

WORK SESSION AGENDA

Monday, November 8, 2021 at 1:00 PM

Mayor Ken
Miyagishima

Mayor Pro Tem
Kassandra Gandara

Councilors
Tessa Abeyta-Stuve
Gabe Vasquez
Johana Bencomo
Gill Sorg
Yvonne Flores



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City Council Chambers

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Council Work Session Summary

Meeting: Work Session - Nov 08 2021

TITLE: LAS CRUCES POLICE DEPARTMENT UPDATE.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative
Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The Las Cruces Police Department will be presenting the 2021 3rd quarter update. Included in the presentation will be crime statistics/strategies, personnel update and recruiting information, and community engagement initiatives.

PLAN(S):

None



Council Work Session Summary

Meeting: Work Session - Nov 08 2021

TITLE: NEIGHBORHOOD LEADERSHIP ACADEMY UPDATE.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative
Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

This update is to provide information to City Council about continuing the Neighborhood Leadership Program in light of ongoing impacts from the COVID-19 pandemic. Presentation information will provide what adjustments are planned and next steps for programming and delivery.

PLAN(S):

City Council Strategic Plan, Elevate Las Cruces

COMMITTEE/BOARD REVIEW:

None



Council Work Session Summary

Meeting: Work Session - Nov 08 2021

TITLE: EL PASEO - S. SOLANO AD HOC COMMITTEE REPORT

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

City Council formed the El Paseo-South Solano Corridor Ad Hoc Committee to review adopted City policy related to revitalization and conservation activities and efforts for the southern infill neighborhoods and corridors. Special attention was placed on the El Paseo and South Solano corridors. The Committee membership constituted a broad range of community leaders and met for 10 months. After reviewing current conditions and adopted policy, the Committee endorsed a series of revitalization strategies and reported their recommendations to the Transportation, Sustainability, and Infrastructure Policy Review Committee (TSI PRC). The TSI PRC supported the Committee's recommendations and shared that they be presented to the full City Council at a work session. Attached are the memos and supporting documentation related to the Committee's work.

SUPPORT INFORMATION:

[KEY POINTS 5 21 21](#)

[El Paseo-South Solano Corridors Memo - Final Rec](#)

[Final Report and Recommendations finaldraft](#)

PLAN(S):

City Council Strategic Plan, Elevate Las Cruces

COMMITTEE/BOARD REVIEW:

TSI PRC

KEY POINT	POLICY SUPPORT	ACTION TYPE	ACTION RECOMMENDATION	COMMENTS
January				
1.Introduce missing middle housing in Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces Place Types Work Program El Paseo Blueprint Infill Policy Plan	Investment Regulation Operations Procedure	1.Zoning Code Update 2.HUD HOME & CDBG 3.MRA/TIDD/TIF/BID/ARPA	Capital Investment: 5 Programs and Initiatives: 1, 5 Regulations and Standards: 1, 2, 3, 5, 7, 9 Targeted Plans and Studies: 2
2. Incentives for neighborhood serving adaptive re-use of vacant buildings in Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces Infill Policy Plan	Investment Regulation Operations	1.MRA/TIDD/TIF/BID/ARPA 2.Zoning Code Update	Programs and Initiatives: 4, 5, 6 Regulations and Standards: 1, 3 4, 5, 7, 9 Targeted Plans and Studies: 3, 8
3. Augment downtown activity and Arts and Cultural District with complimentary land uses in the Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint	Regulation	1.Zoning Code Update	Capital Investment: 1, 4 Programs and Initiatives: 2, Regulations and Standards: 3, 4, 5 Partnerships and Coordination: 2, 3
4. Encourage and expand transit in the Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Investment Operations	1.Study with Short-Range Transit Plan Update 2.Utilize temporary routes/service special events	Capital Investment: 1, 2, 3, 4, 7 Programs and Initiatives: 4, 7 Regulations and Standards: 1, 3 Partnerships and Coordination: 5 Targeted Plans and Studies: 5, 9
5. Utilize green infrastructure in Mixed-Use Corridors	Elevate Las Cruces El Paseo Blueprint	Regulation Operations	1.Design Standards Update 2.CIP projects	Capital Investment: 6, 9 Programs and Incentives: 4, 8 Regulations and Standards: 1, 3, 4, 6 Targeted Plans and Studies: 6
6. Encourage and enable affordable housing and multi-story residential housing in Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Investment	1.Zoning Code Update 2. Utilize Land Bank & Trust Funds 3.HUD HOME & CDBG 4.MRA/TIDD/TIF/BIDARPA 5. Neighborhood Engagement	Capital Investment: 5 Programs and Initiatives: 1, 5 Regulations and Standards: 1, 3, 4, 5, 7, 8 Partnerships and Coordination: 3 Targeted Plans and Studies: 2
7. Incentive adaptive re-use and occupancy conversion of existing buildings between residential, commercial, office, service uses in Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Investment Procedure	1.Zoning Code Update 2.HUD CDBG 3.MRA/TIDD/TIF/BID/ARPA	Programs and Initiatives: 6 Regulations and Standards: 7 Targeted Plans and Studies: 3
8. Mitigate potential impacts to neighborhood public safety, gentrification, and displacement related to Mixed-Use Corridor development	Elevate Las Cruces El Paseo Blueprint Infill Policy	Operation Procedure Investment	1.HUD HOME & CDBG 2.Public Service Funds	Programs and Initiatives: 1 Regulations and Standards: 2, 3, 7 Partnerships and Coordination: 2, 4, 6 Targeted Plans and Studies: 1
9. Straight-forward and direct zoning standards and processes for Mixed-Use Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Procedure Operation	1.Zoning Code Update 2.Accela Improvements 3.Technical Assistance Studio	Regulations and Standards: 1, 2, 3, 4, 5, 9

			4.Pattern Zone Overlay	
10. Compliment and value existing neighborhood character with Mixed-Use Corridor development	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Operations Procedure Investment	1.Zoning Code Update 2.MRA/TIDD/TIF/BID/ARPA 2.Adopt Property Maintenance Code or Update Nuisance Ordinance 3.CIP Projects 4.HUD HOME & CDBG 5. Neighborhood Engagement	Capital Investment: 1, 4, 5 Programs and Initiatives: 2, 4, 5 Regulations and Standards: 3, 4 Partnerships and Coordination: 2 Targeted Plans and Studies: 1
11. Provide opportunities for retail uses in predominately residential neighborhoods	Elevate Las Cruces Infill Policy Plan	Regulation Operations	1.Zoning Code Update 2.MRA/TIDD/TIF/BID/ARPA 3.Neighborhood Engagement	Capital Investment: 5 Programs and Initiatives: 5 Regulations and Standards: 1, 3, 4, 5, 9 Partnerships and Coordination: 2
12.Utilize non-regulatory and non-financial incentives for Mixed-Use corridor development and neighborhood conservation	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedure	1.Neighborhood Engagement 2. Adopt Property Maintenance Code or Update Nuisance Ordinance	Partnerships and Coordination: 2, 3, 4, 6
February				
1.Facilitate improved public transit, pedestrian walkability, bicycle facilities, and public safety	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedures Regulations Investment	1.Land Development Code (Zoning, Subdivision, Design Standards) Update 2.CIP Projects 3.Neighbohood Engagement	Capital Investment: 1, 2, 3, 4 Programs and Initiatives: 7 Regulations and Standards: 1, 4, 6, 9 Targeted Plans and Studies: 5
2.Continue to utilize overlays and floating zones to assist development	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Operations Procedures	1.Zoning Code Update	Programs and Initiatives: 5 Regulations and Standards: 1, 2, 3, 9
3.Utilize overlay and floating zones to address regulatory non-conformities to allow adaptive re-use of vacant buildings and lots	Elevate Las Cruces El Paseo	Regulation Operations Procedures	1.Zoning Code Update 2.Technical Assistance Studio	Programs and Initiatives: 5, 6 Regulations and Standards: 1, 2, 3, 7, 9
4. Support higher-density residential, restaurant, and business uses within 2 blocks of El Paseo and South Solano into adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Operations Procedures	1.Zoning Atlas/Map 2.Technical Assistance Studio 3.Zoning Code Update	Capital Investment: 5 Programs and Initiatives: 5 Regulations and Standards: 1, 2, 3, 4, 5, 9 Partnerships and Coordination: 2
5. Develop/support business assistance activities to assist local entrepreneurs for the El Paseo and South Solano Corridors	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedures Investment	1.Technical Assistance Studio 2.Pattern Zone Floating Zone	Capital Investment: 8 Partnerships and Coordination: 2, 3

6. Pre-approve building plans, development sites and development project types for small scale development	Elevate Las Cruces	Investment Operations Procedure Regulation	1.Land Land Development Code (Zoning, Subdivision, Design Standards) Update 2.Technical Assistance Studio 3.Pattern Zone Floating Zone 4. CIP Projects 5.MRA/TIDD/TIF/BID/ARPA	Programs and Initiatives: 4 Regulations and Standards: 1, 4, 5, 9
7. Permit urban agriculture including community gardens, crate farms, and container gardens	Elevate Las Cruces El Paseo Blueprint	Regulation	1.Zoning Code Update	Capital Investment: 6 Regulations and Standards: 1,4, 5, 9 Partnerships and Coordination: 5
8. Evaluate the success of the infill process for promoting development	Elevate Las Cruces Infill Policy Plan	Study Procedure	1.Elevate Las Cruces Performance Report	Regulations and Standards: 2, 3, 9 Partnerships and Coordination: 2, 6
9. Incentivize the activation and productive use of large parking lots	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.MRA/TIDD/TIF/BID/ARPA 2.CIP Project 3.Property Maintenance Code 4.Land Development Code Update 5.Technical Assistance Studio	Programs and Initiatives: 6 Regulations and Standards: 2, 4 Targeted Plans and Studies: 1
10. Program for the adaptive re-use of vacant buildings	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA	Programs and Initiatives: 6 Regulations and Standards: 2, 4 Targeted Plans and Studies: 1
11. New businesses are impacted by multiple government agencies (local, state) which adds to complexity of starting a business	El Paseo Blueprint Infill Policy Plan	Regulation Operations Procedure	1.Land Development Code Update 2.Technical Assistance Studio 3.Business Engagement	Partnerships and Coordination: 1 – 6
12. Utilize checklists for business registration and regulatory permitting	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Operations Procedure	1.Technical Assistance Studio	Programs and Initiatives: 4 Regulations and Standards: 1, 8, 9 Partnerships and Coordination: 2, 3, 5, 6
13. Allow shipping containers for business and residential use	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Regulation Operations Procedure	1.Technical Assistance Studio 2.Land Development Code Update	Regulations and Standards: 1, 4, 9
March				
1.Support the use of Metropolitan Redevelopment Areas (MRA)	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.MRA approval	Programs and Initiatives: 3 Targeted Plans and Studies: 1
2. Where appropriate use Tax Increment Financing and Tax Increment Development Districts in coordination with MRAs	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure Regulation	1.MRA/TIDD/TIF/ARPA	Programs and Initiatives: 3, 4 Targeted Plans and Studies: 4, 5
3. Use MRAs to promote affordable housing	Elevate Las Cruces El Paseo Blueprint	Investment Operations	1.MRA approval 2.HUD HOME and CDBG	Programs and Initiatives: 1, 3 Targeted Plans and Studies: 1, 2

	Infill Policy Plan	Procedure Regulation	3.Land Bank & Trust Fund	
4. Hire professional services firms to determine blighted areas eligible MRA designation	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Investment Operations Procedure	1.Technical Assistance Studio	Programs and Initiatives: 3, 4 Targeted Plans and Studies: 1
5. Support local business efforts to adopt Business Improvement Districts	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Investment Operations Procedure	1.Technical Assistance Studio 2.MRA/BID/ARPA	Programs and Initiatives: 2 Partnerships and Coordination: 2, 3
6. Study Fare Free Transit	Elevate Las Cruces El Paseo Blueprint	Study Operations	City Council Decision	Programs and Initiatives: 7
7. Continue to locate bus stops with walking distance of residential neighborhoods	Elevate Las Cruces El Paseo Blueprint	Regulation Operation Procedure	1.Land Development Code Update 2.CIP Project(s)	Programs and Initiatives: 7
8. Continue to pursue grant and funding opportunities transit and public infrastructure improvements	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Operations Procedure	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. CIP Project	Capital Investment: 1, 2, 3, 4, 6 Programs and Initiatives: 6 Partnerships and Coordination: 1, 4, 5
9. Permit micro-mobility modes transportation (scooters, e-bikes, autonomous vehicles)	Elevate Las Cruces El Paseo Blueprint	Regulation Operations		Capital Investment: 2 Partnerships and Coordination: 5
10. Support & promote affordable housing for the north portion of the El Paseo Corridor	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. HUD HOME & CDBG 4.Land Bank & Trust Fund 5.CIP Project	Programs and Initiatives: 1 Regulations and Standards: 1, 2, 3, 5, 7, 9 Partnerships and Coordination: 4
April				
1. Support & promote mixed-use development with affordable housing for the north portion of the El Paseo Corridor	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. HUD HOME & CDBG 4.Land Bank & Trust Fund 5.CIP Project(s)	Programs and Initiatives: 1 Regulations and Standards: 1, 2, 3, 5, 7, 9 Partnerships and Coordination: 4
2. Promote positive and constructive relationships between neighborhoods, business corridors and CLC Police programs and efforts	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.Neihgborhood Engagement 2.Business Engagement 3.CIP Project(s)	Partnerships and Coordination: 2, 3, 4, 5, 6
3. Continue to research and apply for grants to improve the El Paseo and South Solano Corridors particularly for bicycle, pedestrian, and transportation improvements	Elevate Las Cruces El Paseo Blueprint	Investment Operations Procedure	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. CIP Project(s)	Capital Investment: 1, 2, 3, 4 Programs and Initiatives: 7
4. Educate and coordinate capital funding efforts for local entrepreneurs with financial lending resources such as local	Elevate Las Cruces El Paseo Blueprint	Investment Operations	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA	Programs and Initiatives: 4 Partnerships and Coordination: 2

banks, credit unions, SBA, SCORE, and other financial lending resources related to loan and grant programs intended for core city areas	Infill Policy Plan	Procedure	3. Business Engagement	Targeted Plans and Studies: 4
5. Inventory exiting vacant land (minimum 2-acre parcels and 6-8 acre parcels) for potential development of affordable housing in partnership with JL Grey, Tierra del Sol and other affordable housing organizations	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedure	1.Technical Assistance Studio 2.Elevate Las Cruces Performance Report 3.Land Bank & Trust Fund	Programs and Initiatives: 1 Regulations and Standards: 2, 7 Targeted Plans and Studies: 2
6. Assist with the formation of business/landlord groups for improved property maintenance and corridor clean-up	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Investment Operations Procedure	1.Technical Assistance Studio 2.Business Engagement 3.Neighborhood Engagement	Regulations and Standards: 8 Partnerships and Coordination: 2, 3, 4, 6
May				
1.Develop an overall focus and strategy for El Paseo and South Solano Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedure Investment	1.Technical Assistance Studio 2.Business Engagement 3.Neighborhood Engagement	Programs and Initiatives: 2,3 Targeted Plans and Studies: 1
2. Create identities and branding for each corridor and unique neighborhood	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedure Investment	1.Technical Assistance Studio 2.Business Engagement 3.Neighborhood Engagement 4.MRA/TIDD/TID/BID/ARPA/CIP	Programs and Initiatives: 2 Partnerships and Coordination: 2, 3, 6
3. Identify impediments and potential approaches for the development and use of vacant properties	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.Elevate Las Cruces Performance Report 3.Land Bank & Trust Fund	Programs and Initiatives: 3, 6 Regulations and Standards: 2 Targeted Plans and Studies: 1
4. Advance transportation enhancements for El Paseo and South Solano Corridors and adjacent neighborhoods	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. CIP Project(s) 4.Transit Planning 5.Business Engagement 6.Neighborhood Engagement 7.Inter-Governmental Coordination 8.Land Development Code Update	Capital Investment: 1, 2, 3, 4, 5 Programs and Initiatives: 7 Targeted Plans and Studies: 5
5.Support and address community health matters impacting the corridors and neighborhoods	Elevate Las Cruces Infill Policy Plan	Study Operations Procedures Investment	1.Community Policing 2.Business Engagement 3.Neighborhood Engagement 4.MRA/TIDD/TIF/BID/ARPA	Partnerships and Coordination: 4, 5, 6 Targeted Plans and Studies: 2
June				

1.Build upon existing strengths and conditions of the commercial corridors for retail, medical offices and clinics, mental health offices, take-out restaurants, and cannabis related land uses.	Elevate Las Cruces Infill Policy Plan	Study Regulation Operations Procedure Investment	Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. CIP Project(s) 4.Transit Planning 5.Business Engagement 6.Neighborhood Engagement 7.Inter-Governmental Coordination 8.Land Development Code Update	Programs and Initiatives: 2 Partnerships and Coordination: 2, 6 Targeted Plans and Studies: 4
2.Establish or partner to provide technical and redevelopment assistance programs to assist with changing retail market demands, business financing complexities, adoptive building re-use methods and permitting, and other market-based development approaches	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. Business Engagement	Programs and Initiatives: 2, 4 Partnerships and Coordination: 2, 3 Targeted Plans and Studies: 1, 4, 5
3.Incentivize affordable housing with new construction and conversion of existing structures and buildings	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. HUD HOME & CDBG 4.Land Bank & Trust Fund 5.CIP Project 6.Land Development Code 7.Neighborhood Engagement	Programs and Initiatives: 1 Regulations and Standards: 7 Partnerships and Coordination: 4
4.Support homeless assistance programs and efforts	Elevate Las Cruces	Operations Procedure Investment	1.HUD CDBG 2.Public Services Funding 3.Inter-Governmental Coordination	Partnerships and Coordination: 4, 5
5.Adopt ordinances and develop programs to incentivize property maintenance and property improvement	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.Business Engagement 3.Neighborhood Engagement 4.MRA	Regulations and Standards: 8
6.Consider a financial incentive program (including grants) to abate property taxes, to promote building renovation, to facilitate site improvements	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Regulation Operations Procedure Investment	1.Technical Assistance Studio 2.MRA/TIDD/TIF/BID/ARPA 3. Business Engagement	Programs and Initiatives: 3, 4 Targeted Plans and Studies: 1, 4, 5
7.Encourage neighborhoods and businesses to collectively brand and promote themselves	Elevate Las Cruces El Paseo Blueprint Infill Policy Plan	Study Operations Procedure Investment	1.Technical Assistance Studio 2.Business Engagement 3.Neighborhood Engagement	Programs and Initiatives: 2 Partnerships and Coordination: 2, 4, 6

MEMORANDUM

To: Transportation, Sustainability, & Infrastructure Policy Review Committee
From: Gabe Vasquez, City Councilor - District 3
Date: September 17, 2021
Initials:
File #: N/A
Subject: El Paseo – South Solano Corridors Ad Hoc Committee Recommendations

Purpose

The El Paseo–South Solano Corridors Ad Hoc Committee (Committee) was formed by the Las Cruces City Council in the Spring of 2020 and their scope was modified in the Fall of 2020. The Committee was tasked with reviewing City adopted policy (Elevate Las Cruces Comprehensive Plan, El Paseo Community Planning Blueprint, Infill Policy Plan) for corridor and center revitalization and for transportation linkage improvements. Additionally, the Committee was directed to explore placemaking approaches for nurturing vibrant mixed land use corridors. The Committee also expanded its geographic scope to include the neighborhoods adjacent to the two corridors.

Membership

The Committee membership constituted a broad range of individuals from the greater Las Cruces community. Members represented various organizations and entities including the Las Cruces City Council, the Las Cruces Planning & Zoning Commission, the Las Cruces Public School District, New Mexico State University, South Central Regional Transit District, local business and property owners, and three City Councilors. The Committee was chaired by City Councilor Gabe Vasquez. Councilor Tessa Abeyta-Stuve served as the Committee’s Vice-Chair. The entire membership included:

- Tessa Abeyta-Stuve – District 2 City Councilor (Vice-Chair)
- Johana Bencomo – District 4 City Councilor
- Gabe Vasquez – District 3 City Councilor (Chair)
- Arianna Parsons – District 1 Citizen Representative
- Justin Bannister – District 2 Citizen Representative
- Joseph Fuemmeler – District 3 Citizen Representative
- Orlando Padilla – District 4 Citizen Representative
- Crystal McCaslin – District 5 Citizen Representative
- David Lynch – District 6 Citizen Representative
- Sharon Thomas – Planning & Zoning Commission
- Karen Trujillo – Las Cruces Public Schools
- Gabriel Jacquez – Las Cruces Public Schools

- Gloria Martinez – Las Cruces Public Schools
- Luis Campos – New Mexico State University
- David Armijo – South Central Regional Transit District
- Jake Redfearn – Corridor Business Representative

General Background

The El Paseo and South Solano Corridors are older traditional commercial corridors located generally south of the original Las Cruces townsite. They and their adjacent neighborhoods connect downtown to New Mexico State University and lie south of

Amador/Lohman Avenues, east of S. Main Street, north of University Avenue, and west of I-25. This area is the southern half of the area covered by the Infill Policy Plan. In addition to the Infill Policy Plan, other City Council adopted community development policy plans affecting the Committee's purview include the El Paseo Corridor Community Blueprint and Elevate Las Cruces Comprehensive Plan.

The El Paseo Community Blueprint is a City adopted policy plan incorporating the key findings from two other corridor planning efforts: Picturing El Paseo and Realizing El Paseo. Picturing El Paseo was a grassroots visioning project that resulted in a corridor vision statement and recommended next steps related to transportation improvements, green infrastructure, and zoning ordinance changes. Realizing El Paseo was a facilitated review and consideration of actions to revitalize and redevelop the El Paseo Corridor. These actions focused on development ordinance modifications, building permit process changes, and potential financial incentives for the corridor.

Elevate Las Cruces Comprehensive Plan (ELC) is the city-wide policy document expressing the City's vision and values, providing development strategies for community investment and physical growth, and stating the policies and actions to create the envisioned sustainable, prosperous, and livable city of Las Cruces. Further, ELC provides policy guidance for both the El Paseo and South Solano Corridors. This direction is provided by the Future Development Program. Both corridors are defined as Mixed-use Corridor Overlay Place Types, indicating a built environment mimicking a central business district with mixed uses lining the main streets of the overlay area. Additionally, ELC provides various recommendations via its Work Program. The Work Program provides many general and specific policies and actions that when applied promote and benefit the corridors and adjacent neighborhoods. Recommendations range from adopting Mixed-use Corridor Overlay Place Type zoning and development standards to constructing transportation infrastructure improvements to utilizing strategies to address neighborhood identity and improvement.

The Committee met monthly from December 2020 until August 2021. They discussed a series of topics during this time. These topics included:

- General city-wide development vision and adopted plans,
- City land development processes,
- Financial investment and incentive tools,

- Collaborative redevelopment approaches, and
- Specific issues and conditions related to corridor and neighborhood vitality.

Recommendations

The Committee held nine meetings where they reviewed City of Las Cruces adopted plans and policy related to the subject corridors, adjacent neighborhoods, and business areas. The Committee then discussed matters and issues related to the topics of each meeting. The Committee at their last two meetings discussed a full range of redevelopment strategies and actions. Based on the meetings held, information reviewed and discussed, and general knowledge concerning the corridors and neighborhoods, the Committee reached consensus on nine (9) recommendations (a more thorough summary of the Committee meetings and redevelopment strategies discussed is provided with the attachments to this memo).

Southern Infill Corridors and Neighborhood Strategic Focus

Neighborhoods

The southern infill neighborhoods envision and strive to be a place of economic stability, wealth creation, and healthy living. They are attractive, peaceful places where people feel welcome, safe, and comfortable and are hot spots for dwelling choice, local shopping, eateries, entrepreneurship, and businesses. Increased density in these neighborhoods will support commercial development along the corridors and, also, help to address the need for missing middle and small, entry-level homes.

Corridors

The southern infill corridors (El Paseo, South Solano) are seen as and continue to transform into thriving transit-oriented areas where businesses, residents, visitors, and the City work together to create and maintain a place of sustainability, one that is pedestrian and bicycle friendly, and addresses the needs of all citizens.

Recommended Actions

The specific recommendations from the Committee included:

1. Community Development Department Role

The Community Development Department was identified to continue to provide general oversight and administrative support for redevelopment efforts focused on the southern infill corridors and neighborhoods. The Committee also recommended that a specific person in the Community Development Department be selected to oversee these projects.

2. City Metropolitan Redevelopment Area (MRA) Evaluation Program:

The Committee recommends the City establish a program to regularly identify, review, evaluate, and determine infill areas as appropriate for designation as

MRAs. Such a program would include determining blighted areas, preparation of MRA Plans, adopting MRA implementation tools (public/private partnerships, exploring tax increment financing, and creating incentive activities). Initial general areas for MRA consideration include the Wyatt/Campo area (Lohman Avenue to El Paseo Road), the El Paseo corridor (Idaho Avenue to Montana Avenue), the S. Valley Drive area (White Rose Court to La Posada Lane), S. Solano corridor (Kansas Avenue to Utah Avenue), and other areas with similar characteristics. An MRA program is also recommended to prepare redevelopment proposals for MRA Developer proposed projects.

3. Fiscal Resources

The Committee recommends that any funding budgeted for redevelopment projects and activities for the southern infill area contribute to MRA studies and plans, Low-Income Housing Tax Credit project applications, technical assistance studies, and similar redevelopment related efforts. The Committee also recommends that grant-funding opportunities continually be considered to support redevelopment activities including US HUD Choice Neighborhoods Initiative Grants, US EPA Brownfield Grants, and other similar grant opportunities. Additionally, the Committee recommends that capital projects located within the southern infill neighborhoods and corridors boundary area be prioritized and emphasized when rated and adopted as part of the City's Capital Improvement Program.

4. Virtual Redevelopment Technical Assistance Program

The Committee recommends the initiation of a Virtual Technical Assistance portal. The Committee envisions the virtual technical assistance being a part of the City's website. The dedicated webpage would include information, resources, and contacts related to adopted City Plans, GIS maps and data, permitting and business registrations, MRA designation(s), financial tools and grant opportunities, repository of City redevelopment information and efforts to date, and other resources to facilitate investment and maintenance of the corridors and neighborhoods. The Committee recommends that the portal be designed in a public-facing manner for ease of access by residents, businesses, and investors; to demonstrate the importance of the neighborhoods and corridors; and to differentiate the redevelopment activities for the area from the day-to-day operations of the City.

5. Building Technical Assistance Studio Team

The Committee endorsed the formation of a building technical assistance studio/team. This recommendation addresses similar matters as the virtual technical assistance recommendation and can augment and be a component of the virtual portal. The studio/team would facilitate and assist with building and zoning information and processes, speculative flex space investment and construction, pattern zone development (pre-approved building plans) opportunities, grant opportunities and management, design guideline development and use, building and site adaptive re-use assistance, property maintenance guidelines and standards application, and round tables and discussion groups facilitation.

6. Business Technical Assistance Team

The Committee also endorsed the formation of a business team. This team would provide a similar role as the building technical assistance studio/team but concentrate on the needs of business. This team is also anticipated to support the virtual technical assistance portal. Assistance focus would include business corridor branding, business financial assistance, grant opportunities and management, property maintenance guidelines and standards application, public private partnerships and agreements, business improvement district and agreements, round tables and discussion groups' facilitation, and financial incentive evaluation and study assistance.

7. Neighborhood Technical Assistance Team

The Committee also endorsed the formation of a fourth technical assistance effort focusing on the needs of the south side neighborhoods. Initial areas of assistance include neighborhood branding, grant opportunities and management, property maintenance guidelines and standards application, round table and discussion group facilitation, financial incentive evaluation and study, and other identified neighborhood assistance undertakings.

8. Paseos Verdes Affordable Housing and Mixed-Use Redevelopment

Last, the Committee recommendation is to endorse and support the Economic Development Department—Housing and Neighborhood Services' Paseos Verdes project. The committee supports continued due diligence to see the project initiated and completed as timely as possible.

9. Official Boundary Designation of El Paseo – South Solano Redevelopment Area

The Committee recommends that the City Council adopt a resolution designating the El Paseo-South Solano Corridors Ad Hoc Committee's study area boundaries for redevelopment. Further the resolution should state the City's desire to pursue plans to increase density in the subject neighborhoods in order to support more commercial activity in the corridors and to provide

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redevelopment and conservation support to both residents and other interested partners. Such efforts will promote the neighborhoods' and the residents' ability to build wealth through increased housing density and greater incorporation of commercial activity, throughout the neighborhoods as well as along their mixed-use corridors. The resolution should also state the City's commitment to promoting and enhancing the southside infill area through its budgets, programs, and services. The resolution would clearly articulate the City's commitment to improve the quality of life for the residents and businesses of the area.

The El Paseo-South Solano Corridors Ad Hoc Committee requests that the Transportation, Sustainability, and Infrastructure Policy Review Committee (TSI-PRC) endorse their recommendations. The Committee also recommends that the TSI-PRC support a work session with the full City Council to discuss the Committee's recommendations.

El Paseo – South Solano Corridors Ad Hoc Committee

Final Report – July 2021

Purpose

The El Paseo – South Solano Corridors Ad Hoc Committee (Committee) was formed by the Las Cruces City Council in the Spring of 2020 and their scope was modified in the Fall of 2020. The Committee was tasked with reviewing City adopted policy (Elevate Las Cruces Comprehensive Plan, El Paseo Community Planning Blueprint, Infill Policy Plan) for corridor and center revitalization and for transportation linkage improvements. Additionally, the Committee was directed to explore placemaking approaches for nurturing vibrant mixed land use corridors. The Committee expanded its geographic scope to include the neighborhoods adjacent to the two corridors.

General Background

The El Paseo and South Solano Corridors are older traditional commercial corridors located generally south of the original Las Cruces townsite. They and their adjacent neighborhoods connect downtown to New Mexico State University and lie south of Amador/Lohman Avenues, east of S. Main Street, north of University Avenue, and west of I-25. This area is the southern half of the area covered by the Infill Policy Plan. In addition to the Infill Policy Plan, other City Council adopted community development policy plans affecting the Committee's considerations include the El Paseo Corridor Community Blueprint and Elevate Las Cruces Comprehensive Plan.

The El Paseo Community Blueprint is a City adopted policy plan incorporating the key findings from two other corridor planning efforts: Picturing El Paseo and Realizing El Paseo. Picturing El Paseo was a grassroots visioning project that resulted in a corridor vision statement and recommended next steps related to transportation improvements, green infrastructure, and zoning ordinance changes. Realizing El Paseo was a facilitated review and consideration of actions to revitalize and redevelop the El Paseo Corridor. These actions focused on development ordinance modifications, building permit process changes and potential financial incentives for the corridor.

Elevate Las Cruces Comprehensive Plan (ELC) is the city-wide policy document expressing the City's vision and values, providing development strategies for community investment and physical growth, and stating the policies and actions to create the envisioned sustainable, prosperous, and livable city of Las Cruces. Further, ELC provides policy guidance for both the El Paseo and South Solano Corridors. This direction is provided by the Future Development Program. Both corridors are defined as Mixed-use Corridor Overlay Place Types indicating a built environment mimicking a central business district with mixed uses lining the main streets of the overlay area. Additionally, ELC provides various recommendations via its Work Program. The Work Program provides many general and specific policies and actions that when applied promote and benefit the corridors and adjacent neighborhoods. Recommendations range from adopting Mixed-

use Corridor Overlay Place Type zoning and development standards to constructing transportation infrastructure improvements to utilizing strategies to address neighborhood identity and improvement.

The Committee met monthly from December 2020 until August 2021. They discussed a series of topics during this time. These topics included:

- General city-wide development vision and adopted plans,
- City land development processes,
- Financial investment and incentive tools,
- Collaborative redevelopment approaches, and
- Specific issues and conditions related to corridor and neighborhood vitality.

Priority Issues

The Committee held nine meetings where they reviewed City of Las Cruces adopted plans and policy related to the subject corridors, adjacent neighborhoods, and business areas. The Committee then discussed matters and issues related to the topics of each meeting. Some of the main themes identified by the Committee were:

January- City Vision & Plans

- Assist and incentivize adaptive re-use of buildings and infill development
- Promote and provide missing middle housing opportunities
- Expedite and allow mixed use corridor development and redevelopment

February – Development Process

- Prioritize active transportation and multi-modal transportation improvement with development and redevelopment projects for the corridors and adjacent neighborhoods
- Utilize overlay and floating zones to encourage and promote the use and adaptive re-use of vacant buildings and properties
- Create and approve mixed use areas that allow by right greater densities and intensities of land use
- Establish a redevelopment assistance program

March – Investment & Incentive Tools

- Utilize available municipal financial tools (MRA, TIDD, TIF, BID, GRIP, etc.) where appropriate and to the extent possible
- Promote and assist the creation of affordable and attainable housing throughout the corridors and adjacent neighborhoods
- Expand transit and the potential for fare free transit service throughout the corridors and adjacent neighborhoods

April – Collaborative Redevelopment Approaches

- Provide business and neighborhood assistance
- Seek grant and funding opportunities to support reinvestment and redevelopment projects and activities
- Foster collaborative and supportive relationships between the City of Las Cruces, neighborhoods, and local businesses

May – Other Conditions and Considerations

- Pursue and apply for community and economic development grants such as HUD's Choice Neighborhood Planning grant to facilitate redevelopment and investment in the corridors and adjacent neighborhoods
- Make available past studies, analysis, electronic data bases and maps, and technical reports to investors, developers, and property owners to assist with development projects (technical data and assistance)
- Continue coordination between the Public Works and Utility Departments when major capital and maintenance projects/activities are conducted to the City's street, drainage and utility systems
- Continue to formulate a vision and strategy statement to redevelop the subject corridors and neighborhoods
- Endorse supportive services and assistance to the homeless and transient persons who frequently visit the El Paseo Corridor
- Continue to explore transit and transportation connections between the NMSU campus and the downtown

June – Real Estate and Neighborhood Opportunities and Challenges

- Build upon existing population levels, commercial and residential land use densities, and core retail business activity to anchor adoptive re-use and redevelopment efforts
- Explore necessary resources to capitalize on the affordable and available larger spaces for such uses as medical offices and clinics, mental health offices, reconfigured restaurant spaces, and cannabis related establishments
- Establish a technical and redevelopment assistance program to assist with changing retail market demands, business financing complexities, adoptive building re-use methods and permitting, and other market-based approaches to development
- Incentivize affordable housing with new construction and conversion of existing structures and buildings
- Support efforts and programs to assist the homeless populace of the city
- Adopt ordinances and programs to incentivize property maintenance and improvement
- Consider a financial incentive program (including grants) to abate property taxes, promote building renovation and remodeling, and site improvements

- Encourage neighborhoods and business districts to collectively brand and promote themselves

Redevelopment and Revitalization Strategies

Ad Hoc Committee Strategic Focus

The southern infill neighborhoods envision and strive to be a place of economic stability, wealth creation, and healthy living. They are attractive, peaceful places where people feel welcome, safe, and comfortable and are hot spots for dwelling choice, local shopping, eateries, entrepreneurship, and businesses.

The southern infill corridors (El Paseo, South Solano) are seen as and continue to transform into thriving transit-oriented areas where businesses, residents, visitors and the City work together to create and maintain a place of sustainability, one that is pedestrian and bicycle friendly, and addresses the needs of all citizens.

The following is a list of major tactics and practices for the implementation of an overall development strategy for the southern infill neighborhoods and major corridors. All the practices are supported by policies of Elevate Las Cruces, the El Paseo Corridor Community Blueprint, and the Infill Policy Plan. Additionally, the majority if not all practices have been either mentioned or discussed by the Committee. Staff has used these strategic implementation approaches and practices to identify existing programmatic gaps, new project opportunities, and potential actions by the City to promote active transportation and vibrant spaces for the southern infill neighborhoods and corridors. Last, staff has recommended certain actions for the Committees' consideration.

Tactics and Practices

Capital Investment

1. Streetscapes
2. Active Transportation
3. Complete Streets
4. Pedestrian Amenities
5. Buffer and Transition Area Treatments
6. Green Infrastructure
7. Capital Improvement Planning & Projects
8. Speculative Flex Space Investment
9. Utility Construction Coordination and Upgrades
10. Transit Oriented Development (trolley connecting downtown & NMSU, additional transit service on Solano)

Programs and Initiatives

1. Affordable Housing
2. Branding & Marketing
3. MRA Strategy (establishment/program)

4. Technical & Financial Assistance (Project & Design Studio)
5. Floating & Pattern Zone Usage
6. Re-Use or Purposing of City Property and Infrastructure
7. Transit/Parking Strategy
8. Adopt a Spot & Urban Forestry (street trees)

Regulations and Standards

1. Update Development Ordinance (Processes, Zoning, Subdivision, Standards)
2. Update Infill Development Processes (make infill & redevelopment viable to greenfield development)
3. Mixed Use Overlay Process and Standards (Corridor Ordinance)
4. Site & Building Design Guidelines (Design Studio)
5. Form Standards (Use Character & Intensity Levels)
6. Context Sensitive & Complete Streets
7. Adaptive Re-Use for Multi-Family Residential Incentives
8. Property and Infrastructure Maintenance Guidelines or Standards
9. Regularly Ordinance Review and Update

Partnerships and Coordination

1. Legislative Appropriation Liaison/Coordination
2. Business Improvement Districts & Relations
3. Public Private Development Partnerships and Agreements
4. NGO (Community of Hope, Mesilla Valley Housing Authority, FYI) and City of Las Cruces Partnerships
5. Inter-Governmental Partnerships (NMDOT, EBID, NMED, NMSU, LCPS, MVMPO, SCRTD)
6. Engagement Program (develop on-going program for residents, businesses, non-profits, community leaders, design professionals, etc. to actively participate in City planning process(es))

Targeted Plans and Studies

1. MRA Blight Study(ies)
2. Paseos Verdes Housing Infill Plan
3. Building Adaptive Re-Use (ICC Existing Building Code Implementation) Strategy
4. Financial Incentives Tool Applicability Evaluation & Study
5. TID, TIF, GRIP, BAD, VAD, etc. Evaluation
6. Utility and Infrastructure Gap Analysis
7. Overhead Utility Underground Relocation Feasibility
8. Site Specific Environmental Analysis and Study (Phase I & II EIS)
9. General Obligation Bond Future Project Studies and Cost Estimates
10. US HUD Choice Neighborhood Planning Grant

Staff Recommended Actions

1. City MRA Evaluation Program:
 - a. Wyatt/Campo: Lohman to El Paseo
 - b. El Paseo: Idaho to Montana
 - c. S. Valley Drive: White Rose Court to La Posada Lane
 - d. S. Solano: Kansas to Utah
 - e. Future areas
 - f. RFQ for MRA Developers
2. Building Technical Assistance Studio Team (evaluate feasibility):
 - a. Building and Zoning Assistance
 - b. Speculative Flex Space Investment
 - c. Pattern Zone Development (Pre-Approved Building Plans)
 - d. Grant Opportunities and Management
 - e. Design Guideline Development
 - f. Building and Site Adaptive Re-Use Assistance
 - g. Property Maintenance Guidelines and Standards
 - h. Round Tables and Discussion Groups
3. Business Technical Assistance Team (evaluate feasibility):
 - a. Business Corridor Branding
 - b. Business Financial Assistance
 - c. Grant Opportunities and Management
 - d. Property Maintenance Guidelines and Standards
 - e. Public Private Partnerships and Agreements
 - f. Business Improvement District and Agreements
 - g. Round Tables and Discussion Groups
 - h. Financial Incentive Evaluation and Study
4. Neighborhood Technical Assistance Team (evaluate feasibility):
 - a. Neighborhood Branding
 - b. Grant Opportunities and Management
 - c. Property Maintenance Guidelines and Standards
 - d. Round Tables and Discussion Groups
 - e. Financial Incentive Evaluation and Study
5. Paseos Verdes Affordable Housing and Mixed-Use Redevelopment:
 - a. Design Charrette (September)
 - b. Area Assessment (Blight determination)
 - c. MRA Designation for Financial Purposes
 - d. Development Agreements with Partners
 - e. Master Planning & Entitlement of Property
 - f. Finance and Development Agreements

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- g. Construction contract approval
- h. Project construction
- i. US HUD Choice Neighborhood Planning Grant Submission

Next steps

1. Committee finalizes their recommendations
2. Committee recommendations presented to Transportation, Sustainability, and Infrastructure Policy Review Committee
3. Recommendations integrated with City Strategic Plan and Budget
4. Organization programming and resourcing
5. Initiate programs and activities