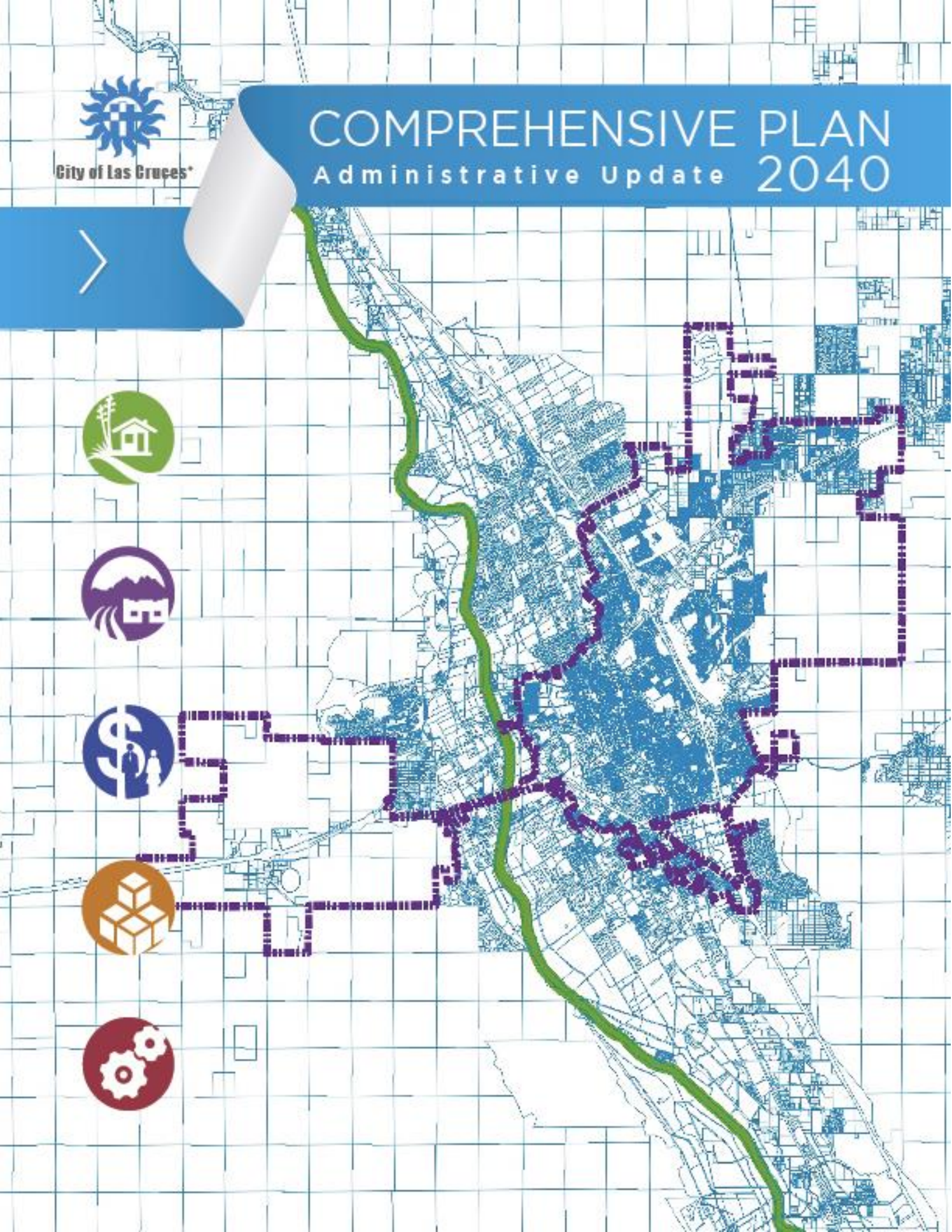
City of Las Cruces®

COMPREHENSIVE PLAN 2040

Administrative Update



The following individuals have contributed substantially to the update of the 1999 Comprehensive Plan. Their guidance and vision is greatly appreciated.

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1 INTRODUCTION

1.1 LOCATION

Las Cruces is located in the scenic Mesilla Valley in south-central New Mexico. Located at the junction of three major highways, Interstate 10, US Highway-70, and Interstate 25, Las Cruces is 45 miles north of El Paso, Texas and Juarez, Mexico and 225 miles south of Albuquerque. At nearly 100,000 residents, Las Cruces is the second largest city in New Mexico, the largest city in Doña Ana County and the county seat.

Nestled within the Chihuahuan Desert, Las Cruces encompasses a panoramic natural landscape inclusive of picturesque desert mesas set against a green Rio Grande valley with fields of chile and cotton, groves of pecan trees, and acres of vineyards and vegetables. Desert mesa and river valley blend with dramatic mountain ranges: the Organs, San Andres, and Franklin Mountains to the east, the Caballo Mountains to the north, the Doña Ana Mountains to the northeast, and the Robledo Mountains to the northwest.

1.2 WHAT IS COMPREHENSIVE PLAN 2040?

Comprehensive Plan 2040 is a policy document that provides a vision of what the city should be, a guide for municipal decision-makers for capital improvements, and a tool for managing community changes that may affect the physical development of Las Cruces. It helps elected officials, appointed officials, and staff to make decisions based on furthering the community vision. It gives existing residents and people looking to relocate to Las Cruces a look into the community as it exists now and what it aspires to become. It allows those people looking to invest in the community assurances based on the plan's long term goals and policies when they start, expand, or relocate a business to Las Cruces. It highlights the features of the community that assist those who market Las Cruces to both the business and recreational traveler.

The comprehensive plan covers a wide array of topics. These topics include land use, community facilities like museums, parks, police/fire facilities, urban design, utilities, economic development, housing, transportation, and environmental topics like water conservation and sustainability.

One may ask why Las Cruces should have a comprehensive plan. The city is in a constant state of change. Residents move in and out of the community, and businesses come, go and expand. Factors outside the influence of the city happen such as economic recessions or changes in State law. Having a plan that guides decisions instead of allowing change to happen and reacting to development proposals as they surface provides ways to reach the quality of life desired by residents, business owners and others. A major step in this process is the preparation, application and ongoing evaluation of a comprehensive plan.

1.3 THE PLANNING PROCESS

The administrative update of *Comprehensive Plan 2040* is the first phase of a multi-phase process to update the *City of Las Cruces 1999 Comprehensive Plan*. The primary intent of this administrative update is to remove obsolete polices and completed actions, make formatting changes, and do updates based on current policies and plans adopted since 1999. Limited public engagement was done since these changes built off existing plans such as *One Valley, One Vision 2040*, *Transport 2040*, City's 2012*Water Conservation Plan*, and several other technical plans that already went through their own public engagement process. The people who shaped this update included an interdepartmental group of staff, the Planning & Zoning Commission, and the City Council. The general public had opportunity to comment during the adoption process.

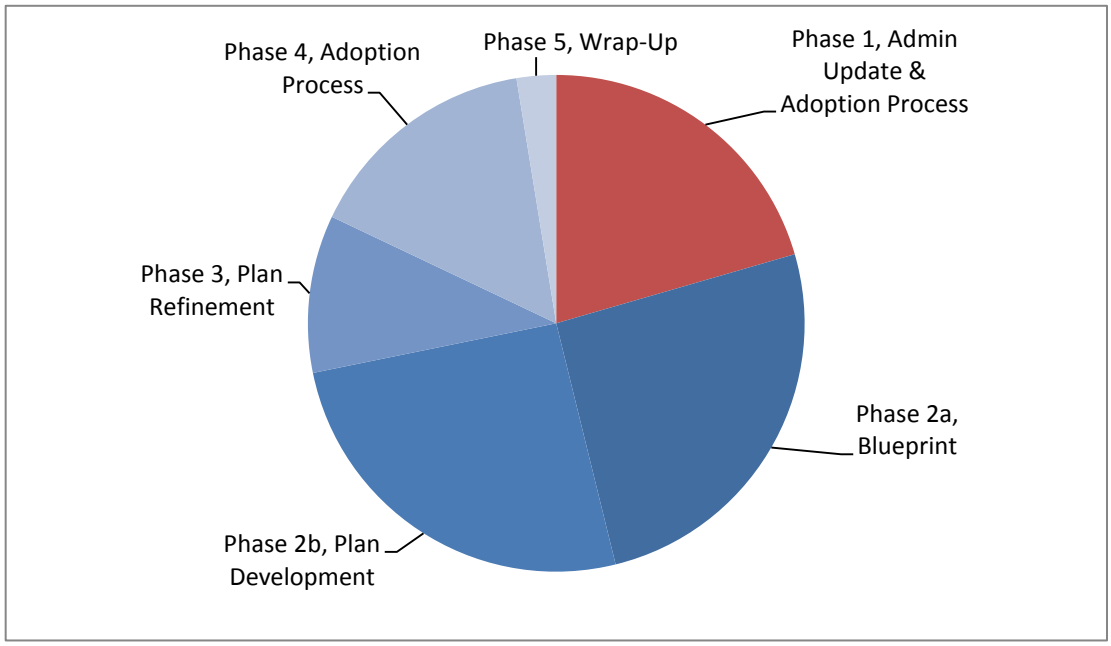
The next phases will build off this administrative plan to incorporate any necessary new goals and polices, validate items, further evaluate the plan organization-themes, and make other refinements based on a more intensive outreach-engagement process. It is an iterative process whereby the goals and policies will be further refined throughout each phase. Below lists some of the items the community may want to explore during the next phases. As part of the next phases, the community will transform the administrative plan through providing insight on where the community is now, what it wants to be, how it might get there, and how to make it happen. *Figure 1*, Comprehensive Plan 2040 Phases, provides the proposed five phases to update the *City of Las Cruces 1999 Comprehensive Plan*. The next phases are described in greater detail in the *Public Engagement Plan* for *Comprehensive Plan 2040*.

Potential Next Phase Items

- Include a section in the comprehensive plan on amendment process to plan text and maps, along with establishing a periodic review of plan less than the City Code of 10 years.
- Map and define goals and policies for activity centers/corridors.
- Identify potential locations for Transit Oriented Developments and/or Regional Center Developments and establish policies to support such development.
- Consider inclusion of a digital sign display policy.
- Consider set of policies related to the Rio Grande and ways to protect environmental, agricultural functions, recreation, business development, and/or annexation based off OVOV 2040 Goal 6-10-4.
- Evaluate additional policies regarding the convention center.

- Develop policies related to private to public road conversions; arterial roads built by impact fee.
- Further refine Context-Sensitive Thoroughfare classification policies, including defining rural classification.
- Further refine land use and transportation policies to develop a cohesive system of context zones and thoroughfare types.
- Evaluate the existing policy to create a regional Air Quality Control Board. Identify implementation actions, including the responsible City departments and timeframes such as short-term, mid-term, long-term, and ongoing actions.
- Consideration of a demolition permitting process for mature tree removal.
- Further streamline the goals, policies and actions such that they adequately represent the principals and values of the community, with an aim to condense the plan to an appropriate number of goals, policies and actions.
- Evaluate the existing mixed use planning concept.
- Identify and map potential annexation areas that may occur by 2040.
- Consider non-smoking policies and other indoor air quality policies; The City via the Clean Indoor Air Act already restricts smoking in any indoor workplace, indoor public place, on public transit, within city-owned buildings, and 15-feet from entrances and 50-feet from city-owned building entrances.
- Re-evaluate school policies to consider public transit impact, site selection, site design, and the policy collaboration between city and school district on matters like the comprehensive plan and school facility master facility plan.
- Consider necessary policies regarding completion of projects before starting new projects (e.g., medians)

Figure 1, Comprehensive Plan 2040 Phases



1.4 HOW THE PLAN WORKS

The *City of Las Cruces 1999 Comprehensive Plan* format organized into eight elements of land use, community facilities, urban design, utilities, economic development, housing, transportation, and environment. The format for the administrative update organizes the plan into five themes of Healthy Community, Community Character, Economic Prosperity, Sustainable Growth, and Operational Support. *Figure 2*, Themes, illustrates these five themes. Emphasis on visuals, other graphics, and overall plan formatting will be part of Phase 3, Plan Refinement, described more in the *Public Engagement Plan* for *Comprehensive Plan 2040*.

Figure 2, Themes

Chapter 1, Introduction, provides locational information about Las Cruces, New Mexico. It defines the purpose of why the City has a comprehensive plan, the process taken to adopt the administrative update of *Comprehensive Plan 2040*, the comprehensive plan's relationship to other plans and documents illustrated by the Planning Framework, and a summary of the past comprehensive plans adopted by the City.

Chapter 2, Vision & Principles, provides the vision and principles for the administrative update of *Comprehensive Plan 2040.* The vision is an overarching image of the future for Las Cruces. It develops out of input from a wide variety of stakeholders, residents and persons interested in how the city develops. Minor updates were made to the existing vision of the *City of Las Cruces 1999 Comprehensive Plan* to reflect other plans adopted by the City since 1999. The principles come from the *Core Goals* of the *City Plan* of the *1999 Comprehensive Plan*. These principles guide not only the comprehensive plan process but the implementation of *Comprehensive Plan 2040* over time. They set the fundamental framework for the plan and provide direction when the details of the plan are insufficient to clearly resolve issues or make decisions. The next comprehensive plan phases will require a community-wide validation to ensure the vision and principles best represent the long-term views of the community.

Chapter 3, Community Profile, highlights *Las Cruces Community Profile: Comprehensive Plan 2040* a separate document prepared along with the administrative update of this Comprehensive Plan. This document provides a range of demographic, socioeconomic, land use, and related information about Las Cruces. It is not meant to be an exhaustive inventory. The information selected supplements policies in this Comprehensive Plan, relates back to similar information presented in prior City Comprehensive Plans when establishing trends is useful to support policies, and provides the foundational data for this Comprehensive Plan and its future phases. The *City of Las Cruces 1999 Comprehensive Plan* had existing conditions listed under each element. The administrative update of *Comprehensive Plan 2040* reorganized these existing conditions into this document and chapter. Most of the existing information from the 1999 Comprehensive Plan was out-of-date and deleted. Further revisions to the Community Profile will be likely during the next process phases to update the *City of Las Cruces 1999 Comprehensive Plan*.

Chapters 4 through 8 provide the goals and policies for this Comprehensive Plan. The 1999 Comprehensive Plan had objectives. These were either changed into a goal or policy, with a few deleted when the objective was covered elsewhere in the plan. The rationale behind this deletion was twofold. One, it helps simplify the plan structure hierarchy. In the past City comprehensive plan hierarchy, the objective falls between a goal and a policy. This made for an easier transition of the objective into a goal or policy. Two, prior City comprehensive plans defined an objective as a subset of the goal. These objectives focused on the *what*, and not the *how*, *who*, or *when*, making the purpose of the objective similar to that of the goal. As the administrative update is an interim plan step, further changes are likely when the comprehensive plan process moves through its upcoming phases and a more robust engagement occurs. The major changes included the following:

- Modification from passive to active tense
  Active voice for the comprehensive plan provides a clearer, more direct statement of City goals and policies. Some policies were left in passive voice if City staff found further changes or deletions may occur during the next comprehensive plan phases.

- Modification of the subject in certain policies
  The subject for most of the policies in the 1999 Comprehensive Plan is the City, referring to City staff, administrators and elected officials who will use the plan. Some policies speak to persons developing property or the community at large, and are identified as such. The administrative update changed instances where the subject was an entity outside of the formal City organization and used general terms over specific organizations since these organizations may change over time.

- Reorganization to remove duplication and for consolidation, use of themes
  Reorganization in this administrative update is a first step to make the plan more streamlined. This includes using themes to mitigate the 'silo effect'. The 'silo effect' is a phenomenon that occurs when the plan format broken into elements results in a failure of those using the plan to see the connection between the goals and policies throughout the rest of the plan, often resulting in duplication of efforts and inefficient use of resources.

- Deletion of Objectives
  Objectives were removed to simplify the plan structure. Most objectives became a goal or a policy. The plan now contains goals, policies and actions.

- Deletion of obsolete policies and implementation actions
  The City completed many policies and actions since 1999. The 1999 Comprehensive Plan identified construction of many community facilities that have been completed, such as the convention center and expansion of the sewer treatment plant. It indicated code adoptions that are done, such as the 2001 Zoning Code Rewrite, noise ordinance, and dust/erosion control ordinance. Further evaluation of the remaining implementation actions is necessary to add specificity and evaluate missing actions.

- Deletion of code-like policies
  Several policies mimic code requirements or operational policies. This creates confusion, particularly when the policies do not exactly match adopted code provisions. This includes detailed application submittal processes for master plans, plats and other applications that are more appropriate in an operational policy rather than the comprehensive plan since these can change more regularly.

- <u>Modification of concepts</u>
  The City prepared the present comprehensive plan 15 to 20 years ago. As such, circumstances changed affecting concepts. The administrative update resulted in three modifications to existing concepts.

  - The Future Concept Map represents the urban form for Las Cruces in 2040. Each planning area on this Map has its own set of development characteristics, goals, and policies. For the administrative update phase of the comprehensive plan only certain development characteristics are introduced. Later comprehensive plan process phases will require community engagement to refine the planning areas. The conceptual planning areas for the city are Open Space, Conservation, Rural, City Neighborhood, Traditional Neighborhood, Intended Growth, and Special District. These designations replace the use-based designations of the Future Concept Map in the *1999 Comprehensive Plan*. This allows the comprehensive plan to focus guiding development character through looking at the context of the surroundings more than emphasizing land use. Context looks at infrastructure, environment, and development pattern. This map and associated maps in this Comprehensive Plan must be used as a tool to base land development decisions to fully realize the vision of this Comprehensive Plan.

  - The transportation policies now build upon the City's Complete Street and connectivity network policies instead of separating them for different modes of travel.

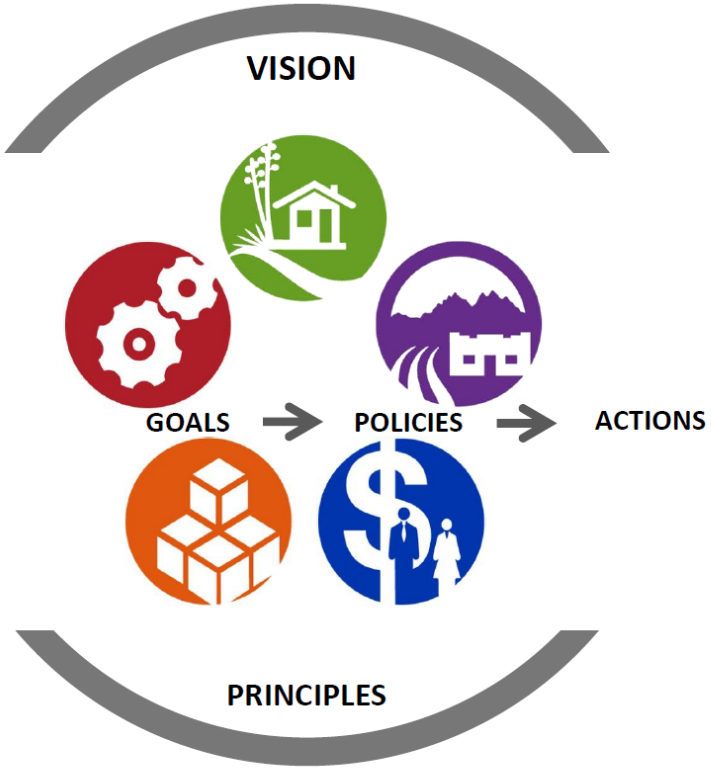
  - The existing housing and economic development policies incorporate policies on a jobs-housing balance from the *One Valley, One Vision 2040* Regional Plan.

The goals and policies provide a basis for evaluating development proposals, zoning changes and other land development decisions to ensure consistency with the vision, principles and Future Concept Plan of *Comprehensive Plan 2040*. They are not rigid rules designed to be enforced in all land use-related situations, but are designed to provide the City with planning guidance in a majority of circumstances. As Las Cruces continues to grow, the needs of those who live, work and visit here will also grow. Creating goals and policies that respond to these long-term needs demands that such policies are flexible to change over time: this defines the concept of a city's comprehensive plan as a "living document". *Figure 3*, Operational Statement Hierarchy, illustrates this hierarchy. Unless written otherwise, the goals and policies should be read from the viewpoint of the City. Goals are broader in scope than its policies, but goals and policies may have varying degrees of detail depending on certain factors. These factors may relate to what stage the topic of the policy is at, available information or direction, whether a lower level plan or implementation document illustrated in the Planning Framework provides more detail, among others. For this plan, the hierarchy of goals and policies will generally follow the definitions.

- <u>Goal</u>
  Each goal represents an ideal future condition or long-term end state that one strives to achieve, but which is not necessarily measurable. They are typically written or implied as a 'to' statement. A goal explains *what* and not a *how*, *who*, or *when*. For example, Goal 28 of this plan is to "develop opportunities in all job sectors to allow for retention, expansion and attraction of economic activities that enhance economic capacity and the quality of life…" This statement is a goal since it tells you only *what* the city strives to do and as written can apply today as well as at the end of the planning horizon of this plan in 2040.

- <u>Policy</u>
  There are typically many policies for the same goal. These policies are statements that guide action and imply clear commitment toward achieving or advancing a goal within a reasonable time period. They are often measurable, although may not explain in the policy how to go about measurement. They are typically written or implied in an active, affirmative statement like "shall." A policy further explains the *what*. For example, Policy 28.3.a of this plan is *The City shall* "encourage and support entrepreneurship in Las Cruces" through investigating small business incubator centers. This statement is a policy since it further tells one particular step that the City will do to further opportunities to expand economic capacity of Goal 28.

Figure 3, Operational Statement Hierarchy



Vision: Provides an overarching image of the future for Las Cruces

Principles: Set the fundamental framework and guides the comprehensive plan process and implementation of plan over time

Goals: Represent an ideal future condition or long-term end state that the City strives to achieve, but which are not necessarily measurable.

Policies: Statements that guide action and imply clear commitment toward achieving or advancing a goal

Actions: Identify procedures, programs, or techniques to carry out a policy or goal

Chapter 9, Actions, identifies a preliminary list of procedures, programs, or techniques to carry out a policy or goal. Not all policies will have an action. These actions are primarily from the 1999 Comprehensive Plan after deleting actions that were completed and making certain policies from the 1999 Comprehensive Plan into an action. An action explains the *how*, *who*, or *when* to carry out a policy or goal. For example, Action 15 states *the City will* "conduct feasibility studies for business incubators and business assistance centers." This is an action since it provides one way the City will carry out Goal 27. This action does not state *who* and *when*, as these details for any action in this plan may be addressed in the next phase of the comprehensive plan or with preparation of the City Strategic Plan or Infrastructure Capital Improvement Plan.

Chapter 10, Amendments & Updates, is a placeholder to develop a process on when the comprehensive plan should be amended.

Chapter 11, Glossary, provides a definition of terms in this plan.

1.5 HOW TO REFERENCE THE PLAN

Goals are numbered sequentially for the entire plan and policies are numbered sequentially for each goal. To reference a policy the first digit represents the goal and the second digit after the period represents the policy. For example, Policy 8.5 refers to the fifth policy in Goal 8, 'Provide public facilities that serve multiple functions.' The fifth policy is 'Encourage public or private adaptive reuse of public/quasi-public facilities.'

1.6 PLANNING FRAMEWORK

The Planning Framework in Figure 3 illustrates how the comprehensive plan guides subsequent, more specific planning documents and the ordinances which implement them. The regional plan, *One Valley One Vision 2040*, and *Transport 2040*, the Mesilla Valley Metropolitan Planning Organization's transportation plan, guide Comprehensive Plan 2040 indicated as Level 1. Level 2 represents planning documents which draw from the individual chapters of the comprehensive plan and describe more detailed policy regarding a specific issue or geographic area, for example the Lohman Avenue Overlay, the El Paseo Planning Blueprint, the Storm Water Management Plan, the South Mesquite Neighborhood Overlay and the Parks, Recreation and Open Space Master Plan. Figure 4 provides the present corridor and area plans adopted within the city. Figure 5 provides the present Blueprint plans adopted within the city. Both Figures 4 and 5 will be updated as new Corridor, Area, and Blueprint plans get adopted. Level 3 represents the implementation component of the planning process and includes such documents as the Municipal Code, Capital Improvement Plans, the City's budget and Strategic Plan. These are adopted by ordinance or resolution and direct the decisions of City staff, administrators and elected officials.

Figure 4, Planning Framework

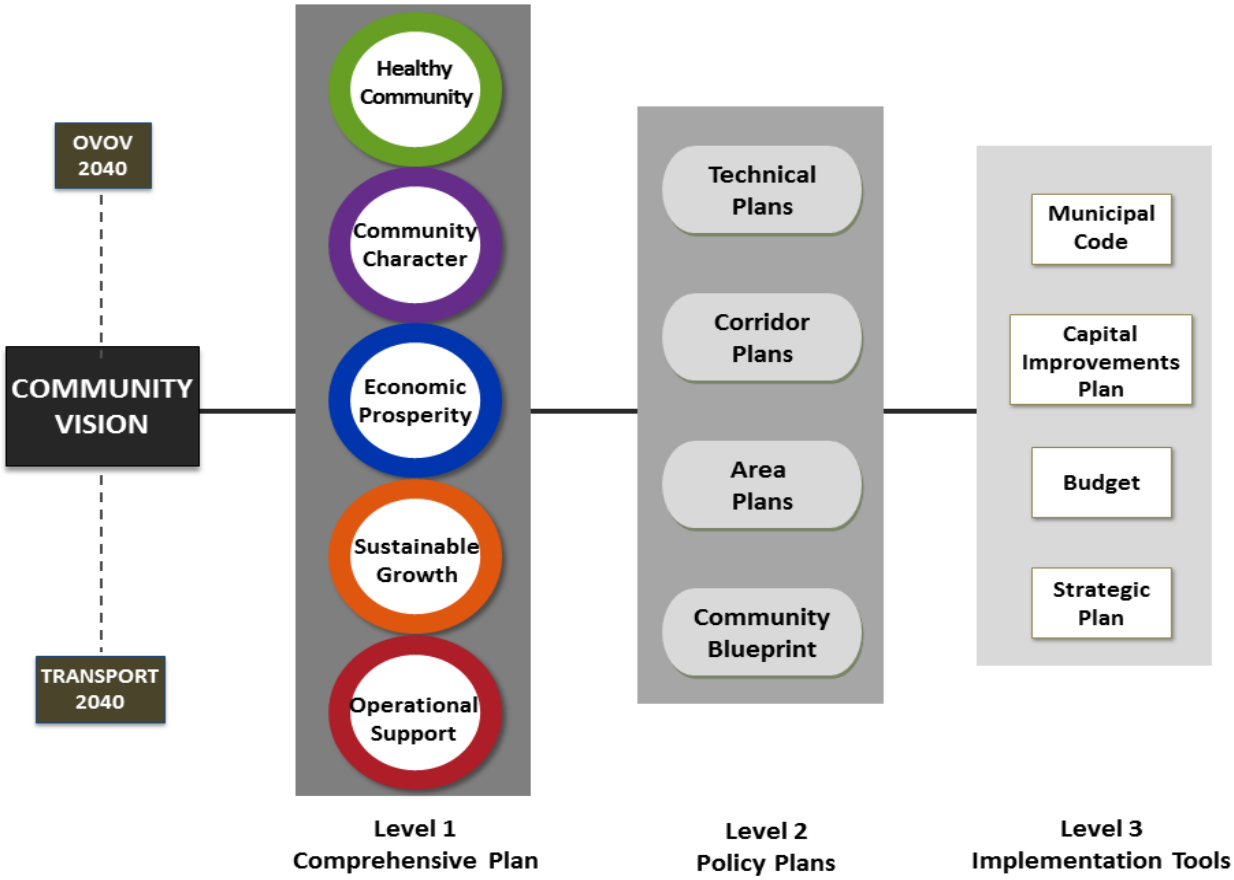


Figure 5, Corridor/Area Plans

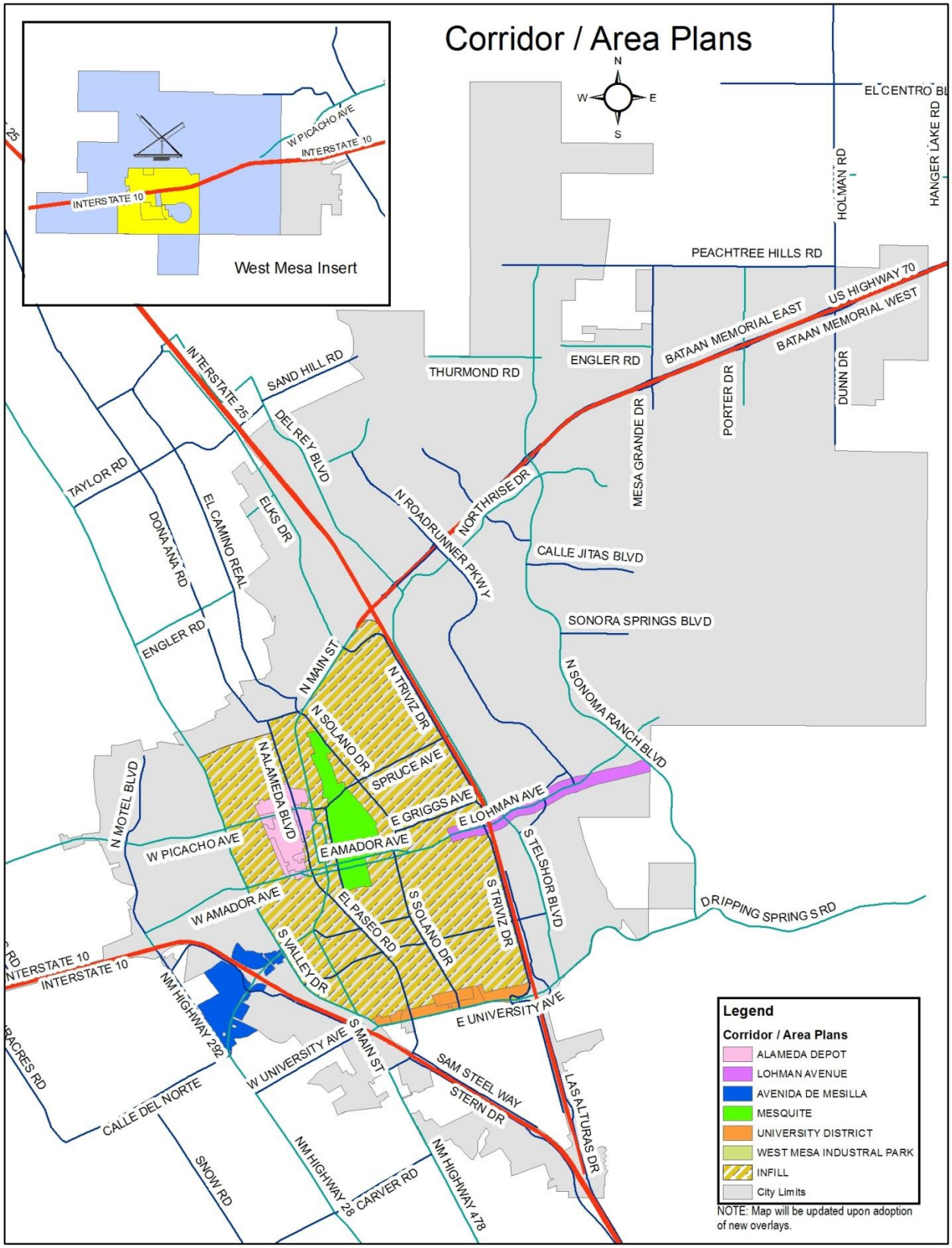


Figure 6, Corridor/Area Overlays

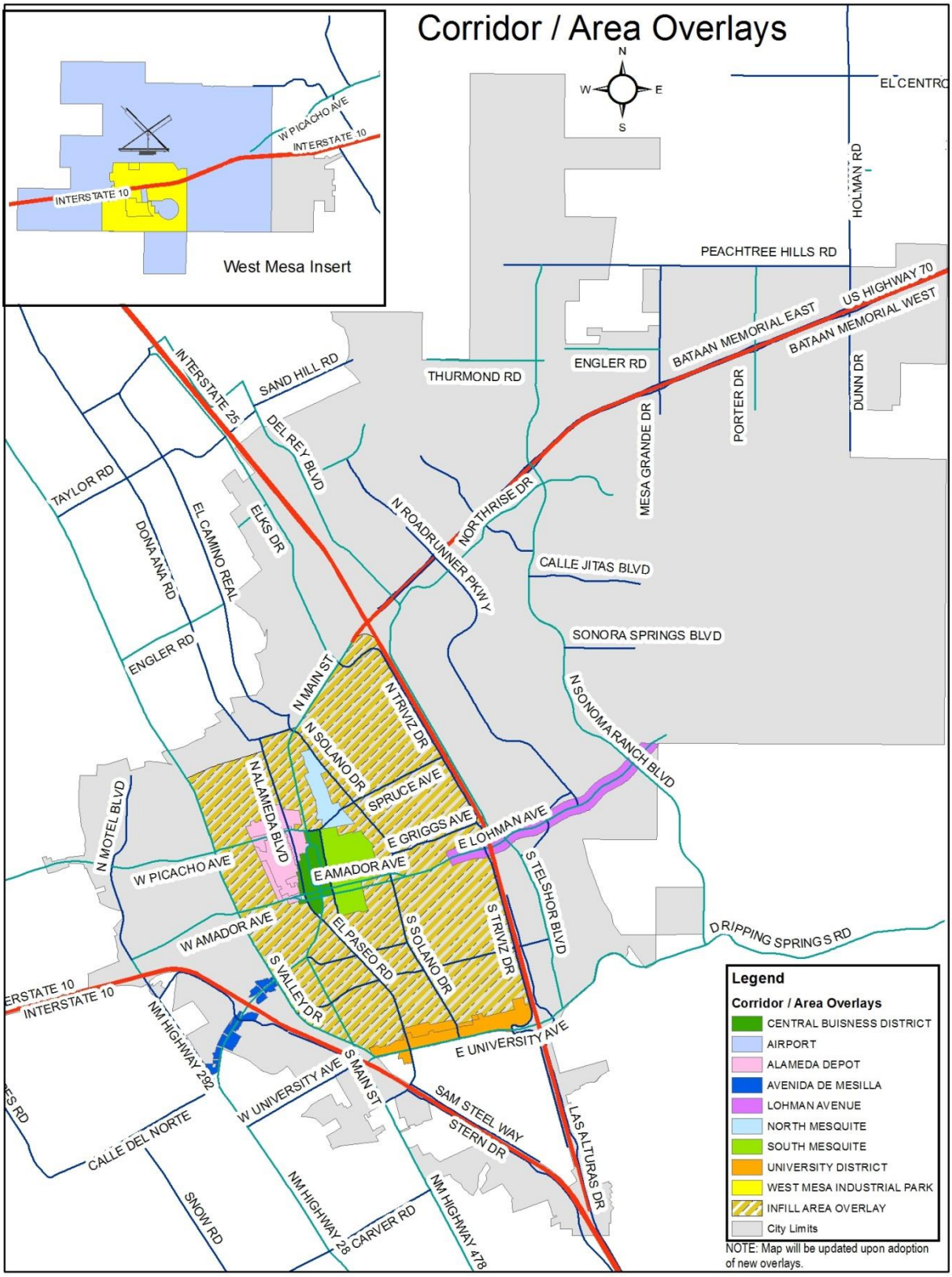
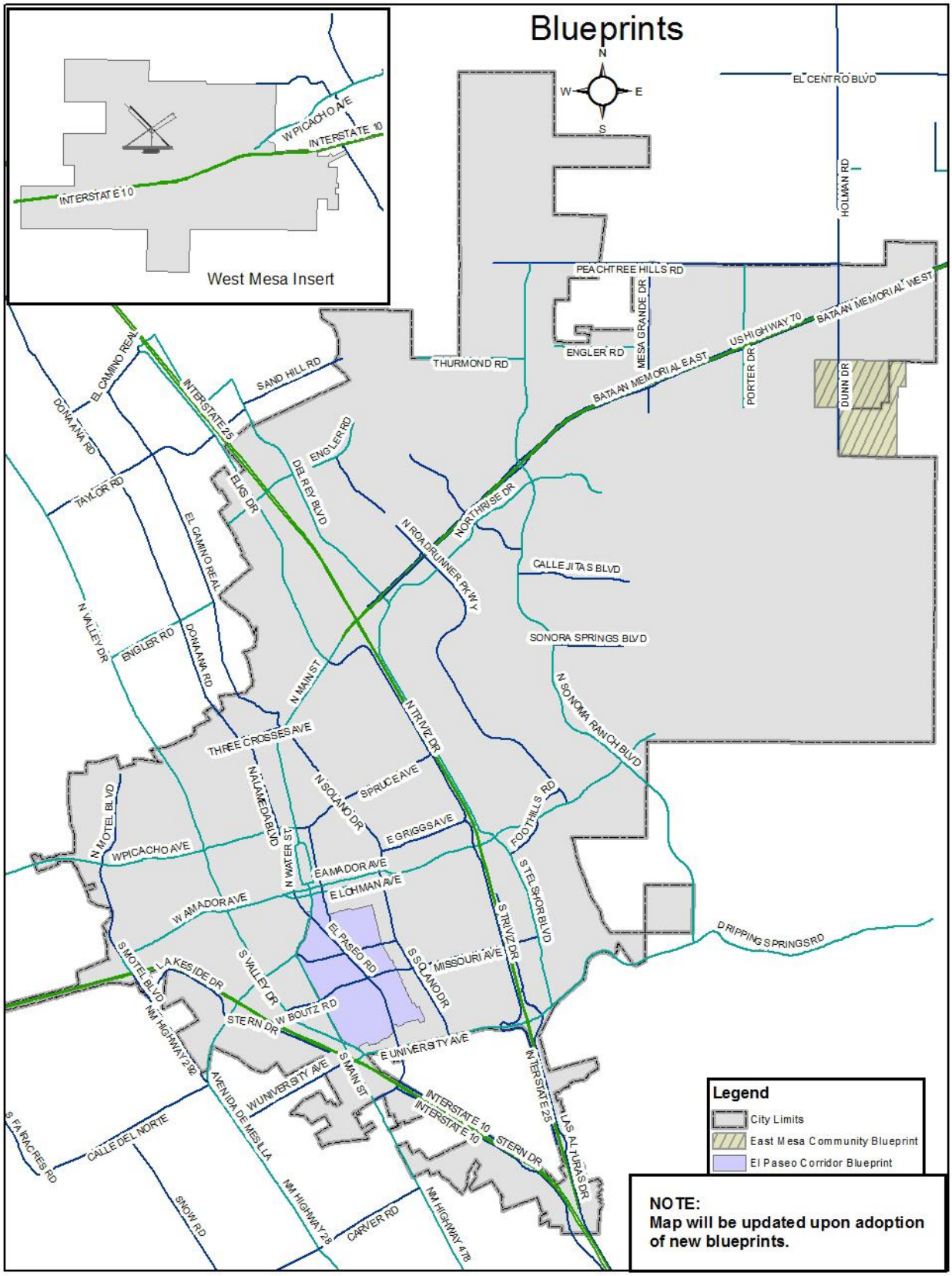


Figure 7, Blueprint Plans



Comprehensive Plan 2040 is the overarching plan for the city. It is guided by the Community Vision and other regional and related plans such as *One Valley, One Vision 2040*. The comprehensive plan serves as a guide for the many lower level plans and implementation documents illustrated in the Planning Framework. These lower level plans and implementation documents include, but are not limited to, the following:

- Sustainability Plan
- Parks, Recreation and Open Space Master Plan
- Storm Water Management Plan
- Water and Wastewater Plan
- Transit Plan
- Consolidated Plan
- Downtown Revitalization Plan
- 2011-2015 Consolidated Plan for Housing
- Capital Improvements Plan
- Strategic Plan

1.7 COMPREHENSIVE PLAN HISTORY

The first planning document written for Las Cruces was the 1906 Sign Code, with adoption of a full zoning ordinance in 1930. The city's tremendous growth from 1930 to 1955 not only necessitated revision of the 1930 Zoning Code, but also development of the city's first comprehensive plan in 1955. The 1955 Comprehensive Plan addressed such issues as population, climate and topography, mineral resources, tourism, transportation, zoning districts, parks and recreation, city boundaries, and flood protection like construction of the Las Cruces Flood Control Dam. It identified the Mesilla Valley and Doña Ana County as one of the largest cotton producers in New Mexico at the time. The Plan went further to address other agricultural-related products, such as cotton by-products, pecans, commercial vegetables, dairy and beef cattle, and sheep production. It recognized that due to the city's proximity to El Paso and El Paso's rail system, the city may not be industrially and retail competitive with El Paso, Texas. It discussed in brief terms, housing conditions within Las Cruces and the need to develop more suitable and sanitary housing. Overall, this plan addressed automobile transportation and development of the Interstate Highway system.

With the establishment of White Sands Missile Range in 1945 and the NASA Research Facility in the early 1960's, the city grew in population by 300 percent, from 12,375 in 1960 to 37,857 in 1970. As these facilities attracted more people to the area, the City and County governments, the Las Cruces Public Schools, and New Mexico State University expanded and became major employers. In 1969, this growth resulted in the City approving its second comprehensive plan. It addressed the economy, population, land use issues, major streets, a downtown business district, schools/parks/recreation, public buildings, public utilities, housing, annexation, capital improvements, and planning administration. It identified issues that indirectly related to economic development, such as urban renewal for downtown, commercial and industrial development, and infrastructure improvement such as utility extension and internal streets. It

expounded on housing related to neighborhood preservation, identity, and accessibility. In the land use section, it had policies for each general category of land use and a future land use plan map to illustrate the form of the city's projected future land use needs. Despite the lack of specific policy for each individual land use and their respective densities, as well as standards for achieving compatibility among land uses, the future land use map was generally accurate concerning the form in which groupings of residential, commercial, and industrial uses would take in the years to follow.

The 1969 Comprehensive Plan was an extensive planning document, but it could not keep up with the issues brought forth by continued growth. The population increased to 45,060 in 1980, and with it came an approximate 50% increase in housing units from 1970. In 1985, the City approved its third revised comprehensive plan. It addressed eight elements of land use, community facilities, urban design, utilities, economic development, housing, transportation, and environment carried over in the 1999 Comprehensive Plan. It focused fair housing, public/private partnerships for increased housing supply and availability, energy efficiency, and neighborhood character/identity through housing design. The Plan's primary emphasis was on an urban form and transportation system that supported each mode of travel, served all segments of the population, and would optimize energy efficiency and environmental quality. It served as a general policy tool, but fell short in providing more detailed guidance. Some issues such as office uses, schools, and parks and recreation were either summarily addressed or neglected entirely.

As implementation of the 1985 Comprehensive Plan took place, Las Cruces continued to grow and based on 1990 Census statistics, was an integral part of one of the fastest growing metropolitan areas in the United States. Accordingly, in comparison with 1980 figures, population increased by 38%, housing stock increased by 45% and due to annexation policy during that decade, the city physically extended its boundaries to just under 37 square miles. This growth, and the development which followed, prompted the need to reexamine the comprehensive plan.

In 1999, the City approved its fourth revised comprehensive plan. It was more policy oriented, with greater emphasis on the planning process and the goals, objectives, and policies to help shape the physical, social and economic characteristics of Las Cruces. To this end, the 1999 Comprehensive Plan offered policy which not only provided greater guidance on issues which impact the community, but also sought to integrate existing policy with enough flexibility to accommodate future policy needs. It focused on policy to guide housing decisions and issues within and around the city regarding availability, affordability, preservation, and creation of housing for all residents.

In 2013, The City approved the administrative update of *Comprehensive Plan 2040*. It examines the 1999 Comprehensive Plan goals, objectives and policies. It deleted those which had been accomplished or were no longer relevant. It added policies that support lower level plans such as the City Parks & Recreation Master Plan, the Sustainability Plan and various neighborhood and corridor plans.

Past comprehensive planning efforts, such as the 1968 Comprehensive Plan, were comprised mainly of inventories of existing parks, schools and public building and projected future needs. The 1985 Comprehensive Plan, however, furthered the planning process by stating objectives, and policies which the City could follow and were incorporated into 1999 Comprehensive Plan. Many of the policies and principles developed through time are still relevant today and will be incorporated into *Comprehensive Plan 2040*. New policies that speak to emerging trends to address changing lifestyles and community needs will also be included and ultimately blended together with all objectives and policies to address the community fabric.

VISION & PRINCIPLES

2

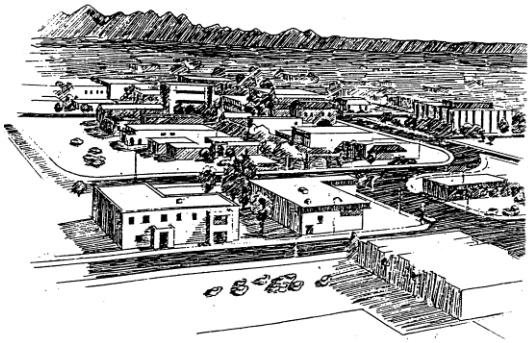
Continue to make Las Cruces a great place to live, work and play for persons of all ages, backgrounds, cultures and economic levels.

In support of this, Las Cruces promotes a sustainable natural and built environment, compatibility among differing land uses, preservation of desirable vistas/views and open spaces, equitable mobility opportunities, context-sensitive design, housing opportunities for all income levels, intergovernmental cooperation, and a robust economy.

2.1 PRINCIPLES

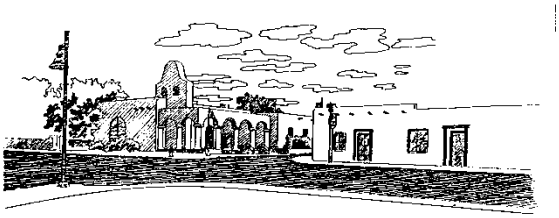
In an effort to reinforce and achieve this vision, there are nine core principles that guide the goals, objectives and policies of this Comprehensive Plan.

- Achieve an urban form which supports and enhances the unique aspects of the natural and built environment to improve quality of life.

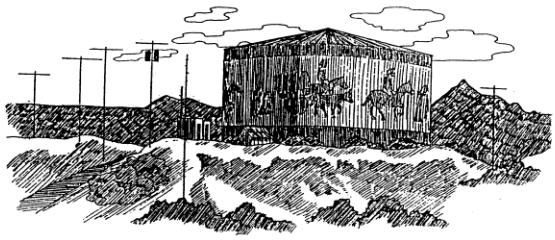


- Provide high quality parks, recreation, open space amenities and community services to promote healthy lifestyles and overall community wellbeing.

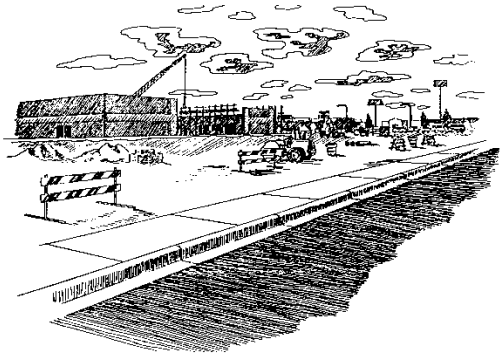
- Promote a healthy community through design of the built environment using landscaping, architecture, open space and conservation.



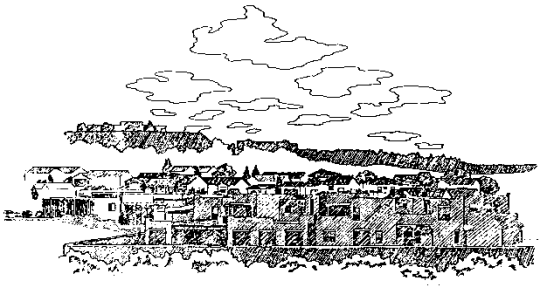
- Achieve optimum efficiency in the planning and operation of the City's infrastructure systems.



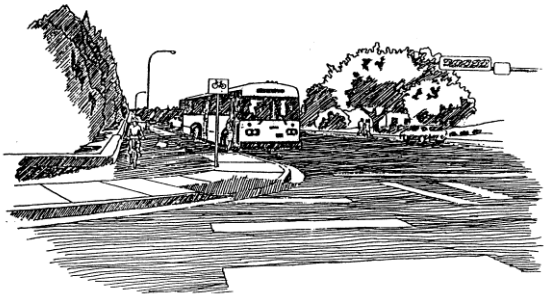
- Establish a diversified sustainable economy.



- Provide a range of housing alternatives within neighborhoods that are safe, well built, clean, comfortable and affordable at varying economic levels to promote equity and choice.



- Provide for a safe, efficient, effective, convenient and connected multi-modal transportation system which promotes healthy living and provides mobility alternatives.



- Protect the surrounding natural environment.

- Guide the location of future growth and development to best balance the positive aspects of the social, economic and environmental aspects that make the city a great place.

3 COMMUNITY PROFILE

3.1 BACKGROUND

This chapter highlights *Las Cruces Community Profile: Comprehensive Plan 2040*, a separate document prepared along with the administrative update of this Comprehensive Plan. This document provides a range of demographic, socioeconomic, land use, and related information about Las Cruces. It is not meant to be an exhaustive inventory. The information selected supplements policies in this Comprehensive Plan, relates back to similar information presented in prior City Comprehensive Plans when establishing trends is useful to support policies, and provides the foundational data for this Comprehensive Plan and its future phases.

An early step in the planning process when developing a comprehensive plan for the city is to identify issues and opportunities facing Las Cruces in the near-term through the end of the planning horizon year for the plan of 2040. The administrative update of *Comprehensive Plan 2040* is the first phase of a multi-phase process to update the *City of Las Cruces 1999 Comprehensive Plan*. As such, it was not part of this update to engage all stakeholders to fully identify issues and opportunities. Instead, the administrative team compiled the issues identified in the *City of Las Cruces 1999 Comprehensive Plan* and the *One Valley, One Vision 2040 Regional Plan*, along with input from a City interdepartmental staff group collected during March 2013. The preliminary list of issues and opportunities can be found in the document, *Las Cruces Community Profile: Comprehensive Plan 2040*. This list provides a starting point for a more robust identification of issues and opportunities during Phase 2, Plan Development.

3.2 DEMOGRAPHICS

POPULATION GROWTH

The City of Las Cruces population is projected to increase from 97,618 documented in 2010 to 146,156 by 2040. This will represent an approximate 50-percent increase in population.

Table 1, City of Las Cruces Population and Growth Rate Projections (2040)

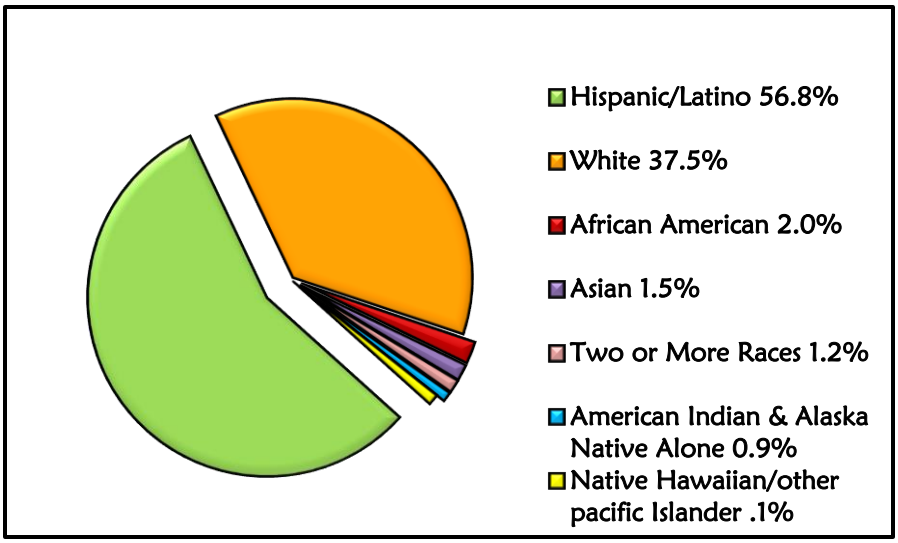
Year	City of Las Cruces Population	Projected Increase since 2010	Dona Ana County Population	Projected Increase since 2010
1980	45,086	---	96,340	---
1990	62,126	---	135,510	---
2000	74,267	---	174,682	---
2010	97,618	---	209,233	---
2015	103,722	6%	226,855	8%
2020	112,209	15%	243,164	16%
2025	120,695	24%	258,887	24%
2030	129,182	32%	273,513	31%
2035	137,669	41%	286,818	37%
2040	146,156	50%	299,088	43%
*Projected				

Sources: U.S. Census Bureau; University of New Mexico Bureau of Business & Economic Research, 2013 Dona Ana County Snapshot Report.

POPULATION BY RACE

The majority of the city's population is Hispanic at 56.8 percent, followed by Caucasian at 37.5 percent. Black or African-American, Asian, and other races represent the rest of the city's population.

Figure 8, City of Las Cruces Population by Race (2010)

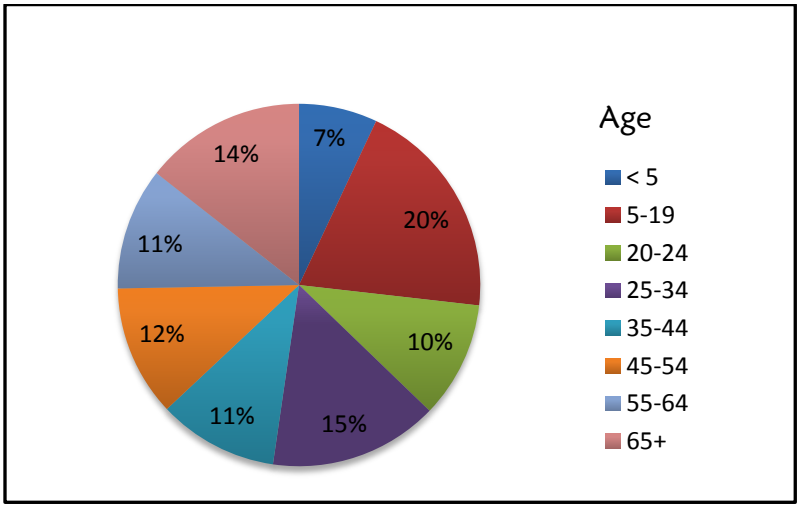


Source: U.S. Census Bureau

AGE

The city's population is young, with 52 percent of the population under the age of 34. The age group 5-19 makes up 20 percent of the city's total population.

Figure 9, City of Las Cruces Population by Age (2012)

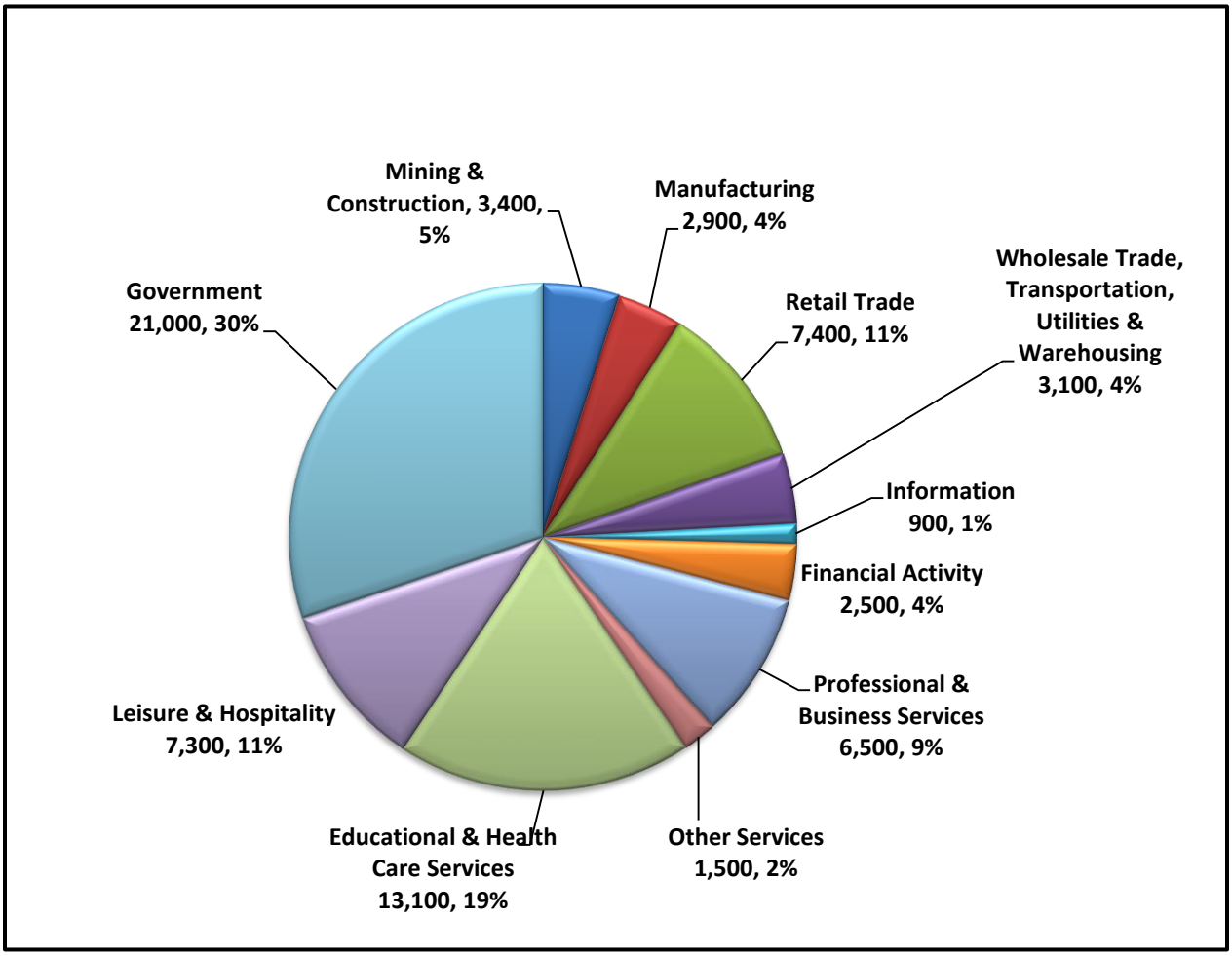


Sources: U.S. Census Bureau; University of New Mexico Bureau of Business & Economic Research.

3.3 EMPLOYMENT

The city's largest employment sector is Government at 30 percent, followed by Education & Health Care Services at 19 percent, and Retail Trade and Leisure & Hospitality, both at 11 percent. In comparison, Doña Ana County's largest sector is Government at 24 percent, followed by Health Care & Social Assistance at 15 percent, and Other Services at 12 percent.

Figure 10, City of Las Cruces Non-Farm Employment by Sector (2012)



Sources: New Mexico Department of Workforce Solutions Economic Research Bureau-CES Program, Las Cruces Employment by Sector and 2013 Dona Ana County Snap Shot Report.

3.4 LAND USE

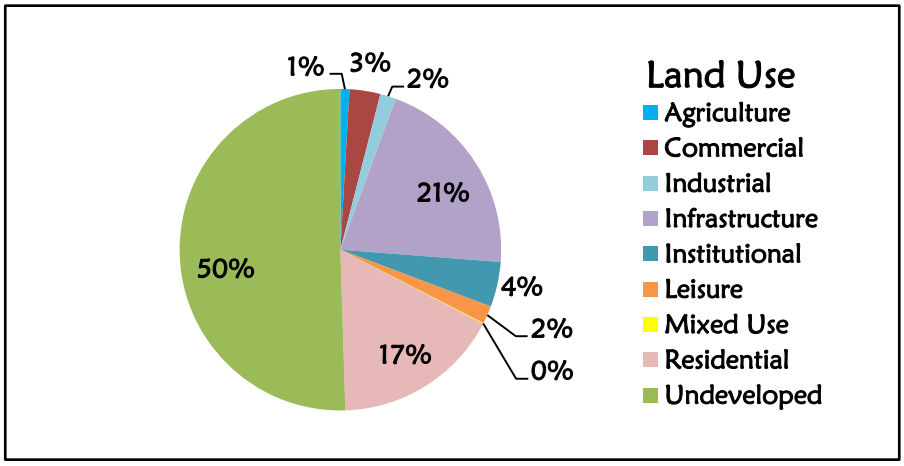
The various land uses that exist within the city work together to achieve an urban form which supports and enhances the unique Las Cruces environment. Las Cruces' environment is a southwestern setting of desert, mountains, arroyos, mesas, and river valley. It is also a growing urban area. Although growth is occurring in all directions, the City emphasizes systematic growth east of I-25 and focuses on coordinating appropriate development with open space and public facilities. It works toward using best-management practices of its infrastructure, promoting infill development wherever possible. The City strives to balance the needs of those who live, work and visit here with preserving the rural and natural environment. Below is information about the existing land use characteristics for Las Cruces.

Table 2, Existing Land Use (2012-2013)

Category	Square Miles	Acreage	Percentage
Agriculture	.698	447	1.0
Commercial	2.383	1,525	3.0
Industrial	1.220	781	2.0
Infrastructure	15.888	10,168	21.0
Institutional	3.484	2,230	4.0
Leisure	1.390	890	2.0
Mixed Use	.055	35	0 (.1)
Residential	13.0	8,320	17.0
Undeveloped	38.875	24,880	50.0
Total	76.993	49,276	100.0

Source: 2012-2013 City of Las Cruces Land Use Inventory Survey

Figure 11, Existing Land Use (2012-2013)



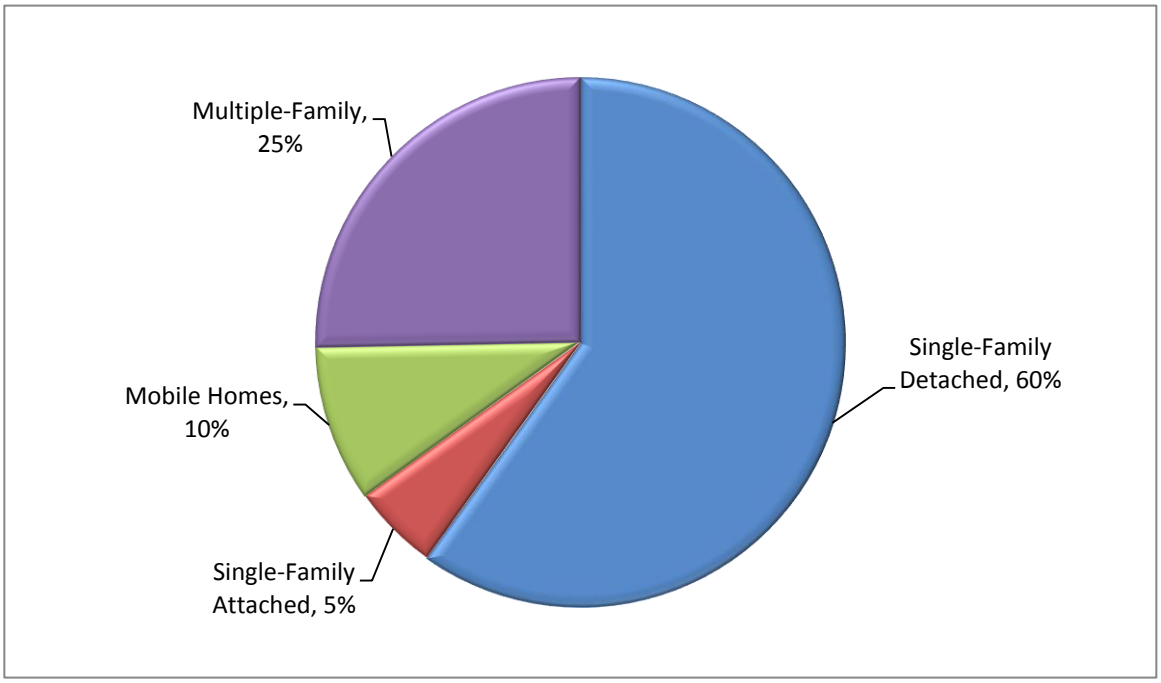
Source: 2012-2013 City of Las Cruces Land Use Inventory Survey.

Table 3, General Description of Land Use Categories

CATEGORY	GENERAL DESCRIPTION OF LAND USE CATEGORIES
Agriculture	Activities related to the use of natural resources such as farming of food and fiber products (to include sod production, nurseries, & orchards), and livestock related activities (livestock raised in pens or confined spaces).
Commercial	Activities associated with shopping (goods & service oriented), office activities, restaurants, transient living (hotels, motels, bed and breakfast inns) and activities related to serving customers in their automobiles from a fixed location.
Industrial	Activities associated with manufacturing (assembly plants), industrial machinery, construction, goods storage & handling like self-storage, contractor yards, and waste management.
Infrastructure	Activities associated with utilities (water, sewer, power, natural gas, & telecommunications), transportation related activities such as pedestrian, vehicular, rail, & aircraft movement as well as vehicular parking, and activities associated with passenger assembly terminals (bus, rail, & airport).
Institutional	Activities associated with education and instruction (schools and libraries-administrative functions are categorized under office activities), public safety (police, security, fire & rescue, emergency management), health care, mass assembly of people (sports, entertainment, transportation), mass training & drills, assemblies (social, cultural, & religious), and gatherings at galleries & museums.
Leisure	Activities associated with the mass assembly of people (at movies, concerts, or entertainment shows), leisure sports such as exercise (fitness centers, dance studios), golf, team sports, swimming, and parks.
Mixed Use	Activities associated with residential are mixed with activities associated with commercial, industrial, institutional, or agriculture.
Residential	Activities associated with residential living (single-family, multi-family home structures) and institutional living such as dormitories, group homes, retirement homes, etc.
Undeveloped or Vacant	Undeveloped land or land still in natural state. Land use will be determined in the future. Includes vacant buildings at time of inspection.

The residential category includes single-family detached homes such as site built and manufactured homes, single-family attached homes such as duplexes and townhomes and multiple-family homes like apartments. In 2013, there were approximately 44,670 housing units within the city limit. The majority of homes are single-family detached.

Figure 12, Housing Units (2012-2013)



Source: 2012-2013 City of Las Cruces Land Use Inventory Survey.

HEALTHY COMMUNITY

4

4.1 PURPOSE

This chapter provides guidance on matters that affect health and well-being. Las Cruces will be a healthy community when it balances resources with growth and flourishes on all levels of health: physical, mental, social, economic, and environmental.

It is important to make suitable housing opportunities available for all socioeconomic levels. As the city grows, greater diversity in the composition and socioeconomic characteristics of families will take place, creating a greater demand for a variety of suitable housing. Therefore, addressing housing from various perspectives such as availability, choice, quality, and neighborhood preservation will be necessary in order to meet the housing needs of all Las Cruces citizens now and in the future.

4.2 GOALS & POLICIES

This chapter supports all the principles in this Comprehensive Plan and the housing goals of the City of Las Cruces Consolidated Plan. In particular, it directly relates to three principles, 'Provide high quality parks, recreation, open space amenities and community services to promote healthy lifestyles and overall community wellbeing,' Provide a range of housing alternatives within neighborhoods that are safe, well built, clean, comfortable and affordable at varying economic levels to promote equity and choice,' and 'Provide for a safe, efficient, effective, convenient and connected multi-modal transportation system which promotes healthy living and provides mobility alternatives.'

There are five sub-themes:

- BALANCED DEVELOPMENT: Addresses integration of different land uses that support active living, choices in housing and development to support socio-economic diversity, and agricultural use policies to support healthy lifestyles.
- GREAT PARKS & RECREATION: Provides guidance on creating a resource-efficient system of parks, programs and associated facilities to meet the recreational, cultural, health and educational needs of all ages and activity levels.

- WIDE-RANGING COMMUNITY FACILITIES & SERVICES: Addresses facilities and services needed to serve different demographic groups. It also provides guidance on effective use of facilities and identifies programs/services that enhance quality of life in Las Cruces.
- MULTIPLE MOBILTY OPTIONS & CONNECTIONS: Identifies ways to plan complete transportation infrastructure and systems to meet the needs of different users.
- HEALTHY & SAFE ENVIRONMENT: Provides guidance on general welfare and safety and maintaining the quality of air, water and overall natural environment in the city.

BALANCED DEVELOPMENT

GOAL 1: Encourage mixed use development.

Policies:

1.1 Encourage development using the mixed use concept of this Comprehensive Plan, such as developing compatible non-residential uses within walking distance of existing residential areas.

1.2 Development-related requests, such as, site plans, master plans, zoning, and planned unit developments shall adhere to the City's mixed use development concept of this Comprehensive Plan where such adherence lends to the support and enhancement of the character of the Planning Area in which the development takes place.

1.3 Criteria such as existing land use distribution and their integration within adjacent areas shall be considered when determining a proposal's significance in providing a mixed use, sustainable and reasonable distribution of land uses. In general, a minimum ratio of 40% single family residential, 10% multi-family, 20% non-residential (office, commercial, and industrial), and 30% miscellaneous (residential, non-residential, public and quasi-public) within the "study area" should be achieved. The "study area" shall include all parcels within a one (1) mile radius of the proposed limits of the site plan proposal. When a "study area" reflects a deficiency with the established land use ratio, the proposal's location with regards to its overall compatibility to the surrounding area shall be taken into consideration to see if application of the land use ratio is feasible. Lower level plans identified in the Planning Framework and/or specific overlay zones may be exempt from the City's mixed-use development policy.

1.4 Encourage a balance of land uses as a means of providing convenience and functionality to those who may live and work in one area of the community, particularly in designated Infill areas or where city services exist or are planned to support mixed use development.

GOAL 2: Create a variety of development choices for individuals and families of all socioeconomic levels.

Policies:

2.1 Investigate, implement, or promote, where feasible, measures which contribute to the containment of initial and operating housing costs. Generally speaking, HUD and several lending institutions typically establish housing debt to gross family income ratios between 30% and 32%.

a. Increase overall housing efficiency and reduce overall construction and/or housing costs by using innovative and contemporary building construction practices.

b. Monitor and implement as necessary, alternative development/design standards which accomplish the intended purpose and reduce costs.

c. Encourage the use and expansion of development and/or impact fees, waivers or payment in lieu of programs currently in place by the City.

d. To the extent possible, subdivision and building designs should be designed to take advantage of available solar access, green infrastructure and low impact development techniques which will help reduce life cycle cost for owner.

e. Incorporate appropriate landscaping designs for the home to assist in increasing energy efficiency.

f. Encourage the use of contemporary energy efficient building system equipment such as HVAC components.

2.2 Maintain fair housing opportunities for all residents regardless of race, religion, sex, marital status, ancestry, national origin, color, age, disability, sexual orientation or gender identity.

a. Enforce Federal, State, and Local law in the case of a discriminatory practice in the sale or rental of any unit.

b. Provide assistance and/or referral services to appropriate agencies for those households unable to obtain housing because of unlawful discriminatory practices.

2.3 Provide a supply of housing available to low and moderate income families within all areas of Las Cruces. To accomplish this, the City supports a partnership approach, between public and private sectors, to ensure affordable housing needs are met. Accomplishment of this policy may be achieved through a variety of means, but not limited to the following policies.

a. Use density bonuses or similar incentives as a means to facilitate the implementation of this provision.

b. Require that Master Plan, Concept Plan and other similar development documents clearly identify proposed locations of affordable housing, in context with surrounding land uses in a manner consistent with the Growth Management section of this Comprehensive Plan. Developers are encouraged to make additional efforts such as disseminating the subject land use information in marketing brochures and other similar means to ensure area residents are aware of proposed phasing/build-out.

c. Regularly update the City Affordable Housing Strategic Plan.

2.4 Utilize PUD and Infill development regulations to address:

a. Provisions for design standard flexibility as a means of offering suitable opportunities for successful affordable housing creation.

b. Incentives such as density bonuses, streamlined development reviews, and waivers to or payment from other City sources of applicable development impact fees as a means to support and enhance development opportunities, especially those which primarily propose affordable housing for the target groups.

c. Methods of mitigating potential impacts to adjacent properties through application of design strategies aimed at increasing overall neighborhood compatibility.

d. Require that Master Plan, Concept Plan and other similar development documents clearly identify proposed locations of affordable housing, in context with surrounding land uses in a manner consistent with the Growth Management section of this Comprehensive Plan.

Developers are encouraged to take additional efforts such as disseminating the subject land use information in marketing brochures and other similar sources of information to ensure area residents are aware of proposed phasing/build-out.

2.5 The City will consider the recommendations in the final report of the Las Cruces Affordable Housing Strategies, or as amended.

a. Set production and preservation goals, establishing a goal for an overall proportion of affordable rental and units for sales, also setting annual production goals to meet these overall goals and monitor the affordable stock on an annual basis.

b. Seek ways to stock a land bank, whereby land is acquired by donation, trade or purchased with the purpose of developing affordable housing or revitalization activities. Land in the land bank could also be sold with revenues from the sale of land to be used for affordable housing activities.

c. Strengthen the Affordable Housing Trust Fund by acquiring specific funds through legislation, ordinance or resolution. Through these mechanisms, the cost of affordable housing is shared throughout the community and the dollars can be used for a variety of affordable housing activities and be tailored and changed to meet the needs of the market.

d. Make changes to development policies that impact zoning, parking requirement/ accessory dwelling unit regulations, and expand impact fee exemptions.

e. Develop a vacant building ordinance and mobile home park redevelopment program.

2.6 Provide various lot sizes for single-family residential developments to promote a variety of lifestyles.

2.7 Not concentrate populations of low-income residents and housing, like group homes and shelters, in any one neighborhood or city area; rather encourage the dispersal of uses throughout the city in locations where they are compatible with neighborhood or city area building densities.

2.8 Encourage the use of alternative housing types, styles, and living arrangements (i.e. conventional single family homes, apartments, mobile homes, modular homes, group homes, housing for older persons, accessory units, transitional housing etc.) as a means of making available additional housing opportunities for those who may not otherwise obtain suitable housing through conventional means.

a. Require that Master Plan, Concept Plan and other similar development documents clearly identify proposed locations of affordable housing, in context with surrounding land uses in a manner consistent with the Growth Management section of this Comprehensive Plan.

   Developers are encouraged to make additional efforts such as disseminating the subject land use information in marketing brochures and other similar means to ensure area residents are aware of proposed phasing/build-out.

b. Utilize mitigation techniques and/or other appropriate design strategies in the development of alternative housing sites to ensure and/or increase overall compatibility with surrounding

c. Disperse subject housing throughout the city unless it would otherwise be advantageous in a centralized location. For example, locating group homes or other housing facilities whose clientele require special health care assistance, in areas where such assistance is readily accessible, would be a reasonable exception to this policy.

d. Amend existing codes and regulations as necessary, in order to incorporate alternative housing types, styles and arrangements as accepted land uses.

2.9 Maintain existing affordable housing stock well-distributed throughout the city.

2.10 New affordable housing stock shall be well-distributed throughout the city and compatible with surrounding densities.

2.11 Encourage urban and rural residential development pursuant to the Future Concept Map.

2.12 Design public/quasi-public facilities to be accessible to people of all abilities and age groups.

GOAL 3: Support the viability of agriculture and the co-existence of agriculture with other land uses.

Policies:

3.1 Explore options to finance a local food hub processing, aggregation, and distribution center to facilitate local sourcing.

3.2 Encourage the preservation of agricultural pockets and create standards that support urban agriculture in the developed area of the city that contributes to the city's unique urban/rural character.

3.3 Discourage encroachment of small lot development into large, unbroken agricultural areas located near or along the city limits between urbanized and rural areas.

3.4 Encourage less conventional agricultural practices throughout the city such as urban farming and community gardens.

3.5 Encourage agricultural and ranching activities in the Rural Planning Areas of the Future Concept Map and fringe areas of the city.

3.6 Encourage small agricultural parcels within the urbanized area of the city as a means to provide open space, buffers between incompatible uses, community gardens, and/or options to offer locally-grown products directly from the source to residents and businesses.

This community garden is located at Gomez Park. Urban farming is becoming increasingly popular as residents become more interested in purchasing food locally and in eating more fresh produce. The community garden program is managed by Parks and Recreation, in cooperation with the Master Gardeners program. Individuals may rent plots, and water is included.

REFERENCED POLICIES: BALANCED DEVELOPMENT

Table 4, Referenced Policies: Balanced Development

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
BALANCED DEVELOPMENT		• TDRs etc. to preserve agriculture and cultural heritage (16.5) • Mixed use, buffering, landscaping, and design to make compatible (19.27) • Mitigation techniques for incompatible uses (19.12)	• Allow mixed use, allow in PUD-overlay (24.2)	• Non-residential development characteristics (32.1-32.3, 32.5, 33.1, 33.2,34.1-34.3) • Establish planning area designations (35.1) • Plan neighborhoods via lower level plans (35.2) • By-right regs and flexibility in uses/design (35.3) • Infill, density downtown/ key activity centers (38.10) • High-density-mixed use when furthers livability (19.4) • Create vibrant activity centers and corridors (35.4)	• Use PUD to create unique developments that benefit city (49.11)

GREAT PARKS & RECREATION

GOAL 4: Enhance the quantity and quality of parks, programs, and associated facilities to satisfy the recreational, cultural, and educational needs of residents.

Policies:

4.1 Increase the number of existing facilities in an existing park where needed as per the Parks & Recreation Master Plan, as amended.

4.2 Introduce new facilities in existing parks as found within the Parks & Recreation Master Plan, as amended.

4.3 Encourage an even distribution of parks and recreational facilities throughout the city.

4.4 Encourage a distribution of activities in all parks and recreational facilities throughout the city.

4.5 Establish standards and policies for trails, pocket, neighborhood, and community parks.

a. Provide a combined service standard of 1 acre per 1,000 persons of developed neighborhood and pocket parks.

b. Provide a combined service standard of 3 acres per 1,000 persons of developed community parks.

c. Pocket parks shall serve those who live in the surrounding area and shall generally serve a population of 500 - 2,500. Amusements, circuses, carnivals, craft fairs, etc., shall be prohibited; only recreational activities and neighborhood affairs, such as, concerts, shall be permitted.

d. Neighborhood parks shall serve those people who live in the surrounding area and generally serve a population of 1,000 - 7,500. Amusements, circuses, carnivals, craft fairs, etc., shall be prohibited; only recreational activities and neighborhood affairs, such as, concerts, shall be permitted.

e. Community parks shall serve all residents living in Las Cruces. Community parks shall generally range from 10 - 100 acres in size. Recreational activities, concerts, craft fairs, and small amusements shall be permitted.

f. Provide a combined trail service standard of 0.25 miles per 1,000 persons.

GOAL 5: Provide a comprehensive, attractive, cost- and resource-efficient system of parks and recreation facilities responsive to the needs and desires of the community.

Policies:

5.1 Encourage parks and multi-use activity/recreational fields (functional open space) in conveniently located areas.

5.2 Consider modifying the neighborhood park classification to allow smaller neighborhood parks ranging in size from 1 acre to 2.5 acres. In addition to potentially decreasing the time needed to construct such a park, smaller parks may result in the creation of a greater number of parks in residential neighborhoods thus allowing residents greater ability to access public parks.

5.3 Provide an array of park sizes to satisfy the differing recreational needs of residents which can vary from small playgrounds, skateboarding parks, model airplane fields, ball fields, and soccer fields, to areas set aside for community gardens and other civic activities and groups. These specialty uses may be established as the entire park or may be appropriately located within a designated area in conjunction with other park elements.

5.4 Bring levels of service to a uniform point with the aim of reaching a high standard of facility amenities throughout the city.

5.5 Actively solicit public input regarding facility, program and activity requests so that the City may meet the needs and desires of the community. Facilities that accommodate programs which emphasize social, cultural, arts, wellness and educational activities are encouraged.

5.6 Locate City facilities in areas most appropriate to their primary function so that they may better serve their target populations.

5.7 Promote and locate City-sponsored activities and events in parks and/or facilities best suited to accommodate the activity/event.

5.8 Provide a variety of recreational opportunities to meet the various needs in Las Cruces.

5.9 Support programs such as Adopt-a-Park and Tree Stewards so that residents, businesses, and/or organizations may actively assist in improving and maintaining parks, related facilities, and the community in which they live.

5.10 Use water conservation methods as illustrated below in parks, trails, and other types of open space.

a. Use drought tolerant and native plantings where feasible.

b. Leave native vegetation in its natural state, where feasible.

c. Employ timed drip irrigation systems, mulches, and other such methods/techniques as a means of controlling water usage.

5.11 Utilize public and corporate partnerships, grants, and privatization strategies for the creation, expansion and/or improvements to our parks, programs, and facilities when and where needed.

5.12 Conduct periodic citizen surveys to determine park, program and associated facility needs and to determine how well existing facilities and programs are being provided.

5.13 Continue the "neighborhood watch" program aimed at reducing vandalism at its parks and recreation facilities.

Drought-tolerant landscaping, called "xeriscaping," doesn't have to be drab and barren. The landscape in front of City Hall features Bird of Paradise, Palo Verde and various ornamental grasses.

REFERENCED POLICIES: GREAT PARKS & RECREATION

Table 5, Referenced Policies: Great Parks & Recreation

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
GREAT PARKS & RECREATION	• Programs, maintaining parks (5.9) • Public-private partnerships for parks (5.11) • Surveys, park needs (5.12) • Neighborhood watch at parks (5.13) • Design flexibility in city facilities for changing needs (8.2) • Have multi-purpose facilities (8.3) • Serve city facilities and programs via transit (9.1) • Comprehensive connected trail system (10.1)	• Develop open space network standards (22.9)	• Strengthen tourism via recreational opportunities (27.5)	• Time facility development with residential development (37.6)	• Work with schools etc. on design, connectivity, (46.8) • Joint facility use, schools (46.9) • Easements/buy arroyos open space (49.13) • Timely parks construction, funding (53.1) • When build park or pay fee (53.3)

WIDE-RANGING COMMUNITY FACILITIES & SERVICES

Goal 6: Ensure a safe and secure community through the provision of high quality, effective and efficient public safety services.

Policies:

6.1 Support and enhance programs such as Community Policing in order to strengthen bonds, increase levels of cooperation, accessibility, and safety between residents and City officials.

6.2 Consider fire service standards, such as response time, when reviewing development proposals and encourage growth where subscribed standards can be met.

6.3 Plan future public safety locations where growth is anticipated and/or in accordance with policies of this Comprehensive Plan.

6.4 As a means of promoting community safety, expand community outreach programs to include a more comprehensive approach to safety. Programs may include, but may not be limited to, swimming pool safety and electrical safety.

6.5 Expand and/or enhance fire and rescue services when feasible.

6.6 Continue to monitor minimum response times for the entire city through benchmarking.

6.7 Continue and expand community policing and Neighborhood Watch programs as a means of increasing and strengthening crime prevention strategies.

6.8 Create and enhance new policing programs, such as gang intervention, when situations warrant.

6.9 Seek public input to improve upon public safety outreach programs to ensure continuous community involvement and support so that new strategies may be continually developed. In so doing, existing community education on relevant issues and community relations may be enhanced. Education may include providing information to the public regarding the roles of law and codes enforcement.

6.10 As necessary, address the expansion of all associated duties and sections within the Police Department, such as criminal investigations, special response teams, and codes enforcement.

Goal 7: Provide a balance of community, social and cultural services that meet the needs of all segments of the community.

Policies:

7.1 Provide library facilities and programs to allow public access to informational, educational, and leisure-time material and media resources.

7.2 Promote a City museum system that increases public understanding and appreciation for the arts, sciences, history, and diverse cultures.

7.3 Promote and maintain a balanced system of community and social services for the health, safety and welfare of all Las Cruces' residents.

7.4 Support programs and education for the safe and healthy quality of life for companion animals.

7.5 Continue to examine, both fiscally and physically, the possibility of expanding the Branigan Memorial Library and establishing branch locations in order to meet the increasing needs and demands.

7.6 Provide home delivered book services to reach people throughout our community who may not be able to use conventional library facilities.

7.7 Continue to identify the current and potential library customer base in order to assess and meet customer needs, thus encouraging greater usage of library services.

7.8 Support the museum systems 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.

7.9 Enhance and expand the museum's outreach programs, such as the Museum School and various museum studio programs, as a means of furthering culture, historical, and scientific awareness.

7.10 Expand and continue to support programs directed at Las Cruces' citizens to provide strong, positive influences when feasible.

a. Expand social and athletic activities provided by Parks and Recreation.

b. Encourage educational programs and other types of career and educational classes.

c. Provide and augment the Para-transit (demand response/dial a ride programs for those eligible for special transportation assistance) program to assist our seniors with travel arrangements for daily living activities.

d. Expand the City's lunch program and support Meals-on-Wheels efforts as demand dictates.

e. Create volunteer programs using the knowledge of Las Cruces citizen's.

f. Continue and expand the Senior Long Term Care Programs to meet the needs of home-bound and other eligible seniors.

g. Expand senior citizen's facilities and activities when feasible.

7.11 Advocate the construction/expansion of new museums, libraries, a visitor/convention center, and those events and activities which promote the community.

7.12 Use Council meetings as a way to showcase companion animal adoptions.

7.13 Include companion animal amenities in public places.

The new Museum of Nature & Science downtown is the premier interpretive center for the Chihuahuan Desert and the Prehistoric Trackways National Monument. Living animals complement other science related exhibits, and the building features numerous energy efficient aspects for promoting sustainability.

Goal 8: Provide public facilities that serve multiple functions.

Policies:

8.1 Continue to use and expand the Las Cruces International Airport for both commercial and general aviation services.

8.2 Design flexibility when constructing or rehabilitating facilities so that the City may fulfill changing programmatic needs and expectations.

8.3 To the extent possible, encourage opportunities to provide multiple uses in single locations, share or group facilities, and coordinate maintenance with other agencies in order to maximize usage and resources that best serves the target population.

8.4 Wherever possible, cluster public facilities with other facilities where such clustering allows optimal use of facilities, joint use of drainage facilities and an increased availability of recreation programs to neighborhoods throughout the city.

8.5 Encourage public or private adaptive reuse of public/quasi-public facilities.

The Frank O. Papen Community Center is an excellent example of adaptive re-use of a historic building. The structure, built in 1900, was used as an elementary school until 1975. The site includes a park, playground and basketball court.

REFERENCED POLICIES: WIDE-RANGING COMMUNITY FACILITIES & SERVICES

Table 6, Referenced Policies: Wide-Ranging Community Facilities & Services

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
WIDE-RANGING COMMUNITY FACILITIES & SERVICES	• Encourage mixed use, non-residential in walking distance of homes (1.1) • Public-private partnerships for parks (5.11) • Surveys, park needs (5.12) • Promote public safety programs (6.4, 6.8) • Serve city facilities and programs via transit (9.1) • Use CPTED related to design and crime (15.1)	• Promote cultural events to area (16.3) • Seek support to promote culture via education programs (16.4)	• Services for small business assistance (28.5)	• Time facility development with residential development (37.6) • Redistribute resources and services as growth warrants (37.7) • Use non-traditional energy saving techniques on City projects (39.2-39.5) • Support landfill operations (43.2)	• Joint facility use, schools (46.9) • Support higher education (46.10) • Work with agencies (47 • .1, 47.7-47.10, 53.7) • Volunteer efforts (47.3, 47.6) • Funding (53.4-53.6)

MULTIPLE MOBILITY OPTIONS & CONNECTIONS

GOAL 9: Maximize public transportation availability to the general public while maintaining existing ridership and expanding service to more users.

Policies:

9.1 Locate or serve City facilities and City sponsored programs by public transportation and accessible by various modes when feasible.

9.2 Emphasize tourist transit routes through advertising.

9.3 Provide transit service to hotels/motels in Las Cruces and Mesilla.

9.4 Establish "feeder bus/vans" bringing regional residents to Las Cruces' commercial, manufacturing, and/or industrial districts.

9.5 Increase usage of public transportation and other modes of transportation that decrease the use of single-occupancy vehicles, including increased transit service to underserved neighborhoods and the placement of transit pull-off lanes in new developments.

9.6 Encourage Transit-Oriented Development (TOD) along or near transit routes.

a. Generally locate TOD within a radius of one-quarter to one-half mile from a transit stop.

b. Promote high density within the TOD radius that is compatible with the future planned context for the area.

c. Develop mixed income housing.

d. Create pedestrian and bicycle connections.

e. Mitigate vehicular traffic flow through adjacent neighborhoods when necessary.

f. Support TOD when market conditions warrant it

9.7 Maintain a transit advisory board.

9.8 Have the City Transit Department serve as the primary staff support for all public transportation activities including fixed route, demand service, and rideshare activities.

9.9 Have the City Transit Department actively participate and coordinate with the Mesilla Valley Metropolitan Planning Organization and follow the MPO Transport 2040 Plan, as amended.

9.10 To increase the comfort of transit users, continue to install bus shelters as fiscally feasible targeting high use routes and stop locations first.

9.11 Consider financial and liability constraints, roadway design, user demand, economic development opportunities, opinion surveys, and scheduling requirements as some determinants for setting coverage area.

9.12 Make a consistent "on time" schedule a priority with the objective of providing service to expanded coverage areas as identified in the Long Range Transit Plan, as amended.

9.13 Upgrade fixed route buses with the necessary technology to effectively operate on congested streets as reconstruction projects make the installation of such technology feasible.

9.14 Use appropriate training, technology and methods to ensure the personal safety of all public transportation users.

9.15 Where possible, use smaller buses to conserve resources.

9.16 Advertise through all communication media to promote public transportation in order to reduce traffic congestion.

9.17 All fixed route buses shall accommodate bicycles and be fully accessible vehicles.

9.18 Adopt identifiable bus stops and transfer stations throughout Las Cruces.

GOAL 10: Provide multiple mobility options and connections to move within and outside Las Cruces.

Policies:

10.1 Encourage a comprehensive trail system which provides linkage between parks, recreational facilities, and other activity centers. Trails should be multi-purpose and allow all citizens an opportunity to use them. Trails should be easily accessible and well maintained.

a. 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. Collaborate efforts with local governments to link facilities in order to provide connectivity between facilities for a more regional approach toward recreational planning.

c. Utilize arroyo buffers as trails.

d. Develop trails within existing easements.

e. Incorporate maintenance and safety strategies, such as lighting, landscaping and signage, into trail design.

10.2 Design transportation systems and corridors that provide multiple connections, include various modes of travel and support businesses and industries.

10.3 Encourage the facilitation of alternative modes of transportation on all future transportation projects, including bicycle and public transportation lanes, in addition to pedestrian walkways.

10.4 Design rights-of-way to incorporate design techniques and other considerations to achieve a complete street and/or a context-sensitive street.

10.5 Coordinate land use and transportation planning to serve all transportation users safely and conveniently and create well-connected neighborhoods.

10.6 Low density housing shall not front on, or have direct access to, major collector or arterial streets.

10.7 Accommodate vehicular, truck, bus, pedestrian, and bicycle travel within the same right-of-way through the Complete Streets concept given the function of the street or as called for through plans adopted by City Council.

10.8 Provide reasonable accommodations for alternative travel modes for high density residential, commercial, industrial, or mixed use developments.

10.9 Develop multi-modal access that connects to destination areas such as public parks, schools, retail, and dining.

10.10 Make street signs and other directional signs on arterials and major transportation routes large and easy to read, allowing the traveler to distinguish these major routes from all other roadways.

10.11 Encourage shared driving aisles and shared parking areas to lessen visual clutter and promote greater traffic circulation efficiency.

This section of Telshor Boulevard is an example of a Complete Street. It accommodates users of sidewalks, transit and bike lanes.

REFERENCED POLICIES: MULTIPLE MOBILITY OPTIONS & CONNECTIONS

Table 7, Referenced Policies: Multiple Mobility Options & Connections

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
MULTIPLE MOBILITYOPTIONS & CONNECTIONS	• Encourage mixed use, non-residential in walking distance (1.1) • Expand and support social programs (7.10) • Encourage public transit-rideshare via incentives (11.7)	• Design streets to LOS C (17.1) • Street classification design standards (17.3) • Rights-of-way design-related policies (17.4-17.10, 17.13-17.17, 17.21, 18.3-18.6, 18.12) • Pedestrian facilities (18.1, 18.13-18.15) • Incorporate bicycle facilities with infrastructure (18.7, 18.9-18.10) • Coordinate bicycle planning and route alignment (18.8)	• Pedestrian pathways to improve tourism (26.1) • Support existing public sector employers (28.7)	• Locate quasi-public on collector or higher capacity street (32.8) • Non-residential development characteristics (32.1-32.3, 33.1, 33.2, 34.1-34.3) • Urban form reflect policies of comp plan for growth-circulation (37.2) • Coordinate utility-mobility extension to designated growth areas (37.5) • Infill (38.5, 38.10)	• Design school sites so safe, easy access, free of nuisances (46.1) • Master plan process for ROW acquisition (49.4) • Work with schools etc. on design, connectivity, use of recreation (46.8) • Locate schools central to population it serves (46.2) • Easements, bur arroyos for open space (49.13) • Rail (48.1, 48.4) • Safe Routes to School (46.12)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
MULTIPLE MOBILITYOPTIONS & CONNECTIONS		• Infrastructure compatible to adjacent development (19.1) • Best practices, transportation management (19.2) • Design principal arterials as gateways (19.3) • Protect arroyos/ channels from development (22.5, 22.6) • Public uses compatible, neighborhood (19.20) • Dedication of undeveloped open space (22.3) • Prioritize pedestrian facilities downtown (19.6)			• Intermodal sites (48.6) • Aviation (48.7, 48.8, 48.10, 48.11, 48.13) • Encourage transit on high ozone days via incentives (52.2) • Code provisions for off-site/on-site infrastructure (49.18) • Traffic study (49.21-49.23) • Collect electronic infrastructure data (49.24) • Revenue sources for transit (53.8)

HEALTHY AND SAFE ENVIRONMENT

GOAL 11: Maintain and improve air quality.

Policies:

11.1 Meet or exceed the minimum requirements for air quality as required by the Federal Clean Air Act and Doña Ana County Natural Events Action Plan, as amended.

a. Establish public notification and education programs for various air quality matters.

i. Short and long-term harmful effects of particulate matter.

ii. Types of natural events that occur in the area that contributes to air quality problems.

iii. A warning system for high wind and other natural events that may lead to air quality problems from increased particulate matter.

iv. Actions necessary to avoid exposure to particulate matter and minimize the health risks from such natural events.

b. Implement programs to minimize public exposure to high concentrations of particulate matter from future natural events such as high winds.

i. Identify at-risk populations, such as the very young, the elderly, and persons with respiratory disorders and ailments.

ii. Notify at-risk populations that a natural events is imminent or in progress.

iii. Suggest actions to be taken by the public to minimize exposure to high concentrations of particulate matter.

iv. Suggest precautions to take if exposure cannot be minimized or avoided.

c. Reduce or eliminate known or suspected sources of particulate matter pollution as illustrated below.

   i. Continue “No burn” ordinances that prohibit fireplace and grass fires on days and nights during and leading up to high wind or natural events.

   ii. Increase or expand street cleaning programs prior to high wind events.

   iii. Carry out Best Available Control Measures (BACM) for disturbed soils from human-caused activities.

d. Identify, study, and implement practical mitigation measures for new particulate matter reduction techniques, including pilot or test programs.

11. 2 Form cooperative agreements to establish uniform BACM’s.

a. Apply chemical dust suppressants to unpaved roads, parking lots, and open areas.

b. Enforce dust suppression ordinances for construction sites or limited grading of new development sites (i.e. road and building pad sites only).

c. Apply mandatory road construction standards for new developments within the city and ETZ that cannot be waived or reduced to a lower standard that would allow for increases in windblown dust or sand.

d. Implement vacant parcel development, such as the City’s Infill Policy Plan, or mandatory ground cover plantings and maintenance on vacant parcels not ready for development.

e. Encourage the use of conservation farming practices on agricultural lands and adopting ordinances limiting farming activities before and during high wind events.

f. Designate natural or man-made wind break areas where windblown dust problems during high wind events are known to occur.

g. Prohibit or restrict off-road vehicle activities.

h. Reconsider or modify the current weed control ordinance to recognize and identify the benefits that weeds/grasses provide to reduce windblown particulates,

i. Encourage minimal changes to the natural topography in new subdivisions or developments to allow for natural drainage to occur and to help prevent increased wind-blown particulates.

j. Utilize appropriate plants to improve soil stability and air quality.

11.3 Maintain a list of roads, primarily in the East Mesa, that are currently unpaved and prioritize said listing for stabilized surfacing; Priority should be given to surfacing roads in the upwind direction first in order to reduce the impact to the city.

11.4 The City and the County shall review and determine uniform road development standards and implementation procedures that are consistent and compatible within the city and the county.

11.5 Limit construction-related activities that may contribute to PM_{10} pollution on days of predicted high wind events.

11.6 As warranted, promote alternative or modified fuels to reduce ozone precursor and carbon monoxide emissions.

a. Continue replacing City-owned fleet, transit, and senior center vehicles with those that use alternative fuel.

b. Encourage the State to implement emission reducing vapor caps on vehicles and gasoline nozzles.

c. Promote the installation of alternative fueling sites and encourage the replacement or acquisition of alternative fuels vehicles by companies with large vehicle fleets, including private utility companies and other government agencies.

11.7 Provide for or encourage increased usage of public transportation vehicles and ride-share programs, especially to large employment sectors, such as NASA, White Sands Missile Range, El Paso, Texas, and the West Mesa Industrial Park.

11.8 Investigate the issues related to ozone generators that are available for private use and their effects on ozone pollution or the contribution to ozone pollution.

11.9 Discourage the use of industrial processes within industrial and manufacturing businesses that will emit known ozone precursors or carbon monoxide emissions.

11.10 Encourage the New Mexico Air Quality Bureau 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.

11.11 Reach cooperative operating agreements with the New Mexico Air Quality Bureau to share air quality and related demographic data on a regular basis.

11.12 Reduce exposure to indoor air contaminants through mitigating the contaminant source, ventilation, design, education, and other best practices.

GOAL 12: Protect environmentally-sensitive areas, habitats, and valuable features of the existing natural environment.

Policies:

12.1 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.

a. Maintain monitoring and inspection standards that meet or exceed all requirements associated with the Industrial Pretreatment and Backflow Prevention programs.

b. Continue implementing the Well Head Protection program in accordance with the State Well Head Protection Program and the EPA Safe Drinking Water Act, which prohibits certain uses within specified distances of each City-owned water well.

12.2 Pursue the adoption of ordinances that protect privately owned water wells from contamination from outside sources.

12.3 Identify and protect wildlife habitat areas on City-owned properties.

12.4 Encourage urban residential cluster development along major arroyos where such development lends to the preservation of arroyos in their natural state.

12.5 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. The Plan should address, but not be limited to:

a. Determination of appropriate degree of slope

b. Stability requirements

c. Fire protection and emergency access

d. Storm water run-off and erosion controls

e. Wildlife protection, connectivity and interaction

f. Habitat protection or mitigation

g. Aesthetics, urban design, and visual quality guidelines

h. Open space protection

i. Infrastructure and roadway development standards

j. Allowed land uses and density restrictions

k. Development standards related to lot size, setbacks, and building heights.

12.6 Encourage waste disposal techniques that preserve the environmental quality of the area in and around the regional landfill site.

a. Educate people about the negative effects of illegal dumping.

b. Prosecute those caught illegally dumping waste materials.

c. Investigate the feasibility for a design of a gas recovery system to dispose of methane gas at the landfill.

d. Minimally bale and landfill tires to reduce storage space and prevent problems with vermin and harmful insects if recycling tires is unfeasible.

e. Have programs to dispose household, commercial, industrial and hospital hazardous wastes in an environmentally sound manner.

f. Use recycled materials for City projects that may include street furniture, trash receptacles, and roadways.

Goal 13: **Promote the conservation and reuse of resources through innovation and best practices.**

Policies:

13.1 Educate the public about prevention of non-point source water pollution, such as runoff from agriculture, urban environments and other natural and human-made sources.

13.2 Pursue allowing the use of multiple meters for required landscaping as part of redevelopment or new construction within the city limits, which could include providing for adjustable rate fees and/or modified development impact fees. Any changes such as this should include consideration of the City's revenue stability for this issue.

13.3 Encourage changes in state statutes, regulations and policies to allow injection of reclaimed water back into the aquifer system for reuse.

13.4 Continue pursuing viable and economical reuse of treated sludge produced at its wastewater treatment plants, including developing and marketing such material.

13.5 Promote the use of reclaimed water.

Las Cruces' East Mesa water reclamation project can provide up to 1,000,000 gallons of water per day through the purple pipe system. The water is half the cost of potable water and is used for landscaping in City parks, private golf courses, and the wetland area behind the Las Cruces Dam.

GOAL 14: Encourage the reduction in the amount of solid waste generated by both residents and businesses.

Policies:

14.1 Provide opportunities for both public and private recycling programs to reduce the amount of solid waste generated in the city as illustrated below.

a. Continue curbside recycling.

b. Increase community recycling bins within or adjacent to parks and various City and County buildings.

c. Increase effort to gather large quantities of recyclable material from individual businesses and business complexes.

d. Improve public awareness about the importance of recycling through public awareness campaigns and school outreach programs.

e. Implement programs within specific neighborhoods or through existing clubs and organizations.

14.2 Continue a community-wide composting program at various locations within the city such as the yard waste composting site at the old landfill off of Lohman Avenue.

14.3 Educate the general public about how and what materials may be recycled, with recycling information and achievements reviewed and updated on a periodic basis.

14.4 Expand acceptance of different types of material for recycling when feasible.

14.5 Work towards meeting targeted recycling and source reductions as outlined in the City Sustainability Plan.

14.6 Seek recycling partnerships with other regions and communities in the southwest in an attempt to attract recycling markets and/or business which use recycled products closer to the regional landfill.

14.7 Promote recycling as a means of reducing solid waste collection and disposal which will increase the lifespan of the regional landfill.

GOAL 15: Mitigate nuisances and threats to public health and safety.

Policies:

15.1 Recognize the relationship between physical design and crime and encourage public and private development to utilize Crime Prevention Through Environmental Design (CPTED) standards.

15.2 Attract industries that meet or exceed air quality regulations and support the attraction of those industries that will make an effort to assist in complying with air quality regulations through continued self-monitoring and reporting of air quality violations.

15.3 Attract industries that recognize the need to meet or exceed water quality regulations and to support the attraction of those industries that will make an effort to assist in complying with water quality regulations through continued self-monitoring and reporting of water quality violations.

15.4 Continue to test and treat all waters provided by the municipal water system to meet and exceed both State of New Mexico and federal safe drinking water standards.

15.5 Continue to test and monitor all landfill cell sites to meet all state and federal standards and develop plans for the long-term monitoring and use once cell sites are closed.

15.6 Minimize unhealthful exposure to noise and light through ordinance requirements, education and other means.

15.7 Provide the City personnel responsible the appropriate tools for monitoring nuisances.

15.8 Establish safety standards for bicycle and pedestrian use of irrigation channels.

15.9 Not grant a developer a waiver to the City's design standards that may pose a threat to public health, safety, and welfare. Waivers must also be consistent with City policies found in all City documents and plans.

15.10 Continue to systematically monitor potable water for possible contaminants and ensure all State and Federal drinking water requirements are met.

REFERENCED POLICIES: HEALTHY & SAFE ENVIRONMENT

Table 8, Referenced Policies: Healthy & Safe Environment

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
HEALTHY & SAFE ENVIRONMENT	• Containment of initial and operating housing costs (2.1) • Small agriculture options in urban area (3.2) • Water conservation, parks (5.10) • Increase public transit to underserved areas (9.5) • Smaller buses, bus shelters (9.10, 9.15) • Technology to improve transit safety (9.14) • Encourage alternate transport modes (10.3)	• Plant trees in parking areas for visual and shade (19.8) • Create developments that mitigate nuisance (19.19)	• Renewable energy (24.10)	• Transfer of Development Rights (38.1) • Energy saving techniques (39.1-39.5) • Ideas, programs, make city energy-efficient (40.3) • Educate, conserve energy (40.4) • Energy-saving design/devices (40.5, 40.6) • Wastewater, deficiencies/ odor (41.1, 41.4) • Elimination of septic (41.5) • Reclaimed water (41.6)	• Safe Routes to School (46.12) • Signal crossing guards at intersections with rail (48.4) • Cooperation, rail to reduce noise and speeds (48.5) • Lower level plans to address wildlife habitat (49.16) • Update NPDES storm water permit (50.1) • Code to implement storm water policy, monitor business (50.2, 50.3)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
HEALTHY & SAFE ENVIRONMENT				• Find sources of new water (42.1) • Wellhead protection (42.3) • Water for safety (42.4) • Water conservation on supply & demand side (42.5) • Monitor State-Federal water requirements (42.7) • Increase efficiency of solid waste program (43.5)	• Educate on and enforce on-lot ponding (50.4) • Encourage shared storm water ponding (50.5) • Illegal dumping, hazardous waste, and pollution programs (51.1-51.4) • Dust program (52.1) • Air quality (52.2-52.5)

5 COMMUNITY CHARACTER

Every city has an underlying identity or quality because of its unique history, natural environment, development design and special attributes. This identity is reflected through the community's sense of place, its character, which evolves and develops over time. Examples might include gateways, corridors, civic or public spaces, focal points and activity centers, landmarks, and urban edge. Today's communities often attract residents and businesses based on its perceived image. These same qualities are why our citizens are proud to call Las Cruces home.

5.2 GOALS & POLICIES

The Goals & Policies of the Community Character chapter support all the principles in this Comprehensive Plan. In particular, it directly relates to 'promote a healthy community through design of the built environment using landscaping, architecture, open space and conservation.'

There are four sub-themes:

- ENRICHED HERITAGE: Provides articulation of the historic, cultural, economic and cultural context of the community that makes Las Cruces unique and memorable.

- FLEXIBLE DESIGN & POSITIVE IMAGE: Provides amenities for all users through context-sensitive development and quality design, including direction by the city on aesthetics, architecture, and site planning.

- OPEN SPACE CONNECTIVITY: Ways to protect and connect the natural resources unique to this region.

- AESTHETICS & MAINTENANCE: Outlines commitment to enhancing the city's image and improving the safety of all persons within Las Cruces.

ENRICHED HERITAGE

GOAL 16: Foster public appreciation for Las Cruces' cultural heritage preservation and/or rehabilitation of historical buildings as a means of reinforcing a "sense of place" and history.

Policies:

16.1 Provide incentives to those interested in rehabilitating historic buildings that may include, but are not limited to:

a. Property Tax Relief through abatement, credit, and/or tax freeze.

b. Revolving Loan Fund.

c. Low Interest Loans.

d. Waivers to current standards that may impede rehabilitation, preservation, or reuse of historic properties.

16.2 Create guidelines for development or redevelopment that are compatible with the character and context of that historic district.

16.3 Promote cultural events and activities unique to our area, such as the Whole Enchilada Fiesta, Southern New Mexico State Fair, chile and wine Festivals, etc.

16.4 Seek local, regional, and state support to promote Las Cruces' culture and cultural heritage through educational programs at museums, libraries, and cultural centers.

16.5 Encourage land use mechanisms such as Land Trusts, Greenbelt Tax Status, and Transfer of Development Rights to preserve agriculture as a land use and a cultural heritage.

16.6 Require new development in an existing neighborhood/district to respect and preserve the applicable character found therein.

16.7 Seek local historic district designations to enhance national and state historic districts and create a Historic Preservation Board who will deal with those issues pertaining to designated historic districts.

16.8 Continue to identify and create neighborhood/district plans for those areas that come under a historic district designation. These would establish specific guidelines for new development and redevelopment that would help preserve the historic integrity of structures and neighborhoods.

16.9 Use overlay district/zone or similar mechanisms to create guidelines and regulations for the enhancement, development, or redevelopment of properties within existing historic areas as illustrated below.

a. Determine boundaries for the respective districts and mechanisms for property selection allowing boundary expansion if appropriate.

b. Adopt local regulations that are consistent with Federal and State laws regarding historic district designation criteria.

c. Establish various incentives for the preservation/maintenance of historically significant properties.

d. Establish various incentives for the development or redevelopment of properties in a manner which closely relates to the historical significance of the district to which they pertain.

e. Create regulations which offer flexibility in meeting applicable development standards, yet allow consistency and compatibility with historic district design criteria.

f. Identify financial resources which may be used to assist in the renovation and upkeep of qualifying properties.

16.10 Periodically update historic surveys in designated historic districts, such as the Alameda Depot and Mesquite Neighborhood historic districts.

16.11 Research and survey other structures throughout the city for possible historic preservation beginning with the oldest and expanding to include those built before 1945 or 50 years older than the present day.

16.12 Develop a demolition delay ordinance so that alternatives to demolition of vacant or derelict buildings may be sought.

16.13 Develop a multi-faceted historic preservation program that includes a comprehensive survey, education, incentives, and minimal regulations.

REFERENCED POLICIES: ENRICHED HERITAGE

Table 9, Referenced Policies: Enriched Heritage

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Enriched Heritage	• Discourage encroachment of small lot into large agricultural parcels (3.3) • Encourage agricultural pockets and urban agriculture (3.6)	• Incentives to rehabilitate historic buildings (16.1) • Development compatible with character of historic district (16.2)	• Expand, create public facilities that support tourism (27.2) • Further develop Las Cruces Railroad Depot for tourism (27.7) • Encourage agricultural producing properties stay in large parcels (29.1)	• Encourage themes in neighborhood (31.2) • Allow by-right and flexibility in uses/design (35.3)	• Outreach campaign on historic preservation (44.1) • Retain schools to preserve cohesiveness of neighborhood (46.4)

FLEXIBLE DESIGN & POSITIVE IMAGE

GOAL 17: Design, construct, and maintain public rights-of-way to provide transportation options that are safe, functional, convenient, and visually appealing.

Policies:

17.1 Design streets to operate at a Level of Service (LOS) of C upon completion of construction, except reconstructed streets may operate at a LOS of C where development costs are prohibitive and/or the street is scheduled for improvements within the Mesilla Valley MPO's Transportation Improvement Program or the City's Capital Improvement Program and as approved by the Development Review Committee (DRC).

17.2 Seek transportation solutions that complement and enhance community values and objectives through appropriate physical design and form.

17.3 Define functional and thoroughfare street classifications for Las Cruces.

a. Freeways and Interstates

i. Design in accordance with applicable Federal Highway Administration, American Association of State Highway and Transportation Officials, and/or New Mexico Department of Transportation standards.

ii. Limit access to interchanges and grade separations identified within the MPO's Transportation Plan, as amended.

b. Arterials, Collector, Locals and Private Streets

i. Follow standards in Table 10.

ii. Adjoining property owners are responsible for coordinating shared access agreements with their neighbor.

iii. Corner properties having less than the required frontage for access may only be granted access from the lower classified street, lower volume street, and/or by shared access agreements with abutting properties having the appropriate road access.

Table 10, Arterials, Collector, Locals and Private Street Standards

STANDARD	PRINCIPAL ARTERIAL	MINOR ARTERIAL	COLLECTOR	MAJOR LOCAL	LOCAL	PRIVATE STREET
VEHICLE LANES	4+, divided, 1-way pair	3+, 1-way pair	2 or 3, double center stripe or 1-way pair	2, 1 way pair	Varied 2, 1 way pair serving residential	Varied
ALTERNATIVE MODES	Separate through planning process	Separate through planning process	Separate/In-road through planning process	Separate/In-road through planning process	Separate/In-road through planning process	Separate/In-road through planning process
DIRECT ACCESS ALLOWANCE	Limited & shared; Major traffic generators generally 10+ acres & high intensity uses	Limited & shared; Medium scale developments 3+ acres	Limited & shared;	Limited & shared	Individual property access per City Code	Individual property per City Code
ACCESS RESTRICTIONS	Single-Family	Single-Family, only by adopted plan-Council action	Single-Family, only by adopted plan-Council action	Single-Family, only by adopted plan-Council action	Not Applicable	Not Applicable
TRAFFIC FLOW PROTECTION	Maximize & protect	Conservative level of non-residential	Moderate level of non-residential /high density residential	Based on amount non-residential property frontage	Not Applicable	Not Applicable
TRAFFIC FLOW PROTECTION TECHNIQUES	Medians, raised curbs, other	Medians, raised curbs, other	Striping, raised curbs, other	Medians, striping, raised curbs, other	Not Applicable	Not Applicable
FREQUENCY & SIZE ACCESS POINT DETERMINANTS	Adjacent land use & zoning	Adjacent land use & zoning	Adjacent land use & zoning	Adjacent land use & zoning	Not Applicable	Not Applicable
ON-STREET PARKING	No, only by adopted plan-Council action	No, only by adopted plan-Council action	No, only by adopted plan-Council action	Yes, per City Code	Yes, per City Code	Yes, per City Code for Local Streets
GENERAL DESIGN	Per City Code (i.e., intersection, cul-de-sac)	Per City Code (i.e., intersection, cul-de-sac)	Per City Code (i.e., intersection, cul-de-sac)	Per City Code (i.e., intersection, cul-de-sac)	Per City Code (i.e., intersection, cul-de-sac)	Per City Code (i.e., intersection, cul-de-sac)
OTHER				Design per traffic study when peak trips > 100	Alternate/ emergency access to residential subdivisions allowable	Alternate/ emergency access to residential subdivisions allowable

c. Context-Sensitive Streets

i. Establish the relationship between functional classification as identified by City Code, as amended and thoroughfare types as defined by the Institute of Transportation Engineers' (ITE) recommended practice (RP) *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*.

Table 11, Rights-of-Way Functional Class & Thoroughfare Type

	Thoroughfare Type							
Functional Class	Freeway Express-way Parkway	Rural Highway	Suburban Arterial	Boulevard	Avenue	Street	Rural Road	Alley Rear Lane
Principal Arterial	■	■	■	■	■	■		
Minor Arterial		■	■	■	■	■		
Collector					■	■	■	
Local						■	■	■

Boulevard: A street designed for high vehicular capacity and moderate speed, traversing an urbanized area. Boulevards serve as primary transit routes. Boulevards should have bike lanes. They may be equipped with bus lanes or side access lanes buffering sidewalks and buildings. Many boulevards also have landscaped medians.

Avenue: A street of moderate to high vehicular capacity and low to moderate speed acting as a short distance connector between urban centers and may be equipped with a landscaped median.

Street: A local, multi-movement facility suitable for all urbanized transect zones and all frontages and uses. A street is urban in character, with raised curbs (except where curbless treatments are designed), drainage inlets, wide sidewalks, parallel parking, and trees in individual or continuous planters aligned in an alley. Character may vary in response to the commercial or residential uses lining the street.

ii. Plan a transition from the functional classification system to the ITE thoroughfare type classification and incorporate other context-sensitive thoroughfare types as needed, whereby conflicts between Tables 10 and 11, the latter will take precedence.

17.4 Design the pavement for all streets according to 20 year forecasted traffic volume of both cars and heavy vehicles.

17.5 Construct all new streets from the outside travel lanes toward the inside median so that sidewalks, curbs, and lighting may be put in place at time of initial construction.

17.6 Use curb and gutter to channelize traffic and storm water run-off.

17.7 Make every effort to strategically locate manholes and drainage grates to minimize inconveniences to motorists and bicyclists, and place utilities within the right-of-way.

17.8 Require that rights-of-way meet the Americans with Disabilities Act (ADA) standards, as amended.

17.9 Provide street lighting that is safe, with light fixtures that are shielded, fully enclosed, and non-polluting.

17.10 Require that the City approve signalization.

17.11 Require that all signage and traffic control devices conform to the Manual on Uniform Traffic Control Devices as used by the City.

17.12 Place street furniture objects, pieces of equipment, drainage components, and fences and/or walls such that they avoid conflict with sidewalks, bike facilities, clear sight triangles, and other functions.

17.13 Use context-sensitive design principles for all street layouts.

17.14 Developers/Subdividers are responsible for constructing on-site and adjacent improvements as required by these policies. Builders are responsible for constructing sidewalks, and if not yet installed, curbs and gutters at the time of building construction.

17.15 Developers/Subdividers are responsible for their pro-rata share of off-site improvements as determined by a traffic impact study for such improvements necessitated by the development of their property. Such off-site improvements shall include structures or facilities required along existing roadways or other transportation facilities. If such roadways or other facilities are planned but not built, a payment in lieu of physical improvements may be given and applied toward its future construction.

17.16 Landscape rights-of-way and public areas per City standards while maintaining a consistent theme.

17.17 Make use of reclaimed water (purple pipe) wherever feasible.

17.18 Plant landscaping in recessed medians and curb cuts to utilize storm water runoff wherever applicable.

17.19 Encourage the "adoption" of medians by civic groups, clubs, religious organizations, and businesses that may include taking over maintenance of existing medians or their initial preparation and planting.

17.20 Allow for decorative lighting, sidewalk design or traffic control devices when approved by the City.

17.21 Seek transportation solutions that complement and enhance community values and objectives through appropriate physical design and form.

GOAL 18: Develop a walkable and bicycle-friendly environment for safe and convenient access throughout the city.

Policies:

18.1 Encourage appropriate design and uses within the downtown area in order to stimulate pedestrian travel.

18.2 Place street furniture and transit stops at appropriate locations along rights-of-way to provide pedestrian refuges.

18.3 Establish a minimum width of five feet for all pedestrian facilities on local streets and wider on streets that project higher speeds and volumes, make them free from obstacles, and require they conform to the Americans with Disabilities Act (ADA), as amended.

18.4 Make reasonable efforts to bring all existing pedestrian facilities into conformance with ADA, as amended, when it coincides with major street reconstruction, redevelopment, etc.

18.5 Construct sidewalks at the time a home or main structure is built. Subdivided land adjacent to a roadway with a designation of collector or greater shall install sidewalks as part of the required pro-rata share of road improvements. Tract “set-asides” of five acres or less, anticipating future subdivision activity, must meet this policy.

18.6 Design pedestrian facilities to maximize personal security utilizing Crime Prevention Through Environmental Design (CPTED) strategies.

18.7 Evaluate developments for pedestrian mobility and connectivity as a means of determining whether alternate design considerations are necessary to increase pedestrian safety and efficiency.

18.8 Establish a method whereby coordinated bicycle planning and route alignment may include but is not limited to the following: identifying funding sources, producing user friendly maps, recognizing various types of users and trip purposes, and establishing design standards.

18.9 Follow the procedures and standards contained with the MPO Transport 2040, Action Plan for Bicycle Friendly Communities, and related plans, as amended.

18.10 Incorporate bicycle facilities with new or redeveloped transportation infrastructure as identified within approved plans.

18.11 Base designs on approved and consistent development standards with regard for public safety.

18.12 Enhance bicycle facilities through stripping, lighting, pedestrian access, drainage covers, pavement, signage, landscaping, and other design components.

18.13 Construct pedestrian facilities on all roadways except interstate highways and developments with residential lot sizes greater than .75 acre.

18.14 Incorporate striped pedestrian walkways from sidewalks, transit stops, and parking areas to the site's main use (excluding temporary parking areas for special events) on large parking lots.

18.15 Incorporate a multi-purpose, "run, walk, jog" concept for facilities separated from vehicular travel.

GOAL 19: Encourage development that is context-sensitive and compatible to the surrounding area.

Policies:

19.1 Require development design to facilitate drainage, street, mobility, utility, and urban design compatibility within and adjacent to development projects and existing neighborhoods.

19.2 Use a diversified best practices approach of transportation demand management for improving efficiency, optimizing usage patterns, allowing for a variety of mobility choices, utilizing technology, evaluating adding capacity, and coordinating with adjacent jurisdictions.

19.3 Design principal arterials as "gateways" or entrances to the urbanized area through the implementation of special and standardized designs, landscaping, signage, signals, lighting, and paint, with minor arterials and collectors as entrances to specific areas of Las Cruces.

19.4 Evaluate traffic calming and traffic demand measures before the installation of new traffic signals and/or stop signs. Examples include, but are not limited to reduced pavement width, additional turn lanes, or metered parking.

19.5 Subdivisions and/or master planned areas shall have more than one vehicular and pedestrian access point.

19.6 Prioritize pedestrian facilities over vehicular facilities in the downtown area and other unique commercial areas as identified in plans illustrated by the Planning Framework of this Comprehensive Plan.

19.7 Design parking to fit the context and needs of the area.

a. Provide adequate on-site parking designed to prevent the stacking of vehicles onto the street, with shared or reduced parking options available ’on a case-by-case basis.

b. Where appropriate and at the discretion of the City, if a site is located along an existing or planned transit route, allow for a 10-percent reduction in the number of spaces to encourage the use of alternative modes, provided a minimum of two automobile parking spaces (one regular and one accessible space) and two bicycle parking spaces remain after the reduction.

c. Evaluate parking requirements for each change in a site's land use.

19.8 Plant trees within all parking areas for visual relief as well as to provide shade relief in parking areas.

19.9 Develop design standards to create aesthetically pleasing streetscapes. This should include, but not be limited to: street hardware and furniture, signage, lighting, fencing and walls, larger parkways, pedestrian circulation, landscape and street trees, terminating vistas and long term maintenance standards.

a. Encourage the use of matching street furniture, traffic signals, street lights and directional signs to provide a coordinated approach to design thus helping to avoid visual clutter.

b. Continue to implement, and if needed, update the City's lighting ordinance to ensure:

    i. Minimization of any increase of local nighttime atmospheric light from public and private sources.

    ii. Integration of lighting design with the overall project in scale, form, and color palette in terms of the characteristics and use of the street with the district or planning area's character.

c. In addition to landscape buffering requirements in the City Code, Visually screen/buffer parking lots from the right-of-way to soften their overall impact through the use of required landscaping, various landscaping elements (berms, low walls, etc.) and transition techniques.

d. Promote street tree planting along street frontages to provide shade and visual relief and pedestrian comfort, such as placing street trees along arterials and collectors as a means of providing shade and enhancing Las Cruces' streetscape. Such trees should be of a drought tolerant variety and of a variety that does not create damage to sidewalk and curbing.

e. Require projects which are surrounded with walls to provide for an attractive streetscape.

    i. Provide variation in plane and texture of walls.

    ii. Employ landscaping techniques, trees and climbing vines for example, along the periphery of the walled area for visual relief.

    iii. Encourage public art in new development and as an addition to existing developments.

f. Encourage the decoration of water towers and other similar utility structures based on historical and cultural aspects of Las Cruces.

19.10 Minimize potential adverse impacts within and adjacent to neighborhoods regarding the proposed placement, functionality, and general design of roadways.

19.11 All residential development shall be compatible to the adjacent neighborhood in terms of architectural design, height/density, and the provision of landscaping.

19.12 Follow mitigation techniques in the City Code, as amended, related to buffering, spacing between uses, site design, and architectural controls as a means to place potentially incompatible uses adjacent to one another to encourage flexibility in land use that provides for compatibility and quality design.

19.13 Encourage buffering between existing rail and future development of residential uses.

19.14 Encourage high-density and/or mixed use development that is compatible with the neighborhood at locations throughout the city where such development furthers livability and mobility options to build a strong sense of community.

19.15 Not divide and/or redevelop residential neighborhoods for non-residential uses unless it can be shown that demand for housing in a neighborhood is diminishing or that a need for a more compatible land use relationship can be demonstrated.

19.16 The City shall encourage focusing development of light, standard, and heavy industrial uses in areas with existing compatible industrial zoning where these areas comply with industrial land use policies.

19.17 Employ site designs that respect adjacent land uses as well as designated gateways and corridors using mitigation techniques.

19.18 Preserve a regional Desert Southwestern image rooted in a variety of architectural styles and design elements strengthened by creative contemporary expression in residential and commercial developments.

19.19 Create developments in a manner that mitigates nuisances such as noise, light, and other nuisance impacts that may substantially affect quality of life.

19.20 When located within or adjacent to a residential neighborhood, design public/quasi-public facilities so they are compatible with the neighborhood's character. The following criteria shall be observed in establishing neighborhood compatibility:

a. Access to public facilities (with the exception of parks, recreation, and school facilities) shall not be permitted from a local street or through a neighborhood.

b. Facility design and siting shall insure proper screening from an adjacent neighborhood. Traffic, noise, vehicle headlights and facility exterior lighting shall not spill over into the neighborhood. Setbacks, open space, rock walls, and organic landscaping are some recommended buffering techniques.

c. Residents adjacent to such facilities shall be given options for extending the height of their walls or fences between their properties and the facilities to ensure privacy and safety. Wall or fence extensions must meet all applicable structural standards for safety and demonstrate a level of aesthetic sensitivity to the surrounding area.

d. Encourage organizations to strive toward excellence in architectural and site design for new facilities.

19.21 Encourage the use of landscape materials best suited to our location in the Chihuahuan Desert. Encourage developments located in mesa areas, such as the East Mesa, High Range, and Las Alturas, to use desert landscape materials. Encourage developments located toward the Rio Grande Valley to use those plant materials best suited for the Valley environment. Encourage developments located in the urban area to use drought tolerant landscape materials that are compatible with the landscaping styles of the surrounding area.

a. Promote the City's Water Conservation Ordinance and the concept of xeriscaping.

b. Investigate the possibility of designating geographic landscaping areas (pursuant to this policy) throughout Las Cruces as a means of furthering support for efficient, water-saving landscaping techniques and themes.

19.22 Require new development or redevelopment to utilize local and/or regional architectural styles and design elements in the downtown area, historic districts, gateways and designated corridors which are compatible with existing structures.

19.23 Encourage development that is contextually designed at the human scale.

19.24 Require infill development, both new development and redevelopment, to respect the architectural styles, massing, color palette, scale, character, landscaping and site design relationships of the surrounding neighborhood.

19.25 Encourage site built, mobile homes (parks, subdivisions, or otherwise), manufactured, modular, and paneled homes to be architecturally consistent with adjacent residential uses.

19.26 Encourage developers of commercial and industrial areas to respect the architectural styles found in adjacent areas.

19.27 Support a policy of mixed land uses which are not traditionally considered compatible that may be located next to one another depending upon design features and compatibility with the adjacent area as a result of the mixed land use policy of this Comprehensive Plan. Those uses with lower intensities must be protected from any negative impacts from adjacent uses with higher intensities in order to protect a desirable quality of life within the city.

a. Require land uses which differ from adjacent land uses to follow transition, buffering and landscaping requirements per City code.

b. Employ mitigation techniques to avoid any possible problems between differing land uses located adjacent to or near one another.

i. Require new development be compatible with the architectural style in the surrounding area.

ii. Require new development be human-scaled and respect building height, scale, and massing found in the surrounding area.

iii. Orient and design high intensity uses locating adjacent to a lower intensity in a sensitive manner, with development located adjacent to public streets oriented and designed to enhance the public realm.

(a) Place parking areas away from adjacent residential uses when appropriate. All parking areas should use landscaping and screening techniques to buffer differing uses and when viewed from public streets.

(b) Screen delivery areas, loading zones, waste receptacle and pick-up areas, and any outside evidence of plumbing, electrical, and/or mechanical equipment from view by buffers, landscaping, architectural techniques, and other design measures.

(c) Landscape blank walls and fences which face streets or adjoining properties to soften their harsh, stark effects.

(d) Provide pedestrian scale facades on all sides of the building and design windows, doors, landscaping, and fine grain detail in materials to reflect human-scaled proportions and architectural harmony with the built form of adjacent lower intensity land uses.

(e) Screen stacking lanes/drive-up aisles from view with landscaping or placing such lanes where they are not readily seen from streets and sidewalks.

c. Require appropriate mitigation techniques and transition/buffer requirements when a business registration, zone change, or new construction creates adjacent land uses which differ from one another. The use which is creating the change should mitigate any possible problems between other land uses using the techniques listed below.

d. Develop and support specific landscaping regulations in lower level planning documents.

GOAL 20: Enhance Las Cruces' natural environment, physical environment, and character through inspiring quality design.

20.1 Improve the city's physical environment and make the city an attractive destination, such as unique street designs and furniture and landscaped corridors and entrances.

20.2 Take a more active role in ensuring that the design of proposed development enhances both efficiency in infrastructure and services, as well as promoting a higher quality of life for Las Crucens.

20.3 Encourage creative and sustainable site planning for all new development and redevelopment through a variety of means not limited to the following:

a. Maintain the topography and slope of a site in its natural state.

b. Encourage a balance between open space and built space in developments.

c. Develop standards to prevent monotony.

20.4 Support those residential developments which possess an identifiable neighborhood image while still providing a variety of housing styles in order to avoid a monotonous, "cookie-cutter" appearance.

a. Require a variation of residential facades to provide visual interest in developments.

b. Develop standards to prevent monotony.

GOAL 21: Create a character and image of Las Cruces that is pleasant, unique, and attractive.

21.1 Encourage Main Street Downtown property owners enhance their properties in accordance with downtown revitalization plans.

21.2 Support and enhance programs such as Keep Las Cruces Beautiful because such programs lend themselves to promoting community and neighborhood pride and an overall positive image for the city as a whole.

21.3 All outdoor storage shall be screened from view in all horizontal directions. Organic landscaping shall be among materials used for screening purposes.

21.4 Screen water wells and pumping stations from view when located in residential or gateway areas through methods such as murals, landscape materials, walls, or a combination of said methods**.**

21.5 Mitigate visual clutter through the management of the number, size, height, location and appearance of signs.

a. Use signs that are context appropriate and oriented to the street level environment, for example, ground or monument signs.

b. Investigate specific signage requirements for multi-tenant centers to encourage architectural harmony and unity within each center.

c. Apply density limits for off-premise signs along appropriate major corridors and gateways.

21.6 Encourage the use of underground utilities to avoid visual clutter.

21.7 Encourage existing businesses within Las Cruces to comply with the City's landscaping requirement to beautify individual parcels of land and to promote attractive streetscapes. Incentives may include waivers to the required number of parking stalls.

21.8 To the extent possible, minimize internal and external impacts which may detract from a neighborhood's ability to offer a safe and aesthetically pleasing environment.

REFERENCED POLICIES: FLEXIBLE DESIGN & POSITIVE IMAGE

Table 12, Referenced Policies: Flexible Design & Positive Image

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Flexible Design & Positive Image	• Agricultural pockets, urban agriculture (3.6) • Easy to read street signs, bus stops (9.18, 10.10) • Shared driveways and parking (10.11) • Mixed-Use (1.1-1.3, 10.8, 24.2) • Determinants to set transit coverage area, bus shelters (9.10, 9.11) • CPTED design (15.1)	• Development compatible with character of historic district (16.2) • Development neighborhood character (16.6) • How make public uses compatible (19.20) • Screen water wells (21.4) • Encourage businesses to landscape, use incentives (21.7) • Clean up vacant properties, pave roads (23.8)	• Support heavy industry near rail when buffered (30.2) • Enhance pedestrian pathways for tourism (26.1)	• Residential enhance image via themes-design (31.3) • Residential enhance image via themes-design (31.3) • Non-residential development characteristics (32.1-32.3, 33.1, 33.2, 34.1-34.3) • Allow by-right and flexibility in uses/design (35.3) • Energy-saving design (40.5, 40.6) • Place industrial in East Mesa (34.6)	• PUD to create unique developments that benefit city (49.11) • Coordinate on airport, add infrastructure & intermodal connections (48.7, 48.12) • Evaluate truck access on all rail decisions (48.9) • Encourage shared storm water ponding (50.5) • Processes on illegal dumping (51.1-51.4)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Flexible Design & Positive Image	• Design transportation systems for multiple connections (10.2) • Promote use of reclaimed water (13.5) • Support community policing (6.1)	• Design principal arterials as gateways (19.3) • Site designs respect adjacent uses, gateways (19.17) • Design standards for attractive streetscapes (19.9) • Residential development avoid cookie cutter, varied facades (20.4) • Make the city an attractive destination (20.1)		• Not approve development decreases infrastructure LOS (38.6) • Promote jobs/housing balance (37.17) • Emphasize gateways (31.1)	

OPEN SPACE CONNECTIVITY

GOAL 22: Protect those natural resources and features unique to the region.

Policies:

22.1 Encourage the preservation and provide a system of open space on the mesas and in the valley in order to provide a desirable environment and quality of life in the urban area as well as perpetuating the unique natural and rural environments of the region.

22.2 Encourage acquiring land and planning for open space networks.

22.3 Encourage the dedication of undeveloped open space. Undeveloped open space shall include all types of scenic areas, environmentally sensitive areas, wildlife habitat areas and land that may serve as part of the non-motorized transportation network.

22.4 Consider offering density bonuses, conservation easements, development covenants, waivers to park fees, or similar mechanisms for development in exchange for dedications of land for open space.

22.5 Protect arroyos and arroyo buffers in urban and rural areas from development where such arroyos lend positively to an open space network, with preservation consistent with the Storm Water Management Policy Plan and the Arroyo Preservation Plan.

22.6 Protect irrigation channels in urban and rural areas from development encroachment to preserve their open character and establish their role as pedestrian and bicycle trails linking open spaces in urban and rural settings.

22.7 Establish urban and rural open space networks in the area.

22.8 Advocate an appropriate balance between physical development and open space that will provide a desirable environment and quality of life in the urban area as well as preserving the unique natural and rural environments of the region.

22.9 Develop standards that assist in the expansion of open space networks as part of new development. Open space should be linked with parks and recreational trails so that any open space areas may be considered “usable” space. Develop incentives for developers to create and/or maintain additional open space.

22.10 Develop standards that protect arroyo systems and other sensitive lands from development so that they remain in their natural state especially where such areas lend to an open space network.

22.11 Work with Doña Ana County, the Bureau of Land Management, and the New Mexico State Land Office to continue to preserve the designated buffer around the Organ Mountains. Encourage the acquisition of remaining private land and the development of park/open space as a natural buffer between the urban area and the Organ Mountains.

22.12 Discourage hillside development along Picacho Peak, Tortugas Mountain, the West Mesa escarpment and the other desert mountains which surround Las Cruces.

22.13 Protect views and vistas for the community through appropriate standards and techniques.

The majestic Organ Mountains rise 9,000 feet above sea level and form a scenic backdrop for Las Cruces and the Mesilla Valley.

REFERENCED POLICIES: OPEN SPACE CONNECTIVITY

Table 13, Referenced Policies: Open Space Connectivity

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Open Space Connectivity	• Discourage encroachment of small lot into large agricultural parcels (3.3) • Agricultural pockets and urban agriculture (3.6) • Connected trail system (10.1) • Identify and protect wildlife habitat areas on City-owned properties (12.3)				• Work with schools etc. on design, connectivity, use of recreation (46.8) • Acquire easements or purchase arroyos for open space; Work with BLM & SLO to preserve arroyos (49.13)

AESTHETICS & MAINTENANCE

GOAL 23: Establish high maintenance standards for all properties for safe and sanitary living conditions and enhancement of the city's image.

Policies:

23.1 Promote the importance of property owners maintaining their properties as a means to promote neighborhood and community pride in accordance with regulations regarding debris, noxious weeds, and other unsafe and unsanitary conditions. Where applicable, increase enforcement of existing regulations pertaining to the maintenance of properties and investigate options for regulation enhancement.

23.2 Stress the importance of acquiring applicable permits for the repair, remodel, alteration, or construction of housing and related facilities to ensure that all work conducted meets or exceeds approved construction industry code regulations.

23.3 Strive to implement regulatory mechanisms which allow greater flexibility in the development of existing lots/parcels.

23.4 Except for structures on the historic registers, demolish substantially dilapidated public structures that are beyond rehabilitation or repair, and rehabilitate viable vacant properties which contribute to safety concerns and a general poor image of the neighborhood in which they are located.

23.5 Establish streamlined procedures for the demolition of structures which cannot be repaired or rehabilitated to eliminate unsightly properties which pose safety concerns.

23.6 Require any private land within open space networks such as arroyos, channels, canals or any drainage ways to be properly maintained, left in a natural state, and not impede or manipulate historic storm water flows by means of development or alterations.

23.7 Emphasize low maintenance landscaping and tree plantings for median development, along sidewalks, bicycle routes, and other types of rights-of-way.

23.8 Improve the city's visual quality by reducing wind-blown trash/debris, dust, and vandalism.

a. Develop a schedule to clean up those vacant properties which are owned by the City and bring non-City owned public properties in the need of being cleaned-up to the attention of the appropriate City officials for immediate action.

b. Enhance existing programs and investigate other opportunities to deal with the clean-up and/or repair to properties affected by vandalism.

c. Encourage the surfacing of existing, unpaved roadways as a means of preventing dust-related problems.

23.9 Encourage the improvement and maintenance of existing commercial buildings and residential homes.

a. Offer workshops and design studios to address new construction, renovation, and any other significant exterior modification to assist local merchants to create compatible and unique commercial projects.

b. Consider programs such as beautification awards for commercial businesses as a way to promote community pride.

c. Assist owners on improvement and maintenance via awards, loans, grants, and/or a tool loan program.

REFERENCED POLICIES: AESTHETICS & MAINTENANCE

Table 14, Referenced Policies: Aesthetics & Maintenance

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Aesthetics & Maintenance		• Adoption of medians by civic groups to maintain landscaping (17.19) • Encourage Downtown property owners enhance properties (21.1)		• Increase efficiency of solid waste program (43.5)	

6 ECONOMIC PROSPERITY

6.1 PURPOSE

The Economic Prosperity chapter provides guidance regarding the economic growth and development of the city in order to make the city a more pleasant place to live and work. The City's main priority for implementing this section is to provide for an environment which allows existing businesses to thrive and new businesses and industries to be created or attracted in order to provide quality jobs for residents of all skill levels, This section will identify potential growth industries and economic development strategies that will help diversify the local economy in order to hedge against economic downturns.

6.2 GOALS & POLICIES

The Goals & Policies of the Economic Prosperity chapter supports all the principles in this Comprehensive Plan. In particular, it directly relates to the principle to 'Establish a diversified sustainable economy.'

There are three subsections.

- ECONOMIC DIVERSITY: Identifies possible incentives, opportunities, partnerships, and policies to work toward building a diversified business community.

- BUSINESS & INDUSTRY SUPPORT: Addresses the methods to encourage retention, expansion, and attraction of businesses in Las Cruces. This includes the identification of how the City can promote and enhance tourist-related activities.

- READY WORKFORCE & ENVIRONMENT: Ways the City can help create an adaptable and responsive business climate through training, education, and partnerships. Along with ways the infrastructure system can enhance economic development.

ECONOMIC DIVERSITY

GOAL 24: Create incentives, opportunities, partnerships, and policies that build a diversified business community.

Policies:

24.1 Provide financial and/or staff support to economic development partners where feasible to further goals of this Comprehensive Plan.

24.2 Support and implement mixed-use policies, flexibility of placing new uses, and office, commercial, and industrial zoning districts as outlined within this Comprehensive Plan.

a. Allow business cooperatives or multiple tenants/uses within single buildings or parcels, including those uses which provide for work at home provisions.

b. Allow overlay zones and planned unit developments, including those in which the City receives a direct or foreseen benefit in exchange for creative and unique designs that differ from mandatory development requirements.

24.3 Maintain an up-to-date Local Economic Development Plan in accordance with the Local Economic Development Act as defined within the New Mexico State Statutes.

24.4 Create incentives for businesses and industries that enhance economic vitality and add to quality of life as identified in the Local Economic Development Plan.

24.5 Eliminate administrative barriers that impede the creation or expansion of office, commercial and industrial developments.

a. Mandate timely review of all City development codes and ordinances.

b. Continually strive to improve review processes for commercial building permits and business registrations within the city.

c. Adhere to established review periods for proposed business and industry development

d. Provide for a single permitting process for buildings and signs.

e. Support a single department that can adequately coordinate all development related activities, including building permits.

24.6 Gather necessary data and information that can provide improvement in business and industrial recruitment and expansion.

a. Maintain information on business registrations to better understand historical changes in business and land use.

b. Maintain historic data on gross receipts taxes, employment, salaries, building square footage, and business and building ownership by industry type as part of the business registration process.

24.7 Target economic recovery efforts in qualifying areas of the city in order to help maintain and revitalize economically depressed neighborhoods.

24.8 Promote regulatory changes at all government levels that aid in economic revitalization and stability in Las Cruces, including, but not limited to modifications to the State's "anti-Donation" clause for all types of governmental activities as a tool for commercial and industrial recruitment.

24.9 Identify target employment markets best-suited to realize the vision of this Comprehensive Plan which includes supporting the creation and recognition of local manufacturing sectors, such as agricultural processing, aerospace, and other production manufacturers.

24.10 Promote renewable energy businesses and support commercial renewable energy and efficiency practices to include the implementation of alternative energy sources such as solar, geothermal and wind energy.

The City of Las Cruces has replaced over 10% of the City Hall's electricity needs with energy generated from the solar array in the parking structure.

REFERENCED POLICIES: ECONOMIC DIVERSITY

Table 15, Referenced Policies: Economic Diversity

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Economic Diversity	• Mixed use concept (1.3) • Small agriculture in urban area (3.2) • Urban agriculture (3.6) • Encourage changes in state statutes to inject reclaimed water into aquifer system (13.3) • Reuse of waste sludge (13.4) • Attract industry that meet or exceed water-air quality regs (15.2, 15.3)		• Programs to start new business and grow existing businesses (25.4) • Support private sector development of airport facilities and adjacent industrial park via coordination (26.2)	• Place industrial in East Mesa (34.6) • Create vibrant activity centers and corridors (35.4)	

READY WORKFORCE & ENVIRONMENT

GOAL 25: Attract and retain a highly trained and motivated work force.

Policies:

25.1 Provide technical and financial assistance to those local programs that provide employment, volunteer opportunities and/or training to citizens, including disadvantaged workers and other persons whose skills will strengthen the local economy.

25.2 Coordinate the placement of students within "real life" work experiences.

a. Continue the joint-agreement between NMSU's Cooperative Education Program and the City.

b. Engage in similar agreements with other area higher education entities.

25.3 Utilize existing public facilities for work force training for all age groups in Las Cruces.

25.4 Create programs that will help start new businesses and will help existing small to medium-size businesses grow.

Goal 26: Enhance the infrastructure network to help attract, retain, and bolster economic vitality for Las Cruces.

26.1 Enhance pedestrian pathways in areas frequented by citizens and tourists through standardized designs, landscaping, signage, signals, lighting, and paint.

26.2 Support private sector development of airport facilities and the adjacent industrial park through the City's coordination of development activities to enhance the city's marketability and competitiveness.

26.3 Evaluate a potential rail spur to the West Mesa Industrial Park.

REFERENCED POLICIES: READY WORKFORCE & ENVIRONMENT

Table 16, Referenced Policies: Ready Workforce & Environment

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Ready Workforce & Environment	• Determinants to set transit coverage area (9.11) • Promote use of reclaimed water (13.5)			• Extend infrastructure on context, economic, quality of life (38.2, 38.3)	• Agreements with industrial and NMSU for research (44.11) • Expand tech and vocational programs (45.1) • Encourage entrepreneur programs (45.2) • Partner to create-support apprentice programs (45.3) • Cooperation shared facilities, major employers (45.5) • Support efforts of schools to provide training-education (46.7) • Evaluate truck access on all rail decisions (48.9)

BUSINESS & INDUSTRY SUPPORT

GOAL 27: Promote and enhance Las Cruces and the Mesilla Valley as a tourist destination.

Policies

27.1 Support annual, seasonal and special events such as the Whole Enchilada Fiesta, the Southern New Mexico State Fair, area Wine Festivals, and special sporting Events.

27.2 Expand and create public facilities that support the tourism industry such as a visitor's center, local museums and cultural centers, the historic Las Cruces Railroad Depot, large-scale sports facilities, and a convention center.

27.3 Support the activities of the Farmers and Crafts Market in cooperation with the Farmers & Crafts Market of Las Cruces, Inc. or its designee.

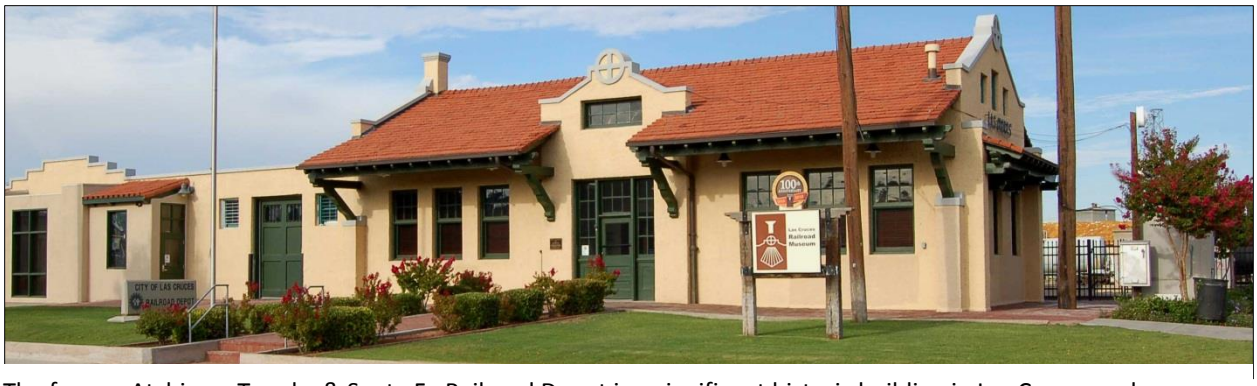
27.4 Promote local businesses as part of tourism promotion efforts.

27.5 Strengthen tourism through the development and improvement of active and passive recreational opportunities.

27.6 Develop opportunities within the city that support the New Mexico Spaceport Authority and related aerospace development to increase related tourism, hospitality, and supply and support services.

27.7 Further develop the Las Cruces Railroad Depot for tourist uses.

27.8 Support economic development in Las Cruces through the maintenance and expansion of the convention center.



The former Atchison, Topeka & Santa Fe Railroad Depot is a significant historic building in Las Cruces and now houses the Railroad Museum. The museum is situated alongside an active rail yard and features exhibits on railroading history in the Mesilla Valley. A 120 year-old wooden caboose and a massive model train layout are popular with visitors of all ages.

GOAL 28: Develop opportunities in all job sectors to allow for retention, expansion and attraction of economic activities that enhance economic capacity and the quality of life in the community by providing improved access to jobs, goods, and services.

Policies:

28.1 Coordinate the recruitment, retention, and expansion of businesses and industries in Las Cruces.

a. Enhance operating policies for the active recruitment of business and industries to Las Cruces.

b. Work to expand and retain existing jobs.

28.2 Focus on the long-term economic development of the city by providing support for all types of business, large and small, promoting city business and development processes, increasing private sector involvement in economic development, and facilitating the involvement of and coordination between existing organizations engaged in economic development.

28.3 Encourage and support entrepreneurship in Las Cruces.

a. Investigate Small Business Incubator Center(s) in Las Cruces.

b. Provide assistance for small businesses and/or entrepreneurs.

c. Coordinate the dissemination of information about available business assistance resources and City processes related to business, building and development.

d. Provide assistance to businesses in negotiating City and state regulations and processes.

28.4 City-sponsored incubator centers shall support or provide services that are beneficial to the economic health of Las Cruces.

a. Support the expansion of home-based businesses.

b. Provide for coordinated office services and expenses including staffing, marketing and financing efforts, and shared utility costs.

c. Provide for expansion of locally-owned or operated businesses and may include those that assist disadvantaged persons.

d. Locate in an area such as the West Mesa Industrial Park for industrial businesses, the Downtown/Central Business District for mixed-uses, and the North Telshor area and East Mesa for commercial, office, and industrial users.

28.5 City-sponsored small business assistance and/or entrepreneurial centers shall support or provide services that are beneficial to the economic health of Las Cruces.

a. Disseminate information about starting a new business or expanding an existing business.

b. Provide guidance in finding financing, marketing, and distribution resources.

c. Provide guidance about City, State and Federal development, licensing and operating requirements, including tax information.

d. Preferably locate in an area that is financially depressed or is in transition in order to serve as an anchor to the area or neighborhood.

e. Promote connections with educational institutions.

28.6 Acquire viable vacant buildings and land within growing areas for future uses and recruitment for potential businesses and industries. This could include retaining ownership of the buildings and land and providing reasonable rent in exchange for mandatory occupancy periods and local employment hiring.

28.7 Support efforts of existing public sector employers, such as White Sands Missile Range (WSMR), NASA, New Mexico State University and Spaceport America.

a. Create industrial lands and business parks on the East Mesa that provide support/locations for contractors that serve WSMR and NASA.

b. Approve compatible land use development adjacent to military facilities to mitigate impact on operations, training routes, and special-use air space.

c. Support development of a road to improve access to Spaceport America from the south.

28.8 Encourage non-residential or mixed-use in the area west of the railroad tracks, north of Brown Avenue, east of Valley Drive, and south of Hadley Avenue.

28.9 Promote utilization of the Foreign Trade Zone designation on the West Mesa.

GOAL 29: Maintain the viability of agricultural production within Las Cruces and the Mesilla Valley.

Policies:

29.1 Encourage agricultural producing properties to be maintained in large parcels or tracts to keep production at a premium.

29.2 Allow packaging and shipping of locally produced agricultural products on properties zoned for agricultural or agricultural-related uses.

a. Production and shipping costs are reduced and the encroachment of industrial development (i.e. large scale packaging plants) into agricultural areas is discouraged.

b. Restrict cooking and/or processing of agricultural products on the property unless there is a certified commercial kitchen.

Goal 30: Continue efforts to develop industrial areas and uses within the city.

Policies:

30.1 Continue the implementation of lower level plans related to the industrial areas of the city such as the West Mesa Industrial Park and Las Cruces International Airport.

a. Promote the use of existing Foreign Trade Zones.

b. Create, if feasible, a business incubator industrial center or provide for development of a speculative building on the West Mesa.

c. Build streets and provide utilities to individual sites to avoid delays in recruiting and constructing individual buildings.

30.2 Support heavy industry near rail facilities if appropriately buffered from the Las Cruces Railroad Depot and residential areas.

REFERENCED POLICIES: BUSINESS & INDUSTRY SUPPORT

Table 17, Referenced Policies, Business & Industry Support

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Business & Industry Support	• Discourage encroachment of small lot into large agricultural (3.3) • Expand Las Cruces Airport services (8.1) • Easy to read street signs, identifiable bus stops (9.18, 10.10) • Emphasize tourist transit routes, transit to hotels, feeder vans (9.2-9.4) • Increase transit usage, TOD (9.5, 9.6) • Design transportation, multiple connections (10.2) • Partnerships to attract business using recycled materials (14.6)	• Mixed use, buffering, landscaping, and design to make compatible (19.27) • Make the city an attractive destination (20.1) • Encourage Downtown property owners enhance properties (21.1)	• Financial and staff support to partners (24.1) • Allow mixed use, allow in PUD-overlay (24.2) • Create incentives to enhance quality of life per LEDA (24.4) • Eliminate admin barriers in creating-expanding businesses (24.5) • Gather data info related to business retention (24.6) • Rail spur to WMIP (26.3)	• Pursue multi-modal access for various land uses (32.1-32.3, 33.1, 33.2, 34.1-34.3) • Joint agreement BLM release of land (37.13) • Find sources of new water (42.1) • Pursue additional water rights from state (42.2) • Increase efficiency of solid waste program (43.5)	• Support economic gardening (45.6) • Protect truck to rail centers from encroachment (48.3)

7 SUSTAINABLE GROWTH

Sustainable Growth has many objectives; most importantly, that it is used as a decision-making tool when evaluating development through zoning, special use permits, site plans, master plans, planned unit developments, and other development processes. City policy on managing development and its effect on neighborhood character shall be founded on a context sensitive, mixed-use development concept. Lower level plans in the Planning Framework of this Comprehensive Plan may further define this context sensitive, mixed-use development concept. The mixed-use ratios are intended to be flexible in nature and serve as a gauge in the establishment of the mixed-use concept.

The physical development of the city involves development of a wide variety of land uses. The location, interrelation and physical interaction of these uses with respect to each other as well as the natural environment, affect the quality of life of the people that live, work and play among them. This chapter supports the creation of a connective and mutually supportive system of land uses, infrastructure, public facilities and open space.

7.2 GOALS & POLICIES

The Goals & Policies of the Sustainable Growth chapter supports all the principles in this Comprehensive Plan. In particular, it directly relates to the principle to 'Guide the location of future growth and development to best balance the positive aspects of the social, economic and environmental aspects that make the city a great place.'

There are three subsections.

- VIBRANT PLANNING AREAS, NEIGHBORHOODS & DISTRICTS: Identifies policies regarding a wide variety of land uses that affect every aspect of quality of life and the City's ability to perform physical planning for the future through the Future Concept Map that organizes the city into conceptual planning areas and activity centers/corridors that draw people to shop, work, play and live.

- MANAGED GROWTH: Addresses how the pattern of growth, urban sprawl, phasing of developments as well as urban design issues of proximity, transition and overall shaping of built spaces that define the physical relationship among housing, places of employment and transportation, ultimately influence urban form. Policies in this section recognize neighborhoods and places in the city are distinct from each other in different parts of the city. It provides guidance toward development, infrastructure, and annexation.

- WELL-SUITED UTILITIES, INFRASTRUCTURE & RESOURCES: Gives guidance when the City makes decisions related to where and when to build infrastructure, or whether to support decisions of the providers of these resources. The premise of this section is that utilities, infrastructure like rights-of-way networks, and related resources affect future land use patterns.

VIBRANT PLANNING AREAS, NEIGHBORHOODS & DISTRICTS

GOAL 31: Encourage the development of a character/theme for all distinctive Las Cruces neighborhoods and districts and support those already defined.

Policies

31.1 Emphasize entrances/gateways and major corridors to relay a sense of arrival to those traveling to and through Las Cruces and contribute to the distinctive character of place.

a. Gateways include:
   i. Avenida de Mesilla
   ii. Interstates 10 & 25
   iii. Picacho Avenue (west of city limits)
   iv. South Main Street to I-10
   v. University Avenue
   vi. U.S. 70/North Main Street

b. Major corridors include:
   i. El Paseo Road
   ii. Missouri Avenue
   iii. Picacho Avenue (city limits to Main Street)
   iv. Solano Drive
   v. Telshor Boulevard
   vi. Valley Drive
   vii. Spruce Avenue
   viii. Sonoma Ranch Boulevard
   ix. Roadrunner Parkway
   x. Dunn/Holman Road
   xi. Lohman/Amador Avenue

c. The public realm shall emphasize a theme through elements that include, but are not limited to:

i. Architectural styles that respect a designated theme, existing character, and/or highlight Southwestern character where applicable.

ii. Monument signs introducing Las Cruces surrounded by landscaping.

iii. Textured/stamped paving at major intersections asserting a "sense of arrival and place".

iv. Landscape design and materials consistent with the area's neighborhood/district theme especially when used in medians.

v. Non-glaring uniform lighting and lighting fixtures.

31.2 Encourage commercial or residential districts and/or neighborhoods throughout the community to establish themes for their respective neighborhood or district.

31.3 Support residential developments that contribute to a positive image for the city of Las Cruces by the creation, enhancement, and/or preservation of an identifiable neighborhood image.

a. Encourage neighborhoods to develop an identifiable theme, for example, one with a Southwestern focus.

b. Incorporate design elements in residential developments to increase variety to each neighborhood as well as create a sense of neighborhood and include, but are not limited to:

i. Landscaped development signs or focus points at the entry of each development.

ii. Textured paving at the entry to or at crossroads throughout the neighborhood.

iii. Architectural themes shall provide varying styles, massing, roofs, facades, setbacks, and materials.

iv. Unified landscaping plan along rights-of-way.

v. Non-glaring, uniform lighting and lighting fixtures

31.4 Create distinct neighborhoods which, through their design, functionality and aesthetic appeal, contribute to the quality of life that residents' desire.

GOAL 32: Establish land use policy for commercial and public/quasi-public uses.

Policies

32.1 Neighborhood commercial uses shall be defined as those commercial uses that are intended to serve neighborhoods, by providing low intensity small-scale retail and service needs as a convenience and generally, do not attract customers from the broader community or region. Uses may include home occupations and larger establishments whose smaller scale and intended market demographic are intended to serve primarily adjacent neighborhoods.

a. Home occupations shall be permitted only where they are compatible with the neighborhood in which they are located and are intended to:

   i. Protect residential areas from any negative impacts associated with home occupations.

   ii. Allow residents a broad choice in the use of their homes as a place for income and livelihood.

   iii. Follow all applicable standards related to business license and any necessary conditions for compatibility with the neighborhood.

b. Neighborhood Commercial uses shall generally fall within a range of 1,500 to 3000 gross square feet and serve few neighborhoods on a regular basis by providing beverages, food and sundries to area residents and other patrons on a regular basis.

c. Special uses may be required for any single use which is greater than 1,500 square feet, but may not exceed 3,000 square feet. Special uses to allow additional square footage are permitted for single uses only.

d. Multiple neighborhood commercial uses may locate within the same property or adjacent to one another as long as the total gross square footage does not exceed 3000. In cases where multiple neighborhood commercial uses are proposed exceeding 3000 gross square feet, the property must be reclassified. The number of uses within each development may be unlimited, but are restricted to a total of 1,500 square feet individually. Multiple neighborhood commercial uses may not locate adjacent to one another when the 3000 square foot threshold has been achieved.

e. The location of neighborhood commercial uses shall be considered on a case-by-case basis: but are generally located at the busiest entry point to a neighborhood at the intersection of roadways.

f. Neighborhood commercial development generally do not locate within one-quarter (¼) mile of one another, but are encouraged to locate adjacent to community building, parks and schools.

g. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit for neighborhood commercial uses.

h. Neighborhood commercial development shall address urban design criteria of compatibility to adjacent development in terms of architectural design, height/density, and the provision of landscaping for site screening, parking and loading areas.

i. Adequate space for functional circulation shall be provided for parking and service areas.

j. The City encourages the development of neighborhood commercial uses to allow for maximum shopping convenience to the neighborhood they serve with minimal traffic and encroachment-related conflicts to adjacent uses.

32.2 Community commercial uses shall be defined as those medium intensity commercial uses which provide an array of goods and services geared toward the daily and occasional needs of the community and associated neighborhoods. Community commercial uses generally serve the needs of between 2,000 to 8,000 households within a service radius of one to four miles and should be established according to the following criteria:

a. Generally speaking, individual community uses contain between 3,000 to 30,000 gross square feet. Centers style arrangements, ranging from 45,000 to 200,000 gross square feet may also be considered community commercial.

b. A single community commercial business may apply for a special use when said business is greater than 30,000 gross square feet, but may not exceed 75,000 square feet total.

c. Single community commercial uses shall be located on collector or higher designated streets or at intersections of streets with the same or higher classification and may further be situated at the entrance of two or more neighborhoods. Centers should be located at the intersection of streets with at least one such street equal to an arterial designation and the other classified as a collector at minimum. Mid-block locations for single uses should be considered on a case-by-case basis: criteria should include street capacity, distance from an intersection where appropriate, multi-modal accessibility and shared vehicular access with other uses where appropriate, consideration of traffic and environmental impacts.

d. An unlimited number of single neighborhood or community commercial uses may be located adjacent to one another (non-center) as long as the combined total of the uses does not exceed 75,000 gross square feet.

e. With the exception of neighborhood commercial businesses, community commercial uses shall not be located within one (1) mile of another community commercial area.

f. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit for community commercial uses and centers.

g. Community commercial development shall address the following urban design criteria of compatibility to adjacent development in terms of architectural design, height/density and a provision of landscaping for site screening, parking and loading areas.

h. Adequate space for functional circulation shall be provided for parking and service areas.

i. The City shall encourage the development of community commercial centers to allow for maximum shopping convenience with minimal traffic and encroachment related conflicts to adjacent uses.

j. Neighborhood commercial uses are permitted in community commercial areas.

32.3 Regional commercial uses shall be defined as those high intensity commercial uses which generate considerable auto-oriented traffic. Such uses conduct retail, service, and wholesale activities on a large volume basis and generally have at least one anchor tenant. These uses are intended to serve the needs of those within a four-plus mile radius. Regional commercial uses (single) and centers generally serve a population greater than 50,000 people and should be established according to the following criteria:

a. Single uses are generally greater than 75,000 gross square feet commercial use. A regional commercial center becomes a regional commercial use when the center contains one anchor store greater than 75,000 gross square feet.

b. Regional commercial uses and centers shall be located at the intersection of major arterial streets and limited access highways. Location at intersections with a major arterial streets and mid-block locations shall be considered on a case-by-case basis using context criteria and assessment of impacts to the area. Multiple access points serving this use is typical and should not have any secondary egress/ingress from any roadway designated below collector status.

c. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit for regional commercial uses and centers.

d. Regional commercial development shall address the following urban design criteria of compatibility to adjacent development in terms of architectural design, height/density, and the provision of landscaping for site screening, parking, and loading areas.

e. Adequate space for functional circulation shall be provided for parking and service areas.

f. Encourage regional commercial centers to allow for maximum shopping convenience with minimal traffic and encroachment-related conflicts to adjacent uses.

g. Regional commercial uses and centers should not locate adjacent to rural or low density residential uses.

32.4 Special Districts, such as the Central Business District, University Avenue Corridor, Historic and any future overlay zone shall be evaluated for appropriate uses in accordance with neighborhood, community and regional commercial land use policy.

32.5 The City shall encourage the development of new commercial uses in the East Mesa area.

32.6 Locate government administration and arts and cultural facilities in the Central Business District.

32.7 Community and regional commercial development areas are secondary sites for governmental administration, arts and culture facilities and libraries.

32.8 Locate quasi-public uses on streets of collector capacity and above.

GOAL 33: Establish land use policy for office uses.

Policies

33.1 Neighborhood office uses shall be defined as those office uses which generate small-scale professional service activities between uses. There shall be no goods or merchandise prepared or sold on the premises of these uses. Neighborhood office uses and centers shall be established according to the following criteria:

a. Neighborhood offices are typically within a range of 1,500 – 3000 gross square feet. Special uses may be required for any single use which is greater than 1,500 square feet, but may not exceed 3,000 square feet. Special uses to allow additional square footage are permitted for single uses only.

b. The location of neighborhood office uses and centers shall be considered on a case-by-case basis: criteria shall include location on collector or minor arterial streets as identified in the transportation element, distance from an intersection where appropriate (a coordinated mixture of uses rather than office/commercial uses as a predominant use), accessibility and shared vehicular access and parking when two offices are adjacent to one another, and consideration of the level of traffic and environmental impacts.

c. There shall be no limit to the number of uses in one development, but no more than two (2) neighborhood office developments may locate adjacent to each other. A neighborhood office use and center shall be considered as one development.

d. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit for neighborhood office uses and centers.

e. Neighborhood office development shall address the following urban design criteria of compatibility to adjacent development in terms of architectural design, height/density, and the provision of landscaping for site screening, parking and service areas.

f. Adequate space for functional circulation shall be provided for loading areas.

g. The City shall encourage the development of neighborhood office centers to allow for maximum service convenience with minimal traffic and encroachment-related conflicts to adjacent uses.

h. Neighborhood office uses are also permitted in neighborhood, community, and regional commercial areas as well as professional office areas.

33.2 Professional office uses shall be defined as those office uses which generate larger-scale business and professional service activities. There shall be no goods or merchandise prepared or sold on the premises of these uses, with the exception of those activities which serve the primary use. Professional office uses and centers shall be established according to the following criteria:

a. Generally 3,000 gross square feet and above shall be permitted for a professional office use or center.

b. Uses and centers shall be located on streets of collector level and above.

c. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit where available for professional office uses and centers.

d. Professional office development shall address the following urban design criteria of compatibility to adjacent development in terms of architectural design, height/density, and the provision of landscaping for site screening, parking and loading areas.

e. Adequate space for functional circulation shall be provided for loading areas.

f. The City shall encourage the development of professional office centers to allow for maximum convenience with minimal traffic and encroachment-related conflicts to adjacent uses.

g. The City shall encourage the development of professional office uses and centers in the Central Business District and in the East Mesa area.

h. Professional office uses are also permitted in community and regional commercial areas.

GOAL 34: Establish land use policy for industrial uses.

Policies

34.1 Light industrial uses shall be defined as those industrial uses which generate research, development, warehousing and manufacturing activities with minimal impact to the surrounding environment. Light industrial uses and parks shall be established according to the following criteria:

a. Uses shall be located on, or have direct access to, collector and arterial streets.

b. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit where available for light industrial uses and centers.

c. Light industrial use and park development shall address the following urban design criteria of compatibility to adjacent uses in terms of architectural design, height/density, and provision of landscaping for site screening, parking and loading areas.

d. Adequate space for functional circulation shall be provided for loading areas.

e. The City shall encourage the development of light industrial parks to allow for minimal traffic and encroachment-related conflicts to adjacent uses.

f. The City shall encourage the development of light industrial uses and parks in the West Mesa Industrial Park and East Mesa areas.

34.2 Standard industrial uses shall be defined as those industrial uses which generate fabricating, manufacturing, packaging, and processing activities, provided such uses can be operated in a relatively clean, quiet and safe manner with minimal impacts to the surrounding environment. Standard industrial uses and parks shall be established according to the following criteria:

a. Standard industrial uses shall have direct access to, or shall be located on, collector and arterial streets.

b. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit where available for standard industrial uses and centers.

c. Standard industrial development shall address the following urban design criteria of compatibility in terms of architectural design, height/density, and the provision of landscaping for site screening, parking and loading areas.

d. The City shall encourage the development of standard industrial parks to allow for minimal traffic and encroachment-related conflicts to adjacent uses.

e. The City shall encourage the development of standard industrial uses and parks in the 17th Street, West Mesa Industrial Park, and East Mesa areas.

34.3 Heavy industrial uses shall be defined as those industrial uses which generate high-intensity industrial and manufacturing activities having physical and operational characteristics which are offensive and/or hazardous to the surrounding community. Heavy industrial uses and parks shall be established according to the following criteria:

a. Heavy industrial uses shall have direct access to, or shall be located on, arterial streets.

b. The City shall pursue multi-modal access standards of auto, bicycle, pedestrian, and transit where available for heavy industrial uses and centers.

c. Heavy industrial development shall address the following urban design criteria of lot size and configuration allowing significant front, side, and rear setbacks, and provision of landscaping for site screening, parking and loading areas.

d. The City shall encourage the development of heavy industrial parks to allow for minimal traffic and encroachment-related conflicts to adjacent uses.

e. The City shall encourage the development of heavy industrial uses and parks in the 17th Street area.

34.4 Vehicular access to industrial and manufacturing areas through residential neighborhoods shall be prohibited.

34.5 Sufficient on-site parking shall be required for all industrial uses.

34.6 Encourage the placement of industrial uses within the East Mesa of the City, including the development of an industrial/office park.

GOAL 35: Create a Future Concept Map and planning process to reflect the desired development pattern for the city.

35.1 Establish Planning Area designations and map planning areas.

a. *Open Space:* consists of areas that permanently function as dedicated open space or civic space such as City parkland or the Las Cruces Dam.

b. *Conservation:* consists of areas of historical, cultural, environmental value or open areas that could become community assets and are worth conserving, such as arroyos.

c. *Rural:* characterized by existing undeveloped, agricultural or natural open lands with low development densities, and where retention of the natural desert landscape is prioritized.

d. *City Neighborhood:* mostly contains single-family residential subdivisions and some office parks-shopping centers at major intersections or corridors. Existing streets form a curvilinear, non-grid-like pattern with cul-de-sacs and long block lengths. This planning area is lacking in housing diversity, civic/recreational, commercial and other types of services and land uses.

e. *Traditional Neighborhood:* contains small blocks with more grid-like street pattern and alley; buildings directly face streets; schools, parks, and small shops are integrated with residential areas. Mixed use is desired. Examples include two historic districts.

f. *Intended Growth Area:* consists of undeveloped areas within the city that are in proximity to existing developed lands and/or transit nodes and have the potential to be developed into walkable, urban mixed-use communities.

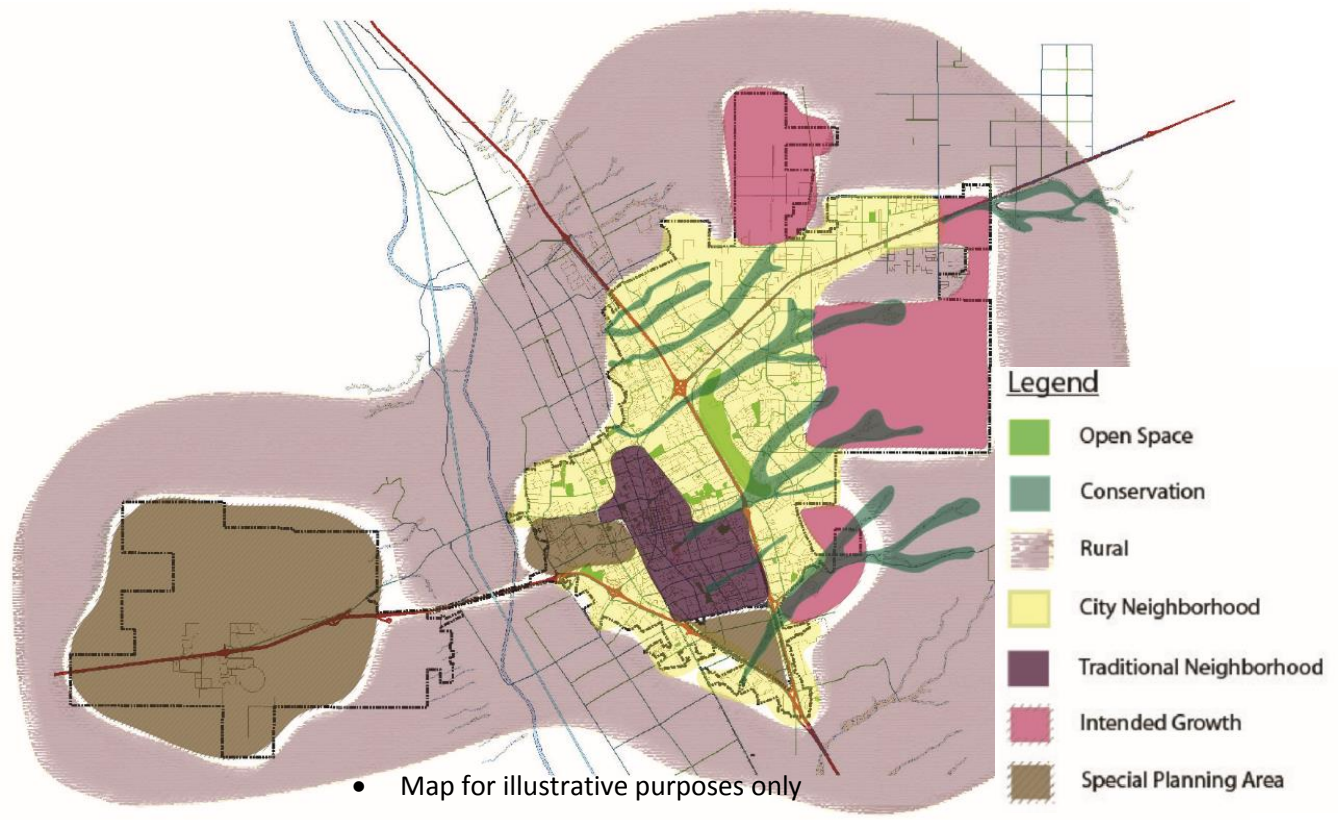
g. *Special District:* contains properties that are geographically isolated, politically independent or less likely to fit into the pedestrian and bicycle network due to its functional needs, such as the West Mesa industrial area or the NMSU campus.

35.2 Further plan neighborhoods and districts through the plans described in the Planning Framework of this Comprehensive Plan.

35.3 Adopt regulatory documents as a way to allow by right or allow flexibility for unique land use and/or urban design that preserve and enhance the unique characteristics of historic districts and other areas of interest.

35.4 Create vibrant activity centers and corridors.

Figure 13, Future Concept Map



- Map for illustrative purposes only

REFERENCED POLICIES: VIBRANT PLANNING AREAS, NEIGHBORHOODS & DISTRICTS

Table 18, Referenced Policies: Vibrant Planning Areas, Neighborhoods & Districts

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Vibrant Planning Areas, Neighborhoods & Districts	• Developments meet mixed use concept (1.2) • Balance uses, convenience & functionality (1.4) • Urban farming-community gardens (3.4) • Connected trail system (10.1) • Minimize nuisance (15.6)	• Development respect character of existing neighborhood (16.6) • Encourage design and uses within downtown for pedestrian (18.1) • Mixed use, buffering, landscaping, and design to make compatible (19.27) • Encourage a system of open spaces for quality of life (22.1) • Develop open space network standards (22.9)	• Target economic recovery in qualifying areas (24.7) • Support the activities of the Farmers and Crafts Market (27.3) • Services for small business assistance (28.5) • Services in incubator centers (28.4) • Non-residential, mixed use near Valley (28.8)	• Infill, support urban area and existing infrastructure (38.5)	• Locate school sites central to population it serves (46.2) • Use PUD to create unique developments that benefit city (49.11)

MANAGED GROWTH

GOAL 36: Establish annexation policies that support and is consistent with this Comprehensive Plan.

Policies

36.1 Encourage petitioned annexations in areas identified for future growth on plans illustrated by the Planning Framework of this Comprehensive Plan.

36.2 Prioritize annexation of areas that close open spaces between irregular city boundaries.

36.3 Prioritize annexation of areas with existing public facilities which conform to City standards.

36.4 Have municipal boundaries follow, wherever practical, natural topographical features such as ridge lines, streams, escarpments, rivers, and man-made features such as drains, canals, laterals, major paved rights-of-way, and property and section lines.

36.5 Require proposed annexation areas conform to City infrastructure plans illustrated in the Planning Framework of this Comprehensive Plan.

GOAL 37: Establish an urban form which reflects coordinated and efficient city growth, circulation, development, redevelopment, and preservation practices.

Policies

37.1 Create additional incentives to encourage infill development.

37.2 The city's urban form shall reflect policies of the MPO Transport 2040 Plan, as amended, and this Comprehensive Plan for overall efficient city growth and circulation.

37.3 City growth policy shall reflect the City's urban form concept.

37.4 Use service boundaries related to the provision of public infrastructure as a guide in delineating the city’s urban form physical outline.

37.5 Coordinate utility and mobility extension/availability to designated growth areas shown in this Comprehensive Plan or a lower level plan identified in the Planning Framework.

37.6 Time facility development to coincide with residential development as needed and as resources permit.

37.7 Redistribute resources and services as growth warrants.

37.8 Extend water lines to those growth areas in the city as shown on the Future Concept Map as development extends to these designated areas and promote infill development in order to utilize existing water lines.

37.9 Extend wastewater lines to those growth areas in the city as shown on the Future Concept Map as development extends to these designated areas and promote infill development in order to utilize existing wastewater lines.

37.10 Expand natural gas services to areas where services are not currently available.

37.11 Investigate and implement, if feasible, a one-for-one housing replacement program when housing stock is eliminated by means of a public works or related project. This program should serve to facilitate the replacement of housing in neighborhood areas and stabilize housing opportunities found therein.

37.12 Continue infrastructure master planning to evaluate connection, extension, and administration of City-owned utilities, water, wastewater, and similar infrastructure.

a. Minimally service area maps shall show location and extent of existing infrastructure and service areas, planned facilities and service areas, and how these service areas relate to the Future Concept Map and adjacent and/or regional service areas.

b. Grant infrastructure provisions when development is in concurrence to service area provisions and restrict provisions under certain circumstances to tap into or extend City-owned public infrastructure when development is outside the service area unless it can be shown to be a public benefit.

c. Discourage leapfrog growth by requiring that developers be responsible for the extension of all infrastructures to their development.

37.13 Pursue a joint operating agreement with New Mexico State University (NMSU) and the Bureau of Land Management (BLM) to insure that any BLM release of land for development is consistent with City growth policies and with NMSU facility-related needs.

37.14 Promote a jobs/housing balance.

a. Locate places of employment where they will minimize commutes and are accessible to other transportation modes to create a jobs-housing balance.

b. Work with local housing authority to provide affordable workforce housing.

GOAL 38: Encourage sustainable practices that move toward a compact mixed-use urban form that supports infill and discourages "leap frog" growth.

Policies

38.1 Allow the transfer of development rights or provide bonuses in densities to other areas of the community in order to preserve agricultural properties and potentially environmentally sensitive area.

38.2 Extend infrastructure in accordance to City specifications based upon the context of the Planning Areas of the Future Concept Map to accommodate targeted economic development and to address quality of life needs, this may result in negotiation and reimbursement on over-sizing infrastructure to serve areas beyond the particular development.

38.3 Extension of infrastructure may result in negotiation and reimbursement on over-sizing infrastructure to serve areas beyond the particular development.

38.4 Continue a cost-recovery approach to infrastructure development such that persons developing pay their *pro rata* share toward infrastructure.

a. Strive toward a ten (10) year cost-recovery agreement or as otherwise negotiated and approved by the City.

b. Ensure the original developer receives payment for the previously completed utility, roadway and associated infrastructure costs upon the time future developments pay their *pro rata* share.

38.5 Encourage infill development as defined by City Code, as amended, as a way to support the utilization of property within the urbanized areas of the city and enhancement of the existing infrastructure network.

38.6 Deny development where it significantly decreases the level of service of surrounding infrastructure.

38.7 Investigate new technologies to update and improve service for City-owned utility customers.

38.8 Monitor and maintain City-owned utility systems to increase infrastructure efficiency and reduce repair time and associated costs.

38.9 Use franchise, inter-agency, and other similar agreements when necessary to delineate service area boundaries, schedules for facility provision, mechanisms to ensure adequate capacity, and other provisions that are in the public benefit.

38.10 Facilitate infill and/or higher density mixed use development in downtown and at key activity centers along transit.

38.11 Discourage leap-frog development by requiring developers to follow the development policies found in this Comprehensive Plan.

38.12 Utilities and all other types of infrastructure shall comply with the City's Growth Management Policies found in this Comprehensive Plan, Capital Improvement Programs and/or as outlined within approved Master Plans.

Mixed use development is becoming more popular as residents choose to live closer to work, shopping and entertainment. Mixed use, either vertical or horizontal, usually includes a residential component as well as various commercial uses and office space.

REFERENCED POLICIES: MANAGED GROWTH

Table 19, Referenced Policies: Managed Growth

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Managed Growth	• Mixed use concept (1.3) • Balance uses, convenience & functionality (1.4) • Discourage encroach small lot into large agricultural parcels (3.3) • Identify and protect wildlife habitat areas (12.3)	• Techniques to place incompatible uses next to each other (19.12) • Create natural buffer between urban area and Organ Mts (22.11) • Discourage hillside development (22.12)	• Target economic recovery in qualifying areas of city (24.7) • Implement lower level plans related to industrial (30.1)	• Use service boundaries to delineate urban form (37.4) • Expand wastewater capacity as demand warrants (41.3) • Encourage elimination of septic systems (41.5) • Pursue additional water rights from state (42.2) • Water conservation on supply & demand side (42.5)	• Participate in regional planning (44.7) • Not issue permit unless complies with master plan (49.1) • Substantial infrastructure compliance policy (49.20) • Traffic study (49.21-49.23) • Developer role, infrastructure deficient (53.9) • Impact fees (53.10)

WELL-SUITED UTILITIES, INFRASTRUCTURE & RESOURCES

GOAL 39: Advocate the use of alternative/non-traditional energy sources and energy saving techniques.

Policies

39.1 Encourage the use of energy saving techniques through incentives.

39.2 Use non-traditional energy saving techniques and sources for City projects and facilities.

39.3 Encourage those bidding on City projects to utilize nontraditional energy saving techniques and sources.

39.4 Support educational research efforts regarding nontraditional energy saving techniques and sources.

39.5 Support funding at State and Federal levels for the research and development of alternative energy sources.

GOAL 40: Provide affordable, basic energy services while promoting energy conservation.

Policies

40.1 Devise a long-term, on-going program to maintain close contact with customers to learn about particular user needs and problems and continually improve upon customer service.

40.2 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 this Comprehensive Plan.

40.3 Encourage ideas, programs and plans for the development of Las Cruces as an energy-efficient city.

40.4 Educate residents and businesses on a variety of methods to conserve energy consumption.

40.5 Use energy-saving site design and devices for all publicly owned facilities and encourage such techniques in privately owned buildings.

40.6 Encourage cost and energy efficient site and building designs.

a. Use passive-active solar techniques through wall massing, window glazing, solar panels, building orientation, location of particular vegetation, and other methods.

b. Non-traditional building construction methods like reward-wall systems and rammed-earth techniques.

c. Use alternative sources of energy that may include biomass energies, geothermal resources and wind technologies.

GOAL 41: Provide dependable wastewater service for the health, safety, and welfare of the community at large.

Policies

41.1 Monitor and correct, as necessary, any deficiencies in its wastewater system so that it can better serve existing customers.

41.2 Prepare for stringent state and federal regulations in the future by researching new technologies to improve the City's wastewater systems and by keep abreast of proposed legislation.

41.3 Expand wastewater capacity and/or construct new wastewater facilities as demand warrants.

41.4 Continue to complement existing technology with new technologies to deal with any odor problems at wastewater facilities.

41.5 Continue to encourage the elimination of septic systems that exist within the city limits.

a. Continue to identify and prioritize existing septic systems within the city limits.

b. Continue to pursue federal and state funding to systematically eliminate these septic systems by extending wastewater collection system.

c. Encourage residents to utilize City wastewater facilities as soon as such facilities are available to them.

d. Require stubouts from septic tanks in the direction of the nearest future connection to sewage collection systems.

41.6 Research feasible techniques to expand reclaimed water facilities and usage.

GOAL 42: To provide an adequate and reliable supply of safe, clean drinking water at an affordable cost to the residents of Las Cruces.

Policies

42.1 Continue activities that aid in finding viable and safe sources of new water.

42.2 Continue to pursue additional water rights with the State of New Mexico for deep wells.

42.3 Continue to develop the well fields and continue to utilize the wellhead protection as a means to meet consumer demand.

42.4 Provide sufficient operational, fire, and emergency storage to ensure the community's health, safety, and welfare.

42.5 Pursue sustainability in water supply and conservation through using a combination of program actions, voluntary measures, and mandatory measures as detailed in the City 40 Year Water Plan, Sustainability Plan and the City Water Conservation Plan, as amended.

a. Continue to support measures to encourage the city's residents and businesses to utilize water conservation techniques.

i. Continue coordination on the landscape standards and a potential ordinance dealing with multi-family, commercial, and industrial developments promoting water conservation.

ii. Investigate an increase in water rates, when applicable, as a means of encouraging low water uses.

iii. Continue to encourage the use of drought tolerant plants (xeriscaping), rainwater harvesting, gray water applications, and timed and drip irrigation systems.

iv. Continue to encourage the use of water-saving devices, such as flow regulators, faucet aerators, low-flow toilets and shower-heads.

v. Continue to use outreach and engagement techniques that educate residents and businesses about water conserving techniques and tips through public service announcements, flyers, advertisements and other such programs.

vi. Continue to use outdoor watering restrictions, when applicable.

b. Continue to take a proactive approach to water conservation by identifying water conservation opportunities, monitoring water consumption at City-owned facilities through various demand and supply side water conservation techniques.

   i. Encourage automatic reading meters, evaluation tools, and other similar measures.

   ii. Regularly perform water and leak detection audits.

   iii. Incorporate facility design and operations that promote water conservation.

42.6 Reduce total gallons per capita per day (GPCD) water use to 180 GPCD by 2045 in accordance with water rights requirements with the Office of the State Engineer.

42.7 Continue to monitor changes to or trends in State or Federal legislation regarding drinking water requirements, and implement any regulation changes which result from legislation in a timely fashion.

GOAL 43: Provide Las Cruces with a reliable and economical solid waste collection and disposal service meeting all federal and state standards as well as safeguarding the area's environmental quality.

Policies

43.1 Ensure reliable and affordable waste collection service and support the efforts of the South Central Solid Waste Authority (SCSWA) to maintain adequate disposal capacity at Corralitos Landfill.

43.2 Support SCSWA's efforts to meet all Federal and State requirements governing landfill operations.

43.3 Investigate and implement viable new technologies to minimize the cost of waste collection services.

43.4 Continue a transfer-haul program whereby collection vehicles will be used for local curbside pick-up service and long distance truck and trailer rigs will be used to collect solid waste materials at the transfer station and deposit their cargos at the landfill.

43.5 Provide equipment and operational procedures that increase the efficiency of the existing curbside solid waste program for residential uses and investigate the need for increased pick-up needs for commercial, industrial, and multi-family sites.

REFERENCED POLICIES: WELL-SUITED UTILITIES, INFRASTRUCTURE & RESOURCES

Table 20, Referenced Policies: Well-Suited Utilities, Infrastructure & Resources

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Well-Suited Utilities, Infrastructure & Resources	• Mixed Use (1.1, 10.8) • Promote alternative fuels (11.6) • Monitor, test, treat potable water (12.1, 15.4, 15.10) • Techniques that preserve environmental quality around landfill (12.6, 15.5) • Promote use of reclaimed water (13.5) • Recycling (14.1-14.6, 53.12, 53.13)	• Rights-of-way design-related policies (17.1, 17.3-17.10, 17.13-17.17, 17.21, 18.3-18.6, 18.12, 19.4, 19.7) • Infrastructure design, efficiency, compatible (19.1, 20.2) • Screen water wells (21.4) • Underground utilities (21.6 • Protect arroyos and channels from development (22.5, 22.6) • Maintain open space networks (23.6)	• Promote renewable energy (24.10) • Rail (30.2, 48.3, 48.5)	• Coordinate utility-mobility extension to designated growth areas (37.5) • Expand natural gas where not available (37.10) • Infill (38.5, 37.8, 37.9, 38.10) • Monitor city utilities to reduce repair time and cost (38.8) • Agreements, infrastructure capacity and boundaries (38.9) • Monitor State-Federal water requirements (42.7)	• Provide air transportation infrastructure (48.12) • Code provisions for off-site/on-site infrastructure (49.18) • Developer role, infrastructure deficient (53.9) • Impact fees (53.10) • Natural gas plan/funding for high pressure pipeline (53.11)

8 OPERATIONAL SUPPORT

The Operational Support chapter provides goals and policies for carrying out the City's Comprehensive Plan, along with the plans, implementation documents, and processes illustrated by the Planning Framework of this Comprehensive Plan.

8.2 GOALS & POLICIES

The Goals & Policies of the Operational Support chapter supports all the principles in this Comprehensive Plan.

There are two subsections.

- ACTIVE COOPERATION & ENGAGEMENT: Identifies goals and policies to strengthen communication and cooperation in guiding quality growth through conveying the City's policies related to this Comprehensive Plan on matters such as community services and enhancement of transportation options for moving goods and people. It provides guidance on support of education and training programs, along with policies on coordination with area educational organizations to advance educational and quality of life opportunities.

- RESPONSIVE PROCESSES: Addresses general policies for certain procedural and development processes such as master plans, Planned Unit Developments, subdividing of land, zoning, and site plans. It provides guidance on when it may be necessary to prepare lower level plans identified in the Planning Framework of this Comprehensive Plan or to consider changes to City codes.

ACTIVE COOPERATION & ENGAGEMENT

GOAL 44: Strengthen communication and cooperation in guiding quality growth through conveying the City's policies.

Policies

44.1 Support neighborhood groups in developing an awareness and educational outreach campaign to engage the public in historic preservation activities.

44.2 Encourage participation from adjacent landowners and neighbors of proposed development via a neighborhood meeting where all neighborhood concerns may be addressed.

44.3 Actively solicit public input regarding facility, program and activity requests so that the City may meet the needs and desires of the community. Facilities that accommodate programs which emphasize social, cultural, arts, wellness and educational activities are encouraged.

44.4 Work with applicable agencies to, monitor housing trends and market demands to ensure that the housing stock remains at levels suitable to support population increases and overall housing demand. Throughout this process, place emphasis on ensuring that greater cooperation exists among all parties interested in providing housing opportunities within Las Cruces.

44.5 Support and encourage the public input and participation process so that residents have an opportunity to voice opinions on issues which may impact the neighborhood in which they live.

a. Continue the neighborhood association registration process to afford the City and other interested parties easy access to information concerning these associations so that relevant information can be disseminated.

b. Continue outreach programs like the Las Cruces Notification System by which neighborhood residents may receive relevant information on applicable issues.

44.6 Work with existing neighborhoods to identify neighborhood priorities and needs related to infrastructure improvement (i.e. street and utilities), provision of parks and open space, and other related concerns.

44.7 Participate in planning processes such as military installation, NMSU, the Town of Mesilla, Doña Ana County, and Extra-Territorial Zone (ETZ) plans.

44.8 Encourage communication and cooperation with adjacent property owners in assisting in the improvement of extended utility, roadway, drainage, and other infrastructure.

GOAL 45: Encourage the development of education and training programs that foster creation, innovation, and research.

Policies

45.1 Work with economic development partners to expand and develop technical and vocational educational programs at area high schools and higher education schools.

45.2 Encourage entrepreneurship programs that assist residents to start and/or operate a business by partnering with education systems to host such programs, encouraging workforce training centers in key locations, supporting continuous learning programs and educational partnerships.

45.3 Partner with economic development and education agencies to create and support manufacturing apprenticeship training programs.

45.4 Create public-private and multi-level public partnerships that further work force development, including financial and facility support.

45.5 Continue to foster cooperation between, encourage the shared utilization of facilities, and provide training and professional development needs at places such as WSMR, NASA, Spaceport, NMSU, DACC, and Las Cruces Public Schools.

45.6 Support economic gardening strategies that create nurturing environments for small local companies.

This is a photo of the Doña Ana Community College East Mesa campus on Sonoma Ranch Boulevard. It is one of many education educational facilities in the area that offers workforce training, apprenticeships and service learning – all part of a growing community effort to link our citizens with nearby job opportunities.

GOAL 46: Improve coordination and cooperation between the City, Las Cruces Public Schools, New Mexico State University, and Doña Community College to advance educational and quality of life needs.

Policies

46.1 Encourage school sites be planned to permit safe, direct access of students and shall be relatively free from heavy auto traffic, excessive noise, and incompatible land uses such as regional commercial uses, and standard and heavy industrial/manufacturing uses.

46.2 Strongly encourage cooperative school location and site design planning between the school district, City and other applicable jurisdictions.

a. Locate school sites central to the population it is planned to serve with safe approaches for all modes of travel.

b. Locate elementary schools within residential areas on local or collector roadways.

c. Locate middle or junior high schools within residential areas on collector or minor arterials.

d. Locate high schools on arterial streets where the speed limit on the arterial does not exceed 45 miles per hour.

e. Encourage traffic impact studies for a potential school site as part of the evaluation process for locating a new school.

f. Strongly encourage that the City process and approve school site design and location proposals.

g. Locate and design schools with safe access for pedestrians, bicyclist, and motorists and their passengers; with adequate buffering from nuisances detrimental to their operation; and to the extent possible, with active and passive recreation areas.

h. Locate schools so they fit the context of the area.

i. Connect pedestrian facilities with the neighborhood it serves and construct these facilities prior the school's opening.

46.3 Retain existing school facilities in order to preserve the physical and social cohesiveness of a neighborhood or community wherever possible.

46.4 Encourage all schools to submit for City review and input regarding proposals for school site design and location. To the extent possible, the city, schools, the State Land Office of New Mexico, and the Bureau of Land Management will collaborate to insure that future school sites can be acquired and reserved in the most optimal locations by sharing relevant information in addition to the cost of infrastructure being appropriately provided.

46.5 Support the efforts of New Mexico State University, Doña Ana Community College, and the Las Cruces Public Schools to provide training and education to those in the community.

46.6 Work cooperatively with local schools, New Mexico State University, clubs, individuals, businesses, religious organizations, neighborhood groups and other similar organizations on the design, creation, connectivity, use and maintenance of trails, parks, facilities and open space.

46.7 Strengthen the cooperative joint-use agreement with the school district involving the creation of playgrounds, parks and the use of auditoriums and classrooms as a means of conserving money, reducing the demand for open space and parks, and supporting outreach efforts regarding community issues.

46.8 Support the growth and expansion of existing higher educational schools like NMSU, the Doña Ana Community College, and other satellite higher education branches throughout the county, including workforce development training.

46.9 Pursue cooperative agreements between owners of large industrially zoned property, including a possible joint venture between the City's West Mesa Industrial Park and NMSU's Arrowhead Research Park that will support research and development activities at Arrowhead and the creation of full scale production industries at the West Mesa.

46.10 As a measure of ensuring safe walkways for school age children, continue to participate in the Metropolitan Planning Organization’s Safe Routes to School Program to aid in the determination of safe school routes and identification of related facilities in need of improvement.

GOAL 47: Coordination and cooperate with providers of community services.

Policies

47.1 Work cooperatively with community-oriented agencies and organizations which provide community programs, services, or activities in order to maximize their availability to residents.

47.2 When applicable, establish cooperative agreements and seek joint financial assistance from public entities, such as Doña Ana County and the State, as well as private sources to create, improve and expand all types of community services in the community.

47.3 Continue to support and expand volunteer efforts in order to augment and optimize program availability and quality.

47.4 Continue to investigate increased outreach to and cooperative arrangements with various segments of the community, including: the Spanish- speaking community, youth, public schools, higher education, senior citizens, and the business community.

47.5 Work with library staff to explore options for providing additional multi-purpose space for meetings, programs, and Friends of the Library book sales.

47.6 Continue to solicit support from community-oriented groups to provide funding and volunteer assistance.

47.7 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.

47.8 Work with public and private agencies and volunteers to contribute time, money and/or expertise with health and fitness programs aimed at maintaining the health of Las Crucens.

47.9 As new and existing human services of various types evolve and/or expand, which may include child and adult day care, work with these industries to facilitate and support their needs by lending assistance in areas involving siting, funding, transportation, and possible lease agreements.

47.10 Work with social service agencies and other government entities, including Doña Ana County, to ensure that all indigent persons are covered by the indigent care fund.

GOAL 48: Coordinate with others to enhance various transportation options for moving goods and people.

Policies

48.1 Work with the New Mexico Department of Transportation, South Central Regional Transit District, and others for a north/south passenger rail line.

48.2 Work with the local Metropolitan Planning Organizations and other transportation agencies to identify funding sources, public and private.

48.3 Protect truck to rail centers from encroachment by residential uses.

48.4 Maintain signal crossing guards at all intersections.

48.5 Solicit cooperation from rail companies and rail-oriented activities to reduce noise and rail speeds through urbanized areas.

48.6 The Transit Department, in coordination with the Community Development Department and the Mesilla Valley Metropolitan Planning Organization should establish defined intermodal sites providing service to automobiles, buses, bicycles, and pedestrians that may incorporate benches, shelters, pull-off areas, bike parking facilities, etc.

48.7 Any new passenger facilities should incorporate specific design and planning to enhance the transfer of people from private autos or shuttle busses to the airport. This may include but not be limited to coordination or partnering with local shuttles and/or the Transit Department for passenger pickup and drop off at the airport.

48.8 Consideration shall be given in the master planning process for the exchange of products between air transport providers and businesses in the local planning area.

48.9 Evaluate truck access on all decisions regarding rail uses, with provisions made to allow truck-rail freight service to industrial parks.

48.10 Have an Airport Advisory Board or similar board to provide policy advice to the City Council.

48.11 Develop aviation policies via the Mesilla Valley Metropolitan Planning Organization's Transport 2040 Plan, the Airport Master Plan, and the West Mesa Industrial Park Master Plan and Development Strategy, as amended.

48.12 Provide air transportation infrastructure that meets the needs of the community, e.g., expanded hangars, taxi-ways, run-ways, and passenger terminal.

48.13 Work with the private sector, MPO, and state and federal agencies to secure funding for aviation infrastructure.

48.14 Maximize general aviation activity and convenient commercial aviation meeting the needs of the local service area, and to support aviation-related industrial and transportation development at the Las Cruces International Airport.

The Las Cruces International Airport (LRU) is a general aviation airport with three runways (including a precision instrument approach), a full-service fixed-based operator, and ample tie-down space. LRU provides general aviation and corporate aviation services in addition to unmanned aerial activity including testing and system development. Left: New Mexico State University's Aerostar unmanned aerial vehicle. Below: First-class private aircraft charter services are available at LRU.

REFERENCED POLICIES: ACTIVE COOPERATION & ENGAGEMENT

Table 21, Referenced Policies: Active Cooperation & Engagement

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Active Cooperation & Engagement	• Public-private partnerships, housing to low-mod income (2.3) • Public-private partnerships for parks, other outreach parks (5.9, 5.11-5.13) • Neighborhood Watch (6.7, 6.9) • Coordination with MPOs (9.7-9.9) • Promote public transit (9.11, 9.16) • Air Quality (11.1, 11.2, 11.4, 11.7, 11.11, 52.3, 52.5) • Changes in state statutes, inject reclaimed water into aquifer system (13.3) • Recycling (14.3, 14.6)	• Create natural buffer between urban area and Organ Mts (22.11) • Discourage hillside development (22.12) • Maintenance of commercial and residential homes (23.9)	• Technical and financial assistance to local economic programs (25.1) • Support private development of airport facilities/ industrial park (26.2) • Support seasonal and special events (27.1) • Expand and create public facilities for tourism (27.2) • Encourage entrepreneur-ship (28.3) • Support existing public sector employers (28.7)	• Promote jobs/housing balance (37.14) • Agreements to ensure infrastructure capacity and boundaries (38.9)	• Acquire easements or purchase arroyos for open space; Work with BLM & SLO to preserve arroyos (49.13) • Enforce on-lot ponding and educate (50.4)

RESPONSIVE PROCESSES

GOAL 49: Establish procedural and development requirements.

Policies

49.1 Not issue building permits unless all applicable City codes and standards are met, such as the Zoning Code, Design Standards; and the permit complies to its respective site plan, Master Plan, or concept plan.

49.2 Require applicants requesting special use permits to be completed in phases prepare a conceptual plan of the entire site before Special Use approval may be granted.

49.3 Have a master planning is process where proposals are viewed as a conceptual tool reflecting the ideas and thoughts of future development and approval consists of a streamlined approach with the intent to provide the applicant with immediate feedback without substantial costs in development preparation.

49.4 Use the Master Plan review process to determine right-of-way acquisition in compliance with the MPO Transport 2040 Plan, as amended, and the policies of this Comprehensive Plan.

49.5 Require development within a Master Planned area go through the Preliminary Plat and Final Plat processes to ensure that an approved Master Plan concept is carried out in subsequent development.

49.6 Require a preliminary/final plat process for the review and subsequent action by applicable City staff and boards/committees to ensure all City policies, rules, and regulations may be achieved.

49.7 Require zoning actions be in general conformance with this Comprehensive Plan.

49.8 Do demonstration projects on City owned or sponsored projects.

49.9 Consider code options that allow for more by-right zoning when balanced with context-based approaches.

49.10 Not grant a developer a waiver to the City's design standards that may pose a threat to public health, safety, and welfare. Waivers must also be consistent with City policies found in all City documents and plans.

49.11 Use the PUD's flexibility to create unique, quality developments that provide a meaningful benefit to the community.

a. Consider incentives like reduced setbacks, increased building height, additional density, and other deviations from typical requirements as a way to encourage developments that provide a meaningful benefit to the community.

b. Support deviations from typical requirements when the development provides a community benefit as illustrated below.

i. Distinctiveness and excellence in design and landscaping
ii. Preservation of major arroyos
iii. Preservation of important cultural resources-archaeological sites
iv. Affordable housing and/or subsidized housing
v. Architectural variety
vi. Clustering of buildings
vii. Alternative transportation facilities
viii. Increased landscaping, including higher quality landscaping deeper vegetative buffers; or increased planting along roadways, in open spaces and recreational areas, and along the perimeter of the project
ix. Use of greenways or landscaped corridors linking various uses.
x. Screening of or rear placement of parking areas
xi. Extension, connection or creation of multimodal and/or trail networks
xii. Traffic mitigation measures
xiii. Community center or day care center
xiv. Active or passive recreational areas
xv. Public access to community facilities
xvi. Recreational facilities for owners/residents
xvii. Advancement of City policy or plan
xviii. Other public benefit as deemed by plan or policy

49.12 Have the applicant clearly justify any deviations from required zoning and development standards.

a. Deviations shall not decrease level-of-service, increase tax burden or maintenance burden beyond typical development.

b. Justification for deviations shall be in the form of traffic analysis, land use assumptions, or any other source which clearly demonstrates that such variations would not adversely impact the health, safety, and welfare of residents.

c. Impacts resulting from code deviations must be thoroughly addressed and mitigation strategies provided before the City may grant any waivers.

49.13 Acquire easements or purchase major arroyos and their buffers for public uses as drainage, open space networks and alternate transportation modes.

a. Develop arroyo systems, rights-of-way and City-owned land as multi-use open spaces, stressing the development of recreational trails and other connections between parks and other public and private open spaces, maintenance of natural landscape and aesthetic drainage improvements.

b. Work with the Bureau of Land Management, the New Mexico State Land Office, and private developers to preserve arroyos on the east and west mesas as open space.

49.14 Encourage the preparation of lower level plans identified in the Planning Framework of this Comprehensive Plan, overlay zones, and form-based codes.

a. Specific areas targeted for these plans, zones, and codes as illustrated below.
   i. Lohman Avenue Corridor
   ii. Central Business District
   iii. High Range development
   iv. Historic District(s)
   v. Country Club development
   vi. U.S. 70
   vii. North Telshor area
   viii. Picacho Street Corridor
   ix. El Paseo Avenue Corridor

b. Use these plans, zones, and codes to address issues as land use, zoning, transportation, and aesthetics such as architecture, landscaping and utilities.

49.15 Apply conditions, if necessary, to zone change and special use permit requests to meet the provisions of this comprehensive plan.

49.16 Carry out or add 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.

49.17 Follow City comprehensive planning policy and regulatory requirements when reviewing development, redevelopment, rehabilitation activities, and infrastructure requests.

49.18 Establish by City Code, as amended, on-site and off-site infrastructure requirements a person developing land must meet.

49.19 Apply a tiered approach for processing modifications to codes and regulations as a means to reduce development review processing times.

a. Grant the Development Review Committee (DRC), the Director of Public Works and Utilities and/or the appropriate designee administrative approval on engineering-related variances or other technical development-related design specifications.

b. Grant administrative approval by the DRC, Community Development Director, and/or the appropriate designee on minor modifications from certain planning-related development standards.

c. Grant approval to the Planning and Zoning Commission or City Council on major minor modifications from certain planning-related development standards.

49.20 Apply city-wide substantial completion procedures for infrastructure and other required improvements that are tied to the timing of issuing building permits or building occupancy.

49.21 Require a traffic impact study as outlined in applicable codes in order to evaluate the traffic impacts of any development project, with mitigation for traffic impacts such as turn, acceleration, and deceleration lanes provided by the developer.

49.22 Bring non-conforming streets into conformance at the time of major right-of-way reconstruction, exclusive of routine maintenance or repaving.

49.23 Reserve or acquire rights-of-way through the redesign process of existing streets and through the subdivision process for new streets, bringing them into compliance pursuant to this Comprehensive Plan and City Code.

49.24 Collect and maintain infrastructure data provided by the City in an electronic format like a Geographic Information System (GIS), such data may include mobility inventories, traffic volumes, bicycle and pedestrian facilities, utility sites, and other data helpful for growth management.

49.25 Continue using a collaborative staff interdepartmental team, to ensure land use, transportation, and infrastructure development occurs in a consistent and compatible manner.

49.26 Attain high level of environmental quality and ensure timely review in development processes.

GOAL 50: Use Best Management Practices to address storm water run-off.

Policies

50.1 Update as required the wastewater system's National Pollutant Discharge Elimination System (NPDES) permit.

50.2 Continue to update and implement the City's Storm Water Management Policy Plan (SWMPP) through Chapter 32, Design Standards, of the City Code, as amended, to reflect current and changing practices.

50.3 Identify and monitor businesses that could potentially contribute pollutants or contaminants into storm water run-off.

50.4 Increase enforcement activities that retain existing on-lot ponding facilities, specifically in residential properties.

a. Allow the movement of on-lot ponds but not their elimination.

b. Inform about the negative impacts of altering or eliminating on-lot ponds and the benefits of xeriscaping, storm water capture and use, and green infrastructure.

50.5 Encourage shared storm water ponding facilities.

Country Club Estates Park and other City parks provide opportunities for storm water ponding as well as recreation.

GOAL 51: Administer processes and programs that increase the efficient and safe removal of solid waste.

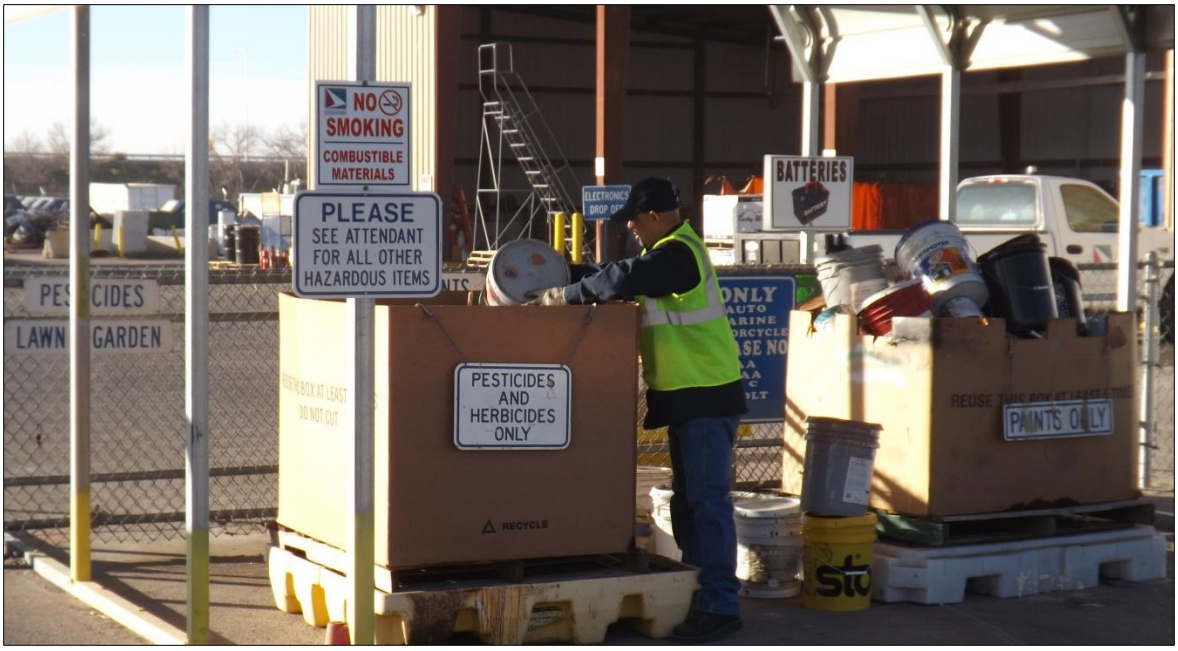
Policies

51.1 Streamline and publicize processes related to the reporting, removal and prosecution of illegal dumping activities that occur within the city limits on both public and private property. This may include establishing a telephone hotline within the solid waste or codes enforcement departments.

51.2 Continue to promote the existing household hazardous waste disposal program and to conduct a feasibility assessment to determine the need for a similar program for business and industrial hazardous waste disposal.

51.3 Improve the current hazardous material program within the Fire & Emergency Services Department by looking to provide improved and updated equipment, continued training for personnel, and mandatory reporting and inspection of hazardous material used or stored at businesses and industries as part of yearly business registration activities. Business registration activity may include the creation of a GIS database for each business/parcel with specific information for use by the Fire & Emergency Services Department.

51.4 Continue with the pollution prevention program to assist the commercial sector in identifying pollution and waste sources and recommending reduction strategies.



The South Central Solid Waste Authority's pollution prevention program includes drop off for hazardous wastes. These include antifreeze, motor oils, paints and other toxic materials.

GOAL 52: Administer processes and programs related to air quality.

Policies

52.1 Develop, implement and maintain a dust suppression program.

52.2 On days in which meteorological events are anticipated to increase ozone readings, encourage use of public transportation through incentives such as reduced or eliminated fees and benefits of rideshare.

52.3 Encourage the establishment of a county-wide or regional Air Quality Control Board to oversee the monitoring and implementation of air quality regulations within Doña Ana County.

a. Have Board and staff representation for all jurisdictions within the County.

b. Establish and operate similar to the Air Quality Board for Albuquerque/Bernallio County and create with the agreement with the New Mexico Air Quality Bureau.

52.4 Designate a staff person within the City who will gather and review new information, data, practices, and updates on air quality issues for Las Cruces and the surrounding areas and make the information available to those who request it.

52.5 Develop procedures for review of proposed industrial/commercial operations that require review of air quality permits and make recommendations or identify issues with the New Mexico Air Quality Bureau. Building permits should not be issued unless the reviews insure that all other environmental impacts and issues are addressed before or as part of the plan review.

Air quality depends on auto emissions, dust, wind and industrial activity. The City works with the New Mexico Air Quality Bureau to ensure our air is safe.

GOAL 53: Identify and explore funding options for City services.

Policies

53.1 Control the timing, location, and design of community facilities in accordance with the policies of this Comprehensive Plan.

a. A developer shall dedicate land and/or pay park fees at the time of Master Plan approval.

b. Require developers to construct neighborhood parks as part of a new development. These parks may be developed before or at the time of construction of development for use as a marketing tool.

c. Increase park development fees in accordance with applicable regulatory authority or through new dedicated funding sources.

d. Consider modifying the neighborhood park classification to allow smaller neighborhood parks ranging in size from 1 acre to 2.5 acres. In addition to potentially decreasing the time needed to construct such a park, smaller parks may result in the creation of a greater number of parks in residential neighborhoods thus allowing residents greater ability to access public parks.

53.2 Seek appropriate funding to purchase, create, maintain, and/or expand facilities and programs as needed as per the Parks & Recreation Master Plan, as amended.

53.3 Make developers responsible for developing neighborhood parks in accordance with the following standards.

a. 100 lots or below: The developer shall pay the designated park fee.

b. 101 - 300 lots: The developer shall dedicate the land to the City for the park in lieu of paying park fees.

c. 300 - 599 lots: The developer shall develop a minimum of a one to 9.9 acre park, following the ratios above.

d. 600 lots and above: The developer shall develop either one (1) or two (2) parks with a combined acreage following the ratios above.

53.4 Fund special transit programs to and from community service facilities when and where feasible.

53.5 Continue to explore options for increased public and private funding to meet the growing demand for library services.

53.6 Explore all types of funding opportunities such as grants, the “One-Percent for Art” program, and corporate partnerships, in order to improve, expand, and/or create new museum facilities.

53.7 Regularly evaluate better and cost-effective ways to provide public safety services.

53.8 Explore additional and innovative revenue sources for transit.

53.9 When an area’s existing essential infrastructure and services are inadequate and where sufficient public funds are not available to adequately address new development, the developer of any proposed new development may be required to make or contribute to improvements to eliminate the present deficiencies and to ensure the new development bears a reasonable share in the costs of the public facilities and services made necessary by the development.

53.10 Continue using an impact fee program as one of the methods to fund the expansion of infrastructure in an equitable and proportionate manner.

a. Periodically evaluate the feasibility of the City’s impact fee program to determine impacts to existing development and their associated costs.

b. Adhere to the New Mexico impact fee enabling act and amendments thereto.

c. Fees shall be proportionate to the cost of service.

53.11 Develop a natural gas master plan for planning and funding of major high pressure gas transmission pipelines.

53.12 Pursue any applicable state and federal funding for recycling and related services.

53.13 Support recycling legislation at the State and Federal level.

GOAL 54: Establish a policy link between this Comprehensive Plan, the City Zoning Code and all other applicable policy and regulatory documents.

Policies:

54.1 Reflect land use policy in City development codes.

54.2 Base land use policies on a variety of disciplines that may include the following criteria:

a. Focus on design of spaces, buildings, and streets.

b. Consideration of complete mobility networks for various modes of travel and/or recreation.

c. Use of performance measures and incentive-based systems.

d. Development of higher densities, mix of housing options, vertically mixed land uses, good connectivity, and strong pedestrian and bicycling amenities around transit nodes and corridors.

e. Provision and access to utilities, community services and facilities.

f. Consideration of a jobs-housing balance.

Roadrunner Transit provides bike racks to give travelers more transportation choices.

REFERENCED POLICIES: RESPONSIVE PROCESSES

Table 22, Referenced Policies: Responsive Processes

XX.XX (Goal.Policy)

	Healthy Community	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
Responsive Processes	• Mixed Use Concept (1.3) • Affordable housing (2.4, 2.5) • Public safety programs (6.4, 6.8) • Transit board, coord with MPOs (9.7-9.9) • Water pollution, other conservation (12.1- 12.3, 13.1, 15.4, 15.10) • Recycling, landfill, composting (14.1, 14.2, 15.5) • Tools, monitor nuisance (15.6, 15.7) • No waiver to design standards if threat health-safety (15.9)	• Incentives to rehabilitate historic buildings, other historic programs (16.1, 16.7-16.9) • Protect vista-views through standards and techniques (22.13) • Cultural programs (7.8, 16.3, 16.4) • Adoption of medians, other rights-of-way processes (17.14, 17.15, 17.19, 18.8, 19.4) • Density bonuses, similar mechanisms for open space (22.4)	• Regulatory changes at all government levels to aid economic revitalization (24.8) • Encourage entrepreneur, small business assistance (28.3, 28.5) • Acquire vacant buildings-land for potential industry (28.6) • Support existing public sector employers (28.7) • Promote Foreign Trade Zone on West Mesa (28.9)	• Annexation policies (36.1-36.5) • Joint agreement BLM release of land for development (37.13) • Infrastructure cost recovery, not approve development decreases infrastructure LOS (38.4, 38.6)	• Air Quality (11.1, 11.2, 11.4, 11.11, 52.3, 52.5)

9 AMENDMENTS & UPDATES

9.1 AMENDMENTS & UPDATES

This section is a placeholder for later phases of the *Comprehensive Plan 2040* process to include information on what constitutes an amendment, how someone can request modification of the comprehensive plan, and the process to approve an amendment.

Updates to the plan relate to Article VI of the City Municipal Code which states, “The 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 at least every ten (10) years.” City staff discussed the possibility of establishing a periodic review of the comprehensive plan less than the City Municipal Code of 10 years.

10 IMPLEMENTATION

10.1 BACKGROUND

The principles and the goals and policies of each theme of this Comprehensive Plan form the foundation for the Level 2 plans identified in the Planning Framework of Chapter 1, Introduction. Level 2 plans include corridor plans like the University District Plan and technical plans like the Parks & Recreation Master Plan. Level 1 plans in the Planning Framework include the City Comprehensive Plan and other plans that could affect Las Cruces such as the regional plan for Doña Ana County, *One Valley One Vision 2040*, and the Mesilla Valley Metropolitan Planning Organization's transportation plan, *Transport 2040*. However, there are many other Level 1 plans and processes that exist or may develop in the future that the City must be mindful when implementing this Comprehensive Plan.

Implementation of this Comprehensive Plan will occur through various means, including through Level 1 and Level 2 plans. Level 3 tools in the Planning Framework may be employed to bring the goals and policies of the Comprehensive Plan and Level 2 plans to fruition. Level 3 tools include the City Municipal Code that contains regulations related to zoning and subdivisions, the City Capital Improvement Program prepared each fiscal year identifying funding for projects like street improvements, and the City Strategic Plan that outlines City department goals on citizen impact, service delivery, and foundational support prepared every other fiscal year.

Successful implementation requires coordination by all City departments, other jurisdictions and service providers, and private decision-makers over the course of many years. The actions presented in this chapter come primarily from the 1999 Comprehensive Plan after deleting actions that were completed and making certain policies from the 1999 Comprehensive Plan into an action. This list provides a starting point for a more robust identification of actions and format during Phase 2, Plan Development. Format may include consideration of developing a more defined work program that outlines staff time, budgets, and guides projects and activities for a specified time period. This may include identification of on-going, short-term, mid-term, and long-term actions.

10.2 ACTIONS

Table 23, Actions

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
1	Adopt changes to the City Zoning Code to include: • Provision for a form-based code • Adopt a form-based code for downtown and the El Paseo Corridor • Updated mixed-use techniques and transition requirements between land uses • Transit Oriented Development (TOD) • Possible placement and development requirements for commercial and/or for-profit solid waste disposal and composting operations within the city limits	√	√	√	√	√
2	Continue to adopt Community Planning Blueprints, Area Plans and corridor/neighborhood plans for those areas called out in this Comprehensive Plan or City Strategic Plan as a means of improving neighborhood image, preserving neighborhoods, and maintaining/creating viable urban environments in which to live work and play.	√	√	√	√	√
3	Regularly update the technical plans prepared by or for the City in order to more accurately identify and respond to the changing needs of the community.	√	√	√	√	√
4	Amend the City Design Standards to re-examine, update them in accordance with current codes, including incorporating flexibility and consolidation of current codes in one location and increase the minimum sidewalk width from four feet to five feet in accordance with the MPO Transport 2040 Plan.	√	√	√	√	√

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
5	Establish a process for the purposes of acquiring land and assisting in planning for open space networks.	√	√	√	√	√
6	Establish planning areas, develop policies, and develop a set of guidelines and standards for each planning area shown on the Future Concept Map. • Implement these policies through the City's Zoning Code, Subdivision Code and Design Standards. • Enhance the characteristics of each planning areas in context to applicable and appropriate urban design, transportation and land use policy	√	√	√	√	√
7	As needed, re-evaluate the infill area boundaries.	√	√	√	√	√
8	Map and define goals, objectives and policies for activity centers/corridors in the Comprehensive Plan and/or lower level plans of the Planning Framework.	√	√	√	√	√
9	Establish a regional planning entity made up of various agencies to examine community facility needs and opportunities for facility sharing within Las Cruces.	√				√
10	Modify the City Municipal Code to address art on loan and public art investment.		√			√
11	Develop a viewshed plan as a means to identify and preserve views and vistas.		√			√

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
12	Continue the efforts of updating the Las Cruces Utility Standards to reflect all aesthetic, economical and design-related issues found in this Comprehensive Plan.		√	√	√	√
13	Update the natural gas, water and wastewater service boundaries maps based on the Future Concept map of this Comprehensive Plan.				√	√
14	Implement the Local Economic Development Plan and Ordinance in accordance with the Local Economic Development Act of the New Mexico State Statutes.			√	√	√
15	Conduct Feasibility Studies for Business Incubators and Business Assistance Centers.			√		
16	Determine the feasibility of constructing a building in the West Mesa Industrial Park or the Las Cruces Airport for future business or industry use.			√	√	√
17	Create agreements between the City, NMSU, Spaceport America, and other economic development drivers for industrial recruitment to the area.			√	√	√
18	Add a Convention and Visitors Bureau and/or Chamber of Commerce member to the Transit Advisory Board.					√
19	Establish historic district overlay zones and/or adopt a specific historic preservation ordinance specifically addressing issues which take into consideration the importance of preservation and enhancement of these unique areas.		√		√	√

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
20	Monitor the availability of Federal and State funding sources/programs which further promote and strengthen existing housing program efforts conducted in Las Cruces. When such resources become available, submit applications seeking participation in related programs.	√				√
21	Encourage and actively solicit participation from various private, non-profit, and public agencies which may assist in carrying out existing housing related programs.	√				√
22	Track the ADA conversion of existing pedestrian facilities as a line item in the City Infrastructure Capital Improvement Plan (ICIP).					√
23	Update the master plan of the airport and/or West Mesa industrial areas at least once every ten years or as required by NMSHTD or the Federal Aviation Administration.	√	√	√	√	√
24	Update the Natural Events Action Plan as required by the New Mexico Environment Department.	√				√
25	As necessary, amend the water conservation ordinance to continue smart water usage practices and education and enforcement programs.	√			√	√
26	Further promote the use of the community composting program.	√				√
27	Review the hazardous material program and include new equipment as part of the yearly capital budget.	√				√

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
28	Complete the implementation of the Storm Water Management Plan (SWMPP) • Adopt an Arroyo Preservation Plan to identify major arroyos that impact the city and offers policy recommendations regarding drainage, open space, recreation, and land use requirements. • Include provisions to address soil erosion, hillside, and/or escarpment issues. • Address the amounts and types of cut and fill activity allowed adjacent to and surrounding identified arroyos and drainage facilities.	√	√	√	√	√
29	Hire a consultant to determine, if any, endangered, threatened, or rare wildlife and plant species exist within the city and ETZ boundaries to determine the need for any separate Wildlife and Plant Protection Plans and Habitat Conservation Plans.	√				
30	Evaluate establishing an Environmental Department or Section that supports all programs that have an environmental component or a federally mandated permit.	√				√
31	Develop a viable long-term plan for the old landfill off of Lohman Avenue for future use, such as dedicated park land or open space.	√				√

Item Number	Action	Healthy Communities	Community Character	Economic Prosperity	Sustainable Growth	Operational Support
32	Create a procedure for projects using federal monies that would temporarily halt a development project in the event that an established species habitat is discovered during construction as a means to mitigate the situation by changing the development plan, relocating the habitat or other such measures.	√				√

GLOSSARY

11

Refer to the City Municipal Code, the Mesilla Valley MPO Transport 2040 Plan, and other approved plans illustrated in the Planning Framework of this Comprehensive Plan, as amended, for definitions.

Activity Centers:	Focal points for community life and business, providing a combination of employment, shopping, services, schools, recreation, social interaction, learning, culture and places of worship. Activity centers have different sizes, functions, and character. Their mix of uses, composition and size will vary depending on the size of their service areas. Activity centers are places where citizens can interact in the public realm when going about their daily activities. Their design supports and enhances unique land use characteristics found in the Planning Areas in which they are located.
Activity Corridors:	Highly traveled thoroughfares which often serve as gateways to a city and contain a variety of land uses. Planning for activity corridors in the city shall be performed in relation to the Planning Areas in which the corridors are located.
Annexation:	Annexation is the process whereby the incorporated boundaries of the city are extended to encompass additional land, allowing for expansion of physical size and tax base.
Development Review Committee (DRC):	A formal group of representatives employed by the City whose duties include reviewing subdivision or development related proposals and resolving conflicting comments, recommendations or design differences between City reviewing departments and/or applicants.
Fair Housing:	Provisions adopted by the City pursuant to Title VIII of the Civil Rights Act of 1968 which complement applicable Federal and State laws regarding discriminatory housing practices which may occur on the basis of race, color, national origin, religion, sex, familial status, or persons with disabilities.

Final Plat: An instrument of implementing a Master Plan and/or Preliminary Plat through the engineering process to conduct the engineering necessary to begin the process of developing a subdivision.

Future Concept Map: Conceptual planning areas for the city based on the assumption that each planning area has distinct land development patterns and/or physical form characteristics as it develops and evolves over time. The same planning area designation may exist in different geographical parts of the city. Each planning area will have distinct neighborhoods and districts that may be further planned through lower level plans identified in the Planning Framework.

Gray Water: Untreated household wastewater that has not come in contact with toilet waste and includes wastewater from bathtubs, showers, washbasins, clothes washing machines and laundry tubs, but does not include wastewater from kitchen sinks or dishwashers or laundry water from the washing of material soiled with human excreta, such as diapers which can be recycled on-site for uses such as toilet flushing and landscape irrigation pursuant to the New Mexico Environment Department and other applicable local, state, or federal regulations.

Housing For Older Persons: Housing which: 1) the Housing and Urban Development (HUD) Secretary has determined is specifically designed for and occupied by elderly persons under a Federal, State, or Local government program; or 2) is occupied solely by persons who are 62 or older; or 3) when designed as a facility, is occupied by at least one person who is 55 or older in at least 80 percent of the occupied units and which has significant services for older persons unless a waiver to this provision is obtained.

Incentives: Incentives are those actions which the City can legally provide to a private person or organization towards obtaining a result that will meet public goals. Incentives as used within the text of the Comprehensive Plan may include such things as legal modifications or waivers in zoning requirements, development standards and similar regulations.

Infill: Infill is the concept of utilizing for building or similar development purposes, those lots and small parcels of land within the developed areas of the city. In all instances, infill addresses those lots which already have sufficient City services immediately available to them.

Infrastructure:	As defined for this Comprehensive Plan means essential services or systems for residential and economic activity such as water, sewer, storm water management, natural gas, electricity, communication services, and roadways.
Intermodal:	A facility or development that accommodates more than one mode of transportation. Leap-frog growth: Leap-frog growth means land development and municipal growth outside areas that receive full municipal services and lack readily available and suitable public infrastructure. Leap frog development bypasses areas of vacant or rural land and requires the extension of new roads, utilities and other facilities in accordance to City specifications.
Master Plan:	A conceptual plan that serves as a tool to assist in identifying the appropriateness of a proposed development in context with its surroundings. Issues related to land use impacts, fiscal impacts, transportation impacts, and environmental impacts are often addressed through the Master Plan review process. The plan once approved, serves as a guide and is flexible in its application to subsequent development proposals within the Master Plan study area. The City requires a Master Plan for developments with multiple phases, varied uses, annexation requests, or more than 40 lots.
Mixed-use Concept:	A concept which encourages the establishment and integration of a mix and/or variety of land uses within the same area. Issues such as architectural scale, density, and other development-related items are considered to ensure the land use mix cumulatively supports and enhances the overall character of the city and compatibility between adjacent uses.
MPO (Metropolitan Planning Organization):	The agency designated by the Governor (or Governors in multi-state areas) to administer the federally required transportation planning process in a metropolitan area. An MPO must be in place in every urbanized area of 50,000 population.
Multi-Modal:	A transportation term, multi-modal indicates the use of more than one type of transportation system; for example bicycles and automobiles are two separate modes of transportation.

Neighborhood:	An area of the community with characteristics that distinguish it from other areas. It generally has definition by physical boundaries, such as arroyos or other drainage channels and major roads. Often times a neighborhood can be centered, around a school, a park or encompass a single subdivision.
Planned Unit Development:	A creative approach to the development of land through flexibility and innovation in site planning that can allow for a variety of land uses and densities and preservation of open space, natural features, and scenic views conducive to a quality lifestyle.
Preliminary Plat:	An instrument to review site design characteristics of a proposed development that serves as a tool to establish quality design promoting development compatibility with the physical and cultural aspects of Las Cruces. This process is used as a method to determine proper site design including mitigation of traffic and drainage hazards, appropriate lot configuration and street layout, and design flexibility and imagination.
Reclaimed Water:	Domestic wastewater that has been treated to the specified levels for the defined uses set forth by the New Mexico Environment Department and other applicable local, state, or federal regulations.
Rural Residential Use:	Residential units which occur at a density of less than or equal to two dwelling units per acre and lies within the Rural Planning Area on the Future Concept Map. These areas have limited services/infrastructure and commercial nodes/centers. They have active agricultural activities and/or large-sized lots.
Site Plan:	A site plan is required of all forms of development. It shows setbacks, density, height, use, building elevations, landscaping, and provides information regarding adjacent uses. By showing such features, a site plan allows an opportunity to evaluate the impact of new development and redevelopment.
South Central Solid Waste Authority:	The South Central Solid Waste Authority (SCSWA) is a joint City/County financial venture which owns two facilities; the Corralitos Regional Landfill and the Transfer & Recycling Facility. It is governed by a board of six elected officials; three City Councilors and three County Commissioners, with the City and County managers acting as ex-officio members

Transect: A cut or path through part of the environment showing a range of different habitats. To systemize the analysis and coding of traditional patterns, a prototypical American rural-to-urban transect has been divided into six Transect Zones, or T-zones. The T-zones vary by the ratio and level of intensity of their natural, built, and social components. The Transect is intended to be calibrated to local conditions.

Transit-Oriented Development: Compact, mixed-use development within walking distance of public transportation.

Urban Form: The physical layout and design of the city, including building densities and heights, street layout and aesthetic design. Growth management issues such as the pattern of growth, urban sprawl, phasing of developments as well as urban design issues of proximity, transition and overall shaping of built spaces that define the physical relationship among housing, places of employment and transportation, ultimately influence urban form. While the evolution of the city's urban form has been a product of expansion and planned growth in specific areas, the city has yet to achieve an urban form which reflects planning for overall efficient city growth and circulation.

The urban form can be depicted by a rural-to-urban transect (an organizing principle that focuses first on the intended character and type of place and second on the mix of uses within) where different parts of the city display different characteristics of form. For example, the city core displays a denser, more grid-like layout with buildings and trees that define well-integrated civic spaces, whereas this same grid becomes less rigid, more curvilinear and spaced further apart as we move along the transect towards the peripheral developments of the city. Neighborhoods and places in the city are distinct from each other in different parts of the city. Therefore, when development or redevelopment reflects its context, it not only supports the existing urban form, but also contributes to a varying landscape and built environment to ultimately create an interesting experience for those who live or travel through the transect of Las Cruces.

Urban Residential Use: Residential units which occur at a density of greater than two dwelling units per acre.

Zoning:	A means of land use control whereby parcels of land are divided into districts which impose varying land use controls. These districts, or zones, specify land uses, the intensity and density of such uses, and the bulk in which these uses may occur. Land may be zoned when land is annexed into city limits or a zone change request by or on behalf of the property owner. In either case, both are processed through the Planning and Zoning Commission for recommendation purposes, and to the City Council for a final decision. Decisions to approve or deny zoning requests are made with insight as to how such a request may impact an existing area or if it may alter the character of the surrounding neighborhood.

ACROYNMS

ADA:	Americans with Disabilities Act
BACM:	Best Available Control Measures
BLM:	U.S. Department of the Interior Bureau of Land Management
CPTED:	Crime Prevention Through Environmental Design
DACC:	Doña Ana Community College
DRC:	Development Review Committee of the City of Las Cruces
EPA:	U.S. Government . Environmental Protection Agency
ETZ:	Extra-Territorial Zone, Las Cruces
GPCD:	Gallons Per Capita per Day
HUD:	U.S. Department for Housing and Urban Development
HVAC:	Heating, ventilation, and air conditioning
ITE:	Institute of Transportation Engineers
LOS:	Level of Service
MPO:	Metropolitan Planning Organization
NASA:	National Aeronautics and Space Administration
NMDOT:	New Mexico Department of Transportation
NMSU:	New Mexico State University
OVOV 2040:	One Valley, One Vision 2040 Regional Plan
PUD:	Planned Unit Development
SCSWA:	South Central Solid Waste Authority
SWMPP:	Storm Water Management Plan, City of Las Cruces
TOD:	Transit-Oriented Development
WSMR:	White Sands Missile Range

COMPREHENSIVE PLAN 2040

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