

ELEVATE LAS CRUCES

COMPREHENSIVE PLAN

Volume IV: Community Participation Program

ADOPTED FEBRUARY 18, 2020

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VOLUME IV: COMMUNITY PARTICIPATION PROGRAM



ELEVATE LAS CRUCES IS A FOUR-VOLUME DOCUMENT.

VOLUME IV IS A SUMMARY OF COMMUNITY OUTREACH AND FEEDBACK. IT DESCRIBES THE METHODS TO SOLICIT PUBLIC PARTICIPATION DURING THE ELEVATE LAS CRUCES COMPREHENSIVE PLANNING EFFORT.

ELEVATE LAS CRUCES COMPREHENSIVE PLAN
ADOPTED FEBRUARY 18, 2020





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GLOSSARY OF ACRONYMS



AARP - American Association of Retired Persons
ACS - American Community Survey
Adm - Avenida de Mesilla Gateway Overlay
ALTSD - 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
DAMDWCA - 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
JHWWTF - 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
LRGRWP - Lower Rio Grande Regional Water Plan
MF - Multi-Family
MPO - Metropolitan Planning Organization
MVEDA - Mesilla Valley Economic Development Alliance
MVMPO - Mesilla Valley Metropolitan Planning Organization
MVPHA - 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
NMCYFD - 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.



COMMUNITY PARTICIPATION

The Elevate Las Cruces Comprehensive Plan has been prepared as a guide for enhancing Las Cruces' long-term prosperity and happiness. The Plan presumes that Las Cruces will foster long-term community well-being through the implementation of policies and actions that transform the city into a model of environmental, fiscal, and social sustainability.

But how should these broad and lofty goals be achieved? How do Las Cruces define such ambiguous concepts as “prosperity,” “happiness” and “sustainability?” How is success measured and assured?

A comprehensive plan must be a product of the people that it is intended to serve. Like all comprehensive planning processes, Elevate Las Cruces requires a program of robust community participation to develop a meaningful and relevant community vision, and to prepare an action plan for how the city will transform itself consistent with that vision over time.

The feedback of residents, property owners, business owners, governmental agencies, and non-governmental interests is essential to this effort. Las Cruces had to articulate their preferences, identify their issues, and form a general consensus on preferred solutions. Absent meaningful engagement with the public during the planning process, a final comprehensive plan document would be destined for irrelevance due to ambivalence.

A broad range of methods was used to engage the public, stakeholders, City staff, and elected and appointed officials during the Elevate Las Cruces comprehensive planning process, including on-line and on-site outreach activities. **Volume IV, Community Participation Program**, provides a summary of comprehensive plan advertisement and outreach methods applied during the 18+ month planning period. This volume not only describes the methods that were used to solicit public participation, but also documents when and where meetings and other activities took place.

“What makes Las Cruces a great place to live/work is our strong sense of community, progressive city government vision, nice weather, unique landscape, culture, and architecture.”

Las Cruces Resident (11/26/18)

PUBLIC PARTICIPATION PROGRAM

Elevate Las Cruces is an overarching policy document of what the community envisions it to be by the year 2045. This plan will replace the present Comprehensive Plan 2040. Anyone who lives, works, visits, or has an interest in the City was encouraged to participate in the process to update the City's comprehensive plan. The Las Cruces City Council uses the plan to develop the City's bi-annual Strategic Plan that prioritizes the goals City departments will focus on during that period. The City Council and City administration consider the comprehensive plan as they make funding and budget decisions, apply for grant funding, and update technical long-range master plans (e.g., parks and recreation master plan, 40-year water plan). Others may use the comprehensive plan to learn more about the City as an aid in starting a new business or evaluating a development proposal. However it is used, the comprehensive plan is a critical document because it looks holistically at the current community and the future aspirations of its citizens.

IMPORTANCE OF PUBLIC PARTICIPATION

Public participation is of highest importance as it empowers citizens to plan the future of their community. The public participation process aims to build consensus and commitment between elected and appointed officials, City staff, and residents. The comprehensive plan ultimately provides the City with a list of detailed implementation actions that will directly influence the lives of all who live and work in Las Cruces.

It is important that the public participation process be documented in detail to ensure adequate opportunities were available for participation of diverse populations and that engagement activities were provided and conducted in a thoughtful, courteous, and respectful manner.

THE TIME LINE

The planning process for Elevate Las Cruces is separated into the five principal planning phases listed below. **Figure 4.1, Public Engagement Time Line**, breaks the phases out into the individual engagement activities completed during the overall plan 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.

THE PARTICIPANTS

There were several groups that engaged in this public participation process beyond the general public. These included a CPAC committee, three CPAC sub-committees, community builders, a policy review committee, City Staff, and City Council.

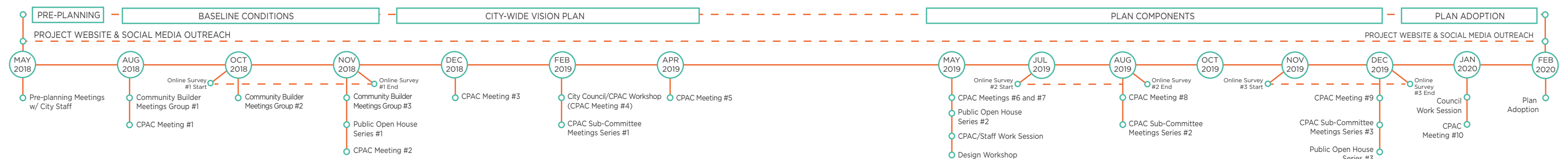
- **Comprehensive Plan Advisory Committee (CPAC).** At the beginning of the Elevate Las Cruces planning process, the City Council appointed 13 members to a Comprehensive Plan Advisory Committee (CPAC) to serve as an advisory body that supported development of the comprehensive plan.
- **CPAC Sub-Committees.** Due to the broad nature of the comprehensive plan, three sub-committees of the CPAC were established to provide more targeted feedback on the specific policies and actions developed for the plan. The three sub-committees mirror the overarching policy themes of Elevate Las Cruces: Community Prosperity, Community Livability, and Community Environment.
- **Community-Builders.** Community builders are representatives, leaders, business interests, residents, and other engaged stakeholders who actively participate in key roles throughout Las Cruces. Community-builder meetings were held at the beginning of the planning process as a means to establish a baseline understanding of the community.

- **Policy Review Committees.** These are City Council appointed committees that address topical issues. They are not appointed for the purposes of comprehensive plan review but were queried on relevant topics in their respective field of expertise during the public participation process for the plan.
- **City Staff.** As key implementers of the recommendations of the Comprehensive Plan, as well as those most familiar with the day-to-day operations of the City, staff from multiple City departments provided context for both existing conditions and recommended actions generated during the planning process. The Interdepartmental Work Group (IWG) also met several times throughout the plan process to review the implementation framework.
- **City Council.** As the ultimate policy decision makers in Las Cruces, the City Council was engaged at key intervals during the planning process to ensure that the plan aligned with the City Council's strategic vision for the community.

PUBLIC INTERACTION

Along with the previous groups mentioned, the general public was the largest and most critical participant in this process. This includes residents, those employed within the city limits, visitors, property owners, business owners, and any other interested person who may not be formally defined in this plan. The outcome of this plan will effect their lives now and into the future. The public's role is important as it provides relevancy to the comprehensive plan content expressed through the varied interests of those connected to Las Cruces.

FIGURE 4.1, PUBLIC ENGAGEMENT TIME LINE



OUTREACH AND AWARENESS

The outreach process for Elevate Las Cruces included a variety of methods utilizing both external and internal sources as well as on-site and online engagement opportunities. Internal engagement methods included tools such as Interdepartmental Work Group meetings, planning work group meetings, and public work sessions. In these public work sessions, the public was invited to attend and give comments on the plan items being discussed. External engagement methods included charrettes, online surveys, focus groups, social media advertisements, and public open houses.

On-site activities included booths at the Farmers and Craft Market of Las Cruces, multiple public open houses, a week long design charrette, and drop-in hours during work sessions. Online input was taken in the form of several online public surveys, the project website, and social media outreach.

A project brand was created to give the project a unique identity that would make all plan materials recognizable at a glance. The project brand was printed on all advertising materials, included in social media ads, and incorporated in email blasts, advertisements posted on the project website and paper fliers handed out at city sponsored events.

PROJECT BRAND

The project team set out to create a unique brand for the project that would convey key themes and be used on all comprehensive plan update materials. Creating a project brand helps planning projects stand out and generates a unique project identity that is instantly recognizable at a glance. Before the branding process began, City staff gave several recommendations for key themes the brand would need to portray. These recommendations included: the need to inspire people, the need to be approachable, and the need to emphasize progress and growth while maintaining character.

The Elevate Las Cruces project brand was created to be instantly recognizable at a glance, and was available in both English and Spanish. (right).

Multiple meetings and discussions were held throughout the months of June to December 2018 including a vote by the Comprehensive Plan Advisory Committee (CPAC), and the team incrementally came to a consensus on the final design of the project brand. In the end the “Elevate” brand was chosen to represent the plan update. The word Elevate was chosen to represent the desire to elevate everyone in the community and that this community has momentum and is on the verge of exponential growth. City staff and the CPAC agreed that Elevate met all the criteria for key themes they were looking to portray.

A Spanish version of the project brand, Elevar Las Cruces, was also created and when choosing the final brand, the Spanish translations of possible brand names were taken into consideration during every step of the process. Branded tote bags and branded water bottles were given out at public events to increase project awareness.



The project website provided an all-in-one location for news on upcoming plan events, surveys, and report documents that were accessible to the public in both English and Spanish. (above)

ADVERTISEMENT METHODS

A variety of advertisement methods were used to garner public participation throughout the comprehensive plan update process. These techniques included:

- **The Project Website.** Created to educate citizens about the comprehensive planning process and provide information about opportunities for citizens to get involved. The website provided a timeline of public events and access to important planning documents that ensure transparency for citizens to know how and why the plan is moving in the direction that it is.
- **City of Las Cruces Website Advertisements.** Posted on the main page of the City's website informing site visitors of upcoming opportunities for public engagement. These website advertisements were hyperlinked to the project website where one could gain access to more detailed information on dates, times, and locations as well as to learn more about the plan.
- **Facebook Advertisements.** Posted on the official City of Las Cruces Facebook page in advance of upcoming opportunities for public engagement. As with the advertisements on the City website, these included a link to the project website to learn more.
- **Outreach to New Mexico State Students.** Conducted by City staff members who went out onto the campus and engaged with students by handing out fliers and encouraging students to attend upcoming input opportunities.
- **Postcard Mailers.** Sent to citizens who have signed up to receive more information about city sponsored events. These postcards contained information about future public engagement opportunities.
- **Email Distributions.** Sent out to citizens who have signed up to receive more information about city sponsored events. These provided a convenient way to receive information about upcoming Elevate Las Cruces public engagement opportunities.
- **Fliers at Local Businesses.** Placed on bulletin boards in local businesses to promote awareness of upcoming plan events and provide information about upcoming public engagement opportunities. One local diner even placed the fliers underneath glass tabletops along with other local business information.
- **Press Releases.** Provided to local news outlets informing the public on opportunities for public involvement as well as providing plan progress updates.
- **Advertisements on Local Television.** Circulated on CLC-TV, a local access cable television channel that reaches Las Cruces residents. Information about upcoming public engagement opportunities were provided during the broadcasts.

ON-SITE OUTREACH

Several different types of on-site outreach activities were conducted throughout this plan process. These methods included:

- **Small Group Discussions.** Held with stakeholders, city staff, and CPAC groups.
- **Individual Interviews.** Individual interviews were held with city staff, Council members, the Mayor, and the CPAC chair and vice-chair.
- **Presentations.** Presentations were given during various meetings with the CPAC and city staff, as well as at the end of the week long design workshop. Several of the presentations used interactive polling that gathered instantaneous input from participants.
- **Workshops.** A week-long design workshop was held from May 28th to June 1st, 2019. The goal of this workshop was focused on developing demonstration site concepts to visualize the new place types presented in the Future Development Program.
- **Open Houses.** Three series of public open houses were held over the course of the project. The first series sought to gauge community preferences and learn about existing conditions. The second series asked about the growth scenario models and future development map, and the third series sought input on draft plan recommendations.
- **Public Information Booths.** Booths were set up at the Farmers & Craft Market of Las Cruces and at other public events to provide plan background and seek feedback at various stages of the plan development.



During the design workshop, attendees were asked to give input on the demonstration site concepts (above).



Information boards were displayed at on-site outreach activities to educate attendees on the progress of the plan (above).

Several of the public open houses were held at the Farmers & Craft Market of Las Cruces (below).



ONLINE OUTREACH

PROJECT WEBSITE

The project website was prepared and administered as a repository for project updates; project schedules; presentations, reports, and other interim deliverables. The website was accessible prior to the initial series of public open houses and remained active to the end of the project planning period. The website provided an opportunity for residents and interested stakeholders to follow the progression of the planning process and submit questions.

ONLINE SURVEYS

Three on-line community-wide surveys were prepared and administered during this planning process. The surveys were prepared in both English and Spanish. Each survey addresses a different key phase of the planning effort. These surveys included:

- **Survey 1 - Community Vision Survey.** Designed to gauge public attitudes regarding existing community needs and concerns and to measure residents' existing knowledge of Plan4LasCruces themes and goals.
- **Survey 2 - Future Development Survey.** Designed to solicit feedback on the proposed future development maps and the relative importance of associated place types.
- **Survey 3 - Implementation Survey.** Designed to solicit public participation in prioritization of proposed policies and implementation strategies.

Key themes as a result of the surveys are discussed on pages 21-23.



Computers were provided at several of the on-site outreach events where the public could take the online survey. (above)

“Our diverse population is what makes Las Cruces a great place to live and work.”

LAS CRUCES RESIDENT (11/18/19)

SUSTAINABILITY LINKAGE

As discussed in **Volume I**, Elevate Las Cruces was developed in accordance with several overarching sustainability resources. One of these resources is the American Planning Association's (APA) Sustaining Places Practices for Comprehensive Planning. This report serves as a resource for communities that wish to integrate sustainability principles into their comprehensive plan.

In addition to the six core principles identified in the Sustaining Places report that are referenced in **Volume I**, there are also best practices for ensuring 'authentic participation' in the comprehensive planning process. The Sustaining Places report defines authentic participation as:

"Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes."

To achieve authentic participation, the resource recommends seven best practices. The following list includes a brief description of how the Elevate Las Cruces planning process adhered to these best practices.

- **Engage stakeholders at all stages of the planning process.** A wide variety of stakeholders, including residents, business owners, elected and appointed officials, and staff were engaged throughout the development of Elevate Las Cruces. As discussed in the Public Outreach Activities section of this volume, the input from each meeting or event had a direct impact on the plan vision, future development program, and implementation framework. The CPAC and subsequent CPAC Sub-Committees in particular had significant buy-in throughout development of the plan and therefore felt ownership when it came time to recommend plan adoption.
- **Seek diverse participation in the planning process.** The project team encouraged input from all groups. All meetings were advertised via several methods, including inserts in utility bills that go to all residents and property owners as well as advertisements on the sides of city buses. Additionally, children are often underrepresented in planning processes; as part of this effort, city staff held a chalk event to encourage children to provide input on the plan.
- **Promote leadership development in disadvantaged communities through the planning process.** A variety of stakeholders were invited to the Community-Builder meetings that were held at the beginning of the process. Those who attended the meetings were asked to help spread the word about the planning process to their colleagues and neighbors. Additionally, the CPAC and CPAC Sub-Committee members served as liaisons for the plan for their respective organizations.
- **Develop alternative scenarios of the future.** The Elevate Las Cruces Future Development Program was created using a scenario planning process. The CPAC and City Council helped formulate the various scenarios during a joint workshop; this event is discussed in more detail on page 17. The general public later provided feedback on the consensus scenario at the second round of public open houses. **Volume III** details the scenario planning initiative in more detail.
- **Provide ongoing and understandable information for all participants.** In recognition that a significant number of Las Cruces speak Spanish, all of the meeting advertisements and public surveys were translated into Spanish. There were also Spanish versions of the project logo and project website that contained all of the same information as the English version. Finally, a Spanish translator was present at each of the public open houses. The Las Cruces Public Information Office provided a review of materials to ensure that they were easily accessible to the public.



The Elevate Las Cruces brand was also used on promotional materials to help spread awareness of the plan.

- **Use a variety of communication channels to inform and involve the community.** A project website was created to advertise input opportunities, post documents, and share major project milestones. The website was available in both English and Spanish to reach the most possible users. Other communication channels utilized for the plan development include social media, local-access television, newspapers, email communications, and branded give-aways.
- **Continue to engage the public after the comprehensive plan is adopted.** Since all of the Planning and Zoning Commission members were part of the CPAC, these stakeholders should continue to be champions of the plan even after adoption. Additionally, the Implementation Program in **Volume I** outlines how staff, City Council, and appointed boards and commissions should continue to monitor and evaluate the plan after adoption.

Las Cruces youth participated in a chalk event to spread awareness of the comprehensive plan process.



PUBLIC OUTREACH ACTIVITIES

Public outreach activities are outlined in the following section and include:

- **Community Builder Meetings**
- **Public Open Houses**
- **Comprehensive Plan Advisory Committee**
- **CPAC Sub-Committees**
- **Online Surveys**

The dates and all invited groups for all public outreach activities are documented in the sections and tables to follow.

‘Community Builder’ meetings refer to the first initial stakeholder meetings held as part of Elevate Las Cruces.

COMMUNITY BUILDER MEETINGS

Meetings with community builders were held at the beginning of the process to seek their input on plan themes and vision. Community builders were grouped based on specializations that were applicable to themed aspects of the plan. **Table 4.1, Community Builder Meetings**, provides a comprehensive list of all community builder meetings.

The input from these meetings helped inform the plan vision statement and associated vision components. In addition to the groups listed in Table 4.1, there were additional community builder meetings conducted by city staff throughout the development of the comprehensive plan, including the Las Cruces Home Builder’s Association, New Mexico State Land Office, Chambers of Commerce, New Mexico State University, and the Las Cruces Public School District.

TABLE 4.1. COMMUNITY BUILDER MEETINGS

DATE OF MEETING	TIME OF MEETING	GROUP INTERVIEWED
AUGUST 20, 2018	1:00 - 2:30 PM	HEALTH STAKEHOLDERS
AUGUST 20, 2018	3:00 - 4:30 PM	HEALTH/HOUSING STAKEHOLDERS
AUGUST 21, 2018	1:30 - 3:00 PM	ECONOMIC DEVELOPMENT STAKEHOLDERS
AUGUST 22, 2018	8:00 - 9:30 AM	NATURAL RESOURCE STAKEHOLDERS
OCTOBER 8, 2018	8:00 - 9:00 AM	MVEDA
OCTOBER 8, 2018	10:00 - 11:00 AM	LAS CRUCES ASSOCIATION OF REALTORS
OCTOBER 8, 2018	3:00 - 4:00 PM	LAS CRUCES GREATER CHAMBER
OCTOBER 9, 2018	10:00 - 11:00 AM	LAS CRUCES GREEN CHAMBER
OCTOBER 9, 2018	1:00 - 2:00 PM	LAS CRUCES HOME BUILDERS ASSOCIATION
OCTOBER 9, 2018	3:00 - 4:00 PM	LAS CRUCES HISPANIC CHAMBER
OCTOBER 10, 2018	12:00 - 1:00 PM	LAS CRUCES POLICY BOARDS
NOVEMBER 8, 2018	9:30 - 11:00 AM	POLICY BOARDS/COMMISSIONS

PUBLIC OPEN HOUSES

OPEN HOUSE SERIES NUMBER ONE

There were three series of open houses held during this planning process. The first series consisted of four meetings held in locations chosen to serve all six of the council districts in Las Cruces. During these first meetings, a brief introductory presentation was given to orient attendees to the plan process and introduce smart growth principles. The introduction was followed by an open house session with one-on-one informal discussions to seek input regarding the baseline growth scenario, community needs, and plan guiding principles.

Key Input: The input received from the first round of public open houses was used to help form the vision statement and associated vision components. Specifically, respondents were asked to envision a newspaper headline for Las Cruces today and one for the community 25 years in the future. The results are shown in **Figure 4.2, Las Cruces Today & Tomorrow**.

OPEN HOUSE SERIES NUMBER TWO

The second public meeting series consisted of eight meetings of various formats that corresponded with the design workshop held at the Bank of the West building. The design workshops focused on developing demonstration site concepts to visualize the new place types that were in the process of being created for the Future Development Program. During this second series of open houses the draft future land use plan and development concepts were also discussed.

Key Input: The input received from the second round of public meetings helped refine the future development map, place type descriptions, and future thoroughfare map. There was also significant feedback received on the demonstration sites, which is discussed in more detail on page 14.

FIGURE 4.2. LAS CRUCES TODAY & TOMORROW



OPEN HOUSE SERIES NUMBER THREE

The third and final public meeting series consisted of three open house meetings. The draft Physical Framework, Policy Framework, and Implementation Framework as discussed in **Volume I** were presented for feedback at these meetings.

Key Input: The input received from the third round of public open houses was used to prioritize implementation policies and make final changes to the future development and thoroughfare maps. A prioritized table of implementation policies can be found in **Volume I**.

The table on the following pages provides a brief description of the date and topics of each of the public open house meetings.

TABLE 4.2, PUBLIC OPEN HOUSES

MEETING DETAILS	CONTENT ADDRESSED
MEETING SERIES ONE	
NOVEMBER 7, 2018, 6:00 - 8:00 PM, MUNSON SENIOR CENTER	BRIEF OVERVIEW PRESENTATIONS TO ORIENT ATTENDEES TO PLAN PROCESS AND INTRODUCE SMART GROWTH PRINCIPLES FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON BASELINE GROWTH SCENARIO, COMMUNITY NEEDS, AND PLAN GUIDING PRINCIPLES
NOVEMBER 8, 2018, 6:00 - 8:00 PM, DOÑA ANA COMMUNITY COLLEGE EAST MESA CAMPUS	BRIEF OVERVIEW PRESENTATIONS TO ORIENT ATTENDEES TO PLAN PROCESS AND INTRODUCE SMART GROWTH PRINCIPLES FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON BASELINE GROWTH SCENARIO, COMMUNITY NEEDS, AND PLAN GUIDING PRINCIPLES
NOVEMBER 9, 2018, 1:00 - 3:00 PM, CONVENTION CENTER	BRIEF OVERVIEW PRESENTATIONS TO ORIENT ATTENDEES TO PLAN PROCESS AND INTRODUCE SMART GROWTH PRINCIPLES FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON BASELINE GROWTH SCENARIO, COMMUNITY NEEDS, AND PLAN GUIDING PRINCIPLES
NOVEMBER 10, 2018, 8:30 AM - 1:00 PM, FARMERS & CRAFT MARKET OF LAS CRUCES	OPEN HOUSE BOARDS ORIENT ATTENDEES TO THE PLAN PROCESS, INTRODUCE SMART GROWTH PRINCIPLES, AND SEEK INPUT ON BASELINE GROWTH SCENARIO, COMMUNITY NEEDS, AND PLAN GOALS/OBJECTIVES
MEETING SERIES TWO	
MAY 28, 2019, 6:00 - 9:00 PM, BANK OF THE WEST BUILDING	PRESENTATION OF DRAFT FUTURE LAND USE AND DEVELOPMENT CONCEPTS; KICK-OFF PRESENTATION FOR THE DESIGN WORKSHOP THAT FOCUSED ON DESIGN IDEAS FOR SPECIFIC DEMONSTRATION AREAS
MAY 29, 2019, 9:00 AM - 7:00 PM, BANK OF THE WEST BUILDING	OPEN DESIGN STUDIO TIME FOR INTERESTED PARTIES TO STOP BY AND VIEW PROGRESS ON DESIGNS FOR THE DEMONSTRATION SITES
MAY 29, 2019, 6:00 - 8:00 PM, BANK OF THE WEST BUILDING	PRESENTATION OF DRAFT FUTURE LAND USE AND DEVELOPMENT CONCEPTS
MAY 30, 2019, 9:00 AM - 7:00 PM, BANK OF THE WEST BUILDING	OPEN DESIGN STUDIO TIME FOR INTERESTED PARTIES TO STOP BY AND VIEW PROGRESS ON DESIGNS FOR THE DEMONSTRATION SITES
MAY 30, 2019, 6:00 - 8:00 PM, BANK OF THE WEST BUILDING	PRESENTATION OF DRAFT FUTURE LAND USE AND DEVELOPMENT CONCEPTS
MAY 31, 2019, 9:00 AM - 4:00 PM, BANK OF THE WEST BUILDING	OPEN DESIGN STUDIO TIME FOR INTERESTED PARTIES TO STOP BY AND VIEW PROGRESS ON DESIGNS FOR THE DEMONSTRATION SITES
JUNE 1, 2019, 8:00 - 11:00 AM, FARMERS & CRAFT MARKET OF LAS CRUCES	PUBLIC INFORMATION BOOTH TO PRESENT DRAFT FUTURE LAND USE AND DEVELOPMENT CONCEPTS
JUNE 1, 2019, 12:00 - 2:00 PM, RIO GRANDE THEATER	WORK-IN-PROGRESS PRESENTATION FOR THE DESIGNS OF THE DEMONSTRATION SITES

TABLE 4.2, PUBLIC OPEN HOUSES (CONT).

MEETING DETAILS	CONTENT ADDRESSED
MEETING SERIES THREE	
DECEMBER 11, 2019, 5:30 - 7:30 PM, LYNN MIDDLE SCHOOL	BRIEF OVERVIEW PRESENTATION TO PRESENT PLAN PROGRESS FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON PHYSICAL FRAMEWORK, POLICY FRAMEWORK, AND IMPLEMENTATION FRAMEWORK PLAN ELEMENTS
DECEMBER 12, 2019, 5:30 - 7:30 PM, EAST MESA PUBLIC SAFETY COMPLEX	BRIEF OVERVIEW PRESENTATION TO PRESENT PLAN PROGRESS FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON PHYSICAL FRAMEWORK, POLICY FRAMEWORK, AND IMPLEMENTATION FRAMEWORK PLAN ELEMENTS
DECEMBER 13, 2019, 2:00 - 4:00 PM, SAGE CAFE COMMUNITY CENTER	BRIEF OVERVIEW PRESENTATION TO PRESENT PLAN PROGRESS FOLLOWED BY OPEN HOUSE FORMAT TO SEEK INPUT ON PHYSICAL FRAMEWORK, POLICY FRAMEWORK, AND IMPLEMENTATION FRAMEWORK PLAN ELEMENTS

Open houses provided voting boards for attendees to provide important feedback that steered the direction of the plan (below).



PUBLIC DESIGN WORKSHOP

Elevate Las Cruces' second series of public open houses was held in conjunction with a multi-day public design workshop. The multi-day design workshop - held from May 28 through June 1, 2019 was conducted to **A) Explore** how building and site design features can affect the character of development in new and revitalizing areas of Las Cruces; and, **B) As a means to introduce** Las Cruces to many of the place-making design concepts included in Elevate Las Cruces' Future Development Program.

The workshop "Design studio" was located in the Bank of the West building throughout the week. Key design workshop activities included:

- **Workshop Kick-Off & Hands-On Design Session.** A presentation on community planning and revitalization followed by hands-on design exercises to give feedback on their vision for the character of future development on pre-selected "demonstration sites."
- **Open Design Studio.** Daily opportunities to stop by the design studio to provide input on initial design concepts being prepared by the Elevate Las Cruces consultant team.
- **Public Workshops.** In conjunction with the open design studio, two additional public workshops were held providing information on city-wide future land use and development concepts.
- **Public Information Booth.** Interim design workshop materials were available for review at the weekly Farmers and Crafts Market on Saturday, June 1.
- **Work-in-Progress Presentation.** An overview of interim design concepts created for the demonstration sites.



This rendering of a demonstration site adjacent to Oñate High School combined the concepts of a conservation development with a town center.

Participants of the public design workshop developed five "big ideas" which have subsequently been incorporated into the Elevate Las Cruces Work Program (see **Volume I**) as various policies and actions.

1. Continue to make downtown a vibrant multi-generational place.
2. New development should create great places.
3. Design safe, comfortable, and interesting streets for walking and biking.
4. Increase access to nature and build sustainability.
5. Generate a prosperous but still affordable city.

The public design workshop produced design concepts that illustrate how many of Elevate Las Cruces' recommended future land use and development strategies (such as Mixed-use Corridors, Town Centers, and Conservation Developments) could be viably implemented within Las Cruces' built environment. Many of the workshop concepts are displayed in the Policy Framework section of **Volume I**.



Members of the CPAC participate in a discussion.

COMPREHENSIVE PLAN ADVISORY COMMITTEE

At the beginning of the Elevate Las Cruces planning process, the City Council appointed members to a Comprehensive Plan Advisory Committee (CPAC) to serve as an advisory body that supported development of the comprehensive plan. Over the course of the plan development, the CPAC met a total of nine times to provide feedback, give direction, and review deliverables produced by the project team. A total of 13 stakeholders served on the CPAC, representing the following entities:

- City of Las Cruces Planning & Zoning Commission
- City of Las Cruces Policy Review Boards
- Doña Ana County
- New Mexico State University
- Las Cruces Homebuilder Association
- Residents of Las Cruces

The CPAC provided significant direction and feedback on key deliverables and milestones throughout the plan development process.

VISIONING MEETINGS

Generally, the first three CPAC meetings focused on initial visioning exercises, review of public and stakeholder input, review of existing conditions, and development of the Elevate Las Cruces vision statement. The feedback received at these first three meetings provided significant direction for the overall vision statement and the associated vision components. City staff met with the CPAC an additional time in May 2019 to finalize the vision statement due to interest from the CPAC.

FUTURE DEVELOPMENT MEETINGS

The next three CPAC meetings focused on developing and refining the plan scenarios, future development program, and future thoroughfare program. The CPAC and City Council participated in a joint work session to provide input on the consensus scenario, which is discussed in more detail on page 17. CPAC input on both the Future Development Program and the Future Thoroughfare Program helped shape the Physical and Policy Framework sections in **Volume I, Elevate Las Cruces**.

IMPLEMENTATION MEETINGS

The four final CPAC meetings were centered around developing, refining, and prioritizing the goals, policies, and actions found in **Volume I, Elevate Las Cruces**. Through in-person meetings and online surveys, the CPAC provided feedback on the implementation framework and participated in prioritization exercises in order to apply an appropriate timeframe to implement the actions.

Table 4.3, Comprehensive Plan Advisory Committee, provides a brief description of the date and topics of each of the CPAC meetings.

"Building on our unique past while creating the most desirable future."

CPAC MEMBER, on Las Cruces Community Character

TABLE 4.3, COMPREHENSIVE PLAN ADVISORY COMMITTEE

DATE OF MEETING	TOPICS DISCUSSED
VISIONING MEETINGS*	
AUGUST 21, 2018	INTRODUCTION AND VISIONING EXERCISES
NOVEMBER 7, 2018	WORK SESSION TO REVIEW VISIONING EFFORTS, SMART GROWTH APPLICATIONS, AND CITY-WIDE BASELINE GROWTH MODEL
DECEMBER 11, 2018	WORK SESSION TO REVIEW PUBLIC OUTREACH EFFORTS/RESULTS, VISION STATEMENT AND GUIDING PRINCIPLES, AND PLAN STRUCTURE
FUTURE DEVELOPMENT MEETINGS	
FEBRUARY 26, 2019	JOINT WORK SESSION WITH CITY COUNCIL AND CPAC; WORK SESSION TO PROVIDE CITY COUNCIL WITH AN UPDATE OF THE PLANNING PROCESS; MAJORITY OF TIME SPENT ON EXERCISE WHERE MEMBERS WERE DIVIDED INTO GROUPS AND PLAYED A DEVELOPMENT 'CHIP' GAME TO MODIFY THE ALTERNATIVE GROWTH SCENARIOS
APRIL 24, 2019	REVIEW OF SCENARIO PLANNING WORK SESSION OUTCOMES; PRESENTATION OF DRAFT PREFERRED GROWTH SCENARIO; EXERCISES RELATED TO DEVELOPING THE FUTURE DEVELOPMENT MAPS
MAY 29, 2019	PROJECT STATUS AND UPDATE, FUTURE DEVELOPMENT MAP AND FUTURE THOROUGHFARE MAP DISCUSSION, OVERVIEW OF DESIGN WORKSHOP DEMONSTRATION SITES
IMPLEMENTATION MEETINGS	
AUGUST 13, 2019	PROJECT STATUS AND UPDATE, REVIEW OF DESIGN WORKSHOP CONCEPT, FUTURE DEVELOPMENT MAP REVIEW, WORKING IMPLEMENTATION ACTION PLAN DISCUSSION
DECEMBER 12, 2019	REVIEW OF THE DRAFT VOLUMES AND DISCUSSION OF THE IMPLEMENTATION FRAMEWORK
JANUARY 8, 2020	JOINT WORK SESSION WITH CITY COUNCIL AND CPAC; WORK SESSION TO REVIEW THE DRAFT PLAN RECOMMENDATIONS AND DISCUSS PRIORITIZATION OF GOALS, POLICIES, AND ACTIONS
JANUARY 28, 2020	FINAL CPAC MEETING TO RECOMMEND PLAN APPROVAL TO CITY COUNCIL

*City staff also met with the CPAC on May 9th to discuss the final refinement of the vision statement in more detail.

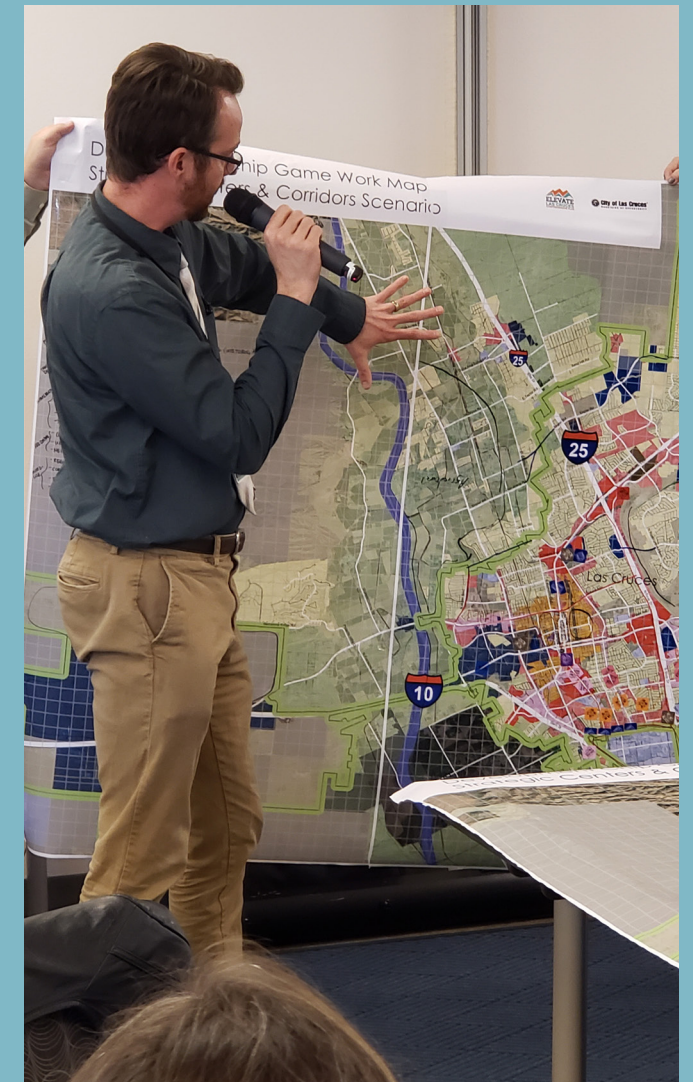
SCENARIO PLANNING PROCESS (THE "CHIP GAME")

A key activity of the Elevate Las Cruces planning process was the joint work session of City Council and the CPAC held in February 2019 to develop a "preferred" growth scenario. This workshop was designed for both bodies to identify where and how future growth and public investment should be directed. Development of a preferred growth scenario was the culmination of Elevate Las Cruces' Scenario Planning Initiative - undertaken to answer questions such as "How should we grow?" "Where do we grow?" and "How much will growth cost?" using data measuring growth estimates, development constraints, land suitability, and fiscal health. A full overview of the scenario planning process is located in **Volume III, Scenario Planning Initiative**.

The joint City Council/CPAC workshop revolved around a "chip game" where attendees were split into five groups and asked to select one of three prepared growth scenarios to use as a base from which to make suggested changes. Participants placed "chips" on a work map that represented how development might occur in their preferred growth scenarios. Each group received the same number of chips that represented the place types described in **Volume I** (see V.I, page 25).

All groups also used markers to draw proposed conservation areas, future roads, transit routes, or greenways. Workshop participants shared their work maps with all attendees at the end of the event.

Chip game results were used to create a Consensus [Growth] Scenario map (see V.III, pages 30 - 33). The Consensus Scenario serves as the basis upon which the Elevate Las Cruces Future Development Program and Future Thoroughfare Program has been prepared.



A member of the CPAC presenting his groups "preferred" growth scenario (above). Examples of some of the "chip game" pieces (below). Source: City Explained.

NEIGHBORHOODS



CPAC SUB-COMMITTEES

Due to the broad nature of the comprehensive plan, three sub-committees of the CPAC were established to provide more targeted feedback on the specific policies and actions developed for the plan. The three sub-committees mirror the overarching policy themes of Elevate Las Cruces: *Community Environment*, *Community Prosperity*, and *Community Livability*. Nearly 100 stakeholders were invited to be members of one or more of the sub-committees.

COMMUNITY ENVIRONMENT

Community Environment sub-committee members were selected for their experience in the fields of land use, community form and character, infrastructure, utilities, energy, natural resources and open space, and regionalism. Sub-committee members include representatives from the following groups:

- Climate Groups
- Community Character Groups
- Utility Providers
- Water Resource Groups
- Construction Groups and Land Developers
- Capital Improvement Groups

COMMUNITY PROSPERITY

Community Prosperity sub-committee members were selected for their experience in the fields of economic development, education, housing, and human services. Sub-committee members include representatives from the following groups:

- ADA/Accessibility
- Healthy Eating/Healthy Food Advocates
- Community Schools
- Social Services/Homelessness Groups
- Mental Health Groups
- Chamber of Commerce
- Economic Development Groups
- Local Businesses
- Public Housing Groups
- Construction Groups and Land Developers
- Sustainability Groups

COMMUNITY LIVABILITY

Community Livability sub-committee members were selected for their experience in the fields of neighborhoods, parks & recreation, mobility, public safety, arts and culture, historic preservation, and public health. Sub-committee members include representatives from the following groups:

- Public Health Groups
- Transportation Groups
- Architecture Groups
- Public Art Groups
- Parks and Recreation Groups
- Historic Preservation Groups
- Healthy Foods/Urban Agriculture Groups



The CPAC Sub-Committees participated in break-out group exercises in the first meeting series to discuss perceived issues related to their appropriate topics.

Over the course of the plan development each of the three sub-committees met a total of three times. **Table 4.4, CPAC Sub-committee Meetings**, on the following page describes the date and topics discussed at each of the meetings.

MEETING SERIES ONE

During the first series of CPAC Sub-Committee meetings, each of the sub-committees identified key issues related to their associated theme and discussed needed actions to address the issues. This feedback was directly incorporated into the overall vision statement, associated vision components, and the initial plan implementation goals, policies, and actions.

MEETING SERIES TWO

The second series of CPAC Sub-Committee meetings focused on reviewing the draft implementation framework. Through a series of exercises, each of the sub-committees provided input on the goals, policies, and actions associated with their theme.

MEETING SERIES THREE

The third and final series of CPAC Sub-Committee meetings addressed key partners involved in implementing the plan and prioritization of the plan policies and actions. The input received from these final meetings with the sub-committees helped inform the prioritization of policies and was used to guide the discussion with the CPAC and City Council during their final work session. The sub-committees also provided valuable input on which partnering agencies should be involved in specific actions.

TABLE 4.4, CPAC SUB-COMMITTEE MEETINGS

MEETING DETAILS	TOPICS DISCUSSED
COMMUNITY PROSPERITY	
FEBRUARY 27, 2019, 9:00 - 11:00 AM	PRESENTED AN OVERVIEW OF THE PLANNING PROCESS AND RESULTS OF THE SURVEY SENT TO THE SUB-COMMITTEE MEMBERS REGARDING THE COMPREHENSIVE PLAN 2040 GOALS; EXERCISE CONDUCTED TO DISCUSS KEY ISSUES RELATED TO COMMUNITY PROSPERITY IN LAS CRUCES AND POTENTIAL POLICIES OR ACTIONS THAT COULD BE INCLUDED IN THE PLAN TO ADDRESS THOSE ISSUES
AUGUST 14, 2019, 9:00 - 11:30 AM	RECAP OF COMPREHENSIVE PLAN AND PROJECT STATUS TO DATE (VISION STATEMENT, FUTURE DEVELOPMENT MAP, DESIGN WORKSHOP CONCEPTS); DISCUSSED IMPLEMENTATION ACTION TABLE COVERING TOPICS OF ECONOMIC DEVELOPMENT, EDUCATION, HOUSING, AND HUMAN SERVICES
DECEMBER 12, 2019, 9:00 - 11:00 AM	REVIEWED THE DRAFT IMPLEMENTATION FRAMEWORK AND REFINED PRIORITIZATION, TIMEFRAMES, AND RESPONSIBLE PARTIES
COMMUNITY LIVABILITY	
FEBRUARY 27, 2019, 1:00 - 3:00 PM	PRESENTED AN OVERVIEW OF THE PLANNING PROCESS AND RESULTS OF THE SURVEY SENT TO THE SUB-COMMITTEE MEMBERS REGARDING THE COMPREHENSIVE PLAN 2040 GOALS; EXERCISE CONDUCTED TO DISCUSS KEY ISSUES RELATED TO COMMUNITY PROSPERITY IN LAS CRUCES AND POTENTIAL POLICIES OR ACTIONS THAT COULD BE INCLUDED IN THE PLAN TO ADDRESS THOSE ISSUES
AUGUST 14, 2019, 1:00 - 3:30 PM	RECAP OF COMPREHENSIVE PLAN AND PROJECT STATUS TO DATE (VISION STATEMENT, FUTURE DEVELOPMENT MAP, DESIGN WORKSHOP CONCEPTS); DISCUSSED IMPLEMENTATION ACTION TABLE COVERING TOPICS OF NEIGHBORHOODS, PARKS AND RECREATION, MOBILITY, PUBLIC SAFETY, ARTS AND CULTURE, HISTORIC PRESERVATION, AND PUBLIC HEALTH
DECEMBER 13, 2019, 11:00 AM - 1:00 PM	REVIEWED THE DRAFT IMPLEMENTATION FRAMEWORK AND REFINED PRIORITIZATION, TIMEFRAMES, AND RESPONSIBLE PARTIES
COMMUNITY ENVIRONMENT	
FEBRUARY 28, 2019, 9:00 - 11:00 AM	PRESENTED AN OVERVIEW OF THE PLANNING PROCESS AND RESULTS OF THE SURVEY SENT TO THE SUB-COMMITTEE MEMBERS REGARDING THE COMPREHENSIVE PLAN 2040 GOALS; EXERCISE CONDUCTED TO DISCUSS KEY ISSUES RELATED TO COMMUNITY PROSPERITY IN LAS CRUCES AND POTENTIAL POLICIES OR ACTIONS THAT COULD BE INCLUDED IN THE PLAN TO ADDRESS THOSE ISSUES
AUGUST 13, 2019, 1:30 - 4:00 PM	RECAP OF COMPREHENSIVE PLAN AND PROJECT STATUS TO DATE (VISION STATEMENT, FUTURE DEVELOPMENT MAP, DESIGN WORKSHOP CONCEPTS); DISCUSSED IMPLEMENTATION ACTION TABLE COVERING TOPICS OF LAND USE, COMMUNITY FORM & CHARACTER, INFRASTRUCTURE, UTILITIES, & ENERGY, NATURAL RESOURCES & OPEN SPACE, REGIONALISM
DECEMBER 13, 2019, 8:30 - 10:30 AM	REVIEWED THE DRAFT IMPLEMENTATION FRAMEWORK AND REFINED PRIORITIZATION, TIMEFRAMES, AND RESPONSIBLE PARTIES

ONLINE SURVEYS

SURVEY #1: COMMUNITY VISION SURVEY

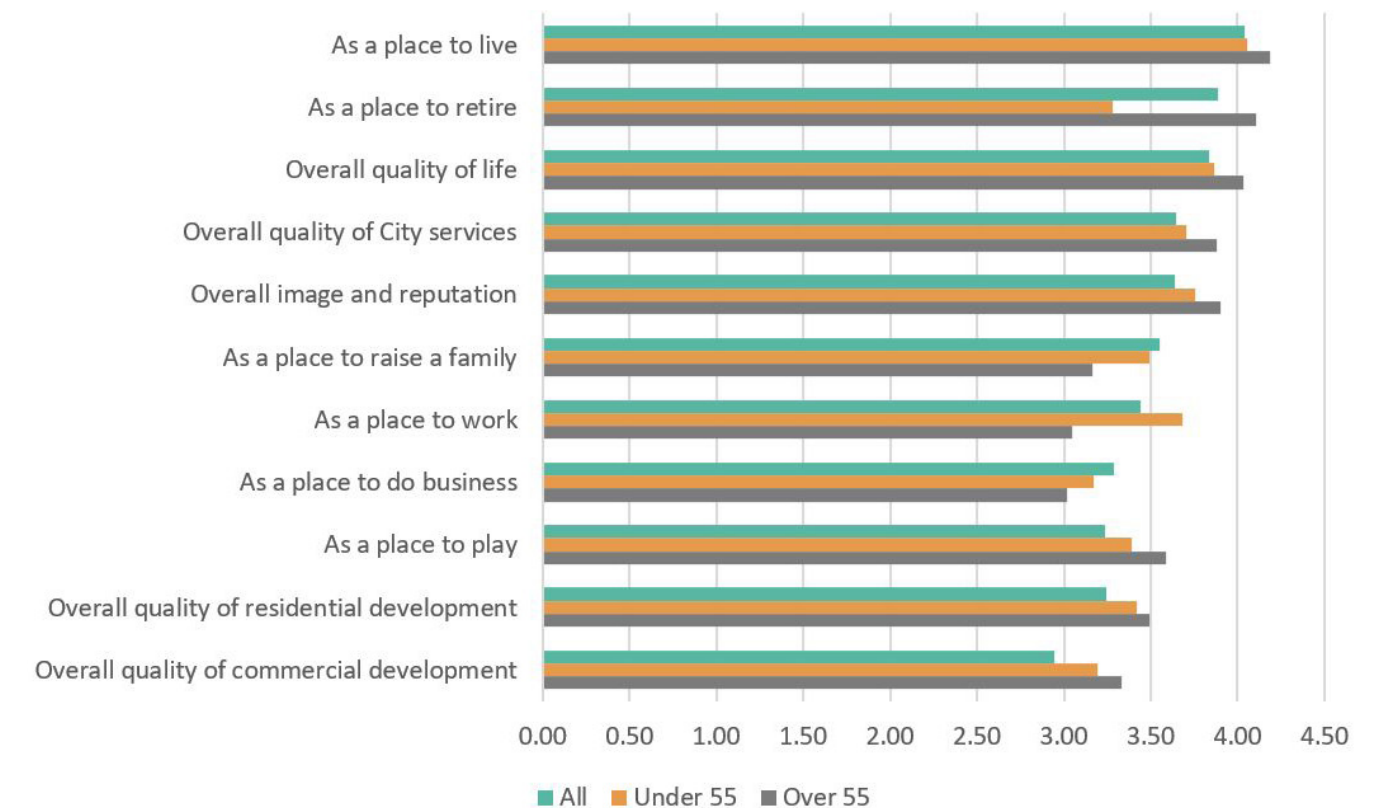
The first survey was designed to gauge public attitudes regarding existing community needs and concerns and to measure residents pre-existing knowledge of Plan4LasCruces themes and goals. Administered from October 3, 2018 to November 20, 2018; 1,571 English responses and 10 Spanish responses were received. Key takeaways from responses from the first survey are listed below:

- Lack of job opportunities, especially for younger residents and college students
- Hard to start a business
- Taxes are already high
- Wonderful place for retirement
- Very proud of culture/diversity

- Lack of entertainment (family-oriented and adult)
- Concern about crime
- Confusion about identity/community direction (retirement community or college town)
- Concern about water
- Interest in sustainability
- Interest in preserving natural environment
- Want better transportation safety for all modes

Figure 4.3, Overall Satisfaction with Las Cruces, represents one of the key results from the first survey. Appendix IV-A includes more detailed results.

FIGURE 4.3, OVERALL SATISFACTION WITH LAS CRUCES



SURVEY #2: FUTURE DEVELOPMENT SURVEY

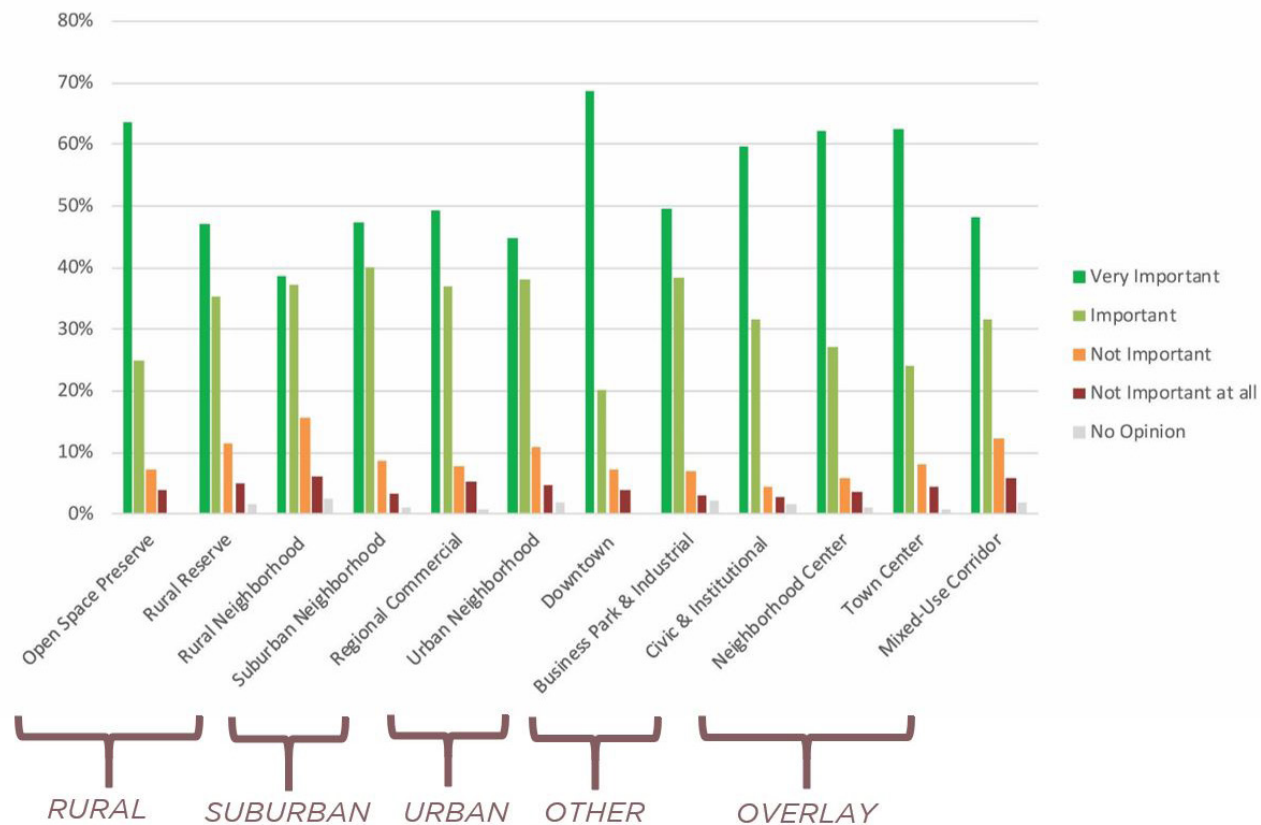
The second survey was designed to solicit feedback on the proposed future development maps that were derived from the consensus growth scenario. Administered from July 8, 2019 to August 5, 2019; 793 English responses and 20 Spanish responses were received. Key takeaways from responses from the second survey are listed below:

- Open space preserve is the most desired place type
- The community wants a balanced mix of place types
- The existing arterials in the city are in need of a roadway redesign to improve safety and walkability
- Roads throughout the city need improvements for walkability such as shade and sidewalks

- The downtown area of the city should be used to its fullest potential and is in need of improvement/infill
- Neighborhood centers and town centers highly desirable and more should be created to support development
- Development going into East Mesa should be carefully planned and open space should be considered

Figure 4.4, Importance of Place Types, represents one of the key results from the first survey. Appendix IV-A includes more detailed results.

FIGURE 4.4, IMPORTANCE OF PLACE TYPES



SURVEY #3: IMPLEMENTATION SURVEY

The third and final survey was designed to prioritize the draft goals in the implementation program. Administered from November 8, 2019 to December 18, 2019; 544 English responses and 14 Spanish responses were received.

Figure 4.5, Plan Goals Prioritization, represents how the goals were prioritized in the third survey. Respondents were asked how important or unimportant each of the goals in each theme were to the future of Las Cruces. The responses were condensed based on weighted responses. The highest possible weighted score was 4.

FIGURE 4.5, PLAN GOALS PRIORITIZATION

COMMUNITY ENVIRONMENT GOALS	AVERAGE SCORE
RELIABLE WATER SUPPLY	3.57
BALANCED GROWTH	3.41
AIR QUALITY	3.33
SUSTAINABLE INFRASTRUCTURE SYSTEMS	3.29
NATURAL FEATURES AND HABITAT	3.28
AREAS OF SPECIAL CONSIDERATION	3.22
OPEN SPACE LANDS	3.22
REGIONAL VISION	3.18
BUILDING AND SITE DESIGN	3.16
CONTEXT SENSITIVE STREET DESIGN	3.15
ACCESSIBLE SOCIAL SPACES	3.14
COORDINATED SERVICE DELIVERY	3.13
ENERGY EFFICIENCY	3.09
COMPLETE NEIGHBORHOODS	3.04
CENTERS AND CORRIDORS	3.00
CROSS-BORDER COLLABORATION	2.92

COMMUNITY PROSPERITY GOALS	AVERAGE SCORE
READY WORKFORCE	3.51
ECONOMIC EQUITY	3.47
ENTREPRENEURSHIP	3.37
EDUCATION FOR ALL AGES	3.35
COMMUNITY HEALTH	3.32
DIVERSIFICATION	3.21
COMMUNITY SCHOOLS	3.12
HOUSING DIVERSITY	3.10
AFFORDABLE HOUSING	3.04
UNDESERVED POPULATION	2.97
SPECIAL HOUSING NEEDS	2.96

COMMUNITY LIVABILITY GOALS	AVERAGE SCORE
EMERGENCY SERVICES	3.70
POLICE & CRIMINAL JUSTICE	3.61
MENTAL & PHYSICAL HEALTH	3.38
HISTORIC & CULTURAL VALUES	3.28
ACCESSIBLE PARKLAND	3.27
RECREATIONAL OPPORTUNITY	3.26
SYSTEM EFFICIENCY	3.18
STEWARDSHIP	3.16
ECONOMIC OUTCOMES	3.08
COMMUNITY ENGAGEMENT	3.06
FOOD SECURITY	3.05
SUPPORTING THE ARTS	3.03
TRANSPORTATION SAFETY	3.03
NEIGHBORHOOD CONSERVATION	2.99
TOURISM	2.99
TRANSPORTATION-LAND USE CONNECTION	2.97
MULTI-MODAL SYSTEM	2.94
ENVIRONMENTAL JUSTICE	2.86
NEIGHBORHOOD IDENTITY	2.67



ELEVATE
LAS CRUCES
COMPREHENSIVE PLAN



City of Las Cruces
MOUNTAINS OF OPPORTUNITY



HALFF