SUMMARY

TOPIC/GOAL	PAGE
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*The Community Prosperity Work Program is found on pages 266-293.*

## ECONOMIC DEVELOPMENT

Components to economic development discussed in the policy framework include workforce development, business recruitment and retention, regional approach to economic development, poverty, and entrepreneurship.

## WORKFORCE DEVELOPMENT

An important component of a thriving economy is a strong and educated workforce. Entities that support workforce development in Las Cruces range from schools, universities, chambers of commerce, local workforce agencies, state agencies, and the New Mexico Workforce Connection. Ensuring that the skills taught match up with jobs in targeted industries is critical; however, it was discovered that entities focused on workforce development in Las Cruces vary in terms of industries they believe should be targeted. The topic of preparing and maintaining a 'ready workforce' is incorporated into Goal CP-1.

## POVERTY

Inevitably, most communities will have residents living below the federally-established poverty line that require supportive services. In Las Cruces, 24% of residents are considered impoverished. Communities can support efforts to reduce poverty by connecting populations to job opportunities and incentivizing development in distressed areas. Efforts to transition potentially vulnerable populations out of poverty are discussed in Goal CP-2.

## ENTREPRENEURSHIP

A prosperous community should support individuals wishing to start a business. Communities can support entrepreneurs by ensuring that the process to start a business is clearly communicated and easy to navigate. Entrepreneurship can also be supported by community groups and non-profits. There is a perception that going through the process to start a business in Las Cruces is unnecessarily difficult, which is discussed more in Goal CP-3.



*Workforce development partners should coordinate with educational institutions to ensure that students are being taught skills that align with the area's targeted industries.*



## **BUSINESS RECRUITMENT & RETENTION**

Diverse employment opportunities are critical to a strong economy. As part of a larger, bi-state region, competition to recruit businesses in Las Cruces is tight. Therefore, efforts to recruit new businesses must be coordinated amongst various local entities. In addition to recruitment, supporting local businesses should be a focus of economic development agencies in Las Cruces to encourage business retention and growth. Diversifying economic opportunity through business recruitment and retention is discussed in Goal CP-4.

## **REGIONAL APPROACH TO ECONOMIC DEVELOPMENT**

Las Cruces is intrinsically tied to Doña Ana County, El Paso, and Ciudad Juárez in terms of the regional economy. Nearly 14,000 people leave Las Cruces everyday to work elsewhere in the region. Conversely, over 21,000 people living outside of Las Cruces travel into the City everyday to work. Therefore, in order to be competitive economically, Las Cruces must work with the surrounding cities and states on economic development initiatives. The concept of regional economic development is discussed in Goal CP-4 specifically and also in the 'Regionalism' topic covered in the Community Environment policy framework.

*Recruiting and retaining businesses is critical to activating areas of the community, such as Downtown Las Cruces.*



## GOAL CP-1: READY WORKFORCE

**DEVELOP A STRONG AND EDUCATED WORKFORCE THAT SUPPORTS AN EXPANDING LOCAL AND REGIONAL ECONOMY.**



A skilled and educated workforce is critical to sustain the local and regional economy. In Las Cruces today, there are diverse groups already working toward preparing and sustaining a strong workforce. However, in discussions with stakeholders, coordination amongst the different entities needs to be improved. There is no clear, consistent direction regarding industry sectors that should be targeted, meaning that there is a disconnect between workforce development and regional economic development efforts. The City could play a leadership role in determining the targeted industries for the region. The Elevate Las Cruces comprehensive planning process has also revealed a perceived issue regarding the ‘brain drain’ that occurs when NMSU students leave Las Cruces after they graduate to explore opportunities elsewhere.

*Local colleges, universities, and other education institutions should be strategic partners in preparing the Las Cruces workforce.*

The policies and subsequent actions related to the topic of ‘ready workforce’ focus on improving partnerships and expanding efforts to support workforce development so that efforts are more coordinated and tied to specific targeted industries. When implemented, there should be clear direction as to what industries to target and subsequently, what type of workforce training is needed to prepare for these jobs.

The key partners involved in implementing these actions are universities and colleges, Las Cruces Public Schools, Chambers of Commerce, state and regional workforce and economic development groups, New Mexico Workforce Connection, and local community action groups. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; One Valley One Vision Regional Plan; Borderplex Joint Workforce Development Strategic Plan; and, Strategic Plan for Economic Development Department.



**POLICY CP-1.1: PROMOTE PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS AND OTHER ENTITIES TO GENERATE STRATEGIC AND TARGETED WORKFORCE DEVELOPMENT INITIATIVES.**

- **Action CP-1.1.1:** Continue the joint-agreement between NMSU’s Cooperative Education Program and the City.
- **Action CP-1.1.2:** Facilitate efforts between economic development partners and interested businesses to expand and promote the benefits of technical and vocational programs at area high schools.
- **Action CP-1.1.3:** Develop talent pipelines through partnerships with organizations such as LCPS, DACC, NMSU, Bridge of Southern New Mexico, Chambers of Commerce, Community Action Group, NGAGE, MVEDA, and the Empowerment Congress to support workforce development.
- **Action CP-1.1.4:** Work with economic development partners to improve the functionality of and communication about workforce programs so they are more easily accessed and navigated.
- **Action CP-1.1.5:** Work with the state Workforce Solutions, local Workforce Connections, and local high schools to develop internship and apprenticeship programs.

**POLICY CP-1.2: SUPPORT EFFORTS AT LOCAL MIDDLE SCHOOLS, HIGH SCHOOLS, NMSU, DOÑA ANA COMMUNITY COLLEGE, AND OTHER ENTITIES THAT IMPROVE WORKFORCE READINESS AND CULTIVATE A SKILLED WORKFORCE.**

- **Action CP-1.2.1:** Support local programs that provide employment, volunteer opportunities, and/or training to citizens.
- **Action CP-1.2.2:** Provide accommodations at public facilities and other readily available resources for workforce training when needed.
- **Action CP-1.2.3:** Promote the targeted industries, career pathways, and priority areas such as those identified by the Bridge of Southern New Mexico, NM Workforce Connections, and NM Workforce Solutions.



## GOAL CP-2: ECONOMIC EQUITY

**GENERATE EMPLOYMENT OPPORTUNITIES THAT  
CREATE ECONOMIC SECURITY FOR ALL RESIDENTS.**



A strong, sustainable economy should offer opportunities for all residents to thrive, regardless of their background. One measure of job availability is the Jobs-Housing Balance ratio; communities that have a good balance of total jobs to housing units typically correlate to a jurisdiction that is capturing and retaining a greater proportion of its local workforce within its jurisdictional boundaries. In 2015, the Job-Housing Balance ratio in Las Cruces was 1.06:1, indicating that there are only slightly more jobs available than housing units in Las Cruces. The term ‘economic equity’ refers not just to striving for equal economic opportunity for all residents, but also refers to a balance in the location of investment. Prioritizing economic development in certain areas of the city can lead to disinvestment of other areas over time. To address this, the City of Las Cruces offers economic incentive programs to encourage development projects in economically depressed areas of the City.

The policies and subsequent action under the topic of ‘economic equity’ relate to incentivizing economic development in disinvested areas of the City and better connecting residents to jobs. When implemented, these actions will help to spur additional economic investment more evenly throughout the city and improve connectivity between residents and job locations.

The key partners involved in implementing these actions are the City of Las Cruces, Chambers of Commerce, New Mexico Workforce Connection, and local, regional, and state economic development agencies. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; One Valley One Vision Regional Plan; Borderplex Joint Workforce Development Strategic Plan; and, Strategic Plan for Economic Development Department.

*The Apodaca neighborhood (below) falls within a Qualified Opportunity Zone (QOZ) that is prioritized for redevelopment.*



**POLICY CP-2.1: INCENTIVIZE ECONOMIC DEVELOPMENT PROJECTS IN ECONOMICALLY DEPRESSED AREAS OF THE CITY.**

- **Action CP-2.1.1:** Continue to utilize and assess the effectiveness of creative investment tools such as Tax Increment Development Districts (TIDD) and Qualified Opportunity Zones (QOZ) to spur redevelopment and reinvestment.
- **Action CP-2.1.2:** Educate developers, investors, and neighborhood leadership about development tools such as QOZs, TIDDs, and other available tax incentives.
- **Action CP-2.1.3:** Assess the effectiveness of the Infill Development Policy and Overlay District and adjust procedures and benefits as necessary.
- **Action CP-2.1.4:** Explore the development of new incentives to encourage development along the mixed-use corridors identified in the Future Development Map.
- **Action CP-2.1.5:** Support alternative worker-owned cooperatives and other entrepreneurial models.



*Enhanced transit connections can better connect residents to job opportunities.*

**POLICY CP-2.2: SUPPORT EFFORTS TO CONNECT VULNERABLE POPULATIONS TO JOB OPPORTUNITIES.**

- **Action CP-2.2.1:** Establish new and support existing programs that promote employment and volunteer opportunities of traditionally underserved populations such as seniors, limited English proficient (LEP) individuals, and persons with cognitive, physical, developmental, or mental health disabilities.
- **Action CP-2.2.2:** Identify and promote places of employment to minimize commutes and increase accessibility to other transportation modes to create a jobs-housing balance.
- **Action CP-2.2.3:** Work with businesses to encourage providing training wage work opportunities.
- **Action CP-2.2.4:** Support local and state transportation entities and programs to provide transportation to internships, apprenticeships, workforce education programs, and job centers.

## GOAL CP-3: ENTREPRENEURSHIP

### *CREATE A NURTURING REGULATORY ENVIRONMENT THAT GENERATES ENTREPRENEURSHIP AND SMALL BUSINESS INVESTMENT.*



A “business-friendly” environment refers to a community that eliminates unnecessary barriers to opening and maintaining a business. Having a nurturing regulatory environment encourages entrepreneurs to start businesses and for small businesses to thrive. Some communities have established business incubator spaces to provide a dedicated space for like-minded entrepreneurs to collaborate and grow their businesses. The actions identified in Policy 3.1 relate to programs that the City could enact or partner to establish that would give support to entrepreneurs and small businesses.

During the stakeholder meetings held as part of Elevate Las Cruces, it was discovered that there is a perception that the business registration process is overly cumbersome and could be better streamlined. The actions identified in Policy 3.2 to address this issue relate to communication and procedural improvements that could be made to make Las Cruces seem more open to business.

The key partners involved in implementing these actions are the City, local businesses, Chambers of Commerce, New Mexico Workforce Connection, and local economic development agencies. The City can improve upon their processes and the local economic development agencies can support small businesses and entrepreneurs. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; One Valley One Vision Regional Plan; Borderplex Joint Workforce Development Strategic Plan; and, Strategic Plan for Economic Development Department.

#### MAKERSPACE

Business incubator space can come in many forms; in Las Cruces, the Cruces Creatives is a non-profit ‘makerspace’ that offers space, tools, and training for the community. Part of the mission statement of Cruces Creatives is to connect people, tools, and training to “make practically anything.”

Users of the makerspace include artists, designers, manufacturers, and engineers. The 12,000 square foot facility is located on E. Lohman. Members pay monthly dues to have access to the facility. Having facilities like the makerspace in Las Cruces offer opportunities for entrepreneurs to start their business.



**POLICY CP-3.1: ENCOURAGE ENTREPRENEURSHIP BY CREATING PROGRAMS THAT SUPPORT RESIDENTS WISHING TO START A BUSINESS.**

- **Action CP-3.1.1:** Support existing and new business incubators to provide technical support services in one place for individuals wishing to start their own business.
- **Action CP-3.1.2:** Participate in inter-agency working groups with the City and local entities that support business development to coordinate entrepreneurship efforts.
- **Action CP-3.1.3:** Adjust development regulations to allow live-work units in additional zoning districts.
- **Action CP-3.1.4:** Make information regarding existing private entrepreneurship-based organizations such as maker spaces readily available online and at City Hall.
- **Action CP-3.1.5:** Provide project managers to help residents unfamiliar with the process of opening a business.

**POLICY CP-3.2: STREAMLINE THE PROCESS TO REGISTER AND OPEN A BUSINESS IN LAS CRUCES.**

- **Action CP-3.2.1:** Make information regarding City business registration, State and Federal licensing and operating requirements, and other business assistance resources readily available.
- **Action CP-3.2.2:** Continue to evaluate and improve total review times for processing commercial building permits and business registrations.
- **Action CP-3.2.3:** Provide step-by-step guidelines for negotiating the permitting process.
- **Action CP-3.2.4:** Use the City as a hub for new businesses to be connected to resources within the community for business technical assistance, financing opportunities, permitting, etc., when starting a new business.
- **Action CP-3.2.5:** Develop a single, comprehensive inspection form that incorporates code requirements from different review departments and agencies.
- **Action CP-3.2.6:** Form a process to approve rational variances to the existing building code.



*The Las Cruces Convention Center (above) offers premier space for conferences and meetings.*

## **GOAL CP-4: DIVERSIFICATION**

***SEEK A BALANCE OF BUSINESS RECRUITMENT, RETENTION, AND EXPANSION TO DIVERSIFY ECONOMIC OPPORTUNITIES.***



The top three largest employers in Las Cruces are public entities. Furthermore, jobs in the public administration industry segment make up 10 percent of all jobs in Las Cruces. These two factors represent the lack of diversity in employment and suggest an over-reliance on government jobs. To combat this trend, the Bridge of Southern New Mexico identified eight key industries that Las Cruces and the greater Mesilla Valley Region should target: healthcare, energy, digital media, aerospace, manufacturing, defense, transportation and logistics, and value-added agriculture. It is critical that the various entities focused on diversifying the Las Cruces economy agree upon and spread a consistent message about targeted industries.

The subsequent policies and actions related to 'diversification' focus on coordinating recruitment efforts, retaining and growing existing businesses, supporting the continued revitalization of downtown, and supporting efforts to be regionally and nationally economically competitive.

The key partners involved in implementing these actions are Chambers of Commerce, economic development authorities, New Mexico Workforce Connection, local high schools and universities, and the Bridge of Southern New Mexico. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; One Valley One Vision Regional Plan; Borderplex Joint Workforce Development Strategic Plan; and, Strategic Plan for Economic Development Department.

**POLICY CP-4.1: FOCUS AND COORDINATE EFFORTS TO RECRUIT BUSINESSES AND INDUSTRIES TO LAS CRUCES THAT ENHANCE ECONOMIC VITALITY AND STANDARD OF LIVING.**

- **Action CP-4.1.1:** Make information about incentive criteria available to businesses and industries seeking to locate in Las Cruces.
- **Action CP-4.1.2:** Periodically assess targeted industries through collaboration with regional and state partners.
- **Action CP-4.1.3:** Continue coordination efforts with regional economic development entities to attract, retain, and expand businesses within identified target industries that may include healthcare, energy, digital media, aerospace, manufacturing, defense, transportation and logistics, and value-added agriculture.
- **Action CP-4.1.4:** Maintain an up-to-date Local Economic Development Plan in accordance with the Local Economic Development Act as defined in the New Mexico State Statutes.
- **Action CP-4.1.5:** Update the West Mesa Industrial Park master plan and development strategy and overlay to create a cohesive strategy and entice additional business development in the area.
- **Action CP-4.1.6:** Promote utilization of the Foreign Trade Zone designation in the West Mesa Area.

**POLICY CP-4.2: SUPPORT EFFORTS TO BE REGIONALLY AND NATIONALLY COMPETITIVE IN REGARDS TO RETAINING AND GROWING BUSINESSES, JOBS, AND STUDENTS.**

- **Action CP-4.2.1:** Evaluate the feasibility of a rail spur to the West Mesa Industrial Park to improve freight operations of existing businesses.
- **Action CP-4.2.2:** Improve administrative process and procedures to eliminate barriers that impede the expansion of office, commercial or industrial developments.
- **Action CP-4.2.3:** Coordinate with telecommunications providers on a study to expand and improve broadband infrastructure.
- **Action CP-4.2.4:** Regularly engage with leaders from the region's largest employers, as well as small businesses through the three local chambers and MVEDA, to identify challenges and potential solutions to continue their business in the City.
- **Action CP-4.2.5:** Participate in ongoing county, region, and state economic development and workforce efforts.
- **Action CP-4.2.6:** Work with the Chambers to conduct exit interviews of businesses with greater than fifty employees to see what could have kept them in Las Cruces.
- **Action CP-4.2.7:** Explore the possibility of developing a program to increase small businesses' access to capital.
- **Action CP-4.2.8:** Establish programs to encourage growth and retention of local businesses.





While many parts of Downtown have been revitalized, some buildings still sit vacant.

### **POLICY CP-4.3: SUPPORT CONTINUED REVITALIZATION EFFORTS OF DOWNTOWN THAT GENERATE EMPLOYMENT GROWTH.**

- **Action CP-4.3.1:** Explore public-private partnerships to activate vacant properties in downtown.
- **Action CP-4.3.2:** Coordinate with organizations such as the Downtown Las Cruces Partnership and similar entities to promote existing and attract new businesses in downtown.
- **Action CP-4.3.3:** Encourage efforts to enhance existing properties in accordance with the Downtown Las Cruces Master Plan.
- **Action CP-4.3.4:** Develop a mid and long-range merchandising tenant mix plan for Downtown to be used for business recruitment.
- **Action CP-4.3.5:** Consider implementation of a Business Improvement District (BID) to assure sustainable management of downtown businesses.
- **Action CP-4.3.6:** Implement initiatives to sustain the Las Cruces Arts and Cultural District.

### **POLICY CP-4.4: SUPPORT EFFORTS TO BE REGIONALLY AND NATIONALLY COMPETITIVE IN REGARDS TO ECONOMIC DEVELOPMENT.**

- **Action CP-4.4.1:** Continue to track and report key performance indicators related to unemployment, GDP growth, GDP per capita, and cost of doing business.

- **Action CP-4.4.2:** Develop and implement a plan to improve the key performance indicators to be competitive with the region and nation.
- **Action CP-4.4.3:** Conduct the appropriate economic analyses such as economic impact, cost-benefit, fiscal impact, forecasts on potential regulation recognized by City Council to have a significant impact on businesses.
- **Action CP-4.4.4:** Coordinate with regional economic development stakeholders such as Doña Ana County, New Mexico Border Authority, Borderplex Alliance, and Border Industrial Association to implement economic development strategies for the border. (See Policy 46.1).
- **Action CP-4.4.5:** Join the Santa Teresa Regional Coordination Protocol program led by NMDOT. (See Policy 46.2).
- **Action CP-4.4.6:** Create additional programs to support creation, attraction, retention, and expansion of business.
- **Action CP-4.4.7:** Empower city staff to recommend improvements to the existing policy framework to make Las Cruces more competitive in attracting new businesses, growing existing businesses, fostering entrepreneurship, and increasing job opportunities.

## EDUCATION

Components of education discussed in the policy framework include access to education, community services, school siting, and community schools.

### ACCESS TO EDUCATION

Access to quality education leads to a more skilled workforce, but it is not limited to school-age residents. Opportunities for life-long learning is important for a prosperous community. Community services that offer life-long learning opportunities in Las Cruces include libraries and museums. Although the Las Cruces Public Schools is a separate entity, the City of Las Cruces can continue to partner with the school district and local universities on initiatives to support community-wide education opportunities. The topic of improving access to education for all ages is discussed in Goal 5.

### COMMUNITY SERVICES

For the size of Las Cruces, there is likely demand for more libraries, especially on the east side of Las Cruces. However, limited funding leads to challenges in expanding community services like libraries and museums. These services are crucial to adult education and by extension, workforce development and life-long learning. Discussion of improving community services is included in Goal 5.

*Las Cruces Public Schools serves approximately 25,000 students.*

### SCHOOL SITING

Determining where new schools should be built is intrinsically linked to new residential development; new homes necessitate more schools. Where a school is sited has tangible effects on livability, walkability, and safety. However, often times school siting decisions are made in a vacuum with little coordination between the City, school district, and developer. In order for schools to serve as the foundation for neighborhood development, more coordination regarding school siting is needed. Discussion of school siting is included in Goal 6.

### COMMUNITY SCHOOLS

The model of Community Schools encompasses the notion that schools should not be limited to just a center for learning, but should also provide community services related to health, social services, youth and community development, and community engagement for students and the greater community. With this model, schools serve as centers of the neighborhood or community. In 2017, Lynn Middle School became the first community school in Las Cruces. As of Summer 2019, the City has budgeted funding for an additional community school within Las Cruces. Discussion of schools as the central component of neighborhoods is included in Goal 6.





The Thomas Branigan Memorial Library (above) is the main library branch located adjacent to City Hall and offers educational programs.

## GOAL CP-5: EDUCATION FOR ALL AGES

**PROVIDE LEARNING OPPORTUNITIES THAT PROMOTE PERSONAL GROWTH AND ENRICH THE LIVES OF RESIDENTS OF ALL AGES.**



A prosperous community provides outlets for personal enrichment to residents of all ages. Community resources that provide learning opportunities include schools, libraries, and museums. The City of Las Cruces has direct control over city-owned libraries and museums, but does not have control over schools. However, the City can be a partner with the school district on initiatives related to improving school resources that will ultimately impact community prosperity such as workforce training programs, technology, and mental health resources. As the City continues to grow and trends continue to change, the services that residents will expect from these community resources will also change. Therefore, the City must strive to incorporate trends where feasible; for example, many communities have incorporated teen rooms with computers and tablets at libraries.

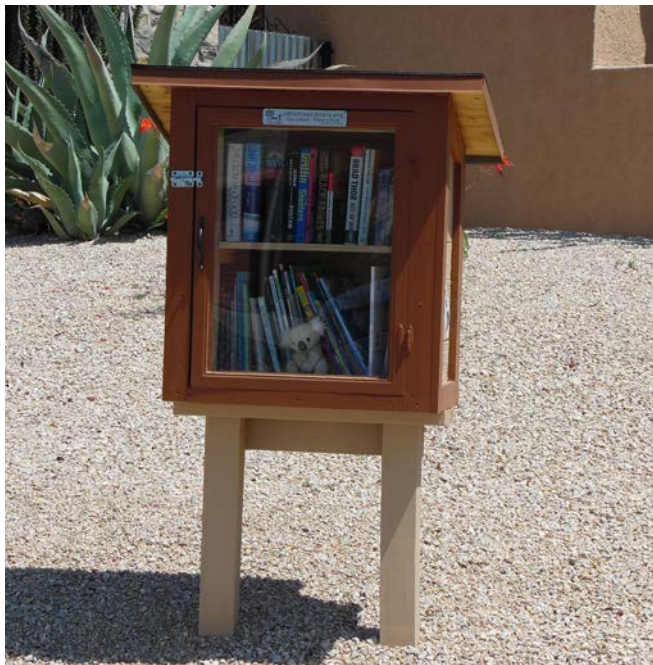
The subsequent policies and actions related to 'education for all ages' focus on programs and partnerships to sustain and improve life-long learning opportunities in the face of continued change.

The key partners involved in implementing these actions are the City, Las Cruces Public Schools, area universities, and staff/volunteers at the libraries and museums. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; NMSU Master Plan; and, Quality of Life Strategic Plan.



**POLICY CP-5.1: PURSUE PARTNERSHIPS WITH EDUCATION PROVIDERS TO ENRICH LEARNING OPPORTUNITIES FOR ALL RESIDENTS.**

- **Action CP-5.1.1:** Meet with Las Cruces Public Schools to determine strategies on various topics such as early childhood education, career education initiatives, technical and certificate programs, financial literacy programs, and civics curriculum.
- **Action CP-5.1.2:** Continue collaboration with Las Cruces Public Schools to identify new opportunities for developing and supporting Community Schools.
- **Action CP-5.1.3:** Work with the school district to explore opportunities for early childhood education to better prepare children for elementary school.
- **Action CP-5.1.4:** Proactively work with LCPS and local mental health providers to address childhood traumas.
- **Action CP-5.1.5:** Work with LCPS to improve access to technology in schools.



**POLICY CP-5.2: MAKE IMPROVEMENTS TO COMMUNITY RESOURCES SUCH AS LIBRARIES AND MUSEUMS AS THE CITY CONTINUES TO GROW AND DEMAND FOR SERVICES CHANGE.**

- **Action CP-5.2.1:** Examine the possibility of expanding the Branigan Memorial Library, establishing branch locations, and co-locating services in order to meet the increasing and changing needs and demands.
- **Action CP-5.2.2:** Explore options for increased public and private funding to meet the growing and changing demand for library services.
- **Action CP-5.2.3:** Support the museum system efforts to renovate, expand, and/or construct new museum facilities as a means of increasing awareness of cultural and historical heritage as well as the environment in the region.
- **Action CP-5.2.4:** Expand hours for the museum system to increase public access for facilities.
- **Action CP-5.2.5:** Participate in community efforts to develop an interactive children's museum.
- **Action CP-5.2.6:** Expand arts, cultural, and historical education programs to increase utilization of City museum space.
- **Action CP-5.2.7:** Regularly review user fees and potential for impact fees for providing community resources.
- **Action CP-5.2.8:** Support the installation of 'Little Free Libraries' throughout the community assistance resources readily available.

*Little Free Libraries are a community-driven resource to provide learning opportunities within a neighborhood (left).*

## GOAL CP-6: COMMUNITY SCHOOLS

### *UTILIZE SCHOOLS AS AN INTEGRAL COMPONENT OF NEIGHBORHOOD DEVELOPMENT AND COMMUNITY LIFE.*



In many communities, schools become the de-facto central gathering spot for neighborhoods. Therefore, the connection between the school and surrounding neighborhood has a profound impact on accessibility and livability. For example, many of the schools west of I-25 in Las Cruces are connected to the surrounding neighborhoods via sidewalks and crosswalks. However, Centennial High School in the East Mesa is currently not connected to any surrounding neighborhoods, making it nearly impossible for students to walk or bike to school. School siting in Las Cruces traditionally has not been a coordinated effort; in order to improve the accessibility and walkability to schools within neighborhoods, school siting needs to be a cooperative process. Furthermore, new schools that are built should serve as the central component for neighborhood development. Within each neighborhood 'unit,' residents should be able to safely walk between their home, school, and other amenities. The 'neighborhood unit' concept is discussed further in the sidebar below.

The subsequent policies and actions related to 'community schools' focus on improving school siting and promoting schools as the foundation of neighborhood development.

The key partners involved in implementing these actions are the City, Las Cruces Public Schools, area universities, and local developers and home builders. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; NMSU Master Plan; and, Quality of Life Strategic Plan.

#### NEIGHBORHOOD UNIT CONCEPT

Developed by Clarence Perry in the early 1900s, the neighborhood unit concept is an approach to urban development that focuses on creating self-sufficient neighborhoods. Walkability is a critical component to the neighborhood unit; schools, parks, and other amenities should be within walking distance to all housing in the neighborhood.

The neighborhood unit concept has been adapted over time; contemporary planning approaches like New Urbanism draw from Perry's original concept. The elements of the neighborhood unit that are most applicable to Las Cruces include the notion that schools should serve as the central gathering spots for neighborhoods and should be walkable.



**POLICY CP-6.1: ENCOURAGE COOPERATIVE SCHOOL LOCATION SITING AND SITE DESIGN PLANNING BETWEEN THE SCHOOL DISTRICT, CITY, AND OTHER APPLICABLE JURISDICTIONS.**

- **Action CP-6.1.1:** Require traffic impact studies for potential school sites as part of the evaluation process for locating a new school.
- **Action CP-6.1.2:** Locate and design schools with safe access for pedestrians, bicyclists, transit, and motorists.
- **Action CP-6.1.3:** Support a school siting plan/strategy to plan for future school siting.

**POLICY CP-6.2: PROMOTE THE USE OF SCHOOLS AS THE FOUNDATION FOR NEIGHBORHOOD DEVELOPMENT.**

- **Action CP-6.2.1:** Encourage LCPS to consider the context of surrounding areas in the location of new schools.
- **Action CP-6.2.2:** Promote the co-location of future schools, neighborhood/community parks, and the City's active transportation network.
- **Action CP-6.2.3:** Expand joint-use agreements between the City and Las Cruces public schools to allow for greater use of school property and facilities for community activities outside of normal school hours.
- **Action CP-6.2.4:** Retain existing school facilities in order to preserve the physical and social cohesiveness of a neighborhood or community wherever possible.
- **Action CP-6.2.5:** Participate in NMSU planning processes to support placemaking projects such as Aggie Uptown, Arrowhead Park, and University Avenue.



## HOUSING

Components of housing discussed in the policy framework include housing affordability, supportive housing services housing diversity, and housing quality. The related topic of Neighborhoods is discussed in the Community Livability policy framework section.

### HOUSING ATTAINABILITY

Housing attainability refers to the ability of residents to afford mortgage or rent with enough money left over for other living and discretionary expenses. The U.S. Department of Housing and Urban Development (HUD) has established a Housing Affordability threshold of 30 percent; if households spend more than 30 percent of their monthly income on housing, then their housing is considered unaffordable. When both housing and transportation costs are considered, those spending 50 percent of their income is considered unaffordable. According to the Housing + Transportation Affordability Index, the average Las Cruces spends 60 percent of their income on these necessities. Therefore, attaining affordable housing has increasingly become an issue in Las Cruces and is discussed in Goal 7.

### SUPPORTIVE HOUSING SERVICES

The homeless, victims of abuse, and those experiencing severe poverty are often in need of supportive housing services. Homeless shelters and other transitory housing are important pieces of the overall housing framework. There are existing organizations in Las Cruces that provide housing and resources to transitory populations, such as Mesilla Valley Community of Hope, Casa de Peregrinos, and La Casa, but the number of residents seeking assistance will likely continue to grow as the overall city population grows. Goal 8 is focused on expanding the existing programs and services related to supportive housing.

### HOUSING DIVERSITY

Of the nearly 45,000 housing units in Las Cruces, 59 percent are single-family and 23 percent are multi-family. This composition has remained fairly consistent since 2000. Given that the majority of housing units are single-family, there could be greater diversity in housing type, especially as preferences of generations change. Diverse housing types such as tiny homes, accessory dwellings, and co-housing should be easier and more attractive to implement in Las Cruces. In addition to housing type, there can be variety in the size, price, and age of homes. Goal 9 discusses options to provide a more diverse range of housing types related to these various characteristics.

### HOUSING QUALITY

In a prosperous community, all residents should have access to safe and secure housing, which relates to the overall quality of housing and neighborhoods. Cities can affect the quality of housing through building standards, code enforcement, and nuisance abatement. These issues are addressed in the Community Livability policy framework section under the 'Neighborhoods' topic.



Multi-family housing (above) can be an affordable alternative to purchasing a home.

### **GOAL CP-7: ATTAINABLE HOUSING**

**PROVIDE AFFORDABLE, CLEAN, AND SAFE HOUSING OPTIONS FOR ALL RESIDENTS REGARDLESS OF INCOME.**



Attainable housing refers to the ability for residents to comfortably afford their living expenses and still have income to pay for other necessities. This is distinguished from Affordable Housing, which has a defined threshold and relates to eligibility federal programs and housing assistance. A prosperous community has a range of housing types and prices to ensure that all residents can afford living arrangements. Given that the average Las Cruces spends 60% of their monthly income on housing and transportation costs combined, affordability is an issue in the community.

The City of Las Cruces does have various programs aimed at providing attainable housing and there are non-profit organizations whose mission is to provide additional programs for those in need of assistance. In addition, Las Cruces is an entitlement community, meaning the City receives funding from HUD to be used for housing for low to moderate income residents. According to the City’s current Consolidated Plan there are just over 1,400 housing units in Las Cruces that are ‘price-restricted,’ meaning that they are sold or rented at market rate. The City can further influence the location and quality of affordable housing through zoning regulations and property standards.

The policies and actions presented in this section seek to cultivate partnerships to implement affordable housing, disperse affordable units so they are not concentrated in one area of the city, and ensure that affordable housing units are safe and secure.

The key partners involved in implementing these actions are the City, local, county, and state housing authorities, Health and Human Services Advisory Committee, and non-profit housing providers. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; Consolidated Plan; and, the Las Cruces Affordable Housing Plan.

**POLICY CP-7.1: COORDINATE WITH LOCAL COMMUNITY ORGANIZATIONS TO PROVIDE EDUCATION AND IMPLEMENT ATTAINABLE HOUSING.**

- **Action CP-7.1.1:** Work with applicable agencies to monitor housing trends and market demands to ensure the housing stock remains at levels suitable to support overall housing demand.
- **Action CP-7.1.2:** Provide educational resources about applicable local, state, federal, and private Affordable Housing programs and funding.
- **Action CP-7.1.3:** Continue coordinating city-funded housing activities through the Affordable Housing Land Bank and Trust Fund Advisory Committee.
- **Action CP-7.1.4:** Inventory current city-owned land for the purpose of developing Affordable Housing or using revenues from the sale of land for Affordable Housing activities.

**POLICY CP-7.2: DISPERSE AFFORDABLE HOUSING UNITS TO PROMOTE THE DEVELOPMENT OF MIXED-INCOME NEIGHBORHOODS.**

- **Action CP-7.2.1:** Ensure that Affordable Housing, subsidized housing units, and supportive housing services are located in close proximity to public transit, behavioral health services, and other community destinations via active transportation facilities.
- **Action CP-7.2.2:** Locate future Affordable Housing units in a dispersed manner throughout the City to avoid the creation of concentrated low-income districts.
- **Action CP-7.2.3:** Prioritize the disbursement of housing grants to support projects that promote City locational priorities.
- **Action CP-7.2.4:** Review inclusionary housing policies to promote the construction or re-purposing of low-to-moderate income housing units in new neighborhoods through impact fee waivers, or other incentives.
- **Action CP-7.2.5:** Allow certain new housing types (duplex, triplex, fourplex) in the Suburban Neighborhood place type whereby they can be introduced at certain thresholds of build-out as long as they follow certain form requirements to be determined.
- **Action CP-7.2.6:** Evaluate proposed developments for the potential to increase housing costs or cause displacement for communities of color and low to moderate income households.



**POLICY CP-7.3: PROMOTE IMPROVEMENTS TO EXISTING AFFORDABLE HOUSING UNITS TO MAKE THEM SAFE AND SECURE.**

- **Action CP-7.3.1:** Establish a rental rehabilitation program to provide support to rental property owners to make health and safety improvements to affordable units.
- **Action CP-7.3.2:** Continue the existing program to assist with the installation of accessible ramps and other rehabilitation efforts on owner-occupied homes.
- **Action CP-7.3.3:** Encourage energy efficient practices in new Affordable Housing and rehabilitation of existing units to decrease overall utility costs for residents.
- **Action CP-7.3.4:** Prepare a property maintenance code.

**POLICY CP-7.4: PROVIDE INCENTIVES FOR DEVELOPING OR RE-PURPOSING ATTAINABLE UNITS.**

- **Action CP-7.4.1:** Identify public-private partnerships to incentivize the inclusion of attainable units in new housing development projects or in redevelopment areas.
- **Action CP-7.4.2:** Use waivers, or similar incentives to promote the inclusion of attainable units in development projects.
- **Action CP-7.4.3:** Allow design standard flexibility to make the provision of attainable housing more financially feasible to developers.

*Solar panels can help reduce energy use for residences.*



## GOAL CP-8: SPECIAL HOUSING NEEDS

*ENSURE THAT THE HOUSING NEEDS OF TRADITIONALLY UNDERSERVED POPULATIONS ARE MET.*



Residents under certain circumstances are more likely to be transient. These transitory populations include the homeless, survivors of abuse, persons suffering from addiction, disabled persons, and asylum seekers. When adults are transient, it can be hard to hold down a steady job and get back on their feet; when children are part of transient households, it can have a profound impact on their academic progress as they are constantly changing schools. In Las Cruces there are non-profit housing providers that serve these groups; the entities provide transitory housing as well as programs to help transition these populations into permanent, stable homes. The largest providers include Mesilla Valley Community of Hope and Casa de Peregrinos. The City should expand upon coordination efforts with these providers and make residents aware of these resources.

Additionally, there are homeownership assistance programs that educate the public about how to become a homeowner and build wealth. These programs could be better advertised by the City so residents are aware of their benefits. The policies and actions presented under the topic of 'special housing needs' aim to provide support to transitory populations and educate the public about homeownership programs.

The key partners involved in implementing these actions are the City, local, state, and federal housing authorities, and non-profit housing providers. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; Consolidated Plan; and, the Las Cruces Affordable Housing Plan.

### **POLICY CP-8.1: SUPPORT EFFORTS TO PROVIDE TRANSITORY POPULATIONS PERMANENT, STABLE HOMES.**

- **Action CP-8.1.1:** Coordinate with community organizations such as the Mesilla Valley Community of Hope to expand resources for the homeless population.
- **Action CP-8.1.2:** Provide local and federal funds to resource agencies that provide emergency housing and supportive services to the homeless population as available.
- **Action CP-8.1.3:** Coordinate with community organizations such as La Casa to provide support to victims of domestic violence.
- **Action CP-8.1.4:** Develop a plan to prepare for providing shelter during times of disasters or other actions outside of the City's control.

### **POLICY CP-8.2: EDUCATE RESIDENTS ABOUT HOMEOWNERSHIP ASSISTANCE PROGRAMS.**

- **Action CP-8.2.1:** Provide assistance and/or referral services to appropriate agencies for households unable to housing because of unlawful discriminatory practices.
- **Action CP-8.2.2:** Provide residents with educational resources regarding mortgage assistance programs.

## GOAL CP-9: HOUSING DIVERSITY

**PROVIDE A DIVERSE RANGE OF HOUSING OPTIONS TO ACCOMMODATE RESIDENTS AT ALL STAGES IN LIFE.**



Housing diversity refers to the mix of housing types, such as single-family detached, duplexes, townhomes, multi-family, mobile homes, etc. As of the 2017 American Community Survey, 59% of all housing units are single-family detached, which has increased 17% since 2010. As the baby boomers age and the millennial generation starts families, housing preferences are changing. Many empty nesters seek to downsize and live in housing types other than single-family homes. Alternatively, many millennials want to live in a setting that is walkable and close to destinations, which often times doesn't translate to a single-family neighborhood. Given that housing preferences have changed over time and will continue to change in the future, the best way for communities to be prepared is to have a more diverse mix of housing. Alternative housing types such as tiny homes and accessory dwelling units are becoming more common in urban areas throughout the country. Las Cruces can make relatively minor changes to the existing regulations to allow these types of housing.

Furthermore, the Future Development Map presented earlier in this volume presents new place types that support a range of housing types, including urban neighborhood, downtown, town centers, neighborhood centers, and mixed-use corridors. The City can help promote denser, more diverse housing types in these areas by creating incentives for developers and making changes to allowable densities in the existing zoning regulations.

The policies and actions presented under the topic of 'housing diversity' seek to diversify the types of housing available in Las Cruces to attract a wider variety of residents and to implement regulatory changes to realize housing diversity in the new place type designations. The key partners involved in implementing these actions are the City, developers, and housing providers. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; Consolidated Plan; and, the Las Cruces Affordable Housing Plan.

*Attached single-family can increase the overall housing mix, like the example in Austin, TX below.*





**POLICY CP-9.1:** ENCOURAGE THE USE OF ALTERNATIVE HOUSING TYPES, STYLES, AND LIVING ARRANGEMENTS AS A MEANS TO PROVIDE ADDITIONAL HOUSING OPPORTUNITIES.

- **Action CP-9.1.1:** Amend existing land development code to allow accessory dwellings city-wide.
- **Action CP-9.1.2:** Adopt clearer building standards specific to tiny homes.
- **Action CP-9.1.3:** Partner with NMSU to provide additional off-campus student, staff, and faculty housing options near the university.
- **Action CP-9.1.4:** Promote, facilitate, and encourage alternative housing options for seniors, students, and single-person households such as co-housing options.

**POLICY CP-9.2:** PROMOTE DENSER HOUSING OPTIONS IN THE URBAN NEIGHBORHOOD, DOWNTOWN, TOWN CENTERS, NEIGHBORHOOD CENTERS, AND MIXED-USE CORRIDORS IDENTIFIED IN THE FUTURE DEVELOPMENT MAP.

- **Action CP-9.2.1:** Review and enhance infill policies to encourage more development activity in the infill area.
- **Action CP-9.2.2:** Consider the use of density bonuses or transfer of development rights (TDRs) in areas identified as Town Centers and Neighborhood Centers on the Future Development Map.

*Gradual increases in density can still allow for a neighborhood feel, as represented by the community yard space in the example below.*



## HUMAN SERVICES

Components of human services discussed in the policy framework include public health and wellness, social services, and youth development.

### **PUBLIC HEALTH AND WELLNESS**

A healthy community is one that provides opportunities for residents to improve their overall health and wellness – including physical, mental, social, economic, and environmental health. One of the themes of the previous Las Cruces Comprehensive Plan was ‘Healthy Community,’ which addressed rising health challenges that communities face such as chronic diseases, climate change, and opportunities for an active living. Since Elevate Las Cruces was developed in a holistic manner, policies and actions related to health are found throughout the implementation framework, but some focused ‘community health’ policies and actions are discussed in Goal 10.

### **SOCIAL SERVICES**

A function of local government is to provide services and programs to potentially underserved populations, including the elderly, impoverished, disabled, and non-English speaking residents. The Quality of Life Department offers programming to improve health outcomes for the senior population in Las Cruces. There are also several non-profit organizations that provide social services for Las Cruces residents, including those focused on mental health, veterans, and seniors. Continuation and expansion of these social services in Las Cruces is discussed in Goal 11.

### **YOUTH DEVELOPMENT**

Programs that support youth development are critical to prepare children to be productive members of society. In Las Cruces, there are existing programs that instill positive life skills for community youth, including the Teen Connection, Youth Advisory Board, Juvenile Citation Program, and the Neighborhood Leadership Academy. Policy 11.3 is focused on supporting youth development programs in the community.

### **HEALTH IN ALL POLICIES**

In recognition that individual and community health is a result of many factors, the Centers for Disease Control and Prevention (CDC) has developed a collaborative approach to address health outcomes called ‘Health in All Policies.’ The overall aim of the approach is to increase the number of Americans that are healthy at every stage of their life.

Specifically, the Health in All Policies framework is focused on creating healthy and safe community environments, clinical and community preventive services, elimination of health disparities, and empowered people. Specific topics the policy framework address include the following:

- Active Living
- Healthy Eating
- Preventing Substance Misuse including Drug and Excessive Alcohol Use
- Tobacco Free Living
- Injury and Violence Free Living
- Reproductive and Sexual Health
- Mental and Emotional Well-being

*Source: Centers for Disease Control*

## GOAL CP-10: COMMUNITY HEALTH

**PROMOTE AND MAINTAIN A BALANCED SYSTEM OF COMMUNITY AND HUMAN SERVICES FOR THE HEALTH, SAFETY, AND WELFARE OF ALL RESIDENTS.**



Health in a community refers to much more than just physical health or healthcare. The Center for Disease Control and Prevention (CDC) supports a ‘Health in All Policies’ approach to considering health more comprehensively in policy decisions. This approach considers physical, mental, social, economic, and environmental health as being determinants of a healthy individual and community. More discussion of the Health in All Policies approach is included in the sidebar on the facing page. During discussions with stakeholders, it was revealed that there is a lack of overall healthcare professionals in Las Cruces, particularly mental health providers. Additionally, the notion of ‘wraparound’ social services is discussed in Policy 10.1. This refers to the delivery of social services in one central location that is holistic and centered on the family. Since there are already community schools in Las Cruces, a logical leap to better integrate social services would be to employ wraparound social services at these locations.

The policies and actions presented under the topic of ‘community health’ seek to increase the number of mental health practitioners and to support programs that improve overall health and well-being of residents in a community-driven manner. The key partners involved in implementing these actions are the City, health organizations, and private and non-profit healthcare providers. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; Healthy City Design Report; and Plan4LasCruces.

*An active lifestyle is a component of overall individual health.*





**POLICY CP-10.1: PROMOTE EFFORTS TO PROVIDE COMPREHENSIVE AND HOLISTIC SOCIAL SERVICES THAT ARE CENTERED ON INDIVIDUALS WITH MENTAL HEALTH OR BEHAVIORAL CHALLENGES AND THEIR FAMILIES.**

- **Action CP-10.1.1:** Work with local partners to evaluate past needs assessments for evidence-based ‘wraparound’ social services within schools or community centers that provide comprehensive social services to youth.
- **Action CP-10.1.2:** Partner with the National Wraparound Implementation Center (NWIC) and the National Alliance on Mental Illness (NAMI) local affiliate to effectively train educators and volunteers on the benefits of integrating wraparound social services.
- **Action CP-10.1.3:** Advance cultural competency and gender identity by attracting diverse mental health practitioners.
- **Action CP-10.1.4:** Work to facilitate the seamless delivery of prevention, preparedness, and intervention activities to reduce the likelihood of trauma in the City.

**POLICY CP-10.2: SUPPORT PROGRAMS THAT IMPROVE THE HEALTH AND WELLNESS FOR ALL RESIDENTS.**

- **Action CP-10.2.1:** Consider lobbying local legislators for additional healthcare funding and to attract public health and wellness jobs.
- **Action CP-10.2.2:** Work with public and private agencies and volunteers to contribute time, money and/or expertise with health and wellness programs including those aimed at maintaining the health of Las Cruces.
- **Action CP-10.2.3:** Work to adopt a City of Las Cruces ‘Health in all Policies’ resolution to assess health and equity impacts in all policy decisions.



Senior services are provided by the Quality of Life Department in Las Cruces.

## GOAL CP-11: UNDERSERVED POPULATIONS

**DEVELOP AND SUPPORT PROGRAMS THAT PROVIDE ASSISTANCE TO TRADITIONALLY UNDERSERVED POPULATIONS.**



Underserved populations refer to population groups that may have trouble affording or accessing social services, including the elderly, disabled, low-income, homeless, non-English speaking persons, and victims of abuse. Over the past decade, the number of low-income residents has increased by 4 percent. As Las Cruces continues to grow and become more diverse, the City will need to be proactive about adapting social services to meet the needs of the community. Las Cruces has long been perceived as a mecca for retirees, so ensuring that elderly populations have access to social services is critical. The AARP has many resources to help communities be more livable for residents at all stages of life, including a network of 'Age-Friendly States and Communities.' The City could consider joining this network to ensure that residents can age in place comfortably. Additionally, Policy 11.2 presents actions to continue or expand outreach programs to other underserved populations such as low-income, non-English speaking individuals, disabled, and single-parent households. Finally, a prosperous community supports the youth; Policy 11.3 focuses on programs to instill positive life skills for youth.

The policies and actions presented under the topic of 'underserved populations' seek to expand programs to potentially underserved populations in a comprehensive manner. The key partners involved in implementing these actions are the City and various non-profit and private social services organizations. In addition to public, stakeholder, and staff feedback, the following studies were used to generate the policies and actions in this goal: Comprehensive Plan 2040; Healthy City Design Report; and Plan4LasCruces.

### **POLICY CP-11.1: EXPAND PROGRAMS THAT PROVIDE ASSISTANCE TO LAS CRUCES' ELDERLY POPULATION.**

- **Action CP-11.1.1:** Expand the City's congregate meal program and support additional Meals-on-Wheels efforts as demand dictates.
- **Action CP-11.1.2:** Expand senior citizen's facilities and activities when feasible.
- **Action CP-11.1.3:** Continue and expand the Senior Long-Term Care Programs to meet the needs of home-bound and other eligible seniors.
- **Action CP-11.1.4:** Consider joining the American Association of Retired Persons (AARP) Network of Age-Friendly States and Communities.

### **POLICY CP-11.2: PROMOTE CONTINUED SERVICES FOR UNDERSERVED POPULATIONS TODAY AND IN THE FUTURE.**

- **Action CP-11.2.1:** Work with social service agencies and other government entities to ensure that all indigent persons are covered by the indigent care fund.

- **Action CP-11.2.2:** Continue increased outreach efforts to non-English speaking residents, youth, senior citizens, and the impoverished.
- **Action CP-11.2.3:** Continue implementing actions identified in the ADA Transition Plan to improve ADA access in public facilities.
- **Action CP-11.2.4:** Work with partners to increase access to childcare for single-parent households.
- **Action CP-11.2.5:** Continue the Fire Department's Mobile Integrated Health program that assists with serving the needs of underserved residents and improving access to healthcare.

### **POLICY CP-11.3: SUPPORT PROGRAMS THAT ENCOURAGE POSITIVE YOUTH DEVELOPMENT.**

- **Action CP-11.3.1:** Continue to support existing programs that instill positive life skills for youth, including the Teen Connection, Youth Advisory Board, Juvenile Citation Program, Neighborhood Leadership Academy, and other programs not yet developed.

## **KID-FRIENDLY CITIES**

There are many issues impacting youth today, including loneliness, obesity, bullying, and depression. The International Making Cities Livable coalition has identified strategies to combat these rising challenges that directly relate to how cities are designed.<sup>9</sup>

The key principles for making cities more kid-friendly are to:

- Facilitate access to community social life
- Facilitate access to nature
- Facilitate independent mobility
- Create a hospitable built environment

Many of the policies and actions throughout Elevate Las Cruces achieve the above principles.





## ELEVATING OUR COMMUNITY LIVABILITY

The Elevate Las Cruces vision refers to celebrating the community's 'vibrant quality of life' and some of the supporting vision components focus on culture, livability, and neighborhoods. A community's prosperity is greatly dependent on access to services and amenities that enhance resident comfort and enjoyment, which contribute to the overall quality of life. The City of Las Cruces and other public entities assume critical roles in providing services that make the community more livable, including public safety, parks and recreation, and transportation infrastructure. Residents, property owners, and business owners also contribute to quality of life by celebrating history, culture, nature, the arts, neighborhood pride, and healthy living. These amenities make communities stand out and ultimately attract new investment as well as new residents and businesses.

Collectively, the planning topics of Neighborhoods, Parks and Recreation, Mobility, Public Safety, Arts and Culture, Historic Preservation, and Public Health comprise the Community Livability policy framework. This section presents the goals, policies, and actions for these topics, which promote a more livable community through essential services like public safety, parks and recreation, and transportation, diversity in neighborhoods and the arts, and emphasis on historic preservation and community health.

## DEFINING COMMUNITY LIVABILITY

Livability is defined as "suitable for living in; habitable; comfortable; worth living; enduring." The Community Livability policy framework is comprised of seven primary topics that relate back to the vision components of "Las Cruces Values Vibrant Neighborhoods," "Las Cruces is a Livable Community," "Las Cruces Leverages Social Partnerships," and "Las Cruces is a Cultural Crossroads." For each of the goals on the subsequent pages, the applicable vision components are shown as icons.



Las Cruces Values Vibrant Neighborhoods



Las Cruces is a Livable Community



Las Cruces Leverages Social Partnerships



Las Cruces is a Cultural Crossroads



*Placemaking feature make Downtown stand out as a destination.*

The rest of this section is organized around the following topics:

- **Neighborhoods.** Safe, clean, and vibrant neighborhoods significantly contribute to the overall quality of life of a community. Pride in one's neighborhood is intrinsically linked to establishing a neighborhood identity and through improving neighborhood conditions. This topic is closely related to the Housing topic discussed in the Community Prosperity policy framework.
- **Parks and Recreation.** The provision of diverse, accessible, and safe parks and recreation facilities plays a major role in making a neighborhood, sector, or entire community attractive. Cities are often times the primary provider of parks and recreation facilities, programs, and amenities. The parks and recreation topic addresses park accessibility, diverse facilities and programs, and maintenance.
- **Mobility.** Mobility refers to all aspects of the community transportation system – infrastructure for various modes (vehicles, public transit, active transportation), safety, efficiency, and the linkage to land use and economic development. A community that offers multi-modal transportation options ultimately allows more choice, which is a large component of quality of life. Earlier in this volume, the Future Thoroughfare Program was presented; this section dives into the specific goals, policies, and actions to implement the thoroughfare program.
- **Public Safety.** An essential service of any community that has a profound impact on livability is police, fire, and emergency services, collectively referred to as public safety. While these departments have their own guiding procedures and documents, it is important for a comprehensive plan to address how public safety interacts with other aspects of the community.
- **Arts and Culture.** A livable community is one that celebrates the diverse cultures that are present. There is a strong emphasis on local arts and culture in Las Cruces; there are many groups dedicated to promoting and cultivating arts and culture as well as many museums, theatres, galleries, and music venues. The arts and culture topic addresses continued support for arts and culture and linking this amenity to promoting tourism.
- **Historic Preservation.** The preservation of properties should be focused on those that are both historic and culturally-significant. Las Cruces is making strides towards providing more resources for historic preservation. The issues addressed in this topic include valuing and protecting historic and cultural sites and engaging the community in preservation efforts.
- **Public Health.** Public health refers to the overall well-being of individuals and the community. In Las Cruces there have been many planning efforts and policy decisions made related to improving public health. For Elevate Las Cruces, the public health topics addressed include food security, mental and physical health, and environmental justice.

These associated topics collectively impact overall livability of Las Cruces. A community that is livable has vibrant neighborhoods, accessible parks and recreation, high levels of mobility, superior public safety services, diverse arts and culture, emphasizes historic preservation, and supports overall public health. All of the topics are inherently related and must be assessed in equal measure to better understand where competing interests can be aligned, overlapping initiatives can be streamlined, and gaps in services can be filled.

## CHALLENGES TO COMMUNITY LIVABILITY

There are challenges to improving overall community livability in Las Cruces. The following challenges were brought up through the public and stakeholder input process for Las Cruces or were identified through the existing conditions assessment. The subsequent goals, policies, and actions are a direct response to these challenges.

### NEIGHBORHOODS:

- In 2017, over 10% of housing units were vacant
- Prior institutional efforts to create and empower neighborhood associations have diminished in the last several years
- Most residential growth has occurred outside of the Infill Development Overlay District boundaries

### PARKS & RECREATION:

- Trails, shade, adult sports, and increased maintenance are the most commonly heard needs for parks and recreation in Las Cruces
- Additional indoor recreation space is needed
- Park and recreational facility additions have not resulted in improved accessibility for many residents
- Accessible social spaces are needed in civic areas

### MOBILITY:

- Las Cruces ranks second in the state for the most vehicle crashes
- The current thoroughfare network does not consider roadway context based on the existing or desired built environment
- More direct and frequent transit service is needed to increase ridership
- There is a lack of multi-modal connectivity to existing fixed-route transit infrastructure
- There is a lack of multi-use trails north of US 70 and within the city core

### PUBLIC SAFETY:

- More rapid changes in climate are necessitating better community emergency preparedness
- As more growth occurs, additional police, fire, and emergency services stations and personnel will be needed
- Emerging criminal justice issues require increasingly creative public safety solutions



### **ARTS AND CULTURE:**

- There are many diverse arts and cultural groups competing for limited resources and support from the City
- There is an emphasis on arts and culture in downtown, but less so in the rest of the community
- Need a formal document guiding the vision and purpose of public art selection and maintenance

### **HISTORIC PRESERVATION:**

- The City adopted its historic preservation ordinance in December 2019; thus, codifying historic preservation as a matter of public policy will require time and resources to mature
- There are limited protections against incompatible renovation or infill in historic districts or next to historic properties in the absence of design guidelines
- Need to continue to engage residents, property owners, and business owners in historic districts about restoration opportunities and preservation efforts

### **PUBLIC HEALTH:**

- There is no local public health official for the City of Las Cruces
- Additional coordination with local, regional, and state mental health providers is needed
- There is a perceived lack of healthcare providers in Las Cruces

TABLE 1.13, COMMUNITY LIVABILITY POLICY FRAMEWORK SUMMARY

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*The Community Livability Work Program is found on pages 294-335.*



*Las Cruces is made up of numerous, distinct neighborhoods, many of which have entry signage to create a sense of place and identity.*

## NEIGHBORHOODS

Components of neighborhoods discussed in the policy framework include neighborhood identity, neighborhood groups, placemaking, code enforcement, and infill development.

### NEIGHBORHOOD IDENTITY

A sense of pride in one's neighborhood can lead to better maintenance and additional investment. One way to instill neighborhood pride is through establishing a unique neighborhood identity. This can be achieved through establishing neighborhood organizations, promoting neighborhood events, creating neighborhood logos, and participating in neighborhood planning processes. In Las Cruces, neighborhoods are a critical piece of the community fabric, as seen through the various community blueprints done over the past several years. The topic of establishing 'neighborhood identity' is discussed in Goal 12.

### NEIGHBORHOOD GROUPS

As a large city with several distinct neighborhoods, there are many neighborhood groups in Las Cruces today, including both neighborhood organizations and homeowner's associations (HOAs). A neighborhood organization is voluntarily formed and represents a section of a city with a common identity to give citizens a voice, while an HOA is a mandatory membership specific to a subdivision to pay for common amenities. The City can serve in a liaison role to support these groups. The topic of 'neighborhood groups' is discussed in Goal 12.

### PLACEMAKING

This comprehensive plan document discusses creating a 'sense of place' through the various place types. For neighborhoods specifically, features such as public art or sign toppers can help create a distinctive sense of place. A neighborhood with a distinct sense of place can lead to increased neighborhood pride. Goal 12 discussed the topic of neighborhood 'placemaking.'

### CODE ENFORCEMENT

Residential code enforcement deals with code violations related to the environment (weeds, trash, etc.), parking, and zoning. Code enforcement is the primary tool used by cities to prevent nuisances and abate blight in neighborhoods. Code enforcement officers interact directly with residents, so there is opportunity to expand on this liaison role and promote a positive resident-staff relationship. Goal 13 focuses on the topic of 'code enforcement' in Las Cruces.

### INFILL DEVELOPMENT

Vacant properties in established neighborhoods can quickly become an eyesore and may eventually impact surrounding property values. In Las Cruces, 10.7% of housing units in 2017 were classified as vacant. Tools that cities can use to combat vacancies in residential areas include vacant and boarded building ordinances and incentives for development. The topic of 'infill development' is discussed in Goal 13.



## GOAL CL-1: NEIGHBORHOOD IDENTITY

### PROMOTE COMMUNITY PRIDE THROUGH NEIGHBORHOOD EVENTS AND INVESTMENTS THAT CREATE A SHARED IDENTITY.



There are numerous unique neighborhoods in Las Cruces, several of which have been the subject of a neighborhood blueprint, including: Amador Proximo; Apodaca; East Mesa; El Paseo; and South Jornada. Part of the planning process for each of these blueprint plans is to identify a vision or strategic direction that represents the desires of the residents. This vision plays directly into how the neighborhood identifies itself, whether that be historic, dense, suburban, low-growth or other characteristics. Neighborhood identity instills a sense of pride in the neighborhood.

While many factors of community pride are dependent on the residents themselves, the City can play a role in promoting programs, plans, and events that promote a sense of neighborhood identity and pride. The City previously stopped the neighborhood organization registration program due to lack of resources. This presents an opportunity to re initiate this type of program.

The policies and subsequent actions related to the topic of 'neighborhood identity' focus on assisting neighborhoods identify what makes them distinctive and instilling lasting community pride in one's neighborhood. The key partners involved in implementing these actions are various city departments, neighborhood organizations and HOA leaders, and code enforcement officers. In addition to public, stakeholder, and staff feedback, the various community blueprint plans were referenced to generate the policies and actions in this goal.

#### TACTICAL URBANISM

Many of the concepts presented in Elevate Las Cruces could be showcased in demonstration sites. Communities can showcase concepts such as parklets, traffic calming, public art, and bike lanes through 'tactical urbanism.' This term represents short-term 'pop-up' projects that showcase the benefits of improvements before making a permanent investment. One example is 'Pavement to Parks,' in which underutilized parking lots are temporarily transformed into a small plaza or parklet to encourage better use of the space.



*Parking Day in Round Rock, Texas. Tactical urbanism demonstration projects can also serve as engaging and educational neighborhood events.*

**POLICY CL-1.1: ENGAGE IN PLANNING PROCESSES THAT ENABLE NEIGHBORHOODS TO DEFINE THEIR DISTINCT IDENTITIES AND NEEDS.**

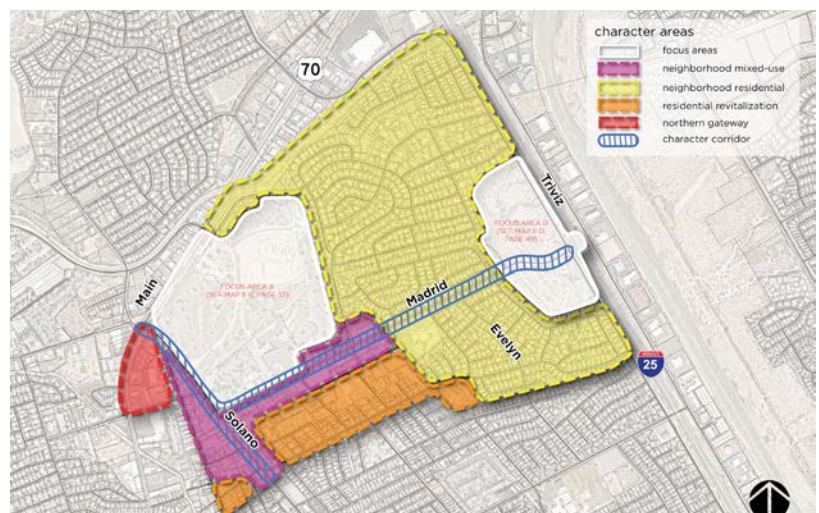
- **Action CL-1.1.1:** Re-establish the City’s neighborhood organization registration program.
- **Action CL-1.1.2:** Provide community police officers and assistance to registered neighborhood organizations in conducting block parties and other community events that promote community pride.
- **Action CL-1.1.3:** Create and fund a Neighborhood Assessments strategic planning program which generates small physical improvements within participating neighborhood areas.
- **Action CL-1.1.4:** Conduct a revolving series of small-area plans for groups of neighborhoods and districts that share common characteristics.
- **Action CL-1.1.5:** Conduct annual or semi-annual meetings with neighborhood organization leaders to coordinate on issues and promote programs.
- **Action CL-1.1.6:** Establish a neighborhood liaison program with a dedicated staff person to coordinate on neighborhood plans and neighborhood engagement.
- **Action CL-1.1.7:** Create a centralized neighborhood organization database that is accessible to all City of Las Cruces staff.
- **Action CL-1.1.8:** Establish a council of neighborhoods to encourage collaboration and interaction.

- **Action CL-1.1.9:** Develop a Public Engagement Strategy that can be applied city-wide for major planning efforts, capital projects, and general community outreach.
- **Action CL-1.1.10:** Enhance opportunities for services and activities in neighborhood centers that are responsive to the needs of the populations and cultural groups of the surrounding area.

**POLICY CL-1.2: GENERATE COMMUNITY PRIDE THROUGH NEIGHBORHOOD ACTIVITIES, EVENTS AND INVESTMENTS THAT STRENGTHEN NEIGHBORHOOD IDENTITIES.**

- **Action CL-1.2.1:** Develop a program to assist neighborhoods in creating neighborhood logos and branding.
- **Action CL-1.2.2:** Develop a privately funded neighborhood signage and banner program.
- **Action CL-1.2.3:** Combine public art and public grounds to develop iconic neighborhood features in Las Cruces neighborhoods via partnerships.
- **Action CL-1.2.4:** Continue and expand programs that support neighborhoods including the Neighborhood Leadership Academy, Police Citizen’s Academy, and develop new programs.

*The Apodaca Neighborhood Blueprint plan (right) was centered on an overall vision created with significant resident feedback.*



## GOAL CL-2: NEIGHBORHOOD CONSERVATION

### STRENGTHEN NEIGHBORHOOD CONDITION THROUGH IMPROVEMENTS TO THE BUILT-ENVIRONMENT.



The condition of neighborhoods has a direct impact on their real and perceived quality, safety, security, and longevity. Factors that contribute to overall neighborhood condition include property upkeep, maintenance of common areas, lighting, location of vehicles, and vacant properties. In most communities, including Las Cruces, code enforcement officers are responsible for mediating residential code violations such as weeds, trash, and abandoned vehicles or properties. While this comprehensive plan process did not reveal a significantly high number of reported residential nuisances, it is important to instill a positive rapport between code enforcement officers and residents. For some residents, this may be the only interaction they have with city officials. There are opportunities for partnerships with neighborhood organizations and code enforcement officials.

Additionally, vacant properties have a significant impact on neighborhood conditions and longevity; vacant properties that are not properly cared for can be an eyesore and devalue surrounding properties. Las Cruces currently lacks a vacant and boarded building ordinance to mitigate these situations in a timely and regulated manner. The City can also play a role in offering incentives to redevelop vacant properties to ensure that the value of neighborhoods is maintained.

The policies and subsequent actions related to the topic of 'neighborhood conservation' focus on abating residential nuisances and encouraging redevelopment of vacant properties to ensure longevity of current and future neighborhoods. The key partners involved in implementing these actions are various city departments, neighborhood action teams, code enforcement officials, Keep Las Cruces Beautiful, and neighborhood organization leaders. In addition to public, stakeholder, and staff feedback, the various community blueprint plans were referenced to generate the policies and actions in this goal.

#### NEIGHBORHOOD ACTION TEAM

The City of Las Cruces has initiated a community relations program dedicated to addressing neighborhood nuisance issues and improving communication with neighborhoods. The Neighborhood Action Team is made up of staff members from across City Hall to serve as an interdepartmental task force.

The goals of the Neighborhood Action Team are to:

- Agree on an inter-departmental approach and standard practice for addressing vacant and abandoned nuisance structures and properties.
- Clearly designate department responsibilities for addressing and mitigating vacant and nuisance structures and properties.
- Identify city codes and regulations necessary to improve the City's ability to mitigate vacant and nuisance structures and properties.
- Coordinate to establish the City Comprehensive Plan as the policy direction for neighborhood stabilization and property maintenance with additional guidance from appropriate overlay zones.
- Continue to improve communication and coordination among department personnel and the public.

*Source: City of Las Cruces.*



**POLICY CL-2.1: WORK WITH RESIDENTS TO ABATE RECURRING NEIGHBORHOOD NUISANCES.**

- **Action CL-2.1.1:** Review and evaluate demolition procedures.
- **Action CL-2.1.2:** Continue to assist in coordinating recurring neighborhood clean-up events by advertising clean-up days and removing obstacles for trash disposal.
- **Action CL-2.1.3:** Re-institute a code enforcement partnership program with representatives of neighborhood organizations registered with the City.
- **Action CL-2.1.4:** Continue to work with registered neighborhood organizations to reinvigorate neighborhood watch programs.
- **Action CL-2.1.5:** Explore establishing a rental registration program in areas of high rental concentration and nuisance-related calls for service.

**POLICY CL-2.2: ENCOURAGE REDEVELOPMENT OF VACANT PROPERTIES WITHIN NEIGHBORHOODS.**

- **Action CL-2.2.1:** Develop a vacant and boarded building ordinance for the purposes of safety, occupancy, and aesthetics.
- **Action CL-2.2.2:** Assess the impact on investment generated by the Infill Development Overlay Ordinance.
- **Action CL-2.2.3:** Establish TIDD districts consistent with the recommendations of adopted Community Blueprint Plans.



*Historic Pioneer Women's Park includes recreational and social space that is easily accessible to surrounding residents.*

## PARKS AND RECREATION

The Elevate Las Cruces Policy Framework for parks and recreation is closely tied to the recommendations of the recently updated Las Cruces Parks, Recreation, and Open Space Master Plan (the "PROSMP"). The three main topics referenced in this section paraphrase the PROSMP's detailed recommendations on parkland level of service, recreational facilities, and recreational programs.

### ACCESSIBLE PARKLAND

Consistent with the recommendations of the City's recently completed update to the Las Cruces Parks, Recreation, and Open Space Master Plan (the "PROSMP") Elevate Las Cruces recognizes that providing access to public parkland is a significant factor in elevating the quality of life of the city's residents. Equally important is the manner in which parkland is programmed. A diverse park system includes active recreational spaces, formal and informal gathering spaces, and undisturbed natural areas and open spaces. The policies and actions of Elevate Las Cruces affirm those of the PROSMP which will ensure that the amount of, and proximity, to public parks of all types (the "level of service") will not only be maintained but will be enhanced over time as the city grows and transforms.

### RECREATIONAL OPPORTUNITY

Vibrant, competitive, and sustainable communities offer "recreational choice" through a diverse suite of recreational facilities and programs that address a wide variety of interests. Assuming such assets are maintained in good condition and are well-managed, the direct day-to-day benefits that are realized from their use and participation can be augmented by an intangible and collective sense of community pride.

### STEWARDSHIP

The collective pride derived from an accessible, diverse, well-maintained, and well-managed municipal parks and recreation systems allows a community to leverage the talents of its residents in a more direct manner through volunteerism. The positive reputation retained by the City's management of its parks and recreational assets also invites partnerships with other organizations to expand the reach of the programs and events that are offered beyond the limits of municipal property and out into the City's neighborhoods and schools.



## GOAL CL-3: ACCESSIBLE PARKLAND

PROVIDE CONVENIENT ACCESS TO A VARIETY OF PARK AND OPEN SPACE LANDS.



*Pocket and neighborhood parks constructed in the Metro Verde development were constructed in accordance with current City policy.*

The Las Cruces PROSMP establishes minimum measures for the amount of public parkland that the City will provide for current and future residents. These targeted levels of service are measured both in acreage and in the proximity to park space from residences within walkable distances.

The PROSMP's gap analysis reveals that as Las Cruces has grown, access to parks for the City's residents has decreased. Service area gaps are most prominent in newer areas of the city. Although past City policy has allowed for some parkland to be built in conjunction with newer subdivisions, application of the policy has placed the City at a disadvantage in determining the appropriate location and quality of park space being offered in relation to surrounding development. The dedication of sufficient, accessible, and suitable parkland as part of the development process will require clearer instruction from the City regarding acceptable parkland dedications to meet future needs.

Accessibility to parkland is not strictly limited to the contemporary image of a park space as a place for active recreation. Dynamic parks and recreation systems also provide space for public events, formal gathering and other informal social interactions, as well as natural lands and conserved open spaces that are woven throughout the community. These integrated spaces are increasingly linked by networks of multi-use trails that serve dual recreation-transportation purposes. Las Cruces have indicated a desire for all of these accessible park system elements. These elements can be accommodated on public lands, but should also include private amenities to meet the community's cumulative recreational and social needs in an equitable manner.





*The Triviz Trail serves as a critical north/south active transportation corridor in the City.*

**POLICY CL-3.1: PROVIDE A WELL-DISTRIBUTED AND EQUITABLE NETWORK OF NATURAL, RECREATIONAL, AND SOCIAL PARK SPACES TO A GROWING POPULATION.**

- **Action CL-3.1.1:** Acquire parkland consistent with the targeted level of service requirements (acreage and proximity) recommended in the Las Cruces Parks and Recreation Master Plan.
- **Action CL-3.1.2:** Prepare a parkland dedication ordinance to require park dedication and improvement as part of the land development process.
- **Action CL-3.1.3:** Amend the Downtown Master Plan and Downtown Development Code to provide the mechanisms for the construction of new civic space in downtown Las Cruces.
- **Action CL-3.1.4:** Amend land development regulations to incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- **Action CL-3.1.5:** Establish a system of conserved open space lands in addition to, and distinct from, the City's parkland inventory.

- **Action CL-3.1.6:** Promote outdoor recreation tourism as it relates to the Open Space Land Program.

**POLICY CL-3.2: BUILD A COMMUNITY-WIDE NETWORK OF MULTI-USE TRAILS TO SUPPORT THE FITNESS, RECREATIONAL, AND TRANSPORTATION NEEDS OF RESIDENTS.**

- **Action CL-3.2.1:** Incorporate multi-use trail funding into local and regional capital plans for the construction of new trail segments identified by the Las Cruces Active Transportation Plan.
- **Action CL-3.2.2:** Work with the Elephant Butte Irrigation District (EBID) and other partners to acquire multi-use trail easements.
- **Action CL-3.2.3:** Amend land development regulations to reserve multi-use trail corridors, and require trail construction and safe access, as part of the land development process.

## GOAL CL-4: RECREATIONAL OPPORTUNITY

*OFFER A DIVERSE SUITE OF RECREATIONAL FACILITIES AND PROGRAMS TO CATER TO VARYING COMMUNITY INTERESTS, AGES, AND ABILITIES.*



*The City of Las Cruces continually evaluates how its facilities can serve the interests of its residents such as this weekly quilting group.*

Las Cruces' desire for accessibility to park space is matched by appetite for a wider distribution of common and specialized recreational facilities. The Las Cruces PROSMP establishes target levels of service for common recreational facilities such as ballfields, sport courts, playgrounds, trails, and aquatics. The PROSMP also acknowledges opportunities to further develop and improve niche recreational facilities such for skate sports, cycling, shooting, and more. Elevate Las Cruces reaffirms these recreational facility priorities in the context of community growth and competing demands for municipal investments.

The City's active and expanding role in providing public recreational programs and community-wide events reflects the reality that the disposable income of many Las Cruces households is limited. Public programming will continue to be viewed as an essential service in maintaining or improving the quality of life of an expanding population. Nonetheless, a continuing review of program offerings and costs will allow the City - within budget constraints - to cater to the changing recreational preferences of its citizens over the next 25 years.





*The Las Cruces Aquatics Center is being expanded to include a competition pool.*

**POLICY CL-4.1: PROVIDE INDOOR AND OUTDOOR FACILITIES AND AMENITIES THAT ACCOMMODATE RESIDENTS' PREFERRED RECREATIONAL INTERESTS AND ACTIVITIES.**

- **Action CL-4.1.1:** Construct the capital projects incorporated into the 2018 general obligation bond.
- **Action CL-4.1.2:** Construct, rehabilitate, and/or replace standard system-wide recreational facilities consistent with the targeted level of service requirements recommended in the Las Cruces Parks and Recreation Master Plan.
- **Action CL-4.1.3:** Construct new facilities to reduce service area proximity gaps.
- **Action CL-4.1.4:** Conduct a feasibility study to determine the costs associated with construction new indoor recreation space.
- **Action CL-4.1.5:** Fund and construct facilities or facility enhancements for various special interest sports and activities such as: shooting sports, skate sports, cycling sports, inclusive play, etc.
- **Action CL-4.1.6:** Explore partnerships with LCPS to provide recreational opportunities throughout the community.

**POLICY CL-4.2: OFFER RECREATIONAL PROGRAMS AND EVENTS THAT SERVE THE INTERESTS OF LAS CRUCES AND ATTRACT VISITORS TO THE CITY.**

- **Action CL-4.2.1:** Expand programs to maximize the use of the Las Cruces Aquatics Center.
- **Action CL-4.2.2:** Modify the annual community event calendar in conjunction with the annual budgeting process.
- **Action CL-4.2.3:** Evaluate ways to expand athletics, teens, and special needs programming.
- **Action CL-4.2.4:** Partner with NMSU to expand staffing options for municipal recreation programs.
- **Action CL-4.2.5:** Track cost recovery figures for recreational programs and facility usage, and modify fee structures or offerings as necessary.
- **Action CL-4.2.6:** Implement an online system to reserve fields for games and practices.



## GOAL CL-5: STEWARDSHIP

### *DELIVER PARKS AND RECREATION SERVICES IN A COLLABORATIVE MANNER THAT GENERATES COMMUNITY ENTHUSIASM AND PRIDE.*



The City of Las Cruces recognizes that the condition of its public grounds and facilities directly influences community confidence in its municipal government and the interest of potential private investors in the community. There exist many identified opportunities to improve the aesthetic conditions of Las Cruces' public parks including way-finding, lighting, landscaping, turf management, and building maintenance.

Pro-active municipal investment in maintaining existing parks and recreation assets can be leveraged into additional levels of private support through volunteerism, in-kind donations, or even the use of non-municipal property or space to host programs or events. Las Cruces will explore all opportunities to bolster the recreational services that it provides to its residents by identifying ways that existing stakeholders can be more directly vested in supporting facility maintenance or program development and delivery.

#### **POLICY CL-5.1: MAINTAIN PARKS AND RECREATION SYSTEM ASSETS IN A CONDITION THAT PROMOTES A POSITIVE COMMUNITY IMAGE.**

- **Action CL-5.1.1:** Repair and replace recreational facilities and accessory amenities based on the Parks and recreation Department's annual condition needs assessment.
- **Action CL-5.1.2:** Update the parks and recreation conditions assessment on an annual basis.
- **Action CL-5.1.3:** Prepare a design standards manual for parks system facilities that includes green building, green infrastructure, dark-sky compliant lighting, and low-impact design techniques.
- **Action CL-5.1.4:** Implement a parks system signage and way-finding system.

- **Action CL-5.1.5:** Conduct park-by-park safety assessment with emphasis on Crime Prevention Through Environmental Design (CPTED) design improvements.
- **Action CL-5.1.6:** Maintain the quality of public grounds through standardized irrigation system upgrades.
- **Action CL-5.1.7:** Incorporate public art in parks as identified in the Public Art Master Plan.

#### **POLICY CL-5.2: DEVELOP PARTNERSHIPS TO FACILITATE DIRECT CITIZEN INVOLVEMENT IN THE PARKS SYSTEM'S GROWTH AND ENHANCEMENT.**

- **Action CL-5.2.1:** Develop and implement a community relations plan to manage community outreach related to maintenance activities and programming with equal benefits regardless of socio-economic status of neighborhood.
- **Action CL-5.2.2:** Maintain relationships with local and regional conservation and trail organizations.
- **Action CL-5.2.3:** Form a "Friends" of Las Cruces parks organization to serve as the principal partner in assisting the City in parks and recreation system improvements.

## MOBILITY

Components of mobility discussed in the policy framework include land-use transportation connection, roadway network, public transit, active transportation, and system performance.

### LAND USE-TRANSPORTATION CONNECTION

As discussed in previous sections, there is an inherent relationship between transportation corridors and the surrounding land uses. The notion of street context, or how alternative roadway standards should be applied in different street character zones, was introduced in the Future Thoroughfare Program. The policies and actions in Goal 18 represent how Las Cruces can implement the urban, suburban, and rural street character zones.

### ROADWAY NETWORK

An essential part of any transportation system is the network of roadways that provide various levels of access and mobility. The Elevate Las Cruces Future Thoroughfare Program presented a recommended map that identifies where future roadways are needed categorized by roadway function. As new roads are built and existing roads are redeveloped, the needs of all transportation users should be considered. Other considerations for the roadway network incorporated in the implementation framework include interconnectivity, traffic calming, and safety. Goal 19 focuses on the various modes of transportation in Las Cruces.

*The roadway network makes up the bulk of the Las Cruces transportation system.*



## PUBLIC TRANSIT

Las Cruces is served primarily by RoadRUNNER transit, which includes fixed bus routes, express routes, and on-demand services for qualified individuals. The South Central Regional Transit District also provides bus connections in the region. As the place types presented in the Future Development Map become a reality, the City will become denser and the need for enhanced transit options will become more pressing. The policies and actions found in Goal 19 focus on improving the functionality of the existing system and exploring new transit options.

## ACTIVE TRANSPORTATION

Cyclists and pedestrians represent a critical transportation mode. A livable community will have options available for residents to safely walk or bike as an alternative to driving. Accommodations for cyclists and pedestrians can be both on or off-street, together representing an overall active transportation network. As of 2017, only 4.2 percent of Las Cruces residents walked or cycled to work, indicating that there are still significant improvements that could be made to improve the overall active transportation experience. Goal 19 focuses on adding accommodations for cyclists and pedestrians in the transportation system. These components are also addressed in the Parks and Recreation topic.

## SYSTEM PERFORMANCE

There are several factors to assess when considering the overall performance of the transportation system. System efficiency refers to a system that is coordinated and maintained effectively. The provision of efficient signals and managing driveway access has a large impact on transportation system efficiency. Transportation safety deals with techniques and policies to improve overall safety on roadways. The number of motor vehicle crashes has increased by approximately 10 percent from 2010 to 2017. Goals 17 and 20 address elements of system performance.



*RoadRUNNER Transit offers fixed-route bus service throughout many portions of Las Cruces.*



*Safer bicycle and pedestrian routes is a critical need in Las Cruces.*





*Traffic signal operations have a profound influence on overall transportation system efficiency.*

## **GOAL CL-6: SYSTEM EFFICIENCY**

### ***BUILD AND MAINTAIN A COORDINATED TRANSPORTATION SYSTEM THAT OPERATES IN AN EFFICIENT AND COST-EFFECTIVE MANNER.***



An efficient transportation system translates to less time spent sitting in traffic due to poor signal timing, lack of maintenance to roadways, or outdated technologies. The City of Las Cruces Public Works Department maintains the majority of roadways and traffic signals in Las Cruces, while NMDOT maintains pavement and signals along state-owned and maintained roadways. New and emerging technologies such as Intelligent Transportation Systems (ITS) can help make the transportation system more efficient. Other emerging technologies include autonomous vehicles, which many companies are currently developing and testing. While the integration of autonomous vehicles into local transportation systems will take many years, there are ways communities can prepare today so the new technology can be safely and efficiently integrated into the system.

Another aspect of transportation system efficiency is access management, which is defined as balancing the safe flow of traffic with accommodating access to development along the roadway. Numerous driveways and curb cuts not only cause interruptions in traffic flow, but also pose a danger to cyclists and pedestrians using paths that are constantly intersected by turning vehicles. Strategies to better manage access include consolidating curb-cuts, creating cross-access easements between developments, and changing the width of driveways. The area near Mesilla Valley Mall is an example of a location in Las Cruces that needs better access management to improve safety and efficiency.

The policies and subsequent actions related to the topic of 'system efficiency' focus on improving traffic circulation, maintaining transportation infrastructure, integrating technologies, and improving access management. The key partners involved in implementing these actions are Public Works department, MVMPO, NMDOT, South Central Regional Transit District, and other city departments. In addition to public, stakeholder, and staff feedback, the Transport 2040 plan was referenced to generate the policies and actions in this goal.

**POLICY CL-6.1: ENSURE EFFICIENT SIGNAL OPERATIONS AND MAINTENANCE TO IMPROVE TRAFFIC CIRCULATION.**

- **Action CL-6.1.1:** Continue to allocate funding for safety enhancement projects at signalized and un-signalized intersections with a high number of crashes.
- **Action CL-6.1.2:** Develop standards to determine how the cost of new traffic signals should be split between the City and developers.
- **Action CL-6.1.3:** Consider alternative design solutions for signalization such as roundabouts.

**POLICY CL-6.2: INCORPORATE ASSET MANAGEMENT STRATEGIES FOR SYSTEM MAINTENANCE.**

- **Action CL-6.2.1:** Include life-cycle costs (construction, operations, maintenance, replacement) when budgeting for new roadway infrastructure or infrastructure replacement.
- **Action CL-6.2.2:** Continue to build a comprehensive GIS inventory of all infrastructure assets in the City.
- **Action CL-6.2.3:** Coordinate scheduling of asset replacement or capital investment with other transportation entities such as NMDOT, RoadRUNNER Transit, and MVMPO.
- **Action CL-6.2.4:** Consider the character of the surrounding context when rebuilding existing streets,

**POLICY CL-6.3: INTEGRATE EMERGING TRANSPORTATION TECHNOLOGY THAT MAKES TRAVEL MORE EFFICIENT AND COST-EFFECTIVE.**

- **Action CL-6.3.1:** Continue to implement the Intelligent Transportation Systems (ITS) infrastructure including dynamic messaging, traffic incident management, transit signal priority, and signal preemption for emergency services.
- **Action CL-6.3.2:** Work with the MVMPO to study the impact of autonomous vehicles in Las Cruces and the Mesilla Valley region.
- **Action CL-6.3.3:** Identify locations for autonomous vehicle designated pick-up and drop-off spots.
- **Action CL-6.3.4:** Work with regional transportation partners to identify pilot projects that integrate autonomous or connected vehicles into the existing passenger or freight transportation system.
- **Action CL-6.3.5:** Coordinate with regional transportation partners to integrate autonomous vehicles into regional travel demand modeling.
- **Action CL-6.3.6:** Upgrade the real-time passenger software and delivery system.

**POLICY CL-6.4: IMPROVE THOROUGHFARE LEVEL OF SERVICE AND EFFICIENCY THROUGH ACCESS MANAGEMENT.**

- **Action CL-6.4.1:** Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross-access easements, and driveway throat length access management to minimize pedestrian/vehicular conflicts and appropriate infrastructure improvements.

## GOAL CL-7: TRANSPORTATION-LAND USE CONNECTION

*DEVELOP AN ACCESSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT PROVIDES SEAMLESS CONNECTIVITY TO SURROUNDING LAND USES AND COMPLEMENTS VARIOUS DEVELOPMENT PATTERNS.*



The design of roadways influences the style and intensity of development on surrounding properties. The Elevate Las Cruces Future Thoroughfare Program introduces the concept of differing street character zones wherein alternative roadway standards should be applied. The urban, suburban, and rural street character zones are linked to the place types in the Future Development Map and should be formally adopted in the local development standards. Another aspect of the transportation and land use connection is street interconnectivity. In some areas of Las Cruces there is a lack of street interconnectivity, which leads to inefficient driving and pedestrian patterns. In more urban areas, a formal street grid is recommended for interconnectivity and along commercial corridors, shared-access alleys behind development would promote walkability and connectivity along the main corridor.

The policies and subsequent actions related to the topic of ‘transportation-land use connection’ focus on formally adopting the alternative street typologies into local and regional standards and increasing interconnectivity within Las Cruces. The key partners involved in implementing these actions are Community Development, Public Works, MVMPO, and developers. In addition to public, stakeholder, and staff feedback, the Transport 2040 plan was referenced to generate the policies and actions in this goal.

### **POLICY CL-7.1: DESIGN NEW ROADWAYS IN ACCORDANCE WITH DEFINED FUNCTIONAL CLASSIFICATIONS AND DEVELOPMENT CONTEXT.**

- **Action CL-7.1.1:** Develop and adopt alternative street typologies based on urban, suburban, and rural context.

- **Action CL-7.1.2:** Apply street typologies to roadways depending on the corresponding character of adjacent development.
- **Action CL-7.1.3:** Coordinate with the MVMPO to incorporate the roadway context typologies into future regional thoroughfare plans and align typologies with thoroughfare classifications.

### **POLICY CL-7.2: PROMOTE STREET INTERCONNECTIVITY WITHIN AND BETWEEN NEIGHBORHOODS, BETWEEN COMMERCIAL DEVELOPMENTS, AND WITHIN TOWN CENTERS AND NEIGHBORHOOD CENTERS.**

- **Action CL-7.2.1:** Establish a street connectivity index and minimum connectivity requirements for new neighborhoods.
- **Action CL-7.2.2:** Maintain and promote street grid interconnectivity and small block sizes in urban neighborhoods.
- **Action CL-7.2.3:** Promote a functional system of alleys and promote shared access in urban development to reduce curb cuts on the street and access shared parking. (see A 34.3.4)
- **Action CL-7.2.4:** Preserve major thoroughfare corridor alignments through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.

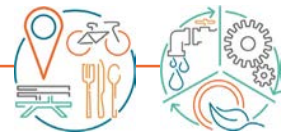




*There are corridors in Las Cruces such as El Paseo (above) that could support enhanced transit service such as high-frequency local fixed route bus service, trolley service, commuter express bus service, arterial bus rapid transit, and high capacity transit.*

## **GOAL CL-8: MULTI-MODAL SYSTEM**

### ***DEVELOP AN EQUITABLE, MULTI-MODAL TRANSPORTATION SYSTEM THAT PRESENTS FEASIBLE TRAVEL OPTIONS FOR RESIDENTS.***



An essential component to a livable community is transportation choice, which refers to having various options for how to travel. While Las Cruces is predominantly an auto-oriented community, there are other options available. RoadRUNNER Transit offers fixed-route bus service and there is a growing network of active transportation routes. However, through the public and stakeholder engagement process, the need for more direct and frequent transit service was discussed as well as the need for better bicycle and pedestrian infrastructure to connect to transit stops. Strategies to increase multi-modal connectivity in Las Cruces include retrofitting roadways so they accommodate all users, investing in more transit connections and active transportation routes, and improving pedestrian facilities so they can accommodate users of all abilities.

The subsequent policies and actions discuss accommodating all users, incorporating the concepts of Complete Streets, Calm Streets, and Active Roadways that were discussed in the Future Thoroughfare Program. The Las Cruces City Council adopted a Complete Streets policy to promote accommodating all users in the construction of new roadways and reconstruction of existing roadways. However, the concepts of Complete Streets haven't been integrated into roadway development standards. The following actions seek to provide guidance on how to fully implement aspects of Complete Streets for existing and future roadways. Many of the actions related to improving transit infrastructure and expanding bicycle/pedestrian infrastructure relate to previously completed planning efforts focused on these transportation modes.

The key partners involved in implementing these actions are various city departments and other transportation stakeholders. In addition to public, stakeholder, and staff feedback, the Transport 2040 plan, Long-Range Transit Plan, Active Transportation Plan, and Healthy City Report were referenced to generate the policies and actions in this goal.

**POLICY CL-8.1:** DESIGN NEW AND RETROFIT EXISTING STREETS IN A MANNER THAT BALANCE THE NEEDS OF ALL MODES AND USERS.

- **Action CL-8.1.1:** Incorporate wider and continuous sidewalks, cycling accommodations, safe intersections, fewer curb cuts, and lower speeds to create multi-modal streets.
- **Action CL-8.1.2:** Integrate vehicular, truck, bus, pedestrian, and bicycle travel within the same right-of-way through the Complete Streets concept as called for through plans adopted by City Council.
- **Action CL-8.1.3:** Apply principles of Complete Streets, Calm Streets, and Active Roadways to create thoroughfares that are bicycle and pedestrian friendly.
- **Action CL-8.1.4:** Enforce the City’s Complete Streets Policy and update pertinent design standards and design specification manuals.
- **Action CL-8.1.5:** Redesign existing street in urban neighborhoods that have excess lane capacity into walkable urban roadways with wide roadside zones.
- **Action CL-8.1.6:** Adopt and apply principles of the NACTO Urban Bikeway Guide and the ITE Designing Walkable Urban Thoroughfares Guide.

**POLICY CL-8.2:** SUPPORT INVESTMENTS THAT IMPROVE TRANSIT ACCESS AND CONNECTIVITY TO OTHER MODES.

- **Action CL-8.2.1:** Identify funding sources and fill service gaps in existing bus routes.
- **Action CL-8.2.2:** Coordinate with transit providers to assess the feasibility of transit service between the convention center and downtown and from Las Cruces to the Organ Mountains-Desert Peaks National Monument area.
- **Action CL-8.2.3:** Continue to install bus shelters targeting high use routes and stop locations first to increase comfort of transit users.
- **Action CL-8.2.4:** Examine the need and feasibility of addressing “first mile/last mile” access to public transit to make public transit accessible to riders just outside of existing transit service areas.
- **Action CL-8.2.5:** Modify transit routes over time to add service to new neighborhood centers and town centers.
- **Action CL-8.2.6:** Work with major employers along transit routes to provide incentive programs to encourage more ridership to ultimately reduce the subsidy required to operate public transit.
- **Action CL-8.2.7:** When larger vehicles prevent an urban street design, consider purchasing smaller vehicles, including emergency service vehicles, buses, and maintenance vehicles.

**POLICY CL-8.3: COORDINATE TRANSIT SYSTEM ACCESS WITH LOCATION OF JOB CENTERS AND RESIDENTIAL AREAS.**

- **Action CL-8.3.1:** Work with transit partners to provide transit access to the West Mesa Industrial Park through the Enterprise Van Program.
- **Action CL-8.3.2:** Coordinate with transit partners to explore the feasibility of new transit modes to connect to job centers and the university, including high-frequency local fixed route bus service, trolley service, commuter express bus service, arterial bus rapid transit, and high capacity transit.
- **Action CL-8.3.3:** Assess the feasibility of corridors that could support enhanced transit, including connections between downtown and NMSU.

**POLICY CL-8.4: REQUIRE THE INCLUSION OF SAFE AND CONNECTED BICYCLE AND PEDESTRIAN INFRASTRUCTURE WITH ALL NEW ROADWAYS OR ROADWAY RECONSTRUCTION.**

- **Action CL-8.4.1:** Prioritize last-mile bicycle/pedestrian connections to transit stops.
- **Action CL-8.4.2:** Provide bicycle safety education materials for motorists and cyclists.
- **Action CL-8.4.3:** Enhance bicycle facilities through striping, lighting, signage, pavement, landscaping, and other design components.
- **Action CL-8.4.4:** Review and update City standards to minimize obstructions to cyclists and pedestrians.

- **Action CL-8.4.5:** Continue to work with Elephant Butte Irrigation District, Bureau of Land Management, Bureau of Reclamation and other state and federal agencies so that the lateral and drainage way trail network may be expanded and improved.
- **Action CL-8.4.6:** Utilize the National Association of City Transportation Officials (NACTO) guidelines for design of bicycle facilities.
- **Action CL-8.4.7:** Develop pedestrian crossing guidelines as specified in the Active Transportation Plan.
- **Action CL-8.4.8:** Expand on and off-street bikeways in accordance with the Active Transportation Plan.
- **Action CL-8.4.9:** Join the National Association of City Transportation Officials (NACTO).

**POLICY CL-8.5: IMPROVE ADA ACCESSIBILITY OF PEDESTRIAN FACILITIES ADJACENT TO NEW ROADWAYS AND EXISTING ROADWAYS.**

- **Action CL-8.5.1:** Continue efforts to bring all existing pedestrian facilities into conformance with ADA, as amended, when it coincides with major street reconstruction, redevelopment, etc.
- **Action CL-8.5.2:** Continue to implement recommendations from the barrier removal program to meet ADA requirements.
- **Action CL-8.5.3:** Implement strategies identified in the walking audits as part of the Healthy City Report.



## GOAL CL-9: TRANSPORTATION SAFETY

### INCORPORATE PUBLIC HEALTH AND SAFETY ENHANCEMENTS INTO TRANSPORTATION SYSTEM INVESTMENTS AND POLICIES.



In addition to being efficient, multi-modal, and context-sensitive, the transportation system in a livable community also needs to be safe. According to NMDOT, from 2012-2016, there were an average of 3,327 crashes annually in Las Cruces and in 2016, there were 34.7 crashes per 1,000 residents. This crash rate ranks second in New Mexico only behind Taos. There are various design and operational interventions that can be applied to improve overall transportation safety. These include traffic calming efforts to slow traffic that can either be incorporated into the design of a new roadway or applied to an existing roadway. Examples of traffic calming features include reduced travel lane widths, streetscape features, and curve radii of the roadway. These calming features should be prioritized for collectors within neighborhoods that have issues with speeding. The design of traffic control features such as lighting and signalization also have an impact on transportation system safety. For example, at night, Las Cruces is very dark, which is beneficial from a dark sky perspective, but means that traffic signs can be hard to read for both motorists and pedestrians. The actions in Policy CL-9.2 address how to improve visibility at night.

There is also a correlation between transportation safety and public health. Air quality in an area is heavily influenced by the amount of traffic in a community, and coordination with appropriate state and regional entities to mitigate any air quality issues should continue. Additionally, transportation projects should be developed in a manner that provides equitable benefits, regardless of socio-economic status. For example, Las Cruces has implemented a cool corridor pilot project in low to moderate income areas to make walking and cycling more comfortable in times of extreme heat.

The policies and subsequent actions related to the topic of 'transportation safety' focus on addressing current and potential safety issues, improving traffic control systems, meeting air quality standards, and ensuring equitable outcomes of transportation system investments. The key partners involved in implementing these actions are various city departments, MVMPO, and NMDOT. In addition to public, stakeholder, and staff feedback, the Transport 2040 Plan, Long-Range Transit Plan, and Active Transportation Plan were referenced to generate the policies and actions in this goal.



*While many streets in Las Cruces offer bicycle/pedestrian accommodations, if they are not comfortable during times of extreme heat, they are not likely to be used.*

**POLICY CL-9.1: PROMOTE MEASURES TO CALM TRAFFIC, PARTICULARLY WITHIN RESIDENTIAL AREAS.**

- **Action CL-9.1.1:** Evaluate traffic calming and traffic demand measures before the installation of new traffic signals and/or stop signs.
- **Action CL-9.1.2:** Expand efforts of the existing Neighborhood Traffic Calming Program to address neighborhood traffic safety concerns.
- **Action CL-9.1.3:** Prepare and implement a preventative action plan to pro-actively install traffic calming features within existing roadways where necessary.

**POLICY CL-9.2: PROVIDE CLEAR AND CONSISTENT TRAFFIC CONTROL FEATURES AND POLICIES TO REDUCE CONFLICTS BETWEEN TRANSPORTATION SYSTEM USERS.**

- **Action CL-9.2.1:** Establish a program to improve retro reflectivity of existing traffic signs so they are more visible to drivers at nighttime.
- **Action CL-9.2.2:** Improve lighting at intersections to increase safety for pedestrians.
- **Action CL-9.2.3:** Improve street signage, including placement, size and legibility of signage.
- **Action CL-9.2.4:** Identify a funding source dedicated to traffic signal construction and maintenance.
- **Action CL-9.2.5:** Continue to provide funding for safe and efficient traffic enforcement related to moving violations.
- **Action CL-9.2.6:** Draft regulations to manage the distribution and operation of electric scooters, e-bicycles, bike share programs, and other micro-mobility devices within public rights-of-way and public grounds.

**POLICY CL-9.3: IMPLEMENT PROGRAMS AND POLICIES TO MEET OR EXCEED THE MINIMUM AIR QUALITY ATTAINMENT STANDARDS.**

- **Action CL-9.3.1:** Encourage the New Mexico Air Quality Bureau and State Legislature to implement more air quality monitoring sites throughout the city and county that would facilitate accurate representation of air quality conditions and allows for adequate transportation and air modeling of the current situation.
- **Action CL-9.3.2:** Continue to use the county-wide Fugitive Dust Rule and Dust Mitigation Plan to oversee the monitoring and implementation of air quality regulations and Particulate Matter within the City and Doña Ana County.
- **Action CL-9.3.3:** Continue to notify residents when extreme wind events are forecasted for fugitive dust air quality alert days and encourage alternative commute options to help reduce ozone levels.

**POLICY CL-9.4: PROMOTE TRANSPORTATION INVESTMENTS THAT INCREASE ACCESS AND MOBILITY FOR DISADVANTAGED POPULATIONS.**

- **Action CL-9.4.1:** Work with the MVMPO to identify and mitigate potential adverse impacts of transportation projects to environmental justice populations.
- **Action CL-9.4.2:** Prioritize the implementation of “cool corridors” in low to moderate income neighborhoods to better mitigate the impacts of intensifying heat on residents.

## GOAL CL-10: ECONOMIC OUTCOMES

### *SUPPORT TRANSPORTATION INVESTMENTS THAT IMPROVE ECONOMIC DEVELOPMENT OUTCOMES.*



Just like transportation and land use are inherently connected, so are transportation and economic development. The movement of people and goods is one of the primary drivers of any transportation system. As Las Cruces continues to grow in the number of residents and businesses, additional investments in the transportation system to benefit economic outcomes is needed. For example, the NMDOT Freight Study recommended freight Intelligent Transportation System strategies including traffic control and monitoring systems, route-planning systems, and crash prevention systems to operate freight more safely and efficiently. Las Cruces should be involved in continuing conversations about freight improvements in the region.

Additionally, the West Mesa Industrial Park has been slow to fill with tenants. Public investment in freight improvements may make the area more enticing to businesses. In terms of regional transportation infrastructure, Las Cruces should coordinate with regional partners to assess the feasibility of passenger rail to offer an alternative to driving.

The policies and subsequent actions related to the topic of 'economic outcomes' focus on investments to support freight and passenger rail, which will have positive effects on economic development in Las Cruces and the greater Southern New Mexico region. The key partners involved in implementing these actions are various city departments, MVMPO, NMDOT, South Central Regional Transit District, and freight providers. In addition to public, stakeholder, and staff feedback, the Transport 2040 Plan, Long-Range Transit Plan, and NMDOT Freight Study were referenced to generate the policies and actions in this goal.

#### **POLICY CL-10.1: SUPPORT INVESTMENTS IN FREIGHT TO BETTER CONNECT THE REGIONAL ECONOMY TO GLOBAL MARKETS.**

- **Action CL-10.1.1:** Implement recommendations from the NMDOT Freight Study to improve security and efficiency of freight movement in Las Cruces and beyond.
- **Action CL-10.1.2:** Work with the private sector, MVMPO, and state and federal agencies to make facility improvements to the Las Cruces Airport to increase utilization.
- **Action CL-10.1.3:** Assess the feasibility of a rail connection from the West Mesa Industrial Park to the Santa Teresa Port of Entry.
- **Action CL-10.1.4:** Participate in a study to determine if a connection to AMTRAK passenger rail in Las Cruces is feasible.

#### **POLICY CL-10.2: PARTICIPATE IN REGIONAL AND STATE-WIDE EFFORTS THAT IMPLEMENT TRANSPORTATION INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT BENEFITS.**

- **Action CL-10.2.1:** Assess the feasibility of long-term rail transit between Las Cruces and El Paso.
- **Action CL-10.2.2:** Coordinate with the South Central Regional Transit District (SCRTD) on significant regional planning efforts.





*Fire, Police, and Emergency Medical Services are the major providers of public safety in a community.*

## PUBLIC SAFETY

Components of public safety discussed in the policy framework include fire and emergency services, emergency preparedness, police, and criminal justice.

### **FIRE & EMERGENCY SERVICES**

An essential part of public safety is fast response to fire and emergencies. The location of fire stations impacts how quickly emergency responders can react. Therefore, as part of a comprehensive plan process that looks at growth and development, the provision of additional fire and emergency services should be addressed. Goal CL-11 addresses expanding fire and emergency services to keep up with growth as well as design improvements in public areas to improve public safety.

### **EMERGENCY PREPAREDNESS**

Communities are increasingly seeing the value of being prepared for natural disasters instead of being reactive after the event. Typically, a community will prepare an emergency preparedness or emergency management plan that assesses the community's risk for certain natural events, proposes mitigation solutions to reduce the likelihood of the event, and outlines operational procedures for responding before, during, and after the event. Policy CL-11.2 discusses strategies related to emergency preparedness.

### **POLICE**

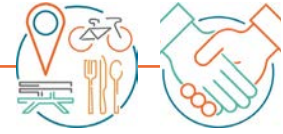
Police protection is another critical aspect of public safety. In addition to deterring criminal activity and responding to emergencies, the Las Cruces Police Department also regularly engages with citizens during events. A positive relationship between residents and police is important to instill trust among residents. Similar to fire and emergency services, it is important to consider the location of police stations in a comprehensive plan process as the community continues to grow. Goal CL-12 addresses strategies related to police protection.

### **CRIMINAL JUSTICE**

The criminal justice system is comprised of police, lawyers, courts, and correction officers that enforce laws, try criminals, and punish offenders. The actions in Goal CL-12 refer to newer trends in criminal justice, including intelligence-led policing and multi-disciplinary mental health response teams. These programs are responsive to increasing issues in Las Cruces and are described more fully in Goal CL-12.

## GOAL CL-11: EMERGENCY SERVICES

### ENSURE A SAFE AND SECURE COMMUNITY THROUGH THE PROVISION OF HIGH-QUALITY FIRE AND EMERGENCY MEDICAL SERVICES.



A livable community is one that feels safe and secure, especially in times of emergencies and disasters. The Las Cruces Fire Department plays a leading role in emergency response as well as emergency preparedness. The strategic business plans for both the fire and police departments identify industry standards for response times and continuously monitors these times to meet community expectations.

The fiscal impact analysis prepared as part of this comprehensive plan found that with the expected population growth, by 2045 there will be a need for 7 additional crews for the fire department. As growth occurs, the Fire Department will need to continue to closely coordinate with the Community Development department regarding the best locations for new stations. Additionally, safety in public areas is a priority for emergency personnel. There are design interventions that can be applied in public areas to improve the real and perceived safety of an area. More information about these design interventions is discussed in the sidebar.

In addition to emergency response, another aspect of public safety is being prepared for emergencies such as natural or man-made disasters. The City of Las Cruces doesn't have an emergency management plan currently, so that is the first step towards being better prepared. Typical components of an emergency management plan include: identification of hazards and risks, discussion of mitigation strategies, and outline of emergency response procedures. Once the plan is prepared, training should occur and emergency scenarios should be tested.

The policies and subsequent actions related to the topic of 'emergency services' focus on expanding fire and emergency services to effectively serve existing and new development, implementing design interventions to make public areas safer, and emergency preparedness and management. The key partners involved in implementing these actions are the Las Cruces Fire and Police departments, other departments in a supporting role, and emergency management partners. In addition to public, stakeholder, and staff feedback, various department strategic plans were referenced to generate the policies and actions in this goal.

#### CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a widely-accepted approach to reducing crime through the urban and environmental design of built environments. The intent is that crime can actually be prevented just based on how an area is designed. The four primary CPTED design guidelines are as follows:

- **Natural Surveillance.** Use of lighting and landscaping to provide surveillance of areas.
- **Natural Access Control.** Use of walkways, fences, lighting, and signage to guide people and vehicles to proper entrances and exits.
- **Territorial Reinforcement.** Clear distinction between public and private areas to show control of areas.
- **Maintenance.** Avoidance of prolonged nuisances such as neglected or poorly maintained properties.

**POLICY CL-11.1: EXPAND FIRE AND EMERGENCY SERVICES TO KEEP UP WITH POPULATION GROWTH.**

- **Action CL-11.1.1:** Coordinate with the fire department to plan for new stations in future growth areas.
- **Action CL-11.1.2:** Regularly review impact fees for new development.
- **Action CL-11.1.3:** Continue to monitor minimum response times for the entire City to meet community expectations and industry standards.
- **Action CL-11.1.4:** Improve existing infrastructure in areas where emergency vehicles can't access homes or businesses.

**POLICY CL-11.2: IMPROVE RESIDENT'S AND VISITOR'S SENSE OF SECURITY THROUGH DESIGN INTERVENTIONS THROUGHOUT THE COMMUNITY.**

- **Action CL-11.2.1:** Monitor police, fire, and emergency services access in the downtown paseos, or callesitas.
- **Action CL-11.2.2:** Identify strategic areas for lighting improvements to in order to improve safety.
- **Action CL-11.2.3:** Recognize the relationship between physical design and crime and encourage public and private development to utilize CPTED standards.

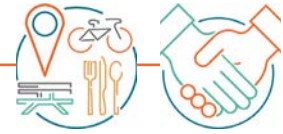
**POLICY CL-11.3: SUPPORT EMERGENCY MANAGEMENT EFFORTS TO PREPARE FOR NATURAL AND MAN-MADE DISASTERS.**

- **Action CL-11.3.1:** Develop an Emergency Operations Management Plan to establish positions with direct oversight on providing emergency shelter and coordinating with regional and state programs and organizations.
- **Action CL-11.3.2:** Prepare and regularly update an emergency management plan.
- **Action CL-11.3.3:** Designate and implement policy initiatives to update and expand emergency cooling and heating Stations throughout the City.
- **Action CL-11.3.4:** Establish an Emergency Management Coordinator position to coordinate with Doña Ana County and the State of New Mexico.



## GOAL CL-12: POLICE & CRIMINAL JUSTICE

### PROVIDE FOR A HUMANE AND RESPONSIBLE POLICE AND CRIMINAL JUSTICE SYSTEM.



Law enforcement officers have a responsibility to act in a humane and responsible manner. When there is a positive relationship between residents and the police, there is a sense of trust among all parties. Furthermore, as the nature of emergency calls become more wide-reaching, additional approaches to policing should be explored. Intelligence-Led Policing refers to a model for policing based on the assessment and management of risks to allow intelligence officers to guide operations. This model allows law enforcement to be more proactive rather than reactive to situations. Additionally, through the engagement process for Elevate Las Cruces, a lack of resources for those suffering mental health issues was brought up. As a response, Multi-Disciplinary Mental Health Response Teams are being created in communities across the country to more holistically respond to emergency situations with individuals with mental health issues. In such a multi-disciplinary team, firefighters would provide emergency response, a mental health provider would assess the individual, a social worker would provide support, and police officers would provide security if needed.

The policies and subsequent actions related to the topic of 'police and criminal justice' focus on further instilling a positive relationship between residents and police and responding to emerging criminal justice issues. The key partners involved in implementing these actions are the Las Cruces Police, Parks and Recreation, and Legal Departments, other departments in a supporting role, and mental health practitioners. In addition to public, stakeholder, and staff feedback, various department strategic plans were referenced to generate the policies and actions in this goal.

#### POLICY CL-12.1: REINFORCE A POSITIVE RELATIONSHIP BETWEEN THE POLICE AND RESIDENTS.

- **Action CL-12.1.1:** Increase police presence within neighborhoods to deter criminal activity.
- **Action CL-12.1.2:** Support and enhance Community Policing as an overarching operating philosophy in order to strengthen bonds, increase levels of cooperation, accessibility, and safety between residents and City officials.

#### POLICY CL-12.2: PROACTIVELY RESPOND TO EMERGING CRIMINAL JUSTICE ISSUES.

- **Action CL-12.2.1:** Create new and enhance policing programs, such as Intelligence Led Policing or Multi-Disciplinary Mental Health Response Team.
- **Action CL-12.2.2:** Continue funding the juvenile citation program.

## ARTS AND CULTURE

Components of arts and culture discussed in the policy framework include arts and cultural groups, arts and cultural programs, and the Arts and Cultural District.

### ARTS AND CULTURAL GROUPS

There is a highly active arts and cultural community in Las Cruces, with many groups dedicated to promoting and cultivating arts and culture. While these groups are separate entities from the City, there could be additional partnerships between them to promote arts and culture. There is also a City Art Board that is composed of seven appointed members focused on promoting arts and culture in Las Cruces. Goal CL-13 discusses opportunities to increase awareness of arts and culture in Las Cruces.

### ARTS AND CULTURAL PROGRAMS

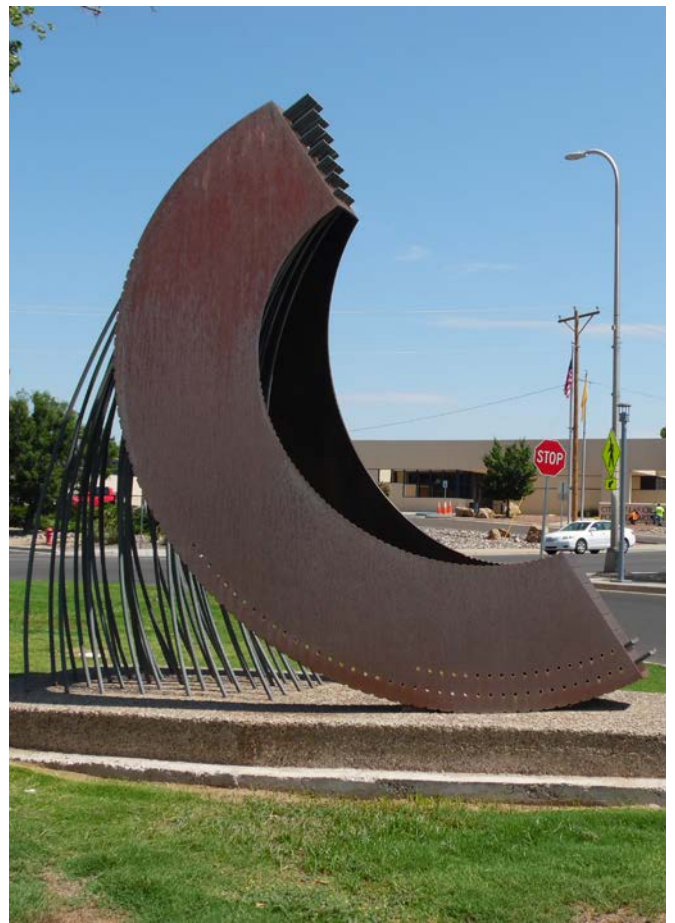
The best way to cultivate an appreciation for arts and culture is to expose people of all ages to arts and cultural programs. The City plays a role in administering arts and cultural programs as well as supporting partner entities. The Las Cruces Public Art program is one example of the City investing in the arts to cultivate an appreciation for it. Goals CL-13 and CL-14 discuss opportunities to expand existing and create new programs related to cultivating arts and culture in Las Cruces.

### ARTS AND CULTURAL DISTRICT

As of 2018, downtown Las Cruces has been designated as an Arts and Cultural District by the New Mexico Arts Commission. Efforts to create the district started as a grass-roots approach in 2014 with support from the Doña Ana Council, Downtown Las Cruces Partnership, and the City. The district designation has a large impact on tourism opportunities. The policies and actions in Goal CL-13 and CL-14 discuss opportunities to continue to promote the district.

### PUBLIC ART

Many communities have established a public art program to guide the process of soliciting, acquiring, or commissioning art pieces to be installed in a public space. The recently established City Art Board in Las Cruces is responsible for administering the public art program with 1% of the general fund in the Capital Improvement Program set aside for public art. The policies and actions in this topic address the need for an assessment of the City's existing public art collection.



*There are several pieces of public art near City Hall in Las Cruces.*

## GOAL CL-13: SUPPORTING THE ARTS

### SUPPORT THE VIBRANT ARTS CULTURE WITHIN THE COMMUNITY.



As a cultural crossroads, there are many diverse groups and cultures in Las Cruces today. The City can play a role in supporting the arts by partnering with arts and cultural groups, cultivating programs, achieving cultural designations, and investing in public art. The City Art Board, made up of seven appointed members, was established to promote arts and cultural resources in Las Cruces, specifically for public art. To further guide the selection and installation of public art, the City Art Board embarked on developing a Public Art Master Plan. This plan, anticipated to be complete in 2020, provides a mission, vision, goals, and strategies for implementing public art in Las Cruces. Ultimately, public art will help spread awareness of the importance of arts and culture to everyday citizens.

Furthermore, there have been significant efforts in the past to promote downtown as the arts and cultural center of Las Cruces. As of 2018, the New Mexico Art Commission formally recognized downtown as an Arts and Cultural District. The actions under Policy CL-13.2 focus on enhancing existing and creating new programs in downtown focused on arts and culture.

The policies and subsequent actions related to the topic of ‘supporting the arts’ focus on spreading awareness of arts and cultural events and programs, as well as further enhancing downtown as an arts and cultural hub in the community. The key partners involved in implementing these actions are the City Art Board, Quality of Life Department, other supporting departments, and art groups. In addition to public, stakeholder, and staff feedback, the Arts District Plan, Downtown Master Plan, Public Art Master Plan, and Parks and Recreation Master Plan were referenced to generate the policies and actions in this goal.

#### POLICY CL-13.1: PROMOTE AWARENESS OF THE IMPORTANCE OF VISUAL ART, PERFORMING ART, AND CULTURE THROUGHOUT LAS CRUCES.

- **Action CL-13.1.1:** Support the City Art Board, Arts and Cultural District, and other arts and cultural groups.
- **Action CL-13.1.2:** Increase access to educational materials related to the history and culture of Las Cruces.
- **Action CL-13.1.3:** Collaborate with Las Cruces Public Schools, NMSU, and other organizations to expand art education.
- **Action CL-13.1.4:** Promote awareness of the Las Cruces Public Art program.

#### POLICY CL-13.2: SUPPORT EFFORTS TO MAKE DOWNTOWN THE CITY’S PREMIER ARTS AND CULTURAL AREA.

- **Action CL-13.2.1:** Support and promote the Arts and Cultural District of Las Cruces.
- **Action CL-13.2.2:** Continue to promote, maintain, and enhance callecitas in downtown to showcase local artists.
- **Action CL-13.2.3:** Explore additional grant funding opportunities to improve, expand, or create new arts and cultural facilities.
- **Action CL-13.2.4:** Develop an Artist in Residence Program in which local artists create pop-up style art spaces and temporary art displays.
- **Action CL-13.2.5:** Develop branding for the Arts and Cultural District to promote the district as a destination.



## GOAL CL-14: TOURISM

### ENHANCE TOURISM BY PROMOTING SIGNIFICANT ARTS AND CULTURAL AMENITIES IN LAS CRUCES.



A livable community is not only attractive to those that live there, but also to visitors. Therefore, efforts to promote tourism in a community are important to continue to attract visitors and generate positive economic outcomes. Arts and culture that is unique to a community can have a significant impact on tourism. In Las Cruces, there are numerous festivals related to arts and culture that draw people from across the region and beyond. Given the prominence of Las Cruces in the region and state, it is reasonable to claim the city as the ‘Arts Capital of Southern New Mexico.’ The policies and actions contained in this Goal focus on efforts to promote Las Cruces as an arts and cultural destination. This includes expanding public facilities related to tourism, expanding public art, and partnering with entities such as NMSU for arts and cultural opportunities.

The key partners involved in implementing these actions are the City Art Board, Visit Las Cruces, Economic Development Department, other supporting departments, and art groups. In addition to public, stakeholder, and staff feedback, the Arts District Plan, Downtown Master Plan, Public Art Master Plan, and Parks and Recreation Master Plan were referenced to generate the policies and actions in this goal.

#### POLICY CL-14.1: SUPPORT CULTURAL AND ARTS EVENTS, PROGRAMS, AND FACILITIES THAT ENCOURAGES A CREATIVE ECONOMY.

- **Action CL-14.1.1:** Support efforts to promote Las Cruces as the arts capital of Southern New Mexico.
- **Action CL-14.1.2:** Promote cultural events unique to the area.
- **Action CL-14.1.3:** Expand and create public facilities that support the tourism industry such as a visitor’s center, local museums and cultural centers, and large-scale sports facilities.
- **Action CL-14.1.4:** Work with the Parks and Recreation Advisory Board and City Art Board to prepare a policy for the donation or acquisition and installation of art on public properties.
- **Action CL-14.1.5:** Conduct a collection assessment and prepare a corresponding and comprehensive maintenance plan to evaluate the condition and maintenance needs of the City’s existing public art collection.
- **Action CL-14.1.6:** Make improvements to the website and outreach efforts for Visit Las Cruces and the Convention Center.

## HISTORIC PRESERVATION

Components of historic preservation discussed in the policy framework include historic preservation ordinances, historic preservation committees, and historic designations.

### HISTORIC PRESERVATION ORDINANCE

Communities codify historic preservation requirements and standards in a regulating ordinance. Codification provides consistent guidance for the review of proposed changes to historic properties. Las Cruces formally adopted a historic preservation ordinance only in December 2019. The policies and actions in CL-15 provide guidance for the implementation of the historic preservation ordinance.

### HISTORIC PRESERVATION COMMISSION

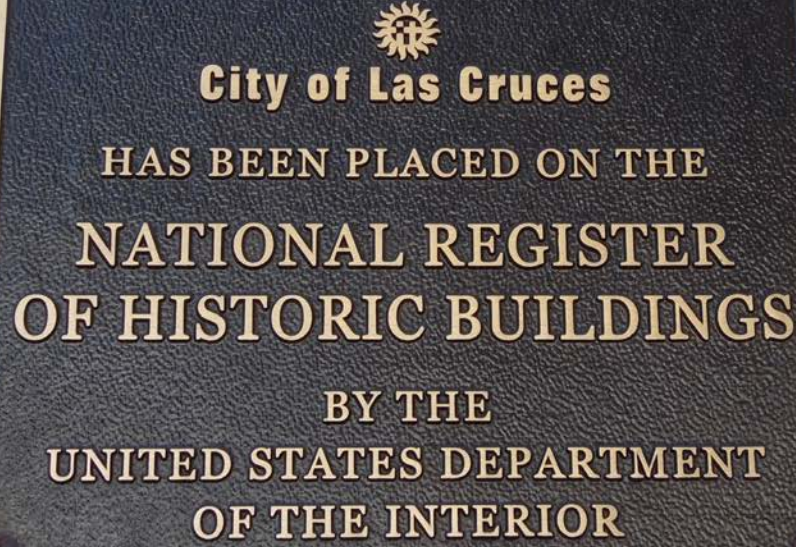
The Historic Preservation Commission was formally codified by the City of Las Cruces concurrent to the adoption of the historic preservation ordinance. This commission reviews proposed changes or alterations to historic properties and recommends appropriate restoration or rehabilitation techniques. The Historic Preservation Commission serves as a design review board to assist in maintaining the character of the distinct historic districts in the city. Goal CL-15 discusses the review process for historic properties.

### HISTORIC DESIGNATIONS

Both individual buildings or a grouping of buildings of historic or cultural significance may be eligible for historic designation. At the preparation of this comprehensive plan, there are three historic districts and several individually designated historic buildings within the city limits of Las Cruces. As building inventories and research yields other potentially eligible buildings and districts to designate, greater emphasis will be placed on maintaining sustainable neighborhoods. Goal CL-16 discusses strategies for community engagement in the historic preservation process.



*The Rio Grande Theatre (above) in Downtown Las Cruces is listed on the New Mexico State Register of Cultural Properties.*



*Fifteen buildings and cultural resources in Las Cruces are listed on the National Register of Historic Places, including the Rio Grande Theatre, built in 1926*

## **GOAL CL-15: HISTORIC & CULTURAL VALUES**

**VALUE AND PROTECT THE HISTORIC AND CULTURAL PROPERTIES AND SITES IN THE COMMUNITY.**



As indicated in the vision statement, Las Cruces is situated at a cultural crossroads featuring an array of properties possessing historic significance. Three neighborhoods are listed on the National Register of Historic Places as historic districts: Mesquite Street-Original Townsite, Alameda-Depot, and Mesilla Park. Within these districts and elsewhere in Las Cruces, numerous individual properties and sites have been designated due to their historic and cultural significance. The adoption of the historic preservation ordinance transforms local preservation efforts from a community-driven, voluntary basis to a codified, municipal approach with input and participation by residents. Policy CL-15.1 focuses on key components addressed by the historic preservation ordinance, including the adoption and implementation of design guidelines and the review processes.

In addition to establishing a regulatory framework to guide the preservation of historic properties, there are other resources available to the City to promote preservation and sustainable architectural practices. Such resources include incentives to rehabilitate historic structures, educational programs about preservation practices, and subsidies for maintenance costs.

Challenges and threats to historic buildings exist that must be mitigated, including incompatible infill development adjacent to or near historic districts and demolitions that create vacant lots. Strengthening the development regulations in the overlay districts to require certain building materials and architectural styles, while prioritizing reinvest in existing buildings rather than demolition, will resolve these issues. Policy CL-15.2 focuses on the programs and resources available to strengthen and support historic preservation efforts in Las Cruces.

While the City's administration and its Community Development and Economic Development departments serve as integral leaders to promote the historic preservation program, crucial partnerships beyond City Hall are essential to ensure the program's vitality. In addition to the preservation community, support must be garnered from realtors, land developers, builders, and architects to work with the City to provide input and participation. The goals of the historic preservation program reflect similar objectives identified in the City's Downtown Master Plan and its Arts and Cultural District Plan to strive for a well-managed, sustainable, and economically viable urban place.



**POLICY CL-15.1: CODIFY AND FORMALIZE A HISTORIC PRESERVATION PROGRAM IN LAS CRUCES.**

- **Action CL-15.1.1:** Implement the historic preservation ordinance to incorporate best practices, to apply to a diverse range of building types, and to balance proper rehabilitation techniques with design standards and guidelines.
- **Action CL-15.1.2:** Apply design guidelines to ensure compatible infill development to maintain the character of historic districts to avoid intrusive new construction.
- **Action CL-15.1.3:** Entrust the Historic Preservation Commission to work with City staff to apply best practices per the ordinance, and specifically to review and decide upon Certificates of Appropriateness to ensure compliance with those best preservation practices.
- **Action CL-15.1.4:** Develop and implement a long-range heritage preservation plan to account for sites, buildings, and properties possessing historic and cultural significance.

**POLICY CL-15.2: PROVIDE RESOURCES TO IMPROVE AND MAINTAIN HISTORIC PROPERTIES.**

- **Action CL-15.2.1:** Consider options to subsidize maintenance costs to repair adobe structures.
- **Action CL-15.2.2:** Provide incentives to those interested in rehabilitating historic buildings including property tax relief, revolving loan funds, low-interest loans, and waivers to standards that may impede rehabilitation, preservation, or reuse of historic properties.
- **Action CL-15.2.3:** Identify additional financial and educational resources which may be used to assist with renovations, rehabilitations, and maintenance of historic properties.
- **Action CL-15.2.4:** Maintain affordable housing options in historic neighborhoods (such as zoning relief for allowing accessory dwelling units).
- **Action CL-15.2.5:** Lead by example by developing a preventative maintenance funding and prioritization program to improve city-owned historic buildings.

# GOAL CL-16: COMMUNITY ENGAGEMENT

## INVOLVE THE COMMUNITY IN HISTORIC PRESERVATION EFFORTS.



As with other community development initiatives, robust public engagement regarding historic preservation efforts is crucial. As a component of land-use management, historic preservation planning often results in enhanced civic pride and neighborhood identity through the tangible improvement of marketability and property values, as well as through the intrinsic value of a unique sense of place. To ensure the maintenance of the integrity and character of various neighborhoods in Las Cruces, engagement between the City and residents, property and business owners, developers, and realtors is critical. Public awareness about the City of Las Cruces Register of Cultural Properties serves as the primary conduit for historic preservation between residents and the City. Other opportunities to recognize historic properties may encourage property owners to invest and maintain their buildings.

The policies and subsequent actions related to the topic of community engagement focus on interacting with stakeholders, particularly property owners in historic districts, about historic preservation efforts and practices. Public outreach from the City is a high priority to provide accurate information about and support for such efforts. One overarching objective is to identify, recognize, and designate residential and commercial buildings for their historic and cultural significance. Furthermore, while community engagement presupposes community support, a robust and ongoing public engagement process increases the probability of public buy-in for the historic preservation program. The actions outlined in Goal CL-16 are based upon comments received from residents and stakeholders, and in consultation with existing planning documents, including the Downtown Master Plan and the Arts and Cultural District Plan.

### POLICY CL-16.1: PROACTIVELY ENGAGE RESIDENTS, PROPERTY OWNERS, AND BUSINESS OWNERS IN HISTORIC DISTRICTS.

- **Action CL-16.1.1:** Apply design guidelines in a manner consistent with the architectural character of the individual historic districts.
- **Action CL-16.1.2:** Continue to identify and create neighborhood/district plans with robust community engagement for those areas designated as historic districts.

### POLICY CL-16.2: ENCOURAGE RECOGNITION OPPORTUNITIES FOR HISTORIC OR CULTURAL PROPERTIES OR LANDMARKS.

- **Action CL-16.2.1:** Foster a program to recognize individuals and entities active in historic preservation efforts.
- **Action CL-16.2.2:** Seek local historic district designations in conjunction with designations on the national and state levels.



*The Las Cruces Crafts and Farmer's Market (above) provides access to healthy foods, such as fruits and vegetables.*

## PUBLIC HEALTH

The World Health Organization defines health holistically as physical, mental, and social well-being. Components of public health discussed in the policy framework include food security, mental health, physical health, and environmental health.

### FOOD SECURITY

Access to healthy food is a critical component of overall public health. The United States Department of Agriculture (USDA) defines a food desert as an area that lacks access to establishments that sell fresh fruits, vegetables, and other healthy food options. Strategies to combat food deserts include farmers markets, community gardens, and other local urban agriculture programs. The policies and actions in Goal CL-17 provide strategies to increase food security for all residents.

### MENTAL HEALTH

Another component of overall public health is one's individual mental health, or their psychological and emotional well-being. The environment in which we live has an impact on our mental health; therefore, the way cities are built can shape residents' outlook on life. There are existing programs focused on improving mental health outcomes in Las Cruces, but more emphasis could be placed on recruiting mental health professionals and communicating about existing resources. The policies and actions in Goal CL-18 discuss ways the City can help improve mental health outcomes for residents.

### PHYSICAL HEALTH

Perhaps the most well-known aspect of health, one's physical health is a major determinant of overall public health. According to the United Health Foundation's national health rankings, New Mexico is ranked 34th in terms of overall physical health. Cities play a role in encouraging physical health by providing access to physical activities such as parks, trails, and recreation centers. This also includes providing safe walking and cycling routes to major destinations in the City such as schools and employment centers. The policies and actions in Goal CL-18 focus on improving physical health outcomes.

### ENVIRONMENTAL JUSTICE

Environmental elements such as air quality, water quality, and environmental hazards greatly impact overall public health. Often, lower-income areas of communities are the most greatly impacted by environmental health concerns, such as brownfields or air pollution. The term 'environmental justice' refers to the equal treatment of all people with respect to environmental laws, regulations, and policies. Any federally-funded project must show that there are no disparate or disproportionately negative impacts on low-income minority populations. The policies and actions in Goal CL-19 focus on strategies to pursue environmental justice for all residents.



## GOAL CL-17: FOOD SECURITY

### *TRANSFORM LAS CRUCES INTO A FOOD-SECURE COMMUNITY WITH IMPROVED ACCESS TO HEALTHY FOOD OPTIONS.*



A food-secure community is one in which all residents know where their next meal will be coming from and are able to afford it. Agricultural production has long been a critical part of the Las Cruces economy, but in order to increase local food security, there are less conventional agricultural practices that could be incorporated. These strategies include home gardening, community gardens, and kitchen incubator programs. A kitchen incubator program is a similar concept to a business incubator where a commercial kitchen is available for small businesses to use before they have their own health-department licensed kitchen. The Las Cruces Crafts and Farmer’s Market is an existing option for providing healthy food in Las Cruces.

Additionally, the USDA Food Access Research Atlas identifies where food deserts (lack of access to healthy food) exist at the Census tract level. According to the atlas, within the City limits there are parts of Las Cruces that have ‘low access’ to healthy food, meaning that there is a relatively high number of households without access to vehicles that live more than one-half mile from a supermarket. The aforementioned ‘urban agriculture’ strategies could play a role in increasing food security in these areas.

The policies and subsequent actions related to the topic of ‘food security’ focus on promoting urban agricultural practices and increasing access to healthy food. The key partners involved in implementing these actions are various City departments as well as local agricultural producers. In addition to public, stakeholder, and staff feedback, the Urban Agriculture and Food Policy Plan and the Healthy City Report were referenced to generate the policies and actions in this goal.

#### **POLICY CL-17.1: PROMOTE LESS CONVENTIONAL AGRICULTURAL PRACTICES THROUGHOUT THE CITY SUCH AS HOME GARDENING AND COMMUNITY GARDENS.**

- **Action CL-17.1.1:** Develop standards and guidelines for farm stands in all zoning districts to encourage home gardening and other urban agriculture activities.
- **Action CL-17.1.2:** Continue to coordinate with the Master Gardeners program and other neighborhood stakeholders on community garden efforts.
- **Action CL-17.1.3:** Continue to promote and provide support to the Las Cruces Craft and Farmer’s Market.
- **Action CL-17.1.4:** Establish a kitchen incubator program with comprehensive support for local food businesses.

#### **POLICY CL-17.2: SUPPORT EFFORTS TO PROVIDE ACCESS TO HEALTHY FOOD IN AREAS IDENTIFIED AS FOOD DESERTS AND TO LOW-INCOME POPULATIONS.**

- **Action CL-17.2.1:** Routinely use existing USDA tools to identify food deserts within the community and propose strategies to mitigate them.
- **Action CL-17.2.2:** Provide educational resources related to the benefits of local urban agriculture.
- **Action CL-17.2.3:** Work with state partners to promote and allow food assistance programs (i.e. SNAP, WIC) redemption at farmers markets and farm stands.
- **Action CL-17.2.4:** Explore changes to the development code that would enact minimum spacing requirements and require the sale of fresh fruits and vegetables at dollar stores.

## GOAL CL-18: MENTAL & PHYSICAL HEALTH

### PROVIDE OPPORTUNITIES FOR RESIDENTS TO IMPROVE THEIR MENTAL AND PHYSICAL HEALTH.



Mental and physical health and wellness are crucial to one's overall health. There are various local, regional, state, and national programs aimed at improving these health outcomes. During the stakeholder meetings, the issue of not having enough healthcare providers was mentioned. Strategies to resolve this include working with education providers to expand healthcare training and working with economic development groups to attract more healthcare professionals. In terms of physical health, the City can continue to encourage physical activity by expanding parks, trails, sidewalks, and recreation facilities.

The Las Cruces Fire and Police Departments already have programs related to assisting individuals with mental health problems. The Fire Mobile Integrated Health Program was initiated to identify gaps in healthcare for frequent 911 callers and then provide educational resources so they can reduce the need for emergency calls. The mission of the Police Crisis Intervention Team is to "deliver positive law enforcement crisis intervention services to people within the city who suffer from...mental illness." The actions listed in Policy CL-18.1 focus on continuation and expansion of these programs.

The policies and subsequent actions related to the topic of 'mental and physical health' focus on programs the City can create or expand to improve residents' mental and physical health outcomes. The key partners involved in implementing these actions are Administration, Economic Development, and Fire Departments, and state, regional, and local mental health partners. In addition to public, stakeholder, and staff feedback, the Healthy City Report and Active Transportation Plan were referenced to generate the policies and actions in this goal.

#### **POLICY CL-18.1: SUPPORT EFFORTS TO EXPAND THE AVAILABLE OPTIONS FOR HEALTHCARE PROVIDERS.**

- **Action CL-18.1.1:** Support the attraction of primary care physicians, specialists, mental health professionals, and urgent care facilities.
- **Action CL-18.1.2:** Support state health and human service programs and facilities as a means of maximizing their availability, including encouraging public and private partnerships as a means of meeting the needs of the community.
- **Action CL-18.1.3:** Continue to support the Fire Mobile Integrated Health program, the Multi-Disciplinary Mental Health Response Team, and the Police Critical Incident or Crisis Intervention Team.
- **Action CL-18.1.4:** Support a partnership with the Burrell College of Medicine at NMSU to expand local healthcare education and support program improvements.
- **Action CL-18.1.5:** Support opening and utilizing mental health facilities to provide response, diagnosis, and services for mental health patients.
- **Action CL-18.1.6:** Coordinate with Doña Ana County resilience leaders to establish a group that oversees provision of services to address mental health issues.

#### **POLICY CL-18.2: PROMOTE EXPANSION OF RECREATIONAL OPPORTUNITIES TO ENCOURAGE PHYSICAL ACTIVITY.**

- **Action CL-18.2.1:** Continue to pursue Safe Routes to School, Transportation Alternatives, and other funding to encourage active transportation.
- **Action CL-18.2.2:** Make educational resources on municipal parks and recreation facilities readily available at all city facilities including City Hall.

## GOAL CL-19: ENVIRONMENTAL JUSTICE

### *MAKE PUBLIC HEALTH IMPROVEMENTS IN AN EQUITABLE MANNER THAT ALIGN WITH THE TENANTS OF ENVIRONMENTAL JUSTICE.*



The term ‘environmental justice’ was first coined in the 1980s when a predominantly African American community in North Carolina was burdened with toxic waste from a nearby manufacturing facility. As a response, Executive Order 12898 was signed, which requires all federally-funded projects to assess the potential impacts to low-income and minority groups to ensure that these groups are not disproportionately or adversely affected. The topic of environmental justice is still relevant for communities today related to air quality, transportation investments, and contaminated sites. Additionally, environmental hazards can be located in any community. These include Superfund sites and brownfields, which are sites contaminated by previous uses such as an industrial facility or gas station. According to the New Mexico Environment Department, there is one site in Las Cruces designated as a Superfund Site but no brownfield sites as of 2018. Another environmental hazard common in Las Cruces is dust, which can be particularly harmful for those prone to allergies.

The policies and subsequent actions related to the topic of ‘environmental justice’ focus on improving environmental justice for all residents and reducing the impacts of environmental hazards. The key partners involved in implementing these actions are various city departments, State Department of Health, NMSU, and the MVMPO. In addition to public, stakeholder, and staff feedback, the Healthy City Report was referenced to generate the policies and actions in this goal.

#### **POLICY CL-19.1: ENGAGE PARTNERS IN IMPROVING HEALTH OUTCOMES FOR TRADITIONALLY UNDERSERVED POPULATIONS.**

- **Action CL-19.1.1:** Establish cooperative operating agreements with the New Mexico Air Quality Bureau to share air quality and related demographic data on a regular basis.
- **Action CL-19.1.2:** Coordinate with the State Department of Health, NMSU, MVMPO, and other public health providers on environmental justice issues related to transportation and land use investments.

#### **POLICY CL-19.2: REDUCE THE IMPACTS OF HARMFUL ENVIRONMENTAL HAZARDS.**

- **Action CL-19.2.1:** Pursue funding for the redevelopment of brownfield or contaminated sites through EPA’s brownfield program.
- **Action CL-19.2.2:** Support strategies that minimize the increase of toxins and pollutants in our ambient air and water bodies.
- **Action CL-19.2.3:** Promote the use of alternative or modified fuels to reduce ozone precursor and carbon monoxide emissions.
- **Action CL-19.2.4:** Continue to implement and maintain a dust suppression program.
- **Action CL-19.2.5:** Fund tree planting in accordance with the city’s Community Forest Assessment.





**ELEVATE**  
LAS CRUCES

# IV. IMPLEMENTATION PROGRAM

The success of Elevate Las Cruces in facilitating the community's transformation into a more economically, physically, and socially sustainable place will be measured by the degree to which those who participated in the Plan's development also participate in its implementation. As Las Cruces' principal visioning document, Elevate Las Cruces will be referenced on a continuing basis to influence the policy, planning, regulatory, and budgetary decisions of the City. Elevate Las Cruces likewise serves as the coordinating document between the City and its partners to ensure that the resources of the City all allocated in a manner that reflects shared goals and objectives and supports initiatives that advances the community's vision of sustainability.

The Elevate Las Cruces Implementation Program includes three components:

- **Administrative Framework.** A brief summary of the roles and responsibilities of the entities that will implement Elevate Las Cruces.
- **Elevate Las Cruces Work Program.** A prioritized list of the 117 policies and 495 actions identified within the Plan's Community Environment, Community Prosperity, and Community Livability themes. Assigns primary and secondary responsibilities, identifies implementation timeframes, and cross-references corresponding policies and actions.

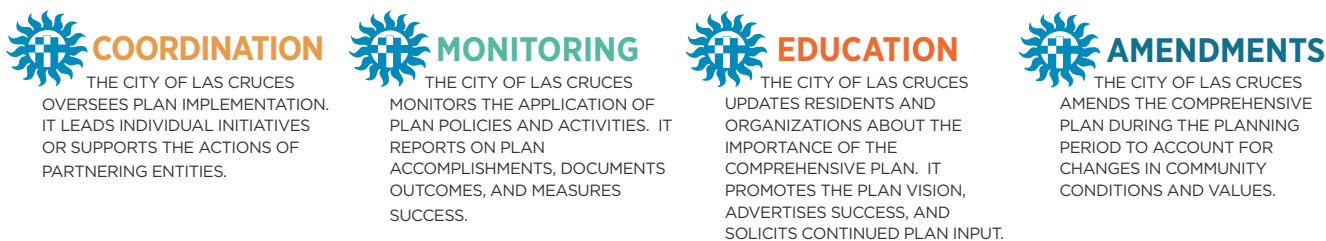
- **Implementation Measures.** Highlights the primary methods to be used by the City of Las Cruces to ensure that Elevate Las Cruces is successfully implemented through integration into municipal decision-making process and day-to-day administrative processes.

Successful implementation of the community's shared vision embodied by Elevate Las Cruces is the shared responsibility of our residents, property owners, business owners, governmental agencies, civic organizations, service providers, trade groups, social advocates, and more. With a 25 year implementation period for this Plan however, it will take the leadership of the City of Las Cruces to remind its residents, stakeholders, and partners that there is a role for all of them in *"...enhancing our livability, prosperity, and environment for the shared benefit of current and future generations of Las Cruces..."* through the initiatives of their comprehensive plan.

## ADMINISTERING ELEVATE LAS CRUCES

The City of Las Cruces is responsible for administering the Elevate Las Cruces Comprehensive Plan. The City’s role as Plan administrator means that it will be solely responsible for the day-to-day oversight of all plan activities including the coordination of plan implementation, monitoring success, education, and plan amendments. These functions are summarized in **Figure 1.22, City of Las Cruces Plan Administration Roles.**

FIGURE 1.22, CITY OF LAS CRUCES PLAN ADMINISTRATION ROLES



In addition to the administrative roles identified in **Figure 1.22**, the City of Las Cruces will be the principal implementing entity of Elevate Las Cruces – but will share implementation responsibility with multiple partnering agencies. The Elevate Las Cruces Work Program (page 222) identifies a City department as the “Coordinating Agency” for all Plan actions, meaning that the responsible department may lead implementation efforts or may facilitate or support implementation by partnering agencies.

### ROLES AND RESPONSIBILITIES - CITY OF LAS CRUCES

Fulfillment of the plan administration roles highlighted within **Figure 1.22** will require the collective efforts of Las Cruces municipal staff and the City’s boards, committees, and commissions; under the leadership of the Mayor and City Council of Las Cruces.

#### CITY DEPARTMENTS

All City departments will participate in the implementation of Elevate Las Cruces as provided in the Elevate Las Cruces Work Program (page 222). Principal oversight of Plan implementation and administration will, however, be vested in two City departments: Community Development and the City Manager’s Office.

- Community Development Department.** The Las Cruces Community Development Department is responsible for the daily administration of Elevate Las Cruces, including coordination, monitoring, education and amendments. Community Development’s leadership role in Plan administration reflects their ongoing role of staffing the Las Cruces Planning and Zoning Commission.

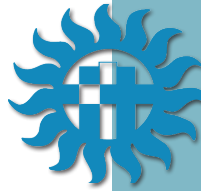
- City Manager’s Office.** The City Manager’s Office will provide direction to the Community Development Department, but will also assist by ensuring that all other City departments are responsive to ongoing plan administration needs. The City Manager’s Office will also ensure that the vision, policies, and actions of Elevate Las Cruces are incorporated into the decision-making processes of the Mayor and City Council.

#### BOARDS, COMMITTEES, AND COMMISSIONS

As of 2020, there are 44 boards, committees, and commissions established by action of City Council or City administration or representing joint-governmental bodies containing members appointed by the City (includes Policy Review Committees and the Comprehensive Plan Advisory Committee).



Unless otherwise stated in this Plan, all City boards, committees, and commissions will participate in interpreting and implementing applicable policies and actions of Elevate Las Cruces in accordance with their powers and duties as vested by the state of New Mexico, established in Municipal Code, by ordinance or resolution of the Mayor and City Council, or by authority of the city manager.



### **PLANNING AND ZONING COMMISSION**

Section 2-381 of the Las Cruces Municipal Code identifies the update and amendment of the City's comprehensive plan as one of the Commission's four principal powers. Consistent with this role, the Planning and Zoning Commission serves as the principal recommending and reporting body to the Mayor and City Council regarding land development cases, plan implementation status, and potential plan amendments.

### **MAYOR AND CITY COUNCIL**

The Mayor and City Council are the champions of Elevate Las Cruces and will provide ongoing direction to City administration and the City's boards, committees, and commissions to ensure that the vision, policies, and actions of Elevate Las Cruces are incorporated into all decision-making processes - including budgeting, development review, strategic planning, and more.

### **ROLES AND RESPONSIBILITIES - PARTNERING AGENCIES**

Elevate Las Cruces was prepared with the input of representatives from multiple governmental agencies, civic organizations, service providers, trade groups, social advocates, and other organizations. The continued participation or leadership of many of these organizations will be necessary to implement initiatives proposed in Elevate Las Cruces that align with their respective areas of expertise.

The Elevate Las Cruces Work Program (page 222) identifies multiple partnering entities that will assist in implementing the vision, policies, and actions of this Plan.

### **COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC)**

Elevate Las Cruces was prepared under the oversight of the Comprehensive Plan Advisory Committee (CPAC) - established by resolution of City Council. The CPAC's final meeting was held on [DATE] concluding its activities.

The CPAC's 13 person membership included the entire membership of the Las Cruces Planning and Zoning Commission. Following adoption of Elevate Las Cruces, the Planning and Zoning Commission resumed its formal powers of comprehensive plan update and amendment (Las Cruces, New Mexico, Municipal Code, Ch. 2, Art. IV, § 2-381).

### **POLICY REVIEW COMMITTEES (PRC)**


The City of Las Cruces established 10 Policy Review Committees (PRCs) in 2018 as part of the City's "Peak Performance" strategic planning process. PRCs are comprised of City Council members, City administration and staff, and community members who are knowledgeable in particular issues related to City government services. The manner by which PRCs were to participate in and influence the affairs of City government was still being determined during preparation of Elevate Las Cruces.

This Plan does not identify a formal role for PRCs in the oversight and implementation of Elevate Las Cruces. Nonetheless, it is acknowledged that PRCs can be a valuable tool in promoting municipal government transparency - including initiatives recommended by Elevate Las Cruces. Should the City make continued efforts to formalize PRC responsibilities and processes, **PRC functions must not duplicate, delay, contradict, or supersede the functions of City Council, or of boards and commissions established by City Charter or Municipal Code.** Effort must also be made to ensure the PRC functions do not create any unnecessary delays to established administrative procedures.

## ELEVATE LAS CRUCES WORK PROGRAM

The policies and actions presented in Elevate Las Cruces will be implemented by the City and partnering entities over the Plan’s 25-year timeframe. **Tables 1.14, through 1.16, Elevate Las Cruces Work Program,** consolidate all Community Environment, Community Prosperity, and Community Livability policies and actions into a single matrix to conveniently identify implementation priorities, roles and responsibilities, and relationships between recommended initiatives.

Elevate Las Cruces Work Program tables begin on page 224 and are organized according to the following framework:



**TABLE 1.14**  
**COMMUNITY ENVIRONMENT**  
( PAGES 224 - 265 )



**TABLE 1.15**  
**COMMUNITY PROSPERITY**  
( PAGES 266 - 293 )



**TABLE 1.16**  
**COMMUNITY LIVABILITY**  
( PAGES 294 - 335 )

- **GOALS.** Are listed according to the order that they were originally presented in this Plan (Community Environment, Community Prosperity, and Community Livability). Icons identify the relationship between each goal and applicable components of the Elevate Las Cruces Vision Statement.
- **POLICIES AND ACTIONS.** Are listed according to the order that they were originally presented in this Plan.
- **ACTION TYPE.** Five categories of implementation tools.



**INVESTMENT**  
The action requires a new or adjusted capital or operational expenditure.



**OPERATIONS**  
The action requires a new or modified program, partnership, or staffing arrangement.



**PROCEDURE**  
The action requires a new or modified process or policy.



**REGULATION**  
The action requires Council approved modification to City ordinance.




**STUDY**  
The action requires further analysis or investigation to determine the most appropriate solution.

- **COORDINATING AGENCY.** Refers to the City department(s) which may oversee implementation efforts for individual actions. “Oversight” suggests that the coordinating City agency may lead implementation efforts or may facilitate or support implementation by partnering agencies. Where the City Manager’s Office is placed in the Coordinating Agency column, it may be interpreted that the action has not yet been delegated or that one of the divisions within the City Manager’s Office will be responsible for coordinating the action.
- **PARTNERING AGENCIES.** One or more entities that may participate in implementing an individual action. May include City departments and non-municipal entities. Non-municipal partnering agencies may lead implementation or may support the coordinating City agency.


*(Note: The non-municipal partnering agencies referenced in **Tables 1.14 through 1.16** are illustrative only and subject to change. The City may choose to partner with other entities to implement any of the recommended actions contained in Elevate Las Cruces.)*


- **TIMEFRAME.** Suggests the timeframe within which each action must be initiated. Timeframe is divided into short, medium, and long-term and reflects: **A)** An action’s priority as determined during the comprehensive planning process; and/or, **B)** Chronological order where the initiation of an action may be dependent on a prior action. Actions may also be “Ongoing” where they represent a policy or practice that may be initiated without any additional formal action and should occur throughout the planning period.

The Elevate Las Cruces Work Program identifies four timeframes within which comprehensive plan actions should be initiated:

 = SHORT TERM ( 1 - 3 YEARS )

 = MID-TERM ( 3 - 5 YEARS )

 = LONG TERM ( 5 + YEARS )

 = ONGOING

- **CORRESPONDING POLICIES AND ACTIONS.** Association of each action to an corresponding policy or action referenced in a separate Plan theme or topic.
- **SUSTAINABILITY PRINCIPLES.** Relationship of each policy to the six sustainability principles contained within the American Planning Association’s Comprehensive Plan Standards for Sustaining Places Practices initiative.

## APA SUSTAINING PLACES PRACTICES FOR COMPREHENSIVE PLANNING

Elevate Las Cruces promotes a vision of “sustainable” community growth and transformation. The policies and actions within the Plan have been prepared with an awareness of their relationship to principles of sustainable growth endorsed by various national organizations. The Elevate Las Cruces Work program identifies the relationship between the Plan’s 117 policies and six “Best Practices for Plan Principles” endorsed by the American Planning Association (APA) through its Comprehensive Plan Standards for Sustaining Places initiative. The APA’s initiative is referenced because it is the only program that will allow the City of Las Cruces to measure the degree to which sustainability is integrated into its comprehensive planning efforts (through a pending recognition program).



*Las Cruces’ Sustainability Office already monitor’s the City’s compliance to the STAR Communities rating system. Together with Community Development, the Sustainability Office could lead efforts to have Elevate Las Cruces recognized as a Comprehensive Plan Standards for Sustaining Places Practices Recognized Plan.*

# SUSTAINABILITY program

*Nature based decisions that inspire a vibrant economy and community*

 **City of Las Cruces**



TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT<sup>1</sup>

ACTION	
LAND USE	
<b>GOAL CE-1, BALANCED GROWTH:</b> ENCOURAGE EFFICIENT LAND USE DEVELOPMENT PATTERNS THAT ACCOMMODATE PROJECTED GROWTH IN A SUSTAINABLE MANNER.	
<b>POLICY CE-1.1, CREATE CONSISTENCY BETWEEN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM RECOMMENDATIONS AND DEVELOPMENT REGULATIONS.</b>	
<b>CE-1.1.1</b>	PREPARE A COMPREHENSIVE UPDATE OF THE LAS CRUCES LAND DEVELOPMENT CODE TO INCORPORATE THE DEVELOPMENT STRATEGIES CONTAINED IN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM.
<b>CE-1.1.2</b>	MODIFY DEVELOPMENT REGULATIONS TO ALLOW FOR BUILDING AND SITE DESIGN FLEXIBILITY IN MEETING THE INTENT OF THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM.
<b>CE-1.1.3</b>	INCORPORATE FORM-BASED DISTRICTS OR CONCEPTS INTO A REFINED LAS CRUCES LAND DEVELOPMENT CODE TO APPLY ELEVATE LAS CRUCES PLACE TYPE OVERLAYS, AND CREATE CONSISTENCY BETWEEN EXISTING CITY ZONING OVERLAYS.
<b>CE-1.1.4</b>	DEVELOP NEW ADMINISTRATIVE FORMS, GUIDES, AND OTHER EDUCATIONAL RESOURCES OR PROCESSES TO EFFECTIVELY IMPLEMENT UPDATES TO THE LAS CRUCES LAND DEVELOPMENT CODE.
<b>CE-1.1.5</b>	CONSIDER THE APPROPRIATENESS OF FUTURE DEVELOPMENT PROPOSALS WITH PLACE TYPE DESIGNATIONS AND THEIR RELATIONSHIP WITH SURROUNDING LAND USES.
<b>CE-1.1.6</b>	PREPARE A COMPATIBILITY MATRIX THAT ASSISTS STAFF IN ASSESSING POTENTIAL LAND USE CONFLICTS RESULTING FROM A DEVELOPMENT PROPOSAL AND IDENTIFIES POSSIBLE MITIGATION MEASURES.
<b>CE-1.1.7</b>	STUDY THE FEASIBILITY OF USING A FISCAL IMPACT ANALYSIS TOOL TO ASSESS NEW DEVELOPMENTS.
<b>POLICY CE-1.2, PROMOTE INVESTMENT WITHIN OLDER AREAS OF THE CITY THROUGH REDEVELOPMENT.</b>	
<b>CE-1.2.1</b>	FACILITATE INFILL AND/OR HIGHER DENSITY MIXED USE DEVELOPMENT IN DOWNTOWN AND AT KEY ACTIVITY CENTERS AND ALONG TRANSIT CORRIDORS.
<b>CE-1.2.2</b>	WORK WITH PROPERTY OWNERS OF POTENTIAL REDEVELOPMENT TRACTS TO CREATE MASTER PLANS THAT GENERATE PEDESTRIAN-FRIENDLY MIXED-USE (RESIDENTIAL AND NON-RESIDENTIAL) DEVELOPMENT SITES AND NEIGHBORHOODS.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
REGULATION	COMMUNITY DEV.	CITY MANAGER'S OFFICE	SH	CE-3.1.1	LIVABLE BUILT ENVIRONMENT (1.7)
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
REGULATION	COMMUNITY DEV.	CITY MANAGER'S OFFICE	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	CITY MANAGER'S OFFICE, ECONOMIC DEV., LAS CRUCES CHAMBERS, HBA	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	ECONOMIC DEV.	O	-	LIVABLE BUILT ENVIRONMENT (1.2, 1.6)
PROCEDURE	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.5)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-1.2.3</b>	PARTNER WITH PROPERTY OWNERS OF VACANT LAND FOR INFILL OPPORTUNITIES.
<b>CE-1.2.4</b>	UPDATE THE INFILL POLICY PLAN TO INCLUDE CREATIVE PLACEMAKING CONSISTENT WITH THE DEVELOPMENT STRATEGIES CONTAINED IN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM.
<b>POLICY CE-1.3, EXERCISE AN ANNEXATION POLICY THAT IS BASED ON COMMUNITY NECESSITY.</b>	
<b>CE-1.3.1</b>	DEVELOP A FISCAL IMPACT ANALYSIS TOOL TO MEASURE THE COST VERSUS BENEFIT OF PROPOSED ANNEXATIONS BASED ON ANTICIPATED LONG-TERM REVENUES AND PUBLIC EXPENDITURES.
<b>CE-1.3.2</b>	PURSUE CITY-INITIATED ANNEXATION OF AREAS IN THE ETZ WHERE NECESSARY TO PROTECT THE HEALTH, SAFETY, AND WELFARE OF RESIDENTS OR TO PRESERVE THE NATURAL ENVIRONMENT.
<b>GOAL CE-2, AREAS OF SPECIAL CONSIDERATION:</b> INTEGRATE NEW DEVELOPMENT INTO THE COMMUNITY IN A MANNER THAT COMPLEMENTS SIGNIFICANT BUILT AND NATURAL FEATURES.	
<b>POLICY CE-2.1, PROMOTE INFILL DEVELOPMENT STRATEGIES TO SUSTAIN THE CITY'S ESTABLISHED NEIGHBORHOODS AND HISTORIC RESIDENTIAL AREAS.</b>	
<b>CE-2.1.1</b>	INCORPORATE THE URBAN NEIGHBORHOOD PLACE TYPE DEVELOPMENT STRATEGIES INTO MUNICIPAL LAND DEVELOPMENT REGULATIONS.
<b>CE-2.1.2</b>	MAINTAIN THE URBAN FABRIC OF THE INFILL AREA BY APPLYING HISTORIC/TRADITIONAL BLOCK SIZES IN REDEVELOPMENT AREAS.
<b>CE-2.1.3</b>	DESIGN OF NEW BUILDINGS IN HISTORIC DISTRICTS TO COMPLEMENT HISTORIC BUILDING FORM, SCALE, AND STYLE
<b>CE-2.1.4</b>	ADHERE TO THE RECOMMENDED LAND USE PATTERNS AND DESIGN GUIDELINES CONTAINED IN PREVIOUSLY ADOPTED NEIGHBORHOOD PLANS, CORRIDOR PLANS, COMMUNITY BLUEPRINTS, AND OTHER SPECIAL AREA PLANS.
<b>CE-2.1.5</b>	IDENTIFY AREAS WITHIN URBAN OR OVERLAY PLACE TYPE CLASSIFICATIONS THAT MAY SERVE AS RECEIVING AREAS AS PART OF TRANSFER OF DEVELOPMENT RIGHTS FEASIBILITY STUDY.
<b>POLICY CE-2.2, CONTINUE TO PROMOTE DOWNTOWN AS THE MIXED-USE CORE OF THE CITY.</b>	
<b>CE-2.2.1</b>	ADHERE TO THE BUILDING SPECIFICATIONS AND ARCHITECTURAL STANDARDS PROVIDED IN THE DOWNTOWN DEVELOPMENT CODE.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	NEIGHBORHOOD ACTION TEAM	CITY MANAGER'S OFFICE, LEGAL		-	LIVABLE BUILT ENVIRONMENT (1.6)
PROCEDURE	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.6, 1.7)
PROCEDURE	CITY MANAGER'S OFFICE	COMMUNITY DEV.		-	RESILIENT ECONOMY (3.2)
PROCEDURE	CITY MANAGER'S OFFICE	COMMUNITY DEV., PUBLIC WORKS, UTILITIES		-	RESILIENT ECONOMY (3.6)
<p><b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>  <b>LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.</b>  <b>LAS CRUCES IS A LIVABLE COMMUNITY.</b></p>					
REGULATION	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.7, 1.9)
PROCEDURE	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.7, 1.9)
PROCEDURE	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	COMMUNITY DEV.	-		CE-2.3.1	LIVABLE BUILT ENVIRONMENT (1.6)
PROCEDURE	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.7)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-2.2.2</b>	IDENTIFY POTENTIAL AVENUES TO CONSTRUCT STRUCTURED PARKING IN ASSOCIATION WITH NEW DOWNTOWN DEVELOPMENT.
<b>CE-2.2.3</b>	AMEND THE DOWNTOWN MASTER PLAN AND DOWNTOWN DEVELOPMENT CODE TO PROVIDE THE MECHANISMS FOR THE CONSTRUCTION OF NEW CIVIC SPACE IN DOWNTOWN LAS CRUCES.
<b>CE-2.2.4</b>	IMPLEMENT THE RECOMMENDATIONS OF THE DOWNTOWN MASTER PLAN AND THE ARTS AND CULTURAL DISTRICT PLAN.
<b>CE-2.2.5</b>	EXPLORE THE ESTABLISHMENT OF A BUSINESS IMPROVEMENT DISTRICT (BID) IN DOWNTOWN.
<b>POLICY CE-2.3, ENCOURAGE CONTEXT-SENSITIVE DEVELOPMENT IN THE RURAL PLACE TYPES TO PRESERVE NATURAL OPEN SPACE AND PRODUCTIVE AGRICULTURAL LANDS.</b>	
<b>CE-2.3.1</b>	IDENTIFY AREAS WITHIN RURAL PLACE TYPE CLASSIFICATIONS THAT MAY SERVE AS SENDING AREAS AS PART OF TRANSFER OF DEVELOPMENT RIGHTS FEASIBILITY STUDY.
<b>CE-2.3.2</b>	PREPARE HILLSIDE DEVELOPMENT OVERLAY STANDARDS THAT MINIMIZE DEVELOPMENT ACTIVITY ON STEEP SLOPES.
<b>CE-2.3.3</b>	ESTABLISH STANDARDS FOR IMPLEMENTING CLUSTER RESIDENTIAL DEVELOPMENT THAT INCORPORATE NATURAL CORRIDORS INTO THE DEVELOPMENT.
<b>CE-2.3.4</b>	CONDUCT PLANNING STUDIES FOR THE EAST MESA AND THE BLM LAND LOCATED NEAR CENTENNIAL HIGH SCHOOL WEST OF SONOMA RANCH BOULEVARD.
<b>POLICY CE-2.4, COORDINATE PLANNING EFFORTS WITH NMSU TO CREATE VIBRANT CORRIDORS AND NEIGHBORHOODS ADJACENT TO CAMPUS.</b>	
<b>CE-2.4.1</b>	PREPARE A UNIVERSITY AVENUE CORRIDOR STUDY TO ADDRESS REDESIGN OF THE CORRIDOR AS WELL AS STUDENT HOUSING, MULTI-MODAL CONNECTIVITY, RETAIL, AND IDENTIFY UPDATES TO THE UNIVERSITY DISTRICT OVERLAY.
<b>CE-2.4.2</b>	SUPPORT NMSU PLANNING EFFORTS TO DEVELOP THE AGGIE UPTOWN AREA INTO A MIXED-USE DEVELOPMENT.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS, INVESTMENT	ECONOMIC DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.6)
PROCEDURE	ECONOMIC DEV.	COMMUNITY DEV.	SH	CL-3.1.3 CE-7.1.3	LIVABLE BUILT ENVIRONMENT (1.6)
PROCEDURE	ECONOMIC DEV.	COMMUNITY DEV., QUALITY OF LIFE	O	-	LIVABLE BUILT ENVIRONMENT (1.6, 1.7) RESILIENT ECONOMY (3.5)
STUDY	ECONOMIC DEV.	-	SH	-	RESILIENT ECONOMY (3.5)
STUDY	COMMUNITY DEV.	-	SH	CE-2.1.5	HARMONY WITH NATURE (2.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.3)
STUDY	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	HARMONY WITH NATURE (2.3)
STUDY	COMMUNITY DEV.	BLM	SH	-	HARMONY WITH NATURE (2.3)
STUDY	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	CITY MANAGER'S OFFICE, PUBLIC WORKS	COMMUNITY DEV., ECONOMIC DEV.	SH	-	LIVABLE BUILT ENVIRONMENT (1.5)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-2.4.3</b>	ENCOURAGE A RANGE OF HOUSING TYPES NEAR THE UNIVERSITY WITHIN THE CITY LIMITS.
<b>POLICY CE-2.5</b> , SUPPORT ADDITIONAL INDUSTRY AND BUSINESS GROWTH IN THE WEST MESA INDUSTRIAL PARK.	
<b>CE-2.5.1</b>	UPDATE THE WEST MESA INDUSTRIAL PARK MASTER PLAN AND DEVELOPMENT STRATEGY AND OVERLAY TO DEVELOP STRATEGIES TO STIMULATE BUSINESS DEVELOPMENT IN THE AREA.
<b>CE-2.5.2</b>	SUPPORT ALTERNATIVE MODES OF TRANSPORTATION TO THE WEST MESA INDUSTRIAL PARK SUCH AS THE NMDOT AND ENTERPRISE COORDINATED VAN PROGRAM.
COMMUNITY FORM AND CHARACTER	
<b>GOAL CE-3, CENTERS AND CORRIDORS:</b> SUPPORT COMMUNITY GROWTH THROUGH CONCENTRATED DEVELOPMENT AT ACTIVITY CENTERS AND ALONG KEY CORRIDORS.	
<b>POLICY CE-3.1</b> , PROMOTE THE DEVELOPMENT OF MIXED-USE CENTERS TO SUPPORT SURROUNDING NEIGHBORHOODS AND SERVE AS FOCAL POINTS FOR COMMUNITY LIFE.	
<b>CE-3.1.1</b>	PREPARE NEW ZONING STANDARDS FOR TOWN CENTERS AND NEIGHBORHOOD CENTER PLACE TYPES THAT INCORPORATE THE DEVELOPMENT STRATEGIES RECOMMENDED IN THE ELEVATE LAS CRUCES COMPREHENSIVE PLAN.
<b>CE-3.1.2</b>	TARGET AND INCENTIVIZE THE CREATION OF NEW TOWN CENTERS AS DEPICTED ON THE FUTURE DEVELOPMENT MAP TO ABSORB ANTICIPATED RESIDENTIAL AND NON-RESIDENTIAL GROWTH.
<b>CE-3.1.3</b>	DISTRIBUTE NEIGHBORHOOD CENTERS THROUGHOUT URBAN NEIGHBORHOOD AND SUBURBAN NEIGHBORHOOD PLACE TYPES AT OR NEAR THE INTERSECTION OF TWO (2) MAJOR THOROUGHFARES OR AT LOCATIONS WHERE A MULTI-USE TRAIL CORRIDOR INTERSECTS WITH A MAJOR THOROUGHFARE.
<b>CE-3.1.4</b>	APPLY URBAN STREET DESIGN STANDARDS THAT PROMOTE CIRCULATION AND CONNECTIVITY TO THOROUGHFARE SEGMENTS EXTENDING ROUGHLY 1/4 MILE FROM THE CENTRAL POINT OF PROJECTED NEIGHBORHOOD AND TOWN CENTERS.
<b>CE-3.1.5</b>	APPLY TOWN CENTER AND NEIGHBORHOOD CENTER ZONING DESIGNATIONS TO ELIGIBLE PROPERTY THROUGH ZONING MAP AMENDMENTS IN CONJUNCTION WITH THE LAND DEVELOPMENT PROCESS.
<b>CE-3.1.6</b>	PREPARE URBAN DESIGN GUIDELINES THAT CAN BE APPLIED TO MIXED-USE CENTERS AND CORRIDORS, AND EXISTING OVERLAY AREAS AND HISTORIC DISTRICTS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	-	O	-	INTERWOVEN EQUITY (4.1)
STUDY	ECONOMIC DEV.	COMMUNITY DEV.	SH	-	INTERWOVEN EQUITY (4.7)
STUDY	QUALITY OF LIFE	ECONOMIC DEV.	O	-	LIVABLE BUILT ENVIRONMENT (1.3)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
REGULATION	COMMUNITY DEV.	-	SH	CE-1.1.1	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	CITY MANAGER'S OFFICE	COMMUNITY DEV., ECONOMIC DEV.	M	-	LIVABLE BUILT ENVIRONMENT (1.5) RESILIENT ECONOMY (3.2)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	SH	CE-6.1	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5)
STUDY	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CE-3.2</b> , ALLOW FOR A MIX OF DEVELOPMENT TYPE AND INTENSITY ALONG MAJOR THOROUGHFARES THAT REFLECTS SURROUNDING URBAN, SUBURBAN, AND RURAL CONTEXTS.	
<b>CE-3.2.1</b>	PREPARE NEW ZONING STANDARDS FOR THE MIXED-USE CORRIDOR PLACE TYPE THAT INCORPORATES THE DEVELOPMENT STRATEGIES RECOMMENDED IN THE ELEVATE LAS CRUCES COMPREHENSIVE PLAN.
<b>CE-3.2.2</b>	INCORPORATE PROVISIONS IN THE MIXED-USE CORRIDOR ZONING STANDARDS TO REQUIRE ACCESS MANAGEMENT - INCLUDING CROSS-ACCESS BETWEEN PARCELS - AND RIGHT-OF-WAY WIDENING TO PROVIDE FOR SUFFICIENT ROADSIDE DEPTH.
<b>CE-3.2.3</b>	APPLY THE MIXED-USE CORRIDOR ZONING DISTRICT TO PROPERTY FLANKING THE THOROUGHFARES WHERE DEPICTED ON THE FUTURE DEVELOPMENT MAP THROUGH A REMAPPING PROCESS, OR ON A CASE-BY-CASE BASIS AS A FLOATING ZONE.
<b>CE-3.2.4</b>	AMEND EXISTING CORRIDOR OVERLAY DISTRICTS TO CORRESPOND WITH MIXED-USE CORRIDOR ZONING STANDARDS.
<b>GOAL CE-4, COMPLETE NEIGHBORHOODS:</b> DEVELOP MIXED-USE NEIGHBORHOODS THAT INCORPORATE A WIDE RANGE OF RECREATIONAL, COMMERCIAL, EMPLOYMENT, AND CIVIC USES.	
<b>POLICY CE-4.1</b> , ENCOURAGE A VARIETY OF HOUSING TYPES INTO NEW AND REDEVELOPING NEIGHBORHOODS TO PROVIDE OPTIONS FOR ALL AGES AND INCOMES THROUGHOUT THE CITY.	
<b>CE-4.1.1</b>	PROMOTE A DIVERSITY OF RESIDENTIAL BUILDING TYPES, LOT SIZES, DENSITY RANGES, AND ARCHITECTURAL STYLES IN NEW NEIGHBORHOODS.
<b>CE-4.1.2</b>	PROMOTE TRANSITIONS BETWEEN RESIDENTIAL DEVELOPMENT TYPES AT INTERSECTING STREETS AND ALLEYS.
<b>CE-4.1.3</b>	ENCOURAGE SINGLE-FAMILY ATTACHED AND MULTI-FAMILY HOUSING OPTIONS IN TRANSITIONAL AREAS BETWEEN SINGLE-FAMILY DETACHED HOUSING AND NEIGHBORHOOD CENTERS, CORNER COMMERCIAL SITES, AND CIVIC SPACES.
<b>CE-4.1.4</b>	PROMOTE MIXED USE BUILDINGS LOCATED IN DOWNTOWN, TOWN CENTERS, NEIGHBORHOOD CENTERS, AND MIXED-USE CORRIDORS.
<b>CE-4.1.5</b>	DESIGN NEW AND EXISTING NEIGHBORHOODS TO INCENTIVIZE THE CONSTRUCTION OF ACCESSORY DWELLING UNITS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5, 1.7)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CL-6.4 CE-6.2.4	LIVABLE BUILT ENVIRONMENT (1.5, 1.7)
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5, 1.7)
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5, 1.7)
<p><b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b>  <i>LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.</i>  <i>LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</i></p>					
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.1)
PROCEDURE	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.1)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5) INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	-	SH	CP-7.2	INTERWOVEN EQUITY (4.1)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CE-4.2, INCORPORATE EMPLOYMENT AND SHOPPING NODES INTO NEW AND REDEVELOPING NEIGHBORHOODS TO PROVIDE RESIDENTS WITH CONVENIENT ACCESS TO SERVICES.</b>	
<b>CE-4.2.1</b>	DISTRIBUTE NEIGHBORHOOD CENTERS THROUGHOUT URBAN NEIGHBORHOOD AND SUBURBAN NEIGHBORHOOD PLACE TYPES AT ROUGHLY ONE MILE INTERVALS AT OR NEAR THE INTERSECTION OF TWO (2) MAJOR THOROUGHFARES OR AT LOCATIONS WHERE A MULTI-USE TRAIL CORRIDOR INTERSECTS WITH A MAJOR THOROUGHFARE.
<b>CE-4.2.2</b>	AUGMENT THE DEVELOPMENT OF NEIGHBORHOOD CENTERS WITH SMALL-SCALE RETAIL OR OFFICE ESTABLISHMENTS AND HEALTHY FOOD ACCESS AT INTERVENING INTERSECTIONS OF MAJOR THOROUGHFARES OR MULTI-USE TRAILS.
<b>CE-4.2.3</b>	SUPPORT HOME EMPLOYMENT OPPORTUNITIES THROUGH CODE AMENDMENTS THAT ALLOW HOME OFFICES IN ACCESSORY UNITS, THE DEVELOPMENT OF LIVE-WORK UNITS IN TRANSITIONAL AREAS, AND THE CONVERSION OF RESIDENTIAL STRUCTURES IN EXISTING NEIGHBORHOODS INTO COMMERCIAL USES WITH ACCESSORY RESIDENTIAL UNITS.
<b>POLICY CE-4.3, DEVELOP STREET NETWORKS THAT PROVIDE CONNECTIVITY WITHIN AND BETWEEN RESIDENTIAL AREAS AND SUPPORTING CENTERS OF ACTIVITY.</b>	
<b>CE-4.3.1</b>	ESTABLISH MINIMUM STREET CONNECTIVITY REQUIREMENTS BETWEEN NEIGHBORHOODS TO REDUCE TRAFFIC ON THOROUGHFARES.
<b>CE-4.3.2</b>	DISCOURAGE THE CONSTRUCTION OF CUL-DE-SACS UNLESS NECESSARY TO PRESERVE SIGNIFICANT NATURAL FEATURES.
<b>CE-4.3.3</b>	MAINTAIN AND PROMOTE STREET GRID INTERCONNECTIVITY AND SMALL BLOCK SIZES IN URBAN NEIGHBORHOODS.
<b>CE-4.3.4</b>	PROMOTE A FUNCTIONAL SYSTEM OF PUBLIC OR PRIVATE ALLEYS AND REQUIRE SHARED ACCESS IN URBAN DEVELOPMENT TO REDUCE CURB CUTS ON THE STREET AND ACCESS SHARED PARKING.
<b>CE-4.3.5</b>	PRESERVE MAJOR THOROUGHFARE CORRIDOR ALIGNMENTS THROUGH DEVELOPMENT SITES AND ARRANGE BUILDINGS, PARKING AREAS, AND DRIVEWAY AISLES TO PROVIDE FOR FUTURE STREET EXTENSIONS.
<b>CE-4.3.6</b>	PROMOTE NEIGHBORHOOD STREET ALIGNMENTS THAT REDUCE UNIMPEDED SIGHT DISTANCES AND REDUCE SPEED, COMPLEMENT PRE-EXISTING TOPOGRAPHY, AND MINIMIZE GRADING.
<b>POLICY CE-4.4, INTEGRATE PARKS, SCHOOLS, AND OTHER CIVIC SPACE INTO NEIGHBORHOODS.</b>	
<b>CE-4.4.1</b>	FILL SERVICE AREA GAPS IDENTIFIED BY THE LAS CRUCES PRMP TO ENSURE THAT THERE IS AT LEAST ONE (1) MUNICIPAL PARK SPACE WITHIN 1/4 MILE OF ALL DWELLING UNITS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	-	SH	CE-3.1	LIVABLE BUILT ENVIRONMENT (1.5)
PROCEDURE	COMMUNITY DEV.	-	SH	CL-17.2	LIVABLE BUILT ENVIRONMENT (1.5)
REGULATION	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	INTERWOVEN EQUITY (4.1)
STUDY	COMMUNITY DEV.	PUBLIC WORKS	SH	CL-7.2.1	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	-	SH	CL-7.2.2	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	-	SH	CL-7.2.3	LIVABLE BUILT ENVIRONMENT (1.4)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	O	CL-7.2.4	LIVABLE BUILT ENVIRONMENT (1.4)
STUDY	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	PARKS AND RECREATION	O	CL-3.1.1	HEALTHY COMMUNITY (5.5)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.



TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-4.4.2</b>	AUGMENT NEIGHBORHOOD PARKS THAT ADDRESS MINIMUM PROXIMITY REQUIREMENTS AS DEFINED BY THE LAS CRUCES PRMP WITH OTHER CIVIC PARK SPACES - PARTICULARLY IN CONJUNCTION WITH NEW CENTERS AND MIXED-USE CORRIDORS, AND AT TRAILHEAD LOCATIONS.
<b>CE-4.4.3</b>	SUPPORT THE PLACEMENT OF SCHOOLS, PLACES OF WORSHIP, AND OTHER CIVIC BUILDINGS WITHIN NEIGHBORHOODS WHERE THEY PROVIDE TRANSITIONS BETWEEN LAND USES, ARE OF A COMPLIMENTARY SCALE, AND ARE ACCESSIBLE TO BICYCLISTS AND PEDESTRIANS.
<b>CE-4.4.4</b>	INCORPORATE COMMON AREAS, AMENITY CENTERS, OR OTHER PRIVATELY MAINTAINED SOCIAL SPACES INTO MULTI-BUILDING OR MULTI-UNIT DEVELOPMENT.
<b>GOAL CE-5, BUILDING AND SITE DESIGN:</b> ESTABLISH STANDARDS TO INTEGRATE NEW DEVELOPMENT WITH SURROUNDING BUILT AND NATURAL FEATURES WHILE MITIGATING LONG-TERM NATURAL RESOURCE AND CLIMATE IMPACTS.	
<b>POLICY CE-5.1, PROMOTE BUILDING FORM AND SCALE THAT COMPLEMENTS SURROUNDING NEIGHBORHOODS AND CREATES STRONG LINKAGES BETWEEN THE DEVELOPMENT SITE, THE STREET, AND OTHER PUBLIC GROUNDS.</b>	
<b>CE-5.1.1</b>	ADOPT BUILD-TO ZONES TO ESTABLISH MINIMUM AND MAXIMUM SETBACK REQUIREMENTS FOR STREET FACING BUILDING FACADES.
<b>CE-5.1.2</b>	PROVIDE GRADUAL TRANSITIONS BETWEEN DEVELOPMENTS WITH RESIDENTIAL LOTS OF VARYING SIZE AND BUILDING HEIGHTS.
<b>CE-5.1.3</b>	PROMOTE TRANSITIONS OF NON-RESIDENTIAL LAND USES AND DEVELOPMENT SCALE FROM RESIDENTIAL AREAS BASED ON POTENTIAL BUILDING SIZE, TRIP GENERATION, AND ANTICIPATED HOURS OF OPERATION.
<b>CE-5.1.4</b>	ENCOURAGE THE ORIENTATION OF NEW BUILDINGS TO FACE EACH OTHER ACROSS PUBLIC STREETS, PARKS, AND CIVIC SPACES.
<b>CE-5.1.5</b>	ENCOURAGE THE ORIENTATION OF RESIDENTIAL STRUCTURES TOWARD MAJOR THOROUGHFARES THROUGH PROVISIONS RELATED TO DEVELOPMENT CONTEXT, THOROUGHFARES CLASS, REAR ACCESS, AND BUILD-TO LINE VARIATIONS.
<b>CE-5.1.6</b>	ENCOURAGE BUILDING ARRANGEMENTS ON DEVELOPMENT SITES THAT FRAME THE STREET.
<b>CE-5.1.7</b>	ESTABLISH MINIMUM BUILDING FRONTAGE REQUIREMENTS WITHIN CENTERS AND MIXED-USE CORRIDORS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	PARKS AND RECREATION	SH	CE-7.1.4	HEALTHY COMMUNITY (5.5)
PROCEDURE	CITY MANAGER'S OFFICE	COMMUNITY DEV., PUBLIC WORKS	O	CP-6.1 CP-6.2 CE-3.1.6	HEALTHY COMMUNITY (5.7)
REGULATION	COMMUNITY DEV.	-	SH	CL-3.1.4 CE-7.1.5	HEALTHY COMMUNITY (5.7)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A CULTURAL CROSSROADS.**  
*LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.*

PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-5.1.8</b>	RETAIN VARIATION IN RESIDENTIAL FACADES TO PROVIDE VISUAL INTEREST AND DISCOURAGE MONOTONY.
<b>CE-5.1.9</b>	INCORPORATE BUILDING FORM ELEMENTS SUCH AS FACADE AND ROOFLINE ARTICULATION, ACCESS, FENESTRATION, AND VARIABLE BUILDING MATERIALS, WHERE NECESSARY TO PROVIDE VISUAL INTEREST.
<b>CE-5.1.10</b>	SCREEN ROOFTOP AIR CONDITIONING UNITS AND OTHER UTILITY APPURTENANCES FROM PUBLIC VIEW IN COMMERCIAL AND HIGH-DENSITY RESIDENTIAL AREAS.
<b>CE-5.1.11</b>	PROVIDE DIRECT PEDESTRIAN ACCESS FROM STREET-FACING FACADES, PROVIDE MULTIPLE PEDESTRIAN ACCESS POINTS BETWEEN THE BUILDING AND THE STREET WITHIN EACH BLOCK.
<b>CE-5.1.12</b>	PROVIDE DESIGN STANDARDS FOR COMMERCIAL FACILITIES TO ENSURE EASE OF ACCESS AND EGRESS FOR PUBLIC TRANSPORTATION AND PARATRANSIT VEHICLES.
<b>CE-5.1.13</b>	INCORPORATE WINDOW OPENINGS ALONG STREET-FACING FACADES OF COMMERCIAL AND MIXED-USE STRUCTURES.
<b>POLICY CE-5.2, UTILIZE BUILDING MATERIALS THAT ACCENTUATE THE CITY’S CULTURAL AND HISTORIC HERITAGE AND NATURAL SURROUNDINGS.</b>	
<b>CE-5.2.1</b>	PROMOTE THE CONSTRUCTION OF RESIDENTIAL BUILDINGS THAT BLEND WITH THE SURROUNDING LANDSCAPE BY INCORPORATING SCALE, FORM, MATERIALS, AND COLOR THAT IS COMPLEMENTARY TO THE AREA.
<b>CE-5.2.2</b>	UTILIZE A MIX OF BRICK, STUCCO, STONE, OR COMPARABLE MASONRY MATERIALS ON BUILDING FACADES THAT FACE THE STREET, PARKING AREAS, OR PUBLIC GATHERING SPACES.
<b>POLICY CE-5.3, ENSURE THAT DEVELOPMENT CONCEPTS PROVIDE AN INTERCONNECTED NETWORK OF PEDESTRIAN FACILITIES LINKING STREETS, BUILDINGS, PARKING, AND PUBLIC GATHERING SPACES.</b>	
<b>CE-5.3.1</b>	IN MULTI-UNIT AND MULTI-BUILDING DEVELOPMENTS, PROVIDE DESIGNATED PEDESTRIAN PATHWAYS FROM THE PUBLIC STREET AND PARKING AREAS TO ALL BUILDINGS AND PUBLIC GATHERING AREAS.
<b>CE-5.3.2</b>	PLACE PEDESTRIAN PATHWAYS ON DEVELOPMENT SITES IN LOCATIONS THAT ARE PHYSICALLY SEPARATED FROM MOTOR VEHICLE DRIVES AND PARKING AREAS.
<b>CE-5.3.3</b>	DESIGN THE PEDESTRIAN REALM IN FRONT OF SHOPPING CENTERS IN THE SAME MANNER AS URBAN STREET SCAPES - PROVIDING CLEAR DISTINCTIONS BETWEEN EDGE, BUFFER, THROUGHWAY, AND BUILDING FRONTAGE ZONES.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	HEALTHY COMMUNITY (5.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	HEALTHY COMMUNITY (5.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-5.3.4</b>	MAXIMIZE TREE COVER ALONG PEDESTRIAN CORRIDORS AND IN ASSOCIATION WITH PUBLIC GATHERING SPACES.
<b>CE-5.3.5</b>	WHERE STREET ACCESS CAN NOT BE PROVIDED FROM ADJACENT DEVELOPMENTS PROVIDE PEDESTRIAN PATHWAYS BETWEEN DEVELOPMENT SITES.
<b>POLICY CE-5.4,</b> PROVIDE MOTOR VEHICLE ACCESS AND PARKING OPTIONS THAT PRESERVE THOROUGHFARE FUNCTION AND THE COMFORT OF PEDESTRIANS AND BICYCLISTS.	
<b>CE-5.4.1</b>	SEPARATE DRIVEWAY AISLES WITH LANDSCAPED MEDIANS AT THE END OF ALL ROWS AND ALONG PARKING AISLES AT INTERVENING LOCATIONS.
<b>CE-5.4.2</b>	LOCATE ALL PARKING BEHIND THE FRONT BUILD-TO-LINE AS ESTABLISHED BY BUILDINGS FRAMING THE STREET.
<b>CE-5.4.3</b>	PLACE PARKING STRUCTURES IN THE INTERIOR OF A BLOCK, AND WRAPPED BY THE BUILDINGS THAT THEY SERVE, AND WHERE IT MUST ABUT THE STREET PROVIDE GROUND FLOOR SPACE FOR COMMERCIAL USES.
<b>CE-5.4.4</b>	CONSOLIDATE DRIVEWAYS ON MAJOR THOROUGHFARES IN FAVOR OF CROSS-ACCESS EASEMENTS SUBJECT TO AGREEMENTS THAT PROVIDE FOR THE CLOSURE OF PRE - EXISTING DRIVEWAY CUTS OVER TIME.
<b>CE-5.4.5</b>	EXPLORE PARKING MANAGEMENT STRATEGIES THAT WILL REDUCE THE DEMAND FOR ADDITIONAL PARKING SUPPLY SUCH AS SHARED PARKING, ON-STREET PARKING, AND PARKING MAXIMUMS.
<b>POLICY CE-5.5,</b> INCORPORATE LANDSCAPING TECHNIQUES INTO NEW DEVELOPMENT THAT ARE AESTHETICALLY PLEASING WHILE MITIGATING ENVIRONMENTAL IMPACTS.	
<b>CE-5.5.1</b>	ENCOURAGE USE OF NATIVE AND DROUGHT-TOLERANT PLANTS BEST SUITED TO THE CHIHUAHUAN DESERT INCLUDING PLANTS THAT DRAW POLLINATORS.
<b>CE-5.5.2</b>	SCREEN DRIVE-THRU FACILITIES IN A MANNER THAT MITIGATES VISUAL IMPACTS FROM THE STREET AND ADJACENT RESIDENTIAL AREAS.
<b>GOAL CE-6, CONTEXT SENSITIVE STREET DESIGN:</b> DESIGN STREETS TO SUPPORT VARYING LEVELS OF PEDESTRIAN ACTIVITY BASED ON THE INTENDED BUILT CONTEXT OF SURROUNDING DEVELOPMENT.	
<b>POLICY CE-6.1,</b> PREPARE URBAN, SUBURBAN, AND RURAL STREET DESIGN STANDARDS.	
<b>CE-6.1.1</b>	IDENTIFY AND MAP URBAN, SUBURBAN, AND RURAL STREET CHARACTER ZONES BASED ON PLACE TYPE CLASSIFICATION GUIDANCE IN THE FUTURE DEVELOPMENT MAP.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	-	SH	-	HEALTHY COMMUNITY (5.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	HEALTHY COMMUNITY (5.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	O	-	HARMONY WITH NATURE (2.9)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.4, 1.7)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-6.1.2</b>	AMEND MUNICIPAL STREET DESIGN REQUIREMENTS TO CREATE DIFFERENT CROSS-SECTIONS FOR STREETS IN URBAN, SUBURBAN, AND RURAL DEVELOPMENT CONTEXTS.
<b>CE-6.1.3</b>	AMEND MUNICIPAL CODES AND TECHNICAL SPECIFICATION MANUALS TO INCORPORATE CONTEXT-BASED STREET DESIGNS.
<b>CE-6.1.4</b>	COORDINATE WITH THE MVMPO TO INTEGRATE STREET CHARACTER ZONES INTO THE METROPOLITAN TRANSPORTATION PLAN AND THE CITY'S FUTURE THOROUGHFARE MAP.
<b>POLICY CE-6.2, DESIGN AND CONSTRUCT CITY STREETS THAT SUPPORT VEHICULAR, TRUCK, BUS, PEDESTRIAN, AND BICYCLE TRAVEL WITHIN THE SAME RIGHT-OF-WAY.</b>	
<b>CE-6.2.1</b>	INCORPORATE BICYCLE AND PEDESTRIAN FACILITY DESIGN RECOMMENDATIONS FROM THE ACTIVE TRANSPORTATION PLAN INTO REVISED STREET DESIGN REQUIREMENTS.
<b>CE-6.2.2</b>	IN URBAN CONTEXTS, ENSURE THAT ROADSIDE DESIGNS JOINTLY PROVIDE SPACE FOR PEDESTRIAN TRAVEL AND FOR PUBLIC GATHERING.
<b>CE-6.2.3</b>	LIMIT THE WIDTH OF DRIVEWAY CURB CUTS ONTO RESIDENTIAL STREETS AND PROMOTE METHODS OF SHARED ACCESS TO PRESERVE THE PEDESTRIAN TRAVEL WAY WITHIN THE ROADSIDE SPACE.
<b>CE-6.2.4</b>	PREPARE DESIGN REQUIREMENTS FOR FUTURE TRANSIT STOPS, INCLUDING SHELTERS AND BUS BAYS, AND ACCORDING TO THOROUGHFARE TYPE.
<b>CE-6.2.5</b>	ACQUIRE ADDITIONAL RIGHT-OF-WAY AS PART OF DEVELOPMENT TO PROVIDE SPACE BETWEEN THE BUILDING AND STREET FOR BICYCLE AND PEDESTRIAN ROADSIDE ENHANCEMENTS INCLUDED IN AMENDED STREET DESIGN STANDARDS.
<b>POLICY CE-6.3, DESIGN AND RETROFIT STREETS IN URBAN CONTEXTS TO REDUCE THE VARIANCE BETWEEN A STREET'S POSTED SPEED AND ACTUAL DESIGN SPEED.</b>	
<b>CE-6.3.1</b>	DEVELOP STANDARDS THAT REDUCE ROADWAY WIDTH AT INTERSECTIONS AND MID-BLOCK LOCATIONS THROUGH THE USE OF CURB EXTENSION AND LANDSCAPE MEDIANS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
REGULATION	COMMUNITY DEV.	FIRE, PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.4, 1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	FIRE, PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.4, 1.7)
OPERATIONS	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.4, 1.7)
PROCEDURE, REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CL-8.1.4 CE-6.1.1	LIVABLE BUILT ENVIRONMENT (1.5) HEALTHY COMMUNITY (5.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CE-7.2	LIVABLE BUILT ENVIRONMENT (1.5) HEALTHY COMMUNITY (5.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	PUBLIC WORKS, UTILITIES	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	QUALITY OF LIFE	SH	CE-3.2.2 CE-6.2.1	LIVABLE BUILT ENVIRONMENT (1.4)
INVESTMENT, PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	O	-	LIVABLE BUILT ENVIRONMENT (1.4)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CL-8.1.1	LIVABLE BUILT ENVIRONMENT (1.4)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-6.3.2</b>	IDENTIFY TRAFFIC CALMING FEATURES SUCH AS DIVERTERS, CHICANES, SPEED TABLES, AND MORE THAT CAN BE INTEGRATED INTO URBAN STREETS AS OPTIONAL DESIGN FEATURES REQUIRED AT DEVELOPMENT.
<b>CE-6.3.3</b>	INCORPORATE ON-STREET PARKING AND TRANSIT STOPS AS STANDARD ELEMENTS OF STREET DESIGN IN URBAN STREET CHARACTER ZONES.
<b>CE-6.3.4</b>	REQUIRE STREET TREES WITHIN PARKWAY MEDIANS AND BETWEEN THE EDGE OF CURB AND ADJACENT SIDEWALKS AND TRAILS.
<b>POLICY CE-6.4, APPLY LOW-IMPACT DEVELOPMENT DESIGN PRINCIPLES TO STREETS BASED ON DEVELOPMENT CONTEXT OR THE RESULTS OF APPLICABLE DRAINAGE STUDIES.</b>	
<b>CE-6.4.1</b>	ADOPT THE NACTO URBAN STREET STORMWATER GUIDE FOR CITY STREETS.
<b>CE-6.4.2</b>	INCORPORATE GREEN STREET DESIGN FEATURES INTO CITY ROADWAY PROJECTS TO ADDRESS THE FINDINGS OF APPLICABLE DRAINAGE BASIN STUDIES.
<b>CE-6.4.3</b>	ALLOW GREEN STREET TECHNOLOGIES SUCH AS BIO-RETENTION AND BIO-FILTRATION PLANTERS, BIO RETENTION SWALES, AND PERMEABLE PAVEMENTS TO BE USED BY DEVELOPERS TO MITIGATE ON-SITE STORMWATER DETENTION REQUIREMENTS.
<b>CE-6.4.4</b>	ENCOURAGE USE OF THE ENVISION GUIDING FRAMEWORK BY THE INSTITUTE OF SUSTAINABLE INFRASTRUCTURE AND OTHER SUSTAINABLE ORGANIZATIONS IN INFRASTRUCTURE PLANNING AND DESIGN.
<b>GOAL CE-7, ACCESSIBLE SOCIAL SPACES:</b> CREATE A COMMUNITY-WIDE NETWORK OF SOCIAL SPACES THROUGH THE DESIGN AND DISTRIBUTION OF PARKS, PUBLIC GROUNDS, AND PUBLIC RIGHTS-OF-WAY.	
<b>POLICY CE-7.1, INCORPORATE PUBLIC CIVIC SPACE OR OTHER SHARED OUTDOOR SPACES THAT PROMOTE SOCIAL INTERACTION INTO NEW DEVELOPMENT.</b>	
<b>CE-7.1.1</b>	FILL SERVICE AREA GAPS IDENTIFIED BY THE LAS CRUCES PRMP TO ENSURE THAT THERE IS AT LEAST ONE (1) MUNICIPAL PARK SPACE WITHIN 1/4 MILE OF ALL DWELLING UNITS.
<b>CE-7.1.2</b>	PREPARE A PARKLAND DEDICATION ORDINANCE TO REQUIRE PARK DEDICATION AND IMPROVEMENT AS PART OF THE LAND DEVELOPMENT PROCESS.
<b>CE-7.1.3</b>	AMEND THE DOWNTOWN MASTER PLAN AND DOWNTOWN DEVELOPMENT CODE TO PROVIDE THE MECHANISMS FOR THE CONSTRUCTION OF NEW CIVIC SPACE IN DOWNTOWN LAS CRUCES.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	PUBLIC WORKS	COMMUNITY DEV.	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE, REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CL-7.2	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.4)
OPERATIONS	PUBLIC WORKS	ECONOMIC DEV.	O	-	LIVABLE BUILT ENVIRONMENT (1.4)
PROCEDURE	PUBLIC WORKS	COMMUNITY DEV.	O	-	LIVABLE BUILT ENVIRONMENT (1.4) HARMONY WITH NATURE (2.2)
PROCEDURE	PUBLIC WORKS	COMMUNITY DEV., ECONOMIC DEV.	O	-	HARMONY WITH NATURE (2.2)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
INVESTMENT	PARKS AND RECREATION	COMMUNITY DEV.	O	CL-3.1.1	HEALTHY COMMUNITY (5.5)
REGULATION	PARKS AND RECREATION	COMMUNITY DEV., ECONOMIC DEV.,	SH	CL-3.1.2	HEALTHY COMMUNITY (5.5)
REGULATION	COMMUNITY DEV.	PARKS AND RECREATION	SH	CL-3.1.3 CE-2.2.3	HEALTHY COMMUNITY (5.5)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-7.1.4</b>	DEVELOP UNIQUE PROXIMITY AND DESIGN STANDARDS FOR THE INCORPORATION OF CIVIC PARKS INTO MIXED-USE AND URBAN DEVELOPMENTS BEYOND STANDARD RECOMMENDATIONS CONTAINED IN THE PRMP.
<b>CE-7.1.5</b>	AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE COMMON AREAS, AMENITY CENTERS, OR OTHER PRIVATELY MAINTAINED SOCIAL SPACES INTO MULTI-BUILDING OR MULTI-UNIT DEVELOPMENT.
<b>POLICY CE-7.2</b> , DESIGN STREETS WITHIN URBAN CONTEXTS TO SERVE AS PUBLIC GATHERING SPACES.	
<b>CE-7.2.1</b>	PROVIDE ROADSIDE DESIGNS FOR URBAN STREETS THAT INCLUDE WIDE PARKWAYS BETWEEN THE BACK OF CURB AND PEDESTRIAN TRAVEL WAY, AND ADDITIONAL SPACE ALONG BUILDING FRONTAGES, FOR PUBLIC ACTIVITY.
INFRASTRUCTURE, UTILITIES, AND ENERGY	
<b>GOAL CE-8, ENERGY EFFICIENCY:</b> INCREASE THE SHARE OF RENEWABLE ENERGY ALTERNATIVES TO REDUCE THE COMMUNITY'S OVERALL CARBON FOOTPRINT.	
<b>POLICY CE-8.1</b> , ENCOURAGE GREEN BUILDING TECHNOLOGIES FOR NEW DEVELOPMENT AND RETROFITTING EXISTING DEVELOPMENT.	
<b>CE-8.1.1</b>	STRIVE FOR LEED CERTIFICATION OR SIMILAR DESIGNATION IN THE DESIGN OF ALL CITY BUILDINGS UNTIL THE CITY HAS DEVELOPED ORDINANCES AND STANDARDS WITH SIMILAR OUTCOMES.
<b>CE-8.1.2</b>	INCORPORATE RENEWABLE ENERGY EMPHASIS/PREFERENCE INTO THE EXISTING BUILDING CODES.
<b>CE-8.1.3</b>	DEVELOP METRICS TO ALLOW FOR VARIANCES ON BIDS OR DESIGNS THAT UTILIZE NON-TRADITIONAL ENERGY SAVING TECHNIQUES AND SOURCES.
<b>CE-8.1.4</b>	MAINTAIN THE CITY'S STAR COMMUNITY RATING (NOW LEED FOR CITIES).
<b>CE-8.1.5</b>	MINIMIZE SITE DISTURBANCE BY BUILDING ON PREVIOUSLY DEVELOPED LAND.
<b>CE-8.1.6</b>	PROVIDE INCENTIVES FOR DEVELOPMENT SITES THAT ARE ALREADY SERVED BY WATER AND WASTEWATER INFRASTRUCTURE.
<b>CE-8.1.7</b>	RE-EVALUATE THE USE OF FLOOD IMPACT FEES TO PROMOTE THE USE OF GREEN INFRASTRUCTURE TO INCREASE SOIL STABILITY AND INFILTRATION.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
REGULATION	COMMUNITY DEV.	PARKS AND RECREATION	SH	CE-3.4.2	HEALTHY COMMUNITY (5.5)
REGULATION	COMMUNITY DEV.	PARKS AND RECREATION	SH	CL-3.1.4	HEALTHY COMMUNITY (5.5)
PROCEDURE, REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	CE-6.2.2	LIVABLE BUILT ENVIRONMENT (1.4)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT. LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.</b>					
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	O	CE-9.1.2	LIVABLE BUILT ENVIRONMENT (1.10)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.7)
PROCEDURE	PUBLIC WORKS	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.10)
OPERATIONS	ECONOMIC DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.10)
PROCEDURE	COMMUNITY DEV.	-	O	-	HARMONY WITH NATURE (2.1)
PROCEDURE	ECONOMIC DEV.	COMMUNITY DEV.	SH	-	HARMONY WITH NATURE (2.9)
STUDY	PUBLIC WORKS	COMMUNITY DEV.	SH	-	HARMONY WITH NATURE (2.2)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CE-8.2, ENCOURAGE RESIDENTS AND BUSINESSES TO USE ALTERNATIVE ENERGY SOURCES AS A MEANS TO INCREASE ENERGY EFFICIENCY.</b>	
<b>CE-8.2.1</b>	COORDINATE WITH LOCAL UTILITY COMPANIES TO DEVELOP A RENEWABLE ENERGY PLAN FOR THE COMMUNITY.
<b>CE-8.2.2</b>	PROVIDE EDUCATIONAL RESOURCES AND INCENTIVES TO UTILITY CUSTOMERS ABOUT ENERGY CONSERVATION AND THE BENEFITS OF RENEWABLE ENERGY.
<b>CE-8.2.3</b>	SUPPORT PARTNER EFFORTS TO RESEARCH NON-TRADITIONAL ENERGY SAVING TECHNIQUES AND SOURCES.
<b>CE-8.2.4</b>	PROMOTE ALTERNATIVE ENERGY MANUFACTURING AND CONSTRUCTION AS A CORE BUSINESS SECTOR.
<b>CE-8.2.5</b>	DEVELOP A CLIMATE RESILIENCY PLAN TO BETTER ADDRESS AND ADAPT TO CLIMATE CHANGE IMPACTS OF THE BUILT AND NATURAL ENVIRONMENT.
<b>CE-8.2.6</b>	ASSESS THE FEASIBILITY OF CONVERTING THE ROADRUNNER BUS FLEET TO CLEANER ENERGY SUCH AS COMPRESSED NATURAL GAS (CNG) OR ELECTRIC BUSES CHARGED BY RENEWABLE ENERGY.
<b>CE-8.2.7</b>	INSTALL ADDITIONAL ELECTRIC VEHICLE CHARGING STATIONS AT CITY FACILITIES.
<b>POLICY CE-8.3, PROMOTE AND INCENTIVIZE USE OF RENEWABLE ENERGY TO TAKE ADVANTAGE OF ABUNDANT SUN AND WIND.</b>	
<b>CE-8.3.1</b>	SUPPORT LEGISLATIVE ACTIONS AND OTHER PROGRAMS TO HELP LOW TO MODERATE INCOME RESIDENTS USE RENEWABLE ENERGY AFFORDABLY.
<b>CE-8.3.2</b>	DEVELOP AN ENERGY TRANSITION ROAD MAP WITH MILESTONES AND STRATEGIES TO DETERMINE THE PATH TO CLEAN ENERGY.
<b>CE-8.3.3</b>	ENCOURAGE USE OF SOLAR PANELS IN PARKING LOTS FOR DEVELOPMENTS OF A CERTAIN SCALE.
<b>CE-8.3.4</b>	MAINTAIN SOLSMART DESIGNATION FROM THE US DEPARTMENT OF ENERGY FOR ONGOING EFFORTS TO PROMOTE THE USE OF SOLAR POWER.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	CITY MANAGER'S OFFICE, LEGAL	ECONOMIC DEV.	M	-	HARMONY WITH NATURE (2.7)
OPERATIONS	UTILITIES	ECONOMIC DEV.	O	-	HARMONY WITH NATURE (2.7)
OPERATIONS	CITY MANAGER'S OFFICE	ECONOMIC DEV.	O	-	HARMONY WITH NATURE (2.7)
PROCEDURE	ECONOMIC DEV.	-	O	-	RESILIENT ECONOMY (3.4)
STUDY	ECONOMIC DEV.	-	M	-	HARMONY WITH NATURE (2.6)
INVESTMENT	QUALITY OF LIFE	CITY MANAGER'S OFFICE	M	-	HARMONY WITH NATURE (2.4)
INVESTMENT	PUBLIC WORKS	CITY MANAGER'S OFFICE	M	-	HARMONY WITH NATURE (2.4)
PROCEDURE	CITY MANAGER'S OFFICE	-	O	-	HARMONY WITH NATURE (2.7) & INTERWOVEN EQUITY (4.9)
STUDY	ECONOMIC DEV.	CITY MANAGER'S OFFICE	M	-	HARMONY WITH NATURE (2.7)
PROCEDURE	ECONOMIC DEV.	PUBLIC WORKS	M	-	HARMONY WITH NATURE (2.7)
PROCEDURE	ECONOMIC DEV.	CITY MANAGER'S OFFICE	O	-	HARMONY WITH NATURE (2.7)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-8.3.5</b>	MAKE INFORMATION AVAILABLE TO RESIDENTS REGARDING THE ENVIRONMENTAL PROTECTION AGENCY’S PROPERTY ASSESSED CLEAN ENERGY (PACE) PROGRAMS.
<b>GOAL CE-9, SUSTAINABLE INFRASTRUCTURE SYSTEMS:</b> ENHANCE INFRASTRUCTURE TO MEET THE DEMANDS OF RESIDENTS AND BUSINESSES IN A SUSTAINABLE MANNER.	
<b>POLICY CE-9.1, ENCOURAGE TO USE OF GREEN INFRASTRUCTURE TECHNOLOGIES INTO THE DEVELOPMENT PROCESS.</b>	
<b>CE-9.1.1</b>	DEVELOP DESIGN STANDARDS THAT PROMOTE THE USE OF LOW-IMPACT STORMWATER MANAGEMENT STRATEGIES SUCH AS BIORETENTION, POROUS PAVEMENT, AND RAIN BARRELS TO MORE EFFECTIVELY USE STORMWATER.
<b>CE-9.1.2</b>	INCORPORATE GREEN INFRASTRUCTURE ELEMENTS IN THE DESIGN AND CONSTRUCTION OF PUBLIC FACILITIES AS PART OF LEED CERTIFICATION.
<b>CE-9.1.3</b>	MAINTAIN THE INTEGRITY OF RIPARIAN CORRIDORS AND ARROYOS TO MAXIMIZE ECOLOGICAL SERVICES SUCH AS INFILTRATION AND HABITAT.
<b>CE-9.1.4</b>	EXPLORE THE FEASIBILITY OF INCORPORATING GREEN ROOFS AND WATER HARVESTING AS PILOT PROJECTS.
<b>CE-9.1.5</b>	EXPLORE THE FEASIBILITY OF IMPLEMENTING A STORMWATER UTILITY FEE TO RECOUP COSTS TO MANAGE STORMWATER.
<b>POLICY CE-9.2, EXPAND WATER AND WASTEWATER TREATMENT FACILITIES TO KEEP UP WITH GROWING DEMAND.</b>	
<b>CE-9.2.1</b>	INVESTIGATE FUTURE EXPANSION OF THE JACOB HANDS WATER TREATMENT FACILITY (JHWTF), POSSIBLE DIVERSION OF ADDITIONAL WASTEWATER TO THE EAST MESA WATER RECLAMATION FACILITY, OR THE POSSIBLE CONSTRUCTION OF A NEW WASTEWATER TREATMENT FACILITY IN THE EVENT THE AMOUNT OF WASTEWATER BEING TREATED AT THE JHWTF CONTINUES TO INCREASE.
<b>CE-9.2.2</b>	MONITOR AND CORRECT, AS NECESSARY, ANY DEFICIENCIES IN THE WASTEWATER SYSTEM SO THAT IT CAN BETTER SERVE EXISTING CUSTOMERS.
<b>CE-9.2.3</b>	CONTINUE TO ACTIVELY PURSUE THE ELIMINATION OF SEPTIC SYSTEMS THAT EXIST WITHIN THE CITY LIMITS.
<b>CE-9.2.4</b>	REQUIRE NEW SUBDIVISIONS TO CONNECT TO CITY SEWER SYSTEM.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	ECONOMIC DEV.	CITY MANAGER'S OFFICE	O	-	HARMONY WITH NATURE (2.7) & INTERWOVEN EQUITY (4.9)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.10)
PROCEDURE	PUBLIC WORKS	-	O	CE-8.1.1	LIVABLE BUILT ENVIRONMENT (1.10) & HARMONY WITH NATURE (2.2)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.1)
STUDY	PUBLIC WORKS	-	M	-	LIVABLE BUILT ENVIRONMENT (1.10)
STUDY	PUBLIC WORKS	UTILITIES	SH	-	HARMONY WITH NATURE (2.10)
STUDY	UTILITIES	-	M	-	HARMONY WITH NATURE (2.9) & INTERWOVEN EQUITY (4.9)
OPERATIONS	UTILITIES	-	O	-	INTERWOVEN EQUITY (4.9)
PROCEDURE	UTILITIES	-	O	-	INTERWOVEN EQUITY (4.9)
REGULATION	COMMUNITY DEV.	UTILITIES	SH	-	INTERWOVEN EQUITY (4.9)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-9.2.5</b>	CONTINUE INFRASTRUCTURE MASTER PLANNING TO EVALUATE CONNECTION, EXTENSION, AND ADMINISTRATION OF CITY-OWNED UTILITIES, WATER, WASTEWATER, AND SIMILAR INFRASTRUCTURE.
<b>CE-9.2.6</b>	ASSESS INCOMPLETE INFRASTRUCTURE WITHIN THE CITY TO IDENTIFY UPDATES TO PUBLIC SERVICES ORDINANCES.
<b>POLICY CE-9.3, INCREASE AWARENESS OF AND PARTICIPATION IN RECYCLING AND SOLID WASTE REDUCTION EFFORTS.</b>	
<b>CE-9.3.1</b>	ENHANCE EDUCATIONAL MATERIALS REGARDING CURBSIDE RECYCLING, COMPOSTING, AND GENERAL RECYCLING BENEFITS, AS WELL AS REDUCING, REUSING, REPURPOSING, REMANUFACTURING, AND WASTE DIVERSION EFFORTS.
<b>CE-9.3.2</b>	PROVIDE EQUIPMENT THAT INCREASES THE EFFICIENCY OF THE EXISTING CURBSIDE SOLID WASTE PROGRAM.
<b>CE-9.3.3</b>	STREAMLINE AND PUBLICIZE PROCESSES RELATED TO THE REPORTING, REMOVAL, AND PROSECUTION OF ILLEGAL DUMPING ACTIVITIES THAT OCCUR ON BOTH PUBLIC AND PRIVATE PROPERTY.
<b>CE-9.3.4</b>	SUPPORT EFFORTS OF THE SOUTH CENTRAL SOLID WASTE AUTHORITY (SCSWA) TO MAINTAIN ADEQUATE DISPOSAL CAPACITY AT THE CORRALITOS LANDFILL.
<b>CE-9.3.5</b>	COORDINATE WITH LOCAL BUSINESSES TO ENCOURAGE ELIMINATION OF PLASTIC BAGS.
<b>GOAL CE-10, COORDINATED SERVICE DELIVERY:</b> IMPROVE COORDINATION AND COMMUNICATION AMONGST UTILITY PROVIDERS AND AGENCIES.	
<b>POLICY CE-10.1, PROVIDE PUBLIC EDUCATION REGARDING UTILITY PROVIDERS.</b>	
<b>CE-10.1.1</b>	IMPROVE COMMUNICATION ABOUT UTILITY COST CHANGES AND HOW UTILITY FEES ARE USED.
<b>CE-10.1.2</b>	CONTINUE TO MONITOR AND COOPERATE WITH OTHER AGENCIES OR BUSINESSES THAT PROVIDE CITY RESIDENTS PUBLIC SERVICES FOR GAS, WATER, ELECTRICITY, AND TELECOMMUNICATIONS AS A WAY TO BETTER ENSURE SUCH SERVICES ARE CONSISTENT WITH THE GOALS OF THIS COMPREHENSIVE PLAN.
<b>CE-10.1.3</b>	COORDINATE WITH TELECOMMUNICATIONS PROVIDERS TO EXPAND AND IMPROVE BROADBAND INFRASTRUCTURE.

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STUDY	UTILITIES	-	○	-	RESPONSIBLE REGIONALISM (6.8)
STUDY	UTILITIES	-	SH	-	RESPONSIBLE REGIONALISM (6.8)
OPERATIONS	UTILITIES	ECONOMIC DEV.	SH	-	HARMONY WITH NATURE (2.8)
OPERATIONS	UTILITIES	-	M	-	HARMONY WITH NATURE (2.8)
PROCEDURE	CITY MANAGER'S OFFICE	POLICE	○	-	HARMONY WITH NATURE (2.8)
OPERATIONS	UTILITIES	-	○	-	HARMONY WITH NATURE (2.8)
OPERATIONS	ECONOMIC DEV.	CITY MANAGER'S OFFICE	○	-	HARMONY WITH NATURE (2.8)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
OPERATIONS	UTILITIES	-	○	-	INTERWOVEN EQUITY (4.9)
OPERATIONS	CITY MANAGER'S OFFICE	UTILITIES, LEGAL	○	-	INTERWOVEN EQUITY (4.5)
OPERATIONS	CITY MANAGER'S OFFICE	PUBLIC WORKS, LEGAL, IT, UTILITIES	○	-	INTERWOVEN EQUITY (4.6)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
NATURAL RESOURCES AND OPEN SPACE	
<b>GOAL CE-11, RELIABLE WATER SUPPLY:</b> PRESERVE THE REGION'S NATURAL RESOURCES BY IMPLEMENTING QUALITY CONTROL AND CONSERVATION TECHNIQUES.	
<b>POLICY CE-11.1, PROMOTE WATER CONSERVATION PROGRAMS AND TECHNOLOGIES TO PRESERVE THE REGION'S LONG-TERM WATER SUPPLY.</b>	
<b>CE-11.1.1</b>	MAKE USE OF RECLAIMED WATER TO SAVE RESOURCES FOR IRRIGATION AND OTHER WATER USES.
<b>CE-11.1.2</b>	WORK WITH PARTNERS TO EXPLORE THE FEASIBILITY OF WATER DESALINIZATION AND AQUIFER STORAGE AND RECOVERY IN LAS CRUCES.
<b>CE-11.1.3</b>	EXPLORE OPPORTUNITIES FOR WATER CONSERVATION AND CATCHMENT AT CITY FACILITIES TO SERVE AS A DEMONSTRATION FOR THE COMMUNITY AND TO ENCOURAGE SUSTAINABLE PRACTICES.
<b>CE-11.1.4</b>	CONTINUE TO ASSESS FINES FOR VIOLATION OF THE WATER CONSERVATION ORDINANCE.
<b>CE-11.1.5</b>	REQUIRE THE USE OF NATIVE AND DROUGHT-TOLERANT PLANTS, INCLUDING XERISCAPING, IN ALL NEW DEVELOPMENTS.
<b>CE-11.1.6</b>	ENGAGE DOÑA ANA COUNTY AND NMSU IN IMPLEMENTING ACTIONS FROM THE CITY'S WATER CONSERVATION PLAN.
<b>CE-11.1.7</b>	EXPLORE THE USE OF FORBEARANCE CONTRACT MECHANISMS ON AGRICULTURAL LANDS TO OBTAIN WATER RIGHTS IN TIMES OF SEVERE DROUGHT.
<b>CE-11.1.8</b>	CONTINUE TO MONITOR THE WATER RIGHTS LAWSUIT BETWEEN TEXAS AND NEW MEXICO AND IDENTIFY STRATEGIES BASED ON THE OUTCOME.
<b>POLICY CE-11.2, SUPPORT EFFORTS TO IMPROVE AND MAINTAIN WATER QUALITY.</b>	
<b>CE-11.2.1</b>	PRIORITIZE WATER QUALITY CONCERNS RECEIVED FROM THE PUBLIC TO INCLUDE IN EDUCATIONAL MATERIALS.
<b>CE-11.2.2</b>	CONTINUE TO SPONSOR AT LEAST ONE COMMUNITY CLEAN-UP ACTIVITY EACH YEAR.

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<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
<i>LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.</i>					
PROCEDURE	UTILITIES	-	○	-	HARMONY WITH NATURE (2.9)
STUDY	UTILITIES	-	○	-	HARMONY WITH NATURE (2.9)
STUDY	UTILITIES	PUBLIC WORKS	○	-	HARMONY WITH NATURE (2.9)
PROCEDURE	UTILITIES	-	○	-	HARMONY WITH NATURE (2.9)
PROCEDURE	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7) HARMONY WITH NATURE (2.9)
OPERATIONS	UTILITIES	-	SH	-	HARMONY WITH NATURE (2.9)
REGULATION	UTILITIES	-	SH	-	HARMONY WITH NATURE (2.9)
OPERATIONS	UTILITIES	LEGAL	○	-	HARMONY WITH NATURE (2.9)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
<i>LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.</i>					
OPERATIONS	UTILITIES	-	○	-	HEALTHY COMMUNITY (5.1)
OPERATIONS	UTILITIES	POLICE	○	-	HARMONY WITH NATURE (2.8)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-11.2.3</b>	ENHANCE EXISTING PROGRAMS THAT PREVENT TOXIC OR HAZARDOUS MATERIAL FROM REACHING THE WATER AND WASTEWATER SYSTEMS, INCLUDING THE INDUSTRIAL PRETREATMENT, BACKFLOW PREVENTION AND WELL HEAD PROTECTION PROGRAMS.
<b>CE-11.2.4</b>	EXPLORE OPTIONS TO UTILIZE THE ECOLOGICAL SERVICES OF WETLANDS AND GREEN INFRASTRUCTURE TO CLEAN WATER.
<b>GOAL CE-12, AIR QUALITY:</b> IMPROVE AIR QUALITY TO ENHANCE PUBLIC HEALTH AND PROTECT THE NATURAL ENVIRONMENT.	
<b>POLICY CE-12.1, MINIMIZE PUBLIC EXPOSURE TO HIGH CONCENTRATIONS OF PARTICULATE MATTER FROM FUTURE NATURAL EVENTS.</b>	
<b>CE-12.1.1</b>	EXPAND STREET CLEANING PROGRAMS PRIOR TO HIGH WIND EVENTS.
<b>CE-12.1.2</b>	CONTINUE ENFORCEMENT OF DUST SUPPRESSION ORDINANCES FOR CONSTRUCTION SITES OR LIMIT GRADING OF NEW DEVELOPMENT SITES.
<b>CE-12.1.3</b>	LIMIT CONSTRUCTION-RELATED ACTIVITIES THAT MAY CONTRIBUTE TO POLLUTION ON DAYS OF PREDICTED HIGH WIND EVENTS.
<b>CE-12.1.4</b>	STUDY THE EFFECTIVENESS OF MITIGATION STRATEGIES FOR DUST SUPPRESSION.
<b>POLICY CE-12.2, REDUCE KNOWN OR SUSPECTED SOURCES OF CARBON MONOXIDE AND OZONE POLLUTION TO IMPROVE OVERALL AIR QUALITY.</b>	
<b>CE-12.2.1</b>	DEVELOP INCENTIVES FOR INDUSTRIAL AND MANUFACTURING BUSINESSES TO USE CLEANER ENERGY TO REDUCE CARBON MONOXIDE AND OZONE PRECURSOR EMISSIONS.
<b>CE-12.2.2</b>	ENCOURAGE USE OF PUBLIC TRANSPORTATION THROUGH INCENTIVES SUCH AS REDUCED OR ELIMINATED FEES AND BENEFITS OF RIDESHARE.
<b>GOAL CE-13, NATURAL FEATURES AND HABITAT:</b> PROTECT THE REGION'S ENVIRONMENTALLY-SENSITIVE AREAS TO PREVENT DESTRUCTION OF WILDLIFE HABITAT AND NATURAL ECOSYSTEM FUNCTIONS.	
<b>POLICY CE-13.1, PROTECT WATERWAYS AND NATURAL DRAINAGE CORRIDORS FROM DEVELOPMENT ENCROACHMENT.</b>	

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	UTILITIES	-	SH	-	HEALTHY COMMUNITY (5.1)
STUDY	PUBLIC WORKS	ECONOMIC DEV.	M	-	HARMONY WITH NATURE (2.2)

**ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT. LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.**

INVESTMENT	PUBLIC WORKS	-	O	-	HARMONY WITH NATURE (2.5)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	O	-	HARMONY WITH NATURE (2.5)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	O	-	HARMONY WITH NATURE (2.5)
STUDY	COMMUNITY DEV.	-	SH	-	HARMONY WITH NATURE (2.5)

PROCEDURE	ECONOMIC DEV.	-	M	-	HARMONY WITH NATURE (2.5)
PROCEDURE	QUALITY OF LIFE	-	M	-	HARMONY WITH NATURE (2.5)

**ELEVATE LAS CRUCES VISION: LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING.**

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-13.1.1</b>	WORK WITH THE BLM, SLO, AND PRIVATE DEVELOPERS TO PRESERVE ARROYOS ON THE EAST AND WEST MESA AS OPEN SPACE.
<b>CE-13.1.2</b>	DEVELOP PUBLIC/PRIVATE PARTNERSHIPS TO CREATE FUNDING STRATEGIES FOR ACQUISITION AND MAINTENANCE OF ARROYO SYSTEMS WITH THE GOAL OF PROTECTING AND ENHANCING THEIR NATURAL SERVICES.
<b>CE-13.1.3</b>	ESTABLISH STANDARDS FOR ARROYO DEVELOPMENT BUFFERS TO PROTECT THE NATURAL DRAINAGEWAYS FROM ENCROACHMENT.
<b>CE-13.1.4</b>	FORMALIZE REQUIREMENT FOR DEVELOPERS TO PROVIDE CONTEXT-SENSITIVE ARROYO CROSSINGS FOR ALL NEW DEVELOPMENT.
<b>CE-13.1.5</b>	CONTINUE TO PREVENT DEVELOPMENT WITHIN FLOODPLAIN AREAS.
<b>CE-13.1.6</b>	REVIEW AND UPDATE THE ARROYO MANAGEMENT PLAN.
<b>POLICY CE-13.2, PRESERVE WILDLIFE HABITAT AND CORRIDORS FOR NATIVE SPECIES WITHIN THE REGION.</b>	
<b>CE-13.2.1</b>	IDENTIFY, MAP AND CHARACTERIZE ARROYOS, HILLSIDES AND ESCARPMENTS WITHIN THE ETZ AND THE CITY LIMITS, AND PREPARE A PLAN TO ADDRESS PROTECTION OF ENVIRONMENTALLY-SENSITIVE AREAS OR THE TYPES OF DEVELOPMENT ALLOWED GIVEN THE SPECIFIC CHARACTERISTICS OF THE SUBJECT AREA.
<b>CE-13.2.2</b>	IMPLEMENT POLICIES IN LOWER LEVEL PLANS TO ADDRESS THE PROTECTION AND RESTORATION OF WILDLIFE HABITAT AND ADDRESS THE PROTECTION OF THREATENED OR ENDANGERED SPECIES THAT LIE WITHIN THE PATH OF FUTURE URBAN DEVELOPMENT.
<b>GOAL CE-14, OPEN SPACE LANDS:</b> EMBRACE OPEN SPACE FOR PASSIVE USES THAT PROTECT THE NATURAL, CULTURAL, OR AGRICULTURAL CHARACTER.	
<b>POLICY CE-14.1, SUPPORT EFFORTS TO CONSERVE NATURAL OPEN SPACE, PRODUCTIVE AGRICULTURAL LANDS, AND LANDS OF HISTORIC OR CULTURAL SIGNIFICANCE.</b>	
<b>CE-14.1.1</b>	STUDY THE UTILITY OF INCENTIVES IN ORDER TO PRESERVE AGRICULTURAL PROPERTIES AND POTENTIALLY ENVIRONMENTALLY SENSITIVE AREAS.
<b>CE-14.1.2</b>	SUPPORT EFFORTS TO PRESERVE AGRICULTURAL LANDS AND OPEN SPACE ADJACENT TO THE RIO GRANDE.

1. Complete table legend located on pages 222 and 223.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, BLM, SLO	SH	-	HARMONY WITH NATURE (2.1)
OPERATIONS	PARKS AND RECREATION	CITY MANAGER'S OFFICE, COMMUNITY DEV., PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	HARMONY WITH NATURE (2.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	M	-	HARMONY WITH NATURE (2.3)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	O	-	HARMONY WITH NATURE (2.3)
STUDY	COMMUNITY DEV.	PUBLIC WORKS, PARKS AND RECREATION	SH	-	HARMONY WITH NATURE (2.3)
STUDY	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	HARMONY WITH NATURE (2.1)
STUDY	COMMUNITY DEV.	-	SH	-	HARMONY WITH NATURE (2.1)
<p align="center"><b>ELEVATE LAS CRUCES VISION: LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING. LAS CRUCES IS RECOGNIZED AS A CULTURAL CROSSROADS.</b></p>					
STUDY	COMMUNITY DEV.	-	SH	-	HARMONY WITH NATURE (2.1)
PROCEDURE	COMMUNITY DEV.	ECONOMIC DEV.	O	-	HARMONY WITH NATURE (2.1)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-14.1.3</b>	INTEGRATE PASSIVE OPEN SPACE INTO NEW RESIDENTIAL DEVELOPMENT.
<b>CE-14.1.4</b>	PROMOTE CLUSTERED RESIDENTIAL DEVELOPMENTS THAT INTEGRATE NATURAL FEATURES.
<b>CE-14.1.5</b>	PROTECT HISTORICALLY OR CULTURALLY SIGNIFICANT LANDS FROM DEVELOPMENT.
<b>CE-14.1.6</b>	CONTINUE TO COORDINATE WITH THE STATE LAND OFFICE REGARDING INTENDED DEVELOPMENTS THROUGH THE COMMUNITY PARTNERSHIP PROGRAM.
<b>POLICY CE-14.2, PROTECT VIEW CORRIDORS OF THE ORGAN MOUNTAINS.</b>	
<b>CE-14.2.1</b>	CONDUCT A VIEWSHED ANALYSIS TO IDENTIFY PREFERRED VIEWSHED CORRIDORS TO BE PROTECTED.
<b>CE-14.2.2</b>	WORK WITH DOÑA ANA COUNTY, THE BUREAU OF LAND MANAGEMENT, AND THE NEW MEXICO STATE LAND OFFICE TO CONTINUE TO PRESERVE A BUFFER AROUND THE ORGAN MOUNTAINS.
<b>CE-14.2.3</b>	COORDINATE WITH THE ORGAN MOUNTAINS DESERT PEAKS NATIONAL MONUMENT ON ANY PERTINENT PLANNING OR DEVELOPMENT ISSUES.
<b>CE-14.2.4</b>	LIMIT OUTDOOR LIGHTING AND LIGHTING FIXTURES TO THOSE AREAS THAT ARE DARK-SKY COMPLIANT.
<b>POLICY CE-14.3, ESTABLISH A NETWORK OF CONSERVED OPEN SPACE LANDS THAT LINK THE CITY TO SURROUNDING NATIONAL MONUMENT LAND.</b>	
<b>CE-14.3.1</b>	CONDUCT A FEASIBILITY ASSESSMENT TO DETERMINE THE COST OF INITIATING AND MAINTAINING AN OPEN SPACE LANDS PROGRAM INCORPORATING ENVIRONMENTALLY SIGNIFICANT LAND AND PROPERTY THAT CONSERVES VIEWSHED.
<b>CE-14.3.2</b>	INITIATE A BOND REFERENDUM TO FUND OPEN SPACE LAND PROPERTY ACQUISITION AND PROGRAM MANAGEMENT.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
REGULATION	COMMUNITY DEV.	PARKS AND RECREATION	SH	-	HEALTHY COMMUNITY (5.5) RESPONSIBLE REGIONALISM (6.3)
PROCEDURE	COMMUNITY DEV.	-	SH	-	HEALTHY COMMUNITY (5.5)
PROCEDURE	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.9)
OPERATIONS	COMMUNITY DEV.	CITY MANAGER'S OFFICE	O	-	RESPONSIBLE REGIONALISM (6.3)
STUDY	COMMUNITY DEV.	BLM, SLO	SH	CE-14.3 CL-3.1.5	HARMONY WITH NATURE (2.1)
OPERATIONS	CITY MANAGER'S OFFICE	ECONOMIC DEV., PARKS AND RECREATION, COMMUNITY DEV., BLM, SLO	SH	-	HARMONY WITH NATURE (2.1)
OPERATIONS	CITY MANAGER'S OFFICE	ECONOMIC DEV., BLM	O	-	HARMONY WITH NATURE (2.1)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, PARKS AND RECREATION	SH	-	HEALTHY COMMUNITY (5.1)
STUDY	COMMUNITY DEV.	ECONOMIC DEV., PARKS AND RECREATION	SH	-	HARMONY WITH NATURE (2.1)
INVESTMENT	PARKS AND RECREATION	CITY MANAGER'S OFFICE	M	-	HARMONY WITH NATURE (2.1)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
REGIONALISM	
<b>GOAL CE-15, REGIONAL VISION:</b> COORDINATE WITH REGIONAL ENTITIES ON LAND USE, TRANSPORTATION, ECONOMIC DEVELOPMENT, WORKFORCE DEVELOPMENT, PUBLIC SAFETY, UTILITIES, AND NATURAL RESOURCE PLANNING.	
<b>POLICY CE-15.1,</b> ENSURE THAT LOCAL LAND USE, GROWTH, AND DEVELOPMENT GOALS ARE REFLECTED IN LARGER REGIONAL PLANNING EFFORTS.	
<b>CE-15.1.1</b>	COORDINATE WITH THE BLM AND STATE LAND OFFICE TO DEVELOP JOINT LAND USE AGREEMENTS FOR TRUST LANDS.
<b>CE-15.1.2</b>	ENGAGE WITH DOÑA ANA COUNTY, NMSU, NASA, NATIONAL MONUMENT, BLM, STATE LAND OFFICE, AND LCPS ON REGIONAL PLANNING EFFORTS, INCLUDING UPDATES TO THE COUNTY’S COMPREHENSIVE PLAN AND UNIFIED DEVELOPMENT CODE.
<b>CE-15.1.3</b>	COORDINATE WITH REGIONAL PARTNERS TO PROTECT EXISTING SURFACE GROUNDWATER FROM POLLUTION AND ENSURE IT MEETS OR EXCEEDS WATER QUALITY STANDARDS.
<b>CE-15.1.4</b>	COORDINATE WITH REGIONAL ENTITIES WHEN MAKING DEVELOPMENT DECISIONS THAT IMPACT THE NATURAL ENVIRONMENT.
<b>CE-15.1.5</b>	PARTICIPATE IN MVMPO PLANNING EFFORTS AND INVITE MVMPO REPRESENTATIVES TO BE PART OF CITY PLANNING EFFORTS.
<b>CE-15.1.6</b>	DEVELOP AN INTEGRATED WATERSHED MANAGEMENT PLAN.
<b>POLICY CE-15.2,</b> COLLABORATE ON REGIONAL ISSUES THAT CROSS JURISDICTIONAL BOUNDARIES.	
<b>CE-15.2.1</b>	DEVELOP A COORDINATED REGIONAL ECONOMIC DEVELOPMENT STRATEGY WITH ECONOMIC DEVELOPMENT AGENCIES AND STAKEHOLDERS IN NEIGHBORING MUNICIPALITIES AND THE BORDER REGION TO INCLUDE NEW MEXICO BORDER AUTHORITY, BORDERPLEX ALLIANCE, AND ECONOMIC DEVELOPMENT DEPARTMENTS FOR THE CITY OF SUNLAND PARK, CITY OF ANTHONY, NM, CITY OF ANTHONY, TX, DOÑA ANA COUNTY, CITY OF EL PASO, TX, CHIHUAHUA STATE, MX, CIUDAD JUAREZ, MX, CONSULATE OF MEXICO AND OTHERS.
<b>CE-15.2.2</b>	ESTABLISH INTER-AGENCY WORKING GROUPS WITH LOCAL AND REGIONAL PARTNERS TO REGULARLY COORDINATE ON LAND USE, TRANSPORTATION, ECONOMIC DEVELOPMENT, WORKFORCE DEVELOPMENT, PUBLIC SAFETY, UTILITIES, AND NATURAL RESOURCE ISSUES.
<b>CE-15.2.3</b>	COORDINATE WITH OTHER UTILITY DISTRICTS AND GOVERNMENTAL ENTITIES ON THE PROVISION OF UTILITIES THAT HAVE CROSS-JURISDICTIONAL IMPACTS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
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**ELEVATE LAS CRUCES VISION: LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.  
LAS CRUCES IS A LIVABLE COMMUNITY.**

OPERATIONS	COMMUNITY DEV.	CITY MANAGER'S OFFICE, BLM, SLO	SH	-	RESPONSIBLE REGIONALISM (6.8)
STUDY	COMMUNITY DEV.	DOÑA ANA COUNTY, MESILLA, BLM, SLO, NASA, LCPS	SH	-	RESPONSIBLE REGIONALISM (6.8)
PROCEDURE	UTILITIES	PUBLIC WORKS	O	-	HEALTHY COMMUNITY (5.1)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS	O	-	RESPONSIBLE REGIONALISM (6.8)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, MVMPO	O	-	RESPONSIBLE REGIONALISM (6.8)
STUDY	PUBLIC WORKS	DOÑA ANA COUNTY, MESILLA, BLM, SLO,	M	-	HARMONY WITH NATURE (2.10)

OPERATIONS	ECONOMIC DEV.	-	M	-	RESILIENT ECONOMY (3.1)
OPERATIONS	COMMUNITY DEV., ECONOMIC DEV., POLICE, FIRE	CITY MANAGER'S OFFICE	O	-	RESPONSIBLE REGIONALISM (6.5)
OPERATIONS	UTILITIES	-	O	-	RESPONSIBLE REGIONALISM (6.5)

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TABLE 1.14, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY ENVIRONMENT (CONT.)<sup>1</sup>

ACTION	
<b>CE-15.2.4</b>	PROMOTE THE FREE MOVEMENT OF WILDLIFE ACROSS THE INTERNATIONAL BORDER.
<b>GOAL CE-16, CROSS-BORDER COLLABORATION:</b> COLLABORATE WITH TEXAS AND MEXICO TO ENSURE CROSS-BORDER PROSPERITY AND SECURITY.	
<b>POLICY CE-16.1, PURSUE POSITIVE COLLABORATION OPPORTUNITIES TO SPUR ECONOMIC INVESTMENT WITH TEXAS AND MEXICO.</b>	
<b>CE-16.1.1</b>	DEVELOP A BI-NATIONAL ECONOMIC DEVELOPMENT STRATEGY WITH PARTNERS IN TEXAS AND MEXICO.
<b>CE-16.1.2</b>	PROMOTE UTILIZATION OF THE FOREIGN TRADE ZONE AREAS WITH THE REGION.
<b>CE-16.1.3</b>	SUPPORT ECONOMIC DEVELOPMENT ORGANIZATIONS THAT PROMOTE INTERNATIONAL TRADE IN LAS CRUCES AND THE REGION.
<b>POLICY CE-16.2, SUPPORT INITIATIVES TO IMPROVE ACCESS TO HEALTH AND EDUCATION IN THE BORDER REGION.</b>	
<b>CE-16.2.1</b>	PARTICIPATE IN APPLICABLE BI-NATIONAL HEALTH ORGANIZATIONS THAT FOCUS ON ADDRESSING HEALTH ISSUES SPECIFIC TO THE BORDER.
<b>CE-16.2.2</b>	SUPPORT PARTNERSHIPS BETWEEN NMSU, UTEP, AND UNIVERSITIES IN CIUDAD JUÁREZ TO PARTICIPATE IN JOINT RESEARCH OPPORTUNITIES.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	CITY MANAGER'S OFFICE	-	○	-	HARMONY WITH NATURE (2.1)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY.  LAS CRUCES IS A CULTURAL CROSSROADS.  LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS</b>					
OPERATIONS	ECONOMIC DEV.	-	○	-	RESPONSIBLE REGIONALISM (6.5)
OPERATIONS	ECONOMIC DEV.	-	○	-	RESPONSIBLE REGIONALISM (6.5)
OPERATIONS	ECONOMIC DEV.	CITY MANAGER'S OFFICE	○	-	RESPONSIBLE REGIONALISM (6.5)
OPERATIONS	QUALITY OF LIFE	CITY MANAGER'S OFFICE	○	-	RESPONSIBLE REGIONALISM (6.5)
OPERATIONS	CITY MANAGER'S OFFICE	NMSU, UTEP	○	-	RESPONSIBLE REGIONALISM (6.5)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY<sup>1</sup>

ACTION	
ECONOMIC DEVELOPMENT	
<p><b>GOAL CP-1, READY WORKFORCE:</b> DEVELOP A STRONG AND EDUCATED WORKFORCE THAT SUPPORTS AN EXPANDING LOCAL AND REGIONAL ECONOMY.</p>	
<p><b>POLICY CP-1.1, PROMOTE PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS AND OTHER ENTITIES TO GENERATE STRATEGIC AND TARGETED WORKFORCE DEVELOPMENT INITIATIVES.</b></p>	
<b>CP-1.1.1</b>	CONTINUE THE JOINT-AGREEMENT BETWEEN NMSU'S COOPERATIVE EDUCATION PROGRAM AND THE CITY.
<b>CP-1.1.2</b>	FACILITATE EFFORTS BETWEEN ECONOMIC DEVELOPMENT PARTNERS AND INTERESTED BUSINESSES TO EXPAND AND PROMOTE THE BENEFITS OF TECHNICAL AND VOCATIONAL PROGRAMS AT AREA HIGH SCHOOLS.
<b>CP-1.1.3</b>	DEVELOP TALENT PIPELINES THROUGH PARTNERSHIPS WITH ORGANIZATIONS SUCH AS LCPS, DACC, NMSU, BRIDGE OF SOUTHERN NEW MEXICO, CHAMBERS OF COMMERCE, COMMUNITY ACTION GROUP, NGAGE, MVEDA, AND THE EMPOWERMENT CONGRESS TO SUPPORT WORKFORCE DEVELOPMENT.
<b>CP-1.1.4</b>	WORK WITH ECONOMIC DEVELOPMENT PARTNERS TO IMPROVE THE FUNCTIONALITY OF AND COMMUNICATION ABOUT WORKFORCE PROGRAMS SO THEY ARE MORE EASILY ACCESSED AND NAVIGATED.
<b>CP-1.1.5</b>	WORK WITH THE STATE WORKFORCE SOLUTIONS, LOCAL WORKFORCE CONNECTIONS, AND LOCAL HIGH SCHOOLS TO DEVELOP INTERNSHIP AND APPRENTICESHIP PROGRAMS.
<p><b>POLICY CP-1.2, SUPPORT EFFORTS AT LOCAL MIDDLE SCHOOLS, HIGH SCHOOLS, NMSU, DOÑA ANA COMMUNITY COLLEGE, AND OTHER ENTITIES THAT IMPROVE WORKFORCE READINESS AND CULTIVATE A SKILLED WORKFORCE.</b></p>	
<b>CP-1.2.1</b>	SUPPORT LOCAL PROGRAMS THAT PROVIDE EMPLOYMENT, VOLUNTEER OPPORTUNITIES, AND/OR TRAINING TO CITIZENS.

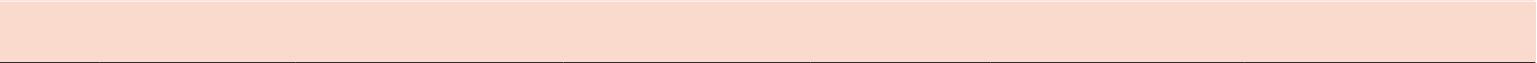
1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

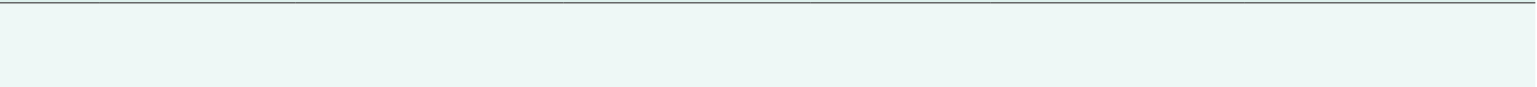
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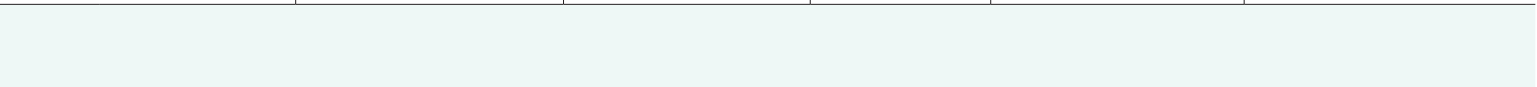
ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
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**ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY.**



OPERATIONS	HUMAN RESOURCES	CITY MANAGER'S OFFICE, NMSU		-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	LCPS, CHAMBERS OF COMMERCE		CP-5.1.1	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	LCPS, DACC, NMSU, BRIDGE OF SOUTHERN NM, CHAMBERS OF COMMERCE, COMMUNITY ACTION GROUP, NGAGE, MVEDA, EMPOWERMENT CONGRESS, CRUCES CREATIVES		-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE, WORKFORCE AGENCIES		-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	LCPS, WORKFORCE AGENCIES		CP-5.1.1	INTERWOVEN EQUITY (4.7)



OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE, CRUCES CREATIVES		-	INTERWOVEN EQUITY (4.7)
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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.










TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-1.2.2</b>	PROVIDE ACCOMMODATIONS AT PUBLIC FACILITIES AND OTHER READILY AVAILABLE RESOURCES FOR WORKFORCE TRAINING WHEN NEEDED.
<b>CP-1.2.3</b>	PROMOTE THE TARGETED INDUSTRIES, CAREER PATHWAYS, AND PRIORITY AREAS SUCH AS THOSE IDENTIFIED BY THE BRIDGE OF SOUTHERN NEW MEXICO, NM WORKFORCE CONNECTIONS, AND NM WORKFORCE SOLUTIONS.
<b>GOAL CP-2, ECONOMIC EQUITY</b> GENERATE EMPLOYMENT OPPORTUNITIES THAT CREATE ECONOMIC SECURITY FOR ALL RESIDENTS.	
<b>POLICY CP-2.1, INCENTIVIZE ECONOMIC DEVELOPMENT PROJECTS IN ECONOMICALLY DEPRESSED AREAS OF THE CITY.</b>	
<b>CP-2.1.1</b>	CONTINUE TO UTILIZE AND ASSESS THE EFFECTIVENESS OF CREATIVE INVESTMENT TOOLS SUCH AS TAX INCREMENT DEVELOPMENT DISTRICTS (TIDD) AND QUALIFIED OPPORTUNITY ZONES (QOZ) TO SPUR REDEVELOPMENT AND REINVEST
<b>CP-2.1.2</b>	EDUCATE DEVELOPERS, INVESTORS, AND NEIGHBORHOOD LEADERSHIP ABOUT DEVELOPMENT TOOLS SUCH AS QOZS, TIDDS, AND OTHER AVAILABLE TAX INCENTIVES.
<b>CP-2.1.3</b>	ASSESS THE EFFECTIVENESS OF THE INFILL DEVELOPMENT POLICY AND OVERLAY DISTRICT AND ADJUST PROCEDURES AND BENEFITS AS NECESSARY.
<b>CP-2.1.4</b>	EXPLORE THE DEVELOPMENT OF NEW INCENTIVES TO ENCOURAGE DEVELOPMENT ALONG THE MIXED-USE CORRIDORS IDENTIFIED IN THE FUTURE DEVELOPMENT MAP.
<b>CP-2.1.5</b>	SUPPORT ALTERNATIVE WORKER-OWNED COOPERATIVES AND OTHER ENTREPRENEURIAL MODELS.
<b>POLICY CP-2.2, SUPPORT EFFORTS TO CONNECT VULNERABLE POPULATIONS TO JOB OPPORTUNITIES.</b>	
<b>CP-2.2.1</b>	ESTABLISH NEW AND SUPPORT EXISTING PROGRAMS THAT PROMOTE EMPLOYMENT AND VOLUNTEER OPPORTUNITIES OF TRADITIONALLY UNDERSERVED POPULATIONS SUCH AS SENIORS, LIMITED ENGLISH PROFICIENT (LEP) INDIVIDUALS, AND PERSONS WITH COGNITIVE, PHYSICAL, DEVELOPMENTAL, OR MENTAL HEALTH DISABILITIES.
<b>CP-2.2.2</b>	IDENTIFY AND PROMOTE PLACES OF EMPLOYMENT TO MINIMIZE COMMUTES AND INCREASE ACCESSIBILITY TO OTHER TRANSPORTATION MODES TO CREATE A JOBS-HOUSING BALANCE.

1. Complete table legend located on pages 222 and 223.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	ECONOMIC DEV.	PARKS & RECREATION, VISIT LAS CRUCES, CONVENTION CENTER		-	RESILIENT ECONOMY (3.5) INTERWOVEN EQUITY (4.7)
PROCEDURE	ECONOMIC DEV.	CHAMBERS OF COMMERCE		-	INTERWOVEN EQUITY (4.7)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY. LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</b>					
REGULATION	ECONOMIC DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.6) RESILIENT ECONOMY (3.1, 3.5)
OPERATIONS	ECONOMIC DEV.	-		-	RESILIENT ECONOMY (3.1, 3.5)
STUDY	COMMUNITY DEV.	ECONOMIC DEV., CITY MANAGER'S OFFICE		-	LIVABLE BUILT ENVIRONMENT (1.6)
REGULATION	ECONOMIC DEV.	COMMUNITY DEV.		-	LIVABLE BUILT ENVIRONMENT (1.5)
PROCEDURE				-	INTERWOVEN EQUITY (4.7)
INVESTMENT	ECONOMIC DEV.	QUALITY OF LIFE, CRUCES CREATIVES		-	INTERWOVEN EQUITY (4.7)
REGULATION	ECONOMIC DEV.	COMMUNITY DEV.		-	RESILIENT ECONOMY (3.3)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-2.2.3</b>	WORK WITH BUSINESSES TO ENCOURAGE PROVIDING TRAINING WAGE WORK OPPORTUNITIES.
<b>CP-2.2.4</b>	SUPPORT LOCAL AND STATE TRANSPORTATION ENTITIES AND PROGRAMS TO PROVIDE TRANSPORTATION TO INTERNSHIPS, APPRENTICESHIPS, WORKFORCE EDUCATION PROGRAMS, AND JOB CENTERS.
<b>GOAL CP-3, ENTREPRENEURSHIP</b> CREATE A NURTURING REGULATORY ENVIRONMENT THAT GENERATES ENTREPRENEURSHIP AND SMALL BUSINESS INVESTMENT.	
<b>POLICY CP-3.1, ENCOURAGE ENTREPRENEURSHIP BY CREATING PROGRAMS THAT SUPPORT RESIDENTS WISHING TO START A BUSINESS.</b>	
<b>CP-3.1.1</b>	SUPPORT EXISTING AND NEW BUSINESS INCUBATORS TO PROVIDE TECHNICAL SUPPORT SERVICES IN ONE PLACE FOR INDIVIDUALS WISHING TO START THEIR OWN BUSINESS.
<b>CP-3.1.2</b>	PARTICIPATE IN INTER-AGENCY WORKING GROUPS WITH THE CITY AND LOCAL ENTITIES THAT SUPPORT BUSINESS DEVELOPMENT TO COORDINATE ENTREPRENEURSHIP EFFORTS.
<b>CP-3.1.3</b>	ADJUST DEVELOPMENT REGULATIONS TO ALLOW LIVE-WORK UNITS IN ADDITIONAL ZONING DISTRICTS.
<b>CP-3.1.4</b>	MAKE INFORMATION REGARDING EXISTING PRIVATE ENTREPRENEURSHIP-BASED ORGANIZATIONS SUCH AS MAKER SPACES READILY AVAILABLE ONLINE AND AT CITY HALL.
<b>CP-3.1.5</b>	PROVIDE PROJECT MANAGERS TO HELP RESIDENTS UNFAMILIAR WITH THE PROCESS OF OPENING A BUSINESS.
<b>POLICY CP-3.2, STREAMLINE THE PROCESS TO REGISTER AND OPEN A BUSINESS IN LAS CRUCES.</b>	
<b>CP-3.2.1</b>	MAKE INFORMATION REGARDING CITY BUSINESS REGISTRATION, STATE AND FEDERAL LICENSING AND OPERATING REQUIREMENTS, AND OTHER BUSINESS ASSISTANCE RESOURCES READILY AVAILABLE.
<b>CP-3.2.2</b>	CONTINUE TO EVALUATE AND IMPROVE TOTAL REVIEW TIMES FOR PROCESSING COMMERCIAL BUILDING PERMITS AND BUSINESS REGISTRATIONS.

1. Complete table legend located on pages 222 and 223.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE	○	-	INTERWOVEN EQUITY (4.7)
PROCEDURE	ECONOMIC DEV.	HUMAN RESOURCES, QUALITY OF LIFE, TRANSIT, MVMPO	○	-	RESILIENT ECONOMY (3.3)

**ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY.**

INVESTMENT	ECONOMIC DEV.	CRUCES CREATIVE, ARROWHEAD CENTER	○	-	RESILIENT ECONOMY (3.5) INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE, CRUCES CREATIVES, ARROWHEAD CENTER	○	-	RESILIENT ECONOMY (3.5)
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.5)
OPERATIONS	ECONOMIC DEV.	CITY MANAGER'S OFFICE	SH	-	RESILIENT ECONOMY (3.5)
OPERATIONS	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)

OPERATIONS	ECONOMIC DEV.	COMMUNITY DEV.	SH	-	INTERWOVEN EQUITY (4.7)
PROCEDURE	COMMUNITY DEV.	ECONOMIC DEV.	○	-	INTERWOVEN EQUITY (4.7)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-3.2.3</b>	PROVIDE STEP-BY-STEP GUIDELINES FOR NEGOTIATING THE PERMITTING PROCESS.
<b>CP-3.2.4</b>	USE THE CITY AS A HUB FOR NEW BUSINESSES TO BE CONNECTED TO RESOURCES WITHIN THE COMMUNITY FOR BUSINESS TECHNICAL ASSISTANCE, FINANCING OPPORTUNITIES, PERMITTING, ETC. WHEN STARTING A NEW BUSINESS.
<b>CP-3.2.5</b>	DEVELOP A SINGLE, COMPREHENSIVE INSPECTION FORM THAT INCORPORATES CODE REQUIREMENTS FROM DIFFERENT REVIEW DEPARTMENTS AND AGENCIES.
<b>CP-2.3.6</b>	FORM A PROCESS TO APPROVE RATIONAL VARIANCES TO THE EXISTING BUILDING CODE.
<b>GOAL CP-4, DIVERSIFICATION</b> SEEK A BALANCE OF BUSINESS RECRUITMENT, RETENTION, AND EXPANSION TO DIVERSIFY ECONOMIC OPPORTUNITIES.	
<b>POLICY CP-4.1, FOCUS AND COORDINATE EFFORTS TO RECRUIT BUSINESSES AND INDUSTRIES TO LAS CRUCES THAT ENHANCE ECONOMIC VITALITY AND STANDARD OF LIVING.</b>	
<b>CP-4.1.1</b>	MAKE INFORMATION ABOUT INCENTIVE CRITERIA AVAILABLE TO BUSINESSES AND INDUSTRIES SEEKING TO LOCATE IN LAS CRUCES.
<b>CP-4.1.2</b>	PERIODICALLY ASSESS TARGETED INDUSTRIES THROUGH COLLABORATION WITH REGIONAL AND STATE PARTNERS.
<b>CP-4.1.3</b>	CONTINUE COORDINATION EFFORTS WITH REGIONAL ECONOMIC DEVELOPMENT ENTITIES TO ATTRACT, RETAIN, AND EXPAND BUSINESSES WITHIN IDENTIFIED TARGET INDUSTRIES THAT MAY INCLUDE HEALTHCARE, ENERGY, DIGITAL MEDIA, AEROSPACE, MANUFACTURING, DEFENSE, TRANSPORTATION AND LOGISTICS, AND VALUE-ADDED AGRICULTURE.
<b>CP-4.1.4</b>	MAINTAIN AN UP-TO-DATE LOCAL ECONOMIC DEVELOPMENT PLAN IN ACCORDANCE WITH THE LOCAL ECONOMIC DEVELOPMENT ACT AS DEFINED IN THE NEW MEXICO STATE STATUTES.
<b>CP-4.1.5</b>	UPDATE THE WEST MESA INDUSTRIAL PARK MASTER PLAN AND DEVELOPMENT STRATEGY AND OVERLAY TO CREATE A COHESIVE STRATEGY AND ENTICE ADDITIONAL BUSINESS DEVELOPMENT IN THE AREA.
<b>CP-4.1.6</b>	PROMOTE UTILIZATION OF THE FOREIGN TRADE ZONE DESIGNATION IN THE WEST MESA AREA.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
REGULATION	COMMUNITY DEV.	FIRE	SH	-	RESILIENT ECONOMY (3.5)

**ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY.**

REGULATION	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
STUDY	ECONOMIC DEV.	WORKFORCE AGENCIES, CHAMBERS OF COMMERCE	O	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	MVEDA, CHAMBERS OF COMMERCE	SH	-	INTERWOVEN EQUITY (4.7)
STUDY	ECONOMIC DEV.	-	O	-	INTERWOVEN EQUITY (4.7)
STUDY	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	INTERWOVEN EQUITY (4.7)
PROCEDURE	ECONOMIC DEV.	-	O	-	REGIONALISM (6.6)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CP-4.2, SUPPORT EFFORTS TO BE REGIONALLY AND NATIONALLY COMPETITIVE IN REGARDS TO RETAINING AND GROWING BUSINESSES, JOBS, AND STUDENTS.</b>	
<b>CP-4.2.1</b>	EVALUATE THE FEASIBILITY OF A RAIL SPUR TO THE WEST MESA INDUSTRIAL PARK TO IMPROVE FREIGHT OPERATIONS OF EXISTING BUSINESSES.
<b>CP-4.2.2</b>	IMPROVE ADMINISTRATIVE PROCESS AND PROCEDURES TO ELIMINATE BARRIERS THAT IMPEDE THE EXPANSION OF OFFICE, COMMERCIAL OR INDUSTRIAL DEVELOPMENTS.
<b>CP-4.2.3</b>	COORDINATE WITH TELECOMMUNICATIONS PROVIDERS ON A STUDY TO EXPAND AND IMPROVE BROADBAND INFRASTRUCTURE.
<b>CP-4.2.4</b>	REGULARLY ENGAGE WITH LEADERS FROM THE REGION'S LARGEST EMPLOYERS, AS WELL AS SMALL BUSINESSES THROUGH THE THREE LOCAL CHAMBERS AND MVEDA, TO IDENTIFY CHALLENGES AND POTENTIAL SOLUTIONS TO CONTINUE THEIR BUSINESS IN THE CITY.
<b>CP-4.2.5</b>	PARTICIPATE IN ONGOING COUNTY, REGION, AND STATE ECONOMIC DEVELOPMENT AND WORKFORCE EFFORTS.
<b>CP-4.2.6</b>	WORK WITH THE CHAMBERS TO CONDUCT EXIT INTERVIEWS OF BUSINESSES WITH GREATER THAN FIFTY EMPLOYEES TO SEE WHAT COULD HAVE KEPT THEM IN LAS CRUCES.
<b>CP-4.2.7</b>	EXPLORE THE POSSIBILITY OF DEVELOPING A PROGRAM TO INCREASE SMALL BUSINESSES ACCESS TO CAPITAL.
<b>CP-4.2.8</b>	ESTABLISH PROGRAMS TO ENCOURAGE GROWTH AND RETENTION OF LOCAL BUSINESSES.
<b>POLICY CP-4.3, SUPPORT CONTINUED REVITALIZATION EFFORTS OF DOWNTOWN THAT GENERATE EMPLOYMENT GROWTH.</b>	
<b>CP-4.3.1</b>	EXPLORE PUBLIC-PRIVATE PARTNERSHIPS TO ACTIVATE VACANT PROPERTIES IN DOWNTOWN.
<b>CP-4.3.2</b>	COORDINATE WITH ORGANIZATIONS SUCH AS THE DOWNTOWN LAS CRUCES PARTNERSHIP AND SIMILAR ENTITIES TO PROMOTE EXISTING AND ATTRACT NEW BUSINESSES IN DOWNTOWN.
<b>CP-4.3.3</b>	ENCOURAGE EFFORTS TO ENHANCE EXISTING PROPERTIES IN ACCORDANCE WITH THE DOWNTOWN LAS CRUCES MASTER PLAN.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	COMMUNITY DEV.	ECONOMIC DEV., MVMPO	M	-	LIVABLE BUILT ENVIRONMENT (1.3) REGIONALISM (6.6)
PROCEDURE, FINANCIAL INVESTMENT	COMMUNITY DEV.	ECONOMIC DEV.	SH	-	RESILIENT ECONOMY (3.5)
STUDY	PUBLIC WORKS	LEGAL, IT, UTILITIES	SH	-	RESILIENT ECONOMY (3.6)
OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE, MVEDA	O	-	RESILIENT ECONOMY (3.5) INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	WORKFORCE AGENCIES, MVEDA	O	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	CHAMBERS OF COMMERCE	O	-	INTERWOVEN EQUITY (4.7)
INVESTMENT	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
STUDY	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
INVESTMENT	ECONOMIC DEV.	CITY MANAGER'S OFFICE	O	-	RESILIENT ECONOMY (3.5)
OPERATIONS	ECONOMIC DEV.	DOWNTOWN LC PARTNERSHIP	O	-	RESILIENT ECONOMY (3.5)
PROCEDURE	ECONOMIC DEV.	COMMUNITY DEV.	SH	-	RESILIENT ECONOMY (3.5)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-4.3.4</b>	DEVELOP A MID AND LONG-RANGE MERCHANDISING TENANT MIX PLAN FOR DOWNTOWN TO BE USED FOR BUSINESS RECRUITMENT.
<b>CP-4.3.5</b>	CONSIDER IMPLEMENTATION OF A BUSINESS IMPROVEMENT DISTRICT (BID) TO ASSURE SUSTAINABLE MANAGEMENT OF DOWNTOWN BUSINESSES.
<b>CP-4.3.6</b>	IMPLEMENT INITIATIVES TO SUSTAIN THE LAS CRUCES ARTS AND CULTURAL DISTRICT.
<b>POLICY CP-4.4</b> , SUPPORT EFFORTS TO BE REGIONALLY AND NATIONALLY COMPETITIVE IN REGARDS TO ATTRACTING ECONOMIC DEVELOPMENT.	
<b>CP-4.4.1</b>	CONTINUE TO TRACK AND REPORT KEY PERFORMANCE INDICATORS RELATED TO UNEMPLOYMENT, GDP GROWTH, GDP PER CAPITA, AND COST OF DOING BUSINESS.
<b>CP-4.4.2</b>	DEVELOP AND IMPLEMENT A PLAN TO IMPROVE THE KEY PERFORMANCE INDICATORS TO BE COMPETITIVE WITH THE REGION AND NATION.
<b>CP-4.4.3</b>	CONDUCT THE APPROPRIATE ECONOMIC ANALYSES SUCH AS ECONOMIC IMPACT, COST-BENEFIT, FISCAL IMPACT, FORECASTS ON POTENTIAL REGULATION RECOGNIZED BY CITY COUNCIL TO HAVE A SIGNIFICANT IMPACT ON BUSINESSES.
<b>CP-4.4.4</b>	COORDINATE WITH REGIONAL ECONOMIC DEVELOPMENT STAKEHOLDERS SUCH AS DOÑA ANA COUNTY, NEW MEXICO BORDER AUTHORITY, BORDERPLEX ALLIANCE, AND BORDER INDUSTRIAL ASSOCIATION TO IMPLEMENT ECONOMIC DEVELOPMENT STRATEGIES FOR THE BORDER.
<b>CP-4.4.5</b>	JOIN THE SANTA TERESA REGIONAL COORDINATION PROTOCOL PROGRAM LED BY NMDOT.
<b>CP-4.4.6</b>	CREATE ADDITIONAL PROGRAMS TO SUPPORT CREATION, ATTRACTION, RETENTION, AND EXPANSION OF BUSINESS.
<b>CP-4.4.7</b>	EMPOWER CITY STAFF TO RECOMMEND IMPROVEMENTS TO THE EXISTING POLICY FRAMEWORK TO MAKE LAS CRUCES MORE COMPETITIVE IN ATTRACTING NEW BUSINESSES, GROWING EXISTING BUSINESSES, FOSTERING ENTREPRENEURSHIP, AND INCREASING JOB OPPORTUNITIES.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	ECONOMIC DEV.	-	SH	-	RESILIENT ECONOMY (3.5)
REGULATION	ECONOMIC DEV.	LEGAL, FINANCE	SH	-	RESILIENT ECONOMY (3.5)
OPERATIONS	ECONOMIC DEV.	QUALITY OF LIFE, DOWNTOWN LC PARTNERSHIP, COMMUNITY PARTNERS, CRUCES CREATIVES	SH	-	RESILIENT ECONOMY (3.5)
OPERATIONS	ECONOMIC DEV.	-	O	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	-	O	-	INTERWOVEN EQUITY (4.7)
STUDY	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
PROCEDURE	ECONOMIC DEV.	COUNTY, BORDER AUTHORITY, BORDERPLEX ALLIANCE, BORDER INDUSTRIAL ASSOCIATION, ARROWHEAD CENTER	O	CE-46.1	INTERWOVEN EQUITY (4.7) REGIONALISM (6.5)
PROCEDURE	ECONOMIC DEV.	COMMUNITY DEV., MVMPO, NMDOT	SH	CE-46.2	REGIONALISM (6.5)
OPERATIONS	ECONOMIC DEV.	-	SH	-	INTERWOVEN EQUITY (4.7)
OPERATIONS	ECONOMIC DEV.	-	O	-	INTERWOVEN EQUITY (4.7)

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5. Timeframe to be initiated (or "Ongoing"). SH = Short Term (1 - 3 Years); M = Mid-term (3 - 5 Years); L = Long Term (5 + Years); O = Ongoing.

6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
EDUCATION	
<b>GOAL CP-5, EDUCATION FOR ALL AGES</b> PROVIDE LEARNING OPPORTUNITIES THAT PROMOTE PERSONAL GROWTH AND ENRICH THE LIVES OF RESIDENTS OF ALL AGES.	
<b>POLICY CP-5.1, PURSUE PARTNERSHIPS WITH EDUCATION PROVIDERS TO ENRICH LEARNING OPPORTUNITIES FOR ALL RESIDENTS.</b>	
<b>CP-5.1.1</b>	MEET WITH LAS CRUCES PUBLIC SCHOOLS TO DETERMINE STRATEGIES ON VARIOUS TOPICS SUCH AS EARLY CHILDHOOD EDUCATION, CAREER EDUCATION INITIATIVES, TECHNICAL AND CERTIFICATE PROGRAMS, FINANCIAL LITERACY PROGRAMS, AND CIVICS CURRICULUM.
<b>CP-5.1.2</b>	CONTINUE COLLABORATION WITH LAS CRUCES PUBLIC SCHOOLS TO IDENTIFY NEW OPPORTUNITIES FOR DEVELOPING AND SUPPORTING COMMUNITY SCHOOLS.
<b>CP-5.1.3</b>	WORK WITH THE SCHOOL DISTRICT TO EXPLORE OPPORTUNITIES FOR EARLY CHILDHOOD EDUCATION TO BETTER PREPARE CHILDREN FOR ELEMENTARY SCHOOL.
<b>CP-5.1.4</b>	PROACTIVELY WORK WITH LCPS AND LOCAL MENTAL HEALTH PROVIDERS TO ADDRESS CHILDHOOD TRAUMAS.
<b>CP-5.1.5</b>	WORK WITH LCPS TO IMPROVE ACCESS TO TECHNOLOGY IN SCHOOLS.
<b>POLICY CP-5.2, MAKE IMPROVEMENTS TO COMMUNITY RESOURCES SUCH AS LIBRARIES AND MUSEUMS AS THE CITY CONTINUES TO GROW AND DEMAND FOR SERVICES CHANGE.</b>	
<b>CP-5.2.1</b>	EXAMINE THE POSSIBILITY OF EXPANDING THE BRANIGAN MEMORIAL LIBRARY, ESTABLISHING BRANCH LOCATIONS, AND CO-LOCATING SERVICES IN ORDER TO MEET THE INCREASING AND CHANGING NEEDS AND DEMANDS.
<b>CP-5.2.2</b>	EXPLORE OPTIONS FOR INCREASED PUBLIC AND PRIVATE FUNDING TO MEET THE GROWING AND CHANGING DEMAND FOR LIBRARY SERVICES.
<b>CP-5.2.3</b>	SUPPORT THE MUSEUM SYSTEM EFFORTS TO RENOVATE, EXPAND, AND/OR CONSTRUCT NEW MUSEUM FACILITIES AS A MEANS OF INCREASING AWARENESS OF CULTURAL AND HISTORICAL HERITAGE AS WELL AS THE ENVIRONMENT IN THE REGION.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.



ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</b>					
<b>LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
OPERATIONS	CITY MANAGER'S OFFICE	ECONOMIC DEV., HUMAN RESOURCES, LCPS, LCPCS, NMPED	○	CP-1.1.2, CP-1.1.5	INTERWOVEN EQUITY (4.7) HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	CITY MANAGER'S OFFICE, LCPS, LCPCS, NMPED	○	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	CITY MANAGER'S OFFICE	LCPS, NMPED	○	-	HEALTHY COMMUNITY (5.7)
STUDY	QUALITY OF LIFE	FAMILY YOUTH INC., LCPS, LCPCS, LCDF	○	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	PUBLIC WORKS	LCPS, IT, NMPED, NMDFA	○	-	HEALTHY COMMUNITY (1.7)
STUDY	PUBLIC WORKS	QUALITY OF LIFE	SH	-	LIVABLE BUILT ENVIRONMENT (1.8) HEALTHY COMMUNITY (5.7)
FINANCIAL INVESTMENT	QUALITY OF LIFE	CITY MANAGER'S OFFICE	○	-	HEALTHY COMMUNITY (5.7)
PROCEDURE	QUALITY OF LIFE	COMMUNITY DEV., PUBLIC WORKS, PUBLIC INFORMATION OFFICE	○	-	HEALTHY COMMUNITY (5.7)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-5.2.4</b>	EXPAND HOURS FOR THE MUSEUM SYSTEM TO INCREASE PUBLIC ACCESS FOR FACILITIES.
<b>CP-5.2.5</b>	PARTICIPATE IN COMMUNITY EFFORTS TO DEVELOP AN INTERACTIVE CHILDREN’S MUSEUM.
<b>CP-5.2.6</b>	EXPAND ARTS, CULTURAL, AND HISTORICAL EDUCATION PROGRAMS TO INCREASE UTILIZATION OF CITY MUSEUM SPACE.
<b>CP-5.2.7</b>	REGULARLY REVIEW USER FEES AND POTENTIAL FOR IMPACT FEES FOR PROVIDING COMMUNITY RESOURCES
<b>CP-5.2.8</b>	SUPPORT THE INSTALLATION OF ‘LITTLE FREE LIBRARIES’ THROUGHOUT THE COMMUNITY.
<b>GOAL CP-6, COMMUNITY SCHOOLS</b> UTILIZE SCHOOLS AS AN INTEGRAL COMPONENT OF NEIGHBORHOOD DEVELOPMENT AND COMMUNITY LIFE.	
<b>POLICY CP-6.1, ENCOURAGE COOPERATIVE SCHOOL LOCATION SITING AND SITE DESIGN PLANNING BETWEEN THE SCHOOL DISTRICT, CITY, AND OTHER APPLICABLE JURISDICTIONS.</b>	
<b>CP-6.1.1</b>	REQUIRE TRAFFIC IMPACT STUDIES FOR POTENTIAL SCHOOL SITES AS PART OF THE EVALUATION PROCESS FOR LOCATING A NEW SCHOOL.
<b>CP-6.1.2</b>	LOCATE AND DESIGN SCHOOLS WITH SAFE ACCESS FOR PEDESTRIANS, BICYCLISTS, TRANSIT, AND MOTORISTS.
<b>CP-6.1.3</b>	SUPPORT A SCHOOL SITING PLAN/STRATEGY TO PLAN FOR FUTURE SCHOOL SITING.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	QUALITY OF LIFE	-	SH	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	CITY MANAGER'S OFFICE, ECONOMIC DEV., COMMUNITY DEV., PUBLIC WORKS, NGAGE NEW MEXICO	M	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	-	O	-	HEALTHY COMMUNITY (5.7)
STUDY	QUALITY OF LIFE	-	O	-	HEALTHY COMMUNITY (5.7)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, QUALITY OF LIFE	O	-	HEALTHY COMMUNITY (5.7)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.**

PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, FIRE, QUALITY OF LIFE, LCPS	O	-	LIVABLE BUILT ENVIRONMENT (1.8)
PROCEDURE, INVESTMENT	QUALITY OF LIFE	PUBLIC WORKS, FIRE, COMMUNITY DEV., ECONOMIC DEV., POLICE, LCPS, LCPCS, NMDOH	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	CITY MANAGER'S OFFICE	COMMUNITY DEV., PUBLIC WORKS, UTILITIES, PARKS & RECREATION, QUALITY OF LIFE, LCPS	O	-	LIVABLE BUILT ENVIRONMENT (1.8)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>






ACTION	
<b>POLICY CP-6.2, PROMOTE THE USE OF SCHOOLS AS THE FOUNDATION FOR NEIGHBORHOOD DEVELOPMENT.</b>	
<b>CP-6.2.1</b>	ENCOURAGE LCPS TO CONSIDER THE CONTEXT OF SURROUNDING AREAS IN THE LOCATION OF NEW SCHOOLS.
<b>CP-6.2.2</b>	PROMOTE THE CO-LOCATION OF FUTURE SCHOOLS, NEIGHBORHOOD/COMMUNITY PARKS, AND THE CITY'S ACTIVE TRANSPORTATION NETWORK.
<b>CP-6.2.3</b>	EXPAND JOINT-USE AGREEMENTS BETWEEN THE CITY AND LAS CRUCES PUBLIC SCHOOLS TO ALLOW FOR GREATER USE OF SCHOOL PROPERTY AND FACILITIES FOR COMMUNITY ACTIVITIES OUTSIDE OF NORMAL SCHOOL HOURS.
<b>CP-6.2.4</b>	RETAIN EXISTING SCHOOL FACILITIES IN ORDER TO PRESERVE THE PHYSICAL AND SOCIAL COHESIVENESS OF A NEIGHBORHOOD OR COMMUNITY WHEREVER POSSIBLE.
<b>CP-6.2.5</b>	PARTICIPATE IN NMSU PLANNING PROCESSES TO SUPPORT PLACEMAKING PROJECTS SUCH AS AGGIE UPTOWN, ARROWHEAD PARK, AND UNIVERSITY AVENUE.
HOUSING	
<b>GOAL CP-7, ATTAINABLE HOUSING</b> PROVIDE AFFORDABLE, CLEAN, AND SAFE HOUSING OPTIONS FOR ALL RESIDENTS REGARDLESS OF INCOME.	
<b>POLICY CP-7.1, COORDINATE WITH LOCAL COMMUNITY ORGANIZATIONS TO PROVIDE EDUCATION AND IMPLEMENT ATTAINABLE HOUSING.</b>	
<b>CP-7.1.1</b>	WORK WITH APPLICABLE AGENCIES TO MONITOR HOUSING TRENDS AND MARKET DEMANDS TO ENSURE THE HOUSING STOCK REMAINS AT LEVELS SUITABLE TO SUPPORT OVERALL HOUSING DEMAND.
<b>CP-7.1.2</b>	PROVIDE EDUCATIONAL RESOURCES ABOUT APPLICABLE LOCAL, STATE, FEDERAL, AND PRIVATE AFFORDABLE HOUSING PROGRAMS AND FUNDING.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	LCPS		-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, PARKS & RECREATION, QUALITY OF LIFE, FIRE, LCPS		-	HEALTHY COMMUNITY (5.5)
OPERATIONS	PARKS AND RECREATION	CITY MANAGER'S OFFICE, QUALITY OF LIFE		-	LIVABLE BUILT ENVIRONMENT (1.8)
INVESTMENT	CITY MANAGER'S OFFICE	COMMUNITY DEV.		-	LIVABLE BUILT ENVIRONMENT (1.8)
OPERATIONS	COMMUNITY DEV.	ADMINISTRATION, PUBLIC WORKS, ECONOMIC DEV., TRANSIT, NMSU		-	LIVABLE BUILT ENVIRONMENT (1.5)

**ELEVATE LAS CRUCES VISION:** LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.  
LAS CRUCES IS A LIVABLE COMMUNITY.

OPERATIONS	COMMUNITY DEV.	ECONOMIC DEV.		-	INTERWOVEN EQUITY (4.1) RESPONSIBLE REGIONALISM (6.2)
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.1)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>CP-7.1.3</b>	CONTINUE COORDINATING CITY-FUNDED HOUSING ACTIVITIES THROUGH THE AFFORDABLE HOUSING LAND BANK AND TRUST FUND ADVISORY COMMITTEE.
<b>CP-7.1.4</b>	INVENTORY CURRENT CITY-OWNED LAND FOR THE PURPOSE OF DEVELOPING AFFORDABLE HOUSING OR USING REVENUES FROM THE SALE OF LAND FOR AFFORDABLE HOUSING ACTIVITIES.
<b>POLICY CP-7.2, DISPERSE AFFORDABLE HOUSING UNITS TO PROMOTE THE DEVELOPMENT OF MIXED-INCOME NEIGHBORHOODS.</b>	
<b>CP-7.2.1</b>	ENSURE THAT AFFORDABLE HOUSING, SUBSIDIZED HOUSING UNITS, AND SUPPORTIVE HOUSING SERVICES ARE LOCATED IN CLOSE PROXIMITY TO PUBLIC TRANSIT, BEHAVIORAL HEALTH SERVICES, AND OTHER COMMUNITY DESTINATIONS VIA ACTIVE TRANSPORTATION FACILITIES.
<b>CP-7.2.2</b>	LOCATE FUTURE AFFORDABLE HOUSING UNITS IN A DISPERSED MANNER THROUGHOUT THE CITY TO AVOID THE CREATION OF CONCENTRATED LOW-INCOME DISTRICTS.
<b>CP-7.2.3</b>	PRIORITIZE THE DISBURSEMENT OF HOUSING GRANTS TO SUPPORT PROJECTS THAT PROMOTE CITY LOCATIONAL PRIORITIES.
<b>CP-7.2.4</b>	REVIEW INCLUSIONARY HOUSING POLICIES TO PROMOTE THE CONSTRUCTION OR RE-PURPOSING OF LOW-TO-MODERATE INCOME HOUSING UNITS IN NEW NEIGHBORHOODS THROUGH IMPACT FEE WAIVERS, OR OTHER INCENTIVES.
<b>CP-7.2.5</b>	ALLOW CERTAIN NEW HOUSING TYPES (DUPLEX, TRIPLEX, FOURPLEX) IN THE SUBURBAN NEIGHBORHOOD PLACE TYPE WHEREBY THEY CAN BE INTRODUCED AT CERTAIN THRESHOLDS OF BUILD-OUT AS LONG AS THEY FOLLOW CERTAIN FORM REQUIREMENTS TO BE DETERMINED.
<b>CP-7.2.6</b>	EVALUATE PROPOSED DEVELOPMENTS FOR THE POTENTIAL TO INCREASE HOUSING COSTS OR CAUSE DISPLACEMENT FOR COMMUNITIES OF COLOR AND LOW TO MODERATE INCOME HOUSEHOLDS.
<b>POLICY CP-7.3, PROMOTE IMPROVEMENTS TO EXISTING AFFORDABLE HOUSING UNITS TO MAKE THEM SAFE AND SECURE.</b>	
<b>CP-7.3.1</b>	ESTABLISH A RENTAL REHABILITATION PROGRAM TO PROVIDE SUPPORT TO RENTAL PROPERTY OWNERS TO MAKE HEALTH AND SAFETY IMPROVEMENTS TO AFFORDABLE UNITS.
<b>CP-7.3.2</b>	CONTINUE THE EXISTING PROGRAM TO ASSIST WITH THE INSTALLATION OF ACCESSIBLE RAMPS AND OTHER REHABILITATION EFFORTS ON OWNER-OCCUPIED HOMES.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	COMMUNITY DEV.	AFFORDABLE HOUSING LAND BANK AND TRUST FUND ADVISORY COMMITTEE		-	INTERWOVEN EQUITY (4.1)
INVESTMENT	ECONOMIC DEV.	ADMINISTRATION, COMMUNITY DEV.		-	INTERWOVEN EQUITY (4.1)
PROCEDURE	COMMUNITY DEV.	QUALITY OF LIFE		-	INTERWOVEN EQUITY (4.4) HEALTHY COMMUNITY (5.7)
PROCEDURE	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.3)
PROCEDURE	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.3)
PROCEDURE, REGULATION	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.3)
REGULATION	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.1)
PROCEDURE	COMMUNITY DEV.	QUALITY OF LIFE		-	INTERWOVEN EQUITY (4.1)
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.3) INTERWOVEN EQUITY (4.4)
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.4)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>










ACTION	
<b>CP-7.3.3</b>	ENCOURAGE ENERGY EFFICIENT PRACTICES IN NEW AFFORDABLE HOUSING AND REHABILITATION OF EXISTING UNITS TO DECREASE OVERALL UTILITY COSTS FOR RESIDENTS.
<b>CP-7.3.4</b>	PREPARE A PROPERTY MAINTENANCE CODE.
<b>POLICY CP-7.4, PROVIDE INCENTIVES FOR DEVELOPING OR REPURPOSING ATTAINABLE UNITS.</b>	
<b>CP-7.4.1</b>	IDENTIFY PUBLIC-PRIVATE PARTNERSHIPS TO INCENTIVIZE THE INCLUSION OF ATTAINABLE UNITS IN NEW HOUSING DEVELOPMENT PROJECTS OR IN REDEVELOPMENT AREAS.
<b>CP-7.4.2</b>	USE WAIVERS, OR SIMILAR INCENTIVES TO PROMOTE THE INCLUSION OF ATTAINABLE UNITS IN DEVELOPMENT PROJECTS.
<b>CP-7.4.3</b>	ALLOW DESIGN STANDARD FLEXIBILITY TO MAKE THE PROVISION OF ATTAINABLE HOUSING MORE FINANCIALLY FEASIBLE TO DEVELOPERS.
<b>GOAL CP-8, SPECIAL HOUSING NEEDS</b> ENSURE THAT THE HOUSING NEEDS OF TRADITIONALLY UNDERSERVED POPULATIONS ARE MET.	
<b>POLICY CP-8.1, SUPPORT EFFORTS TO PROVIDE TRANSITORY POPULATIONS PERMANENT, STABLE HOMES.</b>	
<b>CP-8.1.1</b>	COORDINATE WITH COMMUNITY ORGANIZATIONS SUCH AS THE MESILLA VALLEY COMMUNITY OF HOPE TO EXPAND RESOURCES FOR THE HOMELESS POPULATION.
<b>CP-8.1.2</b>	PROVIDE LOCAL AND FEDERAL FUNDS TO RESOURCE AGENCIES THAT PROVIDE EMERGENCY HOUSING AND SUPPORTIVE SERVICES TO THE HOMELESS POPULATION AS AVAILABLE.
<b>CP-8.1.3</b>	COORDINATE WITH COMMUNITY ORGANIZATIONS SUCH AS LA CASA TO PROVIDE SUPPORT TO VICTIMS OF DOMESTIC VIOLENCE.
<b>CP-8.1.4</b>	DEVELOP A PLAN TO PREPARE FOR PROVIDING SHELTER DURING TIMES OF DISASTERS OR OTHER ACTIONS OUTSIDE OF THE CITY'S CONTROL.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	ECONOMIC DEV.		-	LIVABLE BUILT ENVIRONMENT (1.10) INTERWOVEN EQUITY (4.3)
STUDY	COMMUNITY DEV.	POLICE		-	INTERWOVEN EQUITY (4.3)
OPERATIONS	ECONOMIC DEV.	COMMUNITY DEV.		-	INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	ECONOMIC DEV.		-	INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS		-	INTERWOVEN EQUITY (4.1)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS. LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, ECONOMIC DEV., CITY MANAGER'S OFFICE, MESILLA VALLEY COMMUNITY OF HOPE		-	INTERWOVEN EQUITY (4.1) INTERWOVEN EQUITY (4.4)
INVESTMENT	CITY MANAGER'S OFFICE	COMMUNITY DEV.		-	INTERWOVEN EQUITY (4.4)
OPERATIONS	POLICE	LA CASA		-	INTERWOVEN EQUITY (4.4)
STUDY	FIRE	CITY MANAGER'S OFFICE		CL-11.3	RESILIENT ECONOMY (3.7)

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TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CP-8.2, EDUCATE RESIDENTS ABOUT HOMEOWNERSHIP ASSISTANCE PROGRAMS.</b>	
<b>CP-8.2.1</b>	PROVIDE ASSISTANCE AND/OR REFERRAL SERVICES TO APPROPRIATE AGENCIES FOR HOUSEHOLDS UNABLE TO AFFORD HOUSING BECAUSE OF UNLAWFUL DISCRIMINATORY PRACTICES.
<b>CP-8.2.2</b>	PROVIDE RESIDENTS WITH EDUCATIONAL RESOURCES REGARDING MORTGAGE ASSISTANCE PROGRAMS.
<b>GOAL CP-9, HOUSING DIVERSITY:</b> PROVIDE A DIVERSE RANGE OF HOUSING OPTIONS TO ACCOMMODATE RESIDENTS AT ALL STAGES IN LIFE.	
<b>POLICY CP-9.1, ENCOURAGE THE USE OF ALTERNATIVE HOUSING TYPES, STYLES, AND LIVING ARRANGEMENTS AS A MEANS TO PROVIDE ADDITIONAL HOUSING OPPORTUNITIES.</b>	
<b>CP-9.1.1</b>	AMEND EXISTING LAND DEVELOPMENT CODE TO ALLOW ACCESSORY DWELLINGS CITY-WIDE.
<b>CP-9.1.2</b>	ADOPT CLEARER BUILDING STANDARDS SPECIFIC TO TINY HOMES.
<b>CP-9.1.3</b>	PARTNER WITH NMSU TO PROVIDE ADDITIONAL OFF-CAMPUS STUDENT, STAFF, AND FACULTY HOUSING OPTIONS NEAR THE UNIVERSITY.
<b>CP-9.1.4</b>	PROMOTE, FACILITATE, AND ENCOURAGE ALTERNATIVE HOUSING OPTIONS FOR SENIORS, STUDENTS, AND SINGLE-PERSON HOUSEHOLDS SUCH AS CO-HOUSING OPTIONS.
<b>POLICY CP-9.2, PROMOTE DENSER HOUSING OPTIONS IN THE URBAN NEIGHBORHOOD, DOWNTOWN, TOWN CENTERS, NEIGHBORHOOD CENTERS, AND MIXED-USE CORRIDORS IDENTIFIED IN THE FUTURE DEVELOPMENT MAP.</b>	
<b>CP-9.2.1</b>	REVIEW AND ENHANCE INFILL POLICIES TO ENCOURAGE MORE DEVELOPMENT ACTIVITY IN THE INFILL AREA.
<b>CP-9.2.2</b>	CONSIDER THE USE OF DENSITY BONUSES OR TRANSFER OF DEVELOPMENT RIGHTS (TDRS) IN AREAS IDENTIFIED AS TOWN CENTERS AND NEIGHBORHOOD CENTERS ON THE FUTURE DEVELOPMENT MAP.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.

ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.4)
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.4)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b> <i>LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</i>					
REGULATION	COMMUNITY DEV.	FIRE		-	INTERWOVEN EQUITY (4.1)
REGULATION	COMMUNITY DEV.	FIRE		-	INTERWOVEN EQUITY (4.1)
OPERATIONS	CITY MANAGER'S OFFICE	COMMUNITY DEV., NMSU		-	INTERWOVEN EQUITY (4.1) RESPONSIBLE REGIONALISM (6.2)
PROCEDURE	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.1)
STUDY	COMMUNITY DEV.	ECONOMIC DEV.		-	LIVABLE BUILT ENVIRONMENT (1.6)
REGULATION	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.5, 1.6)

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5. Timeframe to be initiated (or "Ongoing"). SH = Short Term (1 - 3 Years); M = Mid-term (3 - 5 Years); L = Long Term (5 + Years); O = Ongoing.

6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
HUMAN SERVICES	
<b>GOAL CP-10, COMMUNITY HEALTH:</b> PROMOTE AND MAINTAIN A BALANCED SYSTEM OF COMMUNITY AND HUMAN SERVICES FOR THE HEALTH, SAFETY AND WELFARE OF ALL RESIDENTS.	
<b>POLICY CP-10.1,</b> PROMOTE EFFORTS TO PROVIDE COMPREHENSIVE AND HOLISTIC SOCIAL SERVICES THAT ARE CENTERED ON INDIVIDUALS WITH MENTAL HEALTH OR BEHAVIORAL CHALLENGES AND THEIR FAMILIES.	
<b>CP-10.1.1</b>	WORK WITH LOCAL PARTNERS TO EVALUATE PAST NEEDS ASSESSMENTS FOR EVIDENCE-BASED ‘WRAPAROUND’ SOCIAL SERVICES WITHIN SCHOOLS OR COMMUNITY CENTERS THAT PROVIDE COMPREHENSIVE SOCIAL SERVICES TO YOUTH.
<b>CP-10.1.2</b>	PARTNER WITH THE NATIONAL WRAPAROUND IMPLEMENTATION CENTER (NWIC) AND THE NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) LOCAL AFFILIATE TO EFFECTIVELY TRAIN EDUCATORS AND VOLUNTEERS ON THE BENEFITS OF INTEGRATING WRAPAROUND SOCIAL SERVICES.
<b>CP-10.1.3</b>	ADVANCE CULTURAL COMPETENCY AND GENDER IDENTITY BY ATTRACTING DIVERSE MENTAL HEALTH PRACTITIONERS.
<b>CP-10.1.4</b>	WORK TO FACILITATE THE SEAMLESS DELIVERY OF PREVENTION, PREPAREDNESS, AND INTERVENTION ACTIVITIES TO REDUCE THE LIKELIHOOD OF TRAUMA IN THE CITY.
<b>POLICY CP-10.2,</b> SUPPORT PROGRAMS THAT IMPROVE THE HEALTH AND WELLNESS FOR ALL RESIDENTS.	
<b>CP-10.2.1</b>	CONSIDER LOBBYING LOCAL LEGISLATORS FOR ADDITIONAL HEALTHCARE FUNDING AND TO ATTRACT PUBLIC HEALTH AND WELLNESS JOBS.
<b>CP-10.2.2</b>	WORK WITH PUBLIC AND PRIVATE AGENCIES AND VOLUNTEERS TO CONTRIBUTE TIME, MONEY AND/OR EXPERTISE WITH HEALTH AND WELLNESS PROGRAMS INCLUDING THOSE AIMED AT MAINTAINING THE HEALTH OF LAS CRUCENS.
<b>CP-10.2.3</b>	WORK TO ADOPT A CITY OF LAS CRUCES ‘HEALTH IN ALL POLICIES’ RESOLUTION TO ASSESS HEALTH AND EQUITY IMPACTS IN ALL POLICY DECISIONS.

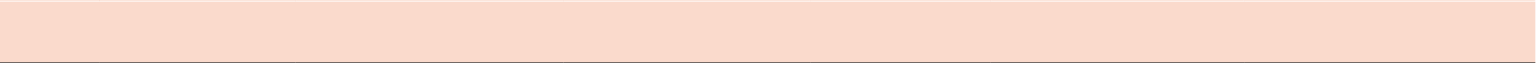
1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

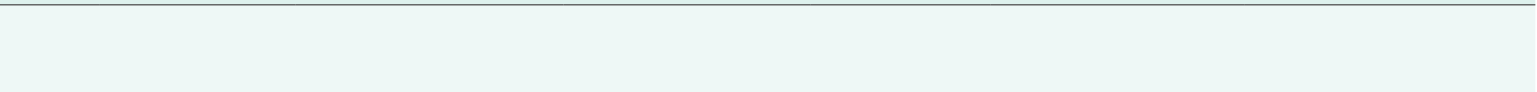
3. City department. City Manager’s Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.



ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
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**ELEVATE LAS CRUCES VISION: LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.**



STUDY	QUALITY OF LIFE	PARKS & RECREATION, LCPS, DOÑA ANA WELLNESS INSTITUTE, FAMILIES & YOUTH INC	SH	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	FIRE, NWIC, NAMI, NMCYFD, NMHSD	SH	-	HEALTHY COMMUNITY (5.7)
PROCEDURE		-	O	-	HEALTHY COMMUNITY (5.7)
STUDY, INVESTMENT		FAMILIES & YOUTH INC	O	-	HEALTHY COMMUNITY (5.7)



PROCEDURE	CITY MANAGER'S OFFICE	LEGISLATORS	O	CL-18.1	HEALTHY COMMUNITY (5.7)
OPERATIONS	CITY MANAGER'S OFFICE	PARKS & RECREATION, COMMUNITY DEV., QUALITY OF LIFE, FIRE, WELLNESS INSTITUTE	O	CL-18.1	HEALTHY COMMUNITY (5.7)
PROCEDURE	CITY MANAGER'S OFFICE	FIRE, QUALITY OF LIFE	SH	CL-18.1	HEALTHY COMMUNITY (5.1-5.7)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.








TABLE 1.15, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY PROSPERITY (CONT.)<sup>1</sup>

ACTION	
<b>GOAL CP-11, UNDERSERVED POPULATIONS:</b> DEVELOP AND SUPPORT PROGRAMS THAT PROVIDE ASSISTANCE TO TRADITIONALLY UNDERSERVED POPULATIONS.	
<b>POLICY CP-11.1, EXPAND PROGRAMS THAT PROVIDE ASSISTANCE TO LAS CRUCES' ELDERLY POPULATION.</b>	
<b>CP-11.1.1</b>	EXPAND THE CITY'S CONGREGATE MEAL PROGRAM AND SUPPORT ADDITIONAL MEALS-ON-WHEELS EFFORTS AS DEMAND DICTATES.
<b>CP-11.1.2</b>	EXPAND SENIOR CITIZEN'S FACILITIES AND ACTIVITIES WHEN FEASIBLE.
<b>CP-11.1.3</b>	CONTINUE AND EXPAND THE SENIOR LONG TERM CARE PROGRAMS TO MEET THE NEEDS OF HOME-BOUND AND OTHER ELIGIBLE SENIORS.
<b>CP-11.1.4</b>	CONSIDER JOINING THE AMERICAN ASSOCIATION OF RETIRED PERSONS (AARP) NETWORK OF AGE-FRIENDLY STATES AND COMMUNITIES.
<b>POLICY CP-11.2, PROMOTE CONTINUED SERVICES FOR UNDERSERVED POPULATIONS TODAY AND IN THE FUTURE.</b>	
<b>CP-11.2.1</b>	WORK WITH SOCIAL SERVICE AGENCIES AND OTHER GOVERNMENT ENTITIES TO ENSURE THAT ALL INDIGENT PERSONS ARE COVERED BY THE INDIGENT CARE FUND.
<b>CP-11.2.2</b>	CONTINUE INCREASED OUTREACH EFFORTS TO NON-ENGLISH SPEAKING RESIDENTS, YOUTH, SENIOR CITIZENS, AND THE IMPOVERISHED.
<b>CP-11.2.3</b>	CONTINUE IMPLEMENTING ACTIONS IDENTIFIED IN THE ADA TRANSITION PLAN TO IMPROVE ADA ACCESS IN PUBLIC FACILITIES.
<b>CP-11.2.4</b>	WORK WITH PARTNERS TO INCREASE ACCESS TO CHILDCARE FOR SINGLE-PARENT HOUSEHOLDS.
<b>CP-11.2.5</b>	CONTINUE THE FIRE DEPARTMENT'S MOBILE INTEGRATED HEALTH PROGRAM THAT ASSISTS WITH SERVING THE NEEDS OF UNDERSERVED RESIDENTS AND IMPROVING ACCESS TO HEALTHCARE.
<b>POLICY CP-11.3, SUPPORT PROGRAMS THAT ENCOURAGE POSITIVE YOUTH DEVELOPMENT.</b>	
<b>CP-11.3.1</b>	CONTINUE TO SUPPORT EXISTING PROGRAMS THAT INSTILL POSITIVE LIFE SKILLS FOR YOUTH, INCLUDING THE TEEN CONNECTION, YOUTH ADVISORY BOARD, JUVENILE CITATION PROGRAM, NEIGHBORHOOD LEADERSHIP ACADEMY, AND OTHER PROGRAMS NOT YET DEVELOPED.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.

ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</b>					
INVESTMENT	QUALITY OF LIFE	-		-	INTERWOVEN EQUITY (4.5)
INVESTMENT	QUALITY OF LIFE	PUBLIC WORKS, PARKS & RECREATION		-	LIVABLE BUILT ENVIRONMENT (1.8)
INVESTMENT	QUALITY OF LIFE	ALTSD		-	INTERWOVEN EQUITY (4.4)
OPERATIONS	COMMUNITY DEV.	-		-	INTERWOVEN EQUITY (4.4)
OPERATIONS	CITY MANAGER'S OFFICE	COMMUNITY DEV., QUALITY OF LIFE, SOCIAL SERVICE AGENCIES		-	INTERWOVEN EQUITY (4.4, 4.5)
OPERATIONS	CITY MANAGER'S OFFICE	-		-	INTERWOVEN EQUITY (4.5)
INVESTMENT	PUBLIC WORKS	HUMAN RESOURCES		CL-11.1.4	LIVABLE BUILT ENVIRONMENT (1.8)
OPERATIONS	PARKS & RECREATION	QUALITY OF LIFE, LCPS		-	INTERWOVEN EQUITY (4.5)
OPERATIONS	FIRE	-		CL-11.1.4 CL-12.2.1	INTERWOVEN EQUITY (4.5)
PROCEDURE	CITY MANAGER'S OFFICE, PARKS & RECREATION	QUALITY OF LIFE, COMMUNITY PARTNERS		CL-12.2.2	INTERWOVEN EQUITY (4.4)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY<sup>1</sup>

ACTION	
NEIGHBORHOODS	
<b>GOAL CL-1, NEIGHBORHOOD IDENTITY:</b> PROMOTE COMMUNITY PRIDE THROUGH NEIGHBORHOOD EVENTS AND INVESTMENTS THAT CREATE A SHARED IDENTITY.	
<b>POLICY CL-1.1, ENGAGE IN PLANNING PROCESSES THAT ENABLE NEIGHBORHOODS TO DEFINE THEIR DISTINCT IDENTITIES AND NEEDS.</b>	
<b>CL-1.1.1</b>	RE-ESTABLISH THE CITY'S NEIGHBORHOOD ORGANIZATION REGISTRATION PROGRAM.
<b>CL-1.1.2</b>	PROVIDE COMMUNITY POLICE OFFICERS AND ASSISTANCE TO REGISTERED NEIGHBORHOOD ASSOCIATES IN CONDUCTING BLOCK PARTIES AND OTHER COMMUNITY EVENTS THAT PROMOTE COMMUNITY PRIDE.
<b>CL-1.1.3</b>	CREATE AND FUND A NEIGHBORHOOD ASSESSMENTS STRATEGIC PLANNING PROGRAM WHICH GENERATES SMALL PHYSICAL IMPROVEMENTS WITHIN PARTICIPATING NEIGHBORHOOD AREAS.
<b>CL-1.1.4</b>	CONDUCT A REVOLVING SERIES OF SMALL-AREA PLANS FOR GROUPS OF NEIGHBORHOODS AND DISTRICTS THAT SHARE COMMON CHARACTERISTICS.
<b>CL-1.1.5</b>	CONDUCT ANNUAL OR SEMI-ANNUAL MEETINGS WITH NEIGHBORHOOD ORGANIZATION LEADERS TO COORDINATE ON ISSUES AND PROMOTE PROGRAMS.
<b>CL-1.1.6</b>	ESTABLISH A NEIGHBORHOOD LIAISON PROGRAM WITH A DEDICATED STAFF PERSON TO COORDINATE ON NEIGHBORHOOD PLANS AND NEIGHBORHOOD ENGAGEMENT.
<b>CL-1.1.7</b>	CREATE A CENTRALIZED NEIGHBORHOOD ORGANIZATION DATABASE THAT IS ACCESSIBLE TO ALL CITY OF LAS CRUCES STAFF.
<b>CL-1.1.8</b>	ESTABLISH A COUNCIL OF NEIGHBORHOODS TO ENCOURAGE COLLABORATION AND INTERACTION.
<b>CL-1.1.9</b>	DEVELOP A PUBLIC ENGAGEMENT STRATEGY THAT CAN BE APPLIED CITY-WIDE FOR MAJOR PLANNING EFFORTS, CAPITAL PROJECTS, AND GENERAL COMMUNITY OUTREACH.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.</b>					
OPERATIONS	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	SH	CL-1.1.8	LIVABLE BUILT ENVIRONMENT (1.7)
OPERATIONS, PROCEDURE	POLICE	FIRE, COMMUNITY OUTREACH, NEIGHBORHOOD ORGANIZATIONS	O	CL-12.1.1 CL-12.1.2	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	CITY MANAGER'S OFFICE	COMMUNITY DEV., PUBLIC WORKS, ECONOMIC DEV., PARKS & RECREATION, CRUCES CREATIVES	M	-	LIVABLE BUILT ENVIRONMENT (1.7)
STUDY	COMMUNITY DEVELOPMENT	-	O	-	LIVABLE BUILT ENVIRONMENT (1.7)
OPERATIONS	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	O	-	LIVABLE BUILT ENVIRONMENT (1.7)
INVESTMENT	CITY MANAGER'S OFFICE	COMMUNITY DEV.	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)
INVESTMENT, STUDY	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	O	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	O	CL-1.1.1	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	CITY MANAGER'S OFFICE	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-1.1.10</b>	ENHANCE OPPORTUNITIES FOR SERVICES AND ACTIVITIES IN NEIGHBORHOOD CENTERS THAT ARE RESPONSIVE TO THE NEEDS OF THE POPULATIONS AND CULTURAL GROUPS OF THE SURROUNDING AREA.
<b>POLICY CL-1.2, GENERATE COMMUNITY PRIDE THROUGH NEIGHBORHOOD ACTIVITIES, EVENTS AND INVESTMENTS THAT STRENGTHEN NEIGHBORHOOD IDENTITIES.</b>	
<b>CL-1.2.1</b>	DEVELOP A PROGRAM TO ASSIST NEIGHBORHOODS IN CREATING NEIGHBORHOOD LOGOS AND BRANDING.
<b>CL-1.2.2</b>	DEVELOP A PRIVATELY FUNDED NEIGHBORHOOD SIGNAGE AND BANNER PROGRAM.
<b>CL-1.2.3</b>	COMBINE PUBLIC ART AND PUBLIC GROUNDS TO DEVELOP ICONIC NEIGHBORHOOD FEATURES IN LAS CRUCES NEIGHBORHOODS VIA PARTNERSHIPS.
<b>CL-1.2.4</b>	CONTINUE AND EXPAND PROGRAMS THAT SUPPORT NEIGHBORHOODS INCLUDING THE NEIGHBORHOOD LEADERSHIP ACADEMY, POLICE CITIZEN'S ACADEMY AND DEVELOP NEW PROGRAMS.
<b>GOAL CL-2, NEIGHBORHOOD CONSERVATION:</b> STRENGTHEN NEIGHBORHOOD CONDITION THROUGH IMPROVEMENTS TO THE BUILT-ENVIRONMENT.	
<b>POLICY CL-2.1, WORK WITH RESIDENTS TO ABATE RECURRING NEIGHBORHOOD NUISANCES.</b>	
<b>CL-2.1.1</b>	REVIEW AND EVALUATE DEMOLITION PROCEDURES.
<b>CL-2.1.2</b>	CONTINUE TO ASSIST IN COORDINATING RECURRING NEIGHBORHOOD CLEAN-UP EVENTS BY ADVERTISING CLEAN-UP DAYS AND REMOVING OBSTACLES FOR TRASH DISPOSAL.
<b>CL-2.1.3</b>	RE-INSTITUTE A CODE ENFORCEMENT PARTNERSHIP PROGRAM WITH REPRESENTATIVES OF NEIGHBORHOOD ORGANIZATIONS REGISTERED WITH THE CITY.
<b>CL-2.1.4</b>	CONTINUE TO WORK WITH REGISTERED NEIGHBORHOOD ORGANIZATIONS TO REINVIGORATE NEIGHBORHOOD WATCH PROGRAMS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	CITY MANAGER'S OFFICE	-	M	-	LIVABLE BUILT ENVIRONMENT (1.7)
OPERATIONS	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	M	-	LIVABLE BUILT ENVIRONMENT (1.7)
OPERATIONS	CITY MANAGER'S OFFICE	NEIGHBORHOOD ORGANIZATIONS	M	-	LIVABLE BUILT ENVIRONMENT (1.7)
OPERATIONS	CITY ART BOARD	ART PROGRAM COORDINATOR, PUBLIC WORKS, PARKS & RECREATION, QUALITY OF LIFE, CRUCES CREATIVES	M	-	LIVABLE BUILT ENVIRONMENT (1.7) HEALTHY COMMUNITY (5.7)
OPERATIONS	CITY MANAGER'S OFFICE	POLICE	O	-	HEALTHY COMMUNITY (5.7)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES VALUES VIBRANT NEIGHBORHOODS. LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
STUDY	CITY MANAGER'S OFFICE, LEGAL	COMMUNITY DEV., POLICE	SH	-	INTERWOVEN EQUITY (4.3)
OPERATIONS	POLICE	PARKS & RECREATION (KEEP LAS CRUCES BEAUTIFUL), NEIGHBORHOOD ORGANIZATIONS	O	-	INTERWOVEN EQUITY (4.3)
OPERATIONS	POLICE	NEIGHBORHOOD ORGANIZATIONS	O	-	INTERWOVEN EQUITY (4.3)
OPERATIONS	POLICE	NEIGHBORHOOD ORGANIZATIONS	O	-	INTERWOVEN EQUITY (4.3)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-2.1.5</b>	EXPLORE ESTABLISHING A RENTAL REGISTRATION PROGRAM IN AREAS OF HIGH RENTAL CONCENTRATION AND NUISANCE-RELATED CALLS FOR SERVICE.
<b>POLICY CL-2.2, ENCOURAGE REDEVELOPMENT OF VACANT PROPERTIES WITHIN NEIGHBORHOODS.</b>	
<b>CL-2.2.1</b>	DEVELOP A VACANT AND BOARDED BUILDING ORDINANCE FOR THE PURPOSES OF SAFETY, OCCUPANCY, AND AESTHETICS.
<b>CL-2.2.2</b>	ASSESS THE IMPACT ON INVESTMENT GENERATED BY THE INFILL DEVELOPMENT OVERLAY ORDINANCE.
<b>CL-2.2.3</b>	ESTABLISH TIDD DISTRICTS CONSISTENT WITH THE RECOMMENDATIONS OF ADOPTED COMMUNITY BLUEPRINT PLANS.
PARKS AND RECREATION	
<b>GOAL CL-3, ACCESSIBLE PARKLAND:</b> PROVIDE CONVENIENT ACCESS TO A VARIETY OF PARK AND OPEN SPACE LANDS.	
<b>POLICY CL-3.1, PROVIDE A WELL-DISTRIBUTED AND EQUITABLE NETWORK OF NATURAL, RECREATIONAL, AND SOCIAL PARK SPACES TO A GROWING POPULATION.</b>	
<b>CL-3.1.1</b>	ACQUIRE PARKLAND CONSISTENT WITH THE TARGETED LEVEL OF SERVICE REQUIREMENTS (ACREAGE AND PROXIMITY) RECOMMENDED IN THE LAS CRUCES PARKS AND RECREATION MASTER PLAN.
<b>CL-3.1.2</b>	PREPARE A PARKLAND DEDICATION ORDINANCE TO REQUIRE PARK DEDICATION AND IMPROVEMENT AS PART OF THE LAND DEVELOPMENT PROCESS.
<b>CL-3.1.3</b>	AMEND THE DOWNTOWN MASTER PLAN AND DOWNTOWN DEVELOPMENT CODE TO PROVIDE THE MECHANISMS FOR THE CONSTRUCTION OF NEW CIVIC SPACE IN DOWNTOWN LAS CRUCES.
<b>CL-3.1.4</b>	AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE COMMON AREAS, AMENITY CENTERS, OR OTHER PRIVATELY MAINTAINED SOCIAL SPACES INTO MULTI-BUILDING OR MULTI-UNIT DEVELOPMENT.
<b>CL-3.1.5</b>	ESTABLISH A SYSTEM OF CONSERVED OPEN SPACE LANDS IN ADDITION TO, AND DISTINCT FROM, THE CITY'S PARKLAND INVENTORY.
<b>CL-3.1.6</b>	PROMOTE OUTDOOR RECREATION TOURISM AS IT RELATES TO THE OPEN SPACE LAND PROGRAM.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	COMMUNITY DEV.	POLICE, LEGAL, CITY MANAGER'S OFFICE	SH	-	INTERWOVEN EQUITY (4.3)
REGULATION	COMMUNITY DEV.	-	SH	-	INTERWOVEN EQUITY (4.3)
PROCEDURE	ECONOMIC DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.6)
OPERATIONS	ECONOMIC DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.6)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b> <i>LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</i>					
INVESTMENT	PARKS & RECREATION, ECONOMIC DEV., COMMUNITY DEV.	-	O	CE-4.4.1 CE-7.1.1	HEALTHY COMMUNITY (5.5)
REGULATION	COMMUNITY DEV.	PARKS & RECREATION	SH	CE-4.4.2 CE-7.1.2	HEALTHY COMMUNITY (5.5)
REGULATION, STUDY	ECONOMIC DEV.	COMMUNITY DEV.	SH	CE-2.2.3 CE-7.1.3	HEALTHY COMMUNITY (5.7)
REGULATION	COMMUNITY DEV.	-	SH	CE-4.4.4 CE-7.1.5	HEALTHY COMMUNITY (5.7)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, ECONOMIC DEV.	M	-	HEALTHY COMMUNITY (5.5)
PROCEDURE	ECONOMIC DEV.	VISIT LAS CRUCES	O	CL-3.1.5	HEALTHY COMMUNITY (5.4)

4. City departments and/or non-municipal government entities. The non-municipal partnering agencies referenced in this table are illustrative only and are subject to change. The City may choose to partner with other entities to implement any of the recommended actions listed herein.

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.




TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-3.2, BUILD A COMMUNITY-WIDE NETWORK OF MULTI-USE TRAILS TO SUPPORT THE FITNESS, RECREATIONAL, AND TRANSPORTATION NEEDS OF RESIDENTS.</b>	
<b>CL-3.2.1</b>	INCORPORATE MULTI-USE TRAIL FUNDING INTO LOCAL AND REGIONAL CAPITAL PLANS FOR THE CONSTRUCTION OF NEW TRAIL SEGMENTS IDENTIFIED BY THE LAS CRUCES ACTIVE TRANSPORTATION PLAN.
<b>CL-3.2.2</b>	WORK WITH THE ELEPHANT BUTTE IRRIGATION DISTRICT (EBID) AND OTHER PARTNERS TO ACQUIRE MULTI-USE TRAIL EASEMENTS.
<b>CL-3.2.3</b>	AMEND LAND DEVELOPMENT REGULATIONS TO RESERVE MULTI-USE TRAIL CORRIDORS, AND REQUIRE TRAIL CONSTRUCTION AND SAFE ACCESS, AS PART OF THE LAND DEVELOPMENT PROCESS.
<b>GOAL CL-4, RECREATIONAL OPPORTUNITY:</b> OFFER A DIVERSE SUITE OF RECREATIONAL FACILITIES AND PROGRAMS TO CATER TO VARYING COMMUNITY INTERESTS, AGES, AND ABILITIES.	
<b>POLICY CL-4.1, PROVIDE INDOOR AND OUTDOOR FACILITIES AND AMENITIES THAT ACCOMMODATE RESIDENTS' PREFERRED RECREATIONAL INTERESTS AND ACTIVITIES.</b>	
<b>CL-4.1.1</b>	CONSTRUCT THE CAPITAL PROJECTS INCORPORATED INTO THE 2018 GENERAL OBLIGATION BOND.
<b>CL-4.1.2</b>	CONSTRUCT, REHABILITATE, AND/OR REPLACE STANDARD SYSTEM-WIDE RECREATIONAL FACILITIES CONSISTENT WITH THE TARGETED LEVEL OF SERVICE REQUIREMENTS RECOMMENDED IN THE LAS CRUCES PARKS AND RECREATION MASTER PLAN.
<b>CL-4.1.3</b>	CONSTRUCT NEW FACILITIES TO REDUCE SERVICE AREA PROXIMITY GAPS.
<b>CL-4.1.4</b>	CONDUCT A FEASIBILITY STUDY TO DETERMINE THE COSTS ASSOCIATED WITH CONSTRUCTION OF NEW INDOOR RECREATION SPACE.
<b>CL-4.1.5</b>	FUND AND CONSTRUCT FACILITIES OR FACILITY ENHANCEMENTS FOR VARIOUS SPECIAL INTEREST SPORTS AND ACTIVITIES SUCH AS: SHOOTING SPORTS, SKATE SPORTS, CYCLING SPORTS, INCLUSIVE PLAY, ETC.
<b>CL-4.1.6</b>	EXPLORE PARTNERSHIPS WITH LCPS TO PROVIDE RECREATIONAL OPPORTUNITIES THROUGHOUT THE COMMUNITY.







1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
INVESTMENT	PUBLIC WORKS	PARKS & RECREATION, COMMUNITY DEV.		CL-8.4.8	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	PUBLIC WORKS	PARKS & RECREATION, COMMUNITY DEV., EBID		CL-8.4.5	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	-		-	LIVABLE BUILT ENVIRONMENT (1.1)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.**

INVESTMENT	PUBLIC WORKS	-		-	HEALTHY COMMUNITY (5.5)
STUDY, INVESTMENT	PARKS & RECREATION	PUBLIC WORKS		-	HEALTHY COMMUNITY (5.5)
STUDY, INVESTMENT	PARKS & RECREATION	PUBLIC WORKS		-	HEALTHY COMMUNITY (5.5)
STUDY	PARKS & RECREATION	PUBLIC WORKS		-	HEALTHY COMMUNITY (5.5)
STUDY, INVESTMENT	PARKS & RECREATION	PUBLIC WORKS		-	HEALTHY COMMUNITY (5.5)
STUDY	PARKS & RECREATION	LCPS		-	HEALTHY COMMUNITY (5.5)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-4.2, OFFER RECREATIONAL PROGRAMS AND EVENTS THAT SERVE THE INTERESTS OF LAS CRUCES AND ATTRACT VISITORS TO THE CITY.</b>	
<b>CL-4.2.1</b>	EXPAND PROGRAMS TO MAXIMIZE THE USE OF THE LAS CRUCES AQUATICS CENTER.
<b>CL-4.2.2</b>	MODIFY THE ANNUAL COMMUNITY EVENT CALENDAR IN CONJUNCTION WITH THE ANNUAL BUDGETING PROCESS.
<b>CL-4.2.3</b>	EVALUATE WAYS TO EXPAND ATHLETICS, TEENS, AND SPECIAL NEEDS PROGRAMMING.
<b>CL-4.2.4</b>	PARTNER WITH NMSU TO EXPAND STAFFING OPTIONS FOR MUNICIPAL RECREATION PROGRAMS.
<b>CL-4.2.5</b>	TRACK COST RECOVERY FIGURES FOR RECREATIONAL PROGRAMS AND FACILITY USAGE, AND MODIFY FEE STRUCTURES OR OFFERINGS AS NECESSARY.
<b>CL-4.2.6</b>	IMPLEMENT AN ONLINE SYSTEM TO RESERVE FIELDS FOR GAMES AND PRACTICES.
<b>GOAL CL-5, STEWARDSHIP: DELIVER PARKS AND RECREATION SERVICES IN A COLLABORATIVE MANNER THAT GENERATES COMMUNITY ENTHUSIASM AND PRIDE.</b>	
<b>POLICY CL-5.1, MAINTAIN PARKS AND RECREATION SYSTEM ASSETS IN A CONDITION THAT PROMOTES A POSITIVE COMMUNITY IMAGE.</b>	
<b>CL-5.1.1</b>	REPAIR AND REPLACE RECREATIONAL FACILITIES AND ACCESSORY AMENITIES BASED ON THE PARKS AND RECREATION DEPARTMENT’S ANNUAL CONDITION NEEDS ASSESSMENT.
<b>CL-5.1.2</b>	UPDATE THE PARKS AND RECREATION CONDITIONS ASSESSMENT ON AN ANNUAL BASIS.
<b>CL-5.1.3</b>	PREPARE A DESIGN STANDARDS MANUAL FOR PARKS SYSTEM FACILITIES THAT INCLUDES GREEN BUILDING, GREEN INFRASTRUCTURE, DARK-SKY COMPLIANT LIGHTING, AND LOW-IMPACT DESIGN TECHNIQUES.
<b>CL-5.1.4</b>	IMPLEMENT A PARKS SYSTEM SIGNAGE AND WAY-FINDING SYSTEM.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	PARKS & RECREATION	-	○	-	HEALTHY COMMUNITY (5.5)
PROCEDURE		-	○	-	HEALTHY COMMUNITY (5.5)
STUDY	PARKS & RECREATION	-	○	-	LIVABLE BUILT ENVIRONMENT (1.8)
OPERATIONS	CITY MANAGER'S OFFICE	PARKS & RECREATION, NMSU	○	-	HEALTHY COMMUNITY (5.5)
PROCEDURE	PARKS & RECREATION	-	○	-	HEALTHY COMMUNITY (5.5)
OPERATIONS	PARKS & RECREATION	HUMAN RESOURCES	SH	-	HEALTHY COMMUNITY (5.5)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES EMBRACES AND PRESERVES OUR NATURAL SETTING. LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.</b>					
OPERATIONS	PARKS & RECREATION	PUBLIC WORKS	○	-	INTERWOVEN EQUITY (4.6)
OPERATIONS	PARKS & RECREATION	-	○	-	INTERWOVEN EQUITY (4.6)
PROCEDURE	PARKS & RECREATION	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.10)
OPERATIONS	PARKS & RECREATION	-	M	-	LIVABLE BUILT ENVIRONMENT (1.8)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-5.1.5</b>	CONDUCT PARK-BY-PARK SAFETY ASSESSMENT WITH EMPHASIS ON CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) DESIGN IMPROVEMENTS.
<b>CL-5.1.6</b>	MAINTAIN THE QUALITY OF PUBLIC GROUNDS THROUGH STANDARDIZED IRRIGATION SYSTEM UPGRADES.
<b>CL-5.1.7</b>	INCORPORATE PUBLIC ART IN PARKS AS IDENTIFIED IN THE PUBLIC ART MASTER PLAN.
<b>POLICY CL-5.2</b> , DEVELOP PARTNERSHIPS TO FACILITATE DIRECT CITIZEN INVOLVEMENT IN THE PARK SYSTEM'S GROWTH AND ENHANCEMENT.	
<b>CL-5.2.1</b>	DEVELOP AND IMPLEMENT A COMMUNITY RELATIONS PLAN TO MANAGE COMMUNITY OUTREACH RELATED TO MAINTENANCE ACTIVITIES AND PROGRAMMING WITH EQUAL BENEFITS REGARDLESS OF SOCIO-ECONOMIC STATUS OF NEIGHBORHOOD.
<b>CL-5.2.2</b>	MAINTAIN RELATIONSHIPS WITH LOCAL AND REGIONAL CONSERVATION AND TRAIL ORGANIZATIONS.
<b>CL-5.2.3</b>	FORM A "FRIENDS" OF LAS CRUCES PARKS ORGANIZATION TO SERVE AS THE PRINCIPAL PARTNER IN ASSISTING THE CITY IN PARKS AND RECREATION SYSTEM IMPROVEMENTS.
MOBILITY	
<b>GOAL CL-6, SYSTEM EFFICIENCY:</b> BUILD AND MAINTAIN A COORDINATED TRANSPORTATION SYSTEM THAT OPERATES IN AN EFFICIENT AND COST-EFFECTIVE MANNER.	
<b>POLICY CL-6.1</b> , ENSURE EFFICIENT SIGNAL OPERATIONS AND MAINTENANCE TO IMPROVE TRAFFIC CIRCULATION.	
<b>CL-6.1.1</b>	CONTINUE TO ALLOCATE FUNDING FOR SAFETY ENHANCEMENT PROJECTS AT BOTH SIGNALIZED AND UN-SIGNALIZED INTERSECTIONS WITH A HIGH NUMBER OF CRASHES.
<b>CL-6.1.2</b>	DEVELOP STANDARDS TO DETERMINE HOW THE COST OF NEW TRAFFIC SIGNALS SHOULD BE SPLIT BETWEEN THE CITY AND DEVELOPERS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	PARKS & RECREATION	POLICE	SH	-	HEALTHY COMMUNITY (5.2)
STUDY, INVESTMENT	PARKS & RECREATION	-	O	-	INTERWOVEN EQUITY (4.6)
OPERATIONS	PARKS & RECREATION	QUALITY OF LIFE, CITY ART BOARD	O	-	LIVABLE BUILT ENVIRONMENT (1.7)
PROCEDURE	CITY MANAGER'S OFFICE	PARKS & RECREATION, COMMUNITY OUTREACH	M	-	INTERWOVEN EQUITY (4.9)
OPERATIONS	PARKS & RECREATION	COMMUNITY DEV., MVMPO, CONSERVATION AND TRAIL ORGANIZATIONS	O	-	HEALTHY COMMUNITY (5.5)
OPERATIONS	PARKS & RECREATION	-	SH	-	HEALTHY COMMUNITY (5.5)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
INVESTMENT	PUBLIC WORKS	-	O	-	RESPONSIBLE REGIONALISM (6.1)
REGULATION	PUBLIC WORKS	-	SH	-	RESPONSIBLE REGIONALISM (6.1)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-6.2, INCORPORATE ASSET MANAGEMENT STRATEGIES FOR SYSTEM MAINTENANCE.</b>	
<b>CL-6.2.1</b>	INCLUDE LIFE-CYCLE COSTS (CONSTRUCTION, OPERATIONS, MAINTENANCE, REPLACEMENT) WHEN BUDGETING FOR NEW ROADWAY INFRASTRUCTURE OR INFRASTRUCTURE REPLACEMENT.
<b>CL-6.2.2</b>	CONTINUE TO BUILD A COMPREHENSIVE GIS INVENTORY OF ALL INFRASTRUCTURE ASSETS IN THE CITY.
<b>CL-6.2.3</b>	COORDINATE SCHEDULING OF ASSET REPLACEMENT OR CAPITAL INVESTMENT WITH OTHER TRANSPORTATION ENTITIES SUCH AS NMDOT, ROADRUNNER TRANSIT, AND MVMPO.
<b>CL-6.2.4</b>	CONSIDER THE CHARACTER OF THE SURROUNDING CONTEXT WHEN REBUILDING EXISTING STREETS.
<b>POLICY CL-6.3, INTEGRATE EMERGING TRANSPORTATION TECHNOLOGY THAT MAKES TRAVEL MORE EFFICIENT AND COST-EFFECTIVE.</b>	
<b>CL-6.3.1</b>	CONTINUE TO IMPLEMENT THE INTELLIGENT TRANSPORTATION SYSTEMS (ITS) INFRASTRUCTURE INCLUDING DYNAMIC MESSAGING, TRAFFIC INCIDENT MANAGEMENT, TRANSIT SIGNAL PRIORITY, AND SIGNAL PREEMPTION FOR EMERGENCY SERVICES.
<b>CL-6.3.2</b>	WORK WITH THE MVMPO TO STUDY THE IMPACT OF AUTONOMOUS VEHICLES IN LAS CRUCES AND THE MESILLA VALLEY REGION.
<b>CL-6.3.3</b>	IDENTIFY LOCATIONS FOR AUTONOMOUS VEHICLE DESIGNATED PICK-UP AND DROP-OFF SPOTS.
<b>CL-6.3.4</b>	WORK WITH REGIONAL TRANSPORTATION PARTNERS TO IDENTIFY PILOT PROJECTS THAT INTEGRATE AUTONOMOUS OR CONNECTED VEHICLES INTO THE EXISTING PASSENGER OR FREIGHT TRANSPORTATION SYSTEM.
<b>CL-6.3.5</b>	COORDINATE WITH REGIONAL TRANSPORTATION PARTNERS TO INTEGRATE AUTONOMOUS VEHICLES INTO REGIONAL TRAVEL DEMAND MODELING.
<b>CL-6.3.6</b>	UPGRADE THE REAL-TIME PASSENGER SOFTWARE AND DELIVERY SYSTEM.
<b>POLICY CL-6.4, IMPROVE THOROUGHFARE LEVEL OF SERVICE AND EFFICIENCY THROUGH ACCESS MANAGEMENT.</b>	
<b>CL-6.4.1</b>	MANAGE VEHICULAR ACCESS TO MULTI-BUILDING AND MULTI-UNIT DEVELOPMENTS - AND BETWEEN DEVELOPMENTS - THROUGH CONSOLIDATED CURB-CUTS, CROSS-ACCESS EASEMENTS, AND DRIVEWAY THROAT LENGTH ACCESS MANAGEMENT TO MINIMIZE PEDESTRIAN/VEHICULAR CONFLICTS AND APPROPRIATE INFRASTRUCTURE IMPROVEMENTS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	PUBLIC WORKS	-	○	-	RESPONSIBLE REGIONALISM (6.1)
OPERATIONS	COMMUNITY DEV.	PARKS & RECREATION, PUBLIC WORKS, UTILITIES	○	-	RESPONSIBLE REGIONALISM (6.1)
OPERATIONS	PUBLIC WORKS	CITY MANAGER'S OFFICE, QUALITY OF LIFE	○	-	RESPONSIBLE REGIONALISM (6.1)
PROCEDURE	PUBLIC WORKS	COMMUNITY DEV.	○	CL-8.4 CL-8.5	
OPERATIONS, INVESTMENT	PUBLIC WORKS	-	○	-	RESPONSIBLE REGIONALISM (6.1)
STUDY	CITY MANAGER'S OFFICE	MVMPO	Ⓜ	-	RESPONSIBLE REGIONALISM (6.1)
STUDY	COMMUNITY DEVELOPMENT	PUBLIC WORKS, QUALITY OF LIFE	Ⓜ	-	RESPONSIBLE REGIONALISM (6.1)
STUDY	COMMUNITY DEV.	QUALITY OF LIFE	Ⓜ	-	RESPONSIBLE REGIONALISM (6.1)
OPERATIONS	COMMUNITY DEV.	MVMPO, NMDOT	Ⓛ	-	RESPONSIBLE REGIONALISM (6.1)
INVESTMENT	QUALITY OF LIFE	-	Ⓜ	-	RESPONSIBLE REGIONALISM (6.1)
STUDY, REGULATION	COMMUNITY DEV.	-	○		LIVABLE BUILT ENVIRONMENT (1.1)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>GOAL CL-7, TRANSPORTATION-LAND USE CONNECTION:</b> DEVELOP AN ACCESSIBLE AND EFFICIENT TRANSPORTATION SYSTEM THAT PROVIDES SEAMLESS CONNECTIVITY TO SURROUNDING LAND USES AND COMPLEMENTS VARIOUS DEVELOPMENT PATTERNS.	
<b>POLICY CL-7.1,</b> DESIGN NEW ROADWAYS IN ACCORDANCE WITH DEFINED FUNCTIONAL CLASSIFICATIONS AND DEVELOPMENT CONTEXT.	
<b>CL-7.1.1</b>	DEVELOP AND ADOPT ALTERNATIVE STREET TYPOLOGIES BASED ON URBAN, SUBURBAN, AND RURAL CONTEXT.
<b>CL-7.1.2</b>	APPLY STREET TYPOLOGIES TO ROADWAYS DEPENDING ON THE CORRESPONDING CHARACTER OF ADJACENT DEVELOPMENT.
<b>CL-7.1.3</b>	COORDINATE WITH THE MVMPO TO INCORPORATE THE ROADWAY CONTEXT TYPOLOGIES INTO FUTURE REGIONAL THOROUGHFARE PLANS AND ALIGN TYPOLOGIES WITH THOROUGHFARE CLASSIFICATIONS.
<b>POLICY CL-7.2,</b> PROMOTE STREET INTERCONNECTIVITY WITHIN AND BETWEEN NEIGHBORHOODS, BETWEEN COMMERCIAL DEVELOPMENTS, AND WITHIN TOWN CENTERS AND NEIGHBORHOOD CENTERS.	
<b>CL-7.2.1</b>	ESTABLISH A STREET CONNECTIVITY INDEX AND MINIMUM CONNECTIVITY REQUIREMENTS FOR NEW NEIGHBORHOODS.
<b>CL-7.2.2</b>	MAINTAIN AND PROMOTE STREET GRID INTERCONNECTIVITY AND SMALL BLOCK SIZES IN URBAN NEIGHBORHOODS.
<b>CL-7.2.3</b>	PROMOTE A FUNCTIONAL SYSTEM OF ALLEYS AND PROMOTE SHARED ACCESS IN URBAN DEVELOPMENT TO REDUCE CURB CUTS ON THE STREET AND ACCESS SHARED PARKING.
<b>CL-7.2.4</b>	PRESERVE MAJOR THOROUGHFARE CORRIDOR ALIGNMENTS THROUGH DEVELOPMENT SITES AND ARRANGE BUILDINGS, PARKING AREAS, AND DRIVEWAY AISLES TO PROVIDE FOR FUTURE STREET EXTENSIONS.
<b>GOAL CL-8, MULTI-MODAL SYSTEM:</b> DEVELOP AN EQUITABLE, MULTI-MODAL TRANSPORTATION SYSTEM THAT PRESENTS FEASIBLE TRAVEL OPTIONS FOR RESIDENTS.	
<b>POLICY CL-8.1,</b> DESIGN NEW AND RETROFIT EXISTING STREETS IN A MANNER THAT BALANCE THE NEEDS OF ALL MODES AND USERS.	
<b>CL-8.1.1</b>	INCORPORATE WIDER AND CONTINUOUS SIDEWALKS, CYCLING ACCOMMODATIONS, SAFE INTERSECTIONS, FEWER CURB CUTS, AND LOWER SPEED TO CREATE MULTI-MODAL STREETS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
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**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.**  
*LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.*

STUDY, REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
PROCEDURE	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	COMMUNITY DEV.	MVMPO	M	-	RESPONSIBLE REGIONALISM (6.1)

STUDY	COMMUNITY DEV.	-	SH	CE-4.3.1	LIVABLE BUILT ENVIRONMENT (1.1)
PROCEDURE	COMMUNITY DEV.	-	O	CE-4.3.3	LIVABLE BUILT ENVIRONMENT (1.1)
PROCEDURE	COMMUNITY DEV.	-	O	CE-4.3.4	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	O	CE-4.3.5	LIVABLE BUILT ENVIRONMENT (1.1)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.**  
*LAS CRUCES BELIEVES IN BALANCED DEVELOPMENT.*

REGULATION	COMMUNITY DEV., PUBLIC WORKS	-	O	CE-.6.3.1	LIVABLE BUILT ENVIRONMENT (1.1)
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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-8.1.2</b>	INTEGRATE VEHICULAR, TRUCK, BUS, PEDESTRIAN, AND BICYCLE TRAVEL WITHIN THE SAME RIGHT-OF-WAY THROUGH THE COMPLETE STREETS CONCEPT AS CALLED FOR THROUGH PLANS ADOPTED BY CITY COUNCIL.
<b>CL-8.1.3</b>	APPLY PRINCIPLES OF COMPLETE STREETS, CALM STREETS, AND ACTIVE ROADSIDES TO CREATE THOROUGHFARES THAT ARE BICYCLE AND PEDESTRIAN FRIENDLY.
<b>CL-8.1.4</b>	ENFORCE THE CITY’S COMPLETE STREETS POLICY AND UPDATE PERTINENT DESIGN STANDARDS AND DESIGN SPECIFICATION MANUALS.
<b>CL-8.1.5</b>	REDESIGN EXISTING STREETS IN URBAN NEIGHBORHOODS THAT HAVE EXCESS LANE CAPACITY INTO WALKABLE URBAN ROADWAYS WITH WIDE ROADSIDE ZONES.
<b>CL-8.1.6</b>	ADOPT AND APPLY PRINCIPLES OF THE NACTO URBAN BIKEWAY GUIDE AND THE ITE DESIGNING WALKABLE URBAN THOROUGHFARES GUIDE.
<b>POLICY CL-8.2, SUPPORT INVESTMENTS THAT IMPROVE TRANSIT ACCESS AND CONNECTIVITY TO OTHER MODES.</b>	
<b>CL-8.2.1</b>	IDENTIFY FUNDING SOURCES AND FILL SERVICE GAPS IN EXISTING BUS ROUTES.
<b>CL-8.2.2</b>	COORDINATE WITH TRANSIT PROVIDERS TO ASSESS THE FEASIBILITY OF TRANSIT SERVICE BETWEEN THE CONVENTION CENTER AND DOWNTOWN AND FROM LAS CRUCES TO THE ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT AREA.
<b>CL-8.2.3</b>	CONTINUE TO INSTALL BUS SHELTERS TARGETING HIGH USE ROUTES AND STOP LOCATIONS FIRST TO INCREASE COMFORT OF TRANSIT USERS.
<b>CL-8.2.4</b>	EXAMINE THE NEED AND FEASIBILITY OF ADDRESSING “FIRST MILE/LAST MILE” ACCESS TO PUBLIC TRANSIT TO MAKE PUBLIC TRANSIT ACCESSIBLE TO RIDERS JUST OUTSIDE OF EXISTING TRANSIT SERVICE AREAS.
<b>CL-8.2.5</b>	MODIFY TRANSIT ROUTES OVER TIME TO ADD SERVICE TO NEW NEIGHBORHOOD CENTERS AND TOWN CENTERS.
<b>CL-8.2.6</b>	WORK WITH MAJOR EMPLOYERS ALONG TRANSIT ROUTES TO PROVIDE INCENTIVE PROGRAMS TO ENCOURAGE MORE RIDERSHIP TO ULTIMATELY REDUCE THE SUBSIDY REQUIRED TO OPERATE PUBLIC TRANSIT.
<b>CL-8.2.7</b>	WHEN LARGER VEHICLES PREVENT AN URBAN STREET DESIGN, CONSIDER PURCHASING SMALLER VEHICLES, INCLUDING EMERGENCY SERVICE VEHICLES, BUSES, AND MAINTENANCE VEHICLES.

1. Complete table legend located on pages 222 and 223.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	PUBLIC WORKS, COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	PUBLIC WORKS, COMMUNITY DEV.	VELO CRUCES	O	-	LIVABLE BUILT ENVIRONMENT (1.4)
REGULATION	PUBLIC WORKS, COMMUNITY DEV.	-	O	CE-6.2.1	LIVABLE BUILT ENVIRONMENT (1.4)
STUDY, INVESTMENT	PUBLIC WORKS	-	L	-	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	QUALITY OF LIFE	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
STUDY	QUALITY OF LIFE	TRANSIT PARTNERS	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	QUALITY OF LIFE	PUBLIC WORKS	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
STUDY	QUALITY OF LIFE (TRANSIT)	MVMPO	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
PROCEDURE	QUALITY OF LIFE	-	L	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	QUALITY OF LIFE (TRANSIT)	MAJOR EMPLOYERS	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	CITY MANAGER'S OFFICE	QUALITY OF LIFE (TRANSIT), FIRE, PUBLIC WORKS	M	CL-11.1	LIVABLE BUILT ENVIRONMENT (1.1)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-8.3, COORDINATE TRANSIT SYSTEM ACCESS WITH LOCATION OF JOB CENTERS AND RESIDENTIAL AREAS.</b>	
<b>CL-8.3.1</b>	WORK WITH TRANSIT PARTNERS TO PROVIDE TRANSIT ACCESS TO THE WEST MESA INDUSTRIAL PARK THROUGH THE ENTERPRISE VAN PROGRAM.
<b>CL-8.3.2</b>	COORDINATE WITH TRANSIT PARTNERS TO EXPLORE THE FEASIBILITY OF NEW TRANSIT MODES TO CONNECT TO JOB CENTERS AND THE UNIVERSITY, INCLUDING HIGH-FREQUENCY LOCAL FIXED ROUTE BUS SERVICE, TROLLEY SERVICE, COMMUTER EXPRESS BUS SERVICE, ARTERIAL BUS RAPID TRANSIT, AND HIGH CAPACITY TRANSIT.
<b>CL-8.3.3</b>	ASSESS THE FEASIBILITY OF CORRIDORS THAT COULD SUPPORT ENHANCED TRANSIT, INCLUDING CONNECTIONS BETWEEN DOWNTOWN AND NMSU.
<b>POLICY CL-8.4, REQUIRE THE INCLUSION OF SAFE AND CONNECTED BICYCLE AND PEDESTRIAN INFRASTRUCTURE WITH ALL NEW ROADWAYS OR ROADWAY RECONSTRUCTION.</b>	
<b>CL-8.4.1</b>	PRIORITIZE LAST-MILE BICYCLE/PEDESTRIAN CONNECTIONS TO TRANSIT STOPS.
<b>CL-8.4.2</b>	PROVIDE BICYCLE SAFETY EDUCATION MATERIALS FOR MOTORISTS AND CYCLISTS.
<b>CL-8.4.3</b>	ENHANCE BICYCLE FACILITIES THROUGH STRIPING, LIGHTING, SIGNAGE, PAVEMENT, LANDSCAPING, AND OTHER DESIGN COMPONENTS.
<b>CL-8.4.4</b>	REVIEW AND UPDATE CITY STANDARDS TO MINIMIZE OBSTRUCTIONS TO CYCLISTS AND PEDESTRIANS.
<b>CL-8.4.5</b>	CONTINUE TO WORK WITH ELEPHANT BUTTE IRRIGATION DISTRICT, BUREAU OF LAND MANAGEMENT, BUREAU OF RECLAMATION AND OTHER STATE AND FEDERAL AGENCIES SO THAT THE LATERAL AND DRAINAGE WAY TRAIL NETWORK MAY BE EXPANDED AND IMPROVED.
<b>CL-8.4.6</b>	UTILIZE THE NATIONAL ASSOCIATION OF CITY TRANSPORTATION OFFICIALS (NACTO) GUIDELINES FOR DESIGN OF BICYCLE FACILITIES.

1. Complete table legend located on pages 222 and 223.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	QUALITY OF LIFE	ECONOMIC DEV., TRANSIT PARTNERS	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
STUDY	QUALITY OF LIFE	TRANSIT PARTNERS	M	-	LIVABLE BUILT ENVIRONMENT (1.3)
STUDY	QUALITY OF LIFE	TRANSIT PARTNERS, NMSU	M	-	LIVABLE BUILT ENVIRONMENT (1.3)
PROCEDURE	PUBLIC WORKS	QUALITY OF LIFE	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	COMMUNITY DEV.	COMMUNITY OUTREACH, VELO CRUCES, SOUTHERN NM TRAIL ALLIANCE, PASO DEL NORTE	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	PUBLIC WORKS	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	PUBLIC WORKS	ECONOMIC DEV., PARKS & RECREATION, COMMUNITY DEV., MVMPO, EBID, BLM, BUREAU OF RECLAMATION	O	CL-3.2.2	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)

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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-8.4.7</b>	DEVELOP PEDESTRIAN CROSSING GUIDELINES AS SPECIFIED IN THE ACTIVE TRANSPORTATION PLAN.
<b>CL-8.4.8</b>	EXPAND ON AND OFF-STREET BIKEWAYS IN ACCORDANCE WITH THE ACTIVE TRANSPORTATION PLAN.
<b>CL-8.4.9</b>	JOIN THE NATIONAL ASSOCIATION OF CITY TRANSPORTATION OFFICIALS (NACTO).
<b>POLICY CL-8.5, IMPROVE ADA ACCESSIBILITY OF PEDESTRIAN FACILITIES ADJACENT TO NEW ROADWAYS AND EXISTING ROADWAYS.</b>	
<b>CL-8.5.1</b>	CONTINUE EFFORTS TO BRING ALL EXISTING PEDESTRIAN FACILITIES INTO CONFORMANCE WITH ADA, AS AMENDED, WHEN IT COINCIDES WITH MAJOR STREET RECONSTRUCTION, REDEVELOPMENT, ETC.
<b>CL-8.5.2</b>	CONTINUE TO IMPLEMENT RECOMMENDATIONS FROM THE BARRIER REMOVAL PROGRAM TO MEET ADA REQUIREMENTS.
<b>CL-8.5.3</b>	IMPLEMENT STRATEGIES IDENTIFIED IN THE WALKING AUDITS AS PART OF THE HEALTHY CITY REPORT.
<b>GOAL CL-9, TRANSPORTATION SAFETY:</b> INCORPORATE PUBLIC HEALTH AND SAFETY ENHANCEMENTS INTO TRANSPORTATION SYSTEM INVESTMENTS AND POLICIES.	
<b>POLICY CL-9.1, PROMOTE MEASURES TO CALM TRAFFIC, PARTICULARLY WITHIN RESIDENTIAL AREAS.</b>	
<b>CL-9.1.1</b>	EVALUATE TRAFFIC CALMING AND TRAFFIC DEMAND MEASURES BEFORE THE INSTALLATION OF NEW TRAFFIC SIGNALS AND/OR STOP SIGNS.
<b>CL-9.1.2</b>	EXPAND EFFORTS OF THE EXISTING NEIGHBORHOOD TRAFFIC CALMING PROGRAM TO ADDRESS NEIGHBORHOOD TRAFFIC SAFETY CONCERNS.
<b>CL-9.1.3</b>	PREPARE AND IMPLEMENT A PREVENTATIVE ACTION PLAN TO PRO-ACTIVELY INSTALL TRAFFIC CALMING FEATURES WITHIN EXISTING ROADWAYS WHERE NECESSARY.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, POLICE	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	COMMUNITY DEV.	PUBLIC WORKS	O	CL-3.2.1	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS	SH	-	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION, INVESTMENT	PUBLIC WORKS	HUMAN RESOURCES	O	CL-6.2	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	PUBLIC WORKS	HUMAN RESOURCES	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, PARKS & RECREATION, QUALITY OF LIFE	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
PROCEDURE	PUBLIC WORKS	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	PUBLIC WORKS	POLICE	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
STUDY, PROCEDURE, INVESTMENT	PUBLIC WORKS	COMMUNITY DEV.; QUALITY OF LIFE	M	-	LIVABLE BUILT ENVIRONMENT (1.1)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-9.2, PROVIDE CLEAR AND CONSISTENT TRAFFIC CONTROL FEATURES AND POLICIES TO REDUCE CONFLICTS BETWEEN TRANSPORTATION SYSTEM USERS.</b>	
<b>CL-9.2.1</b>	ESTABLISH A PROGRAM TO IMPROVE RETROREFLECTIVITY OF EXISTING TRAFFIC SIGNS SO THEY ARE MORE VISIBLE TO DRIVERS AT NIGHTTIME.
<b>CL-9.2.2</b>	IMPROVE LIGHTING AT INTERSECTIONS TO INCREASE SAFETY FOR PEDESTRIANS.
<b>CL-9.2.3</b>	IMPROVE STREET SIGNAGE, INCLUDING PLACEMENT, SIZE AND LEGIBILITY OF SIGNAGE.
<b>CL-9.2.4</b>	IDENTIFY A FUNDING SOURCE DEDICATED TO TRAFFIC SIGNAL CONSTRUCTION AND MAINTENANCE.
<b>CL-9.2.5</b>	CONTINUE TO PROVIDE FUNDING FOR SAFE AND EFFICIENT TRAFFIC ENFORCEMENT RELATED TO MOVING VIOLATIONS.
<b>CL-9.2.6</b>	DRAFT REGULATIONS TO MANAGE THE DISTRIBUTION AND OPERATION OF ELECTRIC SCOOTERS, E-BICYCLES, BIKE SHARE PROGRAMS, AND OTHER MICRO-MOBILITY DEVICES WITHIN PUBLIC RIGHTS-OF-WAY AND PUBLIC GROUNDS.
<b>POLICY CL-9.3, IMPLEMENT PROGRAMS AND POLICIES TO MEET OR EXCEED THE MINIMUM AIR QUALITY ATTAINMENT STANDARDS.</b>	
<b>CL-9.3.1</b>	ENCOURAGE THE NEW MEXICO AIR QUALITY BUREAU AND STATE LEGISLATURE TO IMPLEMENT MORE AIR QUALITY MONITORING SITES THROUGHOUT THE CITY AND COUNTY THAT WOULD FACILITATE ACCURATE REPRESENTATION OF AIR QUALITY CONDITIONS AND ALLOWS FOR ADEQUATE TRANSPORTATION AND AIR MODELING OF THE CURRENT SITUATION.
<b>CL-9.3.2</b>	CONTINUE TO USE THE COUNTY-WIDE FUGITIVE DUST RULE AND DUST MITIGATION PLAN TO OVERSEE THE MONITORING AND IMPLEMENTATION OF AIR QUALITY REGULATIONS AND PARTICULATE MATTER WITHIN THE CITY AND DOÑA ANA COUNTY.
<b>CL-9.3.3</b>	CONTINUE TO NOTIFY RESIDENTS WHEN EXTREME WIND EVENTS ARE FORECASTED FOR FUGITIVE DUST AIR QUALITY ALERT DAYS AND ENCOURAGE ALTERNATIVE COMMUTE OPTIONS TO HELP REDUCE OZONE LEVELS.
<b>POLICY CL-9.4, PROMOTE TRANSPORTATION INVESTMENTS THAT INCREASE ACCESS AND MOBILITY FOR DISADVANTAGED POPULATIONS.</b>	
<b>CL-9.4.1</b>	WORK WITH THE MVMPO TO IDENTIFY AND MITIGATE POTENTIAL ADVERSE IMPACTS OF TRANSPORTATION PROJECTS TO ENVIRONMENTAL JUSTICE POPULATIONS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	PUBLIC WORKS	-	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	PUBLIC WORKS	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
INVESTMENT	PUBLIC WORKS	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	PUBLIC WORKS	CITY MANAGER'S OFFICE	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
PROCEDURE	POLICE	-	O	-	LIVABLE BUILT ENVIRONMENT (1.1)
REGULATION	COMMUNITY DEV.	ECONOMIC DEV., LEGAL, PUBLIC WORKS, MVMPO	M	-	LIVABLE BUILT ENVIRONMENT (1.1)
OPERATIONS	COMMUNITY DEV.	CITY MANAGER'S OFFICE, NM AIR QUALITY BUREAU, LEGISLATORS	O	-	HARMONY WITH NATURE (2.5)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, DOÑA ANA COUNTY	O	-	HARMONY WITH NATURE (2.5)
OPERATIONS	PUBLIC INFORMATION OFFICE	-	O	-	HARMONY WITH NATURE (2.5)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS, MVMPO	O	-	INTERWOVEN EQUITY (4.9)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-9.4.2</b>	PRIORITIZE THE IMPLEMENTATION OF “COOL CORRIDORS” IN LOW TO MODERATE INCOME NEIGHBORHOODS TO BETTER MITIGATE THE IMPACTS OF INTENSIFYING HEAT ON RESIDENTS.
<b>GOAL CL-10, ECONOMIC OUTCOMES:</b> SUPPORT TRANSPORTATION INVESTMENTS THAT IMPROVE ECONOMIC DEVELOPMENT OUTCOMES.	
<b>POLICY CL-10.1,</b> SUPPORT INVESTMENTS IN FREIGHT TO BETTER CONNECT THE REGIONAL ECONOMY TO GLOBAL MARKETS.	
<b>CL-10.1.1</b>	IMPLEMENT RECOMMENDATIONS FROM THE NMDOT FREIGHT STUDY TO IMPROVE SECURITY AND EFFICIENCY OF FREIGHT MOVEMENT IN LAS CRUCES AND BEYOND.
<b>CL-10.1.2</b>	WORK WITH THE PRIVATE SECTOR, MVMPO, AND STATE AND FEDERAL AGENCIES TO MAKE FACILITY IMPROVEMENTS TO THE LAS CRUCES AIRPORT TO INCREASE UTILIZATION.
<b>CL-10.1.3</b>	ASSESS THE FEASIBILITY OF A RAIL CONNECTION FROM THE WEST MESA INDUSTRIAL PARK TO THE SANTA TERESA PORT OF ENTRY.
<b>CL-10.1.4</b>	PARTICIPATE IN A STUDY TO DETERMINE IF A CONNECTION TO AMTRAK PASSENGER RAIL IN LAS CRUCES IS FEASIBLE.
<b>POLICY CL-10.2,</b> PARTICIPATE IN REGIONAL AND STATE-WIDE EFFORTS THAT IMPLEMENT TRANSPORTATION INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT BENEFITS.	
<b>CL-10.2.1</b>	ASSESS THE FEASIBILITY OF LONG-TERM RAIL TRANSIT BETWEEN LAS CRUCES AND EL PASO.
<b>CL-10.2.2</b>	COORDINATE WITH THE SOUTH CENTRAL REGIONAL TRANSIT DISTRICT (SCRTD) ON SIGNIFICANT REGIONAL PLANNING EFFORTS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	PUBLIC WORKS	COMMUNITY DEV., ECONOMIC DEV., PARKS & RECREATION	SH	-	INTERWOVEN EQUITY (4.9)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES FOSTERS ECONOMIC PROSPERITY. LAS CRUCES IS A LIVABLE COMMUNITY.</b>					
INVESTMENT	PUBLIC WORKS	ECONOMIC DEV., POLICE, NMDOT	M	-	RESPONSIBLE REGIONALISM (6.1)
INVESTMENT	ECONOMIC DEV.	COMMUNITY DEV., FIRE, PUBLIC WORKS, CITY MANAGER'S OFFICE, MVMPO	M	-	RESPONSIBLE REGIONALISM (6.1)
STUDY	ECONOMIC DEV.	FIRE, NMDOT	M	-	RESPONSIBLE REGIONALISM (6.1)
STUDY	COMMUNITY DEV.	ECONOMIC DEV., CITY MANAGER'S OFFICE, NMDOT	M	-	RESPONSIBLE REGIONALISM (6.6)
STUDY	COMMUNITY DEV.	ECONOMIC DEV., CITY MANAGER'S OFFICE, CITY OF EL PASO, NMDOT	L	-	RESPONSIBLE REGIONALISM (6.6)
OPERATIONS	COMMUNITY DEV.	QUALITY OF LIFE, SCRTPD	O	-	RESPONSIBLE REGIONALISM (6.6)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
PUBLIC SAFETY	
<b>GOAL CL-11, EMERGENCY SERVICES:</b> ENSURE A SAFE AND SECURE COMMUNITY THROUGH THE PROVISION OF HIGH-QUALITY FIRE AND EMERGENCY MEDICAL SERVICES.	
<b>POLICY CL-11.1, EXPAND FIRE AND EMERGENCY SERVICES TO KEEP UP WITH POPULATION GROWTH.</b>	
<b>CL-11.1.1</b>	COORDINATE WITH THE FIRE DEPARTMENT TO PLAN FOR NEW STATIONS IN FUTURE GROWTH AREAS.
<b>CL-11.1.2</b>	REGULARLY REVIEW IMPACT FEES FOR NEW DEVELOPMENT.
<b>CL-11.1.3</b>	CONTINUE TO MONITOR MINIMUM RESPONSE TIMES FOR THE ENTIRE CITY TO MEET COMMUNITY EXPECTATIONS AND INDUSTRY STANDARDS.
<b>CL-11.1.4</b>	IMPROVE EXISTING INFRASTRUCTURE IN AREAS WHERE EMERGENCY VEHICLES CAN'T ACCESS HOMES OR BUSINESSES.
<b>POLICY CL-11.2, IMPROVE RESIDENT'S AND VISITOR'S SENSE OF SECURITY THROUGH DESIGN INTERVENTIONS THROUGHOUT THE COMMUNITY.</b>	
<b>CL-11.2.1</b>	MONITOR POLICE, FIRE, AND EMERGENCY SERVICES ACCESS IN THE DOWNTOWN PASEOS, OR CALLECITAS.
<b>CL-11.2.2</b>	IDENTIFY STRATEGIC AREAS FOR LIGHTING IMPROVEMENTS TO IN ORDER TO IMPROVE SAFETY.
<b>CL-11.2.3</b>	RECOGNIZE THE RELATIONSHIP BETWEEN PHYSICAL DESIGN AND CRIME AND ENCOURAGE PUBLIC AND PRIVATE DEVELOPMENT TO UTILIZE CPTED STANDARDS.
<b>POLICY CL-11.3, SUPPORT EMERGENCY MANAGEMENT EFFORTS TO PREPARE FOR NATURAL AND MAN-MADE DISASTERS.</b>	
<b>CL-11.3.1</b>	DEVELOP AN EMERGENCY OPERATIONS MANAGEMENT PLAN TO ESTABLISH POSITIONS WITH DIRECT OVERSIGHT ON PROVIDING EMERGENCY SHELTER AND COORDINATING WITH REGIONAL AND STATE PROGRAMS AND ORGANIZATIONS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b> <i>LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</i>					
OPERATIONS	COMMUNITY DEV.	FIRE, PUBLIC WORKS	○	-	HEALTHY COMMUNITY (5.2)
STUDY	PARKS AND RECREATION, FIRE, UTILITIES	POLICE, CITY MANAGER'S OFFICE	○	-	RESPONSIBLE REGIONALISM (6.9)
STUDY	FIRE	POLICE, COMMUNITY DEV.	○	-	HEALTHY COMMUNITY (5.2)
INVESTMENT	PUBLIC WORKS	COMMUNITY DEV., FIRE, POLICE	○	CP-11.2.5 CP-11.2.5	HEALTHY COMMUNITY (5.2)
PROCEDURE	FIRE, POLICE	ECONOMIC DEV.	○	-	HEALTHY COMMUNITY (5.2)
STUDY	PUBLIC WORKS	-	SH	-	HEALTHY COMMUNITY (5.2)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS, POLICE, PARKS & RECREATION	○	-	HEALTHY COMMUNITY (5.2)
PROCEDURE	FIRE	POLICE	M	CP-10.2	RESILIENT ECONOMY (3.7)

4. City departments and/or non-municipal government entities. The non-municipal partnering agencies referenced in this table are illustrative only and are subject to change. The City may choose to partner with other entities to implement any of the recommended actions listed herein.

5. Timeframe to be initiated (or "Ongoing"). SH = Short Term (1 - 3 Years); M = Mid-term (3 - 5 Years); L = Long Term (5 + Years); O = Ongoing.

6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-11.3.2</b>	PREPARE AND REGULARLY UPDATE AN EMERGENCY MANAGEMENT PLAN.
<b>CL-11.3.3</b>	DESIGNATE AND IMPLEMENT POLICY INITIATIVES TO UPDATE AND EXPAND EMERGENCY COOLING AND HEATING STATIONS THROUGHOUT THE CITY.
<b>GOAL CL-12, POLICE &amp; CRIMINAL JUSTICE:</b> PROVIDE FOR A HUMANE AND RESPONSIBLE POLICE AND CRIMINAL JUSTICE SYSTEM.	
<b>POLICY CL-12.1, REINFORCE A POSITIVE RELATIONSHIP BETWEEN THE POLICE AND RESIDENTS.</b>	
<b>CL-12.1.1</b>	INCREASE POLICE PRESENCE WITHIN NEIGHBORHOODS TO DETER CRIMINAL ACTIVITY.
<b>CL-12.1.2</b>	SUPPORT AND ENHANCE COMMUNITY POLICING AS AN OVERARCHING OPERATING PHILOSOPHY IN ORDER TO STRENGTHEN BONDS, INCREASE LEVELS OF COOPERATION, ACCESSIBILITY, AND SAFETY BETWEEN RESIDENTS AND CITY OFFICIALS.
<b>POLICY CL-12.2, PROACTIVELY RESPOND TO EMERGING CRIMINAL JUSTICE ISSUES.</b>	
<b>CL-12.2.1</b>	CREATE NEW AND ENHANCE POLICING PROGRAMS, SUCH AS INTELLIGENCE LED POLICING AND MULTI-DISCIPLINARY MENTAL HEALTH RESPONSE TEAM.
<b>CL-12.2.2</b>	CONTINUE FUNDING THE JUVENILE CITATION PROGRAM.
ARTS & CULTURE	
<b>GOAL CL-13, SUPPORTING THE ARTS:</b> SUPPORT THE VIBRANT ARTS CULTURE WITHIN THE COMMUNITY.	
<b>POLICY CL-13.1, PROMOTE AWARENESS OF THE IMPORTANCE OF VISUAL ART, PERFORMING ART, AND CULTURE THROUGHOUT LAS CRUCES.</b>	
<b>CL-13.1.1</b>	SUPPORT THE CITY ART BOARD, ARTS AND CULTURAL DISTRICT, AND OTHER ARTS AND CULTURAL GROUPS.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.



ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
STUDY	FIRE	POLICE	SH	CP-10.2	RESILIENT ECONOMY (3.7)
OPERATIONS	CITY MANAGER'S OFFICE	PUBLIC WORKS, QUALITY OF LIFE, PARKS & RECREATION, ECONOMIC DEV., FIRE	SH	CP-10.2	INTERWOVEN EQUITY (4.8)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b> LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.					
OPERATIONS	POLICE	NEIGHBORHOOD ORGANIZATIONS	O	CL-1.1.2	HEALTHY COMMUNITY (5.2)
PROCEDURE	POLICE	-	O	CL-1.1.2	HEALTHY COMMUNITY (5.2)
OPERATIONS	POLICE	FIRE	M	CP-11.2.5 CP-11.2.6	HEALTHY COMMUNITY (5.2, 5.7)
INVESTMENT	PARKS & RECREATION	FAMILIES & YOUTH INC	O	CP-11.3.1	HEALTHY COMMUNITY (5.2)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS RECOGNIZED AS A CULTURAL CROSSROADS.</b> LAS CRUCES IS A LIVABLE COMMUNITY.					
PROCEDURE	QUALITY OF LIFE	ECONOMIC DEV., CITY ART BOARD, ARTS AND CULTURAL DISTRICT, CRUCES CREATIVES	O	-	HEALTHY COMMUNITY (5.7)

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6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.  
7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-13.1.2</b>	INCREASE ACCESS TO EDUCATIONAL MATERIALS RELATED TO THE HISTORY AND CULTURE OF LAS CRUCES.
<b>CL-13.1.3</b>	COLLABORATE WITH LAS CRUCES PUBLIC SCHOOLS, NMSU, AND OTHER ORGANIZATIONS TO EXPAND ART EDUCATION.
<b>CL-13.1.4</b>	PROMOTE AWARENESS OF THE LAS CRUCES PUBLIC ART PROGRAM.
<b>POLICY CL-13.2, SUPPORT EFFORTS TO MAKE DOWNTOWN THE CITY'S PREMIER ARTS AND CULTURAL AREA.</b>	
<b>CL-13.2.1</b>	SUPPORT AND PROMOTE THE ARTS AND CULTURAL DISTRICT OF LAS CRUCES.
<b>CL-13.2.2</b>	CONTINUE TO PROMOTE, MAINTAIN, AND ENHANCE CALLECITAS IN DOWNTOWN TO SHOWCASE LOCAL ARTISTS.
<b>CL-13.2.3</b>	EXPLORE ADDITIONAL GRANT FUNDING OPPORTUNITIES TO IMPROVE, EXPAND, OR CREATE NEW ARTS AND CULTURAL FACILITIES.
<b>CL-13.2.4</b>	DEVELOP AN ARTIST IN RESIDENCE PROGRAM IN WHICH ARTISTS CREATE POP-UP STYLE ART SPACES AND TEMPORARY ART DISPLAYS.
<b>CL-13.2.5</b>	DEVELOP BRANDING FOR THE ARTS AND CULTURAL DISTRICT TO PROMOTE THE DISTRICT AS A DESTINATION.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	QUALITY OF LIFE.	ECONOMIC DEV., COMMUNITY DEV.	M	-	LIVABLE BUILT ENVIRONMENT (1.9)
OPERATIONS	QUALITY OF LIFE	PARKS AND RECREATION, CITY MANAGER'S OFFICE, LCPS, NMSU, CRUCES CREATIVES	O	-	HEALTHY COMMUNITY (5.7)
PROCEDURE	QUALITY OF LIFE	ECONOMIC DEV., CITY ART BOARD	O	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	ECONOMIC DEV., ARTS AND CULTURAL DISTRICT	O	-	RESILIENT ECONOMY (3.5) HEALTHY COMMUNITY (5.7)
PROCEDURE	ECONOMIC DEV.	PARKS & RECREATION, PUBLIC WORKS, ARTS & CULTURAL DISTRICT, CITY ART BOARD, QUALITY OF LIFE	O	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	CITY MANAGER'S OFFICE	QUALITY OF LIFE	O	-	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	ECONOMIC DEV., CITY ART BOARD, ARTS & CULTURAL DISTRICT, CRUCES CREATIVES	M	-	HEALTHY COMMUNITY (5.7)
INVESTMENT	ECONOMIC DEV.	QUALITY OF LIFE, ARTS AND CULTURAL DISTRICT	SH	-	RESILIENT ECONOMY (3.5) HEALTHY COMMUNITY (5.7)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>GOAL CL-14, TOURISM:</b> ENHANCE TOURISM BY PROMOTING SIGNIFICANT ARTS AND CULTURAL AMENITIES IN LAS CRUCES.	
<b>POLICY CL-14.1,</b> SUPPORT CULTURAL AND ARTS EVENTS, PROGRAMS, AND FACILITIES THAT ENCOURAGES A CREATIVE ECONOMY.	
<b>CL-14.1.1</b>	SUPPORT EFFORTS TO PROMOTE LAS CRUCES AS THE ARTS CAPITAL OF SOUTHERN NEW MEXICO.
<b>CL-14.1.2</b>	PROMOTE CULTURAL EVENTS UNIQUE TO THE AREA.
<b>CL-14.1.3</b>	EXPAND AND CREATE PUBLIC FACILITIES THAT SUPPORT THE TOURISM INDUSTRY SUCH AS A VISITOR'S CENTER, LOCAL MUSEUMS AND CULTURAL CENTERS, AND LARGE-SCALE SPORTS FACILITIES.
<b>CL-14.1.4</b>	WORK WITH THE PARKS AND RECREATION ADVISORY BOARD AND CITY ART BOARD TO PREPARE A POLICY FOR THE DONATION OR ACQUISITION AND INSTALLATION OF ART ON PUBLIC PROPERTIES.
<b>CL-14.1.5</b>	CONDUCT A COLLECTION ASSESSMENT AND PREPARE A CORRESPONDING AND COMPREHENSIVE MAINTENANCE PLAN TO EVALUATE THE CONDITION AND MAINTENANCE NEEDS OF THE CITY'S EXISTING PUBLIC ART COLLECTION.
<b>CL-14.1.6</b>	MAKE IMPROVEMENTS TO THE WEBSITE AND OUTREACH EFFORTS FOR VISIT LAS CRUCES AND THE CONVENTION CENTER.
HISTORIC PRESERVATION	
<b>GOAL CL-15, HISTORIC &amp; CULTURAL VALUES:</b> VALUE AND PROTECT THE HISTORIC AND CULTURAL PROPERTIES AND SITES IN THE COMMUNITY.	
<b>POLICY CL-15.1,</b> CODIFY AND FORMALIZE A HISTORIC PRESERVATION PROGRAM IN LAS CRUCES.	
<b>CL-15.1.1</b>	IMPLEMENT THE HISTORIC PRESERVATION ORDINANCE TO INCORPORATE BEST PRACTICES, TO APPLY TO A DIVERSE RANGE OF BUILDING TYPES, AND TO BALANCE PROPER REHABILITATION TECHNIQUES WITH DESIGN STANDARDS AND GUIDELINES.

1. Complete table legend located on pages 222 and 223.

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3. City department: City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.



ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
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**ELEVATE LAS CRUCES VISION: LAS CRUCES IS RECOGNIZED AS A CULTURAL CROSSROADS.  
LAS CRUCES IS A LIVABLE COMMUNITY.**

PROCEDURE	ECONOMIC DEV.	QUALITY OF LIFE, VISIT LAS CRUCES	O	-	HEALTHY COMMUNITY (5.7)
PROCEDURE	ECONOMIC DEV.	QUALITY OF LIFE, DOWNTOWN LC PARTNERSHIP	O	-	HEALTHY COMMUNITY (5.7)
INVESTMENT	ECONOMIC DEV.	CITY MANAGER'S OFFICE, QUALITY OF LIFE, PARKS & RECREATION, VISIT LAS CRUCES	L	-	HEALTHY COMMUNITY (5.7)
PROCEDURE	PARKS & RECREATION	QUALITY OF LIFE, PARKS & RECREATION ADVISORY BOARD, CITY ART BOARD	SH	-	HEALTHY COMMUNITY (5.7)
STUDY	QUALITY OF LIFE	CITY ART BOARD	M	-	HEALTHY COMMUNITY (5.7)
INVESTMENT	ECONOMIC DEV.	VISIT LAS CRUCES	O	-	HEALTHY COMMUNITY (5.7)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS RECOGNIZED AS A CULTURAL CROSSROADS.  
LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.**

REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.9)
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7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-15.1.2</b>	APPLY DESIGN GUIDELINES TO ENSURE COMPATIBLE INFILL DEVELOPMENT TO MAINTAIN THE CHARACTER OF HISTORIC DISTRICTS TO AVOID INTRUSIVE NEW CONSTRUCTION.
<b>CL-15.1.3</b>	ENTRUST THE HISTORIC PRESERVATION COMMISSION TO WORK WITH CITY STAFF TO APPLY BEST PRACTICES PER THE ORDINANCE, AND SPECIFICALLY TO REVIEW AND DECIDE UPON CERTIFICATES OF APPROPRIATENESS TO ENSURE COMPLIANCE WITH THOSE BEST PRESERVATION PRACTICES.
<b>CL-15.1.4</b>	DEVELOP AND IMPLEMENT A LONG-RANGE HERITAGE PRESERVATION PLAN TO ACCOUNT FOR SITES, BUILDINGS, AND PROPERTIES POSSESSING HISTORIC AND CULTURAL SIGNIFICANCE.
<b>POLICY CL-15.2, PROVIDE RESOURCES TO IMPROVE AND MAINTAIN HISTORIC PROPERTIES.</b>	
<b>CL-15.2.1</b>	CONSIDER OPTIONS TO SUBSIDIZE MAINTENANCE COSTS TO REPAIR ADOBE STRUCTURES.
<b>CL-15.2.2</b>	PROVIDE INCENTIVES TO THOSE INTERESTED IN REHABILITATING HISTORIC BUILDINGS INCLUDING PROPERTY TAX RELIEF, REVOLVING LOAN FUNDS, LOW-INTEREST LOANS, AND WAIVERS TO STANDARDS THAT MAY IMPEDE REHABILITATION, PRESERVATION, OR REUSE OF HISTORIC PROPERTIES.
<b>CL-15.2.3</b>	IDENTIFY ADDITIONAL FINANCIAL AND EDUCATIONAL RESOURCES WHICH MAY BE USED TO ASSIST WITH RENOVATIONS, REHABILITATIONS, AND MAINTENANCE OF HISTORIC PROPERTIES.
<b>CL-15.2.4</b>	MAINTAIN AFFORDABLE HOUSING OPTIONS IN HISTORIC NEIGHBORHOODS (SUCH AS ZONING RELIEF FOR ALLOWING ACCESSORY DWELLING UNITS).
<b>CL-15.2.5</b>	LEAD BY EXAMPLE BY DEVELOPING A PREVENTATIVE MAINTENANCE FUNDING AND PRIORITIZATION PROGRAM TO IMPROVE CITY-OWNED HISTORIC BUILDINGS.
<b>GOAL CL-16, COMMUNITY ENGAGEMENT: INVOLVE THE COMMUNITY IN HISTORIC PRESERVATION EFFORTS.</b>	
<b>POLICY CL-16.1, PROACTIVELY ENGAGE RESIDENTS, PROPERTY OWNERS, AND BUSINESS OWNERS IN HISTORIC DISTRICTS.</b>	
<b>CL-16.1.1</b>	APPLY DESIGN GUIDELINES IN A MANNER CONSISTENT WITH THE ARCHITECTURAL CHARACTER OF THE INDIVIDUAL HISTORIC DISTRICTS.
<b>CL-16.1.2</b>	CONTINUE TO IDENTIFY AND CREATE NEIGHBORHOOD/DISTRICT PLANS WITH ROBUST COMMUNITY ENGAGEMENT FOR THOSE AREAS DESIGNATED AS HISTORIC DISTRICTS.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
REGULATION	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.7, 1.9)
OPERATIONS	COMMUNITY DEV.	-	SH	-	LIVABLE BUILT ENVIRONMENT (1.9)
STUDY	COMMUNITY DEV.	-	M	-	LIVABLE BUILT ENVIRONMENT (1.9)
STUDY	COMMUNITY DEV.	CITY MANAGER'S OFFICE, LEGAL	SH	-	LIVABLE BUILT ENVIRONMENT (1.9)
REGULATION	COMMUNITY DEV.	ECONOMIC DEV.	O	-	LIVABLE BUILT ENVIRONMENT (1.9) INTERWOVEN EQUITY (4.3)
OPERATIONS	COMMUNITY DEV.	ECONOMIC DEV., CITY MANAGER'S OFFICE	O	-	LIVABLE BUILT ENVIRONMENT (1.9) INTERWOVEN EQUITY (4.3)
PROCEDURE	COMMUNITY DEV.	-	M	-	LIVABLE BUILT ENVIRONMENT (1.9)
PROCEDURE, INVESTMENT	COMMUNITY DEV.	-	M	-	LIVABLE BUILT ENVIRONMENT (1.9)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS RECOGNIZED AS A CULTURAL CROSSROADS. LAS CRUCES VALUES VIBRANT NEIGHBORHOODS.</b>					
OPERATIONS	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.7, 1.9)
PROCEDURE	COMMUNITY DEV.	NEIGHBORHOOD ORGANIZATIONS	O	-	LIVABLE BUILT ENVIRONMENT (1.7, 1.9)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>POLICY CL-16.2, ENCOURAGE RECOGNITION OPPORTUNITIES FOR HISTORIC OR CULTURAL PROPERTIES OR LANDMARKS.</b>	
<b>CL-16.2.1</b>	FOSTER A PROGRAM TO RECOGNIZE INDIVIDUALS AND ENTITIES ACTIVE IN HISTORIC PRESERVATION EFFORTS.
<b>CL-16.2.2</b>	SEEK LOCAL HISTORIC DISTRICT DESIGNATIONS IN CONJUNCTION WITH DESIGNATIONS ON THE NATIONAL AND STATE LEVELS.
PUBLIC HEALTH	
<b>GOAL CL-17, FOOD SECURITY:</b> TRANSFORM LAS CRUCES INTO A FOOD-SECURE COMMUNITY WITH IMPROVED ACCESS TO HEALTHY FOOD OPTIONS.	
<b>POLICY CL-17.1, PROMOTE LESS CONVENTIONAL AGRICULTURAL PRACTICES THROUGHOUT THE CITY SUCH AS HOME GARDENING AND COMMUNITY GARDENS.</b>	
<b>CL-17.1.1</b>	DEVELOP STANDARDS AND GUIDELINES FOR FARM STANDS IN ALL ZONING DISTRICTS TO ENCOURAGE HOME GARDENING AND OTHER URBAN AGRICULTURE ACTIVITIES.
<b>CL-17.1.2</b>	CONTINUE TO COORDINATE WITH THE MASTER GARDENERS PROGRAM AND OTHER NEIGHBORHOOD STAKEHOLDERS ON COMMUNITY GARDEN EFFORTS.
<b>CL-17.1.3</b>	CONTINUE TO PROMOTE AND PROVIDE SUPPORT TO THE LAS CRUCES CRAFT AND FARMER'S MARKET.
<b>CL-17.1.4</b>	ESTABLISH A KITCHEN INCUBATOR PROGRAM WITH COMPREHENSIVE SUPPORT FOR LOCAL FOOD BUSINESSES.
<b>POLICY CL-17.2, SUPPORT EFFORTS TO PROVIDE ACCESS TO HEALTHY FOOD IN AREAS IDENTIFIED AS FOOD DESERTS AND TO LOW-INCOME POPULATIONS.</b>	
<b>CL-17.2.1</b>	ROUTINELY USE EXISTING USDA TOOLS TO IDENTIFY FOOD DESERTS WITHIN THE COMMUNITY AND PROPOSE STRATEGIES TO MITIGATE THEM.

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ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	COMMUNITY DEV.	CITY MANAGER'S OFFICE	M	-	LIVABLE BUILT ENVIRONMENT (1.9)
PROCEDURE	COMMUNITY DEV.	-	O	-	LIVABLE BUILT ENVIRONMENT (1.9)
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY. LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</b>					
REGULATION	COMMUNITY DEV.	NM ENVIRONMENT DEPT.	SH	-	HEALTHY COMMUNITY (5.6)
OPERATIONS	PARKS & RECREATION	QUALITY OF LIFE, MASTER GARDENERS, LA SEMILLA, BACKYARD FARMS, SEED SHARE LC	O	-	HEALTHY COMMUNITY (5.6)
PROCEDURE	ECONOMIC DEV.	DOWNTOWN LAS CRUCES PARTNERSHIP	O	-	HEALTHY COMMUNITY (5.6)
INVESTMENT	QUALITY OF LIFE	CITY MANAGER'S OFFICE, ECONOMIC DEV., LA SEMILLA, EL CALVARIO, CRUCES CREATIVES, ARROWHEAD CENTER	M	-	HEALTHY COMMUNITY (5.6)
STUDY	ECONOMIC DEV.	COMMUNITY DEV.	O	CE-4.2.2	HEALTHY COMMUNITY (5.6)

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TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>CL-17.2.2</b>	PROVIDE EDUCATIONAL RESOURCES RELATED TO THE BENEFITS OF LOCAL URBAN AGRICULTURE.
<b>CL-17.2.3</b>	WORK WITH STATE PARTNERS TO PROMOTE AND ALLOW FOOD ASSISTANCE PROGRAMS (I.E. SNAP, WIC) REDEMPTION AT FARMERS MARKETS AND FARM STANDS.
<b>CL-17.2.4</b>	EXPLORE CHANGES TO THE DEVELOPMENT CODE THAT WOULD ENACT MINIMUM SPACING REQUIREMENTS AND REQUIRE THE SALE OF FRESH FRUITS AND VEGETABLES AT DOLLAR STORES.
<b>GOAL CL-18, MENTAL &amp; PHYSICAL HEALTH:</b> PROVIDE OPPORTUNITIES FOR RESIDENTS TO IMPROVE THEIR MENTAL AND PHYSICAL HEALTH.	
<b>POLICY CL-18.1, SUPPORT EFFORTS TO EXPAND THE AVAILABLE OPTIONS FOR HEALTHCARE PROVIDERS.</b>	
<b>CL-18.1.1</b>	SUPPORT THE ATTRACTION OF PRIMARY CARE PHYSICIANS, SPECIALISTS, MENTAL HEALTH PROFESSIONALS, AND URGENT CARE FACILITIES.
<b>CL-18.1.2</b>	SUPPORT STATE HEALTH AND HUMAN SERVICE PROGRAMS AND FACILITIES AS A MEANS OF MAXIMIZING THEIR AVAILABILITY, INCLUDING ENCOURAGING PUBLIC AND PRIVATE PARTNERSHIPS AS A MEANS OF MEETING THE NEEDS OF THE COMMUNITY.
<b>CL-18.1.3</b>	CONTINUE TO SUPPORT THE FIRE MOBILE INTEGRATED HEALTH PROGRAM, THE MULTI-DISCIPLINARY MENTAL HEALTH RESPONSE TEAM, AND THE POLICE CRITICAL INCIDENT OR CRISIS INTERVENTION TEAM.
<b>CL-18.1.4</b>	SUPPORT A PARTNERSHIP WITH THE BURRELL COLLEGE OF MEDICINE AT NMSU TO EXPAND LOCAL HEALTHCARE EDUCATION AND SUPPORT PROGRAM IMPROVEMENTS.
<b>CL-18.1.5</b>	SUPPORT OPENING AND UTILIZING MENTAL HEALTH FACILITIES TO PROVIDE RESPONSE, DIAGNOSIS, AND SERVICES FOR MENTAL HEALTH PATIENTS.
<b>CL-18.1.6</b>	COORDINATE WITH DOÑA ANA COUNTY RESILIENCE LEADERS TO ESTABLISH A GROUP THAT OVERSEES PROVISION OF SERVICES TO ADDRESS MENTAL HEALTH ISSUES.
<b>POLICY CL-18.2, PROMOTE EXPANSION OF RECREATIONAL OPPORTUNITIES TO ENCOURAGE PHYSICAL ACTIVITY.</b>	
<b>CL-18.2.1</b>	CONTINUE TO PURSUE SAFE ROUTES TO SCHOOL, TRANSPORTATION ALTERNATIVES, AND OTHER FUNDING TO ENCOURAGE ACTIVE TRANSPORTATION.
<b>CL-18.2.2</b>	ADVERTISE MUNICIPAL PARKS AND RECREATION FACILITIES AT ALL CITY FACILITIES INCLUDING CITY HALL.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.

ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
OPERATIONS	CITY MANAGER'S OFFICE	LA SEMILLA	O	CE-4.2.2	HEALTHY COMMUNITY (5.6)
PROCEDURE	ECONOMIC DEV.	QUALITY OF LIFE, NMHSD, NMDOH, NMCYFD	O	CE-4.2.2	HEALTHY COMMUNITY (5.6)
STUDY	COMMUNITY DEV.	QUALITY OF LIFE	SH	CE-4.2.2	HEALTHY COMMUNITY (5.6)

**ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.**

OPERATIONS	ECONOMIC DEV.	-	O	CP-10.2	HEALTHY COMMUNITY (5.7)
PROCEDURE	QUALITY OF LIFE	CITY MANAGER'S OFFICE	O	CP-10.2	HEALTHY COMMUNITY (5.7)
OPERATIONS	FIRE	POLICE	O	CP-10.2	HEALTHY COMMUNITY (5.7)
PROCEDURE	QUALITY OF LIFE	PARKS AND RECREATION, NMSU	M	CP-10.2	HEALTHY COMMUNITY (5.7)
OPERATIONS	QUALITY OF LIFE	CITY MANAGER'S OFFICE	M	CP-10.2	HEALTHY COMMUNITY (5.7)
PROCEDURE	CITY MANAGER'S OFFICE	COMMUNITIES FOUNDATION OF SOUTHERN NM, NMSU	M	-	HEALTHY COMMUNITY (5.7)

PROCEDURE	COMMUNITY DEV.	LCPS	O	CL-3.2.1 CL-8.4.8	HEALTHY COMMUNITY (5.4)
OPERATIONS	PARKS AND RECREATION	CITY MANAGER'S OFFICE	O	-	HEALTHY COMMUNITY (5.4)

4. City departments and/or non-municipal government entities. The non-municipal partnering agencies referenced in this table are illustrative only and are subject to change. The City may choose to partner with other entities to implement any of the recommended actions listed herein.

5. Timeframe to be initiated (or "Ongoing"). SH = Short Term (1 - 3 Years); M = Mid-term (3 - 5 Years); L = Long Term (5 + Years); O = Ongoing.

6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

TABLE 1.16, ELEVATE LAS CRUCES WORK PROGRAM, COMMUNITY LIVABILITY (CONT.)<sup>1</sup>

ACTION	
<b>GOAL CL-19, ENVIRONMENTAL JUSTICE:</b> MAKE PUBLIC HEALTH IMPROVEMENTS IN AN EQUITABLE MANNER THAT ALIGN WITH THE TENANTS OF ENVIRONMENTAL JUSTICE.	
<b>POLICY CL-19.1, ENGAGE PARTNERS IN IMPROVING HEALTH OUTCOMES FOR TRADITIONALLY UNDERSERVED POPULATIONS.</b>	
<b>CL-19.1.1</b>	ESTABLISH COOPERATIVE OPERATING AGREEMENTS WITH THE NEW MEXICO AIR QUALITY BUREAU TO SHARE AIR QUALITY AND RELATED DEMOGRAPHIC DATA ON A REGULAR BASIS.
<b>CL-19.1.2</b>	COORDINATE WITH THE STATE DEPARTMENT OF HEALTH, NMSU, MVMPO, AND OTHER PUBLIC HEALTH PROVIDERS ON ENVIRONMENTAL JUSTICE ISSUES RELATED TO TRANSPORTATION AND LAND USE INVESTMENTS.
<b>POLICY CL-19.2, REDUCE THE IMPACTS OF HARMFUL ENVIRONMENTAL HAZARDS.</b>	
<b>CL-19.2.1</b>	PURSUE FUNDING FOR THE REDEVELOPMENT OF BROWNFIELD OR CONTAMINATED SITES THROUGH EPA'S BROWNFIELD PROGRAM.
<b>CL-19.2.2</b>	SUPPORT STRATEGIES THAT MINIMIZE THE INCREASE OF TOXINS AND POLLUTANTS IN OUR AMBIENT AIR AND WATER BODIES.
<b>CL-19.2.3</b>	PROMOTE THE USE OF ALTERNATIVE OR MODIFIED FUELS TO REDUCE OZONE PRECURSOR AND CARBON MONOXIDE EMISSIONS.
<b>CL-19.2.4</b>	CONTINUE TO IMPLEMENT AND MAINTAIN A DUST SUPPRESSION PROGRAM.
<b>CL-19.2.5</b>	FUND TREE PLANTING IN ACCORDANCE WITH THE CITY'S COMMUNITY FOREST ASSESSMENT.

1. Complete table legend located on pages 222 and 223.

2. Action types include: Investment, Operations, Procedure, Regulation, and Study. See page 222 for a full description of all categories.

3. City department. City Manager's Office represents the following functions: Community Engagement, Communications, Grants, Fleet, Business System Analysis, Organizational Support, PEAK Performance, Council & Community Support, Budget, and Grants Administration.



ACTION TYPE <sup>2</sup>	COORDINATING AGENCY <sup>3</sup>	PARTNERING AGENCIES <sup>4</sup>	TIMEFRAME <sup>5</sup>	CORRESPONDING POLICIES AND ACTIONS <sup>6</sup>	SUSTAINABILITY PRINCIPLES <sup>7</sup>
<b>ELEVATE LAS CRUCES VISION: LAS CRUCES IS A LIVABLE COMMUNITY.</b> <i>LAS CRUCES LEVERAGES SOCIAL PARTNERSHIPS.</i>					
OPERATIONS	COMMUNITY DEV.	CITY MANAGER'S OFFICE, PUBLIC WORKS, ECONOMIC DEV., NM AIR QUALITY BUREAU	SH	-	HARMONY WITH NATURE (2.5)
OPERATIONS	COMMUNITY DEV.	STATE DEPTS. OF HEALTH, ENVIRONMENT, & AGRICULTURE, NMSU, MVMPO, HEALTH PROV.	O	-	INTERWOVEN EQUITY (4.9)
PROCEDURE	CITY MANAGER'S OFFICE	ECONOMIC DEV., COMMUNITY DEV., EPA	O	-	LIVABLE BUILT ENVIRONMENT (1.11)
PROCEDURE	COMMUNITY DEV.	PUBLIC WORKS	O	-	HEALTHY COMMUNITY (5.1)
PROCEDURE	ECONOMIC DEV.	CITY MANAGER'S OFFICE, QUALITY OF LIFE	O	-	HARMONY WITH NATURE (2.7)
OPERATIONS	COMMUNITY DEV.	PUBLIC WORKS	O	-	HEALTHY COMMUNITY (5.1)
INVESTMENT	PARKS & RECREATION	-	L	-	HARMONY WITH NATURE (2.1)

4. City departments and/or non-municipal government entities. The non-municipal partnering agencies referenced in this table are illustrative only and are subject to change. The City may choose to partner with other entities to implement any of the recommended actions listed herein.

5. Timeframe to be initiated (or "Ongoing"). SH = Short Term (1 - 3 Years); M = Mid-term (3 - 5 Years); L = Long Term (5 + Years); O = Ongoing.

6. CE = Community Environment; CL = Community Livability; CP = Community Prosperity.

7. American Planning Association's Comprehensive Plan Standards for Sustaining Places.

## SHORT TERM WORK PROGRAM

Many of the actions listed in **Tables 1.14 through 1.16, Elevate Las Cruces Work Program** (page 224 through 335) fall into the category of operations or procedure. This results in a high percentage of actions being listed as either “ongoing” initiatives or “short-term” activities that could be initiated within the next 1-3 years through adjustments to municipal staff’s day-to-day processes. These collective activities will generate incremental progress in implementing the Elevate Las Cruces vision. Their cumulative enhancements to the community however, may not be readily apparent to Las Cruces residents and property owners absent the monitoring and reporting activities recommended in this Plan.

**Table 1.17, Elevate Las Cruces, Short Term Work Program** represents a compilation of the high priority actions organized by theme and are not ranked within each theme.

TABLE 1.17, ELEVATE LAS CRUCES, SHORT TERM WORK PROGRAM<sup>1</sup>

ACTION		ACTION TYPE	COORDINATING AGENCY
COMMUNITY ENVIRONMENT			
CE-1.1.1	PREPARE A COMPREHENSIVE UPDATE OF THE LAS CRUCES LAND DEVELOPMENT CODE TO INCORPORATE THE DEVELOPMENT STRATEGIES CONTAINED IN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM.	REGULATION	COMMUNITY DEV.
CE-1.2.4	UPDATE THE INFILL POLICY PLAN TO INCLUDE CREATIVE PLACEMAKING CONSISTENT WITH THE DEVELOPMENT STRATEGIES CONTAINED IN THE ELEVATE LAS CRUCES FUTURE DEVELOPMENT PROGRAM.	PROCEDURE	COMMUNITY DEV.
CE-2.3.3	ESTABLISH STANDARDS FOR IMPLEMENTING CLUSTER RESIDENTIAL DEVELOPMENT THAT INCORPORATE NATURAL CORRIDORS INTO THE DEVELOPMENT.	STUDY	ECONOMIC DEV.
CE-2.5.1	UPDATE THE WEST MESA INDUSTRIAL PARK MASTER PLAN AND DEVELOPMENT STRATEGY AND OVERLAY TO DEVELOP STRATEGIES TO STIMULATE BUSINESS DEVELOPMENT IN THE AREA.	STUDY	ECONOMIC DEV.
CE-6.1.2	AMEND MUNICIPAL STREET DESIGN REQUIREMENTS TO CREATE DIFFERENT CROSS-SECTIONS FOR STREETS IN URBAN, SUBURBAN, AND RURAL DEVELOPMENT CONTEXTS.	REGULATION	COMMUNITY DEV.
CE-6.1.3	AMEND MUNICIPAL CODES AND TECHNICAL SPECIFICATION MANUALS TO INCORPORATE CONTEXT-BASED STREET DESIGNS.	PROCEDURE, REGULATION	COMMUNITY DEV.
CE-7.1.2	PREPARE A PARKLAND DEDICATION ORDINANCE TO REQUIRE PARK DEDICATION AND IMPROVEMENT AS PART OF THE LAND DEVELOPMENT PROCESS.	REGULATION	PARKS AND RECREATION
CE-8.1.6	PROVIDE INCENTIVES FOR DEVELOPMENT SITES THAT ARE ALREADY SERVED BY WATER AND WASTEWATER INFRASTRUCTURE.	PROCEDURE	ECONOMIC DEV.
CE-9.1.5	EXPLORE THE FEASIBILITY OF IMPLEMENTING A STORMWATER UTILITY FEE TO RECOUP COSTS TO MANAGE STORMWATER.	STUDY	PUBLIC WORKS
CE-13.1.1	WORK WITH THE BLM, SLO, AND PRIVATE DEVELOPERS TO PRESERVE ARROYOS ON THE EAST AND WEST MESA AS OPEN SPACE.	OPERATIONS	COMMUNITY DEV.

<sup>1</sup> Refer to the Work Program on pages 224-335 to view the implementation actions in their entirety.

TABLE 1.17, ELEVATE LAS CRUCES, SHORT TERM WORK PROGRAM (CONT.)<sup>1</sup>

ACTION		ACTION TYPE	COORDINATING AGENCY
CE-13.1.2	DEVELOP PUBLIC/PRIVATE PARTNERSHIPS TO CREATE FUNDING STRATEGIES FOR ACQUISITION AND MAINTENANCE OF ARROYO SYSTEMS WITH THE GOAL OF PROTECTING AND ENHANCING THEIR NATURAL SERVICES.	OPERATIONS	PARKS AND RECREATION
CE-13.1.3	ESTABLISH STANDARDS FOR ARROYO DEVELOPMENT BUFFERS TO PROTECT THE NATURAL DRAINAGEWAYS FROM ENCROACHMENT.	REGULATION	COMMUNITY DEV.
CE-13.1.6	REVIEW AND UPDATE THE ARROYO MANAGEMENT PLAN.	STUDY	COMMUNITY DEV.
CE-14.2.1	CONDUCT A VIEWSHED ANALYSIS TO IDENTIFY PREFERRED VIEWSHED CORRIDORS TO BE PROTECTED.	STUDY	COMMUNITY DEV.
CE-15.1.1	COORDINATE WITH THE BLM AND STATE LAND OFFICE TO DEVELOP JOINT LAND USE AGREEMENTS FOR TRUST LANDS.	OPERATIONS	COMMUNITY DEV.
<b>COMMUNITY PROSPERITY</b>			
CP-1.1.2	FACILITATE EFFORTS BETWEEN ECONOMIC DEVELOPMENT PARTNERS AND INTERESTED BUSINESSES TO EXPAND AND PROMOTE THE BENEFITS OF TECHNICAL AND VOCATIONAL PROGRAMS AT AREA HIGH SCHOOLS.	OPERATIONS	ECONOMIC DEV.
CP-1.1.3	DEVELOP TALENT PIPELINES THROUGH PARTNERSHIPS WITH ORGANIZATIONS SUCH AS LCPS, DACC, NMSU, BRIDGE OF SOUTHERN NEW MEXICO, CHAMBERS OF COMMERCE, COMMUNITY ACTION GROUP, NGAGE, MVEDA, AND THE EMPOWERMENT CONGRESS TO SUPPORT WORKFORCE DEVELOPMENT.	OPERATIONS	ECONOMIC DEV.
CP-1.1.4	WORK WITH ECONOMIC DEVELOPMENT PARTNERS TO IMPROVE THE FUNCTIONALITY OF AND COMMUNICATION ABOUT WORKFORCE PROGRAMS SO THEY ARE MORE EASILY ACCESSED AND NAVIGATED.	OPERATIONS	ECONOMIC DEV.
CP-1.1.5	WORK WITH THE STATE WORKFORCE SOLUTIONS, LOCAL WORKFORCE CONNECTIONS, AND LOCAL HIGH SCHOOLS TO DEVELOP INTERNSHIP AND APPRENTICESHIP PROGRAMS.	OPERATIONS	ECONOMIC DEV.
CP-1.2.3	ASSESS THE EFFECTIVENESS OF THE INFILL DEVELOPMENT POLICY AND OVERLAY DISTRICT AND ADJUST PROCEDURES AND BENEFITS AS NECESSARY.	STUDY	COMMUNITY DEV.
CP-4.1.3	CONTINUE COORDINATION EFFORTS WITH REGIONAL ECONOMIC DEVELOPMENT ENTITIES TO ATTRACT, RETAIN, AND EXPAND BUSINESSES WITHIN IDENTIFIED TARGET INDUSTRIES THAT MAY INCLUDE HEALTHCARE, ENERGY, DIGITAL MEDIA, AEROSPACE, MANUFACTURING, DEFENSE, TRANSPORTATION AND LOGISTICS, AND VALUE-ADDED AGRICULTURE.	OPERATIONS	ECONOMIC DEV.
CP-5.1.1	MEET WITH LAS CRUCES PUBLIC SCHOOLS TO DETERMINE STRATEGIES ON VARIOUS TOPICS SUCH AS EARLY CHILDHOOD EDUCATION, CAREER EDUCATION INITIATIVES, TECHNICAL AND CERTIFICATE PROGRAMS, FINANCIAL LITERACY PROGRAMS, AND CIVICS CURRICULUM.	OPERATIONS	CITY MANAGER'S OFFICE
CP-5.1.2	CONTINUE COLLABORATION WITH LAS CRUCES PUBLIC SCHOOLS TO IDENTIFY NEW OPPORTUNITIES FOR DEVELOPING AND SUPPORTING COMMUNITY SCHOOLS.	OPERATIONS	QUALITY OF LIFE
CP-7.4.1	IDENTIFY PUBLIC-PRIVATE PARTNERSHIPS TO INCENTIVIZE THE INCLUSION OF ATTAINABLE UNITS IN NEW HOUSING DEVELOPMENT PROJECTS OR IN REDEVELOPMENT AREAS.	OPERATIONS	ECONOMIC DEV.
CP-7.4.2	USE WAIVERS, OR SIMILAR INCENTIVES TO PROMOTE THE INCLUSION OF ATTAINABLE UNITS IN DEVELOPMENT PROJECTS.	REGULATION	COMMUNITY DEV.
CP-7.4.3	ALLOW DESIGN STANDARD FLEXIBILITY TO MAKE THE PROVISION OF ATTAINABLE HOUSING MORE FINANCIALLY FEASIBLE TO DEVELOPERS.	REGULATION	COMMUNITY DEV.
CP-9.1.1	AMEND EXISTING LAND DEVELOPMENT CODE TO ALLOW ACCESSORY DWELLINGS CITY-WIDE.	REGULATION	COMMUNITY DEV.
CP-9.1.2	ADOPT CLEARER BUILDING STANDARDS SPECIFIC TO TINY HOMES.	REGULATION	COMMUNITY DEV.

1. Refer to the Work Program on pages 224-335 to view the implementation actions in their entirety.

TABLE 1.17, ELEVATE LAS CRUCES, SHORT TERM WORK PROGRAM (CONT.)<sup>1</sup>

ACTION		ACTION TYPE	COORDINATING AGENCY
CP-10.1.1	WORK WITH LOCAL PARTNERS TO EVALUATE PAST NEEDS ASSESSMENTS FOR EVIDENCE-BASED 'WRAPAROUND' SOCIAL SERVICES WITHIN SCHOOLS OR COMMUNITY CENTERS THAT PROVIDE COMPREHENSIVE SOCIAL SERVICE TO YOUTH.	STUDY	QUALITY OF LIFE
CP-10.1.2	PARTNER WITH THE NATIONAL WRAPAROUND IMPLEMENTATION CENTER (NWIC) AND THE NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) LOCAL AFFILIATE TO EFFECTIVELY TRAIN EDUCATORS AND VOLUNTEERS ON THE BENEFITS OF INTEGRATING WRAPAROUND SOCIAL SERVICES.	OPERATIONS	QUALITY OF LIFE
CP-11.1.3	CONTINUE TO SUPPORT EXISTING PROGRAMS THAT INSTILL POSITIVE LIFE SKILLS FOR YOUTH, INCLUDING THE TEEN CONNECTION, YOUTH ADVISORY BOARD, JUVENILE CITATION PROGRAM, NEIGHBORHOOD LEADERSHIP ACADEMY, AND OTHER PROGRAMS NOT YET DEVELOPED.	PROCEDURE	CITY MANAGER'S OFFICE, PARKS & RECREATION
<b>COMMUNITY LIVABILITY</b>			
CL-1.1.1	RE-ESTABLISH THE CITY'S NEIGHBORHOOD ORGANIZATION REGISTRATION PROGRAM.	OPERATIONS	CITY MANAGER'S OFFICE
CL-2.1.3	RE-INSTITUTE A CODE ENFORCEMENT PARTNERSHIP PROGRAM WITH REPRESENTATIVES OF NEIGHBORHOOD ORGANIZATIONS REGISTERED WITH THE CITY.	OPERATIONS	POLICE
CL-2.2.1	DEVELOP A VACANT AND BOARDED BUILDING ORDINANCE FOR THE PURPOSES OF SAFETY, OCCUPANCY, AND AESTHETICS.	REGULATION	COMMUNITY DEV.
CL-3.1.4	AMEND LAND DEVELOPMENT REGULATIONS TO INCORPORATE COMMON AREAS, AMENITY CENTERS, OR OTHER PRIVATELY MAINTAINED SOCIAL SPACES INTO MULTI-BUILDING OR MULTI-UNIT DEVELOPMENT.	REGULATION	COMMUNITY DEV.
CL-5.1.1	PREPARE AND REPLACE RECREATIONAL FACILITIES AND ACCESSORY AMENITIES BASED ON THE PARKS AND RECREATION DEPARTMENT'S ANNUAL CONDITION NEEDS ASSESSMENT.	OPERATIONS	PARKS & RECREATION
CL-6.1.1	CONTINUE TO ALLOCATE FUNDING FOR SAFETY ENHANCEMENT PROJECTS AT BOTH SIGNALIZED AND UN-SIGNALIZED INTERSECTIONS WITH A HIGH NUMBER OF CRASHES.	INVESTMENT	PUBLIC WORKS
CL-7.1.3	COORDINATE WITH THE MVMPO TO INCORPORATE THE ROADWAY CONTEXT TYPOLOGIES INTO FUTURE REGIONAL THOROUGHFARE PLANS AND ALIGN TYPOLOGIES WITH THOROUGHFARE CLASSIFICATIONS.	OPERATIONS	MVMPO
CL-7.2.1	ESTABLISH A STREET CONNECTIVITY INDEX AND MINIMUM CONNECTIVITY REQUIREMENTS FOR NEW NEIGHBORHOODS.	STUDY	COMMUNITY DEV.
CL-8.2.2	COORDINATE WITH TRANSIT PROVIDERS TO ASSESS THE FEASIBILITY OF TRANSIT SERVICE BETWEEN THE CONVENTION CENTER AND DOWNTOWN FROM LAS CRUCES TO THE ORGAN MOUNTAINS-DESERT PEAKS NATIONAL MONUMENT AREA.	STUDY	QUALITY OF LIFE
CL-8.3.1	WORK WITH TRANSIT PARTNERS TO PROVIDE TRANSIT ACCESS TO THE WEST MESA INDUSTRIAL PARK THROUGH THE ENTERPRISE VAN PROGRAM.	OPERATIONS	QUALITY OF LIFE
CL-8.3.2	COORDINATE WITH TRANSIT PARTNERS TO EXPLORE THE FEASIBILITY OF NEW TRANSIT MODES TO CONNECT TO JOB CENTERS AND THE UNIVERSITY, INCLUDING HIGH-FREQUENCY LOCAL FIXED ROUTE BUS SERVICE, TROLLEY SERVICE, COMMUTER EXPRESS BUS SERVICE, ARTERIAL BUS RAPID TRANSIT, AND HIGH CAPACITY TRANSIT.	STUDY	QUALITY OF LIFE
CL-11.1.1	COORDINATE WITH THE FIRE DEPARTMENT TO PLAN FOR NEW STATIONS IN FUTURE GROWTH AREAS.	OPERATIONS	FIRE, PUBLIC WORKS
CL-11.1.3	CONTINUE TO MONITOR MINIMUM RESPONSE TIMES FOR THE ENTIRE CITY TO MEET COMMUNITY EXPECTATIONS AND INDUSTRY STANDARDS.	STUDY	FIRE
CL-12.1.1	INCREASE POLICE PRESENCE WITHIN NEIGHBORHOODS TO DETER CRIMINAL ACTIVITY.	OPERATIONS	POLICE

1. Refer to the Work Program on pages 224-335 to view the implementation actions in their entirety.



TABLE 1.17, ELEVATE LAS CRUCES, SHORT TERM WORK PROGRAM (CONT.)<sup>1</sup>

ACTION	ACTION TYPE	COORDINATING AGENCY
CL-12.1.2 SUPPORT AND ENHANCE COMMUNITY POLICING AS AN OVERARCHING OPERATING PHILOSOPHY IN ORDER TO STRENGTHEN BONDS, INCREASE LEVELS OF COOPERATION, ACCESSIBILITY, AND SAFETY BETWEEN RESIDENTS AND CITY OFFICIALS.	PROCEDURE	POLICE
CL-13.2.1 SUPPORT AND PROMOTE THE ARTS AND CULTURAL DISTRICT OF LAS CRUCES.	OPERATIONS	QUALITY OF LIFE
CL-14.1.1 SUPPORT EFFORTS TO PROMOTE LAS CRUCES AS THE ARTS CAPITAL OF SOUTHERN NEW MEXICO.	PROCEDURE	ECONOMIC DEV.
CL-14.1.3 EXPAND AND CREATE PUBLIC FACILITIES THAT SUPPORT THE TOURISM INDUSTRY SUCH AS A VISITOR'S CENTER, LOCAL MUSEUMS AND CULTURAL CENTERS, AND LARGE-SCALE SPORTS FACILITIES.	INVESTMENT	ECONOMIC DEV.
CL-15.2.2 PROVIDE INCENTIVE TO THOSE INTERESTED IN REHABILITATING HISTORIC BUILDINGS INCLUDING PROPERTY TAX RELIEF, REVOLVING LOAN FUNDS, LOW-INTEREST LOANS, AND WAIVERS TO STANDARDS THAT MAY IMPEDE REHABILITATION, PRESERVATION, OR REUSE OF HISTORIC PROPERTIES.	REGULATION	COMMUNITY DEV.
CL-18.1.2 SUPPORT STATE HEALTH AND HUMAN SERVICE PROGRAMS AND FACILITIES AS A MEANS OF MAXIMIZING THEIR AVAILABILITY, INCLUDING ENCOURAGING PUBLIC AND PRIVATE PARTNERSHIPS AS A MEANS OF MEETING THE NEEDS OF THE COMMUNITY.	PROCEDURE	QUALITY OF LIFE
CL-18.1.3 CONTINUE TO SUPPORT THE FIRE MOBILE INTEGRATED HEALTH PROGRAM, THE MULTI-DISCIPLINARY MENTAL HEALTH RESPONSE TEAM, AND THE POLICE CRITICAL INCIDENT OR CRISIS INTERVENTION TEAM.	OPERATIONS	FIRE
CL-18.2.1 CONTINUE TO PURSUE SAFE ROUTES TO SCHOOL, TRANSPORTATION ALTERNATIVES, AND OTHER FUNDING TO ENCOURAGE ACTIVE TRANSPORTATION.	PROCEDURE	COMMUNITY DEV.

1. Refer to the Work Program on pages 224-335 to view the implementation actions in their entirety.

Promoting development that is already served by existing water and wastewater infrastructure is part of the short term work program.



## IMPLEMENTING ELEVATE LAS CRUCES

In the fulfillment of its plan administration roles, the City of Las Cruces must coordinate the continual integration of the comprehensive plan into the City's standard operational practices. The effective incorporation of Elevate Las Cruces' actions into the City's the activities of municipal staff, and vision and policies into the decision-making processes of the City's appointed and elected bodies, will be accompanied by a sustained monitoring and evaluation program.

### IMPLEMENTATION METHODS

The planning hierarchy previously introduced in this Plan (see **Figure 1.6**, page 10) identifies four primary tools for implementing community plans: budget, capital improvement, municipal code, and strategic plans. These implementation tools have been slightly reorganized within this section to account for additional methods by which the implementation of Elevate Las Cruces can be incorporated into standard municipal practices.

#### POLICIES AND PROGRAMS

- **Policy Plans.** All subsequent policy plans prepared and adopted by the City of Las Cruces should be consistent with provisions of Elevate Las Cruces and should contain direct references to applicable vision components, policies, or actions.
- **Staff Reports.** All staff reports that are presented to the Mayor and City Council, or an appointed municipal board, committee, or commission, that related to a new or modified policy, program, or operational practice, should contain a reference to the applicable policies or actions from Elevate Las Cruces that the initiative will advance. Absent a direct tie to any of the specific policies or actions contained in the Elevate Las Cruces Comprehensive Plan, staff reports should reference relevant components of the comprehensive plan vision statement.

#### DEVELOPMENT PROCESSES

- **Municipal Codes.** The Elevate Las Cruces Work Program recommends multiple amendments to the City's Land Development Code and Municipal Code. The City may opt to implement code amendments on a topic-by-topic basis. Alternatively, the City may choose to implement land development regulation modifications through a single comprehensive re-write of the Land Development Code.

- **Development Review.** The Future Development Program and Future Thoroughfare Program must be reviewed and referenced in conjunction with all building and land development applications. The degree of consistency with the provisions of Elevate Las Cruces must be documented in writing by City staff as a part of all reports distributed to reviewing boards, committees, and commissions, and the Mayor and City Council for consideration. The recommendations of the Planning and Zoning Commission or other appointed body charged with development review most cite the applicable guiding policies of the comprehensive plan.

#### STRATEGIC PLANNING

The City Manager's Office and Community Development Department must work with City Council and other City Departments to update each of the Council and departmental strategic business plans to incorporate the applicable actions and performance indicators of Elevate Las Cruces.

#### OPERATIONAL BUDGETING

Each year, staff and City Council prepare an operating budget. This operational budget supports elements such as additional staff and software and hardware procurement. The implementation of Elevate Las Cruces should be supported via the annual operational budgeting process.

## CAPITAL BUDGETING

The Elevate Las Cruces Work Program recommends multiple actions that will require adjustments to capital or operational budgets. Operational budget adjustments will be necessary to account for recommended staff additions, or software or hardware that assists the City in offering a new or modified municipal service as recommended by Elevate Las Cruces.

The implementation of recommended actions that require investment in new or improved facilities will require adjustments to the City's capital budget which may be accomplished through the provision of new projects as part of the City's annual capital improvements program (CIP). Additionally, all existing capital improvement project forms should be cross-referenced with the Elevate Las Cruces Work Program to determine their consistency to the comprehensive plan.

The City should modify its current capital budgeting process to ensure a higher degree of project consistency to Elevate Las Cruces. The City of Las Cruces currently utilizes eight capital and maintenance matrix criteria by which the City annually prioritizes and ranks proposed capital projects.

Some criteria such as "strategic alignment," and "benefit" establish a general relationship between a proposed project and the policy guidance contained in the City's adopted policy and strategic plans. Jointly accounting for only nine of a maximum of 75 points (12 percent), the influence of the City's adopted policy plans to its current CIP prioritization criteria is minimal.

**Table 1.18, Capital Improvement Project Prioritization**, identifies an alternative ranking model that can be integrated into the City's annual CIP process. The alternative framework provides equal weight to "operational" criteria and "community benefit" criteria - the latter of which is more directly tied to the policies, goals, and objectives contained in the City's adopted comprehensive plan and other policy plans. Integration of this type of evaluation framework should be accompanied by corresponding adjustments to scoring procedures, weighting factors, and criteria considerations (standardized questions) that assist reviewers in scoring proposed projects. For instance, it is not uncommon for operational criteria to be scored only by City staff (due to their firsthand knowledge of the applicable criteria) while community benefit criteria may be scored jointly by staff and one or more applicable boards or commissions.

## CAPITAL PROJECT CRITERIA BY TOPIC (ACTIVE TRANSPORTATION EXAMPLE)

Ranking projects of various type against each other can be difficult given the unique issues that may be addressed by each project category. Communities can augment their standard CIP processes with topic-specific criteria that allow projects within the same category to be compared amongst each other. **Table 1.19, Active Transportation Capital Improvement**

**Criteria Model** (page 343) provides an example of project scoring criteria that can be applied to bicycle and pedestrian projects.



TABLE 1.18, CAPITAL IMPROVEMENT PROJECT PRIORITIZATION

ALTERNATIVE PRIORITIZATION CRITERIA MODEL <sup>1</sup>
<p><b>OPERATIONAL.</b> Operational criteria refer to the impact of a proposed project on administrative considerations such as budgets, project leveraging, and regulatory mandates. (Similar criteria utilized for the City of Las Cruces' FY2021 Capital Improvement Program includes the following: Financial Impact, Funding Source, Scheduling, External Factors, and Existing Capital.)</p>
<p><b>IMPACT ON OPERATIONAL BUDGET.</b> THE PROJECT WILL ADD TO THE CITY'S ANNUAL MAINTENANCE AND OPERATIONS COSTS. THE PROJECT WILL REQUIRE NEW PERSONNEL TO OPERATE AND/OR NEW EQUIPMENT OR OTHER EXPENDITURES TO MAINTAIN. CONVERSELY, THE PROJECT WILL REDUCE LONG-TERM MUNICIPAL OPERATIONAL COSTS THROUGH SAVINGS IN STAFF TIME, ENERGY EFFICIENCY, ETC. THE PROJECT MAY HAVE THE OPPORTUNITY TO GENERATE REVENUE.</p>
<p><b>COST SHARING.</b> THE PROJECT CAN/WILL BE FULLY OR PARTIALLY FUNDED THROUGH NON-MUNICIPAL SOURCES SUCH AS PRIVATE DEVELOPMENT FUNDS, GRANTS, AGENCY DONATIONS, AND OTHER EXTERNAL SOURCES. COMPLETION OF THE PROJECT MAY INVOLVE DIRECT PARTICIPATION BY OTHER PARTNERS IN THE FORM OF LABOR AND/OR MATERIALS.</p>
<p><b>REGULATORY COMPLIANCE.</b> THE PROJECT ASSISTS THE CITY IN MEETING A FEDERAL, STATE, OR OTHER REGULATORY MANDATE.</p>
<p><b>LEVERAGING.</b> THE PROJECT MAY BE COUPLED WITH OTHER PROJECTS DUE TO TIMING AND/OR LOCATION. OTHER PROJECTS ARE DEPENDENT ON COMPLETION OF THE LISTED PROJECT.</p>
<p><b>PUBLIC INTEREST.</b> THE PROJECT ADDRESSES A DOCUMENTED PUBLIC NEED OR PREFERENCE WHICH MAY OR MAY NOT BE REFERENCED IN AN EXISTING COMMUNITY PLANNING DOCUMENT.</p>
<p><b>COMMUNITY BENEFIT.</b> Community Benefit criteria are value-based and typically tied to a community's adopted comprehensive plan and supporting policy plans. (Similar criteria utilized for the City of Las Cruces' FY2021 Capital Improvement Program includes the following: Strategic Alignment; Benefit; and Safety, Health, Environmental, and Emergency.)</p>
<p><b>PUBLIC HEALTH AND SAFETY.</b> THE PROJECT WILL DIRECTLY OR INDIRECTLY IMPROVE PUBLIC HEALTH AND SAFETY - EITHER BY REDUCING A KNOWN/EXISTING HEALTH OF SAFETY HAZARD, OR MITIGATING A POTENTIAL HAZARD THAT MAY NEGATIVELY IMPACT THE GENERAL PUBLIC IF NOT ADDRESSED.</p>
<p><b>ECONOMIC DEVELOPMENT.</b> THE PROJECT WILL INCREASE THE MARKETABILITY AND/OR DEVELOPMENT POTENTIAL OF ONE OR MORE PROPERTIES. THE PROJECT MAY SUPPORT ONE OR MORE ECONOMIC DEVELOPMENT GOALS, POLICIES, OR ACTIONS REFERENCED IN THE COMPREHENSIVE PLAN, A POLICY PLAN, OR OTHER RELEVANT CITY-ADOPTED PLANNING DOCUMENT.</p>
<p><b>LAND DEVELOPMENT AND GROWTH.</b> THE PROJECT IS CONSISTENT WITH AND WILL PROMOTE THE RECOMMENDED DEVELOPMENT PATTERNS CONTAINED IN THE COMPREHENSIVE PLAN.</p>
<p><b>COMMUNITY REINVESTMENT.</b> THE PROJECT IMPROVES THE LIVING STANDARDS IN EXISTING RESIDENTIAL NEIGHBORHOODS, OR REINVESTMENT POTENTIAL WITHIN ESTABLISHED COMMERCIAL AREAS - PARTICULARLY THOSE AREAS THAT EXHIBIT CONDITIONS OF BLIGHT. THE PROJECT'S IMPACT IS ASSOCIATED WITH A TAX INCREMENT REINVESTMENT ZONE, NEIGHBORHOOD IMPROVEMENT DISTRICT, OR OTHER PUBLIC REINVESTMENT TOOL.</p>
<p><b>QUALITY OF LIFE.</b> THE PROJECT WILL IMPROVE RESIDENTS' QUALITY OF LIFE BY ENHANCING COMMUNITY AESTHETICS, PROMOTING LOCAL HERITAGE, PRESERVING HISTORIC RESOURCES, PROVIDING RECREATIONAL OPPORTUNITIES, PROMOTING HEALTHY LIFESTYLES, AND/OR CONSERVING NATURAL RESOURCES.</p>

Source: City of Las Cruces, Halff Associates  
 1. Example only. Alternative criteria lists will vary by community.



TABLE 1.19, ACTIVE TRANSPORTATION CAPITAL IMPROVEMENT CRITERIA MODEL<sup>1</sup>

BICYCLE PROJECT CRITERIA <sup>2</sup>	PEDESTRIAN PROJECT CRITERIA <sup>3</sup>
COMMUNITY BENEFIT <sup>4</sup>	
<b>CONNECTIVITY (HOUSING).</b> THE PROJECT WILL PROVIDE A DIRECT CONNECTION BETWEEN ONE OR MORE MULTI-FAMILY HOUSING DEVELOPMENTS (AFFORDABLE, STUDENT, OR MARKET RATE), AND COMMUNITY DESTINATIONS (OTHER THAN SCHOOLS OR PARKS).	
<b>CONNECTIVITY (SCHOOL/PARK).</b> THE PROJECT WILL PROVIDE A SAFE AND DIRECT ROUTE FROM ONE OR MORE RESIDENTIAL AREAS, TO SCHOOLS AND PARKS.	
<b>CONNECTIVITY (TRANSIT).</b> THE PROJECT WILL PROVIDE A DIRECT CONNECTION BETWEEN ONE OR MORE MULTI-FAMILY HOUSING DEVELOPMENTS AND ONE OR MORE PUBLIC TRANSIT STOPS.	
<b>CONNECTIVITY (COMMUNITY DESTINATIONS).</b> THE PROJECT WILL PROVIDE A DIRECT CONNECTION TO ONE OR MORE COMMUNITY DESTINATIONS OTHER THAN A SCHOOL, TRANSIT STOP, OR PARK.	
<b>CONNECTIVITY (SYSTEM).</b> THE PROJECT WILL EXTEND AN EXISTING BICYCLE/PEDESTRIAN FACILITY OR PROVIDE LINKAGES BETWEEN DISPERSED SEGMENTS OF THE EXISTING PEDESTRIAN NETWORK.	
<b>SAFETY.</b> THE PROJECT BOUNDARIES INCLUDE LOCATIONS WHERE ONE (1) OR MORE INJURY ACCIDENT INVOLVING A BICYCLIST/PEDESTRIAN HAS BEEN REPORTED WITHIN THE LAST THREE (3) CALENDAR YEARS.	
<b>SYSTEM MAINTENANCE AND ACCESSIBILITY.</b> THE PROJECT IMPROVES AN EXISTING ACTIVE TRANSPORTATION FACILITY, PARTICULARLY ENHANCING HANDICAPPED ACCESSIBILITY.	
<b>POTENTIAL USAGE.</b> THE PROJECT IS LOCATED IN AN AREA THAT IS ANTICIPATED TO RECEIVE HIGH USAGE.	
<b>DEMONSTRATION/CATALYST PROJECT.</b> THE PROJECT PROVIDES FOR BICYCLE ACCESSIBILITY OR USE THROUGH A UNIQUE FACILITY APPLICATION.	
PROJECT FEASIBILITY CRITERIA <sup>5</sup>	
<b>CORRIDOR AVAILABILITY.</b> THE PROJECT MAY BE ACCOMMODATED WITHIN EXISTING RIGHTS-OF-WAY OR EASEMENTS.	
<b>COST.</b> THE COST OF THE PROJECTED FACILITY FALLS WITHIN ONE (1) OF THREE (3) "AFFORDABILITY THRESHOLDS <sup>6</sup> " AS DEFINED BY THE CITY.	
<b>COST SHARING.</b> THE PROJECT CAN/WILL BE FULLY OR PARTIALLY FUNDED THROUGH NON-MUNICIPAL SOURCES SUCH AS PRIVATE DEVELOPMENT FUNDS, GRANTS, AGENCY DONATIONS, AND OTHER EXTERNAL SOURCES.	
<b>PROJECT LEVERAGING.</b> THE PROJECT MAY BE COUPLED WITH, OR INCORPORATED INTO, A TRAFFIC CAPACITY AND/OR REHABILITATION PROJECT PROGRAMMED AT THE LOCATION.	
<b>PUBLIC INTEREST.</b> THE PROJECT ADDRESSES A DOCUMENTED PUBLIC NEED OR PREFERENCE.	

Source: Halff Associates

1. Example only. Alternative criteria lists will vary by community.

## MONITORING ELEVATE LAS CRUCES

The City of Las Cruces will monitor the Elevate Las Cruces Comprehensive Plan implementation activities and the corresponding effects on the community environment, community prosperity, and community livability. Monitoring activities will not only record implementation accomplishments and measures of success but will also reveal opportunities to modify and amend Elevate Las Cruces to address changing conditions or community preferences.

### PERFORMANCE INDICATORS

In many instances measures of “successful” implementation of Elevate Las Cruces will be qualitative in nature and difficult to quantify. Progress in Plan implementation may still be tracked through the adoption of measurable benchmarks and the subsequent establishment of aspirational targets.

**Table 1.20, Elevate Las Cruces Performance Indicator Examples** contains a list of example measures that may be incorporated into the Plan monitoring process to gauge the community’s effectiveness in implementing Elevate Las Cruces. These indicators are organized by Plan theme and topic. They are not exclusive – other indicators may be utilized by the City of Las Cruces during the comprehensive plan’s planning horizon to measure Plan performance.

TABLE 1.20, ELEVATE LAS CRUCES PERFORMANCE INDICATOR EXAMPLES<sup>1</sup>

TOPIC	INDICATOR	MEASURE(S)	RESPONSIBILITY <sup>1</sup>
COMMUNITY ENVIRONMENT			
LAND USE	RESIDENTIAL BUILDING PERMITS (SUBURBAN PLACE TYPES)	DECREASED PERCENTAGE OF PERMITS (NEW CONSTRUCTION)	COMMUNITY DEVELOPMENT
LAND USE	RESIDENTIAL BUILDING PERMITS (URBAN PLACE TYPES)	INCREASED NUMBER; INCREASED PERCENTAGE OF ALL PERMITS (NEW CONSTRUCTION AND RENOVATION)	COMMUNITY DEVELOPMENT
LAND USE	SINGLE-FAMILY DENSITY	DECREASED RATE/AMOUNT OF NEW NET ACREAGE CONSUMED	COMMUNITY DEVELOPMENT
LAND USE	NEIGHBORHOOD SERVICES	INCREASED PERCENTAGES OF DWELLING UNITS WITHIN A 1/4 MILE WALKSHED OF RETAIL	COMMUNITY DEVELOPMENT
LAND USE	MIXED-USE	INCREASED NUMBER AND SQUARE FOOTAGE OF BUILDINGS MIXING RESIDENTIAL AND NON-RESIDENTIAL USES	COMMUNITY DEVELOPMENT
LAND USE	CENTERS AND CORRIDORS	INCREASED PERCENTAGE OF HOUSING UNITS IN CENTERS AND MIXED USE CORRIDORS	COMMUNITY DEVELOPMENT
LAND USE	FORM-BASED DISTRICTS	DECREASED USE OF PUDS IN FAVOR OF FORM-BASED DISTRICTS	COMMUNITY DEVELOPMENT
LAND USE	PARKING	DECREASED PERCENTAGE OF NON-RESIDENTIAL DEVELOPMENT SITES DEDICATED TO PARKING	COMMUNITY DEVELOPMENT
LAND USE	BUILDING ORIENTATION	PERCENTAGE OF BUILDING FRONTAGES AT THE BUILD-TO LINE	COMMUNITY DEVELOPMENT
LAND USE	SOCIAL SPACE	INCREASE AMOUNT (NUMBER/AREA) OF PRIVATE AMENITY CENTERS AND COMMON AREAS IN MULTI-UNIT/MULTI-TENANT DEVELOPMENTS	COMMUNITY DEVELOPMENT
INFRASTRUCTURE	GREEN STREETS	MILEAGE OF CITY STREET INCORPORATING GREEN STREET TECHNOLOGIES	PUBLIC WORKS

<sup>1</sup> City department responsible for tracking and maintaining the data. “Administration” means that delegation to a responsible City department is to be determined.

TABLE 1.20, ELEVATE LAS CRUCES PERFORMANCE INDICATOR EXAMPLES (CONT.)<sup>1</sup>

TOPIC	INDICATOR	MEASURE(S)	RESPONSIBILITY <sup>1</sup>
INFRASTRUCTURE	RENEWABLE ENERGY	INCREASE IN ENERGY DERIVED FROM RENEWABLE SOURCES IN CITY'S ENERGY PORTFOLIO	UTILITIES
INFRASTRUCTURE	SOLID WASTE	REDUCED TONNAGE OF WASTE COLLECTED; INCREASED PERCENTAGE OF WASTE DIVERTED FROM LANDFILLS	UTILITIES
INFRASTRUCTURE	WATER USAGE	DECREASED RATES OF USAGE PER CAPITA (RESIDENTIAL AND NON-RESIDENTIAL)	UTILITIES
INFRASTRUCTURE	CAPITAL IMPROVEMENTS	VALUE OF CAPITAL PROJECTS IN URBAN PLACE TYPES, CENTERS, AND MIXED-USE CORRIDORS	PUBLIC WORKS
NATURAL RESOURCES	GREEN BUILDINGS	INCREASED NUMBER AND SQUARE FOOTAGE OF BUILDINGS ACHIEVING LEED CERTIFICATION OR EQUIVALENT RATING; INCREASED PERCENTAGE OF PERMITS ISSUED FOR GREEN BUILDINGS	COMMUNITY DEVELOPMENT
NATURAL RESOURCES	SOLAR TECHNOLOGIES	INCREASED PERMITS FOR CONSTRUCTION INCORPORATING SOLAR PANELS	COMMUNITY DEVELOPMENT
NATURAL RESOURCES	CLUSTER DEVELOPMENT	NUMBER OF DEVELOPMENTS; ACRES OF CONSERVED OPEN SPACE COMPARED TO NET DENSITY	COMMUNITY DEVELOPMENT
NATURAL RESOURCES	CONSERVED OPEN SPACE	AMOUNT (ACRES) OF PUBLIC OPEN SPACE	PARKS AND RECREATION
COMMUNITY PROSPERITY			
ECONOMIC DEVELOPMENT	WORKFORCE TRAINING	NUMBER OF PARTICIPANTS LOCALLY EMPLOYED; PERCENT RETAINED FOR OVER 1 YEAR	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	EMPLOYMENT	DECREASE UNEMPLOYMENT RATE; TOTAL EMPLOYMENT PER CAPITA	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	PRIVATE SECTOR EMPLOYMENT	INCREASE RATE OF EMPLOYMENT IN PRIVATE INDUSTRY SECTORS	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	WEST MESA INDUSTRIAL PARK	NEW BUILDING SQUARE FOOTAGE; REDUCED VACANCY RATES	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	INFILL DEVELOPMENT	INCREASED NUMBER/PERCENTAGE OF BUILDING PERMITS AND BUSINESS LICENSES WITHIN INFILL OVERLAY AREA	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	INVESTMENT TOOLS	TOTAL VALUE AND INCREASE IN TAX REVENUES WITHIN SPECIAL INVESTMENT AREAS	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	BUSINESS LICENSES	TOTAL NUMBER; INCREASED ANNUAL RETENTION RATE	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	HOME-BASED BUSINESS	TOTAL NUMBER OF HOME BASED BUSINESSES; INCREASED ANNUAL RETENTION RATE	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	LIVE-WORK	NUMBER OF APPROVED LIVED-WORK UNITS CONSTRUCTED; OCCUPANCY RATE	COMMUNITY DEVELOPMENT
ECONOMIC DEVELOPMENT	BUSINESS REGISTRATION PROCESS	AVERAGE NUMBER OF DAYS TO APPROVE REGISTRATION REQUESTS (ASSUMING PROPER SUBMITTAL)	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	REAL GROSS METROPOLITAN PRODUCT	INCREASED RATE PER CAPITA	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	SALES TAX	INCREASED RATE PER CAPITA	ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT	POVERTY	REDUCTION IN PERCENTAGE OF INDIVIDUALS BELOW THE POVERTY LEVEL	ECONOMIC DEVELOPMENT
EDUCATION	GRADUATION	INCREASED GRADUATION RATE	ADMINISTRATION

1. City department responsible for tracking and maintaining the data. "Administration" means that delegation to a responsible City department is to be determined.

TABLE 1.20, ELEVATE LAS CRUCES PERFORMANCE INDICATOR EXAMPLES (CONT.)<sup>1</sup>

TOPIC	INDICATOR	MEASURE(S)	RESPONSIBILITY <sup>1</sup>
EDUCATION	SCHOOL SITING	INCREASED PERCENTAGES OF DWELLING UNITS WITHIN A 1/4 MILE WALKSHED OF AN ELEMENTARY OR MIDDLE SCHOOL; PERCENTAGE OF STUDENTS WALKING/BICYCLING TO SCHOOL	QUALITY OF LIFE
EDUCATION	COMMUNITY SCHOOLS	INCREASED NUMBER OF JOINT-USE AGREEMENTS; USER RATES	QUALITY OF LIFE
EDUCATION	LIBRARY SERVICES	INCREASE IN PERSONS WITH A LIBRARY CARD	QUALITY OF LIFE
EDUCATION	LIBRARY SERVICES	INCREASED ACCESS TO HARD COPY AND DIGITAL SERVICES	QUALITY OF LIFE
HOUSING	HOUSING BALANCE	INCREASED HOUSING VARIETY BY UNIT TYPE	COMMUNITY DEVELOPMENT
HOUSING	DWELLING UNITS (URBAN PLACE TYPES)	INCREASED NUMBER AND SHARE OF NEW DWELLING UNITS	COMMUNITY DEVELOPMENT
HOUSING	AFFORDABLE HOUSING	INCREASED NUMBER OF AFFORDABLE DWELLING UNITS	COMMUNITY DEVELOPMENT
HOUSING	AFFORDABLE HOUSING DISPERSAL	INCREASED NUMBER OF SUBSIDIZED SINGLE-FAMILY DWELLING UNITS; DECREASED CONCENTRATIONS OF AFFORDABLE HOUSING UNITS BY CENSUS BLOCK	COMMUNITY DEVELOPMENT
HOUSING	MIXED-INCOME DEVELOPMENTS	INCREASED NUMBER OF MIXED-INCOME HOUSING PROJECTS	COMMUNITY DEVELOPMENT
HOUSING	COST BURDENED STATUS	REDUCED PERCENTAGE OF MONTHLY HOUSEHOLD INCOME SPENT ON HOUSING PLUS TRANSPORTATION	COMMUNITY DEVELOPMENT
HOUSING	JOBS TO HOUSING	INCREASED RATIO OF JOBS TO HOUSING UNITS IN LAS CRUCES	COMMUNITY DEVELOPMENT
HOUSING	HOMELESSNESS	DECREASED NUMBER OF HOMELESS INDIVIDUALS	COMMUNITY DEVELOPMENT
HUMAN SERVICES	MEAL PROGRAMS	NUMBERS OF RESIDENTS SERVED (SCHOOL LUNCH, MEALS-ON-WHEELS)	QUALITY OF LIFE
HUMAN SERVICES	SENIOR ACTIVITIES	INCREASED NUMBER AND RATES OF PARTICIPATION	QUALITY OF LIFE
HUMAN SERVICES	ADA COMPLIANCE	NUMBER OF BARRIERS TO ACCESS/UTILIZE PUBLIC FACILITIES REMOVED	PUBLIC WORKS
<b>COMMUNITY LIVABILITY</b>			
NEIGHBORHOODS	NUMBER OF REGISTERED NEIGHBORHOOD ORGANIZATIONS	INCREASED NUMBER	COMMUNITY ENGAGEMENT
NEIGHBORHOODS	CITY-SUPPORTED NEIGHBORHOOD EVENTS	NUMBER OF BLOCK PARTIES SERVICES; HOURS OF STAFF SUPPORT	COMMUNITY ENGAGEMENT
NEIGHBORHOODS	NEIGHBORHOOD PLANS	NUMBER OF NEIGHBORHOOD PLANS OR COMMUNITY BLUEPRINTS ADOPTED	COMMUNITY DEVELOPMENT
NEIGHBORHOODS	NEIGHBORHOOD BRANDING	DOLLAR VALUE OF NEIGHBORHOOD BRANDING ELEMENTS CREATED AND APPLIED	COMMUNITY ENGAGEMENT
NEIGHBORHOODS	NEIGHBORHOOD LEADERSHIP ACADEMY	TOTAL PARTICIPATION; CHANGE IN PARTICIPATION RATES	COMMUNITY ENGAGEMENT
NEIGHBORHOODS	POLICE CITIZEN'S ACADEMY	TOTAL PARTICIPATION; CHANGE IN PARTICIPATION RATES	POLICE
NEIGHBORHOODS	NEIGHBORHOOD CLEAN-UP EVENTS	TOTAL NUMBER OF EVENTS; TONNAGE OF WASTE REMOVED	KEEP LAS CRUCES BEAUTIFUL

1. City department responsible for tracking and maintaining the data. "Administration" means that delegation to a responsible City department is to be determined.



TABLE 1.20, ELEVATE LAS CRUCES PERFORMANCE INDICATOR EXAMPLES (CONT.)<sup>1</sup>

TOPIC	INDICATOR	MEASURE(S)	RESPONSIBILITY <sup>1</sup>
PARKS AND RECREATION	NEIGHBORHOOD AND COMMUNITY PARKLAND	ACRES PER 1,000 RESIDENTS; DWELLINGS WITHIN 1/4 MILE WALKSHED	PARKS AND RECREATION
PARKS AND RECREATION	MULTI-USE TRAILS	INCREASE IN LINEAR MILES; DWELLINGS WITHIN 1/4 MILE WALKSHED	PARKS AND RECREATION
PARKS AND RECREATION	INDOOR RECREATION SPACE	INCREASE IN TOTAL SQUARE FOOTAGE PER 1,000 RESIDENTS	PARKS AND RECREATION
PARKS AND RECREATION	RECREATIONAL FACILITIES	NUMBER OR SQUARE FOOTAGE PER 1,000 RESIDENTS	PARKS AND RECREATION
PARKS AND RECREATION	RECREATIONAL PROGRAM PARTICIPATION	TOTAL PARTICIPATION; INCREASE IN PARTICIPATION RATES	PARKS AND RECREATION
PARKS AND RECREATION	RECREATIONAL PROGRAM COST RECOVERY	RATE OF COST RECOVERY FOR DIRECT PROGRAM EXPENSES	PARKS AND RECREATION
MOBILITY	AVERAGE MOTOR VEHICLE COMMUTE TIME	DECREASE	MVMPO
MOBILITY	STREET CONNECTIVITY INDEX	INCREASE IN RATIO OF LINKS PER NODES (NEW DEVELOPMENT)	COMMUNITY DEVELOPMENT
MOBILITY	VEHICLE MILES TRAVELED	REDUCED NUMBER PER CAPITA	MVMPO
MOBILITY	URBAN STREETS	TOTAL MILES CONSTRUCTED; INCREASED PERCENTAGE OF ALL ROAD MILEAGE CONSTRUCTED	PUBLIC WORKS
MOBILITY	TRANSIT LOCATION	INCREASED NUMBER OF JOBS, DWELLING UNITS, AND OTHER COMMUNITY DESTINATIONS WITHIN A 1/4 MILE WALKSHED OF A TRANSIT STOP	COMMUNITY DEVELOPMENT
MOBILITY	TRANSIT STOPS (BENCHES, SHELTERS, BIKE RACKS)	TOTAL NUMBER ENHANCED; RIDERSHIP BY TOTAL STOPS	QUALITY OF LIFE
MOBILITY	INCREASED TRANSIT RIDERSHIP	NUMBER OF TRANSIT RIDERS	QUALITY OF LIFE
MOBILITY	TRANSIT MODE SHARE	PERCENTAGE INCREASE	QUALITY OF LIFE
MOBILITY	TRANSIT REVENUES	INCREASE IN FARE-BOX REVENUES	QUALITY OF LIFE
MOBILITY	SIDEWALKS	INCREASED LINEAR MILEAGE; NUMBER OF GAPS ELIMINATED	QUALITY OF LIFE
MOBILITY	ON-STREET BIKEWAY FACILITIES	INCREASED LINEAR MILEAGE BY TYPE	QUALITY OF LIFE
MOBILITY	BICYCLE AND PEDESTRIAN MODE SHARE	PERCENTAGE INCREASE	COMMUNITY DEVELOPMENT
MOBILITY	WALKSCORE	TOTAL SCORE	PUBLIC WORKS
MOBILITY	CRASHES INVOLVING BICYCLISTS AND PEDESTRIAN	REDUCTION IN NUMBER	POLICE
PUBLIC SAFETY	VIOLENT CRIME	REDUCED ANNUAL RATES	POLICE
PUBLIC SAFETY	PROPERTY CRIME	REDUCED ANNUAL RATES	POLICE
PUBLIC SAFETY	POLICE RESPONSE TIMES	AVERAGE RESPONSE TIMES	POLICE
PUBLIC SAFETY	FIRE RESPONSE TIMES	AVERAGE RESPONSE TIMES	FIRE
ARTS AND CULTURE	ARTS AND CULTURAL EVENTS	INCREASED REVENUES FROM EVENT-RELATED SPENDING; INCREASED EVENT ATTENDANCE; NUMBER OF ANNUAL EVENTS	DOWNTOWN LAS CRUCES PARTNERSHIP
ARTS AND CULTURE	MAIN STREET MUSEUMS	INCREASED ATTENDANCE AT MAIN STREET MUSEUMS	QUALITY OF LIFE
ARTS AND CULTURE	SOCIAL MEDIA INTEREST	NUMBER OF SOCIAL MEDIA HITS AND IMPRESSIONS	DOWNTOWN LAS CRUCES PARTNERSHIP

1. City department responsible for tracking and maintaining the data. "Administration" means that delegation to a responsible City department is to be determined.

TABLE 1.20, ELEVATE LAS CRUCES PERFORMANCE INDICATOR EXAMPLES (CONT.)<sup>1</sup>

TOPIC	INDICATOR	MEASURE(S)	RESPONSIBILITY <sup>1</sup>
HISTORIC PRESERVATION	RENOVATION	INCREASED NUMBER OF RENOVATION PERMITS FOR NHR CONTRIBUTING STRUCTURES	COMMUNITY DEVELOPMENT
HISTORIC PRESERVATION	NEW CONSTRUCTION	INCREASED NUMBER OF RENOVATION PERMITS FOR NON-CONTRIBUTING STRUCTURES IN HISTORIC DISTRICTS	COMMUNITY DEVELOPMENT
HISTORIC PRESERVATION	BUSINESS REGISTRATION	ANNUAL NUMBER OF BUSINESS REGISTRATIONS ISSUED FOR PROPERTIES WITHIN HISTORIC DISTRICTS	COMMUNITY DEVELOPMENT
PUBLIC HEALTH	TREE CANOPY	INCREASED TREE CANOPY INVENTORY WITHIN STREET RIGHTS-OF-WAY AND OTHER PUBLIC GROUNDS	ADMINISTRATION
PUBLIC HEALTH	RESPIRATORY DISEASE	DECREASE RATES	ADMINISTRATION
PUBLIC HEALTH	OBESITY	DECREASE RATES	ADMINISTRATION
PUBLIC HEALTH	CONTAMINATED SITES	DECREASE NUMBER OF BROWNFIELD SITES; RATE OF ABATEMENT	ADMINISTRATION
PUBLIC HEALTH	SAFE ROUTES TO SCHOOL	NUMBER OF SAFE ROUTES TO SCHOOL PROGRAMS	ADMINISTRATION
PUBLIC HEALTH	IMPROVED HEALTH THROUGH URBAN AGRICULTURE	TO BE DETERMINED BASED ON MULTIPLE INDICATORS CONTAINED IN THE <i>URBAN AGRICULTURE AND FOOD POLICY PLAN</i>	ADMINISTRATION

<sup>1</sup> City department responsible for tracking and maintaining the data. "Administration" means that delegation to a responsible City department is to be determined.

## REPORTING AND AMENDMENT

Although the Elevate Las Cruces vision and work program considers how Las Cruces will transform itself over the next 25 years, Las Cruces City Charter requires, "...a complete review and updating of the comprehensive plan at least every 10 years." (Las Cruces, New Mexico, City Charter art. VI, § 6.02). The interim reporting and amendment procedures within this section assume that a full Plan update will occur in accordance with City Charter.

### ANNUAL PROGRESS REPORT

The Planning and Zoning Commission will prepare an annual progress report regarding implementation of Elevate Las Cruces with the assistance of the Community Development Department.

The annual progress report will include the following:

- Completed or ongoing actions related to the Elevate Las Cruces Work Program;
- An evaluation of plan implementation partnerships;
- Updated Performance Indicators;
- Recommended Plan amendments that may be proposed by the Mayor and City Council;
- Other relevant information identified by City Administration that illustrates Plan accomplishments, barriers to implementation, or necessary modifications.

The Planning and Zoning Commission's report will be presented to the Mayor and City Council prior to the initiation of the annual budget development process so that report findings or recommendations may be considered as part of the City capital and operating budgeting process.

## PLAN AMENDMENTS

Amendments to Elevate Las Cruces may be proposed by the Mayor and City Council at any time ((Las Cruces, New Mexico, Municipal Code, Ch. 2, Art. IV, § 2-381 (d)). Often however, potential Plan amendments are minor in nature – not affecting the intent of the Plan – and can be identified and recommended by City staff. To provide predictability, most Plan amendments should occur in conjunction with one of two processes:

- **General Plan Amendments.** Most amendments to Elevate Las Cruces should be scheduled and initiated as a group on an annual basis following submittal of the Planning and Zoning Commission’s annual report to the Mayor and City Council. General plan amendments may address any component of the Plan, including the Future Development Program and Future Thoroughfare Program.
- **Future Development Map Amendments.** The City may also develop a procedure to consider concurrent amendments to the Future Development Map in conjunction with a development application and staff report. Such a process can include additional application requirements such as developer/neighborhood meetings and cost-benefit analyses, and can create a greater level of public transparency where a possible change to the Future Development Map would be necessary to accommodate an applicant’s proposal.

## FIVE-YEAR PLAN UPDATE

The Community Development Department will facilitate a major update to Elevate Las Cruces that coincides with the fifth anniversary of the adoption of the Plan. The five-year update of Elevate Las Cruces will be prepared under the oversight of the Planning and Zoning Commission unless determined otherwise by the Mayor and City Council. The five-year update will include at least the following:

- A Report of Accomplishments related to the Elevate Las Cruces Work Program and Performance Indicators;
- An updated Work Program and list of Performance Indicators;
- A documented public participation program;
- Updated population projections and Community Profile;
- Modifications to the Future Development Program and Future Thoroughfare Program, if necessary.

The five-year update will include both: **A)** The Planning Commission’s annual progress report; and, **B)** Updated versions of the Elevate Las Cruces Comprehensive Plan reports (**Volumes I** through **IV**, as necessary).





## GLOSSARY OF TERMS

**ACTIVE ROADSIDES:** This refers to the portion of a roadway right-of-way outside of the traveled way, and represents a community's largest public space. Active roadsides that contain furnishing zones, sidewalks, and accessory zones between pedestrian pathways and building frontages promote public gathering and activity.

**AFFORDABLE HOUSING:** As defined by the U.S. Department of Housing and Urban Development, Affordable housing consumes 30 percent or less of the gross income of a household.

**ALTERNATIVE SCENARIOS:** The varying growth/development scenarios that were developed during the planning process to represent different ways Las Cruces could grow.

**ARTERIAL STREETS:** The primary function is to provide for continuity and high traffic volumes between major activity centers. Property access is a medium level priority, with an emphasis on limiting the location of driveways and groups of curb cuts that access this roadway type.

**ATTAINABLE HOUSING:** Housing that is market-rate (i.e. not publicly-subsidized) and that is priced so that the average household is not spending more than 30 percent of their gross income on housing costs.

**AVENUE:** Avenues are most similar to minor arterials and collector roadways in function. Avenues may include a parking lane, bicycle accommodations, a central median, and active roadside area.

**BOULEVARD:** Boulevards are most similar to arterials in function, primarily serving as a through-way for traffic. These roadways are distinct from typical arterials due to the provision of on-street parking and wide, active roadsides that are separated from the motor vehicle traffic.

**BUSINESS PARK/INDUSTRIAL:** These areas are reserved for concentrations of warehousing, trade, transportation, research and development, manufacturing and industrial uses.

**CALM STREETS:** Refers to roadways that incorporate design features to slow traffic closer to the posted speed. Traffic calming methods that are pro-actively incorporated into the design of new streets include reduced travel lane widths, streetscape features, curve radii, to physically and psychologically constrain the scale of the roadway.

**CAPITAL IMPROVEMENT PLAN (CIP):** Public dollars earmarked for improvement and extension of infrastructure in the City.

**CITY COUNCIL:** The governing body of the City of Las Cruces, New Mexico.

**CIVIC & INSTITUTIONAL:** Defined by large public or private facilities and complexes supporting uses such as educational institutions, convention centers, libraries, and government buildings.

**COLLECTOR STREETS:** The street's primary function is to collect and distribute traffic from local access streets to arterial streets. Collector streets move moderate amounts of traffic volumes and provide access to adjacent properties.

*This glossary is a composite list of terms found in Volumes 1 through 4 of Elevate Las Cruces. This Volume may not contain all terms listed.*





## GLOSSARY OF TERMS

**COMMUNITY VISION:** The comprehensive aspects of the community's desires.

**COMPLETE STREETS:** Roadways that have clearly defined accommodations for multiple transportation modes within the street right-of-way. Accommodations for pedestrians, cyclists, and transit riders should be given the same level of importance as motor vehicle travel lanes.

**COMPREHENSIVE PLAN:** A document with graphics, text, and tables that forms policies governing the future development of the City and consisting of various components governing specific geographic areas and functions and services of the City. This document is established with the input of citizens, property owners, city staff, and elected / appointed city officials.

**COMPREHENSIVE PLAN ADVISORY COMMITTEE:** City Council appointed members to serve as an advisory body to support development of the comprehensive plan..

**CORPORATE ARCHITECTURE:** Buildings, structures, and accessory spaces designed to meet the needs of a business enterprise, as opposed to the design objectives of the community within which it is located.

**DESIGN STANDARDS:** Formal set of standards for development which require certain development character and quality levels for the built and natural environment.

**DOWNTOWN:** Is an urban place type composed of residential and non-residential land uses. Downtown Las Cruces is bordered by Spruce Ave and Lohman Ave.

**DWELLING UNIT (DU):** A single dwelling unit for habitation.

**ECOSYSTEM SERVICES:** Benefits humans desire from the natural environment and from properly-functioning ecosystems, such as improved air-quality resulting from trees.

**EMPLOYMENT CENTER:** Nodes of high employment within a community that are distinguished by development tracts and buildings that contain a concentration of jobs as compared to residents.

**FLOODPLAIN:** An area of land subject to inundation by a 100-year frequency flood, as shown on the floodplain map from the FEMA.

**FLOOR AREA RATIO (FAR):** FAR is the ratio between a building's total floor area and its site coverage. It is calculated by dividing the gross square footage of a building by lot area.

**FORM-BASED CODES:** Approach to land development regulations that utilizes physical form rather than separation of land uses as the organizing principle. Form-based codes can result in a more predictable built environment and create a high-quality public realm.

**GROSS DENSITY:** This refers to the number of dwelling units on a tract of land divided by the total acreage. Gross density may be identical for developments incorporating different lot sizes where individual parcels are clustered and a percentage of the land is set aside for other uses.

*This glossary is a composite list of terms found in Volumes 1 through 4 of Elevate Las Cruces. This Volume may not contain all terms listed.*



## GLOSSARY OF TERMS

**HIGHWAYS:** Major roadways carrying large volumes of traffic usually on controlled access roadways. They are intended to convey vehicles for longer distances (city to city, regionally, and beyond). Highways are the jurisdiction of regional, State, and Federal agencies.

**INFILL DEVELOPMENT:** Development of new homes, commercial and/or retail buildings, and public facilities on unused or underused lands in existing developed areas. .

**LOCAL STREETS:** Intended for low volume and low speed traffic movement, local streets provide access to residential lots and building sites.

**MINOR ARTERIAL:** Minor Arterials are slightly smaller than Principal Arterials and are intended to convey traffic from neighborhoods and Collector Streets to Principal Arterials, and generally serve moderate trip lengths.

**MIXED USE:** A compatible mix of residential and non-residential uses allowed on the same property, or within the same structure. Horizontally mixed-use developments may include any combination of office, retail and residential uses sited adjacent to one another within the same structure or within adjacent structures, on the same property. Vertically mixed-use developments may include any combination of office, retail and residential uses sited above or below one another within the same structure.

**MIXED-USE CORRIDOR:** Composed of residential and non-residential land uses along roadways or trail corridors.

**MPO (MESILLA VALLEY PLANNING ORGANIZATION):** The MPO serves the cities of Las Cruces, Mesilla, and part of Doña Ana County. The MVMPO is responsible for transportation system planning aspects ranging from bicycle, pedestrian, motor vehicle, and public transit systems.

**MULTI-FAMILY RESIDENTIAL:** Attached dwelling units designed to be occupied by three or more families living independently of one another, exclusive of boarding houses, hotels, or motels.

**NEIGHBORHOOD CENTERS:** An overlay place type that includes a mix of residential and non-residential land uses and located at key neighborhood intersections, neighborhood centers are walkable and provide employment and entertainment opportunities.

**OPEN SPACE RESERVE:** Includes land that is to be maintained in a natural state to be used for habitat preservation or passive recreation.

**PARKLET:** Converted parking spaces into vibrant community spaces that offers public seating areas. They are often created through a partnership between the city and local businesses, residents, or neighborhood associations.

**PARKS AND OPEN SPACE:** Areas reserved for active and/or passive recreation, provided either by the City or by private development.

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## GLOSSARY OF TERMS

**PLACEMAKING:** Strengthening a community's identity by creating a 'sense of place' through physical design

**PLANNED DEVELOPMENT (PD):** Planned associations of uses developed as integral land use units such as industrial parks or industrial districts, offices, commercial or service centers, shopping centers, residential developments of multiple or mixed housing, including attached single family dwellings or any appropriate combination of uses which may be planned, developed or operated or integral land use units either by a single owner or a combination of owners.

**PRINCIPAL ARTERIAL:** These streets offer high levels of mobility and carry vehicles within and through the City. They are intended to funnel traffic from Minor Arterials and Collector Streets to Highways, or to other Principal Arterials, and generally serve long trip lengths.

**REDEVELOPMENT:** Restoration of existing buildings and properties blighted and/or which diminish the character and function of a neighborhood including adaptive use and historic preservation properties.

**REGIONAL COMMERCIAL:** Defined by large retail and professional service uses, usually within multi-tenant shopping centers.

**RIGHT-OF-WAY (ROW):** Land provided for the purpose of vehicular access.

**RURAL NEIGHBORHOOD:** Low-density residential developments composed of single-family homes and limited agricultural uses occur in the place type.

**RURAL RESERVE:** defined by a mix of land uses including farming, ranching, and other agricultural services, with limited development occurring on these lands.

**RURAL-URBAN TRANSECT:** Planning model that illustrates a system of development patterns that become successively more urban in intensity and character.

**SCENARIO PLANNING:** Process in which alternative futures of growth and development are compared to determine a preferred vision for growth.

**SINGLE FAMILY RESIDENTIAL (SF):** A detached dwelling unit designed to be occupied by not more than one family.

**SMART GROWTH:** Approach to growth management that combines incentives, disincentives, and traditional planning techniques to promote a pattern of growth that achieves economic, environmental, and quality-of-life objectives.

**STREET CHARACTER ZONES:** Street character zones are areas where different street design standards are applied to reflect either an existing or intended development pattern.

**SUBURBAN NEIGHBORHOOD:** Includes low-to-moderate density residential land use with limited commercial development. Multi- and single-family homes, retail, and office use occupy this place type.

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## GLOSSARY OF TERMS

**TOWN CENTERS:** Mix of residential and non-residential land uses that include institutional, cultural, employment, and entertainment opportunities in a walkable center.

**TRAFFIC IMPACT ANALYSIS (TIA):** A process that helps the community understand the demands and impacts placed on the City's transportation network from development. There are two types of TIA. The first assesses the effects that a particular development's traffic will have on the transportation network resulting from a change in land use different from the future land use plan, while the second type assesses the specific site and roadway improvements needed resulting from a proposed development.

**TRANSFER OF DEVELOPMENT RIGHTS:** This program enables landowners to sell development rights of their land so that development can occur in another designated location, while the landowner's land is protected from future development and promote density in other locations.

**URBAN DESIGN:** Urban design is about making connections between people and places, movement and urban form, nature and the built fabric. Urban design draws together the many strands of place-making, environmental stewardship, social equity and economic viability into the creation of places with distinct beauty and identity. Urban design is the process of designing and shaping cities, towns and neighborhoods. Urban design is an inter-disciplinary subject that utilizes elements of many built environment professions, including landscape architecture, urban planning and architecture.

**URBAN NEIGHBORHOODS:** A mix of housing types of medium-to-high density and supporting neighborhood commercial development make up this place type.

**UTILITIES:** Services provided by public and private agencies that support development. Utility services include water, sanitary sewer, storm drainage, electrical, natural gas, telephone and telecommunications, and other similar services.

**WRAP-AROUND SERVICES:** A comprehensive and holistic way of providing services to individuals experiencing serious mental health or behavioral challenges. A 'wrap-around facilitator' connects an individual to providers of support services and support.

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